Emergency Services

Emergency Services Tactical Plan

2014 – 2017

Serving our Community with Pride

Published: July 30, 2014

Version: Original

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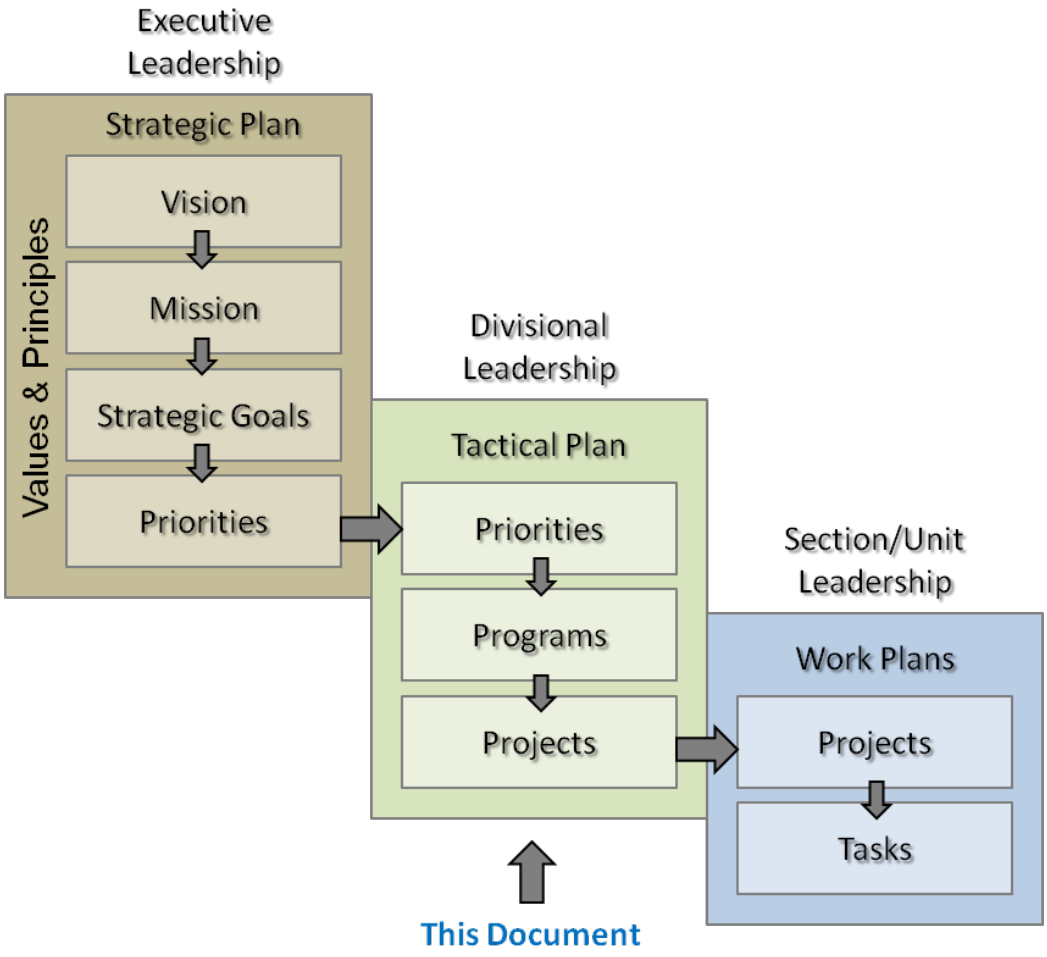
INTRODUCTION

Development of this plan was undertaken by the Senior Management Team. The team utilized the strategic priorities set out in the Emergency Services Strategic Plan 2014 – 2020 to develop the Actions (programs) that will be undertaken over the next three years (2014 – 2017).

Overview of the plan structure

As seen in Figure 1, this plan is aligned to the overall strategic direction of the Emergency Services Department by the linkage to the strategic priorities. This plan puts in motion the strategic plan programs to enable development of both section and individualized work-plans and projects.

Figure 1. Planning Components & Methodology



SUMMARY OF PROGRAMS

A - Focus on Community and Employee Wellbeing

Priority A1 - 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.

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.

In May 2012, the Office of the Ontario Fire Marshal conducted a review of the City's Fire Prevention Program and provided 25 recommendations that are intended to assist the municipality to improve the effectiveness and efficiency of the fire prevention services it provides to the community.

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.

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.

Community Paramedicine is a model of care where Paramedics apply their training and skills in non-traditional community-based environments outside the usual emergency response and transportation to hospital. Community Paramedics take an enhanced role in screening community health referrals, and diverting patients from the Emergency Department to more appropriate community-based services.

A Community Paramedic's scope of practice may include bedside diagnostic testing, direct communication with Family Health Teams including primary care physicians, and the provision of treatment in the home setting for common chronic disease conditions.

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".

Priority A2 - 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.

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.

In late 2013, clinical psychologists presented health promotion workshops to both Paramedics and its administrators. Objectives in these sessions included, review of the literature on occupational health injuries related to Post Traumatic Stress Disorder (PTSD), factors that increase these risks, intervention strategies, and a model to minimize the psychological risks following critical incidents and repeated exposure.

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 PTSD and cumulative stress. Further focus will include:

- continue collaborations with subject matter experts and with similar organizations,

- capitalize on our EAP services,

- resources, education and training for Paramedics and Firefighters to support overall health promotion.

Program A2b – Workload Management

Emergency Services provides response 24/7, 365 days per year to the community. The administrative responsibility and workload far exceeds the capacity of the Department's management team and command structure in the management of 651 employees.

It is important to recognize a balanced approach to work-load management and to aim for improving performance with the overarching goal to reduce workload related stress and improve work-life/home-life balance.

Action

The Department will implement a workload management system based on business best practice collaborative methodologies. The components of the system will include policies, procedures, annual risk-based priority

ranking, and ongoing performance management coupled with departmental and divisional key performance indicators.

Program A2c – Member Fitness

The daily duties of emergency services personnel are physically demanding. Members need to be in the best physical condition possible in order to avoid injuries and perform their duties efficiently. In addition, it is widely believed that physical fitness has been shown to have great benefit to emotional wellbeing and longevity.

Action

Emergency Services will promote opportunities to be involved in group fitness activities that promote a team environment.

Priority A3 - 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.

Program A3a – Back Care

Paramedics and Firefighters have one of the most diverse and unpredictable working environments and are often required to 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 several key areas to improve employee wellness while reducing the frequency and duration of lost time injuries associated with back injuries.

SUMMARY OF PROGRAMS

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).

3. Education and training on physical back health and mental health for Paramedics and Firefighters (linkage between mental and physical health -- we need a holistic approach).

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.

Paramedics have piloted a Driver Safety Improvement Program over the last two years which has made a positive impact in the reduction of incidents/accidents.

Action

The Department will expand the Driver Improvement Program to encompass Fire Services personnel.

Program A3c – Hazard and Operability Study (HAZOP)

Emergency Services continuously seeks to mitigate risks that contribute to the potential for on-the-job injury. The most effective process involves the design, implementation, and ongoing stewardship of risk assessment and mitigation programs that focus on prevention of incidents. Significant risk mitigation practices already exist for both Fire and Paramedic Services; however 'back-office' support functions have not been subjected to the same degree of rigor. This continuous improvement initiative will ensure continuous awareness of hazards, and comprehensive documentation is maintained with the ultimate goal to eliminate the potential for injury.

Action

Emergency Services will continue with the development and implementation of a HAZOP program that can be applied to all aspects of the Services, with an initial targeted focus on processes that support Emergency Services support functions.

Priority A4 – 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.

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.

SUMMARY OF PROGRAMS

B - Establish the Foundation for the Delivery of Integrated Services

Priority B1 – 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.

Program B1a – Strengthen Labour Relations

Developing strong trusted relations with labour organizations who represent our members is a key step in cultivating productive dialogue regarding the evolution toward an integrated service as per Council's direction.

Action

Develop and strengthen ongoing dialogue process with organized labour organizations (CUPE Local 4705, IAFF Local 527 and Volunteer – CLAC Local 920).

Program B1b – Involve Partner Agencies

Considering the various needs of our partner agencies and other stakeholder groups is critical to ensuring we support their needs while our Service evolves toward a more integrated model.

Action

Ensure ideas and inputs are incorporated from all stakeholder groups by putting in place formal communication processes with all identified stakeholders.

Priority B2 – 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.

SUMMARY OF PROGRAMS

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.

Priority B4 - 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.

Program B4a – Executive Branch Development

Establishment of the Executive Branch involved the consolidation of administrative strategic and business functions such as: finance, planning, quality management, risk management, and performance management. This creates the opportunity to eliminate duplication of effort while also developing new best-practice systems.

Action

Continue to streamline these functions and implement best practices to improve Department-wide performance and effectiveness.

Priority B5 - 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.

Program B5a – Undertake a Pilot

The Department will look toward the development of pilot projects to trial one or more specific initiatives by which to

integrate Fire and Paramedic field operations, potentially including the assignment of Firefighters and Paramedics to the same squad, same emergency response vehicle, etc.

Action

Project scope should include a review of alternative jurisdictional delivery models, including potential benefits, disadvantages, costs, implementation challenges, risk, and plan. The design of the pilot projects will be undertaken in consultation with Human Resources, key stakeholders, and labour groups.

SUMMARY OF PROGRAMS

C - Sustain service delivery through organizational excellence.

Priority C1 - 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.

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.

Program C1b – Professional Development

The commitment to continuous learning is a core competency of all members of the Service, particularly those in leadership roles or aspiring to become leaders. It is also a key business requirement to ensure individuals are prepared to assume roles of greater responsibility through the lens of succession planning.

Action

In collaboration with the Human Resources Department, Emergency Services will undertake the implementation of a formal emergency-service focused leadership learning program by partnering with agencies that provide existing best-practice curriculum tailored to the Emergency Services sector.

Program C1c – Career Path Enhancement

The career path within Emergency Services is typically limited due to the specialization of our Service. Members need the opportunity to experience new challenges in order to develop their skills and future potential.

Action

In collaboration with Human Resources, the Department will implement opportunities to enhance team building skills, impart basic project leadership skills, and open channels for participation on interdisciplinary teams within the Department.

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.

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.

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.

Program C1g – Fire / Paramedic Cadet Program

Currently, there are limited opportunities for youth to explore a career path within Emergency Services. We see the opportunity to cultivate the talents of our young citizens who would like to experience what it is like to work in our sector. We also see this as an opportunity to contribute to their growth and development as citizens.

Action

The Department will develop a business case for a Fire/Paramedic Cadet Program that provides young men and women with an exciting opportunity to learn about fire fighting and emergency medical services as future career choices for Council's consideration.

Priority C2 - 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.

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.

Action

A Fleet Preventive Maintenance program will form part of the Department's implementation of a Records Management System.

Action

To initiate the blending of the Department's (Fire & Paramedic) support services for the optimization of resources, logistical coordination, and supply chain management.

Program C2b – Maintaining Off-Setting Revenue

For the City, the majority of emergency services training is undertaken at the Lionel E. Lalonde Centre which currently accommodates multiple functions. The development of the Centre involved two major development phases; investment to accommodate the *Academy of Leading Emergency Response Technologies* and a larger investment related to the relocation of administrative offices, Azilda Fire, and Paramedic Stations associated with dorms and corporate training space.

Action

The Department will develop a comprehensive business plan for an Emergency Services training academy that is located at the Lionel E. Lalonde Centre that will provide fire, medical, and other training to a range of different parties. The Department will continue to explore opportunities to generate off-setting revenues by offering value-added services to corporate and partner agencies.

SUMMARY OF PROGRAMS

Priority C3 - 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.

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.

Assignment of resources will be assessed under the following two key factors:

- Quantifiable risk and consequences of fires in the community;
- May 16, 2014, the Office of the Ontario Fire Marshal launched the Integrated Risk Management (IRM) Web Tool. This tool is intended to enable municipal and fire service decision-makers to fulfill the responsibilities prescribed in Section 2 of the Fire Protection and Prevention Act, 1997 (FPPA).

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).

Note – IBI Group was engaged as an external professional consulting service and was responsible for consolidating the work conducted respectively by the City and the IBI Group resources into a study report. While the report is based in part on work performed by City resources and in part on the results of the IBI Group's own research, the findings and recommendations represent the opinions of IBI Group in its role as consultant.

The Chief's Departmental resources will carry on with their assessments in-progress and that from this additional work, the Department will generate new information and as a result, findings and recommendations may vary from those contained in this report.

Action

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.

Action

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.

Action

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.

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.

Priority C4 - 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.

SUMMARY OF PROGRAMS

Program C4a – Capital Asset Maintenance

Emergency Services operates out of 26 separate locations, utilizes over 130 vehicles and relies on numerous capital equipment assets in the delivery of a 24/7 service model.

Action

We will implement processes to proactively maintain and continuously analyze issues to identify the root cause and frequency of break-fix events. In addition, we will develop a comprehensive capital forecasting system to ensure asset sustainability.

Program C4b – Capital Asset Replacement

Emergency Services utilizes over $37 million in capital assets (fleet and equipment) and 26 Emergency Service stations of varying age (32 to 58 years) with an estimated capital value of $55 million (CGS building).

Action

We will implement a capital asset replacement forecasting program and replacement plan to ensure the capital requirements are clearly defined and scheduled well in advance of forecasted asset end-of-life.

Action

We will undertake a program targeting both: the identified gap of over $5 million (5-year projection) of unfunded capital investment related to replacement of aging or passed end-of-life Fire Service's fleet and equipment; and the $14 million identified gap related to Emergency Services station repair and maintenance.

Action

We will undertake a specific program targeting the replacement of aging (or passed end-of-life) Emergency Services stations with the intent to: develop facilities that improve functionality, maximize efficiency, and minimize costs, and support an integrated fire suppression and paramedic service.

C4c – Asset Control Management System

Emergency Services has a need for an effective vendor-hosted software solution that will allow the service to manage our inventory and asset control requirements across all locations including on our highly mobile response vehicle fleet. The system software should be designed for Paramedic Services: providing real-time management and reporting of medical supplies, station inventory assets, preventative maintenance compliance, and automated vehicle check lists.

Action

Emergency Services will implement an asset control system that will assist our logistics staff in being more effective and efficient in managing our inventory and fixed assets, including: inventory supply levels and expiry dates; streamlining the supply order and delivery process; tracking fixed assets through the use of bar-code scanning technology tracking preventative maintenance schedules and vehicle check lists to ensure compliance with all legislated requirements.

Priority C5 - Technological 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.

Program C5a – Strategic Technology Roadmap

With the assistance of Information Technology, Emergency Services needs to clearly identify the technologic opportunities in the form of a formal plan. This will allow the development of business cases and an investment plan. The formal document must link the value contribution of the technology investment with the strategic priorities.

Action

Our priority is to develop a technology roadmap aligned to the Emergency Services Strategic Plan that ensures

current and future technology investments are aligned to support the Department's strategic priorities.

Action

Expand the use of our Integrated Workforce Management System into Fire Services. This system offers time and attendance, scheduling, absence management, and labour analytics.

Action

Expand information technology connectivity to all Emergency Services Stations.

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.

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.

Action

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.

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.

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.

SUMMARY OF PROGRAMS

D - Continuously achieve peak performance

Priority D1 - 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.

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

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.

Priority D2 – Member Service Excellence Recognition

The Department will continue to 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.

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.

Priority D3 – 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.

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.

Studies have demonstrated that it is vital to have a well defined and formalized continuous quality improvement (CQI) program providing a focused approach to improving the quality and safety of patient care provided by Paramedics.

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.

The goals of the QCC are to monitor and trend systemic quality issues, drive continual improvements in quality relating to clinical or service delivery. Along with identify and develop Key Performance Indicators and outcome measurements, review current trends and research in pre-hospital care, develop and implement quality improvement projects, and provide input into the development of future education and training programs for the Service.

Priority D4 - 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.

Program D4a – Project Portfolio

Portfolio management ensures ongoing tactical alignment to the strategic plan and effective utilization of limited project-focused resources.

Action

We will implement and maintain processes and policies based on risk assessment and value contribution to support project portfolio management.

Action

We will develop and maintain a central repository of project related information with the intent to continuously monitor project performance against approved predefined schedules, scope of work, and value contribution.

Program D4b – Project Management Best Practices

The on schedule, on budget, and realization of declared value are primary components that contribute to the outcome of project success. There are ever increasing pressures on the Department to deliver projects with greater degrees of complexity. To mitigate the risk of project failure, greater emphasis must be placed on structured best practice project management techniques.

Action

Using an in-house subject matter expert model (an accredited Project Management Professional) we will undertake training to cultivate a high level of skill related to the utilization of best-practice project management methodologies sufficient to reduce risk to an acceptable level.

Priority D5 – 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.

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 license 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.

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.

Program D5c – Establish an repository for Governance material

Governance documents (policy, standards, and operating procedures) are an essential component of service delivery and need to be readily available to Members in a timely manner.

Action

Emergency Services will implement an electronic central repository of all Service governance documents with the intent to ensure ease of access by all personnel – independent of their physical location. This is required to support the Firefighters and Paramedics who are dispersed across the City's wide geographic area.

SUMMARY OF PROGRAMS

E - Develop and align services to meet evolving needs.

Priority E1 – 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.

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.

Priority E4 - 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.

SUMMARY OF PROGRAMS

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.

Program E4b – Develop a Community Evacuation Plan

Once an emergency event that affects the community has occurred, it is critical that the response be swift and efficient to ensure the safety of the public. In some cases this requires expedient evacuation of hundreds or potentially thousands of citizens.

Action

In collaboration with partner agencies and community stakeholders, the Department will develop a community evacuation plan.

Program E4c – Develop a Fuel Management Plan

There are a number of emergencies that can threaten the fuel supply chain. A shortage of fuel will affect the delivery of Emergency Services across the community. Formalized plans need to be in place to ensure a supply during an emergency event or disaster. The plan needs to incorporate decisions that clearly declare the City's priority of service delivery.

Action

The Department will develop an Emergency Fuel Management Plan in collaboration with City departments, partner agencies, and community stakeholders.

SUMMARY OF PROGRAMS

Program E4d – Develop a Business Continuity Strategy

"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. In this light, the responsibility for emergency management and business continuity programs cannot be ignored. This has led to the development of a new comprehensive emergency management and business continuity programs standard, CSA Z1600, designed for use by private and public organizations of all sizes if disaster strikes." (CSA-Group, 2014)

Action

On behalf of the Corporation, Emergency Services will lead the implementation of the new CSA Z1600 standards to ensure the community and Corporation is fully prepared to address all potential threats. This program requires the support and diligent participation of all Divisions within the Corporation to ensure success.