



WELLINGTON
FREE AMBULANCE
kia ora te tangata

Kia ora te Tangata

WELLINGTON FREE AMBULANCE

Strategy 2030

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WELCOME

Nearly 100 years ago Sir Charles Norwood had the vision to create an equitable and accessible health service for the people of Wellington when he founded Wellington Free Ambulance.

Sir Charles believed that emergencies should cost neither lives nor money to its users and it is our privilege to honour that legacy as the only emergency ambulance service for Greater Wellington and Wairarapa.

Improvements in technology, changes in clinical practice and access to medications as well as the needs of our community have influenced the service we've become. Today, alongside emergency ambulance services, Wellington Free Ambulance also operates a clinical communications centre, provides a patient transfer service and provides medical support at a range of events across our region.

Strategy 2030 has been created to position us for the future. The six goals are reflective of the areas we must focus on to ensure our service, our people and our organisation are prepared to meet the needs of our current and future community and workforce.



Dave Robinson
Chief Executive



Kerry Prendergast
Chair



WELLINGTON FREE AMBULANCE IS OPERATING IN AN ENVIRONMENT WITH HIGH DEMAND FOR ITS SERVICES, RESOURCES, AND PEOPLE. THE STRATEGIC CHOICES WE MAKE TODAY SETS OUR DIRECTION FOR TOMORROW.

100 years

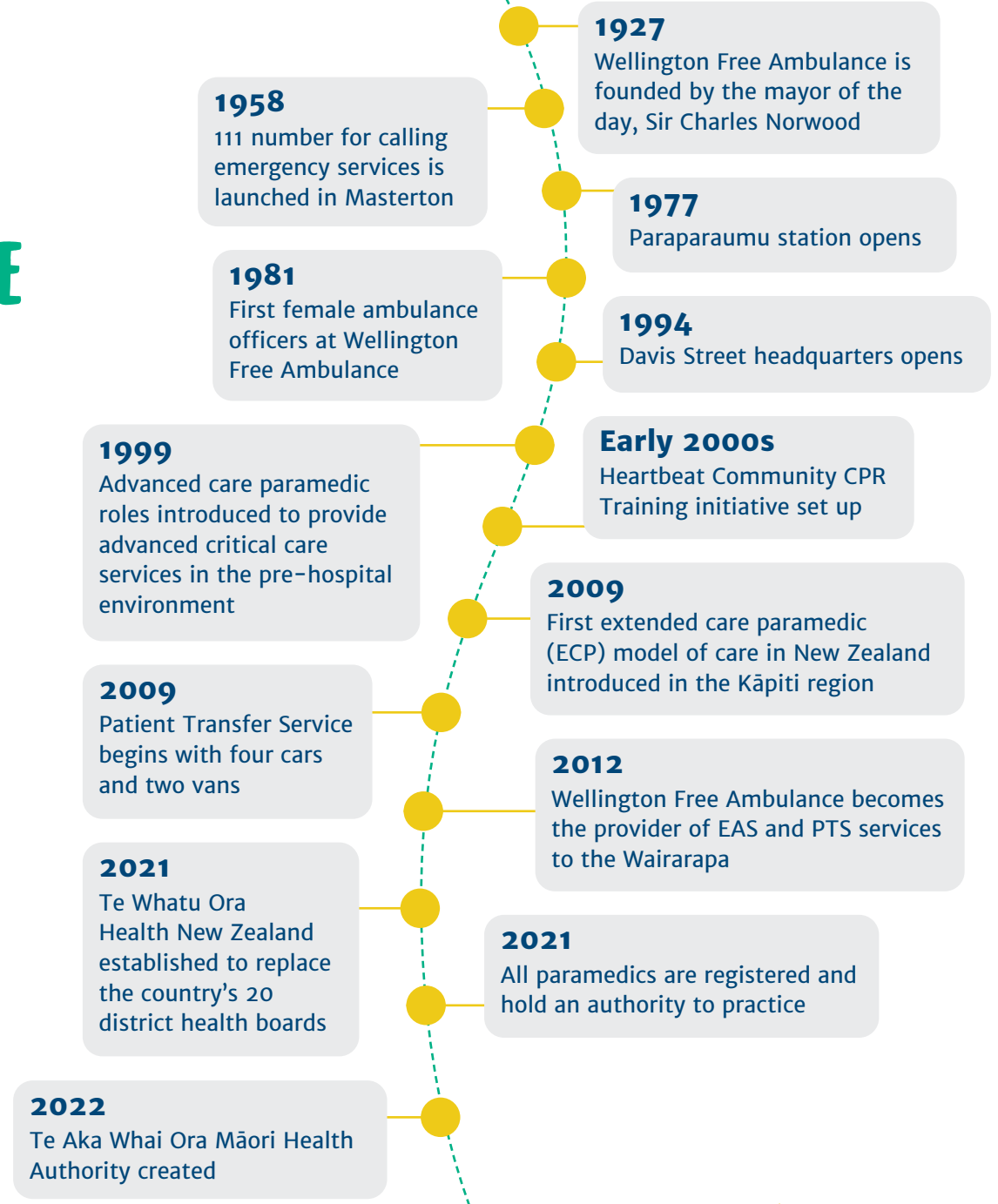
CELEBRATING WELLINGTON FREE AMBULANCE

Wellington Free Ambulance has been part of New Zealand's healthcare system for nearly 100 years, and the service has changed significantly over that time.

Continuous improvement within the paramedicine profession has seen innovative developments to emergency health care and increased support for increasingly complex cases.

Furthermore, the role of emergency ambulance services has expanded over time to include ancillary services, such as CPR training, and patient transfer services. Increasingly, this modernised system of ambulance services supports enhanced patient pathways and improved patient outcomes.

The wider healthcare system of New Zealand is also changing, most recently with the launch of Te Whatu Ora Health New Zealand and Te Aka Whai Ora Māori Health Authority. Our strategy must continue to align with the changes and direction of the wider public healthcare system, and stay connected to our communities.



VISION, PURPOSE, VALUES



OUR VISION

Kia ora te Tangata

We are a trusted and reliable ambulance service providing excellence in emergency response and connected services that move our communities to better health.

OUR PURPOSE

Wellington Free Ambulance exists to deliver an ambulance service that excels in emergency response and clinical communications underpinned by proactive partnerships to deliver equitable health and wellbeing outcomes for our community.

OUR VALUES



Strategy 2030: Kia ora te Tangata



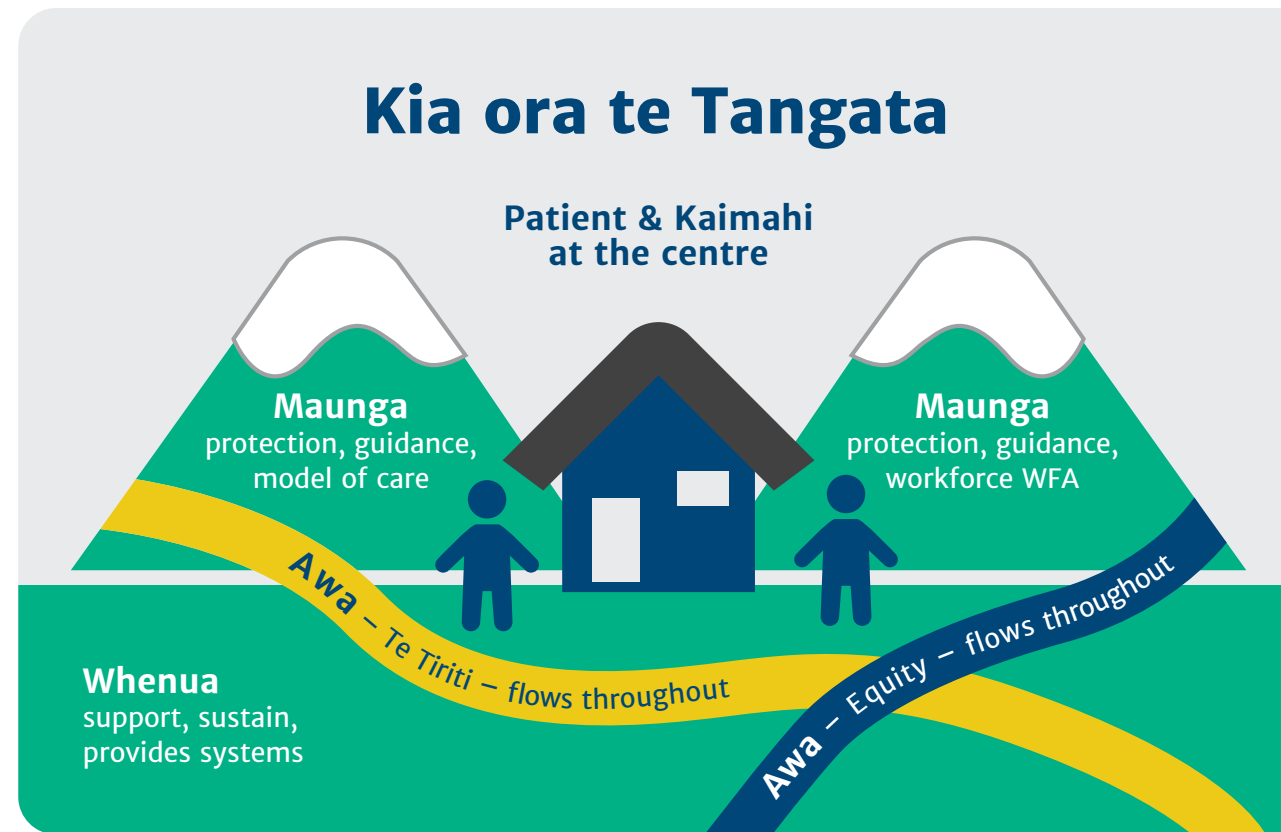
The whakatauki *Kia ora te Tangata* was bestowed to Wellington Free Ambulance and is carried on our vehicles that bring lifesaving and changing support every day. By adapting our models of care and supporting our workforce, we will keep this promise to our communities to 2030 and beyond.

Our Strategy 2030 considers our service as a living system that works together to nourish and sustain our patients and our people.

Our **patients** are at the heart of everything we do. They stand in the centre, supported by their whānau and the structures that support their wellbeing (as indicated in the model of Te Whare Tapa Whā). We need to work with our patients, communities and partners in health in order to be successful.

Two strong mountains support this strategy, protecting and supporting the patient: **models of care**, the way we deliver our services, and our **workforce**. We need to get these right if we are to succeed. **Equity** is a stream that runs throughout.

The whenua that supports these peaks and forms our strong foundations: **finance, infrastructure and systems and insight** must be fit for purpose to sustain us.



Credit: Yvonne Gemmell

STRATEGIC GOALS: SUMMARY



1 Ngā Tauira Manaaki hei Whakaea i Ngā Hiahia o Ngā Tūroro
Models of Care to Meet Patient Needs

2 He Ohu Mahi Akiaki me te Momoho
A Dynamic and Thriving Workforce

3 Mana Taurite
Equity

OUR PURPOSE

Wellington Free Ambulance exists to deliver an ambulance service that excels in emergency response and clinical communications underpinned by proactive partnerships to deliver equitable health and wellbeing outcomes for our community.

4 Toitū ā-Pūtea
Financial Sustainability

5 Tūāhanga hāngai ki te kaupapa
Fit for purpose infrastructure

6 Ngā pūnaha me ngā kitenga atamai ake
Smarter systems and insights



GOAL
1

NGĀ TAUIRA MANAAKI HEI WHAKAĒA I NGĀ HIAHIA O NGĀ TŪRORO
MODELS OF CARE TO MEET PATIENT NEEDS

OVERVIEW

Increasing pressure across the health system, including primary care and hospital emergency departments, has increased the job volume, complexity and demand for ambulance services. We need to adapt our services and models of care to provide support in a way that considers our limited resources but offers the best clinical care for our communities.

GUIDING PRINCIPLE

We will develop the models we use to deliver care to safely meet increased community need.



HOW WE WILL ACHIEVE THIS

- Adapt our workforce model, diversifying roles and deployment to better match skill levels to the range of urgent and emergency jobs we receive
- Improve triage accuracy through better systems and access to expertise, including additional access to clinical paramedic advisors via telehealth
- Increase out-of-hospital care through clinical telehealth support to enable treatment without transport and for low-acuity pathways
- Pursue collaboration with primary care and other health system partners to develop joined-up patient pathways, such as for mental health
- Review our operating model to ensure we are efficiently deploying our emergency ambulance and patient transfer staff to best meet patient needs – both planned and unplanned

SUCCESS INDICATORS

1. Improved triage accuracy
2. Increase in successful out-of-hospital care
3. Increased achievement of targeted response times
4. Deployment of resource matched to patient needs
5. Lower adverse events
6. Positive patient experience survey scores



GOAL
2

**HE OHU MAHI AKIAKI ME TE MOMOHO
A DYNAMIC AND THRIVING WORKFORCE**

OVERVIEW

A thriving workforce is at the heart of a thriving organisation. Our people need respite and support structures to sustain them in complex and demanding roles. We need to consider how we deploy our people to make the best use of their skills, and ensure roles are available that match changing workforce expectations.

GUIDING PRINCIPLE

We will invest in our people, embracing contemporary and dynamic models to develop and retain our workforce.



HOW WE WILL ACHIEVE THIS

- Develop a comprehensive training programme for frontline staff that is relevant and informed by data insights and feedback
- Implement alternative shift patterns, to lower fatigue and allow for greater choice
- Create new pathways to enter WFA, including work based learning opportunities, and set clear pathways for internal development and progression
- Implement changes to meet modern workforce expectations, including assessment of:
 - Increased part-time work opportunities
 - How we better value and remunerate roles
 - Better using the skill sets of our people working at the top of their scope (see Goal 1: Models of Care)

SUCCESS INDICATORS

1. Improved staff engagement survey scores
2. Improved leadership effectiveness feedback from staff
3. Decreased late and missed meal breaks
4. Decreased run-on overtime
5. Recruitment and turnover relative to sector:
 - Overall
 - First two years
 - Key / underfilled positions
6. Staff feedback regarding WFA as an employer on:
 - Supported development pathways
 - Diverse roles and opportunities



GOAL 3 MANA TAURITE EQUITY

OVERVIEW

Mana Taurite establishes our commitment to equity and improving outcomes for Māori and our people (patients and kaimahi/workforce).

Wellington Free Ambulance needs greater focus to play its role in the health system's commitment to improving health equity in our communities. As an organisation we need to better understand our data, build our internal culture and capability, and deepen our connection with mana whenua, in order to play our part in improving equity of access and outcomes.

GUIDING PRINCIPLE

We will operate in a way that uplifts the mana of our communities.



HOW WE WILL ACHIEVE THIS

- Understand the unique needs of our communities, guided by stronger relationships
- Identify inequity through analysis of operational data and use insights to identify interventions to address inequity
- Support a workforce representative of our community
- Invest in a workplace culture that reflects the unique relationship with Māori under Te Tiriti

SUCCESS INDICATORS

1. Capture of patient equity data
2. Staff understand the relevance of Te Tiriti to their work
3. Staff feel culturally confident in their work
4. We have strong relationships with tāngata whenua
5. Community voices are built into the structure in a way that informs decision-making and action
6. For key equity groups as outlined in the New Zealand Health Strategy 2023 and Pae Tū: Hauora Māori Strategy 2023, benchmark and identify aims for:
 - Service delivery outcomes
 - Staff experience results (from equity groups)
 - Workforce demographics in relation to the communities we serve



GOAL 4

**TOITŪ Ā-PŪTEA
FINANCIAL SUSTAINABILITY**

OVERVIEW

Operating expenses continue to outpace revenue, and insufficient funding has meant an over-reliance on fundraising, creating significant financial and operating risk. To achieve financial sustainability, we need to ensure service contracts reflect the real cost of our operations. We need to benchmark and constrain costs, explore partnerships, and diversify our funding streams.

GUIDING PRINCIPLE

We will achieve financial sustainability, including service streams, and right-sided reliance on fundraising. Contracts reflective of real costs, diversified income.



HOW WE WILL ACHIEVE THIS

- Increase contract income to reflect real costs to serve, including support services and infrastructure
- Seek new funding for complementary and partnership services that benefit our communities, including commercial opportunities
- Consider a modern workforce and operating model that better meets current needs
- Benchmark and constrain internally funded project and support costs

SUCCESS INDICATORS

1. Underlying financial performance is at least break-even (excluding trust grants and including depreciation costs)
2. Lower cost to serve to ensure efficient and sustainable services
3. Greater diversification of funding



GOAL 5

**TŪAHANGA HĀNGAI KI TE KAUPAPA
FIT FOR PURPOSE INFRASTRUCTURE**

OVERVIEW

Financial pressures have resulted in underinvestment in our infrastructure. We need to replenish our fleet and property in a way that reduces risk and supports the way our service operates, now and into the future.

GUIDING PRINCIPLE

We will create an infrastructure that is sustainable and fit for purpose.

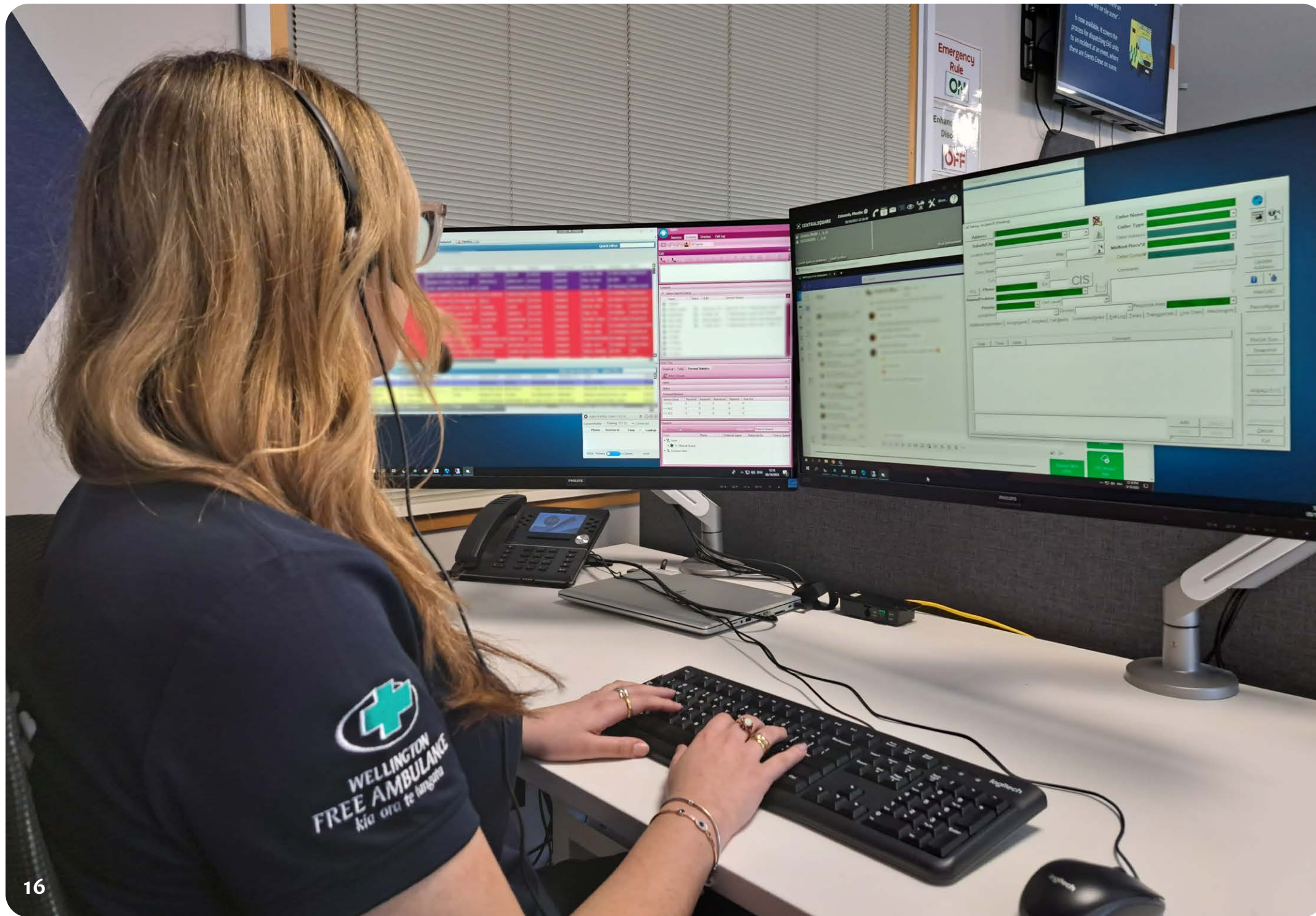


HOW WE WILL ACHIEVE THIS

- Use the 2023 Review of Fleet report to implement a prioritised action plan, ensuring that our procurement and asset management of fleet is sustainable, maximises vehicle utilisation and considers alternative ownership models and emission reduction
- Enact the Infrastructure Plan & Strategy resulting from the 2023 Property Review, to ensure our approach is sustainable, meets the future needs of our communities, and provides healthy, safe and positive work environments for our people

SUCCESS INDICATORS

1. Improved workforce satisfaction with infrastructure and assets
2. Infrastructure and asset planning is grounded in evidence and future modelling
3. Increased critical asset performance (reliability, availability, maintainability)
4. Reduced fleet & asset maintenance costs
5. Reduced property maintenance and utilities costs
6. Reduced year-on-year emissions



GOAL 6

**NGĀ PŪNAHA ME NGĀ KITENGA ATAMAI AKE
SMARTER SYSTEMS AND INSIGHT**

OVERVIEW

Our frontline services can be hindered by a lack of integration and interoperability between our own systems, those of partner organisations and the wider health ecosystem. As an organisation, we have an opportunity to look at better systems and integration, but also better use of our data, so that evidence drives our strategic decisions and operations.

GUIDING PRINCIPLE

We will improve integration across systems and better use frontline data insights for greater impact.



HOW WE WILL ACHIEVE THIS

- Use data to support development of evidence-based clinical practices
- Use our data to support more dynamic deployment and develop new models of care
- Standardise insight reporting and governance structures to inform strategic progress on areas such as equity, patient outcomes, future demand modelling, cost of service, triage accuracy and staff training
- Develop a roadmap which moves us away from maintaining legacy in-house systems towards cloud-based systems and managed services that support integration with the wider health ecosystem

SUCCESS INDICATORS

1. Staff confidence in systems and technology
2. Progress against a new digital and data roadmap to move us towards a more cloud-based and connected model
3. A clear reporting framework that informs strategic and frontline decision-making
4. Our processes for controlling and monitoring our performance are sound



To support us to achieve the Strategic Goals of Strategy 2030 we will be separating the six-year plan into three phases.

A focused roadmap will be created for each phase to align the team with the priorities, show the work that will help us get there and ensure we are all collaboratively working towards the desired outcomes.



The Fundamentals
2024-2025



Thinking Long Term
2026-2027



Becoming who we want to be
2028-2029/30

PHASE 1

The Fundamentals 2024-2025

PRIORITY OBJECTIVES:

Goal 1 – New Models of Care to Meet Patient Needs Goal 2 – A Dynamic and Thriving Workforce

WORK WE WILL FOCUS ON TO ACHIEVE THESE GOALS:

Extension of virtual/CPA capability (Starts Nov 2023)

- Implementation and increased use of virtual capability
- Delivery of training
- Recruitment of staff

Future Models of Care (Starts early 24)

- Short term workforce plans
- Diversification of roles
- Deployment plan refresh

Operating Model of Care (Starts early 24)

- PTS operating model
- Dispatch/model alignment
- Increase use of PTS for low acuity transport

Comprehensive training programme (Starts late 2024)

- Rostered training provisions
- Training prospectus/syllabus
- Individual training plans
- Training delivery

Shift Pattern Options/enhancements (Starts Oct 23)

- Day shift vehicle
- 3:3 shift pattern
- 4:4 staggered starts
- Shift pattern selection

Development pathways (Starts 2025)

- Development pathways into WFA
- Career development plans
- Development pathways within WFA

WHAT WE WILL ACHIEVE THROUGH THIS WORK:

- Increased successful out of hospital care
- Deployment of resources to meet patient needs
- Improved triage accuracy
- Increased achievement of response times targets
- Decreasing late or missed meal breaks
- Positive staff feedback on WFA as a workplace
- Decreased run-on/overtime
- Improving staff retention
- Improved staff engagement
- Reduced fatigue
- Income increases and costs are minimised

PHASE 1

The Fundamentals 2024-2025

KEY ENABLERS:

Goal 3 – Mana Taurite

- Earn While you Learn (Early 2023)
- Understanding community needs (2024)

Goal 4 – Financial Sustainability (2024-2025)

- Review for partnering, outsourcing and collaboration
- Growing income to meet needs
- Fiscal controls

Goal 5 – Fit for Purpose Infrastructure (2024)

- Fit for purpose fleet
- Van body ambulances
- Wairarapa Station Build
- Whole of life asset cost reduction

Goal 6 – Smarter Systems and Insights (2024)

- Reporting and Performance Framework
- Governance Framework

ALL DECISION MAKING IS:

- Informed with quality data
- Financially sustainable
- Based on foundation of equity



**WELLINGTON
FREE AMBULANCE**

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