

COMMISSIONING INTENTIONS - EMS

Commissioning Intention – CII: Clinical Response Model 2023-24

The Emergency Ambulance Service and its Commissioners will seize the opportunities afforded by the Welsh Clinical Response Model and the 5 Step Ambulance Pathway (EMS).

Commissioning Statement

The 5 step Ambulance Pathway (EMS) provides a simplified framework for health systems to collaborate to optimise the care patients receive at each step. A high performing health system will enable services and practitioners at each step to resolve a patient episode of care without the need to progress further along the pathway. Maximising the potential of this opportunity will require system wide collaboration that transcends traditional Organisational and professional boundaries.

Aims

CII-A1	Increase the proportion of activity resolved at Step 2 – Using the activity within the demand and capacity review as a baseline, this aim requires the proportion of activity resolved at step 2 to increase.
CII-A2	Right response first time – Optimising multiple responses at Step 3 – Using activity within the demand and capacity review as a baseline, this aim requires an improvement in the multiple response rate and the resolution of that episode of care by a single resource (excluding red response as multiple responses are expected).

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Products	
CI1-P1	Increase the proportion of activity resolved at Step 2 – Using the activity within the demand and capacity review as a baseline, this aim requires the proportion of activity resolved at step 2 to increase.
CI1-P2	Right response first time – Optimising multiple responses at Step 3 – Using activity within the demand and capacity review as a baseline, this aim requires an improvement in the multiple response rate and the resolution of that episode of care by a single resource (excluding red response as multiple responses are expected).
Indicators	
CI1-I1	Clinical Support Desk Outcomes – The development of quarterly reports that describe the patient level outcomes for clinical support desk care episodes.
CI1-I2	Outcome by Response Type – The development of quarterly reports will be available that describe the patient level outcomes for different response types.

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Commissioning Intention – CI2: Availability 2023-24

The Emergency Ambulance Service and its Commissioners will optimise the availability and flexibility of front line resources to meet demand.

Commissioning Statement

The Emergency Ambulance Services Committee holds statutory responsibility for the planning and securing of sufficient ambulances services for the population of Wales. Discharging this responsibility requires close collaboration between commissioners and the provider to ensure that all available resources are used effectively.

Aims

CI2-A1	Workforce Stability - Maintaining the increased staff base of following investment in 2022/23. Maximising the availability of these staff through reducing sickness levels and absences by ensuring that their wellbeing needs are appropriately supported.
CI2-A2	Workforce Availability - Grow the workforce in line with the strategic ambition, agreed forecasting and modelling and within financial allocation when made available by Commissioners.
CI2-A3	Rosters Aligned to Demand – Ensuring ongoing review of roster effectiveness in aligning capacity to demand, including utilisation of forecasting and modelling for anticipating future changes

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Products	
CI2-P1	Forecasting and Modelling Framework - A collaboratively developed forecasting and modelling framework that underpins a demand and capacity approach that will set out the ongoing arrangements for proactively undertaking this work for the next decade, this will include demand-led iterative forecasting and modelling and health economic evaluations. This will ensure the required strategic, tactical and operational focus to plan and forecast seasonal fluctuation and to ensure resource and resilience during times of system pressure.
Indicators	
C2-I1	Workforce Additionality Measure – A collaboratively agreed baseline and workforce additionality requirement will continue to be reported and refined, including vacancy factors, turnover and other confounders.

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Commissioning Intention – CI3: Productivity 2023-24

The Emergency Ambulance Service and its Commissioners will maximise productivity from resources and demonstrate continuous improvement.

Commissioning Statement

Ensuring appropriate levels of productivity from the resources available is a key component of delivering an effective ambulance service. There are a number of external and internal drivers leading to suboptimal productivity. Addressing these areas has the potential to deliver significant gains for emergency ambulance provision and the wider emergency and urgent care system.

Aims

CI3-A1	<p>Reducing Post-Production Lost Hours – Post-production lost hours have long been a significant contributor to reduced productivity. Using an agreed baseline measurement period, post-production lost hours will be reduced in line with a quarterly agreed improvement trajectory.</p>
CI3-A2	<p>Reducing Notification to Handover Time – NHS Wales is a significant outlier in the UK and internationally for lost productivity due to extended notification to handover times. In line with the Six Goals for Urgent and Emergency Care, EASC is committed eradicating handovers over 60 minutes by April 2025.</p>

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Indicators	
CI3-P1	Modernising Workplace Practices Implementation Plan – There will be an implementation plan and supporting structures in place to ensure workforce practices and policies are reviewed, modernised and improved. The wellbeing of the workforce and safety of patients will be paramount within this.
CI3-I1	Unit Hour Utilisation Metric – continue to refine the approach and reporting in order to actively improve patient safety, performance and efficiency.

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Commissioning Intention – CI4: Value 2023-24

The Emergency Ambulance Service and its Commissioners will develop a value-based approach to service commissioning and delivery, which enables an equitable, sustainable and transparent use of resources to achieve better outcomes for patients.

Commissioning Statement

Value is created when we achieve the best possible healthcare outcomes for the Welsh population with the most efficient and effective use of available resources. We also recognise that value can be depleted and therefore the development of a value-based strategy will need to identify ways to effectively manage and mitigate the risks of value depletion in addition to identifying opportunities for value creation.

Aims

Value-Based Healthcare for the Welsh Ambulance Service

CI4-A1

- Building on the engagement already undertaken, develop and embed a value-based approach for the Welsh Ambulance Service which enables better collective decision making across the whole urgent and emergency care system and accounts for WAST's use of, and impact on, economic, social and environmental resources over the short, medium and long term. This will include:
- Development of WAST's strategy and approach to Value-Based healthcare which links outcomes, patient experience and use of resources
- Implementation of a costing model for "5 step" pathway
- Improvement in ability to identify areas of unwarranted variation in service delivery across Wales

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Products	
CI4-P1	<p>Value-Based Strategy - The Trust will develop a strategy to implement a value-based approach across the organisation and outline its role in delivering value across the wider UEC system. The value-based strategy will be integrated with and align to existing organisational strategies (e.g. clinical, quality, long term, digital, environmental etc) and the Commissioning Intentions outlined in this document in order to ensure goal congruence.</p>
CI4-P2	<p>Value-Based Tools and Methods - In order to monitor and measure value-based performance, the Trust will need to design, develop and implement a range of tools including, but not limited to, the following:</p> <ul style="list-style-type: none"> • Patient Level Costing Model • Benchmarking Dashboard(s)
CI4-P3	<p>Value-Based Reporting - WAST will enable a clear line of sight from commissioner allocation through to utilisation and the outcomes delivered by the services. WAST will holistically demonstrate through its reporting all separate revenue streams and associated costs of broader service provision (e.g. I11, NEPTS etc.).</p> <p>WAST receives a capital allocation directly from Welsh Government. The utilisation of the capital budget and the use of the ring-fenced depreciation allocation will need to be clearly identified in any report. As a result, WAST will be able to demonstrate how its capital allocation is being invested to deliver on the commissioning intentions.</p>

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Indicators	
CI4-11	<p>Value-Based Core Requirement to be agreed with Commissioner by the end of quarter 2:</p> <ul style="list-style-type: none">• WAST Value Based Strategy• Plan for Value Based Tools and Methods design, development and implementation• Value Based Reports developed for revenue and capital• Value-Based indicators developed in line with broader indicators outlined in CI1 to CI5• Connections to system-wide urgent and emergency care performance measures as identified in CI6 – Wider Health System

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Commissioning Intention – CI5: Harm & Outcomes 2023-24

The Emergency Ambulance Service and its Commissioners will collaborate to reduce and prevent harm, and improve quality of service and outcomes for patients.

Commissioning Statement

Emergency ambulance services operate in complex and challenging environments. The delivery of a quality ambulance service requires effective, safe and people-centred care. To realize the benefits of quality health care, ambulance services must be timely, equitable, integrated and efficient. A mature health system proactively seeks opportunities to reduce and prevent harm. Continuous improvement based on learning from errors and adverse events must be a cornerstone of emergency ambulance provision.

Aims

CI5-A1	<p>Proactively Identifying Harm – There will be a process for identifying harm/near misses prior to a complaint or report being logged. This will include process for reviewing patient clinical records and engagement with the wider health system (i.e. sharing information around patients impacted by CSP levels).</p>
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Products	
CI5-P1	Clinical Indicator Plan and Audit Cycle – Implementation of the clinical indicator plan and audit cycle, this will provide a forward view of the type, content and regularity of clinical indicator and audit reporting. Specific seasonal and responsive (to emerging trends) reports and audits will be included within the plan.
Indicators	
CI5-I1	Call to Door Times – Call to door times for STEMI and stroke will be produced on a monthly basis.

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Commissioning Intention – CI6: Wider Health System 2023-24

The Emergency Ambulance Service and its Commissioners will collaboratively develop and deliver services that allow the ambulance service to contribute to the wider health system and the ambition to reset services and drive recovery.

Commissioning Statement

The Emergency Ambulance Services has a unique role as the only all Wales operational service. Today, ambulance services provide mobile urgent treatment services with staff educated and trained to deal with a wide range of emergency and urgent conditions. Maximising both of these opportunities will benefit the whole of NHS Wales and will be an important part of the pandemic response.

Aims

CI6-A1	System Flow – Optimise the flow of ambulances in to hospital sites in Wales, reducing batching and increasing the timeliness of patients accessing secondary care.
CI6-A2	Transfer and Discharge Service – To reduce the number of transfers and discharges being undertaken by the EMS fleet. This will include the review of current and future arrangements.