

Middlesex-London Paramedic Service

Master Plan for Paramedic Services



KEY BENEFITS

- Combined quantitative and qualitative assessment of paramedic service delivery and support structures
- Benchmarking of key parameters against other Ontario services
- Emphasised the impact of wider health system pressures on resource availability and response performance

“ORH and AACE’s report provides us with a guiding document for the future of MLPS, and their recommendations will provide us with evidence to ensure we best serve the patients of Middlesex-London.”

Neal Roberts, Chief, Middlesex-London Paramedic Service

Developing a five-year master plan for the Paramedic Service

KEY FACTS

Population = 510,000

Area Covered = 3,300 km²

Annual Incidents = 90,000

Stations = 13

ABOUT MLPS

Middlesex-London Paramedic Service (MLPS) was created to provide excellent, high-quality care within the fastest response time possible for residents of, and visitors to, the Middlesex-London area. The City of London is the fifth largest population centre in Ontario.

THE CHALLENGE

MLPS sought to ensure that efficient use is made of both frontline and support services amid growing demand and offload delay pressures which have been accelerated in the aftermath of the COVID-19 pandemic. This

needed to involve a quantitative operational modelling stream alongside a qualitative assessment of MLPS as an organization.

ORH / AACE APPROACH

ORH partnered with the Association of Ambulance Chief Executives (AACE) to utilize their insight on worldwide ambulance service best practice.

A comprehensive data collection, analysis and modelling exercise was completed to understand existing MLPS operations. Five-year demand forecasts were generated using a population- and aged-based methodology. ORH identified station and resourcing requirements to meet this demand profile.

In parallel, AACE requested and reviewed organisational documents that related to the organisational structures, systems, and processes to understand how MLPS deliver paramedic services within the context of the wider Ontario health system.

These were benchmarked against appropriate comparators. Interviews were then undertaken with key internal and external stakeholders to establish what worked well within the current organisational structures and discussions were had to identify what they felt the current and future structural challenges were.

RESULTS

Blank canvas’ optimization modelling identified that existing and planned new sites were well-located considering new housing developments. A 10% increase in resourcing was required to offset the expected increases in demand.

Offload delays had increased in recent years and were found to be the highest among several benchmarked Ontario paramedic services. Modelling identified the direct resourcing impact of increasing and decreasing offload delays.

More sophisticated call answering, clinical triage and dispatch systems would be required to unlock the potential of MLPS in delivering a more advanced operational response model and providing improvements in clinical patient outcomes. Further benefits for Community Paramedicine programmes could also be realized.

Alongside future frontline resourcing requirements to deliver response performance standards, realignments to support service structures were recommended based on best practice worldwide.

We bring together the unique skills, experience and expertise to provide an end-to-end evaluation of systems, processes and practices across ambulance services

DIAGNOSTICS

- Comprehensive review and benchmarking against industry best practice
- Evaluating support services, for example, workforce planning, business intelligence and logistics
- Reviewing strategy objectives and aspirations, including sustainability and digital

SOLUTIONS DEVELOPMENT

- Modelling the resources required to tackle challenges identified through diagnostics and improve patient outcomes
- Reviewing organisational structures and processes across all functions
- Developing recommendations and an implementation roadmap

IMPLEMENTATION

- Supporting clients as recommended organisational and system changes are introduced
- Impartial assurance, peer support and subject matter expertise to support delivery
- Designing, monitoring and displaying metrics which underpin improvement objectives

POST IMPLEMENTATION REVIEW

- Reviewing outputs of implementation phase
- Measuring success and benefits against implementation plan objectives and deliverables
- Understanding any deviation in benefits from recommendations due to internal and external factors



We enable our clients to develop and implement evidence-based organisational change with a focus on improved patient outcomes and staff wellbeing