

# EMERGENCY SERVICES HAWK

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Civil Air Patrol

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## To Be Ready, Responsive, and Relevant

### SEMPER VI

#### Human Response to Critical Situations

It is against human nature to be calm, composed and focused in a critical situation. There are 5 Stages of mental, psychological, and emergency response to the situation:

**Stage I:** Alarm- A state of alertness as a result of some visual or audio stimulus

- Anxiety appears as a natural reaction to what could happen

Response- Try not to panic. Stage I (Alarm) moves to Stage II (Reaction) quickly.

- You are in the situation whether you are ready or not, make the best of it.

**Stage II:** Reaction- The physical body gears up for action

- Muscles tighten
- Sweat glands close down
- Heart rate increases
- Sugar is released for energy
- Adrenalin starts to flow

Response- Take a deep breath and try to relax

- A relaxed mind is better for a planned response with options
- Establish what you know, what you do not know and what you need to know
- Break the problem into simplistic terms
- Stage II (Reactions) must move quickly into Stage III (Response and Options)

***If Stage II is allowed to progress, anxiety will turn to overt situational fear.***

**Stage III:** Response and Options- This is a critical point in situational response; the flight or fight syndrome

- Adrenalin is released into the system
- Refusal to believe the situation is happening can make the situation worse
- It is during Stage III that training and/or experience play a role in subsequent events.

Response- Break the problem into simplistic terms

- Take control of the situation before the situation takes control of you
- Choose flight or fight
- Develop a plan of action with as many options as possible
- Get some quick energy (sugar) in your system
- Prevent Stage IV from occurring

**Stage IV:** Despair- A feeling that there are no more options

- Increased blood pressure, pulse, and respirations
- Tension

- Temporal (time and space) distortion

Stage IV can also be in the form of 'relaxation', where the plan of action has been established, it is running smoothly and there is over-confidence. Or, in the form of total despair, where the mind and body give up:

- The body will relax, and the mind loses its edge and focus
- Stage IV is the stage where most accidents occur.

Response- Remain focused on the reality of the situation, without falling into despair or over-confidence

- The body needs to relax, but the mind needs to stay focused
- Establish 'normal' activity
- Work through your plan of action
- Delay Stage V (Rest) as long as possible

**Stage V:** Rest- A sharp emotional letdown after high energy input

- Potential for shock
- At this point the body will not cooperate with the mind
- The body needs rest, and rest it shall have
- The mind and body must get to Stage V eventually

Response- Rest is inevitable

- Rest must be delayed until you are assured the situation is over
- When the time is right treat your mind and body to the rest it deserves

If stress under critical situations goes unchecked it can become a more traumatic development called 'critical incident stress', which can debilitate a responder immediately or soon after the mission is over.

## **ALCYONEUS NOW**

### **Volunteering to Help at a Disaster Site**

The American people are never more generous and compassionate than following a disaster anywhere in the world. It is in their nature to volunteer their services and or resources to aid the victims of a disaster. Americans want to help. We as emergency responders especially want to help. It is what we train for; it is the purpose of our being in our organization.

It is within the heart of the American people a desire to serve others in their time of need. There are certain guidelines that we need to follow when responding to the consequence management of a disaster:

- If you are needed in a disaster area, try to bring your own food, water and emergency supplies. Depending on the disaster-hit area, those items may initially be in short supply.
- Remember that as a first responder to the aftermath of a disaster, you will be reporting to authorities outside of your chain of command. Upon arrival, report in and wait for an assignment of their choosing. Stay away from the disaster area until told to do so.
- Do not donate clothing, food items or other supplies unless the items have been specifically requested for. Remember that also, if a volunteer group asks you to deliver such items for them when you are traveling to the site.

- Work the assignments assigned to you, not just the assignments that you like.
- Never go on an assignment unless you have direct communications contact with the Disaster Response Coordinators.
- Never leave the mission for home, unless you have checked out with the Disaster Response Coordinators.
- Never accept a donation from anybody (money or resources). Have the information available for how the donations can be properly made.

## CREW'S CONTROL

### Winter Driving

The leading cause of deaths in a winter storm is transportation accidents. It is difficult to provide information in how to avoid the winter weather accident, because driving is particularly hazardous on snow and ice, and can be unpredictable. The first step in an accident-free winter travel is to stay tuned to your local radio and television for winter travel updates. If there is a broadcasted 'traveler's warning' that states travel should be avoided, then travel should be avoided. However, if you are insistent about traveling, use these guidelines to avoid a winter transportation accident:

- Limit your travel to essential trips only and preferably travel with a companion
- Dress warmly wearing loose-fitting, layered clothing
- Take along several bottles of water
- Clean all snow and ice from your windows and mirrors before traveling
- Keep a windshield scraper and small broom available for snow removal while traveling
- Use your headlights when it is snowing, even if it is 'light' outside
- Maintain at least a half full tank of gas at all times while driving
- Leave early and expect the trip to take twice as long as normal
- Plan your route to avoid steep areas and unimproved roads
- Snow, slush and ice make stopping distances longer, so drive slower
- Increase following distance, as it can take 3-10 times farther to stop on winter surfaces
- Avoid quick acceleration, hard braking, fast turns, and sudden direction changes
- Bridge surfaces and shady areas can be slick when other areas are not
- Become more observant, because visibility is often limited in winter weather conditions
- Put an extra vehicle key in your pocket or on a chain around your neck to avoid being locked out of your vehicle at the wrong time

Before winter arrives, have a mechanic/service center check the following on your vehicle:

- |                   |              |                |
|-------------------|--------------|----------------|
| - Battery         | - Thermostat | - Brakes       |
| - Antifreeze      | - Lights     | - Defroster    |
| - Wipers          | - Exhaust    | - Oil level    |
| - Washer fluid    | - Heater     | - Proper tires |
| - Ignition system |              |                |

Winter Vehicle Kit- Maintain the following items in your vehicle throughout the winter months:

- |                                    |  |
|------------------------------------|--|
| - High energy munchies             | - Matches                                    |
| - Snow shovel                      | - Extra clothing                             |
| - Blankets                         | - Small sack of sand                         |
| - Flashlights with extra batteries | - Old towels                                 |
| - First Aid Kit                    | - Extra protective outerwear                 |
| - Pocket knife                     | - Small tools (pliers, wrench, screw driver) |
| - Appropriate medications          | - Booster Cables                             |
| - Plastic bags                     |  |

- Cards, games, puzzles
- Bright colored marking material

Winter driving can be tiring, frustrating, and sometimes hazardous. If you take your time to maintain good situational awareness, it can be significantly safer.

## **THE ACE FACTOR**

### **Leadership by Default Through Gamesmanship**

There will be a time in your emergency services career that you will be thrown into a situation as a leader of a mission task or sortie, not expecting to be put into that role. Under those conditions, it is almost certain that the team assigned to you has similar expectations. So, it is best to relax and adapt to the situation you are in, and do the very best you can with what you have to work with. It would be good to remember that your assigned team will also be doing the same with you. The situation is this:

- Unexpectedly you are pulled in as a team leader to complete a critical mission sortie.
- Your team has been thrown together from available personnel as an emergency measure.
- You have very little time to get to know your team members, and no opportunity or time for routine team-building strategies.
- The team you have has little confidence in you, their own capabilities, and any chance for success.
- You and your team represent the ultimate unknown for performance, with an emergency need, but no expectations for success.

What do you do to have a reasonable chance for success? This is the ultimate leadership challenge. You need to approach the mission sortie like it was a game. A mission sortie has all the makings of a great game; an exciting rhythm of activity, challenging opportunity that can provide an enriching experience, with luck playing as much a factor as skill. Also, it is very likely that nobody has much faith in your chances for success, so what is there to lose by playing it like a game? A situation like this is a prime example of how to work the problem and not waste time on the worry.

**Principle 1-** Make the rules clear and simple. State the rules of conduct and clear expectations of everyone, including what the team can expect from you. Clearly state the mission objectives and tell them how the team is going to have an exciting time completing them.

**Principle 2-** Get everyone involved in the sortie. A mission sortie is interactive, relying on everyone to do their job while supporting others doing theirs. Give everyone a responsibility and make it an exciting portion of the sortie.

**Principle 3-** Devise an operational strategy that will keep all the team players in their comfort zones. Try not to frustrate the individual with tasks he or she does not feel comfortable with. If you can, find out what each player likes to do, and have him or her run with it.

**Principle 4-** Establish a sortie rhythm where the players get a sense of a 'beginning' that switches to a 'middle', with the 'middle' carrying through to a definitive 'end'. All players should feel the momentum, as the sortie objectives begin to be completed and the game is on track. You as the leader should be sensing the opportunity for success.

**Principle 5-** Encourage the players to keep up the effort, and keep them informed how they are completing or gaining on all objectives. Promote pride in the players that their individual and team efforts are keeping the sortie going with every chance for success.

**Principle 6-** Focus on the player interaction. Observe and listen. Discover who is working best with whom, and how you can capitalize on the relationships that are working. Interactions that are

not as successful should be allowed to continue, but you must find ways to enhance the experience and utilize the available strengths.

**Principle 7-** Give the players every chance to succeed. There are times when talent, skill and experience are not a guarantee for success. You need to achieve a balance of skill and luck. Go with skill as far as you can, but do not be afraid to play the 'luck' card. Sometimes, going with 'luck' can provide you with an emotional edge. Luck is often not more than a best guess based on the best information at hand. If it works, you can claim that 'luck was with you' and 'being lucky is often better than being good'. A good leader will know that a well prepared individual aware of the current situation, often can make 'luck' happen with a 'chance' for success. Your players will think that there is something special about this team, and any demoralizing feelings will disappear.

**Principle 8-** Provide opportunity for late contribution. All players need to be contributing to the effort from the time the sortie begins. Some players start out slow in an environment where they do not know others, or in situations they have little experience in. A good leader will continually keep the interaction moving and request input from everyone. With positive reinforcement, there will be a time when even the shyest individual will contribute, and the team will benefit.

**Principle 9-** This principle is a repeat of Principle 1. Keep it simple. A good leader will not complicate the tasking any more than it has to be. The players need to do what they have to do to complete the sortie objectives and develop a rhythm and efficiency

## **SURVIVAL SENSE**

### **Trapped in a Vehicle During a Blizzard**

If you are trapped in a vehicle during a blizzard, there are some key things you can do that will increase your odds of survival:

1. Stay in the vehicle- do not leave to search for assistance unless 'help' is **visible within 100 yards**. You can easily become disoriented and lost in blowing and drifting snow. Remember that the time it takes to cover that distance in a blizzard will be about 20-50 times longer than if you were not walking in blowing and drifting snow.
2. Display a trouble sign- hang a brightly colored cloth on the antenna and raise the hood. You can also take your summer windshield sunscreen with a 'help' message on it to be displayed in the windshield.
3. Run the engine occasionally to keep warm- run the engine for about 10 minutes each hour. While the engine is running run the heater and leave the vehicle's dome light on. Beware of carbon monoxide buildup and the potential for poisoning. Keep the exhaust pipe clear of snow and open a window slightly for ventilation while the engine is running.
4. Do minor exercises- move your hands, arms, and legs occasionally to maintain circulation and body temperature. Try not to stay in one position for too long. If there is more than one person in the vehicle, take turns sleeping. For warmth huddle together. Use newspapers, magazine, maps, and other such material placed inside your clothing for additional insulation.
5. Avoid over exertion- cold weather puts an added strain on the heart. Along with cold weather dehydration, unaccustomed exercise or activity to free a stuck vehicle can bring on a heart attack or worsen other medical conditions.
6. Watch for frostbite and hypothermia\* - if frostbite or hypothermia is suspected, begin warming the person slowly with the person's trunk first. Use your own body heat to help. Arms and feet should be warmed last because stimulation of the limbs can drive cold blood towards the heart, which can lead to heart failure.

\* Never give a frostbite or hypothermia victim something with caffeine or alcohol in it. Caffeine is a stimulant, and can cause the heart to beat faster and speed up the effects the cold has on the body. Alcohol is a depressant, and can slow down the heart, which will also speed up the effects the cold has on the body.

## **IN THE RED ZONE (Medical Science in Emergency Services)**

### **Breathing Properly**

For a natural way of increasing energy and reducing stress, a proper breathing technique should be used. Breath control is needed, and unlike popular belief it is not in the inhalation of air. It begins with proper exhaling. The more air you can exhale, the more you are able to inhale. Increasing your capacity to inhale air is the goal to increasing energy and decreasing stress.

Energy can be restored more quickly with proper exhalation than by forced inhalation. Athletes rely on this technique all the time. The control of breathing can also reduce stress and tension.

Breath Before a Task- Before any strenuous task, begin with six deep exhalation-inhalation air exchanges:

- Exhale, 2, 3, 4; Inhale, 2, 3, 4 (repeat six times before beginning the task) \*

\* All aircrew members and ground team members prior to departure should use this procedure.

Breathing Control Exercises- There are some basic techniques to increasing your lung capacity through forced exhalation:

- Try reading an article out loud on one breath as far as you can without taking an inhalation. Do this a couple of times a day, and count the words to see how far you have gotten. Repeat the exercise on successive days to see your improvement.
- Sit down comfortably with your back straight and inhale slowly, counting to 4. Pause for one second, and then exhale until you reach a count of 12. Repeat the exercise, only inhale slowly to a count of 5, pause for one second, and then exhale until you reach a count of 15. Keep repeating the exercise until you progress through inhaling to 6, exhaling to 18; inhaling to 7, exhaling to 21.
  - At first it may seem difficult to do, but with this daily practice you will notice over time that your quality of breathing improves dramatically.

All emergency responders could benefit from proper breathing exercises. From the emergency manager to the troops in the field, proper exhalation and inhalation techniques can improve performance. If the proper breathing exercises are part of a daily routine, the well being that the exercises bring on will be natural in conserving energy and reducing stress.

## **ON SOLID GROUND- Tips for Becoming a Good Ground Team 'Ground Pounder'**

### **Ground Team Welfare**

The most unforeseen events of a wilderness search and rescue mission can occur in the search phase. Ground teams dispatched to potential sites for dismounted search often face the unexpected. It is not unusual for a dismounted team to face extremes in weather and/or terrain. Every team member must be able to adapt to the situation in order to efficiently work towards locating the mission objective. Key things the Ground Team Leader must do is to not get the team lost, monitor the well-being of the team along the way, and assure every opportunity for success.

- Before departing on a dismounted search, leave a member in the vehicle with the capability of maintaining communications contact with the team and mission base, and

exact information on the team's intent and direction it will be traveling. In the event that a member cannot be left in the vehicle, leave a written 'plan of action' note listing the team's intent and direction for others to find.

- After dismounting, mark your dismount location on a topographical map (using GPS coordinates if necessary). Take the map into the field to use when adapting to changes in terrain, marking your path along the way, and the location of the site when located.
- Quickly inventory the equipment going into the field to make sure you have what you need and formulate a mental plan for its use. Have team members attach critical items to their bodies to lessen the possibility of getting dropped or accidentally lost along the way. Each member of your team should have at least a signal mirror, a compass, pocketknife and a whistle on them to use in case they get separated from the rest of the team.
- Mark the team's 'entry point' with trail marking tape. Once in the field, mark your trail with marking tape at least every 50-100 meters depending on the visibility and terrain characteristics. This trail going in is likely going to be the trail coming out or to be used by another team to the located site.
- Have your team drink water, as they need it. It is better to store water in the body than conserving it by denying the body what it really may need.
- In hot weather, pace activity to prevent fluid loss due to excess perspiration. Stay cool. Keep the arms, neck and ears from exposure to the wind and sun.
- In cold weather, the wind and precipitation can lead to body-heat loss. Stay warm. Protect the hands, arms, neck, face and ears from exposure to stop heat loss by conduction, convection, and evaporation.
- In warm weather have the team remove layers of clothing to prevent perspiration during times of excessive warmth or exertion.
- While in the field, work smart to conserve energy and body fluids, by staying as dry as possible.
- Watch the time, making sure you can reach your destination or back to your vehicle well before dusk. A search and rescue team is rarely prepared for darkness.
- Use your topographical map to avoid crossing water or severe changes in elevation.
- Keep your eye on the sky. Watch for approaching weather that may produce precipitation and wind.
- Use your topographical map coming out and follow your trail tape back to your vehicle.

Getting your team safely to and from the vehicle during a dismounted search is just as important as locating the search objective.

Editor's Comment: As in all procedures presented in this section, the above represents a point of view based on in-depth research and practice from experienced ground team members. It is up to the reader to determine if the procedure should or should not be used in their operations.

## **CARRYING THE FIRE**

### **Making the Perfect Power Point Presentation**

In making your emergency services presentations, the use of 'Power Point' can be your best friend or your worst nightmare. In fact it could be said that the right 'Power Point' presentation can make 'stage fright' before an audience disappear. With the professional look of power point slides

and the informational prompts, you can provide a very impressive presentation. However, there are a few power point mistakes that can happen, that can turn an impressive presentation into an annoying waste of time. If you want assurance that your customer will appreciate your presentation, follow these guidelines:

1. KISS (Keep It Short and Simple)- Start your presentation with the audience in mind. Narrow your focus so that each slide is significant, but the discussion from each slide does not take more than 3 minutes of time, and the whole presentation less than an hour.
2. Your slides should be relevant. Each slide should supplement your verbal presentation with no more than five lines of text/information. The slides should help the audience follow along and visualize your ideas and concepts.
3. Use a consistent format- Start each presentation with the following:
  - An introduction
  - Preview the main points
  - Present each of the main points
  - Summarize the main points
  - Ask for final questions
  - Conclude with your main reason for the presentation
4. Make your slides clutter free. Just because the power point has the capability to do some remarkable things that does not mean you should implement them.
5. Do not read your slides to the audience, as it can bore them and make them forget about you and your message. Be able to say more about the slide than the slide says by itself.
6. Ensure your slides tie in with what you are talking about. Cute little sound effects and template 'clipart' can be just annoying. Use the special effects sparingly, and preferably only for a transition from one main point to another. You want your audience to be more in tune with the content than the animation.
7. Research beyond the information contained on the slides. Remember that your customer(s) in the audience will be 'grading' you on content **and** delivery. It will be what you know (particularly when they ask questions), not what your slides show that will bring them to you as a customer.
8. Nothing can be more distracting for everyone involved in a slide presentation than misspelled words. Before you present the slides to an audience of potential customers, practice on family and friends. It is generally known that parents, siblings, and in particular spouses relish in finding mistakes like misspelled words. Give them the opportunity to pounce all over it before it can count during an important presentation.
9. How do you make an excellent power point presentation? Practice, practice, practice.
10. Unless you have absolute 100% faith in the reliability of the computer, connections and projector to be used be prepared to provide handouts of your slide presentation.

## **GOING FROM GOOD TO GREAT**

### **Motivating Cross-Generational Volunteers**

We in emergency services need to gear up for the multiple generations we are going to be having as volunteers over the next couple of years. Never before in our history of emergency service volunteerism have we had so many generations that will be participating in activity. In the work arena the generational difference is usually based on minimum age limits for beginning work, and the maximum age for retirement. In emergency service volunteer programs such as ours in the Civil Air Patrol, there are few limitations for age. It will be common that the emergency manager

will be dealing with five distinct generations during any activity; the 'GI Generation', the 'Silent Generation', the Baby Boomers', the 'X-ers', and the 'Millennials'. An emergency services manager must find ways to motivate this diverse group of volunteers. Motivation must occur in four areas:

- The work environment
- The policies and practices of the organization
- The characteristics and interests of the individual
- The competency and performance of the team

Motivational Climate- a motivational environment can be achieved with the following:

- Clarify expectations
- Set challenging and attainable goals
- Provide authority along with responsibility to accomplish tasks
- Establish no unnecessary policies or procedures
- Volunteers are recognized for good performance
- Provide a sense of commitment to the individual for the individual to have pride in the organization

Organizational Policies and Procedures- although governed by certain regulations, organizational policies should never become counter-productive to the desires and efforts for the individual. Recognition for effort should be frequent and fair.

Characteristics of the Individual- the difference between generations has been thoroughly documented and predicted. The core element of motivation for cross-generational volunteers is that they are more alike than different. In a crisis situation, the volunteer will remain unified and respond to the best of their ability. The core needs of the volunteer, no matter from what generation will remain the same.

Competency and Performance- all emergency services volunteers will respond to motivation through success. The key to success is in training, competency, performance and opportunity.

Here are some tips for motivating the volunteer in emergency services:

- Get to know your volunteers and what is important to them
- Ensure you are providing an environment that is supportive
- Involve the volunteer in decisions that will affect them
- Acknowledge exceptional behavior
- Recruit the right people
- Set and maintain high standards of performance
- Clarify all expectations

## **DID YOU KNOW?**

### **Getting the Perfect Sleep**

Due to the nature of their avocation, emergency responders need rest and good sleep in order to be called upon to fulfill their obligations. The key to being well rested for a response starts with a good, non-interrupted 8-hour sleep every night. Those persons who do not routinely get an 8-hour sleep are destined to begin the response being sleep-deprived and are less likely to be able to sustain a good effort in the field for long.

Factors resulting in a disruptive sleep:

- Scheduling less than 8 hours for sleep
- Non-routine sleep schedule
- Caffeine within 6-9 hours of bedtime
- The chronic use of prescribed or over-the-counter sleep medications

- Eating/digesting food/snacks within 3 hours of your scheduled bedtime
- Anxiety and/or stress
- Consuming alcohol at least within 3 hours of bedtime
- Being overweight is one of the major contributors to sleep apnea

Factors for promoting Good Sleep:

- Schedule at least 8 hours of sleep each night
- Establishing a routine sleep and awake cycle
- Exercise at least three times per week (in the late afternoon or early evening at least 3 hours before bedtime preferred)
- Room temperature for sleeping between 64-66 degrees F
- Avoiding caffeine or alcohol at least 9 hours before scheduled bedtime
- Establishing a sound distraction-free sleep atmosphere
- Weight reduction
- Children, cats and dogs sleeping in their own beds

### **CHECK IT OUT!**

If you are interested in the ultimate survival under the worst weather conditions imaginable, read *'Shackleton's Way', (Lessons in Leadership from history's greatest survival story, celebrating resourcefulness, teamwork and success over adversity), by Margot Morrell and Stephanie Capparell, 2001.* Ernest Shackleton began an expedition to the Antarctic in January 1915, where his ship 'Endurance' was entrapped and crushed in an ice flow. In August 1916, he and his entire crew of 28 were safely rescued. For 20 months the crew suffered, but not one crewmember was lost to the savage wintry conditions. The lessons learned almost a century ago still work today.

### **Words of Wisdom- Coffee Cup Leadership Advice from the Military Pros**

Try to look unimportant because the bad guys may be low on ammo.

The enemy diversion you are ignoring is likely the main attack.

When you have secured the area, don't forget to tell the enemy.

If a piece of gear falls off while riding, don't put it back on until you find out what made it drop in the first place. (from an old U.S. Cavalry saying)

### **FAMOUS QUOTES**

A problem is like a fleeing enemy, attack it until it is beaten into submission. (Gen. Phil Sheridan)

### **SUBMISSIONS**

Queries, suggestions, and news items are welcome. Please submit to the following addresses:

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The next issue of the 'Emergency Services Hawk' will be sent out on or about 15-Feb-2005. Please have information you would like to be considered in that issue to my attention no later than 01-Feb-2005.