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EMS EFFICIENCIES REVIEW IMPLEMENTATION PROGRESS REPORT 1

The Health and Emergency Medical Services Committee recommends the adoption of the recommendation contained in the following report, March 20, 2006, from the Commissioner of Community Services, Housing and Health Services:

1. RECOMMENDATION

It is recommended that:

1. This report be received for information by Committee and Council.

2. PURPOSE

This report informs Committee and Council of the work done to date under the framework of the J. Fitch & Associates report, the establishment of the Commissioner's Service Review and Implementation Task Force, and the plan to move forward as per Council's direction to staff.

3. BACKGROUND

In November 2005, Committee received a presentation and report from J. Fitch & Associates entitled "EMS Efficiencies Review". That report reviewed the current York Region EMS deployment model and recruitment strategies and made recommendations to improve its services.

On the direction of Council through the November report, the General Manager, Emergency Medical Services, has distributed the J. Fitch & Associates report to staff, and has initiated consultations and communications with staff and stakeholders through 'town hall meetings' and other venues.

On February 6, 2006, Joann Simmons was appointed Commissioner of Community Services, Housing and Health Services, including oversight of EMS and its response to the J. Fitch & Associates report. After a period of assessment, it has become evident that the recommendations in the J. Fitch & Associates report cannot be addressed in isolation of the broader context of all EMS operations and supports.

Therefore, in order to arrive at the desired outcome – Deployment Plan options for Committee's consideration – a service system review must be undertaken in concert with the J. Fitch & Associates report. Through this system review, action plans will be

developed to address service system improvements which in turn will support more effective and efficient direct service delivery.

4. ANALYSIS AND OPTIONS

4.1 Commissioner's Service Review and Implementation Task Force

The Commissioner has established a Service Review and Implementation Task Force to address the recommendations arising from the J. Fitch & Associates report and to recommend and implement improved service delivery and support operations.

4.1.1 Objectives

The Task Force will develop and recommend an EMS Strategic Operations Plan. The principle component of the Strategic Operations Plan is options regarding an EMS Deployment Model that will be presented to Committee and Council in the fall of 2006 for their consideration.

The other components of the Strategic Operations Plan are:

- A Staff Learning and Development review that will focus on training requirements, curriculum, recruitment and retention practices, aids to staff, and quality assurance.
- A Business Supports review that will focus on organizational structures, financial, accommodation, and administrative practices, supports to operation units, and branch technology.

4.1.2 Governance

A Steering Committee will provide leadership and direction to the Task Force, and will consider the plans and recommendations from staff. The Steering Committee has as its members:

- Joann Simmons – Commissioner of Community Services, Housing and Health Services
- Brad Meekin – General Manager, Emergency Medical Services
- Dennis Norton – Director, Service Review and Implementation Task Force

The Task Force Director, reporting directly to the Commissioner, will provide project leadership, develop and manage its workplans, conduct meetings and focus groups with staff and stakeholders, make recommendations to the Steering Committee, and implement their decisions.

4.1.3 Approach

The Task Force will engage management and front line staff in this project, will be open and transparent in its operations, and will be realistic and practical in its recommendations.

The Task Force may employ work groups, focus groups, and individual interviews to seek staff input, gather information, identify issues, and conduct analysis. Work groups and focus groups will be task-focused and short-lived.

Progress reports will be submitted to Committee and Council in the timeframe outlined in Section 4.1.6.

4.1.4 Resources

A Regional Director has been seconded as Project Director for the Task Force, and other secondments may be added as the project progresses.

A facilitator may also be contracted at different times during this project to assist work groups, teams and focus groups.

4.1.5 Communication Plan

An important and necessary aspect to the development of this Plan is open and clear communication with all staff. This will be accomplished in a number of different ways.

The project will provide regular progress updates to all EMS staff through the EMS Newsletter, and through its own project correspondence. Open staff forums may also be held to provide opportunities for dialog.

4.1.6 Updates to Committee and Council

Committee and Council will receive updates at key progress points in the project. This report is the first of three anticipated progress reports:

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| • Progress Report 1 – Plan to Move Forward | April 6, 2006 |
| • Progress Report 2 – Status and Update | June 8, 2006 |
| • Progress Report 3 – Options Report | Fall 2006 |

5. FINANCIAL IMPLICATIONS

Although the cost of the Task Force itself will remain within the 2006 EMS budget, there may be financial impacts that arise from its recommendations. These potential impacts will be highlighted in the final report to Committee and Council for their consideration.

6. LOCAL MUNICIPAL IMPACT

Similar to financial implications, the Deployment Model may have local municipal impacts that arise from its recommendations. These impacts will be highlighted in the final report to Committee and Council for their consideration.

7. CONCLUSION

In November 2005, Committee received a presentation and report from J. Fitch & Associates entitled “EMS Efficiencies Review”. The response to the J. Fitch & Associates report cannot be made in isolation of other EMS services and supports.

The Commissioner has established a Service Review and Implementation Task Force to develop and recommend an EMS Strategic Operations Plan that has as its principle component options regarding an EMS Deployment Model.

Committee and Council will receive updates at key progress points in the project. The third and final progress report will be submitted in the fall of 2006 and will include Deployment Model options for Committee and Council’s consideration.

The Senior Management Group has reviewed this report.