

THE NHS FORWARD TASK: A BIGGER ROLE FOR THE AMBULANCE SECTOR?


Ambulance Leadership
Forum 2019



Chris Hopson
Chief Executive

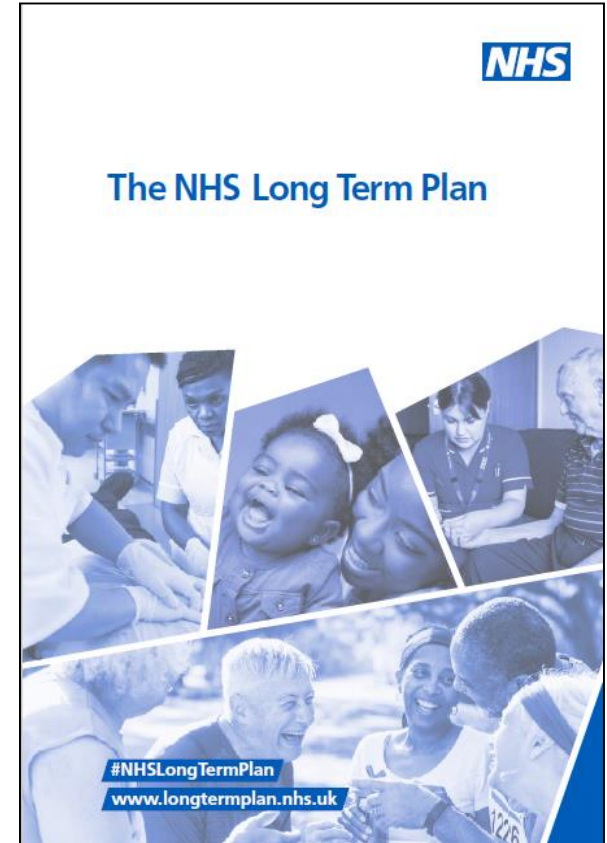
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THE LANDSCAPE IS CHANGING HOW DOES THE AMBULANCE SECTOR REACT?

- **What are the key priorities for NHS frontline going forward?**
 - **Can the ambulance sector play a bigger role?**
 - **And, if so, what does the ambulance sector need to do to play that wider role?**
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The NHS Frontline Forward Task

- **Recover performance**
- Return to **financial balance** as a sector and as individual institutions
- **Speed up the transition to system working** across integrated local health and care systems
- Rapidly move to **new models of care**, integrating social, community and primary care at neighbourhood level
- **Improve outcomes for children and disease groups:** mental health, cancer, diabetes, cardiovascular, respiratory and stroke
- **Better focus on preventable causes of early mortality** – whole population health
- **Solve workforce shortages** and empower the workforce to improve outcomes and patient experience
- Deliver a rapid and consistent **digital transformation**



Conceptions of the ambulance sector role

**Operationally
excellent
service
deliverer to
local health
and care
systems**



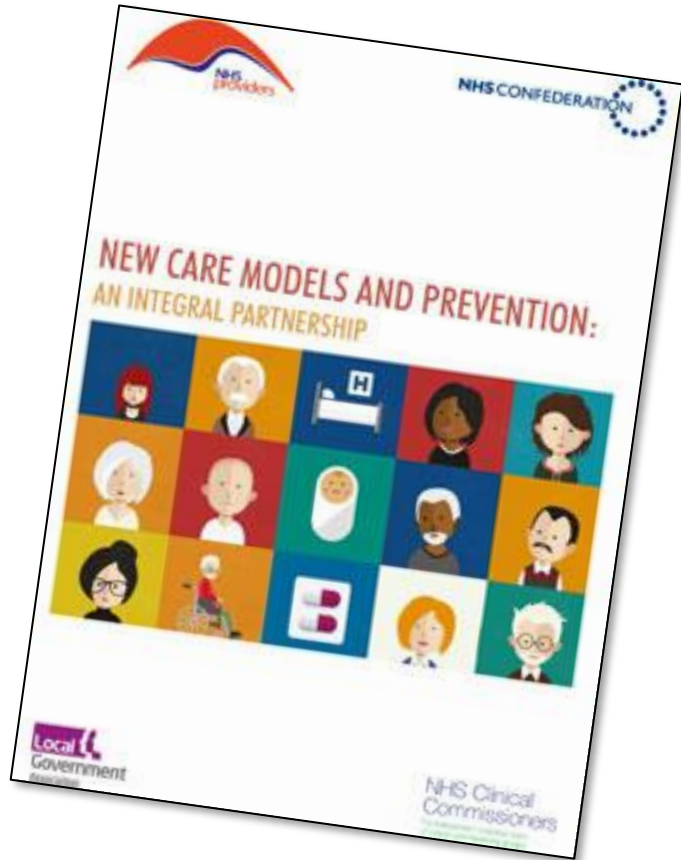
**Key
strategic
transformation
partner in
local health
and care
systems**

Larger ambulance role in system working?

- System working here to stay e.g. STPs to become ICSs by 2021
- STPs/ICSs will increasingly become the strategic forum to drive change and new models and for planning, workforce etc.
- Ambulance sector has often found STP engagement difficult: footprint size / strategic capacity & capability
- A fully engaged ambulance trust has much to offer:
 - Understanding of whole footprint and managing service delivery at scale / across large populations
 - Objectivity and potential as an impartial player
 - A different perspective
 - Potential lynchpin on key UEC pathway
 - Understanding of how to act as service integrator/front door/first point of contact
- How to build your capacity and capability to play a bigger role and how do you get invited to play that role?
- Full engagement in STPs/ICS should build understanding of your role, grow relationships and enable you to improve your operational performance



Larger ambulance role in new models of care?



- Strong focus on rapidly adopting models that:
 - Move care closer to home, reserving acute hospital care for those who need it e.g. admission avoidance
 - Triage and route to community / primary / social care services earlier and more effectively
 - Provide effective & efficient single point of first contact
 - Integrate services
 - Give greater emphasis to prevention
 - Develop new micro service models
- Ambulance services have key role to play:
 - Experience of developing/rolling out new macro level service approaches e.g. see and treat;
 - Ditto with micro approaches e.g. falls response and mental health paramedics
 - Using directory of services and 111 to act as strategic UEC pathway co-ordinators and re-designers
 - Understanding first point of contact and triage and how to integrate services

Larger ambulance role in recovering performance?

- Performance on the urgent and emergency care pathway needs rapid improvement
- We have to find a way of sustainably matching rising demand and capacity long term
- Again, ambulance sector has a key role:
 - Orientation / operation of day to day bread and butter conveyancing and see and treat services
 - Day to day interface with acute hospitals and others on the UEC pathway
 - Redesign of UEC pathway including adopting new models (as per previous slide)



Larger ambulance role in workforce challenges?



- Direction of travel to address workforce shortages:
 - Use STPs / ICSs as key workforce planning level
 - Devolve more power to ICSs/STPs
 - Stop competing with each other for scarce labour
 - Use roles beyond nurses and doctors (e.g. paramedics) more innovatively
- Growing demand and therefore potential for competition for paramedics (e.g. primary care)
- Ambulance trusts could play key role:
 - Acting as paramedic workforce (and wider?) co-ordinators in STPs / ICSs?
 - Role model how to lead recruitment, development and retention of a key workforce group across an STP/ICS footprint, best meeting everyone's needs

Enablers to play the broader strategic role

- Operational stability (easier said than done!) providing bandwidth to play wider strategic role
- Senior leadership capacity and capability
- A more consistent and strategic approach to ambulance commissioning and service contracting:
 - Aggregated and more capable commissioning
 - A more consistent service pattern (e.g. 111 and local directory of services delivery)
- Consistent agreement across the ambulance sector of the wider role you want to play...and consistent capacity / capability to play it
- Educating the rest of the NHS to see the role you could play, if they enabled / supported you to play it

A GIVE AND A GET?

WIDER NHS GIVE

- Investment in ambulance sector capacity/capability
- More strategic & consistent commissioning of 111, local directory of services etc.
- Invitation to broader role

WIDER NHS GET

- Operationally excellent service delivery (of course!)
- Effective and consistent strategic drivers of STP/ICS change and transformation

Q&A

THANK YOU
