



KINGSTON
FIRST RESPONSE

GOVERNANCE
STRATEGIC PLAN
MANAGEMENT
SYSTEMS

**Achieving Excellence in Patient Transport
and
Health Care**



KFR= Kingston First Response

SCOPE

Management systems are responsive to the needs of Patients, our Team and Stakeholders.

Management of our operations ensures Patients and Stakeholders receive the services detailed in their agreement.

Our Organisation uses a systematic and continuous improvement approach to the management of operations.

Organisation monitors our services provided.

Our Organization manages records to ensure their accuracy and integrity.

Our Organisation demonstrates governance arrangements in place as follows:

Our CEO Chief Executive Officer ensures that we comply with: the W.A. Health Department Standards, W.A. Country Health Service Strategic Plan. AHPRA, Support the Strategic priorities of the W.A. Health Dept – “ensuring that Western Australians receive safe, high quality and accessible health care, no matter where they live”. Medicines and Poisons Act 2014 , Medicines and Poisons Regulations 2016, Aware of the Mental Health Policy and Multicultural Health strategies that create a sense of community and acceptance, incorporate the Australian Resuscitation Council Guidelines ARC and The Australian and New Zealand committee on Resuscitation guidelines ANCOR Guidelines, NHMRC Australian guidelines for the Prevention and Control of Infection in Healthcare. National safety and quality health services standards (NSQHS)

Our Organization explicitly demonstrates how it ensures the decision making of Senior Management is informed by the experiences of its Paramedic, Nursing and Technician Teams.

THE PLANNING CONTEXT

- A focus on our quality assurance and performance monitoring has developed within, accomplished by a clear communication, reporting culture and continuous upskilling approach of our Teams.

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- Consideration to increase formal collaboration between Health Services, Health Institutions and Industry / Community needs.
 - Consideration to the fact competitive issues with Government strategies in Western Australia and funding models in Patient Transport and Event Management.
 - Consideration to continue to increase our flexibility and diversity which will be imperative in the light of far-reaching changing systems, increase in population and Government policy and its impact on the Health sector. More flexibility demands we provide more access and diversity to our provision of services, structure of fees, technological services, staffing recruitment and arrangements, resource acquisition and utilisation, management and administrative processes.
 - Increase focus on our institutional governance and management efficiency to meet new standards.
 - Against these major environmental shifts, KFR has put a sustained effort into refining its planning activities in order to achieve a 'best fit' between its internal values and characteristics and the external environment in which it operates. The emphasis has been on ensuring Community engagement and employment, responsiveness to the Community, Councils and Industry needs. Take an integrated approach to planning, systematically linking the strategic plans to its operational plans, its budget, and its performance evaluation and management systems.
 - Quality Services and outcomes are our priority to meet individuals, the health Professions and industry expectations and needs.
 - Continuous improvement approach in priorities, management operational plans and planning processes will link to strategic plan and result in effective execution.

Framework of activities to underpin the effective execution of Systemic operations and Management:

- Organization yearly calendar
- Mission statement
- Vision statement
- Values
- Upskilling principles
- Business principles
- Goals operational priorities
- Related planning materials
- Facilities and resources review
- Cycle of planning and accountability of the organization
- Financial governance and planning
- Business plan

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- Marketing plan
 - Management structure

 - Organization yearly planner
 - Staff Development yearly programme
 - External courses: State Training Forum, Study Perth training and meetings,
 - Staff currency programme
 - Regular recorded management meetings
 - Regular recorded staff meetings
 - Internal memos
 - Staff newsletters
 - Policies and Procedures reviewed yearly
 - Management expectations policy
 - Staff expectations policy
 - Dedicated compliance and quality assurance manager, ensure dissemination of information to Staff through memo, regular staff meetings and staff development sessions to complement this.
 - Internal audit process
 - Reporting outcomes
 - Organization manual
 - Staff Orientation
 - Continual industry recorded engagement and meetings
 - Continuous improvement strategy
 - Risk management strategy

Cycle of planning and accountability ensures underpinning framework of activities, meet operational plan, processes and ultimately the strategic plan.

MISSION STATEMENT

To provide advanced, quality Patient Transport Services and Event Management to sustain safe and reliable services to meet the needs and expectations of the Southwest Regional Communities and Industry.

VISION STATEMENT

Achieving Excellence

KFR will be recognised for its Excellence in Patient Transport and Event management as a leading Private developer of creative resources, to meet the needs of our Regional Communities of which we proudly serve.

VALUES

The core values underpinning our activities are a commitment to:

- A high performance culture designed to achieve excellence in patient care.
- Intellectual freedom to encourage our Team to engage in open exchange of ideas and thought
- Continuous improvement through self-evaluation and external review
- Fostering the values of openness, honesty, tolerance, fairness, trust and responsibility in social, moral and academic matters
- Transparency in decision-making and accountability
- Equity and merit as the fundamental principles for the achievement of the full potential of all staff and students

BUSINESS PRINCIPLES AND ACTIVITIES

- A clear vision for **current and new techniques** will be determined and communicated, in order that all decisions are based on working group initiative and industries needs.
- Responsibility for **administration records** will be controlled in a central Electronic management system, co-ordinated by Admin Team assuring system integrity. All documents including patient documentation will be stored in the electronic management system.
- **Administration staff** will be involved with schedules, general correspondence and mailings. Ensuring timely delivery of information to Patients, Team, Stakeholders and potential Patients.
- The **Manager** will be allocated to the tasks of day to day management activities: vehicle servicing and bookings, Patient bookings, central courier service, domestic assistance, maintenance, monitoring and service, insurance, Team management, venue hire, relief staff, recruitment, contractual arrangements, interviews, accounts, ensuring clear communication exists, quality endorsement, audits, complaints,

team support, implementation of strategic policies and regular liaison with industry and Patients.

- A **financial manager** (Accountant) along with our external Accountant-IPG and finance management Team will be involved with day to day financial services, BAS, Account enquiries, fees monitoring and processes, adopting and managing the business plan, financial reports, financial audits, and TAX requirements.
- **Ambulance Teams** will be responsible for stocking and current technology implemented into the Ambulances, also ensuring strategies and industry recommendations are delivered. In addition, the Team will have responsibility for focusing the services with a Patient centred saFET approach.
- **Ambulance Teams to be highly motivated , qualified, experienced personnel** with impeccable professional ethics who follow KFR policies and procedures and attend upskilling sessions, currency of qualifications and attend staff development sessions and meetings.
- A team of **technical advisors** made up of past Managers of St Johns Ambulance, Mining Emergency Services Managers, experienced Paramedics, experienced ECU Nurses, Doctors and specialists in other disciplines, will provide support and advice ensuring a quality process of Patient Transport including Patient Care and safety.
- **Compliance / Quality Assurance Manager**, this will cover Clinical Governance with patient safety and reporting. Clinical incident management. Consent forms and to consent to treat. Patient clinical handover. Patient safety- whilst all health care contains a degree of risk, patient safety is concerned with reducing this to an acceptable minimum. Patient safety processes within our Patient Transport Services help to identify areas where opportunities for improvement in the delivery of transport and health care may exist to prevent avoidable harm. Patient feedback and complaints management. Clinical risk management: Identifying what can and does go wrong during care, understanding the factors that influence this, learning lesson from

adverse events and poor outcomes, ensuring action is taken to prevent recurrence, establishing systems in place to reduce risk. Medication safety: Dr Scott Macliver engaged as the Poisons Supervisor and will be involved with scripts and determining use and dosages for drugs. Eaton Terry White Chemist dedicated distributor, storage and advisor of drug policies and procedures. Clinical focused medication safety information and posters will be provided to the Team along with Patient focused brochures and pamphlets.

Our organisation's risk management practices are a critical component of good governance and fundamental to support the achievement of objectives. Risk management is built into all operational processes and underpin decision making. The Compliance Manager is committed to ensuring that robust governance structures and processes are in place to promote effective Health Services KFR provide under risk management practices. [MP 0006/16 - Risk Management Policy \(PDF 214KB\)](#)

Policy Framework

[Risk, Compliance and Audit](#)

[Clinical Risk Management Guidelines \(PDF 721KB\)](#)

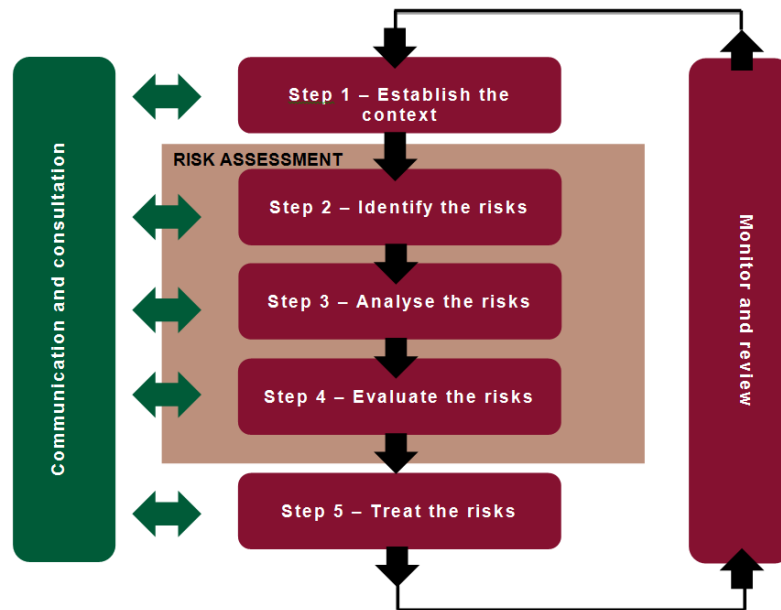
Related documents

[Risk Assessment Tables for the WA Health System \(PDF 259KB\)](#)

Supporting information

[Professional Practices Framework of The Institute of Internal Auditors](#)
[Enterprise Risk Management System User Manual](#)
[WA Health Clinical Risk Management Guidelines](#)

Clinical risk management process – 5 steps , 2 processes



- We endeavour to **respond in a co-ordinated way to key issues** and in providing information or significant changes in our operations.
- We intend to ensure **integrated service delivery** across the regional Southwest. Our policy is to achieve government priorities for health, while sustaining and meeting State and Federal regulatory requirements.

STRATEGIC DIRECTIONS

VISION

- A World class provider of Patient Transport Services and Health Care through innovation, enterprise and leadership.
- KFR will be recognized Internationally for its excellence in Transport Services as a leader developing creative services to meet Regional Communities needs in Health Services.

OBJECTIVES

Customers and Stakeholders

- Acquire and utilize information on latest techniques and products, emerging markets and evolving the Professions and Patients needs and expectations
- Meet patient and Stakeholders expectations.

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- Develop partnerships alliances with major clients, stakeholders and associated Health Professionals, Health Institutions and Industries.

Products and Services

- Ensure services are relevant to the Health Profession and patients requirements.
- Initiate new technologies.
- Meet quality standards.
- Develop emerging and niche markets for services.

Team

- Provide opportunities for all Team to develop their talents and expertise.
- Optimize the application of Team talents and expertise.
- Develop strategies to equip Team to readily adapt to change in their work environment.
- Optimize the use of technology.

Financial Security

- Achieve profitability in all business activities.
- Achieve growth.
- Maximize return on investments.
- Continually improve system and processes associated with resource allocation and monitoring.

TEAM PRINCIPLES - Locals from their Regional Communities

Committed to quality Health Services and continual self development values, which enhance achievements at all levels. Seeks to nurture excellence, enable creativity and intellectual exploration, and promote effective communication, citizenship and friendship amongst Team and the Regional Community and beyond.

Team to have the opportunity to:

- to think, reason and analyse logically and creatively
- to question accepted wisdom and be open to innovation
- to acquire the skills and knowledge needed to embrace rapidly-changing technologies, professions and industries.
- to enjoy and develop attitudes which value learning
- to acquire skills in information literacy
- to acquire cultural literacy and respect
- to acknowledge Indigenous values and culture
- to develop ethical approaches and mature judgement in practical and theory matters
- to develop the capacity for effective citizenship, leadership and teamwork
- to develop spoken and written English communication skills at high levels
- to acquire skills in interpersonal communication

DEFINING CHARACTERISTICS

DNA defining characteristics can be summarised as:

- **High quality**, as the criterion for all our activities
- **Comprehensive**, with a broad experienced Paramedic and Nursing Team
- **Selective**, within a comprehensive base, to develop particular Team members associated in areas of research in strength and emphasis.
- **Innovative in Research**, with unique partnerships, mentors and supporters, we are able to ensure we are at the leading edge in Patient Transport.
- **Internationally focussed**, for both the content and standards of our activities, as a quality assurance process. We take into account Transport Services and Patient Care globally both in the Private and Government sectors.
- **Technologically advanced**, to maximise our leadership in Services and depth in Patient Care. We welcome our partnerships with high end Health Industry Technology organizations across all our disciplines.
- **Responsive**, to meet the needs of the Individual, Community and our Stakeholders.

KFR GOALS

They are:

- Dependable and quality Patient Transport Services to the Southwest Regional locations.
- Research to ensure the latest technology and techniques in Patient Care
- External relations, involvement and Community engagement.
- People – our capable Team and sufficient Ambulance Resources
Management and Team are instructed and committed to our Organization expectations and policies and procedures.

Goal statement derives primarily from the mission, vision, values and defining characteristics but is more specific in its capacity to guide the actions of the areas of activity.

OPERATIONAL PRIORITIES

Team

To enhance the quality of the Team learning experience, facilities and resources.

Research

To improve the quality, impact, and productivity in Patient Transport and Patient Care.

External Relations and Community Engagement

To improve our marketing, positioning and reputation, and to develop strategic relationships and community engagement.

People and Resources

To develop our people and resources.

Performance targets will be a new initiative to be developed into the future, following strategies creating KPI.

RELATED SYSTEMATIC PLANNING MATERIALS

Range of integrated planning instruments and documents:

- The Cycle of Planning and Accountability
- Business Plan
- Marketing Plan
- Dissemination of information through the organization
- Team Development
- Organization calendar
- Organization yearly planner
- Operational Priorities
- Strategic and Operational Plans
- Financial management strategy
- Organization manual
- General policies and procedures
- Continuous improvement strategy
- Risk management strategy
- Management structure
- Management expectations document
- Organizational Handbook
- Staff Orientation policy and procedure
- Industry engagement
- Staff currency in their qualifications
- Reporting regulatory requirements

These documents should be referred to in conjunction with this Strategic Plan for a complete picture of the Organizations systemic operations and management.

Policies and Procedures

Policies and procedures, quality assurance and continuous improvement strategies ensure we have as strong management of our operations providing Patients, Stakeholders and the Health Professions quality services detailed in their acceptance agreement with KFR.

Through our organisation use of our continuous improvement strategies and systematic approach to our management of operations as described and outlined in the Governance, Strategic Planning and Management systems document. Patients and the Health profession are assured of quality Patient Transport services.

Our Organisation through our Compliance Manager with our policies and procedures, monitors, reviews and attains outcomes of our Patient Transport and Patient Care services to ensure that it complies with all aspects of the Health Department of W.A. and other regulatory requirements. The Team are educated and informed and have clearly outlined, defined Duty Statements.

Our Organization follows a policy and procedure to manage our records to ensure their accuracy and integrity, which includes archiving.

Our Organisation demonstrates governance arrangements in place as follows:

Our CEO Chief Executive Officer and Compliance manager ensures that we comply with Health and Safety requirements.

Our Organization explicitly demonstrates how it ensures the decision making of senior management is informed by the experiences of our highly experienced Paramedic, Nursing and Doctors in out Teams.

Attachments:

Appendix 1: Management Expectations

Appendix 2: Cycle of Planning and Accountability

Appendix 1

Expectations of Staff in Leadership and Management Roles Policy and Procedure

There are certain skills, attributes and behaviours that the KFR expects all Team members to demonstrate in their work. These expectations are to be discussed at the Annual Team member Performance Review. For those Team members who have responsibility for the supervision of others, there are additional expectations, as outlined below, that should also be discussed as part of the Annual Team member Performance Review. All leaders and managers should demonstrate innovation and a commitment to KFR policies and procedures, goals and strategic plans with high performance in their own work and encouragement of these to others.

People Leadership and Management

Team members who supervise others are expected to demonstrate effective leadership and management in their dealings with staff.

Effective leadership and management is important, as is demonstrated in many ways. Effective leaders encourage staff awareness of KFR priorities and directions through ongoing communication and feedback. They establish a high performance work culture through setting standards and rewarding performance. Team members in leadership roles will engage in ongoing learning and development to improve their performance and will encourage and support their fellow Team members to do so. Team members in leadership roles will responsibly manage high and low performers.

Resource Management

Team members in leadership and management roles are expected to work within allocated budgets to achieve outcomes.

KFR leaders and managers are expected to demonstrate commitment to the KFR priorities through effective strategic planning, budget, human resource and facility management strategies. They will monitor outcomes, manage change projects and implement agreed systems and processes to meet objectives. They will engage in evaluation and review to support improvement. Effective leaders and managers encourage and reward the innovation and high performance of individuals and teams.

Collaboration

Leaders and managers are expected to facilitate KFR collaboration to enhance its reputation.

Effective leaders and managers demonstrate a strong awareness of the position of the KFR and the role of their own work area within the wider context. They link their activities to broader trends, and identify ways to improve the Patient Transport and Health Care status and our reputation. They initiate, develop and maintain effective partnerships with Health institutions, Health professionals, community groups,

councils, external agencies and individuals. They seek to build the KFR presence in the wider regional community and ensure KFR reflects best practice in our activities.

In Team member Annual Performance Review, the reviewer will reflect on how well Team members meet these expectations of KFR. In preparation for discussion, Team members are asked to consider the questions listed below.

1. People Leadership and Management

Staff may wish to reflect on the questions below.

- In what ways have I established performance standards for Team members?
- Have I rewarded good performers? What impact have my strategies had on those performers?
- How would my Team member describe our workplace culture? What evidence do I have that the culture is inclusive, positive and high performance?
- How have I supported Team members to achieve their desired balance between work and other aspects of their life, and to what extent have I modelled this balance myself?
- In what ways have I tried to improve my leadership and management skills?
- Have I encouraged my Team members to improve their capabilities and skills through participation in learning and development opportunities?
- How have I supported the Professional Development Review process to support my people management responsibilities?
- What am I doing about poor performers? Are there improvements?

2. Resource Management

Staff may wish to reflect on the questions below.

- How well advanced is our strategic planning? Do we link our activities to the Operational Priorities Plan?
- Can I demonstrate effective budget management? Have we improved our budgetary systems / practices?
- How do we demonstrate good human resource practice?

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- Are our facilities well managed and safe?
 - Have we improved our systems and/or processes this year? What was done? Do I have evidence of improved performance?
 - Which groups / projects demonstrate outstanding performance or innovation? How did I support those activities?
 - Where did I use my problem solving skills? Did I demonstrate imagination in addressing the problems I faced?

3. Collaboration

Staff may wish to reflect on the questions below.

- What links do we have with the external regional community? What have I done to support and encourage those links? How do I know they are working effectively?
- How do our services and activities rate compared with our competitors and comparators? Can we improve further?
- What partnerships have we developed? How can I strengthen and encourage them.

Accountability

Team members are accountable to their identified Managers or Team leader in the Ambulance.

Team members who require support and specialist assistance or wish to speak directly with management, can do so through an arranged appointment with Management.

Identified Managers and Team leaders are accountable to KFR Operations Manager and are to report and have regular meetings with the Operations manager throughout the year as indicated in the KFR Yearly Planner and additional meetings when required.

Managers or Team leaders are to report all unusual findings, complaints, suggestions, situations immediately to KFR Compliance Manager.

The KFR Operations Manager is accountable to the (CEO) Chief Executive Officer and must report any unusual or significant situations or events immediately.

The Operations manager and CEO have regular meeting as scheduled with additional meetings when required.

Structure whole of staff meetings are scheduled throughout the year in the KFR yearly Planner for Managers and Team leaders to attend.

Agendas are developed, with Minutes of Meetings taken and filed, with all meetings objectives to be achieved documented. Review meetings held to ascertain outcomes of these proposed objectives and any further planning or development required.

APPENDIX 2

CYCLE OF PLANNING AND ACCOUNTABILITY

