



**Ambulance Service
of New South Wales**

excellence in care

ambulance:
management
& leadership

A close-up, low-angle shot of the side of a white ambulance at night. The ambulance has red and white checkered reflective tape along the bottom edge and a yellow stripe above it. The words "AMBULANCE SERVICE" are printed in large, bold, red letters on the side. The ambulance's emergency lights are flashing, creating a bright lens flare in the upper left. The background is dark with some blurred lights, suggesting an urban or industrial setting at night.

shifting our focus

The process of developing and supporting good management practice and leadership involves getting the right balance between 'what we do' to 'how we do it'.

management and leadership

Developing and improving our management and leadership skills is a key priority for Ambulance. It builds our capacity to effectively manage current and future challenges.

Our aim is to build a management culture based on the following characteristics:

- > **open communication**
- > **fair and equitable treatment of individuals**
- > **delegation of authority to the most appropriate level**
- > **responsiveness to the community that we service.**

The process of developing and supporting good management practice and leadership involves getting the right balance between ‘what we do’ to ‘how we do it’. We are working towards this by implementing a comprehensive range of management and leadership development programs.

These programs are aimed at developing and supporting a responsive and consistent management culture that is focused on achieving peak organisational performance. They are also aimed at providing mentoring and support for future Ambulance leaders.

divisional management team

Divisional Managers form part of the Ambulance Senior Leadership Team who are responsible for ensuring a strategic focus and consistent leadership direction across Ambulance.

The Senior Leadership Team guides and supports the delivery of the Service Improvement Program and takes a leadership role for major organisational reforms and for sponsoring project activities relevant to individual areas of responsibility.

Divisional Managers are supported by Assistant Divisional Managers and Assistant Divisional Managers Operations Centre who lead and direct staff and resources to ensure the delivery of patient care services, consistent with Ambulance Service legislation, awards and policies.

District Managers are responsible for the performance of the district operationally and fiscally and receive support from Station Managers who direct clinical and operational performance and support staff on station. Station Managers are provided with daily assistance from Team Leaders who coordinate the day to day operations of an ambulance station.

managers managing

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

Initiatives to develop improved management practice and leadership we are currently implementing include:

Performance Development Program

This program is designed to assist managers to set individual goals and to identify and work towards the skills and experiences they will need now and in their future career. The program includes preparation of an individual Work Plan and Development Plan which documents objectives, performance standards, and timelines for feedback and review and identifies training and development needs. It also emphasises the importance of working and behaving in keeping with the standards detailed in *Our Values*.

Executive Leadership Program

This program will be implemented during the second half of 2009 for the senior managers of Ambulance. The 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.

Ambulance Management Qualification (AMQ)

This course has been introduced to support all operational managers with the skills, competencies and confidence to manage their teams and operational requirements in a rapidly changing and challenging environment. Completion of the course is mandatory 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. It will be an essential qualification for staff members in management positions.

Increased frontline supervision

This is a new initiative to strengthen frontline supervision and to provide a better career structure for Paramedics. Forty six new positions have been established to ensure that on road staff can be in touch with and have the support of a manager.

Learning and Development Program

This program is the ongoing commitment to training and professional development of our workforce. The Learning and Development Program is designed to provide all staff members with face-to-face and online training in courses including Diploma and Certificate level Frontline Management qualifications. The Program also includes courses in personal development, communication and computer use. Courses provided to assist people in management positions include *Recruitment & Selection*, *Performance Management*, *Innovation and Change* and *Grief Management for Patients and their Families* and other courses as required.

Workforce Strategic and Business Plan

A comprehensive Workforce Strategic Plan and a Workforce Business Plan has been developed to ensure we provide a supportive working environment and that our recruitment, retention and training strategies address the challenges posed by an ageing workforce and changes in operational and clinical practice.

Our Values

A 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.

Improving communications with staff

Effective communication with staff is an essential element in developing good management practice and leadership. A review of current internal state wide communication tools is currently underway. The review involves an evaluation of all forms of state wide communication, including email, intranet, the Ambulance newsletter, and all published materials. One recent communications initiative is an interactive Ambulance intranet, launched in 2008, which staff can access via the Ambulance website.

Recruitment

A new entry pathway is being introduced for selected university students to enter an accelerated Paramedic program that will lead to full-time employment after two years at university. The remainder of the degree is to be completed by distance education and supported in on-road practice by Ambulance education resources.

supporting our staff

It is essential that our managers at all levels have the skills and capability to effectively manage and to lead the process of developing and maintaining a competent and professional workforce.

ANCE SERVICE

working for ambulance

I love being a Station Manager. I feel I get the best of both worlds as I still get to go out on the road, but I also enjoy the challenges of being a manager. I think it's important to lead by example – and to get involved in the team. A large part of my role promotes the sense of team, as teamwork is crucial to everything we do.

Kathy Golledge, Station Manager, Bathurst
Length of service – 9 years

If I had to give advice to 'would-be' paramedics, I would urge them to take every opportunity that a career in Ambulance offers. There's so much opportunity here and if you broaden your horizons, you will find a niche to suit you perfectly. I'd commend this job to anyone.

Evan Clarke, District Manager, North Coast
Length of service – 21 years

While I'm no longer out on the road actively treating patients, my job is to make sure my team have what they need to do their job well. It can make a huge difference to have vision in a role such as this. You can turn up and simply do the job, or you can make the effort to provide real direction for your division – to think strategically and always be looking for ways to improve workflows.

Mark Beesley, Divisional Manager, Western Division
Length of service – 30 years



