

# Statement of Priorities

2024-25 Agreement between the Minister for Ambulance Services and  
Ambulance Victoria

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Department  
of Health

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The Department of Health proudly acknowledges Victoria's Aboriginal communities and their rich culture and pays respect to their Elders, past and present.

We acknowledge Aboriginal people as Australia's first peoples and as the Traditional Owners and custodians of the land and water on which we rely.

We recognise and value the ongoing contribution of Aboriginal people and communities to Victorian life and how this enriches us.

We embrace the spirit of reconciliation, working towards the equality of outcomes and ensuring an equal voice.

To receive this document in an accessible format, phone using the National Relay Service 13 36 77 if required, or [Commissioning and System Improvement; Accountability on](#) <Accountability@health.vic.gov.au>

Authorised and published by the Victorian Government, 1 Treasury Place, Melbourne.

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2206-639X (online/PDF/Word)

Available at [The Department of Health Statements of Priorities](#)

<<https://www.health.vic.gov.au/funding-performance-accountability/statements-of-priorities>>

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# Background

Statement of Priorities are key accountability agreements between the Victorian State Government and Victorian publicly funded health, mental health, and ambulance services. The content and process for preparing and agreeing on the annual Statement of Priorities are consistent with sections 40G, 65ZFA, 65ZFB, and section 26 of the *Health Services Act 1988*.

Statement of Priorities are consistent with the health services' strategic plans and aligned to government policy directions and priorities. For 2024-25, the Statement of Priorities continues to refer to the *Department of Health Strategic Plan 2023-27 (Strategic Plan)*, which is refreshed on an annual basis. The annual agreements support the delivery of, or substantial progress towards, the key shared objectives of quality and safety, good governance and leadership, access and timeliness, and financial sustainability.

Statement of Priorities consists of four main parts:

- Part A provides the strategic priorities for the health service to contribute to in the year ahead.
- Part B lists the performance priorities and agreed targets.
- Part C lists funding and associated activity.
- Part D forms the service agreement between each health service and the state of Victoria for the purposes of the National Health Reform Agreement.

Performance expectations and mechanisms used by the Department of Health (the department) to monitor and manage performance are described in the *Victorian Health Service Performance Monitoring Framework 2024-25 (The Framework)*.

High standards of governance, transparency and accountability are essential. In this context, the Victorian Government commits to publishing the Statements of Priorities each year and presenting data on the performance of our health system in the public domain.

# Ministerial Priorities

As noted above, Statements of Priorities are aligned to government policy directions and priorities. In 2024-25, these include the following Ministerial priorities:

For the **overall health system**:

1. A reformed health system, shifting from competition to collaboration between health services, and with strengthened, formalised partnerships between health services and community and primary care services to ensure patients receive the right care closer to home.
2. A growing, skilled, and engaged workforce that is supported to develop professionally. This is achieved through an increased supply of critical roles, world leading employee experience, diverse workforce skills and experience, and a strategic focus on future roles, capabilities, professional development, and improving and promoting workplace gender equality, including meeting Health Service obligations under the *Gender Equality Act 2020*.
3. A health system that is grounded in respect and safety, particularly cultural safety, and awareness, achieved through mandatory cultural safety training, anti-racism plans and actions, and employment plans that drive greater representation of First Nations people across all levels of a health service.
4. Improved health equity through a focus on:
  - a. Aboriginal health and wellbeing, achieved through identifying and closing gaps in access to care, and improved discharge planning for Aboriginal patients
  - b. family-centred health models for priority populations
5. A focus on women's health, including improved access to abortion care and public fertility services, and reduced gender health disparities supported through the rollout of comprehensive women's health clinics.
6. A continued focus on innovating and improving the quality and safety of care, including through strengthening clinical governance systems under the Victorian Clinical Governance Framework, and improving access to timely care by implementing strategies that improve whole of system patient flow.
7. A financially sustainable health system reflected in balanced health service budgets.

For the **mental health system**:

8. An improved mental health system, through:
  - a. supporting people to stay well in their communities through prevention and promotion
  - b. growing strong, safe, and supported mental health workforces through the implementation of the mental health workforce strategy
  - c. supporting a system that embeds lived experience at every level
  - d. delivering connected, new, and better community and bed-based services
  - e. supporting better consumer outcomes through performance improvement

- f. elevating consumer rights and supporting cultural change in line with the principles of the Mental Health and Wellbeing Act 2022
- g. providing culturally safe services that deliver social and emotional wellbeing models for Aboriginal and Torres Strait Islander people.

**Supporting services for older Victorians:**

- 9. A reformed health system that responds to the needs of older people to receive the right care in the right place through:
  - a. initiatives that reduce avoidable hospital presentations and length of stay for older people in hospital
  - b. availability of public sector residential aged care.
- 10. A strengthened approach to the delivery of high quality and safe aged care services through:
  - a. continued implementation of national aged care reforms arising from the Royal Commission into Aged Care Quality and Safety
  - b. system stewardship and oversight of public aged care service delivery.

These Ministerial priorities are reflected in 2024-25 Statements of Priorities and the Department of Health Strategic Plan 2023-27 (Strategic Plan).

# Part A: Department of Health Strategic Plan

The Statement of Priorities are aligned with the Strategic Plan<sup>1</sup>.

Ambulance Victoria (AV) will contribute to the Strategic Plan 2023-27 by agreeing to the following priorities:

## System Priorities

### Excellence in clinical governance

*We aim for the best patient experience and care outcomes by assuring safe practice, leadership of safety, an engaged and capable workforce, and continuing to improve and innovate care.*

#### Goals

- Continue to improve patient health outcomes and experiences by delivering timely, high-quality care and connecting patients to alternative services where safe and appropriate.
- Continue to learn, innovate and implement initiatives that improve the delivery of services and support better health outcomes for Victorians.

Ambulance Victoria deliverables:

- Engage with frontline staff to design, test and scale improvements that respond to the drivers of performance and support access to timely emergency care
- AV will work with health service partners to implement strategies to improve access to timely pre-hospital care and system-wide patient flow. This will include progressively increasing the use of alternative service pathways by promoting the use of the Victorian Virtual Emergency Department (VVED) and understanding and addressing barriers for using these services, and by using education and guidance to reduce conveyance rates to hospital.
- AV will continue to implement Best Care clinical governance framework which encompasses all elements of clinical/patient service delivery including alternative service pathways, ensuring that the patient climate supports safe, person-centred care and a quality patient experience.
- AV will continue implementation of the Cardiac Arrest Improvement Strategy to drive improvements in patient care and survival rates over the next 5 years including:
  - providing enhanced feedback to paramedics;
  - embedding opportunities for greater infield care; and
  - better monitoring of patient outcomes and performance.

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<sup>1</sup> Link to [Strategic Plan 2023-27](https://www.health.vic.gov.au/our-strategic-plan-2023-27). <https://www.health.vic.gov.au/our-strategic-plan-2023-27>

## Operate within budget

*Ensure prudent and responsible use of available resources to achieve optimum outcomes.*

### Goal

- Develop and implement an approach to deliver an end of financial year balanced operating result in partnership with the department with a goal to manage cost growth effectively to ensure the efficient operation of the health service.
- Implement reforms that support financial sustainability.

Ambulance Victoria deliverables:

- AV will improve operational efficiency, capability in financial planning and analyses and the annual budgeting and forecasting processes. In 2024-25 this will focus on continuation of a financial budgeting and forecasting tool, and associated processes by March 2025, to support development of the 2025-26 budget.
- AV will also:
  - implement strategies to control costs, such as negotiating favourable contracts with suppliers, optimising workforce utilisation, and managing healthcare technologies and equipment effectively
  - utilise data analytics and performance metrics to identify areas of inefficiency and waste, and make evidence-based decisions to improve financial sustainability and operational performance
  - develop robust financial forecasting models to project future revenue and expenditure, identify financial risks, and implement risk mitigation strategies to ensure long-term sustainability
  - explore opportunities to diversify revenue streams through partnerships, grants, research funding, and other innovative financing models to reduce dependence on government funding.

## Improving equitable access to healthcare and wellbeing

*Ensure that Aboriginal people have access to a health, wellbeing and care system that is holistic, culturally safe, accessible, and empowering.*

*Ensure that communities in rural and regional areas have equitable health outcomes irrespective of locality.*

### Goals

- Continue to strengthen Ambulance Victoria's commitment to ensure Aboriginal communities have access to culturally safe and sensitive services.
- Strengthen cultural safety in the delivery of services.
- Expand the delivery of high-quality cultural safety training for all staff to align with the Aboriginal and Torres Strait Islander cultural safety framework<sup>2</sup>.
- Improve access to services for rural and regional people, including through community based and virtual care.
- Work with other system partners to optimise availability of ambulances and paramedic skills in rural and regional locations.

<sup>2</sup> Link to [Aboriginal and Torres Strait Islander Cultural Safety Framework](#)

Ambulance Victoria deliverables:

- Progress implementation of AV’s ‘Reflect’ Reconciliation Action Plan in accordance with agreed timeframes outlined in the Plan. This Plan will help to strengthen relationships with Aboriginal and Torres Strait Islander stakeholders and improve cultural safety for the workforce and patients. In 2024-25, this will include:
  - uplifting the capability of staff to support cultural safety of patients by implementing mandatory cultural safety training and assessment for all staff<sup>3</sup>;
  - building knowledge and tools to support a more inclusive workplace; and
  - supporting reconciliation events that demonstrate organisational solidarity with Aboriginal and Torres Strait Islander peoples and communities.
- AV will continue to expand the use of the VVED and increase state-wide utilisation. This will include:
  - promoting utilisation of VVED through AV’s Secondary Triage Service and via in-field referral from paramedics and other responders for all suitable patients; and
  - ensuring continuous improvement of processes and systems associated with the safe use of virtual care, including providing staff and consumers with appropriate support and communications.
- Support the development and delivery of Paramedic Practitioners in rural and regional Victoria, in line with the government’s election commitment
- AV will work with the Country Fire Authority (CFA) to continue to implement the Fire Medical Response (FMR) program. The program is being developed to align with the Emergency Medical Response program and aims to utilise CFA personnel to provide rapid responses and specific treatment to targeted medical emergencies including Priority Zero responses.

### **A stronger workforce**

*There is an increased supply of critical roles that support safe, high-quality care. Victoria is a world leader in employee experience, with a focus on future roles, capabilities and professional development. The workforce is regenerative and sustainable, bringing a diversity of skills and experiences that reflect the people and communities it serves. As a result of a stronger workforce, Victorians receive the right care at the right time, closer to home.*

#### **Goals**

- Provide a safe, inclusive and well supported working environment where people feel valued, connected and empowered to effectively deliver the best patient-focused pre-hospital care.
- Continue to embed a culture of learning and improvement by building the capability of the workforce, including developing effective leadership.
- Explore new and contemporary models of care and practice, including future roles and capabilities.

Ambulance Victoria deliverables:

- AV will develop and implement a People Plan that sets out the goals, measures and approach for communication, engagement and recognition of employees and volunteers. At

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<sup>3</sup> Training should be delivered by independent, expert, community-controlled organisations, Kinaway or Supply Nation certified Aboriginal business

the same time, AV will operationalise 'AV Values', to improve and evaluate the engagement, trust and job satisfaction of its people. AV will have a particular focus on strategies and initiatives that help build morale and connection across all parts of AV, supporting a safe, fair and inclusive culture.

- Through the People Plan, AV will respond to the findings of the Victorian Equal Opportunity and Human Rights Commission Phase 3 evaluation audit and People Matter Survey results.
- In partnership with its workforce, AV will implement changes related to the Ambulance Victoria Enterprise Agreement 2024.
- AV will develop and deliver a range of initiatives to improve workforce safety in 2024-25 including:
  - improvements to staff mental health and well-being support and education;
  - implementation of a suicide prevention model;
  - implementation of a psychosocial risk framework to improve knowledge of psychosocial hazard exposure and management; and
  - implementation of a prevention plan to address drivers of workplace harm developed in May 2024
- AV will continue to implement the actions defined in its Gender Equality Action Plan 2022-2025, ensuring AV makes meaningful and material progress towards organisational gender equality.
- Lead cultural change in local teams to create a fair, safe and inclusive culture, AV will embed tools such as Upstander Program and reflective practice and build the capability of frontline leaders through Leadership training and a people leader toolkit.

### **Moving from competition to collaboration**

*Share knowledge, information and resources with partner health and wellbeing services and care providers. This will allow patients to experience one health, wellbeing and care system through connected digital health information, evidence, and data flows, enabled by advanced interoperable platforms.*

#### **Goals**

- Form strategic partnerships with key stakeholders to provide high quality services and support improved health outcomes.
- Partner with consumers and their families to improve the design and delivery of ambulance services.

Ambulance Victoria deliverables:

- AV will implement a strategy for engaging with Triple Zero Victoria, to provide more efficient and effective progression of joint priorities, manage risks and escalate key issues.
- AV will foster an environment of continuous improvement and deliver demonstrable improvement in agreed key metrics through collaborative participation with stakeholders and sector partners. This is to be achieved, in part, through AV's implementation of the Standards for Safe and Timely Ambulance and Emergency Care for Victorians, and AV TEC2.
- AV will undertake community education and awareness programs, including Heart Safe Communities, Shocktober and Call Push Shock, to empower bystanders to provide CPR and use automated external defibrillators (AEDs) aiming to improving cardiac arrest survival.

- AV will continue to develop, deliver and lead authentic consumer engagement activities to improve the quality and accessibility of the services it provides. This will include building the capability of community engagement staff through the delivery of public engagement training and rollout of the AV consumer engagement playbook.
- AV will enhance processes and systems including decision support tools, performance monitoring and reporting, and staff and consumer engagement to increase safe utilisation of embedded alternate care pathways for older persons (RACER), frequent complex callers (patient coordination), and persons experiencing a mental health crisis (TelePROMPT/ TeleHELP).

## Part B: Performance Priorities

The *Victorian Health Services Performance Monitoring Framework* (PMF) outlines the Government's approach to overseeing the performance of Victorian health services. Further information is available at the [Funding, Performance and Accountability webpage](https://www.health.vic.gov.au/funding-performance-accountability/performance-monitoring-framework) <<https://www.health.vic.gov.au/funding-performance-accountability/performance-monitoring-framework>>.

As the PMF states, while the Statement of Priorities sets out the annual high level strategic performance priorities, health services remain comprehensively accountable for quality and safety, good governance and leadership, access and timeliness, and financial sustainability, as defined in relevant legislation. This means that performance against these broader accountabilities will continue to be monitored based on a comprehensive set of quantitative metrics and qualitative intelligence and managed and raised with health services as needed.

### High quality and safe care:

Key Performance Measure	Target
<b>Infection prevention and control</b>	
Percentage of healthcare workers immunised for influenza	94%
<b>Patient experience</b>	
Percentage of respondents who rated their overall experience with the ambulance service as satisfied or very satisfied	95%
Percentage of respondents who rated the level of care provided by paramedics as good or very good	95%
Percentage of patients experiencing severe cardiac or traumatic pain whose level of pain was reduced significantly	90%
Percentage of adult stroke patients transported to definitive care within 60 minutes	90%
Percentage of major trauma patients that meet destination compliance (by 45 minutes)	85%
Percentage of adult cardiac arrest patients surviving to hospital	50%
Percentage of adult cardiac arrest patients surviving to hospital discharge	25%

### Strong governance, leadership, and culture

Key Performance Measure	Target
<b>Organisational culture</b>	
People matter survey – Percentage of staff with an overall positive response to safety culture survey questions.	80%

## Timely access to care

Key Performance Measure	Target
<b>Emergency Care</b>	
Percentage of patients transferred from ambulance to emergency department within 40 minutes	90% or improvement of 4 percentage points compared to the same time last year
Percentage of triple zero cases where the caller receives advice or service from another health provider as an alternative to an emergency ambulance response – statewide	20% or improvement of 3 percentage points compared to the same time last year
Average ambulance hospital clearing time	20 mins
Percentage of emergency Code 1 incidents responded to within 15 minutes	85% or improvement of 4 percentage points compared to the same time last year
Percentage of emergency Priority 0 incidents responded to within 13 minutes	85% or improvement of 3 percentage points compared to the same time last year
Percentage of emergency Code 1 incidents responded to within 15 minutes in centres with a population greater than 7,500	90% or improvement of 3 percentage points compared to the same time last year

## Effective financial management

Key Performance Measure	Target
Operating result (\$M)	0.00
Adjusted current asset ratio	0.7 or 3% improvement from health service base target
Variance between forecast and actual Net result from transactions (NRFT) for the current financial year ending 30 June.	5% movement in forecast revenue and expenditure forecasts

## Part C: Activity and Funding

The performance and financial framework within which state government-funded organisations operate is described in *The Policy and Funding Guidelines – Funding Rules*. The Funding Rules detail funding and pricing arrangements and provide modelled budgets and targets for a range of programs. The [Policy and Funding Guidelines](https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services) webpage <<https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>>.

Period 1 July 2024 – 30 June 2025

**Table 1 Ambulance Victoria funding summary for 1 July 2024 – 30 June 2025**

Funding Type	Activity	Budget (\$'000)
<b>Community Service Obligation emergency road and air transport</b>		
Emergency Services		558,500
Non-Emergency Services		239,357
<b>Statewide Air and Road Transports</b>		
Emergency Services		53,480
Non-Emergency Services		22,920
<b>Other Funded Activities</b>		
Capital		27,649
Health Workforce		19,651
Operations		102,111
Other Specified Funding		78,226
Specialist Programs		24,925
<b>Total Funding</b>		<b>1,126,821</b>

Please note:

- Base level funding, related services and activity levels outlined within the Policy and Funding Guidelines are subject to change throughout the year. Further information about the department's approach to funding and price setting for specific clinical activities and funding policy changes is also available from [Health Services](https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services) <<https://www.health.vic.gov.au/policy-and-funding-guidelines-for-health-services>>
- In situations where a change is required to Part C, changes to the agreement will be actioned through an exchange of letters between the department and the health service's Chief Executive Officer.

# Accountability and funding requirements

The health service must comply with:

- All laws applicable to it.
- The *National Health Reform Agreement*.
- All applicable requirements, policies, terms, or conditions of funding specified or referred to in the Department of Health *Policy and Funding Guidelines 2024-25*.
- Policies, procedures, and appropriate internal controls to ensure the accurate and timely submission of data to the Department of Health.
- All applicable policies and guidelines issued by the Department of Health from time to time and notified to the health service.
- Where applicable, all terms and conditions specified in an agreement between the health service and the Department of Health relating to the provision of health services are in force at any time during the 2024-25 financial year.
- Relevant standards for programs that have been adopted, e.g., the International Organisation for Standardisation standards and AS/NZS 4801:2001, Occupational Health and Safety Management Systems, or an equivalent standard.
- Where applicable, this includes the National Safety and Quality Health Service Standards ('NSQHS standards') as accredited through the Australian Health Service Safety and Quality Accreditation Scheme.
- Specific to DHSV: in relation to the School Dental Project Plan, as agreed and specified by both parties, including meeting the requirements outlined in the School Licence Agreement.
- Any other relevant, applicable statutory, regulatory or accountability rules, policies, plans, procedures, or publications.

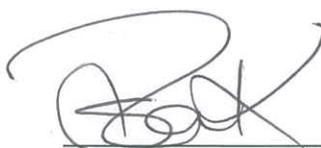
# Signing Page

The Minister for Ambulance Services and the Ambulance Victoria Board Chairperson agree that funding will be provided to enable Ambulance Victoria to meet its service obligations and performance requirements as outlined in this Statement of Priorities.



**Hon Mary-Anne Thomas MP**  
**Minister for Ambulance Services**

Date: 25/3/2025



**Shelly Park**  
**Board Chair**  
**Ambulance Victoria**

Date: 25/3/2025