

EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

Laura Clark(Good Samaritan Hospital)

Dr. McGrath

1. What were the responsibilities of the position the candidate had while working at your facility?

The candidate served as an Emergency Department physician.

2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not?

Yes, the candidate exuding a passion for communicating and educating EMS. He always offered explanations to their questions and did so without making the providers feel inadequate. He invited them to stay in the treatment room and involved them in patient care of their patients whenever possible.

3. How would you describe their management style?

The candidate is efficient in his work and delegates well as to not overwhelm him in any certain situation.

4. How did the candidate perform with regard to workload stress and emergency situations?

He remains calm during high stress situations as to adequately ensure the flow of that current situation. While performing procedures during these times he made sure to educate the staff/EMS about what/why these procedures were being done or he allowed EMS students (if in their scope of practice) to assist or perform these procedures.

5. Can you speak to the candidate's training abilities?

The answer to the previous questions somewhat speaks to this. The EMS students and providers often gave me very positive feedback regarding their interactions with the candidate. He would always answer any question I had or showed me techniques that would better my career and my ability to educate EMS.

6. What are the candidate's three strongest qualities?

- He has the ability to relate to you on your level.
- He is able to break things down well to answer/educate the providers
- He has patience to take the time during situations to make them teaching moments.

7. How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance?

I have been employed with the Emergency Department for two years and in my current role as the EMS Coordinator for 7 months so I can only speak to that time. During this time as the EMS coordinator I have been very satisfied with the interactions that he has with the providers. As stated in the aforementioned questions he goes above and beyond to help educate our EMS providers. I feel as though I can contact him anytime to ask questions or get feedback about situations.

14 October 2014

Edward Perez
Division Chief of EMS
Key West Fire Department
[\(305\) 809-3796](tel:(305)809-3796)

Ref: Dr Michael McGrath

Dayton Fire

Dear Mr. Perez,

I am glad to provide reference for Dr. McGrath for the position of Medical Director for your department. If you have any follow up questions or further inquiry, please feel free to contact me at any time.

What were the responsibilities of the position the candidate had while working at your facility?

I am a Paramedic with the City of Dayton Fire Department in Dayton, Ohio. With that being said, Dr McGrath is an Emergency Physician at the Good Samaritan Hospital here in Dayton. My interaction with him has been ongoing for three years now. He has provided care to patients in the Emergency Department as well as interaction, performance improvement, and education of the EMS providers who bring patients to GSH. Dr. McGrath has also served as a consultant for the development and production of an advanced level Acute Coronary Syndrome and 12 lead interpretation course that I have developed in conjunction with the college where I am an instructor.

Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not?

I am sure that Dr. McGrath is qualified to serve as the Medical Director for the City of Key West Fire Department. I have observed him working with EMS providers, EMS students, and medical students in the ED. During these interactions he has proven to be an excellent and patient educator. He stays current on EMS topics and is well versed in the up and coming innovations, equipment, and treatments that will lead EMS into the future.

How would you describe their management style?

My interaction with Dr. McGrath as a manager has only been in the aspect of his professional consultation on the ACS and 12 lead program. We have had several meetings both in person and over the phone on the program. He is very constructive with his corrective actions to not only improve the program, but to better the education of myself and others involved in the program's development. His style is never one of intimidation but that of mutual respect and professionalism.

How did the candidate perform with regard to workload stress and emergency situations?

Good Samaritan Hospital Emergency Department will receive patients that range from multiple trauma and gunshot wounds to frequent cardiac and respiratory arrests. During these events, Dr McGrath is able to not only provide top notch care for the patient but he will also seize every opportunity for students and EMS providers to participate in procedures and learn from difficult and unique patient presentations. These situations provide invaluable experiences that no classroom education can provide. Dr McGrath does not hesitate to take time to keep the EMS providers proficient in their skills and knowledge base.

Can you speak to the candidate's training abilities?

Dr McGrath is the most user friendly doctor that EMS workers have in the Dayton area. He always maintains a positive attitude toward students. He is ready with a quick 5 minute improv training topic, shows great interests in the subjects brought to him by EMS providers, and is easily able to balance educational opportunities between medical students and EMS providers. His vast knowledge base continues to be a priceless asset.

What are the candidate's three strongest qualities?

1. Approachability: Dr McGrath has always been a doctor that EMS has been able to access without difficulty. In the world of EMS, many paramedics and EMTs are made to feel inferior by doctors in the Emergency Departments. Mike is a role model for other physicians of the proper way to work with pre-hospital care providers. He treats the EMS community as co-workers and not inferiors. This is key to maintaining a positive attitude of EMS providers toward the ED staff.
2. Knowledge: Years of experience for Dr. McGrath have allowed him to not only broaden his own expertise in medicine, but build a knowledge base that he is able to share with others. His ability to transfer his skills and knowledge to the EMS providers is a quality that is rarely found in doctors. As an EMS educator, this is a skill I strive to achieve every day.
3. Integrity: This is Dr. McGrath's finest quality. He has taken years of personal experience, including all highs and lows and applied them to better himself. He has often shared stories of assessments, treatments, mistakes, and unforeseen ailments that have bettered him as a provider. On several occasions he has shared these experiences with me to broaden my knowledge and pass that along to other EMS providers. An occasion that comes to mind is when I asked him about a question that one of my paramedic students asked me. He told me that he would be sure to find the best answer for me. While I finished my patient care report, he researched the subject and was able to provide me with a detailed and easy to understand explanation. Dr. McGrath proved to be a valuable resource to me as an educator of EMS personnel.

How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance?

As I do not employ Dr. McGrath, I can only speak of the 3 years that I have know him. During this period of time he has proven again and again that he is a professional and remains deeply interested in the pre-hospital emergency medicine system. I would proudly recommend Dr. Michael McGrath for employment as the Medical Director for the City of Key West Fire Department.

Respectfully,

Jeremy Lane
Dayton Fire Department
NREMT-P, AAS, AAB, EMS-I

EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

McGrath (Good Samaritan)

1. What were the responsibilities of the position the candidate had while working at your facility?

Dr. McGrath has worked as a staff emergency physician in Good Samaritan's ED. He had the usual responsibilities of an attending regarding patient care. He also is responsible for oversight and education of PAs, Nurse Practitioners, Residents, and Medical Students with whom he works while on shift.

2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not? Extensive experience as a paramedic and firefighter. Training officer. Experience with field supervision while in residency. Assistant medical director and flight physician.
3. How would you describe their management style? Somewhat direct. He watches the residents closely and gives direct orders and instructions.
4. How did the candidate perform with regard to workload stress and emergency situations? He does pretty well. He occasionally stresses with high volume but has adjusted over time.
5. Can you speak to the candidate's training abilities? He does a good job teaching residents, students and nursing on the fly during a shift. He has some EMS training experience prior to medical school
6. What are the candidate's three strongest qualities? Personable, competent, collegial

7. How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance? He has worked at Good Samaritan for approximately 2 years. We have been very satisfied with Dr. McGrath.

EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

Dr. Schwenmer (MCSO)

1. What were the responsibilities of the position the candidate had while working at your facility?
2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not?
3. How would you describe their management style?
4. How did the candidate perform with regard to workload stress and emergency situations?
5. Can you speak to the candidate's training abilities?
6. What are the candidate's three strongest qualities?
7. How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance?

- 1) She is the Medical Director for our air medical program (Trauma Star) She is as well our Medical Director for infection control involving exposures of agency personnel.
- 2) I do believe that she is more than qualified to assume the position of Medical Director for K.W.F.D. She has a long history as a Medical Director, with proven abilities. She has built relationships within the County/City and knows the area.
- 3) I believe that she allows people to do their jobs, but stays on top of things and takes appropriate action when needed.
- 4) She does well under stress and emergency situations. We have been happy with her partnership.
- 5) Cannot speak to this question.
- 6) Knowledge, ability and cooperation.
- 7) She has been with us for approximately ten years and we remain very happy with her and her abilities.

EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

Islamorada Fire Chief Abel

Dr. Schwelmer

1. What were the responsibilities of the position the candidate had while working at your facility?
She was responsible for putting together and training of the medical protocols. Keeping the protocols up to speed with current evidentiary based medicine. Provides CEU training throughout the year to keep staff trained with changing times, techniques and procedures. Makes recommendations of new, safer, more efficient equipment that is out or will evaluate equipment that your crews may find to see if the "widget" is everything it claims to be. Helps with the infectious control policy and program and gives guidance should an exposure occur.
2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not? I believe she would work out well for your community. She is familiar with the Keys and the culture that we work under/in. She will be as much hands on or out of sight, out of mind as you desire while still doing what is needed. She can come down and conduct the training herself, send a representative down or have some of your qualified staff do some of the training for her, it's up to you how you would like to set it up and she will build the service around that.
3. How would you describe their management style? As mentioned above, she can call weekly and check in and come down a visit all the time as she did at first or like now she calls to check in and we only make contact when we need something or she has something for us to put out or discuss. We have both hands on and online training being conducted and she sends out updates and medical directives as needed. We kind of like it that way. Do you job right and follow the rules (protocols) and you won't see her unless you want to; don't and you will see her all the time!
4. How did the candidate perform with regard to workload stress and emergency situations? She is always called me back in a timely manner if needed. She works well remotely as she travels from here and Palm Beach area quite a bit to stay up on the most current events and procedures. Likes to have your staff do a lot of the ideas, I think so she can get an idea of where they are coming from, then she will make changes as needed. No problems in this area.
5. Can you speak to the candidate's training abilities? She can come down and teach or she has a few people that she hires to come and do the training for her. She may also use some of your staff for that training once she gets comfortable with their skillsets.
6. What are the candidate's three strongest qualities? Willingness to try new products or techniques if staff is willing to make the investment of time and training to learn how to use said equipment, do said procedure, administer medication, etc. She will as engaged as you wish. If you need her she is there, if not she will stay out of your way and only come around when needed. Doesn't micro-manage.

If staff is up to speed she is willing to experiment, our department under her direction is being published for a stroke procedure we are doing in our community before anyone else in the country. It started with us, then moved to the county, and now is growing and helping out the patients we serve and we beat Wake Forest on being cutting edge on something finally.

7. **How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance?** Since 1998, we are satisfied and keep renewing her contract.

EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

Chic Price

Dr. Schwemmer

1. What were the responsibilities of the position the candidate had while working at your facility?
Doctor Sandra Schwemmer, DO, FACOEP, is the Trauma Medical Director for Palm Beach County and I worked closely with her when I was the President of the Palm Beach County EMS Providers Association. Since I have been selling Medical Supplies and teaching Paramedics at Palm Beach State College I have had close contact with her with Monroe County, Marathon, and Islamorada.
2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not? She is very qualified. Proven Medical Director for Trauma for Palm Beach County and her ongoing medical direction and experience starting a new EMS agency in the Keys. Having the same Medical Director throughout the lower Keys will add ease of working in mass causality and disaster situations. Doctor Sandra Schwemmer also has a excellent reputation at the State EMS Office.
3. How would you describe their management style? Team oriented.
4. How did the candidate perform with regard to workload stress and emergency situations?
In stressful circumstances I have seen the Doctor act with cool and calm resolve.
5. Can you speak to the candidate's training abilities? Doctor Schwemmer puts a high priority on training. She is constantly asking me for the latest information I'm receiving.
6. What are the candidate's three strongest qualities?
Availability
Team Building
Professionalism

7. How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance? She is not employed at my facility. I come in contact to multiple agencies where she is employed. I am very satisfied from everything I have seen.

EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

Dr Schwemmer (Wagner)

1. What were the responsibilities of the position the candidate had while working at your facility?

Answer: EMS Medical Director for my two cities (Islamorada, Village of Islands & City of Marathon) when I was Fire Chief.

2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not?

Answer: YES! I have known Dr. Schwemmer for 25+ years. I became acquainted with her through the Fire Department and EMS systems through our Municipalities, County and State. During that time, I found her to be extensively experience, extremely knowledgeable, very dependable and have proficient resources. Over the time that I have known her, I have witnessed remarkable progression in Dr. Schwemmer medical direction and pre-hospital care.

As a former EMS provider and personnel and professionally responsible for establishing three EMS systems within our county, Dr Schwemmer was extremely helpful to me and our operations through the processes.

I am certain that the knowledge, skills and abilities she possess will assist you with developing your EMS system and operations integration into the City's emergency services endeavor... ultimately providing a top-rated EMS system.

3. How would you describe their management style?

Answer: Her management style is very supportive and not a micro manager. She coordinates with the EMS Provider/Fire Chief with all aspects of EMS administration, protocols and operational necessities and maintains open communications 24/7.

4. How did the candidate perform with regard to workload stress and emergency situations?

Answer: I have personnel witnessed Dr. Schwemmer perform under a number of major events including several tropical cyclones effecting the Keys. During each time she was very calm and professional while providing comprehensive medical direction and support to our EMS system.

5. Can you speak to the candidate's training abilities?

Answer: She always provides the most up-to-date EMS training for both basic and advanced life support while reinforcing all of the basic and baseline required skills!

6. What are the candidate's three strongest qualities?

Answer:

1. Excellent Communications skills.
 2. Extensive knowledge and experience in both the emergency medical medicine, pre-hospital care and EMS provider field.
 3. Extensive experience and knowledge of Monroe County and Municipalities.
4. How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance?

Answer: Since the start of the EMS system in both Islamorada, Village of Islands and the City of Marathon. All aspects of her performance, knowledge, skills and abilities were EXCELLENT!

Submitted by:



William A. Wagner, III, CEM

Former Fire Chief

Islamorada & Marathon Fire Rescue

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EMS MEDICAL DIRECTOR REFERENCES

QUESTIONNAIRE

Brotos

Dr. Schwemmer

1. What were the responsibilities of the position the candidate had while working at your facility?
Dr. Schwemmer has been associated with the Gordon Center for Research in Medical Education University of Miami, Miller School of Medicine for the past 25 years as a volunteer faculty board member and in regards to education and clinical research. She has been involved in curriculum development for prehospital, publications of studies and on going medical education research.
2. Do you think the candidate is qualified to assume the position of EMS Medical Director for the City of Key West Fire Department? Why or why not? *Dr. Schwemmer's extensive background in both Emergency Medicine, Prehospital medicine, Air Transport, and associated with an academic center, makes her not just exceed expectations but the perfect candidate.*
3. How would you describe their management style? *Dr. Schwemmer understands and allows the chain of command to function when dealing with operational issues, and will work with administration when dealing with medical issues. She has always been supportive of training, education and programs to work with EMT and Medics to get them the required training.*
4. How did the candidate perform with regard to workload stress and emergency situations? *Leadership from experience has allowed her to make excellent decisions.*
5. Can you speak to the candidate's training abilities?
Dr. Schwemmer has always been involved in evidence based medicine approach to clinical care and education.
6. What are the candidate's three strongest qualities? *Leadership, compassion and devotion to patient care.*

7. How long has this candidate been employed at your facility? What is your satisfaction level with this candidate's job performance? *She is not employed by the Gordon Center but is a volunteer faculty member for the past 25 years.*

Dr. Schwemmer has been involved in EMS for a very long time, and brings all the experience, leadership, and knowledge needed to an organization to provide outstanding, cutting edge, evidence based medicine to the citizens and visitors of the Florida keys.

