

Statement of Priorities

2025-26 Agreement between the Minister for Ambulance Services and
Ambulance Victoria

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Department
of Health

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The department 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>

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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 2025-26, 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 2025-26* (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

Statements of Priorities are aligned to government policy directions and priorities. Ministerial priorities are reflected in the Statements of Priorities and the Department of Health Strategic Plan 2023-27 (Strategic Plan).

In 2025-26, these include the following Ministerial priorities:

For the **overall health system**:

1. A reformed health system, shifting from competition to collaboration through the establishment of Local Health Service Networks, 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 supported to develop professionally. This is achieved through improved workforce planning, an increased supply of priority roles, world leading employee experience, and a strategic focus on future roles, capabilities, professional development, and promoting a safe workplace.
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 and building stronger relationships with local Aboriginal Community Controlled Health Organisations.
 - b. Health care models for priority populations, including people with disabilities, LGBTQIA+ communities and people from culturally and linguistically diverse backgrounds.
 - c. Improved access to health services by rural and regional patients through the establishment of patient referral pathways by Local Health Service Networks.
 - d. Women's health, including improved access to abortion, public fertility services and reduced gender health disparities across the life course, supported through the roll out of new services and better coordinated care.
5. A continued focus on improving the quality and safety of care, including through strengthening clinical governance systems and a culture of reporting and transparency under the Victorian Clinical Governance Framework.
6. Provide timely access to services by implementing strategies that connect people to the right care and improve the whole of system patient flow.
7. A financially responsible and sustainable health system, reflected in balanced health service budgets.
8. Public health and population health initiatives, including through the operation of Local Public Health Units, to contribute to better health outcomes among Victorians through prevention strategies and early interventions.

For the **mental health** system:

9. A mental health and well-being system that delivers inclusive, personalised, compassionate, integrated care so all Victorians are supported to live and experience the life they want:
 - a. Consumers have choice and agency and access to high quality and holistic care, as well as leadership roles
 - b. Carers, families, supports and kin: Are recognised, respected, and supported, including in leadership roles.
 - c. Workforces are diverse, multidisciplinary, and collaborative, and feel safe, valued, and supported.
 - d. Aboriginal communities: Self-determination and cultural safety are upheld, and physical, emotional, social, and spiritual aspects of wellbeing are central and interconnected.
 - e. Diverse communities: Are reflected and embraced in our services and models of care
10. Mental health services are focused on continuously improving performance.
11. Mental health services maintain service levels whilst transitioning to activity-based funding.

Supporting services for **older Victorians**:

12. 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.
13. 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.

Part A: Department of Health Strategic Plan

The Statement of Priorities are aligned with the Strategic Plan¹.

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

Strategic Priorities

Innovate and improve access and care

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.

Goal

Align with the Victorian Clinical Governance Framework to strengthen clinical governance systems, ensuring safe, high-quality care.

Ambulance Victoria deliverables:

- Demonstrate high quality care in which consumer engagement and input is actively sought, facilitated and used to drive system change to improve consumer experience and outcomes.
- Ensure that reporting, reviews and decision-making are underpinned by a safety culture and systems that are transparent, accurate and fair for staff and consumers.

Goal

Improve access to timely emergency care by implementing system-wide patient flow strategies that improve ambulance availability, connect patients to alternative services where safe and appropriate, and reduce ambulance response times.

Ambulance Victoria deliverables:

- Implement all relevant standards outlined in the Standards for Safe and Timely Ambulance and Emergency Care (STAEC) for Victorians and the accompanying Implementation Guide.
- Expand the use of safe virtual care, including Video Assisted Triage and the Victorian Virtual Emergency Department.

Prudent, sustainable and effective use of resources

We are innovative and resourceful in balancing improved patient care, operational performance, and system management to ensure a financially secure health system. We invest in a skilled and future-ready workforce, maintaining a modern, safe, and resilient healthcare system for all Victorians.

¹ 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>>

Goal

Develop and implement initiatives to strengthen financial sustainability. By delivering sustainable, responsible budgets, we can ensure a well-managed, viable, and sustainable health system for the future.

Ambulance Victoria deliverables:

- 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.
- Deliver strategies to improve the financial capability of the organisation including development and implementation of an agreed financial improvement plan.

A stronger workforce

We strive to foster an equitable, skilled and supported workforce that builds professional capabilities to meet current and future roles.

Goal

Provide a safe, inclusive and well-supported working environment where people feel valued, connected and empowered.

Ambulance Victoria deliverables:

- Implement processes to sustain workforce supply and fulfill obligations, including those under the Gender Equality Act 2020 by improving employee experience in leadership, health and safety, flexibility, career development, and agility to ensure safe, high-quality care.
- Implement actions under Ambulance Victoria's People Plan.
- Strengthen Ambulance Victoria's ongoing work to support staff safety and wellbeing including through the implementation of Ambulance Victoria's Enterprise Agreement 2024.
- Design, implement and evaluate contemporary models of care and practice, including future roles and building capability for multidisciplinary practice.

Improving Aboriginal health and wellbeing

Strengthen cultural safety in Victoria's health service system by fostering strong connections to Aboriginal culture, creating a holistic, accessible, and empowering health system.

Goal

Enhance Delivery and Access to Culturally Safe Services, fostering strong connections to culture. Address racism and provide Aboriginal people with culturally safe healthcare and referral pathways between mainstream and community-controlled health services.

Ambulance Victoria deliverables:

- Deliver high-quality cultural safety training to all executives and staff using independent, expert, community-controlled organisations or a registered Aboriginal business.
- Actively and regularly engage with Aboriginal community-controlled organisations or Aboriginal leaders in local catchments about the health and wellbeing needs of the Community.

Moving from Competition to Collaboration

We are committed to transforming Victoria's health system by partnering with care providers and health services to share knowledge, information, and resources.

Goal

Collaborate with other organisations and health services to enhance integration through coordinated planning, service design, and robust clinical governance. This partnership aims to ensure seamless, sustainable healthcare delivery pathways while fostering deep sector collaboration.

Ambulance Victoria deliverable:

- Continue to work with Triple Zero Victoria to provide efficient and effective progression of joint priorities.
- Enhance process and systems, including decision making tools, performance monitoring and reporting, to increase safe utilisation of alternative care pathways.
- Work with partners and stakeholders to support implementation of the Standards for Safe and Timely Ambulance and Emergency Care (STAEC) across all participating services.
- Work with the Department of Health and other stakeholders to progress implementation of Non-Emergency Patient Transport (NEPT) Reform.

Goal

Partner with consumers and their families to improve the design and delivery of ambulance services.

Ambulance Victoria deliverable:

- Strengthen consumer engagement, education, and awareness activities to improve the quality and accessibility of Ambulance Victoria services.

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
Infection prevention and control	
Percentage of healthcare workers immunised for influenza	94%
Patient experience	
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
Organisational culture	
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
Emergency Care²	
Percentage of patients transferred from ambulance to emergency department within 40 minutes	80% ³ OR 3% improvement from 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	25% OR 5% improvement from 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 4% improvement from the same time last year
Percentage of emergency Priority 0 incidents responded to within 13 minutes	85% OR 3% improvement from the same time last year
Percentage of emergency (Code 1) incidents (modified Secondary Triage call start time) responded to within 15 minutes (REF01)	90% OR 4% improvement from 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 the forecast and actual operating result (OR) as a percentage of the forecast OR for the current financial year ending 30 Jun	5% movement in forecast revenue and expenditure forecasts

² Percentage measures will be rounded to one decimal place.

³ Aligns with SOP target for health services where statewide target remains 80% or a 3% improvement on prior year performance with progress expected towards 90%.

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 2025 – 30 June 2026

Table 1 Ambulance Victoria funding summary for 1 July 2025 – 30 June 2026

Funding Type	Activity	Budget (\$'000)
Ambulance emergency		
Community service obligation emergency road and air transports		936,450
Ambulance non-emergency		
Community service obligation non-emergency road and air transports		163,063
Diversion and other specialist programs		
Secondary triage service		13,784
Other specialist services		45,891
Other		
Other specified funding		50,101
Total Funding		1,209,289

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 2025-26*.
- 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 2025-26 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 Ambulance Victoria board chairman 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.

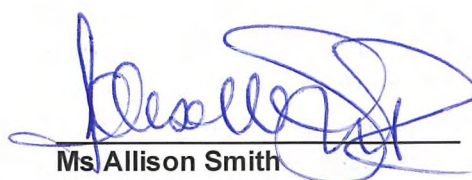


The Hon Mary-Anne Thomas MP

Minister for Health

Minister for Ambulance Services

Date: 22/09/2025



Ms Allison Smith

Deputy Board Chair

Ambulance Victoria

Date: 22/09/2025