

# Your AV Roadmap - Outcomes Focussed Model

| 2022 - 2023 |           |           |           | 2023 - 2024 |           |           |           | 2024 - 2025 |           |           |           |
|-------------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|-------------|-----------|-----------|-----------|
| Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 |

## 1. Awareness and Engagement

### Key Outcomes

*There is increased awareness and engagement across AV of what is needed to drive cultural and workplace change.*

Foundational systems, structures, processes in place to lead and drive cultural change, with voices of paramedics at the centre

1. We drive cohesive workplace reform, with paramedic voices at the centre, through the establishment of the Equality & Workplace Reform Division reform governance and the introduction of staff reference group as change champions. **(R1) (R11) (R9b) (R12)**
2. **Governance, strategic and policy frameworks outline our commitment to workplace equality including priority population action plans. (R40)**
3. **There is increased diversity on the AV Board and the Board undertakes reflective practice. (R1) (25) (41)**
4. Our Statement of Priorities (with DH) focus on a safe, fair, inclusive organisation. (R10)

AV conducts research and builds supporting evidence to drive cultural change

5. **AV understands the priorities and approach to ensuring safety in isolated work environments through auditing Safety is Isolated Environments audit and workplan. (R6)**
6. **AV identifies options to increase workforce flexibility for staff members. (R31)**

Risks of future harm are identified across AV and prevention plans developed

7. **Prevention is an everyday priority at AV, with regular and proactive communication about prevention. (R4) (R5)**
8. **Staff understand their role in preventing workplace harm by finalising our prevention plan. (R3)**

People who experience harm have a platform to tell their stories to leaders & raise awareness and received increased support

9. AV better identifies, manages and monitors the drivers of workplace harm, through changes to the risk management framework to. (R39)
10. Staff affected by past instances of workplace harm have a mechanism for support and redress by establishing a Restorative Engagement Scheme. (R2)

There is increased understanding of appropriate workplace behaviours

11. **There is a shared understanding of how the behaviours and expectations make AV a more safe, fair and inclusive workplace through our work on organisational values and expectations. (R7)**
12. **There is a greater understanding of the requirement for increased respect and civility in teams through commencement of Upstander program and Leading together program, both of these should result in an increase in increased understanding of appropriate workplace behaviours and the creation of a speak up culture. (R8) (R36) (R37)**

AV has a fair, effective and transparent reporting and complaint system

13. **AV has established and resourced a new complaints unit and operating model to support those who have experienced unlawful and harmful conduct demonstrating its commitment to a victim centred processes and procedures. (R13) (R14) (R15) (R16) (R17) (R18) (R21) (R23) (R24)**

| KEY:              |   |
|-------------------|---|
| <b>BOLD TEXT</b>  | Priority recommendations / part of VEOHRC progress evaluation |
| <b>WHITE TEXT</b> | Cultural change outcomes                                      |

## 2. Acquiring and Developing

### Key Outcomes

**NEXT STAGE PLANNING**

*There is increased capability and confidence of workforce to lead & navigate a safe, fair inclusive AV.*

People at AV can work flexibly in their employment lifecycle

1. We have a clear organisational view on how to advance workforce flexibility and communicate this journey ahead. (R29) (R30) **(R31) (R33) (R34)**

People at AV are treated fairly in recruitment and career pathways

2. **Experiences of career progression improve as we work towards eliminating structural barriers to career advancement. (R28)**

Leaders at AV recognise people's contributions & efforts

3. There is greater visibility of actions to disrupt harmful stereotypes and positive representations of diversity in cohorts and roles across Ambulance Victoria. (R26)

People at AV hold each other accountable for upholding the values

4. **Preventative work is active and visible across Ambulance Victoria. (R3)**

People at AV have capability (training, skills, awareness,) to report & respond effectively to unlawful & harmful conduct

5. **Utilisation of alternative avenues to seek help for workplace bullying, harassment, and discrimination through Equality Contact Officers. (R9a)**
6. **Positive examples of inclusive leadership and strengthened people leadership visible across Ambulance Victoria, through delivery of the Upstander, Leadership and Equal Employment Opportunity training. (R8) (R36) (R37)**

Systems & practices in place to ensure people at AV are protected from harms & system enhancements to inform continuous improvements and change

7. Utilisation of data and evidence to support improvements and change through an integrated, data plan and communications strategy. (R43)
8. Greater confidence in redress through communication of lessons learnt and changes made through learnings of Restorative Engagement. (R2)
9. Visible enhancements to risk, health and safety systems through the review and embedding of changes in our systems. (R39)

# Your AV Roadmap - Outcomes Focussed Model

| 2025 - 2026   |           |           |           | 2026 - 2027   |                                    |           |           |  |
|---|-----------|-----------|-----------|---|------------------------------------|-----------|-----------|--|
| Quarter 1   | Quarter 2 | Quarter 3 | Quarter 4 | Quarter 1   | Quarter 2                          | Quarter 3 | Quarter 4 |  |
| <b>1. Awareness and Engagement</b>  |           |           |           |   |                                    |           |           |  |
| <b>2. Acquiring and Developing</b>  |           |           |           |   |                                    |           |           |  |
| <b>3. Applying and Transforming</b>   |           |           |           |   |                                    |           |           |  |
| <b>Key Outcomes</b>   |           |           |           | <b>NEXT STAGE PLANNING</b> →  | <b>4. Embedding and Sustaining</b> |           |           |  |
| <i>There are improved work practices occurring, supported by enhanced organisational procedures and systems. This impacts improved partnerships and service quality, as reform efforts start to be sustained.</i>   |           |           |           | <i>There are improved workplace conditions, and changes to structures and systems there is increased organisational performance, competence and sense of safety.</i>                                |                                    |           |           |  |
| The workplace is accessible to everyone regardless of their backgrounds and needs   |           |           |           | There is a feeling of safety and trust among the workforce  |                                    |           |           |  |
| 1. AV welcomes and facilitates workforce diversity through conscious inclusion to recruitment. (R27)  |           |           |           | <b>1. The organisation values shared learning through the implementation of reflective practice across the organisation. (R1) (42)</b>  |                                    |           |           |  |
| People's diversity & differences are accepted & respected   |           |           |           | The workforce is diverse, and everyone feels like they belong and are included and treated fairly   |                                    |           |           |  |
| <b>2. Greater respect &amp; care for retiring members visible through development a transition to retirement strategy. (R35)</b>  |           |           |           | People at AV uphold the organisational values   |                                    |           |           |  |
| People safe to seek support, take calculated risks, speak up, express ideas, and be themselves  |           |           |           | Unlawful and harmful conduct and inequality are reduced   |                                    |           |           |  |
| <b>3. Continued visibility of good leadership and modelling through improved people management capabilities and inclusive leadership. (R8) (R33) (R36) (R37)</b>  |           |           |           | Decision-making at strategic and operational level are based on transparent data  |                                    |           |           |  |
| Leaders enable and drive positive workplace culture of safety, respect, and inclusion   |           |           |           | 2. AV continues to monitor and embed activities to ensure people at AV are prioritised and cared for, they are safe from harm, and they feel respected, trust others and are supported to speak up. |                                    |           |           |  |
| 4. Leaders understand and drive positive workplace culture through prevention mindset and sustained practice. (R3)<br>5. There is greater support and engagement between managers team members to allow them to deliver on a fair, equal and inclusive workplace. (R38) |           |           |           |   |                                    |           |           |  |
| Organisational healing forms part of the conversation of change   |           |           |           |   |                                    |           |           |  |
| 6.The organisation brings about organisational healing by responding to key outcomes of Restorative Enagement scheme. (R2)  |           |           |           |   |                                    |           |           |  |
| Strengthened systems to respond to workplace harm, hold perpetrators to account, and ensure victims are supported   |           |           |           |   |                                    |           |           |  |
| 7. Quality measures and satisfaction across reform including complaints system will be monitored for continuous improvement.  |           |           |           |   |                                    |           |           |  |
| Strengthened systems to drive transparency, accountability and continual learning and improvement   |           |           |           |   |                                    |           |           |  |
| 8. We better understand peoples' experiences of workplace flexibility, & continuously improve flexible working systems including through reporting and accountability. (R32)  |           |           |           |   |                                    |           |           |  |

|                   |   |
|-------------------|---|
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