

St John 

Impact Report

2020

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Please note: Some of the figures throughout this report are rounded off.

**A health and
emergency services
organisation made
from community
for community.**

Our year at a glance



Emergency Ambulance

100,000 moments of crisis supported by emergency critical care.

98,667 Priority 1 cases in the metropolitan area and **21,849** cases across regional locations.

240,000 Ambulance patients in 2019/20.



Patient Transport

140,000 critical trips throughout the financial year, including **34,000** trips for our most vulnerable and isolated community members.



First Aid Training

320,000 free first aid courses provided across the community as part of our charitable mission. **80,000** paid training sessions.



Event Health

In spite of COVID-19 event restrictions, Event Health Services treated **20,000** patients at events this year to provide some respite from the life changes the country suffered from.



Primary health

298,700 Medical, Dental and Urgent Care patients showing the community demand for St John in more parts of the health system.

Who we are, what we do, why it matters

Who we are

Twenty police, ten railway workers and two community volunteers were the first Western Australians trained by St John WA to provide emergency first aid. It was 3 March 1892 and the rapid urbanisation and industrialisation of our state was increasing the frequency of accidents in the community and the need for people skilled in first aid to attend to their neighbours. Today St John offers Western Australians the full range of pre-hospital health care services through an integrated model that harnesses the support of approximately 11,374 community volunteers and 1,791 employees across metropolitan and regional WA.

While the organisation has grown and evolved over the past 130 years, our purpose remains the same: To serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger. We achieve this goal through first aid training and a community first responder network that includes public access to defibrillators, paramedical services, general medical, dental clinics and Urgent Care.

What we do

St John WA provides emergency ambulance and transport services in metropolitan Perth and fifteen regional centres. Volunteer teams provide these services in other regional areas allowing St John WA to meet the diverse needs of the communities we serve, spread over 2.5 million square kilometres. This is the largest geographical area serviced by a single ambulance operator in the world.

Our network of volunteers also provides first aid training, community transport, medical aid and community education at shopping centres, events, schools, and day care centres. Our paid workforce includes doctors, nurses, dentists, paramedics, patient transport officers, first aid trainers, communication officers and administration staff, who all play a vital role supporting our organisation in the coordination of a sophisticated, centralised supply chain, and providing opportunities for training and development. We also run the State Operations Centre, which fields Triple Zero calls.

Why it matters

On a day-to-day basis our staff and volunteers make a difference to the lives of countless people. We pride ourselves on our relationship with the community and understand how important it is to feel we each have the care and support of our neighbours in times of need. It's a unique insight that comes from our foundation as an organisation of volunteers who came together 130 years ago to do just that. We continue to share this affinity with the community we serve, knowing accidents, injuries and emergencies can happen at any time. A community that is capable, competent and equipped to provide vital first aid and support in an emergency is critical.

St John WA has earned a reputation as the best value provider of pre-hospital care in the country.

(Report on Government Services 2020)



Our people and resources

St John WA continues to develop programs and services to improve outcomes for patients and build stronger, more resilient communities.



11,374 Volunteers

2,234	Country volunteer sub centres (all positions)
1,035	Country career sub centres
567	Community Transport Services
1,928	Event Health Services / Youth and Community
3	Primary Health Services (Urgent Care)
5,607	Other (First aid services and training, volunteer development officers, volunteer member services, voluntourism, Commandery, Friends of St John WA.)



1,791 Paid staff

1,195	Metropolitan (operations and support)
204	Country career sub centres (community paramedics, ambulance paramedics and support)
115	Primary Health Services
27	Country volunteer sub centres (support staff)
181	Patient Transport Services (metro and country)
69	Event Health / First Aid (trainers and admin)



556 Ambulance vehicles

181	Metropolitan (incl. Patient Transfer)
262	Country volunteer sub centres
68	Country career sub centres
45	Event Health Services / Youth and Community



272 Other vehicles

114	Metropolitan
43	Country volunteer sub centres
45	Country career sub centres
18	Event Health Services / Youth and Community
52	Community Transport Services

Our impact

Across the state, St John WA has a number of programs and services embedded to create a resilient community. These services work together as a chain of survival.

Emergency care



State Operations Centre

305,900 Triple Zero (000) calls (10.8% increase on the previous year)



Ambulance patient cases

191,958 Metropolitan Ambulance cases

43,806 Country Ambulance cases

1,456 Mental health patient cases



St John WA Critical Care paramedics completed **1,002** missions aboard the RAC Rescue Helicopter, a **38.6% increase on the previous year**

Community education



First aid

408,292	Western Australians received first aid training
321,434	Trained through one of our charitable programs
86,858	Paid for training, supporting our charitable programs

Community need



Patient Transport

77,072	Metropolitan patients transferred
25,193	Country patients transferred
33,991	Community Transport cases



Primary health

73,859	Urgent Care patient cases
202,578	General practice patient cases
22,271	Dental patient cases



Community actions

7,344	Digital First Aid Skills purchased
26,609	Registered first responders
4,883	Community access defibrillators 2,365 country locations 2,518 metropolitan locations



Event Health Services

20,626	Patients treated at events across the metropolitan area
3,453	Events across the state
1,760	Volunteers gave 70,761 total hours

Guided by our values

The challenges of 2020 saw our people organised for learning, whilst allowing mistakes and growing in ways we haven't before to create a safe environment that was sensitive to changes brought on by a global pandemic.

Our people continued to shape the way our community cared for one another and valued the rallying together of people during crises like the bushfires, COVID-19 and the everyday challenges of first responders. This year required new ideas more than ever, whilst remaining conservative with our finances by redeploying staff and cross-training our people to better serve humanity.

Shaping the community

“ Launching St John Giving to support the goal of training every child in first aid, every year by 2025.

Conservative in finance

“ Instituting austerity measures to support front line sustainability for critical services.

Allowing mistakes

“ But crafting a mechanism by which we can perpetually learn via our Incident Management Team and crisis simulation exercises.

Valuing people

“ Applying global best practice to connect our people through digital workplaces and live streaming events, allowing them to stay connected and engaged in spite of mandatory isolation practices.

Strong sense of identity

“ The St John WA brand was ranked 97/100 by RepTrak showing it sitting at the upper echelon of excellence for brands in community.

Sensitive to our environment

“ Securing reusable personal protective equipment (PPE) when the global demand saw use skyrocket.

Organised for learning

“ Increasing our learning budget to invest in our people.

Encouraging of new ideas

“ Adapting our services to offer digital first aid, delivering thousands of critical skills into community online.





Supporting the fires

Before COVID-19, Australians faced a crisis of another kind. A catastrophic fire season that burned hot and furious for weeks, blackening millions of hectares of land.

Over a two month period, significant bushfires broke out across Western Australia in locations as diverse as Yanchep, Collie, Mogumber, the Stirling Ranges and Norseman.

Many St John WA staff and volunteers were deployed to the bushfire fronts in case medical support was required. Special operations paramedics were deployed to work from the Department of Fire and Emergency Services (DFES) Dauphin heavy rescue helicopter, providing aerial fire ground retrieval. St John's country paramedics and volunteers provided medical support onsite and transported prescriptions to stranded travellers.

Some of our special operations paramedics were also mobilised as part of the Australian Medical Assistance Team (AUSMAT) operations to assist with the New South Wales bushfires.

Isolating infection

Specialised Isolation Ambulances were constructed to safely manage high care patients, who have been incubated and ventilated, and aid the transfer of patients between facilities. Our Multi Passenger Transfer Vehicle was able to carry up to nine seated passengers and five stretchered patients in a single trip.

The vehicles were used in the metropolitan area and provided in country WA aligned to key regional hospitals. These specialised vehicles are utilised for:

- Calls to the community of known COVID-19 positive patients.
- State-wide provision of inter-hospital retrievals for (ICU) patients testing positive to COVID-19.
- Calls for inter-hospital transfers of COVID-19 positive patients.

Saving lives

Dozens of Western Australian lives were saved this year because of the early intervention of a family member, friend, neighbour or stranger who applied critical first aid within minutes of the trauma. St John is working with the community on a plan that will put lifesaving skills, equipment and services within the reach of all Western Australians. Here are just some of the life saving results in 2020:

- Remembering the first aid demonstration given to her class by St John WA volunteers just weeks before, a 10-year-old girl dragged her father from the water's edge, then dialled 000 while a passing stranger applied CPR as they waited for the ambulance to arrive.
- And a man who collapsed on the streets of Perth survived a heart attack thanks to St John WA First Responder app that alerted a nearby registered responder that help was needed. The rescuer used the app to locate the nearest defibrillator and was able to restart the 58-year-old man's heart before St John WA paramedics arrived.



CEO overview

The last year has been unprecedented for many reasons. It brought us closer together while we were separated from our friends and loved ones and for the first time, in potentially many decades, we remembered the true value of community.

Proudly and without hesitation Western Australians accepted the responsibility placed on us to support the healthcare system and protect the elderly and vulnerable from the potentially deadly and highly infectious COVID-19 virus.

This is the foundation on which St John WA was built almost 130 years ago and it remains an aspirational signpost for our future.

Our overarching goal at St John is to serve humanity and build resilient communities that are confident, competent and equipped to care for each other in an emergency, giving the sick and injured the best chance of recovery.

This goal, along with our ambition to be the most trusted provider of clinical care in Western Australia, underpins. Today RepTrak assesses our reputation score as 97.0. This position is something that brings a heavy weight of responsibility of which we are fiercely protective.

St John's 2020-2025 three-pronged Strategic plan, launched in the first quarter of 2019/20.



Ambulance

Excellence and leadership in ambulance care

- Operational best practice
- Cost efficiency
- Policy and systems partnerships
- Community commitment



Health Services

Focussed expansion of the integrated model of first aid, ambulance and primary care

- Targeted expansion of the integrated model of first aid, ambulance and primary care
- Unique value proposition to stakeholders and the community
- Scalable business operations



Organisation

A focussed and continually learning organisation

- Disciplined execution
- Doing fewer things, better
- Learning and continuous improvement
- Safety and wellbeing

While COVID-19 was a catalyst to fast-track some of this work, it was also a reminder that to be effective in meeting the changing needs of society, our organisation must be agile, flexible and resilient.

We are seeing advances in technology and innovation across health and ambulance services around the world; our health system is under increasing pressure and facing complex problems that require systemic change; and we, as an organisation, are challenged to meet the rising expectations of both our partners and community stakeholders.

As a result, our approach to emergency response is to act quickly and with conviction based on the best available information.

Lessons learned

We have learned many lessons from the 2020 global pandemic and they will help form the basis of a more effective and efficient service in the future.

For St John WA this means more stringent rules around management of infectious disease; it means incorporating more flexible work arrangements into our daily operations; and it means standing at the forefront of technology, innovation and leadership.

Finance

As with many businesses across the state and the country, and particularly the charitable sector, we were not immune to the financial impact that COVID-19 had and continues to have on our economy. To that extent we took a prudent approach to some of our longer-term property investments and pushed back the start dates for development of new buildings such as the State Office and the Central South Hub until such time that the full impact could be reasonably assessed.

The impact was such that in April, St John WA recorded a near 20 per cent drop in qualifying revenue and so became eligible for the Federal JobKeeper scheme. This supported us, as intended, during the last quarter of the financial year and as a result, we are able to report a modest surplus; though this was lower than our targets and previous years' results.

Innovation

Significant investment was made in reviewing our processes, improving our infection control methods and introducing a statewide Telehealth service that meant the WA community had access to pre-hospital health care despite not being able to attend a medical centre in person.

We introduced COVID-19-safe first aid training and embedded paramedic medical teams in city buildings to support corporate clients to maintain staff safety and wellbeing. A new digital First Aid Skills course was launched in May allowing people to learn lifesaving skills online, at any time and from any location, requiring only an internet connection and tablet, laptop or computer.

Communication with our people and the community was a critical focus throughout the year, to ensure all of our staff, volunteers and external stakeholders were informed and educated about the rapidly changing COVID-19 environment and response.

Despite our people attending to a number of high-risk patients, no St John WA staff tested positive as a result of their work. This is due to strict adherence to protocols in the use of personal protective equipment (PPE), a pleasing testament to the high level of skill and training among both our paid and volunteer paramedics.

With that, I would like to recognise the outstanding work of our Supply Chain team who worked tirelessly and strategically to ensure our people in both country and metropolitan WA had the PPE required to keep themselves and the community safe.

A special thank you to all our people at St John for your unwavering support and commitment to Western Australia.



Michelle Fyfe
CEO

Metro Ambulance

During 2019/20 Western Australians made 305,900 emergency Triple Zero (000) calls to St John's State Operations Centre, a 10.8 per cent increase on the previous financial year and evidence of the mounting pressure on ambulance services and the hospital system.

As part of our response to COVID-19 and strategies to manage demand and patient flow, secondary triage was introduced in the State Operations Centre to assist with identifying possible COVID-19 cases. This involved medical staff asking additional questions to direct the caller to the best care option.

In total, **1,694 calls were identified as potentially COVID-19-related** with an ambulance called for 19 patients and 12 making their own way to a COVID-19 testing clinic.

A steady flow of information throughout the organisation and maintaining training on new procedures and equipment was fundamental to safety and wellbeing.

Another 1,030 non-COVID-19-related calls were directed to secondary triage resulting in 60 per cent of ambulance requests being cancelled or diverted. Of the 1,030 calls, crews were required to attend 412 cases, another 540 ambulances were stood down and 78 were referred to Patient Transport Service.

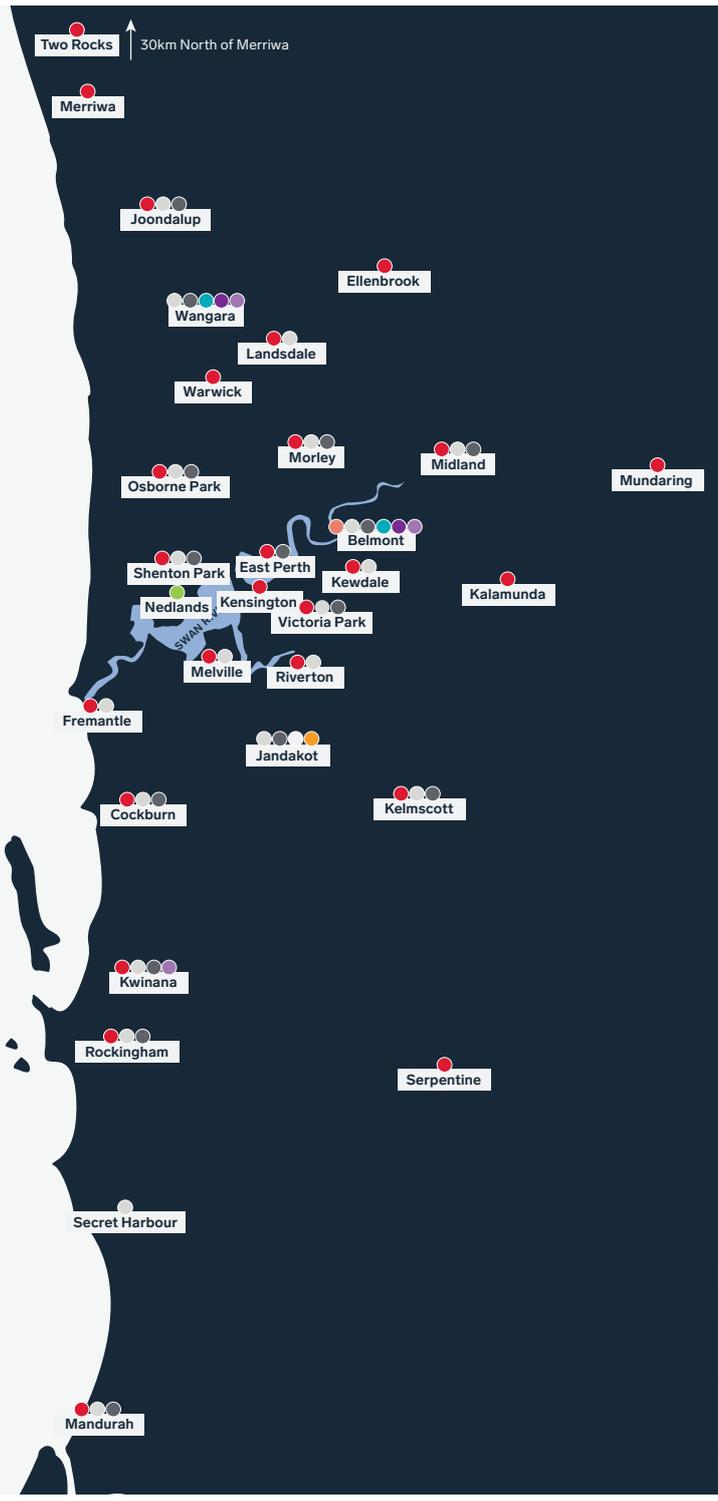
Since the flattening of the curve in Western Australia, our focus has been on business continuity planning and fine tuning our response, reviewing our procedures and training for the anticipated second wave of COVID-19 infections, as well as unexpected and unpredictable emergency events.



Metro Ambulance locations and resources

Metro locations and resources

- 24 hr ambulance coverage
- 12 hr ambulance coverage
- Patient Transport crew
- RFDS Liaison Officer
- RAC Rescue Helicopter
- Clinical support vehicles (Clinical Support Paramedic)
- Newborn Emergency Transport Service (NETS)
- Complex patient transport vehicle
- Emergency support vehicles
- Operational support vehicles (Area Manager)



Metro Ambulance response

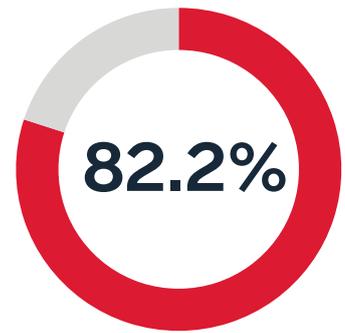
Percentage of target response times achieved is below 2018/2019 in all priorities.
Ambulance activity and response times are publicly available on the St John WA website.



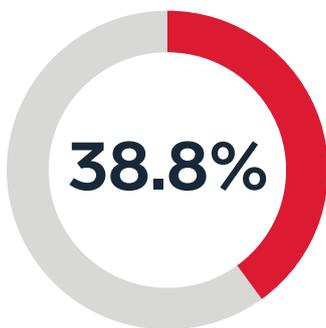
Priority 1 cases
Target 90%



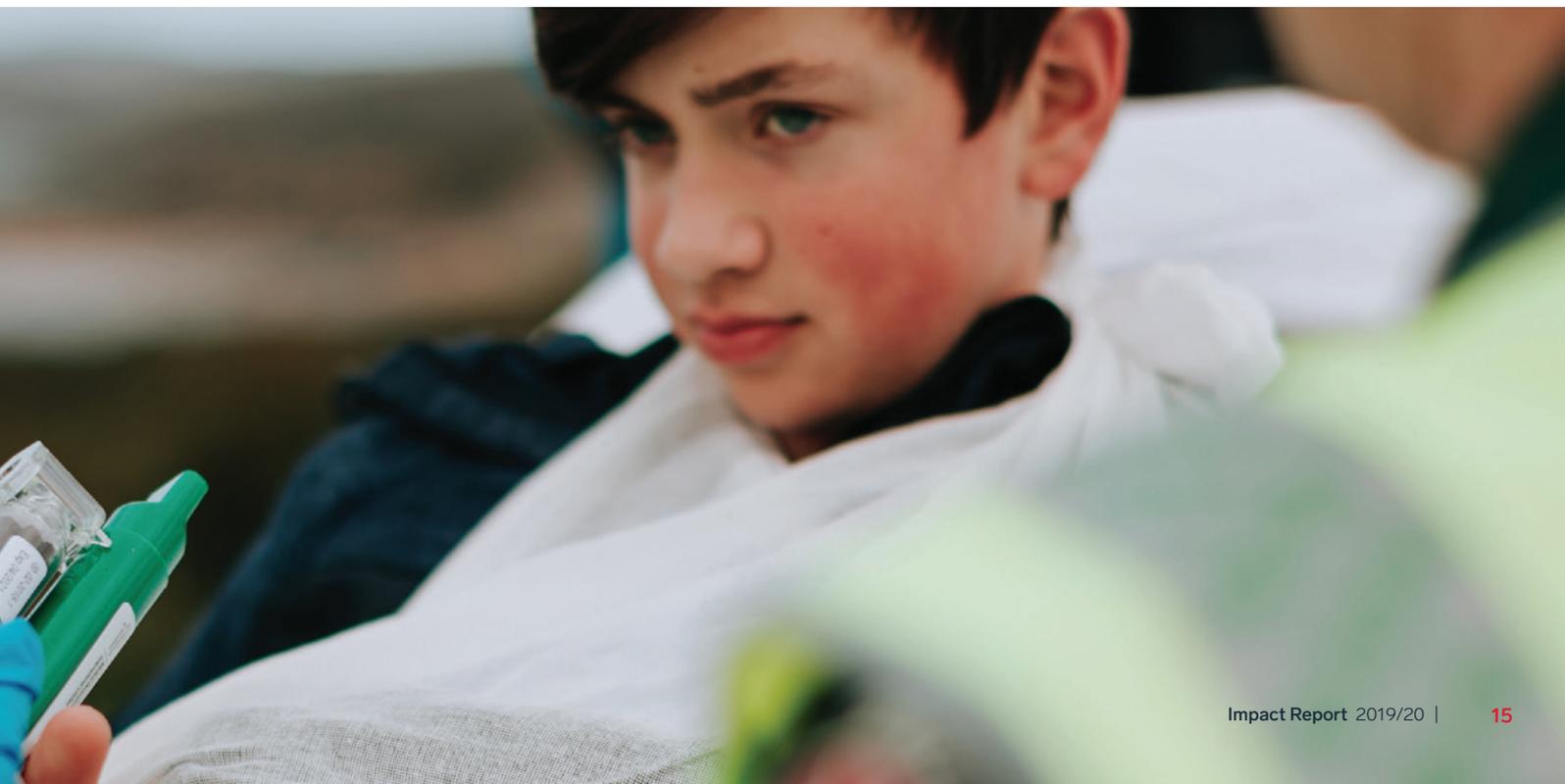
Priority 2 cases
Target 90%



Priority 3 cases
Target 90%



Metro crew capacity standby
Target 52.5%



Country Ambulance

St John WA aims to provide a cost-effective world-class ambulance operation that serves the needs of all Western Australians. Our primary challenge is the unique geographical isolation of so many regional populations, due to the vast expanse of the State. However, Western Australia's regional communities are also unique in the generosity of spirit of the people who contribute to resilience and ambulance service delivery in their towns.

State funding is provided to support St John WA ambulance services in the metropolitan area and many of the paid paramedic resources in major regional centres. In rural and remote Western Australia, ambulance operations rely on Clinical Volunteers, trained by St John WA trainers and Community Paramedics, partially funded by the State.

As part of St John's five year strategy, we are developing a new leadership model for regional operations to improve support to staff and volunteers. This initiative is expected to achieve high performance through tighter governance and increased access to guidance, support and engagement for personnel in regional towns.

A successful trial of increased frontline leadership in Kalgoorlie has paved the way forward for a new Country Management model. The next phase of the new model will include a pilot program in the South West region.

Our unique integrated model allows us to deliver a responsive and adaptive service which includes clinical volunteers, paid paramedics, community paramedics, critical care paramedics on board the RAC rescue helicopters, Community Paramedics and clinical support paramedic guidance from the State Operations Centre.

Larger regional centres are serviced by crews consisting of career paramedics paired with highly trained clinical volunteers. From the remaining 163 response locations throughout the State, Clinical Volunteers are paired to provide ambulance crews as required for their communities. This model delivers more response locations to low population regional communities than any other operating rural ambulance service.

St John WA is continuing to work with the WA Country Health Service and our other stakeholders to develop modern and innovative ways to support the growing demand for ambulance services in the country.

Country case volumes during 2019/20 were below the previous year by as much as nine per cent for priority one cases, as a result of COVID-19. As such we achieved 99 per cent capacity availability, allowing a timely and high-quality response to primary ambulance cases.

St John WA Clinical Volunteers maintained service levels throughout the COVID-19 pandemic, despite the high level of uncertainty and anxiety that accompanied the pandemic.

This is testament to the dedication and community spirit throughout regional WA and further demonstrates the value of the St John Volunteer Model for ambulance service delivery.

There were 43,804 ambulance cases managed by country career crews and 26,203 cases managed by country volunteers. Another 555 cases were looked after by the Newborn Emergency Transfer Service (NETS).



Country mixed crew* ambulance case numbers:

(Provided from 16 country locations)

13,624	Priority 1
8,894	Priority 2
20,278	Priority 3

Country clinical volunteer ambulance case numbers:

(Provided from 144 country locations)

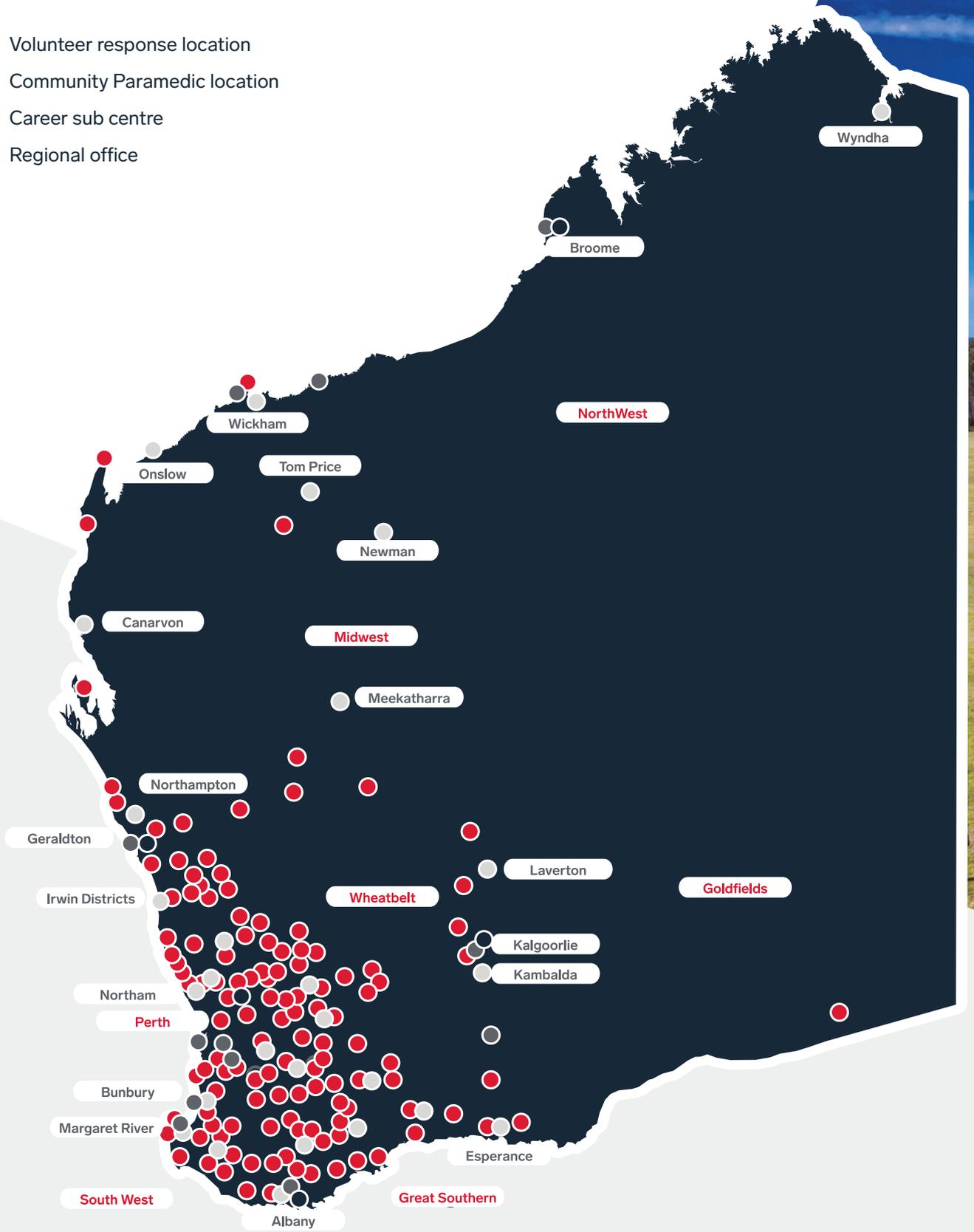
8,225	Priority 1
4,957	Priority 2
13,021	Priority 3

Country ambulance cases	Financial year 18/19	Financial year 19/20	% Variance
Career sub centre cases	40,544	43,804	5.5%
Volunteer sub centre cases	26,187	26,203	0.06%
Total country cases	66,731	68,999	3.4%

* Paid and volunteer crews

Country locations

- Volunteer response location
- Community Paramedic location
- Career sub centre
- Regional office







St John

stjohnwa.com.au