

Department business plan update

Strathcona County Emergency Services

Department overview

- Emergency Services is an integrated fire, rescue and emergency medical services (EMS) department operating in an urban and rural environment.
- We are a community-focused, proactive department that works closely with our public, industry and strategic partners to help facilitate public safety, respond to emergencies and get the best possible patient safety and customer service outcomes.



Department overview

- Number of staff
 - SCES operates four full-time stations, two part-time stations, and employs 207.6 permanent and approximately 48 hourly employees (2020).
 - The department is led by a Fire Chief, three Deputy Chiefs and two Assistant Chiefs.
- Department budget
 - Net Operating \$28,103,975
 - Capital - 2020 Annual Equipment Replacement \$75,000

Core business functions

- Community Communications and Relations
 - Community prevention and preparedness education
- Prevention
 - Fire Prevention
 - Fire Code Enforcement
 - Fire Investigation
- Industry Engagement
 - Industrial safety practices collaboration
 - Mutual aid partnership



Core business functions cont'd

- Emergency Management and Business Continuity
 - Emergency management
 - Business continuity
- Emergency Communications
 - 9-1-1
 - Fire dispatch
- Emergency Response
 - Fire
 - Rescue
 - Emergency Medical Services



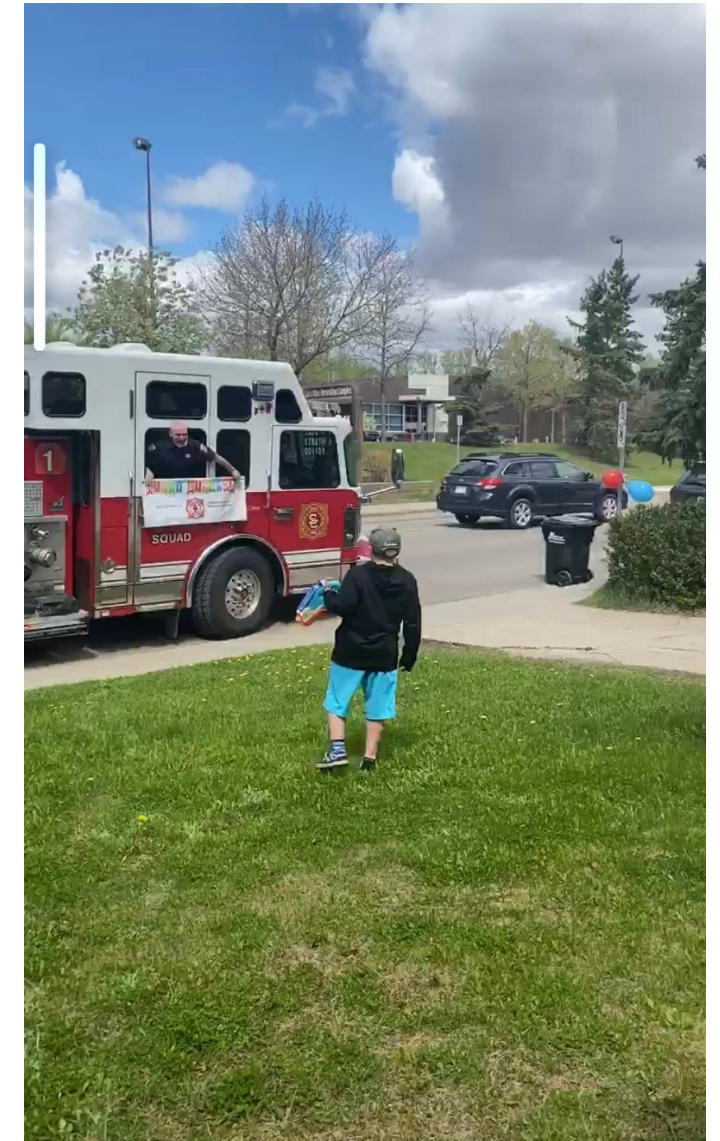
COVID-19 Impacts

- Staff impacts
 - Community Safety Education was suspended in March, staff laid off
 - Emergency Management staff entirely devoted to the organizational COVID-19 response
 - Successful transition of the Emergency Operations Centre into a largely virtual platform
 - Feb-April saw a gradual decline in emergency incidents, May-July saw a gradual return to normal volumes
 - Increased emphasis on infection prevention and control
- Service impacts
 - On site inspections suspended in March, resumed in June
 - Issuing burn permits and fireworks permits remotely

Progress on core function forecast

Community Prevention and Preparedness Education

- We said we would...
 - Expand department engagement in the community to gain input that helps to improve service delivery, injury reduction and patient safety outcomes.
- Successes and challenges in the current year
 - The pandemic affected our in-person engagement and ability to expand our awareness programs
 - COVID-19 allowed us to increase our interaction with the public in a different way through birthday drive-bys and video messages
- Here's where we are...
 - Patient Care Survey results



Progress continued

Fire Prevention

- We said we would...
 - Transition to a risk-based inspection program and adjust the fire portion of the Quality Management Program (QMP) to reflect inspection capabilities.
- Successes and challenges in the current year
 - Property type and historical data are key inputs that direct inspection efforts to the highest risk areas
 - 2020 may see a reduced number of inspections as this program was suspended for approximately three months due to COVID-19
- Here's where we are...
 - Over 2019 and 2020 we have been able to conduct inspections for a greater range of property types
 - In 2019 we completed 1035 risk-based inspections

Progress continued

Industrial Engagement

We said we would...

- Implement a formal industrial partner engagement program.



Successes and challenges in the current year

- Developed an industrial engagement program charter
- In 2019, Imperial Oil – Strathcona Refinery sponsored two SCES front line officers to participate in training in “Disaster City” at Texas A&M University
- SCES hosted the Canadian Society for Chemical Engineering Process Safety Management

Here’s where we are...

- Completed fire inspection of 39 heavy industrial sites in 2019 and are on track to complete 39 sites again in 2020
- Industrial Response Worksheet (IRW) completed for 25% of heavy industry sites
- Will continue to collaborate with industrial stakeholders to advance shared public safety interests
- Key partners include SDMAP and NRCAER

Progress continued

Emergency Management and Business Continuity

We said we would...

- Work with all departments to implement improvements in response to After Action Review of Strathcona County Parkade Incident.

Successes and challenges in the current year

- Recruitment of both the Senior (EM Chief) and Junior (BCP Coordinator) positions delayed
- COVID-19 preparations and response were leveraged to update and review departmental BCP plans
- Working with SCEMA, ITS developed a virtual EOC platform to help ensure continuity of operations

Here's where we are...

- Recruitment of positions remains deferred at this point but has not impacted our pandemic response.
- Extensive work has been completed in terms of risk assessment, service prioritization and business continuity planning. Tools and processes have been developed that will have a permanent benefit towards the organization's business continuity.

Progress continued

Emergency Management and Business Continuity

- We said we would...
 - Develop, coordinate and execute plans, measures and programs pertaining to mitigation, preparedness, response and recovery with the County and regional stakeholders before, during and after an emergency event.
- Successes and challenges in the current year
 - Leveraged our response to the pandemic to review and update the Emergency Management (EM) program including areas identified in the Parkade Incident AAR.
 - Successful in transition the Emergency Operations Centre into a largely virtual platform.
 - SCEMA coordinated EMX 20 where the EAC, EOC, IMT and ESS were exercised in a provincial wide exercise
- Here's where we are...
 - An updated MEP and supporting guiding documentation has been re-drafted and currently undergoing an administrative review process

Progress continued

Emergency Communications

- We said we would...
 - Replace the computer aided dispatch (CAD) system to meet the Next Generation 9-1-1 requirements and improve software performance and reliability.
- Successes and challenges in the current year
 - Working in partnership with Information Technology Services and Procurement
- Here's where we are...
 - Progressing through the RFP evaluations and vendor demonstrations with further BAFO evaluations in September

Progress continued

Emergency Response

- We said we would...
 - Make enhancements to further the effectiveness of Emergency Service's safety, health and wellness system.
- Successes and challenges in the current year
 - Wellness and Fitness Initiative (partnership with SCES, Human Resources and IAFF)
 - Lab work and medical screens for half of staff are progressing in 2020
 - A peer fitness team has been selected. Formal training was delayed due to COVID-19
 - Exposure reduction program
 - Warm water now on all fire trucks and rehab policy now in place
- Here's where we are...
 - Peer Fitness Trainers now developing programs to deliver to frontline members
 - Lab work and medical screens for the other half of staff will be scheduled in 2021

Progress continued

Emergency Response

- We said we would...
 - Continue to update and ensure consistent adherence to standards, guidelines and policies.
- Successes and challenges in the current year
 - How we manage a “Mayday” situation
 - How we minimize exposure to the gasses, chemicals, and carcinogens that pose health hazards for our fire fighters
 - How we respond to and utilize resources when responding to large residential buildings (Mid-rise and Hi-rise)
 - How we ensure we are not overstressing our fire fighters on an emergency incident who are engaged in physically demanding work under very high temperatures
- Here’s where we are...
 - Continue to focus on SOPs that have direct impact on life safety, staff engagement and customer service

Progress continued

Emergency Response

- We said we would...
 - Continuously improve the Quality Management System to enhance service delivery efficiency and effectiveness to improve patient and client safety and outcomes.
- Successes and challenges in the current year
 - Successful focus on the safety of patients/family and our community
 - Noticeable increase in departmental participation of Quality Management System processes
- Here's where we are...
 - ISO 9001 external audit– certification maintained





2019 Patient Care Survey Results

Who responded?
Patients - 41%
Families - 56%
Bystanders - 3%
Total responses = 111



Knowledgeable

95% felt staff were knowledgeable about treatment.

Overall Satisfaction

96% are satisfied with their experience.



Privacy

78% of patients who had someone with them were asked if they wanted that person involved in discussions.

8% over 2018



Safe and secure

97% of patients felt secure when being moved. 95% of those surveyed didn't have any concerns related to safety.



Disclosure

90% of patients felt they were included in their medical care.

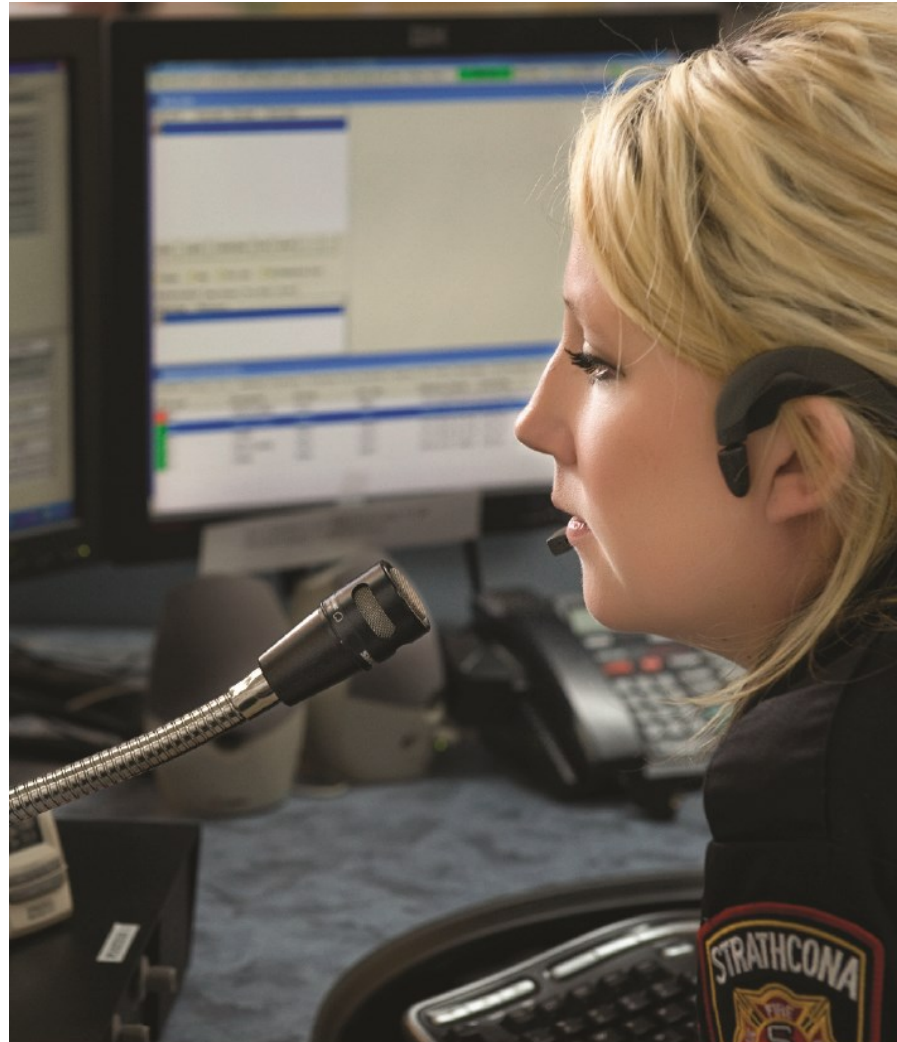
Hand hygiene

74% noticed staff practicing good hand hygiene. However, 26% didn't notice if staff were or weren't.



Full results are in the 2019 Patient Care Survey on the Insider.

Dashboard



EMERGENCY COMMUNICATIONS
Key Performance Indicator

9-1-1 call transfers to other
downstream agencies

GOAL

60 seconds

or less

95%

of the time

2019 results

98%

More info: Visit the Insider. Look under programs & priorities

Dashboard



EMERGENCY RESPONSE
Key Performance Indicator

First unit capable of incident mitigation shall arrive on scene after the initial 9-1-1 call

GOAL

8 min

in ShPk

17 min

in rural Strathcona

90%

of the time

2019 results

65%

in ShPk

5%

2018

70%

in rural Strathcona

1%

2018

More info: Visit the Insider. Look under programs & priorities

Dashboard



EMERGENCY RESPONSE
Key Performance Indicator

Effective mitigation force shall
arrive on scene after the initial
9-1-1 call

GOAL

12 min
in ShPk

20 min
in rural Strathcona

80%
of the time

2019 results

97%
in ShPk

95%
in rural Strathcona

More info: Visit the Insider. Look under programs & priorities

Dashboard



EMERGENCY RESPONSE
Key Performance Indicator

Patient satisfaction for Emergency Medical Services.

GOAL

90%

overall satisfaction

90%

perception of safety

2019 results

96%

overall satisfaction

5%
2018

95%

perception of safety

5%
2018

More info: Visit the Insider. Look under programs & priorities

Employee engagement

Engagement survey theme	Engagement initiative	People Plan focus area
Engagement	SCES EE Strategy development and maintenance	Leadership and Team
Leadership	Build leadership & supervisory competencies	Accountability and Team
Service Excellence	Ensure clear direction and support for employees in their roles	Clear purpose
Satisfaction	Streamline and improve internal communications	Clear purpose and Trust
Values	Values in Action document	Accountability and Team
Work Environment	Promote and support work/life balance	Positivity

Employee engagement

You told us that



A staff member reported that there was a shortage of back-up stretcher straps after a call where there was biohazard contamination. No spare straps were readily available to replace the contaminated ones.

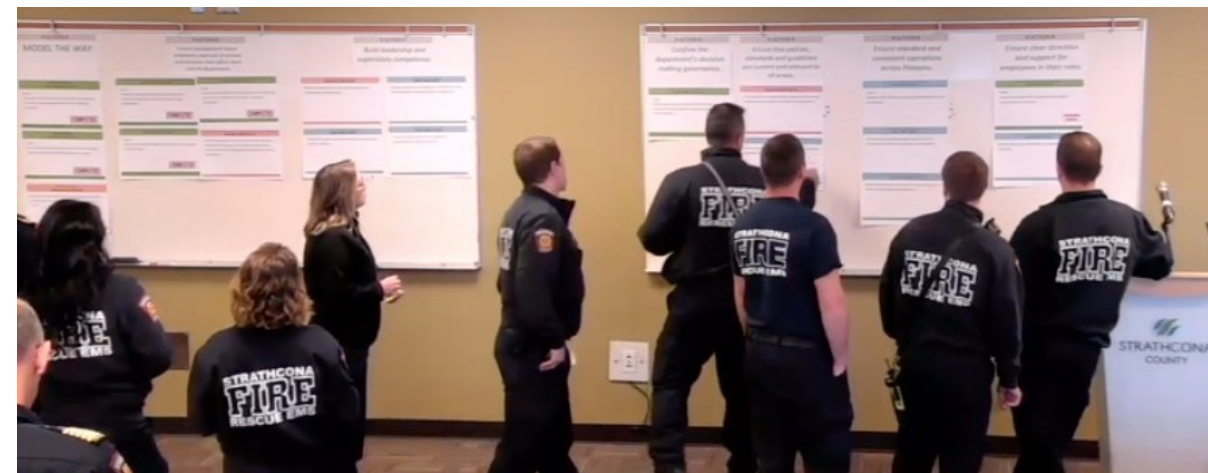
We did this

- Spare set of straps ordered for all ambulances and stations.
- Stretcher straps added to ambulance and supply room checklists.

A process has been put into place that will ensure back-up straps always available.

We heard you!
creating a quality culture

A coordinated effort by
Operations, Quality Management and Materials Management



Key initiatives

- Municipal Emergency and Business Continuity Management System
- Fire and Emergency Services Long Range Plans
- Medical Services Delivery Model
- Annual Equipment Replacement Program

Municipal Emergency and Business Continuity System

Overall initiative status



Initiative status	Current status	Previous status
Time Q2 2020	Y	G
Scope	G	G
Budget	G	G

Alignment to strategic goals

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Supports insight-driven/evidence-based decision making
- Supports continuous improvement
- Ensures compliance with regulations, laws, procedures, and policies
- Supports integrated planning

Key deliverables

- Emergency Services will evolve the County's Municipal Emergency and Business Continuity (MEC/BCP) planning into a management system that uses risk management strategies to achieve continual improvement and improve organizational capabilities.
- As the lead for Strathcona County's emergency management, Emergency Service's new systematic approach will ensure that all County departments review and, as required, update their municipal emergency and business continuity plans on a set, rotating schedule. This coordinated approach will ensure that Strathcona County is ready to respond effectively, maintain essential services, and protect residents during emergencies.

Opportunities/Challenges

- Hiring delayed due to COVID-19

Risks

Mitigation

Despite challenges significant BCP progress has been made during COVID response.

Fire and Emergency Services Long Range Plans

Overall initiative status



Initiative status	Current status	Previous status
Time Q2 2020	Y	G
Scope	G	G
Budget \$	G	G

Alignment to strategic goals
<p>Goal 8: Foster an environment for safe communities:</p> <ul style="list-style-type: none"> Law enforcement, emergency and social services respond to community risk.

Risks	Mitigation
A second wave has a strong potential to pull key SCES staff away from department initiatives to support the organizational response to COVID-19.	The COVID response has largely returned to department led activities as the majority of our relaunch work is underway.

Key deliverables
<ul style="list-style-type: none"> Emergency Services will renew its Fire and Emergency Services Master Plan along with its sister document, the Standards of Cover. This review will engage our partners and members of our community to provide input into strategic elements of our planning. The renewed Master Plan will provide a comprehensive view of the future service demand projections and service delivery strategies required to meet Strathcona County's fire protection, rescue, and emergency medical services need. The renewed Standards of Cover will act as an integrated risk management plan, providing written procedures on the distribution and concentration of Emergency Services' fixed and mobile resources.

Opportunities/Challenges
<ul style="list-style-type: none"> The procurement process has not commenced due to COVID-19.

Medical Services Delivery Model

Overall initiative status



Initiative status	Current status	Previous status
Time Q2 2020	Y	G
Scope	G	G
Budget	G	G

Alignment to strategic goals

Goal 1: Build strong communities to support the diverse needs of residents

- Programming meets the changing needs of residents

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Community partnerships leveraged to expand the County's ability to respond to the changing needs of the community

Goal 8: Foster an environment of safe communities

- Law enforcement, emergency and social services respond to community risk

Key deliverables

- Emergency Services will partner with Alberta Health Services to design and implement a pilot program to trial an alternative medical service delivery model. The model is intended to improve patient care and reduce the need for emergency medical transport by bridging the gap between pre- and post-hospital urgent care for patients in the community.
- This innovative trial will be designed to meet the needs of patients with urgent and/or chronic health concerns. Specially trained paramedics, in consultation with physicians, will bring a defined range of medical services to the home and, wherever possible, prevent the need for an emergency department visit.

Opportunities/Challenges

- Community needs assessment is complete.
- Resource assessment is complete.
- Coordination meeting was to occur with AHS mid March and was rescheduled to July.

Risks

With AHS delivering the service there is a risk we may not be able to influence their program to best align with our local needs.

Mitigation

SCES will share results of community needs assessment with AHS.

Annual Equipment Replacement Program

Overall initiative status



Initiative status	Current status	Previous status
Time Q2 2020	G	G
Scope	G	G
Budget	G	G

Alignment to strategic goals

- Goal 9:** Continuously improving the way we work, as one organization, in an agile and sustainable manner
- Ensures compliance with regulations, laws, procedures, and policies

Key deliverables

- Fire and emergency response requires reliable, and sometimes highly technical, equipment to effectively and safely complete tasks assigned to frontline and support staff. The Annual Equipment Replacement Program will ensure that equipment is upgraded and/or replaced when it has reached end-of-life. Provincial, Federal and National Fire Protection Association (NFPA) standards/legislation dictate that equipment utilized in emergency response meet minimum standards for construction and performance. Having functional and reliable equipment that meets current standards is critical to the delivery of effective emergency services to the community.
- Included in this plan are: thermal imaging cameras, self-contained breathing apparatus (SCBA) tanks, automatic external defibrillators (AED), compressors, fill stations, monitor/defibrillators and workstations for the Emergency Communications Centre.

Opportunities/Challenges

- Project is on track

Risks	Mitigation
No risks	No mitigations required

Questions?

