



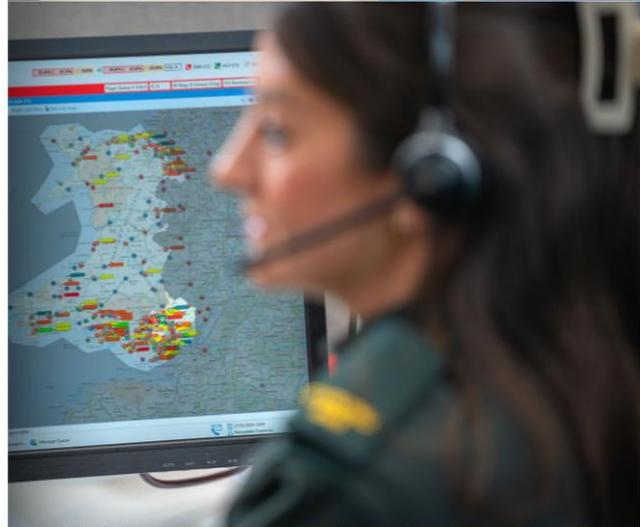
**GIG**  
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Ymddiriedolaeth Brifysgol GIG  
Gwasanaethau Ambiwlans Cymru  
Welsh Ambulance Services  
University NHS Trust



# Strategic Quality Plan 2025-2028

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Approved: 29/05/2025

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## Forward

As the Board Leads for the Welsh Ambulance Services University NHS Trust on Quality, Safety, and Patient Experience, we are proud to present the Strategic Quality Plan 2025–2028.

This comprehensive roadmap outlines our vision to enhance the quality of care delivered by the Welsh Ambulance Services University NHS Trust.

The plan reflects our unwavering commitment to excellence in healthcare and is the product of meaningful collaboration with our patients, staff, and communities. We have actively listened to the voices of those we serve and those who serve, ensuring that our strategy is rooted in real-world needs and aspirations.

We are dedicated to continuous improvement, striving to ensure that every patient receives compassionate, personalised care. Our vision includes strengthening system partnerships and aligning our services with the broader health and care objectives across NHS Wales. This approach underscores our commitment to supporting the health and wellbeing of our staff, volunteers, and the communities we serve.

We invite you to join us on this journey toward a brighter, healthier future for all.



Liam Williams

**Executive Director of  
Quality & Nursing**



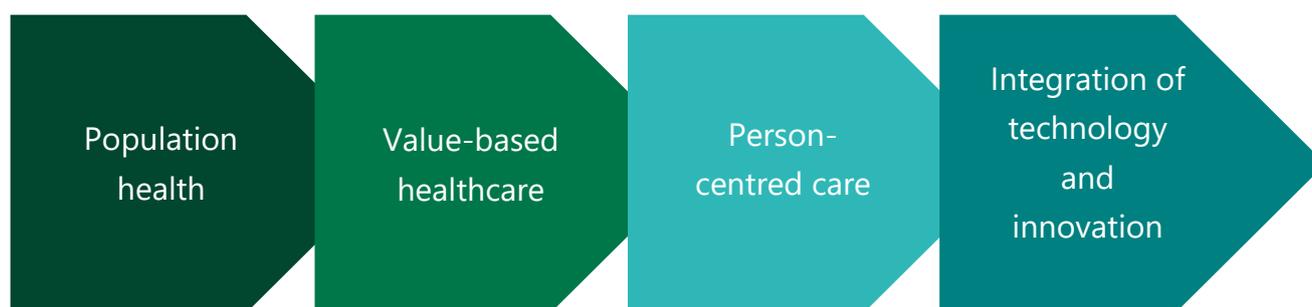
Bethan Evans

**Non-Executive  
Director**

## Introduction

Our Strategic Quality Plan for 2025-28 outlines a comprehensive and forward-thinking approach to enhancing the quality of healthcare services provided by the Welsh Ambulance Services University NHS Trust. It is designed to address the evolving needs of our population, ensuring that our services are not only efficient and effective but also equitable and inclusive.

Our vision is to deliver excellence in healthcare by focusing on key areas such as:



By building capability and capacity within our teams and leveraging data and insights for evidence-based decision-making, we aim to strengthen system partnerships to ensure that our services are aligned with the broader health and care objectives across NHS Wales.

The plan emphasises the importance of quality management systems and continuous improvement, highlighting our commitment to inclusivity and equity, ensuring that all patients receive compassionate and personalised care. Additionally, the document outlines our approach to corporate parenting, leadership development, and community involvement, demonstrating our dedication to supporting the health and wellbeing of our staff, volunteers and the communities we serve.

A key aspect of this strategic plan is its co-produced approach, developed through listening to our people, the broader organisation and our community networks. By engaging with our People and Community Network, we have included insights from lived experiences and community feedback, ensuring that our plan aligns with the needs and preferences of those we serve. To ensure our Strategic Quality Plan remains relevant and effective, it is important to maintain an open dialogue with all stakeholders to gather insights and suggestions on how we can adapt to changing environments. The implementation of this plan will facilitate open communication to build trust and ownership of the quality of our services.

Through this plan, we will enhance our ability to deliver high-quality care, improve patient outcomes, and drive innovation in healthcare. Our long-term vision is to transform the Welsh Ambulance Services University NHS Trust into a trusted provider of high-quality care, ensuring that patients receive the right advice and care, in the right place, every time.

## Population Health

As a Trust, we aim to ensure our daily interactions with our patients, the public and our people improve health and wellbeing. Our Quality Plan aims to promote key initiatives to combat population health challenges in Wales by preventing ill-health, reducing future risks, and advocating healthy lifestyles and choices, helping our patients, staff and volunteers to stay healthy.

A quality ambulance service will deliver a **population health approach**, which aims to “improve physical and mental health outcomes and promote wellbeing, whilst reducing health inequalities within the population” (Buck *et al.* 2018).

The Association of Ambulance Chief Executives (AACE) recognises the opportunity of strengthening the role of the ambulance sector in **reducing health inequalities**, and it has developed an implementation toolkit setting out how ambulance services could approach this through four key enablers:



Work has already started on how we can focus on those enablers within Wales. In April 2024, we completed a ‘maturity matrix’ to identify our current achievements against the four key enablers and identified gaps and opportunities for our future population health approach.

## 1. Building Public Health Capacity and Capability:

A quality health service includes prevention. It is important that all of us recognise our role in promoting prevention and the opportunities around supporting our patients, ourselves, our colleagues and our communities to live healthy lives. Identifying opportunities to support our people to have key skills in this, as well as input from public health specialists, will support WAST in delivering a service with population health embedded within it.



## 2. Data, Insights, Evidence, and Evaluation:



A quality driven health service uses data and insights to deliver an evidence-based approach, with regular monitoring and evaluation to ensure that it is delivering the right service to meet the needs of the population. We are facing a changing population, with an increasing ageing population and higher levels of complex health conditions. By turning data into knowledge, we will understand the level of health needed in the population now and for the future. As we better understand health inequalities, we can better deliver and adapt services to meet the aims of a population health approach.

A quality health service needs to be well-connected and able to access the right information at the right time. When healthcare providers share data safely and effectively, it helps tailor care to individual needs and improve outcomes. Our [Digital Plan for 2024-29](#) outlines how we will use data, information, and insights to support better decision-making and enhance the care we provide. We have already started this work—for example, through the Welsh Demographic Service (WDS) lookup, which links patient records using NHS numbers. This important step helps us better understand the full journey of care, supporting more joined-up services and moving us closer to a value-based approach that puts patient outcomes first.

### 3. Strategic Leadership and Accountability:

A quality health service will have population health embedded within strategy and policy, with senior leadership support and advocacy. Within WAST, our strategy 'Delivering Excellence, Our Vision for 2030' highlights the importance of population health and delivering equitable care, but more can be done to strengthen this approach and increase accountability for everyone in the organisation to consider how we can support our patients, and our people, to have the best health outcomes and wellbeing we can.



## 4. System Partnerships:



A quality health service will work with other health and care providers to support the best health outcomes throughout a patient's journey, with everyone working to the same population health objectives. Aligned with the Health and Care Quality Standards 2023, we will continue our journey towards a 'Whole Systems Approach', understanding how the decisions we make impact our system partners across NHS Wales and the emergency services. We will collaborate with system partners to identify improvements, innovations, and transformations that consistently and sustainably meet the changing needs of our service users and achieve positive

## Value Based Health Care

Our long-term strategy emphasises the importance of achieving optimal health outcomes for our patients by delivering services in the most efficient and **value focused** manner. Value can be considered across four pillars:

- Appropriate care to achieve a patient's personal goals (personal value)
- Achievement of best possible outcomes with available resources (technical value)
- Equitable resource distribution across all patient/client groups (allocative value)
- Contribution of healthcare to societal participation and connectedness (societal value)

We are committed to embedding the principles of **personal value** by measuring the outcomes that matter to people and using data and intelligence to drive innovation, improvement and learning for us as an organisation. Embedding co-production and lived experience methodologies within our planning and innovation design principles, through engagement with our People and Community Network, will provide insights into how we can improve the personal value of our population.

In evaluating **technical value**, the principles of value-based healthcare ensure that available resources are utilised in an equitable, sustainable, and transparent manner to achieve better outcomes and experiences for our population, and that we optimise our contributions to research and innovation to deliver and evaluate evidence-based practice and share our learning with the wider ambulance sector. When considering patient outcomes, it is essential to account for both clinical results and patient-reported outcomes, which include the experiential and relational impacts of the services received. Striking a balance between these factors will enable us to provide a high-quality service that is focused on value, ensuring responsible use of public funds to deliver enhanced patient outcomes.

Building on the work of the Digital Plan 2024-2029 and population health, with a focus on data insights and intelligence, and the deliverables from our long-term vision for 2030 'Delivering Excellence', we will strengthen how we use our data as intelligence to inform how resources are distributed to add **allocative value**, promoting and monitoring for equity of services both through what we deliver, and using our intelligence to inform the wider health and social care system where inequities or gaps are found.



We play a vital role in delivering **societal value**, not only through the way we provide care to patients and the public, but also by how we engage with communities, support wellbeing, and create employment, volunteering, and development opportunities for people across Wales. Set out in our well-being objectives, as a

newly named organisation under the Well-Being of Future Generations (Wales) Act 2015 and aligning with our strategic population health and long-term strategy for 2030 objectives, we will continue to provide quality by being a socially responsible and inclusive employer, as well as continuing our work through engaging with volunteers and communities across Wales.



“Y GYMRU  
A GAREM  
THE WALES  
WE WANT”



In pursuit of delivering value in healthcare across Wales, the Welsh Value in Health Centre's *Strategy to 2024* underscores the importance of a whole-system approach encompassing prevention, early and accurate diagnosis, timely intervention, ongoing care, and end-of-life support. Aligned with this vision, we will continue to embed value-based principles across our directorates and workstreams, working in partnership with system leaders and identifying the unique and meaningful contributions that our ambulance service can offer to the broader health and care landscape in Wales.

## Person Centred Care

### Communication

Feedback from our service users reinforces that person-centred care means being respectful and responsive to each individual's preferences, needs, and values. Patients consistently highlight the importance of empathetic, caring, and communicative staff and volunteers who can offer reassurance during often stressful situations—whether in person or over the phone. This must be complemented by clear, high-quality communication that treats patients as equal partners and supports shared decision-making. As we progress on our transformation journey, it is essential that we equip our people with the skills and training to strengthen compassionate communication, ensuring meaningful engagement with all communities and meeting patient needs and preferences wherever possible.



This commitment extends to how the organisation responds when things have not gone well. We recognise that how we communicate with individuals who have had negative experiences is crucial to rebuilding trust in our service and ensuring meaningful learning. Our approach will increasingly incorporate restorative practices, focusing on personalising our responses to complaints, patient safety incidents, claims, and redress ensuring we address the aspects that matter most to those affected and fully explore opportunities for improvement.

In line with the Duty of Candour, we will continue to build on our practices of being open and transparent when helping patients and their loved ones understand how their care was delivered, and where changes will be made to provide better care or an improved experience in future. We will continue to build our culture of candour in all our work through education and training, increasing our people's confidence in offering meaningful apologies and holding sensitive conversations. Whilst it is the Patient Safety Team who lead on enacting and monitoring the implementation of the Duty of Candour, we must all understand our responsibilities.

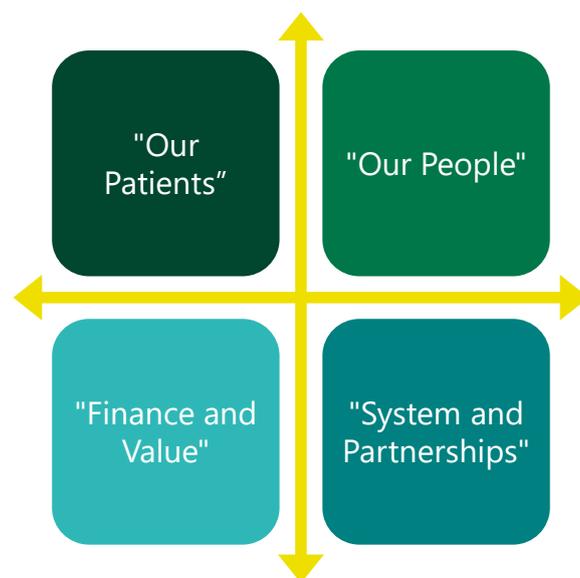
## Hearing our Citizen's Voice

Ensuring that patient impact is at the heart of all decision and discussions we will take a collaborative approach to quality discussion both internally and with our service users and system partners. We will review our governance processes to include an annual review of the actions we have taken based on our Citizen's Voice and ensure that we continually improve our approach to learning in this way.

We have a shared commitment to delivering the best possible service to the public, including learning from poor experiences and outcomes, and fostering a culture of continuous improvement.

Traditionally, we have used time-based metrics for our three services (111, 999 and Ambulance Care) to gauge patient safety and clinical outcomes. We recognise the need for a more balanced assessment involving patient safety measures, experiential measures, and the relationship between process (lead) and outcome (lag) measures. In March 2025, the Welsh Government announced the creation of a new purple category which we will introduce for responses to life-or-death cardiac and respiratory arrests. The associated changes to the response targets will focus on outcomes with links to the chain of survival metrics for cardiac arrest and an intention of linking our data with health board intelligence to create the national cardiac database.

Through our Clinical Model Transformation (CMT) Programme, we will implement this new purple category. Supported by a Metrics Workstream, the programme will develop a scorecard approach aligned with our Quality and Performance Management Framework balanced across the four quadrants:



This more balanced approach ensures that performance is assessed through a wider lens moving beyond time-based metrics to include key factors such as safety, experience, and relational aspects of care. While further development of these measures is ongoing, our Quality and Performance Management Framework is designed to promote this broader perspective

In support of this, the CMT programme will undergo a collaborative and independent evaluation to assess its impact within the Quality and Performance Management Framework.

## Community Involvement

The Trust's People and Community Network offers members of the public a platform to engage in and contribute to our work. We are committed to expanding the network to better reflect the full diversity of the communities we serve. Plans are in place to grow membership with a particular focus on age, geography, diversity, equity, inclusion, and Welsh language representation. These plans, developed through a population health lens and aligned with the Trust's Integrated Medium-Term Plan, aim to strengthen meaningful community involvement and ensure all voices are heard in shaping our services.



Through our continuous engagement cycle with patients and the public, we will work to provide assurance on compliance with the Health and Social Care Quality Engagement Act by increasing the reporting of impacts and outcomes of our engagement activities and ensuring that experiences and feedback are considered to inform service change.

## Corporate Parenting

Corporate parenting refers to the "collective responsibility of partners when a child enters care...to safeguard and promote the rights and life chances of care-experienced children and young people". (*Welsh Government 2023, Corporate Parenting Charter - A Promise from Wales.*)

We are committed to our responsibilities as a Corporate Parent and are dedicated to addressing the specific needs of care-experienced children and young people. This means ensuring their voices are heard, their views are considered, and they are actively involved in decisions that affect them, while keeping them informed

throughout. Our communication must be clear, compassionate, and tailored to support their understanding and confidence. To truly fulfil these commitments, we must adapt our systems and ways of working. With this in mind, we have identified key actions to support meaningful and lasting change.

## 5 Key Actions:

- Identify care-experienced children and young people accessing the Trust's services.
- Collaborate with children, young people, and partner agencies to understand their needs.
- Adapt systems and processes to meet these needs once identified.
- Provide additional training for WAST staff and volunteers to better support care-experienced individuals.
- Ensure the voices and wishes of care-experienced children and young people are actively considered in all decisions.

## Leadership and Governance

### Leadership Development

Empowering leadership and effective governance are essential for delivering high-quality patient care and as such, our Quality Plan aligns with our [People and Culture Plan](#) and is guided by the "Our WAST Way" principles and the Health and Care Quality Standards 2023. The Quality Plan highlights the need for clear direction, accountability and a culture of continuous improvement.



A culture of learning and growth flourishes when staff and volunteers feel valued, respected and supported. When leaders embrace compassionate, inclusive practices, they create an environment where people are confident to speak up, challenges are constructively addressed, teamwork thrives, and innovation is encouraged. This in turn empowers staff and volunteers to deliver compassionate and patient-centred care.

Investing in leadership development equips leaders with the skills for collaboration, accountability and innovation. By building effective partnerships and seeking continuous feedback, we ensure services remain relevant and effective, creating a cycle of improvement that benefits our staff, volunteers, patients and communities.

**We will:**

- Embed compassionate leadership practices at all levels, ensuring leaders model inclusivity and create environments where staff and volunteers feel supported, valued, and empowered. *(Culture)*
- Develop and support leaders at all levels to integrate quality into daily decision-making and uphold high standards of care. *(Capability)*
- Build effective partnerships with trade unions, internal teams and external networks to co-produce and collaborate on key initiatives. *(Capacity)*
- Strengthen change management capability to drive innovation, transformation and efficiency, while embracing new models of care and service delivery. *(Capability)*
- Continue to pursue a holistic mature health and safety culture to enable our staff and volunteers to work as reasonably practicable whilst providing excellent care to our patients.

By committing to these actions, we will establish a culture where leadership inspires quality, collaboration and continuous improvement.

## Quality Governance

Our quality governance structures provide integrated forums where feedback, intelligence and collaboration is embraced, and specialists are aligned with local leaders to create an environment of continuous improvement. By growing these relationships and embedding the Health and Care Quality Standards 2023 into how we monitor and evaluate our transformation, innovation and improvement we can

identify and mitigate risks, driving quality into everything we do. We will review our Quality Impact Assessment processes to ensure that they are proportionate and user-friendly, supporting the professional judgement of our leaders as a developing tool to identify risks and consequences of our proposals. Embedding assessments at every level of improvement and transformation will create an environment that is focused on quality and safety.

To turn data into knowledge, we use Datix Cymru, our electronic concerns management system to record, monitor, and investigate incidents, feedback, claims, inquests and mortality reviews. The quality of our insights depends on the accuracy of the data, its alignment with service areas, and our ability to theme findings for learning and improvement across the organisation. We will enhance the governance and configuration of our information platform to ensure user-friendliness and provide accessible training materials. These improvements will enable timely learning and support our continuous improvement journey.

## Quality Management Systems

Quality is at the heart of the NHS in Wales, and as such, quality management systems are essential for ensuring that our healthcare services are safe, effective and continuously improving. They provide a structured framework for monitoring and evaluating the quality of care, identifying areas for improvement and supporting the implementation of necessary changes.



A robust quality management system brings all information surrounding quality together to implement effective change and improvement in care. Our commitment to continually developing our quality management systems will ensure that all functions within the organisation are aligned with the goal of delivering high quality services and compassionate person-centred care.

## Quality Control

As part of our operational activity, it is important to have clear quality control processes. These daily management processes are designed to monitor the quality of the services we deliver and ensure sustainable results by creating and maintaining the culture and processes for those closest to the work to act and to keep the system in control, escalating when appropriate. Quality control processes are an integral part of our quality management systems and are not restricted to our frontline service delivery.

Through the work of our Quality and Performance Steering Group, we will support all teams to assess their quality management systems and identify opportunities for improvement, ensuring that all functions have robust quality control processes in place. Insights gained from these activities will be shared through our quality governance structures, promoting a culture of continuous learning and improvement across the Trust.

Our approach to learning is a maturing one as we seek to learn from what routinely goes well in addition to adverse events. Our quality control analysis should also promote 'double loop' learning, encouraging us to question underlying assumptions about the traditional role of the ambulance service. This reflective approach enables us to challenge established ways of working, fostering innovation and transformation to better meet the evolving needs of our population.

## Quality Improvement

A robust quality management system relies on effective improvement processes to ensure the consistent delivery of safe, high-quality care, alongside efficient resource use and productivity gains driven by innovation and technology. Embedding a culture of continuous quality improvement requires a balance between sound change management principles and the application of proven quality improvement methodologies. These methodologies are essential for helping teams fully understand the root of a problem before designing and implementing meaningful change. To embed this approach across the organisation, we must create the conditions and build the capacity for our people to think differently and drive improvement. This includes developing training and specialist expertise, and

providing experiential learning, coaching, and mentorship—empowering staff and volunteers at all levels to lead and deliver effective quality improvement initiatives.

Organisational improvement should address both immediate issues as well as longer-term strategic changes, enabling agile change in response to specific goals or risks but also addressing systems-based improvement, seeking to understand and influence complex, interconnected healthcare systems. We will take a systemic view through quality improvement methodology, considering our operational complexities, to create a supportive environment for change through co-production methods with those who need, use and deliver our services.

Creating a culture of inclusivity and equity we will focus on delivering compassionate, patient-centred care through strengthening communication, fostering empathy, and encouraging openness within and between departments which is vital for achieving continuous quality improvement.

By celebrating individual and team contributions and embedding collaborative approaches, we will enhance our cultural competence and address diverse needs effectively.



## Key Actions

- Quality improvement methodology: Build an organisational improvement methodology around the Institute for Healthcare Improvement (IHI) principles and frameworks.
- Building capacity and conditions: Develop the capacity and conditions for staff and volunteers to think differently and balance change management principles with quality improvement methodologies.
- Quality improvement training: Provide training that includes data analysis which equips staff with necessary skills for continuous improvement and creates a supportive system of improvement.
- Systemic view of improvement: Utilise quality improvement methodologies to take a systemic view, considering complexity and co-production methods involving all stakeholders.

- Developing skills and empowerment: Develop skills for staff at all levels to deliver quality improvement projects and become empowered to drive change.
- Demonstrating impact: Develop systems to demonstrate the impact of improvements at national, regional, and local levels, including small projects to large-scale interventions.

## Quality Assurance

Our quality assurance systems ensure that the care and services we provide to our patients and service users is safe and meets the standards we require. These standards are aligned to the Health and Care Quality Standards 2023. Through quality assurance, we monitor our processes and procedures ensuring that we are identifying opportunities for learning and improvement in the services we deliver, following quality improvement initiatives that monitor activity to ensure improvement has been achieved. Assurance comes in many forms including internal and external audit, inspection, peer review or statutory/regulatory reporting. It may even be in the form of feedback from our patients and service users.

In line with the Duty of Quality, we are committed to ensuring we have robust quality management systems across all functions of our organisation, and we continue to support our teams in developing and continually improving their quality assurance processes. This means we will work with teams across the organisation to ensure we have clear quality statements in place to describe what quality means for each function. We will support quality assurance self-assessments to identify improvements we can make in our internal processes and will support the development of information and intelligence data to help us monitor our services in line with the Health and Care Quality Standards 2023. Our quality impact assessments will guide our monitoring and evaluation standards, providing assurance that we have achieved the improvements set out, therefore we will continue to develop our quality impact assessments processes to make it clearer and easier for leaders and innovators to consider the impacts of our decisions on our people, our patients and our stakeholders. Through the continual improvement of our quality assurance processes, we will help to reduce risks, improve results and build public trust.

## Quality Planning

The Quality and Performance Management Framework offers a consistent approach for improving service quality and patient outcomes by monitoring and enhancing performance across individual, team, and organisational levels.

Central to the framework is the role of effective planning in driving improvement. This includes strategic plans aligned with the Trust's overarching purpose, Integrated Medium-Term Plans (IMTPs), and more detailed programmes or directorate-level strategies. The framework also ensures alignment at the individual level through personal development reviews, connecting staff contributions directly to organisational goals.

The Quality and Performance Management Steering Group will support teams in evaluating their quality management systems, identifying areas for improvement, and embedding robust quality control processes. Insights from these activities will be shared through our quality governance structures to drive continuous learning and improvement across the organisation.



Implementing a quality planning approach ensures compliance with the Health and Care (Quality and Engagement) Wales Act, facilitating strategic decision-making that considers the 12 health and care quality standards. As an organisation, we will evaluate our performance against these standards to identify opportunities for improvement, foster learning, and establish monitoring mechanisms. Furthermore, we will enhance our quality impact assessments processes to provide clarity and simplicity, enabling leaders and innovators to assess the impacts of our decisions on our people, patients, and stakeholders.

'Delivering Excellence' is the Trust's long-term strategic framework which sets out the future vision for the organisation up to 2030. The strategy articulates the organisational ambition to shift away from being perceived as a 'traditional ambulance and transport service' to becoming a trusted provider of high-quality care, ensuring patients receive the 'right advice and care, in the right place, every time', with an increasing emphasis of managing and resolving more care closer to home to improve patient outcomes, but being there for patients with a serious injury or illness that require immediate emergency care. The strategy provides a clear vision for the whole organisation and is therefore focused upon the continued evolution of our Clinical Service Model, along with changes across the broader organisation. We will continue to use quality impact assessments to inform our decision-making processes in this domain. These assessments aid in identifying the effects of our transformation efforts, enabling us to mitigate potential harm to patients and staff, as well as to recognise risks affecting our organisation and the broader NHS Wales community.

Our long-term strategy was developed with valuable input from staff, service users, and wider health system stakeholders. It addresses key challenges across Emergency Medical Services, Non-Emergency Patient Transport Services, and NHS 111 Wales. Informed by demographic trends and data from Public Health Wales, it also reflects public expectations and concerns. The strategy aligns with key national policies, including *A Healthier Wales*, the *Well-being of Future Generations (Wales) Act*, the *NHS Wales Quality Framework*, and the strategic priorities of our commissioners.

Over the past three years, the strategy has been re-framed in response to the post-COVID context and is now structured around six strategic objectives. Quality remains central—acting as a key driver in our commitment to being a quality-led and clinically driven organisation. As we reach the midpoint in delivering this strategy, we will begin a formal review of *Delivering Excellence* in 2026/27, engaging with stakeholders to shape our future direction and organisational ambitions.

Our Quality Plan will play a vital role in shaping these future strategic aims. By undertaking a population health needs assessment and considering projected demographic changes, we will ensure our services are designed to meet both current and future health needs across Wales.

Our Integrated Medium-Term Plan (IMTP) delivers our strategic ambitions in a phased approach over a three-year period, aligned with NHS Wales planning guidance and the commissioning intentions of our partners. It includes a defined set

of quality-based outcomes and metrics, framed around the questions ‘what does good look like?’ and ‘what will be different?’. These outcomes have informed the development of targeted improvement plans, delivered through transformation programmes, projects, and quality improvement methodologies. This structured approach enables ongoing evaluation of progress against our deliverables and ensures we remain focused on achieving our intended outcomes.



Delivery is driven through our organisational transformation programmes and supported by directorate-level plans. These directorate plans provide opportunities to enhance service quality both internally and externally and can incorporate findings from quality and performance management self-assessments. At an individual level, staff are encouraged to align their personal objectives with both directorate and organisational plans, strengthening the connection between individual contributions and strategic priorities.



## Inclusivity and Equity

Inclusivity and equity are fundamental to delivering compassionate, patient-centred care. Compassionate practices are also essential to nurture and support a healthy workforce to deliver our services. Our Quality Plan aims for all quality initiatives to align with the overarching objectives of our [Strategic Equality Plan](#) which reflect the diverse needs of our workforce and patients, creating equity in access, outcomes and experiences.

Through the embedded use of quality impact assessments and by embedding a collaborative approach to transformation and improvement we will consider the needs of our staff and our service users. More detailed equality impact assessments will be undertaken to ensure that all our strategic decisions consider the potential impacts upon people who are disadvantaged. This includes our service users with a protected characteristic, unpaid carers, Welsh speakers, veterans, and people who are impacted by socioeconomic disadvantage. Feedback from people with lived experience, carers and those with complex needs tell us the importance of personalised care particularly when linked to assessment protocols.

Recognising and celebrating individual and team contributions builds a culture of inclusion, where everyone feels valued and can drive continuous quality improvement. A diverse workforce that reflects the communities we serve enhances cultural competence and allows us to better understand the individual needs and challenges of our service users.

### **We will:**

- Ensure that our policies and plans meet the needs of all our services users and the people we rely upon to deliver these services by undertaking robust impact assessments (*Capability / Design Equitable Services*)
- Implement support mechanisms to attract and retain a diverse workforce that reflects the communities we serve by promoting inclusivity and offering equitable opportunities for growth and success (*Capacity / Be an Employer of Choice*)
- Build cultural competence through targeted training, helping staff and volunteers to understand the barriers faced by diverse patient groups e.g. those from ethnic minority backgrounds, those with sensory loss, learning

disabilities, or other physical and social challenges (*Capability / Create Allyship*)

- Celebrate diversity and create fair opportunities for all staff and volunteers to contribute, thrive, and feel a sense of belonging (*Culture / Lead by Example*)

By embedding inclusivity and equity into all aspects of leadership and service delivery, we will create an organisation where every individual, patients and staff alike, feel valued, respected, and empowered to contribute to quality outcomes.

## Technology and Innovation

Our [Digital Plan](#) describes the Trust's commitment to quality digital technologies in supporting clinical decision making, facilitating a seamless patient experience, and underpinning excellent service delivery. In the UK, emergency services like the Welsh Ambulance Service are often considered 'data rich but information poor' – with effort often spent more on sharing data outside of the organisation to commissioners, partners and stakeholders for monitoring performance and downstream decision making, leaving limited capacity to interpret the rich sources of data to better understand operational and clinical quality and impact. However, aligned with Welsh Government and Digital Health and Care Wales ambitions of a centralised National Data Resource, the Trust's Digital Plan explains how we will assure the data we collect, ensures compliance with information standards, and securely, ethically and confidentially shares data with decision makers and partners to enable better insight of patient experience, outcomes, and risk across NHS Wales.

As the Trust evolves to become even more evidence-based in its decision making and approach, it is essential we maintain trust in the quality of the information and technology that enable these decisions.

Following the introduction of the electronic patient care record (ePCR), we are now bringing together the operational, clinical and wider system data to triangulate intelligence and understand patient safety and outcomes. Additionally, ePCR information has value to our clinical workforce, helping individuals identify areas for professional development and understand the impact of their decisions on quality care. We will review our ePCR configuration to ensure that it better supports our clinical workforce whilst providing a rich source of data intelligence to support our endeavours in understanding our role in health inequality. As part of this work, we

will also explore how we can improve visibility of clinical assessment and decision making to inform treatment plans and care planning, to ensure our actions are efficient and effective.

The Digital Plan also explains how our approach to digital foundations, digital transformation and digital innovation is centred on meeting the diverse needs of our communities (patient, public and workforce) in more accessible and responsive ways. Many of the projects in our five-year Digital Plan directly demonstrate the commitment to quality services, care and decision making, for example:

- Promoting digital skills for our workforce - fostering a digitally literate and confident workforce for now and future generations.
- Measuring impact through quantitative and qualitative data, as well as public engagement - supporting the evolution of the Quality and Performance Management Framework as well as collaborations across NHS Wales for Health Protection and Population Health Management.
- Adopting system-wide interoperability standards to ensure patient information and journeys flow seamlessly, such as the integrations with Welsh Clinical Portal and Welsh Demographic Service.

## Monitoring a Quality Service

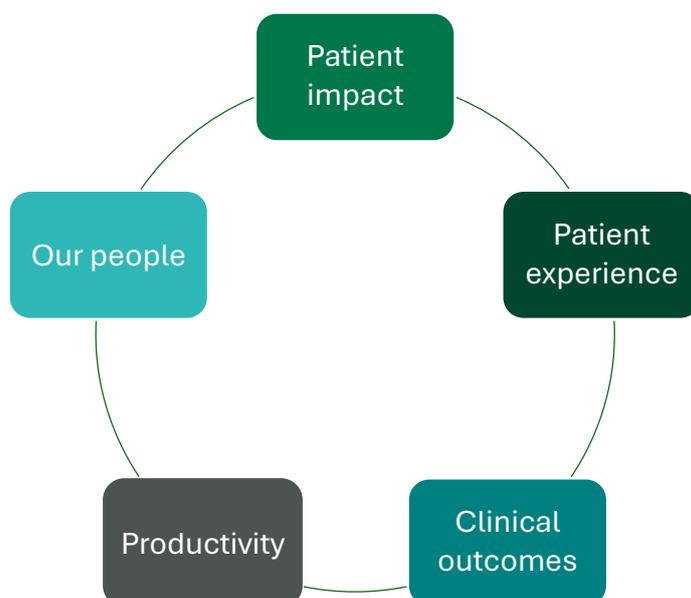
The Trust is a commissioned service, with its three main services: NHS 111 Wales, Emergency Medical Services (999) and Non-Emergency Patient Transport Service (NEPTS), all commissioned by the Joint Commissioning Committee.



Each of these three services is commissioned along a five-step patient pathway, which ensures we take a focused person-centred approach to monitoring the quality of services we provide. However, we recognise that the data monitored through these pathways is almost exclusively time based, supported with some clinical indicators which measure the application of “bundles” i.e. clinical process.



As the Trust moves through its Clinical Model Transformation, we will review our metrics to ensure a continued and improving focus on:



It is particularly important that we align with our Digital Plan to ensure we:

- Have linked patient data across NHS Wales
- Understand the patient outcomes across the entire patient pathway and not just the five steps which are integral to us as an ambulance service.

To achieve this, we will liaise with our commissioners on proposed changes ensuring that we work collaboratively and are supported by a more nuanced set of data.

The Joint Commissioning Committee was newly established in April 2024 and as such, continues to develop its governance mechanisms. An expected area of development is the creation of a Quality and Safety Committee with which the Trust will provide intelligence on the patient pathways beyond time-based metrics. By fostering a collaborative relationship between the Trust, the Joint Commissioning Committee and the health boards across NHS Wales, we can move to a more integrated approach to patient care, addressing not just the immediate medical needs but also the experiences of our patients to positively impact on our relationship with our population.