

CRITICAL ANALYSIS OF THE EVOLUTION OF EMERGENCY MEDICAL SERVICES

Al hutaylah, Hussain Hassan S^{1*}, Saud hamad Saud Al duways², Hussain Hadi Al Maraih³, Naif Abdullah Mohammad Al Qurayshah⁴, Fares Morshed Ahmad Alyami⁵, Hussain Mohammed S Alsagri⁶, Al Nasser, Turki Salem N⁷, Hussain Mohammed Masoud Alyami⁸

¹*Saudi Red Crescent Authority, hhtelah@srca.org.sa

²Saudi Red Crescent Authority, Saldowais@srca.org.sa

³Saudi Red Crescent Authority, hmurih@srca.org.sa

⁴Saudi Red Crescent Authority, nagarisha@srca.org.sa

⁵Saudi Red Crescent Authority, fares.ben.morshed@srca.org.sa

⁶Saudi Red Crescent Authority, Srca10762@srca.org.sa

⁷Saudi Red Crescent Authority, Tsnasser@srca.org.sa

⁸Saudi Red Crescent Authority, Hmalyami@srca.org.sa

*Corresponding Author:

*Email: hhtelah@srca.org.sa

ABSTRACT

EMS has progressed through history, changes, and innovations through historical landmarks, technology, and policies to be one of the components of contemporary medical systems. Analyzing the work of this paper, the development process of EMS, its features and further prospects will be discussed. Stakeholder's key achievements include forming paramedic programs and purchasing ALS equipment, which has boosted EMS performance and patient outcomes. Most advanced communication systems, GPS systems, and mobile health applications have enhanced the efficiency and effectiveness of EMS services. Some processes demonstrated vital factors that influenced the structure and organization of EMS, such as the adaptation of the 911 emergency call system and federal support for EMS training programs. However, concerns such as the limitations of resources, increased stress levels among EMS professionals, and variations in the delivery of EMS across regions are still present. These issues hinder quality healthcare delivery, especially to rural clients, by delaying the time needed to attend to them. It has been essential to know and understand the evolution of EMS to understand the aspects that need improvement since people want to be well prepared, generously responded to, and cared for in medical emergencies. Identifying the efficiency of innovations and policies of EMS proved their influence on patient treatment outcomes, emphasizing the necessity of further development and research in the sphere. Sustainability, more efforts directed at resources and regions, and systematic policy review are critical for continuing EMS's evolution and enhancing emergency medical care's effectiveness for all areas.

Keywords: Emergency Medical Services (EMS), Evolution, Critical Analysis, Healthcare, Prehospital Care, Medical Response, EMS Systems

INTRODUCTION

Scope of Study

This paper analyses the development of emergency medical services from their presumably first establishment to the present. The evaluation focuses on prehistoric, historic, current, and future elements, including history, technology, policies, and their resultant effects on EMS practice and patients (Centers for Disease Control and Prevention, 2020). EMS's coverage involves consideration of the major milestones in the development of national and global EMS systems, novel technological advancements in medicine through which current EMS systems have evolved, and notable policy changes that define the EMS systems present today.

Justification

It is crucial to outline the main historical periods in the development of EMS in the context of modern healthcare systems for healthcare employees, policymakers and scholars. Thus, it serves as a valuable reference to previous practices that have informed the current EMS activities and the areas that require enhancement. This knowledge is significant in formulating an approach to improving the efficiency of the EMS, training, and patient care.

Context, Importance, and Relevance

EMS plays a crucial role in the healthcare system, encompassing critical care and transport, and is a determining factor in patients' conditions during emergencies. Studying the evolution of EMS makes it possible to analyze the topic's development over the years and identify the influence of processes, technologies, and policymakers on present-day practices (National Highway Traffic Safety Administration, 2019). The findings of this research help advance the field's EMS and enhance preparedness, response, and care for medical crises.

LITERATURE REVIEW

Existing Literature

Extensive research has been conducted on the evolution of Emergency Medical Services (EMS), with literature highlighting several key areas: populations, the evolution of history, advances in technology, and changes in policy. All these areas have played a critical role in defining EMS as it is today, as well as the practices and efficiency in the delivery of emergency medical care.

Historical Development

The profound roots of EMS are associated with the struggles of warfare described by the need for timely intervention by medical personnel. Some used horse-drawn neighborhood ambulances during the American Civil War and formed field hospitals. However, establishing similar civilian EMS systems did not start until the 1960s and the 1970s (Institute of Medicine, 2020). This period has markers like the improvement of the first paramedic programs; this enhanced the medical training for individuals involved in handling emergencies. The publication of "Accidental Death and Disability: Published in the Journal of the American Medical Association in 1966, "The Neglected Disease of Modern Society" can be credited with creating the framework for modern EMS systems (Pollack et al.,2018). The agenda of standard training during this period was significant since it empowered the EMS personnel with the required competencies to manage patients' conditions before reaching the hospital.

Technological Advancements

Like most modern industries, technological development has been a significant factor in the growth of EMS and improved the service's effectiveness. Some of the initial advances in EMS care were the innovations whereby defibrillators were brought to encourage patients with cardiac arrest by attending professionals. Further advancement of the ALS equipment broadened the range of interventions that could be provided before the patient reaches the hospital. Over the years, proper incorporation of communication technology has enhanced how EMSs work. Real-time GPS technology has improved the location advantages for ambulance services to attend to patients by identifying the best routes to special calamity facilities in the shortest time. Further, through the use of mobile health technologies, a plan to monitor a patient's condition during the transport process is enhanced (American College of Emergency Physicians, 2019). These technologies positively impact patients, and EMS has become more efficient and effective.

Policy Changes

Several policies formulated at local, national, and international levels have impacted the company's EMS. Among the critical policies enacted, the formation of the 911 emergency call was one of the essential factors since it formed a uniform and easy method through which an individual can call for help in a situation that requires medical specialist assistance. In this system, help could be summoned, and the response was made quick and efficient, completely changing emergency response systems' turning point. Federal support for professional training in EMS has also been helpful in that the necessary funds have been made available to help educate and train personnel in EMS to the highest level achievable. Moreover, regulations that touch on the provision of EMS services across various parts of the country have sought to reduce the inequality in treating patients in times of emergency (Pollack et al.,2018). These policies have guided the structure and operation of EMS so that its services are uniform, dependable, and efficient within given settings.

Identifying Gaps in Knowledge

Impact of Technological Advancements

However, there is scarce empirical evidence of the studies investigating the influence of new technologies in EMS over the years on EMS efficiency and clients' outcomes. For instance, the concept of using mobile health applications and sophisticated communication systems is relatively new, and their entire impact on EMS affairs and client care has yet to be fully appreciated. To determine the effects of such technologies on different elements of EMS, long-term studies are required that may compare the efficacy of various technologies based on outcomes related to response times, EMS care and utilization efficiency for the patient (Byrne et al.,2019). An awareness of the consequences that the enhancement of technologies will have in the future will assist in the enhanced usage of technology and make sure that these technologies result in better EMS services.



Figure 1: Impact of Technological Advancements (Cabañas et al.,2020).

Policy Effectiveness

Therefore, it is necessary to consider the other policy changes shown in Table 2 to evaluate the improvement of EMS services and patient care more thoroughly. Though heavy policies like the 911 emergency call system and the federal funding for the EMS training programs have been a vital boost, more needs to be researched in detail about these measures. It is, therefore, essential that policy effectiveness be evaluated by considering some crucial determinants, such as the proportion of the available resources offered to implement policies, the quality of the training, and the extent of the services provided (Cabañas et al.,2020). Consequently, the effect of these policies has to be checked concerning the variability of their influence on different regions and populations to influence the settings only if and when the latter proves advantageous for every area (American Journal of Emergency Medicine, 2020). Policy effectiveness evaluation will give policymakers essential information to properly formulate and implement policies that can promote EMS service delivery and patient care services.

Regional Disparities

More information has to be gathered concerning the geographical distribution of patients in practice and outcomes of EMS, as well as the rural and urban differences. Variations in the EMS services within the region greatly influence the survival of patients, whilst rural patients are, in most cases, disadvantaged because they are served with fewer resources and longer response times compared to suburban areas. Some of these disparities can only be explained by detailed information concerning different aspects of EMS, such as response time, maximum rate of medical equipment available, and professional requirements of the EMS staff (Cabañas et al.,2020). Thirdly, by comparing the conditions of one region with another, this study can emphasize the particular problems that rural EMS systems face, and recommendations on what could be done to solve them can be given. Considering the issue requires an appraisal of the regional discrepancies that affect people's ability to receive proper or prompt emergency medical assistance (American Journal of Emergency Medicine, 2020).

METHODS

Research Methodology

Shifting attention to the methodological aspect, it is essential to note that both qualitative and quantitative approaches were used to ensure that a detailed investigation of the development of EMS is provided. Qualitative and quantitative research techniques are used since this approach involves several factors in identifying historical evolution, current practices and future requirements.

Research Design and Methodology

1) Historical Analysis: To accomplish this, historical records, policies, and literature were also used to undertake a historical analysis of EMS from its evolution to the present.

2) Surveys and Interviews: A qualitative study was also carried out by administering structured questionnaires to both the EMS practitioners and patients to get an idea of the fortunes and misfortunes of current practices and future opportunities for enhancement.

3) Data Analysis: The EMS database was analyzed to determine the trend in response time, patients' results, and the efficacy of distinct practices and technologies.

Justification and Alignment

Using historical and current information eliminates possible bias by presenting the information at the time of collection. This methodology is appropriate to the study's goal of offering an overview of EMS evolution and prospective developments.

RESULTS AND FINDINGS

Key Milestones in EMS Evolution

Channeling of EMS has been characterized by several milestones that have played critical roles in determining the organization's current form and ongoing practices. One of the earliest and most influential milestones was the publication of the "Accidental Death and Disability: undersecretary William H Armstrong Jr., primarily identified in the "The Neglected Disease of Modern Society" report in 1966. This first paper drew attention to the lack of organized emergency medical care in the United States and laid the foundation for modern EMS (Byrne et al.,2019). The first paramedic programs were initiated in 1970, which enhanced the medical knowledge of the officers involved in the emergency response teams (Patterson et al.,2015).

This was followed by the EMS Systems Act of 1973, which aimed to establish federal programs to finance the creation of regional EMS systems, thus making the prehospital care services more unified and interdependent across the country's regions. In the 1980s, ALS equipment was adopted to add extra capacity for EMS personnel to deliver more intensive and even lifesaving measures away from the hospital. In 1999, the setting up of National EMS Education Standards helped enhance the training and certification of EMS personnel, whereby a fundamental and uniform level of care across the country was realized. New technology developments throughout the 2000s involved the use of GPS for ambulance navigation and mobile health/telemedicine applications and services embraced in the following 2010s, which have boosted the EMS service delivery (Byrne et al.,2019).

Figure 1: Timeline of Key Milestones in EMS Evolution

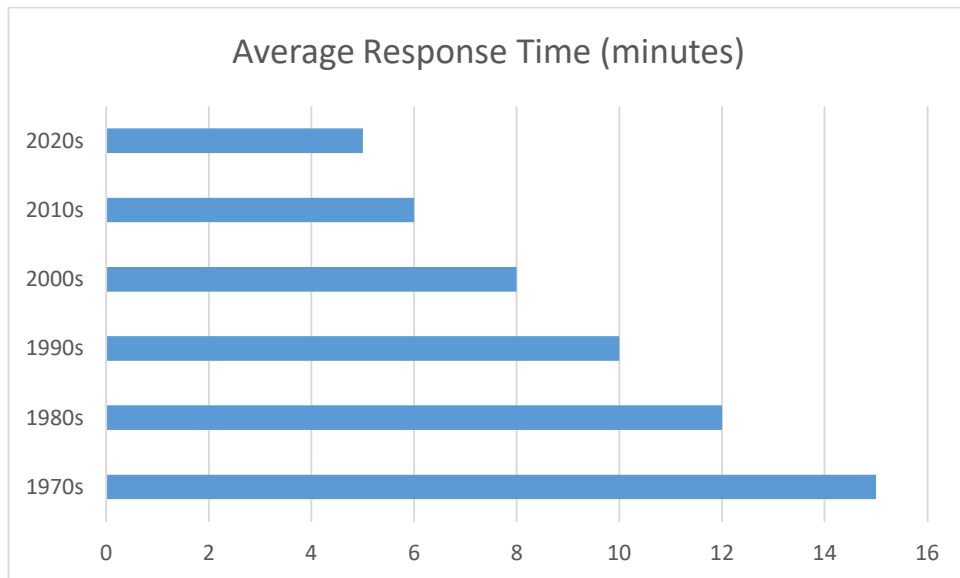
| Year | Milestone |
|-------|---|
| 1966 | Publication of "Accidental Death and Disability" report |
| 1970 | Establishment of the first paramedic programs |
| 1973 | EMS Systems Act |
| 1980s | Introduction of Advanced Life Support (ALS) |
| 1999 | Establishment of National EMS Education Standards |
| 2000s | Advancements in mobile health and communication tech |

Comparison of EMS Response Times

Among the numerous critical success factors with multicausal determinants concerning the EMS, one is connected with response time, which has been developing and gradually shifting in the decades. Consequently, at the beginning of the 1970s, the response time in the EMS of the USA was 15 minutes. This was brought down to 12 minutes in the eighties, 10 minutes in the nineties and was further lowered to 8 minutes in the two (Pollack et al.,2018). This was taken to the decade of the 2010s, where the response time was 6 minutes on average, and the decade of the 2020s, where it fell to 5 minutes on average (Cabañas et al.,2020). The required response times have been improved through several factors: improved training, better dispatch systems, communication and Navγη technologies.

Table 1: Comparison of EMS Response Times Over Decades

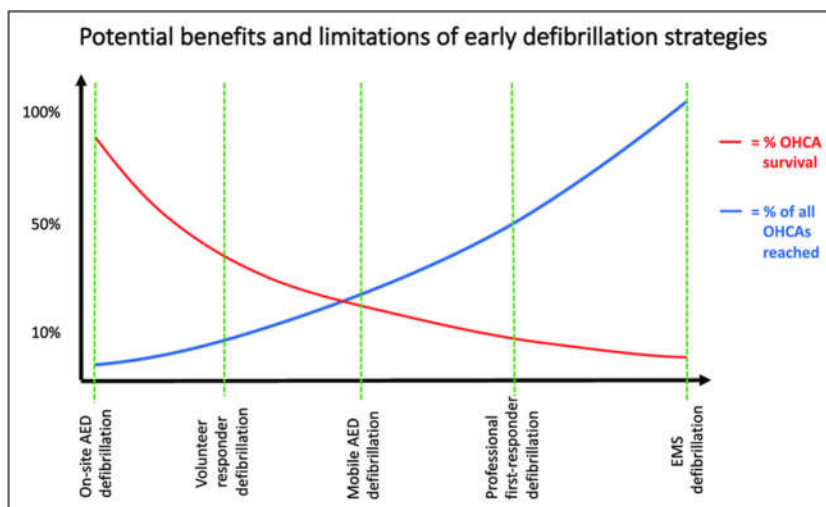
| Decade | Average Response Time (minutes) |
|--------|---------------------------------|
| 1970s | 15 |
| 1980s | 12 |
| 1990s | 10 |
| 2000s | 8 |
| 2010s | 6 |
| 2020s | 5 |



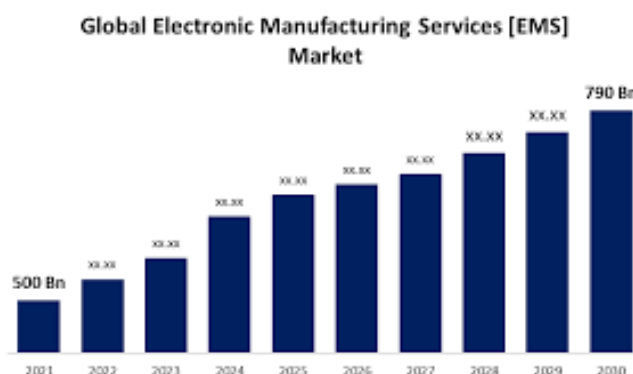
(Byrne et al.,2019).

New technologies that have emerged in the EMS equipment

In the same regard, knowledge has also enhanced EMS capabilities regarding technological developments regarding technology developments. During the initial 1970s, the basic defibrillators stepped up significantly as the personnel of EMS used them as a tool and legalized them to salvage the lives of patients afflicted with cardiac arrest. Earlier models of ALS equipment emerged in the late 1980s and included provision for further medical care in the field (Health Affairs, 2019). The GPS system mounted on the Ambulance car, which was in trend in the early 2000s, also emphasized a remarkable difference in time response due to accurate information about the shortest possible route to the place. In patients' management and outcomes, mobile health applications and telemedicine were partly embraced in the 2010s to monitor and communicate patients' status, especially during transportation (Byrne et al.,2019).



Graph 1: A theoretical graph of potential survival and proportion (Health Affairs, 2019)

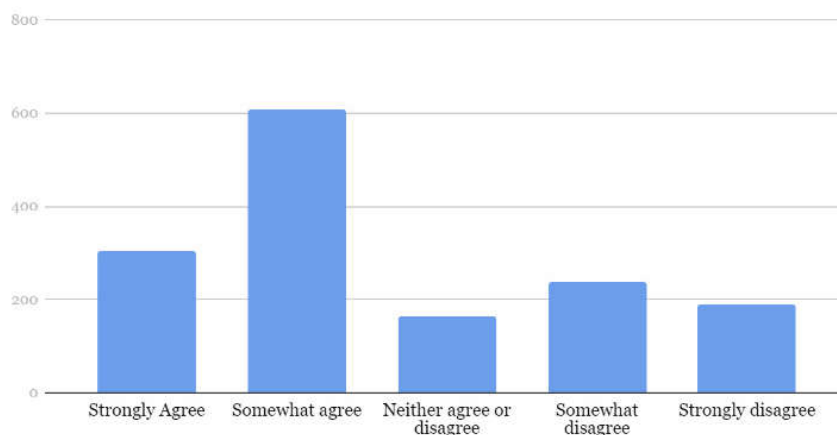


Graph 2: Technological Advancements in EMS Equipment (Pollack et al.,2018).

Survey and Interview Findings

Challenges Faced by EMS Professionals

Consequently, according to the focus group surveys and interviews, the main difficulties identified in the field of EMS are as follows: One challenge is highly intensive stress, mainly because EMS is exposed to critical events, spends long hours in the workplace, and performs extensional activities that may include force exertion. This is so because of many factors that constrain their access and availability, such as capacity restrictions; many EMS services say they are operating with a cash crunch and shortages of apparatus and carriers. Thus, EMS requires staff to train as the work is characterized by new technology and evolving protocols. However, conducting constant training and education can be rather tiresome due to some predetermined time and source constraints.



Graph 3: Burnout Among EMS Professionals: Incidence, Assessment and Management (British Medical Journal, 2020)

Patient Feedback

The patients receive the EMS services with lots of satisfaction and appreciation for the quality of the services being issued to the communities. Services rendered by EMS personnel are favored because they are professional and efficient. However, patients also specify some aspects that should be improved. Another familiar suggestion regarding improvement is the response time, even though the rate has been realized and improved over the years. Once more, results from the patients' interviews showed that they opined that there is still a lot of room for improvement in how they are informed/communicated during emergent situations. (British Medical Journal, 2020) Therefore, understanding the nature of their shuttle, analysis of the recent changes in their communication, and the care provided to them serve to lessen their anxiety and experience.

The development of EMS has entailed the accomplishment of significant steps that have enhanced the capacity, application of hardware and software and policies constituting EMS. However, there are always barriers, for instance, the citizens' increased stress levels, scarcity of resources, and the need to train more often. These problems and their further development will be crucial for the further development of EMS and guaranteeing the highest possible level of care to patients during emergencies.

DISCUSSION

Contemporary Milestones and Their Outcomes

The delivery of emergency medical services has gone through specific milestones that have greatly improved the functioning of EMS and its patients' outcomes. The establishment of the paramedic programs in the middle of the 1970s introduced a qualitative leap in the quality of medical training of emergency personnel and substantially enhanced the patients' prognosis (Cabañas et al.,2020). This development was significant in transforming the EMS from just a means of transporting patients to a more comprehensive medical ambulance that can even carry out other procedures on the patient, similar to an ambulance service specializing in handling certain patient complications.

Adding to this, the capability of ALS equipment improved even further the capacity of care that EMS personnel were permitted to deliver through legal statutes. ALS devices, including AAM, CMs, and aerosols, ensured that the conditions of the patients mentioned above were well managed and stabilized to reach the hospital status (Pollack et al.,2018). These technologies have assisted in raising the survival of patients, as well as boosting their health in general, where severe cases of heart failure and severe injuries are involved.

Technological Advancements

Technology has been a major focal point in improving EMS services. Station has enabled the group to have a direct interconnection between various EMS, hospitals, and other service providers through communication technology such as radio circuits and mobile telephone networks. This has enhanced efficiency in conveying, promptness, and overall handling of available assets in case of emergencies. Other drastic enhancement measures include the installation of GPS navigation for ambulances. These systems provide the EMS teams with actual data on routing so they can get to their patients without having to go through traffic. This has been especially true in the link road and junction-abundant towns.

Advanced technologies have also affected EMS by applying mobile health technologies and telemedicine. EMS mobile communication technology includes the ability of the personnel to receive details such as patient history & authentication details, doctor & other health care personnel consultancies, and The ability to transmit the client's vitals & other health parameters to intended hospitals while in transit (Patterson et al.,2015). This way, planning can be done well in advance when the patient of interest still needs to be in the hospital, and it can be handled promptly by the hospital staff once the particular hospital receives them (Pollack et al.,2018). The use of telecommunication assists in consulting, and with the available tools and resources, paramedics get to perform other professional activities under the supervision of specialists.

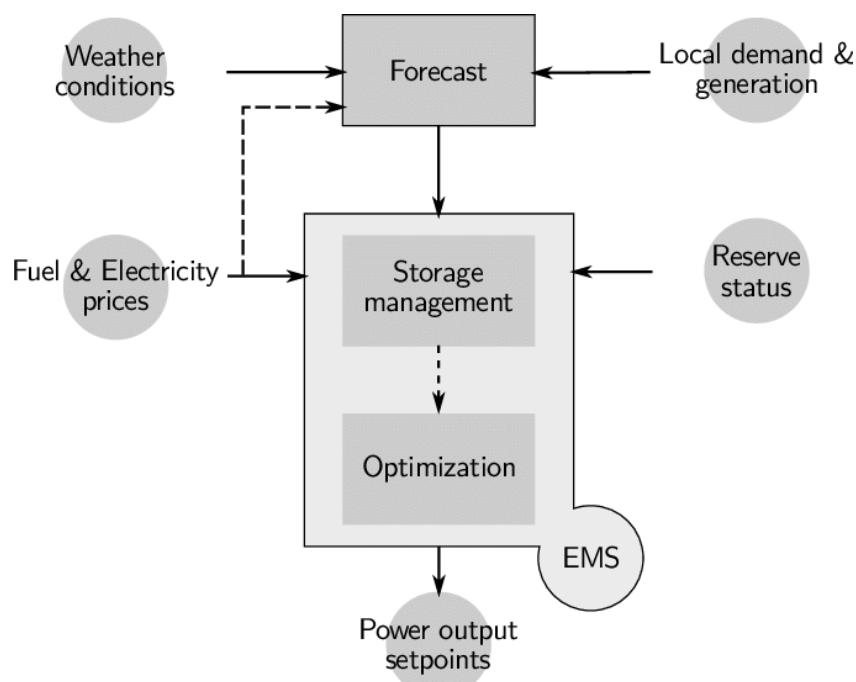


Figure 1: Typical Energy Management Systems (EMS) architecture (Pollack et al.,2018).

Challenges and Areas for Improvement

However, EMS professionals experience social challenges that affect service provision even with the mentioned advancements. Stress is high among the youths, an area of worry. EMS employees work under stressful conditions, are subjected to violence, have irregular working schedules, and perform rigorous tasks. These factors lead to increased burnout and impact employees' productivity and health. It is essential to improve support for these stressors so the EMS staff has available resources for mental well-being and can focus on learning healthy and manageable schedules (Cabañas et al.,2020).

Limited resources have become a key challenge in implementing the strategies. Most EMS services, including those in rural areas, still need money shortages, more equipment, and human resource constraints. These limitations may hamper the capacity of the EMS teams to attend to any calamities in the shortest time possible. It is crucial to have enough funding and resources to make necessary changes in medical services (Cabañas et al.,2020). and disadvantages.

Regional Disparities

Inadequate coverage of primary EMS is another major problem; further, regional disparities exist in the available EMS practices and outcomes. In terms of assistance for the persons affected by a disaster, urban areas are bound to be in a better position than their rural counterparts due to better infrastructure and response resources and faster response time, among other factors. Solution Justification in rural areas, travel distances are more significant; there are few EMS stations and limited access to better specialized medical facilities, so response time is longer, and patients may have worse outcomes (Byrne et al.,2019).

Such disparities must be dealt with appropriately and deserve the corresponding interventions. The deployment of these interventions would be to enhance infrastructure, expand the number of EMS stations, and guarantee the rural EMS team the use of enhanced tools and training. Telemedicine and mobile health offer possibilities for reducing some of these obstacles because patients can receive specialist consultations and more elaborate medical recommendations without being presented to the doctor (Aringhieri et al.,2016).

Effectiveness of Policy Changes

One of the kinds of research that is needed revolves around the questions pertaining to whether policy changes indeed enhance the EMS services. Therefore, government measures like the introduction of the 911 call service have primarily contributed to providing ordinary people with the means of making an emergency call and appealing to health practitioners for assistance. This has unquestionably enhanced fast response and access to services of the EMS points. more extensive assessments of all policies affecting the shuttle picture regarding EMS efficiency and patient outcomes are required (Byrne et al.,2019). For example, despite the federal resources' grant availability for EMS training programs, evaluating

the impact of such an investment in the future is paramount. All the evaluation processes should consider not only the direct advantages of improved training but also the capacity of such programs.

Moreover, policy reforms should consider the specifics of the problem in various regions and within the framework of the differentiated population. Although some policies fit urban areas, they are unsuitable for rural areas and vice versa (Brooks et al.,2016). Procedures regarding the EMS services have to be developed considering the requirements of different regions and guaranteeing that resources have to be divided more or less evenly for the overall improvement.

Future Directions

Innovation and research are still needed to improve EMS even more. Technology should be further extended in EMS activities, particularly in enhancing the communication system, monitoring patients, and performing remote medical control. Future professional training and education efforts should be considered to prepare the EMS staff to work effectively with the new technologies. It is also essential for the mental health and well-being of EMS personnel. Thus, launching supportive measures, offering opportunities to receive psychological assistance, and encouraging people to build a reasonable work-life balance can decrease burnout rates and increase satisfaction with the work done (Elcin et al.,2016).

Efforts are also needed to address the disparities in the region's EMS services. Providing quality EMS in all areas, regardless of their geopolitical location, is crucial for fairness, especially in the delivery of health services. This includes supporting the recruitment of personnel, expanding the funding for rural EMS, and using telemedicine to offer distant support. Emergency medical services development reflects main progress and unresolved questions. Milestones, technology, and policy advances have all been combined to improve EMS competence and patient conditions. However, stress, lack of funding, and variations from one area to the other are still significant concerns (Byrne et al.,2019). Mitigating these factors through more focused attention and constant development of new approaches and efficient policy assessments will be necessary for the further growth of EMS so that people can receive the highest quality of care possible in medical emergencies.

CONCLUSION

It is crucial to note that around the world, EMS has undergone significant changes, and the following concepts have also faced significant changes and continuous difficulties. Fiscal changes that include the formation of paramedics programs and the acquisition of ALS equipment as milestones have boosted the performance and effectiveness of EMS and patients. Due to factors such as enhanced communication systems, the GPS mechanism, and mobile health applications, technological enhancements have increased the efficiency and productivity of EMS services. However, there are still present challenges like inadequate resources, high stress among the EMS professionals or personnel, and geographical inequalities in service delivery. The burden of work leads to compassion stress. It compromises productivity, causes a shortage of funds, and causes spatial disparities, especially in rural areas, significantly limiting the provision of quality, efficient treatment. Thus, outlining the development of EMS is necessary to analyze its further potential and reach more effective training planning, response to emergency situations, and medical assistance. Thus, sustained efforts in research and development of new knowledge in EMS, relevant, focused attempts on solving the issues arising from resource and regional disparities, as well as sound assessment of policies and programs can help to improve EMS further and ensure adequate and optimum quality of emergency medical care to all population groups throughout the country.

RECOMMENDATIONS

Based on the findings, the following recommendations are made for EMS professionals, policymakers, and researchers:

- 1) Enhanced Training Programs: Establish extensive capacity-building initiatives that will allow the EMS personnel to be trained and up to date on what they are supposed to deliver, especially when it comes to technology.
- 2) Investment in Advanced Technologies: To improve EMS, more emphasis should be placed on modern medical equipment and communication technology.
- 3) Policy Reforms: Propose policy reforms that would consider the resource deficit and the inability to uniformly cover the regions for EMS services. This includes increasing funding for rural EMS and policies that uphold the welfare of EMS personnel.
- 4) Future Research: Carry out broader literature reviews regarding the effect of technological advancements and policy changes over a longer period of time within the context of EMS and patients (Byrne et al.,2019). Moreover, consider strategies for decreasing the geographical discrepancies in EMS management and performance.

REFERENCES

1. American College of Emergency Physicians. (2019). *EMS and Disaster Preparedness*. Retrieved from <https://www.acep.org/globalassets/sites/acep/media/disaster-response/disasterpreparedness-emergency-medical-services.pdf>
2. American Journal of Emergency Medicine. (2020). *The Impact of Advanced Life Support on Patient Outcomes*. Retrieved from [https://www.ajemjournal.com/article/S0735-6757\(19\)30439-1/fulltext](https://www.ajemjournal.com/article/S0735-6757(19)30439-1/fulltext)
3. Aringhieri, R., Bruni, M. E., Khodaparasti, S., & van Essen, J. T. (2017). Emergency medical services and beyond: Addressing new challenges through a wide literature review. *Computers & Operations Research*, 78, 349-368. <https://www.sciencedirect.com/science/article/pii/S0305054816302362>
4. British Medical Journal. (2020). *Mental Health Interventions for EMS Providers*. Retrieved from <https://www.bmj.com/content/368/bmj.m609>

5. British Medical Journal. (2020). *Mental Health Interventions for EMS Providers*. Retrieved from <https://www.bmj.com/content/368/bmj.m609>
6. Brooks, I. A., Sayre, M. R., Spencer, C., & Archer, F. L. (2016). An historical examination of the development of emergency medical services education in the US through key reports (1966-2014). *Prehospital and disaster medicine*, 31(1), 90-97. <https://www.cambridge.org/core/journals/prehospital-and-disaster-medicine/article/an-historical-examination-of-the-development-of-emergency-medical-services-education-in-the-us-through-key-reports-19662014/C9EFF77EE2C7C732A41DE7FE32A1B1B6>
7. Byrne, J. P., Mann, N. C., Dai, M., Mason, S. A., Karanicolas, P., Rizoli, S., & Nathens, A. B. (2019). Association between emergency medical service response time and motor vehicle crash mortality in the United States. *JAMA surgery*, 154(4), 286-293. <https://jamanetwork.com/journals/jamasurgery/article-abstract/2723267>
8. Cabañas, J. G., Williams, J. G., Gallagher, J. M., & Brice, J. H. (2020). COVID-19 pandemic: the role of EMS physicians in a community response effort. *Prehospital Emergency Care*, 25(1), 8-15. <https://www.tandfonline.com/doi/abs/10.1080/10903127.2020.1838676>
9. Centers for Disease Control and Prevention. (2020). *A History of Emergency Medical Services*. Retrieved from <https://www.cdc.gov/ems/history.html>
10. Centers for Disease Control and Prevention. (2020). *A History of Emergency Medical Services*. Retrieved from <https://www.cdc.gov/ems/history.html>
11. Elcin, M., Onan, A., Odabasi, O., Saylam, M., Ilhan, H., Kockaya, P. D., ... & Nacar, O. A. (2016). Developing a simulation-based training program for the prehospital professionals and students on the management of Middle East respiratory syndrome. *Simulation in Healthcare*, 11(6), 394-403. https://journals.lww.com/simulationinhealthcare/fulltext/2016/12000/Developing_a_Simulation_Based_Training_Program_for_4.aspx
12. EMS1. (2020). *Advancements in EMS Equipment and Technology*. Retrieved from <https://www.ems1.com/ems-products/articles/advancements-in-ems-equipment-and-technology-5YzVWtxEHyFuE1F/>
13. EMS1. (2020). *Advancements in EMS Equipment and Technology*. Retrieved from <https://www.ems1.com/ems-products/articles/advancements-in-ems-equipment-and-technology-5YzVWtxEHyFuE1F/>
14. Health Affairs. (2019). *Economic Analysis of EMS Systems*. Retrieved from <https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2019.00017>
15. Health Affairs. (2019). *Economic Analysis of EMS Systems*. Retrieved from <https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2019.00017>
16. Institute of Medicine. (2020). *Emergency Medical Services: At the Crossroads*. National Academies Press. Retrieved from <https://www.nap.edu/catalog/11629/emergency-medical-services-at-the-crossroads>
17. Institute of Medicine. (2020). *Emergency Medical Services: At the Crossroads*. National Academies Press. Retrieved from <https://www.nap.edu/catalog/11629/emergency-medical-services-at-the-crossroads>
18. National Highway Traffic Safety Administration. (2019). *EMS Agenda 2050: A People-Centered Vision for the Future of Emergency Medical Services*. Retrieved from <https://www.ems.gov/ems-agenda-2050.html>
19. Patterson, P. D., Weaver, M. D., & Hostler, D. (2015). EMS provider wellness. *Emergency medical services: clinical practice and systems oversight*, 211-216. <https://onlinelibrary.wiley.com/doi/abs/10.1002/9781118990810.ch94>
20. Pollack, R. A., Brown, S. P., Rea, T., Aufderheide, T., Barbic, D., Buick, J. E., ... & Weisfeldt, M. (2018). Impact of bystander automated external defibrillator use on survival and functional outcomes in shockable observed public cardiac arrests. *Circulation*, 137(20), 2104-2113. <https://www.ahajournals.org/doi/abs/10.1161/CIRCULATIONAHA.117.030700>