



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Dec 24, 2021

This Edition:

The Chief's DeskPage 2
This is at the Heart of Every Great TeamPage 3
How Do You Lead Change?Page 3

"Christmas is not a time nor a season, but a state of mind. To cherish peace and goodwill, to be plenteous in mercy, is to have the real spirit of Christmas."

- Calvin Coolidge



This is the spirit of Christmas 😊 Thank you to the Firefighter Angel Foundation and all who volunteered their time to help make this a special year for so many children and families!

The Chief's Desk

Merry Christmas, everyone! I hope you have plans to spend time with family and friends over the weekend. There's nothing better than sitting back and soaking up the joy on a child's face as they open their gifts. I don't know about you, but I remember the excitement I felt as a child waiting for Santa Claus to stop by my house, as well as the warmth I felt being around family and friends. The spirit of Christmas is certainly something special.

I hope you will take time to watch the Christmas edition of the CAFMA Connect. We were able to score a couple of high-profile folks for the episode, some people who are typically very busy this time of year. You guessed it, Santa and Mrs. Clause were in studio with me as they went through some of the letters to Santa from a number of our CAFMA kids. And, if you want a laugh, I did wear an elf hat along with an elf shirt. Jonah says that the way the room was setup made me look very small in comparison to the Claus' so I *actually* look like I could be an elf. Anything that makes we look lighter in weight than I am is a win in my book 😊

For Jen and me, this will be our first year by ourselves for Christmas. Since our daughter's family was transferred with the military, and Andy will be with his new fiancé, Beca, and her family, it's just us. We did have an invite to spend Christmas with my Aunt and Uncle, but to be honest, I am really looking forward to enjoying the time with just the two of us. I mean really, this empty nest thing is absolutely amazing!

Besides, we will be traveling with Andy and Beca and some other friends to go wheeling at the Sand Hollow Recreation area outside St. George, Utah over New Year's weekend. Should be a good way to spend New Year's Eve!

I've been trying to come up with a New Year's podcast, but apparently drinking on the clock in the studio on fire agency property is frowned upon... Who knew?? I recommended that we film off-site at Founding Fathers Collective. In my mind, it's brilliant plan... I think 2022 will be a good year for CAFMA. Honestly, despite the challenges of 2021 with ambulance transport and COVID I think we've had a great year. More about that next week.

We have a Special Board meeting December 28th to review the submittals regarding our Rescue RFQ. As I said in my email to everyone last week, we are only looking at bids for existing units. They must be Type 1 4x4 and have a box in which people will fit. So, we're pretty flexible. I mean, we may have to purchase Fords, and you know how much that pains me. By the way, I know Chief Abel is secretly out polishing the bow tie on the BC ride when no one is looking... And, Runo's been eyeing my Duramax wishing he had something reliable to add to his collection 😊 **Cont. Page 4**

Upcoming Events:

Dec 27-Jan 3: Chief on Vacation
Dec 28: Chief in to record podcast and attend special board meeting
Dec 30: Office closed in observance of New Year's Day

Board Meetings:

Dec 28: Administration
Special Meeting
CAFMA 1400-1500

January 24: Administration
CAFMA – 1700-1830

This is at the Heart of Every Great Team

By: Lolly Daskal

Not long ago I was asked, “What’s at the heart of every great team?” It’s a thought-provoking question with arguments to be made for a number of answers—but I didn’t have to think long about my response: the foundation for great teamwork is communication.

Great teams communicate well and often. They share ideas, brainstorm, ask one another for feedback and have healthy conflicts. They may not agree on everything, but they know how to work through their differences to settle on a sound solution and continue moving forward together.

Here are some of the most important ways great teams foster the kind of communication that keeps them performing at their peak:

Speak clearly. The clearer and more concise you are, the better you’ll be understood and the more quickly and efficiently things will get done. Effective communication processes ensure high standards for clarity, speed and content while avoiding politicizing, gossiping and stonewalling.

[LollyDaskal](#)

How Do You Lead Change?

By: Kevin Eikenberry

Perhaps you have never thought about yourself as responsible for change leadership. Yes, you know that change is around you. But most people think about how they will manage change for themselves and those around them. While we must manage many aspects of a change effort, that is something different than change leadership. If you don’t know the difference, you may not consider the question: “How do I lead change?”

If you are responsible for implementing a change of any size, there are things you must manage – there are timelines, project plans and budgets. There are PowerPoints to prepare, and communications to deliver. You must make the business case for the change, share the details about the change, and continue to communicate about it. All of these actions are a part of what most would think about when managing change.

Much has been written about all of these activities, and all of these are important to managing change. But none of them comprise the activities of change leadership, and alone they aren’t enough to create lasting change that people are committed to.

What is Change Leadership?

Change leadership is about more than informing people about change, explaining it and planning for it. Change leadership is as much about the people as it is the change itself. To lead anything means to helping people move in a desired direction. Once the change has been explained (change

management), people must have time and space to talk about it and ask questions about it. Change leadership does beyond telling people about the change, to influencing people, and goes beyond informing to influencing.

Effective change leadership then is about more than the technical aspects of the change and more about helping people decide to engage with, act on and commit to the change.

kevineikenberry.com

Chief's Desk Continued

I've been able to secure a few meetings regarding the ambulance issues in the first couple weeks of January. Hopefully, that will help move the ball a bit. Here's something I do not understand, we contacted the Bureau of EMS at the outset of the pandemic asking if there was a provision that would allow us to run Rescues as ambulances, should the system be overrun. Or, more to the point, the system was already overrun because AMR was not providing the necessary resources, so more like when the system completely collapses – which it has. The response I received was no.

Now, riddle me this. The hospitals are being overrun in some areas of the state so the State requested the assistance of medical teams from other states. Let's be honest, some of their capacity issues relate to a shortage of medical staff created by the vax mandates. That said, there is a provision to provide additional aid to hospitals because it's a matter of patient care. Hmmm, I'm pretty sure a lot of patient care starts in the field – you know, where there are next-to-no resources.

Additionally, the State found the power to order businesses to close which killed a lot of small businesses, tried to force people to stay home, and tried to mandate mask-wearing. So, there are ways to infringe upon our personal liberties and do all of these other things, but no way to ensure the viability of the EMS system? This is just my opinion, but it's not that the State cannot do it, it's that they don't want to do it. Is that the result of some unholy relationship with a national conglomerate (AMR/GMR) owned by a New York-based hedge fund? Asking for a friend.

I digress, we asked Santa for new/different Rescues so we could return the borrowed equipment - and we got our wish. I do believe there is movement in some other areas that will help with our situation, as well. Nothing happens overnight – okay, a lot of stupid stuff happened awful quick under executive orders, but apparently anything related to ambulances takes a while.

The CON legislation is through Legislative Counsel and with Representative Burgess. As soon as she drops the bill, I will let you know. We, the Fire Service in Arizona, have been able to engage a lobbyist to aid in our efforts. The intel I have at this point is that AMR may be bringing in additional lobbying firms to fight any attempts to update the CON statute. This will be a full-court press requiring members of our community to engage during the hearings. We will be reaching out to some of those impacted by the ambulance transport issues to ask if they will speak in committee. Based on our social media feedback, I don't believe there is any shortage of people willing to speak out.

We are gathering all of the evidence regarding ambulance units being placed on scene before arrival, and/or being double assigned calls when the unit is not actually available. Please make sure you are

sending that information to Chief Niemynski so we can pull the screen shots, pictures, and radio traffic. If we are going to make a complaint, we need to have the evidence to prove there is an issue.

I realize things are stressful in the field right now, and there is a lot of extra pressure placed on all of you as well as the AMR EMTs and paramedics in the field. Keep your head up and know that we are doing everything we can to resolve the problem. You are all doing a fantastic job out there! Our Staff and our community greatly appreciate your efforts.

I hope you all have a wonderful Christmas, or Festivus, whichever is your choice 😊 Enjoy your family, enjoy the beautiful decorations, and don't drink and drive... Just saying. As for me and Jen, we will be relaxing with some Christmas movies and enjoying a little peace and quiet with some quality beverages.

Side note, if you don't know what Festivus is, Google it.... You're missing out on a classic!
