



North West Ambulance Service **NHS**
NHS Trust



COMMUNITIES STRATEGY

NORTH WEST AMBULANCE SERVICE NHS TRUST

COMMUNITIES STRATEGY

1. INTRODUCTION

North West Ambulance Service is committed to delivering the Right Care, at the Right Time and in the Right Place.

We believe that this is the best way for us to deliver safe, effective care and a positive patient experience. The views, representation and involvement of patients and communities within the North West are integral to delivering this aim.

We have a positive relationship with the communities that we serve. We believe in ensuring that the community voice is heard and that we take the views of communities into account when providing services. We are proud of the level of engagement we have with our communities at present and how we actively work with groups and volunteers but this strategy strengthens this further and states clearly our commitment to our communities going forward.

We want to engage with Communities across the North West and to participate together in finding new solutions, creating meaningful relationships and actively contribute to building safe and healthier communities. Ambulance 999 demand is increasing year on year and we want to work with communities to inform patients and the public on what to expect from their ambulance service.

The purpose of this document is to set out clearly the Trust's commitment to being a high quality service provider, an employer of choice and a promoter of healthy and safe lives.

2. WHAT IS OUR COMMUNITIES STRATEGY?

We have identified five main aims to demonstrate how we will deliver our commitment to communities in the North West:

- Acting on the views of patients and their communities
- Providing a seamless service for patients, in partnership with other health and social care bodies
- Ensuring equality of access to services and valuing diversity

- Protecting the environment and being a good corporate citizen
- Promoting healthy and safe lives

3. HOW WILL WE DELIVER THIS?

3.1 ACTING ON THE VIEWS OF PATIENTS AND THEIR COMMUNITIES

3.1.1 *We will provide patients and the public with information about services the Trust provides.*

The Trust has a communication and engagement strategy and provides information to the public in a number of ways. The Trust will be launching a new two year comprehensive communication and education programme to ensure patients and the public understand the changing role of the ambulance and receive information in a range of formats, channels and forums which meet their information needs. Those needs are and will continue to be identified by the Trust's wide range of patient feedback systems.

We will begin with a new marketing campaign on how to access services will be launched in 2013 to advise members of the public what to expect from their ambulance service.

3.1.2 *Ask patients, the public and members about their experiences and perceptions of the ambulance service.*

The Trust's patient experience programme uses a range of tools to elicit patient and public experiences and perceptions of its services. The programme includes a set of measures to assess what matters to patients and how the Trust is performing against these.

The aim is to embed the programme across all service areas with associated improvement targets year on year to increase patient satisfaction as well as using views to inform service improvement plans.

3.1.3 *Create an active and engaged public membership which is representative of the North West Region demonstrating public involvement and accountability.*

The first dedicated Members Event took place in 2012 and all members are given the opportunity to attend any Trust event. Membership magazine, Lifeline, is distributed to members quarterly and a Members Zone has been established on the Trust's website in which opportunities for involvement are actively promoted.

A Council of Governors will be formed in 2013 and will be responsible for ensuring members have a say in how services are run. The Trust will review its Membership Engagement Strategy in partnership with the Governors in order to continue to recruit, retain and engage with members in the future.

3.1.4 Work in partnership with community groups and stakeholders to design services which meet their needs.

The Trust will critically review its current work with community groups and assess where there are gaps in terms of representation. The Trust will undertake a listening exercise with community representatives during 2013/14 to discuss how the Trust will deliver its vision of Right Care, Right Time, and Right Place and publish the results.

3.2 PROVIDING A SEAMLESS SERVICE FOR PATIENTS, IN PARTNERSHIP WITH OTHER HEALTH AND SOCIAL CARE BODIES

3.2.1 Create a framework which will enable effective engagement with all partners and stakeholders including commissioners and other health and social care providers.

The Trust has always taken a proactive role in engaging with partners across health and social care and a recent review of our stakeholder engagement activities was carried out and a new framework developed to take into account the changing landscape of NHS and social care services. The Trust covers a large footprint and needs to work in partnership with numerous stakeholders for the benefit of the patient and the public.

The framework to engage with all partners and stakeholders will be in place from March 2013. It will create a platform for the Trust to build on how it informs and influences all stakeholders with regard to its service strategy and how it listens to the requirements of its stakeholders.

The framework will ensure the Trust remains sensitive to local commissioner and community needs as well as ensuring service provision for patients and the public is seamless in their eyes. This will also be achieved by liaison with Clinical Commissioning Groups and Health and Wellbeing Boards and supporting their local needs assessment process.

3.2.2 Work with stakeholders on major service delivery projects to ensure patients receive effective and integrated care.

In order to provide seamless and efficient services to patients in the North West, working in partnership with other health and social care providers in an integrated way is essential, particularly in the challenging austerity environment.

Patient Transport

The new operating model from April 2013 will involve us working in co-operation with other providers as well as offering a more flexible approach to service provision, in order to ensure high quality service to patients. The Trust will undertake patient satisfaction surveys with PTS patients annually to ensure the service provided meets their needs.

Urgent Care

NWAS' Urgent Care Strategy serves to develop innovative ways to make the best and more appropriate use of valuable 999 resources. A key element of this strategy is Paramedic Pathfinder, a range of safe, evidence based triage processes; designed and developed to enable NWAS Paramedics to conduct accurate face-to-face assessment of individual patient needs.

Community Care Pathways (CCP) are an alternative pathway of care for patients with long term conditions who are already known to care providers, that enables NWAS crews to easily identify when referral to expert community terms may be a more appropriate option for the patient.

The embedding of Pathfinder and associated Community Care Pathways within day to day practice will improve patients' quality of care and reduce pressure on health and care services. The Trust will work closely with hospitals, primary care and other providers to fully embed Pathfinder and Community Care Pathways by March 2014.

3.3 ENSURING EQUALITY OF ACCESS TO SERVICES AND VALUING DIVERSITY

3.3.1 Engage with protected groups and wider communities to inform the Trust's Equality Delivery System priorities.

We will undertake annual consultation with representatives from North West communities and all protected groups to inform the Trust's equality and diversity priorities. This will include the identification of key groups and use existing communication channels and networks to engage. We will undertake a minimum of five community group events per year.

3.3.2 Promote access to services and address any barriers with protected groups

We will continue to talk with community groups and leaders across the region to discuss service needs and perceived or real barriers to using the ambulance services. This will be done via existing networks, an annual programme of events and through

using tools such as the patient experience board game to discuss service access issues with identify community groups and identify areas of improvement.

3.3.3 Demonstrate the Trust's commitment to being a good employer.

We will continue to actively promote the Trust as a good employer with protected groups, using staff role models and case studies to promote opportunities. As part of the community engagement programme in 2012/13 and 2013/14 with protected groups, views will be sought on future recruitment with the aim of attracting a workforce reflective of the North West population.

3.3.4 Ensure all protected groups are reflected with asking for patient views and expectations of the service.

We will review all community protected groups within the NW Region and ensure the patient experience programme in 2012/13 and 14/14 takes account of their unique needs.

3.4 PROTECTING THE ENVIRONMENT AND BEING A GOOD CORPORATE CITIZEN

The Trust will demonstrate its role as a good corporate citizen by:

3.4.1 Reducing its energy consumption

The Trust will invest in replacing old less efficient boilers, take steps to reduce diesel fuel consumption by investing in technology and changes in practice. The Trust will also investigate and invest in new and renewable technology such as LED lighting, solar energy and voltage optimisation. The target will be set to be in line with that set with carbon reduction

3.4.2 Reducing the carbon footprint of the organisation.

The NHS Carbon Reduction Strategy sets a short term target of a minimum 10% reduction in the CO2 emissions generated in 2007 by 2015. The Trust will introduce policy to meet these requirements as well as reviewing its vehicle types to meet the reduction.

3.4.3 Achieving the targets set out within the Corporate Citizenship Model.

The Model sets a target by 2015 that the organisation should be "excellent" with a minimum of 70% in each area of the self-assessment. This will be delivered through a comprehensive plan focused on green travel plans, community engagement activities and promoting health and wellbeing within the organisation.

3.5 PROMOTING HEALTHY AND SAFE LIVES

- 3.5.1 Increase the number of people in the North West able to provide basic emergency life support and increase the availability of automated external defibrillators, for use in emergency situations by volunteer responders and members of the public.*

We will, through the Chain of Survival network, community engagement and the application of the Cardiac Smart award, work with partners to increase the number of defibrillators available to the public and the number of people trained to use them. A target of 20 Cardiac Smart awards has been set for 2012/13.

- 3.5.2 Promote awareness within our communities of Accident Prevention and Falls Prevention to reduce the impact on health services and to encourage healthier lives and safer communities.*

Creating a group of volunteers as community health champions will support the Trust in raising awareness of prevention methods in their communities as well as promoting healthy and safe living. This will be through the development of a Care and Comfort model as well as identifying better referral pathways with health and social care partners for patients who have an accident or experience a fall, to reduce the likelihood of it happening again. The aim is to have xx health champions by 2015.

- 3.5.3 Engage with local communities to ensure partnership working and sustainability.*

By understanding our communities needs our vision is to build their resilience in giving them the power to enhance quality, reduce inequality and improve patient experience, patient satisfaction and patient outcomes.

We can achieve this by unlocking potential and assets that exists within our communities such as Community First Responders and by the introduction of Community Health Champions.



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4. LIVING THE STRATEGY – IMPLEMENTATION

ACTING ON THE VIEWS OF PATIENTS AND THEIR COMMUNITIES		
OBJECTIVES	KEY ACTIONS	MILESTONES AND MEASURES
3.1.1 We will provide patients and the public with information about all our services	<ul style="list-style-type: none"> • A Marketing communications campaign will be launched. • A new two year education programme will be undertaken, building on current activities, based on a community listening exercise launched in April 2013 and the evaluation of the marketing campaign • Patient survey results will be used to assess whether information needs are met and will be monitored in the 2013/14 and 2014/15 programme. 	<p>Campaign evaluation completed June 2013</p> <p>Listening exercise outputs by September 2013</p> <p>PTS patient charter published in May 2013</p> <p>Education Programme launched October 2013</p> <p>Patient and public satisfaction re information needs is above 85% very satisfied by 2014.</p>

<p>3.1.2 Ask patients, the public and members about their experiences and perceptions</p>	<ul style="list-style-type: none"> • Patient experience programme 2012/13 undertaken with agreed measures reflecting what matters to patients • Produce a service improvement plan for all service areas based on the feedback received 	<p>Patient experience indicators for 2012/13 and 2013/14 achieved – satisfaction rating increased by 5% for all service areas</p> <p>Publish “you said, we did” outcomes annually to demonstrate improvements made</p> <p>Produce 5 patient stories per service line for learning purposes annually</p>
<p>3.1.3 Create an active public membership, representative of the North West</p>	<ul style="list-style-type: none"> • The membership engagement strategy will be reviewed with the new Council of Governors in June 2013 and a two year plan agreed • Targets and measures will be agreed for monitoring membership engagement activities 	<p>Membership strategy approved in August 2013</p> <p>Undertake five member only events a year with associated education programme</p> <p>Demonstrate 20%</p>

		increase in levels of membership engagement via event attendance, consultation response, focus group participation by 2015
3.1.4 Work in partnership with community groups and stakeholders to design services which meet their needs	<ul style="list-style-type: none"> • Gap analysis of community group engagement activities will be undertaken. • A listening exercise with community groups will be undertaken. 	<p>Identified gaps and actions to address June 2013</p> <p>Listening exercise evaluated and recommendations produced January 2014 to inform service improvement plans 2014/15</p>
PROVIDING A SEAMLESS SERVICE FOR PATIENTS, IN PARTNERSHIP WITH OTHER HEALTH AND SOCIAL CARE PROVIDERS		
OBJECTIVE	KEY ACTIONS	MILESTONES AND MEASURES
3.2.1 Create a framework which will enable effective engagement with all health and social care partners	<ul style="list-style-type: none"> • The framework will be in place by April 2013 and monitored monthly by Executive Management Team • Stakeholder mapping and review will be undertaken annually with Board of Directors 	A needs assessment undertaken with all relevant stakeholders to agree future partnership

		<p>opportunities by September 2013</p> <p>Local stakeholder events in partnership with CCGs undertaken six monthly in 2013/14 and 14/15</p> <p>Framework in place and performance report produced by March 2014</p>
<p>3.2.2 Work with stakeholders on major service delivery projects to ensure patients receive effective and integrated care</p>	<ul style="list-style-type: none"> • In partnership with commissioners, communication and education programmes will be agreed to support the successful implementation of the new patient transport contract • In partnership with health and social care providers and commissioners, communication and education programmes will be agreed to support the successful embedding of Paramedic Pathfinder and Community Care Pathways throughout the North West • Work with stakeholders to assess the impact of service rationalisation and agree key messages 	<p>No reduction in patient satisfaction levels</p> <p>Increase percentage of patients who demonstrate their expectations were met and experienced a smooth handover</p> <p>Monitor complaint and compliment levels</p>

ENSURING EQUALITY OF ACCESS TO SERVICES AND VALUING DIVERSITY		
OBJECTIVE	KEY ACTIONS	MILESTONES AND MEASURES
3.3.1 Engage with protected groups and wider communities to inform the Trust's Equality Delivery System	<ul style="list-style-type: none"> • A review the Trust's EDS self-assessment will be undertaken to progress of the delivery of the Trust's four year equality and diversity objectives • An annual consultation process with community groups and the membership will be undertaken to test out the Trust's performance against its equality and diversity objectives and identify areas of improvement 	<p>Self-assessment reviewed in February 2013 and annually afterwards</p> <p>Consultation in February 2013 and annually</p> <p>Demonstrate across all EDS outcomes that the Trust is 'achieving' by 2015</p>
3.3.2 Promote access to services and address any barriers with protected groups	<ul style="list-style-type: none"> • An audit of tools and knowledge available to staff to support community engagement will be undertaken e.g. pictorial handbook, language line and monitor usage • An audit of staff training and gap analysis will undertaken • A targeted Community engagement programme will be undertaken based on the gap analysis and feedback received from patients and staff 	<p>Staff have access to information and training to meet their needs, further audit undertaken by 2015</p> <p>Demonstrate a minimum of five</p>

		community engagement events per year
3.3.3 Demonstrate the Trust's commitment to being a good employer	<ul style="list-style-type: none"> • A review of current recruitment activities with community groups and agree targeted plans which reflect the North West profile • A range of case studies will be created to promote recruitment across a diverse range of communities by March 2014 	Increased representation from minority groups and an increase in how the North West profile is reflected in the staff profile
3.3.4 Ensure all protected groups are reflected when asking for patient views and expectations of the service	<ul style="list-style-type: none"> • Monitoring information will be introduced to measure the involvement of protected groups as part of the patient experience programme • Monitoring information for complaints and incidents will be reviewed to ensure this captures all protected groups 	Feedback is representative of all protected groups by 2015
PROTECTING THE ENVIRONMENT AND BEING A GOOD CORPORATE CITIZEN		
OBJECTIVE	KEY ACTIONS	MILESTONES AND MEASURES
3.4.1 Reducing its energy consumption	<p>The Trust is investing in new and renewable technology in the following specific trial areas.</p> <ul style="list-style-type: none"> • Voltage Optimisation at Broughton HQ • Solar Photo Voltaic Panels at Fazakerley Ambulance station and • LED Lighting schemes at Broughton ECC and ROCC, Fazakerley ambulance station and Elm House. <p>These schemes will be closely monitored with a view, subject to their success, of rolling out a programme across the Trust's portfolio.</p>	T b a

	In addition to the specific schemes, as and when heating systems reach the end of their working life these are being replaced with new high efficiency boilers and programmable controls.	
3.4.2 Reduce the carbon footprint of the organisation	<ul style="list-style-type: none"> The Trust's planned Estates Rationalisation Programme will have the impact of reducing its overall property footprint and this in turn will reduce the organisation carbon footprint. The Trust will invest in and tighten management controls of energy and fuel consumption levels will help to further reduce carbon emissions. 	Carbon footprint reduced by 10% in 2015, based on the CO2 emissions on 2007.
3.4.3 Achieving the targets set out within the Corporate Citizenship Model	<ul style="list-style-type: none"> Annual self-assessment carried out and agreed action plan in place to achieve the target by 2015 with six month performance monitoring Undertake benchmarking with other organisations via the NHS Sustainable Development Unit 	Trust to be assessed as excellent with a minimum of 70% across all areas of the model
PROMOTE HEALTHY AND SAFE LIVES		
OBJECTIVE	KEY ACTIONS	MILESTONES AND MEASURES
3.5.1 Increase the number of people in the North West able to provide basic emergency life support and the availability of automated defibrillators, for use in emergency situations by volunteers responders and members of the public	<ul style="list-style-type: none"> The new complementary resources strategy will be implemented with agreed target measures for increasing the number of people trained and the number of defibrillators 	Targets to be agreed 20 Cardiac Smart awards per year
3.5.2 Promote awareness within our	<ul style="list-style-type: none"> Materials will be developed to promote awareness 	Targets to be agreed

<p>communities of accident prevention and falls prevention to reduce the impact on health services and to encourage healthier lives and safe communities</p>	<ul style="list-style-type: none"> • Meet with health and wellbeing boards across the region and agree partnership opportunities • Community Health Champions will be introduced 	
<p>3.5.3 Engage with local communities to ensure partnership working and sustainability</p>	<ul style="list-style-type: none"> • The Care and Comfort model will be introduced to enable people to remain healthy and safe in their own homes • Paramedic Pathfinder and Community Care Pathways will be fully embedded to ensure patients are being referred to the most appropriate service for their needs. 	<p>Care and Comfort model introduced xxx</p> <p>Paramedic pathfinder and Community Care Pathways implemented by March 2014</p>

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5. SHARING OUR PROGRESS – MONITORING AND REPORTING

The Trust will consult on the content of this strategy widely with internal and external stakeholders and publish the feedback and final document.

Progress will be closely monitored by the Board of Director's Communities Committee and progress reports published every six months and shared with all our stakeholders.

All activities with our communities and particularly outputs from our Community Engagement programmes are published on the Trust's website at www.nwas.nhs.uk

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