

Looking at our Ambulance Services

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Drivers for Change

- Delivering the Five Year Forward View (NHSE, October 2014)
- Safer, faster, better: Good practice in delivering Urgent and Emergency Care. A guide for local health and social care communities. (NHSE, August 2015)
- The Commissioning Standards Integrated Urgent Care (NHSE, September 2015)
- Clinical Models for Ambulance Services (NHSE, November 2015)
- Urgent and Emergency Care Network Delivery Plan: Supporting guidance and template (NHSE, December 2015)
- Delivering the Forward View: NHS Planning Guidance 2016/17 – 2020/21 (NHSE, December 2015)

We've come a long way





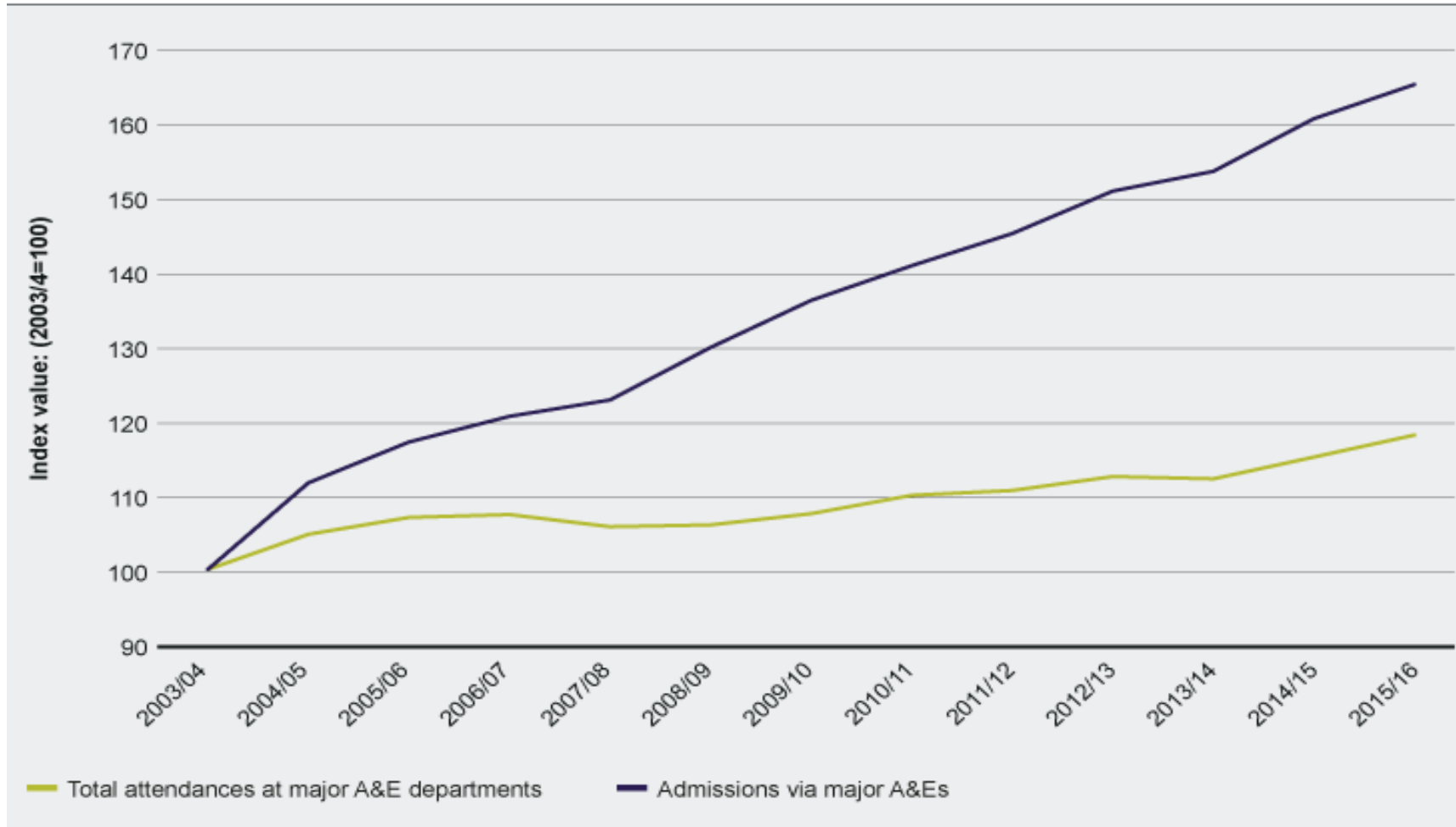
.....but it's much more than just an ambulance response

Do you know your Ambulance Services?

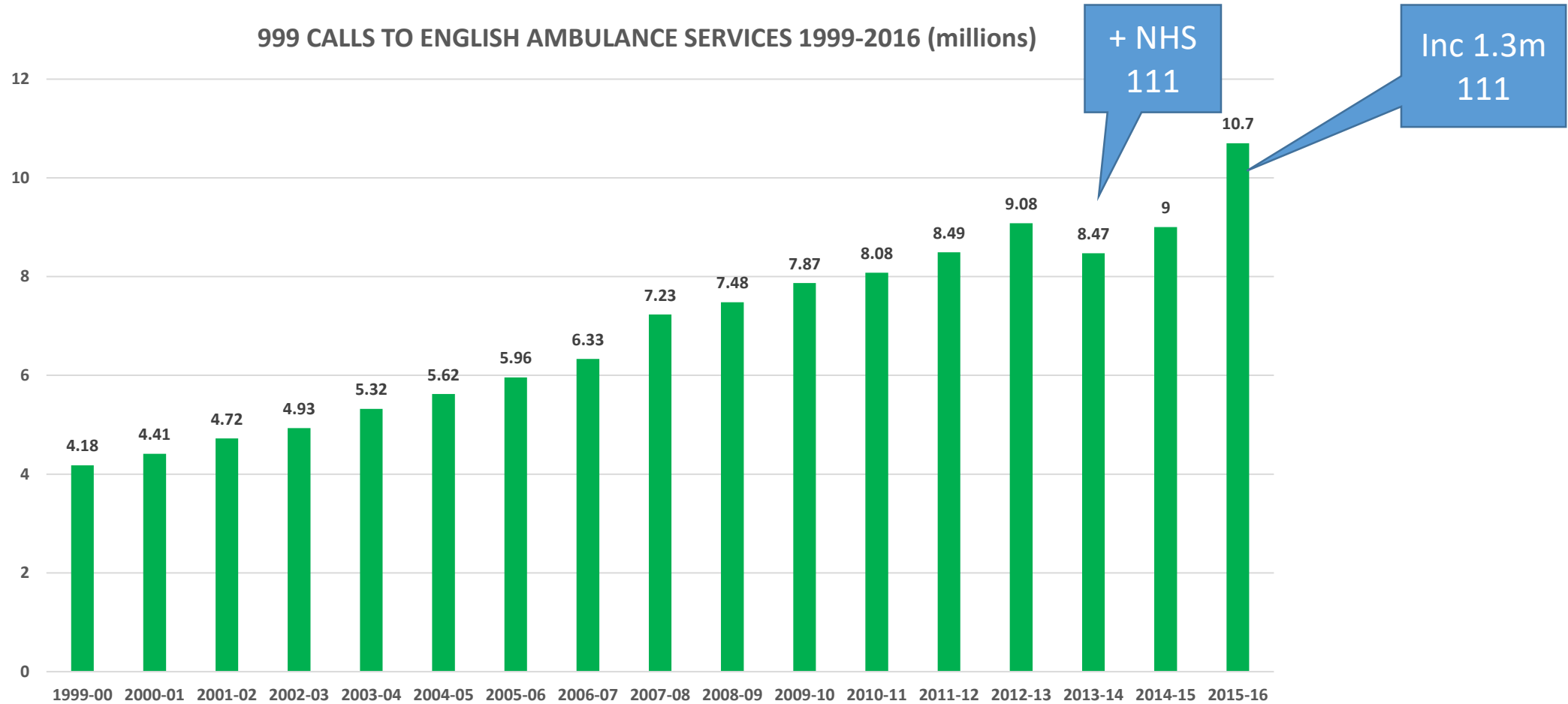
- 1.78bn
- 10.7m
- 6.6m
- 5.2%
- 500,000
- 52%
- Cost of service provided by NHS Ambulance Trusts
- Calls and 111 Transfers to Ambulance Trusts
- Face to Face Incidents
- Demand Growth since 2011/12
- Lost hours due to hospital turnaround delays
- Admission to attendance

ED attendance

Figure 1: Attendances at, and emergency admissions from, major A&E departments (2003/4=100)



The challenge – we are very popular!



This is app. 30% of ED attendances but >50% of admissions

	RED1 response	RED 1 prolonged attendance 'Tail'		RED2 response	RED 2 prolonged attendance 'Tail'		RED Responses	All A+B Tails	% of incidents
		> 30 mins	> 60 mins		>30 mins	> 60 mins			
NWAS All Areas	2430	9	0	39151	519	33	41581	528	1.27%
Cumbria & Lancs Area	645	4	0	10590	183	8	11235	187	1.66%
Greater Manchester Area	948	5	0	15909	202	14	16857	207	1.23%
Cheshire & Mersey Area	837	0	0	12639	133	11	13411	133	0.99%
C&L East Lancs sector	163	0	0	3196	72	2	3268	72	2.14%
C&L Fylde sector	142	1	0	2033	19	0	2052	20	0.92%
C&L Morecambe bay sector	75	0	0	1133	13	0	1146	27	1.67%
C&L North Cumbria Sector								43	2.77%
C&L South Lancs sector								25	0.99%
GM Central sector								60	1.31%
GM East sector								68	1.74%
GM South sector				4129				45	1.00%
GM West sector				3629				34	0.87%
C&M EAST sector	204	0	0	3434			3638	23	0.63%
C&M North sector	317	0	0	4385	69	8	4702	69	1.47%
C&M South sector	134	0	0	2151	14	1	2285	14	0.61%
C&M West sector	182	0	0	2669	27	1	2851	27	0.95%
Unknown Sector	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A	#N/A

0

528

1.27%

	RED1 response	RED 1 prolonged attendance 'Tail'		RED2 response	RED 2 prolonged attendance 'Tail'		RED Responses	All A+B Tails	% of incidents
		> 30 mins	> 60 mins		>30 mins	> 60 mins			
NWAS All Areas	2496	49	12	40532	1665	421	43028	1714	3.98%
Cumbria & Lancs Area	635	15	3	10822	416	94	11457	431	3.76%
Greater Manchester Area	1050	21	8	16654	856	205	17704	877	4.95%
Cheshire & Mersey Area	809	13	1	13038	391	122	13429	404	2.92%
C&L East Lancs sector	225	6	1	3248	193	46	3428	198	5.78%
C&L Fylde sector	207	0	0	2074	39	0	2213	40	1.81%
C&L Morecambe bay sector	1475	0	0	1475	0	0	1549	47	3.03%
C&L North Cumbria Sector	1670	1	1	1670	1	1	1670	49	2.93%
C&L South Lancs sector	1670	1	1	1670	1	1	1670	97	3.74%
GM Central sector	225	0	0	225	0	0	225	191	4.04%
GM East sector	225	6	4	225	6	4	4038	245	6.07%
GM South sector	249	5	1	4552	54	1	4801	211	4.39%
GM West sector	265	8	3	3867	222	49	4132	230	5.57%
C&M EAST sector	229	4	0	3527	74	24	3756	78	2.08%
C&M North sector	286	4	1	4569	228	67	4855	232	4.78%
C&M South sector	122	2	0	2194	36	8	2316	38	1.64%
C&M West sector	172	3	0	2748	53	23	2920	56	1.92%

12

1714

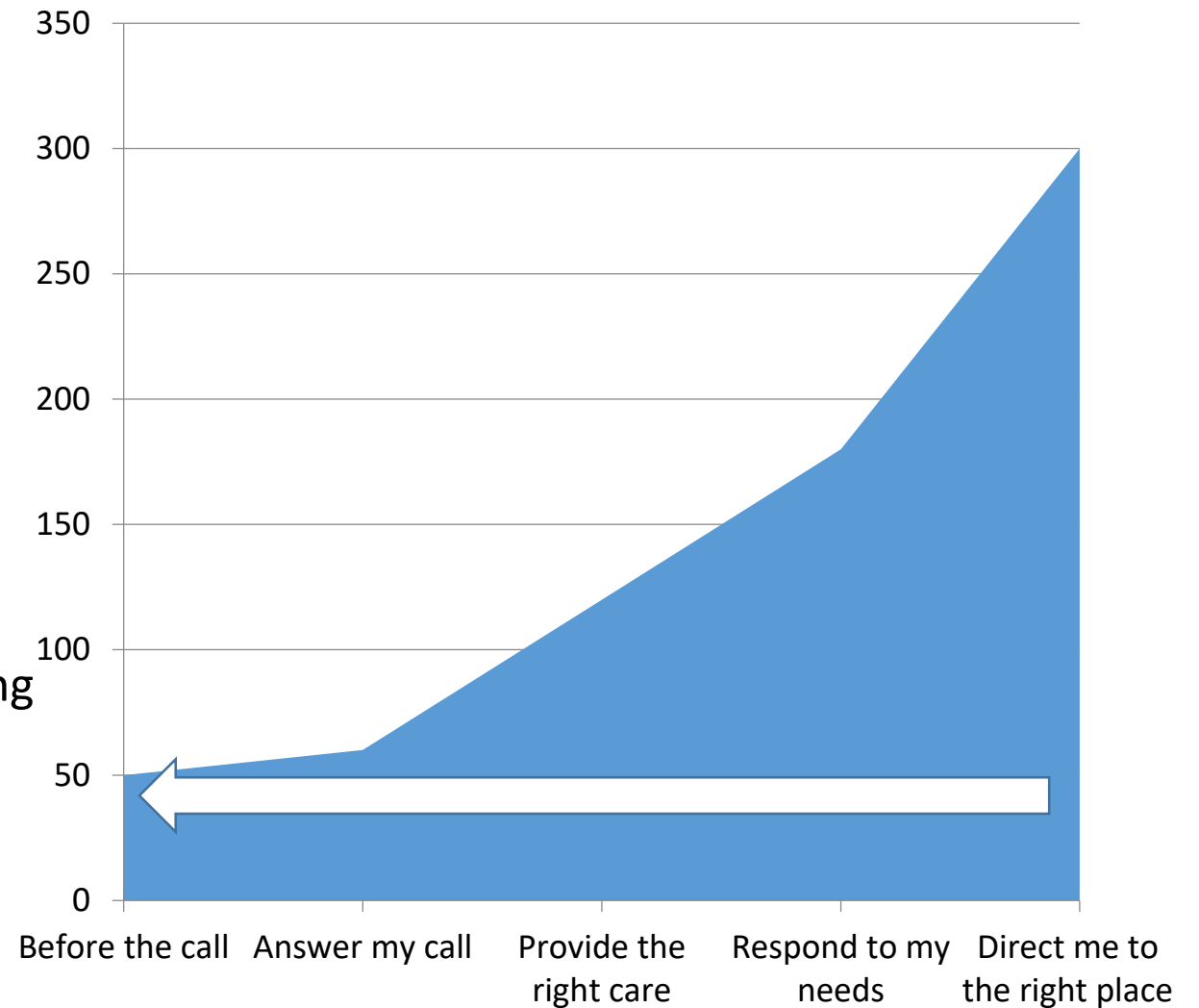
The need to Transform

- Organisational Transformation is collective re-engineering, redesign, and redefinition of business systems....from which there is no going back!
- A marked change in form, nature or appearance
- Delivery of Improved Care, and service delivery, within a cost efficient framework
- Starts with leadership commitment, setting of strategic goals and objectives



It must all be cost beneficial....

- Opportunities for collaborative commissioning i.e. Community Paramedics, HEATT, GP/AVS
- Long term financial sustainability is vital to the organisation.
- Change will deliver cost benefits by increasing Hear and Treat and ensuring resources are used efficiently and appropriately



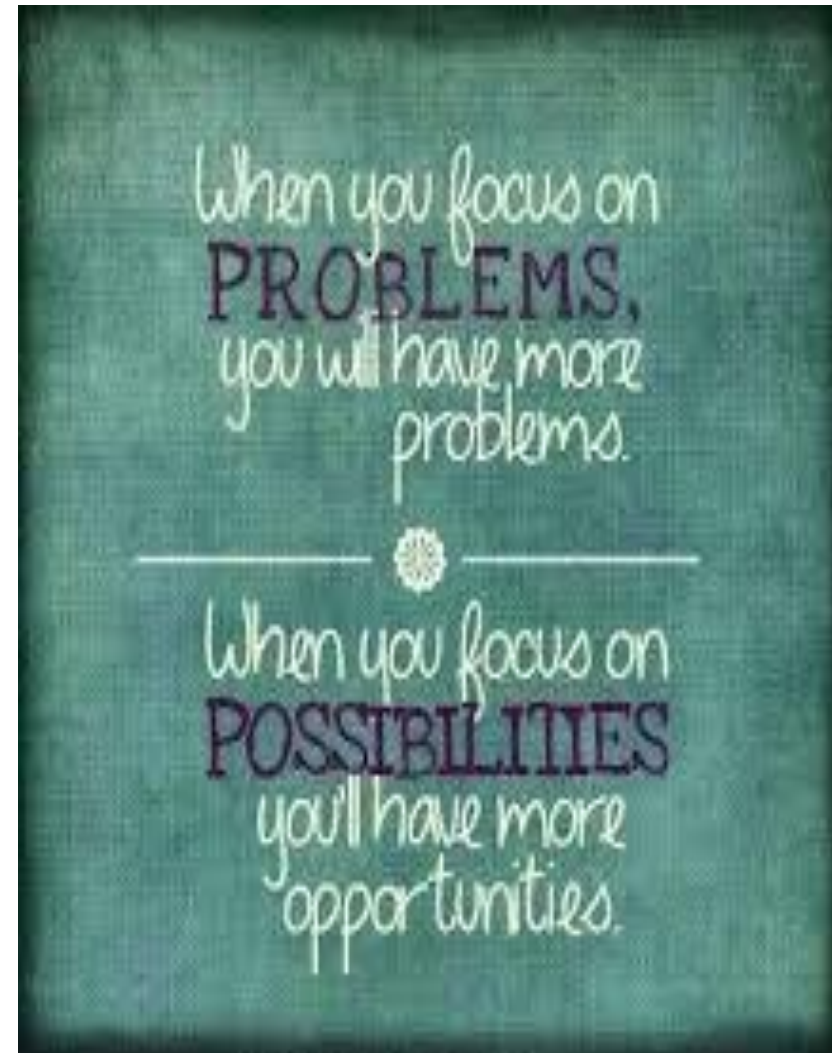
Urgent and Emergency Care Delivery Plan

- 111 On-line
- Direct Booking
- Expand CAS
- Care Home Support
- Urgent Care Treatment Centres
- Ambulance Response Programme (ARP)
- Front Door Streaming
- Clinical Hubs



What are the opportunities?

- An opportunity to transform into organisations that are proactive and not reactive.
- An opportunity to eliminate duplication and processes which don't improve care or add value.
- Achieve long term sustainability.
- An opportunity for all resources to work in synergy once and for all.



Principles of the Approach (999Spec)

The five key principles that will support our approach are as follows.



- Elimination of 'needless waiting'.
- Clinical decisions taken as far forward in the patient pathway as possible - this is being referred to as 'left shift'
- Decisions made towards the 'left' will ensure that response is proportionate to the clinical presentation of the patient
- The impact on the wider health system will therefore be proportionate
- Adopted by NHS Ambulance Improvement Board as basis for National Specification (march 2018)

Priority Work-streams 18/19

- Clinical Contact Centres
- **Integrated Urgent Care**
- **Reduction in Conveyance**
- Healthcare Professional and Inter Facility Transfer
- Workforce Development/Rotational Working
- **Interoperability and Digital**



What does this mean for the 'system'?

	2017/18	2018/19	2019/20	2020/21	NHSE
Hear & Treat	146,246	174,354	180,691	184,124	144,668
Percentage	11.83%	13.8%	14%	14%	11%
Cumulative		28,108	34,445	37,878	
See & Treat	273,613	283,010	335,569	394,552	526,069
Percentage	22.13%	22.4%	26%	30%	40%
Cumulative		9,397	61,956	120,939	806,072
See & Convey ED	728,487	704,995	664,685	604,979	565,523
Percentage	58.93%	55.8%	51.5%	46%	43%
Cumulative		(23,492)	(63,802)	(123,508)	
See & Convey Other	87,893	101,077	109,705	131,517	78,910
Percentage	7.11%	8.0%	8.5%	10%	6%
Cumulative		13,184	21,812	43,624	
Total	1,236,239	1,263,426	1,290,650	1,315,172	1,315,172
Cumulative					

Transformation Enablers

- **Clinical Leadership**
- Information Technology
- Communication and Engagement
- Quality Improvement
- **Cultural Shift and Perception**
- **Leadership**
- CQUIN/Transformation Board/Team

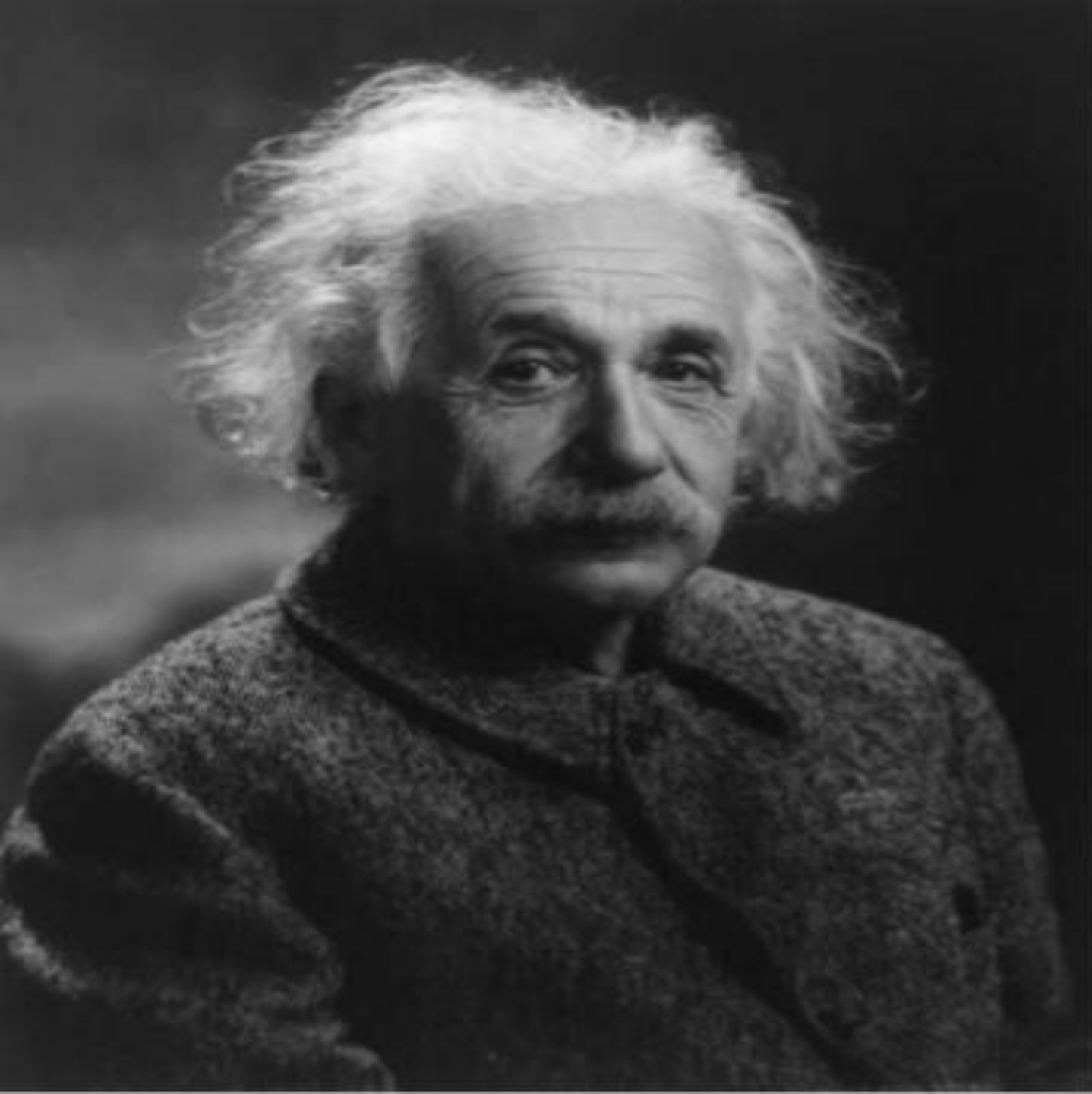
Challenges to Clinical Leadership

“The greatest difficulty in the world is not for people to accept new ideas, but to make them forget their old ideas!”

John Maynard Keynes



'Are you kidding? I like it here!'



We can't solve problems by using the same kind of thinking we used when we created them.

