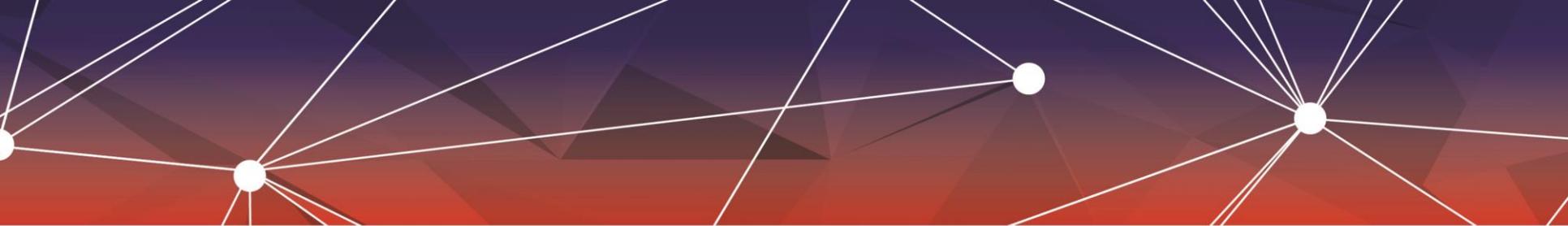




# SAMIS & Paramedic Response Network Overview

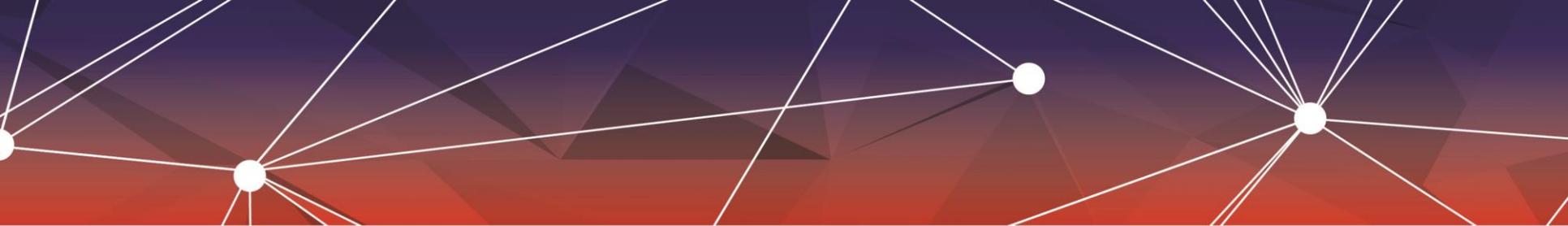


# Overview

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

# SAMIS

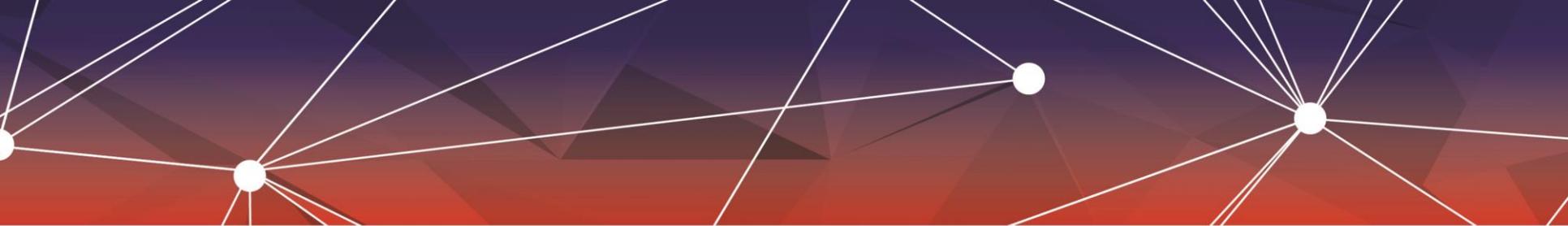
- The NSW Government is investing \$150 million in modern, fit for purpose facilities for NSW Ambulance paramedics
- The new infrastructure is designed to ensure the concentration and location of NSW Ambulance resources is most effective for communities across metropolitan Sydney
- The program is being 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



# Paramedic Response Network

Leveraging the SAMIS Program, there are significant operational reforms to be achieved by the establishment of the Paramedic Response Network:

- Delivery of a bespoke 21<sup>st</sup> 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

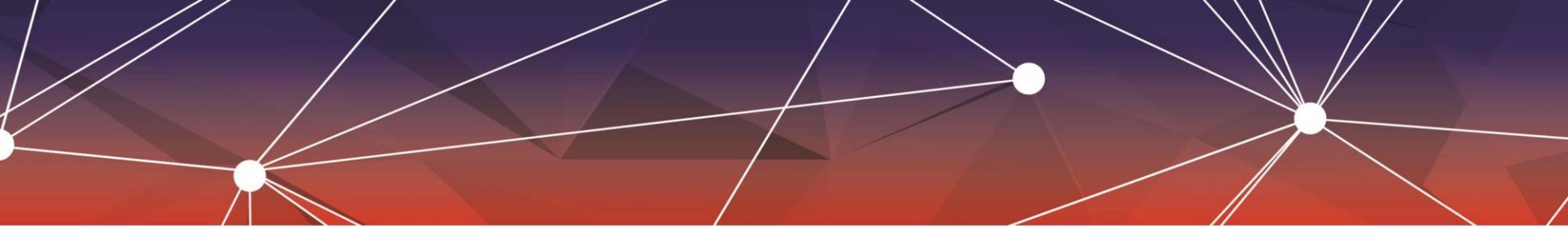
Procurement of decision support software

Most existing stations will be retained

# PRN

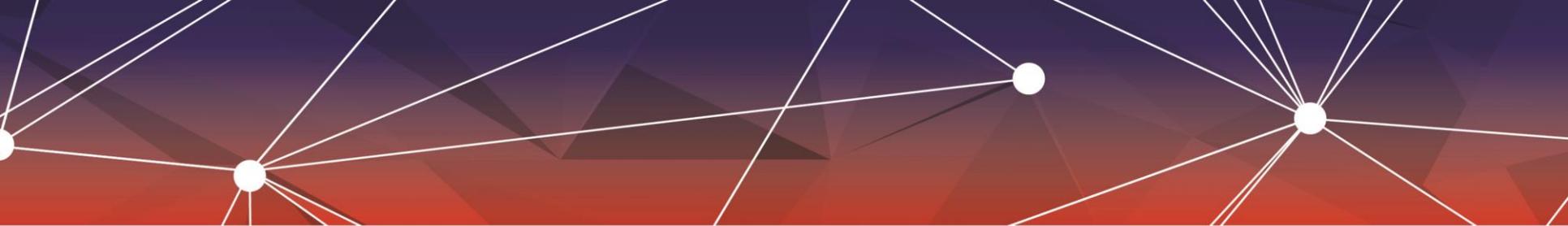
PRN is a capital funded change program to deliver

- 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?

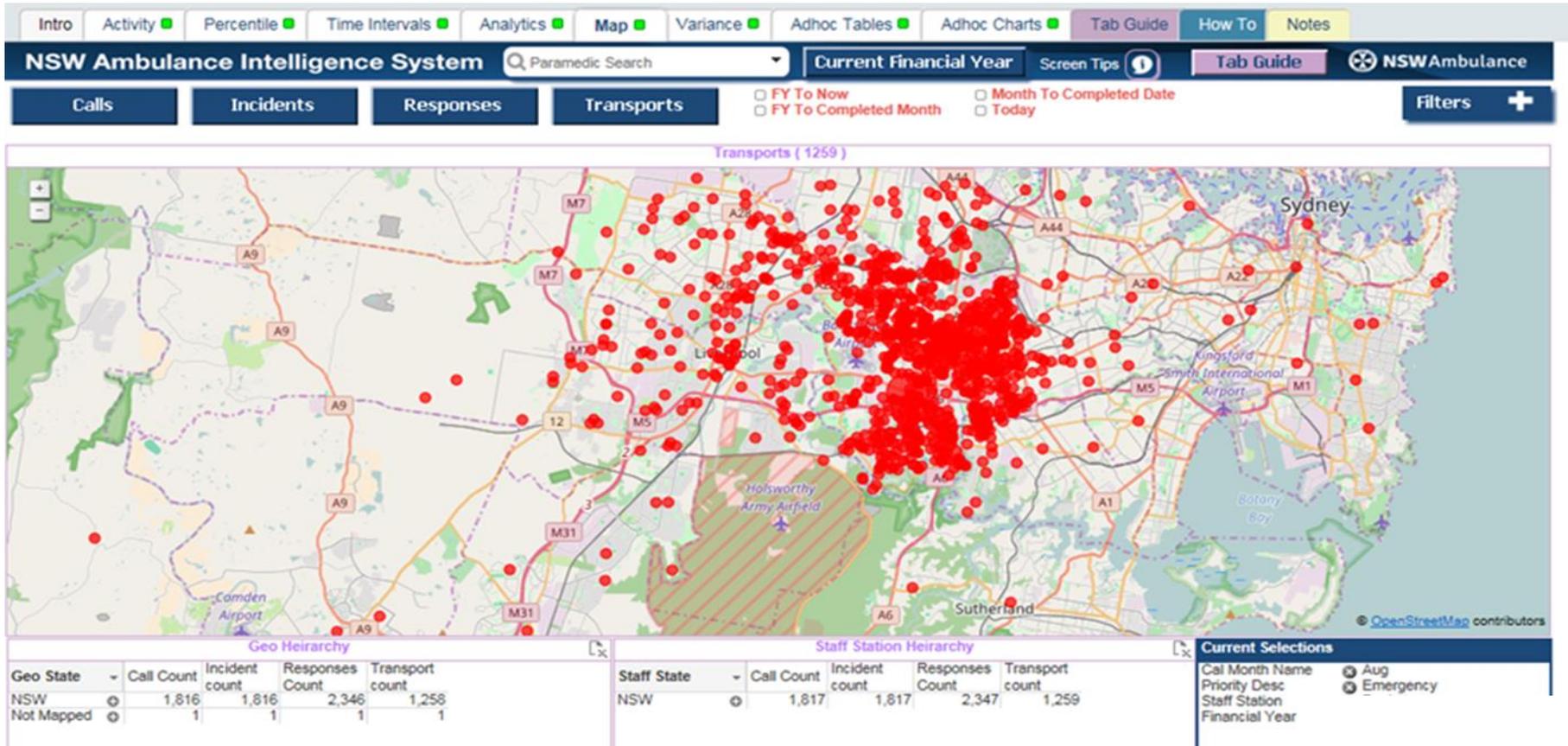
- We are out of space
- Our stations are in the wrong places
- Much of our infrastructure is old, poorly maintained and not fit for purpose
- We have been making the case for a strategic approach to replacing and updating Ambulance infrastructure across Sydney for more than a decade



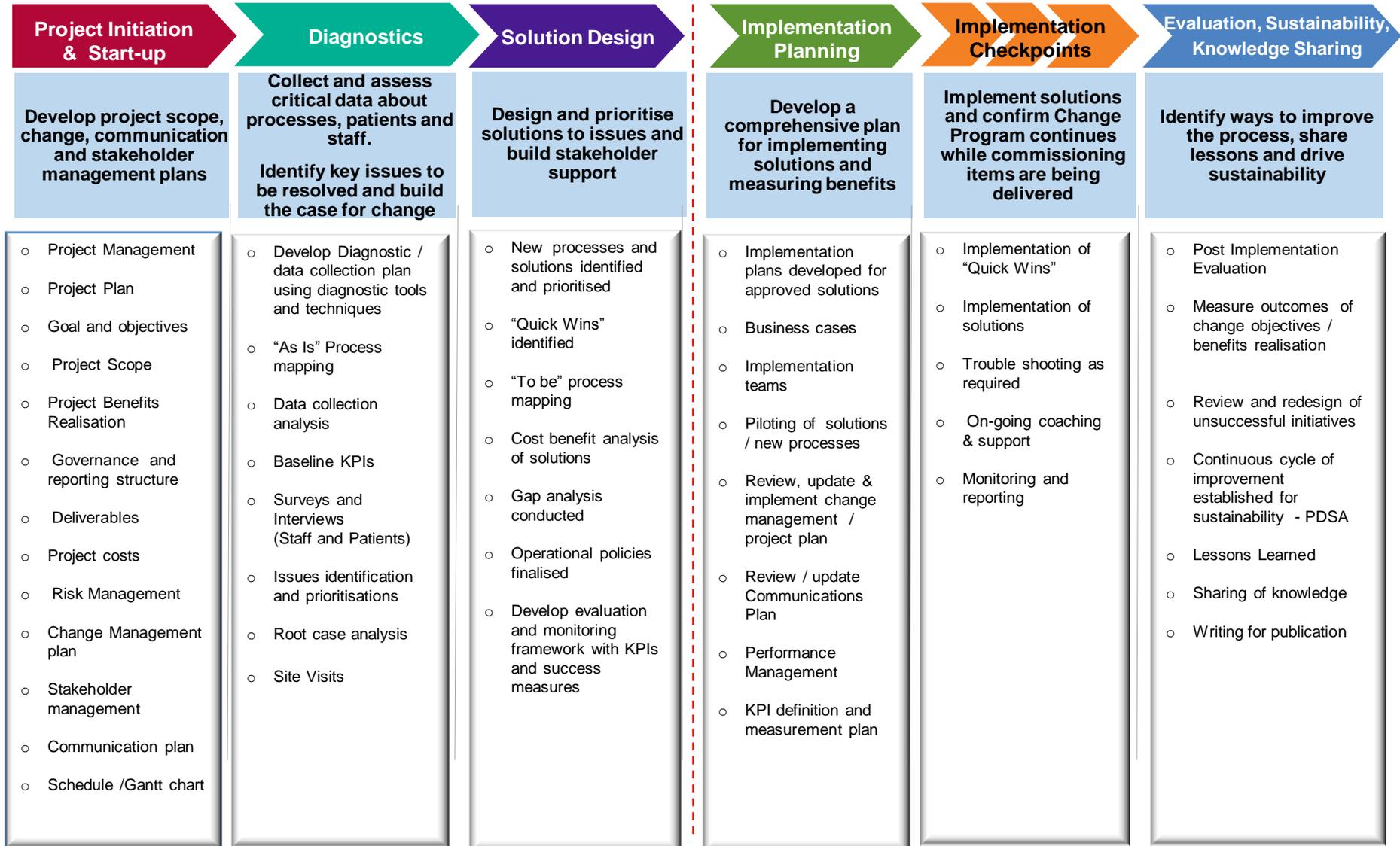
# Hub and Spoke Advantages

- 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



# Paramedic Response Network Project Phases



# Implementation Planning

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

# Internal Communications



## Guide to the Paramedic Response Network

January 2016



**NSW Ambulance**



## STAFF ASSIGNMENT FACT SHEET

### What is the Paramedic Response Network?

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

The PRN is being enabled by the NSW Government's \$150 million Sydney Ambulance Metropolitan Infrastructure Strategy (SAMS) which marks the most significant single investment in NSW Ambulance infrastructure in the organisation's history.

It signals the first time in more than 16 years that a major new ambulance station will be built in the Sydney metropolitan area and involves development of modern facilities in areas of current and projected ambulance demand.

The introduction of the new PRN operational model is based on service planning and modelling that identifies hub and spoke as the most efficient model for delivering emergency ambulance services in densely populated areas of Sydney.

*"In areas where the implemented, some staff assigned to superstation at the heart of their local response network"*

**The PRN will:**

- be designed by paramedics for paramedics
- allow better allocation of our resources
- build on what already works well
- provide better value, with money in front-line services
- prepare us for the future of patient care services.

Initial feedback has been very positive with Susan Pearce, Deputy Secretary System Purchasing and Performance, NSW Ministry of Health, recently visiting the Sydney Control Centre to see how the CADLink update works.

Next time you see your local PRM or control centre supervisor, ask them to show you how it works!



**NSW Ambulance**



## PRN UPDATE

### The Paramedic Response Network team is continuing to work on vital projects which will make your job as paramedics and control centre operators easier when our brand new superstation begins operation.

#### SYNAPSE PROJECT - CADLINK UPDATE

An important element of the PRN change program is enabling Sydney Control Centres staff to spend more of their time directly helping patients. The Synapse Project is paving the way for this greater patient focus while also ensuring staff through the PRN implementation.

An exciting step in the project team's work to identify suitable, sustainable solutions has been the development of the CADLink update. This multi-user communication tool will be used by dispatchers, control centre supervisors and our health relationship managers (HRMs) to address the amount of time supervisors spend on the phone seeking status updates on ambulances at different facilities.

Initial feedback has been very positive with Susan Pearce, Deputy Secretary System Purchasing and Performance, NSW Ministry of Health, recently visiting the Sydney Control Centre to see how the CADLink update works.

Next time you see your local PRM or control centre supervisor, ask them to show you how it works!

#### KIT TAGGING AND THE PRN

In the June edition of *Sirens* we talked about a kit tagging trial that was beginning at various stations. The trial is now underway at Bankstown, Touleay and Griffith stations using a sample of paramedic response kits. One of the key objectives is providing paramedics with the confidence and trust that all kits have been properly checked according to a new standard being designed by the PRN team in conjunction with Fleet and Equipment.

#### HOW THE KITS ARE CHECKED AND TAGGED

Light duties staff are assisting the PRN team in setting up the kits and creating a baseline according to the checklist. Once each kit has been checked by these staff, a tag is applied to the kit as a seal. The paramedic responsible for the check writes their bundle number and the date of the piece of consumable that is due to expire first. The pre-shift check document is completed and remains in the vehicle to assist in reducing the overall pre-shift check timings and assist in monthly checks.

#### STAY UP-TO-DATE

The PRN team continue to accept staff to follow project progress at [ambulancesuperstations.health.nsw.gov.au](mailto:ambulancesuperstations.health.nsw.gov.au) and keep an eye out for PRN at staff newsletters in the weeks 2 months to come.

Any questions, contact the team [TeamLead@sydneyambulance.nsw.gov.au](mailto:TeamLead@sydneyambulance.nsw.gov.au)



## PRN WORKSTREAM IN FOCUS: EDUCATION

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

The Education Workstream involves designing and implementing a responsive and flexible clinical capability development and credentialing framework to support paramedic clinical best practice. A key objective of this work is redesigning the Certificate to Practice (CTP) framework.

CTP is about ensuring NSW Ambulance paramedics maintain cutting edge skills to provide safe and high quality clinical care in the mobile environment. To do this, CTP needs to evolve to ensure it continues to address the contemporary professional, clinical and service delivery issues of paramedics and other staff. Although CTP is adapting, the foundational structure will not change.

To guide this evolution, the workgroup identified a number of key design principles:

- Inspires:** Paramedics identify value in engaging with the development as an important aspect of providing safe, high quality patient care.
- Inherently meaningful:** Provides paramedics with affirmation of capability in current standard practice whilst creating opportunity or direction for clinical career advancement.
- Rewards:** Promotes and celebrates excellence rather than compliance. Development activity is rewarded in such a way as to reflect the relevance to paramedic clinical practice and the professional effort involved in completing the activity.
- Capability focused:** Develops and assesses capability, not just competency.
- Tailored/Flexible:** Paramedics have the opportunity to meaningfully align capability development to personal choice, career goals, learning needs and interest or practice gaps.
- Accessible and available:** Paramedics can easily access development opportunities in a variety of forms and can incorporate opportunities not resident within NSW Ambulance itself.
- Simple, understood process:** Easy for paramedics to take responsibility for their own development and be aware of the resources and support available.
- Involves:** Facilitation of development extends beyond individuals in formal educator roles and recognises the professional responsibility of all paramedics in the development of clinical capability.
- Sustainable:** NSW Ambulance is able to effectively maintain support of CTP requirements.

**Delivers:** Ensures paramedics maintain contemporary currency and are on the cutting edge of practice.

**Responsive:** Is responsive to changes in practice, organisational priorities and needs of paramedics. Education packages can be developed and deployed in a timely manner.

#### WHAT WILL SOME OF THESE DESIGN PRINCIPLES LOOK LIKE IN PRACTICE?

- The foundational structure of CTP will not change. There will still be mandatory face-to-face workshops and the requirement to undertake ongoing clinical professional development.
- There will be an increase in the frequency of shorter workshops based primarily on simulation activity. This will result in more regular opportunities to review aspects of practice with a 'hands on' and debrief emphasis.
- Workshops will be supported by flexible learning materials that will attract CTP points.
- Voluntary elective attracting CTP points will be made available to support preparation for clinical career development such as training to be an intensive care or extended care paramedic.
- CTP will have a more focused clinical emphasis and professional development activities attracting CTP points will need to demonstrate relevance to the paramedic clinical scope of practice.
- Where new practice is introduced to the paramedic scope, they will be subject to an objective risk assessment to determine a safe and effective education strategy.

Work continuing on the design and consultation is progressing with different stakeholders across the organisation. More details will be made available in the coming months. It is anticipated these changes will be implemented in July 2017.

#### THE EDUCATION PROJECT TEAM:

- Alan Louflood** (Executive Director Clinical Services) Project Sponsor
- Alan Morrison** (Director Education) Project Lead
- Steve Mathison** (Regional Education Manager) Project Manager
- Other subject matter experts from across the organisation.

# External Communications



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[PROJECTS](#) | [NEWS & PUBLICATIONS](#) | [PROJECT GALLERY](#)



## INVESTING IN AMBULANCE INFRASTRUCTURE

The NSW Government is investing \$100 million over five years to build and upgrade NSW Ambulance superstations across the Sydney metropolitan area.

It's been more than 16 years since an ambulance station has been built in the Sydney metropolitan area. This will give NSW Ambulance paramedics the best place to deliver patient care into the future.

## NEWS & EVENTS



### Newsletter - June 2016

Check out the latest news for the Northmead NSW Ambulance superstation to be built at 195 Briens Road, Northmead.

[View PDF](#)

Posted 27 Jun 2016



### Sod turned for Penrith NSW Ambulance Superstation

Work has begun on Penrith's new NSW Ambulance superstation, with NSW Premier Mike Baird and Health Minister Jillian Skinner turning the first sod on construction.

[View PDF](#)

Posted 20 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



### 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 05 May 2016

# Media

## 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

tion 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

tra 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 SUPERSTATION SHAPES UP FOR HEALTHY FUTURE

WORK is behind schedule on the Blacktown ambulance superstation.

The project was originally slated for completion this year but will not be finished until next year.

Concrete slabs have been laid for 22 ambulance bays on the former Sizzler restaurant site.

When completed, the Bungarrabee Rd station will include an area for administration, amenities, a storage area and parking for staff.

The station will replace the ambulance station in

Marcel Cres, next door to Blacktown Hospital.

The 30-year-old ambulance bay has capacity for 15 vehicles.

The new station will form part of the \$150 million Sydney Ambulance Metropolitan Infrastructure Strategy, along with sites in Penrith, Liverpool Bankstown and Kogarah.

A NSW Ambulance spokesman said: "The superstations will support enhanced paramedic coverage across metropolitan Sydney to better meet the future demands of patient care."

## Ambo changes 'not for better'

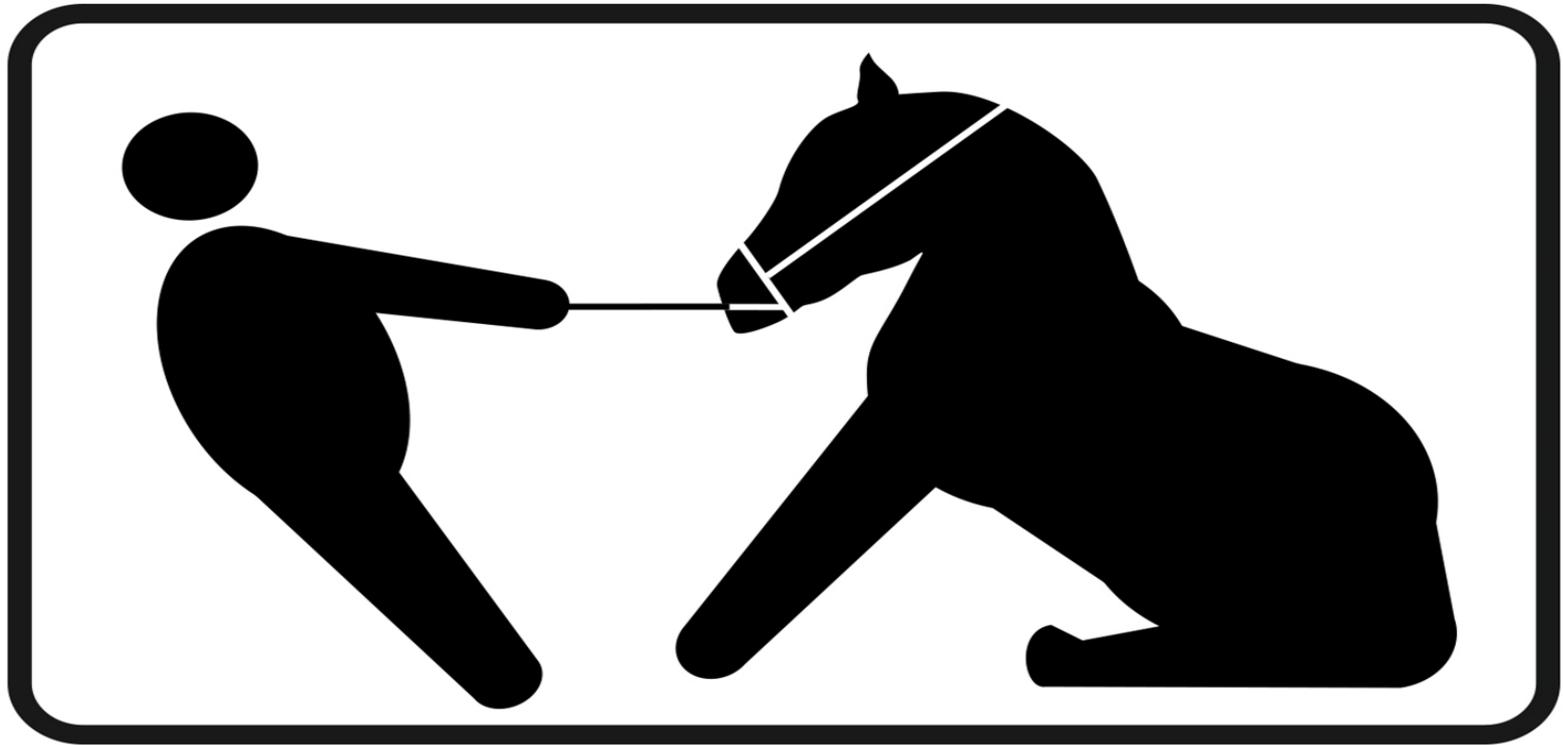
Concerns over 'superstations'

Tony Bosworth

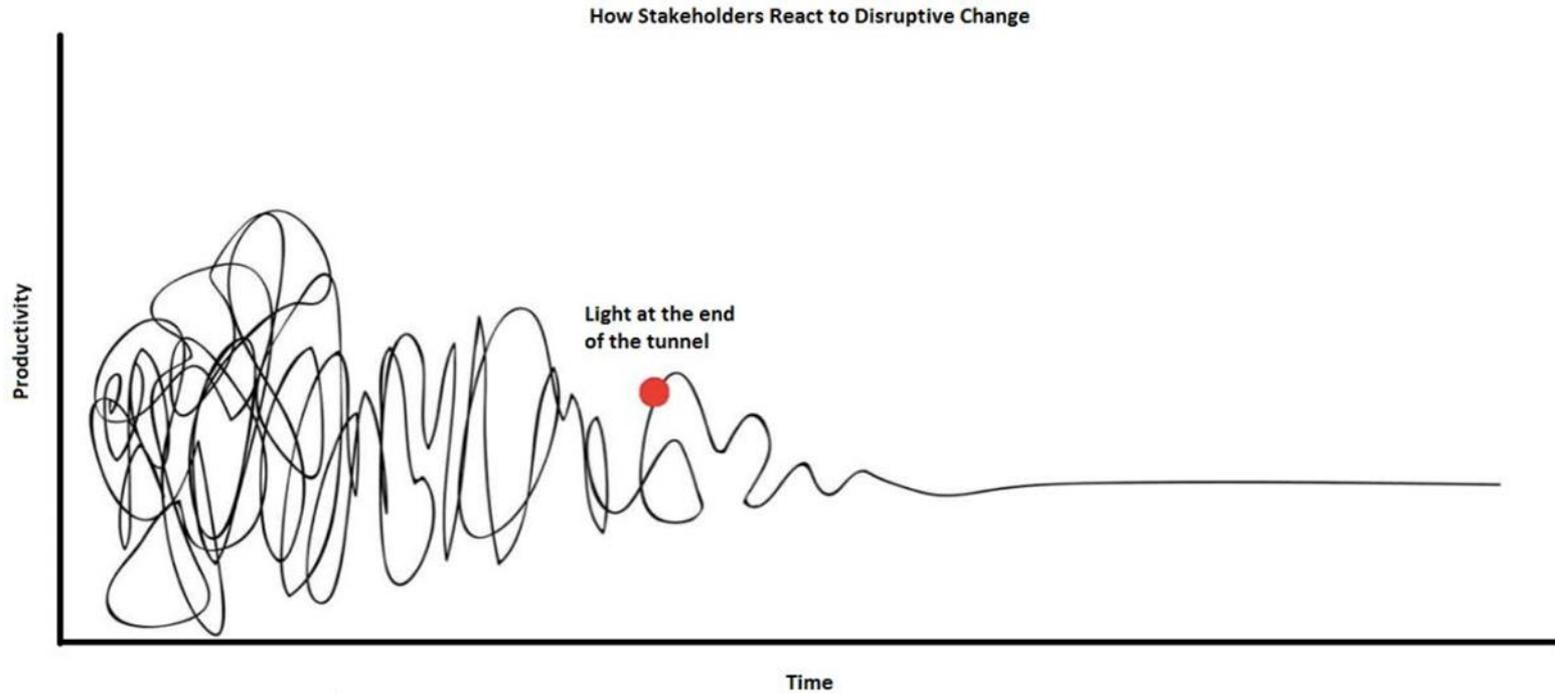
## Fears over station's fate

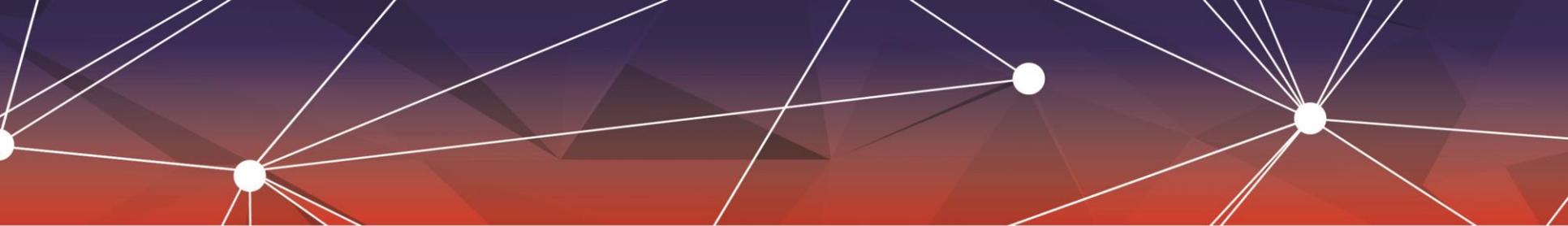
Health Services Union says NSW Ambulance review will lead to closure of facility

How change feels



# How disruption feels





Realising our potential

“Efficiency deals  
with minimizing waste.”

“Effectiveness deals  
with degree of success.”

# Playing our part

