

Bringing the White Paper to Life



THE FUTURE OF EMS IN CANADA



EMERGENCY



FAST FORWARD



BRINGING OUT THE DEAD



CREATING THE FUTURE

The future is not a gift: it is an achievement.

Every generation helps make its own future.

This is the essential challenge of the present."



John F Kennedy 1961

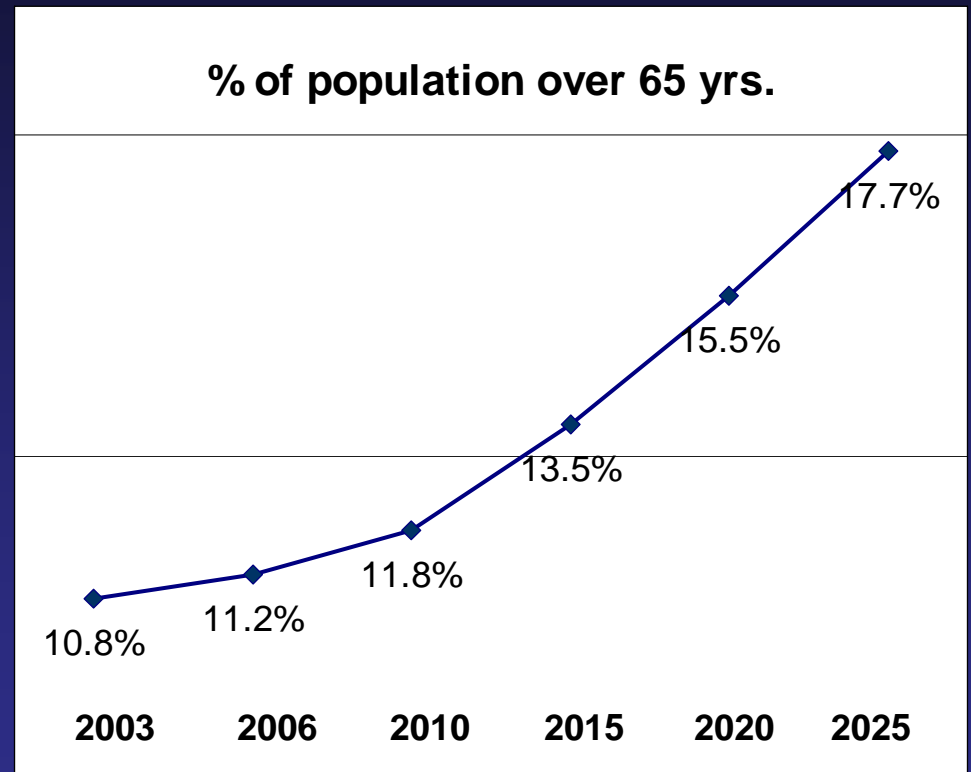


**GO AHEAD, MAKE
ONE
MORE
CHANGE!**

THE URGENCY

Aging population

- 11% of population are seniors
- Seniors make up 37% of EMS patients.
- People >85 years 8 times more likely to use EMS
- Baby boomers will start turning 65 in 2010



City of Edmonton 2007

The Foundation to a Great Plan: Crystal Clear Strategy

**“Most Senior Executives
cannot articulate the objective,
scope, and advantage of their
business”**

Collis -Rukstad 04/08 HBR

The Essence of Good Strategy

Strategy Statement

What is our competitive game plan ?

Three Basic Elements

- Objective = Ends
- Scope = Domain
- Advantage = Means



KOTTER'S MODEL

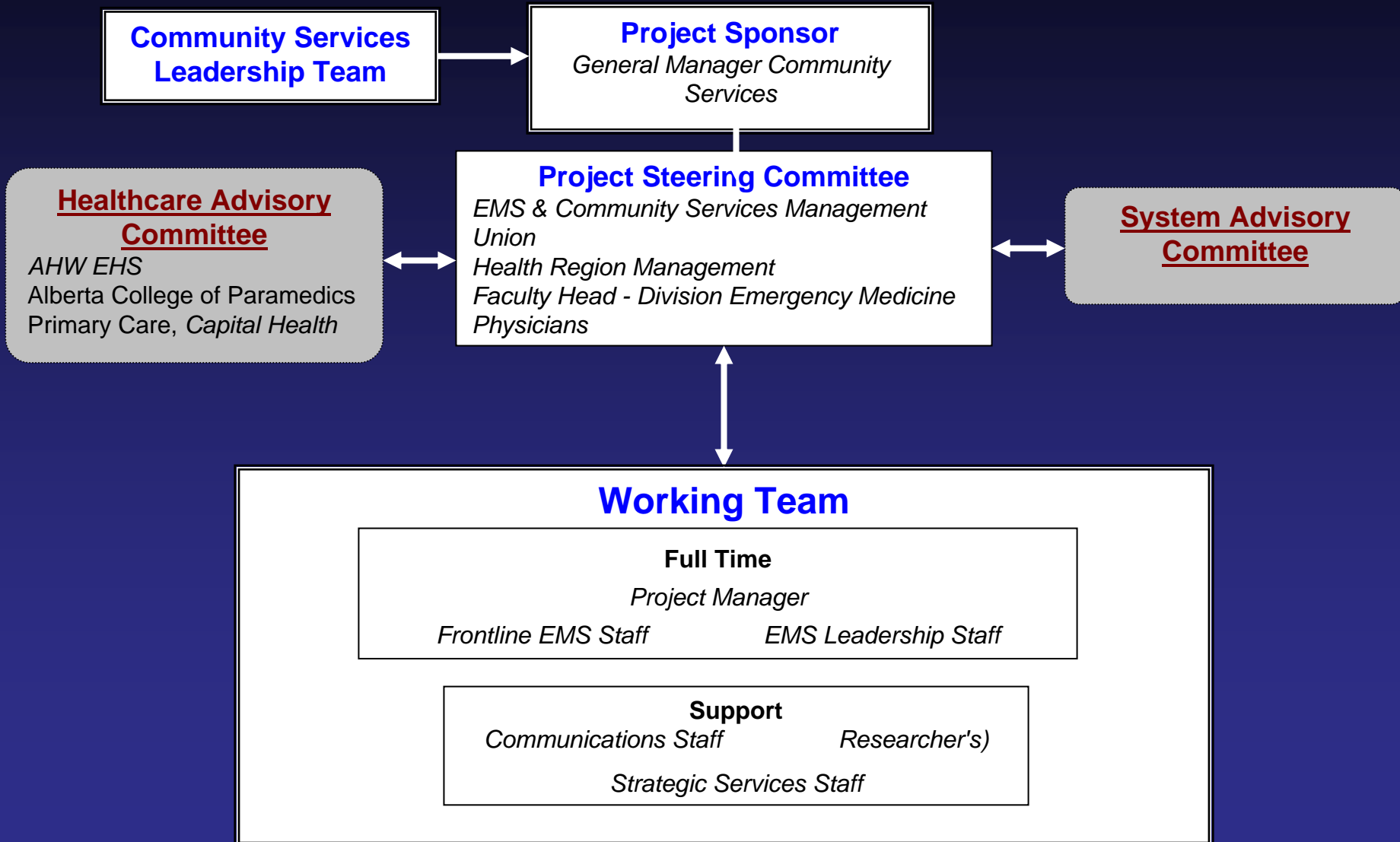
1. Increase urgency
2. Build the Guiding Team
3. Get the Vision Right
4. Communicate for Buy-in
5. Empowering Action
6. Create short term wins
7. Do Not Let Up
8. Make Change Stick

Increase Urgency



- Significant population growth
- Aging population
- Requests for EMS per capita is increasing
- Increasing off-load times
- More patients managed outside acute care hospitals
- EMS not leveraging many health and social resources available

Build the Guiding Team



Get the Vision Right

EMS Master Plan Strategy Statement

The right care... in the right place... at the right time...”



Communicate for Buy-in

REGULATORY

- Alberta Health & Wellness
- Alberta College of Paramedics

City of Edmonton

- EMS
- Law
- Fire/Rescue
- Information Technology
- Dispatch
- Buildings
- Finance

HEALTH CARE

- Physicians
- Hospitals
- Regional Health Board
- Health Care Programs

MASTER PLAN

OTHER EMS SERVICES

PUBLIC

- Patients
- Citizens
- Seniors
- Special needs groups

Empowering Action

- Executive sponsorship
- Dedicated resources with a project management competency



Master Plan Road Map

- Start up
- Current state assessment
- Leading practices reviewed
- Outcomes and Strategies developed
- Staff and stakeholder engagement
- Stakeholder and Community Consultation
- Approval of policy



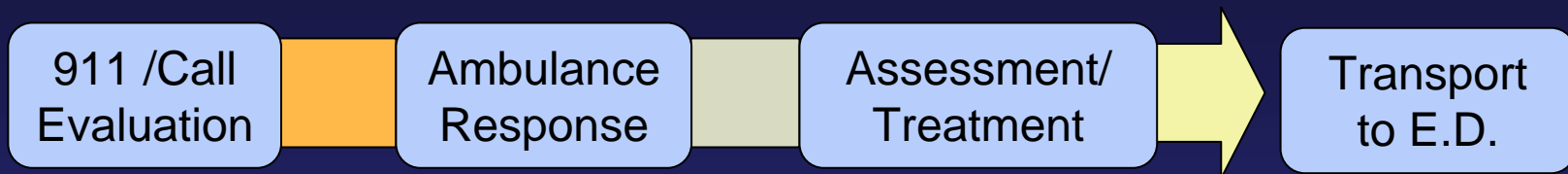
Leading Practices

- No magic bullet
- Similarity between different EMS models
- Major strategic documents from
 - EMSCC
 - USA
 - UK



Current State

EMS Service Delivery Model



- Limits care and transport options
- Limits alignment with health system

Outcome 1

Services appropriate to the patient needs

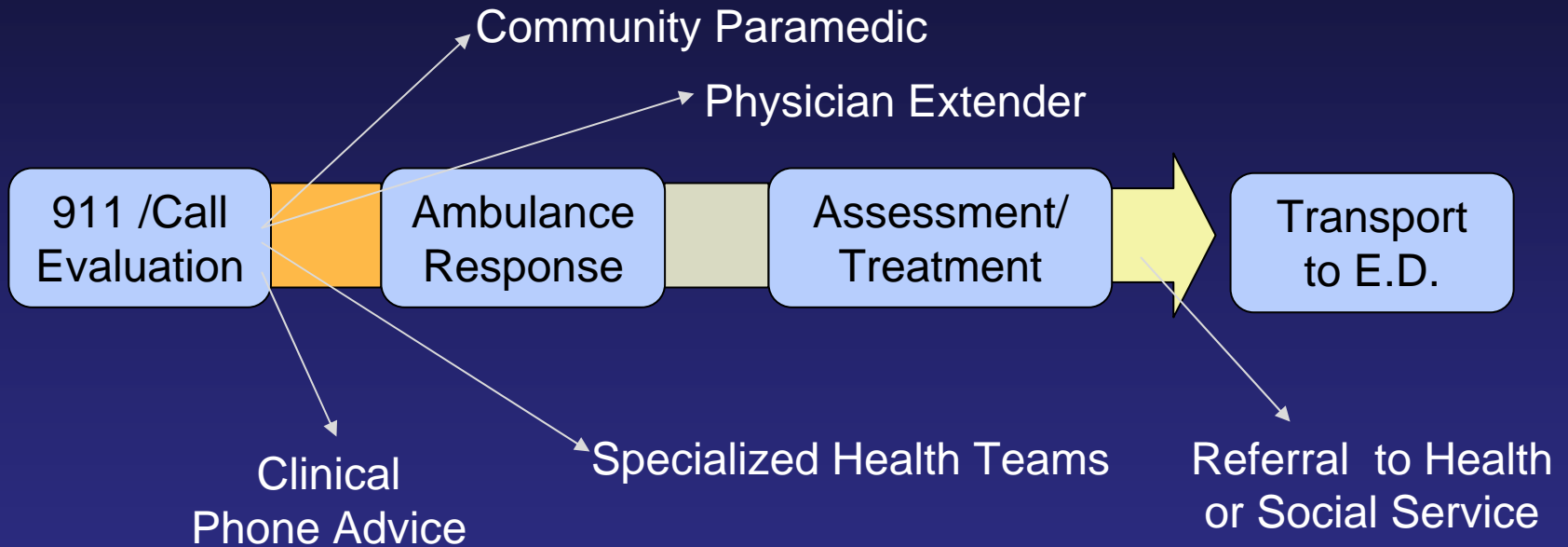


Strategies

- ALS Care
- Clinical phone advice
- Assessment and Referral
- Current scope options
- Expanded scope options
- Send appropriate resources

Outcome 1

Services appropriate to the patient needs



Outcome 2

Transport appropriate to patient needs

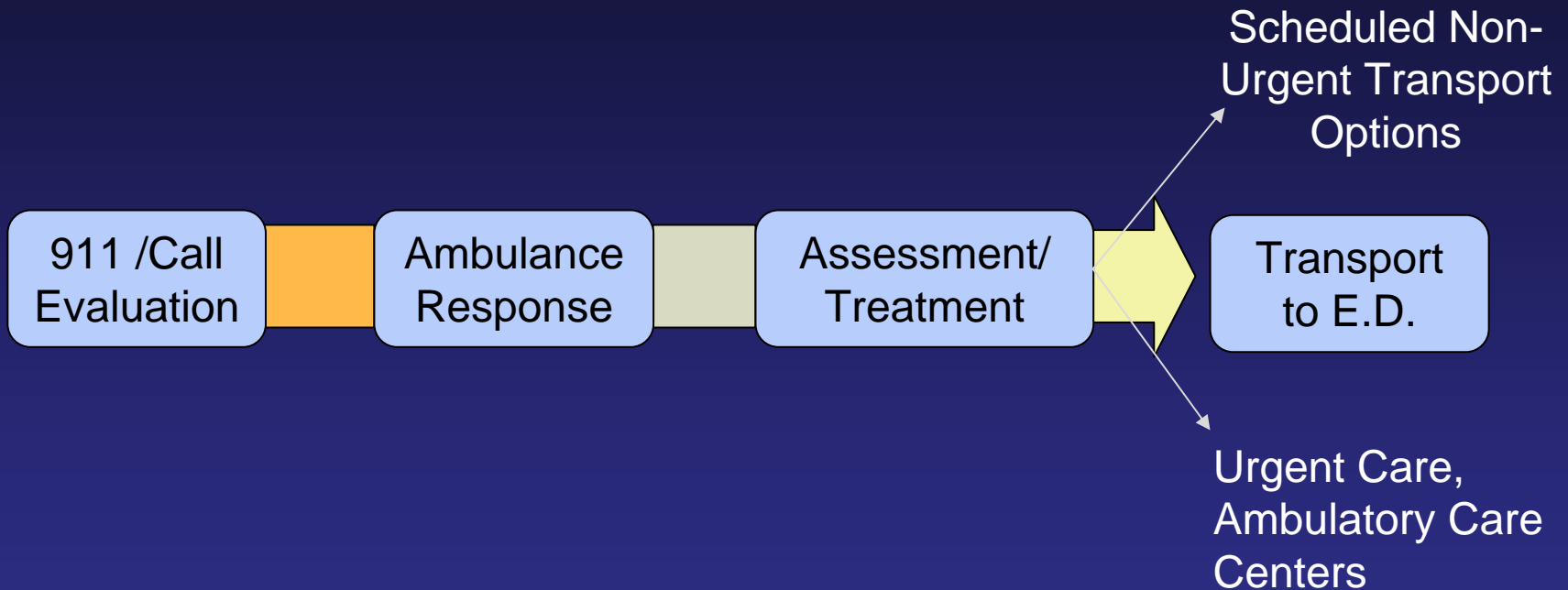
Strategies

- Safe and rapid emergency transport
- Alternate transport destinations
- Solutions for non-urgent transport



Outcome 2

Transport appropriate to patient needs



Outcome 3

Develop effective working relationships with partners



Strategies

- Leverage community health and social resources
- Address hospital off-load delays
- Coordinated approach to EMS training and delivery

Outcome 4

Change governing legislation to allow provision of an alternate service delivery model

Strategy

- Changes to legislation
 - Ambulance Services Act
 - Health Information Act
 - Billing reimbursement rules



Outcome 5

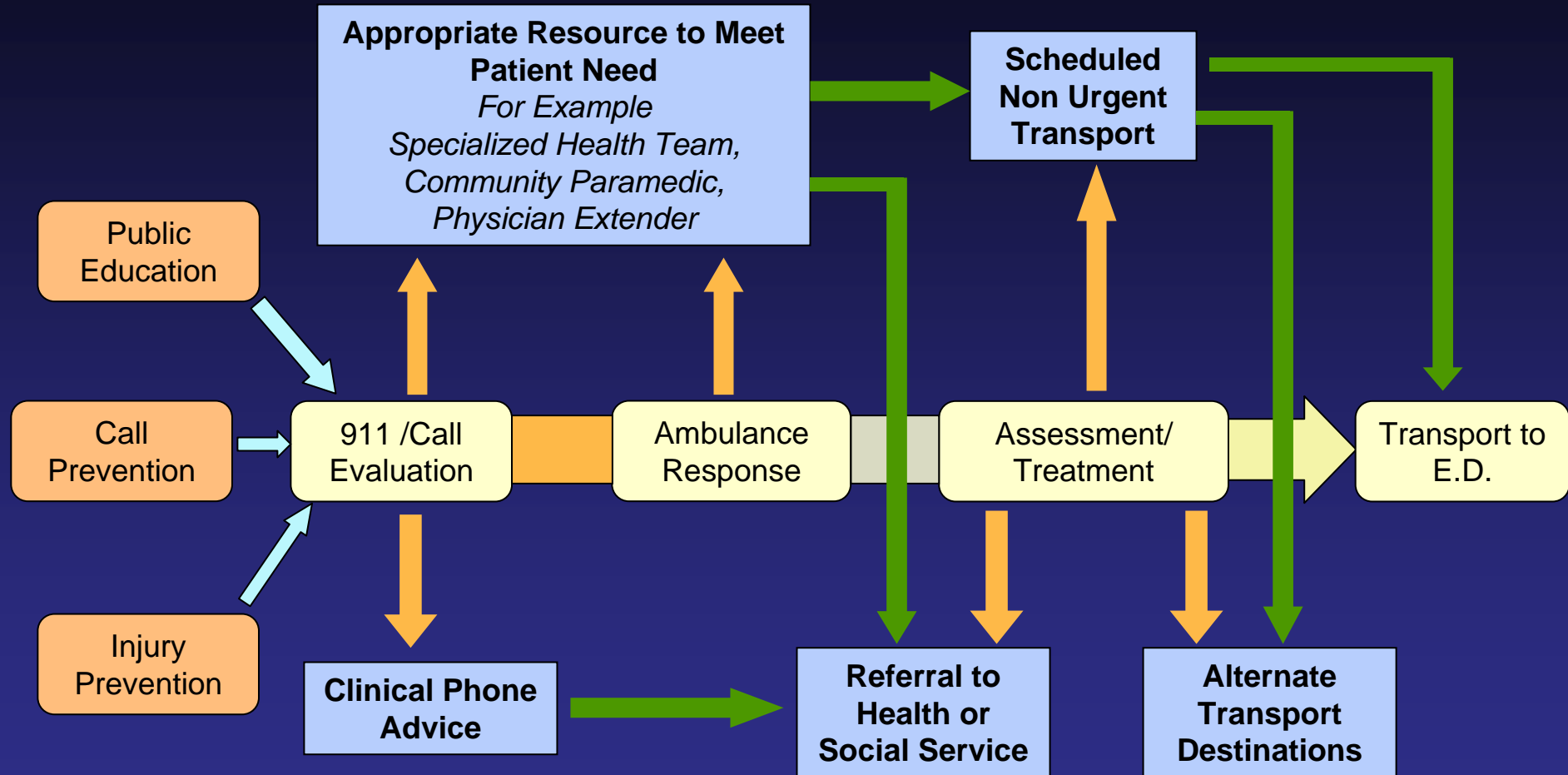
Leverage opportunities to improve efficiency and effectiveness of the service delivery model



Strategies

- Extended call differentiation
- Differentiated benchmarks (clinical, response time)
- Proactive programs for improved operational efficiency and effectiveness

Future Service Delivery Model



Lessons Learned

- Site visits show reality
- Stakeholder involvement
- Strategies independent of governance
- Dedicate resources
- Outcomes & strategies interconnected
- Use a project management framework
- Language
- Steering committee importance

Discussion

What is Your Strategy?

Questions?

Summary

- Your plan must be grounded by your strategy
- Involve and engage key stakeholders
- Strong executive sponsorship is a must
- Show and tell; organize your data into a clear picture
- Obtain sanction from your governance
- Planning capacity and competence is critical
- Execution is everything!!