



# Working in Partnership

GWAS and HOSCs

3<sup>rd</sup> April 2007

# Outline

- The Environment
- The National Ambulance Review
- Drivers for Change
- The future for Ambulance Services
- GWAS strategy
- Service delivery

## The Environment

### In 2004/05:

- 5.3 million 999 calls
- 4.3 million incidents attended
- 3.4 million emergency patient journeys
- 75.7% of Category A patients received a response within 8 minutes

## Internal national drivers

- Demand rising by approx 6% a year
- Over 1 million patients a year taken to A&E who could be cared for differently
- Category B (50% of all calls) and GP urgent performance below standard
- Long waits for some 999 calls to be answered
- Paramedic and technician training does not adequately reflect patient need
- Technology support unable to keep pace with service requirements
- Patient survey revealed BME patients less satisfied with the Service

## External drivers

- No guarantee that investment in the NHS will remain at the same levels beyond 2007/2008
- Increased private provision
- Increased community based primary care services
- Long term condition management focus – ageing population
- Increased interest and involvement by patients and the public
- Duplication of effort across urgent care

# The National Ambulance Review

**“Taking Health Care to the Patient”**

## The Challenge

- How do we maintain and improve response times in the face of increasing demand, when funding is not available to respond to that demand?
- How do we respond to fellow healthcare organisations, who want us to contribute to better care for patients with long term conditions and want us to avoid A&E for patients who don't need it?

- How do we change to ensure we are giving the right/best care to all 999 callers, not just the most seriously ill and injured?
- How can we ensure that our service responds to the needs of all members of the diverse population we serve?
- How do we ensure satisfying career opportunities for our staff?



## A different approach to:

- Our patients, callers and the public
- Skill & workforce mix
- Training & education
- Roles, responsibilities & relationships
- Information management & technology
- Structure and operating arrangements

## The benefits

- Improved patient experience - Taking Healthcare to the patient, better quality of care, quicker more appropriate care
- Reduced emergency bed days
- (Measurable) improvements in quality of care
- Significant cost efficiencies
- Improved use of workforce knowledge and skills
- Improved patient and staff satisfaction

## Outcome

Right Care

Right Place

Right Time

# The Future



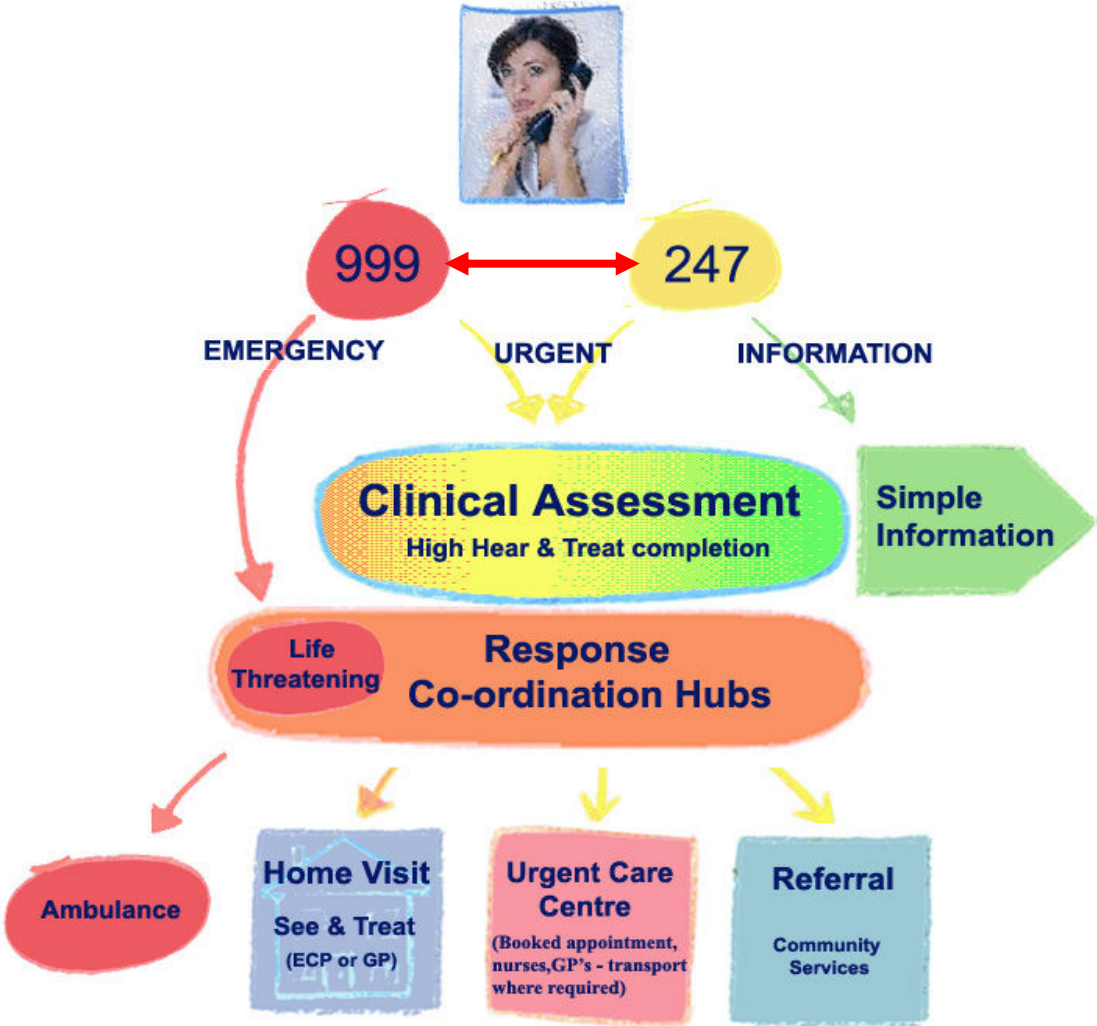
- A service that responds appropriately to *all* our patients
- A service that looks, feels and behaves differently

# Principles to build on

## Principles

- (1) High case completion at point of
  - telephone contact
  - face to face contact
- (2) Accessible
- (3) Localisation - embedded with primary care & community services
- (4) Flexible & highly empowered workforce – (key to cost efficiency)

# New model?



# Workforce redesign

Educational  
modules

- a) *Physical assessment*
- b) *Clinical decision making*
- c) *Long term conditions*
- d) *Minor illness*
- e) *Minor injury*

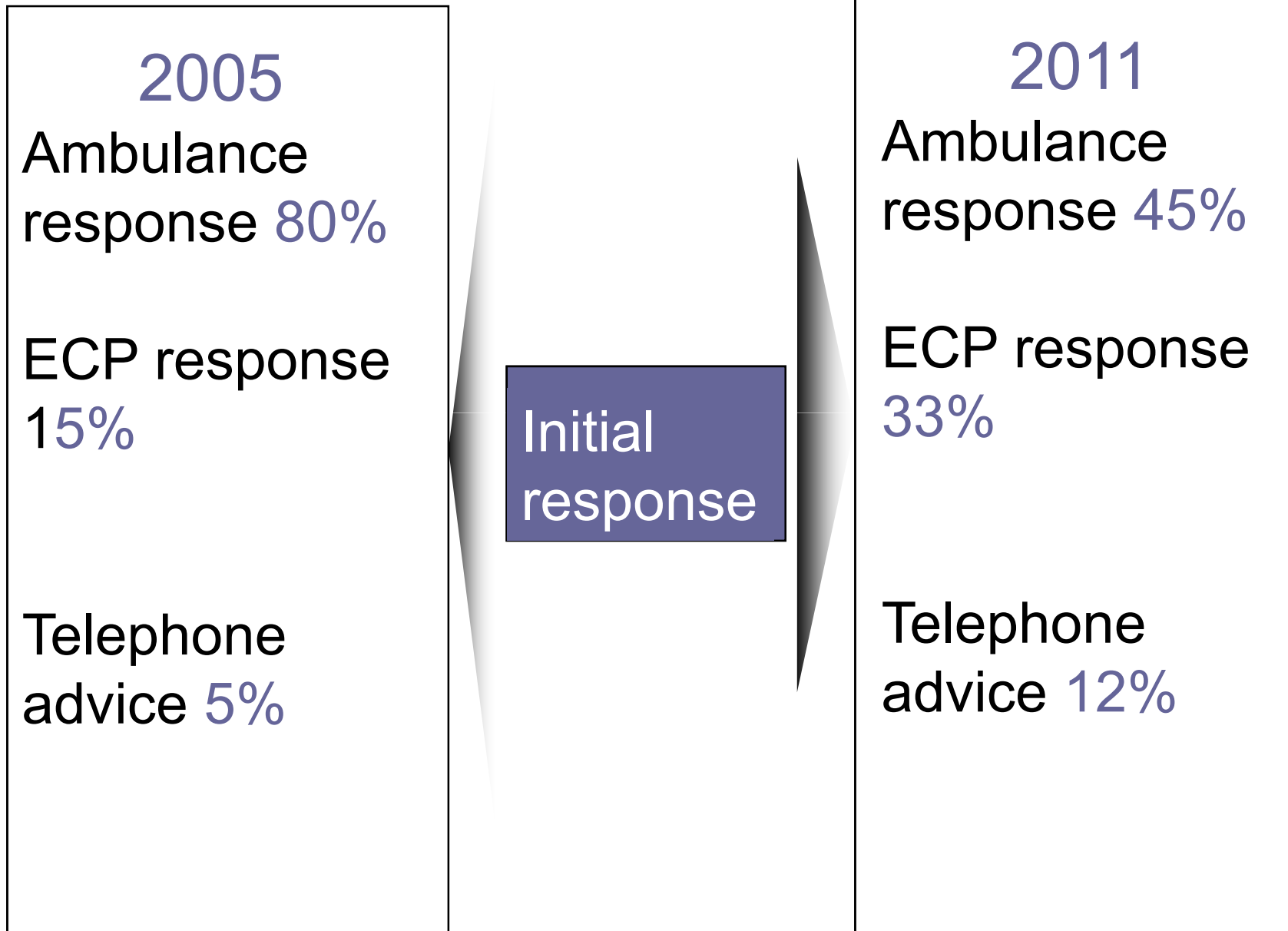
This covers 92% of case mix

# Workforce redesign

## Summary

- Educate to treat rather than transport
- We may need to recruit differently. Key attributes needed are:
  - \* critical thinking
  - \* communication skills





2005

Ambulance  
response 80%

ECP response  
15%

Telephone  
advice 5%

Initial  
response

2011

Ambulance  
response 45%

ECP response  
33%

Telephone  
advice 12%

# Patient destination



2005

70%

25%

5%

2011

50%

35%

15%

# The Great Western Ambulance Service Our strategy

*A consistent and comprehensive  
assessment of the urgency of  
health need and an appropriate  
and prompt 24/7 response*

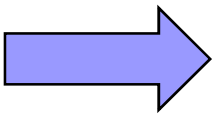
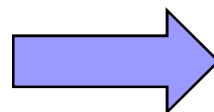
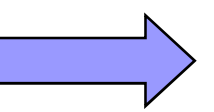
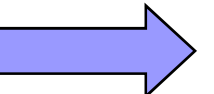
## The challenges of change

At the heart of the Trusts strategy lies the following principles:

- ❑ Excellence in performance
- ❑ Integration with the NHS
- ❑ Financial stability
- ❑ Innovative and high quality care
- ❑ Responsiveness to patient need

- **Capacity** – strategic, operational and clinical capacity
- **Competence** – ‘right time, right place, right skills’
- **Confidence** – patient involvement, reputation management, effective assurance

# Working together.....

- Call connect  up to 13% impact on performance
- Commissioning  practice based commissioning
- PTS  exploring new models e.g. social enterprise
- Control centres  call handling and dispatch

# Service delivery

**Right Care**

**Right Place**

**Right Time**

## Key Facts


- ❑ Operational Area 3,000 km<sup>2</sup>
- ❑ Population served 2.1 million
- ❑ 1,300 staff
- ❑ 29 operational sites
- ❑ 3 communication centres
- ❑ 2 Air support units
- ❑ 300 vehicles (of all types)
- ❑ Turnover £63 million
- ❑ Over 160,000 emergency responses a year
- ❑ Over 35,000 urgent responses a year
- ❑ Over 150,000 Out of Hours Calls a year
- ❑ Over 448,000 PTS journeys



# Great Western Ambulance Service



NHS Trust

Great Western Ambulance Service   
NHS Trust



## Culture – A Paradigm Shift

From	→	To:
Ambulance service	→	Out of Hospital Care
Stand alone	→	Networked
Specialist	→	Generalist
Transport	→	Assessment
Training	→	Education
Trade	→	Profession
Blame	→	Learning
Internal facing	→	External facing
Performance driven	→	Patient driven
Inflexible response	→	Flexible response

## Service Delivery Areas

- Accident and Emergency
- Urgent/Out of Hours
- Patient Transport Services

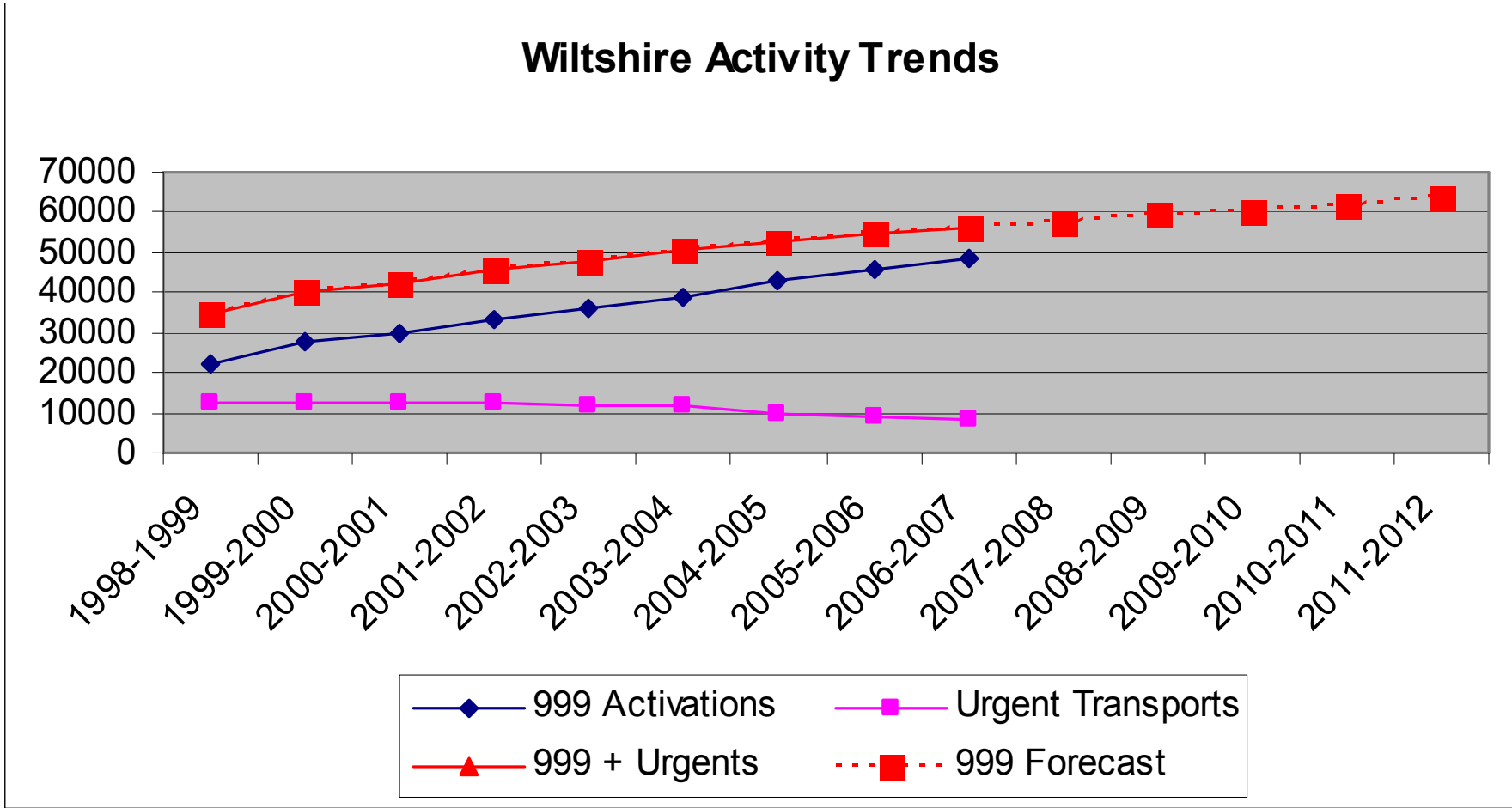
## Key Performance Indicators

- Category 'A' (Life Threatening)
  - 8 minutes response 75%
  - 19 minutes transport 95%
- Category 'B' (Serious Non-Life Threatening)
  - 19 minutes response 95%
- Category 'C' (Ambulance/Alternative response required)
  - 60 minute response 95%

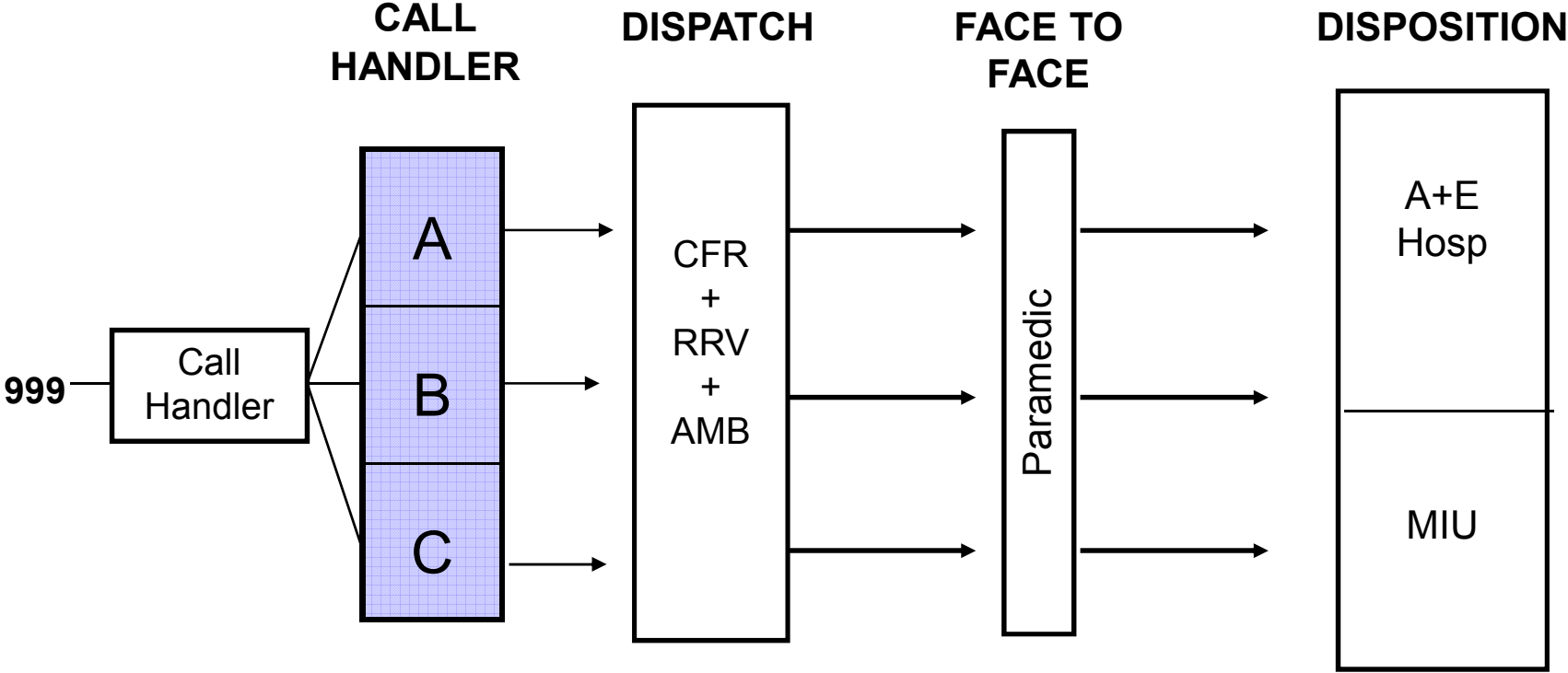
## A&E

- Reconfiguration
- New standards – Call Connect
- Challenging financial position
- Increasing activity

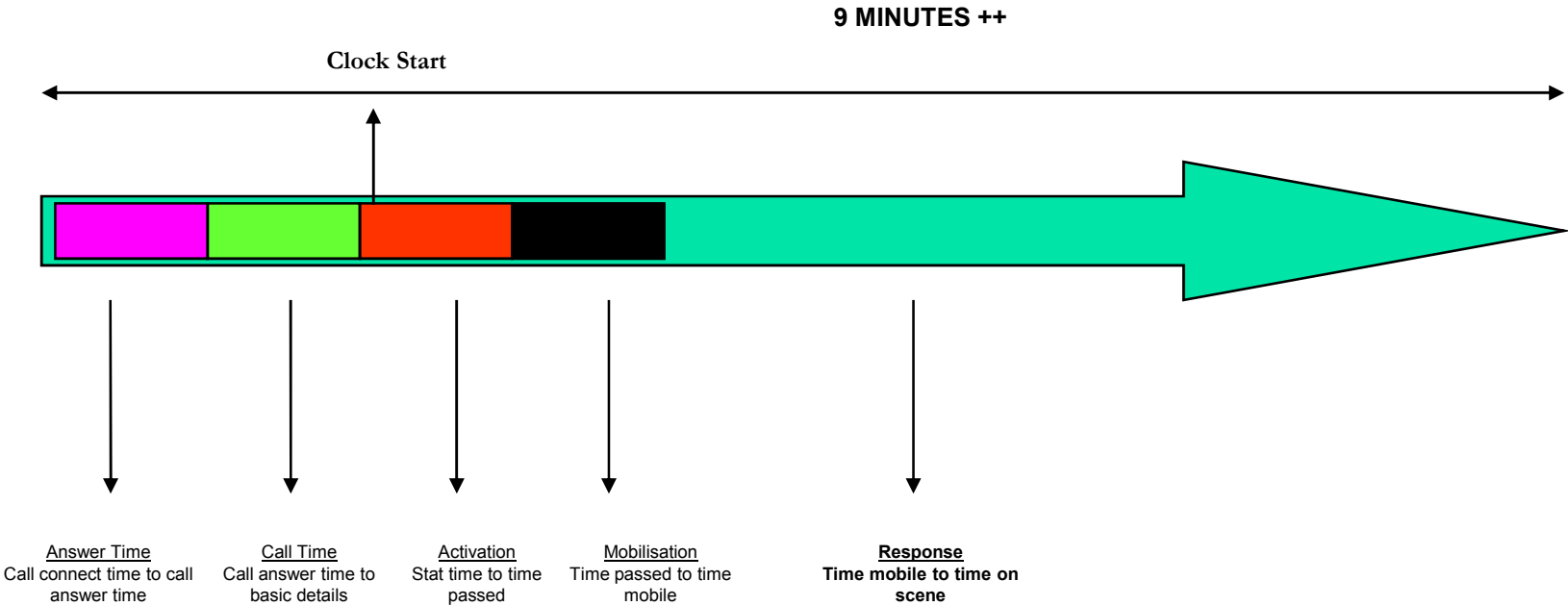
# Activity



**PATIENT CARE PATHWAY**

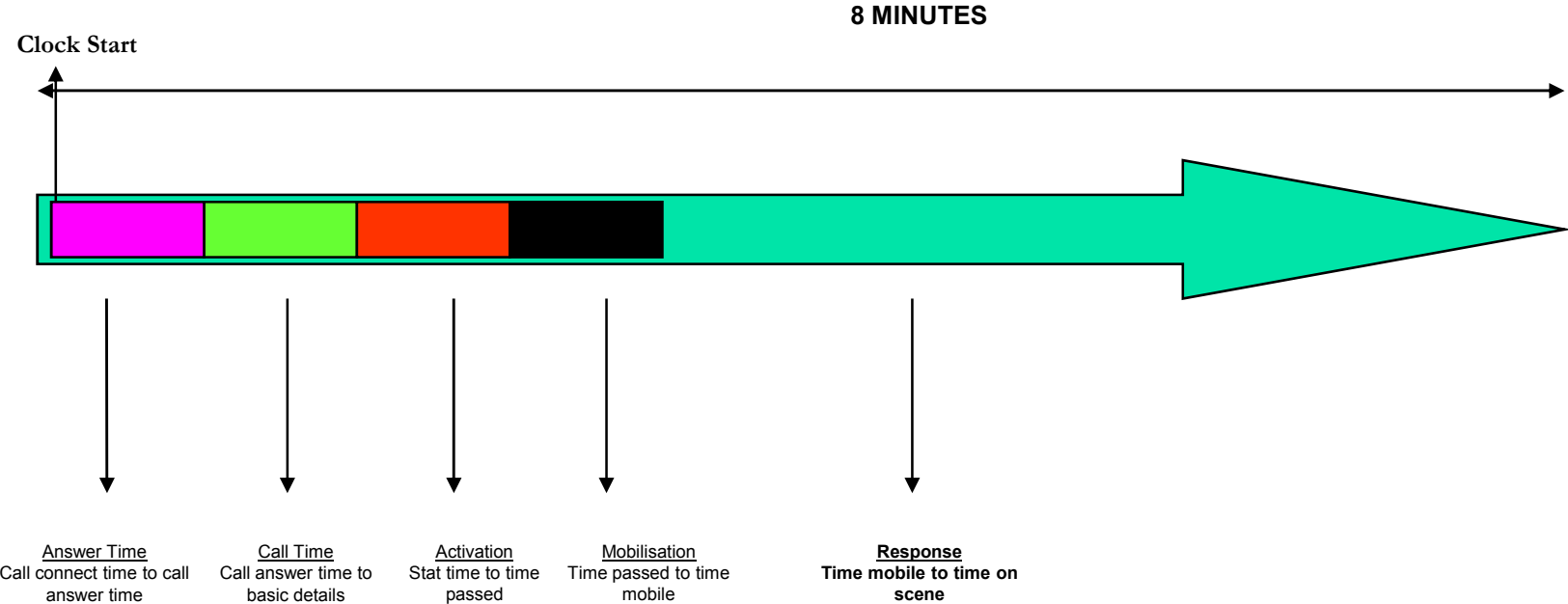


# Call Connect

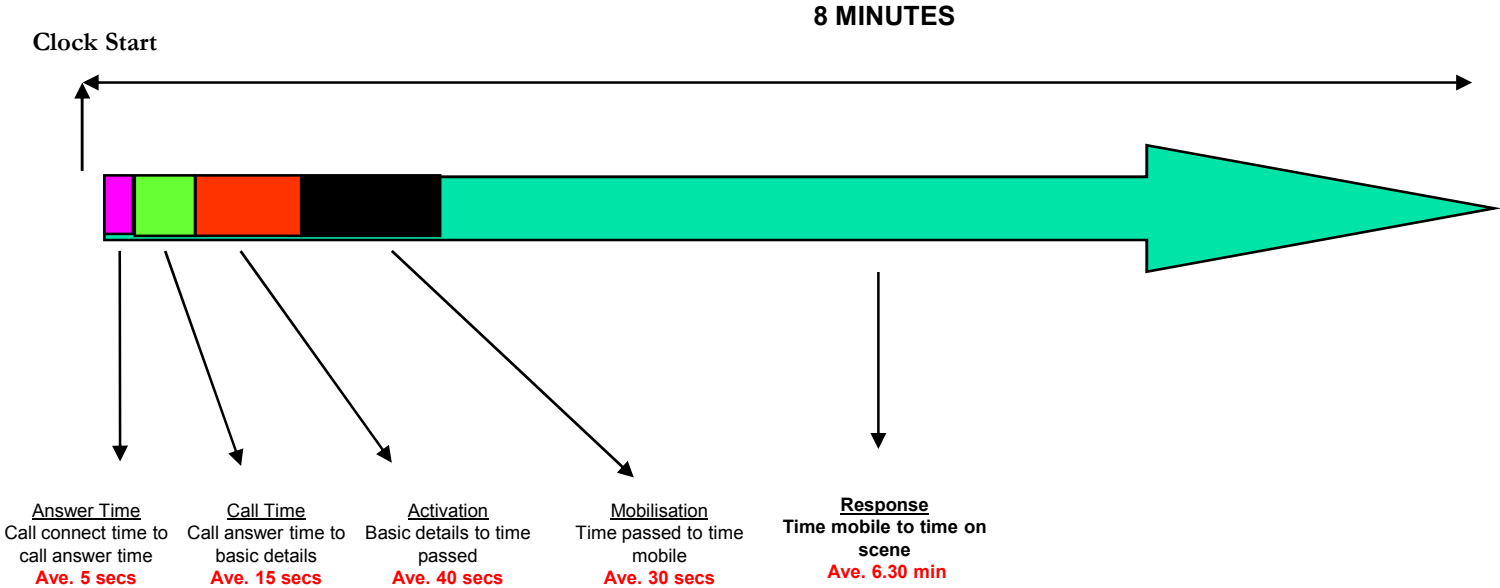




# New Process Map



# Performance Improvement Plan



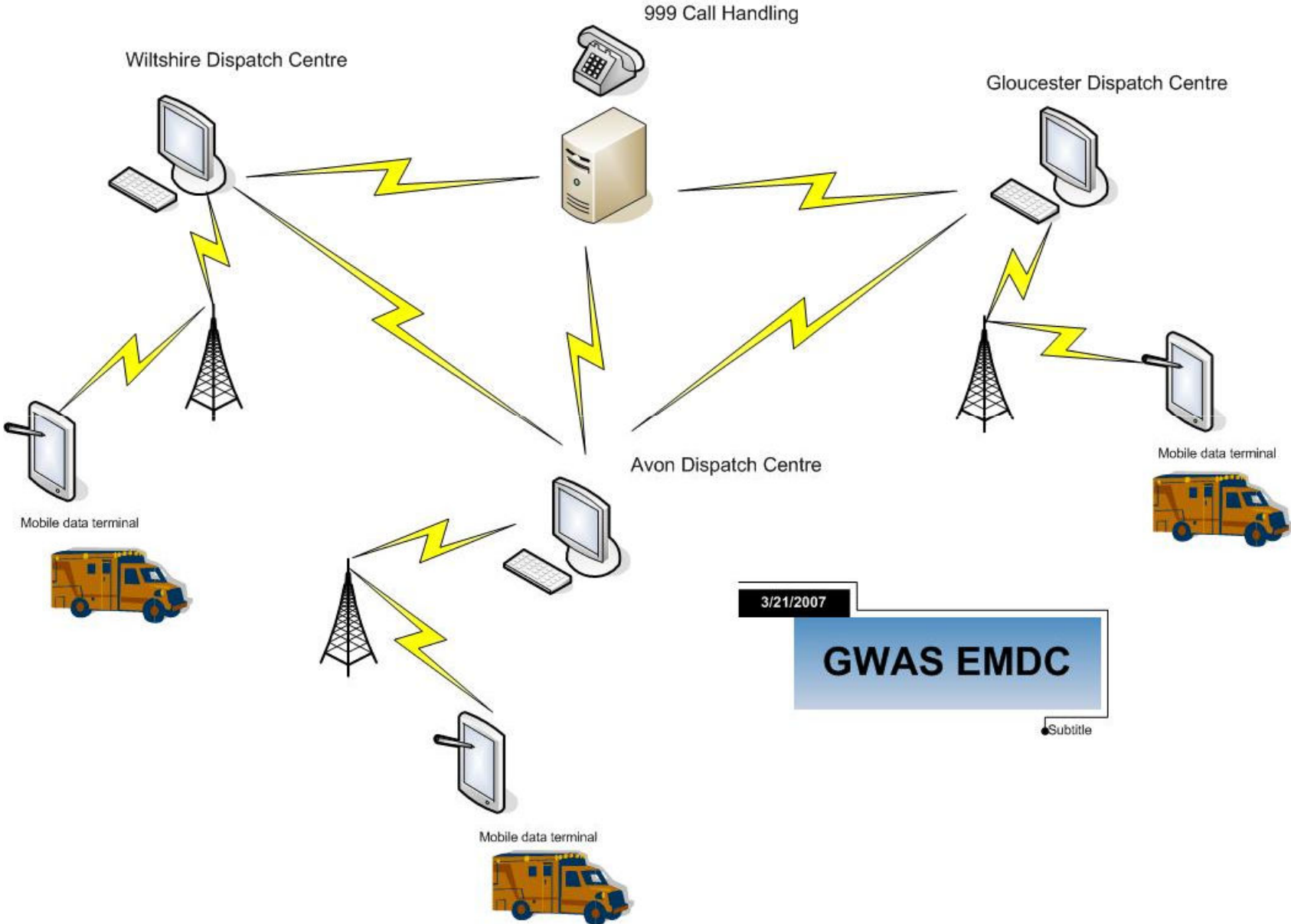
## Distribution Redesign

- Dedicated call grabbers
- CLI
- Auto page
- Mobile data
- Increased number of dispatch desks
- Dispatch assistants
- AVLS – Auto Attend
- Clinical Desk

# Great Western Ambulance Service



NHS Trust

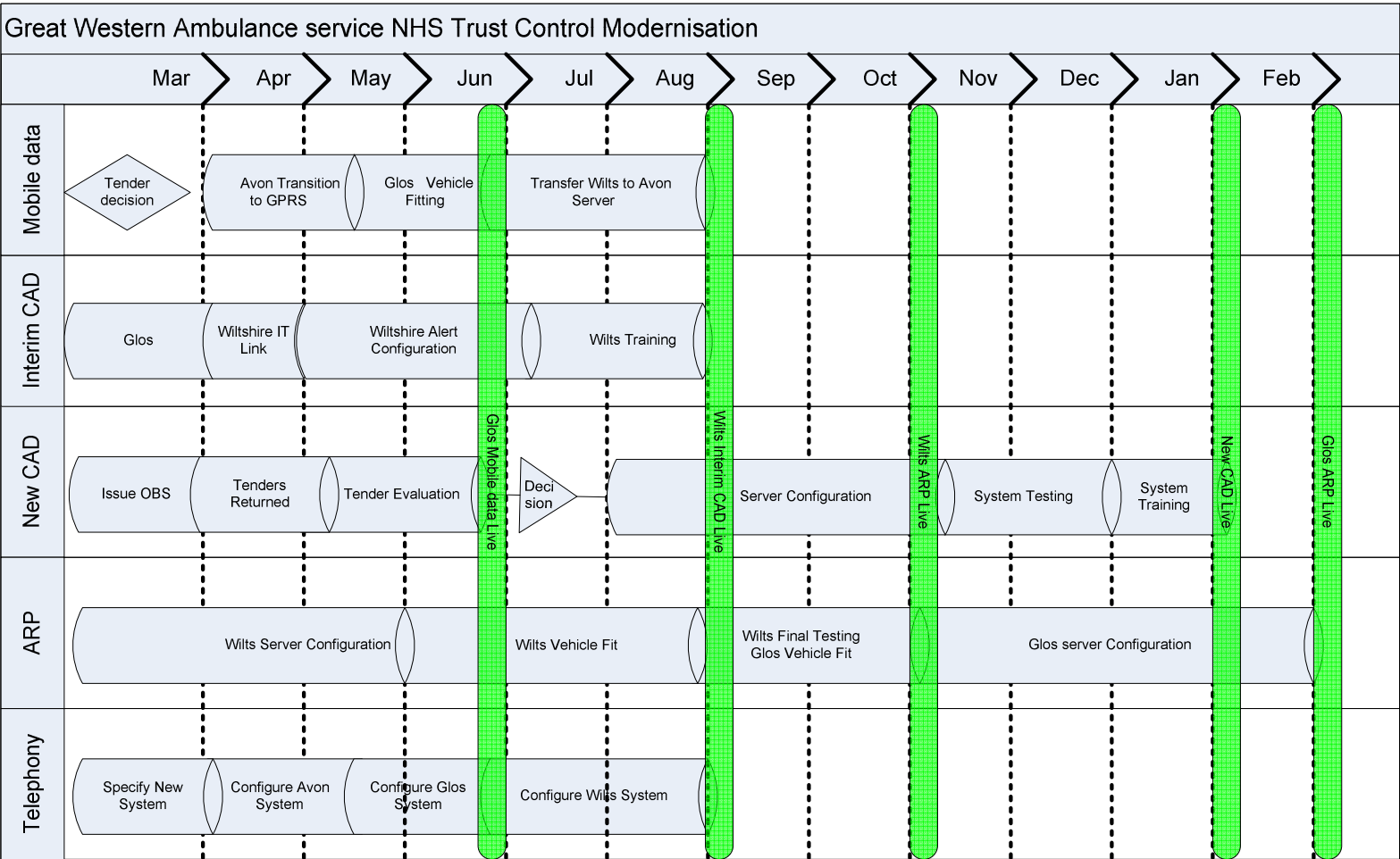


3/21/2007

**GWAS EMDC**

Subtitle

## IT Modernisation

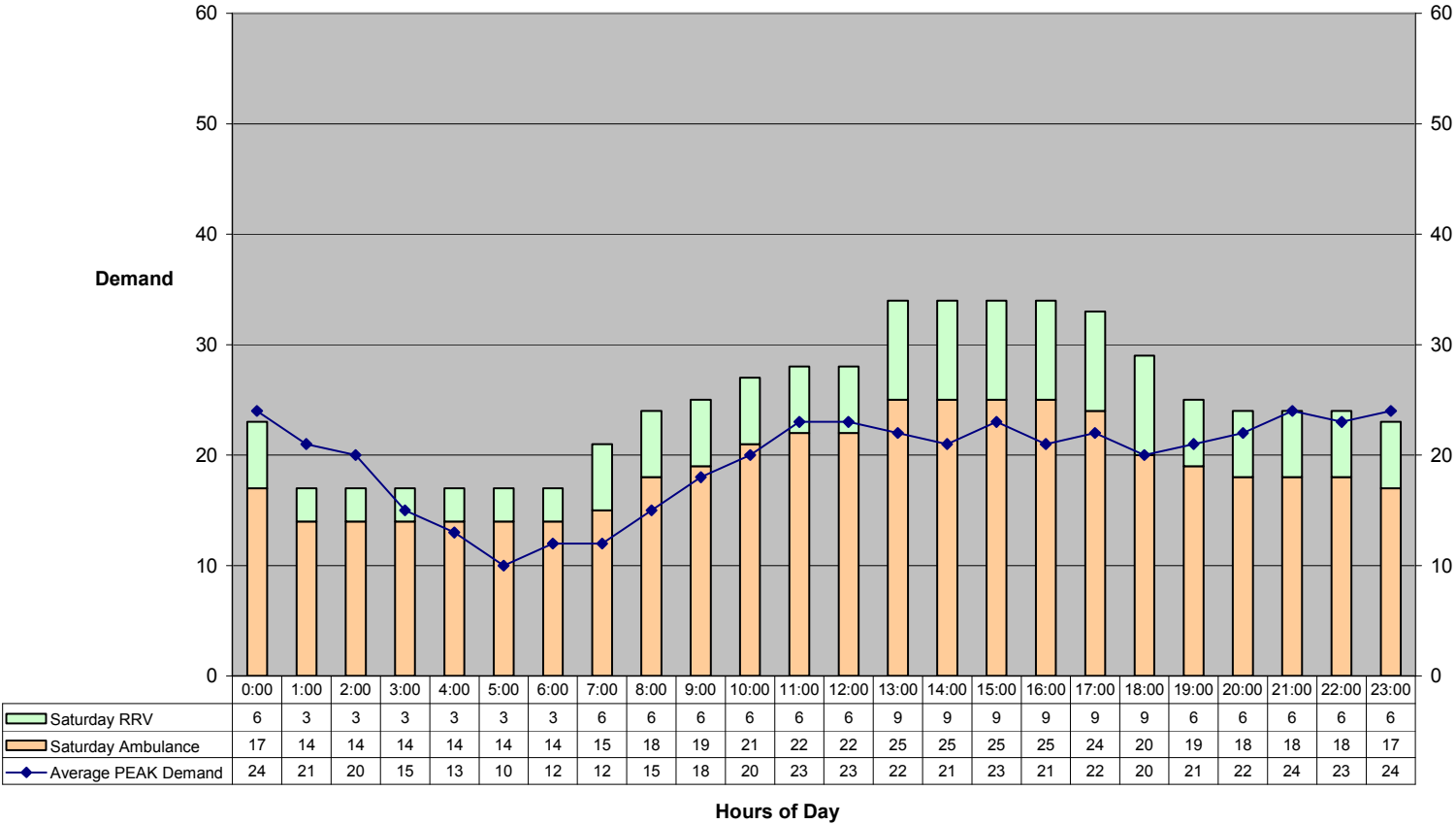


## Production Redesign

- Temporal demand analysis
  - Team structure
- Geographical demand analysis
- New Front Loaded Model
  - Response plan
  - Transport plan
- Local Delivery Plan
  - 59 ECPs
  - Reduce conveyance rate to 60%
- Make Ready

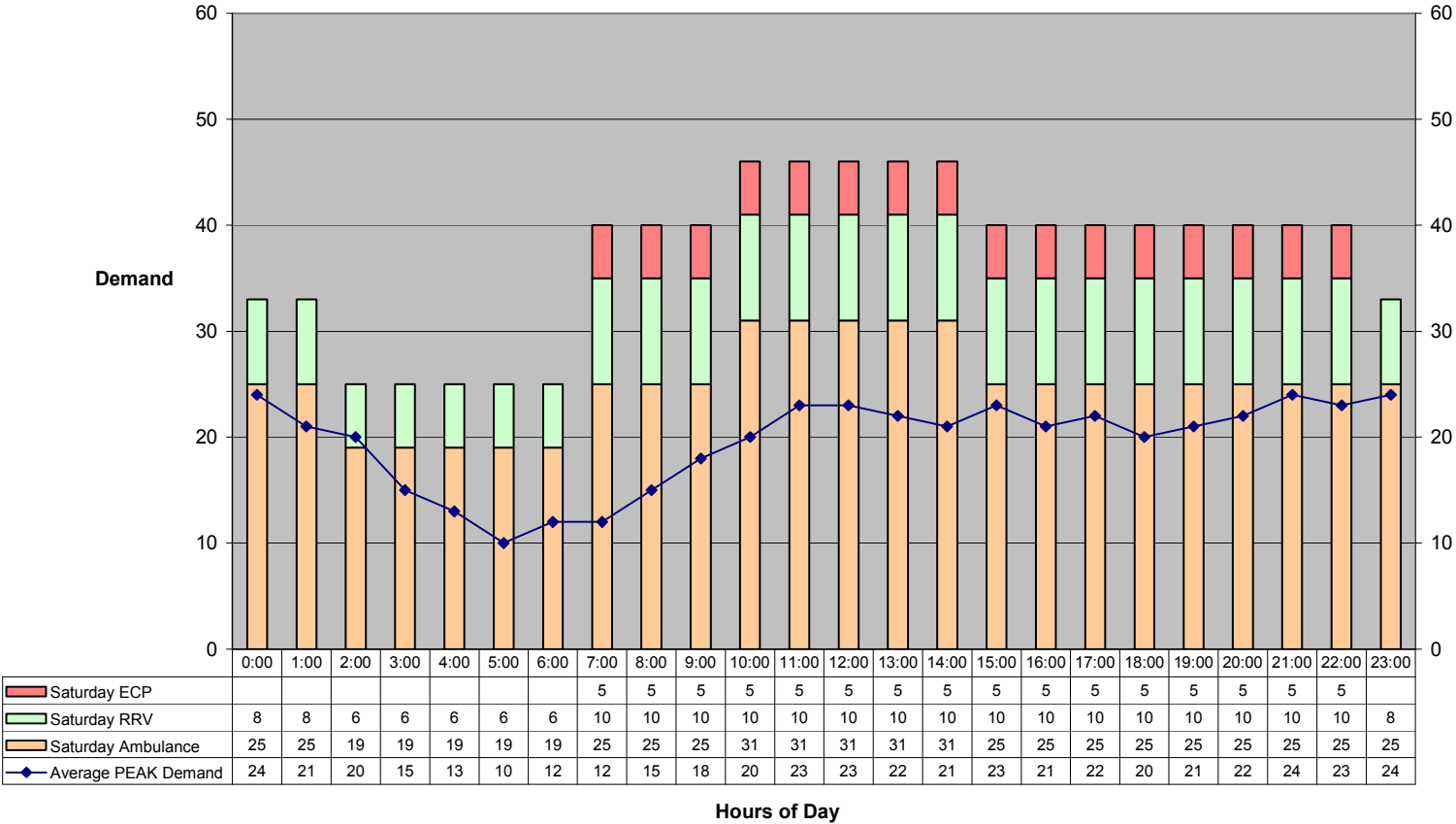
# Temporal Demand Analysis

Avon All A and E Demand (Incidents with an activation) Going Back 60 Weeks from 29th October 2006  
 Saturdays  
 Activation included within hour of call  
 Current



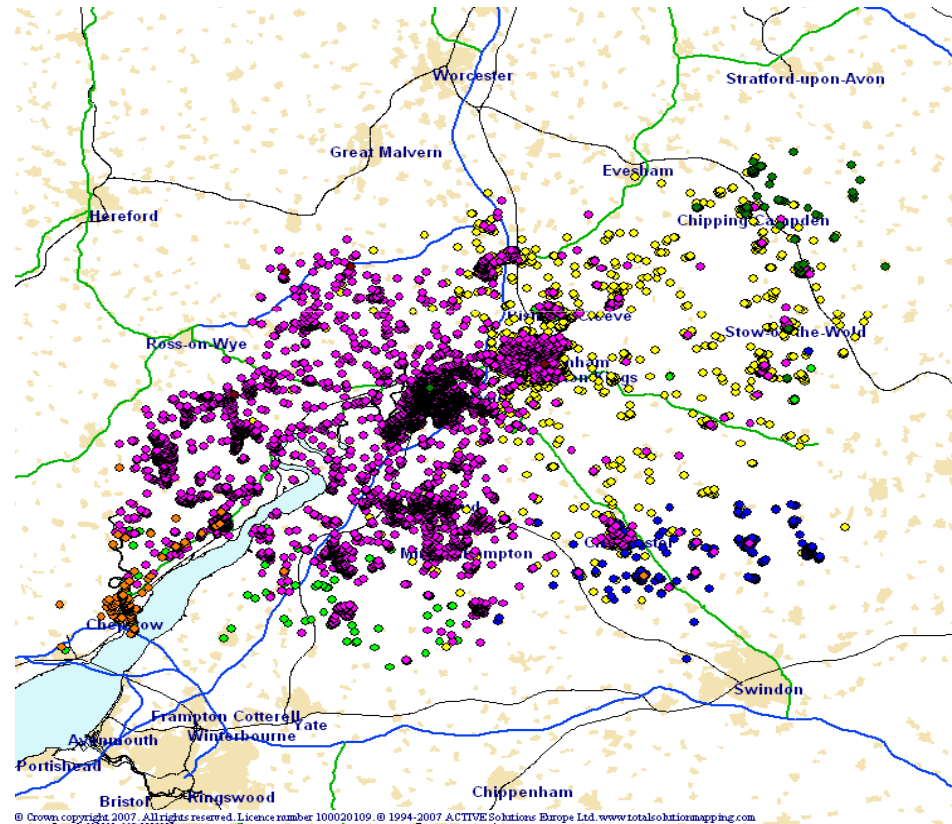
# New Temporal Analysis

Avon All A and E Demand (Incidents with an activation) Going Back 60 Weeks from 29th October 2006  
 Saturdays  
 Activation included within hour of call  
 NKM Proposal





# Geographical Demand Analysis



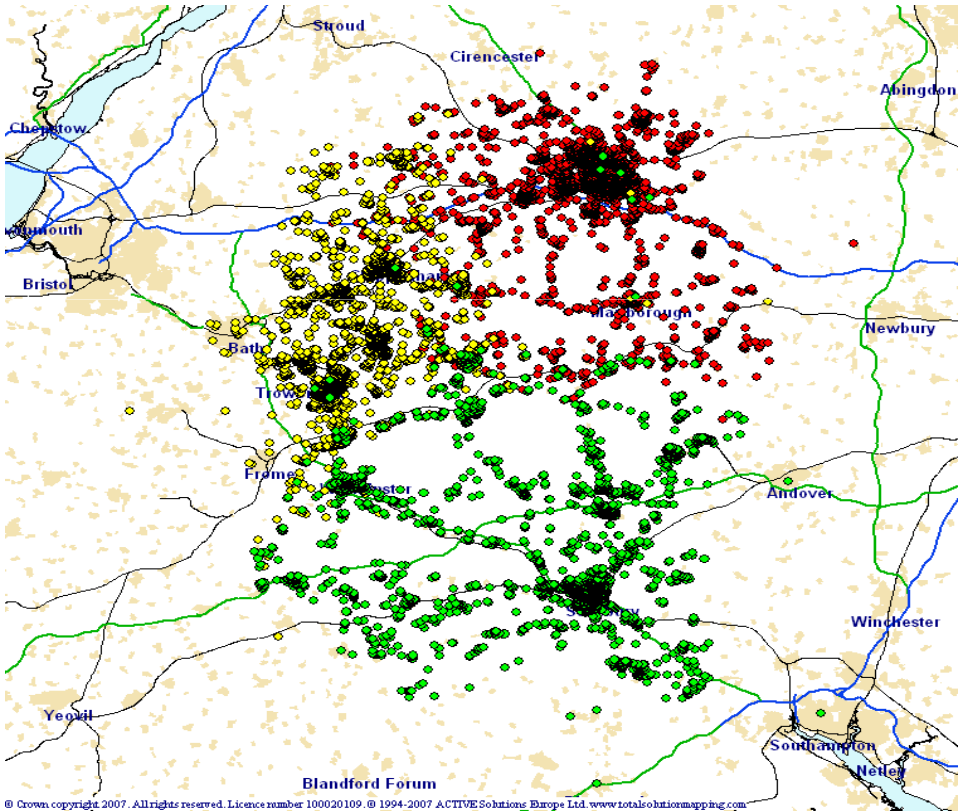
# New Front Loaded Model - meets Taking Healthcare To The Patient recommendations

- Separate response from transport
- Separate cover plans
- New deployment criteria
  - Nearest & quickest
  - Solo only
  - Transport on request (with exceptions)
- Increased use of advanced practitioners
- Reduction in conveyance rate critical to success

## Make Ready

- Improved infection control
- Increased unit hour availability
- Dedicated staff stock and clean
- Clinicians treating patients
- Best based around patient flows
- Local staff integrated into health teams

# Patient Flows

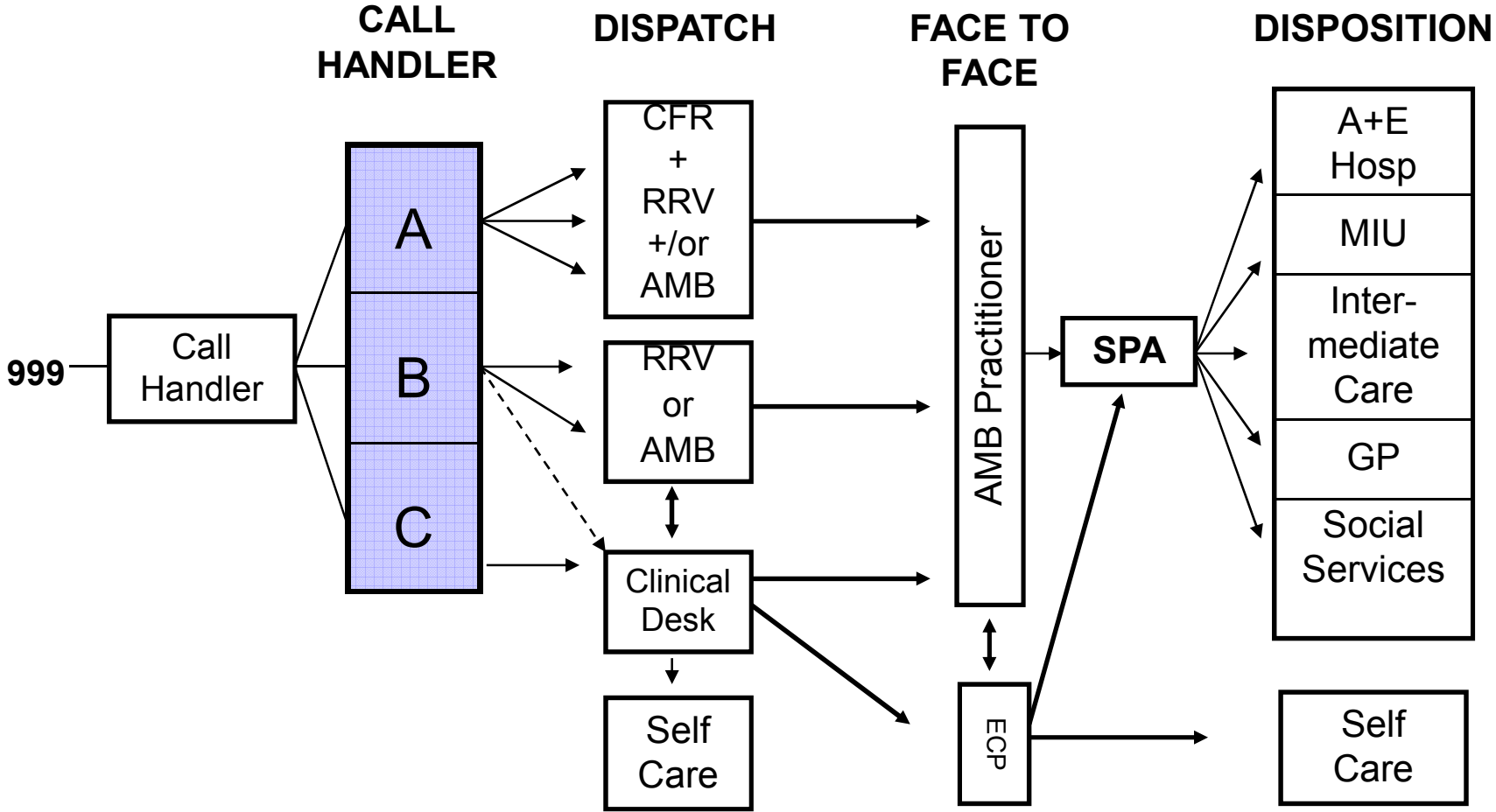


Key	Count	Description
●	11783	GREAT WESTERN HOSPITAL
●	7787	ROYAL UNITED HOSPITAL
●	6674	SALISBURY DISTRICT HOSPITAL

## Summary

- Team restructure
- Control IT modernisation
- Control redesign
- Workforce modernisation

PATIENT CARE PATHWAY



## Outcome

Right Care

Right Place

Right Time