Chapter 3

EMS Providers and the EMS Officer
EMS Officer I Objectives

• Describe the EMS officer’s basic tasks.
• Describe a typical EMS station workday.
• Describe the transition from a provider to an EMS officer.
• Discuss the EMS officer’s role as a supervisor.
EMS Officer I Objectives

- Discuss the EMS officer’s role as a commander.
- Discuss the EMS officer’s role as a trainer.
- Describe the activities an EMS officer performs to maintain an effective working relationship with his or her supervisor.
EMS Officer I Objectives

• Describe the importance of integrity and ethical behavior.
• Describe how to maintain workforce diversity.
• Describe the concept of the EMS station as a business location.
Introduction

• An EMS officer is responsible for managing a work unit.
• Much of what an EMS officer does consists of routine administration activities.
• Supervising and managing EMS officers usually report to higher ranking officers.
EMS Officer Tasks

- Four basic vital tasks
  - Shift report
  - Notification
  - Decision making
  - Problem solving
Shift Report

• Provides a report at some point of the day
  • Provide on-duty staffing information and a sick leave list.
  • Note the location and condition of the EMS vehicles
Shift Report

![Shift Report Chart](image.png)
Notifications

• Some information must be passed up the chain of command quickly.
  • Exposure reports.
  • Information the chief/captain needs to know.
  • Anything that someone at a higher level may call to inquire about.
Decision Making and Problem Solving

• Chief/captains want EMS officers to run the station.
• Chiefs/captains prefer that EMS officer propose solutions to problems.
Example of a Typical EMS Station Workday

- Includes activities such as:
  - Equipment check
  - Cleaning
  - Productivity activity
  - Study time
  - Special station activity
Example of a Typical Volunteer Duty Crew

- Equipment check
- Classroom session, skill drill or community outreach activity
- Cleaning
Transition from an EMS Provider to an EMS Officer

- Four major career changes:
  - Completions of field training/precept period.
  - Beginning of work as a duty crew leader
  - Beginning work as a functional officer
  - Beginning work as a chief officer
  - Retirement
Promotion to EMS Officer

• Responsible for supervision, performance, and safety of personnel
• Representative of EMS Agency.
EMS Officer as Supervisor – Commander - Trainer

• Three roles of EMS officer:
  • Supervisor
  • Commander
  • Trainer
EMS Officer function as agency representative

- May function as the representative of the EMS agency.
- Follow policies, rules and regulations.
Commander

- Functions as the commander of the scene of an emergency incident
- May function as the initial incident commander
Commander

- An EMS officer establishing command should have:
  - Knowledge of responding agencies
  - Familiarity of local procedures
  - Ability to issue clear, direct orders
Trainer

• The EMS officer is responsible for the skill, confidence, and competence of the providers under his or her command.
Three recommendations to assist EMS officers in the training:

- Develop a personal training library
- Know your jurisdiction
- Use problem-solving scenarios
Developing a Personal Library

- Use a notebook with subject-matter tabs.
  - Various topic headings, school curricula, personal lists, and so on.
  - Keep notes from training events and handled incidents.
Developing a Personal Library

- Obtain copies of textbooks and reference used in EMS training and promotional reviews:
  - Trade journals
  - Peer review journals
Know Your Jurisdiction

- Conduct walkthroughs.
  - Take pictures
- Maintain good relationships with building managers in the area.
  - Schools, apartment complexes, nursing homes, power plants, etc.
Use Problem-Solving Scenarios

• Present a fact-based situation
  • Let personnel use the protocol book to formulate a treatment plan.
    • Asthmatic
    • STEMI
    • Stroke
    • Trauma
EMS Officer’s Supervisor

• Every EMS Officer has a supervisor.
• Every EMS officer has an obligation to work effectively with his or her supervisor.
• Keep the supervisor informed.
EMS Officer’s Supervisor

• EMS officers should not hesitate to make decisions appropriate for their level of responsibility.
• If your decision will have an impact that goes beyond the your scope of authority, talk to your supervisor.
Integrity

• Complex system of attributes that determines moral and ethical actions and reactions.
• Demonstrate behaviors by adhering to a moral code.
Ethical Behavior

- Includes making decisions and modeling behavior consistent with the agency’s:
  - Core values
  - Mission statement
  - Value statements
Workplace Diversity

- EEOC enforces civil rights in the workplace.
- Many EMS agencies have changed their practices to comply with civil rights laws.
  - The workforce should reflect the diversity of the community it serves
EMS Officer Role in Workplace Diversity

• Actionable items
  • Behaviors that require immediate corrective action
  • Failure to act is likely to create a liability and a loss for the agency
EMS Officer Role in Workplace Diversity

- Hostile workplace/sexual harassment
  - Employers have the duty to maintain a harassment free work environment.
  - Sexual harassment: Unwanted, uninvited, and unwelcome attention and intimacy in a nonreciprocal relationship.
The EMS Officer’s Role in Workplace Diversity

• Hostile workplace/sexual harassment (cont’d)
  • “Hostile work environment”: Subjecting an employee to discrimination
  • Social media and 24 hour news can bring rapid attention to even minor incidents.
The EMS Officer’s Role in Workplace Diversity

• Handling harassment or hostile workplace complaints
  • The EMS officer should know the department’s procedure for handing complaints.
The EMS Station as a Business Work Location

- Educate employees on workplace rules and regulations.
- Promote the use of “on-duty speech”.
- Be the designated adult.
The EMS Station as a Business Work Location

- An EMS officer should walk through the EMS station at various times, during the work day.
- Having a reputation as someone who knows what’s going on helps encourage workplace behaviors.
Summary

- The EMS Officer is responsible for people and resources.
- The shift report should be delivered in a timely manner.
- The new supervising EMS officer must make prompt notifications.
Summary

• Chiefs typically want new officers to make decisions within their scope.
• Each EMS agency should have annual goals.
• Transitioning from provider to EMS Officer changes how the individual relates to the organization.
Summary

- An EMS officer has a larger sphere of responsibility than a provider.
- An EMS officer’s duties are: supervisor, commander, trainer
- Keep your supervisor informed and make appropriate decisions for your level of authority.
Summary

• Model integrity and ethical behavior.
• Recruitment, hiring, and promotion practices are guided by the EEOC.
• Follow procedures when you encounter a complaint.
Chapter 4

EMS Officer Communications
EMS Officer I Communications
Objectives

• Describe the steps in the communication cycle.
• List the basic skills for effective communications.
• Identify ways to improve listening skills.
• Describe the ways to counteract environmental noise.
Introduction

- Many EMS officers may wear a rank insignia that parallel the military ranking structure.
- Communications skills are important, although the technology has advanced.
Introduction

• Communications skills are required to:
  • Provide direction to crew members.
  • Review new policies and procedures.
  • Exchange information.
  • Work with citizens, conduct tours, release public information and prepare reports.
The Communications Process

• Communications is a circular process.
  • It is effective when the receiver understands what the other person intended.
    • The message must make sense to the recipient.
    • The recipient must send back confirmation.
The Communication Cycle

• Message
  • Consists of written or spoken words
  • Can also be a stern facial expression with purposeful eye contact
The Communications Cycle

- **Sender**
  - The person or entity
  - Nonverbal clues influence the receiver’s interpretation
The Communication Cycle

• Medium
• Method used to convey the information from sender to receiver
• Influences the importance attached to the message
The Communication Cycle

• Receiver
  • The person who receives and interprets the message
  • Many opportunities for error
The Communication Cycle

- Feedback
  - Without some confirmation, the sender should never assume that the information has been successfully transferred
Use Active Listening

• Must be continually practiced to maintain proficiency
• Requires good eye contact, alert body posture, and frequent use of verbal engagement
Use Active Listening

• Improve techniques
  • Do not assume anything
  • Do not interrupt
  • Try to understand the need. Often the 1st complaint is the key to understanding the underlying issue.
• Look for the real reason the person wants your attention.
• Don’t react too quickly.
Stay Focused

• Directed questioning can keep the conversation on the topic at hand.
Ensure Accuracy

• Must have up-to-date information on department policies and practices
• Must sometimes control what is discussed in the work environment
Keep Your Supervisor Informed

- Inform the chief officer of the following:
  - Progress toward goals and objectives
  - Matters that may cause controversy
  - Attitudes and morale
The Grapevine

- The EMS officer can get clues from the grapevine, but should not use it to leak information.
- The EMS officer may have to deal with rumors by providing accurate information.
Overcoming Environmental Noise

• Environmental noise: A physical or sociological condition that interferes with a message.
Suggestions to Improve Communication

- Don’t struggle for power
- Avoid off-hand manner
- Keep emotions in check
- Select works and tone carefully

Requires
- Asking precise questions
- Providing timely and accurate information
- Provide appropriate details
- Watch out for conflicting orders
The Direct Approach

- Requires asking direct questions
- Providing timely and accurate information
- Giving clear and specific orders
Key Points for Emergency Communication

• Be direct
• Speak clearly
• Use a normal tone of voice
• Hold the radio about 2 inches from your mouth
Key Points for Emergency Communication

• For repeater system use, allow for time delay after keying the microphone.
  • Use plain English
  • Use common terminology
  • Avoid being near other noise sources
“Unit Calling, Repeat…”

- Radio messages must be accurate, brief, and clear
- Be as consistent as possible
- Recordings are an effective training tool
Initial On-Scene Radio Report

• Describe what you have.
• State what you are doing.
• Provide directions for other units that will be arriving.
Using the Communications Order Model

- Standard method of transmitting an order to a unit or company
- Designed to ensure message is:
  - Clearly stated
  - Heard by proper receiver
  - Correctly understood
Using the Communications Order Model

- Communications example:
  - **Command**: Medic 2, from Command
  - **Medic 2**: Medic 2, go ahead Command
  - **Command**: Medic 2, your patient will be in the red car in front on the police car
  - **Medic 2**: Medic 2, copy red car
  - **Command**: Medic 2, that is correct
Radio Reports

- Provide an instantaneous connection
- Can link individuals involved
- Sender and receiver need to strive to make messages accurate, clear, and as brief as possible.
Radio Reports

- Think first
- Position the microphone
- Depress the key
- Take a breath
- Send a concise, specific message in a clear tone.
Verbal Reports

• Face to face is the most effective means of conveying information
• A CAN report is effective when the magnitude or speed of the event requires maximum efficiency.
Verbal Reports

• During an emergency, radio reports should be directed back to the incident commander.
  • Once the task is completed
  • When a progress update is necessary
  • When additional resources are required
Written Reports

- Provide information related to EMS agency personnel, programs, equipment and facilities.
- Most agencies require officers to maintain a station journal or log book.
Written Reports

• Morning report
  • Identifies personnel or resource shortages

• Monthly activity and training report
  • Documents activity during the preceding month
Written Reports

• Incident Report
  • Required for every emergency response
  • Some incidents require an expanded incident report narrative
Written Reports

• Infrequent reports
  • Injury Report
  • Property Damage report
  • Vehicle Accident report
  • Response to a grievance or compliant
  • Work improvement plan
  • Request for other agency service
Written Reports

• Infrequent reports (continued)
  • Supervisor’s Report
    • Required by state worker’s compensation agencies whenever an employee is injured
    • Submitted within 24 to 72 hours of the incident
    • Should include a chronological statement of events
Written Reports
Using Information Technology

• Most reports are completed using a computer and software
  • Resources available for reporting
    • Computer
    • Printer
    • Network connection
Summary

• An EMS officer must be able to process several type of information.
• Successful communication occurs when people develop mutual understanding
• The communication cycle includes five elements: message, medium, receiver, and feedback
Summary

• An officer must be effective as a sender and a receiver of information.
• An officer needs to have up–to-date information.
• EMS officers should keep their superior officers informed.
Summary

• The direct approach entails asking precise questions and giving clear and specific orders.
• An officer should be as consistent as possible over the radio.
• Radio communications are essential for emergency operations.
Summary

• To create a report, the EMS officer must understand the specific information that is needed.

• The most common form of reporting is verbal communication.

• Written reports vary in their purpose, formality, and frequency.
Safety Policies and Procedures

• The EMS officer needs to:
  • Understand the each policy.
  • Follow all polices and procedures.
  • Ensure that subordinates follow them.
Chapter 6

Understanding People: Management Concepts
EMS Officer I Objectives

• Discuss the principles of supervision and basic human management.
• Explain the history and principles
• Explain the history and principles of humanistic management
EMS Officer I Objectives

- Discuss the function of human resources management
- Coordinate the completions of assigned tasks and projects
Introduction

• Management science: systematic pursuit of practical results, using available resources.
• An EMS officer is given responsibility to direct and supervise personnel, apparatus, equipment, facilities, and other resources.
Managing People

• Most EMS Officer will find that managing people is their greatest challenge.
  • Workers get the job done
  • Managers direct and coordinate worker’s efforts.
Managing People

- Human resources management is built from two schools of thought:
  - Scientific management
  - Humanistic management
Scientific Management

• Developed by Frederick Winslow Taylor
  • Breaking down work tasks
  • Timing each element
  • Fixing compensation based on timing
  • Standardized work tasks
  • Consolidating a “planning department”
Taylor’s Four Principles of Scientific Management

• Replace “rule of thumb” work methods
• Select, train, and develop each worker
• Cooperate with workers to ensure methods are being followed
• Division of work: manager think, workers work
Humanistic Management

• Scientific management considered people as cogs in the production line.
• Humanistic management shifted the focus to pay attention to workers.
  • Hawthorne effect: people being studied improved their performance because of the attention they received.
Humanistic Management

- Two important theorists for humanistic management:
  - Douglas McGregor
  - Abraham H. Maslow
McGregor: Theory X and Theory Y

• Theory X: People do not like to work
  • They need to be closely controlled

• Theory Y: People like to work
  • They need to be encouraged

• The EMS officer must steer the efforts of the workforce in the right direction.
Maslow’s Hierarchy of Needs

• Human Needs are arranged like a ladder or pyramid

- Self-actualization
- Esteem, status
- Social, affection
- Safety, security, order
- Physiological needs
Maslow’s Hierarchy of Needs

• Level 1: Physiological needs
• Level 2: Safety, security, and order
Maslow’s Hierarchy’s of Needs

• Level 3: Social needs and affection
• Level 4: Esteem and status
• Level 5: Self-actualization
Blake and Mouton’s Management Grid

- Grid theory has been adopted as “crew rescue management”
- Assumes decisions and actions are based on:
  - Concern for people
  - Concern for results
Blake and Mouton’s Managerial Grid

• Five managerial styles
  • Indifferent: evade and elude
  • Controlling: direct and dominate
  • Accommodating: yield and comply
  • Status quo: balance and compromise
  • Sound: contribute and commit
Human Resources Management

• Functions:
  • Human resource planning
  • Personal relations
  • Staffing
  • Human resources development
  • Performance management
  • Compensation and benefits
  • Health, safety, and security
Human Resources Management

- Human resources management
  - Process of having the right number of people in the right place at the right time.
- Personnel relations
  - All activities designed to maintain a rapport with personnel
Human Resource Management

• Staffing
  • Process of attracting, selecting and maintaining an adequate supply of labor
• Human Resources Development
  • All activities to train and educate personnel
Utilizing Human Resources

• Mission statement
  • The EMS Officer must know and understand the agency’s mission.
  • The mission statement is designed to guide the actions of all personnel.
Utilizing Human Resources

• Getting assignments completed
  • There are a number of time demands
• The EMS officer will need to determine:
  • Which activities need to be completed
  • When they must be completed
  • How long they will take
Utilizing Human Resources

• Getting assignments completed (continued)
  • To assist in making sure that activities are accomplished
    • Place scheduled events on a monthly calendar
    • Create a “daily” file
    • Delegate duties
Summary

- Management science is the systematic pursuit of practical results, using available resources in a concerted way.
- Scientific management breaks down work tasks into constituent elements.
- Humanistic management shifts the focus to the workers.
Summary

• A Theory X Manager believes that workers need to be closely controlled.
• Theory Y Manager believes that workers need to be encouraged.
• Maslow’s hierarchy of needs is a ladder comprising of five need levels.
• Grid theory: every decision and action is driven by values, attitudes and beliefs.
Summary

- Managing EMS Providers requires physical, financial, human, and time resources.
- Human resources planning involves having the right number of people in the right place at the right time.
- One of the greatest demands on the EMS Officer is ensuring effective use of time.