



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Dec 3, 2021

This Edition:

The Chief's Desk	Page 2
How to Keep Employees Engaged	Page 3
The Four Quadrants Of Leadership Development	Page 3
November Call Statistics	Page 5

"Going on one more round when you don't think you can, that's what makes all the difference."

- Sylvester Stallone



[CAFMA Connect](#)

The Chief's Desk

I hope you all had a wonderful Thanksgiving, and are gearing up for a festive holiday season! Those of you planning to attend our Christmas Awards Banquet Friday evening, I will see you there. It will be good to get our families back together after missing last year, and to catch up on the stack of awards.

As you can see on the street, our transport ambulance challenges persist. For their part, AMR has put up a couple of additional units, however they are basic life support only. I've heard the argument from a couple of their folks that a majority of calls are BLS so the BLS rigs are a non-issue. I vehemently disagree with their position especially when they send a BLS rig to a known or potential ALS call just to make it look as if they have resources available.

We are tracking anytime their dispatch puts a unit on scene prior to the ambulance's actual arrival. Please ensure that you are sending these incidents to Chief Niemynski, to include the time they actually arrived on scene.

This is a good point to remind everyone that the AMR crews are not the one's pushing the button indicating they are on scene prior to their actual arrival. That appears to be done within their dispatch center.

Additionally, there are a lot of new EMTs, and possibly some new paramedics, on the street running the ambulances. Please make sure that you take time to get to know them, and provide assistance however you can. I know things are stressful and we are all frustrated with the current status of things. It would be great had the Bureau of EMS/DHS worked to resolve the issues at some point over the last six years, or if AMR actually provided the needed number of resources. They have not, so now we are on a long arduous journey to force a change.

So, where are we as of today? Our CON application has been through the administrative review process and is now under substantive review. At some point, they will send our consultant a list of questions and recommendations before moving on to the next step of the process. I believe the next step is determined by whether or not another CON holder intervenes. If no one intervenes, the Director will decide whether or not we should receive the CON. If another CON holder intervenes, then they will have to schedule a hearing in front of an administrative law judge (ALJ). The ALJ is not an expert in EMS response, they serve as a hearing officer who reviews the facts of the case, and hears testimony. At the end of the hearing, the ALJ will hand down a non-binding decision/recommendation to the Director of DHS. The Director will then make the final decision.

Cont. Page 4

Upcoming Events:

Dec 6: Meet with Behavioral Health Counselor re AFG grant, senior staff meeting, meet with LD1
Dec 7: Meet with Software Company
Dec 8: Labor/Management Meeting, meet with PFFA
Dec 9: AFSI meeting, meet with PAL educational development committee, meet with Chief Feddema - staffing

Board Meetings:

December 16: Administration
CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830

How to Keep Employees Engaged

By: Michael Hyatt

Most leaders are good at pushing their organization forward. They're able to hit their goals, and they might even be decent at profit. But, unfortunately, many leaders don't prioritize their people. If a leader doesn't know what to do with their people, morale will be low, people will leave, and the business will suffer. The cost is too great.

Attracting top talent, finding the right fit, and then keeping good employees and ensuring they're happy and engaged is essential for a stellar company culture. It's hard work, but the reward is greater.

How do you start transforming your company culture? Here are three strategies every leader can implement immediately to ensure employees are engaged and feel connected to the business mission.

Offer time. People need an individual place to connect with their direct supervisor. Allow 30 minutes to an hour for one-on-ones, depending on the nature of the role and current projects. One-on-one meetings are ultimately about accountability and alignment. They're a time for leaders to give focused time to their direct reports, discuss ongoing or new projects, and establish expectations moving forward. In the process, these meetings also provide the opportunity for the relationship and trust between a leader and their direct report to build.

Offer affirmation. Everyone likes to receive recognition for their efforts. It's something we all need, and verbal affirmation can be the easiest way to do that. When you notice a team member doing something good, catch them in the moment and tell them right away. Offering affirmation in front of others will also have a positive impact on surrounding team members. Alternatively, there's nothing like a thoughtful, handwritten note. It communicates both that you care and took the time to say something sincere. You'll receive more of what you affirm, so begin to slowly develop this habit. When you celebrate the wins and contributions of your team, they'll push for more.

michaelhyatt.com

The Four Quadrants Of Leadership Development

By: Frederic Funck

When organizations think of leadership development, they often think of skill development. In fact, companies on average invest about 70% of their resources into skill development, based on a live poll of L&D professionals. It makes sense, especially because they've identified skills that are fundamental to their organization's strategy and culture.

The problem is, with such a tight focus on skill development, organizations may overlook other important developmental areas. I think of leadership development as a quadrant grid, and skill

development is just 25% of the equation. The other quadrants consist of performance, mental and emotional, and moral development.

As an increasing number of employees would like to replace the word “success” with “significance,” and “happiness” with “fulfillment,” moral development is becoming increasingly important. Employees want to contribute to an organization with a purpose. They want leadership that prizes opportunity and equity — in their organizations and in their communities.

Read on to understand how each of these developmental areas influences the others and why moral development is more important now than ever.

forbes.com

Chief's Desk Continued

AMR's local representative has said that if we do not sign the agreement they've proposed, that they will intervene, and if we do they will only intervene a little bit – “because they have to.” Let's be clear, the agreement does not add any capacity to the system, so it does not address the challenges we face today. In addition, the agreement states that we cannot speak publicly about response time concerns. Soooo, basically we would be voluntarily signing our own gag order and not improving the system in any way. The answer remains no, we will not give in to coercion especially for something that does not in any way improve response times for transport ambulances.

We will continue our social media, and media push in an effort to get the Governor to intervene. At this point, he is the only one that has the power to grant us temporary authority. Unless that happens, we will continue to struggle with a lack of ambulances/appropriate ambulances for transport, which is a threat to the health and well-being of our communities. Watch for another news story on ABC 15 next week. The only other way anything changes, is if the Bureau of EMS and the Director of DHS expedites our CON application on their own.

Additionally, we have draft legislation back from legislative counsel. Changing the statute is an uphill battle, but one I think we have a chance of winning this year. Having ABC 15 on the story, as well as pressure from citizens and elected officials, we are positioned much better than we have ever been in the past. This will require all fire service associations to work together for change, e.g. PFFA, AFDA, AFCA, AZ Ambulance Association. PFFA President Bryan Jeffries will be up for a visit next week. His visit will provide an opportunity for us to discuss the CON topic in person. In addition, this will be a topic of discussion next week as part of the Arizona Fire Service Institute (AFSI) meeting. The AFSI is an association that brings the AFCA, AFDA, Metro Chiefs, and volunteers all together at one table to ensure we are all working together.

I had a meeting recently with some community leaders as well as a lobbyist out of the valley. Hopefully, they will be able to apply additional pressure where needed to both move our CON forward, and convince the Governor to issue temporary authority. We are leaving no stone unturned as we work through this.

In addition, Chino Valley Mayor Jack Miller invited me to speak at the Mayor and Town Manager Breakfast hosted by the Town of Chino Valley yesterday, Thursday, morning. I thought it was a meeting with Mayor Miller and his staff, however it was actually a meeting with the Town/City Managers and Mayors of all four communities that make up the quad cities. It was good to visit with them face to face in a small group to discuss the challenges we are experiencing in the field.

Support for our efforts continues to grow locally, and around the state. People recognize that a state sponsored, underperforming monopoly is not the way to provide an adequate level of emergency ambulance transport services to the citizens of Arizona. In fact, one lobbyist called the current system crony capitalism i.e. **an economic system characterized by close, mutually advantageous relationships between business leaders and government officials**. In short, it is the opposite of the free market that conservatives champion. Yet, here we are.

This week's CAFMA Connect is moderated by Administrative Manager Susanne Dixon. She sat down with BC Davis and Captains Poliakon, Olson, and Duplessis for a round table discussion regarding the ambulance transport crisis we are facing. We feel that it is important for our community and elected officials to hear directly from the folks on the front line dealing with the challenges every day. We are working with other community members who have been impacted by transport delays in an effort to get them in front of the media, or on our podcast as well.

When will we actually have closure on this? That is a question I cannot answer. What I can tell you is that we tried every other avenue for six years before starting on a public campaign to push for change. It's definitely not the direction we wanted to go, however, it was the direction we were advised to take by both current and former elected officials in some of the highest offices in the state. When they tell you that nothing will change unless you take things public through the media and social media, you're left with little choice but to take the issues public. Once the public is aware and understand why they should be concerned, they can start calling on their elected officials to take action. Otherwise, it's just us against AMR's lobbyists and a state agency down at the capitol.

I can tell you this: we will not give up and we will not give in! The health and safety of our citizens is our number one priority. We will continue to ensure they get the best care possible, and that we get them to the hospital one way or the other.

November Call Statistics

By: GIS/Statistician Michael Freeman

Please see next page



November Response Report - 2021

Land Area: 369 sq. miles Population: ≈106,500 Fire Stations: 10 Full-Staffed

Responses in District

TOTAL FIRE INCIDENTS	8
STRUCTURE FIRE	0
STRUCTURE FIRE; CONFINED	1
MOBILE HOME/PORTABLE BLDG	3
VEHICLE FIRE	1
BRUSH/GRASS/WILDLAND FIRE	2
TRASH FIRE/OTHER	1

Fire is 0.59% of call volume

TOTAL RESCUE & EMS	982
--------------------	-----

EMS is 72.05% of call volume

OVERPRESSURE / OVERHEAT	0
HAZARDOUS CONDITION	9
SERVICE CALL	223
GOOD INTENT	103
FALSE ALARM/OTHER	38

Other is 27.37% of call volume

TOTAL INCIDENTS IN DISTRICT	1,363
INCIDENT RESPONSES BY CAFMA	1,479
TYPE-1 UNIT RESPONSES BY CAFMA	1,570

Fire Loss Summary

Residential Fire Loss	\$86,500
Commercial Fire Loss	\$0
Vehicle Fire Loss	\$1,000

Top 5 Call Types

924	EMS
127	Assist Invalid
52	Cancelled en Route
42	Public Service
35	No Incident Found on Arrival

Average total # of calls per day	45.43
Average fire calls per day	0.27
Average EMS calls per day	32.73
Average all other calls per day	12.43

Call Volume at PRCC

	Month	Year-to-Date
PFD	915	9,309
CAFMA	1,363	13,702
GCFD	7	112
OD	8	93
WKFD	4	47

Unit Responses

	Unit	District	Total	Move Up
TYPE-1 ENGINES	E50	149	158	35
	E51	38	176	40
	E53	204	207	12
	E540	41	43	26
	E54	179	180	0
	E57	46	49	2
	E58	208	213	0
	E59	172	182	3
	E61	147	148	6
	E62	141	148	10
	E63	59	64	40
	TR50	1	2	0
	B3	39	45	0
	B6	27	27	0
	Rescues	86	87	0

Calls by Municipality

Calls in Town of Chino Valley	217
Calls in Town of Prescott Valley	696
Calls in Town of Dewey-Humboldt	60
Calls in District, Unincorporated Areas	390
Calls Out of District	7

Aid Agreement Summary

Aid Given to Prescott	140
Aid Received from Prescott	74
Aid Given to WVFD	0
Aid Received from WVFD	4
Mutual Aid Given	0
Mutual Aid Received	0

Unit Workload History

(RESPONSES BY TYPE-1 ENGINES)

	2016	2017	2018	2019	2020	2021
Jan	1,034	1,123	1,231	1,263	1,157	1,516
Feb	1,026	913	1,034	1,155	1,152	1,141
Mar	1,080	1,128	1,093	1,151	1,121	1,328
Apr	1,036	1,071	1,127	1,182	1,127	1,302
May	1,084	1,138	1,203	1,223	1,169	1,512
Jun	1,121	1,208	1,183	1,233	1,310	1,431
Jul	1,099	1,214	1,234	1,271	1,366	1,546
Aug	1,132	1,183	1,218	1,332	1,338	1,641
Sep	1,118	1,091	1,095	1,245	1,277	1,563
Oct	1,083	1,088	1,183	1,163	1,348	1,551
Nov	983	1,074	1,134	1,224	1,285	1,570
Dec	1,085	1,177	1,222	1,211	1,622	
AVG	<i>1,073</i>	<i>1,117</i>	<i>1,163</i>	<i>1,221</i>	<i>1,273</i>	<i>1,464</i>
TOTAL	12,881	13,408	13,957	14,653	15,272	16,101

