

Ambulance Transition Toolkit

Project Charter

June 8, 2004



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1. Background

- The Government of Alberta has indicated that over the next two years, Alberta Health and Wellness will work with health regions to move responsibility for ground ambulance service from municipalities to the regions.
- Regional Health Authorities (RHA's) are already starting to contact municipalities. In the absence of clear guidelines, municipalities may inadvertently miss key components or negotiate agreements that are not in the best long-term interest of the municipality.
- The AUMA Board has endorsed a decision to provide member municipalities with a “toolkit” to assist them with the process of transitioning ground ambulance services to RHA's.



2. Project Scope

- The scope of the project will **INCLUDE** :
 - The development and implementation of a formal communications plan
 - The development of a “*Transition Toolkit*”. The *Toolkit* will focus on two primary options:
 - Transition of all service delivery components
 - Contracting back by RHA to municipality
 - A limited number of “focus group” meetings to validate the content of the *Transition Toolkit*
 - Meetings with Alberta Health and Wellness to ensure that the Province’s approach and expectations are clearly understood and addressed
- The scope of the project will **EXCLUDE**:
 - Consensus-building workshops
 - Meetings with current service providers
 - Meetings with RHA’s



3. Project Objectives

- The primary objectives of this project are:
 - To help member municipalities be as prepared, and as proactive, as possible for the negotiations which will occur between each municipality and its RHA. Specifically to ensure that each member municipality can:
 - Clearly understand the issues and choices, with an emphasis on two alternative delivery models, and the implications of each to their municipality.
 - Be able to make the best service delivery and fiscal decision for their municipality regarding their approach to negotiations with their RHA.
 - Have sufficient resources to be able to negotiate effectively with their RHA to whatever resolution is in the best interests of their municipality.
 - To provide: information (data and analysis); resources (forms, sample contracts); and advice to members. In order to do so, AUMA must develop:
 - An understanding of the issues and choices, including the different types of municipal service delivery structures today, two alternative transfer delivery models and key negotiating points for each.
 - Resource materials usable by all affected municipalities.
 - Communication and support approaches, strategies, processes and resources.



4. Success Criteria / Critical Success Factors

- The project will be considered a success if:
 - The *Toolkit* is comprehensive such that it can be used by municipalities of all sizes and service delivery models
 - The *Toolkit* is available for use by municipalities by the beginning of September
 - Municipalities are kept informed about the issues related to the transition of ambulance service delivery and the progress of the *Transition Toolkit*
 - A cross-section of municipalities have an opportunity to provide input on the *Transition Toolkit*
- The things that **MUST** be done to ensure that these success criteria are achieved include:
 - Availability of appropriate and sufficient resources (both staff and contractors)
 - Clearly defined project objectives, roles and responsibilities
 - Effective project guidance and management
 - Timely decision making by the AUMA Board
 - Timely input from municipalities participating in the review of the *Transition Toolkit*
 - A formal communications plan



5. Approach

- The project approach will include the following elements:
 - An Ambulance Transfer communications strategy
 - An analysis of the benefits and barriers to transfer based upon research into existing service delivery arrangements today in a representative sampling of municipalities.
 - With guidance and support from a small advisory committee of participating municipalities (the focus group), the project team will investigate the following key areas:
 - ❖ Governance (of the service), accountability, change resistance, human resource
 - ❖ Financial and operational
 - ❖ Legal, contractual and legislative (FOIP, MGA and other)
 - Design of an Ambulance Transition Toolkit (ATT) based upon an analysis of optimal solutions for the two models – full transfer and contracted service.
 - Development of a draft ATT, and an implementation plan (with resource requirements)
 - Formal review with participating municipalities and finalization of the ATT
 - Roll-out of the ATT and communications program



5. Approach (continued)

- The project will consist of the following 7 phases:
 - Phase 1 – Project Start Up
 - This phase involves finalizing the terms of reference, selecting the project team members, assigning responsibilities to team members, identifying potential members of the focus groups and getting the Project Charter approved by AUMA Executive
 - Phase 2 – Develop Communications Plan
 - This phase involves developing a formal communications plan to keep members informed of the progress on the Transition Toolkit as well as up to date on any issues associated with discussions with Alberta Health and Wellness and the RHA's
 - Phase 3 – Assess Current State of Ambulance Service Delivery
 - This phase involves gathering data about the current ambulance service delivery models in place within urban municipalities including:
 - ❖ The nature of different service delivery models today, including separated, bundled and regional sharing agreements;
 - ❖ Cost of service analysis including staff, fixed assets, equipment, direct and indirect overheads;
 - ❖ Service dispatch coordination, both process and technology related;
 - ❖ Standards and performance measurement;
 - ❖ Service duplication – ambulance and response units;
 - ❖ FOIP issues; and
 - ❖ Staffing – impact on existing (pay, pension, career) collective bargaining factors



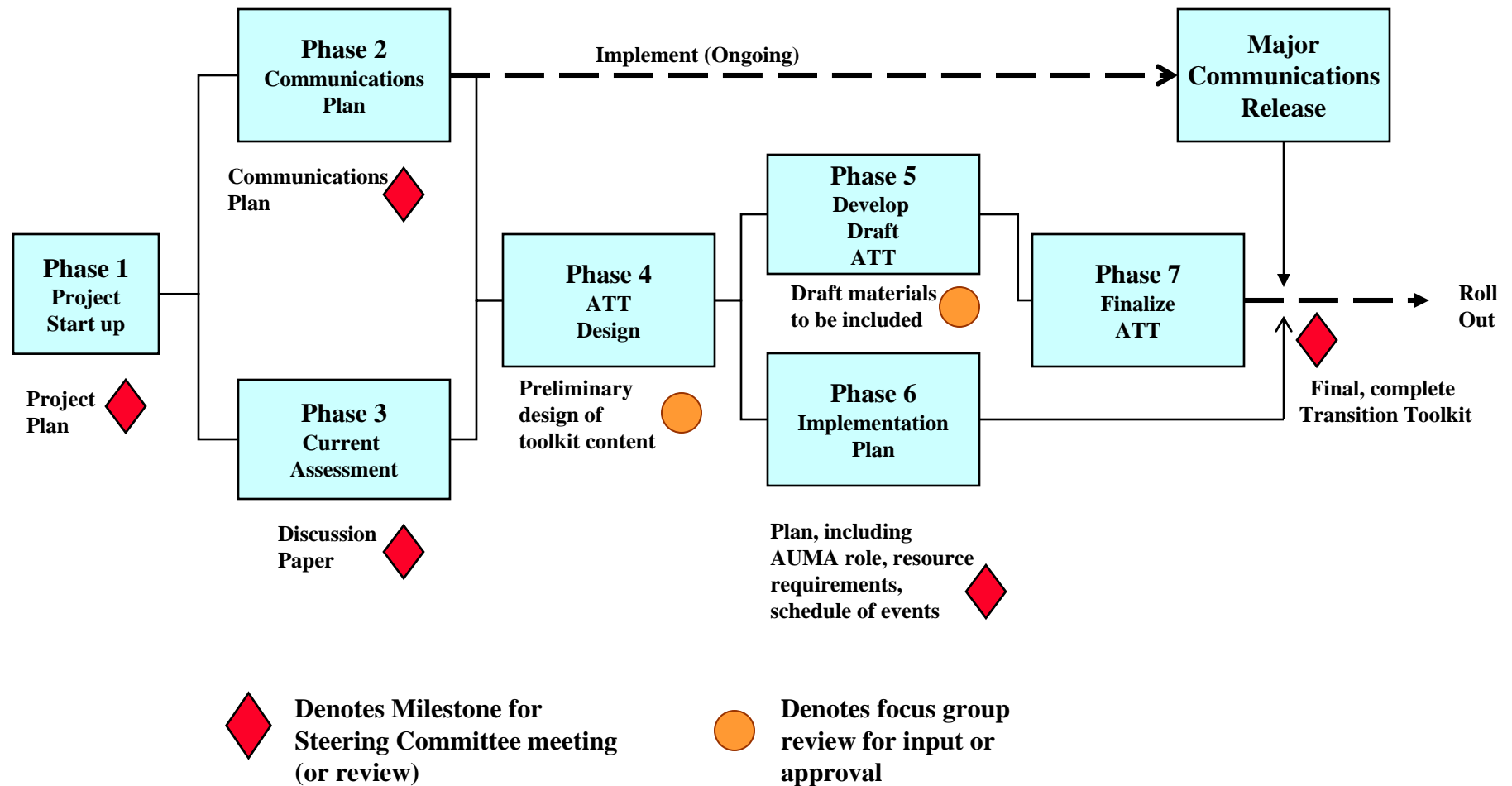
5. Approach (continued)

- Phase 4 – Design *Ambulance Transition Toolkit*
 - This phase involves developing the Table of Contents for the *Transition Toolkit* based on priorities established in the previous phase
- Phase 5 – Develop Draft *Ambulance Transition Toolkit*
 - This phase involves drafting key sections of the *Transition Toolkit*
 - The emphasis of this phase will be on the two alternatives defined in the scope section
 - ❖ Transition of all service delivery components
 - ❖ Contracting to the RHA by the municipality
 - Pros and cons as well as negotiating approaches / strategies for each alternative will be included
 - The draft *Transition Toolkit* will be reviewed by select municipalities
- Phase 6 – Develop Implementation Plan
 - This phase involves formalizing the roll-out plan for the *Transition Toolkit*. Roles and responsibilities will be defined, resources will be identified and a schedule of events will be documented.
- Phase 7 – Finalize *Transition Toolkit*
 - This phase involves finalizing the Transition Toolkit. Legal counsel will be sought at this point to ensure that terms and conditions (in sample contracts) are sound
 - The Toolkit could be pilot tested with select municipalities at this time.



5. Approach (continued)

- The phases and milestones are shown in the following diagram:



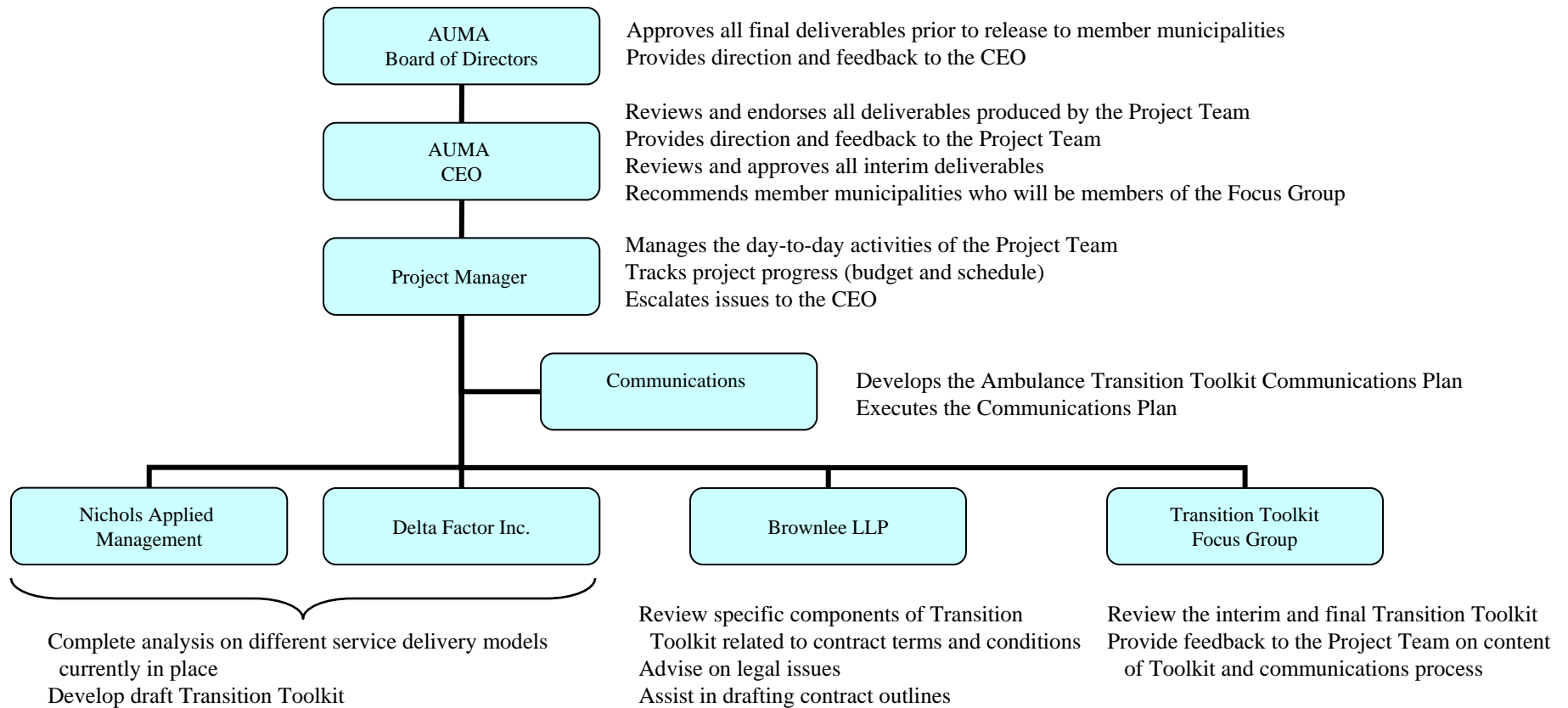
6. Deliverables

- The deliverables from each phase of the project are:
 - Phase 1 – Approved Project Charter
 - Phase 2 – Formal Communications Plan
 - Phase 3 – Current Assessment of Ambulance Service Delivery models
 - Phase 4 – *Transition Toolkit* Table of Contents
 - Phase 5 – Draft *Transition Toolkit*
 - Phase 6 – Implementation Plan
 - Phase 7 – Final *Transition Toolkit*



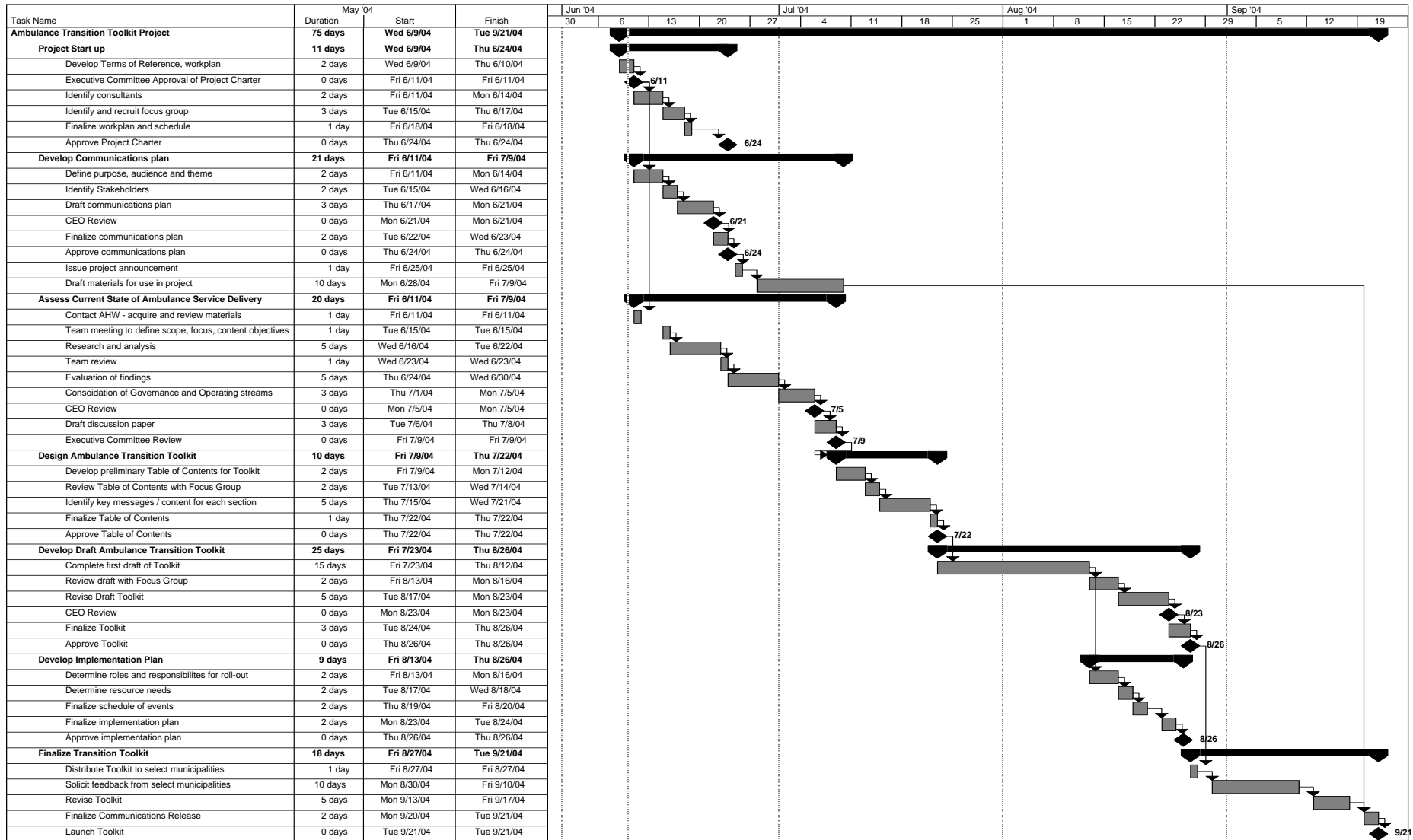
7. Project Organization

➤ The project will be organized as shown in the following diagram.



8. Project Work Plan and Schedule

➤ The project work plan and schedule are shown below.



9. Project Budget

- The Board has approved a consulting budget of \$40,000 to complete the development of the Transition Toolkit
- The breakdown of consulting budget by phase is as follows:

• Phase 1 – Approved Project Charter	\$ 1,000
• Phase 2 – Formal Communications Plan	\$ 1,000
• Phase 3 – Current Assessment	\$ 10,000
• Phase 4 – Design Transition Toolkit	\$ 5,000
• Phase 5 – Draft <i>Transition Toolkit</i>	\$ 15,000
• Phase 6 – Implementation Plan	\$ 3,000
• Phase 7 – Final <i>Transition Toolkit</i>	\$ 5,000
• TOTAL	\$ 40,000
- Costs for a legal review of the sample terms and conditions are over and above the costs represented here
- Travel costs and expenses (for participating in the focus group meetings) are over and above the costs listed here

