

Appendix C



Region of Waterloo



2024 Mid-Year Performance and
2025 Response Time Performance Plan
Community & Health Services Committee – September 10, 2024
John Riches, Chief

KPI Results (January to June 2024)

- Vehicles responses increased compared to same period in 2023
- Unit Utilization decreased compared to 2023 but remains above the Master Plan Benchmark of 35%
- Response times have improved relative to same period in 2023
- Offload Delay worsened in early months with improvement May to June
- Code Yellows/Reds decreased in frequency and total duration although the median increased



Vehicle Responses and Unit Utilization

- Vehicle responses – increased 5.6% over the first half of 2023
 - 1916 more vehicle responses
 - Continue to be in high growth scenario with projections showing 87500 expected for 2026
- Unit Utilization: Good improvement but above 35% benchmark
 - Lower across all hours of the day
 - January to June 2023 = 47.95%
 - January to June 2024 = 41.44%



Response Times

- Response Time: 6 seconds faster vs the same period in 2023 on the 80th percentile
 - 2023 = 09:14
 - 2022 = 09:08
- Improved across 5 of 7 municipalities
- Response Times significantly impacted by offload delays and resource availability



Offload Delays

- Resulted in 323 ambulance days lost vs 237 for same period in 2023
- Equivalent of losing 4 – Twelve Hour ambulance shifts per day
- January 2024 – worse month on record – 97 ambulance days lost
- Improvement since January
 - Jan to March – 125 minutes (90th percentile)
 - April to June – 90 minutes (90th percentile)
- St. Mary's General Hospital strongest performer



Code Red and Code Yellow

- Code Yellow:
 - Number of Events:
 - 2024 = 151 (2023 = 310)
 - Total hours:
 - 2024 = 148 (2023 = 216)
 - Percentage of time:
 - 2024 = 3.4% (2022 = 5%)
- Code Red:
 - Number of Events:
 - 2024 = 33 (2023 = 38)
 - Total Hours:
 - 2024 = 14 (2023 = 17)
 - Percentage of time spent in code red:
 - 2023 – 0.3% (2022– 0.4%)



Mitigation Strategies

- Continue to work with hospital partners to address system pressures that cause offload delays
- Utilize Provincial funding from the Ministry of Health for the Designated Offload Nurse Program.
 - All 3 hospitals continue to staff 24 hours per day, 7 days per week.
- Continues expansion of Patient Care Model Standards options such as Treat & Release, Treat & Refer, Alternative Destination
- Prepare for Implementation of MPDS at Cambridge CACC
- Council approved Paramedic Services Masterplan shift to high growth scenario and addition of frontline resources to address call demand and Unit Utilization
- Further advancement of Community Paramedicine program to address high utilization 911 users



Effective November 1, 2024: Code Red and Code Yellow Terminology will be discontinued

- The current names and definitions have been in effect for almost 20 years and has never been adjusted in proportion to the number of resources deployed.
- Current Definitions/Criteria:
 - Code Red – 0 ambulances available
 - Code Yellow – 3 ambulances available or less
- Upon MPDS implementation at Cambridge CACC – transitioning to a colour coded dispatch system (Code Green, Code Yellow, Code Orange, Code Red, Code Purple)



November 1st: ROWPS Resource Tracking System

- **Code Zero:** no Paramedic Services resources available
- **Code Critical:** 5 Ambulances available or less - Indicates high risk as resource availability is significantly reduced. Allows for escalation protocols to help reduce likelihood of entering Code Zero status.
- **Code Capacity:**
 - 0800hrs – 2000 hrs – 12 Ambulances available or less.
 - 2000hrs – 0800 hrs – 7 Ambulances available or less.
 - Indicates low to medium risk as resource availability is reduced but system is managing effectively. Allows for escalation protocols to be implemented to help prevent entering Code Critical status.
- **Note:** Code Critical and Code Capacity thresholds are based on a percentage calculation of deployed resources. When the approved deployed resources change in the future, this may result in the thresholds changing.



Response Time Performance Plan

- Paramedic Services is meeting the Ministry of Health compliance targets for 2024
- Results from January to June 2024 are showing slight improvement or is comparable to the same period in 2023
- Despite all the system pressures, Paramedic Services continues to provide excellence in patient care and respond as quickly as possible to calls.



CTAS and Sudden Cardiac Arrest

- Paramedics apply the Canadian Triage and Acuity Scale (CTAS) to each patient they encounter. The Service is then required to use CTAS to measure compliance under the Real Time Performance Plan.
- Sudden Cardiac Arrest (SCA)
 - Ministry of Health Target: 50% of the time a defibrillator to arrive on scene in 6 minutes or less.
 - ROW Service Target: 70% of the time a defibrillator to arrive on scene in 6 minutes or less.
 - Result
 - January to June 2023 – 70th percentile = 6 minutes 00 seconds or less
 - January to June 2024 – 70th percentile = 6 minutes 18 seconds or less



2024 Response Time Performance Plan

Targets	January to June 2024	January to June 2023
CTAS 1 (8 minutes or less 70 % of the time)	73% 70 th percentile = 7:49	69% 70 th percentile = 8:05
CTAS 2 (10 minutes or less 80% of the time)	80% 80 th percentile = 9:57	81% 80 th percentile = 9:53
CTAS 3 (11 minutes or less 80% of the time)	80% 80 th percentile = 10:58	79.8% 80 th percentile = 11:02
CTAS 4 (12 minutes or less 80% of the time)	83% 80 th percentile = 11:21	83% 80 th percentile = 11:21
CTAS 5 (12 minutes or less 80% of the time)	82% 80 th percentile = 11:38	82% 80 th percentile = 11:31



Changing the RTPP for 2025

- These targets have not been adjusted in a number of years and need to be updated to:
 - Ensure that the highest acuity patients are prioritized in system planning and operations.
 - Employ best practices that are comparable to similar Paramedic Services in Ontario
 - Manage staff workload
 - Prepare for the implementation of the Medical Priority Dispatching System (MPDS) at the Cambridge Central Ambulance Communications Centre (CACC)
 - Realign community expectations of response times to be more reflective of the severity (acuity) of the call.



Comparison of Response Time Performance Plan Targets

Measure	Region of Waterloo	Other Services' Targets
Sudden Cardiac Arrest	6 minutes	6 minutes
CTAS 1	8 minutes	8 minutes
CTAS 2	10 minutes	10 minutes
CTAS 3	11 minutes	15 minutes
CTAS 4	12 minutes	20 minutes
CTAS 5	12 minutes	20 to 25 minutes

- Comparator Paramedic Services:
 - Durham, Halton, Hamilton, Middlesex London, Simcoe, Toronto, York



Recommendation to Change Region of Waterloo Paramedic Services RTPP for 2025

Measure	Time Target	Compliance Target
Sudden Cardiac Arrest	6 minutes	70%
CTAS 1	8 minutes	70%
CTAS 2	10 minutes	80%
CTAS 3	15 minutes	80%
CTAS 4	20 minutes	80%
CTAS 5	25 minutes	80%

- New RTPP demonstrates that Paramedic Services is prioritizing resources for the highest acuity patients



Questions?

