

The All Hands

It takes all of us working together, to get the job done!

June 2016

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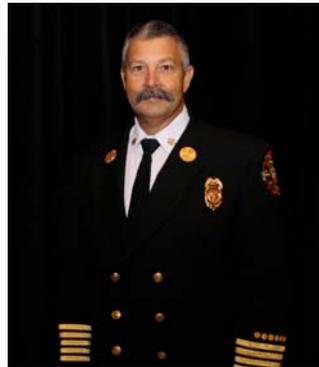
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- Carbon Monoxide
- 12 Ways to Become a More Courageous Leader
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Deputy Chief's Message—True Grit

By Darrel Donatto

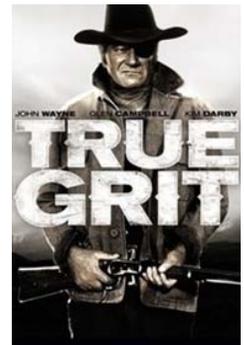
Deputy Chief



In 1969, John Wayne played a one-eyed, unwashed, sandpapered, roughshod U.S. Marshal named Rooster Cogburn in a movie called "True Grit." I won't go into the plot, as the movie is well worth watching if you haven't seen it. There is a moment in "True Grit" when John Wayne and four or five bad guys confront each other across a mountain meadow. The situation is quite clear: Someone will have to back up or die. With a growl Wayne puts his horse's reins in his teeth, takes his rifle in one of his hands and a six-shooter in the other and charges those bad guys with all barrels blazing. Wayne was not going to go down without a fight – he was going to do whatever it took –

Wayne had "true grit."

Based on studies conducted for the US Army, they have determined that the single greatest factor in a person's success is not their intelligence or strength; but, instead – their GRIT. Angela Duckworth, the professor of psychology who conducted that research for the Army and the author of the book *Grit: The Power of Passion and Perseverance* defines grit as "passion and perseverance in pursuit of long-term goals." In study after study, this one characteristic has emerged again and again as a significant predictor of success.



Grit is that "extra something" that separates the most successful people from the rest. It's the passion, perseverance, and stamina that we must channel in order to stick with our dreams until they become a reality. Not that talent is not important, because it is, however when it comes to predicting success, effort, or "grit," is twice as important according to studies.

Our nation was founded on grit. Grit was once needed not only to thrive, but to survive. Before technology brought almost everything to our phone, home, and laptop, we had to travel to talk to someone, we had to kill our own food, harvest our own crops, and take care of our own land. Our survival was dependent on at least some degree of grit. Today, you still need grit, but we're not developing it like we once did.

There are an incredible number of future opportunities for supervisory and leadership positions here at Palm Beach Fire Rescue. If Duckworth is correct, the odds are, those with the most grit- that is those who want it the most (passion) and who are willing to work the hardest (persistence) to get there - will have the best chance of fulfilling those opportunities.

The good news is grit can be taught, or at least encouraged. Here are some ways in which one can become grittier.

Continued on page 4

Administrative Update

By Jimmy Duane

Assistant Chief

Palm Beach County has been extremely fortunate for the last 11 years in regards to hurricanes making landfall within our affected area, with the most recent named storm being Hurricane Wilma in October of 2005. With that being said, preparation is the key to success prior to, during and after the storm. Palm Beach Fire Rescue Department, in conjunction with all of the Town's departments participated in the annual hurricane workshop. During this exercise The EOC was activated to simulate response operations from the immediate post-landfall of a hurricane and deal with response and recovery operations.

The purpose of this exercise was to evaluate the ability of the Town of Palm Beach's EOC team to plan for and respond to impacts from a Category 2 hurricane scenario as directed by the Comprehensive Emergency Management Plan. The exercise ran concurrently with Palm Beach County's statewide hurricane exercise that is sponsored by the Division of Emergency Management. This exercise clearly exhibited that the Town is well organized and prepared for a storm.



For several years the Fire Rescue Department has contracted with the Fleet Maintenance Division of Palm Beach County Fire Rescue with the maintenance and repairs of our emergency apparatus. Because we are 2 separate municipalities, repair requests are created within the Town's work order system, Trackit and submitted to the Assistant Chief who in turn sends it to the County for repair. Over the past several months, a new work order system was in the development stage, which gives us the ability to tie directly in to the County work order system. Starting July 1st, Fire Rescue will move all of their apparatus work orders over to the new system, "Asset Works". By streamlining how the requests are submitted, we will improve the accuracy of data throughout the system. This saves time and money through the reduction of redundant systems. Quick access to our fleet data allows us to manage through facts to determine trends of repairs, cost analysis and

quicker turnaround times.

Temporary Lifeguard testing was completed during the second week in June. Several candidates' abilities were tested in lifelike situations performing victim rescues in the ocean. This strict and strenuous process was followed up with an interview. Candidates who successfully passed the process are now being evaluated by the Human Resource Department, who will then determine job selection.



As you drive around the streets of Palm Beach, you most likely have noticed the Fire Rescue Department flowing water from the fire hydrants into the streets. During the month of June and July, all hydrants within the Town limits are tested for flow and residual pressures. In addition, hydrants are inspected for operability to ensure the system is working and ready for use. Fire hydrant testing is a requirement from the National Fire Protection Association; it is also one of the many factors which led us to becoming an ISO Class 1 Department.

In addition to hydrant testing, all Knox Boxes located in town are inspected during the month of June. Knox Box system is a secured lock box utilized by almost 300 residents and businesses in Town. The Fire Department is extremely lucky to have as many as we do, which gives us the ability to gain immediate access to the residence or business in the event of an emergency situation during times when the occupant is unavailable or unable to open the door.



EMS Division

By **Dave Burke**

Division Chief

Our department is changing and some of the faces have switched roles and taken on new challenges. I have to take this opportunity to congratulate Assistant Chief Jimmy Duane, Division Chief Sean Baker, and Battalion Chief Mike Marx to their new assignments. I thank everyone for welcoming me to the EMS Division and helping me transition from the Training & Safety Division. The next few months will usher in exciting changes that will improve our delivery of emergency medical service to the Town of Palm Beach.

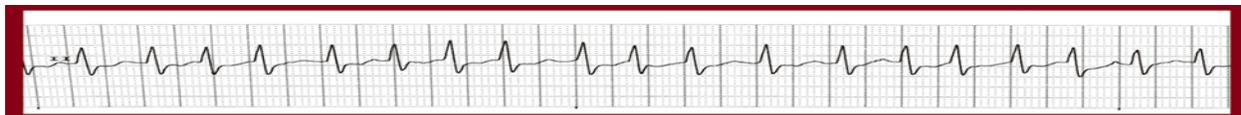


Medical protocols are currently in a revision process with most of the EMS Chiefs from around the county providing input under the guidance of the Medical Director, Dr. Ken Schepcke. We have a unique opportunity to provide our thoughts and ideas based on experience, and present them to this body for consideration. A focus group of select individuals from Palm Beach Fire Rescue will be asked to review the current draft of the protocols, solicit well thought out ideas from shift Paramedics and EMT's, and report back with the changes sought and supporting documentation. Suggestions will be reviewed and implementation considered with the direction of Dr. Schepcke. Make your voice heard, and remember that sometimes the best patient advocate is the first caregiver to render aid.

Medication Packaging Change: Cardizem (Generic name: Diltiazem, Drug class: Calcium channel blocker) Diltiazem is currently carried in a small vial requiring refrigeration. Palm Beach Fire Rescue is switching to a packaging solution that requires no refrigeration. The change will allow the elimination of refrigerated coolers from all fire suppression apparatus, thus saving money in replacement and maintenance of those systems. The new packaging will require a reconstitution of the drug from a powder form into a liquid state, resulting in a concentration change. Complete training on the packaging, dosage and administration will be held in the next few weeks.



EMS Quick Quiz: What is this cardiac rhythm?



Answer: Rapid Atrial Fibrillation > 100 bpm

A-Fib is easily recognized on this strip, however when quickly glancing at the monitor only it can be mistaken for Supraventricular Tachycardia (SVT). Other clues the patient is in A-Fib and not SVT are history, age, and medications. Geriatric patients are rarely in SVT, especially not acute onset. Geriatric patients are frequently battling A-Fib and quick questions regarding history and medications will confirm the A-Fib cardiac rhythm interpretation.



Deputy Chief's Message (con't)

From page 1

1. Be Rock Solid in Your Commitment and Conviction.

Grit is all about tenacity and an unwavering conviction to your goals. Take time to figure out what you want to achieve and then be passionate about that effort. Do not deviate from your goals until you get there. Do not let others who belittle you bring you down. Do not let others who doubt you change your mind. Do not let the world stop you from achieving your dreams. Decide on who you want to be and what you want to do, and don't let anyone or anything stop you from getting there.

2. Develop a "winner's mindset."

The way you view the world plays a big part in how you react to it. Lou Holtz said it best when he said "life is 10 percent what happens to you and ninety percent how you respond to it." Life is not fair, nor is it easy. In your life, as in mine, you will experience adversity and challenges. The key is – how do you respond to those challenges? Gritty people never play the victim. They have emotional self-control and they display it. They also have an optimistic perspective. To use Duckworth's metaphor, only a marathoner optimistic that he or she will finish does.

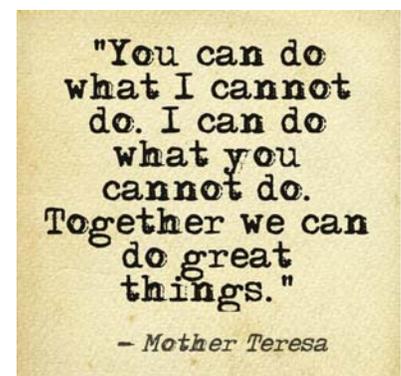
3. Learn Self-Control

Self-control is one of the biggest determinants of success and an excellent predictor in one's ability to follow through with tasks and goals. If you think about it - it makes sense as to why self-control is a big predictor of success. Being able to self-regulate means that you have the emotional intelligence to make logical decisions and think beyond short time horizons. Being able to self-regulate means that you are also able to neglect anything that doesn't fit into your end goal.

4. Embrace and Face Challenges

Easy doesn't develop grit, effort and persistence does. Easy makes you weak, hard work makes you stronger. There isn't a simpler way to put it. Always strive to be above your current level and always better yourself. Step out of your comfort zone and learn to be comfortable with anything you may deem as unconventional. Bear in mind that a strenuous environment proves conducive to achieving strength in character. Consistent hard work, relentlessness, determination, and sheer resilience are the keys to success and developing true grit. So go out there and make tough decisions. Fail once, twice, thrice. Face your fears and challenges. Suffer a little. And why should you go through all this? Because once you have gone through all that, nothing can get in your way because your character will become insurmountable.

What it comes down to is – what is it that you truly want in life and how hard are you willing to work for it? As I mentioned earlier, there are an incredible number of future opportunities ahead at Palm Beach Fire Rescue. Some are soon, some are several years away. So – do you have the "GRIT" needed to raise yourself above your competitors? Are you hungrier and more passionate than your peers? You can be – if you really want to be.



Fire Prevention

By Marty DeLoach

Fire Marshal



Construction, construction, construction, is the word of the month. The fire prevention bureau is busy with the oversight of hot works permits that are generated from all of the construction throughout the town. The intention behind these permits is to help us know when contractors are working with processes that can create a fire.

Construction can also create additional concerns beyond the inspections they cause for the prevention staff. It is no secret that construction work can be dangerous and our firefighters will be called out for people injured in a construction accident during the season. Did you know that one in ten construction workers get injured on the job every year? We are fortunate to have seasoned construction workers here on the island since sixty percent of construction workplace injuries occur within the employee's first year on the job.

In addition to the cut gas mains, false alarms due to improper construction techniques and delays in our response we have minor and major changes occurring through the commercial buildings within the town. I hope that this will add value to the process we use to pre-plan our commercial buildings here at Palm Beach Fire Rescue. The construction season can be viewed akin to making an omelet, most projects do not look like what we want until they are completed.

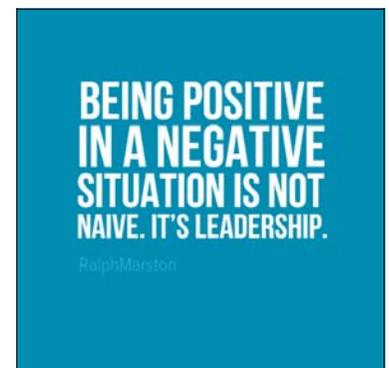
In addition to the plan reviews, hot work permits, remodeled buildings with modified sprinkler systems, new sprinkler systems, new alarms, replaced alarms, special events and streetscape projects our fire suppression team members are working to ensure all of the fire hydrants in town will work and function as designed in the event of an emergency.

This practice can turn the water an orange or yellow color due to the opening and closing of the valves in the fire hydrants. The hydrants are not only flowed to ensure that all of the parts of the hydrant work as expected, the pressure and volume of water are checked against previous tests. The testing reports are brought back to the fire prevention office for us to work with the City of West Palm Beach to resolve any low flow or broken hydrant parts.

In June 2016 the crews along with the fire prevention staff have inspected 109 buildings. The majority of the inspection numbers come from small mercantile properties that our fire suppression crews perform as company inspections. All of the follow up code violations are performed by the fire prevention staff. The team found 20 violations in the 937,144 square feet of building space that were inspected.

There is one commercial property that became an area of focus over the last month that is on Royal Palm Way. The property has been under renovation for a long time and will need a lot more work to receive a certificate of occupancy. We are working with the responsible parties to correct some of the code violations that could add additional dangers to the jobs of our firefighters. We anticipate having those items corrected very soon. We have been working with the crews to ensure that they are aware of the dangers in the event that we are called for any type of incident at this construction site.

Please stay safe out there and remember to hydrant before each shift this time of year.



Training Division—Why Do We Train?

By Sean Baker

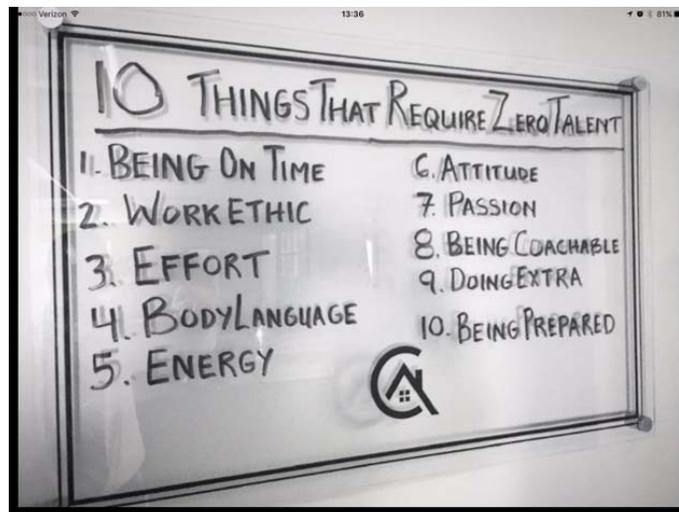
Division Chief

Why do we train? This seems like a ridiculous and obvious question to anyone in the fire service, but please entertain my ramblings for a moment. Why do we train? The standard answers follow the thought process that we train to get better, we train to keep each other safe, or we train because we need to update our tactics and procedures to reflect the ever-changing needs of the fire service. These statements are all true, but firefighters should consider that a lack of training has dire consequences. It is a simple matter of life and death and our mantra should be; we should not train until we get it right, but we should train so that we cannot get it wrong! We have to hold ourselves accountable and create a culture that promotes the continuous improvement of our members for the benefit of the community that we serve.

Retired Training Chief Roger Lane told us that everyday is a training day and now that I am in the training division I feel the weight of that responsibility. I am excited for the journey ahead and our department has committed to investing in the future of its firefighters. Many of our members have taken advantage of the abundance of available training opportunities, and I encourage all of you to do the same. I have seen a dramatic increase in the amount of training requests for Company Officer classes, technical rescue classes, and leadership development training in my short time in this office. Some of you are even bringing in instructors and lecturers to augment the training schedule. Please feel free to contact me if you have any ideas on how to improve training in our department as I am always open to new ideas.

In the coming weeks the department will invest even further into its members by creating as many internal instructors as possible. Our goal is to have training conducted by our own members allowing us to teach, ACLS, CPR, PALS, vehicle extrication, rope rescue, or any other discipline that you feel is important, without the need to bring in external instructors. We will still bring in the best talent available for our members, as lessons from the experts are invaluable for growth, but our commitment to our people is paramount. Please take advantage as I will be reaching out to find out what are your training needs and how the department can best meet your goals for improvement.

Target Solutions is our training platform that allows us to meet federal, state and local training mandates. This software is used by more than 4000 fire departments throughout the country. It has streamlined the process of tracking certifications, ensured prompt delivery of policy updates, and has been integrated into our three-year training calendar. We have only begun to scratch the surface on the true capabilities of this innovative training tool and we will be rolling out new training modalities to meet our needs in the future. Please continue to stay current on assignments and be on the look out for some new features coming to a computer near you.



Carbon Monoxide—The Silent Killer

By Christopher McKay,

Lieutenant

Recently, units from Station 1 and Station 2 responded to a call for a sick person at a condominium. Upon arrival, the crews were met by a patient who walked up to the units and advised that he had called 911 because he was not feeling well. The patient stated that he was using a pressure washer in the parking garage and began to feel sick, so he went and took a shower. Immediately, we were suspicious of a potential carbon monoxide poisoning incident. The patient had called 911 about 20 minutes after he started feeling ill, and by this time his only complaint was a “tingling” sensation in his legs. There were no other signs or symptoms of Carbon Monoxide (CO) exposure. Using the Department’s RAD-57 carboxyhemoglobin monitor, the patient was evaluated and found to have a carbon monoxide concentration (SpCO) level of 20.

Carbon Monoxide Levels / Signs & Symptoms / Treatments		
Level	Signs & Symptoms	Treatment
0-5%	None	Acceptable level for release from rehab (normal level)
5-10%	None	Consider high flow O2 until <5% (normal level in smokers)
10-15%	Slight Headache, SOB	Abnormal - Assess symptoms, consider high flow O2 – Consider transport
15-20%	Headache, SOB	Significantly abnormal – Treatment necessary – Consider transport
20-25%	Headache and Nausea	Significantly abnormal – Treatment necessary – Transport
25-30%	Drowsy	Significantly abnormal – Treatment necessary – Transport
30-35%	Vomiting	Significantly abnormal – Treatment necessary – Transport
35-40%	Collapse	Significantly abnormal – Treatment necessary – Transport
40-45%	Coma – Brain Damage	Significantly abnormal – Treatment necessary – Transport
>45%	Brain Damage - Death	Significantly abnormal – Treatment necessary – Transport

The patient was treated with 100% oxygen and transported to St. Mary’s Medical Center in case there was a need for hyperbaric treatment. The area was ventilated and readings were obtained using our 4 gas monitors to make sure the building was safe.

With all of the construction going on throughout the Town at this time of year, and the possibility of generators or other gasoline powered equipment being utilized due to storms, remembering to look at the surroundings and questioning the events leading up to an incident can help guide a crew to the proper treatment path.

Signs of CO Poisoning (in addition to the “cherry red skin”) could include:

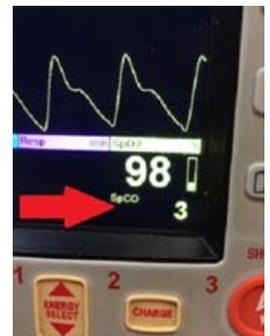
Mild Exposure – Cough, Hoarseness, Headache, Poor concentration, Irritability, Agitation, Anxiety, Drowsiness, Weakness, Tremors, Transient euphoria, Vision and hearing disturbances, Nausea and vomiting, Salivation, Diarrhea, and Stomach pain.

Moderate to Severe Exposure – Cardiovascular collapse, Tachydysrhythmias, Chest pain, Pulmonary edema, Dyspnea, Tachypnea, Respiratory Failure, Paralysis, Altered mental status, Seizures, Excessive salivation, Pale Skin, Cyanosis.

The Zoll monitors have the technology to be able to detect CO levels in a patient and is displayed under the SPO2 reading anytime the patient is placed on the pulse ox.

Patients with a carboxyhemoglobin over 5 (non-smokers) or 10 (smokers) should be considered to have some level of CO poisoning.

Stay vigilant – stay safe.



12 Ways to Become a More Courageous Leader

By: Dan McCarthy (<http://www.greatleadershipbydan.com/>)

Does courage matter? According to most of the research on leadership effectiveness I've seen, courage ranks pretty high as an important leadership characteristic. These are tough times, and tough times require courageous leaders.

We all know this, right? We sure know it when we don't see it. Who wants to work for a leader that:

- Won't take tough stands with others
- Doesn't step up to the issues
- Is intimidated by others in power
- Avoids conflict
- Won't look out for the best interests of the team
- Can't make a tough decision

In other words, a wimp.

As a leader, I would hate to be called out as a wimp. Ouch. However, if it happens to you, there is hope. Like any valid leadership characteristic, there is no "courage gene". Someone does not emerge from the womb courageous – it's something that can be learned and developed.

How? Here are 12 tips for leaders that will help grow some leadership courage:

1. Get clear on what's important. Identify your core values, principles, or "leadership rules". Let these be your guiding light. Establish a vision of who you want to be as a leader, and then begin to live up to that vision. It's easier to make tough decisions when you have a clear set of guiding principles.

2. Learn how to deal with conflict. Read books or take courses in conflict management, negotiations, influence, assertiveness, giving feedback, and/or crucial conversations. Then practice until it hurts.

3. Develop your leadership "presence." Presence is more than an inner confidence – it's a commanding physical presence as well. Like it or not, as a leader, image matters. People will size you up in less than 30 seconds, so yes, that initial greeting and handshake (avoid the "dead fish") really do matter.

4. Ask yourself: "what's the worst thing that could happen?" The next time you feel the urge to challenge someone in power or take an unpopular stand, ask yourself this question: "What's the worst thing that could happen"? Do you really think you're going to get fired? Yelled at? Disgraced for life? Yes, there's a slight chance that any of those things could happen, but in reality, it's not very likely. We make up all kind of horror stories in our heads that prevent us from saying or doing what's right. Next time, take the advice from Tom Peters, and just say "what the hell".

5. Trial by fire. Volunteer for a high stakes, tough assignment that will require you to make tough calls and deal with conflict. There's no better way to learn than by earning your scars through experience. Step up and be the person who has to cut the budget, close an office, handle the next layoff, or deliver the bad news.

6. Learn from role models. Identify people in your company whose courage you admire. Talk to them and learn how they act on their convictions. Read a biography of a courageous leader.

Continued on next page

Ocean— Rescue

By Craig Pollock

Shift Supervisor

The beaches continued to stay busy throughout the month of May. A persistent Southeast wind blew for two weeks in the beginning of May and lifeguards had to keep Yellow Flags flying to warn swimmers of Rip Currents. Water conditions calmed down for Memorial Day Weekend, Phipps Ocean Park and Mid-Town Municipal Beach both had very busy Beaches.

The return of afternoon thunderstorms has returned to South Florida resulting in lifeguards having to close the beach to the public seven times due to lightning in the area. The state of Florida leads the nation in lightning strikes and unfortunately this means that Florida also leads the nation in deaths and injuries caused by lightning. Beach patrons should be prepared to exit beach and seek safe shelter when thunderstorms move in, lifeguards will clear the water and beaches when lightning is present.



12 Ways to Become a More Courageous Leader

From page 8

7. Be a fixer, not a victim. When you see a problem that you think “someone” should address, ask yourself if you could be doing something about it. It’s easy to complain or point fingers – it takes courage to be a part of the solution.
8. Avoid wimpy words and language. Here’s an example of a meeting behavior that drives me nuts. Someone meekly half raises their hand and says “can I ask a question”? When you do that, you might as well hang a wimp sign around your neck. You were invited to the meeting for a reason – to contribute.
9. Remember that leadership is not a popularity contest. Leaders don’t manage by polls or surveys and strive to make everyone happy. In fact, if you haven’t ticked anyone off in the last year, you might be giving in too much instead of sticking to your convictions (see #1).
10. Hold yourself and others accountable. High performers want and expect to be held accountable by their leaders. High performing teams will even hold each other accountable. When you establish and commit to a standard or expectation, courageous leaders hold themselves and others accountable to those expectations.
11. Look in the mirror/ask for feedback. Ask for a 360 assessment. Go ahead, you can handle the truth.
12. Improve your ability to make a decision. Slow down and ask questions. Listen. Seek advice from those who are wiser than you. Subject your decision to public scrutiny. If your decision were printed on the front page of the newspaper how would you feel? Assess whether it is the right thing to do. Standing behind decisions that everyone supports doesn’t particularly require a lot of chutzpah. On the other hand, standing behind what one believes is the right decision in the face of tremendous controversy is the stuff great leaders are made of.

Posted at: <http://www.greatleadershipbydan.com/2013/06/12-ways-to-become-more-courageous-leader.html>

Battalion Chief Update

By Mike Marx
Battalion Chief



Palm Beach Fire Rescue utilizes the MSA ALTAIR 4x Multigas detector to monitor gases in ambient air in the workplace. The ALTAIR 4X is equipped with three sensors, which can display readings for four separate gases (one Two Toxic Sensor provides both CO-Carbon Monoxide and H₂S-Hydrogen Sulfide sensing capabilities in a single sensor).

The ALTAIR 4X Multigas Detector is designed to be used when performing a hazard assessment to:

Assess potential worker exposure to combustible and toxic gases and vapors as well as low level of oxygen.

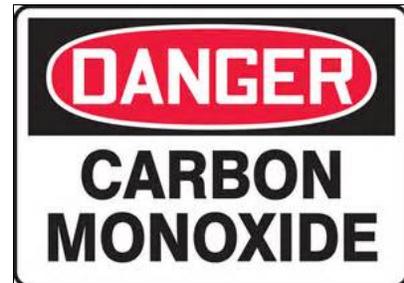
Determine the appropriate gas and vapor monitoring needed for a workplace.

Palm Beach Fire Rescue uses the ALTAIR 4X Multigas detector to monitor for high and low levels of specific gases:

- Oxygen
- Carbon Monoxide
- Hydrogen sulfide

In addition the ALTAIR 4X Multigas monitors for:

- Combustible Gas (Lower Explosive Level) LEL
- Toxic Gas Units (Parts Per Million) PPM



Of recent, The Town of Palm Beach has been undergoing construction to replace the infrastructure of Natural Gas piping. Natural gas makes its journey from the wellhead to the burner tip through a network of pipelines, compressors, conditioners, meters, regulators, and valves. The NG system has three major segments: production, transmission, and distribution. As a result of this industry structure, The Town of Palm Beach has developed a partnership with Florida Public Utilities to assist in the mitigation of local gas leak incidents. The ALTAIR 4X Multigas detector has been instrumental in assisting our firefighters with the mitigation of these calls. The ALTAIR 4X Multigas detector makes the process of mitigation safer for firefighters and occupants of the Town of Palm Beach. From gas leaks to monitoring high levels of the silent killer Carbon Monoxide, the ALTAIR 4X Multigas detector is an invaluable resource to the Palm Beach Fire Rescue department.

Benefits of Applying CRM to Cardiac Arrest Resuscitation

By: Kenny Navarro, EMS1.com, Jun 30, 2015

Strong leadership, simulation training and implementing new techniques such as pit-crew resuscitation all help to improve outcomes when performing CPR

Historically, emergency training for EMS personnel primarily focused on individual acquisition and mastering of discrete technical skills. These include basic and advanced airway management techniques, CPR, IV access and medication administration. Educators and even system administrators often did not focus on the behavioral and communication skills necessary for medical personnel to effectively provide emergency care in the realities of a dynamic team-based environment.

While courses such as International Trauma Life Support (ITLS) or Advanced Cardiac Life Support (ACLS) mention the importance of teamwork, the primary value of these courses is in ensuring each attendee has attained baseline knowledge about a specific critical event. In fact, direct observation of team performance under actual clinical conditions suggests these courses do little to prepare an individual for a leadership role within the team.

Poor leadership leads to poor outcomes

Often the major obstacles to effective management of cardiac arrest are not lack of knowledge about the treatment algorithms but rather poor leadership and the lack of explicit task distribution during the resuscitation attempt. An emergency department evaluation of a trauma team found the presence of clear leadership led to improved treatment guideline adherence and earlier development of a definitive treatment plan.

Effective teamwork does not automatically happen simply because a group of emergency responders arrive on the scene of a medical emergency. "Outer-loop," or non-team-leader-initiated communication is common during a resuscitation attempt and has the potential to be distracting for the team leader as well as other non-participating members. Successful teams are composed of responders who understand the roles and responsibilities of every other member. These teams are trained to cooperate and reduce conflict.

Airlines and EMS

Recently, experts have turned to a concept known as crew resource management (CRM) to address the non-technical skills necessary for critical care teamwork. These non-technical skills include communication, teamwork, and leadership. CRM originates from attempts in the late 1970s to make air travel safer. Reports from the time found dangerous flying conditions often resulted from communication or social skill failures of the flight crew rather than a lack of technical knowledge. Unfortunately, these failures in many cases resulted in the loss of lives.

Simulation helps build teamwork

One component of crew resource management training is the use of simulation. Through even simple and inexpensive forms of simulation, educators and training officers can recreate many of the conditions that may have interfered with a rescue team's ability to effectively manage a critical event. Arguably, the greatest value of simulation in resuscitation training lies in the repeated exposure of the rescue team to those conditions in a safe environment until the team can perfect an action, a procedure or a conversation.

Following the simulation exercise, the rescue team must engage in a debriefing session during which each team member has the opportunity to critically examine every aspect of the exercise and learn where errors occurred. Team members can then suggest solutions to prevent the breakdown from occurring again. Without debriefing, simulation is generally ineffective as team

Continued on page 15

EMS operations during an active-shooter incident

By Greg Friese, EMS1 Editor in Chief, EMS1.com December 13, 2013

In September 2013 FEMA released a series of guidelines (Fire/EMS Department Operational Considerations and Guide for Active Shooter and Mass Casualty Incidents) recommending that EMS personnel be escorted by law enforcement into the warm zone to begin lifesaving treatment even when a shooter is still at large, explosive devices might be undetonated, and uncertainty still exists.

For EMS professionals, the key quote from the FEMA document is:

"Considerations, planning and interagency training should occur around the concept of properly trained, armored medical personnel who are escorted into areas of mitigated risk, which are clear but not secure areas, to execute triage, medical stabilization at the point of wounding, and provide for evacuation or sheltering-in-place."

As you absorb what this document means and consider how it will be operationalized in your community, keep in mind the following:

1. All EMTs and paramedics need to be ready to respond to an active-shooter incident

Tactical medics are attached to a law enforcement unit that is pursuing and neutralizing the active shooter. Tactical paramedics are working in the hot zone. During a mass shooting or active-shooter incident, where the top life threat is uncontrolled hemorrhage, EMTs and paramedics (who are not tactical medics), escorted by law enforcement, should triage, treat (with hemorrhage control and airway management), and extricate patients.

2. EMS personnel in the warm zone need a law enforcement escort

Body armor for medical personnel is just one component of team and personal safety. Make sure that a medic wearing a ballistic vest is accompanied by at least three armed and attentive police escorts. A critical part of your personal safety will be following the verbal and visual instructions of the law enforcement escort.

3. Physical readiness is an important response component

An "escort" into the warm zone may be at a dead run, a belly crawl, or a lung-busting ascent of a multi-story high rise. In early January 2013 I wrote about physical readiness for a mass shooter incident. I continue to be concerned that too many of us are not fit enough to rapidly reach the wounded or crouch in a small area for 30 minutes assessing and treating several patients. Are you ready? Your community expects you to respond in the warm zone.

Finally, the planning for and response to an active-shooter incident is much more complex than having medics don a ballistic vest and run around. Make sure your community has a plan that is regularly reviewed and updated and frequently practiced by all response agencies. Pre-incident communication and collaboration will be critical to the success of your community's response to a mass shooter.



Photo Ops

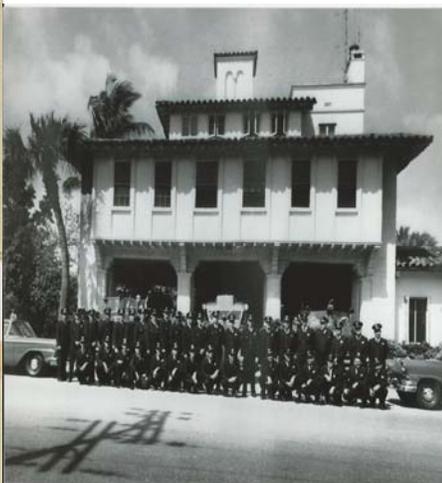


This is training at the breakers hotel to make sure truck placement is possible at that location.



Accident in the 1000 Block of North Lake Way. Delivery Truck hit a residential wall in order to avoid a parked car. The truck also struck an above ground electrical box and knocked out power in the immediate area.

Blast From the Past



Picture on Left—Palm Beach Fire Rescue's first Fire Engine, circa 1930's. Chief Elmer Schultz standing next to the America LaFrance Fire Engine at the North Fire-Rescue Station.

Picture on Right—North Fire Station in the 1950's with Chief Clarence Peed who was Fire Chief from 1957—1969.

Retirement-Chief Brodie Atwater

By Jimmy Duane

Assistant Chief



Palm Beach Fire Rescue recognizes the retirement of Assistant Chief Brodie Atwater. Chief Atwater's first day on the job was on January 30, 1989 and he has served the residents of Palm Beach for more than 27 years. Brodie rose through the ranks and held the positions of Firefighter/Paramedic, Driver-Engineer, Lieutenant-Paramedic, Division Chief of Training and Safety, and finally Assistant Fire Chief which he has been assigned to for almost 10 years.

Chief Atwater has received dozens of appreciations letters during his career from thankful citizens which is a reflection of his generous and caring demeanor. Brodie has also received several commendations including The Florida Distinguished Service Award, which was issued for his meritorious service to the citizens of Florida while assisting with Operation Firestorm, a state wide operation that deployed over 10,000 firefighters throughout the State in order to combat rampant wildfires.

Assistant Chief Atwater has been an integral part of our department acting as a liaison with several outside agencies including Palm Beach County Fire Rescue. Chief Atwater was instrumental in establishing a maintenance program with our fire department partner that has helped to keep our emergency vehicles in top condition and ready to respond better than ever before.

Chief Atwater's job performance year after year is described as faithful, dependable, and steady. Brodie consistently demonstrated incredible pride and commitment to his work and always maintained an exceptional dedication to excellence. He is clearly committed and guided by the Town's values of respect for everyone, maintaining the highest ethical standards, cooperation and teamwork, commitment to quality, innovation and personal responsibility. Palm Beach Fire Rescue wishes him a long and healthy retirement!



Photo Ops



Vehicle Extrication Training



Station #3, A Shift and our Fire Chief for the Day auctioned off at the Palm Beach Day Academy, enjoying ice cream and pizza with the crew.

Benefits of Applying CRM to Cardiac Arrest Resuscitation (con't)

From page 11

members are not aware of their mistakes and may continue to perform the same incorrect actions or continue to engage in ineffective communication patterns.

Simulation exercises and targeted resuscitation training translate into improvements in clinical performance. A case-controlled study of in-hospital cardiac arrest found internal medicine residents trained on a human patient simulator showed significantly higher adherence to ACLS standards than residents trained without the simulator. Cardiac arrest teams receiving pit-crew resuscitation training significantly reduced the no-flow rate during the first 10 minutes of the resuscitation attempt in the emergency department. Although not sufficiently powered to detect a change, the reduction in no-flow rate trended toward improved survival outcomes.

Improved outcomes through pit-crew training

EMS agencies implementing pit-crew resuscitation training report doubling survival rates over historical controls. Other systems report higher neurologically intact survival rates compared to the national average after implementing a system-tailored pit crew resuscitation model.

Tailored pit crew training provides an opportunity for many EMS systems to improve survival following out-of-hospital cardiac arrest. This type of training integrates evidence-based medicine with crew resource management principles to improve team dynamics and patient care delivery.

MAY DEPARTMENT STATISTICS

Training Hours

A Shift	464.51
B Shift	638.59
C Shift	625.03
Total	1728.13

Fire Prevention Inspections

123

Ocean Rescue

Visitors	19,544
Town Ordinance Enforcements	156
Preventative Actions	56

FIRE and EMS

FIRE Calls	62
EMS Calls	131
Transports to Hospital	91

JUNE BIRTHDAYS:

Frank Mavigliano	6/05
Christopher Pommells	6/05
Mark Hassell	6/06
Mark Myhre	6/09
Mario Reyes	6/20

JUNE ANNIVERSARY CELEBRATIONS:

Willie Bonfante	6/02	14 years
Ryan Zabovnik	6/02	14 years
Kyle Vander Plaats	6/13	03 years

EMPLOYEE OF THE MONTH 2016:

January	Michael Marx	July
February	Charles Shinn	August
March	Stephen Montoya	September
April	Chris McKay	October
May	Alex Mahy	November
June		December

Employee of the Month— Alex Mahy



Driver Engineer Mahy has proudly served as part of the Palm Beach Fire Rescue organization for three and a half years. He promoted to Driver Engineer one year ago and provides excellent service to the Town residents and visitors. His quest for knowledge, emerging skills and good nature makes him one of the department's best. Alex currently serves at PBFR Station 2 aboard Engine 98, where he is making a difference through leadership and initiative.

D/E Mahy has been shadowing his experienced Lieutenant to learn all aspects of the fire officer position. He is becoming one of the department leaders through education, hard work, and setting an example. He is learning sound decision making skills and accepts all suggestions and challenges as a chance to learn. Alex is mapping his career path while enhancing the depth of the department's qualified personnel.

Alex has been quick to learn incident command system principles and discipline. He volunteers to accompany transports to the hospital in an effort to learn as much as possible. Alex approaches each shift with enthusiasm and an infectious desire to improve. He has recently graduated from paramedic school and will complete his Fire Officer I certification training this month. D/E Mahy and members of his crew can frequently be found practicing by using the new Simulation Lab at PBFR Station #2.

Alex's Lieutenant boasts about him saying, "From sitting right beside me writing every report, both fire and EMS, to ordering supplies and planning training, he has immersed himself in taking on more responsibility". His supervisor adds, "He wanted to be in charge during the recent reconstruction of the hose drying rack, and he did a great job by ensuring everyone felt a sense of accomplishment". Alex is gaining the respect of his peers, one of the first steps to becoming a successful leader. Recently completing the necessary fire course requirements as a paramedic, coupled with his desire to certify as a Fire Officer, and completing his Bachelor's Degree, Alex has clearly displayed his career goals.

Driver Engineer Mahy is commended for his passion of the fire service, his dedication to the safety and survival of Town residents and their visitors. His integrity is a great example to the newer personnel in our organization, making him a great asset to the Town of Palm Beach and the deserving recipient for the May 2016 Employee of the Month Award.