



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **May 24, 2019**

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Quote of the Week

“To conquer frustration, one must remain intently focused on the outcome, not the obstacles.”

-T.F. Hodge



The Chief's Desk



This past Monday Captain Niemynski and I met with representatives from Prescott, Prescott Valley, Dewey-Humboldt, Attorney Cornelius, AMR dba Lifeline Ambulance, and DHS as a follow up to our earlier meeting. As you may recall, we met with our stakeholders and DHS in Phoenix on April 4th to discuss our concerns with AMR's performance. While this latest

meeting was not as productive as I had hoped, I think it was still a step forward rather than one backwards.

Thank you all for the data you have been collecting related to ambulance response times over the last three years! It helps our case tremendously even when AMR's numbers as reported to DHS are in sharp contrast to our own. At this point, we have no way to dispute the numbers because we do not have access to their raw data. We did turn our raw data over to the State as well as our stakeholders for review; however because AMR is a private company we have no ability to require them to release their raw numbers.

During the meeting DHS showed us a comparison of Certificate of Necessities (CON) from across the State. One thing is for sure; their requirements are completely out of date – in my opinion. They do not relate to new standards that assign response requirements based on geographic area and population density criteria i.e. urban, suburban, rural, or wilderness/frontier. Most of the CON's they used for comparison were developed 30-40 years ago before these standards existed. It is my understanding that a position paper was issued around 1998 stating that the State of Arizona's CON system was antiquated. For over 20 years now special interest groups have been successful at blocking attempts to update the system.

To start, they need to update CON's to reflect clearly defined areas/ zones e.g. Urban, Suburban, etc. and assign recognized response times for each zone type. Fire Departments are already held to these same types of standards so they do exist and are easily established. The definitions for the areas/zones are already defined in State Statute for EMS, but are not used for the CON's. It does not seem it would be a difficult a process to bring Arizona up to modern day standards. However, it may take legislative action to make the necessary changes. In reality, we are one of only a handful of States that still use this type of antiquated CON process.

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Upcoming Events:

May 27 – Offices closed in observance of Memorial Day
May 28 – Pima County Chief's Meeting, Chino Town Council Meeting
May 29 – Office catch up, meetings
May 30 – AFCA Board meeting hosted at Administration,

Board Meeting:

June 24th Chino Valley

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



How company officers impact department leadership and culture

By: Janelle Foskett and Chief Mike Jaffa



Company officers play a vital role in the fire service, supervising the line firefighters on the crew, implementing the policies from the chief officers above, and serving as the critical connection between the two groups. Due to this “serving up and down” model, company officers tend to have their hands in all aspects of department process and culture.

Recognizing the critical role of the company officer on department leadership, the IAFC established the Company Officers Section in 2015 based on the success of both the Company Officer Task Force and Company Officer Leadership Committee.

The Company Officer Section’s mission is to represent, promote and enhance the skills of “Tomorrow’s Chief Officers.” In order meet that mission, the Section has developed two whitepaper reports – “Succession Management in the Fire-Rescue Service,” which is available for a small fee through Amazon Prime, and “Firefighter to Supervisory Fire Officer Transition Plan,” which we will be officially releasing at Fire-Rescue International in August.

Fire Chief connected with Mike Jaffa – chair of the IAFC’s Company Officers Section and a captain in the Santa Fe County (New Mexico) Fire Department – to address the vital role of the company officer related to key fire service issues, what the Section is doing to support company officers in their unique roles, and more.

FIRE CHIEF: THE COMPANY OFFICER IS A CRITICAL STEP BETWEEN LINE FIREFIGHTERS AND CHIEF OFFICERS. HOW SHOULD COMPANY OFFICERS BALANCE SERVING BOTH?

Chief Jaffa: I believe the bottom line of the fire service is serving the communities who depend on us in their time of greatest need. As long as we – everyone from firefighters to chiefs – focus on that, serving each other is easier.

Apart from that mission, it is the company officer’s job to take the policies, rules and decisions that affect their subordinates and make sure the firefighters who work under their leadership understand and implement them at their level. Not all of those decisions and policies may sit well with everyone, and the company officer needs to be prepared to explain how they affect the bigger picture.

Firechief.com

What Good Feedback Really Looks Like

By: Craig Chappelow and Cindy McCauley



According to a recent Harvard Business Review cover story, it's rarely useful to give feedback to colleagues. The authors argue that constructive criticism won't help people excel and that, when you highlight someone's shortcomings, you actually hinder their learning. They say that managers should encourage employees to worry less about their weaknesses and instead focus on their strengths.

Our research and experience at the Center for Creative Leadership (CCL) lead us to a different conclusion: Feedback — both positive and negative — is essential to helping managers enhance their best qualities and address their worst so they can excel at leading.

There are several ideas in the article with which we agree:

- **Harsh feedback does not help people thrive and excel.** Indeed, effective criticism needs to be delivered with respect and care. Frequent or exclusively negative comments can spark defensive reactions that cloud perceptions and dampen motivation.

HBR.com

Updates

Please help me welcome CAFMA's newest mechanic Bryten Burch! You may recognize his last name. We keep thinking we will hire the right one someday. Just kidding Captain Burch – not so much kidding though Cupcake (Caden Burch) ☺ Bryten was given a conditional offer yesterday with a projected start date of around July 1st.

Patty will be posting for new firefighter recruitment very soon. Please pass the posting around and let your friends know. We are looking for another quality pool of candidates for multiple openings. That's right our most recent graduates of the academy, you will actually have seniority before you complete probation!

The Tech Services position is currently posted. If you know a good IT/Radio person, please send them our way!

At last night's board meeting, all three boards passed their tentative budgets. The tentative budget still allows us to move monies around within the line items, or lower the budget, but it cannot be raised.

Chief's Desk Continued

As one would expect, AMR disagrees with CAFMA and Prescott's position that a problem exists. As an aside, at 0900 the morning after our meeting at DHS, AMR went into a Code Red – no ambulances available. Two CAFMA engines were stuck on scenes in Prescott Valley and at least one in Chino Valley. I've been told that Engine 62 ended up transporting a patient because they were on scene so long that they started to run out of O2. These types of situations have become more of a regular occurrence, and are completely unacceptable. Unfortunately, because of the CON structure, even with this substandard performance, the answer we get from DHS is that "they meet their CON." That is a..... never mind..... You know what I mean.

As far as agreement, we can agree to disagree. You all see it in the field every day and hear the frustration from the AMR crews on the street. Unfortunately, the wheels of progress to bring resolution to the issues are slow to turn, but rest assured they are in motion. We cannot allow responses like this to continue – it is a public safety and health issue.

Our goal has been and continues to be that we work with our partners to begin a competitive bid process in the open private market in an effort to drive competition. I do not speak for our partners, so my statement that follows is my opinion only: I am not of the mind that one rewards a documented history of poor performance by awarding a contract without a competitive bid process.

Because of my involvement throughout the State I have occasion to interface with Chief's from across Arizona on a regular basis. To that end, I've heard our frustrations echoed by many. While those entities are not here in the Prescott Basin, I believe that their experience speaks to AMR's struggle to provide an appropriate level of service even to those with which they have contracts. Just as we would check references for any other vendor, or new hire, these other entities serve as reference's for our current ambulance transport provider. In my opinion, these should be considered as part of the overall process should the partners move forward with a competitive RFP process.

AMR would have the opportunity to submit an RFP and depending on the competition could be the successful bidder. If so, then we enter into a contract that holds them accountable and assess financial penalties for failure to perform.

I realize that AMR is currently the sole Certificate of Necessity (CON) holder for this area. There is no statutory prohibition to us issuing an RFP for ambulance transport service. We simply need to add the caveat that a successful bidder without a CON would not be able to provide services until they have successfully completed the CON process through the State. This can get pricey as the State process allows for an intervener to take a CON applicant through a costly court process prior to the Director of DHS determining need. It's the only State level department that I am aware of that is set up this way and it is, in my opinion, backwards. I do not believe that this additional step should dissuade us from exercising our right to issue an RFP in an effort to ensure a competitive private market process.

Ultimately, our job as the agency responsible for EMS coverage in Prescott Valley, Chino Valley, Dewey-Humboldt, Paulden, Williamson Valley, and unincorporated county is to ensure the health and wellbeing of our constituents. Fortunately, we have sound partnerships with those communities we serve as well as the City of Prescott. We all have the same goal - ensure the best possible care for the citizens which includes reliable, rapid, and efficient ambulance transport.

No decisions have been made, and we do have a follow-up meeting with AMR on June 13th at administration. Hopefully we can come to some resolution that improves the situation in the interim. However, given the difficulties they have with recruitment and retention of employees which has led to an inability to staff for several years now, I'm not sure what options exist. At this point, they simply do not have the ability to provide requisite services for our area.
