

Operational Plan 2016-17



Superstition Fire & Medical District

Service Enhancements ♦ Strategic Initiatives ♦ Desired Outcomes

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COMMENTS FROM THE FIRE CHIEF



On behalf of the Superstition Fire & Medical District (SFMD), it is my pleasure to present the 2016/17 Operational Plan. This plan picks up where the 2015/16 plan left off and is the culmination of months of hard work and preparation. Over the past year, SFMD has improved the quality of many of our programs and services; and several of the most significant are highlighted below.

Just last year (March 2015), we obtained authorization from the Arizona Department of Health Services to operate our very own fire district-based ambulance service. This operation officially launched in January 2016. The creation of an ambulance operation is a historic endeavor for the SFMD. With this new operation we now have command of a reliable, sustainable, and high-quality medical transportation service available 24/7 across our community.

The ambulance personnel are now employees of the fire district, which means we're all on the same team. Our ambulance employees use the same cutting-edge equipment and receive the same high-caliber training as the rest of our firefighter/paramedics. As of the printing of this report, our ambulances will have been in service for six full months and the impact in our community has been epic!

In this new system, SFMD Paramedics and EMT's arrive to emergencies faster and maintain patient care from the incident scene to the emergency room. In doing so, SFMD is providing the highest standard of care to our patients.

Additionally, in 2016/17, we will continue to administer the \$12.5 million grant funded by the Centers for Medicare/Medicaid Services, in partnership with Mesa Fire & Medical Department. This pilot program allows us to test new and innovative ways to manage low-acuity (non-emergent) medical patients. The program is resulting in the reduction of unnecessary transports to emergency departments, thus reducing overall healthcare costs. This three-year grant is redefining the role of the American fire service as an integral component of the national health care system.

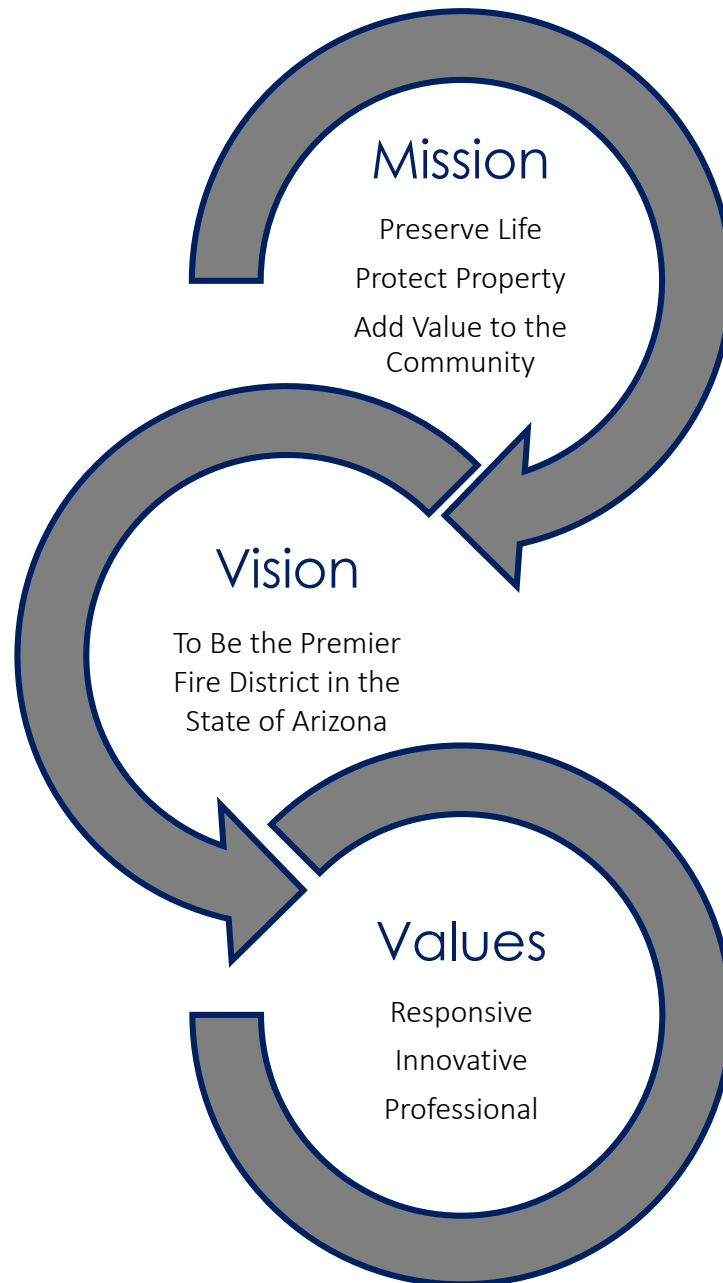
Finally, this fiscal year, we celebrate the Fire District's 60th Anniversary. From a small town volunteer fire department to THE premier fire district in Arizona. We are proud of our past, optimistic about our future, and look forward to celebrating with the community.

In closing, it is my hope that the community recognizes and appreciates the *Responsive, Innovative, and Professional* services provided by the Superstition Fire & Medical District. We are working very hard to be the best and provide services that are second-to-none. Furthermore, a special thank you to our elected Board of Directors, the Superstition Chapter of Local 2260, and all of our staff for their diligence and support over the past year. Moving forward, it will ultimately be the hard work, pride, and dedication of our people that make us successful.



MISSION, VISION, AND VALUES

An important goal of Senior Leadership Team (SLT) was to establish clear linkage of the Strategic Plan and its components to the Mission, Vision, and Values of the fire district. In other words, every activity, program, or process in the district directly correlates to the organization's overall Mission, Vision, and Values. Creating and maintaining this linkage is a management philosophy that requires constant evaluation to ensure the work of the fire district remains focused and purposeful.



STRATEGIC PLANNING PROCESS



As the Senior Leadership Team (SLT) progressed through the strategic planning process, four focus areas were identified. These areas are Organizational Development; Professional Development; Community Health, Safety, and Survival; and Employee Safety, Health, and Survival. The Operational Plan is comprised of these four sections.

By design, the Operational Plan is intended to be utilized by fire district members, stakeholders, or citizens in our community. It provides transparency and a succinctly defined roadmap to the future.



COMPONENTS OF THE OPERATIONAL PLAN

The Operational Plan is the supporting document for the Strategic Plan and takes into account the focus areas defined within the Strategic Plan. These focus areas provide the framework and direction the fire district will take over the next year and in some cases, beyond.

The Operational Plan is evaluated on an annual basis and updated as items are completed. Some of the initiatives in the Operational Plan are long term and will require annual evaluation, while other initiatives are short term and will be assessed upon completion. This allows for the evolution of the fire service and creates a dynamic working environment.

The Operational Plan is comprised of three components which include, Service Enhancements, Strategic Initiatives, and Desired Outcome. Each of these components describes the objectives and their intended purpose. Please see the specific descriptions listed below.

Service Enhancements:

Service Enhancements refer to the goals and objectives identified during the planning process. They are reflective of the needs and interests of the Superstition Fire & Medical District as well as the organization's Mission, Vision, and Values. Approval and implementation of a Service Enhancement will result in improved service delivery to the community.

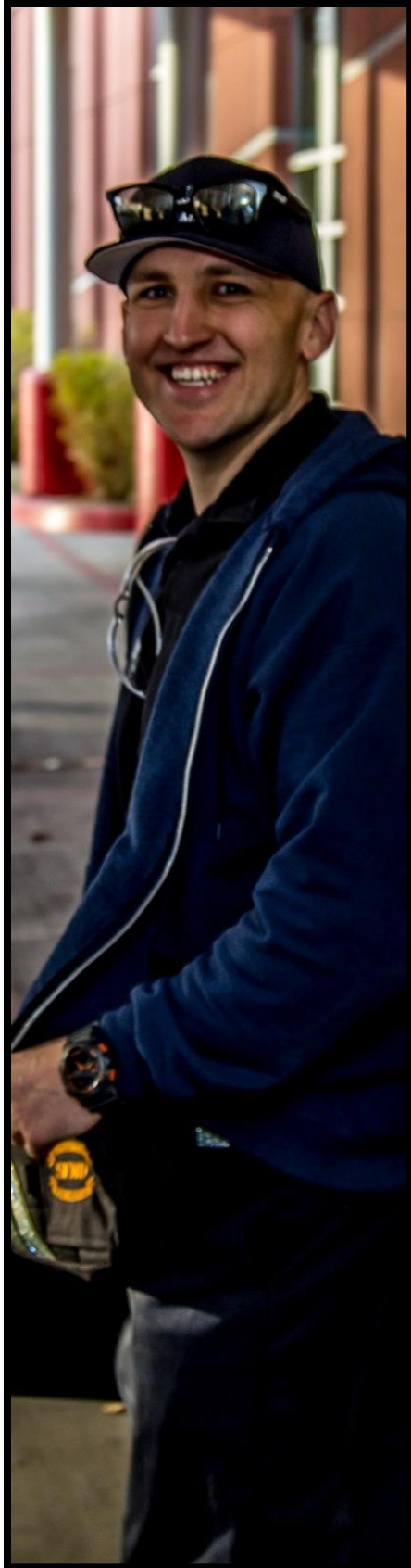
Strategic Initiatives:

Each Service Enhancement is assigned Strategic Initiatives that outlines the steps that must be taken in order to achieve the Desired Outcome.

Desired Outcome:

The Desired Outcome is the success measurement of each Service Enhancement. It describes the benefits of achieving the goal and what the end result will accomplish for the community.





1. ORGANIZATIONAL DEVELOPMENT

Organizational Development is a broad spectrum initiative that embodies numerous stratagems designed to enhance the overall professionalism and effectiveness of the organization. These efforts are internally focused and serve to strengthen the organization from the inside-out by enhancing management processes, developing and improving operational efficiencies, modernizing technological infrastructures, supporting the maintenance of professional certifications and accreditations, and improving the use of key data sets for strategic decision-making.

Other Organizational Development initiatives might include projects aimed at improving budgetary control measures; identifying new revenue streams; investing in labor relations; and improving our ability to properly maintain fire apparatus, facilities, and other large capital items. This year the development and deployment of the Treat and Refer protocols will be at the forefront.

As a public safety agency charged with preserving life and protecting millions of dollars-worth of property and critical infrastructures, our stakeholders deserve nothing less than the highest quality of service from us. To do this requires a sustained effort and constant evaluation of our current policies; core values; business and human resource practices; and the vital equipment used in the performance of our duties. As dedicated firefighters, paramedics, and public servants, we are committed to this continued improvement and the perpetual development of our establishment. In summary, all endeavors supported in this domain are intended to enhance service delivery to all stakeholders, elevate organizational performance, uphold morale, and advance the prominence of the fire district.



1.1 Service Enhancement:

Utilize criteria set forth by the Commission on Fire Accreditation International (CFAI) to assess professional performance and efficiency. The following initiatives are based on recommendations made by the CFAI peer assessment team in 2014.

1.1.1 Strategic Initiative:

Maintain accredited status with annual compliance reports and best practices.

1.1.2 Strategic Initiative:

Create and formalize an annual performance appraisal system for fire suppression, fire prevention, fire education, technical rescue, hazardous materials, and emergency medical services.

1.1.3 Strategic Initiative:

Include minimum fire flow requirements and total water supply needed in our pre-fire planning process.

1.1.4 Strategic Initiative:

Monitor, evaluate, and document call transfer times between the Pinal County Sheriff's Office, the Apache Junction Police Department, and the Mesa Regional Dispatch Center (MRDC) to ensure accurate alarm processing times are captured.

1.1.5 Strategic Initiative:

Routinely maintain contact with managers of both water providers for the purposes of staying informed about all sources of available water for fighting fires, including hydrants and the distribution system.

Desired Outcome:

All divisions are operating efficiently with well-trained, professional, and competent personnel.



1.2 Service Enhancement:

Gain insight in cooperation with the Insurance Services Organization (ISO) in evaluation of the fire district's community risk profile and Public Protection Classification. Risk appraisals directly affect insurance premiums for both residents and business.

1.2.1 Strategic Initiative:

Initiate the appeal process with the Insurance Services Organization (ISO) pertaining to the 2015 findings.

Desired Outcome:

Confirmation that the ISO audit and review of the fire district's Public Protection Class rating is as low as possible.

1.3 Service Enhancement:

Electronically centralize human resource information, increase efficiencies, and maintain critical records.

1.3.1 Strategic Initiative:

Configure and implement the CYMA Human Resources Information System (HRIS) module.

Desired Outcome:

Increased efficiencies and streamlined HR activities are realized through a centralized human resource database.

1.4 Service Enhancement:

SFMD provides a competitive benefit package accessible to all full time members.

1.4.1 Strategic Initiative:

Complete a comprehensive market review of the benefit package.

Desired Outcome

SFMD provides a market competitive wage and benefit package that attracts and retains high quality people.



1.5 Service Enhancement:

Open enrollment is simplified with greater efficiencies, and accessible to employees and their families after hours and at home.

1.5.1 Strategic Initiative:

Facilitate the electronic open enrollment platform in partnership with our benefit consultants.

1.5.2 Strategic Initiative:

Identify challenges during the inaugural 2016/17 web-based open enrollment process.

1.5.3 Strategic Initiative:

Evaluate the functionality of the inaugural web-based open enrollment process and make necessary changes and enhancements to 2017/18 enrollment process.

Desired Outcome:

Greater efficiency is realized with a web-based system. Employees are able to access open enrollment information after hours and from home. Time required to perform enrollment functions are significantly reduced.



1.6 Service Enhancement:

Provide employees with a comprehensive performance appraisal process utilizing established criteria and organizational goals and objectives.

1.6.1 Strategic Initiative:

Establish a committee to analyze the current employee performance appraisal system.

1.6.2 Strategic Initiative:

Redesign, develop, and structure a new performance appraisal system with end-user input and participation.

1.6.3 Strategic Initiative:

Train all supervisory personnel how to appropriately evaluate, author, and conduct employee performance appraisals.

1.6.4 Strategic Initiative:

Implement the performance appraisal system.

Desired Outcome:

Managers will utilize an effective procedure to measure employee performance. Employees will gain useful feedback specific to their position and performance.

1.7 Service Enhancement:

Utilize volunteers as a cost effective means for achieving results and to better serve our community and district.

1.7.1 Strategic Initiative:

Increase, enhance, and develop the volunteer program to expand services, provide administrative support, and build the SFMD brand through community outreach.

Desired Outcome:

Volunteers perform critical tasks that would otherwise have gone uncompleted due to fiscal constraints.



1.8 Service Enhancement:

Pursue innovative, traditional, and non-traditional revenue streams.

1.8.1 Strategic Initiative:

Identify potential annexations and related revenues.

1.8.2 Strategic Initiative:

Pursue grant funding as another source of revenue.

1.8.3 Strategic Initiative:

Pursue sponsorship and advertising opportunities.

1.8.4 Strategic Initiative:

Develop policy and procedures for out of district responses.

Desired Outcome:

Essential services are funded in part by alternative revenue sources.



1.9 Service Enhancement:

Emergency Ambulance Transportation services are effective, efficient, and operate under the issuance of the Certificate of Necessity (CON) from the Arizona Department of Health Services (AZDHS).

1.9.1 Strategic Initiative:

Evaluate and determine an additional staffing model for Medic 261 as a possible full time unit.

1.9.2 Strategic Initiative:

Monitor and evaluate dispatch protocols, response data, and billing reconciliation.

1.9.3 Strategic Initiative:

Comply and observe the Arizona Department of Health Services (AZDHS) Certificate of Necessity (CON) guidelines.

1.9.4 Strategic Initiative:

Verify that all electronic patient care reports (ePCR) are appropriately documented for quality of care and financial recovery.

1.9.5 Strategic Initiative:

Select, hire, and train part time EMT-Basics, and EMT-Paramedics as needed.

1.9.6 Strategic Initiative:

Provide the Arizona Department of Health Services the annual Ambulance Revenue and Cost Report (ARCR).

Desired Outcome:

The Emergency Ambulance Transportation service is effective, efficient, and of high-quality.



1.10 Service Enhancement:

EMS supply costs are controlled and managed through an integrated software application.

1.10.1 Strategic Initiative:

Evaluate the effectiveness of Operative IQ and consider additional modules.

Desired Outcome:

EMS supplies and costs are managed appropriately.

1.11 Service Enhancement:

A long term plan is in place for the utilization of the SFMD Regional Training Center (RTC) as a premier training location for fire district operations, other agency, and community use.

1.11.1 Strategic Initiative:

Continue to work with AJUSD on the potential acquisition of Thunder Mountain Middle School (TMMS).

1.11.2 Strategic Initiative:

Identify required office space, resources, and uses for the SFMD Regional Training Center (RTC).

Desired Outcome:

The RTC is a premier training location for public safety agencies, community education, and provides a meeting location for our stakeholders and partners.



1.12 Service Enhancement:

Fleet maintains quality mission-ready vehicles and apparatus for emergency operations, and staff usage.

1.12.1 Strategic Initiative:

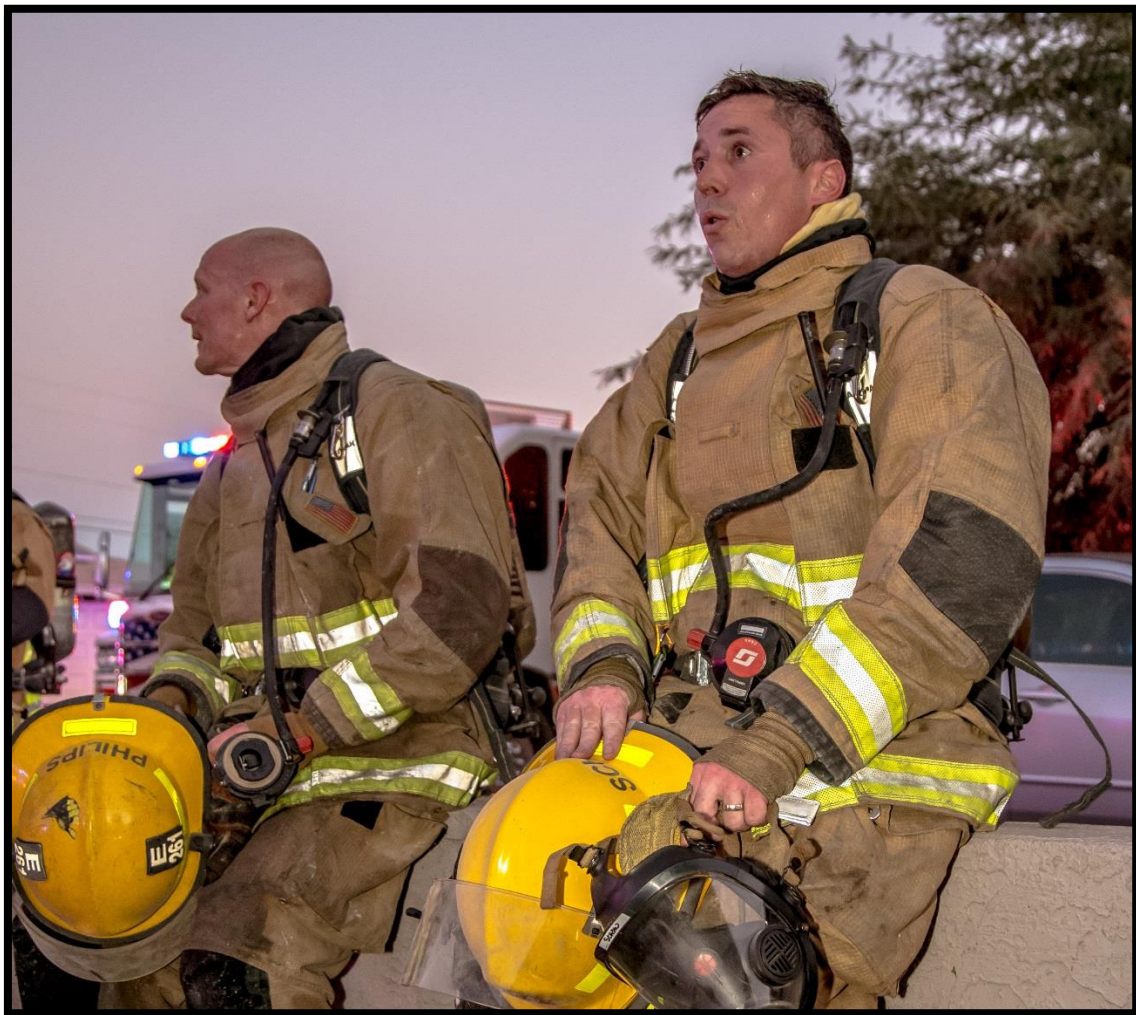
Accept and deploy one engine/pumper apparatus, one battalion chief truck, and one staff vehicle.

1.12.2 Strategic Initiative:

Evaluate and possibly procure a brush truck skid unit.

Desired Outcome

Apparatus and essential equipment is state of the art, mission ready, and meets the needs of district operations.



1.13 Service Enhancement:

SFMD maintains a network based infrastructure that is stable, utilizes sophisticated software applications, and supports data-driven decision making.

1.13.1 Strategic Initiative:

Implement the Geographical Information Systems (GIS) dashboard software that integrates with our current records management system allowing for data driven decision-making.

1.13.2 Strategic Initiative:

Build and develop the National Fire Incident Reporting System (NFIRS) form for mandatory reporting, and customizable data collection.

1.13.3 Strategic Initiative:

Implement the ImageTrend Fire Investigations module.

1.13.4 Strategic Initiative:

Evaluate and procure necessary computers on the replacement schedule.

1.13.5 Strategic Initiative:

Evaluate, develop, and implement updates for the SFMD website.

1.13.6 Strategic Initiative:

Procure and implement network monitoring software, remote desktop software, switches, and next-generation firewall.

1.13.7 Strategic Initiative:

Design and create a CAD mapping change process, flow chart, and electronic reporting system.

Desired Outcome:

The district has a stable and effective electronic network, sophisticated software applications, and proper infrastructure for future years.



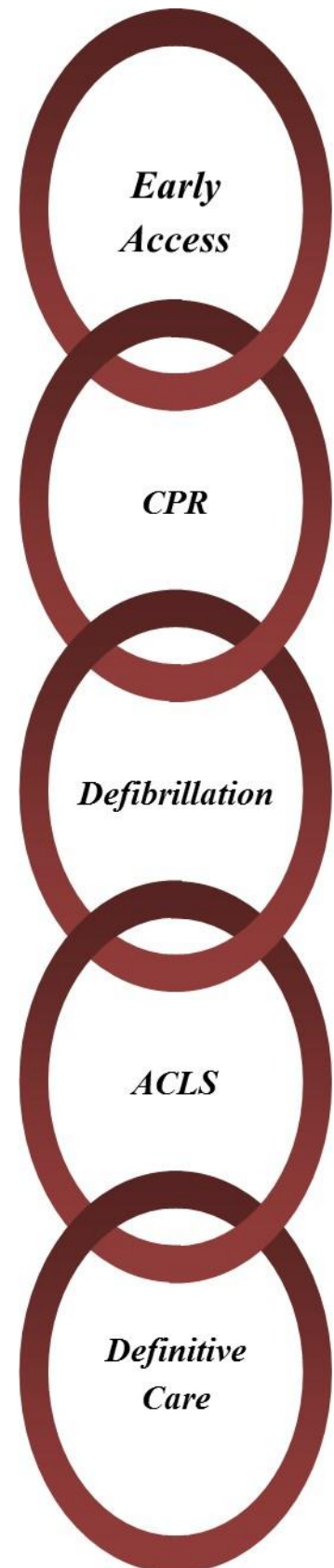
2. COMMUNITY HEALTH, SAFETY, AND SURVIVAL

Preserving the health and safety of the community is the primary reason we exist. Everything we do – from strategic planning to firefighter training – is expected to heighten our ability to provide competent and proficient services to our citizens and improve the quality of life in our community.

We take great measures to enhance and fortify the response system and the “chain of survival” in our community. SFMD is committed to ensuring the highest possible survival rates from sudden cardiac arrest. These efforts are detailed by aggressive public education programs such as CPR/CCR, improving public access to automated external defibrillators (AED’s), and working with allied health partners to improve hospital cardiac catheterization times for critical patients. We also analyze large quantities of response and GIS data to identify accident and injury patterns. With this information we can respond quickly and resourcefully with public education and prevention programs to help mitigate those risks.

Improving survivability in our community cannot happen without the assistance and support of several community partners. We continually work in conjunction with major community partners, such as the City of Apache Junction, the Apache Junction Unified School District, the Apache Junction Police Department, and the Pinal County Sheriff’s Office, to sustain a response system capable of saving lives.

Many other stakeholders and civic organizations throughout our community contribute financially and in many other ways to support the life-saving services provided by the fire district. From monetary donations to assistance with AED placement and public education campaigns, we work cooperatively with dozens of associations and establishments to promote health, safety, and survivability in our community.



2.1 Service Enhancement:

Provide a mobile integrated healthcare response model that provides a more efficient means to manage low acuity medical calls that are received through the 9-1-1 system. This program provides options for alternative destinations, supports new “treat and refer” protocols, and supports goals outlined in the Affordable Care Act legislation.

2.1.1 Strategic Initiative:

Maintain and continue to evaluate the performance of the response model in conjunction with our partners Mesa Fire & Medical Department (MFMD), Mountain Vista Medical Center (MVMC), and Queen Creek Fire & Medical Department (QCFMD).

Desired Outcome:

SFMD, in conjunction with our partners, maintains a community health response model that provides a more efficient means to manage low acuity medical calls received through the 9-1-1 system.

2.2 Service Enhancement:

Analyze community risks, develop focused educational programs, and determine an appropriate allocation of resources.

2.2.1 Strategic Initiative:

Implement the Geographical Information Systems (GIS) dashboard software that integrates with our current records management system to identify community risk demographics.

2.2.2 Strategic Initiative:

Analyze and evaluate ImageTrend records management software and Geographical Information System (GIS) to develop deployment models, reduce response times, and forecast staffing requirements based on our community targeted risks.

2.2.3 Strategic Initiative:

Develop and implement a community risk assessment and reduction plan based targeted risk factors.

Desired Outcome:

Sophisticated GIS software is effective in analyzing emergency deployment models, response times, and targeted risks critical to an effective fire district. Effective data-driven decisions are extrapolated from this technology.



2.3 Service Enhancement:

Target our public education programs to meet the needs of our community.

2.3.1 Strategic Initiative:

Identify community needs through software analysis.

2.3.2 Strategic Initiative:

Develop and analyze the effectiveness of our community education programs.

2.3.3 Strategic Initiative:

Evaluate and develop changes to these programs that target our population.

Desired Outcome:

Our community receives targeted and valuable education aimed at protecting life and property, reducing injury, and increasing survival.

2.4 Service Enhancement:

Increase survivability in our community.

2.4.1 Strategic Initiative:

Continue to evaluate and procure new medical devices that enhance diagnostic ability, increase field performance, and/or provide for a better patient outcome.

2.4.2 Strategic Initiative:

Evaluate the possible use and implementation of the Glideoscope in conjunction with the CPAP/BiPAP.

2.4.3 Strategic Initiative:

Increase public awareness of the Public Access to Defibrillation (PAD) program in conjunction with additional placement of automated external defibrillators (AED's).

2.4.4 Strategic Initiative:

Train 1,000 lay rescuers from our community in cardio-pulmonary resuscitation (CPR) and cardio-cerebral resuscitation (CCR or Hands Only CPR).

2.4.5 Strategic Initiative:

Implement hands only CPR and Automated External Defibrillation (AED) training program.



2.4.6 Strategic Initiative:

Administer the Continuous Quality Assurance (CQA) process among district field providers.

2.4.7 Strategic Initiative:

Evaluate patient outcomes and processes associated with the ST-Segment Elevation Myocardial Infarction (STEMI) program.

2.4.8 Strategic Initiative:

Evaluate patient outcomes and processes associated with Stroke Alert program.

Desired Outcome:

Survivability and improved patient outcomes are increased following critical incidents.

2.5 Service Enhancement:

SFMD operates a sustainable Community Paramedicine Program.

2.5.1 Strategic Initiative:

Design and create a SFMD Community Paramedicine Program.

2.5.2 Strategic Initiative:

Evaluate the feasibility and impact of treat and refer protocols.

Desired Outcome:

A sustainable Community Paramedicine Program meets the needs of those in our community.



2.6 Service Enhancement:

Increase community safety and awareness by providing timely, consistent, and relevant public education.

2.6.1 Strategic Initiative:

Consistently and routinely apply “After” programs following serious incidents. This will enable the district to professionally respond to neighborhoods and communities with education and other resources.

2.6.2 Strategic Initiative:

Implement the Self-Inspection program for our community.

2.6.3 Strategic Initiative:

Evaluate and develop a Citizens Academy/Fire Operations 1010.

Desired Outcome:

Injuries, community risks, and fatalities are reduced in our community by providing citizens with appropriate devices; education; and accurate, useful information.

2.7 Service Enhancement:

The community is aware of outreach services, messages, and programs the fire district provides.

2.7.1 Strategic Initiative:

Develop the Public Information Officer (PIO) program to encompass all forms of communications from the district.

2.7.2 Strategic Initiative:

Provide public information training and education to first responders to better equip them as subject matter experts.

2.7.3 Strategic Initiative:

Create and distribute PSA’s in both video and written format throughout the year using common themes and consistent safety messages.

2.7.4 Strategic Initiative:

Establish a plan to proactively create and distribute theme and incident based press releases in a timely manner.



2.7.5 Strategic Initiative:

Continue to support the City of Apache Junction and the citizens we serve by participating in organized neighborhood meetings and providing useful statistics and helpful messages in a clear and consistent manner.

2.7.6 Strategic Initiative:

Conduct blood pressure checks for the parks, winter visitors, and members of our community as part of the community outreach program.

2.7.7 Strategic Initiative:

Develop, promote, and participate in EMS Week activities, April Pools Day, Fire Prevention Week, Drowning Impact Awareness Month, and Child Passenger Safety Week.

2.7.8 Strategic Initiative:

Improve the Home Safety Inspection program, gather critical information, and work with community partners to reach citizens in need of services.

Desired Outcome:

The community is engaged, educated, and utilizes all of the services, programs, and safety messages the district provides.

2.8 Service Enhancement:

Community safety is increased by providing fire and medical standby during community events.

2.8.1 Strategic Initiative:

Assign 1 ALS and 1 BLS member to serve as dedicated EMS providers during the Renaissance Festival, Lost Dutchman Marathon, Lost Dutchman Days Rodeo, and other special events, as requested by the community.

2.8.2 Strategic Initiative:

Provide non-dedicated units to community events, such as Apache Junction High School football games and other community requests.

Desired Outcome:

Members of our community receive immediate and quality EMS care during large scale or strenuous events.



3. PROFESSIONAL DEVELOPMENT

Creating a high-impact organization operated by skilled and proficient employees is critical to the success of any fire, medical, and rescue organization. Modern fire and medical services are highly specialized, and because there is so much at stake, there is little margin for error. Firefighters and Paramedics make critical life and death decisions on a daily basis; company and chief officers routinely make split-second decisions at dangerous fire and rescue scenes; and our administrative workforce is unfailingly responsible for the performance and management of essential human resources and mission-critical programs. Because of this, district employees require a unique knowledge and skill set to perform at peak level.

We are committed to providing state-of-the-art fire and medical services and with this pledge there is great responsibility to train, educate, and empower our people. District employees are encouraged to identify and implement innovations and process improvements in their work and, to do so effectively, this requires a high degree of knowledge, competence, and skill that only training, networking, and higher education can provide.

A focus on professional development means we uphold educational standards for promotion, pursue professional level credentials, and invest in our training resources. This initiative encompasses a focus on leadership and management development as well as collaboration with regional and community partners to achieve the highest quality training and education possible. A professional development strategy allows us to build an organization that is resilient, innovative, and forward-thinking where creativity and ingenuity flourish.



3.1 Service Enhancement:

The budget is fiscally responsible, balanced, and visible to our stakeholders, community, and members.

3.1.1 Strategic Initiative:

Create a budget calendar to provide clarity and direction to budget managers.

3.1.2 Strategic Initiative:

Evolve the budgeting process to include the development of budget managers by providing training and reports for accurate financial projections and expenditures.

3.1.3 Strategic Initiative:

Review and evaluate budget decision packages from each department.

3.1.4 Strategic Initiative:

Submit a budget to the board of directors for approval that accounts for projections, sustainability and the long-term financial health of the fire district.

Desired Outcome:

The budget is fiscally responsible and supports the strategic and operational initiatives.



3.2 Service Enhancement:

The next generation of leaders and managers are prepared through ongoing education, training, professional development, and succession planning.

3.2.1 Strategic Initiative:

Schedule and host a series of management summits. Give consideration to the inclusion of other managers or responsible parties to improve the quality of work and aid in the professional development of employees.

3.2.2 Strategic Initiative:

Develop “middle managers” as part of the succession planning process by identifying and assigning additional opportunities, projects, and tasks to those individuals.

3.2.3 Strategic Initiative:

Continue with the progression of the succession plan.

3.2.4 Strategic Initiative:

Select three Blue Card Command training instructors, and continue training members.

3.2.5 Strategic Initiative:

Solicit interest in the development of the Wildland team through education and opportunity.

3.2.6 Strategic Initiative:

Sponsor up to three EMT-Basics to attend paramedic school at Central Arizona College.

3.2.7 Strategic Initiative:

Sponsor three suppression personnel to attend Technical Rescue Team (TRT) School.

3.2.8 Strategic Initiative:

Provide training for those interested in the roles of the Public Information Office and promote the development and credentialing of future Fire Investigators.

3.2.9 Strategic Initiative:

Send appropriate personnel to the National Fire Academy for training.



3.2.10 Strategic Initiative:

Host the 5th Annual SFMD Leadership Conference.

3.2.11 Strategic Initiative:

Encourage and sponsor personnel to acquire the Chief Officer credential.

3.2.12 Strategic Initiative:

Send appropriate personnel to selected training in their area of expertise.

3.2.13 Strategic Initiative:

Evaluate the performance of and provide feedback for firefighters during their probationary period.

3.2.14 Strategic Initiative:

The district will precept SFMD, CAC, and MCC paramedic students.

Desired Outcome:

Employees are prepared to step into management and other leadership positions. Professionals are certified and credentialed to meet or exceed industry standards and expectations. Blue Card Command training produces Incident Commanders who make better decisions that will potentially eliminate the lethal and/or costly mistakes that cause injury, death, and unnecessary fire losses in the local response area.



3.3 Service Enhancement:

SFMD has the appropriate number of personnel and accommodations, for all positions and ranks.

3.3.1 Strategic Initiative:

Create and administer the Engineer promotional testing process.

3.3.2 Strategic Initiative:

Create and administer the Battalion Chief promotional testing process.

3.3.3 Strategic Initiative:

Host several training sessions and/or workshops to prepare individuals for the Engineer or Battalion Chief testing process.

3.3.4 Strategic Initiative:

Acquire suitable rover accommodations for equipment.

Desired Outcome:

SFMD has the qualified personnel in each position, and adequate accommodations for all members.



4. EMPLOYEE SAFETY, HEALTH, AND SURVIVAL

Our employees are our most valued resource. We recruit, hire, and retain the most capable, confident, and professional people to serve our community; we are committed to preserving their health and safety through programs and initiatives that support physical and emotional fitness.

These Strategic Initiatives are characterized by the implementation of various health and wellness programs that promote productivity, fitness, and well-being for employees and their families. For instance, strength and conditioning programs that benefit job performance and maximize the use of resources, such as the fitness center located at Fire Station 262, are integral. Safety and survival training for firefighters and officers that highlight risk management, injury, and infectious disease prevention also qualify in this initiative. Additionally, a comprehensive behavioral health program and peer support team for all employees is another essential component of a 21st century health and wellness program.

As a final point, firefighter medical exams that meet or exceed industry standards and employ preventative medical screens capable of detecting serious medical problems before they turn deadly are significant steps in maintaining employee health. This is a critical endeavor since firefighters are at higher risk for cancer and cardiac diseases.



4.1 Service Enhancement:

Firefighters have access to incident preplan information for improved tactical decision making.

4.1.1 Strategic Initiative:

Complete selected preplans for target hazards.

Desired Outcome:

Target hazards are identified, preplanned, and imported into CAD for effective use during emergency incidents.

4.2 Service Enhancement:

Develop and conduct firefighter training that results in improved operational effectiveness, supports the risk management plan, and cultivates a culture of safety.

4.2.1 Strategic Initiative:

Promote an awareness of the 16 Firefighter Life Safety Initiatives.

4.2.2 Strategic Initiative:

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

4.2.3 Strategic Initiative:

Consistently adhere to and promote the Risk Management Plan to all suppression personnel.

Desired Outcome:

Prevent or decrease the number of firefighter injuries on major incidents. Furthermore, heightened and visible awareness of the 16 Firefighter Life Safety Initiatives allows command officers and firefighters to make appropriate decisions regarding the prevention of injuries and line of duty deaths (LODD's).



4.3 Service Enhancement:

Employees are educated on financial and retirement benefits to appropriately plan for their future.

4.3.1 Strategic Initiative:

Host and provide members with retirement seminars for both the Public Safety Personnel Retirement System (PSPRS) and the Arizona State Retirement System (ASRS) so members can make informed decisions regarding their retirement options.

4.3.2 Strategic Initiative:

Host and provide employees with financial wellness seminars through Nationwide and Galloway Asset Management that educate members on financial planning and money management.

Desired Outcome:

Employees are educated on financial and retirement benefits.

4.4 Service Enhancement:

SFMD has a comprehensive 21st century fire service behavioral health program available for all members and their families.

4.4.1 Strategic Initiative:

Implement and deliver You're Not Alone training to all employees.

4.4.2 Strategic Initiative:

Continue to identify professional external resources that specialize in crisis management.

4.4.3 Strategic Initiative:

Identify a clinician as a crisis counselor and Peer Support Team resource.

4.4.4 Strategic Initiative:

Encourage and support health and wellness through identified resources that provide training and education to members and their families.

Desired Outcome:

A comprehensive behavioral health program that includes a peer support team, Fire Chaplain, and external resources is available for any employee.



GLOSSARY OF TERMS

Advanced Cardiac Life Support (ACLS)

Refers to a set of clinical interventions for the urgent treatment of cardiac arrest, stroke, and other life threatening medical emergencies, as well as the knowledge and skills to deploy those interventions.

Automated External Defibrillation (AED)

A portable electronic device that automatically diagnoses the potentially life threatening cardiac arrhythmias of ventricular fibrillation and ventricular tachycardia in a patient. An AED is able to treat them through defibrillation, the application of electrical therapy which stops the arrhythmia, allowing the heart to reestablish an effective rhythm. With simple audio and visual commands, AEDs are designed to be simple to use for the layperson, and the use of AEDs is taught in many first aid, first responder, and basic life support (BLS) level cardiopulmonary resuscitation (CPR) classes.

Battalion Chief (BC)

The rank and title of a battalion's commanding officer in firefighting. The Battalion Chief may be an assistant of the Fire Chief.

Cardio Pulmonary Resuscitation (CPR)

An emergency procedure, performed in an effort to manually preserve intact brain function until further measures are taken to restore spontaneous blood circulation and breathing in a person in cardiac arrest. It is indicated in those who are unresponsive with no breathing or abnormal breathing, for example, agonal respirations.



Cardiocerebral Resuscitation (CCR)

Compression-only (hands-only or cardiocerebral resuscitation) CPR is a technique that involves chest compressions without artificial respiration. It is recommended as the method of choice for the untrained rescuer or those who are not proficient as it is easier to perform and instructions are easier to give over the phone. In adults with out-of-hospital cardiac arrest, compression-only CPR by the lay public has a higher success rate than standard CPR.

Centers for Medicare/Medicaid Services (CMS)

The CMS has a department that serves as testing for innovation models. The CMS Innovation Center has a growing portfolio testing various payment and service delivery models that aim to achieve better care for patients, better health for our communities, and lower costs through improvement for our health care system. *This is the sponsor for the Community Paramedicine Model with Mesa Fire and Medical Department and Superstition Fire & Medical District.*

Certificate of Necessity (CON)

The State of Arizona uses a Certificate of Necessity (CON) system to regulate ground ambulance service to make sure that every place in the state has adequate emergency medical services.

The CON describes the geographic service area, level of service, hours of operation, response times, effective date, expiration date, and any limiting or special provisions for emergency medical services in the specific geographic area.

Company Officer

The individual in charge of a crew of firefighters and their responding apparatus. Company officers have different titles depending on the table of organization for their particular agency, but commonly used titles in the U.S. Fire Service include Lieutenant, Captain, Sergeant, or other ranks which reflect the paramilitary organization of most departments.



Dashboard

An easy to read, often single page, real-time user interface, showing a graphical presentation of the current status (snapshot) and historical trends of an organization's key performance indicators to enable instantaneous and informed decisions to be made at a glance.

Electronic Patient Care Report (ePCR)

A patient care report that is collected by electronic methods utilizing compatible hardware and software applications.

Firefighter Life Safety Initiatives

1. Define and advocate the need for a cultural change within the fire service relating to safety; incorporating leadership, management, supervision, accountability, and personal responsibility.
2. Enhance the personal and organizational accountability for health and safety throughout the fire service.
3. Focus greater attention on the integration of risk management with incident management at all levels, including strategic, tactical, and planning responsibilities.
4. All firefighters must be empowered to stop unsafe practices.
5. Develop and implement national standards for training, qualifications, and certification (including regular recertification) that are equally applicable to all firefighters based on the duties they are expected to perform.
6. Develop and implement national medical and physical fitness standards that are equally applicable to all firefighters, based on the duties they are expected to perform.
7. Create a national research agenda and data collection system that relates to the initiatives.
8. Utilize available technology wherever it can produce higher levels of health and safety.
9. Thoroughly investigate all firefighter fatalities, injuries, and near misses.
10. Grant programs should support the implementation of safe practices and/or mandate safe practices as an eligibility requirement.
11. National standards for emergency response policies and procedures should be developed and championed.
12. National protocols for response to violent incidents should be developed and championed.



Firefighter Life Safety Initiatives (cont'd.)

13. Firefighters and their families must have access to counseling and psychological support.
14. Public education must receive more resources and be championed as a critical fire and life safety program.
15. Advocacy must be strengthened for the enforcement of codes and the installation of home fire sprinklers.
16. Safety must be a primary consideration in the design of apparatus and equipment.

Geographic Information System (GIS)

A system designed to capture, store, manipulate, analyze, manage, and present all types of geographic data.

ImageTrend

A privately held corporation based in Lakeville, Minnesota which develops web-based software applications specifically for emergency medical services, fire reports, fire inspection and fire investigation.

Mission Statement

The purpose of a company, organization, or person, and its reason for existing. The mission statement should guide the actions of the organization, spell out its overall goal, provide a path, and guide decision-making. It provides the framework or context within which the company's strategies are formulated.

National Fire Protection Association (NFPA)

A United States trade association, with some international members, that creates and maintains private, copyrighted standards and codes for usage and adoption by local governments. This includes publications from model building codes to the many on equipment utilized by firefighters while engaging in hazardous material (hazmat) response, rescue response, and some firefighting.



Operational Plan

A formal plan for the fire district to conduct operations, as outlined and driven by the Strategic Plan.

Senior Leadership Team (SLT)

A team of individuals at the highest level of organizational management who have the day-to-day responsibilities of managing the fire district. They hold specific executive powers conferred onto them with and by authority of the board of directors and/or the shareholders.

Strategic Plan

An organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the future direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue particular courses of action. Generally, strategic planning deals with at least one of three key questions:

- "What do we do?"
- "For whom do we do it?"
- "How do we excel?"

Many organizations view strategic planning as a process for determining where an organization is going over the next year or—more typically—3 to 5 years.

Treat and Refer

SFMD's Treat and Refer initiative enables specially trained SFMD providers to evaluate patients through the 9-1-1 system and refer them to an alternative destination instead of the emergency department. This results in fewer patients transported to costly emergency rooms for non-emergent or low acuity care. Rather, patients will be transported to destinations based on the specific care they require.



Vision Statement

Outlines what the organization wants to be, or how it wants to be viewed in the world. It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration.

Value Statements

Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities and provide a framework in which decisions are made.





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