

Welsh Ambulance Services NHS Trust

Our Integrated Medium Term Plan (IMTP) in summary



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Ymddiriedolaeth GIG
Gwasanaethau Ambiwylans Cymru
Welsh Ambulance Services
NHS Trust

Integrated Medium Term Plan Summary
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by Strategy, Planning and Performance

The Integrated Medium Term Plan 2023/26



The IMTP is a mandated document by the Welsh Government for all NHS Wales Health Boards and Trusts.

It is a plan that details what we intend to deliver through our services for the next three years.

- Most of the plans set out in this summary are focused this year.
- The IMTP is written in line with the NHS Planning Framework for 2023-2026, the Emergency Ambulance Services Committee (EASC) and 111 Commissioning Intentions.
- We have reflected on the unprecedented pressures across the system in the aftermath of the COVID-19 pandemic, as well as managing 3 months of industrial action across the NHS.
- This plan is ambitious, and we acknowledge that there are risks to delivery. However, we will continue dialogue and engagement internally and externally, which we are committed to doing in pursuit of a better service for the people of Wales.

Developing our plan for 2023/24

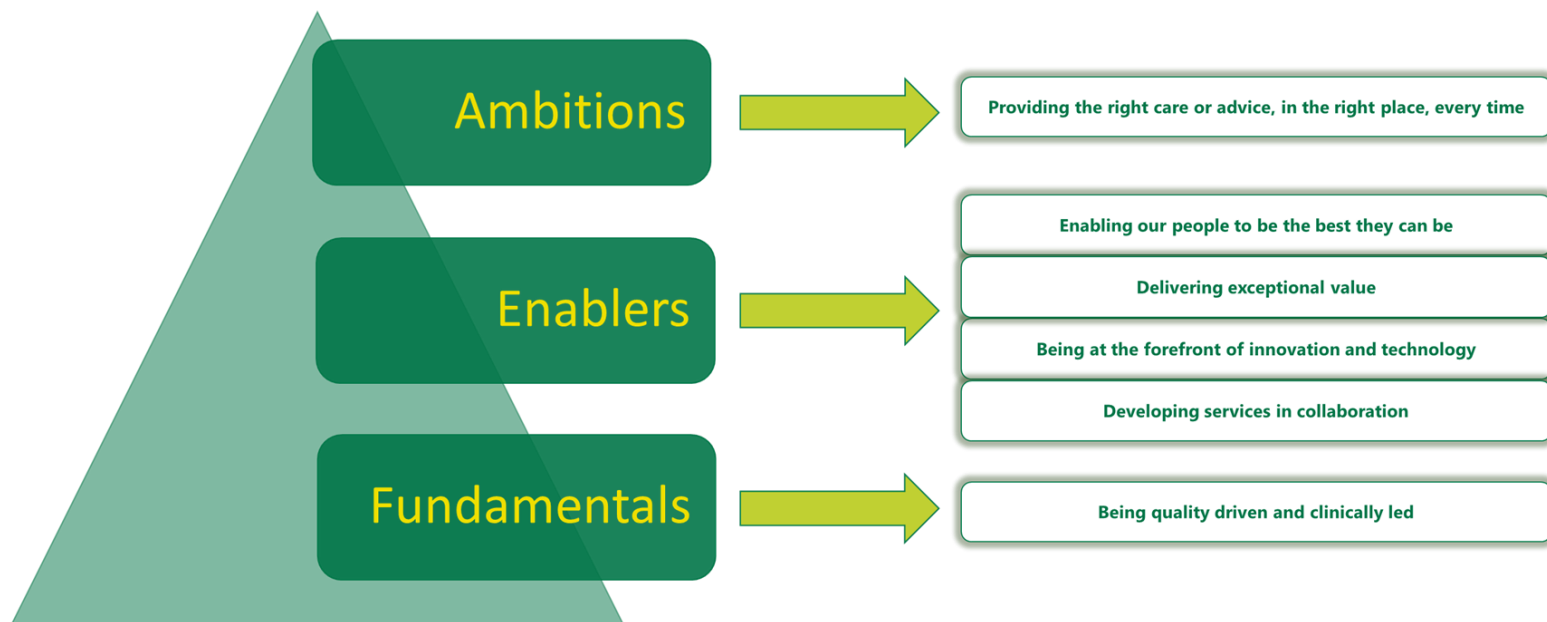


This plan is the vehicle to set out the steps we will be taking over the next 3 years to continue to move us towards our long-term strategic ambitions and goals.

However, when considering what our priorities need to be, we gathered intelligence on what is important to our patients, staff, and commissioners, reviewed our own performance, considered the risks we are managing, and reflected on the opportunities presented by emerging strategies, plans and priorities from Welsh Government, including the Health Minister's priorities for the NHS in Wales.

'Delivering Excellence', our Long-Term Strategy, was agreed in 2019. It sets out an ambition to move away from being a traditional ambulance and transport service to a trusted provider of high-quality urgent and emergency care, **ensuring that patients receive the 'right advice and care, in the right place, every time'**, with a greater emphasis on providing care closer to home.

'Delivering Excellence' – Our long term strategy



We made a lot of progress in 2022/23



NHS 111 Wales became a national service;



Delivered new roles to manage your needs closer to home;



Increased our consult and close rates to 15%;



Increased remote clinical assessment capacity and capability;



Implemented the Cymru High Acuity Response Unit (CHARU) service;



Appointed our first mental health practitioners;



Growth of front line 999 capacity;



New rosters across the whole of the Emergency Ambulance services;



Opened the new Cardiff and Aberaeron stations;



Our Priorities this year



**The right advice or care, in
the right place, every time**



NHS 111 Wales Service

For NHS 111 Wales, the key priorities will be to:

- Work with partners to create a 'digital first' vision for urgent and emergency care services;
- Build on our digital platforms and make improvements to the website;
- Recruiting and retaining the right numbers of call handlers and clinicians and trying to roster them to respond to calls at the busiest times;
- Implement new pathways for callers with urgent dental or end of life care needs;
- Develop attractive career pathways and opportunities that attract and retain staff;
- Continuing to work with others on developing remote clinical assessment (which helps people to be cared for at home) as a specialist role.



**The right advice or care, in
the right place, every time**



Emergency Medical Services

For our Emergency Medical Services (EMS), our key priorities will be to:

- Fully staff the specialist 'CHARU' service which responds to the most critically ill patients;
- Use information from our new patient record system to help modify and tailor our response to your individual needs;
- Reinforce the impact of our Clinical Support Desk to increase the number of calls that can be managed by phone or video and case manage patients safely at home within a new support service in partnership with our own volunteers and St. John Cymru
- Develop career pathways for staff, including staff moving into the new technician roles so we have a skilled workforce that can meet your needs in the future;
- Work with Health Boards to increase appropriate alternatives to going straight to A&E;
- Continue to develop Advanced Practice within WAST and across primary care so we can manage your care needs without the need for referral to another service or visits to A&E;
- Make the case for further change to our services, so that they are fit for the future.



**The right advice or care, in
the right place, every time**



Ambulance Care Services

For our Ambulance Care Services, our key priorities will be to:

- Develop and deliver an improvement plan for non-emergency transport (NEPTS);
- Increase capacity where required to meet demand and provide a more efficient and better-quality service;
- Implement the new roster pan-Wales to make sure we have the transport in the right place at the right times for appointment times and discharge times from hospital;
- Apply eligibility criteria for non-emergency transport;
- Develop with partners an All-Wales Transfer and Discharge Service to ensure you get to the right hospital for your needs as quickly as you need it and get you home when you're ready;
- Increase our understanding of our urgent care service (UCS) and how it works best, to develop a plan for the future of the service.



Our priorities for technology will be to:

- Implement new Control Room and Mobile Data Vehicle Solutions which means there is better communication and dispatch of our ambulances to get the right service to you as quickly as you need it;
- Make processes more efficient with robotic process automation;
- Make it easier for our people to access our systems and information that is easy to understand and reliable;
- Combine information from our frontline teams and clinicians to help us improve how we respond to your needs.



Making sure we are financially sustainable

The IMTP must have a financial plan that is 'balanced' by the end of March 2024. Think of it like an overdraft, we cannot go overdrawn.

So, this year we will have a challenging savings target of c£6m to 'break even' which will be supported through the work of a Financial Sustainability Programme.

The Financial Sustainability Programme **will concentrate not just on savings and efficiencies** but also **on opportunities to bring in new income.**

We will work hard to continue to improve our services and make the right choices in the current financial environment.

£3.4m in saving schemes has been identified and the remainder, to reach the c£6m target, will be found through the work of the Financial Sustainability Programme.

Thank you for reading

For any questions and/or support, please contact Strategy Planning and Performance.

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