



# **Emergency Ambulance Services Committee**

## **Emergency Medical Retrieval and Transfer Service (EMRTS) Delivery Assurance Group**

### **Annual Report 2023-2024**

**EMERGENCY AMBULANCE SERVICES COMMITTEE  
EMERGENCY MEDICAL RETRIEVAL AND TRANSFER SERVICE  
EMRTS DELIVERY ASSURANCE GROUP (DAG)  
ANNUAL REPORT  
2023-2024**

## **1. FOREWORD**

As the former Chief Ambulance Services Commissioner and Chair of the EMRTS Delivery Assurance Group (the sub group of the former Emergency Ambulance Services Committee), I am pleased to commend this annual report, which has been prepared for the attention of the new NHS Wales Joint Commissioning Committee and reviews the work of the sub-group of the former Emergency Ambulance Services Committee (EASC) for the financial year 2023-2024.

## **2. INTRODUCTION AND SCOPE OF RESPONSIBILITY**

The former Emergency Ambulance Services Committee (EASC) was a joint Committee of each health board in Wales, established under the Emergency Ambulance Services Committee (Wales) Regulations 2014 (2014 No.566 (w.67)) (the EASC Directions) and 2016 No8 (w8) The EASC (Wales) (Amendment) Directions.

The EMRTS Delivery Assurance Group (DAG) was established at the inception of the Emergency Medical Retrieval and Transfer Service in 2015. The EMRTS DAG was accountable to EASC and provided advice to the Joint Committee on issues regarding the development and performance of EMRTS.

The Cwm Taf Morgannwg University Health Board (CTMUHB) was the identified host organisation for the former Emergency Ambulance Services Committee and its subgroups.

The NHS Wales Joint Commissioning Committee was established on 1 April 2024 and is now responsible for commissioning the EMRT Service.

## **3. PURPOSE**

The purpose of the EMRTS DAG was to:

- Co-ordinate the direction, delivery and performance of the EMRTS DAG across Wales and to ensure that the benefits of working collaboratively were realised.

- Report to the health boards through the former EASC Joint Committee and oversee the performance and commissioning functions to improve pathways and standards of care for Welsh residents across the full spectrum of EMRTS.
- Feedback to Swansea Bay University Health Board (SBUHB) as host organization, via the SBUHB Quality & Safety DAG and the SBUHB Risk Management Group.

In line with its terms of reference, the Group were responsible for undertaking the following functions to:

- provide evidence-based and timely advice to health boards, through the EASC, to assist them in setting the direction of, and discharging their functions and meeting their responsibilities with regards to EMRTS
- support and monitor the implementation and delivery of the EMRTS Strategic Programme Case and the EMRTS business justification cases (BJCs) for Llanelli (Dafen) and Welshpool bases
- ensure compliance with the terms of the grant offer from Welsh Government dated 20 January 2015
- oversee the delivery and realisation of the benefits set out in the BJs for all EMRTS bases.
- support and monitor the commissioning functions and the performance management requirements set out in the EMRTS Collaborative Commissioning Quality & Delivery Framework.
- oversee the development of a range of key performance indicators focused on improving quality and outcomes.
- ensure a high-quality service was provided for Welsh residents by EMRTS.
- contribute to the development and implementation of consistent patient pathways and new models of care for EMRTS across Wales
- ensure clear and appropriate hosting arrangements for EMRTS
- ensure collaborative working for EMRTS delivery was promoted through a Wales wide approach, leading to improved outcomes for Welsh residents through developing joint learning opportunities and sharing good practice
- co-ordinate the establishment and development of integrated clinical pathways and new models of care across a range of trauma and related EMRTS services. The system should facilitate movement throughout the pathway in a timely manner and proactively manage exceptional cases
- co-ordinate the development of sustainable EMRTS services where possible in Wales to ensure Welsh residents receive appropriate care provided by skilled, trained staff at the lowest level of appropriate resource utilisation
- consider and approve proposals for service change ensuring that due process has been followed

- ensure that EMRTS establishes relationships with relevant collaborative groups and networks as appropriate
- put in place appropriate arrangements to evaluate the EMRTS and the realisation of benefits and patient outcomes.

#### **4. MEMBERSHIP**

The membership of the EMRTS Delivery Assurance Group comprises members from all health boards, Welsh Ambulance Services NHS Trust, Welsh Government and the Wales Air Ambulance Charity enabling the group to provide appropriate opportunities to make arrangements to fulfil the functions highlighted above. The Membership is attached at **Appendix 1**.

#### **5. ATTENDANCE AT MEETINGS**

The EMRTS DAG met on four occasions during the year; all meetings were quorate, with attendance attached at **Appendix 2**.

#### **6. MAIN AREAS OF ACTIVITIES FOR THE EMRTS DELIVERY ASSURANCE GROUP**

The EMRTS DAG used a standard agenda format which included the following at each meeting:

1. Welcome, introductions and apologies
2. Declarations of Interest
3. Notes from last meeting
4. Action Log
5. Matters arising
6. EMRTS Service Overview
7. EMRTS Service Update
8. Adult Critical Care Transfer Service update
9. EMRTS Finance Report
10. EMRTS Risk Register
11. EASC Update
12. Wales Air Ambulance Charity (WAAC) Update

Following the Internal Audit Review of EASC governance arrangements undertaken by NHS Wales Shared Services Partnership's Audit and Assurance Services, the standard agenda for EMRTS DAG meetings required members to make or confirm any declarations of interest at the start of each meeting (Recommendation 3.2).



A summary of the business discussed at each meeting was as follows:

### **6 June 2023:**

- Service Overview: EMRTS and Adult Critical Care Transfer Service (ACCTS) continued to provide its service as commissioned with no issues highlighted
- ACCTS update: included specific updates on vehicle procurement, recruitment and the development of service models
- Finance Update: An overview of the finance position for 23/24 was presented
- Risk Register Update: Members were advised that there were 2 additional risk entries since the last meeting. There were 18 risks on the EMRTS register 4 were low risk, 10 were moderate and 4 were significant risks
- EMRTS DAG Annual Report: Report was presented. Members were asked to provide feedback for the Effectiveness Survey
- EASC Update: An overview of the Service Review engagement process was presented. Members were advised that 4 options were outlined and further engagement was planned in a phased approach. The Commissioning Intentions for 23/24 were note.
- WAAC Update: Update provided on the ongoing strategic review and the Aviation Transition Programme.

### **27 September 2023**

- Service Overview: EMRTS and ACCTS continued to provide its service as commissioned. New Rapid Response Vehicles had been received as part of a rolling replacement scheme. EMRTS had been nominated for two awards at the Air Ambulance UK Awards and the ACCT Service had been delivering above expectations
- Adult Critical Care Transfer Service (ACCTS) update: Included specific updates on vehicle procurement, recruitment and the development of service models
- Finance Update: An overview of the finance position for 23/24 was presented
- North Wales Helicopter Landing Sites Update: Betsi Cadwaladr University Health Board (BCU) gave an update on the current situation at BCU hospital sites and noted ongoing discussions with helicopter landing site provision
- Risk Register Update: An overview of the EMRTS Risk Register was presented
- EASC Update: An overview of the EMRTS Service Review engagement process was presented. Phase 1 had been completed and the next phase would begin include face to face and virtual meetings with the public and stakeholders.
- WAAC Update: Update provided on the ongoing EMRTS Service Review and the Aviation Transition Programme.

### **28 November 2023**

- Service Overview: EMRTS and ACCTS continued to provide its service as commissioned.
- Adult Critical Care Transfer Service (ACCTS) update: Included specific updates on vehicle procurement, recruitment and the development of service models. The north service had moved to daytime only due to workforce challenges, and ongoing issues with base provision at Bangor were highlighted.
- Finance Update: An overview of the finance position for 23/24 was presented.
- Helicopter Landing Sites (HLS) Update: An update on current HLS issues were discussed.
- Risk Register Update: An overview of the EMRTS Risk Register was presented.
- Commissioning Intentions Q2 Update: a report was provided for noting.
- EASC Update: An overview of the EMRTS Service Review engagement process was presented. Phase 2 had been completed and recommendations and feedback would be evaluated.
- WAAC Update: Update provided on the ongoing EMRTS Service Review and the Aviation Transition Programme that was due to start on 13 December 2023.

### **20 March 2024**

- Service Overview: EMRTS and ACCTS continued to provide its service as commissioned. EMRTS thanked the Charity for its smooth transition to the new aviation provider – Gama Aviation. It was noted that the EMRTS Service Review recommendations provided an opportunity to improve care and decrease the inequality of operational hours and underutilisation in North Wales. EMRTS awaited the decision at EASC and was looking forward to planning the future
- Adult Critical Care Transfer Service (ACCTS) update: Included specific updates on vehicle procurement, recruitment and the development of service models. The ACCTS Service Evaluation Report had been delayed and would be submitted at the next DAG
- Finance Update: An overview of the finance position for 23/24 was presented and forecasting for 24/25 was discussed
- Helicopter Landing Sites Update: An update on current HLS issues were discussed
- Risk Register Update: An overview of the EMRTS Risk Register was presented. 20 risks in total. 3 Low, 8 Moderate and 9 Significant
- Commissioning Intentions Q3 Update: a report was provided for noting

- EASC Update: An update was provided on the EMRTS Commissioning Intentions for 24/25. An overview of the EMRTS Service Review engagement process was presented. Phase 3 was in progress and an options appraisal workshop took place in January. The Final Report was considered by EASC on 19 March 2024.
- WAAC Update: No representative present from the Charity.

## **7. ACTION LOG**

In order to monitor progress and any necessary follow up action, the EMRTS DAG continued to use an Action Log that captured all agreed actions. This has provided an essential element of assurance both to the Group and to the EAS Joint Committee.

## **8. GOVERNANCE**

The EMRTS DAG minutes were presented to the EAS Joint Committee for approval to provide an important element of the overall governance framework for NHS Wales.

## **9. REVIEW OF THE GROUP'S EFFECTIVENESS**

The mandate for the EMRTS DAG was captured within the terms of reference (**Appendix 3**) and the purpose available above. These terms of reference will need to be reviewed in line with the direction of the Joint Commissioning Committee.

The role of the secretariat to the Group was crucial to the ongoing development and maintenance of a strong governance framework for the EAS Joint Committee and was a key source of advice and support for the Chair and members of the group. The purpose of an effectiveness survey was to comply with the EASC Standing Orders and evaluate the performance and effectiveness of:

- The EMRTS DAG members and the Chair
- The quality of the reports presented to the Group
- The DAG secretariat

Members of the Group have been asked to complete the self-assessment survey based on the year 2023-2024.

## **10. Conclusion and way forward**

The former Chief Ambulance Services Commissioner, on behalf of the Emergency Ambulance Services Committee was grateful to all those involved in the work of the EMRTS Delivery Assurance Group for their support over the past 12 months, and for the constructive and positive way in which they contributed to the activity of the Group.



The NHS Wales Joint Commissioning Committee will provide clarity for the Group to ensure that it conducts its business in accordance with legislation and best practice. The aim of this Annual Report was to provide the assurance that the DAG had in place the appropriate governance arrangements and resources to ensure success in achieving its objectives.

## **11. Further Information**

Please visit the former EASC website for further information as outlined below: [Home - Emergency Ambulance Services committee \(nhs.wales\)](https://EASC.NHS.Wales)  
(<https://EASC.NHS.Wales>)

The NHS Wales Joint Commissioning Committee commenced on 1 April 2024 and further information is available here:  
<https://jcc.nhs.wales/our-structure/ambulance-services-and-111/emrts/>



**Stephen Harrhy**  
**Former Chief Ambulance Services Commissioner**

**Date: 28 May 2024**

**Chair – EMRTS Delivery Assurance Group**



**Membership of the EMRTS Delivery Assurance Group**

<b>Role</b>	<b>Name</b>	<b>Organisation</b> <b>University Health Board (UHB)</b>
Chair	Stephen Harray	Former Chief Ambulance Services Commissioner
Health Board Representative	Steve Bonser Geraint Farr Mike Bond Stuart Dalziel Daniel Warm Stephen Powell Anjula Mehta Geraint Norman	Aneurin Bevan UHB Betsi Cadwaladr UHB Cardiff and Vale UHB Cwm Taf Morgannwg UHB Hywel Dda UHB Powys tHB Swansea Bay UHB Swansea Bay UHB (Finance)
EMRTS National Director	David Lockey	EMRTS
EMRTS Operations Director	Mark Winter	EMRTS
Welsh Ambulance Services University NHS Trust	Alex Crawford	Assistant Director of Strategy and Planning
<b>In attendance:</b>		
Welsh Government representative	Aled Brown Leigh Davies	Head of Emergency Care Senior Urgent Care Manager
Wales Air Ambulance Charitable Trust	Sue Barnes	Chief Executive
NHS Wales Collaborative	Vicky Harding	Assistant Planning Manager
Wales Critical Care and Trauma Network	Nicola Vaughan-Jones	Manager
Former EASC Team	Ross Whitehead Matthew Edwards Gwenan Roberts Ricky Thomas Lee Leyshon	Former National Collaborative Commissioning Unit

**Appendix 2**

**ATTENDANCE**

<b>Name</b>	<b>Organisation</b>	<b>6 June 2023</b>	<b>27 Sept 2023</b>	<b>28 Nov 2023</b>	<b>20 Mar 2024</b>
Stephen Harray	Former EASC (Chair)				
David Lockey	EMRTS (Vice Chair)				
Steve Bonser	ABUHB				
Geraint Farr	BCUHB				
James Risley	BCUHB				
Mike Bond	CVUHB				
Ashley O'Callaghan	CVUHB				
Stuart Dalziel	CTMUHB				
Daniel Warm	HDdUHB				
Stephen Powell	PtHB				
Chris Moss	PtHB				
Anjula Mehta	SBUHB				
Geraint Norman	SBUHB				
David Rawlinson	EMRTS				
Mark Winter	EMRTS				
Meryl Jenkins	EMRTS (ACCTS item only)				
Mike Slattery	EMRTS (ACCTS item only)				
Matt Cann	EMRTS				
Hayley Blyth	EMRTS				
Nino Williams	EMRTS				
Sue Barnes	WAACT				
Steve Stokes	WAACT				
Zoe Goodacre	Wales Trauma Network				
Niki Vaughan-Jones	Wales Trauma Network				
Vickie Harding	Health Education and Improvement Wales				
Alex Crawford	WAST				
Deborah Kingsbury	WAST				
Aled Brown	Welsh Government				
Leigh Davies	Welsh Government				
Gwenan Roberts	Former EASC team/NCCU				
Ricky Thomas	Former EASC team/NCCU				
Matthew Edwards	Former EASC team/NCCU				
Lee Leyshon	Former EASC team/NCCU				



## Appendix 3

### TERMS OF REFERENCE EMERGENCY AMBULANCE SERVICES COMMITTEE

#### Emergency Medical Retrieval and Transfer Service Delivery Assurance Group (EMRTS DAG)

#### 1. Introduction

The Emergency Ambulance Services Committee (EASC) (as the "Joint DAG") hereby resolves to establish a subgroup of the Joint DAG that will be known as the EMRTS Delivery Assurance Group (EMRTS DAG). The EMRTS DAG has no executive powers, other than those specifically delegated in these Terms of Reference.

#### 2. Accountability

The EMRTS DAG will be accountable to EASC and will advise the Joint DAG on issues regarding the development and performance of EMRTS.

#### 3. Purpose

The purpose of the EMRTS DAG is to co-ordinate the direction, delivery and, performance of the EMRTS DAG across Wales and to ensure that the benefits of working collaboratively are realised.

The EMRTS DAG will report to the Health Boards through the EASC Joint DAG and oversee the performance and commissioning functions to improve pathways and standards of care for Welsh residents across the full spectrum of EMRTS.

The EMRTS DAG will also feedback to Swansea Bay University Health Board (SB UHB) as host organization, via the SB UHB Quality & Safety DAG and the SB UHB Risk Management Group.

The purpose of the EMRTS DAG is as follows:

- To provide evidence-based and timely advice to the Health Boards, through the EASC, to assist them in setting the direction of, and discharging their functions and meeting their responsibilities with regards to EMRTS.
- To support and monitor the implementation and delivery of the EMRTS Strategic Programme Case and the EMRTS BJC's for bases.

- To ensure compliance with the terms of the grant offer from Welsh Government dated 20 January 2015.
- To oversee the delivery and realisation of the benefits set out in the BJs for EMRTS Bases.
- To support and monitor the commissioning functions and the performance management requirements set out in the EMRTS Collaborative Commissioning Quality & Delivery Framework.
- To oversee the development of a range of key performance indicators focused on improving quality and outcomes.
- To ensure a high-quality service is provided for Welsh residents by EMRTS.
- To contribute to the development and implementation of consistent patient pathways and new models of care for EMRTS across Wales.
- To ensure clear and appropriate hosting arrangements for EMRTS.
- To ensure collaborative working for EMRTS delivery is promoted through a Wales wide approach, leading to improved outcomes for Welsh residents through developing joint learning opportunities and sharing good practice.
- To co-ordinate the establishment and development of integrated clinical pathways and new models of care across a range of trauma and related EMRTS services. The system should facilitate movement throughout the pathway in a timely manner and proactively manage exceptional cases.
- To co-ordinate the development of sustainable EMRTS services where possible in Wales to ensure Welsh residents receive appropriate care provided by skilled, trained staff at the lowest level of appropriate resource utilisation.
- To consider and approve proposals for service change ensuring that due process has been followed.
- To ensure that EMRTS establishes relationships with relevant collaborative groups and networks as appropriate.
- To put in place appropriate arrangements to evaluate the EMRTS and the realisation of benefits and patient outcomes.

#### **4. Sub-Groups**

The EMRTS DAG may establish sub-groups or task and finish groups to carry out specific aspects of EMRTS DAG business, on its behalf.

## 6. Membership

The Chief Ambulance Services Commissioner will Chair the EMRTS DAG and the Vice Chair will be the National Director of EMRTS to ensure an all-Wales perspective and the co-ordination of EMRTS with the Major Trauma Network and other related services and networks.

Membership of the EMRTS DAG will be as follows:

- Chair – Chief Ambulance Service Commissioner (EASC)
- EMRTS Cymru National Director
- Senior nominated representative from each Health Board
- Senior nominated representative from WAST
- Senior hosting representatives from SB UHB
- EMRTS Operations Director

The representatives from Health Boards should as far as possible be Senior Managers with appropriate authority and understanding of EMRTS and its related pathways.

### **In Attendance:**

- Chief Executive Wales Air Ambulance Charitable Trust (WAACT)
- NHS Wales Collaborative / Wales Critical Care and Trauma Network
- Welsh Government representative
- Finance/Information
- Secretariat provided by EMRTS
- Business Intelligence
- EASC Team / National Collaborative Commissioning Unit

## 7. Delivery Assurance Group meeting arrangements

### **Frequency of meetings**

Meetings shall be held at least quarterly (4 meetings annually) and otherwise as the Chair deems necessary.

### **Quorum**

At least four members (from health boards) must be present for the EMRTS DAG to be quorate.

### **Withdrawal of individuals in attendance**

The Chair may ask any or all of those who normally attend but who are in attendance to withdraw to facilitate open and frank discussions of particular matters.

### **Circulation of Papers**

The Chair and Secretariat will ensure that all papers are distributed at least five working days prior to the meeting.

### **Engagement**

The Chair must ensure that the EMRTS DAGs decisions on all matters brought before it are taken in an open, balanced, objective and unbiased manner. In turn, individual EMRTS DAG members must demonstrate, through their actions, that their contribution to the EMRTS DAGs decision making is based upon the best interests of the NHS in Wales.

## **8. Declarations of Interest**

Where individual EMRTS DAG members identify an interest in relation to any aspect of business set out in the EMRTS DAG meeting's agenda, that member must declare an interest at the start of the meeting. EMRTS DAG members should seek advice from the Chair before the start of the meeting if they are in any doubt as to whether they should declare an interest at the meeting. All declarations of interest made at a meeting must be recorded in the EMRTS DAG's minutes. Members are also required to complete a formal Declaration of Interest form for the preceding year which once complete will be made publicly available in line with the EASC Standing Order requirements.

## **9. Review**

These terms of reference shall be reviewed annually by the EMRTS DAG.

## **10. Reporting and Assurance Arrangements**

The Chair of the Group shall:

- Report formally to the EASC Joint DAG on the EMRTS DAGs activities and will make recommendations to the Joint DAG on behalf of the EMRTS DAG relating to the commissioning of services This includes verbal updates on activity, the submission of the minutes and written reports.
- Bring to the EMRTS DAGs specific attention any significant matters for consideration by the EASC (in line with the Standing Orders).
- Include in matters for decision, the formal views of the group, for consideration by EASC.
- Ensure appropriate escalation arrangements are in place to alert the EASC Chair, Chief Executive or Chairs of other LHBs and

relevant subgroups of any urgent/critical matters that may affect the operation and/or reputation of the LHBs or WAST or EMRTS.

The Chair, Stephen Harray, Chief Ambulance Services Commissioner, on behalf of the Joint DAG, shall oversee a process of regular and rigorous self-assessment and evaluation of the group's performance and operation including that of any subgroups that may have been established.

## **11. Applicability of Standing Orders to DAG Business**

The requirements for the conduct of business as set out in the (EASC) Standing Orders are equally applicable to the operation of the Group.

## **12. Review**

These Terms of Reference shall be adopted by the EMRTS DAG and subject to review at least on an annual basis thereafter.

### **FOR ANNUAL REVIEW**

Date of approval by the EASC: 19 September 2023

#### **Next review due:**

The new NHS Wales Joint Commissioning Committee will need to review its sub committee structure and purpose before terms of reference can be reviewed. Therefore, the existing terms of reference remain in use until updated during the transition period for the first 3-6 months of the new committee.



## **EFFECTIVENESS SURVEY**

### **EMRTS DAG**

The primary purpose of the annual self-assessment survey was to consider the effectiveness of the Committee. The survey was based on a committee effectiveness survey template used for all CTMUHB Board Sub-Committees and members were requested to answer all questions. The questions discussed primarily are included below.

However, as the former EAS Committee has ended it is suggested that these key questions which were discussed annually are considered by the former members of the Committee who are now members of the new NHS Wales Joint Commissioning Committee. These questions may be considered as part of the legacy learning for the new JCC.

Form available here <https://forms.microsoft.com/e/aF6AJb3Y6Q>

Please see below (link sent to all EMRTS DAG members)

1. Effectiveness of the EMRTS DAG \*

	Yes	Most of the time	Rarely	Never
Was there effective challenge, scrutiny and learning lessons at EMRTS DAG?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did the health boards review the progress and outputs of EMRTS DAG?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were you able to give appropriate feedback to the Chair?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you determine the appropriate level of detail you wanted from reports?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you receive appropriate, timely and accurate information for EMRTS DAG and EASC to fulfill Their roles?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you have enough time to cover the business at meetings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Are new members provided with training?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did EMRTS DAG consider how it integrated with other committees and meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were papers circulated in good time?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Were minutes and agreed actions received as soon as possible after meetings?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Did you consider EMRTS DAG to be effective in discharging its duties?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Learning from your knowledge of the EMRTS DAG, do you have any suggestions on how the work of the new NHS Wales Joint Commissioning Committee could be improved or strengthened? \*

Enter your answer