



St John Ambulance Victoria

Strategic Plan 2019 – 2023

For the Service of Humanity

Welcome



I am delighted to present to you the St John Ambulance Victoria Strategic Plan 2019–2023 which will guide us for the next 5 years as we continue to fulfil our mission: the service of humanity.

St John Ambulance Victoria has been a trusted and reassuring presence in the Victorian community for more than 135 years. As a work of the Order of St John in Australia, we look to the future as a vibrant and strong organisation which exists to help those in our community who are in sickness, distress, suffering or danger.

The Strategic Plan has been endorsed by our Board of Directors and captures our strategic priorities. These four priorities attest to our commitment to increase our capacity to deliver community health programs through diversifying and strengthening our commercial enterprises. Each of our community programs has a specific focus underpinned by an ultimate purpose

to save lives through First Aid. Our activities and programs will continue to expand as we build resilience in and give confidence to the communities which we serve.

Our success will depend upon the engagement of our people and our collaboration with many stakeholders including our St John Ambulance colleagues throughout Australia. The Board and executive team share a deep commitment to creating a culture where all people can thrive and contribute to our mission, no matter what their role in our organisation.

I warmly invite all of the St John family in Victoria – our Order members, staff, volunteers and our many supporters - to contribute your own passion and commitment to service as part of this next chapter of St John Ambulance Victoria.

Virginia Bourke
Chairman



Our *Strategic Plan 2019–2023*, is both a vision and a statement of intent with our mission firmly at the centre of all we will do. This plan reveals our aspirations to serve the community more, deliver the best care possible and be a place where people are inspired to volunteer and work. We will support our charitable work through a strong and diversified commercial operation.

We are becoming more diverse in our service to the community and in our commercial enterprise and this strategy has taken us into new areas apart from first aid – we want to be where the community needs us. Patient Transport, Community Transport and our work with the Coroners Court all serve those in need and it is our

intention that these services grow. The return to our original mission statement: *For the Service of Humanity*, better reflects and embraces all that we are and want to be.

Saving lives through first aid remains intrinsic to our work in the community - best represented by our dedicated volunteers who selflessly give of their time and energy to serve the people of Victoria. It is our desire that more lives are saved through first aid and many of the commitments we make in this plan are dedicated to this outcome.

It is an exciting time for St John Ambulance Victoria and I am looking forward to working with our Board, executive team, volunteers, staff and partners as together we focus on our mission and grow our contribution to the community.

Gordon Botwright
Chief Executive Officer

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St John Ambulance Victoria acknowledges the traditional custodians of this land the Wurundjeri people, and all the members of the Kulin nations. We pay our respects to their elders past and present.

Strategic Plan

Our Strategic Plan 2019–2023, is both a vision and a statement of intent with our mission firmly at the centre of all we will do.



Our Mission

For the Service of Humanity

St John Ambulance Victoria is a charity in the Australian community working for the Service of Humanity. We exist to help those who are in sickness, distress, suffering or danger.



We Enable our Strategic Priorities through



Maximise our Community Health Contribution



St John Ambulance Victoria is a reassuring presence in the Victorian community. Our activities and programs build resilience in and give confidence to the communities which we serve.





Strategic Priorities

Maximise our Community Health Contribution

First Aid in Schools, Event Health Services volunteering, CPRLab and the community defibrillator program are among our most successful and well-known initiatives. Although distinct and defined goals underpin each one, the ultimate purpose of these programs is to save lives through First Aid.

As we embark on the next five years, St John plans to maximise the impact these programs have on individual lives and the community as a whole and seek to deliver new programs where needs are identified.



Our Commitments by 2023:

33% of the Victorian population engaged in First Aid knowledge building annually

50% of sudden cardiac arrests receive defibrillation

90% of sudden cardiac arrests receive CPR

Two new community programs

Significantly grow our Community Transport Services





Strategic Priorities

Maximise our Community Health Contribution



COMMITMENT	33% of the Victorian population engaged in First Aid knowledge building annually	
AIM	We aim to help ensure that 33% of Victorians further their First Aid knowledge and skills every year. To achieve this, we will collaborate with strategic partners who are also committed to regular First Aid education.	We aim to improve out of hospital sudden cardiac arrest survival rates by ensuring 90% of patients receive CPR. In 2016–2017, 40% of cardiac arrests received CPR.
WHY	<p>We believe First Aid should be a part of everyone's life.</p> <p>First Aid is a critical life skill that can be learnt at almost any age. This has been proven time and again through our First Aid in Schools program, which has directly saved the lives of many Victorians since 2012.</p> <p>The more people in our community with First Aid knowledge, the more resilient we will be – and the more lives we can save.</p>	<p>Approximately 6,000 Victorians suffer cardiac arrest every year – and survival rates are extremely low.</p> <p>However, early CPR improves these rates dramatically.</p> <p>Given that 75% of cardiac arrests occur in the home, people's lives are often in the hands of family members who don't have the skills they need. That's why regular CPR training within the community is so critical.</p>
HOW	<p>St John will offer more certified and non-certified training courses, as well as more free community First Aid programs such as our successful First Aid in Schools program which we will continue to develop and grow.</p> <p>We will also run new public awareness campaigns to address areas of specific need.</p> <p>We acknowledge we can't do this on our own. We will work with partners and the first aid industry as a whole to achieve this aspiration.</p>	<p>We will train more people in CPR through certified courses, as well as free community programs (such as CPRLab).</p> <p>We will also continue and extend our work with strategic partners. Specifically, we will partner with Ambulance Victoria to promote the GoodSAM app and provide more staff and volunteer responders.</p> <p>We will aim to have our volunteers at more events and venues where if needed they will be ready to provide CPR.</p>
MEASUREMENT	<ul style="list-style-type: none">Independent market research and surveys such as the NCVER - VOCSTATS.	<ul style="list-style-type: none">Ambulance Victoria Cardiac Arrest Registry (VACAR) Annual Report.

50% of sudden cardiac arrests receive defibrillation

We want to help ensure that 50% of Victorians who suffer out of hospital sudden cardiac arrest receive defibrillation. In 2016–2017 only 80 patients were defibrillated.

According to the 'Chain of Survival', early defibrillation improves a person's chances of survival in the event of a sudden cardiac arrest.

Chain of Survival



Early Access



Early CPR



Early Defibrillation



Early Advanced Care

Survival rates reduce by 10% with every minute that passes if a defibrillator is not used.

The logic is simple. More defibrillators in the community means more lives will be saved.

This commitment calls for a multipronged approach.

Through a range of community and commercial activities, we will locate more defibrillators in the community. We will also aim to ensure that the defibrillators already in the community are being used when needed and as intended.

More specifically, we will:

- Sell more defibrillators to workplaces and community groups – and supply others for free or at heavily subsidised prices
- Encourage more organisations to register their defibrillators on the GoodSAM app
- Work with strategic partners like the Department of Health and Human Services to allocate defibrillators to sporting and other communities
- Train people on the use of defibrillators and ensure they feel confident using one
- Have our volunteers at more events and venues, they will be equipped and ready to provide defibrillation.

- Ambulance Victoria Cardiac Arrest Registry (VACAR) Annual Report.





Maximise our Community Health Contribution

COMMITMENT	Significantly grow our Community Transport Services	Two new community programs
AIM	Having launched this service in November 2017, we intend to provide 20,000 low cost transport services annually for people within the community who are unable to transport themselves.	St John Ambulance Victoria will introduce at least two new community programs to help people in sickness, distress, suffering or danger.
WHY	<p>Many people within our community find it difficult to get to places such as doctor appointments. This may be due to old age, disability or a medical condition.</p> <p>In many cases, these people want to be able to get around independently. But taxis are expensive, and public transport is often not an option.</p> <p>Although other community transport services already exist, demand continues to outweigh supply. What's more, no other provider is able to guarantee First Aid trained drivers as well as First Aid kits and defibrillators on board every trip.</p>	<p>With a strong brand, diverse commercial activities and a track record for successful community programs, St John is ideally positioned to contribute to the community in new and different ways.</p> <p>By introducing at least two new programs, we can address more areas of need and address specific areas of weakness within the community. Although we're yet to determine the specific programs, possible opportunities to explore include:</p> <ul style="list-style-type: none">• A First Aid in Schools program for secondary schools• A program to improve outcomes for people suffering anaphylactic shock• A public or neighbourhood defibrillator distribution program• A health promotion program• A first aid care program for vulnerable people in the CBD• A Community First Aid education program
HOW	<p>We will leverage the power of the St John brand as well as our existing systems and infrastructure to firmly establish this service.</p> <p>We will drive growth through a range of strategies, including:</p> <ul style="list-style-type: none">• Partnerships with aged care providers, hospitals and GP networks• Strong alliances with local councils• Funding from our commercial activities to acquire more vehicles, recruit volunteers and build community awareness	<p>We will work with community stakeholders to research and select possible community programs. We will then launch the two (or more) which are considered the highest priorities.</p> <p>We will use the funds from our growing commercial business to establish operations, deploy resources and deliver the programs.</p>
MEASUREMENT	<ul style="list-style-type: none">• 20,000 transports provided annually.• Volunteers delivering 50%+ of all transports.	<ul style="list-style-type: none">• Launch of new programs.



Diversify our Commercial Activities



Best described as a social enterprise, St John is a not-for-profit organisation that receives no recurrent government funding. We rely on our commercial activities to fund our community programs – and to realise our mission.





Strategic Priorities

Diversify our Commercial Activities

To sustain and grow our charitable work, we must continually evolve, expand and innovate. We must not depend on a single source of income in this ever-changing economic climate. Instead, we will harness our many strengths to diversify our commercial income over the next five years.

By future-proofing our business, we can continue saving lives and serving our community – tomorrow and beyond.



Our Commitments by 2023:

Create a Centre of Excellence in Healthcare and Industrial Compliance Training

Increase Fundraising's contribution

Launch an agency for aged care and in-home care workers

Provide corporate health and wellbeing services





Strategic Priorities

Diversify our Commercial Activities



COMMITMENT	Create a Centre of Excellence in Healthcare and Industrial Compliance Training	Increase Fundraising's contribution
AIM	<p>We will set up a training centre that delivers a range of courses to diploma-level for those who wish to care for the sick and vulnerable.</p> <p>This commitment will strengthen our commercial position while also furthering our services to humanity.</p>	<p>We aim to grow our fundraising revenue to 10% of total revenue and establish St John Ambulance Victoria as a 'charity of choice'.</p>
WHY	<p>St John has been a leading First Aid training provider for over 135 years.</p> <p>As a well-established training organisation, we have the systems and infrastructure to train over 55,000 people annually. This presents a unique and exciting opportunity for us to expand our scope to deliver high-quality healthcare courses.</p> <p>Meanwhile, with an aging population and greater government incentives to help seniors stay at home, the new training centre will also better prepare our community for the rapidly rising in-home care sector.</p>	<p>Fundraising is an increasingly competitive space. Today's donors are more discerning than ever before, and even more difficult to reach and engage.</p> <p>However, St John is at a great advantage. Our brand is trusted and heavily integrated into the community – and our programs and people touch many lives every day.</p> <p>With that said, few people in the community are aware that they can 'give back' to St John. By building this awareness and our profile as a 'charity of choice', we won't need to rely solely on our commercial income streams to continue our important community work.</p>
HOW	<p>We will collaborate with education providers, strategic partners and other stakeholders to further our capability in healthcare training.</p>	<p>We will refocus our fundraising efforts and invest heavily into each of our three pillars: individual giving, grant giving and corporate giving.</p> <p>Specifically, we will:</p> <ul style="list-style-type: none">• Take greater care of our donors through regular, targeted communication• Clarify our 'why' more powerfully, ensuring our donors are heroes in the St John story• Strengthen our data management practices to increase donor commitment and frequency, cultivate major gift donors and increase the lifetime value of our donors• Adopt a more strategic approach to our regular giving and bequest programs for improved planning and forecasting
MEASUREMENT	<ul style="list-style-type: none">• New healthcare courses delivered.• Annual growth in student numbers.	<ul style="list-style-type: none">• Total annual donations equalling 10% of total revenue.• Donor retention of 75%.• A lifetime donor value of \$500.

Launch an agency for aged care and in-home care workers

Once we have established our new centre for healthcare training, we intend to set up an agency to help place our graduates into the workforce.

Although we must diversify our commercial activities, it is equally important that any new initiative aligns with our overarching mission – as well as our existing businesses and competencies.

A placement agency is a natural extension of our soon-to-be-established training centre. It offers ideal vertical supply chain integration.

As a long-standing and reputable social enterprise, St John will produce outstanding, community-minded healthcare workers. By actively marketing and placing these candidates, we are injecting higher quality graduates into the community – and raising the bar for the sector as a whole.

We will need to establish our new training centre before we can launch the placement agency.

The additional funds generated from the training centre (and our other growing commercial activities) will help us set up, resource and deliver this service.

- Establishing the agency.
- An annually improving student placement ratio.

Provide corporate health and wellbeing services

We will establish a health and wellbeing division that targets the corporate market to promote healthy minds and healthy bodies – saving lives through prevention.

St John is a trusted First Aid training provider in the corporate space.

With a strong brand, client base and existing infrastructure, we are well placed to expand our corporate services. A corporate health and wellbeing offering also naturally aligns with our mission.

A corporate Flu Vaccinations program was trialled in 2018 with great success – demonstrating the potential and need for corporate health and wellbeing services.

We will investigate market needs and consult with our corporate clients to identify the potential of our existing programs and of possible new ones.

We will also establish new strategic partnerships and acquire resources to plan and deliver the new services and training programs.

- Launch and delivery of health and wellbeing services and programs to the corporate market.



Deliver Person-Centred Care



We exist to serve people in sickness, distress, suffering and danger. To do this wholeheartedly, we must always focus on the specific needs of each and every person we help.





Strategic Priorities

Deliver Person-Centred Care

As we look towards the future, we will ensure we have the right skills to deliver the best possible outcomes – as we have always done. And we will strive to continually improve our capabilities for the benefit of every patient. Robust clinical governance is integral to this strategic priority.

By consistently monitoring and reviewing our performance, we can set benchmarks for the level of care we offer – and strive to exceed them at every opportunity.



Our Commitments by 2023:

Develop and maintain a clinical governance framework

Deliver effective measures to report and improve the patient experience

Support research in First Aid and healthcare

Innovate First Aid training to improve bystander preparedness





Strategic Priorities

Deliver Person-Centred Care



COMMITMENT	Develop and maintain a clinical governance framework	Deliver effective measures to report and improve the patient experience
AIM	<p>We will develop and maintain an organisation-wide Clinical Governance Framework that is aligned with Victorian Health Service Standards.</p> <p>This new framework will be critical to our commitment of delivering quality person-centred care and our goal to be the lead provider in Event Health Services (EHS) and Non-emergency Patient Transport (NEPT).</p>	<p>We plan to develop data-collection methods to track and improve the patient experience. This is an organisation-wide commitment, but it is especially relevant to our Event Health Services and NEPT businesses.</p>
WHY	<p>Clinical governance will improve our integrity and will deliver significant benefits to individual patients and the community as a whole.</p> <p>We believe it's our responsibility as a leader in EHS and NEPT to advocate regulation and influence its structure.</p>	<p>Although we already take steps to measure the patient experience, we can always do better by collecting more accurate, consistent and seamless feedback from patients.</p> <p>With more sophisticated measurement processes and richer data at our fingertips, we can continually monitor, report and improve the patient experience across the organisation.</p>
HOW	<p>We will resource and support our committee of healthcare professionals to develop the framework.</p> <p>Once developed and approved by the Board, we will continually review our clinical practices and take the necessary steps to ensure our documents, processes and people abide by the framework.</p>	<p>We will invest time, resources and research into selecting the most effective measurement methodologies.</p> <p>Although we will consider many options, we will begin our focus on the use of smart tablets at events and in NEPT vehicles.</p>
MEASUREMENT	<ul style="list-style-type: none">• A Board approved Clinical Governance Framework, including clinical practice benchmarking and reporting.• Setting and maintaining our benchmarks.	<ul style="list-style-type: none">• Year on year improvement of patient experience and satisfaction as captured through surveys.• Tracking and reporting of types of clinical presentations and outcomes.• Documented Clinical Governance Committee approved clinical procedure changes that improve the patient experience or outcome.

Support research in First Aid and healthcare

We plan to continually improve patient outcomes in First Aid and pre-hospital care – and to drive innovation in healthcare training.

St John Ambulance Victoria has an enviable reputation and long history for being at the forefront of First Aid training.

To uphold this standing and be true to our mission, it is critical for us to continually explore new thinking and technology in patient care.

By challenging ourselves and the industry as a whole, we can also improve the way people learn First Aid and other healthcare skills – which will ultimately save more lives.

We will partner with tertiary institutions and relevant research organisations with an interest in better healthcare outcomes.

Research is likely to focus on innovations in healthcare and First Aid training delivery methodologies.

- Published research projects and new training methods.

Innovate First Aid training to improve bystander preparedness

We plan to cement our position as a leader in First Aid Training and improve learning methodologies and outcomes.

As a market leader in First Aid training, it's our responsibility to continually raise the bar. We must differentiate, innovate and offer a superior training experience.

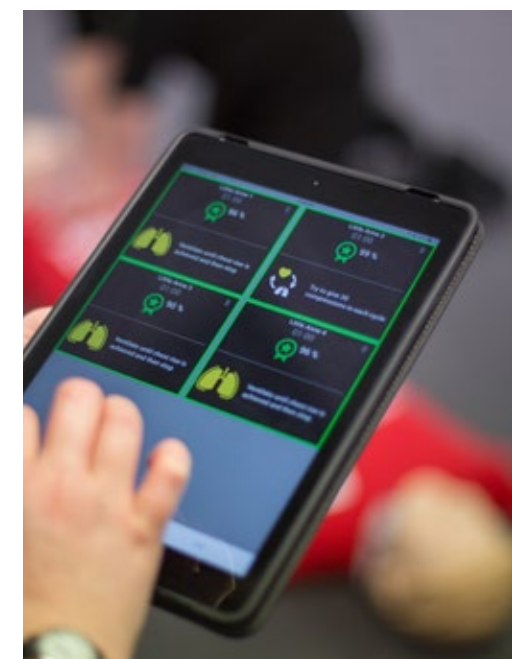
By giving people access to more economical, engaging and effective training, we can better ensure every participant feels confident and prepared to deliver First Aid.

With the rapid advancement of technology – especially in the areas of virtual and augmented reality – the opportunities for innovation are vast.

We will reengineer our certified First Aid and CPR training delivery models to reduce participant cost and training time away from work or home, while improving effectiveness and outcomes.

By using a range of interactive technologies and streamlined assessment processes, we will also seek to provide a more consistent and rewarding training experience.

- Introduction of new training models.
- Post-training feedback surveys to assess skill confidence.
- 20% growth in First Aid training participants annually, currently at 55,000 people.



Inspire Our People



We aim to create a culture which encourages our people to thrive and achieve incredible things. We want everyone to know that they are contributing to our mission – whatever their role in the organisation.





Strategic Priorities

Inspire Our People

First and foremost, we believe our employees and volunteers deserve to feel safe and supported when working in the community. Their physical and psychological wellbeing is integral to our success and theirs.

To build this culture we must always demonstrate behaviours that promote safety, responsibility and inspiration.



Our Commitments by 2023:

Expand our Employee Value Proposition

A great place to volunteer

Child Wise Certification

Provide a Safe Place for our people





Strategic Priorities

Inspire Our People



COMMITMENT	Expand our Employee Value Proposition	A great place to volunteer
AIM	We plan to make “Our Safe Place” culture an integral part of our employee value proposition to empower our people to deliver our mission and give them a great employee experience. We will do this to attract and retain high-calibre employees. We plan to be an ‘Employer of Choice’.	We intend for St John Ambulance Victoria to become known as a great place to volunteer through a superior volunteer experience and levels of engagement.
WHY	<p>We need exceptional people performing at their best to achieve our ambitious growth plans – and to fulfil our mission.</p> <p>The more engaged, happy and safe our people are, the more prepared we will be to serve our customers and the community.</p>	<p>We rely heavily on the commitment and passion of our volunteers to fulfil our mission. They represent our brand in the community every day, and are central to the many services we deliver.</p> <p>With significant growth plans across the organisation, it has never been more important for us to nurture and grow our volunteer community.</p> <p>Greater insight into our ‘volunteer experience’ will help us improve engagement levels, maintain strong retention rates – and recruit a larger pool of volunteers who want to contribute to our mission.</p>
HOW	<p>We will provide development for our people by providing programs on leadership, further education and high performance. We will improve their employee experience through organisational culture, health and wellbeing initiatives, safe practices and reward and recognition.</p> <p>We will listen to our people and review our existing practices and programs – as well as introduce new ones.</p>	<p>We will apply more focus and invest greater resources into measuring volunteer satisfaction levels and improving our volunteer experience.</p> <p>This may include annual surveys and other research initiatives which will inform a benchmark setting for volunteer satisfaction levels.</p>
MEASUREMENT	<ul style="list-style-type: none">• An employee turnover rate of less than 15%.• Sustained annual improvement of employee engagement and satisfaction levels as reported through our annual employee satisfaction survey.• Sustained annual improvement in staff performance as captured and reported through our performance and employee experience software.• Attainment of Employer of Choice award.	<ul style="list-style-type: none">• Improve volunteer engagement and satisfaction levels by 10% on the established benchmark.• Volunteer turnover reduced to 26.5%.• Increase applications for volunteer positions annually by 10% to 1,300 applications.• Increase total volunteer event duty hours (community service hours) by 10% to 161,500.

Child Safe Certification

We plan to achieve certification as a Child Safe organisation.

This certification will position us as a leader in child safety and wellbeing, and instil confidence that every child in our care is physically and psychologically safe. Child safety will become part of our organisational DNA.

Many of the services and programs we deliver involve interactions with children – at schools, community events and in our St John Youth program. We also run a youth membership program, which comes with important responsibilities.

Therefore, it is essential that parents, teachers and other community stakeholders are confident that their children are in safe and capable hands with St John.

With extensive work already in progress, we will continue to take the necessary steps to achieve this certification.

We currently have a core project team undertaking a gap analysis and developing strategies to address areas of need.

Once we achieve our Child Safe certification, we will dedicate permanent resources to ensuring we maintain requirements over the long term.

- Attainment of Child Safe certification.
- Retention and maintenance of our Child Safe certification through post certification audits.
- 100% of our people will undertake child safety training annually.





We are committed to creating an organisational culture that provides a Safe Place for our people to work and volunteer. This will only happen when the behaviours displayed by each of us reflects the values we commit to in Our Safe Place declaration below.

Provide a Safe Place for our people

Our Safe Place Declaration

- Make the decision you think is right
- Start something that needs to be started
- Ask for help whenever you need it
- Help others when they need it
- Do something that inspires others
- Simplify the complex
- Thank and acknowledge others efforts

Our Values in Action

Passion for Purpose (Belief in our WHY)

- Serve the Victorian community
- Cultivate and connect our people to engage with our WHY
- Love where you work and volunteer
- Make decisions that grow our purpose

Diverse and Inclusive (CARE)

- C – Compassion, acceptance and connection through understanding
- A – Act with integrity and authenticity
- R – Respect for others
- E – Embracing diversity, equality and inclusiveness as a strength

Customer-centric

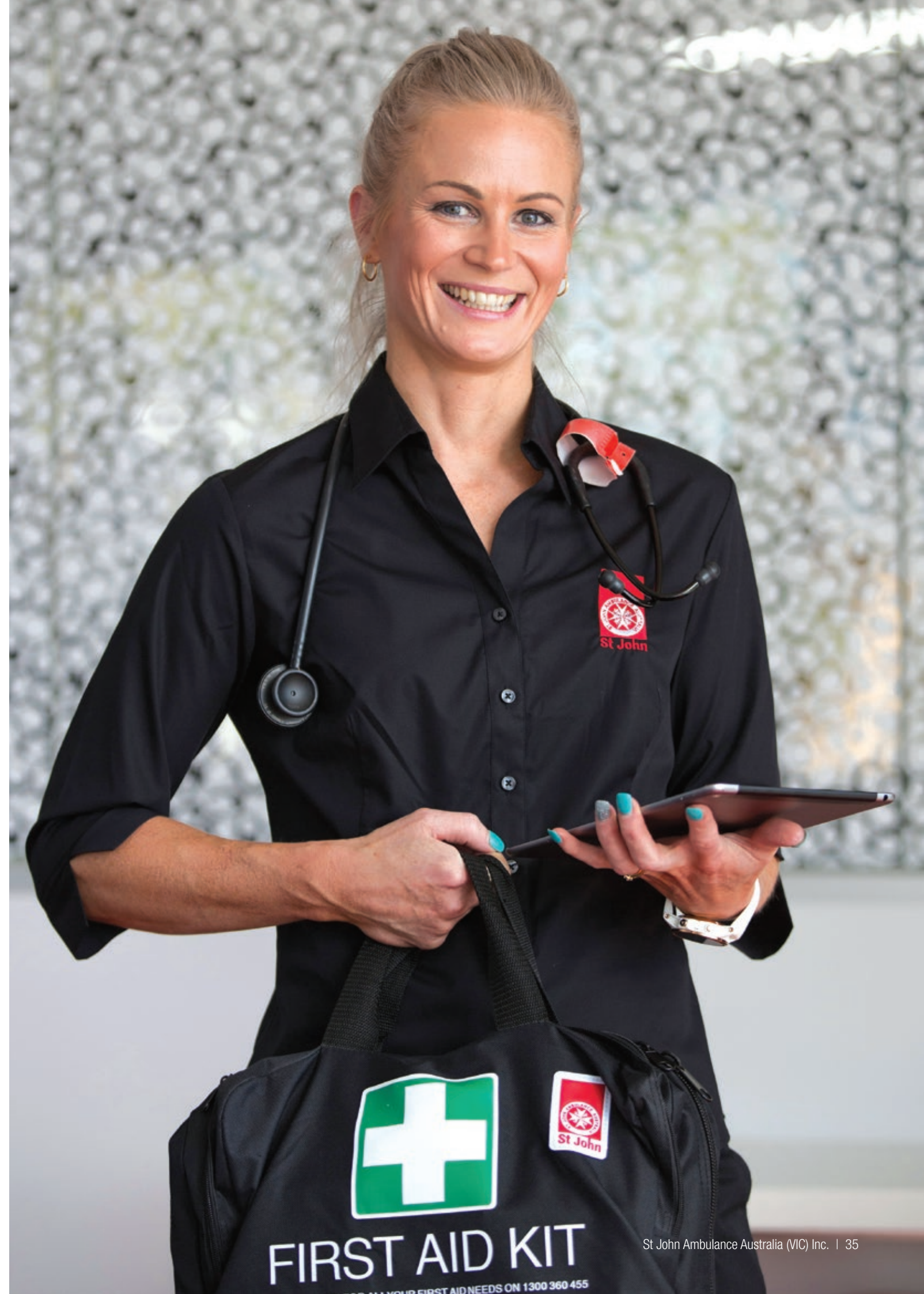
- Customer Centricity starts with our people
- Treat colleagues as customers
- Be accountable for what you agree to do
- Delight your customer and hear their voice in every decision, thought and interaction
- You own every customer; aim to make them an advocate of St John and our purpose

Innovative

- Look at problems from a different angle
- Embrace new ideas and challenge the status quo
- Keep an open mind to drive endless possibilities
- Be creative, inspirational and inclusive in the way you identify and embrace change



OUR SAFE
PLACE



Our Enablers

Robust Governance

Our Robust Governance framework holds the executive and management accountable through policy and reporting to ensure that at all times our actions match our values and deliver our mission.

Diversity & Inclusion

Diversity and Inclusion means we are proud of our skilled, compassionate and caring volunteers and staff which comprise of people with different experiences and unique qualities. We will serve humanity by placing people first and ensure they are part of the organisation's narrative. This will encourage unity, a common purpose and mutual accountability across St John.

Curiosity

Curiosity allows our people to explore opportunities, question everything, look outside for inspiration and be interested in what others are doing.

Innovation & Technology

We will harness Innovation & Technology by looking at problems from a different angle, always asking why and continuously seeking to improve how we serve the community.

Strategic Partnerships

Through Strategic Partnerships we connect stakeholders with our mission and acknowledge that we can't always do it on our own. They bring experience, networks and a wider reach to our mission.

Customer Centricity

Customer Centricity starts with our people loving our organisation and believing in its mission. They will delight our customers and will hear their voice in every decision, thought and interaction. Our people will ask questions and listen in order to create an experience whereby customers become advocates for St John and our purpose.





St John

www.stjohnvic.com.au