



Northern Ireland Ambulance Service
Health and Social Care Trust



NIAS CORPORATE PLAN 2024 - 26



Caring today,
planning for tomorrow



INTRODUCTION

It is my pleasure to introduce the Northern Ireland Ambulance Service (NIAS) Corporate Plan for 2024 to 2026. As I embark on my second year as Chair, I continue to be impressed by the dedication, commitment and enthusiasm shown by all NIAS staff to ensure our patients receive timely, safe and high-quality treatment and care.

NIAS operates as part of a complex health eco-system and as such has faced similar challenges to hospital Trust colleagues over the past number of years. Many people across our population are now facing poorer health outcomes, resulting in increasing demand for services. Despite operating within a constrained financial context, our staff have continued to show professionalism, innovation, empathy and dedication to deliver our vision of providing a high-quality service that meets the clinical needs of our population throughout Northern Ireland.

As Chair, I want to ensure we provide clarity of direction for our staff. This Corporate Plan sets out the strategic outcomes NIAS has agreed to work



towards in the remaining two years of our Strategy to Transform 2020-26, 'Caring Today, Planning for Tomorrow'. We outline the priority actions the Trust will implement to achieve those outcomes and the accountability arrangements in place to ensure we meet these.

Finally, I would like to thank every member of staff, those on the frontline and in corporate support functions, for their contribution to our patients and for making the service a service one I am proud to be Chair

Michele Larmour
NIAS Chair





ABOUT US

The Northern Ireland Ambulance Service exists to improve the health and well-being of the people of Northern Ireland. We apply the highest levels of knowledge and skill to preserve life, prevent deterioration and promote recovery. We touch lives at times of basic human need when care and compassion are what matter most.

NIAS provides high-quality emergency, urgent and primary care services throughout the whole of Northern Ireland. Our dedicated, committed and highly skilled staff work 24 hours a day, 365 days a year to ensure that our patients receive the best possible care.



We have 46 stations and deployment points spread over 5345 square miles (13,843 km²), serving a population of over 1.8 million.

The most important function that NIAS performs is responding to emergency 999 calls as fast as possible, helping those in life-threatening conditions. In 2023-24 we answered 230,503 calls to our control room and deployed crews to 172,858 incidents.

Another role that the Ambulance Service undertakes is transporting the most vulnerable patients in our community to and from outpatient hospital appointments and facilitating hospital discharges. We do this by utilising our Patient Care Service and the Voluntary Car Scheme. In 2023-24 we provided 153,571 non-emergency journeys.

As a service, we collectively reach towards achieving our aim:
To provide appropriate, high-quality response to meet the clinical needs of the population of Northern Ireland.



2024-26 CORPORATE PLAN:

The NIAS Corporate Plan 2024-26 highlights our priorities for the coming two years, in the context of our strategic plan. The main priorities for the service in the coming years are:

- 01.** Improving response times.
- 02.** Increasing the number of patients with an appropriate alternative to Emergency Departments (ED).
- 03.** Supporting the development of our staff.
- 04.** Promoting a culture where all staff feel valued.



The Corporate Plan for 2024-26 has been developed following a Strategic Planning Workshop with input from the Trust Board, Commissioners, and policy leads from the Department of Health. It considered the Association of Ambulance Chief Executives 'Vision of the UK Statutory Ambulance Services', and key priorities across the NI public policy context.

The result is a Corporate Plan outlining our strategic outcomes, corporate priorities and foundational enablers which provide a structure for business planning for the final two years of our Strategy to Transform.



NIAS Corporate Plan 2024-26 Strategic Outcomes and Enablers





Northern Ireland Ambulance Service
Health and Social Care Trust



AMBULA

OUR PRIORITIES FOR 2024 - 26:





CLINICAL STRATEGY -

we will identify the most appropriate clinical resource for our patients:

How will this be achieved?

In 2024-25 we will:

- Increase the number of emergency calls resolved without requiring callers to travel to an Emergency Department. This may require providing treatment by telephone or at home.
- Work with partners to improve cardiac arrest survival rates for patients across Northern Ireland.
- Further develop our Integrated Clinical Hub to provide the most appropriate response to emergency calls we receive, by providing more appropriate alternative treatments than attending busy Emergency Departments.
- Work in partnership with other emergency and care providers to ensure frequent callers with complex needs can access the care they need.
- Develop a model to integrate paramedics into multi-disciplinary healthcare teams across primary and community care settings.



How will this be achieved?

In 2025-26 we will:

- Train our clinical staff to use new data from our Electronic Patient Record system to develop additional clinical effectiveness measures.
- Deliver refocused clinical supervision to all NIAS clinicians.
- Roll out targeted educational programmes focusing on clinical decision-making and specialised care pathways.
- Work in partnership with all HSC partners to transform NIAS's contribution to healthcare, where paramedics play an increasingly versatile role in out-of-hospital care, addressing not only emergency responses but also contributing to primary and community healthcare solutions.

OUR 2024-26 COMMITMENTS

- Fully implement the Integrated Clinical Hub
- Work with Trust colleagues to reduce demand and increase clinical care pathways.





AN HSC REGIONAL PLAN

we will work collaboratively with our HSC partners to maximise the use of available care pathways for our patients:

How will this be achieved?

In 2024-25 we will:

- Work in partnership with HSC Trusts to:
 - manage prehospital demand at home or in the community.
 - enhance and standardise the provision of same-day emergency care.
 - improve hospital flow.
 - optimise the discharge processes for patients with complex needs.
- Develop strategic partnerships across the system to ensure patients access the right care at the right time and in the right place.



How will this be achieved?

In 2025-26 we will:

- Work to transition NIAS's role in healthcare, where NIAS plays an increasingly versatile role in out-of-hospital care, addressing not only emergency responses but also contributing to primary and community healthcare solutions.
- Engage our patients, partners and people in drafting a new NIAS Strategic Plan for post-2026.

OUR 2024-26 COMMITMENTS

- Develop and implement strategies to enhance the integration of NIAS services with regional healthcare providers.
- Commence NIAS strategic plan for post-2026.



CULTURE AND WELLBEING

We will promote a culture of compassionate leadership and respect for Equality and Human Rights that delivers excellent patient care through investment in the wellbeing of our workforce.

How will this be achieved?

In 2024-25 we will:

- Review our Human Resources and Organisational Development structure to establish a revised model to better meet organisational and workforce needs.
- Develop and implement a 3-year plan to deliver on a new vision for improved organisational culture to include baseline assessment and investment in leadership development, appraisal and staff involvement and education.
- Ensure all staff have access to appropriate non-clinical Education, Learning and Development.
- Contribute to design and delivery of a new HSC Health and Wellbeing Framework and deliver the in-year plan of the Trust's Health and Wellbeing Strategy.
- Deliver a Partnership Working Framework to strengthen partnership working arrangements with trade unions.
- Begin implementation of a new approach to personal development reviews to inspire and motivate staff to be the best that they can be and to provide the best possible care to patients.
 - Deliver a Leadership development plan to support leaders to lead our workforce with compassion and embed a just and learning culture.



How will this be achieved?

In 2025-26 we will:

- Agree on a statement of culture that embeds respect for equality and diversity and promotes HSC values of excellence, working together, openness honesty and compassion.
- Further deliver on 3-year plan to improve organisational culture.
- Create a clear clinical development framework for staff which reflects the changing landscape of paramedicine in out-of-hospital care.

OUR 2024-26 COMMITMENTS

- To ensure we have a healthy, motivated, engaged and valued workforce.
- Deliver a 3-year plan to improve organisational culture.





DATA DRIVEN INSIGHTS

We will work with partners to ensure the appropriate resources are deployed to meet our patients' needs:

How will this be achieved?

In 2024-25 we will:

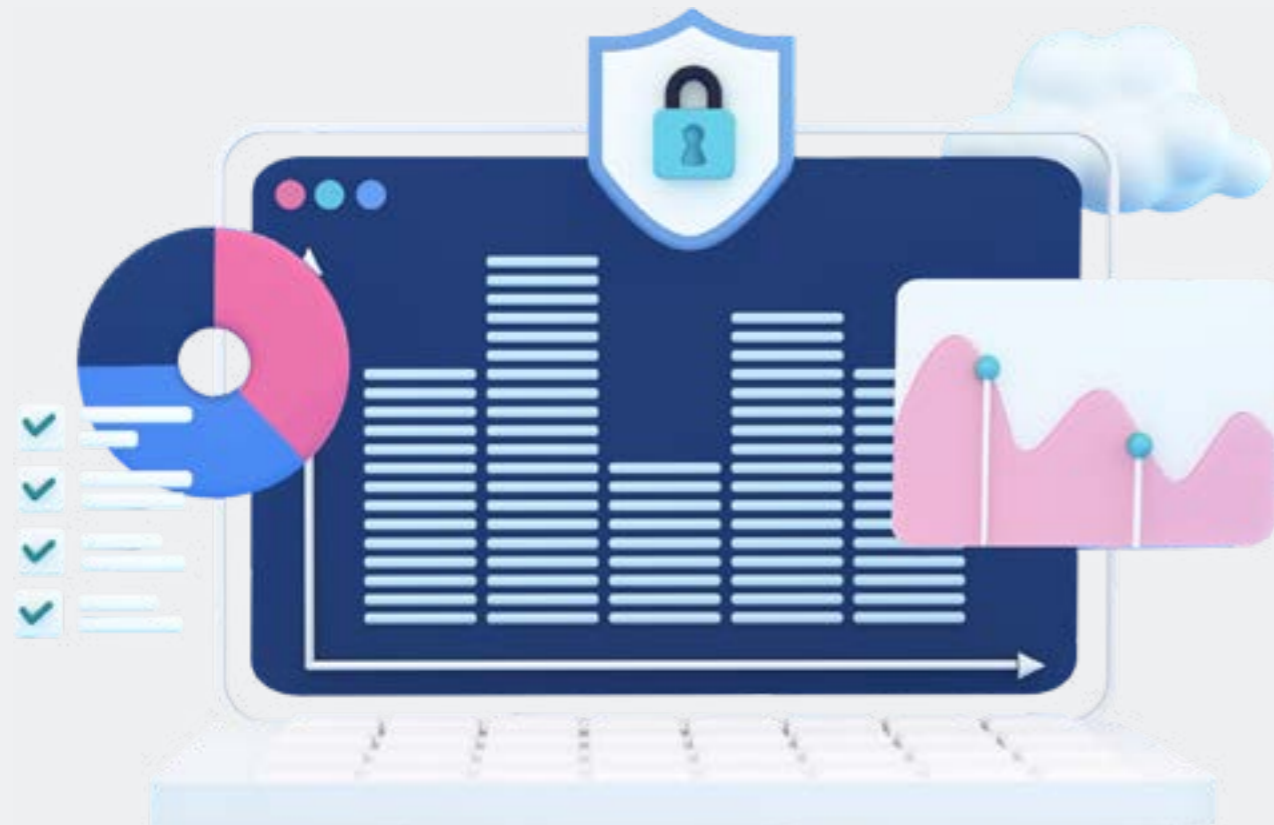
- Improve our service, using data and insights to optimise performance within the whole HSC system.
- Improve data sharing and intelligence with our other blue light partners on key emergency responses.



How will this be achieved?

In 2025-26 we will:

- Explore innovative technology to optimise allocation of resources including personnel and response vehicles.
- Use NIAS data, insight and evidence to better understand health inequalities and plan services.



OUR 2024-26 COMMITMENTS

- We will lead the implementation of the Digitisation Plan, focusing on Electronic Patient Care Records (EPCR) and the implementation of the new Computer Aided Dispatch (CAD) (PDP2)
- Work with private and academic sector partners to optimise deployment of resources.



ORGANISATIONAL RESILIENCE

We will optimise organisational resilience to respond to patients' needs.

How will this be achieved?

In 2024-25 we will:

- Progress the phased implementation of Operations Management Restructure to provide improved 24/7 cover to enhance staff welfare and support the delivery of high-quality pre-hospital emergency and urgent care.
- Ensure support to our Patient Care Service to deliver excellent patient-centred care to our service users.
- Implement service improvements that optimise available operational capacity within commissioned levels.
- Work collaboratively with DoH colleagues to establish requirements to provide robust Emergency Planning Resilience and Response models.
- Complete a review of NIAS Business Continuity Plans across the organisation to support operational resilience.
 - Ensure effective management and oversight of the delegated budget to deliver a breakeven position.



How will this be achieved?

In 2025-26 we will:

- Create a clear clinical development framework for staff which reflects the changing landscape of paramedicine in out-of-hospital care.
- Continue to develop our Trust Board to play an increasing role in effective governance and assurance.

OUR 2024-26 COMMITMENTS

- We will develop and implement a new governance framework by December 2024.
- We will improve the strategic planning process to ensure alignment with NIAS's long-term goals and mission.
- We will develop and implement robust performance management systems to track and improve organisational performance.
- We will ensure effective management and oversight of the delegated budget to deliver a breakeven position, supporting NIAS's strategic objective of financial stability and accountability.



POPULATION HEALTH

We will support regional initiatives that aim to drive improved health outcomes for the population of Northern Ireland

How will this be achieved?

In 2024-25 we will:

- Increase our focus on prevention, early intervention and population health to reduce inequalities and support people in managing their health and well-being.
- Build NIAS' public health capacity and capability to improve population health.

OUR 2024-26 COMMITMENTS

- We will complete the AACE health inequalities maturity matrix.
- We will build public health capacity and capability to help reduce health inequalities and improve population health in Northern Ireland.



How will this be achieved?

In 2025-26 we will:

- Use NIAS data to consider health inequalities in service planning and delivery.
- Optimise social value and impact in the NIAS' work in line with public policy.
- Mainstream Equality, Rural Proofing and Human Rights considerations in Trust policy and service delivery.



PUBLICATION AND FURTHER INFORMATION

This document and other key Corporate Trust plans and policy documents are published on our website:



WEBSITE

nias.hscni.net

