

Business Plans 2002



Business Plan 2002

Emergency Services

July 2002

The City of Greater Sudbury is a growing, world-class community bringing talent, technology and a great northern lifestyle together.

La Ville du Grand Sudbury est une communauté croissante de calibre international qui rassemble les talents, les technologies et le style de vie exceptionnel du Nord.





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Executive Summary *Vision and Mission Statement*

The Emergency Services Department is responsible for ensuring the Municipal Emergency Plan and the provisions to initiate and carry out such plan are in place. The Department will work co-operatively with other community agencies to create a strong emergency measures network capable of successfully managing emergencies which occur from time to time in our community.

The Department has a management team and employees committed to the delivery of quality municipal services.

Vision

To be an innovative emergency response organization committed to continuous improvement and the delivery of quality municipal services.

Mission Statement

To deliver pro-active and re-active services to protect the safety, health and welfare of our citizens, and to prevent damage to their property and our environment.

To achieve the preceding Mission, the Department believes the following goals need to be satisfied:

Goal A: To create a unified Department by developing a plan for combining the Fire Services and the Emergency Medical Services wherever feasible

Goal B: Corporately, to develop strong emergency response mechanisms that allow all City Departments and community agencies to respond safely and homogeneously to major incidents when required

Goal C: To develop a highly skilled workforce capable of delivering high quality emergency services using state of the art methodology and technology

Fire Services Division

The Fire Services Division is comprised of 107 career staff and 350 Volunteer Firefighters dedicated to delivering fire protection services throughout the new City of Greater Sudbury.

The Fire Services Division performs many functions. Fire Prevention is the primary goal of this Division. In these times, it is unfortunate fires continue to occur from the misuse of devices and products, yet accidents continue to happen, and it is important that the emergency response component be in a state of readiness to react to these incidents. Staff in this Division require technical skills, and a high level of staff training and professional development must be undertaken

The activities conducted by this Division include:

- a) Providing public fire education to citizens, which includes:
 - home fire safety surveys;
 - delivery of "Learn Not to Burn" Program to schools;
 - delivery of "Risk Watch" Program to Schools;
 - delivery of public education programs to various community groups and agencies;
 - staff fire safety displays at public events;
- b) Enforcing Fire Safety Inspections and Fire Code;
- c) Planning and inspections of Special Events;
- d) Advising the public on fire safety matters;
- e) Reviewing and commenting on building plans respecting fire safety and code compliance; and reviewing and approving fire safety plans.



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Overview of Department Services and Functions

- f) Responding to:
- structure fires; wildland fires; vehicle fires;
 - technical rescues;
 - vehicle extrications;
 - water/ice rescues;
 - dangerous goods leaks and spills;
 - medical aid responses;
 - land search and rescues;
 - fire alarms;
 - carbon monoxide calls;
 - public assistance calls.

Currently, the Fire Services Division responds to approximately 4,600 emergency calls per year; conducts fire code inspections; delivers public fire safety education to citizen groups; and provides advice and assistance on a multitude of fire safety issues. There are over 70 response units in the fleet that are housed in 25 fire stations.

The Fire Protection and Prevention Act 1997 mandates municipal fire services to perform several functions. Fire Prevention and Public Fire Safety activities are primary duties which Fire Services must carry out. The Fire Services Division must also ensure its resources and operations are adequate to protect the fire risks within the community. The Province will conduct regular monitoring to ensure these mandates are satisfied. As a result of restructuring, the City of Greater Sudbury Fire Services Division is currently being monitored by the Province.

One tool which is currently absent is a Master Fire Plan. This activity has been included as part of this Business Plan. A Master Fire Plan is essentially a blueprint for the Fire Services Division that results from needs and risk analyses. If service gaps are found, corrective measures are included within the Plan. At the end of the day, the Municipal Council reviews and approves the Plan.

The Fire Services Division continues to strive for excellence and to deliver the best services in a cost effective manner.

Emergency Medical Services Division

The City of Greater Sudbury's Emergency Medical Services (EMS) Division is dedicated to the provision of excellence in performance-based paramedicine for our community.

The Division is committed to a performance-based land ambulance system, which is focussed on desired outcomes to ensure high quality, reasonably priced pre-hospital patient care for its citizens.

The EMS Division is comprised of two sections: Administration, and Field Operations. The Administration Section has a staffing profile of a Director, Manager of Operations, Manager of Quality Service Review/Education and Development, two Operations Supervisors, and three clerical staff.

The Field Operations Section has a staffing profile of approximately 114 employees. The staffing mixture consists of four Field Supervisors, 30 full-time and eight part-time Advanced Care Paramedics, 53 full-time and 16 part-time Primary Care Paramedics, plus three Emergency Vehicle Technicians.

The EMS Division currently offers two levels of paramedical services to our community. The basic level of care is defined as the Primary Care Paramedic, and the enhanced level of care is defined as the Advanced Care Paramedic.

The goal endorsed by City Council is to enhance the level of quality care to our citizens by adding an Advanced Care Paramedic on every emergency unit within the City, within the next four years. The EMS Division has established a partnership with Cambrian College in the training of seven Advanced Care Paramedics annually within our workforce of Primary Care Paramedics.

The EMS Division operates a fleet of 26 emergency vehicles on a 24/7 schedule, responding to approximately 33,000 calls per year. The Division's main headquarters is located at 3767 Highway 69 South, McFarlane Lake Government Complex. Also, the EMS Division operates from five 24-hour satellite EMS stations located in Onaping Falls, Chelmsford, Walden, Capreol and Valley East, of which four stations are co-shared with our Fire Services Division.



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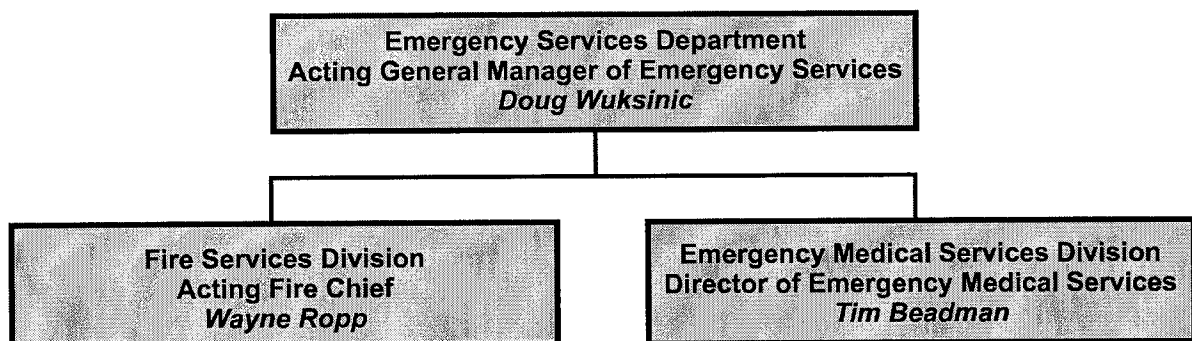
Overview of Department Services and Functions

The Emergency Medical Services Division is accountable to the legislated requirements in the *Ambulance Act & Regulations* which sets out standards regarding paramedic employment criteria, vehicles, equipment, training and certification, medical control and dispatch call handling. The Division is subject to meeting the Provincial Certification Standards every three years to be certified to provide ambulance service to our community. In addition, service delivery must be in compliance with the *Coroner's Act*, *Highway Traffic Act*, *Ontario Health Standards Act*, *Patient Care Standards*, *Documentation Standards*, etc.

Emergency Services Department

The Emergency Services Department is made up of two (2) Services; namely:

- Fire Services and Emergency Planning and Preparedness
- Emergency Medical Services (Land Ambulance)



May 31st, 2002

For the purposes of developing the Business Plan, various staff members were consulted regarding our abilities to deliver services. From these consultations and discussions, the Department is extremely optimistic that the future is one that is positive for our employees and our residents. They are the winners in this restructuring.

Perceived Strengths and Opportunities

- Dedicated and skilled staff;
- A large resource base from which to draw upon;
- A blend of Career and Volunteer Firefighters who bring knowledge, skills and expertise to the Fire Services Division;
- An inherent need and motivation to serve the residents using best practices;
- An appreciation from the community for the services that the Fire Services Division provides;
- A variety of public education programs that are already developed and are ready for dissemination into new areas of the City;
- Strong community links that serve as conduits for the delivery of education and information;
- A good relationship with the media for the community-wide and timely dissemination of information regarding events within the City;
- With the elimination of artificial municipal boundaries, closest station/vehicle response is possible and enhanced services such as a tanker shuttle will provide better service to rural residents;



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Internal and External Situation Assessment Perceived Strengths and Opportunities

- The transformation to performance-based services;
- Through the co-location of Fire and Emergency Medical Services, there will be more opportunity for information and knowledge to be shared, and staff will gain in terms of knowledge and skills ultimately resulting in better citizen services;
- Standardization of training for all staff;
- Standardization of vehicles and equipment;
- The inclusion of all fire resources onto one communications system, and co-ordinated from a state of the art Emergency Communications Centre.

Perceived Challenges

- Standardization of practices and procedures throughout the new City;
- Inter-connecting all fire/ambulance stations through the network to allow for the timely and smooth flow of information within the Department;
- Creating forums for input and creativity for all of our employees;
- The need to continue enhancing staff skills in the areas of fire prevention and public education;
- Changing public attitudes towards fire safety;
- Creating an inventory of skills within the organization;
- Maximum utilization of all resources;
- Area familiarization for all Firefighters;
- Prioritizing risks for the creation of an effective Fire Prevention Inspection Program.



Internal and External Situation Assessment Perceived Challenges

To deliver pro-active and re-active services to protect the safety, health and welfare of our citizens, and to prevent damage to their property and our environment.

Goal A: To create a unified Department by developing a plan for combining the Fire Services and the Emergency Medical Services wherever feasible

Goal B: Corporately, to develop strong emergency response mechanisms that allow all City Departments and community agencies to respond safely and homogeneously to major incidents when required

Goal C: To develop a highly skilled workforce capable of delivering high quality emergency services using state of the art methodology and technology



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Goals, Planned Actions and Performance Measures

Goal A: Create a unified Department by developing a Plan for combining Fire Services and Emergency Medical Services where feasible.

Planned Action #1

Develop critical performance benchmarks for each area of service delivery by June 30th, 2003.

Steps Required to Accomplish

- Analyze existing response data;
- Using technology, develop deployment strategies;
- Monitor all responses closely and measure against model for validity;
- Review activity levels in all service areas;
- Prioritize activities according to community risk;
- Process review of dispatching and communications functions.

Performance Measure(s)

- a) Improved response times to citizens needs and the level of activity in each area of service delivery.

Outcome

An integrated, effective emergency service.

Planned Action #2

Arrange opportunities for the interaction of Fire Services and Emergency Medical Services staff.

Steps Required to Accomplish

- Participate in corporate training endeavours;
- Co-locate front-line staff in shared facilities;
- Seek a location for accommodating the management of both Services;
- Conduct regular meetings of all management staff to discuss the strategic direction and conduct team brainstorming and problem solving;
- Lobby government for legislative change to make integration of the Services easier.

Performance Measure(s)

- a) Positive customer satisfaction surveys and feedback, numbers of complaints, observe people in action;
- b) Budget cost containment.

Outcome

A dynamic and innovative Department.



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Goals, Planned Actions and Performance Measures

Goal B: Corporately develop strong emergency response mechanisms that allow all City departments and community agencies to respond safely and homogeneously to major incidents, when required.

Planned Action #1

Prepare the Municipal Emergency Plan.

Steps Required to Accomplish

- Review existing plans;
- Align emergency control group responsibilities with City of Greater Sudbury Organizational Chart;
- Select primary and secondary emergency operations centres;
- Formalize agreements with evacuation centres.

Performance Measure(s)

- a) Completed Municipal Emergency Plan.

Outcome

Strong community preparedness.

Planned Action #2

Develop and distribute an information package to our residents informing them of the potential actions to mitigate the results of a major emergency by October 1st, 2003.

Steps Required to Accomplish

- Develop a handout package for clients that can be distributed through venues such as the Citizen Service Centres, Fire and Ambulance Stations;
- Incorporate the handouts with a lecture that can be given by Fire Prevention Staff to service clubs and institutions;
- Incorporate the handouts in Fire Prevention Week activities;
- Conduct at least two lectures in each of the three zones;
- Train Fire Prevention and Citizen Service Centres staff by September 14th, 2003;
- Handouts are to be ready by October 1st, 2003;
- Train all staff regarding this information by November 30th, 2003.

Performance Measures

- a) Number of handouts that are distributed;
- b) Number of feedback and questions regarding information in handouts;
- c) Number of requests for assistance.

Outcome

Citizens who are prepared for major emergencies and are educated about the actions to take should they occur.

Planned Action #3

Ensure that all schools in the City of Greater Sudbury have access to public education programs such as the “Learn Not to Burn”, “Riskwatch” and the “Older and Wiser” Programs by December 31st, 2002.

Steps Required to Accomplish

- Meet with School Boards and School Councils to promote Program;
- Assist school staff in implementation;
- Provide resources to schools as necessary.

Performance Measure(s)

- a) Number of schools participating;
- b) Number of working smoke alarms in community;
- c) Number of fire injuries.

Outcome

Reduction in number of fires, fire loss (\$) and fire injuries.

Planned Action #4

Make fire safety information available at Citizen Service Centres by April 30th, 2003.

Steps Required to Accomplish

- Assemble various public education materials;
- Arrange for display at Citizen Service Centres.

Performance Measure(s)

- a) Reduction in accidental fire starts;
- b) Fire loss (\$).

Outcome

- By making this information easily accessible to all citizens, it will promote higher levels of public fire safety, thereby reducing the number of fire occurrences and fire loss;
- Strong community preparedness.

Planned Action #5

Develop and maintain strong community partnerships with companies and agencies which have a common interest in emergency preparedness and planning.

Steps Required to Accomplish

- Share information on roles and responsibilities;
- Compile lists of resources;
- Ensure communications links between agencies;
- Common emergency procedures.

Performance Measure(s)

- a) Participation in Safe Communities Initiative;
- b) Joint response plans with community partners.

Outcome

Strategic alliances for community preparedness.



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Goals, Planned Actions and Performance Measures

Planned Action #6

Utilize all the Fire Services Division staff in conducting fire prevention inspections and offering public education programs during 2002.

Steps Required to Accomplish

- Provide training to fire suppression staff regarding inspection procedures, along with the provisions of relevant building and fire codes and standards by May 30th, 2002;
- Establish an in-service inspection program for fire suppression personnel by May 30th, 2002;
- Provide assignments to Station Captains by June 1st, 2002;
- Provide training to volunteer fire prevention staff by June 30th, 2002;
- Develop a Fire Prevention Inspection Program for the Fire Prevention Officers by June 30th, 2002;
- Assign Fire Prevention Officers aspects of the Program as required by June 30th, 2002.
- Inventory all buildings according to risk to establish priorities by June 30th, 2003.

Performance Measure(s)

- a) Number of inspections conducted;
- b) Number of re-inspections conducted;
- c) Number of prosecutions.

Outcome

Safe workplaces, community buildings and residences.

Planned Action #7

Utilize career and volunteer fire suppression staff to conduct home fire safety surveys to determine smoke alarm compliance and to distribute fire safety information during 2002.

Steps Required to Accomplish

- Review and amend as required the Home Fire Safety Survey Form and print as required by March 31st 2002;
- Develop the Home Fire Safety Survey Program by April 30th, 2002;
- Train staff regarding Program by May 15th, 2002;
- Provide assignments to Station Captains by May 15th, 2002.

Performance Measure(s)

- a) Number of Surveys conducted;
- b) Number of working smoke alarms recorded.

Outcome

Higher level of fire safety awareness and practice in community.

Planned Action #8

Develop a Self-inspection Program for low risk buildings by September 30th, 2002.

Steps Required to Accomplish

- Gather samples from those with Program already;
- Develop a Program;
- Run a Pilot Program;
- Conduct Public Information Sessions;
- Perform spot checks.

Performance Measure(s)

- a) Number of completed returns;
- b) Number of follow-ups;
- c) Number of infractions found during spot checks.

Outcome

Higher level of self-compliance.

Planned Action #9

Develop comprehensive response protocols to minimize response times of the first vehicle and for the assembly of adequate fire attack teams to achieve the following targets:

- ▶ In response areas served primarily by Career Firefighters, the first unit shall arrive in eight (8) minutes total reflex time to 90 percent of the emergency responses;
- ▶ To structure fires in response areas served primarily by Career Firefighters, a fire attack team consisting of 10 Firefighters shall assemble in ten (10) minutes total reflex time to 90 percent of the emergency responses;
- ▶ In urban response areas served primarily by Volunteer Firefighters, the first unit shall arrive in ten (10) minutes total reflex time to 90 percent of the emergency responses;
- ▶ To structure fires in urban response areas served primarily by Volunteer Firefighters, a fire attack team consisting of 10 firefighters shall assemble in ten (10) minutes total reflex time to 90 percent of the emergency responses.

Steps Required to Accomplish

- Institute the recommendations from the Station Location Study with a policy of the closest station responding;
- Identify and institute multiple station responses when required in order to have 10 Firefighters on the scene of a structural fire;
- Street and area familiarization for all station staff in the geographic areas outside of their normal response area.

Performance Measure(s)

- a) Achieve the response and assembly times in the 90 percentile.

Outcome Satisfactory coverage of community risks.

Planned Action #10

Inventory and analyze capabilities in all service areas by September 30th, 2002.

Steps Required to Accomplish

- Review Division records;
- Inventory all vehicles and equipment;
- Study deployment strategies;
- Review building stocks and risks;
- Prepare status reports as required.

Performance Measure(s)

- a) Completion of status reports.

Outcome

Satisfying provincial monitoring requirements.

Planned Action #11

Complete the Fire Station Location Study.

Steps Required to Accomplish

- Review fire protection and insurance rating standards;
- Using the FireOpt3 software, examine various responses;
- Compare computer generated results to actual results as recorded on Fire Services Division records;
- Consider all risks, hazards and barriers;
- Prepare status reports as required.

Performance Measure(s)

- a) Completion of status reports.

Outcome

Required component Master Fire Plan.



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Goals, Planned Actions and Performance Measures

Planned Action #12

Create a 10 year Capital Building and Equipment Plan.

Steps Required to Accomplish

- Review inventory of all buildings and equipment;
- Conduct an assessment of all assets;
- Determine a useable life;
- Assign replacement costs;
- Discuss with Finance staff with regards to a funding plan;
- Complete status reports as required;
- Examine planning issues;
- Present to senior management;
- Present to Council for adoption.

Performance Measure(s)

- a) Completion of status reports

Outcome

Maintain a modern fleet and equipment.

Required component for Master Fire Plan.

Planned Action #13

Assemble all components and prepare final Master Fire Plan

Steps Required to Accomplish

- Format final plan;
- Write essential components of Plan;
- Review draft Plan with Office of the Fire Marshal.
- Prepare final Plan;
- Presentation to Senior Management;
- Presentation to Council;
- Seek approval of Council.

Performance Measure(s)

- a) An approved "Master Fire Plan for the City of Greater Sudbury"

Outcome

A strategic tool to guide the Fire Services Division

Planned Action #14

Develop a quality assurance program that identifies systemic inadequacies and inefficiencies, and potential liabilities in day-to-day operations.

Establish 24/7 periodic audit process with pre-determined critical requirements within the *Ambulance Act and Regulations* by:

- Shift audits process 24/7 periodically;
- Random tachograph audits;
- Equipment maintenance logs;
- Random equipment inspections;
- Random vehicle inspections.

Performance Measure(s)

- a) Number of documentation and operational deficiencies identified through various audit process;
- b) Number of incidents of excessive speed as identified through tachograph audits;
- c) Compliance with scheduled and/or approved preventative maintenance program.

Outcomes

- Decrease in documentation and operational deficiencies;
- Increase crew, community safety, decrease accidental potential, as well as wear and tear on vehicle;
- Develop a divisional strategy that will result in a decrease in EMS vehicle collisions.

Planned Action #15

Develop a divisional strategy that will result in a decrease in EMS vehicle collisions.

- Review/identify key driving behaviours that lead to vehicle collisions;
- Educate staff on sound driving practices;
- Monitor driving practices through random/periodic audits.

Performance Measure(s)

- a) Number of collisions per kilometre travelled;
- b) Costs per collision.

Outcome

Decrease in EMS vehicle collisions, crew downtime, costs for vehicle repair and administration time investigating and processing incidents.

Planned Action #16

Actively pursue the Central Ambulance Communications Centre (CACC) Pilot Project for the management and operation responsibility of the dispatch function, and integrate it with the rest of the Land Ambulance System.

- Secure the DSSAB and Council resolutions of endorsement from the Town of Parry Sound and Temiskiming DSSAB in reference to the Sudbury CACC Pilot Project;
- Seek re-endorsement from the AMO/MOH Land Ambulance Implementation Steering Committee (LAISC) to the former Regional Municipality of Sudbury's request to establish a CACC Pilot Project;
- Develop a Business Plan with the EMS Directors of Ontario, and submit an operational plan to the Province of Ontario with respect to the Municipality's proposals for assuming full operational control of the dispatch centre;
- The City of Ottawa is now in the process of responding to "A Request for Proposal" (RFP) for the management and operational responsibility of the Ottawa CACC. On completion of this process, a review of the outcome should be undertaken with recommendations on what course of action the City of Greater Sudbury may wish to consider for the City's CACC Pilot Project Proposal.

Performance Measure(s)

- a) Obtain and forward resolutions of the communities to support Sudbury's request to establish the CACC Pilot Project;
- b) Obtain confirmation of the AMO/MOH LAISC's approval of Sudbury's Pilot Project proposal.

Outcome

Manage the CACC and maintain control of our resources.



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Goals, Planned Actions and Performance Measures

GOAL C: **Develop a highly-skilled workforce capable of delivering high quality emergency services using state of the art methods and technology.**

Planned Action #1

Secure and install IT stations for access to learning tools, data collection software and research information by staff.

Steps Required to Accomplish

- Obtain IT hardware and software;
- Train staff;
- Develop performance management tracking.

Performance Measure(s)

- a) Streamlined tracking of performance data;
- b) Computer literate staff capable of operating in a digital environment;
- c) Knowledgeable staff prepared for the changes for today and tomorrow;
- d) Reduction in administrative time for reports.

Outcome

An electronic database for performance measurement.

Planned Action #2

Develop staff teams to review, analyze and make recommendations on operational issues and requirements of the Emergency Services Department.

Steps Required to Accomplish

- Invite staff to participate on teams;
- Nurture an environment of trust for colleagues to work in harmony;
- Ensure teams have an element of cross department/divisional flavour for objective perspectives.

Performance Measure(s)

- a) Employee developed products such as equipment specifications and standard operating procedures;
- b) Workplace harmony for all staff resulting in higher productivity.

Outcome

Continuous improvement of services with employee ownership.

Planned Action #3

Implement standardized training for Firefighters during 2002.

Steps Required to Accomplish

- Establish an annual training plan by March 31st, 2003;
- Determine the level of training in each station by April 30th, 2003;
- Training the trainers on the Ontario Curriculum;
- Have five sets of learner guides produced for each station where required.

Performance Measure(s)

- a) Number of subjects signed off/firefighter;
- b) Number of training hours/station/firefighter;
- c) Number of Successful Candidates who pass Provincial testing.

Outcome

Higher levels of competency in City of Greater Sudbury.

Planned Action #4

Design an Officer Development Program to provide supervisory and command skills and knowledge to present and future Officers by December 31st, 2002.

Steps Required to Accomplish

- Assign team to review programs offered in other areas;
- Continue to assist in development of ALERTech so Ontario Fire College Courses can be offered locally;
- Consult with local community colleges regarding courses that fit into the Program;
- Research Internet or computer-based programs that can be delivered in-house;
- Deliver Incident Command Training to all Officers.

Performance Measure(s)

- a) Number of Ontario Fire College courses completed by staff;
- b) Observations at emergency incidents that systems are set-up and operational.

Outcome

Ensure competent supervisory staff and succession plan.

Planned Action #5

In accordance with regulations of the *Ambulance Act*, ensure that each Paramedic employed in the Emergency Medical Services Division receives the opportunity to obtain the continuing medical education necessary to maintain the competencies required to provide ambulance services in accordance with Basic Life Support Patient Care Standards.

- Secure the necessary approvals to implement a temporary full-time Training Co-ordinator/Service Instructor on a six month trial basis;
- Develop an educational program that reviews the BLS Standards and test employees on a regular basis to identify deficiencies;
- Establish a resource centre with access to Internet for research and reference to: on-line paramedical journals; textbooks on CD Rom; EMS software (eg. simulated codes);
- Ensure that all Paramedics participate in the Ministry of Health and Long-Term Care and Base Hospital mandatory training programs;
- Secure the necessary funding for audio-visual equipment, including laptop with CD, DVD capabilities and data projector to provide training at each satellite station, when required.

Performance Measure(s)

- a) Annual results of BLS standards testing.

Outcomes

- ▶ Improved patient care and decreased liability risk associated with paramedic actions;
- ▶ Decrease in patient care complaints.

Planned Action #6

Enhance the level of qualified care that Emergency Medical Services Division provides to our citizens by adding an Advanced Care Paramedic on every ambulance within the City within the next four years.

- Continue to partnership with Cambrian College in training of seven Advanced Care Paramedics annually within our workforce of paramedics;
- Work closely with Base Hospital and Cambrian College to ensure the seven candidates beginning the training program February 7th, 2002 are successful to graduate by December 2002;
- Establish a remedial education process on a voluntary basis to ensure a high success rate of candidates challenging the Cambrian College entry requirement to become eligible to qualify for the Advanced Care Paramedic Training Program.

Performance Measure(s)

- a) Continue to seek Council support for the allocation of \$70,000 per year over the next four years for the training program;
- b) The successful graduation of seven new Advanced Care Paramedics from the Cambrian College Training Program by December 2002;
- c) A notable success rate of our Primary Care Paramedics challenging the Cambrian College entry requirements to be eligible to qualify for the Advanced Care Training Program.

Outcome

Improve patient care.



Business Plan 2002

Resource and Financial Information

Human Resources:

Full-time Employees	11.8% of City's total Full-time Employee Complement
Temporary/Part-time Hours	3.9% of City's Total Temporary/Part-time Hours
Volunteers	350

Financial Resources:

Gross Expenditures: \$22.52 million OR 6.1% of City's Total Gross Expenditures