

EMERGENCY SERVICES BUSINESS PLAN

November 2008

DEPARTMENT MANDATE

VISION

To lead in the protection of people, property, and the environment through an integrated and innovative emergency response organization committed to continuous improvement and the delivery of quality municipal services.

Mission Statement

We exist to protect the safety, health and welfare of our residents and visitors and to prevent damage to their property and our environment through the delivery of proactive and reactive emergency services.

The Department will work co-operatively with other community agencies to create a strong emergency measures network capable of successfully managing emergencies which occur in our community.

Emergency Services Team



Sharon Montgomery-Greenwood

Director



Laurence Green

Fire Chief



John Tuck,
Fire Prevention Officer



Glenn Robinson
Deputy Chief



Sheri Skinner
Admin. Assistant

DEPARTMENT ORGANIZATION

Emergency Services is comprised of three Divisions; Fire Services, Emergency Medical Services and Emergency Planning. Director Sharon Montgomery-Greenwood oversees the Department. The EMS operation is operated under a contract with the West Parry Sound Health Centre for the District of Parry Sound.. Laurence Green, Fire Chief is supported by full time Fire Prevention Officer/Public Education Officer John Tuck and part time Deputy Fire Chief Glen Robinson. The Fire Department is currently comprised of 7 Volunteer Officers and 20 Volunteer Fire Fighters. Administrative support is provided by Sheri Skinner.



STRENGTHS, CHALLENGES, OPPORTUNITIES AND THREATS

STRENGTHS	CHALLENGES	OPPORTUNITIES	THREATS
A staff and Council that see a vibrant future and an agreement to focus on core programs	A small organization that has limited resources, however that has the vision for partnership and growth	To work with other Municipalities, Community agencies, and Districts	Limited funds for purchasing equipment with other departments facing the same challenges.
A District wide EMS Committee that supports a quality EMS system	The District is geographically vast and made up of numerous small municipalities, first nations and unorganized areas.	For parties to work together on EMS deployment and planning	Education required to ensure that EMS is perceived from a District perspective that the Town adminstrates in partnership with the MOHLTC.
A experienced and motivated staff committed to work together in a common goal	Constant downloading of responsibility creates a greater workload with the same amount of staff	Setting new goals to provide gold standard services. Using the new Customer Service survey to evaluate if we are meeting their needs. Using a WPS fire training and hiring program	Staff burnout with high expectations as staff required to educate and dedicate more time.
A good working relation ship with allied area Fire Services and our EMS contractor.	Difficulty in controlling budgets through a contract provider. Numerous small departments all have limited resources.	Potential for innovative partnerships and further developing collaborative relationships.	Changes in staff where new relationships need to be formed and nurtured.
A knowledgeable, experienced and talented Emergency Services team and Fire Department with a strong history of achievements.	Average age of Fire Fighters indicates potential for high number of retirements as well as staff leaving due to relocation of residence.	To continue to work with neighbouring municipalities for recruitment of firefighters utilizing their resources for administration/training.	Change in Fire leadership in the next few years. Need to review succession planning for Fire Services.
A council that understands the need to comply with Emergency Planning legislation	To have buy-in from staff and community for personal preparedness.	To maintian the partnership with other Municipalities and agencies with the West Parry Sound Emergency Plan.	We could easily be overwhelmed by a large scale emergency, however with practice this could be somewhat mitigated.

FIRE SERVICES

Within the Fire Services Division we provide three basic services to the citizens of Parry Sound;

*Public Safety Education and Prevention
Fire Safety Standards and Enforcement
Emergency Response and Suppression*

The principle objective of our Fire Service is fire avoidance and increased fire prevention effectiveness. That being said, the Fire Service must continue to provide timely response in the event of an emergency to mitigate effects of incidents.

Within our Fire Prevention Division, we have predominantly been focussing on the delivery of:

- Fire Safety Inspections
- Fire Code Compliance
- Complaint/Request Inspections
- Review and comment on building plans, with respect to fire safety
- Fire Prevention Activities
- Public Safety Education

Our Core Emergency Fire Response areas include:

- Fire Suppression
- Fire Rescue
- Vehicular Extrication
- Water/Ice Rescue
- HAZMAT Level 1



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The Emergency Services Department has been tasked with responsibility for designing, implementing and maintaining the Municipality's Emergency Management Program. The Town is mandated to

follow the Provincial Governments framework for Community Emergency Management Programs.

- Mandated core activities include:
- Establishing a Emergency Management Committee
- Developing and maintaining an Emergency Response Plan
- Identifying Critical Infrastructure
- Setting up a Emergency Operations Centre
- Annual Training
- Annual Exercise
- Establishing an Information Centre Plan
- Public Education
- Conducting Annual Reviews



This constantly expanding mandated program will be a challenge to resources for small municipalities such as the Town of Parry Sound. Parry Sound has met the standard for certification to the Essential level. We have achieved and written a District Emergency Response Plan to better maintain continuity in times of emergency response.





EMERGENCY MEDICAL SERVICES

The Town of Parry Sound is responsible for Emergency Medical Services for the District of Parry Sound. The Town contracts the operational component of this program out to the West Parry Sound Health Centre on a not for profit basis. The Town has formed the Parry Sound District EMS Committee made up of area Councillors to advise Council on EMS matters.

West Parry Sound Health Centre employs approximately 65 Paramedics, both full and part time, working out of 7 Bases in Parry Sound District. The Town owns 15 ambulances, two First Response Vehicles and two Emergency Support Vehicles which are Multi Casualty trailers.

Six of the seven Bases are leased and the Town owns the base in Powassan.

Core Administrative EMS Duties handled by the Town Include:

- Contract Management
- Quality Assurance
- Investigations
- Health Promotions
- District Liaison
- Capital Equipment Management
- Financial Management
- Provincial Liaison

Providing Emergency Services to over 40,000 full time residents spread over 9,200 square kilometres is the Town's largest single ongoing project. The EMS budget is financed by revenue from 22 separate Municipalities and the Provincial Government.

THE PEOPLE SERVED / CUSTOMERS' NEEDS AND EXPECTATIONS FOR EMS

Council & EMS Committee:

Council and the EMS Advisory Committee need to continue to set goals and provide direction so that emergency service response times and patient care needs of the residents are met. Strategic and long term goals need to be considered for levels of care, street hours for paramedics as well as the types of vehicles in which they respond to calls. As the environment changes, so must the direction. The Department's responsibility is to be sensitive to the changing environment and ensure that Council's goals and objectives are relevant, communicated and implemented accordingly.

Our Partners

It is essential that the Department be in line with our community partners to ensure Departmental objectives and actions are linked accordingly. Direction and communications are must be our strength. If accurate and timely information is disseminated, plans developed and followed, Council, its Advisory Committees, Staff and Partners as a whole will have confidence that they are focussed in a common direction. Regular meetings ensure that the Department and Management Staff are aligned with Council, Advisory Committees' and the Community's issues and priorities.

Town Staff

Staff must work as a cohesive unit. With the assistance of the CAO and his team, we can continue to communicate the direction of council so that we have an efficient and effective Emergency Services department that serves the community with pride. Regular Departmental meetings help ensure that staff are aware of current activities and priorities. Dealing with a large number of volunteers means we must often meet outside regular business hours.

The Community, its Residents and Ratepayers

We continue to be the best at what we do; to protect and provide quality services that meets/exceeds the required levels of service as directed by Council and legislated by the Province. Responding to actual emergencies is a vital role we play but we must also strive to make our Community a safer place to live and visit.

SUCSESSES / ACCOMPLISHMENTS as of November 2008

Emergency Management

We maintained a Essential Level Emergency Plan for the Town of Parry Sound.
Training day for EOC participants
Assisted in writing, planning and participating in joint exercise for the West Side of Parry Sound pertaining to the Mutual Response Plan
Revised and updated the Emergency Response Plan
A full mail out to all residents providing a 72 hour Personal Emergency Preparedness Guide

Fire Services

Our Fire Department responded to 160 Emergency Calls over past 12 month period.
Our Fire Prevention Program contacted over 7400 people.
The Fire Dept facilitated the signing of a response agreement with Wasauksing First Nation
The Town of Parry Sound and the Municipality of McDougall entered into a Water Tanker support agreement for areas not protected by fire hydrants.
The Fire Dept. replaced the outdated Radio Repeater - key component of the communication system

Emergency Medical Services

We purchased 2 new Ambulances and donated the two that were decommissioned to the Nipissing Fire Service for a First Response Unit and Henvey Inlet Fire Response Team
We continue to provide increased service, however this was with an increase to the approved budget.
Taken the lead with the Public Access Defibrillation for the District in partnership with the Heart and Stroke Foundation.
A new Contract was negotiated with WPSHC to provide EMS Services till the end of 2010.
Hired a consultant to move forward with the design and building of the Pointe au Baril EMS station
Our EMS Operator responded to approx. 8,500 calls and travelled over approx. 500,000 kilometres annually.

THE INTERNAL BUSINESS PROCESSES PERSPECTIVE

Each of our Department Divisions have developed action plans. These action plans focus on core services related to the Strategic Plan. The action plans are updated regularly and referred to in staff meetings and Council updates. This assists us in focussing on the broad picture so that we can move forward to meet our goals. As we move toward 2009, areas of operation have been identified for review with possible enhancements for better meeting the needs of our community.

Internal communications amongst Council and staff are vital. Bi weekly department staff meetings, bi-weekly Senior Management meetings, project updates, electronic and hard copy memos are all necessary to assist communication requirements to the CAO and Council.

We continue to work with the CAO involving ourselves in the recommendations of the HROP, Strategic Plan as well as Continuous Quality Improvement.

THE LEARNING AND GROWTH PERSPECTIVE

Our Fire Department has a extensive ongoing Training Program. We plan to restructure the Department as new people are promoted or join our Team. Developing training plans for individuals as well as enhancing the departmental training programs to meet the ever changing requirements.

