

National Ski Patrol



Program: Outdoor Emergency Care

Outdoor Emergency Care Module of the Senior Program

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1 Introduction

1.1 Mission Statement

The **OEC Module of the Senior Program** (OECMSP) component is a national education program that encourages members to participate in field relevant exercises to help them develop skills in **Leadership, Decision Making, and Problem Management** (LDP) as it relates to the treatment of patients.

In addition, the practical exercises that are conducted enhance the ability of the patrollers to handle serious patients in an austere environment.

1.2 Goal

The OECMSP has been established to expand and improve the knowledge and skills of NSP members relating to handling complex situations involving leadership, decision making, and problem management. This program is designed for Patrollers, Alpine Patrollers, Bike Patrollers, and Nordic Patrollers (variations in requirements are noted). The program also prepares patrollers for leadership roles within the NSP.

1.3 Scope

The purpose of this document is to provide a candidate overview of the OEC Module of the Senior program. This document will cover the requirements for training, prerequisites for the final evaluation, and overview of the final evaluations. The contents of this document come from the OECMSP Senior Training Coordinators Guideline and the NSP Ski Patrollers manual.

1.4 Document Maintenance

The Division OEC Supervisor or their designee will maintain this document to ensure that the contents are in sync with National Guidelines for the OEC Module of the Senior Program. A document maintenance section at the end of the document will track versions and updates



2 Program Overview

2.1 Overview

The Outdoor Emergency Care Senior Module (OECMSP) is an educational program, and a required to meet the National Ski Patrol Senior Classification for patrollers. The OECMSP focuses on improving patrollers' abilities to handle more complex scenarios and issues that patrollers may face while using their fundamental OEC first aid skills. The program is intended for NSP Members registered as Patrollers, Alpine Patrollers, Nordic Patrollers, and Bicycle Patrollers. The focus of the program is consistent OEC skills while handling complex patient situations by increasing their Leadership Decision Making, and Problem Management (LDP) skills.

2.2 Program Requirements

The OECMSP Candidate must meet the following three requirements for participation in the program:

- To have access to a current edition of the Ski Patroller's Manual and the most current edition of the Outdoor Emergency Care textbook.
- Candidate application is approved by the application process that is defined by their respective Division
- Agreement to a significant time commitment for training & attending the final evaluation.

2.3 Program Process/Roles and Responsibilities

For purposes of this document, the positions listed below are job responsibilities and can be assumed by one or more individuals or combined as determined by the needs of the Division.

1. **Senior Training Coordinator for the OECMSP (STC):** The STC will be appointed at the region level and works with the Division OEC Supervisor to ensure that all requirements of the program are met. If multiple training locations are set up, the STC will confirm that those sites are following the appropriate guidelines. It is the responsibility of the STC to manage the program for the Division. This includes planning and scheduling the training sessions and final evaluations, annual update and review of Trainer/Evaluators each season or prior to clinics, coordination with local patrols, executing the program, completing all documentation requirements, and ensuring the program meets the requirements of the National Standards.
2. **Trainer/Evaluator(T/E):** T/E's serve dual roles; during training sessions, their role is one as a Trainer for the candidates where they review the scenario results with the candidates and provide constructive feedback on execution issues. When performing the final evaluation, the trainers become evaluators and evaluate the capability of the candidate to meet the standards defined by the National Ski Patrol to meet senior status. T/Es must have passed the OECMSP, OECMSP Trainer/ Evaluation Clinic and be an OEC instructor in good standing.
 - a. Only Division approved OECMSP T/E's may be used as station evaluators during the final evaluation. The OEC Division Supervisor may approve out of Division T/E's if needed to support delivery of a program.
 - b. Care must be taken in scheduling evaluators to ensure that there are no conflicts of interest during the final evaluation with the candidates that they are evaluating.
 - c. Evaluators must be carefully paired to achieve the best possible balance in evaluating capabilities. Evaluators should possess the following qualities:



- i. Good communication skills
 - ii. Strong interpersonal skills
 - iii. Ability to evaluate objectively
 - iv. Desire to help the candidate
 - v. Positive attitude, patience and understanding, and keen observation skills
 - vi. Strong OEC skills
 - vii. Ability to measure effectiveness based on results, not singular methods.
 - d. No more than one newly appointed evaluator should be assigned to the same station.
 - e. Do not schedule an individual as an evaluator who cannot stay for the entire day, including the candidate debriefing.
3. **Regional OEC Administrator (ROA):** The ROA will support the STC with staffing for the training events and final evaluations. They will be a resource on all OEC matters or issues that may arise during the set up and training sessions. The ROA can be supportive of the program and assist the STC in logistics and OEC Instructor support.
4. **Division OEC Supervisor/Designee:** The representative provides evaluation quality control by reviewing the evaluation plan created by the STC prior to the evaluation and attending the evaluation to ensure that it meets the standards of the Division and the National Ski Patrol. This individual is also a key participant along with the STC in resolving pass/fail issues. For any issues involving the OECMSP, the STC interfaces with the Division OEC Supervisor.
5. **Candidate for the OECMSP:** The candidates must meet the requirements for participation in the program as stated in the requirements section, above. To be effective, the candidate should have strong OEC skills, however, it is the application of LDP skills to the scenario which are necessary for the candidate to be successful in the evaluation.

2.4 Evaluation Criteria

The OECMSP candidate will demonstrate the following knowledge and abilities as they pertain to various elements of Outdoor Emergency Care. The candidate demonstrates LDP in the application of their OEC skills.

The following is a general definition for evaluating (grading) OEC scenarios in each of the categories on the score card.

Above Senior Level (+)

The senior candidate demonstrates outstanding LDP abilities (as measured by the program's performance objectives, using the applied criteria). The senior candidate consistently demonstrates exceptional problem assessment, resource management, communication, and team interaction in every scenario. The patroller does an exceptional job of identifying and coordinating all actions necessary to manage the helper(s), bystander(s), and the scene to satisfy OEC skill performance objectives while ensuring the safety of the patient(s).

At Senior level (=)

The senior candidate demonstrates competent LDP abilities (as measured by the program's performance objectives, using the applicable criteria). The senior candidate demonstrates competent problem assessment, resource management, communication, and team interaction in every scenario. The patroller identifies and coordinates all actions necessary to manage the



helper(s), bystander(s), and the scene to satisfy OEC skill performance objectives while ensuring the safety of the patient(s).

Below Senior Level (-)

The senior candidate is inconsistent in meeting the minimal LDP, and leadership abilities (as measured by the program's performance objectives, using the applicable criteria). The candidate makes critical or frequent errors in problem assessment, resource managements OEC Skill performance, communication, and team interaction. The senior candidate identifies and coordinates actions necessary to manage the helper(s), bystander(s), the scene, and the Patient(s) at a level below that expected of a senior patroller.

Training Evaluators will evaluate scenarios using LDP as their criteria. To pass a scenario, the candidate needs to achieve = or + level in each of those areas.

At the end of every scenario, evaluators will independently complete an evaluation card. The station evaluators must reach a consensus regarding the senior candidate's performance on that scenario. The point of striving for consensus is to have a well-reasoned decision to share with the candidate. In the case of non-consensus within a five-minute window, the discussion will continue at a break or the conclusion of the scenario day.

2.5 Leadership, Decision Making and Problem (LDP) Defined

Leadership

- Communication with the patient, helpers, bystanders: The candidate informs the patient of what is happening, gives appropriate instructions to helpers, and directs bystanders without introducing confusion.
- Attitude: The candidate is positive, reassuring, and poised.
- Ability to direct: The candidate is assertive, makes independent decisions, demonstrates an ability to use resources, and provide clear direction to helpers.
- Confidence: The candidate demonstrates that he or she knows what to do and how to do it without getting rattled.
- Delegating: The candidate builds and uses a controlled team approach and doesn't try to do everything alone.

Decision Making

- Problem assessment: The candidate approaches the incident appropriately, evaluates the situation, and determines all essential issues, proper resources, and safety needs.
- Patient assessment: The candidate conducts a primary and secondary survey, and during the "patient" interview considers the trauma and likely medical outcome.
- Appropriate prioritizing: The candidate addresses a single patient and determines whether the patient is a priority case. The candidate also assigns priority status to multiple patients and conducts triage.



- Overall safety: The candidate takes all appropriate actions to identify, protect, mark, and move patients.

Problem Management

- People resources: The candidate requests, uses, and directs available resources appropriately; keeping people involved without allowing independent actions.
- Equipment resources: The candidate requests and uses equipment appropriately and ensures that other patrollers do so as well.
- Plan of action: The candidate manages the problem, avoids repeating actions, directs logical follow through given the patient's condition, and allots the appropriate amount of time for action points.
- Anticipation: The candidate plans for what may happen next, avoids common problems, duplication of services, and unnecessary movement of the patient.
- OEC skills: The candidate directs or applies appropriate OEC skills according to patient need and in accordance with OEC skill performance guidelines.
- Transportation: The candidate uses planned, supportive, and appropriate means to arrange transportation for priority cases and for others, securing an adequate number of helpers.

2.6 References

Outdoor Emergency Care, current edition

National Ski Patrol Policy and Procedures, current version

Instructors Manual for Outdoor Emergency Care, current version



3 Training Process

This section outlines the process for training in the OECMSP

3.1 Training Schedule and Orientation

1. The STC will register the Senior Training Course in the Learning Management System.
2. Candidates must enroll in the training course.
3. The training schedule should be developed early and coordinated to minimize conflicts with other region or division activities. This will assist candidates in making a commitment to the program and will allow the staffing process to begin.
4. An orientation should be presented to the candidates either in person or virtual session which is designed to:
 - a. Give an overview and goals of the Senior Program
 - b. Give an overview of the training clinic(s) and schedule
 - c. Distribute supplementary materials
 - d. Review the prerequisites and requirements
 - e. Give an overview of the final evaluation(s) and schedule
5. Training may start at a non-ski/bike area facility with terrain in alignment with the complexity of the scenario. Replication of scenario terrain, equipment, and realistic environmental features is emphasized. It is important that some scenario training be done under conditions where the final evaluation training and testing will be completed.
6. Only approved and properly trained OECMSP T/Es will conduct the training for scenarios and can sign off the basic OEC skills and final practice scenarios. OEC Instructors identified by the ROA and STC as understanding the OEC skills requirements identified above can evaluate and sign off that the candidate has met the objectives for the OEC skills listed on OECMSP Training Completion Log. To assist with training as scenario managers or helpers, other experienced patrollers and EMS professionals may assist in the training provided they are only teaching to the most current edition of the OEC text.
7. Training clinics can be done locally, or at a Region or Division level. Basic skills and practice in preparation for the clinic must be done prior to attendance, which can be done locally or where the candidate can find training resources. All aspects of the training are the responsibility of the STC, but the STC can delegate to a lead T/E.
8. For the training setting, the terrain, equipment, and environment must be as realistic as possible.
9. Staffing the Training Program
 - a. OECMSP training may be provided by or coordinated under the direction of an OECMSP T/E.
 - b. If a region's training program is to be divided between one or more patrols, each such training location must have a lead T/E who is approved by the STC to oversee each training site. The STC maintains ultimate responsibility for the quality of the training program.
 - c. Special care should be exercised in selecting personnel for the scenarios. It is highly recommended that personnel be experienced patrollers or OEC instructors, when possible.



3.2 Training

Training for OECMSP consists of several components. The first of which is a OECMSP Training Completion Log. The Training Completion Log is designed to help the candidate refresh their basic OEC skills. The skills must be completed with a T/E or approved OEC Instructor. The candidate must demonstrate competency before the instructor will sign off on the skill. The Training Completion Log must be completed before the candidate can attend the OECMSP Training.

While OEC skill competency is a factor, the OECMSP training is designed to train the candidate to apply those skills to a complex OEC scenario using three above-listed important components: Leadership, Decision Making and Problem Management (LDP).

Once the candidate has completed the LDP training, they are then asked to combine their OEC skills with what they have learned about Leadership, Decision Making and Problem Management, by applying their training on practice scenarios. The more hands-on practice, the better prepared the candidate will be for the final evaluation. Required scenarios to be completed at a minimum will be directed by the National OEC Program Director and initially will be from Appendix G of the most current edition of the Ski Patrollers manual. These scenarios should be terrain appropriate and at least two must be specific to the patroller classification, i.e. Patroller, Alpine Patroller, Bicycle Patroller, or Nordic Patroller. Additional practice scenarios may be chosen from the scenarios in the OEC Instructor Toolkit or they may be made up as long as they meet the requirements of scoring at least a 5 or 6 level scenario. The local T/E can consult with the STC on additional practice scenarios. The STC or responsible T/E should choose a combination of single patient/multiple injuries scenarios and multiple patient scenarios. These scenarios cannot be the same as those used for the final evaluation scenarios. The candidate must solidly pass two of these scenarios before they can attend the final evaluation.



4 Final Evaluation

The OECMSP component is a national education opportunity that allows members to participate in OEC relevant exercises. These exercises are designed to develop and enhance leadership, decision making, and problem management as applied to the management of emergency care situations.

Only if this method of evaluation and training creates a hardship for the Division or Region running a program may the pre-2023 method of testing be used. That hardship must be approved by the Division OEC Supervisor to use the older format.

This does not allow for a highbred between the two programs to be used.

4.1 Prerequisites

To attend the final evaluation, the OECMSP Candidate must complete the following prerequisites:

1. Completion of the required training outlined above, including:
 - a. Leadership, Decision Making, and Problem Management Training
 - b. OECMSP Training Completion Log
2. Submit written answers to two open-ended scenarios. See Senior Scenario writing guideline this document for example of what is required for written scenarios and a blank form.
3. Create one new senior level training scenario using the Scenario Scoring Matrix and include points concerning LDP.
4. Successfully complete four practice scenarios provided by the OEC National Program Director initially from Appendix G and completed under the conditions which the patroller works eg. On-snow for Alpine as an example, On trail for Bike and Nordic/Backcountry conditions.

4.2 Final Evaluation

For the final evaluation, the candidate will attempt two final scenarios. These scenarios are level 5/6 and will be provided by the OEC National Program Director. The candidate is allowed only one attempt to be successful for each scenario. The candidate must successfully complete and pass both final scenarios.

Final evaluation testing must be done with two approved T/E's and neither T/E can be in the candidate's chain of command. The T/E cannot have a familial or personal relationship with the candidate.

At the end of every scenario, each evaluator will *independently* complete an evaluation card. The two evaluators must reach a consensus regarding the senior candidate's performance on that scenario. The point of striving for consensus is to have a well-reasoned decision to share with the candidate.

Any candidate that does not successfully pass a final scenario on the first attempt will be allowed one retake for one of the required final scenarios. The retake scenarios will be different from the original attempted scenarios and provided by the OEC National Program director and will meet specific requirements of level 5/6 and single/multiple patients etc. If a candidate fails a retest, they must start the OECMSP training again.

Retesting for the final evaluation does not need to be completed on the same day. The candidate can opt not to retest the same day if they feel that they need remediation. The candidate can work with the STC with support from the local T/E's to set up a final retest date. The local T/E's will work with the Division Supervisor to schedule the retest. The retest should be scheduled within a reasonable time, and the date must be approved by the OEC Division Supervisor. If testing cannot be completed based on the terrain



requirements, the STC must coordinate with other T/E's training at other areas or regions within the same division to try and accommodate the retesting. If the final retake needs to go outside the Division, coordination must be done between the OEC Division Supervisors for the respective Divisions after consultation with the STC.

4.3 Testing Format

For the final evaluation, the single candidate format is the preferred method, however up to 3 candidates format can also be used. The single candidate format means that the candidate will enter the scenario as the lead. The necessary number of trained helpers will be available based on the scenario to assist the candidate. The trained helpers will be experienced patrollers who will act only on the direction of the candidate. The scenario will outline the mix of trained and untrained personnel available. Examples of untrained personnel identified in the scenario, could include ski instructors, lift operators, parents, etc. The multiple candidate format will have a lead for each station and two helpers that are also candidates and the helpers will not be evaluated at the scenarios they are not leading.

Multiple candidate formats require more additional scenarios because each lead must go through a scenario that they have not participated in as a helper.

4.3.1 Personnel and Logistics

Location Setting and Equipment

1. Use good judgment in the selection of terrain for training sessions and final evaluations. Locations chosen must provide facilities for staging and debriefing, as well as the actual scenarios. Consider making the final evaluation as accessible as possible to all. In all cases, the time and specific location(s) must be approved by area management.
2. The final evaluation must meet the terrain requirements of the specific discipline as specified in the scenario. Approval must be obtained from the Division Supervisor for any changes to scenarios.
3. Equipment- Appropriate discipline specific equipment must be used. For the final evaluation, each station is required to have a transportation device and gear sufficient to perform first aid for Level 5 and 6 scenarios. Candidates should familiarize themselves with the available equipment before the evaluation begins.

Station Managers/Coordinators

The station manager is not an evaluator and need not be a Senior patroller; this is a good position for future Senior candidates. This patroller must have good organizational skills and be able to focus on managing the scene and providing the necessary information to the candidate.

Responsibilities include:

1. Making sure that the station is set up according to scenario guidelines and the required equipment is available
2. Tracking time for the scenario including the overall time
3. Keeping track of requested equipment and resources
4. Sending in helpers with equipment approximately 2 minutes after they are requested depending on the scenario. Good judgement should be used as to when the helpers should arrive based on what the candidate is doing.
5. Providing scenario vital signs when candidate takes and announces the vital signs
6. Escorting candidates in and out of the station ensuring that they are not within earshot of evaluation discussions



7. Helping candidates repack the equipment/ pack
8. Keeping bystanders and non-essential personnel out of the scenario area
9. Ensuring that the station is presented the same to all candidates

Moulage Manager

Moulage must be used. Moulage should be prepared ahead of time so that it is consistent with the scenario. The patroller responsible for the application of moulage is required to read all scenarios prior to the evaluation to ensure that the proper moulage is available for all scenarios. The STC, area representative and moulage coordinator should meet prior to the evaluation to ensure that locations for terrain and patients are properly assigned.

Selecting Patients and Bystanders

1. The STC may wish to assign the task of obtaining and briefing patients/bystanders to another member of the region staff.
2. Patients must be thoroughly prepared and coached preceding the actual evaluation station to realistically portray the written scenario. Patients should be encouraged not to be overly dramatic but to be clear and consistent in portraying their injuries and symptoms. Patients **must not** wear patrol parkas or first aid belts/ packs.
3. Personnel such as family or friends of patrollers may be used as untrained bystanders or patients, but they should not be used as station managers or evaluators where the candidate is being evaluated.

If the basic skill review and practice scenarios have been administered correctly during OECMSP training, the candidate should be able to meet all of the program objectives.

4.4 Provided Equipment

The following is a sample list of the equipment that should be provided to the candidate ahead of time so they are familiar with what equipment and resources will be available during the evaluation. The following is a suggested list based on discipline and local protocol. This is not meant to be an exclusive or exhaustive list.

Toboggan Pack

- Canvas Tarp
- Two Blankets
- C-Collars adjustable one each Adult and Pediatric
- Backboard Spider
- Six Towel Rolls
- Quick Splint
- Backboard
- SAM Splint

Trauma/O2 Pack

- O2 bottle
- Non-rebreather one each Adult and Pediatric



- Nasal cannula
- Regulator with wrench
- One set oral airways
- One set nasal airways
- Suction device
- Pelvic SAM Splint
- Traction device



5 Document Control Information

5.1 Document Information

Document Identification	OECMSP
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5.2 Document Edit History

Version	Date	Additions/Modifications	Prepared/Revised by
1.0	January 1, 2024	Final approved version with accepted final edits	John Fradette

5.3 Document Review/Approval History

Date	Name	Organization/Title	Comments

5.4 Distribution of Final Document

The following people are designated recipients of the final version of this document:

Name	Organization/Title



6 Appendix A - OECMSP Training Completion Log

NATIONAL SKI PATROL – OECMSP OECMSP Training Completion Log

Senior Candidate _____

The following OEC skills have been demonstrated to an OEC Instructor and have been performed correctly, confidently, and in accordance with the appropriate skill performance guidelines. Note: an OEC instructor is required to observe the candidate’s performance and testify to the satisfactory completion.

Table with 3 columns: Skill Performance Required, OEC Instructor Name and Signature, Date Completed. Rows include Patient Assessment and Vital Signs, Airway Management, Bleeding control and Bandaging, Fracture Management near a joint, Alignment of angulated fracture, Open fracture management, Long bone fracture management, Traction splitting, Spinal Motion Restriction, Lifting Techniques, Medical Emergencies.

This patroller has adequately demonstrated to me the skills of decision making, problem management and leadership in four terrain specific scenarios such as “on snow” OEC –MSP practical scenarios as directed by the National OEC Program. These scenarios must be signed off by an OEC Trainer/Evaluator.

Table with 3 columns: Practice terrain specific OEC–MSP Scenario, OEC–MSP Trainer Evaluator Name and Signature, Date Completed. Rows include Scenario 1 ID #, Scenario 2 ID #, Scenario 3 ID#, Scenario 4 ID#, Final Practical OEC–MSP Scenario.



Outdoor Emergency Care Module of the Senior Program

OECMSP

Scenario 1 ID #		
Scenario 2 ID #		
Make up scenario if needed ID #		



7 Appendix B – Written Scenario Material

NATIONAL SKI PATROL – SCENARIO SCORING MATRIX

Directions: Assign points in three categories (injury/illness, environment, and personnel) where appropriate to determine the degree of difficulty for the scenario.

Injury or Illness

0 points

- medical condition (no influence on situation)
- medications (no influence)
- minor soft tissue (closed)
- burn (superficial)
- frostbite (superficial)

1 point

- eye injury (minor)
- moderate bleeding
- minor sprain/strain/contusion
- medical condition (minor influence)
- contusion of head without loss of responsiveness
- frostbite (moderate to severe)
- burn (partial- or full-thickness) – small or to non-critical areas
- mild altered mental state

2 points

- eye injury (severe)
- minor fracture, e.g., finger, clavicle
- closed extremity fracture or dislocation
- severe sprain/strain that limits mobility
- major bleeding, e.g., arterial/large vein
- amputation
- burn (partial or full-thickness – extensive or to critical areas)
- medical condition (major influence, e.g., hypoglycemia, seizures, pregnancy, hypothermia)
- head injury with loss of responsiveness or altered mental status less than 1 minute
- behavioral crisis

3 points

- shock (hypotensive)
- open or severely angulated extremity fractures
- femur fracture (traction splint)
- neck, back, pelvis fractures (backboard immobilization)
- fracture or dislocation with circulatory, motor, or sensory deficit

4 points

- unresponsive patient
- any life-threatening situation, e.g., stroke, heart attack, severe respiratory distress, acute abdomen, etc.



Environment

<u>0 points</u> <ul style="list-style-type: none">• site does not add difficulty
<u>1 point</u> <ul style="list-style-type: none">• difficult extrication or rescue• disentanglement• extreme slope or off trail• rescuer/bystanders in danger
<u>2 points</u> <ul style="list-style-type: none">• combination of any of the above

Personnel

<u>0 points</u> <ul style="list-style-type: none">• single patient• trained help
<u>1 point</u> <ul style="list-style-type: none">• more than one patient• untrained assistants• obnoxious or hysterical patient/bystander• disoriented patient (non-medical issue)• language/communication barrier
<u>2 points</u> <ul style="list-style-type: none">• physical danger to self/others



NATIONAL SKI PATROL – WORKSHEET FOR OEC–MSPSCENARIO
OUTDOOR EMERGENCY CARE
Scenario # (Difficulty 5 and above)

Degree of Difficulty =

INJURY	ENVIRONMENT	PERSONNEL

GENERAL SCENARIO DESCRIPTION

INFORMATION GIVEN TO TRAINEE

PATIENT SUMMARY

VITAL SIGNS

Time in minutes	Pulse and respirations

SCENARIO OBJECTIVES

Decision Making

Problem Management

Leadership



Scenario #

INFORMATION FOR SCENARIO PLANNING AND OEC INSTRUCTORS

Location/terrain:

Moulage:

Weather: Must be the same as the day of scenario use

SPECIFIC INSTRUCTIONS FOR INJURED PATIENT

Position:

Answers to SAMPLE

- Signs and symptoms:
- Allergies: Medications:
- Past history:
- Last meal:
- Events leading:

Answers to OPQRST

- Onset:
- Provocation and palliation:
- Quality:
- Radiation:
- Severity:
- Time:

Behaviors:

SPECIFIC COMMENTS FOR EVALUATORS

Note: for each situation complete this worksheet by identifying all actions you would perform for the situation and listing them in the objective category areas.



8 Appendix C – Sample Written Exercise

Leadership, Decision Making, and Problem Management including Expectations

One of the goals of the senior OEC component is to motivate, challenge, and facilitate a senior candidate's growth and/or experience level. Everyone involved in ski patrolling has been in a leadership position at one time or another. It may have been at the scene of an accident, while teaching one of NSP's many courses, or while serving as hill leader for the day. When you assume a leadership role, you are expected to fulfil certain responsibilities or duties, either by performing the task personally or by delegating it to another qualified individual.

Some patrollers are very comfortable in a leadership role while others tend to shy away from taking charge. Several factors may help determine whether someone is a better leader or follower, including personality, education, profession, age, and level of ski patrol experience. Each of these factors can affect a person's decision-making abilities in various situations. How do people make sound decisions and apply them to a leadership role? The following steps trace that process.

Decision-making Process

These steps enable a good leader to gain control of the situation.

1. Gather all the information about the problem or situation. Understand the information, and process it rapidly and efficiently.
2. Assess the seriousness of the situation. Set priorities based on the facts.

Communication

3. Instruct and delegate tasks to the people involved at the scene. Be calm, confident, and competent, and give concise orders or commands to anyone who is available to assist you, including other patrollers, area personnel, and bystanders. Everyone involved must clearly understand the course of action and the tasks that are expected of them. (Other patrollers should be able to work under minimal supervision and attend to the details while you address the broader picture.)

Anticipation and Flexibility

4. Anticipate the needs of the injured, the needs of the patrollers tending to the situation, and the problems that may arise. Be ready to initiate a change of plan. (You may decide to change the plan of action suddenly, depending on the time it takes to evacuate the injured, the role the weather may play, what equipment is needed, whether equipment fails or is unavailable, etc.)
5. Evaluate the on-the-scene plan of action. How effectively is the plan working? Remain flexible.

Follow-up

6. Review the events that occurred during the situation (both your actions and the actions of those you directed). In a non-judgmental, positive manner, give constructive feedback to all involved. (You might decide what was done well or what could have been handled better, more efficiently, etc. Alternatively, everyone involved in the situation could discuss these issues.)

Effective Team Characteristics

- Mutually set goals
- Understanding and commitment to goals
- Atmosphere that encourages development
- Efficient, task-oriented meetings that focus on improvement
- Members listening and showing respect for each other
- Pride and spirit
- Cooperation and support of members



- Clearly defined, non-overlapping roles
- Discussions that involve all members
- Problem solving versus blaming
- Decisions based on facts, not emotions or personalities
- Tolerance for conflict with emphasis on resolution
- Informed members
- Free expression of feelings and ideas

Sample Written Exercise

The following section contains a **sample essay** response to a scenario. This exercise illustrates the knowledge components to be included in any OEC exercise designed by the OEC Test Bank Committee. *The italicized text represents the candidates' answer.*

General Problem Description

A 60-year-old person (Patient A) is sitting on the snow after climbing uphill to help their spouse (Patient B), who fell on a more difficult slope and is complaining of severe lower leg pain. Patient A is short of breath and complaining of chest pain, and they has a history of angina.

Patient Information

Patient A - Signs & Symptoms			Patient B - Signs & Symptoms		
Complains of severe chest pain, substernal radiating to the left arm. The patient has taken a nitroglycerin tablet but has not felt any relief. The patient also complains of shortness of breath, is anxious, and is concerned for their spouse, who is perspiring heavily.			Complains of severe pain and tenderness at the top of their left boot. The patient's circulation, motor functions, and sensation are within normal limits. (they can wiggle their toes, is not bleeding, and has no open fracture.)		
Vital Signs			Vital Signs		
	<u>Pulse</u>	<u>Respirations</u>		<u>Pulse</u>	<u>Respirations</u>
Initial	118	32	Initial	110	20
5 min.	110	30	5 min.	112	22
10 min.	106	28	10 min.	100	22
15 min	110	30	15 min	104	24

Scenario Objectives – Describe your actions as the leader in this situation.

Equipment: *Call for two toboggans equipped with hill packs, as well as blankets, a quick splint, and oxygen.*

Leadership: *Communication with both patients and available helpers is crucial. Patient A needs to be reassured about their spouse's condition. Patient B needs to be reassured about their spouse and treated quickly to avoid further complications with shock. The leader must direct with confidence and a positive attitude. Utilize all available helpers aggressively and effectively. Use a team approach and control the situation at all times. Give clear, simple directions.*

Decision-making: *Ensure the overall safety of the people at the accident site by identifying any immediate hazards, marking the site clearly, and protecting the patients from further possible harm. Assess the problem. Determine the priority for treatment by performing primary surveys on each patient followed by secondary surveys to determine appropriate medical care for each patient. With the possibility of a heart attack for Patient A, alert the base that this is a hurry case.*

Problem management: *Utilize the available people to assist with the patients and the equipment. Assign people according to their skill and experience. Direct bystanders to help secure the site, and assist with splinting and lifting if patrollers are not immediately available. Request the appropriate equipment. Have a Plan of action based on the patients' conditions and the circumstances of the accident and the environment. The main concern is the need to get Patient A to advanced life support as quickly as*



possible while still properly handling Patient B. Patient A should be positioned so that they are comfortable. They should be transported with their head uphill, while having oxygen administered to them. Transport Patient A in a sitting position unless the patient is more comfortable lying down. Patroller assistance also will dictate this transportation decision. Patient B should be transported with the injury uphill. It is essential that the necessary OEC skills are performed on both patients according to OEC performance guidelines. It is the leader's responsibility to ensure proper skill application by all helpers



9 Appendix D – Evaluation Card

NATIONAL SKI PATROL – OECMSP - SCENARIO EVALUATION

Leader		Inst/Evaluator	
Helper #1		Date	
Helper #2		Start Time	
Scenario #	Station #	End Time	Total Time

NOTE: A “-“ in any section must be fully documented::

LEADERSHIP Communication with Patient, Helpers, Bystanders Attitude Ability to Direct Confidence Team Interaction	+ = - <i>Choose One!</i>
DECISION MAKING Problem Assessment Patient Assessment Appropriate Prioritizing Overall Safety	+ = - <i>Choose One!</i>
PROBLEM MANAGEMENT Plan of Action Anticipation People Resources Equipment Resources OEC Skill Performance Transportation	+ = - <i>Choose One!</i>
OVERALL	+ = -

MAKE A DECISION

- ❑ **USE THE REVERSE SIDE FOR A TIME LINE, ACTION SEQUENCE, DETAILED NOTES, ETC.**
- ❑ **ALL SUBSTANDARD PERFORMANCES MUST BE COMPLETELY DOCUMENTED!!**