

# ANNUAL REPORT



# Land Acknowledgement

We would like to begin by respectfully acknowledging that Dufferin County resides within the traditional territory and ancestral lands of the Tionontati (Petun), Attawandaron (Neutral), Haudenosaunee (Six Nations), and Anishinaabe peoples.

We also acknowledge that various municipalities within the County of Dufferin reside within the treaty lands named under the Haldimand Deed of 1784 and two of the Williams Treaties of 1818: Treaty 18: the Nottawasaga Purchase, and Treaty 19: The Ajetance Treaty.

These traditional territories upon which we live and learn, are steeped in rich Indigenous history and traditions. It is with this statement that we declare to honour and respect the past and present connection of Indigenous peoples with this land, its waterways and resources.

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## STRATEGIC DIRECTIONS

### Getting even better

- Relentlessly driving even higher levels of quality across our teams
- Investing in the continuous development and recognition of our people
- Continuously improving our facility and driving operational excellence

### Nothing about you, without you

- Partnering with patients and families on what's most important to them
- Empowering individuals and teams to have more control over their work and work life
- Continuing to build the future of our hospital with our community

### Integrated care, close to home

- Partnering to advance integrated systems of care in our community
- Improving the health of our community with our partners

## OUR VALUES

KINDNESS



PASSION



COURAGE



TEAMWORK



## SUPPORTS

Making every dollar count for our patients & community  
Innovation, research & technology

# OUR VALUES

Our values are more than words, they are what define and connect us. They determine how we work, how we behave, and how we relate to our patients, their families and caregivers as well as to everyone who is part of the Headwaters community. Our values are how we show that we are 'One Community, Caring Together'.



## KINDNESS

### Caring for one another

- We see the *person* in every patient, and welcome all people with compassion, empathy and respect.
- We understand our care starts with listening to what is most important to every patient and caregiver.
- We believe our work starts with valuing and supporting each other.



## PASSION

### Relentlessly building a better future

- We take pride in delivering the best possible care to every person, every day.
- We challenge ourselves to be creative and resourceful in finding solutions.
- We reach out beyond our walls to improve the health of our whole community.



## COURAGE

### Being brave and stepping up

- We do what's right, even when it's hard.
- We are curious and open to new perspectives.
- We speak up, push boundaries, and are not afraid to change.
- We go beyond what's expected.



## TEAMWORK

### Better together

- We commit to working together – patients, families, staff, volunteers, physicians and partners – to deliver the care our community needs.
- We inspire each other to be the best we can be.
- We appreciate each other's abilities and use the strength of all of us to achieve the extraordinary.

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# A Message from the Chief

On behalf of Dufferin County Paramedic Service (DCPS), it is with great pleasure that I present the 2022 Annual Report. This report highlights some of the tremendous accomplishments we achieved in 2022, as well as the challenges that we overcame as a team.

Our Community Paramedic Program continues to work with our community partners to support residents in our community. Through a collaborative approach with community-based care providers, we



were able to support low-acuity clients with the right care at home and save them an unnecessary Emergency Department visit. For 2022, the Community Paramedic Program rostered an additional 250 patients to their case load.

Emergency Departments across the province and locally at Headwaters Health Care Centre are facing continued pressures from increasing patient volumes and Health Human Resource constraints. I am incredibly proud of how our paramedics stepped up to support our local hospital by joining their teams during staffing shortages and attending to patients while in Offload Delay. Offload Delays in hospital directly impact our ability to deliver service and we continue to work with all our partners to find innovative ways to provide high quality care, in a timely manner. We began a new program at Headwaters called Fit 2 Sit which ensures that paramedics can get back on the road in a timely way, to support other calls.

We experienced a 12 per cent increase in call volume from 2018 – 2022. As well, we saw increases in Offload Delay, Code Red occurrences and total time. Innovative ways of delivering paramedic services continue to emerge and DCPS is on the forefront to ensure that our community receives the best paramedic services.

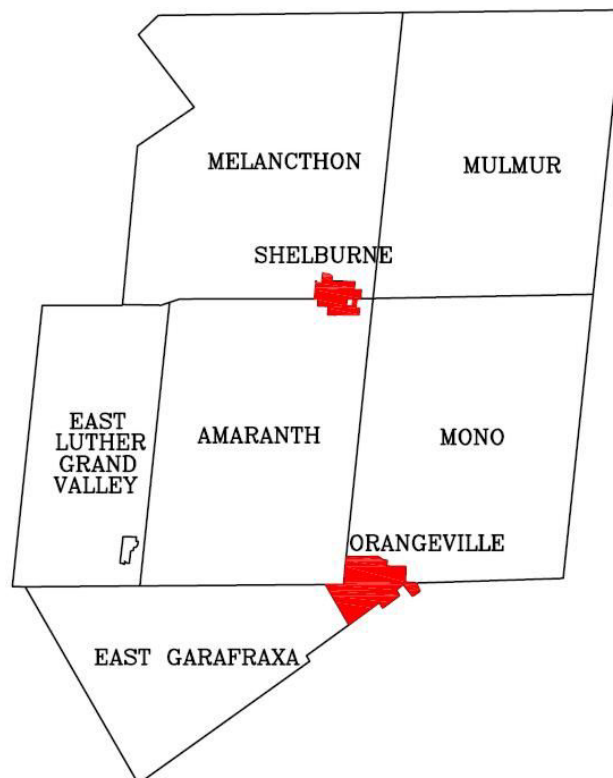
In light of both the challenges and successes of DCPS, I see the unwavering commitment and dedication of our entire team of professionals. I am extremely proud and thankful of the service that we provide to our community.

# Service Overview

Dufferin County Paramedic Service (DCPS) is responsible for the delivery of paramedic services to the residents of the County of Dufferin. The Province of Ontario and the County of Dufferin share the costs of land ambulance services.

Through the professionalism and dedication of our paramedics and administrative staff, we have created a dynamic organizational culture of service excellence.

DCPS provides emergency medical coverage to over 66,000 residents. Services we provide include Advanced Life Support, Community Paramedic Program and Public Access Defibrillator Program.



# The Staff

Our staff are the greatest asset to the organization and our community. Our 60 members – including front-line Paramedics, an Administrative Assistant, two Deputy Chiefs and a Chief – work together to provide the best possible care. Our team has a variety of backgrounds and skill sets that contribute to the successful delivery of paramedic services within Dufferin County.

All Paramedics employed by DCPS are college graduates and are delegated by the Medical Director of the Regional Base Hospital Program to perform medical interventions under the regulated Health Professions Act. As such, they are certified to administer numerous medications and perform an extensive list of controlled medical acts. In addition, approximately 47 percent of our Paramedics are certified as Advanced Care Paramedics. This means they are certified to administer an expanded list of medications, advanced airway management and cardiac interventions. This ensures that those requiring the services of DCPS receive the highest level of care possible. In 2022, an Advanced Care Paramedic attended 78 percent of all responses.





# The Staff

## Staff Recognition

Our staff were recognized for the amazing contributions that they have made throughout the year and over their careers, here at Dufferin County Paramedic Service. If it was not for these dedicated members of our team, we could not provide the high level of service that our community deserves.

This past year saw numerous paramedics receive awards for long-term service, quality of care and for going above and beyond what is expected.

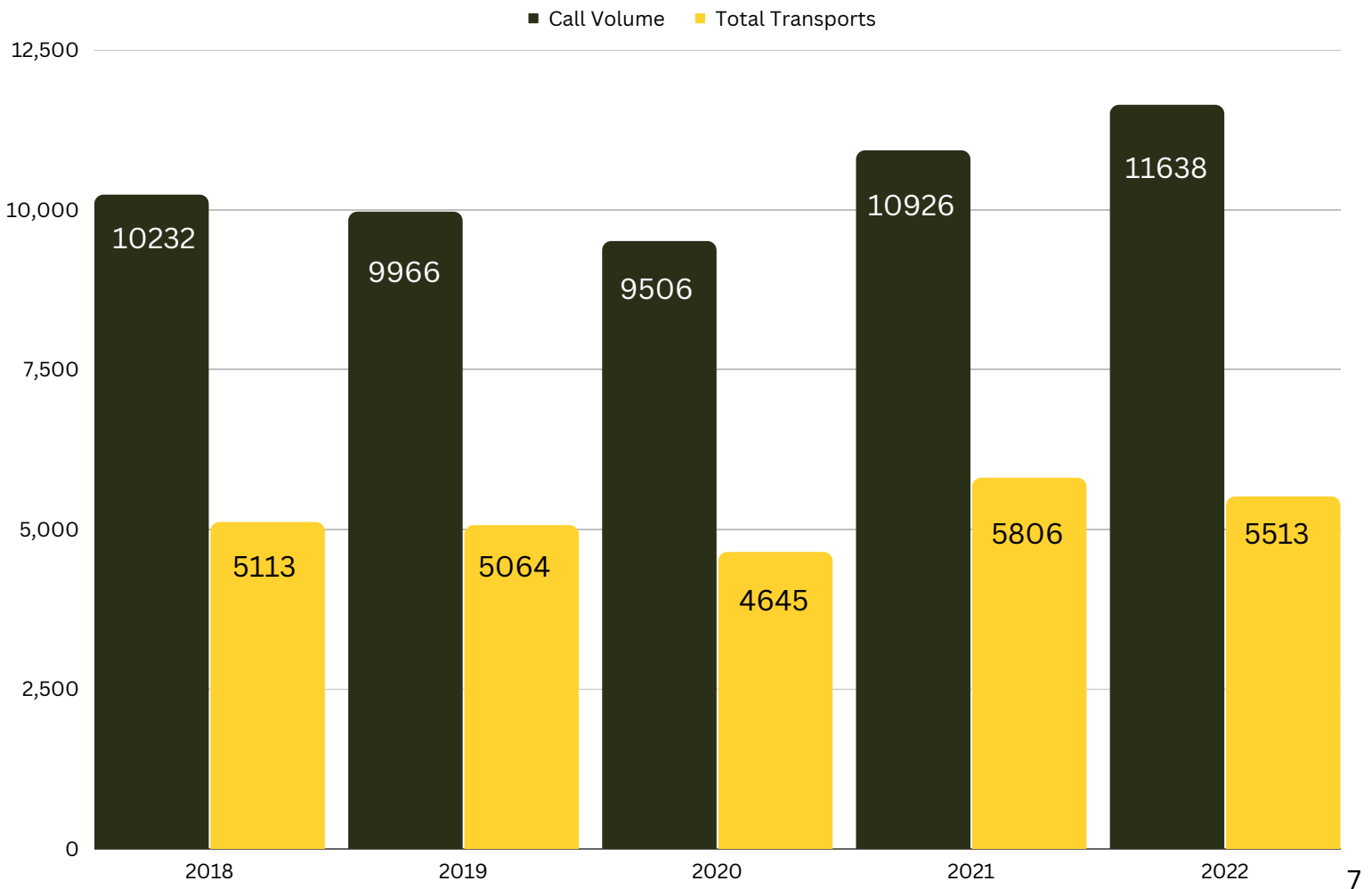


# System Performance

## Call Volume

DCPS strives to provide the best possible care in a timely manner to the residents and visitors of Dufferin County and surrounding area. In order to achieve this, our administrative team continuously monitors the operational demands for DCPS.

Below is a five-year overview of the changes in Total Call Volume and Total Patients Transported to hospital

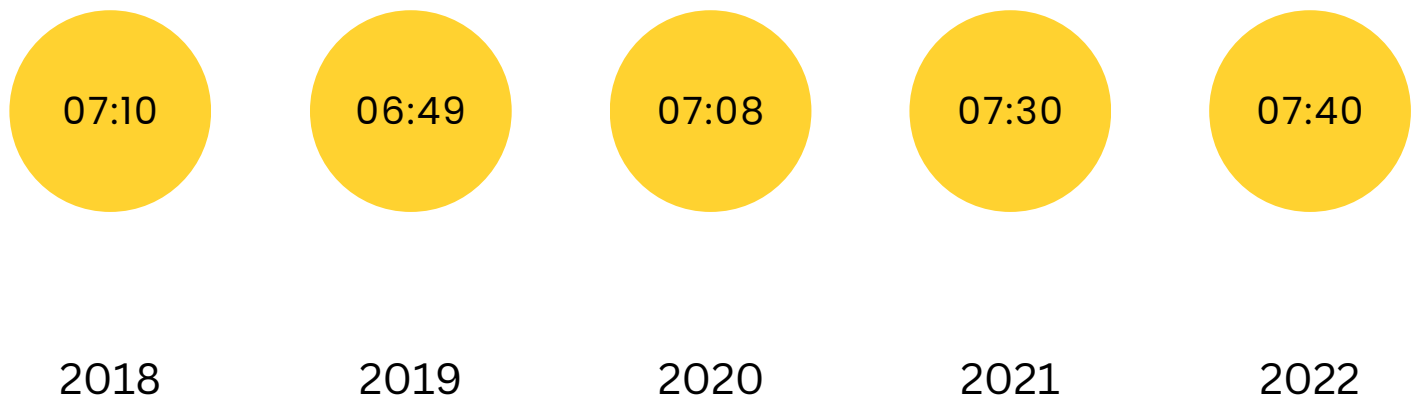


# System Performance

## Response Time

DCPS remains committed to providing the best pre-hospital care in a timely manner. In order to meet the demands, DCPS requires innovative ways to achieve these results in a community that continues to grow and increasing demand for services.

Below is a five-year overview of the average response time



# System Performance

## Response Time Standards

DCPS continues to meet the legislated and council approved response time standards. The current response time reporting framework is defined as the elapsed time from when the first paramedic unit is notified to the arrival of a paramedic unit on scene. Response times across Ontario are measured and publicly reported in the same manner to the Ministry of Health.

Response Time Standards			
Category	Time Target	Target Percentage	2022 Performance
CTAS 1	8 minutes	60%	65.43%
CTAS 2	15 minutes	80%	89.28%
CTAS 3	30 minutes	90%	98.98%
CTAS 4	30 minutes	90%	98.93%
CTAS 5	30 minutes	90%	99.74%

# System Performance

## Response Time Standards - Sudden Cardiac Arrest

In cases of Sudden Cardiac Arrest (SCA), response time is defined as the elapsed time from when the first paramedic unit is notified to the arrival of any person trained and equipped to provide defibrillation. This response time is greatly affected by the availability of a public access defibrillator. Public access defibrillators can be found in various locations throughout Dufferin County including recreation facilities, schools, municipal buildings and fire departments.

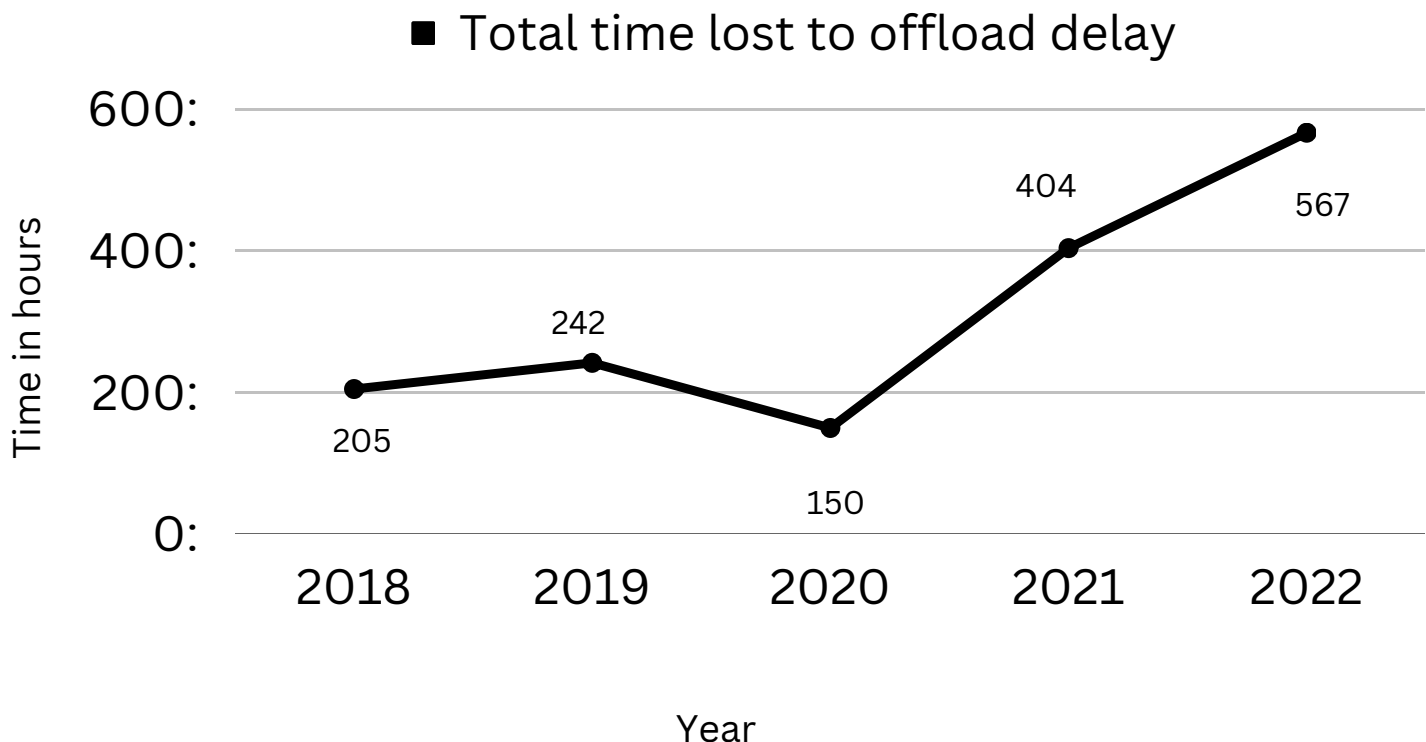
<b>Response Time Standards</b>			
<b>Category</b>	<b>Time Target</b>	<b>Target Percentage</b>	<b>2022 Performance</b>
SCA	6 minutes	25%	42.11%

# System Performance

## Offload Delay

Offload Delay is defined as time in hospital greater than 30 minutes. DCPS and HHCC having been working on innovative ways to help reduce the amount of time that paramedics are waiting in hospital. Increased funding was secured from the Ministry of Health for a dedicated offload nurse which is responsible for ensuring that paramedics can offload and the patient can be monitored while waiting to be seen in the Emergency Department. The re-establishment of a Fit-to-sit program allows paramedics to quickly transfer care to ED staff for low acuity patients.

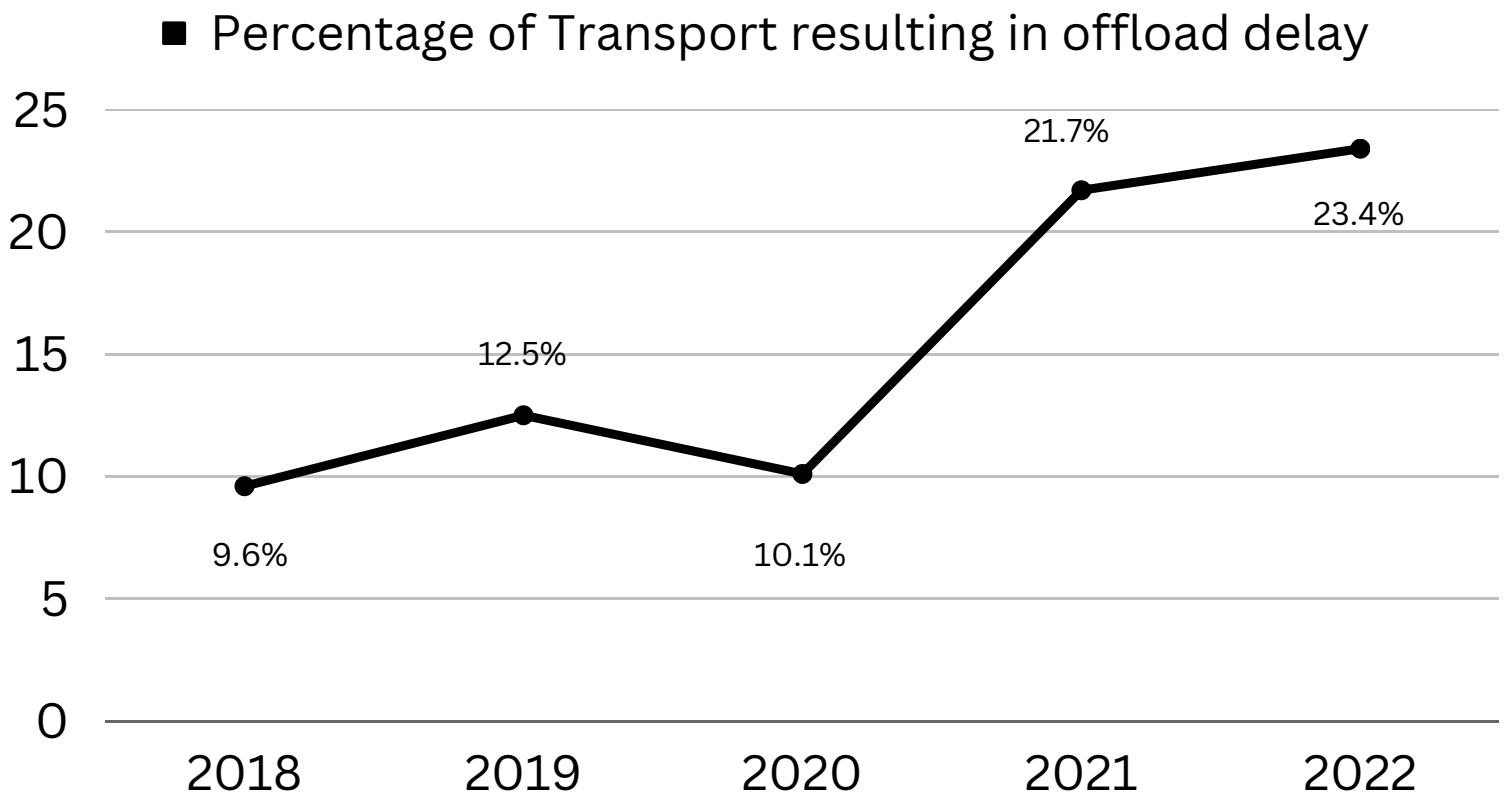
The graph below shows the total amount of time (in hours) lost to Offload Delay over the past 5 years.



# System Performance

## Offload Delay

The graph below shows the percentage of patient transports that resulted in Offload Delay over the past five years.

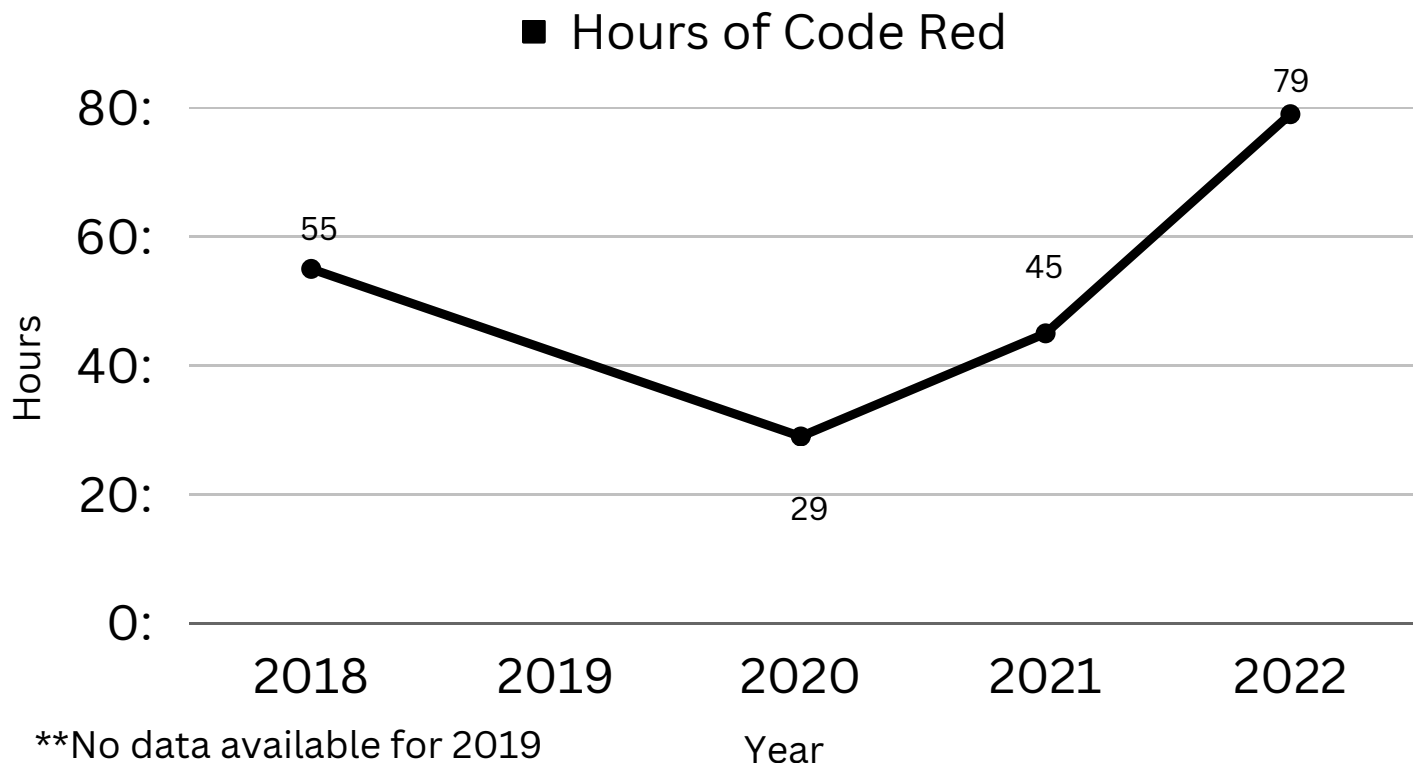


# System Performance

## Code Red

Similar to Offload Delay, Code Red has gained significant media attention over the past year. Code Red is referred to by various terms in different jurisdictions including Code Black, and Code Zero. This refers to times when zero ambulances are available for a specific municipality. In Dufferin County this would mean that no ambulances from Dufferin County are available to respond to an emergency. When this happens, neighbouring Paramedic Services provide coverage and respond to emergencies until local resources become available.

The graph below shows the total hours over a five-year period.



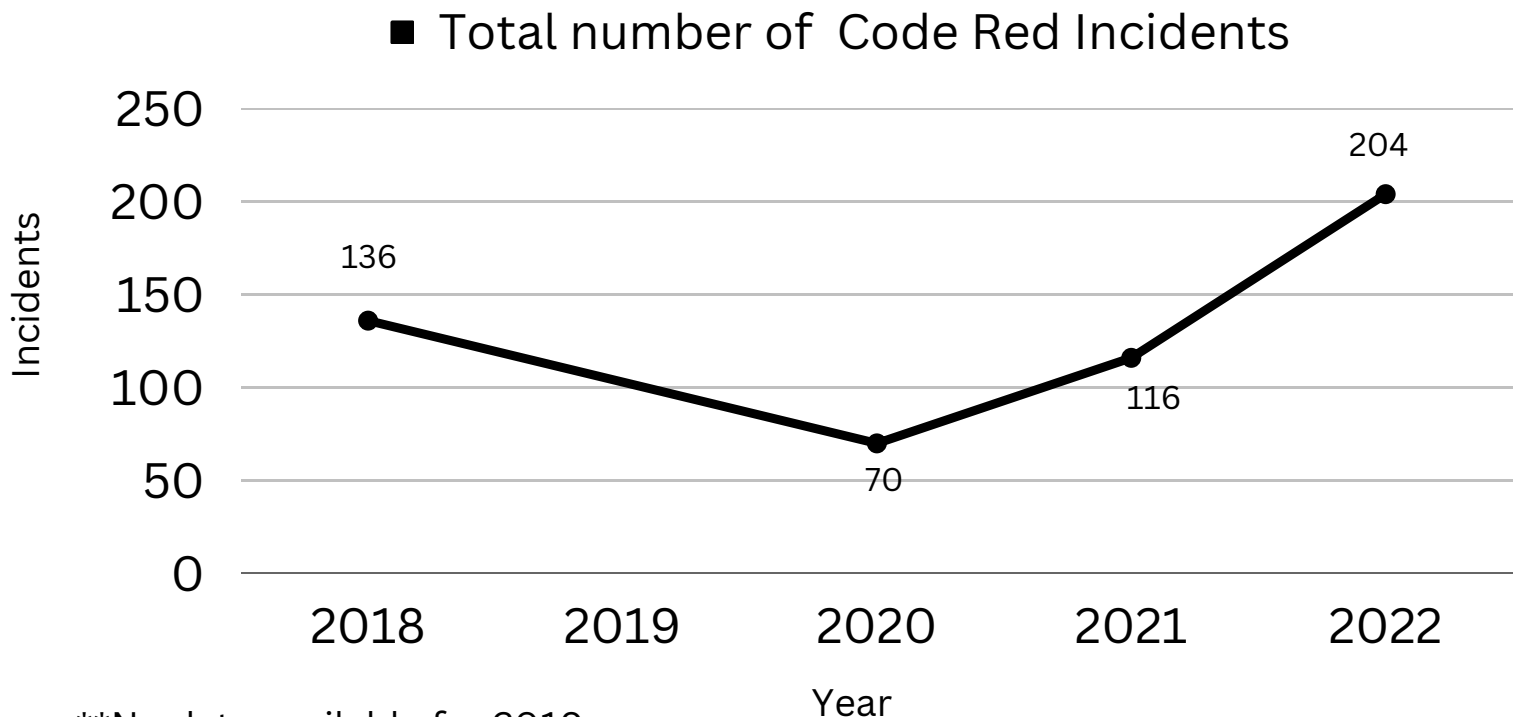


# System Performance

## Code Red

The graph below shows the total number of incidents of Code Red in Dufferin County over a five-year period. An incident is defined as any situation for which zero ambulances were available, even if the length of time was minimal.

The Ministry of Health is working collaboratively with paramedic service leaders to help mitigate the incidents of code red. This work includes changes to provincial legislation that will allow paramedics to provide treatment to a patient and referring to external healthcare service providers such as community paramedics and home care services. As well, paramedics will be allowed to provide treatment to a patient and release them from care without being obligated to transport to hospital.



\*\*No data available for 2019

# Program Development

## Call Types

DCPS remains committed to promoting and supporting improved clinical care, safety and quality. When a member of the public requires immediate medical care, an entire team of dedicated, highly qualified people come together to provide the highest level of care possible. The Paramedic Service uses the data collected from electronic Patient Care Reports (ePCR's), Ambulance Communication Centre and various hospitals that receive patients from DCPS to assist with the decisions that will impact the direction of the service in the future. All data collected during a Paramedic's duties are protected under the Personal Health Information Protection Act.

DCPS Top 10 Call Types			
Ranking	Call Type	Number of Calls	% of Total Calls
1	Weakness/Dizziness/Unwell	958	13.14%
2	Musculoskeletal	580	7.96%
3	Dyspnea	454	6.23%
4	Abdominal Pain	450	6.17%
5	Trauma/Injury	378	5.19%
6	Behaviour/Psychiatric	378	5.19%
7	Lift Assist	324	4.45%
8	Inter-Facility Transfer	293	4.02%
9	No Complaints	269	3.69%
10	Ischemic Chest Pain	236	3.24%

# Program Development

## Program Data

In cooperation with various community partners, DCPS participates in regional and provincial programs aimed at improving patient outcomes.

Currently, DCPS has seven programs in operation including Acute Stroke Bypass, ST Elevation Myocardial Infarction (STEMI) Bypass, Code STEMI, Paramedic Referral, Palliative Alternative Destination, Palliative Alternative Treatment program, and Trauma Bypass program.

The Acute Stroke Bypass program is a provincial program that transports specific patients suffering from an acute stroke to a hospital that specializes in the treatment of these patients.

STEMI Bypass is a program within Dufferin County that transports patients suffering from STEMI to Southlake Regional Hospital for a life-saving procedure referred to as Primary Percutaneous Coronary Intervention (PCI).

Code STEMI occurs when patients present to Headwaters Health Care Centre Emergency Department (ED) suffering from a STEMI. These patients are also immediately transferred to Southlake Regional Hospital for Primary PCI.

Paramedic Referral involves referring those patients who are most vulnerable and consistently high users of the health care system to alternative sources of health care. This helps patients receive the right care, at the right time in the right place.

# Program Development

The Palliative Alternative Destination is a pilot project approved by the Ministry of Health which enables paramedics to transport patients at end-of-life to the hospice of choice. In coordination with our partners at Bethell Hospice and Matthews House Hospice, paramedics are able to support a patient's wishes for end-of-life care.

Program	Number of Calls
Acute Stroke Bypass	34
STEMI Bypass	16
Code STEMI	26
Paramedic Referral	105
Palliative Alternative Destination	3
Palliative Alternative Treatment	11
Trauma Bypass	2

The Palliative Alternative Treatment program is a research project in collaboration with our base hospital, Centre for Paramedic Education and Research, that provides the highest-level of evidence-based care to palliative patients. These patients are then connected with their Primary Care Physician and Palliative Care Team to ensure a seamless transition.

The Trauma Bypass program is in collaboration with Sunnybrook Health Sciences, which allows paramedics in Dufferin County to transport severely injured trauma patients directed to a Level 1 trauma centre, so that the patient can receive the best care possible, in a timely manner.

# Program Development

## Quality Improvement

As mandated by the Ambulance Act of Ontario, each Paramedic Service must have a vigorous Quality Assurance Program that oversees the daily activities of all Paramedics employed by the service. DCPS currently exceeds all mandated requirements for a Quality Assurance Program by completing audits of 100 per cent of ePCR's, on scene paramedic evaluations, yearly performance appraisals and quarterly performance reports. This program leads to DCPS providing the highest level of evidence based care to the residents and visitors of Dufferin County.

## Education

All Paramedics must complete various types of education on an annual basis in order to maintain their paramedic certification. Every year, our Paramedics undergo an Annual Practice Review conducted by the base hospital and must complete additional Continuing Medical Education. In addition, paramedics must complete service related training specific to new equipment and emerging trends.

## Public Access Defibrillation Program

DCPS manages the Public Access Defibrillation (PAD) Program within Dufferin County. Currently, there are over 130 PAD's available throughout the county in various municipal buildings, recreation centers and public facilities. Since the start of the PAD Program in our county, there have been five saves directly attributed to PAD use. DCPS also instituted a PAD loaner program, where anyone can borrow a PAD for a short period of time for family events, weddings, and local public gatherings to ensure the health and safety of all that attend

# Community Paramedic Program

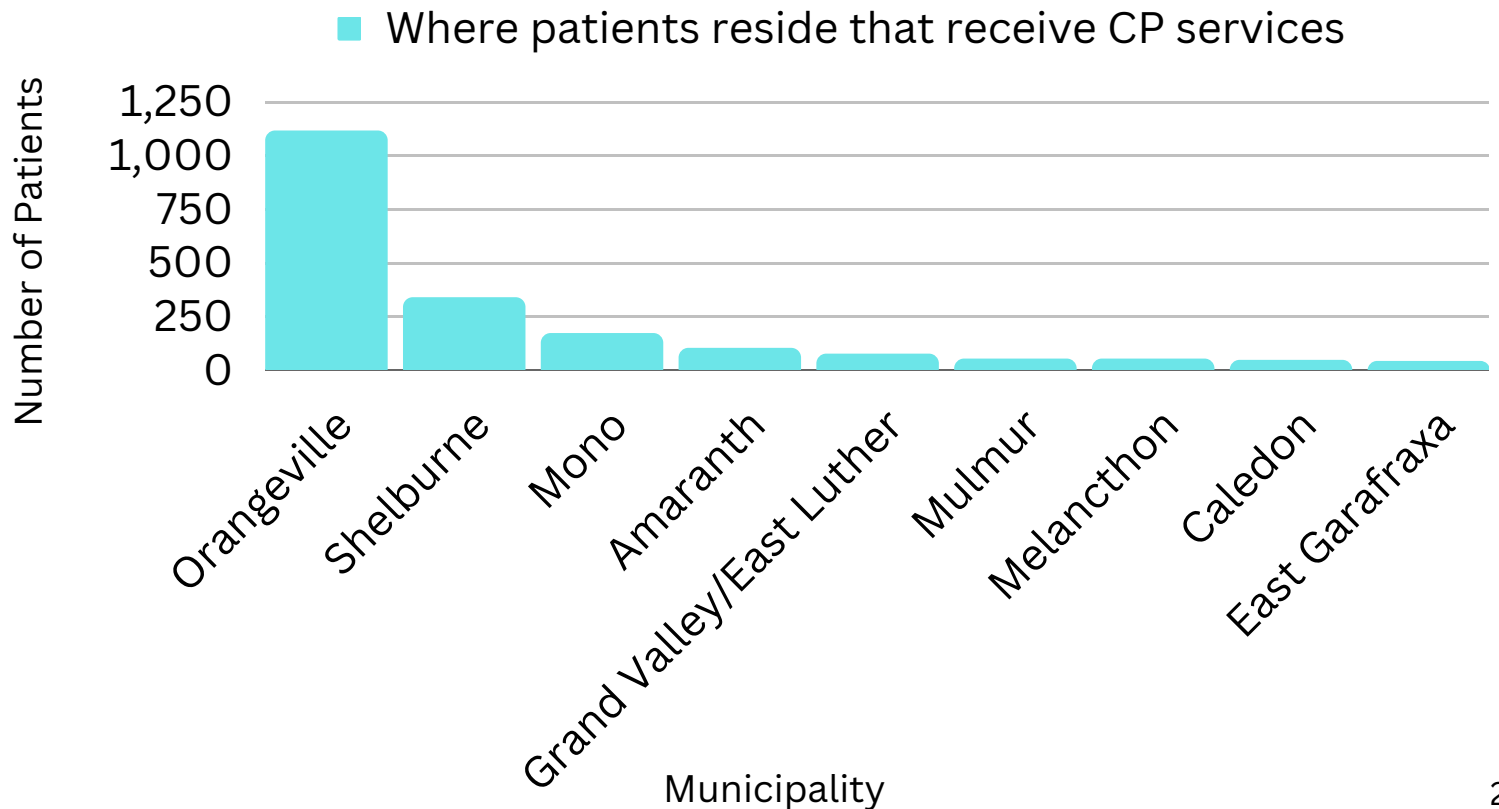
The Community Paramedic Program connects the most vulnerable patients to the most appropriate entry into the health care system. By using a number of strategies and offering a patient-centric approach to each patient's particular needs, the Community Paramedic Program reduces the number of unnecessary 911 calls and emergency department (ED) visits, decreases the number of hospital admissions, and shortens the length of stay for patients who need to be admitted to hospital.

In 2021, the Community Paramedic Program received three years of dedicated funding to help support the residents of the County of Dufferin. This long-term funding will enable the program to maintain services for years to come, and allow for increased innovation in the delivery of care. Virtual care options, such as our Remote Patient Monitoring program, provides a level of comfort for patients, who require extra care and immediate response, while their caregiver is unavailable.

# Community Paramedic Program

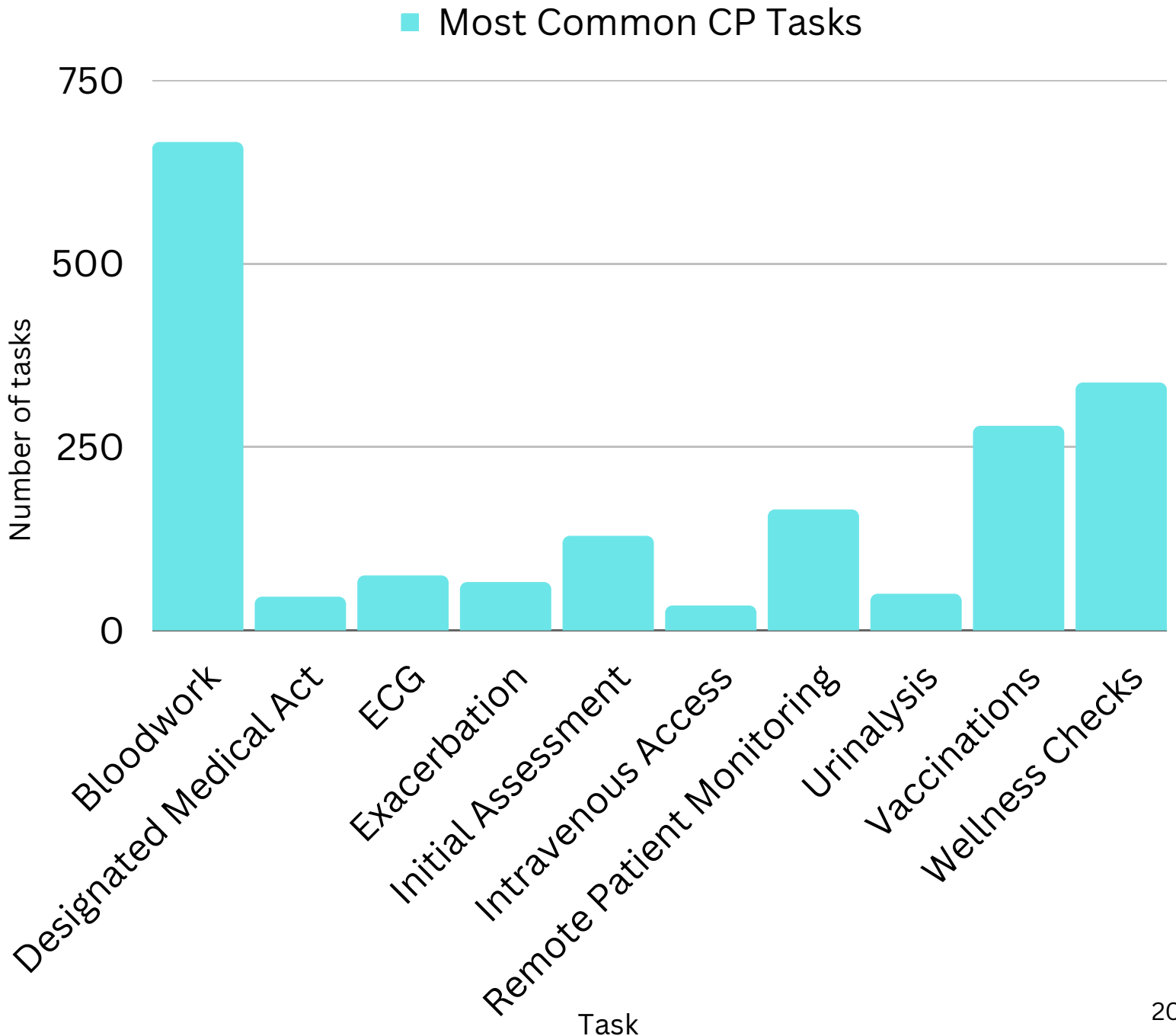
Community Paramedics accept referrals from a number of our community partners, including Headwaters Health Care Centre, Dufferin Area Family Health Team, Dufferin County Support Services, Telecheck, Home and Community Services, and our paramedics responding to 911 calls. In 2022, we received 227 referrals for Community Paramedic Services and completed 3,000 visits to provide care in the patient's location of choice.

DCPS Community Paramedics travel to the patient to ensure that they receive the best possible care from the comfort of their home.



# Community Paramedic Program

Community Paramedics are able to provide a wide variety of medical care services in the patient's home. Below is an overview of the most frequent tasks that Community Paramedics provided for 2022.





# Community Involvement

DCPS is committed to promoting the profession of paramedics through public education, public relations, community events and fundraising initiatives. It was a great year for the staff at DCPS as we were able to get out and join our community at various events such as food drives, and fundraising events. DCPS was ready and willing to help.



# Patient and Family Feedback

I'm so glad we have paramedics we can call when in distress. They helped me feel supported & cared for at a scary and stressful time. They helped me so much.

I feel that having the paramedics bring me to emergency saved my life and without them it could have been a different outcome. They explained everything to the hospital staff, so that I received the best treatment.

I have called the ambulance at different times and always received excellent care, by the paramedics and from the hospital. They all are a terrific team and I appreciate them so much.

Paramedics were very professional and made me feel very comfortable and at ease.

I was impressed with the interpersonal skills demonstrated by the paramedics. Their professionalism & authenticity was refreshing! My sincere gratitude & thanks - Keep up the good work!

The paramedics who arrived were amazing! They immediately made me feel that I was in safe hands & took great care to ensure I was comfortable & safe.

# Dufferin County Paramedic Service

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