



**Ambulance Service
of New South Wales**

BEST. again

Half time report card
July 2005

2002-2007

The future direction

for the Ambulance Service of New South Wales

MANAGEMENT practice
OPERATIONAL performance
TECHNICAL capability
CLINICAL capability
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FOREWORD

BEST AGAIN

2002-2007 - The future direction

Half time report card - July 2005

Two and a half years ago I released Best Again.

The document summarised projects to address key issues facing Ambulance and grouped them under four key priority headings.

Good progress has been made. Most projects identified in 2002 have been completed or are on target.

Under Technical Capability, we had 17 strategies to bring equipment, fleet, bases, communication and information systems up to contemporary practice standards. Eleven have been completed and four have progressed well. In 2006, we will need to focus on; securing funding for the Asset Strategic Plan; further detailed planning for infrastructure in growth areas; and funding for rural mobile radio data systems.

Under Clinical Capability, individual strategies aimed to ensure we have the right mix of skills, and systems for measuring and improving quality care. Progress in this area has been very pleasing with six of the nine projects completed. Clinical Review systems and skills enhancements are now rolling out along with improved training and clinical support. Future focus should include P2 enhancements (especially rural practice), skill mix and bedding in new committee functions.

Under Operational Performance, strategies to ensure that our operational protocols and work practices are geared to deliver quality care quickly have moved steadily. Eight of 12 projects are completed and recent enhancements offer a great opportunity to expand this area.

Under Management Practice, eight strategies focussed on developing management culture to support upgrading and modernisation of our management systems and operations. There have been some good examples of progress in this area, particularly in ongoing communication and reporting systems. Five of the eight strategies are completed. Further work is needed to develop a systematic approach to training, support and development of management practice across the State.

So much has progressed that 2006 will also see a re-write of "Best Again" strategies; and this will be greatly assisted once again by executive station visits. Congratulations to all managers and staff, changes have been created and accepted with professionalism. While there is still plenty to do, we can approach the next steps with confidence.



Greg Rochford
Chief Executive Officer

Key strategies 2002 - 2007	Completed	In-progress	Programmed	
Asset Strategic Plan Government endorsement of Plan and secure funding		●		Submitted but not endorsed. Continues to guide priorities for available capital funds. This has become a major priority for 2005/06.
Develop Equipment Management Program	●			Equipment Manager recruited. Defibrillator Maintenance Program underway, with first year's program completed.
Fleet, Buildings & Equipment Replacement of Air Ambulance fleet (x4)	●			RFDS contracted to provide aviation services. Air fleet replacement program completed.
Replacement of Ford F100 series ambulances	●			Completed.
Acquisition of additional rapid response vehicles	●			Completed (6 RRVs & 2 motorbikes). Seven additional RRVs on line during 2005/06.
Refurbishment of Paddington Station		●		Delayed DA issues. Tenders anticipated August 2005, construction completed April 2006.
New Stations at Queanbeyan, Wellington and Finley	●			Completed.
New Training Centre at Gilgandra	●			Completed.
New and replacement stations in growth areas		●		Yamba and Sussex Inlet completed. Gunnedah and Campbelltown Station to be completed 2005/06. Preliminary planning underway for replacement stations at Auburn and Liverpool. Input to Rural Strategic Plan being facilitated by Divisions.
Resuscitation equipment roll-out	●			All emergency ambulance vehicles equipped with a defibrillator. Upgraded checking and maintenance program in place.
Provision of Pulse Oximeters and Glucometers	●			770 Pulse Oximeters purchased to bring numbers to required level. Glucometers have been progressively updated as required through recurrent funding.
IT and Communications Replacement of CAD workstations	●			Original program for workstations completed. Plans for further CAD software and hardware upgrades are in place.
Electronic patient record system		●		Not progressing at this time. Subject to NSW Health and Commonwealth guidance.
Intranet available with computers on all stations		●		Intranet commenced on 1 April 2005 with priority for rural and remote sites. To date 28 sites have gone live. To be completed by August 2005.
New data network coverage for Sydney	●			Completed. The dedicated wireless data network has been fully deployed in Sydney. The program has been extended to the Central Coast.
New data network for regional NSW		●		The Dept of Commerce is currently negotiating funding for the expansion of the wireless data network throughout regional NSW.
Roll out of new MDTs and use of AVL systems	●			All Sydney cars refitted with latest Mobile Data Terminals and AVL systems. The extended program will bring the Central Coast on line July/August 2005 and regional NSW when the wireless data network is expanded across the State.

Key strategies 2002 - 2007	Completed	In-progress	Programmed	CLINICAL capability
Skills and Training				
Upgrade of qualified ambulance officers to 3C	●			Completed.
Additional 200 paramedics by 2005		●		On target.
Development of a new recertification process	●			New model commenced 2005 (stream 2) incorporates both core competencies and self-directed learning as CPD. The old model of certification (stream 1) remains available for the time being.
Registration of ambulance officers as health professionals			●	Research continues through the Convention of Ambulance Authorities.
Clinical Governance and Support				
Implementation of Ambulance Clinical Quality Improvement Program	●			Operational clinical support structure enhanced with additional Clinical Training Officers and training units, Divisional Clinical Governance Committees in place, Clinical Services Unit permanently staffed.
Establishment of a Clinical Governance Committee	●			Board Sub Committee established including medical, operational, systems and consumer representatives. Divisional Committees also in place.
Development of a clinical review process	●			Completed.
Prioritisation for 000 calls	●			Completed.
Pursue opportunities for expanded clinical practice in rural and remote communities		●		Study continues to advance skill of clinical staff. Ambulance has partially funded a national study through Monash University. Investigate opportunities to undertake a pilot.

ADDITIONAL MAY 2003 STRATEGIES

- Clinical Action Plan is progressing according to schedule with 100 percent of 38 strategies on target or completed. Twenty strategies have been fully completed with 18 substantially completed as at May 2005. More information on clinical activities is available on the Ambulance intranet under "Clinical".
- The Service has implemented the Variations to Clinical Practice procedure with the Clinical Review Group, chaired by the Medical Director, meeting on a fortnightly basis. Over 220 case clinical variations were reviewed by June 2005. Identified trends are used to improve clinical practice and patient safety.

ADDITIONAL JUNE 2005 STRATEGIES:

- P1 skills added to basic training for all ambulance officers (skills include: Parenteral therapy, LMA and Intranasal administration and the pharmacology include Hartmann's, Fentanyl, Maxalon, Naxalone, Midazolam, Adrenaline and Phenergan).
- Update paramedic officers to P2 skills.
- Tertiary strategy developed and implemented with Charles Sturt University and other tertiary providers.
- Establishment of IIMS.
- Clinical Indicators reporting widened.
- Telehealth (videoconference) delivery of clinical sessions to regional centres by Sydney based content experts.
- Curriculum and assessment review for all practices at the AEC.
- The AEC secured funds for additional clinical, practical and teaching equipment as well as an additional week for ambulance officer on-road orientation.

Key strategies 2002 - 2007	Completed	In-progress	Programmed	OPERATIONAL performance
Operational Reviews Adopt performance targets	●			Performance targets adopted for Sydney.
Introduce a Rapid Response Tier	●			Completed. To be expanded in line with Sydney enhancements 2005/06.
Extension of Patient Transport Tier	●			Patient Transport Service expanded. Now operates PTO crews (30) at peak times in Sydney and expanded to Wollongong. Further enhancements planned for 2005/06.
Increases in establishment of AOs, PTOs and paramedics	●			Completed. On target for the rural enhancements (230 increase) and recent Sydney (250 increase) enhancements.
Crewing of paramedics with ambulance officers		●		Implemented with increase in paramedic numbers. Sydney, Wollongong and Newcastle roll out will need to be accelerated with the advancement of medical prioritisation.
Revision of roster formats to match resources to demand in Sydney	●			Completed. New crew deployments in Sydney providing a better match of resources to demand. Future refinements to be developed under 2005/06 enhancement program.
Review and implementation of improvements to Operations Centre functions.		●		Some local reforms have been implemented in Centres. Recent technology upgrades and planned enhancements will provide new impetus and resources.
Develop new service delivery models in regional areas		●		Some progress with honorary training and standardisation of honorary programs (see also expanded clinical practices under "clinical").
Other Key Strategies Collaboration with AHS to address ED turnaround times	●			EDNA system refined to remove code RED diversion and replace with patient focused clinical allocation.
Review of pricing structure for services and competitive Patient Transport Service	●			Submission to IPART completed. Awaiting report from IPART in November 2005.
Achieve greater health care for rural and remote communities		●		Development of Rural Strategic Plan and participation in 10 Rural Hospital and Health Services programs.
Ongoing assessment of demand, resourcing and performance for planning	●			Recent planning activities have led to substantial enhancements for Sydney. Specialist Planning Unit now in place to extend this work.

MAY 2003 STRATEGIES

- The establishment of a NSW Ambulance/Health Counter Disaster Unit which comprises nine full time staff and is responsible for the policy, planning and training operations of counter disaster and major event preparedness across the NSW Health System.
- Introduction of appropriate relief component for ambulance officers and patient transport officers in Sydney has advanced with additional staff recently announced.

JUNE 2005 STRATEGIES:

- Rewrite of major operational plans eg Ambplan.
- Continue implementation of four key reforms areas namely, Group 2/3, Sydney enhancements.
- Review and plan optimum deployments for Sydney enhancements.
- Review Command and Control project in line with additional resources.

Key strategies 2002 - 2007	Completed	In-progress	Programmed	
<p>Communication Regular reports to staff on progress on key strategies</p> <p>Roadshows annually</p> <p>Regular Corporate Culture Surveys</p> <p>Other Key Strategies Development of KPIs</p> <p>Developments of a performance appraisal system for managers</p> <p>Develop a policy statement which states the values and principles which will govern our management of people</p> <p>Core management and administrative competencies training for managers</p> <p>Review of human resource management system</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>	<p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p> <p>●</p>		<p>Systems in place, staff are provided progress reports communicated through Best Again, executive roadshows, newsletters, Clinical News, Sirens, Service Developments bulletins, targeted consultation documents, fax stream, updates on the intranet, media releases, staff meetings and use of the AAC consultative forums.</p> <p>Ongoing. Roadshows for 2005 commenced.</p> <p>Ongoing. Corporate Culture Survey 2005 completed. Results available in July/August.</p> <p>New KPIs presented to Board regularly now include clinical indicators, ROSC, scene time, and aspirin administration.</p> <p>Completed for Divisional Managers and all Health and Operational managers.</p> <p>Not progressed as expected. To be reviewed.</p> <p>Range of training improved, now need to target strategic management priorities.</p> <p>Review occurred. Recommendations being implemented together with a functional re-alignment.</p>

ADDITIONAL JUNE 2005 STRATEGIES:

- Performance Appraisals for AO; PTO; Technical and Trades staff to be rolled-out.
- Performance Management for station officers to be rolled-out.
- Establish a staff retention and transfer program including rural and remote incentives (rolled out over the next 12 months).
- Enterprise-wide risk management program (rolled-out over next 12 months covering all corporate risks and approaches to mitigate exposures).

