



THE REVIEW

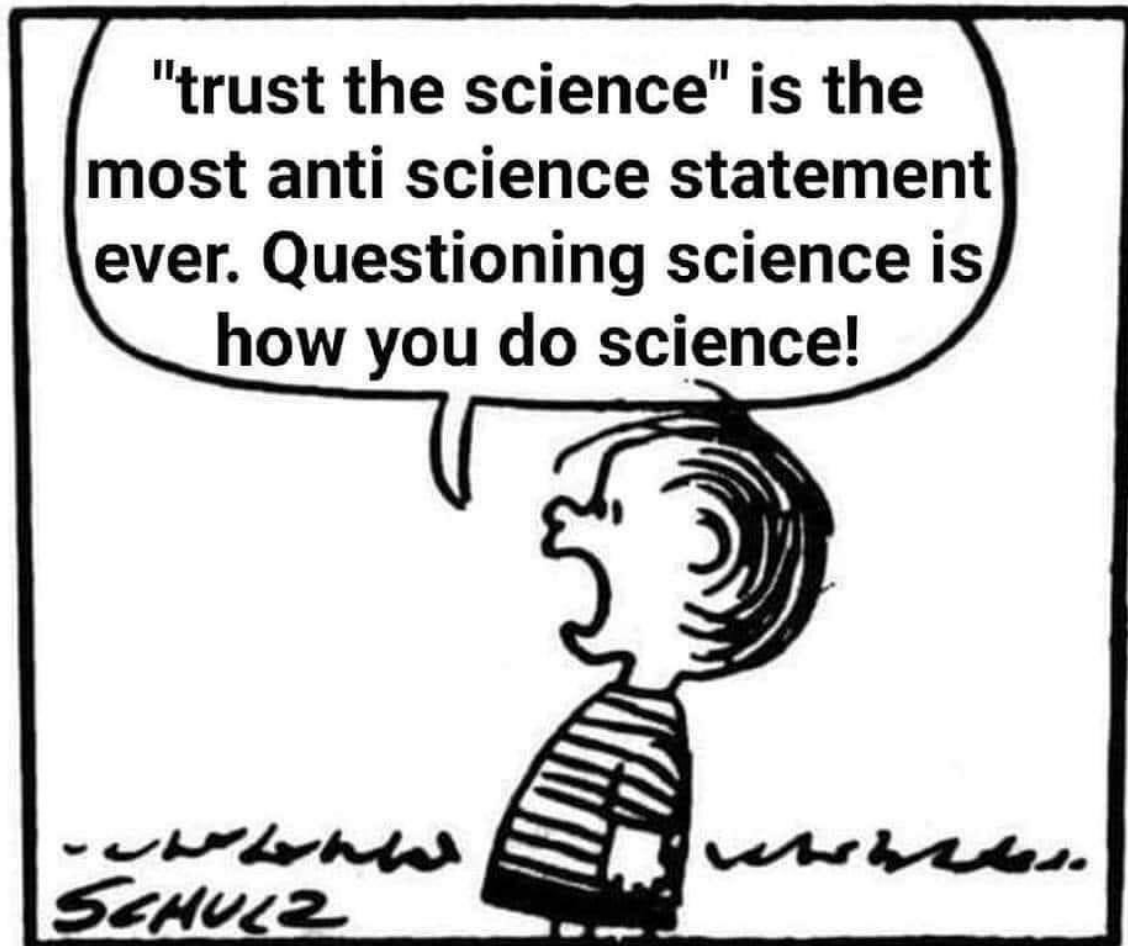
Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Dec 17, 2021

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"Things which matter most should never be
at the mercy of things which matter least."

- Goethe



The Chief's Desk

There are times when opportunities present themselves and, if you make the most out of them, additional opportunities will usually follow. That is exactly what happened with the IAFC Program Planning Committee. As most will remember, Fire Rescue International (FRI) was going to be held in Phoenix for the first time ever in 2020, the year of COVID, two weeks to flatten the curve, etc.

Phoenix Fire Chief Kalkbrenner asked if I would serve as the state liaison to the International Association of Fire Chiefs (IAFC) Program Planning Committee on behalf of the City, and I gladly accepted. The Committee then asked if I would work with them to review presentation submittals. Once they left Phoenix, we remained in contact and I continued to assist. In early 2020, they were scrambling to complete their work, but were having difficulty getting people to lead teams. While not a member of the Committee, I reached out to the chair and volunteered to organize one of the groups. I continued working with them after FRI was canceled.

Once all tasks were completed, I took my leave, but not without inquiring with the Committee chair about becoming a member. A year later, he reached out and asked me to submit my application, which was approved. It was that extra effort that made the difference in me obtaining a seat on an IAFC committee. This Committee may lead to additional opportunities in the future, and while I don't know what they may be, I'm confident more doors will open.

As I type this draft, I'm sitting in my room at the Historic Menger Hotel in downtown San Antonio having just finished our site visit for FRI 2022. During a site visit, members of the Committee are assigned to stay in the various hotels that will be used as host hotels for the conference. I drew the long straw and ended up in a three-room suite – which has been super comfy. The Menger was built in 1859 and is one of the oldest hotels in Texas. It is situated next to the Alamo and across the street from one of the many accesses to the Riverwalk. The hotel bar is the oldest and longest-running bar in the state. Teddy Roosevelt held meetings with the Rough Riders in the bar, and Ulysses S. Grant was a frequent customer when in the area. Many other historic figures frequented the establishment as well. History is just cool!

I was assigned to be part of the group that reviewed presentation submittals for the Chiefs Track I and II. It was interesting to read the different proposals and get a sense of what the hot topics are around the country. Ironically, they're pretty much the same challenges we face – yes, including ambulance response for those who deal with AMR. Who knew?? Ultimately, after days of pre-review prior to our arrival in San Antonio, and two days of in-person review, I think we have an outstanding line up for FRI.

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Upcoming Events:

Dec 20: Record Podcast, AFCA
CEOP Meeting
Dec 21: CON Meeting
Dec 22: Try to visit some
stations
Dec 23: Admin closed for
Christmas (I'm pretty sure)

Board Meetings:

January 24: Administration

CAFMA – 1700-1830

Probe launched after Calif. medics refused to enter facility to administer care

By: Brian Whitehead

(Chief Freitag Note: Speaking of irrational... Not going into a scene for fear of COVID is, in my opinion, a dereliction of duty. It will be interesting to see what the court decides. Either way, they've already lost in the court of public opinion. This behavior would not be tolerated in our agency. If someone calls 911, you go in an help – period.)

RIALTO, Calif. — An independent investigation into the actions of Rialto Fire paramedics who refused to enter a local care facility last month as a man suffered cardiac arrest has been launched, city officials announced Wednesday.

The paramedics under investigation have been placed on leave, acting fire Chief Brian Park said in a statement.

According to a police report of the Nov. 17 incident, paramedics "insisted the patient had to be brought outside the facility before they could provide any sort of treatment," wrote Officer Ralph Ballew, who was dispatched to Rialto Post Acute Care Center around 7:50 p.m. regarding a patient undergoing cardiac arrest.

"I was informed due to an unspecified COVID-19 law," Ballew continued, "fire personnel was prohibited from entering the facility and the patient needed to be brought outside."

Ballew entered the Riverside Avenue facility as a care center attendant administered CPR to the patient, according to the report. While hospital employees pleaded for assistance from fire personnel, Ballew pushed the wheel-less bed toward the entrance, where paramedics were waiting.

"Despite being in their line of sight," Ballew wrote, "fire personnel still insisted on (the patient) being brought to them outside before they began life saving efforts and made no effort to assist me in getting (the patient) outside."

Ballew ultimately pushed the bed outside.

[FireRescue1](#)

How to Lead in a Deeply Divided World

By: ALPS Leadership

The things that we care about in common are the things that draw us together. On the surface, it, therefore, makes sense that the things that deep-seated disagreements divide us. We see unfolding the

challenges that the next President of The United States will face in having to lead in a divisively divided country where It will be difficult to bridge a gap that is not merely ideological but highly emotional. The problem is not just what people think; what they feel creates the daunting divide that will be enormously difficult to heal.

This same divide exists in communities between neighbors. Families are fraught with tension and even animosity. If you lead a company with more than a few employees, likely, these differences may already be impacting your organization's performance. No one expects or needs all employees to gather and sing Kumbaya together, but business is always personal, and even mild hostilities will impact performance.

While you cannot make people change how they feel about things, you may have some degree of influence as a leader.

People tend to only change their deeply held beliefs by learning something they did not already know. By fostering an environment where curiosity is welcomed and rewarded, it is far more likely that people will allow themselves to have their beliefs challenged. Leaders who make their followers feel safe about questioning things, and demonstrate a willingness to be pliable, make it possible for others to do the same.

Exceptional leaders make themselves a source of inspiration that helps others see that change is not only possible but necessary – even when that change represents what they choose to believe. This inspiration is a function of encouraging people to be curious by example and making it safe for people to be wrong.

The author of “The Fifth Discipline,” Peter Senge, described what he refers to as learning organizations. “These are where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning to see the whole together.”

His view is that in conditions of rapid change, only those organizations that are flexible, adaptive, and productive will succeed. Senge suggests that for this to happen, organizations need to ‘discover how to tap people’s commitment and capacity to learn at all levels.’ Organizations that are built and nurtured with this in mind help people shape the beliefs that will help them be individually successful.

Senge’s historical view of the role of leadership is to inspire a shared aspirational vision for the future where experimentation and innovation are encouraged and supported.

[alpsleadership](#)

Chief’s Desk Continued

My proposal was accepted as one of the programs. However, it’s clear that I need to start thinking outside the themes of leadership, emotional intelligence, communications, etc., if I want to remain relevant as a speaker at this level. This means branching out beyond my normal comfort zone to explore new topics. Jonah and I have been asked to present at the AFCA/AFDA Summer Leadership Conference about the podcast and our YouTube channel. Let’s be clear, I’m not the person to discuss technology,

however I can set-up the concept and talk about how we develop content. However, the expert in this arena is clearly Jonah. I think between the two of us, we can develop a program that will help other agencies understand why and how they need to leverage technology so they can better stay connected with folks.

To that end, when the question was raised by the FRI committee about what other areas of interest should be included on the vendor floor, I recommended a technology booth specifically related to video production and podcasts. I was surprised by how well the idea was received, and how many other agencies are seeking to leverage technology to improve their ability to communicate.

The other big topic on the horizon is how organizations can better leverage social media to reach their constituents. This is another area in which CAFMA is excelling – thanks to Kathy’s expertise. Yes, much of our current social media content is dedicated to our transport ambulance challenges; however, if you look closely, it also includes a lot of well laid out safety messages, and incident updates, too. Recently, with the help of NOAA, we were able to promote Jeep ownership.... That in my opinion is a true win!

Once I finish developing my most recent presentation concept, *Managing Ourselves*, for the AFCA summer conference and FRI, it’s time to work on a presentation regarding the use of technology and social media. This will require the assistance of Jonah and Kathy for content development, and, I’ll need them to assist with the presentation. Just putting that out there now so they can start coming to terms with the idea 😊 Jonah is already in, so that’s good.

Being part of something like the FRI Planning Committee allows me to stay in tune with what’s happening across North America, and provides an opportunity for me to develop a wider network. It also gives me a chance to travel and explore different areas of the country. Traveling to the actual conference is one thing, but having the chance to visit the site in advance to really get to know the area, as well as our host agency, is something completely different.

Reading the different presentations and then engaging in conversation about what’s good and what’s not provides great insight into the inner workings of developing a great educational experience. The programs we choose, and the experience we create is what draws people from all over the United States and Canada, as well as some from Europe, to FRI.

At the same time, I have the opportunity to meet, or hear about different speakers that we may want to invite to speak at the AFCA/AFDA Conference, as well as for some of the programs we host at CAFMA. Being in San Antonio as part of the team was different than attending FRI because typically during the conference we’re all there with folks from our home state, or catching up with old friends. However, being in San Antonio with 25 plus people that I had not met before gave me a great opportunity to connect with some new friends and peers.

To close, allow me to go back to the beginning. I was provided an opportunity by Chief Kalkbrenner. I put in the extra effort which led to other opportunities, and those opportunities led to other opportunities. You can see how this works – take the time, put in the effort, and new doors will open.
