

Ambulance Victoria's (AV) 2017-22 Strategic Plan was approved by the Minister for Ambulance Services in June 2017, following consultation with our people, partners and the community.

The COVID-19 pandemic has 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.

2017-22 Strategic Plan update July to December 2021

Our Priorities

Achievements

Progress



Outcome 1 An exceptional patient experience

► Through the Ambulance Performance Improvement Program FY22-25, expedited the implementation of additional operational resources including 22 Medium Acuity Transport Service units (15 Metro & 7 Rural), four Peak Period Units (Mernda, Craigieburn, Boronia, Templestowe) and four 24-hour branch conversions in rural Victoria (Mansfield, Yarrowonga, Cobram, Korumburra); four Peak Period Units (Leongatha, Moe, Warragul, Bendigo) and three new 24-hour teams (Thomastown, Bayswater, Hoppers Crossing) in Metropolitan Melbourne.

On Track

Our Priorities	Achievements	Progress
Providing safe, high quality, timely and expert patient care every time	▶ An additional 64 Referral Service Triage Practitioners have commenced training with expanded facilities in Burwood East fitted out and commissioned. Practitioner Assist model commenced in November 2021 to support increased demand for triple zero services during COVID.	On Track
	▶ Increased staffing across Rural by an additional 56 paramedics and Team Managers.	Complete
	▶ The Ramped Care Plan was completed and implemented as part of the Metro Clinical Plan to ensure the operational workforce has a clearly linked, coordinated, and easy to understand process for delivery of best care when waiting at hospital.	Complete
	▶ Developed and published the Documentation Standard, developed the Mediation Safety Standard and the Infection Control Standard to direct and maintain safe and high quality care.	Complete
	▶ Established the Complex Patient Ambulance Vehicle (CPAV) Review to ensure we have a fit for purpose platform and response model to transport patients with complex needs across the state.	On Track
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	▶ The Safeguarding Care Program progressed work to develop AV's systems and structures to meet requirements under the Family Violence and Child Safe legislation, supporting our most vulnerable patients to have their care needs addressed appropriately.	On Track
	▶ Commenced planning procurement activities to support the build phase of Mobile Stroke 2, following funding confirmation from DH.	On Track
	▶ In response to COVID-19, three tranches of grid changes were undertaken with a total of 35 event types being downgraded, resulting in an increase in lower acuity events being diverted to Triage Services for secondary triage. Since implementation, there has been extensive patient safety monitoring and reporting in place through the COVID-19 Patient Safety Monitoring Group. The changes have been assessed as appropriate in the current operating environment and will be re-evaluated in early February 2022. Research and Evaluation are preparing a comprehensive evaluation to assess these changes and their appropriateness in a business as usual environment.	On Track
	▶ Progressed the design phase for the AV Care Connect project (previously known as <i>Better at home</i>) focusing first on 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.	On Track
▶ Established the AV Mental Health Reform project team and governance, commencing engagement with DH, Victoria Police and ESTA.	On Track	

Our Priorities	Achievements	Progress
	<ul style="list-style-type: none"> ▶ The Advancing Paramedic Roles Implementation Program (APRIP) project progressed the trial of a community paramedic model of care with the Tallangatta and at Mallee Trak Health Services. Six Paramedic Community Support Coordinators completed a Community Paramedic course delivered by Monash University to support the trial of extended skills at these locations. 	On Track
Helping people to make informed decisions about their emergency health care	<ul style="list-style-type: none"> ▶ AV's Patient Charter was updated to align with the latest edition of the Australian Charter of Healthcare Rights, providing a strengthened focus on person-centred care, health literacy, shared decision making, and partnership in action. 	On Track
Using research and evidence to continuously learn and improve our services	<ul style="list-style-type: none"> ▶ Commenced a review into paediatric suitability of agitated psychiatric restraint system following health and safety incidents, utilising clinical and patient safety data to inform best practice and equipment options. 	On Track
	<ul style="list-style-type: none"> ▶ Developed a targeted approach to monitoring and reporting patient safety incidents in the COVID environment to rapidly recognise and respond to patient safety issues and risks. 	On Track
	<ul style="list-style-type: none"> ▶ Developed a risk rating system using AV and hospital linked datasets to inform changes to the Clinical Response Model and COVID grid, that seeks to optimise the use of AV operational resources for patient need/acuity. 	On Track
	<ul style="list-style-type: none"> ▶ Established a semi-automated cultural safety and equity performance monitoring dashboard for oversight of key metrics to drive regional and organisational improvement efforts. Oversight and monitoring of key cultural safety and equity performance measures are to inform and drive local regional initiatives that improve Aboriginal cultural safety and equity across vulnerable patient groups. 	On Track
	<ul style="list-style-type: none"> ▶ Contributed to the development of evidence based patient pathways under the Patient Care Academy model by providing epidemiological profiles of patient cohorts using the Research and Evaluation hospital linked data set. This allows AV to provide informed and tailored pathways to the health and social needs of the people who use our services/require care. 	On Track
 <p>Outcome 2 Partnerships that make a difference</p>		
Working with communities to deliver local emergency health care solutions	<ul style="list-style-type: none"> ▶ Conducted a proactive Shocktober campaign throughout October that educated 6,500 Victorians via online training sessions how to perform CPR and use an AED. An additional 1,000 people signed up to the GoodSAM program. 	Complete
	<ul style="list-style-type: none"> ▶ Commenced the Safe Treatment of Atrial Fibrillation (AF) in the Community (STAY) trial in collaboration with the Austin hospital. 	On Track

Our Priorities	Achievements	Progress
	<p>▶ Working collaboratively with system partners, AV commenced program scoping and planning for implementation of Recommendation 10 from the Royal Commission into the Victorian Mental Health system which involves introducing AV as the first line response to all Mental Health calls.</p> <p>▶ Partnered with the Stroke Foundation to deliver National Stroke Week engagement program. Community engagement aimed at increasing community awareness of knowing the signs and symptoms of stroke and when to respond, included virtual training sessions, media and social media support.</p> <ul style="list-style-type: none"> • The Act F.A.S.T. Save Lives presentation was delivered by our paramedics virtually to 14 community groups, reaching a total of 362 Victorians. • An exclusive double page spread in the Herald Sun went behind the scenes of the Victorian Stroke Telemedicine Service through the eyes of a patient. • The warning signs for stroke and the benefits of VST were promoted through articles and interviews in regional newspapers and radio. • Our social campaign had a reach of 113,773 and generated 12,690 engagements. 	<p>On Track</p> <p>Complete</p>
<p>Planning for, and responding to, major events and emergencies</p>	<p>▶ Commenced the Virtual ED project in collaboration with Northern Health. This established a telehealth referral pathway for both COVID Positive patients and general ED that had positive impacts on Ambulance and hospital performance.</p> <p>▶ 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</p>	<p>On Track</p> <p>On Track</p>
<p>Sharing knowledge, experience and data</p>	<p>▶ Signed an MoU with Monash University to train their paramedicine students to deliver core AV programs aimed at improving out of hospital cardiac arrest (OHCA) survival.</p>	<p>On Track</p>
<div style="display: flex; align-items: center;">  <div> <p>Outcome 3</p> <p>A great place to work and volunteer</p> </div> </div>		
<p>Keeping our people safe, and physically and psychologically well</p>	<p>▶ Progressed 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. Intake of 30 participants to Dec 2021. Program extended to Jan 2022 with final report March 2022.</p> <p>▶ Maintained certification against two key standards; ISO 9001: Quality Management Systems and ASNZ 4801: Occupational Health and Safety Management systems, ensuring that quality systems and processes are in place and are effective in complying with these safety actions.</p>	<p>On Track</p> <p>Complete</p>

Our Priorities	Achievements	Progress
Psychologically well	<ul style="list-style-type: none"> ▶ Continued development and implementation of solutions to improve Workplace Equality and people welfare. Opportunities are continuously being identified and reviewed to improve the employee experience, utilising data and insights to identify key areas of focus. ▶ Commenced the Paramedic Heat Mitigation project to ensure paramedics working in extreme heat environments had appropriate core temperature cooling aids that were well researched and effective. 	<p style="text-align: center;">On Track</p>
Providing an inclusive and flexible workplace	<ul style="list-style-type: none"> ▶ Developed draft Reflect Reconciliation Action Plan in conjunction with community members, and submitted to Reconciliation Australia. First round of feedback received, and in progress of amendments, and further submission ahead of endorsement by Reconciliation Australia in FY22. ▶ Continued 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 detailed Metro roster proposal that aims to improve fatigue, maintain/increase operational coverage, provide equity in night shift distribution and is palatable to the workforce (i.e. maintains 4 on, 4 off arrangements). Commenced development of a Business Case to seek funding and progress to consultation for a pilot in two Ambulance Service Areas (to commence prior to June 2022). 	<p style="text-align: center;">On Track</p> <p style="text-align: center;">On Track</p> <p style="text-align: center;">Monitor</p>
Developing a culture of continual learning and development	<ul style="list-style-type: none"> ▶ Completion of project to introduce Learning Hub, a contemporary Learning Management System supporting mobile learning, and in-field assessments. ▶ Commenced a partnership with Victoria University Footscray and Monash University Notting Hill campus, to provide two integrated learning and training hubs for graduate paramedics, operational and corporate staff. This will enable the ability to provide high a fidelity training environment in a modern and cost effective manner. ▶ Implemented a regional approach to building capacity and capability for education, training, and learning within all craft groups, with an emphasis on increasing qualified MICA resources throughout Victoria ▶ Commenced fourth year partnership with Rotary Victoria to support our AV Leadership Mentoring Program, providing emerging leaders with personal and professional support for their development. 	<p style="text-align: center;">Complete</p> <p style="text-align: center;">On Track</p> <p style="text-align: center;">On Track</p> <p style="text-align: center;">On Track</p>
Embedding an ethical, just and respectful culture	<ul style="list-style-type: none"> ▶ Supported and coordinated AV input into the Workplace Equality Review by the Victorian Equal Opportunity and Human Rights Commission and actions taken to support the release of the Volume 1 Safety, Respect and Trust report. ▶ Development of complaint data analysis, to identify trends and key risk areas. Continued review of available organisational data to expand the data analytics and developed enhanced reporting on complaints including regular engagement with management teams regarding complex case management. ▶ 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. 	<p style="text-align: center;">On Track</p> <p style="text-align: center;">On Track</p> <p style="text-align: center;">Complete</p>

Our Priorities	Achievements	Progress
	<ul style="list-style-type: none"> ▶ Scoped and commenced phase 3 of the Cultural Safety and Equity Action Plan, which includes the development of a communication plan to reinforce training on “asking the question” on Aboriginal status. 	On Track
	<p>Outcome 4 A high performing organisation</p>	
<p>Embracing innovative ideas, systems and technology</p>	<ul style="list-style-type: none"> ▶ Established an electronic clinical audit platform to standardise and streamline audit practices and drive continuous quality improvement. 	On Track
	<ul style="list-style-type: none"> ▶ Commenced the Ambulance Community Officer (ACO) centralised resource management project and initiated the transfer of ACO rostering from Clinical Operations across to the rostering team. This change enables the Rosters Department to manage all ACO rostering functions including full shift vacancies and planned rostering for a centralised approach improving efficiency. 	On Track
	<ul style="list-style-type: none"> ▶ Continued to implement the Digital Workplace Strategy, including infrastructure to support the Ambulance Data Hub and rollout of AV’s modern 2-in-1 HP tablets with Office 365 and One Drive. 	On Track
	<ul style="list-style-type: none"> ▶ Continued to roll out the NBN initiative, providing improved connection speeds and reliability of AV’s network connections. 	On Track
	<ul style="list-style-type: none"> ▶ Successful completion of the Contactless Patient Care Record (PCR) Pilot with Royal Melbourne Hospital. PCRs can be made available electronically to hospitals & AV can cease printing paper copies. Contactless PCR is ready to be rolled out across hospitals using an electronic medical record in the Emergency Department. 	On Track
	<ul style="list-style-type: none"> ▶ Commenced analysis and planning to build a case to migrate from private data centres to public cloud to further leverage mature and more flexible or functional cloud capabilities. 	On Track
<p>Being accountable for our actions and outcomes</p>	<ul style="list-style-type: none"> ▶ Continued to implement actions detailed within the Social and Environmental Responsibility Action Plan, with a total of 31 of 37 action items completed for Horizon 2 to provide an overarching plan by which AV can apply social and environmental responsibility management to achieve its related enterprise performance objectives. 	On Track
	<ul style="list-style-type: none"> ▶ AV continues to work with and advocate to DH to identify sustainable funding, the COVID-19 pandemic continues to impact the progress on this. DH has continued to fully reimburse AV for increased expenditure and lost transport revenue associated with its response to COVID-19 pandemic. 	On Track
	<ul style="list-style-type: none"> ▶ Asset Management Strategy now has 14 of 17 actions either complete, in progress or ongoing, the remaining items are not yet scheduled to commence in accordance to our timelines. 	On Track

Our Priorities	Achievements	Progress
	<ul style="list-style-type: none"> ▶ Ongoing improvements to cybersecurity controls have been implemented with a focus on network access control and additional network segmentation. In order to address an increasing number of security vulnerabilities being announced in commercial and open-source software, the focus has been on prioritised target analysis and mitigation rather than general improvements. 	On Track
Improving our integrated service model	<ul style="list-style-type: none"> ▶ Commenced the Patient Transport Review, a multi-year review that aims to identify efficiencies and improvement opportunity within the Patient Transport arm of AV. 	On Track
	<ul style="list-style-type: none"> ▶ Commenced the Transport Framework project to review the enforcement of medically necessary/clinical monitoring criteria for Non-Emergency pre-booked workload. 	On Track
	<ul style="list-style-type: none"> ▶ Transitioned from the Vodafone paging service to SMS via mobile in the Metro region. This change enables use of the service (Zoll) phones in each ambulance, maintains continuity of operational messaging and has a lower annual cost of service. Work has also commenced on options for a longer term operational messaging solution. 	On Track
	<ul style="list-style-type: none"> ▶ Commenced the Ambulance Improvement Plan package of analytical works that provides guidance on how response times can be stabilised and improved post COVID. The plan will identify more innovative ways to meet increasing emergency demand considering the increasing challenges in the wider health services. 	On Track
	<ul style="list-style-type: none"> ▶ Continued the Digital Radio Upgrade for Rural project with the selection of a radio equipment vendor and device models. Delays experienced with vendor hardware, prior to commencement of testing with the set up of a decommissioned ambulance to use as a testing platform to ensure successful use on AV's operational platform. 	Monitor
Operating in a financially and environmentally sustainable way	<ul style="list-style-type: none"> ▶ Developed the AV Climate Adaptation Action Plan 2021–2025 and agreed reporting obligations. 	Complete