



National EMS Management Curriculum Committee

Inaugural Meeting Report *Draft #2*

October 31 and November 01, 2006
December 14 – 16, 2006
National Fire Academy
Emmitsburg, MD

National EMS Management Curriculum committee report

Draft 2

December 20, 2006

page 1 of 29

An inaugural **National EMS Management Curriculum committee** meeting was held on October 31 and November 01 at the National Fire Academy. A follow-up work session was conducted December 14 through 16, 2006, as part of the FESHE meeting. Appendix 1 lists the attendees.

Under the charge of Bob Fleming, Chair of the National Fire Academy Board of Visitors, this Federal Advisory Committee Act compliant committee explored the idea of creating a model EMS Management curricula.

Under this charge, the group accomplished the following tasks.

SURVEY OF EXISTING BACHELOR PROGRAMS IN EMS MANAGEMENT

The committee reviewed the pre-meeting work done by NAEMSE and GWU to identify the current colleges and universities that offer a four year degree with a concentration in EMS Management. Of the 14 current EMS-related bachelor degree programs:

- Three programs offer an on-campus bachelor degree in EMS Management.
- Three programs offer a degree completion bachelor degree in EMS Management.

There are three versions of EMS Management degrees:

Comprehensive (Maryland and Florida): Majority of the program is provided through classes offered at the EMS-oriented department or program. More than 21 semester hours are classes provided by EMS Management.

Option (George Washington and St. Petersburg): EMS Management program is a major option within a more generalized degree. Option means that about 21 semester hours of a 160 hour degree program are EMS Management.

Some of the more general courses, like management, budgeting, marketing and public policy, are provided through the host degree. For example: Health Science for GWU and Public Safety for St. Petersburg.

Minor (University of Pittsburgh and Springfield MA): EMS Management program is offered as a concentration within a paramedic or emergency management degree. Between nine and 15 semester hours in EMS Management courses.

Appendix 2 provides a list the current bachelor degree programs that offer a concentration in EMS Management. There are another five EMS management bachelor degree programs that are on hiatus or under development.

NATIONAL FIRE ACADEMY PROFESSIONAL DEVELOPMENT MODEL

The National Fire Academy (NFA) has been involved in fire-based higher education and professional development since the creation of the Degrees at a Distance bachelor program in the 1970's:

http://www.usfa.dhs.gov/training/nfa/higher_ed/degree_programs/distance/

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

National EMS Management Curriculum committee report

Draft 2

December 20, 2006

page 2 of 29

This degree completion program has been offered through seven partner colleges and universities throughout the United States.

NFA expanded this mission in 1999 by starting the **Fire and Emergency Service Higher Education (FESHE) strategic direction**. NFA assembled interested faculty from fire-based associate and bachelor degree programs to work with fire service stakeholders to update the fire-based curricula that was established at the 1966 Wingspread Conference.

http://www.usfa.dhs.gov/training/nfa/higher_ed/feshe_direction.shtm

Working as a conduit, NFA provides an annual meeting at the Emmitsburg, Maryland, campus where interested academic and fire service members donated their time and talent to develop a model fire-based associate and bachelor curricula.

By 2002 the FESHE process had accomplished the following:

- 1) Model associate and bachelor fire-based curricula
 - a) Six associate level core courses
 - b) Seven associate level elective courses
 - c) Integration of the 13 existing Degree at a Distance bachelor level courses into the model curricula.

- 2) Thirteen associate-level model courses with:
 - a) Standardized title
 - b) Course description
 - c) Course outcomes
 - d) Course outline

During the 2002 conference, NFA had arranged a roundtable with the fire science textbook publishers. Pennwell, Fire Protection Publications, Delmar, Brady and NFPA provided representatives that committed to revise or produce textbooks that would meet the model course outcomes.

For Academic Year 2005-2006 five of the six associate level core courses have two or more FESHE oriented textbooks available. There are two textbooks with anticipated early 2007 release for the "Fire Behavior and Combustion" core course.

http://www.usfa.dhs.gov/training/nfa/higher_ed/model/

Many colleges have adopted the model associate-level curricula. Unrelated to the EMS Management Model curricula, the fire-based curricula has facilitated a coordination of fire certification training and academic education to encourage a seamless professional development opportunity.

The Virginia Community College Systems and the Department of Fire Programs are the first to accomplish this goal in 2005 through a standardized state-wide program.
http://www.vafire.com/higher_education/index.htm

The model bachelor-level curriculum is adopted as a component of the International Association of Fire Chief's Officer Development Handbook. As well as the Center for Public Safety Excellence's **Chief Fire Officer Designation**.
<http://www.cfainet.org/home/cfod/faq.asp>

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

National EMS Management Curriculum committee report

Draft 2

December 20, 2006

page 3 of 29

Appendix 3 provides a list of the current EMS Management courses offered by the six colleges and universities.

CONSIDERING A NATIONAL EMS PROFESSIONAL DEVELOPMENT MODEL

After NFA staff provided an overview, history and description of the Fire and Emergency Service Higher Education (FESHE) process, the committee discussed the suitability of the FESHE process for EMS-oriented degrees.

This committee is focused on non-clinical academic programs that would lead to a bachelor degree in EMS management. Concern was expressed that the fire-based FESHE process may not be accepted by the third-service and for-profit ems organizations and leaders.

Extensive discussion about the dynamics of ems clinical and professional education, the role of the Department of Transportation, State EMS Training Directors, American Ambulance Association, National Association of EMTs and the emergency physician groups (NAMESP, AAOS and Eagles).

Not certain how an EMS Management curricula fits with the national EMT-B and EMT-P curricula or the 2008 Scope of Practice. Most of the clinical associate degrees in paramedicine do not provide the academic background that allows an easy progression to meet the university requirements for a bachelor degree (English, math, social sciences, etc.)

Some members strongly opposed to a federally mandated or regulated EMS Management curricula. Not much comfort implementing a National Fire Protection Association type of professional standard, like the NFPA 1021 Fire Officer I-II-III-IV model. Members noted that Maryland Fire and Rescue Institute made an attempt with this classification system (EMS Officer I, II, III and IV).

Committee agreed to use the FESHE process to develop a model EMS Management curricula.

DETERMINING LEVELS OF EMS MANAGEMENT

The committee developed working management level definitions, using public safety and ems industry practices. Four levels established:

EMS Supervisor: A crew chief or leader of a single unit or crew

EMS Manager: Manages more than one crew or supervisors

EMS Chief Officer: Oversees more than one manager, is responsible for a major component of an EMS organization, middle manager.

EMS Executive: Head of the organization or senior staff.

APPLYING EMS MANAGEMENT TO THE FESHE PROCESS

The committee took the fire-based triangle and developed a proposed EMS Professional Development Model. Appendix 4 provides additional details.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

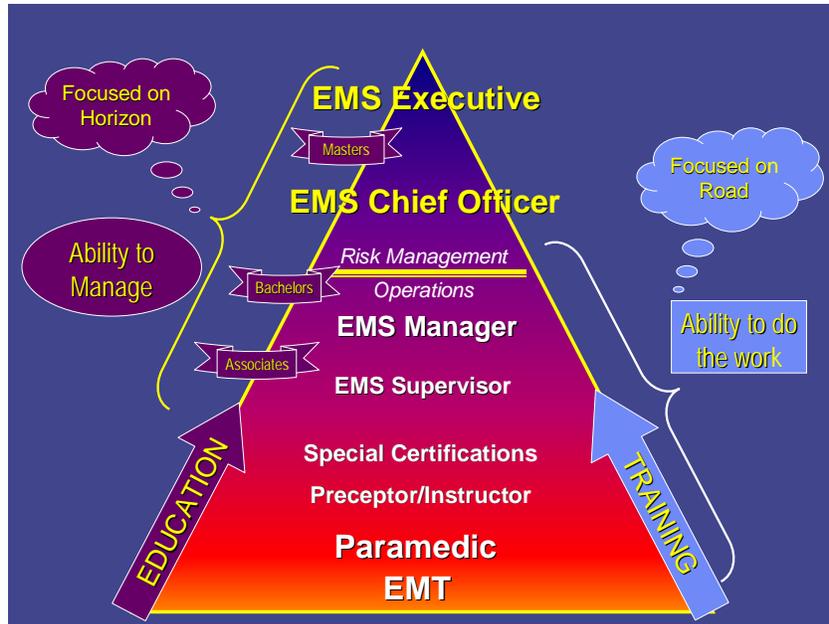


Figure 1: EMS Professional Development Model

ADDITION OF EMS MANAGEMENT INTO THE FESHE PROCESS

There was extensive discussion by the committee to identify the best methods of following the FESHE process. It appears that asking the **National Association of EMS Educators** <http://www.naemse.org> to participate as a partner in this endeavor provides both technical and organizational expertise.

Two recommendations to the National Fire Academy Board of Visitors:

- 1) A new committee, *National EMS Management Curriculum*, to be added under the FESHE Conference organization.
- 2) Addition of a National Association of EMS Educator position to be added to the FESHE Steering Committee, representing the EMS Management program.

DEVELOPMENT OF EMS MANAGEMENT COMPETENCIES

The committee reviewed the "National Professional Development Matrix" and, after discussion and deliberation, completed a first draft of what EMS Management competencies should be. Appendix 6 provides the working draft that was updated at the December meeting.

IDENTIFICATION OF CORE EMS COURSES

The focus of the December meeting was to add additional institutions and obtain input and feedback from invited subject matter experts. After reviewing the work done in November, the committee and subject matter experts worked to:

- a) Review/revise the EMS Management Competencies matrix
- b) Identify EMS Management concepts
- c) Propose core EMS course titles and descriptions

While the December group revised the EMS Management Competencies, they still need to be edited to reflect correct format for objective descriptions.

Dr. Walz recommended that the committee start with the fourteen attributes of an EMS system as outlined in the 1996 EMS Agenda for the Future.

<http://www.nhtsa.dot.gov/people/injury/ems/agenda/emsman.html>

After extensive discussion and small group work, the committee identified fifteen EMS management concepts:

- 1) Foundations
- 2) Human Resource Management
- 3) Management Theories
- 4) EMS Operations
- 5) Safety Risk Management
- 6) Education
- 7) Communications
- 8) Political Savvy
- 9) Research Methods
- 10) Financial/Budgeting
- 11) Leadership
- 12) Quality Management
- 13) Planning
- 14) Management Information Systems
- 15) Medical Direction

While the committee was working to transform the fourteen attributes and fifteen concepts into proposed core EMS courses other FESHE members made suggestions and provided feedback to the committee about process and the deliverables.

The committee identified seven proposed EMS courses:

Foundations of EMS Systems
EMS Operations
Human Resource Management
Management of EMS
Quality Management and Research
EMS Educator/Instruction
Safety/Risk Management

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

EMS COURSE TITLES, DESCRIPTIONS AND RESOURCES

Foundations of EMS Systems

An overview of the design and operation of Emergency Medical Service Systems, delivery of services and the echelons of care. The history of EMS, the interface of public and private organizations and review of the various personnel who comprise these systems will be examined in relation to their impact on the health care delivery system.

Bruce Walz (2002) Introduction to EMS Systems. Delmar/Thompson Learning ISBN 0-7668-1984-1

John A. Brennan and Jon R. Krohmer editors (2005) Principles of EMS Systems, 3rd edition. Jones and Bartlett Publishers for the American College of Emergency Physicians ISBN 0-7637-3382-2

EMS Operations

Designed to expose the student to various field operation procedures. Topics include: medical incident command, resource deployment, interaction with other public safety and health care agencies, patient advocacy, field supervision of EMS operations.

There are no current books available, but there are books that are in development.

Human Resource Management

Principles of personnel management and process that contribute to the effectiveness of an EMS organization. Topics include: organizational employment planning, employment regulation, job analysis, performance assessment, recruitment and regulation, job analysis, performance assessment, recruitment and selection, training and development, employee/labor relations and compensation. Examines the supervisory process in relation to volunteers and career (paid) personnel with various levels of skill certification, medical control and the influence of the type of Emergency Health organization involved

Pynes, Joan E. (2004) Human Resources Management for Public and Nonprofit Organizations. Jossey Bass. ISBN 0787970786

Edwards, Stephen (2005) Fire Service Personnel Management, 2nd ed. Brady. ISBN 0131177664

Management of EMS

Course designed to expose students to the tools necessary to obtain maximum efficiency of an EMS agency. This course will provide students with a format to explore the management, regulatory and reimbursement issues facing EMS managers and operations directors.

Alexander E. Kuehl (ed) (2002) Prehospital Systems and Medical Oversight, 3rd edition. National Association of EMS Physicians ISBN 0-7872-7071-7

Dennis Compton and John Granito (2002) Managing Fire and Rescue Services. International City/County Management Association. ISBN 0-87326-128-3

Quality Management and Research

A review of historic and current research in Emergency Health Services. Selected studies will be reviewed and critiqued in terms of their content, methodological characteristics, and utility. Basic research principles, scientific inquiry and interpretation of professional literature are emphasized.

Lawrence Brown, Elizabeth Criss and N. Heramba Prasad (2002) An Introduction to EMS Research. Brady ISBN 0-13-018683-X

EMS Educator/Instruction

Analysis of educational and training needs relating to courses of EMS instruction. Special emphasis on conveying standards and guidelines while meeting the student and agency's needs. The role of agency-standard lesson plans; special content considerations for the several EMS teaching and learning settings. Dealing with barriers to effective education.

NAEMSE (2005) Foundations of Education: An EMS Approach. Mosby ISBN 0323028675

Melissa Alexander (2005) Foundations for the Practice of EMS Education. Prentice Hall ISBN 0131194356

Safety/Risk Management

A global overview of EMS injury prevention for EMS personnel and the community. Review of epidemiological patterns of injuries related to occupation, transportation, recreation, homelife, interpersonal violence and related incidents. Emphasis on prevention of injuries. Role of Emergency Medical Services in the field of injury control. Additionally the course will enhance the student's understanding of the role of public health and EMS.

Jonathan D. Kipp and Murray E. Loflin (1996) Emergency Incident Risk Management: A Safety and Health Perspective. Wiley ISBN 047128663X

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

National EMS Management Curriculum committee report

Draft 2

December 20, 2006

page 8 of 29

PROPOSED ACTION PLAN (November 2006 – September 2007)

November 2006

- Produce draft document and circulate to NAMESE, FESHE and academic organizational heads for comments.
- NAEMSE creates a peer-group of EMS Management curriculum committee.
- NFA adds NAEMSE position to FESHE steering committee
- Draft document: Outline of undergraduate degree program with proposed EMS management course titles.
- Comments collected by NFA, organized and distributed by GWU EHS.

December 2006

- Incorporate comments and produce Draft 2 with the in/out comments. Anticipate work meeting at NFA during the FESHE Committee meetings (December 14 – 16).
- SMEs invited to participate.
- NFA creates a National EMS Management Curriculum committee under FESHE

January 2007

- Send Draft 2 to organizational heads and academic institutions to solicit member comments. (MEIMS & ALIEMS attendees 2001-2006)
- Organizations produce one set of comments to NFA.
- Committee members identify which course they want to develop outcomes. You become the contact person for that course.

February 2007

- Complete final National EMS Management Curriculum Committee Report
- Start looking for resources and working on course outcomes.
- We may want to choose one or two courses that can quickly be completely developed by June.

March 2007

- Informational session at **EMS Today** (Baltimore)
- Committee members work on course outcomes.

April 2007

- Committee members work on course outcomes and (if possible) course outlines.
- Informational session at **Fire-Rescue Med** (Las Vegas)

June 2007

- Present curriculum, course description, course outcomes and (maybe) one or two completed courses at **FESHE annual conference** (Emmitsburg, Maryland).
- Informational session at **IAFF EMS** (Houston)

September 2007

- Present National EMS Management curriculum and course outlines at **National Association of EMS Educators annual meeting** (Hollywood, California)

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 1: Attendees

Attendees on October 31:

Bruce Walz, University of Maryland Baltimore County
Michael Ward, The George Washington University

Jeff Lindsey, National Association of EMS Educators
David Becker, IAFC EMS Section Executive Committee

Barb Klingensmith, Chair, National Fire Science Curriculum Committee – Bachelor's Committee
Bruce Evans, FESHE Steering Committee – Associate's EMS Degree Coordinator
Erik Gaull, NFA contract instructor for EMS courses

Ed Kaplan, Education Program Specialist
Rick Ziebart, Training Specialist, U. S. Fire Administration
Dave Bryson, U. S. Department of Transportation, Office of EMS
Gamunu Wijetunge, U. S. Department of Transportation, Office of EMS

Attendees on November 01:

Bruce Walz, University of Maryland Baltimore County
Michael Ward, The George Washington University

Jeff Lindsey, National Association of EMS Educators
David Becker, IAFC EMS Section Executive Committee

Barb Klingensmith, Chair, National Fire Science Curriculum Committee – Bachelor's Committee
Bruce Evans, FESHE Steering Committee – Associate's EMS Degree Coordinator
Erik Gaull, NFA contract instructor for EMS courses

Ed Kaplan, Education Program Specialist
Rick Ziebart, Training Specialist, U. S. Fire Administration

Attendees on December 14 through 16:

Bruce Walz, University of Maryland Baltimore County
Michael Ward, The George Washington University
Bob Seitz, University of Pittsburgh/Center for Emergency Medicine
Sebastian Wong, Las Positas College (California)
Angel Burba, Howard County Community College (Maryland)

Jeff Lindsey, National Association of EMS Educators
David Becker, IAFC EMS Section Executive Committee
Bruce Evans, FESHE Steering Committee – Associate's EMS Degree Coordinator

Don Lundy, National Association of EMT's [invited subject matter expert]
Bill Seifarth, National Association of State EMS Officers [invited subject matter expert]

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

**Appendix 2:
Current institutions that offer a bachelor degree with EMS
Management concentration.**

University of Maryland at Baltimore County
Department of Emergency Health Services
**Bachelor of Science in Emergency Health Services
Management track**

On-campus undergraduate program.

On-line **MS in Emergency Health Sciences**

Administrative, Planning & Policy

Preventive Medicine and Epidemiology (some on-campus content)

Education

<http://ehs.umbc.edu/UMBCFrontPage.htm>

University of Florida (completely on-line)
M.E. Rinker Sr. School of Building Construction
Degree completion program

BS Fire and Emergency Services

Concentration in EMS Management

On-line **MS Fire and Emergency Services**

<http://www.registrar.ufl.edu/catalog/programs/majors/fire.html>

The George Washington University (completely on-line)
Emergency Health Services
Degree completion program

BSHS EMS Management

On-line **MSHS in Emergency Services Management**

http://www.gwumc.edu/healthsci/programs/ems_bs/

<http://home.gwu.edu/~mikeward/>

St. Petersburg College
College of Public Safety Administration
Bachelor Applied Science in Public Safety Administration
http://spcollege.edu/bachelors/cpsa_curr.php

University of Pittsburgh
School of Health and Rehabilitation Sciences

BS Emergency Medicine

<http://www.shrs.pitt.edu/CMS/Departments/EMProg.asp?id=186&secondid=359>

Springfield College
Springfield MA
School of Health Sciences and Rehabilitation Studies

BS Health Services Administration

Emergency Medical Services Management

<http://www.spfldcol.edu/homepage/hhrs.nsf/DCC0DBBEC0FAE5B5852571B2004F2443/456AD7B15B1CE32D852571BC006C3529?OpenDocument>

Sources: 2006 JEMS Platinum Guide, manual review of CoAEMSP accredited paramedic programs, response to queries posted by NAEMSE and GWU.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

**Appendix 3:
Current EMS Management classes available (eight pages)**

There are three versions of EMS Management degrees:

Comprehensive (Maryland and Florida): Majority of the program is provided through classes offered at the EMS-oriented department or program. More than 21 semester hours are classes provided by EMS Management.

Option (George Washington and St. Petersburg): EMS Management program is a major option within a more generalized degree. Option means that about 21 semester hours of a 160 hour degree program are EMS Management.

Some of the more general courses, like management, budgeting, marketing and public policy, are provided through the host degree. For example: Health Science for GWU and Public Safety for St. Petersburg.

Minor (Pittsburgh and Springfield MA): EMS Management program is offered as a concentration within a paramedic or emergency management degree. Between nine and 15 semester hours in EMS Management courses.

University of Maryland Baltimore County

Concepts of Emergency Health Systems. Credits: 3

A survey course providing an overview of the operation of Emergency Health Service Systems, delivery of services and the echelons of care. The history of EMS, the interface of public and private organizations and review of the various personnel who comprise these systems will be examined in relation to their impact on the health care delivery system.

Emergency Health Services Theory and Practice I. Credits: 3

Analysis of the 15 components of the Emergency Health Systems in the United States. History and development of the EMS field with analysis of the Emergency Medical Services Systems Act and different system models. Examination of federal, state and local authority for the delivery of services, the interface of public and private organizations and the relationship of public health and public safety. Examination of the management role in EMS systems.

Emergency Health Services Theory and Practice II. Credits: 3

Further development of theory and techniques central to EHS management--program development; organizational theory; management skills; program implementation; evaluation; and manpower; equipment and resource allocation.

Planning Emergency Health Systems. Credits: 3

Planning and development of an Emergency Health Services system within a specific geographic area. Students will plan the various segments of a system within a designated area -- field research will be done as background to modeling of a system.

Clinical Concepts and Practice. Credits: 4

Clinical concepts necessary for an understanding of emergency health care management in the pre-hospital setting. Issues such as patient care management, trauma, triage, multi-casualty control, patient transportation, crisis management and interagency cooperation are stressed. Includes the lecture and laboratory elements required for State of Maryland Emergency Medical Technician certification course sequence.

Stress and Burnout in Emergency Service Personnel. Credits: 3

The course provides detailed information on stress and burnout specifically as it relates to emergency service personnel. The causes and effects of stress and the recognition of stress symptoms in field personnel is emphasized along with the management of stress. The course provides opportunities for individuals to practice a variety of stress management techniques.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 2 of 8)

University of Maryland Baltimore County (cont)

Disaster Management. Credits: 3

Provides the student with the theoretical and practical foundations necessary to manage multi-casualty incidents under field conditions. Disaster and multi-casualty planning, system response to disaster, triage principles, EHS relationships to the media, medical evacuation procedures and scene control are taught in the upper level course.

Management of Search and Rescue Operations. Credits: 3

This course provides classroom and field experiences designed to conduct effective search and rescue operations. Concepts explored include: management of the emergent multi-organizational network, types of searches, resource management, incident command, shifting probabilities of area, probability density, mission reports, victim behavior, hazard mitigation, field communications and search and rescue satellite aided tracking.

Supervision in Emergency Health Service Systems. Credits: 3

An introduction and study of principles and methods used in the supervision of personnel within EHS systems. Examines the supervisory process in relation to volunteers and career (paid) personnel, personnel with various levels of skill certification, medical control and the influence of the type of Emergency Health organization involved.

Financial Management, Budgeting and Resource Allocation for Emergency Health Administrators. Credits: 3

The purpose of this course is to provide the student with the budgeting and financial management skills and understanding necessary to manage emergency health systems. Emphasis will be on understanding the elements of financial reporting and integrating budget decisions and resource allocations with general management practices in the emergency health care field.

Microcomputer Applications to Health Services. Credits: 3

This course is designed to introduce students to the basic uses of microcomputers in the administration and delivery of health care. The use of application of commercial spreadsheet and data base programs will be presented. Students will gain fundamental experience in the application of these areas to management through lecture and computer laboratory exercises.

Instructional Issues in Emergency Health Services. Credits: 3

Analysis of educational and training needs relating to CPR instruction, EMT-A and Paramedic courses of instruction. Special emphasis on conveying American Heart Association and Red Cross standards and guidelines. The role of agency-standard lesson plans; special content considerations for the several EMS teaching and learning settings.

Emergency Health Services and the Law. Credits: 3

This course provides an in-depth look at some serious medico-legal issues facing emergency health services. Abandonment, implied and actual consent for treatment, malpractice, assault and battery, record keeping, good samaritan laws, requirements for reporting certain incidents and the psychiatric emergency admissions are among the important issues explored.

Research Topics in Emergency Health Services. Credits: 3

A review of historic and current research in Emergency Health Services. Selected studies will be reviewed and critiqued in terms of their content, methodological characteristics, and utility. Basic concepts in research methods will be discussed and illustrated. Research topics will include: cardio-pulmonary resuscitation effectiveness; efficacy of trauma centers; evaluation of paramedic performance, evaluation of emergency treatment protocols; and more.

Issues in Injury Control. Credits: 3

Review of epidemiological patterns of injuries related to occupation, transportation, recreation, homelife, interpersonal violence and related incidents. Emphasis on prevention of injuries. Role of Emergency Health Services in the field of injury control. Students will pursue individual projects for subsequent class presentation.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 3 of 8)

University of Maryland Baltimore County (cont)

Emergency Health Services Practicum and Seminar. Credits: 15

This course is a blending of field work in Emergency Health Services with integrating seminars. Students are given supervised on-site experience in EHS management situations, while attending seminar sessions integrating knowledge, skill and current issues.

Field Experience in Emergency Health Services Systems. Credits: 3-8

For EHS majors with health care systems experience. Placement is made in a supervised setting to complement the student's previous education and experiential accomplishments. Focus is in accord with the needs of registrants. Note: repeatable to a maximum of 12 credits.

Seminar in Emergency Health Service Management. Credit: 1 (Repeatable)

The object of this course is to inform the student of current programs, problems and policy issues related to EHS systems. Federal, state and local problems, interagency collaboration and other timely issues will be explored in informal seminars.

The George Washington University

(BS in Health Science: EMS Management)

EMS Systems Design (*4 credit hours*) Analysis of the components and characteristics of emergency medical services systems at the local, regional, state, and national levels; various systems configurations; strategies for evaluating system effectiveness and efficiency.

Legal Aspects of Emergency Management (*3 credit hours*) Legal issues in the delivery of emergency medical services, including abandonment, malpractice, negligence, patient consent, the Freedom of Information and Privacy Acts, the Good Samaritan law, protocol deviation, record keeping, patient refusal of services, and medical control. Emergency medicine legislation and recent court decisions.

Theory and Practice of Research in a Clinical Setting (*4 credit hours*). Fundamentals of clinical research methods, design, and analysis related to emergency medicine.

Emergency Medicine Clinical Scribe (*3 credit hours*). Fundamentals of emergency medicine clinical practice through documentation and management of clinical information. Students will participate as a member of emergency medicine team and explore topics related to emergency health care, e.g., practical human anatomy, medical terminology, diagnosis, patient care, medical records and practice management.

Paramedic Field Internship (*1 to 5 credit hours*) Under direct supervision of various clinical specialists, students have the opportunity to refine and expand paramedicine cognitive and practical skills and to serve as team leader for all types of emergency calls.

Disaster Response Planning and Management (*3 credit hours*) Planning for and management of multiple-casualty incidents in the prehospital and hospital environment, including development of response plans, triage, medical evacuation procedures, communications, roles of government and the private sector, terrorism, and medical care for mass gatherings.

Medical Management of Hazmat Incidents (*3 credit hours*) Hazardous materials and their risks. Identification of hazardous materials and related problems, precautions in approaching the contaminated patient, protective clothing, decontamination, and management of selected hazards.

Introduction to the Principles of Tactical Medicine (*4 credit hours*) Exploration of the basics of tactical emergency medicine, such as acute care in tactical combat situations and medical operations support of tactical teams.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 4 of 8)

The George Washington University (cont)

Current Topics (*1 credit hour*) Review of the current literature to identify clinical, operational, educational, and administrative issues important in the leadership of EMS.

EMS Operations and Management (*4 credit hours*) Principles of personnel management and process that contribute to the effectiveness of an EMS organization. Topics include human resource management, resource allocation, and procurement policy.

Leadership in EMS Agencies (*4 credit hours*) Development of leadership skills in listening, delegation of responsibilities, discipline, and decision making.

Special Operations (*4 credit hours*) This course provides a manager's eye-view of EMS special operations. The student develops and applies a general supervisory template to use as the special operations section supervisor or coordinator.

EMS Development and Strategic Planning (*5 credit hours*) An integrated capstone course to develop skills in diagnosing EMS organizational problems, formulating and selecting strategic alternatives, and recognizing problems inherent in strategy implementation.

University of Florida

<http://www.registrar.ufl.edu/catalog/programs/courses/fire.html>

Principles of Fire and Emergency Services Management

Credits: 3. Fundamentals of management underlying the solution of problems of organization and operation of fire and emergency services agencies.

Fire and Emergency Services Labor Issues Credits: 3. Determinants of demand for labor and labor supply. Labor market equilibrium and changes in the equilibrium due to changes in unionization, public policies, and technology. Study of the effects of skill, job amenities, and discrimination on wage differentials. A review of PERC, FSLA, and unions will be included.

Fire and Emergency Services Information Technology Credits: 3. Communications systems used in fire and emergency services such as high frequency voice/data, Internets and Intranets, satellite communications, GPS, and GIS will be the focus of this course. An introduction, examination, equipment assessment, implementation program, and maintenance management module will be provided for each system covered.

Management of Emergency Medical Services Credits: 3. Course covers personnel and resource management issues in providing the EMS function. Quality Assurance and Utilization Review techniques are also covered. Practices and techniques for delivery of services and distribution of resources are included.

Advanced Leadership Issues in Emergency Medical Services Credits: 3. Course covers organizational development issues in providing the emergency medical services function in the fire-based, hospital-based and third service environments. Establishing and directing emergency medical services' work teams is also covered.

Fire and Emergency Services Financial Management Credits: 3 This course addresses planning, developing, presenting, funding, and implementing a budget for a fire and emergency services agency. Additional topics include special taxing districts, bond issues, and fund-raising campaigns.

Multi-Agency Incident Command Credits: 3. Course deals with managing complex incidents that may require response from fire-rescue, emergency medical services, law enforcement, and/or other public safety sectors. Use of the Incident Management System is stressed.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 5 of 8)

University of Florida (cont)

Fire and Emergency Services Capital Equipment and Facilities Credits: 3. Procedures for the acquisition, utilization, and disposition of fire and emergency services apparatus and station facilities will be reviewed. Specification and purchasing of apparatus will be included. An examination of facility siting, building design, and land acquisition and financing will be conducted. Additional material will address special capital purchases such as communications, safety, and operational equipment.

Command and Control-Catastrophic Fire-Rescue Incidents Credits 3. Course covers incident command at multiple-alarm incidents, stressing rapid fireground decision-making, safety, personnel accountability, and communications. Settings for scenarios include multi-family occupancies, hotels, high-rises, healthcare facilities, and large retail centers.

Fire and Emergency Services Integrated Operations Credits: 3. Course covers the broad issues involved in comprehensive emergency management at the local level. The emergency management cycle of preparedness, mitigation, response, and recovery is stressed as are the legal, operational and administrative aspects of state and federal interface.

Fire and Emergency Services Public Policy and Administration Credits: 3. The role of administrative agencies in the formulation and implementation of public policy. Emphasis on the politics of administration. Problems in administration management as it applies to fire and emergency services. An introduction to fire and emergency services' government administration and management in urban settings. Emphasis will be placed upon the programmatic aspects of urban governmental management. Case studies will be included in this course.

Fire and Emergency Services Ethical Practices and Leadership Credits: 3. The role of agency leadership and its impact on the continuing professionalization of the fire and emergency services. This course will examine traditional and evolving definitions, practices, and skills in leadership behavior. The topics of power, influence, ethics and organizational behavior will be addressed.

Regulatory Issues in Fire and Emergency Services Credits: 3. Course introduces the student to safety, health, and environmental regulations on the state and federal levels that impact the delivery of fire and emergency services. OSHA, EPA, and NFPA regulatory requirements will be introduced along with methods and techniques to implement compliance programs.

Fire and Emergency Services Human Resource Management Credits: 3. Major human resource management functional areas for fire and emergency services agencies. Topics include: organizational employment planning, employment regulation, job analysis, performance assessment, recruitment and regulation, job analysis, performance assessment, recruitment and selection, training and development, employee/labor relations and compensation.

Fire and Emergency Services Public Relations Credits: 3. Implementation of principles and methods in advocating factual claims and policy proposals; propositional analysis, evidence as demonstration, effecting reasoning processes to become experimental for listeners, ethics in controversy. The course will focus on public speaking and presentations, especially in the areas of technology, defense of budgets, and political leadership.

Management of Mass Casualty Incidents Credits: 3. Course covers systematic approaches to triage, treatment, and transport in response to large-scale emergency medical services incidents. Resource planning including coordination with hospital systems is also stressed.

Special Operations in Emergency Medical Services Credits: 3. Course covers planning and management of non-routine emergency medical services. Environments covered include tactical medical operations, emergency medical services support of large-scale special events, and emergency medical services response to hazardous materials incidents.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 6 of 8)

University of Florida (cont)

Design and Management of Community Disaster Exercises Credits: 3. Course covers exercise design, presentation, and evaluation for testing a community's disaster plan. Designs from table-top to full-scale are covered. Examination of existing community plans and models for developing plans will be tested.

Natural Disaster Phenomena in Florida Credits: 3. Course covers the spectrum of natural disasters prevalent in Florida, past, present, and future. Topics include hurricanes, flooding, freezes, and agricultural emergencies. The concerns of planning, operations, mitigation, recovery, and evaluation will be included.

Special Studies in Fire and Emergency Services Credits: 1 to 3. Special areas of study in fire and emergency services adjusted to the needs of the individual students.

Fire and Emergency Services Senior Seminar. Credits: 1. A discussion format will be used to harness the student's perception of the fire and emergency services and the B.S. program in fire and emergency services. A paper will be required from each senior that addresses a relevant topic within fire emergency services such as leadership, professionalization, recommended program improvements, or new technology.

Current Issues in Fire and Emergency Services Credits: 3. Course will provide information and direction for fire service administrators on current legislative, legal, labor, and/or technology concerns facing the fire and emergency services agencies.

St. Petersburg College

(EMS option in BS Public Safety Administration)

http://spcollege.edu/bachelors/cpsa_courses.php#EMS_4315

ADVANCED EMERGENCY MEDICAL SERVICES (EMS) ADMINISTRATION 3 credits. Course is for students interested in the field of EMS administration. The focus of the course will allow the student to gain a global overview of EMS system administration and financing of EMS operations, risk management, quality improvement programs, personnel development and management. This course will foster skills to enhance the student's ability to function in an administrative setting in the EMS profession

ANALYTICAL APPROACHES TO EMERGENCY MEDICAL SERVICES (EMS) SYSTEMS 3 credits. This course is for students interested in the field of Emergency Medical Services (EMS) administration. The focus of the course will be a global overview of EMS System design and operation. The course will also incorporate research as it pertains to EMS in system management, clinical, and human performance.

EMERGENCY MEDICAL SERVICES (EMS) INJURY PREVENTION AND PUBLIC HEALTH 3 credits. This course is for students interested in the field of EMS injury prevention and public health. The focus of the course will be a global overview of EMS injury prevention for EMS personnel and the community. Additionally the course will enhance the student's understanding of the role of public health and EMS. 47 contact hours.

Springfield (MA) College

<http://catalog.spfldcol.edu/content.php?catoid=26&navoid=364>

EMS Career Planning (3 credits) Lectures and discussions provide an overview of EMS systems, areas of specialization, legislative processes, and regulatory processes and problem solving. Students are required to study the issues in EMS and respond to them employing critical thinking.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 7 of 8)

Springfield (MA) College (continued)

System Status Management (2 credits) This course uses the United States Department of Transportation's emergency dispatcher standard curriculum to provide the knowledge, skills, and tools to deal with the general public when rendering emergency assistance by telephone. The course also provides students with the mechanisms to direct appropriate resources to the scene of an illness or injury.

Plan and Design of Emergency Vehicles and Facilities (2 credits) This course acquaints students with the process of planning and design of emergency medical services facilities and vehicles. A study of the managerial roles in this process is emphasized, as well as design technologies, safety, and maintenance. Select facilities and EMS vehicles are studied in detail.

Fundamentals of Search and Rescue (2 credits) FUNSAR is designed to prepare the student to participate in search and rescue as a member of a search team. The course covers topics such as visual human-tracking, survival, wilderness first aid, land navigation, search tactics, tactical aspects of the Incident Command System, and lost person behavior. Successful completion of the course results in certification from the National Association for Search and Rescue.

Search and Rescue Management (3 credits) This course provides skills and materials that include decision-making practice in determining missing person detectability and survivability, and statistical and topographic analysis of lost person behavior. Successful completion results in certification from the National Association for Search and Rescue.

EMS Management Senior Project (3 credits) This guided individual study is to be completed in the final semester of the senior year. Topics must be pertinent to one or more areas of emergency medical services and are selected with the counsel of the course instructor.

EMS Management Internship (3 credits) In this course, students complete supervised experience divided into two or more of the following EMS concentrations: operations management, systems implementation, regulation, legislation, and product research and development.

University of Pittsburgh
School of Health and Rehabilitation Sciences
Emergency Medicine Program
<http://www.shrs.pitt.edu>

EMS Operations (3 credits) Designed to expose the paramedic student to various field operations procedures. Topics include: medical incident command, rescue awareness and operations, hazardous materials awareness and operations, crime scene awareness.

Professional Issues in EMS (3 credits) This course will be present to all EM students in SHRS a through review of the most current and pertinent issues confronting the EMS industry today. Discussion and assignments will be designed to require students to investigate critical issues which affect health-care delivery, quality of service, cost of health care, manpower utilization, and the affects of various federal and state legislature on health-care delivery.

Professional Issues in EMS II (2 credits) This course will expand on issues discussed in professional issues in EMS 1. Discussion and assignments will be designed to require students to investigate critical issues which affect health-care delivery, quality of service, cost of health care, manpower utilization, and the affects of various federal and state legislature on health-care delivery.

Finance and Accounting for EMS (3 credits) This course will introduce financial accounting, "the language of business". This course will examine financial accountings role in the communication process. Students will gain an understanding of financial statements.

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 3:

Current EMS Management classes available (page 8 of 8)

University of Pittsburgh (continued)

EMS organizations (3 credits) This course will provide student with an overview of EMS agencies through a behavioral science perspective. The course will offer multiple perspectives on organizational analysis and action.

EMS Administration (3 credits) This course will provide the student with the tools necessary to promote the long-term viability of an EMS service. This course has been designed to prepare the student to be a leader of traditional or entrepreneurial EMS opportunities. Guest speakers will be utilized for their expertise in the administration of EMS agencies.

EMS Management (3 credits) Course designed to expose students to the tools necessary to obtain maximum efficiency of an EMS agency. This course will provide students with a format to explore the management, regulatory and reimbursement issues facing EMS managers and operations directors. This course will include speakers known for their expertise in managing EMS agencies.

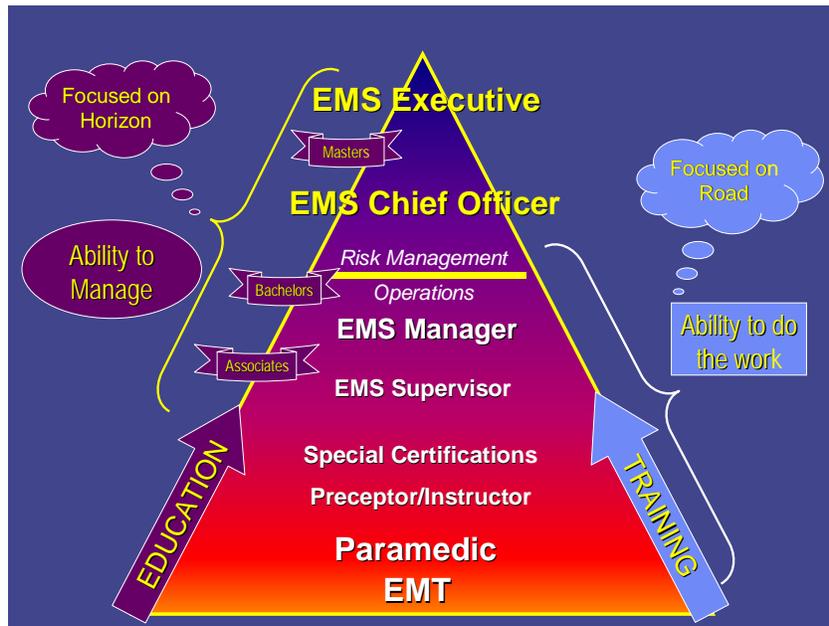
Issues in Healthcare Education (3 credits) Survey course designed to teach the principles of adult education, classroom management skills, selection of teaching aides and development of lesson plans. Students will function as teaching assistants in EMS education programs.

Research Methods (3 credits) This course provides an overview of basic concepts of research, including statistics, measurement and design. This course emphasizes the ability of the student to read and evaluate research papers.

Legal Issues in Health Care (3 credits) This course examines the current legal issues related to both in-hospital and out-of-hospital care. Issues of patient confidentiality, criminal and civil issues, and the EMTALA laws will be discussed.

Issues in EMS (3 units) Examines current issues relating to the policies, procedures and future of EMS. Among the topics considered are medical errors, interaction with other healthcare fields, and potential roles for the EMS provider in non-traditional settings. This course is designed to encourage students to critically evaluate literature and formulate well-reasoned opinions through group discussion and writing.

Appendix 4: EMS Professional Development Model



	Training	Higher Education
Learning Outcomes	Provide students with practical applications that give them the "ability to do the work", using skills- or competency-based approaches.	Provide graduates with cognitive skills that give them the "ability to manage."
EMT; Paramedic; Instructor and Special Certifications	Deliver courses that directly support Instructor and special certifications standards, as appropriate.	Provide "officer development" and deliver courses that address EMS Supervisor, Manager, Chief Officer and Executive. At the executive officer's level, a master's degree in public administration (or related disciplines) and applied training in strategic policymaking are desirable professional preparations.
Risk-Management Oriented	Direct all relevant and applicable curricula towards "risk management" because the response and mitigation missions have expanded greatly over the years to include all disasters, natural and manmade. This coordination of training and higher education provides a professional development path for transforming chief ems officers into "all-risk managers."	

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process
 Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 5: National EMS Management Curriculum Committee

2006 FESHE Committees

National EMS Management Curriculum Committee

Michael J. Ward (Chair)
Undergraduate DE coordinator
Department of Emergency Medicine
The George Washington University
2150 Pennsylvania Ave NW, Ste 2B 406
Washington, DC 20037
mikeward@gwu.edu
(202) 741-2945

Bruce Evans (Vice Chair)
[FESHE Steering Committee]
Community College Southern Nevada
700 College Drive H10B
Henderson, NV 89015
bruce_evans@ccsn.edu

Jeff Lindsey (NAEMSE)
Estero Fire Rescue
21500 Three Oaks Parkway
Estero, FL 33928
Lindsey@esterofire.org
(239) 947-3473

Bruce Walz
Professor and Chair
Department of Emergency Health Services
University of Maryland Baltimore County
1000 Hilltop Circle
Baltimore, MD 21250
walz@umbc.edu
(410) 455-3216

David S. Becker
IAFC EMS Section
12873 Wenlock Dr,
St. Louis, MO 63146
dsbeckermo@msn.com
(314) 878-3332

Stephen Dean
Management Program Director
University of Maryland Baltimore County
1000 Hilltop Circle
Baltimore, MD 21250
sdean@umbc.edu
(410) 455-3775

Sebastian Wong
Las Positas College
3033 Collier Canyon Rd.
Livermore, CA 94551
sewong@laspositascollege.edu
(415) 812-7475 (cell)
(925) 424-1000 x2046 (voicemail)

Erik S. Gaull
NFA contract instructor for EMS courses
5517 Potomac Ave., NW
Washington, DC 20005
esg25@columbia.edu
(202) 521-8088

Bob Seitz
Emergency Medicine Program
University of Pittsburgh
230 McKee Place, Ste 505
Pittsburgh, PA 15213
seitzsr@upmc.edu
(412) 647-4671

Angel Burba
Howard County Community College
10901 Little Patuxent Parkway
Columbia, MD 21044
aburba@howardcc.edu
(410) 772-4978

Contact Ed Kaplan ed.kaplan@dhs.gov for questions about the FESHE process

Contact Mike Ward mikeward@gwu.edu to report errors, omissions or corrections..

Appendix 6: EMS Management Competencies

Appendix 6A: EMS Supervisor

Appendix 6B: EMS Manager

Appendix 6C: EMS Chief Officer

Appendix 6D: EMS Executive

National Professional Development Matrix Supervisory EMS Officer

Education		Competencies/Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
FSC (R107)	English Composition (A)	SEMSO-01 Ability to write detailed prose.	
FSC (R107)	Public Speaking or Oral Communications (A)	SEMSO-02 Understanding and using basic interpersonal, group and public communication skills.	
FSC (R107)	Business or Written Communications (A)	SEMSO-03 Ability to write accurate and clear letters, memos, technical reports and business communications.	
R150	Issues in Fire/EMS	SEMSO-04 Introduction to EMS Systems	
R150	Issues in Fire/EMS	SEMSO-05 History and development of EMS systems.	
	General Psychology I (A)	SEMSO-06 Understanding basic principles of areas of psychology: physiology, cognition, motivation, learning, intelligence, personality, and mental health.	
	Introduction to Sociology (A), Community Risk Reduction and the Fire Service (FBC)	SEMSO-07 Understanding basic principles of social groups, forces, structures, processes, institutions, and events.	
	Beginning and Intermediate Algebra (A)	SEMSO-08 Understanding and using the basics of mathematical models; elementary concepts of probability and simulation; emphasis on business applications.	
	Basic Computer Applications (A)	SEMSO-09 Understanding basic principles of information technology, statistics and business computer systems for effective daily use.	

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, DRAFT 2 of EMS Manager Professional Development, December 2006

Supervisory EMS Officer

Education		Competencies/Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
R-822 or R-154 Advanced Safety Operations ISO F729 F730 HSO	Personal Health and Wellness (A)	SEMSO-10 Understanding and implementing the basic principles of health, fitness and wellness.	
	American Government (A) Political and Legal Foundations of Fire Protection (FBC)	SEMSO-11 Understanding the basic concepts of government at the federal, State, and local levels.	
ED (R123), EL (R125), TPM (R342), CLTO (R815)	Human Resource Management (A) Personnel Management for the Fire Service (FBC)	SEMSO-12 Understanding functional areas of human resource management and laws; job analysis, testing; performing interviewing, selection, training and performance evaluation.	
R-152 R-247 Special Operations		SEMSO-13 Must have knowledge of special operations: hazmat, technical rescue, mass care and interoperability	
NAEMTIS		SEMSO-14 Coaching, counseling, mentoring and team dynamics	
R-150	Fire Administration I (FAC) Introduction to Fire and Emergency Services Administration (A) Fire and Emergency Services Administration (FBC)	SEMSO-15 Understanding and performing basic responsibilities of supervisors including patient care, supervision, delegation, problem solving, decision-making, communications, billing and leadership.	
		SEMSO-16 How to conduct discipline with due process	
		SEMSO-17 Understand the concepts of research, statistics used in research/clinical performance in order to implement a quality process	
ICS series		SEMSO-18 Demonstrate an ability to function within the National Incident Management System and appreciate the issues with interoperability	
Benchmark: Associates in EMS Management or EMS Administration			

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, DRAFT 2 of EMS Manager Professional Development, December 2006

National Professional Development Matrix Managing EMS Officer

Education		Competencies & Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
	English Composition (A) Statistics (A) Analytical Approaches to Public Fire Protection (FBC)	MEMSO-01 Understanding and using statistical data for basic descriptive measures, statistical inference and forecasting.	
FSC (R107)	Public Speaking (A) Oral Communication (A)	MEMSO-02 Understanding and practicing interpersonal communication skills; including perception, listening, and conflict resolution.	
	U.S. Government (A)	MEMSO-03 Understanding American political philosophy, social justice, and systems of American politics.	
R-151	Critical Reasoning (A) Research (A) Applications of Fire Research (FBC) Analytical Approaches to Public Fire Protection (FBC)	MEMSO-04 Understanding and using basic methods for critical analysis of arguments; including inductive and statistical inference, scientific reasoning, and argument structure.	
IPSLE Course 4	Ethics and Values in the Workplace (A) Personnel Management for the Fire Service (FBC)	MEMSO-05 Understanding ethical issues; including whistle blowing, discrimination, social responsibility, honesty in the workplace, and setting appropriate workplace standards.	
	Report, Technical or Business Writing (A)	MEMSO-06 Understanding and demonstrating analysis, research, problem solving, organization, and expression of ideas in typical staff reports.	
	Public Finance (A) Budgeting (A)	MEMSO-07 Understanding accounting information as part of the control, planning, and decision-making processes.	
ED (R123), OTP (R331) New Course	Fire Service Management (A) Fire and Emergency Services Administration (FBC) Political and Legal Foundations of Fire Protection (FB)	MEMSO-08 Understanding the basic principles of organization and management as applied to ems agencies; apply theories to management problems.	
New Course	Law (A)	MEMSO-09 Understanding the basic legal system structures and content as they affect local government and employers. HIPPA, medical malpractice, and medical practice acts.	

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, DRAFT 2 EMS Management degree. December 2006

Education		Competencies & Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
R-150, R-151, R-152	Planning (A) Fire and Emergency Services Administration (FBC)	MEMSO-10 Understanding and using the principles and techniques for effective project planning.	
	Prevention and Education (A) Fire Prevention Organization and Management (FBC)	MEMSO-11 Understanding the basic philosophy, organization, and operation of injury prevention and risk reduction programs.	
		MEMSO-12 Understanding and developing reimbursement and federal regulations.	
		MEMSO-13 Understanding internal and external risk management, including OSHA and industry standards.	
		MEMSO-14 Managing EMS training	

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, DRAFT 2 EMS Management degree. December 2006

National Professional Development Matrix Administrative EMS Officer

Education		Competencies & Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
	Economics (A)	AEMSO-1 Understanding basic concepts of economic thinking; basic understanding of the complex economics problems in modern society.	
CLTO (R815), EP (R506), IDFSO (R332), TPM (R342), ED (R123), EL (R125), MFPP (R225), LA (R810)	Principles of Management (B) Fire and Emergency Services Administration (FBC)	AEMSO-02 Understand the field of management including planning, motivation, group dynamics, decision making, organizing, and group organizational change.	
CMSA (R101), FSC (R107), ED, (R123), LCRR (R280), OTP (R331), NFIRS (R499), LA (R810), EL (R125), ALIEMS (R151), MAPC (R207), MFPP (R225), IDFSO (R332), EP (R506), CEL (R816), EAFSOEM (R306), SACCR (R309), CCFDOTH (R314), FSFM (R333), TPM (R342), CEL (R343), LCFP (R823)	Management in the Public Sector (B) Political Science (B) Public Administration (B) Fire and Emergency Services Administration (FBC) Political and Legal Foundations of EMS	AEMSO-03 Basic concepts of management and decision making in a political and regulatoru environment; how these concepts relate to practical problems faced by public/private administrators.	
	History (B) Leadership (B)	AEMSO-04 Understand the historical examples and application of leadership throughout history from medieval times to present day.	
TPM (R342), CLTO (R815), ED (R123), EL (R125)	Human Resource Management (B) Personnel Management for the Fire Service (FBC)	AEMSO-05 Understand the theory and practice of personnel administration and human resource management, including recruiting, selection, compensation, performance appraisal, training, and labor-relations.	
LCRR (R280), SACRR (R309), DFLSS (R352), ASOM (R822)	Risk Management (B) Fire Prevention Organization and Management (FBC) Community Risk Reduction and the Fire Service (FBC)	AEMSO-06 Understand the factors that shape risk and the strategies for injury and illness prevention; including risk reduction, education, investigation, research, and planning.	

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, DRAFT 2 EMS Management degree. December 2006

OTP (R331), ED (R123), EL (R125)	Organizational Behavior (B) Fire and Emergency Services Administration (FBC)	AEMSO-07 Understand and implement an organization and its management in the emergency medical service; organizational structure, resources, finance; planning.
IPSLE Courses 1 and 2	Statistics (B) Analytical Approaches to EMS	AEMSO-08 Understand the tools and techniques of rational decision-making; including data statistics, probability, decision analysis, modeling, cost-benefit analysis and linear programming.
	Political and Legal Foundations of Fire Protection (FBC)	AEMSO-09 Understand and function effectively in the legal, political, and social aspects of government's role in public safety; including the legal system, department operations, personnel issues, and legislation.
FSFM (R333)	Managerial Budgeting and Accounting (B) Financial Management (B) Advanced Fire Administration (FBC) Fire and Emergency Services Administration (FBC)	AEMSO-10 Understand the principles of budgeting, financial reporting, and management in governmental organizations; emphases in the use of financial data in planning, control and decision making.
ED (R123), EL (R125), OTP (R331)	Organizational Development or Behavior (B) Industrial Psychology (B) Personnel Management for the Fire Service (FBC)	AEMSO-11 Understand the psychological and social factors affecting human work behavior and performance; including communication, motivation, leadership, social influence, and group dynamics.
IPSLE Course 4	Professional Ethics (B) Decision Making (B)	AEMSO-12 Develop skills for moral decision-making in professional life; explore styles of moral reasoning based on the differing premises of duty and ethics.
		AEMSO-13 Understanding Geographical Information Systems
		AEMSO-14 Understanding and managing ems education.
		AEMSO-15 Understanding interagency interoperability
		AEMSO-16 Demonstrate Unit Hour productivity and administration.
		AEMSO-17 Understanding the United States health care system.
		AEMSO-18 Understanding EMS Marketing and the Public Information Officer program
		AEMSO-19 Explain the concept and application of EMS Medical direction
		AEMSO-20 Understand the role of fleet, facility and resource management
Benchmark: Bachelor's in EMS Management		

National Professional Development Matrix Executive EMS Officer

Education		Competencies/Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
	Public Management I (G)	EEMSO-01 Understands organizational life and key challenges/opportunities of managing public organizations; organizational mission, values, communication, culture, policy process, legislative-executive relations, and media relations	
	Public Management II (G)	EEMSO-02 Understands organizational design, personnel, and management in mission-drive organizations; includes organizational design, networks, service delivery, managing for performance, and ethical leadership	
	Decision Making for Public Managers (G)	EEMSO-03 Understands decision making from normative, prescriptive, and descriptive perspectives; individual decision making and organizational decision practice; decision analysis.	
	Public Finance (G) Financial Management in the Public Sector (G)	EEMSO-04 Understands managerial uses of accounting and financial management; includes fund accounting, cost accounting, asset accounting, internal controls, auditing, financial analysis and reporting.	
EL (R125)	Public Policy (G)/Management of Policy Process (G)	EEMSO-05 Understands the issues involved in the implementation of public policy and programs; the institutional and political constraints on policy making and the skills needed to address them.	
IPSLE Course 2	Executive Leadership (G)	EEMSO-06 Understands the nature of executive life; the function of leadership in implementing and changing policy; leadership styles, the relation of leadership to its constituencies.	
	Legal Aspects of Public Administration (G) Public Administrative Law (G)	EEMSO-07 Understands the legal framework of administrative action; constitutional requirements; operation of the administrative process; and judicial review of administrative activity.	
	Ethics in Public Administration (G) Ethics and Public Policy (G)	EEMSO-08 Understands moral issues in public life; integration of moral concerns into public discussion resulting in good policy without polarization.	
	Mediation & Negotiation (G)	EEMSO-09 Understands possibilities offered by mediation and negotiations techniques to resolve disputes and disagreements over public-policy issues.	

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, Draft 2: EMS Management Degree program, December 2006

Executive EMS Officer

Education		Competencies/Standards	Training
NFA Courses - ACE Recommendations	*College Courses	EMS Officer Competencies	State & Local Courses
	Advanced Organizational Behavior (G) Organizational Development in Public Agencies (G)	EEMSO-10 Understands theories and models of behavioral science in organizational diagnosis and development (OD); review of the OD approach; diagnosis. Problem confrontation, and team building.	
	Program Management or Evaluation (G)	EEMSO-11 Understands theory, practice, and politics of program evaluation; from simple feedback mechanisms to evaluation of large-scale programs.	
	Strategic Planning (G)	EEMSO-12 Understands theory, practice, and politics of developing an organizational strategic plan; incorporating multiple, diverse stakeholders.	
LCFP (R823), EMS:MCHR (R149)	Strategic Planning or Plan Implementation (G)	EEMSO-13 Understands theory, practice, and politics of developing and carrying out an implementation plan for an organizational strategic plan.	
	Quantitative Analysis (G)	EEMSO-14 Understands how to formulate research questions, conduct research, and assess statistical tools or research methods to answer different types of policy or management questions.	
		EEMSO-15 Understand EMS contract development and administration.	
		EEMSO-16 Understands how to formulate research questions, conduct research, and assess statistical tools or research methods to answer different types of policy or management questions.	
		EEMSO-17 Understand International EMS applications	
	Benchmark: Master's of Public Administration - Business Administration - EMS - Emergency Health Services		

*College Courses: A-Associate's, B-Bachelor's, G-Graduate, Draft 2: EMS Management Degree program, December 2006