

2012

Emergency Services Annual Report



City of Guelph Emergency Services vehicles



INTRODUCTION

The 2012 annual report tells the story of the Emergency Services department. This report provides information related to responsibilities, scope and accomplishments of the department. This report also illustrates performance through dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

This report reflects the structure, operations and performance of the department as it existed in 2012.

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MESSAGE FROM THE GENERAL MANAGER

It is an honour to present the City of Guelph's second Emergency Services Community Report. This report provides us an opportunity to illustrate and share information about our services and measurements on how well we provide those services.

Guelph Emergency Services are essential services that include emergency management, the Guelph Fire Department and Guelph-Wellington Emergency Medical Service (EMS). Our members are dedicated to protecting life, property and the environment in our community.

2012 saw many accomplishments in the Emergency Services area, including improvements to technologies to provide increased efficiencies in processing emergency requests and the development of a response time performance plan and reporting recommendations.

Community Emergency Management launched projects dealing with Business Continuity Planning and the Emergency Operations Control Group. A pilot communications system, was started, which provides for simultaneous notification and dispatch for medical incidents.

Guelph-Wellington EMS successfully took part in a Ministry of Health and Long Term Care service review and in March 2012, the Guelph Fire Department remained one in six fire departments in Canada to receive the highly sought after accredited agency status. This accreditation is from the U.S.-based, internationally recognized Commission on Fire Accreditation International. When the accredited status was awarded, there were only 141 accredited fire departments in the world. Accreditation is a process designed to provide continuous quality improvement and enhancement of service delivery.

Guelph Emergency Services engages the community in many ways. Interacting with the people we serve provides citizens the opportunity to become more aware of what they can do to protect themselves during and after an emergency or disaster.

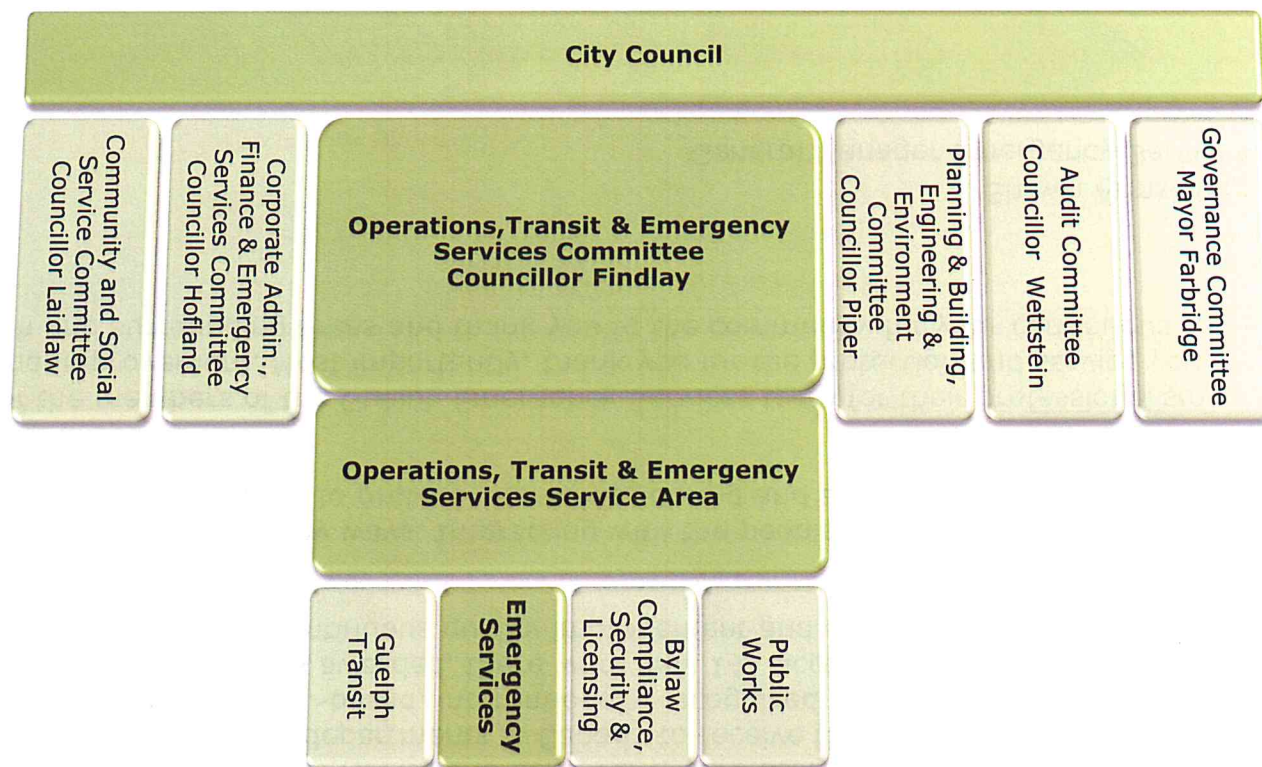
In conclusion, I would like to thank all of the members of the Guelph Emergency Services team for their professionalism and dedication to continuous learning and improvement. Most importantly, thank you for the protection and service you provide to residents of the City of Guelph and surrounding areas and thank you to the community for your continuous support.

Shawn Armstrong
General Manager Emergency Services

GOVERNANCE STRUCTURE

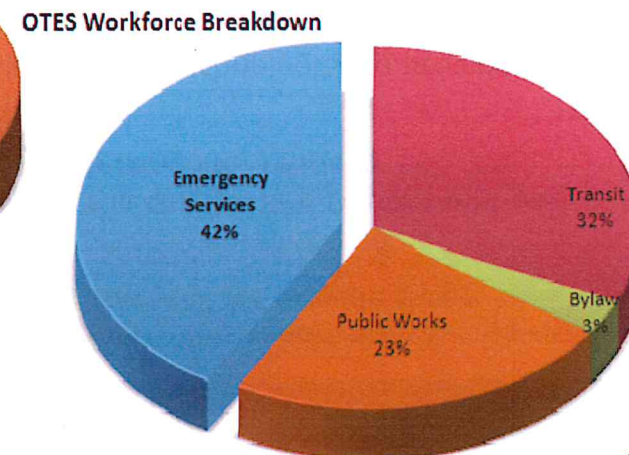
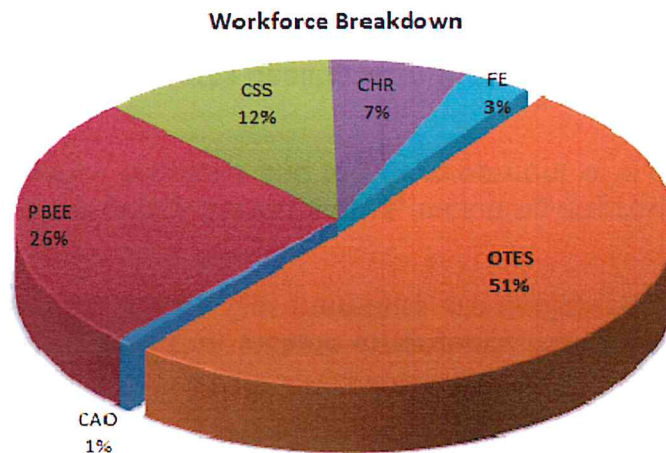
The governance structure at the City of Guelph has the departments and Service Areas reporting through standing committees to City Council.

The Emergency Services Department of the Operations, Transit & Emergency Services service area (OTES) reports through the Operations, Transit & Emergency Services (OTES) Committee to City Council.



The Operations, Transit & Emergency Services service area has 51% of the corporations staffing compliment.

Within that 51%, Emergency Services can claim a staffing level of 42% of the OTES compliment.



OUR DEPARTMENT

In 2012 the Emergency Services Department was comprised of three operational divisions as denoted in the in the Emergency Services Department Structure to the right.



OUR MISSION

To make a difference everyday with rapid, compassionate and professional services that keep our community safe.

To be T.R.U.E

Trusted; **R**ESPONSIVE; **U**NITED & **E**ffective

OUR ROLE

Guelph's Emergency Services department contributes to community well-being and peace of mind by providing Paramedics and Firefighters, emergency preparedness planning and education programs designed to keep the community safe in their homes and businesses. The Emergency Services Department consists of three (3) divisions;

Guelph-Wellington Emergency Medical Services

The Emergency Medical Service (EMS) system within the City of Guelph and the County of Wellington provides emergency pre-hospital medical care to Guelph and Wellington County, serving 200,000 residents and more than 2,600 square kilometres from eight (8) ambulance bases.



Emergency Preparedness & Administration

Prevent, mitigate, prepare for, respond to and recover from emergencies through public education and training programs. Train and encourage staff and community partners in business continuity planning to minimize disruptions to public service during times of crisis. Continuously strive to become a more disaster-resilient community.



Guelph Fire Department

Provide fire fighting/suppression, public assistance, rescue, education, hazardous material response, medical response, fire related planning, fire prevention and inspections as well as fire investigations from six (6) fire stations. Also provides fire protection for the former Guelph Township and also provides executive leadership to the Guelph-Eramosa Fire Department through the Guelph Deputy Fire Chief .



KEY ACCOMPLISHMENTS

Guelph-Wellington Emergency Medical Services (GWEMS)

- Successfully took part in a Ministry of Health and Long Term Care service review
 - These reviews are conducted every three (3) years, GWEMS fully complied with this review
- Completed a response time performance plan with report and recommendations to Council
 - This was the first report of its kind in Guelph-Wellington and will be an annual submission going forward
- Partnership with the Heart and Stroke Foundation of Ontario resulted in thirty-eight (38) Public Access Defibrillators (PAD) throughout it's coverage area
 - This is a life saving tool which allows the public to assist a cardiac arrest patient prior to the arrival of paramedics or other trained first responder. This was achieved at no cost to the City.
- Participated as one of the originating members of Safe Communities Wellington
 - A designated Safe Community is one which believes that a safe life is a basic right, and views its designation as a public affirmation of, and testament to, its aspiration to create a safer life for all its citizens.
- Promoted and participated in the Vial of Life program for its coverage area (approximately 450 issued)
 - The Vial of Life is a program that allows individuals to have their complete medical information ready in their home for emergency personnel to reference during an emergency. This program is used to provide the patient's medical information when the patient is not able to speak or remember this information.



- Provided the following training;

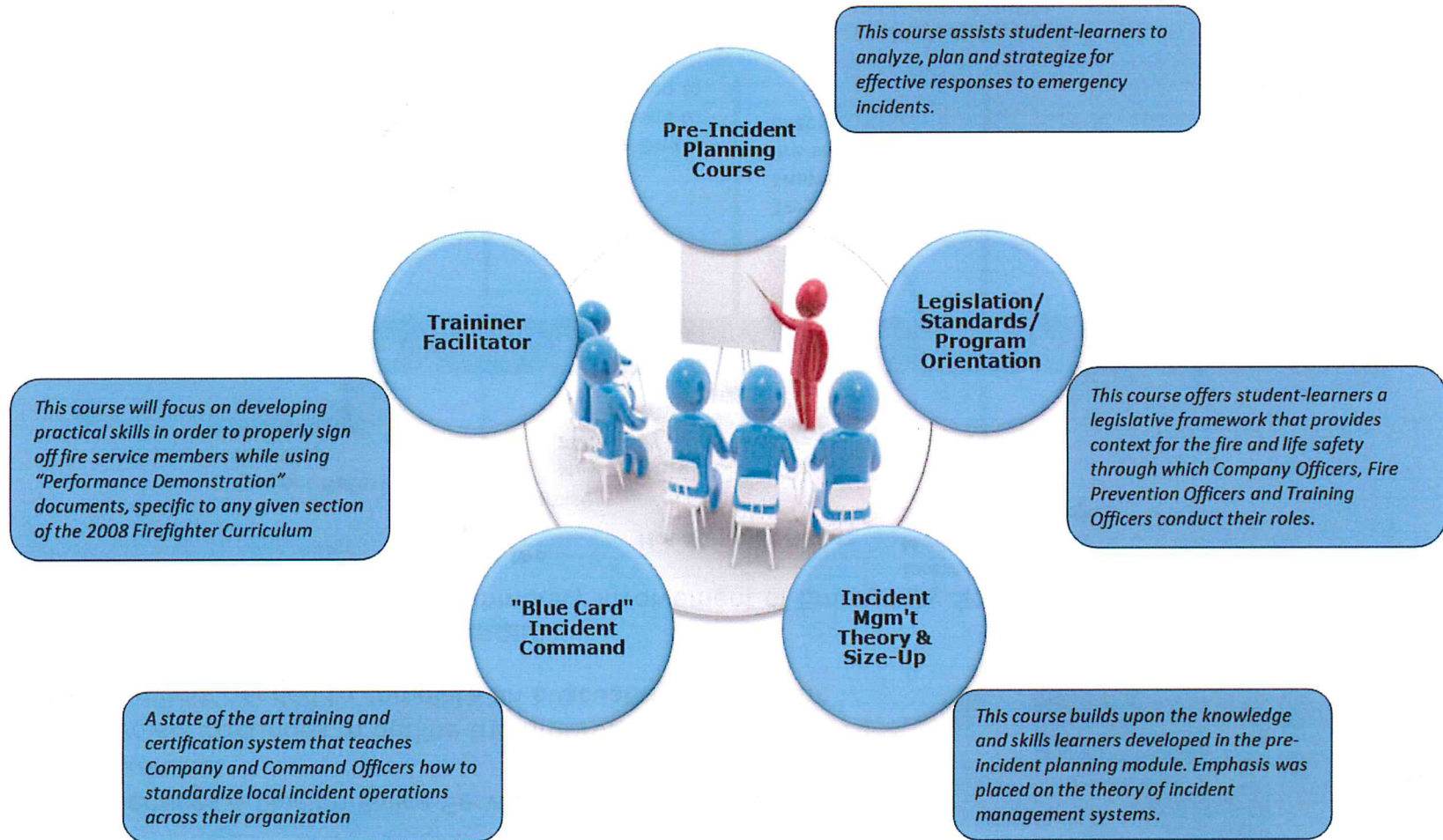


Guelph Fire Department

- Updated primary dispatch centre and opened a new back-up centre at the Clair Road Emergency Services Centre.
 - This is a direct contingency for business continuity that provides a complete redundancy of the equipment in the primary dispatch centre. A second level of failure is available for telephone capability as well, which will allow for a switch over of the 9-1-1 system.
- Mobile Data Terminals (MDT) installed into all fire vehicles, this allows for an enhanced level of dispatching, monitoring capabilities and on scene access to data. This also allows for on scene inspection and documentation.
 - Use of this equipment negates the need for officers to wait for 'rip & run' printing at stations. MDT usage cuts down on radio air-time which frees up the medium for emergency communications. It is anticipated that this project will provide an improvement in overall response times.
- Second annual accreditation compliance report was completed for the Commission on Fire Accreditation International.
 - Guelph Fire was once again granted accreditation and remains one (1) of only two (2) accredited agencies in Ontario and one (1) of six (6) in Canada.
- Member of Project Safety, a harm reduction project to educate and deal with the problem of hoarding in our community.
 - Guelph Fire Department holds an executive position with the team overseeing the committees involved. Other members are from WDGPH, Wellington County Housing, Guelph nonprofit housing and Independent Living.
- Began an English as a Second Language Fire Safety Program. This project received funding and the materials being produced, once completed will be placed in a national repository for the use of everyone.
 - This program is for all new Canadians who attend ESL schools and who work in occupations where ESL is provided as part of their training.
 - The partnership with the Continuing Education Division of the Wellington-Dufferin Public School Board has eased the transition for these new people to Canada and has permitted educational materials and resources to be provided in relation to fire safety issues.
- Purchase of new 2013 Rosenbauer Aerial Platform emergency response equipment.
 - 115 feet with articulating boom
 - Accessible platform
 - Three cameras (one infrared)



- Provided the following training courses to personnel;



- The Guelph Fire Department provided a Chief and administrative functions for the GFD. The following training was accomplished in 2012.
 - All officers achieved Blue Card Command Certification.
 - Completed SCBA replacement and first of two year personal protective equipment replacement
 - Implemented an attendance management program

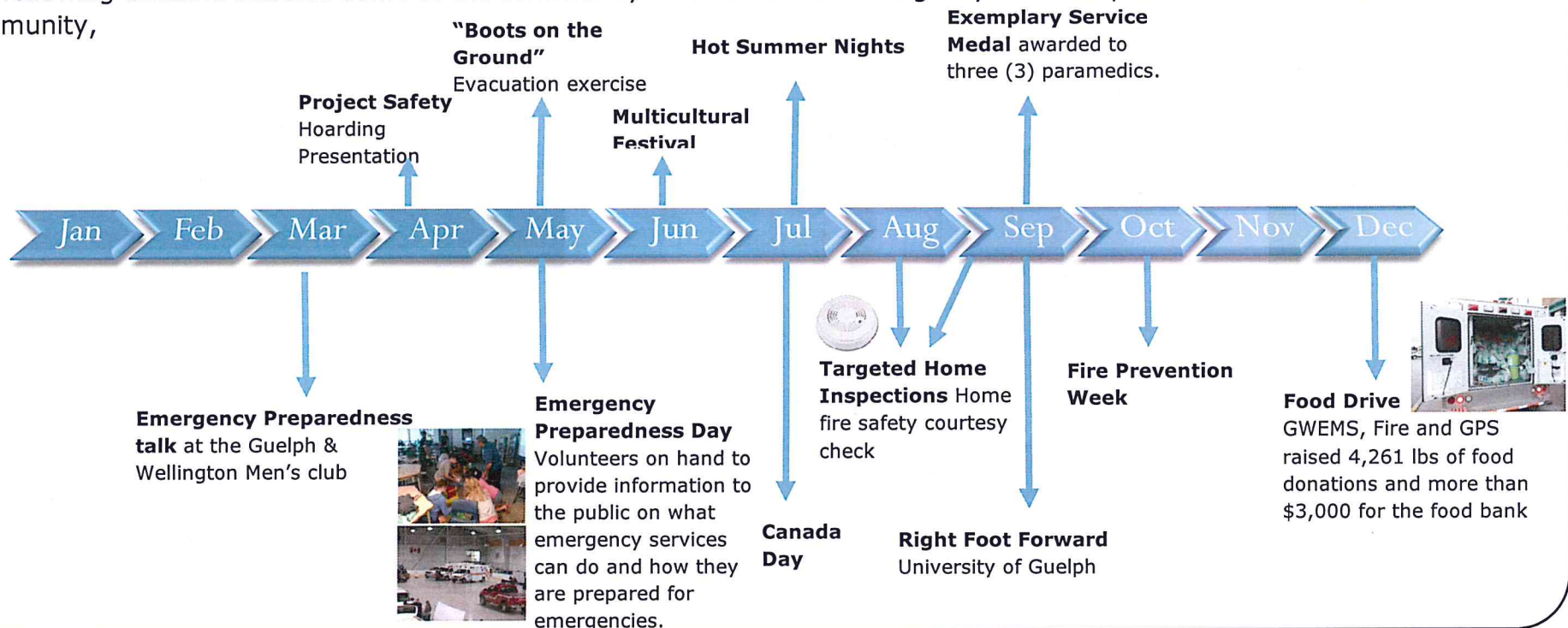
Emergency Preparedness and Administration

- Community Emergency Management launched projects dealing with Business Continuity Planning in support of the Corporate Strategic Plan and the Emergency Operations Control Group (make-up and usage of Incident Management System).
 - The first phase of these CSP projects has been completed and the 2nd phase has been launched. Work is ongoing with an anticipated completion in 2013.
- Emergency Services started a pilot communication system for simultaneous notification and dispatch of medical incidents. This will occur between the Province of Ontario Central Ambulance Communication Centre (CACC), Fire and EMS.
 - Other fire services involved in this early adopter project are Kitchener, Barrie and Mississauga. Call processing time will be greatly reduced and 1st responders will be at the side of our citizens in a more timely fashion
- Emergency Services & Guelph Police Services completed a fourth community evacuation exercise.
 - This project continues to outline the time/barriers and resource requirements needed to complete an evacuation in real time



Emergency Services' Community Involvement

The following timeline outlines some of the community involvement of Emergency Services personnel within the community,



PERFORMANCE SCORECARDS

The performance scorecards for Emergency Services consist of both KPIs and Statistics. Both types of measurements are needed to effectively manage the department. The scorecard identifies performance for the reporting period and one previous reporting period. Trend analysis is provided through the performance charts of the scorecard.

Performance is broken into four key areas;

- Financial
 - To succeed financially, how should we appear to our stakeholders?
- Customer Service
 - To achieve our vision, how should we appear to our customers?
- Internal Processes
 - To satisfy our stakeholders and customers what business processes must we excel at?
- Organizational Capacity
 - To achieve our vision, how will we sustain our ability to change and improve?

DEFINITIONS

Key Performance Indicator (KPI): *A measurement of the degree or status of progress towards goals and objectives. It is a measurement that you can impact.*

Statistic: *A measurement that provides information on trends or events. You often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.*

Trend: *The direction that a measure (statistic or KPI) is moving. It can be towards or away from the target/goal.*



The results are positively trending. Meaning they are moving closer to target.



The results are negatively trending. Meaning they are moving away from the target.

Status:



The results are positive and within target, no action is necessary.



The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.








The results are outside the target range and corrective actions/initiatives are required to correct performance.

FINANCIAL PERFORMANCE

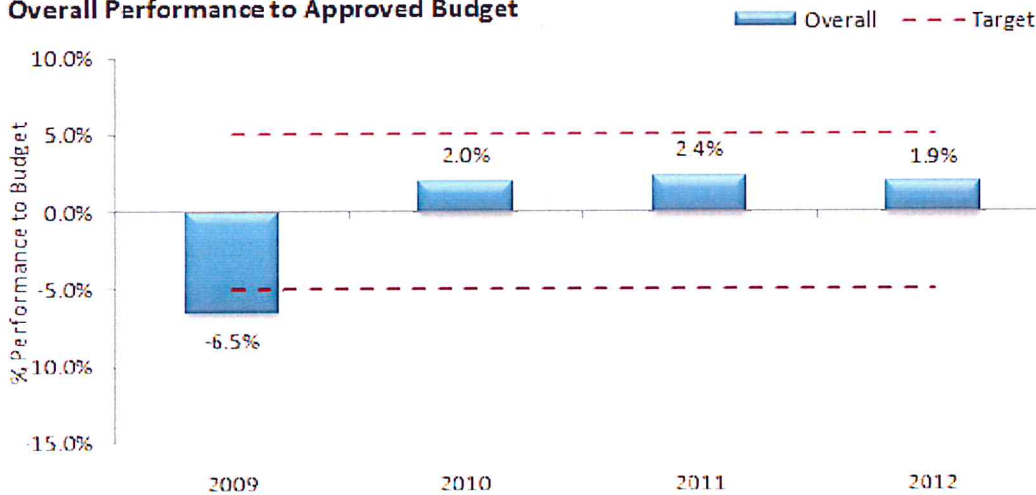
Monitoring our operating budget performance provides us the necessary information to manage the department and ensure services are provided to the community efficiently.

Overall Operating Budget includes the expenses and revenues that occur during the normal provision of the department services. The chart below illustrates Emergency Services overall performance to approved budget over the last four years

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions/initiatives required  Positive trend towards target  Negative trend away from target

Measure	2012 Performance	2012 Target	Trend	2011 Performance
Operating Revenues	 6.9%	5%/-5%		-2.5%
Operating Expenditures	 4.7%	5%/-5%		0.5%
Overall Operating Budget Performance	 1.9%	5%/-5%		2.4%

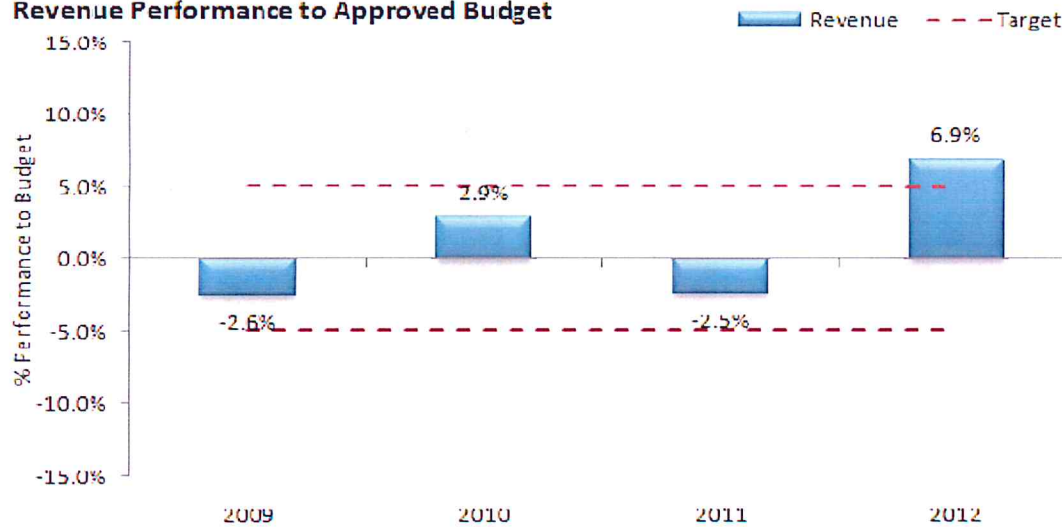
Overall Performance to Approved Budget



Overall performance has been within the targeted 5% of budget for the past three (3) years.

Operating Revenues consist of user fees, service charges, product sales and external recoveries. The chart below illustrates Emergency Services performance for revenue for the last four (4) years.

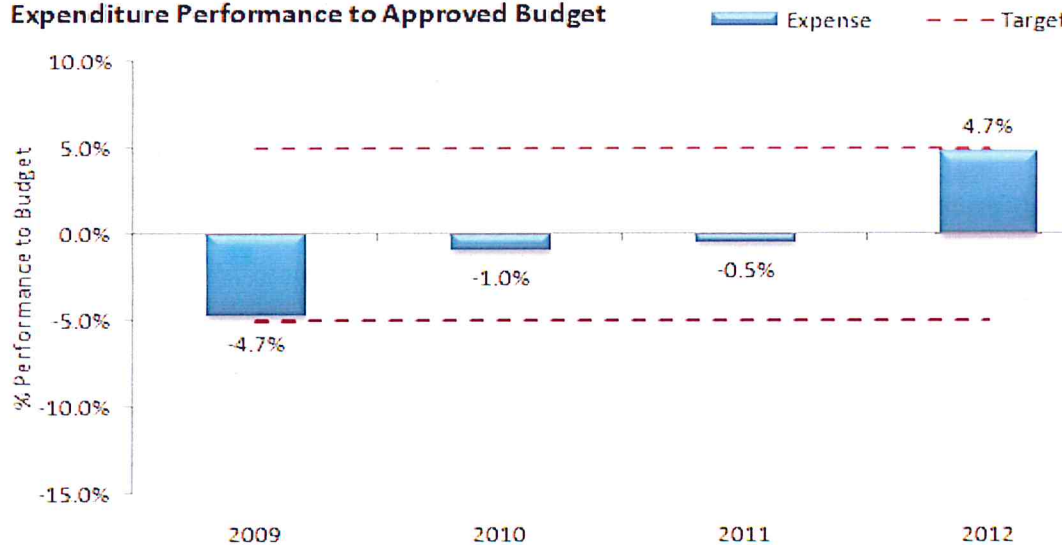
Revenue Performance to Approved Budget



Revenues have been within the 5% target until 2012. The increase in revenues was caused by greater than anticipated grants and recoveries.

Operating Expenditures include salary, wage & benefits, purchased goods and services and other expenses. The chart below illustrates expenditure performance to approved budgets for Emergency Services over the last four (4) years.

Expenditure Performance to Approved Budget








Expenditures have been within the 5% target over the past four (4) years. 2012 saw a slight increase due primarily to salary and benefits increasing greater than the budgeted amount





CUSTOMER SERVICE

Monitoring customer service provides information on how we appear to our customers, internal and external. This information helps direct our focus and priorities for continuous improvement activities.

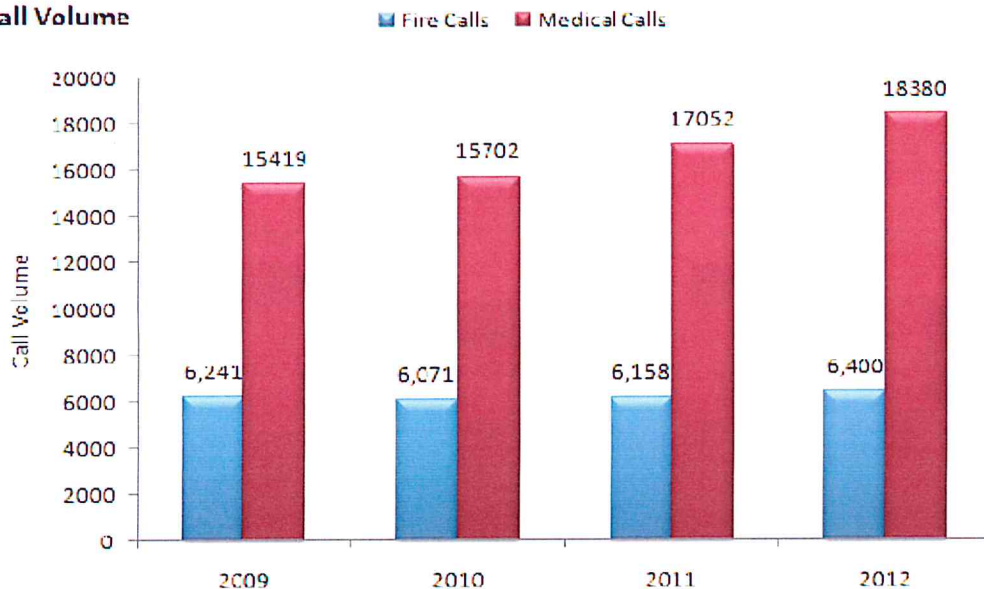
Call Volume measured the number of calls for service received by Guelph-Wellington Emergency Medical Services and Guelph Fire. This is a statistic that provides valuable information on required levels of service and support to the community.

The chart below illustrates the requests for services received over the last four (4) years. The charts following provide a breakdown of the call types for Guelph Fire and GWEMS.

Legend  Positive Stay the course  Caution In range but just outside target  Negative Corrective actions / initiatives required  Positive trend towards target  Negative trend away from target

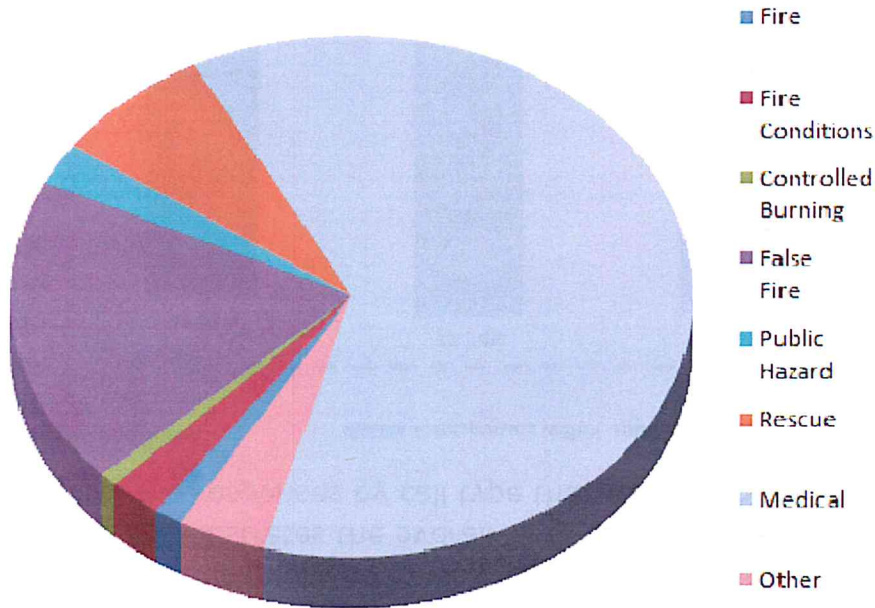
Measure	2012 Performance	2012 Target	Trend	2011 Performance
Call Volume GWEMS	18,380	Statistic no targets set		17,052
Response Time GWEMS	 12:25	12:40		12:44
Call Volume Fire	6,400	Statistic no targets set		6,158
Response Time Fire	 76%	90%		77%

Call Volume



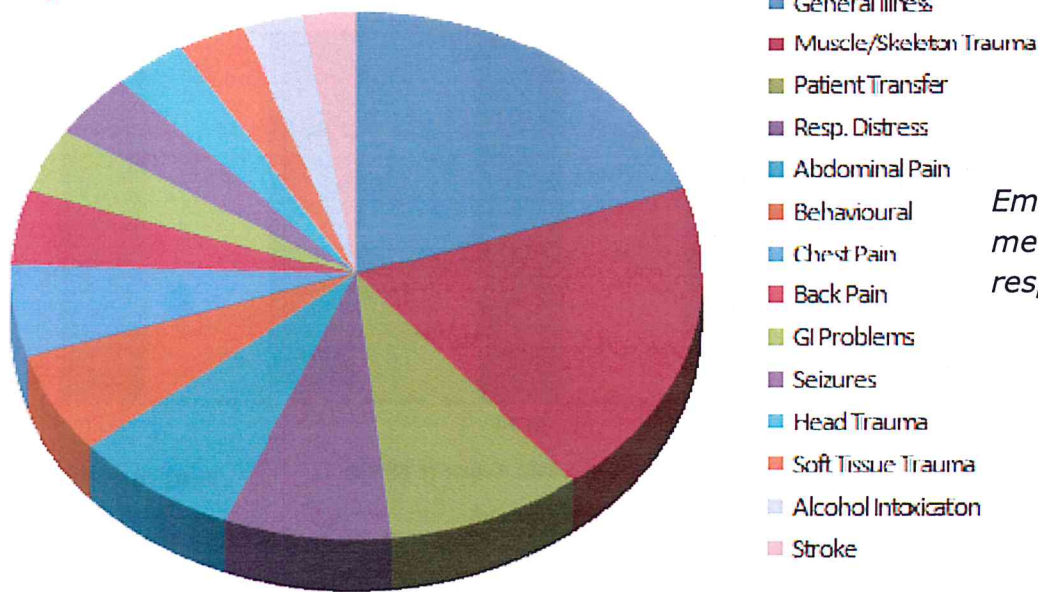
The calls for service for GWEMS and Fire have been increasing year over year. This is expected giving the population growth within the supported region.

Breakdown of Fire Calls (based on 3rd quarter information)



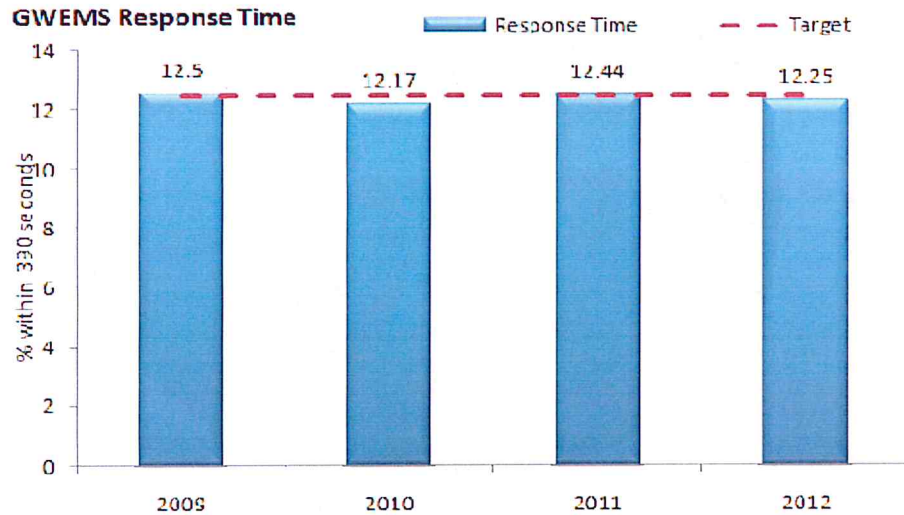
Guelph Fire responds to a wide variety of emergency calls. The majority of calls in 2012 were for medical emergencies, followed by false fire calls.

Primary Problems of EMS Patient



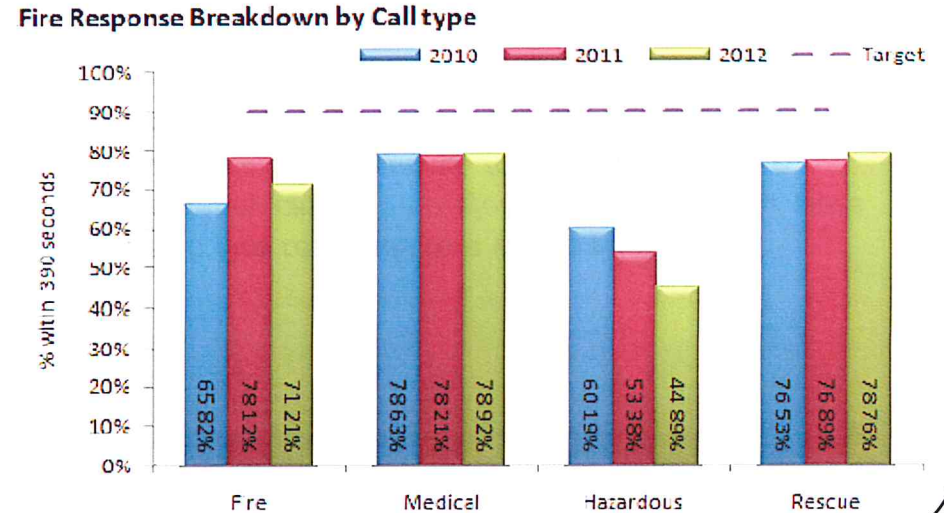
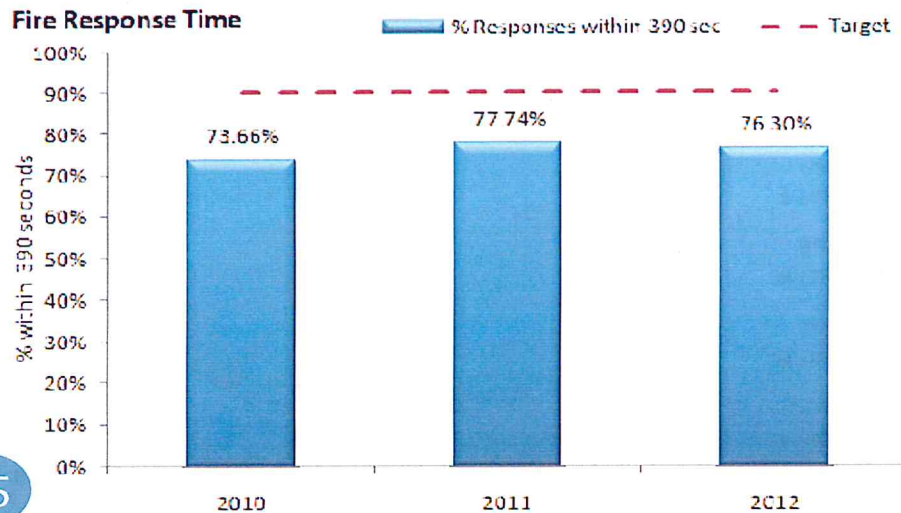
Emergency Medical Services respond to any call for medical reasons, they include general illness, respiratory distress, back and/or abdominal pain.

GWEMS Response Time measures the average response time to calls for assistance. The target for medical response is to be on site within 12 minutes and 40 seconds. In 2013 a new CTAS response level has been implemented that specifies target response times for different levels of emergencies. The chart below illustrates the average response time to the 12 minute 40 second target. The chart to the right provides the response targets moving forward in 2013.



Emergency Level	Response Time Target
CTAS Level 1 - Resuscitation	8 minutes (set by MOHLTC)
CTAS Level 2 - Emergency	10 minutes
CTAS Level 3 - Urgent	15 minutes
CTAS Level 4 - Less Urgent	15 minutes
CTAS Level 5 - Non Urgent	20 minutes

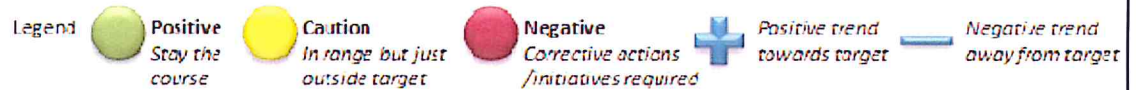
Fire Response Time measures the average response time to calls for assistance. The target for fire response is to be on site within 390 seconds (6.5 minutes), 90% of the time. There is three (3) years of data available as the new server utilized to track this information was not installed until mid-late 2009; therefore data prior to 2010 is incomplete. The chart below left illustrates the overall % of calls that were responded to within the 390 second target. The chart below right depicts the responses by call type that were responded to within the target.



INTERNAL PROCESS

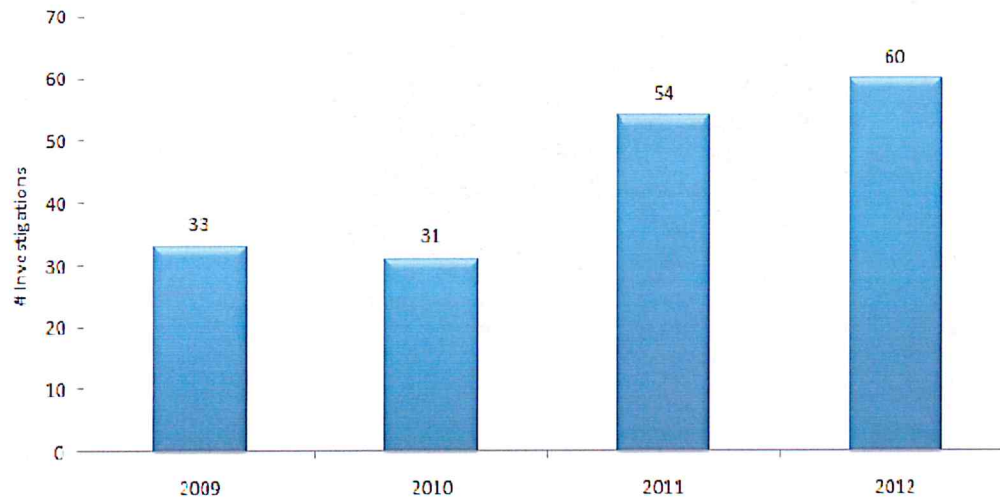
Monitoring the process that we need to excel at in order to provide services and ensure customer and stakeholder satisfaction provides us information required to identify and prioritize continuous improvement activities

Fire Investigations is the analysis of fire-related incidents. After firefighters extinguish a fire, an investigation is launched to determine the origin and cause of the fire or explosion. The chart below illustrates the number of investigations conducted over the last four (4) years. The 2012 Fire Investigation Breakdown chart provides information on the types of fires being investigated.



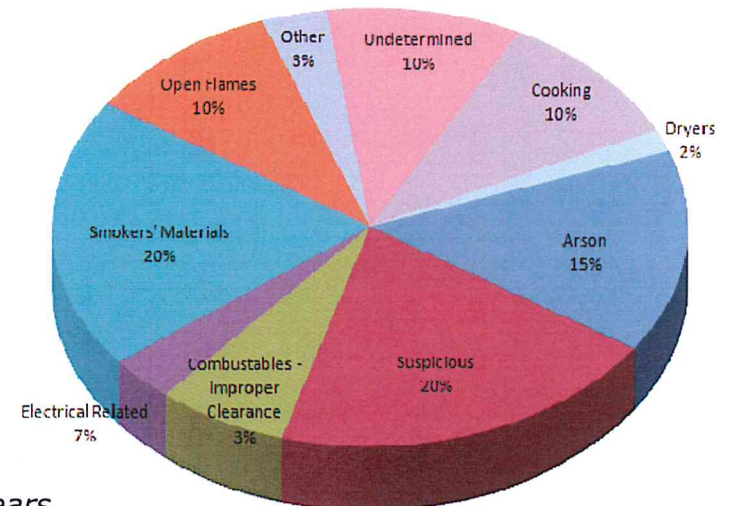
Measure	2012 Performance	2012 Target	Trend	2011 Performance
Fire Investigations	● 60	Statistic no target set		54
Fire Accreditation	●	To achieve accreditation		●
GWEMS Code Red Instances	● 2	0	N/A	N/A

Number of Fire Investigations per year



The number of fire investigations has been on the rise in the last two years.

2012 Fire Investigation Breakdown



Fire Accreditation is not a measurement other than a positive or negative. In 2011 Guelph was first granted accreditation from the Commission on Fire Accreditation International. In 2012 Guelph Fire successfully retained this certification. Guelph remains one (1) of only two (2) accredited agencies in Ontario and one (1) of six (6) in Canada.

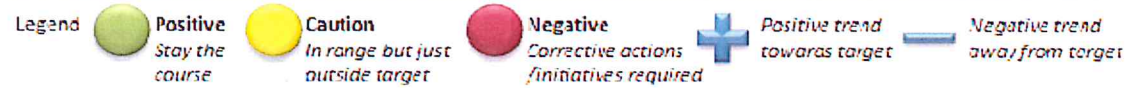


GWEMS Code Red Instances measures the number of times there is no GWEMS ambulance within the boundaries of Guelph to respond to community emergencies. This is a new measure and as such there is no trend data available at this time. This is a statistic that will be monitored going forward.

ORGANIZATIONAL CAPACITY

Monitoring the performance in the identified areas of organizational capacity will allow us to ensure that we can sustain our ability to change and improve

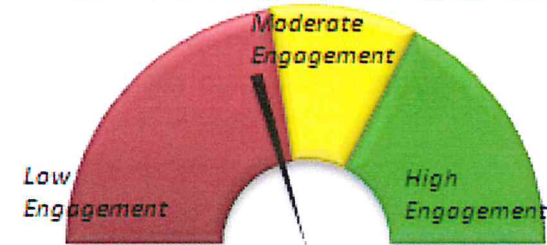
Employee Engagement was surveyed across the organization in 2012. Employee engagement within the Emergency Services Department was measured in two (2) groups, Guelph-Wellington Emergency Medical Services (GWEMS) and Guelph Fire



Measure	2012 Performance	2012 Target	Trend	2011 Performance
GWEMS Employee Engagement	● 41%	Single data point, no target set yet	Single data point, no trend data available	N/A
Fire Employee Engagement	● 71%	Single data point, no target set yet	Single data point, no trend data available	N/A
Public Education Level	69	Statistic - goal is to attend and provide as much as possible		90 events

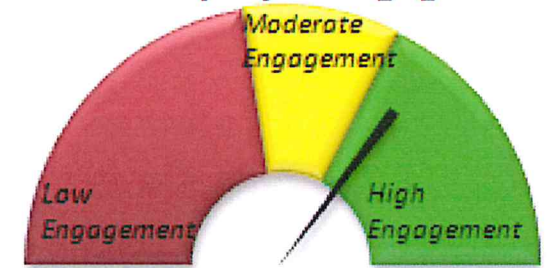
GWEMS engagement levels show a result of 41%, which is in the Low Engagement level, as illustrated in the chart to the right. The top three (3) drivers for this division were Recognition, Senior Leadership and Learning and Development.

GWEMS Employee Engagement



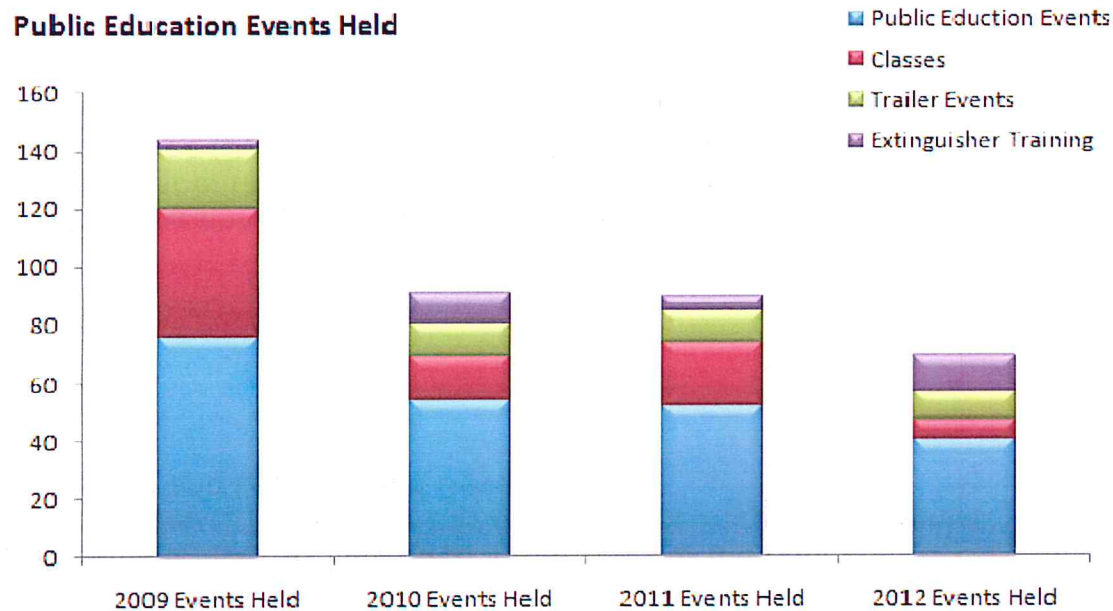
Guelph Fire engagement level is at 71% which indicates a high level of engagement in that division, as illustrated in the chart to the right. The top three (3) drivers for this division were Senior Leadership, People/HR Practices and Recognition.

Fire Employee Engagement



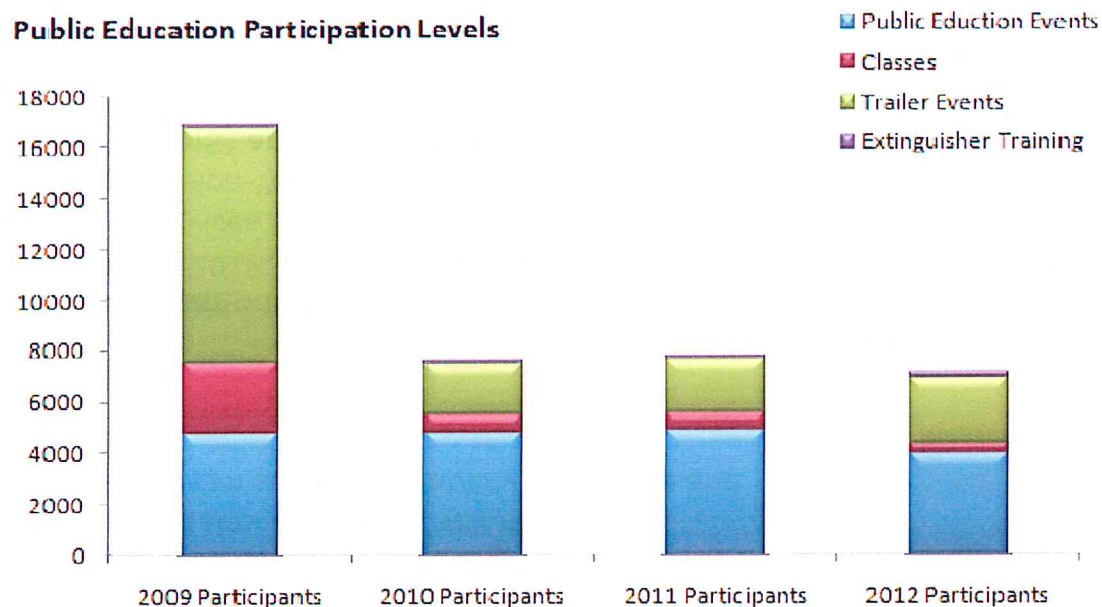
Public Education Level is the level attendance at public event and the amount of education events. Call levels and investigation requirements greatly influence the achievement of the public education goals. The charts below illustrate the number of events held and participation levels.

Public Education Events Held



The number of events that can be attended is directly impacted by the number of service calls received as well as the number of fire investigations required. The continued increase in those areas has resulted in a corresponding decrease in event participation as illustrated in the charts to the left.

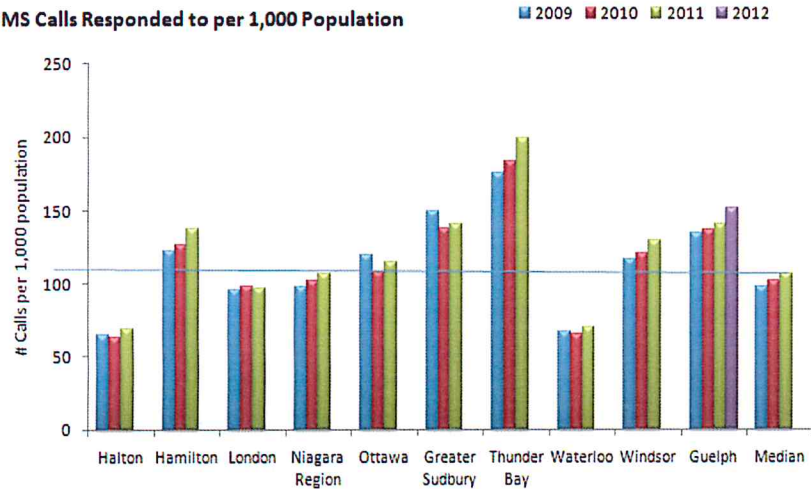
Public Education Participation Levels



HOW WE COMPARE

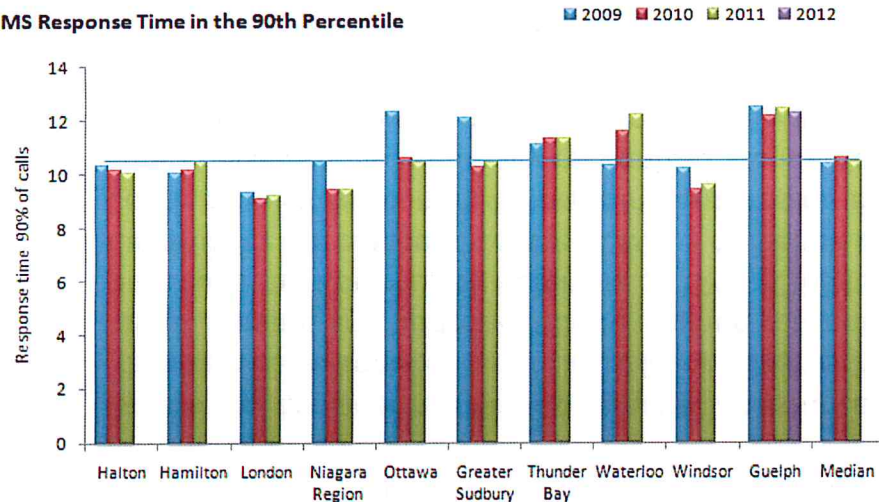
Data from *OMBI 2011 Performance Measurement Report* was used to review how Guelph's performance compares to other municipalities. OMBI Annual Performance Reports are not published until late third quarter so this comparison shows 2011 data for comparator cities.

EMS Calls Responded to per 1,000 Population



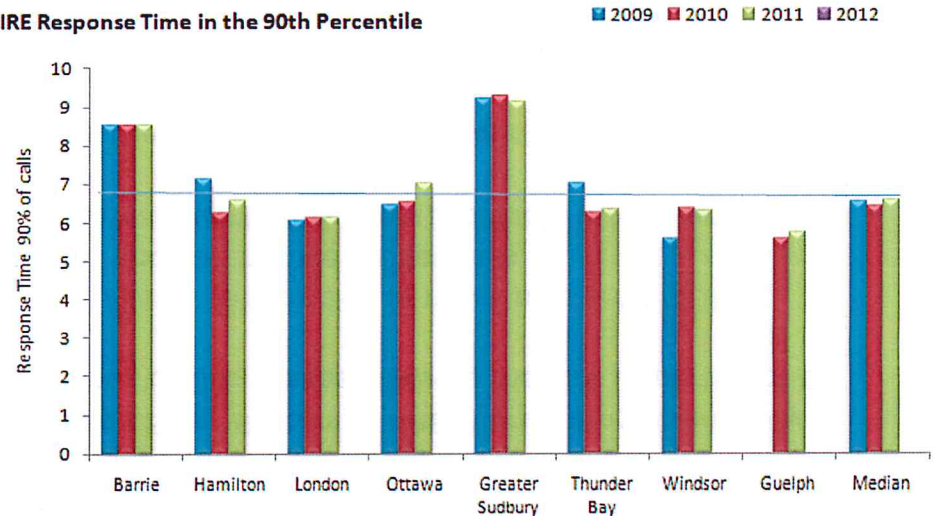
The calls for emergency medical services per 1,000 population in Guelph is above the average of other municipalities as reported in the OMBI 2011 Performance Report.

EMS Response Time in the 90th Percentile



This is the average response time of calls that fall within the 90% target. The 90th percentile time for Guelph is an average of just over 12 minutes vs. the median time of 10

FIRE Response Time in the 90th Percentile



This is the average response time of calls that fall within the 90% target. 90th percentile time for Guelph Fire is an average of 6 minutes vs. the median time of 6 minutes and

LOOKING AHEAD

2013 objectives for Emergency Services include;

- Maintain accredited status by submitting second annual compliance report to the Commission on Fire Accreditation International (CFAI)
- Assess and consider the Fire Community Assistance Registration Entry System (CARES) program; community members could register potential risks or hazards in their homes or businesses allowing the Fire Department to better prepare and address situations when responding
- Introduce the Community Referrals by EMS (CREMS) system; allows paramedics to make a referral to the Community Care Access Centre (CACC) on behalf of a patient and can reduce repeat calls
- Continue business continuity planning and implement Incident Management System; scalable management of emergencies within nationally recognized standards
- Develop the framework necessary to allow Council to consider the appropriate level of land ambulance response for the service area
- Negotiate fair and reasonable new collective agreement with the Guelph Professional Firefighters' Association
- Develop the terms of reference for a land ambulance base location optimization study to project the needs of the service area to the year 2032; study to be carried out in 2014 pending budget approval
- Further develop the communication model and reporting methodology for land ambulance issues with all funding partners and service recipient.

CONTACT INFORMATION

Guelph Fire Department and
Emergency Management Administration
50 Wyndham Street South

Guelph ON N1H 4E1

T 519-824-6590

F 519-824-2147

E fire@guelph.ca

Guelph-Wellington EMS Administration
160 Clair Road West

Guelph ON N1L 1G1

T 519-824-1677

F 519-824-5960

Emergency: 9-1-1

Fire Prevention: 519-763-8111

Fire Chief's Office: 519-824-6590

EMS Chief's Office: 519-822-1260 x 2805



