



STAFF REPORT ACTION REQUIRED

Review and Analysis of Service and Working Conditions within Toronto Paramedic Services

Date:	September 23, 2015
To:	City Council
From:	City Manager Deputy City Manager, Cluster A
Wards:	All
Reference Number:	

SUMMARY

At its meeting on June 10, 11 and 12, 2015, City Council, in consideration of Members' Motion 7.6, directed the City Manager to report to the September 30 and October 1, 2015, City Council meeting on the issues raised in the April 2015 report submitted by the Local 416 EMS Unit entitled, *Toronto Paramedic Services: Crisis in the Workplace*.

This staff report was prepared in consultation with Toronto Paramedic Services and Human Resources and provides details on the increasing pressure from the aging and growing population on Toronto Paramedic Services, and on the Division's recent staffing investments, working conditions and service improvements. The report also identifies a number of third-party reviews undertaken by the Division in recent years and the positive impact of operational changes on the service.

In response to Council's request, the report includes an analysis of the issues raised by the Union, including those that may impact employee morale. The review and analysis demonstrates positive trends over recent years and/or measures that are in line with other divisions within the Toronto Public Service. Toronto Paramedic Services is strongly committed to working with TCEU Local 416 on continuous improvements related to these issues.

It is anticipated that the positive trends noted will continue with the full implementation of Toronto Paramedic Services' Five-year Plan which proposes 220 new Paramedic positions over four years (2013-2016), with 163 positions added to date, as well as further enhancements of technology, equipment, infrastructure, internal and external

communications and staff engagement that will continue to improve the working conditions of frontline staff within the Division.

To support the ongoing collective efforts within Toronto Paramedic Services to improve engagement and morale, this report recommends that the Chief, Toronto Paramedic Services, and the Executive Director, Human Resources engage in consultation with authorized representatives of TCEU, Local 416 (CUPE) on the Division's Five-year Plan.

RECOMMENDATIONS

The City Manager and Deputy City Manager recommends that:

City Council request the Chief, Toronto Paramedic Services, and the Executive Director, Human Resources, to engage in consultation with authorized representatives of TCEU, Local 416 (CUPE) on the Toronto Paramedic Services' Five-year Plan and the ongoing collective efforts within Toronto Paramedic Services to improve employee engagement and morale.

Financial Impact

There are no financial implications resulting from the implementation of recommendations in this report. The Deputy City Manager and Chief Financial Officer has reviewed this report and concurs with the financial impact statement.

DECISION HISTORY

At its meeting on June 10, 11 and 12, 2015, City Council, in consideration of Members' Motion 7.6, directed the City Manager to report to the September 30 and October 1, 2015 City Council meeting on the issues raised in the April 2015 report from the Local 416 EMS Unit entitled, *Toronto Paramedic Services: Crisis in the Workplace*.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2015.MM7.6>

ISSUE BACKGROUND

Toronto Paramedic Services protects the quality of life in Toronto by providing superior and compassionate pre-hospital and out-of-hospital medical care, responding to patients with health emergencies and to the special needs of vulnerable communities – through integrated, mobile, paramedic-based health care.

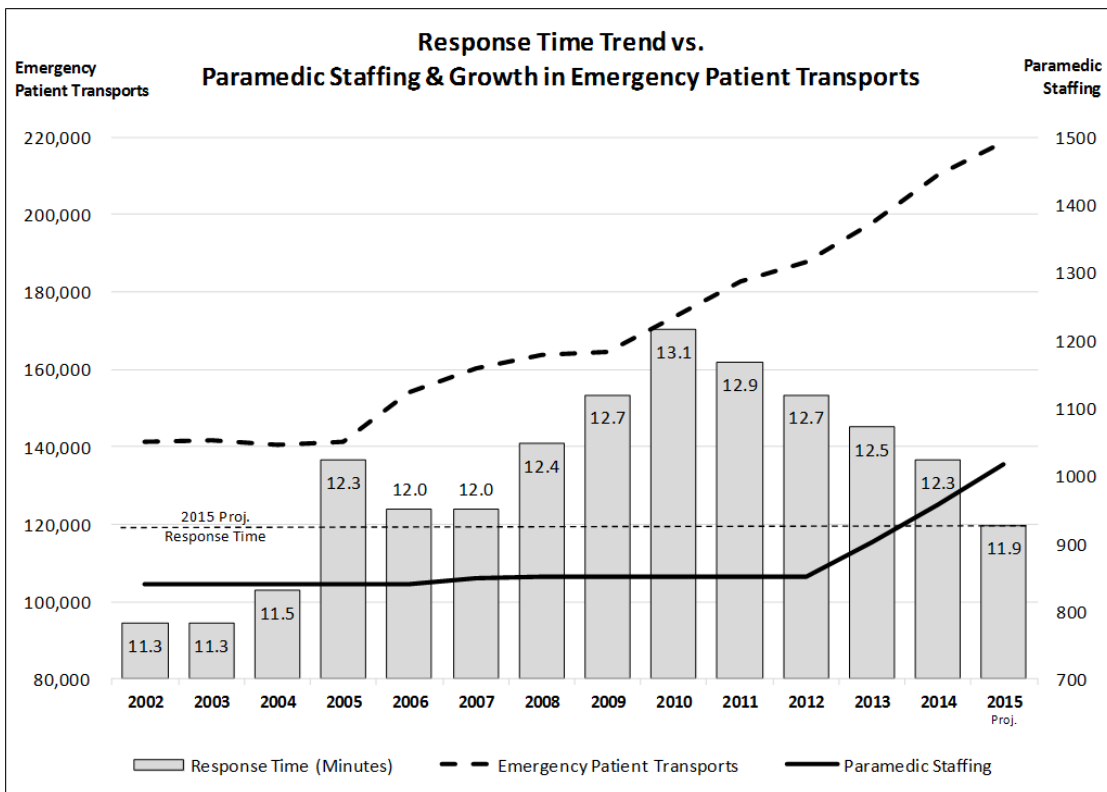
Toronto Paramedic Services is responsible for all aspects of land ambulance service for the City of Toronto. It also operates a Central Ambulance Communications Centre (CACC) for the City through a formal Performance Agreement with the Ministry of

Health and Long-Term Care (MOHLTC), including performance expectations and guidelines.

Increased Call Volumes

Over the last ten years, due to a growing and aging population in Toronto, annual emergency patient transports have risen from 141,000 in 2005 to 210,000 in 2014, and this trend is projected to continue in future years. Despite increased emergency call demand and, until recently, static staffing levels, through the implementation of efforts to improve the efficiency of operations, the Division has steadily improved service and response times to life threatening calls over the last five years, as detailed below:

Figure 1: Response Time Trend, Paramedic Staffing & Emergency Patient Transports



Information on the enhancements, efficiencies and measures employed by Toronto Paramedic Services to respond to and manage the growth in emergency patient transports of approximately 4% annually is outlined in more detail in the Comments section of this report.

Third-Party Reviews

Toronto Paramedic Services has had 15 separate reviews over the last 15 years that have examined all aspects of its business by a range of third-party experts. The reviews have included consultation with the Division's management, its employee unions, partner City

divisions, and other key stakeholders. Outlined below are details of the most recent key reviews undertaken:

Table 1: Summary of Key Third-Party Reviews of Toronto Paramedic Services

Third-Party Consultant Reviews
<p><i>City Manager's Service & Organizational Review of Toronto Paramedic Services and Toronto Fire (2012-2013)</i> Pomax Inc. review to identify and recommend opportunities that maintain the quality of the core municipal services of Paramedic Services and Fire Services while achieving potential efficiencies.</p>
<p><i>Auditor General Review of EMS Scheduling and Payroll Processes (2013)</i> Auditor General review of Paramedic Services' internal controls over staff scheduling and payroll-related processes covering the period January 1, 2011, to June 30, 2013.</p>
<p><i>Ministry of Health and Long-Term Care (MOHLTC), Critical Care Land Ambulance Review (2013)</i> Deloitte review focussed on improving both service to patients and delivery of the MOHLTC's Critical Care Paramedic Program in the Greater Toronto Area.</p>
<p><i>KPMG Core Service Review (2011)</i> As part of the City's Core Service Review, KPMG completed a review of all services delivered by City Divisions and Agencies, including Paramedic Services, to identify high-level opportunities for potential cost savings.</p>
<p><i>Circadian Shift Schedule Review (2013)</i> Circadian Technologies Inc. completed a comprehensive review to modernize the existing Paramedic shift schedule that had been in place since 1976. The new schedule was implemented in 2013 and two follow-up surveys have been conducted.</p>

Note: A more fulsome summary of third-party reviews completed, including key findings, recommendations and related impacts on the operations of the Division, is included in Appendix A of this report.

COMMENTS

The April 2015 report from the Local 416 EMS Unit entitled, *Toronto Paramedic Services: Crisis in the Workplace*, identifies that there is poor morale amongst staff within Toronto Paramedic Services. The report cites data from various sources and states that poor morale does not have one single cause in an environment of increasing emergency call demand.

Toronto Paramedic Services has been making significant efforts over the past five years to steadily enhance service capacity, improve care to patients and improve the working conditions, employee engagement and morale of its staff.

Highlighted below are key systems and operations improvements that have been implemented by the Division, details on future planned improvements and enhancements

through the Division's Five-year Plan, and an analysis of the issues raised by the Union that affect employee morale.

System Improvements

Toronto Paramedic Services has improved service through multiple system changes over the last five years that have contributed to both the efficiency and effectiveness of the Division's operations.

A few of the key service improvements that have been implemented and have had a positive impact on the overall service capacity are highlighted below:

1. Improved Dispatch Technology – 2011 to 2013

Implementation of industry-leading, dispatch software program in 2011 has increased the speed with which the Division's Communications Centre dispatches vehicles, saving valuable seconds in the dispatch/response times for emergency calls. This software also uses historical data to predict where the next emergency call will occur so performance analysts can adjust deployment plans for dispatchers to efficiently place ambulances in areas where calls are anticipated and thereby minimize response times.

2. 2014 Revised Scheduling for Paramedics, Dispatchers and Front-line Management Staff – 2013 to 2014

Changes to the scheduling language in the Local 416 collective agreement, which enabled the replacement of the outdated 37-year-old schedule for Paramedics in 2013, were negotiated with Local 416 during the 2012 collective bargaining process.

In January 2013, the changes to the scheduling language enabled Toronto Paramedic Services, with the assistance of an expert scheduling consultant, to implement a new, efficient schedule package that better matched Paramedic staffing to call demand. Operational requirements, Paramedic preferences and physiological factors were all considered by the expert scheduling consultant in the development of the new schedule package.

In 2014, a similar scheduling change was implemented in the Communications Centre for Emergency Medical Dispatchers in order to better match staffing to emergency call demand. Also, frontline management staff schedules were changed to better align Superintendent schedules with their assigned staff. This schedule change also allows for direct supervision during meal break periods throughout the shift to facilitate a decrease in missed meal breaks for Paramedics.

3. 2014 – Addition of Part-time Paramedics

During the 2012 Local 416 collective bargaining, the City negotiated with Local 416 to add part-time Paramedics. The first class of part-time Paramedics was hired in mid-2014, resulting in a more efficient use of Paramedic resources. Part-time staff are used to cover off planned absenteeism and to ensure that ambulance availability is maintained without requiring Paramedics to work excessive overtime.

4. Four-Year Staffing Plan – 2013 to 2016

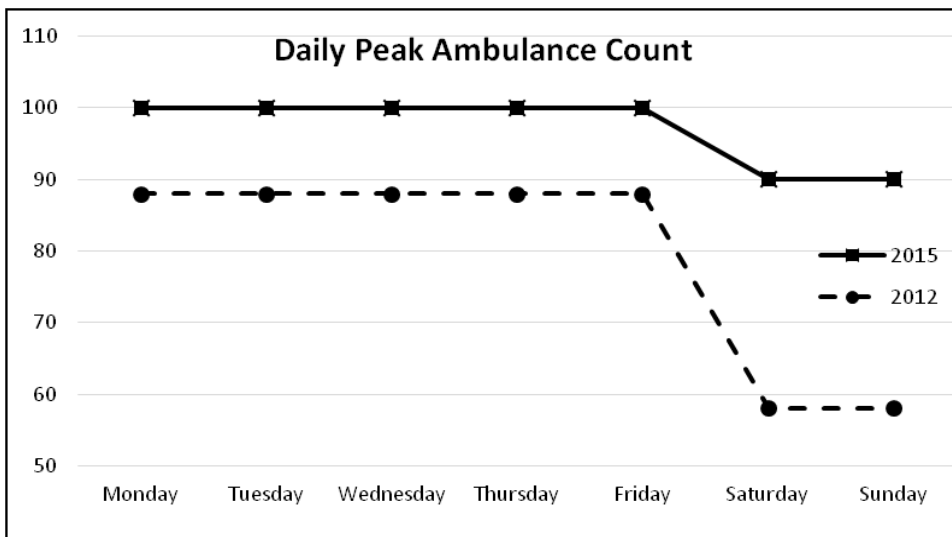
In July 2013, the City Manager's Service & Organizational Review of Paramedic Services & Fire Services by an independent expert consultant included a demand and resources analysis of Toronto Paramedic Services.

One of the recommendations for Toronto Paramedic Services was to increase the number of Paramedics to support the trend of increasing emergency call demand of approximately 4% annually. In response, City Council approved a four-year staffing plan to include 220 additional Paramedic positions (2013 – 2016). To date, 163 positions have been added to the Division's staff complement through the City's annual operating budget process.

The combined effect of the changes implemented by the Division, including those noted above, has had significant positive impacts on the operational capacity, efficiency and effectiveness of Toronto Paramedic Services.

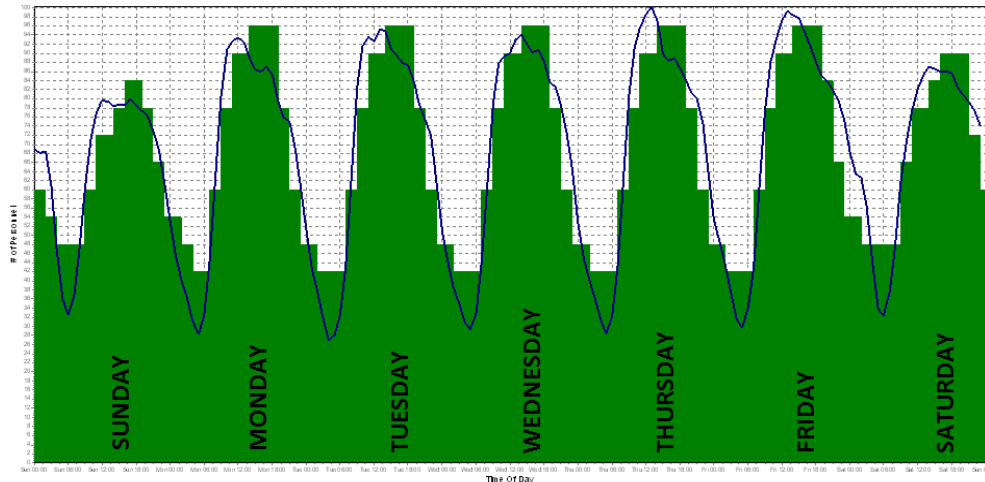
As detailed below, from 2012 to 2015, the overall peak ambulance count for weekdays (Monday to Friday) increased from 88 to 100 (14% increase). Most notably, over the same period, peak ambulance count for weekends (Saturday and Sunday), has increased from 58 to 90 (55% increase):

Figure 2: Daily Peak Ambulance Count



The changes to scheduling, systems technology and new Paramedic staff have provided the Division with the tools and resources necessary to align staffing with operational demands. As detailed below, the thin line represents the daily fluctuations in emergency call demand while the blocks represent Paramedic staffing to match the emergency call demand.

Figure 3: Staffing to Call Demand



The changes implemented by the Division have significantly improved the availability of ambulances to respond to emergency calls.

Toronto Paramedic Services Five-Year Service improvement Plan (2013 - 2018)

Toronto Paramedic Services' current Five-year Plan includes seven key goals to: optimize staffing; improve response times to life-threatening emergency calls; ensure clinical excellence; improve organizational efficiency and effectiveness; maximize infrastructure; build strategic partnerships and alliances; and strengthen organizational excellence. During the past 4.5 years the steps the Division has taken to achieve these goals are as follows:

1. Improve Response Time to Life Threatening Calls

The Division is committed to reducing its response times to life-threatening calls through the use of new technology, call mitigation strategies and additional resources with a target of 8:59 (90% of the time) by the end of 2020.

2. Optimize Staffing

As a result of Council-approved increases resulting from the City Manager's Service & Organizational Review (Pomax Inc. 2013), Toronto Paramedic Services is in the

third year of its four-year staffing plan which proposes 220 new Paramedic positions from 2013 to 2016. In addition, the Division has negotiated increased funding from the MOHLTC for 17 additional Emergency Medical Dispatchers to answer 911 calls.

3. Ensure Clinical Excellence

Toronto Paramedic Services has continued to focus on providing clinically excellent care to patients through its participation in a variety of patient-focussed programs, including cardiac, stroke, trauma and burn, community paramedicine, and industry-leading research. The Division is currently involved in two trials of potentially life-saving drugs – one for critically ill stroke patients and the other to reduce blood loss due to traumatic injury. In addition, from 2004 to 2014, there was a 15% increase in survival for patients suffering from out-of-hospital cardiac arrest who were treated by Toronto Paramedics.

4. Improve Organizational Efficiency and Effectiveness

Toronto Paramedic Services has continued to implement various efficiency measures that have resulted in:

- Reduced overtime of \$1.2M between 2013 and 2015
- Improved process flow through the Garage and Equipment Services functions
- Improved meal break compliance and offload delay monitoring
- Enhanced supervisory contact/communication with frontline Paramedic staff
- Increased/improved ambulance fleet

5. Maximize Infrastructure

In the fall of 2015, Toronto Paramedics will be involved in the trial of power stretchers in an effort to continue to reduce workplace injuries for Paramedics. The Division will also be working with Paramedics to choose a new cardiac monitor for the system. In addition, construction of the Division's first multi-function ambulance station is expected to be completed in 2016. The station will be designed to improve Toronto Paramedic Services' operating model and better address the needs of Paramedics and the community.

6. Build Strategic Partnerships & Alliances

Through its work with Community Care Access Centres, community stakeholders and as a key component of the Toronto Seniors Strategy, the Division's Community Paramedicine programs continue to help mitigate 911 calls and to connect vulnerable populations to the most appropriate entry into the healthcare system. In 2014, Toronto Paramedic Services received funding from the MOHLTC to support two pilot initiatives: the Community Agency Notification (CAN) program and the Independence at Home program.

7. Strengthen Organizational Excellence

The Division has continued to implement initiatives that demonstrate its commitment to being a high-performing organization and to communicate actively with staff, City leadership and the public. Examples include:

Staff Recognition and Advancement

- Toronto Paramedic Services continues to support and recognize the achievements of its staff every year through employee awards, including Paramedic of the Year, Valour Awards, EMD of the Year, Support Staff of the Year, John Dean Chief's Award, Pioneer of the Year and Long Service Medals.
- Participation in City Manager's "You Make the Difference" program
- Providing in-house, on-duty education and development opportunities for staff who wish to progress in their career path or try new challenges, including Advanced Care Paramedic upgrade training, Community Paramedic training and Acting Superintendent development assignments

Internal and External Communications

- Chief's quarterly update to staff
- Chief and Deputy Chief ride-outs to meet face-to-face with frontline staff
- Internet blog – one-stop information source specifically for staff
- Published Annual Reports – 2013 and 2014
- Quarterly "EMS Today" Newsletters
- 45 to 65 media appearances every month; including employee media spokespersons
- Retained services of an expert advertising agency to focus on public education and awareness, and thereby mitigate emergency call demand
- Presence in Social Media -- Twitter; Facebook; YouTube views; website visits

Accreditation

- Successful 2015 re-accreditation of Toronto Paramedic Services' Advanced Care Program
- Successful 2014 re-accreditation of Paramedic Services' Communications Centre as a 'Centre of Excellence' -- Toronto is the world's largest municipal service to achieve this
- Successful 2013 MOHLTC Audit of Paramedic Services' Communications Centre
- Successful 2014/2015 MOHLTC Land Ambulance Audit

Employee Engagement

Toronto Paramedic Services is committed to continuing to work collaboratively with Local 416 to improve working conditions as well as employee engagement. The Division has a number of mechanisms in place to enable management and Union staff to work collectively and collaboratively to effect positive change.

The Division has several workplace committees that receive feedback from staff and seek union input on various aspects of the business. In addition, the Division communicates with and receives feedback directly from staff through a number of channels including in-person communications in the field and in continuing medical education sessions, newsletters, social media and an internal blog, as well as corporate City of Toronto publications.

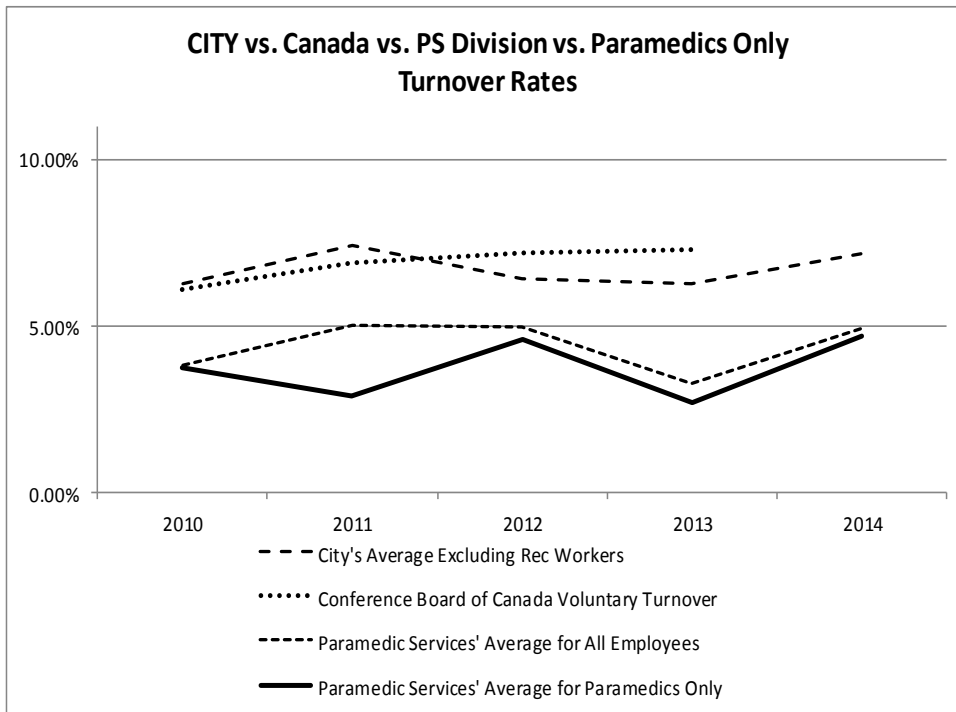
In response to Council's request, the concerns raised by the Union have been reviewed. The issues raised in the Union's report are common to all large urban EMS systems, and Toronto Paramedic Services is committed to ongoing improvement in these areas. The analysis does demonstrate that the Division is focused on improving service to the public and working conditions for staff.

The graphs below demonstrate positive trends that compare favourably or are consistent with other divisions within the Toronto Public Service. Although these trends are moving in the right direction, Toronto Paramedic Services has indicated that additional work is required.

1. Staff Turnover

The turnover rate within Toronto Paramedic Services over the past 10 years is 2.3% to 4.7% and includes retirements. The Division's turnover rate reflects positively when compared with other divisions within the Toronto Public Service as well as with Conference Board data to 2013 for Canada as a whole. Note that the turnover rate for Paramedics is lower than the rate for the entire Paramedic Services Division.

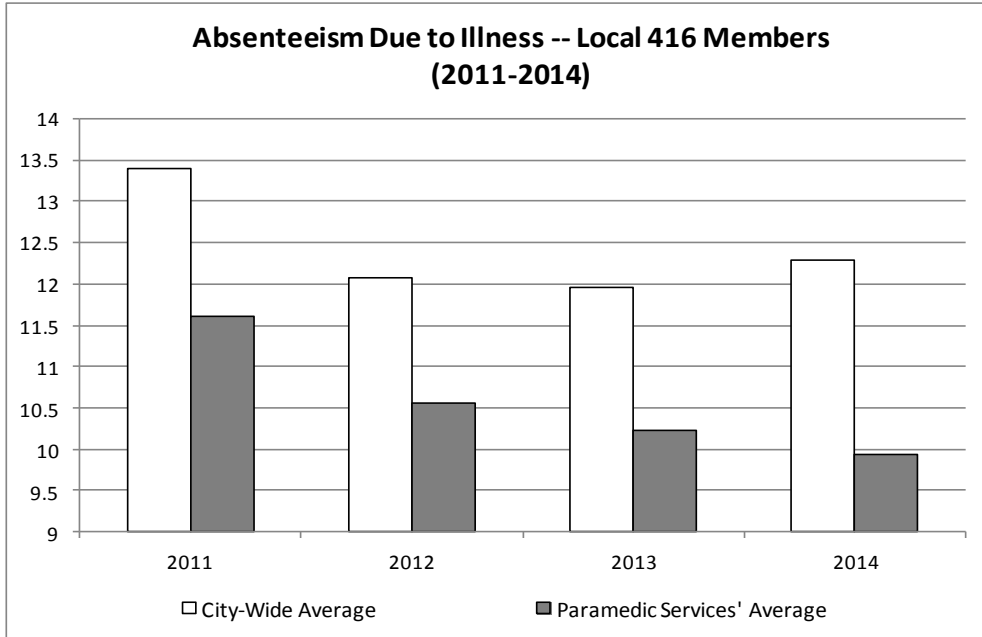
Figure 4: Employee Turnover (2010 – 2014)



2. Absenteeism

There is a positive downward trend in the Division's rate of absenteeism and a reduction of 13% from 2011 to 2014 levels.

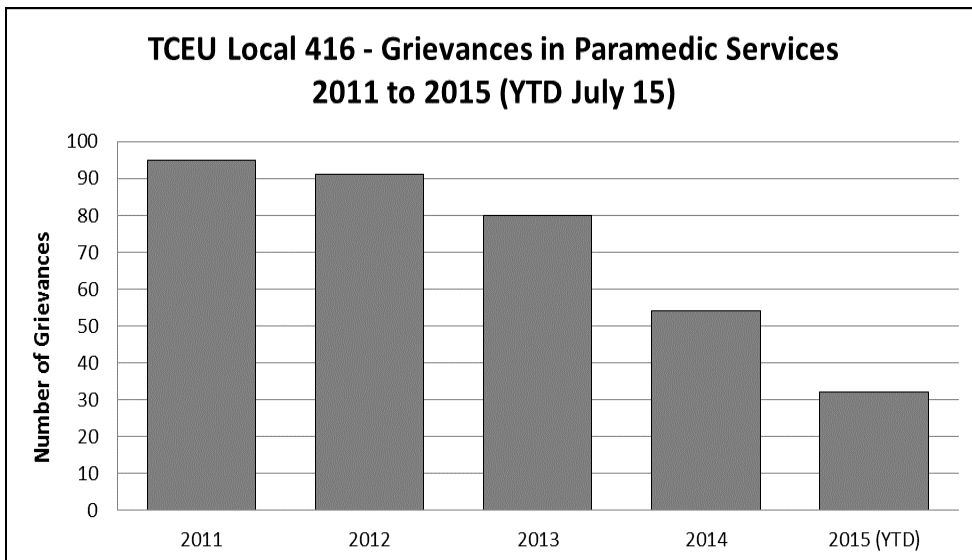
Figure 5: Employee Absenteeism (2011 – 2014)



3. Grievances

There is a positive downward trend in the number of Local 416 grievances related to Paramedic Services.

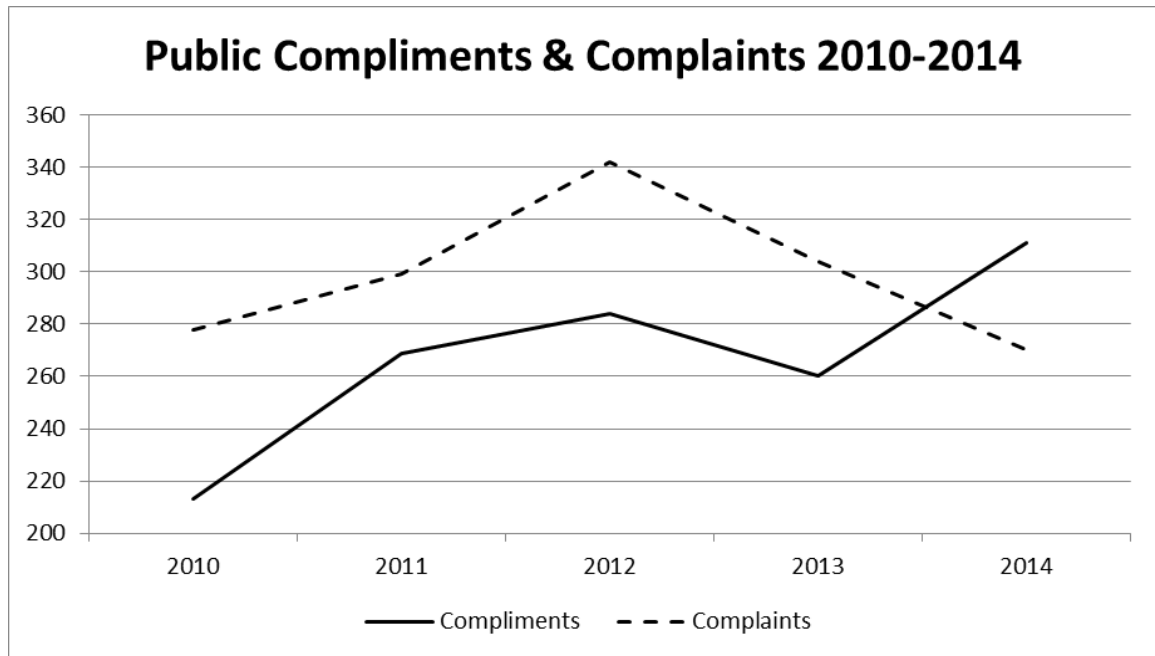
Figure 6: Employee Grievances (2011 – 2015)



4. Customer Service:

There is a positive downward trend in complaints and a corresponding positive trend in compliments. In 2014, complaints from the public reached a five-year low of 270, representing 0.1% of the approximately 270,000 calls attended each year, while compliments were at a high of 311, representing a 46% increase over five years.

Figure 7: Customer Complaints & Compliments (2010 – 2014)



CONCLUSION

Despite a constant increase in service demand over the last five years, Toronto Paramedic Services has improved its ability to provide its critical service across the City through the implementation of a number of technological and service delivery enhancements. Over the same period, a number of key measures that provide insight into the operation of Toronto Paramedic Services are trending in a positive direction.

Toronto Paramedic Services is strongly committed to a positive workplace culture and working with TCEU Local 416 on continuous improvements and the engagement of its highly trained frontline staff. With the recent increases to staffing and through further increases and improvements to equipment, technology, communications and infrastructure, as proposed in the Division's Five-year Plan, it is anticipated that workplace conditions, employee engagement and morale of frontline staff will continue to improve.

This report recommends that Council support the ongoing collective efforts within Toronto Paramedic Services to improve employee engagement and morale by requesting the Chief, Toronto Paramedic Services, and the Executive Director, Human Resources, to engage in consultation with authorized representatives of TCEU, Local 416 (CUPE).

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ATTACHMENTS

Appendix A, Summary of Third-Party Reviews of Toronto Paramedic Services
Attachment 1, Toronto Paramedic Services: Crisis in the Workplace

Appendix A

Summary of Third-Party Review of Toronto Paramedic Services

No.	Third Party Reviews	Date
1.	<p>City Manager's Service & Organizational Review of Paramedic Services and Toronto Fire (Pomax Inc.)</p> <p>The purpose of this most recent review was to identify and recommend opportunities that maintain the quality of the core municipal services of Paramedic Services and Fire Services while achieving potential efficiencies. The review included an assessment of operational improvements, a demand and resource analysis, and an evaluation of service delivery model options, including organizational consolidation. A third-party consulting firm, Pomax Inc., in partnership with Berkshire Advisors, MGT of America and Stantec were retained through a competitive process to undertake this assignment.</p> <p>The consultants put forward 20 recommendations for the City Manager and Deputy City Managers' consideration related to organization, resources and apparatus, prevention and education, fire inspection and enforcement, and the communications centres. The recommendations related to Paramedic Services formed the basis for the division's four-year staffing plan (2013-2016) and also validated the division's strategic and operational direction for the coming years – i.e., schedules changes were needed (e.g., staggered shifts) based on the pattern of call demand; and community paramedicine should continue to be pursued to mitigate 911 calls.</p>	2012-2013
2.	<p>Auditor General Review of EMS Scheduling and Payroll Processes</p> <p>This review by the Auditor General's Office focused on Paramedic Services' internal controls over staff scheduling and payroll-related processes covering the period January 1, 2011, to June 30, 2013. The AG's final report made 12 recommendations in the areas of payroll processes, scheduling processes, overtime and absenteeism, and information technology controls. Paramedic Services supported all 12 recommendations.</p>	2013

No.	Third Party Reviews	Date
3.	<p>Ministry of Health and Long-Term Care Critical Care Land Ambulance (MOHLTC) Review</p> <p>This review, conducted by Deloitte, was focused on improving both service to patients and delivery of the MOHLTC's Critical Care Paramedic Program in the Greater Toronto Area. The scope of the review was broad, and was meant to establish a foundation to advance critical care land ambulance service, and to propose options and make recommendations on service delivery redesign.</p>	2013
4.	<p>KPMG Core Service Review</p> <p>In July 2011, in preparation for the 2012 Budget Process and as part of the City's Core Service Review, KPMG completed a review of all services delivered by City Divisions and Agencies to identify high-level opportunities for potential cost savings. The review included an inventory of all City services, service levels and service standards; benchmarking of City services and service levels against comparable jurisdictions and leading practices; and public consultations involving deputations, roundtable discussions, information kits, online and written feedback forms. KPMG recommended outsourcing non-emergency patient transfers and additional resources for Paramedic Services, given increasing emergency call demand.</p>	2011
5.	<p>Service Efficiency Study for City of Toronto Fleet Services</p> <p>The purpose of this review, conducted by Western Management Consultants, was to identify service efficiency savings in the areas of fleet and fuel management across all City divisions, and arose out of the Auditor General's Fleet Operations Review (see below). As a result of the Western Management Review, Paramedic Services commenced acquisition of fuel at City-owned sites in May 2011. In April 2013, City Council approval was also obtained to allow Paramedic Services to acquire automotive parts through the Fleet Services contract with NAPA.</p> <p>Paramedic Services continues to work with fleet representatives from City of Toronto agencies, corporations and divisions looking to participate in any cost-saving opportunities in procurement or service.</p>	2011

No.	Third Party Reviews	Date
6.	<p data-bbox="296 329 516 358">Shift Schedules</p> <p data-bbox="296 394 1906 625">In 2009, Circadian Technologies, Inc., an international shift scheduling expert consultant, commenced a comprehensive review to modernize the existing Paramedic shift schedule that had been in place at the time for 33 years (since 1976) and no longer met the operational needs of the Division. As part of its review, Circadian conducted consultations with Paramedics and Local 416, including a Paramedic-wide survey of Paramedic shift preferences, focus groups and 6 Town Hall meetings. The shift preferences survey and consultations, as well as considerations of operational requirements and physiological criteria, formed the basis for the recommended schedule changes. The new recommended schedules were implemented in January 2013.</p> <p data-bbox="296 662 1833 727">A similar process was also used in implementing a new schedule in the Central Ambulance Communications Centre for Emergency Medical Dispatchers and frontline management staff in 2014.</p>	2013
7.	<p data-bbox="296 760 1236 789">Administration and Management Internal Support Functions Review</p> <p data-bbox="296 824 1902 951">This review, conducted by DPRA, focused on determining where efficiencies could be realized for internal administrative and management support functions for Paramedic Services and Toronto Fire. As a result of this review, a shared manager position was created and staffed to oversee administrative and finance functions for both divisions in 2008. In addition, four positions were eliminated in budget, accounting and custodial services.</p>	2008
8.	<p data-bbox="296 987 716 1016">Facilities Management Review</p> <p data-bbox="296 1052 1902 1243">The purpose of this review, conducted by PSTG Consulting Group as a result of the 2005 Auditor General's Report and the City Manager's memo of July 2008 (see below), was to develop a functional model for facilities management activities conducted across the City and to serve as a common basis for inventory responsibilities and accountabilities. The consultant identified areas for improvement on a City-wide basis, including the implementation of a common framework for facilities management in all divisions. This included the transfer of employees who perform facilities management related functions from client divisions, including Paramedic Services, to the Facilities Management and Real Estate divisions.</p> <p data-bbox="296 1279 1902 1344">The transfer to Facilities Management -- of budget, staff and responsibility for Paramedic Services facilities -- was completed in June 2014 and a Service Level Agreement was implemented.</p>	2008

No.	Third Party Reviews	Date
9.	<p>Corporate Stores/Warehouse Rationalization Review</p> <p>Among other divisions, Paramedic Services and Fire Services fell within the scope of this review recommended by the Auditor General's Office which looked at opportunities for standardization and centralization of common corporate Stores management and purchasing activities.</p> <p>Paramedic Services volunteered as a 'pilot' division for a peer 'best practices' assessment initiative. As a result, Paramedic Services now operates its stores area under the auspices of Purchasing and Materials Management Division (PMMD).</p>	2006/2007
10.	<p>EMS/Fire Efficiency Review</p> <p>This review, conducted jointly, looked at the Revenue and Fleet areas of Paramedic Services and Fire Services, and was part of a corporate mitigation and planning strategy in preparation for the 2006 budget. A number of opportunities were found within each division to achieve efficiencies. These were primarily economic savings, e.g., EMS vehicle sales tax exemption, recovery of false alarm costs for Fire Services, etc.</p>	2005
11.	<p>Auditor General Review of Corporate Facilities Maintenance & Administrative Controls</p> <p>In response to this review and the key findings of PSTG Consulting Group, the City Manager, in her July 7, 2008, memo approved a new Facilities Management Framework. It acknowledged the Facilities Management and Real Estate Division as the corporate body responsible for facilities management oversight for all City-owned facilities. To accomplish this, the City Manager authorized key changes to the existing corporate facilities operational and organizational structures (see above, 2008 -- Facilities Management Review).</p>	2005
12.	<p>Fleet Operations Review</p> <p>Both Paramedic Services and Fire Services were examined as part of this two-phase corporate review as conducted by the Auditor General's Office. The review looked at opportunities for standardization and possible centralization of City-wide fleet functions. Recommendations were made on a corporate level in order to streamline City-wide fleet operations, and the fleet operations of both Paramedic Services and Fire Services were recognized as organizationally different. In response to this review, the service efficiency study of City Fleet Services was conducted in 2011 (see above, 2011 – Service Efficiency Study for City of Toronto Fleet Services), in which Paramedic Services participated fully.</p>	2005/2006

No.	Third Party Reviews	Date
13.	<p>Auditor General Review of Paramedic Services' Operational Support</p> <p>This review of Paramedic Services' Operational Support section by the Auditor General's Office focused largely on stores, asset and inventory management, purchasing practices, IT, and a number of support functions and activities. A number of recommendations were made and were focused primarily on improving internal practices and controls in the above areas. In response to this review, Paramedic Services participated in the Corporate Warehouse Rationalization Review (see above, 2006/07 – Corporate Stores/Warehouse Rationalization Review).</p>	2004/2005
14.	<p>KPMG Fire and EMS Facilities Study</p> <p>This review looked at possible sharing of facilities and fleet maintenance activities, and at the business and facility needs for each agency. The major emphasis was on fire halls for response time and deployment purposes. Many of the study's recommendations were implemented, including co-location of some Fire stations with Paramedic Services stations, and the training academies of both divisions which now share the same building.</p>	1999
15.	<p>Fire and EMS Integration Review (part of Toronto Transition Team's 'Who Does What' Review for the amalgamation of the City of Toronto)</p> <p>This was a significant evaluation of the previous Metro Ambulance and the newly amalgamating six previous municipal Fire Departments, where the subject of possible operational amalgamation was analyzed. Upon review, this idea was rejected, and the evaluation focused, instead, on areas of coordination and efficiency. The decision to locate Fire management and administrative offices at what was once the exclusive Paramedic Services Headquarters facility at 4330 Dufferin Street was born directly from this review. Other operational support areas were also examined (fleet, materials management, payroll, financial services) and a model was implemented and remains functional today.</p>	1998/1999