



FORWARD

PLAN

2013-14

Right care, right place, right time

FOREWORD

It's that time of year when we are firming up our plans to help us face the challenges of the year ahead.

In recent years we have experienced some of the most challenging times in the health service; with significant savings to be made, alongside some of the worst winters on record whilst demands upon the urgent and emergency care system have been constantly rising.

Effective planning is becoming increasingly important to ensure we focus on the right things and to ensure we can continue to progress and develop at a fast pace, driving through catalytic changes in emergency and urgent care, ensuring the safety of our patients, at all times.

Despite the challenges we face as part of the whole health network, we believe we can build upon the innovative patient assessment and referral systems infrastructure we have created and that we have set the right pace and tone of change for an exciting future for the Trust and for the users of our services here in the North East.



Ashley Winter
Chairman



Simon Featherstone
Chief Executive

Our plans have been developed with contributions from our partners, our staff, our patients and our elected Council of Governors. We hope you will be as excited as we are as we embark on a number of new developments planned for 2013/14, which we showcase in this plan. In addition our annual corporate objectives and improvement priorities have been set in motion, keeping us on track with our journey of continuous advancements in emergency care; one of collaboration and integration, truly joining up the emergency and urgent care system.

We welcome any further views and comments on our plans as we progress throughout the year and as we start to think much further ahead, seeing what we can offer some five to ten years from now.

THE RIGHT DIRECTION

"Our mission, vision and values stand firm, it is about integration, making seamless care provision a standard in the North East. We welcome

a cultural drive for cooperation and coordination between health, social care, public health, other local services and the third sector. These are challenging times and we all need to work to the same ambitions for holistic care for patients.

Through our plans we will lead and contribute to the changes in the system to ensure we work together in such a way for patients to receive the right care, in the right place, at the right time.

We were the first to create the infrastructure to underpin the 999 and 111 systems across the North East, as we believed care should be delivered by the most appropriate provider, meeting the needs of each and every patient."



WHAT'S NEW FOR 2013/14

Patient Transport Services (PTS) Strategy

This year will see us move to an appointment based service, operating much more efficiently and responsively. We have a number of improvement projects underway within the service and we expect a commercially competitive PTS to emerge. Our new renal dialysis service will start operation early this year and we have developed a region-wide urgent care transport service offering in support of NHS 111, which will be marketed later in the year.



"As we see our partner ambulance trusts lose this invaluable service to the private sector, our own attention to detail in this service is second to none. We are focused in what we need to do to ensure this does not happen to us in the North East. PTS delivers high levels of satisfaction to service users and we utilise PTS as an integral part of Emergency Care, which is why in the North East we never fail to deliver in times of crisis."



Claire Mills
PTS Business Manager

Programme of Advanced CARE

Our NHS 111 service is the centrepiece of the large scale changes that we expect to experience in urgent care. The service is the lever which will allow our Contact Centre (999 and NHS 111) to deliver on the requirements to reduce A&E attendances by facilitating access to alternative urgent care pathways, instead of adding to the workloads of our local

A&E departments. We intend to ensure that our front-line 24/7 mobile workforce is part of the solution, equipping them with a wider range of skills, through our newly developed Advanced CARE programme. This will enable more patients to be treated at scene and in their own homes, without the need to travel to hospital.

Implementation of our intermediate transport tier

During 2012/13 we embarked on an ambitious journey to redesign the Emergency Care delivery model (formerly referred to as A&E). This was in response to increasing pressure from growth in activity and higher acuity workloads affecting our response performance to lower priority emergency and urgent incidents.

The introduction of the intermediate tier will provide us with a flexible resource that will significantly contribute to improved response performance across all types of activity and strengthen our achievement of national emergency

response targets. You will also see the use of other emergency care providers such as St John Ambulance and the British Red Cross where appropriate, as we utilise their expertise to build a flexible workforce. A flexible workforce is important to Emergency Care when additional resilience is needed and at times of pressure such as winter, particularly when we have to deliver on efficiency initiatives.

Over the next year we will seek to work with our commissioners to agree local response standards for those outside the national target framework to firm up our requirements for the Emergency Care delivery model in the longer term.

KEEPING US ON TRACK ON OUR JOURNEY OF CONTINUOUS IMPROVEMENT AND INNOVATION

OUR CLINICAL AND QUALITY ANNUAL CORPORATE OBJECTIVES FOR 2013-14

Continuously improve the quality of care provided ensuring it is patient-focused, effective, safe and delivered with compassion

Through new ways of capturing user experiences and our new audit and performance review processes being introduced this year, we will learn what we need to do to continue to make improvements in how we support and

train all of our employees and how we treat and deal with our patients, their families and carers.

We will continue to roll out new life saving treatments. We have one of the best research departments in the country we are creating a 'research-friendly' environment which provides opportunities for all NEAS staff and patients to get involved with research. This participation is important as growing evidence suggests that research-active NHS organisations do better in overall performance.

This year we will complete our involvement with the ATLANTIC (a drugs trial), PARAMEDIC (a device trial) and HITS-NS (a pathways trial) studies which are all ground breaking trials in pre-hospital care. The lessons learnt from our continued interest in this new and expanding field will help to influence the future direction of pre-hospital healthcare. There are opportunities on the horizon for paramedic involvement in research looking at important issues such as cardiac arrest outcomes, the use of paramedics with extended skills and the increasing use of point of care testing to aid diagnosis.



Deliver the right care pathway to improve the care offered to patients through maximising access to alternative services in the community

We will embrace the wider role we have to play in urgent care provision. Firstly, through our Hear and Treat plans working much more closely with community providers and commissioners of those services, ensuring that we are capturing relevant information to inform necessary changes to services and that we maximise use of them. Secondly, our Advanced CARE programme for paramedics will enable us to become part of the solution, providing an 'enhanced' level of acute and urgent care and treatment, avoiding the need for hospital.

Develop an integrated high quality Contact Centre service which is patient-focused and at least exceeds all appropriate performance standards

Our Contact Centre is undergoing a significant transformation to improve its contribution to patient care.

As we fully embed our NHS 111 service we intend to deliver increased operational efficiencies and implement consistently high standards of care. We have already adopted new technology that enables us to offer a greater work life balance for the workforce and we also have plans to develop our systems to hold and act on care and individual treatment plans for our patients.

Delivering the PTS strategy to secure continuous quality improvement, long term financial viability and commercial competitiveness

The refreshed PTS Strategy and its enabling improvement programme, will see our PTS service emerge fresh and responsive with a shift in service model that will ensure patients are transported to hospital in time for their clinical appointment. We aim to protect the future of our PTS service for our patients and to deliver a service that we and our commissioners will be proud of in the North East.

Maintain and improve the delivery of national emergency care performance standards

To maintain our position nationally as a high performing emergency care service we have designed a new delivery model incorporating the intermediate transport tier which will be rolled out this year.

As a high-performing service in the area of our national emergency response targets, we are embarking on a drive to realise the same achievement in all of the ambulance clinical quality indicators (AQIs).

Through engagement with the established Urgent Care Boards, working in a multiagency setting we aim to ensure we continue to provide a safe and effective service, encouraging whole system plans to be developed ahead of winter.

Ensure NEAS delivers the NEAS mission, vision and values by actively embedding a positive culture in order to retain, attract, support and develop a workforce which meets current and future service needs

The workforce development strategy seeks to play its part in supporting the transition from a corporate led service to a service line approach to delivering the Trust's plan and sustaining future developments.



CORPORATE OBJECTIVES

To deliver our strategy we have well established principles of good governance and we plan to continue to take our strategic decisions based on robust information and wide stakeholder and public engagement.

Preserve the strong financial position of NEAS and achieve the delivery of efficiency savings whilst protecting and continuously improving the quality of services provided

We will continue to achieve a strong financial risk rating of at least 3, whilst delivering £4.74million savings. As we are already the most efficient NHS ambulance service in the country, it is continually challenging for us to take 4-5% out of the business every year and therefore we will be developing new potential income streams to support on-going reinvestment in areas of patient care and in our workforce.

To more fully understand the environmental impact of NEAS and to reduce where possible the carbon footprint of the services provided

As a high user of fuel, given our line of business, we have set this objective

to ensure our social responsibility to reduce our carbon footprint is recognised and to consider the environmental impact in everything we do. This year we have another extensive renewable energy programme which supports delivery of efficiency savings in future years.

Further develop and implement a programme of engagement within the newly established commissioning architecture

We will work with commissioners to develop services that meet their needs, engaging them and demonstrating the value of our services in a developing marketplace. We will hold open days and create opportunities for more collaborative working, providing those who are unfamiliar with our services with some invaluable insight to the complexities of what we do.

To continuously support internal and external customer information requirements through reliable and effective data collection and data quality systems in response to patient and staff feedback and experience

We are continuing with our in-house data warehouse system development which will provide us with improved access to currently untapped business intelligence. The continued roll out of data quality dashboards and the validation work on the national indicators benchmarking will lead to improved data and information. This will subsequently enhance the value of our information and enable us to confidently share it.

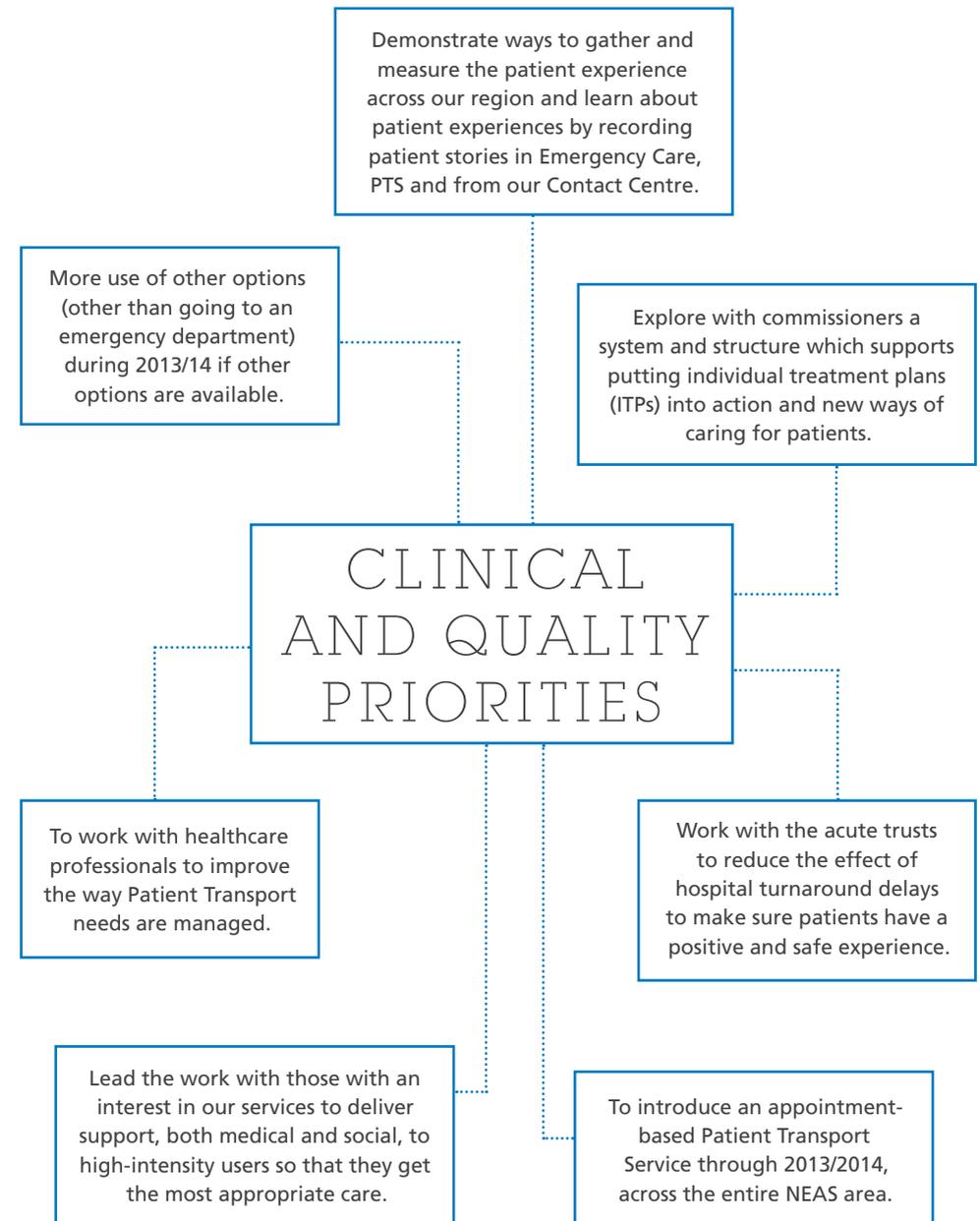
Commence work on a long term strategic plan for NEAS as a foundation Trust

We intend to revisit our vision and refresh our strategic direction which in turn will inform our long range ambitions. Our strong record of achievement of plans already delivered as set out in our Integrated Business Plan 2010/11-2015/16 paves the way for us to put in place some equally ambitious and innovative plans for the next five to ten years.



OUR CLINICAL AND QUALITY PRIORITIES FOR 2013-14

Delivery of our strategy does not end with corporate objectives; our Quality priorities and Commissioning for Quality and Innovation framework also help provide focus for performance improvements in the quality of services we provide.



HAVE YOUR SAY

We welcome your feedback on our plans. You can give your comments and suggestions in writing.

Email:

rachel.lonsdale@neas.nhs.uk

Address:

North East Ambulance Service NHS
Foundation Trust

Ambulance Headquarters

Bernicia House

Goldcrest Way

Newburn Riverside

Newcastle Upon Tyne

NE15 8NY

www.neas.nhs.uk

Tel: 0191 430 2000

Published July 2013

If you would like a copy of this report in another format such as braille, audio tape, large print, another language or any other format, please contact:

Email:

sahdia.hassen@neas.nhs.uk

Address:

North East Ambulance Service NHS
Foundation Trust

Ambulance Headquarters

Bernicia House

Goldcrest Way

Newburn Riverside

Newcastle Upon Tyne

NE15 8NY