



Queensland Ambulance Service Divisional Plan 2008–2012

Whole of Department

Vision: *World class emergency and disaster management services*

Role: *We save lives, protect property and improve community safety and resilience*

Goal 1: Focus on front-line service delivery

- 1.1 Implement effective and efficient demand management strategies for front-line emergency services
- 1.2 Improve operational information and communication technology systems to enhance emergency service capability
- 1.3 Recruit and retain a diverse workforce with the right competencies to effectively deliver emergency services

Goal 2: Strengthen community capability and resilience

- 2.1 Ensure communities have effective and responsive emergency and disaster systems in place
- 2.2 Ensure communities, including remote Indigenous communities, have the resources and capacity to prepare for and respond to emergencies and disasters
- 2.3 Leverage strategic partnerships with government, community and business sectors

Values

Accountability	Community service	Diversity	Integrity	Leadership	Learning	Safety	Teamwork
We are accountable for our decisions and our performance.	Our people have a strong commitment to the communities we service and community safety	We recognise the value and the inclusion of people from a wide variety of backgrounds in everything we do and foster an environment where people feel safe from harassment and discrimination.	We support open and honest communication and act with integrity.	We value and foster leadership based on our common vision, strategic direction and high standards of ethical behaviour	We value sharing of information and constructive feedback in order to continually improve our services.	We are strongly committed to the provision of a workplace that is free from harm.	We encourage a work environment based on teamwork, mutual support, common purpose, trust, and respect for the history and cultures of all the emergency services, volunteer services and others who contribute to our business achievements.

Goal 3: Support volunteer emergency service organisations

- 3.1 Ensure volunteers have the appropriate training, equipment and infrastructure to undertake their role safely and effectively
- 3.2 Ensure effective recruitment and retention of emergency service volunteers

Goal 4: Build organisational capability and resilience

- 4.1 Engage in continuous quality improvement with strategic planning, risk and performance management and accountability within our organisation
- 4.2 Strengthen and maintain our corporate governance processes
- 4.3 Engage effectively with central/regional collaboration to provide better services for communities
- 4.4 Maintain a strong focus on staff health and well-being
- 4.5 Incorporate rigorous and sustainable legislative and policy development

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Our mission is to:

- To improve the health, safety and well being of the community.

Community outcomes	Strengthening Queensland communities				Protecting Queensland's environment							
2008 Government priorities	Fostering healthy individuals and communities <ul style="list-style-type: none"> Minimise the risk and impact of accidents, emergencies and disasters Continue to improve the standard and accessibility of hospital and health service 				Managing climate change and protecting the environment <ul style="list-style-type: none"> Prepare for and mitigate the potential effects of environmental disasters 				Strengthening Indigenous communities <ul style="list-style-type: none"> Improve the delivery of services to Aboriginal and Torres Strait Islander communities 			
Vision	World class emergency and disaster management services											
Role	We save lives, protect property and improve community safety and resilience											
Div. Values	Patients, People, Professionalism, Performance and Process											
Div. Outputs	Ambulance Service											
Performance Measures	Urgent Incidents (Code 1 and 2): <ul style="list-style-type: none"> Number of incidents attended per 1,000 population Number of incidents 		130-136 550,000-575,000		Level of patient satisfaction (survey) with ambulance response services		>95%		% of non-urgent responses attended to by the appointment time		>70%	
	Non-urgent incidents (Code 3 and 4): <ul style="list-style-type: none"> Number of incidents attended per 1,000 population Number of incidents 		51-53 215,000-225,000		% of Triple Zero (000) calls answered within 10 seconds		90%		Ambulance station locations (total)		289	
	Cardiac arrest survived event rate		>15%		Time within code 1 responses are attended: <ul style="list-style-type: none"> 90th percentile response time 50th percentile response time 		16.5 minutes 8.2 minutes		Cost per incident		\$563	
	Cost per head of population								\$107.65			
Goals	Goal 1: Focus on front-line service delivery			Goal 2: Strengthen community capability and resilience			Goal 3: Support volunteer emergency service organisations			Goal 4: Build organisational capability and resilience		
Sub strategies and links to DES Strategic Plan	SP1.1	Implement the recommendations of the QAS Audit Report including: <ul style="list-style-type: none"> The Secondary Triage and Referral (STAR) service at AFcom; and Dynamic deployment of human and physical resources. 		SP2.1	Further develop our Local Ambulance Committee community partnership as an important community interface.		SP3.1	Contribute to the Department of Emergency Service (DES) Volunteer Management Strategy.		SP4.1	Monitor organisational performance and reporting to improve front-line service delivery.	
	SP1.1	Ensure the maintenance of standards as set in the clinical governance framework.		SP2.2	Engage with Indigenous as well as culturally and linguistically diverse communities to develop culturally appropriate service delivery models.		SP3.1	Promote the establishment of community first responder groups and other volunteers in rural and remote communities.		SP4.1	Develop leadership opportunities at all levels within QAS.	
	SP1.2	Optimise service delivery through the Emergency Services Computer Aided Dispatch (ESCAD) platform and supporting technologies as well as the QAS Strategic Information Management Initiatives (SIMI).		SP2.3	Continue to build strategic partnerships across all stakeholder groups.					SP4.1	Further develop and implement a ClimateSmart strategy for QAS owned and leased fleet.	
	SP1.2	Develop and implement a Communications Blueprint which identifies the key areas of focus for QAS communications as well as the key performance indicators.								SP4.2	Ensure operational policy is responsive to the contemporary needs of a modern ambulance service.	
	SP1.3	Ensure the QAS recruitment strategy meets operational service delivery demands.								SP4.3	Establish a new three year enterprise agreement for 2008-2011.	
										SP4.4	Ensure the maintenance of the staff health and well-being framework.	
Performance and reporting mechanisms	QAS will continue to monitor performance management through the Regional Performance Review (RPR) process, Senior Executive Managers' consideration of progress against each of the sub strategies, QAS Finance Committee consideration of budget management and will provide regular reports to the Corporate Planning and Performance Committee.											