



HONoured TO SERVE  
INSPIred TO LEAD  
STRATHCONA COUNTY EMERGENCY SERVICES

Strathcona County Emergency Services

# ANNUAL REPORT

June 1, 2012 to May 31, 2013









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## VALUES ...

### **Respect**

We honour those we serve and those who serve with us.

### **Synergy**

We work together to achieve more.

### **Leadership**

We inspire, motivate, and empower others.

### **Community**

We are committed to the well-being of all.

### **Progress**

We improve through innovation and we finish what we start.

### **Ownership**

We take responsibility for our actions and each other.

### **Integrity**

We will not compromise our values.

### **Vision**

We will lead our community to be the safest in Canada.

### **Mission**

To protect from risk the things that matter to those we serve.



# LETTER FROM THE FIRE CHIEF



Fire Chief  
Darrell Reid

May, 2013

It is an honour to present the Strathcona County Emergency Services (SCES) 2012 to 2013 Annual Report.

In the first several months of 2012, staff from all branches of our department collaborated on the development of the SCES 2012 to 2015 Strategic Plan (or Business Plan). The strategic framework built by our team is ambitious, challenging, and focused on the core principles of providing excellent service to our community while positioning our department as an emergency services leader.

The past year has been dynamic, as change and growth continues to impact our department and Strathcona County. The environment we provide our service within continues to be shaped by political, economic, social, and demographic influences. In particular, significant changes have occurred with regard to how we provide emergency medical services (EMS). As this letter is being written, we are only weeks away from transitioning completely out of providing EMS dispatch services.

This annual report transparently and comprehensively describes how we did, not only by reporting the outcomes achieved in terms of data and statistics, but also (perhaps more importantly) through telling some of the stories about how our talented and dedicated staff serve our community, demonstrate leadership, and hold true to our values.

In many cases we achieved (or even overachieved) on our objectives and outcomes. Some department functions, particularly those we have never measured our performance in before, provide examples ranging from highly positive surprises to newly recognized weaknesses or threats. And, in the spirit of transparency and honesty that has strengthened this entire strategic planning process, there are many areas where the evidence clearly shows we still have work to do.

Are we a better department today than when we started this intensive planning and measuring process? The evidence says yes. Will we continue to improve? The trends that we can now measure and provide historical context to indicate we will. More important than any other measure, this year SCES continued several years of consistent improvement and scored our highest ever scores in measures of community satisfaction with the services we provide.

I would like to thank our Mayor, Council, and Senior Administration for the support they have given SCES. I would also like to thank our partners, both within the County organization and in the community, for their assistance in helping us move forward. But most importantly, I want to thank our staff, in every branch of our department, for the service they provide and the leadership they demonstrate every single day. Their actions and successes continuously support our Mission as SCES evolves from being a reactive department to a truly proactive one.

Honoured to serve. Inspired to lead.

Sincerely,

A handwritten signature in black ink that reads "Darrell Reid". The signature is written in a cursive, flowing style.

Darrell Reid, MBA, EFO, EMT-P  
Fire Chief and Director, Emergency Services  
Director, Emergency Management.





## Year in review

Eighteen months ago, 22 members representing every branch of the department, spent six months analyzing the purpose and performance of the department; the team examined what was done well, what required improvement, and what was needed to improve service delivery to our customers.

Strathcona County Emergency Services (SCES) launched its Vision “We will lead our community to be the safest in Canada” and Mission “To protect from risk the things that matter to those we serve.” The department continues to transition from a predominantly reactive department into one that is becoming more proactive in safety and emergency preparedness messaging and education. SCES’ goal is to successfully complete the six identified department goals by May 2015, as outlined in the June 2012 to May 2015 Business Plan.

Objectives, outcomes, and outputs in the plan are SMART (specific, measurable, achievable, relevant and time-based). This publication reports what was accomplished and what still requires work during year one of the plan (June 1, 2012 to May 31, 2013).

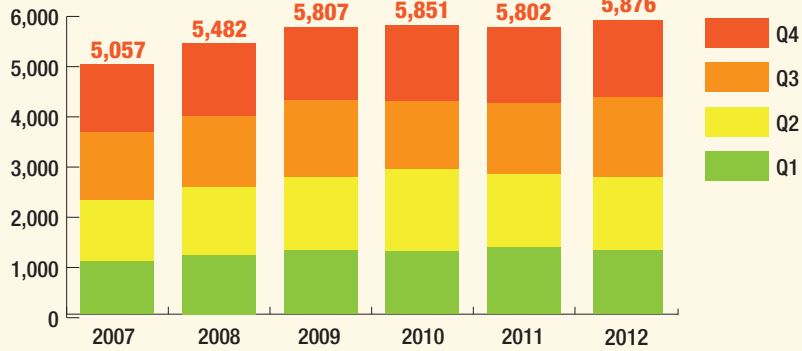
In a short period of time, SCES has evolved from a relatively small department into 247 (as of March 2013) members. In fact, during this reporting period:

- Eighteen new full time firefighter positions were added to the department (10 for medical first response and eight for Station 6 staffing levels). An additional six full time firefighters were hired to backfill vacancies created by turnover and promotion.
- Community Safety Education Coordinator and Fire Inspector were added to support the Council approved three year Community Safety and Fire Prevention Program Business Plan Initiative.
- Training Lieutenant and Materials Management Lieutenant were also added to meet the demands of these functional areas.

The much-anticipated full-time Fire Station 6 opened its doors to operational response on May 15, 2013 and administration will move in later in 2013. All career operations staff based out of full-time Stations (1, 4, 5, and 6) are trained as fire and EMS professionals. Part-time (paid on call) firefighters based in rural Strathcona County (Stations 2 and 3) provide initial fire suppression and medical first response. Divisions in Management, Fire Prevention and Investigation (FPI), Occupational Health Safety and Training (OHST), Emergency Management, Business Operations, Materials Management and Information Technology work together with Emergency Communications and Operations to deliver seamless emergency services response to over 94,000 residents.

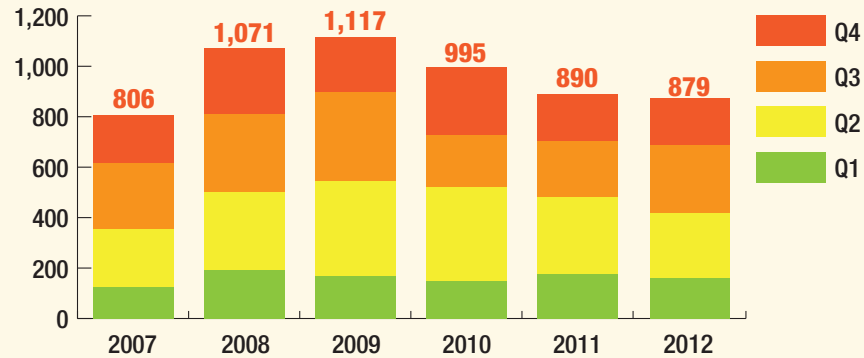


### Response Volume Comparison - Total SCES Calls



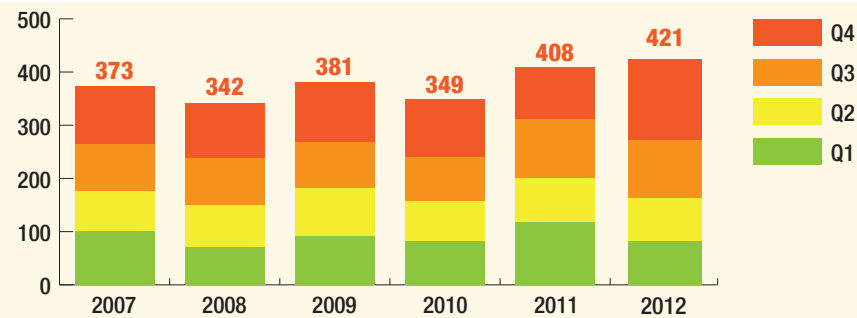
**Annual increase/decrease from 2011 to 2012**  
**Up 1.3 %**

### Annual Fire Responses



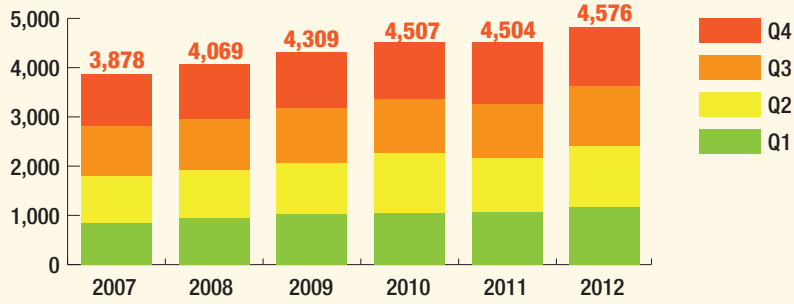
**Annual increase/decrease from 2011 to 2012**  
**Down 1.2%**

### Motor Vehicle Collisions & Rescues



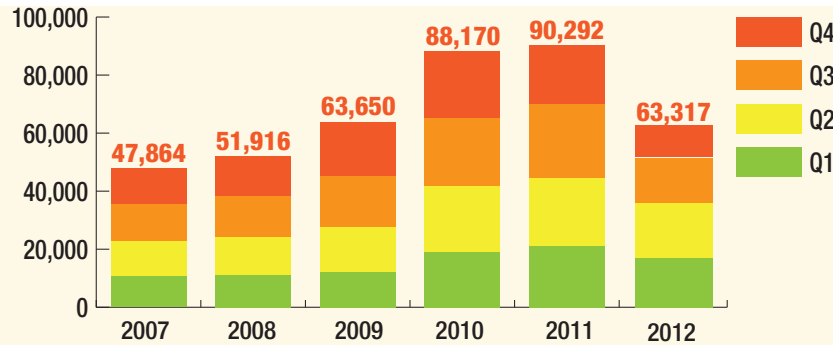
**Annual increase/decrease from 2011 to 2012**  
**Up 3.2 %**

### Ambulance (EMS) Responses



**Annual increase/decrease from 2011 to 2012**  
**Up 1.6%**

### 911 Calls Answered



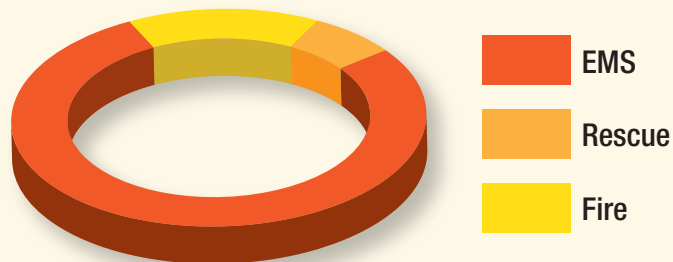
**Annual increase/decrease from 2011 to 2012**  
**Down 29.9%**

*This decrease was due to the Alberta Health Services (AHS) transition to a centralized EMS dispatching location that occurred throughout 2012. Over 40 communities for whom SCES was answering emergency EMS calls were transitioned to the centralized service. EMS dispatching will completely transition to AHS on July 25, 2013.*

### 2012 Percentage of Emergency Calls (Fire, EMS, Rescue)

EMS 4,576 (78%)  
 Rescue 421 (7%)  
 Fire 879 (15%)

Total: 5,876

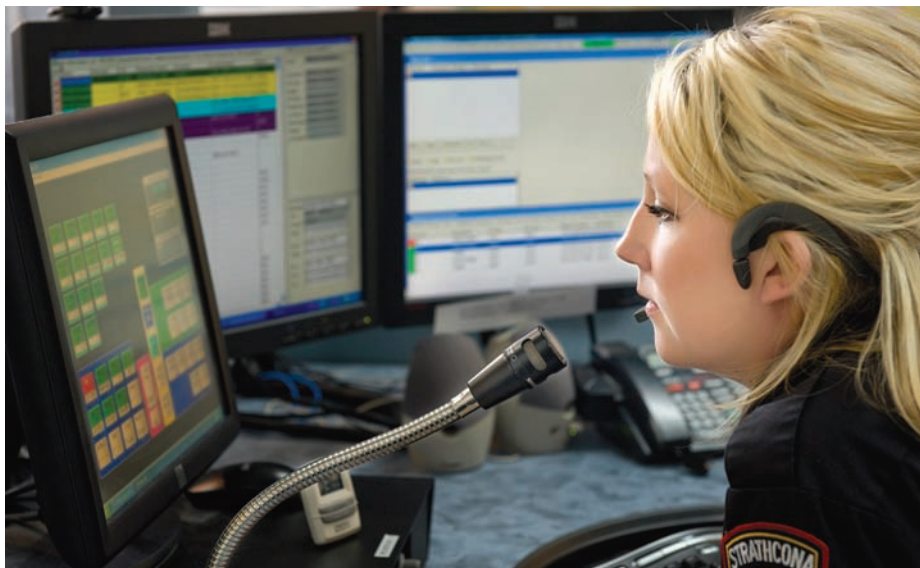




## Highlights for SCES in year one include:

- Holding an Emergency Operations Centre (EOC) exercise that was linked to Alberta's Emergency Management Exercise 2013, the largest and most complex provincial disaster exercise in the past eight years.
- Launching an inaugural fire inspection program in Strathcona County, initially focusing on high risk occupancies.
- Setting the groundwork for a FireSmart program in the community by developing a risk assessment matrix to prioritize at-risk rural subdivisions.
- Scoring 98.6 per cent on the cumulative Emergency Communications branch Pro-Quality Assurance audit score.
- Creating the SCES Fire Chief Unit Citation Medal as part of the new SCES Medal Program.
- Launching the Blue Card Command training program that has resulted in a consistent approach to Type 4 and 5 emergency responses by Officers and Emergency Communications Operators (ECO). The majority of Officers have completed training.
- Approving the 25 year SCES Master Plan and completing the Standards of Cover document.
- Opening Fire Station 6 in May 2013.
- Achieving Superior Tanker Shuttle Service (STSS) Accreditation.

In March 2013, the Government of Alberta announced its intention to continue to consolidate all of Alberta's ambulance dispatch centres into three locations. This announcement will directly impact the SCES Emergency Communications Centre (ECC), which answers 911 calls including fire, police, and EMS. Until the province completes the transition of EMS dispatching, on July 25, the communications centre will continue to provide EMS dispatch for Strathcona County.





## Feedback from the community

Every year, SCES receives feedback from residents in our community who interact with SCES staff, such as:

“Having spent the last 33 years in the fire/emergency service with the City of Edmonton, I have seen thousands of these events. Marc Pavan, Joel Mathers and Barry Colbourne were nothing short of exceptional in their dealings with my wife and family from initial response right until transfer of care to the University Hospital. You should be very proud of the character and professionalism of these individuals. Over the years I have recognized that there is a vast difference in those who are in emergency services as a job and those who are in it as a profession and even a calling. These men exemplify the term Professional Firefighter. Congratulations not only on a job well done, but on having these men of character as part of your department.” — Quoted from correspondence received from a Strathcona County resident

“We wish to thank you for the excellent manner in which you and your crew responded to our house fire . . . The thoughtfulness and professionalism of your crew of firefighters was above and beyond duty. We will be forever grateful to the crew that went into the house to rescue my granddaughter’s guinea pigs, take out “new” Christmas presents, passports and even so thoughtful to grab my jewelry box. . . Our little grandson wears his fireman hat proudly. Our municipality is so fortunate to have outstanding Emergency Services with excellent response times.” — Quoted from correspondence received from a Strathcona County resident

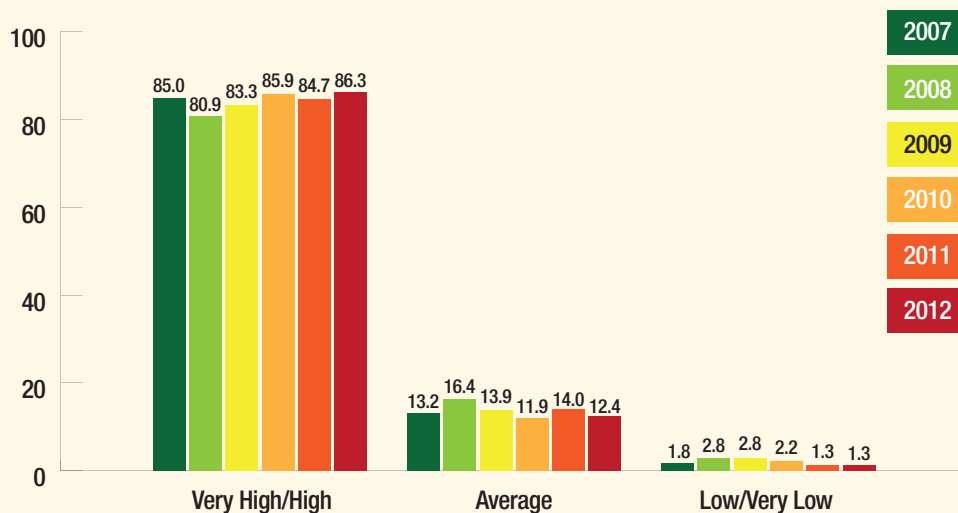




### Results of the 2012 Strathcona County Public Satisfaction Survey

- Results from the 2012 study indicate that positive perceptions towards fire and ambulance service are at an all time high.
- 86.3 per cent of users of the fire and ambulance service had strong positive feelings (ranked as “very high” or “high”) about the quality of service. This indicates that users of the service were pleased with the quality of service when needed.
- 90.2 per cent of Sherwood Park residents, regardless of use, were satisfied with service (ranked as “very high” or “high”) while 76.6 per cent of those living in rural areas ranked the service as “very high” or “high”.
- 1.3 per cent of residents were not satisfied with the service, and of these six people, the most common reason given was that more stations were needed.

### Quality of fire and ambulance service user trends for all Strathcona County residents, 2007 to 2012



# Taking care of our staff

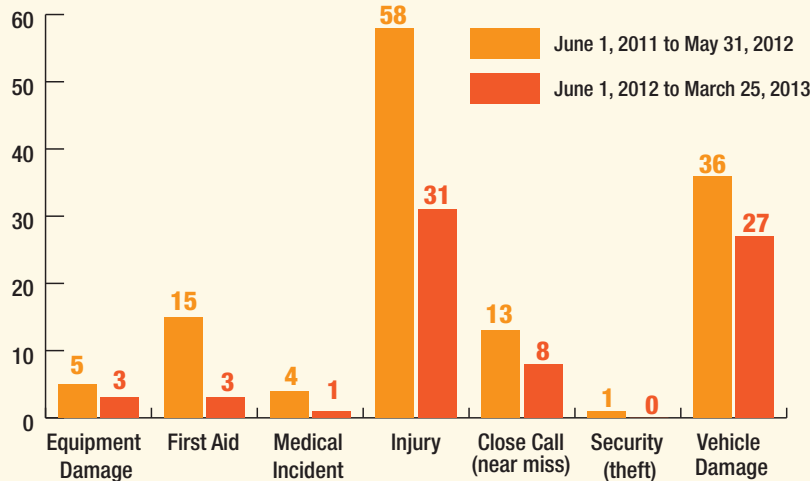
## Launch of a return-to-work program

A successful return-to-work program was offered in 2012 to SCES members who were on a leave from active duty due to a Workers Compensation Board claim or an extended non-work related event. Opportunities in the OHST and FPI branches were offered, with eight members participating.

### Examples of special projects involving these members include:

- electronic probationary firefighter competency development
- recruit orientation revisions and planning
- Yardstick (competency tracking and training website) content, development, and organization
- deliver Human Resource Development (HRD) content and courses
- Blue Card program instruction
- respiratory protection check (FIT testing)
- online and driver training
- Station 6 move-in readiness

### SCES workplace incidents



### Our Value...

## Progress

### Ability to train locally

SCES values “*progress*” and to help achieve the departments’ vision to be the safest community in Canada, a new Skills Maintenance Outdoor Training Centre will be built at Fire Station 4 (Heartland Hall). The first phase of construction is expected to be complete by December 2013.

The outdoor training centre will provide SCES with a dedicated training area where skills can be practiced. Training will focus on the skills required for confined space rescue, hoisting, high angle rescue, water rescue, fire fighting, and industrial fire fighting. It is expected that training will take place up to five days a week in the spring and summer months.

Shell Canada committed \$350,000 to help support the creation of the new facility. “Safety is a core value for Shell and we recognize the important role of both prevention and emergency preparedness in protecting people and the environment in the event of an emergency.” – Shell.

### PTSD sessions for members and loved ones

Two information sessions about the signs, symptoms, and effects on first responders of Post Traumatic Stress Disorder (PTSD) were offered to members and their loved ones. Information was shared on how to access information services on mental health and other resources.





Our Value...

## Respect Taking care of our community

- On May 15, 2013, Fire Station 6 opened its doors to the community for operational response providing fire, rescue, and EMS services. Fire Station 6 will also provide administrative space for Emergency Management (EM), management, administration, FPI, Community Safety Education and OHST teams to finally be housed under the same roof.

Station 6 was designed collaboratively with architects and an internal committee, including representatives from all branches, to ensure that the new station meets the needs of all functional areas. A new committee was created to ensure operational readiness as well. These types of working committees show SCES' commitment to the value "**respect**" — we honour those we serve, and those who serve with us.

### Station highlights include:

- 4.5 storey tower for combat challenge and a basement for technical/confined space rescue training
- deluge/decontamination shower with a collection system
- fire investigation bay and secured evidence storage
- dedicated training space for on-site staff training and community education program delivery
- backup Emergency Operations Centre (EOC)
- operational design to optimize chute times including two, three storey poles
- new apparatus including Tower 6, Rescue 6, and Brush truck 6

### Application for Leadership in Energy and Environmental Design (LEED) silver standard certification will be made to the Canadian Green Building Council (CaGBC) for Station 6. LEED features include:

- solar domestic hot water system
- precipitation from building rooftop to be collected in an underground storage tank and used for landscape irrigation
- indoor air quality management plan during construction
- low emitting materials used in construction
- purchase of 100 per cent green power for the building

Our Value...

## Integrity

- SCES values "**integrity**" and is proud of our members' long history of involvement with not-for-profit organizations. In 2012, over \$58,000 was raised for Muscular Dystrophy Canada, cancer research, the local Christmas Bureau, and the Burn Treatment Society. As well, the department was involved in 63 public relations events in the community and hosted 27 fire station tours.

## Year one snapshot

### Goal 1

**SCES will become a Canadian leader in the implementation of community safety programs.**

Objective 1A **By May 31, 2015, SCES will demonstrate significant improvement in emergency preparedness of Strathcona County residents, measured through achieving at least 12 out of 15 final objective 1A outcomes.**

***There are no measurable outcomes expected in year one.***

**Significant improvement in the emergency preparedness of Strathcona County residents.**

- The “Get prepared, Strathcona” event allowed 600 residents to learn from experts on how to prepare their families, homes, and businesses for emergencies or disasters.
- SCES has been educating residents on the importance of signing up for the Alberta Emergency Alert system; Strathcona County is a provincial leader in the number of residents registered to receive emergency alerts.

Objective 1B **By May 31, 2015, SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least five out of six final objective 1B outcomes.**

Percentage of first year outcomes met with success:



**1 outcome met (50%)**  
**1 outcome not met (50%)**

Total: 2

For details on outcome see page 35 (Appendix).

**Significant improvement in the ability of Strathcona County to manage “all-hazards” events.**

- SCES is a leader in regional, municipal, and industrial mutual aid organizations, including:
  - Capital Region Emergency Preparedness Partnership (C-REPP)
  - Northeast Region Community Awareness Emergency Response (NR CAER)
  - Strathcona Industrial Association (SIA)
  - Group of 9 (represented by emergency managers from the nine largest communities in Alberta, including Fort McMurray, Grande Prairie, St. Albert, Edmonton, Red Deer, Strathcona County, Calgary, Lethbridge and Medicine Hat)
  - Strathcona District Mutual Assistance Program (SDMAP)
- SCES is an Alberta leader in the development of specialized Incident Management Teams (IMTs) capable of responding to and leading major disasters.





### Our Value...

## Synergy

Strathcona County continues to support and educate individuals on the role of the Incident Command System (ICS) in emergency management. On February 25 and 26, 2013, Strathcona County held an EOC exercise that involved over 30 County staff, members of the Alberta Emergency Management Agency, Alberta Environment, and CN Rail. This exercise was also linked to Alberta's Emergency Management Exercise 2013, the largest and most complex disaster and emergency management exercise in the last eight years, and is a great example of SCES' value of "**synergy**".

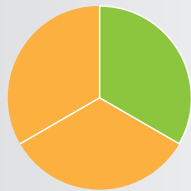
*According to survey results, 100 per cent of County staff participants indicated:*

- I learned something important about my EOC role from participating in this exercise.
- The exercise was worth my time.
- I would recommend participation in future exercises to a co-worker or colleague.

Strathcona County has a vested interest in and is taking a leading role in promoting the utilization of ICS in Alberta through program development and providing extensive training opportunities.

Objective 1C **By May 31, 2015, SCES will achieve at least 95 per cent fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.**

Percentage of first year outcomes met with success:



**1 outcome met (33%)**

**2 outcomes improved or in progress (67%)**

Total: 3

For details on outcome see page 35 (Appendix).

### **Making our community safer, one inspection at a time.**

- Fire Prevention Lieutenants helped implement SCES' new facility inspection program. High-risk occupancies such as daycares, schools, assembly occupancies, and long-term care facilities are the priority for SCES in the initial stages of this program; over one-third of the 356 identified have already been inspected.
- The "Safe at Home" program is being launched in mid-2013 that will link fire suppression staff and community safety educators to neighbourhoods through home visits and community networking.

Objective 1D **By May 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 16 out of the 19 final objective 1D outcomes.**

***There are no measurable outcomes expected in year one.***

**Improvement of the FireSmart program in Strathcona County.**

- To provide an example of FireSmart treatments, while ensuring that the County is leading by example, staff from SCES and Recreation Parks and Culture collaborated on FireSmarting the Information Centre and Lodge at the Strathcona Wilderness Centre. Work at the Centre included a 0.5 k.m. FireSmart Trail with various educational features.
- SCES analyzed 63 rural subdivisions, with only one road in and out, to rank their relative risk in the event of wildfire or other hazards. Working with consultants, SCES has developed action plans for the five highest-risk subdivisions. Funding has been secured for the next two years to incorporate all areas of rural Strathcona County into the SCES matrix, identify the highest risk areas, and continue with risk mitigation strategies.

Objective 1E **In 2014, SCES will have non-emergency contact with at least 12 per cent of Strathcona County residents.**

Percentage of first year outcomes met with success:



**1 outcome met (100%)**

Total:1

For details on outcome see page 35 (Appendix).

**Meaningful non-emergency contact with residents and businesses.**

- SCES had non-emergency contact, including workshops, education, visits, and presentations with over 12,000 residents between June 1 and December 31, 2012.
- SCES received a generous donation from Enbridge in support of firefighter training and community safety education. The following projects were funded through the donation:
  - Vehicle fire training prop for firefighters to practice realistic vehicle fire scenarios. This prop will be set up permanently at the Outdoor Skills Maintenance Centre at Fire Station 4.
  - Two laser fire extinguisher training systems used for public and industry education.
  - Printing a home safety, fire and injury prevention, and disaster preparedness booklet.





## Our Value...

### Community

ECO Kari-Lynn Bouchard has embraced the department value of “**community**” in response to a recent basement explosion. Kari-Lynn rallied SCES staff to help the Radcliffe family who lost their home in December. Over \$2,600 in cash and gift cards was raised directly from department staff, and the Emergency Communications staff donated a Nintendo Wii to the family.

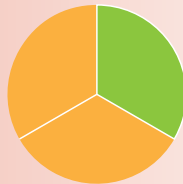
“... I would like to thank Strathcona County firefighters and 911 operators in giving my family such wonderful Christmas gifts! It was beyond thoughtful and so helpful to our family in this time of need. Your kindness and understanding from everyone on your team has been extraordinary. It is apparent that everyone involved truly loves what they do for a living. It shows in the way that you care about every step you took in this process and considered our feelings as people and didn't treat it as just any investigation. I have no doubt in my mind that I wouldn't want to live anywhere else other than Strathcona County.” – Quoted from correspondence received from the Radcliffe family

## Goal 2

**SCES will become the Canadian emergency services leader in operational excellence.**

Objective 2A For 2014, SCES emergency responses will be dispatched within 80 seconds, at least 90 per cent of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98 per cent

Percentage of first year outcomes met with success:



**1 outcome met (33%)**

**2 outcomes improved or in progress (67%)**

Total: 3

For details on outcomes see page 36 (Appendix).

**SCES provides high quality 911 call answer and dispatch services.**

- Congratulations to the overall highest performers in dispatch chute intervals and Pro-QA scores in 2012 for both fire and EMS!

#### *Dispatch*

- First place: ECO Kari-Lynn Bouchard
- Second place: QO DeAmber Symon
- Third place: Lt. Lori Rautio

#### *Pro-QA compliance*

- First place (tied): Lt. Lori Rautio, QO DeAmber Symon, and ECO Alanna Moore
- Second place: Lt. Deb Flinkman
- Third place (tied): ECO Alex Rudland, and Lt. Angela Schewaga
- Emergency Communications did not meet their goal of answering 911 calls within two rings, at least 80 per cent of the time, however they did increase their speed by 5.3 per cent from 2011 to 2012.
- Although Emergency Communications did not meet the cumulative dispatch times goal, they did improve EMS activation intervals by 2.4 per cent from 2011 to 2012.

Objective 2B For 2014, SCES will have 10 per cent lower fire fatality, fire injury, and residential per-capita fire dollar loss rates than the most recently published 10-year Alberta average.

Percentage of first year outcomes met with success:



**1 outcome met (16.5%)**  
**1 outcome improved or in progress (16.5%)**  
**4 outcomes not met (67%)**

Total: 6

For details on outcomes see page 36 (Appendix).

**SCES' focus on fire prevention and community safety education are the most important strategies in support of the reduction of fires and fire loss in our community. The best fire is one that never happens!**

- SCES has undertaken many activities to improve how quickly we can get to fires. The opening of Fire Station 6 will have a significant impact on reducing response times in Sherwood Park. Station alerting systems, better internal station design, and streamlined dispatch processes are all geared towards reducing the time from the initial 911 call to the time our resources are on the scene.
- In 2012, Strathcona County was 13.7 per cent lower than the Alberta average in fire-related fatalities, 40 per cent lower in fire injuries, and 49.4 per cent lower in per capita fire dollar loss. Not all reported dollar loss in 2012 from Strathcona County was confirmed through insurance records.
- The "extent of damage" and "extent of fire" measures if a fire was confined to the object, part of room or room of origin, and how much area was impacted. Damage was contained to the area of origin for 34.8 per cent of residential structure fires in Strathcona County in 2012. The fire did not extend beyond the area of origin 47.8 per cent of the time.
- SCES became the first fire service in the prairie provinces to be accredited to deliver Superior Tanker Shuttle Service (STSS), as granted by the Fire Underwriters Survey. This accreditation recognizes that the department can extinguish fires at a faster rate, which translates into fire insurance savings for single-family dwellings in the identified expanded area around Stations 1, 3, and 5. Over 2,200 homes may now qualify for reduced fire insurance rates.

*"Thank you for the County's letter regarding the newly introduced Superior Tanker Shuttle Service. We immediately advised our home insurance provider of this development and within a few days we were advised that our annual home insurance would be reduced by \$492. This is a significant savings! Just as significant is that the County has introduced the Superior Tanker Shuttle Service to keep our community safe."*

*— Quoted from correspondence received from Richard and Denise Daubert, Strathcona County residents.*





Our Value...

## Leadership

Training firefighters how to effectively mitigate a potential fire in a big box store has become necessary as Strathcona County continues to attract new and larger stores to the community. The tactics on how to fight this type of fire are significantly different than that of a single-family residence; instead of keeping one hand on a wall whenever possible to keep orientated in low-visibility situations a rope system is used.

Assistant Platoon Chief Todd Nixon introduced this concept to the department and formed a team to instruct 105 SCES members on how to use the rope system. The value of “**leadership**” was exhibited during this process as, at the time of training, this type of system was not utilized anywhere else in the province and possibly Canada.

SCES would like to thank Strathallen Property Management for allowing the department to use one of their properties for training purposes.

Objective 2C For 2014, at least 80 per cent of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural) of the first 911 call.

Percentage of first year outcomes met with success:



**1 outcome met (17%)**  
**5 outcomes not met (83%)**

Total: 6

For details on outcomes see page 37 (Appendix).

### Speed and safety are important in response times.

- As traffic volumes increase in Sherwood Park, travel times to emergencies suffer. Station 6 will have a significant positive impact on travel times within Sherwood Park, as the station is located within six minutes of many high call volume urban areas.
- SCES continues to work on a consistent approach on where to set up road-blocks and traffic calming measures during an incident. Strategies and tactics for traffic management will continue to evolve as the County grows.

Objective 2D For 2014, the clinical presentation of at least 90 per cent of transported SCES Emergency Medical Services (EMS) patients upon arrival at hospital will either be improved or stable related to their initial SCES assessment.

Percentage of first year outcomes met with success.



**5 outcomes met (36%)**  
**4 outcomes improved or in progress (28%)**  
**5 outcomes not met (36%)**

Total: 14  
 For details on outcomes see page 38 (Appendix).

### Top 5 reasons for medical calls in Strathcona County



- Self-diagnosed sick person..... (13%)
- Falls ..... (12%)
- Chest pain (non-traumatic) ..... (10%)
- Hemorrhage/lacerations..... (10%)
- Breathing problems ..... (9%)
- Other call types ..... (46%)

#### Need to track patient changes.

- When a call initially comes in to the ECC, staff identify the reason for the call (eg. chest pains, fall, motor vehicle collision) and record the initial assessment. When emergency crews arrive on scene, a patient's condition can often change from the initial call. These changes in patient presentation have not been recorded consistently in the past; however documenting this change is one of the requirements to achieve Fire Service Accreditation. Work continues on adjusting the patient care reports to capture this type of information, as well as collecting information on the success rates of IV attempts and intubations while in SCES care.



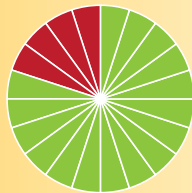


## Goal 3

**SCES will become the Canadian emergency services leader in internal communications.**

Objective 3A **By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new communications strategies and technologies, measured through achieving at least 18 out of 20 final objective 3A outcomes.**

Percentage of first year outcomes met with success:



**16 outcomes met (80%)**  
**4 outcomes not met (20%)**

Total: 20

For details on outcomes see page 39 (Appendix).

### Internal communications is getting better.

- In measuring internal communications related survey statements, the average score rose from 66.4 per cent in 2012 to 80.5 per cent in 2013. Both items related to supervisor internal communications saw score decreases, however management team scores as a whole significantly improved upon the baseline scores. A major improvement occurred in staff perception of being informed about external news impacting SCES, internal news, initiatives, projects, and programs. As well, SCES staff seem very engaged with the departments' Business Plan.
- Access to computers at the fire stations is required for crew members; determining the best location and installation schedule for additional desktops continue. Tablets for each full time station were introduced in early 2013.
- The competency tracking and training website Yardstick was introduced to the department in 2012. All Standard Operating Guidelines/Standard Operating Policies (SOGs and SOPs) and certain training packages are available online. Firefighter Mike Hart was instrumental in creating the look and flow during a successful return-to-work project. Utilization by staff has steadily increased over the year and 95 per cent of the staff have completed their initial website training.

Objective 3B **By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new and accessible SCES policies and procedures, measured through achieving at least five out of six final objective 3B outcomes.**

Percentage of first year outcomes met with success:



**3 outcomes met (50%)**  
**2 outcomes improved or in progress (33%)**  
**1 outcome not met (17%)**

Total: 6  
For details on outcomes see page 40 (Appendix).

#### Work continues on SOPs and SOGs.

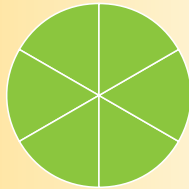
- In measuring the implementation of new and accessible policy and procedure related survey statements, the average score rose from 53.8 per cent in 2012 to 64.8 per cent in 2013. SCES staff are not yet satisfied to the level expected in the Business Plan as a whole, with ease of location, policies impeding job functions, and the need for new policies being highlighted. However, this is to be expected in year one of a three year plan to address SCES SOP's. Overall, the measure indicates a step in the right direction.
- With regard to the initial impressions of the new Yardstick website SOP system, 73.8 per cent of respondents had a positive first impression of the system and 78.5 per cent of staff felt policies were easy to locate. Overall 85 cent of staff felt that the new SOP format is easy to follow.
- Up to 150 SOGs or SOPs must be revisited, and where required, updated to meet new standards and formats. Over 50 updated SOPs are now available on Yardstick.





Objective 3C **By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an employee recognition program, measured through achieving at least five out of six final objective 3C outcomes.**

Percentage of first year outcomes met with success:



**6 outcomes met (100%)**

Total: 6

For details on outcomes see page 40 (Appendix).

**Employee recognition significantly improved.**

- In measuring employee recognition related survey statements, the average score rose from 34.6 per cent in 2012 to 79.4 per cent in 2013. SCES staff have very positive views of internal communications work, including regular email updates about the department and responses to “Ask the Chief” questions.
- As part of the newly developed SCES Medal Program, the SCES Fire Chief Unit Citation Medal was created. This medal is awarded to staff or those working directly with SCES in the outstanding performance of duties in response to exceptional emergency events. Medal recipients have represented our community, department, and staff with demonstrated professionalism.

In September 2012, the Fire Chief Unit Citation Medal was awarded to 40 individuals, including four County staff and Spruce Grove Fire Chief Robert Kosterman for their involvement in the 2011 Slave Lake disaster.

SCES Staff:

- |   |   |
|---|---|
| - Deputy Chief Vern Elliott   | - Lieutenants (Lt.) Troy Alexander, Todd Barrett, Gary Dick, Ryan McKinley, Mike Nicholson, and Neil Woods  |
| - Assistant Chiefs Mark Eckley and Dawn Hemming   | - Qualified Officer (QO) Roy Garcia   |
| - Division Chief Bruce Matheson   | - Firefighters Jason Ball, Freddy Bickell, Scott Dafoe, Luke Flowers, Darren Hantelmann, Dave Hill, Steven Johnston, Chris Keen, Matt Nixon, Marc Pavan, Chris Shabbits, Lee Symon, and Iain Thomas |
| - Platoon Chief (PC) Norm Sutton  | - Administrative Assistants Bev Fowler and Michele Wilson   |
| - Assistant Platoon Chiefs (ACP) Barry Bouwsema, Dean Melanson, Todd Nixon, and Terry Smith |   |
| - Captains (Capt). Devin Capcara, Doug Deacon, Rod Kuhn, and Curtis Wheaton                 |   |

Fire Commissioner Trent West presented Chief Reid with a Commendation of Meritorious Service, the first of its' kind, in recognition of outstanding leadership and assistance provided during the Slave Lake disaster.

Future Consideration -

A small number of staff reported having negative impressions of the SCES medal program, specifically the Fire Chief Unit Citation, feeling the medal is given too freely to members “just doing their job.” The Fire Chief, who is now engaged on a provincial committee examining fire service awards and honours, will work with staff to understand and address these concerns.

- The Alberta Emergency Services Medals are awarded to individuals in either the fire service or who are licensed emergency medical responders, emergency medical technicians, emergency medical technologists-paramedics, or certified emergency medical dispatchers who have completed 12 years of service. The following members were recognized in 2012:
  - Lts. Debbie Flinkman, Ryan McKinley, Lori Rautio, and Angela Schewaga
  - QO Karin Schulenburg
  - Firefighters Stacey Dziwenko, Don Linklater, and Glen Swirski
- Fire Chief Darrell Reid, PC Stewart Martin, and Capt. Mike Nicholson were presented with a Queen Elizabeth II Diamond Jubilee Medal in 2012. The commemorative medal was awarded to 60,000 Canadians as recognition of significant contribution and achievement. PC Martin and Capt. Nicholson's names were put forward by the department to Minister Tim Uppal for consideration; deserving nominees were selected by a peer-driven vote.
- Capt. Mike Nicholson was presented with the "Fire Fighter of the Year Award" through Muscular Dystrophy Canada. This award is presented to a firefighter who has demonstrated overall excellence throughout the past year, in areas of public awareness, services fundraising, and volunteer recruitment.

**Objective 3D      By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of an inter-branch communication program, measured through achieving at least seven out of eight final objective 3D outcomes.**

Percentage of first year outcomes met with success:



**3 outcomes met (38%)**  
**4 outcomes improved or in progress (50%)**  
**1 outcome not met (12%)**

Total: 8  
 For details on outcomes see page 40 (Appendix).

**Inter-branch communications requires more work.**

- According to the February 2013 internal communications staff survey, the average score rose from 32.7 per cent in 2012 to 39.7 per cent in 2013. In the comments section of the survey, some staff were very positive while others were very negative about how SCES did in this area in the first year. Due to the significant improvement in the other areas of internal communications, it is an even greater relative area of weakness now. It is clear that SCES will have to pay close attention to this important aspect of information sharing.





## Goal 4

**SCES will attract, retain, and develop exceptional employees through an effective and comprehensive talent management system.**

Objective 4A By March 1, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven final objective 4A outcomes.

*There are no measurable outcomes expected in year one.*

### Recruiting the right people is important.

- A standardized approach for full-time firefighter and emergency communications recruitment has been developed. In 2012, SCES provided interested individuals a new directional Quick Response Code (QR) business card. The QR code is scanned and potential recruits are linked directly to Strathcona County's website, providing all the information about the department and the recruitment process.
- Two videos were produced in 2012; one explains the department's values and the other highlights what each branch in the department does. Both videos will be used to communicate with potential employees of the department. The videos can be viewed at [www.strathcona.ca/sces](http://www.strathcona.ca/sces).
- A baseline to measure the recruitment process satisfaction levels has been established. Below highlights the survey results completed by 27 out of 33 staff:

	Internal promotion/ transfer	External hire
Were you satisfied with the information received about the SCES recruiting process?	72.8% positive 27.2% neutral	100% positive
Were you informed and supported during the recruitment process?	72.8% positive 18.2% neutral 9.1% negative	93.3% positive 6.7% neutral

Objective 4B **By May 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five final 4B outcomes.**

*There are no measurable outcomes expected in year one.*

**Consistent and complete on-boarding (new employee orientation) is important.**

- A formal on-boarding package was developed for management positions, even though this output was not due until May 2014.
- The Operations branch on-boarding has become progressively more fine-tuned. New recruits attend classes for 10 to 12 weeks of training, including everything from Strathcona County familiarization to apparatus training (both fire and ambulance). Lt. Robert Knull and Firefighter Terry Butchart led the 2012 recruit class.
- A baseline to measure satisfaction levels with the on-boarding process has been determined. Below outlines survey results of new hires from either outside SCES, or those internal staff who have been transferred or promoted within the department (completed by 27 out of 33 staff).

	<b>Internal promotion/ transfer</b>	<b>External hire</b>
Level of satisfaction with the on-boarding process relative to position.	<b>55.5% positive 33.3% neutral 11.1% negative</b>	<b>100% positive</b>
Level of satisfaction with assigned coach.	<b>60% positive 30% neutral 10% negative</b>	<b>100% positive</b>
Are you happy with your choice to accept this position?	<b>90% positive 10% neutral</b>	<b>100% positive</b>

Objective 4C **By May 31, 2015, at least 95 per cent of SCES staff will indicate that their job description is accurate and that they understand it.**

*There are no measurable outcomes expected in year one.*

Objective 4D **By May 31, 2015, at least 80 per cent of SCES staff will indicate that their most recent performance review improved their career planning and performance.**

*There are no measurable outcomes expected in year one.*

**Career milestones and promotions celebrated.**

- Congratulations to the following members who achieved career milestones in the reporting period through permanent promotions:

**Captain:**

Kevin Golightly  
Jay Hoffos  
Rodney Kuhn  
Mike Nicholson

**Lieutenant:**

Ian Clavelle  
Roy Garcia  
Glen Hunker  
Robert Knull  
Chris Noble  
Brian Sturm

**Qualified Officer:**

Chris Keen  
Don Linklater  
Todd Wilson

- Congratulations to the following classified staff who received internal promotions during the reporting period:

Roxanne Komick, Administrative Team Lead

Laura Stewart, Community Safety Education Coordinator

Objective 4E **By May 31, 2015, at least 80 per cent of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.**

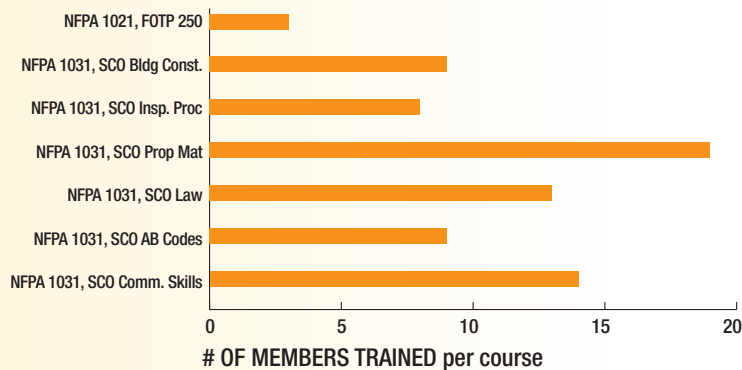
*There are no measurable outcomes expected in year one.*

- A number of staff pursued additional educational opportunities in 2012 and early 2013, including the following achievements:
  - ~ Fire Chief Darrell Reid, obtaining the United States Fire Administration Executive Fire Officer designation
  - ~ Lt. Kelly Lehr completing the Advanced Program in Project Management through the University of Alberta
  - ~ Firefighters Dave Claypool, Marc Pavan, and Eric Taylor obtaining their Paramedic diploma and registering with the Alberta College of Paramedics
  - ~ Firefighter Lockey Rhynold, obtaining the Emergency Medical Responder certification and passing the Alberta College of Paramedics exam
  - ~ Community Safety Educator Erin Pote, completing the Instructor Development Program through St. John Ambulance
  - ~ Community Safety Educator Sarah Chabillon, obtaining CPR Instructor certification through NAIT
  - ~ Materials Management Coordinator Heather Price, completing the Supply Chain Management Certificate from George Brown College
  - ~ Team Lead (Administrative Services) Roxanne Komick, obtaining the Basic Fire Codes Officer certification and Strathcona County certificate "Supervising for Results"

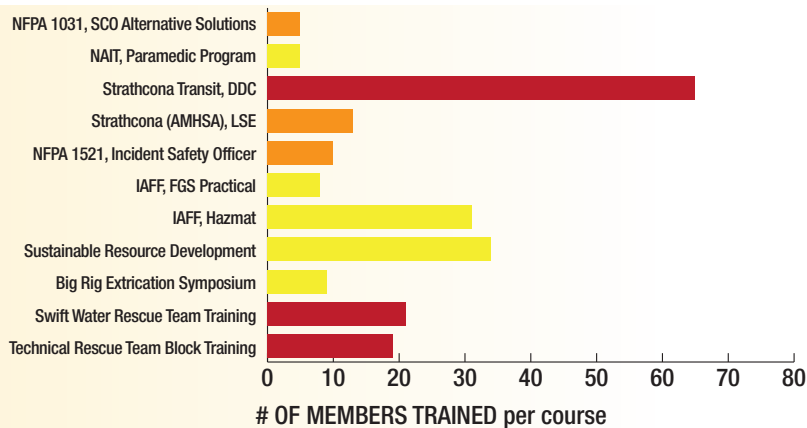


## 2012 member training, as captured by the OHST branch

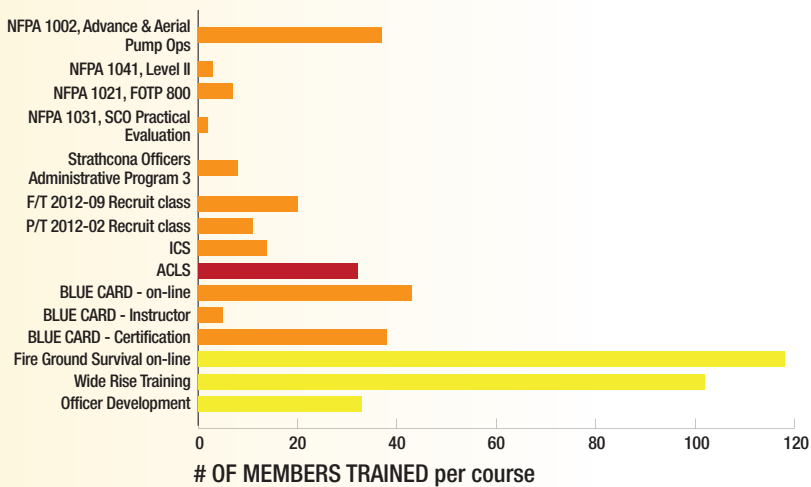
### CORRESPONDENCE



### STRATHCONA INSTRUCTOR DELIVERED



### OFF-SITE TRAINING, SPECIALTY TEAMS, OR SCES HOSTED PROGRAMS



### LEGEND

- = HRD training
- = Occupational requirement training
- = Value-added training

TOTAL: 53 Courses

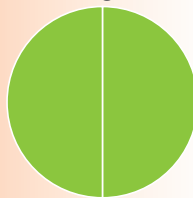


## Goal 5

**SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.**

Objective 5A **By May 31, 2015, SCES will complete a community risk analysis on behalf of Strathcona County, as per the Commission on Fire Accreditation International (CFAI) Self-Assessment Guidelines.**

Percentage of first year outcomes met with success:



**2 outcomes met (100%)**

Total: 2

For details on outcomes see page 42 (Appendix).

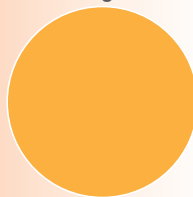
### **Continuous improvement to achieve command consistency.**

- PC Bruce Patterson led the Blue Card Command training for the department in 2012, and Officers continue to work their way through this in-depth program (50 hours of online course work followed by a three-day scenario based certification course/evaluation). Blue Card training focuses on a consistent approach, response, and outcome for Type 4 and 5 emergency responses in standard conditions. Training by APCs Barry Bouwsema, Dean Melanson, Todd Nixon, and Terry Smith has increased the confidence of Officers and ECOs in knowing how to react when incidents deviate from the intended action plan.

As a result of the training completed by the majority of Officers, communication during incidents has improved and Officers have gained more experience as Incident Commanders, resulting in increased safety for all our firefighters.

Objective 5B **By May 31, 2015, SCES will complete the CFAI self-assessment process.**

Percentage of first year outcomes met with success:



**1 outcome improved or in progress (100%)**

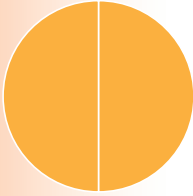
Total: 1

For details on outcomes see page 42 (Appendix).



Objective 5C **By May 31, 2015, SCES will publish an updated Standards of Cover (SOC) document in accordance with the CFAI accreditation program.**

Percentage of first year outcomes met with success:



**2 outcomes improved or in progress (100%)**

Total: 2

For details on outcomes see page 42 (Appendix).

#### Plans for the future.

- Two significant department documents were completed during this reporting period:
  - 1) The Standards of Cover document is specific to SCES and provides an overview of department resources and determination of whether the department is properly designed to meet community risk factors and expectations.
  - 2) The Master Plan was published in 2012; this 25 year plan documents findings from a comprehensive review of service delivery to Strathcona County and provides a template for designing the most effective and efficient future service delivery model.

Objective 5D **By May 31, 2015, the Fire Chief will approve the 2015 to 2018 SCES Business Plan.**

*There are no measurable outcomes expected in year one.*



#### Our Value... **Ownership**

Emergency responders have to deal with significant occupational stresses on a regular basis. The management team has committed that the mental health and wellness of staff is a priority for SCES, as the department has felt the very real impact of psychological injury and illness on its members.

SCES and Human Resources have worked together to develop a program to take care of staff and their families, which exemplifies the value of “**ownership**” — we take responsibility for our actions and each other. Program components include:

- a wide array of training, from expert presentations to focused classroom sessions, for both members and their loved ones
- established a consistent and appropriate 24 hour, 7 days per week access to employee and family assistance covering a wide range of services
- implementation of a funding plan to support costs for, and reduce delays in, initial treatment
- strong internal communication about the issues, led by the Fire Chief and the Disability Management Supervisor

SCES and Human Resources continue to work towards providing SCES members with the support and support services required for success.





## Goal 6

### SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Objective 6A By Feb. 28, 2015, SCES will complete the first comprehensive evaluation of the SCES MAF.

*There are no measurable outcomes expected in year one.*

Objective 6B By April 1, 2015, SCES will include a summary of assessment scores and analyzed results of the MAF, in the 2014 SCES Annual Report

*There are no measurable outcomes expected in year one.*

Objective 6C By May 31, 2015, the SCES 2015 to 2018 Business Plan will include a logic model for improving deficiencies within the first SCES MAF evaluation.

*There are no measurable outcomes expected in year one.*

Objective 6D By March 1, 2015, at least 80 per cent of SCES staff will be “very familiar” or “familiar” with the SCES MAF.

Percentage of first year outcomes met with success:



**2 outcomes met (67%)**  
**1 outcome not met (33%)**

Total: 3

For details on outcomes see page 43 (Appendix).

#### New knowledge gained by SCES staff

- SCES sent representatives to a number of peer conferences or symposiums to gain new knowledge and share best practices with the department. Examples include:
  - vehicle extrication methods
  - special operations
  - hazardous materials response

SCES staff also presented best practices or lessons learned at peer-attended conferences or symposiums. Examples of topics include:

- mutual aid
- challenges experienced during the 2011 Slave Lake fire
- Incident Command System (ICS)
- industry revenue streams for a fire service

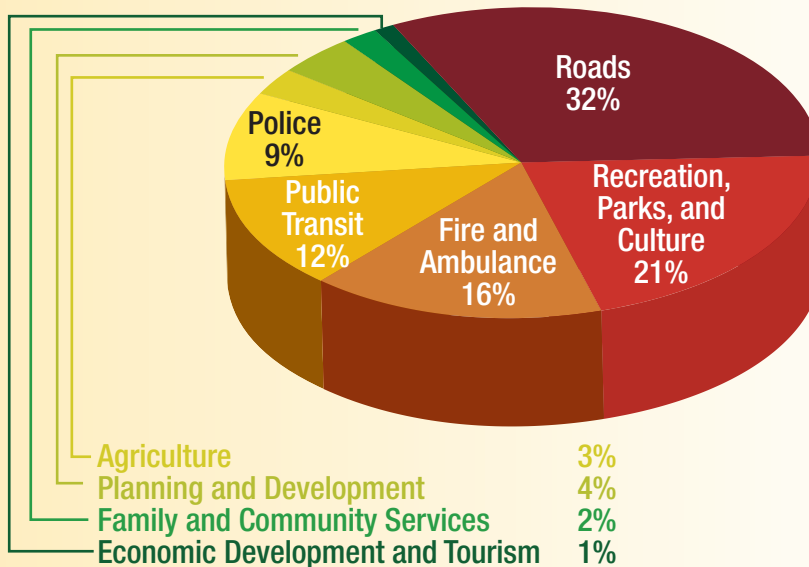
# 2012 Financial Results

## Big Picture

For every municipal tax dollar collected, \$0.16 was spent on fire and ambulance service in 2012.

### 2012 Actual Expenditures

Where the municipal tax dollar is spent



### Operating Budget

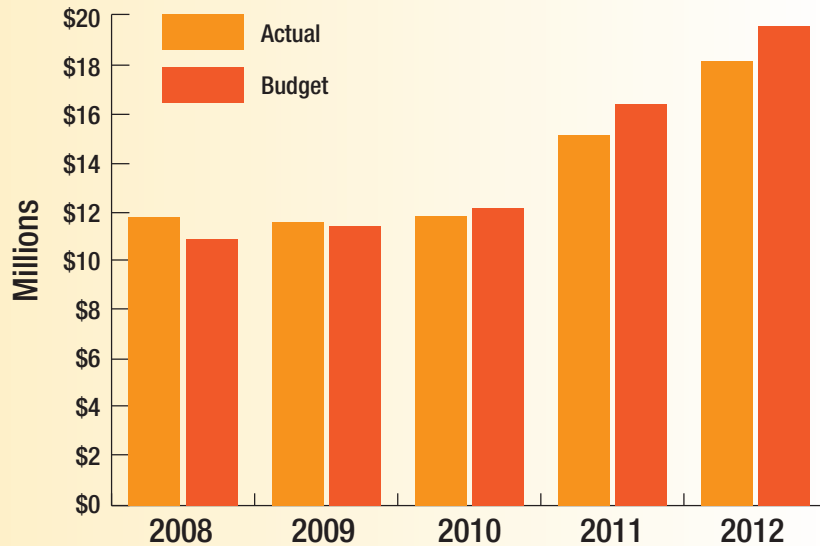
SCES is committed to balancing cost effectiveness through integrated fire, rescue, and EMS, as well as providing regional 911 emergency call answer and fire dispatch services, fire inspections and investigations, and emergency management for the County. This efficient service delivery model is designed to meet the demands of our growing and aging population, which span across a significant urban and rural geographic region, and to address the high-risk profile our community faces with significant industrial installations and the associated pipeline, railway, and transportation network.

Council approved a total 2012 expenditure budget of \$27.2 million for SCES, 19.5% higher than 2011 funding. The increase in expected net expenditures was primarily due to the planned opening of Station 6 in 2012 and to improve medical first response capabilities, including the hiring and training of 18 new firefighters; 10 for medical first response capabilities and eight for Station 6 staffing. Additionally, the planned Alberta Health Services (AHS) consolidation of EMS dispatch services reduced expected contracted service revenues.

In 2012 SCES' actual net operating expenditure was \$18.1 million, which is 7.2% less than the approved budget. This favorable variance was primarily achieved through higher dispatch revenue (extended EMS dispatch contract with AHS), savings in benefits (reduced rates), reduced training costs (in-house and on-shift delivery), a delay in the delivery of some components of the business plan related to community emergency notification, and the delayed opening of Station 6.

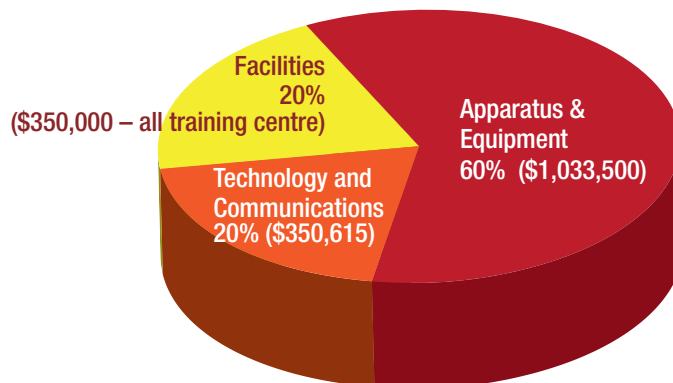
## 2012 Financial Results cont.

### Operating Budget vs Actual, 2008 to 2012



### Capital Budget

In 2012, SCES' budget allocation for capital expenditures was \$1.7 million plus \$770,000 for fleet replacements. To meet the growing demands of the community and to improve response capabilities (such as the apparatus required to achieve STSS accreditation), 60% of the approved capital was dedicated to fleet additions and equipment additions/replacements. Additionally, the department began the planning process to build the new Skills Maintenance Outdoor Training Centre, located at Station 4, with a \$350,000 sponsorship from Shell to support the design of the facility.







## Honouring our Fallen

The fire service has traditionally honoured members lost in the line-of-duty or as a result of direct occupational illness. Eleven years ago, the Strathcona Firefighters Honour Guard raised enough funds to construct a Fallen Firefighters Memorial at Fire Station 1. Members, family, and loved ones visit the Memorial often to remember those fallen and the ultimate sacrifice they have made to our community.

**Firefighter/Paramedic Ronald F. Raymond (1993)**

**Lieutenant Inspector Robert D. Martell (1995)**





Strathcona County Emergency Services

# ANNUAL REPORT

June 1, 2012 to May 31, 2013

**APPENDIX**

# APPENDIX Goal 1

SCES will become a Canadian leader in the implementation of community safety programs.



Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal	
1A	By May 31, 2015, SCES will demonstrate significant improvement in emergency preparedness of Strathcona County residents, measured through achieving at least 12 out of 15 final objective 1A outcomes.	<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>				
1B	By May 31, 2015, SCES will lead significant improvement of the Strathcona County all-hazards emergency management program, as evidenced by successful completion of at least five out of six final objective 1B outcomes.	Data not available	0%	N/A	Not met	
1C	By May 31, 2015, SCES will achieve at least 95% fire code compliance rates in all daycares, hospitals, long-term care facilities, retirement homes, schools, and assembly occupancies in Strathcona County.	100%	100%	Equal	Met	
1D	By May 31, 2015, SCES will lead significant improvement of the Strathcona County FireSmart program, as evidenced by successful completion of at least 14 out of 19 final objective 1D outcomes.	0%	26%	Improved by 26%	Short by 14%	
1E	In 2014, SCES will have non-emergency contact with at least 12% of Strathcona County residents.	0%	100%	Improved by 100%	Exceeded by 40%	
		0%	19%	Improved by 19%	Short by 21%	
		<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>				
	In 2012, SCES will have direct, non-emergency contact with at least 9% of Strathcona County residents.	Data not available	13.1%. (12,337 people.)	N/A	Exceeded by 4.1%	



# APPENDIX Goal 2

SCES will become the Canadian emergency services leader in operational excellence.

Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal
2A	For 2014, SCES emergency responses will be dispatched within 80 seconds at least 90% of the time, with an average Pro-Quality Assurance (Pro-QA) audit score of at least 98%.	69.1%	74.4%	Improved by 5.3%	Short by 5.6%
	911 calls in 2012 will be answered within two rings, at least 80% of the time. This outcome has been rewritten for year two. "911 calls in 2013 will be answered within eight seconds at least 85% of the time." Two rings is considered eight seconds or less.	A cumulative branch score was not established. A) EMS activation intervals were 92.6%. B) Fire activation intervals not available.	Cumulative branch score for both EMS and fire was 78%. A) EMS activation intervals were 95%. B) Fire activation intervals were 61%. The branch is changing its parameters for extracting activation time data.	Cumulative score: Data not available A) Improved by 2.4% B) Data not available	Short by 12%
2B	The cumulative branch Pro-QA audit score for 2012 will be at least 96%.	Data not available	The average branch score was 98.6%.	N/A	Short by 62%
	For 2012, chute times for first responding SCES fire apparatus shall be 100 seconds or less, at least 90% of the time.	19.3%	28%	Improved by 8.7%	Short by 68%
	For calls within Sherwood Park in 2012, the first due SCES unit capable of firefighting operations shall arrive within a six minute travel time, at least 90% of the time.	Data not available	22%	N/A	Short by 2%
	For residential fire calls within Sherwood Park in 2012, 15 SCES personnel shall be on scene within 14 minutes or less of the initial 911 call, at least 80% of the time.	Data not available	78%	N/A	Short by 30%
	For rural Strathcona County fire calls in 2012, the first due SCES unit capable of firefighting operations shall arrive within a 14 minute travel time, at least 90% of the time.	Data not available	60%	N/A	Short by 7%
	For rural Strathcona County fire calls in 2012, 15 SCES personnel shall be on scene within 22 minutes or less of the initial 911 call, at least 80% of the time.	Data not available	73%	N/A	Complete
For 2014, Strathcona County will have 10% lower fire fatality, fire injury, and residential per-capita fire dollar loss rates than the most recently published 10 year Alberta average. (Measures for objective 2B are based on the Centre for Fire Accreditation International accreditation standards.)	By February 1, 2013, SCES will establish a baseline for the per cent of structure fires confined to room of origin within 2012.	Data not available	A framework has been developed for measuring tour by tour.	N/A	Complete



## APPENDIX Goal 2

### SCES will become the Canadian emergency services leader in operational excellence.

Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal
For 2014, at least 80% of SCES rescue patients will be safely extricated within 32 minutes (urban) and 35 minutes (rural) of the first 911 call. <i>Measures in objective 2C are based on the Centre for Fire Accreditation International accreditation standards.</i>	In 2012, at least 80% of patients will be safely extricated within 20 minutes of first rescue until arrival.	Data not available	Data has not been collected for this.	N/A	Not met
	In 2012, chute times for rescue apparatus shall be 110 seconds or less at least 90% of the time.	Data not available	57%	N/A	Short by 33%
	In 2012, the first due SCES rescue unit for Sherwood Park responses shall arrive within a six minute travel time at least 90% of the time.	Data not available	43%	N/A	Short by 47%
	In 2012, the first due SCES rescue unit for rural responses shall arrive within a 14 minute travel time, at least 90% of the time.	Data not available	69%	N/A	Short by 21%
	In 2012, for rescue calls within Sherwood Park, at least eight SCES personnel shall be on scene within 14 minutes of the initial 911 call at least 80% of the time.	Data not available	93%	N/A	Exceeded by 13%
	For 2012, for rural rescue calls within Strathcona County, at least eight personnel shall be on scene within 17 minutes of the initial 911 call at least 80% of the time.	Data not available	64%	N/A	Short by 16%

# APPENDIX Goal 2

## SCES will become the Canadian emergency services leader in operational excellence.



Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal	
<p>For 2014, the clinical presentation of at least 90% of transported SCES Emergency Medical Service (EMS) patients upon arrival at hospital, will either be improved or stable related to their initial SCES assessment. Measures in objective 2D are based on the Centre for Fire Accreditation International accreditation standards.</p>	In 2012, chute times for first responding SCES EMS apparatus will be 110 seconds or less, at least 90% of the time.	Data not available	88%	N/A	Short by 2%	
	In 2012, the first due SCES ambulance for Sherwood Park responses shall arrive within a six minute travel time at least 90% of the time.	Data not available	41%	N/A	Short by 49%	
	In 2012, the first due SCES ambulance for rural responses shall arrive within a 14 minute travel time, at least 90% of the time.	Data not available	63%	N/A	Short by 27%	
	In 2012, for EMS calls within Sherwood Park, at least three SCES personnel shall be on scene within nine minutes, 30 seconds of the initial 911 call, at least 80% of the time.	Data not available	87%	N/A	Exceeded by 7%	
	In 2012, for rural EMS calls in Strathcona County, three SCES personnel shall be on scene within 14 minutes of the initial 911 call, at least 80% of the time.	Data not available	63%	N/A	Short by 17%	
	In 2012, at least 95% of Medical First Responses in the previous 12 months will be at an Advanced Life Support (ALS) level.	Data not available	99%	N/A	Exceeded by 4%	
	In 2012, at least 99% of SCES ambulance responses in the previous 12 months will be at an ALS level.	Data not available	99.7%	NA	Exceeded by 0.7%	
	In 2012, at least 80% of SCES transported EMS patients will have improved or stable clinical presentations.	Data not available	The department is still trying to determine how to collect these statistics.	N/A	N/A	Not met
	In 2012, at least 95% of EMS patients within Strathcona County triaged as Charlie, Delta, or Echo will receive ALS from SCES.	Data not available	Data not available	99.7%	N/A	Met
	In 2012, at least 95% of responding SCES EMS crews will be three-person.	Data not available	Data not available	The department will define how to collect these statistics in a policy.	N/A	In progress
	In 2012, at least 85% of SCES intubation attempts will be successful.	Data not available	Data not available	This procedure is documented differently in the electronic patient care report (ePCR); the department will define how to collect these statistics in a policy.	N/A	In progress
	In 2012, medication errors by SCES will occur on less than 0.1% of patients.	Data not available	Data not available	No reports from Alberta Health Services of medication errors.	N/A	Met
	In 2012, 85% of SCES intravenous cannulation (IV) attempts will be successful.	Data not available	Data not available	This procedure is documented in the ePCR; the department will define how to collect these statistics in a policy.	N/A	In progress
In 2012, at least 20% of SCES cardiac arrest patients will have pulses upon arrival at the hospital.	Data not available	Data not available	Currently, only people who call complaining of chest pain or heart problems are tracked as cardiac arrest patients. There will be a change in reporting procedures.	N/A	In progress	



# APPENDIX Goal 3

SCES will become the Canadian emergency services leader in internal communications.



HONOUR TO SERVE  
LEADERSHIP  
TRANSFORMING EMERGENCY SERVICES

Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal
<p>By May 31, 2015, SCES will demonstrate significant improvement in internal communications through the effective implementation of new communications strategies and technologies, measured through achieving at least 18 out of 20 final objective 3A outcomes.</p>	At least 85% of staff understand the vision, mission, and objectives of SCES.	82.8%	96.4%	Improved by 13.6%	Exceeded by 11.4%
	At least 83% of staff understand how their work contributes to achieving the vision, mission, and objectives of SCES.	79.5%	95.4%	Improved by 15.9%	Exceeded by 12.4%
	At least 82% of staff believe they are an important part of SCES.	78.6%	83.7%	Improved by 5.1%	Exceeded by 1.7%
	At least 88% of staff are committed to SCES' vision, mission, and objectives.	86%	93.7%	Improved by 7.7%	Exceeded by 5.7%
	At least 96% of staff are committed to SCES.	95%	91.8%	Down by 3.2%	Short by 4.2%
	At least 73% of staff agree that SCES is committed to them.	68.1%	75%	Improved by 6.9%	Exceeded by 2%
	At least 95% of staff are proud to work for SCES.	93.4%	98.1%	Improved by 4.7%	Exceeded by 3.1%
	At least 78% of staff agree the Fire Chief's decisions and directions are communicated to them effectively.	72%	91.8%	Improved by 19.8%	Exceeded by 13.8%
	At least 75% of staff understand the rationale for the Fire Chief's decisions and directions.	68.4%	87.1%	Improved by 18.7%	Exceeded by 12.1%
	At least 60% of staff agree the SCES Management Team's decisions and directions are communicated to them effectively.	54.9%	66.7%	Improved by 11.8%	Exceeded by 6.7%
	At least 56% of staff understand the rationale for the SCES Management Team's decisions.	52.2%	62.4%	Improved by 10.2%	Exceeded by 6.4%
	At least 80% of staff agree their supervisor's decisions and directions are communicated to them effectively.	72.1%	66.9%	Down by 5.2%	Short by 13.1%
	At least 70% of staff understand the rationale for my supervisors decisions and directions.	65.7%	64.2%	Down by 1.5%	Short by 5.8%
	At least 88% of staff are able to make the decisions necessary to do their job effectively.	86.3%	84.4%	Down by 1.9%	Short by 3.6%
	At least 80% of staff feel that those impacted by their decisions are effectively informed of their rationale.	77.5%	84.4%	Improved by 6.9%	Exceeded by 4.4%
	At least 50% of staff are sufficiently consulted by management.	43%	50.4%	Improved by 7.4%	Exceeded by 0.4%
At least 45% of staff are effectively informed of external news which impacts SCES.	37.8%	81.6%	Improved by 43.8%	Exceeded by 36.6%	
At least 55% of staff are effectively informed of SCES news and initiatives.	49.5%	83.5%	Improved by 34%	Exceeded by 28.5%	
At least 40% of staff are effectively updated on ongoing SCES projects or programs and their results.	28.8%	73.4%	Improved by 44.6%	Exceeded by 33.4%	
At least 50% of staff are effectively informed about SCES' performance with regard to achieving key performance indicators and strategic goals.	42.2%	79.8%	Improved by 37.6%	Exceeded by 29.8%	



# APPENDIX Goal 4

**SCES will attract, retain and develop exceptional employees through an effective and comprehensive talent management system.**

	Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal
4A	By March 1, 2015, SCES will demonstrate a successful recruitment program by achieving at least six out of seven final objective 4A outcomes.					
					<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>	
4B	By May 31, 2015, SCES will demonstrate a successful on-boarding program by achieving at least four out of five final objective 4B outcomes.					
					<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>	
4C	By May 31, 2015, at least 95% of SCES staff will indicate that their job description is accurate and that they understand it.					
					<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>	
4D	By May 31, 2015, at least 80% of SCES staff will indicate that their most recent performance review improved their career planning and performance.					
					<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>	
4E	By May 31, 2015, at least 80% of SCES staff will meet their individual annual competency tracking targets for the previous 12 months.					
					<b>THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.</b>	



## APPENDIX Goal 5

### SCES will demonstrate best practices in quality management and continuous improvement through preparing for Fire Service Accreditation.

*Please note: The Assistant Chief, Business Operations will be the Accreditation Manager. This has changed since the original publication.*

Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal
5A By May 31, 2015, SCES will complete a community risk analysis on behalf of Strathcona County, as per the Commission on Fire Accreditation International (CFAI) self-assessment guidelines.	By May 31, 2013, the DC Operations will provide the following completed documents to the Fire Chief: environmental scan and community risk identification.	N/A	Complete	Complete	Complete
5B By May 31, 2015, SCES will complete the CFAI self-assessment process.	By May 31, 2013, service level objectives will be identified.  Fifty per cent of all core competencies in each respective output (10 in total) will be complete by May 31, 2013.	N/A	This was included in the 2012 Standards of Cover.  There has been a delay in the steps in going forward to seek CFAI accreditation as SCES finalizes new Alberta Health Services dispatch integration.	N/A	Complete  In progress
5C By May 31, 2015, SCES will publish an updated Standards of Cover (SOC) document in accordance with the CFAI accreditation program.	By Nov. 1, 2012, the Accreditation Manager will provide all SCES members with the 2012 Standards of Cover.  By Dec. 1, 2012, the Fire Chief will provide a briefing note on the 2012 SOC to Executive Team and Council.	N/A	The document is complete however there has been a delay in communicating with staff due to a third party contract.	N/A	In progress
5D By May 31, 2015, the Fire Chief will approve the 2015 to 2018 Strategic Plan.		N/A	This presentation was delayed and did not meet the original deadline.	N/A	In progress

**THERE ARE NO MEASURABLE OUTCOMES EXPECTED IN YEAR 1.**

# APPENDIX Goal 6

SCES will develop and implement a model municipal Management Accountability Framework (MAF).

Objective	Outcome (Goal)	Baseline	Actual	Comparison to Baseline	Comparison to Goal	
6A	By Feb. 28, 2015, SCES will complete the first comprehensive evaluation of the SCES MAF.					
6B	By April 1, 2015, SCES will include a summary of assessment scores and analyzed results of the MAF in the 2014 SCES Annual Report					
6C	By May 31, 2015, the SCES 2015 to 2018 Strategic Plan (Business Plan) will include a logic model for improving deficiencies within the first SCES MAF evaluation.					
6D	By March 1, 2015, at least 80% of SCES staff will be "very familiar" or "familiar" with the SCES MAF.	All six members of the management team will participate in a peer conference or symposium each year, with evidence to support best practices are introduced to SCES as a result.	Data not available	100%	N/A	Met
		At least 80% of the leadership group consisting of 3-stripe officers, the Emergency Communications Captain and Classified Supervisors will participate in a peer conference or symposium each year, with evidence to support best practices is introduced to SCES as a result.	Data not available	60%	N/A	Short by 20%
		SCES staff will present SCES best practices at a peer-attended conference or symposium at least five times each calendar year.	Data not available	100%	N/A	Met











**STRATHCONA  
COUNTY**

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