



Health & Safety Action Plan

2023 — 2026

MESSAGE FROM THE CHIEF EXECUTIVE

I am pleased to present the Ambulance Victoria Health and Safety Action Plan 2023–2026.

This is the third Health and Safety Action Plan for AV. As with its predecessors, it places our people at the centre of the organisation's health and safety system, and clearly defines our priorities and areas of focus for the next five years.

The Plan was developed after an extensive period of consultation and collaboration across the organisation, and with input from external health and safety experts. It builds on and embeds learnings and outcomes from the previous two plans.

This collaborative approach has resulted in a refreshing and contemporary roadmap for improvement and success, one that truly reflects the needs and aspirations of our people.

Our goal is a workforce engaged and empowered to drive health and safety improvement, and a culture in which health and safety is clearly visible and valued.

We will increase health and safety knowledge and provide dedicated support for all AV's people, as well as a safety mature environment.

For example, by 2026, we will see workplace health and safety OHS systems designed for our people and accredited to the internationally recognised ISO45001 standard. We will observe fewer injuries, with targeted interventions to address our most common workplace hazards, and see our teams connected with the information they need to proactively monitor and effectively manage emerging risk.

Flexibility and adaptability are key components of this Plan. While our purpose and priorities are set, we will adapt how we achieve them as required, taking into account our current and forecast strategic and operational environment.

To achieve and support this, we will regularly monitor, evaluate and report on our progress. This Plan is not a set and forget document. It is aligned with and supports delivery of our Strategic Plan 2023-2028, which lays out our vision for fostering a collective sense of purpose and commitment to health and safety, transcending all roles and locations.

Achieving a safe environment requires the collective effort and engagement of every individual – all our people, our community and our partners.

I look forward to seeing this Plan come to life over the coming years and achieving our goal of creating a healthy, safe and productive workplace.



Jane Miller
Chief Executive



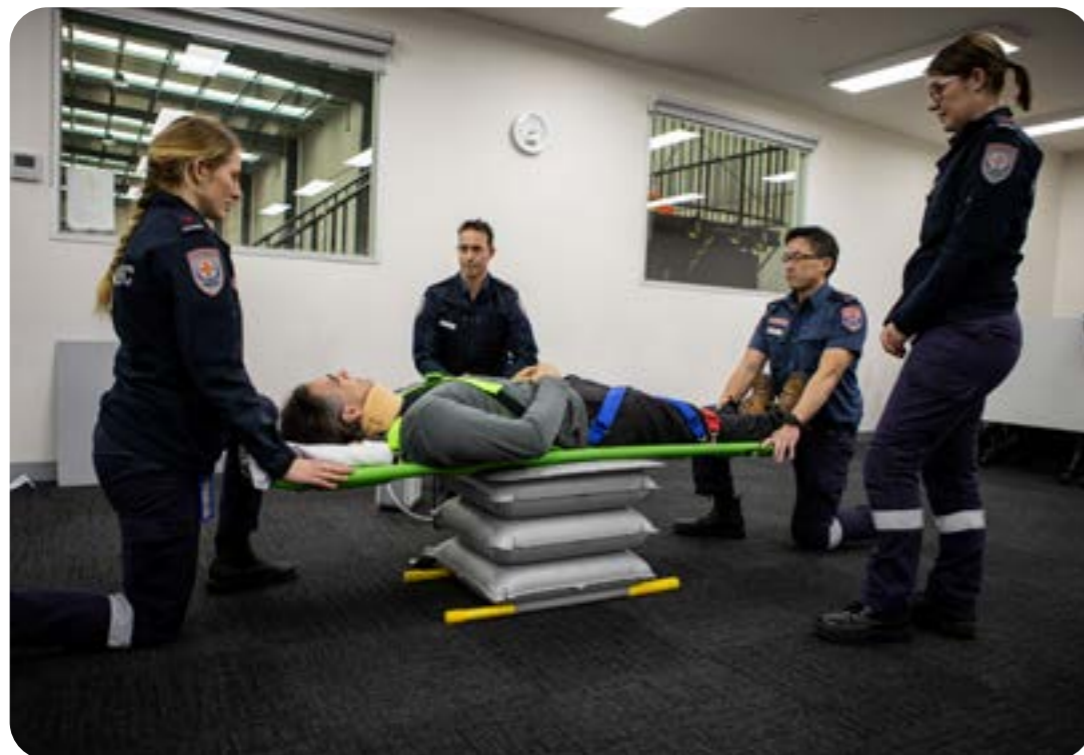
Health and Safety in the Workplace

We place our people at the centre of our health and safety ecosystem, ensuring they have a clear view of what they require to perform their roles and provide Best Care to patients.

To manage risk effectively and apply a consistent and effective approach to safety, supplementary supports are in place to help maintain healthy and safe work conditions.

This concept encourages a safety culture of responsibility and continuous improvement.

The Health and Safety Action Plan 2023-28 supports the collective alignment across strategic priorities to achieve the long-term organisational goals.





Guiding Principles

OUR GUIDING PRINCIPLES UNDERPIN THE DELIVERY OF THIS ACTION PLAN AND OUR APPROACH TO HEALTH AND SAFETY ACROSS AMBULANCE VICTORIA

Our principles help establish a sense of direction and purpose and provide a framework for making decisions throughout implementation of Action Plan programs.

- Is it system focused?
- Are we being collaborative?
- Is this verified?

Our principles will support alignment between stakeholders around a common goal and will lead to more focused, productive and cohesive work between teams.

Measuring the impact of our guiding principles will be done through:

- Project retrospectives conducted throughout delivery and at completion of work. Retrospectives allow teams and individuals to highlight both the successes and failures of a project, identify areas that need improvement, and reflect on the project as a whole.
- Prompted stakeholder feedback on experience and satisfaction.
- Regional Pulse Checks – our half yearly formal check in with each region.



Innovative

We find unique and proactive ways to discover new value and improve the safety of our colleagues.



Simplified

We make the complex simple and more manageable to better serve our colleagues. We streamline our processes and communication for better efficiency, effectiveness and accessibility.



Collaborative

We co-design solutions with our colleagues and stakeholders. We listen and consider the perspectives of others, communicate openly and work cooperatively to achieve the best outcomes.



Consistent

We drive best practice across the organisation and work to deliver reliably to maintain standards and continually improve.



Adaptable

We are risk based and responsive to change. We adjust our approach as needed to effectively respond to changing conditions.



System focused

We are integrated and accessible. We take a holistic view and consider the larger system and its interconnected elements.



Inclusive

We actively seek out and amplify diverse perspectives and voices to create a working environment where everyone feels valued, respected and able to participate fully.

OUR COMMITMENT TO A SAFE, FAIR & INCLUSIVE WORKPLACE

Embedding this Inclusive Principle is our commitment and participation in creating a better workplace where everyone is equal, valued and empowered to provide Best Care to each other and our patients.



Verified

We apply effective monitoring to reliable data and are transparent about our methods.

OUR GOAL

A healthy, safe and productive workplace

Priority 01

SYSTEMS DESIGNED FOR OUR PEOPLE

Focus Area — Working together for an effective safety system

- ISO 45001 migration
- Safety Differently campaign
- Policy and procedure modernization
- Incident Management framework refresh

Priority 02

BUILDING CAPACITY AND CAPABILITY

Focus Area — Resourced to respond

- Health and safety department review and restructure
- Health and safety community design and launch

Focus Area — Moving beyond safety competency to safety capability

- Training needs and readiness review
- Safety Leadership program
- Health and safety practitioner certification program
- OHS toolkit

Priority 03

OVERSIGHT THAT ENABLES PERFORMANCE

Focus Area — Evaluating performance with safety metrics that matter

- Safety Performance framework
- Health and Safety Business Plan phase 2

Focus Area — Strengthen oversight to support decision making

- Safety Insights program

Priority 04

MANAGING CRITICAL RISKS

Focus Area — Fatigue

- Fatigue Risk Management System implementation

Focus Area — Manual Handling

- Inter-agency training standardisation
- Physical manual handling and psychosocial risk
- Manual Handling forum

Focus Area — Psychosocial and psychological support

- Psychosocial Risk Framework

Focus Area — Injury management, return to work and recovery

- Health Safety & Claims System implementation
- Injury Management Governance & Measures framework

SYSTEMS DESIGNED FOR OUR PEOPLE

Working together for an effective safety system

Embracing a collaborative and inclusive approach, we will enhance our health and safety system to achieve a high functioning, fully integrated system built to ensure best practice, reduce risks and optimise people and patient safety. We will innovate the way we think and act when it comes to safety, evolving our approach to align with best practice standards and evidence-based research.

In 2023-26 our focus includes

- Partner with our people and key stakeholders to co-design our safety practices and consultation framework, increasing engagement and managing risks collaboratively.
- Eliminate excessive protocols by modernising and streamlining policies and procedures.
- Evolve our Incident Management Framework to improve our approach to incident investigations.
- Successful migration and accreditation to the internationally recognised ISO45001 standard.
- A safety campaign to evolve our approach, language and behaviours to re-engage and empower our people through a safety campaign and the use of our system.
- Establish a knowledge management library of essential occupational health and safety resources and safety updates to drive alignment, preserve critical knowledge and engage our workforce.

Progress Indicators

- To minimise and clearly articulate the overall number and size of health and safety policies, procedures and processes.
- Achieve ISO 45001 certification.
- Feedback from stakeholders (measured through bi-annual pulse checks) around the accessibility of information and the effectiveness of the Occupational Health and Safety Management System.
- Implementation of refreshed Incident Management Framework.



BUILDING CAPACITY AND CAPABILITY

Resourced to respond

To align with the growth of our operational workforce, our health and safety business must be expanded in capability and capacity to proactively respond to risk, injury and illness. We will bring improved clarity to health and safety functions that will enhance workforce accessibility to safety support and guarantee successful delivery of our continuous improvement initiatives and strategic safety objectives.

In 2023-26 our focus includes

- Transform our health, safety and injury management operating models by undertaking a diagnostic review of our core health and safety functions, exploring opportunities to better meet the needs of our people.
- Identify gaps in safety capacity, investing in additional safety, injury, and claims resourcing to ensure our safety performance objectives can be met.
- Build internal capability to mitigate risks and to effectively respond to incidents.

Progress Indicators

- Ratio of health and safety employees to organisational headcount against the industry benchmark.
- Completion of diagnostic review into health and safety, and injury management operating models.
- All health and safety practitioners certified in ICAM methodologies.

BUILDING CAPACITY AND CAPABILITY

Moving beyond safety competency to safety capability

We strive to create a capable and empowered workforce where health and safety is visible and valued. Through dedicated safety development at every level, our people will be equipped with the capability and confidence to manage the increasing complexity of our environment. Our senior leaders will build on their safety ownership and work towards creating a positive safety climate within their teams where safety is valued and owned by everyone.

In 2023-26 our focus includes

- Conduct a needs and readiness review and safety culture diagnosis to provide an in-depth understanding of the current state, needs and strengths.
- Provide our leaders the time and the resources to develop their safety leadership skills and build a positive safety culture through committed safety leadership and engagement programs.
- Equip and empower our new managers for safety success. Ensure they have the right tools and information they need to fulfil their health and safety responsibilities and to consistently and effectively apply injury management practices in their work area.
- Targeted interventions to address our most common workplace hazards, encouraging our people to leverage their experiences and to minimise risk.
- Continue to connect training needs with capability requirements.

Progress Indicators

- Percentage of leaders through the leadership program.
- Feedback from stakeholders (measured through bi-annual pulse checks) around the accessibility and effectiveness of resources available to help them fulfil their responsibilities.
- Percentage of managers trained in relevant training needs.

OVERSIGHT THAT ENABLES PERFORMANCE

Evaluating performance with safety metrics that matter

Introducing clearly defined, quantifiable key performance measures will simplify decisions and help us better understand how to safeguard our workforce. These contemporary measures will facilitate comparative monitoring across all departments and will embed informative feedback mechanisms to provide opportunities for targeted intervention and sharing of better practice. Leading indicators will help bring focus to the prevention and mitigation of incidents rather than responding to them as they happen.

In 2023-26 our focus includes

- Safety delegations and accountabilities clearly articulated in position descriptions for performance reviews so our employees can be recognised for their safety performance.
- Design meaningful indicators with manageable targets that offer critical insights into past performance and emerging trends.
- Introduce contemporary behavioural measures that focus on leadership, employee engagement, training and competency.
- Implementation of a safety performance framework designed to support self-regulation, communication, and adoption of risk-based approaches.
- Employ routine feedback mechanisms to evaluate progress towards goals.

Progress Indicators

- Development and implementation of safety performance framework.
- Established and monitored lead and lag performance metrics.

OVERSIGHT THAT ENABLES PERFORMANCE

Strengthen oversight to support decision making

Leveraging digital insights will offer the ability through data to make informed and validated decisions. By increasing the access to health and safety data across the organisation, we will connect our teams with the information they need to proactively monitor and effectively manage emerging risk.

In 2023-26 our focus includes

- Bridge the gaps in technology, processes, and information to maintain the digital safety ecosystem.
- Improve business intelligence dashboards and adopt more versatile tools that promote discovery and transparency around performance.
- Maximise efficiencies in workflows and minimise bottlenecks through automating interactions between systems and people.
- Ensure visual communication strategies are in place to support and educate on the analysis, prediction, interpretation and presentation of information in context.

Progress Indicators

- Implementation of an updated business intelligence solution.
- Time to produce meaningful data analysis and number of requests for data and information.
- Feedback from relevant stakeholders (measured through bi-annual pulse checks) around the accessibility and availability of relevant data to drive informed decision making.

MANAGING CRITICAL RISKS

Fatigue

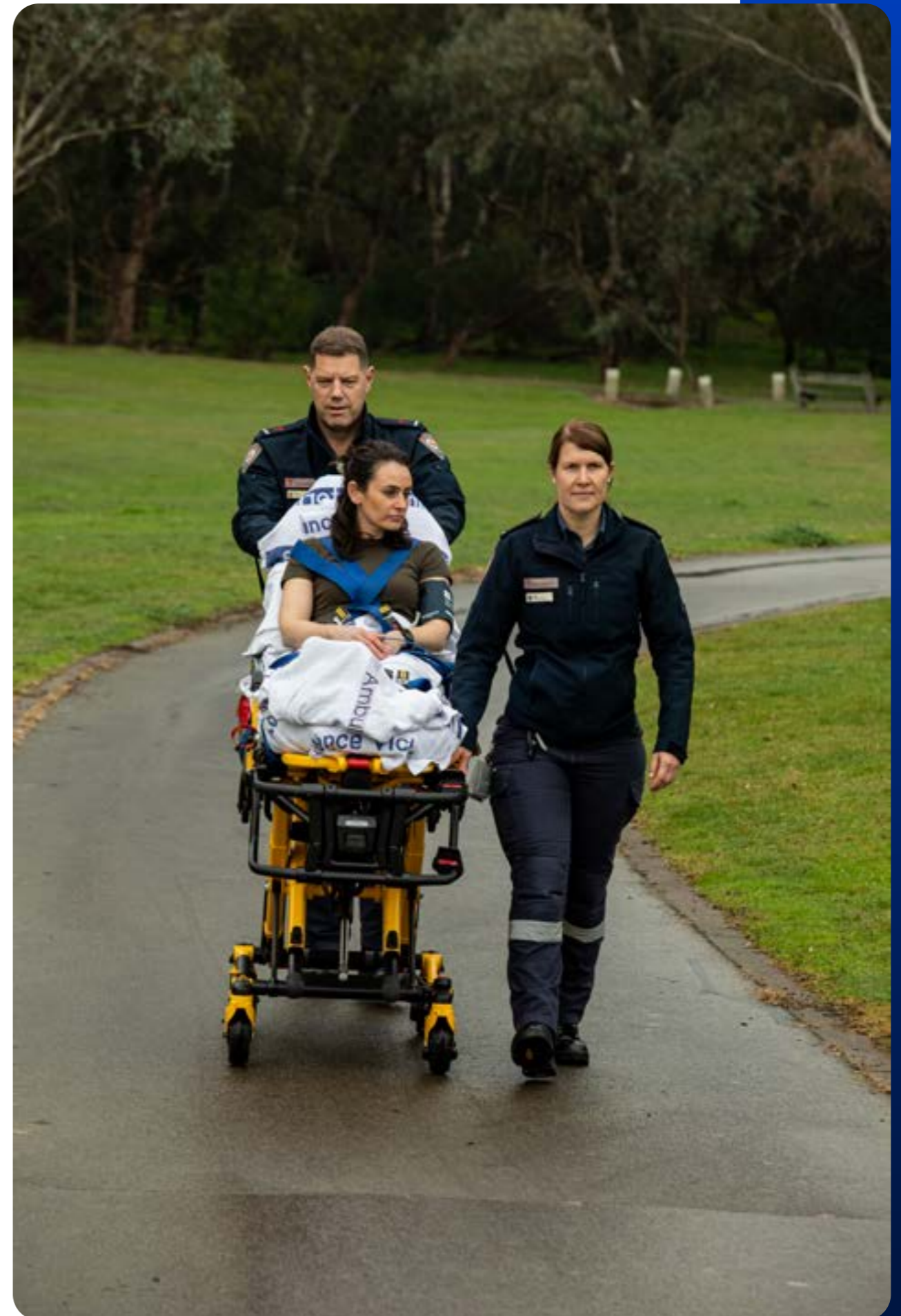
We must recognise the unique challenges of our work environment and reinforce our defences against fatigue on all fronts. We will consider the science related to sleep, fatigue, circadian rhythms, and shift work to design meaningful, multifaceted strategies that focus on care, connection and wellbeing, so our people can operate at their best within their work and home life. Implementation of a fatigue risk management system will allow our organisation to adapt policies, procedures and practices to the specific conditions that create fatigue in both paramedic and corporate settings.

In 2023-26 our focus includes

- Develop a deeper, collaborative understanding of the impact of fatigue within our organisational context.
- Equip our people with further knowledge on fatigue indicators to ensure risk identification and assessment.
- Introduce fatigue interventions based on scientific principles to operationally control and reduce the risk.
- Establish a comprehensive fatigue risk management system driven by data for continuous monitoring and management.
- Explore the adoption of fatigue detection technologies.
- Embed ongoing evaluation of the effectiveness of fatigue mitigation strategies.

Progress Indicators

- Fatigue Risk Management System implemented.



MANAGING CRITICAL RISKS

Manual Handling

Lifting, lowering, pushing and pulling are synonymous with our efforts to provide the best care and safe transport to our patients. We must continue our strong focus on safe manual handling practices not only for positive patient outcomes, but to minimise the risk of injuries that can be career ending for our people. The momentum of our successful three-day manual handling program, Smart Moves, will be preserved by continuing the application of task orientated manual handling training, competency centered instruction, and infield manual handling support through the development of our Manual Handling Facilitators. We will continue to collaborate and develop our inter-agency operability with other emergency services to share capabilities and work better together in field.

In 2023-26 our focus includes

- Increased multi-agency training and awareness, facilitating demonstration days to share capabilities.
- Explore mechanical aids and technologies that support the prevention and reduction of manual handling injuries, recommending implementation of those that prove beneficial to the workforce.
- Improve employees accessibility and awareness of existing manual handling materials and tools.
- Target the psychosocial hazards associated with musculoskeletal disorders through evidence-based assessment and management tools.
- Support the exploration of infield manual handling resourcing efficiencies.
- Work to identify potential manual handling risks as early as possible at the time of dispatch.
- Run half-yearly discussion forums for our employees to share experiences, stories and relevant cases.
- Apply a Human and Organisational Performance (HOP) approach to localised interventions, deepening the understanding of organisational influences and conditions of work for restorative and better outcomes.

- Develop facilitator communication skills and delivery of feedback on manual handling practices.

Progress Indicators

- Number of Facilitators per branch.
- Level of Facilitator activity.
- Percentage of actions assigned to MHF within MH incidents and injuries.
- Stakeholder feedback from the operational workforce (measured through bi-annual pulse checks) around awareness of, and access to, existing manual handling equipment and tools.

MANAGING CRITICAL RISKS

Psychosocial and psychological support

By enabling well-timed and appropriately delivered psychosocial interventions, we will help our people to adapt, cope and recover with holistic, caring and connected support and resilience resources. We remain dedicated to creating effective return to work and recovery pathways for employees with psychological injury, working closely in conjunction with Wellbeing Support Services and the Mental Health Action Plan 2022-2025. We commit to our role in creating a safe, fair and inclusive Ambulance Victoria, and the transformation towards a great place to work and volunteer in line with the Victorian Equal Opportunity and Human Rights Commission's (VEOHRC) Independent review into workplace equality and the YourAV Roadmap.

In 2023-26 our focus includes

- Enhance our focus on psychological injury with continued application of consultative, insightful and data driven programs that take a whole-person approach to recovery for outcome driven solutions.
- Development of a psychological risk framework to strengthen proactive and preventative strategies prior to injury. This program will look to embed psychological health and safety across the entire organisation and be supported by digital risk assessments aligned to the Psychological Health regulations.
- Continued risk assessment and monitoring of controls related to workplace harm and associated psychosocial hazards in line with the key drivers and risk factors of workplace harm identified through the VEOHRC Review.
- Compliance with changes to Occupational Health and Safety legislation and Psychological Health regulations, collaborating closely with Wellbeing and Workplace Reform teams on the development of Prevention Plans to address the drivers of harm before they occur.

- Maintain a focus on Occupational Violence across AV to identify and understand the risks and drivers as well as implementing effective controls to avoid OV related incidents. This will be explored further via projects that will increase education and ultimately lead to prevention driven outcome interventions for our workforce.
- Enabling our support teams by furthering their literacy and capability to better understand the broader psychosocial context and protective factors when working with our people, encouraging connectedness at times when most needed.
- Address any gaps in current health and safety system controls, integrating specific improvement actions identified in line with YourAV Roadmap and the VEOHRC Review.

Progress Indicators

- Drivers of workplace harm are addressed and embedded into applicable health and safety projects and programs.
- All other preventative psychological indicators are measured via the AV Wellbeing and Support Services department.

MANAGING CRITICAL RISKS

Injury management, return to work and recovery

A successful return to work outcome is the result of a multifaceted, coordinated effort of many dedicated individuals to guarantee that our employees are completely supported throughout the rehabilitation and return to work process. We will strive to continue to be the leader in successful return to work across our sector, with a continued commitment to early intervention and triage at the first sign of injury or illness. A transformed governance model and measurements framework will underpin our performance oversight and provide ongoing opportunities for learning and performance improvement.

In 2023-26 our focus includes

- Implementation of a best practice injury management and return to work claims digital platform to streamline, automate, and simplify workflows for comprehensive end-to-end oversight.
- Development of a measurement framework to bridge the relationships between pre and post-injury indicators, monitor return to work performance and allow for optimised direction of resourcing for better outcomes.
- Provide additional education and tools for managers to better support individuals on their recovery journey.
- Transformation of the governance model and creation of a measurements framework.
- Explore functional conditioning and fitness programs tailored to our employees and the work they do.
- Expand our network and strengthen our partnerships with our WorkCover agent and industry specialists to share insights and collaborate on common challenges across workers' compensation schemes.
- Stay informed of legislative reforms and promote compliance across all workers' compensation and RTW practices.

Progress Indicators

- Implementation of a new Health Safety and Claims management solution.
- Established governance model and embedded performance metrics related to return-to-work performance.
- Return-to-work advisor case load.
- Feedback from our stakeholders (measured through bi-annual pulse checks) around the accessibility and suitability of injury management, return to work and recovery support and information available to managers.

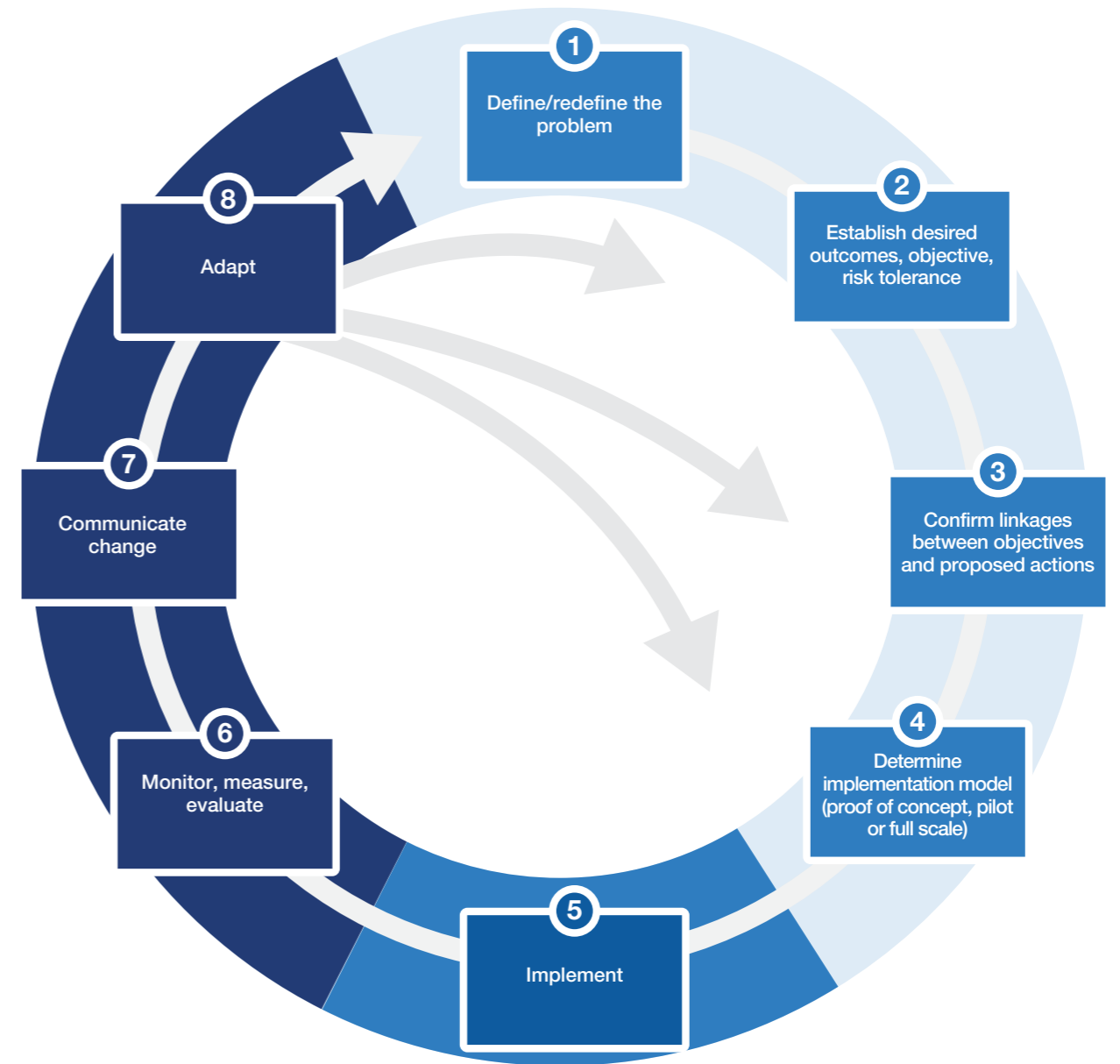
ADOPTING AN ADAPTIVE APPROACH AND RESPONDING TO CHANGE

In recent years, there is arguably no sector more affected by change than healthcare. Even the most informed and best laid plans will need to adapt and evolve to developing circumstances.

Our Action Plan is designed to adapt to change and serve as a continuous learning tool, rather than a one-off planning process.

Building agility into implementation is critical when creating highly executable, integrated sets of actions that extend to current trends, risks and changes into the future.

Any change or potential shift in focus will be driven and guided through our comprehensive suite of reporting, data and analytics as well as feedback from our people (measured through bi-annual pulse checks).



Success Measures

As our Action Plan has a strong theme of engaging and empowering our workforce, we must have success measures to match.

01 CAPACITY ASSESSMENT

The capacity assessment covers our employees and our leaders, and gathers insights into capability, skills, training equipment, risk management and support.

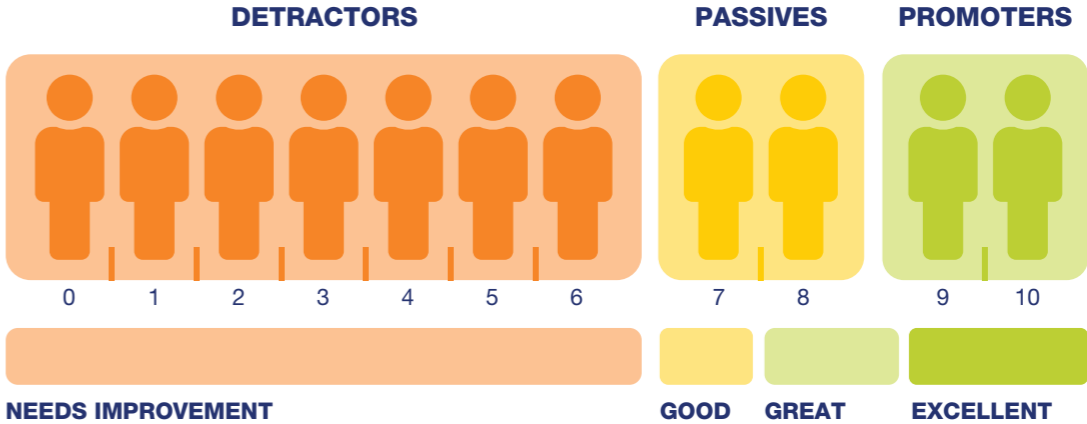
- Within the capacity assessment consists of survey questions aligned to capability, skills, training, equipment, risk management and support.
- The capacity assessment will be conducted in the form of our safety climate survey annually for each year of the plan.

CAPACITY SCORE	DESCRIPTOR	RESILIENCE INDICATOR
<1.5	Critical	Change essential
1.5 – 2.5	Fragile	Deficient
2.5 – 3.5	Brittle	Rudimentary
3.5 – 4.5	Resilient	Stable
>4.5	Optimal	Best in class

02 SAFETY NET PROMOTER SCORE

The Safety Net Promoter Score verifies the approach adopted by leaders and the organisation matches the workforce’s expectations. It is based on the view that people can be divided into three categories for safety engagement (Promoters, Passives, and Detractors) by asking one simple question – “How likely is it that you would recommend the way that health and safety is practiced at AV to a friend or workmate?”

- Scores are obtained through by asking our people to rate our organisation on a scale of 1 to 10 (with 10 being the highest).
- To obtain the Safety Net Promoter Score we measure the percentage of employees and contractors who are Promoters and subtracting the percentage who are Detractors.



PROMOTERS – DETRACTORS = VERIFY (NET PROMOTERS)



**Ambulance
Victoria**