

Disposition of the Pomax Recommendations Arising from the Review of Toronto EMS and Toronto Fire Services

Number	Pomax Recommendation	Report Recommended Disposition
<i>Recommendations Related to Toronto EMS (TEMS) and Toronto Fire Services (TFS)</i>		
1.	Do not consolidate TFS and TEMS.	<i>No action required.</i>
2.	Do not consider implementing a firefighter-paramedic model of pre-hospital emergency medical care in either an organizationally consolidated entity or in the existing separate organizational design.	<i>No action required.</i>
<i>Recommendations Related to Toronto EMS (TEMS)</i>		
3.	Increase TEMS response capacity by 223,451 staffed vehicle hours to meet demand.	<p><i>Implement.</i></p> <p>Authorize the Chief of Toronto EMS to submit a business case through the 2014 and future years' budget to add 169 paramedic positions over the next three years from 2014 through to 2016.</p> <p>Request the City Manager and the Chief of Toronto EMS to consult with the Province of Ontario, in particular the Ministry of Health and Long Term Care, regarding confirmation of 50/50 provincial cost-shared funding for paramedic positions being covered in the first year of operation.</p>
4.	Continue the Community Paramedicine program as part of a strategy to provide the most appropriate patient treatment and reduce emergency medical response call volume demand.	<p><i>Implement.</i></p> <p>Affirm the continuation of the Community Paramedicine Program as part of a strategy to reduce call volume pressures and to provide the most appropriate mobile patient care to vulnerable Toronto communities and residents.</p>

Number	Pomax Recommendation	Report Recommended Disposition
5.	Utilize Lean processes to define the activities that contribute to paramedic wait times at hospitals and identify possible relief techniques.	<p><i>Implement.</i></p> <p>Request the Chief of Toronto EMS to submit a business case through the 2014 budget process for resources to implement Lean type solutions (Six Sigma and ISO for example) to reduce hospital delays that contribute to paramedic wait times and expand Lean type solutions to both Toronto EMS and Toronto Fire Services to improve operational performance.</p>
<i>Recommendations Related to Toronto Fire Services (TFS)</i>		
6. to 11.	<ul style="list-style-type: none"> • Adopt an aggressive enforcement policy for Fire Code violations that impact upon the immediate life safety of the occupants of a building. • Establish annual Fire Code Compliance inspections of high risk occupancies. • Pursue mobile technology solutions to improve the efficiency of inspection and enforcement of Fire Code requirements. • Train fire suppression crews on key areas of the Ontario Fire Code and utilize them to augment incident prevention and inspection activities. • Establish a policy and method to require building owners to cover the full City cost to inspect premises for non-compliance of orders issued under the Ontario Fire Code. • Implement Business Intelligence reporting software and enhance business analysis capability. 	<p><i>Implement.</i></p> <p>Refer to the Fire Chief to commence or continue implementation and report further as required.</p>
12.	Establish a fire investigation team to conduct in-depth investigations and determine the cause of fire incidents in Toronto. Improve prevention programs by integrating causes identified by fire investigations into program design.	<i>Continue to implement.</i>
13.	Develop a more integrated approach to emergency prevention and education to better coordinate efforts across multiple divisions to reduce fire and other	<i>Implement.</i>

Number	Pomax Recommendation	Report Recommended Disposition
	emergencies, particularly in vulnerable communities.	
14.	Implement a strategy to focus TFS resources on prevention, public education, inspection to reduce the incidence of fires and other emergencies. The strategy should consider increasing public education, prevention and inspection staff at TFS by 54 FTEs in the shorter-term with a further increase of 46 FTEs in future years.	<p><i>Implement.</i></p> <p>Request the Fire Chief to implement a strategy to increase the focus on prevention, public education, and inspection to reduce the incidence of fires and other emergencies and report further through 2013 and future years' Committee process as required.</p>
15.	Implement dynamic staging and use predictive modeling and pre-emptive traffic controls to better predict demand and more effectively deploy fire resources and apparatus.	<p><i>Implement.</i></p> <p>Request the Fire Chief to continue to implement dynamic staging and predictive modeling to improve the City's fire deployment and determine the most strategic and service and cost efficient placement of fire resources and apparatus.</p> <p>Request the Fire Chief to explore an enhanced use of fire pre-emption including leveraging technology through other related traffic congestion management initiatives to improve fire response and report further as required.</p>
16.	Continue to move forward with the closure of station 424 at 462 Runnymede Road and consider other apparatus rationalization.	<p><i>Undertake further due diligence.</i></p> <p>Refer the possible closure of station 424 at 462 Runnymede Road to the Fire Chief for further evaluation with the other 2013 budget adjustments and to report back in the fall of 2013 when reporting out the results of the Fire Underwriters Survey.</p>
17.	Conduct a city-wide comprehensive fire risk analysis to review opportunities and rationalization of fire response and suppression resources and apparatus.	<p><i>Undertake further due diligence.</i></p>

Number	Pomax Recommendation	Report Recommended Disposition
		<p>Request the Fire Chief to bring forward an Updated Fire Master Plan by the end of 2014, incorporating changes resulting from recommendations 5, 6, 7, 8 and 9 of the report, and considering the results of a City-wide risk assessment including impacts to the community fire risk profile used to establish insurance ratings.</p> <p>Request the Fire Chief to move forward with the fire accreditation process with target completion by 2015/2016.</p>
<i>Recommendations Related to the Communications Centre</i>		
18.	Do not move forward with a full operational consolidation of the TFS and TEMS communication centres but evaluate sharing technology platforms when upgrading emergency services communications technology.	<p><i>Undertake further due diligence.</i></p> <p>Authorize the Chief of Toronto EMS and the Fire Chief to undertake a further evaluation of the benefits, limitations, risks, and required investments to consolidate the communications centres and report back in 2014 on the outcomes of the evaluation.</p>
19.	Evaluate opportunities for the TFS communications centre to provide service to other municipal fire departments to generate revenue and offset costs.	<p><i>Undertake further due diligence.</i></p> <p>Authorize the Fire Chief to evaluate opportunities for the Toronto Fire Services Communications Centre to provide communications services to other municipalities or organizations to generate additional net revenues.</p>

Number	Pomax Recommendation	Report Recommended Disposition
20.	Advocate with the Ministry of Health and Long Term Care for acceptable staff levels for the EMS communications centre.	<p><i>Implement.</i></p> <p>Request the City Manager and the Chief of Toronto EMS to consult with the Province of Ontario, in particular the MOHLTC, on the level of staff and funding required for the Toronto EMS Communications Centre to meet the 2 minute call receiving and dispatch standard set by the MOHLTC.</p>