

# الإسعاف الوطني National Ambulance

## Strategic & Business Plan 2015-2020

V3.0 – End of year 2017 update



# Table of Contents

I.	<b>Foreword .....</b>	<b>3</b>
II.	<b>National Ambulance's Role .....</b>	<b>4</b>
	Highlights	
III.	<b>Description of Business .....</b>	<b>5</b>
	Company Ownership/Legal Entity	
	Location	
	Hours of Operation	
	What We Do	
	Organisation Chart	
IV.	<b>Our Commitment to the Nation .....</b>	<b>8</b>
V.	<b>Our Vision, Mission &amp; Enabling Statement .....</b>	<b>9</b>
	Our Vision	
	Our Mission	
	Enabling Statement	
	To deliver and provide high quality pre-hospital emergency services to customers in the UAE. Working collaboratively with our partners and stakeholders, we ensure excellence and continuous improvement in patient outcomes by providing:	
	• Public and private ambulance and air medical services;	
	• Patient Transport Services;	
	• First Aid and Continuous Medical Education;	
	• Pre-hospital care solutions and consultancy; and	
	• Manpower services;	
VI.	<b>How We Demonstrate Our Commitment .....</b>	<b>10</b>
	Respect for People	
	Search for Excellence	
	Integrity	
VII.	<b>Our Approach to Planning .....</b>	<b>11</b>
VIII.	<b>SWOT .....</b>	<b>11</b>
IX.	<b>Environmental Analysis and Future Challenges .....</b>	<b>13</b>
	Growing and Ageing Population	

Changes in Lifestyle and Behaviours

Higher Community Expectation

Ambulance Workforce Demand

Emiratization

Risk Issues

Management of Major Incidents

Community & Social Responsibility

Evidenced Based Practice

International Certifications

X. **Growth** ..... 16

Organisational Growth

External Growth

XI. **Strategic Priorities** ..... 17

Priority 1 - Best Practice Clinical Care

Priority 2 - Governance & Continuous Improvement

Priority 3 - A Safe Working Environment

Priority 4 - Workforce Planning & Sustainment

Priority 5 - Infrastructure Development

Priority 6 - Develop New Business

Priority 7 - Maximise Technology

Priority 8 - Sustainable Funding

This Strategic and Business Plan has been developed based on guidance from the Board of Directors, the Chairman of the Board, key government stakeholders and the first Strategic and Business Plan approved by the Board in August 2010. It has been further updated annually with any strategic or operational changes in circumstances. This update is signed off annually by the Board of Directors.

Over the past eight years National Ambulance has made significant sustained progress emerging from being a single project organisation to a fully functional pre-hospital care service. This would not be possible without the dedicated front line staff who are the face of our organisation. Supporting the front line staff are a team of equally dedicated staff working to ensure that our team have the necessary support to allow the organisation as a whole to function.

The nature of our business has grown to include support for the Ministry of the Interior with additional EMT-B, EMT-B with IV and EMT-P, a dedicated service in the Northern Emirates, the first private Helicopter Emergency Medical Service for the oil and gas industry, and the clinical role for the Yas Marina Circuit. These are just a small sample of the clients we are proud to support.

This update to the Strategic Plan reflects the dynamic nature of the environment in which we operate. Reporting to the Shareholders on a quarterly basis via board of directors meetings this plan will provide additional insight into National Ambulance's journey to be the paramount pre-hospital care provider in the Middle East. With a new Board of Directors being appointed for National Ambulance in 2018, it is expected this Strategic Plan will continue to evolve to reflect the new Board of Directors Guidance and Preferences.

Our future direction continues to be focused on delivering excellent services to our clients and patients. We aim to maintain our workplace environment which is safe and committed to quality outcomes.

Robert Ball  
Chief Executive Officer  
15 January 2018

National Ambulance is evolving to become a critical link in the UAE's Health Care System. We provide emergency pre-hospital care across 87% the United Arab Emirates to both public and private clients. We provide this care to patients experiencing medical emergencies and medical transport by road and air to ensure access to the appropriate level of health care.

### Highlights

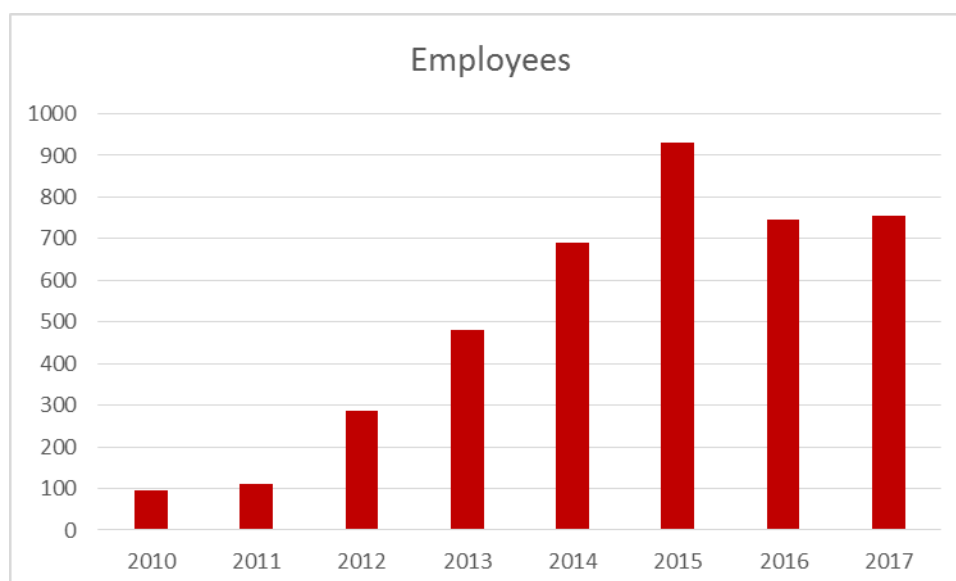
Over the past eight years National Ambulance has evolved from a single project organisation to an emergency pre-hospital care provider. Not only has the company grown in size and complexity it has still returned positive returns to its shareholders.

### Finance

The organisation has been able to successfully deliver services and is totally self-funded. Cash flow positive, the organisation has effectively managed its resources to support on-going operations and prepare for future expansion.

### Staffing

Staff numbers have grown to meet the needs of our customers who are looking for excellence in pre-hospital care. National Ambulance has emerged as an employer of choice for our staff. This has been achieved by providing competitive salaries and conditions. By investing in education and our staff we have achieved a very low turnover rate.





# الإسعاف الوطني National Ambulance

## Description of Business

National Ambulance was established to provide world's best practice pre-hospital care solutions to the public and private sector in the United Arab Emirates. The organisation has two shareholders, the Ministry of the Interior (80%) and the minority shareholder and strategic partner, Aspen Medical (20%).

Our team are selected from the global pre-hospital care workforce and provided with additional initial and ongoing training all designed to support them in providing the care at the highest possible standard. State-of-the-art ambulances are equipped with the latest technologies which are also constantly monitored from our central ambulance communications centre.

Registered with both the Ministry of Health and Health Authority of Abu Dhabi, National Ambulance is also accredited by the Joint Commission International and Lloyd's Register Quality Assurance.



## Company Ownership/Legal Entity

The Company is registered as an LLC with the following Shareholders

- Privatisation Group for Resources Development LLC 80%
- Aspen Medical Pty Ltd 20%

## Location

Postal Address	PO Box 63788 Abu Dhabi United Arab Emirates
Phone	+971 2 596 8600
Facsimile	+971 2 441 2266
Web	<a href="http://www.nationalambulance.ae">www.nationalambulance.ae</a>

## Hours of Operation

Office Hours	Sunday – Thursday 08:00 – 16:30
--------------	---------------------------------

## What We Do

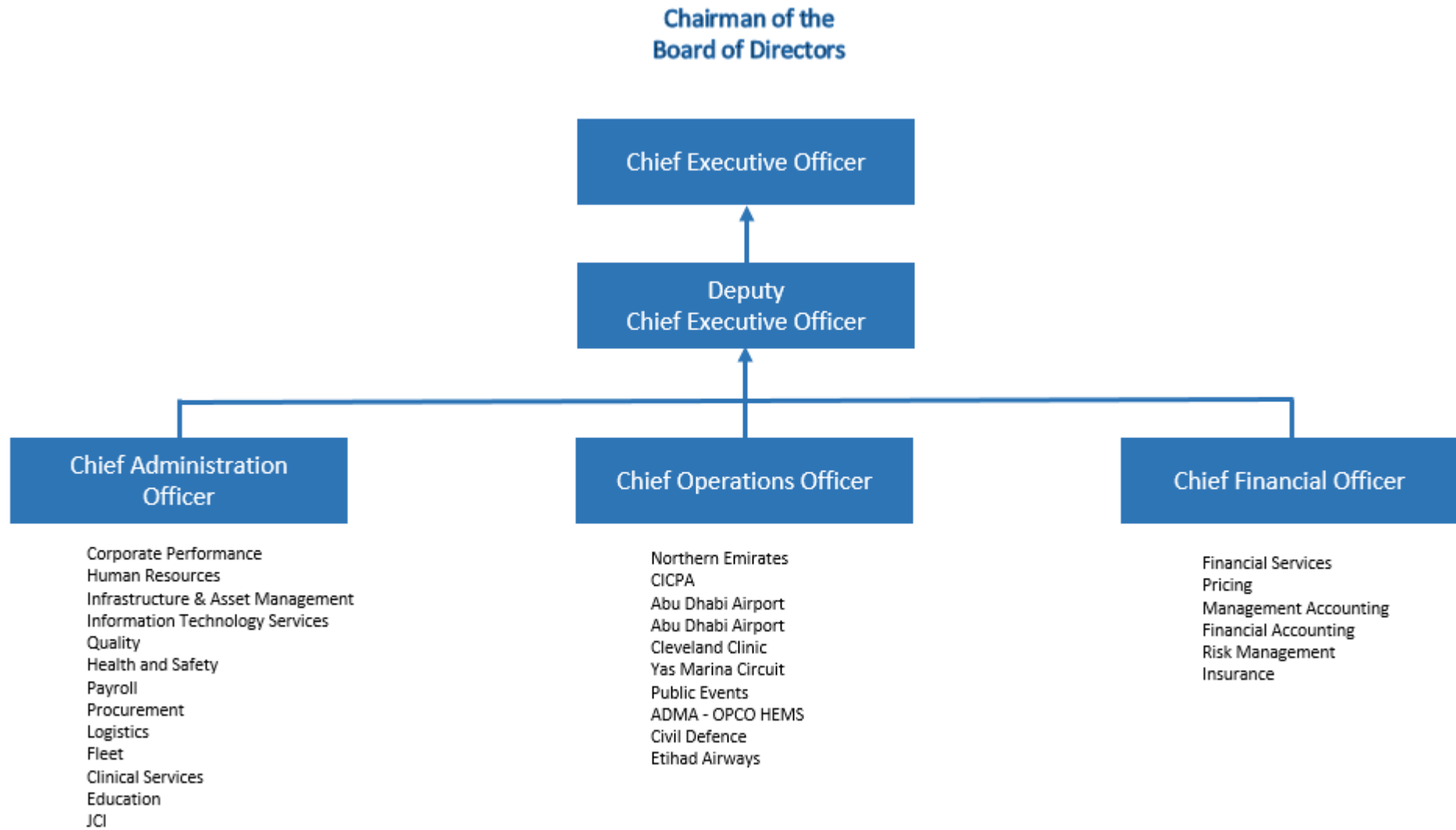
The Company offers the following services:

- Operation and management of private ambulance services in the UAE
- Provision of Paramedic training and specialised courses;

Provision of consultancy services in ambulance operations and the development of ambulance services;

- Provision of emergency pre-hospital care for public and private activities and events;
- VIP ambulance services;
- Designing innovative solutions and providing services that target various sectors including: government, construction and energy in the United Arab Emirates.

## Organisation Chart





## Our Commitment to the Nation

Abu Dhabi has set itself the target of being one of the world's most successful economies by 2030. The Emirate is utilizing its revenues from hydrocarbons to modernise and diversify its economy.

The Government's objective is to foster non-oil GDP at a higher rate than that of the oil sector, with particular emphasis on tourism, and industrial development in many sectors, including aviation, aerospace and biotechnology. A key component of Abu Dhabi's tourism strategy is to attract major events.

The economic growth plans for Abu Dhabi will lead to a substantial increase in population numbers. The current population of the Emirate is around 2.8 million people. It is envisaged by the government in their document titled "The Abu Dhabi Economic Vision 2030" that population numbers could triple by 2030. That being the case there will be a requirement for significantly increased ambulance services.

The commitment to providing pre-hospital care services extends to the Northern Emirates where National Ambulance has delivered the first phase of a Basic Life Support service. Since commencing operations in February 2014 the operation has made significant health care improvements to citizens and residents.



## Our Vision, Mission & Enabling Statement

### Our Vision

To be the paramount pre-hospital care provider in the Middle East

### Our Mission

To deliver top quality pre-hospital services to the customers in the UAE and to improve patient outcomes.

### Enabling Statement

To deliver and provide high quality pre-hospital emergency services to customers in the UAE. Working collaboratively with our partners and stakeholders, we ensure excellence and continuous improvement in patient outcomes by providing:

- Public and private ambulance and air medical services;
- Patient Transport Services;
- First Aid and Continuous Medical Education;
- Pre-hospital care solutions and consultancy; and
- Manpower services;

for government and private sector clients including health care providers, event organisers and oil and gas industries. These services are tailored to meet each client's needs.



## How We Demonstrate Our Commitment

Our "Values" provide guidance to the way we approach our work and the way we interact with our patients, stakeholders, and the wider community. The Values provide a common language through all levels of the organisation. The core Values are;

### Respect for People

As a company with employees from over 25 countries, we understand and respect the different cultural backgrounds of each and every staff member. Every employee is treated with equality and fairness resulting in the development of a strong company culture. This, in turn, is reflected in our patient care.

### Search for Excellence

Our Paramedics and Emergency Medical Technicians (EMTs) constantly undergo training to ensure their skills are up-to-date. Core to our approach to delivering services is our Joint Commission International accreditation which is combined with our ISO 9001, ISO 14001 and OHSAS 18001 accreditations. The approach also works across our business and support processes.

### Integrity

We maintain transparency in all our methods and procedures by carrying out both internal and external audits annually to ensure full compliance with governmental procedures and international standards.





## Our Approach to Planning

The delivery of the services will be achieved through the combined efforts of the Company's four key areas;

- Operations
- Clinical & Training
- Administration
- Finance

This Business & Strategic Plan has been developed after an extensive review of the initial 2011-2016 Business and Strategic Plan. It will consolidate and communicates to staff, stakeholders, government and the public, the direction in which National Ambulance is heading. The plan also takes into consideration the Department of Health (formerly HAAD) Healthcare Sector strategic plan for the Emirate of Abu Dhabi and the Health Statistics 2014.

The plan collectively focuses our efforts and identifies areas for improvement and further developments. Over the coming three years and beyond National Ambulance is committed to meeting our current clients and the community's evolving emergency and clinical needs. This will be achieved through appropriate workforce and asset planning, greater integration with other health care providers, community engagement, emergency services and continuous improvements to how these services are delivered.

By building on the success of the past 4 years and by the appropriate planning, National Ambulance will be well placed to respond to our clients and the community's medical and transport needs into the future, while ensuring our clients continue to remain at the centre of everything we do.



Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Available 24/7</li> <li>Strong reputation &amp; positive public image</li> <li>Responsive to growth challenges</li> <li>Robust, tested business continuity plans</li> <li>Good clinical outcomes</li> <li>Very strong market share</li> <li>Commitment of staff</li> <li>Low staff turnover</li> <li>Government Relations</li> </ul>	<ul style="list-style-type: none"> <li>Delays in payments from large clients</li> <li>Locating suitably qualified Arabic speaking staff</li> <li>Diversification of Paramedic source countries</li> <li>Lack of Specific Ambulance Legislation/Acts</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>Build on public confidence: <ul style="list-style-type: none"> <li>across UAE</li> <li>Oil &amp; Gas sector</li> </ul> </li> <li>Managing demand in the whole health economy: <ul style="list-style-type: none"> <li>General Health Management</li> <li>Patient Transfer Service</li> <li>Helicopter Emergency Medical Service</li> <li>Support to National Projects and Icons</li> <li>Greater participation in Event space</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Competitors, both government and private</li> <li>Maintaining existing contracts on current margins without escalation clauses</li> </ul>

### Growing and Ageing Population

In mid-2005 there were 1,374,169 people in the emirate of Abu Dhabi. By the middle of 2013 that figure had risen to 2,453,096, of whom 1,747,833 were male and 705,263 female. The annual rate of population growth over the eight years was 7.5 per cent. Last year about 1.5 million people lived in Abu Dhabi city, 650,000 in Al Ain and 300,000 in Al Gharbia, the Western Region. Of those, 495,368 were Emirati and 1,957,728 expatriates, compared with 344,350 and 1,029,819 in 2005.

The population of the UAE population is expected to increase from 6.9 million to 8.0 million people by 2026 with a large portion of the population living along the coast while some rural areas will experience a population decline. The number of people aged 65 and over will increase and account for 20 per cent of the total population by 2026 as compared with 13 per cent today.

### Changes in Lifestyle and Behaviours

Lifestyle behaviours have a strong impact on the health of the community. Obesity, high blood pressure and high blood cholesterol are increasing the risks factors for diabetes, heart disease, and stroke.

### Higher Community Expectation

The community rightly has high expectations for its emergency ambulance and health system. They are more informed about health issues, risks and choices and demand a voice in the decision making process.

### Ambulance Workforce Demand

Rising levels of chronic disease is placing additional demands on the workforce as well as necessitating a higher skilled workforce to ensure ongoing quality care for our patients. We are also competing locally and internationally for skilled clinical employees.



## Emiratisation

There are many opportunities for young Emiratis to enter a career path of their own choosing. Service as a clinical pre-hospital care professional is not a first choice. We need to highlight role models and provide alternate avenues of entry to encourage young Emiratis to become part of the organisation.

An educational initiative launched by National Ambulance to create a one-year training and development programme for UAE Nationals to become EMTs in the Northern Emirates. Delivered in partnership with the University of Sharjah, Emiratis who successfully complete the programme are guaranteed work in the vital emergency health care sector, and help support their local community.



## Risk Issues

A higher skilled workforce creates a greater potential for clinical risk in the pre-hospital setting. National Ambulance must continue to develop technical, clinical and operational strategies to minimise risk.

## Management of Major Incidents

National Ambulance has been involved in a number of major incidents including multiple casualty road traffic accidents and highly infectious patients. As we grow as an organisation and take on greater responsibility we need to continue to strengthen links with HAAD, MOI, SEHA and other government entities.

National Ambulance is also committed to supporting the communities in which it operates. In Abu Dhabi, supporting sporting events is another way in which the Company is able to promote healthy lifestyle choices. Together with the Yas Marina Circuit, National Ambulance will provide additional support services for community events at the circuit at no-cost.

### **Evidenced Based Practice**

Our Electronic Patient Care record has recently been developed. We will continue to roll this out across all our client sites. The data provided through this system can be used to improve the development of clinical practice and education. In the future, linking with hospitals will provide a more detailed picture of patient outcomes.

### **International Certifications**

Our quality systems will continue to evolve and incorporate the new ISO 9001 and 140001 requirements and the JCI second edition patient transport standards.

## Organisational Growth

The Company has grown in a measured way since commencing operations. This has enabled a just-in-time approach to be employed when on boarding additional staff resources. The Company remains administratively light with an administration personnel to operational ratio of less than 9%.

## External Growth

The Market place remains competitive however National Ambulance has carved out a niche for clients who want the very best in pre-hospital care solutions. There remain two to three large organisations the Company can provide services for. Over the next three years we will continue to look for incremental business and look for capstone clients that will enhance our reputation to key stake-holders.

### ***Horizontal market place opportunities exist within:***

#### *Ministry of Interior*

- Privatisation of Ambulance Service in Abu Dhabi
- Ambulances & Personnel Services to Police Medical Service
- Ad-hoc retrieval of Emirati Nationals
- On-shore Helicopter Emergency Medical Services

#### *General Headquarters*

- Pre-hospital services to discrete military units
- Garrison medical support up to EMT-P level

#### *Patient Transfer*

- SEEHA
- Northern Emirates Hospitals
- Ad-hoc services
- Daman



Strategic priorities for National Ambulance reflect the following

- The Abu Dhabi Economic Vision 2030;
- Privatisation Services Group (now PGRD) strategic plan;
- Current business and planned growth for National Ambulance.

## **Priority 1 - Best Practice Clinical Care**

### **Objectives**

- a. Deliver best emergency pre-hospital clinical care to patients.
- b. Identify innovative models of service delivery and clinical care that best meets the needs of our patients.
- c. Determine and set appropriate standards of care such as registration/accreditation.

### **KPIs:**

- Patient Satisfaction
- PCR review targets met
- Correct closure for non-transport patients
- % patient complaints responded within the required time



## **Priority 2 - Governance & Continuous Improvement**

### **Objectives**

- a. Regularly review organisational governance requirements.
- b. Engage in the consultation and enhancement of relevant legislation and maintain a legal framework which meets current and emerging community needs.
- c. Ensure our governance framework supports our organisation to remain patient focused and to meet evolving community needs.

### **KPIs:**

- JCI / ISO Non conformances outstanding
- Governance meetings held
- Staff satisfaction with Governance and Leadership
- ISO and JCI workplace Audits for Compliance with Policies and Procedures
- Number of Major non conformances\*



## Priority 3 - A Safe Working Environment

### Objectives

- Develop a best practice workplace health and safety programme.
- Foster a culture of mutual obligation for workplace health, safety and wellbeing.
- Develop and support the workforce in risk identification and mitigation.
- Ensure our systems and workplace culture empower individuals to positively influence health and safety outcomes.

### KPIs:

- Number of QHSE audits and inspections
- Lost time injury frequency rate
- Lost time injury severity rate
- Staff satisfaction with workplace safety



## Priority 4 - Workforce Planning & Sustainment

### Objectives

- Improve workforce planning to ensure we have sufficient human resources to deliver effective and efficient services.
- Develop a positive, open and transparent workplace culture.
- Progress workforce modelling to predict future needs based on expected demand.

### KPIs:

- % Staff turnover rates
- Overall staff satisfaction\*
- % HAAD certification



## Priority 5 - Infrastructure Development

### Objectives

- Ensure appropriate planning and modelling for adequate facilities, equipment, resources that support the delivery of services.
- Continue to develop and implement systems of compliance to meet international Standards.
- Establish an ongoing asset maintenance programme.

### KPIs:

- % NA fleet on the road
- % medical equipment managed within manufacturer guidelines
- Fleet unit hour utilization





## Priority 6 - Develop New Business

### Objectives

- Maintain existing commercial clients.
- Increase the number of private sector clients and services.
- Strengthen relationships with community-based organisations.
- Develop and implement community education plans that raise awareness of our role including the appropriate use of our services.

### KPIs:

- Increase in long term contracts
- Number of new commercial opportunities
- Number of events supported as part of community service obligations



## Priority 7 - Maximise Technology

### Objectives

- Pursue technological development within the clinical, operational and support systems environment to enhance service delivery.
- Anticipate and prepare for emerging technologies.
- Maximise partnership efficiencies in acquiring and implementing new technologies.
- Incorporate technology and other media as key components of our communication and engagement strategies with staff.
- Integrate technology enhancements to improve information exchange with stakeholders to improve business efficiency.

### KPIs:

- Utilization of 998 App
- Uptime of Ambulance Communications Centre
- Uptime of mobile data terminals



## Priority 8 - Sustainable Funding

### Objectives

- Maintain and enhance financial forecasting models to take into account current and future demands on services.
- Maximise cost and fee recovery opportunities.  
Investigate additional commercial opportunities to provide additional funding streams.

### KPIs:

- Financial performance against budget\*
- Percentage (%) increase in revenue\*
- Profit Margin Ratio\*

