NIAS
Northern Ireland
Ambulance Service

NORTHERN IRELAND AMBULANCE SERVICE

STRATEGIC PLAN 2005 - 2010

MAY 2005

Contents

1.0 PURPOSE OF THE STRATEGIC PLAN

The Northern Ireland Ambulance Service (NIAS) Strategic Plan draws on the Department of Health, Social Services and Public Safety (DHSSPS) Corporate Plan 2004-6 and in particular the Minister's Priorities identified within it:

- Reduction in preventable deaths and diseases and improvements in well being;
- Improvements in the quality of health and social care provided;
- More responsive hospital services;
- An accessible and effective Primary Care Service;
- Better support for those who need it in the community;
- Better life chances for children;
- Safeguarded rights and interests of children.

The key themes arising from these priorities are as follows:

- Improve access to services;
- Reform, modernize and improve services;
- Promote effective integrated working;
- Deliver value for money by improving efficiency and performance;
- Improve the quality of services;
- Harness new technology to improve citizen's access to information.

The NIAS Strategic Plan communicates to all stakeholders and the community an improved, desirable and achievable future for NIAS.

The NIAS Strategic Plan:

- Highlights the services for which NIAS is funded and accountable;
- Provides a framework within which NIAS reports and communicates our performance and degree of success in achieving its goals;
- Provides a mechanism for linking Government priorities, Departmental key outcomes and NIAS goals, activities and outcomes;
- Provides guidance to all levels within NIAS in the formulation of programmes, projects and the allocation of funds and resources;
- Provides information about the external environment and challenges which will influence service provision.

1.1 Ambulance Service Development

A Strategic Review of the Ambulance Service (Mapping the Road to Change) was undertaken under the direction of the Minister for Health and published in January 2000. This review identified 9 key areas for action to improve ambulance services.

1) Improve Emergency Ambulance Service.
2) Separate emergency and non-emergency work.
3) Ambulance Fleet and Estate.
4) Communications and Information Technology.
5) Skills development training and clinical effectiveness.
6) Emergency planning.
7) Human Resources and management issues.
8) Collaboration with other service providers.
9) Effective commissioning.

Considerable progress has been made in addressing the recommendations contained within these areas from the Strategic Review and the Implementation Plan developed by DHSSPS and NIAS.

1 Single Operator Rapid Response Ambulance vehicles and Dual Operator Intermediate Care Ambulances have been introduced to increase Emergency Ambulance capacity and enhance levels of cover.

2 Additional Ambulance Control Officers have been introduced to the Control and Communications environment to separate the emergency and non-emergency workload at control level.

3 There have been significant investments in Ambulance Fleet resulting in the introduction of new purpose built Accident and Emergency (A&E) vehicles and Patient Care Service (PCS) vehicles.

4 Work is underway to reconfigure Ambulance Control to provide a single accident and emergency control covering all of Northern Ireland and a separate non-emergency control located in the west of the province to cover the whole of Northern Ireland also. Investment has been made in telecommunications, radio communications, command and control and other relevant equipment to support the transformation.

5 Investment in staff development and training has increased threefold enabling the service to address issues around the number of paramedics, the provision of post proficiency training, skills deficits, the introduction of new skills, and the introduction of new clinical equipment to support ambulance staff in their role.

6 Development of Emergency Planning has seen the introduction of province wide Officer on Call to support ambulance operations out-of-hours and provide cover in the event of a major incident, and extension of training in this area.

7 The Ambulance Service has also contributed to departmental emergency planning in relation to SARS, Smallpox, CBRN etc. There has been limited development in the areas of Human Resources and increased management capacity with the priority for funding being assigned, in the first instance, to clinical developments which impact directly on the patient.

8 Collaboration with the other emergency services in Northern Ireland and with other services outside of Northern Ireland has been progressed and developed considerably resulting in memoranda of understanding and sharing of workplaces in some instances.

9 The commissioning process has been developed with the introduction of Commissioning Group for Ambulance Service representing all four HSS Boards.

Not withstanding the progress made in relation to the Implementation of the Strategic Review, significant areas remain to be addressed. The priorities for the Ambulance Service in this regard are as follows:

- The introduction of fully funded fleet replacement programme for accident and emergency and non-emergency vehicles.
- The introduction of additional ambulance locations and renewal of existing ambulance estate to provide a safe, appropriate and effective working environment in the correct location to support effective response.
- Progress the phased introduction of additional ambulance staff and vehicles to improve response times and the quality of ambulance response.
- Introduce clinical audit and supervision to assure governance requirements in relation to the quality of care provided.
- Consolidate developments currently underway in Ambulance Control and Communications, Training, Rapid Response, First Response, and Intermediate Care Services to sustain and enhance current levels of performance and activity.

2.0 PROFILE

The Northern Ireland Ambulance Service (NIAS) was established in 1995 and operates a single Northern Ireland wide Ambulance Trust with operational divisions reflecting the areas covered by the four Health and Social Services Boards serving a population of approximately 1.7 million. NIAS has an operational area of approximately 14,100sq kilometres serviced by a fleet of 240 ambulances (Accident and Emergency and Patient Care Service). NIAS employs in excess of 900 staff operating from 32 Ambulance Stations/Sub Stations, Ambulance Control Centres, Regional Training Centre and Ambulance Headquarters.

During 2003/04 NIAS responded to more than 83,000 accident and emergency calls, more that 37,000 urgent requests for transportation of patients by General Practitioners and other clinicians, and transport of more that 217,000 non-emergency patients and carers.

Ambulance Services Activities include:

- Emergency response to patients with sudden illness and injury;
- Out of hospital patient care;
- Inter-hospital transfers;
- Specialised health transport services;
- Training and education of ambulance professionals;
- Planning for and co-ordination of major incidents;
- Support for community based First Responder services;
- Community education;
- Out of hospital care research;

2.1 *Mission*

To deliver effective and efficient care to people in need and improve the health and well-being of the community through the delivery of high-quality ambulance services.

2.2 *Values*

We will seek to deliver effective and efficient patient care, clinical intervention and transportation in an environment based on our core values of:

Quality
We will work to the highest possible standards in all our endeavours, evaluating and monitoring to maximize effectiveness and basing decisions on the best available research and benchmarking information;

Respect
We will always treat people with dignity and consideration and expect our staff to be treated in a similar way;

Integrity
We will be reliable and honest in the way we deliver our service;

Accessibility

We will provide service based on clinical priority, where it is needed, to those who need it, when they need it;

Confidentiality

We will be open in all our dealings while ensuring that absolute confidentiality of patient's clinical information is maintained;

Service Excellence

We will be responsive to the changing needs of our patients through teamwork, communication and collaboration;

Collaboration

We will work closely with the other providers of health and social care in both statutory and voluntary sectors and establish effective co-ordination of work with other emergency services;

Governance

We will adhere to the principles of accountability and probity, which underpin public service.

2.3 *Stakeholders*

Our focus is on the people of Northern Ireland and in particular, the contribution NIAS can make to their needs in relation to out of hospital care and transportation.

Key stakeholders include:

- Patients treated and transported;
- NIAS staff and volunteers;
- Department, Boards & Trusts;
- Community organisations;
- Secretary of State and Ministers;
- Public Representatives:
- Trade Unions;
- Educational institutions;
- Professional bodies;
- Other emergency services.

2.4 *Service Standards*

NIAS identifies the needs of its patients and other stakeholders through communication, consultation and research. Service standards are designed to meet those needs in line with agreed standards.

NIAS is committed to:

- Providing the highest possible quality care and service to the community;
- Providing patient care in accordance with accepted clinical standards and the needs of the patient;
- Ensuring response times for emergency and non-emergency transport are within agreed DHSSPS standards;

- Ensuring that services are delivered in a professional and courteous manner;
- Ensuring that patients ' rights to privacy are respected;
- Honest and effective communication with patients.

2.5 *Vision*

An Ambulance Service contributing to a safer community and a better quality of life in Northern Ireland through first-class "out of hospital" emergency, non-emergency and disaster services.

- A service which anticipates and responds to the needs of the community, committed to improved operational performance and clinical care.
- A service which is clearly acknowledged as having a prominent and professional role in the delivery of "out of hospital" patient care and transportation.
- A service which operates as an integral part of the healthcare system in partnership with other HPSS Trusts and Northern Ireland Emergency Services.
- A service which invests in training, education and development and empowers it's employees at all levels to promote and sustain a culture of professionalism and excellence.
- A service which invests consistently in its staff and infrastructure (vehicles, equipment, estate and technology) necessary to provide care and transportation of patients in a safe, suitable and secure environment.
- A service which operates at the highest levels of probity and governance ensuring the appropriate use of public funds.

3.0 THE OPERATING ENVIRONMENT

The emphasis of ambulance services has shifted from being a service for transporting patients to one which emphasises its role in "out of hospital" healthcare. A guiding principle in the development of ambulance services is to 'put patients first'. This principle is in accord with Northern Ireland Ministerial priorities and with the NHS Plan for England and Wales. The Ambulance Service is identified as a health care provider concerned with improving clinical outcomes for patients.

This view stresses the opportunities for improving clinical care rather than the processes associated with patient transport. The emphasis is on survival in Accident and Emergency situations and the quality of the patient experience. Improved patient outcomes now require a 'whole systems approach', which recognises the key role Ambulance Services occupy in the healthcare system.

3.1 Strategic Context

The key role which the Ambulance Service has to play in the Strategic Development of Northern Ireland's Health and Personal Social Services have been outlined in a number of strategic documents.

The DHSSPS Corporate Plan for 2004-06 includes a Public Service Agreement Commitment (PSA Commitment 9) to deliver an ambulance response to 75% of life threatening calls within 8 minutes.

The DHSSPS strategy document A Healthy Future: 20 Year Vision for Health and Wellbeing in Northern Ireland 2005-25 identifies the need to improve the effectiveness of accident and emergency ambulance service.

Key Action: ***Investing in a Renewed Ambulance Service***

"A major programme of investment and modernisation is underway in the Northern Ireland Ambulance Service (NIAS) following a strategic review of the Service in 1998.Additional capacity in terms of additional ambulances and crews, along with investments in control technology and communications will lead to improved response times. Arrangements are also underway for enhancing the skills of ambulance staff and establishing a formal system of clinical governance within NIAS."

Caring for People beyond Tomorrow, a Strategic Framework for the Development of Primary Health and Social Care of Individuals, Families and Communities in Northern Ireland identifies a challenging future agenda for the development of Primary Health and Social Care across Northern Ireland. The Ambulance Service is one of the key stakeholders identified within this document which recognises that successful Implementation of the Strategic Framework will require shared ownership and commitment among all stakeholders.

The Acute Hospitals Review Group Report made specific reference to the Ambulance Service identifying it as a vital link in the emergency medical service chain. This document recognised and stated the "urgent need for improvements in the Northern Ireland Ambulance Service which has historically been underfunded". The authors of the document also recommended that the Department of Health and Social Services and Public Safety should give a high priority to the implementation of the recommendations in the Strategic Review and that there should be a significant increase in proposed investment in the Ambulance Service in order to accelerate the implementation.

Developing Better Services: Modernising Hospitals and Reforming Structures very clearly stated that the proposed reforms to the HPSS would require significant development and integration of ambulance services particularly ensuring that rural communities are not disadvantaged in their access to hospital services. The document identified the need for supporting measures which add to and compliment the provision of hospital services including:

- Rapid Responders Schemes;
- First Responders Schemes;
- Improved Ambulance Services;
- Transport Services;
- Innovative Planning.

The strategic context document of each of the HPSS Boards, created in response to Developing Better Services (DBS) as a first stage to implementation of the strategy, echo and support the importance and significance of ambulance services in achieving the goals outlined in DBS.

3.2 *Public Service Agreement*

The Public Service Agreement (PSA) Target, specific to Ambulance Services, is to ensure that 75% of life-threatening emergency calls are responded to within 8 minutes by 2007.

3.3 *Policy Context*

NIAS contributes to Northern Ireland and national primary health care strategies, which aim to improve the health and well-being of the community. NIAS maintains formal liaison with the DHSSPS through the Regional Strategy & Public Safety Directorate. This arrangement recognizes the role of NIAS as a key provider of out of hospital emergency and non-emergency health services. NIAS contributes to the development of national standards through its participation in the Joint Royal Colleges Ambulance Liaison Committee (JRCALC). These standards form the basis for professional and clinical practice within NIAS.

3.3 *Diversity & Equality*

NIAS is committed to providing appropriate services to all people throughout Northern Ireland, ensuring that our workforce respects the diversity of the community we serve and that NIAS as an employer in turn respects the diversity of its own staff. We will strive to ensure that the particular needs of disadvantaged groups in our society are recognized and addressed.

3.4 *Organisational Health*

Staff participation, at all levels of the organisation is a critical component of the development and modernisation of the Service. Adherence to all guidelines pertaining to organisational health (including workplace health and safety and injury management) ensures a safer working environment for all personnel.

3.5 *Community Engagement*

NIAS promotes community liaison and feedback through Local Ambulance Liaison Groups (LALGs) in addition to direct feedback from patients and their representatives. LALGs consist of local representatives drawn from HSS Councils, HSS Trusts & HSS Boards who not only provide valuable feedback from their individual communities but are also active in developing locally responsive services in collaboration with other healthcare providers.

4.0 NIAS STRUCTURE

The NIAS organisational structure is centred on our primary role of delivering "out of hospital" care and transportation to patients. The vast majority of our staff and non-staff resources are dedicated to the provision of direct patient care, treatment and transportation.

The key elements of the Ambulance Service are as follows:

1. Emergency Response;

2. Non-Emergency Patient Care & Transportation;

3. Emergency Planning and Preparedness;

4. Emergency/Non-Emergency Control, Communications & Resource Deployment;

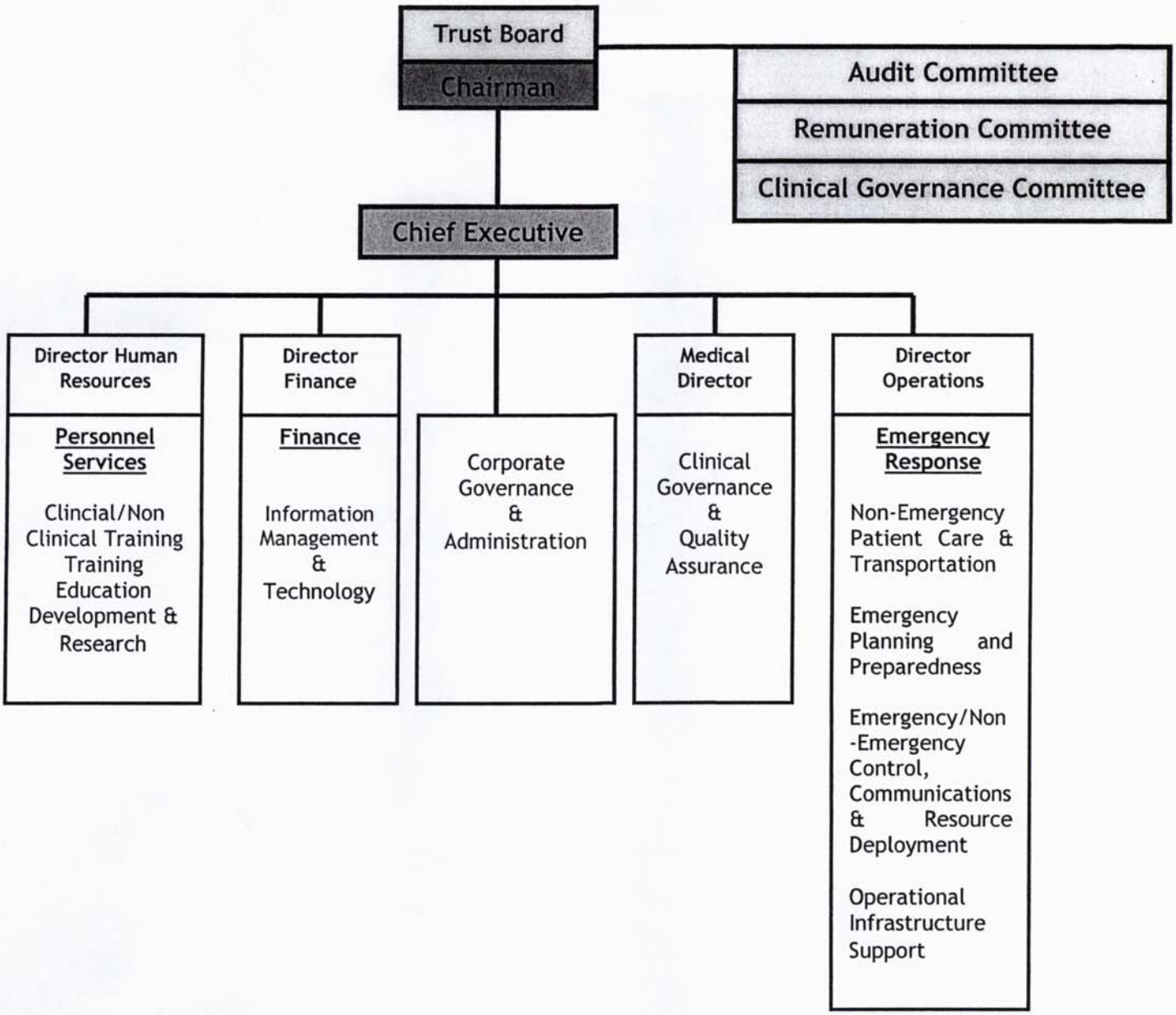
5. Clinical/Non-Clinical Training, Education, Development & Research;

6. Operational Support;

   (a) Corporate Governance & Administration;
   (b) Clinical Governance & Quality Assurance;
   (c) Human Resources;
   (d) Finance & Logistics;
   (e) Information Management & Technology;
   (f) Operational Infrastructure Support (Fleet, Equipment, Technology & Estate).

The activities of the organisation, in pursuit of its objectives, are directed through a Trust Board appointed by the Minister for Health, Social Services and Public Safety, and managed through an Executive structure.

4.1 *NIAS Executive Structure*



5.0 CHALLENGES

5.1 *Increasing Demand for Services*

Demand for all health services including ambulance services is increasing as a result of population growth, demography and changes in health policy. Northern Ireland has a population growth rate above the national average. NIAS will continue to face the challenge of providing high-quality services that meet the needs of a decentralised, growing and ageing client base. NIAS recognises the need to continually monitor population and service demand trends to develop strategies that ensure all people within Northern Ireland have access to high-quality ambulance services, appropriate to their needs.

5.2 *Community Expectations and Continuous Improvement*

The community has increasing expectations of service delivery. In meeting community expectations for a modern, well-equipped ambulance service, NIAS will continue to develop and implement innovative ways of delivering its' services efficiently and effectively. An objective basis for workforce planning is currently being applied to ensure that the necessary resources are identified and optimally distributed to achieve targets.

NIAS continues to pursue improvement initiatives to foster a culture of excellence and quality. As an organisation committed to the provision of high-quality services, NIAS recognises the importance of customer feedback as a valuable source of information, essential for continuous improvement in service delivery. To monitor and report performance objectively, NIAS is working with stakeholders in developing new performance measures of service delivery and other standards.

There is a growing recognition of the value of preventative measures and community education designed to reduce the likelihood of injury, illness or death. NIAS continues to develop and implement innovative and effective community education and response programmes with partner organisations in the statutory and voluntary sectors.

5.3 *Education*

Changes in the dynamics of ambulance service provision particularly in the pre-hospital emergency care and treatment environment continue to challenge NIAS. Therefore, to ensure the highest standards of out of hospital care are provided to patients, the NIAS educational framework must evolve with the advancing national training and research agenda and international ambulance education standards.

Initiatives include:

- The provision of an integrated professional development framework for NIAS operational staff;
- The provision of nationally recognized education for ambulance personnel;
- Consideration of greater involvement with the third level education sector.

5.4 *Urban, Rural and Remote Response*

NIAS is responding to the challenge of delivering appropriate and responsive services to the whole of Northern Ireland through the development of flexible models of service delivery, including Paramedic Rapid Response and Community First Response, and changes to the role of the ambulance professional to ensure that services continue to meet responsibilities and feed into an integrated health model.

5.5 *Changing Technological Environment*

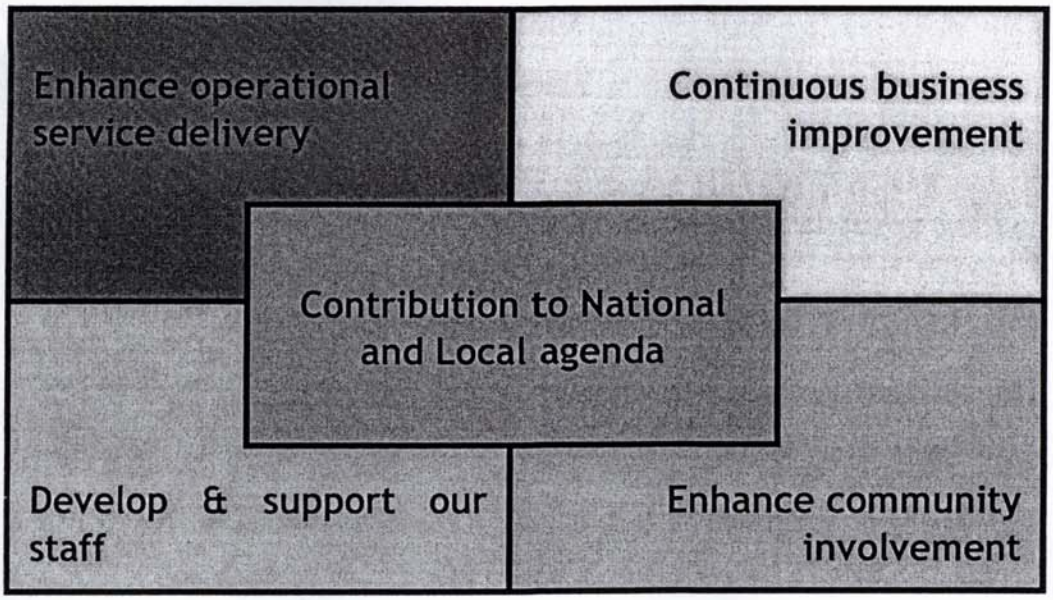
A changing technological environment provides opportunities for improved service delivery. NIAS has established a range of mechanisms to ensure that upgrades in vehicles, equipment and medical technologies are considered in shaping future service delivery models. NIAS has also implemented or is planning extensive upgrades of our communications facilities including clinical prioritisation of activity Advanced Medical Priority Dispatch System (AMPDS), computer-aided dispatch (CAD), digital trunk radio (DTR), automatic vehicle location (AVL) and mobile data terminal (MDT) technology.

CAD and communications systems operating on a regional rather than local basis improve the effectiveness of response to incidents and efficiency of services. Improved information management systems ensure that operational decisions at all levels are based on the most appropriate information available.

6.0 A BALANCED SCORECARD APPROACH TO STRATEGIC PLANNING

NIAS has identified five key areas to support the planning and delivery of ambulance services, based on meeting community needs and the overall priorities and direction of Government as well as ensuring that the organisation remains innovative and responsive. In line with the Balanced Scorecard approach to strategic planning, the key areas reflect the priorities of the Ambulance Service and key activities and expectations relating to each are outlined.

1. Enhance operational service delivery.
2. Continuous business improvement.
3. Enhance community involvement.
4. Develop and support our staff.
5. Contribution to National and Local agenda.



6.1 *Enhance Operational Service Delivery*

The community's expectations of standards of service delivery are continually evolving. To meet these expectations we must continue to develop flexible and responsive service delivery models and strategies that are responsive to the demography and diversity of the community and the needs of patients.

6.2 Continuous Business Improvement

NIAS is committed to improving the delivery of our services to the community and to improving organisational and clinical governance and business processes. Planning, data and information management, and performance analysis and reporting are key to enabling NIAS to provide effective delivery of services in a changing environment in an accountable and efficient manner. NIAS will continue to drive organisational improvement.

Appendices (1 to 5) detail the strategies NIAS proposes to follow in each key area and the activities required over the period 2005 to 2010 to deliver those strategies.

6.3 *Enhance Community Involvement*

There is widespread recognition of the value of preparing and supporting communities to respond to sudden illness and to put in place systems to support the statutory providers of emergency care. NIAS continues to develop and implement innovative and effective community education and first response programmes. This supports the process of engaging with the community to reflect their views, requirements and aspirations in the planning and delivery of ambulance services.

6.4 *Develop and Support Our Staff*

NIAS will continue to develop strategies that recognise, support, train and safeguard our staff to ensure their continuing ability to provide quality services in an increasingly demanding service delivery environment. Strategies will emphasise contemporary management practices that promote and value diversity and ensure that the workforce is culturally aware of the community it serves.

6.5 *Contribution to National and Local Agenda*

NIAS is a key community safety provider and a partner in community capacity building. NIAS will continue to develop strategies that identify, establish and enhance relationships and collaboration with other agencies, stakeholders and partner organisations and become involved in forums where we can contribute our expertise. In addition, NIAS will continue to engage the community and to enable the community to participate and contribute to the way services are delivered.

APPENDIX 1

ENHANCE OPERATIONAL SERVICE DELIVERY

KEY STRATEGIC AIM

- To reduce the level of preventable mortality, injuries, pain and suffering through the efficient and effective delivery of acute and non-acute ambulance services
- To anticipate and respond to the needs of the community, committed to improved operational performance and clinical care.

Strategic Goals 2005-10	Key Actions
Development of strategies to improve response times and the quality of service delivery in response to the growing and ageing population.	- Introduce Phase 2 of Strategic Review implementation. - Further develop Rapid Response to enhance response times and targeted service delivery. - Further develop First Response. - Develop Co-response. - Expand and develop EACC.
Develop electronic field data collection to improve speed and reliability of data gathering, reduce ambulance cycle times at medical destinations and better support service planning.	- Explore real-time data collection & transmission of patient information for A&E. - Explore data collection & transmission of patient information for Non-emergency patients.
Maintain a continuous improvement approach to quality service delivery through the: - Clinical Improvement Program; - Integration of CAD, Ambulance Information Management System and other business information systems; - Establishment of non--urgent patient transport service performance-based agreements with major client groups; - Continued integration with other community and emergency medical service providers	- Introduce JRCALC Guidelines on a phased basis and deliver compliance by 2008. - Develop Management Information Systems and Information Management Department. - Lead/Contribute to development of Emergency Care network for NI. - Contribute to development of guidance/protocols to enhance provision of Acute Trauma Services and other key clinical service developments.

Strategic Goals 2005-10	Key Actions
Introduce a patient care strategy based on evidence based practice and research into emergency medical systems and pre-hospital care.	- Develop Patient Care Strategy in response to DHSSPS Regional Strategy. - Further develop and refine tactical deployment and status plan management. - Develop additional response locations in support of tactical deployment. - Introduce Deployment Plan - Introduce additional deployment locations - Introduce Control Protocols to support ambulance deployment on basis of clinical need.
Explore alternative service delivery models and opportunities particularly for rural and remote communities.	- Develop links on national/international basis to remain abreast of developments. - Introduce Alternative Care Pathways - Treat and Refer; Treat and Leave; Do not Attend (Category C)

OUR MEASURES OF SUCCESS

- ✓ Development of relevant and measurable Key Performance Indicators and progress against delivery of same
- ✓ Percentage of life-threatening emergency cases (Category A) responded to in less than 8 minutes
- ✓ Level of patient satisfaction with the timeliness and quality of care
- ✓ Percentage of non-urgent cases attended by the appointed time

APPENDIX 2

CONTINOUS BUSINESS IMPROVEMENT

KEY STRATEGIC AIM

- To develop strategic business systems and associated practices to maintain a sustainable funding base, improve efficiency and support service delivery.
- To invest consistently in the infrastructure (vehicles, equipment, estate and technology) necessary to provide care and transportation of our patients in a safe, suitable and secure environment. Where appropriate, in conjunction with other HPSS organisations and Emergency Services.
- To operate at the highest levels of probity and governance.

Strategic Goals 2005-10	Key Actions
Maintain a sustainable funding base and ensure the community in Northern Ireland has access to ambulance services in an emergency	- Secure support for revenue & capital consequences of NIAS service developments, particularly Strategic Investment Plan. - Meet financial tests for NIAS Trust
Increase organisational efficiency through improved asset management systems for vehicles, equipment, buildings and technical assets.	- Develop structures and improved processes for the management of physical resources - fleet, equipment, estate and technology. - Develop Estate Strategy & Fleet Replacement Strategy and supporting business cases.
Explore commercial /non-commercial opportunities and enhance development practices, policies and systems where appropriate.	- Develop proposals to deliver 2% efficiency target for 2005-06 and related DHSSPS Reform Efficiencies - Develop/extend budgetary control
Improve information collection / management through the development of an integrated Management Information System.	Develop systems for information management and quality assurance in support of key performance indicators and controls assurance.

Strategic Goals 2005-10	Key Actions
Extend our clinical effectiveness and quality assurance process through the implementation of an Evidence Based Practice approach.	- Further develop Risk Management. - Continue to implement Controls Assurance Standards & Reporting. - Develop Key Performance Indicators for Clinical and Non-Clinical Performance.

OUR MEASURES OF SUCCESS

- ✓ Organisational assessment against Controls Assurance Standards
- ✓ Increase accuracy and completion rates of Ambulance Patient Report Form

APPENDIX 3

ENHANCE COMMUNITY INVOLVEMENT

KEY STRATEGIC AIM

To prepare the community to respond competently to sudden illness and injury

Strategic Goals 2005-10	Key Actions
Continue our school based education programme.	Explore Secondary School Community Education programme
Promote community awareness in early identification of sudden illness and injury and prompt action.	Develop Media Campaign for "999" call making and AMPDS
Enhance the First Responder Initiative.	Develop First Response in addition to Ambulance Response
Promote community and industry awareness of the need for early planning in the health aspects of major events.	Develop Emergency Planning in line with resources made available
Enhance profile of Ambulance Service in community to increase awareness of role and develop potential for recruitment. Avoidance of injuries to our staff.	Develop and introduce Media Strategy and Education Strategy Develop role in Business in the Community
Develop and provide school based education programmes promoting child safety, and basic first aid	- Develop Community Education Programme - Secure recurrent funding base for Community Education Programm

OUR MEASURES OF SUCCESS

- ✓ Proportion of schools visited in community education programme
- ✓ Number of First Responder schemes progressed
- ✓ Proportion of major events with NIAS input in planning

APPENDIX 4

DEVELOP AND SUPPORT OUR STAFF

KEY STRATEGIC AIM

- To be a service which invests in training, education and development to ensure that the necessary skills are in place to achieve the vision and objectives of the organisation and contribute to wider HPSS and Public Safety objectives.
- To empower all our employees at all levels to promote and sustain a culture of professionalism and excellence.

Strategic Goals 2005-10	Key Actions
Undertaking workforce and resource modelling together with roster reform to better meet service demand, workplace health and the well-being needs of our staff.	- Develop resource plans to maximize Agenda for Change opportunities to enhance service delivery - Introduce Agenda for Change in line with DHSSPS timeframes - Manage industrial relations to deliver enhanced working practices and environment. - Review staff rotas in line with operational requirements and development opportunities. - Recruit and train sufficient staff to ensure service delivery.
Continuing to develop the work-life balance policies in light of service developments and priorities	- Develop reporting mechanism on work-life balance uptake and means of sharing experience internally and externally. - Introduce computerised resource management to streamline work allocation. - Manage absence to achieve DHSSPS targets. - Review policy and procedures relating to staff movement
Develop flexible delivery of distance education for our staff and volunteers.	- Explore potential for alternative methods of delivering training and education (on-line multimedia, etc)
Enhance performance management processes through professional development opportunities for staff and continuation of a supportive performance management and development framework.	- Secure Investors in People award and retain. - Refine Performance management processes in line with key performance indicators development. - Introduce Agenda for Change knowledge and skills assessment process.

Strategic Goals 2005-10	Key Actions
Enhance access to and satisfaction with training and development programs by developing programs to meet the professional, clinical, technical and business needs of staff, volunteers and clients.	Explore development of 3-year training plan as alternative/strategic support to annual training plan.

OUR MEASURES OF SUCCESS

- ✓ Level of employee satisfaction
- ✓ Reduction in time lost due to staff absence
- ✓ Number of staff and volunteers participating in learning activities/programs
- ✓ Staff satisfaction with access to and quality of training activities and programs
- ✓ Staff turnover rates

APPENDIX 5

CONTRIBUTION TO NATIONAL AND LOCAL POLICY AGENDA

KEY STRATEGIC AIM

- To be recognised as a leader in the provision of ambulance services.
- To operate as an integral part of the healthcare system.
- To be clearly recognised as having a prominent and professional role in the delivery of "out of hospital" patient care and transportation.

Strategic Goals 2005-10	Key Actions
Continuing research focused on national health and strategic priorities.	- Develop Research Programme. - Enhance NIAS research profile with partner organisations. - Contribute to National and Local Groups to influence policy development and implementation. - Develop "out of hospital" ambulance led cardiac model for Northern Ireland from existing base in South Health and Social Services Board (SHSSB)
Further develop the capacity of staff and volunteers to engage effectively with the community.	Contribute fully to the DBS process at local and regional level
Ensure community participation through the further development of our Local Ambulance Liaison Groups.	Develop role and constituency of Ambulance Liaison Groups
Develop third-level education strategy.	Explore development of third level education for Ambulance Professionals

OUR MEASURES OF SUCCESS

✓ Contribution to national, state and local forums
✓ Representation on Regional Management Forums