

# Statement of Priorities

2019-20 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 40G, 65ZFA, 65ZFB and section 26 of the Health Services Act 1988.

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 2019-20*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publish Statements of Priorities in November each year and present data on the performance of our health system in the public domain.

## Strategic priorities

The Victorian Government is responsible for ensuring that a wide range of health care services are delivered to the Victorian community. The Department of Health and Human Services (the department) delivers policies, programs and services that support and enhance the health and wellbeing of all Victorians. By working together, we strive to build stronger functional, policy and service delivery connections to support the health, wellbeing and safety of all Victorians, no matter what their personal circumstances or stage of life.

### Government commitments

This year's \$25.6 billion *Victorian Budget* will help us continue our work in supporting the most vulnerable Victorians and provide more services locally.

- \$2.3 billion of additional funding for meeting hospital services demand
- \$321.9 million for the roll-out of free dental care to all Victorian government school students
- \$299.6 million for more paramedics, vehicles and stations
- \$136.2 million to deliver 500,000 specialist appointments in regional Victoria
- \$117.8 million to recruit and train more nurses, midwives and frontline health workers and make further ratios improvements that will see 1,100 nurses & midwives in Victorian public hospitals.
- \$213.6 million for new parenting centres and more maternal and child health nurses
- \$116.5 million for medical research projects such as new cancer therapies
- A \$100 million boost to the Regional Health Infrastructure Fund to support hospitals and health facilities for rural and regional communities
- \$72 million on hospital and community based palliative care to ensure the end of life care choices of Victorians continue to be met
- \$67.6 million to meet critical mental health service demand
- \$1.5 billion to build a new Footscray Hospital
- \$59.5 million for a new rehabilitation centre at Bendigo Health
- \$31.4 million for an expansion of the Royal Children's Hospital
- \$2.4 million to plan for a new hospital in Melton

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 pre-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 – Health 2040;

In 2019-20 Ambulance Victoria will contribute to the achievement of the Government's commitments within *Health 2040: Advancing health, access and care* by:

### **Better Health**

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**Goals:**

A system geared to prevention as much as treatment  
Everyone understands their own health and risks  
Illness is detected and managed early  
Healthy neighbourhoods and communities encourage healthy lifestyles

**Strategies:**

Reduce Statewide Risks  
Build Healthy Neighbourhoods  
Help people to stay healthy  
Target health gaps

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**Deliverables:**

- Ambulance Victoria recognises that greater engagement and participation by consumers and the community in the shape and delivery of their health care services, improves people's experiences of care and ultimately their outcomes. By June 2020, in consultation with local communities, especially regional and remote communities, we will develop local engagement plans across the state. These tailored plans will support communities to be prepared and where possible respond to emergencies such as out of hospital cardiac arrest.
- The Ambulance Victoria GoodSAM program is an initiative that uses smartphone technology to alert registered community responders to nearby cases of suspected cardiac arrest, enabling faster treatment and an increased chance of survival. Since its launch in 2018, the app has been credited with helping save 19 Victorian lives. By July 2019, we will expand the GoodSAM Responder program to include members of the public who have completed a nationally recognised first aid course. This will increase the number of community members available to provide first-aid to patients suffering cardiac arrest prior to paramedics arriving.

### **Better Access**

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**Goals:**

Care is always being there when people need it  
Better access to care in the home and community  
People are connected to the full range of care and support they need  
Equal access to care

**Strategies:**

Plan and invest  
Unlock innovation  
Provide easier access  
Ensure fair access

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**Deliverables:**

- By March 2020, we will implement year two of the Best Care Innovation Fund, to identify and provide seed funding of up to \$10,000 for projects that improve care delivery and patient outcomes. This includes a particular focus on delivery of improvements in priority areas such as Ambulance Victoria Best Care goals (caring, safe, effective, connected); systems, processes or practices that support staff to deliver Best Care; and addressing clinical risk areas. Expressions of Interest for the Best Care Innovation Fund are available to all Ambulance Victoria staff.

- By June 2020, we will implement year 1 of the Ambulance Victoria Cultural Safety and Equity Action Plan, including embed the newly established Diversity and Inclusion Council. Ambulance Victoria will introduce mandatory cultural awareness training for staff, to build a culturally safe and equitable health care service for our patients that meets their unique needs and circumstances.

**Better Care**

<p><b>Goals:</b></p> <ul style="list-style-type: none"> <li>Targeting zero avoidable harm</li> <li>Healthcare that focusses on outcomes</li> <li>Patients and carers are active partners in care</li> <li>Care fits together around people’s needs</li> </ul>	<p><b>Strategies:</b></p> <ul style="list-style-type: none"> <li>Put quality First</li> <li>Join up care</li> <li>Partner with patients</li> <li>Strengthen the workforce</li> <li>Embed evidence</li> <li>Ensure equal care</li> </ul>
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**Deliverables:**

- The Ambulance Victoria Patient Assessment Standard will support paramedics in aligning their clinical practice with the goals of the Ambulance Victoria Best Care Framework. By June 2020, we will develop a new Patient Assessment Standard and an implementation plan for workforce training and tools. Over time, embedding the Patient Assessment Standard across Ambulance Victoria will reduce clinical risk, minimise cognitive bias, mitigate diagnostic error and provide care that is respectful of, and responsive to, patient needs.
- Ambulance Victoria is working towards accreditation to the National Health Safety & Quality Standards by 2021, as the benchmark for quality and safety for our organisation. By June 2020, we will implement phase one of the Standards, to ensure the necessary systems and practices are in place at Ambulance Victoria to deliver high quality and safe care to all patients.

## Specific priorities for 2019-20

In 2019-20 Ambulance Victoria will contribute to the achievement of the Government's priorities by:

### ***Supporting the Mental Health System***

Improve service access to mental health treatment to address the physical and mental health needs of consumers.

- By April 2020, Ambulance Victoria will develop a Mental Health Improvement Plan, with a focus on improved system integration and coordination, service models and pathways that provide individualised and timely care, and training and education to improve paramedic confidence and mental health literacy. The Plan will ensure mental health patients have better access to treatment, receive better care and are supported by better paramedic capability.

### ***Addressing Occupational Violence***

Foster an organisational wide occupational health and safety risk management approach, including identifying security risks and implementing controls, with a focus on prevention and improved reporting and consultation.

Implement the department's security training principles to address identified security risks.

- As part of our Health and Safety Action Plan, Ambulance Victoria have made improvements to our occupational violence program to ensure paramedics continue to feel safe when coming to work to help others. Recent improvements have included the rollout of new online learning modules, virtual reality training, presentations at first responder conferences and graduate training sessions. By June 2020, we will undertake a review of enterprise and operations risks relating to occupational violence, and review and enhance our occupational violence reporting and dashboards, to support early identification and mitigation of risks and ensure our occupational violence controls are effective.

### ***Addressing Bullying and Harassment***

Actively promote positive workplace behaviours, encourage reporting and action on all reports.

Implement the department's *Framework for promoting a positive workplace culture: preventing bullying, harassment and discrimination* and *Workplace culture and bullying, harassment and discrimination training: guiding principles for Victorian health services*.

- To continue Ambulance Victoria's objective of improving the health and wellbeing of our workforce, the organisation has recently delivered customised anti-bullying and harassment training to managers through face to face facilitated sessions. By June 2020, Ambulance Victoria will develop a workplace behaviour risk profile, establish a future training strategy to build on our recent program, and deliver a communications plan to improve organisational awareness of the effects of bullying and harassment and support positive workplace behaviours.

### ***Supporting Vulnerable Patients***

Partner with patients to develop strategies that build capability within the organisation to address the health needs of communities and consumers at risk of poor access to health care.

- By June 2020, we will deliver the Mental Health Safety Day training for Ambulance Victoria clinical staff, including input from a consumer with a lived experience, to improve our capability to appropriately manage vulnerable patients, with a particular focus on mental health patients.

### ***Supporting Aboriginal Cultural Safety***

Improve the health outcomes of Aboriginal and Torres Strait Islander people by establishing culturally safe practices across all parts of the organisation to recognise and respect Aboriginal culture and deliver services that meet the needs, expectations and rights of Aboriginal patients, their families, and Aboriginal staff.

- Ambulance Victoria has seen improvements in patient care when we partner with Aboriginal and Torres Strait Islander communities. To improve health outcomes for Aboriginal people, we need strong, resilient partnerships. By June 2020, we will form a Reconciliation Working Group and develop a draft Statement of Commitment to Reconciliation, and commence development of a Reconciliation Action Plan, to strengthen Ambulance Victoria's understanding and engagement with Aboriginal and Torres Strait Islander communities.

### ***Addressing Family Violence***

Strengthen responses to family violence in line with the *Multiagency Risk Assessment and Risk Management Framework* (MARAM) and assist the government in understanding workforce capabilities by championing participation in the census of workforces that intersect with family violence.

- Ambulance Victoria is a child safe organisation and a partner in government-wide family violence reforms. By June 2020, we will strengthen the Ambulance Victoria family violence procedure and develop a family violence maturity work plan, to increase paramedic competency to manage family violence.

### ***Implementing Disability Action Plans***

Continue to build upon last year's action by ensuring implementation and embedding of a disability action plan which seeks to reduce barriers, promote inclusion and change attitudes and practices to improve the quality of care and employment opportunities for people with disability.

- Ambulance Victoria's draft Accessibility Action Plan was developed in 2018-19 to ensure we better meet the needs of people with disability who interact with our organisation. Development of the draft has been informed through an extensive internal and external consultation process that has included people with lived disability, carers, sector stakeholders and policy makers. The draft Plan focusses on four key areas: Inclusion and participation; Information, services and facilities; Employment, training and volunteering; and Fairness, respect and safety.
- By August 2019, we will release the draft for consultation with the Victorian community, and finalise the Accessibility Action Plan by December 2019. By June 2020, we will be at the mid-point of implementing year one activities, including introducing braille identification on operational staff identification cards, launching a "listen to" feature across the Ambulance

Victoria website, and establishing monitoring and reporting mechanisms.

***Supporting Environmental Sustainability***

Contribute to improving the environmental sustainability of the health system by identifying and implementing projects and/or processes to reduce carbon emissions.

- During 2018-19, Ambulance Victoria developed its first Social and Environmental Responsibility Framework and Action Plan. By June 2020, we will implement year one of the Action Plan, including establishing a new sustainability function and team, to continue to demonstrate Ambulance Victoria's approach to building a socially and environmentally responsible business.

## 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 2019-20 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](http://www2.health.vic.gov.au/hospitals-and-health-services/funding-performance-accountability)

### High quality and safe care

Key performance measure	Target
<b>Accreditation</b>	
Certification to the ISO Standard ISO 9001:2015	Certified
<b>Infection prevention and control</b>	
Percentage of healthcare workers immunised for influenza	84%
<b>Patient experience</b>	
Percentage of respondents who rated care, treatment, advice and/or transport received from the ambulance service as good or very good	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%
Percentage of respondents who rated care and treatment received from paramedics as good or very good	95%

### Strong governance, leadership and culture

Key performance measure	Target
<b>Organisational culture</b>	
People matter survey - percentage of staff with an overall positive response to safety and culture questions	80%

Key performance measure	Target
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%
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 measure	Target
<b>Response times Statewide</b>	
Percentage of emergency Code 1 incidents responded to within 15 minutes	85%
Percentage of emergency Priority 0 incidents responded to within 13 minutes	85%
<b>Response times Urban</b>	
Percentage of emergency Code 1 incidents responded to within 15 minutes in centres with a population greater than 7,500	90%
<b>40 minute transfer</b>	
Percentage of patients transferred from ambulance to ED within 40 minutes	90%
<b>Call referral</b>	

Key performance measure	Target
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%
<b>Clearing time</b>	
Average ambulance hospital clearing time	20 minutes

## Effective financial management

Key performance measure	Target
Operating result (\$m) <sup>1</sup>	0.00
Average number of days to pay trade creditors	60 days
Average number of days to receive patient fee debtors	60 days
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Actual number of days available cash, measured on the last day of each month.	14 days

<sup>1</sup> A one off \$6.3 million accounting deficit will result due to revenue received in previous accounting period/s not matching expenses in 2019-20.

## Part C: Activity and funding

The performance and financial framework within which state government-funded organisations operate is described in 'Volume 2: Health operations 2019-20 of the *Department of Health and Human Services Policy and funding guidelines 2019*.

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)
<b>Community Service Obligation emergency road and air transports</b>		
Emergency Services	262,950	
Non-emergency Services	223,235	
<b>Statewide air transports</b>		
Emergency Services	4,688	
Non-emergency Services	2,363	
<b>Statewide road transports</b>		
Emergency Services	468,518	
Non-emergency Services	273,514	
<b>Treatment without transport</b>		
Emergency Services	90,000	

<b>Department of Health and Human Services Funding</b>		
Community Service Obligation - Emergency Transport		618,067
Community Service Obligation - Non Emergency Transport		115,249
Government Initiatives and other specified funding*		70,494
<b>Total Funding</b>		<b>\$803,810</b>

\* From 2019-20 this includes funding for the management of Nurse on Call services.

## 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 2019;
- 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 2019-20 financial year; and
- Relevant standards for 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. This includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.

## Signature

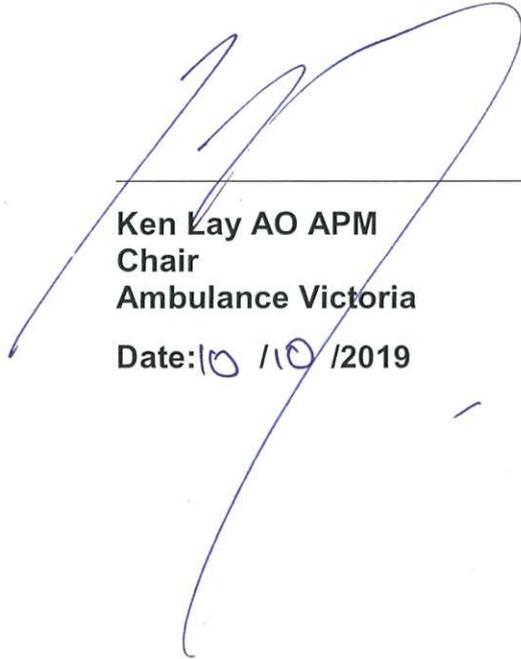
The Minister and the health service board chairperson agree that funding will be provided to the health service to enable the health service to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



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**Hon Jenny Mikakos MP  
Minister for Health**

Date: 10 / 10 / 2019



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**Ken Lay AO APM  
Chair  
Ambulance Victoria**

Date: 10 / 10 / 2019

