



## **COUNTY OF PERTH**

Emergency Services

Perth County Paramedic Services

**2017-2019 Business Plan**

November 2016

This document is formatted for double-sided printing. The contents are premised for an internal, corporate audience to use as a basis on which to gauge the Perth County Paramedic Services Division of the Emergency Services Department.

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# **Business Plan 2017-2019**

## **Perth County Paramedic Services**

November 2016

### **Preamble**

The Emergency Services Department is a County wide department delivered by the County of Perth. Perth County Paramedic Services provides pre hospital care within the legislative guidelines and regulations to all seven Municipalities within the County of Perth, North Perth, West Perth, Perth East, Perth South, the City of Stratford and the Town of St. Marys.

Perth County Paramedic Services is the largest department in the Perth County structure and has the only unionized workforce, CUPE Local 4514. Perth County Paramedic Services collaborates daily with staff in Human Resources, Finance, Information Technology, Emergency Management, Facilities and Roads Divisions and occasionally with Planning and Accessibility Divisions.

### **Service Strategy**

The mandate of the Perth County Paramedic Services is to provide high quality and effective paramedic services and emergency transportation.

In providing this service, along with the corporate vision statement, Perth County Paramedic Services uses as its core values:

- a. Create culture of excellence
- b. Demonstrating value for dollars spent
- c. Retaining a highly skilled, progressive, experienced workforce
- d. Sustainability.

## Key Customers

- Citizens
- Perth County Council

## Key Partners

- North Perth, Perth East, Perth South, West Perth
- City of Stratford
- Town of St Marys
- MOHLTC
- London Central Ambulance Communication Centre
- Southwestern Ontario Regional Base Hospital
- Area Hospitals
- Long Term Care Facilities
- County of Perth Public Works, Human Resources, Corporate Services
- LIHNs
- Stratford Airport
- Emergency Management Ontario
- CEMC
- Neighbouring Paramedic Services
- Perth District Health Unit
- Local Fire Departments
- Stratford Police Department
- OPP

## Core Businesses/Services

- Pre-Hospital Emergency Care
- Emergency Patient Transportation
- Management of Resource Deployment (paramedics, ambulances, trailer, sled, CACC)
- Multi Casualty Response
- Emergency Preparedness
- Human Resources: Staff (assessment, training, development, safety and welfare)
- Human Resources: Administration (payroll, records, scheduling, collective agreement management)
- Incident Investigation and Assessment
- Inventory procurement and management
- Asset management

- Policy and procedure development
- Public Access Defibrillator (PAD) program
- Stakeholder relations
- Software integration/support for Time Manager, Operative IQ, FleetMatic, Garmin, IMedic

## Legislated Standards

- Ambulance Services Collective Bargaining Act 2001
- Ambulance Act
  - O.Reg 129/99-Apportionment of Costs
  - O.Reg 257/00
    - Patient Care Standards
    - Vehicle Equipment Standards
    - Documentation Standards
    - Communicable Disease Standards
    - Certification Standards
    - Basic Life Support Standards
    - Advanced Life Support Patient Care Standards
- Occupational Health and Safety Act
- Ministry of Transportation Regulations
- Highway Traffic Act
- Coroners Act
- NIOSH guidelines
- PHIPA (Patient Healthcare Information Privacy Act)
- Ministry of Health Documentation Standards
- Mental Health Act
- Accessibility for Ontarians with Disabilities Act
- Regulated Health Profession Act
- Municipal Act
- Substitute Decisions Act
- Health Care Consent Act
- Child and Family Services Act
- Controlled Substances Act (Federal)
- Criminal Code (Federal)

## Key Linkages with Strategic Plan

### **GOAL 1: Ensure residents are being served by an efficient, cohesive, accessible and comprehensive service delivery model.**

- Strategic Objective: Investment in and support of community infrastructure, including Perth County Paramedic Services, Fire, Health and other services that reflect our rate of growth and rural nature.

### **Perth County Paramedic Services Strategic Plan:**

#### Professional Standards

- Provide evidence based standards and processes
- Provide a Quality Assurance Program that monitors key indicators and mitigates risk
- Meet and / or exceed Regulatory Requirements

#### Deployment and Patient Care

- Work to achieve the best emergency clinical care
- Work to improve emergency care response times
- Provide the right care in the right time
- Advocate for appropriate dispatching

#### Investing in Staff

- Provide, protect/promote/value, the health, wellness and safety of staff
- Build career paths
- Embrace a team atmosphere
- Provide innovative learning and development opportunities

#### Fit For the Future

- Effective and efficient management of resources
- Undertake evidence-based planning
- Collaborative partnering
- Open to innovation
- Carbon footprint reduction

- Monitor industry trends

### Emergency and Disaster Resilience

- Prevention
- Mitigation
- Preparation
- Response
- Recovery

## Achievements of 2016 Program

Paramedic Services 2016 Major Initiatives	Achieved	Comments
Paramedic Services HQ Project Management	Completed	The majority of the project work has been completed. Summary of documentation to be compiled with Facilities division. Currently working on final SOPs for the facility.
TOMRMS Filing	Incomplete	Meetings held January 20, 2016, March 21, 2016. Implementation delayed until after move into new headquarters. One office completed to test the structure. Phase 2 being initiated fall of 2016.
EMS HQ Transition	Completed	Admin move in date June 8, 2016, Paramedics move in July 27, 2016, Official Opening Sept 17, 2016
EMS Union Contract Negotiations	Completed	Council ratified agreement in closed session on April 21, 2016.
EMS Strategic Plan Review with Council	Deferred	Will begin the work once transition into new HQ is completed. To coincide with Corporate Vision work.
Huron Perth Service Delivery Review Follow-Up	Partially Completed	Follow up meeting with Huron County was held Jan 28, 2016 to review sharing options. Meeting August 18, 2016. Report to Council November 2016
Paramedic Skill Development	Partially Completed	Plan is currently being worked on, and work will begin in earnest once transition to HQ is completed
Exploration of “Just Culture”	Deferred to 2017	Will be part of Paramedic skill development and Strategic planning. Staff attended 2 <sup>nd</sup> Just Culture Workshop April 27, 2016. Will become part of Corporate strategic planning discussions
Creation of a new Paramedic Performance Appraisal Form	Deferred	Will coincide with Strategic planning and skill development, PA form needs to reflect these areas.
Update Tiered Response Agreements	Partially Completed	Education Session with Perth County Council and partner municipalities held Sept 15, 2016. First step in process. Next meeting with Fire Chiefs is October 26, 2016



Paramedic Services 2016 Major Initiatives	Achieved	Comments
NEW in 2016: Implement new PTSD presumptive legislation requirements	Completed	Attended May 11, 2016 OAPC workshop. Attending MOL Round table discussions October 25, 2016 to assist with planning. Perth County Paramedic Services is in good standing.
NEW in 2016: LTD/STD/WSIB claim review with Donnelly	Partially Completed	Introductory meeting April 13, 2016 with representatives from Donnelly, Huron County and Perth County (FD, PS, HR, CAO). Working to identify practices and wellness initiatives that would/could reduce increasing number of claims. Review of HR practices currently being undertaken, still waiting for information from Donnelly.
Special Events	Completed	Grand Opening of Stratford Station and HQ, OAPC Conference Working Group, Celebration of Life Event

## Major Initiatives for 2017, 2018, 2019

2017 Goals / Objectives	Comments
Perth County Paramedic Services Strategic Plan Review with Council	To coincide with Corporate Strategic Planning
Huron Perth Paramedic Service Delivery Review Follow Up	Follow up on opportunities for shared services and recommendations from 2015 and 2016 Perth County Paramedic Services service review reports.
Paramedic Skill Development	Development of individual training plans and training modules using the new training environment and Education Commandere in the Perth County Paramedic Services HQ (eg. Mannequins). To be reflected in new Performance Appraisal process.
Management of medical equipment assets through bar code tracking	Management of medical equipment assets through bar code tracking as they move in and out of service and between vehicles.
Creation of a new Paramedic Performance Appraisal Form	Will coincide with Strategic planning and skill development. Work with HR department to develop a process that meets the unique needs of Paramedics and the Corporation.
Managing LTD and WSIB Claims	Work with HR to develop strategies for management of workplace absences with an emphasis on LTD, WSIB and PTSD. Tied to the Donnelly Workplace report and work being done by Donnelly Management Advisory Services Limited in 2016.
Workplace Wellness Initiatives	Work with the Health and Safety Committee, Peer Support Team, County Wellness Committee, and Union to develop wellness initiatives that support resiliency and a healthy workplace to support PTSD needs.
Review and Implement New BLS and ALS Patient Care Standards	The Ministry of Health – Emergency Health Services Branch has released new standards for patient care with various implementation dates throughout 2016 and 2017. It will require education and implementation planning for all members of Paramedic Services, MOH-EHS has not provided any training dollars to the Base Hospitals or Paramedic Services to roll out the new standards.

<p>Develop PTSD Prevention Plan (deadline March, 2017)</p>	<p>Review current PTSD procedures in PCPS and develop PTSD Prevention Plan for submission to MOL as per new requirements.</p>
<p>R2MR (Road to Mental Readiness) training</p>	<p>R2MR is an evidence based program, the main objectives are to reduce stigma of mental illness, increase awareness of mental health and offer resources to maintain positive mental health and increase resiliency. Will be jointly offered with Huron County Paramedic services.</p>
<p>Regional Commander Workshop</p>	<p>Host/create a leadership workshop for Paramedic Service Commanders in the region. To provide training and create a forum for sharing of experiences and solutions and to build networking relationships.</p>
<p>Exploration of “Just Culture”</p>	<p>Exploration with Perth County Paramedic Services management team, Union and County Senior Management Team around the implementation of a “Just Culture” philosophy (will need to align with strategic planning work within the County). It is about creating an open, fair and just culture that supports learning, designs safe systems and manages behavioral choices. It is a system that balances the duty to avoid unjustified risk or harm, to produce a desired outcome and to follow procedural rules against the organizational and individual values of such things as safety, cost, effectiveness, equity. It is a culture that is being adopted by Perth County Paramedic Services and health care providers across the province in order to encourage staff to report mistakes to prevent future occurrences</p>

2018 Goals and Objectives	Comments
Implementation of “Just Culture”	Exploration with Perth County Paramedic Services management team, Union and County Senior Management Team around the implementation of a “Just Culture” philosophy. It is about creating an open, fair and just culture that supports learning, designs safe systems and manages behavioral choices. It is a system that balances the duty to avoid unjustified risk or harm, to produce a desired outcome and to follow procedural rules against the organizational and individual values of such things as safety, cost, effectiveness, equity. It is a culture that is being adopted by Perth County Paramedic Services and health care providers across the province in order to encourage staff to report mistakes to prevent future occurrences
Succession Planning	Succession planning for Perth County Paramedic Services Management team, provide AMCTO of equivalent training for Perth County Paramedic Services Acting/PT/Supervisors/Paramedics interested in moving into higher management roles
Replacement of front line defibrillators and Community AEDs	Develop tenders with Huron County Paramedic Services for the replacement of defibrillators and AEDs
2019 Goals / Objectives	Comments

MOH Service Review Preparation	MOH Audit occurs every three years in September
Update Tiered Response Agreements (TRA) with Fire Departments	TRA to be reviewed once per term of County Council

## Program Delivery Plan

How will the program be delivered and at what level?

- 1.0 FTE Director of Emergency Services
- 1 Deputy Chief
- 1 Quality Assurance and Return to Work Supervisor
- 1 Perth County Paramedic Services Administrative Clerk
- 0.75 FTE Education Commander
- 5 Commanders/Supervisors
- 4 PT Commanders/Supervisors
- 50 FT Paramedics
- 45 PT Paramedics (17.9 FTE)
- Department Operational Hours 24/7

What changes will impact program delivery in the future?

- New legislative requirements for PTSD as a result of presumptive legislation.
- Additional Hours for Education Commander to implement training initiatives
- Aging Population
- Health Care budget cuts/pressures/realignment/off load delays
- Council / Policy Decisions
- Evolving Hazards (Influenza, Ebola, Terrorism)
- Succession Planning for Perth County Paramedic Services

## Financial Allocation/Deployment Plan

Service	FTE Requirements by Year			
	2016	2017	2018	2019

<b>Perth County Paramedic Services Division</b>				
<b>Total Management FTE Requirements</b>	<b>9.35</b>	<b>9.35</b>	<b>9.35</b>	<b>9.35</b>

## Significant Variances

- In 2017 add .25 Training Supervisor
- In 2017 maintain staffing level from Project Management and Training Supervisor (2016/17/18 ongoing)
- No changes in paramedic FTEs forecasted

## Training and Development

- OAPC Educational Workshops (Chief, Deputy Chief and HR Manager) (Toronto)
- OAPC Paramedic Exemplary Service Awards (Ottawa)
- OAPC Annual Conference/Workshops (Ottawa)
- R2MR Training (all PS Staff)
- CHICA Workshop (Infection Control)
- Speakers for Paramedic Training Sessions
- iMedic Workshop (Toronto)
- Vehicle Workshop (North Bay)
- Peer Support Team Training
- Paramedic Leadership Certificate Program (10 classes divided between 5 people)
- Commander Leadership Workshop (Stratford)
- Mental Health Fundamentals and Crisis Intervention Program (Simon Fraser University) for Peer Support Team Leader
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## Comments:

Perth County Paramedic Services work plans are always subject to the intervention of emergencies that require an all hands on deck approach. In 2016 most of our attention and resources were focused (and stretched) on the construction and opening of the new paramedic facility located in Stratford. Perth County Paramedic Services staff worked hard throughout 2016 and are to be commended on all that they accomplished along with their regular duties.

The focus in 2017 will shift to developing sound education practices, wellness with a focus on resiliency in the prevention of PTSD and participation in the corporate strategic planning process.

Emergency Management 2016 Major Initiatives	Responsible	Due Date	Actual Completion Date	Status & Comments
• Emergency Management Program Review	[enter name]	[yyyy/mm/dd]	[yyyy/mm/dd]	[enter current status/comments]
• Expansion of Shared Services				
• Legislative Compliance (for each municipality)				
• Incident Management System Transition				
• Regional Training Services				
• Public Alerting Notification System				
• Public Education				
• Partnership Opportunities • Radio System Strategic Planning				
• Interoperability				
• Hazardous Materials				
• New EMS Headquarters – EOC and Training				
• Corporate Communications Strategy				
• Emergency Social Services Planning				
• Courthouse Emergency Procedures				



