EXECUTIVE SUMMARY

PURPOSE OF REPORT
This purpose of this report is to provide information related to responsibilities, scope and accomplishments of the Emergency Services department. Illustrating performance through reporting on key performance indicators, supporting the areas of financial performance, customer service, internal processes and organizational capacity.

KEY FINDINGS
This is the third annual report of Emergency Services, in this format. This report provides the Committee with information related to budget performance, a dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

The format of the report was changed to provide a better flow of report information, increased focus on key performance indicators and less focus on statistical data.

Emergency Services 2013 budget performance is continuing to trend towards target.

Call volumes for both Guelph Wellington Emergency Medical Services (GWEMS) and Guelph Fire are increasing year over year.

2013 saw many accomplishments in the Emergency Services area, including new equipment, response time standards and accreditation, all with the aim of continuous improvement to the provision of emergency service to the community.

FINANCIAL IMPLICATIONS
There are no financial implications associated with this report.

ACTION REQUIRED
Operations, Transit and Emergency Services Committee to receive.
RECOMMENDATION
That the 2013 Emergency Services Annual Report, OTES041409, dated April 8, 2014 be received.

BACKGROUND
This is the third annual report of Emergency Services, in this format, and has been prepared based upon the organizational structure in place during 2013.

The 2013 annual report tells the story of the Emergency Services department.

This report provides information related to responsibilities, scope and accomplishments of the department. This report also illustrates performance through dashboard and scorecard reporting on key performance indicators, supporting areas of financial performance, customer service, internal processes and organizational capacity.

GLOSSARY OF TERMS

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
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<tr>
<td>Key Performance Indicator (KPI)</td>
<td>A measurement of the degree or status of progress towards goals and objectives. A measurement that can impacted by management activities.</td>
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<tr>
<td>Statistic</td>
<td>A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.</td>
</tr>
<tr>
<td>Dashboard</td>
<td>Provides a snapshot of performance of key performance indicators to the goals/targets. Usually linked to the strategic directions.</td>
</tr>
<tr>
<td>Scorecard</td>
<td>A performance management tool that provides more detail measurement information, including trends and initiatives.</td>
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REPORT

Guelph Emergency Services are essential services that include emergency planning, the Guelph Fire Department and Guelph-Wellington Emergency Medical Service (GWEMS). Our members are dedicated to protecting life and property in our community, in a manner that strives to be efficient and respectful to the impact our activities have on the natural environment.

In 2013 the Emergency Services Department was comprised of three operational Divisions: Guelph Wellington Emergency Medical Services, Emergency Preparedness
and Administration and the Guelph Fire Department. Overall, the department is responsible for the following services:

- Guelph-Wellington Emergency Medical Services
  - Serving 230,000 residents over more than 2,600 square kilometres of area
- Emergency Preparedness & Administration
  - Disasters come in many forms. The City has an Emergency Plan which has been formally adopted by Guelph City Council. Its emergency planning plan is overseen by the Emergency Operations Control Group
  - Ongoing refinement and development of the Emergency Plan
  - Guelph Fire Department (administration)
    - Dispatch, communications, contract management, accreditation administration
- Guelph Fire Department (operations)
  - Guelph Fire Department
    - Fire suppression, prevention, inspection and training, as well as equipment, vehicle and fire hall maintenance.
  - Guelph-Eramosa Fire Department
    - Contracted Fire suppression, prevention, inspection and training, as well as equipment, vehicle and fire hall maintenance.

In 2013 there were many accomplishments achieved including;

- Responded to more than 18,000 emergency medical calls and more than 6,000 fire response calls.
- Opened an Emergency Medical Response Station in Hillsburgh to provide improved service to the surrounding areas
- Established response time targets based on the Canadian Triage and Acuity Scale (CTAS Level)
- Obtain and implemented a state of the art aerial truck with accessibility features to better service the community and those with disabilities

The annual report, attached, provides an overview of performance, highlights more of the achievements from 2013, and defines some of the goals for 2014.

As with previous reports, Committee members are encouraged to convey opinions on the value of the report content, in order to improve on the format going forward.

**FINANCIAL IMPLICATIONS**
There are no financial implications associated with this report.

**CORPORATE STRATEGIC PLAN**
2.3 Provide accountability, transparency and engagement
DEPARTMENTAL CONSULTATION
Emergency Services

COMMUNICATIONS
None

ATTACHMENTS
ATT-1 Emergency Services Annual Report

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Emergency Services
2013 Annual Report
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General Manager’s Message

It is an honour to present the City of Guelph’s third Emergency Services Annual Report. This report provides us an opportunity to illustrate and share information about our services and measurements on how well we provide those services.

Guelph Emergency Services are essential services that include emergency management, the Guelph Fire Department and Guelph-Wellington Emergency Medical Service (EMS). Our members are dedicated to protecting life, property and the environment in our community.

In March 2013, the Guelph Fire Department remained the fourth fire department in Canada and the second in Ontario to receive the highly sought after accredited agency status from the U.S.-based, internationally recognized Commission on Fire Accreditation International. When the accredited status was awarded, there were only 141 accredited fire departments in the world. Accreditation is a process designed to provide continuous quality improvement and enhancement of service delivery.

Guelph Emergency Services engages the community in many ways. Interacting with the people we serve provides citizens the opportunity to become more aware of what they can do to protect themselves during and after an emergency or disaster.

In conclusion, I would like to thank all of the members of the Guelph Emergency Services team for their professionalism and dedication to continuous learning and improvement. Most importantly, thank you for the protection and service you provide to residents of the City of Guelph and surrounding areas and thank you to the community for your continuous support.

I would like to thank all of the members of the Guelph Emergency Services team for their professionalism and dedication.
DEPARTMENT IDENTITY STATEMENT

Trusted; Responsive; United and Effective

We make a difference everyday with rapid, compassionate and professional services that keep our community safe.
Department Overview

- Operations, Transit & Emergency Services
  - Executive Director

- Emergency Services Department
  - General Manager/Fire Chief
    - Guelph Wellington Emergency Medical Services
      - Deputy Chief

- Emergency Preparedness & Administration
  - Manager
    - Guelph Fire Chief

- Workforce Distribution
  - Operations, Transit & Emergency Services (58%)
  - Planning & Building, Engineering & Environmental (20%)
  - Community & Social Services (14%)
  - Corporate & Human Resources (7%)
  - CAO Administration (1%)

- Services Offered:
  - Emergency Pre-hospital medical care
  - Serving more than 200,000 residents
  - Covering an area greater than 2,600 km
  - Prevent, mitigate, prepare, respond and recover from emergencies
  - Public education and training programs
  - Emergency Services administration
  - Firefighting/Suppression
  - Fire Prevention
  - Public Assistance
  - Rescue
  - Public Education
2013 Performance

The performance scorecards for Emergency Services consist of both KPIs and Statistics. Both types of measurements are needed to effectively manage the department. The scorecard identifies performance for the current reporting period and one previous reporting period. Trend analysis is provided through the performance charts of the scorecard.

Performance is broken into four key areas;

- Financial
- Customer Service
- Internal Processes
- Organizational Capacity

Definitions

Key Performance Indicator (KPI): A measurement of the degree or status of progress towards goals and objectives. It is a measurement that can be impacted by management activities.

Statistic: A measurement that provides information on trends or events. Management activities often have minimal impact on statistics, such as number of customer calls or quantity of visits. Statistics inform activity that can impact the key performance indicators.

Trend: The direction that a measure (statistic or KPI) is moving. It can be towards or away from the target/goal.

- The results are positively trending. Meaning they are moving closer to the target.
- The results are negatively trending. Meaning they are moving away from the target.

Status:

- The results are positive and within target, no action is necessary.
- The results are in range of the target, but not yet achieving target, some mitigating action may be necessary.
- The results are outside the target range and corrective actions/initiatives are required to correct performance.
Financial Performance

Monitoring our operating budget performance provides us the necessary information to manage the department and ensure services are provided to the community efficiently.

### Financial Performance Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Operating Revenues</strong> consist of user fees, service charges, product sales and external recoveries</td>
<td>3.79%</td>
<td>0%/2%</td>
<td>+</td>
<td>-6.9%</td>
</tr>
<tr>
<td><strong>Operating Expenditures</strong> include salary, wage &amp; benefits, purchased goods and services and other expenses.</td>
<td>3.75%</td>
<td>0%/-2%</td>
<td>+</td>
<td>4.7%</td>
</tr>
<tr>
<td><strong>Overall Operating Budget Performance</strong> includes the expenses and revenues that occur during the normal provision of the department services</td>
<td>0.14%</td>
<td>0%/-2%</td>
<td>+</td>
<td>1.9%</td>
</tr>
</tbody>
</table>
Overall budget performance has improved year over year with increased revenues and decreasing expenditures over the last three years.
Customer Service

Monitoring customer service provides information on how we appear to our customers, internal and external. This information helps direct our focus and priorities for continuous improvement activities.

### Customer Service Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call Volume</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GWEMS Call Volume</td>
<td>18,540</td>
<td>Statistic no targets set</td>
<td>18,380</td>
<td></td>
</tr>
<tr>
<td>Fire Call Volume</td>
<td>6,384</td>
<td>Statistic no targets set</td>
<td>6,400</td>
<td></td>
</tr>
</tbody>
</table>

**Response Time GWEMS**

- **CTAS 1 Response Time** measures the % of calls, requiring resuscitation, with response times within 8 minutes:
  - Performance: 67.54%
  - Target: 65%
  - Trend: No CTAS data available prior to 2013 - In 2013 a new CTAS response level was implemented

- **SCA Response Time** measures the % of sudden cardiac arrest calls with response times within 6 minutes:
  - Performance: 40%
  - Target: 65%

- **Response Time Fire** measures % of calls with response times within 390 seconds:
  - Performance: 69%
  - Target: 90%
  - Trend: 76%
The calls for service for GWEMS have been increasing year over year while calls for Fire service have maintained fairly steady. This is expected giving the population growth within the supported region.

**Response Time** measures the average response time to calls for assistance. The target for fire response is to be on site within 390 seconds (6.5 minutes), 90% of the time. The chart illustrates the overall % of calls that were responded to within the 390 second target.

In 2013 a new CTAS response level was been implemented that specifies target response times for different levels of emergencies. The chart depicts those targets and GWEMS 2013 performance.
Internal Process Performance

Monitoring the process that we need to excel at in order to provide services and ensure customer and stakeholder satisfaction provides us information required to identify and prioritize continuous improvement activities.

### Financial Performance Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fire Investigations</strong></td>
<td>51</td>
<td>60</td>
<td>Statistic - looking for decrease</td>
<td></td>
</tr>
<tr>
<td><strong>Fire Accreditation</strong></td>
<td>Achieved</td>
<td>To achieve accreditation</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GWEMS Code Red</strong></td>
<td>13</td>
<td>0</td>
<td>Sample size too small for trending</td>
<td>2 (Nov/Dec)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2 month of data only</td>
<td></td>
</tr>
</tbody>
</table>
Fire Investigations is the analysis of fire-related incidents. After firefighters extinguish a fire, an investigation is launched to determine the origin and cause of the fire or explosion.

This is unplanned work within the department and the quantity and complexity of incidents are unknown.

In 2013 arson or suspicious fires were the largest number of investigations completed.
Organizational Capacity Performance

Monitoring the performance in the identified areas of organizational capacity will allow us to ensure that we can sustain our ability to change and improve.

### Organizational Capacity Scorecard

<table>
<thead>
<tr>
<th>Measure</th>
<th>2013 Performance</th>
<th>2013 Target</th>
<th>Trend</th>
<th>2012 Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee Engagement</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GWEMS Employee Engagement</td>
<td>41%</td>
<td></td>
<td>Single data point, no target set yet</td>
<td>N/A</td>
</tr>
<tr>
<td>Fire Employee Engagement</td>
<td>71%</td>
<td></td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td><strong>Public Education Level</strong></td>
<td></td>
<td>70 events</td>
<td>Statistic no target set</td>
<td>69 events</td>
</tr>
</tbody>
</table>

*Employee Engagement* was surveyed across the organization in 2012.
Call levels and investigation requirements greatly influence the achievement of the public education goals by impacting the availability of staff.

2013 is the first year of data collection for public education within GWEMS.

GWEMS engagement levels show a result of 41%.
The top three (3) drivers for this division were Recognition, Senior Leadership and Learning and Development

Fire engagement level is at 71%.
The top three (3) drivers for this division were Senior Leadership, People/HR Practices and Recognition
CSP Support

The Emergency Services area 2013 work plan included three (3) projects that directly supported the Corporate Strategic Plan (CSP) and its initiatives for Guelph (Community) Wellbeing.

- Collaboration with the Heart & Stroke foundation placed 15 defibrillators (PADS) in the community for emergency response.

- Incident Management System (IMS) was imbedded into the Emergency Management Program through the adoption of the new City of Guelph Emergency Response Plan. Phase one of the business continuity plan was completed phase two scheduled for 2014.
2013 Accomplishments

Emergency Service Community Involvement

The following timeline outlines some of the community involvement of Emergency Services personnel within the community,

- **“Boots on the Ground” Evacuation exercise**
- **Hot Summer Nights**
- **Project Safety Hoarding Presentation**
- **Emergency Preparedness Day** Volunteers on hand to provide information to the public on what emergency services can do and how they are prepared for emergencies.
- **Fire Prevention Week**
- **Fire Pancake Breakfast** (United Way)
- **Food Drive** GWEMS, Fire and GPS raised over 4,000 lbs. of food donations for the food bank.
Accreditation

• Maintained Commission on Fire Accreditation International (CFAI) accredited status. Accreditation is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance and compare them to industry best practices. This process leads to improved service delivery.

Service Improvement

• Opened an Emergency Medicine Station in Hillsburgh to provide improved service to the surrounding areas.

Response Time

• Established response time targets based on the Canadian Triage and Acuity Scale (CTAS Level), to better identify response time requirements and identify continuous improvement priorities.

Improved Equipment

• Obtain and implemented a state of the art aerial truck with accessibility features to better service the community and those with disabilities.
# 2014 Initiatives

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Referrals (CREMS)</td>
<td>Allowing paramedics to request consent and refer patients to local support programs and/or resources. This has the potential to reduce repeat calls.</td>
</tr>
<tr>
<td>Community Para-Medicine</td>
<td>Place an additional 19 defibrillators (PADS) in the community</td>
</tr>
<tr>
<td>Community Assistance Registration (CARES)</td>
<td>Providing a means for community members to register potential risks or hazards in their home or business, allowing the fire department to better prepare and address specific situations when responding.</td>
</tr>
<tr>
<td>Incident Management System (IMS) &amp; Business Continuity Plan (BCP)</td>
<td>Continue business continuity planning and implement Incident Management System; scalable management of emergencies within nationally recognized standards</td>
</tr>
</tbody>
</table>
Contact Information

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Guelph ON N1L 1G1

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F 519-824-5960
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EMS Chief’s Office: 519-822-1260 x 2805