

Attachment 1

Community Excellence Awards

2024 Application Form

Community Excellence Awards 2024 Application Form

Please complete and return the application form by May 17, 2024.

All questions must be answered by typing directly in this form. **As all questions are reviewed and scored as part of the adjudication process, please do not leave any questions blank.**

If you have any questions, contact awards@ubcm.ca.

SECTION 1: Applicant Information	_____ (for administrative use only)
Local Government or First Nation Applicant: City of New Westminster	Date of Application: May 14, 2024
Primary Contact Person*: Brad Davie Phone: 604-830-6950	Position: Deputy Fire Chief E-mail: bdavie@newwestcity.ca
Secondary Contact Person*: Cory Hansen Phone: 604-515-3794	Position: Emergency Management Coordinator E-mail: chansen@newwestcity.ca

* Contact persons must be authorized representatives of the applicant (i.e. staff member or elected official).

SECTION 2: Category. Please select only one:
<input type="checkbox"/> Excellence in Governance. Governance processes or policies that are outcomes-based and consensus oriented; support and encourage citizen participation in civic decision-making; are efficient, equitable and inclusive, open and transparent; and exemplify best practices in accountability, effectiveness, and long-term thinking.
<input checked="" type="checkbox"/> Excellence in Service Delivery. Projects/programs that provide effective services in a proactive manner and demonstrate benefit to the community.
<input type="checkbox"/> Excellence in Asset Management. Projects/programs that demonstrate a comprehensive system of asset management policies and practices, meeting and/or exceeding accepted best practices.
<input type="checkbox"/> Excellence in Sustainability. Projects/programs that incorporate a long-term sustainability lens by considering cultural, social, economic and environmental issues in planning, policy and practice.



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SECTION 3: Project/Program Details

1. Name of the Project/Program:

New Westminster Emergency Monitoring Centre

2. Project/Program Summary. Please provide a summary of your project/program in 150 words or less.

The New Westminster Emergency Monitoring Center was established to address mass casualty incidents created by extreme heat events. During the 2021 'Heat Dome', New Westminster Fire and Rescue Services (NWFRS) experienced an extreme shortfall in resources to meet the demand for services. NWFRS experienced the highest death rate per capita in BC, in part because fire apparatus were committed to non-life threatening emergency incidents waiting for ambulances to arrive and leaving first responders unable to respond to other life threatening incidents.

The Emergency Monitoring Centre is a collaboration of Fraser Health Home Health, the City's Emergency Management Office, Fire Department, and Parks and Recreation department to establish a safe and cool location for assessment, monitoring and care for people experiencing non-life threatening medical emergencies while freeing up first responders to respond to life threatening incidents while reducing the strain on the Emergency department and the ambulance service.

<https://thebeat.fraserhealth.ca/news/2022/Aug/home-health-partnership-helps-prepare-city-for-the-heat>

3. Project/Program timeline. Please indicate when the project/program was initiated and if it is now substantially complete.

The pilot was initiated in the Summer of 2022 and was operational as a pilot for the Summer of 2023. It is now a program that is incorporated into our City's Emergency Management Heat Response Plan. The next iteration of the program is being developed to expand its scope to include a broader cross-section of mass casualty events such as earthquakes, and structural collapses, etc. Expansion of the program will include the use of technology and established databases to rapidly source the appropriate skilled personnel for the centre based on the type of mass casualty event. For example, an event that causes mass trauma such as a structural collapse then the center would require health care professionals who could manage minor trauma until those with major trauma could be addressed.

4. Demonstrating Excellence. Please describe how your project/program demonstrates excellence in meeting the purposes of local government in BC and provides promising practices for others to follow.

Every community has the risk of experiencing a mass casualty event and often these events can affect the whole region thus eliminating access to external support or resources from neighboring communities which may be experiencing similar challenges. This program significantly increases the service capacity of the fire department and

ambulance service while strategically prioritizing the ambulance and emergency department services to patients at a greater risk of harm. These benefits can be achieved without additional resources through the redeployment of the current resources. Essentially this program improves the capacity, prioritization and management of mass casualty events with limited or no additional resources in a fiscally responsible manner.

The key to the program is the economy of scale that it creates in rapidly establishing a synergistic multi-disciplinary team from current resources to care for a group of patients during mass casualty events. This is achieved by the collaboration of various skilled professionals through a multi-disciplinary approach, in a common site, which allows for a larger group of patients to be collectively cared for than would normally be achieved by normal operational procedures where these agencies work independently.

Additionally, integrated into the operations is the ability to strategically prioritize the more ill patients at the initial patient contact point before there is a commitment of resources by the ambulance service and the hospital emergency department so that less of their resources are utilized on less ill patients until the sicker patients have been properly addressed.

This program is scaleable. If the magnitude of the event grows to the point that the number of casualties cannot be accommodated by the initial redeployment of current resources then additional resources can be added to the program. The additional resources further enhance the synergy and economy of scale. In other words, small amounts of additional resources can result in significant increases in the number of patients that can be monitored and cared for compared to the amount of resources that would be required to accommodate the same number of patients through the normal operating procedures of these agencies.

5. Category Criteria.

A. Please describe how your project/program meets the objectives of the category you have applied under. Refer to Section 3 of the Program and Application Guide.

This program aligns with the City's emergency management priorities to improve public safety, emergency preparedness and emergency response in mass casualty events by increasing the efficiency, capacity and resiliency of first responder agencies such as fire departments, ambulances and emergency departments. To accomplish this the program uses pre-planning, agency collaboration and resource reallocation in a fiscally responsible way during periods of heavy or even extreme demand for service.

B. In many cases projects may meet the criteria of more than one category. If applicable, please describe how your project meets the criteria of one or more other categories.

SECTION 4: Program Criteria

- 6. Leadership.** Describe the extent to which your local government acted as a local or regional leader in the development or implementation of the project/program.

The City, through the Emergency Management Office and New Westminster Fire and Rescue Services engaged Fraser Health Authority to create a collaborative partnership to prepare for the potential of another extreme heat event. It assessed our community's vulnerability should it experience an extreme heat event and identified challenges and weaknesses in managing it. It created a plan to utilize and reorganize its current resources and strengths in a collaborative way to create a robust and proactive plan. The City engaged all of the necessary agencies to obtain cooperation and consent to implement this program. The agencies engaged included, but were not limited to, Emergency Management and Climate Readiness BC (EMCR), Health Emergency Management BC (HEMBC), BC Emergency Health Services, Royal Columbian Hospital, Fraser Health Home Health and the Emergency Medical Assistants Licensing Board. The result is a common and collaborative program that is mutually beneficial, reproducible, fiscally responsible and readily transferrable to other communities.

- 7. Financial management and planning.** Describe the degree to which the project and/or organization has implemented financial best practices that support long-term financial planning, value for money, financial sustainability and/or economic development.

This project utilizes current resources that are strategically and rapidly redeployed in an emergency to increase the service capacity and strategically prioritize service delivery. A pre-determined, equipped site is activated using existing operational resources. Front line first responders assess and categorize each patient at the first point of patient contact using pre-determined criteria. Qualified low risk patients are collectively monitored, managed and cared for at a common centralized site until higher risk patients are managed. This results in the upstream emergency care services focusing on high risk patients first and freeing up other emergency responders to attend other emergency incidents thus increasing overall service capacity.

- 8. Partnerships and collaboration.** Describe the breadth and depth of community and/or regional partnerships that supported the project/program and the extent to which internal (e.g. inter-departmental and/or staff and elected officials) and/or external collaboration was evident.

New Westminster Emergency Management Office and New Westminster Fire & Rescue Services engaged and collaborated with New Westminster Parks and Recreation, New Westminster Information and Technology Services, Emergency Management and Climate Readiness BC, Health Emergency Management BC, BC Emergency Health Services, Royal Columbian Hospital, Fraser Health Home Health, Fraser Health Authority and the Emergency Medical Assistants Licensing Board to develop a common program that is mutually beneficial, reproducible and readily transferrable to other communities.

- 9. Innovation and promising practices.** Describe the degree to which the project/program demonstrated creativity and innovation, and contributed to increased efficiency or effectiveness.

Prior to this program, local emergency service agencies were primarily performing their services independently. This program innovatively reorganizes some of each agencies

resources to a site-based program and re-defines operations in a collaborative and novel way. By collaborating and sharing resources in a common centralized site that is easily activated, all of the emergency service agencies improve service capacity, efficiency and the ability to prioritize emergency service. This program was initiated to address mass casualty events caused by extreme heat events. Further development is underway to expand the program to include service for other types of mass casualty events.

Innovative measures unique to this program include first responder assessment and stratification of the patient's risks using pre-defined metrics at first patient contact instead of upon the patient reaching the emergency room. This assessment assigns patients to either a higher level of emergency care or to a centralized site for health care monitoring and management until the higher level of care has addressed the more acutely ill patients and has reserve capacity available to tend to the less ill patients. Caring for patients at a common centralized site also allows first responder agencies to pass patient care to another health professional sooner, restoring their return to service to attend other emergency incidents without contributing to congestion for the ambulance service or hospital emergency department.

10. Engagement and communications. Describe the extent to which internal and/or external engagement was foundational to the success of the project/program, including the use of communication tools such as social media.

Engagement with the community was not necessary since determining which people should be included in the program is determined by trained emergency personnel at emergency incidents. However, the City entered into an extensive engagement process which involved several agencies to determine physical site specifications, which resources are required at the monitoring site, which patient inclusion and exclusion criteria will be used for the program, which patient management processes will be used at the centralized monitoring site, protocols for managing patients whose conditions change, patient relocation methods, program demobilization and obtaining appropriate required program approvals.

This engagement process involved multiple agencies described in section 8.

11. Transferability. Describe the degree to which the process or outcomes of the project, or other learnings, could be conveyed to other UBCM members.

This program is highly transferable. Health Emergency Management BC is currently working with the New Westminster Emergency Management Office and New Westminster Fire and Rescue Services to transfer this project to other local communities. Essentially any community that currently has a suitable physical site and provides fire department, ambulance and health care services should be able to collaborate to create a similar program that is scaleable to the size of their community with minimal or no additional financial resources.

12. Performance measurement: Describe the extent to which the project has identified and/or utilized performance measures, benchmarks and/or standards to demonstrate benefit to the community.

This program was initiated to prevent the recurrence of the effects of the 2021 'Heat Dome' that affected the residents of New Westminster. During the 'Heat Dome' New Westminster experienced the highest per capita death rate of the region (41.8 deaths per 100,000). During this event the fire department's resources became preoccupied with patients when BC Emergency Health Services was unable to respond to and relieve firefighters from emergency incidents they were attending. This resulted in many calls for emergency service without any response from first responders. Twenty-eight people died in New Westminster as a result.

The success of this program will be measured by the fire department's ability to continue to respond to emergency incidents and provide service despite the demand created by mass casualty events. It will also be measured by the ability for BC Emergency Health Services and Royal Columbian Hospital to manage and prioritize demand for service during these same events. All mass casualty events are different and do not happen frequently so direct comparisons are not practical, however detailed after action reports will continue to be conducted when these events occur and assessment of the Emergency Monitoring Center operations and its impacts during these events will be reported in the after action reporting process.

SECTION 5: Additional Information

13. Please share any other information you think may help support your submission.

This program was initiated to prevent the recurrence of the effects of the 2021 "Heat Dome" that affected the residents of New Westminster. During the Heat Dome New Westminster experienced the highest per capita death rate of the region by a significant margin (41.8 deaths per 100,000, Burnaby was second with 29.3 deaths per 100,000). The risk of death was associated with deprivation, lower neighborhood green areas, older age (greater than 60 years of age), presence of mental health issues, presence of substance use disorder, people who live alone, comorbid conditions and higher indoor temperatures. People at risk of death due to heat are overrepresented in New Westminster. The Emergency Management Office responded with a variety of preventative measures to prevent a similar outcome should another extreme heat event occur in New Westminster. It also prepared this program to help respond in the event that another extreme heat event does occur.

During the last extreme heat event, the fire department's resources became pre-occupied with patients when BCEHS was unable to respond to and relieve firefighters from emergency incidents they were attending. This rapidly depleted all of the available fire department units. This resulted in many calls for emergency service without any response from first responders. Twenty-eight people died as a result. Had the City of New Westminster's Emergency Monitoring Centre been established, people experiencing a non-life threatening medical emergency due to heat could have been relocated to the

Emergency Monitoring Centre where many would have recovered safely with health care supervision and reducing the strain on ambulance and emergency departments. The relocation of patients to the centralized centre would have also freed up fire department units sooner to respond to other life threatening and non-life threatening emergency incidents.

<https://thebeat.fraserhealth.ca/news/2022/Aug/home-health-partnership-helps-prepare-city-for-the-heat>

SECTION 6: Required Attachments

- ☐ Council, Board or Band Council resolution indicating support for the project to be considered for a 2024 Community Excellence Award. Note: UBCM will accept applications without a resolution, providing they are received by August 16, 2024. Please contact UBCM if the resolution cannot be submitted by the application deadline.
- ☒ Five representative photos of the project. Photos should be submitted as JPEG files at a resolution suitable for display.
- ☐ Links to any publicly available videos related to the project.

Applications should be submitted as Word or PDF files. Submit applications to Local Government Program Services, Union of BC Municipalities.

E-mail: awards@ubcm.ca

SECTION 7: Signature

Applications are required to be signed by an authorized representative of the applicant.

Name: Brad Davie

Title: Deputy Fire Chief

Signature:



Date: May 17, 2024