

# OUR YEAR IN ACTION

April 2022 - March 2023



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## A message from our chief executive



**Daren Mochrie QAM**  
CHIEF EXECUTIVE

It's been another busy year for us at North West Ambulance Service, and as we look ahead, it's important to reflect on our accomplishments.

This booklet highlights some of the incredible achievements from the year, celebrating our staff and volunteers and the fantastic work that they have done.

Our people really are the heart of the ambulance service and I am always amazed by their dedication, hard work and success, despite the many challenges they face. Their innovation and forward thinking sets us apart, and I am extremely proud of what we have achieved together.

As the pandemic restrictions have lifted, it's been brilliant to get back out into the community to attend and host various events. I want to take this opportunity to thank the people of the North West for their continued support over the last few years, which has really helped us through some very challenging times.

This past year we launched our new organisational strategy, which we have developed differently from those created in previous years. We have taken more time to listen to our staff and patients to understand what matters to them most, basing our priorities around these findings. You can read more about our strategy on the following page.

I hope you enjoy looking back on our key moments from 22/23 as much as I have.



**1.7m**  
EMERGENCY  
CALLS

**144k** were treated or signposted over the phone with hear and treat

**3.6m**   
CALLS ANSWERED

**334** AMBULANCE CLINICIANS RECRUITED | **1.3m** JOURNEYS UNDERTAKEN BY OUR PATIENT TRANSPORT SERVICE

**35** MINUTE



AVERAGE HOSPITAL HANDOVER TIME

PATIENT SATISFACTION

**PES 90.1%**  
**PTS 92.8%**  
**111 88.8%**

 **1000+**

VEHICLES ON THE ROAD

Our crews attended **1.1m** incidents

**14%** were categorised as life threatening

# REFINING OUR STRATEGY

Our new organisational strategy explains where we want to be and how we will get there together. It has been created using input from our people who have told us that we need to improve everyday working lives, focus on getting the basics right and look after each other.

In the strategy is a commitment to creating a working environment where physical and mental health and wellbeing is a priority. As well as a focus on staff, we need to look at how effectively we deliver our services, ensuring we meet the high standards our patients expect.

The strategy defines our shared purpose: to help people when they need us most. Based on this purpose, our strategy sets out our vision: to deliver the right care, at the right time, in the right place; every time.

In the North West, we have some of the most deprived communities in the country and with that comes enormous health challenges. Social circumstances can result in people having hugely different experiences of healthcare, and we are committed to working together with our partners to better understand the role that we play in reducing these inequalities.

To achieve our vision, we will focus on the following aims:

- Provide high-quality, inclusive care
- Be a brilliant place to work for all
- Work together to shape a better future

Our values – working together, being at our best and making a difference - are still a fundamental part of the strategy and describe the behaviours that underpin all we do.

## OUR AIMS



**PROVIDE HIGH-QUALITY, INCLUSIVE CARE**  
We recognise there are health differences between groups in the communities we serve. We will listen to understand and make sure our services are accessible to everyone.



**BE A BRILLIANT PLACE TO WORK FOR ALL**  
We will create an environment where our people feel happy and safe, have access to equal opportunities and are supported to be at their best.



**WORK TOGETHER TO SHAPE A BETTER FUTURE**  
We will work together to improve the services we provide. We will work with our partners and the public to find the solutions which improve access, outcomes and experience for everyone.

The following pages contain some of the fantastic progress we have made towards our three core aims.

**Provide high-quality,  
inclusive care.**



### **British Sign Language interpretation for 999 calls**

A new emergency video relay service for sign language users is now available across our three control rooms as part of a national initiative to make accessing the 999 service easier for people who are deaf or hard of hearing.

It allows a person who is hearing impaired to make a video call to a qualified and experienced interpreter who will translate their signing into spoken English for the emergency services to hear. The interpreter then signs what the emergency services say to the individual. As part of the rollout, we welcomed interpreters to visit our Broughton control room to learn about our call handling processes.

### **Working to improve public health**

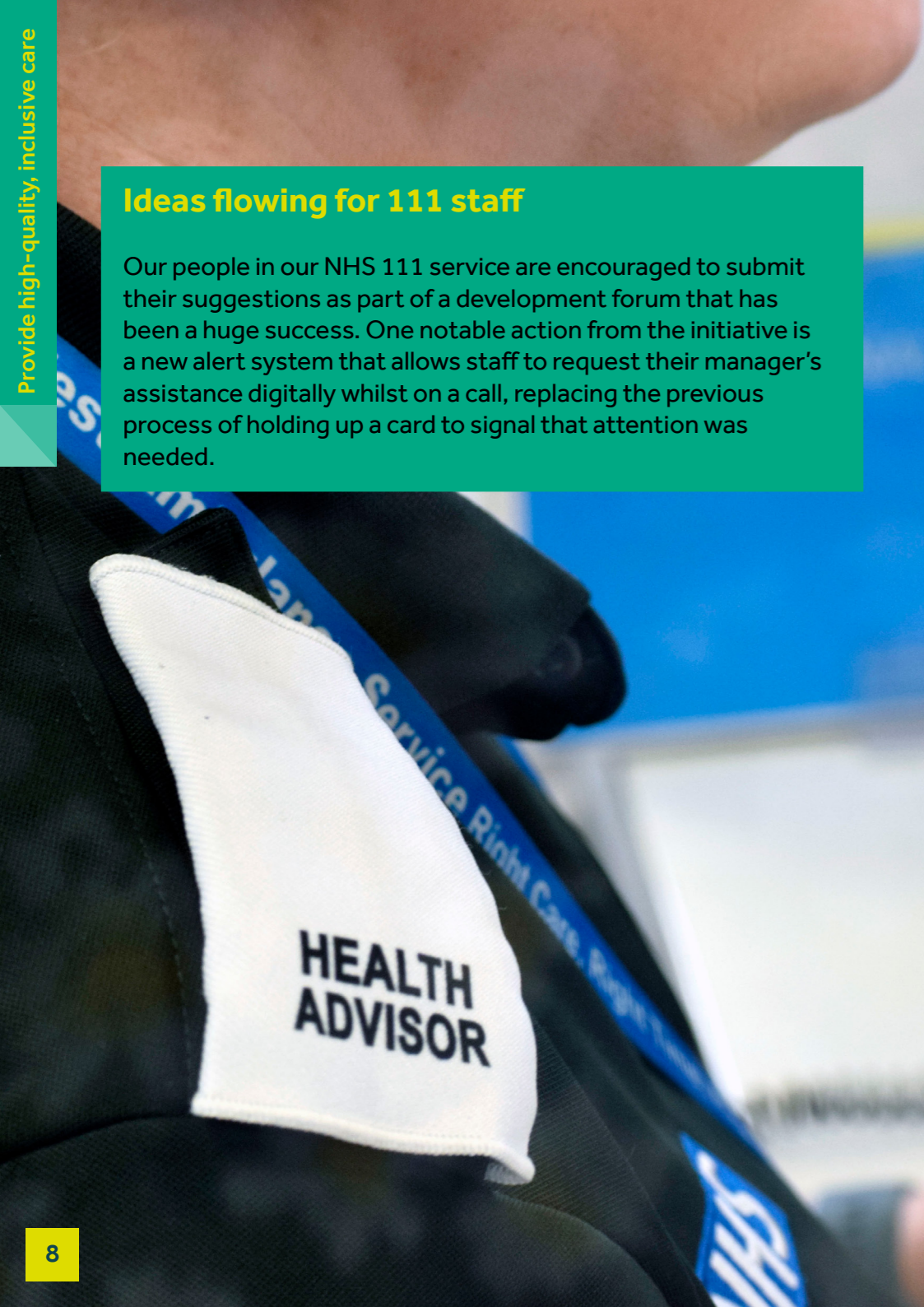
We are the first ambulance trust in the country to host public health registrars who have joined us on placements from Health Education England. Two registrars have been placed with us alongside a newly recruited public health manager so that we can work together to focus on our role in tackling health inequalities and look at initiatives to reduce demand for our services.

This year, they have continued to develop our social prescribing referral pathways, exploring how we can promote public health messages through our Patient Transport Service and developed several projects with our system partners focusing on ill health prevention.

### **Every Second Counts**

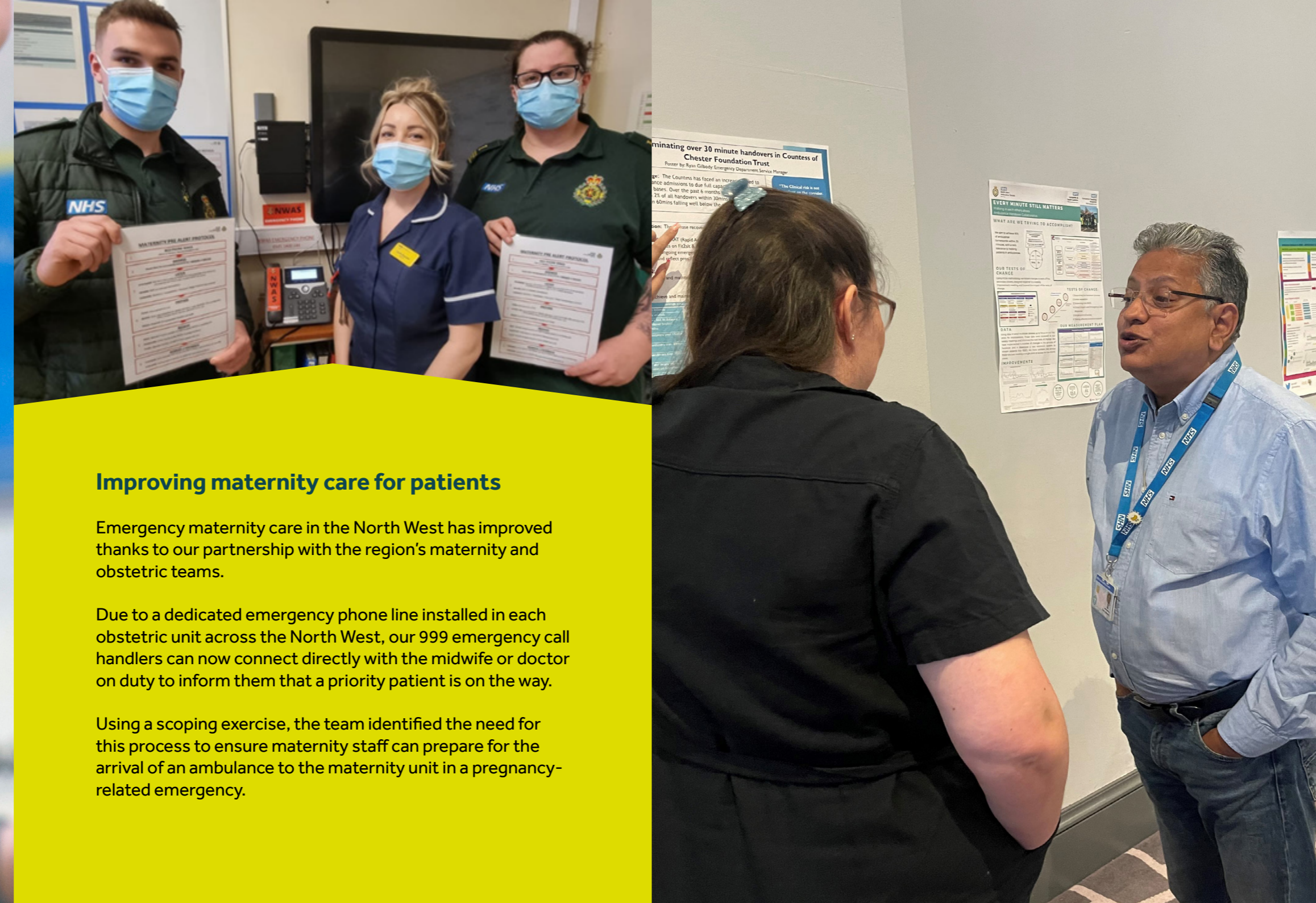
Ahead of our busy winter period, we launched a communications campaign to remind the public that we prioritise the most life-threatening situations to ensure we keep saving lives. The hard-hitting campaign, 'Every Second Counts', features a 90-second video highlighting how non-urgent 999 calls can block the line for genuine emergencies. We also shared messages on social media, local radio and with local media outlets.





### Ideas flowing for 111 staff

Our people in our NHS 111 service are encouraged to submit their suggestions as part of a development forum that has been a huge success. One notable action from the initiative is a new alert system that allows staff to request their manager's assistance digitally whilst on a call, replacing the previous process of holding up a card to signal that attention was needed.



### Improving maternity care for patients

Emergency maternity care in the North West has improved thanks to our partnership with the region's maternity and obstetric teams.

Due to a dedicated emergency phone line installed in each obstetric unit across the North West, our 999 emergency call handlers can now connect directly with the midwife or doctor on duty to inform them that a priority patient is on the way.

Using a scoping exercise, the team identified the need for this process to ensure maternity staff can prepare for the arrival of an ambulance to the maternity unit in a pregnancy-related emergency.

### Shared learning to improve hospital handovers

We now have a new hospital handovers e-learning module for staff to improve the safe handover of patients at hospital. NHS trusts nationwide will use it to reduce turnaround times and improve patient experiences.

The learning in the package has come from an ongoing collaboration between 14 North West hospitals and ourselves working closely together to enhance handover processes and increase patient safety.

The collaboration was shortlisted in the 'patient safety' category at the HSJ Awards for the second year running and has also been used as the basis for work with hospital trusts and system leaders to develop new procedures to release ambulance crews from hospital should they experience delays.

The past winter has also seen further collaborative work on ambulance handovers as Integrated Care Board-focused collaboratives were launched in December 2022.

Over 250 people from 32 organisations attended the six learning sessions held across the region with representation from emergency departments, community, commissioning, mental health teams, our Patient and Public Panel, Healthwatch and ourselves.





### Praise for excellence

The team behind our crisis triage car was recognised nationally by scooping an NHS Parliamentary Award for Excellence in Urgent and Emergency Care.

The collaboration between ourselves, Mersey Care NHS Foundation Trust, Merseyside Police and the British Transport Police is a reactive, proactive and preventative resource which provides assessment, treatment, and pathway support at the initial point of crisis. The triage car has a dedicated 24/7 telephone number operated by a clinical lead, providing assessments within 72 hours.



### Educating the next generation

We're proud to have launched 'The Ambulance Academy' - a free learning resource to help guide children and young people on using our services.

The dedicated area on our website contains everything the younger generations of our society need to know about careers in the ambulance service, being healthy, learning lifesaving skills and staying safe. It's packed with fun activities, information on different scenarios, lesson plans, and tips for adults to help get children talking and learning about the ambulance service.

# Be a brilliant place to work for all





### Tackling big issues

Our brand new podcast, 'turn off the blues', has been created by staff for staff and their families to remind them that they're not alone and encourage them to seek help if in need. Each episode features health-related stories and experiences from staff members who have suffered mental and physical health problems. Listeners have praised the podcast, which features topics such as menopause, post-natal depression and living with cancer.



## Supporting our people

We improved our health and wellbeing support site for staff. 'Invest in Yourself' is embedded into our intranet site, making it easily accessible for users and offers tips and advice on a range of wellbeing topics alongside signposting to relevant support. There is also a dedicated managers' section and help for staff whose family members may be in need.

Mental and emotional wellbeing

Health, Fitness and wellbeing

Financial wellbeing

Addiction and support



### Graduation success for paramedic apprentices

After two years of study and on-the-job learning, the first 58 apprentice paramedics hit the road after graduating from their course.

The apprenticeship degree launched in February 2021 in partnership with Cumbria University allows our existing emergency medical technicians to build on the skills they already have and become paramedics without requiring a three-year university degree course.

The apprenticeship programme enables us to develop our workforce and shape the talents we already have.



### Celebrating pride

Attending annual Pride events is always a highlight of our year. For the first time in two years, we participated in parades across the region where we joined thousands of people marching to celebrate our LGBTQ+ community. Over 50 colleagues got involved in Manchester Pride as our decorated ambulance and kitted-out staff walked through the rainbow-filled streets. We also had representation at Liverpool, Blackpool and Sandbach Pride events.





## Star in a Car

Our volunteer car drivers give up their spare time to help ensure that people get to their hospital appointments on time, and last summer, we re-launched our award-winning 'Star in a Car' campaign to encourage more people to join them. It was an excellent opportunity to thank and showcase some of our fantastic volunteers and share stories of why they got involved and how they feel about giving back.

## Supporting each other

Leaders in our Patient Transport Service have been making positive changes to improve staff health and wellbeing.

They have undertaken training to become mental health first aiders, equipping them with the skills and knowledge to support team members experiencing a mental health issue or emotional distress.

They have also worked to encourage staff to share experiences and open up with each other as well as celebrate successes by awarding a 'star of the month'.

## Recognition for our equality and diversity

We are proud to have achieved The Employers Network for Equality & Inclusion's Gold Award for Talent, Inclusion and Diversity Evaluation in recognition of our steps and actions to support an inclusive culture.

The judges recognised us, out of 155 global entries and just 13 gold award winners, for our efforts to address under-representation in senior leadership teams, create a network of equality, diversity and inclusion (EDI) champions across the trust, offer EDI awareness training and use targeted recruitment methods to achieve a more representative workforce.



## Using our experiences to be more inclusive

Our staff networks have gone from strength to strength this year with a brand new Women's Network set up to explore how we can use women's skills and experience in NWS to create an even more diverse and inclusive organisation.

The network organised a schedule of events to bring together a network of allies (both male and female) who are supportive of women and those who identify as female. Attendees participate in meaningful discussions and hear from external partners about how gender issues have progressed in their organisations and businesses.

## A night to remember

It was fantastic to get together and celebrate the achievements of our people as we hosted the 'Super Star Awards' in June. We held a night to remember with celebrity performances from comedy legends Dave Spikey and Steve Royle, emotive nomination videos and a spectacular set from a live band involving a member of our team. The event received national recognition at the North West CIPR PRide Awards, winning silver in the 'best event' category.

Turn over to see more pictures...







# SUPER STAR Awards





## Pledging to support our Armed Forces

We were proud to demonstrate our commitment to supporting the Armed Forces community and the Armed Forces Covenant by revalidating our Ministry of Defence Employer Recognition Scheme Gold Award.

This is the highest accolade for employers and demonstrates that we formally pledge to advocate support to defence and the armed forces community, and that we align our values with the Armed Forces Covenant.



## Looking after our staff

During the busy winter months our ambulance crews were supported with the provision of six welfare vehicles across the region. Thanks to funding from our charity, the vehicles were stocked with snacks and drinks available to staff whilst they were waiting at hospitals. 78 new ambulance welfare volunteers were on hand to man the vehicles as well as providing a friendly face and a chat to crews during their hectic shift.



## Boosting our workforce

As part of our ongoing Service Delivery Model Review, recommendations were made by industry experts ORH to boost the number of ambulance clinicians. We converted short-term investment to long-term funding enabling us to recruit additional permanent front line colleagues. To support this investment and the ongoing workforce requirements, this year we've recruited 221 paramedics, including a cohort of 15 Australian newly qualified paramedics who commenced in July 2022, as well as an additional 114 emergency medical technicians.

# Work together to shape a better future





### Cutting-edge new ambulance station opens its doors

Our brand new Blackpool ambulance hub was officially opened by the Lord Lieutenant of Lancashire, The Rt Hon The Lord Shuttleworth, after two years of planning and construction work to rebuild the former site.

The station now houses staff from Fleetwood, Lytham, Thornton and Wesham. It offers benefits for staff and provides improved efficiencies on how they respond to patients in the community. One of the key features is the 'make ready' facility, which ensures that ambulances are deep cleaned, maintenance checked, fully stocked with equipment and medicines and are ready to respond to patients without a clinician having to undertake these checks first.



### Streamlining our services into a single triage tool

Following a large-scale rollout, a new telephone triage system was successfully implemented across the trust, bringing together our 111 and 999 services into a single system.

It brings significant benefits, including consistent patient outcomes regardless of which number they use to call us and increasing opportunities for our services to work more closely. Already used by our 111 teams, NHS Pathways is a clinical tool to assess, triage and direct patients and the public to urgent and emergency care services.

### Complex incident hub

A team of dispatchers and senior clinicians have taken up roles in a new 'complex incident hub' in our emergency control room. They oversee responses to critical and complex incidents that may need an additional or specialist resource by supporting the crews attending.

The dedicated team provides senior clinical advice, dispatches specialist resources and coordinates all referrals into specialist networks such as the trauma network. It combines all these resources into one place to provide a joined-up approach.



### Turning research into success

Our Research and Development Team were recognised at the Greater Manchester Health and Care Research Awards for their collaborative work with the International Observatory on end of life care.

The team worked together with Lancaster University, East Lancashire Hospitals NHS Trust and partners across the North West to adapt and evaluate a free, online training programme on advanced care planning for use by healthcare providers. They took home the 'collaborative working accomplishment' award alongside being shortlisted for 'primary care or community research contribution'.





Work together to shape a better future



### Ready for the future

Brand new Schiller ambulance defibrillators have been put into operation across Lancashire.

The devices are much lighter and more compact than our previous models and use advanced technology to bring multiple benefits, including the ability to provide feedback on chest compressions using a traffic light system.

Feedback from staff is now informing plans for further roll outs across the trust.

### Smart success

Following a well-received pilot, we are now rolling out three smart solutions across all our sites. These are interactive digital wallboards, digital key cabinets and digital controlled drugs keys.

The smart technology replaces outdated processes making it easier for staff to access the information and supplies they need for their shift, avoiding delays to patient care and improving safety. The smart programme won a national HSJ Digital award and work is ongoing to pilot further solutions.



### Joining forces

During a particularly challenging period, colleagues from the military partnered with our paramedics and emergency medical technicians for 12 weeks to support us on the road by responding to more than 12,000 incidents across the North West.

It allowed us to have more vehicles on the road, with those ambulances crewed by clinicians alongside military personnel attending to patient in a less urgent condition who often wait longer for assistance during our busy periods.



### Going greener

As part of our commitment to working together on behalf of our communities to become a more sustainable organisation, we have added new electric vehicles to our growing fleet. We successfully piloted the Kia EV6 rapid response vehicle (RRV) and Mercedes eVito dedicated mental health resource as part of a national initiative.

Following this, we have committed to replacing a further 52 RRVs with electric vehicles and engaging in an additional pilot. We have introduced electric vehicles for our workshop and logistics teams and have invested in over 90 charge points to support the infrastructure around this. We've also developed 'green spaces' at ambulance stations and work to repurpose furniture no longer required for use to avoid them going to landfill.

### Digitising our frontline

After issuing iPads to operational staff last year, work has been ongoing to add functionality to these including allowing clinicians to use them to view and record patient data and share this with the relevant NHS partners.

This aids clinical decision making and streamlines the hospital handover process. The new application is due to be rolled out imminently.

### Recognition for digital innovation

We've implemented a new risk management solution to drive patient safety and transform how risk is managed across the organisation.

The bespoke solution streamlines reporting into one accessible, innovative system which is used to capture and analyse data such as incident reports, legal reports, complaints, freedom of information requests and more.

The project has been recognised nationally and has been shortlisted for a HSJ Digital Award.







## Need an alternative format?

If you would like this information in an alternative language or format, such as easy-read or large print, please contact our Patient Engagement Team:

 0345 112 0999

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