

National Ambulance الإسعاف الوطني

Strategic Plan 2020 - 2025



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Organization Accredited
by Joint Commission International

Forward

2020 marks the tenth anniversary of National Ambulance. It has been an exciting journey where the company has developed from a single project organization into a leading provider of emergency pre-hospital care in the UAE. Since its inception in August 2010, National Ambulance has been working to establish and maintain a new innovative business model capable of delivering outstanding ambulance services to the community as well as to private and government entities.

With international expertise brought by our strategic partner and co-founder, Aspen Medical Pty Limited ('Aspen'), National Ambulance was successful in becoming a key player in the national pre-hospital care development process. Our search for excellence and unwavering adherence to high international standards helped set new quality benchmarks to both our partners and competitors.

In the course of the last five years, National Ambulance has faced adversities but every time and no matter how daunting the challenges are, National Ambulance has proven to have the capabilities and the resilience required to adapt to complexities inherent in the business environment.

The pace at which the organization had achieved growth in the first six years and the shifts that occurred later presents real challenges and setbacks that require the company to re-align its strategy and approaches to cope with the changes that are marking the environment in which we work.

Since 2018, considerable work has been done to undertake a smooth change. Much has been achieved to refine the use of resources and optimize decision making by updating policies and implementing committees and control functions. As a result, substantial savings have been made across the departments. The company has had to go through different, unwanted yet necessary, manpower restructurings. However, we have not yet achieved the competing edge we aim to and that will allow us to secure a rebound in the future.

With changes in the business environment the aim of this strategy is to shift focus to "achieving competitiveness" by adhering to efficiency across departments. This will be achieved through a thorough assessment of where we are, what we want to do, where we want to be and how we can do it.





Taking competitive advantage requires the company to capture the current processes starting from the base to the top in view of changing them to better performance and efficiency and to align them to the company's strategic goals. Any process, no matter how effective it is, is susceptible to wear and tear. Through time, inconsistencies begin to creep in, which requires management to be alert to gaps and to consistently improve those processes. Besides, there is no process designed to last indefinitely. Changes in the environment make it necessary for any entity interacting with that environment to adapt and therefore adjust its way of doing things. Therefore, the strategy 2020-2025 sets the perspectives which will be regularly tracked by means of agreed KPIs in order to improve outcomes of processes at the high as well as the granular level.

The 2020-2025 strategy presents a road map that will govern our actions in a structured manner and guide us to achieve the best.

Stakeholders are giving their full support to see us succeed. In return, we need to prove that we deserve the trust given to us.



Our Vision, Mission and Core Values Values

Our Vision

To be the region's top provider of pre-hospital emergency medical services and the leader of strategic changes in ambulance services in the UAE.

Our Mission

To deliver quality pre-hospital emergency medical services to communities across the UAE

Our Core Values

- Search for Excellence
- Respect
- Integrity
- Mutual Support

Our Services

- Public and Private Pre-Hospital Emergency Medical Services
- Helicopter Emergency Medical Services (HEMS)
- Event Emergency Medical Cover
- Non-Emergency Patient Transfer
- Pre-Hospital Medical Education and First-Aid training



NA AT A GLANCE

National Ambulance was established in 2010 to build a comprehensive emergency medical service that meets the needs of clients and communities in the UAE. Since its inception, NA has focused on delivering outstanding pre-hospital care services in compliance with the best international standards and guidelines tailored to the Emirati context.

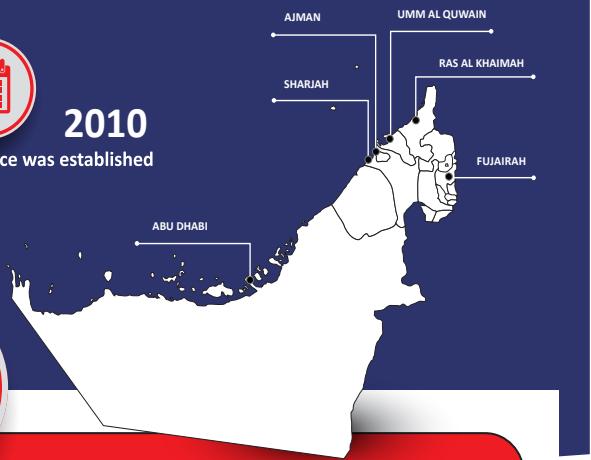
Enablers

	109 Emergency Vehicles
	93 Ambulances
	11 First Response Units (5+ in process)
	5 Incident Command Responders
	Helicopter Emergency Medical Services in partnership with MOI Air Wing
	627 Total number of staff from 30 countries
	505 Clinicians
	491 EMTs
	8 Paramedics
	6 Doctors
	40 Dispatchers & Call takers
	308 Average Daily Received Calls
	233 Average Daily Dispatches
	193 Average Daily Treated Patients



2010

National Ambulance was established



Success Factors and Enablers

- Clinical guidelines and approved protocols
- Modern fleet consistent with international standards
- Specialized Ambulance Communications Center
- Internationally recognized training center (AHA, NAEEMT, ASHI, NREMT)
- ISO 9001, ISO 14001 and ISO 45001 certified
- Accredited by Joint Commission International (JCI)

Patient Transfers

Besides emergency response, National Ambulance scope includes non-emergency patient transfer services. The service is provided following requests by individuals who need to be conveyed from their homes or to a different medical facility. Patient transfer is a key service that needs to be further developed in the Northern Emirates.

Our Services

Public Emergency Response

As part of the Northern Emirates contract, National Ambulance provides the public across the Northern Emirates with round-the-clock pre-hospital emergency medical care, serving a population of around 3 million people. Our units are deployed across 60 different locations to provide the appropriate response to emergency calls in line with international best practice. The units also coordinate closely with Police and Civil Defense responding to fire, motor vehicle accidents, mass casualty incidents and other emergencies. Calls are directly received from the public through the emergency ambulance 998 number or through Police and Civil Defense Operations rooms. To reach patients in remote areas or accident scenes for a faster transport to hospitals, National Ambulance jointly operates an Helicopter Emergency Medical Service (HEMS) in partnership with the Ministry of Interior's Air Wing Department.

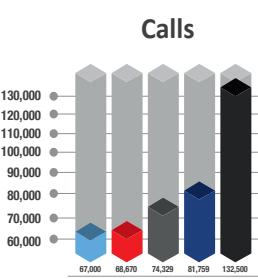
In the last five years, National Ambulance received around 402,017 calls and attended to more than 244,173 patients.

Training

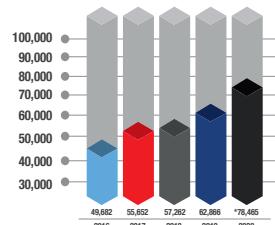
To maintain high level of clinical performance, National Ambulance offers its frontline staff in-house continuous medical education (CMS) through both face-to-face and remote learning. In addition, as part of its internationally recognized Training Centre, accredited by the American Health Association (AHA), the National Association of Emergency Medical Technicians (NAEMT) and the American Health and Safety Institute (ASHI), National Ambulance offers training for partners, stakeholders and community members from both the private and government sector in first aid, CPR AED and other health awareness issues, as well as internationally accredited courses for healthcare professionals. It is also an authorized National Registry of Emergency Medical Technicians Recertification site.

Event Coverage

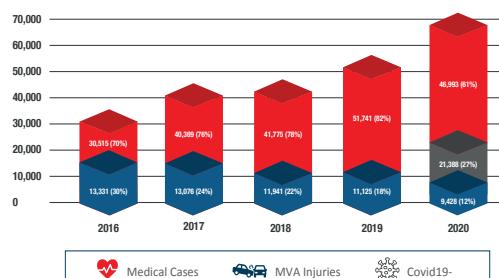
National Ambulance provides medical coverage services for private and public events. Although this activity has declined since the Covid-19 outbreak, it has a potential to grow in the future and provide opportunities to increase revenue and achieve more visibility amongst the public and potential partners.



Patients



Case Overview



Strategic Context

The environment in which we have been operating has progressively evolved. We know that in the next few years we will be facing an increase in demand for better services to match the needs of the community as we will continue to face fierce competition from the private sector.

More than ever, we need to transform and adopt creative measures to regain our competitive edge: Our services need to be of better quality and at a lower cost.

Growing Demand

In the last few years, National Ambulance successfully built a good reputation amongst the public by always being prepared to respond to all calls. As a result, the demand on services has grown seven folds within seven years from the service rollout. In addition to the reliance of the public on our services, population growth will result in further demand.

Therefore, and in order to maintain and improve the current level of service quality, we will have to review our business model based on dispatch by priority, which will require involvement of ACC staff in better decision making on case severity classification, triaging and the type of response required.

More Complex Needs to Achieve “Quality of Life” Index

Due to the increase in the size of the UAE's population and the changes in lifestyle, the community has more complex needs which will continue to grow in the future. NA will have to adapt and respond to such needs, guided by the UAE leadership's vision relating to happiness and quality of life index.

Data driven research shows that over a third of the population aged over fifteen in the UAE are identified as overweight. A high obesity rate leads to a variety of associated lifestyle issues including Type-2 diabetes, hypertension, and cardiovascular disease. This will require preparedness to provide a proper response to emergency cases to address these chronic lifestyle diseases. National Ambulance data also shows that Trauma cases rank second in top ten cases types to which our units respond. Trauma may lead to death or permanent disabilities, thereby having a deep social, economic, and psychological impact on patients and their families.



Strategic Context

All these factors will require National Ambulance to better utilize resources and implement new models based on a mix of BLS, ALS and fast response units to continue delivering the high-quality care we are known for and meeting MOI KPIs.

Higher Community Expectation

The community will continue to change with the population gaining greater insight and understanding of health issues and the risks involved. They expect and deserve to be involved in their healthcare decisions. This includes patients and their families. In addition, we are ethical, professional and transparent in terms of our performance and the quality of care provided to the community.

Advancing Technology

Technology continues to evolve and change the way patients access pre-hospital emergency services. Various new technologies are being trialed and adopted that will enhance patient experiences, such as securing real-time access to patient data, syncing hospitals and transport organizations databases, and adopting paperless processes.

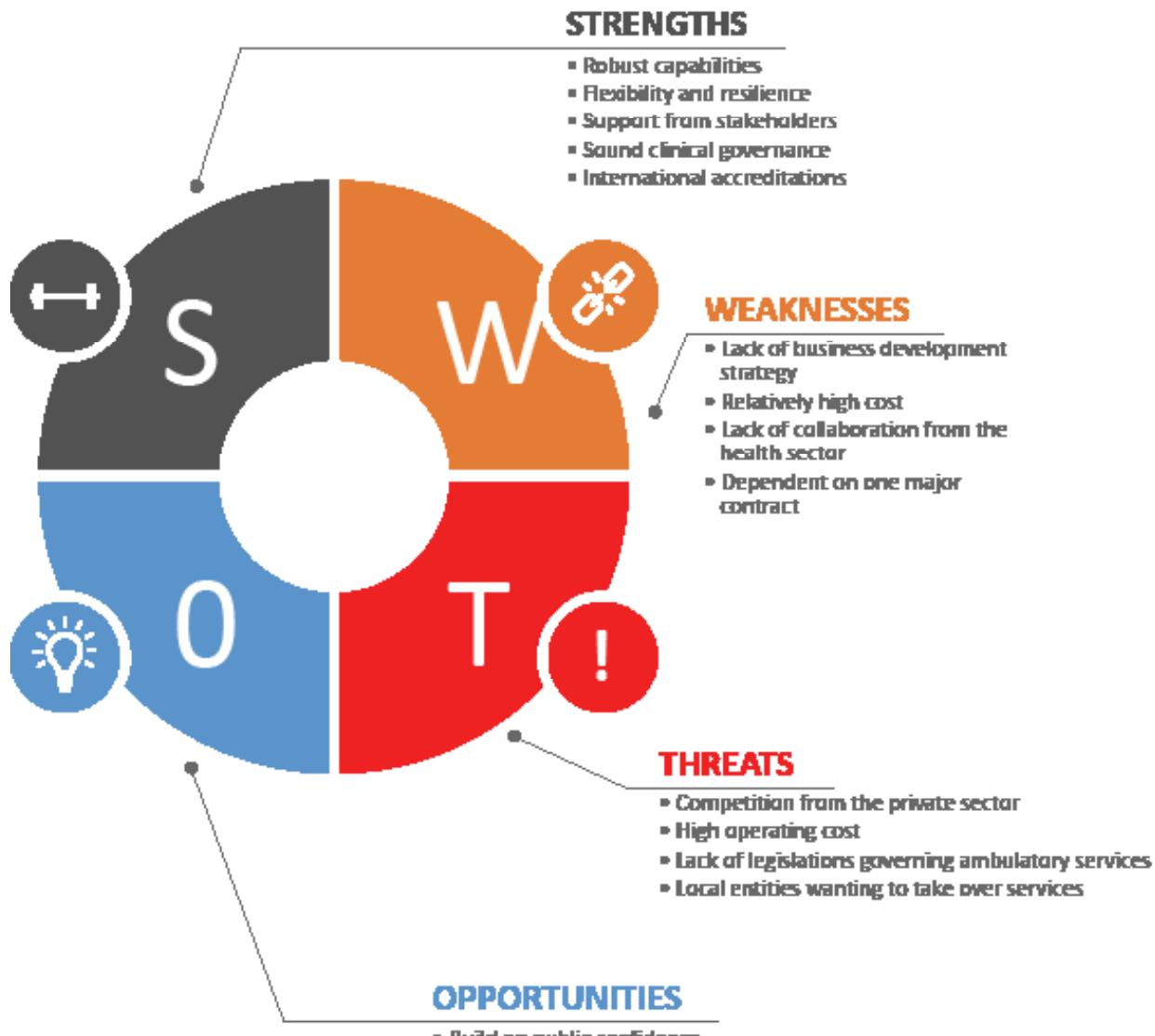
To have a competitive edge, the company needs to be at the forefront in using advanced technologies supported by expert agencies with the aim of improving processes in the future.

Staff Safety

The health and safety of our staff is always important. Diverse working conditions, which are not always within our control, sometimes exposes our staff to violence, communicable disease, hazardous substances, and work related incidents. Maintaining the health and wellbeing of our staff is essential as they are our most important resource.



SWOT ANALYSIS



The aim of the strategy is to enhance our strengths based on our incremental improvements and resilience we have developed throughout the years and on which we can build in order to overcome our main weaknesses, which is lack of growth.

This strategy is designed to first achieve a competitive edge through the optimization of internal processes and cost and then re-enter the market. This will not be achieved without aligning all department activities and practices to our key strategic objectives presented in balanced score cards which will determine the key KPIs for which all will be accountable, from top management down to individual staff level in every department. Our approach will be to focus on improving the work environment and involvement of all staff while applying tools to measure performance and design the best solutions to address any deficiencies and wastages.



Our Strategic Goals

Focus 1

Quality Patient Care and Safety

- Ensure efficient response and provide timely care to critical cases
- Provide quality care which meets the needs of patients
- Interact professionally and show compassion every time
- Maintain patient safety

Focus 2

Constructive Partnerships and Compliance

- Gain support from stakeholders
- Align performance to client requirements and agreed KPIs
- Comply with regulations and maintain ISO and JCI accreditations

Focus 3

Sense of Ownership and Engagement

- Ensure the safety, physical and psychological wellbeing of staff
- Develop a culture of continual engagement and ownership
- Empower Emirati EMTs
- Implement a successful leadership model

Focus 4

A High Performing Competitive Organization

- Streamline and align processes to achieve organizational goals
- Embed quality management based on business analytics of valid data
- Explore business opportunities to increase revenue and strengthen our financial position.
- Promote efficiencies to ensure financial sustainability and competitive edge

► Search for Excellence ► Respect ► Integrity ► Mutual Support

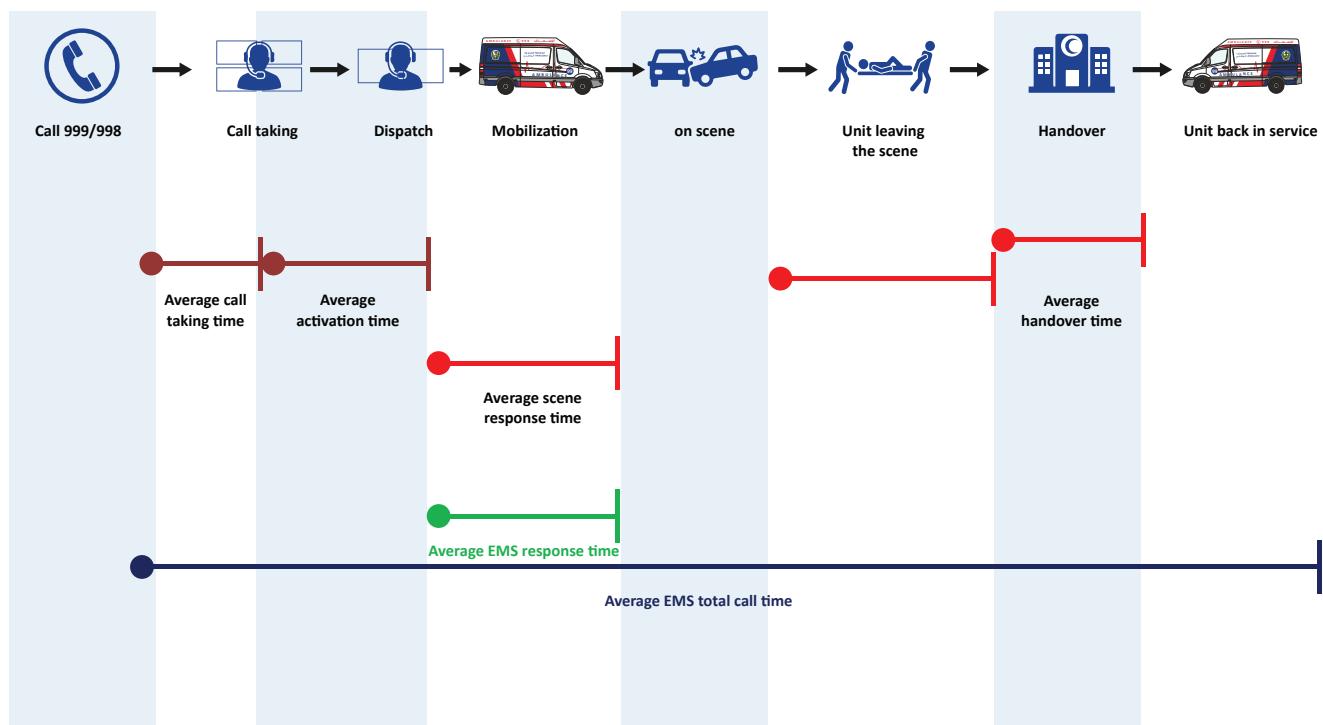


Focus 1

Quality Patient Care and Safety

Objective 1.1: Provide timely patient care

National Ambulance will ensure that response time KPIs are met for critical time cases excluding cases that are outside of our control through the following:



- Clear performance indicators for staff who will be aware of the metrics that will be monitored.
- Monitor Performance across the different response phases against KPIs and targets.
- Quality controls to ensure issues are addressed in a timely manner through training or system improvements.
- Realistic response time KPIs that take into consideration the location of resources at the time of the call.
- A robust BI system to generate reports that reflect our performance and inform decision making.



Focus 1

Quality Patient Care and Safety

Objective 1.2: Deliver quality care which meets the needs of patients

- Clear performance indicators for staff who will be aware of the metrics used in monitoring quality of clinical care delivered.
- Ensure the right clinical protocols are applied through clinical audits, training, and observations.
- Monitor performance through regular audits and timely feedback on individual staff performance.
- Process and analyse data to gauge our clinical performance and outcomes.
- Maintain the completion of training concerning all aspects of service delivery

Objective 1.3: Interact professionally and show compassion every time

- Ensure response to external feedback is provided in a professional and timely manner
- Train and monitor staff on soft skills and communication.
- Listen and respond professionally to patients' requests and feedback.

Objective 1. 4: Maintain Patient Safety

- Reinforce performance on patient safety.
- Reinforce implementation of guidelines relating to infection control and risks of fall.
- Improve methods of risk identification and management.



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Focus 2

Constructive Partnerships and Compliance

Objective 2.1: Gain support from with Stakeholders

- Ensure that the scope of NA response in MCIs is according to the emergency response plan approved by stakeholders.
- Improve relations with Police GHQs, Civil Defence directorates, hospitals, and other stakeholders to gain their full support.
- Participate with stakeholders in MCI drills and plans.
- Tap the expertise of stakeholders.

Objective 2.2: Align performance to client requirements and KPIs

- Meet KPIs agreed on with stakeholders in line with industry standards.
- Deliver cost effective and sustainable solutions to clients.
- Deliver performance reports to stakeholders highlighting achievements and challenges.
- Involve stakeholders in decision making for some relevant plans to achieve the best overall Performance to the ultimate benefit of the clients and patients.

Objective 2.3: Comply with regulations and maintain ISO and JCI accreditations

- Meet KPIs related to licensing and vehicle registrations.
- Ensure full compliance with standards and requirements by regulatory bodies regarding business continuity, patient information confidentiality, IT system security, legal requirements, etc.
- Maintain JCI accreditation and ISO certification as quality assurance guidelines while addressing internal audit items to ensure the highest levels of governance and transparency.



Focus 3

Sense of Ownership and Engagement

Objective 3.1: Ensure the safety, physical and psychological wellbeing of staff

- Ensure Continuous provision of PPE, training, and tools to maintain a safe working environment
- Monitor the well-being of staff by QHSE, Occupational Health, and Peer Support to address the impact of critical incidents on the psychological, physical and social well-being of staff.
- Put in place a proper process to identify and address gaps related to rosters, contract shifts and other factors leading to work related stress.

Objective 3.2: Develop a culture of continual engagement and ownership

- Establish a two-way communication channel to share common goals and expectations.
- Involve staff to contribute to process improvements.
- Listen to staff feedback and give them proper support in total confidentiality.
- Set up a reward system to promote engagement.

Objective 3.3: Empower Emirati EMTs

- Better involve EEMTs in medical care delivery.
- Promote EEMTs with qualification criteria based on performance and skills.
- Provide specific training to EEMTs.
- Encourage EEMT career progression via mentorship and guidance based upon performance and opportunities for development

Objective 4: Implement a successful leadership model

- Provide training at all leadership levels to enhance performance
- Develop indicators to measure performance quality and its contribution to improving KPIs.
- Measure performance of managers against set KPIs relative to roles and responsibilities



Focus 4

A High Performing Competitive Organization

Objective 4.1: Streamline and align processes to achieve organizational goals

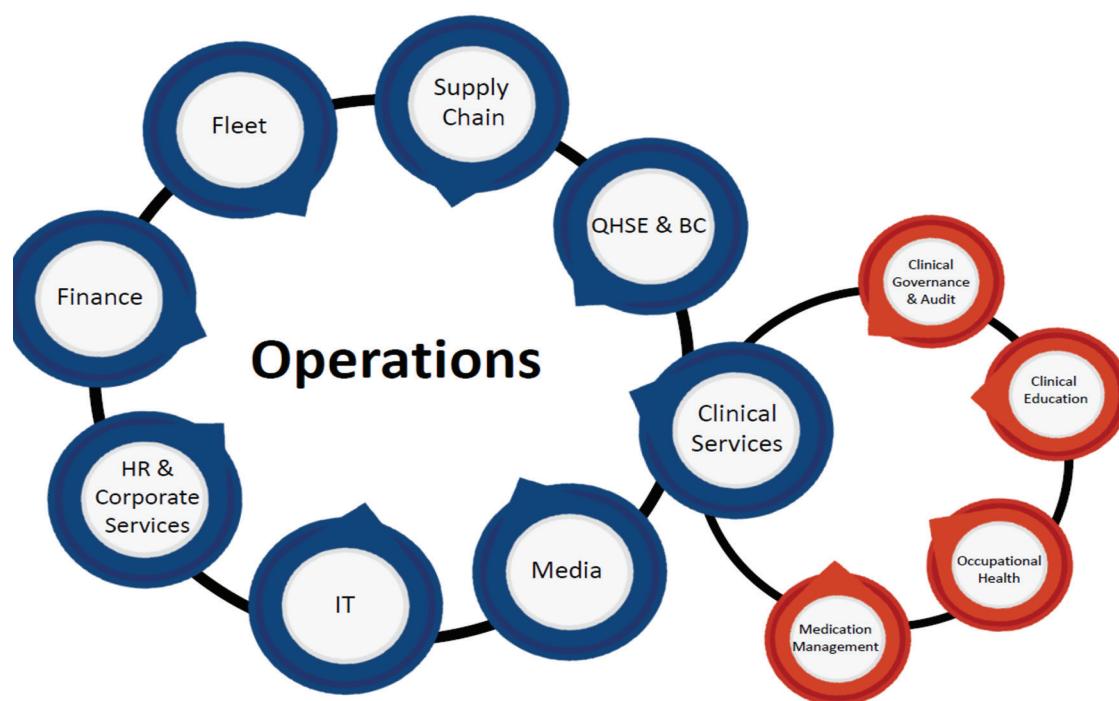
- Review and assess all processes in various departments and capture their outcomes.
- Ensure effectiveness of inter-department processes.
- Cascade the strategic balanced score cards to business units to align priorities to performance metrics.

Note: Creating synergy between departments

The aim of this strategy is to drive a smooth phased change process that will enable the company to achieve a competitive edge in terms of the quality of work performed as well as of the cost effectiveness of service offerings.

While business units should make sure to achieve their own KPIs, they are also responsible to have a holistic view of other departments' requirements and the strategic direction of the company.

As a service company, all activities will revolve around delivering outstanding pre-hospital care services. As is shown in the graphic below, other departments will be required to collaborate with operations so that they can support them the best they can. All departments, including operations, have to adopt score cards that reflect the strategic corporate goals and enter into Organizational Level Agreement which govern cross functional transactions.

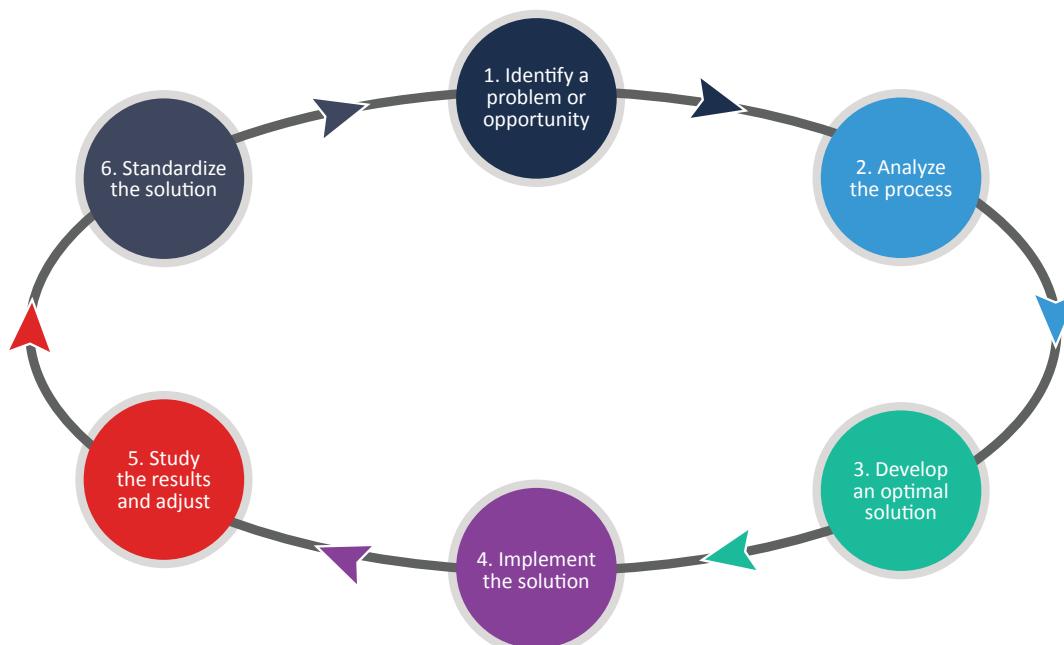


Focus 4

A High Performing Competitive Organization

Objective 4.2: Embed quality management based on business analytics of validated data

- Develop a specialized function to monitor performance bottom up based on structured data and smart goals.
- Validate data and inform decision makers on gaps to be addressed.
- Optimize intra and inter department processes based on dashboards, KPI measurements, sentinel incidents, feedback or surveys.



Objective 4.3: Promote efficiencies to ensure financial sustainability and competitive edge

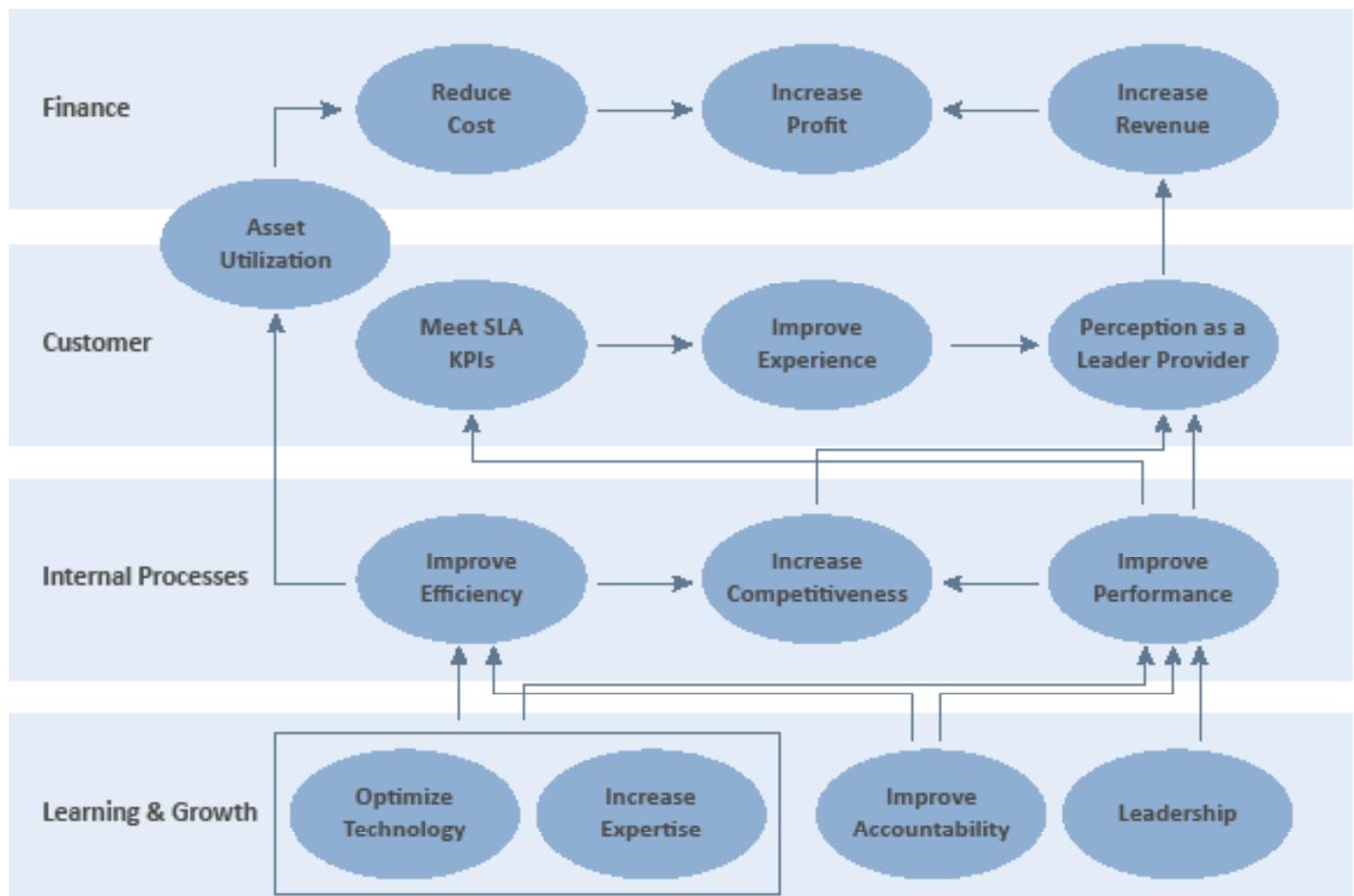
- Apply the right controls to achieve efficiencies.
- Update the asset management program and provide awareness to promote accountability for misuse and avoidable damages.
- Implement a custody system based on stations for assets, equipment and consumables.
- Enhance the asset and inventory digital tracking systems to determine responsibilities.

Objective 4: Increase revenue and strengthen our financial position

- Increasing cost efficiency to ensure market price competitiveness.
- Promote National Ambulance brand through quality service delivery, robust media campaigns and better visibility.
- Enhance business opportunities through attractive offerings and a robust business development strategy.
- Build solid professional networks and partnerships with key potential clients and stakeholders to promote our position as the provider of choice.

Our Strategy in Action

1 - Balanced Score Cards



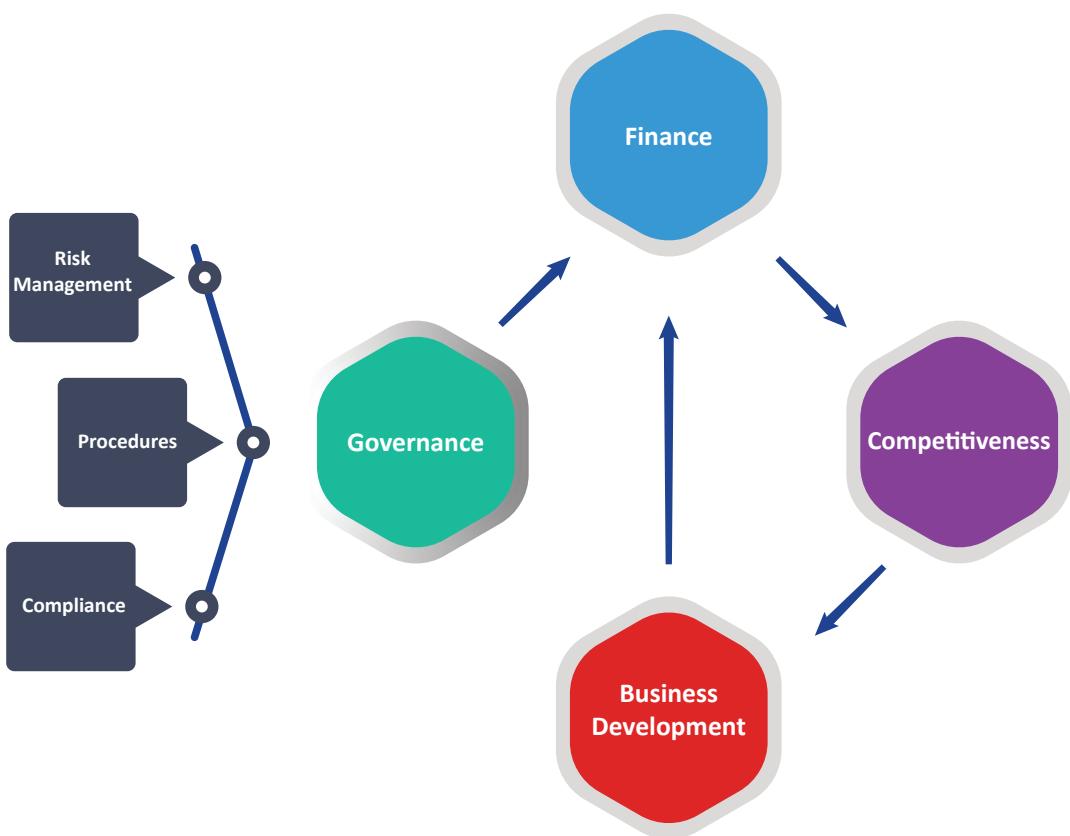
The main reason for adopting balanced scorecards is to put in place a reliable performance management tool that involves a mix of metrics that include financial and non-financial elements. Since the key role of National Ambulance is to provide services that support the government's goals related to 'Happiness index' we cannot afford to ignore this perspective by focusing on financial gains only, which, nevertheless, remain of paramount importance in ensuring continuity and in yielding a better added value to stakeholders than other entities. The score cards will enable the company to implement an internal process that ensures effectiveness of controls and governance. This will make the company successful in achieving a safe financial position whilst maintaining the interests of partners, stakeholders and the public.



Our Strategy in Action

2 - Corporate Performance Indicators

These KPIs are designed to measure the company overall performance against the targets set and the approach adopted to achieve a competitive edge. A comprehensive yet progressive review will ensure the highest level of effectiveness and efficiency which will eventually protect the company from any financial risks, help regain our position in the market and achieve shareholders' interests. Realizing objectives does not depend only on the application of accounting principles but also and mainly on the implementation of governance across all company functions regardless of whether they are administration, support or operations. Corporate performance is the outcome good performance and decision making from bottom to top and vice versa in relation to both internal processes or the interaction with external stakeholders and the public in meeting their needs and requirements.



Our Strategy in Action

2.1 Governance

2.1.1 Compliance

External Audit

Indicator: No more than 2 high risk observations

Action: Review previous reports, close any open remarks, and implement recommendation as possible while taking preemptive actions to furnish all requirements and support documents in the future.

Accreditors

Indicator: Pass ISO, JCI, and other regulatory audits with no more than three high risk remarks

Action: Apply guidelines as an integral part of daily business activities.

Stakeholders

Indicator: Participate in 100% of exercises conducted by federal entities within the scope of existing agreements

Indicator: Achieve MOI KPIs

Indicator: Achieve a score ranging between 80% and 90% in business continuity plan required by NCEMA

2.2.2 Risk Management

Risk management involves mitigation of any elements that could have a negative impact on the company, whether the factors are internal or external. Risk management is not limited to financial aspects but applies to all procedures, whether administrative or operational.

The aim of risk management is to use a structured method to capture any gap that has a real or potential impact on performance or on the company's position in its external transactions. The factors may be internal (process / performance of individuals) or external (competition / changes in the market). Risks are classified according to level and scope:

- Financial impact (loss of a commercial contract / deficits)
- Impact on reputation (professional mistake / delay in response)
- Impact on employees' health or morale (injuries)
- Impact on clients (failure to deliver the required level of service)



Our Strategy in Action

2.1.3 Improving Processes

The adoption of balanced score cards and strategic objectives by all departments will enhance performance within each department as processes based on how they contribute to achieving corporate KPIs and on how congruent they are with processes applied by other departments. This will require capturing all processes and assigning to them measurable indicators to calculate their tangible outcomes and how they relate to strategic objectives.

2.2 Competitiveness

Competitive edge is the result of a combination of two key factors: quality of the services provided and cost control to the benefit of the stakeholder. Our previous experience shows that even when we gain contracts with a large profit margin, those contracts will be soon lost because of the high cost. The aim of this strategic plan is to design solutions that will help the company have long term contracts generating good profit margins due to efficiencies and cost control.

2.3 Business Development

Once the above conditions are created, it will be possible for National Ambulance to present attractive bids to clients having migrated to less costly alternatives. From Q4 2020, the focus will be to recover lost contracts and to explore new business opportunities.



Our Strategy in Action

2.4 Finances

Regardless of the service quality and commitment to provide the best, continuity will not be achieved unless the company is able to secure a sound financial position. Therefore, a set of KPIs have been established as the minimum level to be achieved to ensure our business will be ongoing. These KPIs will be reviewed based on the success of the company in developing business and in entering contracts that will maintain the company self-funded.

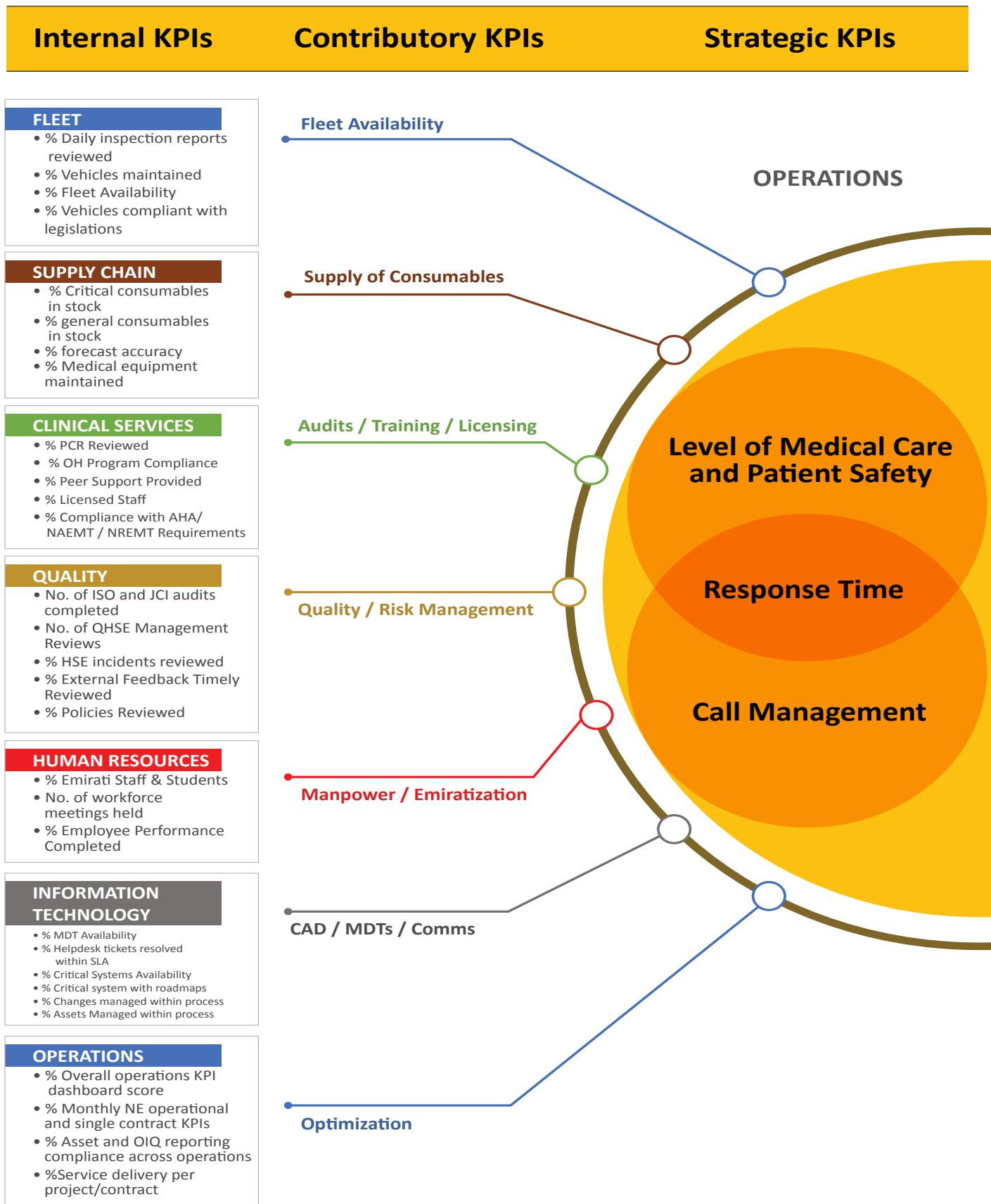
Financial KPIs

Description	2021 -2022	2023-2024
Net Income %	No less than 0%	No less than 3%
Return on Average Equity	No less than 0%	No less than 0%
Gross Margin	No less than 15%	No less than 15%
G&A Costs as a % of Revenue	No more than 15%	No more than 15%
Current Ratio	No less than 2 over the months of the financial year	No less than 2 over the months of the financial year
External Audit	No more than 2 high risk items	No more than 2 high risk items
Altman Z- Score	No less than 2.99 over the months	No less than 2.99 over the months



Our Strategy in Action

3. Operations and Support Services KPIs



Our Strategy in Action

Structure Components

Area	Owner	Description	Target
Facilities	Clinical Governance	Proportion Facilities Licensed by Health Authorities	98%
Fleet	Fleet	Fleet Availability	90%
Supply Chain	Supply Chain	Percentage Critical Consumables in Stock	90%
		% Medical Equipment maintained	95%
IT	IT	Uptime of ACC	99%
		Uptime of MDTs	99%
Workforce	HR	Staff Availability	90%
	QHSE	General Staff Satisfaction	75%
	HR	Percentage Staff Turnover	Less than 13%
Clinical Governance	Clinical Governance	% PCRs reviewed (clinical audit)	10%
	Clinical Governance	% Clinical Staff Authorized to Practice	98%
	Clinical Education	CPD/CMEs Approved Courses Ratio	90%
	Clinical Governance	Reviewed Clinical Policies Ratio	90%

Process Components

Response Time

Area	Acuity: Red 1			Acuity: Red 2			Acuity: Amber & Green		
	Distance	KPI	Percent	Distance	KPI	Percent	Distance	KPI	Percent
Urban	0-5 Km	08mn	80%	0-5 Km	12mn	80%	0-5 Km	12mn	80%
	5-15 Km	15mn	80%	5-15 Km	20mn	80%	5-15 Km	20mn	80%
Rural	0-10 Km	10mn	80%	0-10 Km	10mn	80%	0-10 Km	10mn	80%
	10-15 Km	30mn	80%	10-15 Km	30mn	80%	10-15 Km	30mn	80%
	+15 Km	45mn	80%	+15 Km	45mn	80%	+15 Km	45mn	80%
Off-road	Air Wing / Rescue Teams								



Our Strategy in Action

Quality of Care

Area	Owner	Description	Target
Documentation	Clinical Governance	PCR Score	90%
Patient Safety	Operations	Percentage Ambulance Accidents impacting Patient Health Outcomes	Less than 5%
	Clinical Governance	Patient Assessment Score	90%
Compliance with Protocols	Clinical Governance	% Compliance with CGP134	90%
Pain Management	Clinical Governance	Pain Management Score	95%
Major Trauma with High Shock Index	Clinical Governance	IV fluid Administration Score	90%
Hypoglycemia	Clinical Governance	% Patient has low blood sugar 72 mg/dl received a proper management	98%
Chest Pain	Clinical Governance	% Cardiac related chest pain received Aspirin	90%

Patient Outcomes

Area	Owner	Description	Target
Pain Management	Clinical Governance	Proper pain medication administered	95%
Cardiac Arrest	Clinical Governance	High quality CPR with IV medication (adrenaline 1:10,000 and IV fluid)	90%
Patients' Satisfaction	QHSE	Patient Satisfaction Score	9.0
Stakeholders' Satisfaction	QHSE	Stakeholder Satisfaction Score	8.5



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Our Strategy in Action

Patient's Perspective: Quality Patient Care and Safety				
	Objective	Initiatives	Owner	Support
1.1	Provide timely patient care to critical cases	<ul style="list-style-type: none"> Share Performance Indicators related to providing timely patient care Roll out ICC to optimize call management and dispatch and to calculate KPIs Roll out BI tool to capture performance Set up analytics team Report against realistic response time KPIs and implement corrective actions in case of deviation from targets Negotiate off load time with the MOH 	Operations	<ul style="list-style-type: none"> QHSE Project Manager/IT IT CAMO QHSE CAMO / Stakeholder Relations Manager
1.2	Deliver quality care which meets the needs of patients	<ul style="list-style-type: none"> Link the clinical audit analysis report to corrective actions Share Performance Indicators related to delivering quality patient care Utilize BI tool to capture data for clinical audit and research purposes Refer poor clinicians for mentorship assessment and training based on clinical audit results Conduct performance audits based on JCI standard Develop needed learning methods for staff to enhance service delivery 	Clinical Services	<ul style="list-style-type: none"> Clinical Governance and Audit Officer QHSE Clinical Governance and Audit Officer / IT Operations (mentorship) / Clinical Education QHSE / Operations Clinical Education
Link to KPIs: Emergency Response Time KPI				
Link to KPIs: CS3 Correct Closure for Non Transport Patients ,JC11 Pediatrics Correct Care, JC16 Appropriate Pain Management ,JC17 Patient Assessment Score,JC19 PCR Score,JC20 Medication and Fluid Administration Score,JC22 Appropriate CPR Procedure,CS2 PCR Review Targets Met				
1.3	Interact professionally and show compassion every time	<ul style="list-style-type: none"> Set up a function to measure soft skills based on observations and feedback Embed training on soft skills Ensure implementation of feedback and complaints handling process 	Operations	<ul style="list-style-type: none"> QHSE Feedback / Clinical Education Feedback
1.4	Maintain patient Safety	<ul style="list-style-type: none"> Conduct performance audits based on the clinical audit criteria,JCI, and ISO standards Maintain the risk management program to reduce safety risks Reinforce implementation of the infection control program and the patient safety requirements 	Clinical Services	<ul style="list-style-type: none"> QHSE / Operations QHSE / Operations Operations / QHSE



Our Strategy in Action

Stakeholder's Perspective: Constructive Partnerships and Compliance			
	Objective	Initiatives	Owner
2.1	Collaboration with stakeholders	<p>Arrange regular meetings with stakeholders to discuss issues and requirements</p> <p>Issue monthly reports on responses activated by Civil Defence</p> <p>Strengthen relations with stakeholders, including Civil Defence, Police HQ, MOH, and government officials</p> <p>Participate with stakeholders in MCI drills and plans</p> <p>Roll out satisfaction surveys to key strategic partners to get their feedback and address any issues</p>	<p>Stakeholder Manager / IT</p> <p>Stakeholder Manager / CAMO / Operations</p> <p>CEO</p> <p>Stakeholder Manager / Operations</p> <p>QHSE / Stakeholder Manager</p>
		Link to KPIs: BD2 Strategic Stakeholder Satisfaction KPI	
2.2		<p>Set up KPIs in accordance with clients' requirements and international practices and commensurable to resources and level of service</p> <p>Review profit margins and level of service to meet clients' budgets</p> <p>Involve stakeholders in the decision making process for some relevant plans</p> <p>Issue monthly reports to police GHQs on services</p>	<p>Operations</p> <p>CFO</p> <p>COO</p> <p>Communications Manager</p>
		Link to KPIs: Contract specific KPIs	
2.3		<p>Comply with regulations and maintain ISO and JCI accreditations</p>	<p>Department Heads</p> <p>QHSE</p> <p>Department Heads</p> <p>Department Heads / BC Team</p>
		Link to KPIs: Legal Register Compliance KPI, BC KPIs	



Strategic Business Plan 2020-2025
December 2021

Restricted Document محفوظة وثيقة

Our Strategy in Action

Staff Perspective: Sense of ownership and engagement				
	Objective	Initiatives	Owner	Support
3.1	Ensure the health, safety, and psychological wellbeing of staff	<ul style="list-style-type: none"> Set up a health and safety committee to handle staff health and safety concerns Enhance the peer support network Provide a continuous occupational health monitoring program 	CAMO	<ul style="list-style-type: none"> QHSE / Clinical Services / HR Peer Support Team & OH Team OH Team

Link to KPIs: QHSE1 Lost time injury frequency rate; QHSE4 Proportion of HSE Incidents Reviewed ; QHSE11 QHSE Training Completed ; CS12 Peer Support Provision to Staff ; CS4 % Appropriate Return to Work Program Completed

		Share strategic vision, directions, objectives, and KPIs with the entire organization	QHSE / Department Heads
		Set up an incentive system to reward commitment to excellence	CAMO / HR
3.2	Develop a culture of continual engagement and ownership	<ul style="list-style-type: none"> Establish a two way communication channel and respond to staff concerns and issues Ensure implementing a system that consider the suggestions related to improvements in service delivery 	<ul style="list-style-type: none"> CEO Department Heads
			<ul style="list-style-type: none"> QHSE / Department Heads

Link to KPIs: JCI23 Staff Satisfaction KPI, operational and strategic KPI

		Involve the Emirati EMT better and monitor their performance	Operations
3.3	Empower Emirati EMTs	<ul style="list-style-type: none"> Encourage career progression by providing specific training to Emirati EMTs and provide mentorship and guidance Set up a plan for promoting achievers 	<ul style="list-style-type: none"> HR Operations

Link to KPIs: Percentage of Emirati Workforce KPI

		Reinforce accountability based on performance and outcomes	Department Heads
3.4	Implement a successful leadership model	<ul style="list-style-type: none"> Provide training to managerial roles to enhance their leadership skills Measure performance of managers against set KPIs related to roles and responsibilities Develop a system to monitor the KPI achievement to ensure high performance 	<ul style="list-style-type: none"> CEO Education HR QHSE / Department Heads

Link to KPIs: Strategic KPIs, JCI23 Staff Satisfaction KPI



Our Strategy in Action

A high performing competitive organization					
	Objective	Initiatives	Owner	Support	
4.1	Streamline and align processes to achieve organizational goals	<p>Review and evaluate all processes and their outcomes and ensure they reflect the strategic goals and objectives</p> <p>Ensure implementation of Organizational Level Agreements between departments and functions.</p> <p>Cascade the strategic score cards to business units</p> <p>Amend policies and procedures based on the owner and stakeholders' review in accordance with the reviewed processes</p>	Department Heads / QHSE Department Heads QHSE Department Heads / QHSE	Department Heads / QHSE Department Heads QHSE Department Heads / QHSE	
	Link to KPIs: OLA reports	<p>Enhance the quality assurance related tasks for QHSE</p> <p>Utilize the results of performance measurements to optimize intra and inter department processes</p> <p>Set up a periodically business analytics reports and share them with executives for further advise and action</p>	QHSE QHSE Department Heads	QHSE QHSE Department Heads	
4.2	Embed quality management based on business analytics of validated data				
	Link to KPIs: KPI dashboards				
4.3	Promote efficiencies to ensure financial sustainability and competitive edge	<p>Specify targets for departments to work on reducing costs by optimizing processes and asset utilization.</p> <p>Review all SLAs to negotiate costs with suppliers</p> <p>Provide awareness to promote accountability for misuse and avoidable damages</p> <p>Review manpower against workloads to identify productivity and adopt corrective measures (restructuring – multitasking...)</p> <p>Improve asset utilization by implementing the “asset custodian” principle by department and station.</p> <p>Enhance asset tracking system based on stations and departments and standardized procedures.</p>	CEO CEO CEO HR / Department Heads CAMO / Asset Owners CAMO / IT / Asset Owners	CFO / Executives CAMO / Asset and Service Owners / Procurement Supply Chain / Clinical Education HR / Department Heads CAMO / Asset Owners CAMO / IT / Asset Owners	
	Link to KPIs: Financial KPIs				
4.4	Increase revenue and strengthen our financial position	<p>Implement cost optimization</p> <p>Enhance competitiveness factors by providing attractive offerings to migrated and new clients</p> <p>Maintain a robust media campaigns</p> <p>Look for less costly frontline staff sources</p> <p>Explore business opportunities by implementing a business development strategy and action plan.</p>	CEO CEO Marketing HR CFO	CFO / Department Heads CFO Marketing HR CFO	

