

The Ambulance Victoria (AV) 2017-2022 Strategic Plan has been extended for an additional 12 months through to 30 June 2023 due to the significant and unprecedented COVID-19 demands, and the Victorian Equal Opportunity and Human Rights Commission (VEOHRC) Review. The Minister for Ambulance Services, on the recommendation of the AV Board and with the support of the Department of Health, endorsed the extension. This pause to development of the next Strategic Plan will create time to consider learnings and wider community and health system needs. Development of the new Strategic Plan project will recommence mid-2022, with the new Plan to be approved ahead of 1 July 2023 launch.

The COVID-19 pandemic has been the most challenging period in AV's history. It has forced us to substantially change the way we work, and our people have demonstrated commitment and dedication and adapted to the COVID-19 demands. 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 Victorian community.

AV has introduced the Equality and Workplace Reform (E&WR) Division to act upon the VEOHRC Review findings and recommendations, 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 share progress of the Strategic Plan.

## Ambulance Victoria Strategic Plan update January to June 2022

### Our Priorities

### Achievements

### Progress



**Outcome 1**  
An exceptional patient experience

▶ Through the Ambulance Performance Improvement Program FY22-25 January to June period an additional two Peak Period Units were implemented in Bendigo and Warragul providing increased road capacity. We also welcomed additional Communications Support Paramedics into the Metro and Rural communications centres providing additional clinical support during the call taking and dispatch processes and improving staff workload in the communications centres.

**Complete**

Our Priorities	Achievements	Progress
Providing safe, high quality, timely and expert patient care every time	<p>▶ FY22 saw an additional 99 Triage Practitioners appointed and trained in our Referral Service Team. This exceeded the plans for an additional 64 practitioners to be appointed and has considerably enhanced the service offered to our Referral Patients. Phase One of the facility upgrades at our Burwood East site were completed with Phase Two scheduled to be completed in July 2022. The facility upgrades will accommodate Triage Services growth including additional practitioners, leads and AV Care Connect roles. The facility design allows for future care co-ordination pathways and has also provided appropriate facilities for the Communications Centres and Resource Hub.</p>	Complete
	<p>▶ Review of the existing Complex Patient Ambulance Vehicle model has been completed and issues impacting efficient delivery, optimal care of patients and safety of staff have been identified. A workplan for addressing identified issues is being established to ensure we have a fit for purpose platform and response model to transport patients with complex needs across the state.</p>	On Track
	<p>▶ The Safeguarding Care Program progressed work to improve AV's systems and structures to meet information sharing requirements under the Family Violence and Child Safe legislation. Development of a performance monitoring dashboard for governance and oversight, and co-designed a training package including with lived experience consumers, for enhanced staff responses to family violence, supporting our most vulnerable patients to have their care needs addressed appropriately was also undertaken.</p>	On Track
	<p>▶ The commercial and procurement activities have been completed to enable commencement of the build phase for Mobile Stroke 2. Orders have been placed for the vehicle, rear container and build. The Department of Health was briefed in March 2022 regarding the revised go-live timeframe of July 2023, as a result of a delay in the vehicle delivery, due to global demand and ongoing supply shortages related to the COVID-19 pandemic.</p>	Monitor
	<p>▶ Grid changes have been implemented. Research and Evaluation will continue to assess introduced grid changes which direct lower acuity events to Triage Services for secondary triage. Subject to the outcomes of the evaluations, further work will be undertaken to determine whether any additional changes are required to the Clinical Response Model.</p>	Complete
	<p>▶ Designed an alternative care pathway that connects and coordinates Triple 000 calls from residential aged care facilities to better meet the patient needs and avoid unnecessary transport to hospital Emergency Departments, minimising unnecessary, disruptive, and stressful transfers for patients in residential aged care facilities. This pathway is also under the Older Person Care Connect and will go live in July 2022.</p>	Complete

Our Priorities	Achievements	Progress
	<p>▶ Building works completed including:</p> <ul style="list-style-type: none"> <li>• New 5 bay, 6 bed branch at Templestowe, the first in the Manningham local government area. The new facility provides additional space for future service growth in this area.</li> <li>• New 5 bay, 6 bed branch at Lilydale to replace the old branch which was at end of life.</li> <li>• Delivered seven paramedic accommodation locations at Avoca, Bright, Heywood, Lismore, Rupanyup, Skipton and Warrnambool to support provision of service to regional Victoria.</li> <li>• Renovations to Daylesford, Mansfield and Yarrowonga branches to support conversion to 24hr service in these locations.</li> </ul> <p>▶ AV has collaborated with partner agencies Department of Health, Department of Justice and Community Services, Victoria Police, and Emergency Services Telecommunications Authority, to develop a multi-year Mental Health Reform implementation plan. Achievements include multi-agency data analysis to inform future service model design, call codes in scope of a health-led response, future mental health caseload estimates to inform resource planning, as well as AV review and feedback of the draft Mental Health and Wellbeing legislation.</p> <p>▶ To complete the Advancing Paramedic Roles Implementation Program project trial period, a report package including evaluation and supplementary reports has been developed for presentation to the Department of Health. Further development and trial of a Community Paramedic model is dependant on evaluation discussions and resourcing requirements being met.</p>	<p>Complete</p> <p>On Track</p> <p>Complete</p>
Helping people to make informed decisions about their emergency health care	<p>▶ Completed updates to AV's Patient Charter 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.</p>	Complete
Using research and evidence to continuously learn and improve our services	<p>▶ Completed development of a targeted approach to monitoring and reporting patient safety incidents in the COVID-19 environment to rapidly recognise and respond to patient safety issues and risks.</p> <p>▶ Completed development of 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.</p> <p>▶ Completed establishment of 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.</p> <p>▶ 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.</p>	<p>Complete</p> <p>Complete</p> <p>Complete</p> <p>Complete</p>

Our Priorities	Achievements	Progress
<div style="display: flex; align-items: center; justify-content: space-between;"> <div style="text-align: center;">  </div> <div style="text-align: center;"> <h2 style="margin: 0;">Outcome 2</h2> <p style="margin: 0;">Partnerships that make a difference</p> </div> </div>		
<p>Working with communities to deliver local emergency health care solutions</p>	<ul style="list-style-type: none"> <li>▶ Developed local government area profiles and regional engagement plans, to better understand and respond to local community needs.</li> </ul>	Complete
	<ul style="list-style-type: none"> <li>▶ Created accessible community engagement materials for Victoria's 10 most commonly spoken languages. It includes information on what to do in a health emergency and when to call Triple Zero (000).</li> </ul>	Complete
	<ul style="list-style-type: none"> <li>▶ Heart Safe Community (HSC) is a public health initiative improving survival from out-of-hospital cardiac arrest by empowering bystanders to step in and have a go at CPR and using an AED. Graduated 17 HSC locations and preparing to expand the program into 12 new locations. Engaged 63 new GoodSAM responders, 169 new publicly accessible AEDs, 85 of which are available to the community 24/7, and over 5,300 people trained in Call Push Shock.</li> </ul>	Complete
<p>Collaborating with our partners to improve health outcomes</p>	<ul style="list-style-type: none"> <li>▶ Partnered with the Stroke Foundation to improve stroke health outcomes by educating the community to recognise the signs of a stroke and how to act F.A.S.T. in an emergency.</li> </ul>	Complete
<p>Planning for, and responding to, major events and emergencies</p>	<ul style="list-style-type: none"> <li>▶ Victorian Virtual Emergency Department has been rolled out statewide and is experiencing around 200 referrals per day and &gt;75% diversion from Emergency Departments. Work has commenced to further integrate with the AV Care Connect project and referral pathways from residential aged care facilities.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>▶ The Emergency Management Unit (EMU) has re-established the Specialist Response Working Group comprising of representation from all AV regions and subject matter experts. This group is further supported by a working group formed between the Operational Improvement and EMU departments. Development of the model and implementation plan is underway with additional future needs also identified and models being developed. Some limited training has been delivered to support ad-hoc capability, with further to be delivered in FY23.</li> </ul>	On Track
<p>Sharing knowledge, experience and data</p>	<ul style="list-style-type: none"> <li>▶ Training package prepared for Monash University students to deliver core AV programs aimed at improving out-of-hospital cardiac arrest (OHCA) survival including teaching 'Call Push Shock' into schools around the State. Training scheduled to begin in August 2022.</li> </ul>	Complete
<div style="display: flex; align-items: center; justify-content: space-between;"> <div style="text-align: center;">  </div> <div style="text-align: center;"> <h2 style="margin: 0;">Outcome 3</h2> <p style="margin: 0;">A great place to work and volunteer</p> </div> </div>		

Our Priorities	Achievements	Progress
Keeping our people safe, and physically and psychologically well	<p>▶ Completed the Skills for Life Adjustment and Resilience (SoLAR) pilot research program targeting staff who are experiencing mild to moderate distress. Preliminary analysis demonstrates a significant positive effect of the SoLAR program on mental health outcomes in AV employees. Pre and post screening of participants demonstrated significant reductions in anxiety, depression, PTSD symptoms and burnout in those that completed the program. Final Report recommendations will include that SoLAR be considered as an early intervention pathway for care for our people.</p>	Complete
	<p>▶ Continued delivery of 'Smart Moves', a three-day continuing education program for paramedics and first responders dedicated to safe manual handling and patient movement practices to continually improve our focus on workplace injury prevention and patient safety.</p>	On Track
	<p>▶ The Paramedic Heat Mitigation project pilot concluded in late March and is currently being evaluated with shared learnings to be communicated. This projects aims to ensure paramedics working in extreme heat environments have appropriate core temperature cooling aids that were well researched and effective.</p>	On Track
Providing an inclusive and flexible workplace	<p>▶ AV's draft AV Reflect Reconciliation Action Plan was submitted to Reconciliation Australia for second review and endorsement in May 2022 with final endorsement anticipated in July 2022. Steps will be taken to communicate a graphically designed document to be ready by September 2022. Implementation has been extended to June 2023 and will be commenced upon recruitment of the Lead for Aboriginal &amp; Torres Strait Islander role within Equality and Workplace Reform Division.</p>	On Track
	<p>▶ Gender Equality Action Plan (GEAP), which includes the results of Workplace Gender Audits and strategies for improving workplace gender equality within AV, was submitted to the Committee for Gender Equality in June 2022. Communication of the GEAP and implementation will commence Q1 FY23.</p>	On Track
	<p>▶ A phased roll out of the Metro roster proposal has been developed and is on track for implementation subject to a funding source being secured. The Metro Concept roster proposal aims to reduce fatigue through the removal of 10/14 rosters, improve coverage during peak demand periods while also staggering shift start and finish times to reduce resourcing gaps during meal break periods.</p>	On Track
	<p>▶ Launched a staff clinical discussion series 'Points of view' aimed at promoting open discussion and reflective practice on clinical care hot topics. This online interactive forum, aimed at promoting continuous learning and improvement, deep dives into clinical care and practice, providing the opportunity for staff reflections and learnings from cases with input from internal and external clinical subject matter experts.</p>	On Track
	<p>▶ AV has executed an agreement with Victoria University that will deliver an integrated, high fidelity training hub for graduate paramedics, operational and corporate staff. Works to the facility have commenced with occupancy expected to occur in August / September 2022. Negotiations to enact a similar agreement with Monash University are progressing.</p>	On Track

Our Priorities	Achievements	Progress
Developing a culture of continual learning and development	<p>▶ The implementation of 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, has been unavoidably delayed. Competing priorities relating to the training of approximately 1500 surge responders as well as COVID resourcing has impacted the Operations Capability Team. This work will recommence in FY23 with a model expected for delivery in the first half of the 2023 calendar year.</p>	On Track
	<p>▶ The fourth year partnership with Rotary Victoria to support our AV Leadership Mentoring Program, providing emerging leaders with personal and professional support for their development, continues to progress well and will conclude in November 2022. Participants are undertaking improvement initiatives with the aim to bring about organisational and community benefits and outcomes. These will be presented to AV Executive Committee for review and up-scaling opportunities.</p>	On Track
Embedding an ethical, just and respectful culture	<p>▶ A draft program management plan to deliver the VEOHRC reforms has been developed and is under review in-line with the FY23 budget process; the plan includes a governance framework, sequencing and prioritisation of reforms to reflect AV's response and the roadmap forward. The structure for the Equality &amp; Workplace Reform Division has been finalised and recruitment has commenced.</p>	On Track
	<p>▶ AV has also commenced implementation of a number of priorities in response to the VEOHRC recommendations, including:</p> <ul style="list-style-type: none"> <li>• Making work environments more secure with the installation of privacy locks across all regional and metro buildings</li> <li>• Development of tender documentation for redesign of AV's Organisational Values</li> <li>• Identification of independent providers of restorative engagement schemes and the key elements of each scheme, these are under consideration for AV to determine the way forward</li> <li>• Identification of a service provided to administer 'anonymous reporting pathways', enabling staff to raise concerns about unlawful or harmful workplace conduct without providing identifying information. Next steps are being considered.</li> <li>• Facilitation of a workshop to review AV's current work and progress to create a 'fair report and complaint system', and what AV needs to deliver for this important set of reforms</li> </ul>	On Track
	<p>▶ Provided support and coordination of 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 &amp; 2 Safety, Respect and Trust report.</p>	Complete
	<p>▶ A complaints dashboard has been developed to analyse complaint data identifying hot spots (via a heat map), complaint trends, types of matters, referral of matters, length of matters. The ongoing review of data continues to expand as we identify the relevant trends to assist AV. Engagement with management teams has been established including tailored dashboards. The alignment of data with other areas of AV has been reviewed and further development will be required. With the transition of the PCU to a new complaints process following the release of the VEOHRC reports, the complaint data analysis will continue to be developed and expanded.</p>	On Track

Our Priorities	Achievements	Progress
	<ul style="list-style-type: none"> <li>▶ Resumed delivery of 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.</li> </ul>	On Track
 <p><b>Outcome 4</b> A high performing organisation</p>		
Embracing innovative ideas, systems and technology	<ul style="list-style-type: none"> <li>▶ Established an electronic clinical audit platform to standardise and streamline audit practices and drive continuous quality improvement. The audit platform has been designed and developed in collaboration with frontline clinicians and together with a patient care audit framework and procedure will be ready to go live in July 2022.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>▶ The Ambulance Community Officers Centralised Resource Management (ACOCRM) project has progressed rapidly throughout the pandemic as a solution to visualise and connect Ambulance Community Officers (ACO) to surge rostering as required. The project to-date has seen ACO full shift vacancies be managed between the Regional Duty Managers and the Rosters team.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>▶ Completed delivery of the FY22 deliverables for the AV Digital Workplace Strategy, including completing the infrastructure to support the Ambulance Data Hub, and rolling out AV's modern 2-in-1 HP tablets with Office 365 and One Drive.</li> </ul>	Complete
	<ul style="list-style-type: none"> <li>▶ Completed the FY22 NBN program of work which involved updating 42 branches to the NBN network providing improved network performance to support a modern digital workplace.</li> </ul>	Complete
	<ul style="list-style-type: none"> <li>▶ Successfully completed the Contactless Patient Care Record (PCR) Pilot with Royal Melbourne Hospital and extended the program to Royal Women's, Royal Children's and Austin Hospitals. Roll out to remaining hospitals will continue as BAU. PCRs are now made available electronically to hospitals and AV can cease printing paper copies.</li> </ul>	Complete
Being accountable for our actions and outcomes	<ul style="list-style-type: none"> <li>▶ AV continues to work with and advocate to DH to identify sustainable funding, however 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.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>▶ Progress to deliver the Asset Management Strategy continues with 14 of 17 actions either complete, in progress or ongoing, with the remaining items still not yet scheduled to commence.</li> </ul>	On Track
	<ul style="list-style-type: none"> <li>▶ Completed the FY22 Cybersecurity controls Program. 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.</li> </ul>	On Track

Our Priorities	Achievements	Progress
Improving our integrated service model	▶ The Patient Transport Review Project has progressed with eight major workstreams. All workstreams are progressing as on track with the legislative framework review being the priority. This project seeks to enhance the patient experience by improving the transport booking platform process, the resourcing of taxis for dialysis patients and the transport framework.	On Track
	▶ The Transport Framework (TTF) draft has been developed and is under review by the Department of Health. The updated framework aims to uplift the enforcement of medically necessary/clinical monitoring criteria for Non-Emergency pre-booked transport services.	On Track
	▶ Transition from the Vodafone paging service to SMS via mobile in the Metro region was completed in Jan 2022. Work continues on scoping a longer term operational messaging solution.	Complete
	▶ Completed the new Ambulance Improvement Plan package of analytical works and developed a proposed initiative trajectory to deliver steady response time improvement and enhanced paramedic welfare. The plan identifies more innovative ways to meet increasing emergency demand considering the increasing challenges in the wider health services.	Complete
	▶ The AV Digital Radio Upgrade Equipment Pilot has commenced in collaboration with Emergency Management Victoria, Emergency Services Telecommunications Authority and Motorola. An updated completion date for the pilot is the end of May 2023.	Monitor
	▶ The Enterprise Resource Planning project has been placed on hold to enable better definition of HR data prior to further work continuing. This will provide better quality of data to the rosters system and lower the need for custom development in the end product.	Monitor
Operating in a financially and environmentally sustainable way	▶ Completed implementation of Horizon 2 actions of the Social and Environmental Responsibility Action Plan and progressed Year 1 of the Climate Adaptation Action Plan. Key features include: investigations into Scope 3 emissions associated with AVs operations, commenced a LED lighting upgrade program, collation of climate data in GIS to inform vulnerable sites under different future climate scenarios, calculated the environmental benefit of triage services in term of avoided carbon emissions and commenced a power resilience project consisting of a solar and battery system at Corryong branch.	Complete