



Redefining our Future

NSW Ambulance Vision
and Strategic Plan
2021-2026



NSW Ambulance

excellence in care



Click or tap a section below to jump to that page.
Clicking or tapping the footer section will bring
you back to the Contents page.

CONTENTS

Foreword	3
Living Our Values	4
Our Services to the Community	6
NSW Health Strategic Context	8
Our Organisation	10
Our Services	12
Our Stakeholders and Partners	14
Our Resources	16

In the spirit of reconciliation, NSW Ambulance acknowledges the Traditional Custodians of country throughout Australia and their connections to land, sea and community. We pay our respect to their elders past and present and extend that respect to all Aboriginal and Torres Strait Islander people.



NSW Ambulance

NSW Ambulance
Locked Bag 105
Rozelle NSW 2039
Tel (02) 9320 7777
www.ambulance.nsw.gov.au

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March 2021

Foreword



Greg Mullins AO AFSM

Chair, Ambulance Service Advisory Board

SINCE 1895, NSW Ambulance has been providing ambulance services to the people of NSW. Times have changed significantly since the early days when operations were housed in a borrowed police station and patients transported on hand held stretchers.

NSW Ambulance is now a multi-disciplinary mobile health service providing safe, high quality, out of hospital clinical care with a state of the art fleet and well trained medical, paramedical and nursing staff with an impressive record of performance. Since it was established in 2018, the Advisory Board has had the privilege of witnessing the dedication and passion of NSW Ambulance in ensuring that patients receive the best clinical pre-hospital care and transport possible.

With a growing and ageing population, change is constant and this creates new and increasing demands upon NSW Ambulance. That is why it is essential that there is an aspirational vision and plan for the next few years that guides activities and helps to focus energies so that NSW Ambulance integrates seamlessly with the rest of the NSW Health system, and that patients receive even better care. It is also essential that the internal culture of NSW Ambulance continues to evolve and improve, providing the best possible support for all frontline staff.

On behalf of the NSW Ambulance Service Advisory Board, it gives me great pleasure to commend the NSW Ambulance Strategic Plan 2021-2026. It is an impressive and ambitious plan designed to ensure that NSW Ambulance continues to be responsive to the evolving health needs of the people of New South Wales now and into the future, but also to the most vital part of NSW Ambulance – its people.

Along with my fellow Advisory Board members, I look forward to working with NSW Ambulance to support delivery of this plan and to ensure that welfare of staff and excellence in care remains at the heart of everything NSW Ambulance does.



Dr Dominic Morgan ASM

Chief Executive, NSW Ambulance

NSW Ambulance provides an essential emergency health service to the people of NSW. In our 2021-2026 Strategic Plan we outline our vision for that service and set out how we will continue to provide excellent care in the face of ever increasing demand.

It outlines where we're going, how we'll get there and what it means to you. The strategy will keep us focused on our future direction as well as our day-to-day work.

Our plan builds on not only our past and current success in delivering out of hospital care and supporting the NSW community but the evolving intermediate direction. Throughout the plan you will see how we've drawn on our strengths to empower our staff, strengthen our relationships with patients and their families, build collaborative relationships with our research, academic, community and corporate partners, and leverage technology.

Since the 1970s when emergency paramedicine was first recognised as a critical component of out of hospital care, we have expanded and grown our operations, developed our capability and delivered improved clinical outcomes for patients. Cardiac arrest survivability has improved significantly due to our services. Further linking our emergency medical retrieval services remains a focus for us.

Over the next five years, we will develop our ability to provide alternative pathways for patients who do not always need a hospital visit. For some people, the most appropriate support is through a community paramedic, nurse or allied health professional who can assist with falls, mental health, aged care and other low acuity care. We will be a first class care contact centre to facilitate the connection of our patients to appropriate services provided by our primary healthcare, Local Health District and Specialty Network partners to fill this care gap.

We have an exceptional team at NSW Ambulance who perform their jobs to the highest possible standards and go above and beyond to ensure we deliver excellent care. My team and I have a responsibility to create a workplace that is safe and has the equipment and culture to support our staff. I look forward to leading our organisation while we redefine our future.



Living Our Values

Values-based leadership is vital to a productive and inclusive workplace. Our people are at the heart of everything we do and plan to achieve through to 2026.

Collaboration

We are committed to working collaboratively with each other to achieve the best possible outcomes for our patients who are at the centre of everything we do. In working collaboratively, we acknowledge that every person working in the health system plays a valuable role that contributes to achieving the best possible outcomes.

Openness

A commitment to openness in our communications builds confidence and greater cooperation. We are committed to encouraging our patients, and all people who work in the health system, to provide feedback that will help us provide better services.

Respect

We have respect for the abilities, knowledge, skills and achievements of all people who work in the health system. We are also committed to providing health services that acknowledge and respect the feelings, wishes and rights of our patients and their carers.

Empowerment

In providing quality healthcare services, we aim to ensure our patients are able to make well informed and confident decisions about their care and treatment. We further aim to create a sense of empowerment in the workplace for people to use their knowledge, skills and experience to provide the best possible care to patients, their families and their carers.

Our Values

Collaboration

Openness

Respect

Empowerment



COLLABORATION

- Promote and encourage teamwork
- Sticking together and helping each other
- Mentoring – sharing knowledge and skill
- Being cooperative, reliable and supportive
- Recognising the achievements of others

OPENNESS

- Act responsibly
- Doing your job to the best of your ability
- Following policy and procedure and the Code of Conduct
- Acting in the best interests of NSW Ambulance

Be accountable

- Being answerable for your actions
- Knowing the rules and the right way to do things
- Stepping up in difficult circumstances

RESPECT

- Show care
- Showing compassion and understanding
- Being courteous
- Acknowledging the feelings of others
- Supporting others – particularly in difficult situations

Show respect

- Listening to others and acknowledging differences
- Being sensitive to individual needs
- Accepting decisions gracefully
- Providing encouragement and feedback

EMPowerment

- Professional standards of behaviour
- Taking pride in the NSW Ambulance and your work
- Dedication to the job – going the extra mile
- Being a role model
- Being honest and acting with integrity
- Maintaining your skills and knowledge
- Being conscientious and dependable

Our values are in line with the NSW Government sector core values which are Integrity, Trust, Service, Accountability.

Embracing Our Values



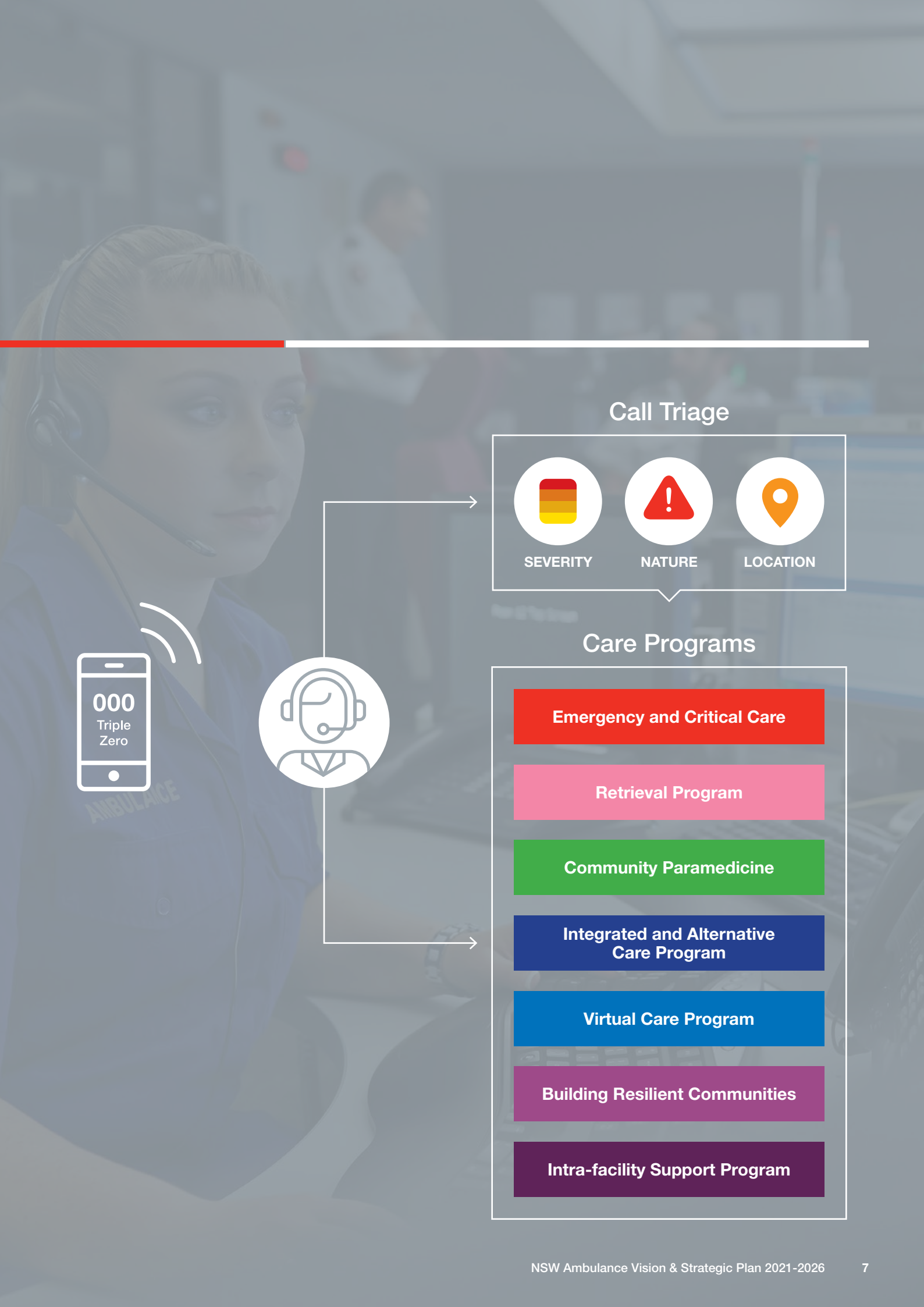


Our Services to the Community

We deliver a wide range of services through our **own resources and by partnering with other service providers** as an integrated part of a wider system. This plan is the blueprint by which we will deliver these outcomes.

In responding to Triple Zero (000) calls, NSW Ambulance triages patients by assessing the severity and nature of their condition, along with their location, to determine the correct clinical pathway that will provide the right care, at the right time, in the right place, by the right provider.

VISION:
Excellence
in Care



Call Triage



Care Programs





NSW Health Strategic Context

NSW Ambulance Strategic Plan is shaped by NSW Government and health system strategies:

- The NSW Premier's priorities
- NSW State Health Plan: Towards 2021
- Future Health Strategy
- NSW Health vision: "A sustainable health system that delivers outcomes that matter to patients and the community, is personalised, invests in wellness and is digitally enabled."

The delivery of these key NSW Health strategies and government priorities are reflected in our strategic, operational, business and personal development plans.

MISSION:
Right Care,
Right Place,
Right Time



NSW Ambulance Strategy

Integrated, mobile health service

NSW Ambulance is an integral part of the NSW Health system delivering mobile health services, providing high quality clinical care, compassion, relief of pain and suffering, rescue and retrieval services to the people of NSW with emergency and medical needs. We collaborate with the broader health system and NSW community, proactively developing safety and prevention programs designed to reduce mortality and morbidity and improve health outcomes.

Priorities

Our Organisation

Objectives

- Ensuring our staff are engaged, valued and supported
- Developing the capability of our people
- Maintaining safe systems of work
- Delivering our services in a socially responsible way

Our Services

Objectives

- Providing compassionate, high quality care
- Delivering patient-centred clinical care
- Using community paramedicine for non emergency situations in response to receipt of Triple Zero (000) calls, to facilitate diversion to low acuity pathways
- Developing innovative care models to improve outcomes

Our Stakeholders and Partners

Objectives

- Creating better connected referral networks
- Engaging with the community and better partnering with the rest of the health system
- Enabling early access to patient information
- Enhancing research and evidence through partnerships

Our Resources

Objectives

- Aligning our capability and resources to meet requirements
- Operating within budget commitments
- Maintaining a professional focus on performance
- Leveraging technology and infrastructure



PRIORITY

1

Our Organisation

We have a motivated team at NSW Ambulance who perform their jobs to the highest possible standards and go above and beyond to ensure we deliver excellent care. Our vision for the next five years is to ensure we have a fit-for-purpose, sustainable organisation that supports our people to be engaged, be safe and work professionally. We are committed to delivering our services in a socially and environmentally sensitive way.

The strategies we will use to achieve our objectives are:

1.1 Ensuring our staff are engaged, valued and supported

- a) Celebrating the passion and diversity of our people
- b) Encouraging ethical, just and respectful actions which create a positive workplace culture
- c) Providing opportunities for staff to deal proactively with their physical and mental health through a wellbeing program
- d) Consulting widely when implementing any major changes to our business

1.2 Developing the capability of our people

- a) Better recognising and actively leveraging the wide abilities and skills of our staff
- b) Evolving and changing our skills to embrace a future that leverages new models of care
- c) Promoting self-development within planned, structured frameworks
- d) Ensuring there are clear pathways for mobility, geographical transfers and retirements

1.3 Maintaining safe systems of work

- a) Ensuring that work safety is a shared responsibility of all staff, stakeholders and partners and engrained in our culture
- b) Continuing to promote good safety through improved risk management, safer work practices, reduction in risky behaviours and improved safety literacy
- c) Utilising flexible workplace arrangements to support staff and their families

1.4 Delivering our services in a socially responsible way

- a) Building on the trust of our communities by continuing to address the most difficult and sensitive social challenges our communities are facing
- b) Reducing our environmental and carbon footprint over time and delivering more environmentally sustainable health care through a focus on efficient energy and water usage and better waste management solutions



Measuring our success through:

- ☒ Staff wellbeing and engagement
- ☒ Severity and frequency of workplace safety incidents
- ☒ Diversity across our workplace and in our leadership teams
- ☒ Breadth of skills and capabilities
- ☒ Progress on tackling social challenges
- ☒ Environmental footprint
- ☒ Adoption of change



PRIORITY

2

Our Services

The best health outcomes are achieved when we can provide the most appropriate care for patients at every point in their journey.

Our vision for the next five years is to revolutionise the way we respond to emergency calls in order to provide a health pathway that best meets patient needs in a clinically appropriate timeframe and manages demand proactively, while embracing the compassionate, high quality care we are known for. We are committed to enhancing the patient and carer experience and we will work with our diverse communities to design services that are appropriate for different community needs.

The strategies we will use to achieve our objectives are:

2.1 Providing compassionate, high quality care

- a) Delivering care in a compassionate way which should lead to patients being more satisfied
- b) Implementing national safety and quality standards to ensure both clinicians and control centre staff are capable and confident at delivering safe, excellent care

2.2 Delivering patient-centred clinical care

- a) Responding to time critical emergency calls to provide urgent medical care for people whose lives are at immediate risk
- b) Refining emergency paramedicine scope of practice and operating models
- c) Continuing to play a critical role in major incidents and emergencies with other emergency service providers

2.3 Using community paramedicine for non-emergency situations in response to receipt of Triple Zero (000) calls, to facilitate diversion to low acuity pathways

- a) Developing new protocols and capabilities that enable our care contact centre to safely divert non-emergency callers to care pathways that are more suited to their care needs
- b) Using community paramedics to provide secondary triage and to deliver non-emergency responses for our patients
- c) Growing community paramedicine scope of practice and operating models

2.4 Developing innovative care models to improve outcomes

- a) Building on our Cardiac Reperfusion Strategy for the detection and assessment of patients presenting with acute heart attacks in the pre-hospital setting
- b) Leveraging a 24/7 Acute Thrombolytic Centre for suitable patients
- c) Providing system oversight in relation to the pre-hospital phase of major traumas, crossing the boundaries of clinical, operational and medical retrieval areas



Measuring our success through:

- ✓ Triple Zero (000) call answer times and responsiveness
- ✓ Patient and carer feedback about our services and quality of care
- ✓ Successful referral of non-emergency callers
- ✓ Application of community paramedicine for non-emergency responses
- ✓ Improving key outcomes for the communities we service

Our Stakeholders and Partners

We are an integral part of a larger health and emergency services system that must work together seamlessly to provide the best support for our communities. Our vision for the next five years is to create a better connected referral system, to continue to tailor our care in partnership with our communities and establish shared data to enable early access to patient information. We aim to continuously improve through research and evidence.

The strategies we will use to achieve our objectives are:

3.1 Creating better connected referral networks

- a) Redefining the collaboration principles that guide our key relationships with other health providers to enable successful community paramedicine and referrals
- b) Establishing new and diverse relationships with community providers and NGOs
- c) Evaluating the best way to provide integrated rural community support through Paramedic Connect services and Clinical Emergency Response Systems

3.2 Engaging with the community and better partnering with the rest of the health system

- a) Engaging with local communities, Local Health Districts, Ministry of Health and Primary Health Networks to design tailored plans and arrangements
- b) Building community resilience through engagement and knowledge to enable them to plan and manage their own health challenges
- c) Supporting our care volunteers to remain an essential part of our organisation in delivering the services that the community needs
- d) Building diversity networks that give a voice to various groups within our communities including LGBTQIA, women, Aboriginal people and other culturally diverse networks

3.3 Enabling early access to patient information

- a) Creating more timely and effective interchange of data to integrate ambulances with emergency departments and other healthcare systems
- b) Ensuring our voice and data communications are reliable and available when we need them

3.4 Enhancing research and evidence through partnerships

- a) Linking NSW Ambulance to state-wide administrative data sets and Local Health District clinical data
- b) Partnering with universities and other academic organisations to gain insight into clinical and operational practice
- c) Contributing to national and international paramedicine research and clinical models of care



Measuring our success through:

- ✓ Widespread formal collaborations with the rest of the health system
- ✓ Available and appropriate care pathways
- ✓ Community health literacy
- ✓ Thriving volunteer networks
- ✓ Shared electronic patient medical records
- ✓ Contemporary paramedicine models of care
- ✓ Research collaborations and publications

PRIORITY

4

Our Resources

Our vision for the next five years is to embed a multi-disciplinary system of emergency medical services in a managed, structured manner. This will require a more sophisticated approach to demand management, operating within budget constraints, whilst continuously seeking to improve our performance and service outcomes for our communities. We will leverage digital tools, technology and infrastructure to enable our new models of care.

The strategies we will use to achieve our objectives are:

4.1 Aligning our capability and resources to meet requirements

- a) Purposefully matching our resources to the patient needs and better managing the increasing pressure on our emergency services
- b) Measuring and evaluating progress and benefits of our new models of care
- c) Developing data systems to allow us to conduct accurate routine monitoring of our activities and link outcomes back to evidence

4.2 Operating within budget commitments

- a) Maintaining our financial sustainability by focusing on appropriate care pathways for patients and driving best value for money outcomes
- b) Investing in ICT tools and applications to improve and streamline business activity
- c) Maintaining our focus on procurement and supply chain optimisation
- d) Actively driving continuous improvement

4.3 Maintaining a professional focus on performance

- a) Delivering timely services to the community
- b) Improving patient satisfaction
- c) Meeting our financial targets
- d) Providing the community with dashboards to monitor our service delivery
- e) Using linked data and clinical performance measures to continuously improve our practice
- f) Strengthening governance and accountability

4.4 Leveraging technology and infrastructure

- a) Managing assets under strategic, sustainable asset management plans
- b) Embedding more digital health solutions
- c) Renewing our fleet in partnership with the private sector
- d) Moving forward with other critical infrastructure to enable our emerging roles



Measuring our success through:

- ☑ Resources are realigned to different models of care
- ☑ Data-driven decision making and evaluation
- ☑ Meeting our agreed service key performance indicators
- ☑ Continuous improvement
- ☑ Investment in critical infrastructure and technology



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