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# **Emergency Ambulance Services Committee Integrated Medium Term Plan 2022/2025**



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## Key Principles

- acknowledges efforts made by frontline staff in response to the COVID-19 pandemic
- recognises the extraordinary pressures placed upon the system
- notes the opportunities to accelerate new initiatives across Urgent and Emergency Care



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# Key Principles

- reflects the enabling role adapted by the Emergency Ambulance Services Committee (EASC)
- focuses on reducing harm, improving the patient experience and optimising system flow
- reflects the key priority areas across our commissioned services for 2022-2025 with a focus on 2022-2023
- confirms that the EASC Team will continue to work collaboratively with stakeholders to ensure services are integrated and add value to the system



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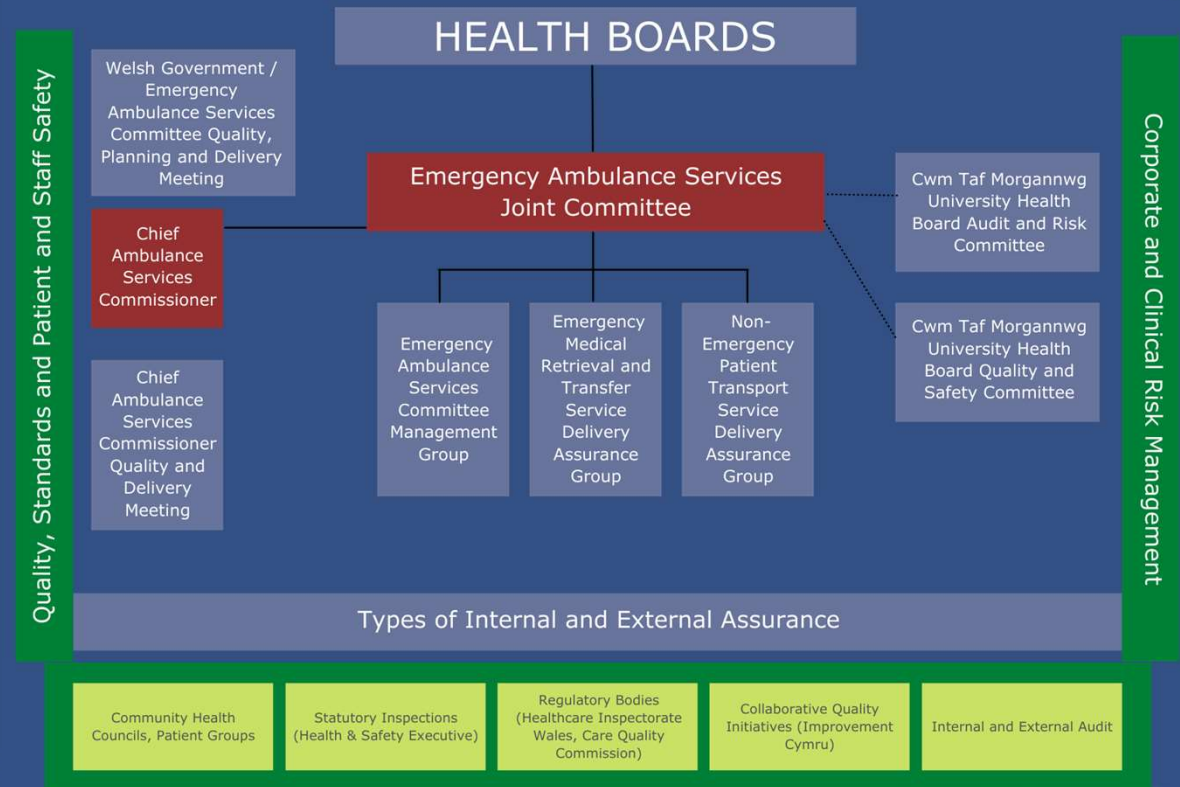
# Governance

The EASC IMTP outlines the governance arrangements for EASC, including being hosted by Cwm Taf Morgannwg University Health Board (CTM UHB) and adoption of CTM UHB risk management approach



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## EASC Role

The Chief Ambulance Services Commissioner (CASC) is responsible for the securing, commissioning, quality assurance and improvement of EASC commissioned services.

Portfolio includes:

- Emergency Ambulance Services (EMS)
- Non-Emergency Patient Transport Services (NEPTS) and
- Emergency Medical Retrieval and Transfer Service (EMRTS Cymru) including the Adult Critical Care Transfer Service (ACCTS)

EASC has a key role across the provision of both ambulance and hospital services reflecting the enabling function of EASC with transport as a key element of the work to improve patient flow within the system.



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## EASC Team

The EASC team are well-positioned in terms of partnership arrangements which includes Health Boards and Trusts, Welsh Ambulance Services NHS Trust (WAST) and EMRTS Cymru.

These and other partnerships enable the EASC team to:

- support and engage the wider system on a local and national level
- negotiate and arbitrate between parties re new and existing services
- provide a system-wide understanding

With a view to:

- integrating and improving service delivery
- driving performance and quality
- improving patient outcomes



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# Strategic Context

The key priority areas for the EASC Integrated Medium Term Plan (IMTP) will be presented in the following slides, these will reflect and align with:

- Overarching Ministerial Priorities (Planning Framework 2022-2025)
- Six Goals for Urgent and Emergency Care (UEC) in Wales
- Quality Statements (Six Goals)
- EASC Chair's Objectives
- Plans for transformational change being developed across Health Boards and Trusts
- Commissioning Intentions (2022-23)



# EMS

- The key strategic priority will be to build upon the engagement undertaken with a wide range of stakeholders in relation to the vision for a modern ambulance service.
- This was initially presented, discussed and agreed at the EASC Committee in July 2021.
- Steps are already being taken on this journey with WAST submitting the case for additional emergency ambulance capacity and additional funding for Year 1 (2022-23).
- Key elements of this work include:
  - a remote clinical support strategy
  - more effective use of resources
  - refining the approach and use of utilisation metric
  - reducing harm and preventing poor outcomes for patients
  - working as part of the wider UEC system

## Priority Area 1





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# New Commissioning Framework for EMS (1 April 2022)

- Previously reflected a conventional ambulance service with patients predominantly conveyed to hospital
- Updated to reflect the vision for a modern ambulance service
- Strategically focused on performance and value in 3 key areas: clinical outcomes, service delivery and use of resources
- Enhances the existing collaborative and integrated commissioning approach including a shared vision and strategy for UEC services
- Renewed focus on improving patient outcomes with patients directed to the right service in the right place every time
- Reflect key enablers for the modern ambulance service including workforce, digital and a balanced approach to managing risk

# NEPTS

Following completion of the transfers of work from Health Boards, NEPTS will:

- re-design and renew (where appropriate) patient journey contracts to deliver the best patient transport model for Wales ensuring value and utilisation efficiency
- work with National Collaborative Commissioning Unit (NCCU) to strengthen the quality assurance process for providers including their own service
- understand the current and future needs of Health Boards
- develop a robust forecasting and modelling framework
- develop and implement a responsive and adaptive NEPTS service that provides resilience for future demand
- collaborate with the system and suppliers to reduce system inefficiencies

Priority Area 2



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# EMRTS & ACCTS

EASC will continue to work with EMRTS Cymru to:

- consolidate the implementation of the ACCTS with a clear focus on improving patient outcomes, value and the quality and safety of service delivery
- explore opportunities for an enhanced Critical Care Practitioner-led response
- finalise and circulate the EMRTS Service Evaluation
- support the work with the Wales Air Ambulance Charity in the implementation of their new organisational strategy

Priority Area 3



AMBIWLANS AWYR CYMRU  
WALES AIR AMBULANCE

**EMRTS Cymru**  
Emergency Medical Retrieval &  
Transfer Service

# National Transfer and Discharge

A national transfer and discharge service will provide patient flow into and out of secondary care facilities and will support the Health Board strategic change programmes. This will sit alongside EMS and NEPTS services and will:

- utilise the existing resources available as well as identifying any additional resource requirements
- cover both the existing and future transfer needs

This work will also:

- support the aspirations of the national clinical networks
- utilise the key enabling function of the EASC
- optimise the role of transport services to improve patient flow within the wider health system

Next steps:

- develop the service through collaborative working with partner organisations
- develop and seek agreement for the business case by the end of Q4 2022-2023

## Priority Area 4



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# NHS 111 Wales

- Options for commissioning NHS 111 Wales currently being considered
- Many cross-cutting themes
- NHS 111 Wales is currently in the programme implementation phase
- Need to realise opportunities to simplify the NHS 111 Wales approach and service as we transition from a programme implementation to commissioning phase

Priority Area 5

**NHS 111** *Wales*



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# Emerging System Change

In response to plans for transformational change, the EASC will:

- act as a forum for discussing the plans that are being developed across Health Boards at the earliest opportunity
- support the wider UEC system, with transport as a key element of the work to improve patient flow within the wider health system
- respond to Health Board and health system needs
- adopt a strategic value-based commissioning approach, working with partners to:
  - improve service delivery and performance
  - lead the commissioning of new transport models in response to system need

Priority Area 6



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## EASC Financial Plan 2022-2023

- To provide early sight of financial requirements, a draft financial plan and assumptions were presented at EASC (November 21)
- Draft financial plan was then presented at Deputy DoFs (18<sup>th</sup> November 2021) including timelines and assumptions
- Engagement undertaken with peer groups to ensure inclusion in HB IMTPs
- Final draft of the financial plan to be presented to EASC MG in February and EASC Joint Committee in March





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# EASC IMTP: Key and Consistent Elements

- Taking a pragmatic and considered approach to the impact of resetting services and driving recovery
- Optimising patient flow across the system
- Adopting a supportive and enabling role
- Embracing the opportunities to accelerate new initiatives across UEC
- Continue with system-wide thinking and approach



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## Next Steps

Date	Description
18 January 2022	Present key principles of the EASC IMTP at the EASC Committee meeting
	Incorporate comments received
28 January 2022	Circulate robust draft to the EASC, Directors of Finance and Directors of Planning with a request for comments by 11 February 2022
	Incorporate comments received
24 February 2022	Discuss and endorse the EASC IMTP at EASC Management Group
	Finalise EASC IMTP
15 March 2022	Discuss and approve final version of EASC IMTP at EASC meeting
End of March 2022	Submission to Welsh Government



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Thank you for listening