

**St John**



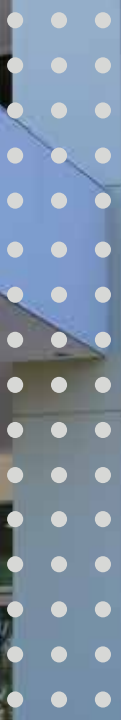
# Strategy

**2020 - 2025**

June 2019



# St John Ambulance



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# Introduction from our CEO

**St John Ambulance WA has been a trusted part of the Western Australian community for over 120 years, playing a key role in providing first aid training, delivering high quality ambulance services and providing access into the health system for unscheduled care.**

While we have worked hard to earn the trust and respect of the community, we also know we are living in an ever changing world. We are seeing advances in technology and innovation in health and ambulance services around the world; our health system is under pressure with problems that require systemic change; and the needs and expectations of our stakeholders and partners are rising. Most importantly, we recognise that clarity of purpose and support are vitally important to our people.

With this in mind, in early 2019 St John undertook a 12-week project to develop a coherent and compelling strategy to move us forward over the next five years. The strategy project was a collaborative process, informed by current performance, internal expertise, world leading practice, evolving industry trends and robust strategic frameworks. Through constructive engagement and systematic evaluation of alternative strategies we have been able to develop a roadmap for 2020 to 2025, recognising and building upon the strength of the St John integrated model, in which we work together to *serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.*

Our aspiration to be the most trusted provider of clinical care in the community of Western Australia is built upon the notion that trust is a mutually beneficial outcome. We believe our goals in building excellence and leadership in ambulance care; expanding of our integrated model of first aid, ambulance and primary care in a focused way; and to become a focused and continually learning organisation will provide clarity of purpose and alignment of effort. As an organisation we must apply a more disciplined and focused execution of initiatives and business: put simply, we will do fewer things, but we will do them better.





# St John's Strategy for FY20 - FY25

## Our Purpose

*To serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger*

## Our Aspiration

*To be the most trusted provider of clinical care in the community of Western Australia*

## Our Strategy



### Ambulance

**Goal:**

Excellence & Leadership in ambulance care

**Through:**

- Operational best practice
- Cost efficiency
- Policy & system partnership
- Community commitment



### Health Services

**Goal:**

Focused expansion of the integrated model of first aid, ambulance & primary care

**By delivering:**

- Targeted expansion of the integrated model
- Unique value proposition to stakeholders & the community
- Scalable business operations



### Organisation

**Goal:**

A focused and continually learning organisation

**Through:**

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

Link to St John's Brand and Purpose

Patient Centric

Thriving Workforce

Financial Stability

# Excellence and Leadership in Ambulance Care

To achieve excellence and leadership in ambulance care, St John must continue to evolve along four dimensions



## Clinically optimal care models at all levels of acuity

By enhancing the way we triage and matching clinical skill-sets to demand

## Demand-based resource deployment

We will use advanced analytics and real-time support to optimise shift configuration, crew numbers at each depot and base deployment on predicted demand.

## Deep and committed partnership with the health system

We will take a leadership role in providing a more systematic approach to problem solving, through the development of a structured relationship model.

## Strategic and collaborative community engagement

We will enhance our voice of advocacy for the community through initiatives to support strategic, clinical and purposeful goals

## Equitable Country Ambulance Service

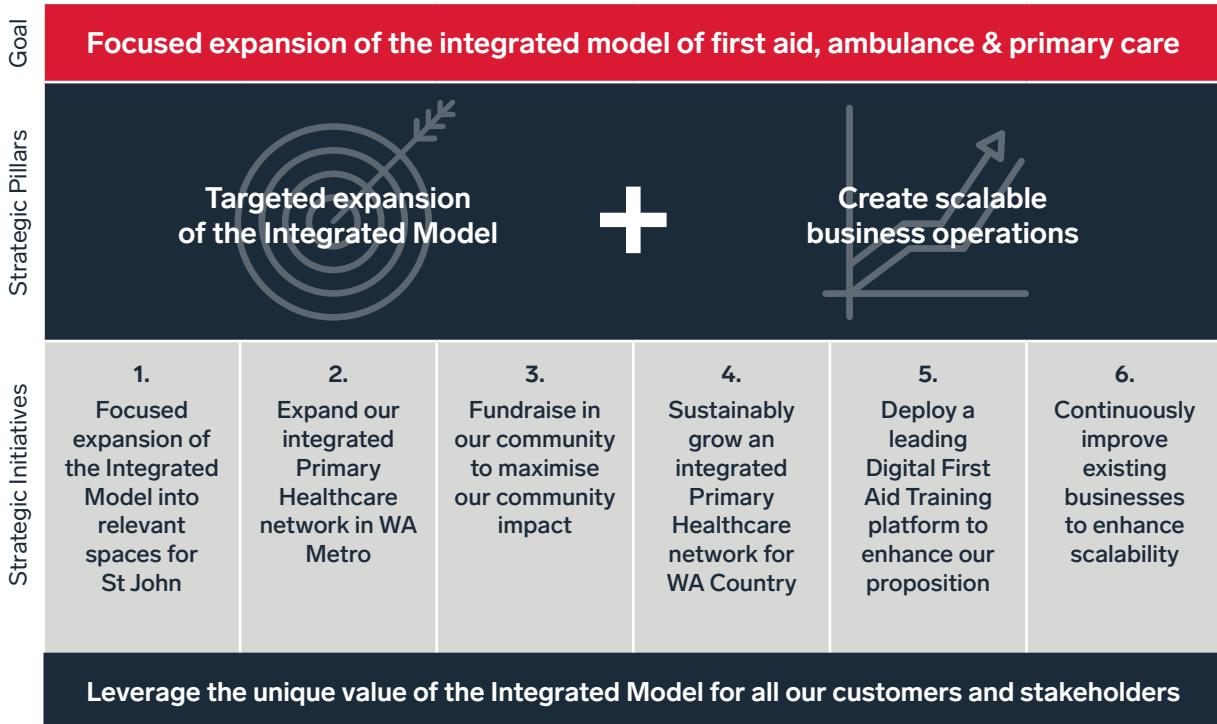
We will improve responsiveness and paramedic access in country centres, providing enhanced support, based on local demands and needs.

## Continuous improvement of patient outcomes

We will develop a structured and rigorous approach to continuous improvement, shifting our performance management focus to increased patient care and empowering front lines through data and analytics.

# A Network of Health Services

St John will continue to develop its unique, integrated and sustainable network of Health Services



# A Disciplined Approach

St John will embed a disciplined approach to strategy execution by becoming focused and continuously learning



## Disciplined Execution Governance

St John will apply discipline in the way we manage strategic initiatives and projects, with a steering committee overseeing the following 5 pillars:



## Focused Doing Less, Better and Faster

We will ensure that we focus on our strategic priorities, while allowing for rapid responses where necessary and ensuring we are looking after our number one priority – our customers.



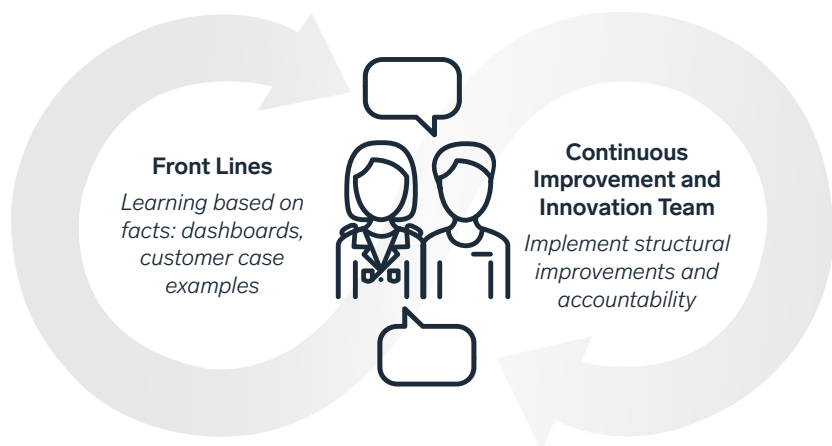
## Balanced Scorecard

To provide clearer articulation of the strategy and expected outcomes, we will measure and report on key performance indicators via an interactive scorecard. To ensure alignment of objectives and focus of effort, we will develop appropriate performance indicators, aligned to the key elements of the strategy.



## Structured Continuous Improvement & Learning

We will develop a strong continuous improvement operating rhythm, with clarity of responsibility for frontline staff, managers and the executive group, linked into holistic organisational-level learning.

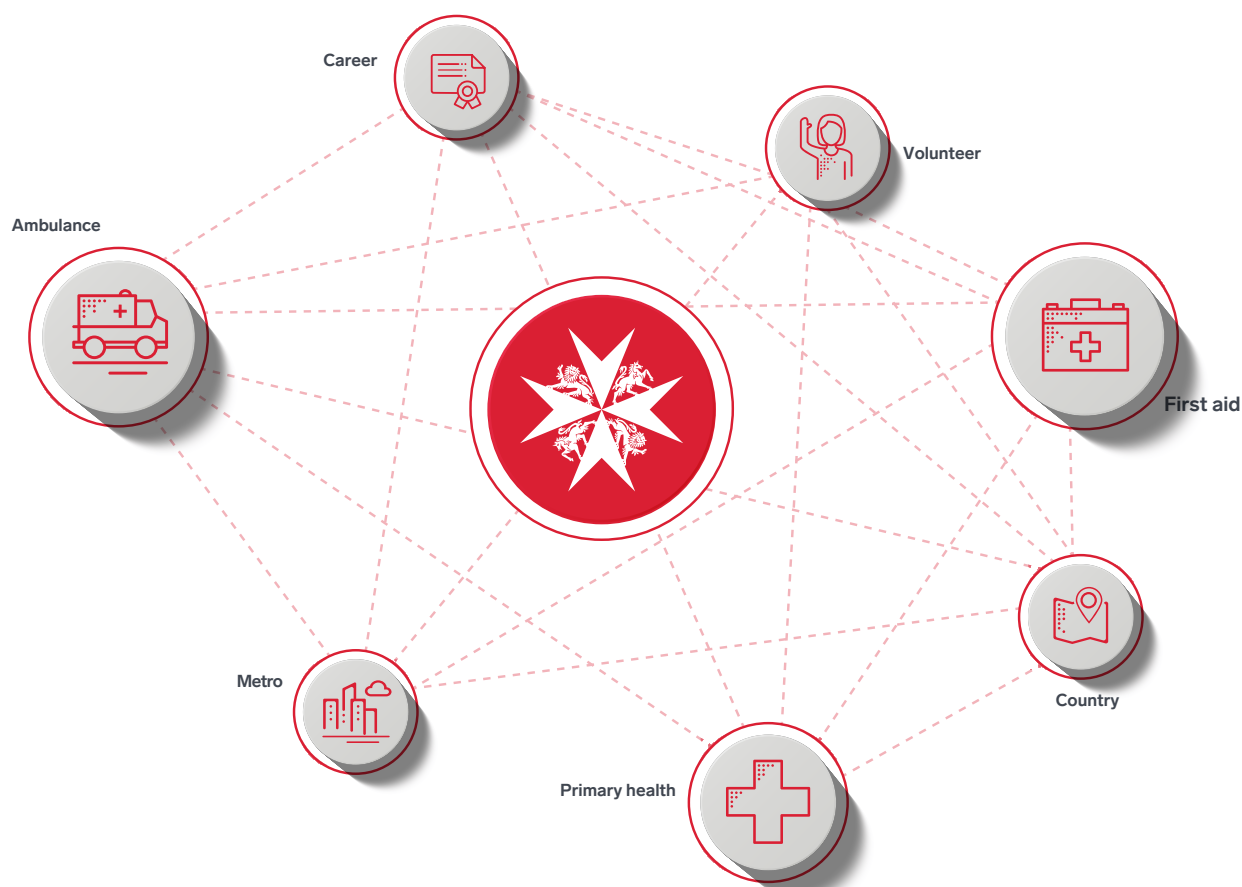




# Integrated Service Model

The unique integrated St John model enhances the service we are able to provide to the community. Combined, these elements make a greater impact than any of the elements could have individually.

Each component of the model connects, supports and enhances the other elements. This approach improves community resilience and enhances our high quality ambulance services and clinical pathways, resulting in the best possible patient outcomes.



# The Fabric of St John



The fabric of St John will continue to be part of our organisational DNA

## Our Heritage

A rich history and heritage

A spirit of innovation and striving for new and better ways

A strong sense of purpose  
- 'Serving Humanity'

Understanding where we have come from to help set our future path

## Professional Development

The Fabric scholarship program

Connecting with overseas and local communities

## Charitable Programs

Jerusalem Eye Hospital

Volunteering

Vehicle Donations

First Aid Training



## Our Values

Conservative in finance

Sensitive to our environment

Strong sense of identity

Encouraging of new ideas

Valuing people

Allowing mistakes

Organised for learning

Shaping the community





**St John**

[stjohnwa.com.au](http://stjohnwa.com.au)

