



This is a consultation document about West Midlands Ambulance Service NHS Trust's application to become an NHS Foundation Trust. If you would like this information in another language or format (e.g. Braille, as an audio tape or in large type) you can contact us by writing to:

West Midlands Ambulance Service
FREEPOST
Foundation Trust Project Office
Millennium Point
Waterfront Business Park
Brierley Hill
West Midlands
DY5 1LX

Alternatively, telephone our offices on **01384 215 555**, e-mail us at foundationtrust@wmas.nhs.uk, or visit www.wmas.nhs.uk
Because it's *your* Ambulance Service.

We need your views

Because it's *your* Ambulance Service

Summary document

Our plans for becoming an NHS Foundation Trust
1st November 2010 - 6th February 2011

West Midlands Ambulance Service has always been focused on patients but a new change will see us placing even more focus on them.



We have a strong track record of delivering high quality care and have already changed from a service that takes patients to treatment, to one that brings emergency and urgent care to the patient.

The Government has announced that all NHS Trusts will become Foundation Trusts either by moving through the process themselves or by joining with an existing one. We firmly believe that becoming a Foundation Trust ourselves is the right way forward for the Organisation, our staff and most importantly, our patients. We are

looking for thousands of people who have an interest in ensuring that the Service continues to improve, to join us and become a member. We want people from every part and every community of the Region to get involved.

From 1st November 2010 to 6th February 2011 we will be consulting about our plans and ideas. This leaflet gives you a flavour of what we are proposing. You will find a number of questions at the end of this document and ways in which you can respond. Remember; get involved, **because it's your Ambulance Service.**

West Midlands Ambulance Service NHS Trust (WMAS) serves a population of about 5.4 million who live in Shropshire, Herefordshire, Worcestershire, Coventry and Warwickshire, Staffordshire and the Birmingham and Black Country conurbation.

The Region has the second largest urban area in the country but also has some of the most remote countryside. It is also the second most diverse community in England.

Our main role is to respond to emergency 999 calls. In addition we provide a Patient Transport Service which delivers pre-arranged transport for patients to and from hospital appointments and a Single Point of Access to support the provision of unscheduled care over the phone.



£200m annual income we receive

4,000 staff work for us. We are also supported by more than **800** Community First Responders who provide a first response in rural communities and almost **100** volunteer car drivers who help to transport non urgent patients to clinics.

60 ambulance stations we work from

850 vehicles in our fleet including over **270** emergency ambulances, **120** rapid response vehicles, **3** motorcycles and **420** non-emergency ambulances. In addition there are vehicles that support our preparedness for a major incident and the area is served by **4** air ambulances.

2,700 emergency 999 calls are received by the Trust every day, which is equivalent to a call every **30** seconds.

95% of 999 emergency calls are answered in less than **5** seconds, with the average time to answer being less than **1** second

775,000 emergency incidents were responded to by West Midlands Ambulance Service NHS Trust in 2009-10

260,000 patients treated at the scene of the incident or provided with advice

515,000 patients were transported to hospitals or a primary care centre

850,000 patient journeys between home and clinics were completed by our Non-emergency Patient Transport Service.

165,000 calls from patients and clinicians were handled by the Single Point of Access Call Centre in Leamington in 2009-10.



Our vision statement

Delivering the right patient care, in the right place, at the right time through a skilled and committed workforce in partnership with local health economies.

Our Values underpin the culture of the Trust

- Patient centred
- World class service
- Skilled workforce
- Effective communication
- Teamwork
- Dignity and respect for all

...and why do we want to become one?



Foundation Trusts are an integral part of the NHS and continue to provide free healthcare based on need.

Foundation Trusts are largely free from central government control but become far more accountable to the communities that they serve. People from local communities, members of staff and stakeholders, can have a much bigger say in the way that services are developed. They are independent public benefit corporations, modelled on the Co-operative movement.

Our staff are absolutely critical to the Trust's success and, as a Foundation Trust, will have an even greater input into the designing of new services and improving current ones.

We will still be closely inspected to make sure that we meet performance and other NHS standards. The scrutiny will be tougher than at present; the independent regulator Monitor will work with the Care Quality Commission to make sure that we meet the required standards. On top of that we will be accountable to our members – you, the public and our staff.

We are proposing that members be split into two groups:

- **Members of the public.** You would be eligible to join if you are over 16 years of age and live within the West Midlands. Our membership will mirror the incredibly diverse nature of our Region. Members can be involved as much as they choose:
 - **Level One** members will receive brief but informative updates.
 - **Level Two** members can attend free seminars, focus groups and help shape our decision-making. You can also become a governor.
- **Members of staff.** You will be eligible if you are on a permanent contract or a contract of at least 12 months and have worked for the Trust for 12 months. All eligible staff will become members unless they 'opt out'.

What are the benefits of becoming a member?

- Have a say in how we plan future services and be consulted on any significant changes to existing ones
- Attend open days, meetings and community events to learn more about us

For more details on membership, visit our website www.wmas.nhs.uk and download our draft Constitution.

- Receive regular updates and take part in surveys and focus groups
- Elect governors to the Members Council or even stand yourself

Public members will join the constituency where they live. There will be five:

- Birmingham
- Coventry & Warwickshire
- West Mercia (Herefordshire, Shropshire and Worcestershire)
- Staffordshire
- The Black Country

Volunteers, including community first responders and ambulance car drivers will be encouraged to apply for membership of the public constituency.

How do I become a member?

Fill in the form at the back of this document and return it to the Freepost address

OR

Complete a copy of our online member application form which is available on our website www.wmas.nhs.uk

From our membership will come the governors who will sit on a Members Council. We will also invite representatives from partner organisations to become governors, to ensure that the Council represents everyone's needs. The third group that sits on the Members Council are our staff.

We are proposing that there should be 29 governors with more than half directly elected and representing the views of the public. The length of service for our governors will be staggered so that we avoid having a complete change of governors at the same time. The number of public governors represents the percentage of the population living in each area.

The proposed make up of the Members Council

- **15 Public Governors** elected by the public members: three each from Birmingham; Coventry & Warwickshire; West Mercia; Staffordshire; and The Black Country
- **Five Staff Governors**, one from each of the following groups: State Registered Paramedics; other emergency ambulance/response staff (including operational managers); Emergency Operations Centre staff (including managers); other operational staff (including patient

and courier transport services and non-emergency call centre staff and managers); and support staff and managers not included in another category

- **Nine Appointed Governors** from key partner agencies: one each from our Lead Commissioner; a University; a Police or Fire Service; an Acute Hospital; a Mental Health Trust; the voluntary sector; a Local Involvement Network (LINK); and two from Local Authorities (one rural and one urban);

The main task for the Members Council will be to work with the Board of Directors to ensure that the Trust keeps to its constitution and objectives. Governors' duties and responsibilities include representing the views of members to the Board of Directors.

Board of Directors

The Board of Directors will manage the organisation day to day and work closely with the Members Council. The Board will be made up of six executive directors, including the Chief Executive and six non-executive directors, including the Chairman. The Chairman will have the casting vote. The Chairman will also chair the Members Council but does not have a vote.

Our plans for the future are based on having a front line workforce comprising 70% paramedics.

This will ensure a paramedic is on every ambulance vehicle enabling patients to receive the most appropriate care.

1 Maximise Emergency Ambulance Cover

It is vital we ensure that, within reason, there is always an ambulance vehicle close by that is able to respond to a 999 call.

2 Become an Integrated Emergency Healthcare Provider

We want to provide a wider range of services which will shift care closer to the community and away from acute hospitals.

3 Acute Hospital Admission Avoidance

Reducing acute admissions has become a financial imperative. More importantly, it is the right thing for patients. We aim to reduce the number of patients conveyed to hospital by over 200,000 within five years.

4 Implement NHS Pathways Software

NHS Pathways is a clinical assessment tool that links the NHS together far more efficiently. Although an ambulance may still be sent, patients with less serious conditions will be given more choice about their treatment. We hope to introduce it during 2012.

5 Introduce Make Ready

Make Ready is a preparation system that improves safety and reduces waste allowing more resources to be spent on frontline services. It operates successfully in Staffordshire and sees specialist non-clinical staff deep clean, stock and maintain emergency vehicles. This minimises vehicle downtime and maximises the availability of ambulance staff, which benefits patients.

6 Reconfigure Non-emergency Patient Transport Services Control Rooms

The Trust currently has five Non-emergency control centres, which are no longer fit for purpose. Our intention is to reduce this number to two by February 2012.

7 We want to change the name of our Organisation

The number of services that the Trust provides is extensive so we would like to change the name of our organisation to 'Midlands Emergency Healthcare NHS Foundation Trust' so that it better describes what we do. It is important to note that the emergency 999 part of the Trust would remain West Midlands Ambulance Service and the vehicles and staff uniforms would continue to look the same.

We will be holding our public consultation from 1st November 2010 to 6th February 2011.

We will consider all of the responses and use them to decide whether to make changes to our future plans. We will publish a report on the responses onto our website.

Come and meet us at one of our Health Days

During the consultation we will be holding a series of Health Days. You can hear about our plans, let us know your feedback and also get a mini health check. We will have staff on hand who can give you advice on health risks such as stroke, cardiac, cancer, asthma, diabetes and general health and well being. Visit our website for details of where these meetings will be held.

To let us know about your views:



Write to us at the Freepost address on the back of this leaflet



Fill in a feedback form and/or become a member at www.wmas.nhs.uk



E-mail us at: foundationtrust@wmas.nhs.uk



Phone us on 01384 215 555 during office hours

Ask us to come and talk with your organisation. Please contact Kay Cullen on 01384 215 555 or e-mail kay.cullen@wmas.nhs.uk to arrange



- 1 Do you support our Vision and Values for the next five years?
- 2 Are there any other major service improvements you would like to see?
- 3 Do you agree with our proposal to call our governing body, the 'Members Council'?
- 4 Do you agree with our proposals for public membership of the Trust?
- 5 Do you agree that young people should be admitted as members from the age of 16?
- 6 Do you agree with our proposals for all staff to become members unless they opt out?
- 7 Do you agree with our proposals for public constituencies?
- 8 Do you agree with our proposals for the staff constituency?
- 9 Do you agree with our proposals for the types of 'Appointed Governors'?
- 10 Do you agree with our proposals for the make up of the Members Council?
- 11 Do you feel that the way we have consulted has given the opportunity for everyone to make their views known?
- 12 Do you agree that our proposal to change the name of the Trust to Midlands Emergency Healthcare NHS Foundation Trust better demonstrates the work that we do? If not, what do you think the Trust should be called?

It is important that we hear your views regarding these questions. If you have any alternative suggestions to our proposals please let us know. You can write to us at the Freepost address on the back of this form, e-mail us at foundationtrust@wmas.nhs.uk or fill out a feedback form on our website: www.wmas.nhs.uk



How will you ensure that a single issue group does not dominate the membership?

We are required by the independent regulator Monitor to ensure that we recruit members from all sectors of the community. We will ensure that our membership reflects the population we serve and put in place specific measures to recruit extra members if necessary.

Are Foundation Trusts the first step towards privatisation of the NHS?

Foundation Trusts are still be very much a part of the NHS and will continue to be subject to the same targets, regulation and policies that govern all NHS organisations and all of our assets will continue to belong to the NHS.

After what we have seen at Mid-Staffordshire Hospital, how can you expect anyone to trust a Foundation Trust again?

The events at Mid-Staffordshire were tragic. However, the overwhelming majority of Foundation Trusts provide patients with the highest quality of care. The regulation of Foundation Trusts has been strengthened considerably with clinical quality now at the centre of the application process; as it should be. The events at Mid-Staffordshire do not reflect the majority of patients or the dedication and professionalism of NHS staff. We believe that we have the necessary safeguards to ensure that such a situation could not happen within our Organisation. We would welcome your comments about our governance if you feel it could be strengthened still further.

Membership form

Please complete the following sections. The data will be used to contact you about West Midlands Ambulance Service NHS Trust and will be stored and processed in accordance with the Data Protection Act 1998.

Contact Details *(please complete in CAPITAL LETTERS)*

Title	First Name
Surname	
Address	
Postcode	
E-mail Address	
Telephone Number	

We will automatically contact you by e-mail. If you have an alternative preference please indicate here Telephone Post *(please tick ONE)*

About you – Gender Male Female Date of Birth

Where did you get this leaflet from? *(Please specify name of surgery, hospital etc.)*

Ethnic Groups *(please tick as appropriate)*

- | | | |
|--|--|--|
| <input type="checkbox"/> White/British | <input type="checkbox"/> Asian/Bangladeshi | <input type="checkbox"/> Black British/African |
| <input type="checkbox"/> White/Irish | <input type="checkbox"/> Asian British/Other | <input type="checkbox"/> Mixed White/Black Caribbean |
| <input type="checkbox"/> White/Other | <input type="checkbox"/> Mixed White/Black African | <input type="checkbox"/> Black British/Other |
| <input type="checkbox"/> Black British/Caribbean | <input type="checkbox"/> Mixed White and Asian | <input type="checkbox"/> Other <i>(please specify)</i> |
| <input type="checkbox"/> Asian British/Pakistani | <input type="checkbox"/> Mixed Other | |
| <input type="checkbox"/> Asian British/Indian | <input type="checkbox"/> Chinese | |

Level of membership – see section 5 Level One Level Two *(Please tick ONE)*

Please sign here

Signature	Date
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Once completed, please detach the response section, moisten glued edges, fold, seal and post back to us. No stamp is required.

We look forward to you joining us



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