

# HALDIMAND COUNTY

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## *EMERGENCY SERVICES DIVISION*



## *2018 ANNUAL REPORT*

## **Mission & Vision Statements**

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### **Mission Statement: Who We Are Today**

The mission of the Haldimand County Emergency Services Division is to protect the lives and property of our citizens and visitors by providing prompt and professional service in the event of fire, accident, medical emergency, disaster or any other event which may threaten the public welfare.

We will serve the community through fire and accident prevention, education and the immediate response to emergencies.

### **Vision Statement: Our Preferred Future**

We will provide high quality and caring service to those who live in, work in and visit our County - safely, efficiently and effectively.

### **How We Will Achieve Our Vision and Mission**

- Provide a timely response for all service requests
- Provide highly trained and skilled staff
- Reduce the incidence of injury, loss of life and property damage by providing public education programs, accident and injury prevention and fire prevention service
- Conform to legislation, regulations, standards and policies thereby mitigating liabilities/losses to the County's assets
- Be responsive to local economics so that our service model reflects the needs of the community we serve
- Maintain the highest standard of integrity in the conduct of providing public service
- Treat all persons with respect, compassion and dignity

### **CORE VALUES**

- 1) Integrity
- 2) Accountability
- 3) Innovation
- 4) Service Excellence

## **Core Organizational Values**

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### **Integrity**

- Demonstrate respect, honesty, loyalty and honour in our dealings with others
- Lead through example
- Exercise due diligence

### **Accountability**

- All personnel, management and otherwise, provide a level of accountability to each other, to the organization and to the community
- Demonstrate responsibility

### **Innovation**

- Be progressive, pro-active, modern, open and creative
- Be open and receptive to all input and feedback
- Encourage participation at all levels
- Be flexible and open-minded to new initiatives which may improve our effectiveness

### **Service Excellence**

- Commit to on-going personal and professional development to expand our skills and knowledge
- Demonstrate commitment to achieving our shared goals, values and vision
- Strive for excellence

## 2018 Achievements & Accomplishments

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1. Completed the replacement of the remainder of the cardiac monitors.
2. Completed the replacement of the remainder of the Power Stretchers, adding Power Load systems to new ambulances in order to reduce back and shoulder injuries.
3. Completed a successful smoke and carbon monoxide program ensuring there are working smoke/carbon monoxide detectors in all homes.
4. Continuously improving the firefighting training program to ensure firefighters are compliant with their skills.
5. Replaced 2 ambulances and 1 tanker truck.
6. Purchased the land for the New Caledonia Fire and Paramedic base.
7. Completed two successful paramedic recruitments.
8. Completed a review and revision of all Fire Department Standard Operating Guides.
9. Completed the Emergency Management Training and exercise to ensure compliance with Emergency Management Ontario's municipal requirements.
10. Completed fire safety inspections and fire evacuation drills at all care facilities.
11. Continued with a proactive fire safety and education program.
12. Working towards firefighter certifications regarding NFPA Firefighter Level 1 and 2 requirements.



***A message from the Manager of Emergency Services/Fire Chief***

***Jason Gallagher ...***

It is an honour and a pleasure to once again present the 2018 Haldimand County Emergency Services Division Annual Report to Council, residents, and staff. Looking back on 2018, I am proud of the hard work of our staff and the many accomplishments that we achieved.

The delivery of Emergency Services to the residents and visitors of Haldimand County is a complex and continually evolving task. It requires dedicated and professional staff who are willing to adapt to changes, work hard and continuously train to meet the needs of the community.

This report will provide you with the insight required to understand the time, effort and dedication a member of the Haldimand County Emergency Services puts in for their community. This annual report will provide you with the accomplishments achieved in 2018, many of which would be unattainable if it wasn't for our dedicated staff.

The report outlines call volumes, response times, public education efforts, professional development and many other significant strides that were made over the past year.

The Emergency Services Division strives to provide the residents and visitors of our great communities with prompt, professional and compassionate service from well trained and well equipped paramedics and firefighters. Responding to the community during their time of need is something we take very serious, which is reflective in the high level of service we provide.

For those who have an opportunity to read this report, I hope it provides a glimpse into the daily operations of our Division. It is always an honor and a privilege to promote our division, which serves the community on a daily basis at a level which exceeds expectations.

Respectfully,

Jason Gallagher



# PARAMEDIC SERVICES

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- ADMINISTRATION
- PROFESSIONAL DEVELOPMENT & TRAINING
- QUALITY ASSURANCE
- FLEET, FACILITIES & EQUIPMENT
- PUBLIC EDUCATION

***Paramedic Services Staff:***

Jason Gallagher – Paramedic Chief / Manager

Barb Quinn – Administrative Assistant

Dan Williston – Deputy Paramedic Chief

Don Otterman – Deputy Paramedic Chief

Joe Pacheco – Acting Deputy Paramedic Chief

Sherri Zebiere – Division Support

As well as the full time office staff, Haldimand County Paramedic Services has 70 paramedics (full and part time) that are the dedicated and professional front line employees that represent our service as the high quality provider that we strive to be.

**Haldimand County Paramedic Services responses are classified into three categories:**

## **Emergency responses**

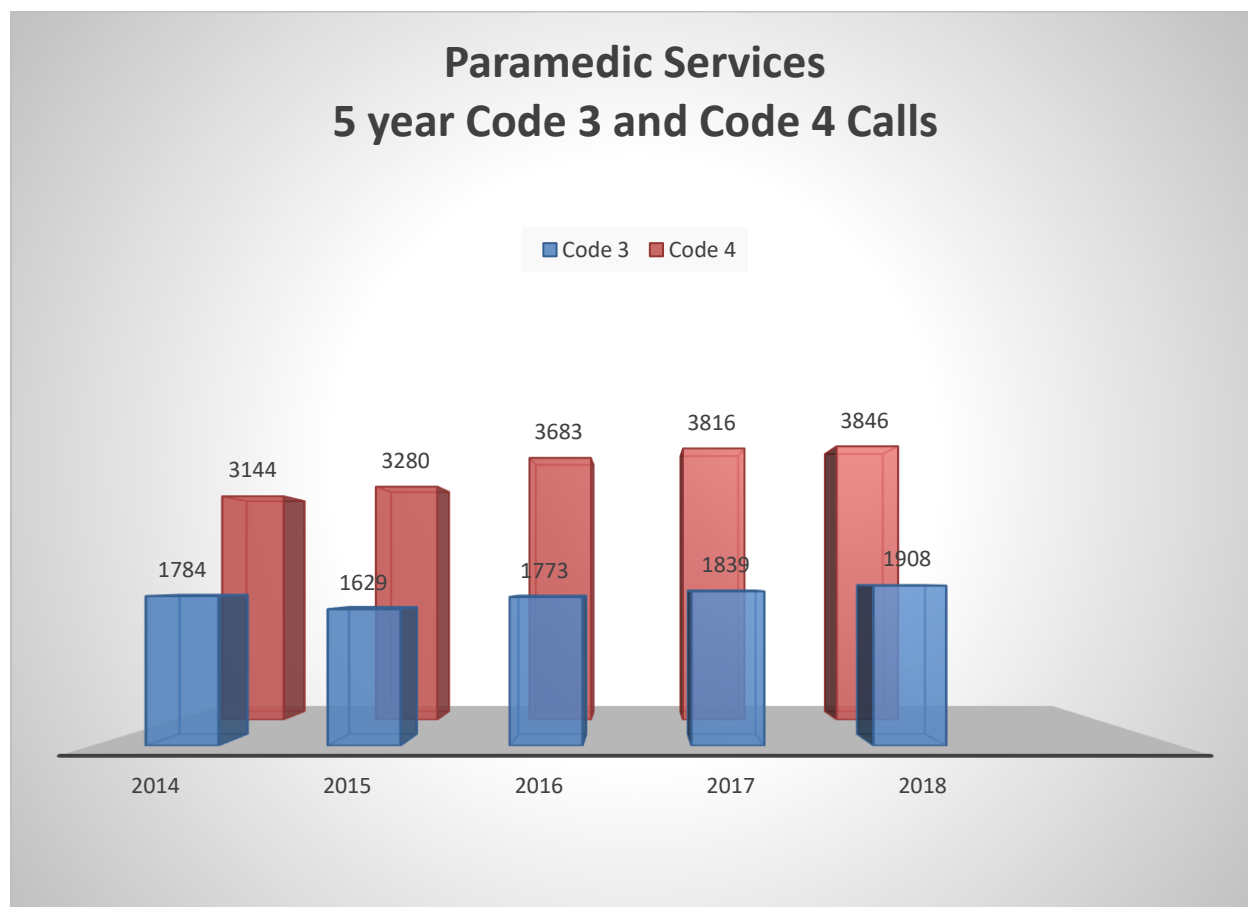
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Emergency responses include Code 4 calls, which are dispatched as potentially life-threatening emergencies such as chest pain, difficulty breathing, strokes, seizures, vehicle accidents, diabetic emergencies and major trauma and Code 3 calls which are dispatched as urgent, but not life-threatening emergencies such as abdominal pain, fractures and minor trauma.

In 2018 the total number of emergency responses increased from 5,655 to 5,754.

In 2018 the number of Code 4 (life-threatening) calls increased from 3,816 to 3,846.

In 2018 the number of Code 3 (urgent) calls increased from 1,839 to 1,908.





## Non-emergency responses

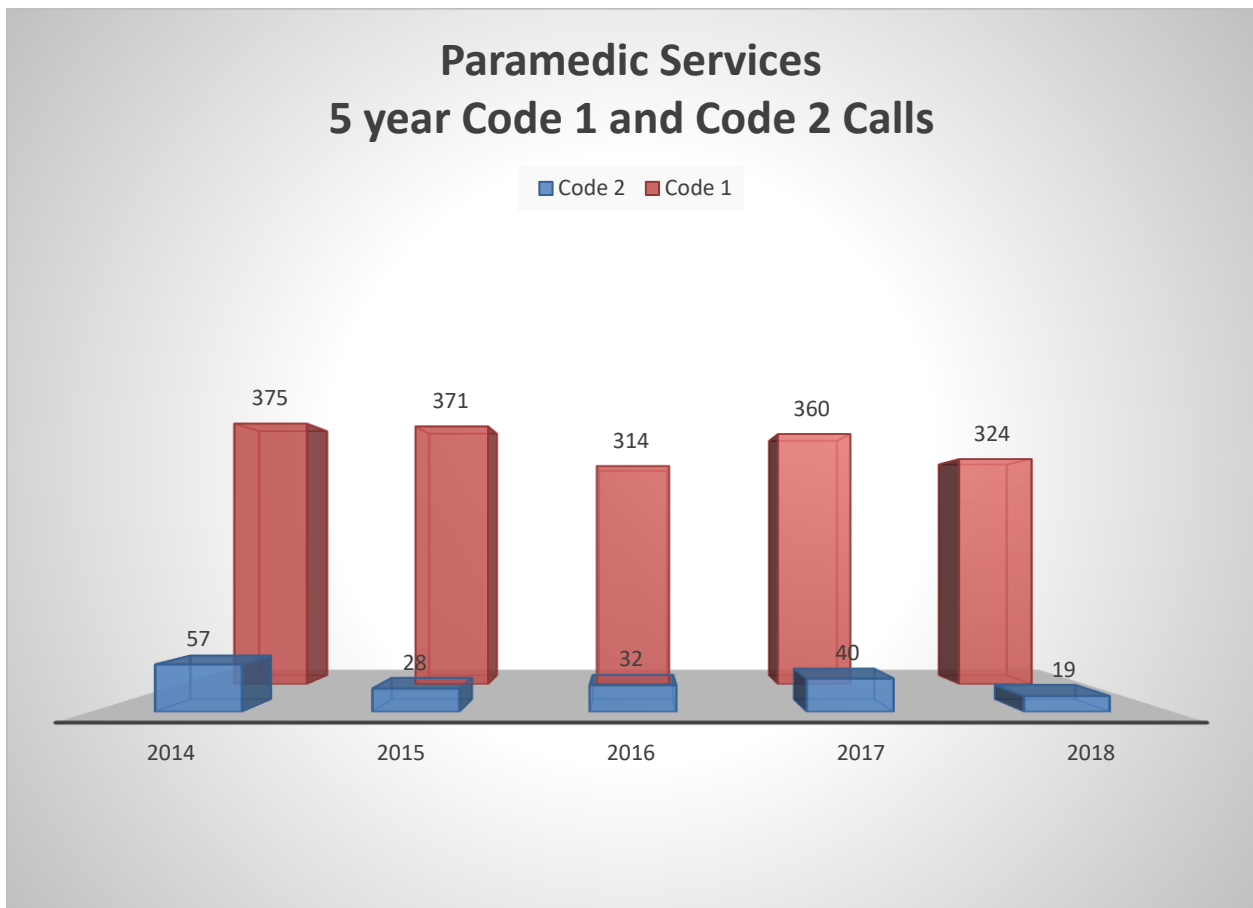
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Non-emergency responses include Code 2 calls, which are scheduled transfers between facilities, and Code 1 calls, which are non-scheduled transfers between facilities, calls to return patients from the hospital and other non-emergency calls.

In 2018 the total number of non-emergency responses decreased from 400 to 343.

In 2018 the number of Code 1 (non-scheduled) calls decreased from 360 to 324.

In 2018 the number of Code 2 (scheduled) calls decreased from 40 to 19.

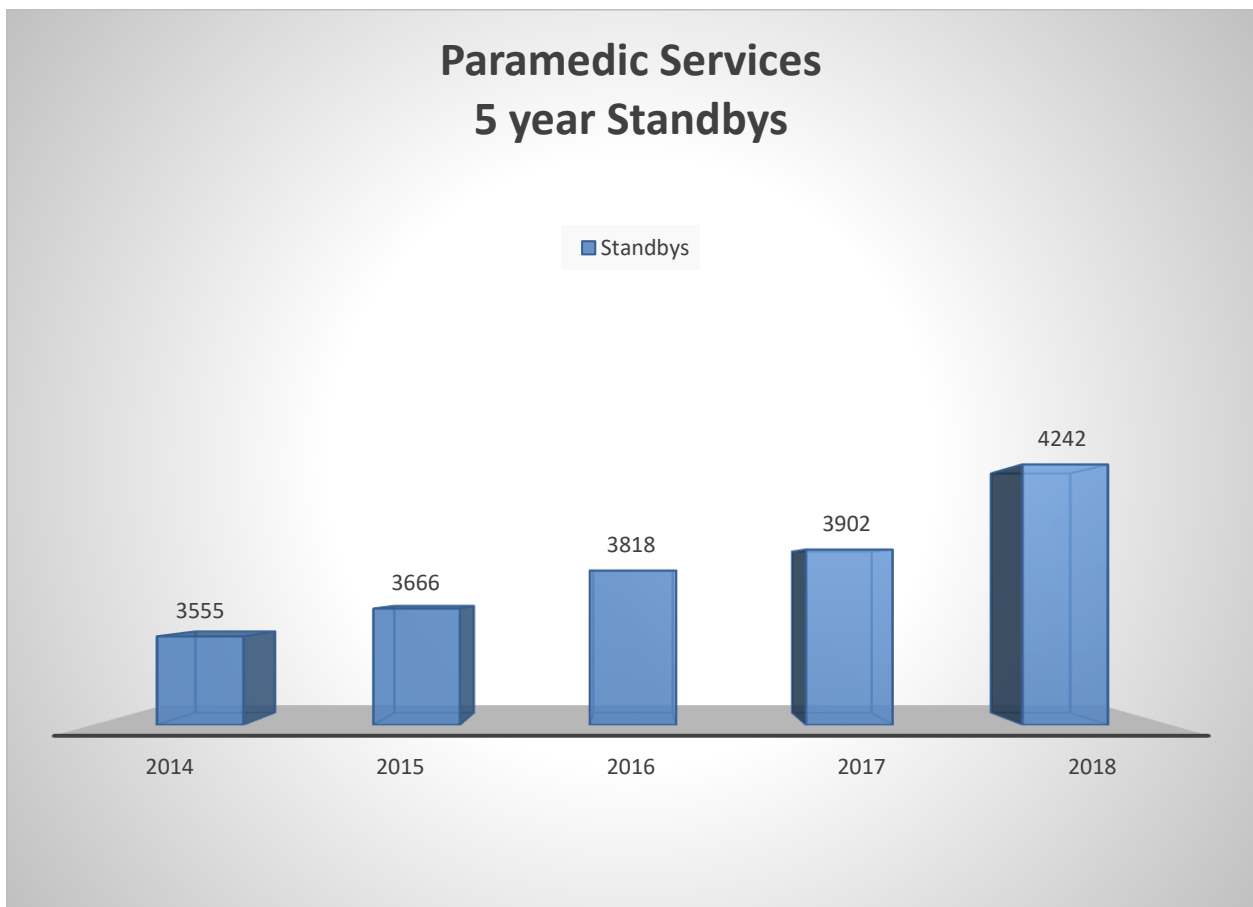


## Standbys

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Standbys are Code 8 calls where an ambulance is moved from one station or location to another station or location for the purpose of providing coverage. The majority of Code 8 calls are standbys within Haldimand County to ensure adequate coverage, while other Code 8 calls require Haldimand County vehicles to be moved to standby for neighbouring municipalities to provide coverage.

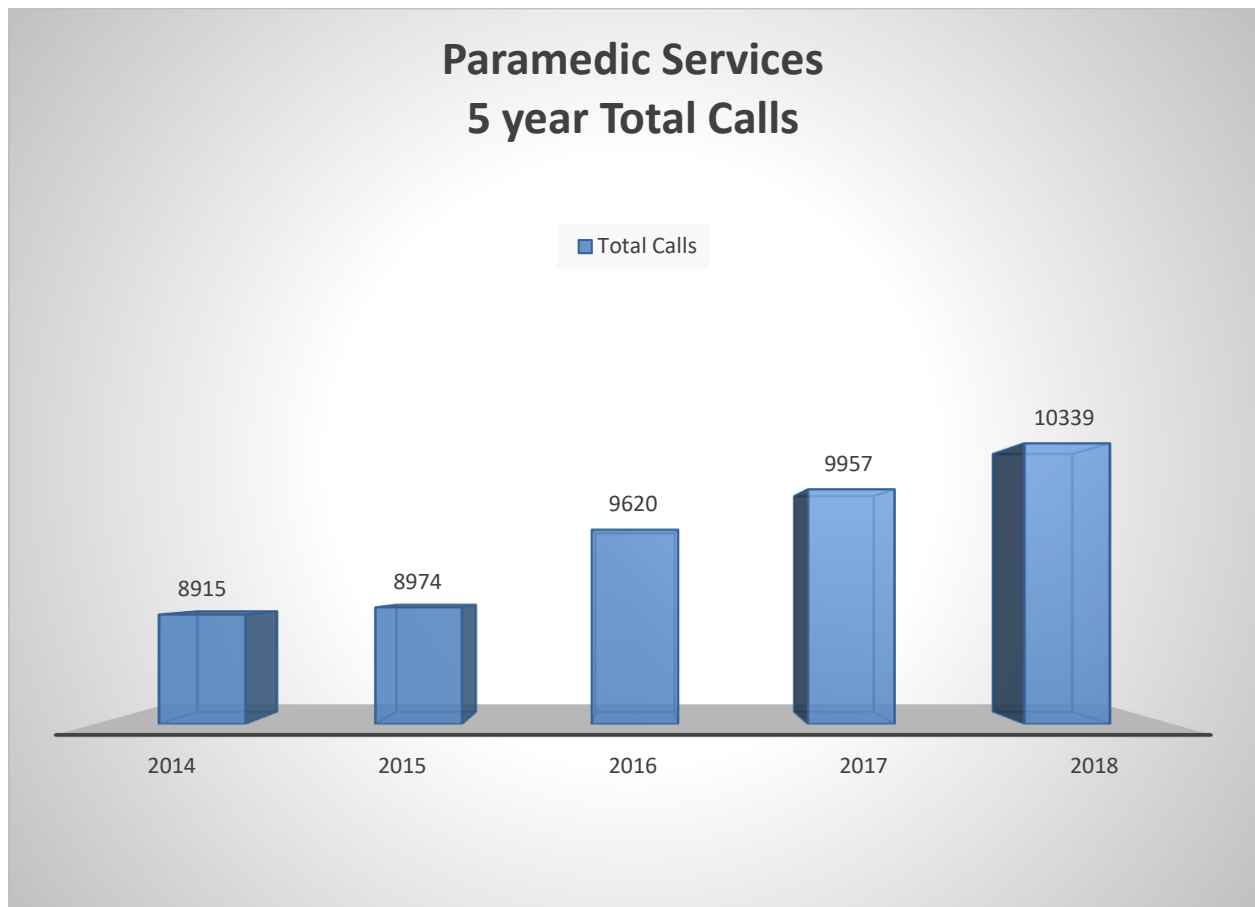
In 2018 the total number of standby responses increased from 3902 to 4242.



## Total Call Volume

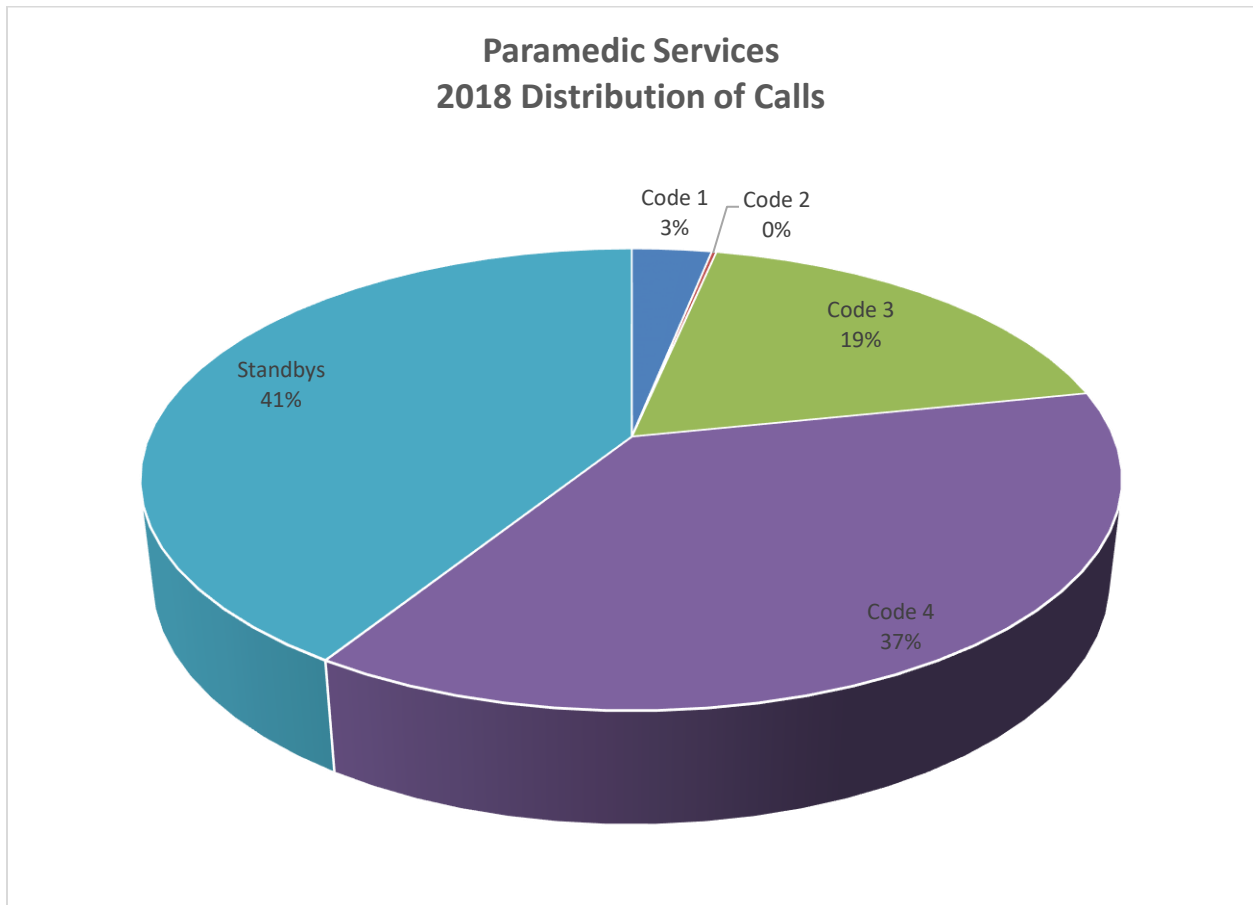
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The below chart shows a 5 year comparison of total ambulance call volume:



## Distribution of Total Call Volume:

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Code 1 calls are non-scheduled transfers between facilities, calls to return patients from the hospital and other non-emergency calls.

Code 2 calls are scheduled transfers between Facilities.

Code 3 calls are dispatched as urgent, but not life-threatening emergencies such as abdominal pain, fractures and minor trauma.

Code 4 calls are dispatched as potentially life-threatening emergencies such as chest pain, difficulty breathing, strokes, seizures, vehicle accidents, diabetic emergencies and major trauma.

Standbys are Code 8 calls where an ambulance is moved from one station or location to another station or location for the purpose of providing coverage. Under the Ministry of Health guidelines, these are considered an emergency call.

# Response Time Statistics

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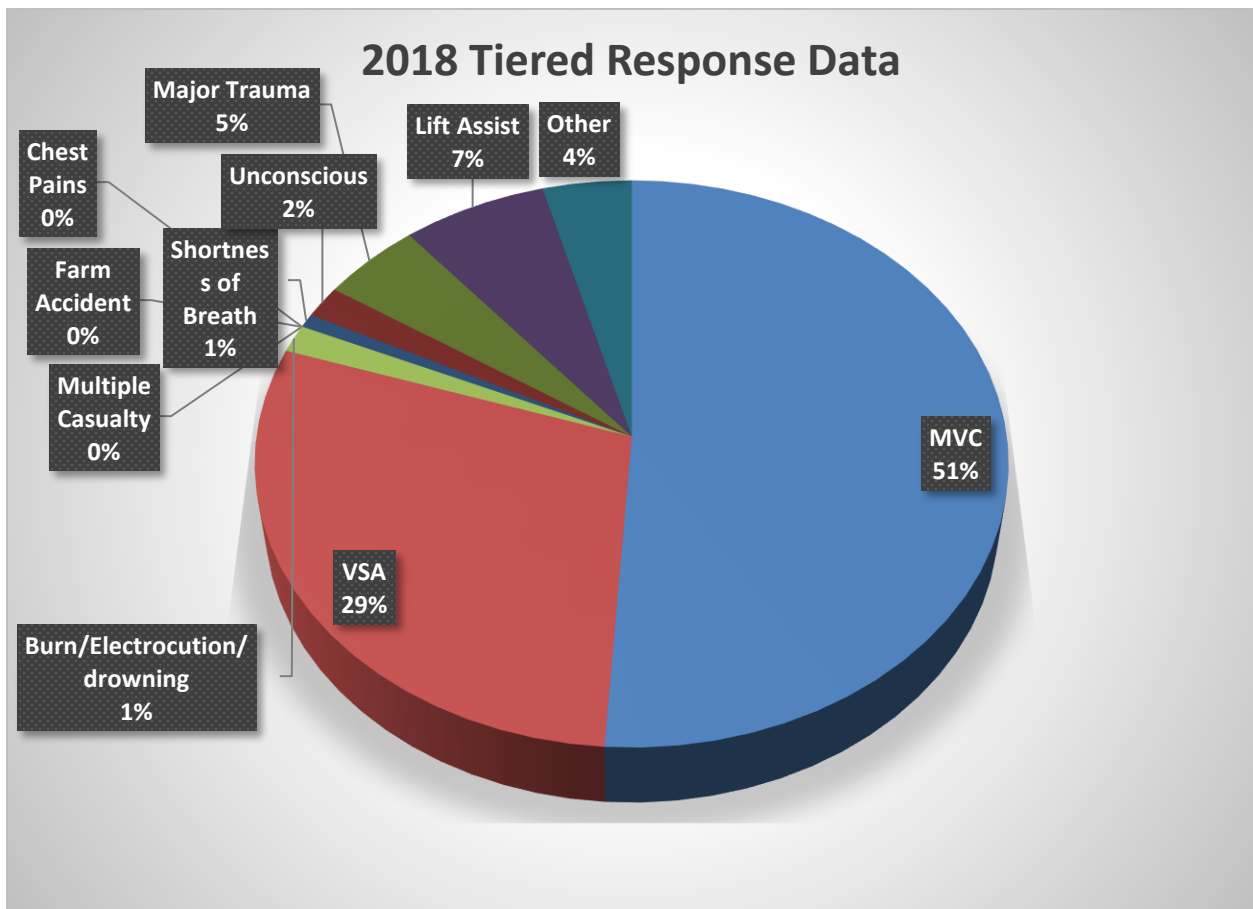
Haldimand County response times are monitored throughout the year as a benchmark of service delivery. The most generally accepted ambulance response time measurement is the use of the 90<sup>th</sup> percentile response time to Code 4 (life-threatening) calls. The 90<sup>th</sup> percentile measures the response time that the ambulance was able to achieve when responding to 90% of life-threatening emergencies.

In 2018 the 90<sup>th</sup> percentile response time was 16:55. This means that Haldimand County Paramedics were able to respond to 90% of Code 4 (life-threatening) calls in 16 minutes and 55 seconds or less. Conversely this means that 10% of life-threatening calls waited longer than 16 minutes and 55 seconds for an ambulance to arrive.

The chart below details the 90<sup>th</sup> percentile response times (to Code 4 calls) for the previous 5 years:

2014	16:34
2015	16:09
2016	16:36
2017	16:52
2018	16:55

Haldimand County Emergency Services has a tiered response program for tiering the fire department to specific incidents, for example, medical calls and car accidents. This assists in providing seamless care in the event of an ambulance delay or an event which requires the fire department to attend the scene with ambulance immediately. Haldimand County Fire Department responded to 382 tiered response calls, below is the breakdown:



**Vehicle type and quantities:**

Ambulances	7
Emergency Support Unit	1
Emergency Response Vehicle	3



The two ambulances that were replaced in 2018 have been equipped with red and blue lights on the front and back instead of the traditional red and white. This is in response to evidence that shows the blue is more visible in poor lighting conditions and will enhance the paramedics safety.

As well both ambulances have been equipped with a power load system that raises the stretcher into the back of the ambulance. This system has proven across the province to lower back injuries and reduce WSIB claims among paramedics.



**Public Access Defibrillation Program:**

Survival of cardiac arrest is time-critical. The introduction of defibrillation into the general public setting for the treatment of sudden out-of-hospital cardiac arrest has led to improved patient survival. Recent advancements in defibrillation technology, specifically lightweight and compact Automated External Defibrillators (AEDs), enable defibrillation to be more widely available in the Haldimand County community. Haldimand County Emergency Services oversees 44 AEDs placed throughout the County in community centers, administration facilities, arenas, libraries, museums and public pools. Haldimand County Emergency Services is responsible for the maintenance, inventory and inspection of these devices. Haldimand County's PAD program is well respected throughout the province and is one of the leaders in providing public safety to its residents and visitors alike.

Starting in 2018 over a 3 year period, replacement of our current Public Access Defibrillators with new updated machines has begun. This program has proven itself in 2018 with a life save because of the accessibility of a public access defibrillator.

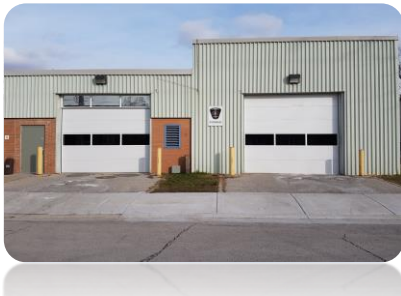
**Haldimand County Paramedic Services operates out of 4 strategically placed stations:**



11 Thorburn Street South, Cayuga  
1 ambulance 12 / 7



10 Kinross Street East, Caledonia  
1 ambulance 24 / 7



117 Forest Street East, Dunnville  
1 ambulance 24 / 7



124 Main Street South, Hagersville  
2 ambulances - 1 at 24 / 7 and 1 relocates to Fisherville 12 / 7



## ***2018 Paramedic Recognitions***

### ***5 Years of Service***

Melanie Hodgkins  
Gordon Hulley  
Victor Laubach  
Tonya Opatovsky  
Amy Shipway  
Bryan Smith  
Shane Strader  
Bobbi-Jean Vickers  
Deedra Vircik

### ***10 Years of Service***

Jennifer Smith  
Laura Marr

### ***15 Years of Service***

Mark Haynes  
Trevor Livingstone  
Tracy Duggan  
Marie Sopko  
Wilhemina Van Tuyl

### ***25 Years of Service***

Brian Postma

### ***30 Years of Service***

Thomas Brown  
Dan Williston

### ***35 Years of Service***

Ched Zivic

### ***New Hires***

Cassandra Barrett  
John Schwenker  
Mike Millar  
Joel Gregory  
Cassidy Miller  
Colton Hearn  
Evan D'Agostino  
Julia Randall  
Sara Goodwin

***"I stand ready at all times to help my fellow man"***



# FIRE SERVICES

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- ADMINISTRATION
- PROFESSIONAL DEVELOPMENT & TRAINING
  - FIRE PREVENTION
  - PUBLIC EDUCATION
- FLEET, FACILITIES & EQUIPMENT
- EMERGENCY MANAGEMENT

## **Fire Services Staff:**

Jason Gallagher – Fire Chief / Manager

Barb Quinn – Administrative Assistant

Rodger Hill – Deputy Fire Chief

Alan Krajcir – Training / Health and Safety Officer

Alan Gee – Fire Prevention Officer

Richard Geerdink – Fire Prevention Officer

Angela Schmidt – Division Support

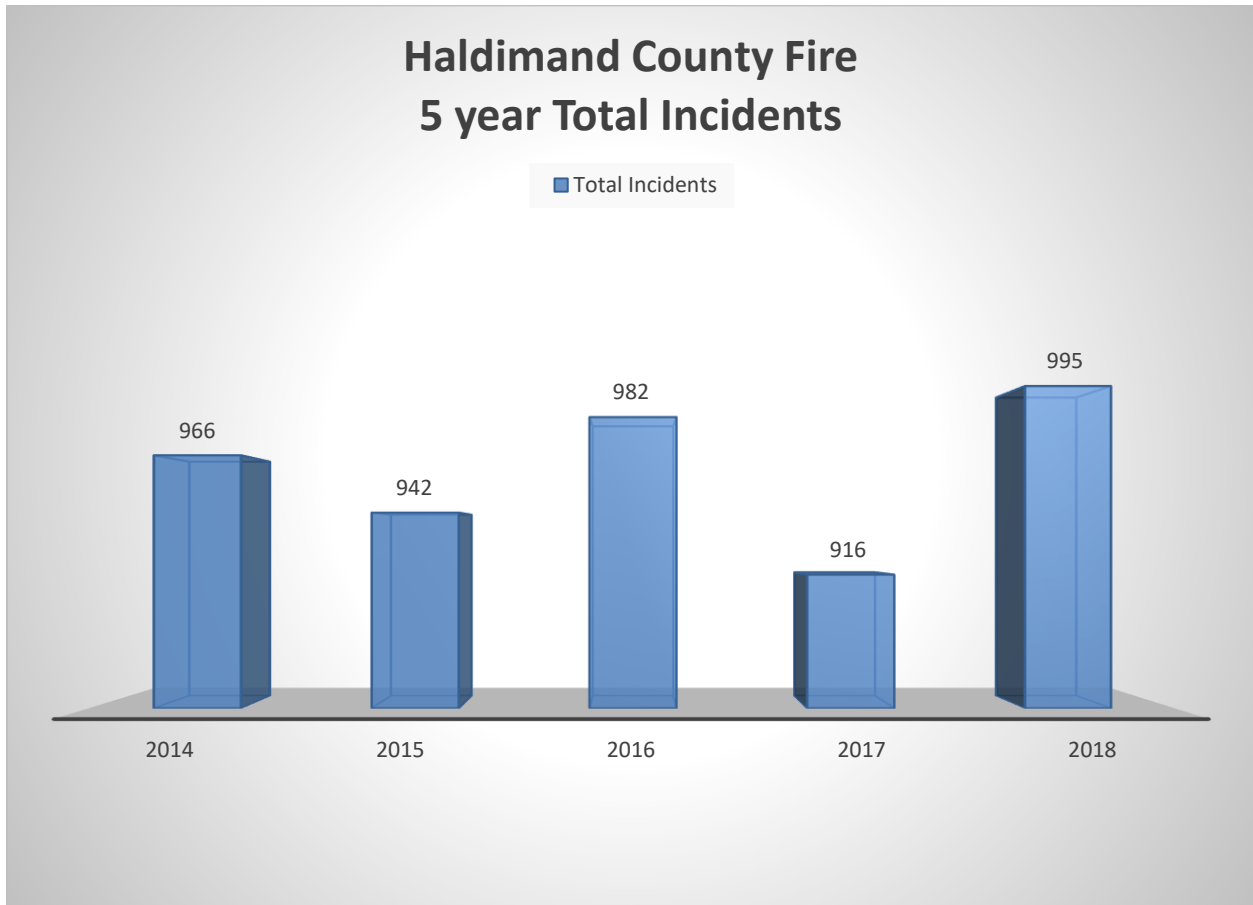
As well as the full time office staff, Haldimand County Fire Services has 279 volunteer firefighters strategically placed throughout 11 fire Stations that are the dedicated and professional front line volunteers that represent our service as the high quality provider that we strive to be.

## 2018 Fire Department Response Statistics

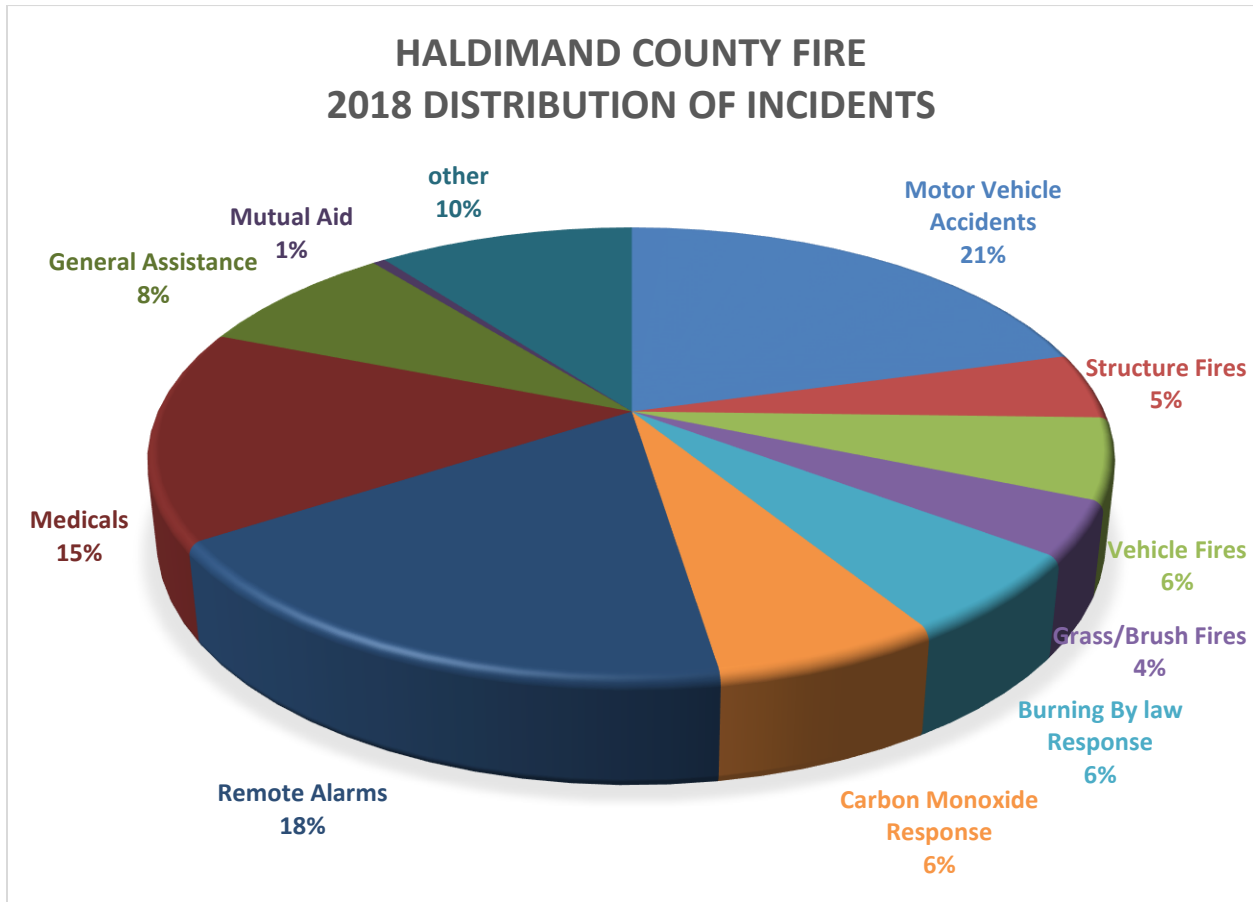
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The Haldimand County Fire Department responded to a total of 995 calls in 2018. This was an increase of 79 calls. The increase is due to an increased number of motor vehicle accidents, vital signs absent medical calls and drug overdoses.

The graph below outlines the total call volume over the last 5 years.



The chart below depicts the distribution of all emergency responses that the Haldimand County Fire Department responded to in 2018 by type of call:

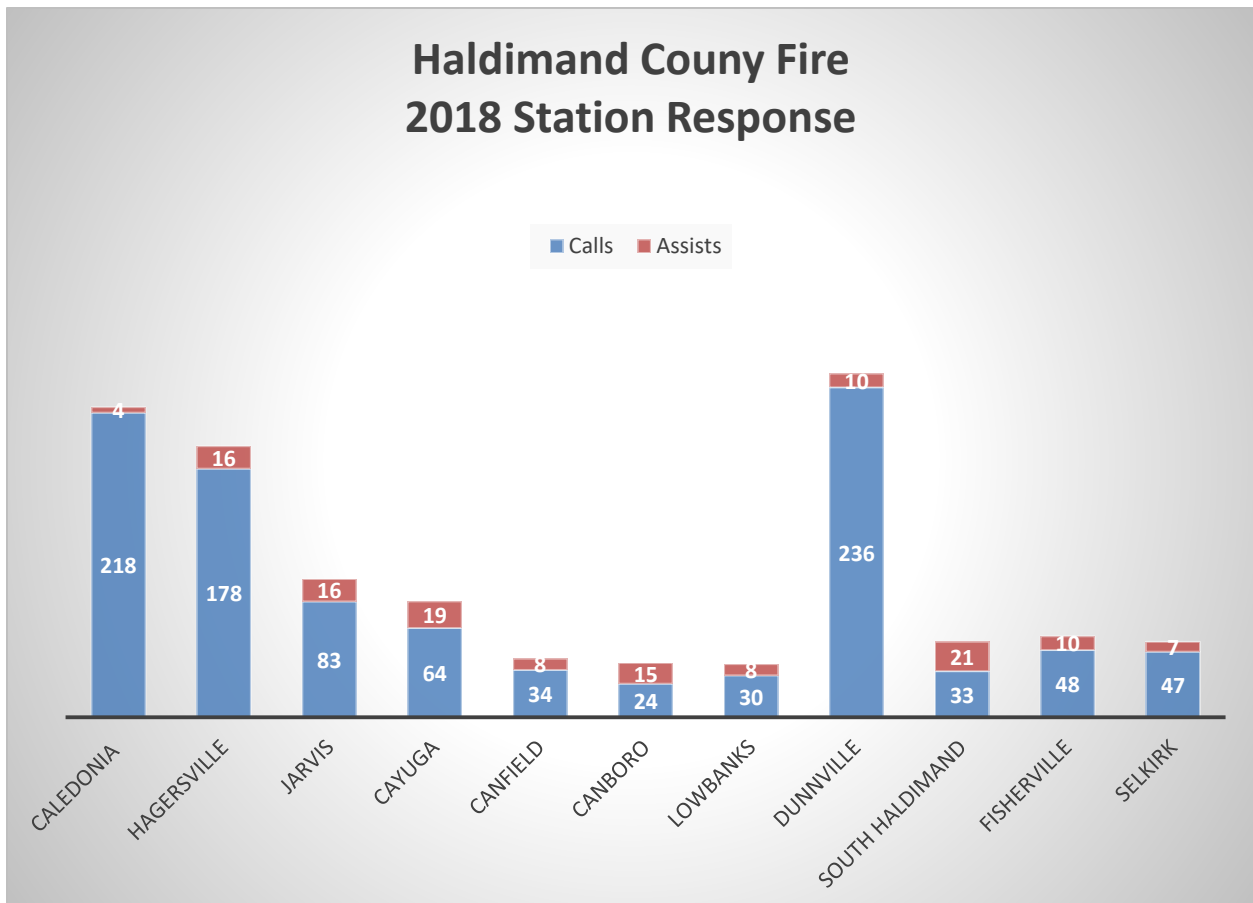


## Station Responses

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There were 1,129 total responses by Haldimand County firefighters in 2018. Several of the 995 calls required the response of more than 1 station. These additional responses include the need for multiple station responses to structure fires, tanker responses to rural fires and requests for additional manpower.

The below chart shows the distribution of response by station with the breakdown of main calls and assist calls.



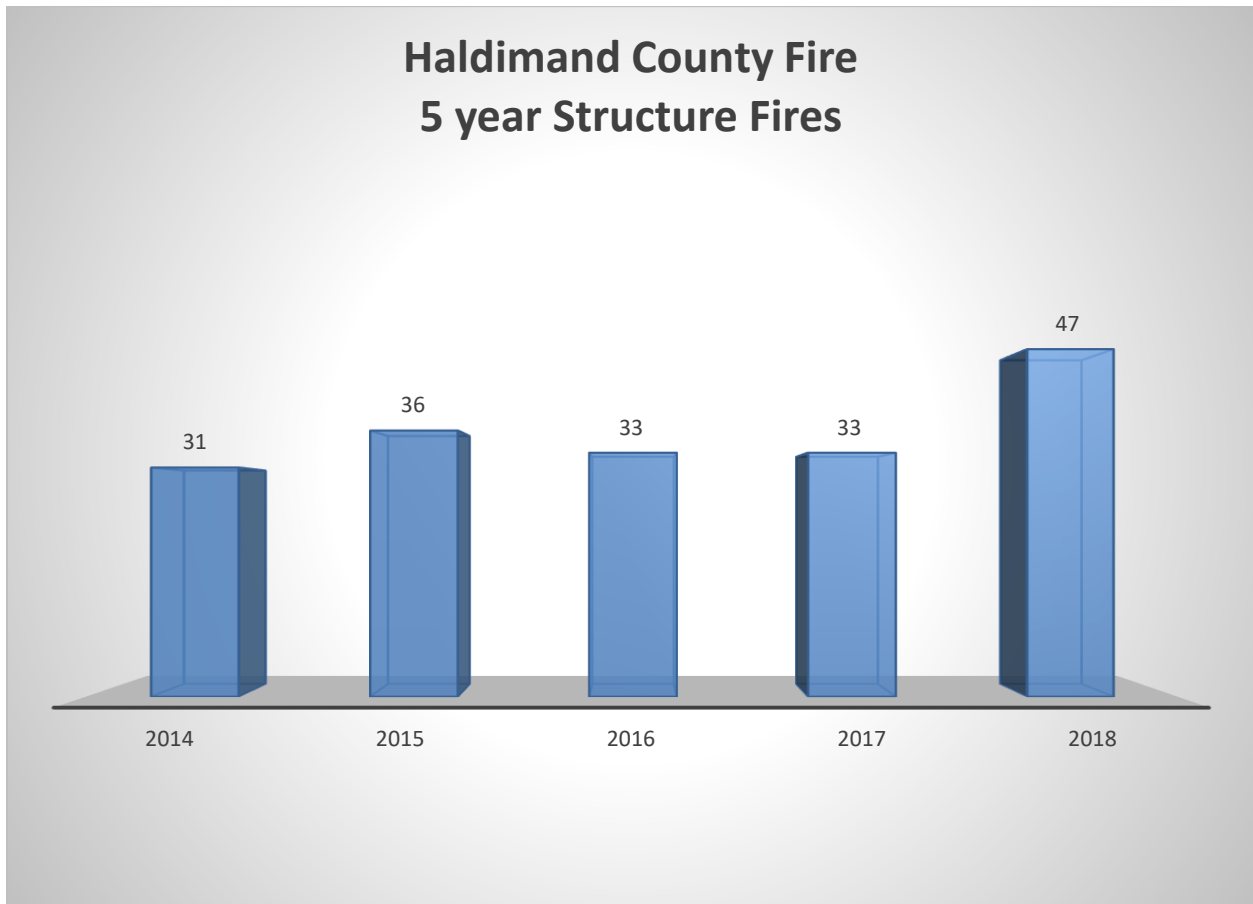
## Structure Fires

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The Haldimand County Fire Department responded to 47 structure fires in Haldimand County in 2018. Most of the structure fires in 2018 were preventable. Unattended cooking, smoking and hot work around combustibles were some of the causes.

Structure fire types comprise of all residential, agricultural, commercial, industrial and institutional occupancies. They include all fire types (garage, kitchen, electrical etc.).

The chart below outlines the number of structure fires responded to over the past few years:



## Professional Development and Training

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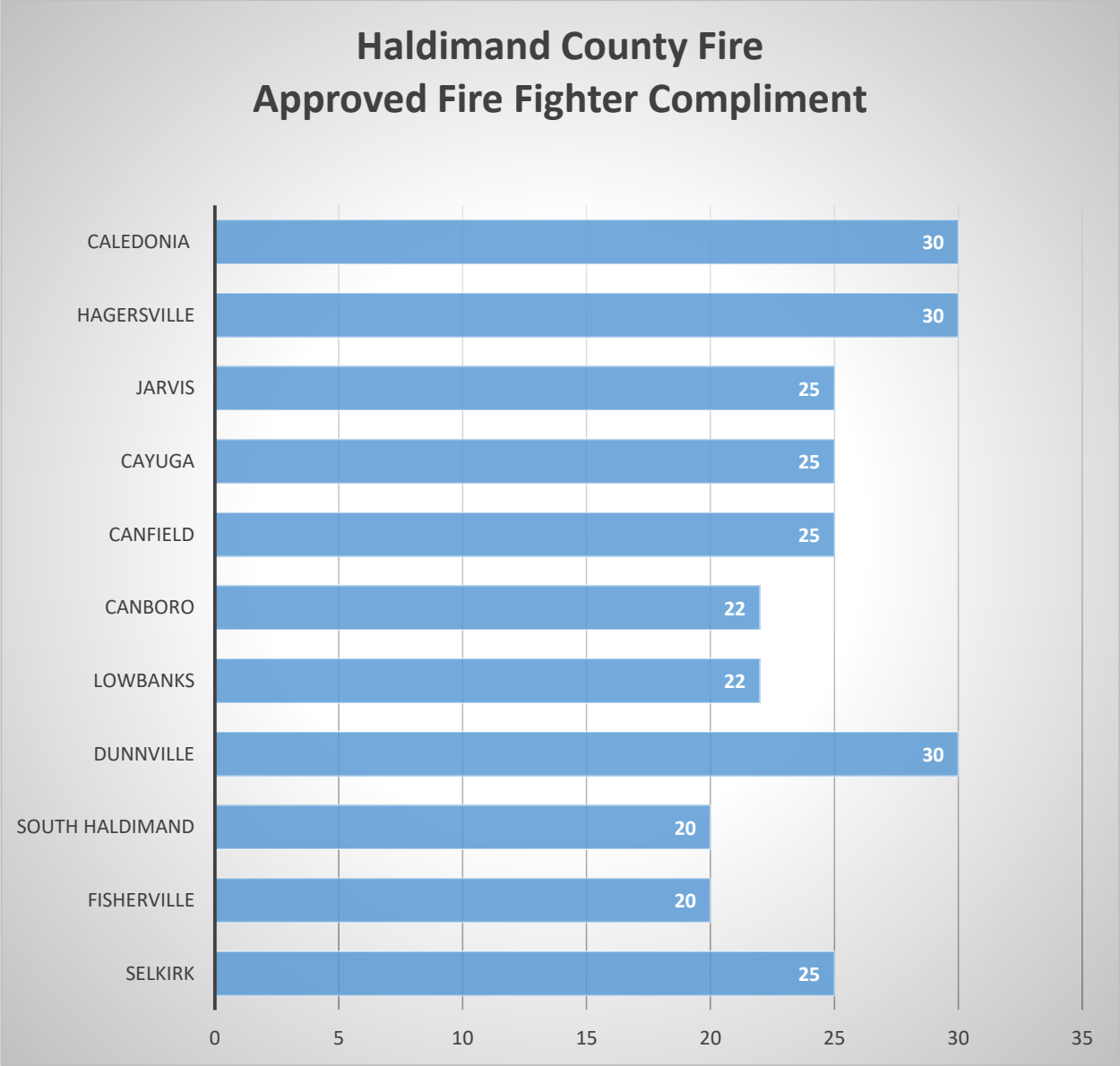
The primary focus of the Training Division is to develop and provide the highest quality training and education to the members of the Haldimand County Fire Department, from the new recruits to the District Chiefs. Compliance with provincial legislative standards and regulations, as well as divisional operating guidelines and policies, is met by providing the following training and programs:

- NFPA (National Fire Protection Association) Standards using the IFSTA (International Fire Service Training Association) Firefighter Essentials Curriculum
- Fire Suppression and Emergency Operations
- Vehicle Extrication
- Water and Ice Rescue
- Firefighter Survival and Rescue (Rapid Intervention Teams)
- Incident Command
- Pumper / Water Supply Operations
- Hazardous Materials, Confined Space & Technical Rescue (all at the awareness level)
- DZ Driver Licensing / Driver Training
- Officer Development
- Recruit Training
- Annual Fire School
- First Aid / CPR / AED Certification (both adult & pediatric)
- Live Fire Training

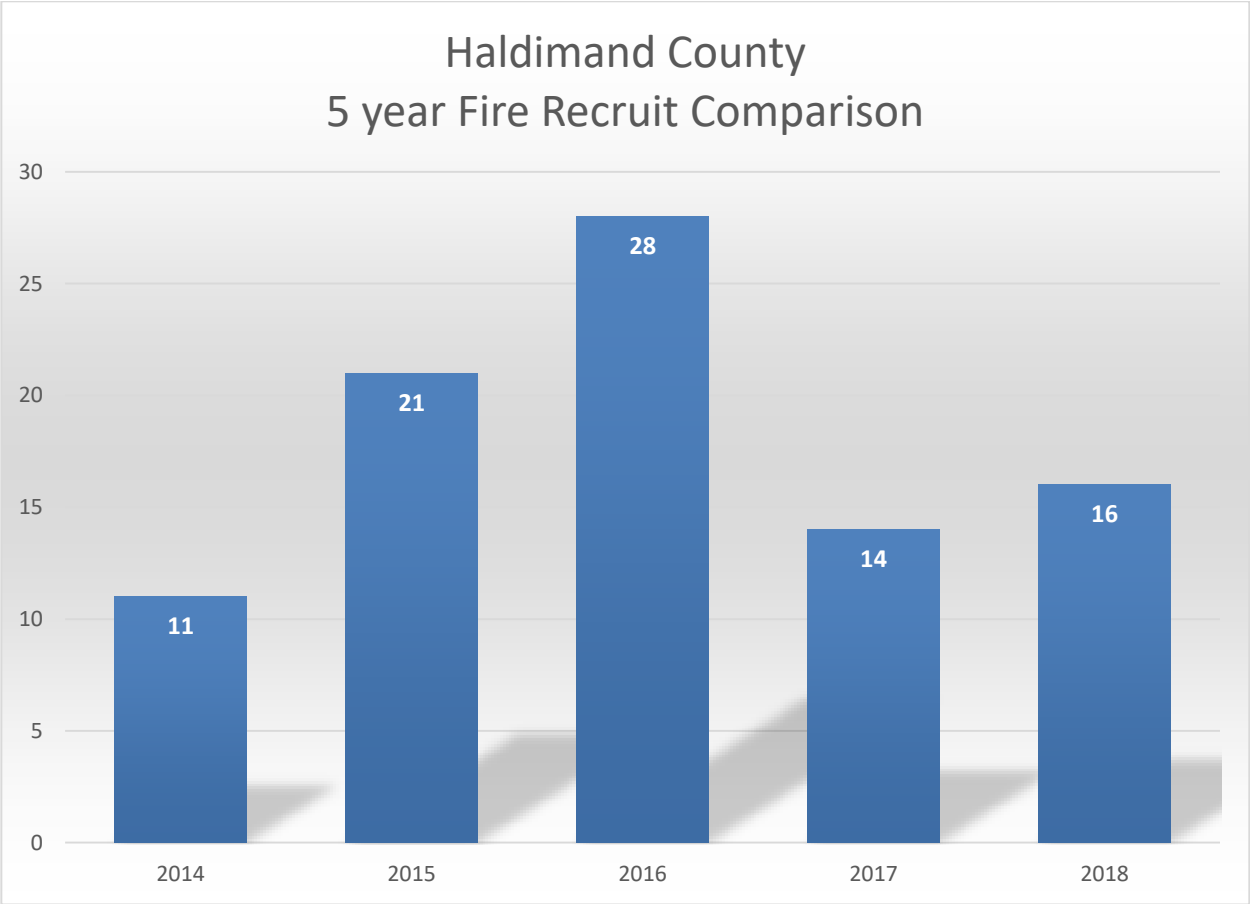
The Training Section consists of 11 training officers, one from each station, and is supplemented by a number of Ontario Fire College certified instructors.



Each year the fire department opens up the process for Volunteer Fire fighter recruitment. Each of the 11 stations have an approved compliment of fire fighters as seen below. Should the compliment fall below then the department will recruit for those stations.



The below chart shows the 5 year comparison for the number of new fire recruits taken on each year. Each year the new recruits will undergo an intense training program during their first 7 months to ensure they have all of the necessary training to be safe and efficient in their duties.

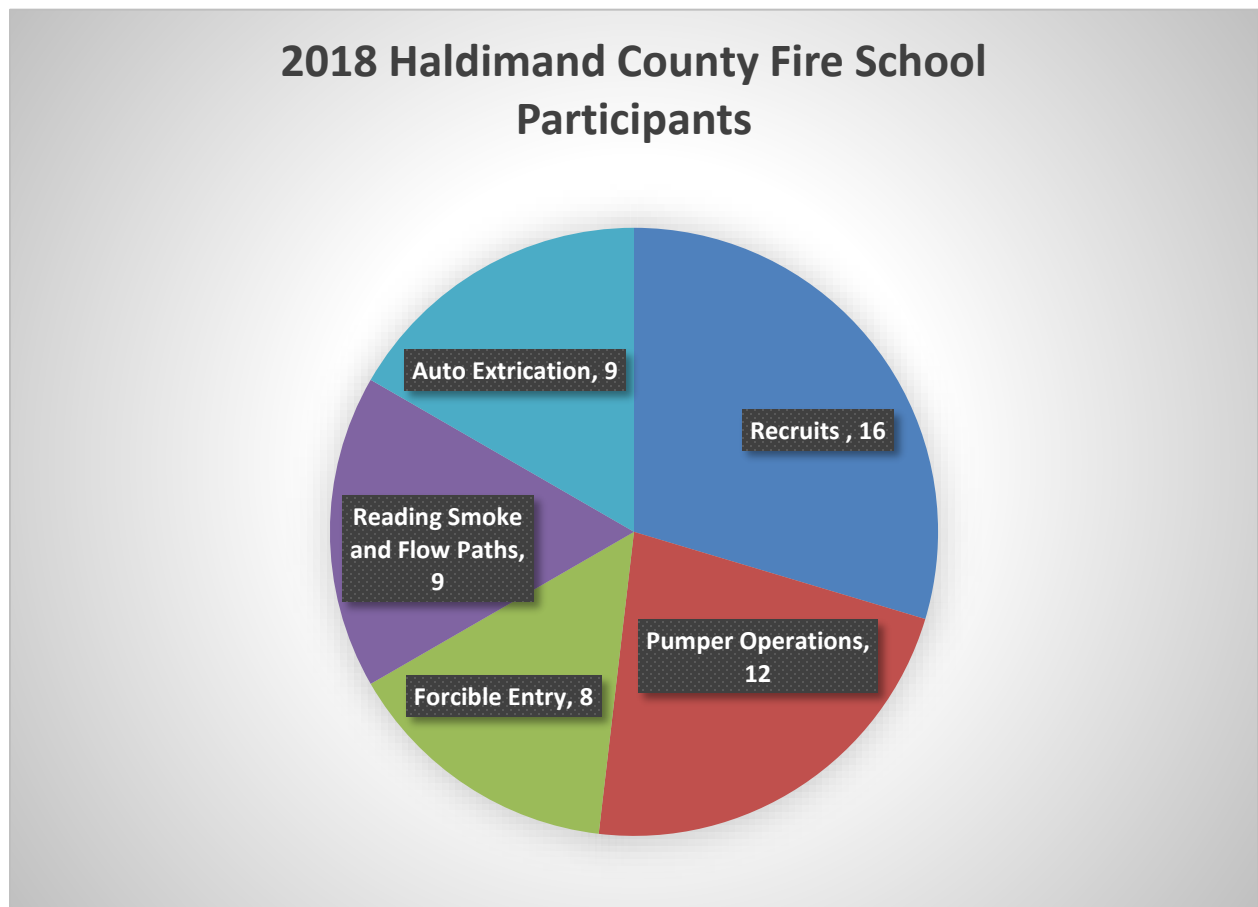


## Annual Fire School

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The 2018 Haldimand County Fire School was hosted by Fire Station #13 (Selkirk). This was the 17<sup>th</sup> Annual Fire School requiring participants to train, over a full weekend, in Pumper Operations, Auto Extrication, New Recruit Courses, Forcible Entry and Reading Smoke & Flow Paths. A large amount of time and effort goes into the preparation of this event. Having the dedicated firefighters that we do contributes to the success of these Schools. Firefighters from across Haldimand County were instructors, participants, organizers and various other helpers. Keeping skills fine tuned is essential for providing the highest quality service to the residents and visitors of Haldimand County.

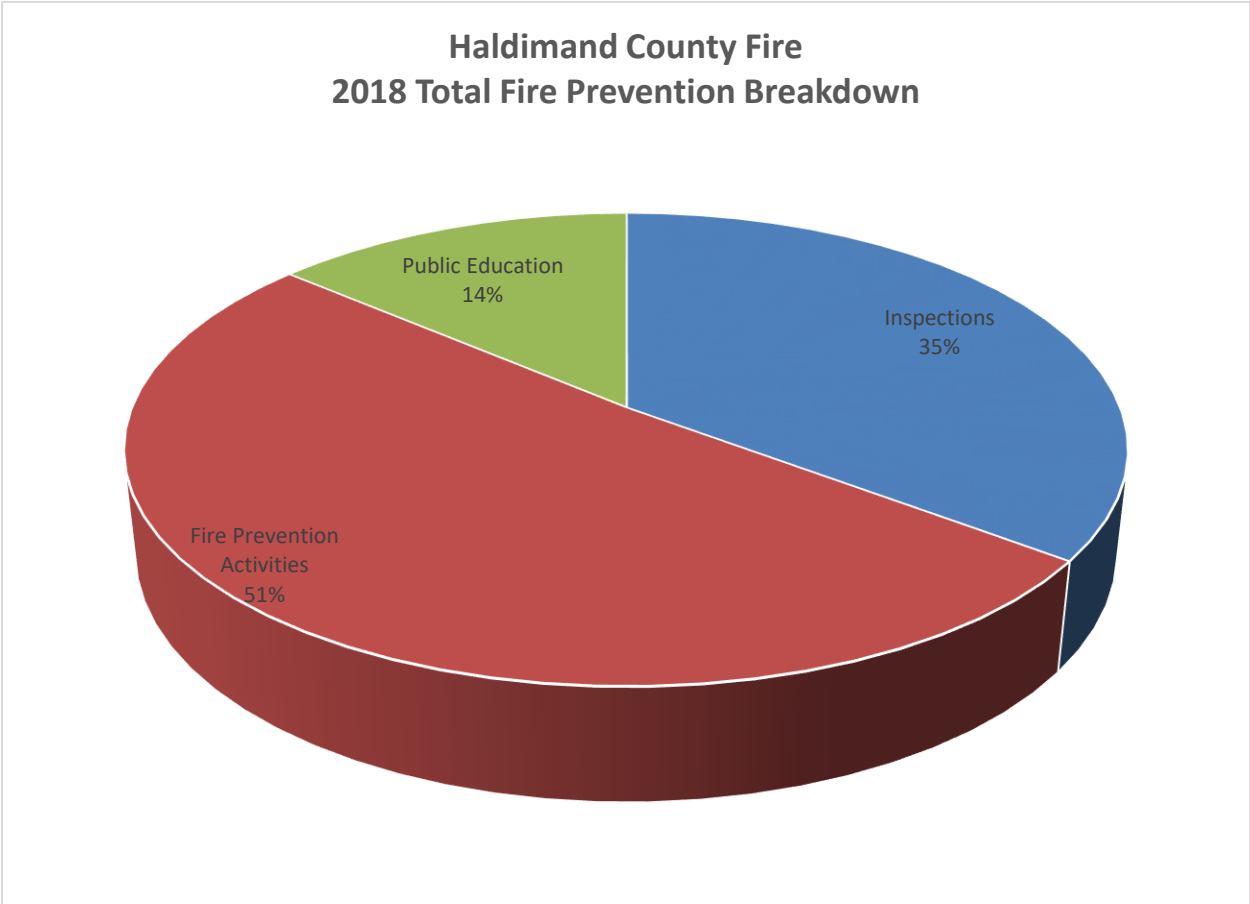
The below chart shows the number of participants in each of the training areas during the weekend long Fire School.



# Fire Prevention

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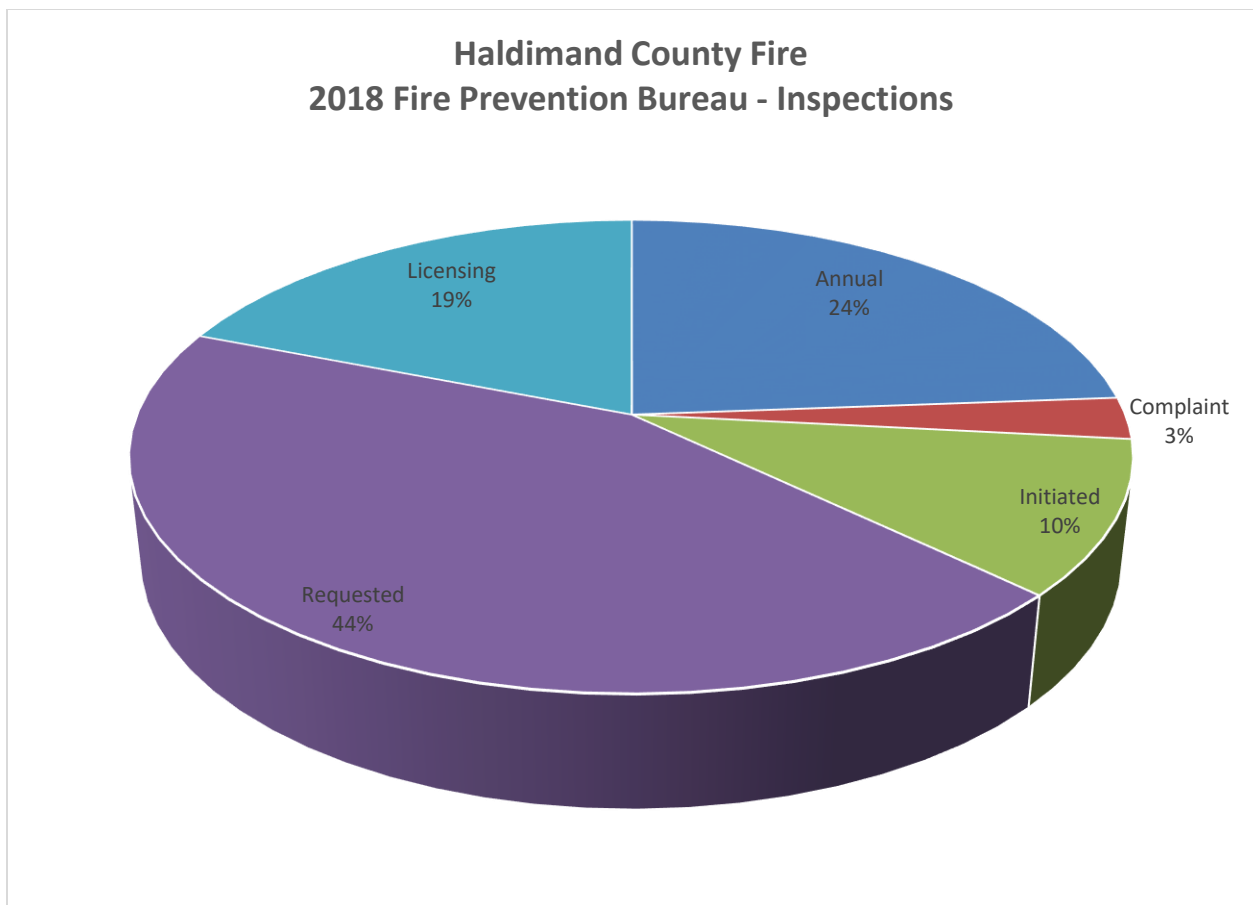
Haldimand County Fire prevention bureau is responsible for inspections, fire prevention activities and public education within the county. The below graph shows the breakdown of their responsibilities.



## Inspections:

Haldimand County has an inspection schedule to ensure that the public buildings within the county are safe for our visitors and residents. Certain buildings are inspected annually, bi-annually or on a 5-year cycle. These are classified as inspections initiated by the bureau. Along with these, request inspections come in for property sales and other reasons. Some buildings require licensing and a part of the requirement is an annual inspection by the fire department. All of these, plus any complaints that may come in make up the bureau's part of their required inspections. The short breakdown is:

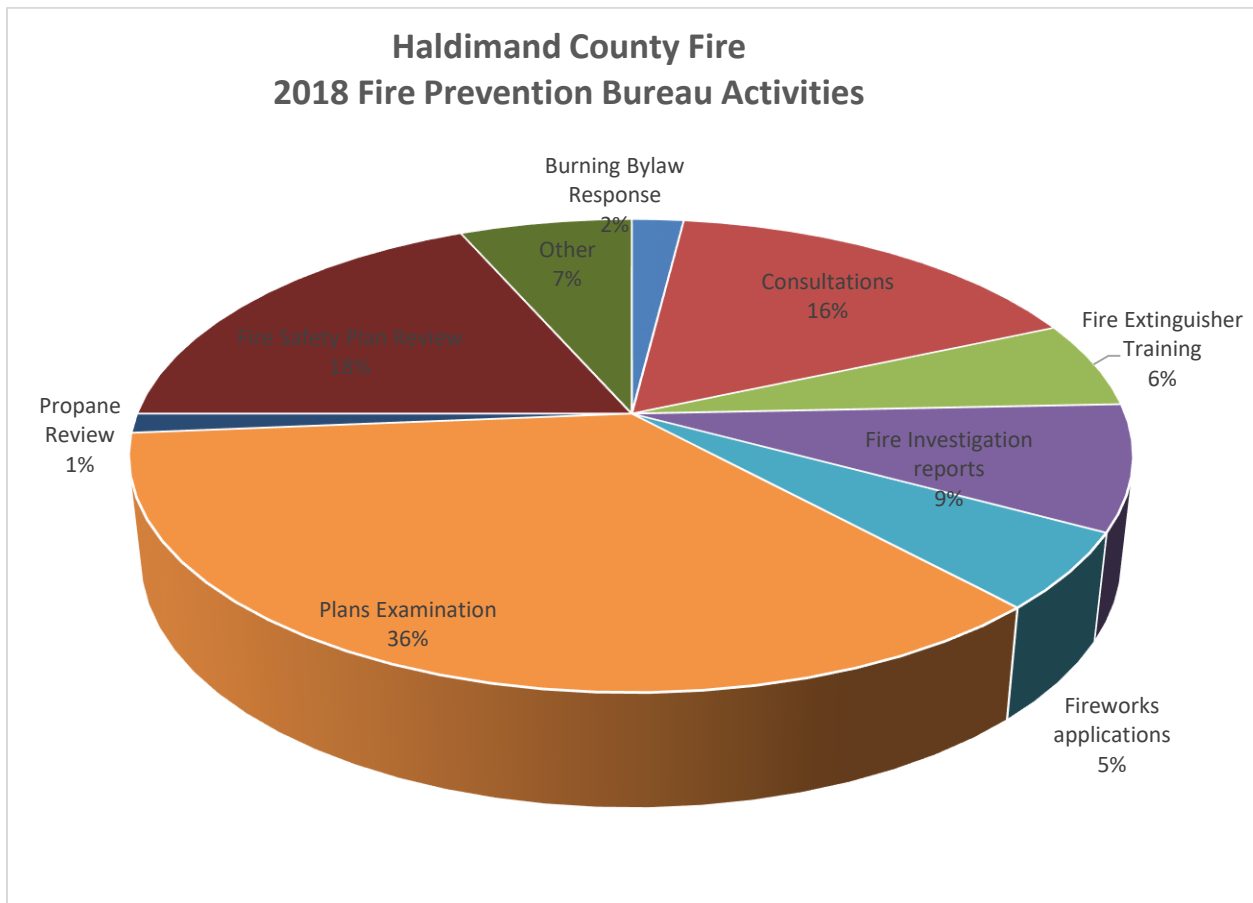
- Licensing
- Requests
- Regular Annual
- Office initiated
- Complaints



## Fire Prevention Activities:

Along with the inspection component of the bureaus responsibility, is the fire prevention activity portion of their duties. Certain things like fire safety plan reviews, occupancy load calculations, plans review, demolition permits and burn safety plans all need to be reviewed and signed off by a member of the bureau to ensure all safety aspects have been considered and are followed for the safety of the public. Other areas extremely important to this division are any required consultations that are requested. The public is always looking for clarification of things like the open air burn bylaw, fire drills and overall safety factors especially in multi residential buildings. Our bureau members are always available to explain and educate the public on these matters. Our bureau is also responsible for fire investigations along side the Office of the Fire Marshal. The short breakdown is:

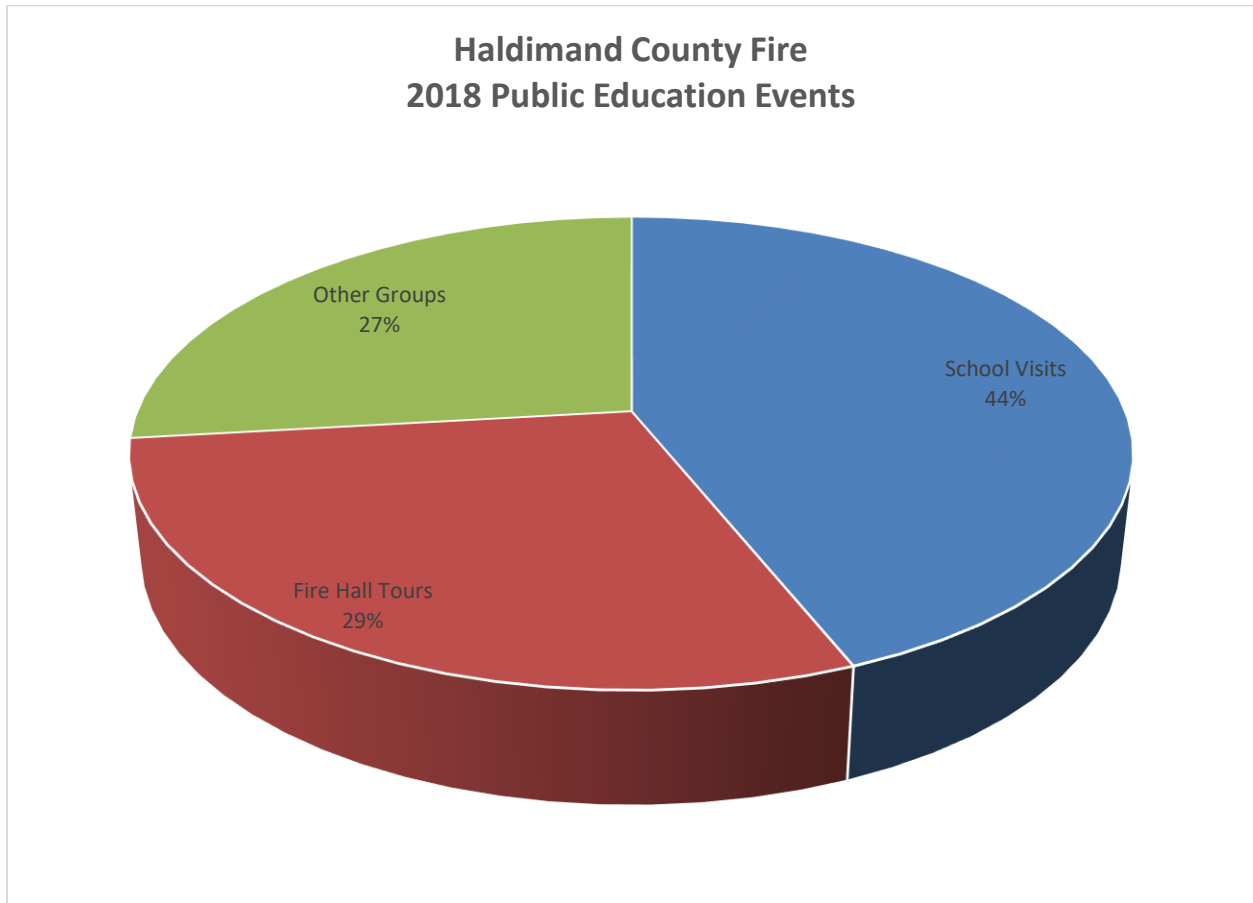
- Plans Examinations
- Investigations
- Safety plan review
- Various consultations
- Burning by law information
- Work order / fire report requests
- Pre plans
- Demolition permits
- Camp ground burn safety plans



## Public Education:

The first line of defense when it comes to fire safety is education. Haldimand County provides substantial public education in various forms. We educate at the elementary level all the way up to the senior level. Annually we have a “Sparky” program that is geared to the grade ones and two’s to teach about fire safety. This has been ongoing for 4 years and is well received by all of the Haldimand County schools. Our public educators offer fire station tours to day camps, fire extinguisher training to groups, senior fire education for residents of care homes, attend parks for safety days and events like touch-a-truck. Any opportunity to provide fire safety public education is always welcome. The more fire prevention, the less fire suppression.

- Sparky program
- Fire station tours
- Fire extinguisher training
- Senior fire education
- Touch a truck
- Safety trailer at events
- Summer camps
- Girl Guides

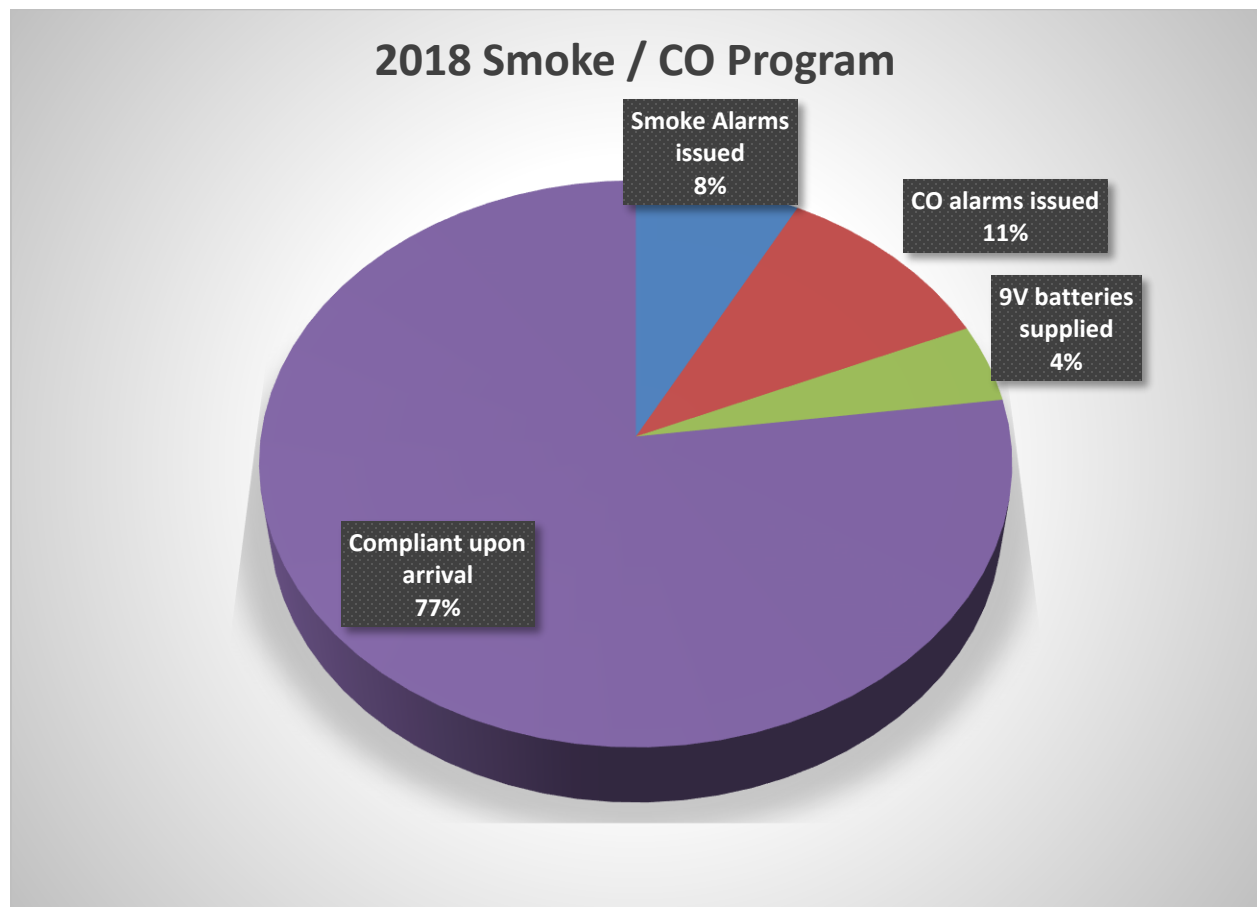


### Smoke Alarm/Carbon Monoxide Program:

The Fire Protection and Prevention Act, 1997 Part II 2. (1) (a) “establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention” is the basis for our commitment in the Fire Prevention Bureau to provide educational information for our residents throughout Haldimand County.

One important program is our door to door Smoke Alarm/Carbon Monoxide Program, The program has continued to be a huge success with feed back from residents who continue to demonstrate with comments on how happy they are that we do this program.

Our in-service smoke and carbon monoxide alarm program continued throughout 2018. All 11 Fire Stations were involved with this educational program. Each station, throughout the summer months goes out into the community and visits homes in their designated areas. In 2018, the Haldimand County Fire Department visited approximately **769** homes and inspected 542 homes within Haldimand County to discuss the importance of installing and maintaining working smoke and carbon monoxide alarms, as well as fire prevention. Forty two smoke alarms and **58** carbon monoxide alarms along with **24** batteries were installed to ensure smoke and carbon monoxide safety.





## Stations & Vehicles:

The department operates out of 11 stations utilizing a total compliment of 50 front line and support vehicles.

- Headquarters
  - 5 staff vehicles
- Station 1 – Caledonia
  - 2 pumpers
  - 1 heavy rescue
  - 1 tanker
  - 1 boat
- Station 2 – Hagersville
  - 2 pumpers
  - 1 heavy rescue
  - 1 tanker
  - 1 brush unit
- Station 3 – Jarvis
  - 1 pumper
  - 1 100' aerial platform truck
  - 1 heavy rescue
  - 1 tanker
- Station 4 – Cayuga
  - 2 pumpers
  - 1 heavy rescue
  - 1 tanker
  - 1 boat
- Station 5 – Canfield
  - 1 pumper
  - 1 light rescue
  - 1 tanker
- Station 6 – Canboro
  - 1 pumper
  - 1 tanker
- Station 7 – Lowbanks
  - 1 pumper
  - 1 light rescue
  - 1 tanker



- Station 9 – Dunnville
  - 1 pumper
  - 1 100' aerial platform aerial truck
  - 1 heavy rescue
  - 1 tanker
  - 1 boat
- Station 11 – South Haldimand
  - 1 pumper
  - 1 light rescue
  - 1 Emergency support unit
  - 1 tanker
  - 1 boat
- Station 12 – Fisherville
  - 1 pumper
  - 1 tanker
- Station 13 – Selkirk
  - 2 pumpers
  - 1 heavy rescue
  - 1 tanker

## **Emergency Management Program**

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The Haldimand County Emergency Management Program designs, coordinates and implements a wide variety of initiatives and activities to ensure compliance with Provincial Emergency Management Legislation.

Annual Emergency Management programming strengthens Haldimand County's ability to prepare for, respond to, and recover from major emergencies.

In 2018 Haldimand County met all of the Emergency Management Program requirements as outlined:

- Maintaining a Municipal Emergency Response Plan
- Ensuring that a certified Community Emergency Management Coordinator is trained and certified to coordinate emergency response efforts
- Establishing a Municipal Emergency Control Group that will have responsibility for decision-making during a large-scale emergency or disaster
- Conducting an annual review of the municipalities critical infrastructure
- Conducting an annual risk assessment of potential hazards
- Conducting annual training for Emergency Control Group members
- Conducting an annual emergency exercise
- Conducting public education relative to emergency management

### 2018 Emergency Management Program Highlights

- Members of the Emergency Control Group & Emergency Support Group attended a training session that prepared the group for managing an emergency and ensured comfort working with the emergency plan and the emergency operations centre
- Members of the Emergency Control Group ran a table top exercise that successfully tested emergency management capabilities by activating the Emergency Operations Center.
- Personal emergency preparedness information was distributed as part of the Emergency Services Division public education program

## **2018 Fire Recognitions**

### **20 Years of Service**

John Webb – Hagersville  
Jason Gallagher – Hagersville  
Brad Davidson – Hagersville  
Joseph Varga – Hagersville  
Bill Sherwood – Dunnville  
Gary Sherk – Dunnville  
Ted Lanouette – South Haldimand  
Charles Salvalaggio – Fisherville

### **30 Years of Service**

Henry VanDoorn – Caledonia  
Cary Slote – Hagersville  
Paul Hazlett – Jarvis  
Richard Beale – Cayuga  
Randall Fehrman – Cayuga  
Thomas Topp – Cayuga  
Doug Shirton – Canboro  
Robert Leslie – Lowbanks

### **Retirements:**

Brian Hartwick – 33 years of service  
Chuck Salvalaggio – 20 years of service  
Doug Kennedy – 40 years of service  
Doug Leslie – 19 years of service  
Jeremy Schott – 22 years of service  
Mark Swent – 25 years of service  
Roger Dickhout – 25 years of service

### **Promotions:**

Bryan Harvey – Captain Cayuga

### **25 Years of Service**

Brian Ricker – Canboro  
Rick Dickhout – Lowbanks  
Roger Dickhout – Lowbanks  
Mark Swent – Fisherville

### **40 Years of Service**

Lyle Packham – Canboro  
Doug Kennedy – Lowbanks

### **New Recruits:**

Kyle Abbott – Caledonia  
Ryan Cooper – Caledonia  
Rob Dosser – Jarvis  
Kevin Francis – Jarvis  
Morgan Camblin – Cayuga  
Ryan Lahie – Cayuga  
Ray Love – Cayuga  
Braden Sullivan – Cayuga  
Michael Filer – Canfield  
Alan Murphy – Canfield  
Brandon Stoyls – Canfield  
Rob Clause – Fisherville  
Gary Rothwell – Fisherville  
Roxanne Bridgeman – Selkirk  
Peter Elgersman – Selkirk  
Ricky Wilson – Selkirk

***“Fire fighters save more than homes, they save hearts, memories and dreams.”***

## 2019 Objectives

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1. Retro-fitting and adding Power Load systems to the 2017 ambulances in order to reduce back and shoulder injuries.
2. Continue the successful smoke and carbon monoxide program in order to ensure there are working smoke/carbon monoxide detectors in all homes.
3. Replace 1 ambulance and 2 tanker trucks.
4. Complete a community risk assessment and use it to identify critical infrastructure which will allow the fire department to properly prepare to respond to emergencies.
5. Complete the Emergency Management Training and Exercise that will assist in meeting the compliance aspects of the Emergency Management Ontario's municipal requirements.
6. Fire Prevention to continue to complete fire safety inspections and fire safety plan approvals. Complete fire safety inspections and fire evacuation drills at all care facilities.
7. Continue with a proactive fire safety and education program.
8. Continue to work towards fire fighter certifications as per the National Fire & Protection Association (NFPA) Firefighter Level 1 and Level 2 requirements.
9. Complete the Tanker Shuttle Accreditation recertification.
10. Restructure paramedic first response bags, ensuring adequate storage for equipment.
11. Begin to plan and design the Caledonia Fire and Paramedic Station.
12. Achieve response time standards for paramedics.
13. Reporting of Fire Department Response Times, which is a new mandatory initiative set by the province.
14. Review ambulance deployment plan, and assess the need for more resources.