

SA Ambulance Service Strategic Plan: Vision 2015



2010 - 2015



Government
of South Australia
SA Health



SA
Ambulance
Service



Foreword from the Chief Executive Officer

SA Ambulance Service plays a critical role in South Australia's health system. Our mission is to save lives, reduce suffering, and enhance quality of life, through the provision of accessible and responsive quality patient care and transport.

In order to fulfil on this mission, it's vital that we have a vision for the future. *Vision 2015* is just that.

Vision 2015, the *SA Ambulance Service Strategic Plan from 2010–15*, contains within it four strategic directions for the state's ambulance service over this five year period.

These strategic directions, within the context of the *SA Health Strategic Plan* and more broadly the *South Australian Strategic Plan*, provide focus and clarity for our organisation moving forward.

To support this ambitious vision, SA Ambulance Service has a team of brilliant people with a broad range of skills and expertise.

We understand that the first step to providing world-class ambulance services is supporting the people who provide these services. We are committed to providing an environment in which our people are supported to strive and achieve outstanding outcomes.

Vision 2015 is a dynamic document. It needs to be as we are in the midst of a significant ambulance reform agenda. The modernisation of ambulance services will continue over the next five years ensuring that we evolve to meet the changing needs of the communities that we support.

The plan will be reviewed and updated annually to ensure that we capture changes and are able to move with the community and the dynamic health environment.

Vision 2015 is a commitment to the community. *Vision 2015* illustrates that SA Ambulance Service is determined to continue to enhance the outstanding service it provides to the community.

Ray Creen
Chief Executive Officer



SA Ambulance Service's Strategic Directions

The SA Ambulance Service Strategic Plan is a dynamic document which captures the focus of SA Ambulance Service business during 2010-15.

The plan provides the strategic direction to ensure that SA Ambulance Service achieves its mission to save lives, reduce suffering, and enhance quality of life, through the provision of accessible and responsive patient care and transport.

The strategic plan, *Vision 2015*, outlines the strategic directions for the state's ambulance service for the next five years.

Its objectives, strategies and actions, performance measures and targets are set out in each strategic direction.

Vision 2015 communicates the vision, mission, values and direction of SA Ambulance Service so that the ambulance workforce, patients, stakeholders and the wider community knows where we are headed and what they can expect from us.

It is the priority of *Vision 2015* to contribute to the specific targets of the SA Health Strategic Plan and more broadly to South Australia's Strategic Plan objectives.

The following targets are those SA Health strategic directions which most closely align with the core business of SA Ambulance Service.

1 Strengthen primary health care

- 1.1 Focus on health protection and health promotion.
- 1.2 Provide effective avenues for prevention and early intervention.
- 1.3 Facilitate effective coordination of continuity of care.
- 1.4 Minimise the burden of disease on the health system.
- 1.5 Provide appropriate services closer to where people live.

South Australia's Strategic Plan, and supporting documents and comments, are located at www.saplan.org.au.



Vision

The community of South Australia is secure in the quality of service provided by their ambulance service.

Mission

To save lives, reduce suffering, and enhance quality of life, through the provision of accessible and responsive quality patient care and transport.

Values

We value our reputation and professional profile and these values influence the way our business is conducted and how our organisation is managed.

We do this with accountability, integrity and innovation. We value the passion, effectiveness and potential of our people, and their need to feel valued and respected.

Goals

We will achieve our goals through the expertise of our people, with effective leadership, the provision of exceptional service delivery and our commitment and partnership with the community.

As an integral part of the state's health system we are committed to ensuring the best possible health outcomes for our patients and our staff.

We will also ensure ambulance services evolve to meet the changing needs of the community and will do this through innovation and community engagement.

We will work in partnership with our health and emergency services colleagues, and other government agencies to ensure the best outcomes for all South Australians.

Strategic Directions

1. Our People

Safety and Wellbeing

- S1.1 Provide an environment where all staff are safe, healthy, valued and respected.
- S1.2 Provide an OHS management system to prevent and reduce the impact of work place injury.
- S1.3 Continue our focus on zero harm, early intervention, manual handling injuries, stress and fatigue management.
- S1.4 Provide safe equipment, systems of work, supervision and training.

Equity and Diversity

- S1.5 Attract, recruit, retain and develop a diverse workforce.
- S1.6 Provide an open and encouraging environment free from harassment and discrimination.
- S1.7 Provide an environment that respects diversity amongst staff, patients and communities.
- S1.8 Provide an environment based on teamwork, mutual support, recognition and common purpose.

2. Leadership

Strategy and Planning

- S2.1 Conduct effective and integrated strategic and business planning.
- S2.2 Be responsible for the achievement of our objectives.
- S2.3 Demonstrate continuous quality improvement.
- S2.4 Ensure organisational sustainability.

Leadership Culture

- S2.5 Integrate the vision, mission and values throughout the organisation.
- S2.6 Demonstrate effective leadership and teamwork.
- S2.7 Provide flexible and dynamic leadership and governance in an increasingly complex environment.
- S2.8 Lead the provision of high quality services that are ethical, compassionate and appropriate to patient and community needs.

3. Service Delivery

Emergency Medical Service

- S3.1 Provide clinical services that are patient-centred and designed around community needs.
- S3.2 Consult and collaborate with other health and aged care providers on the implementation of the SA Health Care Plan.
- S3.3 Ensure that SA Ambulance Service emergency preparedness and response capacity is commensurate with state and national emergency management arrangements.

Non-emergency Services

- S3.4 Ensure our Patient Transport Service integrates and evolves with the health system.
- S3.5 Ensure our ancillary (Call Direct, Ambulance Cover) products and services are optimised and meet the demands of changing service delivery and markets.
- S3.6 Provide a range of health and education services to commercial operations based on their operational needs.

4. Community

Participation

- S4.1 Consult or collaborate with other health providers to improve system performance, patient experience and outcomes.
- S4.2 Build a self-reliant health culture within the community with SA Ambulance Service leading by example.
- S4.3 Seek community participation in the development of their ambulance service.
- S4.4 Respect the diversity of the communities we serve.

Corporate Social Responsibility

- S4.5 Minimise the organisation's environmental footprint.
- S4.6 Ensure public funds and resources are used ethically and efficiently within an effective governance structure.
- S4.7 Foster partnerships for building safer and healthier communities.

1. Our People

SA Ambulance Service is committed to its people feeling safe, being respected and seeing purpose in their efforts. No operational consideration is more important than our staff's health and safety.

SA Ambulance Service recognises its workforce as its most valuable asset. We value our workforce by employing policies that encourage a healthy balance between work and personal life, and ensuring the safety and wellbeing of our people. We will promote care, honesty, respect and professional development. We will strive to retain and develop our workforce and attract the best-qualified people.

Safety and Wellbeing

- S1.1 Provide an environment where all staff are safe, healthy, valued and respected.
- S1.2 Provide an OHS management system to prevent and reduce the impact of work place injury.
- S1.3 Continue our focus on zero harm, early intervention, manual handling injuries, stress and fatigue management.
- S1.4 Provide safe equipment, systems of work, supervision and training.

Equity and Diversity

- S1.5 Attract, recruit, retain and develop a diverse workforce.
- S1.6 Provide an open and encouraging environment free from harassment and discrimination.
- S1.7 Provide an environment that respects diversity amongst staff, patients and communities.
- S1.8 Provide an environment based on teamwork, mutual support, recognition and common purpose.

South Australia's Strategic Plan – All of government targets

- T1.7 Performance in the public sector – customer and client satisfaction with government services.
- T 2.11 Public safety – greater safety at work.
- T 2.12 Work-life balance.
- T 5.1 Women in leadership – boards and committees.
- T 5.2 Women in leadership – chairs of boards and committees.
- T 5.8 Multiculturalism.

T 6.22 Diversity in the public sector – People with disabilities.

T 6.23 Diversity in the public sector – women.

T 6.24 Diversity in the public sector – Aboriginal Employees.

SA Health Strategic Plan

2.5 Provide an attractive learning environment for health professionals.

We will also utilise the SA Health Strategic Enablers of Safety and Quality of services and Health Workforce to achieve our goals.

SA Ambulance Service Strategies and Actions

- > Maximise staff satisfaction.
- > Ensure staff fitness for duties.
- > Maximise staff health.
- > Maximise staff safety.
- > Improve the OHS management system.
- > Continued focus on programs that identify and manage OHS risks in accordance with OHS hierarchy of controls.
- > Continued improvement, supervision and training in systems of work and equipment safety.
- > Develop a five-year workforce strategy.
- > Attract a diverse workforce.
- > Tailor education to accommodate our diverse workforce.
- > Ensure anti-harassment and anti-discrimination policies are embedded in the business.
- > Engage in an inclusive manner with staff, community and patients.
- > Cultivate a positive environment and culture.

Performance Measures and Targets

- > Staff satisfaction and other survey results reflect improved communication to staff.
- > Line manager accountability for action input into performance review development plans.
- > Reward and recognition programs implemented.
- > Medical and fitness requirements determined, updated and implemented as required.
- > Review statistics of staff utilising the SAASfit service, SA Ambulance Service's health and wellbeing program.
- > Implementation of SA Health's no smoking and healthy eating policies and SA Ambulance Service's fatigue management policy.
- > SAAS Safe is implemented.
- > Improvement of the OHS management system.
- > OHS accountability measures included in performance development review plans.
- > Reduction or no increase in workplace related injury.
- > Reduction of risk of preventable disease.
- > Effective governance structure implemented in line with OHS Terms of Reference.
- > Reporting for OHS to be produced monthly and discussed at Executive and Senior Management Team meetings.
- > Align to single registration process of SA Health
- > Procurement processes developed and implemented and 100% compliance with procedure
- > Staff are informed/trained in a timely manner of procedure and usage for any new equipment and trial outcomes.
- > Dynamic risk assessment methodologies implemented.
- > Workforce action plan developed, actions established and reporting process implemented.
- > Volunteer recruitment strategy implemented and an increase in numbers of volunteers.
- > Internal transfers and external recruitments are completed appropriately and within expected timeframes.
- > Workforce has a diverse representation.
- > Aboriginal and Disability Recruitment Employment Register in use.
- > Increased staff participation in learning opportunities.
- > Study Assistance Policy updated and student information process developed.
- > All staff have completed identified mandated training.
- > Awareness and participation in SAAS Women's Network has increased.
- > Zero instances of discriminatory behaviour.
- > Revision of current promotional information and website to ensure these mediums meet the needs of culturally and linguistically diverse groups.
- > Public awareness is raised with programs such as the Outreach program.
- > SAAS Spirit program developed and implemented. Program implemented to drive desired cultural behaviours.
- > Expected behaviours model implemented and morale and communication improved – determined by survey results.
- > Team building programs formalised and implemented organisationally.





2. Leadership

SA Ambulance Service staff at all levels are capable, accountable, achievement-oriented and possess the courage to make effective decisions.

SA Ambulance Service is committed to developing and enhancing its culture of leadership, through the provision of effective leadership and through a clear direction of strategy and planning. SA Ambulance Service will implement an effective and integrated planning process that is tailored to be used by all staff enabling achievement of our objectives. SA Ambulance Service will provide a workplace where leadership is understood and enacted by all staff to enhance the working environment.

Strategy and Planning

- S2.1 Conduct effective and integrated strategic and business planning.
- S2.2 Be responsible for the achievement of our objectives.
- S2.3 Demonstrate continuous quality improvement.
- S2.4 Ensure organisational sustainability.

Leadership Culture

- S2.5 Integrate the vision, mission and values throughout the organisation.
- S2.6 Demonstrate effective leadership and teamwork.
- S2.7 Provide flexible and dynamic leadership and governance in an increasingly complex environment.
- S2.8 Lead the provision of high quality services that are ethical, compassionate and appropriate to patient and community needs.

South Australia's Strategic Plan – All of government targets

- T 1.8 Performance in the public sector – government decision making.
- T 1.9 Performance in the public sector – administrative efficiency.
- T 5.1 Women in leadership – boards and committees.
- T 5.2 Women in leadership – chairs of boards and committees.

SA Health Strategic Plan

We will utilise and support the SA Health Strategic Enablers of Health Workforce and Accountability to achieve our goals.

SA Ambulance Service Strategies and Actions

- > Develop a strategic planning process with ongoing review.

- > Develop and maintain continuous improvement processes.
- > Maintain appropriate networks for ongoing sustainability.
- > Increase staff engagement.
- > Managers undertake appropriate leadership training.
- > Develop succession plans for key roles.
- > Ongoing leadership and governance review.

Performance Measures and Targets

- > Timetable developed for strategic and business planning taking account of external timelines.
- > Budget planning and review occurs within appropriate timeframes.
- > Key performance indicators are built into the planning process and monitored by management.
- > Five year vision developed and implemented.
- > Staff are knowledgeable and have awareness and acceptance of the direction of the organisation.
- > Continuous improvement strategies identified and business processes reviewed and streamlined where appropriate.
- > Implementation of an appropriate quality management system.
- > Participate in audits to secure SA Ambulance Service registration as an RTO.
- > Business units have established relevant partnerships and have regular contact with a mutual benefit.
- > Continuous research to identify development and growth opportunities.
- > Communication strategy to engage staff developed.
- > Team leader induction program implemented.
- > Partnership within SA Health established leadership programs (e.g. LEADS program).
- > Succession plans implemented for key roles.
- > Develop talent pool management processes.
- > Establish effective governance structure and reporting.
- > Legal and policy compliance requirements satisfied.
- > Increase staff awareness of governance processes.

3. Service Delivery

SA Ambulance Service contributes to servicing the health needs of South Australia's communities.

Through the provision of accessible, targeted and tailored ambulance services, SA Ambulance Service continues to enhance its service to its patients and the wider community. SA Ambulance Service will provide services that are responsive, flexible, sustainable, high quality, patient-centred and designed around community needs.

Emergency Medical Service

- S3.1 Provide clinical services that are patient-centred and designed around community needs.
- S3.2 Consult and collaborate with other health and aged care providers on the implementation of the SA Health Care Plan.
- S3.3 Ensure that SA Ambulance Service emergency preparedness and response capacity is commensurate with state and national emergency management arrangements.

Non-emergency Services

- S3.4 Ensure our Patient Transport Service integrates and evolves with the health system.
- S3.5 Ensure our ancillary (Call Direct, Ambulance Cover) products and services are optimised and meet the demands of changing service delivery and markets.
- S3.6 Provide a range of health and education services to commercial operations based on their industrial needs.

South Australia's Strategic Plan – All of government targets

- T 2.4 Healthy life expectancy – healthy South Australians.
- T 2.5 Healthy life expectancy – Aboriginal healthy life expectancy.
- T 2.6 Healthy life expectancy – chronic diseases.
- T 6.1 Aboriginal wellbeing.

SA Health Strategic Plan

- 1.1 Focus on health protection and promotion.
- 1.2 Provide effective avenues for prevention and early intervention.
- 1.3 Facilitate effective coordination and continuity of care.

- 1.4 Minimise the burden of disease on the health systems.
- 1.5 Provide appropriate services closer to where people live.
- 2.4 Reduce dependency on hospitals.
- 2.5 Provide an attractive learning environment for health professionals.
- 3.1 Provide integrated services to mental health clients in community, residential and hospital settings.
- 3.2 Improve access to appropriate care at an early stage.
- 3.3 Improve mental health services through better systems of care.
- 4.2 Develop a culturally-responsive health system.

We will utilise and support the SA Health Strategic Enablers of Safety and Quality of Services and Partnerships to achieve our goals.

SA Ambulance Service Strategies and Actions

- > Ensure that SA Ambulance Service's contribution to the patient journey is ethical, compassionate, safe and efficient and meets the needs of patients and the community.
- > Research and establish best practice benchmarks for ambulance service provision and lead the way in innovative and leading edge service delivery models.
- > Ensure ongoing integration with state and national emergency management committees and work groups.
- > Ensure service preparedness and expertise.
- > Ensure efficient and effective Patient Transport Model throughout SA Health.
- > Maintain appropriate services and products to meet customer requirements.
- > Develop and maintain services to accommodate commercial requirements.



Performance Measures and Targets

- > Strategies in *Defining the road ahead* are delivered in specified timelines.
- > Procedures implemented to manage the investigation of inappropriate behaviours and performance management strategies implemented.
- > Review code of conduct commensurate with social and legal evolution (e.g. *Public Sector Act 2009* (Code of Ethics)).
- > Best practice benchmarking with other emergency service providers established and measurable.
- > High level representation to ensure our operational needs and capabilities are adequately represented.
- > All appropriate personnel trained and prepared to meet response requirements.
- > Participation in emergency response simulation exercises.
- > Patient transport model implemented.
- > Revised Call Direct model implemented.
- > Revised Ambulance Cover funding model approved.
- > Benchmark ancillary products and services against other organisations and adjust accordingly.
- > Services meet commercial requirements.

4. Community

SA Ambulance Service is a valued member of the community and is committed to being ethically, economically and environmentally responsible.

SA Ambulance Service is committed to being inclusive, engaging the community early and enabling people to have a say in the development of its ambulance service. SA Ambulance Service will utilise resources efficiently. It will demonstrate mutual trust and respect in its approaches to the communities it comes into contact with to maximise community participation across economic status, ability, age, sexuality, race, culture, gender and geographical needs specific to rural, regional and remote communities.

Participation

- S4.1 Consult or collaborate with other health providers to improve system performance, patient experience and outcomes.
- S4.2 Build a self-reliant health culture within the community with SA Ambulance Service leading by example.
- S4.3 Seek community participation in the development of their ambulance service.
- S4.4 Respect the diversity of the communities we serve.

Corporate Social Responsibility

- S4.5 Minimise the organisation's environmental footprint.
- S4.6 Ensure public funds and resources are used ethically and efficiently within an effective governance structure.
- S4.7 Foster partnerships for building safer and healthier communities.

South Australia's Strategic Plan – All of government targets

- T 1.7 Performance in the public sector – customer and client satisfaction with government services.
- T 1.8 Performance in the public sector – government decision-making.
- T 1.9 Performance in the public sector – administrative efficiency.
- T 3.5 Climate change – greenhouse gas emission reduction.
- T 3.7 Ecological footprint - reduction.
- T 3.8 Zero waste – reduce waste to landfill.
- T 3.13 Energy efficiency – government buildings.
- T 5.6 Volunteering.
- T 5.8 Multiculturalism.

SA Health Strategic Plan

- 1.1 Focus on health protection and promotion.
- 2.5 Provide an attractive learning environment for health professionals.
- 4.2 Develop a culturally responsive health system.

We will utilise and support the SA Health Strategic Enabler of Accountability to achieve our goals.

SA Ambulance Service Strategies and Actions

- > Identify other service providers and investigate opportunities for collaboration and leverage.
- > Build a self-reliant health culture within the community.
- > Ongoing engagement in an inclusive manner with community groups and representatives.
- > Enhance our approach to community engagement.
- > Develop and implement an environmental action plan.
- > Decision making processes incorporates ethics, environment, cost (whole of life) and support of local community.
- > Maintain and continually improve effective resource use.
- > Identify opportunities to contribute to a community activity or function.

Performance Measures and Targets

- > Collaborate with SA Health and emergency services to ensure integrated service provision.
- > Participate in consultative groups and workshops to ensure SA Ambulance Service perspective is communicated and considered.
- > Increase the percentage of staff proactively engaged in preventative health initiatives.
- > Promote SA Health and other health related messages and behaviours.
- > Participate in community health programs where appropriate



- > Communications plan to engage community implemented.
- > Multicultural events attended and recorded on register.
- > Implement SAAS Conscience Council across the organisation and empower staff to make a difference.
- > Identify and evaluate environmental impacts to reduce our carbon footprint.
- > 100% compliance with environmental legislation.
- > System and policy implemented for evaluating suppliers and subcontracted companies.
- > Process to incorporate our ethics, cost (whole of life), environment and support of community.
- > Compliance with Treasurer's instructions and accounting standards.
- > Review resource use regularly (e.g. minimise fleet vehicles, mobile phones etc).
- > Demonstrated involvement in multiple sectors of the community in a comprehensive approach to achieve real outcomes in addressing community needs.

Front cover picture taken for promotional purposes only.

For more information

SA Ambulance Service
GPO Box 3
Adelaide SA 5001
Telephone: 1300 13 62 72
www.saambulance.com.au

Non-English speaking: (08) 8226 1990 for information in languages other than English, call the interpreting and Translating Centre and ask them to call SA Ambulance Service. This service is available at no cost to you.

© SA Ambulance Service. All rights reserved.
Printed June 2010. ISBN: 978-1-74243-172-7 SAAS-CC 10082



Government
of South Australia

SA Health