



DMATTERS

Toledo Area Disaster Medical Assistance Team Newsletter

Vol. 8, No. 1 JAN 99

TADMAT Web Page: <http://mediccom.org/public/tadmat/tadmat.html>

TADMAT: Established 1985

NDMS Level-1 Team

Mission: to triage, stabilize and prepare disposition for the victims of any incident that exceeds the medical capability of an affected area, be it local, statewide, national or international

Unit Commander:

- Churton Budd, RN, EMT-P

Deputy Co-Commanders:

- Jim Fenn, RN, NREMT
- Kelly Burkholder-Allen, RN
- Team member to be elected
- Team member to be elected

TADMAT Information Hotline:

(419) 383-5163

Mailing Address:

**2170 Aberdeen Ave
Toledo, OH 43614**

CALENDAR

1999 Meeting Dates:

1/21, 2/17, 3/18, 4/21, 5/20,
6/16, 7/15, 8/18, 9/16, 10/20,
11/18

*All meetings at 7PM in MCO
Collier Bldg.*

NDMS Conference 1999,
Washington DC May 8th –
12th Omni Shoreham Hotel

Annual spring drill the
weekend after Memorial Day

NEXT TADMAT TEAM MEETING:

**Jan 21st at 7PM in
MCO Collier Bldg.**

Dr. Paul Rega resigns as Unit Commander of the TADMAT:
Paul has turned in his letter of resignation as Unit Commander of the Toledo Area DMAT. Paul's letter to the team is as follows:

To that TADMAT,

Effective December 1, I will be resigning as Medical Commander of Tadmat.

I will be remaining on the team as the Medical Director, offering advice and counsel on all medical matters to the new leadership. This decision has been made known to a certain group of members over the past couple of months in order to assist me in developing a transition plan that would provide a change in leadership without causing any major disruption. This group consists of Churton Budd, Jim Fenn, Don McConnaughy, Mary Vance, Denny Bradley, Kelly Burkholder-Allen, Paula Edwards, Paul Johnson. I selected this group in my capacity as President of Tadmat, Inc. and also because since September when the ad hoc leadership team was disbanded, there has been no formal committee to deal with the day-to-day management of the team. This particular set of people was selected by me because of their devotion to the team, their particular expertise in team management, and the respect they have received from the Tadmat members. Although there are others who could have rightfully served on this transition team, I purposely chose to keep the group small to develop a leadership plan efficiently and expeditiously.

The goals for the new leadership plan were:

- 1) To retain leaders who were already well-known to local, state, and NDMS officials,
- 2) To expand management functions among a core group of leaders, and
- 3) To open up leadership opportunities among the general TADMAT membership.

Therefore, a consensus was reached that the new leadership body would consist of three members from the transition team plus any two members of TADMAT elected by the general membership. After polling the transition team, there were only three people on it who volunteered their services: Churton Budd, Jim Fenn, and Kelly Burkholder-Allen. Mr. Budd will serve as Commander and Mr. Fenn and Ms. Burkholder-Allen will be the Deputy Co-Commanders. When the other two members are elected, they will also be named Deputy Co-Commanders. The duties, responsibilities, checks, and balances will be delineated by the general membership via the By-Laws Committee under the direction of Mary Vance. We have also explored the development of a second layer of leadership that will enhance general team involvement and will be discussed at future meetings.

I believe that with the development of this new leadership plan, TADMAT will ascend to greater levels of local, state, and Federal recognition, while, at the same time, improve team involvement and participation. I urge everyone support this reorganization and I thank you, personally, for all the support you have given me.

Paul Rega

11/17/98

Paul has been with the team since it's inception and was the impetus for getting the TADMAT started. The team owes a great deal to his leadership and initiative. He has worked tirelessly for years on improving the team's image and helping the TADMAT be recognized at the local, state and federal levels. Paul has seen the team grow from a rag-tag group of medical types who thought responding to disasters was "cool" to the professional and highly trained team we are today. Paul has emphasized that he is stepping down as team leader, but wishes to remain a Staff Medical Officer on the team and will continue to respond with the team when we get deployed. As Paul is probably one of the more knowledgeable physicians in the country with respect to disaster medicine, he will also remain in an advisory position on the team and will continue to provide us medical direction for disaster medicine issues. We will all miss the leadership that Paul has provided the team in the past. We wish him luck and hope to continue to work with him in his new role.

DMAT Storage Area relocated:

We had heard rumors all summer that since the Coroner was moving out of the Douglas Bldg. on Arlington where we had our equipment stored, the building was going to be sold by Lucas County and may possibly be torn down. We kept waiting for the letter from the county terminating our memorandum of understanding, but it never came. Finally, after a few telephone calls in September we found that the building would exchange hands to the new owners and be slated for demolition in early October. Thus came a scramble to find a new home for our \$200,000 worth of equipment. We finally, after some negotiation with MCO received permission to store our equipment in a building that had been acquired from the Northwest Ohio Psych Hospital (TMHC). This building used to house the Dietary dept. for the State Hospital. It was being vacated and MCO didn't have any immediate plans. Thanks to a good number of team members help, we finally got the approval from MCO to move in and made a number of afternoon moves with trucks and pickups to get all the gear over to the new building. The building is not perfect, but it does have some good features that the older building did not. It does have some very large cockroaches that hopefully are all now dead! It does have a huge room about the size of a basketball court which we are now occupying about ¼ of. We literally could set the tents up in-doors if we wanted to! It does have reasonably good security. It does have a loading dock and an industrial scale just adjacent. It does have lights, water, bathrooms and we hope heat! We do have 24 hour access and keys. It is not on the 3rd floor like the area we had at the Douglas Bldg. It is within walking distance of the present spring / summer drill site. In many ways, this building is a good thing, however some of us still remain a little skeptical that it may not be permanent and our occupancy tenuous in the event MCO decides to do something with the building and exclude us from their plans. Thus Denny Bradley and others have made contacts with Toledo Hospital and are working on other potential sites to store equipment if we are no longer able to occupy the space in our new home. We will hope to have a team meeting there in the early spring to show everyone who has not yet seen it where it is and what capabilities we have there. **A very special thanks goes to all of those folks who helped with the transport of equipment, packing and unpacking and all your patience with the move. A VERY special thanks to Denny Bradley who tirelessly spent hours working issues regarding the move!**

Action Committee Dissolves:

In September of 1997 the TADMAT experienced growing pains and realized that we must restructure our team leadership to better meet the needs of our team members. At this time, the *Executive Committee* was rather large and becoming difficult to get everyone together at the same time to meet. Utilizing team members who were more active with the team a trial command structure was formed and named the "Action Committee". Some deep soul searching had taken place at that time and we discovered that our leadership style needed to change in order to be more cognizant of team members desire to be more involved with day-to-day operations of the team. This action committee was given 1 year to do it's thing and to test leadership methods and the way the team does business.

In September this year, the 1 year time frame we had set for it's trial was up and the action committee was dissolved by Paul Rega. This left the team following the incident command system and forced us to make some decisions as to how the team leadership structure had changed, what had worked and what had not, and what we should move toward in forming a permanent team leadership structure.

Through August to November, team members from the old Executive Committee, Action Committee and others who had been very active with the team sat and discussed the direction the team was taking and our past experiences. This ad-hoc committee has formed a new leadership style based on the Incident Command System.

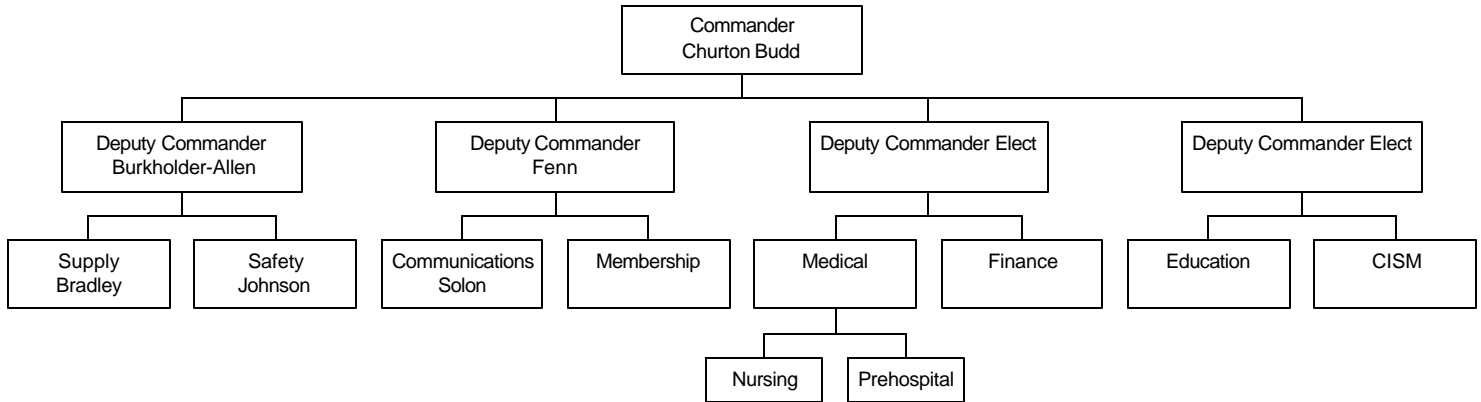
New Team Leadership Structure Being Developed:

The ad-hoc committee working on forming a new team leadership structure has decided on following the Incident Command System (ICS) in creating a foundation for our new team leadership structure. Many factors went into this decision. Primarily, as the ICS is a well-established and common structure for response teams, it seemed practical that we follow this configuration. The ICS has an inherent ability to allow for delegation of duties and multi-layered operational responsibilities. It minimizes any one person from having too many functions they are responsible for. This increases the need for more people to get involved to complete a task but at the same time, maximizes the likelihood the task will be completed as it is no longer as overwhelming. The ICS has many checks and balances built in. It reduces micro-management by distributing the tasks to the appropriate division in the ICS structure. Additionally, it creates a clear and static reporting line for both delegations of responsibilities and feedback on task completion.

We will be finalizing the command structure over the next few months. Some important factors have already been discussed (in Paul's letter), that have been taken into consideration. In order to maintain consistency with NDMS, Churton Budd has accepted the role of Unit Commander. Jim Fenn and Kelly Burkholder Allen are now Co-Deputy Commanders. Two members of the team will be nominated and elected to fill two additional slots as Co-Deputy Commanders.

New Team Incident Command System / Leadership Organizational Chart

TADMAT



Deputy Commander Nominations & Elections:

Through the month of December we will be accepting nominations for team Co-Deputy Commanders. These nominations may be sent to Churton Budd via US Mail by writing the name on a postcard and sending it to "TADMAT Deputy Commander Nomination" 2170 Aberdeen Ave, Toledo, OH 43614. Alternatively, you can leave your nomination on the Voicemail at 383-5163. Nominations may also be made at the Jan 21st TADMAT meeting.

These are very important positions within the team leadership and those persons will be responsible for the duties as shown on the TADMAT ICS organizational chart that you see elsewhere in this newsletter. These nominees should be very active on the team and should have a good understanding of the history of the team, knowledge of disaster medicine and have good communications and people skills.

In the past, team members have voiced concerns regarding lack of involvement in team management by the average team member, micromanaging, usurping of power and / or lack of responsiveness from the team leadership. This is your chance to elect your representative team members to the leadership to assure that these issues are addressed. If you have concerns, make sure they are met by participating in this election process!!! The present leadership recognizes team members dissatisfaction and is responsive to making every effort to address concerns of the team and correct whatever perception that some team members have of the functionality of the team leadership.

We will be holding a vote for the two Co-Deputy Commanders elect via a ballot that will be mailed to every team member on the roster after January 21st. These must be returned via US Mail by Feb 15th and the new Deputy Commanders will be announced at the meeting on Feb 17th, announced on the voicemail, and in the next newsletter after that date.

Nominations already received include: - Mary Vance, Paula Edwards and Roberta Hobbs.

TADMAT On First Call for Jan 99:

We were informed that the TADMAT will be on first call for deployments for the month of Jan 1999. This means that if a major disaster strikes the East coast, the TADMAT will be in the Push Package to respond. We have the schedule for the first few months which is as follows:

	East Coast	West Coast
Jan	IN2, NC1, OH1	CA1, HI1, OK1
Feb	AL1, MA2, PHS1	AK1, CA2, WA1
Mar	FL2, GA3, RI1	CA4, NM1, TX1

NDMS will forward the rest of the year schedule in early '99

CMN Dance Marathon at BGSU looking for volunteers.

BGSU will once again be hosting Dance Marathon March 27th and 28th. Dance Marathon is a large fund raising event to benefit the Children's Miracle Network. Dancers will have to dance straight through for 32hrs, with no watches or clocks. Some of these dancers require medication and will need to be located on the floor when it is time for their medications. Some minor aches and pains will crop up, but usually no serious injuries. If you would be willing to volunteer a few hours to work the First Aid area, please contact Jay MacNeal by phone at 419-372-4882 or by email at

macneal@bgnnet.bgsu.edu

CPR Expo:

Volunteers are needed for the CPR Expo that will be held March 28. Call Roberta Hobbs if you are interested in volunteering.

NDMS Announces New DMATS:

NDMS announced a few new DMATs to the family. We are welcoming GA4 (Agusta, GA), MO1 (St. Louis, MO), TX3 (Houston, TX) and TX4, (Dallas, TX). These DMATs are just starting out and we welcome them into the fold!!!

TADMAT Annual Dues:

Just a reminder, the \$10 annual dues for team members must be paid again beginning Jan 1st. It seems every year folks put off paying their dues until the last minute. Time drags on and it seems that March rolls around and many have not yet paid their dues. Last year, the Action Committee decided to revise the dues payments schedule to prompt team members to pay their dues earlier. This will result in fund being made available for team development well before the annual hurricane season and when we get busy! In order to remain an active member of the team and deployable your annual dues must be paid up! The amount goes up if not paid by the deadline of Jan 31st. Dues will be \$10 until Jan 31st, \$20 from Jan 31st until Feb 28th and then \$30 from Feb until March 31st. After March 31st, dues will be \$35. Dues must be postmarked by the date listed or you will get a late notice and be asked to pay the additional penalty before your dues are considered paid. If you have not paid your full dues by March 31st, you will be considered to be inactive and will be removed from the roster and non-deployable with the team. When dues are paid in full, you will be reactivated as a team member. We will be including with the newsletter a handy "invoice" that you can put with your bills and help remind you to pay up along with your electric, house payment and your credit cards!

TADMAT *Special Committee* Still Alive And Now Focusing On The Team Bylaws:

Many of you will recall the "Fogel Committee". This committee was established a few years ago as an ad-hoc committee of team members who were working on ways to improve the intra-team communications, solve problems, act as check-and-balance and work on special projects for the team. Mike Fogel has led this committee since its inception. Mike has unfortunately been forced into a different work schedule which has conflicted with his ability to chair this committee. Mary Vance has agreed to rekindle this committee and get it back into operation. One of their first goals is to develop team by-laws. We actually exist as a corporation titled "The Toledo Area Disaster Medical Assistance Team", but we never have developed by-laws. We have been working on a Policy and Procedure manual for years, but as our team leadership structure, methods and dynamics change, so does our actual procedures. This renders this document obsolete.

With the development of the by-laws, this committee will recommend wording that will be utilized to help determine the functions, limits, roles and responsibilities for the team Unit Commander and Deputy Commanders. The by-laws will assist in creating a more definitive structure as to how the team does business.

The *Special Committee* is open to any interested team member so if you want to become more active in the team and help out with day to day operations of the team, this is a great way to get more involved. Please contact Mary at one of the team meetings for a schedule and locations for the next *Special Committee* meeting.

Another Busy Year!

Well we are well beyond the 1998 hurricane season and we had another busy year. Dr. Gray's Hurricane forecast seemed to be holding true for '98 and will probably be indicative of another busy season in '99. We were placed on advisory and alert by NDMS for most of the hurricane season and all your work and preparatory activities are greatly appreciated. There were some frustrating times over the last few months as our team saw other teams deployed while we waited in the wings. It did generate quite a high degree of stress for some of us in the leadership roles as to why we appeared to be overlooked by NDMS in favor of other teams that were either not on alert as long as we were, or who were further away than we were. We also apologize for any stress this caused you, your employers or your families as plans constantly seemed to be changing and people kept redoing their personal and work schedules! Paul Rega did send and receive a response of explanation from NDMS as to the events, politics and other circumstances that lead to the decisions they made. Mr Gary Moore, Director of Emergency Response and Operations at NDMS has sent a letter to us that discusses some of these issues and that letter will be shared to everyone at the next DMAT meeting. We were advised by NDMS that this was not a reflection on our team and assured that they do hold our team in high regard and did actually keep us in reserve for a possible deployment to Puerto Rico or the US Virgin Islands. This deployment apparently did not develop due to circumstances and issues that they couldn't resolve. We were told that planes had been reserved to transport our team and possibly others in the event the final approval came through. I would like to thank everyone's readiness and perseverance this summer and assure you that we will continue to highlight our teams accomplishments in the eyes of NDMS and keep pushing to maintain our status as one of the top DMATs in the country! In the unfortunate event of another disaster, we hope that we can be there to perform our best and help those in need.

Don't forget to pay your dues and mail in the enclosed invoice !!!