Emergency Medical Services Leadership Education

A State-by-State Compendium of EMS Leadership Development Education
Acknowledgements and Disclaimer

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Introduction

The National Association of State EMS Officials (NASEMSO) and the National Organization of State Offices of Rural Health (NOSORH) believe that strong leadership is critical to the future of rural EMS. Our organizations are interested in state approaches to enhancing EMS agency leadership. State EMS Offices, with assistance from their respective Offices of Rural Health, completed an assessment regarding EMS agency leadership education. The following is a summary of results, followed by a state-by-state compendium of EMS leadership development training for both service and medical directors. A copy of the assessment can be found here.

Summary

The following 48 NASEMSO Member States & Territories responded to the survey (86% response rate):

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EMS Service Manager Education
EMS Service Manager is defined as the individual responsible for administrative oversight of a local ambulance service and its personnel.

Are leadership education program(s), directed towards EMS Service Managers, offered within your state? (n=48)

- Yes: 26 (54%)
- No: 22 (46%)

The following questions were asked to the states that answered ‘yes’ to the question above.

Are these education program(s) mandatory or voluntary for EMS Service Managers? (n=26)

- Mandatory: 4 (15%)
- Voluntary: 22 (85%)

Are these education program(s) standardized? (n=26)

- Yes: 13 (50%)
- No: 13 (50%)
Of the programs that are standardized, the following topical areas are included in the education program (Table 1.1).

<table>
<thead>
<tr>
<th>Main Topic</th>
<th>Sub-Topic</th>
<th>%</th>
<th>n=</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS Overview</td>
<td>History of EMS Development</td>
<td>69%</td>
<td>9</td>
</tr>
<tr>
<td></td>
<td>EMS Agenda for the Future</td>
<td>69%</td>
<td>9</td>
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<tr>
<td>EMS Systems</td>
<td>Components</td>
<td>77%</td>
<td>10</td>
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<tr>
<td></td>
<td>Communications &amp; Dispatch</td>
<td>62%</td>
<td>8</td>
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<tr>
<td></td>
<td>Regionalization of Care</td>
<td>62%</td>
<td>8</td>
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<tr>
<td></td>
<td>Rural &amp; Urban Systems Differences</td>
<td>46%</td>
<td>6</td>
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<tr>
<td></td>
<td>EMS &amp; Healthcare Integration</td>
<td>69%</td>
<td>9</td>
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<tr>
<td></td>
<td>Management of Human Resources</td>
<td>69%</td>
<td>9</td>
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<tr>
<td></td>
<td>Funding/Financial Management &amp; Budgeting</td>
<td>85%</td>
<td>11</td>
</tr>
<tr>
<td>EMS Management &amp; Leadership</td>
<td>Strategic/Business Planning</td>
<td>62%</td>
<td>8</td>
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<tr>
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<td>Regulations &amp; Legal</td>
<td>85%</td>
<td>11</td>
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<td>Data &amp; Information</td>
<td>85%</td>
<td>11</td>
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<td>Performance Improvement</td>
<td>62%</td>
<td>8</td>
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<tr>
<td>Medical Oversight</td>
<td>Recruitment &amp; Retention</td>
<td>54%</td>
<td>7</td>
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<td>Characteristics &amp; Qualifications</td>
<td>77%</td>
<td>10</td>
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<td></td>
<td>Legal Considerations</td>
<td>62%</td>
<td>8</td>
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<td>Responsibilities</td>
<td>85%</td>
<td>11</td>
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<tr>
<td>Workforce</td>
<td>Recruitment &amp; Retention</td>
<td>69%</td>
<td>9</td>
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<td>Education &amp; Training of Providers</td>
<td>69%</td>
<td>9</td>
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<td>Provider Health &amp; Safety</td>
<td>77%</td>
<td>10</td>
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<tr>
<td>Systems Responsibilities</td>
<td>Disaster/MCI Management</td>
<td>31%</td>
<td>4</td>
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<td>Public Health Issues</td>
<td>46%</td>
<td>6</td>
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<td></td>
<td>Community &amp; Government Relations</td>
<td>62%</td>
<td>8</td>
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<td>State, Regional, &amp; Local Issues</td>
<td>77%</td>
<td>10</td>
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<tr>
<td>Resources</td>
<td>Documents</td>
<td>54%</td>
<td>7</td>
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<td>Websites</td>
<td>54%</td>
<td>7</td>
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<td>Organizations</td>
<td>62%</td>
<td>8</td>
</tr>
</tbody>
</table>
Who oversees/coordinates the administrative portions of the EMS Service Manager education program(s)? (select all that apply)

What instructional methodology is used to provide EMS Service Manager leadership education program(s)? (select all that apply)

Other topics include:

- Leadership & Management Difference
- Sustainability of Services
- Conflict Resolution
- Listening Skills
- Managing Meetings
- Volunteer Workforce
- "Telling the EMS Story"
Do you incentivize EMS Service Managers to participate in leadership education program(s)?
(n=26)

Yes 8 31%
No 18 69%

Of those offering incentives (n=8), 1 state (13%) has criteria in place to measure the incentive effectiveness.

How is leadership development education for EMS Service Managers funded in your state?
(select all that apply)

Combo 11
Other funding 6
Local funding 4
State funding to EMS authority 3
Federal funding 2
State funding to other entity 1

Do the education program(s) result in EMS Service Manager certification?
(n=26)

Yes 2 8%
No 24 92%
Is your state’s EMS Service Manager leadership education open to other EMS providers? (n=26)

Yes
22
85%

No
4
15%
EMS Agency/Service Medical Director Education
EMS Agency/Service Medical Director is defined as a healthcare provider who provides guidance, medical oversight, and quality assurance for the practice of local paramedic and EMTs affiliated with an ambulance service.

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state? (n=47)

<table>
<thead>
<tr>
<th>Professional Type</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Only</td>
<td>42</td>
<td>52%</td>
</tr>
<tr>
<td>Combination Physician/PA/NP</td>
<td>5</td>
<td>48%</td>
</tr>
</tbody>
</table>

One (1) state did not respond to this question.

Are education program(s), directed towards EMS Agency/Service Medical Directors, offered within your state? (n=48)

- Yes: 25 states (52%)
- No: 23 states (48%)

The following questions were asked to the states that answered ‘yes’ to the question above.

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors? (n=25)

- Mandatory: 13 states (52%)
- Voluntary: 12 states (48%)

One (1) state did not respond to this question.
Is this education standardized? (n=25)

Of the programs that are standardized, the following topical areas are included in the education program (Table 2.1). (n=25)

NOTE: This list is taken from the NHTSA Medical Director course.

<table>
<thead>
<tr>
<th>TABLE 2.1</th>
<th>Sub-Topic</th>
<th>%</th>
<th>n=</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS Overview</td>
<td>Physician Leadership</td>
<td>95%</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td>History of EMS Development</td>
<td>65%</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>EMS Agenda for the Future</td>
<td>35%</td>
<td>7</td>
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<tr>
<td>EMS Systems</td>
<td>Components</td>
<td>90%</td>
<td>18</td>
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<tr>
<td></td>
<td>Organizational Design</td>
<td>75%</td>
<td>15</td>
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<td></td>
<td>Staffing &amp; Response Configurations</td>
<td>60%</td>
<td>12</td>
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<tr>
<td></td>
<td>Communications &amp; Dispatch</td>
<td>75%</td>
<td>15</td>
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<td></td>
<td>Regionalization of Care</td>
<td>45%</td>
<td>9</td>
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<td></td>
<td>Rural &amp; Urban Systems Differences</td>
<td>35%</td>
<td>7</td>
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<tr>
<td></td>
<td>Community Health &amp; Public Safety Integration</td>
<td>35%</td>
<td>7</td>
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<tr>
<td></td>
<td>Interface with Managed Care</td>
<td>25%</td>
<td>5</td>
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<tr>
<td></td>
<td>Air Medical Considerations</td>
<td>65%</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>EMS Funding</td>
<td>50%</td>
<td>10</td>
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<tr>
<td></td>
<td>Characteristics</td>
<td>90%</td>
<td>18</td>
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<td></td>
<td>Qualifications</td>
<td>90%</td>
<td>18</td>
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<tr>
<td>Medical Oversight</td>
<td>Components</td>
<td>95%</td>
<td>19</td>
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<td>Legal Considerations</td>
<td>85%</td>
<td>17</td>
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<td></td>
<td>Additional Responsibilities</td>
<td>70%</td>
<td>14</td>
</tr>
<tr>
<td>Main Topic</td>
<td>Sub-Topic</td>
<td>%</td>
<td>n=</td>
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<tr>
<td>Personnel &amp; Education</td>
<td>Provider Education Requirements</td>
<td>80%</td>
<td>16</td>
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<tr>
<td></td>
<td>Involvement in Course Design &amp; Instruction</td>
<td>45%</td>
<td>9</td>
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<tr>
<td></td>
<td>Initial &amp; Continuing Education Issues</td>
<td>75%</td>
<td>15</td>
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<td>Program Approval &amp; Accreditation</td>
<td>55%</td>
<td>11</td>
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<td></td>
<td>Certifying/Licensing of Personnel</td>
<td>75%</td>
<td>15</td>
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<tr>
<td></td>
<td>Provider Health &amp; Safety</td>
<td>55%</td>
<td>11</td>
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<tr>
<td>EMS Systems Responsibilities</td>
<td>Disaster/MCI Management</td>
<td>45%</td>
<td>9</td>
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<tr>
<td></td>
<td>Special Events Management</td>
<td>35%</td>
<td>7</td>
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<td></td>
<td>Research</td>
<td>30%</td>
<td>6</td>
</tr>
<tr>
<td>State, Regional, &amp; Local Issues</td>
<td>Overview of EMS Services’ Structure</td>
<td>95%</td>
<td>19</td>
</tr>
<tr>
<td>Resources</td>
<td>Documents</td>
<td>64%</td>
<td>13</td>
</tr>
<tr>
<td></td>
<td>Websites</td>
<td>75%</td>
<td>15</td>
</tr>
<tr>
<td></td>
<td>Organizations</td>
<td>65%</td>
<td>13</td>
</tr>
</tbody>
</table>

**Other Topics Include:**
- Review of skills / procedure issues
- Tactical EMS
- Protocol development
- QA/QI/Remediation
- Community Paramedicine
- Liability Protection
- Best practice models
- EMS for Children
- State trauma triage
- Drug Shortages
- Patient Care Reporting
- Roles & Responsibilities
Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)? (select all that apply)

- State EMS Authority: 20
- Combination: 5
- Other: 0
- Regional EMS Authority: 0
- State Office of Rural Health: 0
- County EMS Authority: 0

What instructional methodology is used to provide EMS Agency/Service Medical Director leadership education program(s)? (select all that apply)

- Combination: 10
- Online: 6
- Instructor-led: 5
- CD: 1
- Correspondence: 0

Do you incentivize EMS Agency/Service Medical Directors to participate in leadership education program(s)? (n=25)

- Yes: 9 (36%)
- No: 16 (64%)

Of those offering incentives, none (0%) have criteria in place to measure the incentive effectiveness.
How is leadership development education for EMS Agency/Service Medical Directors funded in your state? (select all that apply)

- Other funding: 8
- Combo funding to EMS authority: 6
- State funding to other entity: 5
- Local funding: 4
- Federal funding: 1
- State funding to other entity: 1

Do the education program(s) result in EMS Agency/Service Medical Director certification? (n=25)

- Yes: 8
- No: 17

Is your state’s EMS Agency/Service Medical Director leadership education open to other EMS providers? (n=25)

- Yes: 16
- No: 9
Tribal EMS

Does your state regulate Tribal EMS Agencies?

The following question was asked to the states that answered ‘yes’ they have mandatory education for either EMS Service Directors or EMS Agency/Service Medical Directors.

Are Tribal EMS Agencies included in mandatory education for EMS Service Directors or EMS Agency/Service Medical Directors? (n=4)

The following question was asked to the states that regulate none or some Tribal EMS Agencies.

Do you know if your state’s Tribal EMS Agencies have any education programs directed to EMS Service Directors or EMS Agency/Service Medical Directors?

*Topics unknown

REVISED NOVEMBER 5, 2014
State-by-State Compendium

Alabama

Information provided by:

Name: Hugh Hollon
Title: Provider Services Coordinator

EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered in your state?
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory

Is this education standardized?
Yes. It is a web-based course designed to enhance physicians EMS knowledge and their ability to supervise prehospital care.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>EMS Systems:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Leadership</td>
<td>Components</td>
</tr>
<tr>
<td>History of EMS Development</td>
<td>Organizational Design</td>
</tr>
<tr>
<td></td>
<td>Staffing &amp; Response Configurations</td>
</tr>
<tr>
<td>EMS Systems (continued):</td>
<td>Personnel &amp; Education:</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>Communications &amp; Dispatch</td>
<td>Provider Education Requirements</td>
</tr>
<tr>
<td>Air Medical Considerations</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medical Oversight:</th>
<th>State, Regional, &amp; Local Issues:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristics</td>
<td>Overview of EMS Services’ Structure</td>
</tr>
<tr>
<td>Qualifications</td>
<td></td>
</tr>
<tr>
<td>Components</td>
<td></td>
</tr>
<tr>
<td>Legal Considerations</td>
<td></td>
</tr>
</tbody>
</table>

| Resources: |
| Documents |
| Websites |
| Organizations |

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?  
State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?  
Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?  
No

How is the education for EMS Agency/Service Medical Directors funded in your state?  
State funding to EMS authority

What portion of the education program(s) do participants have to pay for themselves?  
None

Do the education program(s) result in EMS Agency/Service Medical Director certification?  
Yes

Is this certification for a defined period?  
No
Are continuing education credits required for continued verification or recertification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   No

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   Periodic rules and protocol updates.

**Tribal EMS**

Does your state regulate Tribal EMS Agencies?
   No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
   Unknown
Alaska

Information provided by:

Name: Quinn Sharkey
Title: Acting EMS Unit Manager

EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

A pilot program was developed several years ago but to the best of my knowledge was not widely used.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state?

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, some Tribal EMS Agencies

Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 6

Percentage of the total number of agencies regulated in the state are Tribal EMS: 6%

For the Tribal EMS Agencies that your state does not regulate, do you know if they have education programs directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Arkansas

Information provided by:

Name: John Keeling
Title: EMSP License Administrator

EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

Comments about EMS Service Manager education:
Arkansas has very little education for service managers.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state?
Physician

Are education program(s), directed towards EMS Agency/Service Medical Directors, offered within your state?
No

Comments about EMS Service/Agency Medical Director education:
Very few medical directors are involved with the education of EMS. We are working on changing this over the next year.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
We do not have any tribal EMS in our state.
Arizona

Information provided by:
Name: Terry Mullins
Title: Bureau Chief

EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state?
Physician

Are education program(s), directed towards EMS Agency/Service Medical Directors, offered within your state?
No

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have education programs directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown
Colorado

Information provided by:

Name: Michelle Reese
Title: Deputy Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Voluntary

Are these education program(s) standardized?

No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?

EMS service managers choose their own education.

What instructional methodology is used to provide EMS Service Manager leadership education program?

Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?

Yes

What incentives you offer EMS Service Managers to attend leadership education?

- Per diem for time spent at education session
- Mileage expenses
- Hotel expenses
- State Office supports attendance at trainings and conferences through state grant program
Do you have identified criteria to measure the effectiveness of these incentives? 
No

How is leadership development education for EMS Service Managers funded in your state? 
State grant funds pay for portion of cost of training/conferences

What portion of the education program(s) do participants have to pay for themselves? 
Depends on what cash match requested by agency - could be up to 50%

Do the education program(s) result in EMS Service Manager certification? 
No

Is your state’s EMS Service Manager leadership education open to other EMS providers? 
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state: 
TEEX has been provided in past. A regional council puts on a leadership conference each year that is directed towards agency managers and medical directors. Various other offerings identified by managers may be requested through the state education grant program.

EMS Agency/Service Medical Director Leadership Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state: 
Physician

Are education program(s), directed towards EMS Agency/Service Medical Directors, offered within your state? 
No

Comments on EMS Agency/Service Medical Director education: 
State had/has a course that was available years ago for new medical directors. It is outdated however, and we aren't actively teaching it. We have materials on our website that assist new medical directors.
Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have education programs directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Delaware

Information provided by:

Name: Diane Hainsworth
Title: Director, Office of EMS

EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

In Delaware the responsibility for oversight of BLS services is with the Delaware State Fire Prevention Commission not the Office of EMS.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state?

Physician

Are education programs, directed towards EMS Agency/ Service Medical Directors, offered in your state?

No

Comments about EMS Agency/Service Medical Director education:

EMS Medical Director must be a "board certified emergency physician" and is employed in an ED within our state.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have education programs directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Florida

Information provided by:

Name: Joe Nelson, MD
Title: State EMS Medical Director

EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

All leadership development education is offered through various regional and national conferences such as ClinCon, which is held each year in Orlando, and the Air Medical Safety Summit held in Central Florida. EMS Expo are frequently held in Florida as well. The Florida Department of Health partners with the Florida EMS community to facilitate events such as these but does not offer training per se for EMS managers.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state?

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Comments about EMS Agency/Service Medical Director education:

Done through local/regional EMS Conferences by various sponsoring organizations; Florida Law and rules require that an EMS Medical Director for an EMS service or Primary EMT/Paramedic educational program document 10 hours of EMS Continuing education yearly. This educational content is not specific but must be EMS related. Compliance is checked at time of State inspections for EMS Provider agencies and EMT/Paramedic training programs.
Tribal EMS

Does your state regulate Tribal EMS Agencies?

All Tribal EMS Agencies

Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 1

Percentage of the total number of agencies regulated in the state are Tribal EMS: 100%
Georgia

Information provided by:

Name: Keith Wages
Title: State EMS Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Voluntary

Are these education program(s) standardized?

Yes.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

**EMS Overview:**
- History of EMS Development
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Communications & Dispatch
- Regionalization of Care
- Rural & Urban Systems Differences
- EMS & Healthcare Integration

**EMS Management & Leadership:**
- Management of Human Resources
- Funding/Financial Management & Budgeting
- Strategic/Business Planning
- Regulations & Legal

**EMS Management & Leadership (continued):**
- Data & Information
- Performance Improvement

**Medical Oversight:**
- Recruitment & Retention
- Characteristics & Qualifications
- Legal Considerations
- Responsibilities

**Workforce:**
- Recruitment & Retention
- Education & Training of Providers
- Provider Health & Safety
<table>
<thead>
<tr>
<th>System Responsibilities:</th>
<th>Resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disaster/MCI Management</td>
<td>Documents</td>
</tr>
<tr>
<td>Public Health Issues</td>
<td>Websites</td>
</tr>
<tr>
<td>Community &amp; Government Relations</td>
<td>Organizations</td>
</tr>
<tr>
<td>State, Regional, &amp; Local Issues</td>
<td></td>
</tr>
</tbody>
</table>

**Who oversees/coordinates the administrative portions of the EMS Service Manager education program?**
- Georgia Southern University School of Public Health
- Oversees and coordinates the academic aspects
- Georgia Association of EMS
- Coordinates the logistics with state funding

**What instructional methodology is used to provide EMS Service Manager leadership education program?**
- Instructor-led (face-to-face)

**Do you incentivize EMS Service Managers to participate in leadership education program?**
- No

**How is leadership development education for EMS Service Managers funded in your state?**
- State funding to other entity

**What portion of the education program(s) do participants have to pay for themselves?**
- No

**Do the education program(s) result in EMS Service Manager certification?**
- No

**Is your state’s EMS Service Manager leadership education open to other EMS providers?**
- Yes
Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

The Georgia EMS Leadership Program is a partnership between the Georgia Association of EMS, Georgia Southern University's School of Public Health, the Georgia Department of Community Health's Office of Rural Health, and the Georgia Department of Public Health's Office of EMS and Trauma. The program consists of a four-week course conducted over a one-year period and includes, but is not limited to, topics such as fundamentals of leadership, communications, conflict management, EMS operations, planning, and financial management.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Guam

Information provided by:

Name: Marlene Carbullido
Title: Executive Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
No

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown
Idaho

Information provided by:

Name: Wayne Denny
Title: Bureau Chief

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

Comments about EMS Service Manager education:
We have offered on-time educational opportunities service managers, but there is no established, on-going program.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Voluntary

Is this education standardized?
Yes. The Idaho EMS Physician Commission developed the program and offers recurring workshops. The content of the workshops evolves from year to year, based on current concerns in EMS.
Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Legal Considerations
- Additional Responsibilities

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

**Resources:**
- Documents
- Websites
- Organizations

**Personnel & Education:**
- Provider Education Requirements
- Initial & Continuing Education Issues
- Certifying/Licensing of Personnel

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

Yes

What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?

- Per diem for time spent at education session
- Mileage expenses
- Hotel expenses

Do you have identified criteria to measure the effectiveness of these incentives?

No
How is the education for EMS Agency/Service Medical Directors funded in your state?

- State funding to EMS authority
- Federal funding

What portion of the education program(s) do participants have to pay for themselves?

Travel costs

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

Workshops presented by members of the EMS Physician Commission where Medical Directors can learn from Commission and other experienced Medical Directors. The program is flexible and evolves based on current needs. The goal is to get every new Medical Director in the state to attend at least one workshop. Ideally all Medical Directors will attend additional workshops in order to stay current with new requirements and best practices.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, all Tribal EMS Agencies

Please indicate the following:

- Number of Tribal EMS Agencies your state regulates: 1
- Percentage of the total number of agencies regulated in the state are Tribal EMS: 1%
Illinois

Information provided by:

Name: Jack Fleeharty
Title: Division Chief, EMS & Highway Safety

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

The State Office does not conduct or approve courses specifically designed for EMS Management or EMS Leadership roles.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Mandatory

Is this education standardized?

Yes.

Our state recognizes the ACEP Medical Directors course; new medical directors are required to submit proof of course completion within six months of becoming an EMS medical director to the state office.

Section 515.340 EMS Medical Director's Course a) An EMS Medical Director for an ILS or ALS level System who is appointed after the adoption of this Section shall submit to the Department proof of completion of a Department-approved EMS Medical Director's Course within six months after his or her date of appointment. b) The following courses are approved by the Department: 1) American College of Emergency Physicians (ACEP)
Principles of EMS Systems - A Course for Medical Directors. 2) Base Station Course National Association of Emergency Medical Services Physicians (NAEMSP). c) The Department shall review requests for approval of other courses upon submission of the curriculum, along with the name, address and telephone number of the person or entity conducting the course. The Department shall approve the course if it meets the following criteria: 1) The course objectives are the same as the courses recommended in subsection (b) above; and 2) The course is taught by Board Certified emergency department physicians. (Source: Added at 21 Ill. Reg. 5170, effective April 15, 1997)

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership

**EMS Systems:**
- Components
- Organizational Design
- Staffing & Response Configurations
- Communications & Dispatch
- Rural & Urban Systems Differences
- Air Medical Considerations

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Legal Considerations
- Additional Responsibilities

**Personnel & Education:**
- Provider Education Requirements
- Initial & Continuing Education Issues
- Program Approval & Accreditation
- Certifying/Licensing of Personnel
- Provider Health & Safety

**EMS System Responsibilities:**
- Disaster/MCI Management
- Research

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
- State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
- Instructor-led (face-to-face)
- Online (internet-based)
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?</td>
<td>No</td>
</tr>
<tr>
<td>How is the education for EMS Agency/Service Medical Directors funded in your state?</td>
<td>Local funding (hospitals who hire the EMS medical director have to fund the cost)</td>
</tr>
<tr>
<td>What portion of the education program(s) do participants have to pay for themselves?</td>
<td>Registration, Travel costs, Food</td>
</tr>
<tr>
<td>Do the education program(s) result in EMS Agency/Service Medical Director certification?</td>
<td>No</td>
</tr>
<tr>
<td>Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?</td>
<td>No</td>
</tr>
<tr>
<td>Comments about EMS Agency/Service Medical Director education:</td>
<td>The medical directors course is a statutory requirement for all ems medical directors in the state.</td>
</tr>
</tbody>
</table>

**Tribal EMS**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your state regulate Tribal EMS Agencies?</td>
<td>To my knowledge there are no Tribal EMS entities within our states boundaries</td>
</tr>
</tbody>
</table>
Iowa

Information provided by:

Name: Rebecca Curtiss
Title: Interim EMS Bureau Chief-IA Department of Public Health

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Mandatory

Are these education program(s) standardized?
Yes. PowerPoint provided by the state regional coordinators.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Overview:
- History of EMS Development
- EMS Agenda for the Future

EMS Systems:
- Components

EMS Management & Leadership:
- Regulations & Legal
- Data & Information

Medical Oversight:
- Characteristics & Qualifications
- Responsibilities

Workforce:
- Education & Training of Providers

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
State EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)
Do you incentivize EMS Service Managers to participate in leadership education program?
No

How is leadership development education for EMS Service Managers funded in your state?
State funded and supported

What portion of the education program(s) do participants have to pay for themselves?
- Food
- Travel costs

Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
Mandated that service directors have annual training provided by regional coordinators, standard updated PPT provided multiple times throughout the state.

**EMS Agency/Service Medical Director Education**

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory
Is this education standardized?
Yes. Similar format as service directors.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Organizational Design

**Medical Oversight:**
- Characteristics
- Components

**Personnel & Education:**
- Provider Education Requirements
- Involvement in Course Design & Instruction
- Initial & Continuing Education Issues
- Program Approval & Accreditation

**State, Regional and Local Issues:**
- Overview of EMS Services’ Structure

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
Instructor-led (face-to-face)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
No

How is the education for EMS Agency/Service Medical Directors funded in your state?
State funded

What portion of the education program(s) do participants have to pay for themselves?
- Travel costs
- Food
Do the education program(s) result in EMS Agency/Service Medical Director certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

Similar to service director training.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Kansas

Information provided by:

Name: Steve Sutton
Title: Executive Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
- Professional Organizations
- Service directors

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
Yes

What incentives you offer EMS Service Managers to attend leadership education?
Possible re-imbursement for rural service directors in all categories other than per diem

Do you have identified criteria to measure the effectiveness of these incentives?
No

How is leadership development education for EMS Service Managers funded in your state?
May be regionally sponsored or service sponsored
What portion of the education program(s) do participants have to pay for themselves?

Varies

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

Programs were developed based on a needs assessment several years back and topics are updated with each program as needed.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

- Physician
- Physician Assistant
- Nurse Practitioner

No requirement for EMS certification or health professional background

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Voluntary

Is this education standardized?

No

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

- State EMS Authority
- Kansas EMS Board - Medical Advisory Council
What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
   Instructor-led (face-to-face)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
   No

How is the education for EMS Agency/Service Medical Directors funded in your state?
   Varies

What portion of the education program(s) do participants have to pay for themselves?
   Varies

Do the education program(s) result in EMS Agency/Service Medical Director certification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   Meetings are developed by the Medical Advisory Council based on current needs.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
   No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
   Unknown
Kentucky

Information provided by:

Name: Michael Poynter
Title: Executive Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
   Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
   Voluntary

Are these education program(s) standardized?
   No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program(s)?
   - State EMS Authority
   - Employer

   There is both state & local coordination

What instructional methodology is used to provide EMS Service Manager leadership education program?
   Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
   No

How is leadership development education for EMS Service Managers funded in your state?
   State funding to EMS Authority
What portion of the education program(s) do participants have to pay for themselves?
  - Registration
  - Travel costs
  - Food

Do the education program(s) result in EMS Service Manager certification?
  No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
  Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
  LINKS (Leadership in Kentucky Summit) sponsored by the Board of EMS.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
  Physician

Are education programs, directed towards EMS Agency/ Service Medical Directors, offered in your state?
  No

Tribal EMS

Does your state regulate Tribal EMS Agencies?
  No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
  Unknown
Louisiana

Information provided by:

Name: Donnie Woodyard Jr
Title: Director, Bureau of EMS

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

Although individual agencies have well developed leadership development for Service Managers, as a State we do not offer or endorse these programs on a formal basis.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/ Service Medical Directors, offered in your state?

No

Comments about EMS Agency/Service Medical Director education:

No EMS Medical Director education or orientation programs are currently in place.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Comments about Tribal EMS in your state:

On a voluntary basis, we have some tribal EMS providers (individuals) that hold a state license. However, we do not have a formal program or relationship with the tribal agencies at this time.
Maine

Information provided by:

Name: Jay Bradshaw  
Title: Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:  
- Physician  
- Physician Assistant  
- Nurse Practitioner

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?  
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?  
Voluntary

Is this education standardized?  
Yes. Online program - CME available.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>EMS Systems:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Leadership</td>
<td>Components</td>
</tr>
<tr>
<td>History of EMS Development</td>
<td>Organizational Design</td>
</tr>
<tr>
<td></td>
<td>Communications &amp; Dispatch</td>
</tr>
<tr>
<td></td>
<td>Community Health &amp; Public Safety</td>
</tr>
<tr>
<td></td>
<td>Integration</td>
</tr>
<tr>
<td>Medical Oversight:</td>
<td>State, Regional, &amp; Local Issues:</td>
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<td>----------------------------------</td>
</tr>
<tr>
<td>Characteristics</td>
<td>Overview of EMS Services’ Structure</td>
</tr>
<tr>
<td>Qualifications</td>
<td></td>
</tr>
<tr>
<td>Components</td>
<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>Additional Responsibilities</td>
<td></td>
</tr>
<tr>
<td><strong>Personnel &amp; Education:</strong></td>
<td><strong>Resources:</strong></td>
</tr>
<tr>
<td>Provider Education Requirements</td>
<td>Documents</td>
</tr>
<tr>
<td>Initial &amp; Continuing Education Issues</td>
<td>Websites</td>
</tr>
<tr>
<td></td>
<td>Organizations</td>
</tr>
</tbody>
</table>

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

- Instructor-led (face-to-face)
- Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

Local funding

What portion of the education program(s) do participants have to pay for themselves?

- Travel costs
- Food

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No
Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

1) Online program through state learning management system
2) NAEMSP Medical Director Course
3) Maine Medical Director Course (in development)

Tribal EMS

Does your state regulate Tribal EMS Agencies?
Yes, all Tribal EMS Agencies

Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 2
Percentage of the total number of agencies regulated in the state are Tribal EMS: 1%
Maryland

Information provided by:

Name: Bob Bass
Title: Executive Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
Yes. Done through the University of Maryland Fire and Rescue Institute (MFRI).

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Overview:
- History of EMS Development

EMS Systems:
- Components
- Communications & Dispatch
- Regionalization of Care
- EMS & Healthcare Integration

EMS Management & Leadership
- Management of Human Resources
- Funding/Financial Management & Budgeting
- Strategic/Business Planning
- Regulations & Legal
- Data & Information

Medical Oversight:
- Recruitment & Retention
- Characteristics & Qualifications
- Legal Considerations
- Responsibilities

Workforce:
- Recruitment & Retention
- Provider Health & Safety

System Responsibilities
- Disaster/MCI Management
- State, Regional, & Local Issues

Resources:
- Organizations
Who oversees/coordinates the administrative portions of the EMS Service Manager education program?

- County EMS Authority
- University of Maryland Fire and Rescue Institute (MFRI)

MFRI provides an overall emergency services leadership course for new officers.

What instructional methodology is used to provide EMS Service Manager leadership education program?

- Instructor-led (face-to-face)
- Blended learning

Do you incentivize EMS Service Managers to participate in leadership education program?

No

How is leadership development education for EMS Service Managers funded in your state?

- State funding to EMS Authority
- Local funding

What portion of the education program(s) do participants have to pay for themselves?

Food

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes
Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Mandatory

Is this education standardized?

Yes. There are regulatory standards for an initial medical director - either an appropriate background (e.g. experience) or fellowship trained. Continuing education is offered by the state EMS agency (MIEMSS) but is voluntary.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Organizational Design
- Staffing & Response Configurations
- Communications & Dispatch
- Regionalization of Care
- Rural & Urban Systems Differences
- Integration with Community Health & Public Safety
- Interface with Managed Care
- Air Medical Considerations
- EMS Funding

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Legal Considerations

**Additional Responsibilities**

**Personnel & Education:**
- Provider Education Requirements
- Involvement in Course Design & Instruction
- Initial & Continuing Education Issues
- Program Approval & Accreditation
- Certifying/Licensing of Personnel
- Provider Health & Safety

**EMS System Responsibilities:**
- Disaster/MCI Management
- Special Events Management
- Research
- Public Health Issues

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

**Resources:**
- Documents
- Websites
- Organizations
Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

- Instructor-led (face-to-face)
- Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

- State funding to EMS authority
- Local funding
- Funded by the medical director

What portion of the education program(s) do participants have to pay for themselves?

It depends on whether they qualify by experience, attending the NAEMSP Course, the national on-line course, or are fellowship trained.

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

We do not have Tribal EMS systems
**Michigan**

**Information provided by:**

**Name:** Marvin Helmker  
**Title:** EMS Manager

**EMS Service Manager Leadership Education**

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Voluntary

Are these education program(s) standardized?

Yes

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

**EMS Overview:**
- History of EMS Development
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Communications & Dispatch
- Regionalization of Care
- Rural & Urban Systems Differences
- EMS & Healthcare Integration

**EMS Management & Leadership**
- Management of Human Resources
- Funding/Financial Management & Budgeting
- Strategic/Business Planning
- Regulations & Legal
- Data & Information
- Performance Improvement

**Medical Oversight:**
- Recruitment & Retention
- Characteristics & Qualifications
- Responsibilities
## Workforce
- Recruitment & Retention
- Education & Training of Providers
- Provider Health & Safety

## System Responsibilities
- Public Health Issues
- Community & Government Relations
- State, Regional, & Local Issues

### Resources:
- Documents
- Websites
- Organizations

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### Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
- State Office of Rural Health

### What instructional methodology is used to provide EMS Service Manager leadership education program?
- Instructor-led (face-to-face)

### Do you incentivize EMS Service Managers to participate in leadership education program?
- No

### How is leadership development education for EMS Service Managers funded in your state?
- Federal funding

### What portion of the education program(s) do participants have to pay for themselves?
- Travel costs

### Do the education program(s) result in EMS Service Manager certification?
- No

### Is your state’s EMS Service Manager leadership education open to other EMS providers?
- No
Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

SafeTech Solutions' EMS Leadership Academy is a dynamic, four-level 60-hour educational program designed to prepare participants to lead and manage today’s EMS. It is for current leaders, new leaders, and anyone with an interest in the leadership and management of EMS and designed to give students the basic tools and information needed to quickly and successfully assume the role of a leader.

Comments about EMS Service Manager education:

This program has received very positive reviews from participants. Based upon these reviews, Michigan intends to continue this program at the various levels.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Skipped this Question

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Minnesota

Information provided by:

Name: Robert Norlen
Title: Field Services Supervisor / Data Manager

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

Manager education courses are put on by EMS Associations not the EMS regulatory agency.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Comments about EMS Agency/Service Medical Director education:

Course for medical directors is in development.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, all Tribal EMS Agencies

Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 6

Percentage of the total number of agencies regulated in the state are Tribal EMS: 2%

Comments about Tribal EMS in your state:

All Tribal EMS works very well with state regulatory agency.
Mississippi

Information provided by:

Name: Alisa Williams
Title: EMS Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory

Is this education standardized?
Yes. On-line (Distance learning) program mandatory for all Off-line Medical Directors.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

<table>
<thead>
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</tr>
</thead>
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</tr>
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</tr>
<tr>
<td>--------------------------------</td>
</tr>
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</tr>
</tbody>
</table>

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
- State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
- Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
- Yes

What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?
- Continuing Education Hours

Do you have identified criteria to measure the effectiveness of these incentives?
- No

How is the education for EMS Agency/Service Medical Directors funded in your state?
- EMS fees

What portion of the education program(s) do participants have to pay for themselves?
- None

Do the education program(s) result in EMS Agency/Service Medical Director certification?
- Yes

Is this certification for a defined period?
- No
Are continuing education credits required for continued verification or recertification?
No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
No

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
Distance learning program designed to allow medical directors to gain basic working knowledge of the Mississippi EMS System.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown
Missouri

Information provided by:

Name: Les Jobe
Title: Bureau Chief

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
   Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
   Voluntary

Are these education program(s) standardized?
   No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
   Medical Director

What instructional methodology is used to provide EMS Service Manager leadership education program?
   • Instructor-led (face-to-face)
   • Online (internet-based)

Do you incentivize EMS Service Managers to participate in leadership education program?
   No

How is leadership development education for EMS Service Managers funded in your state?
   Local funding
What portion of the education program(s) do participants have to pay for themselves?
- Registration
- Travel costs
- Food

Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
Missouri accredits training entities but does not regulate the curriculum other that it must meet or exceed National Standard Curriculum.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
- Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory

Is this education standardized?
Yes. Regulatory requirements establish minimum standards for medical directors.
Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>Personnel &amp; Education:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Leadership</td>
<td>Provider Education Requirements</td>
</tr>
<tr>
<td><strong>EMS Systems:</strong></td>
<td>Involvement in Course Design &amp; Instruction</td>
</tr>
<tr>
<td>Components</td>
<td>Initial &amp; Continuing Education Issues</td>
</tr>
<tr>
<td>Organizational Design</td>
<td>Program Approval &amp; Accreditation</td>
</tr>
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<td>Certifying/Licensing of Personnel</td>
</tr>
<tr>
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<td>Provider Health &amp; Safety</td>
</tr>
<tr>
<td>Rural &amp; Urban Systems Differences</td>
<td></td>
</tr>
<tr>
<td>Community Health &amp; Public Safety</td>
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</tr>
<tr>
<td>Integration</td>
<td>Special Events Management</td>
</tr>
<tr>
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<td>Public Health Issues</td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
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<td><strong>State, Regional, &amp; Local Issues:</strong></td>
</tr>
<tr>
<td></td>
<td>Overview of EMS Services’ Structure</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Medical Oversight:</th>
<th>Resources:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Characteristics</td>
<td>Websites</td>
</tr>
<tr>
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</tr>
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<td></td>
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<td></td>
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<tr>
<td>Additional Responsibilities</td>
<td></td>
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</tbody>
</table>

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

- Instructor-led (face-to-face)
- Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

Yes
What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?
N/A

Do you have identified criteria to measure the effectiveness of these incentives?
No

How is the education for EMS Agency/Service Medical Directors funded in your state?
Local funding

What portion of the education program(s) do participants have to pay for themselves?
- Registration
- Travel costs
- Food

Do the education program(s) result in EMS Agency/Service Medical Director certification?
No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
None are provided by the state, training and education is sought by the individual.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown
Montana

Information provided by:

Name: Jim DeTienne
Title: Supervisor

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
State EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
No

How is leadership development education for EMS Service Managers funded in your state?
• State funding to EMS Authority
• Federal funding

What portion of the education program(s) do participants have to pay for themselves?
Travel costs
Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
We have provided education through a several offerings as pre-conference meetings and webinars.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
- Physician
- Physician Assistant

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory

Is this education standardized?
Yes. Medical Directors are required to take the online NAEMSP online course or equivalent.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

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</tr>
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<td>Components</td>
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EMS Systems (continued):
- Regionalization of Care
- Rural & Urban Systems Differences
- Community Health & Public Safety Integration
- Interface with Managed Care
- Air Medical Considerations
- EMS Funding

Personnel & Education:
- Provider Education Requirements
- Involvement in Course Design & Instruction
- Initial & Continuing Education Issues
- Program Approval & Accreditation
- Certifying/Licensing of Personnel
- Provider Health & Safety

Medical Oversight:
- Characteristics
- Qualifications
- Components
- Legal Considerations
- Additional Responsibilities

EMS System Responsibilities
- Disaster/MCI Management
- Special Events Management
- Research
- Public Health Issues

State, Regional, & Local Issues:
- Overview of EMS Services’ Structure

Resources:
- Documents
- Websites
- Organizations

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
- State EMS Authority
- Board of Medical Examiners

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
- Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
- No

How is the education for EMS Agency/Service Medical Directors funded in your state?
- The Board of Medical Examiners pays a statewide fee which allows all medical directors access to the NAEMSP online course
What portion of the education program(s) do participants have to pay for themselves?

None

Do the education program(s) result in EMS Agency/Service Medical Director certification?

Yes

Is this certification for a defined period?

No

Are continuing education credits required for continued verification or re-certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

Our primary education method is a requirement for all medical directors to take the NAEMSP online course. Additional education is offered at meetings and conferences as appropriate.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, all Tribal EMS Agencies

Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 4

Percentage of the total number of agencies regulated in the state are Tribal EMS: 100%

Are Tribal EMS Service Directors included in the mandatory EMS Agency/Service Medical Director education?

Yes
Nebraska

Information provided by:

Name: Dean Cole
Title: Nebraska EMS/Trauma Program Administrator

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Voluntary

Are these education program(s) standardized?

Yes. We have developed a generic program, plus have developed programs that fit the management needs of specific departments. We also utilize SafeTech Solutions managers training program and American Ambulance Association management training through Fitch and Associates.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Overview:
- History of EMS Development
- EMS Agenda for the Future

EMS Systems:
- Components
- EMS & Healthcare Integration

EMS Management & Leadership
- Management of Human Resources
- Funding/Financial Management & Budgeting
- Regulations & Legal
- Data & Information

Medical Oversight:
- Recruitment & Retention
- Characteristics & Qualifications
- Legal Considerations
- Responsibilities

Workforce:
- Recruitment & Retention
- Education & Training of Providers
- Provider Health & Safety
System Responsibilities:
- Public Health Issues
- Community & Government Relations
- State, Regional, & Local Issues

Other Topics:
- Conflict resolution
- Listening skills
- Managing meetings

Resources:
- Organizations

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
State EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
Yes

What incentives you offer EMS Service Managers to attend leadership education?
- Hotel expenses
- We pay for the cost of the course

Do you have identified criteria to measure the effectiveness of these incentives?
No

How is leadership development education for EMS Service Managers funded in your state?
- State funding to EMS authority
- Federal funding

What portion of the education program(s) do participants have to pay for themselves?
Travel costs

Do the education program(s) result in EMS Service Manager certification?
No
Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

- SafeTech Solutions EMS Leadership Academy
- American Ambulance Association EMS Manager's Training through Fitch and Associates
- State of Nebraska EMS Leadership Training
- State of Nebraska EMS Physician Medical Director's Training

Comments about EMS Service Manager education:

This training is very much needed to add confidence and professionalism to prehospital care. This begins with leadership at all levels plus leaders are taught that they are healthcare professionals who play an important role in the chain of patient care. They are taught that EMS organizations are very important they are not a bowling team.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

- Physician

PAs and Nurse Practitioners can be surrogates to the medical director but can not be the services PMD

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Voluntary

Is this education standardized?

Yes. It is developed to pertain Nebraska rules regulations and statutes plus medical direction protocols and networking.
Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development

**EMS Systems:**
- Components
- EMS Funding

**Medical Oversight:**
- Qualifications
- Legal Considerations
- Additional Responsibilities

**Personnel & Education:**
- Initial and Continuing Education Issues
- Certifying/Licensing of Personnel
- Provider Health & Safety

**EMS System Responsibilities**
- Disaster/MCI Management
- Public Health Issues

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

- Instructor-led (face-to-face)
- CD (self-paced)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

- State funding to EMS authority
- Federal funding

What portion of the education program(s) do participants have to pay for themselves?

Travel costs
Do the education program(s) result in EMS Agency/Service Medical Director certification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   It is a four-hour course dealing with responsibilities of a PMD, EMS rules regulations, statutes, protocols state and local issues.

Comments about EMS Agency/Service Medical Director education:
   They are encouraged to take a very active role in their local EMS program not just an individual who signs papers.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
   Yes, all Tribal EMS Agencies

Please indicate the following:
   Number of Tribal EMS Agencies your state regulates: 3
   Percentage of the total number of agencies regulated in the state are Tribal EMS: 1%

Comments about Tribal EMS in your state:
   The three tribal EMS services in our state are licensed by the state to operate. They are not required by state law to be licensed with the state but all three tribal ambulance services are licensed. We have a very good working relationship with all three tribal ambulance services and encourage them to participate in all of our state programs.
# Nevada

Information provided by:

Name: Steve Tafoya  
Title: EMS Program Manager

## EMS Service Manager Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?  
Mandatory

Are these education program(s) standardized?  
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?  
Coordinated at the agency level

What instructional methodology is used to provide EMS Service Manager leadership education program?  
Instructor-led

Do you incentivize EMS Service Managers to participate in leadership education program?  
No

How is leadership development education for EMS Service Managers funded in your state?  
The education is not funded

What portion of the education program(s) do participants have to pay for themselves?  
None. Participants can use grant money, but there were no requests this year.
Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
No

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
Some of the colleges in the state are starting to look at this issue. Current training is in-house.

Comments about EMS Service Manager education:
This is in early stages in the state.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state?
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Voluntary

Is this education standardized?
Yes. Handbook for EMS Medical Directors on-line training program.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

EMS Overview:
- EMS Agenda for the Future
- Physician Leadership
- History of EMS Development

EMS Systems:
- EMS Funding
- Communications & Dispatch
- Staffing & Response Configurations
Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
Yes

What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?
- Mileage expenses
- Hotel expenses
- Food expenses (those not included in session)
- State grant program supports attendance at trainings and conferences
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have identified criteria to measure the effectiveness of these incentives?</td>
<td>No</td>
</tr>
<tr>
<td>How is the education for EMS Agency/Service Medical Directors funded in your state?</td>
<td>Not funded</td>
</tr>
<tr>
<td>What portion of the education program(s) do participants have to pay for themselves?</td>
<td>None</td>
</tr>
<tr>
<td>Do the education program(s) result in EMS Agency/Service Medical Director certification?</td>
<td>No</td>
</tr>
<tr>
<td>Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?</td>
<td>Yes</td>
</tr>
<tr>
<td>Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:</td>
<td>We have a voluntary class on-line, we tell all new medical directors about the class.</td>
</tr>
<tr>
<td>Comments about EMS Agency/Service Medical Director education:</td>
<td>Good feedback to medical directors that have taken the on-line class.</td>
</tr>
</tbody>
</table>

**Tribal EMS**

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does your state regulate Tribal EMS Agencies?</td>
<td>All Tribal EMS Agencies</td>
</tr>
<tr>
<td>Please indicate the following:</td>
<td></td>
</tr>
<tr>
<td>Number of Tribal EMS Agencies your state regulates:</td>
<td>4</td>
</tr>
<tr>
<td>Percentage of the total number of agencies regulated in the state are Tribal EMS:</td>
<td>6%</td>
</tr>
<tr>
<td>Comments about Tribal EMS in your state:</td>
<td>Tribal EMS is run the same as any EMS agency</td>
</tr>
</tbody>
</table>
New Hampshire

Information provided by:

Name: Nick Mercuri
Title: Bureau Chief

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
New Jersey

Information provided by:

Name: Karen Halupke
Title: State Director of EMS

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Voluntary

Is this education standardized?

Yes; Video CD

Please indicate the topic areas that are included in your state's EMS Agency/Service Medical Director educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>Medical Oversight:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Leadership</td>
<td>Characteristics</td>
</tr>
<tr>
<td><strong>EMS Systems:</strong></td>
<td>Qualifications</td>
</tr>
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<td>Staffing &amp; Response Configurations</td>
<td>Components</td>
</tr>
<tr>
<td>Communications &amp; Dispatch</td>
<td>Additional Responsibilities</td>
</tr>
<tr>
<td>Regionalization of Care</td>
<td>Resources:</td>
</tr>
<tr>
<td>Air Medical Considerations</td>
<td>Documents</td>
</tr>
</tbody>
</table>
Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

CD (self-paced)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

Local funding

What portion of the education program(s) do participants have to pay for themselves?

None

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
New Mexico

Information provided by:

Name: Kyle Thornton
Title: EMS Bureau Chief

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

Vastly lacking. The educational institutions occasionally discuss it, but little comes of it.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Mandatory

Is this education standardized?

Yes ("sort of"). We will accept the nationally offered course, as well as we have our homegrown course that is occasionally offered.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development

**EMS Systems:**
- Components
- Organizational Design
- Communications & Dispatch
EMS Systems (continued):
Regionalization of Care
Rural & Urban Systems Differences
Air Medical Considerations
EMS Funding

Medical Oversight:
Characteristics
Qualifications
Components
Legal Considerations

Personnel & Education:
Provider Education Requirements
Involvement in Course Design & Instruction
Initial & Continuing Education Issues
Certifying/Licensing of Personnel

State, Regional, & Local Issues:
Overview of EMS Services’ Structure

Resources:
Documents
Websites
Organizations

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
- Instructor-led (face-to-face)
- Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
No

How is the education for EMS Agency/Service Medical Directors funded in your state?
The courses are offered by the EMS Bureau, no funding is given out to anyone to put the course on.

What portion of the education program(s) do participants have to pay for themselves?
- Registration
- Travel Costs
- Food
Do the education program(s) result in EMS Agency/Service Medical Director certification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   The course was developed years ago by physicians, attorneys, and others with the EMS Bureau. I believe it was modeled after some national guidelines at the time. All lectures and information is collected and delivered by the individual(s) conducting the course. About 4 years ago, we began accepting the national course in lieu of the local course.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
   Yes, some Tribal Agencies

Please indicate the following:
   Number of Tribal EMS Agencies your state regulates: 10
   Percentage of the total number of agencies regulated in the state are Tribal EMS: 3%

Are Tribal EMS Service Directors included in the mandatory EMS Agency/Service Medical Director education?
   No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
   Unknown

Comments about Tribal EMS in your state:
   Most of the tribal agencies choose to follow the regulations we set forth. In all honesty, if they chose to, we would not have jurisdiction.
New York

Information provided by:

Name: Lee Burns
Title: Bureau Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
Regional EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
- Instructor-led (face-to-face)
- Online (internet-based)

Do you incentivize EMS Service Managers to participate in leadership education program?
Yes

What incentives you offer EMS Service Managers to attend leadership education?
- Food expenses (those not included in education session
- CME credits for recertification
- Constant nagging!

Do you have identified criteria to measure the effectiveness of these incentives?
No
How is leadership development education for EMS Service Managers funded in your state?
- State funding to EMS authority
- Individual tuition

What portion of the education program(s) do participants have to pay for themselves?
It varies depending on who offers the program

Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
The programs generally offer personnel management, conflict resolution skills, financial issues, general business planning.

Comments about EMS Service Manager education:
We had seen some evolution in the types of people taking leadership positions, however, it is slow to take hold.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/ Service Medical Directors, offered in your state?
No

Tribal EMS

Does your state regulate Tribal EMS Agencies?
Yes, all Tribal EMS Agencies
Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 6

Percentage of the total number of agencies regulated in the state are Tribal EMS: 1%

Comments about Tribal EMS in your state:

The tribal EMS agencies all participate on the system voluntarily.
North Carolina

Information provided by:

Name: Regina Godette-Crawford  
Title: Chief Office of EMS

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?  
Voluntary

Are these education program(s) standardized?  
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?

- State EMS Authority
- Community College

The EMS Management Institute is a partnership between the Office of EMS and the community college system. NCOEMS supports the institute with participant sponsorship/portion of the tuition fees. Additionally, a state representatives provides an overview of the state's regulations.

What instructional methodology is used to provide EMS Service Manager leadership education program?

Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?  
No

How is leadership development education for EMS Service Managers funded in your state?

- State funding to other entity
- Local funding

Revised November 5, 2014
What portion of the education program(s) do participants have to pay for themselves?
- Travel costs
- Food
- Lodging

Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
NC supports the leadership development education programs via the community college system. NC provides a portion of the tuition costs for participants. NC DHHS offers leadership courses to all divisions within the Department. These classes are not specific to EMS management.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
- Physician
- Physician Assistant

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory
Is this education standardized?
Yes. NCOEMS requires mandatory participation in annual medical director updates for all new and existing EMS System Medical Directors. The State Medical Director develops and provides standardized training three times per year.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership

**EMS Systems:**
- Components
- Regionalization of Care
- Community Health & Public Safety Integration
- Interface with Managed Care
- Air Medical Considerations

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Additional Responsibilities

**Personnel & Education:**
- Provider Education Requirements
- Involvement in Course Design & Instruction
- Program Approval & Accreditation
- Certifying/Licensing of Personnel

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

**Resources:**
- Documents
- Websites

**Other Topics:**
- Drug Shortages
- Skills & Procedures Issue Review
- Best Practice Models

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
Instructor-led (face-to-face)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
No
How is the education for EMS Agency/Service Medical Directors funded in your state?

Local funding

What portion of the education program(s) do participants have to pay for themselves?

- Registration
- Travel costs
- Food

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

No

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

The NCOEMS State Medical Director develops the training curriculum and offers the training three times per year in a (face to face) forum. The program is not a standardized training program, however it is based best practice models, current issues of concerns with skills and procedures/medications and innovative healthcare initiatives including Mobile Integrated Healthcare.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, all Tribal EMS Agencies

Please indicate the following:

- Number of Tribal EMS Agencies your state regulates: 1
- Percentage of the total number of agencies regulated in the state are Tribal EMS: 1%

Are Tribal EMS Service Directors included in the mandatory EMS Agency/Service Medical Director education?

Yes
North Dakota

Information provided by:

Name: Tom Nehring
Title: Director, Division of EMS & Trauma

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
Yes. We have 4 levels of Leadership Academy and 3 levels of EMS Management. Although, voluntary we incentivize participation by awarding points for attendance in our funding area grants. "Community and Government Relations" is the weakest of the offerings

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Overview:
- History of EMS Development
- EMS Agenda for the Future

EMS Systems:
- Components
- Communications & Dispatch
- Regionalization of Care
- Rural & Urban Systems Differences

EMS Management & Leadership:
- Management of Human Resources
- Funding/Financial Management & Budgeting
- Strategic/Business Planning
- Regulations & Legal
- Data & Information
- Performance Improvement

Medical Oversight:
- Recruitment & Retention
- Characteristics & Qualifications
- Legal Considerations
- Responsibilities
Who oversees/coordinates the administrative portions of the EMS Service Manager education program?

- State EMS Authority
- State Office of Rural Health
- ND EMS Association

Funding originates from the EMS office as well as the FLEX program from the State Office of rural health and frequently coordinated by the EMS Association and the EMS office.

What instructional methodology is used to provide EMS Service Manager leadership education program?

Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?

Yes

What incentives you offer EMS Service Managers to attend leadership education?

- Per diem for time spent at education session
- Mileage expenses
- Hotel expenses
- Food expenses (those not included in education session)

Do you have identified criteria to measure the effectiveness of these incentives?

Yes
Did the incentive(s) meet (or exceed) the effectiveness criteria?

Funding from our EMS Training Fund is used to reimburse the expenses and leadership training is given points for our Rural EMS Assistance Fund so there is a double incentive to attend.

How is leadership development education for EMS Service Managers funded in your state?

- State funding to other entity
- Local funding

What portion of the education program(s) do participants have to pay for themselves?

None

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

The Leadership Academy is a four-session program that covers all of the leadership activity necessary to develop leaders at the local level and the management course (in it's three sessions) fills in the specific management activities that a leader needs to to operate on a daily basis.

Comments about EMS Service Manager education:

Our most urgent need stated by most ambulance services is staffing. Traditional ways of recruitment of volunteers have not been successful. We believe that the answer lies in the leadership capabilities of the leaders and have chosen to focus on leadership and management activities.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician
Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Voluntary

Is this education standardized?

Yes. Medical direction orientation is given to new medical directors and well as providing QI tools for the medical directors so they do not have to reinvent the wheel. Annual education is given during the ND ACEP convention.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>Medical Oversight (continued):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Leadership</td>
<td>Components</td>
</tr>
<tr>
<td>History of EMS Development</td>
<td>Legal Considerations</td>
</tr>
<tr>
<td>EMS Agenda for the Future</td>
<td>Additional Responsibilities</td>
</tr>
<tr>
<td><strong>EMS Systems:</strong></td>
<td><strong>Personnel &amp; Education:</strong></td>
</tr>
<tr>
<td>Components</td>
<td>Provider Education Requirements</td>
</tr>
<tr>
<td>Organizational Design</td>
<td>Involvement in Course Design &amp; Instruction</td>
</tr>
<tr>
<td>Staffing &amp; Response Configurations</td>
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</tr>
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<tr>
<td>Interface with Managed Care</td>
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<td>Air Medical Considerations</td>
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<td></td>
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<td><strong>Medical Oversight:</strong></td>
<td></td>
</tr>
<tr>
<td>Characteristics</td>
<td></td>
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<tr>
<td>Qualifications</td>
<td></td>
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<tr>
<td><strong>State, Regional, &amp; Local Issues:</strong></td>
<td></td>
</tr>
<tr>
<td>Overview of EMS Services’ Structure</td>
<td></td>
</tr>
</tbody>
</table>

**Resources:**

- Documents
- Websites
- Organizations
Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

- Instructor-led (face-to-face)
- Online (internet-based)
- Correspondence

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

Yes

What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?

- Per diem for time spent at session
- Mileage expenses
- Hotel expenses
- Food expenses (those not included in session)
- Annual payment of EMS Medical Directors can be part of grant funds obtained through our Rural EMS Assistance Fund

Do you have identified criteria to measure the effectiveness of these incentives?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

- State funding to EMS authority
- State funding to other entity

What portion of the education program(s) do participants have to pay for themselves?

None

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No
Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

Changes occur on a program-by-program basis. We should have a fixed number of topics and appropriate people involved and this will occur in the future.

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

Continuous quality improvement needs an ample amount of time to educated the medical directors.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, all Tribal EMS Agencies

Please indicate the following:

- Number of Tribal EMS Agencies your state regulates: 4
- Percentage of the total number of agencies regulated in the state are Tribal EMS: 3%

Comments about Tribal EMS in your state:

Tribal EMS Agencies are licensed within our State due to the fact that they also respond outside of the geographical border of the reservations. If they limit themselves to just the reservation there is no need to license them in the state. They have chosen to become state licensed and are also eligible for training and grants from the state because of their licensure.
Northern Mariana Islands

Information provided by:

Name: Thomas Manglona
Title: Fire Chief

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

Comments about EMS Service Manager education:
Specialized education such as this requires us to attend them off-island since none is available within our region but more importantly the lack of funding to attend them.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
No

Comments about EMS Agency/Service Medical Director education:
Specialized education such as this requires us to attend them off-island but more importantly the lack of local funding to make it happen.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
We don't have tribal EMS
Ohio

Information provided by:

Name: Linda Mirarchi  
Title: EMS Education Coordinator

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?  
Voluntary

Are these education program(s) standardized?  
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?  
State, Regional, & County EMS Authorities; Federal Government

By law, when writing Ohio Administrative Code (OAC), State agencies must review federal regulations and existing Ohio regulation to avoid contradiction and/or duplication. By law, the OAC must refer readers to an incorporated reference, which addresses the version/date of the material as well as the location of availability. The above organizations also serve as presenters at state and local workshops and conferences.

What instructional methodology is used to provide EMS Service Manager leadership education program?  
- Instructor-led (face-to-face)  
- CD (self-paced)  
- Online

Do you incentivize EMS Service Managers to participate in leadership education program?  
No
How is leadership development education for EMS Service Managers funded in your state?

- State funding to EMS authority
- Federal funding
- Local funding

What portion of the education program(s) do participants have to pay for themselves?

Dependent on the participant’s organization

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

There are leadership tracks at state conferences, e.g. the "Leadership Forum" as part of the Grant Medical Center EMS Week Conference. However, this track was limited to EMS Service Managers.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Voluntary

Is this education standardized?

Yes. Ohio ACEP course.
Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development

**EMS Systems:**
- Components
- Organizational Design
- Staffing & Response Configurations
- Communications & Dispatch
- Air Medical Considerations
- EMS Funding

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Legal Considerations
- Additional Responsibilities

**Personnel and Education:**
- Provider Education Requirements
- Involvement in Course Design & Instruction
- Initial & Continuing Education Issues

**EMS System Responsibilities:**
- Disaster/MCI Management
- Special Events Management
- Public Health Issues

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

**Resources:**
- Documents
- Websites
- Organizations

**Other Topics:**
- Tactical EMS
- EMS for Children
- Protocol Development
- Ohio Trauma Triage
- QA/QI
- Remediation

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

**State & Regional EMS Authorities**

The State requires an EMS agency to run under medical direction and sets forth the medical director's qualifications. Ohio EMS agencies are coordinated by individual medical directors, and the medical direction of a Regional Physicians Advisory Board, whose structure and powers are set forth in law. In addition, some regions have created EMS councils, whose membership includes fire, EMS, and hospital representatives. The
council coordinates the efforts of fire departments, pre-hospital care providers and hospital emergency department staff to ensure the best possible pre-hospital medical care for the victims of sudden illness or injury.

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

- Instructor-led (face-to-face)
- Online (internet-based)
- CD (self-paced)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

- Federal funding
- Local funding

What portion of the education program(s) do participants have to pay for themselves?

- Registration
- Travel costs
- Food
- Dependent on the participant’s sponsor

Do the education program(s) result in EMS Agency/Service Medical Director certification?

Yes

Is this certification for a defined period?

No

Are continuing education credits required for continued verification or re-certification?

No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?

No
Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:

Ohio ACEP course

Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown
Oklahoma

Information provided by:

Name: Dale Adkerson  
Title: Administrative Program Manager-EMS

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?  
Voluntary

Are these education program(s) standardized?  
Yes. We call it EMS Director 101, it touches on regulations, inspections, CQI, the state trauma system, and other items that a director is responsible for that is not within our regulations, such as budget acts, OSHA/Department of Labor requirements, etc.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

**EMS Systems:**  
Regionalization of Care  
EMS & Healthcare Integration

**EMS Management & Leadership:**  
Management of Human Resources  
Funding/Financial Management & Budgeting  
Regulations & Legal  
Data & Information  
Performance Improvement

**Medical Oversight:**  
Characteristics & Qualifications  
Responsibilities

**Workforce:**  
Recruitment & Retention  
Education & Training of Providers  
Provider Health & Safety

**System Responsibilities:**  
Community & Government Relations  
State, Regional, & Local Issues

**Resources:**  
Documents  
Websites  
Organizations
Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
State EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
No

How is leadership development education for EMS Service Managers funded in your state?
State funding to EMS Authority

What portion of the education program(s) do participants have to pay for themselves?
- Travel costs
- Food

Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
The leadership portion of the presentation touches on setting expectations, accountabilities, and leadership roles.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?</td>
<td>Yes</td>
</tr>
<tr>
<td>Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?</td>
<td>Voluntary</td>
</tr>
<tr>
<td>Is this education standardized?</td>
<td>No</td>
</tr>
<tr>
<td>Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?</td>
<td>State EMS Authority</td>
</tr>
<tr>
<td>What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?</td>
<td>Instructor-led (face-to-face)</td>
</tr>
<tr>
<td>Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?</td>
<td>Yes</td>
</tr>
<tr>
<td>What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?</td>
<td>6 Free Level 1 CME hours, Other expenses can be covered under a specific grant program, but it is not a requirement to participate in the Medical Director Training</td>
</tr>
<tr>
<td>Do you have identified criteria to measure the effectiveness of these incentives?</td>
<td>No</td>
</tr>
<tr>
<td>How is the education for EMS Agency/Service Medical Directors funded in your state?</td>
<td>State funding to EMS Authority</td>
</tr>
<tr>
<td>What portion of the education program(s) do participants have to pay for themselves?</td>
<td>Travel costs, Food</td>
</tr>
</tbody>
</table>
Do the education program(s) result in EMS Agency/Service Medical Director certification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   Responsibilities, tools, methods, and case studies.

**Tribal EMS**

Does your state regulate Tribal EMS Agencies?
   Yes, some Tribal EMS Agencies

Please indicate the following:
   Number of Tribal EMS Agencies your state regulates: 4
   Percentage of the total number of agencies regulated in the state are Tribal EMS: 80%

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to both EMS Service Directors and EMS Agency/Service Medical Directors?
   Yes

Do you know what topics are included in this education program(s)?
   No
Oregon

Information provided by:

Name: David Lehrfeld
Title: Medical Director EMS and Trauma

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

Fire based EMS chiefs may go through professional development through their agency. Private ambulances usually recruit or promote from within profession managers. The state does not provide specific education on administration other than education on using ePCRs and NEMSIS. The exception to this may be EMSC training in relation to PI measures.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Voluntary

Is this education standardized?

No
Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

- State EMS Authority
- Oregon Medical Board

The Oregon medical board sets the education standard and the EMS Authority regulates it. Neither is involved in providing the education, which is up to the individual medical director.

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

It is up to the individual as to how they gain their education.

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

Yes.

What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?

Education is required to maintain their licenses as medical directors.

Do you have identified criteria to measure the effectiveness of these incentives?

No.

How is the education for EMS Agency/Service Medical Directors funded in your state?

Up to the individual.

What portion of the education program(s) do participants have to pay for themselves?

- Registration
- Travel costs
- Food

Do the education program(s) result in EMS Agency/Service Medical Director certification?

No.

Is this certification for a defined period?

2 years.
Are continuing education credits required for continued verification or re-certification?
   Yes

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   No

**Tribal EMS**

Does your state regulate Tribal EMS Agencies?
   Yes, all Tribal EMS Agencies

Please indicate the following:
   Number of Tribal EMS Agencies your state regulates: 2
   Percentage of the total number of agencies regulated in the state are Tribal EMS: 1%
Pennsylvania

Information provided by:

Name: Richard Gibbons
Title: Director, Bureau of EMS

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
There are various continuing education offerings by either private individuals / consultants with some regional council guidance/input; Several consultants use these programs as outreach to their customers and potential customers

What instructional methodology is used to provide EMS Service Manager leadership education program?
• Instructor-led (face-to-face)
• Online (internet-based)

Do you incentivize EMS Service Managers to participate in leadership education program?
No

How is leadership development education for EMS Service Managers funded in your state?
State funding to EMS authority
What portion of the education program(s) do participants have to pay for themselves?

- Registration
- Travel costs
- Food
- It is variable depending upon who sponsors the programs; Regional council sponsored programs are often provided at no charge to the attendees via our EMS system funding

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

There is no formal program.

Comments about EMS Service Manager education:

This needs to be a higher priority for us. Getting agency "buy-in" to the process has ranged from full cooperation to complete non-participation in any of the efforts (voluntary) to this point.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Mandatory
Is this education standardized?

Yes. The education is available in an online format for agency medical directors.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Organizational Design
- Communications & Dispatch

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Legal Considerations

**Personnel & Education:**
- Certifying/Licensing of Personnel
- Provider Health & Safety

**EMS System Responsibilities**
- Disaster/MCI Management

**State, Regional, & Local Issues:**
- Overview of EMS Services’ Structure

**Resources:**
- Documents
- Websites
- Organizations

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?

State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?

Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?

No

How is the education for EMS Agency/Service Medical Directors funded in your state?

State funding to EMS authority
What portion of the education program(s) do participants have to pay for themselves?
   None

Do the education program(s) result in EMS Agency/Service Medical Director certification?
   Yes

Is this certification for a defined period?
   3 years

Are continuing education credits required for continued verification or recertification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   No

**Tribal EMS**

Does your state regulate Tribal EMS Agencies?
   No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
   Unknown
Rhode Island

Information provided by:

Name: Jason Rhodes
Title: Chief of Emergency Medical Services

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

Comments about EMS Service Manager education:
We would certainly advocate for an EMS Service manager education module, either through the Department of Health (State EMS office) or in collaboration with a community college. We feel it is needed educational component to the success of EMS Managers but do not have the staff to develop the curriculum.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
No

Comments about EMS Agency/Service Medical Director education:
We also believe this is a necessary training opportunity for Medical Directors.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown
South Carolina

Information provided by:

Name: Robert Wronski
Title: Director of EMS and Trauma

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Voluntary

Are these education program(s) standardized?

Yes. IFSAC Leadership I, II, II are available through the SCFA as basic management/administrative courses. Several regions also provide for the instruction of the NAEMT Principles of Ethics and Personal Leadership course. All classes are voluntary.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

**EMS Overview:**
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Communications & Dispatch
- Rural & Urban Systems Differences
- EMS & Healthcare Integration

**EMS Management & Leadership:**
- Management of Human Resources
- Funding/Financial Management & Budgeting
- Strategic/Business Planning
- Regulations & Legal

**EMS Management & Leadership (continued):**
- Data & Information
- Performance Improvement

**Medical Oversight:**
- Legal Considerations
- Responsibilities

**Workforce:**
- Provider Health & Safety

**System Responsibilities:**
- Disaster/MCI Management
- Community & Government Relations
- State, Regional, & Local Issues
Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
   Regional EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
   Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
   No

How is leadership development education for EMS Service Managers funded in your state?
   Local funding

What portion of the education program(s) do participants have to pay for themselves?
   Varies from provider to provider, some are 100% funded, some are 0% funded

Do the education program(s) result in EMS Service Manager certification?
   No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
   Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
   As previously described, IFSAC Leadership Courses I, II, III are available through the SCFA and NAEMT Principles of Ethics and Personal Leadership is taught as well at several of our regional facilities, not standardized by State Office.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
   Physician
Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
   
   No

Comments about EMS Agency/Service Medical Director education:
   
   Agency Medical Directors are required to attend one eight hour State Developed Medical Control Workshop to be eligible to be named as a Medical Control Physician for a service in South Carolina. No continuing education or re-taking of a workshop is required.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
   
   No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
   
   Unknown
South Dakota

Information provided by:

Name: Marilyn Rutz
Title: Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
State Office of Rural Health

What instructional methodology is used to provide EMS Service Manager leadership education program?
SafeTech Solutions teaches these classes

Do you incentivize EMS Service Managers to participate in leadership education program?
No

How is leadership development education for EMS Service Managers funded in your state?
Paid for by Department of Health; unknown what funding they use

What portion of the education program(s) do participants have to pay for themselves?
None
Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

The only programs are those taught by SafeTech Solutions and paid for by the Department of Health.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

- Physician
- Physician Assistant

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

Yes, all Tribal EMS Agencies

Please indicate the following:

Number of Tribal EMS Agencies your state regulates: 4

Percentage of the total number of agencies regulated in the state are Tribal EMS: 3%
Tennessee

Information provided by:

Name: Donna G. Tidwell
Title: EMS Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
  Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
  Voluntary

Are these education program(s) standardized?
  No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
  Educational opportunities are through TN Ambulance Service Association Mid-Winter Conference and Fall Reimbursement Conference.

What instructional methodology is used to provide EMS Service Manager leadership education program?
  Conference style with speakers and content on leadership and management

Do you incentivize EMS Service Managers to participate in leadership education program?
  No

How is leadership development education for EMS Service Managers funded in your state?
  Conference fees

What portion of the education program(s) do participants have to pay for themselves?
  • Registration
  • Travel costs
  • Food
Do the education program(s) result in EMS Service Manager certification?
   No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
   Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
   Conference style on management topics. We are in the process of partnering with Tennessee Ambulance Service Association to create a leadership course for new supervisors and managers.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
   Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
   Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
   Voluntary

Is this education standardized?
   No

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
   State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
   Medical Director Update conference. We also provide the new medical director with the EMS Medical Oversight and Directions textbooks
Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
   No

How is the education for EMS Agency/Service Medical Directors funded in your state?
   Conference fees and assistance from TN Ambulance Service Association

What portion of the education program(s) do participants have to pay for themselves?
   • Registration
   • Travel costs

Do the education program(s) result in EMS Agency/Service Medical Director certification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   Annual Medical Director update; Conference style with speakers on information on current information and trends in EMS

Tribal EMS

Does your state regulate Tribal EMS Agencies?
   No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
   Unknown
Texas

Information provided by:

Name: Joe Schmider
Title: State EMS Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Mandatory

Are these education program(s) standardized?

Yes. In Texas we will require that every Administrator of record (manager) complete an initial program on Texas EMS laws and 8 hours a year of continuing education annually. This will be a requirement starting 9-1-2014 by law, we are developing the program currently.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Overview:
- History of EMS Development
- EMS Agenda for the Future

EMS Systems:
- Components
- Communications & Dispatch
- Regionalization of Care
- Rural & Urban Systems Differences

EMS Management & Leadership:
- Funding/Financial Management & Budgeting
- Strategic/Business Planning
- Regulations & Legal

Medical Oversight:
- Characteristics & Qualifications
- Responsibilities

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?

State EMS Authority
What instructional methodology is used to provide EMS Service Manager leadership education program?

Still under development but I think that it will be all of the above

Do you incentivize EMS Service Managers to participate in leadership education program?

Yes

What incentives you offer EMS Service Managers to attend leadership education?

It will be the law.

Do you have identified criteria to measure the effectiveness of these incentives?

No

How is leadership development education for EMS Service Managers funded in your state?

- State funding to other entity
- Local funding

What portion of the education program(s) do participants have to pay for themselves?

Not sure yet, still developing but it will be mainly paid for by the manager or organization

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

I cannot answer yet, we are still developing.

Comments about EMS Service Manager education:

To operate or own an ambulance service in Texas you will need to document that you understand EMS.
EMS Leadership Education State-by-State Compendium

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

- Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

- No

Comments about EMS Agency/Service Medical Director education:

They teach themself but we are working on a statewide program for medical command or approve a national program.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

- I just don't know if we have any tribal EMS services in Texas
Utah

Information provided by:

Name: Robert Jex
Title: Specialty Care Program Manager

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Mandatory

Are these education program(s) standardized?
Yes. The same training is provided to each EMS training officer. They then provide the training in their individual agencies.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Overview:
- History of EMS Development
- EMS Agenda for the Future

EMS Systems:
- Components
- Communications & Dispatch
- Regionalization of Care
- EMS & Healthcare Integration

EMS Management & Leadership:
- Funding/Financial Management & Budgeting
- Data & Information
- Performance Improvement

Medical Oversight:
- Characteristics & Qualifications
- Legal Considerations
- Responsibilities

Workforce:
- Recruitment & Retention
- Education & Training of Providers
- Provider Health & Safety

System Responsibilities:
- Public Health Issues
- State, Regional, & Local Issues

Resources:
- Documents
- Websites
- Organizations
Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
State EMS Authority

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
Yes

What incentives you offer EMS Service Managers to attend leadership education?
- Food expenses (those not included in education session)
- Required for administrative oversight and instruction

Do you have identified criteria to measure the effectiveness of these incentives?
No

How is leadership development education for EMS Service Managers funded in your state?
- State funding to EMS Authority
- Federal funding through SORH
- Registration

What portion of the education program(s) do participants have to pay for themselves?
Travel costs

Do the education program(s) result in EMS Service Manager certification?
Yes

Is this certification for a defined period?
2 years

Are continuing education credits required for continued verification or re-certification?
Yes. Have to attend the certifying course every two years to maintain certification.
Is your state’s EMS Service Manager leadership education open to other EMS providers?
No

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
Leadership courses are offered twice a year and are funded in part by the SORH.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Voluntary

Is this education standardized?
Yes. Certification is offered through CIT. State EMS pays for the certification.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>EMS Systems (continued):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physician Leadership</td>
<td>Air Medical Considerations</td>
</tr>
<tr>
<td>EMS Systems:</td>
<td>EMS Funding</td>
</tr>
<tr>
<td>Components</td>
<td>Medical Oversight:</td>
</tr>
<tr>
<td>Organizational Design</td>
<td>Characteristics</td>
</tr>
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<td>Staffing &amp; Response Configurations</td>
<td>Qualifications</td>
</tr>
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<td>Additional Responsibilities</td>
</tr>
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<td>Personnel &amp; Education:</td>
<td>EMS System Responsibilities</td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Provider Education Requirements</td>
<td>Disaster/MCI Management</td>
</tr>
<tr>
<td>Initial &amp; Continuing Education Issues</td>
<td>Special Events Management</td>
</tr>
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<td>Program Approval &amp; Accreditation</td>
<td>Research</td>
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<td>Certifying/Licensing of Personnel</td>
<td>Public Health Issues</td>
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<tr>
<td>Provider Health &amp; Safety</td>
<td><strong>State, Regional, &amp; Local Issues:</strong></td>
</tr>
<tr>
<td></td>
<td>Overview of EMS Services’ Structure</td>
</tr>
</tbody>
</table>

**Resources:**
- Documents
- Websites

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**Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?**
- State EMS Authority

**What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?**
- Instructor-led (face-to-face)
- Online (internet-based)

**Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?**
- Yes

**What incentives you offer EMS Agency/Service Medical Directors to attend leadership education?**
- Mileage expenses
- Hotel expenses
- Food expenses (those not included in session)

**Do you have identified criteria to measure the effectiveness of these incentives?**
- No

**How is the education for EMS Agency/Service Medical Directors funded in your state?**
- Federal funding
What portion of the education program(s) do participants have to pay for themselves?
None

Do the education program(s) result in EMS Agency/Service Medical Director certification?
Yes

Is this certification for a defined period?
2 years

Are continuing education credits required for continued verification or recertification?
No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
No

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
EMSP Sponsors a yearly education session for all medical directors in the state. Emphasis is on rural CAH medical directors as they are the most removed from regular training and networking.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown

Comments about Tribal EMS in your state:
They are not regulated by the state.
Vermont

Information provided by:

Name: Chris Bell
Title: Director, OPHP/EMS

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
Yes. New England Council for EMS, EMS Managers course

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

EMS Management & Leadership
- Management of Human Resources
- Funding/Financial Management & Budgeting

Medical Oversight:
- Recruitment & Retention

Other Topics:
- Policies & Procedures

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
University of Vermont

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
No
How is leadership development education for EMS Service Managers funded in your state?
Local funding

What portion of the education program(s) do participants have to pay for themselves?
- Registration
- Travel costs
- Food

Do the education program(s) result in EMS Service Manager certification?
Yes

Is this certification for a defined period?
No

Are continuing education credits required for continued verification or recertification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
The New England Council for EMS (NECEMS) EMS Managers Program is a 40-hour module course focused on issues surrounding management and leadership of an EMS organization.
EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

No agency medical directors. One medical advisor per region

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Tribal EMS

Does your state regulate Tribal EMS Agencies?

We have no Tribal EMS Agencies
Virginia

Information provided by:

Name: Gary R. Brown
Title: Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?
Voluntary

Are these education program(s) standardized?
No

Who oversees/coordinates the administrative portions of the EMS Service Manager education program?
- State EMS Authority
- Regional EMS Authority
- County EMS Authority

Courses are independent. There is limited coordination among the State EMS Office and the volunteer associations and regional councils.

What instructional methodology is used to provide EMS Service Manager leadership education program?
Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?
No

How is leadership development education for EMS Service Managers funded in your state?
- State funding to EMS Authority
- State funding to other entity
- Local funding
What portion of the education program(s) do participants have to pay for themselves?

- Registration
- Travel Costs
- Food

Do the education program(s) result in EMS Service Manager certification?

No

Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

EMS Management Series includes:

1) Discipline with Due Process for the EMS Agency,
2) Strategic Planning, and
3) Funding your Future: Establishing Fee-for-Service Programs in Non-Profit EMS Agencies.

Under development - EMS Officer I.

http://www.vdh.virginia.gov/OEMS/Agency/LeadershipMgmt.htm. This includes the following:

1) Human Resources Management,
2) Community and Government Relations,
3) Administration,
4) Emergency Services Delivery,
5) Health and Safety,
6) Quality Management.

Virginia Association of Volunteer Rescue Squads: Leadership Challenge:

http://www.vavrs.com/leadership_challenge.htm. The EMS Leadership Challenge involves a Four-Step Process:

- Step 1. Complete an online assessment - This identifies your leadership strengths and areas for development.
- Step 2. Attend the EMS Leadership Challenge Summit - A two day, 16 hour, workshop where you work alongside other EMS leaders like yourself solving common agency problems, identifying your personal leadership goals, and focusing
on core EMS leadership success competencies. At the summit you meet your personal Accountability Mentor who will be available to help you through your self-study development to help assure your success.

- **Step 3. Self Study** - You will customize your personal One Page Plan. Your plan will include required readings, exercises and applications that build on your strengths and focus on opportunities for your development. In this phase your Accountability Mentor will be available to assist you to reach a predetermined plateau in your program participation process.

- **Step 4. Complete A "Gold Standard Project"** - Candidates choose a leadership project utilizing their newly developed skills. They complete a project plan, keep a project journal, write a final thesis and present their project results to a team of EMS professionals.

**Comments about EMS Service Manager education:**

The Virginia Office of EMS recognizes the importance of EMS Service Manager Leadership Education. EMS Officer training programs are currently under development with the assistance from key stakeholder groups in Virginia.

**EMS Agency/Service Medical Director Education**

**Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:**

- Physician

**Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?**

- Yes

**Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?**

- Mandatory

**Is this education standardized?**

- Yes.

On-line EMS Medical Director Training Course The Virginia Chapter of the American College of Emergency Physicians (VACEP) in cooperation with the Virginia Office of EMS (OEMS) has made arrangements to offer an on-line EMS Medical Director training program. This course satisfies the training component of the EMS regulatory requirements for initial endorsement as an EMS agency operational medical director.
(OMD) or an EMS training program physician course director (PCD). This course is an entry level introduction to the essentials of EMS medical oversight and direction. The materials were adapted from the National Highway Traffic Safety Administration's (NHTSA) “Guide for Preparing Medical Directors” which had previously been completed by the National Association of EMS Physicians (NAEMSP TM) and the American College of Emergency Physicians (ACEP) with funding support from NHTSA and the Health Resources and Services Administration (HRSA). This web-based program was produced by the Critical Illness and Trauma Foundation in collaboration with the NAEMSP TM, the National Association of State EMS Officials, and Montana State University's - Burns Technology Center. Funding support to prepare these web-bases materials was received from HRSA and NHTSA.

Virginia also requires two (2) four-hour "Hot Topics" courses within a five-year period to be re-endorsed as an Operational Medical Director (OMD). Topics listed under ‘Other’ below.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership
- History of EMS Development
- EMS Agenda for the Future

**EMS Systems:**
- Components
- Organizational Design
- Staffing & Response Configurations
- Communications & Dispatch
- Regionalization of Care
- Rural & Urban Systems Differences
- Community Health & Public Safety Integration
- Interface with Managed Care
- Air Medical Considerations
- EMS Funding

**Medical Oversight:**
- Characteristics
- Qualifications
- Components
- Legal Considerations
- Additional Responsibilities

**Personnel and Education:**
- Provider Education Requirements
- Involvement in Course Design & Instruction
- Initial & Continuing Education Issues
- Program Approval & Accreditation
- Certifying/Licensing of Personnel
- Provider Health & Safety
**EMS System Responsibilities**

- Disaster/MCI Management
- Special Events Management
- Research
- Public Health Issues

**State, Regional and Local Issues:**

- Overview of EMS Services' Structure

**Resources:**

- Documents
- Websites
- Organizations

**Other Topics:**

- Community Paramedicine
- Quality Improvement
- Patient Care Reporting
- Liability Protection
- Roles & Responsibilities of an OMD

---

**Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?**

State EMS Authority

**What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?**

- Instructor-led (face-to-face)
- Online (internet-based)

**Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?**

No

**How is the education for EMS Agency/Service Medical Directors funded in your state?**

State funding to EMS authority

**What portion of the education program(s) do participants have to pay for themselves?**

Travel costs

**Do the education program(s) result in EMS Agency/Service Medical Director certification?**

Yes

**Is this certification for a defined period?**

4+ years
Are continuing education credits required for continued verification or re-certification?
Yes

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
See above responses.

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No Tribal Agencies

Comments about Tribal EMS in your state:
Virginia does have recognized and identified Tribal Reservations in Virginia but none have an EMS agency. If any Tribal Reservation decided to form an EMS Agency they would be required to be licensed by the State EMS Office and would be subject to all applicable EMS regulations. If this occurred the answer to question 40 would change to a "yes."
Virgin Islands

Information provided by:

Name: Selwyn Mahon
Title: EMS Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/ Service Medical Directors, offered in your state?
No

Tribal EMS

Does your state regulate Tribal EMS Agencies?
No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
Unknown
Washington

Information provided by:

Name: Dolly Fernandes  
Title: State Director, EMS and Trauma

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
No

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:  
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?  
No

Tribal EMS

Does your state regulate Tribal EMS Agencies?  
Yes, some Tribal EMS Agencies

Please indicate the following:  
Number of Tribal EMS Agencies your state regulates: 6  
Percentage of the total number of agencies regulated in the state are Tribal EMS: <1%

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?  
Unknown

REvised NOVEMBER 5, 2014
West Virginia

Information provided by:

Name: Mark Wigal
Title: Office Director

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

No

Comments about EMS Service Manager education:

Budget Constraints keeps State Office from bringing in experts. Encourage individuals seek out training and post when we are aware of any.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

No

Comments about EMS Agency/Service Medical Director education:

Currently in development.

Tribal EMS

Does your state regulate Tribal EMS Agencies?

There are no Tribal EMS Agencies in West Virginia.
Wisconsin

Information provided by:

Name: Frederick T. Hornby II  
Title: Paramedic/Education Coordinator

EMS Service Manager Leadership Education

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?

Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?

Voluntary

Are these education program(s) standardized?

Yes. We currently have 2 programs one thru our office and an EMS Manager course given thru the Office of Rural Health. Our program goes thru the statutory and administrative responsibilities and the ORH program goes thru the business end of being an EMS manager

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
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</thead>
<tbody>
<tr>
<td>EMS Agenda for the Future</td>
</tr>
</tbody>
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<table>
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<tr>
<th>EMS Systems:</th>
</tr>
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<tbody>
<tr>
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</tr>
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<td>Communications &amp; Dispatch</td>
</tr>
<tr>
<td>Integration with EMS &amp; Healthcare</td>
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<tr>
<td>Strategic/Business Planning</td>
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<tr>
<td>Regulations &amp; Legal</td>
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<tr>
<td>Data &amp; Information</td>
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<tr>
<td>Performance Improvement</td>
</tr>
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<tr>
<th>Medical Oversight:</th>
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<tbody>
<tr>
<td>Recruitment &amp; Retention</td>
</tr>
<tr>
<td>Legal Considerations</td>
</tr>
<tr>
<td>Responsibilities</td>
</tr>
</tbody>
</table>
### Workforce
- Recruitment & Retention
- Education & Training of Providers
- Provider Health & Safety

### System Responsibilities
- Public Health Issues
- Community & Government Relations
- State, Regional, & Local Issues

### Resources:
- Documents
- Websites

---

**Who oversees/coordinates the administrative portions of the EMS Service Manager education program?**

- State EMS Authority
- State Office of Rural Health

The EMS office’s program is geared toward the statutory requirements of the service director and the ORH program is geared toward the administrative tasks involved with being a service director.

---

**What instructional methodology is used to provide EMS Service Manager leadership education program?**

- Instructor-led (face-to-face)

---

**Do you incentivize EMS Service Managers to participate in leadership education program?**

- No

---

**How is leadership development education for EMS Service Managers funded in your state?**

- State funding to EMS Authority
- State funding to other entity

---

**What portion of the education program(s) do participants have to pay for themselves?**

- Travel costs
- Food

---

**Do the education program(s) result in EMS Service Manager certification?**

- No
Is your state’s EMS Service Manager leadership education open to other EMS providers?

Yes

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:

Two courses, one thru our office to identify and communicate the statutory requirements and one through the ORH to discuss the administrative side of the job.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:

Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?

Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?

Mandatory

Is this education standardized?

Yes. New service medical directors are required to partake in a ppt presentation discussing the statutory requirements of being a medical director.

Please indicate the topic areas that are included in your state’s EMS Agency/Service Medical Director educational program:

**EMS Overview:**
- Physician Leadership

**EMS Systems:**
- Components
- Organizational Design
- Staffing & Response Configurations
- EMS Funding

**Medical Oversight:**
- Qualifications
- Components
- Legal Considerations

**Personnel and Education:**
- Provider Education Requirements

**State, Regional and Local Issues:**
- Overview of EMS Services’ Structure
Resources:
   Websites
   Organizations

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s)?
   State EMS Authority

What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?
   Online (internet-based)

Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?
   No

How is the education for EMS Agency/Service Medical Directors funded in your state?
   State funding to EMS authority

What portion of the education program(s) do participants have to pay for themselves?
   None

Do the education program(s) result in EMS Agency/Service Medical Director certification?
   No

Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers?
   Yes

Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state:
   When a new service medical director is named, they must view a PPT presentation on the statutory requirements of being a medical director.
Tribal EMS

Does your state regulate Tribal EMS Agencies?
  Yes, some Tribal EMS Agencies

Please indicate the following:
  Number of Tribal EMS Agencies your state regulates: 1
  Percentage of the total number of agencies regulated in the state are Tribal EMS: <1%

Are Tribal EMS Service Directors included in the mandatory EMS Agency/Service Medical Director education?
  Yes

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?
  Unknown
**Wyoming**

**Information provided by:**

Name: Andy Gienapp  
Title: State EMS Manager

**EMS Service Manager Leadership Education**

Are leadership education program(s), directed towards EMS Service Managers, offered within your state?  
Yes

Are these education program(s) mandatory or voluntary for EMS Service Managers?  
Voluntary

Are these education program(s) standardized?  
Yes. We are utilizing the EMS Leadership Academy developed by SafeTech Solutions, LLC. This is a multi-level program that is focused on the needs of the rural and frontier EMS agencies.

Please indicate the topic areas that are included in your state’s EMS Service Manager educational program:

<table>
<thead>
<tr>
<th>EMS Overview:</th>
<th>Medical Oversight:</th>
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<td></td>
<td>Community &amp; Government Relations</td>
</tr>
<tr>
<td></td>
<td>State, Regional, &amp; Local Issues</td>
</tr>
</tbody>
</table>
Who oversees/coordinates the administrative portions of the EMS Service Manager education program?

- State EMS Authority
- Contracted through SafeTech

This is an initiative through the state office, funded by Rural Health, and contracted to a private company.

What instructional methodology is used to provide EMS Service Manager leadership education program?

Instructor-led (face-to-face)

Do you incentivize EMS Service Managers to participate in leadership education program?

Yes

What incentives you offer EMS Service Managers to attend leadership education?

- Hotel expenses
- Food expenses (those not included in education session)

Do you have identified criteria to measure the effectiveness of these incentives?

Yes

Did the incentive(s) meet (or exceed) the effectiveness criteria?

This year will be the first offering. No data is available

How is leadership development education for EMS Service Managers funded in your state?

Federal funding

What portion of the education program(s) do participants have to pay for themselves?

Travel costs
Do the education program(s) result in EMS Service Manager certification?
No

Is your state’s EMS Service Manager leadership education open to other EMS providers?
No

Please describe in a short paragraph the leadership development education program(s) for EMS Service Managers offered in your state:
We just began utilizing the SafeTech Solutions EMS Leadership Academy. This is a four level course, with the first two levels very focused on helping leaders in rural and frontier states identify the particular challenges they are facing. Typically, this presents as workforce and funding issues. The goal of the program is to help the local EMS rethink how their system is working and where they can best apply resources. Networking among the students is a huge side benefit.

EMS Agency/Service Medical Director Education

Which health professionals are able to serve as an EMS Agency/Service Medical Director in your state:
Physician

Are education programs, directed towards EMS Agency/Service Medical Directors, offered in your state?
Yes

Are the education program(s) mandatory or voluntary for EMS Agency/Service Medical Directors?
Mandatory

Is this education standardized?
No

Who oversees/coordinates the administrative portions of the EMS Agency/Service Medical Director education program(s):
State EMS Authority
<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
</tr>
</thead>
<tbody>
<tr>
<td>What instructional methodology is used to provide EMS Agency/Service Medical Director education program(s)?</td>
<td>This has varied over the years, and is dependent on funding, interest, and level of expertise</td>
</tr>
<tr>
<td>Do you incentivize EMS Agency/Service Medical Directors to participate in the education program(s)?</td>
<td>Yes</td>
</tr>
</tbody>
</table>
| What incentives you offer EMS Agency/Service Medical Directors to attend leadership education? | • Per diem for time spent at education session  
• Hotel expenses |
| Do you have identified criteria to measure the effectiveness of these incentives? | No |
| How is the education for EMS Agency/Service Medical Directors funded in your state? | State funding to EMS authority |
| What portion of the education program(s) do participants have to pay for themselves? | • Travel costs  
• Food |
| Do the education program(s) result in EMS Agency/Service Medical Director certification? | No |
| Is your state’s EMS Agency/Service Medical Director education program(s) open to other EMS providers? | Yes |
| Please describe in a short paragraph the education program(s) for EMS Agency/Service Medical Directors offered in your state: | This has been rather haphazard, and has ranged from the formal NAEMSP course to instruction provided by local physicians. |
Tribal EMS

Does your state regulate Tribal EMS Agencies?

No

For the Tribal EMS Agencies that your state does not regulate, do you know if they have any education program(s) directed to EMS Service Directors or EMS Agency/Service Medical Directors?

Unknown