

Table of Contents

Introduction/Scope of Audit	
Overview of Key Findings	1
Chapter 1 – Demand Analysis	21
Factors Driving Ambulance Demand.....	31
The Market for Ambulance Services	39
Demand Market Analysis	54
Chapter 2 – Demand Management Options.....	92
Strategies to Manage Demand for “000” Services.....	92
Options for Queensland	98
Chapter 3 – Budget and Resourcing.....	107
Overview of Existing Arrangements	108
Cost Allocation to Services	119
Other Australian Jurisdictions.....	124
Chapter 4 – Workforce Management Systems.....	130
Size of the Workforce.....	130
Interstate Comparisons.....	132
Distribution and Profile of Staff.....	133
Wage Costs	133
Workforce Health Indicators.....	134
Enterprise Partnership Agreements	138
Education and Training	139
Chapter 5 – Organisational Effectiveness and Service Delivery Model	144
Operating framework	144
Service delivery model.....	145
Organisational Structure	146
Legislative framework	150
Advisory Bodies.....	151
Functions of the QAS.....	153
Ancillary Services.....	156
Chapter 6 – Performance Assessment and Performance Management Systems	161
Performance Measures at the State Level	161
Internal Performance Management.....	163
Performance Measures at the National Level.....	167
Chapter 7 - Intersection with the Health System	174
The Wider Healthcare Role of the Queensland Ambulance Service.....	174
Inter-Facility Transfers.....	178
Ramping and Access Block in Emergency Departments.....	182
Chapter 8 – Future Funding Strategies	195
Projections of Future Requirements.....	195
Alternative Funding Approaches for the Queensland Ambulance Service.....	198
References	206
Appendices.....	213