



EVERYONE GOES HOME®

FIREFIGHTER LIFE SAFETY INITIATIVES PROGRAM
BY THE NATIONAL FALLEN FIREFIGHTERS FOUNDATION

NEWSLETTER

February 2014 Issue

What's Oregon Doing so Everyone Goes Home®?

How the Department of Public Safety Standards and Training is a model for training and educating firefighters on a large and diverse scale

From its majestic mountains and serene forests to its scenic Pacific coastline, Oregon is vast. It's also a diverse state, not only in landscape but in the uneven pockets of population.

More than 11,000 firefighters serve Oregon from 442 departments. Approximately 80 percent are volunteers who respond to structural fires as well as interface and wildland fires. For some departments, the nearest mutual aid is nearly an hour away.

Because of these challenges, reaching these men and women with education and training courses as well as critical information about safety can be daunting. But Oregon officials continue to place firefighter safety as a top priority. Their focus has gone beyond changing a culture of safety to embracing it in such a way that it's becoming a common fabric in their everyday operations.

Through the efforts of the Oregon Department of Public Safety Standards and Training (DPSST), a cabinet-level state agency that serves more than 35,000 public and private safety professionals, Oregon should be considered a model for any local, state or regional fire service.

The mission of DPSST is to promote excellence in public safety by delivering quality training and developing and upholding professional standards for police, fire, corrections, parole and probation, and telecommunications personnel, in addition to licensing private security providers and private investigators in Oregon. Several years ago, the DPSST, and its Fire Policy Committee, identified reducing firefighter line of duty deaths and injuries as one of its primary strategic goals. Through its work with the National Fallen Firefighters Foundation (NFFF), the Department has strengthened its commitment to firefighter safety and has made significant progress.

"We're very excited about our relationship with the NFFF. Working with the Foundation and our staff, we are able to offer and host NFFF classes on an on-going basis for free."

"We've addressed firefighter safety not only from the top but also from the boots on the ground as a primary focus and we have embraced the Foundation philosophy to prevent line of duty deaths," explained Eriks Gabliks, director of DPSST. "We're very excited about our relationship with the NFFF. Working with the Foundation and our staff, we are able to offer and host NFFF classes on an on-going basis for free."

Two members of the Oregon Fire Training Team are part of the NFFF's Everyone Goes Home® program and serve as the state advocate and alternate. They provide DPSST, and its fire service constituents, with regular updates on the Foundation's available programs, training and courses. This information is then shared through the state-wide electronic fire service bulletin (email listserve) that is used by the broad community, including fire chiefs, fire instructors, career and volunteer firefighters, elected fire districts representatives and members of the Oregon League of Cities and Oregon Fire Districts Directors Associations.

Gabliks sees the DPSST as the communication conduit to all of Oregon's firefighters. "The information hits their inbox, they review then share it with others as they see fit. We're the conveyor belt between the NFFF and Oregon's firefighters."

Part of the responsibility of a regional fire training coor-

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dinator is to deliver the information throughout the state so everyone has an opportunity to learn from and share the resources. With 22 regional training councils just for the fire service, information is delivered effectively. DPSST staff members attend these meetings to report on all training opportunities – not just those offered through NFFF. Public safety chaplains who work with police and public safety as well as fire service also are included in DPSST's communications network to reinforce and strengthen the messages.

“The benefit of the NFFF resources is scalable. It's professional, easy to package and can be delivered at any time – day, night or weekend – to meet individual needs,” says Gabliks. “Everything is easy for all instructors to use which is critical for success locally, statewide and nationally.”

The feedback Gabliks and his staff have received reinforces this. The instructors appreciate that everything is supported by research and the supplemental materials make it easy to deliver these valuable messages. This is equally important to the officers and command staff. Likewise, the people who've taken the classes report the information is delivered effectively and they are interested in taking other NFFF classes.

The consistency of the messages is also valuable to the instructors and the students since there is a steady stream of new people coming into the fire service each year. It's also beneficial as individuals rise to new positions and take on new roles as chief officers. Gabliks and his staff feel this helps to ensure that messages about personal safety and accountability become part of routine conversations and expectations.

The DPSST is committed to sharing new information quickly from the Foundation so it's in the hands of those who need it. Their latest partnership with the NFFF is introducing the Behavioral Health Program that was released earlier this year and specifically the Stress First Aid training class. They plan to also introduce LACK and a suicide prevention program soon.

“Stress first aid was exactly what we needed. Last year in our state we had four people within public safety die from suicide, including one firefighter. We need this information from the Foundation to help us address this issue,” said Gabliks.

The partnership between DPSST and NFFF doesn't end with training and classes. They continue to support the mission of the Foundation by ensuring the families and

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fire service survivors are honored when a firefighter dies in the line of duty.

The Oregon Fire Chiefs Association has designated DPSST as the state coordination point for the NFFF's Local Assistance State Team (LAST) Program. This program is led by Chief Stan Gibson of the Coos Bay Fire & Rescue and staffed by members of DPSST's fire certification section. Oregon's LAST Program had six activations within the past year to assist with traumatic incidents experienced during one of the worst wildfire seasons the state has experienced in many decades.

DPSST also coordinates the Oregon Public Safety Memorial Fund Board. The fund provides financial assistance to public safety officers who are permanently and totally disabled as a result of a line of duty injury, and to family members of the public safety officers who have been killed or permanently and totally disabled in the line of duty. DPSST staff work hand-in-hand with the Oregon LAST to coordinate this program and assist the families involved in such incidents. This program provides an initial \$25,000 lump sum payment and assistance with medical, dental, mortgage and tuition expenses.

“Without question, the Department of Public Safety Standards and Training and the National Fallen Firefighters Foundation are full-fledged partners,” says Gabliks. “We know the NFFF is a non-profit organization dedicated to sharing solid information about firefighter safety. We know they need the support to get the messages out. We've put our checkbook behind it because we've found it to be so successful.”

To learn more about the NFFF's the Everyone Goes Home® programs and ideas for implementing them in your area, go to www.everyonegoeshome.com or contact Victor Stagnaro, director of Fire Services for the NFFF at vstagnaro@firehero.org.

Now's the Time to Keep on Keepin' On

Chief Ron Kanterman
Advocate Communication Manager
Everyone Goes Home® Program
Operations, National Fallen Firefighters Memorial Weekend

So here we are 10 years later and what now? For starters, don't think for one minute that the work we've been doing with this program is all for naught. Have you ever stopped to think what the numbers could be if we weren't doing what we do? Looking globally, if we take Yarnell (AZ) and West (TX) out for one moment, we'd be looking at 71 for 2013. It's working.

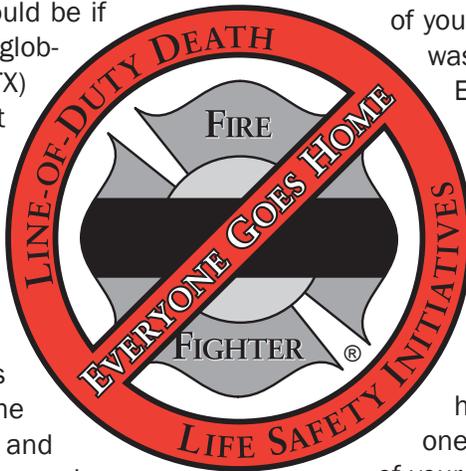
We're always going to be subjected to system failures which should cause guys and gals like us to work harder and dig in deeper. Am I preaching to the choir? Perhaps. We know that the mission is just and the results are rewarding. We also know that some are getting tired, bored, uninterested and disengaged. If this is you, bring some people in to the fold, sit them next to you, share your knowledge, then turn the reigns over to them. If this is not you, bring some people in to the fold, sit them next to you and share your knowledge of the program and its related subject matter so when you're ready to go, down the road, things can transition smoothly.

None of us will be around forever but the program must perpetuate. As we know, it's not about us. Stay on the bus

with us, drive the bus, navigate or get off at the next stop. There is no shame at hitting the bell to signal the driver to pull over. Whatever contribution you've made thus far was a good contribution. No, a great contribution. It's your call, but make sure what you do is right for both you, and for the cause.

When this program was developed (and some of you have been in it for 10 years like me) it was considered a "grass roots" effort. The Everyone Goes Home® classes were pictured being held in fire academies, fire schools, at training grounds, firehouses and even on the apparatus floor. For the most part, that's how it's gone. For the most part, that's how it should go. If you're too busy with this, train more instructors locally. If you're too busy with work and life in general, hand it off to your protégé. You don't have one? Why not? Are you willing to let years of your hard work go down the tubes when it's time to retire, walk away, go fishing, sky diving or take up under water basket weaving? Are you willing to abandon tomorrow's firefighters? I don't think you are.

The author Kurt Vonnegut said "I can think of no greater symbol of man's humanity to man than a fire truck." I can think of no greater symbol of serving the brotherhood of the American fire service than the Everyone Goes Home® logo, and that brothers and sisters, is us.



Everyone Goes Home® Military Edition

Andrew J. Kehl
Everyone Goes Home® DOD Advocate

Until recently, the National Fallen Firefighters Foundation's 16 Life Safety Initiatives has focused on the civilian side of the house. Like all great initiatives, it has branched out to reach all that can benefit from its curriculum, ideas, and overall message it brings. The path to reaching out to those of us in the Department of Defense, specifically, active duty military, was not preferred.

It was a LODD that occurred in February of 2011. A young, motivated firefighter died as a result of a vehicle training accident that could have been prevented. This shook Fire Protection because due to the lack of "real" calls, we are not used to a fellow brother dying while on duty. After realizing that we needed to cope with it and move forward, the fire chief decided to bring the National Fallen Firefighters Foundation team to offer awareness and maybe even some form of closure. This couldn't have been a better idea, the response from the members was all positive and real progress was made in coping with our

loss.

After some time passed, with the help of Mike Robertson, Steve Kimple, and others the Kadena Fire Department was able to hold its own Courage to Be Safe® seminar to bring about the culture change that is outlined in Initiative 1. Positive feedback resulted in a change to the department's vehicle safety SOG and other department safety policies. The momentum had been established and the DOD component was moving forward.

As of December 2013, the DOD had 14 Courage to Be Safe® trainers and had three seminars scheduled in different countries in 2014. While promoting all of the initiatives, DOD targeted those related to cultural change, training and certification, risk management, and code enforcement and adapted them for military fire protection. With a new arsenal of safety knowledge and outstanding support from National Fallen Firefighters Foundation the DOD will continue to do their very best to ensure Everyone Goes Home®.

Is the Fire Service Really Safe?

Dave Hostler

SUNY University at Buffalo

Fire ground operations have evolved in modern times. There are fewer fire ground injuries than previous years, but the decrease has not matched the reduction in the number of fires. In fact, the number of firefighter deaths per 100,000 fires increased from 1995 to 2004. Why are firefighters suffering more injuries and fatalities per structure fire? Protective garments are better than ever. Modern fire apparatus and large diameter hose deliver more water to fires. Yet firefighters continue to be injured at high rates?

The answers to these questions are complex and likely involve many factors including fitness, training, and staffing. However, one potential contribution to rising firefighter injuries is organizational safety culture. The phrase safety culture has received increased attention in healthcare, the United States Fire Administration, and National Highway Traffic Administration Office of EMS. Why the interest? Is there a problem with the safety culture in the Fire Service?

We teach safe practices in our programs and many fire departments appoint safety officers to operate on the fire ground but evidence suggests that we are not working within the bounds of a strong safety culture. It is possible that the fire service simply talks about safety and ignores threats and reality? A recent study from the University of Rochester presented at the 2013 American Burn Association national meeting called our safety culture into question. In this study, the authors searched YouTube for videos of firefighters operating at a structure fire.¹ The first 50 videos were reviewed by two experienced, career firefighters. An unsafe practice was identified in 50% of these videos! The most common unsafe practice was failing to wear or properly use protective garments and SCBA even though firefighter training emphasizes protective gear as their single best defense against injury.

While we would not characterize the entire fire service based on 50 cases, these data indicate that segments of the fire service are not acting safely. Is it possible that this behavior is tolerated because of a lack of a true safety culture? Have attitudes, practices, and rituals that encourage aggressive fire suppression taken precedence over safety?

Safety culture is defined differently across industries. The United States nuclear power industry defines safety culture as: high value (priority) placed on worker safety and public safety by everyone in every group and at every level of the plant. It also refers to expectations that people will act to preserve and enhance safety, take personal re-

sponsibility for safety, and be rewarded consistently with these values. The aviation industry has adopted crew resource management for cockpit crews as a mechanism to ensure their safety culture is put into practice. Other definitions vary slightly but common across industries is the notion that safety culture with the leaders and that

Like aviation and nuclear power, fire ground operations are high risk and the consequences for unsafe actions can be fatal both for firefighters and the public. Lack of safety culture has been implicated in multiple disasters including the Chernobyl nuclear explosion in 1986, the King's Cross underground fire in London, and the Space Shuttle Challenger explosion. If the video evidence indicates that the fire service is not acting safely on the fire ground then our safety culture is either poor or we are not taking that culture out of the classroom and onto the fire ground.

What goes into an organization's safety culture and what can be done to make it better? Research involving healthcare, and now recently EMS, identify multiple components: 1) safety climate, 2) teamwork climate, 3) perceptions of management, 4) working conditions, 5) stress recognition, and 6) job satisfaction. Perhaps the most fundamental of these is a worker's perception of management. Individual workers are often complacent with reading and recalling the mission, vision, values and objectives of an organization. Individual workers gain an understanding or sense of direction from their supervisors, managers, and peers. Safety culture should be part of your fire department's mission statement or core beliefs and workers need to hear and see management's actions taken to operationalize those beliefs. Safe practices should be regularly discussed and placed into training or it will be unlikely that firefighters and company officers will routinely operate safely.

It is difficult to deny that a fire chief's role in safety culture is critical. Workers perceive a stronger safety culture when their supervisors lead by example and when they consistently reward safe, and correct unsafe, practices. Do the incident commanders in your department stand in front of the scene wearing full turnout gear or are they wearing a coat and helmet while the other pieces of their protective ensemble remain in the vehicle? Is your safety officer wearing full turnout gear as he or she circles the structure? In addition to observing the scene, your safety officer should be observing the firefighters to remind individuals to put on a hood or buckle a helmet strap. If your department scheduled a safety training or debriefing, would all the chief officers attend? Leaders lead from the front and set an example of the behaviors and actions

he or she wants to see from the employees. If fire chiefs, incident commanders, and safety officers will not adopt the most basic of safe practices then why would we assume firefighters will act differently?

Once an organization and its leaders have committed to improving the safety culture, the firefighters must be empowered and rewarded for making it happen. Firefighters need to be empowered from the very beginning of their service to mention when a piece of gear is missing or being worn incorrectly and rewarded when the organization is on track. Verbal praise and recognition carries weight with workers but other options may be available.

Getting Fit and Healthy in Wisconsin

Randy Erickson

Onalaska-Holmen Courier Life

The leading cause of death among firefighters in the line of duty isn't smoke inhalation, burns or being crushed by falling debris. It's heart attack, with sudden cardiac arrest accounting for half of all on-duty firefighter deaths.

Firefighters might be in better-than-average physical condition but that might not be good enough to prevent heart attacks. Their jobs sometimes require short bursts of maximum exertion similar to highly trained athletes, but firefighters aren't conditioned to handle that kind of exertion. "They're asked to do a lot, but infrequently," said John Greany, a professor in the physical therapy program at the University of Wisconsin-La Crosse. Greany and others in the PT program are working with members of the Onalaska Fire Department to quantify just how much exertion their jobs require. They also have had a collaboration with the OFD going back two years finding ways to improve firefighter fitness.

Last month, Greany and two students — Ben Ceder and Danny Fecht — came to the Onalaska fire station to measure the oxygen consumption and heart rates of several firefighters as they went through an agility test like one firefighters are required to undergo annually. The test involved a variety of tasks related to the job, including dragging hoses and a dummy, moving equipment, climbing stairs while carrying a 45-pound high-rise hosepack, using a pike pole to lift 30 pounds 30 times, 30 swings of a sledgehammer and pulling a hose 100 feet with a rope. All of this had to be done quickly wearing full turnout gear and a mask and other equipment that allowed Greany to monitor the amount of exertion in terms of oxygen consumption and heart rate.

The firefighters had earlier established their maximum exertion on a treadmill at UW-L, which allowed Greany to determine just how close to their maximum the firefighters were coming at each of the agility course stages.

Greany first administered these tests to Onalaska fire-

In conclusion, a strong safety culture carried onto the fireground can lead to fewer injuries improving the health and safety of both the fire service and the public. In turn, this may result in fewer costs to the fire department and extend a firefighters career.

Dave Hostler, PhD, FACSM is a Professor and Chair of Exercise and Nutrition Sciences at the SUNY University at Buffalo. He has more than 25 years experience as a firefighter/paramedic and directs the Emergency Responder Human Performance Lab. www.firefighterresearch.org. Dr Hostler can be contacted at dhostler@buffalo.edu.

fighters in October 2012, and the additional tests will be included in the report on the study, which could help spur a closer look at the demands on firefighters and a greater emphasis on ensuring firefighters are in peak physical condition, much like athletes. Results from Greany's first round of testing showed that, on average, firefighters tested topped 90 percent of their maximum heart rate during seven of eight tasks in the agility test. In three of the tasks, the average heart rates topped 95 percent of maximum. Results for oxygen consumption showed firefighters working at more than 90 percent of their respiratory capacity in four of the eight tasks.

After Greany is done collecting data, the results will be analyzed and written up for publication in a scholarly journal, breaking new ground in the study of hazards for firefighters. Greany said he hopes the study will raise a fundamental question: "Whose responsibility is it to keep firefighters fit throughout their career?"

In addition to participating in the study, the Onalaska Fire Department also has put a strong emphasis on helping firefighters increase their physical fitness. Assistant Chief Troy Gudie, who has completed two marathons, has led the fitness effort. "I don't ever want to think about having a firefighter fatality on our department," Gudie said.

Last winter, the department conducted an 11-week training program, with help from the UW-L physical therapy program, and a circuit training program will start again next month. In addition, the 11 full-time members of the department are encouraged to work out daily. One of the full-timers, Brian Everson, went through department-paid training to become a certified strength and conditioning specialist to help coach firefighters as they work to increase their fitness.

Gudie noted that having firefighters in peak condition not only keeps them safe, it also ensures that firefighters in an emergency will be concentrating on protecting public life and property and not being distracted by medical problems of their own.

Everyone Goes Home®

A Blast From the Past in Missouri

There are so many stories, and they are all just moments of revelation for the student, and small victories for the instructor. The look on their faces when they see Oscar Armstrong's helmet, the disbelief when they are told about cancer risks, the greater disbelief when they are told that big cities like L.A., Detroit and Phoenix have all lost firefighters because they did not wear their seatbelt or were riding on the tailboard.

The best success story I know of comes from a small department in southeast Illinois, the French Village Fire Department. They had two firefighters killed when the pumper, responding to a grass fire, was struck by a car at an intersection. The firefighters that were killed were riding tailboard. After the deaths of those two firefighters, the department instituted a "NO TAILBOARD RIDING" policy. This occurred in the early 1950's. This department learned a hard lesson and minimized the risk without outside influence or a National set of standards. Only a desire that this event would not be repeated was their mission. They have been successful. - *Mike Petroff*

Culture Change in South Carolina

This is not necessarily an Everyone Goes Home® training story but one of cultural change being embraced.

South Carolina Fire Academy is including the Courage to Be Safe® and 16 Firefighter Life Safety Initiatives into ALL of their re-writes on curriculum. - *Douglas K. Cline*

Un-belted Kids in Texas Teach Us a Few Things

I love to open my Courage to Be Safe® classes with this story...

I was riding the seat in the fire truck a while back and found children un-restrained in the back seat of the car next to me. As I think most firefighters would, I got upset and a little confrontational with the lady that allowed her three kids to run around in the back seat of the car which was moving 55 MPH. When we came to a stop I mentioned her kids needed to be in a seat belt. She was aggravated with my assessment and sped off.

The end result is this...we worry about the public and the safety of the kids in the back seat, but we sometimes forget about taking care of our brothers and sisters who are seated behind and beside us. Some of us will say something to the public about safety, but fail to do so to the people who we care about. Say something. It may save the life of the person next to you. - *Jason January*

Advocates Corner

Not Moving in Connecticut

At a “new officers” course held the third week in January of 2014 at the Connecticut Fire Academy, the Tuesday PM module was “Leadership Safety” which touched upon the 16LSI’s amongst other things. Of course the seat belt issue came up and I asked the young Lieutenants how they get the 20 or 25 year veteran to buckle up. In essence, how do you supervise and influence a guy your dad’s age? A 27-year-old LT said, “This happened to me last month on my first tour. My regular engine driver is old enough to be my dad. We got a run about two hours in the day. I got in and buckled along with the two in the jump seat. As for “dad” not so much. I asked him to buckle. No reaction. I told him to buckle, no reaction. I then looked at him and said ‘You got one more shot. If not, I’m calling us out of service and sending the next closest engine because we’re not moving this rig. Then we’ll take a short trip to the Chief’s office so we can explain why we took ourselves out of service.’ He grumbled, buckled and off we went. He’s been buckling ever since. This is no longer an issue.” - *Ron Kanterman*

Paying it Forward Through the “Newbies” in Tennessee

Each time the “Courage to be Safe” program is delivered to the firefighter recruit program, each recruit visits the Tennessee Fallen Firefighters Memorial and selects a name to be the subject of a LODD presentation to the class. The assignment is designed to have the new recruits bond with that firefighter and communicate with the family or department and get a better understanding of what happened to that firefighter. Their assignment also requires them to identify which LSI applies to the incident and offer ideas to make sure this type of incident never occurs again. We have had great success with this program, and have had several recruit firefighters conduct their presentations in first person which makes an impact on the rest of the class. Many of the recruits have said after listening to all of the presentations, that their thinking on safety and the importance of Everyone Goes Home® was enhanced more than just simply sitting through a lecture or even at times more than going through the firefighter survival drills. When it is all put together, our Tennessee Firefighters know their priorities and how to better perform as a firefighter, husband, wife, father, mother, son, daughter, brother and sister. - *Wayne Morris*



EVERYONE GOES HOME[®]

FIREFIGHTER LIFE SAFETY INITIATIVES PROGRAM
BY THE NATIONAL FALLEN FIREFIGHTERS FOUNDATION

16 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.
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.

Learn More at: www.EveryoneGoesHome.com