



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **December 16, 2022**

This Edition:

The Chief's DeskPage 2
Human performance under extreme stress: The fire
and EMS connectionPage 3
Managing the Seemingly Inevitable Holiday
Season StressPage 3

"You can't let your failures define you. You
should let them teach you."

Unknown

[The CAFMA Connect YouTube Channel](#) – Like, Subscribe, Watch, and Learn



Must be a Ford Fire Engine given it has to be pulled 😊

The Chief's Desk

I'm back from vacation and have more ideas than ever!! Not really, at this point any ideas are a January 2, 2023, issue. It's like a small reprieve for everyone – so, Merry Christmas early 😊

Staff met with our Strategic Planning Consultant on Wednesday this week. Our plan is to begin engagement with all CAFMA employees in February. We want real and honest feedback regarding where you see our organization today, where we should be tomorrow, and what challenges you see ahead. This will be an online engagement between each of you and the consultant/facilitator; there will be no names used, and only the facilitator will be speaking. Your feedback will be anonymous and in writing during the online session. There will be no cameras used as part of the process. Everyone will engage, so it's not a group project, so to speak. To that end, each of you will work on a separate computer during your session using your own secure link.

For Operations personnel, we're looking at having groups stay after shift for one hour, so your session is not interrupted by calls – you'll be compensated for your off-duty time. Non-Ops personnel will have a scheduled time to engage during the workday. During the session, your other work will be set aside, and your focus will be on participating.

We'll follow a similar format as we seek input from community leaders and elected officials. Once all feedback has been tabulated and we develop the makings of a plan, you'll be provided the information so you can provide feedback. In the end, you'll be responsible for helping to validate the final document.

In all, we expect the process to take 90 days. At the conclusion of the process, we should have a solid plan to guide us through the next three years. Additionally, it'll be a document that everyone had input on, including the community, so it should have solid support moving forward.

Staff will be developing a 3–5-year staffing plan beginning in January. The failure of Prop 310 does not negate our need to add staffing to meet demand. This will include Operations as well as non-Operations positions. There are a couple models we can consider for adding additional Operations personnel. One option is obtaining a SAFER Grant, which is out of our hands once we submit our application. The other is incremental increases in the tax rate over the next three years. Whether we have a SAFER Grant or not, the increased staffing will require incremental increases in tax rate. Had Prop 310 been approved, we would have had options to control the property tax rate, add staffing, and fund our Capital needs, short of major infrastructure.

Cont. Page 4

Upcoming Events:

Dec 19: AFDA Meeting
Legislative and Alternative
Funding
Dec 20: Breakfast meeting,
Meet with DCS
Dec 21: PVEDF Board Meeting
Dec 22: PV Dept Head Meeting,
Board Meeting Day

Board Meeting:

Dec 22: Administration
CVFD – 1600-1630
CYFD – 1630-1700
CAFMA – 1700-1830

Human performance under extreme stress: The fire and EMS connection

By: Michael Montgomery

THE REAL WORLD DISCONNECT

In my years of educating paramedic students in the nuances of airway management, certain themes tend to appear in their questioning: “What do I do if ...? What happens when ...? What if the patient has ...?”

While perfectly sound logic and quite normal to explore scenarios that cause concern, what troubles me is the commonality of the descriptions of their clinical and field experience in terms of airway emergencies. The students often described the actions of a skilled provider using terms such as “a difficult airway” or “really tough tube.”

I began to wonder, are most field intubations difficult? This seems unlikely even with difficulties attributed to work in unimproved locations. Is something else going on here? Why would so many practitioners describe similar events?

I believe it all comes back to how we manage our stress response.

WHAT IS THE NORMAL RESPONSE TO STRESS?

An explanation applicable to emergency services posits that stress is the relationship between three elements: perceived demand, perceived ability to cope, and the perception of the importance of being able to cope with the demand. In other words, what is my assignment, can I handle this, what happens if I don't handle this. This definition does not explain how the body will adjust accomplish a task. For this we must dive into the physiologic, starting with the endocrine system.

firerescue1.com

Managing the Seemingly Inevitable Holiday Season Stress

By: Elizabeth Scott PhD

Welcome to the holiday season—that whirlwind of gift-giving holidays, marketing blitzes, holiday parties, and activities galore that begins right after Halloween, builds to Thanksgiving and continues gaining momentum through the end of the year.

While this season is meant to bring feelings of love and cheer, it's also the harbinger of holiday stress for many. In fact, according to a poll conducted on this site, more than 80% of us find the holiday season to be ‘somewhat’ or ‘very’ stressful—that ranks navigating the holidays right up there with asking for a raise! What is it that has us all so hot and bothered?

Doing Too Much

All things in moderation, as the saying goes. The problem with the holiday season is that we often experience too much of a good thing. While stress itself is necessary for our survival and zest for life (researchers call this positive type of stress "eustress"), too much stress has a negative impact on our health, both mental and physical. Too many activities, even if they are fun activities, can culminate in too much holiday stress and leave us feeling frazzled, rather than fulfilled.

Eating, Drinking, and Spending Too Much

An overabundance of parties and gift-giving occasions lead many people to eat, drink and be merry—often to excess. The temptation to overindulge in spending, rich desserts or alcohol can cause many people the lasting stress of dealing with consequences (debt, weight gain, memories of embarrassing behavior) that can linger long after the season is over.

Also, in these more difficult financial times, finding affordable gifts can be stressful in itself, and carrying holiday debt is a tradition that too many people unwittingly bring on themselves, and the stress that comes with it can last for months.

[verywellmind.com](https://www.verywellmind.com)

Chief's Desk Continued

Infrastructure investment, e.g., new stations, a classroom building, etc. will require a bond measure. Not popular; however, there are no other real options available for us to fund major infrastructure needs. Hopefully, we'll see building costs decrease over the next few years. Supply is starting to catch up, at least in some areas, and last I heard, steel prices are starting to come down a bit.

The Western Fire Chiefs Association is hosting another one-hour event with an economist on January 11th. I'll be attending via Zoom to better understand the financial forecast as we move into 2023.

There will be a mandatory Captains and Battalion Chiefs meeting on March 21 from 0800-1200. Anyone not able to attend will need to clear their absence with their immediate supervisor. More information will be forthcoming so you can add it to your schedules. We currently have two outside speakers scheduled.

Our next Board meeting will be Thursday, December 22; the Board opted to move the meeting because of Christmas. At their last meeting, they approved moving forward with the contract between Priority and CAFMA. That contract has had a couple minor changes and will be presented to the Board again on Thursday for consideration and possible signatures. As long as the Board approves, the next step will be for Priority to sign and then forward the contract to AZDHS for review.

Our plan is still to have Priority take over as our primary transport provider the first part of January. We are finalizing a staffing agreement and will execute the short-term lease for two CAFMA Rescues in the next week or so. The goal is to have our two units in service after the first of the year. It's certainly not a perfect plan but will serve as a stop gap to shore up the system while Priority works through supply chain issues to outfit the remainder of their units.

While our contract will not be finalized, we can stipulate through PRCC that Priority is to be the first out units within our jurisdiction as they will be the closest “most appropriate” unit. That means they’ll be staffed with paramedics as opposed to the Lifeline BLS units that are a strain on the system. Our hope is to reduce the number of times you must ride in as the paramedic and decrease the amount of time it’s taking to get our engines back in service.

This has not been an easy road, and I know it has dramatically increased your workload in the field. We have done our best to find some relief but have been hamstrung by bureaucratic processes and a complete lack of oversight at the state. I just want to thank you for all your efforts to ensure our citizens continue to receive the best care possible during such challenging times. There is a light at the end of the tunnel. While it may still be a few months out, at least the light is not from another train barreling at us.

On December 29th we will hit our 14-month anniversary since we submitted our CON application to the state. There is a lot of behind-the-scenes chatter regarding the new Governor and her concerns with AZDHS. Fortunately, we, the Fire Service, have had a voice and are working in concert with the hospital systems to shine a light on the inadequacies of DHS, and specifically the Bureau of EMS. Hopefully, we will see some changes in the early part of 2023. We are still up against the army of lobbyists funded by AMR; however, I think people are starting to see through their BS and are looking to make changes.
