



Leadership & some other things

Ambulance Leadership Forum

21 March 2018

Peter Bradley



St John
Here for Life

1. New Zealand & St John

2. Our Strategy

3. Leadership reflections



New Zealand: Aotearoa

Total Population: 5 million

Ethnicity

71% European

13% Maori

10% Asian

5% Pacific

1% Middle Eastern/African

Auckland's population: 1.5 million

- People
- Generosity
- Volunteering

- Obesity
- Child poverty
- Youth Suicide

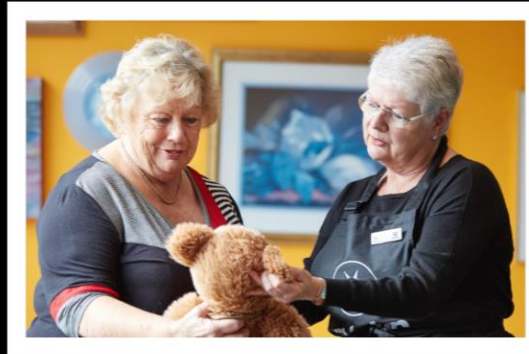


St John New Zealand

Ambulance



Commercial



Community Health



Commercial services



- **82,143** people through first aid courses
- Over **335,000** calls dealt with by our customer service centre.
- **42,000** Medical alarm customers
- Op shops in **40** locations across New Zealand
- **900** AEDs sold each year
- **Lone worker monitoring**
- **10,000** in home Health and Safety checks
- Launch of **First Aid Mental Health** training

Community Health (Charitable Services)

- **100,000** St John in Schools children to be taught safety and accident prevention
- Our volunteers contact over **1,000** vulnerable members of the public every day
- **7,000** Youth members
- Friends of the Emergency Department in **27** Hospitals
- Health Shuttles transporting **75,000** patients to medical appointments
- Most trusted Charity for the **4th** Year in a row



Ambulance service



- Over **600,000** emergency and urgent calls
- **450,000** incidents attended
- Patient Transfer Service
- **Events** Service
- National **Air Desk**
- 111 National **Clinical Hub**
- National Clinical **Support Desk**

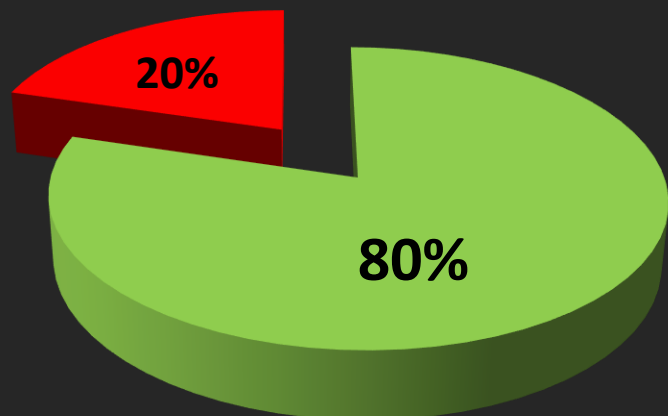


All achieved with **3,033** paid staff, **9,323** volunteers and over **7,000** youth members and leaders

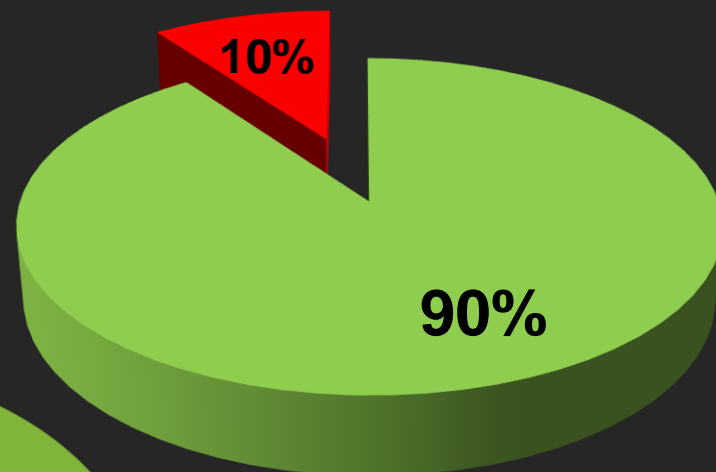
Ambulance Service Funding



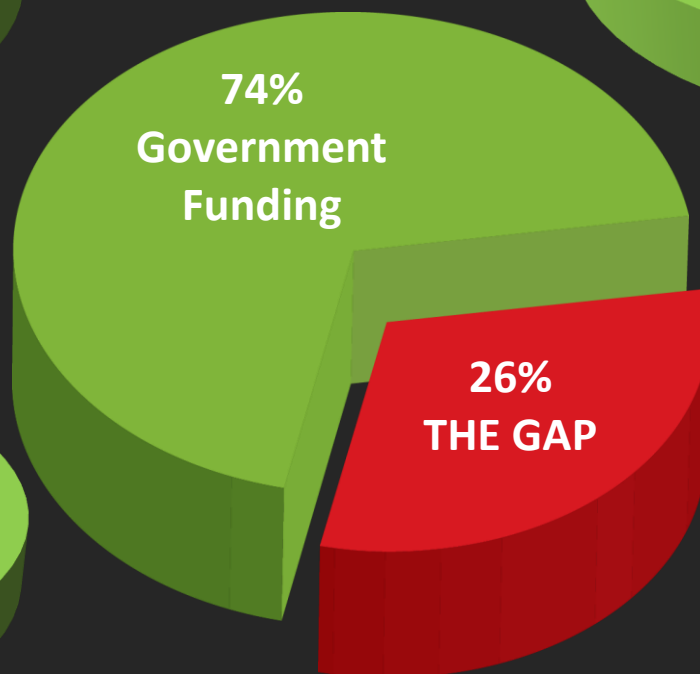
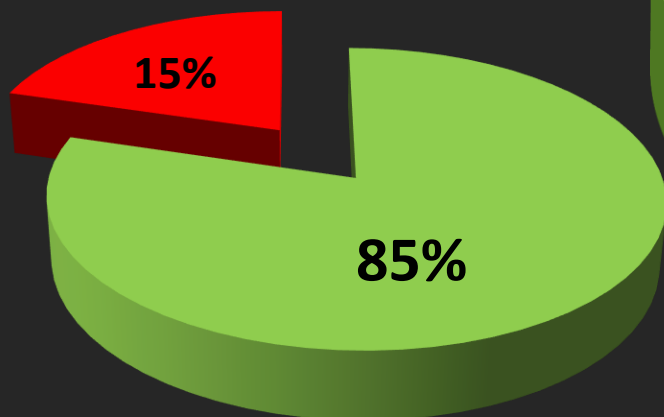
Part charge/Fundraising



Part charge only



Part charge/Commercial



Fundraising

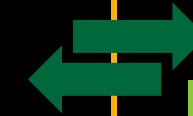
- Total fundraising for the year circa £25 million
- Digital campaign to fundraise enough money for an ambulance
- Partnering with ASB Bank
- 153,000 Supporter scheme members
- 11,000 Regular Givers
- 40 Op Shops
- Annual Appeal



Samuel Willis Sonya Gibbs Shawna Norton Angelina Flowers Jackie Allen Adam Santiago Evelyn Simpson Marie Robertson John Bishop Sally Jacobs Celeste Marks Eva Williams Roger Penthouse Glenn Stables Tari Winter
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Mental Health
Foundation
of New Zealand



Pegasus
partners in health



MINISTRY OF
HEALTH

NASO*
National Ambulance Sector Office



Homecare Medical
partners in connected care

CompassHealth
Working together, towards healthy and flourishing communities



Valentia
Technologies

HealthOne
Shared knowledge - better, safer care



Safe and Well Referrals – examples of established pathways

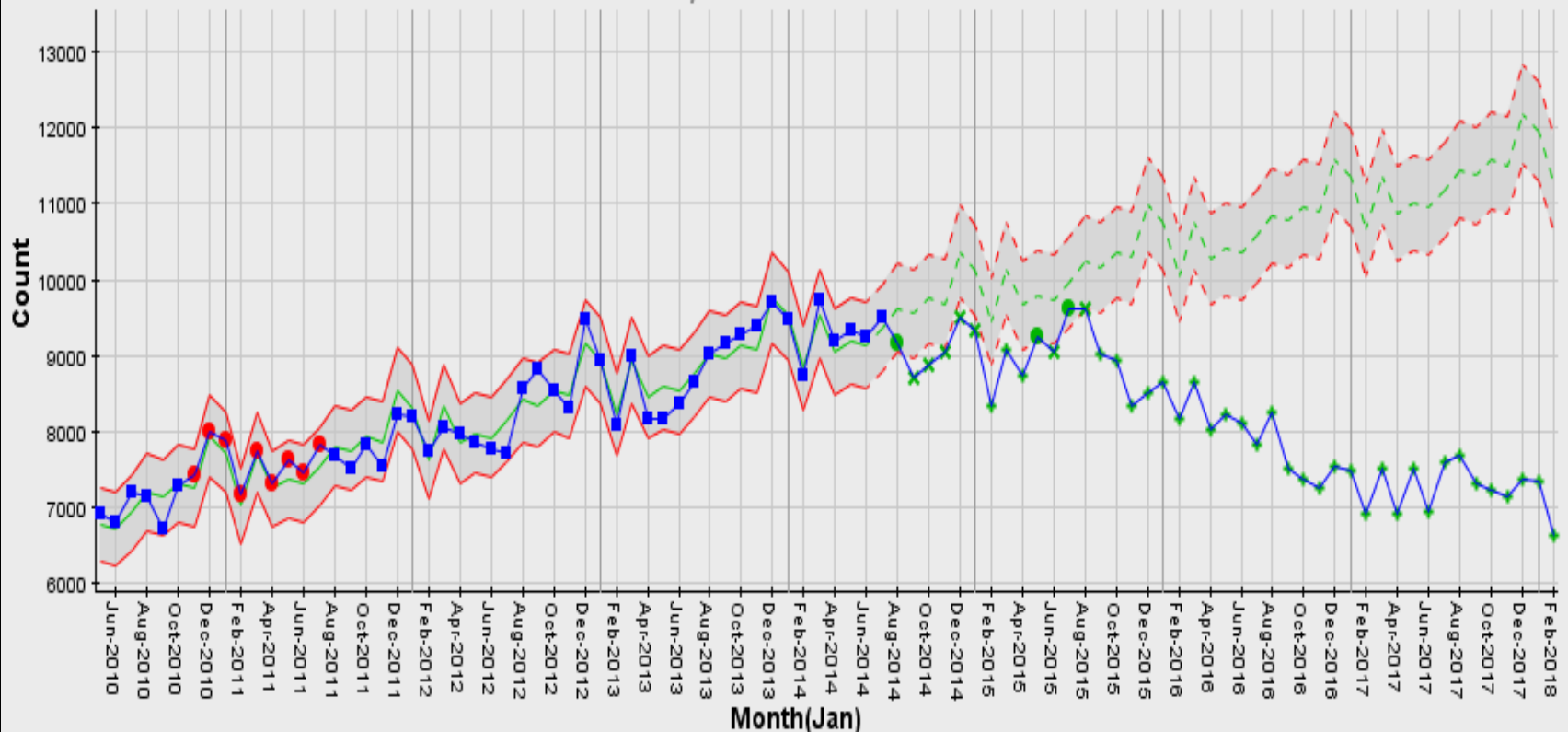
Area	Referrals / conditions	Status
Nelson	Cardiovascular disease /diabetes risk, diabetes nurse specialist, falls prevention, Te Piki Oranga (Maori health), respiratory conditions, smoking cessation, Well Child/Tamariki Ora, Kaiatawhai service, Support Works, mental health, other	Active
West Coast	Falls prevention	Active
Tauranga	Youth alcohol and other drug (AOD), community rapid response nursing	Active
Marlborough	Diabetes, falls prevention, Te Piki Oranga (Maori health), respiratory conditions, smoking cessation, Well Child/Tamariki Ora, Support Works, GP enrolment	Active
Whanganui	Vulnerable children	Active
Southland-Otago	Falls prevention, Rapid Response Nursing service, cardiovascular/diabetes risk	Active
Far North	Smoking cessation, Well Child, Healthy Homes, family violence, drug and alcohol support, primary care notifications, falls	Active
Hawke's Bay	Respiratory conditions, ORBIT (social support) referrals	Under development

(Modelled on the UK Fire Service)

Hear & Advise (Hub) – 4,700 (p/month) increase in ambulance capacity to absorb demand growth by reducing low acuity attendances

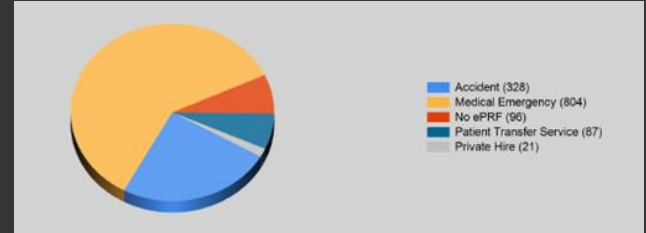
2.03b. Num. Incidents with a vehicle arrival (EAS) : GREEN + GREY : (from May-2010)(By Month(Jan))

Data Updated: 2018-03-04 05:15:23



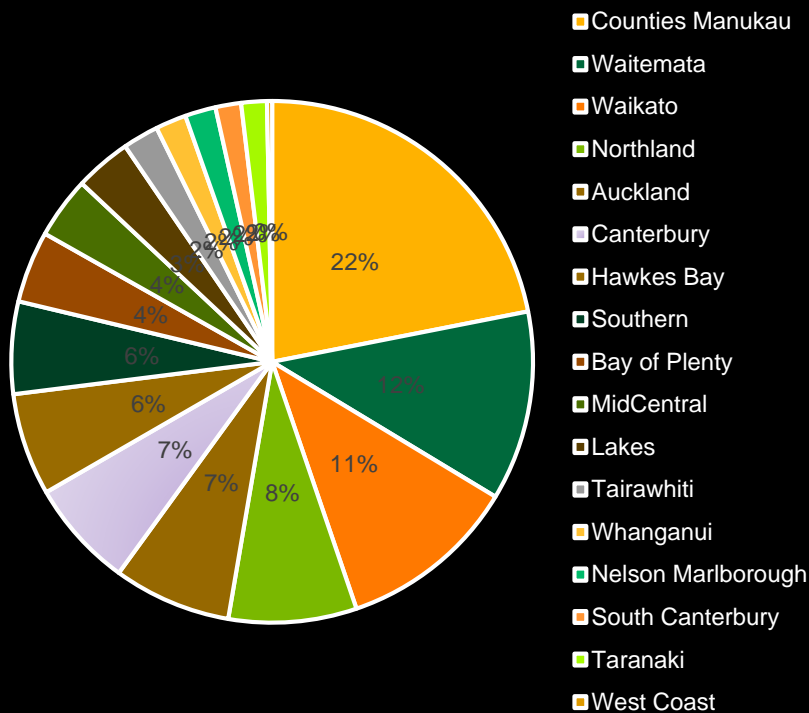
Electronic Patient Record – Comprehensive Pre-hospital patient management system – on pathway of being fully integrated with wider health system

- **ePRF Records** – on 6th March we reached 1,000,000 ePRF Records. ePRF records over 150 patient and scene variable – providing a unique pre-hospital profile.
- **NHI Lookup** (this provides crews the ability to retrieve patient information from the NHI database) for ease of entry through field pre-population is now complete.
- **Clinical Workstation Integration** – Presently undergoing internal testing within St John, once completed pilot sites will be used for live integration testing, we are anticipating wider rollout to remaining EDs from August.
- **Health link** – Soon we will be have “send to GP” function” plus electronic falls referral

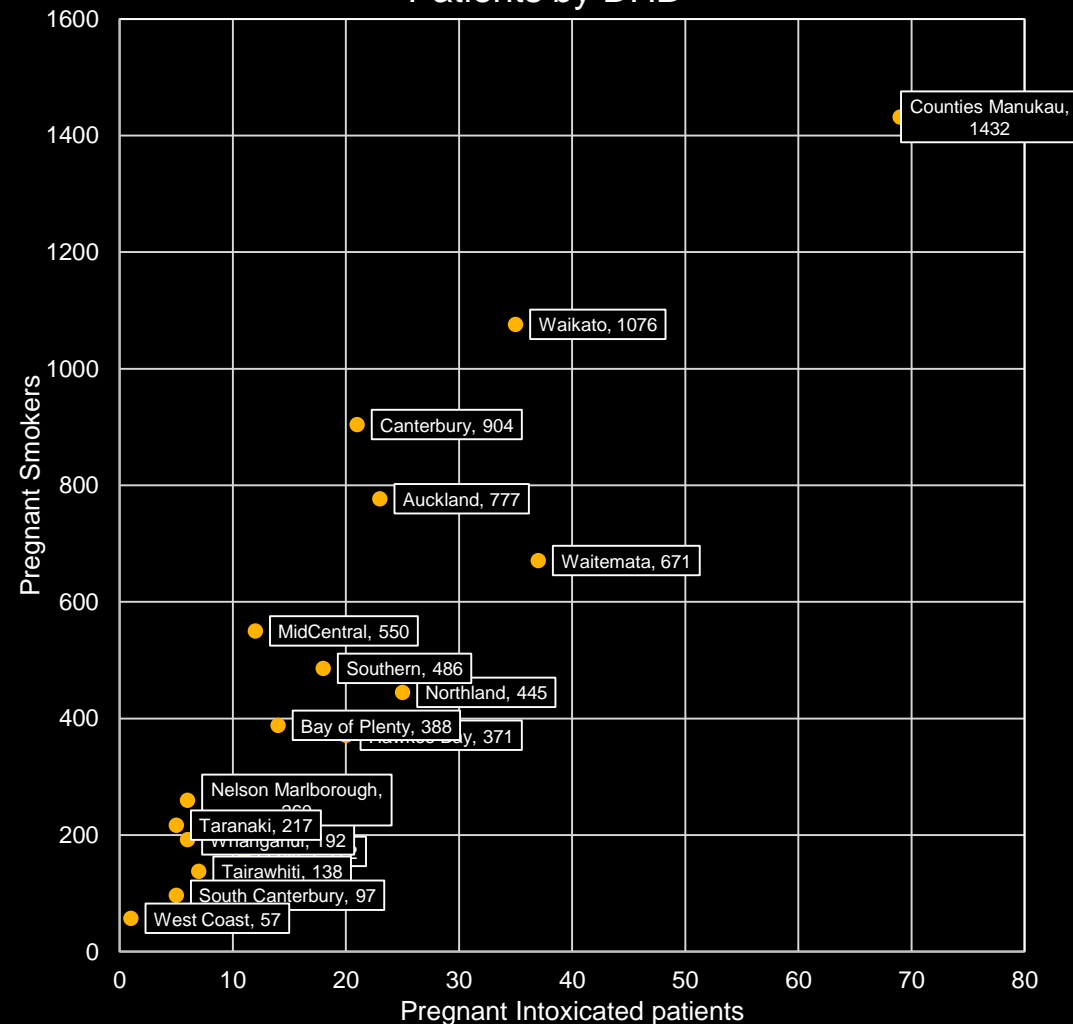


ePRF data SLMs – profiling multiple patient characteristics (patient pregnancy, smoking and intoxication)

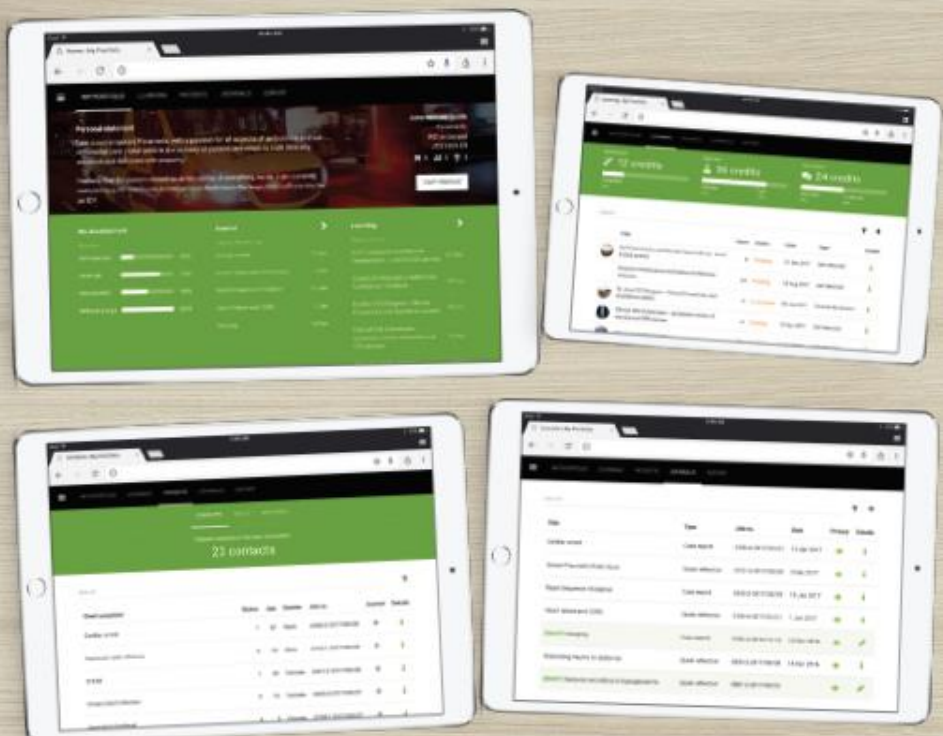
Pregnant Intoxicated Patients
by DHB (over 2 Years) n=372



Pregnant Current Smokers and Intoxicated
Patients by DHB



Electronic Portfolio of evidence




Four tablets are arranged on a light-colored wooden surface, each displaying a different view of the online portfolio. The top-left tablet shows a 'Personal Portfolio' overview with a green header and a list of items. The top-right tablet shows a '25 credits' overview with a green header and a list of items. The bottom-left tablet shows a '25 credits' overview with a green header and a list of items. The bottom-right tablet shows a '25 credits' overview with a green header and a list of items.

Online Portfolio Coming Soon

Key features

- Your personal profile
- Peer and clinical review
- View and reflect on patient contacts
- Track medicines and interventions
- Record continuing education
- Accessible learning



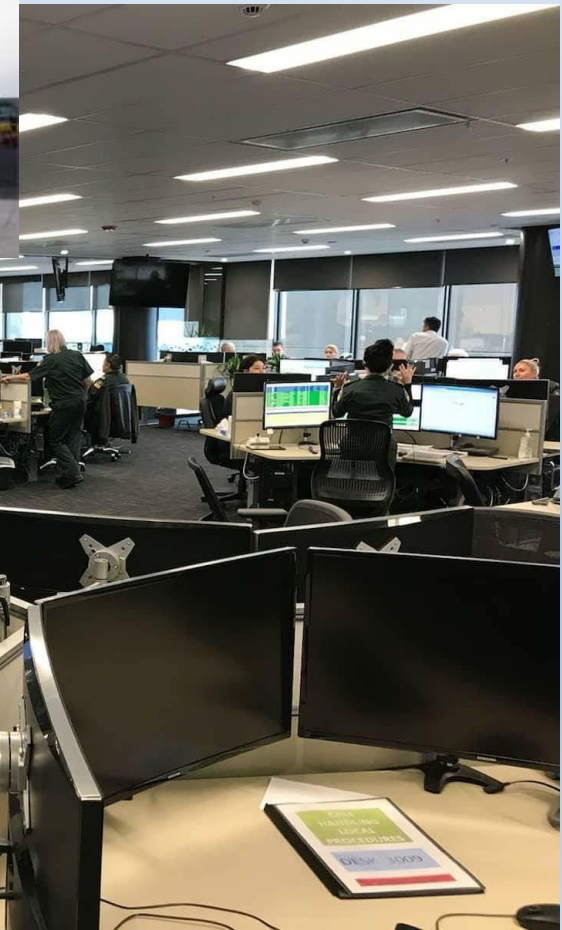
A sample of the online portfolio interface, showing a profile for John William Smith. The interface includes a header with the name and a list of items. The main content area displays a table of items with columns for Name, Date, and Status. The table lists various items, including 'Patient contact', 'Medication', and 'Intervention', with dates and status indicators. The interface is designed to be user-friendly and accessible.



Cardiac Arrest Registry 2016/17

Focussing on the Global Resuscitation
Alliance 10 steps

Justice and Emergency Services Precinct



- Co-location
- Hub and Spoke for support staff
- Activity based working





Our Strategy



St John
Here for Life

Strategy Development and refresh

- PWC Fit for Future Review
- Stakeholder Forums
- External Panel Review
- Engagement with our people

- Tech Company engagement
- Youth Advisory Panel
- New Managers Forum
- Executive Team Collaboration
(Red Cross/ Fire and Emergency New Zealand)



Our Mission (the what and the why)

We step forward,

Truth of what
we do, our ability
and our attitude

When help is needed.

Our enemy-human
vulnerability

For Better. For Life.

The human and
emotional benefit

Our Values



Straight Up Whakapono

Act with honesty, courage and kindness



Stand side by side Whakakoha

Respect, value and support what others contribute



Make it better Whakawerohia

Find solutions – step up, own it, do it



Do the right thing Whakaaro Tika

Take responsibility. Make the tough calls. Think of others



Open Minds Whakahangahanga

Listen openly. Encourage ideas. Welcome feedback



St John
Here for Life

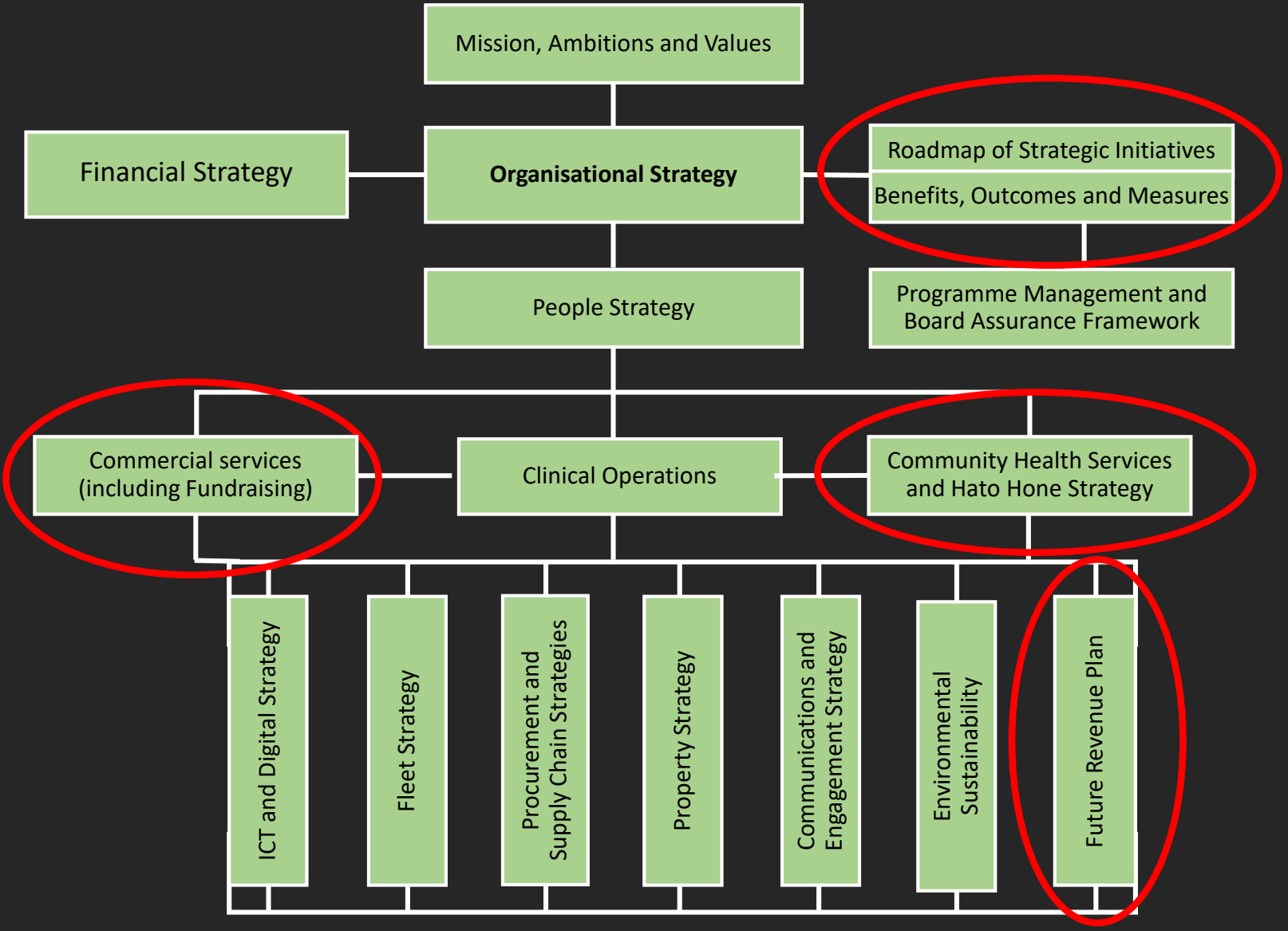
Our strategic focus through to 2023

1. Creating a culture driven by our Organisational values, where people feel valued and cared for.
2. Improving the equity & the quality of our services for our people, our patients and customers
3. Developing our organisational capability to achieve innovation and respond to new opportunities (Digital Transformation)
4. Adding value to the health and wellbeing of New Zealanders by working with our partners, funders and wider networks to best effect (data, pathways, resourcing, co-location)

Strategic direction, budget, roadmap, outcomes, programme management and BAF

Service Development Plans

Supporting/Enabling Plans



Clinical Operations Strategy 2018 - 2023



St John

Here for Life

St John is committed to delivering high quality patient centric healthcare services that strongly contribute to the realisation of the Health Strategy vision; all New Zealanders live well, stay well, get well.

Drivers

- › We are at the forefront of health delivery in every community
- › We make the best patient care decisions based on the best information
- › We practice clinical excellence throughout our service delivery
- › Our people continuously listen, learn and improve
- › We are SMART connected and integrated with our partners

Targets by 2023

- › 100k reduction in ED presentations per annum
- › 100% ambulances double crewed
- › \$100k reduction missed meal break allowances
- › 1000 Patient Care Plans for frequent callers
- › 25,000pa Safe & Well referrals
- › 250 falls prevention referrals per mth
- › >35% ROSC post cardiac arrest sustained to hospital
- › Acute stroke patients to elected hospital ≤90mins
- › 80% STEMI patients to PCI-capable hospital ≤90mins
- › Major trauma patients to elected hospital ≤90mins
- › >90% patients very satisfied
- › 50% reduction in upheld behavioural complaints

Objectives

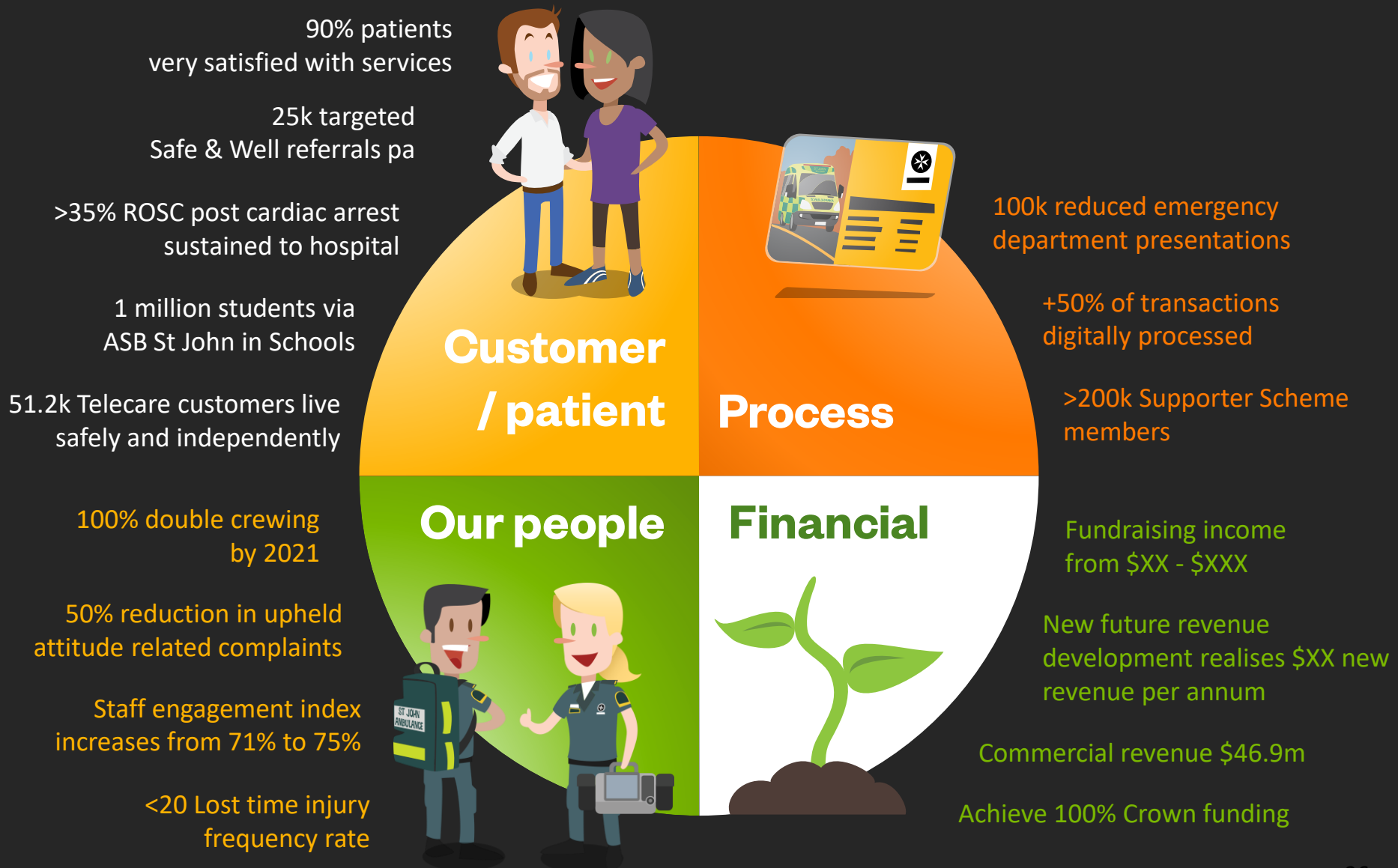


Key programmes

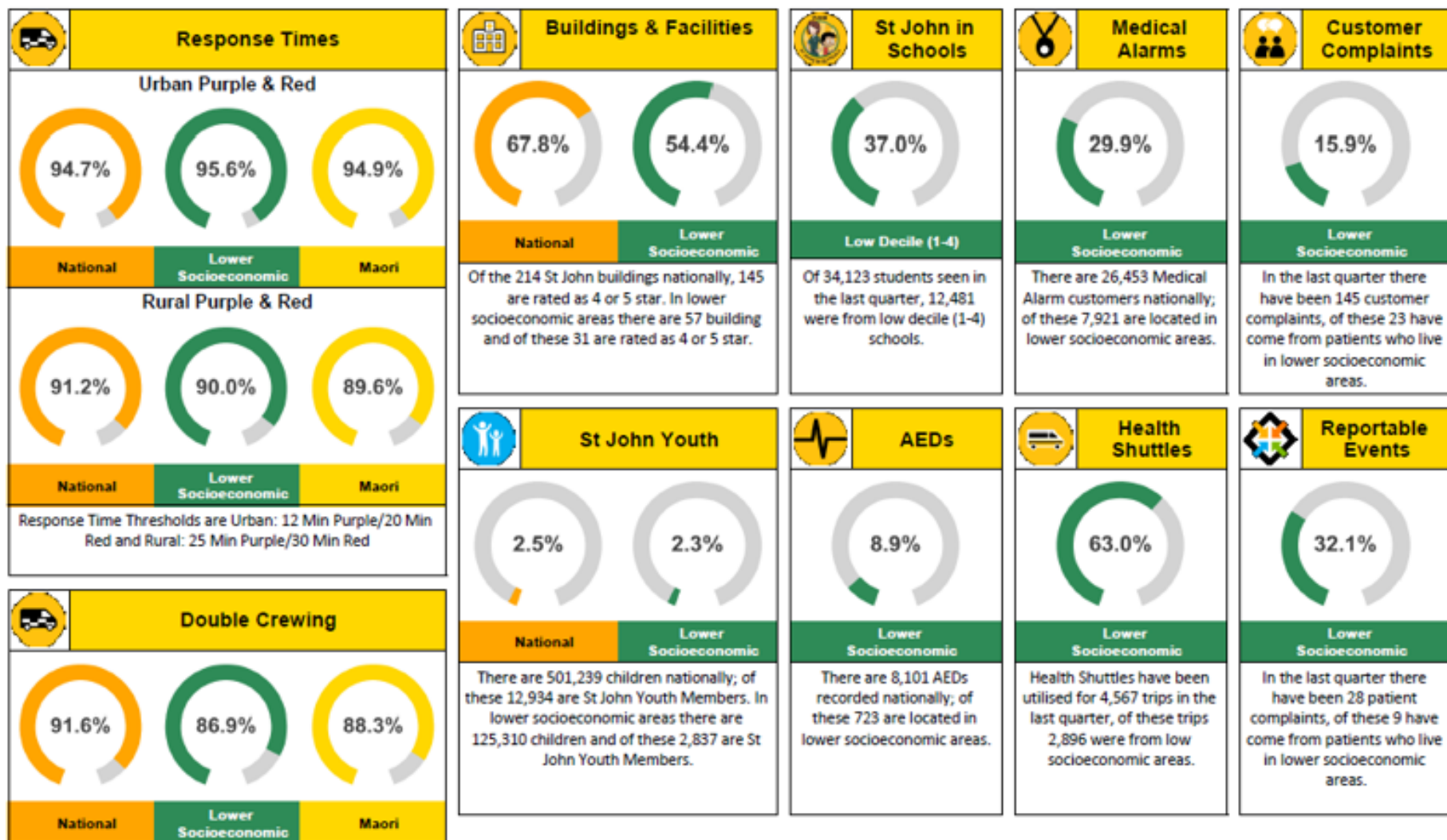
- › New service delivery model including 4-year double crewing plan
- › Clinical Hub roll-out and supporting ePRF functionality
- › ProQA call prioritisation review
- › New rostering system
- › Resolution of radio blackspots
- › HTS CAD underpin PTS and Events
- › Optima live
- › National Air Desk
- › Major right care clinical pathways including STEMI and Stroke
- › Safe and Well low acuity pathway and referrals
- › CPG enhancements
- › New CCE model and electronic portfolio launched
- › Events model standardisation
- › PTS model review and standardisation
- › Mobile response units upgrade

- › 90% SAC1&2 incidents actioned <1mth
- › CCE completion rates:
- › 75% for First Responder
- › 90% for EMT
- › 95% for Paramedic and ICP

Future outcomes



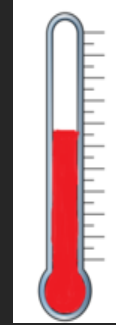
Equity Scorecard



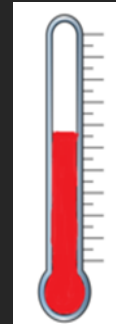
Response Time & Crewing Totals are accurate, other totals shown in this report are derived for presentation purposes only.

How are we doing?

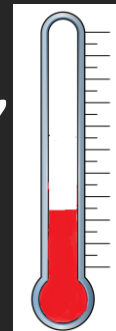
Fixing the basics



Developing a plan for the future



Promoting a culture of openness,
trust and mutual respect



Strategy development

1 year

Tweaking

Nimblity

5 years

Delivering

Stability

20 years

Dreaming?

Futurology



Ambulance Service

1 Year



Tweaking

Nimblity

1. Paramedic Registration
2. STEMI pathway rolled out
3. Design of new FRUs completed
4. New Call categorisation/prioritisation introduced
5. 111 Clinical Hub roll out completed
6. Driving revalidation introduced
7. 24hr Health transport desk live
8. New Command units deployed
9. New CCE programme introduced
10. Electronic portfolio of evidence

Ambulance Service

5 Years



Delivering

Stability

1. Double crewing completed across NZ
2. Fully integrated health care record
3. New Hub and Spoke model (ops and admin)
4. Internet of things deployed (ambulance/equipment/buildings)
5. Next generation of 12 lead ECGs/ Ultrasound/diagnostics introduced
6. Significant developments in Mental health and wellbeing
7. Machine learning deployed in PTS
8. Ambulance funding at 100% plus
9. New National Public Safety Network
10. Ambulance ETA available to the public via smart phone.

Ambulance Service

20 Years

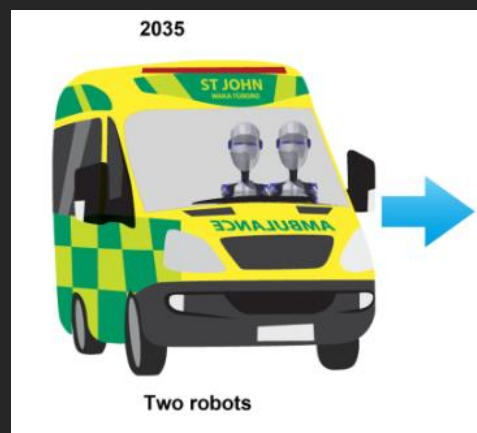
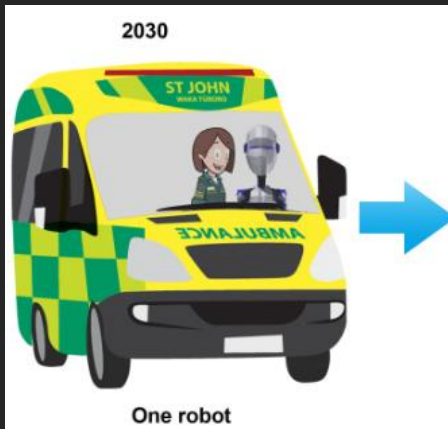
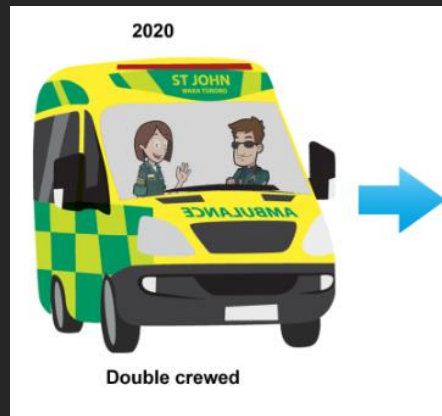
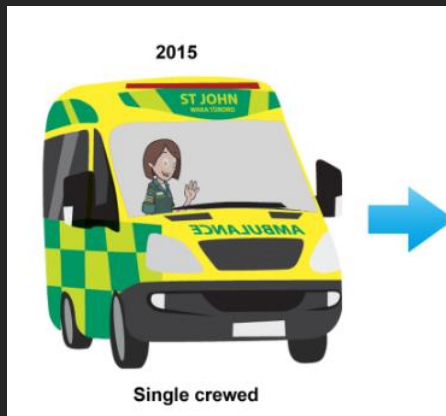
(10 years)

**Dreaming
?**

Futurology

1. Autonomous vehicles - all electric
2. Robots in Ambulances
3. A I /machine learning used extensively in control rooms
4. 111 (999/000) Calls pre-prioritised
5. Significant enhancements in the use of pre- hospital diagnostics /ambulance sensors
6. Care records available for all New Zealanders via smart phone
7. AEDs in all homes
8. 3D printed ambulances
9. Big data and research driving improved prehospital outcomes.
10. BI functions larger than control rooms

1, 5 and 20 year strategy for ambulance crewing



Digital transformation is inevitable, either your business will do it, or you will be replaced by another business that has digitally transformed already.

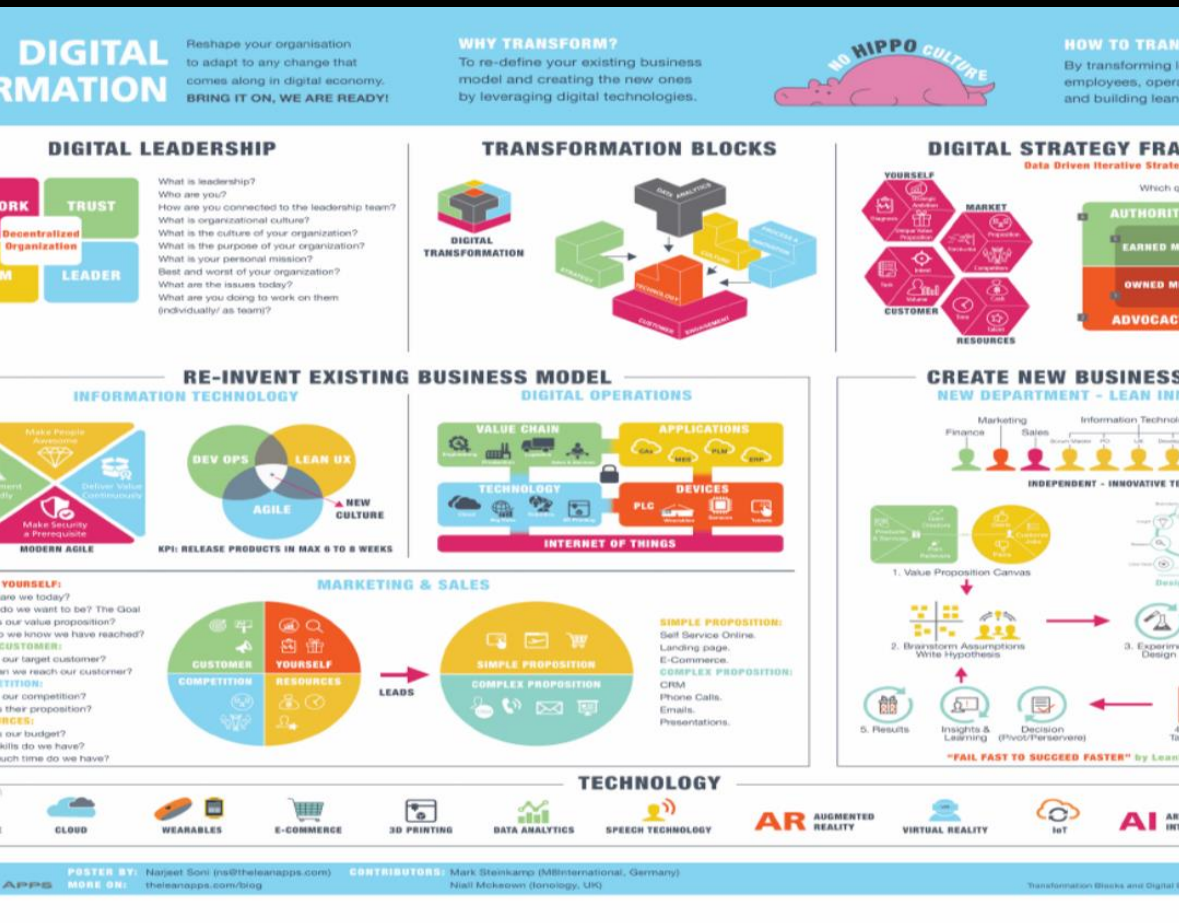
Russell Davies

Director of Strategy,

Government Digital Service (UK) 2017

Digital Transformation

- Move off legacy systems and replace with platforms allowing future innovation
- Introduce a new BI / Data Analytics approach and platform
- Secure our Information and enable data sharing with the Health and Emergency sector
- Customer/Patient/Donor at the centre of design
- Introducing Agile and new ways of working



New ways of working

Backlog
Sprints
ABW
LeanCanvas
TimeBoxing
ProductOwner
Kanban

Agile
Jira
Scrum
StoryBoard



Then and Now

Leadership reflections

My Heroes

MY WIFE

MY
MUM

Peter
Bradley

Peter
Blake

JESUS

SIR JOHN
KEY

CRAIG
BLUCK

JAMIE
OLIVER

WINSTON
CHURCHILL

"On another note, I have never even seen the CEO.

Does he even exist?

Is he real?

I highly doubt it."

(Adel Jes)



Bradley's Blog

Monkeying around (blog 9 March excerpt)

Earlier this week I was sent a short video of my five-year-old Grandson navigating a full set of monkey bars without touching the ground, no mean achievement for a boy with juvenile rheumatoid arthritis. I couldn't resist doing my own monkey bar video for him down at our local park yesterday while Lesley and I were taking the dog for a walk. I'm 193cm tall and the monkey bars are around 2.1m so it was great to be able to have the phone focus on my hands and arms and face showing huge effort, only to pan down at the end with my feet on the floor - probably funnier to watch than read about though!



St John



Executive Management Team

Effective Senior Team Performance

Consistent with the findings from 2007, effective senior teams are similar in four key factors of strength:

1. COHESION

- The degree to which the team pull together and act in a united fashion. A whole of organisation vs a functional focus and approach.

2. TEAM PROCESS

- How the team go about decision-making, prioritising and addressing important organisational issues.

3. SHARED DIRECTION

- Consistent, clear and shared messages about organisational direction and priorities.

4. TRUST AND SAFETY

- Team members create a safe culture, maintain confidences and openly support each other.

Winsborough
2017

Team work at the Top Matters

- *The major challenges to senior team effectiveness are not in the individual parts. In most top teams, individual members are exceptionally talented. The major challenges and opportunities come from the interconnections between these individual parts, and their coordinated, aligned response to the complexities they collectively navigate – teamwork.*
- *How the senior team works together matters, sometimes more than the CEO.*
- *“We are all role models, choose to be a good one”*

Our Leadership Commitments

1

Be Available

2

Be Responsive

3

Be Present

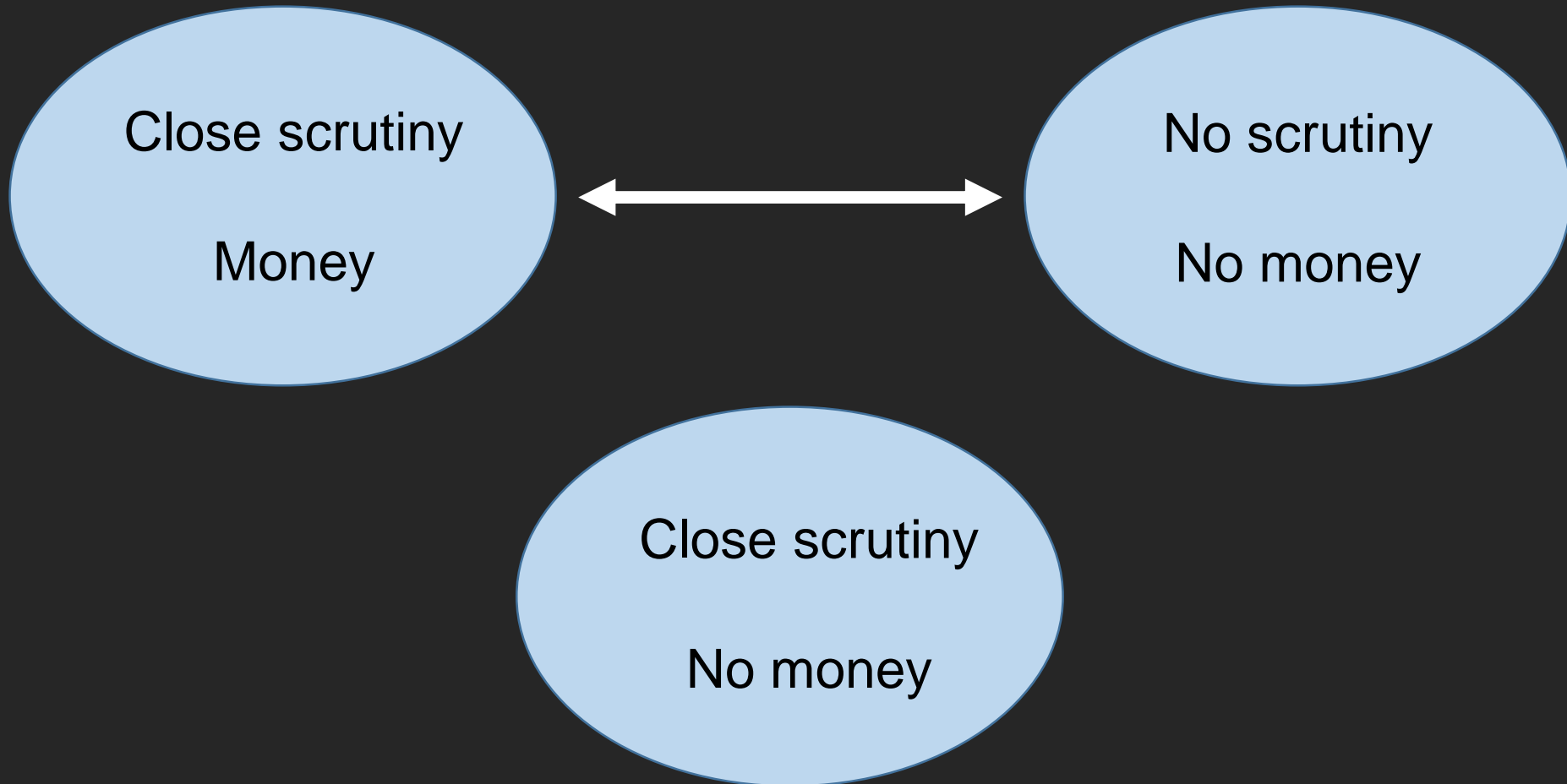
4

**Be the
Change we
want to see**

Leading in a different environment # 1

- Focussing on the value we bring not what we cost & Advocacy and Stakeholder engagement is a long game
- Don't bring your fancy ideas from the UK here – not invented here
- Understanding paid vs volunteer workforce challenges
- Co-location and collaboration – a change of heart
- Understanding and respecting Bi-culturalism
- Managing the pendulum- Ambulance, Commercial, Community/Charitable
- Its about the WHY we do what we do not just the WHAT

Leading in a different environment # 2





Leading in a
different
environment
#3



Natural
Disasters

What have I learnt?

Focus on “how”
as much as
“what”

Middle
management
engagement

Outcomes
before
initiatives

Don't retrofit
your benefits
onto projects

You are only as
good as your
last result

Organisational
success can be
cyclical

Lifelong learning
is key

Quick
wins/celebrating
success

Regular
demonstration
of progress

On-going staff
involvement

Remember the
history – but live
in the future

The feel good
factor needs
refreshing

Multi-layered
communication
is key

Partnering is
more important
than leading

Avoiding complacency (individually and organisationally)

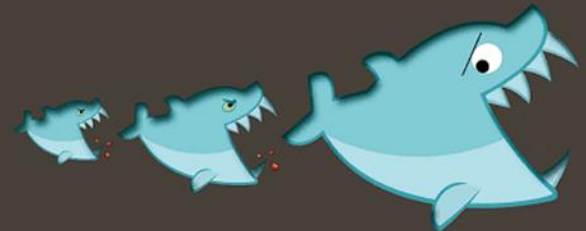
- **NGO**
- **Monopoly provider**
- **Trusted Brand**
- **Been around a long time**
- **National reach**

In the new world,
it's not the big fish which eats the small fish,
it's the **fast fish**
which eats the **slow fish**

THEN



NOW



Self belief vs Self doubt *#I'vestillgotit*

"Have you still got it? Do you think you can win again?"

"These are the sorts of questions I've had to answer after every single match....."

"It's like a hammer banging at the door and you have to stand back. It has made me extremely resilient and strong."

January 2018





Bradley's Blog

Monkeying around part 2

The longer I stay in a leadership and management role, the more I am reminded that you (or in this case me) and your team can't always stay on top of everything all the time, and that some things that become a priority and are then given attention, get sorted, then slip off the radar and get forgotten about. Often sometime later they become an issue again.

The trick to good management in my view, is focussing on the right things (the important over the urgent) and then trying to put in a permanent fix and monitoring arrangements. You can't monitor everything of course, and that's where leadership comes in; having the intuition, an ear to the ground, and foresight to go back around to the important things from time to time. This in my view is what keeps you on top of your game – no complacency, and taking nothing for granted.

Final thoughts

Fix the basics, develop and share your plan for the future, and promote a culture of openness, trust and mutual respect

Be rigorous in measuring outcomes

Listen to cynics, critics and detractors

Its good to walk in someone else's shoes

We are all role models- choose to be a good one

One of the most inspiring things to experience is good leadership in action

Young Leaders –inspiring the next generation



A close-up photograph of a hand writing the words 'THANK YOU' in white chalk on a dark, textured chalkboard. The hand is positioned on the right side of the frame, holding a piece of chalk and completing the letter 'U' in 'YOU'. The words are written in a bold, slightly irregular, hand-drawn style. The background is the dark surface of the chalkboard, which shows some faint, horizontal lines from previous writing.

THANK
YOU

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