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| Report To: | Manitoulin-Sudbury DSB Program Planning Committee |
| From: | Michael Maclsaac, Director of EMS |
| Date: | June 17, 2010 |
| Re: | Rank & Insignia |

RECOMMENDATION

That the EMS Department of the Manitoulin-Sudbury DSB adopts the Emergency Medical Services Chiefs of Canada rank titles and Ontario version of the epaulette insignia.

REPORT

Purpose

The purpose of this report is to provide the Board with some information regarding the changing of title and insignia within the EMS Department to match that proposed by the Emergency Medical Services Chiefs of Canada

Emergency Medical Services is the newest of the Emergency Services and has only recently been associated with municipal government. As such the ability to change and improve upon the land ambulance system is in the hands of local operators. Now that there are over forty different land ambulance services operating in Ontario it could become confusing to understand who is in charge in a seamless multi-municipal environment with the many different titles in place. Now more than ever, a congruent, consistent approach to rank and structure is important.

A standardized approach would not only benefit EMS providers but would benefit in a multi-disciplinary setting. Adopting these changes will help to place EMS on the same footing as the other two emergency services when it comes to incident command structure and public perception. The top two proposed titles actually mirror the titles of the other Emergency Services. An incident occurred a few years ago when a train carrying a number of sick individuals was stopped and quarantined in Foleyet. Represented were three different EMS services along with the OPP, two Health Units, Emergency Measures Ontario, and rail line officials who all had a different title associated with their structure. An approach to title in a manner as presented below will aid in ensuring minimal confusion at the scenes of major disasters/emergencies especially considering its similarities to the other Emergency Services.

Back Ground

In May of 2008 a report was prepared for the Executive of the EMS Chiefs of Canada, entitled, "Rank & Insignia Project Team Report". The goal of this report was to produce, "common, unique and professionally distinctive management rank insignias and titles"¹ for EMS Managers in Canada.

"Rank is an insignia or badge identifying leadership. Rank distinguishes who is "in charge", who has authority, and levels of responsibility. Paramilitary organizations such as Paramedic, Police and Fire Services have borrowed heavily from and use similar, if not identical, rank structures and visual identifiers to the Canadian Forces in their organizations to delineate lines of reporting and authority."²

The Team Report authors developed a new rank structure based upon a mix of military, police and fire titles. The idea was that paramedic services required three levels of leadership and command being; strategic, operational, and tactical. Based on these three levels titles were arranged.

The following chart depicts the current Manitoulin-Sudbury EMS titles compared with what is believed to be the proposed national equivalent.

| <i>Current Title</i> | <i>Proposed Title</i> |
|----------------------------------|-----------------------------------|
| <i>Director</i> | <i>Chief</i> |
| <i>Operations Manager</i> | <i>Deputy Chief</i> |
| <i>Quality Assurance Manager</i> | <i>Commander of QA</i> |
| <i>Field Manager</i> | <i>Superintendent</i> |
| <i>Training Manager</i> | <i>Superintendent of Training</i> |
| <i>Paramedic</i> | <i>Paramedic</i> |

The end report developed a proposed rank structure which was endorsed with minor modification by the Association of Municipal Emergency Medical Services of Ontario.

The accompanying insignia has symbolic meaning. Much research was sought on what a visual identifier should be for EMS in Canada. Below is the proposed version of the epaulette slip-ons.

¹ by the EMS Chiefs of Canada prepared by Kevin Newell, **Rank & Insignia Project Team Report A report for the Executive of the EMS Chiefs of Canada** (EMS Chiefs of Canada, 2008), 4.

² Ibid, 10.

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|---|---|---|--|---|---|
|  |  |  |  |  |  |
| CHIEF | Deputy Chief | Commander | Deputy Commander (not in use) | Superintendent | Deputy Superintendent |

The wreath contains 12 gold leaves representing the 12 other provinces and territories. At the bottom is the trillium representing our province with its official flower. The red Maple Leaf in the Centre draws from the Canadian flag. Within the red Maple Leaf is the Staff of Asclepius. In Greek mythology Asclepius was a human who excelled at the art of healing so much so that he was said to revive the dead. This symbol is widely recognized in relation to the EMS profession and can found in the middle of the EMS Star of Life. Above the wreath sits a crown and/or a series of gold Maple Leaves. The symbolism of the crown relates to our inclusion as a Commonwealth country and the gold Maple Leaf further represent national symbolism. The combination of the crown and gold Maple Leaf indicates rank within the organization.

Objectives

To change the titles of the EMS Managers and correlate their rank to the approved Ontario version of the shoulder epaulette flashes. In today's world, rank and title plays an important role in how you are perceived. Police and Fire organizations have for years worked to have their titles recognized. No matter where you go, you understand that the head of the police force is the Chief and same goes for the head of fire services.

HR Implications:

The changing of title can sometimes be seen as a change in job description or job responsibility. In this case the change in title does not necessitate any change in job description. Management job descriptions were recently reviewed by the DSB's HR consulting firm and are appropriately tailored to the work being done. A change in title will not constitute a change in salary. That change would simply be reflected in the titles on the newly reviewed job descriptions.

The proposed changes in titles have been reviewed by our Human Resources Advisor, and he has confirmed that these changes will not have any impact on the Board's current wage structure for Management positions.

Funding Parameters

The only effect on funding would be in the creation of new business cards, which are currently under review by the management team, and new epaulette slip-ons for each manager. These changes would represent an expense of under \$500. A future endeavour would be to outfit the Paramedics with a shoulder flash epaulette version of the newly adopted national identifier. This would also represent a cost to the DSB of under \$1,500. Based on the EMS budget both these costs can be absorbed into the current operating budget.

What Our Neighbours are Doing

While the impact of what our neighbours are doing does not play a role on how we operate, it is good to evaluate what works for others and the direction other similar organizations are taking. While I like to think of our organization as leaders in this industry, I know that we are late in evaluating this issue.

The following chart reflects an indication of what the other Northern EMS Departments are doing.

| SERVICE | RANK | INSIGNIA | NOTES |
|-------------|------|----------|---|
| Algoma | No | No | Head of operations would like to evaluate this topic |
| Cochrane | No | Yes | |
| Kenora | No | Yes | |
| Nipissing | | | No response |
| Parry Sound | | | No response |
| Rainy River | No | Yes | |
| SSM | Fire | No | Similar system in Fire to the proposed EMS system |
| Sudbury | Yes | Yes | |
| Temiskaming | Yes | Yes | Using for over a year, incorporated into shoulder flashes |
| Thunder Bay | Yes | Yes | 1 chief 3 deputy chiefs, 9 superintendants |

The above chart indicates that 6 out of the 8 responding Northern EMS providers are using at least a portion of the proposed system. The City of Greater Sudbury with whom we work closest has adopted the system whole heartedly. Algoma, our neighbours directly to the West, are evaluating the system but are having problems with how to merge their current structure into the proposed structure. Our current managerial structure lends itself well to the new structure.

CONCLUSION

It is the desire of the EMS Department that the Manitoulin-Sudbury DSB endorse the proposal to change the titles of the managers within its department.