

# **AMBULANCE AND EMERGENCY PROGRAMS**

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**A. Background**

**A.1 Preparing the Service Strategy Business Plan**

The Service Strategy Business Plan (SSBP) was created by a Project Team comprised of the Director of Ambulance and Emergency Programs, Corporate Services Financial Analyst, Manager of Administration for Ambulance and Emergency Programs, Administrative Assistant, Quality Assurance Coordinators, and the Team Clerk.

**A.2 Key Contacts**

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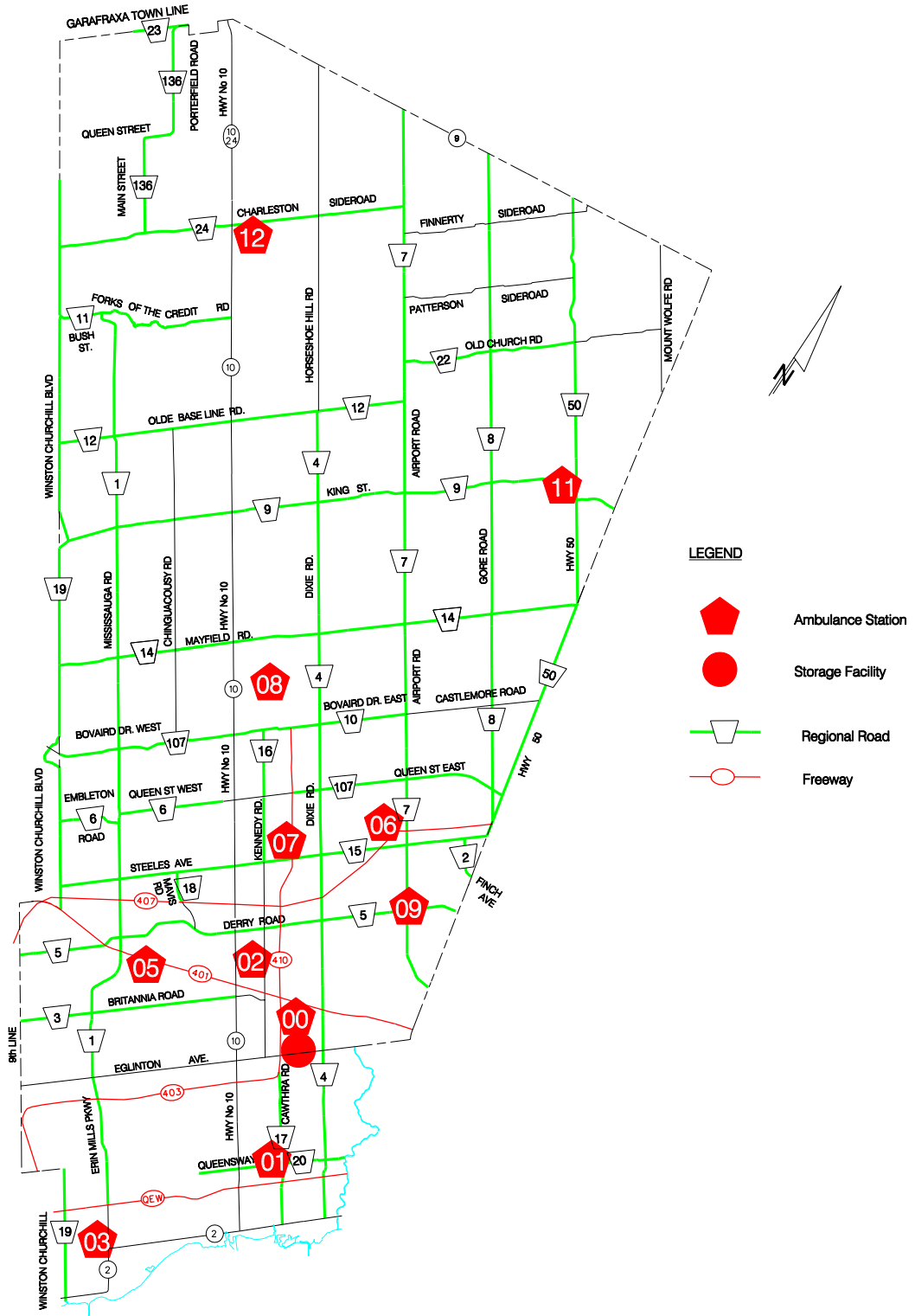
**A.3 Additional Information**

This is the second Service Strategy Business Plan developed by Ambulance and Emergency Programs.

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**B. Description of Current Services**

**B.1 Program Location Map**



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## **B.2 Profile of Current Services**

### **Emergency Medical Services (EMS)**

EMS includes the provision of pre-hospital emergency medical services, oversight of EMS delivery, procurement, coordination of medical protocols, system planning and creation of deployment strategies, quality assurance and performance measurements, and maintenance of tiered response agreements.

### **Public Safety**

Services enable public access to 9-1-1 and coordination of local fire departments at a Regional level. Public education and awareness programs include Paramedic Week, Emergency Preparedness Week, 9-1-1 Awareness Week, Career Days and public information sessions. Implementing the Provincial Emergency Management Framework ensures disaster preparedness and response capabilities.

### **Emergency Management**

In the event of a disaster, the Program coordinates the Regional response to an emergency. Executing the Emergency Response Plan ensures disaster response readiness. Coordination of business continuity for the Region as an organization ensures the Region can continue doing business in the event of a disaster.

### **Advocacy**

The Program seeks to influence decisions of other public and private bodies in support of high-performance EMS and strong emergency management responses and preparedness. These activities include provincial lobbying, working with other EMS providers, statutory reporting and funding applications, and working with local area municipal and other Community Emergency Management Co-ordinators.

## **B.3 Description of Clients/Customers**

### **Patients**

Individuals in need of pre-hospital emergency medical treatment.

### **Families and Others**

Those directly or indirectly involved with the patient(s) requiring pre-hospital medical treatment including families, witnesses and others at the scene.

### **General Public**

All members of the public who benefit from: outreach programs on EMS, accident prevention, safety and emergency preparedness, and our services in the event of a disaster.

### **Agencies and Organizations**

Agencies and organizations who rely upon the Region's Emergency Response Plan, its response, and the Operations Centre.

### **Area Municipalities**

These include the three area municipalities of the Town of Caledon and Cities of Brampton and Mississauga.

## **B.4 Description of Suppliers, Partners and Stakeholders**

### **Suppliers**

- Humber College for Advanced Care Paramedic (ACP) medical education
- Products ranging from vehicles, automatic vehicle locators, conveyance and equipment supplies, non-narcotic and narcotic drugs
- Services ranging from vehicle repair and maintenance, property maintenance, communications
- Expert advisors for emergency management planning and business continuity planning
- Peel Regional Police

### **Partners**

- Ministry of Health
- Mississauga Central Ambulance Communication Centre
- Base Hospital Medical Director and Program
- Area or Regional Acute Care Facilities
- Other Regional departments
- District Health Council
- Emergency Response Agencies (EMS responders)
- Non-governmental Agencies (NGO)
- Greater Toronto Airports Authority (GTAA)
- Area municipal fire services
- Peel Regional Police, Ontario Provincial Police and Royal Canadian Mounted Police
- Other municipalities

### **Stakeholders**

- Regional Council
- Ministry of Safety and Correctional Services
- Ministry of Health and Long-Term Care

## **B.5 Significant Accomplishments**

- Achieved unanimous Council support to provide and enhance direct delivery of ambulance services
- Successfully dealt with Severe Acute Respiratory Syndrome (SARS) II
- Effectively dealt with 2003 Blackout and developed a Power Failure Plan
- Completed first internal audit and implemented majority of recommendations
- SSBP completed in a significantly compressed time frame and now serves as model for the Corporation
- Medical scope modified to meet the new standards resulting from SARS
- Profile of Ambulance and Emergency Programs heightened resulting in increased internal support
- Strengthened the program through addition of dedicated support associates (HR, I&TS, Property Services, Purchasing)
- Successfully created and held first annual Paramedic Appreciation and Awards Banquet
- Developed partnership with Public Works to pilot fleet repair and maintenance in-house
- Three successful JEPP (Joint Emergency Preparedness Projects) grants
- Successfully established sub-plans committee for the Emergency Management Plan
- Completed half of the essential elements of the Emergency Management Act
- Creation of the Peel EMS Paramedic Web site
- Designed and implemented mock disaster exercise
- Increased positive public awareness of EMS and Emergency Preparedness through various outreach events
- Implemented Transfer of Care Protocols with Regional health care partners

**C. Trends and Issues**

**C.1 Emerging Trends**

- Higher call rates in areas of high density dwellings. Increase in call volumes in Brampton at greater rate than Mississauga. Calls are up, kilometres are up, equipment needs are up (SARS).
- Increased number of calls from seniors regarding payments. Increase in calls for pre-planning ambulance services and general inquiries about EMS/9-1-1.
- Increase in the number of disasters across the province including natural and man-made. Growing number of chemical, biological, radiological and nuclear (CBRN) incidents and present hazards.
- Workforce is younger, more educated, increasing female proportion. Strong competition to get new graduates – limited number of graduates (paramedics).
- The skills sets for Paramedicine are expanding requiring increased knowledge and education.
- Early release of patients from hospitals. Hospital delays due to limited capacity. People relying on acute care facilities and emergency medical services for primary health care previously delivered by hospitals.
- Increase in all costs – volumes increasing, unit costs increasing (staff, equipment, vehicles). Declining provincial funding.
- A number of organizations are interested in providing EMS.
- Increase in paramedic wage rates due to labour market adjustment and supply/demand.
- Higher level of service by municipalities since downloading by province. Business strategy for EMS is changing to high performance and accountability.
- Dramatic change in the amount, duration and speed in transition of EMS and Emergency Management Program (EMP). Increasingly complex EMS environment.

**C.2 Key Strategic Issues**

- Establishing and implementing a plan for a modern, high performance system
- Demonstrating that the Region is best able to provide Emergency Medical Services (EMS)
- Building understanding and support for the work of the Ambulance and Emergency Programs Division
- Developing a collaborative approach to emergency management
- Attracting and retaining a highly skilled, progressive, and experienced work force
- Using data to effectively manage system/program performance
- Creating a balance in our work within an environment of rapid and intense change
- Securing the human, financial, and physical resources to meet the growing and changing needs of our clients

- Providing services in an increasingly complex and changing environment
- Managing the transition to direct service delivery
- Maintaining a strong well functioning management team
- Creating a culture of service excellence within the context of the Region of Peel's mission, vision, goals and values

**D. Mandate, Objectives and Actions**

**D.1 Mandate and Objectives**

**Mandate:**

The Ambulance and Emergency Programs Division will save lives, decrease suffering, and improve public safety.

**Objectives:**

1. To develop a modern, high performance Emergency Medical Services (EMS) system.
2. To transition EMS to direct service delivery.
3. To create a culture of service excellence.
4. To provide comprehensive, collaborative emergency programs.
5. To increase knowledge of and commitment to the programs of the Division.
6. To obtain resources to meet the growing and changing needs of the Division.

**D.2 Objectives and Actions**

- 1. To develop a modern, high performance Emergency Medical Services (EMS) system.**
  - 1.1 Implement a service delivery model for EMS
  - 1.2 Implement a comprehensive performance measurement program to manage the delivery of service
  - 1.3 Develop strategies to reduce response times
  - 1.4 Enhance the deployment plan to maintain balanced emergency coverage
  - 1.5 Research strategies to assume responsibility for EMS dispatch
  - 1.6 Research technology advancements in EMS
- 2. To transition EMS to direct service delivery.**
  - 2.1 Establish clear expectations on timing, and deliverables with key target groups
  - 2.2 Finalize purchase of service providers businesses
  - 2.3 Develop a cooperative employee and labour relations environment
  - 2.4 Coordinate numerous transition work plans of other Regional Departments
  - 2.5 Obtain Ministry of Health final certification

- 3. To create a culture of service excellence.**
  - 3.1 Maintain a highly skilled, progressive and experienced work force
  - 3.2 Ensure all new staff participate in extensive Region of Peel orientation
  - 3.3 Build the new management team
  - 3.4 Develop a skills training plan for operations staff
  - 3.5 Prioritize our initiatives and commitments
  
- 4. To provide comprehensive, collaborative emergency programs.**
  - 4.1 Coordinate effective Regional emergency planning and service delivery
  - 4.2 Implement a public education strategy for Emergency Management
  - 4.3 Demonstrate compliance to the *Emergency Management Act*
  - 4.4 Complete Hazard Identification Risk Assessment (HIRA) and Critical Infrastructure (CI), in cooperation with the local municipalities
  
- 5. To increase knowledge of and commitment to the programs of the Division.**
  - 5.1 Build community awareness through outreach initiatives
  - 5.2 Strengthen our communications processes to improve program delivery
  - 5.3 Collaborate with Regional departments to capitalize on joint ventures
  - 5.4 Support Emergency Medical Response (EMR) training for firefighters
  - 5.5 Develop an outreach program specific to 9-1-1
  
- 6. To obtain resources to meet the growing and changing needs of the Division.**
  - 6.1 Advocate for increased program funding from senior governments
  - 6.2 Demonstrate the need for Regional funding to support programs of the Division
  - 6.3 Implement a facilities plan for EMS
  - 6.4 Secure resources for staff training and development
  - 6.5 Prepare a financial plan to fund transition

### **D.3 Strategic Plan Connection**

The objectives and actions in the Ambulance and Emergency Programs Service Strategy Business Plan are consistent with, and support, the following goals in the Region of Peel's Strategic Plan, *Fast Forward Peel: Building a Strong Community Together*.

- Goal 1:** Improve the community's health, social well-being and safety
- Goal 4:** Contribute to a strong regional economy
- Goal 5:** Be a citizen-focused Regional government

### **D.4 Service Principles (Optional)**

The Regional Values function as the service principles for the Ambulance and Emergency Programs Division.

**E. Monitoring and Measuring the Service Strategy Business Plan**

**E.1 Objectives and Outcomes**

- 1. To develop a modern, high performance Emergency Medical Services (EMS) system.**
  - Meeting or exceeding legislated response times
  - Vertical integration of the EMS system
  - Reliable, responsive, accessible, empathetic pre-hospital medical care
  - Effective, seamless integration of first response services
  - Region of Peel recognized as having the system of choice
  - Able to respond to all types of medical emergencies
  
- 2. To transition EMS to direct service delivery.**
  - Ministry of Health certification
  - Merged three workforces
  - Regional infrastructure in place to support EMS
  - Recognition that direct service delivery was the right thing to do
  
- 3. To create a culture of service excellence.**
  - Cohesive workforce
  - Well functioning and highly skilled management team
  - Lifetime learning is the organizational culture
  - Region of Peel is recognized as the employer of choice
  - Respected and experienced people manage and deliver the service
  
- 4. To provide comprehensive, collaborative emergency programs .**
  - Capable of managing any emergency
  - People use 9-1-1 properly
  - Public have the skills and tools to be prepared for any emergency
  - Public assume responsibility for emergency preparedness
  - Unified emergency response system
  - Compliance with the *Emergency Management Act*
  
- 5. To increase knowledge of and commitment to the programs of the Division.**
  - Public has confidence in Regional emergency programs
  - Regional Council publicly endorses and promotes Regional emergency programs
  - Knowledgeable suppliers providing high-quality, high-value products and services
  - Regional departments understand and are engaged in the programs of the Division
  - Internal support staff dedicated to and enthusiastic about programs
  - Good partnerships exist among all allied agencies

**6. To obtain resources to meet the growing and changing needs of the Division.**

- Program budgets meet system needs
- A Regional EMS Headquarters and strategically located and sized field facilities
- Fair share of provincial/federal funding
- Division has capacity to adapt to growth
- Fully funded transition

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