

Superstition Fire & Medical District



**SUPERSTITION
FIRE & MEDICAL
DISTRICT**

7557



Operational Plan 2017-18



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COMMENTS FROM THE INTERIM FIRE CHIEF

On behalf of the Superstition Fire & Medical District (SFMD), it is my pleasure to present the 2017/18 Operational Plan. Over the past year, SFMD has enhanced the quality of many of our programs and services; several of the most significant are listed below.

In January 2018, the Superstition Fire & Medical District will add an additional engine company to respond from Station 263. Having both an Engine Company and Ladder Company provides the community appropriate resources in the most impacted area. Station 263 is the busiest station in the district and one of the busiest response units in the country. These two units include a four-person engine company and a four-person ladder company during the six-month pilot study. Having two units at Station 263 will reduce response times and increase reliability. Furthermore, studies have shown that reduced response times positively correlate with increased cardiac survivability and both public and firefighter safety. Another positive impact of quicker response times is a reduction in property loss caused by fires.

In addition, SFMD will launch the Business Self-Inspection Program. This program assists business owners of low hazard occupancies in identifying and resolving fire and life safety hazards. By empowering business owners with the knowledge to evaluate their own occupancy, SFMD is able to focus its resources on more critical hazards to ensure community safety.

Moreover, SFMD is has entered its second year of ambulance operations. During the past year, SFMD has continued to make changes in its systems to enhance response times and ensure the availability of units during peak demand periods. For example, adding a third Ambulance Company available 24 hours a day provided more effective service delivery and increased reliability across district boundaries. Revenue collections have also increased guaranteeing that the transportation division continues to be a reliable, sustainable ambulance service that reduces our community's dependence on tax revenue.

The Superstition Fire & Medical District is committed to providing responsive, innovative, and professional services. We are working diligently to provide the most effective and efficient life-saving services possible.

In closing, I would like to express my gratitude to our elected Board of Directors, the Superstition Local 2260 Chapter, our staff, and the men and women working in the field in fire suppression and transportation services for their hard work, commitment, and passion over the past year. Without the collective efforts of the entire SFMD team, none of this would be possible.



MISSION, VISION, AND VALUES

An important goal of the 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 emerged. Organizational Development; Community Health, Safety, and Survival; Employee Safety, Health, and Survival; and Professional Development. The Operational Plan is comprised of these four sections.

By design, the Operational Plan is for fire district members, stakeholders, and 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 a living document that guides the organization throughout the year. Some of the initiatives in the Operational Plan are long term and will span over several years. This allows for the evolution of the fire service and creates a dynamic working environment.

The Operational Plan is comprised of three components: 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 encompasses Strategic Initiatives outlining the necessary steps to achieve the Desired Outcome.

Desired Outcome:

The Desired Outcome is the success measurement of each Service Enhancement. It describes how these initiatives benefit the community and the agency.





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, focused internally, 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 maintain fire apparatus, facilities, and other large capital items. This year the development and deployment of an additional unit at Station 263 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 the highest quality of service from us. This requires a sustained effort 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 agency. In summary, all endeavors supported in this document enhance service delivery to all stakeholders, elevate organizational performance, uphold morale, and advance the prominence of the fire district.



1.1 Service Enhancement

SFMD has an effective communication strategy.

1.1.1 Strategic Initiative

Facilitate a Personality Intelligence class that focuses on individual personalities and the behaviors that motivate them.

1.1.2 Strategic Initiative

Hold “All Employee” Meetings on months that have a 5th Wednesday throughout the year.

1.1.3 Strategic Initiative

Communicate quarterly through video conference with each shift.

Desired Outcome

With the use of an effective communication strategy, SFMD employees, stakeholders, and volunteers stay well informed of district activities.



1.2 Service Enhancement

SFMD recuperates taxpayer funding for resources dispatched to assist private, for profit companies and calls that occur outside SFMD boundaries.

1.2.1 Strategic Initiative

Define a fee schedule to recover district resource costs.

1.2.2 Strategic Initiative

Implement a billing and reconciliation process for these incidents.

1.2.3 Strategic Initiative

Collect insurance information on accidents and medical responses for patients that reside outside district boundaries.

1.2.4 Strategic Initiative

Invoice for responses and transports, if applicable.

Desired Outcome

The district remains sustainable, with a process is in place to recuperate expenses for responses that meet specified criteria.



1.3 Service Enhancement

Adding the E263 pilot program prioritizes an identified community risk with the integration and strategic allocation of resources (emergency response) to reduce negative impact.

1.3.1 Strategic Initiative

Evaluate the feasibility of adding an Engine at Station 263.

1.3.2 Strategic Initiative

Design and create staffing, equipment, and apparatus models based on the current fiscal year and includes a 3-year forecast.

1.3.3 Strategic Initiative

Facilitate the station bidding process with an additional unit at Station 263.

1.3.4 Strategic Initiative

Procure any equipment/staffing needs prior to the placement of E263.

1.3.5 Strategic Initiative

Measure program performance from January to June 2018.

Desired Outcome

A Pilot Program is in place for the strategic allocation of emergency response resources that prioritize an identified community risk, and reduces negative impact.



1.4 Service Enhancement

Paid time off (sick and vacation time) encompass effective policies and regulates payouts of unfunded liability.

1.4.1 Strategic Initiative

Reduce the 72-hour Vacation Usage Requirement to 48 hours for shift personnel.

1.4.2 Strategic Initiative

Evaluate the Sick Leave and Separation Buyout Policies.

1.4.3 Strategic Initiative

Research and evaluate an incentive program for sick leave use.

1.4.4 Strategic Initiative

Evaluate the Work Trade Policy.

1.4.5 Strategic Initiative

Evaluate all Earned Leave Policies regarding sick and vacation usage for the first year of employment in light of new legislation.

Desired Outcome

Paid time off, when utilized appropriately, limits the utilization of overtime costs to cover vacancies, and annually reduces the district's unfunded liability.



1.5 Service Enhancement

Data collection is accurate, relevant and provides essential information about emergent responses.

1.5.1 Strategic Initiative

Host and facilitate training on data collection to all personnel.

1.5.2 Strategic Initiative

Confirm data is accurately captured and retrievable.

1.5.3 Strategic Initiative

Design and create data input tools to assist providers in documentation.

1.5.4 Strategic Initiative

Identify a Data Quality Assurance Officer to review for correct documentation.

Desired Outcome

Relevant and consistent data is collected for the evaluation of district activities, identification of community risks, and reporting of detailed information of emergent responses to our citizens.



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 in how to appropriately evaluate, author, and conduct employee performance appraisals.

1.6.4 Strategic Initiative

Implement the new performance appraisal system.

Desired Outcome

SFMD has an effective procedure to measure employee performance and employees gain useful feedback specific to their position and performance.



1.7 Service Enhancement

A continuous improvement model is in place to lower district expenditures and enhance organizational workflow procedures.

1.7.1 Strategic Initiative

Evaluate the feasibility of a Joint Power Authority.

1.7.2 Strategic Initiative

Evaluate the feasibility of a Joint Purchasing Agreement.

1.7.3 Strategic Initiative

Evaluate and define the workflow process for On the Job Injury reporting.

1.7.4 Strategic Initiative

Improve the HSA fee transition process.

1.7.5 Strategic Initiative

Enhance the payroll process by working with software vendors to reduce manual data entry.

Desired Outcome

District expenditures and workflow procedures have increased efficiencies through analysis and updated workflow practices.



1.8 Service Enhancement

Modernize the Human Resources Department process and records management system using sophisticated software applications and web-based services. This allows the district to control costs and manage the complexities of employee benefits in an intuitive and flexible way.

1.8.1 Strategic Initiative

Implement and deploy the CYMA Human Resources Information System (HRIS) software.

1.8.2 Strategic Initiative

Provide training to SFMD members on Employee Self-Service.

1.8.3 Strategic Initiative

Facilitate the electronic open enrollment platform in conjunction with our benefit consultant.

Desired Outcome

Human Resource software applications are streamlined, efficient, and accessible to members and their families 24 hours a day.

1.9 Service Enhancement

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

1.9.1 Strategic Initiative

Annually complete a comprehensive market review of the benefit package.

Desired Outcome

SMFD provides a market competitive wage and benefit package that attracts and retains high quality employees.



1.10 Service Enhancement

The Human Resource Department is responsive to the needs of SFMD members, by providing all members with necessary and accurate information.

1.10.1 Strategic Initiative

Design, create, and implement electronic Human Resource forms that empower employees to make changes and provide detail to the HR Department.

1.10.2 Strategic Initiative

Refine the New Hire Checklist to include information from each department.

1.10.3 Strategic Initiative

Archive appropriate Human Resource records and folders.

Desired Outcome

Forms and resources are available through electronic means; records are accurately maintained and in compliance with records retention laws.

1.11 Service Enhancement

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

1.11.1 Strategic Initiative

Increase the volunteer pool across all divisions.

1.11.2 Strategic Initiative

Improve and develop the use of volunteers in public education/community service programs.

Desired Outcome

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



1.12 Service Enhancement

The district has committed and appropriate water infrastructure and resources available during emergency operation events.

1.12.1 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.

1.12.2 Strategic Initiative

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

Desired Outcome

Emergency fire operations are mitigated utilizing appropriate water distribution systems.



1.13 Service Enhancement

Sophisticated and targeted software application tools direct quick data entry during emergency operations, fire prevention activities, and support mission readiness.

1.13.1 Strategic Initiative

Configure and deploy the customizable ImageTrend Dashboard for access to a graphical presentation of activities or a snapshot of trends.

1.13.2 Strategic Initiative

Evaluate, construct, and deploy the ImageTrend Fire Investigations module in the Elite platform.

1.13.3 Strategic Initiative

Evaluate, construct, and deploy the ImageTrend Fire Inspections module in the Elite platform.

1.13.4 Strategic Initiative

Add the *National Fire Incident Reporting System (NFIRS)* Exposure report in the Elite platform.

1.13.5 Strategic Initiative

Evaluate, design, and build the ImageTrend Checklists for apparatus and medication boxes when it becomes available in the Elite platform.

1.13.6 Strategic Initiative

Design and develop Situation Tools in Elite such as, the Cardiac Arrest Situation Tool.

1.13.7 Strategic Initiative

Migrate ImageTrend RescueBridge NFIRS legacy data to the Elite platform.

Desired Outcome

Providers quickly and accurately document events and activities through customized software applications.



1.14 Service Enhancement

The Technology Department replaces servers and computers that are critical to service delivery and ensures reliability and performance requirements.

1.14.1 Strategic Initiative

Procure and replace the domain controller.

1.14.2 Strategic Initiative

Procure and replace all MCT's and docking stations that have exceeded the 5-year mark.

1.14.3 Strategic Initiative

Perform a needs assessment for all computers on the replacement schedule.

Desired Outcome

SFMD's critical technology network infrastructure is stable and reliable.



1.15 Service Enhancement

Maintain and update existing technologies to reflect current district communications, software enhancements and releases, remote device updates, and membership contacts.

1.15.1 Strategic Initiative

Evaluate and update SFMD website content to ensure all district communications are accurate and the information is relevant to our community.

1.15.2 Strategic Initiative

Analyze and implement ImageTrend Elite modules as they become available.

1.15.3 Strategic Initiative

Devise and prepare a mobile device management (MDM) plan for implementation.

1.15.4 Strategic Initiative

Complete changes and updates in Active Directory.

Desired Outcome

Improved and targeted technologies deliver aligned communications, improved productivity, and superior customer service.



1.16 Service Enhancement

Ensure the Emergency Ambulance Transportation Services are effective, proficient, and operate under a Certificate of Necessity (CON) standard set forth by the Arizona Department of Health Services (AZDHS).

1.16.1 Strategic Initiative

Monitor dispatch protocols and evaluate response data of the transportation department.

1.16.2 Strategic Initiative

Meet or exceed CON response time compliance to AZDHS standards.

1.16.3 Strategic Initiative

Monitor and provide monthly reports on ambulance reliability and hospital turn-around time.

1.16.4 Strategic Initiative

Facilitate the annual ambulance AZDHS inspections and registrations.

1.16.5 Strategic Initiative

Consider eliminating the part-time positions and adding another full-time unit.

1.16.6 Strategic Initiative

Regularly monitor part-time employee performance.

1.16.7 Strategic Initiative

Recruit Emergency Medical Technicians at the Paramedic and Basic level to support transportation services operations.

Desired Outcome

The Emergency Medical Transportation Service is effective, high quality, agile, and equipped to experience sustained success.



1.17 Service Enhancement

Transportation Services Operations are compliant with state standards and regulations; dynamic, and sustainable; and anticipate the changes within the industry.

1.17.1 Strategic Initiative

Complete and submit the AZDHS annual Ambulance Revenue and Cost Report (ARCR).

1.17.2 Strategic Initiative

Pursue a Transportation Services rate increase from AZDHS.

1.17.3 Strategic Initiative

Evaluate the feasibility of an ambulance subscription service.

1.17.4 Strategic Initiative

Routinely maintain contact with local hospitals to ensure compliance with face-sheets and hospital attestations for billing purposes.

1.17.5 Strategic Initiative

Reconcile Patient Care Reports from ImageTrend to Intermedix to maximize profitability.

1.17.6 Strategic Initiative

Routinely monitor, identify, and correct discrepancies with insurance company reimbursements.

1.17.7 Strategic Initiative

Exceed a billing collection rate of 40% (industry standard).

1.17.8 Strategic Initiative

Research and approve appropriate refunds to patients and insurance companies.

Desired Outcome

Transportation Service Operations are compliant with state standards regulations and generate sufficient revenue streams to limit risk exposure.



1.18 Service Enhancement

Fleet/Facilities continue to maintain essential mission-ready apparatus and structures that support emergency operations and staff demand.

1.18.1 Strategic Initiative

Design and construct an improved parking structure for ancillary apparatus housed at Station 262.

1.18.2 Strategic Initiative

Design and build a Brush Truck Skid Unit to support brush fire and wildland operations.

1.18.3 Strategic Initiative

Recruit, select, and hire for the position of Fire Mechanic I.

1.18.4 Strategic Initiative

Outline the specifications for a frontline 2018 Pumper based on the Capital Replacement Plan.

Desired Outcome

Apparatus and structures effectively support emergency operations.

1.19 Service Enhancement

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

1.19.1 Strategic Initiative

Pursue grant funding as another source of revenue.

1.19.2 Strategic Initiative

Pursue sponsorship and advertising opportunities.

Desired Outcome

Alternative revenue sources fund essential services that would otherwise go unfunded.



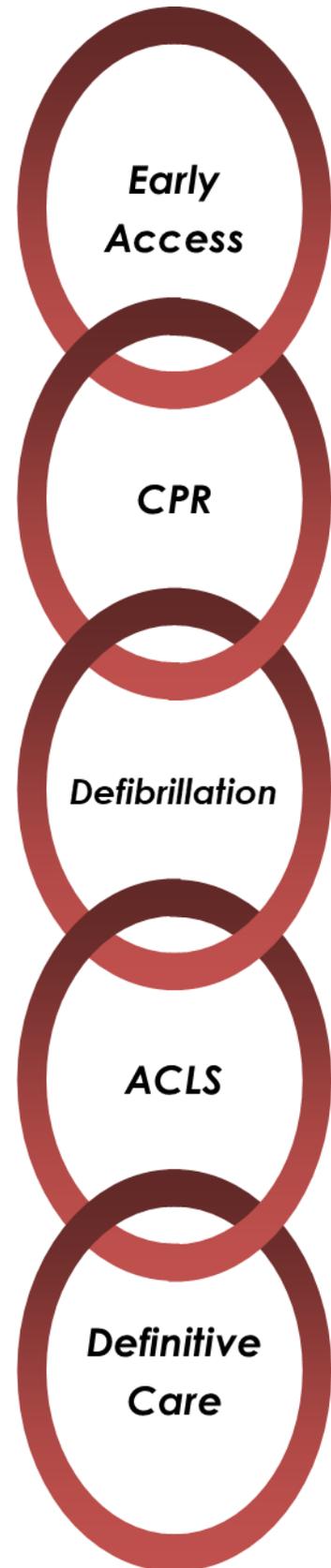
2. COMMUNITY HEALTH, SAFETY, AND SURVIVAL

Preserving the health and safety of the community is the primary reason we exist. Everything we do – from strategic planning to firefighter training – heightens 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, 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

Target our Public Education Programs to meet the needs of the community.

2.1.1 Strategic Initiative

Identify community needs by analyzing response data.

2.1.2 Strategic Initiative

Evaluate the Community Risk Reduction Program based on last year's data analysis.

2.1.3 Strategic Initiative

Evaluate and update kindergarten through fifth grade Public Education content.

2.1.4 Strategic Initiative

Instruct sixth grade and high school students in Hands Only CPR.

2.1.5 Strategic Initiative

Pending a Federal Grant award, expand the Fall Prevention Program and Home Safety Visits.

Desired Outcome

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



2.2 Service Enhancement

Increase survivability in our community.

2.2.1 Strategic Initiative

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

2.2.2 Strategic Initiative

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

2.2.3 Strategic Initiative

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

2.2.4 Strategic Initiative

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

2.2.5 Strategic Initiative

Evaluate patient outcomes and processes associated with the Stroke Alert program.

Desired Outcome

Survivability and improved patient outcomes increase following critical incidents.



2.3 Service Enhancement

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

2.3.1 Strategic Initiative

Consistently and routinely, apply “After” programs to neighborhoods and communities with education and other resources following serious incidents.

2.3.2 Strategic Initiative

Implement and monitor the Business Self-Inspection program for low risk occupancies.

2.3.3 Strategic Initiative

Evaluate and refine the Smoke Alarm Program as needed.

2.3.4 Strategic Initiative

Review and issue construction permits.

Desired Outcome

Reduce injuries, community risks, and fatalities in our community by providing citizens with appropriate devices, education, and accurate, useful information.



2.4 Service Enhancement

Ensure the community is aware of outreach services, messages, and programs the fire district provides by attending or facilitating events that positively affect our citizens.

2.4.1 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.

2.4.2 Strategic Initiative

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

2.4.3 Strategic Initiative

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

2.4.4 Strategic Initiative

Participate in community events throughout the year.

2.4.5 Strategic Initiative

Facilitate the Anthony Bates Foundation Cardiac Screenings.

2.4.6 Strategic Initiative

Participate in the National Drowning Alliance Prevention Conference and instruct one break out session.

Desired Outcome

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



2.5 Service Enhancement

Increase community safety by providing fire and medical standby during community events.

2.5.1 Strategic Initiative

Assign one ALS and one BLS member to serve as dedicated EMS providers during contracted community events.

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 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

Provide education on Hostile Work Environment, Harassment, and Sexual Harassment classes to all employees.

3.1.1 Strategic Initiative

Host and facilitate Hostile Work Environment, Harassment, and Sexual Harassment classes for all employees.

Desired Outcome

Employees are aware of federal laws and are cognizant of behaviors that can affect employment.

3.2 Service Enhancement

Develop and conduct firefighter training to improve operational effectiveness, support operational actions, and cultivate a culture of safety.

3.2.1 Strategic Initiative

Promote and host State Fire Training at the Regional Training Center.

3.2.2 Strategic Initiative

Promote and host quarterly EMS training at the Regional Training Center.

3.2.3 Strategic Initiative

Participate in East Valley Quarterly Fire Training.

3.2.4 Strategic Initiative

Continue with Blue Card Training for suppression personnel.

Desired Outcome

Prevent or decrease the number of firefighter injuries on major incidents and prepare command officers and firefighters to make appropriate decisions during emergency operations.



3.3 Service Enhancement

Develop a budget that is fiscally responsible, balanced, and visible to our stakeholders, community, and members.

3.3.1 Strategic Initiative

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

3.3.2 Strategic Initiative

Review and evaluate budget decision packages from each department.

3.3.3 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.



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 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 district 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 an 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

A formalized process is in place to identify, and preplan target hazards for use during emergency incidents.

4.1.1 Strategic Initiative

Evaluate and potentially procure a preplan software application to facilitate in-house preplan development.

4.1.2 Strategic Initiative

Utilize the Preplanners as needed.

Desired Outcome

Firefighters have access to critical incident information, otherwise known as preplans, to improve firefighter safety and tactical decision-making.

4.2 Service Enhancement

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

4.2.1 Strategic Initiative

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

4.2.2 Strategic Initiative

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

Desired Outcome

Employee are educated on financial and retirement benefits.



4.3 Service Enhancement

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

4.3.1 Strategic Initiative

Implement and deliver Resiliency Training to all employees.

4.3.2 Strategic Initiative

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

4.3.3 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 inspections, and fire investigations.

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 are transported to destinations based on the specific care they require.



Vision Statement

Outlines what the organization wants to be, and how it is perceived 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.

