

Fire Service Leadership

The Wicked Challenges Before Us

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Wicked Problems

In The Fire Service

Wicked Problems

- Difficult or impossible to solve
- Incomplete information
- Contradictory data
- Lots of stakeholders
- Varying definition of success
- Resistance to finding solutions
- Solving the problem leads to others



What Problems Have We Been Ignoring?

IAFC Strategic Planning

- Cost Efficiency
- Data
- Deployment and Staffing
- Culture
- Political Acumen

Cost Efficiency

- Effective versus Efficient
- Who Defines?
- How Do We Value Our Service?
- Is EMS Effective

Data

- We Don't Have Good Data
- We Focus on Process Measurement
- We Can't Measure Outcomes
- We Can't Justify/Explain What We Do

Deployment and Staffing

- We Can't Define Best Deployment Strategy
 - with science behind the answer
- Deployment and Staffing are as much a political decision as they are a scientific decision

Culture

- Mission (and mission creep)
 - Has our culture evolved with the mission?
- Generations
- Diversity
- Tradition versus Evolution

Political Acumen

- Fire Service Leaders must be effective in a political environment
- We don't prepare future leaders to be politically effective

Personal Observations

Leadership Crisis

- Flight of Leadership
- Lack of Leadership Development and Succession Planning
- Increasing Examples of Fire Chiefs Failing

Leadership Challenge

- What are YOU doing in your organization to prepare future leaders?
- Who will replace you?
- It's your job to plan and prepare for your replacement!

Diversity and Inlusiveness

- Diversity = statistical representation
- Inlusiveness = welcoming

Diversity and Inlusiveness

- For every 20 African-Americans retiring from the fire service today, only one is joining

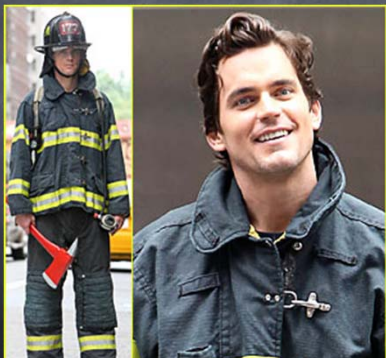
301,000 Career Firefighters in the US

- 9.6% are Hispanic
- 6.4% are African-American
- 0.5% are Asian
- 3.6% are Women

Women in the Fire Service

- Firefighting is near the bottom of the list of career options for women
- More than half of U.S. Metro fire departments have NO women

The US Fire Service



Diversity and Inclusiveness

- We are losing ground!

Diversity Challenge

- What are you doing in your organization to improve diversity and inclusiveness?
- It takes a conscious decision
- It takes active measures, not passive
- Recommit to the goal of improving

Fire Service EMS

Alternative Healthcare Delivery Models

Alternative Healthcare

- Is it a threat or opportunity?
- Should the fire service be involved?
- Can the fire service afford to be involved?

Firefighter Health

Firefighter Mental Health

- 112 reported suicides in 2015
- How many go unreported

Firefighter Mental Health

- Is this a new problem? Or a problem that has always existed and is now coming to light?

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What Do We Know?

What Can We Do?

- Raise Awareness
- Educate Our Ourselves
- Educate Our Members
- Identify Resources

Firefighter Behavioral Health Alliance

www.ftbba.org

CANCER

Firefighter Cancer

- More firefighters diagnosed with cancer in the last 2 years than the previous 10 combined
- Firefighters die of cancer at a rate that is 2-3 times greater than the general population
- Cancer causes twice as many firefighter deaths than cardiac/heart attacks

Firefighter Cancer

- Up to 100% greater incidence
 - 100% higher risk of testicular cancer
 - 50% higher risk of multiple myeloma and non-Hodgkins lymphoma
 - 28% higher risk of prostate cancer

Firefighter Cancer

- 700-800 firefighters die from cancer annually
 - Cancer that they would not otherwise have if it were not for their job

Firefighter Cancer Support Network

- White Paper
- Action Steps

Cancer Challenge

- Educate yourself on the Issue
- Read the White Paper
- Print Out and Distribute the Action Steps
- Examine your Policies and Practices to make sure your department is cancer safe

Line of Duty Death

Causes of LODDs

- Cardiac
- Motor Vehicle Accidents
- Building Collapse

LODDs

- If it's predictable, it's preventable!

LODDs

- Our Problem Is CULTURE
- That means it is a choice
- We need to commit

LODD Challenge

- Examine Tactics and Strategy
- Examine messages you send in words and actions
- Commit to ZERO Line of Duty Deaths
 - It is within our power

Goal

- Food for thought
- Stimulate Discussion
- Change!

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