Note Taking Guide

EMS Officer

I

Maryland Fire and Rescue Institute
University of Maryland
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The Maryland Fire and Rescue Institute of the University of Maryland is the State’s comprehensive training and education system for all emergency services.

The Institute plans, researches, develops, and delivers quality programs to enhance the ability of emergency service providers to protect life, the environment, and property.
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, describe course components and student requirements.

Overview

- Program Introduction
- Job Performance Requirements
- Session Guide Components
- Student Requirements
- Successful Completion
Program Introduction

- Welcome to MFRI
- Challenges Facing EMS Officers
- The Drive for Professionalism in Emergency Services

Job Performance Requirements

- Adaptation of NFPA 1021 (Fire Officer)
- Human Resources Management
- Community, Government and Hospital Relations
- Administration

Job Performance Requirements

- Incident Scene Management
- Emergency Service Delivery
- Health and Safety
Student Requirements

- Be Prepared to Learn
- Attend Class
- Read the Materials
- Dress Like an Officer
- Think about the **bold italic questions** in each section of the text and come to class prepared to discuss your thoughts

Successful Completion

- Attend all 16 Sessions
- Midterm Exam – 50 points
- Final Exam – 50 points
- Class Participation – 25 points
- Performance Test – 25 Points
- 70% is the Minimum Passing Grade for Each Component

Activity 1-1-1

Student Introductions and Expectations

- Pick a Partner
- Interview Your Partner
- Introduce Your Partner to the Class
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, describe an overview of course components and student requirements.

Review

- Program Introduction
- Job Performance Requirements
- Session Guide Components
- Student Requirements
- Successful Completion
EMS Officer I

Lesson 1-2
EMS Command Structure

Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the EMS command structure and the role of the EMS Officer in that structure.

Overview
- The Purpose of the Command Structure
- Functions of the Command Structure
- The Role of the EMS Officer in the Command Structure
- Command Structures in Maryland
- Definition of Key Command Terms
- Common EMS/Fire Command Structure Issues
The Purpose of a Command Structure
Why we need command

- You’re the first arriving EMS Officer. Now what?

The Purpose of a Command Structure

How do we organize and direct resources to safely resolve an emergency incident?

Functions of a Command

[Diagram of a circular flowchart with labels such as Communication, Resource Management, etc.]

The Role of the EMS Officer in the Command Structure
- Initial Incident Command
- Supervision of EMS Resources

Command Structures in Maryland
- County-Based EMS Organizations
  - Generally Fire-Based
  - Often Combination Volunteer and Career
- MIEMSS Operational Programs
- Regional & State Medical Directors
- 47 Base Station Hospitals

Discussion Topic—What is the command structure for your home department? How does it compare to other jurisdictions?
Definition of Key Command Terms

- Chain of Command
- Command
- Command & Control
- Hierarchy

Definition of Key Command Terms

- Interoperability
- Span of Control
- System
- Unity of Command

Common EMS/Fire Command Structure Issues

- What are your thoughts about the issues described in the Student Manual?
- Do these issues exist in your jurisdiction?
- What’s been done to fix the problems?
- What else would help?
Common EMS/Fire Command Structure Issues

Discussion Topic—*What other command issues does your current organization face?*

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Activity 1-2-1 Command

- Assign an Incident Commander
- Assign 3-person units
- Respond to an incident
- Why is “who’s in charge” important?

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Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the EMS command structure and the role of the EMS Officer in that structure.
## Review

- The Purpose of a Command Structure
- Functions of a Command Structure
- The Role of the EMS Officer in the Command Structure
- Command Structures in Maryland
- Definition of Key Command Terms
- Common EMS/Fire Command Structure Issues
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer as a new supervisor.

Overview

- Responsibilities of a supervisor
- Common supervisory challenges and potential solutions
The Responsibilities of a Supervisor
- Take Charge
- Lead From the Front
- Listen to Your People
- Set an Example
- Make Decisions

The Responsibilities of a Supervisor
- Reach Out for Help
- Maintain Your Competence
- Do Things for a Reason
- Deal with emergency services politics
- Trust Your People

Common Supervisory Challenges and Potential Solutions
- Communicate Your Expectations
- Learn the Expectations of Your People
- Recognize and Respond to Challenges to Your Authority
- Enforce Policies Consistently and Fairly
Common Supervisory Challenges and Potential Solutions
- Listen to Your People
- Look for Teachable Moments
- Plan So You Accomplish All of Your Tasks
- Help Those Who Need the Most Help

Discussion Topic—What problems have you faced as an EMS Officer? How did you deal with them?

Activity 2-1-1
- Select two students to role-play an EMS Officer and a crewmember
- Execute the scenario
- Analyze the exchange
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer as a new supervisor.

Review

- Responsibilities of a supervisor
- Common supervisory challenges and potential solutions
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer as a leader.

Overview

- Vision as Part of Leadership
- Values as Part of Leadership
- Critical Elements of Leadership
- What Leadership is Not
- Decision Making
Vision as Part of Leadership
- Leadership Starts With Vision
- How Do You Want Things to Be?
- Focus on Results
- Communicate Your Vision
- Review and Update Your Vision

Values as Part of Leadership
- What Do You Believe In?
- Identify Your Core Beliefs
- Let Values Drive Your Leadership
- Write Down Your Core Beliefs

Critical Elements of Leadership
- Create a Positive Environment
- Trust Your Team
- Trust Yourself to Inspire
- Lead by Example
Critical Elements of Leadership

- Be an Expert
- Listen and Learn
- Help People Grow
- Develop a Solid Team

Leadership

Discussion Topic—Who are the best leaders you have known? What made them good?

What Leadership Is Not

- Getting Everyone to Like You
- Avoiding Making Decisions
- Shooting From the Hip
- Making Promises You Can’t Keep
- Yelling
- Ducking Problems
Leadership

- Discussion Topic—*What mistakes have you seen leaders make? How could they have improved on their performance?*

Decision Making

- Facts
- Timing
- Intuition
- Experience
- Confidence
- Plan B

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer as a leader.
Review

- Vision as Part of Leadership
- Values as Part of Leadership
- Critical Elements of Leadership
- What Leadership is Not
- Decision Making
EMS Officer I

Lesson 3-1
Incident and Technical Supervision and Direction

Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the supervisory role of the EMS Officer at an incident.

Overview
1 of 2
- The Legal and Regulatory Framework of Pre-Hospital Care in Maryland
- Prohibited EMS Conduct
- Technical Supervision
- Incident Evaluation
- The Incident Action Plan
Overview

2 of 2

- Incident Operations
- Assignments in an Emergency Situation
- Post-Incident Analysis and Critique
- Quality Assurance

The Legal and Regulatory Framework of Pre-Hospital Care in Maryland

- Title 30, Maryland Institute for Emergency Medical Services Systems (MIEMSS)
- Maryland Medical Protocols for EMS Providers
- EMS Quality Assurance

Prohibited EMS Conduct

- What conduct is prohibited?
- What will happen if you violate the prohibitions?
Technical Supervision

- Perform Oversight
- Provide Feedback
- Refrain from Taking Over (unless needed)
- Trust Your People
- Help When Asked
- Understand Your Responsibilities

Technical Supervision

Discussion topic—What challenges have you encountered while supervising the delivery of pre-hospital care? How did you deal with the challenges?

Incident Evaluation

- What is Known?
- What is Likely?
- What is the Response Situation?
- Are the Resources Adequate?
- Planning and Status Reporting
Incident Action Plan

- Description of the Incident
- Strategy for Resolution
- Resource Assignments
- Additional Resources
- Safety Considerations
- Communication of the Plan

Incident Operations

- Action Plan Implementation
  - Assign Tasks
  - Assess Progress
  - Report on Progress
  - React to Progress

Incident Operations

- Communications
  - Concise
  - Clear
  - Confident
  - Capable
Activity 3-1-1
Communications
- Receive reports from units
- Determine what else you need to know
- Write a progress report
- Read your report
- Evaluate

Incident Operations
- Scene Control
  - Perimeter Control
  - Traffic Control
  - Crowd Control
  - On-Scene Occupant Services

Incident Operations
- Transfer of Command
- Incident Termination
  - Retrieve Equipment
  - Decontaminate
  - Release the Scene
  - Evaluate Well Being of Personnel
  - Return to Service
Assignments in an Emergency Situation
- Identify Who is Being Tasked
- Describe the Task Clearly
- Define the Desired Result
- Receive Confirmation
- Clarify as Needed

Activity 3-1-2 Task Assignments
- Select 2 students to role play
- Make assignment
- Confirm assignment
- Evaluate the process

Post-Incident Analysis and Critique
- Analysis of Strategy and Tactics
- Analysis of Safety Issues
- Critique
Quality Assurance

- Quality Officer’s Duties
- EMS Officer’s QA Responsibilities

Quality Assurance

- Discussion Topic—What are the quality assurance requirements in your jurisdiction? What is your role?

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the supervisory role of the EMS Officer at an incident.
Review
1 of 2
- The Legal and Regulatory Framework of Pre-Hospital Care in Maryland
- Prohibited EMS Conduct
- Technical Supervision
- Incident Evaluation
- The Incident Action Plan

Review
2 of 2
- Incident Operations
- Assignments in an Emergency Situation
- Post-Incident Analysis and Critique
- Quality Assurance
EMS Officer I

Lesson 4-1
Station Supervision and Direction

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the supervisory role of the EMS Officer at the station.

Overview

1 of 2

- The Supervisor’s Balancing Act
- Communication
- Task Assignments
- Teamwork
- Motivation
Overview
2 of 2
- Performance Evaluation
- Discipline
- Complaints and Grievances
- Prohibited Conduct

The Supervisor’s Balancing Act
- Duties to the public
- Duties to the organization
- Duties to the members
- Conflicts between your duties

Communication
- Communication as part of supervision
  - Take charge
  - Lead from the front
  - Listen to your people
  - Set an example
Communication

- Communication as part of supervision
  - Make decisions
  - Reach out for help
  - Maintain your competence
  - Do things for a reason
  - Trust your people

Communication

- Discussion topic—What are other examples of communication needed to carry out supervisory responsibilities?

Task Assignments

- Identify who is being tasked
- Describe the task
- Define the desired result
- Receive confirmation of the task
- Clarify as needed
- Follow up
Teamwork

- Show team members where they fit into the system
- Hold frequent meetings with team members
- Set goals with your team members
- Encourage team members to suggest solutions to problems

Teamwork

- Let team members tell you things you may not like to hear
- Let team members help set standards
- Respect diversity

Teamwork

- Discussion topic—What is your evaluation of the teamwork at your station? What makes it good or bad?
Motivation

- Motivation starts with you
- Identify what motivates you, asking:
  - What do I want?
  - Why do I want it?
  - How can I get it?

What motivates your members?
- Approach people as individuals
- Find out what people are looking for (recognition? education?)
- Figure out people’s strengths and weaknesses
- Assign tasks to take advantage of strengths
- Help members succeed with tasks where they are weak
- Align personal and organizational needs

Performance Evaluation

- Set goals
- Set standards
- Measure performance
- Provide feedback
Discipline

- Act promptly
- Get all of the facts
- Decide what action to take
- Meet with the member
- Participate in the appeal process

Complaints and Grievances

- Pay attention
- Fix what you can
- Fix small problems before they become big problems
- Learn how to deal with formal grievances

Prohibited Conduct

- Have zero tolerance for harassment based on
  - Sex
  - Race
  - Ethnic background
  - Religion
- Have zero tolerance for violence
- Act quickly and decisively or bad things will happen
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the supervisory role of the EMS Officer at the station.

Review 1 of 2

- The Supervisor’s Balancing Act
- Communication
- Task Assignments
- Teamwork
- Motivation

Review 2 of 2

- Performance Evaluation
- Discipline
- Complaints and Grievances
- Prohibited Conduct
Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the counseling and assistance role of the EMS Officer.

Overview
- Counseling
- Assistance
Counseling

- Showing Empathy
- Caring
- Listening
- Providing Confidentiality

Assistance

- Sources
  - Employee Assistance Programs (EAP)
  - Critical Incident Stress Management (CISM)
- Considerations
  - Maintain confidentiality
  - Continue performance evaluations

Counseling and Assistance

Discussion topic—What assistance is available in your jurisdiction? How do you access it?
Activity 5-1-1
Counseling

- Role Play Exercise
  - The EMS Officer will counsel a crew member on a performance problem
  - The crew member will disclose a personal problem
  - The class will evaluate the counseling

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the counseling and assistance role of the EMS Officer.

Review

- Counseling
- Assistance
Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the EMS Officer’s responsibility for time management and priority setting.

Overview

- Time Management
- Priority Setting
Time Management

- Plan Your Work
- Plan for Interruptions
- Delegate Tasks
- Communicate Your Plan
- Maintain Your Plan
- Look for Time Killers

Time Management

- Discussion topic—*What are your own time killers and how can you manage them?*

Project Management

- Bigger, more complex plans
- Work breakdown structure
Setting Priorities

- EMS Priorities
  1. Responding to Emergency Incidents
  2. Preparing to Respond to Emergency Incidents
  3. Everything Else

  This is important!

Evaluation Your Tasks

- What will get me in trouble the fastest?
- Are my customers depending on me to do something?
- What does my boss need?
- What do my people need?
- Is someone else held up until I finish a particular task?

Discussion topic—What other factors should you consider in setting priorities for your work?
Activity 5-2-1
Planning
■ Identify 7 to 10 normal weekly duties
■ Estimate time commitment for each
■ Place in priority order
■ Identify duties that could be delegated
■ Develop a daily schedule
■ Discuss how to handle a new duty

Activity 5-2-2
Project Management
■ Identify station improvement ideas
■ Select a project
■ Identify major tasks to complete
■ Pick a major task and identify sub-tasks
■ Discuss time and resources for sub-tasks
■ Discuss how to break down the rest of the tasks
■ Discuss how to track project

Student Performance Objectives
■ Given the information from discussion, handouts, and reading materials, explain the EMS Officer’s responsibilities for time management and priority setting.
Review

- Time Management
- Priority Setting
Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the management role of the EMS Officer.

Overview
- Ethics
- Legal Responsibilities
- Budget
- Human Resources Policies and Procedures
- Information Management and Recordkeeping
Ethics
- Personal Values
- Organizational Ethics
- Ethics in Decision Making
- Ethics in Patient Care
- Ethics in Supervision

Legal Responsibilities
- Know what the law is regarding patient care, employee relations, and misconduct
- Consult with risk management or attorneys when there are questions
- Use common sense

American Legal System
- Constitutional Law
- Common Law
- Legislative or Statutory Law
- Administrative or Regulatory Law
- Criminal Actions
- Civil Actions
Legal Responsibilities of Patient Care

- Scope of Practice
- Abandonment
- Duty to Act

Legal Responsibilities of Patient Care

- Patient Rights (1 of 2)
  - Expressed Consent
  - Informed Consent
  - Implied Consent
  - Treatment of Minors

Legal Responsibilities of Patient Care

- Patient Rights (2 of 2)
  - Treatment of Impaired Persons
  - Refusal of Care
  - Do Not Resuscitate (DNR) Orders
  - Confidentiality
Legal Responsibilities of Patient Care
- Documentation
- Immunity
- Special Crimes

Other Legal Responsibilities
- Employee Relations
- Employee Safety
- Driving Safety

Legal Responsibilities
Discussion topic—Have you been involved in any EMS-related legal actions? Do you know anyone who has? How much time and effort was involved?
Budget

- Budget Overview
- Government Structure
- Budget Process
- Budget Justification

Human Resources
Policies and Procedures

- Recruiting
- Training
- Retention
- Reward
- Supervision
- Evaluation
- Discipline

Human Resources

Discussion topic—What reward and retention programs are available in your home department?
Information Management and Recordkeeping

- Pre-Hospital Care Reports
  - Patient Care Records
  - Legal Documents
  - Quality Assurance
  - Research and Analysis
  - Other Information Systems
- Other Information Systems

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the management role of the EMS Officer.

Review

- Ethics
- Legal Responsibilities
- Budget
- Human Resources Policies and Procedures
- Information Management and Recordkeeping
EMS Officer I

Lesson 7-1
Management (Part 2)

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the management role of the EMS Officer.

Overview

- Cultural Diversity
- Writing
- The Management of Change
Cultural Diversity

- The Importance of Cultural Diversity
- The Supervisor’s Role

Writing

- Writing is a Skill
- Writing is a Formal Communication Tool
- Your Writing Reflects on Your Expertise, Knowledge and Professionalism

The Writing Process

- Why?
- What?
- Who?
- How Much?
The Writing Process
- Let it Sit
- Additional Drafts

Management of Change
- Be Involved
- Embrace Change
- Find the Good
- Create Positives from Negatives
- Present a Balanced Picture
- Work for Improvement

Student Performance Objectives
- Given the information from discussions, handouts, and reading materials, explain the management role of the EMS Officer.
Review

- Cultural Diversity
- Writing
- The Management of Change
EMS Officer I

Lesson 13-1
Public, Government, and Hospital Relations

Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer in establishing and maintaining positive relations with the public, government entities, and hospitals.

Overview
- Public Relations
- Government Relations
- Hospital Relations
Public Relations
- Customer Service
- Concerns, Complaints, and Inquiries
- Public Awareness of EMS
- Public Knowledge

Government Relations
- Mutual Aid Responses
- Law Enforcement
- Other Government Organizations
- Incident Command

Hospital Relations
- Regular Communication
- Concerns and Complaints
- Hospital Awareness of EMS
Hospital Relations

Discussion topic—*What other issues have you experienced with hospital complaints about EMS? How could better communication potentially have solved the problem?*

Hospital Relations

Discussion topic—*What complaints do you have, or have you heard about hospitals? How could better communication help resolve these problems? What should EMS be doing differently to build better relationships with local hospitals?*

Student Performance Objectives

Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer in establishing and maintaining positive relations with the public, government entities, and hospitals.
Review

- Public Relations
- Government Relations
- Hospital Relations
EMS Officer I
Lesson 14-1
Training

Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the training role of the EMS Officer.

Overview
- Why Train
- Who to Train
- What to Cover in Training
- How People Learn
- How to Train
- Where and When to Train
Why Train

- Improved knowledge and skills of members
- Better teamwork
- Focus on safety
- Evaluation of members and training
- Legal exposure

Who to Train

- Train everyone appropriate to their provider level
- Use higher-level providers to train lower-level providers
- Track refresher training for recertification and re-licensing

What to Cover in Training

- Cover everything in training
- Balance between core skills and less frequently used skills
- Look for training sources
  - Protocols and procedures
  - Issues and problems
  - Outside sources
What to Cover in Training

Discussion topic—What sources have you used for ideas on what to cover in training? Which sources worked well and which didn’t?

How People Learn

Types of Learning
- Psychomotor Learning
- Cognitive Learning
- Affective Learning

Levels of Cognitive Learning
- Knowledge
- Comprehension
- Application
- Analysis
- Synthesis
- Evaluation
How People Learn

- Levels of Psychomotor Learning
  - Observation
  - Imitation
  - Adaptation
  - Performance
  - Mastery

How to Train

- Four Step Process
- Preparation
  - Lesson Plan
  - Preparations to Teach and Learn

How to Train

- Presentation
  - Teaching Methods
  - Active Learning
  - Learning Styles
How to Train

Discussion topic—*For each different teaching method, what would be an example of a drill topic suitable for the method?*

How to Train

Application
- Students apply what they have learned
- Use a variety of methods
  - Role Play
  - Discussion
  - Skills Demonstration
  - Simulations

Evaluation

Measure if training objectives were met
Evaluate
- Student knowledge and skills
- Training content/materials
- Instructor effectiveness
Where and When to Train

- Train in environments that:
  - Have minimal distractions
  - Are safe
  - Allow for use of equipment and props
- Make sure that training is regular and scheduled
- Require attendance
- Supplement with spur-of-the-moment training

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the training role of the EMS Officer.

Review

- Why Train
- Who to Train
- What to Cover in Training
- How People Learn
- How to Train
- Where and When to Train
EMS Officer I

Lesson 15-1
Safety

Student Performance Objectives
- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer in fostering safety in all aspects of EMS operations.

Overview
- Incident Scene Safety
- Training Safety
- Station Safety
- Driving Safety
- Personal Safety
- Accident Investigation
Incident Scene Safety

- Adherence to Safety Policies and Procedures
- Supervision of Safety Practices
- Body Substance Isolation (BSI)
- Personal Protective Equipment (PPE)
- Traffic Incidents

Incident Scene Safety

- Hazardous Materials Incidents
- Rescue Incidents
- Violence
- Body Mechanics
- Seatbelts
- Hydration

Training Safety

- Instructor Safety Responsibilities
  - Reducing Risk
  - Supervising
  - Teaching Safety
  - Planning for Safety
  - Being a Role Model
Training Safety

- Integration of Safety Policies and Procedures into Skills Training
- Equipment Safety
- Training Facility Safety
- Safety Instruction
- Body Mechanics

Discussion topic—What kinds of safety training regularly occur at your station?

Station Safety

- Supervision of Station Safety
- Safety Procedures
- Safety Reviews
- Facility Maintenance
Driving Safety
- Operator Qualifications and Training
- Defensive Driving Techniques
- Vehicle Safety

Personal Safety
- Stress and Emotional Health
  - Stress Reactions
  - Causes of Stress
  - Results of Stress

Personal Safety
- Critical Incident Stress Management (CISM)
- Physical Fitness
- Wellness
Personal Safety

- Discussion Topic—*What CISM resources are available in your jurisdiction and how do you alert them?*

Accident Investigations

- Accident Priorities
- Fact Finding
- Analysis
- Human Factors
- Corrective Action

Student Performance Objectives

- Given the information from discussion, handouts, and reading materials, explain the role of the EMS Officer in fostering safety in all aspects of EMS operations.
Review

- Incident Scene Safety
- Training Safety
- Station Safety
- Driving Safety
- Personal Safety
- Accident Investigation