

# FIRE SERVICE ORGANIZATIONAL CULTURE OF SAFETY REPORT (FOCUS)

**Essex Fire Dept, Essex, VT**

**Assessment Date: Feb 2020 - Mar 2020  
As of 4/27/2020  
Total Departments Participating: 478  
Total Respondents: 41,913**

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## **COVID-19 RAPID Mental Health Assessment Final Report**

**Essex Fire Dept Essex, VT  
Study Period: May - October 2020**

The findings included in the attached report jointly speak to the importance of monitoring and managing safety climate in the fire service through FOCUS.

- FOCUS can be administered for baseline assessment and then re-administered after an intervention effort.
- FOCUS results were rescaled from a 5-point Likert to a 100-point scale for meaningful use, interpretation, and goal-setting by the fire service.

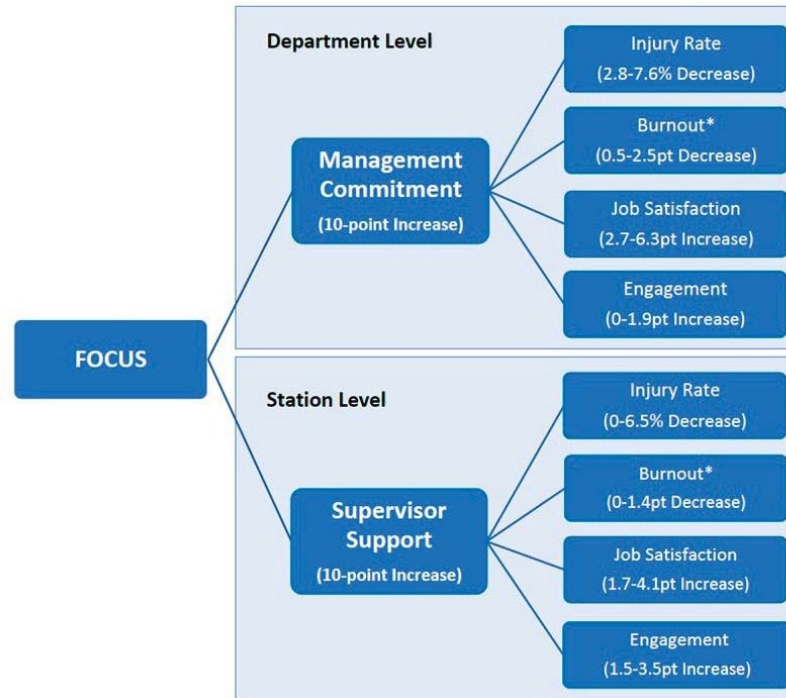
#### The Relationship between FOCUS Score and Injury Outcomes

Injuries in the fire service can be rare events. Indeed, of the 132 randomly selected fire departments that participated in the development of FOCUS, 83% reported 30 or fewer injuries in one year (20% of the entire sample reported no injuries in the last year). If we had only examined the relationship between FOCUS and injuries at the fire department level, the association would have been impossible to assess. Therefore, we relied on the overall association seen in the entire sample to validate the relationship of FOCUS with injury.

#### The Relationship between FOCUS Score and Organizational Outcomes

By examining the relationship between FOCUS score and organizational outcomes, we are not only focusing on productivity, but the mental health and well-being of fire service members. When fire service members believe managerial efforts and resources to improve safety climate are significantly supported and rewarded, they feel empowered to behave and work in a safer and healthier manner.

Your results may vary, but in general, we expect that if a fire department wanted to increase their FOCUS Management Commitment or Supervisor Support scores by 10 points, the following outcomes would be expected:



\*Please note that these outcomes are based on our psychometric analysis using the Burnout scale utilized in all previous FOCUS assessments (e.g. Beta-test, v1.0). For the FOCUSv2.0 assessment, we have integrated more specific burnout scales (Emotional Exhaustion & Depersonalization) to obtain a more refined understanding of Burnout in the Fire and Rescue Service.



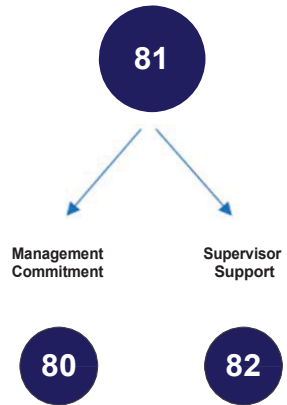
# FOCUS Report Executive Summary

Essex Fire Dept., Essex, VT

Station(s): 1, Department Response Rate: 59%



FOCUS



### Job Satisfaction

Dept. Average



Self-reported Injury



### Engagement

EMS Run

Dept. Average

Fire Run



### Burnout: Emotional Exhaustion

EMS Run

Dept. Average

Fire Run



### Burnout: Depersonalization

EMS Run

Dept. Average

Fire Run



## Executive Summary

From May to October of 2020, 17 fire and rescue departments tracked the mental health of their membership using the COVID-19 RAPID Mental Health Assessment (RAPID). Your department was part of a geographically-stratified random sample of national departments who completed a FOCUS survey between December 2019 and March 2020.

		All Departments*	6 month average score (out of 100)	Essex*	6 month average score (out of 100)
	<b>Indicator name</b>				
<b>Safety Climate &amp; Leadership</b>  <b>Levers of Well-Being Behavior &amp; Morale</b>	Higher scores are better				
	1 Management Commitment to Safety		71		76
	2 Supervisor Support for Safety		84		80
	3 Leadership Communication		68		66
	4 Supervisor Sensegiving		86		85
	5 Job Satisfaction - General		93		92
	6 Job Satisfaction - Morale		78		73
	7 Engagement_EMS		78		74
	8 Engagement_FIRE		73		76
	9 EMS Safety Behavior		81		82
	10 Decision-making		61		60
	11 Resilience		81		80
	12 Social Support		79		76
13 Recovery Experience		70		69	
<b>Well-Being Outcomes</b>  Lower scores are better					
	14 Burnout Emotional Exhaustion_EMS		43		40
	15 Burnout Emotional Exhaustion_FIRE		40		40
	16 Burnout Depersonalization_EMS		42		35
	17 Burnout Depersonalization_FIRE		37		33
	18 Stress		47		50
	19 Intent to Leave		40		46
	20 % High Risk of Anxiety		39		25
21 % High Risk of Depression		29		20	

\*up/down arrow indicates statistically significant increase/decrease; '-' indicates no change

red = concerning result

green = positive result



**RAPID Results**  
(17 Participating Departments)

Study Period: May - October 2020

Study Period All Department  
Response Rate Range: 7% - 91%

Your Department's Study Period  
Response Rate Range: 29% - 79%

**Safety Climate & Leadership**

	All Department Study Period Average	All Department Study Period Range	Your Department Study Period Average	Your Department Study Period Range
<b>FOCUS - Management Commitment</b>	71	43 - 90	76	43 - 100
<b>FOCUS - Supervisor Support</b>	84	76 - 93	80	46 - 100
<b>Leadership Communication</b>	68	41 - 88	66	20 - 100
<b>Supervisor Sensegiving</b>	86	73 - 97	85	20 - 100

**Behavior & Morale**

	All Department Study Period Average	All Department Study Period Range	Your Department Study Period Average	Your Department Study Period Range
<b>EMS Safety Compliance Behavior</b>	93	87 - 98	92	60 - 100
<b>Job Satisfaction - General</b>	78	61 - 86	73	40 - 100
<b>Job Satisfaction - Morale</b>	78	53 - 90	74	25 - 100
<b>Engagement (EMS)</b>	73	63 - 85	76	20 - 100
<b>Engagement (Fire)</b>	81	71 - 87	82	60 - 100

**Levers of Well-being**

	All Department Study Period Average	All Department Study Period Range	Your Department Study Period Average	Your Department Study Period Range
<b>Decision Making</b>	61	41 - 78	60	20 - 100
<b>Resilience</b>	81	75 - 87	80	56 - 100
<b>Social Support</b>	79	71 - 86	76	43 - 100
<b>Recovery Experience</b>	70	63 - 77	69	36 - 93

**Well-being Outcomes**

	All Department Study Period Average	All Department Study Period Range	Your Department Study Period Average	Your Department Study Period Range
<b>Stress</b>	47	42 - 53	50	29 - 79
<b>Burnout - Depersonalization (EMS)</b>	42	30 - 54	35	20 - 72
<b>Burnout - Depersonalization (Fire)</b>	37	28 - 45	33	20 - 72
<b>Burnout - Emotional Exhaustion (EMS)</b>	43	35 - 55	40	20 - 76
<b>Burnout - Emotional Exhaustion (Fire)</b>	40	33 - 47	40	20 - 60
<b>Intent to Leave the Profession</b>	40	25 - 64	46	20 - 100

	Average High Risk for All Departments Over Study Period	All Department Study Period Range	Average High Risk for Your Department Over Study Period	Your Department Study Period Range
<b>Anxiety</b>	39%	19% - 73%	25%	10% - 26%
<b>Depression</b>	29%	8% - 54%	20%	19% - 32%

**Essex Fire Department  
COVID-19 RAPID Mental Health Assessment Final Report  
Individual Analysis of Essex Fire Department Results**

This Survey was conducted for the six months May through October of 2020. Although the focus of the survey was the mental effect of the Pandemic on the mental health of members of the fire service, for our department, the results indicate more than just the effects of the pandemic.

The questions on the survey were developed by behavioral specialists. To get a trend analysis over the six-month period of the survey, the same questions were asked each month to get the variation of responses. Essex Fire was chosen because of our relationship with the FIRST Center and provided the study a data balance, as we did not suffer the extreme effects of the Pandemic as many major city departments such as Philadelphia. Essex was one of 20 departments chosen nationwide (three departments dropped out so 17 departments in total fully participated) from large career departments and volunteer/paid on-call departments like Essex.

The Executive Summary on page 3 of the Final Report shows the 6-month average scores for all departments as well as Essex. The score to strive for in the top half of the chart where the higher scores are better is 80 or above, with an achieved score of 80 is very good. Results are color coded to show positive results as well as concerning results.

Lines 20 and 21 of this Executive Summary displays the percentage of department members that are at a high risk of anxiety and depression.

One other point to note is looking at our monthly scores on pages 6-12 shows our department study period ranges for each category. These tend to be a very large range in many cases. Some of that may have resolved itself with recent personnel changes and the fact that we are able to hold live trainings, but, still something to consider as we go forward.

Essex Fire as compared to all departments in the survey compares relatively closely. Our analysis though should not stop there because we can always do better. We need to applaud the areas of positive results. The key areas that we should focus on improving are:

- Management Commitment
- Leadership Communication
- Decision making
- Stress
- Anxiety

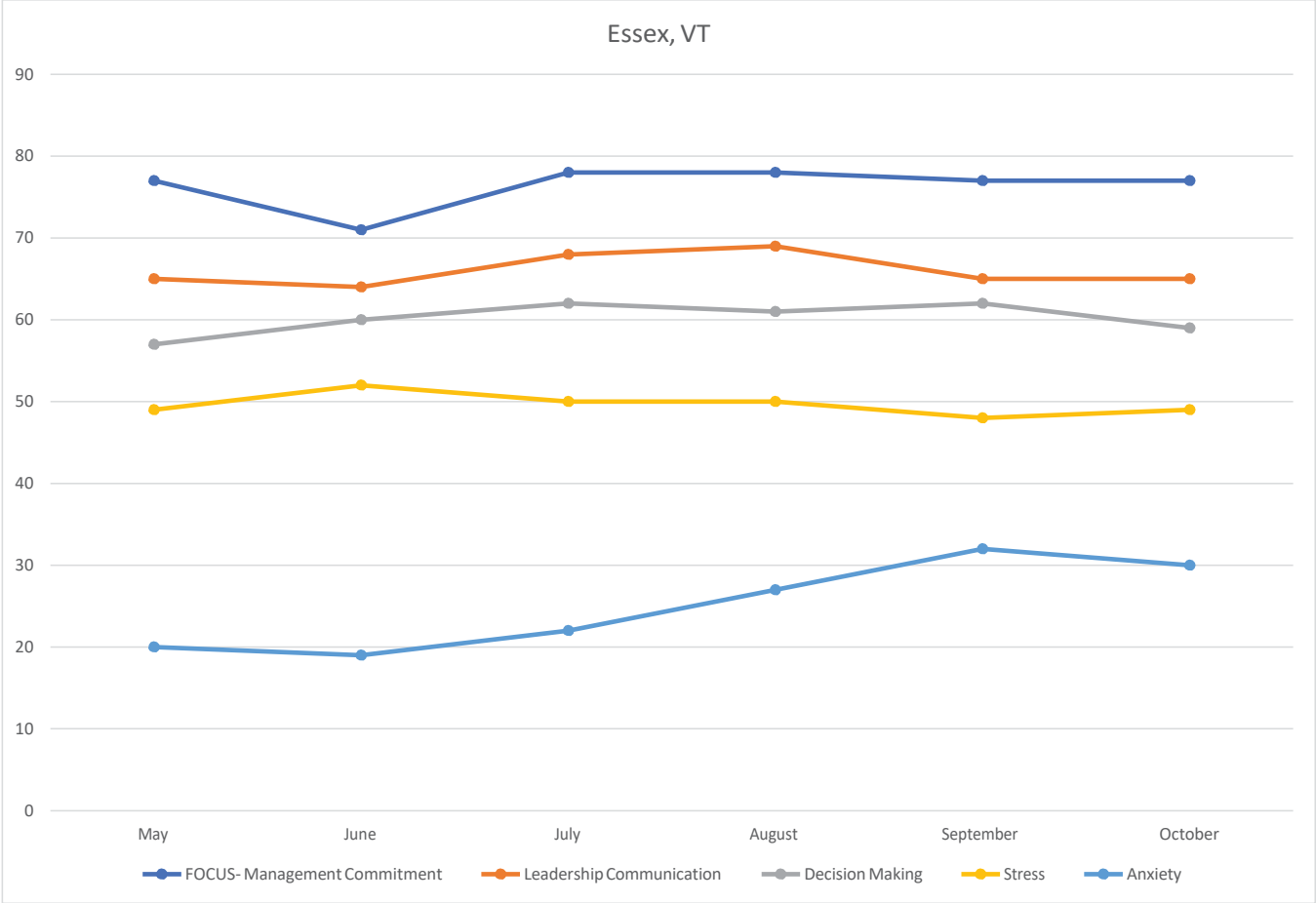
The graph on page 13 of the report shows the relationship over the 6-month period of these five variables.

It is interesting to note the relationship between all five of these variables on the graph. It is important to note that until July 1, we were not training in person. Communication and Commitment fell and then began to rise and level off after we began training in person. This automatically increases communication and reflects management commitment because members are more aware of what is happening. The same holds true with decision making although it did fall off in October. We can further analyze this by looking back at what was going on at that time.

Stress is consistent throughout the survey period with a spike in June which corresponds with the drop in management commitment and leadership communication for June. It dropped a bit in September and increased in October back to the consistent level. Stress in the paid-on call setting is always quite high given this is not a full-time job for the members and when the tone drops, they have to change gears, thinking, respond to the station and answer the call. This is in addition to the pandemic and other factors present in the job.

The percentage of members at risk for high anxiety has consistently increased during the study period. The most apparent factor would be the continued pandemic and additional outbreaks in many places, including Essex and the rest of Chittenden County. One trend to note on the graph is there was a slight decrease in both management commitment and leadership communication in September and a continued increase in anxiety, which is not consistent with July and August. The other non-pandemic related factor for Essex Fire was the on-going uncertainty of the merger with the Village and the message that many things were on hold pending the outcome of the merger. This too could be a contributing factor to the increased percentage of members at risk for high anxiety.

This analysis is made based on the on-going discussions with the behavioral and analytical staff at the FIRST Center. It can be used as a baseline for reading and understanding the complete report. Each of the questions asked in the monthly survey is included in the report along with the reason and history behind the question.





**Questions?**  
**Thank you for your attention**



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