

Council Orientation and Education Workshop Meeting Agenda



Thursday, June 1, 2023, 2:00 p.m.

Council Chambers

Guelph City Hall, 1 Carden Street

This is a joint meeting of Guelph City Council and Wellington County Council

Changes to the original agenda are noted with an asterisk "*".

Council Orientation and Education Workshop meetings are live streamed at guelph.ca/live.

To listen to the meeting over the phone, call 1-416-216-5643 and enter access code 2341 328 8117.

	Pages
1. Call to Order	
1.1 Disclosure of Pecuniary Interest and General Nature Thereof	
2. Joint County and City Council Workshop on Guelph Wellington Paramedic Services	1
Presentation: Colleen Clack-Bush, Deputy Chief Administrative Officer, Public Services Stephen Dewar, General Manager, Guelph Wellington Paramedic Services/Paramedic Chief	
3. Adjournment	

Thursday, May 18, 2023

Sent via email to: sylvia.jones@ontario.ca

The Honourable Sylvia Jones
Deputy Premier, Minister of Health
5th Floor, 777 Bay St.
Toronto, Ontario
M7A 2J3

RE: Guelph-Wellington paramedic offload delays

Dear Minister Jones,

I am writing to request your support and leadership in addressing the crisis of paramedic offload delays in Guelph-Wellington, an area with some of the highest offload delays in Ontario.

Over the past several months, your Ministry has placed greater attention on this issue, including recent investments in dedicated offload nurses and extending community paramedicine programs in long-term care. We appreciate your government's recent work and look forward to funds flowing soon to our community.

Despite these efforts, however, we continue to consistently experience the longest delays and the highest average offload times in our region. Our team and partners in care are exceptional. They continue to do everything they can to support our community, even while encountering some of the longest delays in Ontario (worst 10 percent for the longest delays based on reporting data from 115 hospitals).

The story in Guelph

You only have to look at the numbers to understand the urgency to act:

- GGH has the fourth longest offload delays in the province.
- Offload delay numbers at GGH are double that of every other hospital in the Waterloo Wellington area.
- From 2020 to 2022, the longest offload delay time increased by nearly 400 per cent, resulting in people waiting in the offload hallway under the care of paramedics for more than 12 hours.
- During that same time, the highest 90th percentile number increased by nearly 300 per cent.

These numbers are unacceptable when we consider the people waiting in a crashed car, or in distress at home, or in pain on a sports field, or in the offload hallway under the care of paramedics.

These numbers are also unacceptable when we consider the paramedic who knows someone is waiting for lifesaving care or must rush to the next call once released, with no opportunity for recovery between patients. Our paramedics are burning out.

Our actions locally

Despite worsening offload delays at GGH, we have not been sitting idle.

- ✓ Our Community Paramedicine program has reduced 911 calls, taking pressure off the emergency department.
 - In 2022, our Community Paramedicine program monitored over 13,000 residents and conducted home visits for approximately 18 people per day. Ten per cent of survey respondents indicated they would have called 911 or gone to a hospital emergency department had they not had access to this program.
- ✓ We are taking patients to alternate destinations, which is helping.
- ✓ Our application for a dedicated offload nurse at GGH has been accepted, and we hope that will help improve the numbers.
- ✓ We have liaised with other paramedic services to gain lessons learned and best practices to inform our next steps.
- ✓ We continue to have productive discussions with hospital leadership about how to address these ongoing challenges. Recent conversations with the GGH leadership team have been proactive and collaborative and we recognize their shared commitment to address these issues.
- ✓ While partnering with Guelph Wellington Paramedic Service (GWPS) to address offload delays, the new GGH leadership team is also working to address the larger systemic issues to ensure sustainable solutions for patient care over the long term.

Earlier this spring I met with Mark Walton, the new President and CEO of the Guelph General Hospital. I am impressed by his outlook and genuine desire to fix this, together.

Our ask

We recognize that the offload delay story has been highly profiled across Ontario. Your Ministry has been having more open conversations to find solutions, including a recent meeting with GWPS and GGH, and providing funding for a dedicated offload nurse for the hospital. We know that GGH leadership is eager to work with us to learn from other examples and to do everything they can to mitigate offload delays.

From your Ministry, we are asking for your leadership to:

- send a strong message that offload delays are unacceptable;
- support GGH leadership in their commitment to take action to create a culture across their organization that prioritizes getting paramedics back on the road as quickly as possible; and
- support our continued efforts to hold meaningful discussions with all required community partners. These discussions need to be solution-oriented and focus on strategic and measurable goals for our community where we set targets and timelines and expected outcomes.

These are starting actions. More specific actions are detailed in “The Real Toll of Offload Delays” document, which is included with this letter.

Why we need a solution now

Guelph-Wellington paramedics are the only healthcare professionals in our community who can provide on-scene, advanced emergency medical care. There is a risk to public health and safety when they are not available when people need them. Like other first responders, paramedic skills and expertise are needed on the road, protecting communities.

In addition, our paramedics are a municipal resource. When they are delayed at hospitals, provincial and municipal funding is not being used efficiently nor as intended.

We all want the same thing: highly responsive, coordinated and quality health care that puts patients first.

Strong leadership can resolve this long-standing issue once and for all. We commit to ongoing collaboration, sharing more local data and information as needed, and to continue to work in partnership to keep our communities safe.

The City would be grateful for an opportunity to speak to you directly about these important issues. I look forward to hearing from you and can be reached at cao@guelph.ca.

Thank you for your ongoing commitment to doing more to end hallway medicine and put patients in Ontario first.

Sincerely,



Scott Stewart
Chief Administrative Officer
City of Guelph

cc: Colleen Clack-Bush, Deputy CAO, Public Services; Stephen Dewar, Chief, Guelph-Wellington Paramedic Service; Leanne Swantko, Deputy Chief, Guelph-Wellington Paramedic Service; Jodie Sales, General Manager, Strategy, Innovation and Intergovernmental Services; Mark Walton, President and CEO, Guelph General Hospital; Melissa Skinner, Vice President Patient Services and Chief Nursing Executive; Gavin Webb, Vice President Finance and Chief Information Officer

The REAL Toll of Offload Delays

Guelph-Wellington is among the worst in Ontario

Offload delays are more than a patient and paramedic waiting in an emergency room hallway.



A person becomes a patient **before** they reach the hospital, and the negative impacts of offload delays start even **before 911 is called**.

When we look for solutions to address offload delays, we have to remember **they take a toll on everyone: the patient, their loved ones, paramedics and the healthcare system.**

Offload delays are a risk to public health and safety. Commitment, leadership and action are needed to address them once and for all, especially at Guelph General Hospital (GGH), where offload delays are the worst in the region and among the worst 10 per cent in the province.

The toll of offload delays: Carrie's story

Carrie has been a paramedic for 20 years. She has treated thousands of patients and their loved ones. She describes the toll of offload delays in her words.

“By the very nature of our work, there will always be patients or calls that you carry with you forever. Lately, those patients include three new groups:

Patients we give care to in a hallway for hours watching them suffer in pain or deteriorate from their illness. We care for them as best as we can, but there is a point where there is nothing more we can do to help them within our scope of practice. We also hear the stress and distress in loved one's voices when we update them, because they know their person is sitting in a hallway suffering.

“There will always be patients or calls you carry with you forever.”

- Carrie Gordon,
Guelph-Wellington Paramedic

Patients we don't meet but hear their 911 call being dispatched over the radio needing prompt lifesaving care that I am trained to provide and want to give – but cannot because I am waiting in offload delay. It weighs heavily on paramedics that someone's mother, father, grandparent, child or friend can't get the prompt help they need and continues to be in distress until an ambulance that is further away from one of us can arrive.

Patients who don't call 911 because they don't want to burden the system and are terrified of sitting in a hallway for hours on end not getting the treatment they need. They are usually the ones who need help the most and by the time paramedics arrive, they are in a further state of crisis, requiring more intervention and care.

These patients deserve better. We can't keep waiting. Please help. ”

Worsening numbers tell the GGH story

The dramatic increase in offload delays since 2021 has meant that Guelph-Wellington paramedics are not meeting CTAS targets, with the exception of CTAS 5.

At GGH, the offload delay story is worsening. They are:

- more frequent
- lasting longer
- happening to multiple ambulances at the same time

Average monthly offload delay

28 min. → 61 min.
2020 2022

+117%

Highest 90th percentile

64 min. → 248 min.
2020 2022

+287%

Longest offload time (more than 24 hours)

292 min. → 1,449 min.
2020 2022

+395%

GGH is an older hospital with limited space. Hospital leadership also point to the usual pressures associated with offload delays – the need for more nurses, more beds; long-term care pressures. These broader system issues are real but will take time to address. In the meantime, we're committed to working jointly with the GGH team to find solutions to improve emergency health and patient care and move paramedics through the offload process more quickly.

"We lose the equivalent of a full 24-hours of emergency coverage to offload delay every single day."

- Chief Dewar,
Guelph-Wellington Paramedic
Services

Source: data from the Ministry of Health,
Ambulance Reporting Data System (ARDS)

The way forward: commitment, leadership, action

Guelph-Wellington’s paramedics are the only healthcare professionals who can provide on-scene, emergency medical care. Like other first responders, their skills and expertise are needed on the road, protecting communities, not sitting in a hospital.

As well, paramedics are a municipal resource. When they are stuck in hospitals, provincial and municipal funding is not being used efficiently nor as intended.

Making offload delays a thing of the past will take the following commitment, leadership and action.

Commitment	Leadership	Action
✓ All stakeholders acknowledge that offload delays are not acceptable.	✓ Other hospital leaders have taken action. Tour their hospitals to learn best practices.	✓ Triage patients brought in by ambulance first, every time.
✓ Leaders in every hospital department understand the negative impact of offload delays and the shared responsibility.	✓ Collaborate with paramedic leadership and leverage the GWPS dashboard to find synergies in data and develop a reporting plan.	✓ Make the full Emergency Department and offload areas part of a nurse’s and physician’s rounds – same route for patients as with paramedics.
✓ Flow funding for dedicated offload nurses.	✓ Engage all hospital leadership in problem solving.	✓ Establish a mechanism by which the paramedics can request a physician see a patient regarding a change in condition.
✓ All hospital healthcare providers have a role to play.	✓ Revisit pay for performance incentive models for hospitals who meet the 30-minute off-load target, so they have a greater impact.	✓ Determine and implement consistent criteria for when to flag pressures and go into offload delay to remove that pressure from a busy charge nurse.

Together, we can change Guelph General Hospital’s story from being one of the worst in offload delays to become one of the leading, best practice hospitals in Ontario.

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Guelph, ON
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519-822-1260
TTY 519-826-9771
info@guelph.ca
www.guelph.ca

Accessible formats available upon request.



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Guelph Wellington Paramedic Service

Joint Council Workshop

June 1, 2023

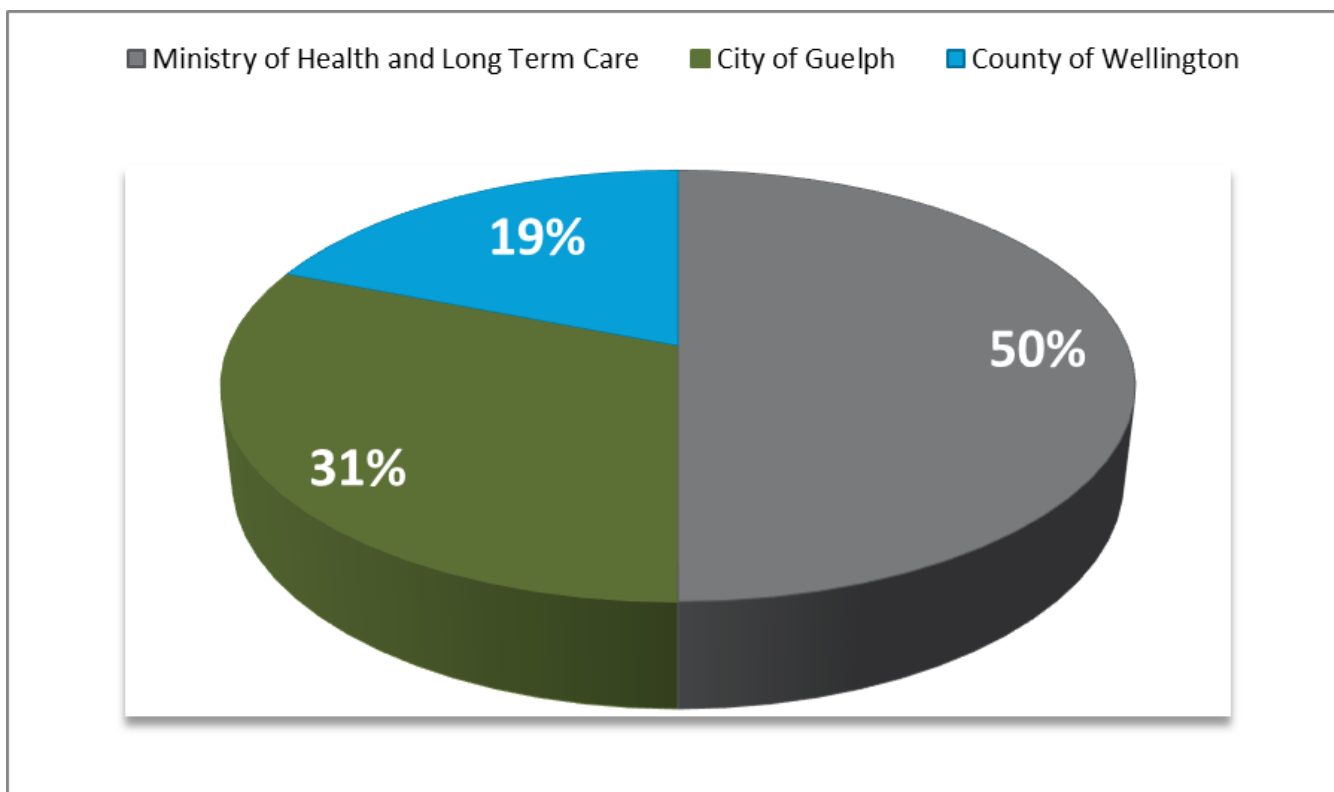
Paramedic Service - Overview



Service History



Service Cost Sharing (2022)



Rebranding

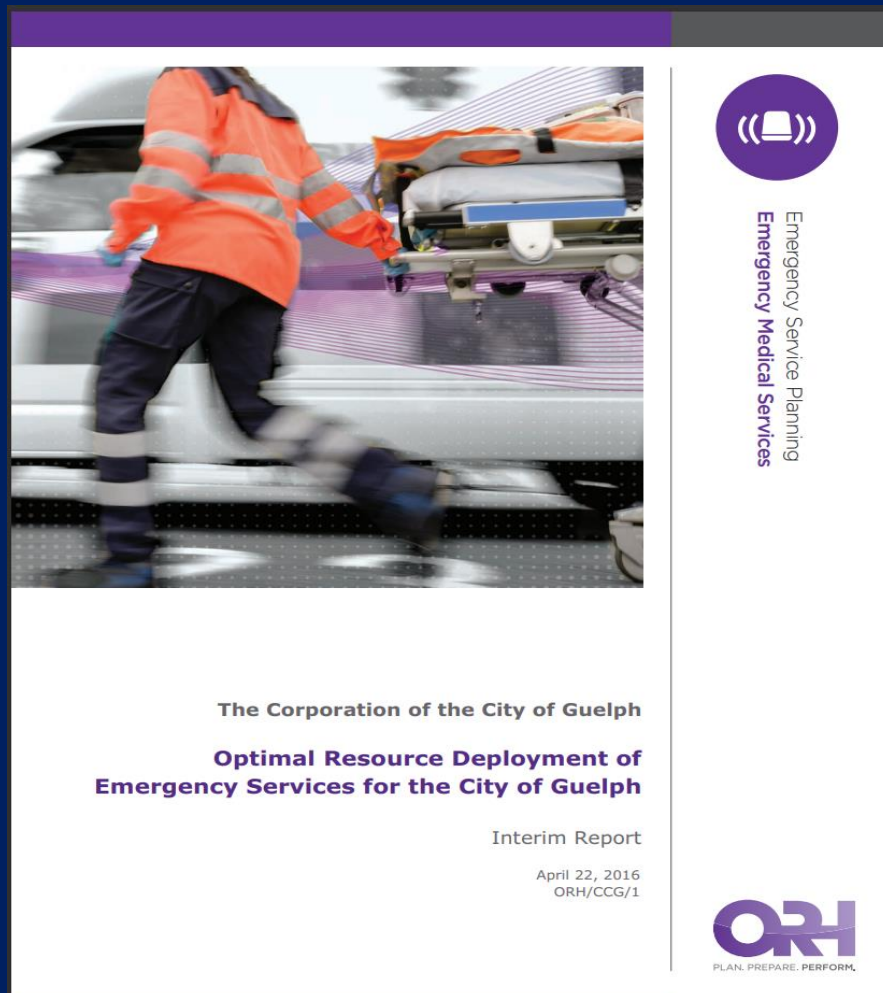
From...



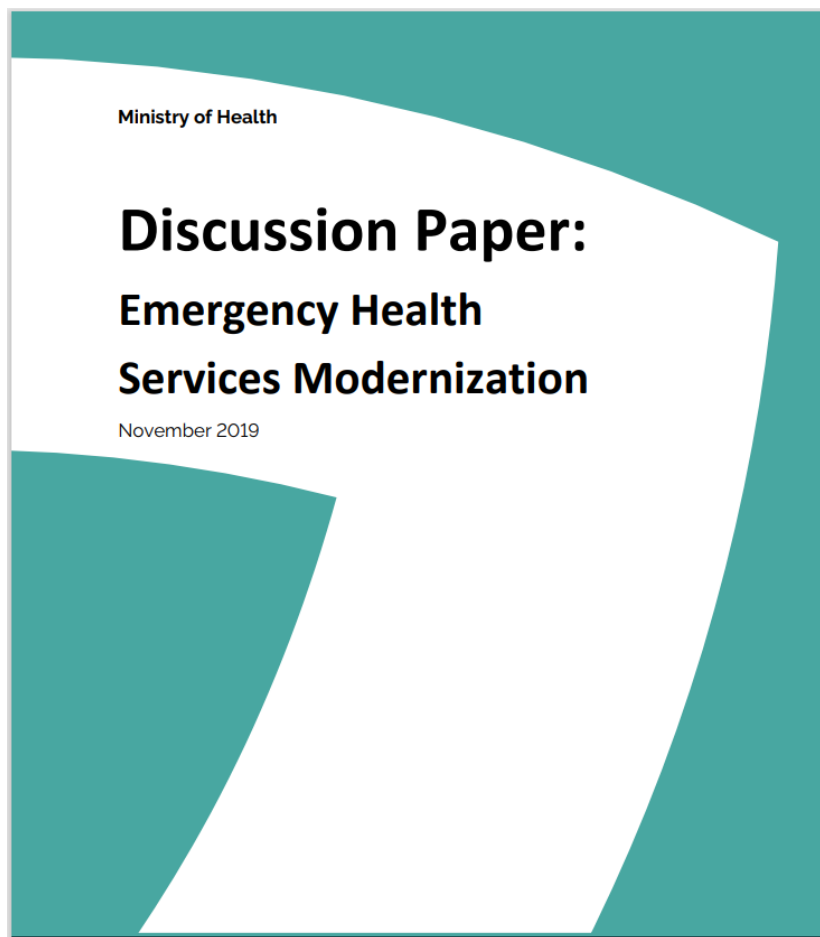
...To



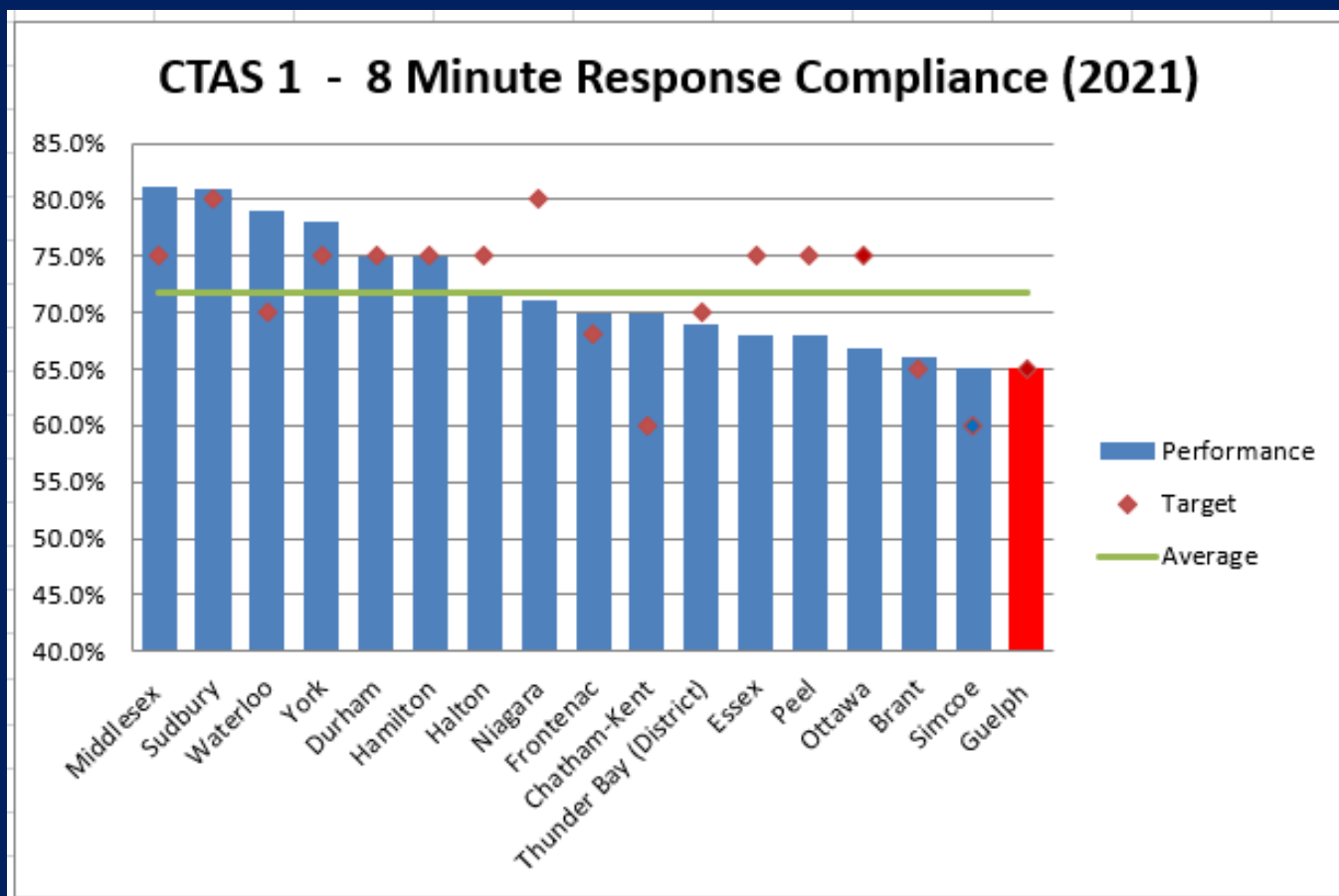
Consultant's Report - 2016



Service Modernization



Emergency Response Times



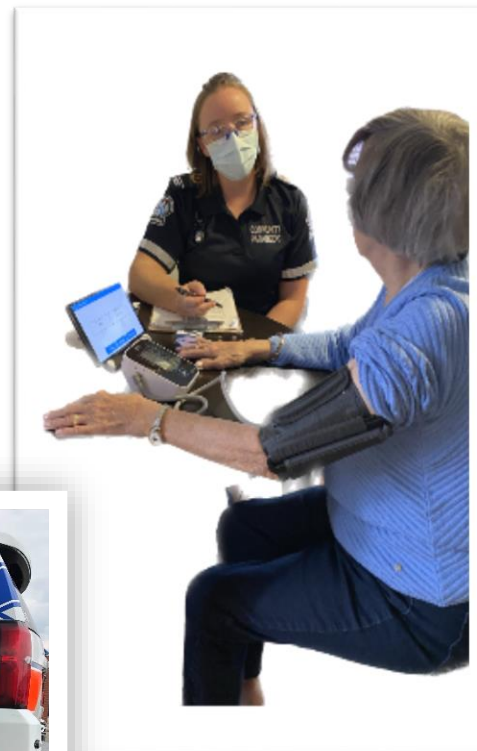
Professional, Dedicated Staff



Paramedics in COVID-19





Community Paramedicine Program




Hospital Offload Delays



Paramedic Station Needs Assessment Report

**City of Guelph
Facility Needs Assessment
for the Guelph Fire Department
and the Guelph Wellington
Paramedic Service**



Presented by: Stirling Rothesay Consulting Inc.
in association with RDH Architects

Date: November 7, 2022.

DRAFT REPORT

Guelph Eramosa- Rockwood



Link to
video (to be
posted here)



Erin - Hillsburgh



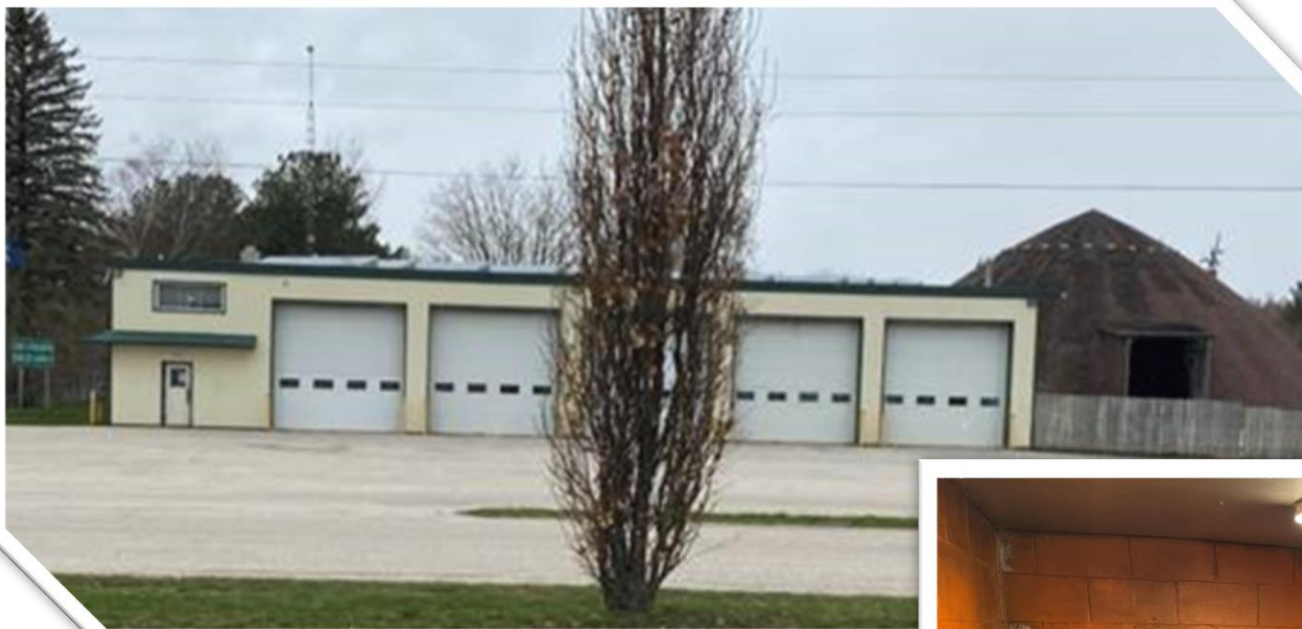
Wellington North - Arthur



Mapleton - Drayton



Mapleton – Drayton – CP Office



Centre Wellington - Fergus



Minto - Harriston



Wellington North – Mount Forest



Guelph – Gordon Street



Guelph – Elmira Road



Guelph – Clair Road



Paramedic Station Needs Assessment

Station	Location	Space	Report Room	Bath rooms	Wellness Space	Decon Area	Storage	Garage Space	Backup Power
355 Elmira Road Guelph									
285 Queen Street E. Fergus									
Clair Road Emergency Services Centre									
202 Industrial Drive Mount Forest									
110 Smith Street Arthur									
122 Robertson Street Harrison									
16 Main Street Drayton									
30 John Street Drayton									
5141 Wellington Rd 27 Rockwood									
2 Station Street Hillsburgh									
34 Gordon Street Guelph									



Neutral



Not preferred



Suitable

Questions?