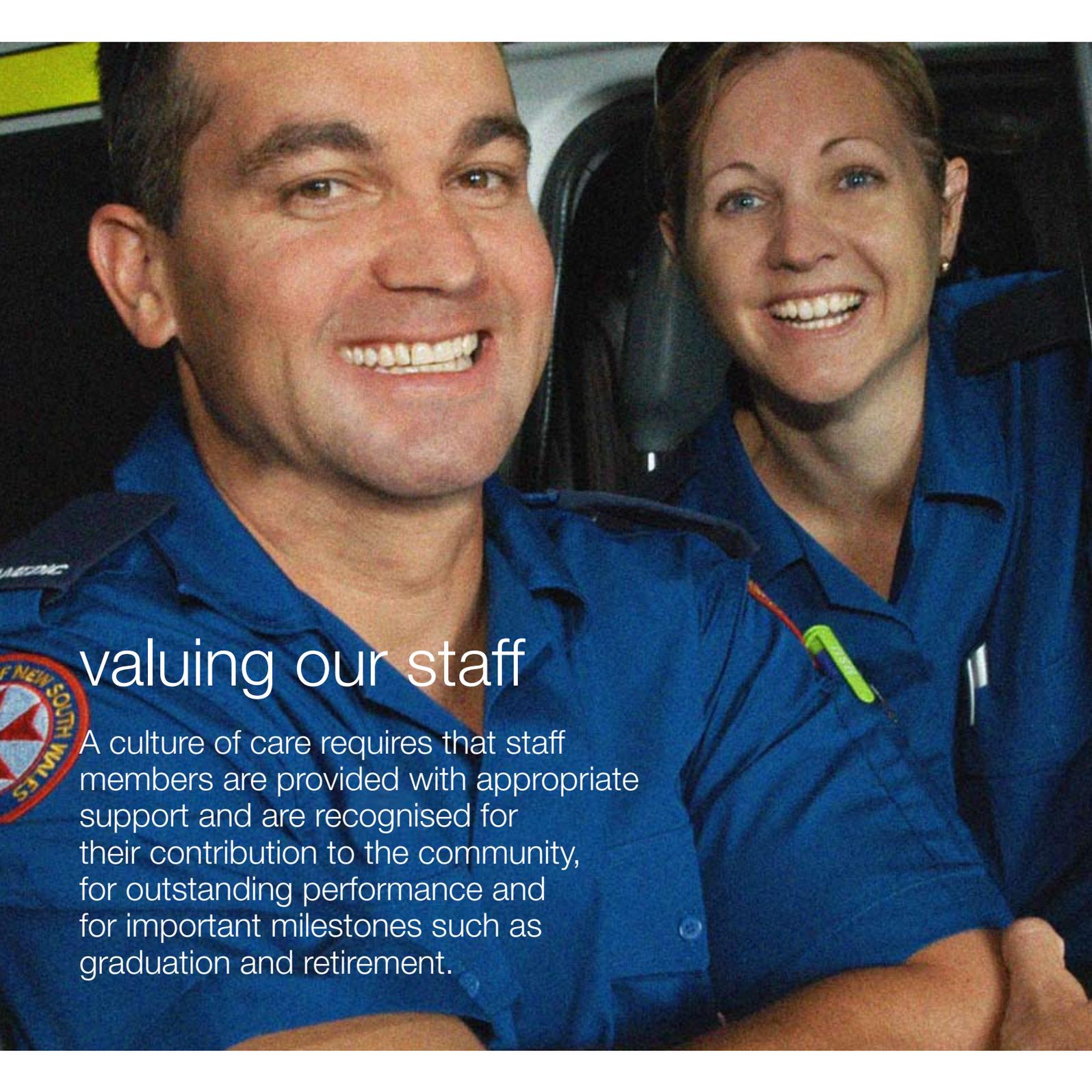




**Ambulance Service
of New South Wales**

excellence in care

ambulance:
**a healthy
workplace**



valuing our staff

A culture of care requires that staff members are provided with appropriate support and are recognised for their contribution to the community, for outstanding performance and for important milestones such as graduation and retirement.

staff support services

As part of our focus on providing care and support for staff we have developed four integrated support services.

Peer Support Officers

Staff members who are trained to provide practical help and assist their work colleagues who may experience difficulty following a traumatic incident.

Ambulance Chaplaincy Services

Chaplains provide individual counselling and pastoral and spiritual support to staff members and their immediate family.

Employee Assistance Program (EAP)

EAP is provided by an external firm that provides short-term confidential counselling (free of charge) for all staff and members of their immediate family.

Grievance Contact Officers

Grievance Contact Officers provide advice and support to staff on grievance and complaint policies and procedures.

staff recognition

Thank a Paramedic Day

This day was initiated in 2008 and will be celebrated on 20 November each year (or the Friday prior if a weekend). The day is a public celebration of paramedics and the emergency medical care they provide to the community.

Honours and Merit Awards

Awards have been introduced at both State and Federal level to acknowledge outstanding performance by emergency service staff. Ambulance awards are also available for eligible staff to recognise and celebrate their contributions.

Staff retirement gifts

Gifts are provided to all staff upon retirement including one or more of the following: Certificate of Service; letter of appreciation; a coin medallion; pin; plaque; and certificate to recognise various lengths of service.

Employee of the Month/Year

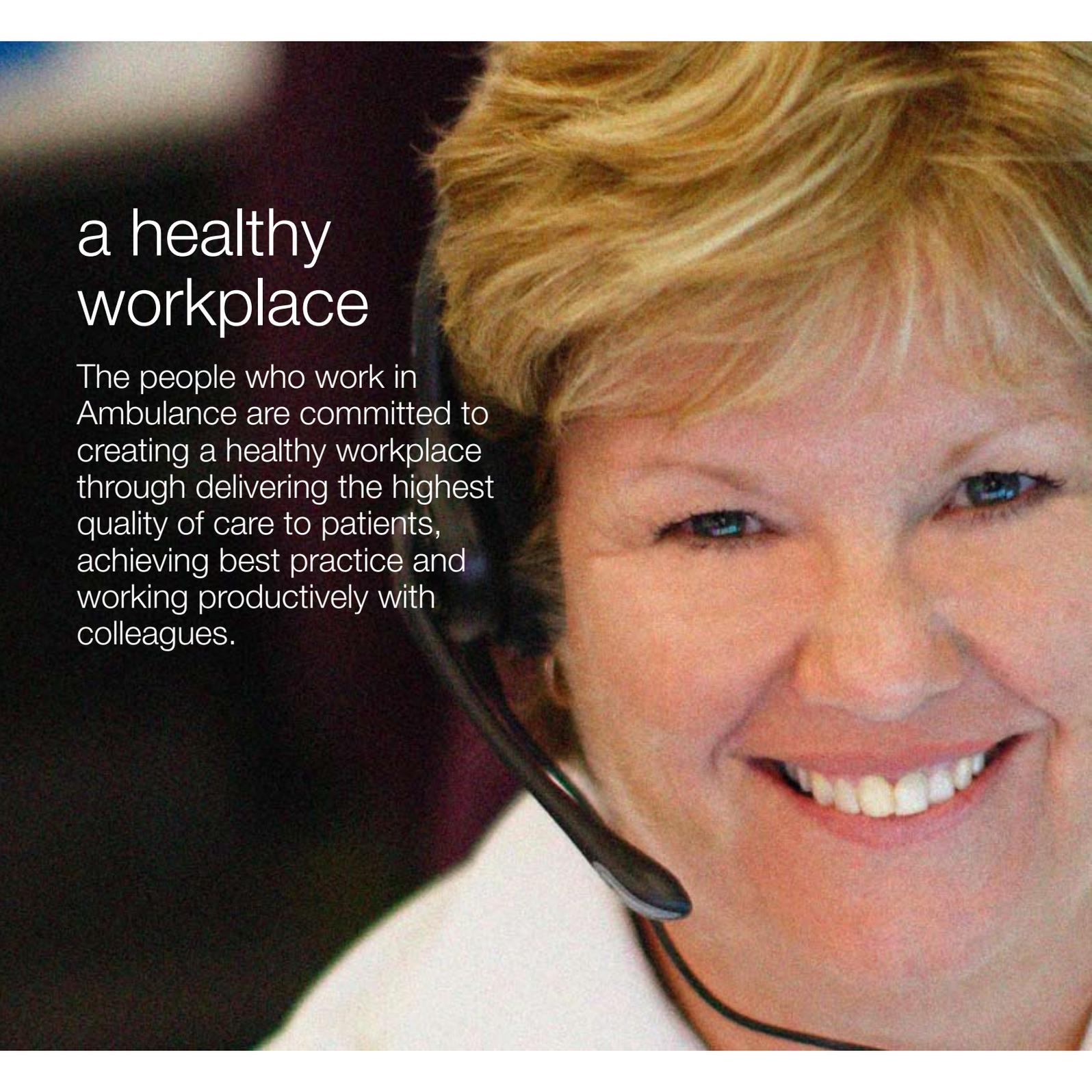
This award was initiated to encourage staff to nominate a colleague who has made an exceptional contribution in the workplace.

Recognising performance

Managers are encouraged to identify and recognise exemplary conduct and performance of staff and where appropriate recommend higher recognition.

Graduation

An annual graduation ceremony has been introduced to recognise and inspire students. All students who attain their certificate to practice in a calendar year are eligible to attend and formally graduate.



a healthy workplace

The people who work in Ambulance are committed to creating a healthy workplace through delivering the highest quality of care to patients, achieving best practice and working productively with colleagues.

achieving our goals

Our aim is to foster a positive approach throughout the organisation. We are introducing a number of initiatives to help us achieve this goal.

One of our key initiatives is the development of Healthy Workplace Strategies designed to improve the workplace environment, to help staff members resolve workplace issues and to simplify policies and procedures for managing workplace concerns.

A new and permanent section of our Workforce Unit has been established to focus specifically on Healthy Workplace Strategies. The new section is headed by a Manager, Healthy Workplace Strategies who is responsible for coordinating systems to manage and monitor any workplace conflict and to ensure that the strategies comply with relevant legislative requirements and NSW Health policy.

One of the main aims of the strategies is to promote early resolution of workplace conflict at a local level to avoid, if possible, the alienating and divisive consequences of such issues.





workplace strategies

A range of strategies have been developed following a review of policies and procedures for handling grievances and complaints and through consultation with staff members.

healthy workplace strategies

Respectful Workplace Training

This training program is designed to assist staff and managers to resolve issues involving workplace conflict. The program to train all current Ambulance staff and managers has been completed. The principles have been incorporated into orientation procedures for all new staff.

Raising Workplace Concerns

A Standard Operating Procedure *Raising Workplace Concerns* has been introduced to assist staff identify the pathways for raising various types of workplace concerns including grievances. Access to trained mediators is available to assist staff members if issues cannot be readily resolved at a local level.

Our Values

This document is being developed and will be introduced in all workplaces to explain in clear and simple terms, the standard of behaviour expected of staff in delivering service to patients and the community. *Our Values* is also designed to improve employee morale by developing a common understanding of what is acceptable and what is not acceptable in the workplace.

Staff relationships

Staff relationships will become a standing item on staff and/or management meeting agendas to ensure that staff issues are dealt with appropriately.

Grievance Management DVD

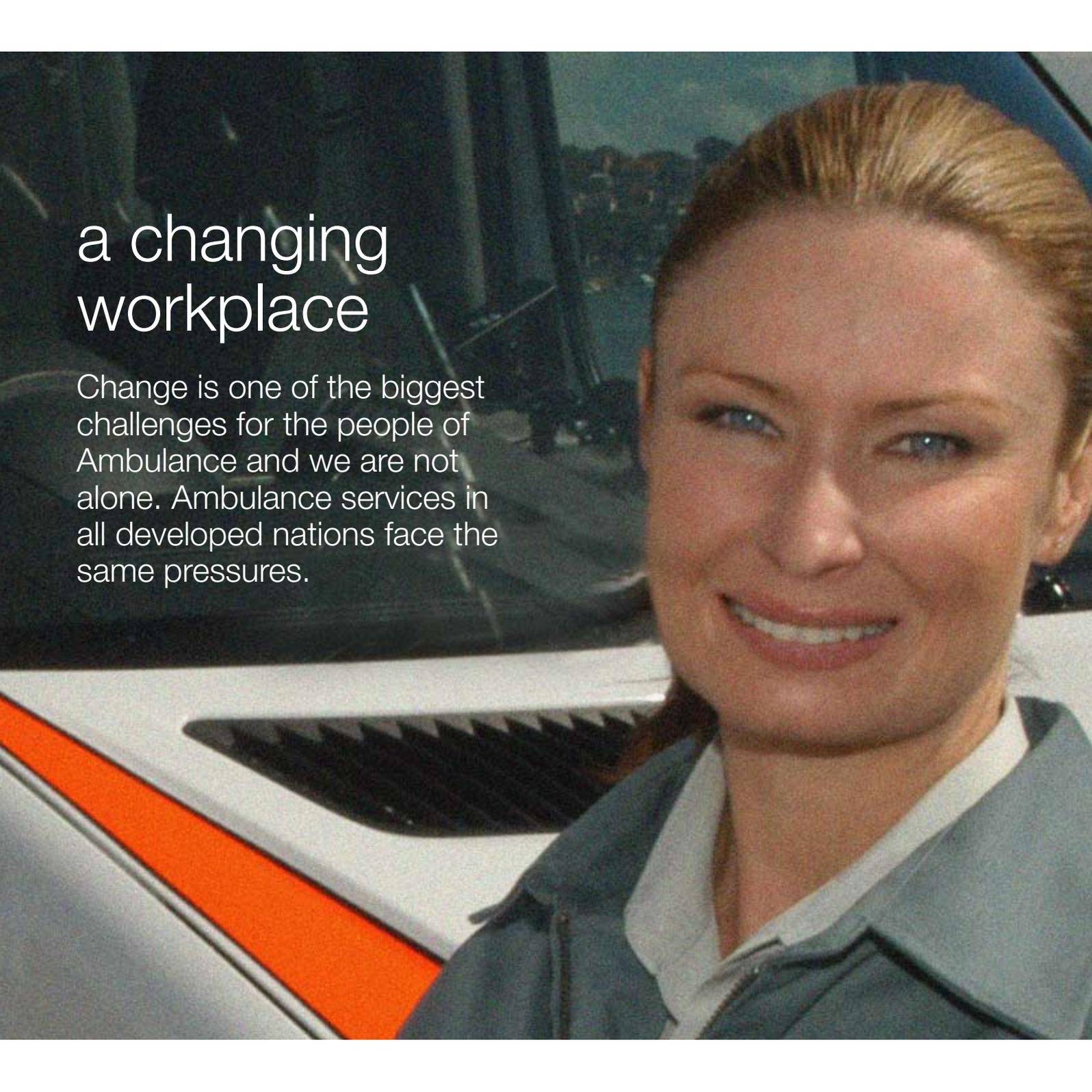
A training DVD on grievance management is being produced for the benefit of all staff and managers.

Ambulance Management Qualification (AMQ)

This course has been introduced for all frontline managers, including team leaders, station managers, district managers and senior operations centre officers. The AMQ course includes practical training for frontline managers in how to help staff resolve issues of conflict in the workplace.

Executive Leadership Program

This program will be implemented during the second half of 2009 for the senior managers of Ambulance. This program is designed to assist our senior managers to pursue improved and more consistent leadership. Outcomes from the program will be linked to their annual performance appraisal. The program will focus on key issues including the relationship between morale and organisational performance, the importance of teamwork and developing effective workplace relationships.

A close-up photograph of a woman with blonde hair pulled back, wearing a grey uniform with a white collar. She is smiling warmly at the camera. The background shows the side of a white ambulance with an orange stripe and a black vent. The scene is set at night, with a cityscape visible through a window in the background.

a changing workplace

Change is one of the biggest challenges for the people of Ambulance and we are not alone. Ambulance services in all developed nations face the same pressures.

managing change

Ambulance faces a range of challenges such as an ageing population, increasing demand for services, rapid developments in information and medical technology and increasing community expectations.

Meeting these challenges is not easy. It means continually finding new ways to improve our clinical skills, operational practices, technology and equipment. That is why we are continually re-assessing the way emergency care is delivered.

Our approach to the future of out-of-hospital care recognises that the traditional model for ambulance service is changing and will continue to change. Now, as well as 'taking the patient to health care' we are increasingly 'taking health care to the patient'. This new approach is expanding our capacity to contribute to the broader health system and to deliver better health outcomes to our patients.

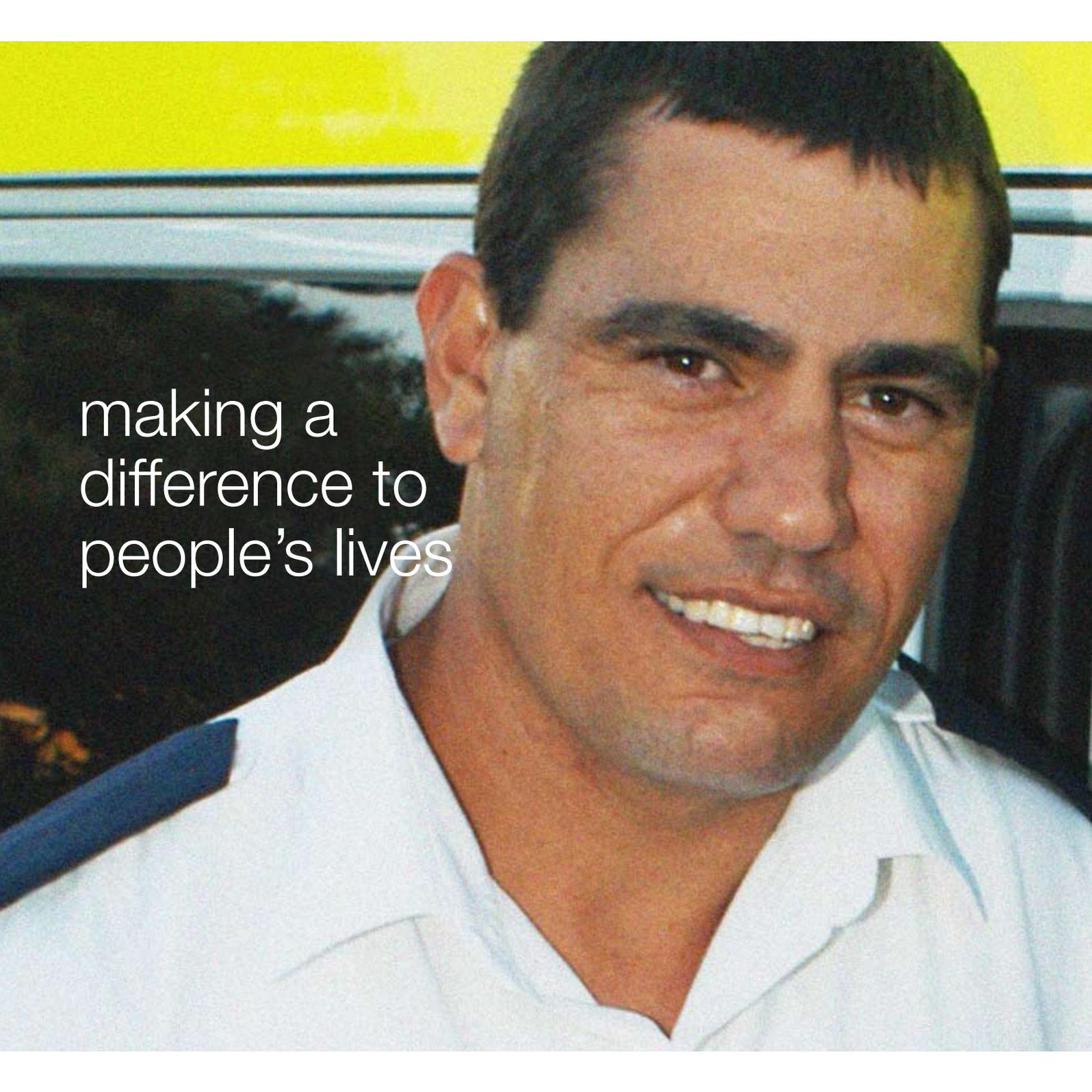
caring for people

One of our key priorities is to support our staff and managers as we work to deal with complex changes, recognising that our colleagues are our best asset.

Our task is to keep pace with the challenges we face daily in our jobs while maintaining a commitment to best practice. Inevitably this means the people of Ambulance operate in a demanding workplace environment, whether they are on-road staff, operations centre employees, call-takers or administrative staff.

To help us manage these demands we have been developing better ways of caring for and supporting our staff and managers as well as developing new ways of caring for our patients.

With this objective in mind, Ambulance is playing a lead role in a culture change process that is being implemented across the entire NSW health system. This process is aimed at fostering a healthy and supportive workplace environment and improving the management of workplace concerns.



making a
difference to
people's lives

working for ambulance

What I love best about my job is hearing positive feedback about the difference we are making to people's lives.

Associate Professor Paul Middleton
Director, Ambulance Research Institute

A career in Ambulance gives me a great work/life balance. I'm only 27 but I already feel I've been able to explore so many avenues within Ambulance – and I'm excited about all the other opportunities open to me in future.

Lauren Cowgill
Extended Care Paramedic

I feel my role gives me a great understanding for the multi-faceted infrastructure across Ambulance. It is this 'behind the scenes' support that helps to contribute to the overall success of Ambulance.

Nicole Bietola
Records Policy and Project Officer



