

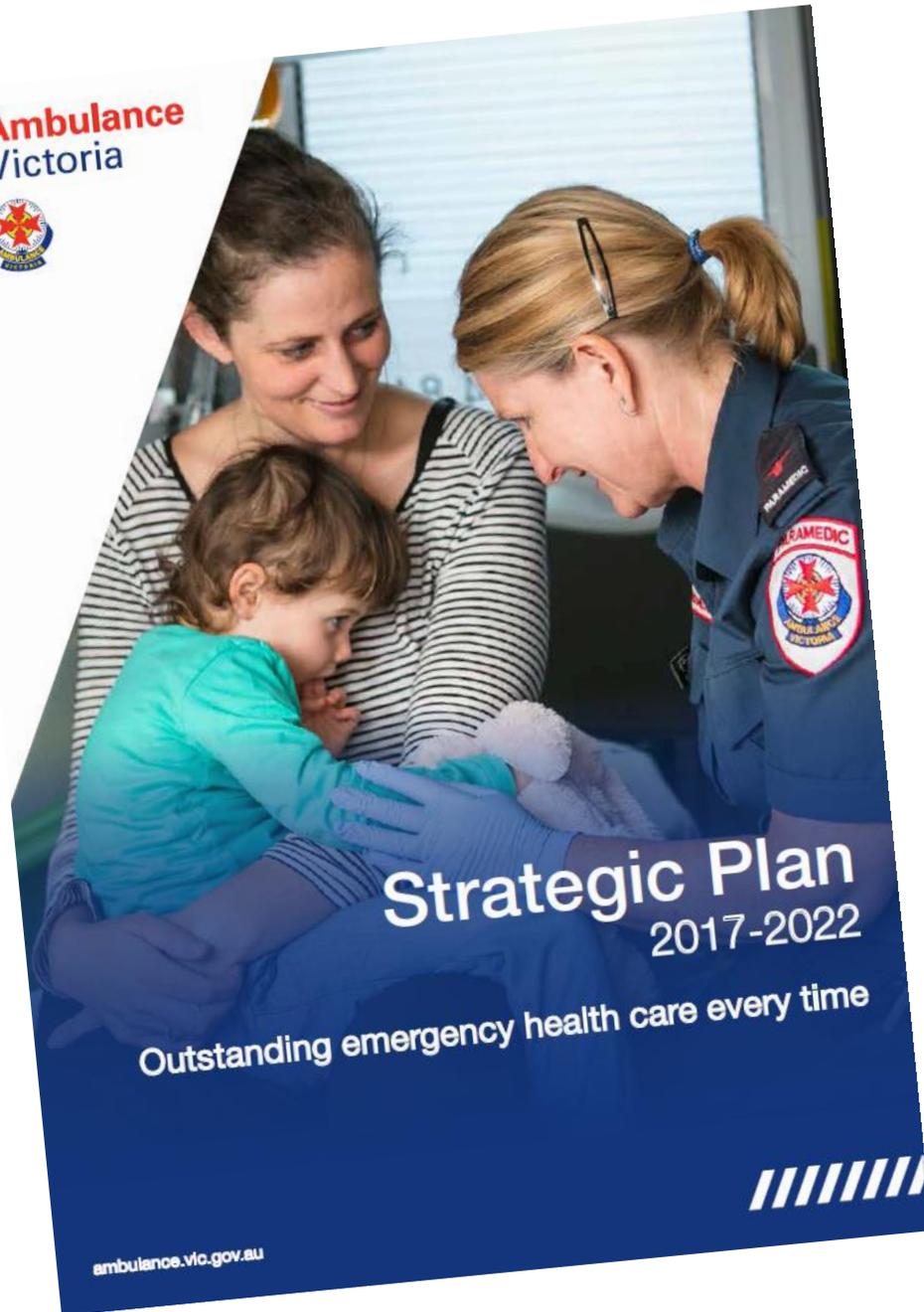
Ambulance
Victoria



Strategic Plan Progress

January – June 2021

Ambulance
Victoria



Strategic Plan 2017-22

- ▶ AV's five year Strategic Plan was approved by the Minister for Ambulance Services in June 2017, following consultation with AV people, partners and the community.
- ▶ AV provides biannual updates to the Board on progress against the Strategic Plan.
- ▶ This progress update is placed on the AV website and shared with the Department of Health (post approval by Board) to highlight the performance and achievements of the organisation in the previous six months.



Foreword

The COVID-19 pandemic forced us to substantially change the way we work. Despite living through the most challenging year in AV's history, our people demonstrated commitment and dedication, and have adapted to the demands of COVID-19.

We recognise we are not alone in these challenges. The state health system and the wider community have also been tested. Despite this, the resilience of our people, and our adaptability as an organisation, have enabled us to deliver a flexible, scalable, and tailored response to the pandemic, while we continued to deliver emergency health care to the level expected by the Victorian community. While we have achieved many of our strategic priorities, some of what we set out to achieve was put on hold while the organisation focused on responding to COVID-19.

Beyond the pandemic, AV is confronting some uncomfortable challenges within its culture. In late 2020, the Victorian Equal Opportunity and Human Rights Commission was engaged to perform a review into workplace equality. Our intention is to act upon the findings and recommendations of the review, and to embrace the change needed to ensure AV is a safe, equal, and inclusive place to work. This will be a significant piece of work involving all parts of the organisation, and all of our people. It will continue into the period of the next strategic plan and beyond.

These and many other factors will be considered as we review the progress of the Strategic Plan 2017-2022.





| Our Priorities | Achievements January – June 2021 | Progress |
|---|--|----------|
| Providing safe, high quality, timely and expert patient care every time | ▶ Created five online learning modules for the ongoing development of paramedics to support the embedding of the Patient Assessment Standards. The learning modules are scheduled for delivery during Q1 FY22 | |
| | ▶ Improved AV's Emergency Response Plan, to include an Extreme Workload and Demand subplan to address demand increases across the state, as the Victorian community emerges from the COVID-19 pandemic | |
| | ▶ Introduced additional rural resources in Benalla, Lakes Entrance, Torquay, Castlemaine, Bannockburn, Daylesford and Ballan. Introduced Peak Period Units in Eaglehawk, Gisborne, Churchill and Bellarine (MICA) and delivered single officer upgrades in Avoca, St Arnaud and Beechworth | |
| | ▶ Established the Safeguarding Care Program, to ensure AV has the structures and supports in place to meet its requirements under the Family Violence and Child Safe legislation, and that our most vulnerable patients have their care needs addressed appropriately | |
| Connecting people with the care they need | ▶ Progressed the Mobile Stroke Unit 2 design and submitted a proposal to the Department of Health for the build and implementation phases | |
| | ▶ Commenced the design phase for the "Better at home" project, an enhanced residential in reach coordination pathway, which aims to better connect and coordinate Triple Zero calls from residential aged care facilities to the appropriate healthcare pathway | |
| | ▶ AV was awarded the Human Centred Service Delivery Award from Institute of Public Administration Australia (Victoria) for the TelePROMPT project. AV will continue to deliver TelePROMPT by providing mental health clinical expertise via telehealth to patients experiencing mental health issues and connecting them to the care they need | |
| Helping people to make informed decisions about their emergency health care | ▶ Convened the Complex Caller Panel, to improve the response for patients with Complex care needs, focussing on paediatric patients with behaviours of concern, and patients with drug or alcohol dependencies, who frequently call Triple Zero. | |
| Using research and evidence to continuously learn and improve our services | ▶ Completed enrolment of over 300 patients into the AVOID- 2 (LignocAine Versus Opioids In myocarDial infarction) trial across MICA and ALS Paramedics in the Metro region. Hospital and outcome data collection will continue into FY22 | |
| | ▶ Recommended patient enrolment into the PASS trial (Paramedic Antibiotics for Severe Sepsis) after being placed on hold during COVID. The PASS study is a phase 2 randomised controlled trial of the pre-hospital administration of intravenous antibiotics in patients with suspected sepsis aiming to reduce the time to antibiotic administration when compared with standard care in the Emergency Department | |
| | ▶ Contributed to the success of the Patient Care Academy by providing epidemiological profiles of patient cohorts using the Research and Evaluation linked data set | |





| Our Priorities | Achievements January – June 2021 | Progress |
|---|--|----------|
| Working with communities to deliver local emergency health care solutions | ▶ Delivered a digital engagement campaign, which increased the number of GoodSAM responders by 2,500 to a total of 14,700 | |
| | ▶ Progressed the Heart Safe Communities Program across 17 new sites. This has increased the number of community members trained in CPR, and new AEDs purchased and registered within the community | |
| | ▶ Convened our Partnering with Consumers Committee, to oversee and deliver an action plan to address areas where AV can comprehensively partner with consumers to improve patient experience and quality of care provided | |
| Collaborating with our partners to improve health outcomes | ▶ Supported ESTA in the implementation of the CAD Sustain program, to upgrade end of life CAD software, reducing the risk of system instability and outages | |
| | ▶ Completed the upgrade of Riskman Victorian Health Incident Management System (VHIMS) database to enable consistent incident reporting, in alignment with DH requirements | |
| | ▶ Partnered with HeadSpace Geelong to deliver a ‘Mental Health Pulse Check’ engagement program in Geelong high schools | |
| | ▶ Progressed the partnership with Scope, a National Disability Insurance Agency service provider, to develop a communication access tool for those with complex communication needs | |
| Planning for, and responding to, major events and emergencies | ▶ Developed a statewide conceptual response model as a key step in enhancing AV’s ability to provide specialist response capability for major incidents and special hazards | |
| Sharing knowledge, experience and data | ▶ Developed a ‘Call Push Shock’ video into five commonly spoken languages, to assist Paramedics when engaging with the community | |
| | ▶ Developed and translated community engagement resources into ten commonly spoken languages, to assist Paramedics when engaging with the community. These are available on the Community and Stakeholder Engagement Portal on the AV intranet | |

On Track Monitor At Risk Complete





| Our Priorities | Achievements January – June 2021 | Progress |
|--|--|----------|
| Keeping our people safe, and physically and psychologically well | ▶ Commenced development and implementation of the Skills for Life Adjustment and Resilience (SoLAR) pilot Research program targeting staff who are experiencing mild to moderate distress, to ascertain the benefit and impact of the evidence-based modules in skills development to support recovery and wellbeing | |
| | ▶ Completed the VACU Network review and redesign, with the network expanding to 121 clinicians supporting our people state wide | |
| Providing an inclusive and flexible workplace | ▶ Developed a draft Reflect Reconciliation Action Plan in conjunction with community members; to be progressed to endorsement in FY22 | |
| | ▶ Progressed implementation of the Gender Equality Act, with the introduction of Gender Impact Assessment processes and planning, leading to the development of a Gender Equality Action Plan in FY22 | |
| | ▶ Developed a whole of Metro Melbourne roster concept model, providing a platform to pilot proposed roster guidelines in FY22 | |
| Developing a culture of continual learning and development | ▶ Launched the Learning Hub as a contemporary Learning Management System, with a future roadmap of new features including mobile learning to be launched in FY22 | |
| | ▶ Implemented the Clinical Credentialing Framework to ensure AV continues to provide best care with capable and credentialed clinicians | |
| Embedding an ethical, just and respectful culture | ▶ Developed and launched 'Thanks' tool for peer-to-peer recognition to increase the volume and visibility of recognition, while amplifying AV Values | |
| | ▶ Established an Integrity Community of Practice, with representative membership to strengthen integrity capability, further develop ethical professionalism across AV and address integrity risks | |
| | ▶ Completed phase 2 of the Cultural Safety and Equity Action plan, which included completion of five local projects of specific cultural significance to the area, through forging links and engagement with local Aboriginal and Torres Strait Islander Communities | |

On Track Monitor At Risk Complete





| Our Priorities | Achievements January – June 2021 | Progress |
|--|---|----------|
| Embracing innovative ideas, systems and technology | ▶ Continued to implement the Digital Workplace Strategy. This includes infrastructure to support the Ambulance Data Hub and rollout of AV's modern 2-in-1 HP tablets with Office 365 and One Drive | |
| | ▶ Continued to roll out the NBN initiative, providing improved connection speeds and improved reliability of AV's network connections | |
| | ▶ Implemented a Supplementary Alerting Service application across Rural Victoria, in a joint project with EMV and other agencies. The smart phone application provides an additional mechanism for receiving alerting messages by AV crews, as well as supporting navigation to events | |
| Being accountable for our actions and outcomes | ▶ Continued to enhance Cybersecurity at AV with ongoing enhancement of DH Cybersecurity controls, in the areas of data loss prevention, network security, computer hardening, cloud security and end user computing. This has contributed to the outcome of successfully protecting AV against increasing Cybersecurity threats and no data breaches in FY20/21 H2 | |
| | ▶ Continued to implement actions detailed within the Asset Management Strategy, with a total of 13 of 17 action items completed | |
| Improving our integrated service model | ▶ The Enterprise Resource Planning project has built the core UKG rostering and claims product, with solutions identified for functional gaps between the product and AV's requirements. The solution will support the rostering and claims needs of the organisation and allow for replacement of the existing end-of-life solutions | |
| | ▶ Progressed the Digital Radio Upgrade for Rural project, through selection of a radio equipment vendor and device models and set-up of a decommissioned ambulance to use as a testing platform to ensure successful use on AV's operational platform | |
| | ▶ Developed a Business Case for implementation of a Mobile Data Network for regional Victoria. The Business Case was approved by the AV Board and is being progressed with Emergency Management Victoria to determine funding options | |
| Operating in a financially and environmentally sustainable way | ▶ Optimised services and subscriptions resulting in cost avoidance of approximately \$400,000 across Azure cloud and mobile data and telephony | |
| | ▶ Continued to work with DH to identify a sustainable approach to funding AV, albeit at a significantly slowed pace due to the COVID-19 pandemic. DH ensured AV was fully reimbursed for both COVID-19 related costs and lost transport revenue, as well as providing additional funding to meet increased demand as the state emerged from lockdowns in early 2021 | |

On Track Monitor At Risk Complete

