



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – **January 6, 2023**

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“Shenanigans, because life is more fun when you are up to something.”

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The Chief's Desk

Happy first week of the New Year! I hope your week started off with a bang and that things are looking good after week one. The year is already looking busy as the holiday season comes to a close and we all get back to the work of moving our organization forward.

As many of you know, my year did not end or start as planned. As it stands, I'm out of the hospital, but the pain is such that I cannot sit, stand, walk, lay down, or sleep. Years back, I bulged and herniated four discs in my lower back at the same time. That, my friends, was the worst pain I've ever experienced; however, at least I could find a position that would provide some relief. The pain I was in last Thursday night was second only to the four blown discs. So far, I've not been able to find any position that provides relief.

Unfortunately, as I write this, there's not a clear path forward and I'm unable to get any pain meds other than Ibuprofen. Jen drove me to a SimonMed in Phoenix on Wednesday this week for two new MRIs; one of my right hip, and the other of my lower back.

I met with my Orthopedic Surgeon yesterday, Thursday, to review the new images. Unfortunately, like many others at CAFMA lately, I have a badly bulged disc at L3/L4 that is impinging on the nerves. This is causing pain to radiate through my groin, hip, thigh, and cause numbness in my lower leg.

Unfortunately, to top things off, my right hip is apparently very arthritic – which makes the pain worse. This was news to me; I was unaware that I had any level of arthritis in my hip.

Not to be outdone, the Rheumatoid Arthritis is causing additional inflammation because it's irritated with all the other stuff. So, that's good... Nope, no its not. My ortho doc is trying to get me in with a neuro surgeon he knows sooner rather than later. His hope is that they can remove the disc before it causes more problems, and relief some of the pain. Apparently, the hip will need to be replaced, but if they can reduce the current pressure and swelling, we may be able to delay that excitement for a while. I have an appointment with my spine doctor in Phoenix with Desert Institute for Spinal Care on January 16, if I cannot get into the other surgeon sooner.

I plan to be back in the office next week, but in what capacity is not yet clear. Chief Rose's family has loaned me a walker so I can go more than a few feet at a time. In evaluating the chassis and wheel/tire set up, I believe it could benefit from some modifications 😊 My neighbor will be tackling that, with my supervision, over the weekend. Parts are on order...**Cont. Page 4**

Upcoming Events:

Jan 9: Policy Meeting, Virtual Ambulance Response Meeting with Mohave County

Jan 10: Meeting with AZDHS

Jan 11 -12: I really don't know yet

Board Meeting:

Jan 23: Administration

CVFD – 1600-1630

CYFD – 1630-1700

CAFMA – 1700-1830

7 Easy Morning Rituals To Jump Start Your Day

By: Lolly Daskal

Among other traits, it takes strength and stamina to be a great leader. Some days can be difficult, and sometimes you have to work hard to find motivation. To make sure you're up for whatever the day brings, one of the best things you can do for yourself is to make your morning a strong start. Set yourself up for a productive day by adopting some (or all!) of these simple, but effective morning habits:

Get up early. Research shows that early risers are more successful and productive, plan more effectively, and better anticipate challenges and problems. Waking up early gives you more time to plan and get ready for the day without rushing.

Eat something healthy. The old adage is true: you are what you eat. Starting the morning with something that's tasty and good for you will power you up for whatever lies ahead. To be your best, eat your best.

Work in a workout. There's lots of evidence that morning is the best time to work out. A morning workout forces you to wake up early, and it gives you a natural mood booster and increased energy all day.

Boost your intrinsic motivation. It's hard to get excited about getting out of bed in the mornings when you are not totally sold on what you're getting up for. And even if you love everything about your job, the daily grind can make it hard to keep going. That's why you need to work on your inner motivation—which powers you from within—to keep yourself going. Extrinsic motivation like money, recognition, or praise, can only take you so far. But when you tap into your personal source of motivation, there can be no stopping you.

lollydaskal.com

Successful leaders must be comfortable operating in the gray

By: Eric Linnenburger

Humans thrive in stable environments. We look to policies and procedures, communication models, the incident command structure, and other tools to keep us safe and calm the chaos of the fireground and the firehouse. The industry as a whole has made huge strides in these areas and must continue down this path of professionalism, safety and consistency. Our workforce expects it, as do the communities, boards and governments we serve.

It would be foolish and irresponsible to say we need to focus any less on data-driven information. However, is it possible that we're neglecting to prepare our membership, especially our new and up-and-coming leaders, to navigate the waters beyond the policy book? Anyone can regurgitate policies to their teams. The better ones will actually understand and communicate the *why* behind these policies

and have the courage to ensure compliance among their teams. Fewer and fewer, though, have the ability to do those things *and* make sound decisions when there is no policy or precedent for guidance.

As incidents evolve, we can't afford to be paralyzed by complex situations for which we haven't yet written a handbook or guideline. The next-level fire officer must be a problem-solver who is comfortable operating in the gray – the space where the black and white of policies and procedures does not extend. Similarly, firefighters at every rank must be thinking, action-oriented risk managers. So, how do we ensure that we can operate in the gray?

BEYOND BINARY THINKING

The world is only getting more complicated, yet thinking seems to be more binary. We are not immune to this in the fire service. So many of our debates come down to all-or-nothing, lazy arguments void of any nuance: nozzle types, incident command location, communication models, fire-based EMS, clean cabs, transitional attack, safety culture, and on and on and on. Too many of these battles occur without any consideration of what is right for our individual organizations and communities based on needs, resources, funding, staffing and other relevant factors.

firechief.com

Chief's Desk Continued

I'd like to thank Wags, Redfern, and A. Kontz (The good Kontz, not his dad 😊) once again for the outstanding care. I'd also like to thank everyone who had a chance to stop by and check on me at the hospital. I know it was a sacrifice, mainly because YRMC still has the mask mandate. Engine 50 – Poliakon, Bushman, and Leo were kind enough to bring me a nice dinner so I could avoid hospital food – thank you! Thanks to Kathy and Pete for the coffee! It took me a little over a day to be able to drink it, but I can attest that it was just as good cold. Chief Davis, thank you for the coffee and for springing me from the confines of a hospital!

So, some of the stuff we were supposed to complete this week has been delayed. The most of important of which was Senior Staff working on a new long-term staffing plan. I think we all have ideas regarding what we need, we just need to take all the ideas and put them in one place so we can work through them.

This week, Captain Merrill hosted the podcast and introduced a couple of the new recruits. The plan is to introduce two recruits a week until we get through all ten. Additionally, we're filming short segments with each to use on social media.

All my plans for next week, with the exception of meeting with AZDHS have been canceled at the direction of my doctor. So, no going to Tempe for a tabletop, and no going to Laughlin for the AFDA conference. Quiet honestly, my lungs are already thanking me for not taking them to Laughlin this year.

We have an in-person meeting with ADHS regarding our CON application next week Tuesday. Chief Niemynski is responsible for driving me and keeping me in line – he’s like my adult supervision. Unfortunately, my patience has been worn thin by pain – and, well, you know our general relationship with AZDHS. I believe we finally have some clarity regarding exactly what concerns/confusion is plaguing the Bureau. To that end, I expect the meeting to go well and hope that we will see our application move to the next part of the process in a couple of months.

A number of staff will be headed to Laughlin for the Arizona Fire District Association Conference (AFDA) next week. As I mentioned, I will not be one of them.

The week of the 16th is looking pretty booked as well. Remember the rumor that I was testing to be the next Chief of Golder Ranch? That was a rumor and is still not true. You’ll have to do a lot more to get rid of me at this point – I still absolutely enjoy my position here. That said, I’ll be headed to Golder Ranch January 18 and 19 to assist with their new fire chief hiring process. So, NO, I’m not down there being interviewed. I’m down there interviewing their new candidates. This entire thing is now up in the air, because, you know, stuff I mentioned earlier.

While the year has not started the way I’d hoped, I know this will pass and the year will be fantastic! And, I’ll say, despite the challenges of the last week, it was great to see all of the support from everyone here at CAFMA as well as from so many others. Just another reason I remain fully committed to all of you and the communities we serve. If you need me at all, I’ll either be sitting on the couch, or in a zero gravity chair by the beer fridge in the shop.
