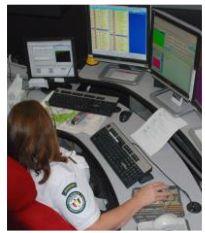
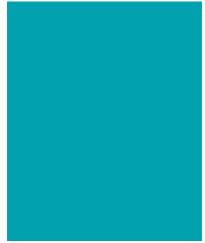


Florida Department of Health
Emergency Medical Services
State Plan
2016-2021



Rick Scott

GOVERNOR

Celeste Philip, MD, MPH

**STATE SURGEON GENERAL AND
SECRETARY**

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Produced by:

**Florida Department of Health and Florida Emergency Medical Services (EMS)
Advisory Council**

4052 Bald Cypress Way, Bin # A22

Tallahassee, Florida 32399-1722

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Executive Summary

Section 401.24, Florida Statutes (F.S.), requires the Florida Department of Health to develop and revise every five years a comprehensive state plan for basic and advanced life support services. At a minimum, the plan must include emergency medical systems planning, requirements for the operation, coordination and ongoing development of emergency medical services, and the definition of areas of responsibility for regulating and planning the ongoing and developing delivery service requirements.

In May of 2016, the Bureau of Emergency Medical Oversight (BEMO), Emergency Medical Services (EMS) Section conducted a planning summit in coordination with the EMS Advisory Council (EMSAC) and EMS stakeholders to develop the *Emergency Medical Services State Plan, 2016-2021*. This plan is designed to be a framework to strengthen Florida's EMS system to achieve one vision: a unified EMS system that provides evidence-based prehospital care to the people of Florida and serves as the recognized leader in EMS response nationwide. It is a living document that will be evaluated and updated regularly to address new challenges posed by the changing environment of public health in Florida.

In creating the EMS state plan, the bureau reviewed the State Health Improvement Plan, the Department of Health Strategic Plan, and the EMS Advisory Council Strategic Plan in an effort to align strategic priorities, goals and objectives. This alignment will provide Florida EMS with a road map to future statewide collaborative efforts within the continuum of care and become a catalyst for more involvement in Florida's public health initiatives.

Mission, Vision and Values

Mission – Why do we exist?

To protect, promote and improve the health of all people in Florida through integrated state, county and community efforts.

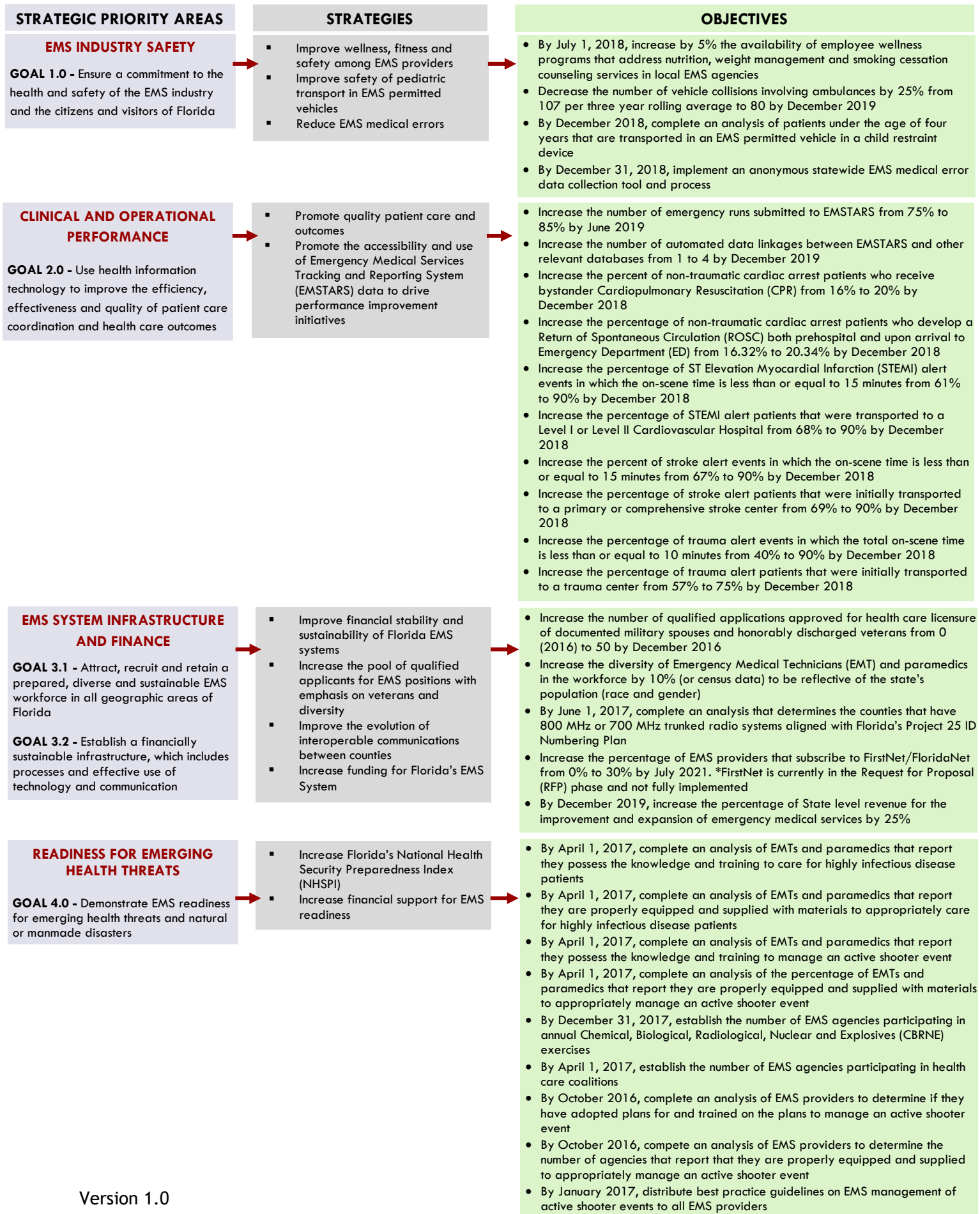
Vision – What do we want to achieve?

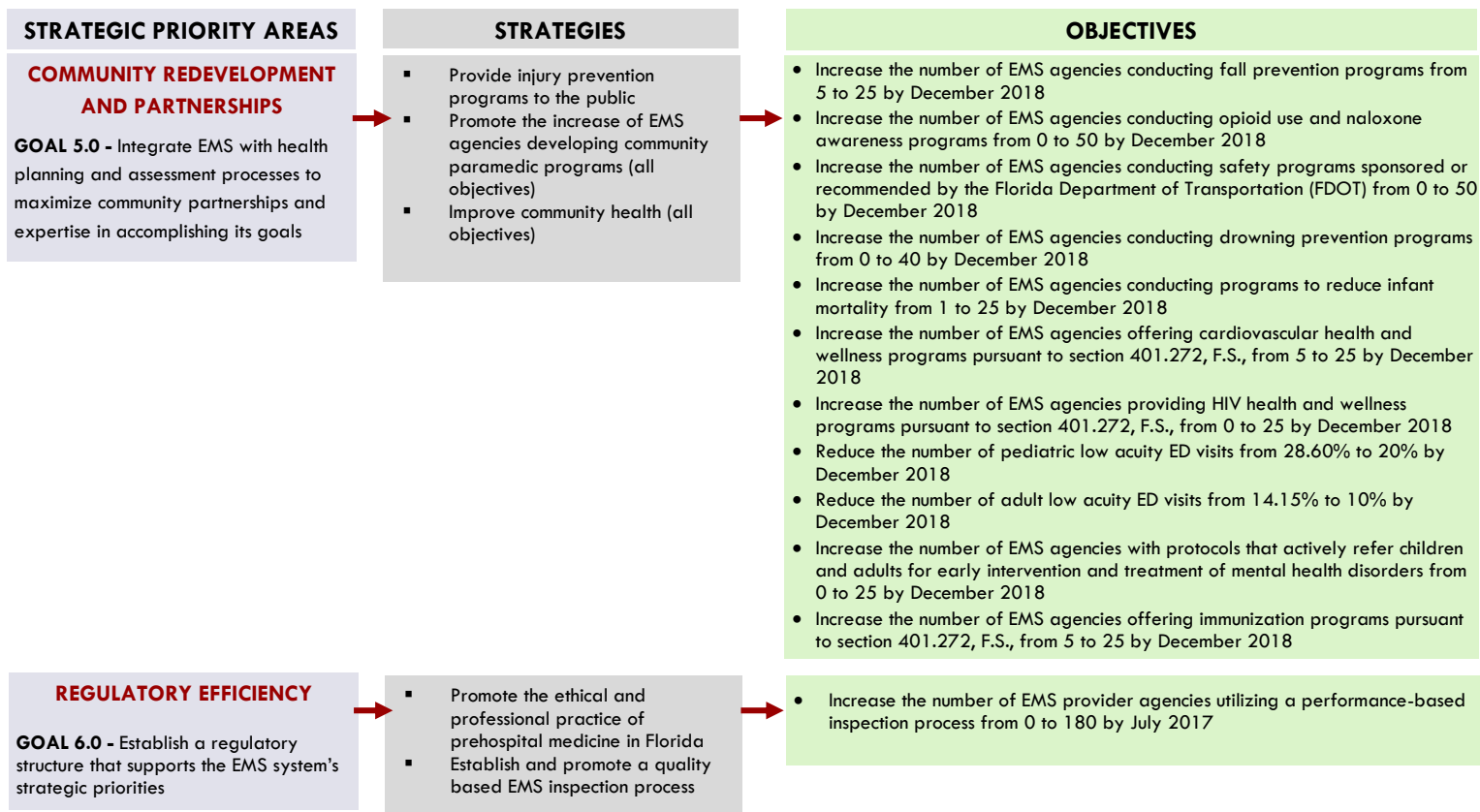
To be the Healthiest State in the Nation.

Values – What do we use to achieve our mission and vision?

- I**nnovation: We search for creative solutions and manage resources wisely.
- C**ollaboration: We use teamwork to achieve common goals and solve problems.
- A**ccountability: We perform with integrity and respect.
- R**esponsiveness: We achieve our mission by serving our customers and engaging our partners.
- E**xcellence: We promote quality outcomes through learning and continuous performance improvement.

Strategy Map





Strategic Priorities

Strategic Priority 1: EMS Industry Health and Safety

Goal 1.0: Ensure a commitment to the health and safety of the EMS industry and the citizens and visitors of Florida

Strategy	Objective
1.1 Improve wellness, fitness and safety among EMS providers	A By July 1, 2018, increase by 5% the availability of employee wellness programs that address nutrition, weight management and smoking cessation counseling services in local EMS agencies
	B Decrease the number of vehicle collisions involving ambulances by 25% from 107 per three year rolling average to 80 by December 2019
1.2 Improve safety of pediatric transport in EMS permitted vehicles	A By December 2018, complete an analysis of patients under the age of four years that are transported in an EMS permitted vehicle in a child restraint device
1.3 Reduce EMS medical errors	A By December 31, 2018, implement an anonymous statewide EMS medical error data collection tool and process

Strategic Priority 2: Clinical and Operational Performance

Goal 2.0: Use health information technology to improve the efficiency, effectiveness and quality of patient care coordination and health care outcomes

Strategy	Objective
2.1 Increase the accessibility and use of EMSTARS data to drive performance improvement initiatives	A Increase the number of emergency runs submitted to EMSTARS by 10% from 75% to 85% by June 2019
	B Increase the number of automated data linkages between EMSTARS and other relevant databases from 1 to 4 by December 2019
2.2 Improve patient care quality and outcomes	A Increase the percent of non-traumatic cardiac arrest patients who receive bystander CPR from 16% to 20% by December 2018
	B Increase the percentage of non-traumatic cardiac arrest patients who develop a ROSC, both prehospital and upon arrival to ED, from 16.32% to 20.34% by December 2018
	C Increase the percentage of STEMI alert events in which the on-scene time is less than or equal to 15 minutes from 61% to 90% by December 2018
	D Increase the percentage of STEMI alert patients that were transported to a Level I or Level II Cardiovascular Hospital from 68% to 90% by December 2018
	E Increase the percent of stroke alert events in which the on-scene time is less than or equal to 15 minutes from 67% to 90% by December 2018

	F	Increase the percentage of stroke alert patients that were initially transported to a primary or comprehensive stroke center from 69% to 90% by December 2018
	G	Increase the percentage of trauma alert events in which the total on-scene time is less than or equal to 10 minutes from 40% to 90% by December 2018
	H	Increase the percentage of trauma alert patients that were initially transported to a trauma center from 57% to 75% by December 2018

Strategic Priority 3: EMS System Infrastructure and Finance

Goal 3.1: Attract, recruit and retain a prepared, diverse and sustainable EMS workforce in all geographic areas of Florida

Goal 3.2: Establish a financially sustainable infrastructure, which includes processes and effective use of technology and communication supporting all EMS systems functions

Strategy	Objective
3.1 Increase the pool of qualified applicants for EMS positions with emphasis on veterans and diversity	A Increase the number of qualified applications approved for health care licensure of documented military spouses and honorably discharged veterans from 0 (2016) to 50 by December 2016
	B Increase the racial diversity of EMTs and paramedics in the workforce by 10% (or census data) to be reflective of the state's population
	C Increase the gender diversity of EMTs and paramedics in the workforce by 10% (or census data) to be reflective of the state's population
3.1.2 Improve the evolution of interoperable communications between counties	A By June 1, 2017, complete an analysis that determines the counties that have 800 MHz or 700 MHz trunked radio systems aligned with Florida's Project 25 ID Numbering Plan
	B Increase the percentage of EMS providers that subscribe to FirstNet/FloridaNet from 0% to 30% by July 2021. *FirstNet is currently in the RFP phase and not fully implemented
3.2 Increase funding for Florida's EMS System	A By December 2019, increase the percentage of state level revenue for the improvement and expansion of emergency medical services by 25%

Strategic Priority 4: Readiness for Emerging Health Threats

Goal 4.0: Demonstrate EMS readiness for emerging health threats and natural or manmade disasters

Strategy	Objective
4.1 Increase Florida's National Health Security Preparedness Index (NHSPI)	A By April 1, 2017, complete an analysis of EMTs and paramedics that report they possess the knowledge and training to care for highly infectious disease patients
	B By April 1, 2017, complete an analysis of EMTs and paramedics that report they are properly equipped and

	supplied with materials to appropriately care for highly infectious disease patients
C	By April 1, 2017, complete an analysis of EMTs and paramedics that report they possess the knowledge and training to manage an active shooter event
D	By April 1, 2017, complete an analysis of the percentage of EMTs and paramedics that report they are properly equipped and supplied with materials to appropriately manage an active shooter event
E	By December 31, 2017, establish the number of EMS agencies participating in annual CBRNE exercises
F	By December 2017, establish the number of EMS agencies participating in health care coalitions
G	By October 2016, complete an analysis of EMS providers to determine if they have adopted plans for and trained on the plans to manage an active shooter event
H	By October 2016, complete an analysis of EMS providers to determine the number of agencies that report that they are properly equipped and supplied to appropriately manage an active shooter event
I	By January 2017, distribute best practice guidelines on EMS management of active shooter events to all EMS providers

Strategic Priority 5: Community Redevelopment and Partnerships

Goal 5.0: Integrate EMS with health planning and assessment processes to maximize community partnerships and expertise in accomplishing its goals

Strategy	Objective
5.1 Reduce Injury	A Increase the number of EMS agencies conducting fall prevention programs from 5 to 25 by December 2018
	B Increase the number of EMS agencies conducting opioid use and naloxone awareness programs from 0 to 50 by December 2018
	C Increase the number of EMS agencies conducting safety programs sponsored or recommended by the FDOT from 0 to 50 by December 2018
	D Increase the number of EMS agencies conducting drowning prevention programs from 0 to 40 by December 2018
	E Increase the number of EMS agencies conducting programs to reduce infant mortality from 1 to 25 by December 2018

5.2 Improve cardiovascular health	A Increase the number of EMS agencies offering cardiovascular health and wellness programs pursuant to section 401.272, F.S., from 5 to 25 by December 2018
5.3 Reduce HIV prevalence	A Increase the number of EMS agencies providing HIV health and wellness programs pursuant to section 401.272, F.S., from 0 to 25 by December 2018
5.4 Promote the increase of EMS agencies developing community paramedic programs	A Reduce the number of pediatric low acuity ED visits from 28.60% to 20% by December 2018
	B Reduce the number of adult low acuity ED visits from 14.15% to 10% by December 2018
	C Increase the number of EMS agencies with protocols that actively refer children and adults for early intervention and treatment of mental health disorders from 0 to 25 by December 2018
5.5 Increase vaccination rates for children and adults	A Increase the number of EMS agencies offering immunization programs pursuant to section 401.272, F.S., from 5 to 25 by December 2018

Strategic Priority 6: Regulatory Efficiency

Goal 6: Establish a regulatory structure that supports the EMS system's strategic priorities

Strategy	Objective
6.1 Establish and promote a quality based EMS inspection process	A Increase the number of EMS provider agencies utilizing a performance-based inspection process from 0 to 180 by July 2017

Appendix A

Appendix A: Florida EMS State Planning Summit Participants

Florida EMS Advisory Council

Julie Bacon
EMS Advisory Council
All Children's Hospital

Cory Richter
EMS Advisory Council Strategic
Visions Subcommittee
Indian River County Fire Rescue

Malcom Kemp
EMS Advisory Council
Leon County EMS

Tracy Yacobellis
EMS Advisory Council
Florida Department of Education

Ann Brown
EMS Advisory Council
Florida Gateway College

Darrell Donatto
EMS Advisory Council
Florida Fire Chiefs' Association (FFCA)

Isabel Rodriguez
EMS Advisory Council
American Medical Response

Michael Lozano
EMS Advisory Council
Hillsborough County Fire Rescue

Jane Bedford
EMS Advisory Council
Nature Coast EMS

Doris Ballard-Ferguson
EMS Advisory Council

Danny Griffin
EMS Advisory Council
Florida Association of EMS Educators

Carlton Wells
EMS Advisory Council
Department of Management Services

EMS Constituency

Patricia Byers
Florida Committee on Trauma
University of Miami Miller School of
Medicine

Debbie Vass
Florida Association of EMS Quality
Managers
Sunstar EMS

Angel Nater
Florida Association of EMS Educators
Seminole State College

Hezedeane Smith
Orlando Fire Department

Michael Hall
Nature Coast EMS
Florida Ambulance Association

John Peterson
Sunstar EMS

Melissa Keahey
Emergency Medicine Learning & Resource
Center
Florida Association of EMS Medical
Directors

Patrick Husic
Florida Neonatal and Pediatric Transport
Association

Michael Patterson
Florida Association of Rural EMS
Florida Association of County EMS
Putnam County Fire & EMS

Babette Bailey
Florida Aeromedical Association

David Dyal
Florida Association of Emergency
Medical Service Providers
Stuart Fire Rescue

Florida Department of Health Staff

Steve McCoy
EMS Administrator
Bureau of Emergency Medical
Oversight

Rickey Stone
Program Administrator
Bureau of Emergency Medical
Oversight

Bobby Bailey
Lead Exercise Coordinator
Bureau of Preparedness & Response

Melia Jenkins
EMS Planning Manager
Bureau of Emergency Medical
Oversight

Kimberly Moore
Health Services Manager
Bureau of Emergency Medical
Oversight

Joshua Sturms
Data Section Administrator
Bureau of Emergency Medical
Oversight

Bethany Lowe
Administrator
Bureau of Emergency Medical
Oversight

Brenda Clotfelter
EMSTARS Project Manager
Bureau of Emergency Medical
Oversight

Juan Esparza
Business Analyst
Bureau of Emergency Medical
Oversight

Appendix B

Appendix B: Planning Summary

A multidisciplinary group of EMS stakeholders met several times over the past two years to complete this plan. This plan began in October of 2013 as a multifaceted strategic plan with numerous goals and objectives that were difficult to measure and improve upon. No action was taken on the plan until it was revisited in January of 2016. It was agreed upon by the Department and the EMS Advisory Council to revise the current strategic plan using relevant goals and measurable objectives that aligned with other public health initiatives. This resulted in a collaborative product between the Florida EMS Advisory Council, the Florida Department of Health, and EMS stakeholders.

The following is the EMS State Plan Schedule of Meetings and Events:

MEETING DATE	MEETING TOPIC
July 2014	Draft EMS Advisory Council Strategic Plan was finalized by the council
January 2016	Revision concept was presented to the EMS Advisory Council and approved
March 3, 2016	Initial State Plan Coordinator Meeting
April 15, 2016	EMS State Plan Toolkit and Environment Scan completed
April 15, 2016	Review and environmental scan comment period began
May 2, 2016	State Plan Coordinator Meeting
May 4, 2016 - May 5, 2016	EMS State Planning Summit
June 1, 2016	Environmental scan closed and final drafting period began
June 6, 2016	First draft delivered to the EMS Advisory Council for review
June 6, 2016	Comment period began
July 14, 2016	EMS Advisory Council vote for approval
Sept 22, 2016	DOH approval
Sept 22, 2016	Publish final document
Oct 18, 2016	Training session on EMS State Plan Reporting Tools and Action Plans

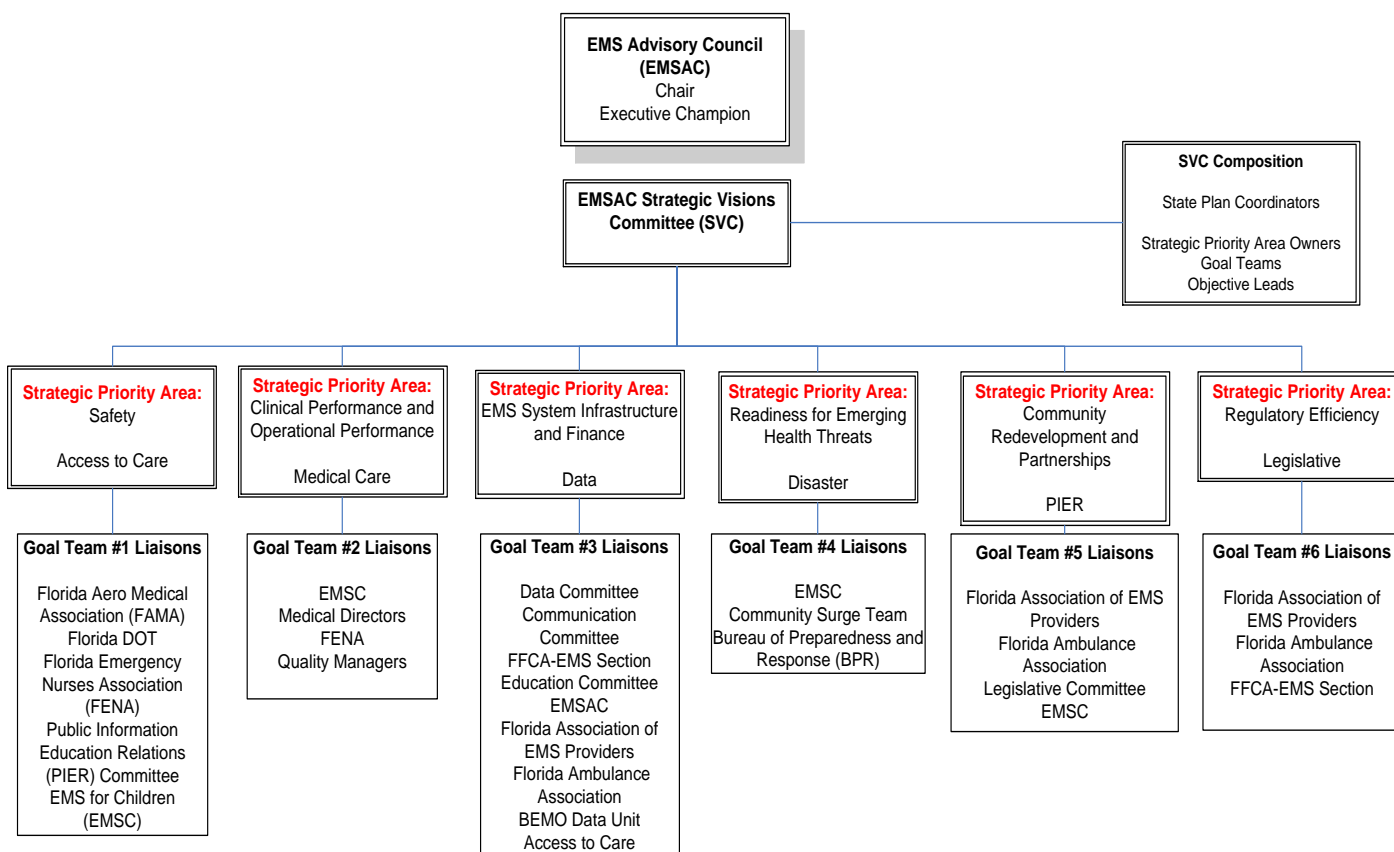
The first step in revising the current strategic plan was to use data from previous strategic planning efforts, as well as environmental scan results and other data sources, to develop measurable goals. Next, the Department created the EMS State Plan Toolkit. The toolkit includes a strategy map, which illustrates the alignment of the revised EMS State Plan goals, strategies, and objectives with other national and state public health initiatives such as, Healthy People 2020, the Florida State Health Improvement Plan, and the Agency's Strategic Plan. Lastly, strategic planning coordinators worked with constituent groups and other EMS stakeholders during the State Planning Summit to write and revise strategies and objectives for each goal. The revised document was sent to the EMS Advisory Council and Department leadership for comment and approval.

Appendix C

Appendix C: Monitoring Summary

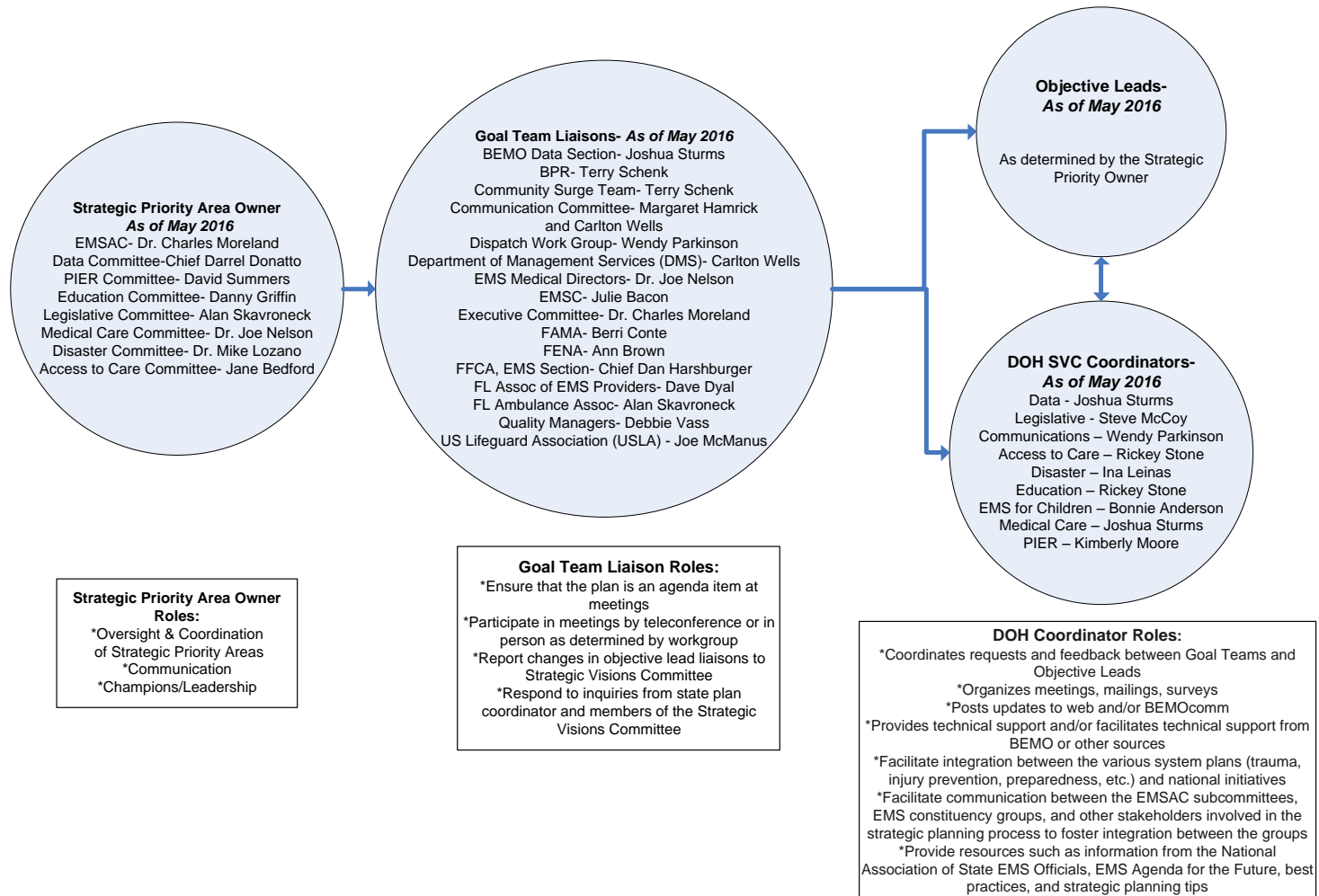
The EMS State Plan is a component of a larger performance management system. A primary focus of this EMS State Plan is to integrate into other state and national strategic planning efforts. Many of the goals, strategies, and objectives within this plan will integrate into the Department's overall performance management system, thereby promoting an EMS industry culture highlighting accountability and performance excellence.

The EMS Strategic Visions Team (EMS Advisory Council's Strategic Visions Subcommittee and the Department) will be responsible for monitoring and reporting progress on the goals and objectives of the EMS State Plan. The Strategic Visions Team meets quarterly during EMS Advisory Council and constituent group meetings to discuss recommendations about tools and methods that integrate performance management into sustainable industry practice. Annually, an EMS state plan progress report, assessing progress toward reaching goals, objectives, and achievements for the year, will be developed and presented to Department executive leadership and the EMS Advisory Council. The EMS State Plan will be reviewed and revised by July each year based on an assessment of availability of resources, data and progress.



The EMS Strategic Visions Team includes priority area owners, goal team liaisons, objective leads, and Department employees. The graph below outlines the roles of the specific individuals, their role in the state plan, and their constituent group or subcommittee.

Objective Lead Roles:
 *Develop, execute, and revise action plans that meet objectives
 *Participate in meetings by teleconference or in person as determined by workgroup
 *Report status at least quarterly
 *Report changes in objective lead liaisons to Goal Team Liaisons
 *Respond to inquiries from state plan coordinator and members of the Strategic Visions Committee



Appendix D

Appendix D: Alignment

Objective	Healthy 2020	SHIP	Agency Plan	Subcommittee Assigned To	Source
By July 1, 2018, increase by 5% the availability of employee wellness programs that address nutrition, weight management and smoking cessation counseling services in local EMS agencies		CD2.2	2.1.2 3.1.4	Access to Care	Workman's Comp
Decrease the number of vehicle collisions involving ambulances by 25% from 107 per three year rolling average to 80 by December 2019	OSH-1 OSH-2	HP4.1	2.1.4	Access to Care	FDOT Crash Database
By December 2018, complete an analysis of patients under the age of four years that are transported in an EMS permitted vehicle in a child restraint device	IVP-16	HP4.1.3	2.1.4	EMSC	EMSTARS 3.0
By December 31, 2018, implement an anonymous statewide EMS medical error data collection tool and process	MPS-3	HP1.4		Medical Care	N/A
Increase the number of emergency runs submitted to EMSTARS by 10% from 75% to 85% by June 2019	PHI-7 PREP-19	HP1.4 HP4.2	3.1.3	Data	EMSTARS
Increase the number of automated data linkages between EMSTARS and other relevant databases from 1 to 4 by December 2019	PHI-7 PREP-19	HP1.3 HP4.2 HI1.1	3.1.3	Data	EMSTARS
Increase the percent of non-traumatic cardiac arrest patients who receive bystander CPR from 16% to 20% by December 2018	HDS-18 PREP-15		2.1.2	Medical Care	EMSTARS
Increase the percentage of non-traumatic cardiac arrest patients who develop a ROSC, both prehospital and upon arrival to ED, from 16.32% to 20.34% by December 2018	HDS-2 PREP-15		2.1.2	Medical Care	EMSTARS
Increase the percentage of STEMI alert events in which the on-scene time is less than or equal to 15 minutes from 61% to 90% by December 2018	HDS-19		2.1.2	Medical Care	EMSTARS
Increase the percentage of STEMI alert patients that were transported to a Level I or Level II Cardiovascular Hospital from 68% to 90% by December 2018	HDS-19		2.1.2	Medical Care	EMSTARS
Increase the percent of stroke alert events in which the on-scene time is less than or equal to 15 minutes from 67% to 90% by December 2018	HDS-19		2.1.2	Medical Care	EMSTARS

Objective	Healthy 2020	SHIP	Agency Plan	Subcommittee Assigned To	Source
Increase the percentage of stroke alert patients that were initially transported to a primary or comprehensive stroke center from 69% to 90% by December 2018	HDS-19		2.1.2	Medical Care	EMSTARS
Increase the percentage of trauma alert events in which the total on-scene time is less than or equal to 10 minutes from 40% to 90% by December 2018	IVP-1	HP4.3	2.1.4	Medical Care	EMSTARS
Increase the percentage of trauma alert patients that were initially transported to a trauma center from 57% to 75% by December 2018	IVP-1	HP4.3	2.1.4	Medical Care	EMSTARS
Increase the number of qualified applications approved for health care licensure of documented military spouses and honorably discharged veterans from 0 (2016) to 50 by December 2016		HI3	5.1.2	Education	Licensing and Enforcement Information Database System (LEIDS)
Increase the racial diversity of EMTs and paramedics in the workforce by 10% (or census data) to be reflective of the state's population		HI3		Education	LEIDS/Census
Increase the gender diversity of EMTs and paramedics in the workforce by 10% (or census data) to be reflective of the state's population		HI3		Education	LEIDS/Census
By June 1, 2017, complete an analysis that determines the counties that have 800 MHz or 700 MHz trunked radio systems aligned with Florida's Project 25 ID Numbering Plan	PREP-2		3.1.3	Communications	DMS
Increase the percentage of EMS providers that subscribe to FirstNet/FloridaNet from 0% to 30% by July 2021. *FirstNet is currently in the RFP phase and not fully implemented	PREP-2		3.1.3	Communications	DMS
By December 2019, increase the percentage of state level revenue for the improvement and expansion of emergency medical services by 25%		HI2	4.1.3	Access to Care	Florida Department of Health/BEMO
By April 1, 2017, complete an analysis of EMTs and paramedics that report they possess the knowledge and training to care for highly infectious disease patients		HP3.2 HP3.6		Disaster	License Renewal Survey
By April 1, 2017, complete an analysis of EMTs and paramedics that report they are properly equipped and supplied with materials to appropriately care for highly infectious disease patients		HP3.2 HP3.6		Disaster	License Renewal Survey
By April 1, 2017, complete an analysis of EMTs and paramedics that report they possess the knowledge and training to manage an active shooter event		HP3.2 HP3.6		Disaster	License Renewal Survey

Objective	Healthy 2020	SHIP	Agency Plan	Subcommittee Assigned To	Source
By April 1, 2017, complete an analysis of the percentage of EMTs and paramedics that report they are properly equipped and supplied with materials to appropriately manage an active shooter event		HP3.2 HP3.6		Disaster	License Renewal Survey
By December 31, 2017, establish the number of EMS agencies participating in annual CBRNE exercises		HP3.2 HP3.5	3.1.3	Disaster	Agency License Renewal Application
By December 2017, establish the number of EMS agencies participating in health care coalitions	PREP-18			Disaster	Agency License Renewal Application
By October 2016, complete an analysis of EMS providers to determine if they have adopted plans for and trained on the plans to manage an active shooter event		HP3.2 HP3.6		Disaster	Annual EMS System Survey
By October 2016, complete an analysis of EMS providers to determine the number of agencies that report that they are properly equipped and supplied to appropriately manage an active shooter event		HP3.2 HP3.6		Disaster	Annual EMS System Survey
By January 2017, distribute best practice guidelines on EMS management of active shooter events to all EMS providers		HP3.2 HP3.6		Disaster	Annual EMS System Survey
Increase the number of EMS agencies conducting fall prevention programs from 5 to 25 by December 2018	IVP-23	HP4.1	2.1.4	PIER	Agency License Renewal Application
Increase the number of EMS agencies conducting opioid use and naloxone awareness programs from 0 to 50 by December 2018	MPS-5		2.1.4	PIER	Agency License Renewal Application
Increase the number of EMS agencies conducting safety programs sponsored or recommended by the FDOT from 0 to 50 by December 2018	IVP-13 IVP-14 IVP-15		2.1.4	PIER	Agency License Renewal Application
Increase the number of EMS agencies conducting drowning prevention programs from 0 to 40 by December 2018	IVP-25	HP4.1.2	2.1.4	PIER	Agency License Renewal Application
Increase the number of EMS agencies conducting programs to reduce infant mortality from 1 to 25 by December 2018	IVP-24.2	AC5	1.1.1	EMSC	Agency License Renewal Application
Increase the number of EMS agencies offering cardiovascular health and wellness programs pursuant to section 401.272, F.S., from 5 to 25 by December 2018	HDS-2		2.1.2	Access to Care	Agency License Renewal Application
Increase the number of EMS agencies providing HIV health and wellness programs pursuant to section 401.272, F.S., from 0 to 25 by December 2018	HIV-2 HIV-3	HP1.3	2.1.5	Access to Care	Agency License Renewal Application

Objective	Healthy 2020	SHIP	Agency Plan	Subcommittee Assigned To	Source
Reduce the number of pediatric low acuity ED visits from 28.60% to 20% by December 2018	AHS-9			Access to Care	Agency for Health Care Administration (AHCA) ED Report
Reduce the number of adult low acuity ED visits from 14.15% to 10% by December 2018	AHS-9			Access to Care	AHCA ED Report
Increase the number of EMS agencies with protocols that actively refer children and adults for early intervention and treatment of mental health disorders from 0 to 25 by December 2018	MHMD-6 MHMD-9			Access to Care	Agency License Renewal Application
Increase the number of EMS agencies offering immunization programs pursuant to section 401.272, F.S., from 5 to 25 by December 2018	IID-1	HP1.1	3.1.1	Access to Care	Agency License Renewal Application
Increase the number of EMS provider agencies utilizing a performance-based inspection process from 0 to 180 by July 2017	PHI-16	CR1.3 HI4.3		Data	Department of Health (DOH) LEIDS

Appendix E

Appendix E: Environmental Scan Resources

1. [Emergency Medical Services Advisory Council July 2014 – June 2019 DRAFT Strategic Plan](#)
2. [Florida Department of Health Agency Strategic Plan 2016 - 2018](#)
3. [Florida Injury Surveillance Data System](#)
4. [Healthy People 2020 Topics and Objectives](#)
5. [CDC Performance Measure Specifications and Implementation Guidance](#)
6. [Agency for Health Care Administration \(AHCA\) Emergency Department Utilization Reports](#)
7. [Emergency Medical Services Tracking and Reporting System](#)
8. [National EMS Information System \(NEMSIS\)](#)
9. [Florida Community Health Assessment Resource Tool Set \(CHARTS\)](#)
10. [Florida Department of Transportation \(FDOT\) Crash Database](#)
11. [The Florida Emergency Medical Services Communication Plan Volume I \(Fourth Edition\)](#)
12. [Florida Veterans Application Licensure Online Response System \(VALOR\)](#)
13. [United States Census Bureau Florida QuickFacts](#)
14. [Licensing and Enforcement Information Database System \(LEIDS\)](#)
15. [Florida Department of Health HIV Data Center](#)
16. [United States Department of Labor, Bureau of Labor Statistics Occupational Outlook Handbook for EMTS and Paramedics](#)
17. [Florida Department of Health Infant Mortality Documents and Data](#)
18. [Drugs Identified in Deceased Persons by Florida Medical Examiners](#)
19. [National Guidance for Healthcare System Preparedness](#)
20. [U.S. Fire Administration, Fire/Emergency Medical Services Department Operational Considerations and Guide for Active Shooter and Mass Casualty Incidents](#)
21. [State Working Group, Interoperable Communications Committee, Guide of Interoperability Components](#)
22. [FloridaNet.gov Florida's Public Safety Broadband Network](#)
23. [EMS Workforce for the 21st Century: A National Assessment](#)
24. [National Emergency Medical Services Workforce Data Definitions](#)