EMS GLOBAL FOUNDATION · MONGOLIA MISSION, SEPTEMBER–OCTOBER 2026

2026 Action Report.

Mongolia EMS education programme, research & foundation development

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WHO WE ARE

About EMS Global Foundation

EMS Global Foundation is an independent not-for-profit organisation and registered Australian charity dedicated to transforming emergency medical systems in resource-constrained nations.

Our mission is clear: to help emergency medical services save more lives outside hospital.

What makes us unique on a global scale is our strategic mobilisation of volunteer paramedics, clinical educators, and emergency system architects from Australia, the United Kingdom, Canada, and other regions.

We do not just provide training; we facilitate transformation.

500+

Personnel trained in Mongolia since 2018

2018

First training delivered in Mongolia, following a 2017 WHO workshop; a project of Griffith University

3

Delivery countries on the instructor team: AU, UK, CA

2026 AT A GLANCE

Executive Summary

EMS Global Foundation carries its Mongolia EMS education programme into 2026, building on eight years of continuous delivery described by the Ulaanbaatar City Ambulance Centre as the largest EMS training initiative in the country since the post-1970s Soviet era.

The 2026 deployment delivered a Doctor course from 22 to 25 September to 42 ambulance doctors, with participant satisfaction rising from 4.75 to 4.87 out of 5 over the four days (162 responses). A second course trained 44 ambulance attendants (drivers) from 28 September to 1 October, with satisfaction rising from 4.82 to 4.97 out of 5. The Board's Annual General Meeting, held on 25 September 2026 in Ulaanbaatar, confirmed a strategic pivot toward train-the-trainer delivery, leadership and operational mentorship, and health-systems advisory work.

Twelve manuscripts continue moving through the research pipeline, anchored by an eight-year retrospective evaluation in resubmission to *Paramedicine* (Sage), alongside continued digital infrastructure build and organisational consolidation.

42
Doctors trained, 22–25 Sept 2026

44
Ambulance attendants trained, 28 Sep–1 Oct 2026

12
Manuscripts in the active research pipeline



The EMS Global Foundation team meets with Mongolian officials, Ulaanbaatar

ULAANBAATAR CITY AMBULANCE CENTRE

Statement to Support Outcomes


AMBULANCE CENTER
OF ULAANBAATAR CITY

CERTIFICATE OF APPRECIATION

September 30, 2026

Presented to
Dr. Hamish McLean
Founder, EMS Global Foundation

In recognition of your outstanding contribution to strengthening prehospital emergency care in Ulaanbaatar, Mongolia.

From 2024 to 2026, EMS Global provided three consecutive years of capacity-building training for physicians and ambulance drivers of the Ambulance Center of Ulaanbaatar City, significantly enhancing the quality of on-scene and prehospital emergency care.

With sincere gratitude for your dedication, expertise, and continued support in advancing prehospital emergency care in Mongolia.

DIRECTOR ARIUNBOLD SAKHIYA

Certificate of Appreciation presented to Dr Hamish McLean

Certificate of Appreciation: Ambulance Center of Ulaanbaatar City, 30 September 2026

Presented to Dr Hamish McLean, Founder, EMS Global Foundation.

“In recognition of your outstanding contribution to strengthening prehospital emergency care in Ulaanbaatar, Mongolia.

From 2024 to 2026, EMS Global provided three consecutive years of capacity-building training for physicians and ambulance drivers of the Ambulance Center of Ulaanbaatar City, significantly enhancing the quality of on-scene and prehospital emergency care.

With sincere gratitude for your dedication, expertise, and continued support in advancing prehospital emergency care in Mongolia.”

Director Ariunbold Sakhiya



EMS Global Foundation team at a document signing, Ulaanbaatar

LEADERSHIP

Leadership Team



CHAIR & FOUNDER

Dr Hamish McLean

Dr. Hamish McLean has more than 30 years' operational experience in disaster and crisis management with Queensland emergency services, Queensland Police and in consultancy. He has facilitated programs in Mongolia in 2017 (a WHO workshop), 2018, 2019, 2023, 2024, 2025 and 2026, and has hosted Mongolian delegations in 2020 and 2023, and a Mongolian Parliamentary study tour to Queensland in February 2025. He is the co-author of two books and has featured as an expert in numerous international media interviews. His award-winning research on political communication in emergencies and disasters across 15 countries has placed him as a sought-after media commentator. Hamish's research work now focusses on EMS models in LMIC.



CHIEF EXECUTIVE OFFICER

Prof Joe Acker

With a career spanning 35 years across emergency medical services, critical care air ambulance, healthcare administration, and academia in both Canada and Australia, Prof Joe Acker brings a wealth of expertise to his diverse roles. In 2019, he actively engaged in an EMS Global program in Mongolia, demonstrating his commitment to global initiatives. Joe led international education consultancies in Brunei, Abu Dhabi, Dubai, China, and the United Kingdom within the dynamic field of emergency medical services, disaster and resilience. Following his retirement from the position of Chief Executive of Ambulance Tasmania, Joe remains focused on contributing to academic and capacity-building programs.

LEADERSHIP

Leadership Team continued



EXECUTIVE DIRECTOR, CLINICAL OPERATIONS

Leon Baranowski

With two decades of experience in healthcare, Leon Baranowski is an executive leader committed to enhancing patient experience, care and outcomes through clear communication and personal interactions. His extensive expertise encompasses clinical leadership, system design, data analysis and research study implementation. He is regarded as a motivated, resourceful and supportive team player who approaches every challenge with a positive, proactive attitude.



DIRECTOR, MONGOLIA & ODDARIYA FOUNDATION

Dr Suvd Nergui

Dr. Suvd Nergui received her medical degree from Mongolian National University of Medical Sciences in Ulaanbaatar, Mongolia in 2002. She did her graduate degrees at Harvard University in the USA and Tohoku University in Japan. She completed her residency in Internal Medicine and fellowship in Nephrology at the First Central Hospital of Mongolia. She has over 15 years' experience in clinical patient care, public health and basic science research.



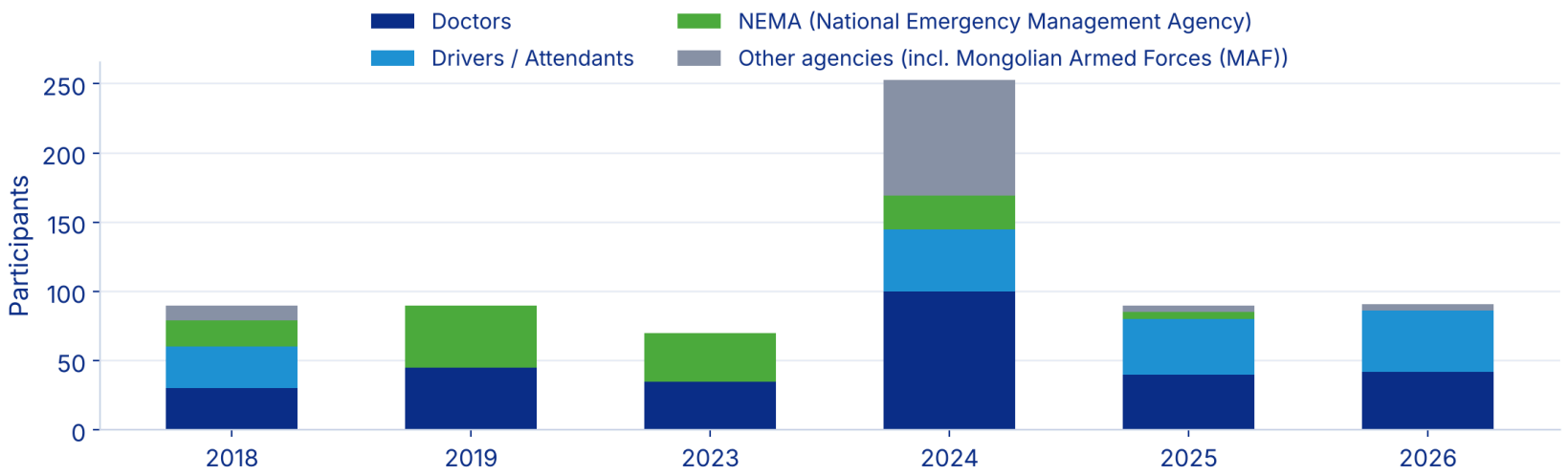
EXECUTIVE DIRECTOR OF EDUCATION

Dolly McPherson

Melinda "Dolly" McPherson is a Specialist Paramedic in Critical Care and Advanced Clinical Practitioner credentialed with the Royal College of Emergency Medicine. Holding an MSc in Advanced Practice and the Diploma in Immediate Medical Care, she brings extensive pre-hospital and emergency department expertise to her practice. Dolly is also a doctoral researcher focusing on out-of-hospital cardiac arrest care and resuscitation quality.

DELIVERY HISTORY

Mongolia Training Participants, 2018–2026



Since 2018, more than 500 personnel across doctors, drivers, NEMA (National Emergency Management Agency), Mongolian Armed Forces (MAF), police, Red Cross and civilians have participated. The 2026 cycle trained 42 doctors (22–25 September) and 44 ambulance attendants (28 September–1 October), alongside 5 MAF personnel.

2026 DEPLOYMENT

Mongolian EMS Mission 2026: At a Glance

42
Doctors trained, 22–25 Sep, Ulaanbaatar

4.75→4.87
Doctors' satisfaction out of 5, Day 1 to Day 4

100%
Doctors' participation in the course and in the feedback

100%
Of 103 Ambulance Service now trained

44
Ambulance attendants trained, 28 Sep–1 Oct

4.82→4.97
Ambulance attendants' satisfaction out of 5, Day 1 to Day 4

100%
Ambulance attendants' participation in the course and in the feedback

100%
Of 103 Ambulance Service now trained

DELIVERY TEAM

2026 Instructor Team


Joe Acker


Leon Baranowski


Dolly McPherson


Jarrod Bell

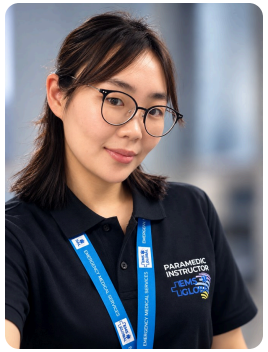

James Stubley

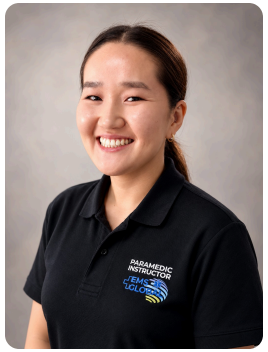

Tania Johnston

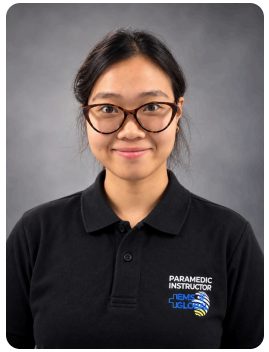

Dr Suvd Nergui

IN-COUNTRY MONGOLIAN TRANSLATOR TEAM & 2026 DELIVERY TEAM


The 2026 delivery team


Tuvshinzaya Purevdorj “Zaya”


Myagmartseren Batsuuri “Mika”


Anar Bayarmaa


Dr Bayandalai Bayar-Ugtakh


Dr Altanzagas Adiyasuren

MULTI-AGENCY TRAINING

Frontline Collaboration

The 2026 deployment included joint training between 103 Ambulance and the Mongolian Armed Forces (MAF), alongside participants from one of Mongolia's external provinces, extending the programme's reach beyond Ulaanbaatar for the first time this cycle.



Joint case debrief with military medics and 103 Ambulance



Simulated patient assessment, multi-agency training

EVALUATION · 22–25 SEP

Ambulance Doctor Course: Evaluation Overview

162
Respondents across 4 days

4.75→4.87
Satisfaction, Day 1 → Day 4

5.00/5
Would repeat an EMS Global course

325
Open-text comments translated

Satisfaction rose daily across the course, from a mean of 4.75 to 4.87 across seven rating dimensions. Instructor support and clarity of learning objectives were the strongest rated each day. At course end (n = 42), 100% of participants said they would attend another EMS Global course. Participants also felt more confident in prehospital care (4.95 out of 5), and rated the likelihood of recommending the course to others at 4.90 out of 5.

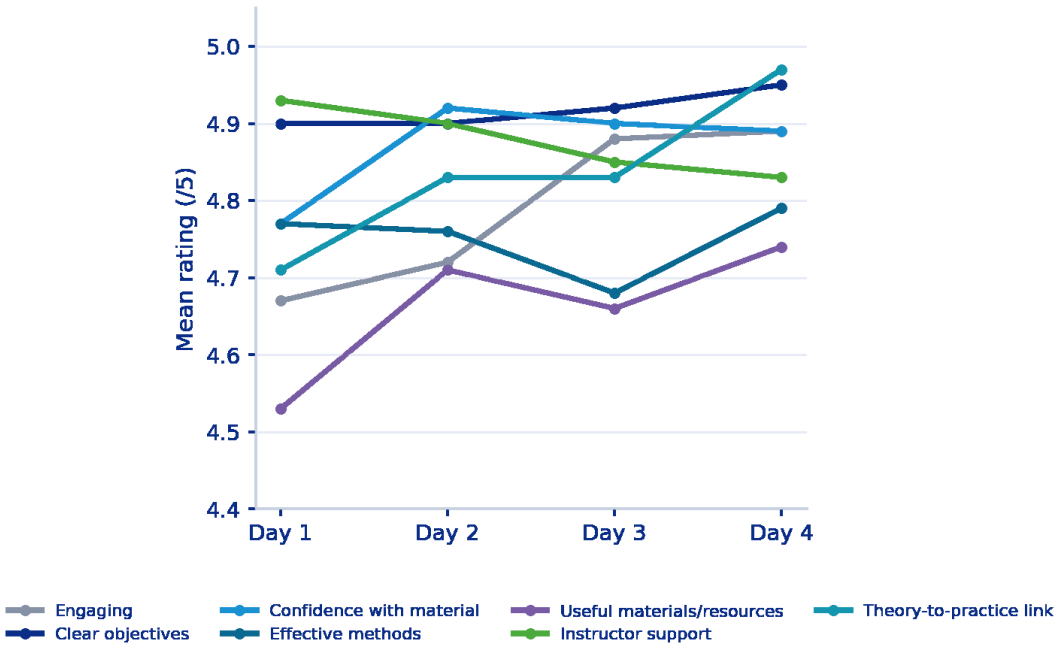
Rating dimension (mean/5)	Day 1	Day 2	Day 3	Day 4
Engaging	4.67	4.72	4.88	4.89
Clear objectives	4.90	4.90	4.92	4.95
Confidence with material	4.77	4.92	4.90	4.89
Effective methods	4.77	4.76	4.68	4.79
Useful materials/resources	4.53	4.71	4.66	4.74
Instructor support	4.93	4.90	4.85	4.83
Theory-to-practice link	4.71	4.83	4.83	4.97



Ambulance Doctor Course graduates and delivery team outside the Ulaanbaatar City Ambulance Centre, 25 September 2026

FEEDBACK THEMES

What Participants Valued



Valued most

- Skills practice was the most preferred teaching format from Day 2 onward, ahead of simulation, demonstration, and lecture; praised as the strongest driver of retention.
- The primary survey and assessment sequence (DR-H-ABC and XABCDE) was the clearest thread of learning on Days 1–2; cardiac arrest management dominated Day 3.
- Faculty warmth and support were a standout, consistent strength, closing with named gratitude to facilitators on Day 4.

Feedback that will be incorporated in future design

- Real, contextualised case studies, particularly Australian emergency-call examples — concentrated on Day 2.
- More time on skills stations, requested on Days 1 and 2.
- A brief, explicit medication-dosing module, addressing a gap identified independently.

EVALUATION · 28 SEP–1 OCT

Ambulance Attendant Course: Evaluation Overview

159
Respondents across 4 days

4.82→4.97
Satisfaction, Day 1 → Day 4

5.00/5
Would recommend the course to others

502
Open-text & word-cloud entries translated

Satisfaction rose daily across the course, from a mean of 4.82 to 4.97 across seven rating dimensions. Instructor support and theory-to-practice linkage were the strongest rated each day from Day 2 onward. At course end (n = 35–36), 100% of participants said they would recommend the course to others and felt more confident in prehospital care (5.00 out of 5), and 4.86 out of 5 said they would attend another EMS Global course. Feedback was collected by Mentimeter.

Rating dimension (mean/5)	Day 1	Day 2	Day 3	Day 4
Engaging	4.84	4.89	4.89	5.00
Clarity of objectives	4.81	4.92	4.97	4.91
Confidence with material	4.81	4.70	4.89	5.00
Teaching method effectiveness	4.93	4.81	4.76	5.00
Usefulness of materials	4.69	4.95	4.95	4.94
Instructor support	4.79	5.00	4.97	5.00
Theory-to-practice linkage	4.90	5.00	4.97	4.97



Ambulance Attendant Course graduates and delivery team outside the Ulaanbaatar City Ambulance Centre, 1 October 2026

FEEDBACK THEMES

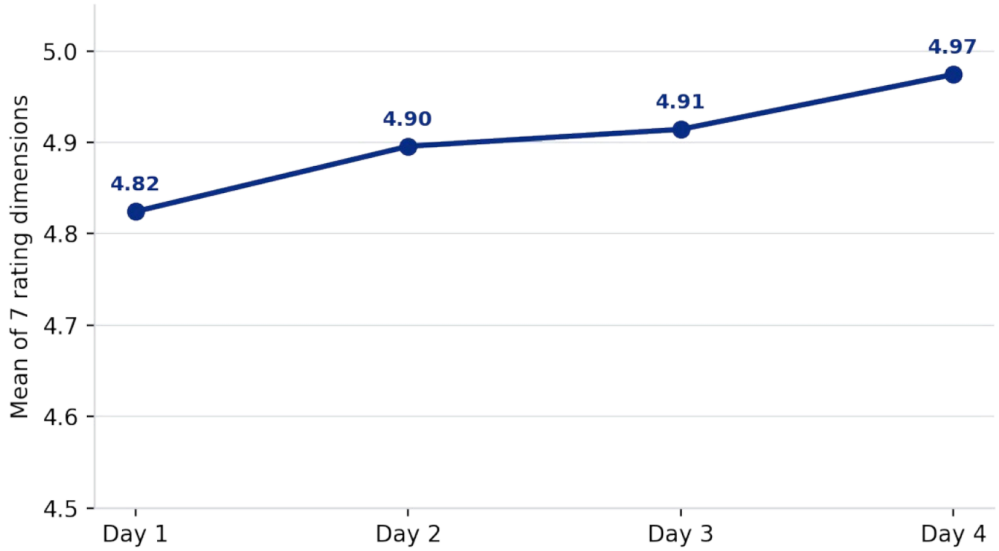
What Ambulance Attendant Participants Valued

Valued most

- CPR/AED was the most concentrated, highest-engagement theme of the entire course – Day 3 was the single most topic-dominated day of either course.
- Instructor support was the top-rated dimension from Day 2 onward, reaching 5.00 out of 5 on Days 2 and 4.
- Clear day-to-day skill progression: scene safety and transport (Day 1) → bandaging, splinting and haemorrhage control (Day 2) → CPR/AED (Day 3) → closing gratitude (Day 4).

Feedback that will be incorporated in future design

- Repeated, specific request to run CPR/AED practice as a structured team competition – multiple independent "team challenge" suggestions on Day 3.



BUILDING LOCAL TEACHING CAPACITY

Train the Trainer

As of the end of the program, 12 trainers have been trained and recognised by EMS Global as in-country trainers capable of delivering this course, and have been provided with the instruction materials in both English and Mongolian to deliver it. This has also been led by Dr Suvd Nergui.



Dr Suvd Nergui



Dr Bayandalai Bayar-Ugtakh



Dr Altanzagas Adiyasuren

COMMUNITY & PUBLIC AWARENESS

Public Education

To mark Mongolia's 'Heart Day' and in anticipation of the International Liaison Committee on Resuscitation's 'World Restart a Heart Day', the team collaborated with the Capital Ambulance Centre, Australian Aid, and Oddariya to host a free public CPR and cardiac-awareness day at Sukhbaatar Square.

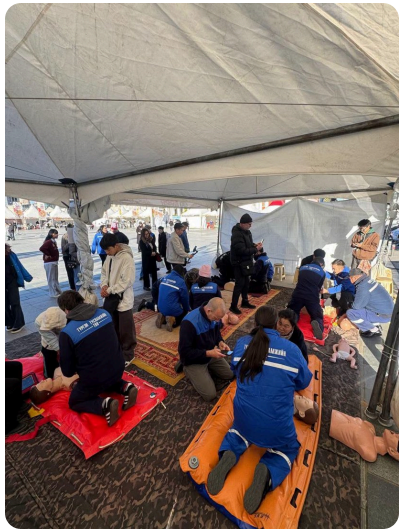
Five free CPR training stations were set up, each staffed by a Mongolian-speaking trainer and a member of EMS Global, alongside a CPR manikin. Capital Ambulance Centre staff guided passersby to the stations, where they were taught Basic Life Support (BLS) and choking algorithms.

Additional public engagement included guided tours of local ambulance interiors, free blood pressure checks, demonstrations of Infant and Paediatric CPR, and introductions to Automated External Defibrillators (AEDs), a key step, although a widespread AED program has yet to be introduced in Mongolia.

Over 100 people participated throughout the day, spanning all age groups from children to older adults. Feedback from both participants and staff was overwhelmingly positive.



Event signage, 30 Sept 2026









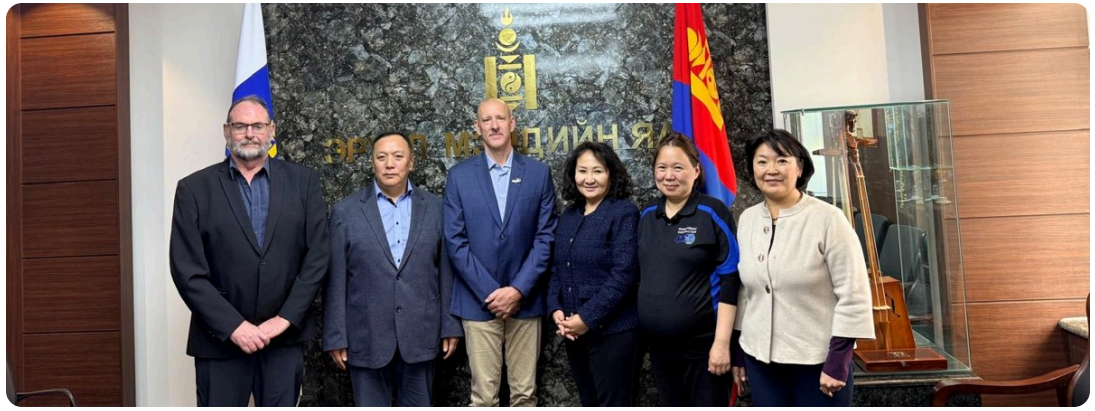
100+

PEOPLE TRAINED IN BYSTANDER CPR AND CARDIAC AWARENESS

DIPLOMATIC & PARTNER ENGAGEMENT

International Support

The 2026 deployment continued the Foundation's pattern of high-level diplomatic and institutional engagement, with the team meeting Mongolia's Ministry of Health and the Australian Embassy in Ulaanbaatar to reinforce the partnerships underpinning the programme.



Meeting with Mongolia's Ministry of Health



At the Australian Embassy, Ulaanbaatar

CONTINUITY, PARTNERSHIPS & LEARNING

Partnerships & Programme Learning

Three-year programme achievement and continuity

The 2026 mission marked a significant stage in EMS Global Foundation's three-year, Australian Government Direct Aid Program-supported collaboration in Mongolia. The programme has combined practical prehospital education with sustained engagement with Mongolian ambulance services and partner organisations. Across successive missions, the emphasis has evolved from direct skills delivery towards greater local teaching capacity, reinforcement of clinical practice and opportunities for longer-term collaboration.

Mongolian instructors and sustainable training

An important development in the 2026 programme was the increased participation of Mongolian clinicians in education delivery and instructor development. This approach supports continuity beyond individual visiting teams and creates a foundation for locally led refresher training, mentoring and skills assessment. Future activity should prioritise the consolidation of instructor capability, accessible learning resources and repeatable quality-assurance processes.

Operational and interagency partnerships

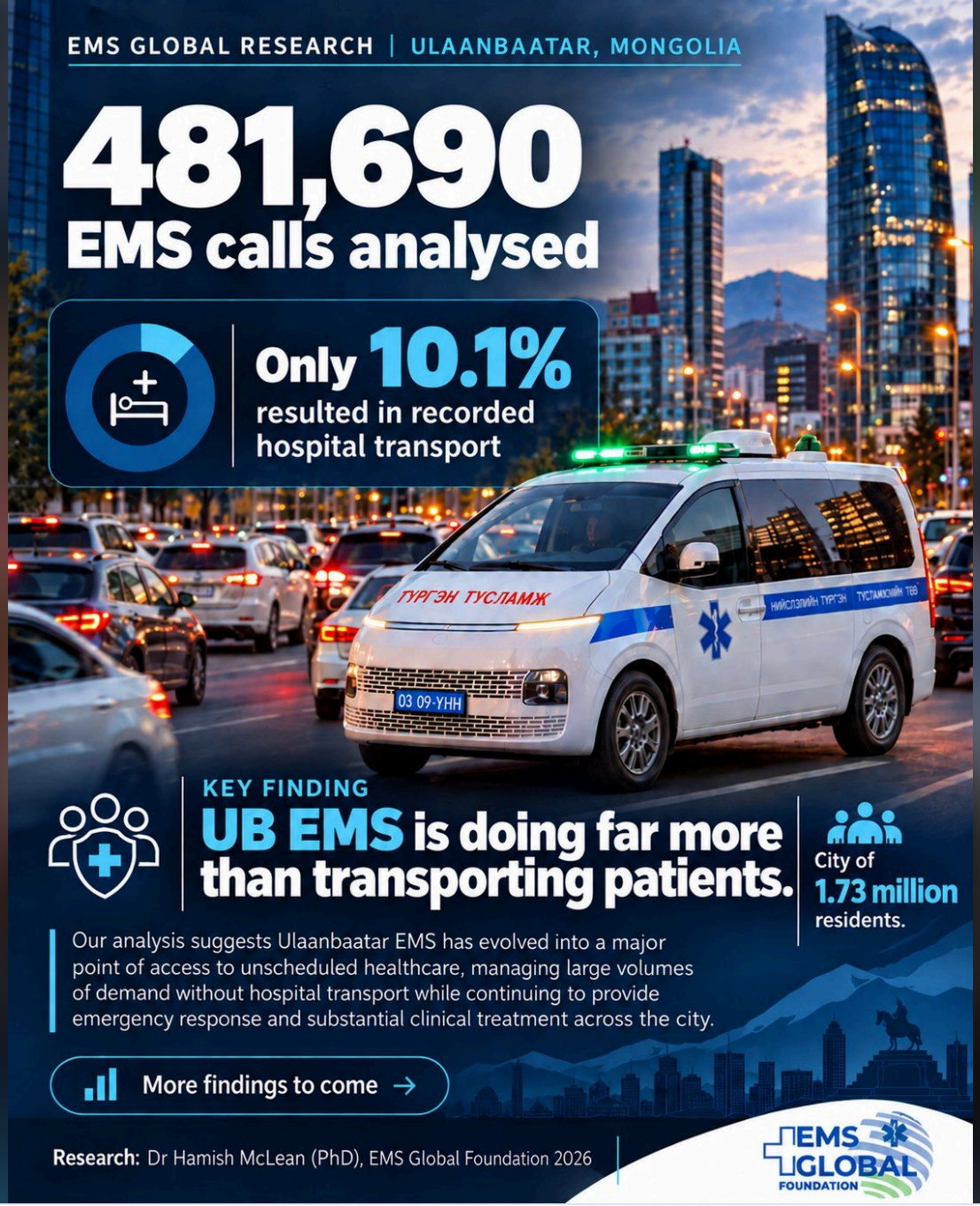
The programme has been undertaken in partnership with Ulaanbaatar's 103 Ambulance Service and has included professional engagement with other Mongolian emergency-response and health organisations. These relationships are central to translating education into operational practice, connecting prehospital care with wider emergency preparedness, and identifying priorities determined by Mongolian partners.

Engagement with EMS and health-system decision-makers

Meetings and professional discussions during the mission provided a forum to consider workforce development, prehospital operations, education priorities and potential routes for further collaboration. EMS Global's role is to support Mongolian organisations with practical expertise and evidence-informed advice, while recognising that decisions about service organisation and implementation remain with Mongolian authorities.

Operational learning and improvement

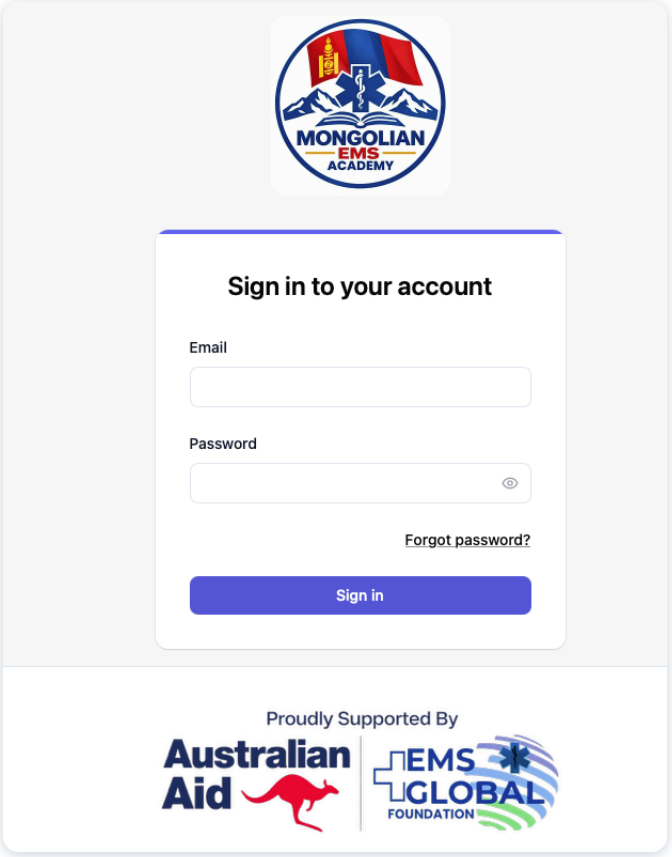
Direct engagement with ambulance personnel and service leaders reinforced the importance of adapting education to local operating conditions, available equipment, clinical roles and organisational processes. Future programme design will benefit from integrating skills maintenance, instructor support, locally relevant training scenarios and structured feedback from participating services.


EMS GLOBAL RESEARCH | ULAANBAATAR, MONGOLIA
481,690
EMS calls analysed
Only 10.1%
resulted in recorded hospital transport
ТУРГЭН ТУСЛАМЖ
03 09-УНН
KEY FINDING
UB EMS is doing far more than transporting patients.
City of 1.73 million residents.
Our analysis suggests Ulaanbaatar EMS has evolved into a major point of access to unscheduled healthcare, managing large volumes of demand without hospital transport while continuing to provide emergency response and substantial clinical treatment across the city.
More findings to come →
Research: Dr Hamish McLean (PhD), EMS Global Foundation 2026
EMS GLOBAL FOUNDATION

BUILDING THE FOUNDATION

Digital Infrastructure

- We implemented the Vennos LMS, a bilingual (English/Mongolian) learning management system built using residual 2025 programme funds, which now hosts the Foundation's courses.
- A volunteer onboarding portal framework has been designed, covering credentialing uploads and policy sign-offs.
- A localised, three-year LMS platform has been provided to the 103 Ambulance Service, as part of the Foundation's mission to help establish their national learning management approach, powered by EMS Global and AusAid, built on the Vennos application.
- We also donated and set up the 103 Ambulance Service with a dedicated Vennos LMS instance, the **Mongolian EMS Academy** (ems-academy.vennos.app).
- Training videos were created in-country covering cardiac resuscitation, advanced airway management, debriefing, and adapted equipment use, and have been integrated into the LMS.



The Mongolian EMS Academy sign-in page

INTERNATIONAL & LOCAL PARTNERS

Funding & Delivery

EMS Global Foundation's Mongolia programme is supported by the Australian Embassy's Direct Aid Program. We partner with the Oddariya Foundation as our local partner for logistics and sustainability.

Oddariya's role spans venue arrangements, equipment procurement, scheduling and daily logistics, translation and interpretation, and coordination with hospitals and agencies, allowing international instructors to focus entirely on education, simulation and leadership and operational mentoring.

This approach, locally delivered aid matched with international technical expertise, strengthens national ownership while ensuring resources are used efficiently and transparently.

EQUIPMENT & IN-KIND SUPPORT

Donation In Kind

These contributions represent more than equipment: they are an investment in Mongolia's growing emergency medical system. Each donation directly supports EMS Global Foundation's accredited training programmes, providing the tools for realistic, hands-on instruction in trauma management, airway control and resuscitation, and helping bridge one of the largest barriers to progress for EMS systems in low- and middle-income countries.

3
donor organisations

20+
types of equipment donated for hands-on training

$45,000
AUD estimated total in-kind value

Donor	Contribution
Monash University (Australia)	Equipment and response bags, patient monitor and defibrillator, ECG rhythm generator
Yorkshire Ambulance Service (UK)	Pelvic binders, CAT tourniquets, dressings, haemostatic dressings, airway interventions, bag valve masks
Emergency Health Services, Alberta (Canada)	iGels, LMAs, airway supplies (OPA, NPA, ET tubes), suction supplies, stethoscopes, BP cuffs, MCI kits, T-POD pelvic binders, CAT tourniquets, dressings, tape

$45,000 AUD

2026 Equipment Donations Budget
Total in-kind value confirmed across all three donor organisations.

0% 25% 50% 75% 100%


Leon Baranowski (Monash University) with donated equipment


Leon Baranowski hands over Monash University donated equipment


James Stubley: Yorkshire Ambulance Service donation


Joe Acker & Tania Johnston — EHS Alberta donation

OBSERVER SHIFTS & REAL-WORLD IMPACT

EMS Frontline Immersion

Observer shifts in ambulances once again played a central role in the 2026 deployment, giving instructors the opportunity to see how prior training translates into day-to-day operational practice.

This year, Hamish McLean, Dolly McPherson, Joe Acker, Jarrod Bell, James Stubley and Leon Baranowski undertook observational clinical shifts alongside Mongolian colleagues, gaining first-hand insight into system progress, clinical confidence and team dynamics.

These shifts served as both an evaluation and a continuation of professional exchange, strengthening collaboration between the international and local teams while deepening mutual understanding of real-world challenges.









ACADEMIC PARTNERS IN THE FIELD

University Collaboration

Partnership with leading universities continues to be central to EMS Global Foundation's education and systems development work in Mongolia. Faculty from Sheffield Hallam University (UK), Monash University (Australia) and Charles Sturt University (Australia) joined the volunteer instructor team in 2026: James Stubley from Sheffield Hallam, Leon Baranowski from Monash, and Joe Acker and Tania Johnston from Charles Sturt.

These universities bring complementary strengths: Sheffield Hallam's international paramedic education experience and Monash's leadership in trauma systems and simulation, and Charles Sturt's long-standing expertise in rural and prehospital care, extending EMS Global Foundation's model of direct skills and systems-knowledge transfer into low- and middle-income settings.

Sheffield Hallam University

MONASH University

Charles Sturt University

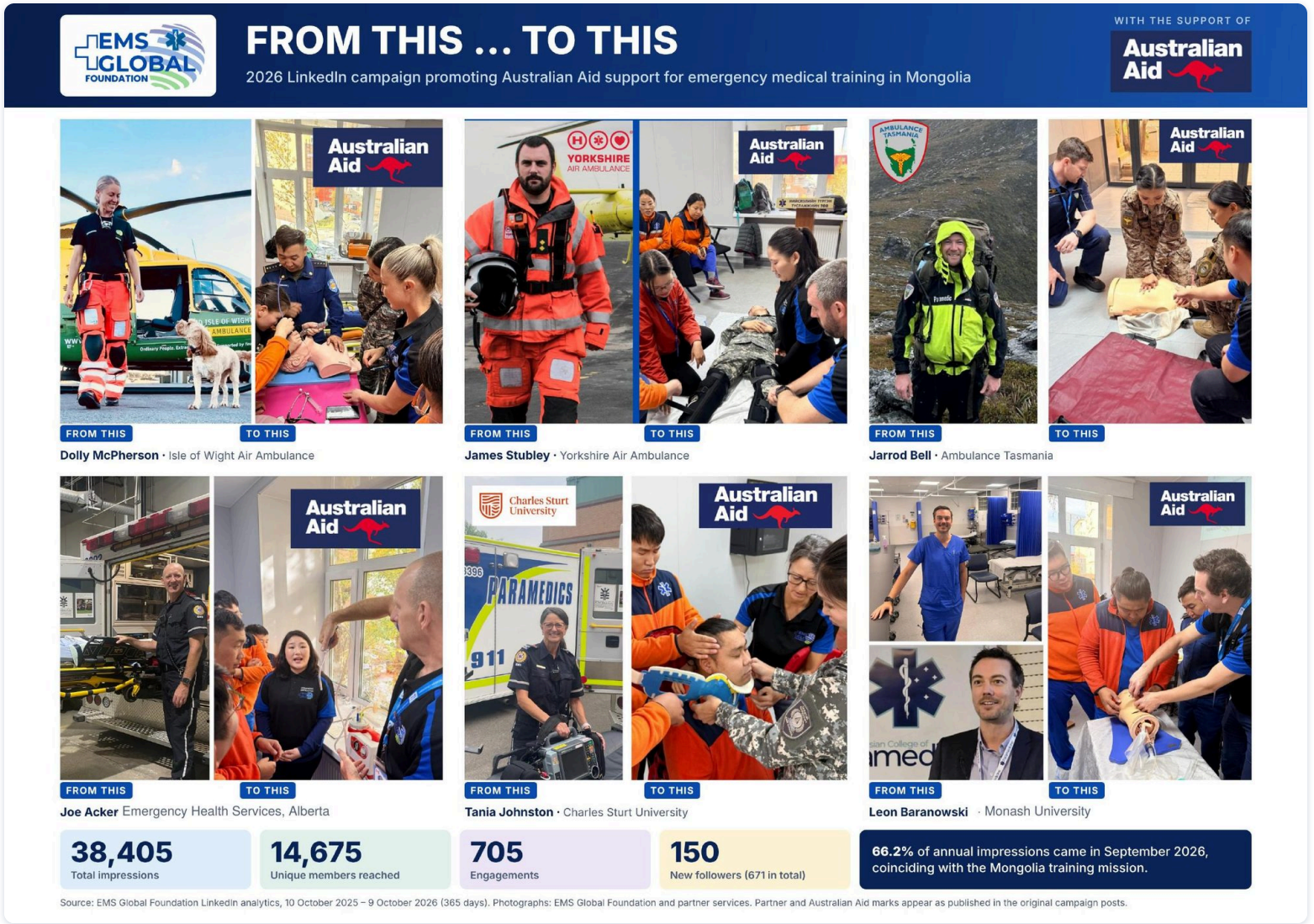
BUILDING PUBLIC SUPPORT

Social Media & Digital Reach

The “From this … to this” LinkedIn campaign promoted Australian Aid support for emergency medical training in Mongolia, pairing each instructor’s home service with their work in Ulaanbaatar.

Over the year to 9 October 2026 the campaign recorded 38,405 impressions and reached 14,675 unique members, with 66.2% of annual impressions in September 2026, coinciding with the training mission.

This follows the 2025 reach of 20,000+ combined views, 81% from new audiences.



MONGOLIAN PRESS & BROADCAST

National Media Coverage

The 2026 mission again attracted national broadcast attention, with a Mongolian television crew filming on-site interviews with EMS Global Foundation instructors, continuing the pattern of coverage seen in prior years that highlighted the collaboration between the Ulaanbaatar Ambulance Service, military medical units and international instructors.

This visibility matters: public and government awareness builds understanding of why emergency medical services are essential infrastructure, not optional welfare, and reinforces the political momentum for reform.



On-site television interview with the delivery team

HOSPITALITY, GERS & HORSEBACK RIDING

Cultural Immersion

This year the team was taken out to a local area to experience traditional gers and horseback riding with local hosts, continuing the tradition of cultural exchange that has marked every EMS Global Foundation deployment to Mongolia.

The cultural immersion took place at Gorkhi-Terelj National Park, on the border of Töv Province, north-east of Ulaanbaatar.



Location of Gorkhi-Terelj National Park, Mongolia



Horseback riding with local hosts



Ger accommodation at the excursion



The team around the fire pit, ger camp



Sunrise over the ger camp

SUPPORTING INFORMED DECISIONS ABOUT EMERGENCY MEDICAL SERVICES

Research, Evidence & Systems Development

Throughout 2026, EMS Global Foundation continued to strengthen its research and evidence-gathering activities in Mongolia, complementing its frontline education programmes and longstanding relationships with local health authorities.

During the September to October mission, Foundation representatives worked alongside Mongolian emergency medical service leaders, clinicians and operational personnel to strengthen their understanding of how prehospital emergency care is organised and delivered.

This work included reviewing routinely collected operational information, discussions with senior EMS personnel, observation of frontline ambulance operations, and engagement with government and institutional stakeholders.

Building on research and professional engagement undertaken since 2017, these activities contribute to an expanding evidence base concerning emergency medical service delivery in resource-constrained health systems.

The Foundation's research activities draw on expertise in emergency medical services, health systems, clinical education, emergency management and public policy. They aim to develop evidence-informed perspectives that can support service improvement, professional development and sustainable health-system strengthening.

Research activities undertaken or advanced during 2026

Operational evidence
Reviewing service activity and routinely collected information to improve understanding of EMS delivery.

Professional perspectives
Engaging with clinical and operational leadership to understand existing arrangements, experiences and priorities.

Frontline observations
Learning from ambulance personnel through operational visits, professional exchanges and observational activities.

Education evaluation
Examining participant feedback and training experiences to inform future programme development.

Academic collaboration
Working with international and Mongolian colleagues to support research, professional dialogue and knowledge exchange.

The Foundation is also developing scholarly publications and professional contributions arising from its research and international activities. Findings will be shared through appropriate academic, professional and policy channels once the relevant analyses and reviews are complete.

PARTNERS & SUPPORTERS

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