



January 11, 2024

Indiana Department of Administration  
Attn: Procurement Division  
402 W. Washington St., Room W468  
Indianapolis, Indiana 46204

Via: Supplier Portal: [IDOA: Procurement: Bidder Profile Registration \(in.gov\)](#)

Re: Contract Negotiated Bid 385-24-76964, Solicitation For: Online EMT/Paramedic Classes

Dear Indiana Department of Administration:

The EMS Training School, LLC d/b/a School of EMS (“SOE” a/k/a “School of EMS”) appreciates the opportunity to provide a structured response and Executive Summary to Contract Negotiated Bid 385-24-76964 solicitation for Online Paramedic/EMT classes. The school takes great pride in our institutional mission statement as it pertains to today’s EMS environment.

Mission Statement: To provide quality education built around the needs of the patients in the communities we serve through effective partnerships and evidence-based practices.

How School of EMS understands the problem of EMS staffing shortages and online education:

1. EMS, both nationally and within the State of Indiana, is in the midst of a staffing shortage spurred by COVID-19 and other long-term factors.<sup>1</sup>
2. Nearly one-third of EMTs left the profession, and roughly one-half of part-time paramedic positions remain unfilled.<sup>2</sup>
3. The pandemic has forced institutions to look for novel ways to deliver education, including reducing the number of contact hours, maximizing the amount and quality of content during less frequent live sessions, and moving as much content as possible into an online format.<sup>3</sup>
4. Vocational education is relatively resistant to the idea of learning online.<sup>4</sup>
5. Online healthcare education is challenging to implement for institutions that do not have the experience and commitment to it.<sup>5-6</sup>

How School of EMS can address the problem:

1. School of EMS (SOE) has specialized in online paramedic education since well before the COVID-19 Pandemic. Providing education for well over 35 years, the School of EMS started within a hospital-based EMS system. The School of EMS began providing online education nationally eight years ago for all interested students and employers. The School of EMS online program provides a meaningful work/life/education mixture while also receiving a credible and successful EMS certification.
2. All SOE programs are blended, with online lectures, assignments and assessments, and live skill training and clinical time.



3. Each initial student is assigned to a cohort that has weekly deadlines – SOE does not offer “self-paced” initial education programs.
4. The SOE is uniquely suited to meet the requirements of this bid contract, as proven by the detailed information listed below. The SOE is excited to continue to grow in Indiana and meet the needs of the state EMS system.
5. The first online Indiana SOE graduating class under the current program format was completed in 2021. Since then, SOE has had an **88% graduation success rate**, representing 108 paramedic graduates, with 99 of the graduates passing NREMT for a **paramedic pass rate of 92% and 97% verified job placement**. These three performance measures are well above the 70/70/70 threshold established by CAAHEP accreditation.
6. Many Indiana paramedic students enrolled at SOE are sponsored by Indiana EMS services, with a contract in place to work after graduation.

Our Executive Summary is as follows as it pertains to the request for a proposal document and the School of EMS’s ability to meet the State of Indiana’s request for EMT/Paramedic education.

How School of EMS can meet each bid requirement:

1. Online Class Attendance: We understand the class attendance requirements and meet all requirements outlined below.
  - a. Recorded lectures:
    - i. The School of EMS utilizes “blended” programs, with parts of theory coursework delivered via asynchronous distance education: Recorded lectures are completed by our lead instructor team and are stored in the Canvas Learning Management System.
  - b. Student feedback process:
    - i. Students are provided detailed feedback on all assignments within seven days of submission. When student volume hits certain levels, a dedicated teaching assistant is assigned to each paramedic class to ensure this requirement is met. Students are also provided with a review of each quiz the week after it is submitted.
    - ii. Students are offered the chance to provide feedback on the program and their instructor’s performance three times during the program.
  - c. Tracking of attendance and participation:
    - i. Online hours are strictly gated and tracked and will be held to the same level of scrutiny as if the student were sitting in a classroom. Embedded quizzes in the video lectures will pause the video if a student were to walk away from the lecture. Quiz questions often utilize keywords and phrases found in the lecture that cannot be answered by using the book or the internet, ensuring students are paying attention to the material.
  - d. Access to instructors for one-on-one questions:
    - i. All SOE students and faculty are issued a Microsoft Teams account that is used for video and text conversations. Students can schedule a video call



with their instructor or a member of the education administration team at any mutually agreeable time. Each class also maintains a group chat via Teams.

- ii. Instructors must hold virtual office hours and a structured review of material at least twice each month.
  - iii. Twice weekly, the school hosts a school-wide case study and focused learning session that is open to any student or alums.
  - iv. During scheduled lab sessions, students often arrange a time to meet after hours with instructors one-on-one and can also request a private in-person tutoring session, although this typically involves travel costs.
2. Class Length: We understand the requirements of class length and meet all requirements outlined below.
- a. 16 – 24 weeks for EMT classes
    - i. SOE EMT classes are 300 contact hours, and the weekly load can be adjusted. The most popular and most successful EMT cohort is 16 weeks, plus one week for orientation at the start of the course.
  - b. 40-52 weeks for Paramedic classes
    - i. The Paramedic program has 1100 total contact hours. The most successful and popular schedule is 45 weeks, plus one week for orientation.
3. In-person skills days to cover skills needed for training level provided: We understand the requirements of in-person skills days and meet all requirements outlined below.
- a. Skill training and testing must be completed in person during designated times at an approved School of EMS location. Each lab day is designed to maximize the requirements of accreditation and may not be missed. If a student misses the assigned time, additional opportunities will exist for make-up. EMT and Paramedic labs meet the national scope of practice model, as well as other skills determined by the program and medical directors to be appropriate for the level. Paramedic students must also demonstrate competency in various EMT-level skills.
  - b. Students may not participate in clinical rotations until minimum competency in required skills has been established.
  - c. School of EMS has lab locations approved through both IDHS and Accreditation. Current Indiana locations available for skills training are:
    - i. Crawfordsville
    - ii. Evansville
    - iii. Fishers
    - iv. Fort Wayne
    - v. Lafayette
    - vi. Newburgh
  - d. The School of EMS will provide additional sites at locations requested by the State of Indiana according to the needs of the RFP.



4. Meet all Indiana EMT course requirements found at [www.in.gov/dsh](http://www.in.gov/dsh): We understand the Indiana EMT course requirements and meet all requirements outlined below.
  - a. School of EMS is currently certified as a training institution (#4920, exp. 10/01/2025) and has adopted all state course requirements into the institutional catalog.
  
5. All needed equipment and supplies for skills and testing days shall be shipped to training locations. We understand the requirements of equipment and supplies and meet all requirements outlined below.
  - a. School of EMS has the capacity and procedure to ship all needed supplies and training simulators to the approved lab locations for live laboratory training to meet all potential student count needs. The School of EMS has a unique services agreement with Laerdal that allows for high-quality mannequins to be shipped directly from the Laerdal warehouse to a School of EMS training site. Once the lab sessions are complete, all mannequins are sent back to Laerdal for refurbishment. This process allows for practically brand-new mannequins to be utilized in every lab and assures that mannequins meet the expectations of all involved.
  - b. SOE can direct shipping to any Indiana address provided by IDHS.
  
6. Instructors, patients and/or manikins, and evaluators shall be provided for skills training and testing. We understand the requirements of class personnel for skills training and meet all requirements outlined below.
  - a. Lab sessions are conducted at a 6:1 student-to-instructor ratio, with a 3:1 student-to-manikin ratio. Instructors and student volunteers will often serve as surrogate patients.
  - b. Each lab session is overseen by a lab captain, who has been specifically trained to ensure all paperwork is appropriately completed at the end of the session and is empowered to make emergency decisions.
  - c. The lead instructor is provided with a report of the student's performance in the lab, including any remediation needs.
  
7. Multiple clinical sites throughout Indiana, both hospital and ambulance sites. These sites should provide coverage to various demographics and population bases. We understand the requirements of multiple clinical sites and meet all the requirements outlined below.
  - a. School of EMS currently has 58 clinical affiliation agreements in Indiana, including 18 hospital locations and 40 EMS agencies. As the need arises for new students, the School of EMS will add additional affiliate sites.
  - b. All paramedic students must fully complete the Student Minimum Competency (SMC) matrix as required by CoAEMSP.



- c. All EMT students must have documented clinical experience in a hospital as well as at least five EMS patient assessments stemming from a 911 call and another five patient contacts of any type to meet the Indiana requirement of ten patient contacts.
8. Completed and successful students shall be eligible to take the test for the National Registry. We understand the requirements for National Registry testing and meet all requirements outlined below.
  - a. Clinical proficiency is ultimately at the discretion of the Medical Director. Upon completion of the program, graduates will receive a Certificate of Completion signed by the Program Director and Medical Director, and a Course Completion Verification will be issued for the National Registry of EMTs.
  - b. Completion of the program will qualify students to attempt the National Registry Examination for EMTs. Graduates must become certified or licensed in their state to seek employment as an EMT or Paramedic. Graduation from this program alone does not guarantee state licensure, certification, or employment.

In addition to how we can meet the educational need, the School of EMS has outlined below our compliance with specific requested sections of the RFP.

1.17 Compliance Certification: Respondent acknowledges paragraph 1.17 and agrees to comply with its requirements.

1.21 American with Disabilities: Respondent acknowledges paragraph 1.21 and agrees to comply with its requirements.

1.24 Conflict of Interest: Respondent acknowledges paragraph 1.24 and agrees to comply with its requirements.

1.25 Ethics Obligations: Respondent acknowledges paragraph 1.25 and agrees to comply with its requirements.

1.29 Miscellaneous: Respondent acknowledges paragraph 1.29 and agrees to comply with its requirements.

2.2.5 Other Information: The course catalog can be found at <https://www.schoolofems.org/catalog>

2.2.7 Registration to do Business: Respondent maintains a perpetual active status as The EMS Training School, LLC with a Business ID: 202105261494065 and a business entity report due date of 05/31/2025. The EMS Training School, LLC is a Business Commercial Registered Agent

2.2.8 Authorizing Document: Principal Contact

Principal Contact: Timothy "TC" Howard

Address: 115 Jordan Plaza Blvd, Ste. 200; Tyler, Texas 75704



Phone: (903) 752-2742  
Email: [tchoward@schoolofems.org](mailto:tchoward@schoolofems.org)  
Bidder #: 0000064213  
FEIN: 82-4257933  
Type of Business: Foreign Limited Liability Company  
NAICS #: 611210

#### 2.2.9 Diversity Subcontractor Agreements

- a. The School of EMS is committed to diversity amongst our staff and student body. Due to regulatory and accreditation requirements, the School of EMS does not subcontract any educational components of the program.
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#### 2.2.11 General Information

- a. ***Does your Company have a formal disaster recovery plan? Please provide a yes/no response. If “no”, please provide an explanation of any alternative solution your company has to offer. If “yes”, please note and include it as an attachment.***

The SOE does not have a specific recovery plan, but the SOE (School of EMS) has four (4) major software applications (Microsoft Office 365, CampusCAFE, Canvas, and Smartsheet). Each of these applications is a SaaS product managed by the contracted 3<sup>rd</sup> party vendor, whereas they have their own individual backup and DR plans. In addition to the vendors' plans, SOE controls their own separate utility for Smartsheet that takes a weekly Full backup and multiple incremental backups during the week directly to hosted SOE servers located within AWS. On this same SOE AWS server, a file repository exists where the CampusCAFE and Canvas database backups are also retained. The AWS cloud server, which includes the backups of the SaaS products, is additionally backed up daily to an SOE-owned NAS located at the Tyler, Texas, data center.

- b. ***What is your company’s technology and process for securing any State information that is maintained within your company?***

SOE’s ACL (Access Control List) controls cloud data storage based on position and need, protected by mandatory MFA (Multifactor Authentication).

#### 2.2.12 Experience Serving State Governments

The School of EMS is currently authorized to provide EMS education in the following states: Florida, Indiana, Louisiana, Mississippi, Oklahoma, South



Carolina, South Dakota, and Texas, including the Territory of Guam and the British Territory of Bermuda. Approval to provide EMS education requires a state application, site visit, and state approval.

#### 2.2.13 Experience Serving Similar Clients

The School of EMS has also partnered with 26 specific Regional Advisory Councils in the State of Texas to provide EMS education based on State Senate Bill 8, the EMS Workforce Recruitment and Retention Initiative (SB-8) that geographically covers all regions of the State of Texas. The School of EMS also partnered with the Territory of Guam EMS Commission to provide Paramedic education for Guam Fire Department. This partnership involved the creation of the *first* paramedic curriculum and paramedic-level protocols for Guam Fire Department. The School of EMS also participated in the Guam EMS Commission rules and regulation development. Currently, the School of EMS also provides NREMT EMT level training for the British Territory of Bermuda and participates in discussions to improve the level of training to the NREMT Advanced level.

#### 2.2.14 Payment

The School of EMS currently utilizes Authorize.net to collect tuition funds from both students and sponsors. Authorize.net allows for the utilization of various credit card platforms. The School of EMS will agree to accept credit card handling fees as associated with payment from the State of Indiana.

#### 2.4.4 Subcontractors

Due to regulatory and accreditation requirements, the School of EMS does not subcontract any educational components of the program.

The SOE has made every attempt to comply with the submission requirements of this solicitation and that any errors are unintentional and respectfully ask for the opportunity to correct errors, if any.

Thank you for your time and consideration.

Respectfully

A handwritten signature in black ink that reads "Herman Schwarz".

Herman M. Schwarz  
Chief Executive Officer  
The EMS Training School, LLC



References:

1. Kinney K, ed. Indiana EMS scope of practice 2020. Indiana EMS Workforce Shortage - 2022. Accessed January 11, 2024. <https://www.in.gov/dhs/files/Indiana-EMS-Scope-of-Practice-2020-Updated-07262022.pdf>.
2. Matt Zavadsky M-H. EMS in critical condition. EMS1. May 1, 2023. Accessed January 11, 2024. <https://www.ems1.com/ems-advocacy/articles/ems-in-critical-condition-9KTyx7EiWiHGcQeA/>.
3. Nikitova I, Kutova S, Shvets T, Pasichnyk O, Matsko V. Flipped learning methodology in professional training of future language teachers. *European Journal of Educational Research*. 2020;9(1):19-31. doi:10.12973/eu-jer.9.1.19
4. Razami HH, Ibrahim R. Distance education during COVID-19 pandemic: The perceptions and preference of university students in Malaysia towards online learning. *International Journal of Advanced Computer Science and Applications*. 2021;12(4). doi:10.14569/ijacsa.2021.0120416
5. Baytak A. The health students' perception of online education amid the pandemic. *Research in Social Sciences and Technology*. 2022;7(2):49-65. doi:10.46303/ressat.2022.9
6. Peloso RM, Ferruzzi F, Mori AA, et al. Notes from the field: Concerns of health-related higher education students in Brazil pertaining to distance learning during the coronavirus pandemic. *Evaluation & the Health Professions*. 2020;43(3):201-203. doi:10.1177/0163278720939302