

# STATE EMS OFFICIALS INFORMATION & LEADERSHIP NEEDS

January 2017

Needs Assessment

## ACKNOWLEDGEMENTS AND DISCLAIMER

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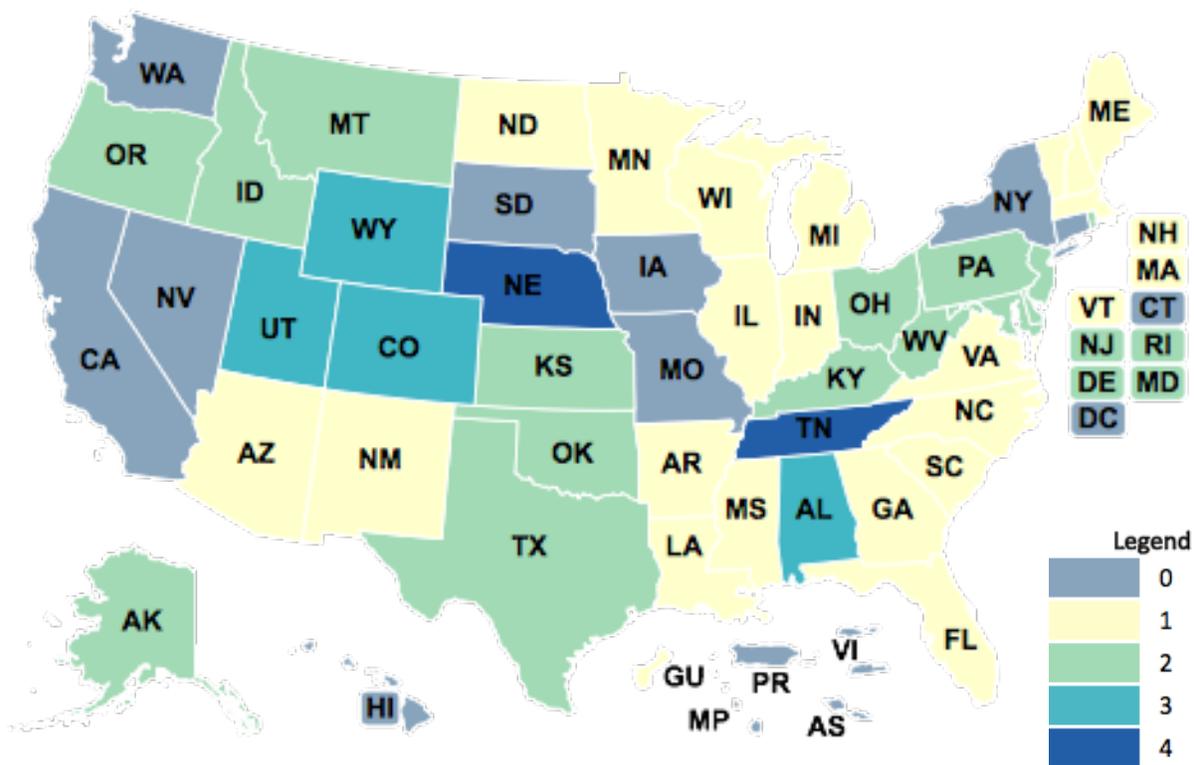
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## BACKGROUND

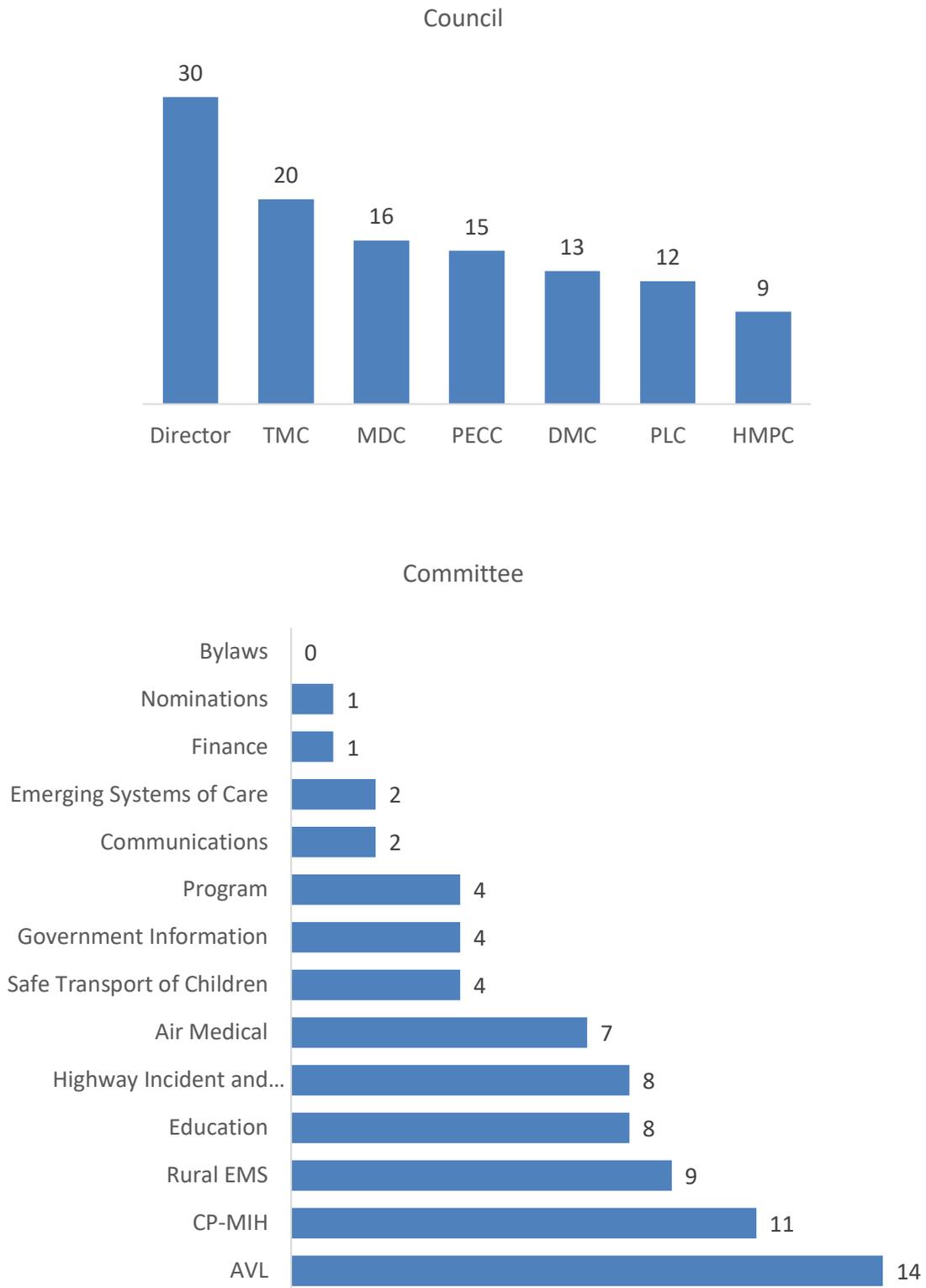
Prior to the December 2017 NASEMSO Board of Directors Retreat, NASEMSO staff distributed a short needs assessment to all members, asking about needs relating to “Information” and “Leadership.” The information needs questions focused on both the NASEMSO Washington Update publication and the NASEMSO website. Leadership needs questions focused on the Leadership Skills workshop provided prior to the NASEMSO Annual Meeting. This report evaluates those responses and outlines a path forward for updates to the Leadership Skills Workshop, the Washington Update, and the NASEMSO Website.

## NEEDS ASSESSMENT RESPONDENTS

### Total Responses, by State



## Total Responses, by Council & Committee

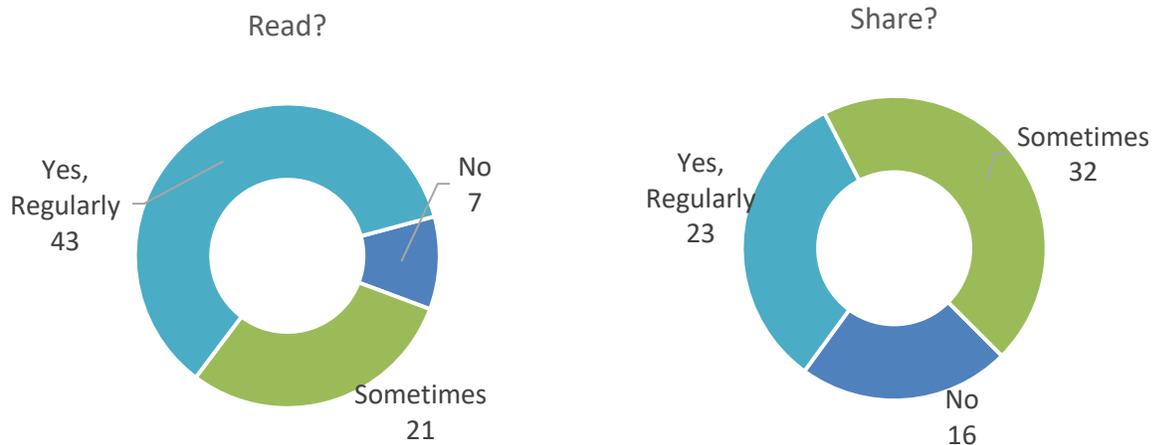


## INFORMATION NEEDS

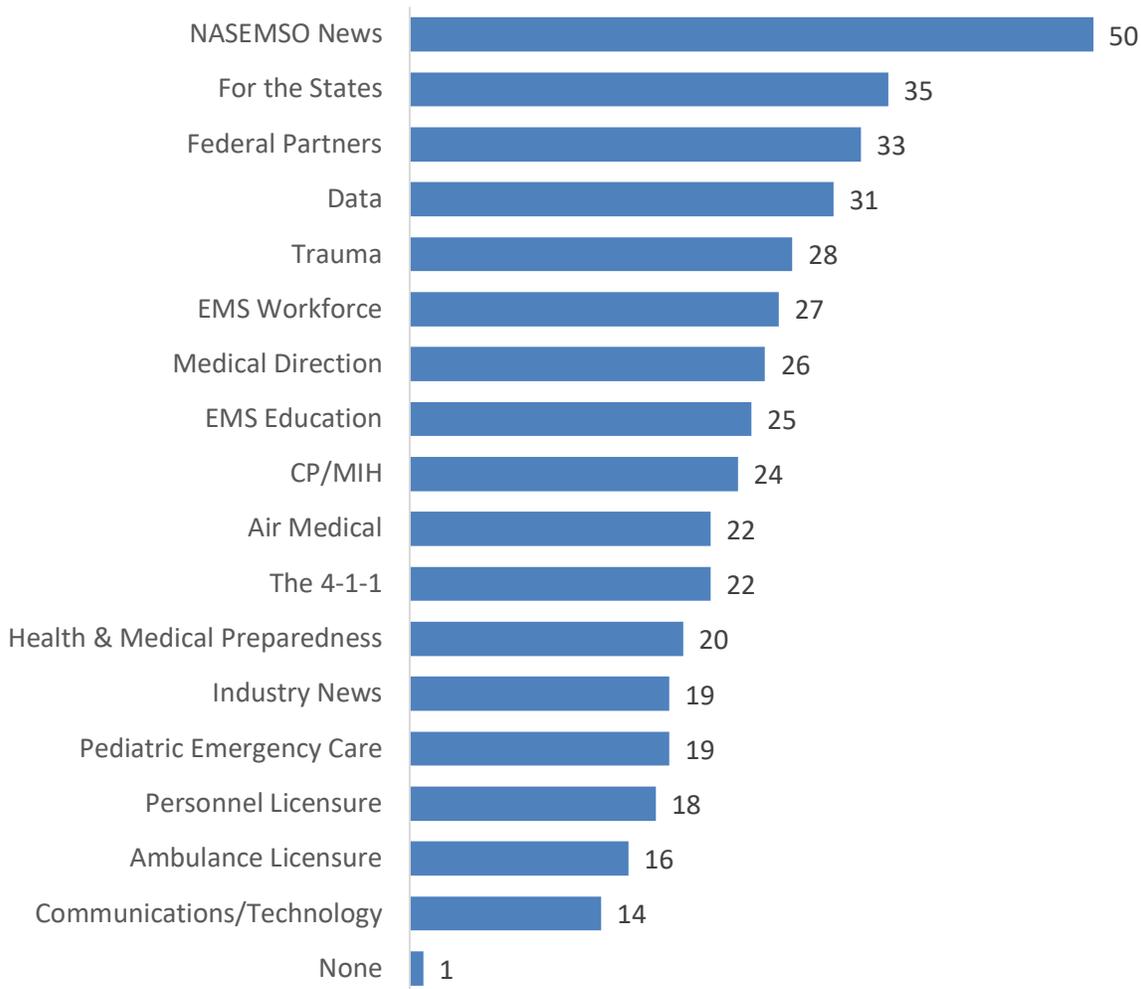
### Washington Update

#### Needs Assessment Questions and Responses

The needs assessment asked respondents to identify whether they 1) read the Washington Update and 2) shared the Washington Update with others. Responses are reflected in the charts below.



Respondents were also asked to select the top 5 topics they found the most helpful:



### Needs Assessment and Analytics Analysis

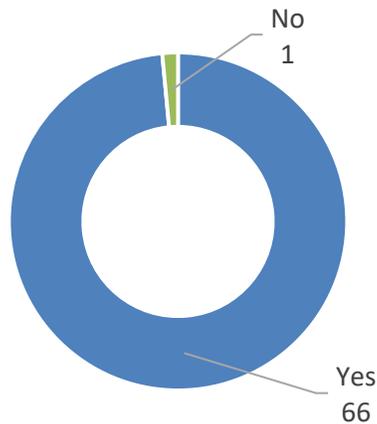
Program Staff routinely monitor the utilization of the association's newsletter, Washington Update, as a source of information. The results above mirror findings in the newsletter's own monthly program analytics. The information most useful to members includes "NASEMSO News" and "For the States," closely followed by Federal Partner Reports. The lowest performers include Communications/Technology, Personnel and Ambulance Licensure, and HITS. The content areas that routinely perform the best have the highest level of informational content.

## NASEMSO Website

### Survey Questions and Responses

Members were asked about what we could do to improve and enhance the NASEMSO website to make it a more user-friendly resource. The following charts reflect the needs assessment questions and member responses.

*Have you used the NASEMSO website in the past 12 months?*



*For what purpose(s) did you use the website?*



#### “Other” Responses

- General information
- EMS Guidelines references
- Look for a job
- Trauma Manager Council for documents
- Used the directory to find members in other states

## **One-on-One Discussions with Members**

A key source of information to EMS officials is the NASEMSO website, which contains information and reports from numerous committees, councils, and projects. However, the website has become crowded with material, difficult to manage, and unable to keep up with emerging technologies, especially mobile platforms.

In response, at the NASEMSO Fall 2017 meeting, the Executive Board approved a budget to overhaul the website into a contemporary resource and in November a proposal for the technical aspects of the work was accepted from Robert Gale, LLC. Mr. Gale will work directly with Jay Bradshaw, former Maine EMS Director and NASEMSO staff assigned to this project.

The results of the Fall 2017 Needs Assessment (as shown above) were reviewed and presented to at the NASEMSO Board Retreat in December, 2017. At the retreat, Mr. Bradshaw presented a draft sitemap for the new website.

The sitemap was used to organize the website's navigation prior to testing links and adding graphic design and content. The Board provided input to the draft sitemap which Mr. Bradshaw then discussed with Mr. Gale. Bradshaw and Gale have developed a calendar with activities and performance measures for 2018.

## **Path Forward**

In the first quarter of 2018, the prototype and wireframe will be finalized, followed by the development of the administrative panel, design formatting, and content integration. Input will be solicited at key points from those who indicated in the Fall 2017 Needs Assessment an interest and willingness to be involved.

A soft launch of the website is anticipated in May 2018, with completion of Phase 1 by July 1, 2018.

Phase Two will incorporate additional features such as forums for committee or council discussions and document sharing. The timing and budget for Phase Two will be developed in July 1, 2018.

## LEADERSHIP NEEDS

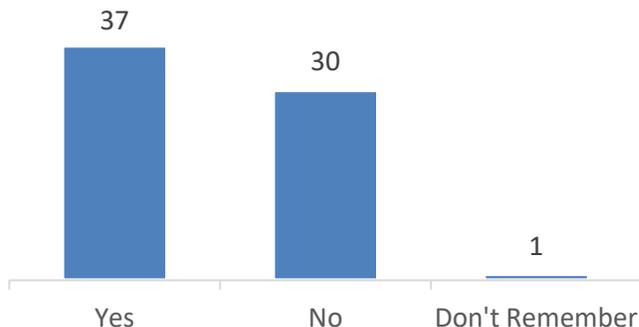
### Leadership Skills Workshop

For more than a decade, NASEMSO has conducted a workshop for new state EMS officials immediately preceding the Annual Meeting, known as “Leadership Skills for New State EMS Officials” or more recently “Resources for New State EMS Officials.” When initially created (with funding support through NHTSA, OEMS, and HRSA EMSC) the course was a 1.5-day pre-conference workshop geared to new state directors. More recently, the workshop was expanded to include all new state EMS officials. The original 1.5-day workshop was held Saturday and Sunday preceding the Annual Meeting, and included several outside speakers and ample time for discussion among presenters and participants. After the dedicated funding ended, NASEMSO was able to continue offering the workshop, by reducing the time to one day, charging a fee, and engaging primarily members as the presenters.

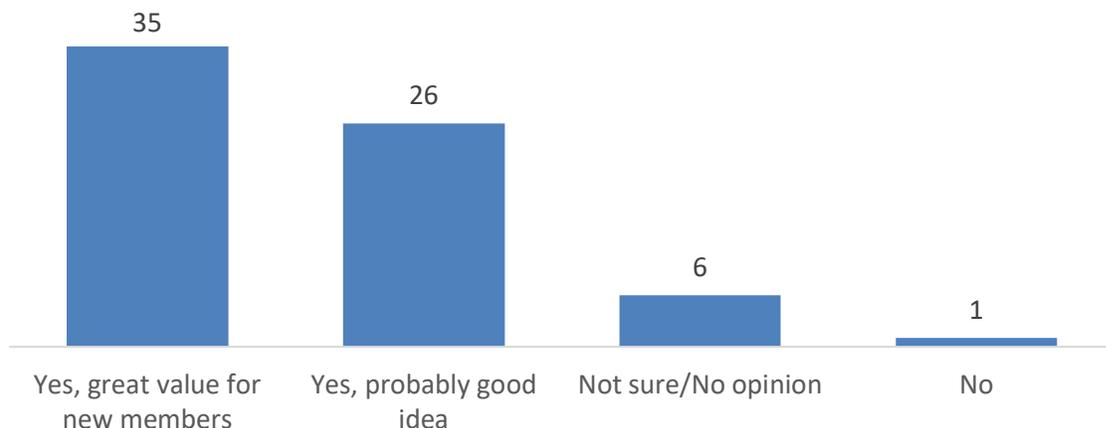
The workshop has remained popular, which is evident by the evaluations (see Appendix A) and consistent participation over the years. At times, participants have requested more time for discussion and interaction, which has been difficult to accomplish in the short time frame. There has also been consideration of moving the workshop to a different date, separate from the Annual Meeting.

In an effort to evaluate if the workshop was still relevant and helpful to members (and to make sure we were not merely operating on auto-pilot), the Fall 2017 Needs Assessment included questions related to the Leadership Workshop to help determine what would best meet the needs of new state EMS officials. The intent was to examine what members have found useful, what they would like to see changed in the workshop, to see if a two-day format would be preferred, or whether we should even continue providing the workshop. The questions and responses are found on the following pages.

*In the past 10-15 years, have you attended any of these NASEMSO workshops?*

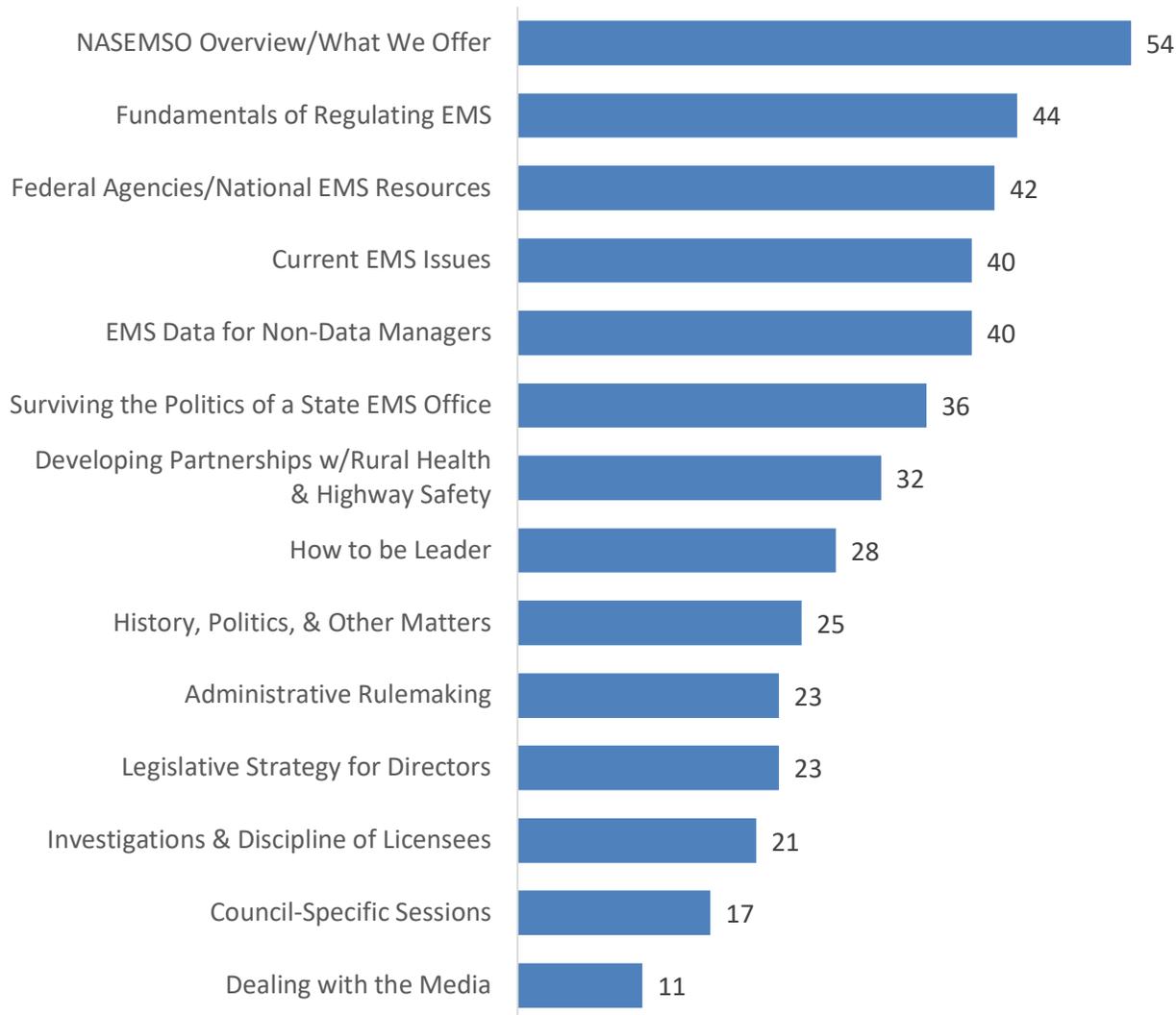


*Do you think there is value for NASEMSO to continue offering some version of Leadership Skills/Resources for new state EMS officials?*



A slight majority of respondents (54%) indicated having attended the workshop in the past. An overwhelming majority (90%) responded affirmatively to continuing to offer some version of the workshop to new state EMS officials. This response, coupled with past workshop evaluations, clearly support the value of continuing to conduct a workshop for new state EMS officials.

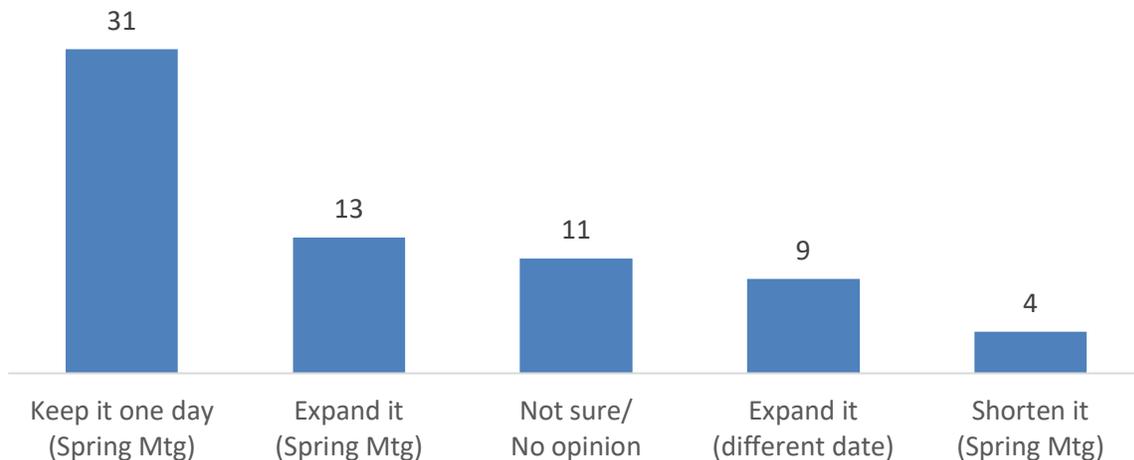
What topics (select your top 5) should be included in the Leadership Skills/Resources for New State EMS Officials?



In past years, NASEMSO staff and members who have planned the course content and delivery have struggled with identifying the highest priority topics to include in the Workshop to accommodate a shortened time frame. The topic selection response indicates the highest-rated sessions are those we have been offering (except for the session “EMS Data for Non-Data Managers.” The data topic was removed when we began offering this session during the breakout sessions. It may be time to add it back to the new EMS officials workshop as we lengthen the time. Past evaluations indicate it should be a high-level overview and not overly detailed.

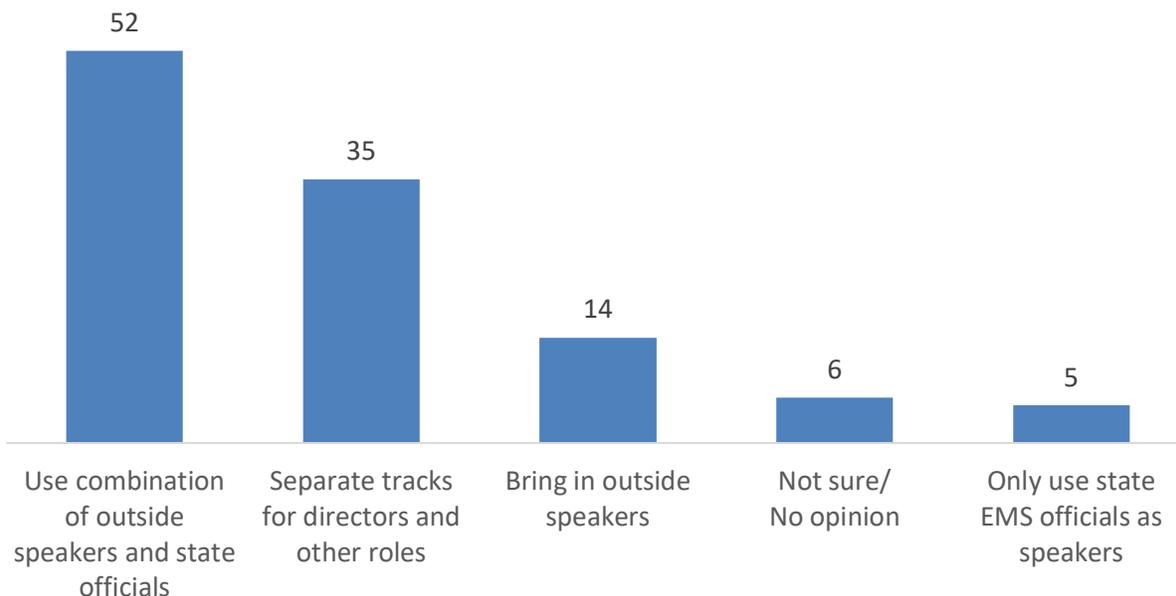
In earlier years, the workshop was offered over a two-day period (Saturday afternoon and all-day Sunday) immediately preceding the Annual Meeting. In recent years, primarily due to economic factors, it has been gradually shortened to about 6-hours on Sunday afternoon and focused on the high points.

*How do you think the Leadership Skills/Resources for new State EMS Officials could be most effective?*



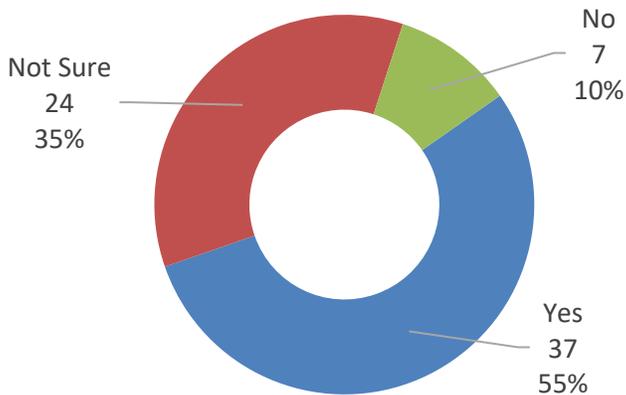
The results of this question quite clearly indicate a preference for no change in timing and to keep a one-day workshop (45%). There was little interest in either holding it on a different date or expanding it (13%), although a few suggested expanding it but continuing to hold it in conjunction with the Spring Meeting (19%). One comment advised that NASEMSO “provide specific material for participants to study at their own pace.”

Are there other factors you think are important? (may choose more than one)



A majority of respondents felt it was important to use a combination of outside speakers and state officials, rather than *only* state EMS officials. While we have used primarily state EMS officials in past years, which has generally been received quite favorably, the response may have been partially due to the wording (“only” can generate a less positive response). Future speakers will be sought from outside the organization to present some topics, e.g., a federal partner to present “federal agencies,” an affiliated organization to co-present “EMS Issues”.

*In recent years, the fee for the Leadership Skills/Resources for New EMS Officials workshop has been \$75, which includes a meal. Would you/your state EMS office be willing to pay more than for an expanded, improved workshop?*



It is interesting to note that a majority (55%) of respondents indicated a willingness to pay more for an expanded workshop, yet a previous response also revealed that most supported keeping the workshop to one-day in length and continue to hold it at the Annual Meeting. The fee for the workshop has been necessary to cover the cost of the meal and beverage breaks.

### **Additional Feedback and Path Forward**

The Needs Assessment results were shared at the December 2017 Board Strategic Planning Meeting and additional input was received. One question not clearly answered by the survey was whether there was a need to provide more information (possibly “tracks”) for various types of new EMS officials. Board members indicated it would be helpful to add more information about the six councils (perhaps restore the session on the councils that had been eliminated in recent years). However, they clearly stated there was no need to break council members into tracks (most councils conduct their own orientation for new members). One member suggested developing a guide for new state officials similar to the Council and Committee Playbook developed for council and committee chairs. This recommendation was similar to a survey comment that suggested providing specific material for participants to study on their own.

Overall, the survey results and other feedback gathered at the Board's Strategic Planning Session have helped to guide the path forward. There is strong support for continuing the Leadership Skills/Resources for New EMS Officials Workshop and continuing to hold it in conjunction with the Annual Meeting. While it can be expanded by an hour or two (it had been pared down to six-hours in recent years) it should be no more than one-day in length. A session on the role of the councils should be added as well as a basic overview of EMS data. Plans are underway for the 2018 pre-conference workshop to be held 9:00 AM to 5:00 PM to accommodate the additional material.

APPENDIX A – WORKSHOP INFORMATION & EVALUATIONS

Leadership Skills/Resources Workshops – General Information

	2016	2015	2014	2013	2012
<b>TITLE</b>	Resources for State EMS Officials	Leadership Skills	Leadership Skills	Leadership Skills	Leadership Skills
<b># PARTICIPANTS</b>	15	19	18	Attendee Count Pending	20
<b>LENGTH</b>	6 hours (included dinner session)	6 hours (included dinner session)	7 hours	7 hours	7 hours

2016 Resources for the State EMS Official Evaluation Results

SESSION/ SPEAKER	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
<b>Welcome</b>	9	Appreciate the intro and background Very Welcoming – genuine in asking for active involvement
<b>NASEMSO Resources</b>	8.9	Nice overview Valuable resource
<b>History, Politics and Other Matters State EMS Officials Need to Know</b>	9.3	Nice review of history Appreciate advice and point of view from a rural state Illustrative stories very relevant Very informative recap of history

<b>SESSION/ SPEAKER</b>	<b>TOPIC CONTENT &amp; RELEVANCE (Rating 1-10; 10 = highest)</b>	<b>COMMENTS</b>
		Appreciated top 10 tips Great info All relevant info
<b>Fundamentals of Regulating EMS: Agencies, Personnel, and Education</b>	9.4	Had good info and experience Understanding that these are different from state to state, would have wanted to hear more generalized presentation vs. state specifics Great practical advice – illustrative and hit home the points
<b>Federal Agencies and National EMS Resources</b>	9.3	All relevant Very appreciative of overview of what’s out there and how it ties together A lot of info, notes would be helpful Very informative
<b>Partnerships - Rural Health</b>	8.4	Good to hear about this – emphasizes collaboration and grass-roots efforts Interesting to know background
<b>Partnerships – Highway Safety</b>	8.6	Again – emphasizes the importance of collaboration Great resource to know for additional funding
<b>Q&amp;A with NASEMSO Leadership</b>	9.3	Very insightful – to hear from audience and different experiences
<b>General Comments</b>	n/a	All great info – Helpful All of this was good; It’s really a scratch the surface; Could use role strategy or how to / lessons learned I was very impressed by all the speakers

## 2015 Leadership Skills Evaluation Results

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
Welcome	8.6	Nice intro Nice to hear from leadership Excellent keynote
NASEMSO Resources	8.9	Good info These resources are key to State EMS
EMS Issues/Projects	9.2	Excellent, lots of nice discussion Very good information Maybe case reviews submitted by states I had so many questions and no time to ask Somewhat repetitive in next session
Regulating EMS	9.3	Somewhat repetitive of previous session Ditto from above on case reviews Excellent, good examples Absolutely on point Pertinent topic Great presentation
National EMS Resources	9.1	Good job of sorting through federal agency soup Nice overview Great information
Partnerships - Rural Health	8.3	Short, useful Very important topic that impacts us all Good presentation Not enough time to cover all the complexities - nice job

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
		Important articles to consider: 1) Training rural EMS providers in pediatric emergency; 2) EMSC rural pediatric simulation project
<b>Partnerships - Highway Safety</b>	8.9	Short, useful Enlightening Good resources Well done! Excellent!
<b>Surviving in a Political World</b>	9	Useful Very interesting but each state's legislative structure is different Excellent Big Picture thinking On target Very informative
<b>General Comments</b>		Would like to see best practices/sharing former – where we can bring 1-2 issues to the table and work with others to brainstorm solutions  The session was definitely worthwhile; It is interesting to see that your state problems are global and not just specific to you! Lessons learned to take home  Put a more formal, standardized course together  The title should not have indicated skills; Perhaps Leadership Resources would have been more appropriate; All speakers were knowledgeable  I am concerned that there were no pediatric inclusions. Although NASEMSO oversees the EMS population (adult & child) highlighting the importance of the PECC impacts each session. There are EMS projects specific to pediatrics and partnerships too. One example is the disparity in health outcomes of pediatric patients in rural

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
		vs. city. In my opinion, this was an amazing opportunity to encourage state directors to learn more about pediatric emergency care.

## 2014 Leadership Skills Evaluation Results

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
<b>Welcome, Overview, and Introductions</b>	9.6	
<b>Resources for State EMS Officials</b>	9.6	Helpful foundation Appreciated info on Association Good foundations for many topics in state-level EMS
<b>EMS Issues of National Significance</b>	9.7	Too much info too quickly, Most over my head Excellent history summary & timeline Great overview of national, state perspectives Nice overview of history of EMS
<b>Regulation of EMS Agencies</b>	9.6	Understanding rules & regs critical Appreciate emphasis Great explanation of challenges faced by rules, statutes, etc Would have liked more on air reg, as this is emerging from our state (understand time constraint) Very helpful & enlightening

<b>SESSION</b>	<b>TOPIC CONTENT &amp; RELEVANCE (Rating 1-10; 10 = highest)</b>	<b>COMMENTS</b>
<b>Education and Licensure of EMS Personnel</b>	9.3	<p>Education &amp; certification have many variances across states</p> <p>Good to get different perspectives</p>
<b>Investigations, Personnel Discipline and Agency Sanctions</b>	9.8	<p>Absolutely critical info, thank you</p> <p>Very clear and easy to understand</p> <p>Made me keenly aware of how close we can be to making a bad decision. Topic needs expansion</p> <p>Wish I had an hour or two more to listen</p>
<b>Federal EMS Agencies and National EMS Resources</b>	9.4	<p>Very helpful in putting pieces together as I learn how it all works, key partners</p> <p>Great review of national &amp; governmental programs, councils</p> <p>Good job with otherwise dry topic</p> <p>Very informative; Info that is needed and from a good perspective</p>
<b>Partnerships with State Offices of Rural Health</b>	9.5	<p>Rural, frontier presents own set of challenges</p> <p>Good review of the attempt to join rural counties to develop state-level initiatives</p> <p>Learning truth of this already in job! Very Important!</p> <p>Not too relevant for my urban, suburban service area</p> <p>Great info</p>
<b>Partnerships with State Offices of Highway Safety</b>	9.5	<p>Looking forward to finding, reading state hwy plan and Zero deaths report</p> <p>Great speech on need to help and contribute to Hwy safety &amp; EMS &amp; DOT</p> <p>Great perspective &amp; passion!</p>

<b>SESSION</b>	<b>TOPIC CONTENT &amp; RELEVANCE (Rating 1-10; 10 = highest)</b>	<b>COMMENTS</b>
<b>Surviving in a Political World: Tips for State EMS Officials</b>	9.9	<p>Awesome – Perhaps best presentation with best take away of day Absolutely essential tips, approaches, Thank you</p> <p>Nice overview on dealing with request for info</p> <p>Very helpful; Printed toolkit would help</p> <p>Very helpful &amp; interactive</p> <p>Very Useful</p> <p>Very useful information</p> <p>Very informative &amp; helpful; Great presentation</p>
<b>NASEMSO Councils – Panel Discussion</b>	9.4	<p>Very helpful!</p> <p>Appreciate intro to various committees</p> <p>Nice to see and hear from chairs</p> <p>Great overview &amp; update on current projects</p> <p>Good, brief overview</p>
<b>General Comments</b>	n/a	<p>Loved the council updates.</p> <p>These sessions were incredibly helpful. Really appreciate the range of topics, and most importantly, the foundation info presented. Created a long day, but worth it.</p> <p>Very important sessions for new and/or not so new EMS/Trauma Officials. Consider financial session.</p> <p>So glad I decided to attend this session. Thankful for the education and opportunity to rethink.</p> <p>Suggested topics: 1) Research in EMS – Good topic to have to encourage. Resources available to complete. Methods and locations to publish / review literature. 2) EMS Integration with Health Information Exchanges</p>

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
		<p>I truly enjoy the “boot camp” and think it is a very valuable portion of the meeting.</p> <p>Skills such as the Political World lecture would be great navigating minefields such as employee-customer relations.</p>

### 2013 Leadership Skills Evaluation Results

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
<b>Welcome, Overview, and Introductions</b>	9.4	Great Beginning!
<b>Resources for State EMS Officials</b>	8.9	Great overview of organization Less time
<b>EMS Issues of National Significance</b>	9.5	Very informative Would like to see more details This was very informative and cleared up more information for me
<b>Regulation of Ground and Air EMS Agencies</b>	8.8	Great overview of the past history to understand where we are today
<b>Education and Licensure of EMS Personnel</b>	8.8	State dependent Good overview Put a lot of things into perspective
<b>Investigations, Personnel Discipline and Agency</b>	9.5	Wish this could have been longer; Interesting conversation Way too short; Very informative

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-10; 10 = highest)	COMMENTS
<b>Sanctions</b>		Excellent information; Need more time Excellent Generated agenda items for me
<b>Federal EMS Agencies and National EMS Resources</b>	8.4	Great list of contacts Relevant and helpful but does not lend itself well to oral presentation Topic relevant but 30,000 ft view; Dry for after lunch I can find online; Could be linked to resources
<b>Partnerships with State Offices of Rural Health and Offices of Highway Safety</b>	8.1	Too little content Very good briefing Great info!
<b>Surviving in a Political World: Tips for State EMS Officials</b>	9.8	Best session of the day! Clear / Inspiring Excellent Information! Excellent, informative Excellent lecture; Appreciate the experience and Information All state directors need this class Very helpful!
<b>NASEMSO Councils – Panel Discussion</b>	8.4	Very informative
<b>General Comments</b>	n/a	Rename this session: EMS Officials Toolkit – just a suggestion since no skills are addressed I would love to comment more on some of these sections; Lots of info and a very great format! Thank you very much

## 2012 Leadership Skills Evaluation Results

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-5; 5 = highest)	COMMENTS
Welcome, Overview, and Introductions	4.8	Intros good!
NASEMSO Resources for State EMS Officials	5	
Partnerships with State Offices of Rural Health and Offices of Highway Safety	4.8	Helpful
Regulation of Ground and Air EMS Agencies	4.8	
EMS Issues and Projects of National Significance	5	History is good – keep
Education and Licensure of EMS Personnel	4.9	Should have been a longer time slot
Investigations, Personnel Discipline and Agency Sanctions	4.1	Good overview Too local Great job
Collection and Use of EMS Data	4.1	Too drug out & into weeds Good, but should be separate breakout Nice to get background
NASEMSO Councils	4.4	
Communications with Elected Officials and the Media	5	

SESSION	TOPIC CONTENT & RELEVANCE (Rating 1-5; 5 = highest)	COMMENTS
<b>Federal EMS Agencies and National EMS Resources</b>		
<b>General Comments</b>	n/a	<p>More time – This program would benefit from a 2-day module. Need to add exercises for critical materials, sharing and networking. Add some relevant material to power point slides. Very “vanilla” –needs some flavor.</p> <p>This was an excellent session. The day got quite long. I would suggest limiting content to NASEMSO history, structure, councils, etc., and leave other updates to breakouts on the regular program agenda.</p> <p>Data analysis went long</p> <p>This was a fantastic analysis of NASEMSO and what/all it does.</p>