

# 1996 Annual Report

Eastern Health Board Ambulance Service



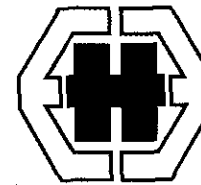
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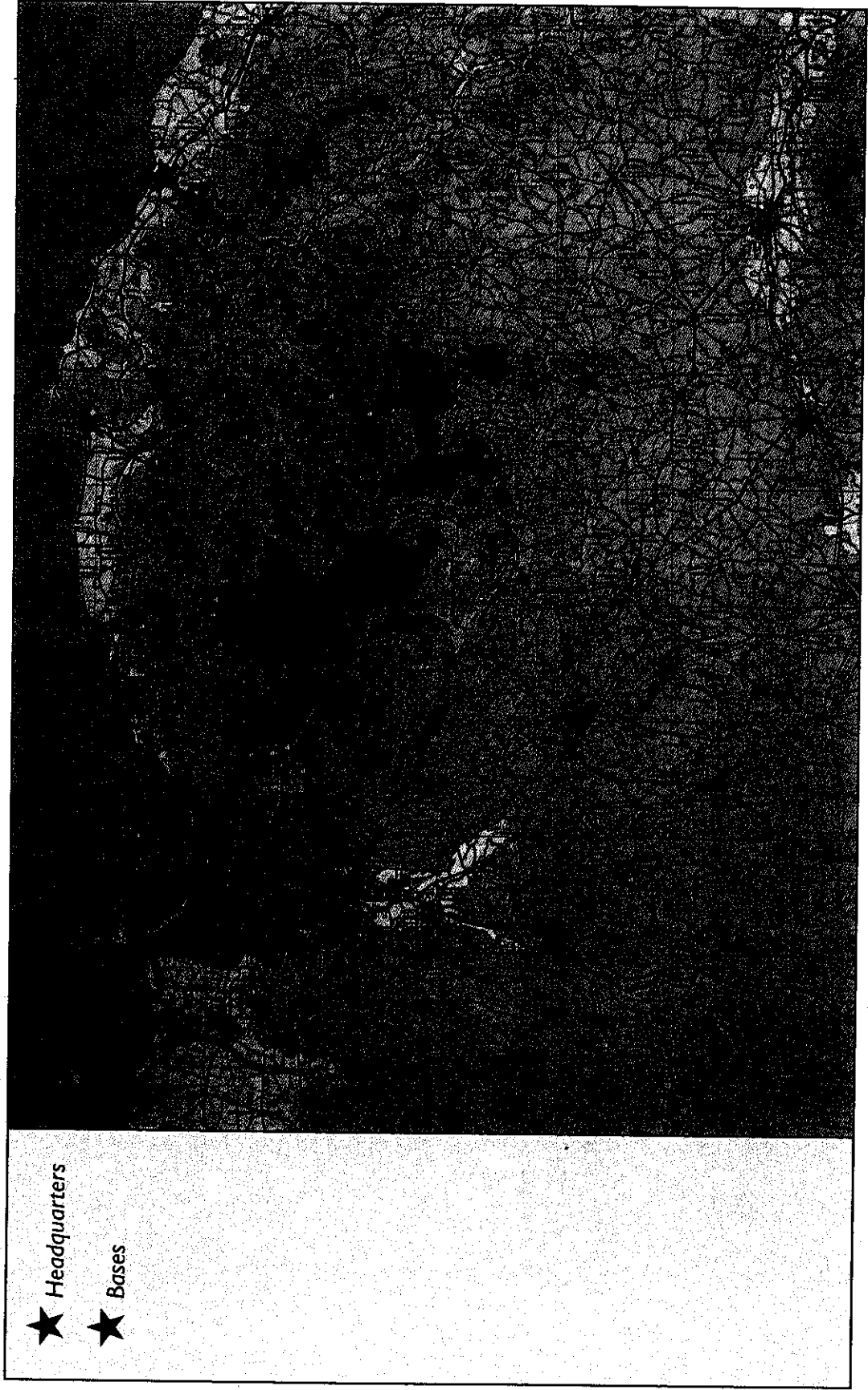
**EASTERN  
HEALTH  
BOARD**

BORD  
SLÁINTE  
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# Facts

**Population** 1,293,964

## Operational Staff

1. Supervisors .....	5
2. In Service Instructor .....	1
3. Leading Ambulance Personnel .....	24
4. Qualified Ambulance Personnel .....	125
5. Minibus Drivers .....	14
6. General Drivers .....	4

## Geography

Area Covered .....	1,791.01 Sq. Miles
Dublin .....	355.72 Sq. Miles
Kildare .....	654.13 Sq. Miles
Wicklow .....	781.16 Sq. Miles

<b>Kildare</b>	National Primary Roads .....	69 Miles
	National Secondary Roads .....	19 Miles
	Regional Roads .....	241 Miles
	Local Roads .....	1,092 Miles

<b>Wicklow</b>	National Primary Roads .....	34 Miles
	National Secondary Roads .....	24 Miles
	Regional Roads .....	262 Miles
	Local Roads .....	1,015 Miles
	Coastline .....	125 Miles (approx)

**Miles of Coastline** 125M/S (approx)

## Resources

Stations .....	9
Ambulance .....	53
Minibus .....	30
Multi-Purpose .....	3
Commercial .....	12

## Ancillary Service Vehicles

Internal Hospital Ambulances .....	6
Community Minibuses .....	25
Other Vehicles .....	59

## Training

Ambulance Personnel Trained .....	165
Minibus Induction Trained .....	8

## Activity

Total Miles Travelled .....	2,450,528
Emergency Calls .....	32,989
Pre-planned .....	33,690
Patient Transport Service .....	109,099

# Mission Statement

## Eastern Health Board Ambulance Service

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To provide pre-hospital care for people in need of emergency treatment within the shortest possible response time and to transport such people to the nearest appropriate hospital in the shortest possible time, consistent with the condition of the patient and the safety of other users of the road system.

## Objectives

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### 1. Primary Objective

- *To provide a pre-hospital care service that is consistent with our mission statement, serving a population of 1,293,964, covering 1,792 Square Miles and including counties Dublin, Kildare and Wicklow.*

### 2. Secondary Objective

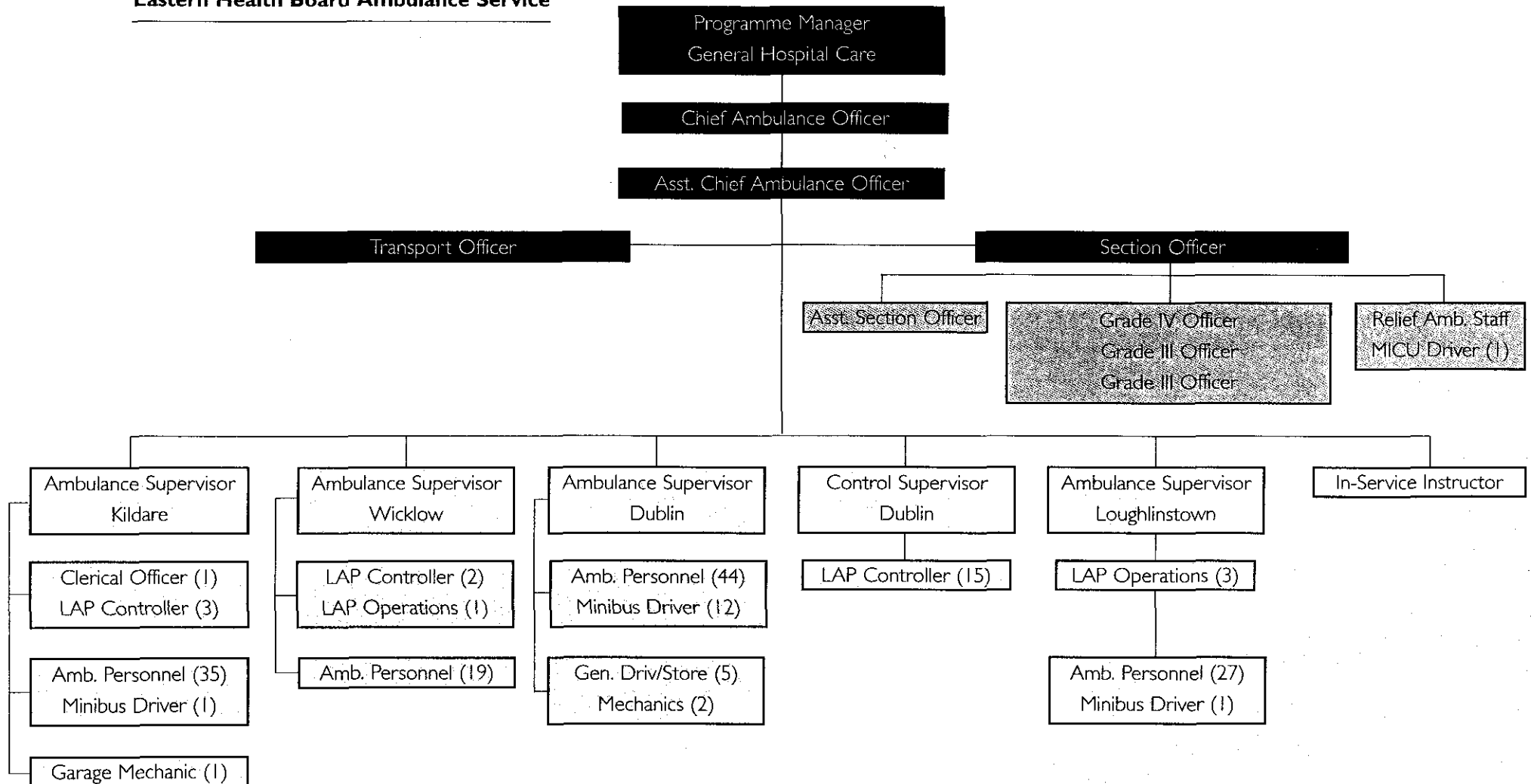
- *To provide for transport of patients between hospitals consistent with an established medical or social need.*
- *To provide a patient transport service in line with current Health Board Policy.*
- *Provision of a central communications facility for the Ambulance Service and other Health Board Agencies.*
- *To provide a transport management service to all Health Board vehicles.*
- *Co-ordination of the Health Board element of the response to Major incidents in that area covered by the Eastern Health Board.*
- *Co-ordination of Major Events, i.e. Out/Indoor concerts, GAA/Rugby/Soccer matches, and Major Golfing Events etc., within the Eastern Health Board Region.*

Janet Oman  
and Terry  
Sutton,  
Ambulance  
personnel,  
James St.



# Organisational Chart

## Eastern Health Board Ambulance Service



# Chief Ambulance Officer's Report

Joe Byrne  
Chief Ambulance  
officer



In February 1996 the Ambulance Headquarters was established in Phoenix Hall, a newly refurbished building in the grounds of St. Mary's Hospital, Phoenix Park.

The Headquarters provides improved facilities for the Operational and Managerial Support of the Ambulance Service.

## Personnel

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During 1996 approval was sought and granted from the Department of Health for the appointment of an Assistant Chief Ambulance Officer. This post was required as a direct result of development in the Ambulance Service and the establishment of a Central Emergency command and Control Centre at Townsend Street in line with the Ambulance Service Review 1993.

Approval was also granted for the appointment of an In-service Instructor to facilitate the development of Semi-Advisory Defibrillator/Monitoring Services, ongoing Cardiac Training and the provision of training towards Emergency Medical Technician standard as

recommended in the Ambulance Service Review 1993.

Both these positions have now been filled.

## Operations

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A temporary Ambulance Station was opened in Swords in March 1996 pending the development of a purpose built Ambulance Station for this area. This station provides improved Emergency Ambulance Response times in the delivery of pre-hospital emergency care. A Patient Transport Service also operates from this ambulance station in the North County Area, thus reducing travel and waiting times for patients.

A new purpose-built Ambulance Station was completed in Arklow to enhance the pre-hospital care delivery by the Ambulance Service to the people of the South Wicklow Area.

In June 1996 the Ambulance Service, in a joint venture with the Intensive Care Society of Ireland instituted a Mobile Intensive Care Ambulance to transfer critically ill patients from peripheral hospitals to a tertiary-referral Intensive Care Unit in Dublin. This pilot scheme is staffed by one person from the Ambulance Service and Medical and Nursing Staff are provided by one of the 4 Dublin Hospitals participating in the scheme on a rotational basis. The four hospitals are :-

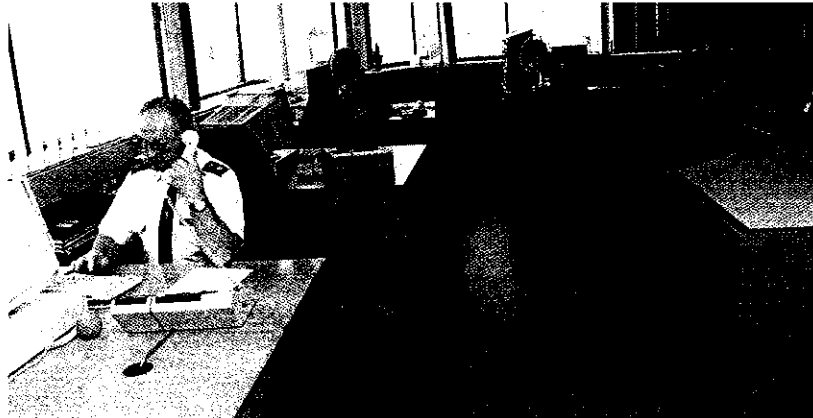
• *Beaumont*      • *St. Vincent's*      • *The Mater*      • *The Meath*

Dublin Fire Brigade are contracted by the Eastern Health Board to provide 11 front line ambulances and 2 spare ambulances, for the provision of accident and emergency cover in Dublin city. This service answered approximately 60,000 emergency calls in 1996 at a cost of £4,656,800 to the board.

The Eastern Health Board Ambulance Service jointly participated with the Local Authorities and Gardaí in planning and reviewing of the Major Accident Plans within the Board's functional area. A Table Top Exercise involving all three services is planned to take place in early 1997 and this exercise will be conducted by the Ambulance Service.

The Ambulance Service also participated fully in its statutory role at major events such as concerts, festivals etc. to ensure that the medical and first aid requirements were adequate for the event.

**Stephen Cooling  
and Dermot  
Fitzpatrick. All  
L.A.P. James St.**



## **Fleet**

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In late December 1995 a special allocation was granted by the Department of Health to the Eastern Health Board and this enabled the Ambulance Service to purchase 17 vehicles to upgrade its fleet. In 1996 the conversion was carried out on 10 vehicles for Ambulances, 5 Minibus and 2 Multi-Purpose Vehicles.

A computerised Fleet Management System was designed, developed and integrated into the Financial Management (Finman) System by the Ambulance Service in conjunction with the management services department of the board. This system now provides effective information for Management, Planning and upkeep of the Board's vehicles.

## **Training**

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Because of the ongoing National dispute since 1994 within the Ambulance Service, the commencement of Emergency Medical Technician (EMT) courses and training has had to be deferred. However, during 1996 Ambulance Staff participated in a number of Automated External Defibrillation (AED) programmes and this resulted in the conversion of 40 staff members from Manual Defibrillation to Automatic Defibrillation as recommended by the Ambulance Service Review 1993. An induction course provided for 8 existing personnel from the Patient Transport Service who expressed interest in front line ambulance duty. Three members of our Control Staff participated in a



Pilot Programme in Emergency Medical Despatch. This programme proved to be a success and it is intended that all Control Staff present and incoming within the region will participate in a similar programme.

## **Communications**

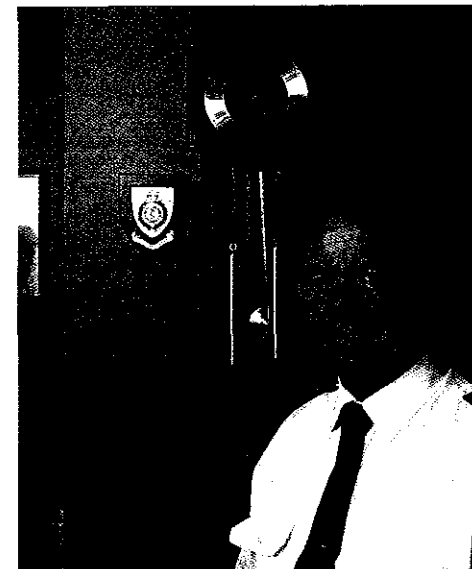
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In 1996 the Ambulance Service continued the upgrading of its Command and Control System by updating the Mobile Radio Systems in Co. Kildare and Co. Wicklow to provide the same radio standard as the Dublin-based vehicles. This provides full compatibility with the computer-based Ambulance Command and Control Information System and allows for the development of one Regional Central Control to cover the Eastern Health Board.

## **Future Developments**

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In 1997 we look forward to the current National difficulties regarding EMT training being resolved. We also hope to provide training for the introduction of Dual Purpose Personnel in line with the Ambulance Service Review of 1993. This will allow greater flexibility with the ambulance driver and ambulance attendant being able to exchange roles. Future developments anticipated are Staff Management Training, continuation of upgrading Ambulance Stations, and new Central Command and Control at Townsend Street. It is also planned to introduce Multi-Purpose Vehicles, which will allow a more efficient and



*Larry Doran  
Ambulance  
Supervisor,  
Dublin Area,  
James St.*

cost effective service, with only one type of vehicle being required to transport patients with different levels of mobility, e.g. stretcher cases, wheelchair and walking patients. This would leave front-line ambulances free to respond to emergency calls.

Finally, I would like to express my appreciation and thanks to the Chief Executive Officer, our Programme Manager and his staff for their co-operation throughout the year. Also I would like to thank the administrative operational staff of the Ambulance Service. I look forward to their continued co-operation and support in 1997.



# Activity Levels

The total number of patients' journeys in 1996 amounted to 200,700, which represents an increase in overall activity on the 1995 level of 1.7%.

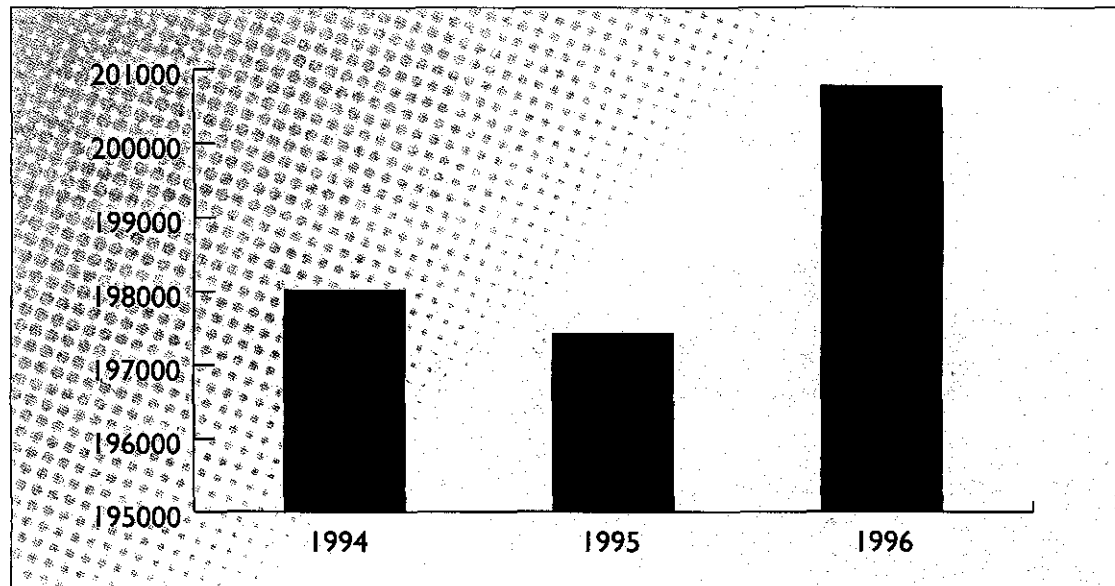
The ambulance workload is made up of both emergency and pre-planned calls. Activity in the emergency workload increased in 1996 by 1%, whilst the number of pre-planned calls fell by 3%.

The number of patients carried by the Board's Patient Transport Service (PTS) in 1996 represents an increase of 1% on 1995, whilst an increase in activity of 15% was realised in the use of external taxis.

## Total Patient Journeys 1994-1996

	Ambulance	PTS	Taxis	Total	% +/-
1996	66,679	109,099	24,992	200,770	+1.7%
1995	67,581	108,123	21,727	197,431	-0.3%
1994	64,353	109,820	23,846	198,019	

## Total Patients' Journeys 1994-1996



A Mercedes Benz (Sprinter) beginning its life, the start of a 200,000 mile journey



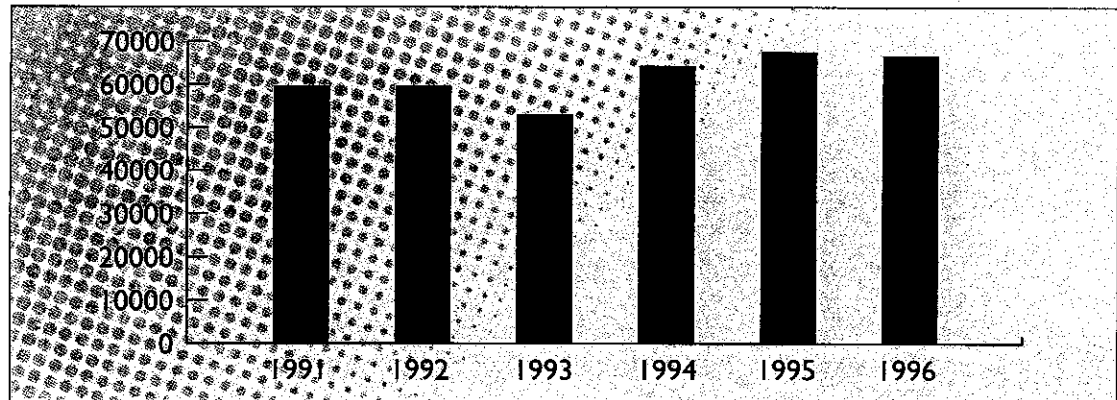
# Total Ambulance Activity

In addition to the above, Dublin Fire Brigade provide an accident and emergency ambulance service on a contract basis to the Eastern Health Board from 10 station locations throughout the city and these are as follows; Tara Street, Rathfarnham, Tallaght, Donnybrook, Dolphins Barn, Phibsboro, Finglas, Blanchardstown, Kilbarrack and North Strand. Approximately 60,000 emergency calls were answered in 1996.

## Patient Journeys

Location	1991	1992	1993	1994	1995	1996
James St.	36,668	35,638	31,150	38,624	41,386	38,920
L/Town	12,813	13,696	10,884	14,601	14,110	14,030
Wicklow	2,399	2,445	2,580	2,957	3,247	3,112
Kildare	7,608	7,767	8,365	8,171	8,838	10,617
<b>Total</b>	59,488	59,546	52,979	64,353	67,581	66,679
<b>% +/-</b>		0%	-11%	+21%	+5%	-1%

## Ambulance Workload Trend



A Ford Transit Ambulance. Ford Vehicles have given good performance over the years.



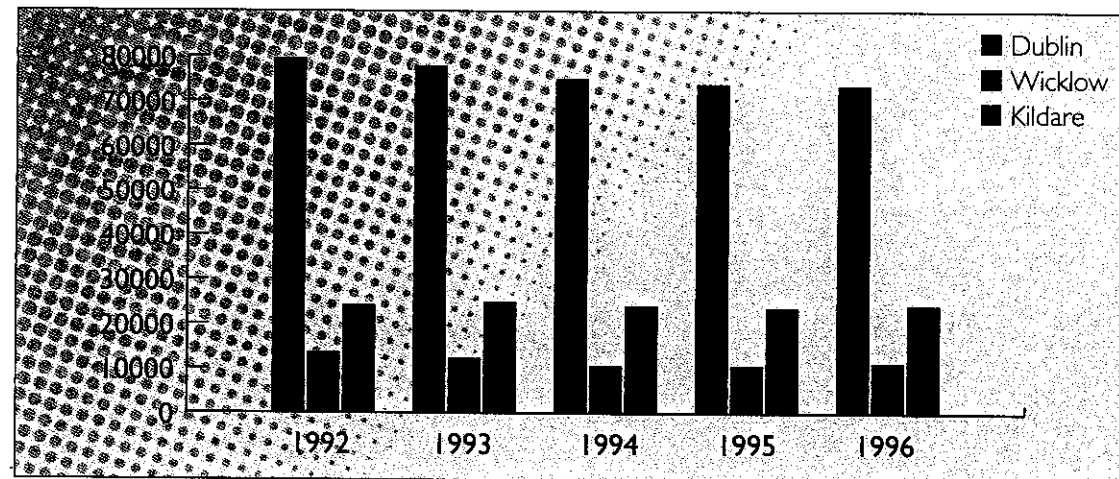
# Total Patient Transport Service Activity

The total number of clients transported by the Eastern Health Board Patient Transport Services in 1996 was 109,099. These clients were transported to various locations throughout the board's area which includes Hospital Outpatients departments, Day Hospitals and Day Activation Units.

## Patient Journeys

Location	1992	1993	1994	1995	1996
Dublin	79433	77844	74980	73855	73574
Wicklow	13490	12282	10702	10620	11271
Kildare	24234	24976	24138	23648	24254
<b>Total</b>	<b>117157</b>	<b>115102</b>	<b>109820</b>	<b>108123</b>	<b>109099</b>
% +/-		-2%	-5%	-2%	1%

## Trend in Patient Transport Workload 1992-1996



A Patient Transport Service Vehicle conveying patients to St. Mary's Day Hospital.  
Brian Cox, Driver



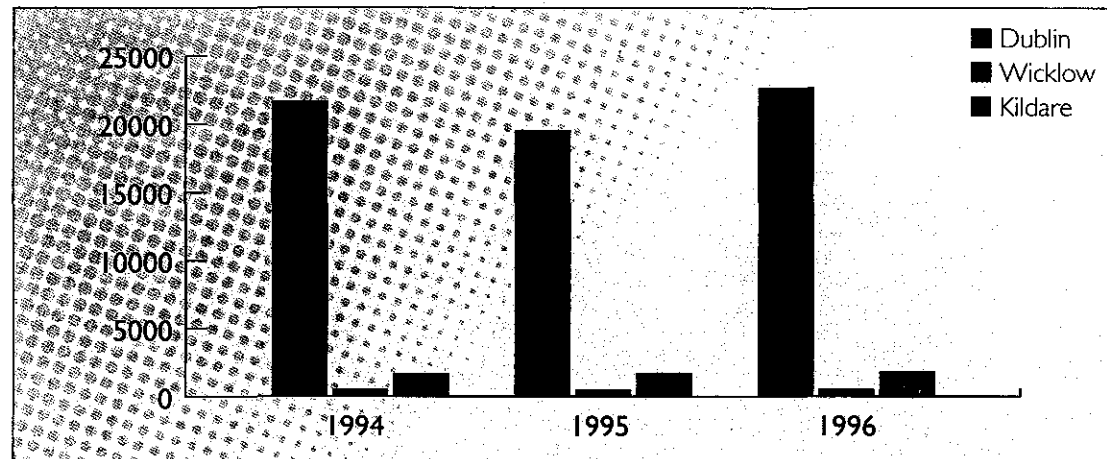
# Total Taxi Activity

Private taxi hire is used for the conveyance of clients with special medical needs. These clients include haemodialysis patients, haemophalecicis patients, mentally-handi-capped clients attending workshops and patients undergoing transplant treatment.

## Patient Journeys

Location	1994	1995	1996
Dublin	21676	19527	22668
Wicklow	490	480	525
Kildare	1680	1720	1799
Total	23846	21727	24992
% +/-		-9%	15%

## Trend in Patient Transport Workload 1992-1996



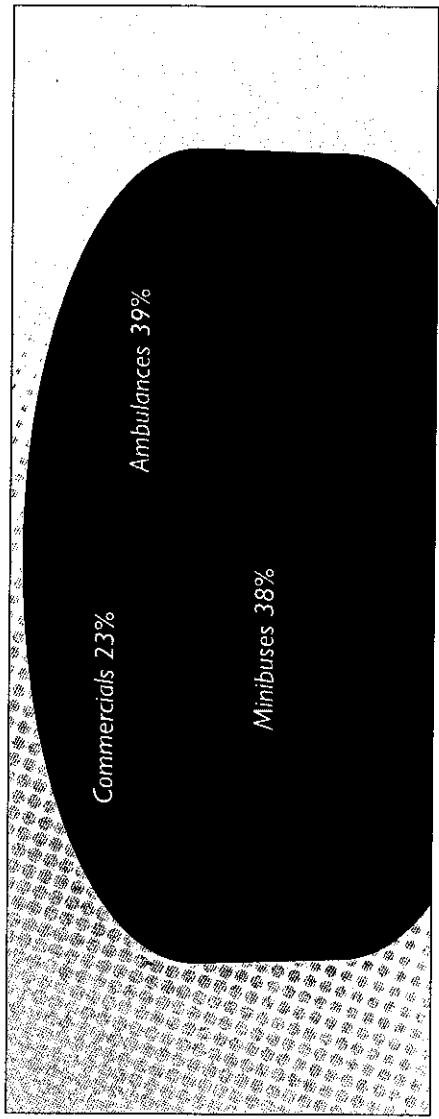
# Ambulance & Transport Fleet

The vehicles of the Eastern Health Board travelled a total distance of 2,450,528 miles in 1996

The mileage was as follows:

Vehicle Type	Miles Trav.	% of Total	No. of Vehicles	Avg. Miles per Vehicle
Ambulance	971,626	39.6%	59	16468
Minibus	925,827	37.8%	55	16833
Commercials	553,075	22.6%	71	7790
Totals	2,450,528		185	13246

1996 Percentage Mileage Breakdown



## Fleet Value

Total fleet value at December 1996 estimated at £2,289,250

## Fleet Maintenance

The boards fleet is maintained by mechanics at James St. (Ray Nolan) and Naas (John Winders) and through the use of outside contractors.

Joe Peake,  
Transport  
Officer



## Multi Purpose Vehicles

These vehicles are a new concept in the transportation of ambulant and non-ambulant clients and are now being incorporated into the ambulance service fleet. The vehicle is designed to be multi-functional in the types of clients they can carry.

With the introduction of these vehicles the need to use front-line ambulances for patient transport duties will be eliminated, leading to a more cost-effective service.

*Pat McGreanor,  
Ass. Chief  
Ambulance  
Officer. Joined  
the board in  
Nov. '96*



This Vehicle is designed to meet the Health and Safety requirements with the introduction of two person crewing and tail lift. It is intended that these vehicles will be fully operational in mid 1997 in the Dublin area and plans are under-way to introduce these vehicles to the rest of our operational area.



*Frank Fay,  
Peter Ray and  
Paul Traynor.  
Ambulance Staff,  
James St.*



*New  
Multi Purpose  
Vehicle*



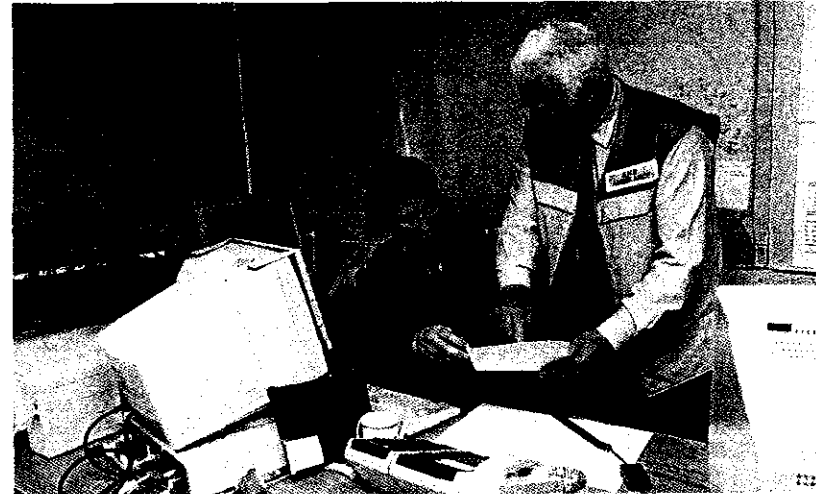
# Command & Control Communications

At present the Eastern Health Board Ambulance Service has Command and Control Centres at:

- 1 St. James
- 2 Naas
- 3 Wicklow

1. The Command and Control Centre based in the grounds of St. James Hospital control the Ambulances and Patient Transport Vehicles in the Dublin area.
2. The Ambulance Control Centre based in the grounds of Naas Hospital controls the Ambulances and Patients Transport Vehicles for Co. Kildare and the West Wicklow area.
3. The Ambulance Control Centre based in the grounds of Wicklow District Hospital controls the Ambulances and Patients Transport Vehicles based in Co. Wicklow.

Negotiations are at an advanced stage for the integration of the Eastern Health Board Ambulance Control Centre at James Street and the Dublin Fire Brigade Control at Tara Street. The amalgamation will result in the Eastern Health Board controlling all Accident and Emergency Ambulances ( including Dublin Fire Brigade Ambulances) in the Eastern Health Board region. It is envisaged that this new Command and Control Centre at Townsend Street will become the Eastern Health Board's regional Ambulance control, thus phasing out the Control Centres at Naas and Wicklow.



*Charlie Kavanagh  
L.A.P. James St.  
and John Short  
Ambulance  
Personnel*



*Brian Byrne,  
Control Room  
Supervisor,  
James St.*

# Training

## Training

During 1996, as a result of the Ambulance Service's commitment to implement the recommendation of the National Ambulance Service Review 1993, Automated External Defibrillator courses were held to convert manually trained personnel. The result of this programme has been that 73% of all permanent staff working on Ambulances have been trained in AED. This is leading to a standardisation of training and services provided throughout the Eastern Health Board area.

**Brendan Lawlor,**  
**Instructor.**



Also in 1996 an Induction Course was carried out for 8 staff members of our Patient Transport Service. This course was held in the National Ambulance Training School. Three Control-Room Staff participated in a National Pilot Programme in priority Emergency Medical Dispatch which was organised by the National Ambulance Training Board and held in the National Ambulance Training School (NATS).



**Laurence Kenna &  
Declan Lonergan,**  
**Training Instructors**  
**N.A.T.S.**

The NATS is located in on the campus of St Mary's Hospital, Phoenix Park and is responsible for the training of Ambulance Personnel from all of the Health Boards. In 1997 it is expected that the new EMT (Emergency Medical Technician) programme will commence following the successful conclusion of National Negotiations which have been ongoing since 1994.

# Finance & Administration Report

## Administration

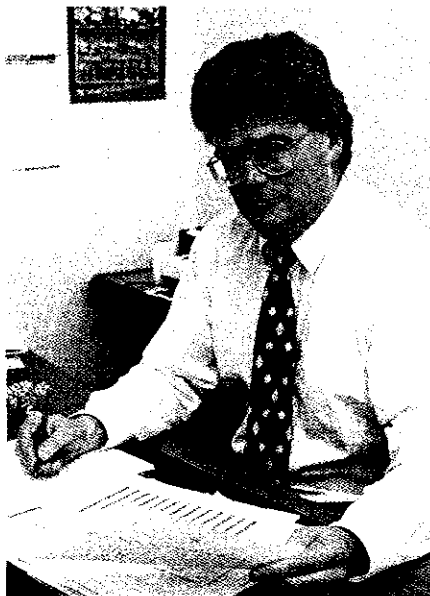
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Administration service consists of:

- Finance
- Personnel
- Supplies
- Health & Safety

The financial management system (FINMAN) is in the process of being introduced into the Ambulance Service.

*Andy Russell,  
Administrator.*



This system will provide detailed costing of individual ambulance stations and vehicles on a monthly basis.

Because of the strict controls which must now be exercised over expenditure this information is necessary to assist with budgetary management.

This information, together with the co-ordination of ambulance service activity

levels, provides management with the information necessary for planning strategies for future development. This facilitates the delivery of a more responsive pre-hospital patient care service.

Accident and Emergency statistics for the 6 major hospitals in the Dublin area are also collated on a weekly basis and reports compiled and presented to our Programme Manager's office and the Department of Health.

The administration department also has the responsibility for the implementation of the Board's health and safety policy through the provision of appropriate safety equipment, training and information to the ambulance staff.

The purchasing and distribution of uniform issue to all ambulance personnel is also within the remit of this section.

*Michael Noble,  
Assistant  
Administrator.*



## Financial Report

Out Turn	1995	1996
Pay	£4,869,113	£5,123,567
Non-Pay		
Eastern Health Board	£1,771,436	£1,470,027
Dublin Fire Brigade	£4,170,000	£4,656,800
Gross Total	£10,810,549	£11,250,394
Income	£159,970	£405,998
Net Expenditure	£10,650,579	10,844,396

Ken O'Doherty  
Grade IV  
Computer Section  
Ambulance Service



Maria McManus,  
Clerical Officer



Leontia Gilmore,  
Clerical Officer



# History of the Ambulance Service



The origins of the Ambulance Service were in warfare, when injured soldiers were given relief and were brought to Military Hospitals.

During the Crusades knights of St. John provided relief for wound-

ed of both sides at infirmary houses or tents. These knightly nurses received the best training available from Greek and Arab doctors.

The founder of the modern Ambulance Service was Baron Dominique Larrey, Napoleon's Surgeon-in-Chief. During the 18th and 19th centuries doctors and nurses began to be specially trained for this type of work and gained greater expertise. In 1859, Henry Dumont founded the Red Cross and his action led to the Geneva Convention, which



states that "wounded and sick shall be picked up, whatever nation and with no boundaries". During the Second World War, motorised Ambulance Services began. After War the survival techniques began to be incorpo-

rated into civilian services. The Korean and Vietnam Wars gave further impetus in the development of basic life techniques.

The Ambulance Service in Ireland has its origins from transporting sick persons from infirmaries and work houses. During the 17th century wounded soldiers were brought to the Royal Hospital, Kilmainham. In the 19th Century horse drawn ambulances became the Emergency Transport Services and the only equipment carried was a stretcher. Further advancements in the 1940s saw greater improvements in the survival rate of accident victims and more highly trained personnel developed better methods of detecting the full extent of the injuries. Under the 1970 Health Act the Chief Executive Officer of each Health Board was given discretion regarding the extent of the Ambulance Service provided. Since then the Ambulance Service has made progress in all aspects of pre-hospital care. The National Ambulance Training School was established by the Boards to provide training for the Ambulance Personnel to the highest modern standards.



*Photos  
courtesy of  
Colm Megan,  
Ambulance Personnel,  
Swords Station*



The headquarters of the Eastern Health Board Ambulance Service are located in Phoenix Hall, St. Marys Hospital, formerly the Royal Hibernian Military School, in the Phoenix Park. It is the largest park in any capital city in Europe. Extending over 1,752 acres, within a wall seven miles in length, the Park has been open to the public since 1747. It has been home to herd of fallow deer since 1662 and today the deer herd numbers over 450. As well as Aras an Uachtarain and the Dublin Zoo, the Park contains the 205 feet tall Wellington Monument and the 115 feet tall Papal Cross, erected on the spot where over a million people attended mass celebrated by John Paul II in 1979.



**EASTERN  
HEALTH  
BOARD**  
BORD  
SLAINTE  
AN OIRTHIR

Eastern Health Board

Ambulance Service Headquarters

Phoenix Hall, St. Marys Hospital, Phoenix Park, Dublin 20.

Tel: 6710000, Fax: 6710661