

WISCONSIN EMS ASSOCIATION

2026 - 2031 STRATEGIC PLAN

*Advancing EMS Excellence Across
Wisconsin*



WEMSA

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Strategic Vision

To be the unified voice of opportunity, innovation, and growth for Emergency Medical Services in Wisconsin, focused on the outcome for EMS to be seen as a public service, empowering providers, strengthening communities, and advancing the profession.

Values and Commitments

Public Policy

Direct engagement with EMS leaders and stakeholders facilitating action to overcome challenges.

Be the voice of public policy in EMS.

Advancing the Profession

Advance the knowledge and skills of EMS professionals through educational programs, pursuing community focused quality education that has direct outcomes for EMS agencies.

Lead in the delivery and future of EMS education.

Leadership Among Communities

Connect and grow membership and relationship through strengthening the voice and collaboration, supporting the future leaders and professionals in EMS.

Collaborate relationships with current and future EMS professionals.

Stabilize and Grow the EMS Workforce

Goal 1: Reduce avoidable workload drives that contribute to burnout.

- Expand and advocate for Community EMS (CEMS) / Mobile Integrated Health (MIH) models that reduce low-acuity and repeat utilizer calls for service.
- Promote system collaboration with hospitals, public health, behavioral health, and long-term care to improve patient navigation and reduce unnecessary EMS utilization.
- Support funding pathways for Community EMS statewide programs and ongoing operations.

Goal 2: Build a stronger recruitment pipeline statewide.

- Scale statewide awareness and recruitment campaigns, emphasizing EMS as a public service and career pathway.
- Expand student-facing programs: WEMSA Student Day, regional career events, and targeted outreach.
- Continue to grow partnerships with Wisconsin HOSA, Wisconsin technical colleges, EMS training centers, and Wisconsin high schools.

Goal 3: Improve professionalism, leadership, and quality systems that support retention.

- Advocate for and promote consistent training and competency standards that support portability, succession planning, and confidence in leadership across the state.
- Expand leadership development offerings through EMS executive resources, training geared towards new and existing officers, supervisors, chiefs, and directors.
- Advanced quality improvement and outcomes programs through analysis and review of Wisconsin's EMS data, providing EMS agencies with benchmarks and quality benchmarks.



Advance Sustainable EMS Funding and Readiness

Goal 1: Expand and modernize local funding options.

- Promote appropriate local funding tools (including levy and other municipal funding mechanisms) with clear guidance and model language.
- Create member toolkits for budgeting, finance communications, and municipal engagement (talking points, case studies, sample resolutions).
- Provide technical assistance to municipal departments on sustainable funding models.

Goal 2: Increase public and policymaker understanding of EMS as an essential public service.

- Launch a consistent statewide message: EMS is readiness + response + patient care, not just “ambulance rides”.
- Develop communications campaigns featuring municipal/ nonprofit EMS stories, outcomes, and community impact.
- Equip members with “explain EMS” materials for referendums, budget cycles, and stakeholder meetings.

Goal 3: Promote statewide readiness-based funding models grounded in data.

- Establish a WEMSA-led framework for base readiness funding using statewide datasets and service realities (rural/urban, call volume, staff model, geography).
- Advocate for funding structures that reflect readiness and system reliability.
- Publish annual “State of EMS Readiness” insights for policymakers and member agencies.



Strengthen Patient Care, Practice, and Advocacy Influence

Goal 1: Build a stronger advocacy coalition that includes allied stakeholders.

- Create an “EMS Advocacy Partners” program for allied stakeholder organizations aligned with WEMSA’s policy goals.
- Expand coordinated advocacy days, responses, issue briefs, and testimony capacity with partner support.
- Ensure transparency and guardrails so partnerships strengthen credibility.

Goal 2: Advance scope of practice modernization and operational flexibility.

- Support evidence-based scope modernization and flexibility in staffing and care models where safe and appropriate with supporting data.
- Work with appropriate government agencies, medical direction leaders, and educators to align training, protocols, and implementation strategies.
- Provide member education on scope changes, best practices for adoption of scope, skills, and protocols.

Goal 3: Deepen member engagement and grassroots advocacy capacity.

- Build a structured member advocacy network through legislative district captains, rapid response alerts, and advocacy training.
- Utilize surveys, consistent listening sessions, and data to ensure advocacy priorities reflect member needs.
- Strengthen political action and member feedback loops with regular and open reporting.

