



THE COUNCIL OF
**AMBULANCE
AUTHORITIES**



STRATEGY
2023-28



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The Council of Ambulance Authorities acknowledges the Traditional Owners of the land on which we meet and work.

We recognise Aboriginal and Torres Strait Islander peoples' continuing connection to land, place, waters, and community. We pay our respects to their cultures, country, and elders past, present and emerging.

We recognise the unique role of Māori as Tangata Whenua and embrace Te Tiriti o Waitangi, recognising Māori as tino rangitiratanga of Aotearoa New Zealand while supporting the guiding principles of

Te Tiriti – Tino rangitiratanga, Equity, Active protection, Options, and Partnership.

We pay respect to the people of Motu Koita as the traditional landowners of the land upon which the Papua New Guinea St John Ambulance headquarters sits. We acknowledge the traditions and cultures of the land and people of Papua New Guinea and commit to fostering a culture of helping communities in the regions in which we serve.



INTRODUCTION





David Waters

Chief Executive,
The Council of Ambulance Authorities

It is with excitement that I present to you The Council of Ambulance Authorities Strategy for 2023-28. The last few years have brought us many new challenges which will no doubt influence the next five years of CAA's work as well as those for our sector and member services.

The COVID-19 pandemic has showed us the health system's weaknesses. It brought to the forefront the importance of flexible work arrangements, infection control among other issues. During these challenging times we have had to withstand the ongoing rising demand for our services.

Being able to represent our members in the ambulance sector sits at the top of CAA's agenda, having a united strong voice to advocate for sustainable funding, for improved conditions in ambulance, and having a role in the shaping of future health systems, is one we strive to do and will focus on heavily over the next years.

Our strongest contribution stems from bringing the sector, our members and partners together to exchange information, share knowledge and enhance the industry. Providing networking opportunities, sparking innovation, facilitating the exchange of thoughts through the CAA Groups, our premier events and the CAA Awards for Excellence will continue to be our ongoing commitment to the sector.

Empowering our leaders, current and emerging, and looking after the growth and wellbeing of people working across the ambulance sector will be an important step during future years of CAA planning.

Over the last years we have been focusing on improving representation of women in the sector, highlighting role models, and launching the CAA Women in Leadership Scholarship. Our aim is to enhance this work and highlight minority groups, First Nations people, and provide great leadership programs and development for all in the future.

The opportunities to better our sector are many and CAA takes on the challenge. We aim to work with our members, partners and indeed everyone that touches the lives and work of Australasian ambulance services.



Howard Wren

Board Chair, The Council of Ambulance Authorities
Chief Officer, ACT Ambulance Service

Our people are the backbone of the ambulance sector, our greatest pride, our most important resource, our biggest value. They are caring, kind, passionate, and devoted without fault to the cause of saving patients' lives.

Whether they are a paramedic working with patients, in our centres taking emergency calls, crunching data and analytics or paying the bills. Whether they are paid – full-time or part-time, volunteer or anything in between, these people are what make our ambulance services great.

They are our most vital challenge for the future.

Looking after our people, ensuring safe and healthy workplaces, growing the reputation of ambulance services and our teams and ensuring strong funding and government commitments that will enable us to fulfill our commitments to our teams, needs to be of strong focus for our future as an organisation.

We are committed to building a diverse workforce with strong leadership and a pipeline of upcoming leaders and managers entrusted to pave the way for a strong sector.

The work proposed in the CAA 2023-28 Strategy builds on the excellent work done thus far that has set us on this strong trajectory.

In my career and time with CAA we have advocated for the registration of paramedics, adopted the Mental Health and Wellbeing Strategy and committed to providing a safe workplace for our people amongst many other projects and outputs.

The Strategy looks at future challenges and past experiences to provide the ambulance sector with a strong united voice which supports and advocates for our people.

CAA's commitment for the next five years and beyond is and always will be to our people.



OVERVIEW





About CAA

The Council of Ambulance Authorities (CAA) is a not-for-profit national charity and operates as the peak body for the Australian, New Zealand and Papua New Guinea ambulance sectors.

Since its creation in 1962 CAA has played a key role in forming the sector by providing opportunities for the exchange of knowledge, networking, and expert advice for all matters under ambulance guide.

Today, CAA represents eleven statutory ambulance service providers across Australia, New Zealand and Papua New Guinea and works with associations and partners across the ambulance, emergency management and health sectors.

CAA looks after a combined workforce of 43,000 paramedics, patient transfer officers, volunteers, communications staff, corporate teams, students and leaders. These world class trained teams are committed to looking after patients across all of Australasia.

CAA's core aim is the enhancement of the ambulance sector in all settings, urban, metro, rural and remote, ensuring the people of Australasia are provided with ambulance care of the highest standards.



4,462,428
Patients



4,802,059
Incidents



1,860
Locations



1,404
Ambulance Response
Locations



24,908
Staff
(FTE)



19,711
Volunteers



7,756
Fleet
Vehicles



4,553
Emergency
Ambulances



Our History

In 1962, ambulance services' leaders held the first inaugural meeting that led to a change in the way the Australasian ambulance sector was seen from then onwards.

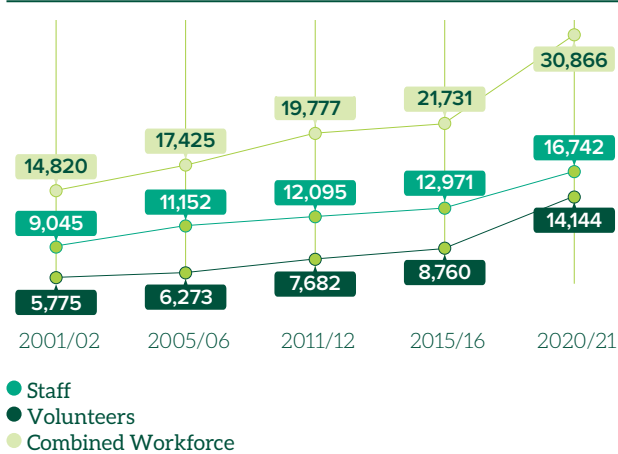
The meeting set in motion a collaboration that today sees a daily exchange of practices and knowledge, support in the hardest of times, and celebrations of our highest achievements as the collective that we now know as The Council of Ambulance Authorities.

Since then, comradery has been key to CAA's success, with the ability to call upon the organisation and its member services for advice or support which never faltered in the past six decades.

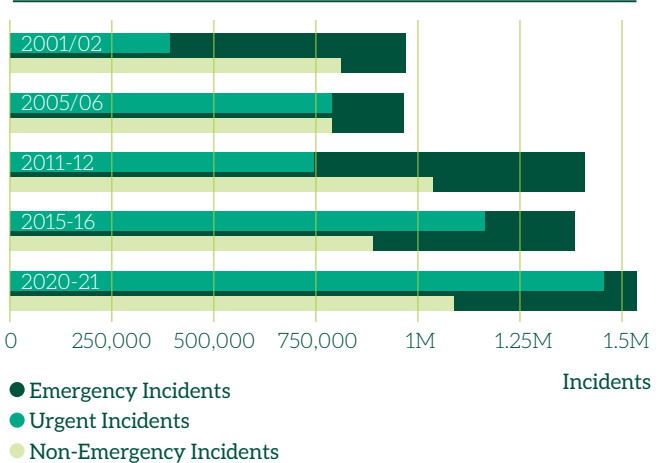
During this time, CAA has played a crucial role in uniting the sector and establishing positive changes that lasts to this day.

From orchestrating the use of Triple Zero (000) as the common emergency number for all Australians, to guiding the set-up of paramedicine degrees, and advocating for the registration of paramedics in Australia and New Zealand, CAA has and will continue to provide a united voice for our members and for a stronger ambulance sector.

Our Workforce



Patients





Strategy 2023-28

Past years have shaken our world to the core. A global pandemic changed the way we look at the world, how we connect with people and indeed, how we deliver our services.

This in addition to the biggest demand growth our sector has ever experienced, technological changes coming at us at a rapid pace, and shifts in the way our teams' view workplaces, sets us up for unique and challenging years ahead.

The CAA Strategy 2023-28 looks at the key challenges and opportunities CAA can contribute to our members and the wider ambulance and health sectors.

Providing a strong voice for the ambulance community, a place for networking and sharing ideas, and providing a space to enhance skills and to support leaders and teams in the ever-changing world is our core focus.

The Strategy unfolds three key pillars where CAA will focus its efforts and details key opportunities that will be a guide for the CAA Board, Secretariat and Groups.





KEY PILLARS





Advocacy

CAA is committed to providing a unified voice for the ambulance sector with the aim to provide our members and the wider sector support and guidance in all matters relating to ambulance service delivery.

We endeavour to continue building relationships with national, state and territory governments to be able to advocate on behalf of the sector, and where required, our individual members.

Healthy relationships with governments will enable CAA to partner in ongoing changes in the health sector and play a part in discussing the role of ambulance services and primary health care.

We work on nurturing and building relationships with partners and associations across the ambulance, health, and emergency management fields, both with associated bodies, vendors, and partners where mutual relationships add value to our sector.

Having built lasting relationships and influence globally, CAA is dedicated to sharing Australasian ambulance experience and guidance overseas. We will continue to work with our friends in Canada, the UK, USA, Europe, and look for new partners in Asia and the Pacific.

These continued partnerships are key to providing CAA with strong funding opportunities as we work to secure more sustainable income options both for CAA and our members.

Focus

Be the peak body and provide a united voice for Australasian ambulance sector.

Provide an Australasian voice to the global ambulance space.

Build relationships with National and State/Territory Governments.

Continue to expand CAA's relationships with associated organisations working across health, emergency management, and volunteer fields .



Knowledge & Information

Providing the sector with ways to connect, share, exchange ideas and build strong relationships that span across borders and oceans, is something CAA has excelled at and will continue in the future.

The CAA Group structure is being revised to reflect the changing nature of meetings and travel, taking full advantage of virtual and in-person opportunities.

We aim to provide the best and easiest ways to connect and utilise CAA's committees, forums and groups to help deliver the new Strategy and provide valuable resources for our members.

CAA is a central point for sector data and will build resources to provide strong analytics and benchmarking to provide insightful information to our members.

We will continue to partner on relevant projects and grow internal capacity for research, including looking at grants to further develop sustainable funding.

Focus

Provide networking opportunities for all members of the Australasian ambulance sector, with internal and external parties.

Update the CAA Groups structure to ensure the best methods for inter-agency exchange and knowledge sharing.

Continue to build strong data collections and analytics portfolio, providing timely and informative statistics.

Work to grow CAA's internal research capacity and develop strong partnering opportunities.



Learning & Development

CAA will work to create strong learning and development programs by collaborating with universities and member services, and developing CAA specific programs and tools to ensure the Australasian ambulance teams continue to have world class education and training.

CAA is committed to providing leadership development in ensuring our future leaders and managers are from all walks of life, by continuing to promote women in ambulance and expanding current CAA programs to include all minority groups.

We will focus on rural and remote areas and work with First Nations from Australia, New Zealand, and Papua New Guinea in ensuring equal representation for all peoples.

Changes to health requirements impact the role of our clinicians. CAA looks to work on standardisation of clinical guidelines, continued upskilling, and reviews of paramedic roles to be able to fit in the evolving health space - a critical aspect in ensuring the ongoing best care for our patients.

Demands for flexible employment will see CAA explore career pathways, expansion of ambulance staff roles, and provide the workforce with exciting and rewarding careers within the ambulance sector.

Focus

Engage with internal and external partners to develop CAA endorsed leadership and management development programs.

Continue working on ensuring more women step into leadership roles, and grow this program to be inclusive of the diversity in our organisations and communities, especially First Nations people.

Look towards developing standardised Clinical Guidelines.

Develop career pathways and monitor and support changes to paramedic and other ambulance services roles.



FUTURE SCOPE





The Role of the Ambulance Sector

The last decade has brought many challenges for our services. Changing times and needs of our community and patients required our sector to evolve in order to meet demands.

New technologies, pharmaceuticals, treatment development, and policy drivers all contributed to the evolution of health service delivery.

COVID-19 has shown us that both patients and our teams can adapt when traditional options become difficult to access.

Telemedicine and virtual healthcare are increasingly commonplace and are proving great options to relieve an overcrowded system as well as providing patients with a way to be looked after in their own home.

Rising demand and system blockages at hospitals has seen ambulance services battle with ways to ensure patients and staff are looked after.

It is crucial that CAA and our members play a part in discussions and planning for changes in the health system now and in the future.

Over the years, ambulance services have provided innovative new solutions that have developed the clinical skills of our paramedics. This has allowed for working with fellow emergency services in providing better response to mental health patients, improving out-of-hospital cardiac arrest survival, introducing the Stroke Capable Ambulance project, introducing extended care paramedics and other programs to name a few.

These have all seen our people increasing their capacity in playing a vital part, not just in the pre-hospital space, but in overall health solutions.



Objectives



Partner

Work in partnerships across the government, non-government health and social sectors on health initiatives, and be truly integrated in ongoing discussions and future planning.



Engage

Bring ambulance services together to discuss best practice in ambulance service delivery and evaluate new treatment options, ensuring the sector is ever responding to changing needs and models of care.



Innovate

Advance the work of ambulance teams in out-of-hospital cardiac arrest, stroke, and other time critical conditions where ambulance intervention improves survival rates.



Advocate

Continue providing Secretariat to the Global Resuscitation Alliance and advocate for issues like mandatory CPR training in schools and better access to public AEDs to improve OHCA survival statistics.



Demand Management

Australian, New Zealand, and Papua New Guinea ambulance services have cared for 4.5 million patients in 2020-21 and of these transported 3.8 million patients to hospital. The demand for ambulance services has grown on average 21% since 2013-14, causing a strain on staff and resources.

Ambulance services play a critical role in the delivery of safe, high quality, and timely care, providing essential emergency response services to treat and transfer patients to hospital.

While our services have, over the last decade, and especially during the pandemic, looked inward to provide changes to cope with rising demand, transfer of care delays at emergency departments in the last year added incredible pressure to our service delivery.

The causes of transfer of care delays are multifactorial and often not entirely in the domain of individual organisations to resolve in isolation.

The resolution of the causes of transfer of care delays must be considered by both the ambulance and hospital sector. The issue of transfer delays needs to be addressed as an integral issue relevant to the entire health and intergovernmental system. Transfer of care delay is not an indication of an ambulance service's performance, rather that of a health system under systemic strain.

CAA is committed to working with our members and stakeholders in the pre-hospital and health sectors, including all levels of government in implementing changes to reduce the incidence of ambulance ramping and improve patient experiences.



Objectives



Outreach

Grow relationships with relevant agencies and sectors to ensure a shared understanding of transfer of care issues, drivers and potential solutions.



Report

Provide regular demand management reports to better understand trends and future challenges.



Cooperate

Work together with relevant agencies and sectors to develop best practice strategies for the resolution of transfer of care delays with the aim to distribute working solutions.



The Changing Workforce Landscape

There are a multitude of challenges our workforce faces, such as staff shortages and non-equitable culture - not only by gender split but lack of minority group and First Nations representation. Coupled with the most recent demand growth and a global pandemic which has pushed us clinically, mentally and challenged our resilience and resolve.

The current and projected shortage in the Australian paramedic workforce is driven by a complex interaction of demographic, socio-cultural, clinical and professional factors that exert influences on both the demand for health workers' services, and the supply of health workers.

These shortages are not uniformly distributed, but vary by specialty, jurisdiction and geographical location (metropolitan, rural, remote).

Paramedic registration has been a positive advancement that now sees paramedics recognised as health professionals. Paramedics are now welcomed in healthcare settings that sit outside the traditional emergency and non-emergency ambulance services.

A multi-dimensional and coordinated approach to address paramedic workforce shortages is needed. An integrated approach is required that not only focuses on strategies to manage/reduce demand and increase supply, but one that also considers the actual structure, composition and training of the workplace itself.

Our peoples expectations within the traditional ambulance workplace parameters - in particular the work hours, rosters and shift patterns are changing. This is influencing the overall supply as workers opt for fewer hours and/or working hours more conducive to participating in family/social life.

Factors contributing to this change include the increasing gender balance of the workforce, participation and recruitment of younger generations, as well as an increased general cultural interest in a work/life balance.



Objectives



Research

Collect, analyse, and distribute information on paramedic workforce via our yearly workforce survey to better understand the ambulance sector workforce, gender, diversity and management.



Facilitate

Identify workforce shortages and pressure points, working with universities to ensure a consistent influx of students into services, whilst aiming to reduce the barriers to entry for overseas trained graduate paramedics.



Advance

Build on existing work in achieving a more equitable gender balance and commence work for a more inclusive workforce including First Nations communities.



Develop

Create, in collaboration with universities and member services, exciting career pathways for all our clinical, communication, administrative staff and volunteers, and identify leadership courses to help support existing managers and to grow new generations of leaders.



Ambulance Sustainability

In 2020-21, Australasian ambulance services traveled 182,397,610 km by road and spent 39,625 hours flying in the air. We need to look at practices that will offer a more sustainable future for our teams and community.

In 2020, CAA adopted a Sustainability Strategy to help member services on their way towards a more sustainable future. The Strategy includes addressing issues like water management systems, reusable power sources and promoting a Reuse, Recycle and Repurpose ethos (circular economy).

We will continue looking to established sustainable procurement systems for guidance, as well as facilitating conversations around sustainable vehicle design (electrical, alternative fuels etc.) with a goal to strengthen environmental and social sustainability and reduce the impact of ambulance services on the environment.

We are committed to supporting the ambulance sector in progressing towards a reduced carbon footprint and actively support members in reducing CO₂ emissions by researching options and examples to help embed climate change considerations into policies, planning and operational practices.

CAA will continue to work in building a sustainability culture in the sector and be role models for the wider community by supporting events and initiatives that promote a sustainable environment and demonstrate a commitment to a sustainable future.

Ongoing work is required in developing a sector-wide environmental data set to assist with benchmarking and ongoing monitoring of performance against this sustainability strategy and any agreed targets. This will allow us to be able to gain a better understanding of the current climate and future goals for the entire sector.



Objectives



Network

Provide a networking forum for ambulance services to share sustainability initiatives and best practice, including working towards setting up a sector-wide sustainability benchmarking data set.



Resource

Provide adoptable resources for services that promotes sustainability including collation of a White Paper with case studies, suppliers and activations to help support services to deliver against the strategy.



Activate

Promote activities and events that highlight sustainability achievements, including growing the CAA Sustainability Campaign and inspiring services and their teams to get involved.



Drive

Lead changes in the design of ambulance processes and systems that adopt and reflect a sustainability culture.

The Council of Ambulance Authorities

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