

**Ambulance
Victoria**

A photograph showing several ambulance staff members in blue uniforms attending to a patient lying on a stretcher. The scene is set in a workshop or garage with shelves and a red toolbox in the background. The image is partially obscured by a white diagonal shape in the top left corner.

Health and Safety Action Plan

2019-2022

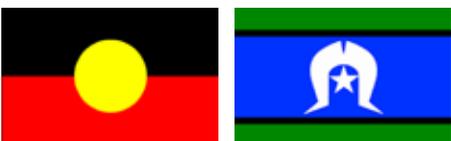


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Acknowledgement of traditional custodians

Ambulance Victoria respectfully acknowledges the traditional custodians of the land throughout Victoria and pays respect to their ancestors and elders, past, present and emerging.



Introduction



The AV Health and Safety Action Plan details strategies to improve the health, safety and wellbeing of our people and describes the programs that will be undertaken in the three years from 2019 to 2022. Delivery of the action plan will ensure we meet expectations, with regard to maturing the safety culture at AV. This will be driven by communication based on mutual trust, shared understanding of the importance of safety, confidence in the effectiveness of preventive measures and support for the workforce.

The AV Health and Safety Action Plan has been developed to achieve one of the four outcomes in our AV Strategic Plan 2017 – 2022 'A great place to work and volunteer', specifically underpinning priorities 'Keeping our people safe, and physically and psychologically well' and 'Embedding an ethical, just and respectful culture'. It focuses strongly on safety as a critical foundation on which to build more proactive health and wellbeing systems and culture, for the every day and ongoing safety of our patients, our peers and ourselves.

Implementation of the AV Health and Safety Action Plan is subject to oversight by the AV Executive and the AV Board of Directors including a program of quarterly and annual reporting. The action plan is supported by an implementation plan and progress will be measured against identified key performance indicators for each division and individual department.



Background

Results from the previous strategy

The introduction of health and safety management systems has further decreased the incidence of occupational injuries and diseases, and reduced AV's workers compensation premium.

Significant progress has been made in the organisation's health and safety maturity level, from a Reactive rating in 2016 to a Proactive rating in 2018.

Lessons learnt

Learnings from the previous strategy and identified focus areas form the proactive and prevention-led approach to health and safety management in next three years.

Strategic fit

This action plan underpins outcomes and priorities outlined in AV's Strategic Plan 2017 - 2022 outcome three – 'A great place to work and volunteer', including:

- ▶ Keeping our people safe, and physically and psychologically well
- ▶ Embedding an ethical, just and respectful culture





Our challenges and opportunities

Challenges

Staff Participation - Resources, rostering, geographical locations, embracing innovative ideas, systems and technology

Opportunities

Monitoring Tools – Health Surveillance, performance, leading indicators, cost centre breakdown, analysis breakdown and accuracy

Management Ownership - Move to Senior Management support/ownership/accountability of the Health and Safety strategy, departmental KPI's, a risk management approach

Links to other strategies and plans

AV Strategic Plan 2017-2022

WorkSafe Victoria 2030 Strategy

AV L&D/Organisational Development Action Plan 2019 (pending)

AV Mental Health and Wellbeing Strategy 2019- 2022



Our Health and Safety Model

Our goal: Improving AV Health and Safety Culture Maturity

The AV Health and Safety Action Plan model sets out focus areas in four key objectives. These being;



What Health and Safety will do....

- ▶ **Embed** the learnings of the first 2016-19 Health and Safety Strategy
- ▶ **Maintain** intense focus on areas of significant risk including;
 - ▶ Manual Handling
 - ▶ Psychological injury
 - ▶ Occupational violence
- ▶ **Focus** on prevention, early intervention and resilience methodology
- ▶ **Incorporate** behavioural change management and awareness to staff and management via a Health and Safety Management System
- ▶ **Alignment** of the Health and Safety Action Plan into the Wellbeing & Support Services Action Plan with wellbeing utilised as a direct preventative tool

How AV will do it....

- ▶ Embed learnings by consolidating and realigning internal directions of first 2016-19 Health and Safety Strategy
- ▶ Build capability and increase accountability in Health and Safety engagement via the Safety leadership program.
- ▶ Implement innovative and cutting-edge solutions in managing significant risks. This could include augmented/virtual reality technology as well as being able to provide advanced training in the prevention space.



Objectives

Objective 1 Safety Culture, Leadership and Engagement

Robust health and safety culture with visible leadership and effective and sustained engagement

The leadership of management and engagement of staff are key to developing a positive health and safety culture. AV aims to achieve highly visible commitment to a culture of safety by all levels of management, clear decision-making and accountability in daily health and safety issues and full participation and engagement in health and safety activities.

Our priorities

01

Health and safety accountability

- ▶ Health & Safety will oversee the development of departmental health and safety plans and embed an accountability framework into the management operating system (MOS).
- ▶ We will develop and deliver safety leadership training focusing on senior management responsibility and implementation of an internal audit program to measure departmental progress in health and safety maturity improvement.

02

Health and safety performance

- ▶ We will develop balanced performance indicators and embed them into the management operating system (MOS).
- ▶ We will build stakeholder engagement and enhance reporting functionality.
- ▶ We will monitor and redefine KPIs to better reflect changing business imperatives.

03

Wellbeing

- ▶ We will establish Wellness Standards and Procedures and ensure management are trained in early intervention.
- ▶ We will integrate wellness support programs across AV and develop Health & Wellbeing Monitoring Online Tools.
- ▶ We will ensure prevention, early intervention and resilience building is included in the Mental Health & Wellbeing Action Plan 2019-2022.

We will know we are successful when

- ▶ Defined stakeholder relationships are developed by engaging them in safety initiatives
- ▶ Develop shared KPIs with stakeholders, both internal AV departments and external stakeholders such as Victoria Police and the hospital network
- ▶ A safety roadshow with community involvement has been undertaken



Objective 2 Risk Management

Maintain intense focus on areas of significant risk

AV is continually monitoring and mitigating its high risk areas in health and safety. Capabilities improvement in physical strengthening/conditioning, early intervention and resilience are critical for risk controls. Technological innovations that focus on occupational violence, physical injury prevention and psychological awareness will play an important role.

Our priorities

01

Causal factors analysis

- ▶ We will refine injury and incident data management in data sources, analysis methods, reporting and measurement.
- ▶ We will enhance the capability to drive changes in awareness, acceptance and behaviours as an outcome of analysis.

02

Manual handling

- ▶ Divisions will develop and deliver proactive activities to reduce local manual handling risk, with assistance from optimised data analysis tools to enhance risk identification and target risk treatment interventions.
- ▶ We will enhance accountability by setting manual handling and safety KPIs in all management level position descriptions. Divisions will assess and evaluate manual handling competency and infield skills application.

03

Occupational Violence

- The Occupational Violence (OV) program is focused on identifying risks and effective controls to avoid or reduce the severity of occupational violence. The program is managed under the guidance of the OV Working Group
- OV Working Group - program oversight
 - Investigate Structured Risk Assessment Tool
 - Review and enhance SPPT Process
 - Investigate options for creation of a training facility with a focus on behaviour based scenario training.

We will know we are successful when we have

- ▶ Integrated both AV and community data into health and safety program design
- ▶ Developed and implemented a 'manual handling and the community' program
- ▶ Improved scene performance with lower OV related injuries and lower cumulative weight of stress



Objective 3 Wellbeing

Building resilience and improving employee wellbeing

AV understands it must develop appropriate and effective mental health programs, and the best way to do this is to measure and assess the impact of its operations on its people in order to make evidence-based decisions. Identifying gaps and sharing insights is crucial in driving continuous improvement and achieving greater efficacy.

Our priorities

01

Wellbeing app

- ▶ Implementation of a Workplace Wellbeing online toolkit consisting of resilience pilots and programs to explore what good wellbeing looks like, as well as practical advice and frameworks to engage all ranks and roles in creating a supportive workplace culture and improving mental wellbeing.

02

Wellbeing, resilience and workplace health programs

- ▶ Identify strategies for leaders and influencers to champion wellness programs, learn how to tackle stigma by building trust and effect cultural change to address key issues.
- ▶ Develop effective preventive strategies, including individualised programs, to improve mental wellbeing. Other programs to be developed include:
 - Fitness programs
 - Annual fitness checks
 - Continuation of the Positivum Pilot

03

Wellbeing support documents

- ▶ We will develop templates and tools for staff to use to improve the early recognition of workplace stressors and assist in shifting the focus from reactive to proactive responses to mental wellbeing.

We will know we are successful when we have

- ▶ Management are comfortable in addressing staff wellbeing issues by providing authentic, compassionate leadership
- ▶ Staff are welcomed when returning to work after psychological injury
- ▶ AV is monitoring and intervening in occupational stressors identified by their staff



Objective 4 Continual Improvement

Continual health and safety improvement

Continual improvement is important when seeking to progress the maturity of AV's health and safety culture. AV will enhance confidence in the robustness of its health and safety management system by migrating to internationally recognised standards. Innovative solutions involving cutting-edge technologies are critical to driving change in awareness and behaviour.

Our priorities

01

OHSMS assurance

- ▶ We will conduct gap analysis against ISO45001 Occupational Health and Safety Management System and achieve this accreditation by building and implementing the system.
- ▶ Give senior management the skills and knowledge to drive health and safety within their teams.

02

Embrace technologies

- ▶ We will use the latest technology to create simpler, faster, more streamlined methods of health and safety data analysis and performance monitoring and reporting.
- ▶ We will continue to optimise health and safety management software to provide tailored information.

03

Awareness and behavioural changes

- ▶ We will connect training needs with capability requirements.
- ▶ We will adopt technological solutions for health and safety training and process enhancement.

We will know when we are successful when we have

- ▶ Evolved AV OHSMS from AS4801 to ISO45001 accreditation
- ▶ Utilised technical solutions for health and safety performance monitoring and enhancement
- ▶ Embedded health and safety awareness and skills in day-to-day behaviours



Program of works





Implementation

Focus	Programs	2019-20	2020-21	2021-22
Safety Culture	Safety leadership program	Year One Embed the Learning	Year Two Build Capability	Year Three Enlist Community
	Safety key performance indicators			
	Departmental H&S Plan			
	Safety communication program			
Risk Management	Causal factors analysis			
	Manual handling			
	Occupational violence			
	Vehicle Accident Risk			
	Rehabilitation and re-injury reduction			
	Workcover agent partnership			
Wellbeing	Mental Health Dashboard			
	Early intervention training			
	Wellbeing, Resilience and Workplace Health programs			
	Wellbeing Supportive Documents			
Continual Improvement	Safety Management System uplift			
	Review of designated work groups			
	Organisational Safety training program with enhancement of technology and process			
	B.I. tool for H&S performance and monitoring			



Our performance

Performance and success

This plan is designed to contribute to a more mature health and safety culture within AV.

Achievement of this will be measured against five (5) key performance indicators (KPI's).

KPI 1: 100% departmental corrective action completed in less than 30 days

KPI 2: 100% participation rate in the Safety leadership program

KPI 3: 10% reduction in early RTW both at 13 weeks and 26 weeks over the three year strategy

KPI 4: 10% reduction in incapacity duration, for both physical and psychological injury over the three year strategy

KPI 5: 10% reduction year on year LTIFR (100FTE)

KPI 6: 5% reduction year on year in OV incidents - Physical assaults with malicious intent (100FTE)

Health and Safety KPI 3 supports Mental Health and Wellbeing Action Plan KPIs 1 and 3 to provide effective monitoring of the reduction in incapacity duration resulting from psychological injuries.



Monitoring and reporting on our performance against this plan

Ambulance Victoria already reports on its performance through a detailed set of indicators aligned with our legislative priorities and related Statement of Priorities.

Measuring our progress on the achievement of our objectives and priorities in this plan will be undertaken through regular monitoring against our existing indicators.

The KPI's will be measured using:

- ▶ Analysis outcomes of regular performance reviews and audits
- ▶ Optimised dashboard with business intelligence feature
- ▶ Information sourced from AV's claims agent.





If you're an employee or volunteer at AV and you are concerned about your own safety or the safety of someone else, please seek help immediately via the VACU 24-hour counselling service on 1800 626 377 or call 000 for immediate assistance.

