



# Peel Regional Paramedic Services Strategic Plan 2024 - 2028



## Land acknowledgement

We would like to begin by acknowledging the land on which we gather, and on which the Region of Peel operates, is part of the Treaty Lands and Territory of the Mississaugas of the Credit. For thousands of years, Indigenous peoples inhabited and cared for this land, and continue to do so today.

In particular, we acknowledge the territory of the Anishinabek, Huron-Wendat, Haudenosaunee and Ojibway/Chippewa peoples; the land that is home to the Metis; and most recently, the territory of the Mississaugas of the Credit First Nation who are direct descendants of the Mississaugas of the Credit.

We are grateful to have the opportunity to work on this land, and by doing so, give our respect to its first inhabitants.



## Community for Life

# Peel Regional Paramedic Services Strategic Plan 2024-2028

## Vision

Elevating emergency and community health care, together.

## Mission

To meet the diverse needs of the community through reliable, innovative, quality care that prioritizes people, culture and safety.

## Service commitment

CARE – Compassion, Allied, Responsive and Effective

## Strategic goals

Cultivate a supportive, psychologically healthy and safe workplace culture fostering employee success and well-being.

Deliver unparalleled patient care, experience and outcomes.

Advance health system partnerships and community collaboration, and co-design innovative solutions to meet the growing and evolving needs of Peel region.

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# Letter from the Chief and Director of Peel Regional Paramedic Services and the Commissioner of Health Services

Peel Regional Paramedic Services (PRPS) has been delivering exceptional care and service to our community for the past 20 years. Times have certainly changed since those early days, from the facilities we operated out of to the care we provided our residents.

Peel Regional Paramedic Services is now a leader in Ontario and Canada in the delivery of out-of-hospital care. Our people and structure provide a strong foundation that we continue to develop and grow to meet the current and future needs of our community.

We are pleased to share our 2024-2028 strategic plan.

This plan, which was built from valuable insights of all staff and internal and external partners, will set the future roadmap for the service.

Recognizing the dynamic nature of health care and the evolving needs of our community, we are steadfast in our commitment to positioning our organization to meet these challenges head on. We understand the importance of adaptability and responsiveness in the face of health system changes, and we are committed to staying ahead of the curve to ensure that our community receives the highest standard of care.

Central to our efforts are the people of PRPS, who work to improve our core services continually. We understand that transformation is essential to enhancing the quality and performance of our paramedic service. Therefore, we are dedicated to providing a culture and environment for our people to thrive. We will develop our systems and processes to meet the evolving needs of our community and deliver the highest level of care possible.

Furthermore, we recognize the importance of collaboration and partnership in advancing health equity and access to care. We are committed to supporting health system integration and forming strategic partnerships that promote innovative approaches to improving access to care while reducing reliance on emergency services. By working together with our community partners, we will strive to create a health care environment that is equitable, accessible and responsive to the needs of all residents.

We are incredibly proud of the team at PRPS who perform their duties to the highest possible standards and go that extra mile to ensure we deliver the best care possible. This is an exciting time for Peel Regional Paramedic Services and we look forward to creating the next evolution of our great organization.



**Brian Gibson**  
Chief and Director  
of Peel Regional  
Paramedic Services



**Nancy Polsinelli**  
Commissioner of  
Health Services

# Introduction

Peel Regional Paramedic Services (PRPS) is among Canada's busiest paramedic services. It serves the three municipalities of Mississauga, Brampton and Caledon, which have a combined population of about 2 million and are expected to grow exponentially. Peel region is also home to the country's largest airport, seven major highways, and combined urban and rural towns.

As such, a constant lens on system performance and the ability of the Service to meet the needs of Peel's diverse community are critical. With residents' evolving demands, continuous changes to health care, and the expanding role of paramedic services, new strategic approaches to enabling organizational performance are necessary.

A four-year Peel Regional Paramedic Services Strategic Plan has been developed to focus the Service on a common goal of elevating emergency care and community health with other emergency and health care providers.

The main components of a strategic plan are vision, mission and goals, which direct the organization's work over the next four years. As part of the Region of Peel, PRPS commits to the same values as its parent organization—leadership, collaboration, care and support, transparency and inclusion. In addition, PRPS has a service commitment to deliver compassionate, allied, responsive and effective CARE.

Peel Regional Paramedic Services will use its strategic plan to guide decision-making, focusing its resources on the strongest levers that help it advance toward accomplishing its vision and mission. The Service will continue to monitor the plan's progress and integrate it into its core business decision-making processes.



## **Methodology**

A review of existing inputs served as the foundation for an organizational position analysis that highlighted areas of opportunity and strengths of the Service. Inputs utilized in the analysis included service performance data, the Paramedic Services 2024 Service Business Plan, sector guidance documents, recent program evaluations and reviews.

While these documents were important, a strong emphasis was placed on recent inputs documenting employees' voices. These included the 2023 Leadership Survey (also referred to as the Commissioner's Survey,) 2023 PRPS Psychological Health & Safety Action Plan Prioritization Summit, and the 2022 Workforce Census Survey. In all circumstances, employees made recommendations on psychological health and safety and organizational culture, which included thoughtful reflections on leadership, accountability and transparency. The leadership team analyzed data, and a four-year strategic plan was developed through a series of planning discussions with leadership and other staff across the Service.

Multilevel Leadership Consulting Inc., a local consulting and coaching company, further validated this plan. It reviewed all the original inputs and conducted 23 interviews with 34 participants, including internal leaders across organizational levels, union leaders and external stakeholders with whom Peel Regional Paramedic Services partners to deliver its services.

It is important to note that the strategic plan is intended to serve as a high-level document. Its development was followed by the creation of plans to support implementation, change management, communication, and measurement and impact evaluation.

## **Alignment**

The strategic plan was developed to ensure vertical alignment with the Health Services and Region of Peel strategic plans, respectively, such that the work done in Peel Regional Paramedic Services contributes to and advances the goals of the Health Services plan. Concurrently, the strategic plan is also horizontally aligned to Peel's Seniors and Public Health strategic plans to ensure synchronized efforts within Health Services.

## Purpose

The strategic plan has three integrated goals relating to employees, patients and the community.

This strategic plan aims to provide a roadmap to optimize service delivery and support the health and well-being of residents and our workforce. The intention of the plan includes the following:

- Serve as a compass to navigate and focus the organization toward a shared vision and mission.
- Support clear accountability and transparency in decision-making.
- Act as a psychological health and safety action plan for PRPS by guiding the formulation and implementation of strategic actions that foster psychological health and safety.
- Provide a proactive planning approach to projects and initiatives.
- Focus resources on achieving strategic goals.
- Support staff and leadership in investing in the organization and establishing guidance for work within teams and programs.
- Provide a measurement framework to assess the achievement of the objectives.

While the leadership team has clear accountabilities, the strategic plan is a document for all Paramedic Services staff and requires a unified approach and commitment to fulfill its potential.



# Strategic plan summary

## Vision and mission

Vision and mission statements are important statements that guide an organization's overall direction. A mission statement reflects the organization's core purpose, while a vision statement inspires all employees to work toward an aspirational future.

**Vision:** Elevating emergency care and community health, together.

**Mission:** To meet the diverse needs of the community through reliable, innovative, quality care that prioritizes people, culture and safety.

## Service commitment

All people within Peel Regional Paramedic Services are committed to providing compassionate, allied, responsive and effective CARE.

**CARE** is an acronym and a core value that guides how everyone works and contributes toward accomplishing the vision and mission. This service commitment acts as a moral compass, guiding the actions and behaviours of employees, from leadership to frontline staff.

## Strategic goals

Peel Regional Paramedic Services will focus all its efforts on the following three goals:

**Goal 1:** Cultivate a supportive, psychologically healthy and safe workplace culture fostering employee success and well-being.

**Goal 2:** Deliver unparalleled patient care, experience and outcomes.

**Goal 3:** Advance health system partnerships and community collaboration, and co-design innovative solutions to meet the growing and evolving needs of Peel region.

# Goals, actions and initiatives

The four-year strategic plan is structured around three integrated goals, which will be advanced by focusing on three actions each. Each action has specific initiatives per year, but not every action may be prioritized per year.

In strategic planning, actions are the actionable components that drive achieving overarching strategic goals. As the second layer of specificity under goals, actions pinpoint the crucial areas where focused efforts will yield the greatest impact. Identifying and leveraging these specific mechanisms propels our strategic agenda forward, catalyzing tangible progress toward our overarching goals. These actions are implemented through specific and measurable initiatives.

These initiatives and actions collectively reinforce our commitment to our people, patients and the public while laying the groundwork for sustained organizational success and flourishing.

# Goal 1

Cultivate a supportive, psychologically healthy and safe workplace culture fostering employee success and well-being.

Peel Regional Paramedic Services is committed to investing in its people and creating a compassionate learning culture that builds humility, confidence and competence, which are critical to providing excellent patient care and service. Over the next four years, we will be focusing on the following actions to advance this priority:

- **Action 1:** Build leadership capacity and capabilities.
- **Action 2:** Build trust and capacity for resilience as the foundation for a mentally healthy workplace and support employee success, safety, well-being and flourishing
- **Action 3:** Optimize staffing.

## Action 1: Build leadership capacity and capabilities

Empowering leaders with the skills and resources to nurture a culture of safety and support is fundamental. Investing in leadership development ensures that those at the helm are equipped to champion organizational values and an environment where employees thrive.

### ACTION 1 INITIATIVES

#### 2024

- Conduct an operational review for the superintendent role, including assessments of scope, span of control and workload, resulting in clear recommendations to release capacity.
- Conduct a program evaluation for the extant leadership development program(s), including onboarding support for the superintendent role, resulting in a comprehensive leadership development plan for superintendents.
- Establish a superintendent role to support the Central Ambulance Communication Centre (CACC) along with the process and role expectations.
- Invest in change management capabilities development for people leaders.

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## 2025

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- Conduct a review for scheduling and rotation for optimal service delivery and enhanced contact between superintendents and frontline paramedics.
- Build selection competencies/criteria to identify, select, upskill and promote superintendents based on findings from the operational review that balance the need for clinical competence with leadership aptitude, mindset and responsibilities.
- Build selection competencies/criteria to identify emerging leaders.
- Upskill superintendents on managing unionized employees and having difficult conversations with sensitivity, humility and diplomacy.

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## 2026

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- Launch a “Leadership Rounding” program that structures leaders across all levels to commit to spending 5% of their work time per week (approximately two hours) with their direct reports. For senior leaders, it includes 5% of work time spent with frontline staff across different teams.
- Develop/source and deliver leadership training to emerging leaders to prepare them for superintendent roles in the future.

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## 2027

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- Facilitate leadership development for all people leaders around their Emotional Intelligence (EI) capabilities.

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## 2028

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- Facilitate leadership development for all leaders across levels.

**Action 2: Build trust and capacity for resilience as the foundation for a mentally healthy workplace that supports employee success, safety, well-being and flourishing.**

Central to our strategic endeavour is the promotion of meaningful connections and continuous learning that prioritize both professional growth and holistic well-being. Through employee engagement initiatives and tailored learning programs, we aim to foster trusting relationships and equip our workforce with the knowledge and tools to navigate challenges, prioritize safety and enhance their overall quality of life.

**ACTION 2 INITIATIVES:**

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**2024**

- Identify psychological health and safety risk factors and create a three-year Culture of Well-being & Safety Action Plan that aims to enhance capacity and foster an environment that promotes collective, equitable and inclusive well-being.

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**2025**

- Identify learning and development competencies essential for all employees to flourish at work at every stage of their career. Create an evidence-based three-year learning plan to promote resilience building and professional efficacy.
- Conduct a program evaluation for the External Violence Against Paramedics (EVAP) program and integrate it within onboarding, learning and performance systems to sustain the benefits of the program.
- Provide inclusive leadership tools to promote two-way communications, recognize and celebrate achievements, and find equitable and inclusive solutions together.
- Design and implement a comprehensive psychological health and safety risk monitoring and management system to ensure prevention and intervention strategies are in place to protect the well-being of the workforce.

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**2026**

- Design and develop (or source) a people management development program focused on effective practices that cultivate a compassionate learning culture with a strong emphasis on psychological safety and putting people first.
- Redesign the daily parade time to include one staff-led debrief of a case to share learnings, foster a sense of belonging and generate insights for all staff.
- Deploy an employee experience survey to solicit feedback on employee engagement, culture and perceived leadership effectiveness.

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**2027**

- Using the results of the 2026 employee experience survey, develop and execute divisional action plans aimed at enabling middle managers to foster an inclusive culture of well-being and safety at the unit level.

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**2028**

- Redeploy the employee experience survey to track progress and identify future direction at the organizational level.

## Action 3: Optimize staffing

Strategic deployment of staffing is pivotal in fostering a culture that prioritizes employee well-being while being responsive to meeting community demands. By aligning staffing allocations with community demands and evolving patient needs, we ensure that our workforce is adequately supported, enabling them to perform at their best while feeling resourceful and fulfilled.

### ACTION 3 INITIATIVES:

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#### 2024

- Hire support staff responsible for facilitating education and learning programs.
- Create a Field Training Officer (FTO) program with clearly defined preceptor selection criteria. Design thoughtful supports to prepare FTOs and students for a rewarding learning experience for both.
- Dedicate resource(s) to support seamless workforce transitions (RTW/RTP).

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#### 2025

- Clarify expectations and map the interventions/engagements for all employees in transition. Clarify the role of the employee, union stewards, superintendent, HR and other internal staff supporting such transitions. Document the changes in an internal SOP and facilitate organizational sensemaking and adoption.

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#### 2026

- Create resources to guide employees on different types of leaves, conditions to use those leaves, and processes involved in booking those leaves.
- Disseminate the resources in a way that ensures sensemaking and clarification of expectations to manage absences.

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#### 2027

- Create and launch an absence management program.
- Identify the primary sources of Workplace Safety and Insurance Board (WSIB) claims and devise mitigation plans for the top three sources.

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#### 2028

- Measure and modify the mitigation plans to reduce WSIB claims.

## Goal 2

Deliver unparalleled patient care, experience and outcomes.

In our pursuit of delivering unparalleled patient care, experience and outcomes, three actions emerged. When exercised, they would enhance our operational efficiency and effectiveness and help us meet our patients' needs and exceed their expectations for patient experience and outcomes.

- **Action 4:** Deliver person-centred care guided by individual needs and health equity.
- **Action 5:** Optimize performance for the delivery of unparalleled patient care, experience and outcomes.
- **Action 6:** Mitigate the negative impact of hospital off-load delays.

### Action 4: Deliver person-centred care guided by individual needs and health equity.

A critical part of unparalleled patient care involves a person-centred approach informed by insights from health equity and cultural competence. This action is grounded in building clinical competence in growing areas related to diagnostics and dementia, delivering CARE, as per our service agreement. By harnessing the power of data insights, we will gain a deeper understanding of patient needs, trends and outcomes, allowing us to make informed decisions and implement targeted interventions that yield measurable improvement equitably.

#### ACTION 4 INITIATIVES:

#### 2024

- Implement a health equity learning program for paramedics designed to empower them to uphold the dignity of every patient.

#### 2025

- Implement a health equity learning program for paramedics designed to empower them to uphold the dignity of every patient.

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## 2026

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- Provide emotion-based care training to 25% of all paramedics.
- Facilitate a cultural competence training program for 50% of all paramedics.
- Develop and share resources for identification and support for patients experiencing dementia.

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## 2027

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- Provide emotion-based care training to 50% of all paramedics.
- Facilitate a cultural competence training program for the remaining 50% of all paramedics.

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## 2028

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- Provide emotion-based care training to the remaining 25% of paramedics.
- Embed emotion-based care training and cultural competence into the onboarding program for all future paramedics.

### Action 5: Optimize performance for the delivery of unparalleled patient care, experience and outcomes.

This action underscores the imperative to continually enhance our operational efficiency and effectiveness to meet the evolving needs of those we serve. Through ongoing training, feedback mechanisms and performance evaluation, we strive to elevate the standard of care we deliver, ensuring that each patient receives the highest quality treatment tailored to their unique needs.

#### ACTION 5 INITIATIVES:



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## 2026

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- Develop and deploy an in-house Basic Life Support (BLS) audit system.
- Curate and recognize stories of exceptional patient care, experience and outcomes accomplished by individuals, pairs and/or groups of paramedics.

## Action 6: Mitigate the negative impact of hospital off-load delays.

High call volumes and limited patient beds in hospitals are two of the many complex factors resulting in hospital off-load delays, which are stressful and inefficient for patients and paramedics alike. This action includes actions to mitigate the negative impact of hospital off-load delays through creative claiming of things within paramedics' control, ranging from action for frontline paramedics, superintendents and community outreach to build awareness.

### ACTION 6 INITIATIVES:

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#### 2024

- Establish a structured superintendent intervention schedule/approach with a structured communication plan and routines.
- Map the Paramedic Canadian Triage Acuity Scale (CTAS) with the hospital CTAS criteria to translate considerations and codes to support inter-facility transfers.
- Establish and communicate norms for doubling up.
- Review, revise and communicate a clear process to determine and guide the Fit-to-Sit program and UCC.

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#### 2025

- Prepare standardized scripts and checklists for superintendents to troubleshoot solutions with paramedics in off-load delay.
- Review the existing mitigation strategies to reduce the negative impact of hospital off-load delay to determine if they are being followed, as well as their effectiveness.

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#### 2027

- Explore creative strategies (other than Fit-to-Sit and doubling up) to mitigate the negative impact of hospital off-load delays.

## Goal 3

Advance health system partnerships and community collaboration, and co-design innovative solutions to meet the growing and evolving needs of Peel region.

In the dynamic landscape of health care in Peel region, adopting innovative approaches is paramount to effectively address the unique and evolving demands. This strategic goal necessitates a forward-thinking approach to ensure the rapid, efficient and effective delivery of health care services tailored to the community's needs. It includes three actions that help achieve this priority through innovation, collaboration and continuous improvement.

- **Action 7:** Focus and expand community paramedicine services.
- **Action 8:** Proactively partner with allied professionals to optimize community health.
- **Action 9:** Align service capacity to demand.

### Action 7: Focus and expand community paramedicine services.

By prioritizing and expanding community paramedicine services, we can deploy paramedics beyond traditional emergency response roles. This proactive approach allows us to deliver preventative care, health education and community outreach initiatives, thereby addressing health care needs at the grassroots level, while offering upstream solutions that reduce strain on emergency services and hospitals.

#### ACTION 7 INITIATIVES:

2025

- Build deep expertise on identification and support for seniors living with dementia in Peel region.
- Consult and collaborate with Ontario Health Team(s) to align on community paramedicine goals and resourcing.

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2026

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- Expand the community paramedicine focus based on the insights from the program evaluation completed in the previous year.

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2027

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- Build a deep expertise in diagnostics and partnership with online physicians' support to avoid unnecessary hospitalization when possible.

**Action 8: Proactively partner with allied professionals to optimize community health.**

Collaboration with allied professionals, such as primary care physicians, police officers, firefighters, social workers and public health professionals, is essential to optimize community health outcomes. By fostering partnerships, we can leverage each other's expertise, resources and networks to implement holistic, patient-centred care models that address the multifaceted needs of individuals and communities.

**ACTION 8 INITIATIVES:**



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2026

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- Build a train-the-trainer program to facilitate emotion-based care training for paramedics at scale.
- Explore and deploy a shared outreach program with community policing and fire education and prevention professionals to raise community awareness of the shared goals of all services, and provide proactive preventative measures that citizens could deploy to optimize their use of emergency services.

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2027

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- Explore and deploy a partnership program with Peel Police to effectively and efficiently respond to EMS calls for homeless individuals (and other calls considered low-priority for health-related concerns).

## Action 9: Align service capacity to demand.

Aligning service capacity to demand involves leveraging data analytics and predictive modelling to anticipate health care needs and allocate resources accordingly. By strategically adjusting staffing, equipment and infrastructure based on fluctuating demand patterns, we can ensure that our services remain responsive and adaptable to the evolving health care landscape, therefore maximizing efficiency and minimizing resource wastage.

### ACTION 9 INITIATIVES:

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#### 2025

- Launch the collection of self-reported demographic data for all recruitment (frontline and leadership).
- Evaluate the selection processes for frontline paramedics to ensure they do not adversely impact protected groups.
- Centralize inventory management and logistics for all Health Services teams within the PRPS logistics team.

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#### 2026

- Revise the selection processes for frontline paramedics to ensure they do not adversely impact protected groups.

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#### 2027

- Engage and expand the talent pipeline of paramedic students needing to complete their practicums with a paramedic service. Solicit their feedback to increase attraction for students entering the field of paramedicine.

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#### 2028

- Launch a recruitment campaign for paramedics from other services by positioning PRPS as an employer of choice, investing in their safety, success, well-being and fulfillment.

# Implementation and monitoring

Implementation and monitoring of the strategic plan are essential to meeting the plan's objectives. Several tools will be used to ensure that an iterative strategic planning cycle is integrated into business processes at all levels of the organization. A detailed implementation plan will be provided to leadership and will include the following strategies to support implementation and monitoring:

- **Centralized planning and monitoring:** Strategic initiatives are prioritized yearly, and each will have a designated lead. The designated lead will report to the Paramedic Leadership Team on a set cadence to provide status updates and engage in collaborative problem solving.
- **Project management:** Structured project management tools will help to support the ongoing planning and monitoring of the prioritized initiatives.
- **Performance measures and deliverables:** Deliverables and inputs will be tracked as they are completed and performance measures for each priority will be formalized and monitored on an ongoing basis.
- **Revision and updates:** While ongoing monitoring and updates may occur, a more formal process for prioritized annual initiatives will be undertaken to support planning for the following year.
- **Decision-making tools and templates:** Formal tools and templates will be used to evaluate new project requests and initiatives against their alignment with the strategic plan. This will further support transparent decision-making and the documentation of decisions and decision criteria.
- **Integration with performance management program:** Strategic priorities, actions and goals will inform the goals included in the performance management plans for people leaders and other staff.

## Conclusion

Advancing progress toward our integrated strategic goals and toward our vision will require new ways of working and doing business. The Service's leadership commits to ensuring the plan is integrated into how decisions are made and what priorities move forward. The hope is that by focusing on the goals and actions set out in this plan, Peel Regional Paramedic Services will be able to advance toward the vision of elevating emergency care and community health together with its allies.





To learn more about Peel Regional  
Paramedic Services, scan the QR code.