



Maintaining Personnel and Organizational Resilience during the COVID-19 Pandemic

Goshen Fire Company
Chester County, Pennsylvania

Presentation Team



- Dr. Robert S. Fleming
 - Professor of Management, Rohrer College of Business, Rowan University
 - Professor of Crisis and Emergency Management, Rowan University
 - Deputy Chief of Administration, Goshen Fire Company
- Robert G. Horton, Jr.
 - Deputy Chief of Health and Safety, Goshen Fire Company
 - Adjunct Faculty, Delaware County Community College
- M. Grant Everhart
 - Executive Director, Goshen Fire Company
 - Deputy Fire Chief, Goshen Fire Company

COVID-19 Pandemic Committee



- Fire Company President (Chair) (Bob Fleming)
- Executive Director (Grant Everhart)
- Deputy Chief of Health and Safety (Bob Horton)
- Fire Chief
- EMS Chief
- Fire Police Chief
- Information Technology & Data Privacy Coordinator
- Union President

Session Agenda



- Goshen Fire Company Overview
- Pandemic Committee Roles, Experiences, and Perspectives
 - *Fire Company Administration*
 - *Executive Director*
 - *Health and Safety*
 - *Fire Division*
 - *EMS Division*
 - *Fire Police Division*
 - *Information Technology*
 - *Union*
- Lessons Learned - Perspectives
- Questions, Answers, and Discussion
 - *Regarding our presentation*
 - *Regarding the experiences of other fire and emergency services agencies during the COVID-19 Pandemic*

Goshen Fire Company Overview



Our Stakeholders

- Those who live in, work in, or travel to or through our coverage area
- The residents and community members that support us
- Elected and appointed officials
- Mutual aid agencies

Goshen Fire Company Overview



- Three operating divisions (Fire, EMS, Fire Police)
- Administrative division
- Primary coverage of four municipalities (East Goshen, West Goshen, Willistown, & Westtown)
- Combination department
 - Volunteers
 - Career Staff (Full-time and Part-time)
- Call volumes and trends
- Staffing coverage
 - Traditional plus “power shifts”

Roles, Experiences and Perspectives



Fire Company Administration

- Providing leadership on behalf of Board of Directors
- Appointing and facilitating Pandemic Committee
- Ensuring ability to continue to provide service to community
- Meeting and exceeding stakeholder expectations
- Stakeholder involvement and engagement
- Information dissemination (internal, external, social media)
- Fundraising challenges during the Pandemic

Roles, Experiences and Perspectives



Executive Director

- Boots on the ground
- Managing Career Staff
- Keeping members informed
- Interface with Health Department
- Securing testing
- Securing vaccinations
- Securing and managing COVID grants (Federal, State, County, Local, PPE)
- Securing PPE

Roles, Experiences and Perspectives



Health and Safety

- Developing Interim SOP for Infection Control Program
- Managing infection control program
- Monitoring COVID developments and advising Pandemic Committee, Board of Directors, and membership
- Providing guidance on health concerns to staffing to division chiefs
- Tracking crew exposures and outcomes
- Scheduling apparatus disinfecting for the fleet according to schedule and as call volumes and exposures dictate
- Involved in initial notification process from County on COVID positive patients

Roles, Experiences and Perspectives



Fire Division

- Call volumes and types during the Pandemic
- Protecting the crew by limiting access
- Modifying apparatus staffing to maintain social distancing
- Enforcement of masking and social distancing
- Recruitment, retention, and training challenges
- Career staff hiring and onboarding
- Career staff availability (restrictions on PT employees by primary employers)

Roles, Experiences and Perspectives



EMS Division

- Primary coverage area includes
 - Assisted living facilities
 - Large residential retirement community
- Working with Chester County Health Department
- Guidance from PA Department of Health
- Working with Safety Team
- Monitoring patient and member exposures
- Securing and ensuring the availability of extensive PPE inventory
- Recruitment, retention, and training challenges

Roles, Experiences and Perspectives



Fire Police Division

- Extensive division membership
- Typical roles and responsibilities
- Challenges of major highways
- Unique challenges during the Pandemic
- Strategies to address Pandemic challenges

Roles, Experiences and Perspectives



Information Technology

- Ensuring effective, efficient, and safe IT system availability and use
- Data entry infection control measures (washable keyboards and social distancing)
- Developed system enhancements (logging system for providers with potential exposures)
- Ensured compliance with data privacy provisions

Roles, Experiences and Perspectives



Union

- Interest in union and their membership in protecting employees
- Union president was asked to join the initial Pandemic Committee and provided valuable guidance and insights during our deliberations
- Role that our career staff played throughout the Pandemic
- Involving the Union leadership was an essential element of our success in managing the evolving challenges throughout the Pandemic

Perspectives on Lessons Learned



- Bob Horton
- Grant Everhart
- Bob Fleming



Presentation Questions and Comments



Sharing of the Pandemic Experiences of Others



Thank you for attending and
participating!