



Welsh Ambulance Service NHS Trust

Delivering **Excellence**

Our **vision** for 2030



Foreword >

We are delighted to present 'Delivering Excellence', a document which sets out our vision for the future of the Welsh Ambulance Services NHS Trust (WAST). This vision has been shaped by extensive engagement with our patients, staff and key stakeholders.

So why develop a long term strategic framework for 2030?

As a national service, working across the whole of Wales, we must continue to provide high quality care that is valued and meets the needs and expectations of our patients and stakeholders today and for future generations.

We recognise that the world around us is rapidly changing, and that there are many challenges facing us and our partners across health and social care, however this will give us new opportunities, which we need to embrace, to transform our services, to rise to these challenges and become part of the solution.

Of course, we must always be the service that quickly and safely transports patients to hospital, whether in an emergency or planned situation, and we will continually work to improve this core offer, but also believe that we have a much wider contribution to make.

- We meet and interact with thousands of people every year, and we can use these contacts to make a difference in terms of helping them to stay healthy;
- In the future, we will make it easier for more patients to be able to access the care and health advice that they need virtually or online;
- We will enhance the skills of our clinicians in our contact centres and in the community, giving them access to the latest technology and clinical equipment. This will support them to make more informed clinical decisions and as a result, more patients will be able to be treated in the community or in their own home, rather than in hospital; and

- We will aspire to be the sole provider and coordinator of planned transport to access healthcare in Wales.

This will contribute to the Welsh Government's vision for health and social care services in Wales, set out in the 'A Healthier Wales' strategy, which focuses on improving population health and wellbeing, providing better quality and more accessible services that deliver high value, delivered by a motivated and sustainable workforce.

We are unable to deliver our vision in isolation and want to build on the positive relationships we have with our patients, the people who work and volunteer for us, our health partners and wider stakeholders to deliver meaningful change.

This is a hugely exciting time for the Welsh Ambulance Service and we look forward to working with you to realise our long term vision for 2030.



Martin Woodford,
Interim Chair



Jason Killens,
Chief Executive

The Welsh Ambulance Service at a **glance...**



We serve

**3 million
people**

across Wales



We receive over

540,000

999 calls per year *

We provide an
emergency
response to over

22,000

immediately life
threatening
incidents per year



We receive over

460,000

non-immediately life-threatening
emergency calls per year

We transport
over
860,000
non-emergency
patients
to hospital
per year

We receive over

275,000

calls to NHS Direct Wales
per year

We have over

**700
vehicles**

in our fleet



We receive over

3.8 million

visits to the
NHS Direct
Wales website



We employ over

**3,000
people**



We have operating
expenses of

£178 million



We occupy over

113 buildings

*All other calls coming into our contact centres were answered and referred to other appropriate services to meet the caller's needs

Our key challenges...



Increasing Ambulance incident demand

projected to **increase by 2-3% per year**

(Source - ORH Demand & Capacity Report)



Growing Population

The population in Wales is set to **grow by circa 4% to 3.24 million** by 2030

(Source - Public Health Wales statistics)



Increasing number of households

by 2030 the number of households in Wales will **increase by over**

90,000

(Source - Public Health Wales statistics)



Increasing older adult population

By 2030 the number of people **aged 65+** is projected to **increase by 158,000 (+24.9%)**

This will mean more older adults needing our services

(Source - Public Health Wales statistics)



Mental Health

In Wales **1 in 4 people** will experience some kind of a mental health problem or illness within their lifetime.

(Source - Office for National Statistics)

More complex conditions

Currently more than

40%

of people aged 75+ live with two or more **longstanding illnesses**

(Source Public Health Wales statistics)



Health risk factors

62% of people aged 16+ are projected to be **obese or overweight** by 2030

(Source Public Health Wales statistics)



New technology

Keeping pace with the development of new and innovative technologies.



Career expectations

Changing career expectations of **future generations**

Increasing Public expectation

Expectations of the NHS are continuing to **increase**



Towards 2030 – Our Opportunity

This is an exciting opportunity to describe our future vision for the Welsh Ambulance Service in a clear and uncomplicated way. In this document we explain; what Our Goal ‘**Delivering Excellence**’ means, the Enablers that will help us achieve our vision and the Golden Threads that underpin everything we do.

Our Goal: Delivering Excellence

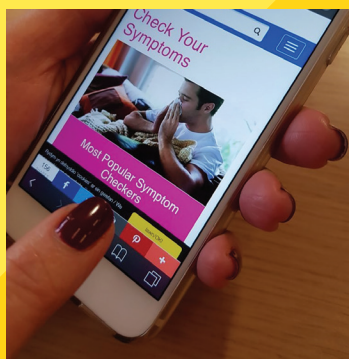
It is our Goal to deliver excellence in all that we do. To achieve this we have identified three key areas that we will focus on, and in this document describe the emerging areas of work that will enable us to deliver our vision for the future.



Helping patients and staff to stay healthy:

As a national provider, we have an opportunity to use the thousands of daily interactions with our patient's, members of the public and our staff to help improve their **health and wellbeing**.

We have a role to play in promoting key strategies to combat the population health challenges being faced across Wales through the **prevention of ill-health** and the advocacy of **healthy lifestyles**. It is our ambition to make every contact count.



Helping patients more easily access our services at the right time:

It is increasingly important that patients make informed and appropriate choices about **accessing the right health care**.

We will ensure our services are easily accessible and enable people to make appropriate choices about the type of care they need, and how they access the right services to meet those needs.



Providing the right care in the right place, wherever and whenever it is needed:

We want to build on the progress we have made to move away from only being seen as a traditional ambulance and transport service. We want to become a provider of **high quality care** that meets the needs of our patients wherever and whenever it is needed.

Treating people in hospital when they are unwell will become only a small part of modern healthcare with greater emphasis on providing **care closer to home**.

Our Goal › Delivering Excellence

In this section we describe the emerging actions we will be undertaking for each of our three core objectives to realise our goal of Delivering Excellence.



Helping patients and staff to stay healthy

We will play a **strengthened role engaging with the public, patients and wider stakeholders** to provide health advice, education and to support resilient communities. ›



We will **collaborate with key partner organisations** (including Health Boards, Local Authority, Public Health Wales, blue light partners and the third sector) to help address the key determinants of health through proactive engagement with our patients and support resilient communities.



We will be the first port of call (single point of contact) for people needing **healthcare advice 24/7**. Patients will have access to online services, providing high quality, clinical advice that's easily accessible.



We will enhance our health and **well-being advice systems** to ensure that we can access and signpost patients to appropriate local services that meet their needs.



We will have a greater presence **engaging in community education** across Wales with voluntary and third sector organisations to provide health education and advice. It is our aspiration to influence the school education curriculum to provide the opportunity for all school children to learn first aid skills.

We will be an **exemplar employer** supporting positive health and well-being for all the people who work and volunteer for us. ›



We will **invest** in resources and expertise to support all of our workforce and volunteers to maintain their own health and well-being, ensuring a healthy work life balance.

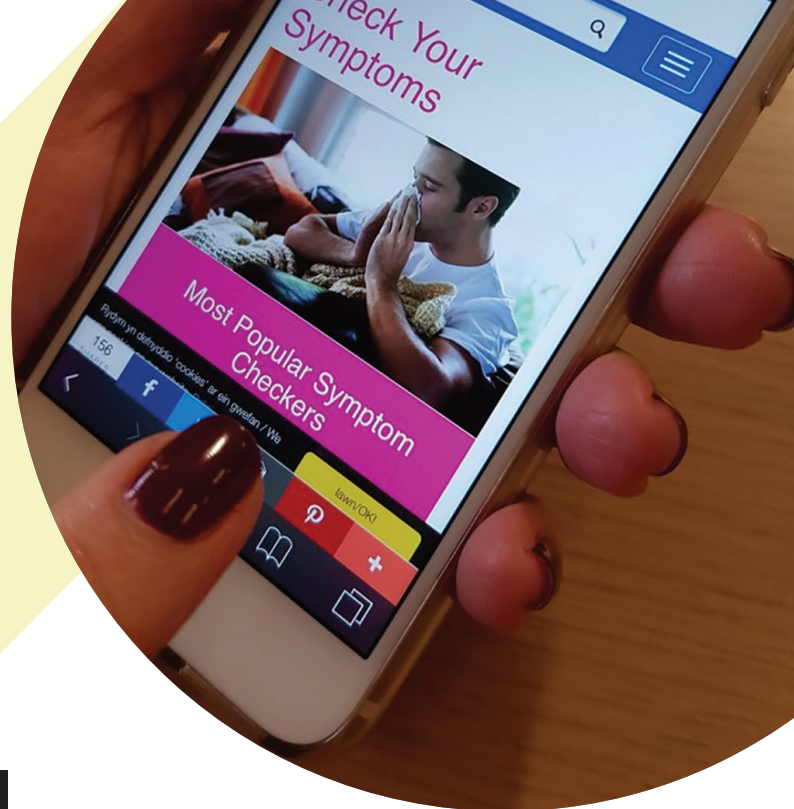


We will provide **opportunities for our workforce** to contribute and support health initiatives schemes outside of the day job (for example tackling loneliness).

We will introduce a **welfare “check and care” service** to identify any deterioration in vulnerable service users. ›



We will introduce a **welfare “check and care” service**, that will make sure any deterioration in condition or social issues (e.g. loneliness and isolation) are spotted quickly. Staff will be able to refer in to a range of community services provided by teams from across health, social care and the third sector/community groups to help people before they find themselves in crisis.



Helping patients more easily access our services at the right time

We will enable service users to make **informed** and **appropriate choices** when accessing our services. >



We will develop and implement a **national strategy** to provide advice and education which will enable the public to make informed choices about their health needs and access our services appropriately.

We will ensure our services are **easily accessible**. >



We will engage and involve patients to ensure that our services are **easily accessible** and utilise the latest communication technology. We will focus upon improving access for people with sensory loss and enhance our ability to provide care in the patient's first language.

We will embrace the **latest technology** and communication applications to provide services that are easily accessible and meet the differing needs and expectations of all of our service users. >



We will become the **call handler of choice** for all health related contacts across Wales.



We will utilise **video and other technologies** to enhance the way our services can be accessed, particularly for services users contacting us in an emergency situation.



We will develop access to services **online** and through internet applications. This will include developing an online portal for booking patient transport that is fully integrated with the appointment booking systems in the hospital.

Our **Goal** › Delivering **Excellence**



Providing the right care in the right place, wherever and whenever it is needed

We will play a **strengthened** role supporting the provision of a sustainable telephone, treatment and triage model for all urgent / non-urgent health queries across Wales. ›



A core component of this will be exploring the opportunities to develop a long term solution for the provision of the **Out of Hours service** across Wales.



We will provide **live chat and video** consultation access for patients to access our clinical teams for triage, advice and health information.



We want to develop and implement the opportunities of utilising **artificial intelligence technology** to support triage and clinical decision making in our contact centres.



We want to provide a **national pathway** co-ordination function to ensure patients can access and be signposted to local services available to them.

Our clinical teams will work in a **range of environments** as part of multi-disciplinary teams. ›



This could be delivered in local healthcare facilities (e.g. GP surgeries) or as part of an **out-of-hours** clinical service where patients can access urgent care **24/7/365**. This might be a mobile service, based in a community facility like a community centre, or even in a **24-hour store**.

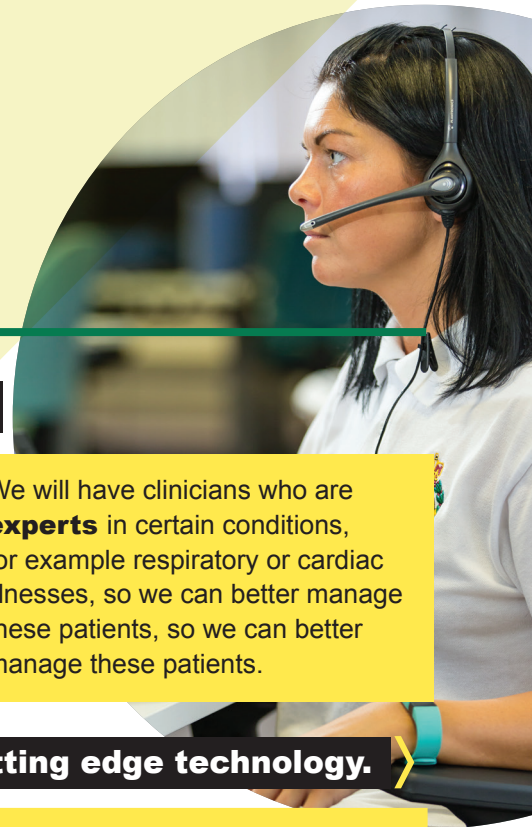


We will establish **multi-disciplinary** clinical and non-clinical teams in our contact centres who have a range of skills to provide specialist advice, clinical triage and onward referral to appropriate continuing care. The team could include mental health practitioners, midwives and specialist nurses with a focus upon managing frailty and care for older adults.

We will develop services to meet the **health needs** of the population. ›



We will develop services to address the **changing health and care needs** of the population. A key area of focus is to develop services that meet the complex needs of the frail elderly population and patients suffering mental health conditions.



We will develop our teams to have a **wider range** of clinical skills



Equipping our clinical staff with **additional skills** (e.g. prescribing / enhanced wound management) and other skills that currently require the intervention of another clinician or a trip to hospital.



We will have clinicians who are **experts** in certain conditions, for example respiratory or cardiac illnesses, so we can better manage these patients, so we can better manage these patients.

We will have access to **enhanced clinical equipment** and **cutting edge technology**.



We will be able to deploy **video** or **drone** technology to assess the seriousness of an incident before deploying resources.



Our clinical teams will have access to the latest, evidence based equipment. This could include:

Enhanced equipment and clinical diagnostic capabilities to support clinical decision making (for example point of care testing or mobile scanning technology).

In a life threatening emergency our teams will be able to engage with specialist clinicians in our control centre, hospitals or other locations to seek expert clinical advice. This will involve **digital technology** so that we can speak in real time, share information and images to get a fast, accurate diagnosis and work out the best care for the patient.

We will have access to **timely patient Information**.



Our staff will have access to **timely clinical information** about the patients they are treating, and be able to capture and share this information through an electronic solution, with other health professionals to provide high quality and seamless care.



We want to utilise **patient held data** from wearable technology to support clinical decision and remote monitoring of patients.

We will be the **sole provider and coordinator** of transport to access healthcare in Wales.



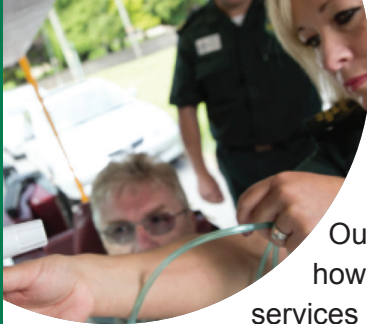
To achieve this we will play a key role in the co-ordination of all **public sector transport** across wales ensuring a joined up approach to service provision.



We will provide a national discharge support service that provides timely transport to patients leaving hospital. Through our partnerships we will ensure that those patients have a safe and if needed an adapted environment to go **“home”** to.

Our Enablers

We recognise that our vision cannot be delivered in isolation and the following four enablers will be crucial to help support its successful implementation.



1 Continue to provide the best care possible, outcomes and experience to our patients

Our Long Term Strategic Framework sets out a clear vision and ambition for 2030, however we recognise the importance of continuing to improve the delivery of our core services today. Outlined below are the key areas we will continue to focus upon to improve the quality of care we provide that meets the needs and expectations of our patients today and in the future.

Emergency Medical Services (EMS)



We will enhance our 'Hear & Treat' services and continue to roll out the 111 service across Wales.



We will improve our ambulance response times for all patients requiring a face to face clinical assessment.



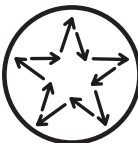
We will work with all Health Boards to improve patient flow by ensuring only clinically appropriate patients are conveyed to hospital and reduce handover delays at hospital.



We will strengthen the working relationships with our Blue Light Partners including Fire, Police & the Emergency Medical Retrieval & Transfer Service (EMRTS).



We will continue to develop and implement service innovations including the expansion of the Advanced Paramedic Practitioner (APP) rotational model and patient focused service improvements.



We will enhance our First Responder capabilities across Wales.



We will continue to provide and enhance our specialist response capability to ensure we deliver our obligations against the Civil Contingencies Act.

Non-Emergency Patient Transport (NEPTS)



We will improve the quality and timeliness for all patients using the non-emergency patient transport service.



We will standardise the delivery of NEPTS services across Wales.



We will improve our operating systems including the implementation of a new NEPTS Computer Aided Dispatch system (CAD).



We will be responsible for commissioning and delivery of all non-emergency transport services across Wales.



We will introduce a national call taking system for patient and health care professional transport bookings across Wales.



We will work with partners to develop a national discharge & transfer service.

2 Enable our people to be the best that they can be

Our vision for the future of work is exciting and our workforce and volunteers are pivotal to help us achieve this. We want fantastic, healthy, happy people led by vibrant leaders who recognise that the workforce of 2030 will have different aspirations and dreams. We must adapt to meet changing patient needs and expectations and deliver services that are fit for the future. We must be innovative with our role design, enable flexible career pathways and use the advantages of technology to allow colleagues to focus on the provision of care of the highest quality and compassion to patients.

Underpinned by our behaviours that will continue to support us to be our best, set out below are the key areas we will need to focus on to ensure we are recognised as the ambulance service employer of choice and remain competitive in the face of increasing demand for students, health care workers and volunteers alike.

We will be recognised and renowned as being an **exceptional place** to work, volunteer, develop and grow



We will continue to build a workplace culture that embraces difference, values trust and places a positive emphasis on productive relationships. Remarkable people will clearly see the positive impact they can make by volunteering, training and choosing a career with the Welsh Ambulance Services #TeamWAST.

Our future workforce will be **agile, highly skilled and capable**

We will transform our education and training provision to ensure our clinicians are developed and supported to maximise their impact by delivering, collaborating and co-ordinating the provision of care across the wider healthcare system and by building community resilience from a variety of settings and roles.



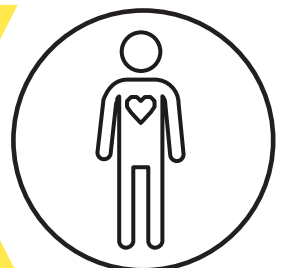
Our Leaders will be **compassionate, collaborative and courageous**



They will demonstrate the skills and aptitude to manage change and complexity as our health and social care system moves towards even greater collaboration and joined up working. They will be able to set direction, lead and influence across Health and Social Care, engender high levels of trust and motivation within multidisciplinary teams and create a focus on innovation, accountability and continuous quality improvement.

We will all enjoy a **long, healthy and happy** working life

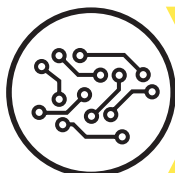
We will ensure appropriate resources and strategies are in place to protect physical and mental wellbeing, to create meaningful and interesting jobs and a growth mindset which welcomes and responds positively to future change. We will help individuals manage their home and carer responsibilities in balance with the requirements of their roles.



3 Ensure the design and infrastructure of the organisation are at the forefront of innovation and technology

Being at the forefront of adopting new innovative ideas and implementing cutting edge technology will be crucial to realising our vision for 2030. This will mean that we can provide new services, offer a greater range of healthcare in different settings and have access to the latest evidence based equipment and technology to improve patient care.

It will also mean that the people who work and volunteer for us can access the right technology to enable them to be their best. The key areas we will focus on are outlined below:



We will embed new technology to enhance and improve the services we provide

We will introduce new virtual access points through online and mobile applications.

We will fully embed the latest 'digital' and 'video' technology to improve communication and connectivity.

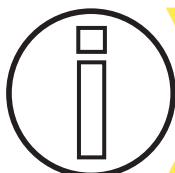
We will enhance our clinical diagnostic capabilities this could include using artificial intelligence, point of care testing or mobile scanning equipment.



We will embrace the latest sustainable technology to reduce our carbon footprint

This will include replacing our fleet with alternative low emission vehicles (e.g. hybrid or electric).

We will explore the feasibility of autonomous vehicle technology.

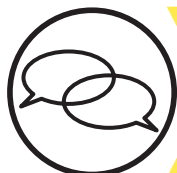


We will transform the way we access and manage information

We want to develop an integrated solution to join up and share clinical information with other NHS organisations.

All staff will have access to the most appropriate technology to undertake their role.

We will explore opportunities to utilise information collected by wearable applications to support clinical decision making and remote monitoring.



We will use technology to communicate more effectively

We will adopt new and innovative technology to transform how we communicate and engage.



Ensure we have the right buildings in the right place

We will deliver on our long term aspirations to have the right buildings in the right place.



We want to be at the forefront of research to drive forward innovations in clinical practice and wider organisational delivery

Enhance our research alliances with industry and other leading research stakeholders. Aligning research with future case mix and population health to ensure that the care we provide is clinically safe and in line with evidence based practices.

Encourage and nurture ideas from our staff and patients to improve outcomes and experience, building our reputation as an innovative and creative organisation.



4 Whole system partnership and engagement

Our long term strategy sets out an ambitious future for the Welsh Ambulance Service, but it is not a strategy that can be delivered in isolation. To successfully deliver our vision we will continue to develop services by engaging and collaborating with our patients, our people, health and social care and blue light partners, the third sector and all other stakeholders.



**Play a strengthened role
involving and engaging with
our stakeholders**

We will undertake a more active role engaging with our patients and the communities we serve to use the citizen's voice and the knowledge of the people who work for us to develop and improve the services we provide.

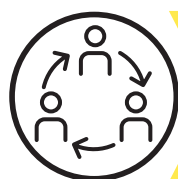
We will help to build resilient communities through an advanced programme of engagement focusing upon health education and training people in CPR and defibrillation. We will work and support the full range of age groups, cultures and communities, from schools to workplaces to ensure that the people of Wales are confident in basic life support skills.



**Developing
new partnerships**

We will develop new partners focusing not only on those with whom we deliver services with, but also partners who are supporting us to develop new solutions. This could include working with private enterprise to develop new technology.

Our relationships with our partners will look quite different, with a focus on collaborative and shared roles, environments and staff development. We will plan and deliver services together and develop new roles for our teams.



**Whole system
collaboration**

We will work in tandem with a range of partners from the public, third and private sector partners to deliver healthcare solutions that enable people to live well at home for as long as possible.

Development of staff will look different, with an emphasis on collaborative training across the public service and beyond, and the rotation of employees across organisations.

Organisational boundaries will be reduced and there will be a genuine sense of one public service, in which each organisation plays its part.

We will use a collaborative approach to sharing information and referring patients to a range of services that best meet their needs, regardless of where they are.



What the ambulance service could look like in 2030...

Patient Story



Simon is at his home and begins to feel unwell.

His wife notices that his speech seems slurred and seems to be having difficulty holding a pen.

Current - 2019

I rang 999 and described my husband's symptoms over the phone. An ambulance arrived within 30 minutes. The Paramedics quickly assessed my husband and said that his symptoms indicated that he was having a stroke.

They pre-alerted the stroke ward and transported him to hospital on blue lights. We live about 30 miles from the hospital and the journey took about 40 minutes. When we got to hospital he went straight to be scanned and was given medication (thrombolysis) to treat the clot.

He was then cared for on the stroke ward for a few days and discharged home with regular appointments for ongoing care and rehabilitation.

Future

I called 999 using a video app on my phone. I was transferred to a clinician who assessed my husband's condition. The clinician explained that the symptoms indicated that it could be a stroke and a Paramedic with a mobile scanner was on the way.

They arrived within 30 minutes and my husband was assessed by the Paramedic and taken onto the vehicle to be scanned. The scan only took 5 minutes and the Paramedic shared the images with the consultant in the hospital. They had a video call and confirmed that my husband was having a stroke. My husband received medication (thrombolysis) on the ambulance and then immediately transported to a specialist stroke unit.

The early diagnosis and treatment on the ambulance was really important for his recovery. He spent 48 hours in hospital and was well enough to return home with regular appointments for specialist rehabilitation and is making a really good recovery.

Benefits

Enhanced clinical skills and diagnostic capabilities

Earlier diagnosis of stroke

Quicker time to treatment

Better patient outcomes and experience

Patient Story



Claire requires transport to help her attend a diabetic outpatient appointment at her local hospital.

Current - 2019

I called the transport booking line to make arrangements to attend my 9:30am hospital appointment. The booking team were really helpful and explain that they can't get me in for my appointment time but the hospital are aware of this and will accommodate me when I arrive.

On the day the transport could arrive up to two hours before my appointment which means I spend a lot of time ready and waiting to go. I am a little apprehensive waiting because I don't want to miss my appointment.

The ambulance picks up four other patients on the way to hospital and the journey takes over an hour. It also takes a long time to get home and for a twenty minute appointment most of the day is taken up.

Future

I used the online application to book transport. I could select from a number of different transport providers and chose the one that best suited my needs. I received a reminder the night before and given access to a link so that I could track the vehicle on the day.

An electric vehicle picked me up, there were small screens on board for entertainment which also provided helpful health information. The journey went really quick and I arrived at hospital on time and attended my outpatient appointment. The system automatically booked transport for my follow up appointment which I could view and amend using the helpful app on my phone. The journey is much more comfortable than before and I spend less time travelling so that I can enjoy the rest of the day.

Benefits

Better access to book and manage transport bookings

More information available

More timely transport

Better patient experience

Less time spent travelling

Better range of options to book transport (online / application).

Patient Story



Mary is 68 years old and has bronchitis.

She wakes up in the night coughing with a shortness of breath.

Current - 2019

I rang 999 as I woke up coughing and short of breath and this really frightened me.

When the Paramedics arrived they were really friendly and helped to calm me down. They carried out a few tests and thought it was best to take me to hospital. I didn't really want to go to hospital but I agreed. I had to wait a long time in the emergency department to be seen and ended up being admitted onto a ward. Whilst in hospital I suffered another infection. This made me really unwell and meant that I ended up staying in hospital for seven days.

Future

I rang 111 and was transferred to a clinician for a video clinical assessment. The clinician asked me lots of questions and I was able to share information about my heart rate and temperature using the information from my smart watch. The clinician reviewed my medical history and arranged an appointment for a home visit from an advanced paramedic that night. I was assessed and prescribed antibiotics. I didn't have to go to hospital and could stay at home which made me really happy.

I explained to the Paramedic that I didn't have any family or friends nearby and that I sometimes felt lonely. The Paramedic made arrangements for the local community team to contact me using a video app on my phone the next day. They were really helpful and provided me with information of local community groups that I could join. This was really helpful and since joining I have made lots of new friends.

Benefits

Patient cared for at home

Better patient experience

Avoided admission to hospital

Avoided the possibility of contracting a hospital acquired infection

Improved social network and support

A view from the workplace



NHS Direct Wales & 111 Service

“ I am proud to be the first port of call for people looking for health advice whether its day or night, or they are home or out and about. We can respond to people’s differing needs online via the live chat, or over the phone, and we can be flexible to ensure we provide high quality clinical advice and signpost to the most appropriate health or social care services. I am professionally

developed to ensure the advice I give is up to date and appropriate for this clinically responsive service and enjoy working in a multidisciplinary team of professionals who are all focused on helping patients help themselves.”

NEPTS

“ We now offer so much more than a transport service. As I collect patients from their homes I am encouraged to chat with the patients and to take note if I notice any change to them or their domestic circumstances. This welfare check enables me to signpost my patients to services in the community who can provide support. If I am really concerned I know who to contact and am confident that I will be listened to. I receive regular training and can access immediate updates and advice on line so I am confident that I know what I am looking out for. Making a difference to patients really enriches my role and gives my work more meaning.”



EMS

“ Looking back I can’t believe how many patients we took to hospital, often waiting outside them. Today everything feels so joined up and our clinical skills are used in so many different settings helping to prevent the high numbers of urgent 999 calls. On a personal level I know my safety is the Trust’s priority and that my manager looks out for me. She recognises when I am doing well and when I need a bit of extra support or when I could do things better. Our regular catch ups really help and under her leadership we can achieve anything as a team.”





Fleet

“ Our fleet of ambulances and cars have always been so important to WAST but even more so now given the range of clinical services provided across a variety of different environments. In addition the technology has provided opportunities to think radically differently about our vehicles and I really enjoyed being part of the team involved in understanding what these changes mean and planning the future design of our fleet. I am so proud that our fleet of electric and driverless vehicles is designed to really maximise the care we are able to provide. ”

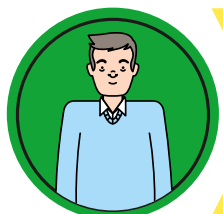
Corporate

“ Improved access to technology means that many of the routine, time consuming tasks I used to do are now much easier and quicker, leaving me more time to focus on the important things. Access to some of the virtual and remote working technology also means I can be more flexible around where, when and how I work giving me greater control and a better work-life balance. ”



Clinical Contact Centre (CCC)

“ The technology that we use in the CCC has transformed how we communicate with callers and the wearable health technology really enables the delivery of a swift and targeted response. Working in this service has provided me with opportunities to work flexibly and to develop. The Trust has helped me to become more resilient and is focused on my wellbeing recognizing the importance of balancing home and work responsibilities. Opportunities to provide the services using technology from home have really helped. ”



Volunteering

“ There are so many opportunities to volunteer with WAST and I love the connections with the other emergency services too. For me, volunteering with WAST provides an opportunity to give back to my community. For my colleague, who started with us as part of a school scheme, they loved it so much they used this as a stepping stone to getting a job in health and social care. Our contributions are always valued and I am very proud to be a part of this organisation. ”



Our Golden Threads: >

Quality at the Heart of everything we do

It is our commitment to ensure that we provide the highest quality of care for our patients and their carers that meet their needs today and for future generations.

Our strategic framework has been developed with quality being at the heart of everything we do. The quality of our service will support the Healthier Wales vision for everyone in Wales to have longer healthier and happier lives and be able to remain active and independent in their own homes for as long as possible.

Quality will be at the heart of our Transformation Programme and we will engage with the public so that they can contribute directly to this cycle of improvement.

The Quality & Governance in Health and Care Bill, a Healthier Wales Strategy for Health & Social Care, the Health & Care Standards and Commissioning requirements for quality set out clear expectations regarding our duty of Quality and Candour. In support of this we have adopted the six domains of quality in healthcare to further strengthen and embed a quality driven culture throughout the organisation by applying quality planning, improvement and control. These will inform the decisions we make, how we learn and grow as an organisation and most importantly the care we provide and outcomes and experiences of service users.

Person-Centred Care

Our services will respond to people's needs and choices. We want people to have a positive experience and value the services and care we provide.

Timely Care

People will have timely access and response to services based on clinical need and will be actively involved in decisions about their care.

Efficient Care

We will ensure that we provide the best quality care through the most efficient use of the resources available.

Safe Care

We will ensure that people using our service are protected from avoidable harm.

Effective Care

The care and treatment we provide will achieve good outcomes and will be based on the best available evidence. We will embrace opportunities to learn, grow and improve.

Equitable Care

We will ensure that quality does not vary due to characteristics such as gender, race, disability, age, sexual orientation, religion, belief, gender reassignment, pregnancy and maternity or marital or civil partnership status.

Value and Efficiency in all that we do

It is paramount that we achieve the best health outcomes for our patients through providing services in the most efficient way that deliver the greatest value. Our strategy has been developed on this principle and outlined below are the three key areas.

Embed Value Based Healthcare:

We will embed the principles of value based healthcare by measuring the outcomes that matter to people and use data to drive innovation, improvement and learning.

Deliver financial value:

All business undertaken in the organisation considers financial value and efficiency to improve services.

Drive efficiency through collaboration and learning:

We will maximise opportunities with partners to realise efficiency and value across the whole system and continually benchmark with others.

How We Will Take The Strategy **Forward**



We have established a Strategic Transformation Board to oversee and manage the implementation of this strategic framework.

The strategy will be organised into key projects of work and will form the basis for our future three year integrated medium term plans and underpinning annual directorate delivery plans.

Throughout the lifetime of this strategic framework we will be talking regularly to our patients, the public our staff and key stakeholders to further develop our plans and to report progress of our achievements.



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