



NIAS Corporate Plan 2020/21

Caring today,
planning for tomorrow -
**Our Strategy
to Transform:
2020-2026**

To consistently
show compassion,
professionalism
and respect to the
patients we care for

The Northern Ireland Ambulance Service (NIAS) provides a vital service to the population of Northern Ireland. It provides a range of services that often touch people at the most worrying and vulnerable times in their lives, and is highly valued by the public.

Strategic Context

This Corporate plan aligns our priorities and objectives to the following guiding strategies:

Health and Wellbeing 2026: Delivering Together: On 26 October 2016, the Minister of Health launched a 10-year approach to transforming health and social care, “Health and Wellbeing 2026: Delivering Together”. This plan was the Minister’s response to the Expert Panel’s report “Systems, Not Structures: Changing Health and Social Care” which was published on the same date. “Delivering Together” presents a vision of transformed Health and Social Care services, based on a population health model that puts patients at the centre of services through co-production. It set an ambitious plan to see a future in which:

- people are supported to keep well in the first place with the information, education and support to make informed choices and take control of their own health and wellbeing;
- when they need care, people have access to safe, high quality care and are treated with dignity, respect and compassion;
- staff are empowered and supported to do what they do best; and services are efficient and sustainable for the future.

The **Programme for Government**. The Department of Health has established a programme of reform with the objective to transform health and social care services. Its aim is to produce better health and wellbeing outcomes for all our people and thereby contributing to the realisation of the Minister’s ambition as set out in the Programme for Government (PfG) for everyone to lead long, healthy and active lives.

Organisational Context

NIAS faces a range of significant challenges and major issues over the period covered by this plan. These include the need to deliver safe, high quality care, improved response times and service modernisation in the context of the continued challenging financial environment. The Trust’s frontline challenges are similar to those faced by Ambulance Services across the rest of the UK and these have been well documented in the National Audit Office Review (2017) of English Ambulance Services and by Association of Ambulance Service Chief Executive (AACE) strategies. These include:

- demand for ambulance services is rising
- rising demand has not been met with increases in funding;
- workforce issues are limiting the ability to meet rising demand;
- delays in being able to transfer the care of patients at emergency departments are contributing heavily to keeping ambulance staff away from where they are needed most, with the associated risk to patient safety for those waiting for an ambulance response;
- the need to progress delivering new models of care with unprecedented pressures on our workforce.

These issues cannot be overcome by NIAS alone and require support from DoH, HSCB, Trusts and local providers.

This Corporate Plan 2020/21 describes how we intend to address these challenges, building on the progress made to date, and sets out our ambition to deliver the best and most appropriate care to patients in Northern Ireland who require ambulance services, putting them at the heart of everything we do.

The Corporate Plan has been informed by an engagement process with our staff and key stakeholders to shape the development of our new strategy: **Caring Today, Planning for Tomorrow: Our Strategy to Transform 2020-2026**. Our **Strategy to Transform** provides a comprehensive picture of our organisation – who we are, what we do, our role in the Health and Social Care system and some of the challenges we are working to overcome. Importantly it describes our long-term goals within our vision for 2026 and how and why we need to transform our services to achieve these.

Some elements of our strategy are already well underway, but over the course of the next six years we are aiming for a step change in some priority areas that will determine the way we care for patients, and how we perform within the health and social care system. We will manage these changes through a comprehensive transformation programme, delivering annual phased activity and monitoring progress through a transparent process of governance.

The Corporate Plan does not reflect everything that we do and NIAS staff are involved in many other areas of normal business that are not included but are no less important. Rather it highlights the key priorities for the year ahead that will contribute to the implementation of our Strategy to 2026.

NIAS has seen undergone significant transformation during the last few years and this continues to evolve with exciting challenges ahead. Caring for our staff is central to everything we achieve and the Trust recognises their contribution to any success. We will continue to develop a culture where staff feel valued and engaged and are inspired to deliver better outcomes. Engaging with service users and listening to their experience of our services will be an important part of how we implement this plan.

Our Vision is:

To consistently show compassion, professionalism and respect to the patients we care for.

Our Goals:

Our four organisational goals described in our Strategic plan are that:

Our goals



Our patients will feel professionally cared for; always with compassion and respect

Our staff will feel positive and proud to work for NIAS

Our stakeholders and partners will have confidence in us as a reliable provider at the centre of urgent and emergency care

Our communities will continue to value and trust us

There are several key transformation work streams supporting the implementation of the NIAS Strategy, and the Corporate Plan is grouped in line with these work streams. We will measure the outcomes of each of our key objectives to enable us to:

- Continuously enhance the way we are **delivering care**. This includes developing new roles, continuing to expand our care pathways, achieving seamless integration with the wider system, and improving our offer of non-emergency transport provision.
- Seek to increase the size of **our workforce** considerably, both frontline and the essential corporate services that support them.
- We will also continue to develop the steps we are taking to engage with staff, improve their health and wellbeing, and enhance their career and personal development.
- Improve our **organisational health**, by embarking on a programme that will seek to positively change the culture we work in, engaging and empowering our staff by embedding collective and compassionate leadership at all levels.
- Develop a new **quality and safety** strategy which will clearly define how we support staff to provide the best and most appropriate care possible. Working with colleagues in the rest of the health system, this will include measurement of the outcomes of the care we provide and patient experiences of our services, so we can continuously learn and improve.
- Focus on our **digital enablers**, upgrading out-of-date systems, increasing interoperability with the health and social care systems and embracing new technologies through a comprehensive programme of digital innovation.
- Reconfigure **our infrastructure** to facilitate our new clinical model, developing our estate and our fleet in line with our growing workforce and emerging technological advances.
- Improve our **communications & engagement** with our staff, patients, partner providers and our communities, ensuring their continuing involvement in shaping how we achieve our vision.

Our key actions are divided into those workstreams as follows:

WORKSTREAM	KEY OBJECTIVES	LEAD DIRECTOR	Key Milestones	TIMEFRAME FOR COMPLETION
1.0 Delivering Care	1.1 We will develop a supporting business case to secure funding in order to improve our service to patients through increased workforce and supporting infrastructure.	Programme Director for CRM	Full business case for CRM related workforce to be submitted	January 2021
	1.2 We will develop an Improvement Plan to deliver the best possible response times to patients within existing resources.	Director of Operations	Delivery of CAT1 implementation plan actions relating to dispatch, call stack management, and staff roles	August 2020
			Recruitment of CSD Supervisors	December 2020
	1.3 We will commence a Patient Care Service Improvement Programme to improve the quality of our service for this important group of service users.	Director of Operations	Obtain approval to commence PCS Review Project	June 2020
			Conclude PCS review and make proposals for improvement	December 2020
	1.4 We will continue to embed our Appropriate Care Pathways developing safe alternatives to ED in order to reduce demand on frontline services increasing the levels of Hear and Treat and See and Treat practice.	Medical Director	Implement a range of protocols for nursing homes to increase use of alternative care pathways	March 2021
			Demonstrable increase in Hear and Treat (1.5%) and See and Treat (1.5%) against 19-20 baseline	March 2021
	2.0 Our Workforce	2.1 We will develop a comprehensive workforce plan for the whole organisation designed to support our strategy and to ensure our quality of service meets the performance trajectory requirements in terms of time and quality.	Programme Director of Strategic Workforce	Completion of workforce plan with Operational and CRM workforce requirements prioritised
2.2 We will develop a Recruitment and Selection Strategy, which will include the appropriate approach to support the delivery of a skilled and effective workforce.		Director of HR	Develop Strategy and Action Plan	December 2020
2.3 We will deliver a Clinical Education Plan with educational opportunities across a range of levels, qualifications, topics and specialties for		Medical Director	Review the Training School structures to support the development of an education academy for NIAS	September 2020

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	the clinical workforce that aligns with the HCPC requirements for BSc-level paramedic education		Train up to 48 additional Paramedics, 96 AAPs and 48 ACAs with appropriate investment	March 2021
	2.4 We will continue to work with HSCB and Primary Care to develop a model for training Specialist Paramedics to work on a rotational basis in Primary Care.	Medical Director	Receive feedback and signoff on business case	June 2020
			Proceed to recruitment	March 2021
	2.5 We will undertake a review of our Operations Structure to provide more effective support for staff, including on a 24/7 basis.	Director of Operations	Assess current approach to delivering operational structure review and deliver final recommendations	September 2020
	2.6 We will develop a comprehensive Health and Wellbeing Strategy with a range of objectives and measurable outcomes to support the wellbeing of staff.	Director of HR	Develop Strategy and Action Plan	October 2020
	2.7 We will establish a new framework to ensure a best practice approach to the management of sickness absence.	Director of HR	Develop Attendance Management Framework	September 2020
	2.8 We will develop a comprehensive strategy for the management of aggression towards NIAS staff.	Director of Operations	Conduct risk assessment and needs analysis for physical security measures	September 2020
			Assess structure and resource requirements. Conduct a staff and public awareness campaign	December 2020
			Develop Corporate Management of Aggression Policy & Procedures	March 2021
3.0 Organisational Health	3.1 We will implement a COVID-19 Recovery and Learning Process to ensure effective transition to delivery of care and working arrangements, which respond to Government, Public Health and other relevant guidance.	Director of Planning, Performance & Corporate Services	Develop plan for reinstatement of activities	June 2020
			Collate learning obtained to feed corporate review of services and improvement opportunities	July 2020

WORKSTREAM	KEY OBJECTIVES	LEAD DIRECTOR	Key Milestones	TIMEFRAME FOR COMPLETION
		Director of Safety, Quality & Improvement	Evaluation of learning advising key recommendations to inform improvement plan	October 2020
	3.2 We will review the existing Directorate structures and responsibilities to ensure the most effective governance and management arrangements to support the delivery of services.	Chief Executive	We will establish an Organisational Development function	June 2020
		Programme Director of Strategic Workforce	Implement restructuring	January 2021
	3.3 We will establish a Programme Management Framework in order to enhance our capacity to oversee implementation of our 6 year Strategy.	Director of Planning, Performance & Corporate Services	Develop strategy for framework for corporate oversight	Sept 2020
	3.4 We will initiate a new Organisational Culture Programme to take focused action to develop a culture of collective and compassionate leadership.	Director of HR	Deliver Programme outline Plan	July 2020
	3.5 We will review our Human Resources model with a view to establishing a revised model to meet organisational and workforce needs.	Director of HR	AACE Review undertaken and report produced	July 2020
	3.6 We will evidence compliance with internal audit recommendations.	Director of Finance	Complete follow up review in line with schedule	September 2020
Formally review audit compliance			March 2021	
4.0 Quality Improvement	4.1 We will develop a new Quality and Safety strategy that focuses on continual improvement, measuring and evidencing the quality of our services for our patients.	Director of Safety, Quality & Improvement	Engage with staff and service users to inform the development of strategy for Quality, Safety and Improvement	October 2020
			Deliver Strategy for Trust Board for approval	November 2020

WORKSTREAM	KEY OBJECTIVES	LEAD DIRECTOR	Key Milestones	TIMEFRAME FOR COMPLETION
			Achieve quality improvement targets at level 1 and 2 as outlined in Attributes Framework	March 2021
	4.2 We will implement a Programme of transformation and improvement for our Emergency Ambulance Control Room.	Director of Operations	Implementation of Demand Management Plan	September 2020
			Introduction of new modules to enhance HCP bookings and Inter Hospital Transfer (IFT)	September 2020
			Deliver 90% shift coverage to meet demand patterns and facilitate staff well-being	December 2020
			Commence Replacement of Telephony System	December 2020
			Replacement of Integrated Command and Control System, CAD and Radio system	March 2021
	4.3 We will demonstrate an improvement in our measurement against Ambulance Quality Indicators to better evidence the safety and quality of our patient care.	Medical Director	Review current AQI processes and engaging with front-line staff	November 2020
			Test new processes in preparation for ePCR rollout	November 2020
			Test revised accountability processes for AQIs with local engagement	January 2021
		Director of Safety, Quality & Improvement	Deliver assurance framework incorporating national best practice for monitoring and reporting key clinical metrics	March 2021
	4.4 We will implement an Improvement plan to develop in our processes in Safeguarding, in	Director of Safety,	Produce Safeguarding Policies and Procedures	June 2020

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	partnership, with social care services across HSC.	Quality & Improvement	Appoint Safeguarding Lead	October 2020
			Implementation of system to monitor, audit, investigate, report and provide assurance reporting on adherence to safeguarding referral process	December 2020
	4.5 Develop an organisational performance management framework to measure improvement and provide corporate governance and assurance.	Director Performance, Planning & Corporate Services.	Perform landscape review and audit of information	September 2020
			Determine information requirements for performance reporting	October 2020
			Develop overarching strategy and approach to performance management	October 2020
			Deliver performance dashboard for corporate performance	December 2020
5.0 Digital Enablers	5.1 We will continue the implementation of the REACH programme building connectivity across HSC in the mobile environment.	Medical Director	Roll out new DTR radios c1000 personal issue devices to front line staff	October 2020
			Complete all phases of EPCR roll-out	March 2021
	5.2 We will establish arrangements to improve business intelligence through data warehousing, business intelligence tools and best practice.	Director Performance, Planning & Corporate Services.	Agreement to proceed DHCNI /BSO	July 2020
			Proof of Concept to Support Business Intelligence Tool completed	September 2020
			Requirements scoped and agreed; Business case submitted to Digital Health team	December 2020
	5.3 We will consolidate and refresh our technology infrastructure to maintain service and improve resilience.	Director Performance, Planning &	CAD Hardware replacement including Disaster recovery in the regional data centres	October 2020

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		Corporate Services.	Telephony business case approved by DOH, procurement completed	March 2021
			Complete active directory configuration to access federated services	March 2021
			Deliver benefits realisation of Site 5	March 2021
6. Our infrastructure	6.1 We will develop a suite of supporting infrastructure strategies for Estates and Fleet in year one to address pressing issues.	Director of C.R.M.	Delivery of Fleet replacement business case	March 2021
			Fleet Strategy will be drafted	January 2021
			Estates Strategy to be finalised following engagement process.	March 2021
	6.2 We will open a new training and administration facility for Emergency Ambulance Control.	Director of Operations	Delivery of delivery of training and administration function from new facility	December 2020
	6.3 We will enhance Cyber Security to ensure we improve preparedness, resilience and response capability.	Director of Planning, Performance & Corporate Services	Develop Information Security Governance Framework	October 2020
			Review ICT Delivery Model	December 2020
			Develop framework for Policies, Standards and Procedures	March 2021
6.4 We will engage with the DOH-led approach to exit from EU	Medical Director	Implement DoH recommendations	March 2021	
7. Communication and Engagement	7.1 We will develop a new Communications Strategy.	Director of Planning, Performance & Corporate Services	Benchmarking exercise of ambulance and HSC Trust Communication Strategies with particular focus on use of digital and online channels	July 2020
			Staff and Stakeholder engagement process to inform Communications Strategy	August 2020
			Draft Communications Strategy for Trust Board Approval	December 2020
	7.2 We will review existing processes around the Knowledge and Skills Framework and implement	Programme Director of	Establish a project team and review NIAS Appraisal process	September 2020

WORKSTREAM	KEY OBJECTIVES	LEAD DIRECTOR	Key Milestones	TIMEFRAME FOR COMPLETION
	a new approach to staff appraisal and personal development reviews.	Strategic Workforce	Benchmark Ambulance Sector Appraisal and Clinical Appraisal systems	December 2020
			Develop and agree NIAS Appraisal system and roll out in line with agreed timeframe	March 2021
	7.3 We will develop the range of ways Service users can give us feedback and be involved in service development	Director of Safety, Quality & Improvement	Introduce Trust wide Online User Feedback tool Care Opinion	July 2020
			Introduce reporting on PCE through relevant committees and Trust Board as appropriate	December 2020