East of England Ambulance Service NHS Trust

Corporate Trust Strategy development

Your views matter
The journey so far:

• Review of national papers and guidelines
  Including NHS Long Term Plan, NHS Interim People Plan and NHSI (regulator) guidance on strategy writing.

• Review of our existing and emerging Trust strategies
  Including Clinical, Public Health and Digital strategies.

• Review of other NHS ambulance strategies
  Including the Association of Ambulance Chief Executives (AACE) 2020 and beyond.

• Meetings and workshops across the Trust
  To agree draft themes, priorities and ambitions

• Agreement of the concept of ‘foundation priorities’
  i.e. what requires urgent action over the next two years that will lead to building the solid foundations for the Trust.

• Start of our Recovery Plan
  This will underpin priorities for the next two years

• Starting to work on our aspirations for beyond that two year period
  So that our strategy looks to the longer term picture

• Analysis of Sustainability and Transformation Plans (STP) / Integrated Care Systems (ICS) completed
  Their plans so far and common themes will be included in the our final strategy

• The draft strategy went to Board on 11th September
  To agree the of the beginning of the consultation
How we will develop and deliver the strategy

- **Launch consultation** with staff, volunteers, patients and partners
  - 1st October - end 30th November

- **Gather Feedback** from all areas

- **Identify strategic plans** that will be required to deliver the strategy
  - November 2019

- **Review existing strategies & identify emerging plans**
  - October 2019

- **Ensure priority actions become part of an Integrated Trust improvement plan**
  - October 2019 onwards

- **Draft formal strategy document**
  - December 2019

- **Board approval**
  - January 2020

- **Launch strategy**
Corporate Strategy

Existing strategies (i.e. clinical, digital etc) reviewed to ensure alignment with corporate strategy)

2-Year Recovery Plan

Strategic Implementation Plans
Long Term Plan

Our strategy themes, priorities and actions align to the nationally endorsed quadruple aim as shared by many Integrated Care System (ICS) areas:

- Enhanced Quality of Care
- Great place to work
- Improved Health and Wellbeing
- Value for Money

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Long Term Plan

We will align our strategy to the following aims, where ambulance service contribution will be key:

• **Aim 1:** Boost ‘out-of-hospital’ care and dissolve the historic divide between primary and community health services

• **Aim 2:** The NHS will reduce pressure on emergency hospital services

• **Aim 3:** People will get more control over their own health and more personalised care when they need it

• **Aim 4:** Digitally-enabled Primary Care and outpatient care will go mainstream across the NHS

• **Aim 5:** NHS organisations will increasingly focus on population health - moving to Integrated Care Systems everywhere
Long Term Plan

We also will aim to have a strategy that supports the delivery of:

- Improving upstream prevention of avoidable illnesses and preventative healthcare for vulnerable groups through our public health strategy, for example an appropriate admission avoidance focus

- Stronger NHS action on health inequalities by working more closely with the communities that we serve

- A strong start in life for children and young people in areas such as mental health, learning disabilities and maternity care

- Better care for major health conditions, such as stroke and mental health

- Improving care quality and outcomes

- Workforce, including supporting our staff and volunteers

- Developing system leaders and compassionate leadership

- Using tax-payers money to maximum effect through our recovery plan and maximising the economies of scale that our regional footprint can offer across all six STPs

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DRAFT EEAST Strategy 2020-2025 Themes:

**Theme 1** – Based on strong, compassionate and effective leadership throughout the Trust, we will further develop a culture that puts our patients at the heart of everything we do by providing safe, high quality care.

**Theme 2** – We will achieve operational and clinical performance in line with national best practice.

**Theme 3** – We will recruit and develop the right level of qualified staff and further expand the valuable contribution from our volunteers.

**Theme 4** – We will deliver a training and education programme that supports our role within health and social care systems and improves the experience and outcomes for our patients.

**Theme 5** – We will continue to create an environment that people love to work in through the development of our people, our clinical outcomes, our estates, fleet and digital support that together makes us the employer of choice.

**Theme 6** – We will build on the successful transformation projects by creating a culture of continuous quality improvement, transformation and innovation focussed on our key priorities.

**Theme 7** – We will build on our collaboration and become an effective system leader, working closely with our health and social care partners, communities and emergency services colleagues to provide the gateway to urgent and emergency care.

**Theme 8** – We will value every pound we spend as an organisation and continue to improve the value for money we offer within our service.
DRAFT Foundation Priorities
To be completed within next 2 years

For the benefit of our patients, we must spend the next two years focusing on our core functions (namely emergency operations and PTS), our culture and values. Stabilising the organisation and developing a platform from which we can then deliver sustainable improvements over the longer term.

We will not be distracted from these key priorities as an organisation.

• Delivery of the Trust Recovery Plan
• Deliver performance improvement across all aspects of delivery, minimising unwarranted variation and providing consistent, outstanding care to our patients
• Establish a robust transformation programme with the capacity, capability and structures across the organisation that will drive high quality patient care, efficiency and productivity to deliver sustained improvements
• Develop a culture that supports personal responsibility and accountability and delivers both quality and performance improvements
• Embed an evidenced-based culture that leads to good decision making, reflected in our governance structures
• Continually improve our communication and engagement where we listen, act, evaluate and feedback
• Expand our volunteer workforce, including community response and volunteer car drivers, to support improvements in performance and patient care

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DRAFT Foundation Priorities

*To be completed within next 2 years*

continued

- Embed a governance model that aligns with best practice and establish a substantive Board
- Provide clear and timely career development pathways for our staff
- Embrace apprenticeship opportunities and support improved recruitment opportunities and offers within our communities
- Provide effective leadership and management skills development programmes for all of our leaders and managers
- Develop our education and training pathways to provide excellence for our staff
- Become an effective system leader that focusses on collaboration, driving joint working and innovation opportunities that benefit our patients and align to the themes not only within our strategy, but also the Long Term Plan
- To develop our infrastructure, in relation to Digital, Estates and Fleet, to ensure it is fit for the future and supports the delivery of our strategic aims and long term plan vision
- Delivery of an effective Cost Improvement Programme (CIP) that drives continuous efficiency
DRAFT Ambition and long term future (years 3-5):

• **CQC rated Good, moving to Outstanding**, which means
  • providing safe care and treatment that always protects patients from avoidable harm;
  • delivering high quality and effective treatment that provides the best outcomes for our patients.
  • providing an outstanding level of care and service, every time, and delivering responsive services that meet the needs of our patients in a timely manner
  • and that ensuring the organisation is well-led to deliver all of the above.

• To be **recognised as a highly regarded employer with exciting career pathways** to attract the best and the brightest, with excellent leadership development training and opportunities for robust succession planning

• To provide **education and training** of nationally regarded **excellence**

• Working with our local health system partners directly and via the STPs to **support the development of the future workforce**.
  e.g. rotational paramedic roles across the STP, Talent and Leadership Academy and hosting NHS Management Training Scheme Graduates

• To **provide the gateway to urgent and emergency care for our region** through a multi-disciplinary 111/CAS offer, with economies of scale that only regional ambulance services can offer.

• **Supporting** patient flow for our health and social care system partners through effective delivery of PTS

• **Effectively provide the coordination hub** for our communities in health and social care, signposting the right service/clinician to the patient, first time.
DRAFT Ambition and long term future (years 3-5): continued

- Enhancing our offer as an ambulance service providing a prehospital urgent and emergency care service integrated within the IUC system, broadening our multi-disciplinary clinical workforce

- To be recognised by our system partners and stakeholders as being a positive supportive leader within our local systems

- To have a positive and accountable culture with ‘Just Culture’ and ‘Safety2’ embedded that promotes best practice and transformation for the benefit of staff and patients

- Exemplar in delivery of value for money

- Provide a brand new, up-to-date fleet that is fully modernised, environmentally efficient with state-of-the-art, integrated technology

- Ability to manage performance and all aspects of our delivery through modern technology

- Completed phase 2 of our Make Ready transformation programme
• Reviewed all of our estate and reconfigured to optimise business delivery, where appropriate

• Deliver reduced carbon against our carbon management plan

• Compliant across all mandatory and statutory requirements

• To build greater business continuity within our AOCs and Training Centres, ensuring suitable premises that deliver excellence and minimising variation.
Your views matter:

Does this draft strategy cover the Trust’s priorities as you see them?

Do the themes and priorities fit with your own plans?

What is your ambition / vision for the future at EEAST?

Are there any opportunities we have missed?

What will it mean for you / what is your key focus?

Is it exciting and compelling?

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Questions?