

# SUPERSTITION FIRE & MEDICAL DISTRICT FISCAL YEAR 2013/2014 ANNUAL REPORT

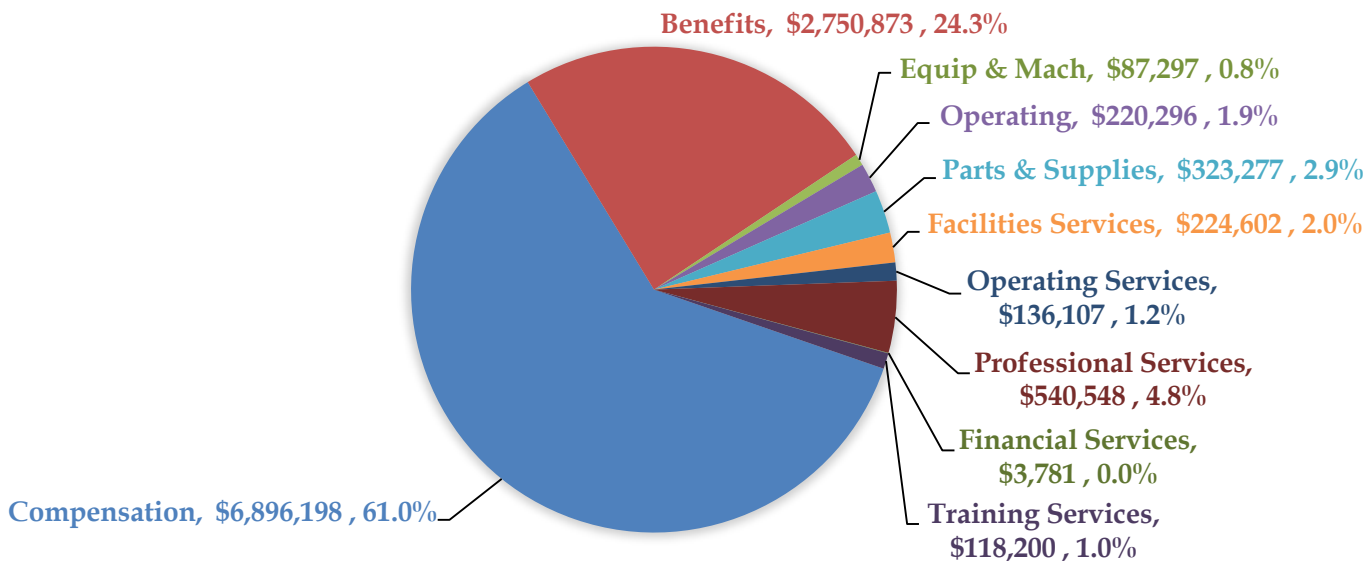


- **OUR MISSION**  
 Preserve Life ✦ Protect Property ✦ Add Value to the Community
- **OUR VISION**  
 To Be the Premier Fire and Medical District in Arizona
- **OUR VALUES**  
 Responsive ✦ Innovative ✦ Professional

## MILESTONES

- ❖ Sept. 2013 - Transitioned to ImageTrend as our in-house records management for incident and electronic patient care reporting (ePCR).
- ❖ Oct. 2013 - The Board of Directors voted unanimously to change the name of the fire district to Superstition Fire and Medical District. This name is more reflective of the community we serve and the services we provide.
- ❖ Oct. 2013 - SFMD was designated as a Premier EMS Agency by the Arizona Department of Health Services.
- ❖ Jan. 2014 - SFMD was designated as a Heart Safe City
- ❖ Mar. 2014 - SFMD received Reaccreditation from the Commission on Fire Accreditation International.
- ❖ Apr. 2014 - The Superstition Fire & Medical District Regional Training Center opened.
- ❖ Jun. 2014 - In conjunction with Mesa Fire and Medical Department, SFMD was awarded a grant for \$2.8 million for the procurement of Self-Contained Breathing Apparatus (SCBAs)
- ❖ Top 3 Social Media Communications
  - Fido Bags - 5,000+ views, AZ L.A.S.T. Fundraiser - 5,000+ views, SFMD Firefighter Recruit Hiring - 4,000+ Views

## FISCAL YEAR 2013/2014 GENERAL FUND EXPENDITURES

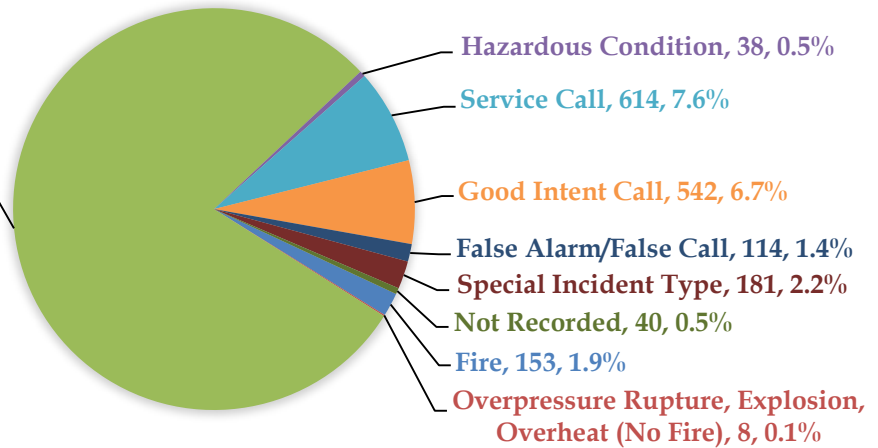


## INCIDENT VOLUME & INCIDENT TYPE

Rescue & EMS, 6385, 79.1%

**Total Incidents: 8,075**

*\*This is an increase in over 240 incidents per year, as the average total for the previous 4 years is 7,831.*



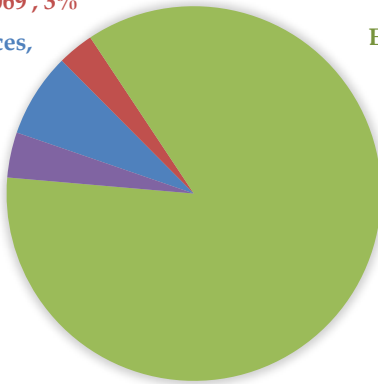
## COMPENSATION BY DIVISION

Technical Services,  
\$215,069, 3%

Administrative Services,  
\$501,781, 7%

Community Services,  
\$269,525, 4%

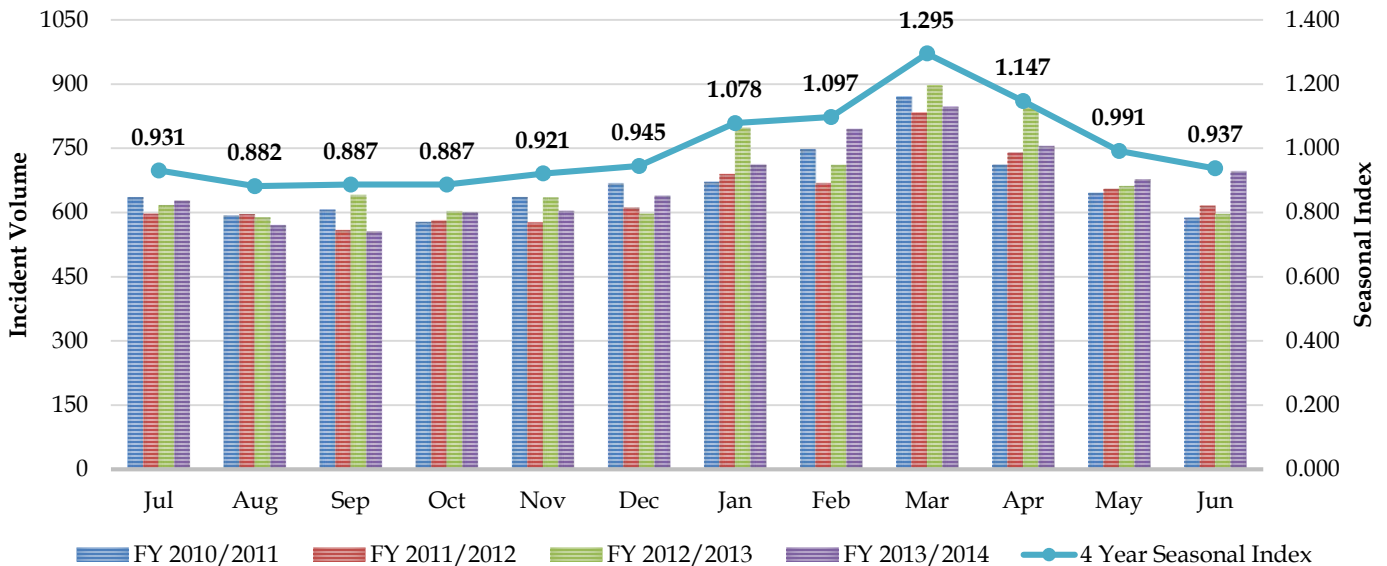
Emergency Services,  
\$5,909,823, 86%



AVERAGE  
RESPONSE TIME

**4:53**

## INCIDENT VOLUME & SEASONAL INDEX



## CARDIAC ARREST SURVIVAL RATE (VENTRICULAR FIBRILLATION)

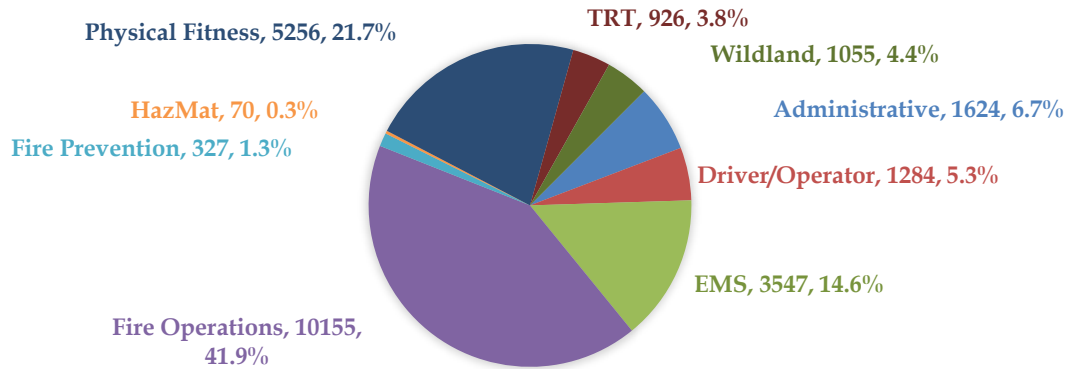


\*National Cardiac Arrest Survival Rate is 9.5%

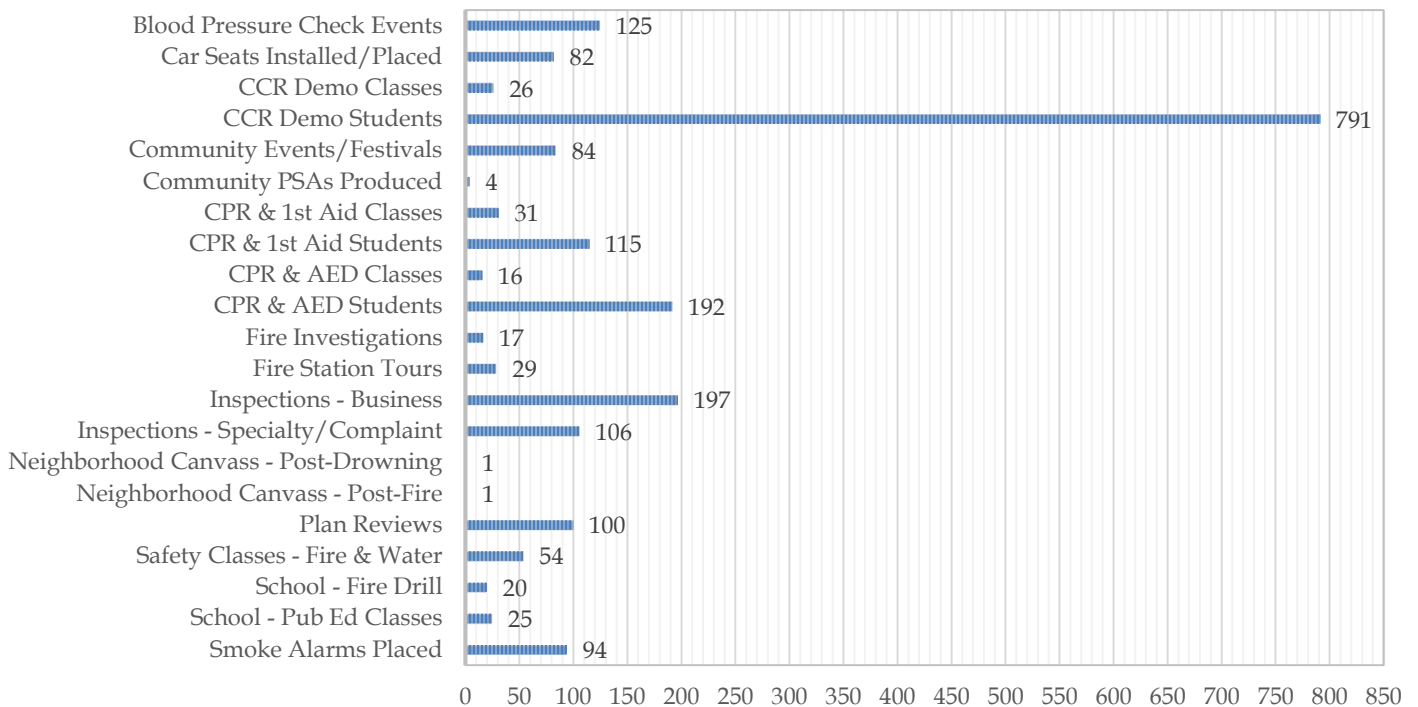
## CARDIAC ARREST SURVIVAL RATE (VENTRICULAR FIBRILLATION)

*2014 Survival Data is still in process	2010	2011	2012	2013
Total Witnessed Cardiac Arrests	31	24	25	15
Initial Rhythm V-Fib	17	12	6	11
Survived to Hospital Discharge	4	2	1	4
<b>Overall Survival Rate</b>	<b>24%</b>	<b>42%</b>	<b>16%</b>	<b>36%</b>

## TRAINING HOURS: CATEGORIES



## COMMUNITY SERVICES & ACTIVITIES



# STRATEGIC PLANNING ACCOMPLISHMENTS

The Fire District worked hard over the last fiscal year following the strategic planning process. There were four areas that the Senior Leadership Team felt were imperative to the Districts development and success. These areas are organizational development, professional development, employee health, safety, and survival, and community health, safety, and survival. Addressing these four core areas allows the Fire District to move forward in achieving its goal of becoming the premier Fire District in Arizona. In each section below the strategic initiatives are bolded and italicized, and brief descriptions describe the actions taken to achieve the initiative.



## ORGANIZATIONAL DEVELOPMENT



Firefighter Mark Gomez utilizes the newly acquired Fido Bag to give oxygen to a pet rescued during a residential fire.

➤ *Pursue third accreditation from the Commission of Fire Accreditation International (CFAI).*

The District successfully completed its third accreditation through the Commission of Fire Accreditation International in March of 2014. This process is an intensive review of all district operations, procedures, policies, and processes.

➤ *The District will design and activate an electronic customer satisfaction survey.*

A Customer Satisfaction Survey was designed, implemented, and distributed. Email addresses are captured through the electronic patient care reports (ePCR), community events, and classes. The survey is also located on the website.

➤ *The District will upgrade several outdated technologies and internal processes and make better use of modern software appliances and computer services.*

The District has improved its technical environment throughout all locations. This includes the procurement of enhanced software applications, terminal servers, backup servers and cloud applications. In addition, adaptive tablets were deployed for use by field personnel.

➤ *The District will evaluate, procure, and implement an integrated accounting, payroll time/attendance and human resource software system.*

The accounting department selected the Tyler Incode accounting package from the sealed bid process. A slow-roll implementation process has begun for the conversion of CYMA to Tyler. It is expected to be fully implemented in July 2015.

➤ *The District will continue to improve its electronic infrastructure by increasing the use of a data center for all servers, implementing a terminal server to increase speed and reliability at all remote locations, and utilize a cloud application for secure backup of all electronic records.*

Phoenix NAP became the Fire District's data center for storage and disaster management for the security of District records. A terminal server was added to for the purpose of providing faster and reliable service to all remote stations and to reduce software costs.

➤ *Define and simplify our Mission, Vision, and Value statements.*

The Senior Leadership Team, along with input from each department, labor, and administrative staff developed simplified Mission, Vision, and Value statements.

- ***Communicate the Mission, Vision, and Value statements as a management philosophy.***  
These statements were effectively communicated by the management team to each member of the District.
- ***The District will create and demonstrate clear linkage between our Mission, Vision, and Values across all activities, reports, and performance metrics.***  
Additionally, there is clear linkage between all of these statements across all activities, reports, and performance metrics. This initiative directly reflects who we are and the quality work that is done. It is these statements that drive the District.
- ***Update, reproduce, and adopt the Code of Conduct and Declaration of Ideals to be included in the Policy Manual.***  
The Code of Conduct and Declaration of Ideals were reviewed and updated to better reflect the expected conduct and ideals of the District. The purpose of these documents is to provide clarity to the members and their actions. These documents have been added to the Policy Manual and will help create a culture that identifies with the Mission, Vision, and Values and clearly demonstrates that behaviors are congruent with our ideals.
- ***The Senior Leadership Team will perform an executive-level job analysis and evaluate current area of responsibility.***  
Through this analysis, Senior Leadership was able to identify the need for a third Assistant Chief and implement that position. The structure is Fire Chief, Assistant Chief Operations, Assistant Chief Community Services, and Assistant Chief Human Resources. This new structure better positions the district to move forward and lays the foundation to help us realize our vision.

## PROFESSIONAL DEVELOPMENT

- ***Continue to host leadership training such as, the Pinal County Leadership Academy, as well as management and officer development training workshops sponsored by Senior Leadership.***  
The 2nd annual Pinal County Leadership Academy was hosted by the Superstition Fire and Medical District. Speakers from across the valley came to impart their knowledge. It is important to note that retired Phoenix Fire Chief Alan Brunacini was the final speaker of the conference and spoke to a full house. In addition, training opportunities were also provided by the Senior Leadership team such as, a tactics class that was offered to all field personnel.
- ***Require Battalion Chiefs and Battalion Safety Officers to acquire the Incident Safety Officer (ISO) certification.***  
All current Battalion Chiefs and Battalion Safety Officers have acquired the Incident Safety Officer (ISO) certification.
- ***Provide conference opportunities for members of the SFMD (i.e. Fire Rescue International, Fire Rescue Med, ImageTrend, Telestaff, Society for Human Resource Managers, etc...).***  
Multiple conference opportunities for the members of the SFMD were provided across all departments. This led to 35% of the membership being provided professional development opportunities.
- ***Evaluate and update tuition reimbursement policy to support the educational needs of the district.*** The Tuition Reimbursement policy was revised to better assist the membership in pursuing educational opportunities. For the 2013/14 fiscal year, 17 employees have taken advantage of this opportunity.
- ***Establish a partnership with Northern Arizona University to assist our members in attaining a Bachelor's Degree in Public Administration.***  
A partnership with Northern Arizona University was developed and several members are pursuing a Bachelor's Degree in Public Administration.
- ***Partner with universities and colleges that offer specific degrees, certifications, and programs of interest to the Fire District.***  
SFMD has partnered with Central Arizona College, Columbia Southern University, and Northern Arizona University so that members have multiple opportunities available for educational opportunities.

➤ ***Acquire, design, and open a training facility for fire, medical, and rescue training.***

The Superstition Fire and Medical District Regional Training Center was designed, remodeled, and opened in April of 2014. This Training Center will serve as a primary training facility for the East Valley, and Pinal County. The focus of the training center is to provide extensive training in EMS, rescue, and firefighting.



*On April 24, 2014, Superstition Fire & Medical District units, along with an Automatic Aid response from Mesa Fire & Medical Department, responded to a Structure Fire near the corner of Delaware and McKellips.*

## COMMUNITY HEALTH, SAFETY, AND SURVIVAL

➤ ***Define a cardiac arrest survivability baseline with data from the past several years.***

A cardiac arrest survivability baseline was established over a 4 year period for all arrest rhythms, and SFMD has survival rate of 36% for those with ventricular fibrillation.

➤ ***Train thousands of lay rescuers in our community in cardio pulmonary resuscitation (CPR) or hands only chest compressions.***

During the last fiscal year the District was able to teach 1,066 lay rescuers in either certified CPR or hands only compressions by demonstration.

➤ ***Place automated external defibrillators (AED's) throughout the community.***

Currently, there are 47 AED's located throughout the District. Many are located at public places where large numbers of people gather and in many 55+ resorts or housing developments. This fiscal year, 5 AED's were added to our community.

➤ ***Partner with sponsors, community-based organizations and activists to promote heart health and strengthen the "chain of survival".***

The District has partnered with the Arizona Department of Health Services (AZDHS) and the American Heart Association (AHA) to promote community survivability. There are several programs in place that support this initiative; they are, Public Access to Defibrillation (PAD), ST-Elevation Myocardial Infarction (STEMI), cardio pulmonary resuscitation (CPR) classes, hands only CPR classes, and hypothermic protocols following cardiac arrest. All of these programs combined have allowed us to receive the Heart Safe City and Premier EMS agency awards. Additionally, all cardiac arrests are reported to the Save Hearts in Arizona Registry and Education (SHARE) program. This allows the AZDHS to capture accurate statistics and survival rates across Arizona.

➤ ***Capture and evaluate door-to-catheter times to ensure patients with myocardial infarction have the best chance of survival.***

Times are captured at the emergency department arrival until the patient receives the catheter. The District does not track these numbers, but there is a strong working relationship with our hospital providers who do track these numbers.

- ***Work with local hospital officials to reduce door-to-catheter times to meet or exceed the American Heart Association's standard of 90 minutes or less 100% of the time.***  
In order to achieve this initiative, the Fire District must have good working relationships with our local hospitals. Both the hospital and District have implemented the STEMI program which, among other things, captures door-to-catheter times. The hospital provides the hospital with a report includes these times and ensures that our hospital providers meet or exceed this time standard.
- ***Adopt, implement, and educate field providers on the latest protocols that identify the best practices for the treatment of victims of traumatic brain injury.*** The Excellence in Prehospital Injury Care (EPIC) program, in conjunction with the Arizona Department of Health Services (AZDHS) and Scottsdale Healthcare, have come together to provide patients with traumatic brain injury (TBI) a better outcome. Patient care records are evaluated by hospital staff and reported to AZDHS, while the District sends patients with TBI to the Scottsdale Level One Trauma Center. In addition, updates and training are provided to the District in an effort to decrease neurological deficits in patients and ensure best practices.
- ***Evaluate and procure new medical devices that enhance diagnostic ability or increase field performance.***  
The Rescue CPAP (continuous positive airway pressure) was evaluated, procured, and implemented in all front-line apparatus. Additionally, 2 LifePak15 heart monitors with CO2 monitoring and bluetooth capability were purchased. In addition to providing lifesaving diagnostic ability, it also communicates with the electronic patient care report (ePCR) wirelessly.
- ***Establish a public information office (PIO) that has the ability to quickly respond to all forms of media, engage in community events, and promote the Fire District services in a proactive manner.***  
A designated phone line and email address have been setup for the sole purpose of the isolating those specific inquiries regarding our incidents.
- ***Produce public service announcements (PSA's) that support the community risk assessment, survivability initiative and other key programs.***  
Five PSA's have been produced to educate our community; they are Cardio Pulmonary Resuscitation (CPR), Water Safety, Bicycle Safety, Smoke Detectors, and Holiday Safety focusing on cooking, electrical, tree safety, and candles. The PSA's are available on our website, the city television channel, and other forms of social media.
- ***Utilize social media to produce, share, express, and exchange information.***  
As social media has moved to the forefront of communication styles, the District utilizes the following sites: Facebook, Twitter, Instagram, Flickr, YouTube, and Pinterest. These media forms provide quick and reliable information about events that happen in our community.
- ***Implement "After" programs that enable the District professionally respond within neighborhoods and communities with education and other resources following serious incidents in our community.***  
Prior to this fiscal year, the District did not have any "after" programs implemented. Since then, a cache of clothing and sundries have been collected and are available for those who may have lost everything in a fire. Furthermore, the District canvasses neighborhoods after both significant fire and drowning incidents. During this canvassing, fire and water safety is promoted to educate the citizens in the community of the incident.

## EMPLOYEE SAFETY, HEALTH, AND SURVIVAL

- ***Adopt, promote, and adhere to the Risk Management Plan.***  
The Fire District actively adopted and promoted the Risk Management Plan. This included training and education of the plan, posters at all District locations, and management consistently displays that this is how we operate.
- ***Ensure the fire ground is supported with safety officers who are certified as ISO's.***  
All Battalion Chiefs, and Battalion Safety Officers were required to attain the Incident Safety Officer (ISO) credential in order to acquire those positions.
- ***Battalion Chiefs and Company Officers utilize "After Actions" following emergency incidents for the purpose of improving operational safety and effectiveness.***

Following emergency incidents when multiple units are on scene, all personnel gather to critique the incident while all providers are still at the scene. This is particularly advantageous for safety and operational effectiveness due to the open dialog it creates for all position levels.

➤ ***Chief Officers will engage in post-incident reviews with Operations personnel following major incidents.***

Following significant incidents, with the assistance of the Multi-Media Production department Chief Officers are now able to access incident videos from the BC261 vehicle as well as firefighter helmet cameras. This allows for both an interior and exterior view of the emergency scene. The videos are downloaded and made available for operations personnel for the expressed purpose of training, increasing operational effectiveness, and safety.

➤ ***Safety Officers perform comprehensive investigations and produce lessons learned following significant accidents, injuries, or close calls.***

There have been several incidents over the last fiscal year where the Battalion Safety Officer investigated injuries and close calls. This effort will hopefully produce a long term effect of reduced accidents, injuries, close calls, and reduce costs in these areas.

➤ ***Increase visibility and develop a culture of safety based on the 16 Firefighter Life-Safety Initiatives.***

The Fire District has increased visibility of the 16 Firefighter Life-Safety Initiatives by posting these initiatives at each station and in training rooms. The initiatives are frequently talked about and management has a proactive approach to continue to develop this culture.

➤ ***Provide members with annual physicals that meet or exceed National Fire Protection Agency (NFPA) 1582 guidelines.***

All of the items in the NFPA 1582 guidelines have been reviewed and currently, the district exceeds the requirements of this guideline by providing top quality care to our members.

➤ ***Utilize the Health and Wellness benefit provided by our insurance carrier.***

The Superstition Fire and Medical District Health and Wellness Committee organized 4 seminars with topics including nutrition, supplements, orthopedic injuries, and exercise and made them available to the fire district members and their families. These seminars are physician led and have provided substantial information regarding the risks firefighting and things that can be done to lower these risks.

➤ ***Incorporate programs and policy changes that encourage increased use of the Fitness Center by members and their families.***

The Fire District changed its policy regarding the use of the Fitness Center and extended use to the family members of District employees.

➤ ***Evaluate and create a fitness equipment replacement plan at all district facilities.***

A fitness equipment replacement plan was created for all stations and the fitness center.

➤ ***Evaluate and create an effective on-duty fitness program for sworn personnel and support wellness programs for all employees.***

Fitness and wellness programs were evaluated; the American College of Sports Medicine was chosen as the credentialing agency for the 13 members that are becoming Peer Fitness Trainers through a 6 month program.



*Captain Mike Gregorie (left) retired on June 27, 2014 after 30 years of service. Most recently he had been serving as the Battalion Safety Officer. He also served as a SWAT Medic for AJPD for the last 20 years. Firefighter John Kevin (right) retired on January 26, 2014 after 29 years of service.*