

Statement of Priorities

2018–19 Agreement between the Minister for Ambulance Services and Ambulance Victoria.

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Background

Statements of Priorities are key accountability agreements between Government and Victorian publicly funded health, mental health and ambulance services. The content and process for preparation and agreement of the annual Statement of Priorities is consistent with sections 22F and 22H of the Ambulance Services Act 1986.

Statements of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. The annual agreements support the delivery of, or substantial progress towards the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

Ambulance Victoria's Statement of Priorities consists of three parts:

- Part A provides an overview of the service profile, strategic priorities and deliverables the health service will achieve in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.

Performance expectations and mechanisms used by the Department of Health and Human Services to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2018-19*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities by 1 November each year and place more data about the performance of our health system into the public domain.

Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health services are delivered to the Victorian community. The Department of Health and Human Services (the department) develops policy, funds and regulates health services and activities that promote and protect the health of Victorians. Through the department, the government funds more than 500 organisations to provide various health services to Victorians.

Government commitments

The *Victorian Budget 2018-19* provides an extra \$2.77 billion over 5 years for health, mental health, ambulance and aged care services across Victoria, including:

- \$1.6 billion over four years to meet hospital services demand to respond to growing patient demand across Victoria
- \$583.8 million over four years for mental health and drug services
- \$362.2 million over four years to improve access to elective surgery, to respond to demand, reduce waiting times and to maintain the current performance of Victoria's health service system.
- \$50 million (in 2017-18) for a *Winter Blitz* package to support health services to prepare for the 2018 winter flu season.
- \$55.1 million over four years for an additional 90 paramedics to meet increases in demand for ambulance services.

To support this investment, the Andrews Labor Government is funding an \$1.3 billion acute health capital, infrastructure and equipment program.

This investment will support the implementation of Health 2040: advancing health, access and care - which presents a clear vision for the health and wellbeing of Victorians and for the Victorian healthcare system.

Part A: Strategic overview

Mission statement

Ambulance Victoria Vision: Outstanding emergency health care every time.

Service profile

Ambulance Victoria provides the following range of integrated services:

- Emergency medical response and out-of-hospital care
- Emergency medical transport by road or air
- Non-emergency patient transport
- Major incident management and response
- Medical retrieval of critically ill adult patients
- Assistance for patients to access appropriate care when paramedic care or transport is not required
- Support for other health services in some rural communities where the full range of services is not easily accessible
- Community education in pre-ambulance arrival emergency care
- The Ambulance Victoria Membership Subscription Scheme (ambulance insurance)
- A program of research in clinical and operational practice
- First aid at public events by arrangement.

Strategic planning

The Ambulance Victoria Strategic Plan 2017-2022 is available online at <http://ambulance.vic.gov.au/about-us/strategic-plan/>

Strategic priorities

In 2018-19 Ambulance Victoria will contribute to the achievement of the Victorian Government's commitments by:

Goals	Strategies	Health Service Deliverables
<p>Better Health</p> <p>A system geared to prevention as much as treatment</p> <p>Everyone understands their own health and risks</p> <p>Illness is detected and managed early</p> <p>Healthy neighbourhoods and communities encourage healthy lifestyles</p>	<p>Better Health</p> <p>Reduce statewide risks</p> <p>Build healthy neighbourhoods</p> <p>Help people to stay healthy</p> <p>Target health gaps</p>	<p>Expand the GoodSAM Trusted Responder group to include targeted community groups and community members, and undertake an impact evaluation of the GoodSAM project, by June 2019.</p>
		<p>Deliver the Better Together community engagement program by June 2019, including undertaking community forums and strengthening engagement through digital channels, to improve local community engagement and participation in ambulance service design.</p>
<p>Better Access</p> <p>Care is always there when people need it</p> <p>More access to care in the home and community</p> <p>People are connected to the full range of care and support they need</p> <p>There is equal access to care</p>	<p>Better Access</p> <p>Plan and invest</p> <p>Unlock innovation</p> <p>Provide easier access</p> <p>Ensure fair access</p>	<p>Complete implementation of the final phase of the Victorian Government's \$500 million plan to improve ambulance performance and response times, by June 2019. This will include deployment of six rural Paramedic Community Support Coordinators in July 2018 and a further six rural Paramedic Community Support Coordinators in September 2018, and complete recruitment of 450 paramedics.</p> <p>Ambulance Victoria will also deliver Stage 2 of Revised Ambulance Dispatch by June 2019, incorporating:</p> <ul style="list-style-type: none"> • Development of options for revised performance measures for call taking and dispatch with Inspector General Emergency Management, Department of Health and Human Services, and Emergency Services Telecommunications Authority • Finalisation of a quality plan and determination of revised quality processes for call taking and dispatch to align with the Victorian Clinical Governance Framework • Development of options to support a revised management and operating model to streamline the dispatch and management of high acuity and complex ambulance events • Identification of technology options to support the new operating model.

Goals	Strategies	Health Service Deliverables
		Continue to work with the Department of Health and Human Services to scope, design and execute year one of the Advancing Paramedic Roles Implementation Program by June 2019.
<p>Better Care</p> <p>Target zero avoidable harm</p> <p>Healthcare that focusses on outcomes</p> <p>Patients and carers are active partners in care</p> <p>Care fits together around people's needs</p>	<p>Better Care</p> <p>Put quality first</p> <p>Join up care</p> <p>Partner with patients</p> <p>Strengthen the workforce</p> <p>Embed evidence</p> <p>Ensure equal care</p>	<p>In alignment with Ambulance Victoria's Best Care Framework, introduce new clinical governance systems and enhance quality and safety performance reporting by December 2018, to improve patient safety, clinical risk management, and the patient experience with Ambulance Victoria.</p> <p>Undertake the Better Care Victoria organisational improvement capability assessment survey by December 2018, and deliver quarterly organisational improvement training for staff, to build Ambulance Victoria's capacity to deliver and support Best Care for our patients.</p> <p>Paramedics will be required by law to hold registration through the Australian Health Practitioner Regulation Agency by December 2018. Ambulance Victoria will support the operational workforce paramedic registration process by developing a governance structure and supporting materials, introducing a solution to receipt and capture registration numbers, and enable change management. Paramedic registration supports delivery of the Best Care Framework, aligning Ambulance Victoria's focus to deliver high quality and safe healthcare.</p>
<p>Specific 2018-19 priorities (mandatory)</p>	<p>Disability Action Plans</p> <p>Draft disability action plans are completed in 2018-19.</p> <p><i>Note: Guidance on developing disability action plans can be found at https://providers.dhhs.vic.gov.au/disability-action-plans. Queries can be directed to the Office for Disability by phone on 1300 880 043 or by email at ofd@dhhs.vic.gov.au.</i></p>	<p>Submit a draft disability action plan to the department by June 2019, including a three year implementation plan, to reduce barriers experienced by people with a disability. This includes addressing discrimination, bias and increasing access to the service, both as a patient or a potential employer.</p>

Goals	Strategies	Health Service Deliverables
	<p>Volunteer engagement</p> <p>Ensure that the health service executives have appropriate measures to engage and recognise volunteers.</p>	<p>Develop a First Responder Plan by March 2019, to provide a greater understanding of the contribution made by first responders, and to better tailor organisational processes to suit the demands of the first responder program.</p>
	<p>Bullying and harassment</p> <p>Actively promote positive workplace behaviours and encourage reporting. Utilise staff surveys, incident reporting data, outcomes of investigations and claims to regularly monitor and identify risks related to bullying and harassment, in particular include as a regular item in Board and Executive meetings. Appropriately investigate all reports of bullying and harassment and ensure there is a feedback mechanism to staff involved and the broader health service staff.</p>	<p>Include workplace bullying and harassment as part of People & Culture's quarterly board reporting, and communicate workplace themes and trends resulting from investigations into bullying and harassment to the workforce by September 2018, to reduce workplace bullying and harassment.</p>
	<p>Occupational violence</p> <p>Ensure all staff who have contact with patients and visitors have undertaken core occupational violence training, annually. Ensure the department's occupational violence and aggression training principles are implemented.</p>	<p>Develop a new occupational violence dashboard and reporting mechanism by September 2018, and develop and implement an online occupational violence employee awareness and education program by March 2019, to enable better monitoring of and response to occupational violence incidents.</p>
	<p>Environmental Sustainability</p> <p>Actively contribute to the development of the Victorian Government's:</p> <ul style="list-style-type: none"> • policy to be net zero carbon by 2050 and improve environmental • sustainability by identifying and implementing projects, including • workforce education, to reduce material environmental impacts with • particular consideration of procurement and waste management, and • publicly reporting 	<p>Design and commence implementation of a Corporate Environment and Social Responsibility Action Plan by March 2019, to demonstrate Ambulance Victoria's approach to building a socially responsible business.</p>

Goals	Strategies	Health Service Deliverables
	<p>environmental performance data, including</p> <ul style="list-style-type: none"> • measureable targets related to reduction of clinical, sharps and landfill waste, water and energy use and improved recycling. 	
	<p>LGBTI</p> <p>Develop and promulgate service level policies and protocols, in partnership with LGBTI communities, to avoid discrimination against LGBTI patients, ensure appropriate data collection, and actively promote rights to free expression of gender and sexuality in healthcare settings. Where relevant, services should offer leading practice approaches to trans and intersex related interventions. <i>Note: deliverables should be in accordance with the DHHS Rainbow eQuality Guide (see at www2.health.vic.gov.au/about/populations/lgbti-health/rainbow-equality) and the Rainbow Tick Accreditation Guide (see at www.glhv.org.au)</i></p>	<p>Deliver the first year of the Ambulance Victoria 2018-20 Diversity and Inclusion Strategy Implementation Plan by June 2019.</p>

Part B: Performance Priorities

The *Victorian Health Services Performance monitoring framework* outlines the Government's approach to overseeing the performance of Victorian health services.

Changes to the key performance measures in 2018-19 strengthen the focus on high quality and safe care, organisational culture, patient experience and access and timeliness in line with Ministerial and departmental priorities.

Further information is available at www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability

High quality and safe care

Key performance indicator	Target
Accreditation	
Certification to the ISO Standard ISO 9001:2015	Certified
Infection prevention and control	
Percentage of healthcare workers immunised for influenza	80%
Quality and Safety	
Percentage of emergency patients satisfied or very satisfied with the quality of care provided by paramedics	95%
Percentage of patients experiencing severe cardiac or traumatic pain whose level of pain was reduced significantly	90%
Percentage of adult stroke patients transported to definitive care within 60 minutes	90%
Percentage of major trauma patients that meet destination compliance	85%
Percentage of adult cardiac arrest patients surviving to hospital	50%
Percentage of adult cardiac arrest patients surviving to hospital discharge	25%

Strong governance, leadership and culture

Key performance indicator	Target
Organisational culture	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%
People matter survey – percentage of staff with a positive response to the question, “I am encouraged by my colleagues to report any patient safety concerns I may have”	80%
People matter survey – percentage of staff with a positive response to the question, “Patient care errors are handled appropriately in my work area”	80%
People matter survey – percentage of staff with a positive response to the question, “My suggestions about patient safety would be acted upon if I expressed them to my manager”	80%
People matter survey – percentage of staff with a positive response to the question, “The culture in my work area makes it easy to learn from the errors of others”	80%
People matter survey – percentage of staff with a positive response to the question, “Management is driving us to be a safety-centred organisation”	80%

Key performance indicator	Target
People matter survey – percentage of staff with a positive response to the question, “This health service does a good job of training new and existing staff”	80%
People matter survey – percentage of staff with a positive response to the question, “Trainees in my discipline are adequately supervised”	80%
People matter survey – percentage of staff with a positive response to the question, “I would recommend a friend or relative to be treated as a patient here”	80%

Timely access to care

Key performance indicator	Target
Response times Statewide	
Percentage of emergency Code 1 incidents responded to within 15 minutes	85%
Percentage of emergency Priority 0 incidents responded to within 13 minutes	85%
Response times Urban	
Percentage of emergency Code 1 incidents responded to within 15 minutes in centres with a population greater than 7,500	90%
40-minute transfer	
Percentage of patients transferred from ambulance to ED within 40 minutes	90%
Call referral	
Percentage of triple zero cases where the caller receives advice or service from another health provider as an alternative to an emergency ambulance response – statewide	15%
Clearing time	
Average ambulance hospital clearing time	20 minutes

Effective financial management

Key performance indicator	Target
Operating result (\$m) ¹	0.00
Average number of days to paying trade creditors	60 days
Average number of days to receiving patient fee debtors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Number of days of available cash	14 days

¹ A one off \$4.7 million accounting deficit will result due to revenue received in previous accounting period/s not matching expenses in 2018-19.

Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2018-19 of the *Department of Health and Human Services Policy and funding guidelines 2018*.

The *Policy and funding guidelines* are available at <https://www2.health.vic.gov.au/about/policy-and-funding-guidelines>

Further information about the Department of Health and Human Services' approach to funding and price setting for specific clinical activities, and funding policy changes is also available at

<https://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability/pricing-funding-framework/funding-policy>

Funding type	Activity	Budget (\$'000)
Community Service Obligation emergency road and air transports		
Emergency Services	240,011	
Non-emergency Services	192,275	
Statewide air transports		
Emergency Services	4,484	
Non-emergency Services	2,342	
Statewide road transports		
Emergency Services	427,738	
Non-emergency Services	265,859	
Treatment without transport		
Emergency Services	103,332	

Department of Health and Human Services Funding		
Government subsidy for Membership Subscription Scheme		62,829
Concession funding		482,014
Government initiatives		159,094
Capital funding		24,632
Other funding		29,130
Total Funding		\$757,699

Accountability and funding requirements

The health service must comply with:

- All laws applicable to it;
- The National Health Reform Agreement;
- All applicable requirements, policies, terms or conditions of funding specified or referred to in the Department of Health and Human Services policy and funding guidelines 2018;
- Policies and procedures and appropriate internal controls to ensure accurate and timely submission of data to the Department of Health and Human Services;
- All applicable policies and guidelines issued by the Department of Health and Human Services from time to time and notified to the health service;
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health and Human Services relating to the provision of health services which is in force at any time during the 2018-19 financial year; and
- Relevant standards for particular programs which have been adopted e.g. International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems or an equivalent standard.

Signature

The Minister and the health service board chairperson agree that funding will be provided to enable Ambulance Victoria to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



Hon Jill Hennessy MP
Minister for Health

Date: 24/8 /2018



Ken Lay AO APM
Chair
Ambulance Victoria

Date: 24/8 /2018