



Great Western Ambulance Service **NHS**

NHS Trust

Joint HOSC Meeting

To be held on Friday 14 October, 2011 at 11am
At Wiltshire Council Monkton Park offices, Chippenham

Key in title here

1 Purpose

To update members on the trust's Estates Strategy, including any potential impact from the announcement on the planned partnership arrangement.

Paper supplied – 5 October, 2011



GWAS Estates Strategy Implementation – Joint HOSC update October 2011

As previously reported, Great Western Ambulance Service Trust Board approved the Estates Strategy on 26 May 2011. The Estates Strategy sets out the ambitions and priorities of the trust alongside the challenges of the current estates portfolio.

In broad terms the strategy will:

- Enhance the quality and responsiveness of patient services;
- Prepare the trust for expected increased demand;
- Improve working conditions for staff;
- Improve infection control and safety of services provided through integration of fleet maintenance and deep cleaning facilities;
- Support the Government's Spending Review and QIPP agenda to get best value for money, reducing overheads and ensuring the trust estate is as cost efficient as possible;
- Reduce the trust's carbon footprint.

There are a number of legacy sites and facilities with the estates portfolio that date back to before the creation of Great Western Ambulance Service. In some cases there is a duplication of facilities across the GWAS area. A programme to implement the strategy has been established and resourced. There are three initial key projects within the programme.

They are:

1. Bristol estate review

The project will explore opportunities to provide effective patient care across the greater Bristol area maximising the use and location of estates assets in the area. Through a review of existing buildings (including office and ambulance station sites) and strategic location of trust services, opportunities to achieve economies of scale and improve standards of facilities across an ageing estate will be explored.

The project aims to achieve an estates solution for the greater Bristol area that meets current and future needs for the provision of patient care, improving working conditions for staff and reducing the environmental impact of sites. Specifically for patients this will provide an assurance that the trust can place the right mix of responding vehicles and the most appropriately skilled clinicians in locations that meet the needs and demands of the community. Future housing and employment site developments will be taken into consideration to ensure that the trust can meet the changing demands of the greater Bristol area as it grows.

This project will begin with a review of what GWAS currently has, including where it is located, how it serves to meet demand, patient care and compares to a benchmark of

standards for facilities. A projection of what is needed both now and in the future forms the basis of that review.

The trust has a vision to create new standards of excellence in emergency and urgent care. Key to the delivery of this will be modelling analysis that will look at the impact of where trust facilities, vehicles and clinicians could be best placed within the greater Bristol area to achieve the best mix of location, facilities, affordability and ability to respond to patient demand and deliver excellent patient care where and when it is required.

It should be noted that financial savings made as a part of this project will be reinvested in the delivery of emergency and urgent care by the ambulance service.

2. Trust-wide offices review

The project will review existing office accommodation across the trust, identify the needs and requirements to support the delivery of high quality services to patients and the public, meeting demand now and in the future. This project will focus on the offices and facilities occupied by non-operational services and senior operational managers. Offices provided within operational ambulance stations (typically for operational management roles) fall outside of the scope of this review.

The trust currently provides offices at nine locations across the GWAS area. Due to the multiple locations of office facilities, much officer time is spent travelling between office locations; this is costly in terms of time and travelling expenses. There is a general lack of appropriate meeting space across the offices and a review of training facilities will need to be included.

This project will identify and review current facilities and usage. Current and future need will be explored and possible options identified. An options appraisal will examine a number of possible solutions / alternatives to the current arrangements.

3. Trust-wide operations centre review

This project will review the provision of all operations centres within the trust, managing both emergency and non-emergency calls and dispatch. The project will work towards a model that will support cost-effective delivery of high-quality services to patients and the public, and meet the needs of the trust and the community now and in the future.

The review will include all call handling, dispatch and call resolution for Accident and Emergency, Patient Transport Services and Out of Hours giving consideration to potential demands and opportunities created by the 111 project.

Members of the public will not experience any change to the current 999 service that is provided by GWAS. Calls will be answered in the normal way and the most appropriate vehicle and clinician dispatched to respond to the call.

The trust is currently maintaining three emergency operations centres (EOCs), a separate Patient Transport Service (PTS) control room and the Gloucestershire Out-of-Hours (OoH) control function is incorporated into the Gloucestershire EOC resulting in the operation of four separate locations.

When considering future options, the following will to be taken into consideration:

- Potential for increased efficiency and reductions in management overhead requirements by reducing the total number of locations;
- Improved responsiveness and flexibility to cater for variations in demand, including projected growth in call volumes and possible major incidents, through the ability to allocate resources flexibly and at short notice to meet changes in demand;
- The provision of a new clinical delivery model, following intelligent dispatch of resources and dispatch desk remodelling;
- Responding to patient needs quickly, equitably and appropriately day or night;
- In order to be considered as a potential provider of the 111 service there will be a need to increase capacity, efficiency and effectiveness of control rooms;
- Resilience, through implementation of effective backup and contingency arrangements.

Stakeholder engagement

Each of the projects will impact on GWAS staff, with real potential to result in significant change. External stakeholders, including members of the public, will have an interest in the outcomes and impacts of the projects. Discussions have taken place with the Strategic Health Authority to ensure that the gateway process for managing significant service change is followed throughout the implementation of the strategy.

Engagement of stakeholders is being managed on a project-by-project basis with the strategic overview at programme level. In all cases there is an ambition that the programme will be as open as possible in the review of provision and will keep regular communication and involvement with the most effected and most interested parties.

Regular updates will be shared with the Joint Overview and Scrutiny Committee as appropriate. Where specific projects have a greater significance to a particular geographical level, updates will be provided to the relevant overview and scrutiny committee.

The recent announcement that the trust is seeking a partner has prompted a review of this programme of work. Conversations with potential partners have concluded that the drivers and pressures highlighted in the estates strategy remain. The work to implement the estates strategy will continue as the trust continues to work towards a partnership.

Planned timescales

Project initiation documents for each of the projects were approved in September. The programme board requested that the timescales for both the Bristol estate review and the trust-wide offices review be revisited. This work was originally scheduled to begin quarter one and quarter two of the 2012-13 year. A revised timetable and the resource implications will be presented to the programme board in October.

The trust-wide review of operations centres is the most advanced of the three projects. It is anticipated that the programme board will present a recommendation and outline business case to trust Board by the end of November 2011.

Once the trust has approved the timescales, this information will be used to finalise the engagement timeline and the information will be shared with partners.