

# CALIFORNIA EMS SYSTEM STRATEGIC PLAN

**Mission, Vision, Guiding Principles, and Priorities**



**2023-2033**

2023 Emergency Medical Services Authority



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# Acknowledgments

This strategic planning process benefitted from those who attended Advisory Committee and working group meetings and provided feedback to develop the Mission, Vision, Guiding Principles, and Priorities and Objectives.

The Emergency Medical Services Authority (EMSA) Executive Team would like to acknowledge and thank those who contributed to the development of the 2023 California Emergency Medical Services (EMS) System Strategic Plan.



**California  
Commission  
on EMS**





# Introduction

Dear California Emergency Medical Services System Partners,

I want to thank you for volunteering your time to support the development of The California EMS System; 10 Year Strategic Plan. Whether as a member of the advisory committee or part of the working groups, your participation and feedback has led us to a unified vision, mission, principles, priorities, and objectives that will guide our future work.

From the time I took the position as Acting Director of Emergency Medical Service Authority (EMSA) and met with EMS partners across the state, I observed differences in priorities, ideas, and vision for the future of the EMS System from each of its partners. However, the common thread was ensuring the patient is the center of California's EMS System. It became clear through those conversations that we had an exciting opportunity to bring together our partners, align our perspectives to unify our work, and build a stronger future for the California EMS System.

It has truly been an honor to have such authentic conversations throughout this entire process. We have strengthened our ability to work together now and into the future through our discussions over the last many months, allowing us to understand each other's perspectives and thought processes. This relationship building has been invaluable for EMSA, as I hope it has been for you, too.

We will continue this collaborative process to ensure that we continuously adapt to challenges, including those that are unforeseen. As we take the California EMS System Strategic Plan from paper to action, I look forward to our ongoing partnership. Our commitment to work together will create a California EMS System that is person-centered with the best possible outcomes for all patients and professionals.

# Executive Summary

The Emergency Medical Services Authority (EMSA) is charged with providing leadership in developing and implementing the California Emergency Medical Services (EMS) System and setting standards for the training and scope of practice of various levels of EMS professionals. EMSA also has responsibility for promoting disaster medical preparedness throughout the state, and, when required, coordinating, and supporting the state's medical response to major disasters. EMSA, through leadership, setting standards, and consensus building, plays a central role in improving the quality of EMS available for all individuals that reside in and visit California.

Emergency and disaster medical services in California are rooted in the skills and commitment of the public safety professionals, first responders, emergency medical technicians, paramedics, nurses, physicians, and administrators who deliver care to the public and operate the system. For high quality services to be delivered in a well-organized manner, all aspects of the California EMS system must collaboratively work together, mutually reinforcing and supporting each other for the benefit of the patient.

In California, day-to-day EMS system management is the responsibility of the local and regional EMS agencies. It is principally through these agencies that EMSA works to promote quality EMS services statewide. EMSA staff also work closely with many local, state, federal, and private partners with emergency and/or disaster medical services roles and responsibilities.

This document outlines a 10-year strategic plan for the California EMS System to continue to build a healthcare system that provides equitable care to all Californians by leveraging our opportunities and strengths, working to mitigate our weaknesses and threats, and promoting our best practices. The 2023 California EMS System Strategic Plan sets a foundation for growth and continuous improvement to meet the needs of both today and tomorrow, ensuring a healthy future for the EMS System of California.

# History and Background

Prior to 1980, California did not have a central state agency responsible for ensuring the development and coordination of EMS services and programs statewide. The many stakeholders in EMS—including local administrators, fire agencies, ambulance companies, hospitals, physicians, nurses, and other healthcare providers – had consensus that a more unified approach to emergency and disaster medical services was needed. As the result of several years of effort by the EMS constituents to establish a state lead agency and centralized resource to oversee emergency and disaster medical services, the Emergency Medical Services System and Prehospital Emergency Care Personnel Act was passed, creating EMSA and adding Division 2.5 to the Health and Safety Code (Sections 1797, 1798 and 1799). EMSA is one of thirteen departments within California's Health and Human Services Agency.

In early 2022, EMSA initiated the strategic planning process with stakeholders throughout the California EMS System to collaborate meaningfully and determine a collective path forward. Because the EMS and healthcare systems are more dependent on each other than ever, a collaborative partnership amongst these systems is critical in order to build resiliency and mitigate future challenges.



# Strategic Planning Methodology

The California EMS System Strategic Planning Process consisted of two groups of stakeholders:

- The **Strategic Planning Advisory Committee** was established with partners across the state who actively participate in some part of the California EMS System.
- Four **Working Groups** were established with partners across the state who are front line staff or leadership in some portion of the California EMS System, or who are stakeholders of the EMS System in some capacity.

The Advisory Committee's roles and responsibilities included advising on the following:

- drafting the Mission, Vision, and Guiding Principles;
- determining the overall Priorities;
- identifying participants for the working groups;
- providing oversight of and drawing connections between the working groups;
- reviewing the content and outcomes from the working groups;
- participating in the listening sessions; and
- disseminating the final plan statewide.

The working groups' roles and responsibilities included defining the Objectives to reach the Priorities set by the Advisory Committee and putting forth planning assumptions and implementation considerations for the Objectives and Priorities. At least one Advisory Committee Member sat in on each working group meeting. The four working groups were organized into the following focus areas: Equity and Transparency; Innovation and Retrospective Data; Operational Management; and Administration and Resilience.



# Strategic Planning Process Structure



EMSA set forth the following Mission, Purpose, and Core Values for the strategic planning process:

- Mission: Enable partner collaboration towards a common Vision, Mission, and Strategic Priorities, under an agreed upon set of Guiding Principles, to establish Objectives, which bring to life a vision for the future of the California EMS System.
- Purpose: Support and advise EMSA on the drafting of a California EMS Strategic Plan no later than April 2023.
- Core Values: transparency, innovation, inclusivity, collaboration, respect, and integrity. All stakeholders were asked to uphold these values throughout the strategic planning process. Above all else, the Advisory Committee and working groups were asked to ensure that the process and the plan were person-centered.

## Strategic Planning Process Core Values



Transparency



Inclusivity



Respect



Collaboration



Integrity



Innovation



People-Centered

# Strategic Planning Process

Both the Advisory Committee and each of the working groups were asked to complete a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis of the California EMS System. A SWOT analysis is a technique for assessing these four aspects of an organization. Strengths and weaknesses are internal to an organization – things that the organization has some control over and can change. Opportunities and threats are external – things that are going on outside an organization, in the larger market. An organization's leadership can take advantage of opportunities and protect against threats, but it cannot change them. A SWOT analysis is a tool that can help to analyze what an organization does best now, and to devise a successful strategy for the future.

The groups were also asked to identify planning assumptions for the California EMS System. A planning assumption is a fact, an event, or a circumstance that is expected to occur. It is an assumption that provides background for strategic planning to take place. While they can never be validated entirely, strong strategic plans are based on accepted and reliable assumptions and serve as the foundation for planning.

The SWOT analysis and planning assumptions were both used to vet the draft Priorities and Objectives. During this review the Advisory Committee and working groups each considered the following questions:

- Having reviewed the planning assumptions and SWOT analysis, do the current Objectives properly address the work we want to be done over the next 10 years in the California EMS System?
- Are we capitalizing on our identified strengths and opportunities?
- Are we comprehensively addressing our weaknesses and future risks/threats?
- What is our metric for success for each Priority and Objective?
- What implementation considerations should be added for situational awareness?
- Are these Objectives accurately placed in the short-, intermediate, and long-term timeframes?
- What are we missing?

The end product of this process is a Strategic Plan for the California EMS System that establishes our Vision, Mission, and Guiding Principles as well as Priorities in the areas of the four working groups with short-, intermediate-, and long-term Objectives. The plan defines the Vision of what we want the world to look like; the Mission, which states who we are as the California EMS System; and our Guiding Principles that describe our core beliefs. Finally, the plan spells out our Priorities and Objectives. The Vision, Mission, and Guiding Principles explain our “why.” The **Priorities** and **Objectives** explain “how” we get to our Vision and how we gauge our degree of success. Together, these define our **Strategy**.

## Vision

What do we want the world to look like?



## Mission

Who are we?



## Guiding Principles

What are our core beliefs?



## Priorities & Objectives

How do we get there and how do we gauge our success?

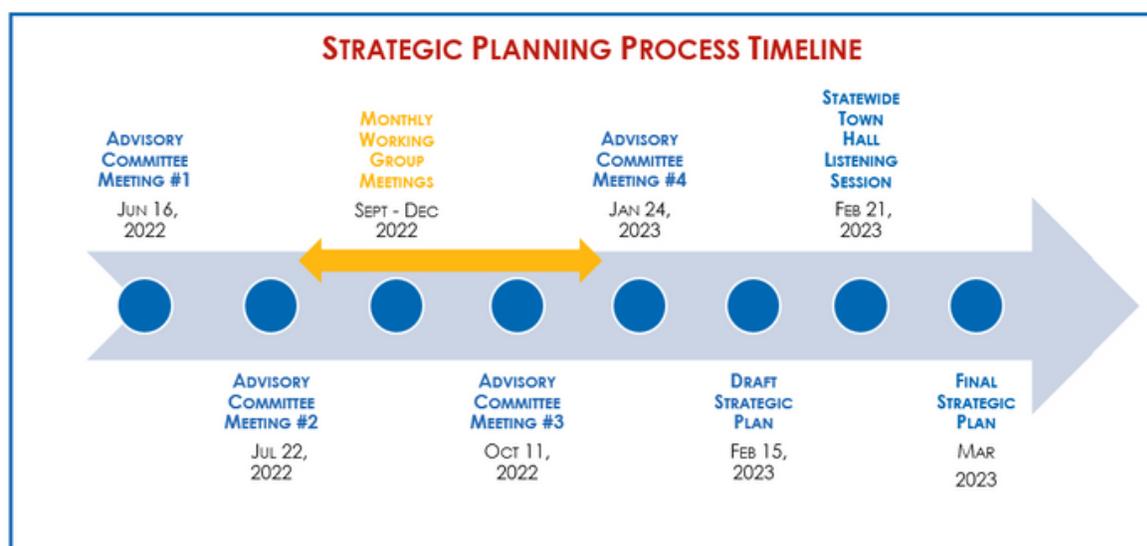


# Strategic Planning Timeline

The strategic planning process began in early 2022 with the convening of the Advisory Committee. This group met in both June and July to draft the initial Vision, Mission, Guiding Principles, Priorities, and Objectives. The Advisory Committee then identified a variety of stakeholders to comprise the four working groups, developed the working group goals, and oversaw the working group meetings and activities.

The working groups met monthly virtually for a total of three workshops each from September to December of 2022. These meetings were facilitated by a team of objective consultants in order to reduce bias and maximize collaboration. The Advisory Committee met again in October of 2022 to review the initial feedback from the working groups and made updates as appropriate.

Once the working groups had completed their work, a draft California EMS Strategic Plan was provided to the Advisory Committee at a final meeting in January 2023. With feedback from the Advisory Committee, a revised draft was then shared via a virtual statewide Town Hall listening session hosted by EMSA in order to solicit comprehensive feedback. The California EMS Strategic Plan was released in March of 2023.



# Planning Assumptions

California is the most populous state in the United States with an estimated population of 39.2 million in 2022.<sup>1</sup> The state's population is expected to continue to grow to reach over 44 million by 2050.<sup>2</sup> California is the third largest state in the nation by area and is comprised of 58 counties with over 482 incorporated cities. Nine of the top 50 U.S. cities in terms of population are in California, including Los Angeles, San Diego, San Jose, San Francisco, Fresno, Sacramento, Long Beach, Oakland, and Bakersfield.<sup>4</sup> In addition to the resident population, California hosted a record 268.1 million domestic visitors and 17.9 million international visitors in 2019.<sup>3</sup> The state's tourism is forecasted for continued growth, exceeding 2019 levels to reach 291.5 million visitors in 2024.<sup>3</sup>

California has the second highest average life expectancy in the nation at 81.9 years.<sup>5</sup> The state's over-60 population is projected to diversify and grow faster than any other age group. By 2030, 10.8 million Californians will be an older adult, making up one-quarter of the state's population.<sup>5</sup> Additionally, nearly 4.1 million Californians have a disability. This is equal to 10.4 percent of the population or approximately one in ten Californians.<sup>6,7</sup> Older adults, persons with disabilities, and others with access and functional needs (AFN) may be harder to reach during a disaster and are often significantly impacted by emergencies. AFN refers to individuals who have developmental, intellectual, physical, or mental health disabilities; chronic conditions or injuries; limited English proficiency; and individuals who are: older adults, children, women in late stages of pregnancy; living in institutionalized settings; low income, experiencing homelessness, and/or transportation disadvantaged. The California EMS System is committed to the safety of all Californians, including those with AFN.

The CA EMS System is comprised of two tiers. The first is EMSA at the state level and the second is the Local EMS Agencies (LEMSAs). Moreover, local governments have a shared responsibility with counties to make prehospital EMS services available. As such, the California EMS System is a complex network of many types of professionals, all of whom serve a broad range of roles from providing 911 emergency services and critical care in the prehospital setting, to serving as educators, to practicing community paramedicine, to providing triage to alternate destinations, and conducting research. More areas of EMS expertise will likely evolve in the next 10 years and the California EMS System will have an ongoing need for continuing professional education to support this growth.

California's public and private EMS providers across the state include nearly 90,000 members who deliver vital care to all people in California, 24 hours a day, seven days a week. This makes the California EMS System one of the most accessible safety net providers in the state. However, both EMS utilization rates and the availability of health resources vary based on socio-economic differences in communities across the state. Additionally, the California EMS System workforce may not always, but strives to reflect the diversity of the communities it serves. The EMS System should also seek to provide culturally competent delivery of services.

The COVID-19 pandemic has driven many organizations, including the California EMS System, to adopt new processes, positions, or departments, which will continue beyond the public health emergency.

California's robust master mutual aid system and the California EMS System's contribution to its continued development will remain critical for operations.

EMS data will also continue to guide policy in California and grow in effect with the implementation of the health information exchange (HIE) which includes EMS data.



# California EMS System Vision, Mission, and Guiding Principles



## California EMS System Vision Statement

The California EMS System is a person-centered and evidence-based healthcare system that provides, with dignity, respect, and the highest level of safety and care, the best possible outcomes for all patients and professionals.



## California EMS System Mission Statement

The California EMS System provides equitable, high-quality emergency medical care and seamlessly integrates with the continuum of healthcare services.



## California EMS System Guiding Principles

As a person-centered EMS system, the California EMS System embraces the following eight Guiding Principles:

- Safe and Effective
- Data-Driven and Transparent
- Sustainable and Efficient
- Accessible and Equitable
- Integrated and Coordinated
- Prepared and Resilient
- Professional and Quality-Focused
- Adaptable and Innovative

## Safe and Effective

The California EMS System is safe, effective, efficient, timely, and person-centered to optimize outcomes. Decisions are made considering the healthcare goals of patients, their families, EMS professionals, healthcare providers, and the public. Clinical care operations and medical oversight are based on the best available evidence, allowing systems to deliver effective service that focuses on outcomes and includes the individuals receiving and providing care.

## Data-Driven and Transparent

The California EMS System informs policy and decision-making, drives action, and promotes evidence-based person-centered care using reliable and consistent data elements. Transparency is characterized by visibility and accessibility of information while protecting confidentiality.

## Sustainable and Efficient

The California EMS System is fiscally responsible, sustainable, and conducive to optimizing patient care and outcomes. The California EMS System brings value to patients and the community, minimizes waste, and efficiently optimizes existing systems and resources.

## Accessible and Equitable

The California EMS System of care is inclusive, diverse, and provides equitable, quality care without bias and regardless of socioeconomic status. Patients have access to necessary resources to meet their healthcare needs, and EMS professionals are confident, prepared, and empowered to care for all.





## Integrated and Coordinated

The California EMS System is fully integrated with healthcare and community resources. Communication, collaboration, and coordination across the care continuum are seamless to ensure that providers have the information and resources needed to deliver care within this integrated system, comprised of many parts.

## Prepared and Resilient

The California EMS System is scalable and able to respond to fluctuations in day-to-day demand, and major events, both planned and unplanned. The system promotes wellness of EMS professionals while meeting California EMS System demands.

## Professional and Quality Focused

The California EMS System is guided by state and local medical control which maintains standards of practice. EMS professionals foster a culture that champions safety, respect, and the delivery of high-quality care. EMS professionals collaborate to develop innovative solutions to address problems and test, measure, and evaluate their ideas.

## Adaptable and Innovative

The California EMS System continuously evaluates processes, innovative technologies, system designs, educational programs, and all components to incorporate medical, social, and operational advances while meeting the changing needs of communities and professionals. New ideas are implemented in a safe and systematic way to encourage the development of effective state programs.

# California EMS System Priorities and Objectives

The following Priorities and Objectives will guide the California EMS System's future trajectory for the next ten years. The Objectives have been classified as short-term (1-3 years), intermediate term (4-6 years), and long-term (7-10 years).

## California EMS System Priorities

These six overarching Priorities will be used to ensure that the Objectives of the California EMS System Strategic Plan are completed over the next ten years.

- Ensure the California EMS System is equitable and transparent.
- Develop an innovative and data-driven approach to lead the future of the California EMS System policy making.
- Maintain, evaluate, and adapt disaster medical response operations to meet the challenges of the future.
- Establish a real-time Health Information Exchange (HIE) for patient tracking, care, and analytics.
- Create a resilient California EMS System by identifying and mitigating current and future vulnerabilities.
- Unify and synchronize the administrative practices within the California EMS System, ensuring integration and coordination.



# Short-Term Objectives: Defining, Analyzing, and Standardizing

## Objective 1.0

Create the following definitions for the California EMS System:

- equity,
- transparency, and
- resilience.

## Objective 2.0

Define an equity metrics framework (including gap analysis) for assessment of the California EMS System including, but not limited to, the following:

- medical outcomes;
- medical assessment and treatment;
- system and provider communication with patients, their families, and the community;
- patient accessibility to EMS, regardless of socio-economic status, and Specialty Systems of Care; and
- EMS professionals' education, training, and scope of practice; and performance improvement.

## Objective 3.0

Perform a comprehensive review of California's EMS disaster medical operations against nationally and internationally recognized best practices, including but not limited to state mutual aid plan, Ambulance Strike Team (AST) program, state patient movement plan, and the California Medical Assistance Team (CAL-MAT).

## Objective 4.0

Examine current best practices, statutes, and operations that direct and regulate activities related to electronic patient care records (ePCR) and electronic health records (EHR) to determine the optimal path forward for integration and the exchange of health information.

## Objective 5.0

Develop an objective evaluation process, and perform an assessment of the capacity and capability to respond effectively and reliably to the threats and risks to the California EMS System, including, but not limited to, the following:

- barriers to sustaining, a robust, well-trained, and capable EMS workforce;
- an increasing demand for EMS and disaster services;
- the impact of climate change on the health of California communities;
- integration challenges with public health, behavioral health, and social services to provide appropriate care and services to individuals;
- single-source supply chain(s);
- limitations in hospital workforce and capacity; and
- gaps in fixed and system status management deployment practices for provision of EMS services in underserved, vulnerable communities.

## Objective 6.0

Analyze the benefits to EMSA and statewide agencies that cross LEMSA(s) boundaries in aligning medical control for continuity of Basic Life Support (BLS) care across California.



# Intermediate-Term Objectives: Gap Analysis and Implementation Planning

## Objective 2.1

Identify current and missing data elements to assess the equity of the California EMS System. Implement a statewide EMS equity analysis (using framework from Objective 2.0).

## Objective 3.1

In accordance with the California Public Health and Medical Emergency Operations Manual (EOM) and California Medical Disaster Response Plan (EMSA #218), update California EMS disaster medical operations, as identified in the comprehensive review (in Objective 3.0). This includes recommendations for the Medical Health Operational Area Coordinator (MHOAC), Regional Disaster Medical Health Specialist/Coordinator (RDMHS/C), and Medical and Health Coordination Center (MHCC).

## Objective 3.2

Establish streamlined technology solutions to reduce the administrative burden of disaster reporting and enhance statewide situational awareness in a comprehensive concept of operations.

- In coordination with the public health and medical mutual aid system and public safety dispatch centers, operationalize (with existing technologies and regulations) a real-time bed polling dashboard with appropriate bed types, status, and availability, and identify a trusted entity to coordinate the data.

## Objective 3.3

Create an education program for local (MHOAC), regional (RDMHS/C), and state (MHCC) participants to orient them to disaster medical operations and their respective roles and responsibilities.

## Objective 4.1

Establish implementation strategies to create, real-time data exchange amongst partner agencies such as Public Safety Answering Points (PSAPs), provider agencies, general acute care hospitals, and skilled nursing facilities.

## Objective 7.0

Identify pathways to rectify data gaps that are essential to drive progress for the California EMS System (applicable to Objectives 2.0, 3.0, and 5.0).

## Objective 8.0

Provide education to EMS professionals on the value and importance of accurate data collection in continuous quality improvement and assurance (QI/QA).

## Objective 9.0

Identify implementation strategies to enable syndromic surveillance of incidents to capture trends in real-time that will guide interventions and treatments and impact patient outcomes.





## Objective 10.0

Define a process for EMSA to provide technical assistance and discussion between providers and LEMSA(s) to support local EMS operations.

## Objective 11.0

Define ways to be transparent in model disciplinary orders.

## Objective 12.0

Modernize regulations (as necessary and appropriate) for an evolving EMS System to meet the needs of Californians.

## Objective 13.0

Continue to support and develop the community of information sharing within the active participants of the California EMS System for transparency, data sharing, and feedback.

- Develop mechanisms and metrics for external transparency, data sharing, and feedback.

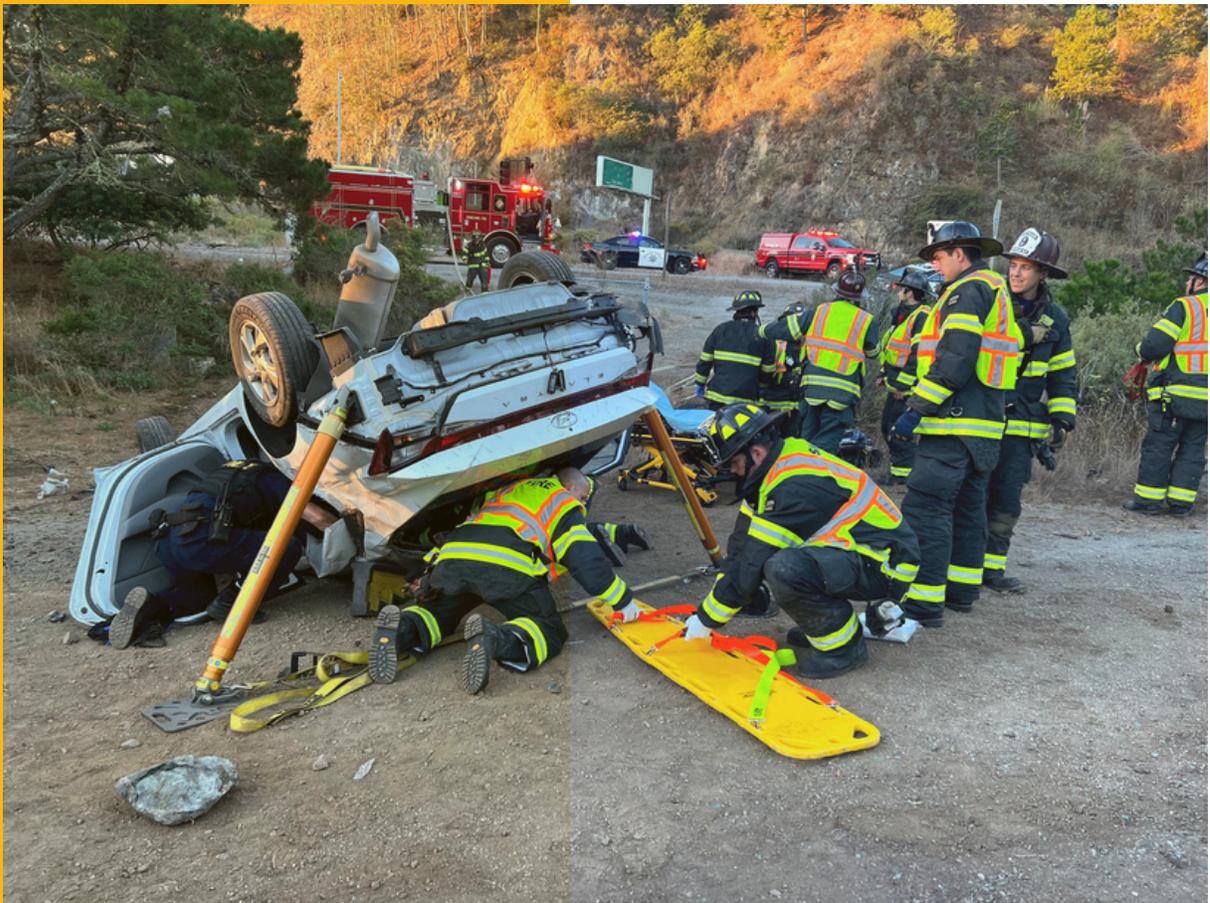
# Long-Term Objectives: Implementation and Evaluation

## Objective 1.0

Redefine short-term and intermediate-term objectives for the next planning cycle.

## Objective 5.1

- Continually monitor, evaluate, and adapt implementation strategies, as needed. Identify resource needs and execute the improvements and efficiencies that mitigate the vulnerability posed by the risks identified in the assessment.



# Implementation Considerations and Plan Maintenance

The progress toward and effectiveness of the Priorities and Objectives outlined in the California EMS System Strategic Plan will be assessed and shared regularly. Additional resources to implement objectives that result in a state cost will be pursued through the normal state budget process.

The implementation of a strategic plan is always evolving because the assumptions made when formulating it (e.g., consumers, technology, regulations) are constantly changing. Thus, the EMS System leadership must continuously adapt its strategic plan to remain relevant and drive organizational change. To this end, the California EMS System Strategic Plan will be iterated upon regularly through a comprehensive analysis.

Changes to the strategic plan will be discussed and agreed upon by consensus of an advisory committee, with approval from the Director, and with input and in consultation with other stakeholders as needed. Any changes made to the plan will be recorded and approved by the Director or an appropriate designee in accordance with standard plan maintenance practices. The goal of this review process is to ensure that the California EMS Strategic Plan remains relevant and appropriately adaptable over the next ten years.

A Responsible, Accountable, Consulted, and Informed (RACI) matrix (see Appendix 3) will be used to assign responsibilities for the Priorities and Objectives identified in the California EMS System Strategic Plan. A RACI matrix can be an invaluable tool for any organization, particularly one, such as the California EMS System, that comprises many distinct component entities. The four roles in the matrix are meant to broadly cover the roles of stakeholders. It serves to coordinate and streamline the efforts of involved stakeholders and to promote an atmosphere of accountability. A project manager at EMSA will lead the design and execution of the RACI matrix.

# Conclusion

The California EMS System Strategic Plan expresses EMSA's long-standing commitment to supporting the EMS community and healthcare continuum in California. This plan will guide work in the immediate future and will serve as a guide for future strategic planning efforts.

This document is the result of a year-long collaborative strategic planning process. It provides a framework around which the California EMS System can synchronize the efforts and strategies of the member agencies under a common goal while avoiding duplication of effort. This document can be used as a basis for developing specific tasks and road maps for optimizing the California EMS System.

Implementation of this strategic plan will result in a unified and coordinated California EMS System. The impact of this implementation will be realized with a fully integrated EMS system that meets the needs of Californians, including underserved populations, those with access and functional needs, and the geographically isolated. EMSA is committed to ensuring a person-centered California EMS System in the coming decade.



# Appendix 1: Acronyms

Acronym	Definition
AFN	Add a few details describing your project's goals
AST	Add a few details describing your project's goals
CAA	California Ambulance Association
Cal ACEP	California American College of Emergency Physicians
CAL FIRE	California Department of Forestry and Fire Protection
CAL-MAT	California Medical Assistance Team
CFCA	California Fire Chiefs Association
CHA	California Hospital Association
CNA	California Nurses Association
CPF	California Professional Firefighters
EHR	Electronic Health Record
EMDAC	Emergency Medical Directors Association of California
EMS	Emergency Medical Services
EMSA	Emergency Medical Services Authority



<b>Acronym</b>	<b>Definition</b>
EMSAAC	Emergency Medical Services Administrators' Association of California
EOM	Emergency Operations Manual
ePCR	Electronic Patient Care Record
HIE	Health Information Exchange
LEMSA	Local Emergency Medical Services Agency
MHCC	Medical and Health Coordination Center
MHOAC	Medical Health Operational Area Coordinator
NAEMSP	National Association of EMS Physicians
PSAP	Public Safety Answering Point
RACI	Responsible, Accountable, Consulted, Informed
RDMHC	Regional Disaster Medical and Health Coordinator
RDMHS	Regional Disaster Medical and Health Specialist
SWOT	Strengths, Weaknesses, Opportunities, and Threats



# Appendix 2: End Notes

1 State of California Department of Finance Demographic Unit, "Report E-1 Cities, Counties, and the State Population Estimates with Annual Percentage Change", Sacramento, California, May 2, 2022.

2 State of California Department of Finance Demographic Unit, "Report P-1 State Population Projections (2010-2060)", Sacramento, California, May 2, 2022.

3 "California Travel-Related Spend & Visitation Forecast." Tourism Economics, October 18, 2022. Retrieved from: California Travel-Related Spend and Visitation Forecast (October update) | Visit California. Accessed: January 13, 2023.

4 The United States Census Bureau, Statistical Abstract, Annual Estimates of the Resident Population for Incorporated Places of 50,000 or More, Ranked by July 1, 2021 Population: April 1, 2020 to July 1, 2021.

5 California Department of Aging, California's Master Plan for Aging. January 2021. Retrieved from: Master Plan for Aging (ca.gov). Accessed January 13, 2023.

6 Centers for Disease Control and Prevention, CDC Disability and Health U.S. State Profile Data for California Adults. Retrieved from: Disability & Health U.S. State Profile Data: California | CDC. Accessed January 13, 2023.

7 Yang-Tan Institute on Employments and Disability at the Cornell University ILR School. 2018 Disability Status Report, California. Retrieved from: 2018-StatusReport\_CA.pdf (disabilitystatistics.org). Accessed January 13, 2023.

8 California Department of Public Health. California Public Health and Medical Emergency Operations Manual. September 2011. Retrieved from: finaleom712011.pdf (calhospitalprepare.org). Accessed January 17, 2023.

# Appendix 3: RACI Matrix for Tracking and Monitoring

A RACI matrix is a project management tool that clearly depicts the functions of specific parties or stakeholders in the performance of particular actions or tasks. Use of a RACI matrix can help ensure that all stakeholders both have input into and are aware of the duties expected of them. For each task, a stakeholder may be assigned one of the positions shown below.

<b>R</b> esponsible	<b>A</b> ccountable	<b>C</b> onsulted	<b>I</b> nformed
The stakeholder(s) directly responsible for successful completion of a task or deliverable.	The stakeholder(s) with final authority over successful completion of the specific task or deliverable.	The stakeholder(s) with unique insights with whom the team will consult.	The stakeholder(s) to whom the outcome is communicated following completion.
<i>Who has the action on this activity?</i>	<i>Who is "on the hook" for this activity?</i>	<i>With whom do we have to clear this? What is their input?</i>	<i>Who needs to know about this?</i>

Guidelines for creation of a RACI matrix:

- Designate only one stakeholder as "accountable" for each activity. However, there may be multiple stakeholders deemed "responsible," "consulted," or "informed" for each task.
- To the extent possible, reduce the number of "consulted" and "informed" stakeholders.
- Ensure that stakeholders deemed "accountable" possess the necessary corresponding authority.
- Assign "responsible" and "accountable" to the lowest possible levels within an organization.
- Generally, no stakeholder should have more than a single responsibility level for each deliverable or activity.
- In the context of the California EMS System, the Priorities and Objectives in the California EMS Strategic Plan can be tracked and monitored using the RACI matrix on the following page.

Steps to complete the RACI matrix:

1. Identify tasks, activities, and/or deliverables
2. Identify project roles
3. Define key responsibility roles in RACI model
4. Ensure stakeholders are on board
5. Finalize the matrix

<b>R = Responsible</b>													
<b>A = Accountable</b>													
<b>C = Consulted</b>													
<b>I = Informed</b>													
Priority 1:													
Objective 1.0:													
	EMSA	EMDAC	EMSAAC	Commission	CNA	CHA	CAA	CAL FIRE	CFCA	Cal ACEP	CPF	NAEMSP	Other
Task, Activity, or Deliverable													
Task, Activity, or Deliverable													
Task, Activity, or Deliverable													
Task, Activity, or Deliverable													



