



CITY OF HAMILTON
HEALTHY AND SAFE COMMUNITIES DEPARTMENT
Hamilton Paramedic Service

TO:	Chair and Members Emergency and Community Services Committee
COMMITTEE DATE:	May 19, 2022
SUBJECT/REPORT NO:	Hamilton Paramedic Service Master Plan 2022-2031 (HSC22012) (City Wide)
WARD(S) AFFECTED:	City Wide
PREPARED BY:	Linda Button (905) 546-2424 Ext. 3104
SUBMITTED BY:	Michael Sanderson Chief, Hamilton Paramedic Service Healthy and Safe Communities Department
SIGNATURE:	

RECOMMENDATIONS

- (a) That the Hamilton Paramedic Master Plan (2022–2031) attached as Appendix “A” to Report HSC22012 be adopted as a strategic framework to guide operational, capital, and organizational decisions related to the delivery of paramedic services; and,
- (b) That staff be directed to submit capital and/or operating budget requirements to support the Hamilton Paramedic Service Master Plan (2022-2031) to the appropriate budget process(es) for consideration as required.

EXECUTIVE SUMMARY

The Hamilton Paramedic Service (HPS) Master Plan provides direction for the service for the next 10 years. It is a Plan that is transformational. Through technology advancements, innovation, resource allocation and optimization of operations, the Master Plan lays the groundwork for transforming how HPS conducts its business. The type of work HPS performs and how the work is carried out must evolve to meet the growing and diverse needs of the community. The Master Plan sets the course for more integrated services delivered by paramedics equipped with progressive technology and expanded skills to ensure the best outcomes for all people who depend on HPS for their health and well-being.

OUR Vision: To be the best place to raise a child and age successfully.

OUR Mission: To provide high quality cost conscious public services that contribute to a healthy, safe and prosperous community, in a sustainable manner.

OUR Culture: Collective Ownership, Steadfast Integrity, Courageous Change, Sensational Service, Engaged Empowered Employees.

The HPS Master Plan identifies 29 objectives with corresponding actions to address the current and future needs to ensure optimal paramedic services are delivered to Hamilton's residents. Three scenarios for projected estimated financial costs of implementing these actions are also outlined in the Master Plan. Each model addresses the annual growth of the service over 10 years. Additional resources to meet current service demand are also addressed in two models, one in which resources are acquired immediately, the other takes a phased-in approach.

The HPS Master Plan is built on five overarching priorities:

Operational Integration

A system of health care services that is well-coordinated and integrated enhances access to services, provides seamless comprehensive patient care and reduces duplication of services and costs. HPS is committed to operating in a more integrated fashion both within the organization and the health care system.

Infrastructure Progression

To achieve optimal performance, sufficient infrastructure needs to be in place. This includes adequate facilities, availability of resources and advanced information technology systems to ensure HPS operates effectively and efficiently.

Service Delivery Optimization

By enhancing current activities, HPS can maximize how services are delivered. By ensuring resources are available to respond when needed and paramedics are equipped to serve diverse needs HPS can improve service in a cost-effective manner.

Positive Work Culture Elevation

A workplace that is safe, just and engages employees increases morality, performance, and retention. HPS is committed to strengthening the workplace culture by developing its people and keeping them healthy and satisfied in an inclusive environment.

Healthy and Safe Communities Protection and Promotion

Having equal access to services and supports required to be healthy and well in a community where people feel safe from harm is the focus of HPS operations. HPS is dedicated to enhancing efforts to promote and protect the health of the community through proactive and responsive activities.

Specific objectives are identified in the HPS Master Plan that relate to each of these priorities. The following graphic illustrates the categories of objectives as they align with the five priorities.

Operational Integration	Infrastructure Progression	Service Delivery Optimization	Positive Work Culture Elevation	Healthy & Safe Communities Protection and Promotion
Modernized Dispatch	Adequate Response Resources	Enhanced Deployment	Just and Safe Culture	Expanded, Centralized and Sustained MIH
Centralized Logistics	Enhanced Logistics	Reduced Offload Delays	People-Focused Culture	Broadened Scope of Practice
Integrated Patient Records	Sufficient Facilities	Increased Cultural Competency		Specialized Services
	Advanced IT	Increased Virtual Care		Contingency Response Preparedness
				Reduced Carbon Footprint

Alternatives for Consideration – Not Applicable

FINANCIAL – STAFFING – LEGAL IMPLICATIONS

Financial: Preliminary costs have been estimated based on identified actions with known or anticipated financial impacts. These are outlined in the Financial Projection Section 9.0 of the HPS Master Plan. However, all funding requests will be further defined and integrated into the City’s annual capital and operating budget processes for approval within the applicable year.

Staffing: Business cases for staffing enhancements will be provided to Council for consideration and approval during the annual budget cycle.

Legal: N/A

HISTORICAL BACKGROUND

HPS has been the designated sole provider of paramedic services for the City of Hamilton since 2000 following the downloading of this responsibility from the provincial government to municipalities. As such, the province provides 50 percent of the funding

for paramedic services to the City of Hamilton while the remaining 50 percent is funded by the local tax levy.

HPS is an integral part of the health care system in Hamilton. HPS contributes to the health and safety of residents and visitors through risk prevention and mitigation, health promotion, mobile services, emergency response, patient transports, inter-facility transfers and follow-up activities.

HPS provides pre-hospital advanced medical and trauma care as well as a range of programs and services to promote positive health outcomes including Mobile Integrated Health (MIH). MIH, formerly known as Community Paramedicine, delivers home and community care to vulnerable populations to increase their access to health care and social services. These programs help to improve quality of life and alleviate the pressures on the health care system as clients receive care in their homes which prevents the need for hospital visits.

HPS also carries out public education and awareness-raising activities to promote health and safety in the community and works with health care partners to mitigate the impacts of epidemics and the pandemic.

In order for HPS to best serve a growing and aging population with evolving and diverse needs, City Council approved the development of a 10-year plan during the 2017 Capital Budget Report. The HPS Master Plan will guide the delivery of services amid increasing demands for a variety of paramedic services over the next decade.

POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS

Ambulance Act, R.S.O. 1990

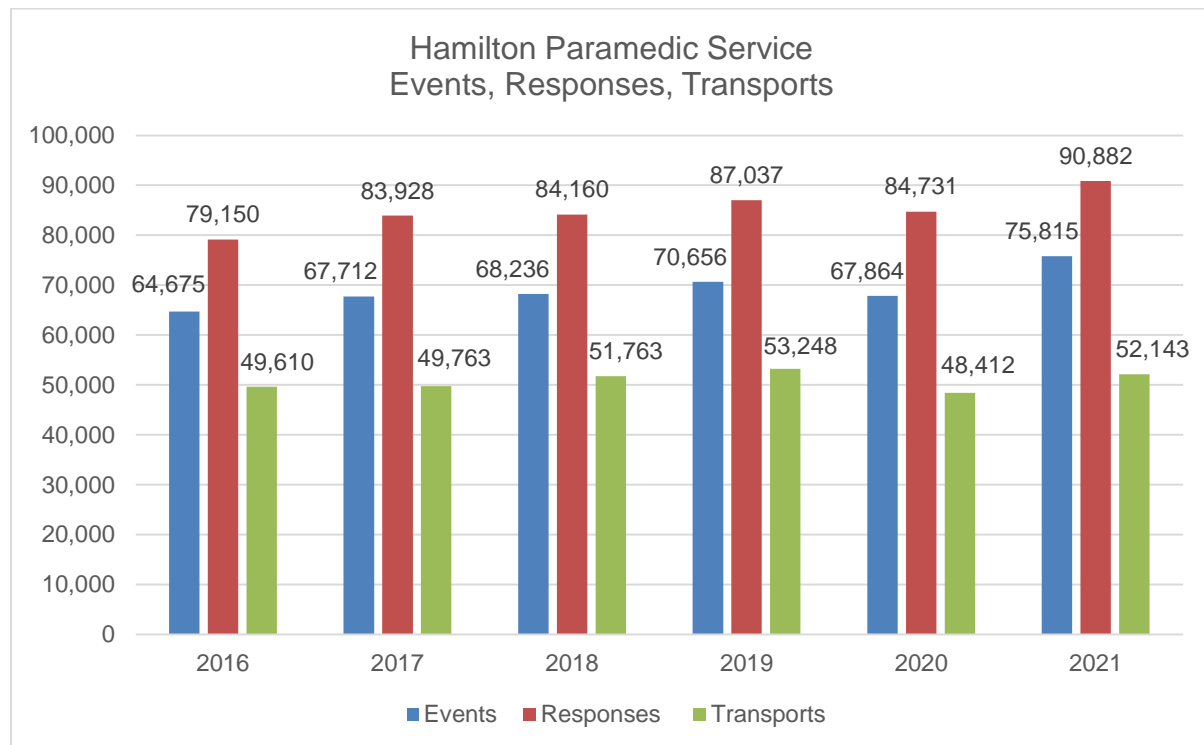
RELEVANT CONSULTATION

Engagement was a key component in developing the Master Plan both internally and externally. HPS engaged residents, clients, key community partners, City Departments (i.e. Human Resources, Finance and Administration, Corporate Real Estate), Healthy and Safe Communities Divisions as well as HPS staff and leadership through various methods including surveys, meetings, and consultations.

ANALYSIS AND RATIONALE FOR RECOMMENDATION

Servicing the fifth most populated city in Ontario means HPS is one of the busiest land ambulance services in the province. The demand on service can be demonstrated by the level of activity related to emergency responses. Prior to the pandemic, HPS experienced an increase in service demands each year. While demand decreased

slightly at the start of the pandemic in March 2020, it has since increased to levels significantly higher than 2019 and is on track for an overall annual increase of 3.3 percent as previously forecasted.



As a result of the rising demand for paramedic services and the evolving needs of a growing population, HPS requires a plan to guide the direction of the service to ensure the diverse needs of the community are met, now and into the future.

HPS embarked on developing the Master Plan in 2019 by conducting a number of engagement activities. With the onset of the pandemic in early 2020, completion of the Plan was postponed as efforts were redirected to the pandemic response. However, this proved to be advantageous as HPS, along with most organizations, was forced to do business differently. Many of these changes were innovative and led to operational improvements. The lessons learned from the pandemic are reflected in the Master Plan in an effort to sustain and build on the advancements that were made during the pandemic.

With an increasing demand for emergency services amid persistent challenges such as offload delays, code zero events and pandemic response, there is a growing need for mobile care provided to people where they live. This shift requires a transformation to the way paramedic services are delivered. It requires more integration within the service, the City of Hamilton and the health care system; advanced technology to

ensure better integration and operational efficiency, modernized infrastructure to better support operations; optimizing the delivery of services to ensure quality and timely care; allocating resources to meet community needs and operate optimally; and people who are given the tools for maximum performance in a positive, safe and healthy environment.

One immediate need identified in the Master Plan is the acquisition of a facility to accommodate the current and growing ambulance fleet. While the number of ambulances has increased over the years, facilities to house these vehicles has remained static and has led to overcrowding and operational compromises. To meet the Provincial Standards of indoor temperature-controlled storage of vehicles containing vital equipment and medical supplies, a facility of between 11,500 and 20,000 square feet is required to accommodate six to eight ambulances, space for personnel and secure space to store and control inventory. A business case for this urgent need will be addressed separately at a subsequent Emergency and Community Services Committee meeting.

Transforming the service takes innovation, collaboration, courage and time. As such, it is a 10-year plan with the first year focused mainly on developing detailed action plans for the objectives identified. The Master Plan will be updated annually to reflect the detailed action plans developed in the first year. An annual update will also consider the evolving needs of the community as well as new developments and trends to ensure it remains relevant and cutting edge.

The Master Plan should be considered a ‘baseline’ to be regularly reviewed and updated on a yearly basis. It will undergo a complete refresh at the five-year mark which would then provide an ongoing 10-year forecast for required activities as adjusted by the experiences of the first five years.

ALTERNATIVES FOR CONSIDERATION – Not Applicable

ALIGNMENT TO THE 2016 – 2025 STRATEGIC PLAN

Community Engagement and Participation

Hamilton has an open, transparent and accessible approach to City government that engages with and empowers all citizens to be involved in their community

Economic Prosperity and Growth

Hamilton has a prosperous and diverse local economy where people have opportunities to grow and develop.

Healthy and Safe Communities

Hamilton is a safe and supportive City where people are active, healthy, and have a high quality of life.

Clean and Green

Hamilton is environmentally sustainable with a healthy balance of natural and urban spaces.

Built Environment and Infrastructure

Hamilton is supported by state-of-the-art infrastructure, transportation options, buildings and public spaces that create a dynamic City.

Culture and Diversity

Hamilton is a thriving, vibrant place for arts, culture, and heritage where diversity and inclusivity are embraced and celebrated.

Our People and Performance

Hamiltonians have a high level of trust and confidence in their City government.

APPENDICES AND SCHEDULES ATTACHED

Appendix “A” to Report HSC22012 – Hamilton Paramedic Service Master Plan (2022-2031)