



**Ambulance Service  
of New South Wales**

# **CORPORATE PLAN**

**July 2005 - June 2007**



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### Complaints Hotline

24 hours a day, seven days a week complaints hotline established for the community.

To speak to a Senior Complaints Officer  
Telephone: 1800 269 133



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Copies of this document are available from:  
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# Board Chair and Chief Executive Officer's Message

The Ambulance Service of New South Wales' Corporate Plan, July 2005 – June 2007, provides a framework for the delivery of high quality, emergency, pre-hospital clinical care and transport services across New South Wales over the next two years. This plan evolves from the previous Corporate Plan of July 2004 – June 2006.

This Corporate Plan summarises the role of the Ambulance Service of New South Wales (Ambulance), and communicates to all our key stakeholders the goals and strategies that are being used to improve services in the immediate future and beyond.

The community of NSW have come to expect timely, high quality, emergency ambulance care in a range of urban, rural and remote settings. Across these locations population growth, demographic trends, migration patterns and future land releases for development will have a significant impact on how and where emergency ambulance services will be provided in the future.

Substantial government investment in more ambulance officers and technology will assist in managing the expected increase in the number of calls for ambulance services between now and 2010. However, investment in itself will not deal with changes to the type of services that are being sought from modern day ambulance officers nor the potential for ambulance officers to contribute to the broader spectrum of health care delivery.

Throughout the world, gradual improvements in ambulance officer education, clinical skills and interventions coupled with better access to technology and patient information have increased the range of treatments and discretionary decisions that are being made by ambulance officers in the field. In NSW, Australia and internationally, ambulance services are rapidly evolving from a service of "taking the patient to care" to one that is "taking care to the patient".

The broader range of care that could be delivered by Ambulance has the potential for gaining significant benefits to the community while supporting other elements of an integrated health system. However, more complex care options could also raise clinical risks if they are not carefully managed. Partnerships and linkages to other health care providers also need to be carefully developed to ensure efficient and reliable access to ongoing care. Experience elsewhere demonstrates that active investment and planning is required to ensure realisation of potential health care benefits from these changes.

The objectives and strategies formulated in the plan addresses those challenges facing Ambulance and positions its ongoing engagement with the environment towards a more productive and effective role on behalf of the government, its stakeholders, and for the community of NSW.

During the development of the plan, consultation and feedback was sought from senior managers and their teams resulting in a number of significant changes that have been incorporated to make the plan robust and meaningful.

Ambulance will continue to work collaboratively with the community, the patients, the government of NSW and its agencies, and other key stakeholders to deliver excellence in pre-hospital care.



Barrie Unsworth  
**Board Chair**



Greg Rochford  
**Chief Executive Officer**

## Purpose of the Corporate Plan

The Corporate Plan provides the strategic intent and direction for Ambulance as the provider of pre-hospital emergency medical care and non-emergency patient care in New South Wales. It communicates with its stakeholders, customers, patients and the community the desirable goals and strategies that are being continued in improving services to the immediate future.

### This Corporate Plan:

- Summarises the role of Ambulance, its objectives, strategies and key outcomes.
- Provides a framework for Ambulance to measure its performance and reporting relationships.
- Provides a link for Ambulance to be accountable to government initiatives, priorities and funding mechanisms.
- Provides Ambulance with appropriate guidance in program and operational management and allocation of resources and funds.
- Provides information on the external environment and challenges that face Ambulance.

## Our Services

Ambulance is one of the largest ambulance services in the world and provides pre-hospital emergency care and health related transport services to over 6.7 million people. Currently 3,400 staff work at 294 locations and operate over 1,300 ambulance vehicles. In 2004/05, Ambulance responded to 794,000 incidents with more than 947,000 responses servicing the community of New South Wales.

Ambulance provides the following services to the community of New South Wales:

### Pre-hospital Emergency Patient Care Services:

- Pre-hospital emergency response
- Pre-hospital patient care, triage and treatment
- Honorary ambulance services including community based first responder services
- Coordination and deployment of aeromedical services
- Specialised inter-hospital transfers
- Planning and coordination of health counter disaster and major health incidents
- Emergency rescue and retrieval services
- Hospital emergency department services

### Non-emergency Transport Services:

- Inter-hospital transfers
- Specialised health transport services
- Routine patient transport services

### Community Services:

- Community education and injury prevention
- Coordination and deployment of community honorary ambulance officers and first responders
- Telephone triage and health advisory services

### Advisory, Training and Research Services:

- Education and training of ambulance clinicians
- Pre-hospital emergency medical care, operational and clinical research
- Health counter disaster training and advice

## Our Vision

Excellence in pre-hospital care

## Our Mission

As an integral part of the State's health system, we will provide responsive, quality emergency clinical care and support for patient transport, rescue and retrieval services through:

- Quality of service
- Working in partnerships
- Meeting community needs
- Valuing our people
- Organisational performance

## Our Values

We put our patients first by:

- Caring
- Respecting people
- Working together
- Showing accountability and responsibility
- Focusing on community satisfaction
- Fostering technical and professional excellence
- Ensuring equity of service provision

## Our Customers and Stakeholders

Our customers and stakeholders are the people of New South Wales and organisations who have an interest in our business and the services that we provide. These are:

- Local, State and Commonwealth Governments including the NSW Minister for Health and members of the NSW Parliament
- The Ambulance Service Board
- NSW Health and NSW Area Health Services
- The management and executive of Ambulance
- Patients and those close to them
- The community, including special needs groups, culturally diverse interest groups and disadvantaged groups
- Our employees, volunteers and their families
- Other emergency service organisations
- Unions and employee industry associations
- Community services and health care providers
- Interstate ambulance services and health authorities
- Professional bodies and health institutions
- Suppliers of goods and services to Ambulance

## Customer Service Standards

- Ensuring the maintenance of a 24 hours, seven days a week, pre-hospital, emergency clinical care, medical retrieval and health related transport system
- Ensuring in an emergency that Ambulance will efficiently dispatch ambulance officers to provide treatment as rapidly as possible. For non-emergencies, ambulance officers will be dispatched in accordance with the clinical need of the patient
- Improving and maintaining the health of patients in pre-hospital care and during transport to hospital or other health facilities
- Providing accredited rescue services to specific locations throughout NSW
- Coordinating aeromedical responses and retrievals as part of overall ambulance services
- Ensuring that all services are delivered in a professional and courteous manner
- Providing effective communication with patients and customers
- Ensuring the privacy and confidentiality of any personal information held on patients is respected

## The Environment

### Community and Patient Outcomes

Customers, patients and the community are the primary drivers of health and emergency medical care in NSW. The community have come to expect that emergency patient care services are delivered on time with highest possible quality care irrespective of the remote living conditions of patients and customers. The changing demographic trends, migration patterns, population density and future land releases for housing developments determines how emergency services will be provided within the existing service arrangements. Future service delivery will factor these changes and developments to ensure the community of NSW continue to receive the highest possible quality emergency and non-emergency medical services as charted by Ambulance.

### NSW Government's Health Priorities

The NSW Department of Health has developed four generic goals:

- To keep people healthy
- To provide the health care people need
- To deliver high quality health services
- To manage health services well and seven key priorities for NSW health service agencies, including Ambulance that are to be considered in the development of local strategies and actions.

The four health goals and seven key health priorities have been integrated in the development of the Ambulance Corporate Plan. These health priorities are:

- Improving health
- Quality
- Equity of access to service
- Skilled and valued staff
- Efficient use of resources
- Involving the community
- Tackling complex issues through alliances

### Risk Issues

The risk management of human lives treated under emergency pre-hospital medical care is crucial. The community expects that any service delivery options ought to have the lowest risk possible while achieving high levels of patient and staff safety. Ambulance is fully responsive in developing technical, clinical and operational strategies that lower risk issues to enable the highest possible patient and staff safety outcomes.

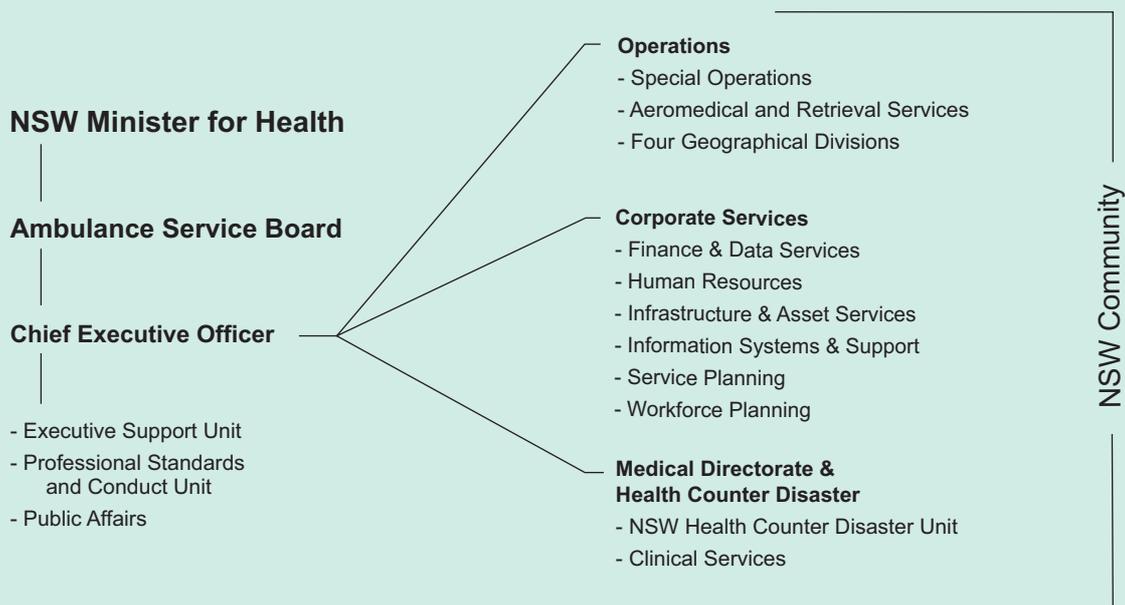
### Equity, Diversity and Organisational Health

Staff consultation and participation, and pro-active communication with employee industry associations is crucial to the positive health of Ambulance. Ambulance is committed in developing staff and ensuring diverse opinions and views are supported across the organisation. The organisation also recognises that the workforce should reflect the cultural diversity of the community it serves. Ambulance also recognises the needs of disabled people, minorities and Aboriginal people and takes active participation in addressing them.



## Ambulance Organisational Structure

Ambulance operates under the aegis of the Ambulance Service Board appointed by the Minister for Health. The Ambulance Services Act (1990) and Regulations (2005) is the legislative framework under which Ambulance functions. The Chief Executive Officer is responsible for the effective and efficient management of Ambulance. Functional areas include the Medical Directorate, Operations and Corporate Services.



## Our Challenges

### Increasing Demand for Services

The comparative growth in demand for ambulance services is continuing to exceed population growth in NSW. Additionally, the ageing population is having a significant impact on this demand. During 2004, over 50 per cent of ambulance treatments and transports were catered for people aged over 60 years. This trend of servicing an increasing number and proportion of the ageing population is expected to continue and accelerate. Increased tourist activity across NSW, higher net internal migration to urban areas and planned land releases for medium density housing in Sydney's north-west and south-west will continue to accelerate the service demand, though in some local and regional areas of NSW demand would decrease with a proportionate population decline. These changing demand patterns also pervades the rural and remote areas of NSW which requires further fine tuning of the current flexible model of service delivery.

Ambulance continues to monitor these fluctuations of service demand and is developing strategies to augment existing world-class services with additional ones without compromising on quality.

### Population Health Issues

One of the leading causes of death in NSW is cardiovascular disease, including ischaemic heart disease and stroke that represents 40 per cent of all deaths. The next common cause of death is malignant cancers accounting for 27 per cent of all deaths. Over the next 20 years it is expected that the increases in chronic diseases, such as cardiovascular disease, diabetes and respiratory disorders will place different demands on Ambulance. There will also be significant challenges in managing mental health disorders in NSW, particularly depression which is one of the leading causes of burden of disease and injury in Australia.

### Workforce Trends

The role of the traditional ambulance officer is undergoing significant change as is reflected in the USA and the UK. A new health care profession is evolving that combines pre-hospital care and nursing. The role of this new emergency care paramedic or community paramedic is to bring health care to the patient and treat patients in their own homes which will help reduce the caseload presentations at hospital emergency departments, thus reducing access block at hospitals. This relieves the pressure on waiting time and hospital beds allowing for more inflow of critical, urgent and traumatic caseloads to be managed by hospitals. The development of this model is also seen to assist in the future deployment of high quality Ambulance resources to augment and supplement the ageing Ambulance workforce.



### Use of Technology

Over recent years there have been major advances in the use of technology by ambulance services. New technology can now assist in clinical redesign and improve the patient pathway to quicker and appropriate care. The combination of developing technologies with decreasing price is resulting in ambulance services having the capability to undertake a wider range of patient assessments. The financing of the new technology will challenge the practice of capital purchasing by ambulance services, such as leasing versus renting. New technology will also reach beyond patient assessment and facilitate linking of care plans and innovative billing methods as medical devices become part of the overall data management system.



*Ambulance officers test out SimMan.*

### Community Safety and Injury Prevention

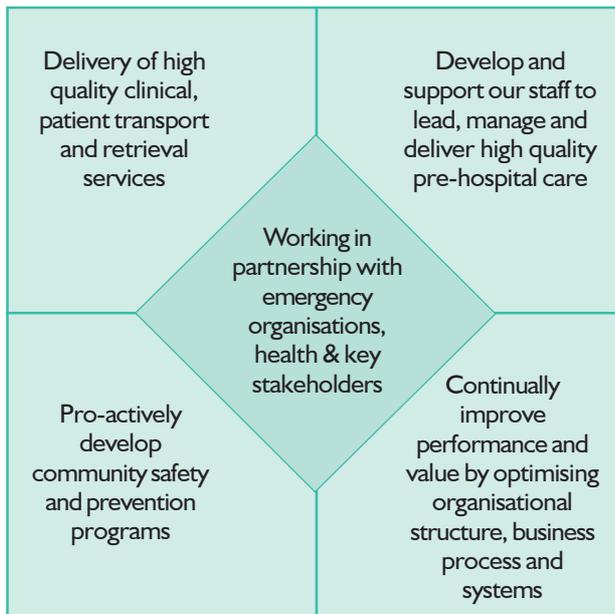
Ambulance is recognising the role of personal medical safety and injury prevention for the community. It is participating actively in the role of educating the community in safety and injury prevention through school education programs, empowering volunteers, and authorising honorary ambulance officers and community first responders through locally based training.

The challenge for Ambulance is to develop innovative solutions through education, community awareness programs and injury prevention strategies that will influence the community to reduce the likelihood of self-harm, injuries, illness and death.

### Best Practice and Continuous Improvement

Ambulance is committed to fostering a culture of excellence and quality through best practice and continuous improvement. It has implemented best practice standards through the development of the Clinical Business Plan and is actively pursuing continuous improvement initiatives, such as the Early Triage of Acute Myocardial Infarction (ETAMI) project and the development of relevant clinical indicators and patient safety programs to improve practice. The implementation of the latest computer assisted dispatch (CAD) system and the seamless integration of information with the hospital system will continue to enhance service delivery.

## Our Key Result Areas



Five key result areas linked to its mission have been identified by Ambulance to deliver on government priorities, and community, patient and stakeholder expectations. Addressing the key result areas ensures Ambulance meets these priorities and expectations that will enable Ambulance to remain responsive, responsible and innovative.

### **Delivery of High Quality Clinical, Patient Transport and Retrieval Services**

Patient safety, clinical quality, service standards and responsive service delivery operations are continuously being adapted to the changing demographic demands of the NSW community. Ambulance will ensure that strategies are in place which address these demands while meeting industry performance standards and benchmarks.

### **Working in partnership with other Health Services and Emergency Service Organisations and Stakeholders**

Ambulance forms a key partnership in association with the community, health, emergency service organisations and stakeholders to deliver on patient safety and community health. Ambulance will ensure communication and engagement with its partner organisations to enhance collaborative strategies are being administered to achieve community, patient and partner outcomes.

### **Pro-actively develop Community Health, Safety and Prevention Programs**

Ambulance will raise community awareness, participation and involvement in community health, safety and prevention programs. This will assist in responding to sudden emergencies and adopting preventive strategies to safeguard communities from ill-health, disease and death.

### **Develop and Support our Staff to Lead, Manage and Deliver Pre-hospital Care**

Ambulance is committed to enhancing the performance of staff in clinical skills and delivery of quality pre-hospital care. Ambulance will continue to train, develop and support staff in the learning environment to ensure the establishment and retention of a diverse workforce.

### **Continually Improve Performance and Value through Optimising Organisational Structure, Business Processes and Systems**

Ambulance is committed to enhancing the efficiency and effectiveness of its operational divisions and is continuously improving its organisational model, corporate governance and business processes. Effective management of the infrastructure, finance, planning, industrial relations, and information and communications technology are crucial in a contemporary management setting to ensure the efficient delivery of emergency pre-hospital care to the NSW community.



# I. Delivery of High Quality Clinical, Patient Transport and Retrieval Services

## Objective I.1 To enhance and improve clinical practice and performance

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Review clinical practice and engage in improvement programs and relevant research</li> </ul>	Improvements to clinical practice	Clinical
<ul style="list-style-type: none"> <li>Develop a cardiac care plan</li> </ul>	Establishment of cardiac care clinical measures and standards	Clinical
<ul style="list-style-type: none"> <li>Continue to work with Northern Sydney and Western Sydney AHS to complete the Early Triage of Acute Myocardial Infarction pilot</li> </ul>	Early Triage of Acute Myocardial Infarction	Clinical
<ul style="list-style-type: none"> <li>Systematically review all Ambulance clinical protocols to ensure compliance with clinical best practice and research findings</li> </ul>	Clinical compliance	Clinical
<ul style="list-style-type: none"> <li>Improve the early notification of trauma to emergency departments to facilitate ambulance transport of trauma patients directly to appropriately equipped hospitals</li> </ul>	Improved service delivery to trauma patients	Clinical
<ul style="list-style-type: none"> <li>Develop a continuous reporting process for clinical care</li> </ul>	Early identification of variations to clinical practice	Clinical
<ul style="list-style-type: none"> <li>Develop the annual Clinical Action Plan</li> </ul>	Efficient resource allocation to service enhancements	Clinical
<ul style="list-style-type: none"> <li>Develop flight nurse and helicopter paramedic competencies</li> </ul>	Improved clinical performance	Clinical
<ul style="list-style-type: none"> <li>Develop reporting processes that identify and monitor trends and response times on life threatening and time critical cases</li> </ul>	<ul style="list-style-type: none"> <li>Improved response performance</li> <li>ProQA compliance</li> </ul>	Operations and Clinical
<ul style="list-style-type: none"> <li>Improve clinical data quality and the robustness of patient health care records data</li> </ul>	Patient health care records integrity	Data and Patient Records
<ul style="list-style-type: none"> <li>Develop and implement a Mental Health Plan</li> </ul>	<ul style="list-style-type: none"> <li>Mental health awareness and education</li> <li>Changes to clinical practice and operational procedures</li> </ul>	Mental Health

## Objective I.2 To improve service delivery and response times

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Complete implementation of skills mixing and review progress of skills enhancement of ambulance officers</li> </ul>	Enhanced clinical services delivery	Operations
<ul style="list-style-type: none"> <li>Develop a statewide operational deployment initiative that builds on from the completion of 230 rural enhancements and 304 Sydney enhancements for 2007-2010</li> </ul>	Improved service delivery	Operations
<ul style="list-style-type: none"> <li>Develop the CAD review and feasibility studies for aeromedical services</li> </ul>	Improved service delivery	Clinical and Operations
<ul style="list-style-type: none"> <li>Develop the Medical Retrieval Unit triage procedures</li> </ul>	Improved service delivery	Clinical
<ul style="list-style-type: none"> <li>Use the complaint management system to help identify opportunities to improve service delivery and customer satisfaction</li> </ul>	Improved service delivery	Maintenance of ethical and professional standing

Key Performance Measures and Indicators	
<ul style="list-style-type: none"> <li>Service delivery standards of trauma patients</li> <li>Survival rate of cardiac care patients</li> <li>Response standards of life threatening cases</li> <li>Compliance to quality standards</li> </ul>	<ul style="list-style-type: none"> <li>Integrity of records</li> <li>Proportion of staff with enhanced skills</li> <li>Effectiveness of the complaint management system</li> <li>Deployment, utilisation and retrieval measures</li> </ul>

## 2. Working in Partnership with other Health Agencies, Emergency Service Organisations and Stakeholders

**Objective 2.1 To work in partnership with Area Health Services to enhance service delivery, achieve efficiencies and reduce duplication**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>In collaboration with Area Health Services reduce off-stretcher time in hospital emergency departments and in regional and rural locations</li> </ul>	Reduced access block	Operations
<ul style="list-style-type: none"> <li>Develop strategies for collaboration between rural based ambulance officers and rural area health services</li> </ul>	Improved service delivery	Clinical

**Objective 2.2 To work in collaboration with Area Health Services, Emergency Service Organisations and other agencies to deliver a coordinated counter disaster response**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Complete implementation of the integrated emergency management strategy</li> </ul>	Integrated emergency management	Disaster preparedness
<ul style="list-style-type: none"> <li>Collaborate with NSW Health to ensure protection of the State against infectious disease emergencies</li> </ul>	Partnering with NSW Health on disease emergencies	Disaster preparedness
<ul style="list-style-type: none"> <li>Review the State's Ambulance and Health Disaster Plan</li> </ul>	Updated State's Ambulance and Health Disaster Plan	Disaster preparedness
<ul style="list-style-type: none"> <li>Develop the health support services component of an emergency evacuation plan for the Australian Nuclear Science and Technology Organisation (ANSTO) site</li> </ul>	Support plan for ANSTO	Disaster preparedness
<ul style="list-style-type: none"> <li>Complete the whole-of-government strategy on natural disaster mitigation including the Hawkesbury-Nepean flood plain plan</li> </ul>	Development of the whole of government natural disaster plan	Disaster preparedness
<ul style="list-style-type: none"> <li>Identify ongoing needs for chemical, biological and radiological training to meet attrition and currency needs</li> </ul>	Participation in national emergency exercises and operations	Disaster preparedness

### Key Performance Measures and Indicators

- Reduction in off-stretcher time
- Effectiveness of partnering and collaborative programs
- Effectiveness of emergency management and disaster plans

## 3. Pro-actively develop Community Safety and Prevention Programs

**Objective 3.1 To develop community safety and prevention programs within urban, rural and remote communities to enhance service delivery**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Improve honorary ambulance officer and community first responder schemes in rural and remote communities</li> </ul>	Improved service delivery in rural and remote areas	Operations
<ul style="list-style-type: none"> <li>Develop a coordinated partnership approach across rural NSW to the establishment of honorary and community first responder schemes</li> </ul>	Improved service delivery in rural and remote areas	Operations
<ul style="list-style-type: none"> <li>Develop an education campaign on the appropriate use of 000 for Ambulance</li> </ul>	Increase in the appropriate use of 000 for Ambulance – particularly those with a life threatening condition	Public Affairs and community response

### Key Performance Measures and Indicators

- Effectiveness of honorary and community first responder schemes
- Effectiveness of service delivery in rural and remote areas
- Community response measures

## 4. Develop and Support our Staff to Lead, Manage and Deliver Pre-hospital Care

### Objective 4.1 To enhance the clinical skills of all ambulance officers across NSW

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Implement the Advancing Skills project, involving replacing the current three tier clinical grading with two tiers and associated upgrading of all ambulance officer skills</li> </ul>	Skills upgrading enhancing base level of service	Clinical
<ul style="list-style-type: none"> <li>Implement a modernised certification program which includes continuing education and professional development programs supported by in-field training officers</li> </ul>	Professional development for ambulance officers	Clinical
<ul style="list-style-type: none"> <li>Develop a Clinical Training Officer network to provide accessible, in-field clinical and training support for ambulance officers</li> </ul>	In-field learning and clinical support	Clinical
<ul style="list-style-type: none"> <li>Develop and implement new Clinical Training Officer role for aero-medical and retrieval services</li> </ul>	Clinical support	Clinical
<ul style="list-style-type: none"> <li>Conduct Certificate III, IV and Advanced Diploma programs that comply with standards and VETAB requirements</li> </ul>	Trained clinical workforce	Clinical, operations and industrial

### Objective 4.2 To enhance workforce development and performance

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Implement a performance management, development and appraisal program</li> </ul>	Workforce development and performance improvement	Workforce capability
<ul style="list-style-type: none"> <li>Implement a management, supervisory and technical skills development program</li> </ul>	Leadership and skills development	Operational and corporate performance
<ul style="list-style-type: none"> <li>Develop a succession planning scheme</li> </ul>	Talent identification for key positions	Business continuity
<ul style="list-style-type: none"> <li>Implement a new policy for dealing with unsatisfactory professional conduct and unsatisfactory performance, in accordance with the <i>Ambulance Service Regulation 2005</i></li> </ul>	Professional conduct and performance management	Maintenance of ethical and professional standing
<ul style="list-style-type: none"> <li>Develop and implement new procedures for dealing with misconduct by staff including the devolution of misconduct investigations to divisional managers</li> </ul>	Effective management of misconduct	Maintenance of ethical and professional standing
<ul style="list-style-type: none"> <li>Finalise and release the new Ambulance Code of Conduct</li> </ul>	Awareness and understanding of the Code of Conduct	Maintenance of ethical and professional standing
<ul style="list-style-type: none"> <li>Develop the Workforce Strategy Plan</li> </ul>	Effective workforce planning	Workforce planning
<ul style="list-style-type: none"> <li>Refinement of statewide physical and health employment standards for operational workforce employment</li> </ul>	Employment standards	Employee health and safety

### Objective 4.3 To value and reward staff in rural NSW

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Provide time-limited placements for ambulance officers deployed in ambulance stations in remote areas of NSW</li> </ul>	Effective staff deployment to meet community needs	Vacancies, turnover and morale
<ul style="list-style-type: none"> <li>Develop an incentive scheme to support ambulance officers who work in rural and remote NSW</li> </ul>	Staff recognition and retention	Vacancies, turnover and morale
<ul style="list-style-type: none"> <li>Develop a statewide staff transfer program</li> </ul>	Skills retention and equity	Vacancies, turnover and morale

#### Objective 4.4 To support workforce equity and diversity

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Implement strategies supporting equal employment opportunities and diversity</li> <li>Develop strategies for improved employment participation by EEO groups</li> </ul>	<ul style="list-style-type: none"> <li>Discrimination free work environment</li> <li>Ease of access by diverse groups</li> </ul> <p>Workforce diversity</p>	<ul style="list-style-type: none"> <li>Staff morale</li> <li>Cultural sensitivity</li> </ul> <p>Government priorities</p>

#### Objective 4.5 To enhance staff health and staff safety

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Implementation of a statewide infection control policy</li> </ul>	Staff health and protection	Employee health
<ul style="list-style-type: none"> <li>Develop and implement manual handling policy and procedures</li> </ul>	Reduce manual handling injuries	Employee health and OH&S
<ul style="list-style-type: none"> <li>Develop a statewide employee wellness program</li> </ul>	Attendance improvement	Employee health
<ul style="list-style-type: none"> <li>Develop a risk and hazard identification and assessment program</li> </ul>	Minimise workplace risks	OH&S
<ul style="list-style-type: none"> <li>Develop a program for identifying and managing bullying and harassment at the workplace</li> </ul>	Improve job satisfaction	Employee health and OH&S

#### Key Performance Measures and Indicators

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>Number of ambulance officers upgraded to two tiers</li> <li>Staff satisfaction with professional development</li> <li>Staff satisfaction with performance management system</li> <li>Compliance to professional conduct policy and procedures</li> <li>Awareness and understanding of the Code of Conduct</li> </ul> | <ul style="list-style-type: none"> <li>Staff turnover and retention</li> <li>EEO targets and benchmarks</li> <li>Manual handling injuries</li> <li>Bullying and harassment incidents</li> </ul> |
|---|---|

## 5. Continually improve Performance and Value through Optimising Organisational Structure, Business Processes and Systems

#### Objective 5.1 To enhance the efficiency and effectiveness of the Service's operational divisions

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Finalise the redesign of operations centres through introduction of new call-taking and dispatch models</li> </ul>	Operational efficiency	Operations
<ul style="list-style-type: none"> <li>Introduction of a Business Manager role within Aeromedical and Retrieval Services</li> </ul>	Operational efficiency	Operations

#### Objective 5.2 To improve and strengthen industrial relations within the Service

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Improve relationship with management, staff and unions to deliver a better industrial climate</li> </ul>	Healthy industrial relations	Industrial relations
<ul style="list-style-type: none"> <li>Develop and manage a consistent industrial relations consultative framework</li> </ul>	Effective dispute resolution	Industrial relations

**Objective 5.3 To address issues impacting adversely on financial resources**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Review and improve the current revenue base including an appropriate fee structure</li> </ul>	Appropriate fee structure	Finance
<ul style="list-style-type: none"> <li>Maintain the revenue base through an appropriate cost index</li> </ul>	Appropriate cost index	Finance
<ul style="list-style-type: none"> <li>Implement strategies to reduce incidence of worker's compensation</li> </ul>	Cost and premium reduction	Operational efficiency
<ul style="list-style-type: none"> <li>Develop an Enterprise Risk Management Policy framework</li> </ul>	Risk mitigation	Financial

**Objective 5.4 To effectively manage the assets of the Service**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Increase organisational efficiency through asset management of property, facilities, fleet, medical and technical equipment</li> </ul>	Efficient use of assets and resources	Infrastructure, fleet and equipment

**Objective 5.5 To improve information technology to make the Service more efficient and effective**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Provide a Wide Area Network connection to every Ambulance facility</li> </ul>	Access to communication, education and corporate applications	Communication and learning
<ul style="list-style-type: none"> <li>Provide a wireless mobile data network connection and associated mobile data terminals to all operational vehicles</li> </ul>	Access to a wireless data network for operational vehicles	Operational communication
<ul style="list-style-type: none"> <li>Upgrade the Computer Aided Dispatch system to Version 4</li> </ul>	Response Performance	Service delivery
<ul style="list-style-type: none"> <li>Integrate call-taking and dispatch technology infrastructure</li> </ul>	Integrated voice and data communication	Resource allocation
<ul style="list-style-type: none"> <li>Review and update the Information Management and Technology Strategic Plan</li> </ul>	Development of IM & T Strategy	IM & T
<ul style="list-style-type: none"> <li>Implement the Business Objects solution to support better data management and access to aggregated data</li> </ul>	Corporate reporting system	Data
<ul style="list-style-type: none"> <li>Research, test and implement the electronic patient health care record system</li> </ul>	Improved data collection & billing	Clinical and financial
<ul style="list-style-type: none"> <li>Enhance operations centre infrastructure that can deliver systems regardless of location</li> </ul>	Secure data centre with high level of redundancy	Operations and IM & T

**Objective 5.6 To establish appropriate planning, reporting and monitoring systems across the Service**

Strategies	Key Outcomes	Risks
<ul style="list-style-type: none"> <li>Develop organisational planning processes linking corporate, service and support plans</li> </ul>	Effective organisational planning and monitoring	Planning and performance

Key Performance Measures and Indicators	
<ul style="list-style-type: none"> <li>Efficiency measures on call-taking and dispatch</li> <li>Industrial disputes</li> <li>Fee structure</li> <li>Cost index</li> </ul>	<ul style="list-style-type: none"> <li>Worker's compensation</li> <li>Delivery of projects and programs within time, cost and quality</li> <li>Timely delivery of reports</li> </ul>

# NSW Divisional Boundaries and Ambulance Station Locations



## Western Division

### Macquarie & Far West Sector

- Baradine
- Bourke
- Brewarrina
- Broken Hill
- Cobar
- Collarenebri
- Coolah
- Coonabarabran
- Coonamble
- Dubbo
- Dunedoo
- Gilgandra
- Gulgong
- Lightning Ridge
- Mudgee
- Narromine
- Nyngan
- Walgett
- Warren
- Wellington

### First Responder

- Gulgambone

### Honorary

- Goodooga
- Ivanhoe
- Menindee
- Tibooburra
- Trangie
- Wanaaring
- Wilcannia
- Yeoval

### Mid West Sector

- Bathurst
- Blayney
- Canowindra
- Condobolin
- Cowra
- Forbes
- Grenfell
- Kandos
- Lake Cargelligo
- Lithgow
- Molong
- Oberon
- Orange
- Parke
- Peak Hill
- Tottenham

### First Responder

- Hill End

### Honorary

- Cudal
- Eugowra
- Manildra
- Trundle

### New England Sector

- Armidale
- Ashford
- Barraba
- Bingara
- Boggabri
- Glen Innes
- Gunnedah
- Guyra
- Inverell
- Manilla
- Moree
- Mungindi
- Narrabri
- Quirindi
- Tamworth
- Tamworth South
- Tenterfield
- Walcha
- Warialda
- Wee Waa

## Southern Division

### Greater Murray Sector

- Albury
- Ardlethan
- Balranald
- Barham
- Batlow
- Berrigan
- Coleambally
- Cootamundra
- Corowa
- Deniliquin
- Finley
- Gundagai
- Hay
- Hillston
- Holbrook
- Jerilderie
- June
- Leeton
- Lockhart
- Narrandera
- Temora
- Tumbarumba
- Tumut
- Wagga Wagga
- West Wyalong

### Honorary

- Moulamein
- Pooncarie

### South Eastern Sector

- Batemans Bay
- Bega
- Bermagui
- Bombala
- Boorowa
- Braidwood
- Cooma
- Crookwell
- Eden
- Goulburn
- Harden
- Jindabyne
- Merimbula
- Moruya
- Narooma
- Perisher Valley
- Queanbeyan
- Yass
- Young

### Illawarra Sector

- Bomaderry
- Bulli
- Culburra
- Helensburgh
- Huskisson
- Kangaroo Valley
- Kiama
- Sussex Inlet
- Ulladulla
- Warilla
- Warrawang
- Wollongong

## Northern Division

### Central Coast Sector

- Bateau Bay
- Ettalong
- Hawkesbury River
- Point Clare
- Terrigal
- Toukley
- Wyong

### Hunter Sector

- Belmont
- Beresfield
- Birmingham Gardens
- Boolaroo
- Bulahdelah
- Cardiff
- Cessnock
- Doyalson
- Dungog
- Gloucester
- Hamilton
- Kurri Kurri
- Merriwa
- Morisset
- Murrurundi
- Muswellbrook
- Nelson Bay
- Raymond Terrace
- Rutherford
- Scone
- Singleton
- Stockton
- Stroud
- Tanilba Bay
- Tea Gardens
- Toronto

### Mid North Coast Sector

- Bellingen
- Coffs Harbour
- Dorrigo
- Kempsey
- Laurieton
- Macksville
- Nambucca Heads
- Port Macquarie
- South West Rocks
- Taree
- Tuncurry
- Urunga
- Wauchope
- Woolgoolga

### Honorary

- Coramba
- Glen Rae
- Nana Glen

### Northern Rivers Sector

- Ballina
- Bonalbo
- Byron Bay
- Casino
- Evans Head
- Grafton
- Kingscliff
- Kyogle
- Lismore
- Maclean
- Mullumbimby
- Murwillumbah
- Tweed Heads
- Urbenville
- Yamba

# Sydney Division Ambulance Station Locations



# Corporate Plan Summary

## July 2005 - June 2007

**Our Vision:** Excellence in pre-hospital care.

**Our Mission:** As an integral part of the State's health system, we will provide responsive, quality, emergency clinical care and support for patient transport, rescue and retrieval services through:

- Quality of service
- Working in partnerships
- Meeting community needs
- Valuing our people
- Organisational performance

**Our Values:** We put our patients first by:

- Caring
- Respecting people
- Working together
- Showing accountability and responsibility
- Focusing on community satisfaction
- Fostering technical and professional excellence
- Ensuring equity of service provision

Our Key Result Areas	Our Objectives
Delivery of high quality clinical care, patient transport, rescue and retrieval services	<ul style="list-style-type: none"> <li>• To enhance and improve clinical practice and performance</li> <li>• To improve service delivery and response times</li> </ul>
Working in partnership with other Health areas, emergency service organisations and stakeholders	<ul style="list-style-type: none"> <li>• To work in partnership with area health services to enhance service delivery, achieve efficiencies and reduce duplication</li> <li>• To work in collaboration with area health services, emergency service organisations and other agencies to deliver a coordinated counter disaster response</li> </ul>
Proactively develop community safety and prevention programs	<ul style="list-style-type: none"> <li>• To develop community safety and prevention programs with urban, rural and remote communities to enhance service delivery</li> </ul>
Develop and support our staff to lead, manage and deliver pre-hospital care	<ul style="list-style-type: none"> <li>• To enhance the clinical skills of all ambulance officers across NSW</li> <li>• To enhance workforce development and performance</li> <li>• To value and reward staff in rural NSW</li> <li>• To support workforce equity and diversity</li> <li>• To enhance staff health and staff safety</li> </ul>
Continually improve performance and value through optimising organisational structure, business processes and systems	<ul style="list-style-type: none"> <li>• To enhance the efficiency and effectiveness of the Service's operational divisions</li> <li>• To improve and strengthen industrial relations within the Service</li> <li>• To address issues impacting adversely on financial resources</li> <li>• To effectively manage the assets of the Service</li> <li>• To improve information technology to support a more efficient and effective Service</li> <li>• To establish appropriate planning, reporting and monitoring systems across the Service</li> </ul>

### Business Improvement Outcomes

- Efficient use of assets & financial resources
- Efficient information, communication & technology systems
- Effective planning and reporting system
- **Improved organisational performance**

### Community Outcomes

- Appropriate use of "000" for Ambulance
- Community involvement and participation
- **Community satisfaction**

### Partnering Outcomes

- Effective coordination and liaison
- Effective partnering arrangements
- **Seamless service arrangements**

### Staff Outcomes

- Workforce diversity and deployment
- Professional and career development
- Equitable industrial awards
- **Staff recognition and satisfaction**

### Delivery Outcomes

- Improved service delivery
- Efficient resources allocation
- Patient health care records integrity
- **Patient satisfaction**

# Ambulance Contacts

## IN AN EMERGENCY

Dial 000

Statewide – 24 hours – 7 days a week

## Senior Complaints Officer

Telephone 1800 269 133

Statewide – 24 hours – 7 days a week

## State Headquarters

Balmain Road

Rozelle

Postal Address: Locked Bag 105

Rozelle NSW 2039

Telephone: (02) 9320 7777

Facsimile: (02) 9320 7800

## Sydney Division

75 Carlton Crescent

Summer Hill NSW 2130

Telephone: (02) 8752 0444

Facsimile: (02) 8752 0429

## Northern Division

77 Denison Street

Hamilton

Postal Address: PO Box 17

Hamilton NSW 2303

Telephone: (02) 4921 7500

Facsimile: (02) 4961 4549

## Southern Division

18 Clifford Street

Goulburn

Postal Address: Locked Bag 13

Goulburn NSW 2580

Telephone: (02) 4827 0401

Facsimile: (02) 4827 0425

## Western Division

62 Windsor Parade

Dubbo

Postal Address: PO Box 15

Dubbo NSW 2830

Telephone: (02) 6883 4333

Facsimile: (02) 6883 4363

## Air Ambulance Service of NSW

Cnr Ross Smith Avenue & Eleventh Street

Mascot

Postal Address: PO Box 878

Mascot NSW 2020

Telephone: (02) 9317 4024

Facsimile: (02) 9667 1631

## Ambulance Medical Retrieval Unit

Level 1, St George Hospital

Burt Nielsen Wing

Gray Street

Kogarah NSW 2217

Telephone: (02) 9553 2222

Facsimile: (02) 9553 4598

## Ambulance Education Centre

Balmain Road

Rozelle

Postal Address: Locked Bag 105

Rozelle NSW 2039

Telephone: (02) 9320 7777

Facsimile: (02) 9320 7809

## Office Hours

Office hours for the Ambulance Service of New South Wales are 9.00 am to 5.00 pm – Monday to Friday except for Operations Centres which are staffed 24 hours – 7 days a week.

