



# Our Strategy, our People, our Trust

East of England Ambulance Service  
NHS Trust Strategy 2020 – 2025



## Thank you

We would like to thank all the staff, volunteers, external partners and members of the public who contributed to this corporate strategy.

### Trust Board (June 2020)

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Nicola Scrivings	Trust Chair
Dorothy Hosein	Chief Executive Officer
Emma De Carteret	Head of Governance

### Non-Executive Directors

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Carolan Davidge  
Alison Wigg  
Wendy Thomas  
Neville Hounsome  
Mrunal Sisodia

### Executive Directors

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Marcus Bailey	Chief Operating Officer
Tom Davis	Medical Director
John Syson	Interim Director of Workforce
Kevin Smith	Director of Finance and Commissioning

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## Welcome

At the East of England Ambulance Service NHS Trust (EEAST), our overarching aim is to place our patients and staff at the heart of everything we do while delivering our vision of ‘outstanding care, exceptional people, every hour of every day’. We provide safe, high quality services across the six counties we serve, and work closely with our partners to ensure that all of our patients receive the right care, in the right place, at the right time.

We have developed this strategy to help us achieve those aims. It sets four goals for the coming five years that focus on our staff, quality of care, collaboration and sustainability. It also gives more detail about the strategies which underpin the achievement of those goals and describe our priorities up to 2025.

Quite rightly, our strategy places an emphasis on our staff, and shows how we will transform our organisation into an exceptional place to work, volunteer and learn. This, in turn, helps us to retain our current workforce while attracting the brightest and best new recruits and returners to EEAST. It underlines our commitment to diversity and equality for all of our people so that everyone has the opportunity to fulfil their aspirations.

Our strategy has a clear focus on quality and safety, meeting the highest performance standards and providing the best possible care to our patients. It also shows the steps we will take to achieve environmental and financial sustainability, building a firm foundation for the future.

Our strategy has been developed with the help of staff, patient representatives, volunteers, charity and emergency service partners and sustainability and transformation partnership (STP) and integrated care system (ICS) colleagues, which reflects our commitment to collaboration and integration. This will be important in the coming years as demand for NHS services continues to grow and change. We will need to work together more effectively than ever before to find innovative ways to deliver care closer to home and keep patients out of hospital. As a result, working together forms another central theme in our strategy, and is an ongoing area of focus for us in the next five years, during which time we will make the very best use of these partnerships to benefit our patients.

Our strategy was originally developed before the COVID-19 pandemic, which has had a major and wide-ranging impact on our services. We are now using the lessons learnt while managing the crisis to enhance the strategy so that we can transform our services even further and faster than may have been possible before.

We hope you enjoy reading this document and being part of an exciting future which will bring improvements for our patients. As always, we welcome your feedback, so please do get in touch with any comments you may have.

With thanks and best wishes,



**Dorothy Hosein**  
Chief Executive

**Nicola Scrivings**  
Trust Chair

# At a glance

Serving six counties  
and covering  
7,500 square miles



Three control rooms  
based in Norwich,  
Bedford and  
Chelmsford



Taking more than  
1.2 million\* calls  
(2019)



\*Total: 1,296,382

More than 535  
ambulance / rapid  
response vehicles



More than 4,000  
staff and 1,500  
volunteers



Working with  
17 acute trusts...



... 15 clinical  
commissioning  
groups and



... six sustainability  
and transformation  
partnerships (STPs)  
/integrated care  
systems (ICs)



More than 69,000  
calls taken by our  
emergency clinical  
advice and triage  
team (ECAT)



Providing patient  
transportation services in  
Cambridgeshire, Bedfordshire,  
Hertfordshire and North,  
South and West Essex



All figures accurate  
in June 2020

Find out more  
about us and our  
demographic at  
[www.eastamb.nhs.uk/  
about-us/](http://www.eastamb.nhs.uk/about-us/)



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“I am so proud to be part of EEAST as we work together to deliver on our vision. Our commitment to provide outstanding care, with exceptional people, every hour of every day is exciting and within reach. We will deliver on this commitment to our communities and the people that we serve.”

**Nicola Scrivings**  
Trust Chair



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“For me, life at EEAST is all about the people. Without our fantastic staff and volunteers, we simply wouldn’t be able to deliver high quality care to our patients and their families. Their commitment and dedication makes me incredibly proud.”

**Dorothy Hosein**  
Chief Executive Officer



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“Working for EEAST has helped me to achieve both personal and career aspirations. Along with my team, I hope to continue providing high quality, compassionate care to all of our patients, while using that experience to become a better individual.”

**Tanoh Asamoah-Danso**  
Senior Paramedic

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“My role has shown me how each and every contribution we make has an impact on patient care. EEAST is like a family to me and I’m proud to work for a diverse employer which supports all of its staff and our communities.”

**Dawn Whelan**  
Sector Business and Partnerships  
Lead Suffolk & North East Essex



“Working for EEAST for 25 years has been a journey of change, but with a lot of job satisfaction. Each day is different and unpredictable, so with enthusiasm and commitment, I’m ready to face the challenges of the future.”

**Carl Smith**

Quality Improvement and Professional Standards Officer and Advanced Paramedic (Critical Care)





“I am proud to work for a Trust that not only delivers outstanding care for patients but also looks after the physical and mental wellbeing of its staff. To me, life at EEAST is about the perfect work-life balance.”

**Rebecca Endersby**  
Senior Paramedic

“After 37 years, I’ve hung up my stethoscope and moved into a support role to ensure vehicles are clean and ready for our crews. This has allowed me to keep helping patients and colleagues while remaining part of the EEAST family.”

**Paul Levine**  
Make Ready Group Lead  
Mid and South Essex





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“Never underestimate the smallest act of care or the power of a kind word or smile. I might not be able to save everyone but knowing I can save someone is what keeps me doing this job.”

**Louise Stephens**  
HART Paramedic

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“For me, life at EEAST means that each of us has our own part to play. The dynamic nature of the Trust’s IT requirements means, as a team, we are continually evolving to meet the organisational demand.”

**Adeshina Oseni**  
Cloud Technologies Specialist (Digital)





“My life at EEAST has seen changes and challenges and I constantly strive to get the staff voice heard. I try to ensure that our organisation is a place people want to work, where everyone is treated fairly and equally.”

**Jess Micallef**  
UNISON Bedfordshire  
County Lead

“The ambulance service is often called a ‘green’ family and, at EEAST, that’s exactly how it feels. Working together and supporting each other, no matter what our differences, to provide outstanding care for our patients.”

**Jim Graves**  
Senior Paramedic and Chair of  
EEAST’s Lesbian, Gay, Bisexual,  
Transgender (LGBT) Network





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“My job with EEAST is my first in the UK and although it’s the most challenging I’ve faced in my career, it is a role I’m incredibly passionate about. It gives me immense pride to say I work for EEAST.”

**Ajay Kumar**  
Health, Safety and Security Manager  
and Chair of Black, Asian, and minority  
ethnic (BAME) group



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“It’s great to be part of a service which is focused on caring for people. Team EEAST incorporates so many complementary strengths and competencies that every day provides opportunities to make a real difference to both our patients and colleagues.”

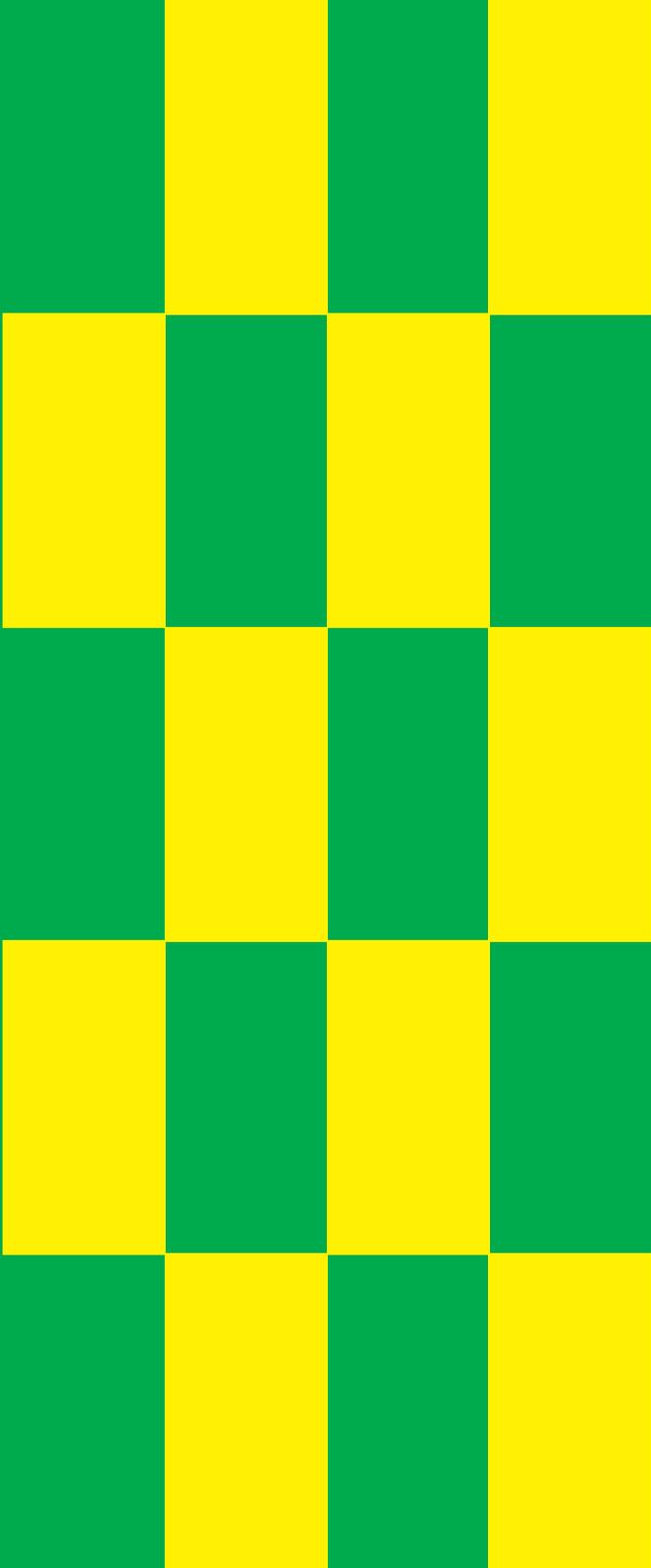
**Paul Marshall**  
Head of Operations Suffolk and North Essex

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“I feel lucky and honoured to work in ECAT. I am proud to be a paramedic and fortunate to be able to use my skills within my current role to develop new ways of working for the Trust.”

**Sandra Treacher**  
Senior Operations Centres Manager  
Clinical Services





# Our Strategy

## Developing our strategy

Our strategy has been developed after reviewing national guidelines, existing strategies and documents produced by other ambulance trusts. A series of meetings and workshops were then held to draw up our initial plans and identify priority areas for the coming five years.

These sessions focussed on the steps we will take to make sure strong, compassionate leadership is embedded throughout the Trust so that we can further develop a culture which puts our patients at the heart of everything we do. We also explored the ways in which we can continue to improve our performance and the quality and safety of the care we provide.

As our people are essential to everything we do, the development, training and education opportunities we offer to our staff were major discussion points. Our ambition is to become an employer of choice by creating an environment where people love to work. As such, the ways in which we can strengthen recruitment and give our staff opportunities to innovate and drive up quality also featured heavily in our conversations.

All of these themes were incorporated into a draft strategy, which set out our plans to stabilise the organisation during the next two years while also looking further into the future by outlining our aspirations until 2025. We asked the public, patients, staff and stakeholders for their views on this draft in autumn 2019 during a series of roadshows and by inviting comments online.

## Feedback

The draft strategy was generally received with positivity and optimism, with those who responded telling us they valued EEAST's staff and clinical competence. The importance of collaboration was highlighted, while several other strong themes also emerged. They included:

- focusing on our core 999 service and making sure we consistently deliver timely care
- ensuring that our staff feel valued and supported, with an emphasis on wellbeing and mental health
- providing long-term stability within our leadership so that we can ensure our Trust is well-led
- improving training and development to help our staff reach their full potential
- taking additional steps to become greener and reduce our environmental impact, such as recycling more widely
- developing initiatives which equip the public – and especially children – with basic first aid skills, while also working more closely with partners to promote public health and prevention.

As a result of this feedback, we were able to simplify the themes which emerged during our initial planning stages into the four goals which are included in our final strategy. These are supported by our enabling strategies.

## Other influences on our strategy

A number of other factors were also taken into account when developing our strategy to ensure it will remain effective and fit-for-purpose during its five-year lifespan. Two of the most significant have been the demographics of our population and associated impact on demand for services, as well as national drivers such as the NHS Long Term Plan.

### Our population

Our service covers six counties – the equivalent of 7,500 square miles – and a population of more than six million people. Life expectancy in the east of England is slightly higher than the national average, although the region still has large variances, along with pockets of high deprivation.

The region also has a growing older population, which traditionally places a greater demand on health services, while the number of people living with long-term health problems is also increasing. These factors, along with others such as obesity, have been taken into account during the development of our strategy as they will impact on the level of demand facing our services over the coming five years.

### The national picture

Our Trust strategy has been aligned with local strategies created by our sustainability and transformation partnerships (STPs) and integrated care systems (ICSs), as well as national documents, to ensure that it shares common themes and supports the same outcomes. It also links closely to five of the aims of the NHS Long Term Plan where the contribution made by the ambulance service will be key. They are to:

- boost out-of-hospital care and dissolve the historic divide between primary and community health services
- reduce pressure on emergency hospital services
- give people more control over their own health and more personalised care when they need it
- provide digitally-enabled care, and
- focus on population health and move towards integrated care systems.

In addition, it places an emphasis on the need to prevent ill health in the first place by helping people make better lifestyle choices and treating avoidable illness early on. The NHS Long Term Plan highlights the potential to improve a persons' health at every patient contact, which in turn brings opportunities for our clinicians to share public health messages. This will take place alongside an awareness campaign which we are developing to educate people about appropriate use of our services while equipping them with basic first aid skills.

## The impact of COVID-19

Work to develop our overarching corporate strategy and its supporting enabling strategies began in summer 2019. Since then, the landscape within which we are working and in which the documents were due to be finalised and communicated has changed beyond recognition as a result of the COVID-19 pandemic.

The pandemic brought with it a swift change in culture at EEAST as we rose to the challenges it presented, and showed what is achievable within a short space of time. We are now using the lessons which were learnt to accelerate work on our strategic objectives and launch an ambitious transformation programme to improve our performance by building capability while permanently changing the way our teams work. At the same time, we will continue to liaise closely with system partners to understand how we can harness opportunities to accelerate joint transformation initiatives.

As a result of COVID-19, our corporate and enabling strategies will be refined to:

- review the key challenges now facing EEAST
- acknowledge the growing need for transformation capability across the organisation
- redefine how teams work to deliver daily objectives and
- make sure they respond to crisis and any upcoming challenges which COVID-19 may present.

Although it is important to learn and adapt to COVID-19, it is also vital to continue on the improvement journey which has already begun, which is why we have chosen to launch the strategy at this time.

## Our patients, communities, volunteers and partners

### Patients and communities

Our strategy underlines our commitment to putting our patients and the communities we serve at the heart of everything we do. This includes involving them as much as we can in the services we provide.

We actively encourage feedback and have a patient and public involvement strategy in place to ensure people are involved and engaged at all stages of the service development. This work is driven by our dedicated patient and public involvement team, whose role includes:

- liaising with Healthwatch organisations around the region
- supporting regional Black, Asian and minority ethnic (BAME) and other minority group meetings
- carrying out interviews with patients and/or their loved ones
- supporting visits to shopping centres and events by EEAST patient-facing staff, and talking to the public about the service
- liaising with youth groups and schools with patient-facing staff
- supporting our Community Engagement Group (CEG)
- supporting engagement with local government Health Overview and Scrutiny Committees (HOSCs).

During the lifetime of this strategy, we will continue to find new and innovative ways to engage with the people who use our services, as well as their carers and families, so that we can ensure their voices are heard when developments are made.

## Volunteers

Our volunteers play an integral role at EEAST by working alongside our staff to make sure our patients receive the right care at the right time. We are lucky to have more than 1,500 active volunteers who support our Trust, including community first responders (CFRs), who are medically trained to attend certain types of emergency calls, our chaplains, and volunteer car drivers, who help patients to reach appointments.

The voices of our groups of volunteers are represented at the Trust on the Volunteer Advisory Forum (VAF) and promoted by the Community Engagement Group, which acts as a critical friend and helps us develop ways of improving services from the patient's perspective, while supporting us with a range of patient and community engagement activities.

Our volunteers have told us that they want to take every opportunity to make the very best use of their skills. To help us achieve this, we have drawn up a community response strategic plan, which sits under our volunteer strategy and describes how we will work closely with them over the next three years to develop their knowledge and expertise.

## Partners

Working more closely together with health and social care partners and integrating services wherever possible will be essential for all NHS organisations in the coming years.

We will further strengthen the good relationships we already have with our commissioners, STPs and ICSs, other providers and patient groups and work even more closely together to develop urgent and emergency care for people in the east of England. To help us achieve this while ensuring we are a supportive system partner, we have aligned a dedicated team to each of our six STPs/ ICSs, which includes an executive and non-executive director.

During the lifetime of this strategy, we will continue to engage with our partners so that we can ensure that developments and commitments support the overarching objectives of the wider system.

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# Our Vision

Our vision has been developed after listening to our staff, patients and volunteers, as well as the charity sector, the public and our emergency service partners and NHS colleagues. It is:

**‘Outstanding care, exceptional people, every hour of every day’ #WeAreEEAST**

The vision is underpinned by four goals:

- Be an exceptional place to work, volunteer and learn.
- Provide outstanding quality of care and performance.
- Be excellent collaborators and innovators as system partners.
- Be an environmentally and financially sustainable organisation.



# Our Values

Our values remain unchanged following our strategy development and consultation work as the feedback indicated these values are memorable and important, particularly to our staff. They are:

## Care

We value warmth, empathy and compassion in all our relationships.

## Teamwork

Together as one, we work with pride and commitment to achieve our vision.

## Quality

We strive to consistently achieve high standards through continuous improvement.

## Respect

We value individuals, including our patients, our staff and our partners in every interaction.

## Honesty

We value a culture that has trust, integrity and transparency at the centre of everything we do.

## What our strategy means for our services

### Urgent and emergency care

Although urgent and emergency care (999) is our core business as an ambulance service, we need to evolve the way it is provided by looking at ways patients could be treated by skilled paramedics at home or in an appropriate setting outside of hospital. To achieve this, we will explore opportunities to innovate and provide solutions which deliver best practice.

Our work to help our crews get back out onto the road faster by eliminating handover delays at hospitals will continue alongside our NHS partners. We will also implement the recommendations of Lord Carter's report so that we offer the most clinically and operationally effective response to every call we receive. In addition, we will continue to invest in upgrading our fleet and improving the working environment for our staff, in turn helping with recruitment and retention.

By 2021, the national aim is that all ambulance services will:

- meet all targets and deliver all patient outcomes
- be efficient and effective
- have a satisfied, happy and productive workforce
- be integrated into the wider urgent and emergency care system
- be digitally fit for the future.

Our strategy underlines our commitment to delivering these requirements and becoming truly integrated into the urgent and emergency care system.

### Our ambulance operations centres (AOC)

We already have a strong history of successfully delivering hear and treat services through our operations centres. This, in turn, helps us to manage conveyance levels and ensure patients receive the right treatment, in the right place, at the right time. In the light of increasing demand, it is even more important to make sure that all patients receive the most appropriate care to meet their needs at the earliest opportunity.

Our strategy will ensure we provide as much care as possible in the patient's home or in the community, avoiding unnecessary admissions to hospital. This will be delivered through integrated working with system partners, exploring opportunities to innovate, using technology and providing solutions which deliver best practice.

Other ambulance services have taken on a crucial coordination and gatekeeping role by providing coordinated delivery of 111, clinical assessment services and 999 from the point of the call. By working in partnership with other providers and making the best use of advancing technology, they are solving many of the current challenges within the urgent and emergency care system whilst providing an excellent patient experience.

The urgent and emergency care enabling strategy which we will develop with our system partners will put the building blocks in place to help EEASt fulfil a long-term aspiration by progressing towards a similar model in the future.

### **Patient transport services (PTS)**

We will continue to provide PTS for patients who need non-emergency transport to and from hospital, treatment centres and other facilities in areas where commissioning supports a high level of quality care aligned to our strategic goals.

Where appropriate, we will look for further opportunities to expand the service to other locations where we currently do not provide PTS. This will help us to support patient flow on behalf of our health and social care partners, while also giving us more contact with larger numbers of patients and an opportunity to share preventative health information and advice.

### **Special and partnership operations**

We operate two hazardous area response teams (HART) and have a resilience and emergency planning department who work closely with blue light colleagues, critical care charities, military co-responders and community volunteers to respond to a variety of emergency situations. This allows us to respond to and mitigate emergencies, risks and hazards alongside partners such as the police and fire and rescue service. We will continue to ensure that staff working in these core areas receive the best possible training to fulfil these specialised roles, while also offering opportunities for other staff to move into these teams where possible.

### **Commercial services**

We operate a number of commercial services which generate income for us. These include training for blue light drivers and first aid at work. In addition, we also have a contact call centre and a medical service which covers events, festivals and medical repatriation.

Over the next five years, our aim is to expand the commercial services we provide, in turn generating additional income which can be ploughed back into frontline services. Our plan will be to maximise value from our assets and charge for our services where appropriate, helping us to become a more business-like and financially sustainable organisation.

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**Over the next five years, our aim is to expand the commercial services we provide, generating additional income which can be ploughed back into frontline services.**

## Delivering our strategy

Multiple enabling strategies are in place to help us successfully deliver our overall corporate strategy, all of which were developed as a result of the feedback we received during the strategy consultation. They all contribute to the achievement of our goals and overarching vision, as illustrated in the diagram below:

### Vision

Outstanding care, exceptional people, every hour of every day

### Goals

Be an exceptional place to work, volunteer and learn

Provide outstanding quality of care and performance

Be excellent collaborators and innovators as system partners

Be an environmentally and financially sustainable organisation

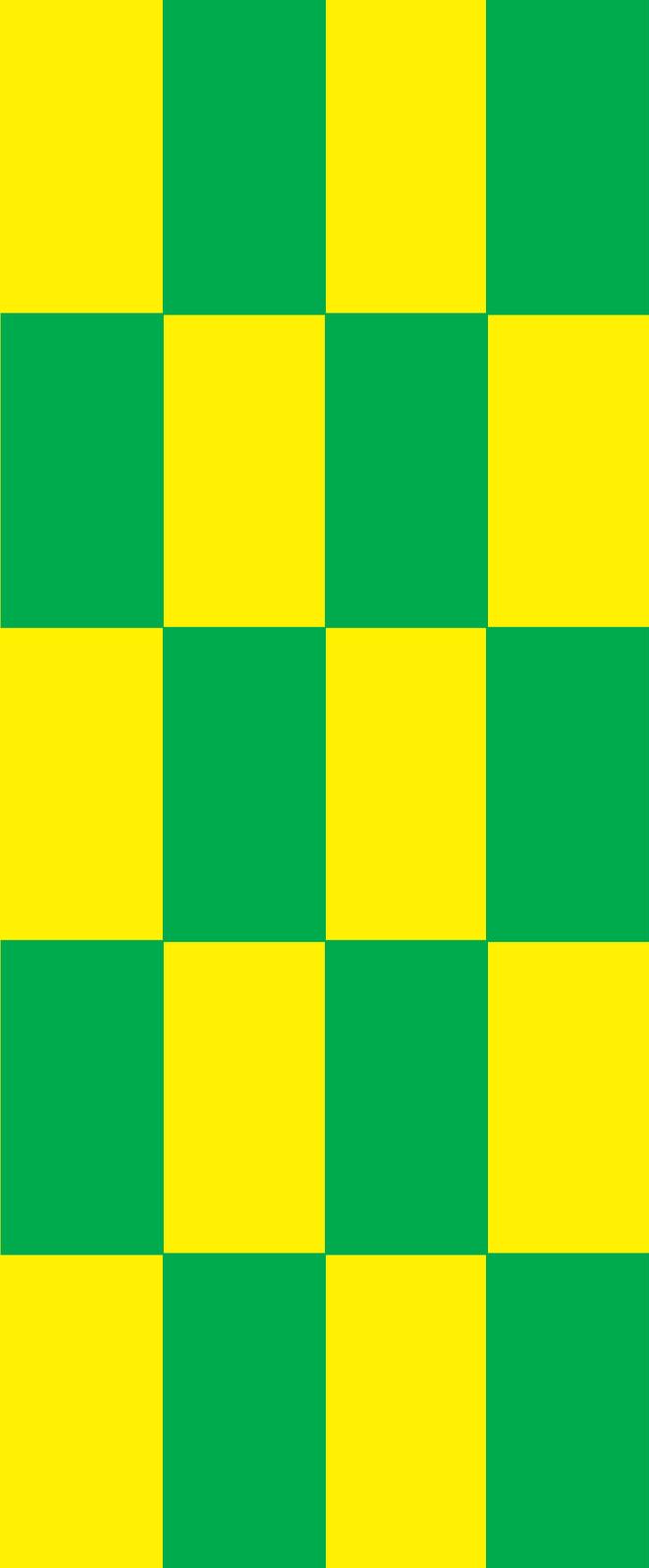
### Supporting strategies

Workforce strategy, including volunteers	Organisational development (OD) strategy	Education and learning strategy	Communications and engagement strategy
Clinical strategy	Research and innovation strategy	Quality improvement strategy	
Digital strategy	Urgent and emergency care strategy		
Commercial strategy	Sustainability strategy	Procurement strategy	Make ready, fleet and estates strategies









# Our Goals

## Goal One

# Be an exceptional place to work, volunteer and learn

This goal is underpinned by  
four strategies:

### 1. Workforce strategy, including volunteers

Our aim is to ensure that patients are at the heart of everything we do. Our workforce strategy sets out how we will develop, engage and empower our staff to achieve this while delivering our vision of “outstanding care, exceptional people, every hour of every day”. It shows how we will respond successfully to a challenging national environment by ensuring innovative leadership, an agile and engaged workforce and by collaborating in new ways of working to deliver safe, effective and patient-centred care. It also outlines how we will respond to immediate challenges, such as recruitment and retention, terms and conditions and productivity, with the overall aim of building a sustainable and flexible workforce for the future.

The workforce strategy will ensure we have adequate staff available to deliver services to patients. These requirements will change over the lifetime of the strategy as the number of staff we employ, their competencies and roles will all need to adapt to the new requirements of delivering emergency and urgent care.

Our goal is to retain a diverse, skilled and engaged workforce by working jointly with our trade union partners to improve the wellbeing support provided to our staff while changing the culture of our organisation. This strategy seeks to achieve this while also recruiting and retaining a workforce which can deliver on the needs of our patients and better reflect the diversity of the communities we serve. Ensuring our colleagues have a voice and the ability to influence their working lives and find a work/life balance are also key elements in building a sustainable and flexible workforce. This strategy aims to address our Trust’s particular requirements while also supporting the national objectives outlined in the NHS Long Term Plan and Interim People Plan.

Volunteers, whether as community first responders or in other roles, have long complimented and enhanced the Trust's substantive and temporary workforce. We will continue our drive to support members of our community as they carry out rewarding and engaging volunteer work on behalf of EEAST, while making sure they are given the opportunity for further development wherever possible.

## 2. Organisational development strategy

We are developing a new organisational development (OD) strategy which will support the Trust to develop the right culture that supports the wellbeing of our workforce and the delivery of high quality patient care.

The strategy will consider both the internal and external development of the Trust and will be developed in the context of the NHS Long Term Plan, Interim People Plan and our six STP/ICS plans. An OD strategy is a key enabling strategy of the overall Trust strategy and enables all other strategies to be successfully achieved. A programme of change led by the Board will underpin the delivery of the strategy. This major programme of change is likely to take three to five years to be fully implemented and to be able to demonstrate a sustainable impact.

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**Ensuring our colleagues have a voice and the ability to influence their working lives and find a work-life balance are key elements in building a sustainable and flexible workforce.**

## 3. Education and learning strategy

This strategy establishes challenging but realistic objectives to improve the quality of education and training provision within EEAST over the next five years.

Linking closely to our clinical and research and innovation strategies, it sets out how we will provide a robust education and learning programme which will improve the experience and outcomes for our patients, learners and staff. This programme will also support our role in the wider health and social care system and the delivery of our corporate strategy.

## 4. Communications and engagement strategy

Our communications and engagement strategy sets the overall direction for the way in which the Trust will:

- develop and maintain positive external relationships
- enable purposeful engagement with staff and patients and
- maintain an open and effective dialogue with staff, patients, public and other stakeholders. This includes active listening and collaboration in developing services which meet people's needs and enable EEAST to be regarded as an employer of choice.

It includes both communications and engagement as the two are intrinsically linked, with successful communication enabling us to engage more effectively with the communities we serve.

# Goal Two

## Provide outstanding quality of care and performance

This goal is underpinned by  
three strategies:

### 1. Clinical strategy

Our aim is to deliver services which meet the differing needs of each of the communities we serve without prejudice or discrimination. From initial contact through to advanced care, our vision is to provide high quality pre-hospital emergency and urgent care. To achieve this, we need to make sure our patients consistently receive the highest standard of safe and effective clinical care which has continuous improvement at its heart.

Our clinical strategy supports our commitment to ensuring that everyone receives the right care, whenever and wherever they need it. It puts the patient and clinician at the heart of the organisation and reflects our ambitious vision to become a clinically-focussed organisation, with a just and open culture, which is fully integrated into the regional urgent and emergency care system.

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Our clinical strategy supports our commitment to ensuring that everyone receives the right care, whenever and wherever they need it.

The strategy has three core aims, which are to:

- provide individualised safe and effective patient care to improve outcomes
- deliver innovative, evidence-based practice using quality improvement methodology and
- support and develop our staff and volunteers.

It also shows how we will respond to the challenges facing the NHS by exploring new models of healthcare provision, working in an integrated way with our partners and developing a flexible, motivated workforce. Innovative use of technology will underpin this work, enabling us to focus on improving outcomes for patients, improving safety and reducing variations.

## 2. Research and innovation strategy

As a partner organisation of the National Institute for Health Research's Eastern Clinical Research Network, we are committed to contributing to world-class research that transforms people's lives, promotes economic growth and advances science.

Our research and innovation strategy provides a framework:

- for the continued advancement of research and innovation
- to realise research potential across EEAST and
- to improve patient outcomes and service development through research.

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**Innovative use of technology will underpin this work, enabling us to focus on improving outcomes for patients, improving safety and reducing variations.**

## 3. Quality improvement strategy

Our quality improvement strategy shows how we will deliver our commitment to provide safe and effective healthcare services to all of our communities by 2022.

It has three core objectives, which are to:

- establish a sustainable process which embeds quality improvement in all aspects of Trust business – an essential part of our staff engagement approach
- reduce clinical variation and
- establish a quality improvement faculty.

Our patients and their carers deserve the safest and most effective healthcare we can provide. This means we need to nurture our staff and ensure that they are developed, and that the working environment fosters positive attitudes with a desire to continue to improve. This strategy will enable staff from across the Trust to identify opportunities for improvement before receiving the right help and support to explore them in more detail.



“Working at EEAST is a privilege. It gives me the opportunity to make an impact on the lives of people in my community. It also means I can progress in my chosen career, which is really important to me.”

**Cynthia Oseni**  
Frequent Caller Administrator

“Our team is full of care, respect and honesty. We work together to encourage and share ideas. I feel we really make a difference to people’s lives. Plus, it’s great to see a vehicle you’ve repaired back on the road.”

**Julie Barnes**  
Vehicle Technician





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“The Trust recognises the importance of good community engagement and is thoroughly committed to its CFR schemes. As a volunteer I always feel part of the team thanks to the comradeship and support of our crews and staff.”

**John Newman**  
Part of EEAST’s Community Engagement Group and CFR

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“We love the job as much today as we did when we joined in 1991 and always look forward to coming to work. There have been highs and lows but that’s part of the job.”

**Marion Panton (L)  
and Brenda Blackman (R)**  
Ambulance Care Assistants

# Goal Three

## Be excellent collaborators and innovators as system partners

This goal is underpinned by  
two strategies:

### 1. Digital strategy

The digital strategy supports our aim to be paper-free in all of our interactions with the public, commissioners, partners and staff. This aligns to the NHS Digital Strategy, which requires all trusts to comply with Healthcare Information Management Systems Society standards.

The strategy provides a robust digital environment which aims for 99.999% availability of our core digital services, which include telephony, data/information, network and critical control room applications.

Over the coming years, it will see systems modified and technical change programmes completed, such as our network replacement and telephone platform change, so that we can move towards becoming a digital trust.

We were awarded a share of £28m in early 2020 as one of 23 trusts to be named as a 'digital aspirant' by NHSX, which will be used to help us deliver this strategy.

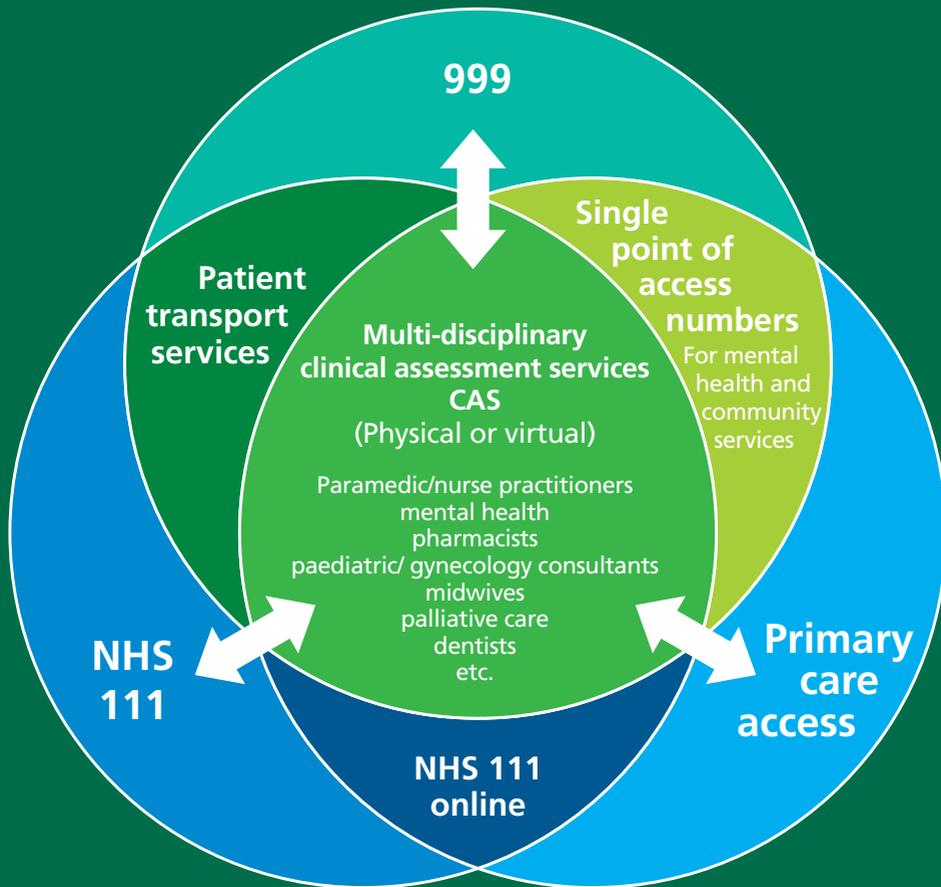
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Over the coming years, it will see systems modified and technical change programmes completed, such as our network replacement and telephone platform change, so that we can move towards becoming a digital trust.

## 2. Urgent and emergency care strategy

This enabling strategy describes our journey to achieve the NHS Long Term Plan ambition to place ambulance services at the heart of urgent and emergency care while maximising our ability to coordinate services on behalf of our partners (see below).

Source: NHS Ambulance Trusts and the NHS Long Term Plan: Integrating Urgent and Emergency Care (AACE 2019).



The NHS Long Term Plan’s vision is to integrate urgent and emergency care services. It states that: “NHS organisations must work together to ensure that patients get the right care, in the right place, at the right time, thereby improving clinical outcomes for all.” To achieve this, partner ambulance trusts have introduced single point of access models, as shown in the diagram opposite, which address emergency, urgent and primary care entry points to the NHS. Importantly, the ambulance service is presented as the central feature of the new service, providing a coordinating and oversight function, as well as delivering services where a robust clinical assessment of need can be provided 24/7.

At EEAST, urgent and emergency care is our core business. However, we need to evolve the way it is provided to make sure the right decisions about a patient’s journey are made at the earliest possible stage. As such, we will further develop our urgent and emergency strategy to reflect the development of primary care networks while also ensuring we provide as much care as possible at home or in the community, avoiding unnecessary admissions to hospital. This will be achieved through integrated partnership working and finding innovative ways to deliver the best possible care.

Our urgent and emergency care enabling strategy is a key component of our corporate strategy and will be critical to its overall success. It also provides us with an exciting opportunity to deliver the aspirations of the NHS Long Term Plan, which may see EEAST develop as the gatekeeper for urgent and emergency care for the eastern region.

# Goal Four

## Be an environmentally and financially sustainable organisation

This goal is underpinned by four strategies:

### 1. Commercial strategy

Our commercial strategy is designed to attract investment into EEASt to support the delivery of patient services and create greater financial sustainability. It builds on our unique selling points to provide the framework for continued growth, and details the drivers behind our aspiration to become a more commercial organisation and the goals which will help us achieve that aim.

### 2. Sustainability strategy

This important strategy has been developed to help us reduce our environmental impact. It sets clear and unambiguous targets which complement our commitment to being a good corporate citizen and shows how we will govern, manage and implement our sustainable healthcare plans.

We will engage with all of our key stakeholders and external partners to help us ensure successful delivery of the strategy.

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We will increase efficiency and effectiveness in purchasing and logistics so that we can provide the best possible value for money and maximise the amount spent on direct patient care.

### 3. Procurement strategy

Our procurement strategy details how we will increase efficiency and effectiveness in purchasing and logistics so that we can provide the best possible value for money and maximise the amount spent on direct patient care.

It explains how the procurement and logistics department will support colleagues across the Trust by providing goods and services of appropriate quality and value whilst adhering to local financial instructions and the relevant laws. This includes the principle of working in the spirit of fairness, equality and transparency, which is enshrined in government legislation such as the Public Contract Regulations 2015.

The strategy's aim is to ensure both procurement and logistics are fit for purpose and best able to support the Trust's needs, particularly the role of procurement in delivering financial sustainability.

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Each strategy is closely connected and will be pivotal in delivering a modern and pleasant environment for our staff to work in, as well as the operational and financial efficiencies which are required to help us provide high quality, sustainable services.

### 4. Make ready, fleet and estates strategies

We are currently reviewing our make ready, fleet and estates strategies so that we can ensure they align with our corporate plan, the operational requirements of the Ambulance Response Programme and our ongoing Building Better Rotas Programme. Each strategy is closely connected and will be pivotal in delivering a modern and pleasant environment for our staff to work in, as well as the operational and financial efficiencies which are required to help us provide high quality, sustainable services.

The strategies aim to ensure we are operating from cost effective and efficient premises, and that our fleet is of the right size, specification and condition to support the delivery of clinical care to the communities we serve. They look in detail at our current estates and fleet, as well as forecasting future changes which must be made to ensure we can continue to provide safe, effective and responsive services across the region.

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