



# THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Jan 21, 2022

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*"If you are willing to abandon your principles for convenience, or social acceptability, they are not your principles, they are your costume."*

- Unk



The first new-ish Rescue to arrive at fleet. This was a demo unit used to show potential buyers what can be built. Now they have to build another demo 😊 Second unit should be here next week.

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## The Chief's Desk

I've mentioned Certificate of Necessity (CON) statutory reform, but what does that really mean and does the public understand "CON?" First and foremost, we are starting to refer to it as Ambulance Reform. Truly, we are trying to reform legislation that directly relates to ambulance transport. This week I hope to provide a little more background into exactly what it is we are trying to accomplish through this reform; however, before we get there, I think I need to share a brief summary of the 1999 Auditor General's Report that has been ignored by state officials for nearly a quarter century.

What exactly did the Auditor General include in the final analysis of DHS and the CON report?

- The Certificate of Necessity is an unnecessary form of regulation
- The Bureau does not adequately handle complaints

Let's start with the first one first. Why did the Auditor General for the State of Arizona say that the CON process is an unnecessary form of regulation? First, he found that the process limits competition. At the time of the report, Arizona was only one of seven states to use such an antiquated process. Today, Arizona is one of only two that still use it. Second, he found that the CON system does NOT guarantee adequate ambulance services, or that CON holders provide quality service that is sufficient to meet even the most basic safety requirements. Third, "Even within CON service areas, the system is ineffective for ensuring quality." He goes on to say that the "Bureau does not systematically monitor key quality indicators, including ambulance response times." Does any of this sound familiar to you in 2022?! It is, after all, a report from 1999.

In the third paragraph of the summary, the report states that the CON system limits competition by creating barriers to other ambulance providers entering the system, whether public or private. If existing CON holders are reporting they are meeting response times listed within their CON, the Bureau may decline another provider's application, even if that provider can provide better and more cost-effective services. So, a provider may report they are meeting the standard when in fact they are not – I mean the auditor did point out that the Bureau was not adequately monitoring response times. Still today, no controls are in place or exercised to hold a provider responsible for providing accurate response data. Returning to the concept of limiting competition, "The CON system prevents local governments from finding an ambulance service that might better and more affordably meet their communities' needs, including possibly providing services through their own fire departments."

At the end of this section, the Auditor concludes that if the CON process is to remain, oversight needs to be improved – in 1999. Just as a side note, oversight has not improved in nearly a quarter century since the report was issued. **Cont. Page 4**

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### Upcoming Events:

Jan 24: Lunch meeting with PRCC, Meeting at the Capitol  
Jan 25: Chamber Breakfast, Meet with LD1 House Candidate, AFCA/AFDA Education Committee  
Jan 26: Birthday Potluck, Meet with Peer Support Team  
Jan 27: CON Stakeholders Meeting at Capitol, PV Council Meeting

### Board Meetings:

January 24: Administration  
CVFD – 1600-1630  
CYFD – 1630-1700  
CAFMA – 1700-1830

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## **St. Louis Firefighter Killed in Collapse**

By: Katie Kull

Jan. 14—ST. LOUIS — A St. Louis firefighter was killed and another injured Thursday after the roof of a home collapsed during a fire in north St. Louis.

Firefighters were called before noon to the 5900 block of Cote Brilliante Avenue in the Wells-Goodfellow neighborhood, according to the department. There, crews saw a fire consuming the 2.5-story building, long designated as vacant by the city.

Firefighters had put out the flames on the first floor and were checking to make sure no one was on the second floor when they decided to turn back because the fire was getting too intense, said St. Louis fire Chief Dennis Jenkerson.

As they turned to leave, the building's roof and top story collapsed, burying Benjamin Polson, who died at the scene. Another firefighter was injured, Jenkerson said.

"They made the right decision: Let's get out. And unfortunately, due to the condition of the building, they were caught in the collapse," Jenkerson said.

The surviving firefighter was transported to an area hospital. Jenkerson said the person was conscious and breathing.

Polson joined the department in November 2019, according to city salary records.

"There's no words to describe what the feeling is right now amongst the St. Louis Fire Department," Jenkerson said. "The fire department is a huge family. There's a lot of relationships on the inside that are involved here from sons to fathers. This kind of event weighs tremendously heavy on the entire department."

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

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## **7 Ways to Earn Trust in a New Leadership Position**

By: Kyle Young

### KEY POINTS

- Trust has been identified as a key driver of team performance, leading to 50% higher productivity and 76% more engagement.
- New leaders need to earn trust in order to succeed, but trust will erode if employees are made to feel they have less control over their work.
- Taking the time to listen to one's team members can not only help cultivate trust but also lead to smarter decision-making.

Getting hired or promoted to a leadership position is an exciting moment in any career. But while the role might come with a fancy title, a pay raise, and perhaps even your own parking space, you'll need more in order to actually do the job well—starting with the trust of your new team members.

### 1. Establish shared goals.

The easiest people to trust are those who want the same things as we do. Chances are, your [goals](#) as a leader won't perfectly match those of your employees. But with a little digging, you can usually find common ground. For example, you all want the company to succeed. You all want to serve your customers well. And you all (hopefully) believe in the company's mission and core values. Everyone is pursuing the same big-picture goals. You just might have different opinions on how to achieve them.

[psychologytoday](#)

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## Chief's Desk Continued

Regarding, handling complaints, we see the same issues today as outlined in the report. They found that in a period prior to 1998, there were 22 complaints that remained open for 2.5 years. Just an FYI, we filed complaints for five untoward outcomes in 2019. Those complaints remained open for 2.5 years. We received a response after pestering the Bureau for an update for months on end, and only after they finally hired a new Bureau Chief who followed up for us. Again, nothing has really changed since the 1999 report was issued.

Fast forward nearly 23 years later and we are back at the legislature with the 1999 report along with years of recent data supporting our assertion that the problems reported in the late '90s still exist today only they have gotten worse. And here's the kicker, the challenges we are seeing now are a result of ignoring the signs and symptoms as reported by the state's own Auditor General.

So, what does updating the statute actually accomplish?

1. It removes the barrier to competition by removing a lengthy and costly court process at the front end of the application process. This is accomplished by allowing the Bureau of EMS staff and the Director of Health Services to make the determination of need. They are, after all, the theoretical experts in the area of EMS. The administrative law judge (ALJ) is a hearing officer and not an expert in EMS, response times, or community need. An appeals process remains in place should someone disagree with the Director's decision.
2. It more clearly defines interested parties to include cities, towns, counties, fire districts, and fire authorities. As you recall, the assistant AG assigned to DHS argued that as non-CON holders Prescott and CAFMA had no standing to provide input in a hearing to "update" the response times in CON 62. The AG went so far as to state in writing that we do not understand response times and response time development.... News Mr. AG, that is what fire departments do i.e. we establish, monitor, and update response times regularly. And we do a far better job than the state has ever done.

3. The bill requires the Bureau to actually review response time data to ensure accurate and honest reporting. In short, you cannot give yourself a gold star and a pat on the back for being awesome. No, you have to actually prove what you say is accurate.
4. The bill requires the Bureau to sit with the provider every three years at renewal to review performance, and reevaluate the response area based on, at a minimum, population density, medical necessity, and geography. If significant changes are noted, response times must be updated to ensure quality services are provided to the area in question.
5. The Bureau of EMS would be required to develop an Ambulance Revenue Cost Recovery (ARCR) report form that follows governmental accounting standards for governmental response agencies. It does not make sense for a governmental agency who is required to follow GASB for everything else to have to employ general accounting standards for this one financial report.
6. The new legislation strikes current language that states, in short, ambulance services shall be regulated to create a viable business environment. It replaces that language with, “ambulance services shall be regulated to maintain patient care as the priority.”
7. Clarifies that CON boundaries will expand to match jurisdictional boundaries. This is something AMR had changed in legislation. They lost business in a couple areas as a result of consolidation between fire agencies. The reason the fire agencies consolidated was because of poor quality services provided by AMR. To improve service within their communities, they consolidated with fire agencies who had CONs and could provide quality, and timely transport services.
8. Gives the director the ability to provide temporary authority to operate a transport ambulance to an ambulance service, fire department, fire district, or fire authority. And gives the director the authority to extend the temporary order beyond 90 days, if deemed necessary. CAFMA cannot be granted temporary authority by the Director of DHS today because the statute says “ambulance service.”

That my friends is a lengthy list. However, the CON statute has sat largely untouched since 1982 – and it shows. Ambulance reform was needed in 1999, and it is well past due for reform in 2022. Reform does not relate to our CON application. However, our area serves as a prime example as to why this reform is necessary i.e. to ensure the health and safety of our community.

As always, if you have question, feel free to send me an email or give me a call.

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