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Ambulance

Building Your Team's Strategic Capacity

Bruce Farr, Chief, Toronto EMS





A bit about Toronto EMS



- **Canada's largest City - Ontario's capital**
- **641 square kilometers**
- **Approx. 2.8 million daytime residents**
- **Approx. 6.5 million in Greater Toronto Area**
- **1250 employees**
- **Over 270,000 calls per year**





Strategic capacity is ...

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- **the ability to think strategically rather than reactively**
- **being aware of the internal / external environment and its impact on the organization**
- **acting now to address the future**



Imagine.....

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Succession Planning is a *deliberate* and *systematic* effort to ensure continued organization performance by projecting leadership requirements, identifying high potential candidates, developing and placing capable people into key roles in the organization.

What is Succession Planning?



Toronto EMS Approach

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- **Developed process with guiding principles**
- **Expression of interest ... 60% - 70%**
- **Management rotations of 18 months**
- **Coaching process: exposure, experience, education**
- **Staff focus groups & lessons learned**



Deputy Chief Competencies



- Impact and Influence
- Responsiveness to the Public
- Leading Change
- Strategic Orientation
- **Leadership**
- **Relationship Building**





Building Relationships

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- **Making Informal Contacts**
- **Building Rapport**
- **Solidifying Relationship**



Public Health

Hospitals

GT

Pro

St.

GT

City



News Media

Telephone & telecommunication companies





Success with Succession planning

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- **Increased bench strengths at all management levels**
- **Culture shift: breaking down silos; accepting rotation and change**
- **New deputy position / deputy-in-waiting**
- **Building our team's strategic capacity**



Strategic Thinking

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Questions?