



NHS

**South Central
Ambulance Service**

NHS Foundation Trust



Annual Plan 2021 - 22

OUR AIM



"I'm delighted to introduce this summary of our Annual Plan for 2021/22 which highlights the key areas that SCAS will be focusing on over the next 12 months in order to continuously improve the healthcare services you rely on."

Will Hancock

Chief Executive

South Central Ambulance Service NHS Foundation Trust

To ensure we develop as a responsible healthcare provider, we have a values-based set of behaviours for all staff that is monitored throughout the year:



Professionalism:

Setting high standards and delivering what we promise



Caring:

For our patients and each other



Innovation:

Continuous improvement through empowerment of our people



Teamwork:

Delivering high performance through an inclusive and collaborative approach which values diversity, collaboration and connectivity

THE FOCUS FOR OUR SERVICES IN 2021/22



999

- Deliver against all national performance targets under the Ambulance Response Programme (ARP)
- Adjust workforce and vehicle mix to meet requirements of the ARP
- Continue to develop career pathways and opportunities for all paramedics
- Support our specialist practitioners to support more people in their own homes and communities, working with local partners in new and innovative ways



NHS 111 / Integrated Urgent Care (IUC)

- Manage a very significant rise in 111 activity
- Further develop call centre capability to increase resilience of the service
- Continued focus on retention of NHS 111/IUC staff
- Increase clinical capabilities within Clinical Coordination Centres, developing the range of specialist experts to be called upon



Patient Transport Service (PTS) and Logistics

- Continue to deliver high-quality, patient-focused services that meet targets agreed locally with our commissioners
- Develop new services and added value benefits for patients and commissioners, consolidating our position as partner of choice
- Continue to develop the sustainability of PTS and Logistics and grow the service



Corporate Services

- Invest in the delivery of year 1 of the new Digital strategy, including the delivery of personal use devices
- Deliver our cost improvement programme whilst improving patient outcomes and experiences
- Delivery of the new Management Information strategy year 1 including patient level costing dashboards
- Develop the People plan to support the workforce in being at and delivering their best
- Deliver our cost improvement programme whilst improving patient outcomes and experiences

OUR STRATEGIC CHANGE PROGRAMME IN 2021/22



Same Day Emergency Care (SDEC)

Develop urgent care pathways so that patients can access SDEC via 999 and 111 services across Berkshire, Oxfordshire, Buckinghamshire, Frimley and Hampshire



Out of hospital cardiac arrest alerting tool

To strengthen bystander responses prior to emergency ambulance arrival



New education premises

Occupation of the new Education Centre site in Whiteley, Hampshire



Telephony system

Implementation and go-live of new SCAS-wide telephone system, and implementation of Isle of Wight (IOW) system



Video link to NHS 111, GoodSAM

Implementation of video solution, allowing NHS 111 staff to view video from the scene of an incident



Volunteer management software

New system to support the increasing number of volunteers seeking to obtain the national volunteering certificate



National Pandemic Flu Service

Continuing to provide the national service supporting the ongoing Covid-19 pandemic

CHANGE PROGRAMME 2021 - 2022



Workforce Management Solution

Delivery of new system to improve efficiency of workforce planning and subsequent staff experience



Just and Learning Culture

Developing a values framework to support compassionate leadership, learning and staff engagement



Mental Health Crisis triage

Development of a crisis response and transfer service across the Thames Valley region



Cyber Security

Achieve full Data Security and Protection Toolkit (DSPT) compliance



Isle of Wight

Strengthening our strategic and operational partnership with IOW Ambulance service



aPads

Delivering personal issue devices, empowering our staff through better digital connectivity

HOW SCAS IS RESPONDING TO NATIONAL PRIORITIES/REQUIREMENTS

01



Quality

Always focussing on the quality of our response and the care we give to our patients, and meeting the targets that we are set

02



Access

Simplifying 24/7 access to care for the public



03

Innovation

Committed to the pursuit of innovation to improve patient care, access to services and a willingness to take opportunities where positive gains can be realised



04

Inequalities

Remaining focussed on, and committed to, reducing inequalities and supporting the maturing process of our staff networks

05



Value

Delivering services that offer value for money to commissioners, as well great care to our service users

06



Choice

Delivering a range of transformation projects throughout 2021/22 to ensure SCAS remains a provider, partner and employer of choice



07

Integration

Leading integrated urgent care services in both Thames Valley and Hampshire & Surrey Heath areas

08



Sustainability

Implementing our Sustainability Strategy, including the move to electric vehicles in line with NHS Net-Zero targets

09



Collaboration

Working with urgent and emergency care partners to integrate care and streamline referrals into other services if needed

10



Social Value

Improving the health and wellbeing of the populations we serve through ICS partnerships, maximising local investment, increasing local employment, driving a green and sustainable agenda and championing equality, diversity and inclusion



THE IMPACT OF COVID-19

Since the arrival of COVID-19 into the UK in early 2020, SCAS staff across all our services had to make rapid and significant changes to operational processes and service delivery.

As part of our recovery programme, we have carefully monitored and evaluated the short-term and longer-term changes that we have made as we adapt to a new way of working within our Trust and with our local health and social care partners.

SCAS implemented a Trust-wide COVID learning research programme, based around the concept of the 4 A's – **'Adopt', 'Adapt', 'Abandon' 'And'**. We asked all SCAS staff to answer four questions about our response to COVID-19, and from that came a wide series of actions which have been implemented or are in the process of being so.

These changes and developments initiated in response to COVID-19 will become integrated in our strategic planning cycle. We are carefully considering the post-Covid implications on, and relationships between, our 999, NHS 111 and PTS operations, as well as developing the role of business intelligence in order to improve our data analysis and insight to keep at the forefront of developments in a rapidly changing health and social care environment.

PROVIDER OF CHOICE

We will continue to be a provider of choice by:

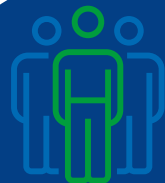
- Delivering high-quality, patient-focused services that meet targets agreed with our commissioners – whilst improving financial performance where possible
- Improving efficiency and optimising time to care
- Integrating and extending the Clinical Assessment Service
- Developing our Patient Transport Service in partnership with commissioners, partners and patients
- Delivering our fleet strategy with key focus on our carbon footprint



EMPLOYER OF CHOICE

We will continue to be an employer of choice by:

- Enabling our workforce to **'recover'**, ensuring continuing support to our workforce through access to time-off and employee support services
- Refreshing our Equality, Diversity & Inclusion strategy and associated programmes of work to improve Patient Experience and Inclusive Leadership
- Continuing our implementation of the NHS People Plan and SCAS Organisational Development strategy, including progressing the key themes of the 2020 Annual Staff Survey
- Developing our Apprenticeship programmes and launching our new Paramedic pathway in conjunction with Buckinghamshire New University
- Continuing our Digital learning and education programme



4,058
STAFF



1,036
Community
Responders



EMPLOYER
RECOGNITION
SCHEME
GOLD AWARD



PARTNER OF CHOICE

We will continue to be a partner of choice by:

- ➔ Continuing to work locally with partners to ensure reduction in patients conveyed to Emergency Department
- ➔ Continuing to take a leading role nationally in the development of Integrated Urgent Care (IUC), working with and influencing NHS England and implement the new IUC Key Performance Indicators
- ➔ Further develop national services and partnerships to enhance remote clinical assessment in future pandemics and improve integration of urgent care services in Integrated Care Systems (ICS)

SCAS has a pivotal role in local care systems, as a 24/7 provider of remote assessment and mobile care.

Our role is to ensure people can get the care they need, with the aim of offering the right care, first time, every time.

To achieve this, we are working with local partners to:

- ➔ Simplify access to care
- ➔ Assess more people's clinical needs remotely
- ➔ Enhance our mobile care and diagnostics
- ➔ Treat more people at home and on scene
- ➔ Book or refer directly into other services if people need onward care
- ➔ Address any unwarranted variations, either in equity of access or outcomes

Integrated care systems where SCAS provides services

Integrated Care Systems	Local care systems				
Bedfordshire, Luton and Milton Keynes (BLMK)	Milton Keynes	🚑	🏠		
Buckinghamshire, Oxfordshire & Berkshire West	Buckinghamshire	🚑	🏠	🏥	
	Berkshire West	🚑	🏠	🏥	
	Oxfordshire	🚑	🏠	🏥	
Dorset					🏥
Frimley Health	Berkshire East	🚑	🏠	🏥	
	North East Hampshire & Farnham		🏠	🏥	
	Surrey Heath		🏠	🏥	
Hampshire & Isle of Wight	North and Mid Hampshire	🚑	🏠	🏥	🏥
	South West Hampshire	🚑	🏠	🏥	🏥
	Southampton City	🚑	🏠	🏥	🏥
	Portsmouth & South East Hampshire	🚑	🏠	🏥	🏥
	Isle of Wight				🏥
Surrey Heartlands			🏠		
Sussex & East Surrey			🏠		

KEY

- 🚑 Emergency 999
- 🏠 Patient Transport
- 🏥 NHS 111/IUC
- 🏥 NHS 111 Dental

SUSTAINABLE AND DYNAMIC

SCAS is focussed on being a sustainable and dynamic organisation. This year our priorities in this area will be:

- Progress opportunities for clinical transformation, which benefit patients and staff
- Increase and enhance our participation in high quality pre-hospital care research
- Ensure financial balance through delivery of two 6-month budgets
- Deliver Year 1 of the Trust's new 5-year Digital and Information Strategies
- Continue our work to implement the Sustainability Strategy including the move to electric vehicles in line with NHS Net-Zero targets
- Improve our buildings and sites through delivery of the Estates strategy, including detailed design and procurement for new ambulance stations in High Wycombe and Oxford resource centres
- Developing plans to deliver new workforce and workplace models for the future

ENGAGING WITH OUR LOCAL COMMUNITIES AS A FOUNDATION TRUST

Effective engagement is a key element for providing excellent patient care and staff retention. As a Foundation Trust we have a large body of members – both public and staff – as well as a Council of Governors, whose views and opinions can help shape our services and improve the experience of our patients. We also engage extensively with members of the public and other stakeholders in our area.

As a result of the COVID pandemic we have changed the way we engage with members, stakeholders and the public, moving away from face-to-face contact to digital engagement, using a combination of email newsletters, Your Health Matters films on topics and themes suggested by our Governors, and digital resources for young people including activity packs, films, and presentations.

When restrictions allow we will return to engaging with people at events, but will also continue with the successful digital engagement channels developed over the past 18 months.

Our main focus will be on:

- Recruiting more members in under-represented areas
- Delivering a wide-range of engagement opportunities for members and the public
- Keeping members informed through a wide range of communication channels





**PROUD
TO BE
CARING
FOR YOU**

scas.nhs.uk

