

UGSM-Monarch Business School Doctoral Dissertation Proposal

The Emergency Medical System Service: A Praxis Exploration of
Leadership In Pre-Hospital Care Environments

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1.0 INTRODUCTION

Throughout the world, injury is one of the primary causes of death and morbidity (WHO, 2005). There are approximately 5 million deaths each year due to injury and also millions that are temporarily or permanently disabled worldwide (WHO, 2005). Compounding this is the unfortunate fact that “most of the worlds population does not have access to prehospital trauma care” (WHO, 2005, p. 8). The Emergency Medical System (EMS) has placed great importance, within their future vision, on the analysis and examining of “Leadership Support” and “Personnel Development” to ensure leadership capacity through their existing EMS leaders (EMSCC/DSMUC, 2006). According to the work of Manish Shah:

“EMS leaders must acknowledge these forces and limitations as they continue to develop the system into one that provides uniformly high quality acute care to all patients, improves the overall public health through injury control and disease prevention programs...” (Shah, 2006, p. 422).

One noted observation from the review of the seminal literature is that EMS leadership theories and practices tend to be borrowed from corporate research.

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Consequently, the important question can be asked as to how the corporate concepts of leadership are transferable and applicable to EMS critical care situations and their designated leaders. Research of this particular focus does not appear to have been completed within Emergency Medical Systems.

EMS appears to be lacking research within the former areas when attempting to explain what constitutes leadership in their profession. In addition, EMS tends to borrow concepts that are utilized within corporate/organizational settings. This raises the question as to how well these theories are transferred and applied to the EMS environment keeping in mind that the EMS environment is typified by a high level of situational ambiguity. Moreover, how these theories are applied directly to the leadership role assumed by the various EMS personnel is an important question that requires study. The antecedents, precursors and possible explanations of these questions will be critically examined within the dissertation research.

With a review of the historical to modern day elements of leadership theories and practices the research sets out to develop an understanding of EMS upper level management leadership beliefs, typologies and influences on the leader-follower relations within prehospital care environments. The subsequent section will bring into attention the main research question.

2.0 THE RESEARCH QUESTION

The aim of the research is to bring increased attention to the nature of leadership from the perspective of Emergency Medical System professionals within upper level management positions. Thus, the main research question of the dissertation has been developed and defined as:

Main Research Question:

“What are the predominant leadership theories held and/or employed by EMS upper-level management with respect to their leadership position within the daily dynamics of ambiguous and uncontrolled prehospital environments?”

3.0 THE RESEARCH RELEVANCE

As reflected within the academic literature it is believed that new research within Healthcare systems should prove to be critical knowledge in the development of leadership theory and practice (Gilmartin & D'Aunno, 2007). As Gilmartin and D'Aunno (2007, p. 389) state:

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“Health and healthcare are so important in the modern world that advancing knowledge about effective leadership in this sector is worthwhile in and of itself.”

There seemingly has not been significant research carried out on EMS professionals' concepts of leadership and their adaptability to work in uncontrolled and ambiguous pre-hospital care environments (Soreide & Grande, 2011). Therefore, the significance of the present research is to determine five main objectives:

1. To understand how leadership and its associated terms are being used within the profession of EMS;
2. To understand the essence of being a leader and the development of leadership within and outside the profession of EMS;
3. To examine how leadership is acquired and measured within the situations that hinder and/or enhance its progress;
4. To compare the findings of the present research to the existing academic literature to determine whether or not leadership constituents are universal; and
5. To generate an Emergency Medical System Service Model of leadership that can be used across the profession.

The scope of this research does not appear to have been completed elsewhere which provides opportunity in contributing original knowledge to a broader

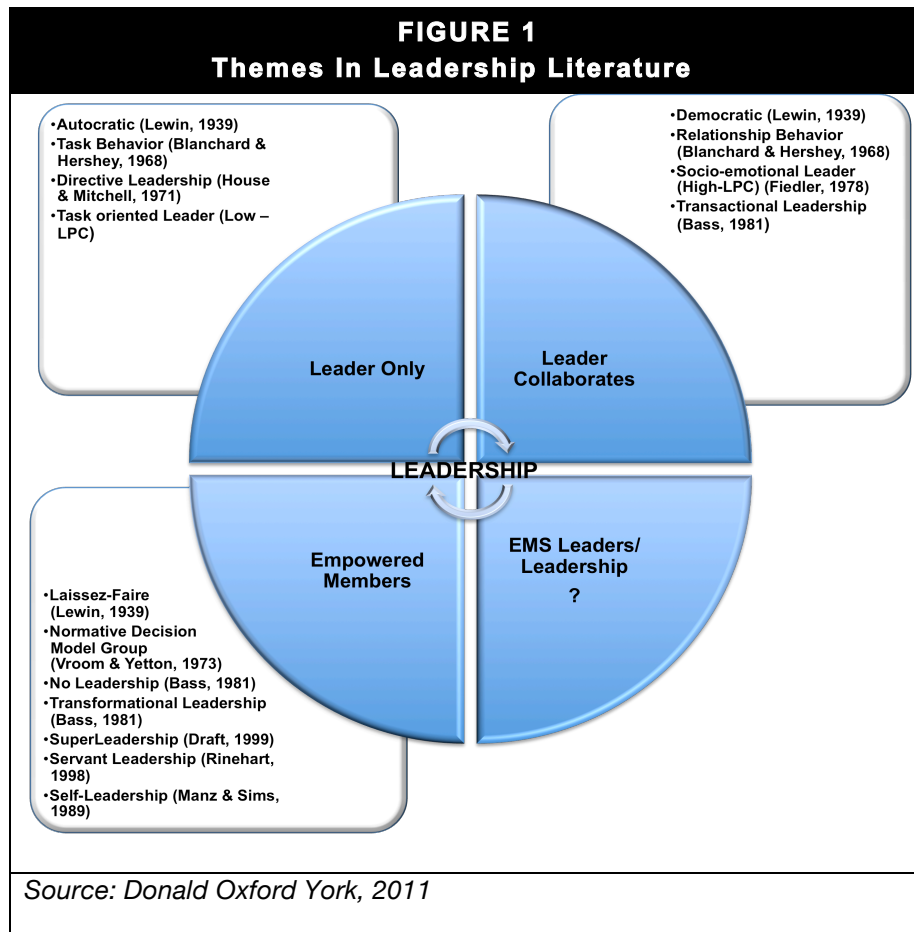
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perspective on EMS leadership. The research integrates the historical work of great thinkers along with the seminal literature on leadership and management theories in an effort to bridge the existing knowledge gaps in responding to the main research question as it pertains to the EMS domain.

4.0 CONTRIBUTION TO EXISTING KNOWLEDGE

A discipline advances due to the enhancement of an idea over the existing body of knowledge. In general, the term leadership has been met with great perplexity, complexity and lack of apparent clarity on the meaning and purpose behind the subject matter (Fenwick, 2010; Rost, 1993; Lotrecchiano, 2010). Pre-hospital care situations tend to involve critical issues consisting of life and death experiences for both the professional and the patient. Therefore, contributing to a greater understanding of EMS leadership and its constituents would be both gratifying and stimulating to the profession.

The nature of the present research is to contribute specifically to the knowledge of the constituents of leadership in the Emergency Medical System, EMS. On a larger scale, the present research should aid in compiling universal constituents across the seminal literature to distinguish and develop the meaning, purpose and practices of EMS leadership.

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A graphical representation of the common literature categories and subcategories written over the last century on leadership studies can be seen as Figure 1. Keeping these categories in mind, it is not apparent where EMS leaders or EMS leadership should fit within the current theoretical paradigms found in this table. The potential contribution to new knowledge that the contemplated research attempts to substantiate is based upon a lack of an apparent literature focus on the constituents of EMS leadership. The

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contemplated research should thus contribute to knowledge through the
development of the following four elements:

1. The construction of a new paradigm that fills-in the existing gaps within the literature of EMS leadership and their leaders;
2. The elucidation of how crisis is managed quickly and comprehensively within the EMS environment;
3. The identification of the essential components of EMS leadership (leading) found within this type of professional bureaucracy, and;
4. The development of policies for greater efficiency in-patient care and safety.

5.0 RESEARCH METHODOLOGY

The employed research methodology will be qualitative by way of a phenomenological research. The research design structure is rooted within the “Grounded Theory” approach in order to be able to isolate the main aspects and influences on EMS leadership, its designated leaders and the leader-team dynamics. Grounded theory is an inductive approach through its development of theory from data collected from the phenomenon (Moustakas, 1994). The present research will extract praxis and principles from responses provided from

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semi-structured interviews of selected EMS professionals to arrive at a holistic
consensus of leadership.

The research methodology relies on two separate study methods utilizing
surveys:

1. Telephone Interviews: Study participants will undergo a personal
interview process by way of recorded telephone interview.
2. Questionnaires: Study participants will be questioned on their
demographic backgrounds and basic understanding of leadership
concepts in general as well as applied to their field.

6.0 THE LITERATURE REVIEW

The theoretical framework will be structured based upon an integrative literature
review approach. The selection of this distinctive form of research will assist in
generating new knowledge of leadership (Torraco, 2005). Additionally, it should
bring forth a more holistic approach to the concept of Emergency Medical
System Service leadership, as the framework will be designed upon the
integration of various academic disciplines. The theoretical literature review will
be separated into three categories to allow for analysis and integration of the

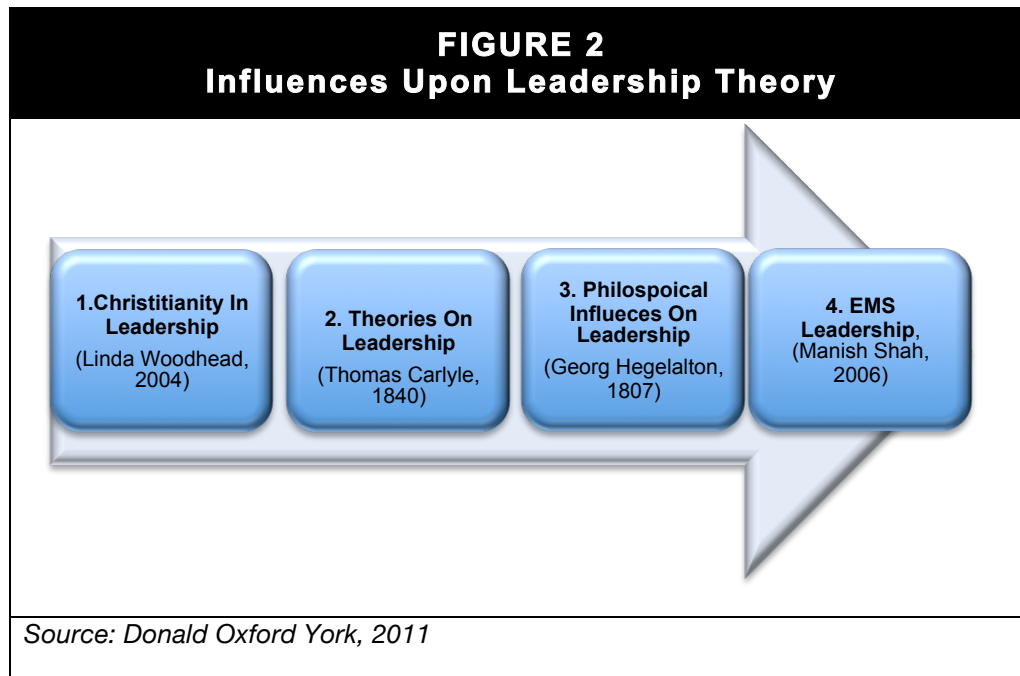
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various writings in order to formulate the essential determinants on leadership, they are:

- The Great Thinkers And Influences Upon Leadership Theory And Practice
- The Transition of Leadership Praxis
- The History Of The Emergency Medical System (EMS)

In addition, the review will allow for bridging historical to modern perspectives in leadership theory and practice to extract important determinants of EMS Leadership.

For centuries researchers have investigated leadership skills and its acquisition from a variety of perspectives. Important authors that are routinely referenced within the above themes include: Thomas Carlyle, Francis Galton, Mary Parker Follett, Rich Hughes, Fred Fielder, Kenneth Blanchard, Paul Hershey, Robert House, Terance Mitchell, Victor Vroom, Joepsh Rost, Phillips Yetton, Ira Chaleff and Robert Kelley. The work of these authors and others will be instrumental in providing an extensive examination of the previously mentioned themes while defining the process and role of leadership within the Emergency Medical System.



The sections that follow will provide a brief review of leadership from the following perspectives: historical, philosophical, social-psychological, behavioral theories, leadership styles as well as the main theoretical models most often referenced.

6.1 CHRISTIANITY IN LEADERSHIP

The Christian religion is comprised of many resources to help shape the hearts and minds of individuals and society (Woodhead, 2004). Christianity's appeal for life shaping comes from story telling, images and rituals (Woodhead, 2004). The inspiration and morality of Christian believers comes from the words of the creator know as God or "Yahweh" (Johnson, 2010). Christianity sees living a

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good life as involving a sacrifice of ones sins, choices, and desires to live up to the expectations held by God (Johnson, 2010).

Christianity also revolves around the historical figure Jesus Christ, who is deemed as having had a direct relationship with God, having been a successor to God as well as the Son of God (Johnson, 2010). Jesus emerged amongst other great miracle workers of the time to become an important figure in Christian thought and action as a form of self-reference (Woodhead, 2004).

Those who followed Him were called to serve and sacrifice rather than command and accumulate (Johnson, 2010). In his brand of leadership Jesus had refused to employ dominating power (The Holy Bible: KJV, 2008). In fact, Jesus practiced discipleship in which his followers would use his teachings for self-identification and learning (Woodhead, 2004). Discipleship was an effective way to pass on popular ideologies (Evans, 1990). In this regard a discipline was:

- A. One who received instruction from another;
- B. A follower of Christ in his lifetime especially his twelve disciples or one of the seventy or seventy two¹;
- C. An adherent of a school (G. & C. Merriam Co, 1959).

¹ The Twelve Disciples, or Apostles, of Jesus were the early followers that were directly linked to Him and initially sent out to spread the Gospel as identified in the Gospel of Mark [Mark: 6:7-13]. The Seventy or Seventy-two are considered to be early followers of Jesus mentioned in the Gospel of Luke who were sent out in pairs on specific missions [Luke: 10:1-24].

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The former holds true for the disciplines of Jesus who where his students, followers and advocates of his work (Johnson, 2010). Upon receiving Jesus' tutelage his disciples then went throughout the land to 'spread the word' and to teach others and at the same time develop their own disciples or followers (Woodhead, 2004). Jesus taught a great deal on morality and unconditional self-sacrifice for God and for all other fellow humans (The Holy Bible: NIV, 1984). Jesus helped shape modern values and emphasized the importance of: humility, dignity and freedom, a sense of community and family, service and forgiveness (Johnson, 2010). Jesus did not leave any written collection of his work or teachings as he taught mainly by oral tradition through riddles and parables, which was the custom of the day (Johnson, 2010). Jesus' disciples documented his works in separate books and manuscripts that were eventually collected by the early Church into what is now known as the Holy Bible. The Bible is commonly understood as the most reproduced manuscript in the history of the world and was also the first widely reproduced text using the newly invented moveable type of the Gutenberg press of the middle ages, c.1450.

6.2 THEORIES OF LEADERSHIP

The following subsections identify the major leadership theories and their principle elements that have influenced modern day leadership thinking. They are briefly discussed in sequence:

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- The Great Man Theory
- Trait Theories
- Social Theories
- Leadership Styles

6.2.1 The Great Man Theory Of Leadership

In the nineteenth century, the popular leadership theory of the time was the Great Man Theory. The Great Man Theory focused upon the question; “Are leaders born or made?” (Hughes, Ginnett, & Curphy, 2006; Alcock, Carment, Sadava, Collins, & Green, 1997). The historian Thomas Carlyle had a major influence on the Great Man Theory of leadership. Carlyle believed that the history of the world is made up of the biographies of great men (Carlyle, 1840). According to Carlyle, effective leaders are those who are gifted with divine inspiration and the right characteristics (Carlyle, 1840).

Some of the earliest research on the Great Man Theory looked at aristocratic rulers who were already successful leaders and achieved their position through birthright (Carlyle, 1840). It should be noted that at the time people of a lesser social status had fewer opportunities to achieve and carry out leadership positions and thus it contributed to the idea that leadership is an inherent ability (Carlyle, 1840).

6.2.2. Trait Theories Of Leadership

The trait theories assume that there is inherent qualities and traits that make individuals better suited to be in positions of leadership (Alcock, Carment, Sadava, Collins, & Green, 1997). In the nineteenth century, Sir Francis Galton is credited with applying a statistical method to the study of human intelligence and differences (Galton, 1892). Galton shifted research towards genetics and hereditary factors involved in leadership (Alcock, Carment, Sadava, Collins, & Green, 1997). Galton's research aimed at explaining the point that inheritance was the key element in all leadership abilities (Galton, 1892).

6.2.3. Social Theories Of Leadership

During the twentieth century, Mary Parker Follett is considered to be one of the major influences in putting forward a social psychology perspective on leadership theory and practice (Follett, 1918). Follett brought forth a collaborative and reciprocal nature of the leader-follower dynamic. The integration of the social psychology perspective proved to be instrumental in the analysis of groups and the types of power within leadership studies and was a crucial element in her work (Follett, 1918). Follett classified three types of leaders:

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1. Actual Leader;
2. Official Leaders; and
3. Genuine (or real) Leaders.

6.2.4. Leadership Styles

In 1939, Psychologist Kurt Lewin's research was based on identifying differences amongst leadership styles (Lewin, Lippitt, & White, 1939). Lewin's work was influential and established three major leadership styles:

1. Authoritative (Autocratic): the leader takes all of the decisions during high stress situations thus resulting in increased productivity;
2. Participative (Democratic): group members are involved in the decision making process;
3. Delegative (Laissez-faire): leader allows others to decide on the decisions to be taken (Lewin, Lippitt, & White, 1939).

6.3 PHILOSOPHICAL INFLUENCES ON LEADERSHIP

The 19th Century Philosopher Georg Wilhelm Friedrich Hegel's publication on 'Phenomenology of Mind and Spirit' (PM) is a major contributor to the

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understandings of the origins and exchanges of leadership theory. Researcher
Andrew Bowie interprets Hegel's work stating:

“Dependence makes possible new kinds of relationships between people and things. From the situation where the self always sees the other as a threat [...] Without mutual acknowledgement between self and other, rights have no concrete form of existence at all” (Bowie, 2010, p. 47).

In the Phenomenology of Mind and Spirit Hegel's section on 'Lordship and Bondage' speaks of this relationship. Hegel viewed the self-conscious as existing to be recognized and acknowledged by the other self-conscious (Hegel, 1807). The self-conscious exists for the self and its identity (Hegel, 1807). The former transforms into ego to create individual self-existence. There are two divisions:

1. The first is one is independent, and its essential nature is to be for itself;
2. The other is dependent, and its essence is life or existence for another (Hegel, 1807).

According to the work of Hegel, “The former is the “Master, or Lord, and the latter the Bondsman”, (Hegel, 1807, p. para.14). The master has a dependence on the bondsman who he had subordinated to himself (Hegel, 1807). The master's dependence enables the bondsman to develop his own competencies

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to maneuver through the world and become more powerful than the master
(Bowie, 2010). This passage is a model of leader-follower power relations and
their relationship to the world itself. This model allows for a historical relation on
leadership-followership study to emerge. Hegel's argument is based on the
premises that, "there is nothing in itself because the thing becomes a something
by being for us" (Bowie, 2010, p. 49).

6.4 THE EVOLUTION OF EMS

The evolution of the emergency medical system (EMS) revolved around three major events: World War II (WWII), health care reform and socio-environmental factors. During the Second World War, a system of transport was developed to evacuate injured soldiers from the field (Shah, 2006). Dr. Larry Jean Dominique, a chief physician to Napoleon Bonaparte, is credited with designing the initial use of EMS transport that was eventually used as a model during WWII (Shah, 2006).

Between the 1960's and 1970's, the profession of EMS continued to develop steadily as healthcare reform lead to the expansion of prehospital emergency services (Al-Shaqsi, 2010). In other words, the needs of EMS and the focus of the work came about during health care reform. One of the major factors causing reform of the health care system was the advent of chronic diseases

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and conditions that became a burden to the public (Shah, 2006). For example,
conditions such as heart disease, trauma, stroke and cancer became central to
the improvement of the EMS (Shah, 2006).

In the 1960's, a dual system of EMS was established by assembling physicians,
trained and untrained personnel. The two main systems of the Emergency
Medical Services within prehospital service delivery are known as: The Franco-
German Model and The Anglo-American Model.

The philosophy of the Franco-German model on prehospital care delivery is
“Stay and Stabilize” or “Stay and Play” with the intent of bringing the hospital to
the patient (Al-Shaqsi, 2010; Lockey & Deakin, 2005). The Anglo-American
model is based on the “Scoop and Run” philosophy with the intent of rapidly
bringing the patient to a hospital (Al-Shaqsi, 2010). The differences between the
two models are the amount of technology, resources and specialists required or
available. No model appears to be better than the other but it is heavily based
on the needs of the community. There are a number of research studies that
disprove the thought that any one particular emergency medical system is better
than the other (Lockey & Deakin, 2005). Research has shown that neither of the

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emergency medical systems seems to be better at improving patient income²
but rather patient outcome is a situational and highly variable factor (Lockey &
Deakin, 2005).

6.5 SUMMARY AND FUTURE RESEARCH DIRECTION

After centuries of research there still exists a particular focus on leader centrism and it is believed that not enough time or effort is spent on the reciprocal nature of the leader and follower exchange. However, there does appear to be within the seminal literature a natural transition among leaders and followers that supports the notion that no one truly leads all the time. Thus, this important and identified direction of research will be furthered examined and linked to EMS leadership throughout the current research.

7.0 RESEARCH PLAN

Participant interviews will take place over a three-month period scheduled for January through March 2011. Each telephone interview should last for approximately 30 minutes at a location and time that is amenable to the participants. Interviews will be conducted throughout the provinces of Canada

² Patient “income” refers to the condition of the patient as they enter the EMS system, while patient “outcome” refers to the condition of the patient as they are transferred out of EMS care.

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 and United States of America. Follow up interviews will be scheduled with select
 participants during the months of March and April 2011.

8.0 RESEARCH TIMELINE

In Table 1, the overview of the estimated time frame for the completion of the
 proposed doctoral research is presented along with the identified milestones.

TABLE 1 Research Timeline	
Date	Stage
February 2009 - July 2010	Master-in-Passing Research On Leadership
July 2010	Doctoral Research Start / Proposal Phase
August 2010 through September 2010	Initial Literature Review Stage, History, EMS Overview and Leadership General Leadership history and modern day theories
September 2010 through December 2010	Final Literature Review Stage Bridging Materials from other academic disciplines: Psychology, Philosophy, Ethics, Management, Mythology
December 2010 - January 2011	Interview Design Finalization Preparation And Scheduling of Meetings
January 2011- March 2011	Interviewing of Participants
March 2011- April 2011	Follow Up Interviews
April 2011 - June 2011	Analysis of Data
June 2011 - January 2012	Writing of Manuscript and Completion of Study
February 2012	Dissertation Completion, Submission & Defense

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The designated research will be carried forth on a highly regimented time frame incorporating the analysis and research work of the Master-in-Passing previously completed and designated as a component of this research.

9.0 RESEARCH BUDGET

The researcher will fund the costs privately thus no scholarships or grants will be requested in carrying out the present research. The total cost of the research is estimated to be approximately \$13,400 U.S. dollars.

TABLE 2 Dissertation Research Budget	
Item	Cost US \$
Conferences	\$1,500
Hotel Accommodations	\$2,000
Books and Article Purchases	\$3000
Travel Expenses	\$2,200
Parking Costs	\$300
Long Distance Charges	\$470
Reproduction Expense – Questionnaires	\$500
Reproduction Express – Manuscript Copies X 4	\$500
Software and Digital Recording	\$1,895
Miscellaneous Supplies & Other Costs	\$1,000
Total Approximate Costs	\$13,365
The above cost represents a general estimate of the cost to be incurred to successfully complete the research. Costs may vary. Additional cost to be funded by the researcher.	

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No extra supervisory costs or other cost are being requested from UGSM-Monarch Business School. The present research is fully funded and may commence immediately.

10.0 RESEARCH PROPOSAL APPROVAL

The contemplated research proposed herein has been approved by the University and the student may commence the research immediately. The student is not to deviate from the proposed research unless expressly confirmed by both the Supervisor and the University in written form.



Approved By The University On
July 2010 in Zug-Switzerland
By: Dr. Jeffrey Henderson, Ph.D.



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