ASM

Ambulance Service
Manager Program

Certificate Program Syllabus

Sponsored by:

American Ambulance Association and Fitch & Associates

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Table of Contents

OVERVIEW

Over two decades ago, the Management Training Institute (MTI) intended to develop a certificate program for Ambulance Service Managers (ASM). A curriculum was created covering the broad knowledge base needed for an ambulance service manager. The intent was for AAA members, participating in specific content areas at each conference, to complete the certificate program. After a few years, the model was felt not to be ideal for meeting the goal.

The MTI Committee eventually partnered with Fitch & Associates to develop a more intensive ASM development experience. Twenty years later, there have been over 1,000 graduates and the program is now offered twice a year to up to 90 participants. The program you begin today has evolved many times and is the result of the hard work of committed and dedicated professionals who want you to be a great leader in the 21st century.

TARGET AUDIENCE

The ASM program is targeted at new and existing managers of ambulance services. We assume that you have been a frontline supervisor and received training similar to the Beyond the Streets supervisor workshop. Participants are not expected to achieve mastery in any topic area, but the program strives to provide a functional understanding. This is not a conference or training program, but a certificate program for your learning and development.

AIM

To provide a foundation of knowledge and skills that enables ambulance service managers to develop as professional managers, appreciate how to critically think and search out answers, and recognize that there is much more to learn.

RULES OF ENGAGEMENT

- Arrive on time; be prepared to start the session
- Listen respectfully
- Build on previous points
- Speak concisely
- Direct your comments at your classmates
- Articulate your arguments systematically
- State your assumptions
- Give evidence to support your claims
- Participate wholeheartedly
- Turn cell phones completely off
- Turn email completely off

PARTICIPATION

The ASM curriculum and experience is built around full participation. To gain the complete developmental experience and successfully complete the program, participants must be present and participate in all onsite sessions.

You and your direct supervisor should arrange for you to be free from conflicting duties (including phone calls) while participating in the programs (2) six-day sessions. In addition, you will need to plan to participate in scheduled calls or web meetings with your group and faculty.

In addition to the onsite learning sessions, participants must complete all individual and group project assignments by the assigned deadline. You may expect up to four (4) hours of work per week between online and group project activities. Participants that do not fulfill these requirements will be incomplete and will not successfully complete the certificate program.

The onsite weeks conclude at 1500 hours CT on Friday. Return travel should not be booked to depart before 1700 hours CT (1730 if renting a car).

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LEARNING FORMAT

The ASM program uses a mixed method of learning. Included are:

- Onsite, face-to-face instruction and facilitation;
- Asynchronous, online learning;
- Individual and group project work;
- Leadership Practices Inventory (LPI); and,
- Leadership Cinema;

Collectively, the mixed method provides a diverse and challenging learning experience.

ONSITE SESSION SCHEDULE

The program starts on Sunday and is completed midday Friday afternoon. The day begins at 0800 hours and concludes by 1645 hours (1500 on each Friday). Lunch is one hour and 30 minutes and is on your own. Two 15-minute breaks are provided each morning and each afternoon. There are two evening sessions - mid-week - each week. Participants must attend all sessions.

Following is a tentative agenda for the two onsite weeks. The content will not change, but the order of the presentations may alter due to scheduling considerations.

Week One

Sunday AM	Welcome / Opening Introduction to ASM, Project & 360 EMS Foundations
Sunday PM	Intro to Appreciative Inquiry DiSC
Monday AM	Leading Change High Reliability & Trust Case Study: Strategy to Action
Monday PM	Fleet Maintenance Materials/Supply Management
Tuesday AM	Writer's Workshop I, II, III
Tuesday PM	Intro to Coaching Top 10 Teams
Tuesday Evening	Leadership Cinema
Wednesday AM	Pre-Planning for the Unexpected Leading Major Events Case Study
Wednesday PM	Building a Business Case & Project Management Case Study: PM
Thursday AM	Recruitment/Retention Management Employee & Fleet Safety Case Study
Thursday PM	Labor & Employment Law Liability Case Review/Risk Mitigation Case Study: EMS Law
Friday AM	Process Improvement Service Defect Investigation
Friday PM	Working as a Team

Week Two

Sunday AM	Welcome Back LPI 360 Reports 360 Feedback Planning
Sunday PM	Voice of the Customer Case Study
Monday AM	Introduction to 9-1-1 Technology Administration of IT Case Study: Emergency IT
Monday PM	Budgeting, Economics of Ems & Compliance System Funding/Reimbursement Case Study
Tuesday AM	Responsible Contracting for Ambulance Service/Accreditation Government Relations & Acumen Case Study: Participating in Your System Design
Tuesday PM	EMS System Drivers EMS System Design & Models Case Study: System Design
Tuesday Evening	Leadership Cinema
Wednesday AM	Using CAD, ePCR, and Other Data to Manage Your System
Wednesday PM	Organization Productivity/Time Management Work Life Balance Emotional Intelligence
Thursday AM & PM	Group Project Presentations Group Evaluations Generational Diversification in Ems Just Culture
Thursday Evening	Celebration Reception
Friday AM	Out-of-Hospital Health Intervention IHI Model for Improvement Case Study
Friday PM	Live Into Your Future

ONLINE SCHEDULE & FORMAT

The ASM program includes work completed in advance of the onsite sessions and in the interim between onsite sessions. Work is completed online using the Ninth Brain System (NBS), our new Education Partner. Participants are required to login and read the ASM update each week and are encouraged to participate in the online discussion forums.

NBS: http://fitchassoc.ninthbrain.com

Individual and group assignments are due each week on Monday and are submitted online or via email as directed. Assignments are posted in the Announcement area on the home page of the NBS and a weekly update email is distributed as a reminder.

ASSIGNED	DUE	On-Line Pre-Learning (Weeks Prior to Week I)
Prior		Participant Agreement
Prior		Participant Data Sheet
Week 1	Monday	DISCOVERY LESSON
Week 2	Monday	**DISCUSS::** What is One Thing?
Week 3	Monday	**DISCUSS::** As an ASM Customer
		VIDEO::
Week 4	Monday	**DISCUSS::** What's Your Learning Style?
Week 5	Friday	**DISCUSS::** Last Minute Thoughts
ASSIGNED	DUE	Week I Assignments (To Be Completed During Week I)
Sunday	Thursday	**PROJECT::** Devise plan for Project Assignments
Sunday	Monday	**360::** Online, login and invite reviewers.
ASSIGNED	DUE	On-Line Learning (6 weeks between sessions)
Week 1	Monday	**DISCUSS::** Reflections & Getting Started
		360:: Complete the online survey self-assessment. Follow up with invited reviewers to confirm/encourage completion.
Week 2	Monday	**DISCUSS::** Leadership
		360: Follow up with invited reviewers to confirm or encourage completion.
Week 3	Monday	**DISCUSS::** Strategic Planning
		360:: Follow up with invited reviewers to confirm or encourage completion.
Week 4	Monday	**DISCUSS::** Customer Focus
		360:: Follow up with invited reviewers to confirm or encourage completion.
		PROJECT:: Mid-point Check-in with Faculty Advisor
Week 5	Monday	**DISCUSS::** Measurement, Analysis, and Knowledge Management
		360:: Follow up with invited reviewers to confirm or encourage completion.
		Writer's Workshop: writing assignment
Week 6	Monday	**DISCUSS::** Workforce Focus
		360:: Follow up with invited reviewers to confirm or encourage completion.
Week 7	Monday	**DISCUSS::** Process Management
		360: All reviewers completed surveys must be submitted.
Week 8	Monday	**DISCUSS::** Closing Reflections
		READING:: EMS System Design pre-reading (Jerry Overton)
	Tuesday	**PROJECT::** Paper report due to faculty advisor.
	Thursday	**PROJECT::** Group presentations.
		Subject to change

GROUP PROJECT

A large part of your ASM learning experience includes participating in a group team project between learning sessions and presenting your results to your peers in the second learning session. Complete details of the project are found in the document *ASM Group Project Instructions*. This document can be found on NBS in the File Cabinet section.

On Monday of the first onsite week, project groups will be assigned. Project groups are created using a mix of participants from different geographic regions, organization types, gender, and DiSC profile. Project groups will sit and work together for the remainder of the ASM program.

Completing the project successfully will require individual and group work between sessions. The results of the teams' work will be presented in the second onsite week. Each project team will present to your peers.

LEADERSHIP PRACTICE INVENTORY (LPI)

As part of the ASM program, you will participate in a multi-reviewer survey or 360-degree leadership assessment instrument. The ASM program uses the Leadership Practices Inventory (LPI) developed by James M. Kouzes and Barry Z. Posner, which has been used by nearly a million leaders worldwide.[1]

The LPI will require you, your direct supervisor, peers, and direct reports to complete an online survey about your leadership. The LPI focuses on five practices of exemplary leadership:
1. Modeling the way,
2. Inspiring a shared vision,
3. Challenging the process,
4. Enabling others to act, and
5. Encouraging the heart.

The resulting report will be provided to you in the second week and used as part of the sessions.

LEADERSHIP CINEMA

Each onsite week includes an evening leadership cinema session. The intent is to blend education with entertainment at the midpoint in the week. Participants are welcome to bring their own food and beverage and watch the movie. Included with the movie experience, a faculty member will facilitate a discussion around key learnings.

CASE STUDY METHOD

The case study method of learning was made famous at the Harvard Business School. It involves real- world situations, with heavy student involvement, and expert faculty involvement. The ASM program strives to include one to two case studies per day. Participants review and prepare for the cases in advance and are responsible for being prepared for the scheduled case sessions.

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[1] Kouzes J.M. & Posner B.Z. (2007). The Leadership Challenge, 4th Edition. San Francisco, CA: Jossey Bass

WELCOME & CELEBRATION RECEPTION

On Sunday evening of the first week from 1700-1800 hours, the ASM faculty invites you to an informal **welcome reception** in the Hospitality Area of the hotel. Complimentary beverages and snacks are provided. This is an opportunity to informally welcome you to the program and allow you to meet your new peers.

On the Thursday night of the second week at 1700-1800 hours, the ASM faculty invites you to an informal **celebration reception** in the Hospitality Area. Complimentary beverages and snacks are provided. This is an opportunity to informally celebrate the ASM journey before the final day. The Jerry Love Award or David Nelson Award recipient will be announced at the reception.

CURRICULUM OBJECTIVES

The following is a brief description of the core objectives of the ASM program content.

EMS Foundations
- Understand key events, reports, and turning points in the EMS industry.
- Appreciate how the past has influenced the present EMS industry.
- Describe the attributes of an EMS system and how these and more recent findings should guide ambulance operations.

DiSC
- Discover individual work style profiles.
- Learn how diverse work styles operate in concert and can complement accomplishing projects.

Introduction to Appreciative Inquiry
- Introduce the concept of Appreciative Inquiry (AI) and how it can be applied to leadership and organizational development.
- Learn the potential of asking powerful questions and listening to peers answer through stories.
- Describe the 4-D cycle and the 8 principles of AI.

Economics of EMS
- Gain a foundational awareness of the economical environment ambulance services operate within.
- Understand core concepts including system model, price/subsidy tradeoff, economies of scale, fee for transport, etc.

Foundations of Finance
- Appreciate how decision-making relates to financial impact.
- Understand how to use data and how it crosses organizational business processes.

- Learn considerations for data management and analysis.
- Gain general knowledge to read a financial statement.
- Discuss pricing strategies for contracts or transports.

Writer's Workshop
- Understand the unique form of business writing.
- Learn key considerations for effective writing.
- Practice writing through diverse exercises.

Budgeting
- Understand key considerations for developing a budget.
- Introduce methods of forecasting.
- Recognize difference between public and private finance.
- Appreciating how things affect the process (e.g., depreciation, accrual, EBITA).

Project Management
- Identify the core components of successful project management.
- Understand the significance of having a project lead and diverse involvement.
- Become familiar with concepts such as Gantt charting, milestones, etc.

Leading Change
- Identify key drivers of change.
- Describe what causes failures of change initiatives in EMS organizations.
- Outline at least three known success strategies for managing change

High Reliability & Trust
- Discuss the importance of strategic planning.
- Introduce various methods including internal and whole system processes.
- Understand the pros and cons of long and short-term planning thinking.
- Learn how strategic planning converts into action.

System Funding
- Introduce methods of system funding (e.g., subsidy, fees, subscriptions, grants, etc.).
- Understand the implications of the price/subsidy tradeoff.

Reimbursement
- Understand the general process of reimbursement.
- Appreciate the role of payer mix.
- Introduce core concepts in insurance company contracting.
- Describe the key elements of effective compliance management.

Introduction to Coaching
- Identify the roles of coach and client.
- Learn the appreciative coaching model.
- Practice coaching clients on their leadership development.

Effective Team Strategies
- Appreciate the importance of team effectiveness.
- Learn 10 strategies for successful teams.

Responsible Contracting for Ambulance Service
- Understand the importance of effective contracting for emergency ambulance service.
- Discuss the five hallmarks of effective contracting.

Government Relations and Acumen
- Identify diversity of governmental officials from local to federal.
- Understand how their policy decisions can affect your service.
- Discuss strategies for engaging policy makers and developing their EMS knowledge.

EMS System Drivers
- Discuss the key drivers of EMS system design.
- Understand how design and operation may influence patient outcomes.
- Learn of new developments in design thinking.

EMS System Design & Models
- Discuss five common system provider models.
- Understand variation of system design (e.g., static to dynamic).
- Gain appreciation for considerations associated with system design/operating decisions.

EMS Communications
- Develop basic understanding of the role of the communication center.
- Identify strategies for collaboration that improve process and operations.
- Understand protocol-based dispatch versus criteria-based dispatch, call screening or no process at all.

Foundations in Deployment
- Discuss the roots of deployment management.
- Introduce the core concepts (e.g., supply/demand, unit hour, etc.)
- Develop basic deployment plan.

ASM Excellence
- Identify and articulate intentions for project work
- Provide support and assistance in continued leadership development

Fleet Maintenance
- Discuss ambulance model decision-making and procurement.
- Understand effective preventive maintenance.
- Learn about depreciation, remounting, and other aging considerations.

Materials/Supply Management
- Discuss strategies for purchasing and inventory.
- Introduce best practices in supply management (e.g., speed loading).
- Understand equipment depreciation.

Leadership Practices Inventory (LPI) Feedback & Planning
- Review results of multi-reviewer feedback report process.
- Develop development plans for acting on feedback.

Ethical Decision Making
- Use an exercise to highlight ethical decision making.
- Consider and discuss ethical choices from differing perspectives.

Introduction to EMS Technology
- Highlight common and emerging technologies available and in use in the EMS marketplace.
- Discuss the opportunities and challenges in EMS technology.

Administration of IT
- Gain a basic understanding of general IT administration needs (e.g., CAD, equipment, PDAs, email).
- Discuss importance of backup systems and maintenance needs.
- Explore internal versus outsourced IT considerations.

Process Improvement
- Understand the difference between quality assurance and quality or process improvement.
- Introduce the model for improvement.
- Practice using the components of the model to improve EMS processes.

Service Defect Investigation
- Recognize that service failures will occur and must be addressed.
- Discuss strategies for an effective assessment process.
- Understand the influence on staff and customers when process is not well thought out or is poorly implemented.

Labor & Employment Law
- Review core labor and employment law.
- Discuss how EMS organizations are not different than any other organization.
- Identify key legal risk areas in organizations.

Liability Case Review/Risk Mitigation
- Review key and recent case law with implications on EMS.
- Understand the importance of risk mitigation.
- Develop critical thinking using case examples.

Recruitment/Retention Management
- Understand the recruitment customer, their interest, and needs.
- Discuss recruitment avenues and methods (e.g., websites, sign on bonuses).
- Introduce best practice method of tracking and managing employee retention.

Employee & Fleet Safety
- Discuss the essential principles of safety.
- Introduce strategies for managing safety (e.g., road safety).
- Evaluate and discuss improvement opportunities from data.

Appreciative Supervision
- Building on the growing understanding of Appreciative Inquiry, Coaching Skills and Team Building
- Learn to write powerful questions
- Reclaim your personal power

Human Resources Open Forum
- An open questions and answer discussion with experienced managers to discuss your experiences and challenges in this arena including topics such as
  - Human Resource Challenges
  - Difficult Employees
  - Conflict Resolution
  - Coaching, Counseling, and Termination

Organizational Productivity/Time Management
- Learn strategies for optimization of process.
- Identify methods for managing and processing information.
- Introduce the 80/20 rule and batching.

Managing Generations
- Identify three key generations in the workplace.
- Understand why each generation is the way they are and what they want from a workplace and how to manage them effectively.

Voice of the Customer
- Discuss strategies for soliciting useful customer feedback.
- Appreciate how the feedback can roll into personal development through rounding.
- Introduce concept of scripting.

Case Management/Out-of-Hospital Health Intervention
- Make a business case for case management and intervention.
- Identify patient categories with potential system or clinical impact.
- Discuss activities possible for out-of-hospital intervention.

IHI Model for Improvement
- Introduce the Institute for Healthcare Improvement.
- Introduce the Model for Improvement.
- Discuss the importance of testing before implementation.
- Learn the PDSA cycle.

Live Into Your Future
- Discuss professional and personal growth
- Identify future educational and developmental opportunities in their life

DRESS CONSIDERATIONS

Participants are requested to adhere to business casual attire. The following link is provided as guidance for acceptable business casual attire:
http://humanresources.about.com/od/workrelationships/a/dress_code.htm

IN CASE OF EMERGENCY

At least one faculty member is staying at the hotel at all times and/or is onsite. If you require urgent assistance, you may also reach us directly on our cell phones:

David E. Nelson	(816) 896-3835
Joseph (Jay) Fitch	(601) 597-4911
Anthony Minge	(509) 842-8642

ASM LEADERSHIP AWARDS

Jerry Love was a 2006 ASM graduate from Gold Cross Ambulance in Salt Lake City, UT. He was a model of the values and actions of a true EMS leader we all aspire to be. He passed unexpectedly just after making a strong impression on the ASM community. An award was named in his honor.

The David Nelson Leadership Award is given to a single Ambulance Service Manager (ASM) graduate each year. "The Nelson Award" is named to honor Dr. David Nelson, who first introduced the appreciative supervision concept in emergency medical services. Dr. Nelson continues to serve as a core faculty member and a mentor for ASM students.

The award winner is selected by their peers as the individual that best typifies a thoughtful, caring leadership style. In week two, each ASM participant votes for a peer that exemplifies the best of the ASM program. The award winners from each class are invited to speak for a few minutes on behalf of their class at the ASM graduation ceremony at the Pinnacle EMS Annual Conference.

ASM CERTIFICATE AWARD CEREMONY

ASM participants that successfully complete the program are recognized at Fitch & Associates' annual Pinnacle EMS conference.

RECOMMENDED EMS MANAGER READING LIST

American Ambulance Association. (2004). *Community guide to ensure high performance emergency ambulance service.* McLean, VA: American Ambulance Association.

Becknell, J.M. (1995). *Medic life: Creating success in EMS*. Carlsbad, CA: Jems Communications. Berwick, D.M. (2004). *Escape Fire: Designs for the future of health care*. San Francisco: Jossey-Bass.

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Dernocoeur, K.B. (1996). *Streetsense: Communications, safety, and control (3rd. Ed)*. Redmond, WA: Laing Research Services.

Dick, T. & Friends. (2005). *People care: Career-friendly practices for professional caregivers*. Van Nuys: Cygnus Business Media.

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Fitch, J.J., Keller, R.A., Raynor, D., & Zalar, C. (1993). *EMS management: Beyond the streets (2nd Ed.)*. Carlsbad, CA: JEMS.

Institute of Medicine. (2006). *Emergency medical services: At the crossroads.* Washington, DC: National Academies of Science.

International City/County Management Association. (2005). EMS in critical condition: Meeting the challenge [Item No. E-43338]. *IQ Report, 37*(5). Washington, DC: International City/County Management Association.

Kuehl, A.E. (2002), *Prehospital Systems & Medical Oversight* (3rd Ed). Dubuque, IA: Kendal Hunt Publishing Company.

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Walz, B. (2002). *Introduction to EMS systems.* Albany, NY: Delmar.