

JSSC-2014-06-12

# Peterborough County/City Paramedics Organizational Review

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County of Peterborough



# Background

- Follow up to Gazda, Houlne & Associates review conducted in fall of 2013
- References to specific to PCCP:
  - Structure and size of management group
  - Clarification of Roles needed
  - Eliminate “one to one reporting relationship” (Commander – Deputy Chief – Chief)
- Council questioned the results and requested a more in-depth review and recommendations following the arrival of PCCP Chief

# Scope of the Review

The PCCP management group is comprised of the following positions:

Chief of Paramedics	1
Deputy Chief of Paramedics	1
Commander of Paramedics	1
Superintendent, Logistics	1
Superintendent, Quality Assurance	1
Shift Superintendents – full-time	3
Vacant Shift Superintendent – full-time	<u>1</u>
	9
Superintendent, Emergency Management	<u>1</u>
	10
Shift Superintendents – part-time	8 (1 on LOA)

Other positions supporting the administrative and paramedic units, **not included** in this study include:

Executive Assistant	1
Professional Standards Support	1
Clerical – PCCP	1
Fleet Maintenance	1

# Process

## 1) Survey of Comparator Services:

- Extensive (84 question) survey was designed and delivered to fifteen (15) paramedic services.
- 15 of 15 responding
- Two major sections:
  - a) EMS Key Metrics
  - b) Organizational Structure and Total Compensation.

## 2) Facilitated Session – Lean Six Sigma Approach

- Applied lean six sigma principles and thinking to understand the current issues in the organizational structure and position design
- Identified the primary areas of functional responsibility that best align and integrate for position design and clarification of roles and responsibilities.
- Identification of “value streams” contributed to the identification of role improvements to ensure separation of roles and responsibilities and a focus on the value streams or business processes that contribute to excellent emergency medical services.

## 3) Other sources of data

- Salary comparator data available in HR,
- The Gazda, Houlne & Associates organizational review dated December 18, 2013
- Ontario Municipal Benchmarking Initiative (OMBI) EMS measurement data

# Findings

## EMS Service Metrics Geographic and Population Demographics

PCCP is comparatively close to the median in terms of geographic size and population density as compared to the 15 services examined.

Total Geographic Service Area (km2)		Population Density (Population per km2)	
Renfrew	7,700	Brant	142
Hastings	7,151	Northumberland	45
Grey	4,400	Prescott-Russell	41
Haliburton	4,072	Frontenac	37
Bruce	4,025	Cornwall	37
Frontenac	3,996	Haldimand	36
<b>Peterborough</b>	<b>3,847</b>	<b>Peterborough</b>	<b>35</b>
Huron	3,402	Leeds & Grenville	28
Leeds & Grenville	3,350	City of Kawartha Lakes	25
City of Kawartha Lakes	3,067	Hastings	22
Cornwall	3,000	Grey	21
Lennox & Addington	2,841	Huron	17
Prescott-Russell	2,002	Bruce	16
Northumberland	1,906	Lennox & Addington	15
Haldimand	1,251	Renfrew	11
Brant	916	Haliburton	4
<b>Average</b>	<b>3,558</b>	<b>Average</b>	<b>33</b>
<b>Median</b>	<b>3,402</b>	<b>Median</b>	<b>27</b>



# Findings

## EMS Service Metrics Geographic and Population Demographics

- Peterborough Region does not align with the comparator group with a very high ratio of population aged 65 years and over.
- The survey data as well as retrospective ambulance call data review provides evidence of correlation of those age demographics with both demand for service and operating costs.

Persons Age > 80 per 1000 pop (Stats Can)		Population Age > 65 (Stats Can)	
Haliburton	61	<b>Peterborough</b>	<b>27,055</b>
City of Kawartha Lakes	59	Frontenac	24,925
<b>Peterborough</b>	<b>59</b>	Hastings	24,920
Grey	58	Cornwall	20,820
Northumberland	57	Brant	20,675
Huron	56	Grey	19,510
Leeds & Grenville	52	Leeds & Grenville	19,485
Cornwall	51	Haldimand	19,355
Renfrew	51	Renfrew	18,420
Hastings	50	Northumberland	17,885
Bruce	49	City of Kawartha Lakes	16,010
Haldimand	47	Bruce	13,250
Frontenac	46	Prescott-Russell	12,135
Lennox & Addington	44	Huron	11,725
Brant	44	Lennox & Addington	7,580
Prescott-Russell	34	Haliburton	4,750
<b>Average</b>	<b>51</b>	<b>Average</b>	<b>17,406</b>
<b>Median</b>	<b>51</b>	<b>Median</b>	<b>18,888</b>

# Findings

## Demand for Service and Level of Service Provided

- The rate at which the residents of Peterborough County/City utilize the Paramedic services falls well above the median
- PCCP currently falls well below the median in terms of level of service provided to the community in the form of In-Service Ambulance Hours

Rate of Request - Responses/1000 pop (Notes: 1 = Service performs a high % non-urgent transfers, 2 = Service provides first response unit coverage)		In-service Ambulance Hours/1000 population	
Renfrew (Note 1, 2)	181.18	Haliburton	1543.52
Haliburton	161.81	Renfrew	827.33
Cornwall (Note 1, 2)	149.27	Huron	821.33
Frontenac (Note 1, 2)	136.45	Haldimand	780.81
<b>Peterborough</b>	<b>120.85</b>	Prescott-Russell	765.10
Leeds & Grenville (Note 1, 2)	119.95	Grey	755.43
Hastings (Note 1)	119.64	Lennox & Addington	733.07
Lennox & Addington (Note 1)	114.74	City of Kawartha Lakes	694.92
Grey (Note 1)	111.03	Northumberland	662.09
Haldimand (Note 1)	109.92	Cornwall	567.27
City of Kawartha Lakes	107.81	Leeds & Grenville	565.59
Brant	105.6	Hastings	529.75
Prescott-Russell (Note 1)	105.27	Frontenac	508.40
Bruce (Note 1)	104.87	<b>Peterborough</b>	<b>470.63</b>
Northumberland	88.45	Brant	303.23
Huron (Note 1, 2)	71.31	Bruce	210.37
<b>Average</b>	<b>119.26</b>	<b>Average</b>	<b>671.18</b>
<b>Median</b>	<b>112.88</b>	<b>Median</b>	<b>678.50</b>

# Findings

## Demand for Service and Level of Service Provided

- As a result of the high rate of request and the lower number of In-Service Ambulance hours, PCCP ambulances tend to be much busier with a Response per Unit Hour rate which is well above the median.
- ***In consideration of the population demographics, local rates of request for response and current service staffing levels, further consideration should be given to performing a more detailed analysis in order to provide clearer prediction of future service demand and subsequent growth for long term planning.***

Emergency Responses/Ambulance Unit Hour	
Bruce	0.39
Brant	0.34
Frontenac	0.26
<b>Peterborough</b>	<b>0.25</b>
Cornwall	0.23
Hastings	0.22
Leeds & Grenville	0.19
Renfrew	0.19
City of Kawartha Lakes	0.15
Lennox & Addington	0.15
Northumberland	0.13
Haldimand	0.13
Prescott-Russell	0.13
Grey	0.12
Haliburton	0.10
Huron	0.08
<b>Average</b>	<b>0.19</b>
<b>Median</b>	<b>0.17</b>



# Findings

## Efficiency and Efficacy of Operations

- PCCP cost of operations by population and by individual response fall below the median.
- Most likely be attributed to the lower number of in-service ambulance hours provided across the community and the resultant higher rate of responses per unit hour (decreased paramedic down time).

Operating Cost per Population		Operating Cost per Response	
Haliburton	\$280.63	Huron	\$2,292.78
Huron	\$163.51	Haliburton	\$1,734.30
Bruce	\$142.97	Bruce	\$1,363.23
Grey	\$137.82	Northumberland	\$1,330.43
Prescott-Russell	\$131.90	Prescott-Russell	\$1,252.89
Lennox & Addington	\$128.85	Grey	\$1,241.24
Haldimand	\$121.15	Lennox & Addington	\$1,122.98
Northumberland	\$117.68	Haldimand	\$1,102.10
Renfrew	\$116.67	City of Kawartha Lakes	\$1,054.30
City of Kawartha Lakes	\$113.67	Leeds & Grenville	\$870.45
Leeds & Grenville	\$104.41	<b>Peterborough</b>	<b>\$817.35</b>
Frontenac	\$101.86	Hastings	\$791.29
Cornwall	\$99.50	Frontenac	\$746.52
<b>Peterborough</b>	<b>\$98.79</b>	Cornwall	\$666.57
Hastings	\$94.68	Renfrew	\$643.90
Brant	\$61.34	Brant	\$580.88
<b>Average</b>	<b>\$125.96</b>	<b>Average</b>	<b>\$1,100.70</b>
<b>Median</b>	<b>\$117.17</b>	<b>Median</b>	<b>\$1,078.20</b>

# Findings

## Efficiency and Efficacy of Operations

- PCCP costs are above the median in cost per in-service hour of operation
- Disproportionately driven by wages, paramedic wages that exceed the median
- Increased costs of ACP classified paramedic positions
- PCCP maintains an aggressive target of a 66% response rate to CATS 1 calls in 8 minutes or less.
- This target is well above the median.

Operating Cost per In-Service Ambulance Hour		Response Time Plan Target (CTAS 1 - Percentage of Response 8 min or less)	
Bruce	\$679.59	Cornwall	68
<b>Peterborough</b>	<b>\$209.90</b>	Frontenac	68
Brant	\$202.29	<b>Peterborough</b>	<b>66</b>
Frontenac	\$200.36	Brant	65
Huron	\$199.08	City of Kawartha Lakes	55
Leeds & Grenville	\$184.60	Hastings	55
Grey	\$182.44	Northumberland	55
Haliburton	\$181.81	Renfrew	55
Hastings	\$178.72	Leeds & Grenville	52
Northumberland	\$177.74	Bruce	50
Lennox & Addington	\$175.77	Grey	50
Cornwall	\$175.40	Haldimand	50
Prescott-Russell	\$172.39	Lennox & Addington	50
City of Kawartha Lakes	\$163.57	Prescott-Russell	45
Haldimand	\$155.16	Haliburton	40
Renfrew	\$141.02	Huron	35
<b>Average</b>	<b>\$211.24</b>	<b>Average</b>	<b>54</b>
<b>Median</b>	<b>\$180.26</b>	<b>Median</b>	<b>54</b>

# Findings

## Organizational Structure

### Shift Superintendent

- Norm of **42 hrs./week** to align with hrs. of paramedics
- Median is **4** Shift Sups. to provide 24/7 coverage
- Will recruit to fill 4<sup>th</sup> Shift Superintendent position included in budget

### F/T to P/T Paramedics

- Gazda correct – more p/t than f/t paramedics
- Data indicates we are lean on number of f/t paramedics compared to other services

# Findings

## Organizational Structure

### PCP vs. ACP

- County at 25% ACP
- Minimum of 0; maximum of 90%
- More information to follow at future Council meeting

### Emergency Management

- Larger services – dedicated position with other responsibilities
- Upper and lower tier support
- 9-1-1 data reconciliation
- To report to the Chief



# Findings

## Organizational Structure

### # of Management

- Gazda correct – trend average of **7**
- Larger/busier services **9** – 10
- Proposed structure of **9** not out of line

### Two Deputy Chief Model

- Gazda's report flagged concern with Commander->Deputy Chief->Chief
- Data confirmed structure out of line with others
- Lean 6-sigma event confirmed that it is problematic





# Functional Clusters

- What makes sense to group together



County of Peterborough



# Proposed Organizational Changes

## Streamlining and Clarifying

**Chief** – strategic short & long term planning, disaster planning

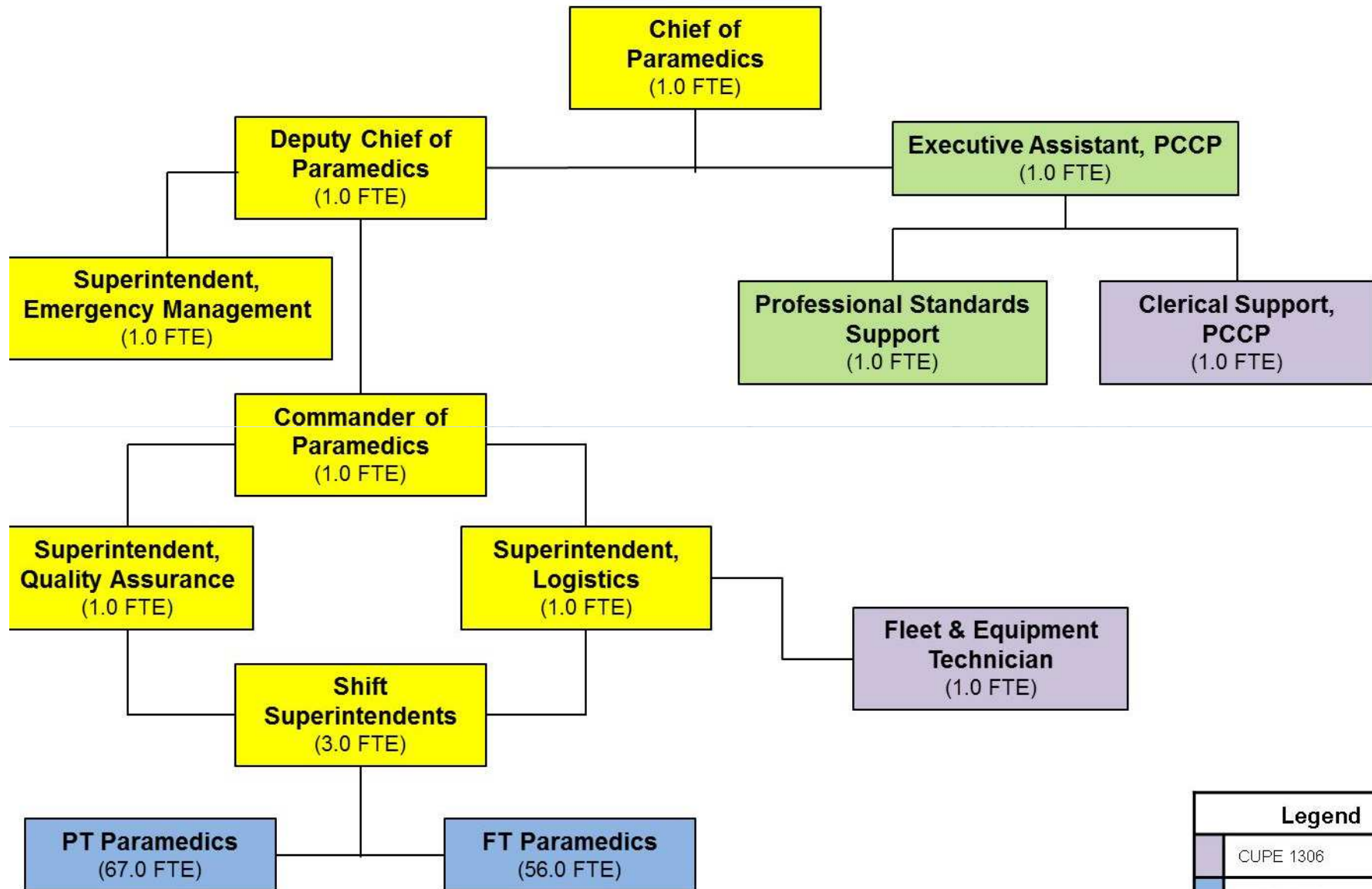
**Deputy Chief, Operations** – fleet/equipment, operational resources, change of title





**Deputy Chief, Professional Standards** – focus on quality programs, change of title and increase to Deputy Chief

**Superintendent, Emergency Management** – report Chief

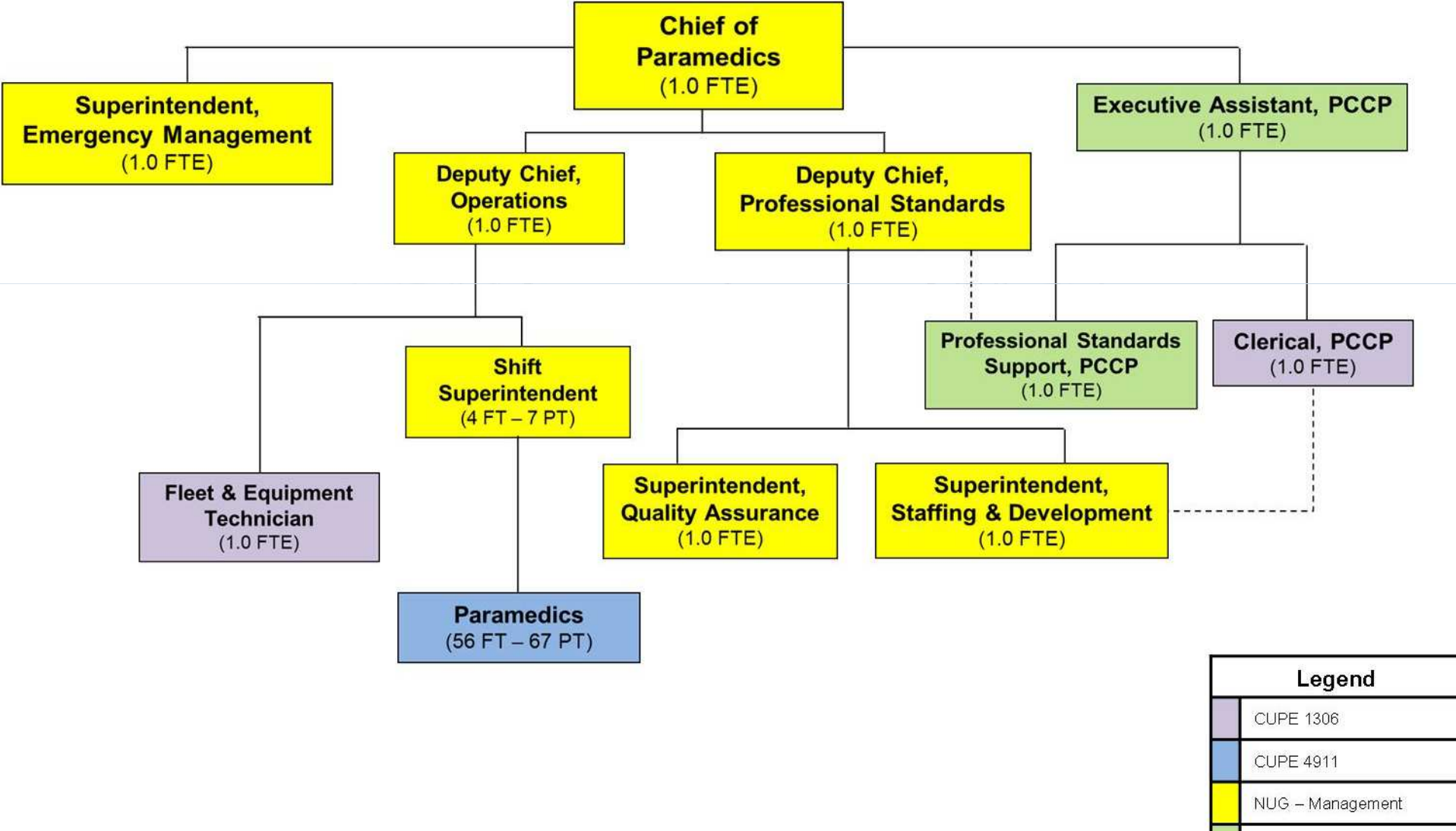
**Superintendent, Staffing & Development** – focus on human elements; change of title

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Legend	
	CUPE 1306
	CUPE 4911
	NUG – Management
	CUPE 1306

Appendix B -  
Proposed



# Cost Implications

(maximum)

Detail	2014 – Partial Year	2015 – Annualized Cost
Commander – moved to Deputy Chief	\$2,900	\$8,700
Shift Superintendents – move from 40 to 42 hrs./week (4 positions)	136 hours shift from part-time to full-time – cost neutral	416 hours shift from part-time to full-time – cost neutral
<b>Total</b>	<b>\$2,900</b>	<b>\$8,700</b>



# Recommendations

- 1) That the position of Commander be modified to “Deputy Chief, Professional Standards” and that this position be placed on the salary grid at the same level as Deputy Chief, Operations.
- 2) That the position of Deputy Chief of Paramedics be modified to Deputy Chief, Operations.
- 3) That the position of Superintendent, Logistics be modified to “Superintendent, Staffing & Development”.
- 4) That the position of Superintendent, Emergency Management reporting relationship be changed to report directly to the Chief of Paramedics.
- 5) That the position of Shift Superintendent approved in the 2014 budget, and the three existing Shift Superintendent positions, be modified to reflect 42 hrs./week.
- 6) That these changes shall become effective September 5, 2014.

**We welcome  
comments and discussion**



**County of Peterborough**

