



Wiltshire  
**Air Ambulance**  
funded by you, flying for you

STRATEGIC PLAN 2021-2024

As Chairman of Wiltshire Air Ambulance Charitable Trust, it has been an immense pleasure and privilege to watch our Helicopter Emergency Medical Service develop and grow in recent years in pursuit of its primary mission - to save lives in Wiltshire, Bath and surrounding areas.

Along with the other trustees, I have been made to feel especially proud by the way the charity has adapted and coped with the very real clinical and financial challenges that the COVID pandemic thrust upon us in the early spring of 2020 and only now, some 18 months later, shows signs of being contained so that life can in some senses, get back to normal.

Along with the pleasure and privilege of being Chairman of this wonderful charity also comes great responsibility. The board has a duty to ensure that we are fully focused going forward and to this end I wholeheartedly commend to you this easy-to-read three-year strategic plan which the trustees have developed with the senior team following an organisation-wide consultation, albeit restricted and limited by the constraints of the pandemic.

It is fair to say that this strategic plan is perhaps not as ambitious as our previous plan, but the board has been deliberately cautious, bearing in mind the still-unknown long-term impacts of the virus. This plan is mostly about consolidation, that is, keeping on top of our finances and adapting our clinical delivery to keep abreast of the fast developing world of pre-hospital care.

Whether you are a member of staff, a clinician, a volunteer, an NHS partner or simply someone who is sympathetic to our aims and objectives, I look forward to counting on your support as we deliver this plan over the next three years.

**Chris Lear**  
Chairman  
Summer 2021

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## INTRODUCTION

As an organisation we are clear on three things; our aim (The Vision), the impact we make on society (The Mission) and the way we go about achieving this important work (The Values).

Every individual in every part of the charity needs to strive towards these.

We are here for a purpose, driven by passion, commitment and our common humanity.



To view our full mission, vision and values please visit our website.

## THE CURRENT SITUATION

The years 2020 and 2021 have been a time of unprecedented uncertainty and disruption.

COVID-19 and associated lockdowns have clearly had a dramatic impact on the charity sector, from increased demand for services in challenging operational circumstances, to dealing with concerns about income generation.

We have shown considerable resilience during this difficult time, adapting quickly to new trends and learning how to work in new ways.

We are an organisation that inspires pride and purpose in every individual associated with it.

As we set out on this new and exciting strategic pathway, we must continue to be a charity demonstrating real courage, real creativity, and most of all real compassion.

Having established our Vision, Mission and Values some time ago, we are now turning our attention to how we are going to continue to put these into practice in the post-pandemic environment over the next three years.



## BROAD STRATEGIC AMBITIONS

The charity has strategic ambitions with regards to the way in which we make our emergency interventions, how they are delivered and how they are funded.

Like a three-legged stool, each activity is mutually dependent upon the other and all will be underpinned by robust governance.

Two of these activities (Clinical and Aviation) are provided through our Operational Team and the other (Income Generation, Marketing, Public Relations, Donor Care and Financial Management) are provided by our Charity Team.

Following on from non-clinical voluntary redundancies arising out of the pandemic, we will require a tweaked organisational structure to accomplish this.

Through staff and volunteer engagement, ensuring their views are considered in our decision-making processes, we will commit to staff, aircrew, and

volunteer development and resourcing to equip people for the new normal.

Wiltshire Air Ambulance is a great place to work. We are an organisation that is led by our culture of "**One Base, One Team**" and as such we have one team goal.

We value and respect our supporters and the continued dedication of those who give their time and energy to the charity. This is very important to us and this is why we always strive to put their needs first. We are transparent, fair and inclusive.

We are always grateful to receive feedback from our stakeholders, whether they are a volunteer, fundraiser or member of the public.

Wiltshire Air Ambulance treats all suggestions and complaints seriously and aims to resolve them promptly and efficiently.



## IN BROAD TERMS:

### Medical Skills

It is the intention of the charity to ensure there is the appropriate medical skills mix to provide best quality care, and the highest levels of safety deployed along with the air ambulance, so that the best possible assistance can be given at the scene of an incident. This will be achieved by building in resilience through appropriate levels of clinical leadership, staffing and ensuring ongoing training and study opportunities.

### Transportation

The charity will equip the helicopter with all appropriate new technology, including cabin reconfigurations as necessary, and working with the ambulance service, we will ensure it has at least one fully equipped Rapid Response Vehicle to deliver commensurate levels of critical care when the helicopter is non-operational.

It will be operating in the safest possible way and continue to offer the best possible care to patients. By approaching foundations and grant-making trusts, we will give these philanthropic partners the opportunity to fund these investments.

### Dispatch

Continuing to fund the South West Ambulance Service NHS Foundation Trust's (SWASfT) HEMS Critical Care Dispatch Desk, we will hold that body to account in pursuit of the agreed objective, namely that across the South West region, the nearest air ambulance will always be deployed to an incident as a first response and that if additional or enhanced medical skills, such as those of a physician are required, only then will these be deployed.

### Operational Governance

The charity will continue to promote and develop its Clinical Governance and Aviation Compliance with leadership from a designated Base Doctor who will work to the SWASfT Clinical Governance protocols and an Accountable Manager following CAA directives.

## Supporter Experience

All visitors to the charity headquarters will continue to have a full experience, whether the helicopter is on site or on a mission, by making use of audio/visual technology and other innovations to ensure a satisfying experience.

## Staffing

The charity will recruit and employ as necessary, but only as necessary, the key fundraising, marketing and support staff to meet the funding requirements of the service, especially as it emerges from the impacts of the pandemic.

## Volunteers

By giving us their precious time and many diverse skills, our volunteers help save lives. They are part of the team as well as a community and each one makes an essential contribution to the charity. We will therefore ensure we continue to build an even-stronger, resilient, recruitment, and retention process for all our volunteers.

We will increase volunteer numbers in Wiltshire, Bath and surrounding areas, with an even stronger recruitment and retention process for all our volunteers. We are certain we could not do what we do without our volunteers.

## Environment

The charity will champion an environmentally conscious culture to preserve resources and seek to utilise alternative fuels. We will explore different options for electric vehicles for both clinicians and all staff, through the installation of on-site charging points through third party providers and funders.

We will continue to promote recycling options, including, but not limited to, our charity shop, clothing banks and volunteer group Recycle4WAA. These methods not only help with our environmental aims, but also raise vital funds for our work.

## SPECIFIC STRATEGIC PRIORITIES

### Clinical Upskilling

We will enhance and improve clinical delivery for the people of Wiltshire, Bath and surrounding areas, continuously advancing rapid response critical care services to patients. We will be recognised as a leading provider of pre-hospital care.

We will achieve this by continuing to invest in the clinical development of the paramedic cohort with additional training as necessary in the fast-developing world of pre-hospital care.

We will also enhance our clinical delivery through committing to increasing the number of Pre-Hospital Consultants (doctors) volunteering as part of our ongoing crew. Additionally, working with our partner hospitals, procure extra Consultant sessions (PAs) who will provide enhanced direct clinical care during the day including telephone support. With this additional support on board we will be able to deliver further advanced medical interventions at the scene of an incident and save more lives.

### Patient Liaison

We recognise the patient journey and that of their loved ones transcends the accident or emergency itself and there are ongoing physical and mental health challenges as well as opportunities to publicise the “journey” to full recovery.

Other air ambulance charities have successfully employed a dedicated **Patient Liaison Officer**. We will monitor this role as it develops elsewhere and gather evidence with a view to possibly appointing our own Patient Liaison Officer funded by a grant. As a key role this could be provided by a medic/counsellor/nurse whose brief would be to build relationships with patients and families. This role would also help with visitors and those who have been through trauma.<sup>1</sup>

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<sup>1</sup> Over half of the country's air ambulance charities have now made appointments to this role. Charities canvassed have confirmed the role pays for itself.

## Succession Planning

We will ensure robust succession planning. The charity will have in place an effective succession plan for the appointment of the next Chief Executive and Chair of trustees. Similarly, a succession plan will be developed with regards to other senior post holders and trustees.

To achieve this, we will continue to follow the CEO succession plan previously agreed by the board. We will undertake a full risk analysis around other key post holders and ensure mitigations are in place for unexpected departures. Furthermore, we will appoint additional trustees to ensure a broad skill mix and knowledge continuity as current trustees exit the Board after their maximum terms have been served. We have a small board and in the interest of stability and continuity, it has been agreed that replacements would only be proactively sought when existing trustees step down, but we will also, via our website, invite people to submit CVs at anytime should they be interested in joining the board.

## Digital Culture

We will develop and implement a digital culture to fit the new way of working. This will see an expansion of income opportunities through digital platforms, while assisting our aspirations to become a paperless organisation.

To achieve this:

- The Charity Team will aspire to stay ahead of the game with new digital innovations to increase public awareness and income streams.
- The Aviation Team will, on an ever-increasing basis, log all flight and maintenance information in real time in cloud-based systems, minimising paper record keeping wherever possible.
- The Clinical Team will embrace digital advancement of patient care, record keeping and the ordering of drugs and stores.

## Income Generation

We aspire to grow income to above £4 million per annum to support our services.

We will achieve this by following our revised three-year Income Generation Plan and we will do this in a diverse and sustainable way.

## Education

We will educate every child in Wiltshire, Bath and surrounding areas, through our **Emergency Awareness Training** programme. We see this as an essential part of our wider mission in helping to save lives.

We will achieve this by reaching out to primary, secondary and private schools across Wiltshire, Bath and surrounding areas, to give every child the chance to learn essential lifesaving skills, such as CPR and how to get help in a medical emergency.

## Aircraft

We will look to replace our existing aircraft over the next three to five years.

G-WLTS will be 10 years old in 2024 and it will have approximately flown circa 3,500 flight hours.

We will achieve this by forming a working party who will look at the helicopter type options available and the means of funding for a new or used helicopter, following a market options appraisal from the Director of Aviation.

A full SWOT analysis has been carried out and approved by the Board of Trustees.

## SUMMARY

The delivery of the overall strategy is an organisational responsibility. Whilst every individual will have ownership of their specific areas and tasks, we all share the same ethos, same vision and most importantly we share the same goal. Collaboration, communication and co-operation across all disciplines will lead to a more effective output and ultimately a more comprehensive result.





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[www.wiltshireairambulance.co.uk](http://www.wiltshireairambulance.co.uk)