



AmbulanceVictoria

Strategic Plan 2023–2028



**Transforming
for better**

ACKNOWLEDGEMENT OF COUNTRY

Ambulance Victoria acknowledges the Traditional Owners of the lands in Victoria. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present and recognise Aboriginal self-determination is a human right.

At Ambulance Victoria we recognise the diverse and unique cultures and histories of Aboriginal and Torres Strait Islander peoples and value the knowledge of countless generations of Custodians. We commit to working together to build a fair and just future. We will come together with Aboriginal and Torres Strait Islander communities to identify, understand, and develop opportunities to create and sustain a culturally aware organisation.

INCLUSIVE STATEMENT

We are mindful of the positive, safe and supportive working environment we seek to build across Ambulance Victoria, and encourage everyone to be part of an open, respectful exchange of ideas and value what is shared.

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Board Chair and Chief Executive Foreword



Shelly Park, Board Chair

Ambulance Victoria is a relatively young organisation. It was formed in 2009 to provide statewide ambulance services and over that time, health care has evolved such that Victoria's emergency responders are now part of the broader health system.

Today, Ambulance Victoria plays a unique and trusted role. We are called upon to provide out-of-hospital, mobile and emergency health care to more than 6.6 million people across more than 227,000 square kilometres. We do this well and are passionate about delivering high quality care to our patients and our community.

The past few years have been extraordinary. Through fires, floods and a global pandemic, our people have gone above and beyond to support our community and we are immensely proud.

The pressure to deliver has not subsided. The demand for our service continues to grow and with this comes a significant responsibility to adapt and evolve so we can meet our community's needs.

As we started on the path to prepare this strategic plan, we asked ourselves, 'what do the next five years look like', and 'what will better look like'?

Like all things in life, a strategy is not delivered in isolation. It connects Ambulance Victoria to the Victorian Government's vision for a healthy, resilient community, to healthcare and emergency, and importantly, to the community that we serve. We considered the key aspects of our performance that intersects with our community, to human-centred performance, and psychological safety.

We also obtained the input of our people and our partners.

We are therefore pleased to deliver the Ambulance Victoria Strategic Plan 2023-2028 *Transforming for Better*. This plan acknowledges the changing needs of the community and the role that our organisation has in supporting and responding to those needs.

It builds on all our learning and the enthusiasm of our people to make further changes so we can improve our response to patients, to help them get the best care, and to support communities across the country to be healthy, safe and resilient.

It is optimistic and ambitious. It signals where we want to go over the next five years based on four pillars – *People, Patient, Impact* and *Connection*. It is a plan that will provide the focus for us to deliver a better future for our people and for the Victorian community.

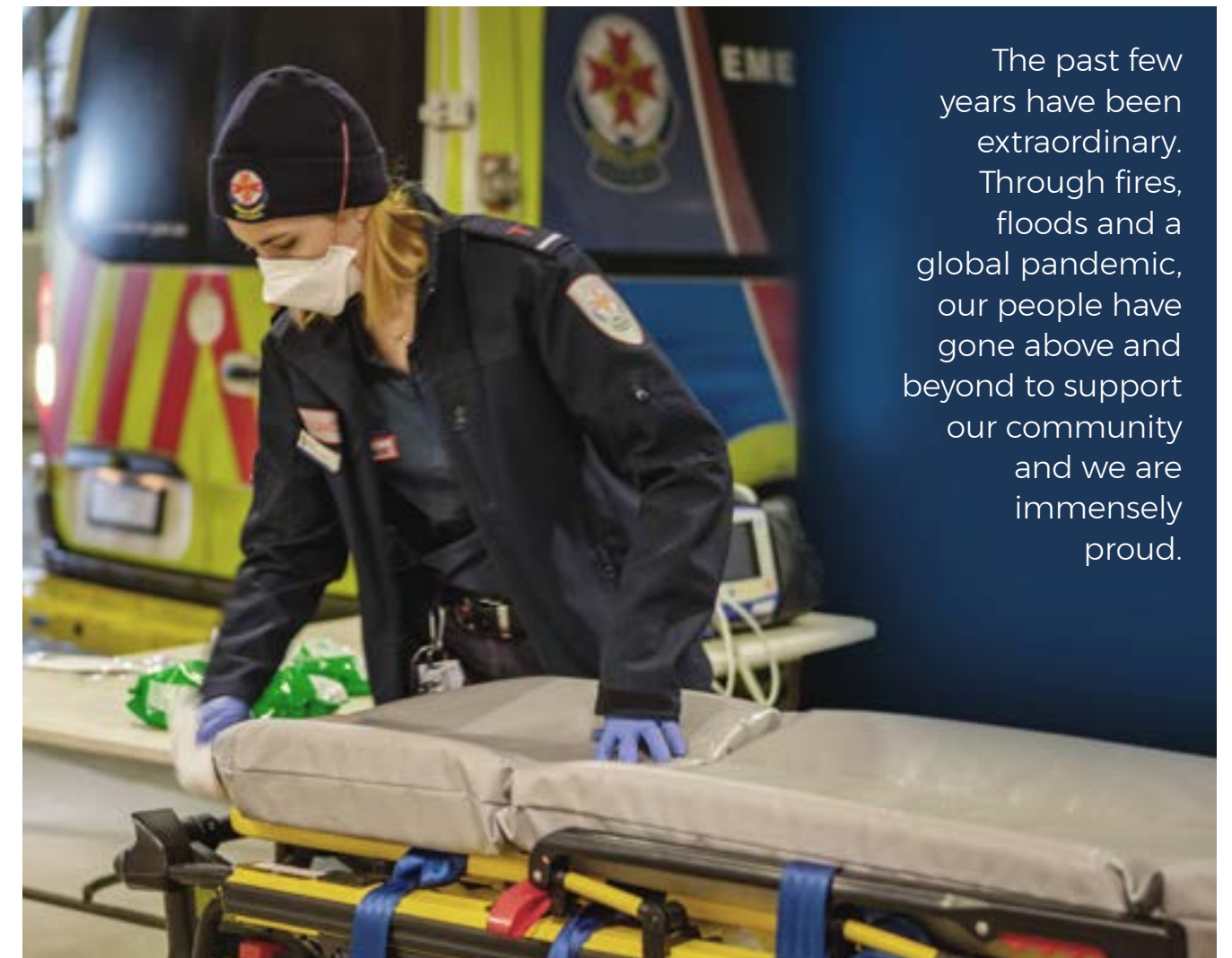
By 2028 Ambulance Victoria will be a world leading ambulance service in terms of our **people's** experience, **patient** health outcomes, the **impact** we make, and our **connection** to each other, our partners, and the broader healthcare system.

Underpinning our *People* pillar is our commitment to creating a safe, fair and inclusive workplace, where our people thrive because they feel engaged, valued

and well – and with our commitment to inclusion and diversity, our people are as diverse as the community we support.

Our highly skilled paramedics, dedicated corporate teams and our first responders, work side by side and with an interdependency on each other. Over the last two years, our people have gone above and beyond to support our communities, responded to the challenges of our operating environment, and adapted to new ways of working while remaining focused on Best Care and patient outcomes.

Our learnings have been significant, particularly where our people are concerned. Together we created our



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Who We Are

new organisational values. These values create a shared purpose and understanding of who we are, what we stand for and how we act. Our strategy recognises the importance of supporting all of our people by creating a positive workplace culture where values-driven leadership empowers our people to learn and strive to be their very best.

Our *Patient* pillar will see us continue to provide Best Care to our community, recognising the individual needs of each patient we care for, advancing our clinical standards through research and clinical trials, responding to the changing needs of our patients and community, and working closely with our trusted partners.

Our strategy recognises the importance of supporting all of our people by creating a positive workplace culture where values-driven leadership empowers our people to learn and strive to be their very best.

An efficient organisation with a sustainable footprint is behind our *Impact* pillar. We will become a digitally enabled health service, leveraging new technology and streamlining our systems to improve the experiences of both our people and our patients. Through our strategy we will continue to improve access and health outcomes for all Victorians, including Aboriginal and Torres Strait Islander peoples, rural communities, and those with complex and chronic illnesses.

Our interconnectedness to each other and the broader healthcare system will be showcased by our *Connection* pillar. We will continue to collaborate and forge strong and lasting connections with our partners in healthcare, emergency services, government, and the wider community, to improve the experience of those in our care.

Ambulance Victoria has a proud history. The Ambulance Victoria Strategic Plan 2023-2028 *Transforming for Better* gives us a strong path forward. It will unite all of us to a common strategic goal and guide us, so that by 2028 we will consistently bring world leading healthcare and emergency outcomes to our community across the state.

We thank our people for all you have done to bring us here today.

We look forward to taking this journey together and extend our thanks for your help in developing this strategy. We have no doubt it will take us forward.



Shelly Park
Board Chair



Jane Miller
Chief Executive

Ambulance Victoria provides out of hospital medical treatment and ambulance transport for people in emergencies and advice for less-urgent medical issues for all members of the community. In 2022, we provided over one million emergency responses state-wide and supported a workforce of over 7,900 staff. To provide these services, we manage assets across Victoria including over 380 properties, 1,500 road vehicles and 10 aircraft.

We commit to creating a safer place for our people to work and volunteer, and a more progressive and capable workplace where our people thrive. We pride ourselves on providing patients the right care at the right place at the right time.

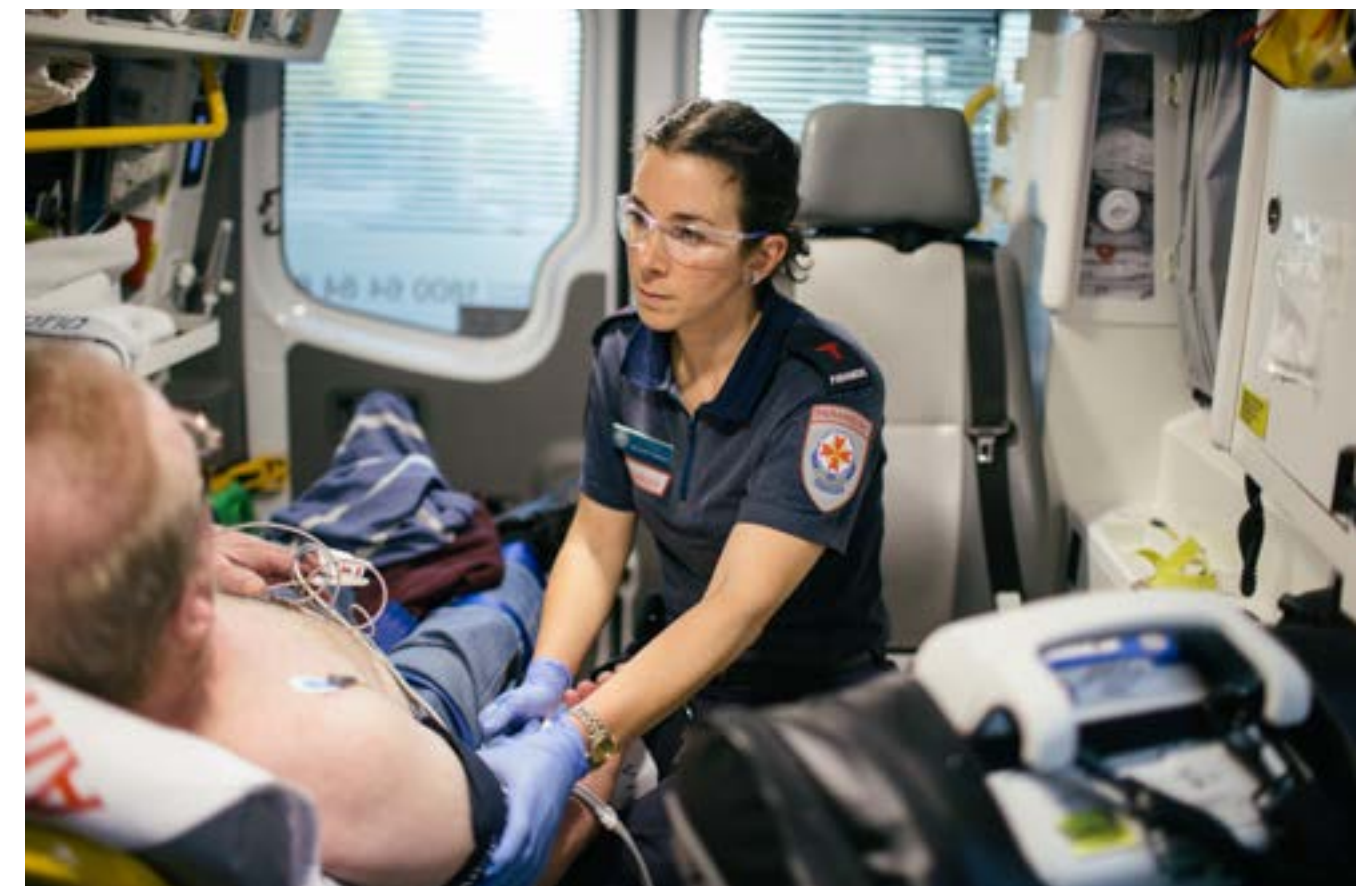
The leading-edge clinical practice and lifesaving work of our paramedics underpins our purpose of improving the health outcomes for our community. We are also a key connector within the health and emergency service system including with community/primary health and social services, hospitals and health and aged care providers, and emergency services.

Our organisation is embedded in the community, which is why the community and patients remain at the heart

of everything we do. We have over 2.8 million members across the state for whom we provide cost-effective coverage for emergency and non-emergency treatment and/or transport.

To meet requirements of the Victorian Ambulance Services Act 1986, the Board of Directors is asked to prepare a Strategic Plan for the operation of the ambulance service and submit to the Minister for Ambulance Services for approval.

This Strategic Plan will also guide us as we navigate recovery from recent major events including the COVID-19 response and the organisation's review by the Victorian Equal Opportunity and Human Rights Commission.



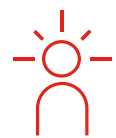
Belief and Purpose

Our people come to work and volunteer because they believe.

They believe in the work we do; they believe in the way we do our work; they believe in reaching for better – because they know that a better Ambulance Victoria means a better community.

Our belief statement articulates the vision of the world we want to live in. It shares what we believe should be true of the world and is the highest statement of our strategic direction.

We believe that everyone has the right to access quality and effective patient-focused healthcare so that they can live their best lives.



... and we know that realising this belief will take the efforts of the whole healthcare system.

So, we have identified our part to play in realising this belief ...

Our purpose is to bring world leading, patient-focused, out of hospital, mobile and emergency health care to the Victorian community.



Our Strategic Objective

Our purpose will take sustained effort over time and so we have set out this plan for the next part of our journey, from now to 2028.

By 2028 we will be a world leading ambulance service in terms of our people's experience, patient health outcomes, the impact we make and our connection to each other, our partners, and the broader healthcare system.

This will bring world leading outcomes to our community across the state.

Where we are strong, we will recognise this strength and build upon it. Where we can improve, we will take an aspirational yet realistic approach to transforming into the agile, connected and values-aligned world leader we aspire to be.

This aspiration is founded in our belief that the better we can be, the better the outcomes for our people, our patients, and our community.

Our Four Strategic Pillars

To achieve this transformation, we will focus on four priority areas. These priorities are the pillars of our strategy:

People



Patients



Impact



Connection



Supporting these pillars will be foundational work across four Enablers:

Innovation

Digital

Research

Sustainability

Our Enablers underpin how we deliver our strategy. We will evaluate our current work against these Enablers, and every new activity, project or initiative will be assessed to see how one or more of these Enablers can deliver better outcomes.

Why We Need to Transform

Ambulance Victoria is a unique and trusted organisation in Victoria's healthcare system. We are called upon to provide state-wide care in health emergencies, and to connect our community to the health system. We do this well and we are passionate about our patients and our community.

We see a time of accelerated and impactful change. We see *increasing demand for our services* and a *rise in the complexity* of this demand. We see enduring *changes in where people live and work*. We see *environmental pressures* and community expectations shifting how we respond to these pressures. We operate in a system which requires us to be *financially sustainable*. We see *new and emerging priorities* requiring us to do more with specific members of our community.

We also acknowledge that we have internal and cultural pressures that have impacted the *safety of our people*, and the trust they have in their leaders and their workplace. Our organisation has also undergone significant and sustained *pressure over the COVID-19 pandemic*, and through the resulting *changes to the health system*.

These are the reasons we need to transform.



Our Formula for Transformation



Our formula for transformation will be to apply the levers of *Innovation, Digital technologies, enhanced Research and Sustainable delivery* to our four key focus areas of *People, Patients, Impact and Connection*.

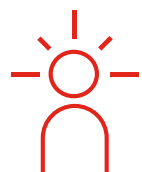
We will complete the work required to stabilise our organisation and enable us to embark on our transformation journey. This approach will ensure we continue to deliver every day, whilst we transform.

This plan is optimistic and ambitious. It is about uniting and aligning our people. It is about leaning into what our patients need and want to deliver Best Care. It is about us reaching for more and better impact and it is about us connecting with ourselves, our teams, and our system partners.

This plan will guide us so that by 2028 we will consistently bring world leading healthcare and emergency outcomes to our community across the state.

Strategy on a Page

We BELIEVE that everyone has the right to access quality and effective patient-centred healthcare so that they can live their best lives.



Our PURPOSE is to bring world leading, patient-focused, out of hospital, mobile and emergency health care to the Victorian community.

By 2028 we will be a world leading ambulance service in terms of our people's experience, patient health outcomes, the impact we make and our connection to each other, our partners, and the broader healthcare system.

Our strategy to realise this transformation is to focus on four pillars



PEOPLE

By 2028 we will be the employer of choice in our healthcare system

Our people will be proud of Ambulance Victoria. They will deliver sustained outcomes because they are engaged, well trained, equipped and connected to each other by our contemporary systems and practices.

Our leaders will ensure everyone in the AV team feels valued, safe, healthy and included in a skilled team that is constantly developing.

One Ambulance Victoria



PATIENTS

By 2028 patients across Victoria will experience world leading mobile and out of hospital and emergency care that is **timely, culturally sensitive and that connects them to the right part of the broader healthcare system.**

This care will result in optimal clinical outcomes and patient experiences across our community.

We will continue to evolve our clinical model through research and innovation, and patient-informed design.

Best Care, Everywhere



IMPACT

By 2028 our organisation will be achieving high impact through an efficient and modern organisational model.

We will have an outstanding operating and governance model that is financially and environmentally sustainable. We will evolve our structure, processes, systems and assets, to deliver more impact through consistent organisational performance.

We will make reliable decisions grounded in clear and accurate data and insights.

Reaching for Better



CONNECTION

By 2028 we will be seamlessly connected to each other, our patients, our partners and to the wider healthcare system.

Our connection to our people, patients and partners will be enabled through deeper and ongoing engagement, research and advocacy, innovation and co-design, digital enablement and data sharing.

We are part of a system and we will influence and advocate for broader system innovation and improvement.

Connected Healthcare

Our pillars will be enabled by organisational development in these areas



Innovation



Research



Digital



Sustainability

Our values: Care, Accountable, Respect, Excellence



Our Values

Through a series of recent engagements, we have refreshed our Organisational Values.

Our values are intended to create a shared purpose and understanding of who we are, what we stand for, and how we act.

The values guide us every day to how we will be successful in achieving our strategic objective.

Each Value has been brought to life through an accompanying descriptor and a set of behaviours that are intended to be simple, actionable, and differentiated. Embedding our values will be evident when our people and our leaders are demonstrating these values in all aspects of their working life.



Care
We care in ways that nurture trust and collaboration



Accountable
We are accountable in our roles and to each other



Respect
We are respectful and consciously inclusive



Excellence
We strive to be our best for our people, patients and communities

C.A.R.E. Care, Accountable, Respect, Excellence

Adapting to our Changing World

What's happening in our environment

Aside from heightening our operational response, the COVID-19 pandemic accelerated changes that were already in play due to environmental, social, demographic, technological and economic change.

Our strategy responds to and leverages the following opportunities and challenges:

Internal opportunities

Leading research capabilities

Strong research and analysis capabilities, leveraging insights to inform and improve outcomes for the best patient experience.

Extensive asset base

A fleet of over 1,500 on-road vehicles and aircraft operating from more than 280 ambulance branches which enables service provision across the state.

Professional skilled workforce

Our workforce is highly skilled and has access to ongoing development and opportunities to work in different teams and with partner organisations which ensures ongoing quality of service provision and connection across the system.

External opportunities

Greater interconnection

Enhancing service delivery by leveraging greater interconnection with related healthcare providers to ensure seamless coordination and communication across the healthcare system.

Technological advancements

Embracing digital innovation and online information systems to streamline processes, improve information-sharing, and provide better access to the right healthcare in the most suitable way.

Internal challenges

Impact of the COVID-19 pandemic

Increasing the safety and wellbeing of our people following the pandemic is a top priority.

Navigating stress for our people

Decreasing work-related stress and workload pressures.

Addressing unsafe workplace behaviours

Creating a safe, fair and inclusive workplace and addressing the findings of the Victorian Equal Opportunity and Human Rights Commission review.

Mental Health frontline capabilities

Need to build capability to adhere to new Mental Health and public intoxication requirements.

External challenges

Changing population demography

More people with higher life expectancy and a rising number of people from culturally and linguistically diverse backgrounds, requiring more complex and diverse health services.

Increasing regionalisation

The rising cost of living and flexible working options have increased populations in less accessible areas.

Increasing community demand and complexity of care

Complex health needs associated with an ageing population, poorer mental health, and issues accessing other pathways to care require adapted healthcare services and enhancement of current capabilities.

Healthcare system pressures

Addressing the impacts of the COVID-19 pandemic on service delivery, managing system blockages affecting patient's access to care, and navigating fragmented systems between healthcare providers.

Climate change

Increasing natural disasters impacts our ability to respond in emergency situations.

Preparing our strategy, we have reflected on our past successes, performance indicators, future trends, and themes. This section summarises the key statistics that have helped us understand the work at hand and unearth our opportunities.

Demand

As Victoria's population increases, so too does demand for emergency services. Victoria's forecasted increase in population (predicted to be up 67% by 2056) will increase the demand for emergency services.

However, changes in the wider environment that influence demand are also not only contributing to increased demand, but increased complexity.

Life expectancy of Victorians is predicted to increase, bringing several challenges such as increased call-outs for life-threatening situations, more age-related health problems, and increased vulnerability from social isolation.

Rising costs of living and the flexibility of work from-home arrangements post COVID-19 have resulted in more people moving to rural and coastal areas and away from metropolitan areas with more dense health infrastructure. This may widen the current healthcare access equity gap.

Current upward trends regarding poor overall health, mental health issues, drug and alcohol use and family violence incidents, also indicate an anticipated rise in disadvantaged and marginalised communities that will require more individualised care.

Over the last five years

 **3.69%**
Increase in Triple Zero calls

 **7.02%**
Increase in Victoria's overall population

 **11.49%**
Increase in total Metropolitan Emergency Road Incidents

 **24.30%**
Increase in total Rural Emergency Road Incidents

In Victoria, over the next 5 years we anticipate there will be more:

- ▲ People aged 65 and over
- ▲ People living in rural and coastal areas
- ▲ More growth in areas experiencing multiple types of disadvantage (e.g. economic, education, socio-economic, public transport)
- ▲ People with more complex health needs

Our performance


We are exceeding our targets in referring patients to alternative healthcare pathways and embracing digital innovations to improve our connection to the community.

Patients are showing positive engagement with the Victorian Virtual Emergency Department (VVED) since its public launch in October 2021, and referrals to alternative care have exceeded targets over the last 5 years.

This is reducing the need for physical emergency call-outs and reducing pressure on our supply.

Currently, our system does not have the capability to address the increase in demand, with several performance indicators not meeting targets across a range of criteria. This in turn is causing frustration from patients and is applying pressure on our increasingly stressed people.

How did we respond to demand in FY22

 **19.8%**
Number of state-wide triple zero calls referred to alternative care (Target: 15%)

 **10,000+**
Patients referred to Victoria's Virtual Emergency Department (VVED)

 **67.5%**
Statewide Code 1 Emergency responses within 15 minutes (Target: 85%)

 **9 mins over**
Average ambulance hospital clearing time target (Target: 20 mins)

 **32%**
Of our people reported they experience high to severe work-related stress

 **19%**
Increase in our people experiencing negative behaviour such as violence since 2019

Our supply

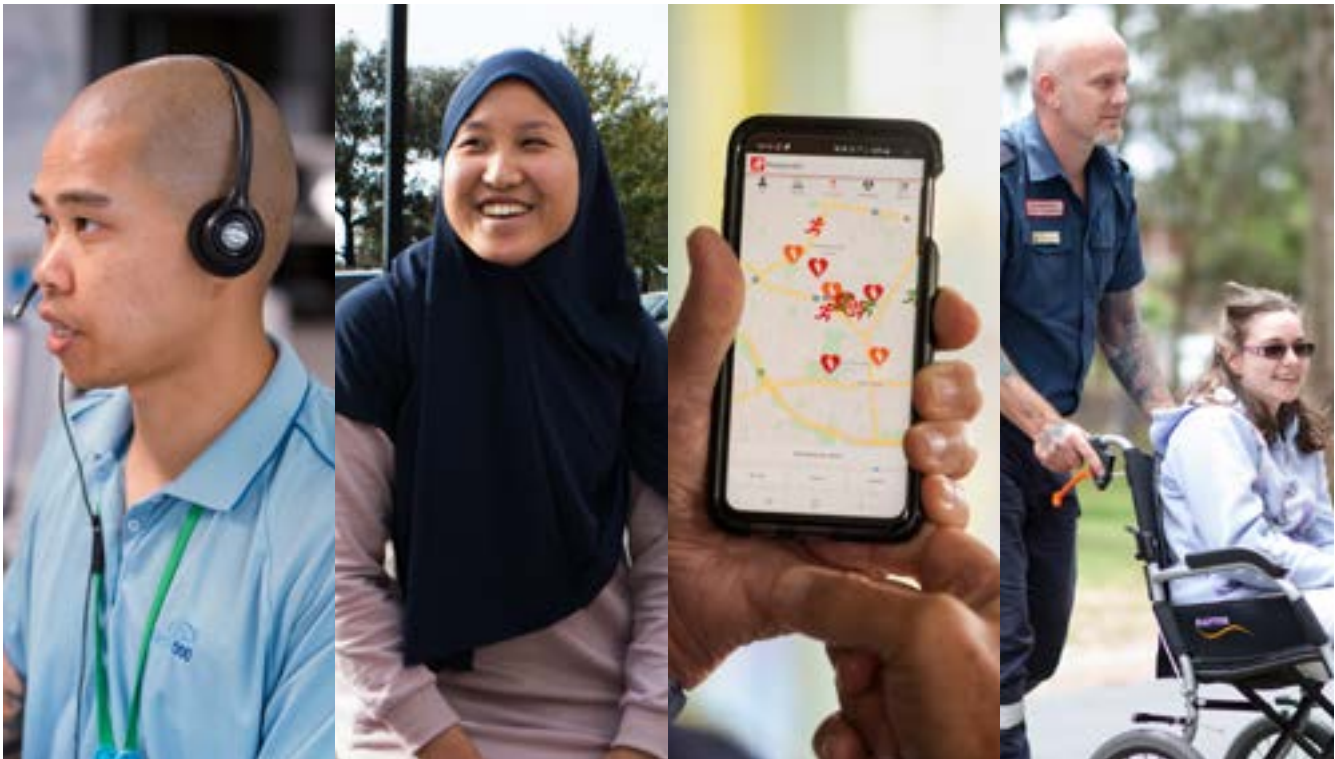
Our supply is facing increased pressure, both on a systemic level and through the lens of our people's day to day experience. This is resulting in increased absenteeism and low engagement from our people.

We are committed to gaining a deeper understanding of the core issues faced by our people and working with them to create improvements for their safety and wellbeing.

Our Response to our Context



We believe we can address these challenges and transform into the provider of healthcare excellence our community values and needs. We will do this while delivering services of the highest quality and safety for both our patients and our people.



People

We will address the broader cultural issues outlined in the Victorian Equal Opportunity and Human Rights Commission report and build a safe, fair and inclusive workplace. This will clear the path for us to focus on empowering and enabling our teams to deliver services and support that meets our growing and changing demand patterns. This will also see our people embrace a more trusting and digitally integrated workplace.

Patients

Value-based thinking will help us collaborate with patients, carers, and community to improve services and access which will divert and reduce demand where appropriate. It will help us innovate new services to address an increasingly complex operating environment. In addition to these demand responses, these measures will help us more efficiently deploy our resources and drive our performance. This will help us to better engage with the system and partners and solve supply issues.

Impact

We are proud of our work through the COVID-19 pandemic and how we continue to perform in this unprecedented context. Utilising data and insights and applying an 'impact' mindset to all that we do, we will better anticipate and respond to our demand and more effectively engage with partners. Overlaying a sustainability lens will continually seek and deploy innovations across our organisation to ensure we are maximising efficiency and impact.

Connection

Connecting within our organisation, with our members, community and partners will allow us to overcome challenges and excel at what we do. Connection will help us align and unify behind our purpose. This will help us stay true to our value-based healthcare and excellence mindset - delivering better outcomes for our people, patients, members, funders, and community.

Value-based Healthcare at Ambulance Victoria

Value-based healthcare is an approach which is gaining significant traction across the health system. Put simply, it emphasises improving patient outcomes and patient satisfaction whilst reducing overall healthcare costs.

However, its implementation is often a complex undertaking, requiring consideration of key challenges such as:

- Unearthing what best patient and community outcomes and “value” means to each stakeholder;
- Ensuring reliable outcomes data is shared between healthcare organisations;
- Overcoming fragmented services as patients navigate the healthcare system, and
- Balancing multiple stakeholder priorities.

At Ambulance Victoria, we see value-based healthcare as a three-sided pursuit that seeks to understand value from the perspective of our patients, people, and funding providers. Specifically, how we improve the quality of care and patient outcomes while reducing healthcare costs for us and the broader system.

Our approach to realising value-based healthcare is embedded in this plan. It is about enhancing our service delivery model so that we move towards increasing the value of each healthcare service instance and move away from the provision of services at volume or indeed trying to deliver too broad a range of services.

Realising this ambition is the ultimate aim of our strategy and will require the interplay of all our strategic pillars. We will need to:

	Pillar
1. Better understand and meet patient needs	<i>Patient</i>
2. Enable and empower our people to engage in the creation of this service delivery model at each instance	<i>People</i>
3. Influence the system change that enables this service delivery model	<i>Connection</i>
4. Capture and communicate our successes and learnings	<i>Impact</i>

In reaching for better, we will also ensure that we don't lose track of the fundamentals of why we exist. We will stay on track by incorporating our annual Minister's Statement of Priorities into this strategic approach.



Our Strategy in Detail

Our strategy defines and details our collective role, impact, goals, targets, priorities, indicators, and enablers. These components outline what we do, why we exist, our priorities, how we measure our success, and how we contribute to the Ambulance Victoria belief and purpose.

Our strategic pillars are our priorities.

This is where we will focus our effort and investment to achieve our 2028 vision. We will set our daily work, projects, and our change agenda on these pillars.

This section further develops our plan for each of our pillars and:

1. Describes each of the four pillars.
2. Sets out a **Success Statement** for each pillar that describes a future state we can grasp and aspire to.
3. Clarifies what success looks like by breaking down the strategic statement into **Key Outcomes** that help us interpret what the work in each pillar will be over the next five years.
4. Helps us understand the direction of change we seek by setting out the **Indicators** we will use to direct our work.





Strategic Statement

By 2028 we will be the most sought-after place to work in our healthcare system.

Our team will deliver sustained outcomes because they are aligned with the organisation’s purpose, well trained, equipped and connected to each other by our systems and practices. We will address harmful workplace behaviours and ensure our people feel connected, valued, safe and included in a skilled team that is constantly developing and thriving.

People who work and volunteer at Ambulance Victoria are the heart of the service. We are central to how we can bring the Victorian community the best patient focused pre-hospital care. Clarity is critical to our team’s outcomes and our leaders will ensure that everyone has a clear understanding of how their work delivers impact for our people, our patients, our partners and our community.

Outcomes and Indicators

<p>Outcome 1.1</p> <p>We are diverse. We are meaningfully engaged. We are valued.</p>	<p>By 2028 ...</p> <p>We are supported and engaged to contribute to the impact of our organisation, and the care we provide to patients and the community. We consciously include all members of our diverse workforce, value all contributions, and are proud to be Ambulance Victoria.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Employee engagement index and values-driven behaviours▲ Reputation as a trusted employer with a positive workplace culture
<p>Outcome 1.2</p> <p>We are safe, healthy and well and we care for everyone</p>	<p>By 2028 ...</p> <p>The principles of wellbeing, and accessibility are embedded throughout our organisation. We are confident and supported to speak-up and be heard. We are safe and well and care for everyone.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Health and safety of our people▲ Staff supported to work flexibly
<p>Outcome 1.3</p> <p>Our people are capable and continuously learn and grow</p>	<p>By 2028...</p> <p>We actively build the capability of people. We aspire to shared accountability. Our people can access personalised career pathways and own their development. Our people are lifelong learners and seek development opportunities within and outside of Ambulance Victoria.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Formal and informal development opportunities▲ Overall capability of our people
<p>Outcome 1.4</p> <p>We consistently develop effective leadership</p>	<p>By 2028...</p> <p>We empower people to make decisions at the right level. We support everyone to lead. We are recognised for our strong, open, and transparent leadership at all levels. We are responsive, contemporary, and continuously improving our capability to lead for a better organisation and improved community outcomes.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Culture of feedback from staff▲ Development of industry recognised leaders



Strategic Statement

By 2028 patients across Victoria will experience world leading mobile and out of hospital emergency care.

Appropriate care is timely, effective, culturally sensitive and connects patients to the right part of the broader healthcare system.

This care will result in optimal clinical outcomes and patient experiences across our community. We will continue to evolve our clinical model through research and innovation, and patient-informed design.

Outcomes and Indicators

<p>Outcome 2.1</p> <p>All patients receive the best care, improved health outcomes and experience</p>	<p>By 2028 ...</p> <p>All patients receive the best care and clinical advice that is timely, safe, effective and in the right place. We ensure that patients have the best clinical pathways either through our service, or the services we refer them to. Patients, family, and support networks feel confident in our care, and they are heard, valued, and respected.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Positive patient experience and safety▲ Responsiveness of emergency care
<p>Outcome 2.2</p> <p>Remote and marginalised cohorts have better access to healthcare and improved health outcomes</p>	<p>By 2028 ...</p> <p>We provide access to emergency healthcare for all and increase health literacy. We respond to diverse patient and community needs, including Aboriginal and Torres Strait Islander peoples, older patients and those with complex health needs. Our care and service delivery is culturally safe, sensitive, accessible and inclusive.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Service accessibility across the state▲ Coordination and management of frequent and complex patients with other system partners▲ Service accessibility and inclusiveness for marginalised cohorts
<p>Outcome 2.3</p> <p>Our clinical response model and provision of care is constantly evolving and sets best practice standards</p>	<p>By 2028 ...</p> <p>We innovate, measure, and continuously improve to discover enhanced patient management and treatment pathways. These will reflect in our evolving, evidence-based clinical practice and guidance. We ensure our people and communities have a voice and a role in the design and delivery of our services. We develop appropriate alternative care pathways that achieve better health outcomes for individuals.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Quality clinical outcomes for patients through clinical innovation▲ Translation of research and evaluation into evidence-based care



Strategic Statement

By 2028 our organisation will be achieving high impact through an efficient and modern organisational model.

We will have an outstanding operating and governance model that is financially, socially and environmentally sustainable. From structure to process, systems to assets, across both metro and regional, we will deliver more impact through consistent organisational performance.

We will first complete foundational work across the organisation and then ambitiously innovate for excellence. We will make reliable and efficient decisions and focus our actions by streamlining what we aim for, what we measure and the data we use.

We will build on our digital strengths and embrace new and emerging technologies to improve how we work, how we engage and the services we provide.

Outcomes and Indicators

<p>Outcome 3.1</p> <p>Our organisation is efficient and enables us to deliver more impact to our community</p>	<p>By 2028 ...</p> <p>We improve our systems, processes, and structures to maximise benefits for our members, patients, stakeholders, and community. We use meaningful organisation-wide information and measures to drive performance and continuous improvement. We proactively identify and respond to emerging needs and trends, including the political, economic, social, technological, legal and environmental contexts. We invest in our people, time and resources and aim for a sustainable business model.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Resource and service delivery efficiency▲ Data quality, accuracy and integration
<p>Outcome 3.2</p> <p>A digitally enabled health service allows us to deliver more impact</p>	<p>By 2028 ...</p> <p>We have equipped our workforce with the skills and tools that maximise the benefits of a modern digital workplace. We continue to embrace and extend the use of collaboration tools to support our workforce, and the provision of virtual care to ensure our patients receive the best care. We keep abreast of new opportunities to leverage digital innovation and data sharing, progressing new ways of working.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Efficiency of contemporary business systems and processes▲ Provision of virtual care▲ Efficiency through digital collaboration and decision-making tools
<p>Outcome 3.3</p> <p>Our organisation is environmentally sustainable reducing our impact on the planet</p>	<p>By 2028 ...</p> <p>We have a business and operating model that enables us to reduce our waste and our environmental impact. This will involve us taking advantage of improvements to technology and sustainability practices across our operation.</p>	<p>Indicators</p> <ul style="list-style-type: none">▲ Environmental awareness and sustainability



Strategic Statement

By 2028 we will be seamlessly connected to each other, our patients, our partners and to the wider healthcare system.

Connection will enable us to understand, trust and collaborate with each other. This will lead to better and sustainable performance.

Our connection to our community and patients will enable us to better meet their needs through deeper and ongoing engagement and participation.

Our connection to partners will enable us to work together and share assets and resources for improved community outcomes, and to ensure patients can access care that is right for them. We are part of a system across both healthcare and emergency services. We will influence and advocate for broader system innovation and improvement.

Outcomes and Indicators

Outcome 4.1 Connected within Ambulance Victoria	By 2028 ... We are unified by a common, transparent, and visible purpose. We collaborate and bring together all parts of our organisation. All team members have the information they need to make effective decisions. We create synergies through an operating system that drives efficiency and improved patient outcomes.	Indicators ▲ High performing teams through improved communication, collaboration and connection to our purpose
Outcome 4.2 Partnerships are effective and efficient	By 2028 ... We form strategic partnerships to identify and respond to patient, community and system needs. We collaborate with all our partners to deliver sustainable health and emergency outcomes, and responses to major events. We integrate our systems with key partners to improve Victorian-wide system flow and response. We share our expertise, data and information to create a seamless experience for patients, people, and partners.	Indicators ▲ Fit for purpose value-based care through strategic partnerships ▲ Positive patient outcomes due to joined up system ▲ Effective investment for system redesign
Outcome 4.3 Resilient communities	By 2028 ... Communities in Victoria are more resilient as they have the skills and acquired knowledge to recognise and appropriately respond to different health emergencies. Through community engagement, service participation and supply chain activity we ensure responsive, inclusive and person-centered service models respond to the needs of our diverse communities, and other priority communities.	Indicators ▲ Health education of community members and knowledge of when to call triple zero ▲ Consumer and community participation in service design, governance and patient pathways

Strategic Enablers

Our Enablers underpin all that we do.

We will assess our current work against these Enablers and every new activity, project, or initiative we contemplate will consider how one or more of these Enablers can make the project or initiative deliver better outcomes.



INNOVATION



DIGITAL



RESEARCH



SUSTAINABILITY

Innovation

Innovation is a key strategic priority to deliver high-quality patient care, enhance operational efficiency, differentiate from the system, and adapt to changing demands in healthcare. We are well known for service innovation. This plan demonstrates how we will expand and integrate innovation into all practices across the organisation. Innovation will be evident by:

1. Improving patient care: Innovation drives us to develop new and effective ways to deliver patient care. This may include new technologies to enable faster patient management and/or treatment, as well as new approaches to training and education for paramedics and other healthcare professionals.

2. Enhancing efficiency: Innovation will assist us to improve our operational efficiency. Involving the use of new technologies or processes to streamline corporate functions, operational dispatch, and transportation of patients, reduce response times, and optimise the use of appropriate resourcing.

3. Differentiation within the healthcare system: Innovation can also be a key differentiator for Ambulance Victoria. By developing new and innovative services and solutions, we can clarify our place in the healthcare system, for example by providing innovative out of hospital care that better meets community need.

4. Adapting to changing demands: Innovation is also critical for our organisation to adapt to changing demands in the healthcare system, and in the broader community. When needs and expectations evolve, we will innovate to be able to respond, and we will collaborate with partners to proactively plan our role in major events.

Digital

Through embracing digital technologies, we can stay at the forefront of the healthcare industry and continue to deliver high-quality patient care.

Digital enablement and transformation are strategically vital to improve patient care, enhance operational efficiency, improve communication and collaboration, support innovation, and enable better flow through the entire health system. We aim to improve through several ways:

1. Improving patient care: Digital technologies advancements will provide faster and more efficient patient care. Digital tools such as telemedicine, diversion and demand management solutions enable paramedics to connect with patients (and connect them to other healthcare providers) in real-time, allowing for faster diagnosis and treatment.

2. Enhancing operational efficiency: Digital technologies will allow us to improve our operational efficiency. For example, integrated electronic health records and data analytics tools to help streamline patient data management and optimise resource allocation.

3. Enhancing communication and collaboration: Digital technologies can improve communication and collaboration across the workforce, with patients and with other healthcare providers and stakeholders. For example, digital platforms will be used to share information with our healthcare partners and support engagement with patients and the broader community.

4. Supporting Innovation: Digital technologies will support innovation by enabling us to develop new and innovative services and solutions. For example, the use of artificial intelligence and machine learning can analyse data and identify new opportunities for improving patient care and operational efficiency.

Research

Research and evaluation are a critical strategic priority for us to improve patient care, inform evidence-based decision making, advance knowledge in healthcare, and develop new partnerships and services. Research plays an essential strategic role for us in several ways:

1. Improving patient care: We will identify and develop new and more effective ways to deliver patient care. Conducting research into best practices including advanced technologies, we can identify areas where improvements can be made to improve patient outcomes and the quality of care provided.

2. Evidence-based decision making: Research provides us with the data and evidence needed to make informed decisions about patient care, operational and corporate practices. Using research-based insights, we will ensure practices and policies are based on the best available evidence and are aligned with, if not leading, healthcare standards.

3. Advancing knowledge: Research advances our organisation's overall knowledge and understanding of emergency medicine and healthcare. Conducting and

contributing to research studies, we inform, influence and advance broader healthcare systems and benefit the community.

4. Developing new services and solutions with partners: Research develops new and innovative services and solutions with our partners. Identifying unmet patient, carer, and family needs, and undergoing co-research (with our partners), we will create new services to benefit demand management, the broader system and the community.

5. We undertake evaluation: Of our key strategic initiatives, research supports continuous improvement by ensuring our strategic initiatives are achieving their key objectives and if they need adjustment and refinement.

Sustainability

Sustainability is a vital enabler for us as we reduce our environmental impact, develop new funded operating models, meet stakeholder expectations, and future-proof our operations. Embracing sustainable practices and initiatives, we will become a more responsible and resilient organisation, through several ways:

1. Reducing environmental impact: We will reduce our environmental impact by minimising waste, reducing energy consumption, and promoting environmentally friendly practices and assets. This can include initiatives such as using hybrid or electric vehicles, reducing paper usage through digital tools, and implementing recycling programs.

2. Sustainable business model: A sustainable business model is not only about more funding. It is about understanding the drivers of operational efficiency and effectiveness, all the while being supported by the people, processes and technology that makes these drivers perpetual, ongoing and sustainable. We will:

- Actively explore cost efficiency.
- Seek new and different ways of delivering through service innovation, strategic partnerships and exploring under-utilised resources and assets.

- Evaluate our operating and service models to ensure they are resilient and financially sustainable.

3. Trusted brand and stakeholder expectations: Sustainability is becoming increasingly important to stakeholders such as patients, employees, and the community. Demonstrating a commitment to sustainability, and exploring innovation in sustainable practice, we will improve our reputation and enhance trust from our community.

4. Future-proofing operations: Taking a sustainable approach we can future-proof our operations by preparing for potential changes in environmental regulations, market trends and stakeholder expectations, and proactively plan for our response to major events. Adopting sustainable practices and initiatives, we will ensure that we remain resilient in the long term.



Implementation and Monitoring

To ensure successful implementation of our Strategic Plan, we have developed an accompanying Outcomes Framework and Implementation Roadmap. These tools will help us measure progress, identify barriers to implementation, and adjust our approach as needed to achieve our goals.

The Outcomes Framework defines the key indicators and targets we will use to measure progress and success in achieving the target outcomes under each pillar of the Strategic Plan. We will use data and performance indicators to monitor our performance and progress, identify areas for improvement, and make data-driven decisions. By monitoring our progress, we can make necessary adjustments to ensure we are on track to achieving our desired outcomes.

The Implementation Roadmap will outline the specific activities and timelines for executing the plan, including assigning responsibilities, securing resources, and mitigating risks. Delivery of the Implementation Roadmap will be undertaken alongside the requirements of the annual Minister's Statement of Priorities to ensure we are delivering the best possible outcomes.

We will regularly review and update our Outcomes Framework and Implementation Roadmap to ensure that we are responsive to changing circumstances and can deliver on our commitments.





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