

Ambulance Tasmania Business Plan 2013-2016



“Considering our patients first”.



Message from the CEO



Since the development of Ambulance Tasmania's (AT) inaugural Business Plan 2010-2013 the organisation, operating under its new name, has built solid foundations, achieving the majority of the objectives identified in the first plan. A 2010-13 Business Plan Results document is also available for review. In highlight, we saw the organisation's name change from Tasmanian Ambulance and Health Transport Service to Ambulance Tasmania. Over the 3 years we have successfully merged the Tasmanian Ambulance Service, Patient Transport Service, Northern Area Health Service PTS, North West Area Health Service PTS and the Tasmanian Medical Retrieval Service into a single organisation. This reform then saw AT structured into 5 divisions including, 3 operational service delivery arms and two support arms: Aero-medical and Medical Retrieval, Emergency and Medical Services, Health Transport Services, Clinical Services and Operational Support Services.

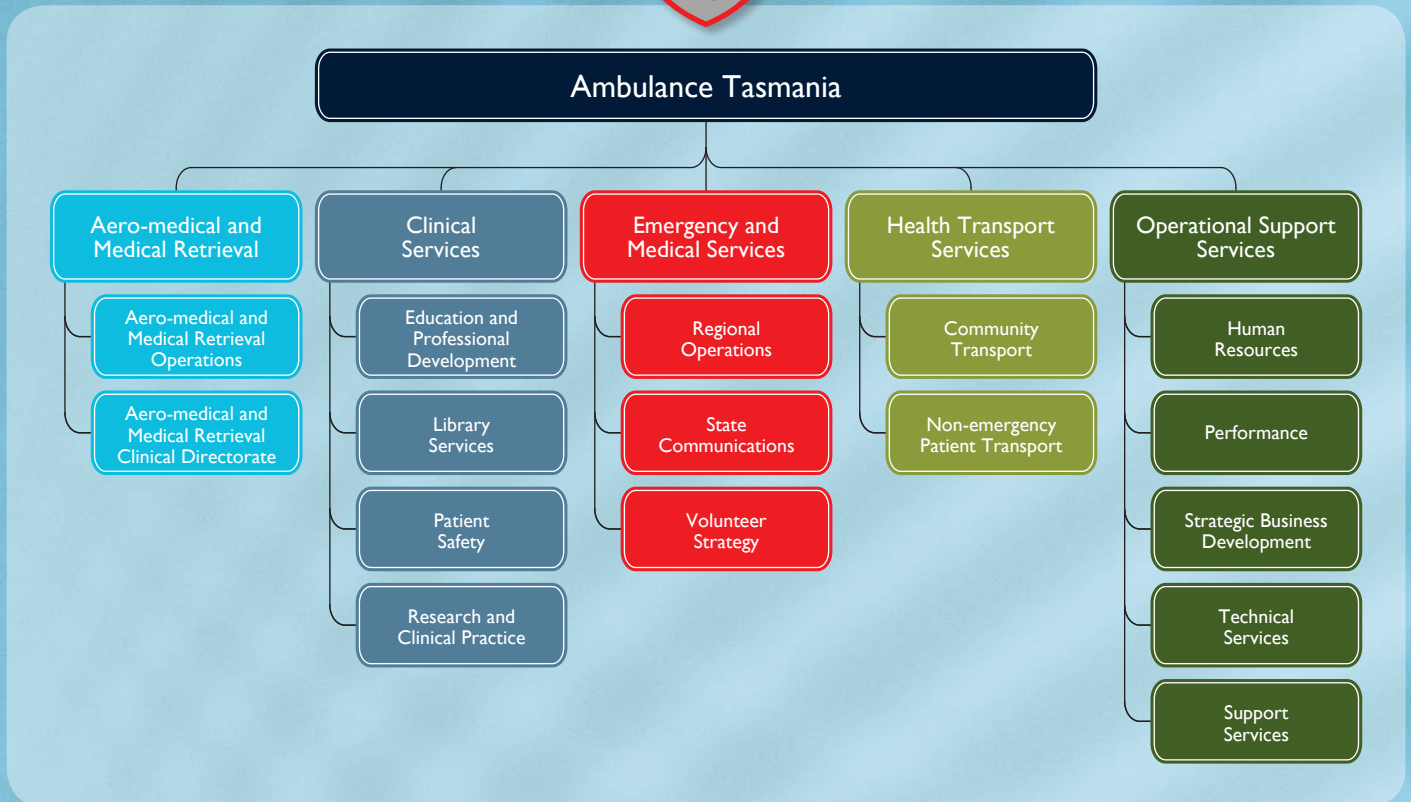
During the past three years, AT has made excellent progress and continues to demonstrate enthusiasm and commitment for our ongoing obligations and requirements to meet the ever changing needs of the community that we support. Our focus on putting patients first has seen an increase in the sophistication of services that we provide including the introduction of Community Emergency Response Teams (CERT) teams, First Intervention Vehicles (FIV) and most recently the Extended Care Paramedic (ECP) programme. Importantly, the development

of Health Transport Services has enabled us to extend our services to the community and take pressure off our scarce emergency resources and provide a more centralised, consistent approach to caring for our patients, even when not in an emergency. Our establishment of the aeromedical and medical retrieval service has allowed for the first time, the seamless linking of previously separated services with great improvements to the timelessness and consistency of care of some of our sickest patients.

Our future direction continues to be focussed on our patients and our vision of providing excellence in ambulance and out of hospital care. For our own workplace environment, we aim to establish and maintain a workplace that is safe, committed to quality outcomes and holds a positive culture that will empower a strong and dynamic future. Consistent with the last 3 years, we will continue to update all staff with the progress we are making against our Plan through the 6 monthly Report Card to staff. In conclusion, I would like to commend this new Plan to you, our stakeholders and invite your ongoing involvement in continuing to take this great organisation even further forward over the next three years.

Dominic Morgan

CEO Ambulance Tasmania



Ambulance Tasmania

The concept of operations of Ambulance Tasmania is to provide integrated, high quality, pre-hospital emergency and medical care, health transport and medical retrieval services to the Tasmanian community. Ambulance Tasmania achieves this through a system of highly trained operational staff and committed support staff.

What We Do

- Emergency medical response and out of hospital care.
- Emergency medical transport by road or air.
- Non-emergency patient transport (including road and air).
- Stretcher transport and clinic transport.
- Major incident management and response.
- Retrieval of critically ill patients.
- Assistance for ambulance patients to access appropriate care when paramedic care or transport is not required.
- Support for other health services in communities where the full range of services are not easily accessible.
- Community education in pre-ambulance arrival emergency care.

Our Planning Framework

The establishment of Ambulance Tasmania came about following two significant reviews into Patient Transport Services and Medical Retrieval Services in Tasmania known as the Banskott and Sharley Reviews 2008. The Government endorsed the majority of recommendations from these two reports and Ambulance Tasmania was established to primarily take carriage of the implementation of recommendations involving coordination and retrieval for Tasmanians. This Business Plan links with Departmental objectives and priorities and sets out how Ambulance Tasmania will improve the delivery of these services over the next three years. The delivery of the services will be achieved through the combined efforts of Ambulance Tasmania's five divisions:

- Emergency and Medical Services
- Health Transport Services
- Aero-Medical and Medical Retrieval Services
- Clinical Services
- Operational Support Services.

This Business Plan has been developed in consultation with a representative reference group of staff and volunteers from across the five divisions of Ambulance Tasmania and other key stakeholders.

It consolidates and communicates to staff, stakeholders, government and the public, the direction in which Ambulance Tasmania is heading. The Business Plan collectively focuses our efforts and identifies areas for improvement and further developments.

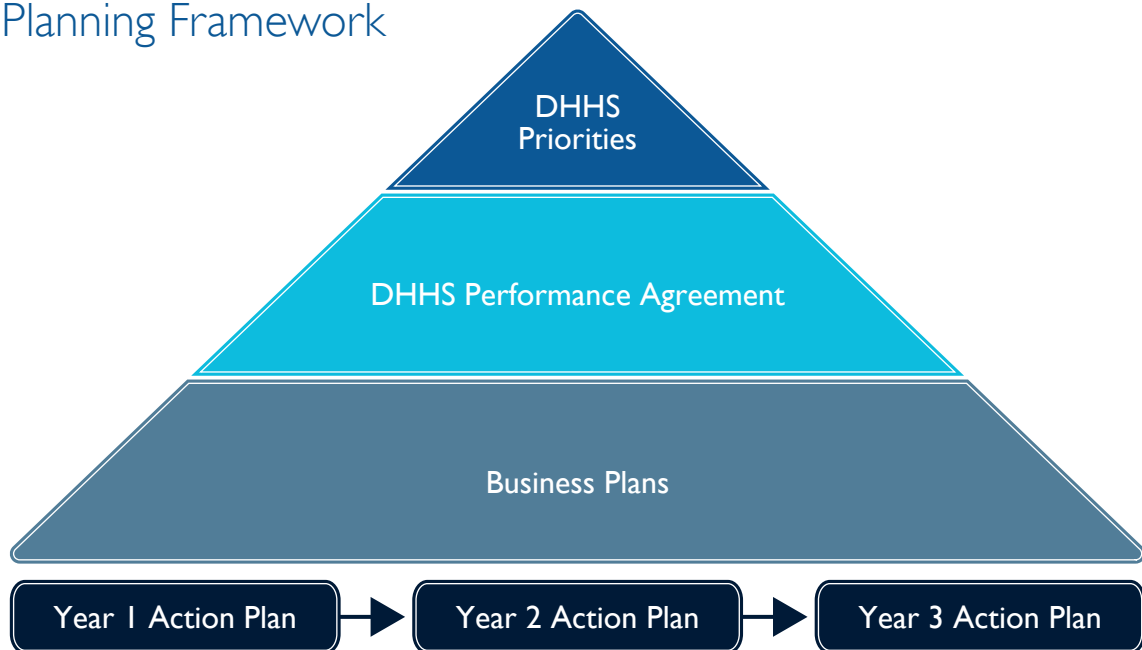
Over the coming three years and beyond Ambulance Tasmania is committed to meeting the community's evolving emergency and medical needs. This will be achieved through appropriate workforce and asset planning, creative approaches to ensuring equitable access to health care and transport services, greater integration with other health care providers, emergency services and continuous improvements to how these services are delivered. Through appropriate planning, we will be well placed to respond to the community's medical and transport needs into the future, while ensuring our clients continue to remain at the centre of everything we do.

The Business Plan

The Business Plan for Ambulance Tasmania sits within the broader Department of Health and Human Services (DHHS) Strategic Planning Structure. The structure sets the direction for Ambulance Tasmania for the next three years. This Business Plan will be reviewed annually to ensure it remains current and relevant to our evolving role within the Tasmanian health care system and annual action plans will be set to operationalise the strategic direction.



Our Planning Framework



Strategic Priorities

Strategic priorities for Ambulance Tasmania have been shaped by the DHHS Overarching Departmental Strategic Priorities. They are:

- Promoting health and wellbeing and intervening early when needed
- Planning and delivering services
- Delivering the benefits of reform
- Strengthening sustainability
- Shaping our workforce.

Our Vision

Excellence in ambulance and out of hospital care.

Our Mission

Provide optimal patient centred care to meet community needs.

What We Do

Our “Values” guide our behaviour and decisions and communicate to our patients and clients, stakeholders and the wider Tasmanian community the conduct they can expect from us. Our Values provide a common standard for each unit, through the leadership of the Departmental Executive, to personalise the behaviours that convey ‘the way we work’. Our Values include:

Lead with purpose by:

- Using our experience and knowledge to inspire and influence others.

Be creative and innovative by:

- Fostering a culture of learning; and striving to improve our services informed by the best available evidence.

Be collegial by:

- Engaging with our clients and the community; and by working in partnership with our key stakeholders to meet shared goals.

Act with integrity by:

- Being open, honest and fair.

Be accountable by:

- Being answerable for our decisions and efficiently managing the resources of Government in an open and transparent way.

These values have been established through feedback from the AT opinion staff survey, fed into the DHHS values development process and validated by representatives of different AT work groups at the 2013-2016 Business Planning Workshop, December 2012. These are what the AT community value.





Ambulance Tasmania Priorities and Objectives

Priority 1.

Provide best practice in out of hospital clinical care

Objectives

- Deliver best practice out of hospital clinical care to patients.
- Identify innovative models of service delivery and clinical care that best meets the needs of our patients.
- Develop and implement systems to assess and meet patient healthcare needs and provide appropriate care pathways.
- Determine and set appropriate standards of care such as registration/accreditation.

KPIs:

- Patient Satisfaction Survey
- Patient Outcomes
- Time to Care

Priority 2.

Enhance clinical, operational and corporate governance arrangements and pursue continuous quality improvement

Objectives

- Regularly review organisational governance requirements.
- Engage in the consultation and amendment of relevant legislation and maintain a legal framework which meets current and emerging community needs.
- Develop a workforce engagement approach to new policy and procedures that includes appropriate review mechanisms.
- Ensure our governance framework supports our organisation to remain patient focussed and to meet evolving community needs.

KPIs:

- Patient outcomes
- Patient satisfaction survey
- Legislative and Accreditation Compliance
- Workplace Audits for Compliance with Policies and Procedures
- Sentinel events / near misses
- Clinical audits
- Variations to practice
- Financial audits
- Accreditation rates
- Staff opinion survey
- Time to care



Priority 3.

Ensure a safe working environment for staff and others

Objectives

- Develop a best practice workplace health and safety programme.
- Foster a culture of mutual obligation for workplace health, safety and well being.
- Develop and support the workforce in risk identification and mitigation.
- Ensure our systems and workplace culture empower individuals to positively influence health and safety outcomes.

KPIs:

- Legislative Compliance
- Workplace Safety Audits
- Lost Time Injury Frequency rates
- Lost Time Injury Severity rates
- Staff Opinion Survey

Priority 4.

Enhance workforce planning

Objectives

- Improve workforce planning to ensure we have sufficient human resources to deliver effective and efficient services.
- Develop policies and systems for providing appropriate occupational and professional development opportunities for our workforce.
- Develop a positive, open and transparent workplace culture.
- Progress workforce modelling to predict future needs based on expected demand.

KPIs:

- Attrition rates
- Rejoin rates
- Staff Opinion Survey
- Professional development programmes
- Accreditation rates



Priority 5.

Enhance infrastructure development

Objectives

- Ensure appropriate planning and modelling for adequate facilities, equipment, resources that support the delivery of services.
- Continue to develop and implement systems of compliance to meet Australian Standards.
- Pursue a sustainable capital funding programme.
- Establish an ongoing asset maintenance programme.

KPIs:

- Strategic Asset Management Programme
- Budget
- Timeliness
- Fit for purpose outcome
- Compliance against industry standards

Priority 6.

Develop effective partnerships with health and human services providers, emergency services and other stakeholders

Objectives

- Strengthen management and operational partnerships with other emergency services to maximise efficiencies across the emergency services sector.
- Strengthen relationships with community-based organisations in order to continue to respond to community needs.
- Strengthen relationships with other healthcare providers to maximise efficiencies and improvements in the delivery of health services.
- Continue to develop and implement community education plans that raise awareness of our role including the appropriate use of our services.

KPIs:

- Number of MoUs and agreements
- Number of cross-sector projects
- Number of public education and community events



Priority 7.

Maximise the benefits of technology

Objectives

- Pursue technological development within the clinical, operational and support systems environment to enhance service delivery.
- Anticipate and prepare for emerging technologies.
- Maximise partnership efficiencies in acquiring and implementing new technologies.
- Incorporate technology and other media as key components of our communication and engagement strategies with staff.
- Integrate technology enhancements to improve information exchange with stakeholders to improve business efficiency.

KPIs:

- Patient outcomes
- Time to care
- Staff satisfaction survey
- Productivity / Work efficiency gains

Priority 8.

Pursue a sustainable funding model that facilitates service delivery to meet the needs of the community

Objectives

- Maintain and enhance financial forecasting models to take into account current and future demands on services.
- Maximise cost and fee recovery opportunities.
- Continuously review efficiency of cost of services in a way that recognises the need for funding for new initiatives.
- Investigate alternate funding programmes and commercial opportunities to provide additional funding streams.

KPIs:

- Financial performance against budget
- Number of new funding programmes
- Percentage (%) increase in revenue

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