



Year Plan

**MSU EFRT
Program Director
Fezan Khokhar**

2023–2024



Acronyms

- EFRT** – Emergency First Response Team
MSU – McMaster Students Union
SPC – Special Constables
HPS – Hamilton Paramedic Service
FR – First Responder Certification
EMR – Emergency Medical Responder Certification
ASIST – Applied Suicide Intervention Skills Training
MHFA – Mental Health First Aid Training
PRI – Professional Response Instructors
EFRT Exec – The executive team comprised of the Program Director, Assistant Director, Training Coordinator, Internal Coordinator, Public Relations Coordinator, and Response Coordinator
AD – Assistant Director
EB – Executive Board
BOD – Board of Directors
JD – Job Description
MD – Medical Doctor(ate) / Doctorate of Medicine
COVID-19 – The Disease caused by the SARS-CoV-2 coronavirus
NCEMSF – National Collegiate Emergency Medical Services Foundation Conference
NCCER – National Conference of Campus Emergency Response
ACERT – Association of Campus Emergency Response Teams

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Introduction

The MSU Emergency First Response Team (EFRT) is a group of ~30 McMaster students who are trained as emergency medical responders and serve to provide medical coverage to all individuals on McMaster Campus. Working closely with McMaster Security, responders attend various call around campus via bicycle, with an average response time of 3-5 minutes. EFRT was created when its founder, Dr. Eddie Wasser, realized that the time it took for an ambulance to reach an area on the McMaster campus was around 10-20 mins, precious time during a sudden medical emergency. Over the years, EFRT response has drastically changed. When it first started off, EFRT operated in a small closet out of Edwards Hall. Today, EFRT has its own office, located in MUSC 103, as well as packs with working oxygen tanks, automatic external defibrillators, and other medical equipment.

EFRT has upheld our standard of care through our intensive hiring and training process. Our orientation process selects 12-14 responders from over 150 applicants, making it extremely selective. EFRT training is also rigorous, requiring responders to attend monthly training, certifications, or complete Continuing Medical Education credits to remain on the team. As the next Program Director, I hope to continue maintaining this high standard of care, but also bring the team into a new era.

A few years now after our return from COVID hiatus EFRT has been functioning extremely well considering all the setbacks experienced. My plan is to work closely with my executive team, Medical Director, responders, and EFRT alumni to cultivate high standards of care and elevate our responding to a level comparable to pre-pandemic EFRT. EFRT operations are critically fuelled by its interactions and relationships with the MSU and other campus entities, and I look forward to strengthening these relationships in the year to come. I am very excited to witness EFRT's growth and help take charge of the process this year.

In terms of myself, I am heading into my fourth year of the Honours Life Science degree. I am hoping to minor in Community Engagement and hope to be completing a thesis alongside a professor this year. Additionally, I will be conducting research with Dr. Eugene Maida of the MDCL Pain Management Clinic and Dr. Karim Gaber an orthopedic surgeon. This year I am looking forward to making the best of my last year at McMaster and am hoping to join more clubs as a general member!

Vision for (Service Name)

<p>Overarching Vision (i.e., What is the ultimate goal you have for your Service?)</p>	<p><i>My ultimate goal for EFRT is to restore and increase the quality of care our responders can provide and minimize responder burnout by introducing different forms of appreciation/compensation. Last year EFRT was able to correct much of what was lost following our hiatus and moving forward I want to proactively solidify our standards for patients and responders alike.</i></p>
<p>Description</p>	<p>I plan on giving responders the training necessary to increase the quality of care they can provide. This would be done via increased trainings such as ITLS and AMLS (historical norms within the team) as well as through a monthly training regimen that is well planned and intentional with its goals. These plans are essential for a highly competent service but mean nothing if the actual Responders within EFRT are experiencing high levels of stress, burnout and thereby are not even present to <i>respond</i>. This can only be mitigated by providing responders with forms of compensation, being cautious of what we ask of them and balancing their wellbeing with our patients.</p>
<p>Benefits</p>	<p>EFRT at its core is a group of undergraduate responders who have created strong interpersonal ties through shared triumphs and tribulations. EFRT's self-identity as a family allows the team to mesh and directly links to increased standard of care. This paired with higher level training have the capacity to lead to reduced responder and exec burnout, delivery of high-quality care on and off campus to more patients, and a public image that depicts the university in an admirable light.</p>
<p>Year 1 Goals (2023/24)</p>	<p>Quantifiably increasing EFRT's training regimen as a means of increasing EFRT's quality of care is necessary. Success can be measured by the ratio of passing to failing responders during out annual evaluations to see if the models are preparing responders adequately. The cohorts will also be sampled to assess whether the</p>

	<p>training models in use are effective at preparing responders for equipment utilization at calls.</p> <p>I plan on achieving this by reintroducing ITLS and AMLS trainings to responders on the team. These trainings were commonplace prior to our COVID hiatus and are publicized as certification responders currently have. I also plan on building upon our relationship with special constables and syncing our mental health trainings to increase patient comfort and outcome at such calls.</p>
<p>Year 2 Goals (2024/25)</p>	<p>Responder compensation is vital in maintaining such a high level of commitment to the team. As it currently stands, EFRT has created a strong community which is what everyone on the team relies on to stay motivated to respond. However, it has become more and more evident over the past decade that EFRT is the equivalent of a part-time job for responders and more than a full-time job for the executives. This creates issues surrounding burnout and stress. My goal by the end of 2023-2024 and the start of 2024-2025 would be to lay the groundwork for providing responders with food coverage in the form of meal plans. Success can be measured by a reduction in the number of responders request wellness breaks // the number of times executives must intervene to give overworked responders a break.</p>
<p>Year 3 Goals (2025/26)</p>	<p>EFRT in the future should be able to function as an entity with generational knowledge and strong ties to the Hamilton Community. By 2025-2026 I hope for EFRT to be fully integrating into the City of Hamilton Emergency Preparedness plan and for it to be possible for EFRT responders to support the city in times of crisis. Being able to provide 40+ highly trained responders can be extremely helpful when viewing a potential response to crisis. I also plan for Stop the Bleed to be fully integrated into McMasters Campus which is an initiative currently underway via Special Constables and McMaster Administration that EFRT is supporting.</p>
<p>Partners</p>	<p>EFRT works closely with members of the MSU, special constables, Student Wellness, Hamilton Paramedic Services, Hamilton Police</p>

	Services, Dr. Morgan Hillier (Medical Director), our Alumni base, and several training partners to facilitate the training and growth of the team.
How can VP Admin support you?	Understand that I speak not as myself but also am speaking from the experiences of 35 responders and 5 executives. I truly appreciate the support that the MSU and VP Admin of 2022-2023 provided last year and plan to build upon that to the point where there is no lag between policy and practice. I want there to be honest communication and thorough follow up on plans, initiatives, and promises so that nothing is left to slip through the cracks.

Project/Events Timeline

Spring/Summer Term

May	
Service Goal/Project/Event (#1):	Executive Team Hiring
Why and how?	EFRT must hire year-exec to operate for the next 12 months as well as 2 additional summer supervisors who will act as proxy executives during the summer for the year-exec unavailable to respond in Hamilton
Potential difficulties? How can you overcome them?	The timeline of hiring was offset by approximately 2 months, so I had to rush to get an executive and summer supervisor team hired. I overcame them either alone or with the help of my Alumni hiring panel.
Who?	<p>AD Hiring Panel: EFRT Director Fezan Khokhar, Outgoing EFRT AD Sarah Ingram, Outgoing Program Director Jacob, SRA Jialiang (Kevin) Hu</p> <p>Exec Hiring Panel: EFRT Director Fezan Khokhar, Program Director 2021-2022 Director Ivy Quan, EFRT Exec Alumnus Katherine Tom, SPC Kristi Wallace</p> <p>Hired Executives AD – Emilio Naidu Training – Sumner Rajarathnam Internal – Richard Ma Public Relations – Carol Zhang Response – Fred Min</p>
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

June

Service Goal/Project/Event (#1):	Convocation Responding		
Why and how?	<p>EFRT responders are asked to respond at McMaster convocation every year on a paid basis. Responders bus to convocation with our designated event response packs and respond to any medical emergencies that arise.</p>		
Potential difficulties? How can you overcome them?	<p>Transportation is always difficult, especially with large equipment-filled back packs – however a few responders have cars which makes it easier. Otherwise, the process has been running smoothly so far.</p> <p>Our Medical Director instructed us to not carry symptom relief off campus when responding until further notice until absolute understanding of the MSU insurance policy is completed. Conversations with John McGowan are underway for this to be completed.</p>		
Who?	<p>A number of responders are being supervised by the outgoing response coordinator Lochana Kandambige for these events. There are 10+ shifts to be staffed for ~4-7 hours each.</p>		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority
Service Goal/Project/Event (#2):	Bike Maintenance		
Why and how?	<p>Bikes are required for EFRT to get around campus. Our previous bike partner has graduate and we no longer are able to have our bikes serviced on campus at this time. We are investing in simple bike maintenance kits + protocols to help the team maintain their own bikes so that we do not have to travel long distances for simple maintenance.</p>		

Potential difficulties? How can you overcome them?	Integrating the new tools into team operations will take some getting used to by the team but we aim to flush out the specifics of these protocols early on to work out any kinks.
Who?	I am familiar with EFRT's bike maintenance schedule from my previous executive position and am coordinating this. Richard Ma – internal coordinator will be assisting.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#3):	EFRT Exec Headshots
Why and how?	Each year, EFRT exec receive new headshots as a part of our promotional campaigning. We introduce each of the executives and summer supervisors in individual Instagram posts. We work with the MSU to ensure the headshots are high quality.
Potential difficulties? How can you overcome them?	None.
Who?	EFRT's PR Coordinator, Carol, will oversee the organization of Exec Headshots with the MSU communications officer.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#4):	EFRT Inventory
Why and how?	3-4 times a year EFRT inventories all equipment and places orders for what is required. This is a ~3 hour process that involves the entire executive team. This is absolutely integral to our responding as without high quality, unexpired equipment our quality of care is critically impacted.

Potential difficulties? How can you overcome them?	Disposing of expired equipment. I am researching best practices.		
Who?	The Entire executive team		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority

July	
Service Goal/Project/Event (#1):	EFRT Protocol Review
Why and how?	EFRT must conduct a yearly review of our responding protocol to made appropriate edits in line with our medical directive and Canadian Red Cross standards. This year we plan to completely revamp the protocol manual. This has been discussed for 3 years and this year will be put into action. The new protocol manual will reference the Professional Response Textbook and have EFRT-Specific protocols as well. The protocol manual will be adapted to include higher quality protocol regarding mental health emergency, sexual assault and intimate partner violence, identity-specific healthcare protocols, and skin assessment protocol.
Potential difficulties? How can you overcome them?	This is a difficult process but is necessary. This year's executive team mirrors this sentiment and so any potential difficulty of logistical completion of this project is mitigated by the intent to complete it.
Who?	The entire executive team and Dr. Hilliers approval.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	Interagency Collaboration Meetings

Why and how?	<p>Hamilton Paramedic Services (HPS) and McMaster Special Constables (SPC) have created a strong bond last year. This involved a number of interagency trainings to help standardize the language we speak between organizations. This in turn helped us deliver higher quality care to the campus community and will bring us closer with our core partners.</p> <p>These meetings serve as a check-in to ensure all parties are satisfied and to plan new projects.</p>
<p>Potential difficulties? How can you overcome them?</p>	<p>Timing and scheduling are going to be extremely challenging for this. EFRT responders are full time students, and it is not always easy to detach from academics for long periods of time for these trainings. This can be overcome by only requiring executives to attend the meeting.</p>
Who?	The executive team
Priority Level (highlight one)	<p>High Priority Moderate Priority Low Priority</p>
<p>Service Goal/Project/Event (#3):</p>	PTM Collab Magnets
Why and how?	<p>To increase EFRT's awareness on campus and to help bolster awareness of resources like SWHAT, SHEC, and the Maroons, I plan on working alongside them to prepare magnet handouts for welcome week bags. This will spread word of our service and help establish our presence within the first-year population.</p>
<p>Potential difficulties? How can you overcome them?</p>	<p>Ensuring these magnets are not overcrowded and still offer valuable insight to each of the services will be very tricky. It will take the collaboration of many PR coordinators and Paula from the underground to help formulate the best design and have them ordered early enough. This order will be placed in July to ensure they arrive before the end of august.</p>

Who?	PR coordinators from EFRT, SHEC, Maroons, and SWHAT
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

August	
Service Goal/Project/Event (#1):	Executive Retraining
Why and how?	Training and evaluation of the Executive team for year-responding to ensure that all Exec are meeting a higher-level standard of care than the rest of the EFRT responders and can operate in an executive/supervisory capacity in the event of critical intervention support, etc. This is run through a day-long leadership and medical scenario evaluation day requiring Exec to score a 90% on their protocol test and pass all their advanced medical response scenarios. This is organized and delivered by EFRT alumni.
Potential difficulties? How can you overcome them?	Timing is difficult with alumni. We will have to make sure we have the space booked and dates picked well ahead of time to ensure that we can secure as many alumni as possible for this training process.
Who?	EFRT executives and EFRT alumni.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	EFRT Team Retraining
Why and how?	During Retraining, responders will be provided with lectures, skills workshops, and practice scenarios. The key performance indicators for Retraining are a protocol test taken at the beginning of the 3-day period, and an evaluated practical scenario at the end. If a responder does not pass the practical scenario, they will undergo remedial

	<p>training with executives and evaluated again after this training. All responders must pass certain predetermined criteria to pass these evaluated scenarios and only after passing are responders cleared to respond in any capacity.</p>
<p>Potential difficulties? How can you overcome them?</p>	<p>This is a very busy time for the team especially the executive team. I am worried most about burnout and stress leading into the school year and will focus on supporting the team wherever possible to reduce this stress.</p>
<p>Who?</p>	<p>Retraining is mostly an executive team undertaking, but our Medical Director and EFRT Alumnus are also involved in giving lectures and workshops to bolster responder skills.</p>
<p>Priority Level (highlight one)</p>	<p>High Priority Moderate Priority Low Priority</p>
<p>Service Goal/Project/Event (#3):</p>	<p>Volunteer Application Release</p>
<p>Why and how?</p>	<p>For the hiring process to begin, we will release applications and begin our PR rounds for the 2023-2024 school year. This is largely a PR initiative as we prioritize on expanding applications out to ALL faculties across the entire campus. This usually amounts to ~140+ applicants for 12-14 positions.</p>
<p>Potential difficulties? How can you overcome them?</p>	<p>Outreach is a priority with this. I will call on the MSU and other services to help spread word of our hiring process so that we can make the process as equitable as possible.</p>
<p>Who?</p>	<p>EFRT executives, EFRT volunteers, the MSU, etc.</p>
<p>Priority Level (highlight one)</p>	<p>High Priority Moderate Priority Low Priority</p>

Service Goal/Project/Event (#4):	CA and WW Rep Trainings
Why and how?	Each year, EFRT provide training to the CAs and welcome week reps on standard first aid skills and “when to call EFRT” this process will take place during the training sessions pre-organized by the welcome week planners. Presentations already have been made for this and will likely be delivered by our EFRT PR coordinator in conjunction with available volunteers. Last year Katie Fitzgerald and I had a meeting to organize more training for reps that will take place in august that involve EFRT responders volunteering their time to being present and evaluate reps during standardized scenarios.
Potential difficulties? How can you overcome them?	Asking responders to attend something new is always difficult as they are often already spread very thin. I hope to include forms of appreciation such as paid lunch.
Who?	EFRT PR Coordinator Carol Zhang and Katie Fitzgerald
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

Fall Term

September	
Service Goal/Project/Event (#1):	Welcome Week Event Responding
Why and how?	EFRT is asked to event respond for the duration of welcome week every year. Especially on the concert night, EFRT may encounter as many as 50-60 calls in one night. This is an EXTREMELY resource intensive week as responders have JUST returned to call and will be stretched thin to cover all out bases during the week. We put multiple teams on call and will station a team at each of the major events (concert night, headphone disco, etc).

Potential difficulties? How can you overcome them?	This is a very heavy week of responding for the team as reaching excesses of 20+ calls in one night means that responders who have never been alone at a call end up by themselves for long periods of time. We never WANT welcome week to produce these many calls, but it is a product of the novelty of university for many first years. We have plans in place for event responding and protocol that will help us organize instances of EFRT being 10-7 (unavailable to attend a new call) and will ensure the team is thoroughly briefed prior to welcome week so that there are no surprises at the very least.
Who?	EFRT exec, EFRT volunteers, SPC
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	Welcome Week PR
Why and how?	Not only does the team need to respond during welcome week, but we also need to get our name out to the first-year population so that they know of our service and when to call. Despite first years being the largest patient demographic, there are many who do not call us because they are unaware of our services. We will be putting up EFRT PR tables around campus during the week, will be present for the MSU services fair, and will further be running our own repping team during the week to get our name out to the campus.
Potential difficulties? How can you overcome them?	Likely None. This is quite standard for EFRT during welcome week! We will do our best to work alongside other services wherever possible (e.g., magnets)
Who?	EFRT PR Coordinator, Carol, EFRT Exec, EFRT Volunteers, MSU Members
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#3):	Volunteer Interviews
Why and how?	Successful applicants will be invited to write a protocol test and interview with the EFRT team. ~80 Applicants will be interviewed over a single weekend in an MMI style interview including 2 practical scenarios, a Standardized Patient scenario, among typical interview stations. The top 40 candidates will move on to EFRT's orientation process before the team is finally selected.

Potential difficulties? How can you overcome them?	We often have several timing challenges and if we plan on the entire process being in-person this year, then we will need to ensure we are scheduling ourselves efficiently. The most challenging part is usually the scoring process and weeding out any Red flags, but with a new scoring sheet we used last year, I think that we will be able to make this process easier for the team.
Who?	The EFRT Exec will station the 4 non-scenario-based stations whereas any responders interested in helping will evaluate candidates based on their first aid knowledge. It is likely that the Special Constables will join us or be present during this time to offer their input on red flags and gold stars.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

October	
Service Goal/Project/Event (#1):	EFRT Orientation Hiring and Team Selection
Why and how?	<p>Orientation is one of EFRT's largest events during the year. It is a ~ 10-day-long process of training, teaching, and evaluations that eventually accumulates to selection of 12-14 successful candidates for the team. During the first weekend of orientation, the candidates will receive lectures from EFRT Executives, EFRT alumni, our Medical Director, and Special Constables. They will spend Friday-Sunday running workshops to apply their knowledge and develop the skills necessary for evaluations. During the week, they will run workshops from 6-10pm Monday-Thursday to practice their skills. Friday-Sunday will be a series of evaluations looking at each Candidate's patient care, thought processes, understanding of protocol, and communication skills. A team selection meeting between the Exec and then between the Whole Team will take place to finalize our 12-14 successful candidates.</p>
Potential difficulties? How can you overcome them?	There are often repeat-applicants from year to year, and we regularly see applicants that are friends of responders on the team. This, in combination with many applicants trying to get closer to team members during orientation to improve their

	<p>chances makes navigating red flags / gold stars challenging. The Exec team will sit down and discuss every candidate thoroughly before any final decisions on inclusion or exclusion are made.</p> <p>Further, room bookings may be challenging this year as we will be expanding to our typical cross-campus model (rooms booked in 7+ buildings). We will have to work diligently during the summer to ensure these rooms are booked ahead of time and that any outdoor scenarios are accompanied by a room booked in case the weather moves us inside.</p> <p>Lastly, it is difficult to find volunteer actors for the scenarios. Last year we were able to just barely make do by asking the general public for support as well as with our alumni network. This year, my recommendation is to reach out to McMaster Theatre and Film studies to ask for volunteers for casualty simulation// evaluations.</p>
Who?	Orientation is the child of the EFRT AD, Emilio. However, all EFRT exec, EFRT responders, special constables, and the candidates are required to make it happen.
Priority Level (highlight one)	<p>High Priority Moderate Priority Low Priority</p>
Service Goal/Project/Event (#2):	N95 Fit Testing
Why and how?	For EFRT responders to be cleared to wear N95 respirators to calls to keep them safe from COVID-19, meningitis, arterial bleeds, etc, we must be Fit Tested by EOHSS.
Potential difficulties? How can you overcome them?	None.
Who?	This fit testing is organized by the Training Coordinator, Sumner, and run by McMaster EOHSS
Priority Level (highlight one)	<p>High Priority Moderate Priority Low Priority</p>

Service Goal/Project/Event (#3):	Rookie First Responder Certification		
Why and how?	<p>The First Responder (FR) certification is required for responders to respond for EFRT. It is our baseline certification for the team and must be ran before Rookie responders can join the team for shadow shifts (shifts where they cannot yet touch the patients but can ask questions). This training will be run by our training partners Ken Piercy at Hard and Fast. Certifications will be submitted to the Canadian Red Cross for validation.</p>		
Potential difficulties? How can you overcome them?	<p>There is a very tight turnaround time between hiring and FR certification. The challenge will be getting training done early enough without burning out the new hires all within the availability of our instructors. This comes down to following our year plan quite strictly and making sure people are as free as they claim at each step along the way.</p>		
Who?	EFRT Exec Team, EFRT Rookies,		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority
Service Goal/Project/Event (#4):	Clothing Order		
Why and how?	<p>EFRT must submit new orders for its uniforms every year (once or twice) to ensure the team has enough uniforms for its Rookies. This includes shirts, pants, sweaters, jackets, etc. These uniforms are covered by the MSU but are required for EFRT responders to respond.</p>		
Potential difficulties? How can you overcome them?	None.		
Who?	<p>EFRT Internal Coordinator Richard, and EFRT PR Coordinator, Carol. All responders typically submit an order.</p>		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority

<p>Service Goal/Project/Event (#5):</p>	<p align="center">FOCO Event Responding</p>
<p>Why and how?</p>	<p>In 2021-2022, McMaster FOCO led to several logistical and PR nightmares for both McMaster and Hamilton Police. EFRT has since been recruited to assist in a Hamilton Paramedic Service – EFRT dual-response model to help resolve some of the strain that these large events put on the ambulance services in Hamilton. FOCO is expected to take place early October (during our hiring process) which means EFRT will need to plan and organize off-campus responding out into the Hamilton community well ahead of time. Meetings with HPS have already begun to discuss the logistics of these response and to increase the number of resources available at HPS's disposal during such an intense week</p>
<p>Potential difficulties? How can you overcome them?</p>	<p>Organizing off-campus events is very hard for EFRT given the nature of our medical directives. However, when they do happen, one of our biggest priorities is team safety. It is going to take a significant amount of planning and thorough review / contingency planning to ensure that every single responder is/is feeling safe. I plan on having a formal bike training for responders as well as another off-campus protocol manual created to help calm responders who are anxious about the event. Hamilton Police will be accompanying each responder to their calls to ensure they are thoroughly protected.</p>
<p>Who?</p>	<p>EFRT Exec, EFRT Volunteers, HPS, Hamilton Police, SPC</p>
<p>Priority Level (highlight one)</p>	<p>High Priority Moderate Priority Low Priority</p>
<p>Service Goal/Project/Event (#6):</p>	<p align="center">ITLS and AMLS Training</p>
<p>Why and how?</p>	<p>Prior to the COVID-19 hiatus EFRT was able to provide Sophomore responders with ITLS [international trauma life support] training and AMLS [advanced medical life support] training for the senior cohort. Not only are these trainings something that we outwardly communicate to the public and are thereby an expectation the public holds of us, but these trainings would drastically increase the quality-of-care EFRT responders are able to provide for the McMaster Community.</p>
<p>Potential difficulties? How can you overcome them?</p>	<p>Considering the number of events both within and outside of EFRT taking place in October it will be difficult to organize a training. Mitigating this can only be achieved by pre-planning</p>

	<p>in the summer and finalizing everything with responders attending in September prior to Orientation.</p> <p>Another potential concern with getting these trainings is that the trainings will put strain on the current training budget EFRT has. I will be conducting research for costs and creating a budget plan to be submitted to VP Finance. If I recognize potential issues in finances, I will proactively reach out to VP Finance as per the recommendations of Victoria Scott and Renee McIntosh.</p>
Who?	EFRT Exec, EFRT Volunteers, HPS, Hamilton Police, SPC
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

November	
Service Goal/Project/Event (#1):	Team Headshots
Why and how?	Each year, the team will have their individual headshots taken to update our Instagram as a form of PR. We also use these headshots and team photos in other PR campaigns and for awards and recognitions.
Potential difficulties? How can you overcome them?	Finding a time that works for the whole team. It is typically done immediately before a monthly training so that the team is required to be on-campus regardless.
Who?	MSU Communications Officer, EFRT PR Coordinator, Carol
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	Mental Health First Aid Training
Why and how?	Mental Health First Aid training is designed to help prepared responders with sufficient background in mental health disorders and practical skills for de-escalation. Several techniques and skills are taught

	as a baseline training for mental health calls, and this training will be paired with ASIST to work up into advanced suicide prevention techniques. This training is run
Potential difficulties? How can you overcome them?	Ensuring there is sufficient room in EFRT's training budget to commit to this training. Through conversations with Victoria and Renee I have been informed that reaching out to VP Finance early will mitigate financial concerns involving training.
Who?	Mental Health Commission of Canada, Jason Brarr, EFRT Training Coordinator Sumner
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

December	
Service Goal/Project/Event (#1):	EFRT Holiday Party
Why and how?	To celebrate and recognize the end of the first semester, EFRT holds a holiday party with a secret Santa and movie showing. The team constructs a potluck together and a holiday video is made by the Rookie cohort to showcase their time so far on the team. This is a valuable bonding event for EFRT and is one of many events we use to bring the team together despite the stress of our environment.
Potential difficulties? How can you overcome them?	Usually, the most challenging part of these events is securing food. I may dig into EFRT's budget to help support the team in buying groceries/food for the event so that it is accessible to all responders.
Who?	EFRT Exec, EFRT Responders, SPC
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

Service Goal/Project/Event (#2):	Inventory and Winter Semester Equipment Orders		
Why and how?	To prepare for the winter term, the exec team will conduct another inventory of our office to ensure we have sufficient unexpired equipment for the Winter term. This is translated into a large equipment PO that covers equipment costs and any big-budget items like mannequins. This will be run over a weekend to pull every box out of storage and count every item.		
Potential difficulties? How can you overcome them?	Managing the budget around new or required items. This will just take planning but should not be overwhelming.		
Who?	EFRT Response coordinator, Fred, EFRT Exec		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority
Service Goal/Project/Event (#3):	NCEMSFS Registration		
Why and how?	Registration for the 2023-2024 Conference will open in December, and it will be the responsibility of a non-executive responder to lead the organization of the conference. It is important we all register ahead of time to get the early-bird fees, as the full conference prices would likely be too much for the conference budget line to support with the number of responders we have.		
Potential difficulties? How can you overcome them?	Getting confirmation and responses from all interested parties. One issue with NCEMSFS is that it usually falls around the same time as medical school interviews and it is a challenge to confirm people's availability when there may be no way of knowing ahead of time.		

Who?	EFRT Exec, EFRT Responders, EFRT Volunteer Organizer(s)
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

Winter Term

January	
Service Goal/Project/Event (#1):	Emergency Medical Responder Training
Why and how?	Like FR, EMR is a required training for our EFRT responders. It will be run by the other Ken Piercy at Hard and Fast CPR again. Our OP describes all responders as being EMR certified so it is important this training runs smoothly.
Potential difficulties? How can you overcome them?	None. Our budget should be able to support this training.
Who?	EFRT Exec, EFRT Responders,
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	Symptom Relief Training
Why and how?	Each year, EFRT must receive training on drug and pharmaceutical administration for our sudden medical emergencies. This is a mandatory training that allows our medical director to confirm we are trained to deliver medications while on call. This is a confirmation of competency to continue using his medical licence.

Potential difficulties? How can you overcome them?	None.
Who?	EFRT Training Coordinator Sumner; EFRT Medical Director Dr. Morgan Hillier
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

February	
Service Goal/Project/Event (#1):	NCEMSF Conference
Why and how?	EFRT attends the National Collegiate Emergency Medical Services Foundation Conference every year in the US to bring our skills and knowledge to the international stage and to learn new and innovative techniques from response teams operating at American Colleges. This is most of our conference budget each year which will cover conference fees and hotel fees for the team. We do not cover travel expenses but EFRT typically flies/drives to these conferences.
Potential difficulties? How can you overcome them?	There are a lot of travel logistics in play for NCEMSF. If we are not blindsided by any unforeseen fees, the conference is really just a logistical challenge for its organizers.
Who?	A non-exec EFRT member is typically selected to organize the conference to give some leadership opportunities to the team. This is usually a soph or senior responder who may be interested in becoming an executive in the coming year. The executive team will help as required.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

March	
Service Goal/Project/Event (#1):	Recognition Awards Night (Rec Night)
Why and how?	Each year, EFRT runs a year-end recognition event at the end of March before the team is swamped by their own exams. The importance of these events is that it ensures that responders know and understand just how appreciated they truly are. Typically, we organize a number of superlatives, awards, dinner, speeches, and year-end videos. This is a time to celebrate the team and truly reflect on the family that we have built over the years.
Potential difficulties? How can you overcome them?	Finding a responder with the time to make the videos is usually the hardest part of this process. The work is usually divided amongst the team to make this night special.
Who?	EFRT Exec, EFRT Volunteers, Special Constables
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#2):	EFRT Director Hiring Process
Why and how?	After being the product of a late hiring process and seeing how challenging it was to try to get caught up to speed, my goal is having an EFRT director selected before the end of the Winter term so that their onboarding can happen while I am still in Hamilton. This is so important for the continuity of EFRT operations, and I cannot stress how valuable it is to have the director get practical experience before the end of the year. While the dates that applications opened for Director and AD do not need to be changed, I plan on having the interviews for the role much earlier.

Potential difficulties? How can you overcome them?	The BOD's schedule is ultimately what controls when these interviews can happen. That being said, I believe it is very important that we organize this early and are not left struggling to maintain operations next year when the outgoing Exec team is leaving Hamilton and the incoming exec team doesn't have time to properly transition.
Who?	EFRT Program Director, EFRT Alumni, any MSU members struck to the EFRT Director hiring committee.
Priority Level (highlight one)	High Priority Moderate Priority Low Priority
Service Goal/Project/Event (#3):	Year-End Recognition Gift Orders
Why and how?	After a full year of hard work, it is VERY important that responders feel recognized for their dedication. This is partially accomplished through the purchasing of a year-end gift for every responder (pants, bags, hats, etc.). These are a form of "single issue" items that only that specific cohort will have access to, creating somewhat of a memento for each of the EFRT teams from year to year.
Potential difficulties? How can you overcome them?	None.
Who?	Organized by the EFRT PR Coordinator Carol, and the EFRT Internal Coordinator Richard
Priority Level (highlight one)	High Priority Moderate Priority Low Priority

April

Service Goal/Project/Event (#1):	EFRT Executive Team Hiring and Onboarding		
Why and how?	To prepare the team for the 2023-2024 operating year, I hope to help have the executive team hiring during the month of April for each of them to have an easier transition into their roles before the start of next year's summer response program.		
Potential difficulties? How can you overcome them?	Hopefully none!		
Who?	The EFRT Program Director, VP Administration, and any members struck to the Director, AD, and Exec hiring committees		
Priority Level (highlight one)	High Priority	Moderate Priority	Low Priority

Increasing (Service) Presence

Service Webpage

Our webpage is not our central PR hub and typically our operations do not change from year to year, so it does not change frequently. That being said I am interested in pursuing the possibility of creating a secondary website that is specific to EFRT that allows individuals to learn about EFRTs history, event response, first aid courses, and more. This website would effectively function to achieve much of what EFRT attempts to capture via frequent Instagram and Facebook posts. This cannot be possible without MSU permission and communication with Michael Whooder.

In more of physical sense, I plan for EFRT to be more present during welcome week, and faculty events.

Social Media

I plan on utilizing our PR structure targeting SFA courses to raise awareness for all our courses this year. This is especially important during the summer to capture the medical school cohort before their deadlines pass. This was passed on to me from the 2022-2023 director. I plan on increasing EFRTs social media presence by utilizing prizes for social media involvement such as AirPods giveaways.

I ask the MSU to share and spread awareness of EFRT by sharing our posts on MSU and Campus Events Instagram and Facebook. Also, it would be amazing if in person events run by the MSU could begin by a quick shoutout of EFRT especially during welcome to increase our awareness via word of mouth as well.

Merchandise & Apparel

Last year EFRT partnered with SWHAT to order magnets that were purchased by first years. This helped first years to have access to our phone number and understand our service which is something I plan on continuing and is already underway.

EFRT will also be investing in another order of pens, stickers, and perhaps pins/stress balls for handing out at our PR booths each month. These make a drastic difference in retention of our service in people's memory by ensuring that people walk away from our booths with at least the contact information of our service if they ever needed to activate us. We use these items regularly in our PR efforts and they have historically been very effective (e.g., handing out ~4,000 pens since 2018)

Physical Promotions

In the past EFRT has employed lawn signs that advertise safe drinking practices, substance use, and general standard first aid skills that are useful to know. They also have our number and location for people to save to their phones. I am unsure as to where these signs are currently but am interested in continuing this form of PR. We will also be investing in new posters that are to be placed in all residence buildings.

Team Management

Executive Management

I plan on and have already begun to schedule 1-on-1 check-ins with all executive members. These check-ins consist of a general temperature check followed by professional feedback on what the executive is doing well, what they can improve on, my expectations for them and then is ended by discussing what expectations the executive has for me. These check-ins have been well received thus far and I plan on continuing them every few months.

I also plan on managing the executive team by hosting executive feedback round tables which are separate from our regularly scheduled weekly meetings. This meeting will be run whenever there seems to be difficulty within the executive team minor or major. I hope that such a meeting will facilitate healthy conversation and encourage the team to work more professionally as a team.

Volunteer Management

Volunteer management will be facilitated via a structured framework already present within EFRT. As the Director, I will have a confidential file on each responder with general information such as general positive/negative trends observed in trainings, any verbal/written warnings, as well as any other miscellaneous documents. This is in line with EFRT Responders expectations of the Program Director as per our Code of Conduct.

I plan on supporting EFRT responders by advocating on their behalf and listening to any concerns they may have. I also plan to facilitate as much appreciation for Responders this year as the budget allows.

Master Timeline

Month	Tasks
May	<ul style="list-style-type: none"> • EFRT Director Onboarding • Preparation for summer response program • Executive team hiring
June	<ul style="list-style-type: none"> • Commencement of the Summer Response Program • Securing Summer Response Program Funding from McMaster • Environmental Emergencies and Poisons Training • Convocation Responding • Alumni Luncheon Event Responding • Organize Bike Maintenance • Exec Headshots • Organizing WW rep training
July	<ul style="list-style-type: none"> • Paediatrics and Musculoskeletal Injury Training • Preparation for Hiring and Retraining • SPC, HPS; FOCO conversation and Off-Campus Prep • Protocol Manual Updates • EFRT-SPC Interagency Meeting
August	<ul style="list-style-type: none"> • Volunteer Applications Released • Executive Team Retraining • Team Retraining • Drug and Intoxication Training + Basic Life Support Review • Rep/CA Training
September	<ul style="list-style-type: none"> • Welcome Week Event Responding • Welcome Week PR • Volunteer interviews • Soft Tissue and Musculoskeletal Injury Training • Class PR Talks and PR Booth
October	<ul style="list-style-type: none"> • Orientation • Team selection • N95 Fit testing • Rookie onboarding • Clothing Order 1 • FOCO Event Responding • Halloween Event Responding • ITLS and AMLS training

November	<ul style="list-style-type: none"> • New Volunteer First Response Training • Soph Emergency Medical Response Training • Mental Health First Aid Training • Compassion Fatigue Training • Convocation Event Responding • Team Bonding Event • Team Headshots
December	<ul style="list-style-type: none"> • Exam form and Abdominal Injuries Training • Christmas/Holiday Party and Responder Recognition • Inventory and Preparation for Winter Semester; Winter Term Equipment Order • NCEMSF Registration
January	<ul style="list-style-type: none"> • Sx Relief Training • ASIST Training • Emergency Medical Responder Training
February	<ul style="list-style-type: none"> • Midyears Evaluations • Lines of Questioning training • NCEMSF Conference • St. Patrick's Day Event Responding • Team Bonding Event
March	<ul style="list-style-type: none"> • Basic Life Support Review • Complex scenario training • Have new director hired and prepared for exec hiring • End-of-year Party and Recognition Awards (Rec Night) • End of year gift ordering
April	<ul style="list-style-type: none"> • Support transition of Director and AD • Hire next year executives • Respond to Light up the Nigh Event Response

Miscellaneous

