

The logo for Toronto Paramedic Services, consisting of the words "TORONTO PARAMEDIC SERVICES" in a bold, white, sans-serif font, stacked vertically. The background is a dark blue horizontal bar.

**TORONTO
PARAMEDIC
SERVICES**

The text "Annual Report" and "2017" in a light blue, sans-serif font, with a thin horizontal line above the year. The background is a dark blue horizontal bar.

Annual Report
—
2017



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Cover Photo: Toronto Paramedic Services' Ceremonial Guard celebrating 25 years in 2017

Mission, Vision, Values

MISSION

Toronto Paramedic Services protects and improves the quality of life in Toronto by providing superior and compassionate prehospital and out-of-hospital, paramedic-based health care.

VISION

We will meet the changing needs of our community with compassion, respect and innovation in the care of our patients and their families.

Optimism

We will take the opportunity to make a positive difference in someone's life every day.

Clinical Excellence

We will continuously improve everything we do through personal development, education, evaluation, and evidence-based research. We will achieve excellence by demonstrating the highest degree of expertise as Emergency Medical Dispatchers, Paramedics, Support and Leadership staff, working together as a team, committed to the best possible care of our patients.

VALUES

Compassion

We will be compassionate with our patients and their families and accept the trust and confidence they place in us.

Integrity

We will be ethical in all of our interactions. We will remain trustworthy to the public we serve through uncompromising professionalism and integrity.

Teamwork

We will build strong relationships by working well together and independently. We will support a professional workplace that communicates respect for diversity, equitable treatment and contribution.

From the Chief

On behalf of Toronto Paramedic Services, we are pleased to present our 2017 Annual Report. The report highlights the outstanding work of our Emergency Medical Dispatchers, Paramedics, support staff and leadership team, all of whom have contributed to providing the highest quality medical care to the public.

Early in 2017, Toronto Paramedic Services launched a Psychological Health and Wellness Program to ensure the continued well-being of our staff. As part of this initiative, we have trained all staff in better understanding the impacts of occupational stress injuries, provided access to an online self-assessment and assistance tool, and have increased the size of and training for our Peer Resource Team. Through evidence-based strategies, we remain committed to supporting our employees' ongoing health and wellness.

The fall of 2017 also marked an important milestone for Toronto Paramedic Services with the launch of our first-ever multifunction ambulance station at 1300 Wilson Avenue. This strategically located facility ensures ambulances are always fully stocked and ready for Paramedics as soon as they start their shifts. The station is also part of our deployment plan which incorporates some of the latest environmental efficiencies – these include a geothermal heating system, solar panels, and a “green roof” for energy collection and retention.

Like other health care providers, Toronto Paramedic Services continues to experience increasing demand for service due to a growing and aging population. Response times, however, are now at their lowest in over a decade as a result of improved staffing, enhanced dispatching technology, and key operating efficiencies.

Thanks to the active role played by frontline Paramedics, our Community Paramedicine Program also continues to provide more health care options to our city's most vulnerable. In consultation with the Ministry of Health and Long-Term Care, Toronto Paramedic Services has begun to develop models for providing alternative care to 911 callers in an effort to reduce the need for transport to hospital. Such alternative care initiatives may include treat-and-release, palliative care and alternate destination protocols.

I am extremely proud of the tireless work and dedication of each member of our team as they are the reason for our successes. Toronto Paramedic Services remains focused on providing evidence-based health care and on improving the quality of life for our patients, their families and our staff every day.

Gord McEachen, Acting Chief



Our Strategic Direction

In keeping with the City's Strategic Actions for 2013 – 2018, Toronto Paramedic Services strives to fulfill its mission through:

CLINICAL EXCELLENCE

Key Activities:

- Improving quality of life by providing the best experience for patients
- Supporting Community Paramedicine programs, e.g., CREMS Referrals, Seniors Strategy, Health Links, House Calls, etc.
- Maintaining leadership in national and international evidence-based clinical care

EMPLOYER OF CHOICE

Key Activities:

- Continuing to support a multi-year employee engagement strategy
- Supporting a professional workforce
- Ensuring a consolidated Health & Wellness Plan
- Investing in the development of employees and leaders

- Continuing to focus on strong relationships with our union partners

ORGANIZATIONAL EFFECTIVENESS & EXCELLENCE

Key Activities:

- Continuing to improve response times to life-threatening emergency calls
- Expanding emergency call mitigation through various innovative clinical pathways
- Continuing to support mentorship processes for new staff
- Ensuring compliance with all applicable legislation and governance requirements
- Completing Lean management projects to re-engineer work flow processes
- Improving citizen first response through public education and prevention

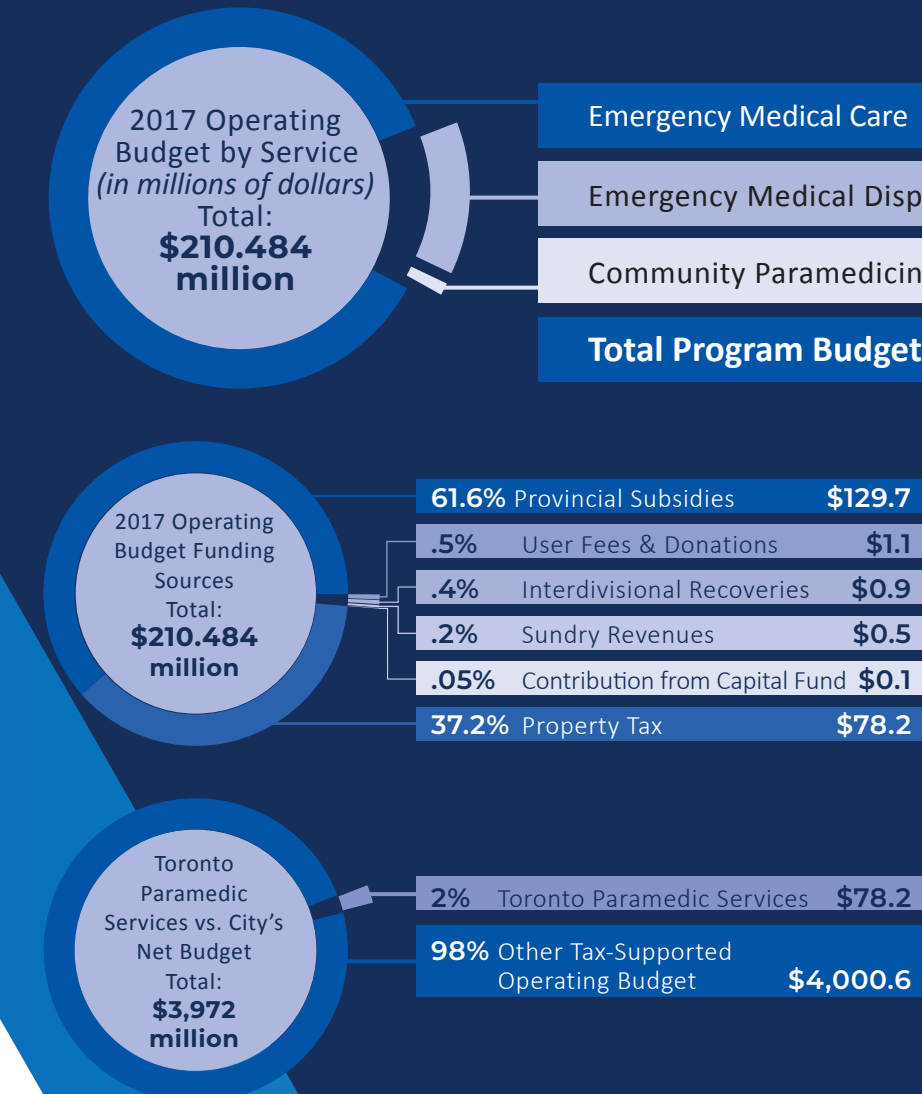
MAXIMIZING INFRASTRUCTURE EFFICIENCIES

Key Activities:

- Ensuring staff have the most effective tools and equipment to provide high quality, evidence-based patient care
- Constructing multifunction stations to increase effectiveness of the new operational model 2017-2025
- In partnership with Facilities Management, maximizing our existing infrastructure to build the new operational model in the 10 – 15 year capital plan
- Working with the Ministry of Health and Long-Term Care to ensure continued resilience of the Communications Centre and its systems

2017 Operating Budget

	Gross (thousands of dollars)	Net (thousands of dollars)
Emergency Medical Care	181,041.9	77,127.7
Emergency Medical Dispatch & Preliminary Care	27,287.8	642.7
Community Paramedicine & Emergency Call Mitigation	2,153.9	418.6
Total Program Budget	210,483.6	78,189.0



Fast Facts and Trends

- Toronto Paramedic Services is the largest municipal paramedic service in Canada.
- 215 ambulances and response vehicles transported 225,717 patients to hospital in 2017, a 2% increase from 2016.
- Since 2005, the number of emergency patient transports provided by Toronto Paramedic Services has increased by 60% due to a growing and aging population.
- Toronto Paramedic staffing remained relatively unchanged from 2002 to 2012. From 2013 to 2016, City Council approved funding to increase staffing by 220 Paramedic positions.
- With increased staffing and service efficiency initiatives, Toronto Paramedic Services achieved a response time of 11.5 minutes in 2017.

Operations

The Operations section is directly responsible for providing evidence-based emergency medical care and transportation by Paramedics with ambulances and emergency response vehicles.

Leo Tsang, Acting Deputy Chief

Achievements

- Toronto Paramedic Services was successful in the 2017 Land Ambulance Service Review conducted by the Ministry of Health and Long-Term Care (MOHLTC). This confirms our continued compliance with legislated requirements to operate as a land ambulance service in Ontario. The MOHLTC Audit Team specifically recognized our achievements in the areas of preparation for the certification inspection, level of service, quality assurance initiatives with community agencies, training and vehicles.
- In 2017, strengthened policies and procedures were implemented to support Paramedic safety. These were developed in conjunction with TCEU Local 416, CUPE Local 79, the Ministry of Health and Long-Term Care (MOHLTC), the Ministry of Labour (MOL), and with the City's Corporate Health and Safety section.
- Toronto Paramedic Services launched its first multifunction station at 1300 Wilson Avenue. This included implementation of a trial Paramedic shift schedule that was designed jointly by Union and Management staff as part of the Employee Engagement process.
- A joint Union-Management work team continues to implement and explore opportunities to enhance Paramedic wellness through improvements in meal break compliance and reduction in end-of-shift overtime. Team members come from a variety of work units across the Division and include representatives from both unions.

"Thank you to the paramedics for having empathy. They went above and beyond. Made me feel very comfortable when taking me to the hospital to accompany my wife."

– Customer Comment



Communications Centre

Toronto's Central Ambulance Communications Centre (CACC) processes over 400,000 911 calls each year and dispatches appropriate Paramedic resources to each medical emergency. Using advanced computer-aided tools and real-time system performance, the CACC's highly skilled Emergency Medical Dispatchers (EMDs) ensure balanced ambulance coverage across the city. The CACC is 100% funded by the Ministry of Health and Long-term Care.

Tarmo Uukkivi, Deputy Chief

Achievements

- A new peer-based quality assurance program was introduced to provide performance improvement feedback to all EMDs. This program exceeds industry standards and ensures 911 calls are handled with the highest degree of professionalism, quality and accuracy.
- In 2017, the most up-to-date version of the CACC's computer aided dispatch (CAD) software was implemented, helping Toronto Paramedic Services to safely manage the annual increase in emergency call demand. The upgraded dispatch software allows a scalable approach to ensuring balanced ambulance coverage and response throughout the city 24 hours a day.
- In 2017, the CACC's Education, Development and Quality Improvement Unit prepared four new Communications Training Officers and 16 Peer reviewers to ensure that staff maintain the knowledge, tools and expertise required to work in a high-performance dispatch centre.
- In 2017, Toronto Paramedic Services added 15 part-time call receiver positions. These positions augment the existing staff complement to help meet the increasing emergency call demand while providing greater scheduling flexibility.

"It was only for the [call taker's] instructions and assistance proved that things turned out to be positive and that my son is alive today."

– Customer Comment



Operational Support

The Operational Support section is critical in supporting Toronto Paramedic Services' frontline operations, by providing functions that include fleet services, facilities maintenance, staff scheduling, materials management, equipment maintenance services, finance and administration, and communication systems engineering.

Rhonda Hamel-Smith, Deputy Chief

Achievements

- Toronto Paramedic Services' first-ever multifunction station began operation in October 2017. The station is situated near the new Humber River Hospital and incorporates some of the latest environmental efficiencies, including solar panels and a "green" roof for energy collection and retention. Due to its strategic geographic location, this new station is used as part of our active deployment plan.
- Toronto Paramedic Services began installing new self-loading power stretchers, in an effort to continue to reduce workplace injuries. The stretcher was chosen based on the feedback of over 80 frontline Paramedics. Installation of the power stretchers is expected to be completed in early 2018. Paramedic feedback was also instrumental in the choice of new cardiac monitors, which were successfully rolled out in 2017.
- In 2017, utilizing a Lean/Six Sigma approach as a framework, Toronto Paramedic Services undertook a review of its Fleet and Equipment Services maintenance program. As a result, monitoring and control measures were put in place that better meet the requirements of the Ministry of Health and Long-Term Care (MOHLTC). These significant improvements were noted by MOHLTC auditors during their review of Toronto Paramedic Services in 2017.
- Toronto Paramedic Services continues to develop a comprehensive Enterprise Risk Management Program to ensure it can continue to safely manage risks faced across the entire organization (e.g., environmental, technological hazards). The program is designed to minimize the degree of risk exposure and impact, while enabling Toronto Paramedic Services to continue meeting organizational performance expectations.

"The crew were very attentive, professional and timely in their response to our grandmother's fall. We want to give them kudos for their considerate and professional response to our call."

– Customer Comment



Program Development and Service Quality

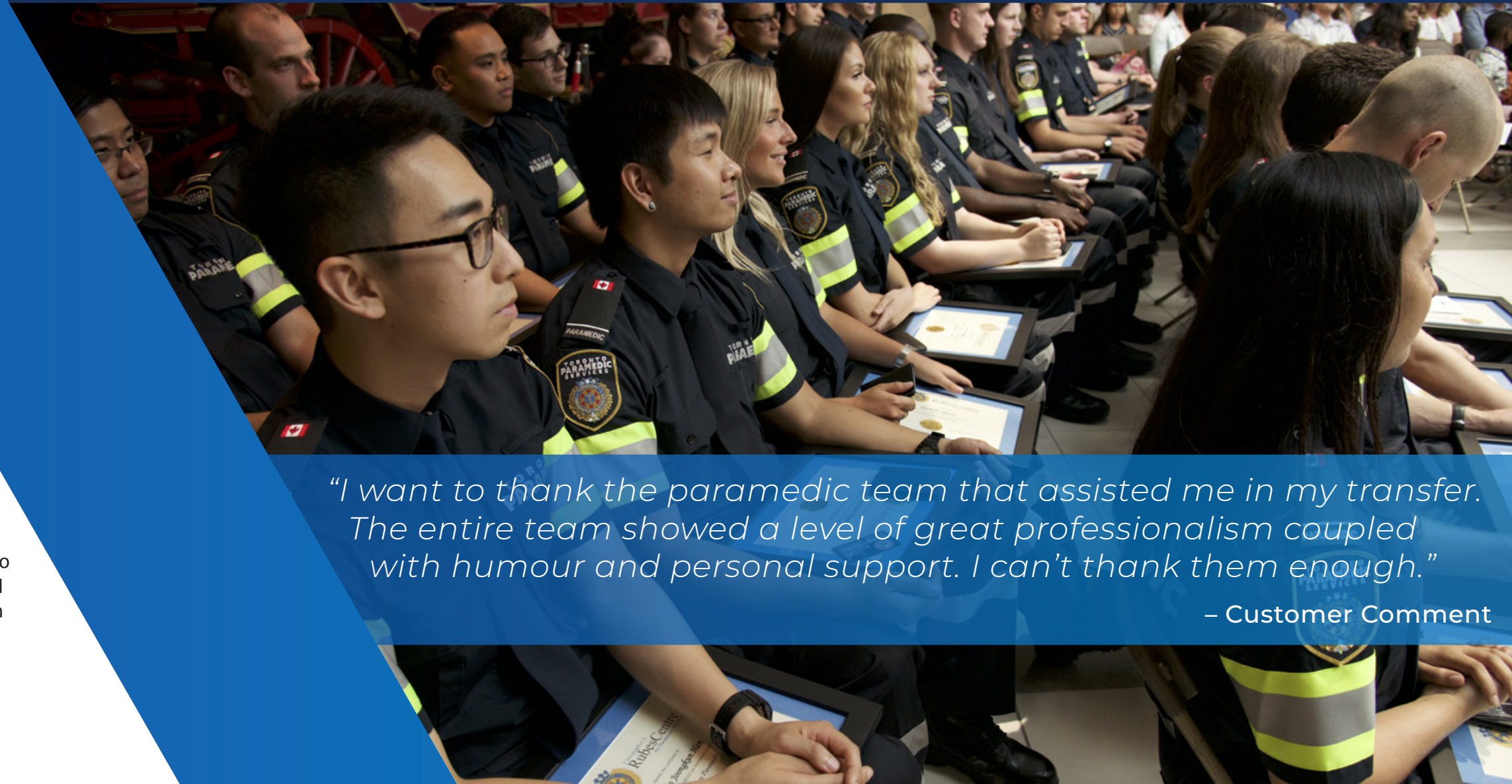
This section supports frontline operations through emergency planning, community-focused health care, maintenance of legislative compliance and quality standards, delivery of evidence-based education to staff and the public, and provision of accurate information to the public regarding Toronto Paramedic Services.

Michael Neill, Deputy Chief

Achievements

- In February 2017, Toronto Paramedic Services formally launched its Psychological Health and Wellness Plan to provide a variety of resources that support and strengthen employees' mental health, reduce stigma and promote resiliency. All staff have received training adapted from the Canadian military, titled "Road to Mental Readiness" (R2MR). Peer Resource Team members received added training to recognize suicide risk, as well as prevention strategies.
- Toronto Paramedic Services' Community Paramedicine Program continued to play an integral role in reducing call volume pressures and providing the most appropriate, mobile patient care to vulnerable Toronto communities and residents – as affirmed by City Council in July 2013 per the City Manager's Service and Organizational Review.
- In partnership with Toronto Employment and Social Services (TESS), the joint Primary Care Paramedic program allows low-income individuals from diverse communities to become life-saving professionals by mitigating their costs and helping them become self-reliant. Eleven candidates were enrolled in 2017.
- In July 2017, 10 of Toronto Paramedic Services' Primary Care Paramedics (PCPs) successfully graduated to become Advanced Care Paramedics (ACPs) through our rigorous training program. ACPs are targeted to respond to the most critically ill patients. This training program was also accorded full accreditation in 2017 by the Canadian Medical Association (CMA). A subsequent class of 14 students began their training in October 2017.

Paramedic Services continued to recruit a diverse workforce in 2017, hiring Paramedics and Emergency Medical Dispatchers (EMDs) with various cultural backgrounds and fluency in languages that include Assyrian, Bosnian, Bulgarian, Cantonese, Croatian, Farsi, French, Gujarati, Hebrew, Hindi, Korean, Marathi, Polish, Portuguese, Punjabi, Russian, Serbian, Spanish, Tagalog, Tamil and Vietnamese.



"I want to thank the paramedic team that assisted me in my transfer. The entire team showed a level of great professionalism coupled with humour and personal support. I can't thank them enough."

– Customer Comment

Psychological Health and Wellness

In February 2017, the Chief and Deputy Chiefs formally announced the launch of Toronto Paramedic Services' comprehensive Psychological Health and Wellness Plan, committing to work with all staff to provide a work environment that is psychologically and physically healthy and safe. The Plan is focused on prevention, reduction of stigma, timely intervention, post-incident support and available resources. It was developed in consultation with Union Locals 416 and 79, the City's Employee Assistance Program staff, City of Toronto Ombudsman, and Human Resources' Disability Management section.

Since the late 1980s, Toronto Paramedic Services has had a volunteer, in-house Peer Resource Team (PRT), currently comprising 29 members. They include Paramedics, Emergency Medical Dispatchers (EMDs), support and management staff, who are available to respond to critical incidents or provide general support to other employees on a 24/7 basis. Since 1986, Toronto Paramedic Services has also had a dedicated in-house Staff Psychologist position, whose role includes education, program consultation and staff referrals. The City's Employee Assistance Programs (EAP) are also available to assist staff and their families.



As part of the Psychological Health and Wellness Plan's development, an extensive suite of additional resources was developed for staff:

- Protocols were developed for pre-emptive Peer Support notifications based on types of calls attended to by frontline responding staff (i.e., Paramedics, EMDs and frontline Superintendents).
- In-house Chaplains are available upon request by any staff.

- A Divisional mental health webpage containing the full Psychological Health and Wellness Plan, and links to its many resources, was set up for staff in support of the existing Wellness webpage.
- Access to psychological support resources was simplified and communicated to staff to ensure widespread awareness.
- In 2017, all staff, eligible family members and retirees were given access to FeelingBetterNow®, an online tool for wellness self-assessment and monitoring that was customized for Toronto Paramedic Services.

Education/Training

- Additional crisis training was provided to PRT members.
- In 2017, "Road to Mental Readiness" and anti-stigma training was provided to all staff.
- All new Paramedic and Emergency Medical Dispatcher (EMD) recruits now receive peer-led Psychological First Aid training, "Road to Mental Readiness" and anti-stigma training.

Next Steps/Planned Actions

- Building on the prior training, peer-led suicide intervention training is scheduled for inclusion in all staff continuing education sessions in 2018. This training has also been added to the curriculum for all new Paramedics and EMDs.

PSYCHOLOGICAL HEALTH & WELLNESS RESOURCES

PRT
1-855-778-8367
Immediate, on-duty peer support available when you need it!
Consider contacting the Peer Resource Team (PRT) or your Employee Assistance Programs (EAP) for confidential assistance that is available to you anytime!
For additional information, tools and other helpful resources consider using the following online and self access sites:
torontomedics.ca/phpw
feelingbetternow.com/
torontoparamedicservices

TORONTO PARAMEDIC SERVICES
City of Toronto

EAP
416-392-6633
The City of Toronto Employee Assistance Program (EAP) offers confidential short-term counselling, information and referral services to City of Toronto employees and family members at no cost.
Experienced professional counselors are ready to help you with concerns that may be affecting your personal, family, or work life.
24 hours a day / 365 days a year

Call the PRT hotline at:
1-855-778-8367
Follow the voice prompts for the following resources:
• Peer Resource Team
• Regional Crisis-lines
• Victim Services
• Employee Assistance Services
• Staff Psychologist
• Community Resources
• Chaplaincy and Spiritual Care

fseap
This secondary EAP option is provided by the City of Toronto for Local 416 employees and their eligible family members.
Confidential, professional counselling, information and referral services are provided at no cost.
Call us 24 hours a day, 365 days a year. We're here for you!

FAMILY SERVICES EMPLOYEE ASSISTANCE PROGRAM
1-800-668-9920

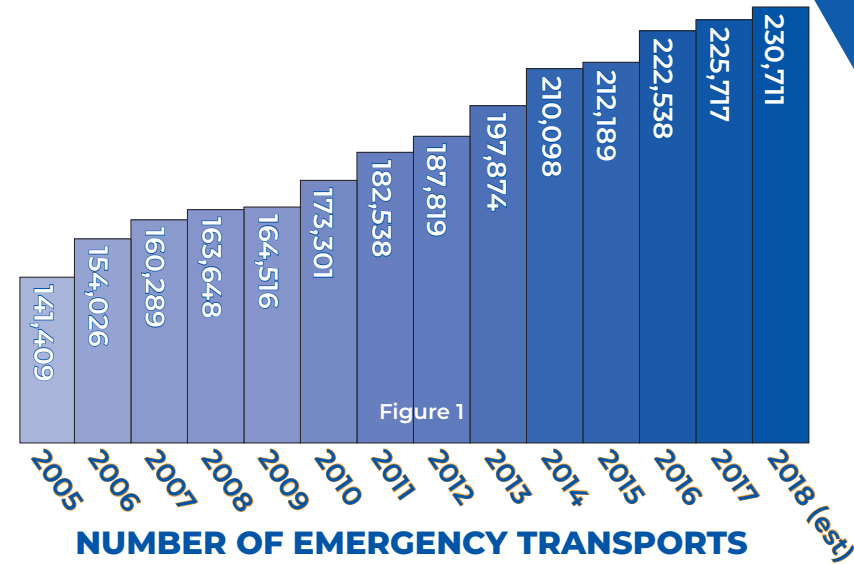
torontomedics.ca/phpw



Performance

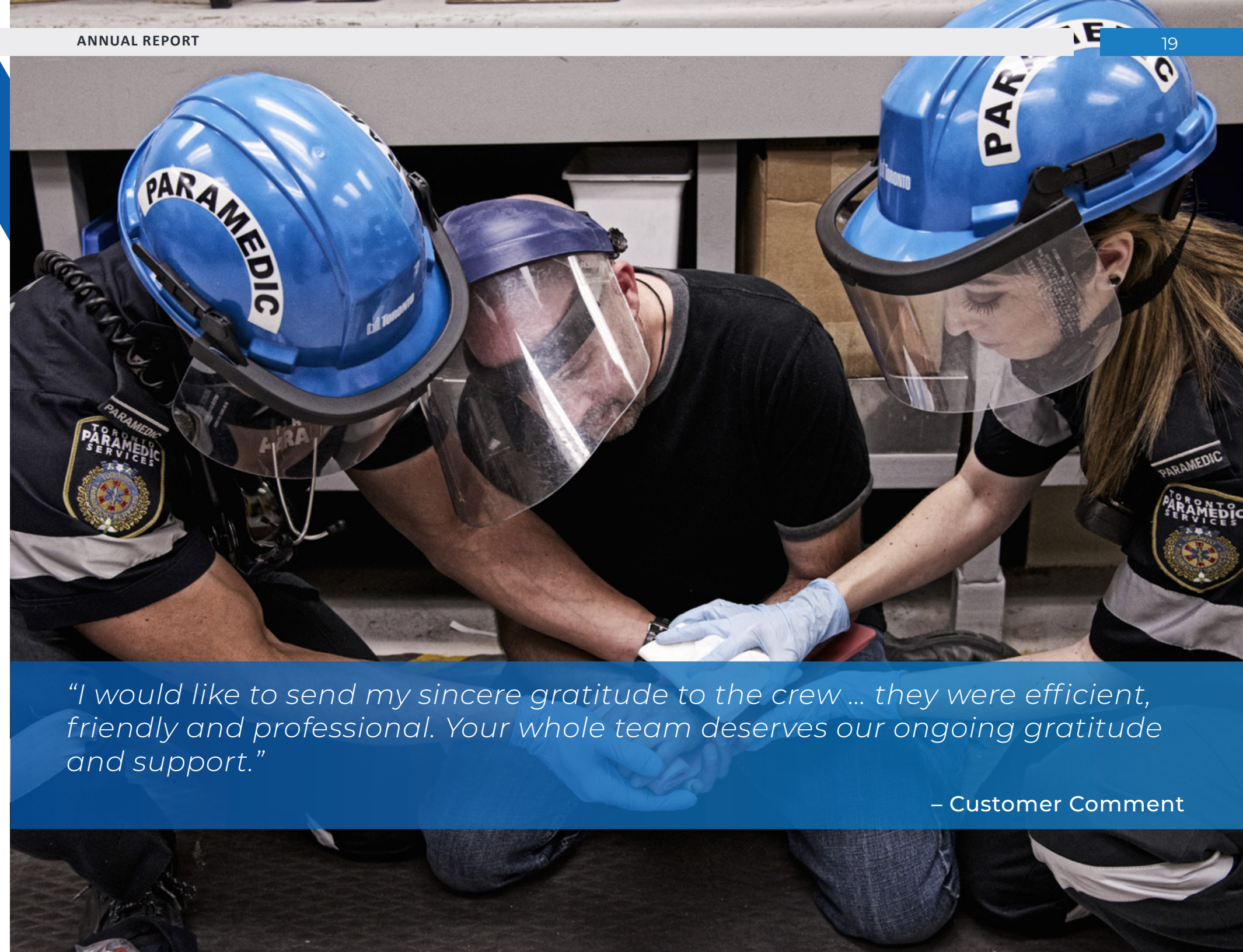
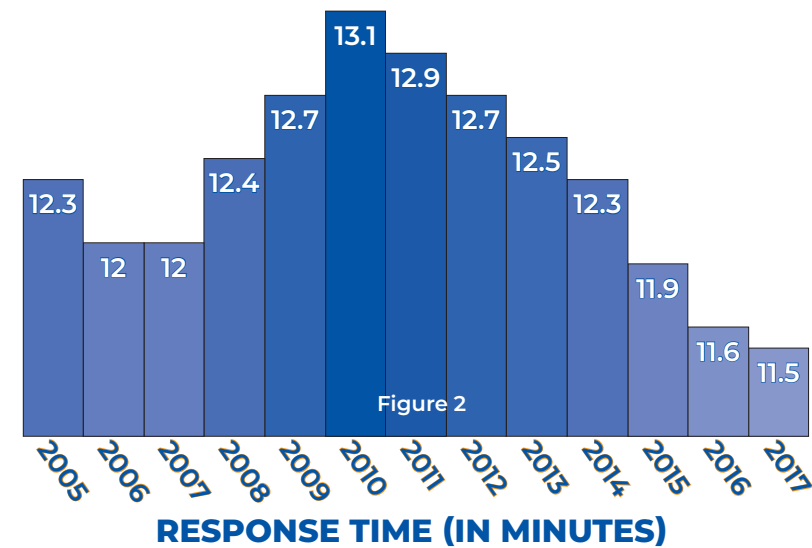
Number of Emergency Transports

In 2017, the number of emergency transports provided by Toronto Paramedic Services was 225,717 – an increase of 60% since 2005 when emergency transports totalled 141,409. This is attributable to a growing and aging population. Emergency transport volumes are projected to continue growing, and are anticipated to reach approximately 231,000 by the end of 2018 (See Figure 1 at right).



Response Time (Length of Time for Toronto Paramedic Services to arrive at an emergency scene)

Figure 2 (right) shows Toronto Paramedic Services' 90th percentile response time trend for life-threatening calls. While emergency transports have continued to increase by nearly 10,000 patients annually since 2005, response times are now at their lowest in that same time span. Toronto Paramedic Services continues to focus on response time performance both in real-time and retrospectively to ensure that our patients receive a timely response.



"I would like to send my sincere gratitude to the crew ... they were efficient, friendly and professional. Your whole team deserves our ongoing gratitude and support."

– Customer Comment

2017 at a Glance

Toronto Paramedic Services treated **~10%** of the city's population

Toronto Paramedic Services transported **225,717** patients
60% increase over 2005



Paramedics made **4,379** referrals for patients in need of additional care or support services, mitigating future trips to the emergency department



1,077

Paramedics responded to calls processed by



125



Emergency Medical Dispatchers



43% of all ambulance transports to hospital were for patients **65** years or older
103,492 transports

839 ambulance transports for patients **100** years or older (with the oldest patient at 111 years)

After age **55** need for paramedic services rises exponentially



Maintained **1,564** automated external defibrillators (AEDs)
They were used **14** times



Clinical Excellence

Research enables our staff to make evidence-based decisions to improve the service and care we provide to our patients. These studies validate the effectiveness of care already provided by Toronto Paramedics, and also help to drive critical changes that improve patient outcomes, and set standards and best practices for prehospital providers worldwide.

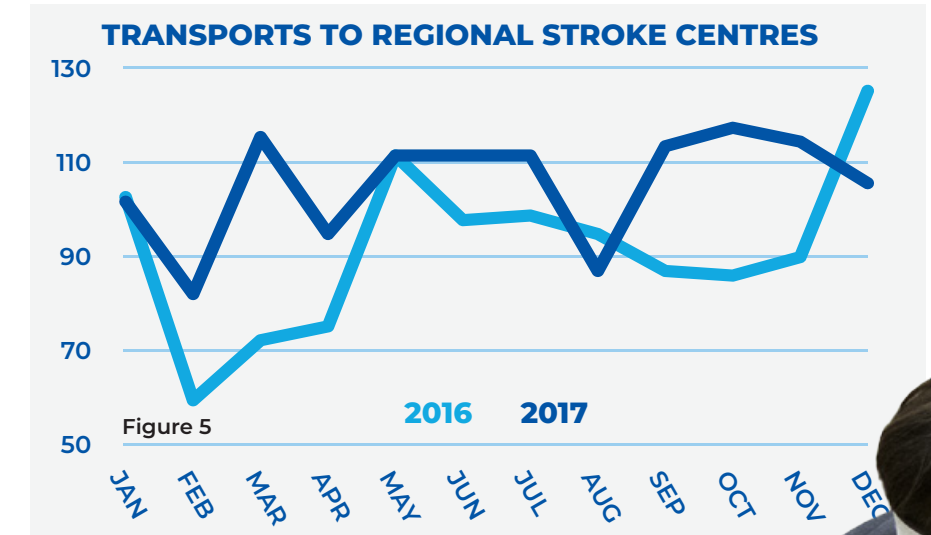
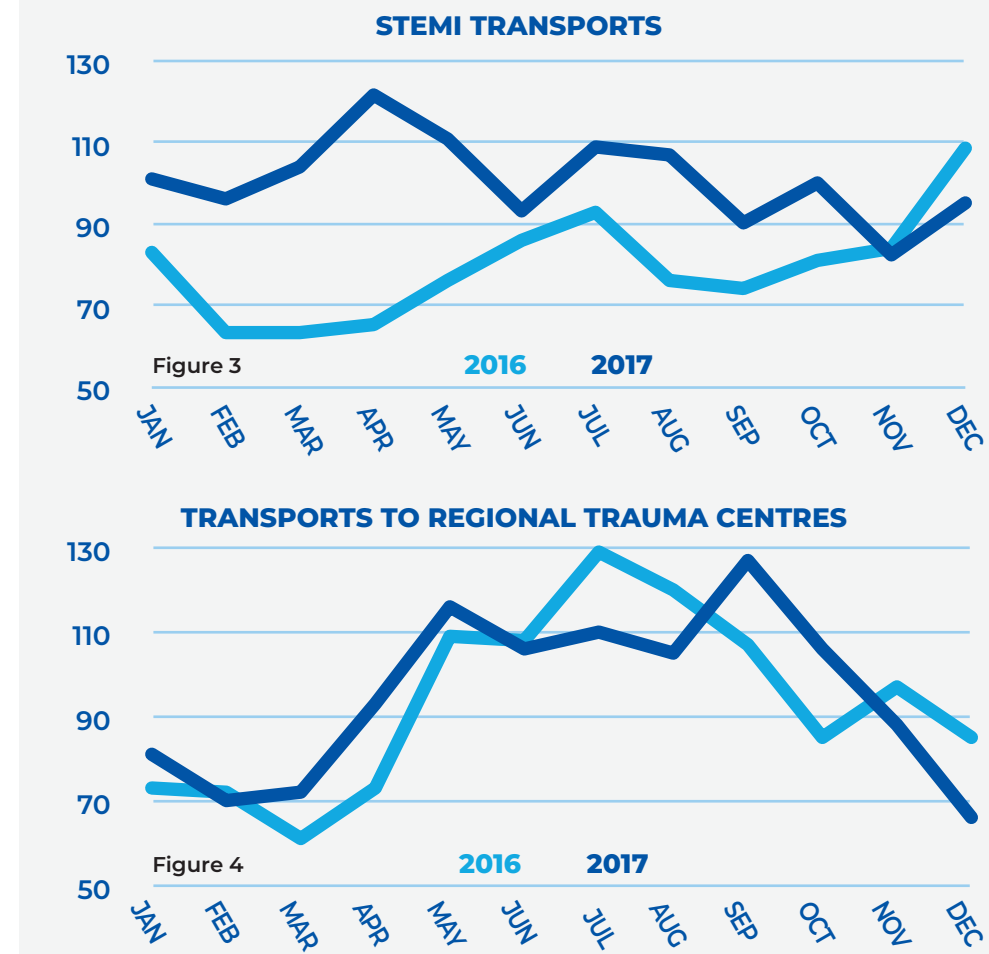
In 2017, our frontline Paramedic staff completed participation in the Tranexamic Acid (TXA) in Traumatic Brain Injury study. This trial was designed to determine whether the drug TXA, if given in the prehospital setting to patients suffering from an acute head injury, would increase survivability. It is a privilege for Toronto Paramedic Services to be a part of this exciting research and we look forward to future opportunities. Research is instrumental in helping to guide the future of Paramedic practice in Toronto and around the world.

Advanced Treatments for Heart Attack, Stroke, Trauma and Acute Medical Conditions

Toronto Paramedic Services' stroke, STEMI (a type of heart attack), and trauma patient care programs are designed to help reduce prehospital mortality. These programs continue to demonstrate improved survival outcomes and make critical differences in the quality of life of our patients.



Stroke survivor and Toronto Paramedic Services' patient Cherie Madden and Paramedic Nick Manos



The trends in figures 3-5 depict the number of transports provided by Paramedics for patients suffering from STEMI heart attacks, strokes and trauma.

Each of these programs allows Paramedics to bypass peripheral hospitals so that patients receive the right care at the right time at hospitals that specialize in treating these conditions – based on research demonstrating the benefit for patients.



A Look at Community Paramedicine

Toronto Paramedic Services' Community Paramedicine Program was created in the fall of 1999. It uses a variety of programs and approaches that focus on health promotion and injury prevention to help connect the most vulnerable population of patients to the most appropriate entry into the health care system. The Program matches each patient's particular needs, reducing 911 responses and emergency room visits.

Community Referrals by EMS (CREMS)

Since 2006, the CREMS program has provided a means for frontline Paramedics to refer patients who have provided consent directly to the Local Health Integration Network (LHIN) Home and Community Care team (previously known as Community Care Access Centre (CCAC)) based on subjective assessments of their needs for additional care or support services. The appropriate LHIN Home and Community Care team arranges for further assessment, and determines the types of available services that are best suited to each patient's needs. In 2017, there were 4,379 referrals made by paramedics.

Total CREMS Referrals in 2017: **4,379**

8% Referred to Home Visit Program: **336**

92% Referred to CCAC: **4,043**

Home Visit Program

The Community Paramedic team uses an evidence-based model to identify underserved and marginalized clients who have been using 911 services frequently. Many are frail, vulnerable and often homebound clients (mostly seniors and isolated individuals with little social connectedness), who are often unknown to community agencies and rely solely on 911 and the hospital ED for primary care.

During home visits, Community Paramedics assess clients based on their socio-economic, environmental, and medical needs, and then provide one-on-one health education along with referrals and/or connections with various community agencies for health care and other support services.

Some of the health care services include:

- Geriatric assessment teams
- Crisis intervention teams
- Home visiting physicians
- Mental health outreach services
- Primary health care teams
- Tele-homecare monitoring
- LHIN home and community care case management team

Support services may include:

- Respite care
- Housing support
- Meals on Wheels
- Wheel-Trans
- Friendly visitors programs
- Snow shovelling

In 2017, we completed 397 home visits for 209 clients. The Community Paramedicine Program tracks clients' emergency medical calls six months before the home visit and six months after the home visit.

Of these 209 clients, the following outcomes were achieved:

Community Paramedic-Led Clinic

In the fall of 2017, Toronto Paramedic Services partnered with Cota (a local agency that supports adults with mental health and cognitive challenges) and the Hong Fook Mental Health Association to provide onsite clinics at five buildings in Scarborough, identified as housing especially vulnerable groups. The goal of this program is to facilitate the creation of robust and appropriate linkages between vulnerable patients and existing resources. As with the Home Visit Program, this program helps to mitigate unnecessary 911 calls through these new connections.

Community Agency Notification (CAN)

While CREMS enables Paramedics to link patients with community support agencies, the CAN program ensures patients stay connected with those agencies, such as during a medical emergency when the patient may be cared for by Paramedics. The program provides for real-time notifications of the community agencies when their clients have been in contact with Toronto Paramedics. This notification

allows community agencies to better respond to their clients' changing needs, creating seamless transitions and better care experiences for the patients.

In 2017, 2,553 notifications had been made and by the end of the year, 3,372 clients had been registered with the program across 45 community agencies – a 12% increase over 2016.

Our commitment is to:

- Increase CREMS referrals by 10% annually to ensure that vulnerable patients are identified and put into contact with the appropriate Home and Community Care team or provincial programs
- Increase the number of home visits to the most vulnerable patients by Community Paramedics
- Continue involvement with the Toronto Seniors Strategy, which supports older Torontonians to remain active, healthy, engaged, and independent in their own homes
- Continue participation in the various Provincial Community Paramedicine working groups, and continue collaboration with other Community Paramedicine Programs across Ontario and abroad to establish and validate best practices

- Continue participation in the Health Links program within the city of Toronto, and continue involvement with the larger, multi-service LHINs surrounding the city
- Work with the Ministry of Health and Long-Term Care (MOHLTC) and local LHINs to continue support of the Community Paramedicine program and existing Community Paramedic staffing in conjunction with an expanded scope of clinical practice
- Continue to evaluate current programs and explore additional pathways that meet the needs of seniors and vulnerable clients

Customer Service

In keeping with our commitment to provide excellent customer care to Toronto’s diverse community, Toronto Paramedic Services employs an advanced technology within our Communications Centre known as “Language Services”. This service allows 911 callers to access life-saving Paramedic services in any one of over 240 different languages. In 2017, our Emergency Medical Dispatchers (EMDs) utilized this technology 3,495 times to gather critical information to provide the most appropriate care to those in need.

Figure 6 at right depicts the top languages for which Language Services was used in 2017.

Toronto Paramedic Services also recognizes the importance of responding to customer concerns. In 2017, 179 complaints were received, representing less than 0.1% of the over 380,000 emergency responses provided by Paramedics. In addition, notwithstanding the increase in call volume, the overall number of complaints received by Toronto Paramedic Services in 2017 decreased for the second year in a row by approximately 22%, compared to 2016. Meanwhile, the service received compliments for our staff from 582 individuals, which represents a 36% increase over 2016. It is important to note that a single compliment from a member of community may be associated with a team of Emergency Medical Dispatchers as well as Paramedics.

Open Data

By making information more accessible, Toronto Paramedic Services supports the City’s Open Government strategy to build public trust and confidence in government, and to improve the delivery of City services. In 2017, Toronto Paramedic Services

released two performance-focused datasets for publication on the City’s Open Data portal: “Paramedic Services Incident Data” and “Paramedic Services Land Ambulance Response Time Standard”. Datasets showing the locations of Toronto Paramedic Services’ ambulance stations and automatic external defibrillators (AEDs) within the city are also available on the portal.

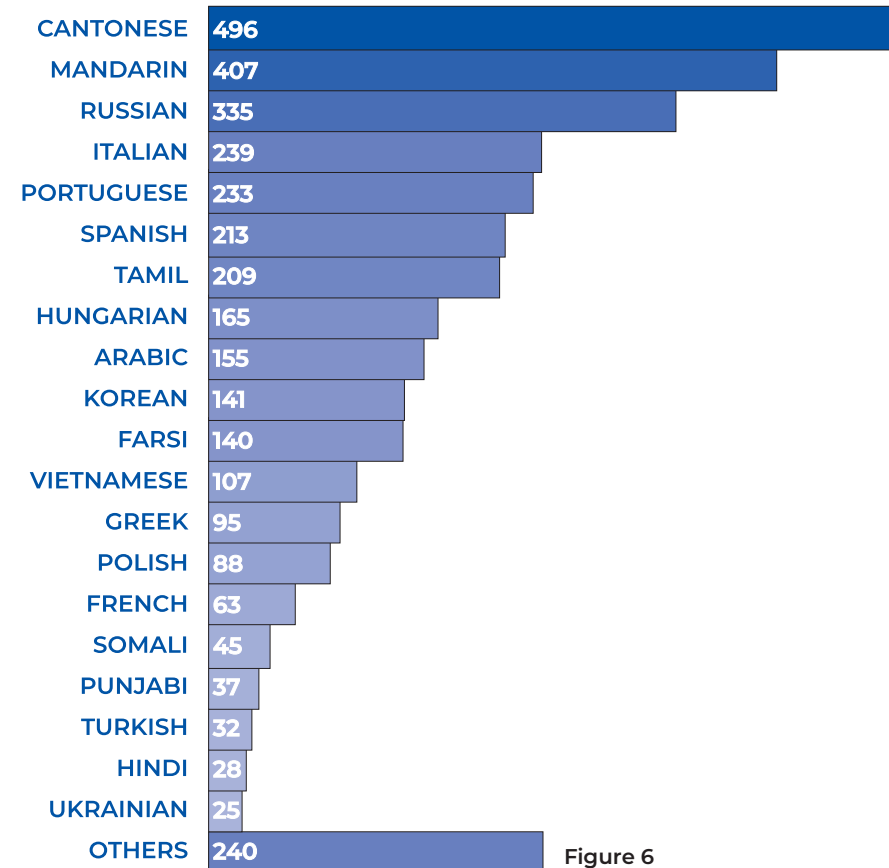


Figure 6

Health and Safety

Power Stretchers

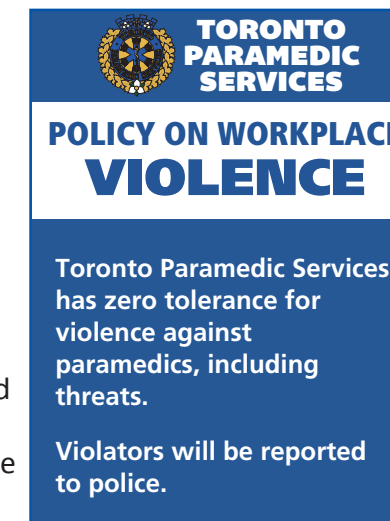
Toronto Paramedic Services began the roll-out of new powered stretchers to help reduce musculoskeletal injuries amongst Paramedics. The Division’s ambulances are being modified to accommodate the new stretchers, with anticipated completion in the first quarter of 2018.

Paramedic Safety

Toronto Paramedic Services implemented enhanced procedures and documentation to help protect the safety of Paramedics responding to the scenes of emergency calls. These improvements were achieved through the collaboration of TCEU Local 416, CUPE Local 79, Toronto Paramedic Services management, the Ministry of Health and Long-Term Care, Ministry of Labour and the City’s Corporate Health and Safety section.

Workplace Violence Messaging

Posters calling attention to the definition of workplace violence, and the need for all staff to report it, were placed in all ambulance stations and work areas. Decals referencing Toronto Paramedic Services’ zero tolerance policy regarding violence and threats were placed in the back of all ambulances for the attention of anyone transported by Toronto Paramedics.



Cardiac Monitor Mounts

Along with the roll-out of the power stretchers, new cardiac monitor mounts are being installed on the stretchers. These mounts allow Paramedics to avoid having to lift the monitor multiple times during each shift, thereby reducing the risk of injury. The mounts provide a secure mechanism to ensure the safety of both patients and Paramedics during transport.

Vehicles

With input from the Toronto Paramedic Services’ Fleet Steering Committee, comprising union and management staff, significant safety, technological and ergonomic improvements have been made to the division’s ambulance fleet. These include installation of systems for securing power stretchers and cardiac monitors, improved cab lighting, redesigned driver’s console, higher visibility light bars and upgraded HVAC systems.



Public Information and Media

Throughout 2017, as part of the City of Toronto's Street Furniture Program, Toronto Paramedic Services sponsored public information campaigns to promote bystander CPR and automated defibrillator training. Additional placements, such as on the City's corporate social media sites and placement of posters in government-run public places such as hospital emergency rooms and community centres, also allowed the messages to reach a wider audience.



Toronto Maple Leafs Left Wing Matt Martin, Paramedic Chuck Martin

Together we can save more lives.
Learning CPR and using an AED is easier than you think!
 Find out how at torontomedics.ca

TORONTO
 PARAMEDIC SERVICES
 SAFE CITY PROGRAM

Between January and March 2017, Toronto Paramedic Services

partnered with Maple Leaf Sports and Entertainment (MLSE) and the Toronto Maple Leafs organization to promote bystander CPR. The Toronto Maple Leafs sponsored social media ads to promote this important message with their fans.

Thousands of fans read the messages from goaltender Frederik Andersen and centre Nazem Kadri, encouraging bystanders to step up and help Toronto Paramedics save a life.

The MLSE campaign was also supported by radio ads, outdoor print, web and social media campaigns using Paramedic spokesperson Jeanine Kendrick.

From April to June, a stroke symptom awareness campaign also ran online and was promoted through a Global TV interview.

Proactive flu prevention information was broadcast and advice given to patients on where to receive best care in a non-emergency situation. Our "Make the Right Call" campaign saw posters placed in hospital emergency waiting rooms and online.



Paramedic Stephanie Hins speaks with CP24 reporter about heat illness prevention tips

Toronto Paramedic Services continues to grow its social media and web presence and provide public information on the following sites:

Twitter: @torontomedics, 15,300 followers

Facebook: 3,309 followers.

YouTube: 144 videos, 71,200 views, 350 subscribers.

Follow us online:

Twitter: @torontomedics



Facebook: TorontoMedics



YouTube: TorontoMedics



MAKE THE RIGHT CALL

KNOW WHEN TO CALL TORONTO PARAMEDIC SERVICES

FOR THE FLU and most ailments and minor injuries, you should visit your doctor, walk-in clinic or call

TELEHEALTH ONTARIO
1-866-797-0000

FOR EMERGENCIES SUCH AS CHEST PAIN OR TROUBLE BREATHING, DON'T WAIT, CALL 911

TORONTO
 PARAMEDIC SERVICES
 TorontoParamedicServices.ca

Safe City Program

The Safe City Program works with the community by providing first aid, CPR and Public Access Defibrillator training. Since 2004, Toronto Paramedic Services' Safe City unit has enabled the public to help Paramedics save lives. In 2017, Safe City delivered 650 courses to approximately 7,500 participants. Successful partnerships have continued with the Heart and Stroke Foundation, the Mikey Network, and with provincial and federal governments to support the growth of Safe City's Public Access Defibrillation program.

Our partners have generously funded many of the 1,564 automated external defibrillators (AEDs) located across the Greater Toronto Area. Safe City continues to manage all of these devices, of which approximately 50% are located in City-operated facilities such as community centres, ice rinks, swimming pools, municipal buildings, and in all TTC and Toronto Police facilities. In 2017, City staff and the public utilized AEDs 14 times to help save a life prior to the arrival of paramedics.



Safe City completed its defibrillator upgrade initiative in 2017 to enable a smoother transition of care to Paramedics' cardiac monitors. The upgraded devices also provide real-time feedback to the user about proper CPR techniques.



CPR and AED demonstration at SickKids Hospital



"We need to have more AEDs in more locations."

– Cardiac arrest survivor John Turco

Community and Public Engagement

Toronto Paramedics are very generous and community-oriented. Here are some highlights from 2017

\$83,185 contributed to the City of Toronto United Way campaign through payroll deductions and donations.

36 Toronto Paramedic Services employees volunteered their time to drive the floats in Toronto's annual Santa Claus Parade.



Santa Claus Parade Volunteers

Raised over \$4,600 at the annual Toronto Paramedic Services and Fire Services Bake Sale, with proceeds going to White Birch Special Needs Day Program, Children's Breakfast Club, United Way, Sick Kids Foundation and to support foster children.

Delivered over 500 toys to the CTV/Salvation Army Toy Mountain Drive.

Raised over \$162,000 for "Paramedics for a Cure – The Ride to Conquer Cancer", supporting cancer research at Princess Margaret Hospital. The team was made up of Paramedics from Toronto and from across Ontario.



Paramedics for a Cure

Raised over \$1,600 through sales of rainbow pins at the Pride Parade to support LGBTQ2S youth through Youth Link.



New Canadian Citizens at Emergency Services Headquarters

On June 1, 2017 Toronto Paramedic Services hosted a Canadian Citizenship Ceremony, welcoming 50 new Canadians from over 19 countries. It was an excellent opportunity to highlight the fact that Toronto Paramedic Services provides assistance to 911 callers in over 240 different languages.

Over 1,500 pounds of food and over \$13,000 collected at the Toronto St. Patrick's Day Parade for the Daily Bread Food Bank.

Over 100 public presentations delivered by Toronto Paramedic Services' employees on their own time throughout the year.

\$1,200 raised to support Toronto-based Sprott House, an LGBTQ2S youth shelter.

Over \$6,000 in craft supplies, make-your-own guitars and electronic production equipment donated to Toronto's Camp Ooch for kids with cancer.

\$700 raised by the Toronto Paramedic Services' BraveTO team in support of the Scarborough Hospital Foundation.



Delivering donated food to the Daily Bread Food Bank

2017 in Pictures



International Women's Day



CBRNE Unit Demonstration



Communications Centre Re-Accreditation



Green Roof at 1300 Wilson



Cutting the Ribbon



Inside Bay



June Graduating Class



July Graduating Class



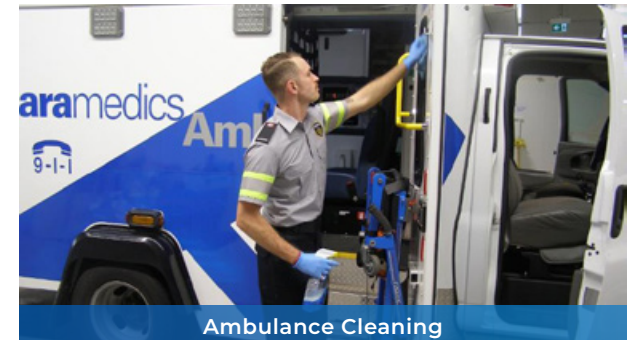
August Graduating Class



Touring with the Mayor



Supply Desk



Ambulance Cleaning



Patient Care Demonstration at CNE



25 Year Anniversary of Ceremonial Guard



Bake Sale



Supply Shelves



Proud Team



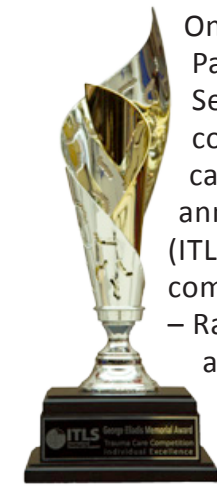
Ready for Service

Multifunction Station Opening

Photos from Toronto Paramedic Services' first-ever multifunction station, which began operation in October 2017 (See page 12 for more details).

Awards and Recognition

In 2017, our staff continued to demonstrate their commitment to excellence. We continue to take pride in recognizing the dedication of our Paramedics, Emergency Medical Dispatchers (EMDs) and Support Staff for the outstanding work they do every day in ensuring the community receives the best prehospital care available.



On November 4, 2017, a team of Paramedics from Toronto Paramedic Services was awarded first place after competing in an international patient care competition in Quebec City at the annual International Trauma Life Support (ITLS) conference. The dedication and commitment of our winning paramedics – Rachel, Chris, Jason and Martin – are a testament to the world class emergency care that the residents and visitors to Toronto receive from our staff every day.



Acting Chief Gord McEachen, Mayor John Tory, Paramedic Jason Benhaim, Paramedic Chris Rotolo, Paramedic Rachel Janer, Superintendent Martin Johnston

The 2017 competition also included the inaugural presentation of the George Eliadis Memorial Award to recognize a competitor who demonstrated exceptional professionalism and leadership. George was a Deputy Commander with Toronto Paramedic Services who, earlier in 2017, died tragically in a motor vehicle accident. He was well-known and respected, both within our service and in the ITLS community. This year's recipient was Connor McCulloch, Advanced Care Paramedic from Niagara EMS.

The following awards were presented in 2017:

Paramedic of the Year

Tim Lofgren

Emergency Medical Dispatcher of the Year

Rory Donoghue

Support Staff of the Year

Nurin Brijmohan

John Dean Chief's Award

Jessie Lee

Martin Johnston

Valour Award

Benjamin McLaughlin

Gregory Mercer

Nick Manos

Angelo Nero

Rory O'Neill

Alvin Yuhalogarasan

Conrad Zeglinski

Merit Award

Shawna Boden

Sonia Contardi

Sheree Hryhor

Gabe Ku

Mike Roffey

Peer Resource Team Long Service Award

Siobhan Carlin

Angelo Nero

John St. Louis

Recognized by the Governor General of Canada – Canadian EMS Exemplary Service Medal Recipients

20 Years

Jamie Frank

Dave Littler

Sheryl Jackson

Sandra Lockwood

Bryan Rusk

John Sheehan

Leo Tsang

30 Years

Michael McCallion

40 Years

Charles Searle

In addition, members of the public and allied agency representatives were honoured for their exceptional deeds in assisting our team with providing emergency care to those in need.



Paramedic of the Year, Tim Lofgren



EMD of the Year, Rory Donoghue



Support staff of the Year, Nurin Brijmohan



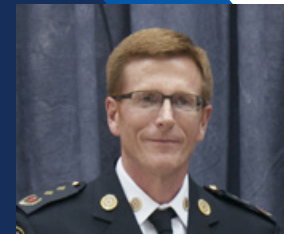
Paramedic
Jessie Lee



Superintendent Martin
Johnston



Paramedic
Benjamin McLaughlin



Paramedic
Gregory Mercer



Paramedic
Nick Manos



Paramedic
Alvin Yuhalogarasan



Paramedic
Angelo Nero



EMD
Sonia Contardi



Superintendent
Sheree Hryhor



Superintendent
Mike Roffey



Paramedic
Gabe Ku



Paramedic Siobhan
Carlin



Paramedic
John St. Louis



Paramedic
Jamie Frank



Paramedic
Dave Littler



Superintendent
Sheryl Jackson



Deputy Chief
Leo Tsang



Paramedic
Bryan Rusk



Paramedic
John Sheehan



Paramedic
Sandra Lockwood

Looking Ahead

2018 brings with it new challenges and opportunities for Toronto Paramedic Services in how it continues to deliver Paramedic care to the community, including:

- Training for all staff in suicide prevention skills, as part of the Toronto Paramedic Services' Psychological Health and Wellness Program.
- Continuation of the employee engagement process through 2018 and beyond to solicit feedback from and improve working conditions for all staff.
- Complete the design and planning for construction of the second multifunction ambulance station to improve our operating model and better address the needs of Paramedics and the community.
- Ongoing training for and participation in evidence-based care continues to be provided to our patients.
- Planning infrastructure improvements for the coming 10 years.
- Continued upgrade of dispatch systems in 2018 through the work of our IT Systems group and leadership team.
- Ongoing oversight of almost 1,600 Public Access Defibrillators through Toronto Paramedic Services' Safe City program.
- Publication of additional key datasets on the City's Open Data portal.



Emergency Medical Dispatchers Angela Salvateirra and Ian Waitschies wearing pride pins



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