

FOREWORD

BEST AGAIN

2002-2007 - The future direction

Report card on the first 12 months

Just on 12 months ago Best Again was released, providing an overview of key strategies to be implemented between 2002 - 2007 to improve our Service.

The strategies were presented under four broad headings:

Technical Capability: strategies to ensure that we have the equipment, fleet, bases, communication and information systems to operate at contemporary practice standards.

Clinical Capability: strategies to ensure that we are trained for contemporary practice, that we have the right mix of skills, and that we are measuring and improving quality care.

Operational Performance: strategies to ensure that our operational protocols and work practices are geared to deliver quality care quickly.

Management Practice: strategies to ensure that we develop a management culture to support best practice, characterised by: open communication; fair and equitable treatment of individuals; delegation of authority to the most effective level; accountability; effective development of managers; and effective representation of the interests of the Service.


Many of the strategies outlined in Best Again have been achieved. Others have just, or are about to, move off the drawing board. This "report card" for Best Again sets out how the executive team sees our progress so far. My own view is that staff can feel proud of the achievements made over the past 12 months and believe, as a team, we have established a firm basis on which we can make further improvements.

The Roadshows planned over July and August will include the opportunity for staff to discuss the Report Card and Best Again with the executive. This feedback will be most useful in recasting our priorities for the next 12 months and beyond.

I take this opportunity to extend my appreciation to all staff for your ongoing support and contribution in progressing these improvements to our Service.



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.
Develop Equipment Management Program		●		Recruitment action for an Equipment Manager taken. Not successful at time of writing.
Fleet, Buildings & Equipment				
Replacement of Air Ambulance fleet (x4)		●		On target. Contract commenced 1 Jan 2003. Four Aircraft progressively on line: Jun; Sept; Oct 2003; and Jan 2004.
Replacement of Ford F100 series ambulances		●		On target. 53 vehicles to be replaced before the end Jun, remainder by the end Nov 2003.
Acquisition of additional rapid response vehicles			●	Programmed for first quarter 2003/04.
Refurbishment of Paddington Station		●		Preliminary planning completed. Negotiations ongoing with Department of Defence regarding acquisition of site.
New Stations at Queanbeyan, Wellington and Finley		●		Wellington opened Dec 2002, Finley completion Jul 2003; Queanbeyan Nov 2003.
New Training Centre at Gilgandra	●			Completed.
New and replacement Stations in growth areas		●		Planning commenced for Stations at Yamba and Sussex Inlet. Rural Strategic Plan to be developed.
Resuscitation equipment roll-out		●		95 defibrillators, 18 oxyviva soft packs and 667 adult, child and infant resuscitation bags. 10 AEDs purchased for use by honorary officers.
Provision of glucometers and pulseoximeters		●		50 glucometers and 342 pulseoximeters purchased to date.
IT and Communications				
Replacement of CAD workstations	●			Completed.
Electronic patient record system		●		Proof of Concept successful. Business case submitted to NSW Health.
Intranet available with computers on all Stations.		●		Anticipated all Stations will have a PC by Jul 2003. Health SuperNet will provide broadband connectivity to Intranet, however some delays experienced. Dial up connection will be explored as an interim step, if necessary.
New data network coverage for Sydney		●		Contract entered for completion by Oct 2003.
New data network for regional NSW		●		Office of Information Technology exploring options.
Roll out of new MDTs and use of AVL systems		●		Linked to new data networks for Sydney and regional NSW.

OTHER STRATEGIES

- CAD upgraded to Version 1.8 in Sydney on 5 May 2003; all Operations Centres to be upgraded by September 2003.

Key strategies 2002 - 2007	Completed	In-progress	Programmed	CLINICAL capability
Skills and Training				
Upgrade of qualified ambulance officers	●			Nearing completion for all officers wishing to participate. New skills are a core component of the AO course.
Additional 200 paramedics by 2005		●		On-track. 80 paramedics trained by Jun 2003. Currently selecting 80 paramedics for 2003/04.
Development of a new re-certification process		●		The Certificate to Practice has been endorsed in principle by the Board and Executive. A consultation paper, distributed in May, proposed a transitional implementation to formally commence in Jan 2004.
Registration of ambulance officers as health professionals			●	In principal support from NSW Health. Research paper will be finalised Jun 2004.
Clinical Governance and Support				
Implementation of Ambulance Clinical Quality Improvement Program		●		Work commenced on establishing operational clinical support infrastructure.
Establishment of a Clinical Governance Committee	●			Board Sub Committee established including medical, operational, systems and consumer representatives.
Development of a clinical review process		●		A newly established Clinical Review Group meets on a bi-monthly basis.
Prioritisation for 000 calls		●		Partial implementation in Sydney. Training and implementation will continue in regional centres throughout 2003.
Pursue opportunities for expanded clinical practice in rural and remote communities		●		Discussion paper circulated. Study to commence during 2003.


OTHER STRATEGIES

- The Clinical Governance Committee endorsed a Clinical Action Plan which describes each clinical strategy and assigns timelines and responsibilities. A Clinical Risk Strategy is under development which will formalise incident reporting and establish procedures for acting upon these reports to improve safety and quality of care.
- Establishment of a procedure to monitor and manage variations to clinical practice. Subsequently the Service has established a Clinical Review Group to review cases and obtain information that can assist in the identification of system weaknesses and in some cases the development of action plans for individuals.
- Adoption of a multi-entry recruitment strategy making alternative pathways into the organisation available for new employees with appropriate pre-service qualifications. The Service is further reviewing graduate entry to ensure that we attract, retain and provide clear career pathways for pre-hospital care graduates.
- Infection Control Officer appointed in December 2002 to ensure compliance with NSW Health Infection Control Guidelines.
- The Ambulance Education Centre has secured funding and support to further develop our flexible learning capacity. This is a key strategy in facilitating ongoing access to clinical professional development through distant learning opportunities for officers throughout the State.

Key strategies 2002 - 2007	Completed	In-progress	Programmed	OPERATIONAL performance
Operational Reviews				
Adopt performance targets	●			Performance targets adopted for Sydney. Board endorsed targets for regional NSW.
Introduce a Rapid Response Tier		●		Trial completed in Western Sydney. Implementation in progress.
Extension of Patient Transport Tier	●			Patient Transport Service expanded. Now operates 30 PTO crews at peak times.
Increases in establishment of AOs, PTOs and paramedics		●		Increase in establishment of 22.7 ambulance officers, 15 paramedics and 27 patient transport officers.
Crewing of paramedics with ambulance officers		●		Transitional implementation alongside increase in paramedic numbers. Skills mix being rolled out across Sydney.
Revision of roster formats to match resources to demand in Sydney	●			New crew deployments in Sydney providing a better match of resources to demand. Ongoing refinements to be developed.
Review and implementation of improvements to Operations Centre functions		●		Heads of Agreement signed with HREA for implementation of command and control environment.
Develop new service delivery models in regional areas		●		Regional NSW Operational Review Project Team has undertaken extensive analysis and developed discussion papers for consultation during 2003. Implementation due to commence in 2003/04.
Other Key Strategies				
Collaboration with AHS to address ED turnaround times		●		Introduction of the ED Network Access program and Ambulance Liaison Officers in 2002. Strategies are being further refined for Winter 2003.
Review of pricing structure for services and competitive Patient Transport Service		●		Consultants engaged to undertake the preliminary analysis required.
Achieve greater health care for rural and remote communities		●		Development of Rural Strategic Plan and participation in 10 Rural Hospital and Health Service Programs.
Ongoing assessment of demand, resourcing & performance for planning	●			Incorporated as a function of the Operational Strategy Directorate.

OTHER STRATEGIES

- The establishment of a NSW 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 an appropriate relief component for ambulance officers and patient transport officers in Sydney.

Key strategies 2002 - 2007	Completed	In-progress	Programmed	
Communication				
Regular reports to staff on progress on key strategies	●			Staff are provided progress reports communicated through Best Again, executive roadshows, newsletters Clinical News and Sirens, Service Developments bulletins, targeted consultation documents, fax stream, updates on the intranet, media releases, staff meetings and use of the AAC consultative forums.
Roadshows annually	●			Roadshows held in 2002. Planning has commenced for Roadshows in Jul and Aug 2003.
Regular Corporate Culture Surveys	●			Second survey undertaken in 2002. Results to be published for the information of all staff in Jun 2003.
Other Key Strategies				
Development of KPIs	●			KPIs presented to Board on a monthly basis. Station level KPIs monitored weekly.
Development of a performance appraisal system for managers		●		Completed for Divisional Managers. Rolled-out to other managers progressively over the next 12 months.
Develop a policy statement which states the values and principles which will govern our management of people		●		Research undertaken and model being developed.
Core management competencies training for managers		●		Annual training calendar published. Senior Managers Development Conference held May 2003.
Review of human resource management policies		●		Extensive review of all policies commenced in Mar 2003.

OTHER STRATEGIES

- There has been increased attention to workforce planning strategies, including monitoring of factors that remove officers from the road. The model developed for Sydney will be adopted for regional areas during 2003.
- A Divisional-based structure has been progressed over 2002/03, which aims to enhance the role of station managers through the introduction of the group management concept.
- Development of a staff appraisal system for ambulance officers is nearing completion.

