

**Report to
Rapport au:**

**Community and Protective Services Committee
Comité des services communautaires et de protection
17 September 2020 / 17 septembre 2020**

**and Council
et au Conseil
23 September 2020 / 23 septembre 2020**

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Ward: CITY WIDE / À L'ÉCHELLE DE LA VILLE File Number: ACS2020-EPS-GEN-0005

SUBJECT: Ottawa Paramedic Service 2019 Annual Report

OBJET: Rapport Annuel de 2019 du service paramédic d'Ottawa

REPORT RECOMMENDATIONS

That the Community and Protective Services Committee recommend Council receive this report for information.

RECOMMANDATIONS DU RAPPORT

Que le Comité des services communautaires et de protection recommande au Conseil de recevoir le rapport aux fins d'information.

EXECUTIVE SUMMARY

The Ottawa Paramedic Service provides progressive out-of-hospital patient care to the community and visitors of the Nation's Capital. The purpose of this report is to present an overview of the Ottawa Paramedic Service, to highlight the performance of the Paramedic Service over the previous year and to provide information on some of the successful programs and services delivered in 2019.

In 2019, the Paramedic Service response volume was 146,481 representing a 1.5 per cent increase over the previous year. Staff will continue to monitor service demand and emerging trends to report impacts to Council.

The Ottawa Paramedic Service continues to be challenged by offload delays at Ottawa area hospital emergency departments. Offload delay is a measure for the time paramedics spend in area hospitals waiting to complete Transfer of Care (TOC). Offload delay occurs when a patient arrives at an emergency department and is triaged but remains under the care of paramedics until the emergency department has staff available to take the responsibility for the care of the patient. The Ottawa Paramedic Service spent 53,663 hours in offload delay at Ottawa area adult hospitals in 2019. This represents an average of 147 lost hours every day or six paramedic units from the road in hospital for the 24-hour period. These lost hours amount to a loss of 64 FTEs or approximately \$7.7million/annually. If offload delays continue at the rate described in this report, the Ottawa Paramedic Service will not be able to achieve the legislated response time performance standards and Council-approved targets in future years.

This report confirms that the Paramedic Service met all Council approved response time performance targets in 2019, including the community percentile target set for the arrival of a person trained, qualified and equipped to provide defibrillation for sudden cardiac arrest.

The Paramedic Service has also continued to use several mitigation strategies to address increased demand on the service, these include:

- Paramedic Response Units
- The Off-Load Nurse Pilot Program
- The Community Paramedicine Partnership with the West Carleton Family Health Centre
- The Targeted Engagement Diversion Program
- Business Intelligence in Public Safety (BIPS)
- Heart Safe City
- The Neonatal Transport Team Pilot Program
- The Ottawa Birth and Wellness Centre Partnership
- The Occupational Stress Injury and Mental Health Strategy
- The Diversity Champion Program

Since amalgamation of the City of Ottawa, the demand for the Paramedic Service has increased year-over-year. Council has made investments over the past fifteen years to address growth, response volume and to meet response time standards. The Paramedic Service continues to see this growth in demand and Council approved 14 full time equivalents in the 2020 budget to address increased demand for service.

The Paramedic Service continues to monitor performance indicators and evaluate new and innovative solutions in the interest of providing the highest quality of medical care to all patients.

BACKGROUND

The Ottawa Paramedic Service (OPS) provides progressive out-of-hospital patient care and is dedicated to the community and visitors of the Nation's Capital. Our Paramedic Service is a dynamic leader in delivering and improving paramedicine, continuously seeking new knowledge and applying innovation. When a member of the public requires immediate medical care, a team of dedicated, highly qualified people come together to deliver excellence in clinical care. This team includes Paramedics, Communications

Officers, Equipment and Supply Technicians, Trainers, Quality Assurance Staff and critical Support Staff.

The Ottawa Paramedic Service provides emergency medical coverage across the City of Ottawa (2,796 square kilometres), while the Ottawa Central Ambulance Communications Centre provides dispatching services to over 10,000 square kilometres of Eastern Ontario, including the United Counties of Prescott-Russell, Cornwall and the United Counties of Stormont, Dundas and Glengarry. The Paramedic Service provides a fully integrated advanced life support system delivering state of the art medical services to more than one million residents and visitors.

The City of Ottawa operates the Paramedic Service under an agreement with Ontario's Ministry of Health (MOH) and receives certification every three years. The Ottawa Paramedic Service underwent a full-service review in 2019 and was successful in receiving another 3-year certification. The Paramedic Service was commended in several areas during the review process including the high quality of care delivered by our paramedics. The parameters of this responsibility are defined through a Land Ambulance Agreement and the Ambulance Act of Ontario, whereby the Province of Ontario funds 50 per cent of land ambulance services for Ottawa and 100 per cent of the cost for the Ottawa Central Ambulance Communications Centre.

On October 28, 2004, the Emergency and Protective Services Committee directed that staff report back annually to Committee and Council prior to budget on performance trends, mitigation strategies and associated financial impacts to ensure the Paramedic Service can maintain its baseline performance targets. As well, the Ottawa Paramedic Service reports annually to the MOH on response time performance.

This report highlights the service demand (response volume), as well as the Paramedic Service's performance for 2019.

DISCUSSION

Performance Trends

The highest priority for the Ottawa Paramedic Service is to provide the best possible clinical care to the residents and visitors of Ottawa. The Paramedic Service regularly analyzes response times, response volumes, offload delay at hospitals and patient outcomes in order to optimize the deployment and usage of paramedic resources. The primary measures that determine service demand and associated resource requirements are:

- The total number of 9-1-1 calls received
- The total number of patients assessed, treated, and transported
- The total number of Paramedic resources required to respond
- The length of time paramedics spend in hospitals in order to complete transfer of care

Paramedic Response Volume

Year over year response volume continues to increase in the City of Ottawa. This can be attributed to multiple factors including population growth and an aging patient demographic. In 2019, the Paramedic Service response volume was 146,481, representing a 1.5 per cent increase over the previous year. The five-year trend demonstrates an 9.3 per cent overall increase.

Table 1 represents the response volume and the annual percentage growth over the last five years.

Table 1: Response Volumes

Year	Responses	% Change
2015	133,973	
2016	137,995	3.0%
2017	139,514	1.1%
2018	144,309	3.4%
2019	146,481	1.5%
Total		9.3%

Paramedic Response Time Standards

The legislated response time reporting framework is defined as the elapsed time from when the first Paramedic Unit is notified of the call for service to the arrival of a Paramedic resource on scene (ambulance or single response unit). Response times across the Province of Ontario are measured and reported publicly on the MOH website.

Response time performance is based on the Canadian Triage Acuity Scale (CTAS), which sets a score for the acuity level of a patient, with CTAS 1 being the highest acuity. The MOH determines the time target for CTAS 1 patients while the percentile rank is the Council-approved performance standard. The percentage represents how often a Paramedic Unit has arrived on scene to provide paramedic service to patients within the established targeted response time, categorized based on the CTAS score.

The acuity of the patient (CTAS score) can only be determined once a paramedic has arrived on scene to conduct a medical assessment.

Table 2 outlines the legislated response time standard targets and results from 2015 to 2019 by CTAS category. In 2019, the Paramedic Service met the Council approved percentile rank in all CTAS categories for the third consecutive year.

Table 2: Response Time Performance

Category (Acuity)	Target Time (minutes)	Council Approved Percentile	2015	2016	2017	2018	2019
CTAS 1 (Life Threatening)	8:00*	75%	72.5%	73.2%	77.3%	78.0%	75.1%
CTAS 2 (Urgent)	10:00	75%	80.8%	78.6%	79.6%	80.3%	77.2%
CTAS 3	15:00	75%	91.9%	90.9%	91.2%	91.5%	88.9%
CTAS 4	20:00	75%	96.4%	95.6%	94.8%	94.8%	93.5%
CTAS 5	25:00	75%	97.6%	97.5%	97.1%	96.6%	96.5%

*Mandated by provincial regulations

Community Target for Cardiac Arrest

In cases of sudden cardiac arrest (SCA), response time is defined as the elapsed time from when the first Paramedic Unit is notified to the arrival of any person trained and equipped to provide defibrillation. The SCA response time is positively impacted if a public access defibrillator is available at the scene or by the arrival of a paramedic, police officer, firefighter or OC Transpo Security, who are all equipped with a defibrillator in their vehicles.

Table 3 shows the City of Ottawa's performance against the legislated response time standard for SCA. In 2019, the Ottawa Paramedic Service continued to meet the legislated response time.

Table 3: Response Time Performance

Category	Target Time (minutes)	Council Approved Percentile	2015	2016	2017	2018	2019
Sudden Cardiac Arrest (SCA)	6:00*	65%	63.7%	69.3%	68.2%	73.2%	76.1%

*Mandated by provincial regulations

Ottawa Central Ambulance Communications Centre System Performance

The Ottawa Central Ambulance Communications Centre (OCACC) receives and triages 9-1-1 calls and dispatches paramedic resources across 10,000 square kilometres of Eastern Ontario.

In 2019, the OCACC answered 142,970 emergency calls, which required 182,454 emergency vehicle responses, an increase of 1.7 per cent from 2018. Note that some emergency calls require more than one resource depending on the complexity of the situation and the number of patients.

The MOH has created response time standards (call processing times) for all ambulance communications centres in the Province of Ontario. The response time standards are measured as the time difference between when the call is received at the communications centre and when a paramedic unit has been notified of an emergency call. Communications Centres must report annually to the MOH on the percentage of time this process is completed within two minutes.

Table 4 demonstrates the Ottawa Central Ambulance Communications Centre call processing times for CTAS 1 and Sudden Cardiac Arrest patients.

Table 4: OCACC Call Processing Times

Category	Target Time (minutes)	Percentile	2015	2016	2017	2018	2019
CTAS 1	2:00	80%	88.9%	84.8%	80.4%	84.6%	82.5%
Sudden Cardiac Arrest	2:00	75%	88.7%	87.5%	81.0%	86.0%	86.3%

Impact of Hospital Offload Delay on the Community

Hospital off-load delays severely impact the ability of the Service to respond to normal, ever-increasing call volume and compliance with the Response Time Standards. The system is under constant pressure, which can inhibit our ability to respond to emergency situations. Hospital offload delays create periods where all of the City's ambulances are either on calls or waiting at a hospital to transfer patient care. This creates risk in the community, where the Service is at "level zero", which means it has no ability to transport patients to hospital emergency departments or alternate destinations (TED program, University of Ottawa Heart Institute). In 2019, the Paramedic Service lost 147-unit hours/day on offload delay. These lost hours amount to a loss of 64 FTEs or approximately \$7.7million/annually.

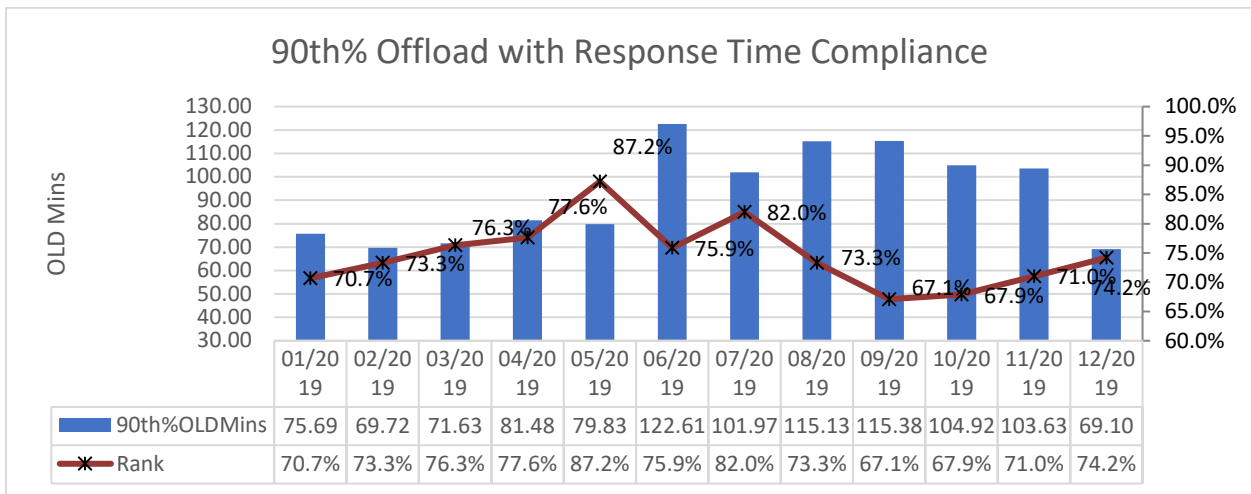
Table 5: Average and 90th percentile offload time at Ottawa area adult emergency departments

Facility	90 th Percentile Transfer of Care (minutes)	Average Transfer of Care (minutes)
TOH – General Campus	101.83	52.16

Facility	90 th Percentile Transfer of Care (minutes)	Average Transfer of Care (minutes)
TOH – Civic Campus	102.43	50.1
Hôpital Monfort	63.6	37.58
Queensway Carleton Hospital	82.98	44.14

The accepted performance target is transfer of care within 30 minutes at the 90th percentile.

Table 6: Relationship between Off-Load Delay and Response Time Standard Compliance in 2019



Ottawa Paramedic Service recognizes that off-load delays are a challenge across Ontario and that the root causes may be related to broader complexities within the health care system – such as the availability of beds, alternate level of care patients and human resource pressures with the hospital setting. All of these issues rest within the hospital setting and are outside of the control of the City to resolve or mitigate. However, OPS has a legislated responsibility and council approved mandate to respond to the needs of the communities across Ottawa, within the performance target. The Service’s response time performance plan is based on service demand and any lost hours in area hospitals impedes our ability to meet the legislative requirements.

As a result of chronic off-load delays, the Ottawa Paramedic Service, in order to meet response time targets for life threatening calls, has been forced to hold other urgent calls in the queue for periods of up to one hour. This can lead to a delay to definitive care, impacting patient recovery and potentially leading to increased hospital stays.

The objective is to see the immediate transfer of care of patients on arrival from paramedics to the appropriate hospital staff, so that paramedics can return to the community and provide the necessary coverage that residents expect during a call for an emergency. Residents expect an ambulance will be available in their time of need. All partners need to take immediate action so that the City can meet this expectation.

MITIGATION STRATEGIES WITHIN THE OTTAWA PARAMEDIC SERVICE

Paramedic Response Unit

The Paramedic Response Unit (PRU) is a vehicle staffed with a single Primary Care Paramedic. These Units are strategically placed around the city to provide rapid response to emergency calls to initiate patient care. Upon arrival, the PRU can potentially downgrade the call and/or cancel a transport unit (ambulance), thereby allowing the transport crew to respond to the next emergency call. The PRU provides continual coverage in their assigned area, as they do not transport patients to hospital and are immediately available upon clearing a call. The Paramedic Response Unit initiative utilized by the Ottawa Paramedic Service is an industry best practice for deployment.

In 2019, Paramedic Response Units completed 19,030 responses, a 3.2 per cent increase in vehicle responses over 2018. The PRU program has an eight-minute response time performance of 74 per cent.

Off-Load Nurse Pilot Program

The Operations Division of the Ottawa Paramedic Service continues to oversee the Off-Load Nurse Pilot Program, which is 100 per cent funded by the Province. This program is a partnership between the MOH, local emergency departments and the Ottawa Paramedic Service. This initiative is intended to allow Paramedics to transfer the care of a patient to the designated off-load nurse within the hospital's emergency department. The transfer of care is an effort to expedite the return of paramedic resources to the community as quickly as possible, thus increasing paramedic availability to respond to other medical emergencies. In 2019, the Province committed \$1.5 million for the 2019-2020 fiscal year to continue the pilot project. While the Off-Load Nurse Pilot Program

does expedite transfer time for specific lower acuity patients, in 2019 paramedics still spent 53,663 hours in a hospital to transfer a patient.

The Ottawa Paramedic Service in conjunction with The Ottawa Hospital and Queensway Carleton Emergency Departments implemented the vertical patient trial to help mitigate offload delays for ambulatory patients by diverting an estimated 10% of patients to the waiting room daily and enable paramedics to return to service in the community quicker. The Montfort Hospital already had a similar process in place and was not part of the trial. Data shows a 2.8 per cent of diversion at the Queensway Carleton Hospital, a 6.3 per cent diversion at the Civic Campus and a 6 per cent diversion at the General Campus.

The Paramedic Service does not have the authority to change internal processes and operational standards of hospitals. It is the responsibility of hospitals to accept patients and release paramedics expeditiously. Despite this, the Paramedic Service has been attempting to mitigate the impact of offload delay on our Service.

Community Paramedicine Partnership with the West Carleton Family Health Centre

The Community Paramedic program utilizes specialty trained paramedics who work beyond the traditional 9-1-1 response to provide assessment, diagnostics and treatment in the community. They work to improve equity in healthcare access for vulnerable populations, provide additional support to those living with chronic health conditions and provide acute episodic care through integrated collaborative care working with health and community partners.

Since 2014, the Ottawa Paramedic Service has been working with the West Carleton Family Health Team to deliver a Community Paramedicine Program funded by the MOHLTC. In 2019 this program was staffed with two Community Paramedics and was seeing 104 patients at the end of the year.

Community Paramedics are an integral part of the Family Health Team and are responsible for conducting proactive home visits to complex medical needs patients. The program aims to reduce the impact of patients on health services, including calling on paramedics, while also improving the patient's quality of life. The mobility of having a Community Paramedic makes it particularly useful to patients in rural areas with respect to being able to stay well at home.

The Ottawa Paramedic Service Community Paramedics also continued a partnership with the South-East Ottawa Community Health Centre to provide care through the Central Ottawa Health Links. The Health Links approach was an innovative service delivery model focused on the five percent of health care clients who accounted for two-thirds of Ontario's health care spending. Through this partnership, Community Paramedics worked as a part of collaborative health care team focused on helping the patients meet their health care goals.

During the 2019 Spring Freshet, Community Paramedics responded to the flood zones daily, working as an imbedded part of the Vulnerable Sector Task Force. As members of this task force, the Community Paramedic's goal was to proactively mitigate 9-1-1 calls by identifying vulnerable clients, providing education, and referring to appropriate resources before there was an emergency.

In the Fall of 2019, the Community Paramedics administered 584 influenza vaccinations to members of the Emergency and Protective Services Department and their families. The vaccines were provided by the province's Universal Influenza Immunization Program.

Targeted Engagement Diversion (TED)

The successful partnership between the Ottawa Paramedic Service, Ottawa Inner-City Health, the Shepherds of Good Hope, the Ottawa Hospital and the Ottawa Police Service continued throughout 2019. The Program works to identify and assist vulnerable, homeless individuals who suffer from substance abuse issues as well as severe and persistent mental health issues and as a result, frequently use 9-1-1 services. As part of the TED program, Paramedics transport specific homeless patients to a specialized clinic as an alternative to bringing them to the hospital's emergency department. TED is a unique initiative that aims to deliver enhanced and specialized care to a vulnerable patient demographic while also addressing the steady increase in demand for Paramedic resources. In 2019, 1,218 patients, or approximately 3.3 patients per day, were transferred to the Shepherds of Good Hope rather than an emergency department.

Business Intelligence in Public Safety (BIPS)

The Ottawa Paramedic Service continues to be a leader in the use of data for evidence-based decision making. The Service is utilizing a business intelligence tool called Qlik to leverage a real-time data feed to understand live system pressures including call demand, staffing, and offload delays. Access to this data allows the Service to react to system pressures at the time they are occurring and improve overall system

performance. The program also allows us to fully analyze past events and identify lessons learned in order to optimize the deployment of paramedic resources. We are working towards using this data analysis to support real-time decisions for patient transports, deployment decisions, as well as situational awareness.

Heart Safe City

The Ottawa Paramedic Service continues to be a leader with the Heart Safe City initiative, a partnership between the Paramedic Service, Heart and Stroke Foundation, Advanced Coronary treatment (ACT) Foundation, Maharaja's Ball and private businesses. The Public Access Defibrillator Program started in 2001 and has grown to include various city partners. This program has resulted in the placement and oversight of over 1,200 automatic external defibrillators (AEDs) in public and private buildings. This includes placement at police, fire and all O-Train Line 1: Confederation Line Stations as well as OC Transpo vehicles. Placement in Bylaw and Regulatory Services vehicles were completed in 2019. Since its inception, the PAD program has directly contributed to bystanders saving 139 lives. In an effort to strengthen the "chain of survival" (a series of actions that can reduce mortality associated with cardiac arrest), in 2019 the Community Medicine Team delivered 570 First Aid, CPR and AED courses to 6,988 individuals.

Neonatal Transport Team Program

In July 2019, the Ontario Health Minister announced \$6.8 million in funding for five specially equipped ambulances and a team of paramedics in "key regions across the province" to support ambulance transport for Ontario newborns and pediatrics in need of specialized care. The Ottawa Paramedic Service received \$422,500 to fund the cost for staffing of two paramedics, a dedicated standardized ambulance that is pre-equipped with the tools needed in order to care for critically ill newborn and pediatric patients. This program replaces the previous pilot program that was held in partnership with the Children's Hospital of Eastern Ontario where the team responded to 317 calls in 2018 to now 426 neonatal transports with a total of 1876 hours of transport time in 2019. The inclusion of pediatric emergency patient transports is expected to begin in 2020 when the engineered equipment is tested and implemented.

The Ottawa Birth and Wellness Centre Partnership

The Paramedic Service has been working with the Ottawa Birth and Wellness Centre (OBWC), a midwife-led, community-based healthcare facility, to educate both groups on one another's protocols, skill sets and equipment ensuring a safe and cooperative care

approach to transporting ill newborns to hospital. In 2019 an educational video highlighting this team approach was updated for everyone involved. Research was also started to find a more appropriate transport device for newborns under 10lbs. In 2020, testing of the equipment will begin to meet MOH transport standards as we work to improve newborn transport and care.

Occupational Stress Injury and Mental Health Strategy

In response to legislation changes, which recognized post-traumatic stress disorder (PTSD) as a work-related illness for paramedics and communication officers, the Emergency and Protective Services Department created a Mental Health Strategy. The focus of the strategy is around prevention, awareness and support. In 2018, all front-line Paramedic Service staff and our Peer Support Team were trained on the *Road to Mental Health Readiness (R2MR)* program, the industry standard for mental health training and resiliency for first responders.

The Ottawa Paramedic Service is part of the First Responder Mental Health Network Collaboration (FRMHMC) committee with Ottawa Fire Services and Ottawa Police Service. Through this Committee, the Paramedic Service is involved in mental health research and evaluating a personalized approach for treatment of mental health disorders in the City's tri-services (Paramedics, Police and Fire). Over 2019 and 2020, the effectiveness of a First Responder Operational Stress Injury (OSI) Health clinic will be evaluated.

In the summer of 2019, as part of the FRMHNC, through Dr. Simon Hatcher, the clinic has started to receive paramedics to the OSI Health clinic if identified by the OPS Peer support team as needing additional assistance. Before this initiative, staff had reported very long wait times to see a psychiatrist.

The Peer Support Program Peer Support team currently consists of 50 members who are available to assist staff when needed. This team has been working to become proactive in supporting staff. Members are available for support on a day-to-day basis and have regular check-ins to discuss difficult and/or traumatic calls. Max, a certified therapy golden retriever, is a key member of the OPS peer support team and the first therapy dog in Canada to be trained in a Paramedic Service. He is available to support on-duty paramedic service personnel.

Over the past 5 years statistics have been collected for usage of peer support and the numbers continue to grow yearly. Staff are comfortable reaching out for support and peer support members perform regular "check ins" on staff.

In January 2019 the Ottawa Paramedic peer support team supported 77 employees in the immediate and short-term aftermath of the Westboro bus crash. Within 12 hours of the crash 100 per cent of those involved had been seen by a peer support team member. The team triaged and supported staff in the days, weeks and months following. This event was the first in which all three (Ottawa Paramedic, Ottawa Fire and Ottawa Police Services) peer support teams worked alongside one another to great success- namely in the sharing of resources and peer members. Check ins were done at the one-month mark and periodically with those staff most affected throughout the year. Additional check ins with the staff most impacted were also conducted at the one-year mark. Given the magnitude of this event, it is important to note very few paramedic staff are off work as a result. A testament to the support given by OPS management to the team and the joint work done Ottawa Fire and Ottawa Police Services.

In March 2019, The Ottawa Paramedic Peer Support team won the ROYAL OTTAWA transformational Award for their work supporting front line staff daily basis and after critical events, educating staff and working to decreased stigma.

The peer support team develops and presents internally to new hires, family and staff for operations, logistics and communications. These presentations include information on peer support, mental health, self-care and available resources. The team has provided presentations at the International Women's Day City of Ottawa panel, the Canadian Association of Mental Health Presentation with Ottawa Fire Services and Ottawa Police Service, the Canadian Women Fire Symposium, and hosted a booth at the 9 RUN RUN event. The group has presented to other City of Ottawa Peer Support Networks and has communicated with provincial, national and International Paramedic Services who wish to learn more about how we have developed our program and how we currently operate.

Diversity

The Ottawa Paramedic Service has an active Diversity Champion Program (DCP) whose members work to educate staff and encourage engagement amongst co-workers' and patients. Through events and outreach activities held in 2019, the Paramedic Service was able to engage staff using three main objectives:

- Supporting the current diversity within the Ottawa Paramedic Service
- Engaging and building relationships with diverse communities in Ottawa allowing us to learn how we can better meet their unique needs and to educate them on what we need from them

- Improving diversity through recruitment and retention strategies to ensure that the Ottawa Paramedic Service is diverse and representative of the community we serve

The Ottawa Paramedic Service supported several events, public engagement, staff education efforts, in collaboration with the Diversity Champion Program members. In an ongoing effort to educate and raise awareness, the DCP members will provide a forum for dialogue, research and knowledge transfer regarding issues of diversity, equity and inclusion.

In 2019, the DCP members participated in a wide range of activities and initiatives within the three pillars of change: hiring, retention and safe to self-identify.

Our one-week PAW (Paramedic Awareness Week) Camp allows young people to learn about being a paramedic and about the process for pursuing a career in this field. In 2019, 19 youth participated in PAW and there was a wait list of 5 additional participants.

DCP members also participated in a number of Career Fairs such as the Rainbow Youth Forum, Adult high school Career Fairs (two in 2019), the AccessAbility Fair, City of Ottawa Career Showcase. In addition, DCP members participated in over 15 school presentations and school tours, including paraolympian tours, at the Paramedic Service Headquarters. The Service also celebrated, participated in and/or provided education to its employees on: Chinese New Year, Black History Month, Breast Cancer and Movember Awareness Campaign and fundraising, Lag Baomer Parade, Pride parade and celebrations, Day of Pink, Bell Let's Talk, Franco-Ontarian Day, Saint Jean Baptiste Day, and Trans Day of Remembrance to name but a few.

Looking Ahead

The Ottawa Paramedic Service remains committed to establishing an accountable, open and transparent relationship with the public. It is trusted to provide an established level of care prescribed by legislation and has an accountability framework that promotes adherence to this level of care.

Response volumes have increased by 9.3 per cent over the previous five years. Because of the investments by Council and the mitigation strategies implemented by the Paramedic Service, response times were met across all CTAS categories in 2019.

The Paramedic Service headquarters has reached its maximum capacity related to vehicle deployments and staffing. In 2020, Ottawa Paramedic Service staff have initiated the development of a West Deployment Facility (WDF) as a priority project in

order to meet city-wide growth demands and legislative requirements for emergency response times. The Ottawa Paramedic Service is interested in procuring a secondary facility in the west end of the City. The preferred site location and delivery method for the construction of a West Deployment Facility have not yet been determined. Staff is currently working through the process of following a Request for Expressions of Interest (REOI) as the first stage of a three-stage procurement process to be followed by a Request for Qualifications (RFQ) and a Request for Proposal (RFP). All other facility growth for the Paramedic Service has been deferred with capital funds being allocated to a future West Deployment Facility.

The Ottawa Paramedic Service is a team of dedicated, highly qualified people who come together to deliver quality clinical care to members of the public who require immediate medical care. The Paramedic Service will continue to monitor performance and trends and report back to Council as part of the 2020 Annual Report.

RURAL IMPLICATIONS

There are no rural implications associated with this report.

CONSULTATION

There were no consultations required as part of this information report.

LEGAL IMPLICATIONS

There is no legal impediment to receiving the information contained in this report.

It is noted that the City of Ottawa has an obligation pursuant to Subsection 6(1) (b) of the Ambulance Act “for ensuring the proper provision of land ambulance services in the municipality in accordance with the needs of persons in the municipality.” In discharging this responsibility, pursuant to Subsection 6(8) of the Act, the City must “ensure the supply of vehicles, equipment, services, information and any other thing necessary for the proper provision of land ambulance services in the municipality in accordance with this Act and the regulations.” The determination of what constitute the “needs of persons in the municipality” is left to City Council and is effectively determined by Council’s establishment of the response time standards required by the regulations to the Ambulance Act, which are referenced earlier in this Report. The discretion in City Council to make this decision as to ambulance service standards acknowledges its policy-making role in balancing the service expectations of residents in the municipality. Including the cost of providing a particular level of ambulance service, “bearing in mind

the budgetary restraints imposed and the availability of personnel and equipment”, to use the phrase articulated by the Supreme Court of Canada.

RISK MANAGEMENT IMPLICATIONS

There are no risk implications associated with receiving this report for information.

ASSET MANAGEMENT IMPLICATIONS

There are no asset management implications associated with this report.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report. The West Deployment Facility is included in the 2020 Capital Budget.

ACCESSIBILITY IMPACTS

There are no accessibility implications associated with this report.

ENVIRONMENTAL IMPLICATIONS

There are no environmental implications associated with this report.

TECHNOLOGY IMPLICATIONS

There are no technology implications associated with this report.

TERM OF COUNCIL PRIORITIES

There are no impacts on the Term of Council Priorities associated with this report.

DISPOSITION

The Ottawa Paramedic Service will action any direction received as part of consideration of this report.