



**St John**



# Strategy

2025





# Introduction



St John PNG is a charitable, non-profit, humanitarian organisation operating in accordance with the St John Council Incorporation Act.

Our purpose is to serve humanity and build resilient communities through relief and prevention of sickness and distress, suffering and danger by:

- ❖ Making first aid a part of everyone's life; and
- ❖ Delivering high-quality cost-effective ambulance services to Papua New Guinea; and
- ❖ Providing easy and equitable access into the health system.

# Vision

We will lead in emergency prehospital and primary health care and improve the health and resilience of people in urban, rural and remote Papua New Guinea.







# Our Mission

We are committed to ensuring all people have trusted, reliable and quality emergency care when it is needed, wherever it is needed, whatever the circumstance.

We will pursue excellence in health education and the provision of essential medical services to prevent and relieve sickness and injury and improve people's health.



# Our Promise

**Where no one else can. Where no one else will.**



St John has been a bastion for accessible, universal health care for nine centuries. In performing their duties, the men and women of today uphold the work of their forbearers.



St John will always stand firm in its mission to make health care universally accessible to people, because people need care and humanity deserves protection.

# Our Objectives



That illness, injury, and suffering are prevented or eased because first aid is a part of everyone's lives.



To provide responsive and resilient emergency and primary health care to communities in major populated areas so that people are healthier.



To reach the remotest corners of our country to bring aid when maternal, neonatal or trauma emergency arises in any community.



That we are the local medical provider of choice for working families, business and industry.



That the people of Papua New Guinea value St John as a trusted dedicated and inimitable organisation because we are reliable in protecting people and a bastion for humanity in all that we do.



# Our Values



## Mutual trust and respect

for patients, supporters, stakeholders and each other.



## Passionate and unselfish

In how we go about our duties



**Pursuing excellence** always, with a patient- and community-centred focus



## Commercially astute

Forward thinking to ensure a sustainable organisation into the future



**Transparent and accountable** in all our dealings

# The guiding principles for implementing our strategic plan

These foundations guide the implementation of all aspects of the strategic plan.



## Grow

We will develop and expand the full gamut of our charitable services and commercial products



## Refine

We will make tweaks and adjustments to simplify and improve our processes, systems and services.



## Sustain

We will ensure that sustainability is at the forefront of all we do as we grow and refine.



# Introduction

St John Ambulance has been a trusted part of the Papua New Guinea community for over 60 years, playing a key role in delivering health and ambulance services, providing first aid training and providing access into the health system for unscheduled care.

While we have worked hard to earn the trust and respect of the community, we also know we are living in an ever changing world. We are seeing advances in technology and innovation in health and ambulance services around the world; our health system is under pressure with problems that require innovation and strong leadership; and the needs and expectations of our stakeholders and partners are rising. Most importantly, we recognise that clarity of purpose and support are vitally important to our people.

With this in mind, in early 2020 St John management and Council have developed a coherent, compelling and prudent strategy to move St John forward over the next five years. The strategy project was a collaborative process, informed by current performance, internal capability, economic trends, evolving opportunities for growth and frameworks for strong governance.

As our forefathers saw since the dawn of St John 900 years ago, humanity has a great need for accessible, reliable and quality emergency care. We achieve this through an integrated model, by combining ambulance services with first aid education and primary care services. We work with partners, like the police and fire services, to ensure people can get immediate care before an ambulance arrives.

The men and women of St John who walked before us also learned that there will be many obstacles to providing such important services that must be overcome. Our aspirations to ensure all people have trusted, reliable and safe emergency care in the furthest corners of Papua New Guinea is built upon the notion that trust is a mutually beneficial outcome.

As an organisation we must be prudent, fortitudinous, persevering and resourceful in the execution of initiatives and business. Put simply, we must demonstrate courage, care, innovation and resilience in overcoming all challenges we face in the service of our people.

**Dame Jean L Kekedo** DBE CSM OStJ  
Chair

**Matthew Cannon** OStJ  
Chief Executive Officer

# Our relevance to the community

Hundreds of thousands of people fall ill or get badly injured each year. For thousands of these people, they are so ill or injured they need an ambulance. They must be stabilised at the scene and given immediate care on the way to hospital; it's the only way they will survive. This is true for the 2,000 women that will die this year as a result of their pregnancy. This is true for the 3 babies that die every hour in our country. That is why St John is committed to making a difference.

Our trusted ambulance service combined with our first aid programs are that difference. Successive Health Ministers have called for a national approach to ambulance services. That is why we have done a lot of work to research, design and promote sustainable systems to centralise the coordination of ambulances and a standard accreditation framework for all regional and district ambulances. We are committed - with support and funding from the National Department of Health - to work with each PHA to rollout a national ambulance accreditation and coordination system.

We've had outstanding support over the years. Sponsors that make a tangible difference to improving people's access and education about ambulance and first aid include - the Sir Brian Bell Foundation, the Australian and NZ Governments, Digicel Group, NGCB, Trakpro, Moore Printing. But we need a little more help to get there.

It's well known that first aid can help someone survive initial injury or bring them back to life. And, for a lot of people in rural areas, we know that ambulances can't reach them quickly, if at all in many cases. That is why we are committed to making first aid a part of everyone's life. Teaching first aid to business and industry, but also to communities, at schools and directly to people in rural areas through our Komuniti & First Aid in Schools programs. We are aiming to see a country where more and more people are alive and well because others knew first aid.





**Emergency care  
wherever, whenever,  
no matter what.**



# Excellence and Leadership in Ambulance Care



Maintain our status as the leading provider of ambulance services, continuing to provide trusted, quality and reliable services.



Ensure the ambulance 111 coordination centre is resourced and prepared to handle future challenges and ready to embrace opportunities.



Invest in our people's education to ensure they are safe, competent and ready for practice.



Implement a continuous medical education program with a focus on 'low-dose, high-frequency' training.



Refine existing ambulance training programs to ensure meaningful and outcomes based clinical education .



# Expanding access to safe and reliable ambulance care



Provide efficient and cost-effective ground ambulance services which address the unique needs of urban and rural communities



Seek greater long-term funding certainty to enable continuity of care provision and greater retention of skilled staff



Expand ground ambulance services to communities that need services and sustainability of services is likely.



Pursue funding to establish a public air ambulance service which helps people in rural communities to access urgent care



Take a leadership role in developing a deep and committed partnership with the health system.



**Making first aid a part of everyone's life**



# Ensuring initial emergency care can be given before we arrive



Increase the workforce of police and firefighters who are trained and equipped to provide initial first aid care in an emergency.



Ensure reliable and efficient systems enable communication between police, fire, and other emergency services in times of need.



Maintain our reputable 111 emergency phone service and strengthen systems that enable call-taker initiated first aid instruction.



Establish a free 24-hour telemedicine support service to empower rural health worker decision-making and enhance the coordination of retrieval services.

ST JOHN  
AMBULANCE

# Training people to save lives



Continue leading the first aid and emergency care education industry in Papua New Guinea



Maintain and grow the First Aid in Schools program to areas where we deliver professional ambulance services



Refine and deliver a *Komuniti* Ambulance Awareness program in areas where we have a professional or affiliate ambulance presence



Enhance our range of training courses to address market trends and community need



Introduce new courses to provide more comprehensive training options for industry and business



# Preventing injury and loss of life at workplaces




Recommend regulatory requirements so that certain workplaces are required to have a minimum number of qualified first aiders.



Ensure that first aid training is available and affordable so more workers from small enterprises will know first aid.





# Wherever people gather we will be there



Maintain our status as Papua New Guinea's principal event health care provider for private, community and government events.



Grow our volunteer team of health professionals so we can be more responsive to community needs and emerging situations.



Emergency

Giving people and business  
more options for quality  
health care



# Exploring affordable primary health care service delivery



Become a leading provider of trusted, quality primary health care service for PNG's emerging middle-income earners.



Establish a pharmacy that can provide people with reliable, affordable supply of quality medicines and medical supplies afterhours where needed and practicable.



Explore the feasibility of providing reasonably priced basic diagnostic and imaging services in Port Moresby and other areas of the country.



# Being the leading provider or corporate medical services in PNG



Providing corporate and industry with scalable on-site and remote medical services.



Develop commercial medical services so that we are the local organisation of choice for agriculture and extractive industries.



Become the international repatriation medevac provider of choice for all leading insurance companies that have clients in Papua New Guinea

A photograph showing a St John's Ambulance team providing first aid to a patient lying on a stretcher outdoors. The patient is wearing a green shirt and a patterned shawl. A female ambulance worker in a green uniform is leaning over the patient, and another person in a white shirt is assisting. The background shows a wooden fence and lush greenery.

Being an efficient, sustainable and resilient organisation the community trusts most



# Sustainable



Ensure a reliable income stream for public services through closer collaboration with the government and supporters



Grow and refine commercial activities that generate revenue for our charitable services



Develop strategies to ensure a sustainable St John workforce into the future



Foster a culturally safe, supportive and enabling work environment

# Efficient



Encourage innovation into service delivery and support functions that is seamless, reliable and sustainable



Create scalable business operations that are continuously refined



Embrace technology to simplify service delivery and processes



Pursue opportunities for collaboration with nearby St John entities to progress, grow and enhance St John's presence and impact in the Region



Fostering a culture that sees mistakes as learning opportunities.



# Refined



Manage and maintain an effective information technology network that is fit for purpose and enables monitoring and evaluation of our work



Ensure we are always conservative in finance



Consider and implement business continuity processes for all our essential activities



Ensure a long-term fit-for-purpose business premises.

# Resilient



Promote knowledge sharing and retain corporate expertise within the workforce



Consider and implement business continuity processes for all our essential activities



Ensure we are always conservative in finance and our fiscal systems can adapt effectively to change.



Manage and maintain an effective information technology network that is fit for purpose and enables monitoring and evaluation of our work



# Trusted



Instil a culture of evidenced-based practice



Be diligent and judicious in partnerships and aligning with other leading health institutions.



Increase collaboration and engagement between internal teams and external stakeholders to grow or refine services and activities.



Maintain our external reputation as an authority in prehospital care through regular engagement with community and media

The image shows two healthcare workers in a clinical setting. They are wearing green scrubs and blue gloves. One worker is holding a blue balloon connected to a clear plastic bag, and the other is holding a clear plastic bottle with a complex assembly of tubes and connectors. The background is slightly blurred, showing a black office chair and a green banner with a logo and the text 'St J...' and '©11'. A white banner with the text 'me' and 'Eme' is also visible on the right side.

**We will empower growth and sustain our organisation if we support our people**



# Support our people



Empower our people to grow, refine and sustain our organisation by encouraging a mutually open, active and listening culture where our people feel secure and comfortable asking for help or clarity and giving feedback.



Embed the St John values into organisational practices to ensure mutual accountability



Seek and enable opportunities for our people to grow and develop professionally and personally



Put in place measures to help our people to manage their health and wellness.