

# **NIAS Corporate Plan**



**2018-19 – 2021-22**

The Northern Ireland Ambulance Service (NIAS) provides a vital service to the population of Northern Ireland. It provides a range of services which often touch people at the most worrying and vulnerable times in their lives, and is rightly highly valued by the public.

NIAS faces a range of significant challenges and major issues over the period covered by this plan. These include the need to deliver safe, high quality care, improved response times and service modernisation in the context of the continued challenging financial environment.

This Corporate Plan 2018/19 – 2021/22 describes how we intend to address these challenges, building on the progress made to date, and sets out our ambition to deliver the best and appropriate care to patients in Northern Ireland who require Ambulance Services, putting them at the heart of everything we do. The Corporate plan has been informed by an engagement process with our staff and key stakeholders.

The four year Corporate Plan sets out how the Trust will deliver on our key themes and priorities whilst contributing to real improvements in health and wellbeing for our population, with a particular focus on the actions to be taken during 2018/19. It describes the Trust's priorities in contributing to the wider HSC reform programme and how we will align to the following Regional strategic context:

1. **Health and Wellbeing 2026: Delivering Together.** On 26 October 2016, the then Minister of Health launched her 10 year approach to transforming health and social care, "Health and Wellbeing 2026: Delivering Together". This plan was the Minister's response to the Expert Panel's report "Systems, Not Structures: Changing Health and Social Care" which was published on the same date. "Delivering Together" presents a vision of transformed Health and Social Care services, based on a population health model that puts patients at the centre of services through co-production. It set an ambitious plan which aims to see a future in which:
  - people are supported to keep well in the first place with the information, education and support to make informed choices and take control of their own health and wellbeing;
  - when they need care, people have access to safe, high quality care and are treated with dignity, respect and compassion;
  - staff are empowered and supported to do what they do best; and
  - our services are efficient and sustainable for the future.
2. The **Programme for Government.** The Department of Health has established a programme of reform with the objective to transform health and social care services, in order to produce better health and wellbeing outcomes for all our people and thereby contributing to the realisation of the Minister's

ambition as set out in the Programme for Government (PfG) for everyone to lead long, healthy and active lives.

This Corporate Plan seeks to align our priorities and objectives to the above strategic context.

It does not reflect everything that we do and NIAS staff are involved in many other areas of normal business that are not included but no less important. Rather it highlights the key priorities for the year ahead which will contribute to the longer term direction of travel as we continue on our programme of reform and modernisation.

The Trust's frontline challenges are similar to those faced by Ambulance Services across the rest of the UK and these have been well documented in the National Audit Office Review (2017) of English Ambulance Services and by the Association of Ambulance Service Chief Executive (AACE) strategies. These include:

- demand for ambulance services continues to rise rapidly ;
- increases in funding have not matched rising demand;
- workforce issues are limiting the ability to meet rising demand;
- delays in being able to transfer the care of patients at emergency departments are contributing heavily to keeping ambulance staff away from where they are needed most, with the associated risk to patient safety for those waiting for an ambulance response;
- the need to progress delivering new models of care;
- unprecedented pressures on our workforce.

These issues cannot be overcome by NIAS alone and require support from DoH, HSCB, Trusts and local providers.

These challenges impact on the Trust's ability to achieve its Category A response target. The rising demand for ambulance services without a matched increase in funding, the delays in handover times at hospitals and the workforce issues continue to present a significant challenge for the immediate future. Efforts will be made to maximise the use of existing resources to improve response times without compromising our overall commitment to respond promptly and appropriately to all 999 and non 999 requests for ambulance assistance. The Trust will continue to prioritise getting the fastest appropriate clinical response to those patients most in need.

In order to address these challenges, NIAS has ambitious proposals to transform service delivery and the associated priority work will be reflected in the related annual delivery plans. These proposals were informed by a major review of demand and capacity undertaken during 2017/18, which established that in order to meet the required Ministerial response target times, and manage future demand increases, NIAS require in excess of an additional 300 Paramedic and EMT staff. The review

also recommended that this substantial increase in workforce needs to be done in parallel with the introduction of a new Clinical Response Model together with other changes to the operation of the Emergency Ambulance Control Centre.

We therefore propose to introduce a new Clinical Response Model that better reflects the needs of patients and aims to ensure we send the right response to meet that need. Our aim is to improve how we assess and triage patients' condition on the telephone. We may take a little more time to do this once we have established the patient's condition is not immediately life-threatening, to ensure we send the right staff with the most appropriate skills. Where patients do not need to go to an emergency department, our skilled staff may treat them at home or access a more appropriate care pathway. In some cases, we might refer patients directly to specialist services. We will work as part of an integrated health and social care system to access the right care first time for patients. A key first step in the development of this model will be embarking on a consultation process in 2018/19 subject to Departmental approval, in order to initiate important conversations with the public and key stakeholders about the model and listen carefully to feedback which will inform how the model is developed.

NIAS has seen significant transformation during the last few years and this continues to evolve with exciting challenges ahead. Core to everything we achieve is our staff and the Trust recognises their contribution to any success and will continue to develop a culture where staff feel valued and are engaged and inspired to deliver better outcomes.

**Our Vision is:**

**To provide excellent quality of care, experience and outcomes for the patients we serve.**

This vision is underpinned by our core values that will help us to deliver the highest levels of care and services.

**Our Core Values are:**

- **Compassion**
- **Respect**
- **Integrity**
- **Learning & Improvement**

NIAS has identified six key themes from which the Corporate Objectives and annual priorities are developed. They provide clarity for the general public and our staff who deliver our services and ensure consistency between strategy and delivery.

**Our 6 Key Themes are:**

- **Motivated & Engaged Workforce:** the Trust will explore how we can fully achieve this for staff, at all levels. We will find opportunities for staff involvement and engagement in developing and modernising how we deliver our services. We will collaboratively develop and deliver modernisation and improvement, and encourage staff to have a greater understanding of their impact on service delivery and outcomes for patients. We will enable staff to be part of learning activities that are adapted and appropriate for them.
- **Right Resources to Patients Quickly:** the Trust will develop sustainable, innovative workforce and systems solutions building on the recommendations of the NIAS Demand & Capacity Review, 2017. We will aim to have the right number of staff with the right skills to ensure our quality of service meets agreed standards in terms of time and clinical quality. We will develop highly skilled staff equipped to deliver safe patient care with a focus on the delivery of clinical excellence and appropriate pathways. Through this we will ensure we deploy the right resources, skills and response that is appropriate to clinical need.
- **Improving Experience & Outcomes for Patients:** The Trust will ensure that we listen to and learn from patients and others in the planning and delivery of services. We will promote meaningful engagement and involvement in service developments. We will use a range of standards, measures and indicators to offer assurance that our service is operating effectively, safely and in the best interest of patients.
- **Clinical Excellence at Our Heart:** we will ensure the best outcomes for our patients through working to the highest standards of care and developing, leading and sharing best clinical practice. We will ensure clinicians receive the highest standards of education, learning and development to perform effectively and safely. Clinical staff will be equipped to carry out their role supported by advancements in technology, medical equipment, clinical practice and clinical audit. NIAS will develop and implement clinical supervision for regulated professionals. We will involve our staff and others to identify and develop best models of clinical practice and appropriate systems and processes for measuring outcomes.
- **Recognised for Innovation:** the Trust will continue to work collaboratively on innovations and transformations that deliver on our priorities. We will position NIAS as an integral part of the whole HSC system and influence and shape services to ensure improvements to the patient experience and outcome. We will develop and embed a quality improvement methodology within the Trust and celebrate related successes. NIAS has a vital role to play in the delivery of urgent and emergency care, providing a range of clinical

responses to patients in their homes and community settings and can potentially integrate seamlessly across the spectrum of providers in health and social care. We can increasingly shift the balance of care away from hospitals, reduce demand on emergency departments and take the pressure off general practice. There are real benefits to be gained for patients by investing in NIAS services to improve the future sustainability and performance of the health system overall. NIAS will identify the impact of those changes in an open and evidenced manner using clear, validated and timely data is essential.

- **Effective, Ethical, Collective Leadership:** the Trust will develop an Organisational Development Framework and annual delivery plan that will provide a focus on promoting the right culture and supporting behaviours to drive improvements and transformations. We will ensure there are leadership development opportunities to develop the skills and confidence of our leaders to support the Trust priorities, as outlined in the Corporate Plan.

This Corporate Plan will support the Trust to deliver core business as well as supporting Regional and Local modernisations and transformations.

KEY OUTCOME	KEY OBJECTIVES	LEAD DIRECTOR	TIMEFRAME
<b>Motivated &amp; Engaged Workforce</b>	Establish an Organisational Development function and related strategy to support the Corporate Plan, with a focus on leadership development, living our corporate culture and staff engagement.	DHR&CS	December 2018
	Develop and deliver on a Health & Wellbeing programme across the Trust to include delivery of a pilot Peer Support Model for those dealing with trauma.	DHR&CS	September 2018
	Deliver a comprehensive programme of Clinical Education, Learning, Development and Mandatory Training.	DHR&CS	March 2019
	Have a process in place to support the achievement of Ulster University and HCPC Approval to deliver a Foundation Degree Programme in Paramedic Education.	DHR&CS	December 2018
	Begin delivery of Foundation Degree Programme to 48 student Paramedics.	DHR&CS	March 2019
	Hold a NIAS Leadership Conference.	DHR&CS	December 2018
	Review existing mechanisms for staff recognition and host an initial Staff Awards event.	DHR&CS	January 2019
	Review the existing Directorate structures and responsibilities to ensure the most effective governance and management arrangements to support the delivery of services.	CEx	September 2018
	Develop workforce plan that reflects Trust priorities supports our plans to ensure our quality of service meets the performance trajectory requirements in terms of time and quality.	DHR&CS	May 2018
Contribute to DoH NIAS Workforce Review	All Directors	Ongoing	

<b>Right Resources to Patients Quickly</b>	Implement a Programme of transformation and improvement for our Emergency Ambulance Control Room.	DOps	March 2019
	Develop plans to deliver the efficiencies identified as part of NIAS's savings plans.	All Directors	July 2018
	Develop an Estates strategy that supports the Service delivery plan.	DOps	September 2018
	Initiate a project to replace Craigavon Station.	DOps	March 2019
	Evidence compliance with internal audit recommendations.	All Directors	March 2019
	Ensure effective arrangements are in place to achieve financial break even.	All Directors	March 2019
<b>Improving Experiences and outcomes for patients</b>	Take forward a Public consultation on a proposed new Clinical Response Model and apply feedback as appropriate to future planning.	DOps	March 2019
	Increased focus on Patient outcomes and related measures through review of clinical performance indicators and working with multi- disciplinary groups to develop Regional strategies for acute conditions.	MD	Ongoing
	Demonstrate patient confidentiality and consent is respected and embedded in working practice and that staff have been made aware of their responsibilities under Data Protection, including new GDPR legislation.	DF&ICT	Ongoing



<b>Clinical Excellence at our heart</b>	Explore potential for and introduce new clinical pathways allowing for direct referral of patients to the most appropriate service provider and extend the availability and scope of the CSD Team.	MD	October 2018
	Improve patient safety through a review of IPC policy and procedures.	MD	September 2018
	Improve compliance with standards of IPC across the Trust.	MD	March 2019
	Progress plans for an electronic patient report form to provide real time communication with other areas of the Health Service as well as real time feedback on clinical performance while strengthening the security of personal data.	MD	March 2019
	Ensure further integration with regional and local Trust services to streamline the patient experience through appropriate pathways including Major Trauma, Acute Stroke Care and others.	MD	March 2019
	Provide support to develop clinical information aligned to changes in clinical service development and identify the impact of those changes.	DF&ICT	Ongoing
	Replace the Mobile Data system.	D Ops	March 2019
<b>Recognised for innovation.</b>	Identify opportunities to improve the quality of our decisions by strengthening how we share information using digital technologies.	DF&ICT	March 2019
	Develop information provision to include a quality improvement methodology and a business intelligence approach to map the patient journey	DF&ICT	March 2019
	Develop safe alternatives to reduce demand on frontline services to include a policy on frequent callers and increasing the levels of Hear and Treat and Treat and Leave/ Refer practice.	MD	March 2019

<b>Effective, ethical, collective leadership</b>	Participate fully in regional HSC HR work streams associated with HSC Collective Leadership Strategy and DoH Workforce Strategy	DHR&CS	March 2019
	Develop a leadership programme for middle managers to develop Leaders who champion the corporate culture.	DHR&CS	January 2019
	Fully implement the Trust's Equality Action Plan and Disability Action Plan including operation of staff working groups such as the Equality Forum and related sub-groups of the Women's Forum and LGBT Forum	DHR&CS	March 2019