



# 2012-2016 Business Plan Summary

Program	<b>Social &amp; Health Services</b>
Service grouping	<b>Primary Health Care Services</b>
Service	<b>Land Ambulance</b>
Type	<b>Public Service</b>

**Owner: Neal Roberts, Director, Emergency Services Department, Land Ambulance**

## Strategic Priority

Community Vitality

## Purpose

The Ontario Ministry of Health and Long Term Care designates the County of Middlesex as responsible for the provision of land ambulance service to the residents of the County of Middlesex and the City of London. The County of Middlesex has an agreement with the City of London to ensure that the needs of city residents are incorporated into the ambulance service.

The County of Middlesex contracts with Thames EMS to deliver ambulance service to Middlesex and London in accordance with service and patient care standards set by the County of Middlesex and Ministry of Health and Long Term Care. Medical oversight for controlled medical acts is provided under the direction of the Southwestern Ontario Regional Base Hospital Program.

Middlesex-London EMS paramedics are certified to provide Basic Life Support and Advanced Life Support. All ambulances are equipped to provide 12 lead electrocardiograms and airway management. Middlesex-London EMS works closely with the hospitals in Middlesex and London to improve patient care to our patients.

## Financial & Staffing

In \$000s	2010 Actual	2011 Revised Budget
<b>Operating budget</b>		
Expenditure:	23,271	23,713
Non-tax revenue:	11,631	11,896
Net (tax supported):	11,640	11,817
<b>Capital budget</b>	<b>2010 Revised Budget</b>	<b>2011 Revised Budget</b>
Expenditure:	704	580
Non-tax revenue:	352	290
Net (tax supported):	352	290
Staffing FTEs:	1.0	1.0
Percentage of expenditures budget (all rate sources):	1.65	1.65
Annual per household cost of net budget (\$):	70.19	70.37

## Key processes

### Collaboration & coordination of emergency medical transportation services

Middlesex-London EMS works collaboratively with the City of London and the County of Middlesex to ensure effective, efficient delivery of service and that the lines of communication regarding this service are functioning to expected levels.

Outsourced percentage  
100%

### Public education

Promotion of citizen cardio-pulmonary resuscitation (CPR) and expanding public access to defibrillation programs throughout the city.

Outsourced percentage  
0%

<b>Environmental leadership</b> Exploring new vehicle technology that is emerging for EMS systems.	Outsourced percentage 0%
<b>Operational management</b> Ensuring financial stability through effective and efficient operations of the EMS system.	Outsourced percentage 0%
<b>Management of growth</b> Monitoring population growth to balance required capacity of the EMS system and ensure quality of care is delivered in a responsive time frame that benefits the citizens.	Outsourced percentage 0%

## Regulatory/Policy landscape

Service	Delivery method
Mandatory	Legislative

## New council direction, new regulations, legislative changes

Develop and submit a new response time standard for Middlesex-London EMS. This is a requirement for the province and must be completed within the next 18 months.

## Current state of this service

Middlesex-London E.M.S. employs over 200 full and part-time paramedics qualified with either primary care or advanced care certification.

Serving a population base of over 400,000 citizens over a 3,750 km<sup>2</sup> area of responsibility.

We utilize up to 20 ambulances in Middlesex County and the City of London during peak hours plus 1 emergency response vehicle is made available 24 hours/day, 7 days a week.

We respond to over 40000 calls for assistance annually.

## Recent enhancements to economy, efficiency and effectiveness

Recently we collaborated with London Health Sciences Centre to initiate a procedure to provide rapid intervention for patients whose electrocardiograms indicate that they may be having a ST Elevation Myocardial Infarction (STEMI). If not treated in time, a STEMI can result in a fatal heart attack. Over the past year, this new procedure has been very successful and greatly reduced the time for Middlesex and London patients to receive the appropriate intervention at University Hospital.

## Future direction of this service

Due to issuance of RFP for Provision of Land Ambulance Service, it is premature to comment any further at this time.

Middlesex-London EMS routinely investigates new methods to reduce and improve response times

We intend to implement an electronic patient charting system to replace time- and resource-consuming handwritten paper charts

## Objectives next 4 years

### New Contract for Provision of Land Ambulance Services

Issue multi-year contract for provision of emergency ambulance services

Expected completion year	Division responsible
2011	Middlesex London EMS

#### Actions

Issue RFP, evaluate bids submitted, select contractor, negotiate contract, work on transition plan (if required)

#### Outcomes and measures

Successful outcome of RFP process

---

### Transition EMS system from paper charting to electronic charting

Initiate a working committee, develop a transition plan, select an appropriate vendor, transition from paper to electronic charting

Expected completion year	Division responsible
2012	Middlesex London EMS

#### Actions

Create and implement a successful transition plan

#### Outcomes and measures

Successful, seamless transition from paper to electronic charting with minimal disruption

Improved chart accuracy

Reduced administrative time on part of paramedics

---

### Reduce response times

Work toward decreasing response times

Expected completion year	Division responsible
	Middlesex London EMS

#### Actions

Research and benchmark with other EMS and transferrable police and fire services techniques

#### Outcomes and measures

Response times

### Staffing management

Analyze staffing options and implement efficiencies where possible

Expected completion year	Division responsible
	Middlesex London EMS

#### Actions

Analysis, testing and implementation of promising methodologies

#### Outcomes and measures

Staffing costs

Response times

Transfer times (from pick-up to transfer into hospital care)

---

## Emerging issues and challenges

### Other

Successful selection of a EMS contractor and if necessary, ensure a seamless transition.

### Regulation

Facing Middlesex-London EMS is the issue of Off-Load Delays at local emergency departments. The off-load delay challenge is also complicated with the increasing demand for service and at time "spikes in demand for services.

### Other

EMS continues to review call data, station location and unit hour utilization to better track and understand demand patterns.

## 2012 - 2016 Service changes with financial impact (+/-)

### Statistics and performance measures

#### A Activity measures

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Middlesex-London EMS, City of London call volume for emergency calls (code 4 emergency calls)	23,511	23,511	22,717	21,909	20,450
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		21,766			
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	

Comments

#### B Efficiency measures

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Service Level Commitment: Middlesex-London EMS 90th percentile (#minutes)					9.17
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	

Comments

MoH 1996 90th Percentile: 9.5 minutes

**C Effectiveness/Quality/Satisfaction measures**

Description of measurements	2005 Actuals	2006 Actuals	2007 Actuals	2008 Actuals	2009 Actuals
Middlesex-London EMS, City of London average response times for emergency calls		6.14	5.48	5.51	5.32
	2010 Expected	2010 Actuals	2011 Forecast	2012 Forecast	
		5.41			
	2013 Forecast	2014 Forecast	2015 Forecast	2016 Forecast	

Comments