National Fire Academy

W0146 – Supervising Emergency Medical Services
Version: 2nd Edition, 2nd Printing, February 2025
Quarter:
ACE Credit: Pending
IACET Continuing Education Units: Pending

Length of Course: 2 Days (16 hr., 10 min. contact hours)
Prerequisite: Yes
Curriculum: Emergency Medical Services
Training Specialist: Robert Stakem
Instructor:
Instructor email/phone:
Classroom: J-
Meeting Time: 8 AM – 5 PM

Table of Contents

Course Description	Course Resources
Primary and Secondary Audience	Evaluation Procedures
Course Scope	Course Outline
Course Objectives	Policies
Course Delivery Method	

W0146 – "Supervising Emergency Medical Services." This 2-day course provides an introduction to the knowledge, skills and abilities required to navigate current emergency medical services (EMS) management issues and the challenges in moving from EMS provider to EMS supervisor.

Course topics and activities include:

- The transition to leadership.
- Time and task management.
- Communication.
- Information and technology.

- Talent management.
- Health and safety.

Student Qualifications (Primary and Secondary Audience)

The target audience for the SEMS course references officer competencies in the National EMS Management Association (NEMSMA) "Seven Pillars of National EMS Officers Competencies." The SEMS course specifically targets audiences which include, but are not exclusive to, EMS supervising officers, referred to as the front-line supervisor, field supervisor or EMS lieutenant. These personnel provide first-line supervision in the field or station to emergency medical technicians (EMTs) and paramedics. They are responsible for ensuring the smooth running of daily operation schedules, assignments and resources while providing supervisory support for staff in field operations.

Course Scope (Goal)

This course, "Supervising Emergency Medical Services" (SEMS) (F/W0146) is one of three emergency medical services (EMS) curriculum courses. The goal of this course is to provide the students with introductory information for personnel entering EMS supervisory positions. It provides EMS supervising officers with knowledge and skills that can be taken back to the work environment to navigate current EMS issues and the challenges in moving from EMS crew personnel to a supervisory position. At the completion of this course, the students will be able to anticipate and manage most issues facing EMS supervising officers, including day-to-day operations, supervision of time, human resources, financial budgeting and equipment/fleet.

Course Objectives (Course Learning Outcomes – TLOs)

After successfully completing this course, you will be able to accomplish the following:

- Formulate effective use of the appropriate supervisory skills and ethics to manage emergency medical services (EMS) personnel and serve as a leader for the staff supervised.
- Construct and compile best practices of a supervising officer to structure time effectively and efficiently, concentrate on priorities, and be efficient at multitasking.
- Develop effective skills and techniques to communicate with co-workers and stakeholders.
- Assess individual and organizational tools and data to measure and improve self and organizational performance.
- Express direct and indirect supervision to line emergency medical services (EMS) providers.
- Create a culture of workplace safety as an emergency medical services (EMS) supervising officer.

Course Delivery Method

The National Fire Academy (NFA) offers specialized training courses and advanced management programs of national impact in an academic classroom environment [on campus at the National Emergency Training Center (NETC) in Emmitsburg, Maryland](#) and through their State, local, and tribal training partners. This classroom course is designed for the national level fire service officer from State and local fire service organizations. All course materials are designed for interactive classroom environments, in either paper notebook or electronic formats.

Course Schedule

The purpose of the course schedule is to give you, at a glance, the required preparation, activities, and evaluation components of your course.

DAY 1	DAY 2
Introduction, Welcome and Administrative	Unit 3: Communication (cont'd) Activity 3.1: Communication Within the Community
Break	*Break*
Unit 1: Transition to Leadership Activity 1.1: Job Description Activity 1.2: Giving Orders	Unit 4: Information Technology Activity 4.1: Technology Use in Emergency Medical Services Activity 4.2: Patient Care Report Analysis
Lunch Break	*Break*
Unit 1: Transition to Leadership (cont'd) Activity 1.3: The Pizza Place	Unit 5: Talent Management Activity 5.1: Organization Span of Control
Break	*Lunch Break*
Unit 2: Time and Task Management Activity 2.1: Management Skills	Unit 5: Talent Management (cont'd) Activity 5.2: Performance Appraisals
Break	*Break*
Unit 3: Communication	Unit 6: Health and Safety Activity 6.1: Safety Policies and Procedures Final Exam

Note: This schedule is subject to modification by the instructors and approved by the training specialist.

Course Resources (Instructional Materials)

In order to be fully prepared, obtain a copy of the required textbooks and other instructional materials prior to the first day of class.

Required Readings

The student must complete required readings during the course to be able to thoughtfully participate in discussions and activities.

None.

Suggested Reading/Resources

Suggested readings and resources are not evaluated, but may enhance the student's understanding, serve as additional sources for citation and promote discussion of course material.

None.

Required Resources (Course Textbook)

Student Manual.

Supplemental Resources (Supplemental Course Textbook)

None.

Grading Methodology (Evaluation Procedures)

Students will be graded on one 25-question, multiple-choice exam at the end of the course.

Standard NFA grading policy applies.

The required performance to successfully complete the course is attained by completing the class with a letter grade of a "C" or higher.

Letter Grade	Point Range
A	90-100
B	80-89
C	70-79
F	69 or lower

Required Reading Assignments

Student completion of reading assignments will be done via evaluation of their class participation and will not be a separately graded activity.

Suggested Readings

Suggested readings are not evaluated, but may enhance the student's understanding and promote discussion of course material.

Course Outline

Introduction (Day 1)

Objectives

None.

Unit 1: Transition to Leadership (Day 1)

Objectives

<u>Terminal Objective</u>

The students will be able to:

1.1   Formulate effective use of the appropriate supervisory skills and ethics to manage emergency medical services (EMS) personnel and serve as a leader for the staff supervised.

<u>Enabling Objectives</u>

The students will be able to:

1.1   Correlate leadership knowledge, skills and abilities (KSAs) of the EMS supervising officer to the National EMS Officer Competencies.

1.2   Apply the basic practices and procedures required to perform an EMS supervising officer's daily job responsibilities and tasks.

1.3   Adapt a supervisory perspective to account for key factors of the EMS workforce.

1.4   Compare and contrast ethical, and potentially unethical, behaviors for the EMS supervising officer.

Unit 2: Time and Task Management (Day 1)

Objectives

Terminal Objective

The students will be able to:

2.1   Construct and compile best practices of a supervising officer to structure time effectively and efficiently, concentrate on priorities, and be efficient at multitasking.

Enabling Objectives

The students will be able to:

2.1   Organize workflow to effectively execute a supervising officer's duties to ensure all assigned items are completed in a timely manner.

2.2   Analyze and select effective tools and resources to ensure necessary steps are completed for tasks and project management to be accomplished appropriately.

Unit 3: Communication (Day 1)

Objectives

Terminal Objective

The students will be able to:

3.1   Develop effective skills and techniques to communicate with co-workers and stakeholders.

Enabling Objectives

The students will be able to:

3.1   Employ effective communication skills with co-workers at all levels of the organization using verbal and nonverbal communication.

3.2   Evaluate effective discussion facilitation methods, using a scenario, which demonstrate the importance of active listening to promote effective internal communication.

3.3   Analyze the importance of active listening techniques promoting effective communication with external individuals and organizations.

Unit 4: Information Technology (Day 2)

Objectives

<u>Terminal Objective</u>

The students will be able to:

4.1   Assess individual and organizational tools and data to measure and improve self and organizational performance.

<u>Enabling Objectives</u>

The students will be able to:

4.1   Propose technology usages to improve emergency medical services (EMS) system management.

4.2   Evaluate the use of Electronic Health Record (EHR) data points to improve processes for patient outcomes.

4.3   Validate analytical decisions to ensure clinical and operational excellence.

Unit 5: Talent Management (Day 2)

Objectives

<u>Terminal Objective</u>

The students will be able to:

5.1   Express direct and indirect supervision to line emergency medical services (EMS) providers

<u>Enabling Objectives</u>

The students will be able to:

5.1   Assess a supervisor's role during a training orientation program according to policies, procedures, safety plans and efficiency.

5.2   Create a culture of open communication to allow differences of opinion and focus on common ground.

5.3   Evaluate and select the characteristics of an effective performance appraisal that is open, honest and supportive.

Unit 6: Health and Safety (Day 2)

Objectives

Terminal Objective

The students will be able to:

6.1   Create a culture of workplace safety as an emergency medical services (EMS) supervising officer.

Enabling Objectives

The students will be able to:

6.1   Review standards, regulations and laws.

6.2   Assess safety hazards and address appropriately using risk assessment.

6.3   Construct and compile tools and best practices to improve responder and patient safety.

Policies

Class Attendance and Cancellation Policy

Attendance

- You are required to attend all sessions of the course. If you do not, you may not receive a certificate, and your stipend may be denied.

- If you need to depart campus early and miss any portion of the course and/or graduation, you must make the request in writing to the NFA training specialist. The training specialist, in collaboration with the superintendent, may waive the attendance requirement in order to accommodate you with extraordinary circumstances as long as you complete all course requirements. If you receive approval for departing early, you must forward the approval to the Admissions Office so your stipend reimbursement is not limited.

Student Substitutions

Substitutions for NFA courses are made from waiting lists; your fire department can't send someone in your place.

Cancellations or No-Shows

NFA's mission for delivery of courses is impaired significantly by cancellations and no-shows. It is very difficult and costly to recruit students at the last minute. Currently there is a two-year ban on student attendance for students who are no-shows or cancel within 30 days of the course start date without a valid reason. If you receive such a restriction, your supervisor needs to send a letter to our Admissions Office explaining the cancellation/no-show.

Course Failure

If you fail an on-campus course, you will not be issued a stipend for that course. You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

Student Code of Conduct Policy

Students, instructors and staff are expected to treat each other with respect at all times. Inappropriate behavior will not be tolerated and may result in removal from campus and denial of stipends.

Writing Expectations

Student writing will conform to the generally accepted academic standards for college papers. Papers will reflect the original work of the student and give appropriate credit through citations for ideas belonging to other authors, publications or organizations. Student written work should be free of grammatical and syntax errors, free of profanity or obscene language or ideas, and reflect critical thinking related to the course subject matter.

Citation and Reference Style

Attention Please: Students will follow the APA, Sixth Edition as the sole citation and reference style used in written work submitted as part of coursework to NFA. Assignments completed in a narrative essay, composition format, abstract, and discussion posts must follow the citation style cited in the APA, Sixth Edition.

Late Assignments

Students are expected to submit classroom assignments by the posted due date (11:59 p.m. EDT/EST) and to complete the course according to the published class schedule. As adults, students, and working professionals, you must manage competing demands on your time. Discussion board postings submitted within 3 days after the submission deadline will receive up

to a 20% deduction. Those that do not submit their discussion board postings within this timeline will receive a "0" grade for the week. Final assignment papers will not be accepted after the deadline. Any paper submitted after the deadline will receive a "0" grade for that assignment.

Netiquette

Online learning promotes the advancement of knowledge through positive and constructive debate – both inside and outside the classroom. Forums on the Internet, however, can occasionally degenerate into needless insults and "flaming." Such activity and the loss of good manners are not acceptable in a professional learning setting – basic academic rules of good behavior and proper "Netiquette" must persist. Remember that you are in a place for the rewards and excitement of learning which does not include descent to personal attacks or student attempts to stifle the forum of others.

- Technology Limitations. While you should feel free to explore the full-range of creative composition in your formal papers, keep e-mail layouts simple. The NFA Online classroom may not fully support MIME or HTML encoded messages, which means that bold face, italics, underlining, and a variety of color-coding or other visual effects will not translate in your e-mail messages.

- Humor Note. Despite the best of intentions, jokes and especially satire can easily get lost or taken seriously. If you feel the need for humor, you may wish to add "emoticons" to help alert your readers: ;-), :), ☺ .

Disclaimer Statement

Course content may vary from the outline to meet the needs of this particular group.

Grading

Please review the above grading methodology that explains how grades will be awarded. Students who do not complete the entire course will be awarded an Incomplete (I) grade. In accordance with National Fire Academy academic policies, an Incomplete (I) grade must be removed by the end of the next semester following the course, or it automatically becomes a Failing (F) grade.

If you fail an on-campus course, you will not be issued a stipend for that course. You can reapply for the failed course or any other NFA course and go through the random selection process. You don't have to successfully complete the failed course before attending another NFA course.

http://www.usfa.fema.gov/training/nfa/admissions/student_policies.html

Academic Honesty

Students are expected to exhibit exemplary ethical behavior and conduct as part of the NFA community and society as a whole. Acts of academic dishonesty including cheating, plagiarism, deliberate falsification, and other unethical behaviors will not be tolerated.

Students are expected to report academic misconduct when they witness a violation. All cases of academic misconduct shall be reported by the instructor to the Training Specialist.

If a student is found to have engaged in misconduct and the allegations are upheld, the penalties may include, but are not limited to one or a combination of the following:

* expulsion,
* withholding of stipend or forfeiture of stipend paid,
* exclusion from future classes for a specified period; depending on the severity it could range from 1-10 years, and/or
* forfeiture of certificate for course(s) enrolled in at NETC.

Refer to NFA-specific Standard Operating Procedure 700.1 – *Academic Code of Conduct and Ethics* for more information.