

# States of Jersey Ambulance Service

Demand and Capacity Review with ARP implementation support



## KEY BENEFITS

- Response model appraisal and recommendations for change
- Programme-managed the implementation of ARP
- Demonstrated the impact of major service changes prior to go-live
- Resourcing requirements to achieve new KPIs with future growth

“ AACE expertise was critical in helping us navigate the challenges of an island ambulance service. Their experience, working alongside experts at ORH, enabled us to take forward a new response model and provided the evidence needed to bid for additional resources. ”

Peter Gavey, Chief Ambulance Officer

## Review of existing SoJAS Response Model and implementation of a new Ambulance Response Programme

### KEY FACTS

**Population = 103,000**  
**Area Covered = 120 km<sup>2</sup>**  
**Annual Incidents = 16,000**  
**Vehicles = 20**

### ABOUT SOJAS

Jersey is a self-governing Crown Dependency in the English Channel, and States of Jersey Ambulance Service (SoJAS) is responsible for emergency, patient transport service (PTS) and control room operations.

### THE CHALLENGE

Following a peer review of service provision and full options appraisal of their response model led by AACE, SoJAS sought to implement a new ambulance response programme (ARP). ORH were commissioned to assess the level of staffing required

to meet demand in 2024 and to assist, alongside AACE, in the implementation of ARP.

### AACE AND ORH APPROACH

AACE's expert review team undertook a full appraisal of Jersey's existing response model and response time standards. An assessment was then made of how the ARP might work within Jersey, following which AACE and SoJAS worked together to agree an appropriate model for delivery.

AACE provided subject matter expertise to programme-manage implementation of the agreed ARP model for Jersey.

Prior to implementation ORH assessed historical SoJAS operations, including the relationships between demand, resourcing and performance, and benchmarked analysed parameters against other services to enable evidence-based decisions on efficiencies. Projections of future demand

were created that took account of population demographic changes as well as migration trends.

ORH simulated the impacts of implementing ARP, including anticipated changes to response times and resource use. The effects of implementing various operational efficiencies and estate changes were then quantified in terms of response times, meal break attainment, shift overruns and utilisation.

A final set of assumptions and efficiencies were agreed with SoJAS. From this position, and after increasing demand in line with projections, the staffing and vehicle requirements to meet KPIs were determined.

### RESULTS

The agreed response model for Jersey was safely implemented in October 2022 through an AACE-led partnership with the SoJAS team.

ORH established that routine journeys were consistently falling to emergency crews. Moving this demand to PTS, along with provision of a new PTS stretcher vehicle, would benefit both emergency and PTS operations. This more robust model would allow the growth in journeys to be absorbed through higher rates of multi-loading, with only small increases to patient wait and journey times.

Optimisation modelling found that the relocation of standby points would improve response times, allowing standards to be achieved more efficiently. When combined with other agreed efficiencies, the need for additional emergency ambulance capacity to achieve KPIs was identified, representing a 13% increase in FTE.

We bring together the unique skills, experience and expertise to provide an end-to-end evaluation of systems, processes and practices across ambulance services

## DIAGNOSTICS

- Comprehensive review and benchmarking against industry best practice
- Evaluating support services, for example, workforce planning, business intelligence and logistics
- Reviewing strategy objectives and aspirations, including sustainability and digital

## SOLUTIONS DEVELOPMENT

- Modelling the resources required to tackle challenges identified through diagnostics and improve patient outcomes
- Reviewing organisational structures and processes across all functions
- Developing recommendations and an implementation roadmap

## IMPLEMENTATION

- Supporting clients as recommended organisational and system changes are introduced
- Impartial assurance, peer support and subject matter expertise to support delivery
- Designing, monitoring and displaying metrics which underpin improvement objectives

## POST IMPLEMENTATION REVIEW

- Reviewing outputs of implementation phase
- Measuring success and benefits against implementation plan objectives and deliverables
- Understanding any deviation in benefits from recommendations due to internal and external factors



We enable our clients to develop and implement evidence-based organisational change with a focus on improved patient outcomes and staff wellbeing