

Toronto Paramedic Services (TPS) Multi-year Staffing and Systems Plan Report



TPS Overview and Service Objectives

- ▶ Sole provider of paramedic response for Toronto – 650 sq. km and daytime population of 3.5M.
- ▶ Toronto's population is projected to grow by 44,205 annually.
- ▶ Largest municipal service in Canada and responds to 40% of the emergency call volume for the province.

Service Objectives:

- ▶ 24-hour emergency medical response for Toronto
- ▶ 244,136 emergency patient transports in 2019, increase of ~4% over 2018
- ▶ Treat and transport more critical patients – stroke, trauma and STEMI (type of heart attack)
- ▶ Reduce emergency demand with Community Paramedicine
- ▶ Multifunction stations to manage growth and demand -- more effectively and efficiently
- ▶ Focus on employee engagement to improve working conditions and reduce occupational stress injuries

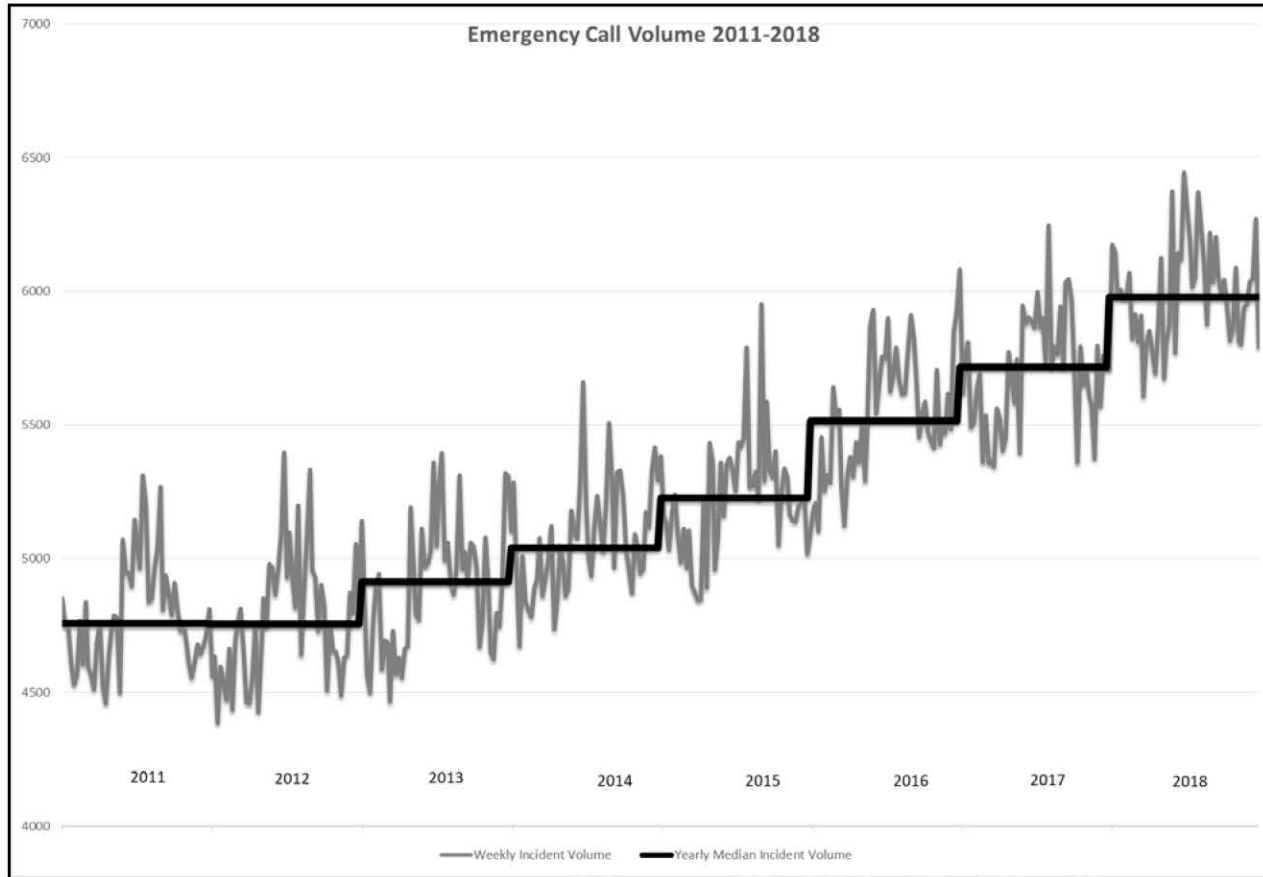
Council Directions (March 7, 2019)

- ▶ “City Council direct the Chief and General Manager, Toronto Paramedic Services to **engage in consultation with authorized representatives of Toronto Civic Employees Union CUPE Local 416 and to report to the Economic and Community Development Committee in the second quarter of 2019 on a multi-year hiring and systems plan** for Paramedic Services, to identify any additional system resources that may be required at that time and to include a strategy on how to immediately implement and fully fund paramedics and associated equipment and vehicles costs to fill identified deficiencies.”
- ▶ “City Council direct the Chief and General Manager, Toronto Paramedic Services to **report back in advance of the 2020 Budget Process on activities taken to date to keep pace with the increasing call demand** in Paramedic Services and to provide future strategies that include financial, operational and staffing implications as well as targeted outcomes to help mitigate call volume and demand. “
- ▶ “City Council direct the Chief and General Manager, Toronto Paramedic Services to report back in 2019, prior to the 2020 budget process, on a **multi-year hiring and systems plan to address the approximate four percent growth in emergency call demand.**”

Key Service Issues and Challenges

- ▶ System pressures due to a growing and aging population:
 - 5.4% increase in emergency medical calls in 2018 over 2017
- ▶ 17% increase in demand for critical patient treatment and transport (e.g., trauma, stroke, STEMI (heart attack))
- ▶ Increase in WSIB costs associated with PTSD claims
- ▶ Increase in service demand results in the need to expand the Communications Centre infrastructure to handle increased call volumes

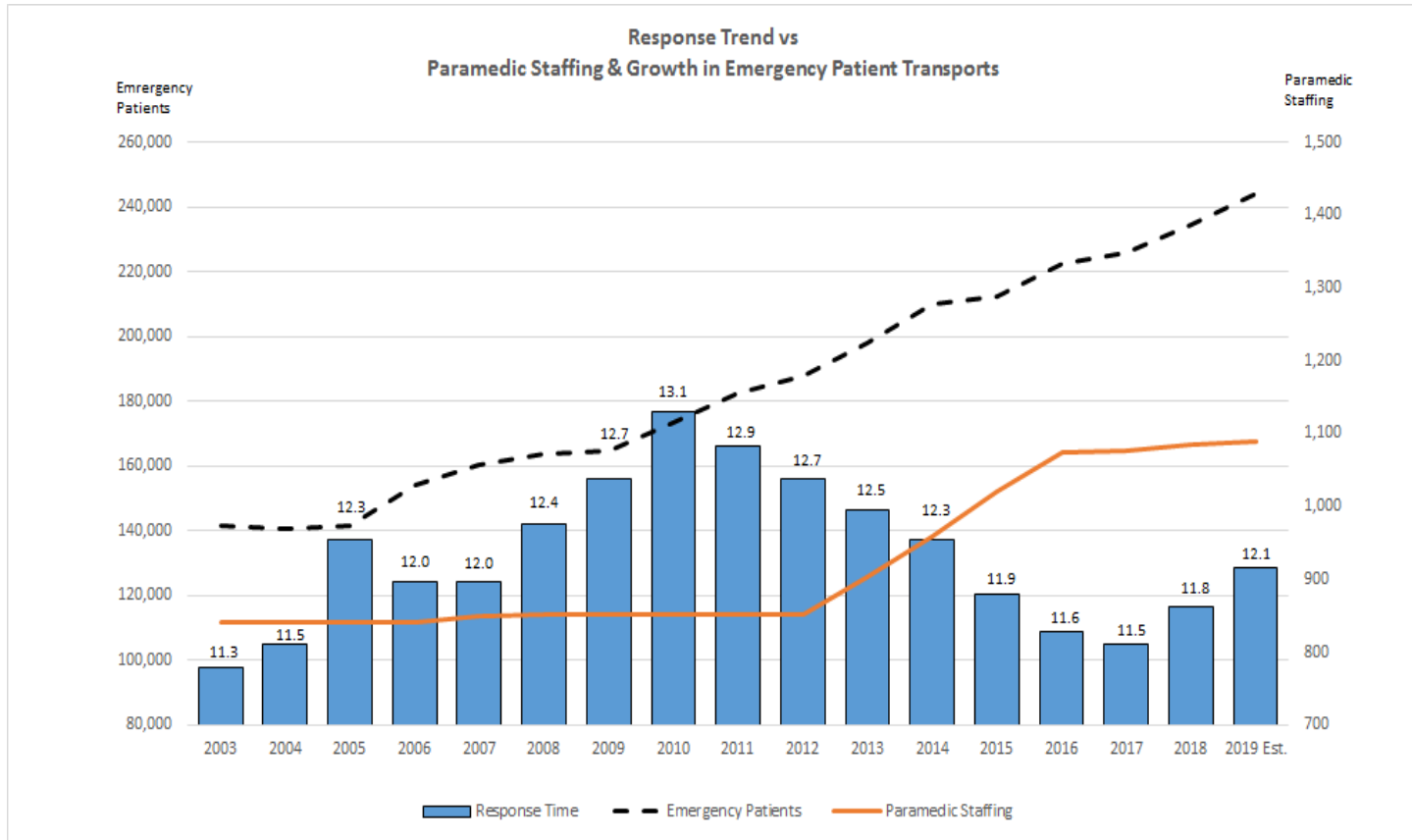
Emergency Call Demand Increase



Drivers of Emergency Call Demand

- ▶ The factors contributing to TPS' emergency call demand include:
 - Aging population
 - After age 55, use of Paramedic services rises exponentially
 - In 2018, 56% of all transports to hospital were for patients 55 years or older (148,573)
 - Increased patient acuity
 - Greater need for specialized care (in 2018, 17% increase in stroke, trauma, STEMI (heart attack) patient transports)
 - Rising population
 - TPS expects to treat ~11% of city's population in 2019
 - Increase in vulnerable and marginalized populations whose access to primary health care is through Paramedic Services

Response Time Performance



Efforts to Address Emergency Call Demand

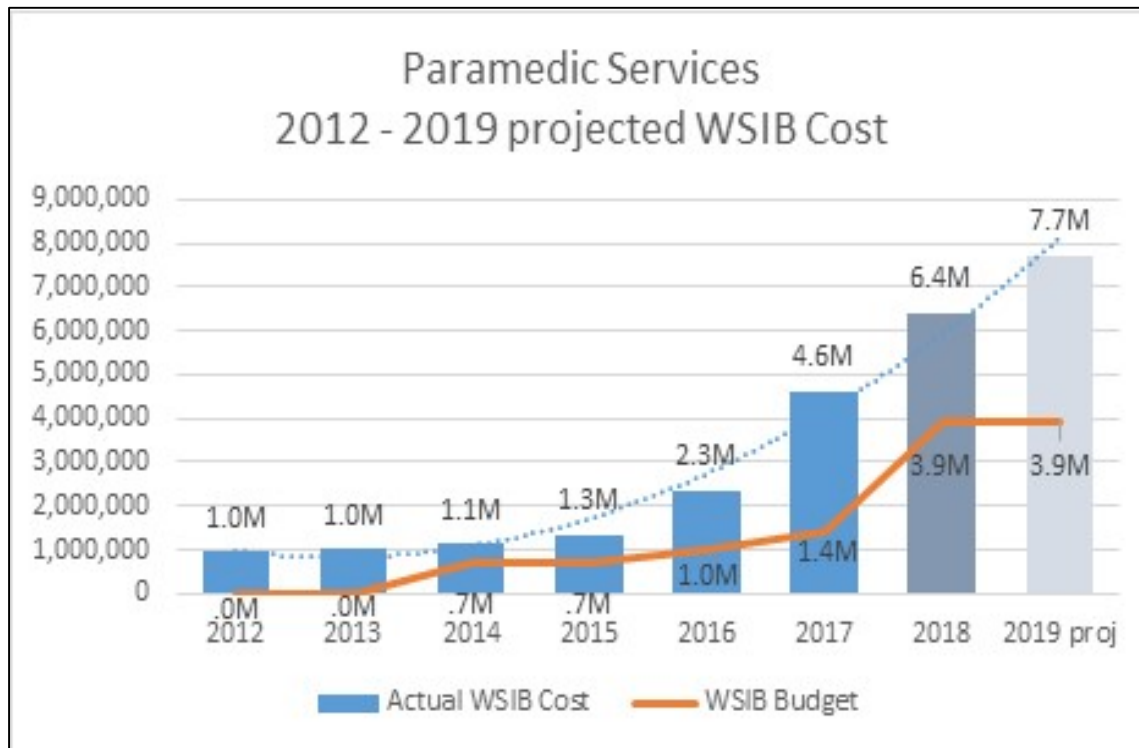
- ▶ Improved scheduling of staff
- ▶ Part-time staff
- ▶ Community Paramedicine
- ▶ In-hospital times
- ▶ Multifunction stations
- ▶ Reduction in non-emergency patient transports
- ▶ New dispatch technology
- ▶ Support for Ambulance Act regulation changes

Efforts to Support Staff with Increasing Call Demand

- ▶ Psychological Health and Wellness Program
- ▶ Implementation of power stretchers
- ▶ Improved staff engagement, including:
 - ▶ Joint Union-Management working groups on shift schedules, equipment, meal breaks and overtime,
 - ▶ Breakfast and lunch town halls for staff and management;
 - ▶ Staff surveys in 2015 and 2018
 - ▶ Annual Report, Quarterly newsletters
 - ▶ Award recognition ceremonies

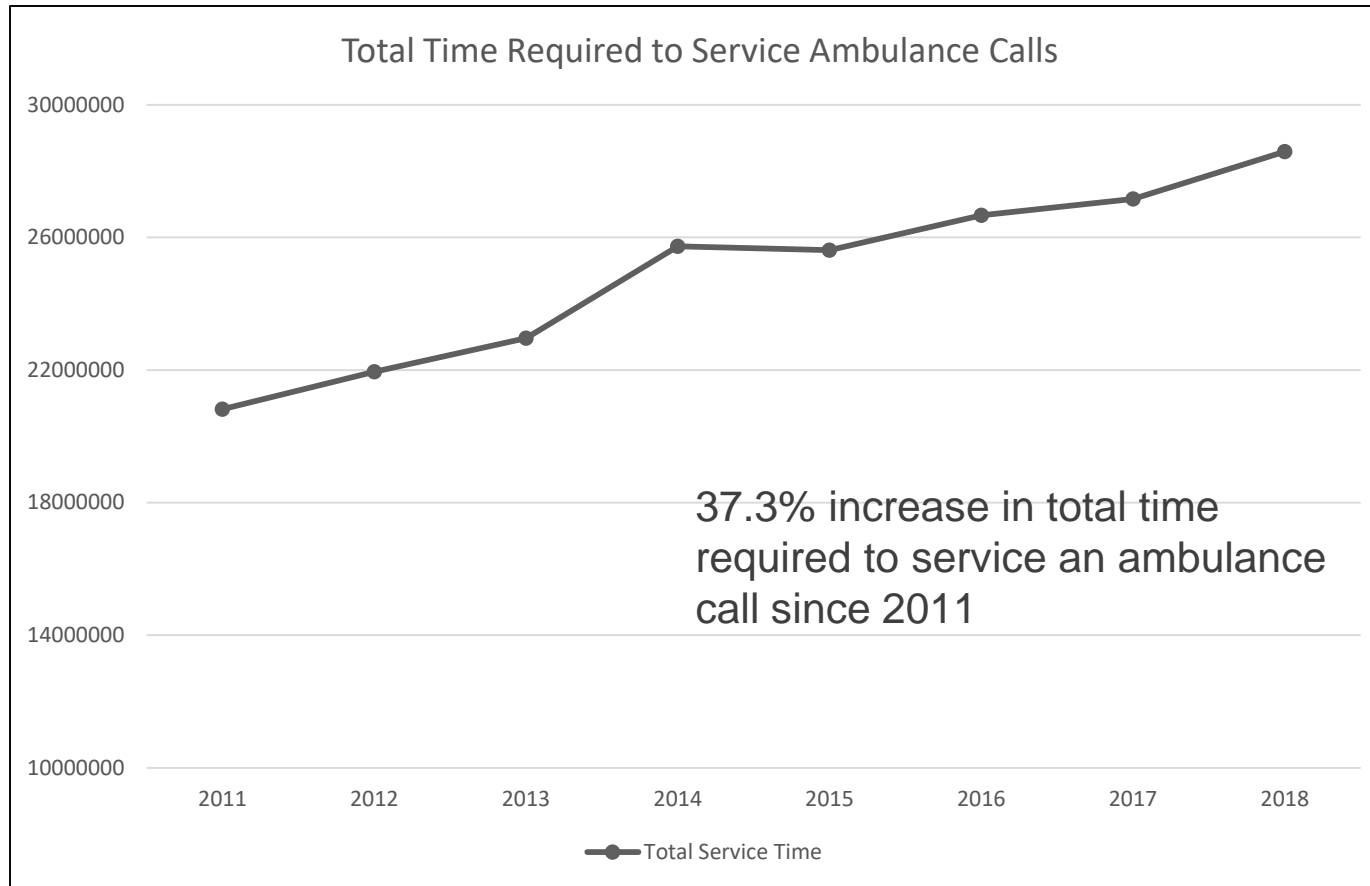
WSIB Lost Hours

- ▶ 2018 WSIB lost hours 55% higher than in 2017
- ▶ Presumptive PTSD legislation – April 2016
- ▶ WSIB costs will continue to rise



Time on Task

- ▶ Total length of time to service an emergency call



Time on Task

Time on Task				
	En Route to Call	At Scene of Call	En Route to Hospital	In-hospital
Year-to-Year Changes in Time-on-Task (90th Percentile, in minutes)				
2011	13.40	23.53	17.08	69.63
2012	13.22	23.90	15.88	72.53
2013	13.50	25.00	17.13	71.72
2014	15.63	31.52	22.27	93.92
2015	15.13	31.83	21.80	90.32
2016	14.90	31.83	21.63	89.60
2017	14.77	31.83	22.07	87.27
2018	15.95	31.80	21.98	88.10
2011 - 2018	19% increase	35% increase	28% increase	26% increase

Communications Centre Impacts

- ▶ The TPS Communications Centre answers all 911 calls for medical emergencies in the city of Toronto. It is 100% funded by the province.
- ▶ There has been no increase in Emergency Medical Dispatchers since 2013 and their workload has been equally impacted by the increased call volume.
- ▶ A business case will be submitted to the Ministry of Health and Long-Term Care to request the addition of frontline dispatch staff for the next 5 years.

Continuing Pressures

- ▶ Growing Population
- ▶ Comparison of City Population vs. TPS' Emergency Calls Per Capita
- ▶ Aging Population
- ▶ Overtime Costs
- ▶ Operational Support

Determining Required Paramedic FTEs

- ▶ 330,000 emergency calls in 2018 and 4% increase in call volume per year based on a 10-year average = 13,200 more calls ($330,000 \times 4\%$)
- ▶ In 2018, each emergency call took 127 minutes to service, 90% of the time
- ▶ **Question:** how many new hours do we need in order to meet the demand?
 - ▶ 13,200 more calls \times 127 min/call = 1,676,400 additional minutes spent on calls each year = 27,940 additional hours ($1,676,400 \div 60$) are required each year
- ▶ **Question:** how many ambulances are required to respond to an additional 27,940 hours?
 - ▶ 1 ambulance operating 24/365 produces 8,760 hours (24 hours \times 365 days) per year
 - ▶ Therefore, $27,940 \div 8,760 = 3.2$ additional ambulances
- ▶ **Question:** how many paramedics does it take to staff an ambulance 24/365?
 - ▶ 18 paramedics are required to staff one 24/365 ambulance
- ▶ **Question:** how many paramedic FTEs does it take to staff 3.2 ambulances?
 - ▶ 3.2 additional ambulances \times 18 paramedics = **57 Paramedic FTEs**

Recommended Staffing Levels

- ▶ The Multi-Year Staffing & Systems plan outlines the need for the addition of 374 FTEs from 2019 to 2024:
 - ▶ 2019 – 28 Paramedic FTEs -- *Subject to land ambulance grant reconsideration by MOHLTC*
 - ▶ 2020-2024
 - ▶ 310 frontline staff (57 Paramedic FTEs per year)
 - ▶ 18 support staff
 - ▶ 18 multifunction staff
- ▶ \$47.5 million gross, \$27.7 million net*
- ▶ Submit business case to MOHLTC for addition of frontline, support and multifunction staff, and EMDs

**Assumes continued 50% funding by the Ministry of Health and Long-Term Care*