



Queensland Ambulance Service

# Strategy

## 2022-2027





## Our commitment to Aboriginal and Torres Strait Islander peoples

The Queensland Ambulance Service acknowledges the Traditional Owners and custodians of the lands and seas, and pays respect to Elders past, present, and emerging.

This strategy uses the term ‘Aboriginal and Torres Strait Islander peoples’ rather than ‘First Nations’ or ‘Indigenous’ peoples. However, the Queensland Ambulance Service acknowledges Aboriginal and Torres Strait Islander people’s right to self-determination and respects the choice of Aboriginal and Torres Strait Islander peoples to describe their own cultural identities, which may include these or other terms, including particular sovereign peoples (for example, Yodinji or Turrbal) or traditional place names (for example, Meanjin Brisbane).

## Our commitment to human rights

We will respect, protect and promote human rights in our decision-making and actions.



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# Minister's foreword

Over the course of the last two years health services across the country and across the world have experienced, and continue to experience, unprecedented levels of demand. In the face of the challenges driven by these demand pressures, we understand that the strength, resilience, and success of our state depends on our ability to protect the health and wellbeing of all Queenslanders.

With this in mind, I know that every day through the delivery of a world class health system for all Queenslanders, the Queensland Ambulance Service contributes directly to the strength and wellbeing of our community. As the Minister for Health and Ambulance Services, I am enormously proud of the tireless work that is undertaken by our health care workers 24 hours a day across our state to ensure that our patients stay safe and well.

To ensure that we remain capable of delivering the health care services that Queenslanders need, we must focus on improvement across our services and how we respond to a rapidly changing environment. Simply, we must plan for our future with a clear understanding of how we can work together to deliver the best health outcomes for our community.

To this end, I am proud to support this QAS Strategy 2022-2027. This strategy will provide the Queensland Ambulance Service with the objectives, directions, and actions required to fulfill its purpose to deliver timely, quality, and appropriate patient focussed ambulance services to all Queenslanders.

I am confident that each member of the Queensland Ambulance Service is dedicated to the



pursuit of 'Excellence in Ambulance Services'. I know that, through the efforts of its people every day, the Queensland Ambulance Service will continue to ensure that Queenslanders receive the right health care, where and when it is needed.

**Yvette D'Ath MP**

Minister for Health and Ambulance Services

# Commissioner's foreword

The Queensland Ambulance Service (QAS) has undergone significant change in recent years. This change has driven us to innovate, as we explore new ways to meet the health care needs of Queenslanders. We have expanded our models of service beyond the traditional concepts of an ambulance service. We have found new ways to care for our patients, new ways of supporting and developing our people and new ways of working.

This evolution in ambulance services will only continue into the future. As we leave behind five years of enormous societal change, we know that the next five years will continue to create new challenges and opportunities for health care systems like the QAS. We therefore need to redouble our efforts to adapt, improve and sustain our services, in close partnership with our colleagues across Queensland Health and the broader health sector.

As we strive to meet the health care needs of Queenslanders, we recognise the criticality of our people in achieving our purpose and objectives. We know the QAS employs a workforce which is diverse, highly professional and dedicated. I thank every QAS person for their commitment to helping Queenslanders in need. I hope this strategy provides you with a renewed focus on our organisational direction. My commitment is that we will continue to value your contribution, to listen to you, and to support you, as we strive together to achieve excellence in ambulance services.



**Craig Emery ASM**  
Commissioner  
Queensland Ambulance Service





# Introduction

The Queensland Ambulance Service (QAS) is established by the *Ambulance Service Act 1991* and operates as a statewide service as a division within Queensland Health. It is within this role that our organisation delivers ambulance response services, emergency and non-urgent patient care and transport services, inter-facility ambulance transport, casualty room services, planning and coordination for multi-casualty incidents and disasters, and confidential health assessment and information services. We are a trusted and critical partner in the health care system of Queensland, and we operate to provide care for Queenslanders, 24 hours a day across all corners of the state, in a diverse range of communities and locations, including via telephone and virtual modes of communication.

Following our organisation's incorporation into Queensland Health, the QAS delivered its first strategy in 2016. This initial strategy provided a strategic roadmap for the organisation to ensure that our future focus was clear, and our operations appropriately and consistently targeted towards meeting the needs of our patients. By defining a clear vision and purpose, and measurable strategic objectives, targets, and performance indicators, the 2016-2021 strategy enabled our organisation to focus on those actions that would ensure our previous purpose to deliver timely, quality and appropriate patient focused ambulance services throughout the community.

However, when planning for the future we understand that significant changes will continue

to impact our operating environment, and the community that we serve. These changes drive the need for a renewed organisational focus towards the objectives that will ensure we continue to play our role in health care for Queenslanders, both now and into the future. To this end, this new *QAS Strategy 2022-2027* clearly articulates those directions required of the QAS to ensure the sustainable, adaptive, and responsive delivery of contemporary health care to Queensland. By effectively planning for our organisation's future, we will ensure that the QAS remains capable of meeting the needs and expectations of the community which we are trusted to serve.



# Our organisation

Over time, our role within the broader system of health care has continued to evolve and adapt. With this in mind, the alignment of the QAS as an integrated statewide service provides a cohesive and patient-centric focus across the patient care value chain. This focus drives the delivery of a safe and effective conduit for patients entering the state's broader health system and enables our organisation to support health system service delivery requirements.

Under this service delivery model, our ambulance services are delivered through:

- Eight Regions and seventeen Districts, with our Districts being aligned to the state's Hospital and Health Services,

and to areas of predicted future population growth;

- Eight operations centres (OpCens) (including the South East Queensland Patient Transport Service OpCen) responsible for emergency call taking, operational deployment and dispatch, and coordination of non-urgent patient transport services; and
- The Health Contact Centre (HCC) is a virtual healthcare provider, which delivers confidential health assessment, advice and information services to Queenslanders, 24 hours a day, seven days a week using multi-channel delivery models.

Our organisation is supported at the state and regional levels through dedicated corporate and business support functions, including human resources, finance, information and communications technology (ICT), infrastructure and capital works, governance, legal services and planning. Further corporate support functions are delivered in partnership with our stakeholders across government.

This operating model expands our services beyond the traditional models of ambulance service delivery towards broader health assessment and advisory services, and supports the ongoing integration of the health consumer's journey across the health system.



As at 30 June 2022, we:

Employ 6,391 people

Deliver services from 302 response locations

Utilise a fleet of over 1,534 vehicles

Deliver services to a population of over 5.2 million people and more than 22 million domestic and international overnight visitors

Deliver services across an area of 1.77 million square kilometres, in person, on the phone, or using other virtual modes of care

Maintain an enduring and strong connection to our community, with over 250 operational volunteers, and over 1,200 Local Ambulance Committee (LAC) members who provide a direct link between the health sector, the QAS and the community

Received 1,128,748 Triple Zero (000) calls, and 328,222 calls through the non-Triple Zero (000) line in 2021/22 and manage more than 4,000 interactions delivered by the Health Contact Centre to Queenslanders daily

Transported 77.8% of patients to a medical facility for further treatment (92.2% to a public ED, 7.8% to a private hospital/ other medical facility) in 2021/22

Were enabled through an estimated actual operational expenditure of \$1.024 billion and \$51.78 million estimated actual capital expenditure for 2021/22FY



# Ambulance services – now and into the future

## Our models of service delivery have changed

Like all health services, ambulance services have changed significantly over time. To this end, as the needs of our community and health consumers have evolved, so too has our role in Queensland's health care system. Lessons learned through Queensland's COVID-19 pandemic response support the understanding that an effective health system is driven through continuous improvement. The Queensland Government Report, *'Unleashing the potential: An open and equitable health system'* confirms our understanding that community health outcomes improve when multi-disciplinary teams work collaboratively, services are delivered with a strong community focus supported by effective consultation, innovation and

technological improvements, and highly qualified staff are included, valued, and empowered to make decisions at the service delivery level.

Our service model once focused on the provision of emergency first aid and the rapid transportation of patients to hospital. We now augment traditional functions of emergency ambulance service delivery with a range of new and emerging care pathways to better enable the navigation of patients and health consumers as they enter the health system. In this regard, we now operate more broadly as a fully integrated part of the health system in Queensland working in partnership with other health professionals. Our operating model into the future

needs to continue to pursue greater integration with the broader health system, as we play our role in improvement programs like the Health Service Strategy, Policy, and Reform Program. We support these new and emerging service delivery models through improvements in workforce capability and engagement, clinical care, organisational design, technology, and enhanced health system integration and management. We expect that our operating environment will continue to change as demand for our evolving services grows and we understand that our focus needs to be on ensuring our models of care are continually improved and appropriately adapted to the needs of our patients, health consumers, and the community.



## The changing role of our people

Our workforce comes from diverse backgrounds, representing the communities that we serve. To meet changing community expectations of their ambulance service, the skills and capabilities of our people have changed and will continue to evolve. We now engage paramedics, emergency medical dispatchers, other call handlers, nurses, mental health clinicians, doctors, allied health professionals, patient transport officers, corporate/administrative personnel, operational and Local Ambulance Committee (LAC) volunteers.

The skills of our workforce are evolving over time, as we adapt to meet the health care needs of

Queenslanders. Our people learn and implement new capabilities, often in areas of health care which might be new for ambulance services but no less critical for the health and welfare of the community. Further, our people deliver all of these services through multi-modal means – in person, on the phone or via other virtual care modes – as Queenslanders increasingly seek alternative modes of care.

We know that the continued diversification of our workforce, and the commitment of our people is critically important to our success as an

organisation. It is through our people that we will achieve our organisation's purpose and strategic objectives. The success of this strategy depends directly on the participation and contributions of our workforce and our organisation's ability to respect, engage, support, communicate, and collaborate with our people as partners in the delivery of health care to Queenslanders. It is through building a safe and inclusive workplace, based on ethical principles of fairness, integrity and trust, that we will remain capable of meeting the needs of our patients, health consumers, and the community.



# Queensland Government and Queensland Health priorities

Through its *Unite and Recover, Queensland's Economic Recovery Plan*, the Queensland Government has outlined nine priority areas of focus for the future:

1. Safeguarding our health
2. Supporting jobs
3. Backing small business
4. Making it for Queensland
5. Building Queensland
6. Growing our regions
7. Investing in skills
8. Backing our frontline services
9. Protecting the environment.

The Department of Health contributes to Queensland Government priorities through HEALTHQ32, which provides a vision for the future of Queensland's healthcare system. At its core, this vision aims to ensure that our health system can meet the needs of all Queenslanders.

The framework for HEALTHQ32 is based on three focus areas:

**Maximise wellbeing** – Improve the health and wellbeing of all Queenslanders

**Care in the community** – Strengthen access to care in the community and closer to home

**Care in hospital** – Optimise delivery of safe, appropriate and timely hospital care.

These focus areas are enabled through seven system priorities:

1. Reform – Delivering connected equitable, sustainable and integrated healthcare
2. First Nations – Placing First Nations peoples at the centre of healthcare design and delivery in Queensland
3. Workforce – A responsive, skilled and valued workforce where our people feel supported
4. Consumer Safety and Quality – Ensuring the delivery of safe and quality healthcare that supports consumers to achieve better health outcomes
5. Health Services – Sustainable, personalised healthcare that delivers outcomes that matter most to patients and the community
6. Public Policy – Delivering quality advice to government to drive an agile, future-focused health policy agenda
7. Research – A health system where research and innovation are encouraged, supported and enabled

When considering our role in the health care system, the QAS supports the objectives and strategies of the department and the broader Queensland Government through our own vision, purpose, strategic objectives and initiatives. The strength of this combined vision for Queenslanders ensures the QAS is focused on community health outcomes and prepared for a collaborative approach to rapid change.



# Our operating environment

To ensure that our organisation remains capable of meeting the expectations of our community and health consumers, we must first understand the environment and context in which we operate. We know that there are a multitude of factors, globally, locally and organisationally, that have impacted and will continue to impact on our operating environment. We also understand that these factors do not operate in isolation. Rather, they are highly connected and interrelated.

To this end, we understand that the unpredictable and multifaceted nature of disruptions across our operating environment drives unexpected and prolonged effects and changes across our state's health system, and our system of ambulance and other health care service delivery. Specifically, the highly complex nature of our future operating environment presents challenges to the QAS in continuing to achieve its purpose. In turn, these changes drive an imperative for our organisation to think differently, to innovate, and to find new ways to deliver contemporary and adaptive health care services, which are effectively aligned to the changing needs of our patients and other health consumers. Further, we know that to ensure the ongoing success of our strategy requires our organisation to remain agile and capable of capitalising on future opportunities as they present.



# External influences

As a health service, external forces of change challenge us to be responsive and exceptionally agile when confronted with rapidly evolving and increasingly uncertain conditions throughout our sphere of operations.

In Queensland, we have been challenged by severe drought, floods and bushfires, causing both immediate and long-term impacts on our lives and the health and welfare of our communities.

We know that climate change has and will continue this exposure to extreme weather events.

Further, the global pace of technological change and growth continues to accelerate. The power of data to drive more integrated and timely decision

making has become integral to the success of organisations. However, the ubiquitous nature of, and reliance on technology creates new challenges for us, particularly to develop the necessary cyber security capability to protect our data, applications and systems from malicious attacks.

Looking to the future, Queensland will host the Brisbane 2032 Olympic and Paralympic Games (Brisbane 2032). The QAS will draw on its experience in the planning and management of health service delivery across large scale events, to ensure that it remains capable of maintaining ambulance service delivery before, during and after Brisbane 2032.

As we look at the lessons learned from the challenges of a changing operating environment, we must have renewed and clear focus for change to ensure that we are capable of effectively adapting to disruptions as they occur across society, across our health care system, and within our workplace. While major disruptions to business-as-usual operations are difficult to predict, we also understand that these disruptions can give rise to new and unexpected challenges and opportunities. Through our experience in health service delivery, we know that responding to challenges and change builds organisational agility, adaptiveness and resilience.



**We will work together to plan effectively for our future.**



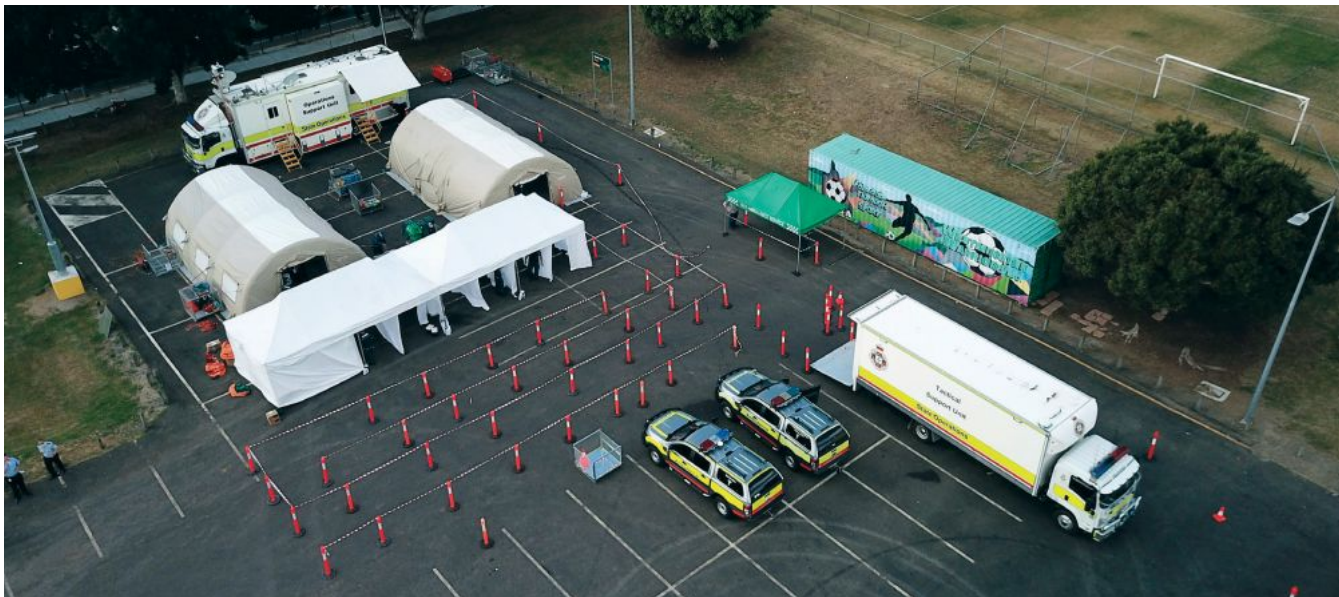
## Case study – the COVID-19 pandemic response

The advent of the COVID-19 pandemic drove significant and unprecedented disruption across all aspects of society, both internationally and domestically. These disruptions changed how governments operate, how communities function, and how individuals behave.

In March 2020, in response to the emergency situation posed by the pandemic, the QAS immediately commenced a rapid strategic planning process. This planning process provided the QAS with ongoing assurance that the potential impacts of the COVID-19 pandemic were addressed and managed strategically, in an environment impacted by escalating demand and downward pressures on resource capacity. In addition, this process

enabled effective and integrated planning to occur with our partners in the health system and at whole of government levels. In turn, this focus on integration provided the QAS with appropriate arrangements to ensure the ongoing ambulance service delivery objectives were met, while also enabling the organisation to support broader government response initiatives, such as the rapid stand-up and activation of fever clinics.

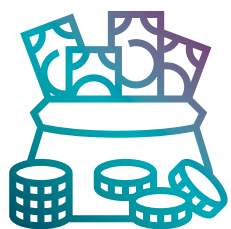
This co-ordinated pursuit of designated strategic intentions has also led to a range of system improvements across our organisation. These improvements are now embedded and integrated in QAS operational practices, and are capable of deployment towards an integrated health system response to future events.





# Queensland health system influences

Queensland's health system has experienced significant change, driven through the impacts of the COVID-19 pandemic, along with shifting community demographics and behaviours, and changing patient needs. Accordingly, and in the context of these changes, it is critically important to note that our continued ability to deliver timely, quality, and appropriate patient focused health care, relies directly on our ongoing pursuit of improvement across our organisational systems, capabilities, processes and operating models.



Government expenditure of **\$23.6 billion** for health in FY 2022/23, demonstrating the need for sustainability in health service delivery



In 2020/21, nearly **four in ten** QAS attendances (37.4%) involved those aged 65 years and over, demonstrating the impacts of an ageing population on ambulance services



In 2021/22, **over 194,000 cases** attended by the QAS were medically authorised transfers, demonstrating that a proportion of our workload is driven from within the health sector



There has been a **38.8% increase** in mental health related Triple Zero (000) calls requiring code 1 or 2 responses over the last five years. In comparison overall calls requiring code 1 or 2 responses increased by 15.1%



The Queensland population is expected to grow by **14% by 2026**, creating a need for health systems to manage growth



Around **77% of Queenslanders** have one or more long-term health conditions, providing health care workers with more complex cases that require additional care needs



In 2021/22, over **1.54 million** virtual healthcare interactions have been managed via the Health Contact Centre. 76% of consumers assessed and given advice by the 13 HEALTH Triage service were recommended a non-emergency level of care

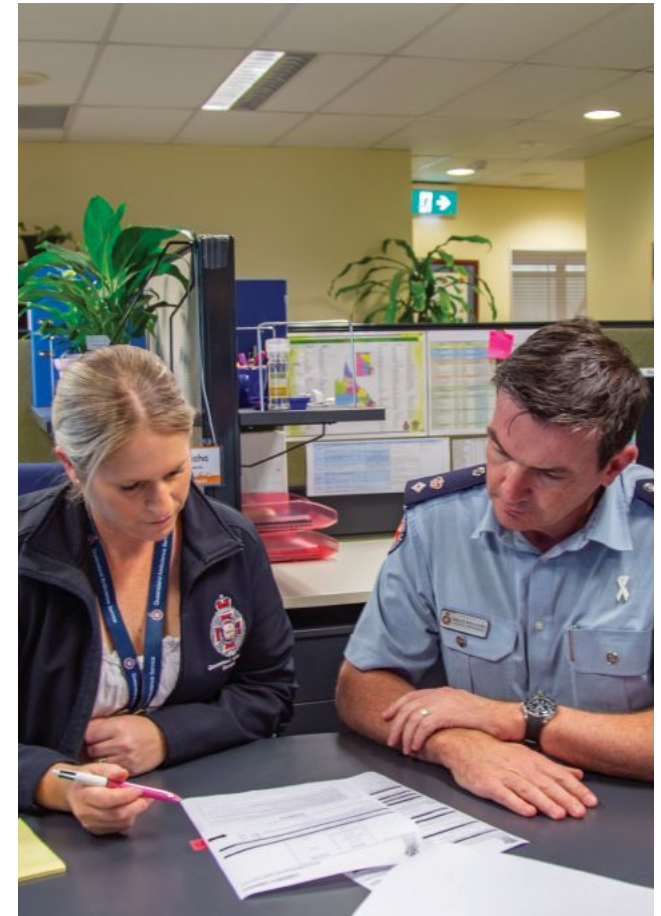
# QAS influences

Since joining Queensland Health in 2013, and through the delivery of our first organisational strategy in 2016, our organisation has matured, adapting to changes in our patients' health needs, our communities, our work, and our workforce.

To meet increasing community demand, from 31 December 2015 to 30 June 2022 our workforce has grown from 4,765 to 6,391 people. We have also successfully implemented a range of new workforce measures designed to not only deliver ambulance and other health care services, but also to incorporate greater flexibility in response to changing workforce needs. We have continued to offer extended education pathways and evolved programs to harness the immense knowledge of our people, particularly as registered health professionals. In addition, and over time, our operating model and our clinical skills have continually evolved to meet the increasingly diverse needs of our health consumers and the broader community. This has resulted in new models of care, new clinical interventions and

more effective support systems that allow our frontline workforce to deliver the right service, to the right patient, at the right time, at the right location.

In an operational context, increasing ambulance and health service utilisation, coupled with the changing and more complex health needs of our patients and other health consumers, creates challenges for our organisation and tests our ability to continuously evolve our models of service delivery to meet the needs of the community. We understand that our patients are increasingly engaged with their own health, more informed, and technologically enabled. These shifting community and patient needs have driven delivery of new models of care, and well adapted service delivery systems. Supported by improvements in the fields of technology, clinical service delivery, and health system management, these more



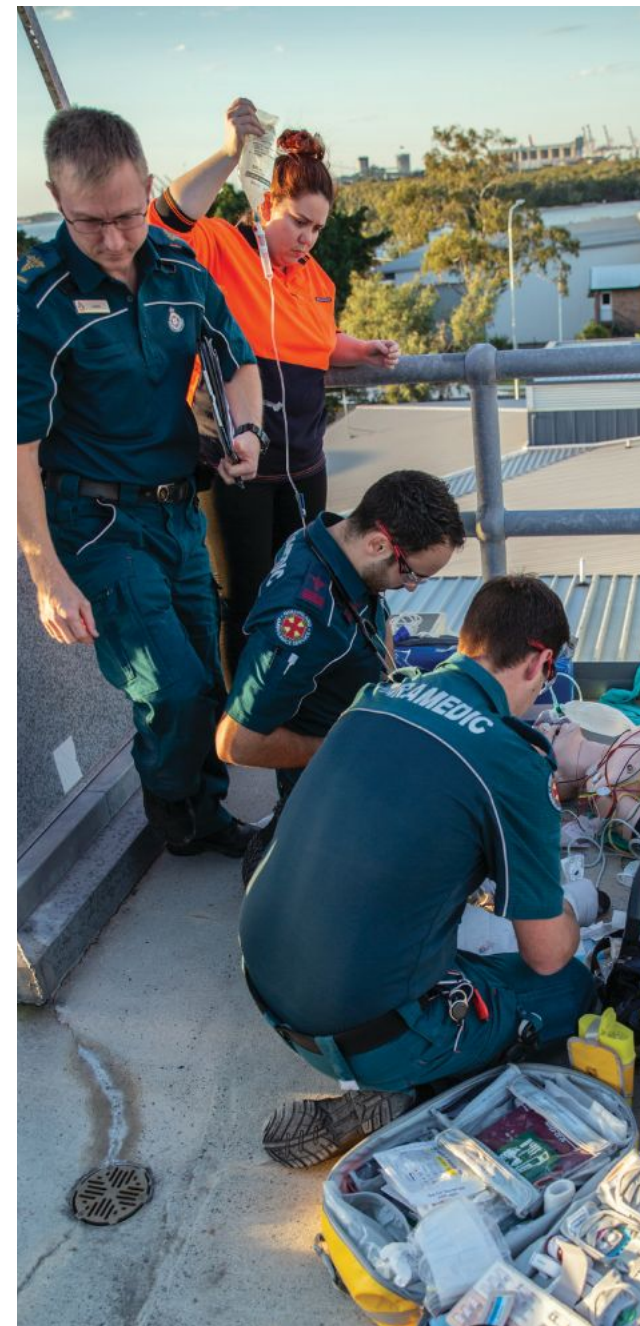
**Ambulance services were once only the start of a patient journey in the health system, now we are integrated into and throughout the patient's health experience**

evolved models of care will continue to augment traditional ambulance service delivery, and in doing so, lead to the delivery of improved patient outcomes.

While managing and responding to unprecedented growth in demand for our services over the past five years, we have also successfully responded to multiple natural disasters across the state, successfully deployed to the Gold Coast 2018 Commonwealth Games and undertaken significant workplace changes, including Paramedicine becoming a nationally regulated health profession in Australia in 2018. Further, since joining Queensland Health in 2013, the QAS has grown partnerships at all levels of the health sector, with new pathways of patient care, improved data

sharing and better integration of health planning all contributing to the delivery of more effective health care for Queenslanders. The alignment of the HCC with QAS aims to establish team-based models of care with nurses working with paramedic practitioners to offer expanded service delivery options.

Similarly, our systems have evolved to harness up to date technology to better assist our officers in the live environment. By making key investments in new equipment and technology, we have been able to drive ongoing improvements. We now use integrated data to assist in making better decisions that enhance our operational coordination and patient care and contribute to more effective service planning.





# Challenges and opportunities

Having regard for all that we know about our organisation and our operating environment, we have identified the following strategic challenges and opportunities.

## Our challenges

- 🏠 Building our capacity to meet the community's growing demand and expectations for ambulance and other health care services.
- 🏠 Maintaining sustainable and equitable health services for all Queenslanders, including in regional and remote locations.
- 🏠 Delivering the most appropriate health care to informed patients and consumers with increasingly complex needs.
- 🏠 Responding to increasing health system demand for our services.
- 🏠 Adapting effectively as an organisation to ensure our workforce is safe, respected, included, engaged, productive and valued.
- 🏠 Adjusting quickly and responding to unpredicted, complex and compounding system wide threats like pandemics and climate change.
- 🏠 Enabling secure, sustainable, and integrated enterprise ICT systems and solutions in an environment of increasing digital disruption and cyber threats.



## Our opportunities

- 👉 Further integrating our role within Queensland Health as a partner in all aspects of health system planning, innovation and service delivery.
- 👉 Working with our partners in Health and other agencies to build integrated, place-based, and adaptive models of service to sustainably meet community needs.
- 👉 Engaging Queenslanders in health care, including through our Local Ambulance Committees and our strong and trusted community partnerships.
- 👉 Realising the benefits of more integrated data, and an effective and integrated network of virtual care through the state's health care system to deliver improved health access and outcomes.
- 👉 Building the capability and capacity of our highly professional, modern and diverse workforce.
- 👉 Continuing to develop leaders who can respond effectively to new opportunities and challenges as they arise.
- 👉 Engaging and empowering our workforce through effective leadership, communication and inclusion.
- 👉 Investing sustainably in those organisational systems and capabilities that directly support frontline health care.
- 👉 Continuing to develop strong and trusted partnerships with health consumers to inform a better understanding of future policy, planning, and ambulance service delivery needs.





# Our purpose and vision

Understanding our future challenges and opportunities allows us to position our organisation to remain capable of operating effectively into the future. With this in mind, our purpose defines what we aim to achieve as the state's ambulance service, operating within the system of healthcare and working towards the objectives of Queensland Health and broader government. Our vision defines the goal that we aim to achieve in the delivery of our purpose.

## Our purpose:

**We will deliver timely, quality, and appropriate, patient focused ambulance services to the Queensland community.**

## Our vision is:

**Excellence in ambulance services.**







## Our strategic objectives

Our strategic objectives provide clear organisational goals, which are integral to our commitment to deliver timely, quality, and appropriate, patient focused ambulance services to the Queensland community. These goals provide clear points of focus to guide our operations, and when realised, will enable us to mitigate the risks presented by future challenges, and to capitalise on opportunities as they arise.

1



Caring for Queenslanders

2



Our workforce

3



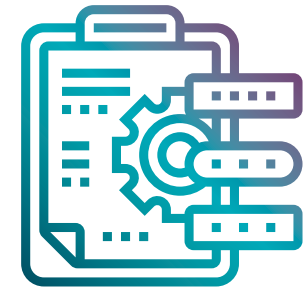
Health system integration

4



Sustainability

5



Our systems and business processes

**Strategic objective 1 – Caring for Queenslanders**

To continue to deliver excellent health care to Queenslanders.

**Strategic objective 2 – Our workforce**

To engage, support, and advance our highly skilled workforce, by creating a work environment which is flexible, respectful, ethical, accountable and safe.

**Strategic objective 3 – Health system integration**

To pursue greater integration with our partners across Queensland Health, to fulfil our ongoing role in promoting and protecting the health of Queenslanders.

**Strategic objective 4 – Sustainability**

To ensure the ongoing sustainability of ambulance and other health care services in Queensland in a constantly changing environment.

**Strategic objective 5 – Our systems and business processes**

To develop and continuously improve the business systems, processes and capabilities that support frontline service delivery, and which enable our people to care for Queenslanders through both traditional and emerging models of care.



## Strategic objective 1 – Caring for Queenslanders

### To continue to deliver excellent health care to Queenslanders:

1. We will deliver timely ambulance services to Queenslanders in critical need.
2. We will treat our patients with the most appropriate, safe, professional and respectful clinical care.
3. Working with our partners in the health system and community, we will co-design and embed culturally safe and appropriate service delivery systems to advance health equity for Aboriginal and Torres Strait Islander peoples.
4. We will continuously seek to improve health outcomes for all Queenslanders through quality health advice, patient-centric decision making, exemplary clinical standards, evidence-based improvements and broad clinical capability.
5. We will work with our partners in the state's health system and adapt our service delivery systems towards new clinical pathways and new models of virtual care to provide contemporary, appropriate, and well-integrated services and advice to our patients, health consumers, and the community.



## Case study – Stroke referral

Acute stroke places a significant burden on the Australian health system as the second largest cause of death and disability among adults. We understand that these cases are likely to rise with an increasingly ageing population.

Early identification and treatment are proven to reduce the mortality and morbidity of stroke and the QAS is committed to improving patient outcomes through multiple avenues of care.

The QAS works in close collaboration with the Statewide Stroke Clinical Network to ensure stroke patients receive high quality care by early in-field assessment and referral to the most appropriate hospital, according to their specific stroke management needs. Specifically:

- hospitals capable of performing detailed brain imaging and the administering of thrombolysis; and/or

- hospitals capable of performing specialised endovascular clot retrieval procedures.

The QAS introduced its first acute stroke referral policy in February 2015, which after several iterations, now includes a statewide evidence-based approach to patient assessment and hospital disposition using a detailed criterion for care, based on the patient's stroke severity.

In January 2020, the QAS provided all paramedics with advanced training on stroke assessment and introduced the validated National Institute of Health Stroke Scale to objectively quantify stroke severity to ensure referral to the most appropriate centre.

Further, through the support of innovative research such as the Stroke Prehospital Informed Decision-making using EEG Recordings (SPIDER) pilot

study, which commenced in September 2018 in collaboration with the Royal Brisbane and Women's Hospital, the trial is aimed at the early identification of patients eligible for reperfusion treatment. Through this, the QAS is enhancing the ability of pre-hospital clinicians to deliver the right care, to the right patient, at the right time.

The QAS continues to evolve in this area of practice and is proud of the pivotal role it plays in the continuum of stroke care which is aimed at ensuring patients receive the best possible treatment available.



**We will deliver the right service, to the right patient, at the right time, at the right location**

Strategic objective	Sub-objectives	Current/planned initiatives	Future area of focus
<b>Strategic objective 1:</b> <b>To continue to deliver excellent health care to Queenslanders.</b>	1. We will deliver timely ambulance services to Queenslanders in critical need.	<p><i>Continue to meet community expectations for responses to our most critically ill patients.</i></p> <p><i>Recruit frontline staff per government targets.</i></p> <p><i>Purchase new and replacement vehicles per government targets.</i></p> <p><i>Keep our ambulance service pandemic ready.</i></p> <p><i>Play our role in partnership with Queensland Health to improve emergency performance.</i></p>	<p><i>Build organisational resilience and operational capacity to deal with future demand.</i></p> <p><i>Evolve approaches to an ageing population and increasing prevalence of chronic illness.</i></p> <p><i>Develop appropriate models of service in palliative care.</i></p> <p><i>Integration of the Digital Front Door – an interface for patients to access health system information and services through an online advice and triage service.</i></p> <p><i>Virtual healthcare hubs and clinical coordination hubs – to network healthcare providers within regions to facilitate the remote delivery of services and assessments.</i></p> <p><i>Enhance patient assessment to facilitate patient access to the most appropriate care.</i></p> <p><i>Continue to build and develop effective communication channels with other government partners to aid in emergency service delivery.</i></p>
	2. We will treat our patients with the most appropriate, safe, professional and respectful clinical care.	<p><i>Continue to deliver clinically appropriate ambulance services.</i></p> <p><i>Continue to provide evidence-based health assessments and information to consumers.</i></p> <p><i>Action patient/consumer feedback as part of continuous service improvement.</i></p>	

	<p>3. Working with our partners in the health system and community, we will co-design and embed culturally safe and appropriate service delivery systems to advance health equity for Aboriginal and Torres Strait Islander peoples.</p>	<p><i>Deliver co-designed, holistic and culturally appropriate ambulance services to Aboriginal and Torres Strait Islander peoples, in support of the Aboriginal and Torres Strait Islander Health Equity Framework.</i></p> <p><i>Establishment of the QAS Cultural Safety Steering Committee, and the QAS Aboriginal and Torres Strait Islander Leadership Committee.</i></p> <p><i>Guide the interaction between the QAS and Aboriginal and Torres Strait Islander peoples and communities, to create effective relationships via the targeted QAS Aboriginal and Torres Strait Islander Engagement Strategy.</i></p>	<p><i>Continue to innovate and work with our partners in the health system to deliver appropriate pathways of care relating to mental health.</i></p> <p><i>Explore opportunities to embed QAS clinical accreditation.</i></p> <p><i>Continue to build on the strength of our relationships with culturally diverse communities across Queensland to ensure the delivery of culturally safe and appropriate services.</i></p> <p><i>Identify opportunities to enhance health equity, particularly through place-based service delivery solutions.</i></p>
	<p>4. We will continuously seek to improve health outcomes for all Queenslanders through quality health advice, patient-centric decision making, exemplary clinical standards, evidence-based improvements and broad clinical capability.</p>	<p><i>Continue our research program in partnership with the university and broader health sector.</i></p> <p><i>Continue contemporary clinical governance.</i></p> <p><i>Maintain clinical credentialing across our workforce.</i></p> <p><i>Maintain an active research agenda with key partners, to drive innovations in care delivery and inform evaluation of the impacts of systems of care.</i></p>	



5. We will work with our partners in the state's health system and adapt our service delivery systems towards new clinical pathways and new models of virtual care to provide contemporary, appropriate, and well-integrated services and advice to our patients, health consumers, and the community.

*Develop alternative referral pathways and more integrated care management using our existing and new multi-channel delivery models.*

*Work with the clinical networks in the development and review of clinical practice guidelines and treatment pathways.*

*Continue to build our mental health response programs at the local level, in collaboration with the Hospital and Health Services, to deliver consumer centric care.*

*We will undertake a process to define and understand the needs of our health consumers to inform the effective co-design and implementation of service delivery solutions.*





## Strategic objective 2 – Our workforce

To engage, support, and advance our highly skilled workforce, by creating a work environment which is flexible, respectful, ethical, accountable and safe:

1. We will maximise the contribution of the QAS workforce by building a strong and enduring relationship with our people, through a shared purpose, and a culture of support and mutual respect.
2. We will identify, support and nurture our existing and future leaders who can navigate the QAS and our workforce through a complex and constantly changing operating environment.
3. We will continue to foster diversity, support, and meet the needs of our workforce through more flexible and tailored approaches to people management.
4. We will support our people's ongoing journey of professionalism, by creating an environment which supports learning and growth, fosters accountability and encourages high performance.
5. We will drive an organisation-wide approach to physical, psychological, and cultural safety, which keeps our people healthy, well, and free from harm.

## Case study – QAS RESPECT

The QAS RESPECT initiative was launched by the QAS Commissioner in September 2020 to foster a respectful culture and to provide a positive and safe workplace for all employees. To date, key outcomes of the QAS RESPECT initiative include the establishment of the QAS RESPECT Steering Committee and Working Group, development of the Culture Action Plan, implementation of QAS RESPECT Sexual Harassment Bystander Training for supervisors and non-managerial staff developed and delivered by Priority One, and continuation of regular QAS communiques

on QAS RESPECT focus areas. The Fair and Inclusive Practice Network (FIPN) plays an important role in driving the QAS RESPECT agenda through providing information, advisory services, and diverse feedback to all levels of the workforce and organisational leadership in the development and implementation of local and statewide initiatives. These functions of FIPN assist in the provision of support, and the minimisation of harm across our workforce at the individual and collective levels, as we navigate an evolving culture and operating environment.

These achievements provide our organisation with



important foundations, on which we will continue to build a strong and enduring relationship with our people, and through which we will create a work environment which is flexible, supportive, accountable and safe.





## Case study – QAS Indigenous Paramedic Program

The QAS Indigenous Paramedic Program (the Program) reflects the culture and belonging of Aboriginal and Torres Strait Islander peoples within the Queensland community.

Utilising a tailored approach to accommodate various learning needs and capabilities, the Program is structured to enable a supportive and stepped approach for participants to accomplish several academic milestones.

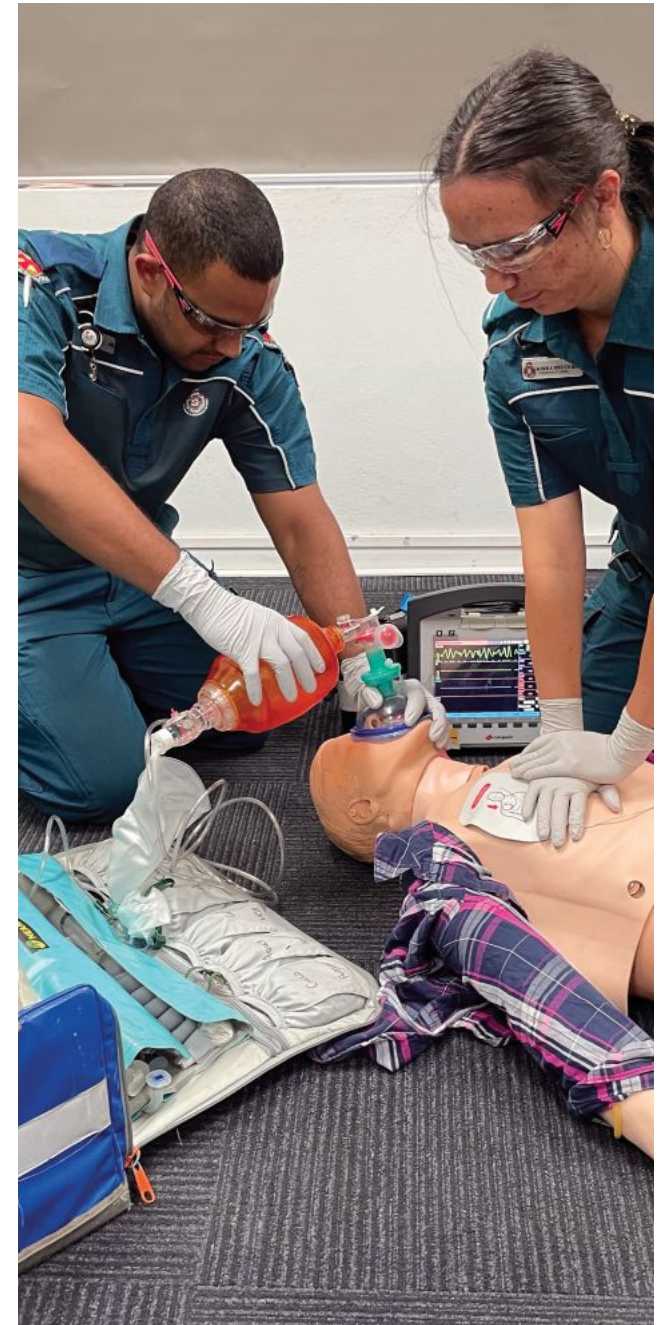
Through this, the Program creates opportunities in education and employment, while building trust and safety with Aboriginal and Torres Strait Islander peoples and across communities.

We know that recruiting local Aboriginal and Torres Strait Islander peoples strengthens the bonds of engagement and trust between the QAS and community and assists in removing barriers that can impact access to health care services. We also understand that role modelling is imperative to the next generation

– if you can see it, you can be it. The Program provides an opportunity for participants to see their culture represented in the health care industry and provides a real pathway for participants to realise their potential as a valuable member of the QAS. It is through this pathway that many participants have graduated as registered paramedics, and several have continued to develop professionally into supervisory and leadership roles across the organisation.

In 2022, the QAS supported cadets across 29 Queensland communities. The Program continues to expand, with the intention of bringing further benefit through the provision of culturally safe and responsive health care, enabled by increased representation of Aboriginal and Torres Strait Islander peoples in frontline clinical roles.

The QAS is proud to continue working with Aboriginal and Torres Strait Islander peoples and communities to improve our service delivery.



Strategic objective	Sub-objectives	Current/planned initiatives	Future area of focus
<p><b>Strategic objective 2:</b></p> <p><b>To engage, support, and advance our highly skilled workforce, by creating a work environment which is flexible, respectful, ethical, accountable and safe.</b></p>	<p>1. We will maximise the contribution of the QAS workforce by building a strong and enduring relationship with our people, through a shared purpose, and a culture of support and mutual respect.</p>	<p><i>Continue the implementation of the QAS RESPECT Program.</i></p> <p><i>Continue workforce engagement through forums and consultative arrangements.</i></p> <p><i>Utilise workforce forums and the Working for Queensland Survey as opportunities to drive ongoing staff engagement and cultural improvement.</i></p> <p><i>Engage with our people to co-design new organisational values that reflect the culture we share.</i></p> <p><i>Create and articulate a shared vision and purpose for our workforce, to ensure that it is representative of, and capable of meeting the ambulance service delivery needs of our community and health consumers.</i></p> <p><i>Develop and deliver a new QAS Workforce Plan to ensure our workforce is well prepared and supported by effective and equitable workforce management models required to meet the future needs of our patients and the community.</i></p>	<p><i>Pursue an employment environment, which ensures delivery of the QAS purpose through efficient, flexible, supportive, and safe employment arrangements.</i></p> <p><i>Identify ways to ensure our workforce model is representative of the communities in which we operate.</i></p> <p><i>Grow the development pathways and opportunities for our corporate and business support staff.</i></p>

	<p>2. We will identify, support and nurture our existing and future leaders who can navigate the QAS and our workforce through a complex and constantly changing operating environment.</p>	<p><i>Roll-out of Leadership Capability Development Program which fosters values based leadership.</i></p> <p><i>Develop and engage business support managers at a regional level.</i></p> <p><i>Identify talent and develop our employees to ensure sufficient 'bench strength' and succession planning for mission critical roles.</i></p>	<p><i>Develop a QAS leadership strategy to guide the identification and development of the QAS's future leaders.</i></p> <p><i>Develop a Workforce Communications and Engagement Plan.</i></p> <p><i>Identify opportunities to build a culturally safe workplace.</i></p> <p><i>Ensure the ongoing evaluation of workplace risk factors and the identification of opportunities to meet the physical and psychological needs of a diverse workforce.</i></p>
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	<p>3. We will continue to foster diversity, support, and meet the needs of our workforce through more flexible and tailored approaches to people management.</p>	<p><i>Continued operation and further implementation of flexible workforce management.</i></p> <p><i>Deliver our Diversity and Inclusion Strategy to achieve a truly inclusive and diverse workforce that is representative of the broader Queensland communities we serve.</i></p> <p><i>Deliver the QAS Data Capture and Monitoring Strategy to understand the composition of our workforce and assist in the formulation of supporting strategies and initiatives.</i></p> <p><i>Deliver the QAS Aboriginal and Torres Strait Islander Workforce Strategy to set guiding principles with outcomes focused on targeted employment, development pipelines and building capability of Aboriginal and Torres Strait Islander peoples and communities.</i></p> <p><i>Review our supervisory models to ensure that our workforce is well-led, and that supervisors remain empowered and accountable for effective decision making within their areas of accountability.</i></p>	<p><i>Explore contemporary approaches to keeping our people healthy, safe and well at work.</i></p> <p><i>Identify and disrupt barriers that prevent inclusion within, and progression of our diverse workforce.</i></p>
	<p>4. We will support our people’s ongoing journey of professionalism, by creating an environment which supports learning and growth, fosters accountability and encourages high performance.</p>	<p><i>Develop and deliver our education plan to enhance the knowledge and skills required for our staff to undertake their duties in a changing operating environment.</i></p> <p><i>Implement the Rural and Remote Areas Professional Interactive Development (RAPID) Pilot Project.</i></p>	

	<p>5. We will drive an organisation-wide approach to physical, psychological, and cultural safety, which keeps our people healthy, well, and free from harm.</p>	<p><i>Deliver our WHS Strategy to build a safe and healthy organisation for our staff and patients across all dimensions of safety.</i></p> <p><i>Deliver our Mental Health Strategy to ensure the psychological wellbeing of our staff.</i></p> <p><i>Improve the cultural capability of all QAS staff including leaders, managers, and supervisors, to support them in creating and maintaining culturally safe workplaces.</i></p>	
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## Strategic objective 3 – Health system integration

To pursue greater integration with our partners across Queensland Health, to fulfil our ongoing role in promoting and protecting the health of Queenslanders.

1. We will play our role, contributing to the Health Service Strategy, Policy, and Reform Program.
2. We will align QAS planning, systems and models of service to support the achievement of broader health outcomes for Queenslanders.
3. We will tailor our service delivery arrangements and work in partnership with our stakeholders to meet the changing and specific health care needs of Queenslanders, including those within Aboriginal and Torres Strait Islander, rural, and regional communities.
4. We will continue to utilise new and innovative patient pathways developed in conjunction with our partners, including Queensland's Hospital and Health Services.
5. We will consult and engage with our partners in the health system and play our part in optimising patient flow.



## Case study – Mental Health Co-Responder model

One in eight calls to Triple Zero (000) are for people experiencing a mental health crisis. This number has grown significantly each year. The QAS realises that by responding to people experiencing a mental health crisis in a timely, appropriate and individualised way, it provides people with the best opportunity for positive mental health and wellbeing, to live lives with meaning and purpose.

To this end, in 2019 the QAS commenced the Mental Health Response Program which aims to improve the way in which the organisation responds to people in mental health crisis.

The QAS Mental Health Co-responder Program is

a collaboration between QAS and participating Hospital and Health Services which pairs a Senior Hospital and Health Service Mental Health Clinician with a senior QAS paramedic. The QAS Mental Health Co-responder Program provides specialised mental health care responses to people experiencing a mental health crisis by providing a comprehensive and health focused response in a timely manner, undertaking a physical and mental health assessment; and devising an appropriate treatment plan in people's homes, utilising their own resources. In addition, the QAS Mental Health Liaison Service (MHLS) provides a platform for an integrated and dynamic response to people experiencing a mental health crisis via a senior Mental Health Clinician providing over the telephone support, advice and assistance to QAS personnel

statewide 24 hours a day/seven days a week. The MHLS Clinicians are available to speak to people on scene to inform the clinical decision making of paramedics. Ensuring the ongoing alignment of our models of service, and through working with our partners in Queensland Health, we ensure that our service delivery models remain appropriate to the needs of our community and health consumers.



Strategic objective	Sub-objectives	Current/planned initiatives	Future area of focus
<b>Strategic objective 3:</b> <b>To pursue greater integration with our partners across Queensland Health, to fulfil our ongoing role in promoting and protecting the health of Queenslanders.</b>	1. We will play our role, contributing to the Health Service Strategy, Policy and Reform Program.	<i>Align planning processes and service delivery models to the outcomes of Health reform activities.</i>	<p><i>Develop a rural and remote ambulance service strategy to ensure equitable service delivery across all of Queensland.</i></p> <p><i>Ensure ongoing representation in health service planning, particularly for emergency department operations.</i></p> <p><i>Further develop capability to prepare for the Brisbane 2032 Olympic and Paralympic Games.</i></p> <p><i>Explore opportunities to work with our partner community organisations, including St John's Ambulance Service Queensland, to improve health outcomes for Queenslanders.</i></p> <p><i>Explore opportunities to connect data and improve information management across health, government and other stakeholders.</i></p>
	2. We will align QAS planning, systems and models of service to support the achievement of broader health outcomes for Queenslanders.	<i>Further embed the State Operations Coordination Centre (SOCC) and Health Contact Centre (HCC) into QAS operations to deliver enhanced statewide coordination of ambulance services.</i>	



	<p>3. We will tailor our service delivery arrangements and work in partnership with our stakeholders to meet the changing and specific health care needs of Queenslanders, including those within Aboriginal and Torres Strait Islander, rural, and regional communities.</p>	<p><i>Continued expansion and implementation of referral programs.</i></p> <p><i>Embed the role of Deputy Commissioner Operations, North and Rural and Remote.</i></p> <p><i>Maintain co-designed community partnership plans with Aboriginal and Torres Strait Islander communities.</i></p> <p><i>Maintain co-designed community partnership plans with LACs and other stakeholders.</i></p> <p><i>In partnership with Queensland Health, review QAS rural and remote service delivery models, including for Aboriginal and Torres Strait Islander communities, to ensure local service delivery arrangements are effective in meeting community needs.</i></p> <p><i>Explore opportunities across Queensland Health planning forums to increase our focus on place-based solutions that support integrated rural and remote service delivery arrangements.</i></p>	
	<p>4. We will continue to utilise new and innovative patient pathways developed in conjunction with our partners, including Queensland's Hospital and Health Services.</p>	<p><i>Play our role in the Queensland Health led Virtual Healthcare Strategy.</i></p> <p><i>Support Queensland Health in data quality and integration programs of work.</i></p>	
	<p>5. We will consult and engage with our partners in the health system and play our part in optimising patient flow.</p>	<p><i>Continue to play our role in partnership with hospitals in the expansion of the Patient Access Coordination Hubs (PACH) to a 24/7 and statewide level.</i></p>	





## Strategic objective 4 – Sustainability

To ensure the ongoing sustainability of ambulance and other health care services in Queensland in a constantly changing environment:

1. We will ensure the efficient use of public moneys in our services to directly contribute to improved health outcomes for Queenslanders.
2. We will ensure the prudent and sustainable investment in and management of built infrastructure, vehicles and equipment which meet community and workforce needs, and supports improved service delivery.
3. We will meet the threat of a changing climate through sustainable and socially responsible planning, resourcing and operations, and models of service tailored to the health care challenges posed by climate change.
4. We will continue to look for new ways to innovate and improve, ensuring that our good ideas are implemented sustainably.

## Case study – Dynamic Deployment project

The Dynamic Deployment project is an initiative of the QAS to explore opportunities to enhance strategic resource planning capabilities and real-time decision support for resource deployment through contemporary, evidence-

based approaches to capital asset and resource management.

This project has delivered dynamic deployment and service delivery modelling software products including the Apparatus Deployment Analysis Module (ADAM) which supports strategic forecasting and reporting. Into the future, Live Move Up Module (LiveMUM) will support the

‘move up’ of resources supporting emergency incident dispatch.

We understand that innovative solutions such as ADAM and LiveMUM will provide our organisation with the capability to ensure that into the future, our resources are sustainably deployed and managed within an environment, which is itself constantly changing.





Strategic objective	Sub-objectives	Current/planned initiatives	Future area of focus
<p><b>Strategic objective 4:</b></p> <p>To ensure the ongoing sustainability of ambulance and other health care services in Queensland in a constantly changing environment.</p>	<p>1. We will ensure the efficient use of public moneys in our services to directly contribute to improved health outcomes for Queenslanders.</p>	<p><i>Maintain effective organisational governance to ensure prudent expenditure of public funds which delivers value for money.</i></p>	<p><i>Pursue innovative solutions to minimise waste and reduce carbon footprints, in support of government priorities.</i></p> <p><i>Leverage our data and business intelligence to plan for appropriate, sustainable and effective service delivery strategies, aligned with broader Departmental initiatives.</i></p>

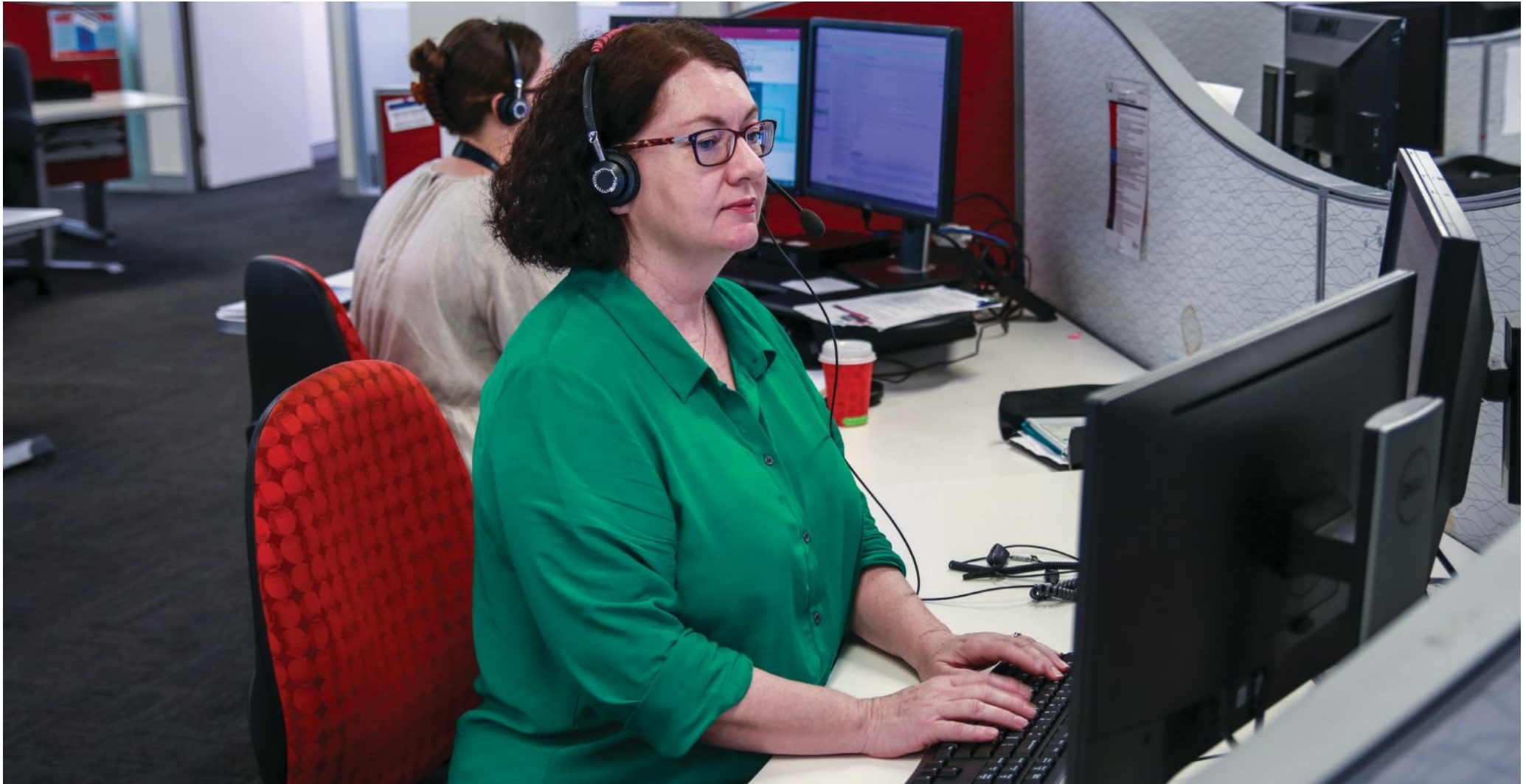




	<p>2. We will ensure the prudent and sustainable investment in and management of built infrastructure, vehicles and equipment which meet community and workforce needs, and supports improved service delivery.</p>	<p><i>Continued roll out of powered stretchers.</i></p> <p><i>Progress the planning and construction phases for new ambulance stations at Caloundra South, Petrie (Lawnton), Morayfield, Ormeau, the new Ripley Ambulance Station and West Moreton District Office, replacement of the North Rockhampton Ambulance Station and Central Regional Office, the new Burdell Ambulance Station and the Townsville District Office.</i></p> <p><i>Undertake planning and construction phases for the redevelopment of the Cairns Ambulance Station and Operations Centre, the Southport Ambulance Station and Gold Coast Operations Centre, and the completion of the refurbishment of the Rockhampton Ambulance Station and Operations Centre.</i></p>	<p><i>Explore innovative approaches to our infrastructure program, to better meet operational requirements and community need.</i></p> <p><i>We will explore the benefits that Artificial Intelligence and other emerging technologies may deliver to support future ambulance service delivery needs.</i></p> <p><i>Develop new ways of generating and sharing ideas and feedback from our staff and other stakeholders.</i></p>
	<p>3. We will meet the threat of a changing climate through sustainable and socially responsible planning, resourcing and operations, and models of service tailored to the health care challenges posed by climate change.</p>	<p><i>Undertake research in partnership with key government, industry and academic partners, measuring the impacts of extreme climate conditions on emergency health services, to inform future planning and response models.</i></p> <p><i>Develop a staff-led environmental sustainability program to explore new ways of working sustainably and ensure the QAS is taking strong action on climate change.</i></p> <p><i>Develop a QAS Climate Action Plan to align with Queensland Government and other Queensland Health priorities.</i></p>	

4. We will continue to look for new ways to innovate and improve, ensuring that our good ideas are implemented sustainably.

*Develop a stakeholder management framework, which ensures we are listening to, and working with, our government, health and internal stakeholders, and community partners at all levels.*





## Strategic objective 5 – Our systems and business processes

To develop and continuously improve the business systems, processes and capabilities that support frontline service delivery, and which enable our people to care for Queenslanders through both traditional and emerging models of care:

1. We will continue to review and improve the business systems, operating models, and capabilities which enhance the ability of the QAS to respond to changing, growing and more challenging operational demands.
2. We will strive to become a digitally enabled organisation, leveraging, adopting and enhancing secure, integrated, enterprise ICT systems and capabilities.
3. We will facilitate better decisions and best practice governance driven by accurate information, ensuring we capture, use and share data in innovative ways to support our workforce and improve health outcomes for our patients.



## Case study – The QAS Future state organisational design project

The trust afforded to the QAS by Queenslanders to deliver timely, quality and appropriate patient focused ambulance services relies directly on our pursuit of continued improvement across our organisational systems, structures and operating models.

In 2019, legislative improvements made at the health system level mandated the government’s expectation for enhanced integration between the QAS and the Hospital and Health Service network. Following this, and taking lessons learned from the COVID-19 pandemic response, the QAS sought to identify opportunities for improvement within the organisation’s design. The aim of this process was to ensure that the QAS remains adaptive and responsive to changes post COVID-19, and to drive improved integration with Queensland Health.

The QAS has now completed a reform of its operating structure, which has delivered:

- the creation of the role of Deputy Commissioner Operations, North and Rural and Remote, which has a dedicated focus on the delivery of ambulance services across rural and remote settings;
- better alignment of our resourcing model to areas of service delivery most in need;
- better alignment of our leadership roles in accordance with revised geographic boundaries.

Further to these changes, in 2021 the HCC joined the QAS as a part of the Department of Health Business Case for Change, delivering important organisational capabilities that will enable improved integration of the QAS and the broader health system.

These structural reforms will ensure that we remain capable of delivering the high levels of service and care that our patients need, both now and into the future.



Strategic objective	Sub-objectives	Current/planned initiatives	Future area of focus
<b>Strategic objective 5:</b> <b>To develop and continuously improve the business systems, processes and capabilities that support frontline service delivery, and which enable our people to care for Queenslanders through both traditional and emerging models of care.</b>	<p>1. We will continue to review and improve the business systems, operating models, and capabilities which enhance the ability of the QAS to respond to changing, growing and more challenging operational demands.</p>	<p><i>Embed a regional management model to support ambulance service delivery.</i></p> <p><i>Progress the implementation of dynamic deployment technology to optimise operational resourcing across acute emergency dispatch, resource planning and non-emergency patient transport.</i></p> <p><i>Embed cultural capability in organisational decision making, governance and business processes.</i></p>	<p><i>Explore technology solutions to support more effective management and rostering of QAS personnel.</i></p> <p><i>Ensure supply lines of mission critical equipment and resources are resilient in a globally unstable environment.</i></p> <p><i>Explore ways to improve efficiency across our business systems and processes and remove unnecessary red-tape.</i></p>
	<p>2. We will strive to become a digitally enabled organisation, leveraging, adopting and enhancing secure, integrated, enterprise ICT systems and capabilities.</p>	<p><i>Implementation of the QAS Digital Strategy to ensure the QAS is enabled by robust and secure digital capabilities.</i></p> <p><i>Continue to partner with our key ICT providers to protect organisational data and systems from cyber security related threats.</i></p> <p><i>Transition to and implement appropriate solutions within our organisation's ICT environment to manage enhanced and new channels of service delivery.</i></p> <p><i>Explore appropriate ICT solutions to support consumer experience and outcome measurement.</i></p>	

3. We will facilitate better decisions and best practice governance driven by accurate information, ensuring we capture, use and share data in innovative ways to support our workforce and improve health outcomes for our patients.

*Implementation of the QAS Business Intelligence Strategy to ensure informed decision making through both human-centered and machine-centered data analytics.*

*Continue to evolve data sharing arrangements with our partners across Queensland Health.*





# Monitoring our performance

This strategy provides a roadmap to our organisation to enable the delivery of ambulance services to the Queensland community.

At the strategic level, the directions articulated through this strategy are designed to ensure the QAS continues to meet the expectations of the community. To this end, our indicators of success provide our organisation with clear expectations that are delivered to us from the community, through Government via the QAS Service Delivery Statement targets, as set and published by the Queensland Government through the annual budget process. As our purpose suggests, at this level, our success is measured by a range of performance indicators relating to:

- Timeliness;
- Quality;
- Appropriateness; and
- Equity of access.

The QAS reports its performance towards these targets on a regular basis to Queensland Health and broader Government, along with performance data relating to budget management, capital works expenditure and performance, workforce management, clinical assurance, and safety. Further comparative indicators of success are measured through interstate comparison via the Report on Government Services (ROGS) published by the Australian Government's Productivity Commission.

Internally, the QAS measures progress towards the objectives outlined within this strategy through a range of management-initiated performance measures, which are reported to and monitored on a regular basis via the organisation's key governance mechanisms. These management-initiated indicators include both operational performance metrics, as well as those more internally focused measures including how we engage and develop our workforce, and create a safe, inclusive, respectful and ethical work environment. Further assurance of organisational performance is achieved through audits, which are conducted internally, and at the department and whole of Government levels.

Through ongoing monitoring of our strategic performance, our organisation remains clearly focused on the standard of service and outcomes expected of us by our patients and the community.

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