



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Oct 22, 2021

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"We will prevail!!"

– Someone

Central Arizona Fire and Medical
Published by Kath Go · 11h ·

Thank you to [ABC15 Arizona](#) for covering this important issue - that AMR has a monopoly in our region and are not staffing enough ambulances to cover emergency calls. Help push for change by visiting this link to review documents and learn how you can get involved:
<https://www.cazfire.org/ambulance-response-times/>

As always, we ask that you treat local Life Line Ambulance employees with kindness and respect. They are our partners and we have a great working relationship wit... See More



ABC15.COM
Dangerous delays? Fire department, ambulance company in Prescott area feud over response times

4,674 People Reached 994 Engagements - Distribution Score [Boost Post](#)

Part 1 – stay tuned next week as the investigation continues with ABC 15’s David Biscobing...

<https://www.abc15.com/news/local-news/investigations/dangerous-delays-fire-department-ambulance-company-in-prescott-feud-over-response-times?fbclid=IwAR0SdJY35vPghoK2o7MXtu7DtIjHrojN60re7gtZd0igtVkxVNz5dEzoiP8>

The Chief's Desk

What does it mean to you when I say, "You cannot lead someone else if you cannot manage yourself?" That is the basis of a new program I'm developing simply titled, "Managing Ourselves."

The basis is this: if I lack emotional intelligence, can I lead others? Emotional intelligence is a broad and widely studied topic. Stress resilient emotional intelligence is yet another component. This is the idea that if you better understand how you react or respond to stressful situations, you will be better able to gain control of your emotions, or stop your amygdala from high jacking your brain.

Have there been times when I failed to control my emotions during an emotionally charged exchange? Absolutely, yes. That will happen to all of us at one time or another. The key is to ensure that type of reaction is not your default. Additionally, it is vitally important that you are prepared to respond when faced with a stressful event e.g. an emergency scene.

Throughout my life, I've had to work at getting the upper hand over my emotions. It has taken years of training, study, and understanding for me to make improvements. I'm certainly not perfect, but I'm better than I was. I'd say it's come as I've "matured," but I think we all know that's not the case 😊

Our reaction or response to things is controlled by our neural pathways. That is not an excuse to act like an ass, just saying. Despite signals being sent across the circuits of your brain, you maintain the ability to choose between a response or reaction. There are times that my neural pathways are short-circuited and hijacked by my amygdala. In those moments, I may choose to shut down and not say anything until I'm ready to actively reengage in a healthy dialogue. It takes practice and conscious effort. That said, there are times when things just come out. On one hand, I'm telling myself not to say anything, while on the other words are flying out of my mouth at an accelerated rate. The outcome is not usually the one I was seeking.

Controlling your emotions on the administrative side of our profession is imperative to our success as leaders. That said, controlling our emotions as incident commanders is equally as important. What instills more confidence in responders: A. Calm, confident radio traffic that still relays a sense of urgency when necessary, or B. Chaotic, loud, excited, and jumbled transmissions? I know which one works best for me. Those incidents in which a commander was calm and collected went well. Those incidents in which the commander was overly excitable did not go as well.

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Upcoming Events:

Oct 25: Board Meeting Day
Oct 26: Meet with Yavapai County Emergency Management, Meet with Spectrum Health, Chino Town Council Meeting
Oct 27: AFCA Quarterly Board Meeting, Chief Executive Officer Program (CEOP) Curriculum Review
Oct 28: Department Head Meeting Town of PV, Yavapai County Chiefs Association, Speak at Oak and Wren Society

Board Meetings:

Oct 25 Administration
CAFMA – 1700-1830

Open Letter to AMR/LifeLine Employees

By: Fire Chief Scott Freitag



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October 21, 2021

An Open Letter to the Life Line / AMR Personnel:

For the past six years, CAFMA has worked diligently to address our ambulance response time concerns regarding American Medical Response (AMR), which in the Quad Cities does business as Life Line Ambulance. In that time, I have personally heard from many of you regarding your dissatisfaction with Life Line's management, specifically your concerns relating to your lack of resources, the lack of ambulances in the system, and the many ways in which this for-profit company shortchanges its employees and our community in the pursuit of a buck.

As I have told many of you – and every leader and resident of the region who has asked – our problems with AMR / Life Line have absolutely nothing to do with each of you as first responders. The CAFMA team continues to have the utmost respect for each of you and the job you do under difficult circumstances. We deeply value the fantastic working relationships that exist between AMR's frontline personnel and CAFMA's firefighters, paramedics, and staff members.

Let me be as clear as I know how to be: Our problem is with AMR / Life Line's leadership, the poor decision-making that leadership has exhibited for years, and the impact their failures have had on the EMS system that serves Quad Cities residents.

Recently, CAFMA has stepped up our efforts to draw attention to this failure of leadership. Again, this is not an indictment of any of you. Rather, it is an effort to have Arizona's state government take action to improve response times and to hold AMR / Life Line leadership accountable in ways they have never been held accountable in the past.

This week John Valentine, Life Line regional manager, wrote a letter that included multiple false claims about the CAFMA informational campaign. Mr. Valentine also suggested that some members of the public locally have harassed some of you while you were on duty.

Let me again be crystal clear: That is not acceptable behavior, no matter how frustrated or concerned one may be. All of us at CAFMA will do everything in our power to ensure you are treated with civility and respect as you undertake a demanding job while exhausted, overworked, frustrated, and under-resourced.

To the general public, please take my request to heart: Offer your full support to every member of the Life Line frontline team. Buy them a sandwich or a cup of coffee. Tell them thank you for all they do to help keep you safe. If you feel compelled to express concern, please do so in a productive manner. Visit cazfire.org, where we have provided contact information for those who need to hear your voice. Please direct your concerns to them as they are the ones who can make the necessary changes.

We appreciate your continued support, as well as your support for every paramedic and EMT desperately trying to provide public safety without the necessary resources. CAFMA supports these men and women, we respect them, and we thank them for their continued service.

Respectfully,



Scott A. Freitag
Fire Chief

Fla. chief fired for not disciplining workers who have not had COVID-19 vaccination

By: Associated Press

Fire Chiefs Note By Chief Freitag: I don't know about you, but this Battalion Chief seems like someone we would pick up, if we could... Just my thoughts. I sincerely hope he wins and is reinstated.

ORLANDO, Fla. — A Florida battalion chief has been fired for refusing to discipline workers who hadn't gotten a COVID-19 vaccine in violation of a requirement for county employees.

Orange County Fire Rescue battalion chief Stephen Davis was fired Tuesday for failure to follow a direct order and issue disciplinary actions earlier this month, said Lisa McDonald, a spokeswoman for the fire department in metro Orlando.

But a union representing firefighters told WFTV that Davis didn't write up the disciplines because the workers on his list were mistakenly identified as unvaccinated or hadn't gotten their requests for religious exemptions in on time.

"He didn't do what he was asked to do because he realized some people on the spreadsheet that he received were fully vaccinated and had religious exemptions at the time and he knew it was unlawful

and violating state law," firefighter Jason Wheat told the Orlando television station.

Chief's Desk Continued

When you get excited or worked up, you're more likely to make a mistake. Personally, I find that when I am rushed, frustrated, or anxious things tend to take a turn for the worse. When I get to that point, I stop, reevaluate, and reengage. That process can take seconds, minutes, or hours depending on the situation. Obviously, emergency scenes require you to reevaluate and reengage in seconds. In the office, or in my shop, I can take the time I need to reset.

The science of neural pathways, how the brain works, is fascinating to me and provides tremendous insight as to why we sometimes react the way we do. Understanding how it works is only one piece of the puzzle, actually applying that knowledge and incorporating exercises to better control your emotions is the real key.

Perception is reality. You cannot simply explain away your inability to control your emotional response. It's not about being soft, and it's not about being blunt. Rather, it's about communicating in a way that is productive and motivates others to act, or to follow you. Yes, people will act when you yell and lose your temper. However, when that is your default approach, you will end with zero credibility as a leader. Most people will not follow someone who berates or belittles them, at least not for long. If you want to lose good people, or have a difficult time recruiting good people - react to everything.

Emotionally intelligent people understand that choosing the correct response for a given situation, no matter how angry one may be or how chaotic the situation, is a critical skill in leadership positions. They don't let their brain hijack their emotions; rather, they take the reins and control their brain, allowing themselves the opportunity to climb out of the basement and respond.

It is the same concept as explained in the book *You're It*. In complex emergency situations when you are the one in charge, it is vital that you climb out of the basement, assess the situation, and respond accordingly. You have to take a second to collect your thoughts, prioritize, and act, or OODA Loop – Observe, Orient, Decide, Act – repeat. The OODA Loop is an effective model for emergency situations as well as for everyday life. The more you practice the concept, the better your ability to respond appropriately.

How many of our interactions during the day actually require an immediate response, i.e. someone will die if I do not send the email response right now? The fact of the matter is that you generally have time to formulate an appropriate response. At times, it may be advisable to get another person's opinion before you launch a scud missile via email. Yes, I have reacted – I mean after all, I did need to let them know how angry I was, and it felt good in the moment. That said, I could have been far more articulate and relayed a similar message with a more professional tone had I waited, which ultimately would have been more effective.

Ultimately, if it's not life or death, give whatever it is the time it is due so you maintain your credibility by responding appropriately. That doesn't mean ignore the other person. You may need to respond simply with, "I received your note. Let me think about it and get back with you." During a face-to-face meeting, it may be best to take a note and let the other party know that you will consider whatever it is

and get back to them in a specified period of time. If there is no graceful way out, practice the concept of escaping to the balcony. You can escape to the balcony in seconds, and then reengage having obtained a better view of the situation.

Sometimes, during in-person meetings, I may just stay quiet and listen to others speak on the topic. Many times, it ends up that I am not the only one frustrated. That said, each of us has different triggers. So, while I may want to unleash word vomit, Chief Feddema may be frustrated, but not triggered, so he's in a better position to respond. Usually, after one of the other, or all three, of the other Senior Staff articulate their position, I've pulled myself out of the basement and am ready to engage in a healthier dialogue.

I watched some of the recent political debates for local elections. What I found interesting was that it wasn't what the person said, it was how they said it. One person could be absolutely correct, but overbearing with their tone and spastic with their nonverbal cues, while the other was clearly misstating facts, but remained calm and clearly articulated their message. Who typically won? The one who was calm. It was not what was said, but how the message was delivered that made the difference.

I'm comfortable saying that everyone has experienced days in which your tolerance for BS teeters on zero. On those days, you need to find a confidant that you can lean on, or do something that allows you to find some inner peace. Your tolerance tank does not have to be full at all times, but you cannot let the gauge go to empty.

What do you do to clear your head? Do you have a healthy and productive hobby? If not, find one. Do yoga, meditate, take up wood or metal working, sky dive – it doesn't matter, you have to find something that offers you a sense of inner peace and the ability to self-reflect. Your mindset is critical to your emotional intelligence. Those with a growth mindset typically exercise more emotional intelligence than those with a fixed mindset. It's all connected.

So, get your mind right and grow your emotional intelligence. Remember, if you cannot manage yourself, you cannot lead others.

Finally, don't forget to like and share our social media, and visit our web-page. The updates are excellent!

<https://www.cazfire.org/rescue-response/>
