



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **March 8, 2019**

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Quote of the Week

“Rewarding mediocrity will create a culture of apathy. If you continue to place people in leadership positions that have done nothing to develop themselves, stop acting surprised when they fail to develop others.”
– Trial by Fire



Read Across America 2019



The Chief's Desk

For those that teach or instruct, have you ever taught a subject that doesn't really have a clear and concise answer?

Months ago I wrote the Chief's Desk about ethics and what I was learning as I prepared for an upcoming class. In that writing I discussed a fairly standard interview question used during new employee interviews, "What do ethics mean to you?" The answer most commonly offered, "Doing the right thing even when no one is looking." It's an answer that doesn't really tell us anything, and ignores the complexity of ethics. So, we stopped asking the question.

I've given more thought to how I would answer the question as I've prepped each week to teach my class. Ethics to me is a balance of conscience thought, law, policy, cultural norms, upbringing, spirituality, and situation. What we know is that not all laws are ethical, nor are all policies. We also know that not all cultural norms are ethical. Finally, we know that ethics are not absolute. We make our decisions regarding ethics based on our upbringing, our understanding of right and wrong, our spiritual beliefs, as well as the culture in which we live.

There are times when one may violate an ethical norm to achieve a greater ethical good. Lying is in fact considered unethical. However, in Nazis Germany sympathizers would lie to the Nazis Army related to the whereabouts of escapees in an attempt to save lives. This example, extreme as it may be, shows where violating one ethical standard to achieve a greater ethical outcome is not only acceptable, but encouraged.

As I've prepared each week for class pouring over articles and case studies, I have been absolutely amazed at the decisions people make. This is where I would enjoy going to school for a PhD in Industrial Psychology. Trying to figure out how a person or group of people could possibly believe their actions or decisions are/were acceptable are more than my simple mind can grasp.

Recently we discussed the question of how a global company approaches ethics outside of their home country. Whether a company is building their own manufacturing facility, office complex, or contracting with a third part vendor they have to decide what is or is not acceptable as an ethical standard. It seems large American companies are continually in the news for doing business with companies in other parts of the world that violate the basics of globally accepted human rights.

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Upcoming Events:

March 11 – Policy Committee, work on Strategic Plan
March 12 – Breakfast meeting, Meet with Town of Chino Valley Officials, CV Town Council Meeting
March 13 – SOG Meeting, Meeting with Stakeholders
March 7 – AFSI Meeting

Board Meeting:

March 25 Admin

CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830



DeKalb County a test case amid complaints about slow responses, other problems

By: Yamil Berard Oct 4, 2018

Incident after incident has piled up, to the alarm of city officials:

After being struck by a car, a pedestrian waited almost an hour for a medical transport. An ambulance never showed, so a peace officer had to transport a mentally ill patient to the hospital in his patrol car.

An EMT was arrested after accusations she had assaulted a handcuffed 17-year-old patient in the ambulance. For years, these and other EMS failures have plagued Dunwoody, city officials say. The situation has gotten so dire, Mayor Denny Shortal said, that his council had to declare a state of medical emergency, signaling to the public a situation that has the potential to put lives at risk.

"I just want Mr. and Mrs. Citizen to get to the hospital on time," Shortal said. The situation has drawn attention to a broader issue: holding emergency medical transportation services accountable. Critics say Georgia has a flawed system in which regional councils oversee ambulance providers but can struggle to hold them to their commitments even when there are chronic public safety concerns. "This has been a problem for quite some time," said Julianne Thompson, who is serving as the spokeswoman for The Georgia Ambulance Transparency Project, a new coalition that is advocating for changes in the state's system. "We have come together as a coalition to fight against the way the EMS selection has gone down in Georgia."

The Region 3 Council, which covers most of the Atlanta metro area, is now the case in point. Dunwoody has lodged complaints with the council for several years about the ambulance company serving all of DeKalb County and now wants permission to operate its own ambulances. Last year, city officials say, average response times were nearly 15 minutes for 90 percent of calls. "It started out as a bad situation in 2015, then it went to horrible in 2016 and then worse than horrible in 2017 and the early part of 2018," Councilman Terry Nall said. The complaints finally prompted the Region 3 Council last month to establish a task force to study concerns in all of DeKalb County's 13 cities and unincorporated areas.

[AtlantaNewsNow](#)

Medics and EMTs: Lack of Ambulance Staff Impacting Emergency Response Times in the City

By: Tom Jones Feb 26, 2018

Employees of AMR, the city's ambulance company want the public to know about situations where ambulances are too far away or unavailable to respond to emergencies in time.

Medics and EMTs working in the city of San Diego tell NBC 7 Investigates they are seeing ambulances understaffed in neighborhoods across the city, leading to longer response times to emergencies.

Employees working for American Medical Response (AMR), the company contracted to provide ambulance services in the city of San Diego, would not go on record with their accounts, fearing the company may retaliate against them. Instead, the employees provided staffing rosters and response times for 911 calls they say were impacted by the staffing challenges.

In the city's emergency medical services (EMS) system, ambulances are designated as "station units" or "float units." "Station units" are assigned to fire stations and respond to 911 calls alongside the fire engines that are dispatched. "Float units" are not assigned to fire stations, rather they go to areas of the city where they are needed most, based on 911 call volume.

The employees we spoke with said they've seen "station units" go unstaffed, sometimes days in a row, meaning the only ambulances available to respond to 911 calls in that specific community are the "float units" coming from other parts of the city.

[NBC San Diego](#)

Stuff That's Happening

The CYFD board met in a special/regular session board meeting on Tuesday to interview seven candidates for the open board seat. They ultimately chose Cynthia Gentle. Cynthia works closely with County Supervisor Jack Smith. Once she completes a short open meeting law packet, she will be sworn in at admin in advance of the March 25th meeting in order to meet our statutorily set time constraints for an appointment. We are excited to welcome her to the board and look forward to working with her as we move forward.

As you may have guessed from the articles above, the AMR saga continues. What I found interesting in the news articles is the similarities between Georgia, California and Arizona. Response time issues, inability of AMR to staff their units, and employees wanting to call attention to the issues publicly are echoing across the country wherever AMR is the transport provider. I had to stop at just the two articles or this edition would be many, many pages long. I think you get the picture – there is a problem and it is not unique to us.

We continue our efforts to effect change in our area related to ambulance response. Chief Light and I presented our concerns to the PV Town Council Thursday night related to AMR. Additionally, we've been meeting with other community leaders and elected officials both locally and at the state. We have additional meetings scheduled through April in an effort to find a reasonable solution to the issues. Please continue to report issues to Captain Niemyński immediately.

At their work study session this evening, the PV Council heard a presentation from Deputy Chief Edelstein concerning a proposed contract with CAFMA to provide radio maintenance services. No decision could be made this evening, so we will have to see at the next council meeting whether or not the agreement will be approved. The CAFMA board already approved the contract on our end. Thank

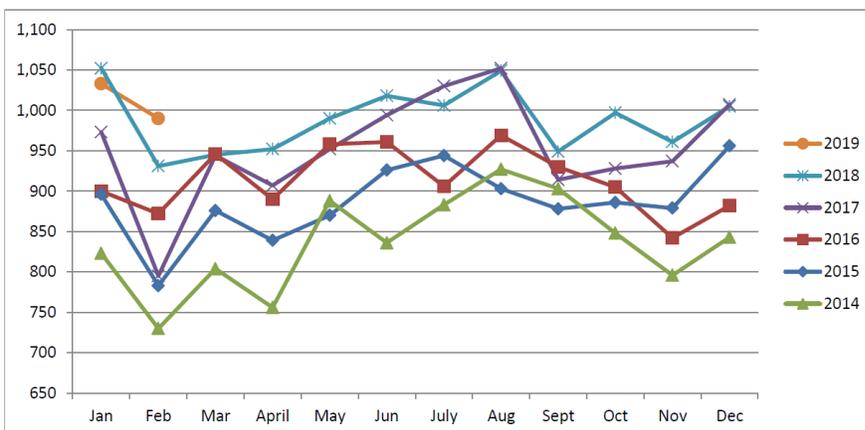
you to Jonah and Tony for attending the meeting and answering questions. They did an outstanding job providing insight.

February Response Report

By: GIS/Statistician Michael Freeman

CALL VOLUME HISTORY

	2014	2015	2016	2017	2018	2019
Jan	823	896	900	973	1,052	1,033
Feb	730	783	872	795	931	990
Mar	804	876	946	944	945	
April	756	839	890	907	952	
May	888	870	958	952	990	
Jun	836	926	961	994	1,018	
July	883	944	906	1,030	1,006	
Aug	927	903	969	1,052	1,049	
Sept	903	878	930	914	949	
Oct	848	886	905	928	997	
Nov	796	879	842	937	961	
Dec	843	956	882	1,007	1,005	
AVG	836	886	913	953	988	1012
TOTAL	10,037	10,636	10,961	11,433	11,855	2,023





February Response Report - 2019

Land Area: 365 sq. miles Population: 86,865 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	4
STRUCTURE FIRE	1
STRUCTURE FIRE; CONFINED	1
MOBILE HOME/PORTABLE BLDG	0
VEHICLE FIRE	3
BRUSH/GRASS/WILDLAND FIRE	1
OTHER/TRASH FIRE	0

Fire is 0.4% of call volume

TOTAL EMS	662
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EMS is 66.87% of call volume

OVERPRESSURE	0
HAZMAT	14
SERVICE	167
GOOD INTENT	102
FALSE ALARM/OTHER	41

Other is 32.72% of call volume

TOTAL # OF CALLS	990
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Residential Fire Loss	\$195,000
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$2,500

Calls in Town of Chino Valley	162
Calls in Town of Prescott Valley	481
Calls in Town of Dewey-Humboldt	38
Calls in District, Unincorporated Areas	309
Calls Out of District	2

Average total # of calls per day	35.36
Average fire calls per day	0.14
Average EMS calls per day	23.64
Average all other calls per day	11.57

Aid Given to Prescott	113
Aid Received from Prescott	83
Mutual Aid Given	0
Mutual Aid Received	0

Unit Responses

	In District	Total
E50	145	151
E51	31	153
E53	181	184
E54	132	133
E57	24	24
E58	133	135
E59	86	94
E61	90	91
E62	123	129
E63	44	47
T50	13	14
B3	41	44
B6	18	21

Call Volume at PRCC

	MONTH	YTD
PFD	588	1,406
CAFMA	990	2,023
GCFD	13	25
OD	6	10
WKFD	4	6

Top 5 Call Types

624	EMS
105	Assist Invalid
62	Cancelled en Route
38	Public Service Assistance
22	No Incident Found on Arrival

Move Ups by Station

50: 49	57: 3
51: 34	61: 3
53: 10	62: 11
54: 2	63: 27
58: 1	
59: 6	TOTAL: 146

Chief's Desk Continued

The Japanese honor a practice of giving gifts to those with which they do business as a sign of respect. For American companies, the idea of giving gifts presented an ethical dilemma as the giving of a gift in our culture may be considered a bribe. Many companies in our country have specific policies that prohibit either giving or accepting gifts. In order to do business in Japan however, they had to re-think their approach. This does not mean that they can give a duffle bag of cash, but there needed to be some acceptable level of gift giving or acceptance in order to do business with Japanese companies.

I recently read a Harvard Business Review article on this topic. The author stressed that companies must establish a clear set of core values. A company's values should guide employees through their decision making process's no matter the country in which they are doing business.

How does this relate to us? The companies in the case studies I've reviewed related to ethics scandals were void of core values, or their values amounted to nothing more than a nice poster on the wall. As CAFMA, we developed a core set of values that are outlined in our Compass. These are not something that the senior staff developed in a backroom; they are values that were developed for us by us as a whole. But, as with anything, if we do not refer to them often, if we do not live them, and/or we do not pass them along to the newest generation of employees they will be lost to the ages.

It is imperative that we understand our ethical guide as an organization is outlined in our values, our philosophies, our mission and vision. We do have policies that guide our decision making, however I believe that if we remain true to our core, lapses in judgement or violation of policies will be rare. We've discussed many times before the idea that individual values are equally as important as organizational values. The decisions you make for yourself both on and off-duty are a direct reflection on our agency. We hope we hire people who model personal values that are in line with our organizational values. Sometimes we get it right, sometimes we don't. It's not that any one of us is or must be perfect – that is simply not real. But, do we take responsibility for our actions and hold ourselves to the standard we set as individuals as well as an organization? Without question, that is exactly what we should be doing.

It seems there is nothing absolute in life, especially when it comes to ethics and ethical behavior. And I cannot write anything that provides a clear one size fits all answer. To steal a phrase from our Fire Prevention Division, "it depends." That said I think it's safe to say that each of us knows the difference between right and wrong. We also know that we need to continually sharpen or proverbial saw which means we need to refer to our Compass regularly in an effort to maintain our path through the continued practice of our core values.