For Information Only

Emergency Services Department Tactical Plan Update

Presented To:	Community Services Committee
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Recommendation

For Information Only

Health Impact Assessment

This report and attached "Projects & Programs Action Report 2014 – 2015" document, summarize the current actions outlined in the Emergency Services Tactical Plan, which strongly aligns to the City's Healthy Community Strategy. Emergency Services is intimately involved on a daily basis with community and citizens' wellbeing from both a broad public safety perspective and a patient-centric perspective. Components of the Tactical Plan also seek to balance socioeconomic needs with Emergency Services capabilities.

Information

THAT the City of Greater Sudbury receives the "Emergency Services Projects & Programs Action Report 2014 – 2015", dated March 22, 2015 from the Chief of Fire and Paramedic Services.

Signed By

Report Prepared By
Trevor Bain
Chief of Fire and Paramedic Services
Digitally Signed Apr 22, 15

Health Impact Review
Trevor Bain
Chief of Fire and Paramedic Services
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Recommended by the Department
Tim P. Beadman
General Manager of Health, Social and Emergency Services
Digitally Signed Apr 22, 15

Recommended by the C.A.O.
Kevin Fowke
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Background

The Emergency Services Department is comprised of 650 Members from Fire, Paramedic, Emergency Management, and Strategic & Business Services that are dedicated professionals who serve our community 24/7, 365 days per year. The Department had undertaken an initial strategic, high-level review of the City's emergency services needs and capabilities. Overall, this review provided 38 recommendations having either an immediate tactical or long-term approach to improving the delivery of services.

Even as this work continues, it was time to evolve with the development of a Strategic Plan that provided a roadmap that we would use every year, every month, and every day to guide us forward on our journey to fulfill our vision of a highly effective Service that the public has confidence in.

In August 2014, the City of Greater Sudbury adopted the Emergency Services Department Strategic Plan (2014-2020) from the Chief of Fire and Paramedic Services, and supported the work underway by the Department as outlined in the document entitled "Emergency Services Tactical Plan (2014-2017)".

This report will provide the Community Services Committee/Council with an update on the status of the work underway within the Department's "Tactical Plan (2014-2017)". The Department responds 24/7, 365 days per year to emergency events, and there are competing operational requirements that need to be addressed by senior leadership in parallel with the strategic work undertakings.

The prioritization of the strategic work assignments is based on the following drivers related to legislative/regulatory, health and safety, Council direction, and fiscal sustainability. Attached is an update on the status of the Department's "Action Plan 2014-2015" that has been aligned to individual Divisions/Sections' work plans.

The Department will be providing the Community Services Committee with progress reports on the activities of the "Action Plan 2014-2015" throughout the year.

Emergency Services

Projects & Programs

Action Report

2014 – 2015

Version:

Tim P. Beadman
General Manager of Health,
Social, and Emergency Services

Trevor F. Bain
Chief
Fire and Paramedic Services

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Priority A1 - Community Education & Prevention

Program A1a Fire Prevention Education	In accordance with the Fire Protection and Prevention Act, 1997, the City of Greater Sudbury is required to provide Fire Prevention components that would include public education, fire safety inspections (enforcement) and investigations.
Action	The Department will continue its planned activities outlined in report "Update Ontario Fire Marshal (OFM) Review of Fire Protection (Prevention) Services in the City of Greater Sudbury" dated January 8, 2014 and presented to the Community Services Committee meeting of January 20, 2014.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		10	40					

Notable Accomplishments	*See Appendix A — Fire Prevention Suggested Going Forward work Plan Update April 2015
Notable Challenges	

Program A1b Community Paramedicine Program	There is growing evidence that a fully integrated Community Paramedicine program can be used to address identified needs within vulnerable and aging populations to reduce ambulance call volume, emergency department visits, and hospital and/or long term care admissions, thereby extending the ability to live longer independently in their homes with appropriate community support. This would result in improved quality of life and may result in future cost avoidance for Paramedic Services and the health care system as a whole.
Action	Explore the opportunity to advance a Community Paramedicine program with associated funding and local health care partners that recognizes Paramedics as an additional mobile health care resource that works closely with other health care professionals in order to improve access to the "right care" at the "right time" and in the "right place".

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	10	25	50					

Notable Accomplishments	Care Transition Community Paramedic (CTCP) Pilot • $300K in grant funding secured for CTCP Pilot • Program is a partnership with HSN, and CCAC • Three Advanced Care Paramedics (ACP) successfully underwent additional seven weeks of training for Pilot • Community Paramedic began providing medical care for patients at home on January 12, 2015 • Sixty three patients currently receiving at home medical service, resulting in 148 at home visits as of March 8th

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	• Funding model amended to run until Oct 31, 2015
	Health Promotions Community Paramedic Pilot
	• $105K in grant funding secured for this Pilot
	• Program is leveraging partnerships with numerous healthcare and educational institutions
	• Staffed by one Primary Care Paramedic (PCP)
	• Involved on several research projects including:
	• Community Health Assessment Program (CHAP-EMS) through Emergency Medical Services with McMaster University
	• Community Paramedic Remote Patient Monitoring with Queen's University
	• Field Paramedic Referral to Community Care Access Centre (CCAC) beginning mid-May
	• CPR Blitzes – taught 192 persons "Hands-only CPR" in 2014
	• EMS assessments/wellness checks at local shelters
	• Funding model amended to run until Oct 31, 2015
Notable Challenges	Care Transition Community Paramedic (CTCP) Pilot
	• Administrative process time consuming to identify program candidates
	• Internal/external communication strategy to raise awareness regarding program objectives
	Health Promotions Community Paramedic Pilot
	• Authority into entering into the Agreements
	• Planning and development for various components taking more time than anticipated

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Priority A2 - Employee Wellness

Program A2a Critical Stress Management	Studies show that first responders practicing healthier, more balanced emotional well being will not only respond better to life events and relationships but it can also help with safe practices and physical demands of their careers. The combination of first responders' education in emotional wellbeing and safety, coupled with strong leadership dedicated to making these issues a priority will produce stronger organizations and healthier members.
Action	This wellness initiative will focus on prevention, recognition, and intervention strategies related to critical stress while reducing frequency and duration of any stress related absence associated with Post Traumatic Stress Disorder (PTSD) and cumulative stress. Further focus will include: continue collaborations with subject matter experts and with similar organizations, capitalize on our Employee Assistance Program (EAP) services, resources, education and training for Paramedics and Firefighters to support overall health promotion.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		0	10					

Notable Accomplishments	- Traumatic Mental Stress Steering Committee includes membership from Paramedic Services, Fire Services, and Human Resources - Developed Terms of Reference for the Steering Committee - Engaged Acclaim Ability Management Inc. to assist in developing resiliency testing as part of a pre-employment screening - Collected some best industry processes to manage acute mental stress
Notable Challenges	- There is currently no evidence-based program in the paramedic services sector to leverage - Program development will proceed slower due to requirement to validate components to ensure we are not causing more harm

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Priority A3 - Health & Safety

Program A3a Back Care	Paramedics and Firefighters have one of the most diverse and unpredictable working environments and often work in situations that are far from ideal. This places huge demands on them both mentally and physically. Back injuries and lower back strain are of specific concern as they are the most common injury. The goal of the Back Care Program is to introduce comprehensive strategies to address ergonomic challenges as well as overall back-care health.
Action	The Back Care Program will focus on three key areas to improve employee wellness while reducing the frequency and duration of lost time injuries associated with back injuries. 1. Find alternative powered solutions to reduce the accumulative effects of lifting, while improving patient safety. 2. Improve the awareness of Health and Safety (working safely).

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	25	75					

Notable Accomplishments	• Guidelines for the Prevention of Back Care Injuries in Paramedics was a program developed jointly by Greater Sudbury Paramedic Services and the Occupational Health Clinics for Ontario Workers (OHCOW) and delivered to all Paramedics in January 2014 • Secured funding and purchased power stretcher and load system for entire fleet to reduce repetitive strain type injuries • Body Mechanics – hands-on review of safe and proper lifting techniques utilizing stretcher/back board/power stretcher/stair chair. Delivered Fall 2014 by CGS Health and Safety facilitators • Trained CGS Fleet Services Technicians installing load system and power stretchers March 2, 2015 (cost saving of approximately $20,000 with in-house installation of power cot load system by Fleet Services) • Emergency First Response training has included modules regarding back care while lifting
Notable Challenges	• The uncontrolled environments that emergency service workers operate within place them at risk for muscle-skeletal injury

Program A3b Driver Safety	Emergency responders are required to drive large unique emergency vehicles in extreme road conditions while navigating through congested traffic in all weather conditions. Hence, they require a higher driver skill set than the average person. This advanced skill set requires specialized training to ensure both personal and public safety.
Action	The Department will expand the Driver Improvement Program to encompass Fire Services personnel.

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Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	20	25	35					

Notable Accomplishments	• Paramedic services has implemented a multi-phase emergency vehicle advanced driver safety program for all Paramedic personnel
Notable Challenges	• Operational budget constraints combined with current constraints within existing collective bargaining agreements limit training time for Fire and Paramedic Services

Priority A4 – Community Risk Management

Program A4a Care Occupancies, Care Treatment and Retirement Home Fire Assessment	In January 2014, legislated changes to the Fire Code came into effect; whereby, Ontario Regulation 150/13 made under the Fire Protection and Prevention Act, 1997 outlines new provision for annual inspections of all Care Occupancies, Care and Treatment Occupancies and Retirement Homes.
Action	Implement the Office of the Ontario Fire Marshal directive that outlines the requirement that the Fire Chief must ensure a fire inspection is completed annually in all Care Occupancies, Care and Treatment, and Retirement Homes in accordance with OFM TG-01-2012 Fire Safety Inspections and Enforcement and PFGS 04-40D-03 inspections upon request or complaint.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	75	100						

Notable Accomplishments	• 100% regulatory compliant with 2014 requirements • Fire pre-planning was undertaken by existing Fire Suppression staff which exceeded current regulatory requirements
Notable Challenges	• Over 60 vulnerable occupancies require annual inspection, this taxes existing resources and prevents traditional Prevention activities

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Priority B2 – Shared-services Model

Program B2a Operational Support Services	Investigate feasibility of consolidating Fire and Paramedic Operations support. Project scope should include a review of alternative jurisdictional delivery models, including potential benefits, disadvantages, costs, implementation challenges, risk, and plan.						
Action	Over the next two years, the Department will be actively involved in the planning process toward the feasibility of consolidating Fire and Paramedic Operations Support functions.						
Timeframe	**2014**		**2015**				**2016**	

Timeframe	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	5	5					
Notable Accomplishments	• Have developed a strong understanding of the current Departmental capabilities and potential barriers							
Notable Challenges	• Given the current fiscal challenge the objectives of Emergency Services integration requires further dialogue and guidance from Council.							

Priority C1 - Human Capital Management

Program C1a Leadership Development	Enhancing leadership skills is a foundational element to enhancing overall team performance. Cultivation of leadership skills can be accelerated by creating a structured program focused on core leadership competencies.							
Action	Implement and maintain a leader competency review process that supports the development of leadership programs tailored to individual needs.							

Timeframe	**2014**		**2015**				**2016**	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	50	50	55					
Notable Accomplishments	• Employee survey complete • Analysis complete • Training Curriculum identified (Ontario Police College – Frontline Supervisor, Coach Officer, Emotional Intelligence) • Pilot group has completed first Coach Officer course							
Notable Challenges	• Funding for comprehensive training cannot be absorbed within the Emergency Services budget within one fiscal year • The Project is behind schedule due to funding challenges							

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Program C1d Unified Command Structure – Fire Service Operations	Fire Services Operations continues to evolve toward a more seamless service delivery model. Legacy command structures may no longer support the desired seamless delivery model as per the business principle of "One City-One Service".						
Action	The Department will undertake a review of Fire Services Operations command structure, its accountabilities, and create efficiencies under the lens of strengthening the administrative role of operations in the delivering of Fire Suppression services.						

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		10	25					

Notable Accomplishments	• Operational Deputy Chiefs are working toward a East – West command structure to rebalance Fire Services approach to public safety. The Fire Service will utilize a proactive risk-management approach. • We have implemented a singular command structure for City-wide Fire Operations – under the 24/7 direction of the Platoon Chief
Notable Challenges	• There are some potential past practice/CBA barriers to overcome. • Optics/perceptions of costs/taxation (area rating) needs to be addressed.

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Program C1e Improving Retention		Fully developing the skill set of a member of the service involves significant investment and time. Turnover of the Volunteer Firefighter workforce significantly increases cost and can potentially affect the quality of service delivery.							
Action		In consultation with the Volunteer – Christian Labour Association of Canada (CLAC Local 920), the Department will undertake a review of the volunteer recruitment practices in order to strengthen strategies that support the: reduction of turnover, identify best practices that assist with the attraction of highly qualified candidates, streamline selection, and focus on the retention of highly qualified candidates.							

Timeframe		**2014**		**2015**				**2016**	
		Q3	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**
Percent Complete	**Phase1**	80	100						
	Phase2		0	5					

Notable Accomplishments	• Implemented "Live Fire Training" for Volunteer FF at the same competency of full-time FF (Phase 1) • 2015 Q1 on a go-forward basis will be joint training between Volunteer and full-time Firefighters (Phase 2)
Notable Challenges	• Time, money, geography, and the limitations within Fire Service CBA preclude a more extensive training regiment.

Program C1f Enhancing Training Quality	Personnel must be fully qualified and competent to meet the evolving needs of the community, regulation, and by-laws. In addition, there is recognition that training must be respectful of the needs of the Members' chosen profession.								
Action	To address these needs, the Department will undertake a review of Firefighter and Paramedic training programs under the lens of strengthening the quality, content, and method of delivery while recognizing and considering the professional competencies requirement under the applicable by-laws and legislation.								

Timeframe	**2014**		**2015**				**2016**	
	Q3	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**
Percent Complete		20	40					

Notable Accomplishments	• Over the past three years, the Service has been focusing on delivering high quality recognized programs that have been well received by staff, they include International Basic Trauma Life Support, Neonatal Resuscitation Program (CGS is the only Land Paramedic Service to deliver this certificate course in Ontario), Advanced Airway Program leveraging Health Sciences North's Simulation Lab, and Designated Ebola Response Team • Utilization of new corporate learning management system (Absorb™ LMS For Business) which offers enhanced online training delivery and

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	reporting • Extensive Emergency First Responder training was implemented to improve medical intervention skills for all full-time Firefighters • Fire Prevention Officers have attended several courses to maintain and improve their competencies as well as ensure maximum value delivery to the community (Fire College, Legal Process Course, Courtroom procedures, First Aid/CPR).
Notable Challenges	• Delivering training to a geographically dispersed, highly mobile workforce continues to be a major barrier • Minimizing impact on Paramedic staff who do not have predictable time on shift to undertake training – who are already undertake training on their typical 'days off' • Training occurring during regular duties hours remains s challenge due to the requirements participants are required to respond to emergencies thus interrupting training event • Training hours and hence opportunities for Volunteer Firefighter is limited, proving difficult to meet training standards

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Priority C2 - Financial Sustainability

Program C2a Maximizing Asset Lifespan	The Emergency Services Department is responsible for over $92 million in capital assets which primarily consist of facilities, fleet, and equipment. Maximizing the value delivered and lifespan of the equipment through preventative maintenance is essential.
Action	• The Fire Service fleet is being transitioned to the new City's Corporate Fleet Centre. • A Fleet Preventive Maintenance program will form part of the Department's implementation of a Records Management System. • To initiate the blending of the Department's (Fire & Paramedic) support services for the optimization of resources, logistical coordination, and supply chain management.

Timeframe		2014		2015				2016	
		Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	Phase1		65	100					
	Phase2			10					

Notable Accomplishments	• Implementing Maintenance Care improve the effectiveness and efficiency of tracking equipment and related repairs • Transition to central Fleet Services as the primary prevention and maintenance program is now completed
Notable Challenges	• Fire Services adoption of Fleet Services processes was not initially included in the scope – new actions are required (Phase 2)

Priority C3 - Resource Optimization

Program C3a Fire Optimization – Apparatus, Station & Equipment, Placement and Service Level Types	Fire Services Division will require an increase of $1.4 million to its Capital envelope to sustain the existing service levels within the current response recommends (Computer Aid Dispatch), apparatus, and service level types within the existing 26 Emergency Services stations.
Action	• Apply the (2014) Office of the Ontario Fire Marshal proposed Integrated Risk Management Tool in relation to the IBI Group's Preferred Fire Station Arrangement for a total of 18 Fire Stations (down from the existing 24 stations). • The Department will investigate the requirements for additional specialty Fire Services (hazmat operations level, confined space, trench, high angle, etc.) through the application of a sustainable business case model using the new Integrated Risk Management Tool. • Undertake a review of the Fire Services deployment models through the lens of maintaining or improving current service levels, providing seamless response, and fully optimizing the utilization of resources.

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	• Implement a Technical Advisory Group that will validate the assignment of current service levels, equipment, stations and apparatus, assignment through an optimization process under the lens of community risks and the City's By-law 2014-84, a By-law of the City of Greater Sudbury to Establish and Regulate the City of Greater Sudbury Fire Services.							

	2014		2015				2016	
Timeframe	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete			5					
Notable Accomplishments	• Resource standardization of both fleet and equipment for all stations has commenced and remains a priority.							
Notable Challenges	• Workload of existing resources							

Program C3b Comprehensive Review of Medical Tiered Response Protocol	Emergency Services currently has in place a Medical Tiered Response Protocol which sets guidelines by which Fire Services will be activated to assist Paramedics in the provision of emergency patient care.							
Action	To ensure quality patient care, the Department is conducting a comprehensive review of the medical tiered response system which includes a review of the response protocol, call volume, education and training requirements. This will enhance the Quality Assurance program under supervision of the Department's medical director.							

	2014		2015				2016	
Timeframe	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete								
Notable Accomplishments								
Notable Challenges								

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Priority C5 - Technological Innovation

Program C5b Optimized Fire Prevention Inspection and Enforcement	The Fire Prevention Section provides both inspection and enforcement services related to the Fire Protection and Prevention Act. Implement proven technology that maximizes the productivity and efficiency of this Section.
Action	To streamline inspection scheduling through a technology-based program that will support real-time inspection scheduling and route optimization, while seeking to maximize on-site inspection time of limited Fire Prevention resources and reduce operating cost related to fuel and vehicle maintenance.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete								

Notable Accomplishments	
Notable Challenges	

Program C5c Real-time Operational Information	Fire Services employs 335 Volunteer Firefighters. Currently, when a service request is dispatched there is no timely method to determine if sufficient volunteer members from the nearest station are available to respond before additional stations are alerted. This can cause delays in response. In addition, the accuracy and reliability of dispatch data is a key requirement to support regulatory reporting and operational situational awareness.
Action	• To address this concern, the Department will implement a program that leverages new technology that can provide two-way information so that dispatchers and responding station captains can more readily track Volunteer Firefighter response availability and hence improve the overall response. • We will develop and implement a formal process by which to ensure the accuracy and reliability of Fire Services related data contained within the Computer Aided Dispatch System.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	10	25	25					

Notable Accomplishments	• Send-word Now product configured and tested without integration with computer dispatch system.
Notable Challenges	• Project delayed due to technical upgrade requirement of Computer Aided Dispatch System – beyond the control of the project, upgrade scheduled for Q3

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Program C5d Fire Records Management System	The current information technology tools used by Fire Services do not have sufficient capability to support regulatory reporting requirements or to support Fire Prevention processes dependent on best-practice records management.						
Action	Implement a Fire Records Management System, while ensuring interoperability with existing systems in use within the Corporation.						
Timeframe	**2014**		**2015**				**2016**	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	10	15					
Notable Accomplishments	• Agreements are in place • Project manager actively engaged • Comprehensive project implementation plan has been developed						
Notable Challenges	• Workload of existing subject-matter experts						
Program C5e New Radio Infrastructure	In the spring of 2013, the City of Greater Sudbury began an upgrade to its current Police/Fire 800 MHz Harris EDACS radio system to a P25 compliant 800 MHz radio system while maintaining the operational and radio coverage characteristics of the existing system.						
Action	Continue with the full implementation of the 9-1-1 P25 Radio System in accordance with the implementation plan.						
Timeframe	**2014**		**2015**				**2016**	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	50	95	95					
Notable Accomplishments	• All EDACS radio equipment has been replaced						
Notable Challenges	• Paging radio coverage remains in a challenge in some areas due to topology and other radio frequency limitations. Vendor has completed a reception coverage study and it planning the necessary remediation						

Priority D1 - Performance Management

Program D1a Key Performance Indicators	Opportunity identification requires the ongoing measurement of a limited set of business metrics which provide key insights into the Department's operational performance. These metrics must be readily available and trends quickly discernible by all personnel throughout the Department.
Action	The Department will continue with its implementation of a minimal set of performance indicators that allows for tracking of operational inefficiencies effecting quality of service delivery and expose trends that enable proactive intervention in the following areas: • Paramedic Services – Operations • Fire Services – Operations • Fire Services – Prevention Section • Fire and Paramedic Training Sections • Paramedic Support Services

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	25	30	30					

Notable Accomplishments	• Developed clear definitions for Response Time Standards that have been adopted by the MOHLTC • Set of Paramedic Operations Key Performance Indicators have been developed and are provided monthly • A review of the current deployment plan is being undertaken as a result of increasing call volumes within the community and at the airport. The review will identify and make recommendations to address service gaps • Records management system implementation is underway which includes advanced analytical capabilities
Notable Challenges	• MOHLTC dispatch data remains a challenge in terms of accuracy and timeliness (unreliable database) • Collation and analyses of information for key performance indictor reporting continues to be very labour intensive • Legacy information systems inhibit the ability to collect and automate analysis of information needed for many key performance indicators • Multiple 911 dispatch data sources and disparate processes remains a major barrier to development of key performance indicators

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Program D1b Best Practice Fire Dispatch Review	The Greater Sudbury Police Service is responsible for managing 9-1-1 calls on behalf of the City of Greater Sudbury and delivery of emergency dispatch for the City's Police and Fire Services.
	In January 2013, the City had undertaken a review, from a Fire dispatch perspective, of how well the City's emergency dispatch system is working relative to industry standards and best practices which resulted in recommended enhancements.
Action	Consult with respective senior management of Police and Emergency Services to make adjustments as they carry out the 12 recommended actions outlined in the 'Suggested Going Forward Work Plan' dated November 26, 2013.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	20	20	20					

Notable Accomplishments	• Fire Service management has recently re-established communication with Fire-Comm management working in collaboration to address the recommended enhancements
Notable Challenges	• Limitation with third-party technology and their timelines for upgrades that affect both Police and Fire Services

Priority D2 – Member Service Excellence Recognition

Program D2a Awards & Celebrations	The City's "Be WISE and Recognize" program is designed to reinforce the WISE Values, which support CGS' mission to provide excellent access to quality municipal services and leadership in the social, environmental and economic development. The WISE Values are comprised of: Workplace Quality, Innovation, Service Excellence and Efficiency.
	In addition, Emergency Services personnel receive awards granted by both the Province and Federal authorities. Service recognition awards are an integral component of Emergency Services traditions.
Action	Emergency Services will undertake an Annual Member Awards and Presentation Night.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		100						

Notable Accomplishments	• Annual recognition event was held and well attended by Emergency Services staff, Mayor and members of Council.
Notable Challenges	

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Priority D3 – Quality Management

Program D3a Quality Care Committee	Emergency Services is committed to a culture of continuous quality improvement with a focus on overall system processes and performance rather than the individual while promoting the need for objective data and analysis to continually improve. Continuous improvement involves all areas of the organization and key stakeholders in order to maximize the opportunity for Service improvement.							
Action	Emergency Services will develop and implement a Paramedic Services Quality Care Committee (QCC) to include membership from all areas of the organization including; Paramedics, operations, quality improvement staff, training, base hospital, 9-1-1 communication personnel, and members of the Services' senior leadership team.							
Timeframe	**2014**		**2015**				**2016**	
	Q3	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**
Percent Complete	50	60	65					
Notable Accomplishments	• Implementation of Quality Care Committee with representation from Paramedics, Training, Quality Assurance Staff, Base Hospital, Management all focused on improving quality of clinical care • Over 20 quality improvement projects identified and prioritized • Currently developing a Cardiac Arrest Data Registry to measure success of various quality improvement projects • Sepsis Alert Project currently under developed							
Notable Challenges	• Ongoing difficulty moving initiatives forward due to workload and conflicting inter-agency priorities • Patient-care landscape is evolving faster than our ability to adapt new systems (driven by aging population responses within the region)							

Priority D5 – Regulatory Compliance and Governance

Program D5a MOHLTC Land Ambulance Certification	In accordance to the Ambulance Act of Ontario, all service providers must participate in the MOHLTC Land Ambulance Certification Review Program every three years. The Land Ambulance Service Review Team evaluates the compliance to the requirements of all legislation, regulations and standards established under the Ambulance Act. The review focuses on quality of patient care and maintenance of public safety to ensure compliance. The current licence to operate expires September 11, 2016.							
Action	Emergency Services will undertake re-certification following a standardized process. The process will include internal reviews, audits, and periodic system checks to ensure ongoing maintenance and compliance with legislation.							
Timeframe	**2014**		**2015**				**2016**	
	Q3	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**
Percent Complete			5					

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Notable Accomplishments	• Project Manager identified • Work plan has been developed and communicated to section Managers
Notable Challenges	• Ministry will be on-site September 9 & 10, 2015; final MOHLTC Land Ambulance Certification Team audit tools not yet available

Program D5b Revise Fire Services Governance	Fire Services uses Policies, Standards, and Operating Procedures to ensure effective governance and delivery of services – aligned to the regulating By-law. These governance tools require updating to reflect the current practices and training requirements.
Action	The Emergency Services Department, Fire Service Division will undertake a comprehensive review of all Policies, Standards, and Operating Procedures to ensure both alignment to the current regulating By-law, as well as ensure all training material, methods, and curriculum meet the approved practices.

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	5	10	20					

Notable Accomplishments	• All Fire Services Operational policies reviewed and aligned to the current E & R Bylaw • Development of emergency response standards underway • Operational Procedure committee being formed which includes members from all Sections of the Fire Service – this is intended to accelerate review of all procedures
Notable Challenges	• Resource availability

Priority E1 – Consolidation of 9-1-1 Dispatch

Program E1a Integrated Dispatch	Currently, the Ministry of Health and Long Term Care (MOHLTC) is responsible for dispatch of land-based ambulance services. Their dispatch protocols are generally optimized from a provincial perspective which does not allow for optimization at the community level.
Action	Develop the business case to integrate the current MOHLTC dispatch with the City of Greater Sudbury Police and Fire Service dispatch; for Council's consideration and submission to Ontario MOHLTC

Timeframe	2014		2015				2016	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete		0	5					

Notable Accomplishments	• RFP in process for the selection of a consultant to commence work as directed by Council, August 2014.
Notable Challenges	

SUMMARY & STATUS OF PROGRAMS

Priority E4 - Community & Corporate Emergency Preparedness

Program E4a Incident Management System	Consistent with internationally recommended practices, Ontario has developed an Incident Management System (IMS) that provides standardized organizational structures, functions, processes and terminology for use at all levels of emergency response in Ontario.							
Action	Ensure the opportunity for use of Ontario's Incident Management System (IMS) by City services, where such services are expected to respond to emergency management activities.							
Timeframe	**2014**		**2015**				**2016**	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Percent Complete	0	5	5					
Notable Accomplishments	• Council endorses the Ontario Incident Management System (IMS) as the established system for incident management in CGS (2010). • Development of the Joint Emergency Services Operational Advisory Group (JESOAG) to improve interagency response (2014). • IMS 200 and/or 300 training completed to date: approximately 30 staff from Emergency Management, Police Services, Paramedic Services, Fire Services, and Infrastructure Services since 2014.							
Notable Challenges	• Pending JESOAG Steering Committee direction. • Limited number of internal educators to deliver training programs required for IMS implementation to minimize or subsidize costs							

Appendix A

FIRE PREVENTION SUGGESTED GOING FORWARD WORK PLAN
SEPTEMBER 2012, JANUARY 2014, UPDATED APRIL 2015

#	OFM RECOMMENDATION	ACTION	STATUS
1	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services completes a risk assessment utilizing the OFM Fire Risk Sub-Model to assist with the development and update of public education, fire safety inspection and investigation programs and services. Council then resubmits its Annual Compliance Declaration to the OFM.	An initial fire risk report was created using the former OFM risk assessment tool. The OFM has since initiated a new IRM tool that the City of Greater Sudbury Fire Service (CGSFS) is partnering with on an ongoing basis.	Complete
2	The Council of Greater Sudbury revises the Establishing and Regulating By-Law that defines core services and the level of fire protection services specific to fire prevention based on the completed risk assessment.	This will be an ongoing risk assessment process that will be embedded in the CGSFS records management system.	Complete
3	The Council of Greater Sudbury designates sufficient staff to ensure the enforcement of municipal By-laws on a 24-hour basis including municipal fire related By-laws.	Since the writing of the initial report the CGSFS has taken on additional responsibilities of now enforcing mandatory use of carbon monoxide alarms. CGSFS continues to enforce other fire related by-laws such as fireworks and open-air burning. CGSFS continues to work in cooperation with By-law Services.	Complete
4	The Council of Greater Sudbury ensures a policy is developed and implemented to provide written delegation to the Chief Fire Prevention Officer as Chief Fire Official where referenced in the Ontario Fire Code for sections requiring "approved".	Complete	Complete
5	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops, approves, implements and reviews on an annual schedule all fire prevention operating guidelines. Furthermore, all fire prevention staff is trained to the established operating guidelines.	Since the writing of the initial report, the Fire Prevention Section continues to attend courses offered by the OFM. Guidelines and policies are being written in parallel to the implementation of the new records management system.	Ongoing
6	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services utilizes the OFM Fire Risk Sub-Model for prioritizing building stock to develop a routine fire safety inspection program to target extreme and high risk occupancies. The sub-model requires over and above the current Fire Prevention Officers' work load.	As item #1, the OFM has initiated an IRM tool that the fire service has embedded in the new records management system.	Ongoing
7	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops and implements an operational guideline to ensure all fire prevention staff utilizes a method to ensure consistent municipal fire prevention files. The OFM is changing the reports Fire Prevention will be using. The Section will attend a seminar on the new technical guidelines in November.	CGSFS has adopted all OFM reporting formats and further embraced the utilization of the OFM's Inspection Enforcement Guideline. As reported above, operational guidelines are being embedded in the records management system.	Completed
8*	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services conducts a review of all property files to ascertain all outstanding fire code violations or fire hazards including the provision of an approved fire safety plan to ensure the building is compliant with the Ontario Fire Code. An operational guideline is to be developed to assist in choosing the most appropriate enforcement options pursuant to FPPA and *Provincial Offences Act.*	Fire Prevention had initially 1,700 outstanding files that required follow up to achieve code compliance. Fire Prevention now has approximately 1,500 remaining that are being addressed amid existing full work plans that since the writing of the initial report the fire code changed that now requires the annual inspection of all vulnerable occupancies within the CGS.	Ongoing (estimated completion date Q4 2017)

#	OFM RECOMMENDATION	ACTION	STATUS
9	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services considers integration and deployment options of fire prevention staff for all areas in the delivery of fire prevention services to improve efficiencies, reduce travel time and increase inspections. The Ward system has been implemented.	Deployment of inspection staff is dependent on mandatory inspections required by the fire code, as of January 2014, fifty (50) vulnerable occupancies were added as annual mandatory inspections. Remaining inspections are now based on the IRM tool with an emphasis on those building classifications most likely to be a fire risk to both occupants and firefighters.	Ongoing
10	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services reviews and revises Policy Fire-OP-206 G-PINP - Fire Company Inspection/Pre-Incident Plan into two separate operational guidelines for suppression staff. Develops a guideline for the purpose of pre-planning of high and extreme risk occupancies and other guidelines for the inspection of low risk occupancies. The OP is to be ready by summer 2013. It will be done in conjunction with the Platoon Chiefs and the Operation Procedure Committee.	This recommendation has been implemented and was carried out in collaboration with the mandatory inspections of all CGS vulnerable occupancies. Pre-incident planning will continue to be a regular function of suppression services.	Completed
11 *	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services provides additional resources to conduct fire prevention inspections for all areas of Greater Sudbury in accordance with the risk assessment.	The Integrated IRM tool will provide accurate metrics that will clarify time intervals for routine inspections by building classification. Pending further analysis, only vulnerable occupancies currently require annual inspections.	Update Q1 2016
12	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services considers the merits of a formal partnership with media campaign stakeholders to maintain the public education and media program.	CGSFS maintains the 5 Chiefs CTV media efforts in conjunction with other area Chiefs. CGSFS has initiated a new public safety announcement in partnership with CTV. (video to be shown at the May 4th Community .Services Committee.)	Ongoing
13	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops an evaluation process for public education activities and programs for specific occupancies and demographics in accordance with the risk assessment. Target the beginning of the school year. The evaluation will include a questionnaire for participants, and a separate evaluation form for the person who invited the activity, to ensure we are delivering the points required.	Fire Prevention has a public education workplan that addresses the CGS educational systems. Public education activities will be aligned with the IRM tool to ensure delivery of public education throughout the CGS.	Ongoing
14	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops operational guidelines for public education and addresses interaction between Sections for the transfer of information.	CGSFS records management system currently being beta tested for all CGSFS will ensure all public education has applicable operational guidelines.	Ongoing
15	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops and implements a smoke alarm operational guideline and program to all areas of the municipality.	As above, with the vast geography CGSFS will carry out this recommendation with a dynamic prime-time smoke alarm public safety announcement and further utilize social media platforms to reach other target groups.	Ongoing
16	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops an operational guideline to provide the transfer of relevant fire scene assessment and investigation information to the Fire Prevention Section for the purposes of updating the risk assessment and relevant programs and activities.	This recommendation will be accomplished with the full implementation of the new records management system.	Q3 2015

17	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services adheres to the *Occupational Health and Safety Act (OHSA)* for all staff conducting fire scene assessments and investigations. *A list is being created for a "field kit" and an "office kit." A review of pertinent OHSA guidelines will be conducted.*	Appropriate personal protective equipment (PPE) has been distributed with required training delivered.	Complete
18	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services reports all fire incidents to the Office of the Fire Marshal that meets the criteria as stated in the Fire Marshal's *Directive 2011-01: OFM Notification of Fires and Explosions.*	Completed	Completed
19	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops a formal indoctrination process and training program to ensure all fire prevention staff are trained as required to perform their municipal and legislative responsibilities and duties.	Completed	Completed
20	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops and provides Fire Prevention staff with the required equipment for the performance of their duties.	Completed	Completed
21	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services develops an operating guideline to identify the duties and training requirements for Fire Suppression captains when conducting an inspection for compliance with the *Ontario Fire Code*. An OP for low and medium risk occupancies could be out in Q2 2012. The OP would be expanded on and the updates would be ongoing.	Training has been delivered to all Platoon Chiefs and several Captains.	Q1 2016
22	The Council of Greater Sudbury considers a formal collaboration between the City of Greater Sudbury Fire Services and Building Services to clarify roles and responsibilities of municipal staff for the purpose of plan reviews to ensure a timely and effective delivery of services.	Completed	Completed
23	The Council of Greater Sudbury in consultation with their Legal Services develops a policy pertaining to the retention and purging of Fire Services Division records.	Completed	Completed
24	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services consolidates paper and electronic resources into a records management system accessible to all Sections of the Fire Division.	Ongoing	Q4 2015
25	The Council of Greater Sudbury ensures the City of Greater Sudbury Fire Services provides access to Citrix database to all Fire Prevention staff.	Ongoing	Q4 2015