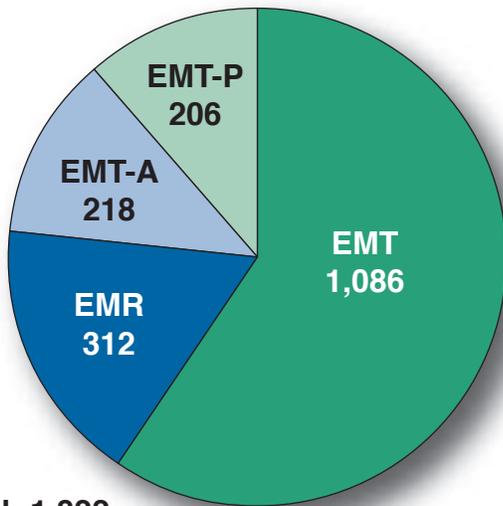


Our Strategic Plan – A Plan for the Future

The Saskatchewan College of Paramedics is now holding its second Annual General Meeting! The College has accomplished much in the last 18 months and it is a good time to assess the progress of the College and chart a course for the future.

SCoP membership as of February 28, 2010



Total: 1,822

Some of the College's accomplishments since inception in September 2008 include:

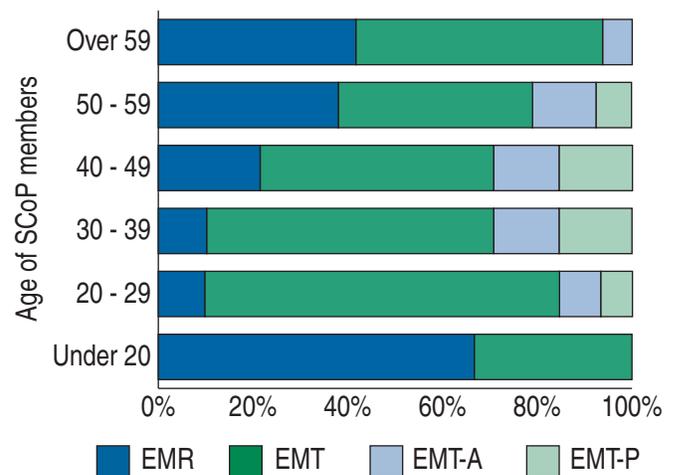
- establishing and streamlining registration requirements;
- investigating more than a dozen professional conduct complaints;
- establishing the continuing medical education (CME) requirements for 2010 and implementing a field support system for CME, including providing training to 159 SCoP coordinators;
- initiating work on defining and implementing a new registry system;
- implementing entry to practice licensing exams for EMT/PCP and EMT-P/ACP;
- meeting the requirements for the Agreement on Internal Trade labour mobility provisions;
- ensuring the Committees of Council are fully operational and properly resourced;
- establishing processes for the Annual General Meeting and holding the first AGM;

- developing a comprehensive policy manual for the College;
- providing written submissions to the EMS Review and the Patient First Review;
- implementing a process to meet regularly and consult with stakeholders; and
- improving communication with members and stakeholders through regular e-mails to coordinators, a new website, and a new newsletter.

As of February 28th, 1,822 members had registered with the College for 2010.

In August 2009, the first elected SCoP Council welcomed new public representatives and turned its attention to planning for the coming three years. Our strategic planning project began with an independent review of the operations of the College, its relationship with stakeholders, its communication and engagement practices, as well as emerging trends in the practice of paramedicine. A copy of the full review can be found on the SCoP website under the "About Us – Strategic Plan" tabs.

Proportion of SCoP members in each age group by classification



In addition, the Council spent time reviewing the issues facing the College over the immediate and long term.

...continued on page 2

Saskatchewan Developments

EMS Review

The Emergency Medical Services Review was released by the government in November 2009. The review was intended to create a strategic vision for EMS and provide prioritized recommendations for a five-year plan. The recommendations enable the design of a new mobile health system, including emergency and community health care provision, improved transfer of patients, emergency preparedness, and care provider training. Recommendations are made about the age and quality of the ambulance fleet and the need for new infrastructure to support this system. Recommendations are also made with regard to the development of a human resource plan that will outline the future competencies for the profession as well as the numbers of paramedics required. The report also makes a series of recommendations dealing with the operational changes needed to support the future system. The government has indicated it will respond as resources permit.

Patient First Review

The Patient First Review was released by the government in October 2009. The review asked two key questions: Is the health system putting the patient first?; and Is the health system achieving best value in care delivery and system administration? Three themes emerged as guiding principles for the report:

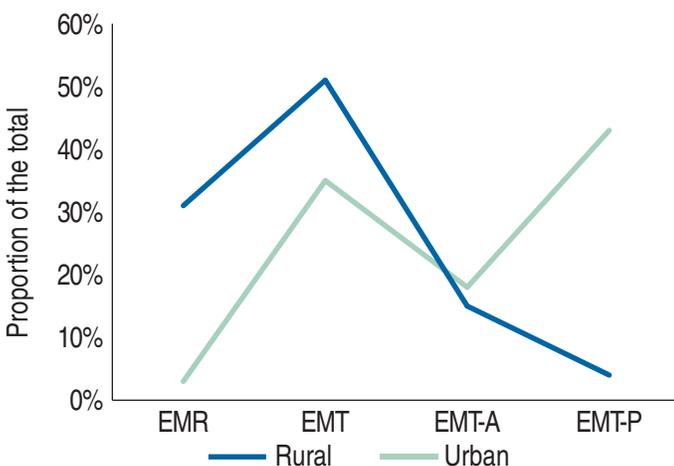
- “Patient First” must be embedded as a core value in health care;
- Health care in Saskatchewan needs to function as a cohesive system; and
- Frontline providers must be empowered to deliver patient- and family-centred care.

The government has indicated that it will respond with an action plan and priorities. The 2010 Budget of the Government of Saskatchewan included a \$7 million fund for Patient First initiatives.

Our Strategic Plan – A Plan for the Future (from page 1)

We discussed the needs of the membership, who our stakeholders are and what their needs are, the responsibilities of self-regulating professions, and what the College has to do to address the issues identified.

Health sector only – SCoP member employment location



From this discussion, we identified goals and objectives to assist us in: meeting objectives with stakeholders; fully addressing our regulatory functions; and developing our internal resources to meet these challenges. It was an important discussion as it allowed us to prioritize important activities, including engaging more fully with our members, establishing regular meetings with stakeholders and developing more robust relationships with them. It also enabled us to identify future needs of

the College’s operations, like a fully functioning and reliable registry system and a stronger professional education and development function in our office.

Throughout the fall of 2009, the College developed a draft strategic plan with goals and objectives. This draft plan was viewed by Council as an opportunity to engage members and stakeholders in planning for the future of the College.

During the review of our operations, we also heard that our members would like greater opportunities to hear from the College and to engage with us. As an immediate response, we have implemented a new website that makes it easier for members to find information and for the College to update members on new developments. We have also published our first newsletter for members and have plans to send out two more newsletters this year. Our first e-survey of members occurred in March 2010 and is highlighted later in this document.

As we think about our plan and the path forward, particularly as we elect members for two positions on the Council, it is a good time to take a moment to consider the broader environment for our plans and activities.

Why Self-regulation?

- For the **Public**: better protection
- For **Industry**: greater autonomy for the profession
- For **Members**: knowledgeable peers set standards and evaluate whether they have been met
- For **Government**: improves regulation, reduces cost

Our Partners and Stakeholders

The College has met with many of our important stakeholders over the last six months to clarify our role, review our strategic plan and to further develop these relationships. Here is what we heard from our partners.

Saskatchewan Association of Fire Chiefs

Speaking for their individual community needs, various issues were raised by the Fire Chiefs when they met with Council. These issues included incentives for their members to belong to SCoP, timing and lack of compensation for fee increases, costs of new CME requirements, and communication with members and the public. We agreed to meet two to three times a year to improve communication. We also agreed to write to municipal governments to provide information on SCoP and our responsibilities.

Saskatchewan Emergency Medical Services Association (SEMSA)

SEMSA raised issues related to CME, EMRs and the work of the Professional Conduct Committee. They suggested protocol changes as part of next year's CME. They were very accepting of the proposed change in registry numbers. SCoP Executive and/or the Executive Director have met with SEMSA's Board of Directors on two occasions this past year and SEMSA invited the Executive Director to make a presentation to the SEMSA convention in 2009. We have agreed to have meetings of our two executives several times each year.

College of Physicians and Surgeons (CPSS)

We met with the CPSS in July 2009. We reviewed the history of the relationship between the Ministry of Health, SCoP and the CPSS. While SCoP is the regulator for paramedics, the CPSS approves protocols on the basis that they are evidence-based and well researched. It is the understanding of the CPSS that government intends for CPSS to continue to approve protocols for the time-being.

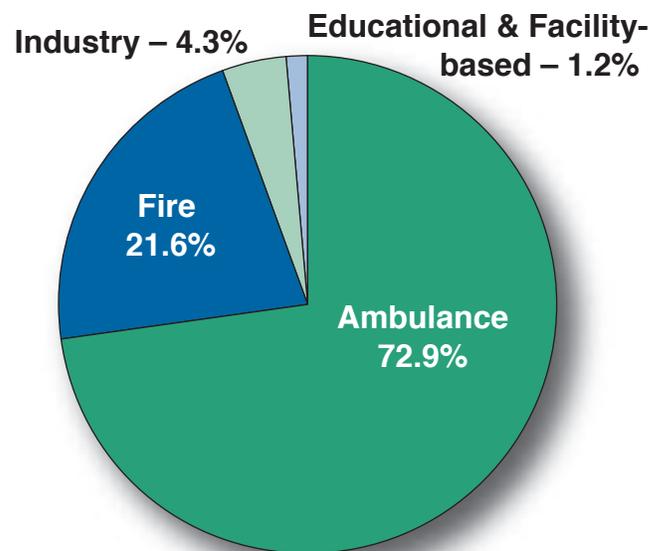
Canadian Organization of Paramedic Regulators (COPR)

This spring, the paramedic regulators from across Canada have formalized an organization which will coordinate efforts of the country's regulators in establishing common scopes of practice, developing national licensing exams, collaborating on research and working together to assess internationally educated paramedics. As one of the founding members, SCoP will play an active role in these projects. Our Vice-President, Derek Dagenais, was recently elected to the COPR Executive Committee.

Ministry of Health

In the five meetings we have held with the Ministry of Health, scope of practice was an important point of discussion. The Ministry is cautious about transferring responsibility for scope of practice – they will only do so where it is in the public interest, there is professional readiness and there is system and employer readiness. SCoP is also cautious about seeking transfer of this responsibility before we are ready. However, the Ministry has agreed that SCoP has legitimate interests in setting practice standards and training requirements that must be met. We are now discussing how we will work together in the interim and plan for the long term. We recognize that as we make important decisions, consultation with our stakeholders is critical to ensuring that our plans and actions meet the needs of the public and the profession.

SCoP members by sector



Saskatchewan Association of Rural Municipalities (SARM)

We heard from SARM that some members are concerned with SCoP's impact on the viability of rural EMS through fee increases and the changes made to EMR training requirements. SARM received two resolutions for their annual fall convention: firstly, to return responsibility for paramedics to the Ministry of Health and, secondly, to allow EMRs to work with one week of training (CPR-C and First Aid). The President of SCoP met with the SARM Board of Directors in October and our Executive Director offered two workshops at the March SARM convention. We have agreed to continue discussions this spring.

Consultation with Members – What We Learned

In late December, a consultation paper on the draft plan was mailed to every member in their license renewal package. Then in early March 2010, the College sent out an e-survey to those members who had provided e-mail addresses (about two-thirds of the membership). The surveys were intended to gather information on the overall performance of the College, the important issues facing the College, registration processes, communication with members, and the College's new website.

Response to the e-survey was strong with about 206 surveys completed, which represents about 11% of our members. Eighteen responses were received to the mailed out survey. E-survey respondents tended to be from rural

Saskatchewan (57%), from the ambulance sector (82%), have been members for more than six years (69%) and have an EMT designation (45%). While the e-survey isn't scientific, it does provide valuable information on the opinions of SCoP members.

A summary of responses for the portion of the e-survey most relevant to strategic planning for SCoP is provided below. The questions have been ordered from the highest rated to the lowest for each section (the responses in the first two columns were combined to determine highest ratings).

Overall, respondents indicated a consistently high rating for the College across the areas surveyed, with the lowest rating being how well members are kept informed of changes.

Survey response: members rate SCoP's performance

Rate the performance of the College in the following areas.				
	Excellent			Poor
The timeliness of our staff's response to your needs.	23.8% (46)	58.5% (113)	13.5% (25)	4.1% (8)
The knowledge level of our staff.	23.7% (46)	58.2% (113)	12.9% (25)	5.2% (10)
Our ability to handle urgent requests.	20.1% (38)	61.9% (117)	13.2% (25)	4.8% (9)
The quality of our responses to your questions and concerns.	22.2% (43)	57.2% (111)	12.4% (24)	8.2% (16)
Overall, how do you rank our services to you?	17.3% (34)	60.4% (117)	14.7% (29)	7.6% (15)
How well we keep you informed of changes.	24.9% (49)	48.7% (96)	17.3% (34)	9.1% (18)

Survey response: members rank SCoP's most important roles

When asked what the most important role was for the College, respondents placed the highest priority on increasing the quality of practice, with CME and professional conduct investigation rounding out the

top three. Fully 90% of respondents believe it is important for the College to advocate for members even though this is specifically **not** a role for the College set out for the College in *The Paramedics Act*.

What are the most important roles for the College?				
	Most Important			Not Important
Increasing the quality of practice	62.4% (121)	30.9% (60)	4.2% (8)	2.6% (5)
Continuing medical education	56.9% (112)	34.0% (67)	6.7% (13)	2.6% (5)
Investigating professional misconduct	40.6% (80)	49.2% (97)	8.2% (16)	1.5% (3)
Advocating for members	53.8% (106)	36.0% (71)	6.7% (13)	3.6% (7)
Protecting the public	53.1% (103)	35.1% (68)	9.4% (18)	2.6% (5)
Increasing the profile of the profession	52.6% (103)	33.7% (66)	7.7% (15)	6.2% (12)
Timely registration	39.8% (78)	45.9% (90)	13.4% (26)	1.0% (2)

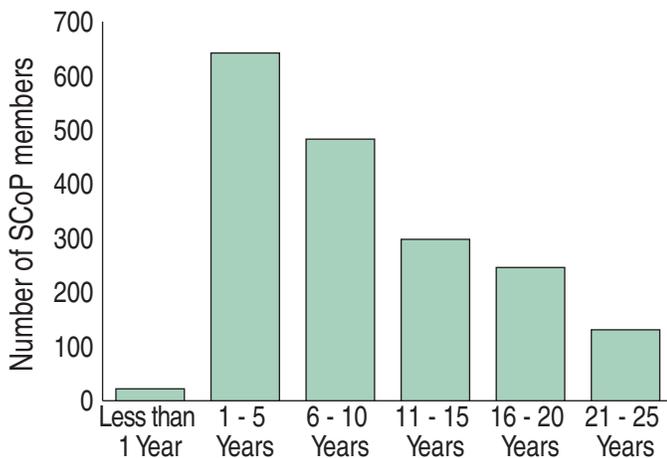
Survey response: members rank most important issues for coming year

The three most important issues identified in the survey were CME, communications with members and scope of practice. Council priorities on relationships with partners

and stakeholders and on participating in development of national licensing exams were supported as priorities by 70% of respondents, but rated lower than other issues identified.

What are the most important issues facing SCoP in the next year?	Most Important Not Important			
Continuing medical education	46.4% (91)	41.8% (82)	10.2% (20)	1.5% (3)
Communication with members	54.9% (107)	38.5% (75)	5.1% (10)	1.5% (3)
Scope of practice	56.1% (110)	34.2% (67)	7.7% (15)	2.0% (4)
Collaboration with other health professionals	35.9% (70)	46.7% (91)	14.9% (29)	2.6% (5)
Availability of initial training	31.4% (61)	42.3% (82)	21.6% (42)	4.6% (9)
Relationships with partners & stakeholders	22.4% (44)	48.5% (95)	21.4% (42)	7.7% (15)
Development of a national licensing exam	32.6% (63)	37.3% (72)	21.8% (42)	8.3% (16)

Years since SCoP members initial registration as EMR or EMT



The comments received in the written questionnaire and the e-survey were very consistent. Overall, the comments were positive and recognized the steep learning curve that the College has been on. Members appreciated the efforts of the College to keep people informed and the efforts to communicate. The new website was viewed positively as providing a more professional and organized vehicle for communicating with members. When asked about areas where the College is performing well, comments recognized the efforts taken by the College to transition to self-regulation and to improve its operations. Members believe that the College is working hard to provide timely and relevant information to them. They note the College is both responsive and accessible. They see the staff of the College as friendly, prompt, helpful, polite and patient, but not always as knowledgeable as they might be.

The comments highlight a number of areas for improvement. The College needs to more clearly demonstrate value for the fees. There were concerns expressed about the fee increase, what members were seeing in return for the fees, as well as the absolute amount of the fees. CME emerged as a concern both in regard to a greater role for the College in the delivery of professional education and clarity and consistency in CME requirements. Suggestions were made that changes in CME requirements should be made annually and not throughout the year. Issues with scopes of practice and protocols were raised. Members also called on the College to educate the public about the profession and to take a balanced approach which recognizes the diversity of the membership (rural/urban, four levels, fire/health/industry).

The SCoP Council reviewed the responses to the two surveys and considered the input of our key stakeholders. The strategic plan has been revised to incorporate many of the changes suggested by this consultation process.

Mandate of the Saskatchewan College of Paramedics

(taken directly from *The Paramedics Act*)

Duty and objects of college

- 1) It is the duty of the college at all times:
 - (a) to serve and protect the public; and
 - (b) to exercise its powers and discharge its responsibilities in the public interest and not in the interests of the members.
- 2) The objects of the college are:
 - (a) to regulate the practice of the profession and to govern the members in accordance with this Act and the bylaws; and
 - (b) to assure the public of the knowledge, skill, proficiency and competency of members in the practice of emergency medical services.

Saskatchewan College of Paramedics Strategic Plan for 2010 to 2012

<p style="text-align: center;">Vision</p> <p>Collectively building a profession that is appropriately utilized by those we serve, using the trust, respect, and knowledge that we possess.</p>	<p style="text-align: center;">Mission</p> <p>To serve and protect the public through registering, licensing, educating, and disciplining members of the College, providing a continuum of regulatory oversight, and exercising our powers and discharging our responsibilities in the public interest.</p>
<p style="text-align: center;">Strategic Goals</p>	<p style="text-align: center;">Strategic Objectives</p>
<p>1. Stakeholders</p> <p>SCoP has a constructive working relationship with key stakeholders.</p> <p>The public understands the role of the profession and of the College.</p>	<ul style="list-style-type: none"> ➤ Provide timely, responsive service ➤ Improve communication, including a clear, regular communication strategy for members, stakeholders and the public ➤ Inform the public about our profession ➤ Work with other regulators to explain the role of the regulator to the public and our members ➤ Increase credibility through accountability ➤ Engage stakeholders on key decisions ➤ Clarify roles with partners (e.g., Health, SIAST)
<p>2. Regulatory Functions</p> <p>SCoP members are competent, ethical practitioners who provide quality service to the public.</p> <p>SCoP processes are efficient, user-friendly and transparent.</p>	<ul style="list-style-type: none"> ➤ Increase the quality of practice of our members ➤ Provide clear, concise, transparent information on registration renewal and continuing competency requirements ➤ Establish an entrance to practice exam ➤ Define public interest ➤ Increase confidence in disciplinary processes ➤ Participate in the CMA Accreditation Service and the Canadian Organization of Paramedic Regulators ➤ Become actively involved in scope of practice ➤ Take an active role in development of national licensing exams
<p>3. Internal Resources</p> <p>SCoP is appropriately resourced to accomplish its goals.</p> <p>SCoP has a stable, efficient work environment.</p>	<p><i>Financial</i></p> <ul style="list-style-type: none"> ➤ Set financial targets and dates to meet priorities and goals ➤ Achieve financial stability ➤ Plan for long-term goals ➤ Establish reserves for legal, capital and general contingencies and a reserve to provide for purchase of a replacement registry system <p><i>People</i></p> <ul style="list-style-type: none"> ➤ Ensure expertise within the College (communications, investigations, education, financial) <p><i>Committees</i></p> <ul style="list-style-type: none"> ➤ Ensure fully functional, efficient, goal-oriented committees ➤ College staff support committees in their work ➤ Maintain diversity of representation (e.g, all levels, rural/urban, health/fire/industry) ➤ Provide appropriate training for SCoP Council and committee members <p><i>Technology</i></p> <ul style="list-style-type: none"> ➤ Create efficiency through technology ➤ Develop an online registration capability, including CME tracking capacity ➤ Use technology to communicate (e.g., video conferencing)