

Municipality Of Chatham-Kent
Chatham-Kent Fire & Emergency Services
Information Report

To: Mayor and Members of Council
From: Bob Crawford
Chief Fire Paramedic Services
Date: January 24, 2018
Subject: EMS Update 2018

This report is for the information of Council.

Background

The Municipality of Chatham-Kent has a statutory duty and responsibility for the proper provision of land ambulance services within its jurisdiction in accordance with the needs of the persons within the Municipality.

Under the provisions of the Ambulance Act, the Municipality may enter into a contract to discharge these legislated requirements and has done so at the direction of Council. Administration approaches this important relationship with our contractor in a collaborative manner in order to ensure the best possible land ambulance service is delivered.

On November 7, 2016 a contract extension was signed between the Municipality and Medavie EMS CK Ontario Limited.

On April 21, 2017 administration brought the 2017 EMS Update report to Council identifying a trend of increasing call volumes year-over-year and indicating stress on the system, however the situation was still within manageable ranges. Administration and Medavie management staff provided Council with a number of strategy options that, if implemented, would help to alleviate the system stress.

On October 23, 2017 the following motion was passed by Council:

“That administration be directed to do everything possible, within current budget and staff resources, to alleviate EMS system stress and improve EMS delivery to Chatham-Kent. Failing that, administration bring forward options for service enhancements to meet EMS system demands in the 2018 budget.”

On November 20, 2017 the following motion was passed by Council:

“That administration report to Council with regard to the oversight of the Medavie contract by Chatham-Kent Emergency Management Services (EMS). The concern is the role of the Municipality regarding the day-to-day management of EMS. This report needs to clarify the responsibility of the management of EMS and it is requested that these managerial roles be clearly defined as prescribed by the contract with Medavie and the provincial regulations. This report should come to Open Session of Council prior to the 2018 budget deliberations and possibly have a portion of the report needing to go into closed session for the purpose of solicitor-client advice as necessary.”

Comments

Roles & Responsibilities

Under the contract between the Municipality and Medavie EMS CK Ontario Limited, the parties have agreed to the following order of authority regarding the various documents that Regulate Emergency Medical Services being provided by Medavie EMS CK Ontario Limited:

1. Ambulance Act and Regulations
2. Land Ambulance Contract
3. Chatham-Kent RFP (2011)

Legislated Responsibilities

1.) The Municipality (Under the provisions of the Ambulance Act)

Under the Ambulance Act and regulations, the Municipality has a statutory duty to ensure the proper provision of Land Ambulance Services. As a single tier Municipality (considered an upper tier Municipality (UTM) under the Act) Chatham-Kent is designated as the Delivery Agent for Land Ambulance Services.

The Municipality is responsible for all costs associated with the provision of land ambulance services within the Municipality subject to any provincial grants.

Despite the contracted relationship with Medavie EMS CK Ontario Limited, the Municipality has specific requirements and responsibilities outlined under the Act and its regulations.

The Municipality is required to comply with all standards, directives, regulations and requirements set out by the Province and may select persons (an operator) to provide land ambulance services within the Municipality in accordance with the Act, if the Municipality does not provide the services itself.

The Municipality in choosing an operator is required to enter into such agreements as are necessary to ensure the proper management, operation and use of land ambulance

services by the operator(s) and ensure that a valid unexpired certificate is held. Otherwise, the Municipality must directly operate the land ambulance service.

If an operator ceases to operate or can no longer directly deliver the service, the Municipality must be prepared to select an alternate operator on an interim basis to provide land ambulance services or otherwise directly deliver the service itself.

The Municipality is required to ensure the supply of vehicles, equipment, services, information and any other thing necessary for the proper provision of land ambulance services within the Municipality in accordance with the Act and its regulations.

The Municipality is responsible for contractual oversight of Medavie EMS CK Ontario Inc., in order to confirm that Medavie is living up to its contractual obligations and is complying with applicable laws.

In addition, the Municipality is responsible for providing financial reports and all other information related to land ambulance services to the Minister.

Key Provincial Reporting Requirements

The Municipality has a number of key reporting requirements to the Minister. Council has approved these requirements in order to meet its legislated obligation to ensure the proper provision of land ambulance service to the persons of the Municipality.

These reporting requirements include:

- The percentage of times that a person, equipped to provide any type of defibrillation, has arrived on-scene to provide defibrillation to sudden cardiac arrest patients within six (6) minutes of the time notice is received.
- The percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to sudden cardiac arrest patients or other patients categorized as CTAS (Canadian Triage Acuity Scale) 1, within eight (8) minutes of the time notice is received respecting such services.
- The percentage of times that an ambulance crew has arrived on-scene to provide ambulance services to patients categorized as CTAS 2, 3, 4 and 5 within the response time targets set by the upper-tier Municipality (C-K) or the delivery agent under its plan.
- All performance related to targets in the performance/operational/deployment plan.

2.) Medavie EMS CK Ontario Limited (the Contractor chosen by the Municipality to be the Operator)

The operator (Municipal contractor) must comply with all standards, directives, regulations and requirements set out by the province including a valid provincially issued land ambulance certificate. They must maintain licenses, permits, certificates,

consents, authorizations and produce these documents for the Municipality upon request.

The operator must comply with all contract provisions established by the Municipality and provide all requested information to the Municipality and the Minister. The operator is required to comply with any direction given by a provincially appointed inspector.

The operator shall provide staff and day-to-day management of the paramedic staff.

Contractual Responsibilities – CK & Medavie 2017 to 2021

General

The prevailing authority lies within the Ambulance Act and the Municipality's requirement to provide land ambulance services that meet the needs of the persons of the Municipality.

Although the Municipality has contracted out ambulance services to Medavie EMS CK Ontario Limited, the Municipality is required to manage the contract to ensure that Medavie is ensuring proper management, operation and use of land ambulance services. It must ensure all aspects of service delivery are within compliance with provincial standards and requirements.

The management of paramedic staff and the day-to-day operations, in line with the obligations placed upon operators under the Ambulance Act and Regulations, is the responsibility of the contractor.

The role of the Municipality is to set service levels, system design, performance standards; perform contractual oversight and compliance, quality assurance, financial oversight and reporting. The authorities allowing the Municipality to perform these functions are found in both the Ambulance Act and the operator's contract.

The Municipality may require changes to the operational plan as it deems necessary to meet its statutory obligations.

The Contractor may propose changes to the levels of service provided to the Municipality based on demand, however the Municipality has the sole discretion to determine service levels.

The Contractor must work with the Municipal representative and other Municipal departments in designing and implementing complimentary and effective emergency services, including a Tiered Response Program.

The Municipality may modify service hours or staffing patterns, with thirty (30) days' notice, at its sole discretion.

The Municipality must supply facilities and accommodations that comply with provincial legislation and these cannot be altered without Municipal approval.

The Contractor must ensure that one duty supervisor is provided 24 hours per day, for the duration of the contract.

The Contractor shall provide the Municipality with a land ambulance service as set out in its proposal dated May 5th, 2016 submitted as a proposal to the Municipality (the “Proposal”), for the purpose of transporting persons requiring medical attention or medical care and such staff, attendants and equipment as directed and required by the Municipality.

The Contractor must be compliant with all applicable Provincial and Federal legislation, specifically:

- Ambulance Act of Ontario and its regulations
- Ministry of Health Act
- Health Facilities Special Orders Act
- Coroner's Act
- Occupational Health and Safety Act
- Workplace Safety and Insurance Act
- Ontario Human Rights Code
- Pay Equity Act (Ontario)
- Employment Standards Act
- Labour Relations Act
- French Language Services Act
- Freedom Of Information and Protection Privacy Act, Ontario (FIPPA)
- The Highway Traffic Act
- The Municipal Act
- All bylaws and policies passed by the Municipality

The Contractor must provide a municipally approved community coordination plan.

The Contractor must at all times follow the directions of the CACC (Central Ambulance Communications Centre).

The Contractor shall ensure that every paramedic complies with all ALS & BLS standards that are in place and that are revised from time to time. Compliance standards may also include additional standards of care and conduct established by the Municipality in consultation with the Medical Director.

The Contractor must supply 100 hours of public relations, special event or community service and 200 hours of public relations or instructional service to the C-K Safety Village annually, subject to monthly Municipal approval.

The Municipality may review patient care documentation and other relevant records at any time, within restrictions of relevant privacy legislation.

The Contractor shall immediately report each and every complaint, accident, claim or incident associated with the land ambulance service under this contract to the authorized Municipal representative with full detail.

The Contractor shall ensure that all of its employees:

- Perform their duties.
- Comply with the personnel policies as provided in the proposal and as updated by the Operator.
- Do not conduct themselves in a manner detrimental to the effective provision of the Land Ambulance Service.
- Meet and maintain the qualifications and standards set out in the proposal document and RFP (Request For Proposal) document (2011).

The Contractor shall suspend or terminate employees who:

- Fail to perform their duties.
- Fail to comply with personnel policies.
- Conduct themselves in a manner that is detrimental to the effective provision of land ambulance services.
- Fail to meet the qualifications and standards set out in the RFP

The failure of either party at any time to require performance by the other party of any provision of this contract shall in no way affect its right thereafter to enforce such provision.

Summary – Roles & Responsibilities

The majority of the clauses are designed to ensure that Medavie is responsible for all aspects of delivery of EMS service. As part of the contract, the Municipality has retained rights relating to the oversight of the contract to ensure Medavie is properly delivering the service.

Administration approaches this contract with a desire to work collaboratively with Medavie EMS CK Ontario Limited in order to ensure the best possible land ambulance service is delivered. In reviewing operational and deployment decisions, administration will continue to work with the contractor with the goal of improving services to the public and maintaining a close working relationship between the parties.

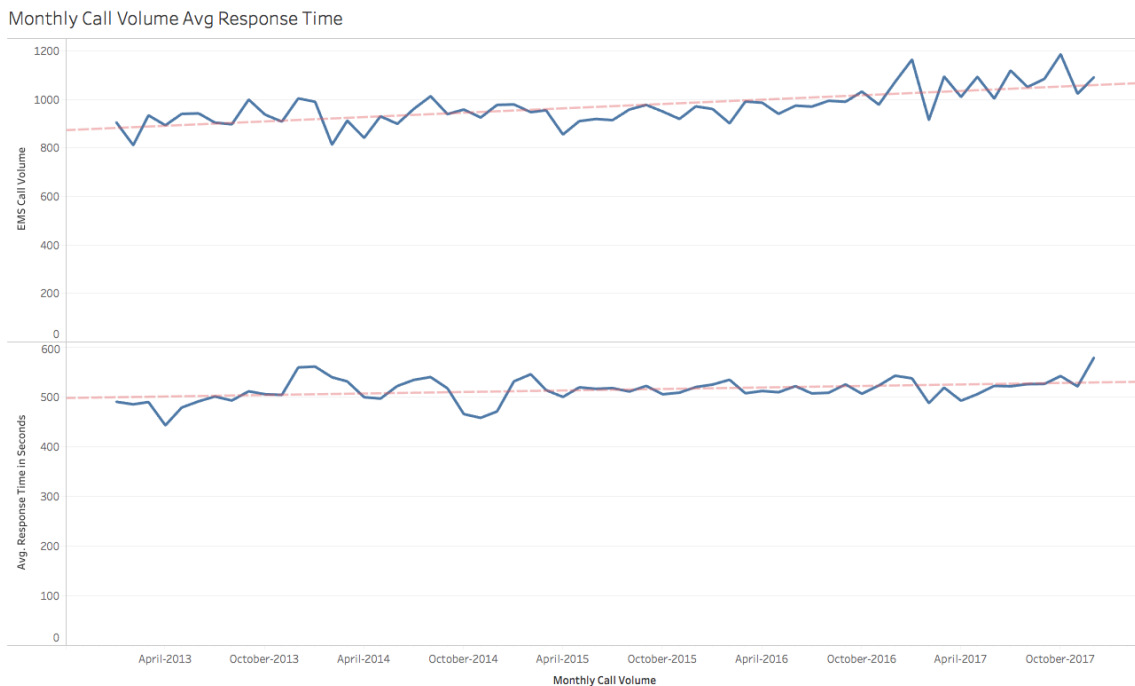
New administration in Fire and Emergency Services is reviewing the strategy for improving operations across the Municipality. Administration continues efforts to test alternative deployment plans, in order to achieve the best patient care possible across Chatham-Kent. Plans are in place in the 2018 Budget to acquire an additional ambulance, with which to improve our efficiency and effectiveness in providing patient care.

EMS Update

Each year the Municipality is required to submit the response time performance targets to the Minister to establish the level of service to the community. The following chart is the current response time performance standards and 2017 results. There are no recommendations for changes to the response time performance standards for 2018.

Category	Current CKFES Target	2016 Performance	2017 Performance
Sudden Cardiac Arrest	6min 55%	48%	47.35%
CTAS 1 (RESUS)	8min 60%	66%	66.49%
CTAS 2 (EMERG)	12min 80%	81%	82.39%
CTAS 3 (URGENT)	30min 80%	No data	99.65%
CTAS 4 (Non-Urgent)	30min 80%	No data	99.46%
CTAS 5 (Deferrable)	60min 90%	No data	99.95%

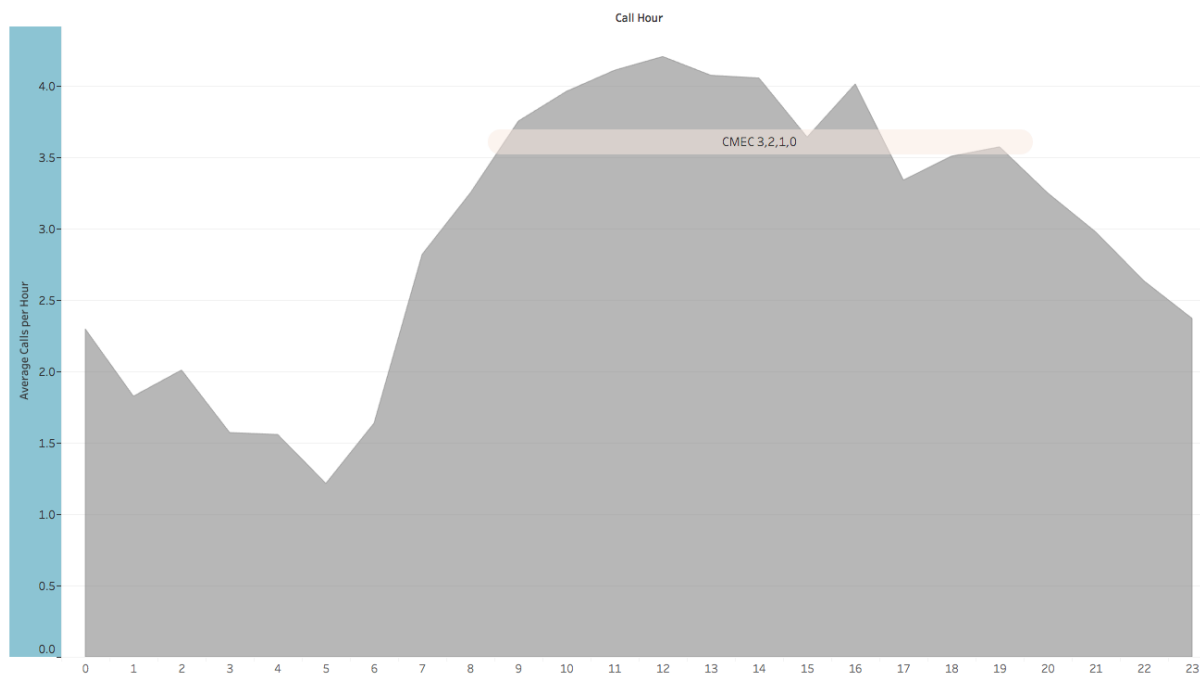
Analysis of the EMS call volumes and response time shows a continued increase in annual call volumes year-over-year. The system changes implemented have contributed to maintaining minimal increases in average response time despite the increasing call volumes. Spikes in response time appear to be directly correlated to spikes in call volumes which are sometimes related to seasonal infectious outbreaks.



Call volumes are consistently higher year-over-year. The majority of increase in volume is from 0900hrs (9 AM) until approximately 2000 (8 PM). Spikes in call volumes and episodes of critical minimum emergency coverage (CMEC) occur mainly during this period. The most significant change in the deployment plan was using the staffing hours previously assigned as a single paramedic non-transport response unit to establish a 0900-2100 transport ambulance. This ambulance, during this time period, has made an

impact on maintaining response times and emergency coverage during this peak period.

Hourly Demand 2017



Summary

Despite annual increases in call volume Chatham-Kent EMS has continued to absorb the increased demand within its existing capacity. The deployment plan changes made in 2017 have tempered any significant increases in response times to transport patients and distributes the demand somewhat better during peak demand periods.

There is a direct correlation in the slow steady increase in overall response times in Chatham-Kent and the annual increases in call volume. We are still well within our response time performance targets.

There was no significant change (slight improvement) in the performance target results in the Ministry specified targets for Sudden Cardiac Arrest, CTAS 1 and CTAS 2.

Consultation

- Legal Services has reviewed the report.

Financial Implications

There are no financial implications resulting from this report.

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