SAMIS & Paramedic Response Network Overview
Overview

• SAMIS
• PRN
• Hub & Spoke Operational Model
• Implementing Transformational Change
SAMIS

• The NSW Government is investing $150 million in modern, fit for purpose facilities for NSW Ambulance paramedics

• The new infrastructure is designed to ensure the concentration and location of NSW Ambulance resources is most effective for communities across metropolitan Sydney

• The program is being jointly managed by NSW Health Infrastructure and NSW Ambulance

• Nine new Superstations Response Centres will be built over the next 3 years: Bankstown, Blacktown, Kogarah, Liverpool, Penrith, Northmead, Artarmon, Caringbah and Inner West
Leveraging the SAMIS Program, there are significant operational reforms to be achieved by the establishment of the Paramedic Response Network:

• Delivery of a bespoke 21st century workplace which is strategically located to meet predicted paramedic demand
• Introduction of a Make Ready Model to avoid paramedics spending an average of 60 minutes per shift cleaning and re-stocking vehicles
• Opportunities for more flexibility in rostering such as introducing staggered start and finish times to better meet demand
• More flexibility in terms of fleet management and fleet composition, with improved ratio of relief vehicles
Hub and Spoke Model

• Made up of Superstations and Paramedic Response Points (PRPs), the Paramedic Response Network (PRN) model is an innovative, evidence-based operating model that will deliver a more sophisticated and even deployment of paramedics and ambulance vehicles across metropolitan Sydney.

• This operational model marks a significant transition for NSW Ambulance from individual station response points to a network of superstations and response points, providing enhanced coverage across metropolitan Sydney, and a more supported and efficient, mobile paramedic workforce.

• Transition to effective hub and spoke operations requires major and complex redesign of business processes across all functional areas of NSW Ambulance.
**SAMIS**

SAMIS is a building program

SAMIS is delivering new station infrastructure

SAMIS will provide capacity for the right number of paramedics in the right places

HI has carriage of delivering buildings through SAMIS

**PRN**

PRN is a change program

PRN is delivering a more efficient, more responsive operational model

PRN will ensure that the systems are in place to make sure that we get the right care to the right patients at the right time

NSW Ambulance has carriage of delivering improved efficiency and performance through PRN
SAMIS

SAMIS is a capital construction program delivering:
9 Superstations
7 stand-by points
2 sector office relocations
Procurement of decision support software
Most existing stations will be retained

PRN

PRN is a capital funded change program to deliver
• rosters matched to demand with staggered starts and supplementary rosters plus improved use of part-time and casual staff
• new station assignments for 1,000 paramedics and managers
• revised management model and team structures aligned to the new stations
• decant and commissioning of new stations
• operationalizing new stations, implementing new systems and processes at each station
• training and induction for staff at new stations
• new dispatch processes for the control centre for safe and effective use of hub and stand-by stations, changes to the CAD system to map the new stations and assign revised response areas, implementation of decision support software to improve performance and crib break management and reduce extension of shift overtime
• more efficient fleet management (long term reduction in spare vehicles, improved servicing and vehicle and equipment support
• a make ready model for the super-stations which releases clinical time and reduces extension of shift overtime
• improved medication and stores management, with standardised kit management and vehicle stocking, and facility management
• new education models
• new clinical strategy—deployments of ECPs and ICPs are matched to the demand in the response area
• changes to data, information and analytics
Why Hub and Spoke Model?

- We are out of space
- Our stations are in the wrong places
- Much of our infrastructure is old, poorly maintained and not fit for purpose
- We have been making the case for a strategic approach to replacing and updating Ambulance infrastructure across Sydney for more than a decade
Hub and Spoke Advantages

- Affordable
- Capacity in the right locations
- Flexible
- Efficient
- Opportunities for transforming our operations
- Strategy for growing our resources
- Smarter way of doing what we already do now
Mobile Health Service
### Project Initiation & Start-up
- Develop project scope, change, communication and stakeholder management plans

### Diagnostics
- Collect and assess critical data about processes, patients and staff.
- Identify key issues to be resolved and build the case for change

### Solution Design
- Design and prioritise solutions to issues and build stakeholder support

### Implementation Planning
- Develop a comprehensive plan for implementing solutions and measuring benefits

### Implementation Checkpoints
- Implement solutions and confirm Change Program continues while commissioning items are being delivered

### Evaluation, Sustainability, Knowledge Sharing
- Identify ways to improve the process, share lessons and drive sustainability

#### Paramedic Response Network Project Phases

<table>
<thead>
<tr>
<th>Phase</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Initiation &amp; Start-up</td>
<td>- Develop project scope, change, communication and stakeholder management plans</td>
</tr>
<tr>
<td>Diagnostics</td>
<td>- Collect and assess critical data about processes, patients and staff.</td>
</tr>
<tr>
<td>Solution Design</td>
<td>- Design and prioritise solutions to issues and build stakeholder support</td>
</tr>
<tr>
<td>Implementation Planning</td>
<td>- Develop a comprehensive plan for implementing solutions and measuring benefits</td>
</tr>
<tr>
<td>Implementation Checkpoints</td>
<td>- Implement solutions and confirm Change Program continues while commissioning items are being delivered</td>
</tr>
<tr>
<td>Evaluation, Sustainability, Knowledge Sharing</td>
<td>- Identify ways to improve the process, share lessons and drive sustainability</td>
</tr>
</tbody>
</table>

#### Project Management
- **Project Plan**
- **Goal and objectives**
- **Project Scope**
- **Project Benefits Realisation**
- **Governance and reporting structure**
- **Deliverables**
- **Project costs**
- **Risk Management**
- **Change Management plan**
- **Stakeholder management**
- **Communication plan**
- **Schedule /Gantt chart**

#### Diagnostics
- **Develop Diagnostic / data collection plan using diagnostic tools and techniques**
- **"As Is" Process mapping**
- **Data collection analysis**
- **Baseline KPIs**
- **Surveys and Interviews (Staff and Patients)**
- **Issues identification and prioritisations**
- **Root case analysis**
- **Site Visits**

#### Solution Design
- **New processes and solutions identified and prioritised**
- **"Quick Wins" identified**
- **"To be" process mapping**
- **Cost benefit analysis of solutions**
- **Gap analysis conducted**
- **Operational policies finalised**
- **Develop evaluation and monitoring framework with KPIs and success measures**

#### Implementation Planning
- **Implementation plans developed for approved solutions**
- **Business cases**
- **Implementation teams**
- **Piloting of solutions / new processes**
- **Review, update & implement change management / project plan**
- **Review / update Communications Plan**
- **Performance Management**
- **KPI definition and measurement plan**

#### Implementation Checkpoints
- **Implementation of "Quick Wins"**
- **Implementation of solutions**
- **Trouble shooting as required**
- **On-going coaching & support**
- **Monitoring and reporting**

#### Evaluation, Sustainability, Knowledge Sharing
- **Post Implementation Evaluation**
- **Measure outcomes of change objectives / benefits realisation**
- **Review and redesign of unsuccessful initiatives**
- **Continuous cycle of improvement established for sustainability - PDSA**
- **Lessons Learned**
- **Sharing of knowledge**
- **Writing for publication**
## Implementation Planning

<table>
<thead>
<tr>
<th>Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change readiness</td>
<td>Paramedic training &amp; induction, internal staff engagement, evaluation strategy</td>
</tr>
<tr>
<td>Operational readiness</td>
<td>Infrastructure design, operational commissioning &amp; asset decommissioning, seamless integration of fleet &amp; equipment</td>
</tr>
<tr>
<td>Service Delivery readiness</td>
<td>Service delivery leadership and coordination</td>
</tr>
<tr>
<td>Logistical readiness</td>
<td>Make ready, facility management, medication management</td>
</tr>
<tr>
<td>Control &amp; Coordination readiness</td>
<td>Cad reconfiguration, PRN network assignment, TRACS, coordination with Sydney Control</td>
</tr>
<tr>
<td>Business readiness</td>
<td>Business integration, HR/IR strategy development and implementation</td>
</tr>
<tr>
<td>ICT readiness</td>
<td>Delivery of core ICT technology services for the program and new infrastructure</td>
</tr>
</tbody>
</table>
Internal Communications

Guide to the Paramedic Response Network

What is the Paramedic Response Network?

The Paramedic Response Network (PRN) is an extension of our commitment to providing emergency medical services. PRN aims to deliver a more uniform and effective model to address emergency medical services throughout New South Wales. It is the vision that by 2020, every 20km will have a Paramedic Response Network. This model will help improve patient care and outcomes, as well as provide a more sustainable service for the future.

SYNAPSE PROJECT - CARLTON UPDATE

An important component of the PRN project is establishing a new Paramedic Service model within the Carlton area. This model includes the establishment of a new coordinated service model, which integrates various services to provide a more comprehensive approach to patient care. The project will facilitate the integration of various services, such as ambulance services, to ensure a more efficient and effective service delivery.

KIT TAGGING AND THE PRN

To ensure that the Paramedics have the necessary equipment to perform their duties efficiently, a new kit tagging system is being implemented. This system will help ensure that all equipment is properly tagged and ready for use. The new kit tagging system will also help in the maintenance and replacement of equipment, ensuring that Paramedics have access to the latest and most effective equipment.

IEM WORKSTREAM IN FOCUS: EDUCATION

In the eight Paramedic Response Network (PRN) Workstream in Focus, we bring you the latest from the Educational Development team. This workstream is aligning broader state-wide improvements to clinical professional development with the establishment of the PRN.

PRN WORKSTREAM IN FOCUS:

IEM EDUCATION

The Education Workstream aims to design, implement, and evaluate education and training for Paramedics. It focuses on improving the competencies of Paramedics to deliver safe and effective care.

DECEMBER UPDATE

The Education Workstream continues to focus on delivering training programs to Paramedics. This month we have conducted training sessions on new equipment and procedures, ensuring Paramedics are up-to-date with the latest advancements in the field.
External Communications

INVESTING IN AMBULANCE INFRASTRUCTURE

The NSW Government is investing $108 million over 5 years to build and upgrade NSW Ambulance stations across the Sydney metropolitan area.

It’s been more than 16 years since a new ambulance station has been built in Sydney, and this significant funding will give NSW Ambulance paramedics better access to truly life-saving equipment. This will allow them to live up to their motto of “we need to best place them to deliver expert care into the future.”

NEWS & EVENTS

Newsletter - June 2016
Check out the latest news for the new Northmead NSW Ambulance station to be built at 195 Brien’s Road, Northmead.

View PDF
Posted 27 Jan 2016

Sod turned for Penrith NSW Ambulance Superstation
Work has begun on Penrith’s new NSW Ambulance station, with NSW Premier Mike Baird and Health Minister Jillian Skinner turning the first sod on construction.

View PDF
Posted 19 May 2016

Planning approval for Penrith’s new Ambulance superstation
Health Minister Jillian Skinner and Penrith MP Stuart Ayres today welcomed news that major works will soon begin on Penrith’s new NSW Ambulance superstation, with planning approval granted for the High Street site.

View PDF
Posted 03 May 2016

More Superstations and Paramedics to Boost Sydney’s Ambulance Coverage
Sydney’s ambulance services will be boosted by a NSW Government investment in four more metropolitan superstations and 27 extra paramedic specialists.

View PDF
Posted 13 May 2016
Ambo response site for Peakhurst

By Murray Trembath

A NEW paramedic response base will be established at Peakhurst, while Hurstville and Rockdale ambulance stations could be closed.

The changes are included in Sydney’s new Paramedic System Plan opened.

In an interview following last week’s release of full network details, Chief Superintendent Beech said, “I expect the operation that is currently run out of Rockdale will transition to Kogarah, and extra 800 paramedics, but the state budget in June provided an increase of only 120 over the next year.

Union secretary and former paramedic Gerard Hayes said paramedics would start their shifts at a

Ambo changes ‘not for better’

Concerns over ‘superstations’

Tony Bosworth

Fears over station’s fate

Health Services Union says NSW Ambulance review will lead to closure of facility
How change feels
How disruption feels
Realising our potential

“Efficiency deals with minimizing waste.”

“Effectiveness deals with degree of success.”
Playing our part