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| **AGENDA ITEM** |
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| **EMERGENCY AMBULANCE SERVICES COMMITTEE** |

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| **EASC COMMISSIONING UPDATE** |

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| **Date of meeting** | (10/05/2022) |

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| **FOI Status** | Open/Public |

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| **If closed please indicate reason** | Not Applicable - Public Report |

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| **Prepared by** | Ross Whitehead – Deputy Chief Ambulance Services Commissioner |
| **Presented by** | Stephen Harrhy – Chief Ambulance Services Commissioner |
| **Approving Executive Sponsor** | Chief Ambulance Services Commissioner |

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| **Report purpose** | FOR NOTING |

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| **Engagement (internal/external) undertaken to date (including receipt/consideration at Committee/group)** | | |
| **Committee/Group/Individuals** | **Date** | **Outcome** |
|  |  | Choose an item. |

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| **ACRONYMS** | |
| EMS | Emergency Medical Services |

1. **SITUATION/BACKGROUND**
   1. Working with providers on behalf of the Committee, the Chief Ambulance Services Commissioner (CASC) and the EASC Team enacts the priorities of the Committee for their populations, with benefits delivered to patients and the Welsh public, Welsh Government, Clinical Networks, Health Boards and other elements of the NHS Wales system.
   2. Work is also undertaken with commissioned services to ensure compliance with Ministerial priorities, Annual Planning Frameworks, Chair’s Priorities etc.
   3. The EASC Model Standing Orders outline the expectation that safe, effective and timely services are delivered and that robust quality assurance and risk management systems support this.
   4. The established EASC Management Group and Non-Emergency Patient Transport Services (NEPTS) and Emergency Medical Retrieval and Transfer Service (EMRTS Cymru) Delivery Assurance Groups are the key governance and assurance mechanisms that ensure robust collaborative partnership arrangements with key stakeholders. These groups enable detailed oversight of delivery, performance and the strategic direction of commissioned services and are key elements of the collaborative commissioning approach adopted.
   5. These arrangements ensure that health boards and commissioned services jointly plan and take collective action to deliver the Committee’s priorities. Collaborative partnership working and a whole system approach is at the heart of these arrangements, ensuring that there is appropriate challenge, collaboration and a drive to build on the learning and experiences across the system and to improve quality of care and patient outcomes.
   6. These groups are tasked with enacting the commissioning responsibilities of the Committee to ensure the provision of safe, effective, equitable and sustainable services for the population of Wales.
2. **SPECIFIC MATTERS FOR CONSIDERATION BY THIS MEETING (ASSESSMENT)** 
   1. The EASC Commissioning Update has been prepared to provide Members of the Committee with an overview of the progress being made against the key elements of the collaborative commissioning approach including

* Commissioning Frameworks
* EASC Integrated Medium Term Plan (IMTP)
* Commissioning Intentions
* EASC Action Plan.
  1. **Commissioning Frameworks**

These frameworks are a key element of the collaborative commissioning approach and are in place for each of the commissioned services.

Frameworks are designed to support system leaders to work in a collaborative way, encouraging open and transparent discussions between commissioners and providers and to ensure engagement with other key stakeholders in the wider urgent and emergency care system. The aim is to support an improvement in service delivery, quality, patient safety and performance with a view always to optimise patient outcomes, patient safety and the patient experience.

There are a number of proven benefits to utilising the commissioning framework approach as part of the collaborative commissioning process. These include the use of a consistent commissioning process and approach, the setting of clear commissioning expectations and also facilitating collaborative and integrated commissioning as part of a system-wide response.

Commissioning frameworks will be used to take forward key actions and priorities for health boards and WAST with specific schedules making the required actions clear, and be regularly monitored by the Committee.

The updated framework will also provide health boards with the required clarity on how framework resources are being utilised to deliver the priorities of the Committee and will allow the development of different and transformational service offers within each health board area to address the needs of their populations.

It is believed that this approach will support the decision-making of the Committee, the EASC Management Group and sub-groups in terms of investment, resource utilisation and patient outcomes.

These changes will also be reflected as we update and refresh the frameworks during the life time of this plan in line with the agreed EASC commissioning cycle.

Discussions on the key principles of this approach will now take place with the WAST team to ensure the required value, benefits and outcomes are realised.

* 1. **EASC Integrated Medium Term Plan (IMTP)**

The EASC IMTP (2022-25) sets out the work programme expectations and deliverables for EASC for the next 3 years.

The plan recognises the role of EASC in enabling commissioned services to support the wider urgent and emergency care system to reduce the unprecedented levels of ambulance handover delays, minimise clinical risk and improve patient safety.

Meeting the overarching Ministerial priorities set out in the NHS Wales Planning Framework 2022-25 is an integral part of the plan. In addition, the plan details how the work of the Six Goals for Urgent and Emergency Care in Wales, in particular Priority Delivery Measure 11 (Phase One), contributing to the development of measures as part of phases two to four and the Goal 4 Action Plan will increase patient safety and the patient experience, minimise clinical risk and improve performance.

This plan identifies the wider system work programmes that will support transformation over the life cycle of this plan, responding to the plans that are being developed across the Health Boards. The plan also sets out how the Committee will continue to adapt and respond to changing service models at a local, regional and national level.

The plan focuses on commissioning intentions for commissioned services and commissioning priorities that are aligned to a number of relevant national programmes. These priorities are in addition to the ongoing delivery of agreed commissioning actions, the focus on essential operational service provision and the prioritisation of the core responsibility to minimise risk and harm through the provision of timely responses to patients, both virtually and physically.

The EASC IMTP submitted to Welsh Government is attached at **Appendix 1**.

The Chief Ambulance Services Commissioner and Deputy Chief Ambulance Services Commissioner have recently attended a positive EASC IMTP Collective Review Meeting with Welsh Government colleagues and formal feedback is expected in June 2022.

* 1. **Commissioning Intentions**

As part of the collaborative commissioning approach, Commissioning Intentions are worked up with health boards for each of our commissioned services to provide a clear indication of the strategic priorities of the Committee for the next financial year.

Intentions focus on outcomes, value, quality and safety of service delivery and aim to ensure reasonable expectations for the ongoing improvement of these services.

In developing these intentions, the Committee has sought to recognise the challenges of resetting in the post Covid-19 environment and to limit the additional asks on commissioned services to focus on the pandemic response, stabilisation and recovery of services.

However, where possible, opportunities to fast track service transformation have also been embraced.

It is important to note that commissioning intentions are not intended to set out all activity that will be undertaken by commissioners or the provider during the year and, therefore, other projects to deliver short term operational improvements will also be undertaken.

To complement the strategic focus of intentions, detailed service deliverables and metrics are included within the relevant commissioning framework, as part of the EASC collaborative commissioning approach.

The EASC Management Group, on behalf of EASC, will continue to hold responsibility for the development, monitoring and reporting of progress against intentions to ensure the strategic intent is achieved. The agreement of the EASC commissioning cycle in 2021-22 has already ensured increased engagement and a more timely approach to the agreement of commissioning intentions for 2022-23.

An update against the Commissioning Intentions for 2021-22 is attached as **Appendix 2**. Commissioning Intentions for 2022-23 are attached as **Appendix 3**.

* 1. **EASC Action Plan**

During the second half of 2021-22, at the request of the Minister for Health and Social Services, the EASC Team has developed and submitted monthly updates of the EASC Action Plan. This action plan provides an update on the improvement actions being taken across the system to improve ambulance availability.

This approach has been welcomed by the Committee and by Welsh Government officials and the intention is to build on this during the course of this planning cycle. It is proposed that this will include the delivery of operational improvements across the system in the short term as well as the progress made against strategic priorities.

The update will be presented at each Committee meeting, enabling Members to be regularly updated with regard the progress that EASC is making in these areas. Following the Committee meeting, this status update will also be circulated to relevant stakeholders, including Welsh Government, to ensure that they are sighted on the progress made.

The most recent EASC Action Plan (submitted to the Minister for Health and Social Services) is attached as **Appendix 4**.

1. **KEY RISKS/MATTERS FOR ESCALATION TO THE COMMITTEE** 
   1. Committee Members are requested to note the progress being made in relation to commissioning and the role of the Commissioning Frameworks, EASC IMTP, Commissioning Intentions and the EASC Action Plan.
   2. The aim of this collaborative commissioning approach is to recognise the role of EASC in enabling commissioned services to support the wider urgent and emergency care system by:

* providing clear commissioning expectations
* ensuring a value-based approach which enables an equitable, sustainable and transparent use of resources to achieve better outcomes for patients
* facilitating the required collaborative and integrated commissioning as part of a system-wide response across the urgent and emergency care services system
* adopting a consistent commissioning process and approach and improved sharing of best practice, supporting sustainable service delivery and commissioning going forward
* supporting an improvement in service delivery, quality, patient safety and performance with a view always to optimise patient outcomes, patient safety and the patient experience.
  1. Whilst the approach does set out the strategic priorities of the Committee, this is complemented by a focus on the delivery of operational improvements across the system in the short term and the inclusion of service deliverables and metrics.
  2. This approach recognizes the importance of timely engagement with key stakeholders in the wider urgent and emergency care system and the EASC Commissioning Cycle will be extended during the planning cycle to strengthen this.

1. **IMPACT ASSESSMENT**

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| **Quality/Safety/Patient Experience implications** | There are no specific quality and safety implications related to the activity outined in this report. |
| **Related Health and Care standard(s)** | ALL are relevant to this report |
| **Equality impact assessment completed** | Not required |
| **Legal implications / impact** | There are no specific legal implications related to the activity outlined in this report. |
| **Resource (Capital/Revenue £/Workforce) implications /**  **Impact** | Yes (Include further detail below) |
| **Link to Commissioning Intentions** | The Committee’s overarching role is to ensure its Commissioning Strategy for Emergency Ambulance Services utilising the five step patient pathway outlined within the National Collaborative Commissioning Quality and Delivery Agreement and the related outcomes for each care standard aligned with the Institute of Healthcare Improvement's (IHI) ‘Quadruple Aim’ are being progressed. |
| **Link to Main WBFG Act Objective** | Provide high quality care as locally as possible wherever it is safe and sustainable |

1. **RECOMMENDATION** 
   1. The EASC Joint Committee is asked to:

* **NOTE** the collaborative commissioning approach
* **NOTE** the aims of the approach
* **RECEIVE** the EASC IMTP, Commissioning Intentions Update (2021-22), the EASC Commissioning Intentions for 2022-23 and the EASC Action Plan
* **NOTE** the proposal to develop the EASC Commissioning Update to provide Members with an overview of the progress being made against the key elements of the collaborative commissioning approach.