PSM 406 Management of Emergency Medical Services

Course Description: This is an upper-level baccalaureate course for students interested in the practice and principles of Emergency Medical Services (EMS) systems management and the processes that contribute to the effectiveness of day-to-day operations within an EMS organization. This course introduces the EMS professional to topics that include government structure, strategic planning, injury prevention, risk management and safety, customer service, human resources management, financial management, fleet management, career development, quality management, data collection and research, labor relations, and special operations.

Prerequisites: None

Course Objectives:
1. Identify the effective characteristics of a successful leadership for an EMS system.
2. Demonstrate an understanding of areas and responsibilities related to the management of an EMS system not limited to:
   a. Management Essentials.
   b. Organizational Behavior.
   d. Risk Management/Business Insurance.
   e. Leadership.
   f. Quality Improvement.
   g. Human Resource Management.
   h. Corporate Compliance.
   i. Government Affairs/EMS Legislation.
   j. Business Development.
   l. Corporate Communications.
3. Demonstrate an understanding of revenue management and the impact upon an organization’s ability to operate effectively.
4. Demonstrate an understanding of organization structure for an EMS system from a local, regional, state and national perspective.
5. List and describe the data required prior to entering into a provider arrangement with a community, health care facility, or health care organization.

Module Objectives:
Module 1: students will:
1. Identify key historical events and key figures that have impacted the progress of EMS and discuss their collective influence.
2. Identify key federal, state and local legislative events that have formed the EMS and discuss their collective influence.
3. Identify federal, state and local EMS system components, and discuss their interrelationship.
4. Identify the components of an EMS system.
5. Explain the various National Highway Traffic Safety Administration EMS agendas for EMS-related topics.
6. Identify the various trade organizations that support EMS activities.
Module 2: Strategic Planning for EMS
1. Define strategic planning and the time frames that are incorporated in strategic planning.
2. Define the contingent planning model for strategic planning.
3. Use a multipoint plan to create components of a strategic plan.
4. Demonstrate how to prioritize strategic planning concepts and items.
5. Define the strategic planning items — and their purposes — that would be included in a fire or EMS plan.
6. Explain and incorporate a strengths, weaknesses, opportunities, threats analysis into the planning cycle for a strategic plan.
7. Discuss the various considerations for calculating the cost of EMS services.
8. Define or identify the stakeholders in EMS.
9. Identify the management tools used to conduct project planning.
10. Describe the primary components of an EMS budget.
11. Identify proactive approaches to EMS funding.

Module 3: Manager to Leader
1. Define the difference between management and leadership.
2. Identify the skills needed to be an EMS manager.
3. Identify the management processes and sentinel events in EMS operations.
4. Develop and define leadership activities and roles.
5. Understand how to create a vision and values statement.
6. Apply the concept of values to organizational leadership.
7. Understand and apply the principles of mentoring and coaching to EMS workers.

Module 4: Injury Prevention and EMS
1. Describe the extent of the injury-prevention problem.
2. Establish what constitutes an injury.
3. Define the Centers for Disease Control and Prevention injury-prevention model.
4. Describe the EMS manager’s role in the public-health model.
5. Explain the implementation process for injury-prevention programs.
6. Identify resources available for EMS agencies to conduct injury-prevention activities.
7. Design and implement prevention activities.
8. Evaluate prevention activities.
9. Build and manage a prevention program to disseminate information.
10. Stimulate change through policy, enforcement, engineering and education.
11. Define and describe concepts of attributable risk, and explain how injuries are preventable.
12. Describe general approaches to prevention, and demonstrate how conceptual models are used to describe multiple risk factors.

Module 5: Customer Service and Marketing
1. Understand the principles of customer service.
2. Create a customer service program for an EMS organization.
3. Understand and apply marketing concepts for any EMS agency.
4. Identify image-building activities to be conducted by EMS agencies.
5. Analyze and modify customer service programs from EMS industry standards.
6. Understand the branding process for EMS agencies.
Module 6: Risk Management and Safety
1. Identify principles of risk management.
2. Identify how to calculate the risk in EMS operations.
4. Create an infection control program for EMS agencies.
5. Recognize and identify the safety issues surrounding EMS operations and how to mitigate those events.
6. Diagram the progression and response to litigation against an EMS organization.

Module 7: EMS Human Resources Management
1. Identify the issues surrounding the EMS workforce of the future and the generation-specific issues that apply to managerial techniques in an organization.
2. Employ techniques to identify staffing needs for future EMS operations.
3. Perform a job-task analysis on an EMS position in the organization.
4. Identify and apply the techniques to conduct an effective performance appraisal, and identify problems associated with conducting performance appraisals.
5. Identify the components of a positive discipline program, and implement a due-process procedure involving a disciplinary action.
6. Create a list of and identify the warning signs of workplace violence, and employ management activities to contain or prevent workplace violence.
7. Build an employee-screening and -hiring process.
8. Understand the application of labor laws that influence EMS operations.

Module 8: Management of EMS Education
1. Understand the EMS Education Agenda for the Future.
2. Identify national resources to conduct EMS training.
3. Understand the national curriculums and application to each provider level.
4. Build an EMS refresher course for any level of EMS provider.
5. Identify EMS management training programs and opportunities.
6. Conduct a training analysis of EMS needs.
7. Identify how to conduct training encompassing psychomotor skills, affective domain, and didactic knowledge.
8. Apply standard procedures to evaluate training in accordance with accreditation standards.

Module 9: Financial Management
1. Discuss the Medicare Ambulance Fee Schedule Final Rule, and identify strategies for optimizing reimbursement within its requirements and limitations.
2. Describe the historical development of and programs administered by the Centers for Medicare and Medicaid Services.
3. Identify the requirements of Medicare Part B as they apply to ambulance suppliers, including levels of service, medical necessity, physician certification, origins and destinations, vehicles, and staffing.
4. Explain the alternative components used to fund ambulance service.
5. Describe the financial policies that are addressed in budgeting and in types of budgets.
6. Calculate the unit hour utilization and various benchmarks and seasonal fluctuations for various levels of service for local areas.
7. Discuss various methods and considerations for costing out service.
8. Understand managed-care contracting strategies.
Module 10: Medical Practice
1. Understand and define the role of the physician medical director for an EMS service.
2. Understand the selection process and qualifications desired in a medical director.
3. Differentiate between on-line and off-line medical control.
4. Identify the areas of responsibility that need physician involvement in an EMS organization.
5. Understand and create a system that involves the physician in due process to apply discipline to an EMS worker.
6. Identify the training and opportunities to promote professional development for a physician involved with or entering the field of EMS.
7. Understand the role of the EMS medical director in developing on-line and off-line medical control.
8. Describe the network opportunities for a physician medical director.

Module 11: Fleet Management
1. Discuss various considerations for calculating the cost of an EMS service.
2. Distinguish between functional and direct services for operating budgets.
3. Describe the inspection processes for equipment.
4. Compare and contrast the concepts of unit-hour utilization and in-service ratios when determining workload.
5. Calculate cost per capita and cost per response for EMS runs.
6. Apply cost-out strategies for a variety of EMS system components.
7. Track and apply costing mechanisms for soft supplies.
8. Understand the types of inventory systems and replacement plans.
9. Track fleet maintenance and vehicle cost, including failure rates.
10. Determine the equipment needed in the system and the specifications of that equipment.
11. Understand and apply federal, state, and local specifications and procurement processes for ambulances, biomedical equipment, and durable equipment.

Module 12: Career Development and Staff Focus
1. Create a map of a career plan and personal growth path to an EMS leadership position.
2. Understand how to develop and participate in a mentoring program.
3. Identify activities that enhance professional development.
4. Recognize, select and participate in staff development opportunities.
5. Identify education pathways for career and staff development.
6. Identify common experiences needed to be an effective EMS manager or leader.
7. List possible outside activities that enhance professional growth within the organization.

Module 13: EMS Quality Management
1. Define the activities involved with quality assurance (QA).
2. Define the activities involved with quality improvement (QI).
3. Apply QI techniques to various aspects of EMS operations.
4. Identify the techniques to measure quality indicators in EMS operations.
5. Locate and identify other sources of quality data information that can improve EMS operations.
6. Create and implement a customer service assessment as part of a QI program.
7. Understand and create a process that helps document trends that require increased education or modification of the EMS systems.
8. Evaluate and apply the historical aspects of QI to modern EMS efforts.
9. Chronicle the history of Continuous Quality Improvement activities.
Module 14: Incident Management
1. Apply the National Incident Management System (NIMS) to a mass casualty incident.
2. Describe the major components of an incident management system.
3. Describe the functions of the incident commander at all EMS incidents.
4. Describe the federal typing of the EMS resources.
5. Identify the component of an EMS strike team and EMS task force.
6. Map the federal requirement and resources for NIMS training and EMS.
7. Differentiate between types of incident management teams and their applications.
8. Develop an incident management system for an EMS incident.

Module 15: Interagency Relations and Operations
1. Compare and contrast mutual aid and automatic aid.
2. Identify the hierarchical organization of resources that respond to disaster from a regional, state and federal perspective.
3. Identify the intrastate and interstate mutual-aid components.
4. Understand the needs and organizational applications of area and unified command.
5. Identify the components of the national response plans.
6. Match and define the emergency support functions within the national response plan.
7. Navigate the progress and communication chain for an agency to secure resources from local, state and federal resources.

Module 16: Data Collection and EMS Research
1. Evaluate the different types of research.
2. Understand the domains of EMS research.
3. Deploy specific research methodologies to the prehospital setting.
4. Define validity and reliability in scientific research and data.
5. Apply Geographic Information System concepts to EMS-related activities.
6. Recognize the federal, state and local data collection systems.
7. Link data to quality improvement initiatives in EMS.

Module 17: Legal and Labor Relations
1. Define the types of law applicable to EMS.
2. Identify and apply the federal legislation to EMS.
3. Understand and apply legislative mandates to EMS operations.
4. Design and understand the privacy compliance for an EMS operation that meets federal Health Insurance Portability and Accountability Act regulations.
5. Identify case law affecting EMS operational systems.
6. Define due process, and apply the principles of progressive discipline to labor disputes involving EMS.
7. Recognize the Fair Labor Standards Act applications to EMS workers and fire-based EMS.
8. Define ethical behaviors and apply decision-making strategies when faced with ethical decisions.
9. Identify contemporary issues in EMS litigation.
Module 18: EMS Management of Communications Centers
1. Establish programs that use Emergency Medical Dispatch (EMD).
2. Discuss EMD programs.
3. Suggest improvements for EMD operations.
4. Explain training criteria for personnel for EMD operations.
5. Evaluate and implement QI/QA programs.
6. Identify and implement training programs for EMD.
7. Recognize the legal case law related to communications centers.

Module 19: EMS Special Operations
1. Explain the new mission of customer service in an all-hazards environment.
2. Describe the risk analysis process.
3. Describe the mitigation role of local community officials as it relates to EMS response.
4. Define an all-hazards approach, and apply a checklist to preparing special events.
5. Given a medical evacuation of a patient by helicopter, identify the elements that affect or support local EMS special operations.
6. Identify existing documentation resources to use for special operations during a special event.
7. Identify the methods for developing and accessing state or statewide regional resource pools.
8. Contrast the missions of tactical EMS.
9. Analyze the role of EMS in a special operations environment as it relates to the medical support of hazardous materials operations.
10. Explain the medical-legal issues involved in spectator care at mass gatherings.
11. Discuss the process for implementing care systems at mass gatherings.

Outcomes: Upon completion of this course:
The student will be able to:
1. Discuss the basic philosophy, organization and operation of injury prevention and risk-reduction programs.
2. Compare and contrast management and leadership.
3. Provide practical examples of the principles of customer service in EMS.
4. Apply the technique for conducting an effective performance appraisal.
5. Identify strategies to optimize reimbursement for EMS services.
6. Apply quality improvement techniques to various aspects of EMS operations.
7. Define due process and apply the principles of a progressive disciplinary program.
8. Define ethical behaviors and the decision-making strategies when faced with an ethical dilemma.

Suggested Student Texts:
“Management of EMS,” Bruce E. Evans, Jeff T. Dyar

Supporting References:
No single source available at this time.

Assessment:
Students will be evaluated for mastery of learning objectives by methods of evaluation to be determined by the instructor.
Method of Instruction:
Lecture, class discussion, audiovisual, demonstration, illustration, practical application by students.

Course Grade: (What it takes to earn the grade)
The course grade will be based on the following distribution:

Attendance Policy:
The faculty of Southern Illinois University Carbondale affirm the importance of prompt and regular attendance on the part of all undergraduate students. Quality instruction clearly depends upon active participation in the classroom or its equivalent learning environment. This concept is further expounded upon in the Southern Illinois University Carbondale Undergraduate Catalog. Students who are absent from more than one-third (1/3) of a course’s instructional hours will seriously jeopardize their grade for the course. Students who stop attending or never attend a class without officially dropping that class will be awarded a grade of WF for the class. The WF grade is designed for students who enroll in a course but don’t attend or quit attending and do not drop the course. When awarding the WF grade the last date of attendance or nonattendance must be reported along with the grade.

Academic Dishonesty Policy:
Students may be subject to disciplinary proceedings resulting in an academic penalty or disciplinary penalty for academic dishonesty. Academic dishonesty includes, but is not limited to, cheating on a test, plagiarism, and collusion.

ADA Statement for Students Requiring Special Accommodations:
As per Section 504 of the Vocational Rehabilitation Act of 1973 and the American Disabilities Act (ADA) of 1990, if accommodations are needed, inform your instructor as soon as possible.

Safety Instructions:
Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency. If you are located on a military installation, and depending on the type emergency a senior military member may take control; of the situation and direct you on the action to take. Please follow their instructions and do as asked. Similarly, if you are at a community college, their security personal may arrive and take control of a situation please follow their instructions as well.