

SA AMBULANCE SERVICE IS EXCEPTIONAL,
NOW AND INTO THE FUTURE



Government
of South Australia

SA Health



SA
Ambulance
Service

STRATEGIC PLAN 2023 - 2027



ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of Country throughout South Australia and recognise their continuing connection to land, their spirituality, history and culture. We pay our respects to Elders past, present and emerging.



FOREWORD

Our Strategic Plan is the blueprint for the kind of ambulance service we want to become, and who we want to be as the people who make up South Australia's ambulance service. We all want to be competent, capable, and confident in our roles, and supportive of each other and the communities we serve.

We have become so much more than a traditional ambulance service; we are an emergency service, a health service, a retrieval service, a community care service, an assessment and referral service, a virtual care service, a health system support service – we deliver on so many fronts for the people of South Australia.

Looking to the next four years, we have a unique opportunity to deliver more for South Australians. As part of the Government of South Australia's commitment to better health care, SA Ambulance Service (SAAS) will have more people and ambulances on the road to ensure our patients get the care they need, when they need it.

SAAS is made up of over 3500 people from many disciplines, experiences, and passions. Together these exceptional people provide exceptional care in an ambulance service that is committed to its community and its workforce.

For our people to be exceptional, SAAS will work to ensure its values, culture and leadership are integrated at every point in the journey, forming the foundations of our plan. From recruitment to career progression through to retirement, a supported, trusted workforce will make this Strategic Plan a success.

The Strategic Plan is for everyone at SAAS, whether in frontline clinical, operational, leadership, corporate, administrative, technical or support roles; and for every Strategic Goal everyone in SAAS has a part to play. Every person in SAAS needs to know the value their role brings to the patients and communities we serve.

Our Strategic Goals focus on our patients, our SAAS people, our partners and communities, and how we can maintain our excellence into the future. The next four years will be a challenge but one that SAAS is ready for.

Together we in SAAS are working toward an ambulance service for our future.



Rob Elliott ASM
Chief Executive Officer



OUR VISION FOR OUR FUTURE

An innovative, patient focused, technology enabled, evidence driven, emergency response and health care ambulance service; achieved by exceptional people.



OUR MISSION TO ACHIEVE OUR VISION

Providing emergency response and health care ambulance services within South Australia, designed and developed around patient and community needs, enabling timely and equitable access for our patients to the most appropriate point of care.



OUR PURPOSE IN SOUTH AUSTRALIA

To ensure South Australia thrives by enabling access to emergency and non-emergency ambulance health care and alternative patient pathways while contributing to our State's emergency preparedness and health response capability.

OUR EXCEPTIONAL PEOPLE

VALUES



We will uphold our values every day, and recruit to those values.

CULTURE



We will ensure we have a culture that is Respectful, Inclusive, Supportive and Equitable (RISE).

LEADERSHIP



We will continue our 'Know, Be, Do, Achieve' leadership philosophy with our leadership behaviours.



OUR
EXCEPTIONAL
PEOPLE

VALUES

PATIENT FOCUSED

We will put our patients and the safe and quality care we provide them first, in everything we do.

TEAMWORK

We will work across SAAS, our health system, our partners, stakeholders and the community to achieve our goals.

INTEGRITY AND HONESTY

We accept and uphold the standards and expectations of our organisation and communities.

RESPECT AND COURTESY

We will always be respectful and courteous toward our patients, each other, and all those we work with.

COMMUNITY COLLABORATION

We value our role in the community, and we value the communities we serve.

CHANGE READY

We know our communities' needs will evolve and we must adapt to meet them.

AUTHENTIC LEADERSHIP

We will support leadership development for our people at every level.



OUR
EXCEPTIONAL
PEOPLE

CULTURE

RISE CULTURE STATEMENT

We will ensure we
have a culture that is:

RESPECTFUL

of each other, our patients
and our colleagues.

INCLUSIVE

of diversity in our organisation
and the community we serve.

SUPPORTIVE

in the way we handle issues as they arise,
while being fair, honest and open.

EQUITABLE

as we provide opportunities for staff to
develop and grow, as we provide flexible
work, and as we lead our people.

To **RISE** to this cultural challenge, every SAAS person needs to be aware of their own language and behaviours, and the impact it can have on others (i.e. emotional intelligence).

We need policies and procedures that reflect our **RISE** culture and are procedurally fair, focusing on quality improvement. This includes supporting staff affected by an incident and providing the necessary training and support mechanisms to maintain a competent and capable workforce. Equally, we must reassure our people that we will respond to their concerns, and act to ensure workplace and patient safety.

Our recruitment will target people who can achieve our strategy and represent our organisational values to create our **RISE** culture.

We will ensure our leaders are held to account for our organisational values and our **RISE** culture.



OUR
EXCEPTIONAL
PEOPLE

LEADERSHIP

In 2023 we will refresh, update and reissue the SAAS Leadership Philosophy, **Know, Be, Do, Achieve.**

As leaders we will work consistently with this philosophy, and it will underpin how we act in our leadership roles.

Aligning our leadership behaviours with our leadership philosophy is an essential step to achieve our **RISE** culture.

It will be the benchmark for leadership in our organisation and the measure our leaders can be held accountable to.





AN EXCEPTIONAL PATIENT EXPERIENCE

1. Provide safe, inclusive, high-quality, and timely patient care that is appropriate for each individual.

All decisions on patient care will be made on the best outcome for them as an individual. We will improve our operational performance to improve our clinical outcomes, and improve our clinical outcomes for the benefit of patients.

2. Develop the scope of practice across our workforce to meet evolving patient and community needs.

We have exceptional people with excellent training, and as we develop our clinical practice, we need to allow people to use all their capability and skill.

3. Every aspect of our organisation will be patient and consumer focused.

No matter what role we play in SAAS, an exceptional patient and consumer experience is what we will strive to provide.

4. Target improved clinical outcomes using evidence-based research, clinical and technical advances, and monitoring and measuring our clinical practice.

We will drive changes to clinical practice that are evidence-based to ensure patient safety. We will constantly measure our clinical performance to check this. Clinical performance monitoring will become our new normal. We will increase our involvement in research across all our disciplines, and grow the body of evidence for our practice.

KEY ACTIVITIES:

- Ensure staff are competent, capable and confident to work at their full scope of practice.
- Maintaining National Safety and Quality Health Service Standards accreditation and reaccreditation in 2025.
- Embed the Six Domains of Health Care into our clinical practice and clinical governance.
- Continuous evidence-based improvement of clinical practice guidelines, protocols, pathways and procedures.
- Co-design and develop new patient pathways for appropriate care with the community.
- Collaborate and consult to develop a new Service Delivery Model.
- Share data and evidence to support the changes we make.
- Partner with the university sector to enhance our contribution to clinical practice.



Cover Type	Cost \$2
1. Family Plan	\$2,700.00
2. Single	\$1,350.00
3. Family Premium Plan	\$3,150.00
4. Single Premium Plan	\$1,575.00
5. Family Plan	\$2,700.00
6. Single Plan	\$1,350.00
7. Family Plan	\$2,700.00
8. Single Plan	\$1,350.00
9. Family Plan	\$2,700.00
10. Single Plan	\$1,350.00
11. Family Plan	\$2,700.00
12. Single Plan	\$1,350.00
13. Family Plan	\$2,700.00
14. Single Plan	\$1,350.00
15. Family Plan	\$2,700.00
16. Single Plan	\$1,350.00
17. Family Plan	\$2,700.00
18. Single Plan	\$1,350.00
19. Family Plan	\$2,700.00
20. Single Plan	\$1,350.00

SA Health
APRILANCE COVER

SMAI TRAINING DATES & JULY 2022 - 30 JUNE 2022
Private Delivery, Ambulance Cover members, Dept. Secretary & Affairs,
Non SA Health Agencies e.g. private hospitals with monthly contracts.

A GREAT PLACE TO WORK AND GROW

1. Plan, recruit and continually support our people to ensure we have a highly capable workforce, that reflects the diversity of our community.

We will recruit to our values, and continue to invest in our people. Our recruitment and ongoing support will value all forms of diversity found in our community, making SAAS a safe place to work, and a safe place to receive care.

2. Keep our people physically and psychologically well, safe and active.

The wellbeing of our people is critical to our future, and we need to ensure we work together to achieve this. Psychological wellbeing will be a priority focus.

3. Ensure a supportive clinical culture that is fair, just and values incident reporting to improve our practice.

We will continue to learn and develop as an organisation, and our people must feel safe to learn, grow and practice to the best of their ability.

4. Drive an organisational culture that is Respectful, Inclusive, Supportive and Equitable (RISE), reflects our values, and supports excellence in leadership.

We must care for each other while we care for the community of South Australia, and our leaders are integral to this success.

5. Ensure our learning and development supports high performance across all areas.

We will target evidence driven, proven changes across SAAS. We will identify what 'exceptional' looks like, and strive to bring it into our daily work.

KEY ACTIVITIES:

- Review our procedures to ensure 'values based recruitment' is achieved.
- Design and implement evidence-based injury prevention programs.
- Implement RISE as our cultural benchmark.
- Refresh and reissue the SAAS Leadership Philosophy 'Know, Be, Do, Achieve'.
- Implement a new clinical incident management framework to better support our people.
- Increase the participation of Aboriginal and Torres Strait Islander people in our career and volunteer workforce.



WORKING WITH OUR PARTNERS AND OUR COMMUNITY

- 1. Collaborate with health partners and other service providers to expand service delivery and improve access to care pathways, including primary health.**

While many patients will need emergency department care, we will continue to develop and utilise other care options that are safe, effective and appropriate for each individual patient.

- 2. Work with our communities to improve our services, and to ensure our services are accessed appropriately.**

Engaging with our consumers is essential to designing our services and we will work to increase the understanding of emergency health care and options available.

- 3. Promote volunteering with SAAS as a worthwhile contribution to health care for regional communities.**

Regional South Australians can be a part of our organisation's response and care by volunteering with us. We will continually recruit new volunteers to ensure service delivery to the community and recognise our current volunteers for the outstanding contribution they make. Volunteering remains a core principle of our regional workforce strategy.

- 4. Develop our emergency management capability and ensure we contribute effectively to our State's emergency preparedness and response.**

We have an obligation to support our emergency service partners and ensure we are prepared to respond for the State.

- 5. We will continue the commitment to our Reconciliation journey.**

We will build a new Reconciliation Action Plan to strive to achieve the Reconciliation goals we have set and ensure Aboriginal and Torres Strait Islander people have a say in our organisation.

KEY ACTIVITIES:

- Increase the availability and use of alternative care pathways.
- Implementation of the GoodSAM app.
- Implementation of the GoodSAM AED registry to support the AED legislation.
- Review our Emergency Management framework, procedures, training and preparedness.
- Build a new Reconciliation Action Plan with meaningful and tangible outcomes we can achieve.



STRATEGIC GOAL

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EXCELLENCE NOW AND INTO THE FUTURE

There are several critical enablers that will set us up to deliver exceptional patient outcomes. Our business practices provide the framework for us to deliver quality and safe services and support each other. Through technology, data and evidence we will ensure quality clinical standards and delivery of our vision.

1. Drive clinical and corporate improvement through accurate data, evidence and research.

Our changes should be driven by evidence, and we need to measure and monitor our performance and progress. Patient care should be underpinned by the emerging paramedicine, nursing and medical evidence base as they evolve.

2. Continually integrate new technology into our service delivery.

Technology should support our goals as an ambulance service, and support patient care. Technology that improves our efficiency and effectiveness, and supports our staff to do their important work, will be a particular focus.

3. Be a good corporate citizen for South Australia.

Our sustainability will not only focus on our financial and legislative compliance, but will include our social responsibilities and our environmental footprint.

4. Deliver the planned operational growth for staffing, infrastructure, fleet and technology.

The Government of South Australia has committed funding for SAAS now and into the future to provide the most appropriate patient care. We will deliver this extensive program on time and ensure the benefits of this investment improve our organisation and our patient care.

KEY ACTIVITIES:

- Implement our Electronic Patient Care Record (ePCR).
- Implement a new billing system with increased automation.
- Improve our ability to deliver clinical data and infomatics.
- Achieve our Operational Growth Plan with our government partners.



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