



NSW Ambulance

excellence in care

Strategic Plan 2015–2017



MAKING
TOMORROW
DIFFERENT

NSW Ambulance

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October 2014

A mobile health service is the future

“The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination.”

John H. Schaar



The future for NSW Ambulance is exciting. There are opportunities to provide better care to more patients, develop new ways of delivering care and services, and provide further development to our people.

To seize these opportunities, NSW Ambulance must have clear goals and a road map for creating the future. This is the role of the NSW Ambulance Strategic Plan.

The Strategic Plan will inform our business plans and the performance plan for each individual within NSW Ambulance. The plan focuses on integrating NSW Ambulance with NSW Health and is aligned with the directions and strategies in the NSW State Health Plan: Towards 2021. It also further integrates NSW Ambulance with the local communities we serve.

We aim to use innovation at every level of the organisation to build a mobile health service that is patient-centred and staff-focused. Together we can design our path to the future, thereby ensuring we make tomorrow different.

**Ray Creen ASM, Chief Executive
NSW Ambulance**

NSW Ambulance is... a mobile health service

Our values:

- Collaboration
- Openness
- Respect
- Empowerment.

Our role:

- emergency arm of health services
- health care arm of the emergency services.

Our priorities:

- a safe workplace
- patient-centered
- staff-focused
- delivering the right care
- centrally coordinated, locally delivered
- engaged with the community
- right infrastructure and support services
- eHealth enabled
- always innovating.



NSW Ambulance is... making tomorrow different

To make tomorrow different
we need:

Innovation – We need to build the capacity for innovation across the organisation, whether in developing and implementing new models of care or managing and reducing waste.

Integration – Right care is integrated care, and as the first point of call in the health system for many patients, we need opportunities to redirect patients to alternative pathways and ensure more appropriate care at the first opportunity.

Information – Using evidence to inform policy practice, decision making and quality improvement.



A mobile health service has...

a clinical concept
of operations

EMERGENCY CARE

Time critical incidents that pose an immediate risk to health, life, property or environment.

URGENT/UNSCHEDULED CARE

Time sensitive incidents that require quick action and attention or that are less time sensitive.



COMMUNITY SUPPORT

Supporting the community and planning for large events.

HEALTH SUPPORT

Working to support the health system.

A mobile health service is...

patient-centred



staff-focused

A mobile health service... focuses on implementation to outcomes

NSW State Health Plan: Towards 2021

NSW Ambulance Strategic Plan

Organisational business plans

Individual performance plans

Outcomes



NSW State Health Plan: Towards 2021



1 **Direction One:**
Keeping people healthy

2 **Direction Two:**
Providing world class clinical care

3 **Direction Three:**
Delivering truly integrated care

DIRECTIONS



1 **Strategy One:**
Supporting and developing our workforce

2 **Strategy Two:**
Supporting and harnessing research and innovation

3 **Strategy Three:**
Enabling eHealth

4 **Strategy Four:**
Designing and building future-focused infrastructure

STRATEGIES



**A mobile
health
service is...**
a safe workplace

Safety is our top priority at NSW Ambulance. We need to be focused on safety whether we are in the community caring for patients, driving a vehicle or working in an office.

1. Strategic priorities:

- a. Destination None: Not One Injury, Not Ever.
- b. “Be the Brains Behind Safety” awareness campaign.
- c. Improving support for injured workers.
- d. Improving support for paramedics who have been assaulted.
- e. Increasing the range and flexibility of suitable alternative duties.
- f. Assisting our staff to be fit for work by addressing the causes of fatigue.

We will know we are achieving this when:

- We have reduced the total number of injuries.
- We have reduced the incidence of manual handling injuries.
- We have reduced the incidence of assaults on paramedics.
- We have increased the rate of participation in wellness programs.
- We have reduced the time taken for injured workers to return to duty.
- We have increased the number of suitable duties placements.
- We have reduced the frequency of missed crib breaks.
- We have programs in place to ensure assaulted paramedics feel supported.



A mobile
health
service is...
patient-centred

At NSW Ambulance there are no inappropriate Triple Zero (000) calls, just inappropriate responses. Our resources are organised to ensure that patients get the right response whether they are in a life threatening emergency or need urgent and unscheduled care.

2. Strategic priorities:

- a. Triage Triple Zero (000) calls to ensure the right response for the right patient.
- b. Increasing the use of secondary telephone triage to direct callers to the right care, the first time.
- c. A metropolitan and rural operational model describing the roles of each type of clinician and vehicle.
- d. Improved control centre processes and technology that support our emergency response to patients.
- e. Implementing agreed response timeframes for patients requiring urgent and unscheduled care.
- f. Enhancing the utilisation of single responders.
- g. Providing alternative transport options for non-urgent patients who need care but have no transport.

We will know we are achieving this when:

- We have increased the referral rate for appropriate secondary telephone triage.
- A simplified response priority system is in place.
- We have improved our dispatch process.
- We have tacticians and clinical advisors in control centres.
- We have increased the rate of single responder and extended care paramedic responses to appropriate patients.
- Alternative transport is being used for appropriate patients.



A mobile health service is... staff-focused

Every day thousands of NSW Ambulance staff and volunteers deliver care directly or indirectly to patients. Everyone who works or volunteers for NSW Ambulance contributes to patient service delivery. Being a patient centred organisation means effectively supporting and communicating with our staff and volunteers.

3. Strategic priorities:

- a. Values-based leadership.
- b. Leadership development program.
- c. Equipment and vehicles that are ergonomic, high quality and fit for purpose.
- d. Consistent and transparent recruitment processes.
- e. Responsive and integrated operational logistical services.
- f. Readily accessible pathways for training and education.
- g. Accessible and appropriate training.
- h. Providing 24/7 access to welfare support.
- i. Communicating effectively with staff at all levels, in all roles.

We will know we are achieving this when:

- We have a values-based leadership program.
- We have a talent pool established for the next generation of key leadership positions.
- Operational logistics services are regularly meeting performance benchmarks.
- We have clearly defined protocols for recruitment at all levels of the organisation.
- Training pathways and records are transparent, well-defined and electronically accessible.
- We have fast-track entry programs for qualified paramedics from recognised jurisdictions.
- We have a high level of engagement with staff based on staff surveys.



Delivering the right care is ensuring that patients receive the right care, in the right way, in the right place, at the right time. To do that we need to have people who can respond with the right training and the right skills. NSW Ambulance is integrating our services with primary health, mental health and community health care services. In doing this we will not only reduce the burden on Emergency Departments but ensure that patients receive timely and seamless access to a range of health services.

4. Strategic priorities:

- a. Basic Life Support (BLS) response network to provide early CPR and defibrillation.
- b. Building on emergency and community first responder networks.
- c. Operational planning that matches resources to situations.
- d. Activating the closest responder (Basic Life Support included) in life threatening emergencies.
- e. Deployment of staff with additional and complementary clinical skills and qualifications.
- f. Support integrated care by linking our patients with appropriate local and community health services.
- g. Building our capacity to turn information and evidence into policy and practice.

We will know we are achieving this when:

- We have improved response times for priority 1 patients.
- We have improved the outcomes for patients.
- The closest responder is going to life-threatening emergencies.
- We have mapped a network of public access defibrillators and are able to direct bystanders to them when appropriate.
- We have systems in place for recognising and deploying complementary clinical skills.
- A role for community paramedics in supporting volunteers and basic life support responders has been defined.
- We have linked data sets and can track the outcomes of patients.
- We are able to identify those patients who can benefit from referrals to alternate pathways.

A mobile health service is...

centrally coordinated,
locally-delivered



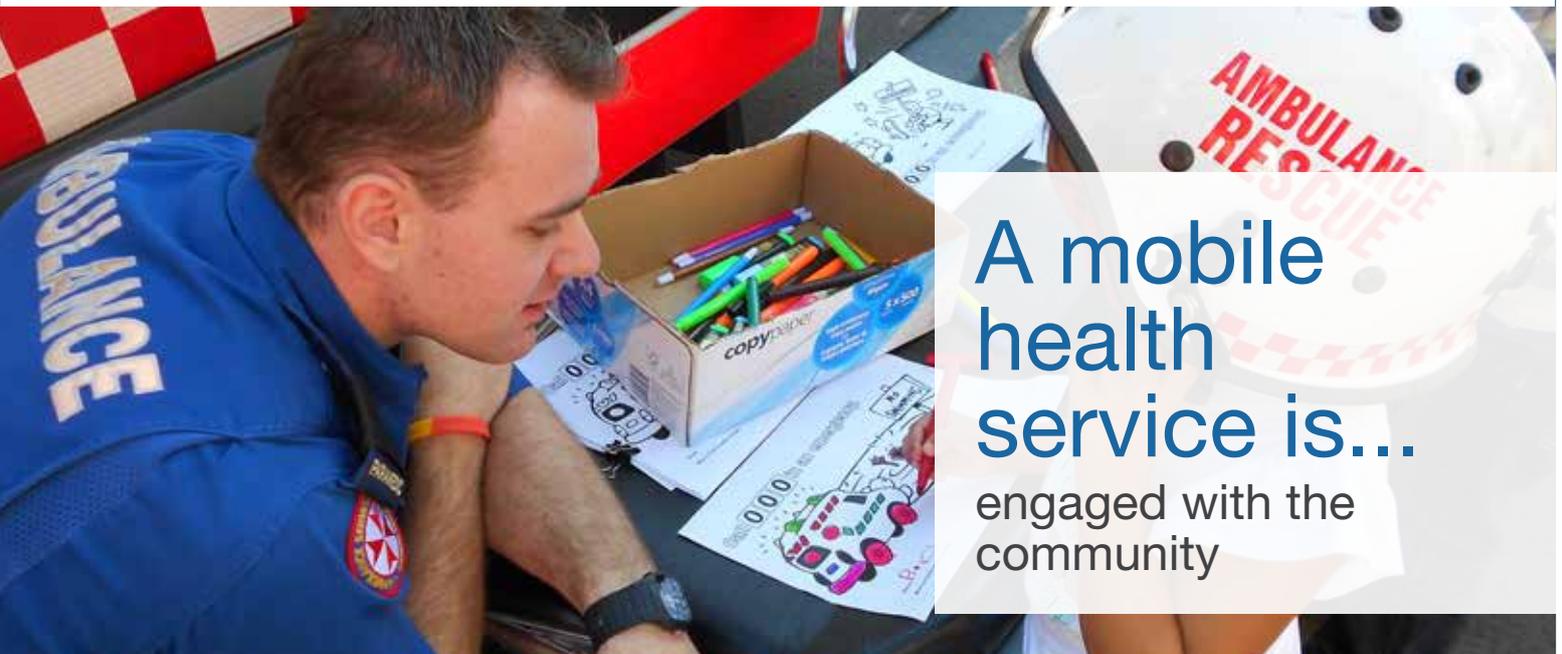
While the standard of our service delivery must be consistent across the state, the way the service is delivered should vary to meet the needs of the community. Local operations have a leadership role in designing and implementing services and service delivery models for local communities.

5. Strategic priorities:

- a. Defining the role, capability, equipment, vehicle and deployment rules for all clinicians (including single responders, volunteers, emergency ambulances and urgent transport).
- b. Defining the optimal number of single responders vs transport ambulances in metropolitan, regional and rural operations.
- c. A framework for local decision-making on vehicle types, alternative pathways and workplace design.
- d. Negotiating alternative pathways with primary, community and mental health care services.
- e. Supporting LHDs in delivering preventative health programs in local communities.
- f. Enhanced incident command management systems.

We will know we are achieving this when:

- We continue to maintain high levels of community satisfaction and confidence in our service.
- The fleet mix supports the local concept of operations and local operating requirements.
- Our staff are more engaged and positive.
- Local partnership agreements are in place with Local Health Districts and a range of health care services for direct referrals to non-Emergency Department services.
- We have implemented integrated care packages targeted at aged care, frequent callers, mental health, palliative care, falls and low acuity patients.
- We have delegations that support local decision-making.
- Significant incidents are effectively managed in accordance with InterCAD Electronic Messaging System (ICEMS)
- Clinical care is shaped according to the needs of the community.



**A mobile
health
service is...**
engaged with the
community

NSW Ambulance will take an active role in preventative health and community management.

6. Strategic priorities:

- a. Clearly communicating the role of NSW Ambulance to the community.
- b. Taking an active role in disease prevention and health promotion programs.
- c. Increasing community resilience through participation in basic life saving and volunteer programs.
- d. Engaging with culturally and linguistically diverse communities, Aboriginal and Torres Strait Islanders, remote and isolated communities, and special interest groups.
- e. Providing care and transport at special and major community events.

We will know we are achieving this when:

- There is widespread understanding of our role and capacity in the community and other agencies.
- We observe a reduction in calls made by frequent users.
- We have community education programs tailored to local health needs and delivered in partnership with NSW Health and the community.
- We have increased the number of supported basic life support and volunteer programs.



A mobile health service has..

the right infrastructure and support services

NSW Ambulance has a high level of transparency and accountability across the organisation.

7. Strategic priorities:

- a. A fleet which is matched to operational requirements.
- b. Contemporary software to support decision-making.
- c. Stations and facilities which support our capability.
- d. Service planning and future planning.
- e. Rural Infrastructure Plan.
- f. Resilient clinical infrastructure.

We will know we are achieving this when:

- We have increased efficiency in the fleet program.
- We have reduced waste in the management of medical consumables.
- We have replacement strategies and improvement programs for operational equipment.
- The Sydney Ambulance Metropolitan Infrastructure Strategy program is tracking to plan.



A mobile health service is... eHealth enabled

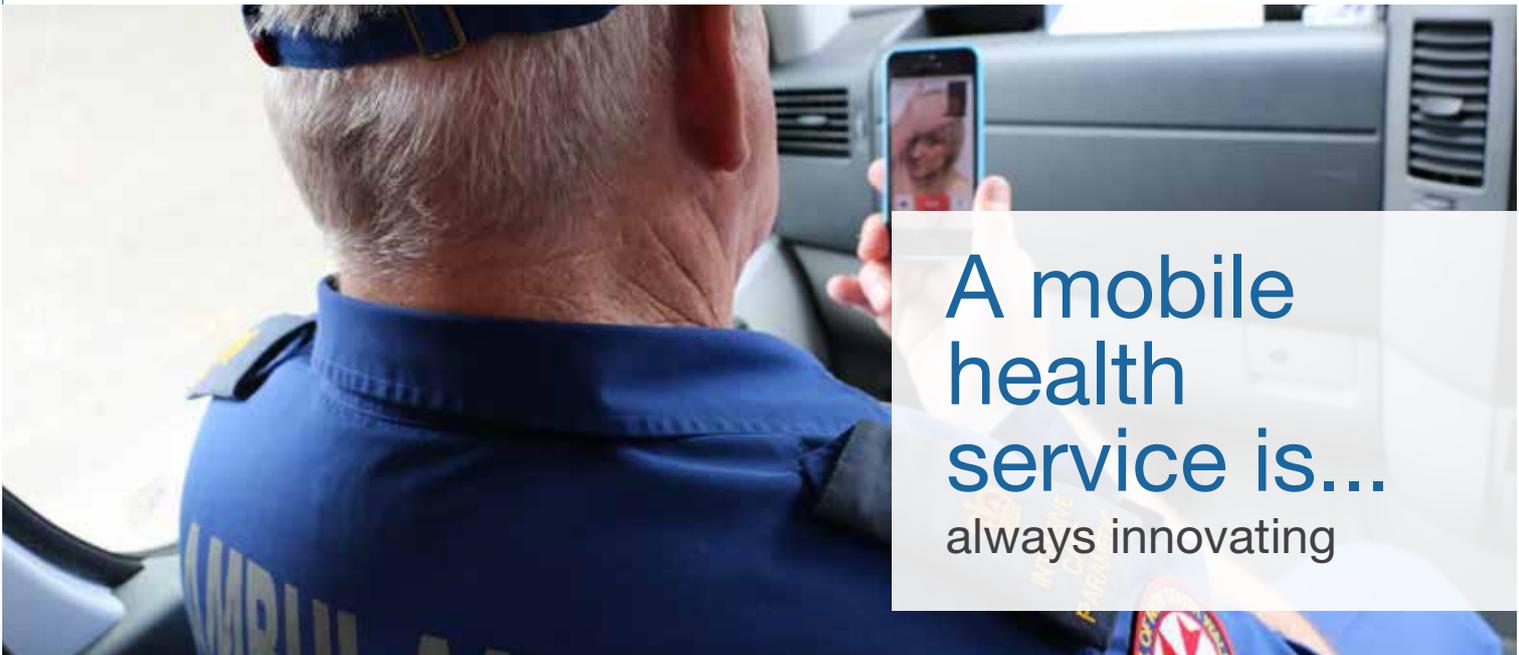
NSW Ambulance will have NSW Health standard and supported business systems to improve integration with Health and provide linked data and holistic reporting.

8. Strategic priorities:

- a. Implementing NSW Health standard systems to improve the quality of information and the management of human resources, rostering and education.
- b. Improving the quality and accessibility of information available to decision-makers.
- c. Control centre dispatch, triage, call management and reporting systems are up to date and robust.
- d. Decision-making and deployment tools support control centre operations.
- e. The eMR is optimised for use in NSW.
- f. High quality data feeds into clinical records and business systems.
- g. Transparent business systems promote and support a high level of accountability.

We will know we are achieving this when:

- We have reduced the incidence of roster errors.
- Decision-makers have timely access to linked data and activity information.
- Deployment planning, roster development and overtime management is informed by HealthRoster.
- HETI Online is being used to manage and record learning and development activities.
- We are using operational decision support systems to improve response times and patient outcomes.
- Paper health records are only used in exceptional circumstances.
- We have reduced the number of invoice re-directions.
- We have very few stand-alone systems and the majority of our records and information are stored electronically.



**A mobile
health
service is...**
always innovating

NSW Ambulance is an innovative and dynamic organisation. We need to harness the creativity and passion of our staff in developing new models of care, new processes, new equipment, new vehicle design and new ways of working.

9. Strategic priorities:

- a. Building the capacity for innovation across the organisation.
- b. Streamlined processes for employees to develop innovative ideas and contribute to implementation.
- c. Integration with NSW Health roadmap methodology.
- d. Broadening the range and use of contemporary communication tools.

We will know we are achieving this when:

- We have a centralised and integrated innovation database which captures all project activity.
- We consistently review business processes and look for ways to optimise current practice by following a structured approach.
- Project management documentation is centralised, accessible and easy to complete.
- Major initiatives are tracked using rigorous program management.

