



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **Feb 18, 2022**

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"It's easier to fill gaps in competence than gaps in character. Even if people have strong experience, it's a mistake to promote or hire them if they have weak values. Knowledge and skills can be learned. Principles like integrity, humility, and generosity are tougher to teach. "

- Adam Grant



Rescue 62 with the striping complete. We still hope to have them in service by mid-March

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## The Chief's Desk

Visit our revamped webpage to get more information about the Arizona Fire Chiefs Associations ambulance reform efforts – [HB2609](https://www.cazfire.org/ambulance-response/)  
<https://www.cazfire.org/ambulance-response/>

I'll start with the not-so-great news, and then I'll shift to the really good news. The bad – HCR2004, which was supposed to support fire district funding, was killed in Committee. Our friends with the PFFA are working their way around the Capitol looking for another avenue to revive the bill in the House.

Now for the good! HB2609, the ambulance reform bill, passed out of Committee with a vote of 12-1-1!! It was a super long day, but in the end, we walked away with the W. While we crossed one hurdle, we still have a gauntlet to run.

Several members of the Committee explained their aye votes by saying they reserved the right to change their vote on the floor pending additional information and the submittal of additional amendments. So yes, they did vote 'yes,' but that was only to ensure more work could be completed on the bill before voting on the floor of the House.

We worked closely with another group last week, Thursday, for over three hours crafting amendments to the bill. At the end of the day, we now have agreement across the state with both public and private providers with the exception of two – AMR, and Health Care Innovations (a small provider down in Southern AZ who is usually tied with AMR). The Arizona Ambulance Association (AZAA) is in support of the bill, which is vitally important. AZAA represents nearly all public and private ambulance transport companies across the state. I will let you guess who is not part of the association...

With all of the support, what else could we possibly need? While AMR did not necessarily perform well in Committee, they still have deep pockets and a lot of lobbyists working the hallways of the Capitol. They were able to cast some doubt with legislators as to whether this is a Quad City-specific issue, or a statewide issue. I thought we did a good job making the case that it is a statewide issue; however, we now know we need to adjust our strategy slightly. To that end, you will see far more involvement from agencies around the state who are experiencing the same challenges, as well as others to be named later.

AMR's lobbyist was asked if a stakeholder's meeting had been held, to which she stated that there had been a meeting, but it was not the meeting they thought was going to happen. She said that they thought they were coming to a meeting simply to discuss the issues in the Quad Cities. Because they believed it was just about CAFMA and them, they really weren't prepared for a stakeholder meeting regarding the legislation. I find her statement a bit odd. I mean, if they thought they were coming to a meeting solely to discuss issues in the Quad Cities, why did they need a full complement of lobbyists representing both AMR and Health Care Innovations? If it is a Quad City discussion, there would not be a need for more than an AMR representative and maybe one of their lobbyists. **Cont. Page 4**

### Upcoming Events:

Feb 21: Stakeholders meeting,  
AFCA President's Forum  
Feb 22: AFCA President's  
Forum  
Feb 23: AFCA President's  
Forum  
Feb 24: Captain's Academy

### Board Meetings:

Feb 28: Administration  
CAFMA – 1700-1830

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## **Tips To Gain Perspective And Maintain Stamina For Business Success**

By: Marian Evans

Success takes stamina, and successful individuals at the top of their game can only maintain their momentum for as long as they maintain their well-being. In my view, there is a huge well-being element to success in business that is still not fully appreciated or acted upon. This often leads to individuals falling short of their true potential. To better understand this, we must consider the difference between stamina and resilience.

Stamina is generally considered to be the energy and “strength to continue with a difficult process, effort, etc.”

Resilience, on the other hand, tends to be used to describe the ability to recover, adapt, bounce back and move forward after an event. I’ve seen a surge in talk about resilience — both personal resilience and organizational resilience. It is an important topic. What is discussed less is stamina.

As the managing director of a consultancy that offers coaching, leadership training and development, mentoring and more, I think one of the secrets to building and maintaining stamina and endurance is understanding how we work at our optimum. To do this, we need to build some key elements into our routine. It may sound counterintuitive, but the key is perspective and well-being.

### **Gaining Perspective**

When we are so consumed by the doing, it can be easy to forget the value of rest. Focusing on these six types of rest can help you to gain some perspective:

1. Take some time away. Whatever this means to you, build in time to step away.

[forbes.com](https://forbes.com)

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## **How to Build a Highly Engaged Workforce**

By: Skip Prichard

Over the past two decades, while leading or overseeing dozens of businesses across three continents, Brian Hartzler has grappled with the question of what it takes to drive workplace engagement. As part of his quest, he read dozens of leadership books and met with multiple experts. While many provided useful insights, none of them gave him a practical framework that he could easily remember and apply in his daily life as a leader.

Eventually, Hartzler developed his own five-point framework – Care, Context, Clarity, Clear the Way, and Celebrate – that formed the basis of his excellent book *THE LEADERSHIP STAR: A Practical Guide to Building Engagement*. I spoke with Brian about why applying his framework results in improved engagement, higher productivity, and lower staff turnover and absenteeism.

I'd say that empathy and care can be learned and develop over time.

Early in my career I saw myself as a self-driven, ambitious management consultant who was mostly focused on my own career and performance. I was put into the position of managing others (at a client) and discovered—to my surprise—that I got far more, longer-lasting satisfaction out of helping others be successful.

If you start by being intellectually curious and spend time learning about other people's personal situations and work challenges—walking in their shoes, looking at the world through their eyes—it's hard not to recognize the inherent goodness of most people and become personally invested in helping them be successful. It's a bit corny, but as the Beatles said, "The love you take is equal to the love you make"!

[skiprichard.com](http://skiprichard.com)

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## **Chief's Desk Continued**

In my opinion, they thought they were organizing an ambush, and instead the AFCA came out in force to show statewide support for reform. The lobbyist told the Committee that there was not enough ambulance provider representation in the room, but failed to mention that the President of the AZAA was in fact part of the meeting. Nor did she mention that the Governor's Office had participated and actually offered their own amendments to the bill during that very meeting.

Unfortunately, we did not get the opportunity to refute her testimony in Committee as she had the last word. Still, we won.

The real answer to the question regarding whether or not a stakeholder meeting was held is unequivocally YES. That said, per the Committee's direction, we are working to schedule another stakeholder meeting as soon as possible. We believe that in the next meeting it will become clear to the legislators that the only people who do not support ambulance licensing and oversight reform are the two companies not providing adequate services across the state. Shocking, I know.

One of the reasons AMR opposes the bill is because they believe that the court proceedings (ALJ) at the beginning of the process removes politics from the process, and allows for a full review of the CON application. Let me start by saying that the Bureau of EMS is supposed to be staffed by apolitical EMS experts. So, if there are politics in the Bureau, then those issues should be addressed as a personnel problem. We do not believe there should be a court proceeding in place of dealing with personnel issues. That makes absolutely no sense.

Regarding the application, the lobbyist for AMR stated that the application is very short which does not allow for sufficient information to be reviewed. She is correct, the application itself is not super long.

However, by the time the applicant has answered all the questions, provided all of the documentation, and provided a financial analysis, the packet is nearly 450 pages long. And, once the Bureau completes their first substantive review, they send the applicant pages of additional questions. If the response to those questions isn't complete enough, they will send another list of questions. I'm not sure what information comes out in the hearing that has not already been evaluated by the Bureau of EMS in the initial review of the application.

We believe, the ALJ proceeding is placed at the beginning of the application process to dissuade other potential applicants from applying. The other private company with an application in process to operate in the Quad Cities has been working through the process for two years and has spent an estimated \$2 million in legal fees. After two years, and all of those dollars spent, they still do not have an answer. Our communities continue to suffer despite the AZDHS being fully aware of the issues. And that is just our area.

In our opinion, what is described above is not reflective of a process built to ensure adequate ambulance transport coverage in the state. It's not built to protect us, the citizens of Arizona or those who visit our state. One of the statements AMR made in Committee is that the process was established to create "monopolies" in rural areas to "ensure" coverage. I would submit to you that the process was written to create monopolies, but not to ensure adequate ambulance transport coverage. We see the result every day across the State of Arizona.

The definition of *coercion* is the practice of persuading someone to do something by using force or threats. The example used by Oxford is: "Our problem cannot be solved by any form of coercion but only by agreement." During his testimony, AMR Regional Manager John Valentine stated that they offered CAFMA a contract that would make it easy for us to get a CON; however, he failed to mention that it would be controlled by AMR. He went on to say that if CAFMA signed the agreement, they would make things easy for us; however, if we do not sign the agreement, they will drag us through a lengthy court process. It would seem that his comments reflect the very definition of coercion. I hope that the legislators picked up on the significance of the statement.

Why bring up the contract during a hearing about legislative reform? To confuse the issue and make legislators believe that reform focuses on the Quad Cities rather than the entire State of Arizona. It's another tactic by AMR to deflect attention away from the real issues caused by their failure to perform across the state.

As I've said before, the agreement adds no capacity to our system, excludes any other providers from operating in the area, prevents CAFMA from speaking publicly about response issues, and puts our CON under their control. That is not an agreement that our agency is willing to sign. And, let's be clear, we tried for over six years to have a meaningful dialogue with them regarding response issues and opportunities for improvement.

In our opinion, AMR never came to the table in good faith to address the challenges related to our response time concerns. As a matter of fact, AMR did not want to sign an agreement until Priority Ambulance dropped their CON application for our area. If we had signed AMR's agreement, they would have been able to use the document in court to testify that no room existed in this market for them to operate. That would have likely led to Priority pulling their application, or would have led to a finding that no need for additional services exists in our area. At the same time, the transport challenges we

face would continue. Signing the agreement would have been, and remains detrimental to our communities.

In the end, we scored one W, with a lot more hurdles to cross. However, we believe that we have the high road and that people are now listening and understanding the issue. What happens in the end remains a question. That said, our commitment to realizing real change and improvement in the system is not in question. We will not give up the ship and we will not quit until we are successful in ensuring Arizona's residents receive the highest quality care.

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