United States Fire Administration

A Prepared and Resilient Fire and Emergency Medical Services

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Texas Fire Chief's Executive Conference
Building Resilience Through Leadership

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Navigating Today's Fire and Emergency Medical Services
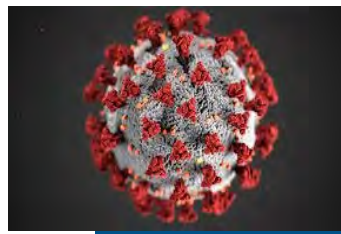
Building Resilience Through Leadership

6 Months on the Job!

PREPAREDNESS   RESILIENCE

2021 - The Year That Was ... and Now 2022

- A Global Pandemic
- Racial division, political tension, and protests grow
- Beirut Explosion
- Australian and U.S. West Coast Wildfires burn millions of acres
- January 6, 2021 – Insurrection
- February 2022 – Russia Invades Ukraine

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Where Do We Go From Here?

Turning Crisis Into Opportunities

- We must **not revert** to pre-pandemic (pre-2020)
- We must **not remain** in the 'new normal'
- BUT... We must **Reinvent and Transform**!
- What does that mean?
- **In what ways must we Transform?**

Not all **storms** come to disrupt your life, some come to clear your path.
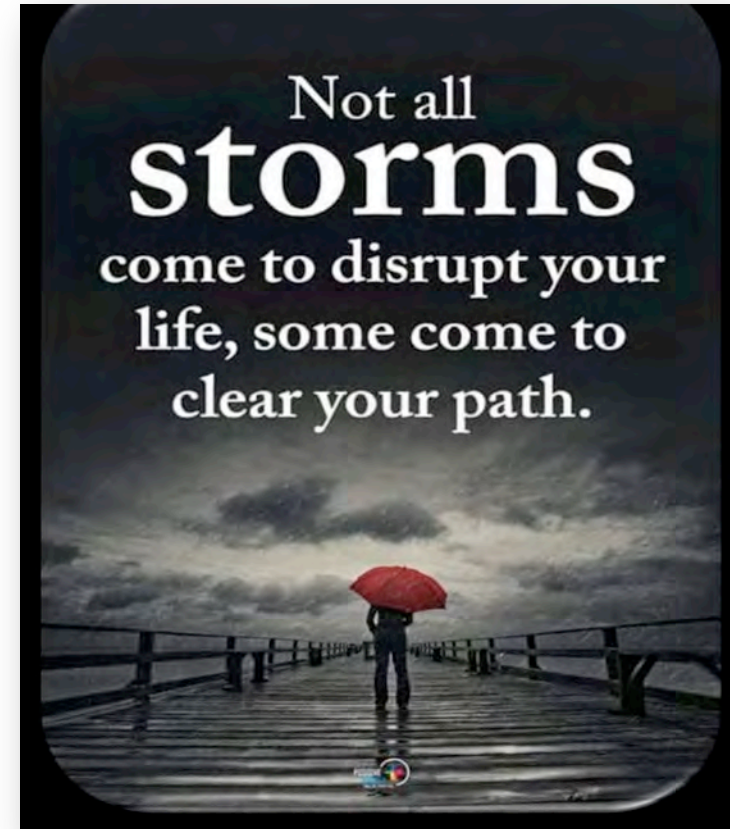
Crisis to Opportunities

- **Crises** are generally **dangerous, expensive,** and **detracting**

- During crisis, **incentives and motivations change**, <u>leading to new</u> **behaviors** and **new systems or structures**

Crisis to Opportunities

- **<u>Rapid Problem Solving and Innovation</u>** - often a crisis acts as the forcing mechanism to compel expeditious innovation, leading to rapid advances in technology, policy, and/or procedures (*plexiglass, masks, vaccine*)

- **<u>Increased Resiliency for the Next Event</u>** - The measures taken to survive and eventually end a crisis often make an organization **stronger** and more resilient for future events (*deployment protocols, procurement, shift change, OT, station hygiene*)

Crisis to Opportunities

- **New levels of cooperation - even among rivals** - Large scale crises that challenge multiple interests pull together diverse partners - allies and rivals alike - to solve the crisis (*public health, hospitals, private ambulance, labor/management cooperation*)

- **Systemic Change** - Without such devastation to existing systems and practices, leaders and populations are generally resistant to major changes - i.e., *LODD, Building Collapse (*teleworking, computer purchases– laptops!)*

Crisis to Opportunities

- **Dramatic Policy Shifts** - Sometimes the fear generated from a crisis and corresponding public outcry enables or forces leaders to make bold and often difficult policy moves (*DEI)

- **Emergence of Talent** - A crisis has a way of letting the cream rise to the top. Those with the right skill sets and talent - even if they are not the identified leaders or top performers - have a way of rising to meet the challenge

Leaders instill in their people a HOPE for success and a belief in themselves. Positive leaders empower people to accomplish their goals.

Transformation Leadership - Theory

Theory = **transformational leadership occurs** when ...

"leaders and followers make each other advance to a higher level of morale and motivation."

A Transformed Leader Means a Transformed Organization

Transformation Requires…

Reimagined Role as Leaders

- We will need…
  - New **Rules**
  - New **Skills**
  - New **Mindsets**
  - New **Capabilities**

Components of Transformational Leadership

- **Intellectual Stimulation**
  Transformational leaders not only challenge the status quo; they also **encourage creativity, education, and transparency** among followers.

  The leader encourages followers to explore new ways of doing things and new opportunities to learn.

- **Individualized Consideration**
  Transformational leadership also involves **offering support and encouragement but also accountability** to individual followers.

  Take a moment to recognize, encourage and hold accountable .

Components of Transformational Leadership

- **Inspirational Motivation**
  Transformational leaders have a **clear vision** that they can **articulate openly** to followers. Communicate so that followers experience the same passion and motivation to fulfill these goals.

  EMOTIONAL and PERSONAL
  The MISSION Matters!

- **Idealized Influence**
  The transformational leader **serves as a role model** –

  Consistency Matters! Because followers **TRUST ...** they emulate you.

Transform...

- Where to begin?

- What is the road ahead?

PREPAREDNESS
RESILIENCE
DEI (DIVERSITY, EQUITY, INCLUSION)

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Transformation ... Preparedness

- Threats have Evolved (increasingly complex and volatile)
- Foreign and Domestic Terrorists
- Grievance - Based Violence
- Social Media and Online Forums
- Foreign Messaging
- Ongoing Global Pandemic

Preparedness

- Pandemic
- Weather events
- Wildland fires
- Multiple simultaneous fires
- Opioids

- Active shooter
- Civil unrest
- High threat events
- Domestic violent extremists
- Fire as a weapon

Threat/Vulnerability Assessment

- Assess Department Data for trends

- Assess Demographic changes annually

- Assess Structures/ Hazard levels by Response Zone
  - Stadiums, concert venues, airports, hospitals, government, worship places… Jewish Community
  - Open-access events -marathons, parades, protests, rallies, festivals, fireworks displays, farmers markets, and high-profile trials/verdicts, high-profile funerals and vigils or memorials.

- Plan knowing there will never be enough resources during response

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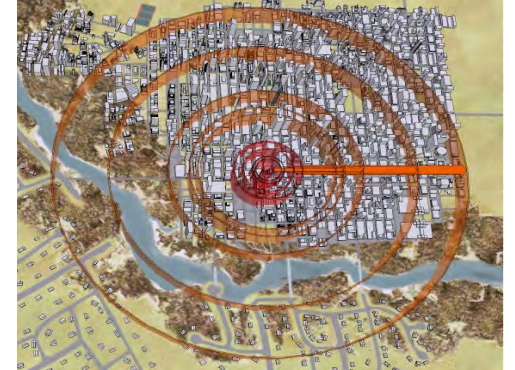
Transformation ... Resilience

What is Individual Resilience?

- Individual resilience involves behaviors, thoughts, and actions that promote personal wellbeing and mental health

- It refers to a person's ability to withstand, adapt to, and recover from adversity

- People can learn coping skills to adapt to stress and maintain or return to a state of mental health wellbeing

Individual Resilience

- A disaster can impair resilience, even for experienced responders, due to stress, traumatic exposure, distressing psychological reactions, and disrupted social networks
- Feelings of grief, sadness, and a range of other emotions are common after traumatic events

- Resilient individuals are able to work through the emotions and effects of stress and painful events and rebuild their lives

Building Resilience
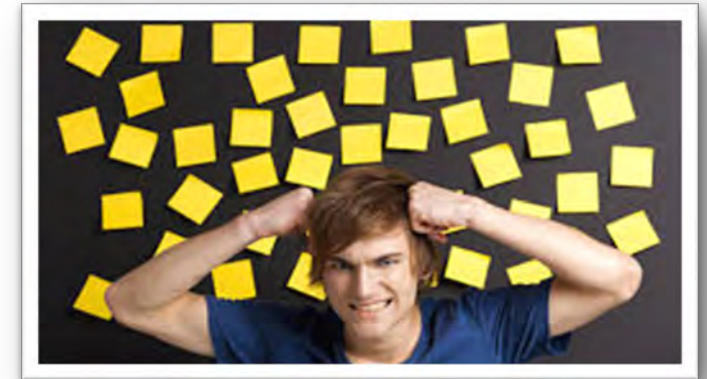
Generational Differences

- Developing resilience, or the ability to cope with adversity, is a critical part of the transition to adulthood - "Adulting"

- Lack of resilience is turning what were once seen as normal challenges of growing up into insurmountable obstacles

Gen Z Statistics

- High school **boys** depression increased by 21% and **girls** by 50% from 2012-2015.
- Reporting more suicidal ideation and attempts
- More likely to self-harm
- <u>Decreased ability to deal with rejection and failure</u>
- Documented "maturity fears" about <u>adult</u> transition
- Difficulty with difficult emotions
- **Biggest nightmares** – no wifi, dead phone battery, high loading times

Influencers of Depression (Both)

- The most likely influencers are;

  - More information (internet/social media) to process than they can handle

  - Over-involved parents that delay adult decisions and consequences

  - Overall population trend of increasing depression and suicide

Effects of Social Media

- Spending more time on the internet and social media results in fewer "**real**" relationships

- Increased feelings of isolation and disconnection

- Less time interacting in real-life situations

  - Contribute to some of the lack of confidence and insecurity in millennials/zeds

  - Leading to <u>increases in anxiety and stress</u> in the workplace

  - Inability to complete basic tasks (eg. Laundry at college)

What Can be Done?

- Design spaces for:
  - Phones down
  - Physical activity up
  - Sleep hygiene
- Create spaces and opportunities for the face-to-face interactions that students desire
- <u>Combat their propensity to stay in and socialize online</u>
- Use their technology skills and social consciousness to our collective advantage
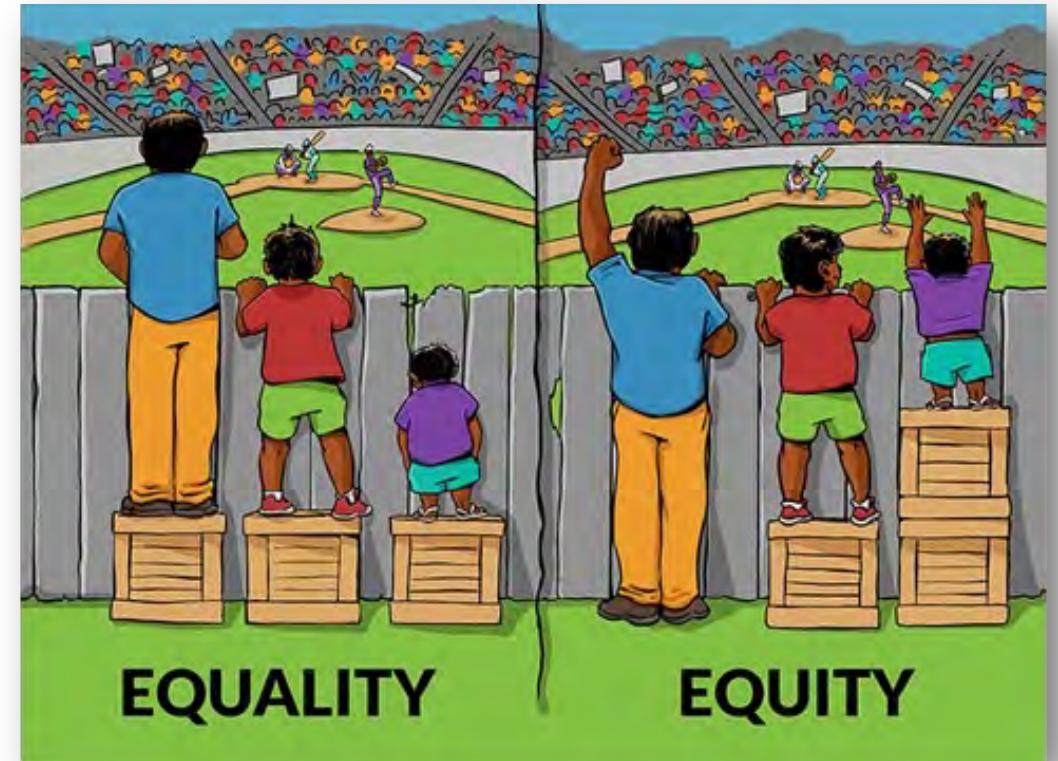- Build Resilience---- can't talk about <u>POST</u> without addressing <u>PRE</u>

Desired Resilience – Can Be Learned

- When faced with stress and/or adversity, <u>resilience is a key factor</u>:

  - The mental, emotional, and behavioral ability to cope with and recover from the experience
  - Achieve positive outcomes
  - Adapt to change
  - Stay healthy
  - Grow from the experience

Transformation ... Culture Change (DEI)

DI·VER·SI·TY
All the ways in which people differ.

EQ·UI·TY
Fair treatment, access, opportunity, and advancement for all people. One's identity cannot predict the outcome.

IN·CLU·SION
A variety of people have power, a voice, and decision-making authority.

EQUALITY

EQUITY

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Transformational Culture Change - DEI

- **Start by Listening**

- Diversity <u>isn't</u> just about race

- It's more about understanding and celebrating **various differences** within a workplace

Equality and Equity are NOT the Same.

Fire Service Equality
Evenly distributed tools and assistance

Diversity, Equity, and Inclusion

- Psychologically Safe Workplaces

- Cultural Awareness

- Underrepresented Groups

- Challenge Behavior and Transform

Leadership Foundation

- Most Leaders **LEAD** based on their own personal character, integrity, values, beliefs, competence, experience.

If these attributes are the foundation of your leadership…

How do you reconcile leading those not like you?

Climbing the Ladder

Valuing
Appreciating
Respecting
Understanding
Judging

- **Valuing** others and making the most of differences
- **Appreciating** that people are different rather than copies of us
- **Respecting** differences
- **Understanding** how and why others are not like us ... NOT agreement
- **Judging** others based on our preferences

"Being a great leader is all about having a genuine willingness and a true commitment to lead others to achieve a common vision and goals through positive influence.

No leader can ever achieve anything great or long-lasting all alone. Teamwork goes hand in hand with leadership.

Leadership is about people-and for people."

~John Maxwell

Our Organization

We **support** and **strengthen** the fire and emergency medical services ... to prepare for, prevent, mitigate, and respond to ALL Hazards...

- Training
- Technology and Research
- Data Collection and Analysis
- Public Awareness

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National Fire Academy

- Promote the professional development of the fire and emergency response community and allied professionals

- Deliver training and education opportunities:
  - In-person (NETC), on a State-by-State basis in partnership with state fire training academies, virtually

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National Fire Academy

- Virtual Learning Deliveries
- Enhanced Partnership
- Online Training Opportunities
- New Blackboard Learning Management System (LMS)
- All Hazard/All Risk Incident Management Simulation Lab

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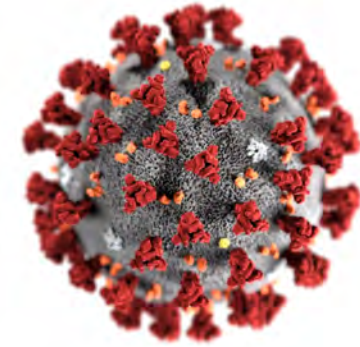
National Fire Academy

- Wildland Urban Interface
- Community Risk Reduction
- Incident Management
- Type 3 IMT
- Understanding Climate Change
- DEI
- Recruitment and Retention
- Instructor Cadre

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National Fire Programs

- Educate the public on fire prevention and community risk reduction

- Collect National Fire Data through the National Fire Incident Reporting System (NFIRS)

- Conduct Wildland Urban Interface (WUI) fire prevention safe practices and interagency collaboration

- Direct, manage, and participate in research focused on fire and emergency medical services needs

Management Operations and Support Services

- Manage, operate, maintain and provide administration, logistics and emergency services

- Manage and administer all student admissions/registrar functions for resident/non-resident training at the National Fire Academy and the Emergency Management Institute

National Emergency Training Center (NETC)

Priorities & Focus

Realigning and Increasing Focus

- Wildland Participation at Every Level

  - Realigned wildland personnel to direct reports

- EMS Branch in National Fire Programs

 - Bring more EMS expertise in

National Fire Incident Reporting System (NFIRS)

- The **President's Executive Order** on improving customer experience is incredibly important to the way federal agencies deliver our assistance to those who need it most.

- FEMA and USFA are focused on making our programs more accessible and to cut back on the red tape.

- Data System Modernization

  - Cloud-based Technology

  - Streamlined Data Standard

Review and Assessment of Data Quality in the National Fire Incident Reporting System

National Fire Data Center
May 2017

Data Modernization and Technology

- Cloud-Based Service

- New Technology

- Artificial Intelligence and Machine Learning

- Internet of Things (IoT)

Data stored in cloud-based server
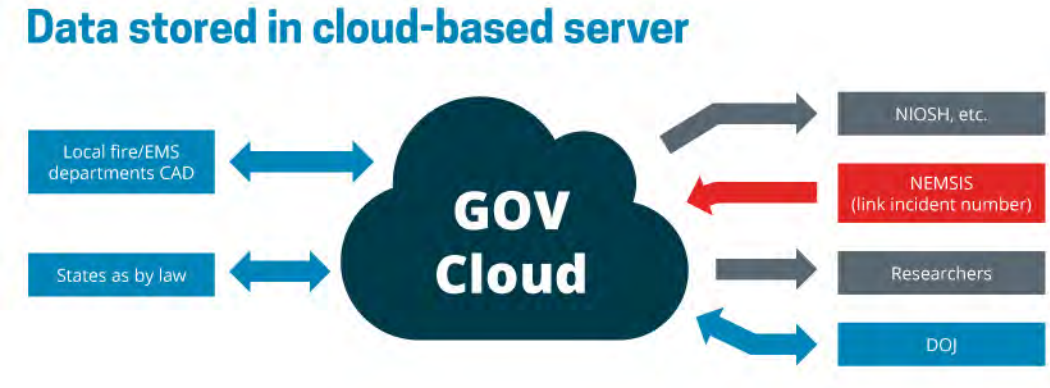
- National Fire Incident Reporting System (NFIRS) Modernization

  □ Build new data set = "Must have" information

  □ Modernize data exchange capability

  □ Enrich analytics and reporting capability

Data and Modernization of the Fire Service

- Data Collection, Cleaning and Preparation

- Data Management

- Data Protection

- Data Governance

- Data Analysis and Reporting

- Results Translation into Intelligence for Decision-Making

Data, and the knowledge it contains, are the life blood of the fire service.

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Data Informed / Data Driven Future

- Fire and emergency services departments should prepare for increasing data integration into everyday activities

- Leaders must gain greater data acuity for responsible decision making

- Fire service leaders must ensure they allocate financial resources for personnel and technological capability

- Firefighters must become increasingly data literate
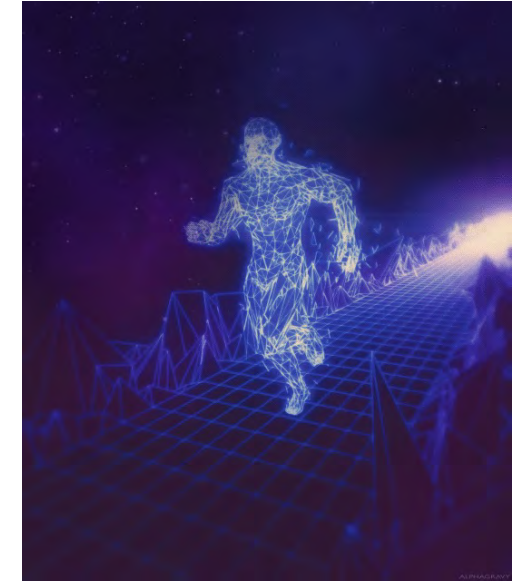
MAJOR CHALLENGE: HOW TO PROCESS MORE DATA FASTER… PREPAREDNESS, PREVENTION, OPERATIONAL INSIGHTS, AND FIREFIGHTER SAFETY AND WELLBEING

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