

**MINISTRY OF HEALTH  
PRIME MINISTER'S DEPARTMENT  
MINISTRY OF HOUSING AND LOCAL  
GOVERNMENT\*  
MALAYSIA CIVIL DEFENCE FORCE  
FIRE AND RESCUE DEPARTMENT OF MALAYSIA  
MANAGEMENT OF AMBULANCE SERVICES**

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**Main Points**

**What we  
examined?**

- Ambulance service is a fast transport service with trained emergency personnel who are able to provide initial treatment outside the hospital before the patient transfer to the hospital.
- The scope of the Ministry of Health (MOH) ambulance service is to provide fast and efficient emergency transport to transfer patients between health facilities.
- The output of ambulance service activities, assessed against emergency reports and case response achievement (Response Time). While the outcomes evaluated through the achievement of ambulance service objectives and customer satisfaction survey.
- Three ministries/departments/agencies provide ambulance services to the public, namely the Ministry of Health (KKM), the Malaysia Civil Defence Force (APM) and the Fire and Rescue Department of Malaysia (JBPM).

**Why it is  
important to  
audit?**

- The efficiency and effectiveness of ambulance service management is very important to save lives of patients by providing pre-hospital treatment.
- Determine the management of ambulance services is implemented efficiently in order to enable public to obtain emergency medical treatment in accordance with the scope of the ambulance's duties.

**What we  
found?**

- Overall, based on the scope of the audit, it can be concluded that the Ministry of Health has not reached the KPI which is 31.5% to 41.8% compared to the target of 50%. The percentage of cases achieved for APM has reached 69.7% to 86.5% compared to the

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\* Now known as the Ministry of Local Government Development

target of 100%, while JBPM has reached the target which is between 48% to 65.1% above the target. There are some findings or weaknesses that should be addressed as follows:

- weakness to activate the response team at the nearest hospital to the location of the incident, cause of the delay and non-achievement of KPI;
- delay in delivery of ambulance more than 10 months from the approved delivery date under emergency provision;
- 26 Instructions Payment of air ambulance services for 11 patients round trip was paid by different PTJ involving a total of RM0.37 million for the same patient.
- seven air ambulance services amounting to RM0.10 million were implemented before the local order was approved; and
- the procurement cost for the eight ambulance units under stated in the ASIS system with a difference between RM0.17 million to RM0.36 million.

**What do we recommend?**

- To overcome the weaknesses and ensure the ambulance service achieves its objective as a fast and efficient emergency transport and is used to transfer patients between health facilities, the following improvement actions are recommended:
  - KKM and APM to devise appropriate and reasonable methods in setting KPIs to be achieved based on the distance and capacity of assets.
  - Reviewing the placement of ambulances in hospital/health clinics and Regional Operational Control Centre (PKOD) according to the incident location to ensure the set KPIs are achieved.
  - MOH needs to ensure that the contract renewal process carried out according before the contract expires to avoid inappropriate payment.