

NHS

**East Midlands
Ambulance Service**

NHS Trust



Our Future Vision and Strategy

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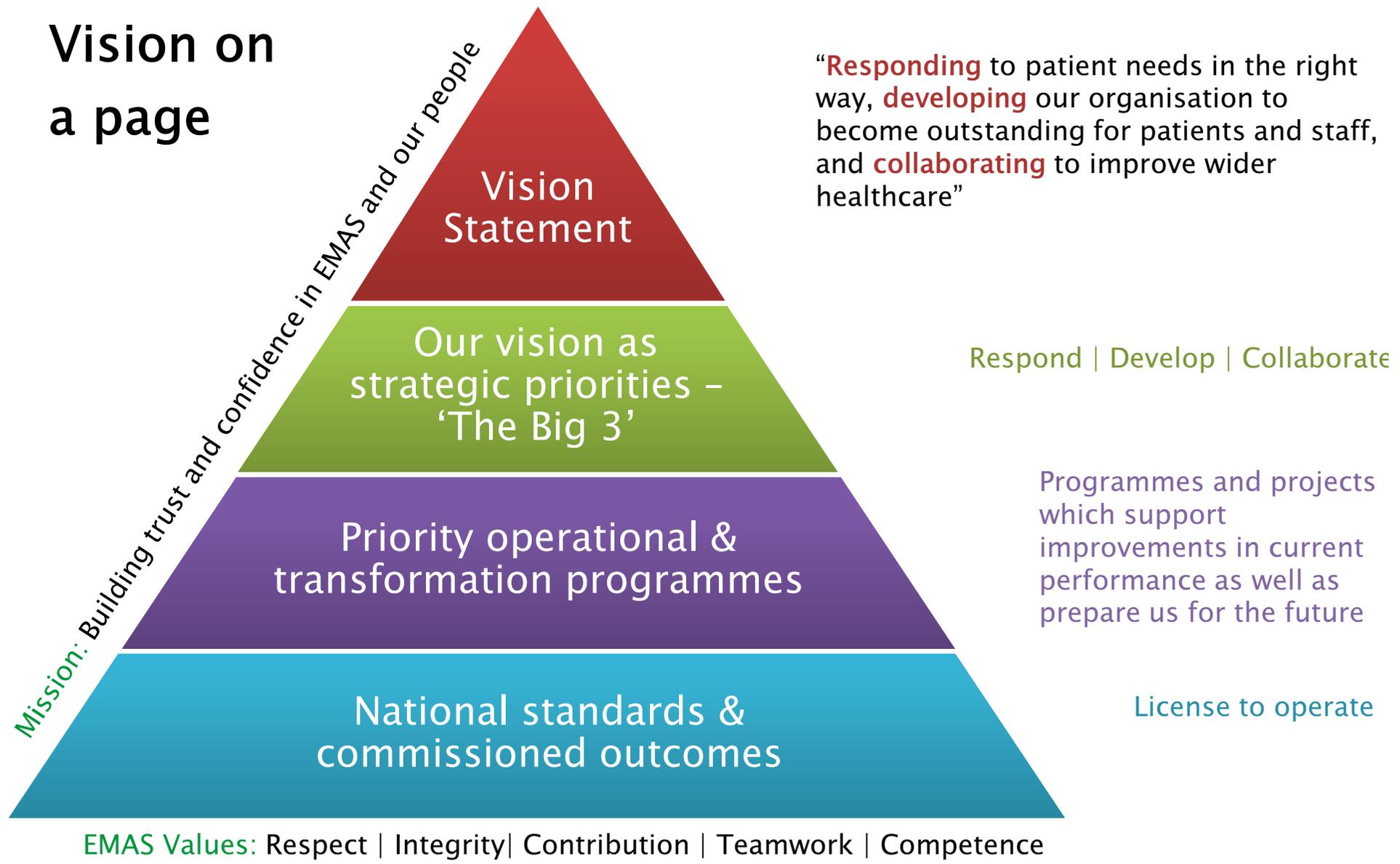
Involving you in our future, ambitions and aims



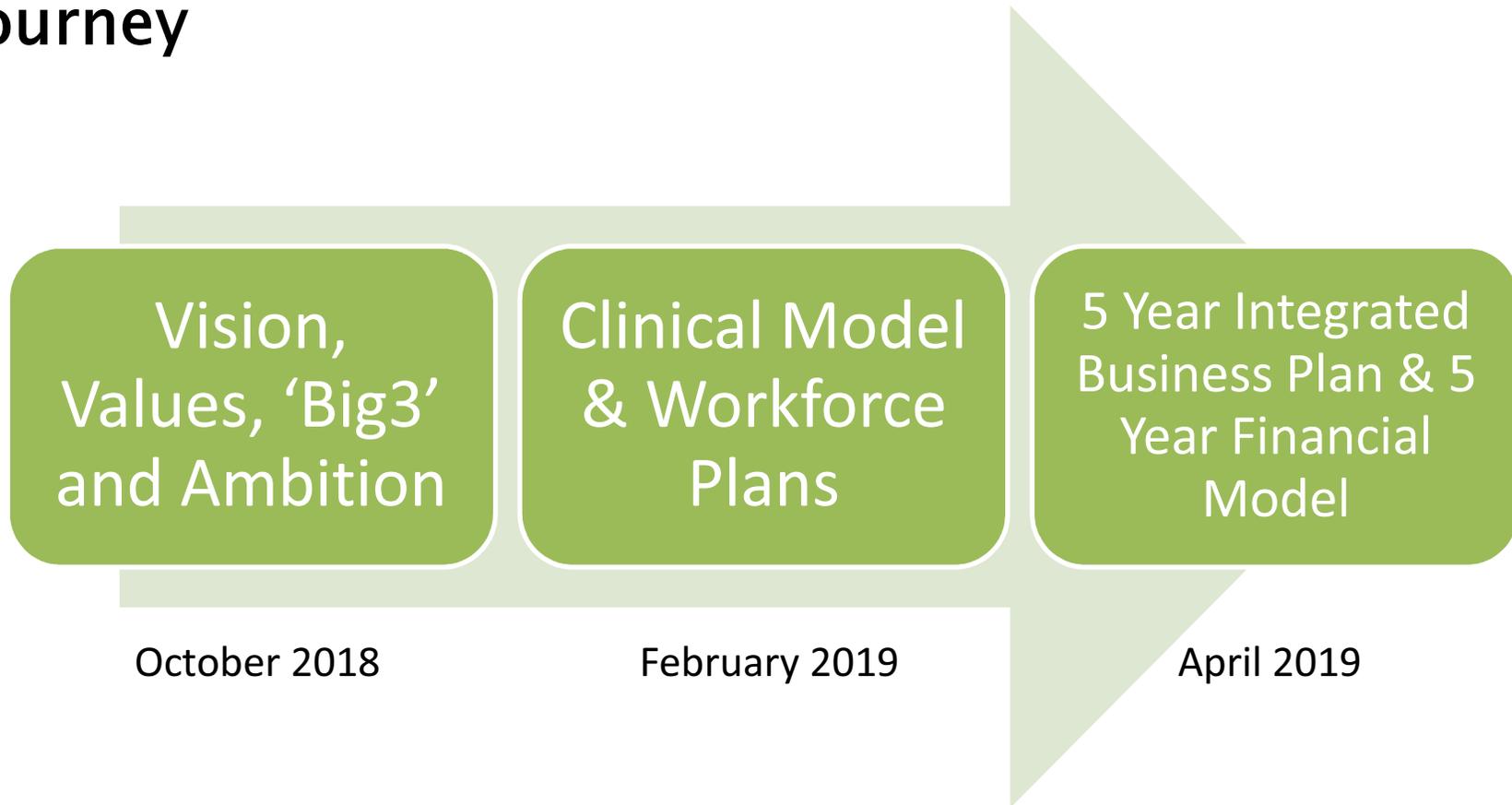
Why we need to define a vision for EMAS

- Give EMAS a **clear sense of direction**, purpose and focus (funding)
- **Enthuse and energise staff and stakeholders** and unite everyone towards achieving a common set of goals, which can be translated easily into individual roles and objectives
- Build **trust and confidence** in EMAS and our people, and improve the organisation's reputation (as a provider and an employer)
- Demonstrate organisational **leadership at a system level**, and move away from a more inward, operational focus
- Enable us to **prioritise** and deprioritise accordingly
- **Align our strategic priorities** with those of the system, and vice versa (where appropriate)
- **Manage expectations** where we are not prioritising activities
- **Accelerate improvements** in our performance and quality of care
- **Enhance staff satisfaction** and morale

Vision on a page



Our Development Journey



Revised vision

“**Responding** to patient needs in the right way, **developing** our organisation to become outstanding for patients and staff, and **collaborating** to improve wider healthcare”



Revised values

Our values have been updated to reflect our commitment to encouraging innovation, team and partnership working, and looking outwards as well as inwards

EMAS has five values which underpin everything we do, including the way we deliver our services and how we all work with others. By living these values and supporting others to do the same, we will help to make sure that EMAS is an organisation we can all be proud of.

Respect: Respect for our patients and each other

Integrity: Acting with integrity by doing the right thing for the right reasons

Contribution: Respecting and valuing *everyone's contribution, and encouraging innovation*

Teamwork: Working together, supporting each other, *and collaborating with other organisations*

Competence: Continually developing and improving *our competence*



The Big 3: Respond | Develop | Collaborate

“We will respond to patient needs in the most appropriate way”



“We will collaborate with partners and other organisations to reduce healthcare demand and improve wider healthcare”

“We will develop our organisation to become outstanding for patients and staff”



The Big 3: Respond | Develop | Collaborate

“We will respond to patient needs in the most right way”

We will know we have achieved this when:

- We are making full use of the care pathways available, safely treating patients at home
- We have the right number of staff in post with the right mix of skills, knowledge and training to respond flexibly to all patient needs based on our workforce plan
- We have the right number, type and age of vehicles on the road to meet the requirements of our workforce plan
- We have access to the right equipment, ambulances and staff to meet patient demand and need

The Big 3: Respond | Develop | Collaborate

“We will develop our organisation to become outstanding for patients and staff”

We will know we have achieved this when:

- Our patients report consistently high levels of satisfaction
- Our staff and volunteers report that they are proud to work for EMAS
- Our workforce is healthy, engaged, supported and satisfied, and everyone exemplifies the EMAS values in all that we do
- Our staff and volunteers can access opportunities, education and training to support their career development
- We have realised benefits through ensuring we operate a modern and sustainable estate
- We are consistently delivering the Ambulance System Indicators (including patient quality measures)
- We have achieved a CQC rating of ‘outstanding’ and are consistently meeting our financial targets

The Big 3: Respond | Develop | Collaborate

“We will collaborate with partners and other organisations to reduce healthcare demand and improve wider healthcare”

We will know we have achieved this when:

- We have led and contributed to improvements in key areas of healthcare that matter most to EMAS, our patients and our partners across the area we serve. *We will insert specific areas of focus to be determined with system partners during engagement, e.g.*
 - *More patients appropriately treated at home where safe or closer to home (non-conveyance)*
 - *Closer collaboration between the two regional clinical hubs (999 and 111)*
 - *Mental health (prevention and demand management)*
 - *Public education (management and prevention)*
 - *Access to improved pathways*
 - *Further develop our relationship with 111 to ensure patients access the most appropriate care*
- Our local communities are accessing emergency and urgent care services in the most appropriate way, based on their clinical needs

What do we want to become leaders of?

- Our use of **innovative technological solutions** to address wider healthcare issues and drive improvement
 - Our proactive work on **mental health** – patients (prevention and management with partners), and staff (health and wellbeing)
 - Becoming national leaders for our work on **patient safety**
 - Ensuring **equality and diversity** within our workforce
 - Demonstrating international best practice for our clinical outcomes for patients with **cardiac arrest**
 - Developing and embedding the **paramedic skillset** in multi-disciplinary team approaches across wider healthcare (led by EMAS)
 - Our proactive work with partners on **public education** (management and prevention) within our local communities
 - Developing a **positive organisational culture** that means staff want to work here and have high levels of satisfaction
 - Identifying and managing **sepsis** (across all geographies), building on the success of our pilot within Lincolnshire
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Next Steps

- Development of implementation plans for the new strategy, including quarterly milestones and monitoring arrangements
- Development of the EMAS Clinical Model during October – February, including the:
 - Operating Model
 - Clinical Leadership Model
 - Clinical Hub Strategy
- Re-development of the EMAS Five Year Integrated Business Plan (IBP), to be presented to Trust Board in April 2019.



Notes

- Verbal notes on options on closer to home treatment and difference in local offers.

