

spending time with his young family, and taking post-graduate courses.

Jay Fitch personifies the fact that no single style is necessary to make good things happen in EMS.

R. Jack Ayres, Jr. doesn't fit anybody's preconceived notions about Texans, lawyers or paramedics. He is all of those things, in about that order. He's also a captivating speaker, educator and entertainer. For several years, he's been sharing some of his valuable time and rare talents as a lecturer and participant in mock trials at EMS conferences. The common response from the audience: "I'd love for him to be on my side."

Jack is a very successful trial lawyer in Dallas. His background includes a stint in medical school before attending law school, and

service as a police officer. He is a lecturer on medical-legal issues at the Dallas branch of the University of Texas School of Medicine. Through that connection, he developed an interest in the Dallas paramedic system, and eventually trained and became certified as a paramedic. You're likely to see him riding with a South Dallas unit on Saturday nights.

That combination of experience enhances his performance in EMS mock trial presentations. With little or no preparation, he walks into his role, taking command through timely objections and sword-like cross-examination. In the minds of those who have witnessed his style and his skill, being cross examined by Jack Ayres would be the ultimate "worst case" situation.

Though it's obvious that Ayres enjoys the spotlight and the courtroom combat (both real

and mock), he is motivated by the desire to educate the EMTs and paramedics who witness his performances. In recent years, he has worked to convince the Texas Legislature to adopt modern EMS legislation, and he has developed for the Dallas system a method for obtaining instant court orders to deal with refusing patients. Also, he wrote the medical-legal section of the official paramedic text, *Emergency Medical Care - A Manual for the Paramedic in the Field* (available from U.S. Government Printing Office). By anybody's definition, Jack Ayres is a mover and a shaker, and it has comforted lots of people to know that his loyalty is to patient care and those who provide it on the street.

Jack Stout may be the most controversial person involved in EMS these days. Not since Dr. Pantridge introduced mobile coronary care have one man's ideas stirred up so much sharply contrasting opinion. Actually, Jack Stout's ideas often are a joint effort with his long-time partner, Alan Jameson.

Stout first became highly visible at a 1975 conference in Chicago; he surprised his federal sponsors by telling the truth about the EMS demonstration project he was managing ("A lot of things aren't working very well").

Since then, Stout has introduced some revolutionary notions about how urban ambulance service can be delivered. They call it the "public utility model" and it was first tested in Tulsa. It was a tumultuous beginning but it's still in place and working well. Then came the Kansas City experience. After that, it was Fort Wayne and some forays into Kalamazoo, Fresno and Santa Ana.

Most recently, Stout and Jameson have been working to create a new kind of ambulance system in Little Rock. None of it has been easy, and at every stop Stout has encountered a love or hate reaction from locals.

For nearly two years, he has had a monthly column in *jems*. One reader described his reaction to Stout's column: "Usually, I don't like what he writes but I can't afford to miss it." Those who best know this EMS revolutionary appreciate his startling intelligence and the sincerity of his efforts to design the optimum EMS system. His detractors claim that he is lining his pockets while destroying the traditional private ambulance industry.

Actually, he lives modestly and is a devout capitalist. Probably, he would like to be better understood and appreciated. But as long as his fertile mind produces challenging alternatives to the status quo, Jack Stout will face the burden of misunderstanding and fearful reaction. Such is the destiny of a mover and shaker.

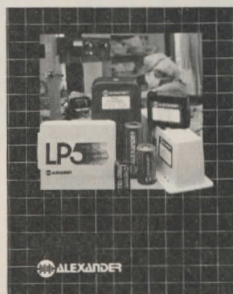
Norman E. McSwain, Jr., MD, was introduced to EMS in 1972 when he moved to Kansas University Medical Center. After a quick study tour of several existing systems around the country, he flew back to Kansas and began to build a team and a statewide program. The team reflected the dynamism of their boss and several (Susan Weed, Betti Reiber, Mary Beth Skelton, Larry Hatfield) later applied their experience with McSwain to EMS positions in other states.

Soon, the KUMC program was delivering training and new ideas to all corners of the Sunflower State. After a few years, McSwain (a surgeon) accepted an offer to join the faculty at Tulane in New Orleans. Soon, he was immersed in both local and state EMS pro-



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grams in Louisiana. Through most of his EMS career, Dr. McSwain has been deeply involved in the National Association of EMTs, in addition to national medical and surgical organizations.

A native of the deep south, his drawl and quick smile, his informal style and his interest in prehospital care have endeared him to EMTs and paramedics throughout the country. Norman McSwain's fingerprints are on many of the important developments in EMS, including the accreditation process for EMT-paramedic training programs. He has strong opinions, to be sure, and they have conflicted with others' on occasion. But like all movers and shakers, Norman McSwain stands his ground when he feels he is right.

Leo Schwartz and the late **Robert Motley** must be included as a team, because that's how they operated. They came to the U.S. Department of Transportation (DOT) in 1969 from different backgrounds. Bob Motley had been on staff for emergency medicine at the federal Department of Health, Education and Welfare. Schwartz had capped a career as a Marine Corps officer with a stint at George Washington University Medical Center. At DOT, Schwartz and Motley became responsible for the "Standard 11" tasks that were included in the federal war on traffic deaths (the 1966 Highway Safety Act).

It's important to recognize that Standard 11 was not a high priority in the transportation bureaucracy at that time. Since it dealt largely with rescue and medical issues, the folks who

ran DOT really didn't know how to deal with it. Had they been so inclined, Motley and Schwartz could have created an illusion of paperwork and some occasional lip service, and coasted toward retirement. Instead, they committed themselves and their small staff to a long list of challenges that would change the face and the performance of prehospital care from coast to coast. Every inch of progress was preceded by fights with the bureaucracy for money, staff, and the liberty to do what needed doing.

As we survey the EMS scenery, the imprint of Motley and Schwartz is everywhere. From the "Star of Life" insignia, to the modern specifications for ambulance vehicles, the modular training program for EMT-paramedic, emergency medical dispatcher training, and dedicated EMS communications systems. Often without clear-cut mandates to make things happen, always crippled by a shortage of staff and office space, Bob Motley and Leo Schwartz created and utilized an enormous network of people and organizations. They had a disdain for studies and reports that simply collected dust on bookshelves. To make sure that their work would make a difference and have lasting impact, they made creative use of the strings that were tied to federal highway safety grants.

Bob Motley, who died of a chronic blood disorder in 1978, was a thoughtful, pipe-smoking, soft-spoken man who became a friend of everyone he met. Leo Schwartz, now retired and living in Virginia, has strong opinions, a deep booming voice, and an encyclopedic memory. After Motley's death, Schwartz

remained with DOT's EMS organization until last year. In recognition of their respective contributions, the National Association of EMTs created two prestigious annual awards - the Robert E. Motley EMT of the Year Award, and the Leo R. Schwartz EMS Service of the Year Award. They are fitting tributes to the exceptional contributions of the men for whom they are named. Bob Motley and Leo Schwartz took many personal risks to make things better in an environment where the status quo was revered. In the process, they inspired many others to care about improving prehospital care and transportation.

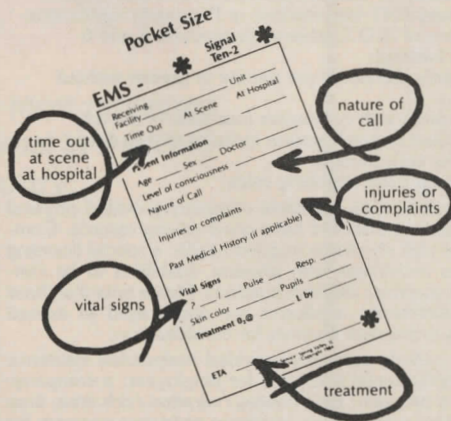
Ronald Stewart, MD, functions as a motivational, educational tonic to thousands of EMTs and paramedics. A native of Nova Scotia, he first became involved with prehospital care while an emergency medicine resident in Los Angeles. While training paramedics, he offered to them much more than was required of him. He understood them and their needs, and he had a special talent for explaining the mysteries of medicine as they are encountered in the street. Naturally humble and without pretense, Ron Stewart acquired a loyal following of EMTs and paramedics.

Later, he moved to Pittsburgh and became a popular lecturer at EMS conferences throughout the country. Today, he is medical director of Pittsburgh's EMS system, associate professor of medicine and assistant professor of anesthesia and critical care medicine at the University of Pittsburgh, and president and director of the

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