

SFY2027-2029

MINNESOTA OFFICE OF EMERGENCY MEDICAL SERVICES

STRATEGIC PLAN



OFFICE OF EMS

STRATEGIC DIRECTION



MISSION

To protect and improve the public's health and safety through regulation and support of the EMS system



VALUES

Our values guide how all OEMS employees show up each day on behalf of Minnesotans

Collaborative – We work closely with EMS providers, constituencies, and communities to enhance EMS statewide.

Inclusive – We strive to create an EMS system that serves and supports all individuals equitably.

Efficient – We aim to streamline processes and optimize resources to support timely and effective emergency care.

Trusted – We uphold integrity and transparency to be a reliable resource for EMS professionals and the public.

Consistent – We maintain high standards and uniform practices to ensure reliability in EMS operations.

Fair – We apply policies and decisions equitably, ensuring just and impartial support for all EMS providers.

MINNESOTA EMS SYSTEM

A Connected System. Ready Communities. Better Outcomes.



Minnesota EMS professionals and organizations work together every day to deliver high-quality, compassionate care to communities across the state. **Stronger together. Ready for tomorrow.**

OUR DAY-TO-DAY WORK

- Compliance Inspections – Conducting thorough evaluations of ambulance services and EMS education programs to ensure regulatory adherence.
- Investigations – Addressing concerns related to ambulance services, EMS education programs, and EMS personnel with integrity and diligence.
- Accountability – Upholding transparency and responsibility in all interactions with our customers and partners.
- Grant Funds for EMS Regional Programs – Managing and distributing grant funds to support EMS development and sustainability.
- Licensing – Overseeing new and renewal applications for ambulance services and EMS education programs.
- Registration/Certification of EMS Personnel – Ensuring qualified professionals meet state standards for EMS practice.
- Communication – Strengthening internal and external communication for seamless operations and stakeholder engagement.
- Efficiency – Streamlining processes to enhance responsiveness and service delivery.
- Fairness – Maintaining impartiality in all regulatory actions and decision-making.
- Competency of Ambulance Services – Monitoring service quality, including MNSTAR data, to drive excellence in patient care.
- Consistency – Applying standards uniformly to promote stability and trust in EMS regulation.
- Customer Service – Prioritizing clear, respectful, and supportive interactions with all stakeholders.

OUR STRATEGIC GOALS

Our goals demonstrate our commitment to creating a safe, sustainable and innovative EMS system. We will advance statewide goals and continue to build and improve a system dedicated to providing quality, competent and timely prehospital care to all Minnesotans.

Strategic Alignment

OEMS is not alone in tackling the financial, operational and workforce challenges that face the collective Minnesota EMS system. These 5 goals, objectives and strategies have been developed with a significant amount of consultation, research and data analysis. This plan is specific to the input of Minnesota EMS while also aligning with broader strategy documents.

- EMS Agenda 2050 focuses on patient centered innovative care delivery models.
- The One Minnesota Strategic Plan identifies the State of Minnesota's mission, vision, guiding principles and priorities.
- The 2022 Emergency Ambulance Service Audit conducted by the Minnesota Office of the Legislative Auditor.

Outline of Goals

Our 2027-2029 strategic goals are:



**SUPPORT AND
EXPAND THE EMS
WORKFORCE**



**FUNDING TO
SUPPORT AND
MODERNIZE EMS**



**STRENGTHEN EMS
INFRASTRUCTURE**



**UNDERSTAND
PUBLIC
EXPECTATIONS OF
EMS**



**RESPONSIBLE AND
REASONABLE LAW
AND REGULATION**



GOAL: SUPPORT AND EXPAND THE EMS WORKFORCE

Minnesota's EMS system depends on a stable, skilled, and resilient workforce capable of meeting the needs of patients and communities across the state. However, EMS organizations continue to face significant workforce challenges, including staffing shortages, recruitment difficulties, provider burnout, and increasing demands on emergency response systems.

This goal focuses on strengthening the EMS workforce through a coordinated strategy that improves the state's understanding of workforce needs, supports recruitment and retention efforts, and promotes the safety and well-being of EMS professionals.



OBJECTIVE: QUANTIFY EMS WORKFORCE NEEDS

STRATEGIES

- ✓ Collect data from EMS organizations that at minimum identify the number of currently open positions for EMS practitioners to identify at a regional level needs of the EMS workforce
- ✓ Establish a workforce survey that is integrated into the renewal process for EMS certification and recertification
- ✓ Increase the number of EMS organizations that maintain an up-to-date electronic roster of personnel within the OEMS E-License Portal
- ✓ Refresh survey of individuals with expired certifications to identify reasons for exit

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Number of open patient care facing FTEs for Minnesota Ambulance Services	Establish	Undetermined



OBJECTIVE: EMS PROVIDER SAFETY

- ✓ Leverage existing EMS patient care reporting solution to capture and quantify instances of violence against EMS providers
- ✓ Continue to support OEMS regional funding to foster a culture of wellness and reduce burnout, including resiliency development, provider retreats, and peer-based support systems
- ✓ Perform an environmental scan of mental health supports and resources that are available nationally and within Minnesota

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Number of reported incidents of violence against EMS providers	Establish	Undetermined



OBJECTIVE: Increase Recruitment and Retention

STRATEGIES

- ✓ Support revision of the current BLS education reimbursement program to provide more support to EMS organizations in funding initial and refresher training for EMTs and EMRs. While ensuring that other sources of state funding for training are maximized
- ✓ Develop a recruitment toolkit including social media templates that EMS organizations can adapt to utilize within their communities to recruit personnel
- ✓ Support the reauthorization of the paramedic scholarship program, to minimize the financial burden of EMTs seeking to upgrade their skills and certification
- ✓ Explore the potential partnership with the Minnesota Department of Health in the development of a joint position statement to highlight the importance of paramedic clinical experiences
- ✓ Support development of Minnesota specific, open-source leadership and administrative training
- ✓ Evaluate the feasibility for awarding a portion of EMS provider continuing education from demonstrated on the job competency for successful and properly documented specific assessment/procedures

KEY PERFORMANCE MEASURE	TARGET	2025 BASELINE
Number of Newly Certified EMTs	Increasing	2,164
Number of Newly Certified Paramedics	Increasing	443



GOAL: FUNDING TO SUPPORT AND MODERNIZE EMS

A sustainable and modern EMS system requires reliable funding, strong financial oversight, and the ability to adapt to changing healthcare and economic conditions. Across Minnesota, EMS organizations face increasing operational costs, workforce pressures, reimbursement challenges, and growing demands for service, particularly in rural and underserved communities. This goal focuses on strengthening the financial foundation of the statewide EMS system by improving the collection and use of financial data, increasing transparency and accountability for public funding, and supporting long-term financial sustainability for EMS organizations.

Through enhanced data analysis, strategic funding initiatives, monitoring of healthcare policy impacts, and support for innovative service delivery models, the Office of EMS aims to ensure that EMS organizations across Minnesota have the resources necessary to maintain readiness, modernize operations, and continue providing high-quality emergency medical services to the public.



OBJECTIVE: USE OF DATA TO ASSESS FINANCIAL CONDITION OF EMS

STRATEGIES

- ✓ Evaluate additional opportunities for regional EMS systems to support their area and provide increased funding and resources to do so.
- ✓ Monitor and quantify the effects that potential changes to national health care policy have on the statewide EMS system
- ✓ Ensure accountability, transparency and accurate reporting of state EMS administered aid programs in addition to reporting on the frequent uses of previously awarded EMS aid funds
- ✓ Continue cost collection required by Minnesota law

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Licensee Participation Rate in Cost Collection	Increasing to 100%	96.18%



OBJECTIVE: WORK TOWARDS FINANCIAL SUSTAINABILITY

STRATEGIES

- ✓ Monitor state and national trends related to policies of health insurance programs that impact the ability for EMS services to continue to operate
- ✓ Review legislative funding proposals and recommend proposals that balance flexibility of funding while ensuring the need for accountability of state funds
- ✓ Identify practices to integrate and financially support non-transporting EMS organizations within the statewide EMS system
- ✓ Continue to support efforts for a dedicated funding stream to help support the cost of readiness of providing EMS
- ✓ Provide resources to EMS organizations related to revenue cycle and other types of billing issues

KEY PERFORMANCE MEASURE	TARGET	BASELINE
EMS System Net Operating Position	Improving	(\$57,309,858.45)



GOAL: STRENGTHEN EMS INFRASTRUCTURE

A strong and coordinated EMS infrastructure is essential to ensure that patients across Minnesota receive timely, high-quality, and evidence-based emergency medical care. As EMS continues to evolve within the broader healthcare system, there is an increasing need for accurate and actionable data, robust clinical support systems, and innovative models of care that extend beyond traditional emergency response and transport.

This goal focuses on strengthening the statewide EMS infrastructure by improving the quality and timeliness of EMS data, enhancing clinical practice and quality improvement efforts, and expanding the role of community EMS programs to better meet the needs of patients and communities.



OBJECTIVE: TIMELY AND USEFUL DATA

STRATEGIES

- ✓ Increase compliance with state validation rules related to the submission of patient care reports to increase the average validation score of PCRs submitted by agencies using their own PCR platform
- ✓ Explore the legislative changes needed and other potential barriers to allowing for additional linkages of EMS data to other clinical datasets
- ✓ Provide additional training on existing data collection tools including the Biospatial data analytics tool

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Percentage of PCR Submissions with Validation Scores ≥ 85	80%	67.91%
Percentage of PCR Submission within 5 Day of Call Completion	90%	87.04%



OBJECTIVE: SUPPORT CLINICAL PRACTICE

STRATEGIES

- ✓ Develop tool kits, model guidelines and implement guides for emerging therapeutics that impact patient outcomes including but not limited to pre-hospital blood administration and Buprenorphine
- ✓ Encourage EMS physician medical director involvement and advocacy within the health care continuum to highlight the importance and value of EMS
- ✓ Identify core components of clinical quality improvement programs that would be beneficial and develop tools, reports and templates to support implementation in services that do not have the resources to establish their own programs
- ✓ Evaluate the current Clinical Advisory Performance Measure Program to determine if measures should be added or removed

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Number of Prehospital Blood Administrations by Ground Ambulances	Increasing	43
Number of Prehospital Buprenorphine Administrations	Increasing Adoption	107
Statewide Performance on Clinical Advisory Performance Measures	Measure Specific	N/A



OBJECTIVE: STRENGTHEN AND EXPAND COMMUNITY EMS

STRATEGIES

- ✓ Definitively identify emergency medical services agencies that are providing community EMS services and the types of services they provide
- ✓ Identify barriers to participation in community EMS programs
- ✓ Identify beneficial pathways and best practices to integrate community EMS programs in the healthcare continuum including primary care
- ✓ Based on barriers, develop resources to assist EMS agencies in implementation of Community EMS programs

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Number of Organizations Providing Community EMS Services	Establish Baseline	Undetermined
Transport Rate of Low Acuity Patients	Decreasing	72.37%



GOAL: UNDERSTAND PUBLIC EXPECTATIONS OF EMS

Emergency Medical Services plays a vital role within Minnesota's healthcare and public safety systems, yet public understanding of when and how EMS is utilized continues to evolve alongside changing healthcare needs and community expectations. To effectively plan for the future of EMS, it is important to better understand how the public accesses EMS services, the factors that influence utilization, and the opportunities for alternative models of care that better align patient needs with available resources.

This goal focuses on improving understanding of public interaction with the EMS system while strengthening communication, outreach, and public engagement efforts. Through analysis of EMS utilization patterns, evaluation of the impact of non-emergency transportation systems, and development of public-facing tools and recognition programs, the Office of EMS seeks to support a more informed public, promote appropriate use of EMS resources, and highlight the important contributions EMS professionals make to communities across Minnesota.



OBJECTIVE: UNDERSTAND PUBLIC'S USE OF EMS

STRATEGIES

- ✓ Study the public's use of EMS including but not limited to acuity, interventions performed, and patient destination. Include recommendations of alternative response models that could lead to more appropriate system utilization
- ✓ Obtain information on EMS involvement and effects of non-emergency medical transportation on the EMS system



OBJECTIVE: TOOLS AND SUPPORT FOR PUBLIC INTERACTION

STRATEGIES

- ✓ Create unified templates and toolkits for social media for EMS organizations to use for the purposes of recruiting EMS personnel
- ✓ Implement EMS provider recognition program to provide public recognition of the positive things happening in the state's EMS system



GOAL: RESPONSIBLE AND REASONABLE LAW AND REGULATION

An effective EMS system requires laws, administrative rules, and regulatory processes that are clear, modern, adaptable, and aligned with current clinical practice and operational realities. As emergency medical services continue to evolve, Minnesota's regulatory framework must support innovation while maintaining accountability, patient safety, and consistent statewide standards.

This goal focuses on modernizing EMS laws and regulations through targeted updates to administrative rules, clarification of frequently encountered regulatory questions, and continued evaluation and improvement of Minnesota Statute Chapter 144E. By streamlining regulatory requirements, clarifying the role of emerging EMS delivery models, and ensuring that statutes and rules reflect contemporary EMS practice, the Office of EMS aims to create a regulatory environment that supports efficient operations, enhances system consistency, and allows EMS organizations and providers to better meet the needs of the communities they serve.

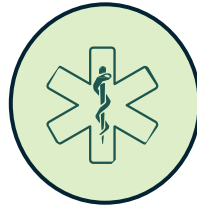


OBJECTIVE: MODERNIZE EMS ADMINISTRATIVE RULES

STRATEGIES

- ✓ Adopt administrative rules that pertain to the quality and timeliness of EMS patient care report data
- ✓ Update Chapter 4690.1500 related to standard for ground ambulance construction
- ✓ Revise Chapter 4690.8300 to allow for additional routes of administration for epinephrine, glucagon and to allow for administration of anti-cholinergic by BLS
- ✓ Update Chapter 4690.0200 to make application requirement changes to address Office of the Legislative Auditor (OLA) recommendations

KEY PERFORMANCE MEASURE	TARGET	BASELINE
Rulemaking Status of Selected Rules	Adopted	Drafted



OBJECTIVE: UTILIZE AVAILABLE PROCESSES TO ISSUE DEFINITIVE GUIDANCE TO FREQUENTLY ASKED QUESTIONS

STRATEGIES

- ✓ Create legal pathways that recognize, clarify and integrate the role of first response ALS into the state's EMS system
- ✓ Modify or affirm previous EMSRB action related to the maintenance of NREMT certification for EMT, AEMT and Paramedics



OBJECTIVE: MODERNIZE AND UPDATE CHAPTER 144E

STRATEGIES

- ✓ Evaluate proposals related to statutory requirements associated with community EMS including the types of entities that can offer community EMS services
- ✓ Reorganize sections to centralize information pertinent to regulatory compliance and enforcement

