



Medical Directors Council

Goals and Strategic Directions 2011 - 2013



Goals and Strategic Directions

The **Medical Directors Council** of the National Association of State EMS Officials is committed to the provision of the medical aspects of leadership, oversight, coordination, access to best practices, system quality management and research in order to ensure the best possible EMS system for patients. The Council's commitment to these principles is evident in its vision, mission and scope, as stated below.

Vision: The highest quality patient care through EMS medical oversight.

Mission: The NASEMSO Medical Directors Council brings together state EMS medical directors to provide medical expertise and leadership to NASEMSO.

Scope: The NASEMSO Medical Directors Council provides a forum for communications, interaction and networking among peers, other national organizations and federal agencies with similar missions. This forum allows for the sharing of best practices; developing and encouraging mentoring programs; the joint resolution of obstacles and challenges; and the nationwide promotion of evidence-based decision making.

Leadership refers to the role of state EMS offices as "lead agencies" for EMS as well as thoughtful leaders in public policy development. State EMS offices are looked to by the EMS community for guidance and approval, as well as regulation and licensure. NASEMSO works to support EMS officials nationwide in understanding and implementing processes that improve EMS practice and subsequent patient outcomes.

The Medical Directors Council supports **leadership** under these principle goals:

- **Goal #1:** Support the state EMS directors in the shared mission to increase the number of states with a designated state EMS medical director. By serving as a resource on the role and parameters of the state medical director, the Medical Directors Council will assist in the creation and retention of state medical director positions throughout the states and U.S. territories.
- **Goal #2:** Increase the participation of state EMS medical directors in Council meetings, teleconferences, projects, and surveys. For states that do not have a state EMS medical director, the Council will welcome the state's physician designee, regardless of NASEMSO membership status, in discussions.
- **Goal #3:** Foster quality state, regional and local medical direction and serve as a resource to new and experienced EMS medical directors. This includes serving as a resource of support and mentorship for EMS fellowship programs nationwide.
- **Goal #4:** Expand outreach and relationships with national EMS and medical organizations, sharing the Medical Directors Council's expertise and experience in order to improve care of EMS patients nationwide.



Systems Development refers to the role of state EMS offices in the development of effective systems of emergency medical care. The growing national awareness of the importance of coordinated systems of care places NAEMSO squarely in a leadership role, demonstrating the need for state offices to coordinate the disparate functions that support effective systems. Such functions include Emergency Medical Dispatch (EMD), communications systems; regional asset coordination in daily operations and in natural and man-made disasters; EMS data collection, analysis and reporting; and ongoing review and refinement of systems operations.

The Medical Directors Council supports **systems development** under these principle goals:

- **Goal #5:** Promote and facilitate the creation of regionalized systems of care, particularly those directed at time-critical diagnoses.
- **Goal #6:** Promote a culture of safety in EMS by educating Council members on innovations in EMS safety practices, sharing examples of safety initiatives, and participating in committees and projects focused on advancing the safety of EMS providers and patients.
- **Goal #7:** Support the creation of regional model EMS guidelines with the future goal of creating national model EMS guidelines, as resources for a national project become available. Ensure that model guidelines coordinate with the NHTSA evidence-based guidelines currently being developed.
- **Goal #8:** Explore and support the creation of standardized medical guidelines for disasters and mass casualty incidents.
- **Goal #9:** Explore and support the creation of a national standard for the minimum core content, scope of practice, and education standards for specialty care EMS providers (e.g. air medical, critical care, dive teams, hazardous materials, tactical, etc.), and the minimum standard of care and capabilities of their associated services and systems.

Quality Improvement or "QI" is the process of continually reviewing, assessing and refining practices to improve outcomes. The steps of developing an effective cycle of collecting high quality data, reviewing it in proven multidisciplinary processes, identifying strategies to implement needed changes and communicating them to all stakeholders are the key to QI success, and to subsequently improving patient outcomes.

The Medical Directors Council supports **quality improvement** under these principle goals:

- **Goal #10:** Define EMS. As the scope, depth and breadth of the duties assigned and assumed by EMS professionals continue to grow, this definition of EMS will create the foundation upon which the profession is based.
- **Goal #11:** Promote the acquisition and analysis of quality EMS data that will lead to the development and utilization of EMS performance measures for local and state EMS systems which focus on the quality of patient care.



The Medical Directors Council 2011-2013 work plan will undertake strategies focused on the following issues:

- **Strategy 1:** Support the initiatives of NASEMSO to ensure that each state and territory has a state EMS medical director. Serve as a resource to NASEMSO and state EMS offices as they create or enhance their respective state EMS medical director positions.
- **Strategy 2:** Strive for increased participation of the state EMS medical directors in the Medical Directors Council activities.
- **Strategy 3:** Provide input, suggestions, and feedback to NASEMSO regarding issues affecting prehospital care and emergency care systems, such as proposed protocols, legislation, medical care initiatives, position statements, and research.
- **Strategy 4:** Explore and offer recommendations to NASEMSO on practices and initiatives that will enhance the culture of safety within EMS, in particular those measures that are related to medical issues for both the patient and the EMS provider.
- **Strategy 5:** Proceed with the creation of model EMS guidelines on a limited and/or regional basis. Pursue resources necessary to expand the project to include other national stakeholders. Dovetail the national EMS model guidelines with the NHTSA evidence-based guidelines project with a Council goal of identifying select national EMS model guidelines that should be recommended to proceed through NHTSA's rigorous evaluative process
- **Strategy 6:** Define EMS as this will serve as a foundation and launching pad upon which the profession is based.



2011-2013 Workplan

Goals, Objectives and Action Steps

- **Goal 1:** Support the state EMS directors in the shared mission to increase the number of states with a designated state EMS medical director. By serving as a resource on the role and parameters of the state medical director, the Medical Directors Council will assist in the creation and retention of state medical director positions throughout the states and U.S. territories.

Objective/Strategy: Conduct and update state medical director resource documents on a periodic (every 3-5 years) basis. Examine impediments for states without medical director. (CAP, Task 1: Model State EMS Office Tools)

Description of the objective and expected outcome: Produce summary documents to serve as resources for states that wish to create, modify, or retain an EMS Medical Director position. By examining impediments to state medical director appointment, potential solutions can be identified/addressed.

Task	Responsibility	Due Date	Done	Budget
Complete and analyze a State Medical Director Compensation survey as a resource for NASEMSO	Dr. Tim Calicott/Dr. Carol Cunningham	March 2011	Y	
Summarize survey results broadly (excluding identifying info) and post on NASEMSO website.	Mary Hedges	August 2011	Y	
Create list of states without state medical designee.	Mary Hedges	Sept. 2011	Y	
Talk with state director (at Annual Meeting or via telephone) to explore reasons for lack of a state medical director.	Regional Reps (Sholl, Muzaffar, Taillac, Calicott)	Oct 2012		
Develop interview questions for states without medical director or non- participating medical director.	Timothy Price	Nov. 2011	Y	
Interview states without a state medical director designee to determine impediments/reasons.	Regional Reps	Dec.2011- Oct. 2012		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Complete and analyze a State Medical Director Compensation survey as a resource for NASEMSO													Y
Summarize survey results (excluding identifying information) and post on NASEMSO website.													Y
Create list of states without state medical designee.													Y
Make personal contact with state director to explore reasons for no state medical director.													
Interview states without state medical director designee to determine impediments or reasons.													



- **Goal 2:** Increase the participation of state EMS medical directors in Council meetings, teleconferences, projects, and surveys. For states that do not have a designated EMS medical director, the Council will welcome the state's physician designee, regardless of NASEMSO membership status, in discussions.

Objective/Strategy: Initiate contact with non-participating Medical Directors.

Description of the objective and expected outcome: After determining challenges to participation, Council will be better prepared to encourage involvement by all members.

Task	Primary Responsibility	Due Date	Done	Budget
Appoint Council members to initiate contact with non-participating Medical Directors.	Dr. Carol Cunningham, Chair	Oct 2011	Y	
Contact non-participating Medical Directors and examine challenges to lack of involvement.	Regional Reps (Sholl, Taillac, Muzaffar, Calicott)	Dec - Jan		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Appoint Council members to initiate contact with non-participating Medical Directors.													Y
Contact non-participating Medical Directors and examine challenges to lack of involvement.													

- **Goal 3:** Foster quality state, regional and local medical direction and serve as a resource to new and experienced EMS medical directors. This includes serving as a resource of support and mentorship for EMS fellowship programs nationwide.

Objective/Strategy: Maintain an active listserv, conduct regular, informative meetings, and provide other mechanisms for sharing information with medical director colleagues, including those aspiring to be EMS medical directors. (CAP, Task 4, Committee & Council Support)

Description of the objective and expected outcome: By sharing current and relevant information with colleagues, the quality of EMS medical direction will be enhanced.

Task	Primary Responsibility	Due Date	Done	Budget
Query colleagues on current practices, using MD Council listserv. Summarize survey results and post on members-only section of website	All Mary Hedges or survey author	Ongoing		
Share information during regular Council meetings	All	Ongoing		
Invite EMS fellows to MD Council meetings.	All	Ongoing		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done



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○ **Goal 4:** Expand outreach and relationships with national EMS and medical organizations, sharing the Medical Directors Council's expertise and experience in order to improve care of EMS patients nationwide.

Objective/Strategy: Ensure that members of the Medical Directors Council are active participants in national meetings, committees and projects where their expertise is needed. (CAP, Task 5, Outreach)

Description of the objective and expected outcome: Active engagement by the MD Council in outreach efforts will expand NASEMSO's outreach, presence and visibility in the national EMS community.

Task	Responsibility	Due Date	Done	Budget
Identify national organizations and committees where MD Council members could serve as representatives of NASEMSO. Identify and appoint council members able to serve in these roles. Maintain current NASEMSO outreach list of MD Council members.	NASEMSO leadership, Dr. Carol Cunningham, Chair, Mary Hedges	Ongoing		
Respond to requests for comments from external organizations on EMS-related matters (American Academy of Pediatrics, the Federal Register, etc)	All, with final approval from NASEMSO leadership. Comments to be compiled by Dr. Carol Cunningham, Chair, and/or Mary Hedges, Program Manager	Ongoing		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
													Y/N

○ **Goal 5:** Promote and facilitate the creation of regionalized systems of care, particularly those directed at time-critical diagnoses.

Objective/Strategy: Educate members on effective regionalized systems of care, especially those based on time-critical diagnosis. (CAP, Task 7: Regionalized Systems of Care; Task 3: Monographs)

Description of the objective and expected outcome: By sharing information on successful regionalized systems, council members will be better prepared to implement successful regionalized systems of care in their respective states.

Task	Responsibility	Due Date	Done	Budget
Present one or more models of regionalized systems of care, including steps necessary steps and components.	Dr. Lee Smith – stroke designation in WV	Oct 2011 or Jan 2012	Y	
		TBD		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Conduct presentation at annual meeting on a													



regionalized system of care.													

○ **Goal 6:** Promote a culture of safety in EMS by educating Council members on innovations in EMS safety practices, sharing examples of safety initiatives, and participating in committees and projects focused on advancing the safety of EMS providers and patients.

Objective/Strategy: Educate Council members on innovative safety practices in EMS and encourage members to participate in safety projects, locally, statewide or nationally.

Description of the objective and expected outcome: Sharing information on EMS safety initiatives with Council members will help to promote safer practices in EMS.

Task	Responsibility	Due Date	Done	Budget
Conduct presentation annually on safety initiatives in EMS. Encourage members to report on EMS safety projects in their own states.	Carol Cunningham and Mary Hedges to arrange for presentation.	Oct 2011 or Jan 2012		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Conduct presentation annually on safety initiatives in EMS.													

○ **Goal 7:** Support the creation of Regional Model EMS Guidelines with the future goal of creating National Model EMS Guidelines, as resources for a national project become available. Ensure that model guidelines coordinate with the NHTSA evidence-based guidelines currently being developed.

Objective/Strategy: Initiate steps to develop model guidelines on a regional level as a first step to prepare for the development of national model EMS guidelines. (CAP, Task 1, Model State EMS Office Tools)

Description of the objective and expected outcome: Developing regional model EMS guidelines will provide important experience to prepare for developing national model guidelines.

Task	Responsibility	Due Date	Done	Budget
Explore development of regional Model EMS guidelines (e.g., New England)	Richard Kamin, Matthew Sholl			
Seek financial resources to invite stakeholders to jointly develop national model guidelines.	Mary Hedges, Carol Cunningham, Richard Kamin			

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Gather support from states													



included in region.													
Seek financial resources to invite stakeholders to jointly develop model guidelines													Y

o **Goal 8:** Explore and support the creation of standardized medical guidelines for disasters and mass casualty incidents.

Objective/Strategy: Identify the availability of medical guidelines for disasters/MCIs in other states and regions, working in conjunction with NASEMSO’s Domestic Preparedness Committee. (CAP, Task 6, All Hazards Disaster Preparedness and Public Health Pandemic Preparedness)

Description of the objective and expected outcome: Compiling and comparing existing disaster guidelines will create a valuable compendium that can be shared and potentially developed into model disaster guidelines.

Task	Responsibility	Due Date	Done	Budget
Explore interest from Domestic Preparedness Committee in a joint project.	Joe Nelson, Carol Cunningham, Mary Hedges	Oct 2011 – Jan 2012		
Identify and lead small group of Council members willing to assist in gathering disaster medical guidelines.	Joe Nelson	TBD		

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Explore interest from Domestic Preparedness Committee in a joint project													
Identify and lead small group of Council members willing to assist in gathering disaster medical guidelines.													

o **Goal 9:** Explore and support the creation of a national standard for the minimum core content, scope of practice, and education standards for specialty care EMS providers (e.g. air medical, critical care, dive teams, hazardous materials, tactical, etc.), and the minimum standard of care and capabilities of their associated services and systems.

Objective/Strategy: Educate Council members on the current status of specialty care providers. Provide medical expertise in efforts to create national standards for specialty care EMS providers.

Description of the objective and expected outcome: Sharing information and providing professional expertise on specialty care providers will promote the creation of national standards for specialty care providers.

Task	Responsibility	Due Date	Done	Budget
Update Council members on NIMS resource typing for specialty care providers.	Carol Cunningham	Oct 2011 or Jan 2012		



Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Update Council members on NIMS resource typing for specialty care providers.													

o **Goal 10:** Define EMS. As the scope, depth and breadth of the duties assigned and assumed by EMS professionals continue to grow, this definition of EMS will create the foundation upon which the profession is based.

Objective/Strategy: Create definition of EMS to be approved from NASEMSO leadership and endorsed by other national EMS organizations.

Description of the objective and expected outcome: Gathering, compiling and revising existing definitions of EMS will help to produce a definition that is universally acknowledged.

Task	Responsibility	Due Date	Done	Budget
Scan and compile existing definitions of EMS. Create first draft definition for Council review.	Murry Sturkie, Cady, Ken Williams, Rick Alcorta	Jan. 2012		
Seek input from other EMS organizations.				

Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Scan and compile existing definitions of EMS. Create first draft definition for Council review.													

o **Goal 11:** In partnership with the Data Managers Council, promote the acquisition and analysis of quality EMS data that will lead to the development and utilization of EMS performance measures for local and state EMS systems which focus on the quality of patient care.

Objective/Strategy: Educate Council members on the status of existing EMS data systems and efforts to create EMS performance measures. (CAP, Task 8 EMS Performance Measures; Task 10, Data Driven Evidence-Based EMS Systems)

Description of the objective and expected outcome: Improved understanding by Council members in using EMS data and EMS performance measures will help promote effective QI in their respective states.

Task	Responsibility	Due Date	Done	Budget
Conduct presentation on using EMS data in a state system.	Joe Nelson	Oct. 2011 or Jan 2012	Y	
Conduct presentation of EMS performance	NEMSIS TAC Staff	Oct. 2011 or		



measures											Jan 2012		
Explore shared meeting with Data Managers Council at annual meeting.	Mary Hedges(Shared meeting held Oct 2011)										Oct 2011	Y	
Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done
Conduct presentation on using EMS data in a state system.													Y
Conduct presentation of EMS performance measures													
Explore shared meeting with Data Managers Council at annual meeting.													Y



Parked Issues – Numerous issues and strategies are on the Medical Directors Council’s radar, but are currently parked due to various reasons, i.e. awaiting completion of dependant activities; a current lack of champions to whom an issue can be assigned; limited funding, etc.

As practical, these will be moved up into the current work plan or carried into a future year.

- **Goal:** Educate eligible EMS medical directors regarding American Board of Emergency Medicine EMS subspecialty board certification when the examination becomes available.

Objective/Strategy: [Objective #1]

Description of the objective and expected outcome, short description – no more than several sentences.

Task	Responsibility												Due Date	Done	Budget
Not necessary until objective becomes active														Y	
Task	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	done		
Cut and paste tasks from above													Y		