



North West Ambulance Service



NHS Trust



your lifeline to health care

Delivering the right care, at the right time, in the right place

North West Ambulance Service Summary Consultation Document

Seeking your views on our plans for becoming an NHS Foundation Trust



Consultation Period
10 January 2011 - 1 April 2011



Introduction

North West Ambulance Service NHS Trust is applying to become an NHS Foundation Trust. We believe that over time this will bring real benefits to patients, staff and the public we serve. The Government White Paper 'Equality and Excellence: Liberating the NHS' published in July 2010 outlines the commitment for all NHS Trusts to become Foundation Trusts.

We believe that becoming a Foundation Trust will give us the right platform to deliver our future vision of ambulance services in the North West, building on our excellent service delivery and quality of care. We feel that providing our communities and partners with the opportunity to be more involved in shaping the future of our services, is key to our success.

About the North West Ambulance Service

The North West Ambulance Service (NWS) is the largest ambulance service in the country providing 24 hour, 365 days a year accident and emergency services to those in need of emergency medical treatment and transport. Our highly skilled staff provide life-saving care to patients in the community and take people to hospital or a place of care if needed. We also provide non-emergency patient transport services for those who require transport to and

from hospital and are unable to travel unaided because of their medical condition or clinical need.

Alongside the other emergency services we also work to ensure the safety of the public and treatment of patients in the event of a major incident. We also play an important role in advising patients and the public about staying safe and healthy.

Did you know?

- The North West Ambulance Service was established on 1st July 2006, by the merger of ambulance trusts from Greater Manchester, Cheshire and Merseyside, Cumbria and Lancashire
- We currently employ over 5,100 staff
- The Trust Headquarters is in Bolton, and there are four main Area offices in Liverpool, Carlisle, Broughton and Bury
- There are 114 ambulance stations distributed across the region and three 999 Control Centres
- We receive around one million emergency calls, and carry out three million patient journeys per year, including over two million non-urgent patient transport journeys for patients travelling to hospitals and healthcare centres for treatment
- Our annual expenditure budget in 2009/10 was £240 million, of which 70% was invested in our staff
- 2009/10 saw the delivery of a major workforce expansion programme involving the recruitment of 300 people and the further training of an additional 270 frontline staff
- In 2009/10, we received 440 letters of thanks from patients, relatives and friends, as well as businesses, hospitals, clubs and employers
- The Trust has over 1500 community first responders, who are local community volunteers who work with the Service to provide immediate life saving care to patients whilst an ambulance is on the way
- The Trust has 450 volunteer car drivers who play a key role in helping us take patients to and from their hospital appointments
- We have set up 402 public defibrillator sites to assist victims of heart attacks and since April 2010 we have trained over 1250 members of the public in basic life support
- The Trust has a Bronze Investors in People award demonstrating our commitment to staff

What is a Foundation Trust?

Foundation Trusts are still part of the NHS and subject to NHS standards, performance ratings and systems of inspection. They operate according to NHS principles – free care, based on need and not ability to pay. The difference with a Foundation Trust is that it is run locally, with local people as members, having a say in how they wish their services to be developed.

Foundation Trusts enable local people to become involved in the democratic process of influencing how their health services are shaped in the future. The Trust invites local people to become members and who then elect representatives to serve on a Council of Governors. The Trust is held to account by the Council of Governors for its performance and

the Council will work with the Board of Directors to influence how services are developed and provided in the future.

An organisation called 'Monitor' authorises and regulates Foundation Trusts. Monitor is an independent official body which supervises NHS Foundation Trusts on behalf of the Government to make sure they operate in the public interest. Trusts must meet a set of very rigorous standards before Monitor decides whether or not to approve them as a Foundation Trust. Trusts have to demonstrate, for example, that the organisation is well run, that their finances are in order and that they have sustainable service plans that meet local needs.

Why do we want to become a Foundation Trust?

At a time of great economic challenge, the need to ensure we use public sector resources effectively is paramount.

We believe becoming a Foundation Trust will give us the very best opportunity to deliver our future vision to provide a high quality clinical service which meets the needs of our patients and the public across the North West, whilst making the very best use of our resources.

The financial stability which comes with Foundation Trust status will enable more effective longer term planning and investment to really make our plans happen.

Local accountability will mean we are making and delivering our plans in true partnership with you – our stakeholders.

What do we think are the main benefits to NWAS and its users?

Freedom to design services that meet community needs: NHS Foundation Trusts have more freedom from central Government control to work with communities to design services to meet their needs.

Greater financial freedoms: New financial freedoms will allow us to keep any surplus funds to invest in better facilities and services for patients.

Much more involvement for staff and the public to have their say in developing services: Members will have a real opportunity to participate and influence our ambulance service.

The opportunity to have a voice as a Governor of the organisation: Members will be able to stand for election as a Governor of the NHS Foundation Trust. Governors will appoint the Chair and Non-Executive Directors of the Trust. They will have a bigger say in how the ambulance service is run.

Support for staff and improvement to their working lives: Staff will benefit from better access to training and development opportunities through longer term investment. Staff, as both members and governors, will also have a greater influence on decision making and the future planning of services.

Strengthening local partnerships: More opportunities to work in closer partnership with other organisations and communities to provide joined up services for patients and the public across health and social care.

Our Vision and Values

Vision: We will deliver a high quality service to patients ensuring we deliver the right care, at the right time and in the right place.

Our Aims

Quality of Care – Effective, Safe, Clean and Caring

Communities – In partnership with our communities

Infrastructure – Delivering today, developing for the future

Best Value – Efficient, innovative and productive

Staff – A fully engaged workforce working together for patients and communities

Corporate objectives are developed for each of the strategic aims which enables us to measure progress. The strategic aims also reflect the organisational values which are outlined next.

Our Values

The values we commit to are:

- Patient focus
- Honesty
- Respect
- Listening
- Professionalism
- Confidentiality
- Fairness
- Learning
- Challenge
- Collective Responsibility
- Self awareness

Our Plans for the Future

Building on our achievements, the Trust has developed its future plans for the next five years to achieve the vision and strategic aims, and to support the delivery of the ‘right care, at the right time and in the right place’.

The key work programmes within the plans are as follows:-

- Modernising the Emergency Service, to ensure high quality and efficient delivery which meets the needs of our communities and achieves performance standards set nationally and agreed with our commissioners.
- Modernising the Patient Transport Service, to ensure high quality and efficient services which meet patients’ needs and performance standards agreed locally with our commissioners.
- Developing further the role of NWAS as a key partner and service provider in an integrated emergency and urgent care system across the North West.
- Developing even stronger plans to meet our responsibilities under the Civil Contingencies Act (2004) for when a major emergency occurs.



We will make sure our patients receive the **RIGHT CARE** by:

Ensuring that our staff have the right set of skills to treat the different conditions and illnesses of our patients, from A&E support staff to Advanced Paramedics.

Having the confidence that our patients have the best possible outcomes by improving the way we monitor patient care and treatment.

Making sure that our ambulances are thoroughly clean and our staff have the highest levels of hygiene when caring for patients.

Giving staff access to electronic patient information to support the treatment of patients, and to ensure the safe and effective handover of patients to other health services.

Tailoring the care we provide to be sensitive to a patient's individual needs whether these are health, social or cultural needs.

Improving our patient transport services to ensure that they meet the medical needs of our patients.

We will make sure we deliver care at the **RIGHT TIME** by:

Improving even further our call prioritisation to ensure our response times reflect more accurately the patient's clinical needs.

Making the best use of our valuable resources (staff, vehicles, buildings) to achieve our response times and deliver

more equitable access to communities across the varied geography of the North West.

Improving the timeliness and flexibility of our patient transport services for patients attending hospital appointments.

We will make sure our patients receive care in the **RIGHT PLACE** by:

Putting in place systems so we know how busy hospitals are and where best to take patients, ensuring they are seen in the best place for their needs as quickly as possible.

Treating more patients in their home when this is appropriate and safe to do so, avoiding unnecessary trips to accident and emergency departments.

Taking more patients to specialist treatment centres for treatment such as stroke, head injuries or heart conditions.

Ensuring patients have timely access to safe transport between places of care.



How we will be run

Each NHS Foundation Trust needs to establish its governance arrangements – a system of running the organization, to ensure it is fully accountable to its members. Current legislation requires all NHS Foundation Trusts to have Members, a Council of Governors (with a majority of Governors elected by the public members) and a Board of Directors.

We see membership as providing an exciting opportunity to engage with and involve our local communities. As a Foundation Trust we

will engage positively with our members and governors to seek their feedback and views on future priorities and developments. Our members will be formed from our staff, the public we serve and the volunteers who support us from across the whole North West region. Through our Council of Governors we will aim to build and sustain a wide consensus about the services we provide and our future direction

Members

Members will be able to:

- Have a say
- Help raise awareness of ambulance services across the North West
- Represent the views and needs of the local community
- Vote in the election for the Council of Governors
- Stand for election to the Council of Governors
- Influence proposed changes to services and future plans for development
- Be a volunteer

It will be up to individual members to determine the level of involvement they wish to have. This might include:

- Simply opting to receive information and vote for Governors
- Participating in discussion groups, surveys and consultation events
- Seeking election as a Governor

There will be two categories of members – public and staff. An individual can only belong to one category. Every member will be eligible to elect representatives to our Council of Governors.

Public Constituency

Members of the public who live in the North West can become a member of the Trust. We are proposing that our public membership will be open to anyone aged 16 or over.

We want to try and ensure we have public members representing the diversity and geography of the North West and aim to attract at least 5,000 people by September 2011.

Council of Governors

The Council of Governors represents the interests and views of the membership, including local people, staff and partner organisations. It will have important responsibilities including the appointment and removal of the Chairman. Staff and Public Governors are elected from the membership.

Public Governors

We propose that we will have 20 elected public Governors.

The public constituencies reflect the electoral boundaries of the counties and will be divided as follows:

- Cheshire
- Cumbria
- Greater Manchester
- Lancashire
- Merseyside

Each County will have four Public Governors, one of which will represent volunteers. This will mean of the 20 Public Governors, five will represent the volunteers.

Staff Governors

The staff constituency is divided into four classes with each class generating a number of staff governors as follows:

To reflect the key role that volunteers play in the delivery of our services, we are proposing that a class within our public constituency will be dedicated to our volunteers, ie Community First Responders, Volunteer Car Drivers. This will mean that the Trust will have an overall public membership with a volunteer group within it.

- State Registered Paramedics, Qualified Ambulance Technicians and Trainee Paramedics – 4 staff governors
- Patient Transport Service and High Dependency Service Staff (including managers) – 3 staff governors
- Emergency Control Centre Staff (including managers) – 2 staff governors
- Support staff and managers not included in one of the above categories – 2 staff governors

Appointed Governors

We propose to offer one seat on our Council of Governors to each of the following partner organisations.

- Commissioner organisations (this is a legal requirement)
- Local Authorities nomination to be invited from the North West region of the Society of Local Authority Chief Executives (SOLACE) (this is a legal requirement)
- Institutes of Higher Education, nomination to be invited from the Institutes awarded contract for delivery of paramedic diploma
- St John Ambulance
- The British Heart Foundation

Board of Directors

The Board of Directors will be responsible for the strategic and day to day management of the Trust. It is proposed the Board of Directors will comprise:

- Six Non-Executive Directors (including the Chairman)
- Five Executive Directors

The Executive Directors will include the Chief Executive, Director of Finance, a registered medical practitioner and a registered nurse or midwife.

What happens next?

Have Your Say, we want to hear your views on our plans. We will need your comments back by 1 April 2011.

There are different ways in which you can have your say:

Complete our feedback form

Fill in the questionnaire on page 11 of this document and send it to the following address:

FREEPOST RSLG-RBSA-YGJE
North West Ambulance Service NHS Trust
Ladybridge Hall Education & Training Centre
399 Chorley New Road
Bolton
BL1 5DD

By letter

If you would like to provide more detailed views and comments then we welcome these in writing to the address above.

By email

communications@nwas.nhs.uk

By telephone

0845 112 0 999

In person

We will be holding consultation events across the North West. These will be advertised locally and are on our website at www.nwas.nhs.uk

Invite us to your meetings

We welcome invitations to attend local meetings to discuss these proposals. If you would like to invite a representative from the Trust to come to your meeting please contact:

Sarah Smith

Assistant Director Corporate Communications
Sarah.smith@nwas.nhs.uk
01204 498400

The consultation document and this summary document are being widely distributed across the North West and will be made available for local people, our staff, local authorities including Health Overview and Scrutiny Committees, Local Involvement Networks, Primary Care Trusts, NHS Trust, Emergency Services, Voluntary and Community Groups. Further copies of the documents are available on our website or via communications@nwas.nhs.uk

Become a Member

We want as many people as possible across the North West to become one of our members. Membership is free, and it is easy to join. Simply complete the attached membership form and return it by freepost **FREEPOST RSLG-RBSA-YGJE, North West Ambulance Service NHS Trust, Ladybridge Hall Education & Training Centre, 399 Chorley New Road, Bolton BL1 5DD**, contact membership@nwas.nhs.uk or visit our website at www.nwas.nhs.uk

Next Steps

- All comments must be received no later than 1 April 2011. Any comments received after this date cannot be considered as part of this consultation.
- The Trust will consider all comments received.
- After the end of consultation we will produce a report setting out the comments that have been received and how these will influence our plans to become an NHS Foundation Trust.
- This report will be published on our website (www.nwas.nhs.uk) and will also be available on request from June 2011.

Contact Details and Further Information

If you would like additional copies of this document, copies of our full Consultation document, or copies in other languages and formats (Large Print, Audio Tape, Braille), please write to: **FREEPOST RSLG-RBSA-YGJE, North West Ambulance Service NHS Trust, Ladybridge Hall Education & Training Centre, 399 Chorley New Road, Bolton, BL1 5DD**

Timetable

Our proposed timetable is as follows:

1 April 2011	End of Consultation
June 2011	Publication of consultation feedback
October 2011	Secretary of State for Health approves application and commends it to the Independent Regulator (Monitor)
November 2011	The Independent Regulator (Monitor) commences its scrutiny of the application by the Trust
March 2012	North West Ambulance Service NHS Trust is authorised as an NHS Foundation Trust

Have your say (feedback form – tear out)

Your views are important to us, and we would like to know what you think about our proposals to become a Foundation Trust. The deadline for you to reply is Friday 1 April 2011. **Simply complete and return this form via the Freepost address.**

Question	Mark with (X)	Additional comments
Q1: Do you agree with our vision and strategic aims?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q2: Do you think our values are the right ones?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q3: Do you agree with our plans for the next five years?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q4: Do you agree that 16 should be the youngest age to become a member?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q5: Do you agree with the proposed public constituencies?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q6: Do you agree with our proposals for volunteers having a separate class in the public constituency?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q7: Do you agree with the proposals for staff membership?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q8: Do you agree with the proposed role of the Council of Governors?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q9: Do you agree with the number of public Governors within each county?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q10: Do you agree with the proposal to have separate Governors for volunteers?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q11: Do you agree with our proposals for Staff Governors?	<input type="checkbox"/> Yes <input type="checkbox"/> No	
Q12: Do you agree with the proposals for who our Partner Governors will be?	<input type="checkbox"/> Yes <input type="checkbox"/> No	

Question	Additional comments
Q13: If there is one thing you would like us to change to improve our service, what would it be?	
Q14: Is there anything else you would like to say about our future plans or application to be a Foundation Trust?	

Are You:

- ☐ Member of public ☐ Nwas staff
☐ Partner organisation
☐ Nwas volunteer ☐ Other,

please state.....

Thankyou for taking the time to comment on our proposals. If you wish to become a member, please complete the form overleaf.

Name

Address

Postcode

Telephone

Email



glue strip

glue strip

glue strip



Freepost RSLG-RBSA-YGJE
North West Ambulance Service NHS Trust
Ladybridge Hall Education & Training Centre
399 Chorley New Road
Bolton
BL1 5DD

Membership form

We want as many people as possible across the North West to become one of our members.

Membership is free, and it is easy to join. Simply complete this form and send it back to us by Freepost or contact membership@nwas.nhs.uk or visit our website at www.nwas.nhs.uk

You must be 16 years or older to become a member. If you are a member of our staff, you do not need to complete this form – information will be sent to you separately.

The information you provide here will be held on a database so that we can keep you up to date on membership issues. This information will remain confidential and held in accordance with the Data Protection Act (1998).

Your Details Fields marked with * are mandatory

*Title

*Telephone (home/work)

*First name

Mobile

*Last name

*Date of birth

*Address

.....

*Postcode

We would prefer to send you information about the Trust and membership issues by email

Email address

If you would prefer to receive this by post, please tick here ☐

About you

We want to involve the whole community and build a membership that is representative of the North West region. The following information will help us know if we are achieving this.

Gender (please tick) Male ☐ Female ☐

Ethnicity (please tick)

White **Mixed**

White British ☐ White and Black Caribbean ☐

White Irish ☐ White and Black African ☐

White Other ☐ White and Asian ☐

Other ☐

Asian / Asian British

Indian ☐

Pakistani ☐ **Black / Black British**

Bangladeshi ☐ Caribbean ☐

Other ☐ African ☐

Other ☐

Chinese ☐ **Other** Please state

.....

Y N

Do you consider yourself to have a disability? ☐ ☐

Do you have any specific requirements (eg: mobility, hearing loop, sight aids, interpreter)?

Please state here

.....

Getting involved

All members will receive regular information about the Trust and its services. If you want to get more involved, below are a number of ways in which you can (please tick as many as apply):

I would be interested in: Tick as many as apply ☐

Receiving regular information about the Trust ☐

Taking part in surveys, consultations and questionnaires ☐

Attending meetings or events Volunteering for the Trust ☐

Standing for election to the Council of Governors ☐

Your Areas of Interest

Is there a particular area of service you are interested in?

Emergency Services ☐ Education and Training ☐

Patient Transport Service ☐ Clinical Governance ☐

Volunteers ☐ Equality and Diversity ☐

Health and Safety ☐ Service Development ☐

Public register

We are required to keep a public register of our members. If you DO NOT wish your name to be included, please tick this box. ☐

I would like to become a member of North West Ambulance Service NHS Trust which is applying to become a Foundation Trust. ☐

Signature

Date

Thank you for applying to be a member of our Trust. We look forward to working with you in the future.

Please return this form to the Freepost address overleaf

For more information about membership write to:

FREEPOST RSLG-RBSA-YGJE
North West Ambulance Service NHS Trust
Ladybridge Hall Education & Training Centre
399 Chorley New Road
Bolton
BL1 5DD

Email: membership@nwas.nhs.uk

Phone: 0845 112 0 999

Visit our website www.nwas.nhs.uk



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Glossary of Terms

A&E

Accident and Emergency, in the UK, a common name for the emergency department of a hospital.

Civil Contingencies Act

The Civil Contingencies Act (2004) is a United Kingdom Act of Parliament that establishes a coherent framework for emergency planning and response ranging from local to national level. It also replaces former Civil Defence and Emergency Powers legislation of the 20th century.

Community First Responder

A Community First Responder (CFR), is a person available to be dispatched by an ambulance control centre to attend medical emergencies in their local area. These are normally, although not exclusively members of the public.

Emergency care

Emergency care is provided by ambulance crews when 999 is dialled and is continued by staff in A&E departments upon arrival.

Executive Directors

The Executive Directors form part of the Board of Directors as well as the Executive Management Team and are responsible for all aspects of the Trust's business, including finances and performance.

Non-Executive Directors

The Non-Executive Directors (NEDs) are voting members of the Board of Directors however they do not form part of the Executive Management team.

Urgent Care

Urgent care is the range of responses that health and care services provide to people who require - or who perceive - the need for urgent advice, care, treatment or diagnosis.

Patient Transport Service

The Patient Transport Service of the North West Ambulance Service provides non-emergency transport to and from hospital for those patients who are unable to travel unaided because of their medical condition or clinical need.

Primary Care Trust (PCT)

PCT's have responsibility for the healthcare needs of their local community; their aim is to improve the health of and address health inequalities in their communities. They receive budgets from the Department of Health to commission and provide primary care and community services across the local area and to commission hospital and ambulance services.

Public Defibrillator Sites

An automated external defibrillator or AED is a portable electronic device that automatically diagnoses the potentially life threatening cardiac arrhythmias of ventricular fibrillation and ventricular tachycardia in a patient and is able to treat them through defibrillation, the application of electrical therapy which stops the arrhythmia, allowing the heart to re-establish an effective rhythm. They are located in public places eg. workplaces and shopping centres for the public to use whilst waiting for the ambulance to arrive as they highly increase a patients chance of survival if used quickly.

Strategic Health Authority

NHS Strategic Health Authorities (SHA) are part of the structure of the NHS. Each SHA is responsible for enacting the directives and implementing policy as outlined by the Department of Health at a regional level. In turn each SHA area contains various NHS trusts which take responsibility for running or commissioning local NHS services. The SHA is responsible for strategic supervision of these services.

Voluntary Car Drivers

Voluntary Car Drivers supplement the Patient Transport Service by taking patients to and from hospital appointments on a voluntary basis.

Triage

Triage is a process of prioritising patients based on the severity of their condition

Your opinions are important to us. If you have any views about this document or if you would like to receive this document in large print, braille, on audio tape, or in an alternative language, please contact us.

Arabic

إذا كنت تحتاج لهذه الوثيقة بلغة أخرى أو بشكل آخر يرجى الاتصال بنا

Chinese

如果您需要本文件任何其它语言或格式的文本，请直接与我们联系。

Gujarati

જો તમને આ દસ્તાવેજ બીજી કોઈ ભાષા કે સ્વરૂપમાં જોઈતો હોય, તો કૃપા કરીને અમારો સંપર્ક કરો.

Polish

W celu otrzymania niniejszego dokumentu w innym języku lub formie, należy się z nami skontaktować.

Somali

Haddii aad ku rabto xaashadan luqad ama qaab kasta oo kale fadlan naia soo xidhiidh.

Urdu

اگر آپ کسی دیگر زبان یا اسلوب میں اس دستاویز کو منظم سے رابطہ کریں۔

Trust Headquarters

Ladybridge Hall
Chorley New Road
Bolton
BL1 5DD

Tel: 0845 112 0 999 (local rate)

Minicom: 0151 260 8628

Email: nwasenquiries@nwas.nhs.uk

Website: www.nwas.nhs.uk

Photography courtesy of Jason Locke

For further information visit the
website, email or call

0845 112 0 999

(charged at local rate)

