



# County Council

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**Meeting Date:** July 16, 2024

**Submitted by:** Bill Rayburn, CAO

**Subject:** Middlesex-London Paramedic Service (MLPS) Authority Board

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## **BACKGROUND:**

The Middlesex-London Paramedic Service (MLPS) Authority Board, as a distinct municipal corporate board, has been pivotal in managing and administering the land ambulance services since its establishment by the Council. In the early days of this Municipal Corporation, County Council asked the County CAO to have a dual role to preserve organizational memory and to ensure continuity beyond election cycles. As the board has developed beyond its early stages of operation and development, the timing is right to fully mature the MLPS Board development by removing the CEO as a voting member of the Board.

## **ANALYSIS:**

### Evolution of Governance Structure:

As MLPS has matured and grown significantly, it has become evident that a continued evolution of its governance structure is necessary to align with best practices and ensure continued effectiveness in service delivery. This is analogous to transformations seen in other municipal corporate boards, such as the Middlesex County Library Board, which have similarly adapted their governance structure to meet growing service demands and advancements in governance and legislative requirements.

### Proposed Changes:

Reflecting on the growth and increasing complexity of our ambulance services, the time has come for a restructuring of roles. I propose to step down as the Board Chair of MLPS, transitioning out of this dual capacity to focus solely on the administrative leadership at MLPS as the CEO. This change will bring MLPS in line with the governance structures of other successful municipal boards, separating strategic governance from operational management to enhance clarity and focus.

### Board Composition and Leadership:

It is proposed that the vacancy in the Board Chair position created by my transition be filled by a new member from the County Council. This will ensure that the MLPS continues to benefit from robust municipal oversight while allowing for new leadership to emerge from within the existing board members. A new Chair should be elected from among the board members at the earliest possible opportunity to maintain continuity and governance stability.

### Delegation of Hiring Authority:

As part of the ongoing efforts to refine our governance practices and align with the standards set by comparable municipal boards, a significant change in the authority regarding the appointment of key executive roles within MLPS is proposed. Going forward, the responsibility for hiring the CEO and the Chief of Paramedic Services will reside exclusively with the MLPS Board.

This adjustment ensures that the hiring process is managed directly by those with the closest oversight of MLPS's strategic objectives and operational needs. It entrusts the board with the authority to make crucial leadership decisions that align with the service's goals and community expectations. This level of autonomy is crucial for maintaining the effectiveness and responsiveness of our services, ensuring that leadership is attuned to the evolving needs of the community and the organization.

Centralizing the hiring authority within the Board enhances accountability and reinforces the Board's role in guiding the strategic direction of MLPS. It also streamlines the selection process, ensuring that the most qualified candidates are chosen in a manner that is transparent and directly aligned with organizational priorities.

### **CONCLUSION:**

Given the strategic importance of MLPS in providing essential paramedic services and the need for a governance structure that supports its operational and strategic requirements, I recommend the County Council:

1. Approve the proposed restructuring of the MLPS Board to separate the roles of the Board Chair and the CEO.
2. Endorse the appointment of a new Board Chair from within the existing board members and fill the upcoming board vacancy with a designated member of the County Council.
3. Implement these changes promptly following the July council meeting, enabling the MLPS to transition smoothly into this refined governance model.
4. Formalize the MLPS Board's authority to hire and appoint the CEO and the Chief of Paramedic Services.

This restructuring aligns MLPS with the governance models of other municipal boards, enhancing our capability to manage the complexities of modern emergency medical services effectively. By updating our governance structure, we reinforce our commitment to transparency, accountability, and improved service delivery across the MLPS service area.

**FINANCIAL IMPLICATIONS:**

No anticipated financial implications.

**ALIGNMENT WITH STRATEGIC FOCUS:**

This report aligns with the following Strategic Focus, Goals, or Objectives:

Strategic Focus	Goals	Objectives
Cultivating Community Vitality 	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none"> <li>Promote and support community wellness</li> <li>Innovate social and community services</li> </ul>
Promoting Service Excellence 	Innovate and transform municipal service delivery	<ul style="list-style-type: none"> <li>Anticipate and align municipal service delivery to emerging needs and expectations</li> <li>Collaborate with strategic partners to leverage available resources and opportunities</li> <li>Build organizational capacity and capabilities</li> </ul>

**RECOMMENDATION:**

THAT County Council approve the proposed restructuring of the MLPS Board to separate the roles of the Board Chair and the CEO;

AND THAT County Council endorse the appointment of a new Board Chair from within the existing board members and fill the upcoming board vacancy with a designated member of the County Council;

AND THAT by-laws be introduced for Council consideration to implement these changes.