

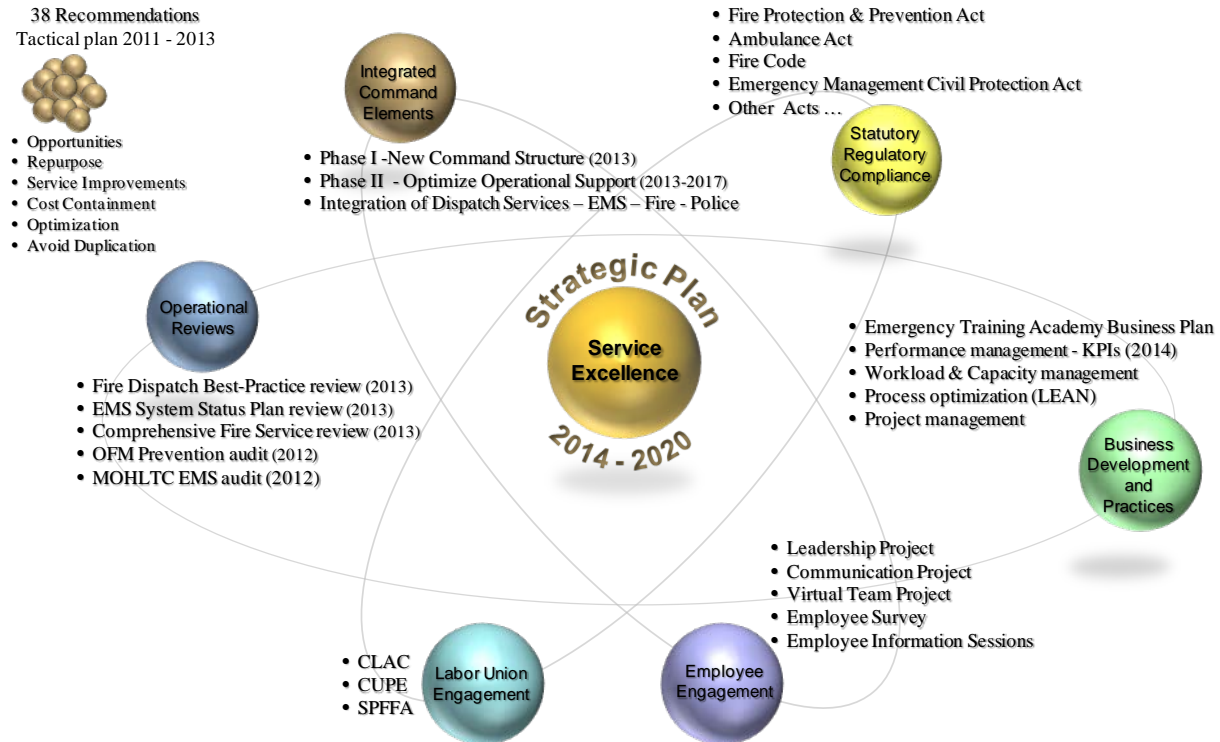
# Emergency Services Strategic Plan

2014 - 2020



# PREAMBLE

The strategic direction of the Emergency Services Department was undertaken with a view of understanding all the dynamic elements in the delivery of Fire, Paramedic and Emergency Management Services to our community. The planetary diagram below provides a visual illustration to the reader to demonstrate the complexity of designing the Emergency Services Department Strategic Plan.



In addition to the utilization of our talented workforce and management team; the Emergency Services Department Executive Team ensured our approach and direction incorporated best practice standards through consultation with external third party legislative and/or professional consulting resources.

Third party consulting services through their own independent research offered a variety of findings and recommendations and are their opinions in their role as consultants.

The Department has received a number of third party works and we continue to carry on with our assessments in progress and that from this additional work, we may generate new information and as a result, findings and recommendations may vary from those contained in reports by third party.

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## REFERENCES

### ABBREVIATIONS AND CONVENTIONS

City	The City of Greater Sudbury
Fire Suppression	The Division of Emergency Services responsible for fire-fighting and rescue. This is synonymous with Fire Operations
Member(s) or member(s)	All employees of the Emergency Services Department
MOHLTC	Ministry of Health and Long Term Care
OMPF	Ontario Municipal Partnership Funding
Paramedic Services	The Division of Emergency Services responsible for providing pre-hospital emergency medical care.
Program	A program is a grouping of projects that collectively deliver the complete value required to meet the strategic priority.
<i>Service</i>	The Emergency Services Department

### WORKS CITED

Archibald, Aaron. Deputy Chief EMS Operations. Presentation to the Community Services Committee of Council. City of Greater Sudbury: City of Greater Sudbury, 2013.

CGS-Building. Electronic Report. City of Greater Sudbury: City of Greater Sudbury, 2012.

CSA-Group. CSA Z1600 – Emergency Management and Business Continuity Programs. 2014. 10 January 2014 <<http://shop.csa.ca/en/canada/landing-pages/z1600-emergency-management-and-business-continuity-programs/page/z1600>>.

### ACKNOWLEDGMENTS

Photographic contributions:

- Phil Langis (Captain – City of Greater Sudbury Fire Services Division)
- Northern Life

## MESSAGE FROM THE EXECUTIVE



**Tim P. Beadman**  
Chief  
Fire and Paramedic Services



**Trevor F. Bain**  
Executive Deputy Chief  
Fire and Paramedic Services

In June 2011, City Council amalgamated its Fire, Paramedic and Emergency Management Services into the Emergency Services Department.

Our *Service* is comprised of 651 Members from the Fire, Paramedic, Emergency Management, and Administration that are highly trained and dedicated professionals who serve our community 24/7, 365 days per year.

In conjunction with this organizational change, the City had undertaken a strategic (high level) review of the City's emergency service needs and capabilities. Overall, this review provided 38 recommendations having either an immediate need (tactical) or long term approach to improving the delivery of services.

Even as this work continues, it is now time to evolve with the development of the Emergency Services Department, with the introduction of a Strategic Plan covering the period of 2014 - 2020. The Strategic Plan is a road map for the next five years and is complemented by the Tactical Plan, which provides a more detailed set of actions for the next three years.

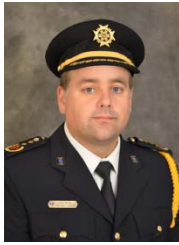
The next five years offers both great opportunities and significant challenges for Emergency Services. We will meet these challenges by forming stronger bonds of collaboration within the newly amalgamated Department.

We are confident that fully utilizing the outstanding talent of all members no matter their role will allow us to overcome any challenge we face. Leveraging this talent will not be without challenge. It would be naïve to suggest that we will overcome years of cultural differences within previously separate services without earnest and open conversation. We will undertake these conversations in a respectful and dignified way with a view that our goal is to serve others not ourselves.

This plan is the map we will use every year, every month, and every day to guide us forward on our journey to fulfill our vision of a highly effective *Service* the public has confidence in.



## EMERGENCY SERVICES MANAGEMENT TEAM



Aaron Archibald  
Deputy Chief  
EMS Operations

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Graham Campbell  
Deputy Fire Chief

A handwritten signature in black ink, appearing to be 'Graham Campbell'.



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A handwritten signature in black ink, appearing to be 'J Nicholls'.



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Lynn Fortin  
Coordinator Special Operations

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Manager  
Strategic and Business Services

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## INTRODUCTION

This plan was developed by the Emergency Services Senior Management Team under the leadership of the Executive Deputy Chief of Fire and Paramedic Services and the direction of the Chief of Fire and Paramedic Services.

The Management Team examined both the current state and desired future state for the *Service*. Great emphasis was placed on building on the strengths of the *Service* while critically examining opportunities for improvement. The team also considered future challenges that the *Service* and community would likely experience in order to develop the most effective response.

This document is intended to provide strategic direction to the *Service* with a five year perspective and hence does not provide detail regarding either tactical components or operational service delivery components.

As seen in Figure 1, this document is one of three planning components with the focus on the declaration of our Vision, Mission, Values, Strategic Goals, and overarching Priorities.

Figure 1. The Planning Model



Other supporting documents include the Emergency Services 2014 - 2017 Tactical Plan and related annual Section/Unit work plans which are available upon formal request.

## CORE SERVICES

### Emergency Management



Emergency Management exercise at the Emergency Operations Center.

### Fire Services



Firefighters demonstrate advanced rescue techniques.

Photograph by: Northern Life.

### Paramedic Services



Paramedic personnel demonstrate advanced life support techniques for critically ill patients.

Photograph by: Marg Seregelyi, Northern Ontario Medical Journal.



## VISION & MISSION



### Vision

**A highly effective Service that has the confidence  
of the public who we serve.**

### Mission

**Our mission is to:**

- **deliver the services we are charged to provide, to the highest standard;**
- **relentlessly pursue higher degrees of efficiencies, effectiveness, and quality of service;**
- **develop a strong sense of pride and ownership throughout the Service;**
- **become a more integrated and unified team;**
- **demonstrate good stewardship over the budgets, equipment, and assets the public entrusts us to use on their behalf;**
- **ensure compliance with the law and the standards of the professions we represent;**
- **fully utilize the knowledge, experience, and skills of all members of the Service;**
- **and continuously plan for the future to ensure we are ready to meet the community's evolving needs.**

## VALUES & PRINCIPLES

Our strength is exemplified by the distinct cultures which represent the specialized professions needed to provide the highest level of service to our community. We embrace this diversity and celebrate our traditions because they are built on the common foundation of our dedication to serve the public.

### Emergency Responder Professional Values



Firefighter

Fortitude  
Prudence  
Justice  
Temperance



Emergency Management  
Officer

Teamwork  
Relationships  
Preparedness



Paramedic

Honour  
Advocacy  
Responsibility to Patient  
Courage

### Guiding Principles

As a *Service* we are unified by our Guiding Principles which are upheld by all members whether they are front-line emergency responders or valued members who work tirelessly in the background to support the *Service* on a daily basis.

- **Service** Our contribution to our community is our selfless dedication to improve the safety, wellbeing, and service to our community.
- **Integrity** We hold ourselves to the highest standards of professional conduct; worthy of the trust of the public, our peers, and our colleagues.
- **Respect** We treat everyone with dignity no matter the circumstances or the situation.
- **Leadership** We accept the responsibility to take personal action to improve service to the public.
- **Accountability** We accept primary responsibility for professional and personal actions that impact the public, our patients, our peers, and our colleagues.
- **Unity** We operate as a cohesive, well structured, highly trained, collaborative team.

## STRATEGIC BUSINESS PRINCIPLES

### Value for Money

Service delivery decisions are based on the sustainable net value delivered using the impact to public safety and improved outcomes as the key drivers.

The provisioning of service is based not only on response time improvement, but the assurance of measurable value and tangible improvement in outcomes.

Service capabilities are based on quantifiable risk analysis to ensure we deliver the highest value-for-service and most optimal outcome.

### One City – One Service

Resources are allocated based on the overall Council priority, risk assessment, and collective needs.

Deployment and service models are based on getting the right resources to the right call, and those services that can provide the greatest opportunity for the best outcome.

The operational model for Fire Suppression and Paramedic Services must give consideration to response time/coverage capabilities balanced with approved staffing levels.

A seamless Emergency Service response model will be applied when responding to emergency service requests.

### One Team

All personnel within the *Service* are valued members and will be treated accordingly – as per our Values and Principles. Artificial barriers or differentiation of treatment between members which is not defined by regulation, bylaw, or collective agreement cannot exist.

## CHALLENGES

- **Adjusting service levels to meet the City's demographic profile**

The aging population demographic is projected to increase medical related service requests by over 30% by 2021 (Archibald).

- **Ensuring capital financial sustainability**

There is a forecasted capital gap of \$19 million over the next five years related to the purchase of Fire Services equipment, apparatus, and aging Emergency Service stations.

- **Funding from senior levels of government**

Pressure will continue related to the level of Ontario Municipal Partnership Funding (OMPF) and other funding sources.

- **Pressure to maintain low property taxes**

This is a broad community issue that also impacts Emergency Services, particularly where services are fully funded from the municipal taxes.

- **Inflationary Pressures**

Variable costs such as; fuel, supplies, and third-party maintenance is outside of our control and will continue to increase pressure on our budget.

- **Statutory regulatory compliance**

Changes to both Provincial and Federal legislation, that are beyond our control, can directly impact Emergency Services cost.

- **Limited access to new revenues**

Although there is some opportunity for Emergency Services, the potential to increase third-party revenues will not likely keep pace with escalating cost of overall service delivery.

- **Community service level expectations**

Citizens across the wide geographic area of the City expect to receive the same level of service and response, which is not always possible.

- **Managing risk within existing funding levels**

Changes to funding will not likely keep pace with the changes to the community risk profile resulting from changing demographics and ongoing property development.

## OPPORTUNITIES

- **Fully utilizing the talent of our workforce**

We have a vast untapped wealth of knowledge, skills and experience within our Department.

- **Expand revenue streams**

We believe opportunity exists to expand the use of the fire training facility located in Azilda to create a cost effective training location for both internal personnel as well as public and private sector agencies – while generating new revenue.

- **Exploit technology to our full advantage**

We believe advances in communication and information technologies offer the opportunity to increase the effectiveness of personnel to more readily serve our citizens across our broad geography while simultaneously containing cost.

- **Eliminate process duplication**

We see substantial opportunity to streamline business processes, and optimize work flow within the 'back-office' functions within the Department.

- **Expand community participation**

We see unlimited potential to improve community involvement and the active participation of citizens, business, and partner agencies to reduce risk within the community.

- **Leaders in best-practice**

We see the opportunity to become leaders in Fire, Paramedic, and Emergency Management practices that will not only improve service delivery but will also serve as a center of excellence for Ontario.

- **Innovation to meet the demographic needs of the City**

We see opportunity to improve quality of life of citizens while offsetting workload on Paramedic Services and Health Sciences North by developing a fully integrated community paramedicine program, to serve our vulnerable and aging population.

- **Integrated services path**

We see great opportunity to capitalize on the skills and talent of the workforce through further integration of services where strategically beneficial to achieve cost containment, maintaining service, or improve service levels.

## STRATEGIC GOALS



### **FOCUS ON COMMUNITY AND EMPLOYEE WELLBEING**

To create a positive, caring, safety conscious *Service* that is dedicated to serving the public; caring for our patients; ensuring the safety of our citizens and our colleagues; and improving community and Member wellbeing.



### **ESTABLISH THE FOUNDATION FOR THE DELIVERY OF INTEGRATED SERVICES**

To leverage synergies within our core services through a planned, structured approach that builds the foundation for further integration.



### **SUSTAIN SERVICE DELIVERY THROUGH ORGANIZATIONAL EXCELLENCE**

To continuously seek opportunities to improve service through: the development of employees' skills, ongoing stewardship of equipment, fleet, and building assets; streamlining of processes to improve efficiencies; fine-tuning practices to ensure ongoing effectiveness; and exploiting opportunities to contain cost and maintain off-setting revenue.



### **CONTINUOUSLY ACHIEVE PEAK PERFORMANCE**

To entrench performance management principles, practices, and processes supported by accurate and timely performance measures.



### **DEVELOP AND ALIGN SERVICES TO MEET EVOLVING NEEDS**

To evolve services or service capability to respond to changing community needs.

## GOAL A - PRIORITIES



### FOCUS ON COMMUNITY AND EMPLOYEE WELLBEING

#### *Priority 1 – Community Education & Prevention*

Education and enforcement are the principle lines of proactive defense. Emergency Services endeavors to reach those who need help quickly. Given the large geographic area we serve, it is not always possible to get there during the first critical minutes. We believe that the public can safely intervene if given basic skills which will empower them to confidently help themselves and their families until we arrive.

#### *Priority 2 – Employee Wellness*

Emergency Services personnel experience extremely traumatic and physically demanding situations in the course of their daily work. This can adversely affect their emotional health if support systems do not exist. We believe we have an ethical obligation to compassionately care for the Members of our Service. We also believe it makes good business sense. Hence, one of the highest priorities is to implement employee wellness programs that will address the effects of accumulative stress, promote physical health, and support good emotional health.

#### *Priority 3 – Health & Safety*

Health & Safety programs that target prevention of on-the-job injuries are front and center in our daily work. We will continue to conduct ongoing reviews of existing safety systems to identify opportunities for improvement. Our priority is to strengthen systems to ensure members can work effectively, safely, and without fear of injury for their entire career.

#### *Priority 4 – Community Risk Management*

The services we provide are based on risk of loss of life or damage to property. We must carefully balance the risk with the associated cost to assure we maximize the value delivered. We will develop and implement programs to monitor and assess risk so we can ensure we minimize risk to the community - balanced with our funding allocations.

## GOAL B - PRIORITIES



### ESTABLISH THE FOUNDATION FOR THE DELIVERY OF INTEGRATED SERVICES

#### *Priority 1 – Stakeholder Engagement*

Consultation with all stakeholders is fundamental to the ongoing success of the transformation of Emergency Services toward a more integrated business model. We will place emphasis on two specific strategic actions to support this priority: strengthening labour relations, and greater involvement of partner agencies.

#### *Priority 2 – Shared-services Model*

Reducing duplication of effort within Emergency Services will improve effectiveness. This will be accomplished through the development and implementation of a shared-service business model which maximizes the effectiveness of administrative and support processes.

#### *Priority 3 – Organizational Structure*

A requisite command structure is required to ensure an effective service that continuously meets the community's needs. Best-practice methodologies will be employed to design and implement new organizational structures in support of a more integrated service model.

#### *Priority 4 – Process Alignment*

Elimination of unnecessary or low-value process activities is necessary to ensure maximum value for money. Implementation of a new shared-services business model creates the opportunity to undertake an assessment of current business process activities in an effort to eliminate low-value activities.

#### *Priority 5 – Core Service Unification*

Seeking opportunities to maximize the potential of the workforce is paramount to the ongoing successful evolution of the Service. Moving forward, we will cautiously explore cross-functional initiatives that leverage existing resources to improve services and service delivery.



## GOAL C - PRIORITIES



### SUSTAIN SERVICE DELIVERY THROUGH ORGANIZATIONAL EXCELLENCE

#### *Priority 1 – Human Capital Management*

Members of our *Service* are the most valuable resource in our organization. We will improve our human capital management practices to ensure we continue to attract, retain and develop talented, high-performing employees.

#### *Priority 2 – Financial Sustainability*

Good stewardship of money, equipment, and assets are core elements of our Mission. In addition to best-practice financial management of operational funding, we must focus on maximizing the potential of existing capital assets to generate revenue to offset cost.

#### *Priority 3 – Resource Optimization*

An effective coordinated response is critical to achieving improved outcomes during emergency events, while ensuring value for service. In addition, the strategic placement of resources directly affects outcomes. Hence, the ongoing risk-based review of the overall deployment model is a priority. The deployment model review includes personnel, equipment, and stations.

#### *Priority 4 – Asset Stewardship*

Emergency Services utilizes a total of \$92 million in capital assets including; \$26 million in fleet and equipment; \$55 million related to Emergency Service stations (*CGS-Building*). We must maximize the lifespan of capital assets through both good maintenance practices and prudent use in order to fully extract maximum value.

#### *Priority 5 – Technology Innovation*

We believe substantial opportunity exists to expand the use of information technology. Recent reduction in the cost of mobile computing and wireless connectivity has created the opportunity to optimize work and deliver information to the front-line in a timelier manner. Our priority is to seek out technological solutions that will support greater efficiency and provide critical situational information to front-line personnel.

## GOAL D - PRIORITIES



### CONTINUOUSLY ACHIEVE PEAK PERFORMANCE

#### *Priority 1 – Performance Management*

Performance management is critical to the success of organizations. All leaders and personnel need readily accessible tools and systems to monitor performance within their area of accountability. We will expand on the Department's performance reporting processes and practices to enable front-line personnel to more fully participate in opportunity identification.

#### *Priority 2 – Member Service Excellence Recognition*

The Department will continue, expand and promote the recognition of Members who serve the public. We will celebrate their years of dedicated service and accomplishments through a variety of programs. These programs recognize the contribution of Members who achieve performance excellence in their daily duties.

#### *Priority 3 – Quality Management*

We will develop and implement a Total Quality Management Program that incorporates continuous improvement, ongoing quality assurance, and employment of best-practice methodologies.

#### *Priority 4 – Project Management*

The need for more rigorous project management is becoming increasingly apparent in the government sector. The failure rate for projects can be quite high, costing organizations considerable time, money, and effort while producing insufficient return on investment. We intend to implement project management methods to ensure we achieve maximum return and mitigate the risk of project failure.

#### *Priority 5 – Regulatory Compliance and Governance*

Emergency Services is a highly regulated sector. It is our legal obligation to maintain the highest degree of compliance. In addition, best-practice governance structures ensure long-term continuity of service delivery.

## GOAL E - PRIORITIES



### DEVELOP AND ALIGN SERVICES TO MEET EVOLVING NEEDS

#### *Priority 1 – Consolidation of 9-1-1 Dispatch*

An integrated dispatch system specifically designed to meet our community's unique characteristics is critical to ensuring the most effective multi-agency response of emergency personnel (Police, Fire, and Paramedic). We will pursue the feasibility of integrating the Emergency Medical Services dispatch, which is currently managed by MOHLTC, with the City's current dispatch system to achieve a fully integrated Emergency Communications Services system for the City.

#### *Priority 2 – Develop New Off-setting Revenue Streams*

Driven primarily by evolving regulations, employee remuneration, and required services levels - Emergency Service's cost will likely continue to rise. In order to provide some relief on the tax levy, we need to innovatively generate more revenue by leveraging existing assets and other fee-for-services.

#### *Priority 3 – Anticipate Changing Health Needs and Community Demographics*

We project an increase of over 30% in medical service requests (911 calls) by 2021 due to the aging population (Archibald). We believe that a broader-based approach beyond emergency intervention should be employed. We need to more proactively address the medical needs of the aging community through the cultivation of new community health paramedical service.

#### *Priority 4 – Community & Corporate Emergency Preparedness*

"Threats to our communities and prosperity today, ranging from terrorism to pandemics to compromised information systems and natural disasters, can have a devastating impact on global economic operations and trade, as well as local delivery of key services" (CSA-Group). Our priority is to build on the existing Emergency Management programs to improve incident management, enable safe community evacuation if required, and ensure the corporation will continue to operate efficiently under conditions of emergency or disaster.



## Emergency Services Strategic Plan Overview

### Vision

A highly effective Service that has the confidence of the public who we serve.

### Mission

Our mission is to: deliver the services we are charged to provide, to the highest standard; relentlessly pursue higher degrees of efficiencies, effectiveness, and quality of service; develop a strong sense of pride and ownership throughout the Service; become a more integrated and unified team; demonstrate good stewardship over the budgets, equipment, and assets the public entrusts us to use on their behalf; ensure compliance with the law and the standards of the professions we represent; fully utilize the knowledge, experience, and skills of all Members of the Service; and continuously plan for the future to ensure we are ready to meet the community's evolving needs.

### Strategic Business Principles

Value for Money

One City – One Service

One Team

### Professional Values and Principles



Firefighter



Emergency Management Officer



Paramedic

Fortitude  
Prudence

Justice  
Temperance

Teamwork

Preparedness

Honour  
Advocacy

Responsibility to Patient  
Courage

**Service**

**Integrity**

**Respect**






Relationships

**Leadership**

**Accountability**

**Unity**

### Strategic Goals

 <b>Focus on community and employee wellbeing</b>	 <b>Establish the foundation for the delivery of integrated services</b>	 <b>Sustain service delivery through organizational excellence</b>	 <b>Continuously achieve peak performance</b>	 <b>Develop and align services to meet evolving needs</b>
Community Education & Wellbeing  Employee Wellness  Health & Safety	Stakeholder Engagement  Shared-services Model  Organizational Structure  Process Alignment  Core Service Unification	Human Capital Management  Financial Sustainability  Resource Optimization  Asset Stewardship  Technology Innovation	Performance Management  Member Service Excellence Recognition  Quality Management  Project Management  Regulatory Compliance and Governance	Consolidation of 9-1-1 Dispatch  Develop New Off-setting Revenue Streams  Anticipate Changing Community Health Needs  Community & Corporate Emergency Preparedness

**Serving our Community**