



THE REVIEW

Central Arizona Fire and Medical - 8603 E. Eastridge Dr., Prescott Valley, AZ 86314 – Jan 28, 2022

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"Your success and happiness lies in you. Resolve to keep happy, and your joy and you shall form an invincible host against difficulties."

- Hellen Keller



The Chief's Desk

***"Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure or nothing."* Helen Keller**

No, I did not start with this quote because of COVID – although it does fit. I digress, I started with this quote because I found it in a book I've been reading called *Water the Bamboo: Unleashing the Potential of Teams and Individuals* by Greg Bell. Mr. Bell begins a short chapter on risk with Ms. Keller's statement as a testament to her courage. She accomplished great things because she challenged herself despite what many would consider significant limitations.

"If you've had any success in your life, it is because you took risk. Risk is the predecessor to all successes, big or small." Think about that for a minute. Go ahead, I'll give you time... Time's up, back to reading this. Every morning that we wake up and get out of bed we take a risk. When we get in the car to drive to work, we take a risk. Risk is in fact part of our lives every day and in everything that we do. Some risk we've just accepted and don't think about anymore. Others may take a toll on our psyche.

Risk involves some level of danger. That may be to life and limb, or it could be the loss of a position or credibility. Yet risk also offers the opportunity for great success. If you see a successful person, you can be assured they took risks. Some they won, some they lost, but they kept coming back, stretching themselves and trying again. Not trying the same thing over and over again expecting the same result – that, my friends, is the definition of insanity. Nor did they run head long at it with total disregard. No, they learned, they reevaluated, tested their theory, and tried again.

Mr. Bell writes in his book that as children we almost become programmed to avoid risk, e.g. don't try that, don't try this, "You'll shoot your eye out, kid." You know, all the things we heard, and now the things we say to our kids and grandkids. My granddaughters are not risk averse. Their parents kinda let them run feral. If they fall and hurt themselves, they'll learn from it and try a different way next time. I may have winced a few times watching them on the playground, or in the yard, but I tried to take my daughter and her husband's approach. When there are consequences, we learn.

One section that really struck me is where the author discusses timing, "There is rarely, if ever, a perfect time to go for it, and delaying action won't guarantee any less risk." Reminds me of several life lessons; One, there is never a perfect time to have kids. I mean really, they can be a pain from day one until you die. Yet, we invite them into our lives at the not-so-perfect time because of the blessing they are – may become, or not. Two, there is never a perfect time to ask for additional Jeep parts. Yet, they are needed. Difference between Jeeps and kids? Jeeps don't talk back.

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Upcoming Events:

Jan 31: Dr. Appointments, Senior Staff Meeting
Feb 1: Labor Management, Meeting at Capitol, Meeting regarding meetings at Capitol
Feb 2: FRI Planning Committee, Meeting regarding CEOP, maybe meeting at Capitol
Feb 3: AFDA meeting, PAL curriculum development committee, maybe Capitol

Board Meetings:

Feb 28: Administration
CAFMA – 1700-1830

3 Questions to Plan Your Life Around

By: Michael Hyatt

Most people want more from life than what they're getting. That's natural. We were created with appetites that long for more. The hard part is taking that longing and turning it into reality. Life often throws us curve balls, and we don't always have control over how things unfold. What we do have control over is how we respond to those situations—or how we get in front of them.

The outcomes we experience in life are often a direct result of the questions we ask ourselves. That's the starting point. To get in front of whatever life throws your way and plan for the outcomes you want, ask yourself these three powerful questions.

How do I want to be remembered? In planning anything, the best place to begin is with the end in mind. What's the outcome you want? How do you want the story to end? How do you want people to think of you when you're gone? This is a revolutionary question. It deserves your best thinking and deepest reflection. You won't get where you really want to go simply by drifting and seeing where you land. You need to get clarity on your final destination, so you can start orienting yourself in that direction.

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What Happened at the Capitol Thursday?

By: Chief Freitag

Union President Ben Roche and I spent the day at the Capitol on Thursday working HB2609 which deals with ambulance reform. AMR may have intended to pack the room with their lobbyists in a meeting with just me, but that did not work out for them. Instead, we filled the room with white shirts and gold badges from around the state. Seems AMR and their lobbyists may have been slightly miffed by all of our guests.

We feel good about the meeting and how things went overall. We stuck to the facts i.e. current CON legislation is overburdensome, antiquated, and does not ensure quality care for citizens around the state. These facts are in stark contrast to the AMR narrative which attempts to paint the picture that everything is fine and should be left as is. They are absolutely not thrilled with the idea of having to make their data public, and having their data reviewed on a regular basis. Conjecture on my part, but I assume daylighting their real data may reveal a sharp contrast between what they report and reality.

The stake holders meeting included chiefs from around the state, AMR, AMR's lobbyists, our lobbyist along with our CON consultant, multiple folks from CAFMA (Board Chair Zurcher, Clerk Packard, Local 3066 President Roche, along with Admin Manager Susanne, and Kathy from admin), the Governor's staff, Representative Burges, and Senate President Fann along with her staff.

The Governor's staff has recommended some additional language be added to the bill. At first blush, their recommendations strengthen the language we submitted. Their engagement is a good thing for us right now.

I think we were able to counter much of what AMR and the Bureau had to offer as excuses, or reasons why actual oversight is not necessary or "exists" already. It did not appear that the elected officials in the room or their staff were really buying what AMR was trying to sell.

In the end, I felt we walked away from the stakeholders meeting in a decent position. Don't get me wrong, this is day one of many. One good day does not equal two. There is tremendous work left to accomplish.

Ben and I met with Representative Payne Wednesday afternoon as our bill will likely be heard in his committee. Again, it was a good meeting and we were able to dispel a lot of the spin spread by AMR and one of their Lobbyists Meghaen Dell'Artino. Honestly, when you stick to the facts as we did, it's easier to overcome the deceptive tactics of others.

Overall, Thursday was a good day. That said, Friday is a different day. It's important to remain grounded and focused. Getting emotional or combative is what the enemy wants. We will not let that happen on our side. Reality is, they have the shovel and we'll just let them continue to dig.

Chief's Desk Continued

When we look back at the formation of CAFMA, we realize the significant risk it took to create the organization. There was risk creating the JMA, risk creating the Authority, and risk moving forward with the COPs. We planned, calculated, evaluated, and then acted. The universe was in line and the risk was worth the reward. Was the timing perfect? No. But, we were confident we could make it work.

Our current approach to the ambulance issues we are facing is a risk. We tried every other avenue for over six years to effect change, and nothing. The approach we took was measured, cautious, and safe. Then we started receiving some advice from high ranking state officials, i.e. you will not get anything changed unless you go big and blow this thing up publicly. I gave a couple examples to see if I was understanding their direction correctly, and their response was basically, "Yes, do that".

Deep breath, this is going to be a rough road ahead. I mean, going big and blowing things up so the public sees and understands what is happening means social media, media, public speaking, articles, etc. And, I don't mean the nice social type of information and gatherings over coffee. No, I mean going cold, hard facts, numbers, really pointing out and highlighting the safety issues that exist as a result of lack of transport service.

That is a risky proposition. Some will be 100% on board, saying that it's about time someone stood up. Others may say that this is a terrible way to deal with this situation – if only you would sit down at the table and talk like rational human beings... with some people and organizations, rational conversations simply do not work (been there, tried that, have multiple t-shirts). And yet others may be angry with us, or angry with those who are the root of the problem, e.g. DHS and AMR. We see and hear from all sides.

At the same time, we worked to submit our CON and help draft legislative reform. Submitting our CON in the political environment in which we live is risky. Even some of our closest allies were not fans of us submitting our application. That said, we worked with leaders in our community and elected officials for nearly five years to get to the point where dropping a CAFMA CON, while still a challenge, was at least more accepted. My personal opinion is that 911 emergency calls are a public service, not a business. This would include 911 calls for ambulance transport. We could debate this all day long, but the bottom line is that for-profit companies and 911 typically do not result in adequate services provided to communities.

Ambulance reform is risky and messy. The private equity firm that runs an ambulance transport has deep pockets and a closet full of lobbyists (AMR is owned by a New York Private Equity firm called KKR). Trying to work with stakeholders in the state in order to agree on bill language and rally support is no easy task. I mean, it has taken years and a lot of teamwork to get where we are.

How did we get to the point where we are willing to accept the risks involved in all of this? First, years of trying other approaches without success. Second, recognizing the significant danger our community faces because of bad corporate actors, bad regulation, and failures by a state agency. Personally, the worst thing that could happen through all of this should it go south and we lose is that things stay the same. The worst thing that can happen if we don't push for reform is that someone could lose their life. Actually, that has already happened. Risk versus reward. We all have choices to make. In the end, we could see real and substantive change, that will ensure the safety of our community, as well as others around the state. This is why the Fire Service has banded together to address the issue.

One last example, we put together a committee to create the Chief Executive Officer Program (CEOP) through the Arizona Fire Chiefs Association. I asked for volunteers to work together with me on the project, and we spent a year with Chiefs way smarter than me putting this program together. In the end, we went to the board of the AFCA and asked them to commit over \$50,000 of the Association's money for an untested program – there really wasn't a way to run a pilot. They voted in favor, and the first offering of CEOP begins in just over a week. Am I nervous? Yes. Our committee has put their professional reputations on the line for this program at significant cost to the Association. If it works, excellent, if it doesn't, it's time to redesign and try again. No matter what, we will not pack up and give up. We will learn, pivot, and go again.

Life is inherently risky. If you want to achieve big things, you have to take calculated risks. Being risk averse never created success; rather, it creates a bubble of complacency. You will never get anything off the ground if you don't try, and you will never truly realize your God-given talents if you do not stretch yourself beyond your comfort zone to achieve more. In this life, you never arrive, the journey always lies in front of you and within reach. Take a chance, 'round the corner and see what's next.
