



2023 Business Plan & Budget

Paramedic Department

Prior Year Accomplishments

Economic Prosperity & Innovation

Paramedics continue to support *Economic Innovation & Prosperity* by providing best practices, clinically evidenced high quality service, and strengthening the County's overall corporate brand.

Community Paramedicine

Community Paramedicine continued to evolve and prosper with the successful application for the Community Paramedic- Long Term care program. Early in 2022 Northumberland Paramedics were funded 7.5 M through to March 31, 2024. Receiving this funding provided the opportunity to secure the basic needs of the physical resources such as vehicles, paramedics, and equipment as well as the training and oversight to develop a quality and robust Community Paramedic program for the Community.

The goal of the CPLTC framework is to help address system capacity issues by supporting individuals to safely stay in their own homes for as long as possible, while also providing "peace of mind" for caregivers. It will do this through preventive and responsive care, such as home visits and remote patient monitoring. This 100% provincially funded program will focus exclusively on seniors in three categories of eligibility:

- Those on the waitlist for long-term care
- Those who have been assessed as eligible for long-term care by an Ontario Health Care Coordinator (but not yet on the waitlist); and,
- Those who are soon to be eligible for long-term care.

The CPTLC is program is based on four guiding principles:



1. **Accessible:** 24/7 access to Community Paramedicine services for non-emergency procedures in their own home and health system navigation support.
2. **Responsive:** Prompt, flexible, proactive, and patient-centered response to changing circumstances or medical conditions and if necessary, connection to the right health care provider at the right time to avoid escalation and crisis.
3. **Proactive:** Systematic, routine-based remote or home monitoring to prevent emergency incidents or escalation in medical conditions.
4. **Safe:** Certain diagnostic procedures and treatments can be provided at home and if required, under appropriate medical oversight.

Paramedics across Ontario are providing care that now exceeds the confines of the ambulance. Community Paramedicine and healthcare partnerships are enhancing the services that are available to the members of our communities. The ongoing expansion of Paramedic Scope of Practice is developing paramedic skills to include services beyond the traditional 9-1-1 response. This evolution in clinical practice has grown to include clinical and psycho-social assessments, chronic disease management, referral to community-based agencies and public education. Paramedics are out in the community educating clients on personal care, risk of falls in the home, medication compliance and general health and wellness. Initiatives aimed at reducing emergency department visits and wait times and improving community health are major priorities and support the theme of Paramedic Services week. Northumberland Paramedics are committed to best practices and pursuing opportunities to work with primary healthcare providers, allied emergency responders, social service agencies, family health care teams, palliative care, mental health and addictions teams, and public safety groups to develop initiatives which will help us better attend to those in need. Paramedicine is about caring for our communities, every hour, every day

Sustainable Growth

Paramedic Stations

Brighton base is the next scheduled base for replacement. Preliminary discussions began to take place with Brighton Fire and Municipality late in 2021. These preliminary discussions have focused on potential locations for a potential shared base, needs and analysis for each department regarding space requirements and functionality, and potential budgetary requirements. We strongly believe that these collaborative projects are examples of the



County and member municipalities working together to create efficiencies and improve service delivery to our communities.

Ambulance Replacements

The Ministry of Health & Long-Term Care requires that all ambulances and ERVs be compliant and certified under the Land Ambulance Certification Standard Version 6.0 dated May 1, 2022. The historical standard recognized that the appropriate life span of an ambulance is fifty-four (54) months or 250,000 km whichever comes first. Northumberland Paramedics has adopted this life span and as such replaces vehicles on that schedule.

The replacement of this equipment as per the adopted schedule enhances paramedic and patient health and safety by reducing the risk of failure when performing critical work. Ambulances are subject to early wear and tear due to extreme operating conditions including exposure to all types of environmental conditions during emergency call responses. As part of the County's capital planning, ambulances, and Emergency Response Vehicles (ERVs) are replaced on a regular cycle. This cycle ensures that the County continues to efficiently and cost effectively, operate paramedic services. In addition to replacement, to maintain operational readiness in its 24/7 operation, the County ensures that there is one ambulance available for every shift as well as ERVs that are deployment ready to service the community as needed.

The following were under-taken in 2021/2022 to address the Paramedic Department's capital needs: 3 ambulances and 1 ERV

Thriving & Inclusive Communities

Pursuit of Clinical Excellence

The service that paramedics deliver provides opportunities to learn and to improve on the high quality of care already provided. The Advanced Life Support Patient Care Standards (ALSPCS) are considered a "living document" referenced in legislation and updated annually, (*version 4.9 due to update to version 5.0 February 2023*). The paramedic scope of practice, both primary and advanced is evolving with it. The department has developed several initiatives to improve the



quality of care in the community both directly and indirectly. The direct measures included increased monitoring of patient care through practical observation on calls as well as digital chart review. These observations are then used as opportunities to educate paramedics. Some of this education occurs in conjunction with high fidelity simulation either in our lab or in the field. This process has greatly enhanced the training available to paramedics and supports our best practices initiatives. In addition, simulation is a vital part in preparing paramedics to return to the workplace and clinical practice after an extended leave.

Indirectly, paramedics continue to participate in the training of member municipal staff, and municipal fire departments in first aid and CPR. These courses occur a few times a year and allow us to connect with both laypersons as well as trained first responders. The experience of training and connecting with highly trained paramedics helps to build relationships and enhance the safety and well-being of the people in Northumberland County.

Paramedic Week Celebrations

Every year in May the County recognizes National Paramedic Week. Northumberland Paramedics takes this opportunity to celebrate service to the community and strengthen relationships with our partners across the County. After a 2-year hiatus due to the COVID 19 pandemic, the department was finally able to hold its Paramedic Week open House and BBQ on May 27th in person once again.

This year's national theme was "**Faces of Paramedicine**". The theme for Paramedic Services Week 2022 overviews the many people required to deliver out of hospital care in both acute and non-acute environments than paramedics successfully. It is these additional professionals that in addition to the paramedics on the street that we celebrate this year recognizing the many "Faces of Paramedicine".

The week focused on different specialties within the Paramedic profession such as; **Communication** (9-1-1 Dispatch), **Civilian and Community Paramedic**, Specialties CBRNE, Marine, Military Tactical, Critical Care), Mental Health and Addictions Response Team (MHART), **Educators and Research**, and **Support Services** – Administration, Logistics and Fleet.

Survivor Night

Northumberland Paramedics responded to 207 cardiac arrests in 2021. A small percentage of these cardiac arrest calls have the potential for successful resuscitation. Public awareness and education on the "Chain of Survival" has a direct impact on the chance of resuscitation. Once a year we honour and connect cardiac arrest survivors with the Paramedics, community First



Responders (Fire, Police), Ambulance Dispatch Officers and public involved in their successful resuscitations. This event brings together community members and allied agencies for an evening of celebration and has become highly appreciated and anticipated by the First Responder agencies we work with every day. This strengthens our positive relationships both on and off duty. This year we celebrated 10 “saved lives” through the collaborative efforts of our teams. The 2022 Survivor Night took place October 20th at the Lions Hall. This event continues to acknowledge and celebrate the ongoing collaboration of First Responders, Allied Agencies, and the community involved in the successful resuscitation of a cardiac arrest.

Exemplary Service Medal

The Exemplary Service Medal, created on July 7, 1994, recognizes paramedic professionals in the provision of pre-hospital emergency care who have had at least 20 years of exemplary service, ten of which were in a position of risk.

The presentations of these awards were delayed due to the COVID pandemic. On June 9, 2022, a Regional Gala hosted by the Eastern Ontario Paramedic Chiefs was held in Kingston Ontario where the Exemplary Services medals from 2020 and 2021 were presented. Northumberland Paramedics had a total of five paramedics receive their 20-year medal and one paramedic receive his 30-year bar.

In 2022 Nominations were put forward to the OAPC Board and Chancellery, and once again we have one Paramedic receiving his 20-year medal and first bar, and one other Paramedic receiving her first bar, which represents 30 -years of Exemplary Service.

Public Safety Messaging

Traditionally paramedic services are in a perpetual state of readiness to react to emergencies. Although this is the foundation of what we do, as health professionals in the community we will continue to take a more proactive role in public safety and awareness. Community Paramedicine has allowed us to extend our reach and visibility regarding public safety messaging. We continue our active participation in working groups with local police/OPP, Fire Departments local Hospitals/health units and County Communications (Community Safety Well-Being- CSWB) to create a cohesive Public Safety Strategy. This will give us the opportunity to educate our citizens in matters such as the dangers of Opioid/other drug overdoses, Acute Coronary Syndrome (ACS), Stroke awareness, First-Aid/CPR/AEDs, fall prevention/injury statistics, etc. It is our hope that through this strategy we can improve the safety, health, and well-being of the residents in Northumberland



Leadership in Change

Ontario Health Team Northumberland (OHTN)

Our ongoing partnership with Ontario Health Team-Northumberland through 2020, and 2021 continues to be successful. Having a seat at this table has been a tremendous opportunity to partner with allied healthcare providers in our communities. OHTN adopted Community Paramedicine as both a year one and year two priority continues to evolve and expand our Community Paramedicine program in our community.

Community Paramedicine – Enhancing Community Care

The Paramedic department believes in the need for “community paramedicine” in Northumberland as part of our “Community Care Strategy” and should be a normal function of all land ambulance services in Ontario. Many services have community paramedicine programs, but all are slightly different in scope. The commonality in every community is attempting to bridge gaps in current services provided through the Ontario Local Hospital Integration Networks (LHINs) or other community supports. When these gaps exist in the provision of care for people with chronic physical or mental illness, emergency services and hospital emergency rooms are over-utilized causing surge capacity and ambulance deployment challenges. The current governments Ontario Health Teams (OHT) has played a distinct role in bringing Community Paramedicine to Northumberland County.

The Community Paramedic program continues to evolve and flourish as a result of our continued partnerships with Trent Hills Family Health, Haliburton/Kawartha/Pine Ridge Health Unit and Northumberland Hills Hospital, and the addition of Campbellford Memorial Hospital, Ontario Health and High Intensity Support at Home program (HISH).

COVID Pandemic Response, Influenza Vaccination and Partnerships

Northumberland Paramedics inclusive of the Community Paramedics responded to many calls for assistance from our Community, Health Partners, and the Ministry due to the challenges of the COVID pandemic. Starting in 2020 and continuing through 2022 Northumberland Paramedics continued to support various COVID swabbing testing centres; Northumberland Hills Hospital (NHH), Campbellford Memorial Hospital (CMH), HKPR Health Unit and Canton Testing site.

Participation in COVID vaccination, and Influenza vaccination programs through mobile Community Pop up centers and providing mobile vaccination to the high-risk individual vulnerable population such as the Homebound, Transition House, Homeless and Shelters.



Psychological stress injury - Supporting our front line

All staff continued to receive Road to Mental readiness (R2MR) training and is now a standard part of recruitment. This initiative is a full day course teaching staff about PTSD including warning signs, support methods and resilience strategies. The course was developed at the Mental Health Commission of Canada. This initiative was done in collaboration with the County Health and Safety/Emergency Management Coordinator.

In 2019/2020 the framework was developed and implemented for our own "Peer Support Team" for Northumberland Paramedics. This involved eliciting the services of professionals to interview and select suitable paramedic peers that were interested in becoming peer support contacts. This program continues to be successful in assisting the frontline staff in daily tasks, and calls of an Emergency First responder, COVID pandemic, and aspects of their personal lives. Prevention is the first key, followed by early recognition and request or recommended assistance by a peer. These essential components assist with educating and building resiliency. The "Peer Support App" was developed and purchased by the department and supported financially in 2021/2022 by the Ministry of Health. This App allows easy access for staff to connect with an available peer support person when the need arises, as well allows for peers to recommend a staff member to be contacted by a peer supporter.

The Peer Support continued to develop their Team and member recruitment by hosting a second nomination process, and successfully adding a further ten members to the team. These additional members participated in a week- long training that included components of Mental Health First Aid, Suicide Awareness, and skills and strategies to assist mental health and stress.

Paramedic Team Leader (PTL)

The PTL program expanded in 2022, from the original four (4) members to a total of eight (8) members. A PTL entails training a group of full-time primary or advanced care paramedics in the basic duties of a Superintendent and then deploy a PTL to cover for a short-notice absence from the superintendent team i.e., sick. There are a few positive outcomes in engaging in this program. The first and most obvious is the continuance of a paramedic leader who can respond to the needs of crews in emergencies, health and safety, emergent equipment replenishment, liaise with allied agencies and short-notice sick call scheduling. An additional benefit is the opportunity for the front-line staff to experience and learn the skills and aptitude for a municipal management position. Currently there is a gap in this area with no opportunity to learn these skills until an individual is hired into the position. This program continues to allow and build for potential succession opportunities for our internal staff.



Primary Care Paramedic Autonomous Intravenous Access (PCP AIV)

Northumberland Paramedics is committed to providing the best possible level of service to the community through innovation and Organizational excellence. The implementation of a Primary Care Paramedic – Autonomous IV (PCP-AIV) program continued in 2021 and was an opportunity to increase the knowledge and skills of 12 additional primary care paramedics that can now provide a higher level of care to the community and as well as visitors of Northumberland County.

The PCP-AIV certification allows Primary Care Paramedics (PCP) to initiate Intravenous (IV) access and administer a wider range of medications. This will both reduce suffering and decrease wait-time to medication which would otherwise be given in the Emergency Department. The PCP-AIV certification does not reach the level of Advanced Care Paramedic (ACP). Therefore, the educational and training costs are quite manageable consisting of only 1 day in class and 1 day in the clinical setting, followed by on the road mentorship.

Northumberland has a large pool of dedicated primary care paramedics who are now AIV certified. By the end of 2022 we will have trained 50 primary care paramedics in intravenous cannulation.

2023 Service Objectives & Initiatives

Economic Prosperity & Innovation

Paramedics continue to support *Economic Innovation & Prosperity* by providing emergency healthcare and non-emergency community paramedicine services guided by best practices, and high quality clinically evidenced based service, thereby strengthening the County's overall corporate brand.

Northumberland Paramedics will continue to develop the inner working relations and support between the emergency 911 branch and the continued development of the community paramedicine program. These programs assist and support one another by providing a continuum of care that is best suited for the patient/client at each specific time or intervention. For instance, the first interaction may be through an emergency call where assistance and or transport to the hospital is provided by Paramedics however through consultation and consent a referral to the Community Paramedicine program can take place. In doing so, we potentially assist with prevention, and lower acuity of future requests.



Continue to develop Community Paramedicine external networks and participate in various programs and opportunities that align with our funding criteria. Community Paramedicine - Long Term Care Program, High Acuity Staying at Home (HISH), Ontario Health and our local Ontario Health Team – Northumberland.

Analyze data and perform gap analysis with community partners to identify needs within our community and continue to be a supportive allied partner for emergency services and health partners.

Sustainable Growth

Ambulance Replacements

As part of the County’s capital planning, ambulances, and Emergency Response Vehicles (ERVs) are replaced on a regular cycle. This cycle ensures that the County continues to efficiently and cost effectively, operate paramedic services. In addition to replacement, to maintain operational readiness in its 24/7 operation, the County ensures that there is one ambulance available for every shift as well as ERVs that are deployment ready to service the community as needed. The ambulances must be compliant with the Ministry of Health - Land Ambulance Certification Standard Version 6.0 dated May 1, 2022. To maintain the current replacement cycle and ensure there is an ambulance available for every shift the 2022/2023 vehicle capital needs are:

3 ambulances – pre-approval and part of the 2023 Budget.

Bases

Brighton base is the next scheduled base for replacement. Preliminary discussions took place late in 2021, and through 2022 with Brighton Fire and the Municipality. Appropriate land selection and purchasing along with preparations and designs are scheduled through 2023 with a goal of the build to take place through 2023 -2024. We strongly believe that these collaborative projects are examples of the County and member municipalities working together to create efficiencies and improve service delivery to our communities.

Organizational Excellence

Exemplary Services Medals

The nominations for Exemplary Services medals and bars will once again take place early in 2023. The Nominations committee will re-convene early in the year and review and discuss potential nominations amongst the service. The service nominations are first submitted to the



Ontario Association of Paramedic Chiefs (OAPC) awards committee for approval and recommendation and then to the Chancellery for final approval and awarding. To be eligible, the paramedic must have at least 20 years of exemplary service in the provision of pre-hospital emergency care, ten of which must have been on duty in the field where they were in a position of risk. The Exemplary service award presentations will be held at the Ontario Association of Paramedic Chiefs (OAPC) fall meeting being held in Blue Mountain September 28, 2023.

Paramedic Week

Paramedic week will be celebrated the last week in May of 2023. The purpose of Paramedic Week is two-fold in that, it provides an opportunity to thank paramedics, and the entire emergency, and community paramedicine workforce for their sacrifices; and an opportunity for Paramedics to continue to raise public awareness about the critical role of emergency and community paramedic services in the community and celebrate the collaboration of allied agencies and partners. This has traditionally been held at the main base with a week-long of planned activities, ending with a BBQ and an open house for the Paramedics, allied agencies, partners and the community to celebrate together.

Honour Guard

The Honour Guard of Northumberland Paramedics continues to provide a strong professional presence representing the Paramedic profession within Northumberland and is active in its support of various celebrations including but not limited to; Survivor Night, Paramedic Week, Exemplary Services Medals, Remembrance Day Celebrations and other significant and special events within our County. It also continues to demonstrate our respect for the fallen comrades of the Paramedic, Police, Fire and Military through ceremonial and parade functions within Ontario.

Paramedic Float Positions - Retaining Paramedics in Northumberland

Northumberland Paramedics is committed to providing the best possible level of service through innovation and excellence to the community. As an employer that is particularly interested in organizational excellence, sustainability of our services, being supportive to our community and especially attracting, developing, and retaining our employees it is imperative that we invest in our staff of paramedics. In our continued efforts to staff advanced care paramedics in each municipality, opportunities for full-time primary paramedic positions come slowly compared to the GTA and other much larger services. Paramedics are investing in Northumberland in part-time positions with the hope that full-time will be forthcoming. An unfortunate reality is opportunities are more frequent in larger services and quality staff often resign to accept these secure full-time positions. In an effort to support employee retention, we are proposing as lateral organization shift in the part-time vs full-time staff ratios. Annually



we see an average of 30,000 hours of back-fill for planned and unplanned vacancies normally staffed with part-time. With the creation of 2 full-time float positions, we will realize several positive outcomes in the department from succession, engagement, efficiency in scheduling planned and short-notice vacancies as well as fiscal efficiency as our part-time recruitment will be reduced.

- Issue paper attached

Thriving & Inclusive Communities

Paramedics across Ontario are providing care that now exceeds the confines of the ambulance. Community Paramedicine and healthcare partnerships are enhancing the services that are available to the members of our communities. The ongoing expansion of Paramedic Scope of Practice is developing paramedic skills to include services beyond the traditional 9-1-1 response. This evolution in clinical practice has grown to include clinical and psycho-social assessments, chronic disease management, referral to community-based agencies and public education. Paramedics are out in the community educating clients on personal care, risk of falls in the home, medication compliance and general health and wellness. Initiatives aimed at reducing emergency department visits and wait times and improving community health are major priorities and support the theme of Paramedic Services week. Northumberland Paramedics are committed to best practices and pursuing opportunities to work with primary healthcare providers, allied emergency responders, social service agencies, family health care teams, palliative care, mental health and addictions teams, and public safety groups to develop initiatives which will help us better attend to those in need.

Current Services and Supports:

- Dedicated Community Paramedic with an additional Rural Response unit staffed by a trained Community Paramedic.
- PreHos EMR system with fax and email capability for documentation and follow up with Primary Care Team.
- Remote patient monitoring of BP, SpO2, Body weight and Glucometry following up with patients and liaising with Primary Care Team. * Fall detection planned to be added.
- Ability to enroll Primary Care Team members on Remote patient monitoring to view readings, trends and notes remotely
- Phlebotomy with delivery of samples to NHH and Life labs



- Point of Care INR testing available
- Thorough patient assessments including – cardiac, respiratory, neurologic, GI, GU and other body systems, Cardiac monitoring: Lead II, 12, & 15 -lead ECG capabilities, blood glucose testing
- COVID-19 nasopharyngeal swabbing as well as administration and documentation related to COVID 19 swabbing
- Administration of Influenza Vaccinations
- Environmental scan of the individual’s residence for safety hazards or concerns
- Fall prevention assessments – slips/trips/hazards/mobility aids – watch the individual ambulate through their residence to determine if OT/PT referral required for additional supports and equipment are required to assist in activities of daily living. (bathroom adjuncts, bed rails, commode, 2-wheeled, 4- wheeled walkers)
- History gathering surrounding ADL’s – bathing, toileting, dressing, eating – completion of a paramedic referral through the CE LHIN for “failing of daily activities” for possible referral for PSW for care to assist in completion of these daily tasks to function independently and safely in their residence
- Referrals to the CE LHIN via existing paramedic referral process focusing on– wound care, system navigation, palliative care, social isolation, caregiver burnout, cognitive impairment, medication reconciliation, rapid response nursing (RRN)
- Assistance with individuals who are in the polypharmacy situation with education surrounding when to take and why they are taking those medications. Contact pharmacist if required and check for drug-to-drug interactions- especially OTC.
- Review and screen the patient for potential depression/dementia/delirium utilizing the Geriatric Depression scale/ SIG E CAPS/Cognitive screening/ Confusion assessment method/ MINI cog screen
- Mental Health assessments and experience with individuals with substance abuse/addictions/unsheltered population/vulnerable individuals. Liaise with shelter support staff as well as Northumberland County Social Services
- Chronic disease management for COPD, CHF, Diabetes – advanced physical assessments, history obtaining, clinical exam findings and liaise with Primary Care Team to implement treatment plan.
- Education and health coaching on self-monitoring of blood glucose/sheets to document BG levels
- Education and understanding on A1C levels and target BPs with individuals living with Diabetes



- Motivational interviewing with the understanding that the patient may determine their own goals after a CP visit. They can work together using the stages of contemplation/accountability/SMART principles to obtain these goals to improve quality of life.
- Health coaching/teaching surrounding BP monitoring, exercise, diet/salt intake especially if CHF
- Complete appropriate documentation requirements SBARR
- High Utilization Users – currently respond and complete a paramedic referral for assistance in the residence

Current Clinical Guidelines

- Chronic Disease Management – CHF, COPD, Diabetes
- Dehydration
- Pain Relief
- Nausea/Vomiting
- Bronchoconstriction
- IV therapy
- Analgesia
- Endotracheal and Tracheostomy Suctioning & Reinsertion
- Wound Care
- Point of Care bloodwork analysis and urinalysis
 - NOTE: The scope of our CP program is flexible and scalable. Additional skills, treatments, and diagnostic assessments can be added upon determination of need.

Continue to evolve and develop a successful Community Paramedicine program to achieve permanent and sustainable funding of the Community Paramedicine Program in Northumberland County specific to our Community needs.



2023 Issue Paper

Full Time Paramedic Float Positions (2)

Purpose

The Paramedic department is seeking approval to alter the organizational chart for paramedics to include the addition of two full-time floats. This would involve succession from the part-time compliment which will alter the approved 60 full-time 56 part-time to 62 full-time and 54 part-time. The paramedic department is challenged with retaining committed paramedic staff due to a lack of opportunity for full-time compared to larger centres, and the current shortage of Paramedics overall.

The purpose is to add an FTE Float on each side of the schedule (Platoon A and Platoon B), and post for two First Response Medics.

Background

In the second quarter of 2021 through 2022 we had increased pressure to ensure full staffing of ambulances due to the COVID response and uncertain staffing considerations during the pandemic. To prioritize the 911 ambulance staffing and response we ensured the ambulances were backfilled first and then staffed the first response vehicle. To achieve this temporarily we deployed the FT First Response position as a “float” and backfilled their position with a PT when and if available.

Historically, when a full-time paramedic requests, or requires time off, they are back filled by a part time paramedic. The reasons for time off can vary including; vacation, STAT time, banked over-time, training, sick, WSIB, Leave of Absences (LOA's) maternity, educational leaves etc... Therefore ensuring 24/7 coverage given the various time off keeps the scheduler working at capacity. The equal and fair distribution of shift assignments to the part-time paramedics is outlined in the Collective Agreement.

In 2021 there were 37,779 hours that were scheduled and backfilled by part-time Paramedics. A full-time paramedic works 2,184 hours a year, so in 2021 the 37,779 hours represents 17.2 Full Time Equivalents (FTE).



In the interest of efficiency, sustainability, and staff retention, we are proposing that a continued portion of the part-time hours be replaced with full-time float positions, to be used in locations when and where our staffing needs demand.

It is acknowledged that these positions will be assigned to both planned and unplanned absences. Upon review of our 2021, and 2022 data it is rare that these floats are not used. In 2021 we had 4 occasions where we were “up-staffed” and one occasion in 2022. Up staffing occurs when we have extra people than positions open. In the rare instance this occurs we use the extra staff as a first response vehicle. The first response is a single paramedic in a vehicle that usually remains mobile in rural areas, or busy areas and can respond quickly to calls and begin assessment and treatments while a transporting ambulance is sent. Consultations with other services who have adopted a similar staffing approach, have also reported positive outcomes.

The following are some of the benefits to float positions:

- Flexibility to cover planned and unplanned vacancies
- Flexibility to replace staff in long term absences
- Financial savings in addition to those noted below for uniforms, training, and recruitment
- Reduction in full-time overtime hours due to part-time unavailability
- Reduction of part-time scheduling hours

The introduction of Full Time Float positions will also assist us with retention of staff that is committed to Northumberland but end up moving to larger municipalities for full-time opportunities. This has a collateral effect of the need to recruit 8-10 part-time annually to replace the staff lost through attrition or resignation. Recruitment costs are approximately \$7,500.00 not including Corporate Services incurred costs such as staff hours, advertising, etc. Average annual recruitment/Orientation - 10 new part-time paramedics x \$7,500.00 equates to a cost of \$75,000.00.

*Statistically, the paramedic department received approximately 100 applications per year, however we have experienced a decrease in applications due to an overall shortage of Paramedics provincially.

Consultation/Options



*Statistical data provided in this issue paper was extrapolated from Jacobs - Time Manager Scheduling software.

Option 1: Status Quo

This model has been utilized by Northumberland Paramedics from the time the service was downloaded to the County. While this model generally works, it does not afford the service the benefits described in the *Background* section. By remaining at status quo, we anticipate continued challenges and costs associated with backfill of full-time absences, continual paramedic recruitment due to regular departures of our part time compliment, overtime incurred when full time paramedics are used to fill absences.

Option 2: Expand the current FT Float position model, and return the 2 FTE's to the rural first response

This is the recommended option. We anticipate no increase in costs as described in the financial impact section below. Maintaining the implemented two (2) float positions will allow us to prepare better for planned as well as unplanned absences, improve staff morale (increased FT compliment) and provide more flexibility with the scheduling and deployment of staff.

Financial Impact

	FT staffing (PCP-ACP)	PT staffing (PCP-ACP)
Biweekly Hours	84	84
Hourly Wage Inclusive of Benefits	\$42.33 - \$46.72 +benefits costs of \$28,552.28 - \$41,010.52	\$42.33 - \$46.72 +inlieu+vac%+benefits+OMERS
2184 hours	\$121,001 - \$143,047	\$129,095.74 - \$154,158.30
New Hire Orientation	No cost -promoted from PT	Approx \$7,500.00 + staff hours recruit, testing
Levy Impact (50% cost share with MOH)	\$60,500.50 - \$71,523.50	



Financial Impact

FTE ACP \$143,047

FTE PCP \$121,001

FT Health, dental Group Life Health Care LTD weekly indemnity \$10,000 /yr.

PT in Lieu 13% Vacation Pay 6-8% \$18,000 + OMERS in 2023

Savings of approx. \$8000.00 + New Hire costs and Orientation \$7,500.00

This is reflected in the 2023 Budget as a savings of approximately \$16,000.

Risk Considerations

Down staffing ambulances due to a lack of human resources.

Impacts to Member Municipalities/Partners

Having a full-time contingency in place for planned and unplanned absences will continue to significantly increase our capacity to maintain uninterrupted ambulance deployment, increase succession opportunities, increase engagement and retention of quality staff, and support our mandate of clinical excellence in the care we provide to our Northumberland communities.

Returning a FT compliment to the First Response vehicle will also increase the familiarization of this response vehicle and increase the effectiveness and efficiency of this vehicle. This should continue to assist us with our response time targets overall and specifically to the central rural areas of Northumberland County.

Included in 2022 Long Term Plan: YES/NO

Yes, and conceptualized through conversation and consultation with County officials regarding the people plan - staff retention/succession planning.