

Investigation Report

Occurrence Number 16IS-087

Emergency Health Services Branch
Investigation Services Unit

November 2016

THIS REPORT HAS BEEN PREPARED BY
INVESTIGATION SERVICES EMERGENCY HEALTH SERVICES BRANCH
MINISTRY OF HEALTH AND LONG-TERM CARE
AND UNAUTHORIZED USE OF THIS REPORT IS PROHIBITED

Investigation 16IS - 087

SERVICE(S):	Prescott Russell Paramedic Service, Ottawa Central Ambulance Communications Centre, Ottawa Paramedic Service
INCIDENT LOCATION:	Ottawa
DATE OF OCCURRENCE:	August 6th & August 7th, 2016
TYPE OF OCCURRENCE:	Quality of ambulance dispatch

Executive Summary

The ministry was contacted by the Chief of Prescott Russell Paramedic Service who has protested that the Ottawa Central Ambulance Communications Centre (CACC) has been dispatching ambulance resources from his service to run calls in the Ottawa area unnecessarily. Specifically, the chief asked the ministry to investigate the night shift of August 6th, 2016, (until 0700 hours on August 7th) where there were 13 calls in Ottawa assigned to Prescott Russell ambulances. 10 of the 13 assigned calls were cancelled within a few minutes. The Chief of Prescott Russell questioned the dispatch process, suggesting the current practice is a strategy to decrease dispatch notification response times by assigning a confirmed available Prescott Russell ambulance instead of confirming the availability of closer Ottawa resources. The Chief of Prescott Russell has identified operational impacts and financial ramifications on his ambulance service and to the Prescott and Russell communities.

The investigation found that the night shift of August 6th, 2016, Ottawa Paramedic Service (PS) experienced a high call volume, with two separate call surges that drastically reduced the number of available resources for several hours. Notwithstanding the high call volume, this investigation identified several factors that contributed to an overall, ongoing and systemic problem. They are as follows:

Ottawa Paramedic Service - Transfer of Care / Return to Readiness Policy:

A clear and available stretcher at a receiving facility should be considered available for deployment as soon as transfer of care (TOC) has occurred, providing the crew has confirmed that there are no conditions to their availability. Paramedic crews are always able to identify delays (if any) of their “return to readiness status” to the dispatcher, such as decontamination or replacement of equipment. Administrative duties such as initiating or completing Ambulance Call Reports (ACRs) or other paperwork should not, under most circumstances, render the ambulance unavailable for emergency calls to

which it is the closest unit. The Ottawa Paramedic Service Deployment Plan, however, allots up to an additional 30 minutes to every crew, after every call, regardless of the complexity, contamination or acuity of their previous patient. This additional time is inclusive of calls with ambulatory patients, who are transported in the jump seat or paramedic bench; therefore not utilizing the stretcher or linens. These patients also require considerably less documentation on the ACRs. Paramedics may remain beyond 30 minutes for patients who were transported CTAS 1 or 2, if the patient has extensive medical history or if a delegated medical act (DMA) was performed by the responding paramedics.

The unit activity reports for the night shift of August 6th, 2016, indicated that the Ottawa PS crews utilized most of the allotted 30 minutes after they had transferred care of their patient. The evidence shows that for 29 of the calls that transported patients CTAS 3 (or higher), with no DMA performed, the average time from TOC to confirming their availability to the dispatcher (clearing the hospital) was 25 minutes and 27 seconds. The investigation found that this practice caused significant delays in the return to readiness status for Ottawa PS.

It should be noted that Ottawa CACC dispatchers, during their statements to ministry investigators, related that they are not permitted to contact Ottawa PS crews once they have arrived at the destination hospital, even if the 30 minutes has expired and the ambulance crew is closest to an emergency call. The only instance when a crew is considered available for assignment is when the crew notifies the dispatcher that they are clearing the hospital from their previous call. In an interview with a ministry investigator, an Ottawa CACC ACO was asked why ambulance crews with a clear stretcher at a hospital, who were located significantly closer than a Prescott Russell ambulance, were not notified of the call, the ACO said:

“Because that’s what’s written in the DP [Deployment Plan], the DP says resources at the Hospital are not available to us. Once they book TOC, they do their paperwork, then once they clear they are considered available. At the 30 minute... after they book TOC for 30 minutes, we can start considering them uhm... in where we would deploy them if they were to become available but not considered an available resource, we’re not allowed to use crews at hospitals for calls, until they book available. [...] We’ve been directed not to consider them available when at hospital, that’s just the directive that’s been given to us. ‘They’re at hospital; just let them do their thing...’.”

The Ottawa Paramedic Service, Deputy Chief of Communications, wrote:¹ *“Common practice for Alpha [dispatcher tasked with assigning emergency calls] is when a unit is TOC and an emergency call comes in, is to **first** notify an “available” resource on their radio talk group or via base page to stop the clock. When time permits or if the unit is coming from a distance, they can choose to call the red phone at the hospital to inquire if the crew on TOC can go mobile to respond or verbally ask the Incident Officer to try to call them on the radio to inquire if the crew on TOC can go mobile to respond. It should be noted, that at no time can an Incident Officer attach an emergency call to a unit on*

¹ Email to investigator of record for 16IS-087, from Deputy Chief of Communications, Ottawa Paramedic Service, dated Friday, November 18th, 2016.

TOC if the crew has not acknowledged that they are available for the response without delay.”

Inaccurate reporting:

Investigation Services reviewed over 60 ACRs from the night shift of August 6th, 2016, and multiple discrepancies in the documentation of the TOC time versus the last documented vital signs were identified. This can be attributed to two possible explanations: (1) the TOC of the patient occurred sooner than it was documented on the ACR; or (2) the paramedics failed to obtain vital signs every 10 minutes as required by the Basic Life Support Patient Care Standards and the Ministry Documentation standards.

An accurate medical record should include the time the care of the patient was transferred from the paramedics to the staff of the receiving hospital. These records should be identical. Investigation Services polled 5 random ACRs from the night shift of August 6, 2016 of patients that were transported to the Ottawa Civic hospital. The TOC time on the ACR was compared with the official legal/medical record of the receiving hospital. The results identified 4 out of 5 ACRs inaccurately recorded the transfer of care time, with a significant difference of 10-14 minutes.

The return to readiness issue (outlined above) is compounded further by the inaccurate reporting of availability from the Ottawa PS crews to Ottawa CACC. They are required to notify the dispatcher of any change in status as soon as it occurs. This action commences the allotted 30 minutes to initiate paperwork and ready the vehicle for the next emergency call. The recorded TOC on the ACRs was compared to the recorded TOC times on the Call Details Reports (CDRs) and significant lapses were identified. The investigation found that 24 out of the 56 ACRs the paramedic crews were delayed in reporting the transfer of care of their patient to Ottawa CACC from 5 to 42 minutes.

Code 3 delay:

The investigation found that Ottawa CACC assigned ambulance resources to several Code 3 calls in the Ottawa area when their system status level was below nine, and before the call had been held for 60 minutes. This practice is contrary to their deployment plan and contributed to the diminishing resources during a call surge, forcing Ottawa CACC to assign out of town units to calls in the Ottawa area.

End of shift:

The investigation found that the Ottawa Deployment Plan prioritizes the need to return ambulance crews to their home station prior to the end of their scheduled shift. To deter late calls, Ottawa PS has a strategy to minimize assigning emergency calls to crews who are approaching the end of their scheduled shift. For example, in the last 60 minutes of a shift, a paramedic crew is not considered for Code 3 calls or for emergency coverage. (This is similar to many deployment plans in Ontario). As well, in the last 60 minutes of a shift, if the paramedic crew is closest to a Code 4 call, they must respond but the next closest ambulance will also be assigned to assume care of and transport the patient.

In the last 30 minutes of their shift, regardless of the number of available resources in the Ottawa area at the time, the ambulance crew is taken out of service to avoid a late call. If the crew is en route to their home station for the end of their shift within these 30 minutes, even if they are the closest to a Code 4, and the only ambulance in the City of Ottawa who is not committed to a patient (Level 0), the Ambulance Communications Officer (ACO) cannot assign them to any call, according to the Ottawa Deployment Plan. If the crew is at their home station 30 minutes prior to the end of their shift, they are taken out of the computer aided dispatch (CAD) system entirely, regardless of the number of available Ottawa PS resources. This practice does not allow for a seamless ambulance service and negates Ottawa Paramedic Service's own mandate of sending the closest ambulance to all high priority calls.

Actionable Items

- **Ottawa CACC did not assign the closest available resource five out of the 13 calls investigated, in contravention of the CACC Manual of Practice P8.1 and the general purpose and mandate of the Ottawa Paramedic Services Deployment Plan.**
 - 940-0017389459
 - 940-0017389460
 - 940-0017389470
 - 940-0017389566
 - 940-0017389567
- **Ottawa CACC is in default of their Performance Agreement with the province of Ontario by not assigning the closest ambulance to five Code 4 calls in accordance with a seamless service delivery system and the conditions of the agreement.**
- **Ottawa CACC assigned an available ambulance resource to a Dispatch Priority Card Index II DPCI II Code 3 call that had not been holding for 60 minutes, at least twice² during the night shift of August 6th, 2016, when the System Status Level was below nine, in contravention of the Ottawa Paramedic Service Deployment Plan, Minimum Emergency Coverage, section 7.2.7.**
- **Ottawa paramedic crews working the night shift of August 6th, 2016, were late on numerous occasions (up to 42 minutes) in reporting their accurate TOC time to Ottawa CACC, which delayed their availability for deployment. This is a contravention of the Ottawa Paramedic Service LOP 14.5 Ambulance Crew Return To Readiness.**

² Reference CACC ID # 940-0017389426 & 940-0017389420

Observations

Ottawa Paramedic Service's deployment plan states:³

6.8 Emergency Call Assignments

6.8.1 The Ottawa Paramedic Service is committed to a seamless paramedic service system within Ontario.

6.10.5 The closest ambulance or PRU [Priority Response Unit], in time, shall be the first assigned unit in order to achieve response time standards.

Ottawa Paramedic Service defines the System Status Levels as:⁴

Essential:	Greater than nine transport unit available, including rural.
Low Level:	Five to nine transport capable ambulances available, including rural.
Critical Level:	One to four available transport units available, including rural.
Level Zero:	No available transport units with [sic] the city; there may be PRU coverage.
Paramedic Transfer of Care:	The Paramedic Transfer of Care occurs once the patient is physically off-loaded from paramedic stretcher and crew is free to clear hospital.

- **The current Ottawa Paramedic Service Deployment Plan allots up to 30 minutes for every crew *after* transferring the care of the patient to hospital staff, and *after* having completed all duties which may delay availability, such as decontamination of equipment etcetera, for every call. During this period, which the crew may be functionably available and initiating paperwork, the ACO can not consider them for a call, even if they are the closest ambulance to a Code 4. This practice is not consistent with a seamless service.**
- **This policy also drastically reduces the total number of ambulances that are calculated in the System Status Level. Ottawa CACC reported 'level**

³ Ottawa Paramedic Services Deployment Plan, effective July 4th 2016, Emergency Call Assignments 6.8.1 & 6.10.5

⁴ Ottawa Paramedic Services Deployment Plan, effective July 4th 2016, Appendix P, Critical Coverage, Definitions

zero' in their system status update on August 6th, 2016, from 21:38 to 22:07 hours and 04:24 to 05:00 hours, and 'critical' or 'low' levels for most of the shift. If the paramedic crews who were in TOC status at the hospital, and not committed to the care of a patient, were added to these totals, the Ottawa PS system status would never have been at 'level zero' during the night shift of August 6th, 2016. The current language of the "return to readiness" policy creates a skewed total of available resources within the City of Ottawa and contributes to the necessity of assigning further ambulances from surrounding municipalities.

Ottawa Paramedic Service's deployment plan states:⁵

Regardless of minimum level:

- 5. Within 30 minutes of end of shift, available paramedic crews will be placed out of service EOS DV**
 - 6. Unit status will be changed to Off Duty upon arrival to their home station.**
 - 8. Paramedic crew repatriation time shall be sufficient to permit the crew to arrive at headquarters or rural post 30 minutes prior to their scheduled shift end time.**
- **The current end of shift policy takes fully-staffed ambulances out of service for the last 30 minutes of their shift even if they are closest to a Code 4 patient. This is inclusive of times that Ottawa has identified zero available resources in the dispatch catchment area. As identified in this report, an end of shift crew was closest to a Vital Signs Absent patient⁶. This practice is not consistent with a seamless service.**
 - **The Ottawa PS Deployment Plan may reduce the amount of overtime accrued by Ottawa PS paramedics, however it has an inverse effect on surrounding municipalities. More importantly, it concerningly creates a potentially negative effect on response times for emergency calls and hence, patient safety.**

Findings

The Performance Agreement between Ottawa CACC and the province of Ontario states:⁷

⁵ Ottawa Paramedic Services Deployment Plan, effective July 4th 2016, Appendix D, End of shift protocol points 5, 6 & 8

⁶ MOHLTC Investigation Services file 16IS-105, commenced on Oct. 19, 2016.

⁷ Performance Agreement between HER MEJESTY THE QUEEN IN RIGHT OF ONTARIO, as represented by the Minister of Health & Long-Term Care and City of Ottawa, signed December 1, 2009

4.14 **CACC Services**, Ottawa shall provide or ensure the provision of the following services in accordance with the Act, the Regulation, the Manual of Practice, Applicable Law and this Agreement, and each one of such services is a “**CACC Service**” and, together, are the “**CACC Services**”.

[...]

- b) full, efficient and cost-effective ambulance communication services that are seamless (from a service delivery perspective) [...]

The CACC MOP states:⁸

P 1.1 In accordance with the Central Ambulance Communications Centre (CACC) / Ambulance Communication Service (ACS) (hereinafter collectively called “Centre”) mandate to make accessible to all persons the assistance of the available ambulance services, and the efficient and effective use of those services, the Ambulance Communications Officer (hereinafter called “ACO”) will perform his or her job duties interacting cooperatively with the local dispatch area upper-tier municipalities, designated delivery agents, ambulance service providers, base hospital programs, health care facilities, public safety agencies and the ministry to provide rapid, accurate, seamless, integrated emergency response to persons requesting ambulance service.

The CACC MOP also states:⁹

- P8.1 In the case of an emergency request for ambulance service, the ACO will assign the closest available ambulance resource in time, not distance, to the call’s location in accordance with the deployment plan.**
- S8.1 The ACO uses the following guidelines to select the available ambulance resource which will provide the quickest response time to the scene:**
 - b) CAD Available: Displays the recommended available ambulance resources in accordance with the associated response plan for the call’s location by using the in-use CAD’s Initial Assignment tool in accordance with the CAD Standard Operating Procedures, reviews the CAD’s recommendations then considers all other possible resources including those ambulance resources not identified by the CAD’s Initial Assignment tool; and**
 - c) Having noted the call and ambulance resource locations, gives first consideration to any ambulance resource that is mobile and**

⁸ Manual of Practice for Ambulance Communications Officers of Central Ambulance Communications Centres and Ambulance Communication Services, November 1, 2006, Policy Section 1 Ambulance Communications Officer Role and Authority, P 1.1

⁹ Manual of Practice for Ambulance Communications Officers of Central Ambulance Communications Centres and Ambulance Communication Services, Version 1.0 Effective November 01, 2006, Policy Section 8 Assigning Emergency Calls, P 8.1, S 8.1 (b), (c), and (f), S8.5

available in the vicinity of the call area, which would provide a quicker response time than an ambulance resource at base although closer to the scene; [...]

- f) Where call location is close to the border area of an adjacent Centre or adjoining ambulance service, consider the position of such ambulance resources in relation to the call site. Although the local ambulance service may have an available ambulance resource within the same municipality as the call, an ambulance resource from an adjacent Centre or adjoining ambulance service may provide a quicker response time; [...]

S8.5 The ACO uses the quickest method available to contact and assign the ambulance crew. If there is a problem with one contact method the ACO makes one reattempt before using other contact methods. The ACO immediately notifies the Centre's duty supervisor/manager of the contact response problem and completes an Incident Report.

The Ottawa Paramedic Service Deployment Plan states:¹⁰

1.1.2 The Communications Officers' mandate is to utilize only those units logged on as available for call assignment.

1.1.3 The general principle of our service response is that the closest available resource, in time, will always be first assigned to a Code 4 response, regardless of municipal boundaries.

The Ottawa Paramedic Service "Return to Readiness" policy states:¹¹

Crews at Hospital: Stretcher Clear or Transfer of Care (TOC)

When a crew advises "stretcher clear" or "transfer of care complete", the ACO will update the crew's status to TOC (Alpha/Deploy can see vehicles in TOC)

- Call information has been exchanged, no delays identified by crew
 - vehicle to be RCAV of any applicable CAV reasons (ex. Offload delay CAV removed) and left in TOC status
- Call information has been exchanged, however there will be a paperwork delay
 - vehicle to be put on CAV AD (estimated amount of time before available to be documented in UAC)

14.5.1 Ottawa Paramedic Service TOC

¹⁰ Ottawa Paramedic Services Deployment Plan, effective July 4th 2016, Preface/Purpose, points 1.1.2 and 1.1.3

¹¹ Ottawa Paramedic Services Communications Division, Local Operating Policy Section 14, Monitoring and Documenting, Ambulance crew return to readiness, L14.5, 14.5.1 & 14.5.2

- **A paramedic unit has up to 30 minutes after reporting Transfer of Care (TOC) to OCACC before being considered available for deployment. Any delay beyond 30 minutes must be pre-approved by an Operations Superintendent and reported in advance to OCACC.**

14.5.2 United Counties of Prescott & Russell Emergency Services Department

1. **A paramedic unit that has reported Transfer of Care (TOC) to CACC is considered available. Once in TOC status, any delays that would affect unit availability must be reported in advance to CACC.**

Ambulance Call 940-O017389425

1. At 20:41:50 hours, (Time 1)¹² an emergency request for service was routed to the Ottawa South East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Castor Road, in Ottawa.
2. At the time of the call request, there were eleven confirmed Ottawa PS ambulances that were not committed to a patient and had not identified a delay (triage delay, off load delay, vehicle cleaning/decontaminating, or paperwork) to Ottawa CACC. According to the Ottawa PS Deployment Plan¹³, a paramedic unit has up to 30 minutes after reporting “Transfer of Care” before they can be considered for deployment. Figure 1 identifies the location of each Ottawa PS resource and their distance to the call on Castor Road.

Unit	Location at Time 1 (20:41)	Distance To Scene
4157	Ottawa General Hospital - TOC @20:38	36.8 km
4502	Hunt Club station	42.5 km
4183	Ottawa Civic Hospital - TOC @ 20:39	46.5 km
4169	Bexley station	56.2 km
4563	Montfort Hospital - TOC @20:24	40.5 km
4179	Ottawa Civic Hospital - TOC @ 20:29	46.5 km
4530	Ottawa General Hospital TOC @ 20:25	36.8 km
4162	Montfort Hospital TOC @ 20:39	40.5 km
4156	Industrial station	37.6 km
4531	Catherine station (mobile to post)	42.5 km
4139	Richmond station	51.5 km
4153	Headquarters Code 7 (single medic)	36.7 km

Figure 1 Ottawa PS Resources (no delays identified)

¹² Time 1: Call Received/Committed: time at which the ambulance communications officer has elicited sufficient address and problem/nature information from the caller to be able to code and commit the request for service to be assigned an ambulance resource.

¹³ Ottawa Paramedic Services Communications Division, Local Operating Policy Section 14, Monitoring and Documenting, Ambulance crew return to readiness LOP 14.5.1

Note: Ottawa PS defines a Code 7 ambulance as: “Downstaffed Vehicle - a regularly scheduled vehicle is available for a call, but one or more staff is unavailable due to illness or tardiness.” These vehicles are available as a first response unit but are not capable of transporting a patient.

- At 20:42:29 hours, Ottawa CACC assigned this call to Prescott Russell ambulance 4906 at the Embrun ambulance station (730-04). The base is located at the address of 215 Industrial Street, which is 12.8 km from the call on Castor Road.

❖ **The Code 4 was assigned in 39 seconds.**

❖ **The closest ambulance to the call on Castor Road was 4906 at the Prescott Russell EMS Embrun Station.**

The Ottawa Paramedic Service Deployment Plan states:¹⁴

7.3.2 When the Ottawa Paramedic Service has a dedicated resource at a special event, through a contract service agreement or otherwise, the dedicated resource is not considered a part of this deployment plan. Special event paramedics will not respond to calls outside the boundaries of the event as defined by contract.

- At the time of the call request, the remaining Ottawa PS ambulances were committed to other calls, in various stages of completion. Figure 2 identifies the Ottawa PS ambulances that were committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (20:41)	Reference ID
4149	ARR scene Code 4	940-O17389416
4197	DPT Ottawa Civic Hosp	940-O17389419
4541	DPT CHEO	940-O17389414
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4112	DPT Queensway Carlton	940-O17389411
4199	NTF Code 4	940-O17389424
4158	ARD Queensway	940-O17389408
4910	ARD Ottawa General	940-O17389407
4148	ARD Ottawa General (off load delay)	940-O17389394
4577	ARD CHEO	940-O17389401
4113	DPT Montfort Hospital	940-O17389415
4542	ARD Ottawa General (off load delay)	940-O17389400
4565	ARD Ottawa Civic (off load delay)	940-O17389406

¹⁴ Ottawa Paramedic Service Deployment Plan, Maintaining Emergency Coverage Special Event Standby's, 7.3.2

Figure 2 Unavailable Ottawa PS Resources

The Ottawa Paramedic Service Deployment Plan states:¹⁵

- 6.10.8** Provided minimum level is maintained, a second Ottawa paramedic unit will be assigned to provide patient care relief to code 4 calls within Ottawa. The patient relief unit will be initiated and directed to the scene, on a Code 3 priority. If the patient relief unit must be redirected to a higher priority call, the next assigned patient relief unit will be directed to the hospital destination, or to the scene at the discretion of the Communications Superintendant, taking into consideration current call volume, vehicle levels.
- 6.10.9** Out of town crew will not be delayed at scene for CTAS 1 or 2 return transport; they will advise the Communications Officer that they are proceeding to the most appropriate destination, and the patient care relief will be re-directed to the hospital destination.
- 6.10.10** Out of town crews will not be delayed at scene for greater than 30 minutes waiting for patient care relief for CTAS 3, 4 or 5 patients; they will advise the Communications Officer that they are proceeding to the most appropriate destination and the patient care relief will be re-directed to the hospital destination.

And:¹⁶

- 7.2.1** Level 9 is the minimum number of transport capable paramedic units and priority posts that the Communications Officer will attempt to keep available for emergency response within Ottawa, and level 12 is the minimum level for non-emergency transfers, unless otherwise indicated within plan.
5. At 20:45:14 hours, the Prescott Russell ambulance crew of 4906, while en route to the Code 4 call on Castor Road, requested a transport unit from Ottawa CACC for this call that was located outside of their area. The dispatcher advised that Ottawa PS was at System Status Level 5, and denied the request of a multiple ambulance response.
- ❖ **Ottawa PS is required to send a transport ambulance for an out of town resource if the System Status Level is 9 or higher.**

¹⁵ Ottawa Paramedic Service Deployment Plan, effective date July 4th, 2016, Multiple Unit Response, Section 6.10.8, 6.10.9, and 6.10.10

¹⁶ Ottawa Paramedic Service Deployment Plan, effective date July 4th, 2016, Minimum Emergency Coverage, Section 7.2.1

- ❖ **Ottawa PS had eleven ambulances that were not committed to a patient at the time of this call, and therefore capable of transporting a patient, as shown in figure 1. However, six out of the 11 paramedic crews had not yet fully received their additional 30-minute allotment after transferring care of their patients from their previous calls and were not considered for deployment.**

The Ottawa Paramedic Service Deployment Plan states:¹⁷

9.2 Off Load Delays

9.2.1 An “Off Load Delay” is deemed to have occurred whenever the Paramedic crew has not been able to “Off Load” their patient onto a hospital stretcher within 30 minutes after arriving at the Hospital.

9.2.2 The crew will notify OCACC of their arrival at their destination and update their status every 20 minutes or at any time their status changes (e.g. delay at triage, off-load delay, transfer of care (TOC), available). Should the paramedic crew not communicate with OCACC; the Communications Superintendent will report the lack of update to the Operations Duty Officer. (ref. OPS Policy 3.1)

- Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 3 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination / Time	ACR TOC Time	CACC notified	Difference (min)
4158	Queensway Carlton / 20:41	20:51	20:57	6
4910	Ottawa General / 20:40	21:10	21:15	5
4148	Ottawa General / 20:21	21:00	21:21	21
4577	CHEO / 20:10	20:20	20:50	30
4542	Ottawa General / 20:27	20:45	20:51	6
4565	Ottawa Civic / 20:39	20:52	21:15	23

Figure 3 Notification of status changes – delays in minutes

¹⁷ Ottawa Paramedic Service Deployment Plan, effective date July 4th, 2016, Monitoring section 9, points 9.2, 9.2.1, & 9.2.2

❖ **Six Ottawa PS crews did not immediately update their change in status to Ottawa CACC which delayed their availability for deployment.**

7. Prescott Russell ambulance 4906 transported the patient from Castor Road to the Winchester Memorial Hospital with a return priority of Code 4, and a Canadian Triage Acuity Scale (CTAS) level 2.

❖ **Ottawa CACC appropriately assigned the closest available resource to call 940-0017389425.**

Call 940-0017389438

8. At 21:11:15 hours, an emergency request for service was routed to the Ottawa Southeast dispatch desk at Ottawa CACC for a Code 4 (urgent) call at the intersection of Snake Road and Bank Street.

The Ottawa PS Deployment Plan states:¹⁸

7.2.7 To maintain the minimum level, a DPCI or II DPCI assigned code 3 call may be held in the queue (delayed assignment to a paramedic resource) for up to 60 minutes.

9. At the time of the call request, there were nine confirmed Ottawa PS ambulances that were not committed to a patient and had not identified a delay to Ottawa CACC. All nine were capable of transporting a patient; however, two of the nine ambulance crews had not been clear from their previous call for 30 minutes and were not considered available for deployment. Figure 4 identifies the location of each Ottawa PS and the distance to the call at the intersection of Snake Island Road and Bank Street.

Unit	Location at Time 1 (21:11)	Distance To Scene
4149	Trainyards Dr & Terminal Ave (mobile)	24.3 km
4197	Catherine base (mobile to post)	29.1 km
4153	Headquarters (full crew as of 21:09)	21.3 km
4502	Hunt Club Base	23.8 km
4542	ENR to Bexley (mobile to post)	24.4 km
4158	Queensway Carlton - TOC 20:57	38.5 km
4563	Vanier Base	30.7 km
4162	Carling & Woodroffe (mobile to post)	30.4 km
4183	ENR to Code 3	31.4 km

Figure 4 Ottawa PS Resources (no delays identified)

❖ **Ottawa CACC should have delayed assigning the Code 3 call assigned to 4183 to maintain the minimum level of resources available to Ottawa.**

¹⁸ Ottawa Paramedic Service Deployment Plan, effective date July 4th, 2016, Minimum Emergency Coverage, Section 7.2.7

10. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 5 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (21:11)	Reference ID
4197	ARD Ottawa Civic	940-O17389419
4541	ARD CHEO	940-O17389414
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4112	ARD Queensway Carlton (off load delay)	940-O17389411
4199	DPT CHEO	940-O17389424
4565	ARD Ottawa Civic (off load delay)	940-O17389406
4169	ENR to Code 4	940-O17389430
4910	ARD Ottawa Gen (off load delay)	940-O17389407
4179	ARR scene Code 3	940-O17389420
4148	ARD Ottawa General (off load delay)	940-O17389394
4530	ENR to Code 4	940-O17389433
4577	ARR scene Code 4	940-O17389436
4113	ARD Montfort Hospital (off load delay)	940-O17389415
4156	ARR scene Code 4	940-O17389428
4531	ARR scene Code 4	940-O17389427
4139	ENR to Code 4	940-O17389421

Figure 5 Unavailable Ottawa PS Resources

11. Investigation Services compared the transfer of care times from the ACRs to the official record of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 6 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination / Time	ACR TOC Time	CACC notified	Difference (min)
4197	Ottawa Civic / 20:55	21:15	21:32	17
4112	Queensway Carlton / 20:57	21:29	21:28	No delay
4565	Ottawa Civic / 20:39	20:52	21:15	23
4910	Ottawa General / 20:40	21:10	21:15	5
4148	Ottawa General / 20:21	21:00	21:21	21
4113	Montfort Hospital / 20:57	21:17	21:21	4

Figure 6 Notification of status changes – delay in minutes

❖ **Five Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

12. At 21:12:08 hours, Ottawa CACC assigned ambulance 4178 from the Prescott Russell Embrun ambulance base to the call located at the intersection of Snake Road and Bank Street. The distance from the Embrun station to the scene is 17.3 km.

❖ **The Code 4 was assigned in 53 seconds.**

❖ **The closest ambulance resource to the call at the intersection of Snake Island Road and Bank Street was ambulance 4178 at the Prescott Russell Embrun Station 730-04.**

❖ **Ottawa PS is required to send a transport ambulance for an out of town resource if the System Status Level is nine or higher. At 21:11 hours, the System Status Level was at level five.**

13. The patient was transported by Prescott Russell ambulance 4178 to Children’s Hospital of Eastern Ontario (CHEO), Code 4, and CTAS 2.

❖ **Ottawa CACC appropriately assigned the closest available resource to call 940-0017389438.**

Call 940-0017389459

14. At 21:40:08, an emergency request for service was routed to the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on St. Laurent Boulevard.

15. At the time of the call request, there were five confirmed Ottawa PS ambulances that were not committed to a patient and had not indicated a delay. Four of the ambulances were capable of transporting a patient. None of the four transporting ambulance resources had been available for a minimum of 30 minutes and were not considered available for deployment. Figure 7 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call request.

Unit	Location at Time 1 (21:40)	Distance To Scene
4197	Ottawa Civic - TOC 21:32	8.5 km
4112	Queensway Carlton - TOC 21:28	18.6 km
4910	Ottawa General - TOC 21:15	4.6 km
4199	CHEO - TOC 21:29	5.2 km
4172	Headquarters Code 7 (single medic)	6.2 km

Figure 7 Ottawa PS Resources (no delays identified)

16. According to the ACR, ambulance 4197 had arrived at the emergency room with their ambulatory patient and was positioned in the captain's chair for the duration of the call. The crew members of 4197 transferred care of their patient to the staff of the receiving hospital at 21:15 hours, 20 minutes after arriving. Ottawa CACC was notified by the paramedic crew that TOC occurred at 21:32.
17. According to the ACR, ambulance 4910 had transferred care of their patient at 21:10 hours. The crew members notified Ottawa CACC five minutes later.
 - ❖ **As per their ACR, ambulance 4910 had been available for 30 minutes at the time of the Code 4 call request, however the accurate transfer of care time had not been communicated to the CACC. The CAD showed that the crew had transferred care 25 minutes earlier, which made them unavailable for deployment as per Ottawa Deployment Plan's 30 minute post-call allotment.**
18. At the time of the call request, the remaining Ottawa PS ambulances were committed to other calls, in various stages of completion. Figure 8 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

EMERGENCY HEALTH SERVICES BRANCH INVESTIGATION SERVICES
INVESTIGATION REPORT OCCURRENCE 16IS-087

Unit	Status at Time 1 (21:40)	Reference ID
4149	ARR scene Code 4	940-O17389440
4157	DPT Ottawa Civic	940-O17389444
4541	DPT CHEO	940-O17389414
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4153	ARR scene Code 4	940-O17389429
4502	ARR scene Code 4	940-O17389452
4542	ARR scene Code 4	940-O17389448
4183	ARR scene Code 3	940-O17389426
4565	ARR scene Code 4	940-O17389446
4158	ENR Code 4	940-O17389456
4169	DPT Queensway Carlton	940-O17389430
4563	DPT Montfort	940-O17389442
4179	ARD Ottawa General	940-O17389420
4148	NTF Code 4	940-O17389457
4530	DPT Ottawa General	940-O17389433
4577	ARD Ottawa Civic	940-O17389436
4162	ENR Code 4	940-O17389455
4113	ENR Code 4	940-O17389451
4156	ARD Montfort Hospital	940-O17389428
4531	ARD Queensway Carlton	940-O17389427
4139	ARR scene Code 4	940-O17389421

Figure 8 Unavailable Ottawa PS Resources

19. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 9 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination / Time	ACR TOC Time	CACC notified	Difference (min)
4156	Montfort Hospital / 21:28	21:51	21:51	No delay
4179	Ottawa General / 21:30	21:51	21:50	No delay
4577	Ottawa Civic / 21:38	21:45	21:55	10
4531	Queensway Carlton / 21:21	21:45	21:51	6

Figure 9 Notification of status changes – delay in minutes

- ❖ **Two Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**
20. At 21:42:17 hours, Ottawa CACC assigned Prescott Russell ambulance 4527. At the time of the notification, they were mobile, in the area of County Road 5, approximately 37.5 km away from the scene on St. Laurent Boulevard.
- ❖ **Ottawa CACC had four Ottawa PS ambulances that were closer to the Code 4 call, capable of transporting a patient, and one ambulance capable of first response, when the Prescott Russell ambulance was assigned. None of the four transporting ambulances had notified Ottawa CACC that they had transferred care of their previous patient for 30 minutes and were thus unavailable for assignment as per the Ottawa PS Deployment Plan's 30 minute post-call allotment.**
 - ❖ **The Code 4 was assigned in two minutes and nine seconds.**
21. At 21:44:04, Ottawa PS ambulance 4172 was assigned the Code 4 call as a first response vehicle (6.2 km away), but was cancelled four minutes later, before arriving scene. The reason for the cancellation was not documented.
- ❖ **Ottawa CACC should not have cancelled the closest ambulance 4172. At this time, the responding paramedics assigned to the Code 4 were approximately 35 km away.**
22. At 21:44:46 hours, Ottawa PS ambulance 4199 was assigned the Code 4 as they cleared the hospital and confirmed to the dispatcher that they were available for deployment.
23. At 21:45:37 hours, Prescott Russell ambulance 4527 was cancelled from the call when a closer Ottawa PS ambulance became available.
24. The patient was transported by Ottawa PS ambulance 4199 to the Ottawa General Hospital, Code 3, CTAS 3.
- ❖ **Ottawa CACC did not assign the closest available resource to call 940-0017389459. Ottawa PS ambulance 4172 should have been assigned as a first response.**

Call 940-0017389460

25. At 21:40:17 hours, an emergency request for service was routed to the Ottawa Core West dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Rochester Street in Ottawa.
26. At the time of the call request, there were five confirmed Ottawa PS ambulances that were not committed to a patient, had not indicated a delay and four were

capable of transporting a patient. None of the four transporting ambulance resources had yet been available for 30 minutes since transferring care of their last patient and thus, were not considered available for deployment. Figure 10 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call (T1)

Unit	Location at Time 1 (21:40)	Distance To Scene
4197	Ottawa Civic - TOC 21:32	2.7 km
4112	Queensway Carlton - TOC 21:28	12.4 km
4910	Ottawa General - TOC 21:15	9.0 km
4199	CHEO - TOC 21:29	8.3 km
4172	Headquaters (single medic)	8.9 km

Figure 10 Ottawa PS Resources (no delays identified)

27. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 10 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (21:40)	Reference ID
4149	ARR scene Code 4	940-O17389440
4157	DPT Ottawa Civic	940-O17389444
4541	ARD CHEO	940-O17389414
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4153	ARR scene Code 4	940-O17389429
4502	ARR scene Code 4	940-O17389452
4542	ARR scene Code 4	940-O17389448
4183	ARR scene Code 3	940-O17389426
4565	ARR scene Code 4	940-O17389446
4158	ENR Code 4	940-O17389456
4169	DPT Queensway Carlton	940-O17389430
4563	DPT Montfort Hospital	940-O17389442
4179	ARD Ottawa General	940-O17389420
4148	ENR Code 4	940-O17389457
4530	DPT Ottawa General	940-O17389433
4577	ARD Ottawa Civic	940-O17389436
4162	ENR Code 4	940-O17389455
4113	ENR Code 4	940-O17389451
4156	ARD Montfort Hospital	940-O17389428
4531	ARD Queensway Carlton	940-O17389427
4139	ARR scene Code 4	940-O17389421

Figure 11 Unavailable Ottawa PS Resources

28. At 21:42:48 hours, Ottawa CACC assigned Prescott Russell ambulance 4588 to the Code 4 call. At the time of the notification, ambulance 4588 was at the Rockland ambulance station located at 466 Landry Street, 47.1 km away from the scene on Rochester Street.

❖ **The closest ambulance to the Code 4 call on Rochester street was Ottawa PS ambulance 4197, located 2.7 km away. Ambulance 4197 had not yet been available for 30 minutes after transferring care of their previous patient, and were, as per the Deployment Plan, unavailable to the dispatcher for assignment.**

❖ **Ottawa CACC had five Ottawa PS ambulances that were closer to the call when the Prescott Russell ambulance was assigned. Four of the five ambulances were capable of transporting a patient. None of the four transporting ambulances had completed their 30 minute post-call allotment and were unavailable for assignment as per the Deployment Plan**

❖ **The Code 4 was assigned in two minutes and 31 seconds.**

29. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 12 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination / Time	ACR TOC Time	CACC notified	Difference (min)
4541	CHEO / 21:47	22:00	22:02	2
4531	Queensway Carlton / 21:21	21:45	21:51	6
4179	Ottawa General / 21:30	21:51	21:50	No delay
4577	Ottawa Civic / 21:38	21:45	21:55	10
4156	Montfort Hospital / 21:28	21:51	21:51	No delay

Figure 12 Notification of status changes – delay in minutes

❖ **Three Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

30. At 21:47:32 hours, Ottawa CACC assigned Ottawa PS ambulance 4112 to the Code 4 call on Rochester street as they cleared the hospital and confirmed to the dispatcher that they were available for deployment.

31. At 21:47:57 hours, Prescott Russell ambulance 4588 was cancelled from the call when a closer Ottawa PS ambulance became available.
32. The patient was not transported to hospital and signed a refusal for the paramedic crew of Ottawa PS 4112.
 - ❖ **Ottawa CACC did not assign the closest available resource to call 940-0017389460. Ottawa CACC should have assigned single-medical ambulance 4172 (8.9km away) to first respond to the Code 4.**

Call 940-0017389462

33. At 21:43:52 hours, an emergency request for service was routed the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Innes Road in Ottawa.
34. At the time of the call request, there were four confirmed Ottawa PS ambulances that were not committed to a patient, had not indicated a delay, and three were capable of transporting a patient. None of the three transporting ambulance resources had completed their additional 30 minute allotment and thus were not considered available for deployment as per the Deployment Plan. Figure 13 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call (T1).

Unit	Location at Time 1 (21:43)	Distance To Scene
4197	Ottawa Civic - TOC 21:32	16.6 km
4112	Queensway Carlton - TOC 21:28	25.8 km
4199	CHEO - TOC 21:29	9.7 km
4172	St. Laurent & Industrial (mobile)	6.5 km

Figure 13 Ottawa PS Resources (no delays identified)

35. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 14 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (21:43)	Reference ID
4149	ARR scene Code 4	940-O17389440
4157	DPT Ottawa Civic	940-O17389444
4541	ARD CHEO	940-O17389414
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4153	ARR scene Code 4	940-O17389429
4502	ARR scene Code 4	940-O17389452
4542	ARR scene Code 4	940-O17389448
4183	ARR scene Code 3 (patient contact)	940-O17389426
4565	ARR scene Code 4	940-O17389446
4158	ENR Code 4	940-O17389456
4169	ARD Queensway Carlton	940-O17389430
4910	ENR Code 4	940-O17389458
4563	DPT Montfort Hospital	940-O17389442
4179	ARD Ottawa General	940-O17389420
4148	ENR Code 4	940-O17389457
4530	ARD Ottawa General	940-O17389433
4577	ARD Ottawa Civic	940-O17389436
4162	ENR Code 4	940-O17389455
4113	ENR Code 4	940-O17389451
4156	ARD Montfort Hospital	940-O17389428
4531	ARD Queensway Carlton	940-O17389427
4139	ARR scene Code 4	940-O17389421

Figure 14 Unavailable Ottawa PS Resources

36. According to the System Status Level of Ottawa PS at 21:43 hours, there were zero available resources. As per the Ottawa PS Deployment Plan, Ottawa CACC should have been holding Code 3 calls for up to 60 minutes.

❖ **Ottawa CACC should not have assigned the Code 3 call to ambulance 4183 (see figure 14).**

37. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 15 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination Time	ACR TOC Time	CACC TOC Time	Difference (min)
4541	ARD CHEO / 21:47	22:00	22:02	2
4169	ARD Queensway Carlton / 21:59	22:12	22:25	13
4179	ARD Ottawa General / 21:30	21:51	21:50	No delay
4530	ARD Ottawa General / 21:42	22:00	22:08	8
4577	ARD Ottawa Civic / 21:38	21:45	21:55	10
4156	ARD Montfort Hospital / 21:28	21:51	21:51	No delay
4531	ARD Queensway Carlton / 21:21	21:45	21:51	6

Figure 15 Notification of status changes – delay in minutes

❖ **Five Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

38. At 21:45:52 hours, Ottawa CACC assigned Prescott Russell ambulance 4527 to the Code 4 call. At the time of the notification, ambulance 4527 was mobile, providing emergency coverage for the Embrun area, 35.6 km away from the call on Innes Road.

❖ **The closest transport ambulance to the call on Innes Road was Ottawa PS ambulance 4199 located at CHEO, 9.7 km away from the Code 4. However, ambulances 4199 had not completed their additional 30 minute allotment after transferring care of their previous patient and as per the Deployment Plan, were unavailable to the dispatcher for assignment.**

❖ **Ottawa CACC had four Ottawa PS ambulances that were closer to the call when the Prescott Russell ambulance was assigned. Three of the four ambulances were capable of transporting a patient. None of the paramedic crews had yet fully received their additional 30-minute allotment after transferring care of their patients from their previous calls and were not considered for assignment as per the Deployment Plan.**

39. At 21:48:22 hours, Ottawa CACC assigned Ottawa PS ambulance 4172 to the Code 4 call on Innes Road after they had been cancelled off the call on St. Laurent (see finding #21). Ambulance 4172 was still Code 7 (single medic) and was mobile, 6.5 km away from the Code 4.

❖ **Ottawa CACC assigned the closest available resource to call 940-0017389462.**

40. At 21:55:38, both ambulance 4172 and 4527 were cancelled by the police prior to either ambulance arriving on scene.

Call 940-0017389465

41. At 21:49:46 hours, an emergency request for service was routed to the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on St. Joseph Boulevard in Ottawa.

42. At the time of the call request, there was one confirmed Ottawa PS ambulance available that was capable of transporting a patient, however, that one ambulance had not completed their additional 30 minute allotment and was not considered available for deployment as per the Deployment Plan. Figure 13 identifies the location of the confirmed available resource and the distance to the scene at the time of the Code 4 call.

Unit	Location at Time 1 (21:49)	Distance To Scene
4197	Ottawa Civic TOC 21:32	19.8 km

Figure 16 Ottawa PS Resources (no delays identified)

43. According to the ACR, ambulance 4197 had arrived at the emergency room with their ambulatory patient who had been seated in the captain's chair for the duration of the transport. As per the ACR, the crew of 4197 transferred care of their patient to the staff of the receiving hospital at 21:15 hours, 20 minutes after arriving. Ottawa CACC was notified by the paramedic crew that TOC occurred at 21:32.

❖ **There was a 17-minute delay of the crew members of 4197 to notify Ottawa CACC of their change in status at the hospital.**

❖ **Ambulance 4197 should have been considered available for deployment and assigned to the Code 4 call, however, Ottawa CACC had not been notified of their accurate TOC time from their previous call.**

44. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 17 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (21:49)	Reference ID
4149	DPT Ottawa General	940-O17389440
4157	DPT Ottawa Civic	940-O17389444
4541	ARD CHEO	940-O17389414
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4153	ARR scene Code 4	940-O17389429
4112	ENR Code 4	940-O17389460
4502	ARR scene Code 4	940-O17389452
4542	ARR scene Code 4	940-O17389448
4199	ENR Code 4	940-O17389459
4183	ARR scene Code 3	940-O17389426
4565	ARR scene Code 4	940-O17389446
4158	ARR scene Code 4	940-O17389456
4169	ARD Queensway Carlton	940-O17389430
4910	ENR Code 4	940-O17389458
4563	DPT Montfort Hospital	940-O17389442
4179	ARD Ottawa General	940-O17389420
4148	ENR Code 4	940-O17389457
4530	ARD Ottawa General	940-O17389433
4577	ARD Ottawa Civic	940-O17389436
4162	ARR scene Code 4	940-O17389455
4113	ENR Code 4	940-O17389451
4156	ARD Montfort Hospital	940-O17389428
4531	ARD Queensway Carlton	940-O17389427
4139	ARR scene Code 4	940-O17389421
4172	ENR to Code 4	940-O17389462

Figure 17 Unavailable Ottawa PS Resources

45. At 21:50:34 hours, Ottawa CACC assigned Prescott Russell ambulance 4588 to the Code 4 call. At the time of the notification ambulance 4588 was mobile 23.2 km away from the call on St. Joseph Boulevard

- ❖ **The closest transport ambulance to the call on St. Joseph Boulevard was Ottawa PS ambulance 4197 located at the Ottawa Civic Hospital, 19.8 km away from the Code 4. However, ambulance 4197 had not accurately notified Ottawa CACC of their TOC time of 21:15, and therefore delayed the commencement of their additional 30-minute allotment after transferring care of their previous patient as per the Deployment Plan. Had they accurately reported this time, they would have completed their 30-minute allotment at 21:45, and would have been available to service this call as the closest available unit.**

46. At 21:59:27 hours, Ottawa CACC assigned ambulance 4172 to the call on St. Joseph Boulevard after being cancelled off a call on Beaucamp Avenue. Ambulance 4172 was still Code 7 (single medic) and was mobile, approximately 3 km from the Code 4. The Prescott Russell ambulance 4588 was still 11.9 km away.

❖ **When 4172 became available from a previous assignment, Ottawa CACC appropriately assigned ambulance 4172 to first respond to the Code 4 as the closest available resource.**

47. The patient was transported by Prescott Russell ambulance 4588 to the Montfort Hospital with a return priority of Code 3, CTAS 3.

❖ **Ottawa CACC assigned the closest available resource to call 940-0017389465.**

Call 940-0017389467

48. At 22:02:27 hours, an emergency request for service was routed to the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Whiterock Street in Ottawa.

The CACC MOP states:¹⁹

P 8.5 A currently assigned ambulance resource may be reassigned to a higher response code call.

49. At the time of the call request, there were seven confirmed Ottawa PS ambulances were committed to a patient and had not indicated a delay. Six out of the seven ambulance crews had not yet completed their additional 30 minute allotment and were not considered available for deployment as per the Deployment Plan. The seventh ambulance was en route to a Code 3 call. Figure 18 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call request.

Unit	Location at Time 1 (22:02)	Distance To Scene
4541	CHEO TOC 22:02	7.4 km
4563	Montfort Hospital TOC 21:59	3.2 km
4179	Ottawa General TOC 21:50	7.0 km
4577	Ottawa Civic TOC 21:55	11.0 km
4156	Montfort TOC 21:51	3.2 km
4531	Queensway Carlton TOC 21:51	20.3 km
4197	ENR to Code 3 (mobile)	13.9 km

Figure 18 Ottawa PS Resources (no delays identified)

¹⁹ Manual of Practice for CACC & ACS Policy Section 8, Assigning Emergency Calls Point 8.5

❖ **Ottawa CACC should have reassigned ambulance 4197 to the higher priority call as it was closer than the Prescott Russell ambulance.**

50. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 19 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (22:02)	Reference ID
4149	DPT Ottawa General	940-O17389440
4157	ARD Ottawa Civic	940-O17389444
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4153	ARD Ottawa General	940-O17389429
4112	ARR scene Code 4	940-O17389460
4502	DPT Ottawa General	940-O17389452
4542	ARR scene Code 4	940-O17389448
4199	ARR scene Code 4	940-O17389459
4183	ARR scene Code 3	940-O17389426
4565	ARR scene Code 4	940-O17389446
4158	ARR scene Code 4	940-O17389456
4169	ARD Queensway Carlton	940-O17389430
4910	ARR scene Code 4	940-O17389458
4148	ARR scene Code 4	940-O17389457
4530	ARD Ottawa General	940-O17389433
4162	DPT Ottawa Civic	940-O17389455
4113	ARR scene Code 4	940-O17389451
4139	DPT Queensway Carlton	940-O17389421
4172	ENR Code 4	940-O17389465

Figure 19 Unavailable Ottawa PS Resources

51. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 20 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. As per the Deployment Plan, these units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination / Time	ACR TOC Time	CACC notified	Difference (min)
4157	Ottawa Civic / 21:51	22:08	22:06	No delay
4153	Ottawa General / 22:00	22:28	22:40	12
4169	Queensway Carlton / 21:45	22:12	22:25	13
4530	Ottawa General / 21:42	22:00	22:08	8

Figure 20 Notification of status changes – delay in minutes

❖ **Three Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

52. At 22:03:31 hours, Ottawa CACC assigned Prescott Russell ambulance 4527 to the Code 4. At the time of the notification, ambulance 4527 was mobile, located 28.9 km away from the call on Whiterock Street.

53. At 22:05:33 hours, Ottawa CACC assigned Ottawa PS ambulance 4156 to the Code 4 call on Whiterock Street after they had cleared the Montfort Hospital and confirmed to the dispatcher that they were available for deployment.

❖ **The closest ambulance resource to the call on Whiterock Street was Ottawa PS ambulance 4563 or 4156 responding from the Montfort Hospital. However, neither ambulance had completed their additional 30 minute allotment after transferring care of their previous patient, and both were unavailable to the dispatcher for assignment as per the Deployment Plan.**

54. At 22:06:06 hours, Ottawa CACC cancelled Prescott Russell ambulance 4527 from the Code 4 call.

55. The patient was transported by Ottawa PS ambulance 4156 to the Montfort Hospital Code 3, and CTAS 2.

❖ **Ottawa CACC appropriately reassigned a closer ambulance as soon as they were notified of the availability of 4156, and cancelled the Prescott Russell response.**

❖ **Ottawa CACC assigned the closest available resource to call 940-0017389467.**

Call 940-0017389470

56. At 22:07:54 hours, an emergency request for service was routed to the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Highpark Crescent in Ottawa.

57. The emergency request for service was requested by the Ottawa Police. The call had been geo-validated to an incorrect address. The error was corrected 10 minutes later, when Ottawa Police called Ottawa CACC to update the responding paramedics.

58. At the time of the call request, there were nine confirmed Ottawa PS ambulances that were not committed to a patient and had not indicated a delay; however, six out of the nine had not completed their additional 30 minute allotment and were not considered available as per the Deployment Plan. Figure 21 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call request.

Unit	Location at Time 1 (22:07)	Distance To Scene
4157	Ottawa Civic TOC 22:06	16.5 km
4541	CHEO TOC 22:02	10.0 km
4183	Available at Ottawa Civic	16.5 km
4565	Wellington Street (mobile)	14.7 km
4531	Queensway Carlton TOC 21:51	26.4 km
4563	Montfort Hospital TOC 21:59	7.7 km
4179	Ottawa General TOC 21:50	9.4 km
4577	Ottawa Civic TOC 21:55	16.5 km
4197	ENR Code 3	23.2 km

Figure 21 Ottawa PS Resources (no delays identified)

59. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 22 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (22:07)	Reference ID
4149	ARD Ottawa General	940-O17389440
4190	Event Coverage - unavailable	Red/Black Game
4177	Event Coverage - unavailable	Red/Black Game
4153	ARD Ottawa General	940-O17389429
4112	ARR scene Code 4	940-O17389460
4502	ARD Ottawa General	940-O17389452
4542	ARR scene Code 4	940-O17389448
4199	ARR scene Code 4	940-O17389459
4158	ARR scene Code 4	940-O17389456
4169	ARD Queensway Carlton	940-O17389430
4910	ARR scene Code 4	940-O17389458
4162	DPT Ottawa Civic	940-O17389455
4113	ARR scene Code 4	940-O17389451
4156	ENR Code 4	940-O17389467
4139	DPT Queensway Carlton	940-O17389421
4148	ARR scene Code 4	940-O17389457
4530	ARD Ottawa General	940-O17389433
4172	ARR scene Code 4	940-O17389465

Figure 22 Unavailable Ottawa PS Resources

60. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 6 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care, as per the Deployment Plan.

Unit	Arrived Destination / Time	ACR TOC Time	CACC notified	Difference (min)
4149	Ottawa General / 22:01	22:49	22:49	No delay
4153	Ottawa General / 22:00	22:28	22:40	12
4502	Ottawa General / 22:16	22:42	22:42	No delay
4530	Ottawa General / 21:42	22:00	22:08	8
4169	Queensway Carlton / 21:45	22:12	22:25	13

Figure 23 Notification of status changes – delay in minutes

- ❖ **Three Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

61. At 22:08:42 hours, Ottawa CACC assigned Prescott Russell ambulance 4527 to the Code 4 on Highpark Crescent. At the time of the notification, they were mobile in Ottawa, approximately 20 km away from the call.
- ❖ **Ottawa CACC had seven Ottawa PS ambulances that were closer to the Code 4 call when the Prescott Russell ambulance was assigned. Five out of the seven closer Ottawa transporting ambulances had not completed their additional 30 minute allotment after transferring care of their previous patient and were unavailable to the dispatcher for assignment as per the Deployment Plan.**
 - ❖ **Ottawa PS ambulances 4565 and 4183 were both closer than the Prescott Russell ambulance Ottawa CACC assigned.**
62. At 22:13:28 hours, Ottawa CACC assigned Ottawa PS ambulance 4541 to the Code 4 on Highpark Crescent as they cleared the hospital and confirmed to the dispatcher that they were available for deployment. The mobile location of 4541 was 10 km away from the call.
- ❖ **Ottawa CACC failed to cancel the Prescott Russell ambulance after assigning the closer Ottawa PS ambulance to the Code 4.**
63. At 22:16:16 hours, the Ottawa Police corrected the address to Hyde Park Way. The distance between the two addresses is 24.3 km.
64. At 22:16:25, Ottawa CACC cancelled Ottawa PS ambulance 4541 from the call on Highpark Crescent as they were no longer the closest ambulance.
65. At 22:18:36 hours, Ottawa CACC cancelled Prescott Russell ambulance 4527 from the call on Highpark Crescent.
- ❖ **Prescott Russell ambulance 4527 was not the closest ambulance to the Code 4 at any time during the call. When a closer Ottawa ambulance was assigned, Ottawa CACC allowed Prescott Russell ambulance 4527 to continue to the call on a Code 4 response priority for over five minutes.**
66. At 22:30:15 hours, the call was cancelled. There were no patients transported from the scene on Hyde Park Way.
- ❖ **Ottawa CACC did not assign the closest available resource to call 940-0017389470.**

Call 940-0017389484

67. At 23:39:55 hours, an emergency request for service was routed to the Ottawa South East dispatch desk at Ottawa CACC for a Code 4 (urgent) call at the intersection of 8th Line Road and Glenwood Drive in Ottawa.

68. At the time of the call request, there were 13 confirmed Ottawa PS ambulances not committed to a patient; however, three of the 13 had not completed their additional 30 minute allotment and were not considered available for deployment as per the deployment plan. In addition, three of the 13 had been signed out of the CAD and could not be considered, as per the deployment plan, because they were in the last 30 minutes of their shift, Figure 24 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call request.

The Ottawa Paramedic Service Deployment Plan states:²⁰

1.1.2 The Communications Officers' mandate is to utilize only those units logged on as available for call assignment.

Unit	Location at Time 1 (23:39)	Distance To Scene
4197	ARD Queensway TOC 23:36	45.5 km
4153	Navan Base	31.1 km
4112	Bexley Base	46.1 km
4169	Carling Avenue and March Road (mobile)	54.6 km
4910	Montfort Hospital TOC 22:58	30.3 km
4172	Mobile to HQ Code 7 (single medic)	22.0 km
4563	Industrial Base	26.1 km
4113	Ring Road & Smythe (mobile)	27.7 km
4156	Montfort Hospital TOC 23:35	30.3 km
4148	Montfort Hospital TOC 23:22	30.3 km
4541	Headquarters (End of shift @ 00:00)	24.6 km
4149	Headquarters (End of shift @ 00:00)	24.6 km
4157	Headquarters (End of shift @ 00:00)	24.6 km

Figure 24 Ottawa PS Resources (no delays identified)

❖ **Ottawa CACC cannot consider paramedic crews who have been rostered off the CAD system in accordance with the Ottawa PS Deployment Plan.**

69. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 25 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

²⁰ Ottawa Paramedic Service Deployment Plan, effective date July 4th, 2016, Preface/Purpose point 1.1.2

Unit	Status at Time 1 (23:39)	Reference ID
4190	DPT Ottawa General	940-O017389464
4177	DPT Queensway Carlton	940-O017389480
4502	ARD at Ottawa General	940-O017389484
4542	ARR scene Code 4	940-O017389491
4199	ARR scene Code 4	940-O017389474
4183	ARD Queensway Carlton	940-O017389476
4565	ARD Montfort Hospital	940-O017389472
4158	ARD Queensway Carlton	940-O017389456
4179	ARR scene Code 4	940-O017389479
4530	ENR Code 4	940-O017389492
4577	ARR scene Code 4	940-O017389486
4162	ENR Code 4	940-O017389493
4531	ARR scene Code 4	940-O017389490
4139	ARD Ottawa Civic	940-O017389487

Figure 25 Unavailable Ottawa PS Resources

70. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 26 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination Time	ACR TOC Time	CACC notified	Difference (min)
4502	Ottawa General / 23:33	00:15:00	00:23:00	8
4183	Queensway Carlton / 23:09	01:08:00	01:11:00	3
4565	Montfort / 23:26	23:40:00	23:40:00	No delay
4158	Queensway Carlton / 22:43	01:38:00	01:58:00	20
4139	Ottawa Civic / 23:39	23:55:00	00:17:00	22

Figure 26 Notification of status changes – delay in minutes

❖ **Four Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

71. At 23:40:46 hours, Ottawa CACC assigned Prescott Russell ambulance 4906 to the Code 4 call. At the time of the notification, ambulance 4906 was at the Embrun station, 16.5 km away from the call at the intersection of 8th Line Road and Glenwood Drive.

72. At 00:14:13 hours, (August 7th, 2016) the patient refused medical assessment and Prescott Russell ambulance 4906 was cancelled off the call.

❖ **Ottawa CACC assigned the closest available resource to call 940-0017389484.**

Call 940-0017389565

73. At 04:27:05 hours, an emergency request for service was routed to the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Russell Road in Ottawa.

74. At the time of the call request, there were seven confirmed Ottawa PS ambulances that were not committed to a patient and had not indicated a delay. Six out of the seven were capable of transporting a patient. Five out of those six had not yet completed their additional 30 minute allotment and were not considered available for deployment as per the Deployment Plan. Figure 27 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call request.

Unit	Location at Time 1 (04:27)	Distance To Scene
4153	Riddell Base Code 7 (single medic)	36.1 km
4502	CHEO TOC TOC 04:05	2.9 km
4542	Ottawa Civic TOC 04:13	11.5 km
4172	Ottawa Civic TOC 03:33 +30 min for clean up	11.5 km
4530	Ottawa Civic TOC 04:07	11.5 km
4162	Queensway Carlton TOC 04:17	20.7 km
4156	Queensway Carlton TOC 04:02	20.7 km

Figure 27 Ottawa PS Resources (no delays identified)

75. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 28 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (04:27)	Reference ID
4199	ARD Queensway Carlton	940-O017389556
4183	ARR scene Code 4	940-O017389558
4565	ARD Montfort Hospital	940-O017389557
4158	ARD Queensway Carlton	940-O017389536
4169	ARD Ottawa Civic	940-O017389535
4910	ARR scene Code 4	940-O017389559
4563	ARD Montfort Hospital	940-O017389539
4179	ARD Ott Civic	940-O017389554
4148	ARR scene Code 4	940-O017389541
4577	ARD Ottawa General	940-O017389551
4113	ARD Queensway Carlton	940-O017389552
4531	ARR scene Code 4	940-O017389563
4139	ENR to Code 4	940-O017389562

Figure 28 Unavailable Ottawa PS Resources

- ❖ **Ambulance 4148 had obtained signature of a refusal from their ambulatory patient at 03:56:00 hours. The ambulance crew did not notify Ottawa CACC that they would not be transporting the patient until 04:24:00 hours, which caused a preventable delay of 28 minutes in their return to readiness.**

76. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 29 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care, as per the Deployment Plan.

Unit	Arrived Destination Time	ACR TOC Time	CACC notified	Difference (min)
4199	Queensway Carlton / 04:17	4:30	4:33	3
4565	Montfort Hospital / 04:33	4:37	4:37	No delay
4158	Queensway Carlton / 03:47	4:30	4:30	No delay
4169	Ottawa Civic / 04:27	4:42	4:43	1
4563	Montfort Hospital / 03:29	3:55	4:37	42
4577	Ottawa General / 03:53	4:30	4:30	No delay
4113	Queensway Carlton / 04:13	4:25	4:36	11
4169	Ottawa Civic / 04:27	4:42	4:43	1

Figure 29 Notification of status changes – delay in minutes

❖ **Five Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment. (Two of the five notified Ottawa, almost immediately, within one minute.)**

77. At 04:28:12 hours, Ottawa CACC assigned Prescott Russell ambulance 4906. At the time of the notification, ambulance 4906 was at the Embrun station, 33 km from the call on Russell Road in Ottawa.
78. At 04:32:41 hours, Ottawa CACC assigned Ottawa PS ambulance 4156 to the Code 4 Call in Russell Road when the crew cleared the hospital and confirmed that they were available for deployment.
79. At 04:33:56 hours, Ottawa CACC cancelled Prescott Russell ambulance 4906.
80. At 04:37:51 hours, Ottawa CACC assigned Ottawa PS ambulance 4172 to the Code 4 Call on Russell Road when the crew cleared the hospital and confirmed that they were available for deployment.
81. At 04:39:58 hours, Ottawa CACC cancelled Ottawa PS ambulance 4156.
82. The patient was transported by Ottawa PS ambulance 4172 to Ottawa General Hospital on a Code 3, CTAS 3.

❖ **Ottawa CACC assigned the closest available resource to call 940-0017389565.**

Call 940-0017389566

83. At 04:29:59 hours, an emergency request for service was routed to the Ottawa East dispatch desk at Ottawa CACC for a Code 4 (urgent) call on Stonehenge Crescent in Ottawa for a VSA patient.
84. At the time of the call request, there was seven confirmed Ottawa PS not committed to a patient, who had not indicated any delays. Six of the seven were capable of transporting a patient; however, four of those available ambulances had not yet completed their additional 30 minute allotment and were not considered available for deployment as per the Deployment Plan. Figure 30 identifies the location of the confirmed available resources and the distance to the scene at the time of the Code 4 call.

Unit	Location at Time 1 (04:29)	Distance To Scene
4153	Riddell Base Code 7 (single medic)	36.2 km
4502	CHEO TOC 04:05	6.0 km
4542	Carling Avenue & Melrose (mobile)	11.7 km
4172	Ottawa Civic TOC 03:33 + 30 min veh clean	12.0 km
4530	Ottawa Civic TOC 04:07	12.0 km
4162	Queensway Carlton TOC 04:17	22.0 km
4156	Queensway Carlton TOC 04:02	22.0 km

Figure 30 Ottawa PS Resources (no delays identified)

85. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 31 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (04:29)	Reference ID
4199	ARD Queensway Carlton	940-0017389556
4183	DPT Ottawa Civic	940-0017389558
4565	DPT Montfort Hospital	940-0017389557
4158	ARD Queensway Carlton	940-0017389536
4169	ARD Ottawa Civic	940-0017389535
4910	ARR Scene Code 4	940-0017389559
4563	ARD Montfort Hospital	940-0017389539
4179	ARD Ottawa Civic	940-0017389554
4148	ENR Code 4	940-0017389564
4577	ARD Ottawa General	940-0017389551
4113	ARD Queensway Carlton	940-0017389552
4531	ENR Code 4	940-0017389563
4139	ENR Code 4	940-0017389562

Figure 31 Unavailable Ottawa PS Resources

86. Investigation Services compared the transfer of care times from the ACRs to the official record of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 32 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care, as per the Deployment Plan.

Unit	Arrived Destination Time	ACR TOC Time	CACC notified	Difference (min)
4199	Queensway Carlton / 04:17	4:30	4:33	3
4169	Ottawa Civic / 04:27	4:22	4:23	1
4158	Queensway Carlton /03:47	4:38	4:30	No delay
4563	Montfort Hospital / 03:29	3:55	4:37	42
4179	Ottawa Civic / 04:21	4:35	4:57	22
4577	Ottawa General / 03:53	4:30	4:30	No delay
4113	Queensway Carlton / 04:13	4:25	4:36	11

Figure 32 Notification of status changes – delay in minutes

❖ **Five Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment. (One of the five notified Ottawa, almost immediately, within one minute.)**

87. At 04:30:27 hours, Ottawa CACC assigned Prescott Russell ambulance 4588 to the Code 4 call from the Rockland station. At the time of the notification, ambulance 4588 was 37.1 km away from the Code 4 call on Stonehenge Crescent.
88. At 04:34:11 hours, Ottawa CACC assigned Prescott Russell ambulance 4906 from the Embrun station. At the time of the notification, ambulance 4906 was mobile in the area of the Embrun station approximately 33.9 km away from the Code 4 on Stonehenge Crescent.
89. At 04:35:25 hours, Ottawa CACC cancelled Prescott Russell ambulance 4906.
90. At 04:34:43 hours, Ottawa CACC assigned Ottawa PS ambulance 4162 at Queensway Carlton to the call. At the time of the notification, ambulance 4162 was 22.0 km away from the Code 4 call on Stonehenge Crescent.
91. At 04:34:53 hours, Ottawa CACC cancelled Prescott Russell ambulance 4588 from the Code 4 call.
92. At 04:38:09, Ottawa CACC received an update from the fire department on scene that Cardio-pulmonary Resuscitation (CPR) was in progress for the VSA patient.
93. At 04:38:40 hours, Ottawa CACC assigned Ottawa PS ambulance 4563 to the Code 4 call. At the time of the notification, ambulance 4563 was at the Montfort Hospital, 5.9 km away from the Code 4 on Stonehenge Crescent.
94. At 04:39:13 hours, Ottawa PS 4563 was en route to the Code 4 call, nine minutes and 14 seconds after the call was routed to the dispatcher.
95. At 04:41:01 hours, Ottawa CACC cancelled ambulance 4162 from the Code 4 call.
96. At 04:45:16 hours, Ottawa CACC received an update from the Ottawa Police on scene and was advised that the patient had received two shocks from the Fire Department's defibrillator and resuscitation efforts continued.

97. At approximately 04:47 hours, ambulance 4563 arrived on scene time. Based on the ACR ambulance 4563 made patient contact at 04:48 hours. From the time the call was sent to dispatcher to the time the first ambulance arrived on scene, approximately 17 minutes had elapsed.

98. At 05:06:54 hours, the patient was pronounced on scene.

❖ **Ottawa CACC did not assign the closest available resource to call 940-0017389566.**

❖ **Ottawa PS ambulance 4502 at CHEO was the closest ambulance to the VSA patient, and was never assigned to the call. If Ottawa CACC had assigned ambulance 4502, the estimated time of arrival would have been approximately 04:35 hours, within five minutes of the when the call came into the dispatcher’s queue. The ambulance assigned by Ottawa CACC for the VSA patient arrived at approximately 04:47 hours, 17 minutes after the call came into the dispatcher’s queue.**

❖ **The paramedic crew of ambulance 4502 was scheduled to end their shift at 0500 hours, 31 minutes after this call entered the queue for dispatch, contravening Ottawa’s end of shift policy that states ambulances cannot be assigned any emergency calls within 30 minutes of their end of shift.**

Call 940-0017389567

98. At 04:34:20 hours, an emergency request for service was routed to the Ottawa Core West dispatch desk for a Code 4 (urgent) call at the intersection of Elgin Street and Cooper Street in Ottawa.

99. At the time of the call request, there was seven confirmed Ottawa PS not committed to a patient and had not indicated any delays. Six of the seven were capable of transporting a patient; however, four of those available ambulances had not completed their additional 30 minute allotment and were not considered available for deployment as per the Deployment Plan. Figure 33 identifies the location of the confirmed available resources and the distance to the scene at the time of the Code 4 call.

Unit	Location at Time 1 (04:34)	Distance To Scene
4153	Riddell Base PCP1 (Single medic) EOS @ 0500	29.5 km
4502	Available at CHEO EOS @ 0500	4.9 km
4542	Parkdale and Sherwood EOS @ 0500	4.7 km
4199	Queensway Carlton TOC 04:33	14.9 km
4158	Queensway Carlton TOC 04:30	14.9 km
4172	Ottawa Civic TOC 03:33 + 30 min for clean up	5.1 km
4530	Ottawa Civic TOC 04:07	5.1 km

Figure 33 Ottawa PS Resources (no delays identified)

100. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 34 identifies the Ottawa PS resources committed to emergency calls with the associated CACC reference number.

Unit	Status at Time 1 (04:34)	Reference ID
4183	ARD Ottawa Civic	940-0017389558
4565	ARD Montfort	940-0017389557
4169	ARD Ottawa Civic	940-0017389535
4910	ARR scene Code 4	940-0017389559
4563	ARD Montfort Hospital	940-0017389539
4179	ARD Ottawa Civic	940-0017389554
4148	ENR Code 4	940-0017389564
4577	TOC 04:30 Decontaminating +20 min	940-0017389551
4162	NTF Code 4	940-0017389566
4113	ARD Queensway Carlton 17389552	940-0017389552
4156	ENR Code 4	940-0017389565
4531	ENR Code 4	940-0017389563
4139	ENR Code 4	940-0017389562

Figure 34 Unavailable Ottawa PS Resources

101. Investigation Services compared the transfer of care times from the ACRs to the Call Details Reports of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 35 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care, as per the Deployment Plan.

Unit	Arrived Destination Time	ACR TOC Time	CACC notified	Difference (min)
4183	Ottawa Civic / 04:34	4:50	5:05	15
4565	Montfort Hospital / 04:33	4:35	4:37	2
4169	Ottawa Civic / 04:27	4:22	4:23	1
4563	Montfort Hospital / 03:29	3:55	4:37	42
4179	Ottawa Civic / 04:21	4:35	4:57	22
4113	Queensway Carlton / 04:13	4:25	4:36	11

Figure 35 Notification of status changes – delay in minutes

- ❖ **Six Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment. (One of the six notified Ottawa, almost immediately, within one minute.)**

102. At 04:35:28 hours, Ottawa CACC assigned Prescott Russell ambulance 4906 to the Code 4 call at the Embrun station. At the time of the notification, ambulance 4906 was 40.8 km away from the Code 4 at the intersection of Cooper Street and Elgin Street.

103. At 04:39:16 hours, Ottawa CACC cancelled Prescott Russell ambulance 4906. At the time of the cancellation, ambulance 4906 would have been approximately 35 km away from the scene.

104. At 04:40:02 hours, Ottawa CACC cancelled ambulance 4156 from a Code 4 response (17389565) and reassigned 4156 to the Code 4 at the intersection of Elgin and Cooper (04:40:16 hours). At the time of the reassignment, Ottawa PS ambulance 4156 was mobile, approximately 10 kilometers away from the scene.

- ❖ **Ottawa CACC did not assign the closest available resource to call 940-0017389567. Ambulance 4172 should have been assigned to the call.**

105. The patient was transported by Ottawa PS ambulance 4156 to the Ottawa General hospital on a Code 3, CTAS 3.

Call 940-0017389571

106. At 04:41:14 hours, an emergency request for service was routed to the Ottawa East dispatch desk for a Code 3 (prompt) request for a call on Genest Street in Ottawa.

107. At the time of the call request, there were eight confirmed Ottawa PS ambulances available. One of the ambulances only had a single medic and therefore could not transport a patient. Five of the remaining seven ambulance crews had not been cleared from their previous call for thirty minutes and were not considered available for deployment as per the Deployment Plan. The remaining two ambulances were mobile in the Ottawa area but were in the last 60 minutes of their shift and could not be considered for deployment as per the Deployment Plan. Figure 36 identifies the location of each confirmed available resource and the distance to the scene at the time the dispatcher was notified of the call request.

Unit	Location at Time 1 (04:41)	Distance To Scene
4153	Riddell Base Code 7 (single Medic)	33.9 km
4502	Riverside Drive (mobile)	6.8 km
4542	Innes Road and Stonehenge Cr (mobile)	8.2 km
4199	Queensway Carlton TOC 04:33	19.7 km
4565	Montfort Hospital TOC 04:37	3.4 km
4158	Queensway Carlton TOC 04:30	19.4 km
4530	Ottawa Civic TOC 04:07	10.0 km
4113	Queensway Carlton TOC 04:36	19.4 km

Figure 36 Ottawa PS Resources (no delays identified)

108. At the time of the call request, the remaining Ottawa PS ambulance resources were committed to other calls, in various stages of completion. Figure 37 identifies the Ottawa PS resources committed to emergency calls, or non-emergency calls with patient contact, with the associated CACC reference number.

Unit	Status at Time 1 (04:41)	Reference ID
4183	ARD Ottawa Civic	940-O017389558
4169	ARD Ottawa Civic	940-O017389535
4910	DPT Ottawa Civic	940-O017389559
4179	ARD Ottawa Civic	940-O017389554
4148	ENR Code 4	940-O017389564
4577	ARD Ottawa General	940-O017389551
4162	NTF Code 4	940-O017389568
4156	ENR Code 4	940-O017389567
4531	ARR scene Code 4	940-O017389563
4139	ARR scene Code 4	940-O017389562
4172	ENR Code 4	940-O017389565
4563	NTF Code 4	940-O017389566

Figure 37 Unavailable Ottawa PS Resources

109. Investigation Services compared the transfer of care times from the ACRs to the official record of Ottawa CACC to identify delays in notification of availability. According to the local policy, an ambulance crew in “TOC” status can be seen by the assign/deploy dispatcher. “TOC” status means that call information has been exchanged, and no delays have been identified by the crew. This comparison identified significant delays by paramedic crews in notifying Ottawa CACC of their change in status. Figure 38 identifies the difference (in minutes) from the time the crew transferred care of their patient to hospital staff, to the time Ottawa CACC was notified. These units are unavailable for deployment for an additional 30 minutes after notifying Ottawa CACC that they have transferred care.

Unit	Arrived Destination Time	ACR TOC Time	CACC notified	Difference (min)
4183	Ottawa Civic / 04:34	4:50	5:02	12
4169	Ottawa Civic / 04:27	4:22	4:23	1
4179	Ottawa Civic / 04:21	4:35	4:57	22
4577	Ottawa General / 04:13	4:30	4:30	0

Figure 38 Notification of status changes – delay in minutes

- ❖ **Two Ottawa PS crews had not immediately updated their change in status to Ottawa CACC which delayed their availability for deployment.**

110. At 05:43:35 hours, Ottawa CACC assigned Prescott Russell ambulance 4906 from the Prescott Russell Embrun ambulance station. At the time of the notification, the Code 3 call had been holding for 61 minutes and ambulance 4906 was 40.7 km away from the Code 3 on Genest Street.

111. At 05:43:35 hours, Ottawa CACC assigned Ottawa PS ambulance 4186 (day crew rostered from headquarters) to the Code 3 call. At the time of the notification ambulance 4186 was 10.7 km away from the call on Genest Street.

- ❖ **The closest ambulance resource to the call on Genest Street is difficult to ascertain due to the fact that the call was held for 61 minutes. There are many variables (system status level less than nine/ holding Code 3s, end of shift crews, shift change, and higher priority calls) that would prevent the assignment of the Code 3.**
- ❖ **During the hour that the Code 3 was holding, 11 paramedic crews booked on for the day shift. (Three, 0500-1700 and eight, 0530-1730). All of the day shift ambulances would have been closer than Prescott Russell to the Code 3 call, unless all of Ottawa PS ambulances were immediately assigned higher priority calls at the start of their shift.**
- ❖ **The scope of this investigation tracking the ambulances of night shift did not include the ambulances rostered at 05:00 or later. It is unlikely that the Prescott Russell ambulance was the closest or most appropriate ambulance for the Code 3 that was located 40.7 km away over an hour after the call was received by Ottawa CACC.**

112. At 05:47:37 hours, Ottawa CACC cancelled Prescott Russell ambulance 4906 from the Code 3 call.

113. At 06:32:25 hours, the crew members of 4186 notified Ottawa CACC that the patient had refused transport.

Note: The ministry reviewed all relevant Ambulance Call Reports (ACRs), call detail reports (CDRs), automatic vehicle locator (AVL) data (when available), and approved provincial and local policies to conclude accurate findings. The master audio log for the night shift of August 6th, 2016, was not reviewed.

EMERGENCY HEALTH SERVICES BRANCH INVESTIGATION SERVICES
INVESTIGATION REPORT OCCURRENCE 16IS-087

~

