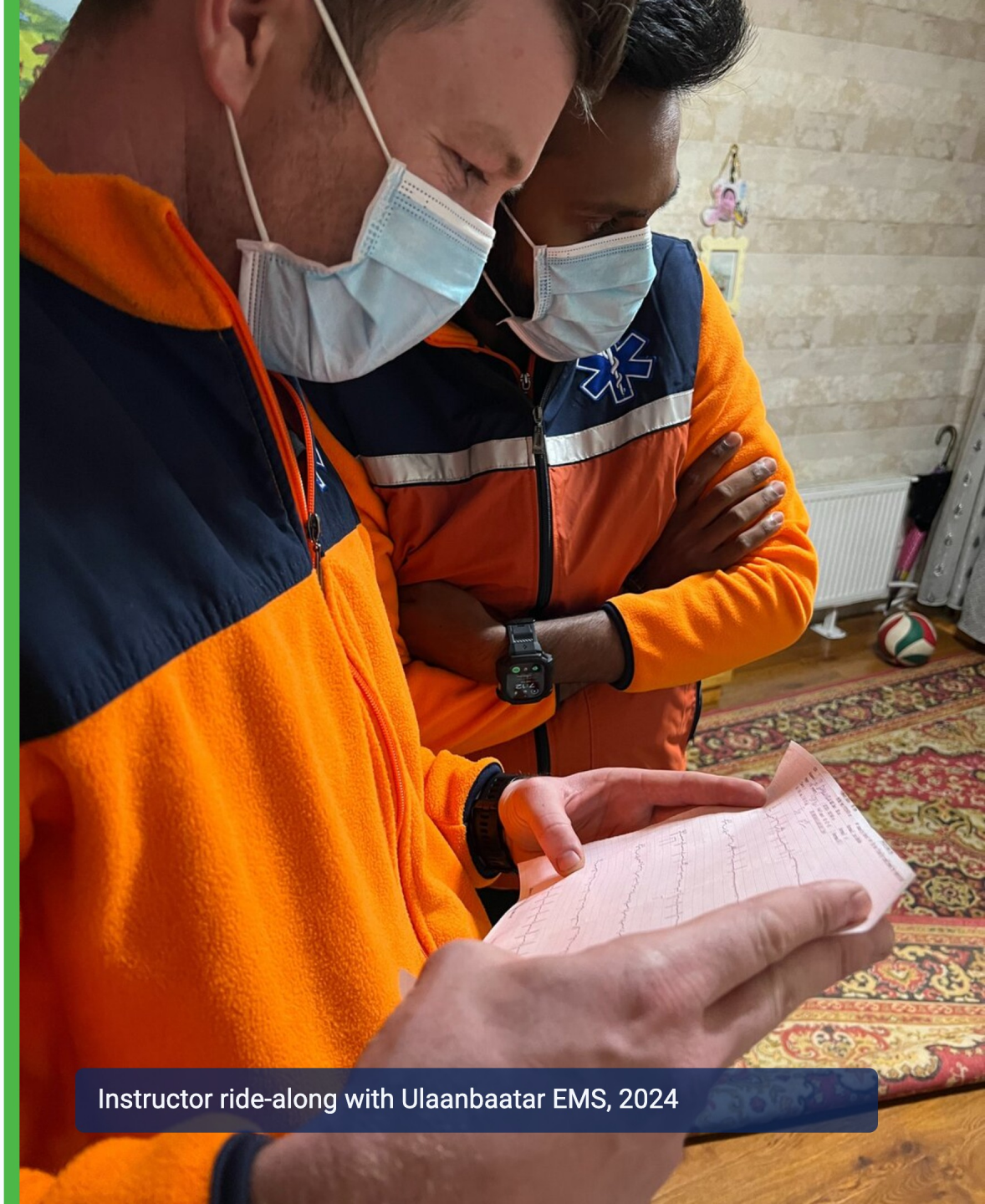
MISSION REPORT · 29 SEPTEMBER TO 13 OCTOBER 2024

Mongolia 2024

Role-focused training in practice

Five courses for ambulance, hospital, Red Cross and aeromedical personnel in Ulaanbaatar and Nalaikh. A Griffith University project funded through the Australian Government's Direct Aid Program.

EMS GLOBAL FOUNDATION · NOVEMBER 2026



Instructor ride-along with Ulaanbaatar EMS, 2024

IN THIS REPORT

Five courses, built around roles

The 2024 mission applied the redesign that followed the 2023 program: separate, shorter courses for ambulance doctors, ambulance drivers, hospital doctors, first responders and aeromedical personnel.

03–04 Executive summary and mission at a glance
05–08 Context, the five courses and civil–military training
09–11 Ride-alongs, participant feedback and partner statement
12–13 Funding, reflection and priorities
14–18 Team, notes on evidence, pictures, acknowledgements and contacts

215
participants across five courses

192
hours of course delivery across the five courses

AUD 60,000
Direct Aid Program grant through the Australian Embassy

EXECUTIVE SUMMARY

The 2023 redesign put into practice

From 29 September to 13 October 2024, an international instructor team delivered five role-specific prehospital courses in Ulaanbaatar and Nalaikh to 215 participants: ambulance doctors and drivers from the Ulaanbaatar City Ambulance Centre (103), doctors from the Second State Hospital, Red Cross first responders and aeromedical personnel from the National Emergency Management Agency (NEMA).

Courses used skill stations, simulation and scenario-based teaching. Instructors also joined ambulance crews on ride-alongs, and 103 doctors trained alongside Mongolian Armed Forces physicians.

About one quarter of 103 staff trained.

The courses reached about 25% of Ulaanbaatar City Ambulance Centre staff, doctors and drivers. This report records delivery, participation and participant feedback. It does not measure clinical competency, ambulance performance or patient outcomes.

MISSION AT A GLANCE

Two teaching weeks, five courses

Course	Location	Week	Hours	Participants
103 ambulance doctors	103 headquarters, Ulaanbaatar	1	36	30
Second State Hospital doctors	Second State Hospital, Ulaanbaatar	1	36	60
103 ambulance drivers	103 base, Ulaanbaatar	2	32	45
Red Cross first responders	Red Cross centre, Nalaikh	2	32	60
NEMA aeromedical	NEMA base and military hospital	1 and 2	56	8–12 a week
Total			192	215

Source: course summary in the February 2025 project report. Aeromedical attendance was recorded per week; the report's total of 215 is used (see Notes on evidence).

CONTEXT · 2023–2024

From one course to five

The 2023 Mongolian Medical Responder course put ambulance doctors, hospital clinicians, nurses and first responders through one broad program. Feedback showed it was too long, too complex for some learners and not differentiated by role.

For 2024, curricula were rewritten and instructor teams restructured around the needs set out by each service's leaders. Preparation ran from April to August, ahead of the deployment.

Ulaanbaatar City Ambulance Centre (103)
Ambulance doctors and drivers

Second State Hospital
Hospital doctors

Mongolian Red Cross Society
First aid and first responders

NEMA
Aeromedical personnel

ULAANBAATAR CITY AMBULANCE CENTRE (103)

Separate courses for doctors and drivers

WEEK 1 · 36 HOURS · 30 PARTICIPANTS

Ambulance doctors

Models of care, manual handling, advanced skills, advanced trauma care, airway management, patient assessment, CPR and advanced cardiac life support, and mass casualty incidents.

Instructors: Tania Johnston, Yasaru Gunaratne, Stuart Harris and Joe Acker

WEEK 2 · 32 HOURS · 45 PARTICIPANTS

Ambulance drivers

Models of care, manual handling, ambulance skills, patient assessment, trauma skills, airway management, CPR and teamwork, and mass casualty incidents.

Instructors: Tania Johnston, James Stubley, Dolly McPherson and Joe Acker, with local partners



Airway skills, 103 course

HOSPITAL, RED CROSS AND AEROMEDICAL

Three further courses

WEEK 1 · 36 HOURS · 60

Second State Hospital doctors

Models of care, manual handling, advanced skills, airway management, patient assessment, CPR and advanced cardiac life support, and mass casualty incidents.

Instructors: Dolly McPherson, James Stubley, Jarrod Bell, Chris Deacon and Leon Baranowski

WEEK 2 · 32 HOURS · 60

Red Cross first responders, Nalaikh

Patient assessment, trauma management, manual handling, environmental emergencies and mass casualty triage.

Instructors: Yasaru Gunaratne, Jarrod Bell, Chris Deacon and Leon Baranowski, with a visiting US CMSE team

WEEKS 1–2 · 56 HOURS · 8–12 A WEEK

NEMA aeromedical personnel

Delivered at the NEMA base and military hospital. The source report does not record this course's content separately.

Instructors: Danny Nayman and Stuart Harris, with the US CMSE team, including Corry Briggs

CIVIL–MILITARY TRAINING

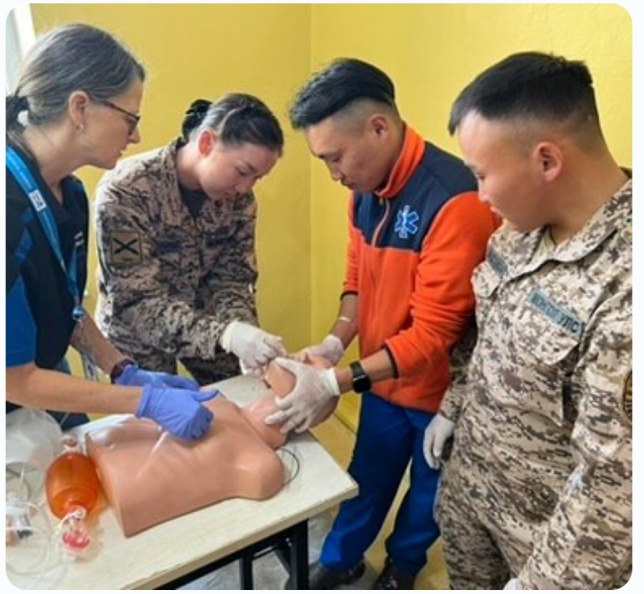
Ambulance and Armed Forces doctors together

Doctors from the Ulaanbaatar City Ambulance Centre and physicians from the Mongolian Armed Forces trained together in scenario-based exercises that included leadership roles. The two services normally train within separate frameworks.

Joint sessions gave participants practice in shared procedures and communication, and familiarity with each other's operating structures. These matter most in major incidents with multiple casualties.



Combined scenario training



Resuscitation scenario

OPERATIONAL IMMERSION

Ride-alongs with ambulance crews

Instructors joined Ulaanbaatar ambulance crews on shift. The ride-alongs let the team observe local protocols, equipment and communication systems as they were used, and the distances and logistics crews work with.

What the team saw was used to adapt teaching materials to local conditions and to identify practical training needs for later courses.



Roadside call, Ulaanbaatar



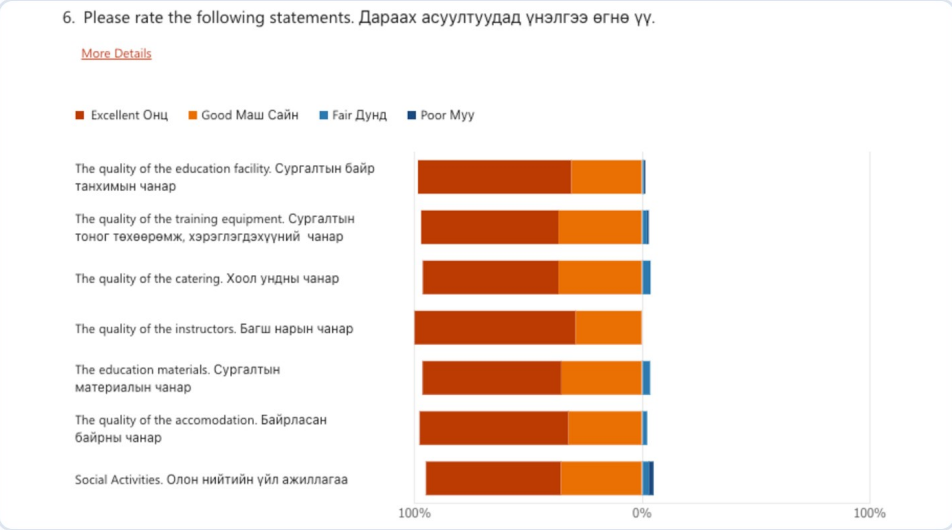
Night shift

PARTICIPANT FEEDBACK

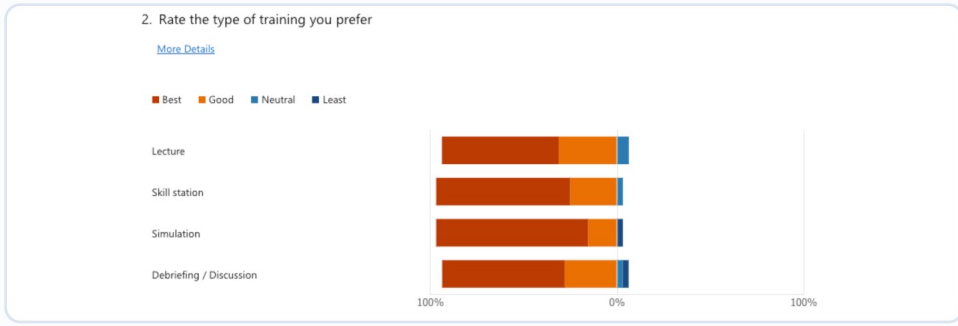
Simulation was the preferred method

In the 103 doctors' course and the Red Cross course, simulation drew the largest share of "best" ratings, followed by skill stations. Lectures drew the smallest. Red Cross participants rated most course elements excellent or good.

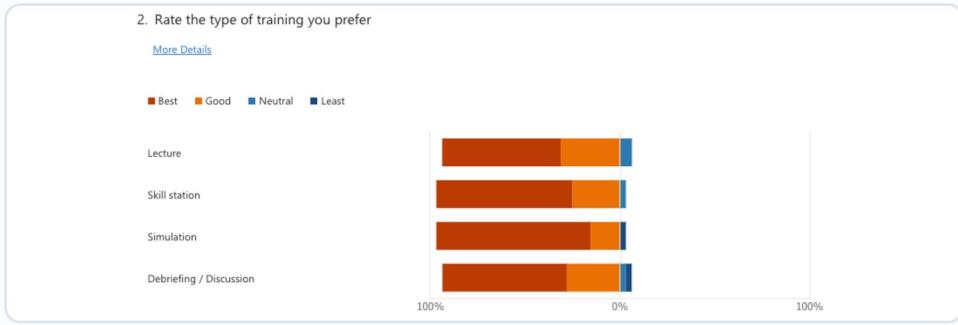
Red Cross first responders: course elements



103 ambulance doctors: preferred teaching method



Red Cross first responders: preferred teaching method

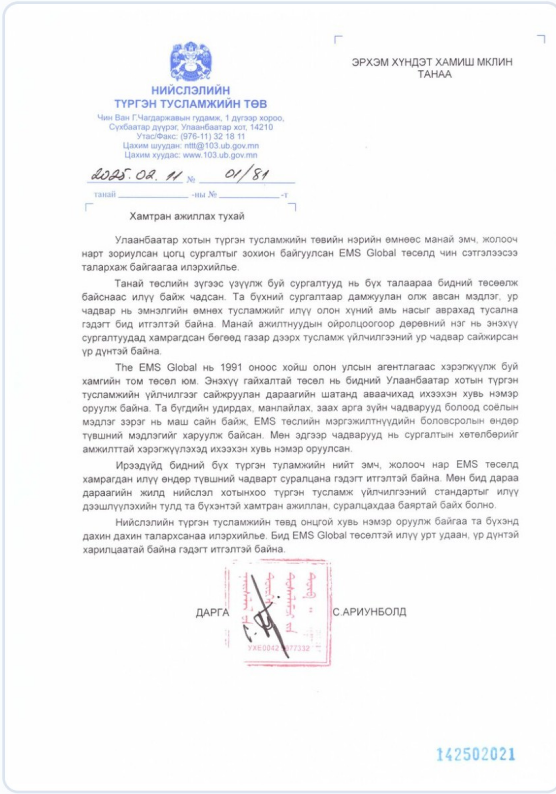


PARTNER STATEMENT

Ulaanbaatar City Ambulance Centre

> “We firmly believe that the knowledge and skills imparted through your training will result in more lives being saved outside hospital settings. With nearly one quarter of our staff having undergone this training, we are already witnessing the positive impact on our emergency response capabilities.”

Letter to EMS Global from the Ulaanbaatar City Ambulance Centre, from the English text supplied with the Mongolian original. The statement is the Centre’s view; this report did not measure outcomes.



НИЙСЛЭЛИЙН
ТҮРГЭН ТУСЛАМЖИЙН ТӨВ

ЭРХЭМ ХҮНДЭТ ХАМИШ МКЛИН
ТАНАА

2025.02.11 № 01/81

Хамтран ажиллах тухай

Улаанбаатар хотын түргэн тусламжийн төвийн нэрийн өмнөөс манай эмч, жолооч нарт зориулсан цогц сургалтыг зохион байгуулсан EMS Global төсөлд чин сэтгэлээсээ талархаж байгаагаа илэрхийлье.

Танай төслийн зүгээс үзүүлж буй сургалтууд нь бүх талаараа бидний төсөөлж байснаас илүү байж чадсан. Та бүхний сургалтаар дамжуулан олж авсан мэдлэг, ур чадвар нь эмнэлгийн өмнөх тусламжийг илүү олон хүний амь насыг аврахад тусална гэдэгт бид итгэлтэй байна. Манай ажилтнуудын ойролцоогоор дөрөвний нэг нь энэхүү сургалтуудад хамрагдсан бөгөөд газар дээрх тусламж үйлчилгээний ур чадвар сайжирсан үр дүнтэй байна.

The EMS Global нь 1991 оноос хойш олон улсын агентлагаас хэрэгжүүлж буй хамгийн том төсөл юм. Энэхүү гайхалтай төсөл нь бидний Улаанбаатар хотын түргэн тусламжийн үйлчилгээг сайжруулан дараагийн шатанд аваачихад ихээхэн хувь нэмэр оруулж байна. Та бүгдийн удирдах, манлайлах, зааж арга зүйн чадваруудад болоод соёлын мэдлэг зэрэг нь маш сайн байж, EMS төслийн мэргэжилтнүүдийн боловсролын өндөр түвшний мэдлэгийг харуулж байсан. Мөн эдгээр чадваруудыг нь сургалтын хөтөлбөрийг амжилттай хэрэгжүүлэхэд ихээхэн хувь нэмэр оруулсан.

Ирээдүйд бидний бүх түргэн туламжийн нийт эмч, жолооч нар EMS төсөлд хамрагдан илүү өндөр түвшний чадварт суралцана гэдэгт итгэлтэй байна. Мөн бид дараа дараагийн жилд нийслэл хотынхоо түргэн тусламж үйлчилгээний стандартыг илүү дээшлүүлэхийн тулд та бүхэнтэй хамтран ажиллан, суралцахдаа баяртай байх болно.

Нийслэлийн түргэн тусламжийн төвд онцгой хувь нэмэр оруулж байгаа та бүхэнд дахин дахин талархсанаа илэрхийлье. Бид EMS Global төсөлтэй илүү урт удаан, ур дүнтэй харилцаатай байна гэдэгт итгэлтэй байна.

ДАРГА С.АРИУНБОЛД

142502021

FUNDING

Australian Embassy Direct Aid Program

The mission was funded by an AUD 60,000 grant from the Direct Aid Program, administered by the Australian Embassy for the Department of Foreign Affairs and Trade.

The Second State Hospital was the contracted recipient. It received and disbursed the funds under Mongolian law against the agreed budget.

The grant covered instructors' travel, accommodation, meals, modest daily allowances and travel insurance, as well as sample textbooks, instructor uniforms and training supplies.

AUD 60,000
Direct Aid Program grant

Second State Hospital
Contracted recipient and administrator of the funds

REFLECTION AND PRIORITIES

The courses reached about one quarter of 103 staff. A three-year plan set out to extend them to the whole workforce.

Priorities identified for 2025

- Follow-up courses towards full coverage of 103 staff
- Translated materials with formative and summative assessment
- Continued evaluation using participant feedback
- Partnerships with provincial emergency services
- A funding plan, with the Oddariya Foundation as in-country financial administrator

Looking back from 2026

Direct Aid Program courses in 2025 took coverage of 103 clinicians to 70%. By 2026 all 103 clinicians had been trained, and 12 Mongolian trainers now teach the courses.

THE 2024 TEAM

Eight instructors, five countries



Instructors, left to right

James Stubley (United Kingdom), Yasaru Gunaratne (Australia), Tania Johnston (Canada), Stuart Harris (Australia), Dolly McPherson (United Kingdom), Chris Deacon (Australia and New Zealand), Danny Nayman (United States) and Jarrod Bell (Australia)

Program leadership

Dr Hamish McLean, Prof Joe Acker and Leon Baranowski, with Dr Suvd Nergui in Mongolia

The instructors had not worked together before the deployment. They taught alongside Mongolian partner staff.

NOTES ON EVIDENCE

Sources and limitations

Sources

EMS Global. (2025). *Mongolian EMS training 2024* [Internal project report, prepared February 2025]. Griffith University.

EMS Global. (2024). *Post-course participant surveys, 2024 courses* [Unpublished survey data].

Ulaanbaatar City Ambulance Centre. (n.d.). *Letter to EMS Global on the 2024 training* [Correspondence].

Limitations

- The source gives 215 participants; its cohort pages sum to 219 because aeromedical numbers differ. This report uses 215.
- Attendance figures in the source conflict (98% and 100%) and are not reported.
- Survey charts are shown only where they match one cohort; respondent numbers were not recorded.
- Mission dates are from the instructor allowance schedule.
- Clinical competency and patient outcomes were not measured.

IN PICTURES

Mongolia, September–October 2024



NEMA aeromedical personnel



Cultural visit outside Ulaanbaatar



The steppe

Acknowledgements

We thank the organisations that hosted, funded and contributed to the 2024 program.

Mongolia

- Ulaanbaatar City Ambulance Centre (103)
- Second State Hospital
- Mongolian Red Cross Society, Nalaikh
- National Emergency Management Agency
- Mongolian Armed Forces medical services
- Oddariya Foundation

Australia

- Australian Embassy, Direct Aid Program, Department of Foreign Affairs and Trade
- Griffith University

International

- United States CMSE team
- The instructors' home organisations

In 2024, EMS Global was a Griffith University project. This report is published by EMS Global Foundation.

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