



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Oct 30, 2020

This Edition:

The Chief's Desk Page 2
5 Crucial Ways You Hinder Your Own Self-Growth
Without Even Realizing ItPage 3
COVID's heavy toll: Depression, suicides, opioid
overdoses increase in pandemic eraPage 3
Third Quarter Statistical SummaryPage 7

"Don't listen to criticism from someone you
wouldn't seek advice from."

Unk

Retirement Week at CAFMA



Retiring Assistant Fire Marshall
Andie Rorick (Smith)



Retiring Assistant Chief Scott Bliss



Retiring Firefighter Mike Sims

The Chief's Desk

At the board meeting on Monday, October 26, the board voted to proceed with seeking a Certificate of Necessity (CON) for transport ambulance service. We also signed an engagement letter with a consultant. This is the first step in a very long process so do not expect any changes in the near future. Our estimate is that it could take 18 to 24 months before we would actually have a CON. One of the first things we have to do is determine the financial feasibility of us operating a transport unit.

In total, we would eventually like to add two units to the system. The question is whether that is two units in year one or one unit year one and the second unit in year two or three. It is not our goal to take over 911 transport; rather we simply want to supplement the system in an effort to ensure our citizens receive proper care.

Our overall goals are to:

1. Leave the profit to the private company
2. Ensure CAFMA is revenue neutral
3. Supplement a system that has been struggling for years to provide appropriate services to our citizens

Our consultant has successfully worked on a number of CON applications within the state for both public and private entities. Her body of work is outstanding, and her attention to detail is beyond compare. She is currently working with both Maricopa Ambulance as well as with the Goodyear Fire Department on their CON applications.

Across the state, many Fire Departments and Fire Districts are seeking CON's as a result of concerns with service issues from AMR (Lifeline). The City of Casa Grande and the City of Goodyear have submitted their applications, while others are working to complete their paperwork. On the east side of the valley, both the City of Gilbert and City of Mesa are in the process of staffing up ambulances to begin providing service to their respective jurisdictions. AMR had the contracts for each city, however according to those involved AMR was not abiding by their contractual agreements regarding service and response times. For their part, AMR denies there are any issues with their service.

Maricopa Ambulance is newer to Arizona and has been successful in obtaining their CON for the valley areas. Numerous communities have canceled their contracts with AMR and are now contracting with Maricopa to provide transport services. Each of the communities had contractual relationships with AMR; however, they felt that they were not living up to their agreement. The City of Scottsdale ended up in a court battle with AMR regarding a significant amount of monies owed to the city. Continued on Page 4

Upcoming Events:

Nov 2 – 5 Chief Attending Naval Post Graduate Executive Leadership Program via Zoom
Nov 3: Labor Management Meeting
Nov 4: Meeting with AFCA Reps
Nov 5: AFDA Board Meeting
Nov 6: AFCA E-Board Meeting

Board Meetings:

November TBD
CAFMA – 1700-1830

5 Crucial Ways You Hinder Your Own Self-Growth Without Even Realizing It

By: Koty Neelis

1. You remain a victim in the story of your own life.

We all have something we've overcome. A struggle, a challenge, a moment that tested our own inner strength. We each face these times, and yet, it's what we do with them that can impact us the most. It's easy to become hardened by life, to feel jaded and insecure, and to let resentment fester within our being.

There is nothing about forgiveness that is effortless.

But to remain a victim and to constantly think about how you've been wronged in life only stops you from moving forward and releasing these mental and emotional blocks.

2. You don't allow yourself to chase the things you really want.

There are ways we envision our life turning out on various personal and professional levels. And within each decision, each choice, we're choosing how to navigate the path to our own greatness. But what about the times when other people fill your head with doubt, when they tell you you can't do something? And what about the times when you tell yourself you're not worthy, not good enough? Well, that's when we lose sight of the things we want, and we get off track.

Too often we get too stuck in our heads and focus on the inner stories we tell ourselves formed from other people's words to guide our decisions. Staying grounded and realistic in your dreams is essential, of course, but every moment you listen to that self-doubt within your head, or you let someone convince you that you shouldn't chase after the things you want in life, you're limiting your potential and hindering the opportunity to see where your biggest dreams could take you.

thoughtcatalog.com

COVID's heavy toll: Depression, suicides, opioid overdoses increase in pandemic era

By: Jay Greene

The COVID-19 pandemic, which has taken lives and jobs and stressed families, has made existing serious mental health and substance use problems worse, say mental health experts in Michigan.

Data on suicides, substance use overdoses and deaths, psychiatric hospital admissions, domestic abuse and outpatient behavioral health visits for serious mental health issues is limited since March, when coronavirus began to spread in Michigan.

But those on the front lines of the field say they believe serious mental health issues have increased dramatically as some people have despaired, lost hope and isolation has set in because of mandatory lockdowns to prevent the virus spread and social distancing precautions followed.

John Greden, M.D., founder and director of the University of Michigan Comprehensive Depression Center, said the impact of the steadily mounting numbers of COVID-19 deaths and positive case counts, unemployment, political disagreements and the inability to freely socialize creates stress and anxiety that plays out in many ways.

crainsdetroit.com

Chief's Desk Continued

Priority One, the parent company of Maricopa Ambulance, has a CON application submitted to the state that would overlap AMR's CON 62 which includes our area. They also have applications either submitted or in development for Pinal and Pima Counties. Should they be successful in their bid to overlap CON 62, we intend to drop a request for proposal (RFP) to cover CAFMA's jurisdiction. Both AMR and Maricopa would have equal opportunity to bid for the contract. We have talked with the Towns within our jurisdiction and had some conversation with the county letting them know of our plan, and that we would seek their input on the RFP.

Both companies, AMR and Maricopa, have voiced support for CAFMA supplementing the system with two units. This is because our area is vast and so spread out that it is very difficult to cover while maintaining both a profit and reasonable response times.

That said, if history is a guide, corporate AMR does have a tendency to voice opposition regarding any CON applications submitted to the state. Expect a significant battle between AMR and Maricopa Ambulance once Maricopa's CON goes before the administrative court for a hearing. While AMR said they supported us adding two units to the system, they said they would intervene so they had some level of control over our CON. Obviously, we are not inclined to allow AMR to have any control over our CON so at this point we have declined any further conversation with them on the matter.

Other arguments typically presented in court include:

1. If the state allows another CON in the area, we will have to reduce services to the more rural sections of the CON as a result of lost revenues. This is a fairly standard argument, and one that is pretty straightforward to address.
 - a. Because the formulas for reporting on the Ambulance Revenue and Cost Reporting forms (ARCR) are not uniform, an entity can report their revenue and expenditures however they choose. To that end, there is some question as to the revenues reported

on AMR's form v. actual revenues realized. Maricopa Ambulance is seeking a CON for our area because they both recognize the need – our communities are woefully underserved - and their numbers indicate ample profit margin to cover costs related to their services. In other words, there is plenty of room in the market for competition as it relates to revenue. Inconsistent reporting with no oversight related to the ARCRs is one of the issues we have with the state's current program – no accountability or checks and balances.

2. An existing company may argue that they are making a good faith effort to improve and will use their updated response times within their CON as an example.
 - a. There was little effort made to improve service delivery until Maricopa Ambulance submitted a CON application for our area. However, I think the key point is that one can write anything one wants on paper, but that does not mean there is any real improvement within the system. If they truly plan to improve response times, they need to add significant capacity, not change numbers within their CON. I would add that this would be the first update to response times in CON 62 related to our area since 1984.
 - b. Our data for ambulance response within CAFMA's jurisdiction demonstrates some substantive issues with response times for transport, which has been the core of our complaints. Because there are no real checks and balances at the state, discrepancies in data reporting are not checked nor are they audited – times are submitted on more of an honor system. CON 62 is the CON that includes the quad city area and encompasses more than 9000 square miles. AMR is allowed to average response times over the entirety of the area. So, if the response times are questionable in one area, but good in another, it averages out. It was clear when we met at the state that the data we provided related to their response times for our 365 square miles of their CON were markedly different than what they submitted to the state. At the time, the Bureau Chief of EMS at DHS acknowledged the difference and moved on seemingly dismissing our concerns about their reporting.

These are just a couple of examples that the court and/or some of our community leaders and elected officials may hear.

We have worked for over five years to effect positive change in the response system not only for our jurisdiction, but also for the quad cities. With each attempt, we have met significant resistance from both the state as well as AMR. At one point, a local businessperson owned Lifeline, which is now owned by AMR. If there was an issue, local officials could go directly to her and she would make a course correction. Today, Lifeline is owned and operated by AMR who is owned by Global Medical Response (GMR) who is owned by a hedge fund. The commitment to community that existed years ago no longer exists from their corporate folks. However, I will say that the crews we work with on the street are committed to providing the best service they can with limited resources, and we will continue to work closely with them.

Since 2017, we have filed over 850 complaints with the state regarding response times; five of which were for untoward outcomes spread across Prescott Valley, Chino Valley, and Dewey Humboldt. Prescott has filed at least one complaint for an untoward outcome in their jurisdiction. All complaints that we have filed regarding response times have been dismissed because they are operating “within” their current CON standards. As I stated earlier, there are a number of concerns related to their

reporting as well as their ability to average times over such a large area. Regarding the untoward outcomes, our complaints have been submitted to the state for nearly 2 years. As of today, the state has taken no action regarding those complaints.

As you may remember, we filed as interveners with the City of Prescott regarding AMR's bid to "improve" their response time standards. The State argued our area has no standing because we do not have a CON, because the quad cities are just a small part of the bigger picture, and that we are not smart enough to understand response time standards. Last I checked we are the fire department – response times are kind of our thing. The state's attorney argued that it is they, the state, who know what is best for us, yet they have not even updated the response time requirements for our area since 1984. To that end, I would argue that we are in a better position to understand the needs of our communities.

We have fought for change for over 5 years without improvement. After the state's arguments against us in court, it is clear that we are left with no other options to ensure the needs of our citizens are met. We believe it is time that our constituents receive the care they deserve, and that we have a system established that is robust enough to handle the substantial growth/increase in call volume we are experiencing. As stated earlier, we intend to leave the profit for the private companies and for us to remain revenue neutral while supplementing the system.

This is the first step in a very long process. We will do everything we can to keep you informed throughout the process.

Third Quarter Statistical Summary

By: Michael Freeman GIS/Statistician

Please see next page.....

Statistical Summary: 3rd Quarter 2020



Visit www.cazfire.org/about-us/statistics-maps/ for more information regarding Central Arizona Fire Medical Authority.

Unit	Call Volume	Daily Avg.	Response Reliability*	Unit Hour Utilization^
E50	469	5.10	76.44%	21.24%
E51	486	5.28	74.16%	22.01%
E53	579	6.29	75.32%	26.22%
E540	74	2.11	N/A	21.14%
E54	441	4.79	87.86%	19.97%
E57	124	1.35	89.60%	5.62%
E58	527	5.73	81.42%	23.87%
E59	469	5.10	85.45%	21.24%
E61	305	3.32	81.71%	13.81%
E62	361	3.92	80.69%	16.35%
E63	146	1.59	95.73%	6.61%

*Count of an engine being first on-scene to an incident in their first due area / Count of incidents in that engine's first due area.

^Total Incident Responses by a Unit / Total Hours in the Quarter.

CALL VOLUME	July	Aug	Sept	3rd Qtr
IN-DISTRICT INCIDENTS; INCLUDING AID-RECEIVED	1,163	1,131	1,061	3,355
INCIDENTS IN-DISTRICT, INCLUDING AID GIVEN & OUT-OF-DISTRICT	1,282	1,239	1,163	3,684

Average Performance Times by Response Mode

Response Mode	Turnout	Response	Resource
Emergency	01:01	06:54	44:59
Non-Emergency	01:00	08:18	30:14
Overall Average	01:01	07:36	37:30

Response Time Performance - 1st on Scene				
Emergency (Code 3) Responses that Meet the Defined Standard / All Emergency Responses in the Defined Area				
<i>The Goal is to be Above 90%</i>				
	SUBURBAN		RURAL	
STANDARD	09:30 mm:ss		14:00 mm:ss	
1st Half, 2020	%	CALLS	%	CALLS
January-March	94.83	735	95.24	630
April-June	93.76	817	93.94	693
July-Sept	94	816	94.52	675
TOTAL	94.72	2,368	94.59	1,998
Average Emergency Response Time	05:21 mm:ss		08:02 mm:ss	

STAFFING SUMMARY	
OPERATIONS	
OPERATIONS/EMS/TRAINING	
Battalion Chief	8
Captain	32
Engineer	32
Firefighter	50
Total	122
ADMINISTRATION	
Chief Officers	4
Finance	4
Human Resources	3
Administration	6
Total	17
PLANNING & LOGISTICS	
IT/Communications	5
Facilities	2
Fleet	5
Warehouse	2.5
Prevention	5
Total	19.5

THIRD QUARTER 2020: Call Volume by Hour vs. Weekday								
HOUR	SUN	MON	TUES	WED	THURS	FRI	SAT	TOTAL
0	9	8	9	10	15	9	12	72
1	13	8	12	7	8	8	7	63
2	14	8	7	11	8	5	9	62
3	13	6	14	8	4	3	3	51
4	9	7	7	8	5	9	9	54
5	10	13	10	17	10	4	12	76
6	11	3	15	18	9	4	8	68
7	12	23	13	23	20	20	16	127
8	13	12	23	26	23	22	16	135
9	18	28	32	31	30	30	34	203
10	20	36	31	24	37	28	22	198
11	24	30	26	28	27	42	25	202
12	18	23	28	24	24	27	30	174
13	29	28	25	21	29	30	33	195
14	17	28	26	25	28	18	12	154
15	21	25	21	25	27	26	21	166
16	32	23	24	38	27	30	18	192
17	23	26	23	33	22	37	32	196
18	22	26	23	22	24	30	34	181
19	22	23	12	28	27	26	21	159
20	25	27	25	20	25	22	32	176
21	11	19	14	30	15	18	20	127
22	9	9	23	8	14	15	10	88
23	7	8	16	11	11	7	14	74
Total	402	447	459	496	469	470	450	