



# 2018 PERFORMANCE REPORT

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Middlesex-London Paramedic Service  
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**Neal Roberts**  
Chief, Middlesex-London  
EMS Authority

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## MESSAGE FROM THE CHIEF

As the Chief of Middlesex-London Paramedic Service I am pleased to present our 2018 Annual Report. We are proud to serve the residents and visitors of Middlesex County and the City of London, and it is only through the excellence and professionalism of our employees that we can deliver on our mission of providing efficient and high-quality emergency response and care within our local communities. While we carry out our work within a complex and ever-changing environment, we have much to celebrate. The information and data highlighted in this report demonstrate that our programs and services are delivered well.

Through the teamwork of all departments working together to support our daily operations, in 2018 we responded to significant call growth over the previous year. Calls for service increased by 4.5% over 2017. With a call volume of 60,840 calls (Codes 1 to 4), the increasing needs within our community are evident, as call volumes continue to rise above the 3% projected growth identified within our 10-year masterplan. Consistent with what was seen in 2017, approximately 90% of the incidents attended by Middlesex-London Paramedic Service occurred within the boundaries of the City of London. Overall, the number of life-threatening calls (Code 4) dispatched has increased by 3.3% over 2017 to 40,108 calls annually.

Notwithstanding the challenges that come along with increasing call volumes, our response times remain favourable. The average chute time (reaction time) for Code 4 calls was 1 minute and 23 seconds. Likewise, the emergency response time across Middlesex-London was 9 minutes 49 seconds, or less, for 90% of the time, which is a 10 second improvement over 2017. Further, Middlesex-London Paramedic Service continues to work toward meeting new targeted goals for Land Ambulance Response Time Standards as reported by the Ministry of Health. Despite the increase in call volumes over the 2017 year, all but CTAS 2 ambulance calls were in compliance during 2018.



We hear from our community that they appreciate the dedication, clinical excellence and professionalism of our paramedics. While already at a high level in 2017, our customer satisfaction surveys showed an increase over 2017, with results at 98% positive feedback.

Daily offload delays at Emergency Departments continue as a contributing factor to overall system pressures. After a significant increase from 2015 to 2017, offload delays in 2018 decreased from the previous year, when all-time high levels were reached in 2017. However, offload delays continue to impact our ability to provide efficient and effective paramedic services to the residents of Middlesex County and the City of London. For the year 2018, the equivalent of 381.7 twenty-four hour ambulances were lost to offload delays, on average more than one 24-hour vehicle per day. All levels of staff continue to work with local hospitals in partnership seeking solutions to mitigate the problems and impact caused by these delays. Frontline paramedics, supervisors and senior leaders consistently look for constructive approaches and opportunities to reduce offload delays.

Middlesex-London Paramedic Service continues to embrace our commitment of improving the quality of life for all residents as a key priority. As an outcome of our robust Public Access Defibrillator program, valuable education is provided and lives are saved. There were 54 new Automated External Defibrillators placed within the community during 2018, for a total 337 defibrillator locations currently listed in the AED registry. We are also proud of another educational endeavour, our Paramedic Summer Training Camp Program. In 2018, twelve secondary school students attended the Summer Camp Program, all of whom were young women between the ages of 15 – 19 years old. This brings the total camp participants to over 60 students, since the program began in 2015.

The Middlesex-London Community Paramedicine Program continues to provide clinical assessment, treatment, and collaboration with community-based agencies. The valuable health promotion and illness prevention work of community paramedics certainly helps individuals with complex conditions to remain in their homes, and likewise helps to ease pressure on the hospital system.

As we move into 2019, Middlesex-London Paramedic Service will continue to intentionally and deliberately explore opportunities and transformational strategies to advance the practice of paramedicine that will bring about system improvements. Municipal and provincial leaders openly acknowledge the need to address longstanding and current issues that are encountered by health care providers and patients, and to that end we will continue to look for real and innovative solutions in the delivery of effective and efficient services. There are a number of areas under active consideration to address ongoing system pressures, such as:

- Direct delivery of land ambulance dispatch to gain system improvements that improve processes and acting as a system navigator for patients accessing emergency health care,
- Further develop Community Paramedicine Programs that provide patients with improved and enhanced co-ordination and access to care that addresses local needs,
- Enable paramedics to transport patients to alternate destinations, and to 'treat and release' patients on scene.

In conclusion, more than the accomplishments and successes that our metrics and data show is the contribution of our outstanding members of the Middlesex-London Paramedic Service, who carry out their work each and every day with exemplary levels of knowledge, skill and dedication. Our community expects high quality care, and I am proud of our entire team for their commitment as they deliver safe, clinically sound and compassionate care. I commend their enthusiasm and efforts to consistently improve outcomes and identify areas for improvement. As we embark into what is already another busy year, I have confidence in the Middlesex-London Paramedic Service team to meet its challenges.

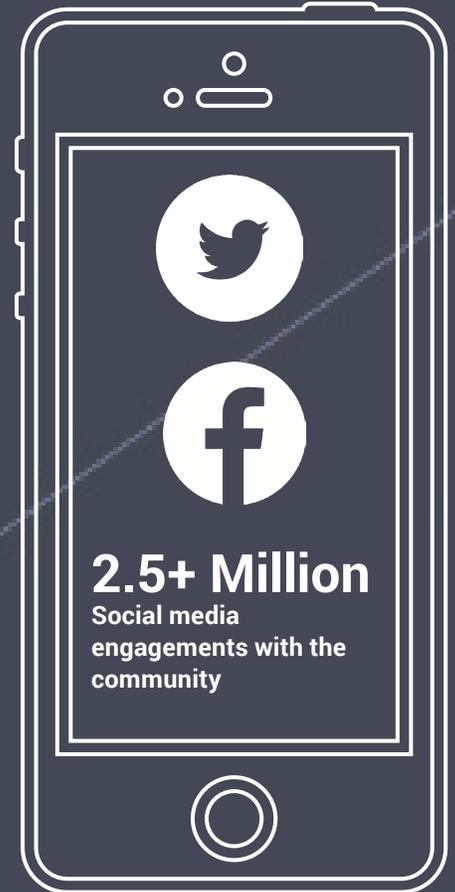
Neal Roberts,  
Chief, Middlesex-London EMS Authority





# 60,840

Middlesex-London Paramedic Service paramedics responded to 60,840 potential patient carrying calls.



# 9 1 1

**237**  
average calls  
per day

**45**  
cardiac arrest  
saves

**18**  
babies  
delivered

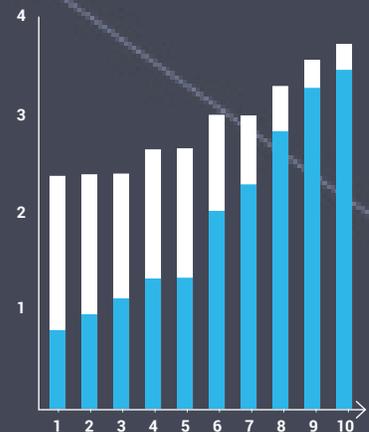
# 282 Paramedics

**1.6 million km**  
driven during the past year.



## Responded to 86,417 Calls for Service

Middlesex-London Paramedics responded to a total of 86,417 calls for service in 2018. An increase of 4.5% in emergency calls since last year and an increase of 51% in the past 10 years.





## MIDDLESEX-LONDON PARAMEDIC SERVICE — Mission Statement

To deliver an efficient and high quality emergency response and care service to the population of Middlesex – London, with required provincial targets and standards as a minimum service level, and to contribute to the health of the community through active collaboration with other health care, community and emergency services partners.





# OUR TEAM

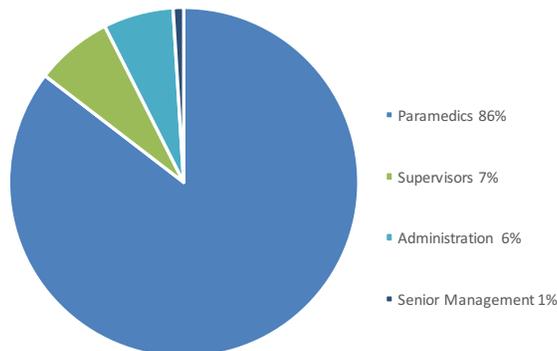
## — Staffing Breakdown



Middlesex-London Paramedic Service employs a total of 331 staff including Paramedics, Supervisors (operations superintendents & deputy superintendents); Administration staff (coordinators, administrative support, logistics, and training staff); and Senior Management.

Made up of full-time and part-time staff, Middlesex-London Paramedic Service has paramedic staff on duty 365 days a year.

Front line paramedics are responsible for providing patient care and make up 86% of the employees of Middlesex-London Paramedic Service.





### What is a paramedic?

Paramedics are graduates of a community college full-time program dedicated to the paramedic profession.

Upon graduation from a paramedic program, the paramedic student must complete the Ontario Ministry of Health and Long-Term Care provincial certification.

The certification, known as the Advanced Emergency Medical Care Assistant (A-EMCA) exam, must be successfully completed the practice as a primary care paramedic in Ontario.

In addition, the paramedic must be authorized by medical director or regional Base Hospital to perform controlled medical ask. All Middlesex-London paramedics are certified under the southwest Ontario Regional Base Hospital program by Dr. Matt Davis.

# ONTARIO PARAMEDIC SCOPE OF PRACTICE

## PRIMARY CARE PARAMEDIC

2 Year Community College  
Diploma Program



### Medications

- Acetaminophen (PO)
- Antibiotics (TOP)
- ASA (PO)
- Dextrose (IV)
- Dimenhydrinate (IM, IV)
- Diphenhydramine (IM, IV, PO)
- Epinephrine (IM, NEB)
- Glucagon (IM)
- Glucose (PO)
- Ibuprofen (PO)
- Ketorolac (IM, IV)
- NaCl 0.9% (IV)
- Naloxone (IM, SC, IN)
- Nitroglycerine (SL)
- Oxygen (100%)
- Salbutamol (MDI, NEB, BVM)

### Procedures & Controlled Medical Acts

- 12 Lead ECG & STEMI Diagnosis
- Advanced Airway (Supraglottic LMA / KingLT)
- Airway Suctioning
- Capnometry (ETCO<sub>2</sub>)
- CPAP Therapy (PEEP)
- Defibrillation (Automated External)
- Intravenous Access & Monitoring
- SpO<sub>2</sub> / SpCO
- Taser Probe Removal
- \*Evidence Based Research



## ADVANCED CARE PARAMEDIC

3 Year Community College  
Diploma Program

### Medications

- Acetaminophen (PO)
- Adenosine (IV)
- Amiodarone (IV, IO)
- Antibiotics (TOP)
- ASA (PO)
- Atropine (IV, IO)
- Calcium Gluconate (IV, IO)
- Dextrose (IV, IO)
- Dimenhydrinate (IV, IM)
- Diphenhydramine (IV, IM, PO)
- Dopamine (IV, IO)
- Epinephrine (IV, IM, NEB, IO, ETT)
- Glucagon (IM, SC)
- Glucose (PO)
- Ibuprofen (PO)
- Ketorolac (IV, IM)
- Lidocaine (IV, IO, ETT, TOP)
- Midazolam (IV, IM, IN, BC)
- Morphine (IV, IM, IO, SC)
- NaCl 0.9% (IV, IO)
- Naloxone (IV, IM, IN, SC, IO)
- Nitroglycerine (SL)
- Oxygen (100%)
- Salbutamol (MDI, NEB, BVM)
- Sodium Bicarbonate (IV, IO)
- Xylometazoline / Phenylephrine (IN)

### Procedures & Controlled Medical Acts

- 12 Lead ECG, Posterior, Right & STEMI Diagnosis
- Advanced Airway (Endotracheal Intubation)
- Advanced Airway (Supraglottic LMA / KingLT)
- Advanced Airway (Tracheal Tube Introducer Device)
- Airway Foreign Body Removal (McGill Forceps)
- Airway Suctioning & Deep Suctioning
- Capnometry & Capnography (ETCO<sub>2</sub>)
- CPAP Therapy (PEEP)
- CVAD Infusion
- Defibrillation (Manual External)
- Intraosseous Therapy
- Intravenous Therapy
- Needle Cricothyrotomy
- Needle Thoracostomy
- SpO<sub>2</sub> / SpCO
- Synchronized Cardioversion
- Taser Probe Removal
- Transcutaneous Pacing
- \*Evidence Based Research





# FINANCIALS

## — 2018 Operating Costs

Middlesex-London Paramedic Service responded to an average of 237 calls per day in 2018, resulting in an 2.3% increase in service demand over the prior year.

### The Stats

Total Calls Received:  
86,417

Calls Per Day:  
237

Increase in Service Demand:  
2.3%

Unit Cost Per Hour:  
\$171.11

Wages and Benefits:  
80.8%

Marginal Operating Costs:  
8.3%

The increase in demand for paramedic services caused financial pressures on numerous operating lines. Middlesex-London Paramedic Service received 86,417 calls in 2018, resulting in a unit cost per hour of \$171.11.

The majority of the 2018 operating costs are fixed and based on emergency response capacity. A significant portion of the marginal operating costs for Middlesex-London Paramedic Service are variable in nature. These costs are primarily related to vehicle operations and consumable supplies.

For 2018, the marginal operating costs comprised 8% of total operational expenditures. Approximately 80% of all operational costs are directly attributed to employee salaries, wages, and benefits.

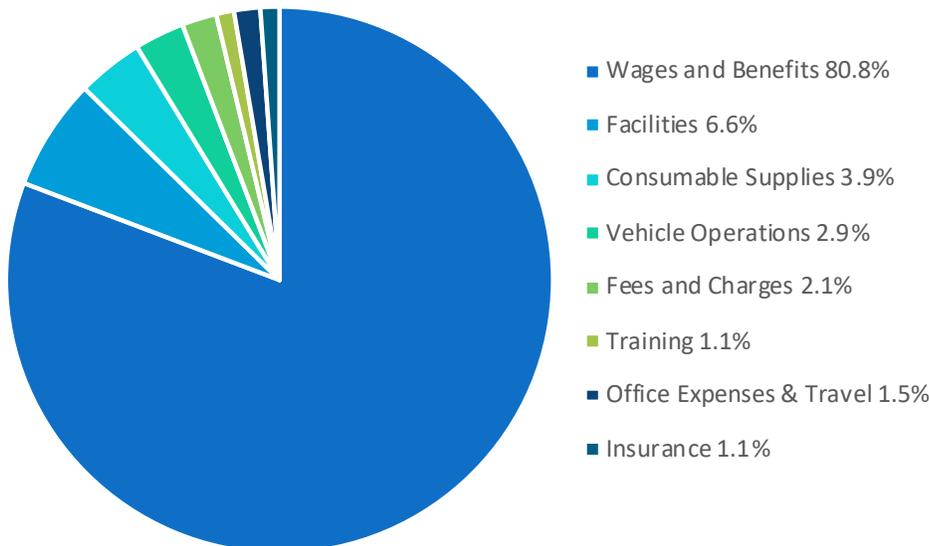
Middlesex-London Paramedic Service has worked to reduce its variable costs through strategic partnerships, purchase agreements, and business intelligence processes.

### MLPS Initiatives To reduce Expenses

In 2018, Middlesex-London Paramedic Service's operating fleet consisted of 54 service vehicles, including ambulances, command vehicles, administration vehicles, and logistic vehicles. These vehicles traveled over 1.6 million kilometers in 2018. The average cost per kilometer for these vehicles, including fuel, maintenance, repairs, and insurance costs was \$1.35 per kilometer.

Middlesex-London Paramedic Service continues to work to minimize fleet costs through maintaining a comprehensive preventive maintenance program, partnering with the City of London in a corporate fuel purchasing agreement, and providing enhanced driver training to all paramedic staff.

Middlesex-London Paramedic Service Operating Costs





# PERFORMANCE

## — Calls for Service

### Notes

Calls for service have increased by 51% since 2008.

In 2018, the number of calls for potential patient carrying service was 60,840 – an increase of 4.5% over 2017, and an increase of approximately 51% since 2008 when calls for service were at 40,132.



### The Stats

Total Calls for Service:  
**86,417**

Total Emergency Calls:  
**60,713**

Number of Promotions:  
**2,500**

**4.5%**  
Increase in  
Emergency Calls

Station Name	Priority 1	Priority 2	Priority 3	Priority 4	Priority 8	Total
Adelaide (HQ)	8	3	2,251	4,574	2,617	<b>9,453</b>
Byron	9	1	1,729	3,267	3,132	<b>8,138</b>
Dorchester	10	3	661	1,303	1,880	<b>3,857</b>
Glencoe	7	1	311	513	349	<b>1,181</b>
Horizon	4	1	3,215	5,821	2,098	<b>11,139</b>
Hyde Park	5	1	1,268	2,099	2,995	<b>6,368</b>
Komoka	-	-	522	963	1,590	<b>3,075</b>
Lucan	-	-	268	558	1,288	<b>2,114</b>
Parkhill	-	-	222	433	1,743	<b>2,398</b>
Strathroy	6	1	860	1,672	1,319	<b>3,858</b>
Trafalgar	13	19	1,428	3,287	1,091	<b>5,838</b>
Trossacks Ave	6	5	1,790	3,452	1,904	<b>7,157</b>
Waterloo	17	7	6,080	12,166	3,571	<b>21,841</b>
<b>Total</b>	<b>85</b>	<b>42</b>	<b>20,605</b>	<b>40,108</b>	<b>25,577</b>	<b>86,417</b>

Data Source: ADRS





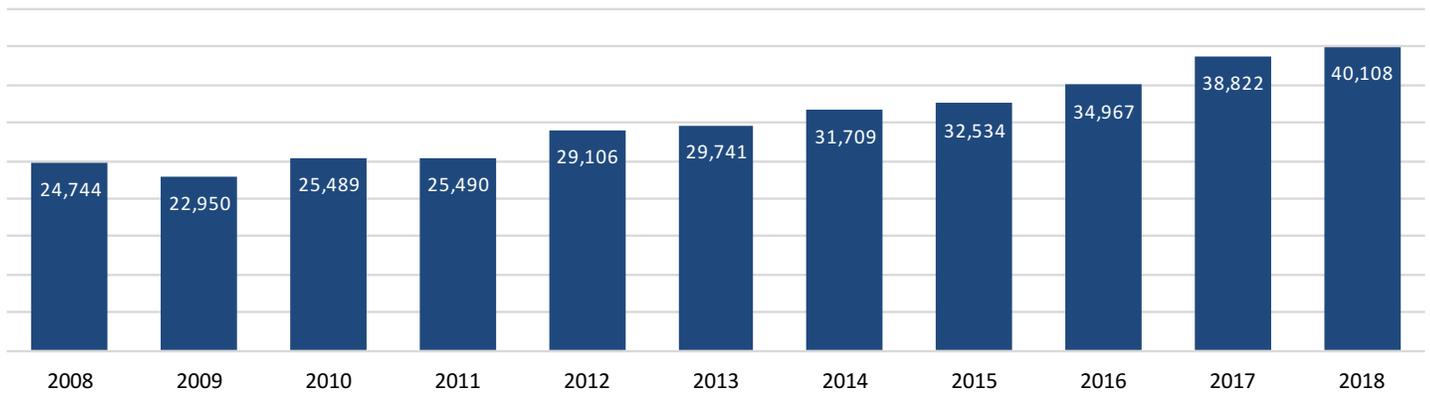
## — Life Threatening Calls (Code 4)

In 2018, the number of life threatening calls (Code 4) dispatched was 40,108 – an increase of 3.3% over 2017.

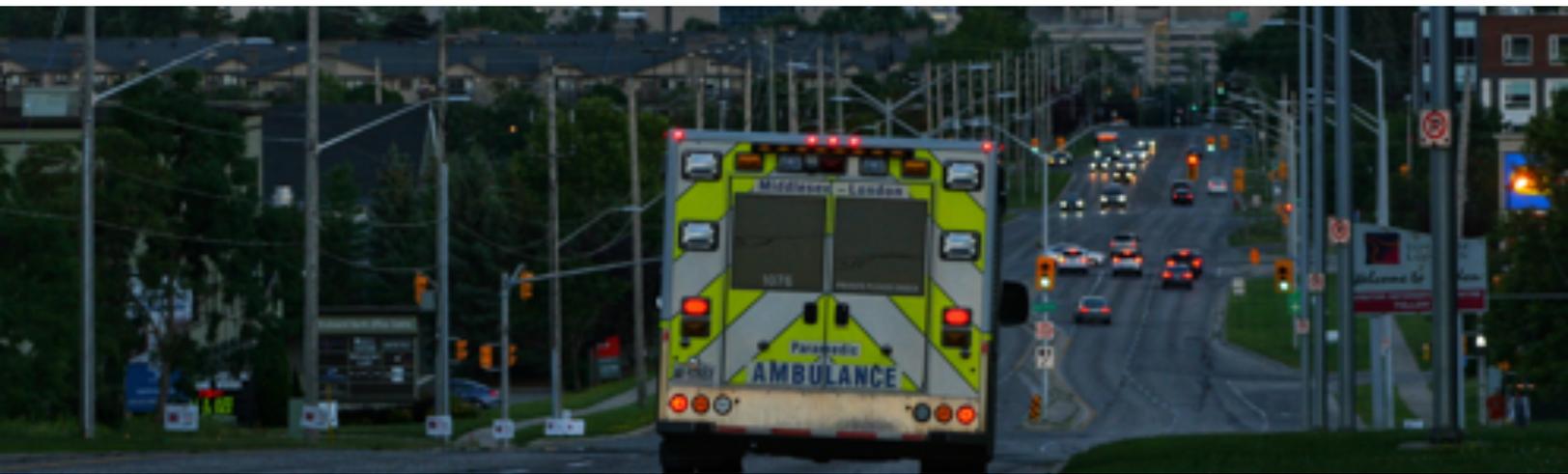
To improve the delivery of service and reduce the workload on paramedics Middlesex-London Paramedic Service analyzed trends in call volume and staffing patterns to design a new deployment model which significantly reduced Code 8 calls.

The optimized deployment model reduced Code 8 calls service wide by 15.3% without affecting response times (there was a 0% change in response times) and eliminated unnecessary vehicle movement which ensured units were readily available to respond to calls in their catchment areas.

### Life Threatening Calls (Code 4)



Data Source: ADRS





## — Response Time

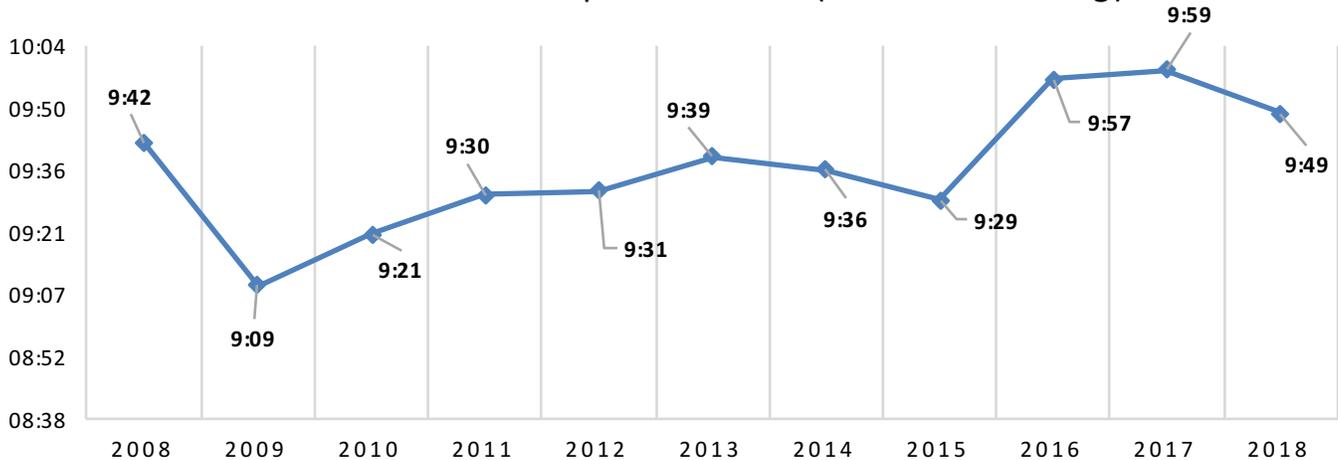
### Notes

Length of time for Middlesex-London Paramedic Service to arrive at an emergency scene.

Middlesex-London Paramedic Service 90th percentile response time trend for life-threatening “Code 4” calls saw a decrease in 2018. Despite the continued growth in call volume, response times decreased by 10 seconds, from 9 min 59 secs in 2017 to 9 min 49 secs in 2018. This is a significant improvement in response times and was achieved through initiatives that decreased offload delays and optimized ambulance deployment patterns.

The improvement seen in County response times for 2017 remained steady in 2018 at 13 min 55 secs.

Middlesex-London Paramedic Service  
90th Percentile Response Trend (Life Threatening)



Data Source: ADRS

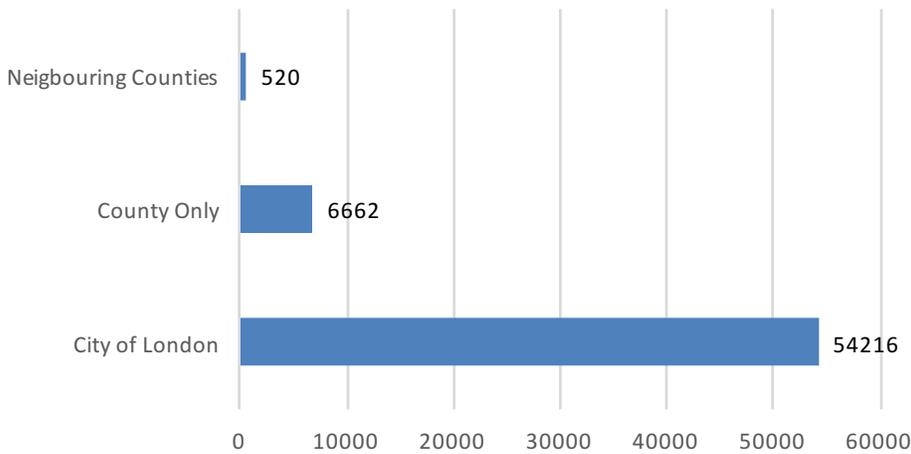




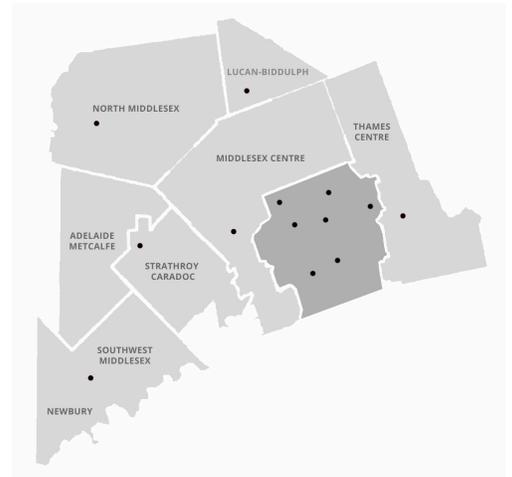
## — Calls Completed Within Middlesex County Boundaries

Approximately 90% of the Priority 1-4 calls attended by Middlesex-London Paramedic Service occur within the City of London. (Figures 6 & 7). During 2018, other municipalities assisted within Middlesex-London 1,357 times. Conversely, Middlesex-London Paramedic Service assisted neighbouring municipalities 520 times.

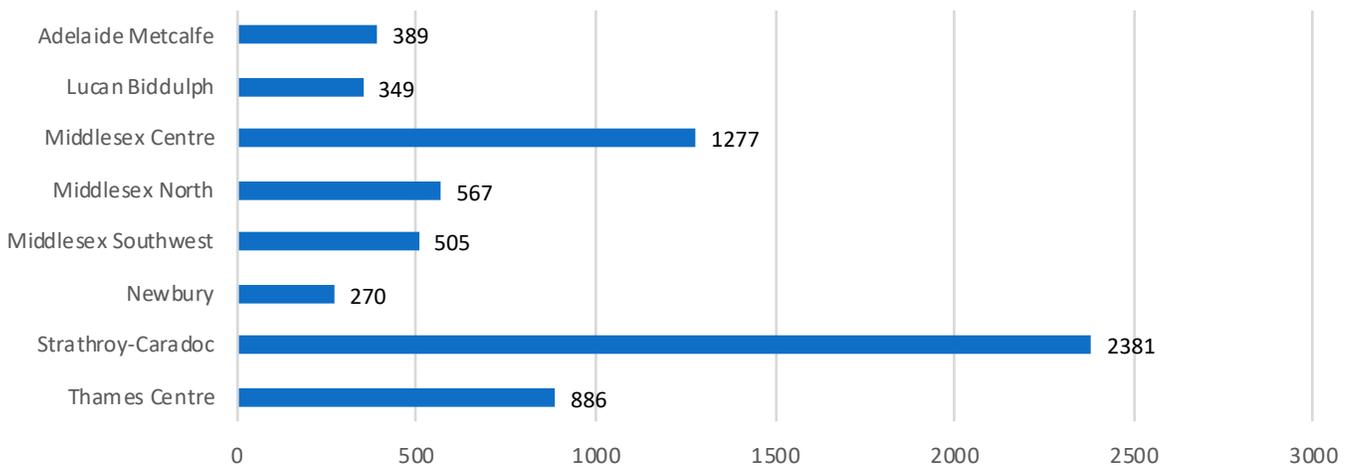
### 2018 Calls in London vs County



Data Source: ADRS



### 2018 Calls Completed Within Middlesex County by MLEMS



Data Source: ADRS

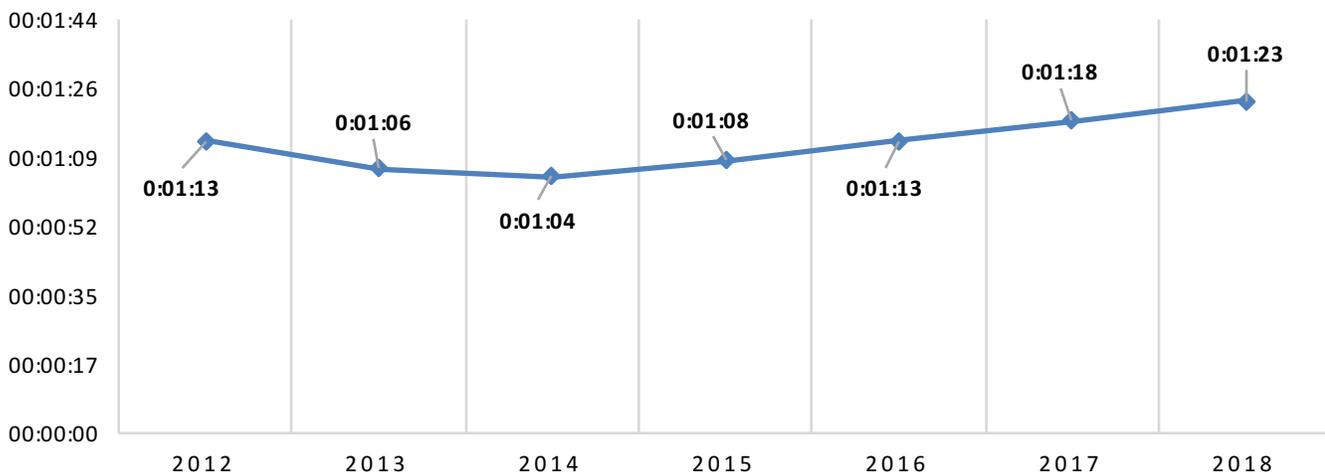


## — Average Chute Time for Life Threatening Calls (Code 4)

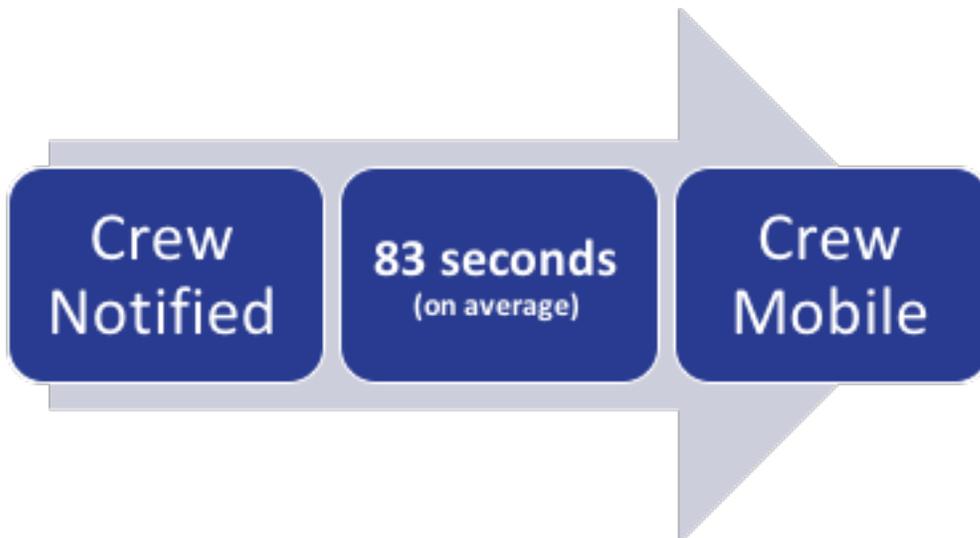
The Average Elapsed Time from the time the crew is notified of life threatening calls to the crew being mobile on the call is called the Chute Time.

In 2018, the Average Code 4 Chute Time for Middlesex-London Paramedic Service was 1 minute and 23 seconds. (Figure 8). This time can vary as the Paramedics could be at a station, in a hospital (further away from their vehicle) or already in the vehicle.

Middlesex - London EMS Chute Trend (Life Threatening)



Data Source: ADRS



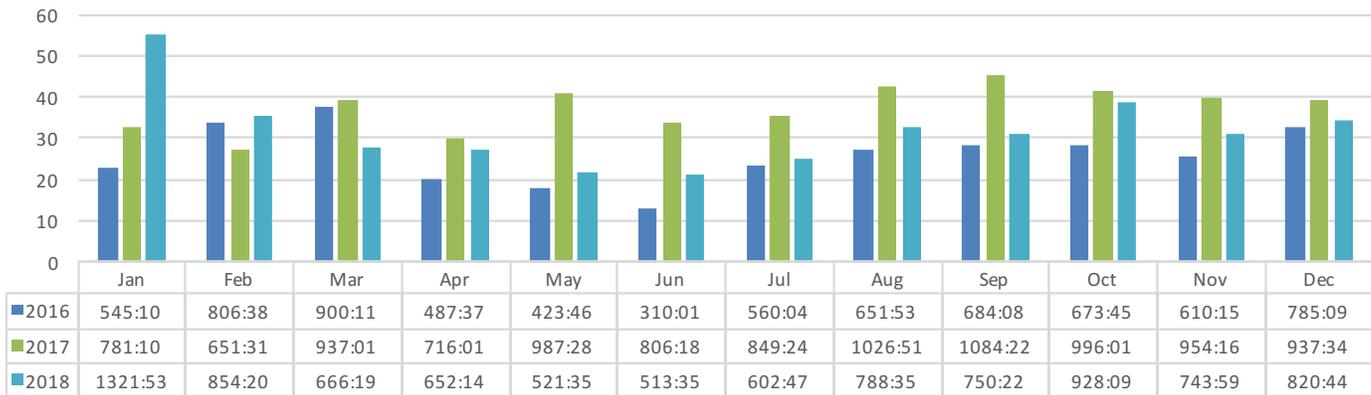


## — Offload Delay

The definition of offload delay is the amount of time spent in the Emergency Department transferring care to the hospital staff. It is calculated as the difference in time from when the ambulance arrives at the Emergency Department until Transfer of Care is documented and acknowledged on the Ambulance Call Report – less the standard thirty (30) minutes which is normal for ambulance turnaround. Any time greater than thirty minutes is considered offload delay.

Over the course of 2018, Ambulance Offload Delay hours fluctuated throughout the year peaking in September. Overall, offload delays climbed by 44% in 2017 over 2016.

Total Offload Hours



Data Source: Interdev

In 2018, a total of 381.7 24-hour ambulance days were lost to offload delays. This is a decrease of 17.3% from 2017.

	Rolling Monthly Results											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
The number of 24 hour ambulance days lost to offload delay over the course of a month	55.1	35.6	27.8	27.2	21.7	21.4	25.1	32.9	31.3	38.7	31.0	34.2

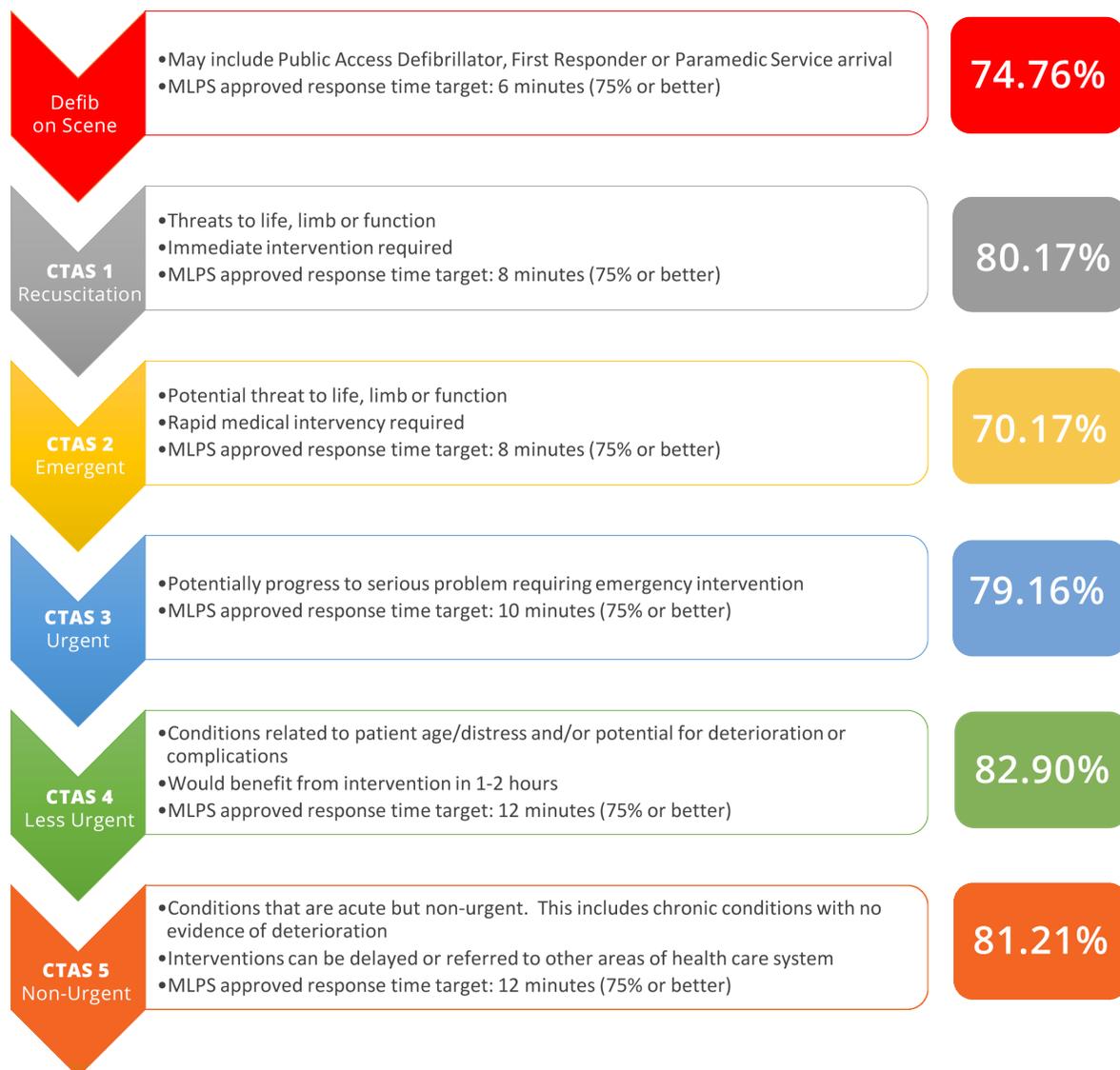
Data Source: Interdev



# — 2018 Middlesex-London Paramedic Service Response Time Plan

Ontario Regulation 368/10 as consolidated into Ontario Regulation 257/00 requires ambulance service delivery agents to adopt municipally-developed response time plans for cardiac arrest patients and CTAS (Canadian Triage Acuity Scale) 1, 2, 3, 4 and 5 patients receiving emergency responses.

As the designated delivery agent for ambulance service for Middlesex County and the City of London, Middlesex County Council adopted a performance plan respecting response times for 2018. Middlesex-London Paramedic Service continues to monitor the targeted response time standards, working towards bringing all categories into compliance with the standards.



Data Source: Interdev



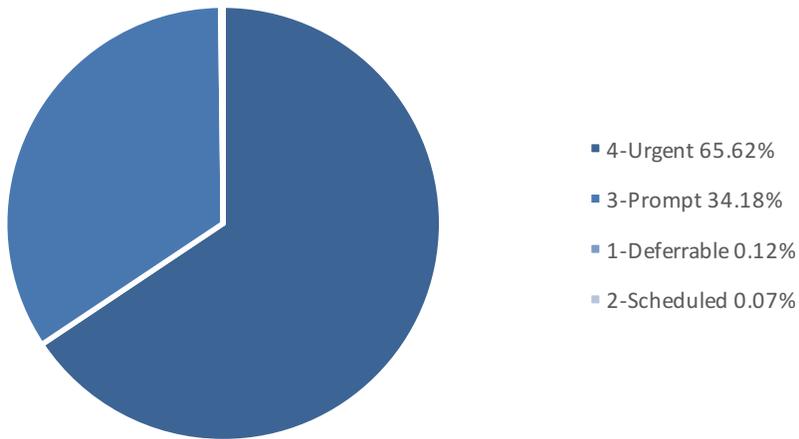


# DEMOGRAPHICS

## — Dispatch Priority and Return Priority

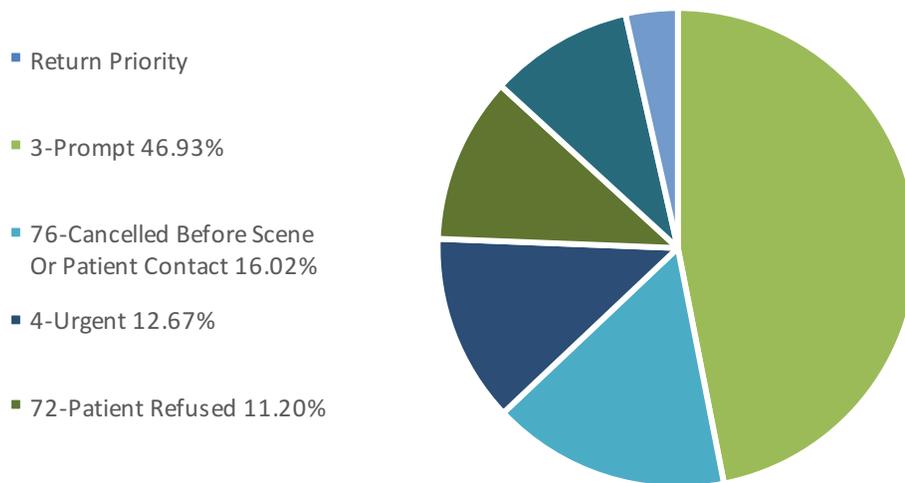
In 2018, Paramedics were sent out Code 4 (Lights and Sirens) to calls 65.62% of the time, only returning Code 4, 12.67% of the time.

### Dispatch Priority



Data Source: Interdev

### Return Priority



Data Source: Interdev

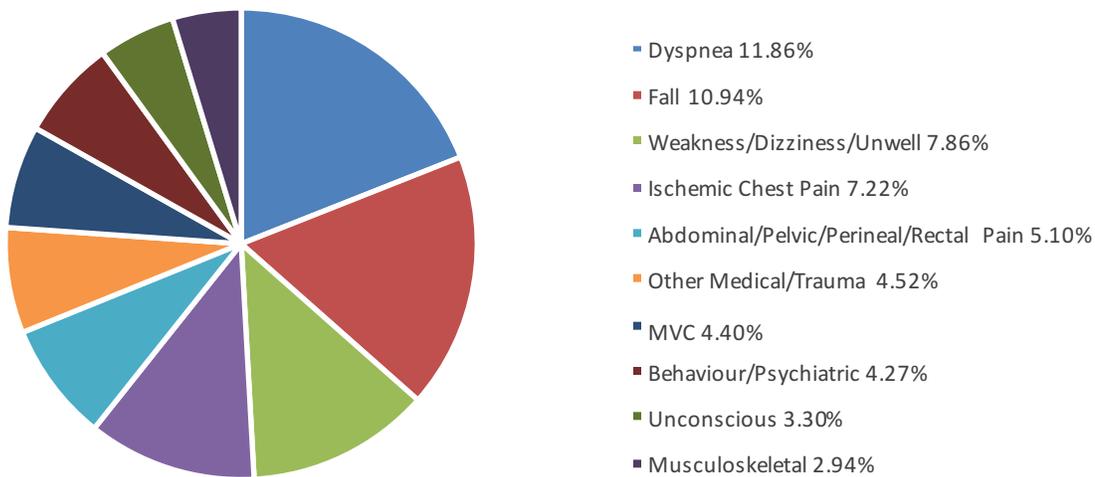


## — Top Dispatch Problems and Top Primary Problems

In 2018, the top Dispatch Problems (what the paramedics are told when they are assigned to the call by London ACC) were for Respiratory Distress (short of breath), Falls, General Weakness/Dizziness/Unwell, Chest Pain, Abdominal Pain, Motor Vehicle Collisions, and Mental Health.

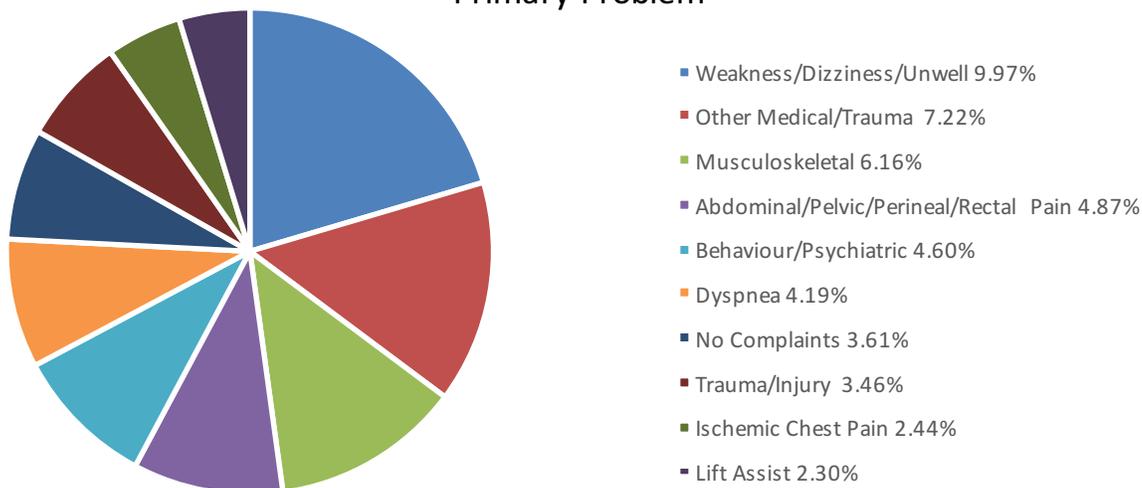
The top Primary Problems (what the actual problem is with the patient when the paramedics arrive on scene) included General Illness/Weakness, Musculoskeletal Trauma, Abdominal Pain and Mental Health.

### Dispatch Problem



Data Source: Interdev

### Primary Problem



Data Source: Interdev



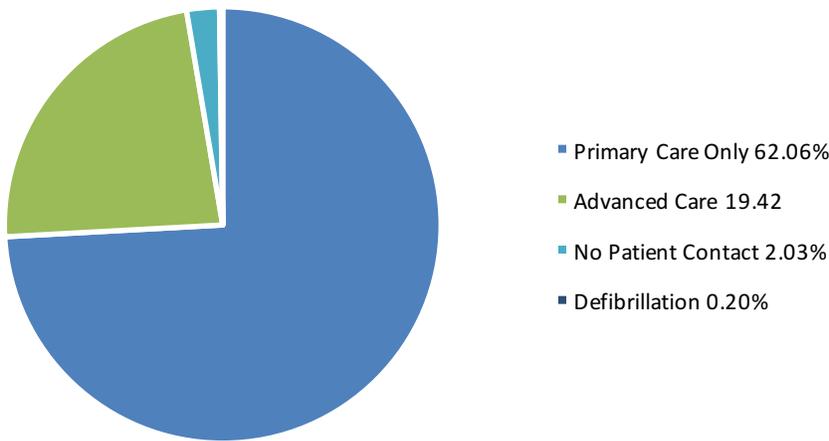


## — Call Type and Age Demographics

In 2018, the majority of the calls that the Middlesex-London Paramedic Service responded to were considered Basic Life Support Calls (62.06%).

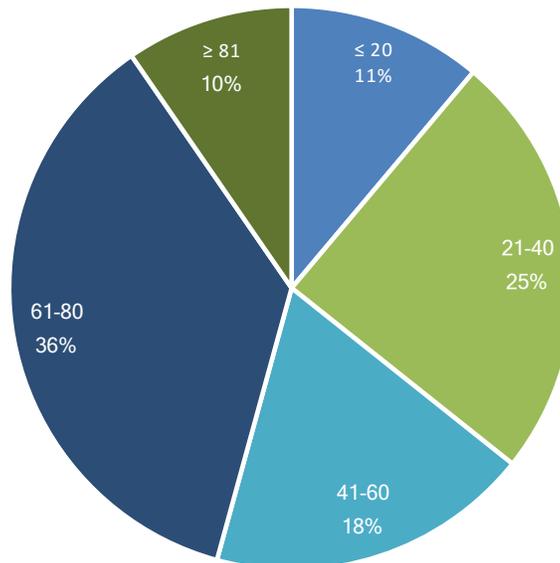
Of all the calls in 2018, 19.42% were considered the most critical Advanced Care. Primary Care Paramedics with enhanced skills of Symptom Relief and Intravenous Therapy Certification are able to provide the majority of care needed.

### Call Type



Data Source: Interdev

### Age Demographics 2018



Data Source: Interdev



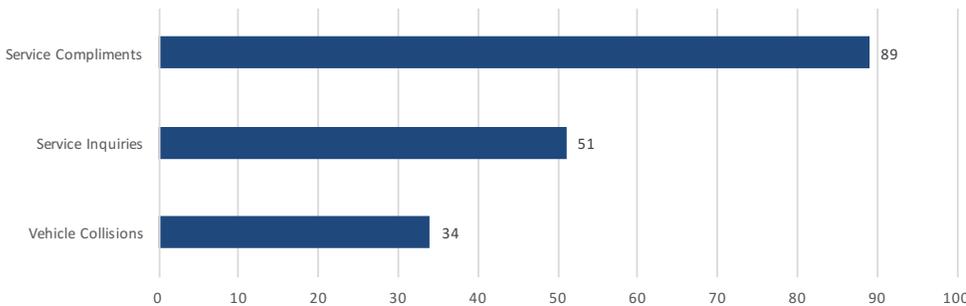
# CONTINUOUS QUALITY IMPROVEMENT — Regulatory Compliance Office

The Regulatory Compliance office is responsible for auditing and maintaining policies and procedures for the operation of Middlesex-London Paramedic Service and its related activities. This office manages and conducts all workplace investigations of complex and unique scale and works closely with the Ministry of Health and Long-Term Care, specifically the Investigations, Certification and Regulatory Compliance Group (ICRCG), Provincial Coroner’s Office, local and municipal Police Services, Special Investigations Unit (SIU) and any other external investigative bodies.

Middlesex-London Paramedic Service strives to provide the highest quality of care to anyone who requires our services. Our quality assurance process involves a review of all feedback from patients, external and internal agencies. In 2018, Middlesex-London Paramedic Service Regulatory Compliance responded to 140 inquiries from internal and/or external stakeholders of which 51 were positive feedback or compliments.

The remaining inquiries required further investigation to determine if service or behavioral improvements can be made to better serve the residents of Middlesex and London.

Types of Inquiries



## The Stats

Service Compliments in 2018:  
89

Number of Customer Surveys Issued :  
325

Number of Customer Surveys Returned :  
123

Number of Customer Service Responses :  
984

Number of Inquiries:  
140

Number of Positive Feedback:  
51

### Caring and Compassion Citizen Compliments

*"MLPS paramedics arrived at our home to care for my wife who had a seizure. They were extremely professional and created immediate calm with their presence. My thanks go out for their help."*

*"I would like to pass on to the paramedics that took care of my mom how much we appreciate the care and compassion they showed her."*

*"Unfortunately I needed an ambulance yesterday. I was met by your paramedics and they were superb! Very personable, hugely professional, and above all else, they made me feel comfortable and secure. I'm fine now thanks to them. Thank you Middlesex-London Paramedic Service!"*





## — Customer Survey

The Professional Standards Department sends out customer satisfaction surveys each month to clients who have used the services of Middlesex-London Paramedic Service. Each month 65 surveys are sent out – 5 picked at random from the 13 stations of Middlesex-London Paramedic Service. Clients are given an option to use online submissions or mail in results.

In 2018, 123 surveys were returned. The survey format prompts the client to choose words to describe 8 different stages of their emergency experience, from the moment the 911 call is placed to the point at which the Paramedics transfer care over to the staff at the hospital. The words indicate either a positive experience or a negative experience and the client is encouraged to add comments.

### Survey Questions

I felt	in regard to the 911 call experience?
I felt	with the paramedic's treatment at the scene?
I felt	during the transport to the hospital?
I felt	waiting at the hospital with the paramedics before being transferred to the hospital staff?
I felt	about the crew's introduction & approach?
I felt	in regard to the way the crew communicated with me?
I felt	about the crew's listening skills with me and others at scene?
I felt	in regard to the overall treatment the crew provided?

Each survey has 8 questions for 8 possible responses, either a positive response or a negative response. Of the 104 surveys, we received 984 responses. Only 20 responses were a negative response, which amounted to 98% of all responses being positive.



# LOGISTICS & SUPPORT

## — Fleet Services

The Logistics Department is responsible for a wide variety of services that supports Middlesex-London Paramedic Service. In 2018, Logistics staff processed 1,900 helpdesk requests for service.

### The Stats

Helpdesk Requests:  
1,900

Number of Fleet Vehicles:  
54

Vehicles Readied:  
5,760

Deep Cleans Completed:  
612

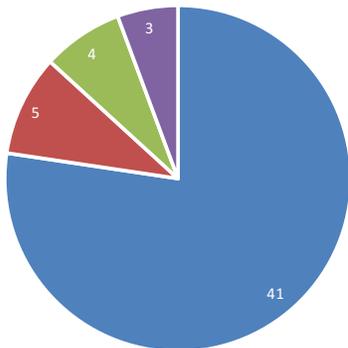
Kilometers Driven:  
1,611,455

Reportable Collisions:  
34



In 2018, Middlesex-London Paramedic Service operating fleet consisted of 54 vehicles. In 2018 Middlesex-London Paramedic Service also deployed a Gator Utility Vehicle along with bicycles to be used at special events. These units allow paramedics more expeditious access to patients and help strengthen the positive presence and engagement of Middlesex-London Paramedic Service in the community. These units were deployed for events such as FOCO, Homecoming and Rock the Park.

Logistics is responsible for coordinating the maintenance of vehicles through external vendors and commissioning new emergency vehicles for service as well as decommissioning retired vehicles.



- Ambulances
- Command Vehicles
- Admin Vehicles
- Logistics Vehicles



### LOGISTICS & SUPPORT

#### Vehicle Service Technicians

(VST's) prepare vehicles sixteen hours per day including washing, restocking vehicles and response bags, checking equipment and vehicle deep cleans.

- Vehicle preparedness = 480 vehicles/month (average)
- Deep Cleans = 41 vehicles/month (average)

#### Supply Chain Management

- Purchasing of supplies and services including RFP and RFI's
- Warehousing / Distributing of supplies
- Liaising with external suppliers for fuel and linen supplies
- Asset management
- General facility maintenance

#### Equipment

- Coordinating maintenance of equipment through external vendors
- Equipment testing

#### Project Management

- New station construction
- Support the introduction of new products and equipment





## — Ambulance Collisions

Over the course of 2018, Middlesex-London Paramedic Service a total of 1,611,455 kilometers. In 2018 there were 34 reportable incidents involving Middlesex-London Paramedic Service vehicles, 94% of which were minimal/minor in nature.

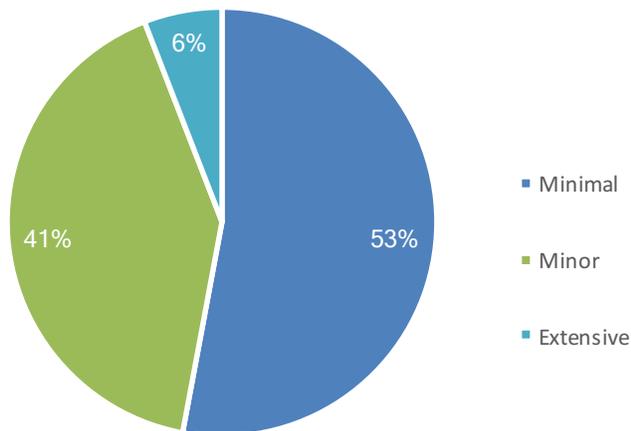
While the number of overall reportable incidents increased the number of collisions resulting in extensive damage decreased by 50 percent from 2017. This change can be attributed to the enhanced drivers training that our paramedics graduated coupled with a workplace of just culture that prompts employees to report even the most minimal of incidents.

Collisions are categorized as Extensive Damage, Minor Damage and Minimal Damage. Minor damage includes punctured tires, dented roofs, etc., while minimal damage includes broken side mirrors, small surface dents, scratches, etc.

In 2018 we drove **1,611,455 kilometers**. That's 40 times around the Earth!



Collision Severity





## — Facilities

### Notes

New stations brought online and Grand Opening for Headquarters.

Middlesex-London Service hosted the Grand Opening for the new Headquarters in 2018 in which the Honourable Christine Elliot, Deputy Premier and Minister of Health and Long Term care dedicated the official plaque along with delegates from Middlesex County and the City of London.

July saw the opening of the new station in Dorchester, allowing us to better respond to Middlesex County. We took occupancy of the new Trafalgar St. station in December concluding a much needed upgrade.

The vehicles that respond from the Dorchester and the Trafalgar stations were rolled in to modified central deployment from Headquarters increasing our efficiency.



## New Station Construction

Stations opened in 2018

### Thames Centre



### Dorchester

The new station in Thames Centre was opened in July.

### East London



### Trafalgar

MLPS took occupancy of the new Trafalgar St station in December.

### Deployment



### Headquarters

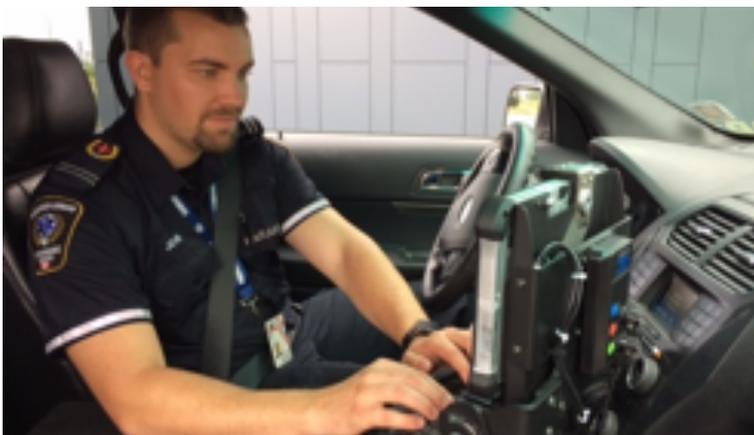
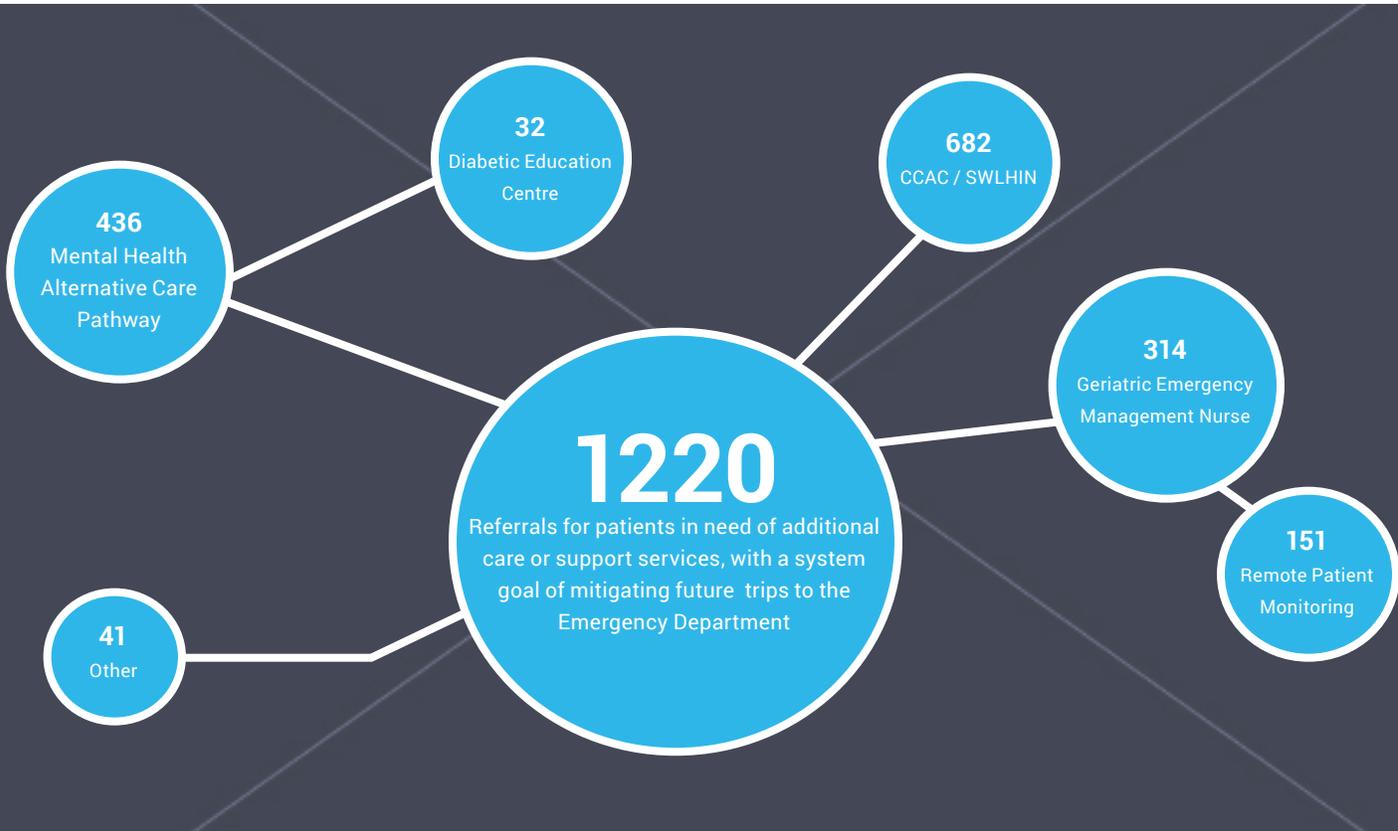
Units responding from Trafalgar St and Dorchester are deployed from Headquarters.





# COMMUNITY PARAMEDICINE

Community Paramedicine is a program that has Middlesex-London paramedics providing services that help patients with complex health conditions to live independently in their own homes, while helping to reduce unnecessary emergency department visits and hospital admissions. The Community Paramedicine program strives to promote a seamless link to appropriate health care services to ensure patients receive the right care, at the right time, in the right place.



In 2014, the ministry's involvement in funding and selecting community paramedicine projects reflected the early status of the program in Ontario with the objective of testing different models.

Through that investment, the ministry learned that community paramedicine can have a role to play in Ontario, and that the success of each community paramedicine program is tied to local needs, services and partnerships.



## — Remote Patient Monitoring

In 2016, a new health system context was established for Local Health Integration Networks (LHINs) to play an increased role in assessing and addressing health care delivery and outcomes.

This uniquely positioned the LHINs to make decisions about the role and use of community paramedicine. As a result, responsibility for decisions about community paramedicine programs was transitioned to the LHINs during the year of 2017.

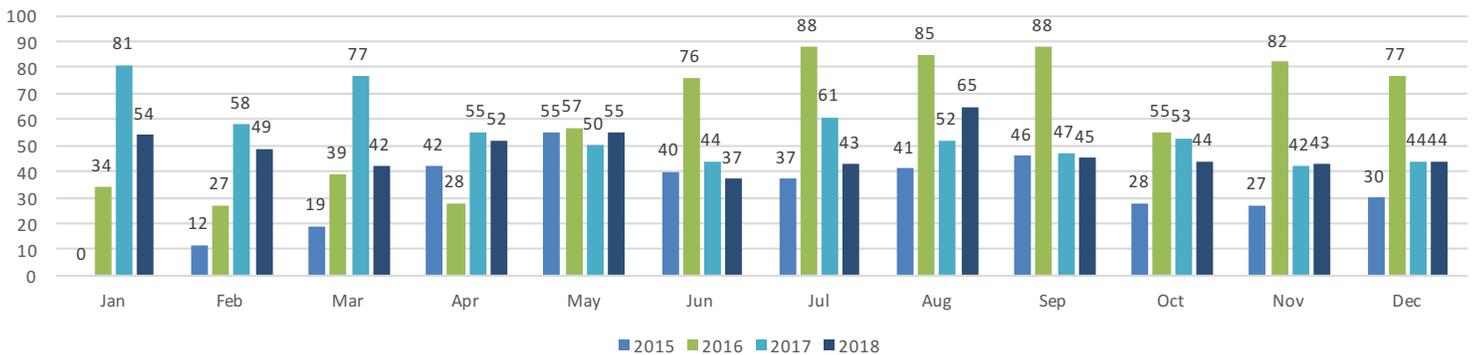
To support this transition and ongoing program delivery, the ministry provided the LHINs with base funding intended to support community paramedicine initiatives going forward. However, with the LHINs having

minimal involvement with the community paramedicine projects, each program was evaluated within the first six months. Subject to this review, program changes have been implemented to better align with each respective LHIN's vision for community paramedicine based on program capacity. One service currently provided through the Community Paramedicine program is Paramedic Referral.

Middlesex-London Paramedic Service continues to participate in the Paramedic Referral program. The recent report released by Smith School of Business at Queens University shows that the Middlesex-London Paramedic Service has saved the local healthcare system an estimated \$2.3million over 2018.



Paramedic Referral to Home and Community Care



Data Source: Community Paramedicne





# STAFF EDUCATION & TRAINING

## — New Employees

### Notes

IN 2018 Middlesex-London Paramedic Service hired 37 additional part-time paramedics.

Our new paramedics completed intense testing and interviewing to join the MLPS team.

Each paramedic has completed an approved Paramedic Program at a Community College. The new recruits complete a service orientation that lasts approximately 4 weeks.

The orientation includes stakeholder visits with the University Hospital Cardiac Catheterization Lab and the Emergency Departments, Victoria Hospitals Obstetrical unit and Pediatric Transport Team.

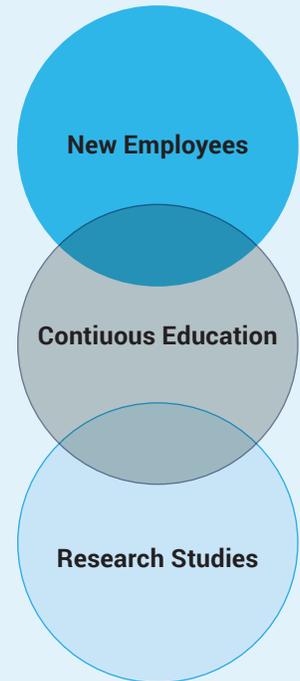
The group also received on-site training at our 9-1-1 dispatch centre, the London Airport, including the Ornge base to learn about air ambulance operations and integration.



## HOW WE DO IT

### Notes

The Middlesex-London Paramedic Service Education and Training Division stays current with best practices and trends in paramedicine.



## Training Stats

Number of New Employees:  
37

Number of Classes Taught:  
430

Staff Trained:  
285

Research Studies:  
11



## — Continuous Training



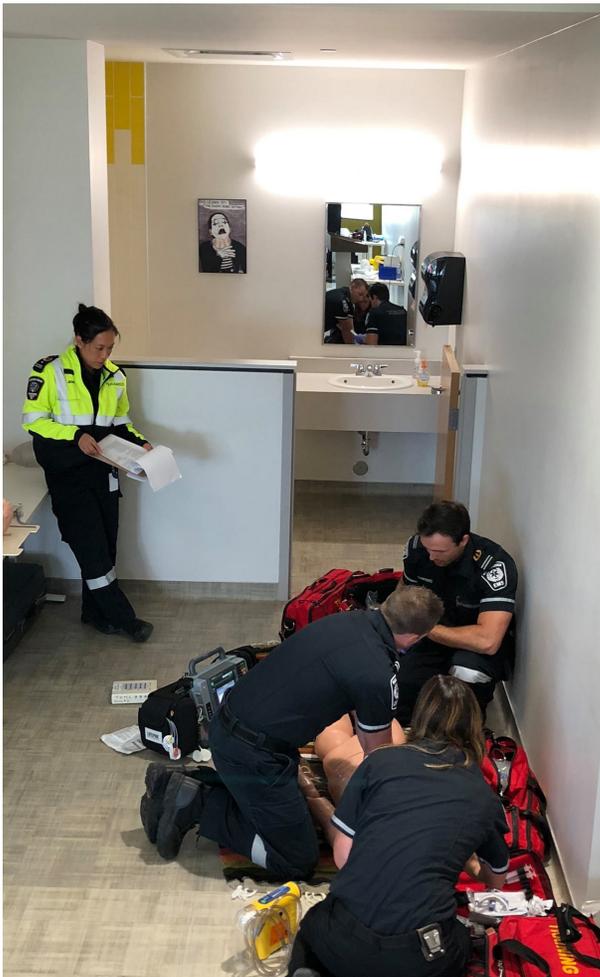
In 2018, Middlesex-London Paramedic Service paramedics continued to be certified in the Coaching the Emergency Vehicle Operation 4 program (CEVO4).

Annual fall training focused around the new changes to the Basic Life Support Standard set out by the Ministry of Health and Long Term Care. Paramedics completed hands-on skills training. The new standards includes changes in endotracheal suctioning, oxygen administration as well as new advanced airway equipment. All paramedics are now performing the new standards.

Middlesex-London Paramedic Service also took part in a city-wide emergency exercise. This year's scenario simulated a train derailment resulting in a chemical spill. This event allowed paramedics and supervisors to practice our multi-casualty management. This event focused on the interoperability of emergency services of police, fire and paramedic services and for the first time introduced more allied resources from London Hydro, CN Rail (including CN police services).

Middlesex-London Paramedic Service continues to focus on the health and well-being of employees. Over the course of 2018, all paramedics were certified in the R2MR (Road to Mental Readiness) program and supervisors completed an additional 8 hour program. R2MR was created by National Defence for the Canadian Armed Forces and has been widely adopted by emergency services across Canada. This program teaches resilience and helps establish strategies that will ensure the mental health of employees.

In 2018 Middlesex-London Paramedic Service paramedics completed specialized training to be members of the MLPS Bike Unit. This is an intensive and physically demanding program that was designed for police and paramedics. The program focuses on safety and bike handling skills in addition to rapid response strategies and tactics as paramedics move through crowded environments.





# EMPLOYEE RECOGNITION

## Notes

In 2018 Paramedics Jamie Herrington and Patricia Schelhass were awarded Exemplary Service bars for more than 30 years of service.



Southwest Regional Base Hospital presented 4 Middlesex-London Paramedic Services paramedics and 1 Superintendent with the Medical Director's Award of Excellence for their actions and patient care in resuscitating a young woman in austere conditions.



Middlesex-London Paramedic Service was proud to host our annual Survivors' Day at our new Headquarters. The event was filled with emotion and joyful tears as survivors of cardiac arrest were reunited with the paramedics, police officers and firefighters that played a role in saving their life.

In a particularly poignant moment one of very own paramedics who suffered cardiac arrest was able to return to work and meet with his coworkers who attended to him.



## First Annual Service Awards

Middlesex-London Paramedic Annual Service Awards

2018

Middlesex-London Paramedic Service was proud to issue the first ever Annual Service Awards.

Staff submitted their choices as to which of their co-workers they felt should receive these awards.

A committee with representatives from front-line staff, supervisors and management reviewed the many submissions to select recipients of awards.

### PARAMEDIC OF THE YEAR

Presented to a paramedic who consistently demonstrates professionalism, dedication, initiative in the meritorious execution of their duties and responsibilities as a paramedic.

### AWARD OF VALOUR

Presented in recognition of performance above and beyond the call of duty, as evidenced by an act of bravery.

### SUPPORT PERSON OF THE YEAR

Presented to any member of the support services staff who provide invaluable support to our organization who consistently demonstrate professionalism, dedication, initiative in the meritorious execution of their duties and responsibilities.

### SERVICE AWARD

Presented to any MLPS staff member who consistently demonstrates professionalism, dedication and initiative in the meritorious execution of their responsibilities.



## 2018 OAPC Fall Conference and Awards Gala

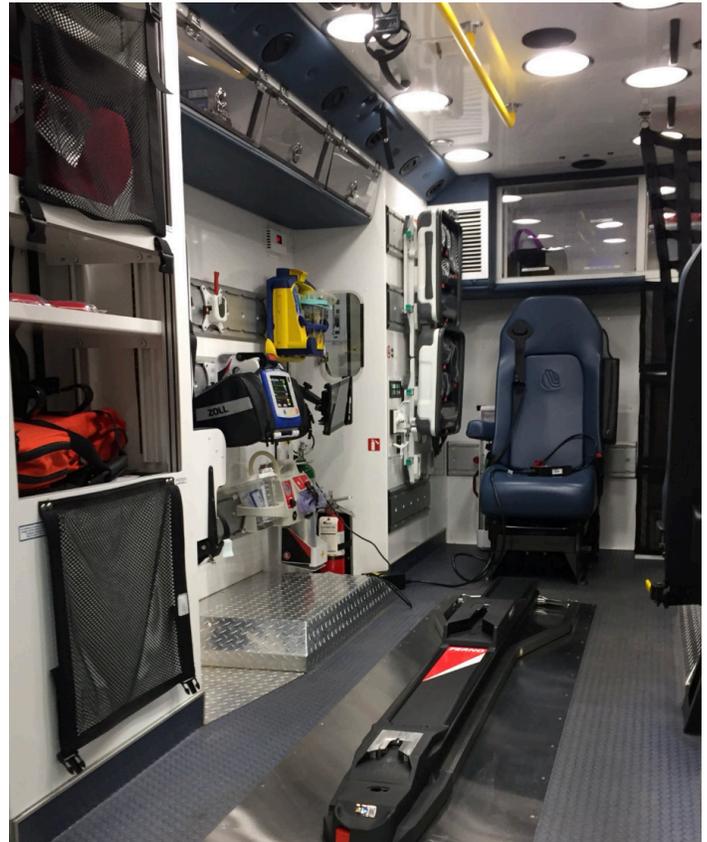
Hosted by Middlesex-London Paramedic Service

### Exemplary Service Awards

In the fall of 2018, Middlesex-London Paramedic Service hosted the annual Ontario Association of Paramedic Chief's Fall Conference. This conference is an opportunity for leaders from across Ontario to gather and learn from subject matter experts which included General (ret) Rick Hillier, Mike Lipkin and Matthew Streger, to name only a few.

Paramedic Chiefs, Deputy Chiefs and paramedic supervisors were all in attendance to participate in the learning. A large trade show is associated with this conference and this year MLPS brought many new vendors to the trade show. This large trade show affords an opportunity for paramedic services to be introduced to new products, services and technologies that will enhance their services.

The conference was a resounding success highlighting Middlesex-London Paramedic Service and showcasing Middlesex County and the City of London. The conference culminated in the annual awards gala in which paramedics receive their Exemplary Service Medals. These awards are issued by General (ret) Richard Romer on behalf of the Governor General of Canada. Two Middlesex-London Paramedics were presented their Exemplary Service medals at this ceremony.





## COMMUNITY ENGAGEMENT

### Notes

During 2018 the Middlesex-London Paramedic Service Public Access Defibrillator program focused on community CPR/ AED awareness and preparedness.

Offering certification training and public awareness programs, 361 people were trained in CPR and Standard First Aid certification through the Canadian Red Cross.

2018 focused on improving first response with allied community partners with CPR/ AED refresher sessions and we trained an additional 1,457 people in CPR and how to use an AED.

The 9-1-1 AED registry continues to grow as we added even more crowd sourced public access defibrillators, placing AEDs throughout Middlesex County and the City of London. There are currently 337 AEDs registered. Usage increased in 2018, with 16 AED's used, delivering a total of 12 shocks.

Middlesex-London Paramedic Service had the pleasure of assisting community groups achieve the overall goal of making our local schools heart safe. Generous donations provided 8 new Automated External Defibrillators to very appreciative sites.

Local business Firehouse subs generously donated money to purchase 2 Lucas automated CPR devices for our county ambulances.



## Public Awareness

### Increasing cardiac arrest survival outcomes.

Middlesex-London Paramedic Service is dedicated to helping improve survivability of out of hospital cardiac arrests.

Through public education and awareness programs such as the Public Access Defibrillator (PAD) program and CPR training Middlesex-London Paramedic Service is making London-Middlesex a better place to live and work.

We trained 1,457 citizens in CPR, first aid and how to use an AED in 2018 alone and placed another 54 AEDs in to the community.

1

#### Public AEDs

**54**  
AEDs placed in the community.

2

#### AED Registry

**337**  
AEDs in the registry to improve patient outcomes.

3

#### CPR/AED Awareness

**1,457**  
Citizens participated in training and awareness.





## — Paramedic Training Camp



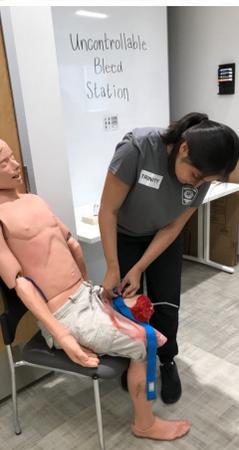
### Investing in the future

Working with today's youth to strengthen their esteem and help shape tomorrow's leaders.

Middlesex-London Paramedic Service's Paramedic Training camp was a tremendous success and continues to be a highlight every year.

In August of 2018, another group of 12 eager high school aged students who showed interest in the paramedic field participated in the training camp.

The week was packed with activities focusing on various aspects of the paramedic profession. Participants had fun while learning about paramedicine and even received certification in CPR and first aid.

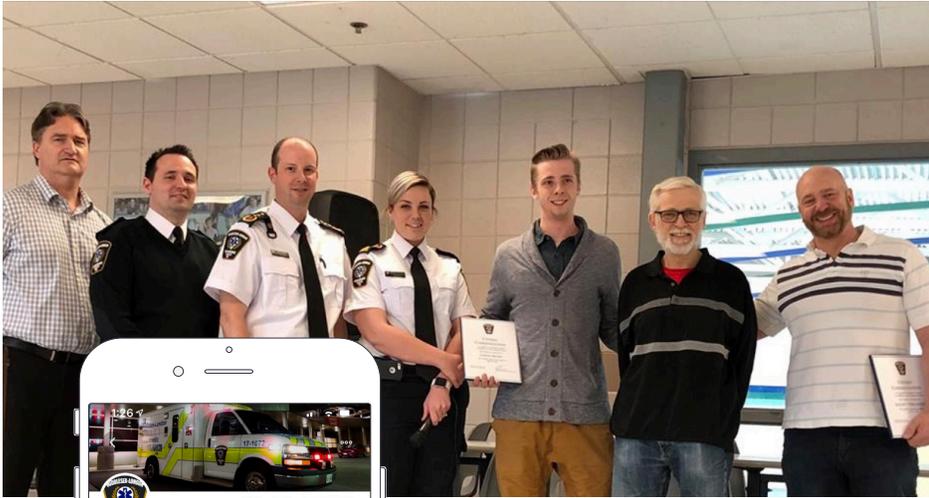




## Middlesex-London Paramedic Service

May 11, 2018 · 🌐

Another amazing story of how a public access AED was used to save a life at BGCLondon Great job to the staff who performed CPR and used the machine to save this mans life. #proud #chainofsurvival London Paramedics OAPC



## Social Media Presence

### Notes

MLPS engaged with the public more than one million times through social media in 2018 alone.

Middlesex-London Paramedic Service is active on social media and engages with the public to communicate our message, build trust and confidence with the public and share the amazing stories of our paramedics and interact with the citizens of London and Middlesex.



## ML Paramedic Service

@MLPS911 Follows you

Following



Tweet



ML Paramedic Service  
@MLPS911

It truly is a special moment when a cardiac arrest survivor is reconnected with the responding crew & they are able to sit down for a coffee and chat. Thank you Chris for stopping by, and a huge thank you to Chris' wife Shannon for performing CPR until our crews arrived on scene!



**MAKE THE RIGHT CALL**

RECEIVE THE RIGHT CARE #RightCallRightCare

**DO YOU KNOW WHO TO CALL WHEN SEEKING MEDICAL CARE?**

<p><b>TWISTED YOUR ANKLE?</b> Consult your Primary Caregiver</p>	<p>Exploring your health care options can result in quicker, more appropriate care.</p>
<p><b>SCRAPES, BUMPS, AND BRUISES?</b> Visit a Walk-in Clinic</p>	<p>Reserving 911 for life threatening emergencies will ensure Paramedics are available when needed most.</p>
<p><b>GETTING THE FLU?</b> Call Telehealth Ontario 1-866-797-0000</p>	<p>Never hesitate to call 911 in any medical emergency. If you experience shortness of breath, chest pain, or symptoms of a stroke, 911 is always the right call.</p>
<p><b>HAVE SHORTNESS OF BREATH?</b> Call 911 for Middlesex-London Paramedics</p>	<p></p> <p>For more information about Middlesex-London Paramedic Service, 519-679-5466 ext. 1118   www.mlms.ca   @MLPS911</p>
<p><b>CHEST PAINS?</b> Call 911 for Middlesex-London Paramedics</p>	



## Middlesex-London Paramedic Service

October 20 • 🌐



Paramedic's Matt and Jake had a great time at the Westview Baptist Church "When I Grow Up" event! London Paramedics



Tweet



ML Paramedic Service  
@MLPS911

Congratulations @CountyMiddlesex Glencoe Library and the Glencoe Arena Auditorium on becoming #heartsafefacilities thanks to the very generous donation made on behalf of Commonwealth Financial.



Middlesex-London Paramedic Service  
April 11, 2018 • 🌐

It's Day 2 of the Mount Brydges Race Against Drugs Program. So many great presenters!



ML Paramedic Service  
@MLPS911

Congratulations Roy Inch & Sons for being the first @serviceexperts to make your site a #heartsafefacility with your new AED!  
[#royinchandsons](#)



8:24 AM · 2018-06-20 · Hootsuite





Middlesex-London Paramedic Service

December 10 · 🌐

All smiles from the staff SARI Therapeutic Who received their new #AED that was made possible by Firehouse Subs Public Safety Foundation! #heartsafefacility #community



Middlesex-London Paramedic Service

December 30 · 🌐

It is almost New Year's Eve! Do you have a plan to get home? City of London Prepare London CTV London London Ontario Buzz London Police ON



Middlesex-London Paramedic Service

September 8, 2018 · 🌐

Are you planning on visiting the WesternFair District this weekend? Don't forget to stop by the West Annex for a visit! London Paramedics

👍 Jay Loosley and 9 others

1 Share

👍 Like

💬 Comment

➦ Share



ML Paramedic Service

@MLPS911

We are at Forest Edge Community Pool for the Emergency Services night until 8pm. Stop by and say Hi! @LDNParamedics





## Twitter

Middlesex-London Paramedic Service engages with the public through Twitter to show the amazing job our paramedics do on a daily basis and to share with them important information. Growth and engagements through Twitter with the public has increased by 75% over the past year.

according to 2018 Twitter statistical analysis



## Facebook

Facebook allows us to engage in real time with our clients and the public and build a positive relationship with the citizens of London and Middlesex while sharing the stories of our amazing paramedics. Over the past year our engagements on the Facebook platform have grown by 80%.

according to 2018 Facebook statistical analysis



## Social Media Statistics



**Twitter Followers**

Follow us on Twitter @MLPS911



**Twitter Engagements**

Follow us on Twitter @MLPS911



**Facebook Followers**

Join our Facebook Page



**Facebook Engagements**

Join our Facebook Page





## GLOSSARY

**ACC:** Ambulance Communications Centre

**ADRS:** Ambulance Dispatch Reporting System

**AED:** Automatic External Defibrillator – An electronic device that applies an electric shock to restore the rhythm of a fibrillating heart.

**Chute Time:** The time it takes an ambulance to depart once notified of a call.

**Code 1 (Deferrable):** A routine call that may be delayed without detriment to the patient (e.g. a non-scheduled transfer; a minor injury).

**Code 2 (Scheduled):** A call which must be done at a specific time, for example because of special treatment or diagnostic facility requirement (e.g. inter-hospital transfers or a scheduled meet with an air ambulance).

**Code 3 (Prompt):** A call that should be performed without delay (e.g. serious injury or illness).

**Code 4 (Urgent):** A call that must be performed immediately where the patient's 'life or limb' may be at risk (e.g. Vital Signs Absent patient or unconscious head injury).

**Code 8:** This is a call for emergency coverage. This occurs when an ambulance is required to reposition to maintain response times and coverage of the region in the event that the next 911 call occurs within that area.

**CTAS Level:** The 'Canadian Triage & Acuity Scale' is used to assign a level of acuity to a patient. Acuity refers to the gravity of the situation – the potential for death and/or irreversible illness. CTAS is a tool that more accurately defines the patient's need for care. Assignment of the CTAS level is to be based upon not only the presenting complaint identified on the initial assessment made by the paramedic, but also on their examination findings, and response to treatment.

**Dispatch Priority Code:** The priority code number that is assigned to the call by the dispatcher. It identifies the priority under which the ambulance responds to the call location (e.g. an urgent response would be entered as Code 4).

**Dispatch Problem:** The problem given to the crew by the Ambulance Dispatcher indicating the nature of the problem of the call they are responding to.

**iMedic ePCR:** The electronic documentation software used to chart the Ambulance Call Report.

**IMS:** Incident Management System is a consistent and systematic way for multiple agencies to coordinate and respond to public emergencies and disasters.

**LHIN:** Local Health Integration Networks are the health authorities responsible for regional administration of public healthcare services in the Province of Ontario, Canada.

**Offload Delay:** Offload delay is the amount of time spent in the Emergency Department transferring care to the hospital. It is calculated as the difference in time from when the ambulance arrives at the Emergency Department until Transfer of Care is documented – less the standard thirty (30) minutes which is normal for ambulance turnaround. Any time greater than thirty minutes is considered offload delay.

**Primary Problem:** The primary complaint of the patient upon assessment by the paramedic crew.

**Response Time:** Response time is measured in two different ways; in cardiac arrest, it is the time the 911 call is received until a defibrillator arrives to the scene (by paramedic or otherwise). In non-cardiac arrest calls, it is the time the 911 call is received until the paramedic crew arrives to the scene.

**Return Priority Code:** The priority code number that is assigned to the call by the ambulance crew. It identifies the priority under which the patient is transported (e.g. a prompt return to a medical facility would be entered as a Code 3).



**Middlesex-London Paramedic Service**  
2018 Performance Report