



**WELLINGTON  
FREE AMBULANCE**  
*your ambulance service*



**2009-2012**

**STRATEGIC PLAN**

# THE CHAIRMAN & CHIEF EXECUTIVE INTRODUCTION

Since 1927 the Wellington Free Ambulance Service (WFA) has been delivering high quality emergency care and transport to the people of Wellington. Our patients have benefitted from a progressive service that has kept pace with other ambulance services around the world. Historically, emergency ambulance services have been amongst the pre-hospital experts that deliver quality care to the patient during their time of crisis and then safely transport them to hospital.

Recently there has been a global realisation that many of the patients that ambulance services transport to hospital at their time of crisis don't need to go there, an appropriate outcome is required but they don't necessarily need an emergency department.

As part of WFA's continuing improvement culture it is about to embark on an ambitious strategy to introduce a new model of care that will see it change from an organisation that primarily transports 80% of its 111 patients to an emergency department to an organisation that will deliver more appropriate care in the community, often avoiding the need for transport to an Emergency Department. As part of this new drive WFA will become part of a community based integrated system of health care.

Our immediate focus will see WFA working closely with our health care partners on the future direction of primary health care in the greater Wellington area, with a view to taking – within the next 3 years - urgent paramedical health care to the patient in a diversified model of service delivery. We shall continue to provide an improving emergency ambulance service built around the needs of the public and the District Health Boards. Delivering free-to-the-patient emergency paramedic care will remain WFA's guiding principles. The new model of care will be achieved through the use of:

- Registered health care professionals.
- Community (patch) based services.
- Integrated care pathways.
- A clinical support network.
- High quality emergency ambulance provision.
- Highly skilled single crewed response units.
- Secondary clinical triage in the Communications Centre

This will mean that the ambulance paramedic workforce will move towards individual registration as health care professionals in their own right in order to provide both urgent and emergency paramedical assistance in the community. Wellington Free Ambulance will introduce a new model of care which will support the District Health Boards in the delivery of a resilient urgent primary health care service to the community; this will be geared to delivering more appropriate care and associated outcomes for patients.

Wellington Free Ambulance will be a pivotal part of a new and integrated pre-hospital health care system that will be part of the drive to treat, care and support people in their own homes and communities thus relieving pressure on an already stretched primary and secondary health care system. This initiative is entirely about delivery of a new model of care that is designed to provide an appropriate response and outcome to our patients every time. The model of care will be consistent with the national ambulance strategy and wider government health policy.

Supporting the delivery of the WFA new model of care will be a number of other important functions and initiatives that will further enhance the strategic goal of becoming the leading New Zealand ambulance service, as follows:

- A high performing and expanding Patient Transfer Service capable of being delivered anywhere in the country
- An Outreach community program for Wellington as part of the "Safer City" initiative.
- A new business unit that will concentrate on covering key events in the Greater Wellington area.

As we continue to build our model and raise our profile we will look for new opportunities to take our brand into new areas. We will develop a master brand that will encompass the WFA philosophy of service delivery which is to deliver a first class, high performing, patient and customer focused, community based and owned ambulance service. The vehicle to do this will be called the New Zealand Free Ambulance and will be the trademark for any new business development in New Zealand.

Shaan Stevens  
Chairman

Alan O'Beirne  
Chief Executive



To be pioneers of effective  
change for a better patient  
experience.



OUR VISION



To be the leading New Zealand ambulance service provider, passionate about delivering our free-to-the-patient high quality, community focused model of care.



OUR PRIMARY

PURPOSE



In our team we value:  
Passion, Openness, Caring,  
Integrity and Learning.



OUR VALUES

Wellington Free Ambulance has an innovative approach to the delivery of ambulance services and it is this that drives us. We will achieve this through the following high level goals:

1. Be the leading Ambulance Service provider in New Zealand.
2. Be the only recognised Ambulance Service provider in Wellington.
3. Deliver our integrated patient focused model of care regionally and where it is of strategic importance.
4. Empower our people to make 'it' happen!

# GOAL 1

**Be the leading Ambulance Service provider in New Zealand.**

This will be achieved through the following objectives:

- Deliver an ambulance service that achieves the highest standards for the provision of an Emergency Ambulance Service.
- Deliver high quality Patient Transfer Services that exceed the performance criteria of our customers.
- Develop and improve clinical standards in a patient safe environment.
- Integrate ambulance services into primary care through the delivery of Urgent Community Care.
- Ensure that our stakeholders, patients and the community are involved in the delivery of their service.

# GOAL 2

**Be the only recognised Ambulance Service provider in Wellington.**

This will be achieved through the following objectives:

- Make Wellington the next 'Seattle\*' through innovative Community Outreach programmes.
- Strengthen relationships with the Crown and other key stakeholders so they become advocates for WFA and the new model of care.
- Deliver our integrated patient focused model of care to the people of Wellington.
- Enhance our profile in Wellington by launching the regions best events service.

\* Seattle city has the best cardiac arrest survival rates in the world



# GOAL 3

**Deliver our integrated patient focused model of care regionally and where it is of strategic importance.**

This will be achieved through the following objectives:

- Develop the New Zealand Free Ambulance brand and service offering.
- Leverage the new brand off the strength and quality of WFA.
- Promote our new model of care, and take advantage of regional and national opportunities.
- Use the expertise from within WFA to support and advise any community wishing to embrace our model of care.

# GOAL 4

**Empower our people to make 'it' happen!**

This will be achieved through the following objectives:

- Create a workplace environment that is resourced to attract, retain and motivate talented and passionate individuals.
- Develop a high performing workforce through effective education, training, leadership and communication.
- Create a team structure that enables personal development and the achievement of organisational goals.
- Develop a culture that embraces our values and recognises and rewards individual achievement.

**E aha te mea nui? He tangata, he tangata, he tangata!**

**What is the most important thing?**

**The people, the people, the people!**

