



# Ambulance Tasmania Culture Progress Report

June 2024



[ambulance.tas.gov.au](http://ambulance.tas.gov.au)



Tasmanian  
Government

## Acknowledgement of Country

Ambulance Tasmania respectfully acknowledges Tasmanian Aboriginal people as the traditional custodians of the land on which we live, work and play. We pay our respects to Aboriginal elders past, present and emerging.

## Recognition statement

Tasmanian Aboriginal people's traditional lifestyle promoted physical and emotional health and wellbeing, centred around Country, Kin, Community and Spirituality. Aboriginal people continue to value the importance of culture, community connection and being on Country as vital components of health and wellness.

Through colonisation, Aboriginal people experienced displacement and disconnection, which has significantly affected their health and wellbeing.

We recognise Aboriginal people are the knowledge holders and provide best practice in promoting health and wellbeing for Aboriginal people. We acknowledge and learn from the ongoing work of Aboriginal organisations in ensuring continued health and wellness.

We commit to working in partnership with Tasmanian Aboriginal communities and health leaders now and into the future to improve health and wellbeing.

Artwork adapted  
from Takira  
Simon-Brown's  
*Health nayri*.



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PREMA SIRELIER  
PRESSURE-REDUCING MATTRESS



## Secretary forward

### Message from the Secretary of Health – Department of Health

The Department of Health is committed to building a safe and inclusive work environment that supports all staff and volunteers within a positive culture.

I am pleased to present *Ambulance Tasmania's Culture Progress Report* which outlines progress made in the *Culture Improvement Action Plan* launched in 2022.

This work forms a critical part of our One Health Culture Program Strategy which we launched in December 2022, prioritising the health, safety and wellbeing of all staff and volunteers to keep delivering our vital health services now and into the future. Our One Health Culture Program encompasses five focus areas: leadership accountability, building capability, workplace values and behaviours, health, safety, and wellbeing, and systems and processes, and significant work is underway to strengthen these areas in the Department. The One Health Culture Program aims to build a strong, inclusive culture for our Department that is reflective of the diversity of our health workforce.

Following from this, in October 2023 we introduced *Compassion, Accountability, Respect and Excellence* (CARE) as our shared Department-wide values to unite all of us, no matter where we work or what our role is across Tasmania. Like all areas of the Department, Ambulance Tasmania has adopted the CARE values as it continues to build a strong, healthy workforce and drive cultural change.

The release of this report on the Department of Health public website also aligns with our commitment to transparency and openness with all staff, volunteers and the general public while also allowing our workforce to hold us to account on our commitments to drive culture transformation.

Since 2022, many changes and improvements have occurred within Ambulance Tasmania and the Department of Health. While I acknowledge the incredible work that has been completed, I recognise there is still plenty to do, and I am committed to supporting our ambulance colleagues on their journey of culture improvement.

#### **Dale Webster**

Acting Secretary, Department of Health



Tactical Command  
Emergency Response

G 41 CX  
Tasmania - Explore the possibilities  
CO-OP TOYOTA



## Message from the Chief Executive

### Message from the Chief Executive

As Chief Executive, I am committed to supporting our people who are the backbone of Ambulance Tasmania. Culture improvement does not have an end date. It is an ever-evolving journey that relies on dedication and commitment from us all to create a culture and workplace we are proud of. It's a privilege to lead this work at Ambulance Tasmania.

It is my pleasure to present the *Culture Progress Report* which provides a clear outline of the progress made in our *Culture Improvement Action Plan (The Action Plan)* which we launched in August 2022.

The Action Plan was created after gathering feedback, ideas, concerns, and experiences from our people. From this, 73 action items were developed with a focus on improving and updating policies, procedures, staff communication, leadership development, career development, management support, decision making processes, and mental health and wellbeing support.

As well as these action items, we also committed to transparency around the Action Plan and the progress and developments that have occurred, as well as those that are still in progress. This report is the first to be released on our public internet page for the public to view and learn about our progress against the actions contained within the Culture Improvement Action Plan.

In March 2024, we launched a section on our Intranet page that outlined the progress made against each item in The Action Plan, and the Executive member who is accountable for the delivery of that action. This ensures our people within Ambulance Tasmania and the Department of Health are able to view our progress and seek further information if they wish.

Many of our actions have been delivered, many have become ongoing within our service, and some are still in the process of being delivered in full. We will continue prioritising this important work within our growing service so that we can create enduring change.

I sincerely thank our people for being part of this journey and for helping us continue to build a safe, kind and inclusive ambulance service in Tasmania.

We expect to release our next public report to be released in early 2025.

**Jordan Emery**

Chief Executive

# Ambulance Tasmania's Vision, Mission and Values

## Vision

Excellence in out-of-hospital care

## Mission

Provide optimal, patient-centred care to meet community needs.

## Values

Our Values of Compassion, Accountability, Respect and Excellence reflect how we CARE for our patients, our community and each other. They guide our behaviours and underpin everything we do at Ambulance Tasmania and right across the Department of Health.

**C A R E** COMPASSION | ACCOUNTABILITY | RESPECT | EXCELLENCE

We CARE for the health and wellbeing of all in Tasmania





# Culture Improvement Action Plan

In August 2022, following extensive consultation across our organisation, Ambulance Tasmania released the Culture Improvement Action Plan (the Action Plan). The Action Plan reflected our commitment to employees and volunteers of Ambulance Tasmania of the steps that would be taken to build safe, supportive work environments built on professionalism, kindness and respect.

The Action Plan is structured around eight focus areas:

1. Clinical Support and Clinical Standards
2. Workplace Values, Behaviours and Support
3. Leadership Accountability
4. Building Capability
5. System and Processes
6. Communication
7. Operations
8. Health, Safety and Wellbeing

Actions are listed under each of these focus areas. There are 73 Action Items in total. Ambulance Tasmania remains committed to completing all Action Items in full.

The Action Plan can be found here:

[https://www.health.tas.gov.au/sites/default/files/2022-08/culture\\_improvement\\_action\\_plan\\_v8\\_270722.pdf](https://www.health.tas.gov.au/sites/default/files/2022-08/culture_improvement_action_plan_v8_270722.pdf)



## Timeframes for Completion

Each Action Item had an estimated timeframe for completion. It is acknowledged that many Action Items were not delivered within the timeframes that were initially set. A review of the Action Items identified that many were complex in nature, meaning their delivery within those timeframes was not achievable. In order to comprehensively complete the Action Items, revised timelines were developed.

In mid-2023, Ambulance Tasmania communicated to employees and volunteers that because of the complexity of Action Items, many of the originally stated timeframes for completion had not been achieved.

New timeframes were set for all Action Items that remained outstanding. All outstanding Action Items have revised completion dates before the end of the 2024 calendar year.

## Reporting on Progress

Transparency in the progress being made is important. In early 2024, Ambulance Tasmania released a new page on the intranet, the *Ambulance Tasmania Culture Improvement Action Plan* – reporting on progress. This intranet page begins with a headline banner with the percentage of Action Items complete, and those which remain outstanding. The page also includes comprehensive tables which detail each action item, including:

- the initial completion date;
- the revised completion date;
- a detailed status update; and
- the member of the Ambulance Tasmania Executive who have overall responsible for delivery of an Action item.



# At a Glance

This section highlights a number of key achievements of the Action Plan. Further details can be found in the next section of this document.

Action items complete

66%

Action items outstanding

34%

## Key items that have been delivered

### Transfer of care (7.1.2, 7.2.1)

A coordinated and comprehensive suite of procedures have been developed and implemented to address transfer of care delays, including:

- A statewide Communication Escalation Procedure was implemented in August 2022 to standardise escalation processes when ambulances experience transfer of care delays.
- In December 2022, a statewide Urgent Offload procedure was developed to allow the release of ambulances to unresourced P0 and P1 cases in the community.
- In January 2024, a Safe to Waiting Room Procedure was developed allowing paramedics to transport clinically appropriate patients directly to the waiting room, minimising delays associated with triage.
- In April 2024, the Transfer of Care (Ambulance Tasmania to Tasmanian Health Service Facility) Procedure. This Procedure requires that patients arriving at hospital by ambulance to be immediately transferred to the care of Emergency Department (ED) staff within 60 minutes which enables paramedics to be released more quickly to attend cases in the community and reduce emergency response times for the most serious injuries and illnesses.

### Health Relationship Managers (7.2.2)

The Health Relationship Manager is a key role in developing strategies and processes to improve the coordination of information and streamline patient flow across AT and the broader Tasmanian Health Service (THS). Health Relationship Managers are now in place in both the North, and South of the State.

### Statewide Operational Planning Unit (7.3.2)

The Statewide Operational Planning Unit (SOPU) was established in late-2023 with a primary focus of supporting operational business units as a centralised platform. With core functions including roster maintenance, recruitment, leave planning and establishment management, the SOPU will deliver statewide oversight and consistency for all strategies ensuring efficiency and alignment with operational needs. Complete transition of activities to the SOPU will conclude following their current recruitment process to full FTE which will see 7-day coverage enhancing support capabilities.

### **Daily Desk (7.2.3)**

The Daily Desk was introduced in mid-2023 and manages short notice vacancies across AT, supporting the operational leaders to provide greater support to their teams.

The success of this function has led to this important work transitioning and being embedded into the new Statewide Operational Planning Unit.

### **Induction program (3.2.2)**

Since mid-2021 AT have standardised and centralised onboarding and clinical inductions for all new graduate paramedics as well as experienced paramedics transferring from another service.

Also, in early 2022 the first organisation-wide 2-day induction program was commenced. Since that time, 18 non-clinical and 74 clinical staff have completed the AT induction. These inductions provide core information including organisational purpose and structure, our value of Compassion, Accountability, Respect and Excellence, mental health and wellbeing support services and a welcome by the AT Executive.

### **Buddy Program (2.2.2)**

In mid-2023 a new program commenced where all new paramedic, graduate and Transfer from Another Service (TASO) employees are assigned a Peer Support Officer as a personal contact.

Initial feedback from graduates and Peer Support has been positive and AT has been able to identify when and where additional support is required.

### **Leadership Development Program (3.3.2) (4.3.1)**

The Leadership and Management Development (LMD) strategy was developed and delivered in 2023. As part of that strategy, an in-service LMD Program was developed. Over the course of 10 months, managers across AT were provided education and training in a broad range of topics, including the industrial relations framework, workplace conversations, leading through change, managing for high performance, people-focussed leadership and conflict of interest and ethical decision-making.

The LMD Program has continued and expanded in 2024 to include all those who have people management responsibilities, from our frontline supervisors, operational managers and leaders, and executives. Meaningful performance discussions, psychological safety, child safety, the management of grievances and complaints, WHS and SRLS management are some of the topics scheduled for the 2024 program.

### **Open Disclosure training (4.1.1)**

Open Disclosure training for our senior leaders was conducted in May 2023. Further courses are planned to be held in early 2024 and on an ongoing basis as new leaders are onboarded into the organisation.

### **Volunteer ongoing education and development program (4.2.2)**

A 24-month volunteer educational program has been developed and is being taught by volunteer educators.

Further design of the full educational program into the electronic learning management system (THEO) is currently taking place by the Education and Professional Development team and will continue to be monitored.

### **Training Days for Clinical Staff (4.2.3)**

The Essential Skills Maintenance (ESM) program began in May 2023. The ESM is planned to be delivered continuously within a six-month cycle. We are currently delivering ESM 1 2024, with a strong emphasis on obstetric care and are in the early planning stages of ESM 2 2024.

### **Develop a three-year strategic direction for AT (5.2.1)**

The AT Strategic Plan – Our Future 2024-2026 is soon to be released. This strategic plan is developed around four key pillars, Our Patients, Our People, Our Partnerships and Our Performance.

Our Future lays the foundation for the whole of AT by developing a sustainable and positive workforce, strengthening governance and management of risk, finances, performance and accountability, and strengthening clinical safety, quality and regulatory oversight.

### **Monthly All Staff Meeting (6.1.3)**

Every month, the Executive facilitate an all staff and volunteers meeting. The purpose of this meeting is to give opportunity for our people to engage directly with the Chief Executive, Executive leadership team and Senior leaders of AT and to provide organisational updates.

### **Monthly Chief Executive update (6.1.4)**

The Chief Executive Monthly Update was implemented in 2021 and continues to be distributed each month. In an online newsletter format, the update provides a means of sharing information with employees and volunteers, providing key updates from across organisational work groups.

### **Dedicated Media and Communications Advisor (6.1.5)**

The Media and Communications Officer commenced with AT in April 2022. Since this time AT has regularly developed media and social media stories showcasing the great work our people do, positive feedback from patients, staff and volunteer achievements, community engagement, and job advertisements.

### **Appoint a Wellbeing Program Officer (8.1.1)**

The Wellbeing program Officer joined Ambulance Tasmania in May 2022 and is responsible for the strategies and programs that support all our career staff and volunteers.

Significant work has been done to increase mental health literacy across the organisation and embed an approach of shared responsibility between organisation, our people, and internal and external supports. This has seen a focus on leadership development, the promotion of help seeking behaviour, and a reduction in stigma associated with the mental health challenges faced by our people.

### **Scope of clinical practice (1.1.3)**

Following consultation, a scope of clinical practice document was released in April 2024 and circulated to all staff. The updated matrix can also be found on the AT intranet for all staff to see.

# Other initiatives delivered (a piece in addition to the CIAP)

Recognise that work has been in progress before the delivery of the action plan, and we have not been limited to responding only to those items listed in the plan.

## **Child safety**

AT is committed to creating a culture that supports and empowers children and young people. Keeping children and young people safe is everyone's responsibility and we recognise that those who work and volunteer with AT have a unique and important opportunity to notice and report concerns around risk and safety of the children in our communities.

AT will continue to ensure all staff and volunteers complete mandatory Child Safeguarding training. Additionally, AT will continue to embed additional child safety training across its workforce.

## **Grad Buddy Program**

The introduction of the Grad Buddy Program has provided our peers with a meaningful way to facilitate early intervention and access to wellbeing support resources, as well as acting to support our grads to establish and maintain a sense of belonging and connection within the organisation. Work continues on the implementation of a peer integration model to streamline the supports provided, including the ongoing training and leadership of our peers to proactively support their colleagues at all stages of our mental health continuum.

## **Women in Ambulance Advisory Committee**

The AT Executive Committee are committed to the full inclusion of all women in Ambulance Tasmania.

In April 2022, AT introduced the Women in Ambulance Advisory Committee (initially a Steering Committee). The WIAAC is one of many mechanisms to ensure gender equity throughout the workforce and to provide empowerment and support to women across the organization. WIAAC's purpose is to:

- Broaden awareness of key issues affecting women
- Identify barriers to and be facilitators of gender equity in ambulance services and work with key stakeholders to develop collaborative solutions.
- Provide input into strategic planning, policy direction and critical decision-making bodies in all areas of Ambulance Tasmania.
- Propose advice and recommendations to the Ambulance Tasmania Executive Committee to support the full.
- Inclusion of women throughout Ambulance Tasmania.

### **Working flexibly at AT**

In November 2023 the *Working Flexibly at Ambulance Tasmania – Guide and Toolkits for Employees and Managers* was released. These materials support employees who make requests for flexibility as well as our managers who have responsibilities for considering and making decisions about these requests.

These materials were informed by all business units, HACSU and Women in Ambulance Steering Committee. Importantly, they introduce a principle-based decision-making framework where decisions are made balancing each of the following principles:

- Flexibility is for everyone, no matter the reason;
- Conversation about flexibility will start from ‘if we can, we will’;
- Flexible work arrangements must be mutually beneficial for individuals, for teams, and for Ambulance Tasmania;
- Flexibility must be considered within the context of the position, the organisational purpose and supports our service to the community; and
- Focus on outcomes.

### **Trauma Informed Leadership**

As part of the Leadership and Management Development Strategy, AT delivered a four-part series for all employees and volunteers on trauma-informed leadership. Delivered by Dr Polly McGee, this series covered the topics of trauma informed leadership and teams, organisational trauma, conversations that matter and staying regulated in a dysregulated environment.

### **Greater transparency in recruitment of short-term vacancies**

Through the Resilience Scans and the consultation that was carried out thereafter, AT heard concerns with the recruitment and selection processes that, ‘There is too much “shoulder tapping” and “mates giving mates jobs”’, particularly for the filling of shorter-term vacancies.

In consultation with HACSU, guidance for hiring managers, and our employees about how we will fill our short-term vacancies (for a duration less than six-months) was developed and implemented. This provides further guidance about where a position may be filled without advertising, where an internal-only expression of interest may be considered and where positions will be advertised.

### **Appointment of Senior Culture and Wellbeing role**

This new role commenced in January 2023 and has led the development and delivery of a number of pieces of work to positively influence the experience of those who work and volunteer at AT, including the Leadership and Management Development strategy and programs and Working Flexibly at AT.

## **Next steps**

The work of developing and maturing our organisational culture is ongoing, and the work will never be complete. The leadership of AT remain committed to delivering each Action Item in the Action Plan, as well as other strategies and initiatives that recognise, support and empower the people of AT.

It is essential that employees and volunteers are able to provide their feedback on this work and share their ideas. Work is progressing to prepare to again survey all employees and volunteers which is anticipated to take place in the coming months of 2024.

Reporting on progress, to employees and volunteers, as well as to the public will continue with the next public report due in early 2025.

The background is a solid blue color with several overlapping, curved, semi-transparent shapes in various shades of blue, creating a layered, geometric effect.

**Cultural Progress Report**  
**Appendix 1**



## 1. Clinical Support and Clinical Standards

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
1.1.1	Casual Graduate Discontinuation - Discontinue recruitment and hiring of casual graduates until a full review can be completed.	July 2022	Action item completed	Executive Director, Clinical Services	<p><b>Completed</b></p> <p>A complete review and redesign of the graduate paramedic program has been undertaken by the Education and Professional Development team.</p> <p>Recruitment of casual graduate paramedics has been discontinued.</p>
1.1.2	Present the recommendations from the KP Health report into Clinical Governance at Ambulance Tasmania to the Executive Committee for endorsement.	July 2022	June 2024	Executive Director, Clinical Services	<p><b>In progress</b></p> <p>Clinical Services has undertaken a review and redesign of the organisation's clinical governance structure.</p> <p>The Clinical Governance Redesign Project is now complete and pending final implementation in April 2024. This includes changes to the committee structure and function, and changes to key clinical leadership positions.</p>
1.1.3	Implement clear and specific scopes of clinical practice for all those who provide care for patients including Volunteer Ambulance Officers, Patient Transport Officers, paramedic students, new paramedic graduates, paramedics, managers who hold paramedic registration, and each level of specialised practice.	July 2022	June 2024	Executive Medical Director and Executive Director Clinical Services	<p><b>In progress</b></p> <p>A service-wide credentialing framework is currently in development with an anticipated implementation of June 2024. This will provide the overarching governance around credentialing for all clinical roles, including recently of practice requirements. As part of this project a scope of clinical practice document has been produced and will be shared with all staff.</p> <p>The Ambulance Manager scope has already undergone consultation with affected staff and has been completed. Other scopes of clinical practice are contained within the AT Clinical Practice Guidelines (CPG), and Clinical Field Protocols (CFP), which are accessible via the AT CPG app. Further work is being undertaken to review and develop CPG and CFPs to match contemporary practice, and early scoping work has been undertaken on the development of Patient Transport Officer protocols.</p> <p>Additionally, a Scope of Practice matrix was released to all staff in April 2024.</p>

	<b>Action Item</b>	<b>Initial Completion Date</b>	<b>Revised Completion Date</b>	<b>Responsible Executive</b>	<b>Status Update</b>
1.2.1	Identify which education, supervisory, management, and leadership positions are required to remain clinically current and develop a procedure to guide the maintenance of clinical competency for these positions.	Sept 2022	June 2024	Executive Director, Clinical Services	<b>In progress</b> <i>refer action item 1.1.3</i>
1.2.2	Create deployment and dispatching procedures to identify when advanced clinicians are required to respond to specific clinical indications and the order in which each clinical level should be activated (i.e. ICP's, CRU, CCR, CSO, etc)	Sept 2022	Action item complete	Executive Director, Clinical Services and Executive Director Operations	<b>Complete</b> Specific operational work instructions for the CRU, CSO, OS's, ECP, Compar and CCR have been developed and implemented in March 2024. The operational work instructions can be found on the AT SharePoint site
1.3.1	Review the Statement of Duties (SoD) for all clinical roles in operations, clinical services, and the communications centre to ensure the positions remain contemporary and fit for purpose.	Dec 2022	End 2024	Executive Director, Clinical Services	<b>In progress</b> This work is mostly complete with the final Statements of Duties reviewed as part of the EBA Non-agreement Role Classification Working Group. Clinical Services SoD's were reviewed as part of an organisational restructure in early 2024. Other leadership roles and those with a requirement to be a paramedic are still to be finalised.
1.3.2	Conduct a review of the clinical response model and compare the Ambulance Tasmania 'dispatch grid' with other organisations like Ambulance Victoria, who are using updated clinical response models. Implement changes to improve the accuracy of dispatch priorities to reduce over triaging.	Dec 2022	End 2024	Executive Director, Clinical Services and Executive Director Operations	<b>In progress</b> A review of contemporary clinical response models, both nationally and internationally has started and compared AT's current dispatch grid against other models, and highlighted a number of areas for change which will assist to reduce over triage and guide resource allocation.  This work will be progressed by Clinical Services, in conjunction with ComCen, throughout 2024.

## 2. Workplace Values, Behaviours and Support Workplace

	<b>Action Item</b>	<b>Initial Completion Date</b>	<b>Revised Completion Date</b>	<b>Responsible Executive</b>	<b>Status Update</b>
2.1.1	Implement a monthly employee recognition program with opportunities for peer nominations to celebrate the contribution of our people.	July 2022	June 2024	Chief Executive	<b>In Progress</b> A new monthly employee recognition program is being developed that will recognise our people's demonstration of the CARE values. The program will enable people across our organisation to nominate one another where they have demonstrated the values of Compassion, Accountability, Respect and Excellence.  This work is anticipated to be implemented mid-2024.

	<b>Action Item</b>	<b>Initial Completion Date</b>	<b>Revised Completion Date</b>	<b>Responsible Executive</b>	<b>Status Update</b>
2.1.2	Provide education and resources to operational leaders about psychological safety, its value in teams, and practical actions that can be implemented to increase psychological safety within Ambulance Tasmania	July 2022	Action item completed	Senior Manager, Culture and Wellbeing	<p><b>Ongoing</b></p> <p>A number of the sessions in the 2023 Leadership and Management Development (LMD) Program featured psychological in its content.</p> <p>The 2024 LMD Program is scheduled to have standalone education and training in psychological safety for managers and supervisors at all levels.</p>
2.2.1	Develop an organisation-wide Leadership Approach that describes contemporary leadership behaviours and serves as Ambulance Tasmania's model leader standard.	Sept 2022	End 2024	Senior Manager, Culture and Wellbeing	<p><b>In progress</b></p> <p>One Health are in the process of developing leadership capability profiles for application across the Department of Health. It is anticipated that AT will adopt these capability profiles when they become available and will consider if any further work remains.</p> <p>One Health have also rolled out new values across the Department of Health. The new CARE values - Compassion, Accountability, Respect and Excellence - have been adopted by AT and will feature in all Performance and Development Agreement (PDA) conversations in 2024 and beyond.</p>
2.2.2	Develop a state-wide mentoring program that connects new employees with existing employees, providing peer-to-peer support alongside formal induction programs.	Sept 2022	Action item completed	Senior Manager, Culture and Wellbeing	<p><b>Complete</b></p> <p>In June 2023 our Wellbeing Program Officer commenced a new program where all new paramedic, Graduate and TASO employees are assigned a Peer Support Officer as a personal contact. For the TASO this is usually for 3 months or so for the graduates for 10-12 months.</p> <p>Initial feedback from graduates and Peer Support has been positive and AT has been able to identify when and where additional support is required through this process. The program will continue with all new intakes.</p>

	<b>Action Item</b>	<b>Initial Completion Date</b>	<b>Revised Completion Date</b>	<b>Responsible Executive</b>	<b>Status Update</b>
2.2.3	Implement training for operational leaders to strengthen their management of bullying and harassment in the workplace.	Sept 2022	End 2024	Executive Director, Operations and Senior Manager Culture and Wellbeing	<p><b>In progress</b></p> <p>AT has committed to developing and delivering new resources, including education and training, to support the prevention and response to all inappropriate behaviours in the workplace, including in particular sexual harassment, sex-based discrimination, bullying and harassment. This work commences in January 2024.</p> <p>The Leadership and Management Development (LMD) Program in 2024 is also slated to include education and training for managers and supervisors at all levels about managing complaints and concerns of inappropriate behaviour, grievances and interpersonal conflict.</p>
2.3.1	Implement annual employee engagement surveys to learn from employee experience and track employee engagement over time.	Dec 2022	June 2024	Chief Executive and Senior Manager, Culture and Wellbeing	<p><b>In progress</b></p> <p>AT participates annually in the Tasmanian State Service (TSS) Employee Survey. The results of the TSS Employee Survey inform the development of AT's TSS Survey Action Plan which will be finalised in early 2024.</p> <p>Further, AT are currently exploring options for an AT all staff and volunteer engagement survey. It is anticipated that the first survey with a new survey tool will open in Q3, 2024.</p>
2.3.2	Develop and implement other high quality feedback mechanisms for our people including formalised 'exit interviews' for those employees leaving AT.	Dec 2022	End 2024	Senior Manager, Culture and Wellbeing	<p><b>In progress</b></p> <p>Work is being progressed to develop an exit interview process. Feedback from these interviews will aide in identifying areas for improvements.</p>

	<b>Action Item</b>	<b>Initial Completion Date</b>	<b>Revised Completion Date</b>	<b>Responsible Executive</b>	<b>Status Update</b>
2.3.3	Create consistent employee induction packages at station and business unit level.	Dec 2022	Action item completed	Executive Director, Operations and Executive Director, Clinical Services	<p><b>Ongoing</b></p> <p>Whole of AT induction programs were commenced in 2022. Continuous improvement of the program will occur as the program matures.</p> <p>Station familiarisation for relief BSOs was discussed at the 2023 Volunteer Gathering. The Community First Responders and Volunteers unit is working to design and implement a template for BSO stations that provides an overview of necessary information to support the volunteers and operations at specific branch stations.</p> <p>Employee induction packages for metropolitan stations will be considered by the Operation Leadership Committee in 2024.</p>
2.3.4	Centralise workforce functions within a Workforce Planning Unit to address concerns about contract extensions and the negative impact they have on issue-reporting by team members.	Dec 2022	August 2024	Executive Director, Operations	<p><b>In progress</b></p> <p>The Statewide Operational Planning Unit (SOPU) was established in late-2023 with a primary focus of supporting the operational units in leave planning, rostering, recruitment and strategic establishment management. The SOPU currently consists of a Project Manager and two Workforce Planning Officers, with additional seven (7) FTE to commence in 2024. Upon recruitment to these positions, the unit will move to 7-day coverage.</p> <p>The transition of workforce planning tasks from the regions/ business units to the centralised unit, including coordination of statewide recruitment, rostering and leave planning will be staged over the coming months to ensure minimal interruptions to frontline operations</p>

### 3. Leadership Accountability Leader

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
3.1.1	Commence monthly meetings, chaired by the Director of Operations, with all operational leaders across the state to increase communication and consistency across Operations and ensure best practice leadership standards in our day-to-day interactions with the workforce.	July 2022	Action item completed	Executive Director, Operations	<b>Completed</b> Meetings now implemented and are held each week after the meeting of the Operational Leadership Committee (OLC).  These meetings will continue in 2024.
3.1.2	Establish a five-year plan for business improvement within the Operations directorate with identified action, project leads, and reporting and accountability mechanisms to ensure project completion.	July 2022	Action item completed	Executive Director, Operations	<b>Completed</b> The Operations directorate business plan will now be aligned to the Ambulance Tasmania Strategic Priorities: Our Future 2024-2026 and the Ambulance Tasmania business plan which is currently being finalised.
3.2.1	Determine what management roles are required to maintain clinical currency.	Sept 2022	June 2024	Executive Director, Operations and Executive Director, Clinical Services	<b>In progress</b> <i>refer action 1.1.3</i>
3.2.2	Implement an induction program for all our new people at Ambulance Tasmania.	Sept 2022	June 2024	Executive Director, Operations and Executive Director, Clinical Services	<b>Complete</b> <i>refer action 2.3.3</i>
3.2.3	<del>Develop an organisation-wide Leadership Approach that describes contemporary leadership behaviours and serves as Ambulance Tasmania's model-leader standard (replicated in section 2.2)</del>	Sept 2022	June 2024	<del>Executive Director, Operations and Executive Director, Clinical Services</del>	<b>In-progress</b> This item has been removed as it is a duplication of 2.2.1
3.2.4	Implement performance reporting for PDA's with a focus on completion of PDA discussions, team-member feedback on their perceived value of the PDA process and measures of achievement for goals described in the PDA process.	Sept 2022	End 2024	Chief Executive	<b>In progress</b>  In 2024 those with people management responsibilities will be required to conduct individual PDA discussions and report on completions.  To support this work, managers and supervisors required to complete PDA discussions will be provided with education and training which is scheduled to take place in early 2024.  Reporting against PDA completions will form part of the organisations Performance and Accountability Framework which will be released in 2024.

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
3.3.1	Develop success profiles for leadership roles within Ambulance Tasmania to describe core competencies, education and training requirements, and development areas for current and future leaders.	Dec 2022	End 2024	Executive Director, Operations and Executive Director, Clinical Services	<b>In progress</b> The work to develop success profiles will soon commence.
3.3.2	Action a Leadership Development Program that provides targeted training to current managers to support contemporary, evidence-based practice. Key focus areas will include grievance resolution, managing for improved performance and behaviour, and conflict of interest training.	Dec 2022	Action item completed	Executive Director, Operations, Executive Director, Clinical Services and Senior Manager, Culture and Wellbeing	<b>Ongoing</b>  The Leadership and Management Development (LMD) Program was developed and delivered in 2023. Over the course of 10 months, managers across AT were provided education and training in a broad range of topics, including the industrial relations framework, workplace conversations, leading through change, managing for high performance, people-focussed leadership and conflict of interest and ethical decision-making.  The LMD Program will continue and expand in 2024 to include all Operations Supervisor/Deployment Supervisor (and equivalent) positions. Meaningful PDA's, psychological safety, the management of grievances and complaints, WHS and SRLS management are some of the topics slated for the 2024 program.  In addition, we recognise the important role our Operations Supervisor position play for our people and in our system and we want to ensure new starters in those roles are well supported in their onboarding and receive a comprehensive and consistent new starter experience. In 2024 we will be building a new Operations Supervisor onboarding program. This piece of work is in its early stages of planning. It is expected to be implemented towards mid-2024.
3.3.3	Implement 360-degree feedback PDA's for managers using validated tools that support professional development and leadership growth.	Dec 2022	Action item completed	Chief Executive	<b>In progress</b>  Initial 360 feedbacks have been completed by the Executive Director Clinical Services, the Executive Medical Director, the Senior Manager Culture and Wellbeing and the Chief Executive. This work will be expanded across our executive and senior leadership roles in 2024.
3.3.4	Review delegations for all managerial levels to ensure delegations appropriately reflect job requirements and support decision making at the lowest competent level.	Dec 2022	Action item completed	Chief Executive	<b>Completed</b> The review of delegations has been completed. The regular review of delegations will be the responsibility of the Office of the Chief Executive.

## 4. Building Capability

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
4.1.1	Senior leaders to undertake Open Disclosure training to strengthen organisational capacity to manage patient safety incidents.	July 2022	Action item completed	Executive Director, Clinical Services	<b>Completed</b> Open Disclosure training for our senior leaders was conducted in May 2023. Further courses are planned to be held in early 2024.
4.1.2	Present the recommendations from the Roadcraft review into AT Driving to clinical executive with plan for implementation.	July 2022	Action item completed	Executive Director, Clinical Services and Executive Director, Operations	<b>Ongoing</b> Following the presentation of the Roadcraft led review to the AT Executive, a number of the recommendations have been implemented. AT has now secured positions on the Tasmania Police 4WD training courses. Over time, with additional internal AT instructors trained, we will begin running a mixture of Tasmania Police and AT led 4WD courses.  We also conducted two driver instructor courses in 2023 and expanded our driver instructor pool to support our Graduate Paramedic and TASO cohorts. Moving forward, we will continue to have two driver instructor courses planned each year for the next three years. An updated Driving Policy is commencing consultation early in 2024.  Additional recommendations from the Roadcraft review will be considered later in 2024 following the implementation of the revised Driving Policy.
4.2.1	Develop and implement a clinical precepting program that prepares clinicians to work with and support graduate paramedics.	Sept 2022	Action item completed	Executive Director, Clinical Services	<b>Completed</b> An internal preceptor course was implemented in February 2024.
4.2.2	Develop and implement a volunteer ongoing education and development program.	Sept 2022	Action item completed	Executive Director, Clinical Services	<b>Ongoing</b> A 24-month volunteer educational program has been developed and is being taught by volunteer educators already.  Further design of the full educational program into the electronic learning management system (THEO) is currently taking place by the Education and Professional Development team and will continue to be monitored.
4.2.3	Implement training days for clinical staff within regions.	Sept 2022	Action item completed	Executive Director, Clinical Services	<b>Ongoing</b> The Essential Skills Maintenance program is now embedded in the organisations operational rostering structure, with an updated course being released every six month.



	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
4.3.1	The Director Clinical Services will review, revise, and expand leadership development programs to include the relevant information on building the appropriate culture, organisational change, emotional intelligence, and conflict resolution.	Dec 2022	Action item completed	Senior Manager, Culture and Wellbeing	<p><b>Ongoing</b></p> <p>The Leadership and Management Program (LMD) was delivered in 2023. Over the course of 10 months, managers were provided education and training in a broad range of topics, including the industrial relations framework, workplace conversations, leading through change, managing for high performance, people-focussed leadership and conflict of interest.</p> <p>The 2024 LMD program will expand and will include all of the Operations Supervisor (and equivalent) positions. Meaningful PDA's, psychological safety, the management of grievances and complaints, WHS and SRLS management are slated for the 2024 program.</p>
4.3.2	Develop a short-term and long-term education, training, and professional development strategy for clinical responders at Ambulance Tasmania. Focus should include methods to ensure Branch Station Officers and Volunteer Ambulance Officers in low volume locations maintain clinical competency.	Dec 2022	Action item completed	Executive Director, Clinical Services	<p><b>Completed</b></p> <p>Initial education and professional development for Paramedics and Volunteers is being covered through the ESM and volunteer education programs which are currently running.</p> <p>Further work as part of the credentialing framework will guide how clinical currency can be maintained for a number of high acuity skills. This is aimed to be implemented in early 2024.</p>

## 5. Systems and Processes

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
5.1.1	Publish the new Ambulance Tasmania organisational chart	July 2022	Action item completed	Senior Manager, Strategy and Performance	<p><b>Ongoing</b></p> <p>A high-level organisational chart was published on the AT intranet in March 2023. It is acknowledged that this chart will need regular updating to remain accurate. The ongoing maintenance of the organisational chart is the responsibility of the Office of the Chief Executive.</p> <p>A comprehensive AT organisational chart is being finalised for release early in 2024.</p>
5.1.2	Conduct a review of all AT policies, procedures, guidelines and work instructions and present recommendations to the Executive Committee for those that can be retained, updated, merged, or removed.	July 2022	Action item completed	Senior Manager, Strategy and Performance	<p><b>Ongoing</b></p> <p>The review and update of existing policy documents is ongoing as is the initiation of new policy documents.</p>
5.1.3	Work in collaboration with the Department of Health to plan and prepare for the implementation of the Human Resources Information Services (sic - System) Project to provide contemporary Human Resource systems and supporting processes and procedures.	July 2022	Revised date dependent on the HRIS project timeframes	Senior Manager, Strategy and Performance	<p><b>Ongoing</b></p> <p>This work is led by the Department of Health.</p> <p>Ambulance Tasmania will continue to work with the Department on various arms of the HRIS Project as required by that project.</p>
5.2.1	Develop a three-year Strategic Direction for AT, supported by a three-year Business Plan, Key Performance Indicators, and a reporting schedule.	Sept 2022	June 2024	Senior Manager, Strategy and Performance	<p><b>In progress</b></p> <p>In early 2024 the AT Executive will meet to consider and finalise the AT Strategic Directions which will inform annual business planning. More information about this will follow the meeting.</p>
5.2.2	Develop a document framework to guide the development and review of policy, procedure, and work instruction documents, and finalise a plan to contemporise existing documents, ensure accessibility, and increase organisational knowledge and skill.	Sept 2022	Action item completed	Senior Manager, Strategy and Performance	<p><b>Completed</b></p> <p>Ambulance Tasmania has aligned its policy frameworks with the Department of Health governance structures. This work will be ongoing as new policy documents are reviewed and created.</p>
5.2.3	Develop and implement a system to monitor and report against the completion of Performance Development Agreements (PDAs).	Sept 2022	End 2024	Senior Manager, Strategy and Performance	<p><b>In progress</b></p> <p><i>refer 3.2.4</i></p>
5.2.4	Complete a review of all AT Statements of Duties to reflect the organisational structure and position requirements.	Sept 2022	Action item completed	Senior Manager, Strategy and Performance	<p><b>Ongoing</b></p> <p>This review was completed in early 2023.</p> <p>The ongoing review of Statements of Duties will continue as required.</p>

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
5.2.5	Work with Department of Health and AT management to ensure new employees are appropriately set-up prior to commencement.	Sept 2022	Action item completed	Senior Manager, Strategy and Performance	<b>Ongoing</b> We acknowledge complete set up of new starters is inconsistent. We continue to work with HR to strengthen ways for early access for Departmental and AT systems prior to or on commencement. This is an ongoing component of our talent acquisition processes.
5.3.1	Develop a 10-year AT station and clinical service masterplan to accommodate community demand and optimise service delivery.	Dec 2022	June 2024	Senior Manager, Strategy and Performance	<b>In progress</b> The ORH Masterplan was delivered in April 2023 and tabled in Parliament on 5 and 6 June 2023. AT is working with the Department to finalise an implementation plan to realise the outcomes of the Masterplan.
5.3.2	Work with the Department of Health to improve payroll processes (pay amendments, holiday period processing etc).	Dec 2022	Revised date dependent on the HRIS project timeframes	Senior Manager, Strategy and Performance	<b>Ongoing</b> It is anticipated that HRIS will deliver improvements with rostering, with capture of shift changes/penalties and leave linked with the payroll system. Further information will be provided as the HRIS project progresses.
5.3.3	Embed CM9 use across Ambulance Tasmania to create a common repository for corporate documents.	Dec 2022	Action item completed	Senior Manager, Strategy and Performance	<b>Ongoing</b> The implementation of Content Manager continues across our business areas and is the preferred records management system at Ambulance Tasmania.

## 6. Communication

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
6.1.1	Share the Culture Improvement Action Plan with our people across Ambulance Tasmania in print and electronic format and launch through a video presentation with the executive team.	July 2022	Action item completed	Senior Manager, Strategy and Performance	<b>Completed</b> The Culture Improvement Action Plan was launched in July 2022. The Action Plan is publicly available online and is available in print format if required.
6.1.2	Launch the Culture Improvement Action Plan to the Tasmanian media through a press conference with senior leaders and stakeholders. Publish media release and produce internal communications about the plan.	July 2022	Action item completed	Senior Manager, Strategy and Performance	<b>Completed</b> The Culture Improvement Action Plan was shared with staff and the general public through a media release in July 2022.
6.1.3	The executive and senior leaders will host monthly all-staff information sessions where staff will be able to ask questions and receive updates on things happening at Ambulance Tasmania. Each session will include an update on our progress through the Culture Improvement Action Plan and our Strategic Priorities.	July 2022	Action item completed	Manager, Office of the Chief Executive	<b>Completed</b> An All Staff Teams meeting occurs monthly to provide organisational updates and an opportunity for our people to engage directly with the Chief Executive, Executive leadership team and Senior leaders of AT.  The All Staff meetings will continue throughout 2024.
6.1.4	The Office of the Chief Executive will produce a monthly update to provide all staff with organisation-wide information, performance data, corporate news, major funding announcements, leadership appointments and status updates for our progress with major initiatives like the Culture Improvement Action Plan and our Strategic Priorities	July 2022	Action item completed	Manager, Office of the Chief Executive	<b>Completed</b> The Chief Executive Monthly Update was implemented in 2021 and continues to be distributed each month.
6.1.5	Employ a dedicated media and communications advisor for Ambulance Tasmania to boost social media presence with updates, positive stories and interesting images to showcase our people.	July 2022	Action item completed	Senior Manager, Strategy and Performance	<b>Completed</b> Ruby Commane commenced as the Media and Communications Officer in April 2022. Since this time AT has regularly developed media and social media stories showcasing the great work our people do, positive feedback from patients, staff and volunteer achievements, community engagement, and job advertisements. Media activity and engagement has significantly increased during this time.
6.2.1	The Office of the Chief Executive, in collaboration with the Department of Health, will create and sustain a corporate communications strategy.	Sept 2022	June 2024	Senior Manager, Strategy and Performance	<b>In progress</b> April 2024 - The Communications Strategy (internal and external) is being revised to meet with current business requirements.

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
6.2.2	We will convene with executive and senior leaders virtually and through face-to-face "Listening Tours" around the state to solicit staff input and provide the stimulus for culture improvement.	Sept 2022	Action item completed	Chief Executive	<p><b>Ongoing</b></p> <p>Listening Tours are currently being scheduled for 2024.</p> <p>All-Staff meetings are held across the State where people can ask questions and share feedback and ideas with senior managers at Ambulance Tasmania. These meetings will continue throughout 2024.</p> <p>The Chief Executive and the Executive Director, Operations continue to look for opportunities to travel intra-state to engage directly with people across the organisation.</p>
6.2.3	The Office of the Chief Executive and senior leaders will meet with volunteers to discuss the most practical and effective ways to communicate, gather feedback and develop a plan.	Sept 2022	Action item completed	Executive Director, Operations	<p><b>Ongoing</b></p> <p>The Office of the Chief Executive and senior leaders hosted a discussion panel in November 2023, held as part of the Volunteer Ambulance Officers Association of Tasmania (VAOAT) annual gathering event. Preceding the main panel, a Volunteer Coordinator Forum/Workshop was facilitated by the Manager Community First Responders and Volunteers. This forum brought together Volunteer Coordinators and volunteer representatives from across the state, fostering connections, sharing experiences, and addressing challenges in their roles. The feedback gathered from both sessions will play a pivotal role in shaping the development of an action plan.</p> <p>We are committed to sustaining this momentum, with additional workshops and forums scheduled for 2024 to further strengthen the efforts and support networks within our volunteer community.</p>
6.2.4	The Office of the Chief Executive will develop and implement a robust internal communications program to assist in improving morale and culture.	Sept 2022	June 2024	Senior Manager, Strategy and Performance	<p><b>In progress</b></p> <p>April 2024 - This is included in the draft Communications Strategy which is currently being reviewed.</p> <p><i>Refer 6.2.1</i></p>
6.3.1	Develop a comprehensive communications strategy focusing on change management and clearly communicating the processes behind how decisions are made.	Dec 2022	June 2024	Senior Manager, Strategy and Performance	<p><b>In progress</b></p> <p>This is included in the draft Communications Strategy which is currently being reviewed</p> <p><i>Refer 6.2.1</i></p>
6.3.2	Publish our strategic plans for easy staff and public access.	Dec 2022	June 2024	Senior Manager, Strategy and Performance	<p><b>In progress</b></p> <p><i>Refer 5.2.1</i></p>
6.3.3	Publish policies and procedures for easy access by all our people.	Dec 2022	Action item completed	Senior Manager, Strategy and Performance	<p><b>Completed</b></p> <p>We have moved to SharePoint to host Work Instructions. SDMS remains our primary repository for policy and procedures.</p>

## 7. Operations

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
7.1.1	Undertake a review of operational practices within the Communications Centre to understand opportunities for system improvement, including at the interface between regions and Communication Centre itself.	July 2022	June 2024	Executive Director, Operations	<p><b>In Progress</b></p> <p>The ORH Ambulance Tasmania Communications Centre Demand and Capability Review (the Review) has been completed and is currently being referred to the Secretary, Department of Health. The Review provides a number of recommendations to streamline processes and roles within the Communication Centre, as well as provide modelling to ensure staff numbers meet with community demand for emergency ambulance services through to 2031-32. The Review aligns with the Ambulance Tasmania Station Locations and Services 10-Year Masterplan 2031-32, released in mid-2023, which considered operational requirements.</p> <p>Recommendations from this review will be made available when endorsed and will inform the future development and growth of the centre.</p>
7.1.2	Develop a state-wide escalation process between Ambulance Tasmania and the Tasmanian Health Service to respond to transfer of care delays at all emergency departments.	July 2022	Action item completed	Executive Director, Operations	<p><b>Ongoing</b></p> <p>A joint escalation procedure was agreed upon between AT and the THS in late 2022. This procedure has been operational through 2023, with clear pathways for escalation for AT leadership.</p> <p>Additionally, on 22 April 2024 a Transfer of Care Protocol was implemented statewide which aims to have patient care transferred from paramedics to hospital staff within 60 minutes of arrival at a definitive care facility.</p>
7.1.3	Establish a senior operational leadership role focussed on business improvement and transformation across all operational domains within Ambulance Tasmania.	July 2022	Action item completed	Executive Director, Operations	<p><b>Completed</b></p> <p>The role of Assistant Director, Operational Readiness and Transformation was created for 12 months. During that time, significant planning work was completed and Operational Plans developed to prioritise and lead improvements over the next three years.</p>

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
7.2.1	Develop a state-wide action plan to address transfer of care delays that includes actionable next steps to improve the monitoring, management, and reporting of system performance in relation to ambulance transfer of care at all hospitals.	Sept 2022	Action item completed	Executive Director, Operations	<p><b>Ongoing</b></p> <p>A statewide Communication Escalation Procedure was implemented in August 2022 to standardise escalation processes when ambulances experience transfer of care delays. In December 2022, a statewide Urgent Offload procedure was developed to allow the release of ambulances to unresourced P0 and P1 cases in the community. In January 2024, a Safe to Waiting Room Procedure was developed allowing paramedics to transport clinically appropriate patients directly to the waiting room, minimising delays associated with triage.</p> <p>Additionally, on 22 April 2024 a Transfer of Care Protocol was implemented statewide which aims to have patient care transferred from paramedics to hospital staff within 60 minutes of arrival at a definitive care facility. Digital dashboards have been implemented across Ambulance Tasmania and hospital facilities statewide to enable real-time performance monitoring and reporting.</p>
7.2.2	Implement Health Relationships Managers to work collaboratively within the Tasmania Health Service to address transfer of care delays and optimise system-wide performance.	Sept 2022	Action item completed	Executive Director, Operations	<p><b>Ongoing</b></p> <p>The Health Relationship Manager (South) was appointed in 2023. This role has been established to develop strategies and processes to improve the coordination of information and streamline patient flow across AT and the broader THS. In recent weeks an additional HRM has commenced in the Northern region which will serve both the North and North-West region requirements of this position. The Northern and Southern HRM's will work collaboratively to further optimise patient-flow strategies and continue to establish alternate pathways for patients to minimise the impacts on emergency departments across the state</p>
7.2.3	Pilot a 'Daily Desk' concept to manage day-to-day rostering, shift vacancies, and absence management. This will reduce the responsibility for Operations Supervisors to produce daily rosters/musters and undertake more meaningful, people-facing duties.	Sept 2022	Action item completed	Executive Director, Operations	<p><b>Completed</b></p> <p>The Daily Desk has been operational since 1 July 2023, managing the short notice vacancies across the organisation, supporting the operational leaders to provide greater support to their teams.</p> <p>The Daily Desk has recently been established and is functioning across all regions of Ambulance Tasmania however, upon full recruitment and operationalising of the Statewide Operational Planning Unit, the Daily Desk will amalgamate.</p>

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
7.3.1	Pilot a Make Ready Team model within each operational region.	Dec 2022	Action item completed	Executive Director, Operations	<b>Completed</b> Funding provided as part of the response to COVID-19 allowed the regions to engage contract cleaners. This enabled paramedic and NEPT crews to return to operational duties more efficiently. The COVID-19 funding ceased in mid-2023 and there are no current funds available to have Make-Ready teams across the service.
7.3.2	Establish a Workforce Planning Unit with a focus on operational and strategic workforce matters including recruitment, lateral transfers, roster management, and resource deployment.	Dec 2022	August 2024	Executive Director, Operations	<b>Ongoing</b> The Statewide Operational Planning Unit (SOPU) was established in late-2023 with a primary focus of supporting the operational units in leave planning, rostering, recruitment and strategic establishment management. The SOPU currently consists of a Project Manager and two Workforce Planning Officers, with additional seven (7) FTE to commence in 2024. Upon recruitment to these positions, the unit will move to 7-day coverage.  The transition of workforce planning tasks from the regions/business units to the centralised unit, including coordination of statewide recruitment, rostering and leave planning will be staged over the coming months to ensure minimal interruptions to frontline operations.
7.3.3	Develop end-of-shift procedures to maximise 'on-time' shift completion for operational crews across the state.	Dec 2022	Action item completed	Executive Director, Operations	<b>Complete</b> The EBA Non-agreement Working Group has been established and the new end-of-shift procedure has been endorsed and released. The Operational Work Instruction can be found on the AT Sharepoint site
7.3.4	Implement 'turn-key' systems for all operational crews reporting for work, removing the requirement to source key pieces of equipment prior to commencing duty.	Dec 2022	Action item completed	Executive Director, Operations	<b>Completed</b> In 2023, the regional teams completed a comprehensive review to ensure sufficient equipment was available to frontline teams at the commencement of their shifts. Where deficits were identified additional equipment was ordered.



## 8. Health, Safety and Wellbeing

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
8.1.1	Appoint the Wellbeing Program Officer position to provide the Peer Support team with a dedicated leader who can build on the Peer Support framework, develop the strategy with the associated support, consider branding of the team, and a clearer scope of operations.	July 2022	Action item completed	Chief Executive	<p><b>Complete</b></p> <p>The Wellbeing Program Officer joined Ambulance Tasmania in May 2022 in the role of Wellbeing Program Officer.</p> <p>This role continues to work with the Peer Support Team and build on the Peer Support framework. Further work on this will progress in early 2024.</p>
8.1.2	Improve SRLS processes and accountabilities of supervisors to action SRLS reports quicker and report outcomes to close the loop.	July 2022	Action item completed	Executive Director, Clinical Services	<p><b>Ongoing</b></p> <p>A range of actions have been taken to improve SRLS reporting. This included ensuring we provided more training to Directors, Managers and Supervisors, specifically around RCA training and SRLS system training. We also commenced monthly SRLS reporting across the organisation and this helped to drive increased awareness and engagement with SRLS events, resulting in a significant number of event reviews and closures.</p> <p>Clinical Services have been focused on improving the feedback given to those who have submitted an SRLS. Feedback is now provided in &gt;98% of cases.</p> <p>A large cluster review of historical SRLS events was conducted in late 2023 which has resulted in a substantial amount of SRLS closures. With this in mind, we have seen a substantial improvement related to SRLS reviews and of the safety events report in 2023, only 8.4% of events remain open.</p>
8.1.3	Prepare staff for the publication of the Coronial findings and ensure wellbeing support is provided to those who need it.	July 2022	Action item completed	Chief Executive	<p><b>Completed</b></p> <p>Prior to the release of the Coroner's report in July 2023 a comprehensive wellbeing support plan was developed to support AT employees, friends and family. This plan was enacted, and the supports were implemented. Supports remain available for our people through Wellbeing Support.</p>
8.2.1	Investigate the creation of a retired staff association to enable our people to retain ties to the organisation when they retire.	Sept 2022	End 2024	Senior Manager, Culture and Wellbeing	<p><b>In progress</b></p> <p>The creation of a retired staff association was tabled at the Wellbeing Advisory Committee in June 2023 and endorsed in-principle. In August 2023 further discussions were progressed with HACSU and the Chief Executive.</p> <p>This work will progress in early 2024.</p>

	Action Item	Initial Completion Date	Revised Completion Date	Responsible Executive	Status Update
8.2.2	Include safety topics in the monthly update to include safety related issues, safety tips, and communicate important outcomes from SRLS.	Sept 2022	Action item completed	Executive Director, Clinical Services	<p><b>Ongoing</b></p> <p>The monthly Chief Executive updates are currently being redesigned as we look to improve our internal staff communications.</p> <p>Clinical Services will continue to take the lead on safety alerts and learnings on an ongoing basis.</p>
8.3.1	Work with the Department of Health to ensure that our people who are away from the workplace on Workers Compensation are supported, engaged, communicated with, and prepared to return to the workplace as seamlessly as possible.	Dec 2022	Action item completed	Executive Director, Operations	<p><b>Ongoing</b></p> <p>The Workers Compensation Processes and Support Working Group commenced in September 2023 with representatives of AT, HACSU and DOH worker's compensation teams. The Executive Director of Operations actively engages with the Departmental Injury Management team to review each situation regularly to ensure a seamless return to the workplace where possible.</p> <p>Additionally, the implementation of "Wellness Wednesday" has occurred whereby relevant managers will contact all staff on Workers Compensation whom they are supporting for welfare check and to identify any challenges</p>
8.3.2	Update the single person response procedure to optimise safety of those who work alone.	Dec 2022	Action item completed	Executive Director, Operations	<p><b>Ongoing</b></p> <p>The Single Officer Response Procedure was drafted through ComCen earlier in 2023. This document has been through initial internal consultation and will now be updated to reflect the changes with additional response model OWIs – i.e. CRU.</p>





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