



ASSOCIATION OF  
**AMBULANCE**  
CHIEF EXECUTIVES

Bringing together skills, expertise and  
shared knowledge in UK ambulance services



# AACE Annual Report 2022-2023

SEPTEMBER 2023

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[www.aace.org.uk](http://www.aace.org.uk)





*Our AACE member services faced unprecedented challenges during 2022-23 head on, with an unwavering commitment, whilst continuing to do everything possible to look after our patients, staff and volunteers within these extraordinary times.*

**Daren Mochrie** QAM  
Chair of the Association of  
Ambulance Chief Executives  
(AACE)



## The role of AACE

**The Association of Ambulance Chief Executives (AACE) is a membership organisation representing all UK NHS ambulance services, including public sector services in British Crown Dependencies, plus the Republic of Ireland, providing support, coordination of strategic priorities, and guidance on implementing national policy.**

It also provides the general public and other stakeholders with a central resource of information about NHS ambulance services.

Whether for patient care, operational policy or emergency preparedness, the Association exists to support its members and to act as the interface between them and their stakeholders.

It provides a structure to co-ordinate, manage and implement key national work programmes and policies that are fundamental to the ongoing improvement of UK ambulance services and the development of patient care.



## Digital media - social and website activities

**You can find out more about AACE, our work and that of our members, on our website at [www.aace.org.uk](http://www.aace.org.uk) and follow us on Twitter / X at [@AACE\\_Org](https://twitter.com/AACE_Org)**

- Since the AACE website was launched in April 2012 it has received well over **1,500,000** page views from nearly **300,000** users.
- The AACE website also contains a range of resources, reports and documentation, as well as hosting a number of videos and webinar content and ambulance campaign materials
- AACE's Twitter / X account at **@AACE\_Org** now enjoys a following of over **14,500** actively engaged users from ambulance trusts, NHS and wider emergency services organisations, national stakeholder bodies and individuals
- AACE has attracted **over 1,500** opted in subscribers directly via the website, to whom it can send opted-in (or affiliated) ambulance communications such as emails or ezines, if required
- Find out about key work coordinated by AACE in our quarterly newsletter '**Keeping P'AACE**'.



## Contents

|    |   |
|----|---|
| 03 | The role of AACE                                    |
| 03 | Digital media - social and website activities       |
| 04 | Foreword  |
| 06 | Ambulance activity data for 2022-23                 |
| 11 | Strategic role                                      |
| 13 | Employer of Choice                                  |
| 18 | Provider of Choice                                  |
| 24 | Partners of Choice                                  |
| 28 | AACE Team   |
| 29 | AACE Members, Chief Executives and Chairs 2022-2023 |



## Foreword

**2022-23 proved to be yet another busy year with unprecedented challenges for ambulance services and the NHS overall.**



**Daren Mochrie** QAM  
Chief Executive,  
North West Ambulance  
Service NHS Trust (NWAS)  
and Chair of AACE



**Martin Flaherty** OBE, QAM  
Managing Director of AACE

The year included the highs of the Platinum Jubilee for Queen Elizabeth II, followed shortly after by her sad passing. Both big events for the whole of the UK and ambulance services across the country supported each other, especially colleagues in London, to ensure these occasions were sufficiently covered to protect our patients and the public attending.

As we continued to emerge from the impacts of the pandemic, we all experienced one of our most challenging winters yet in terms of demand on services, industrial action, all exacerbated by a tired and stretched workforce, frustrated with our inability to appropriately meet that demand, and provide the highest levels of care to every patient. Delays at hospitals to handover patients continued to increase in number and length, adversely affecting both patient safety and staff wellbeing. These, and the everyday pressures individuals felt from a developing cost-of-living crisis, were just some of the factors involved in prompting industrial action across the UK. Our AACE member services faced unprecedented challenges during 2022-23 head on, with an unwavering commitment, whilst continuing to do everything possible to look after our patients, staff and volunteers within these extraordinary times.

That said, throughout the year, we continued to build our credibility as a membership body and AACE endeavoured to lobby and influence key stakeholders, Government and NHS England (NHSE) to recognise the strains our services were under and the impact this was having on patients and staff. We have been front and centre in the Prime Minister and Secretary of State led Urgent and Emergency Care (UEC) recovery meetings and were successful in securing more than £200m for ambulance services in England to support the UEC Plan, and £1m to support additional health and wellbeing activities for our people. We held another extremely successful Ambulance Leadership Forum Conference and have produced guidance, frameworks and other resources to support our members in managing the challenges and implementing new initiatives. AACE also continued to provide extensive bespoke/contracted support to many of our members on a wide range of operational and quality issues throughout the year. You can read about the many achievements and much more in the following report.



We remain committed to representing NHS ambulance services at every level, and are constantly impressed with the dedication and continuing efforts of all ambulance staff and volunteers across the UK and beyond and we extend our profound gratitude to you all.





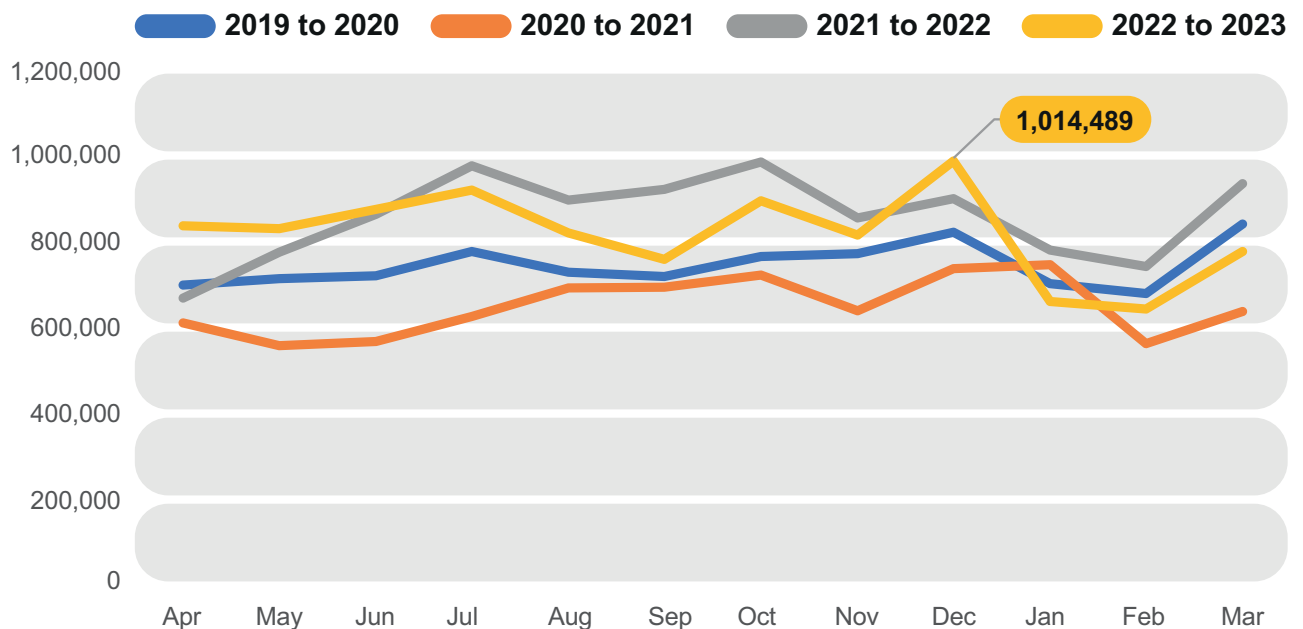
# Ambulance activity data for 2022-23

The 12-months ending March 2023 saw a number of key measures reach their peak in December 2022, often hitting levels not recorded previously by the monthly Ambulance Quality Indicator (AQI) data set. You can view our monthly reports on ambulance performance data [here](#).

The volume of 999-calls answered, while lower than the previous year between July and November, remained high, exceeding one-million calls answered in December before receding at the start of 2023.

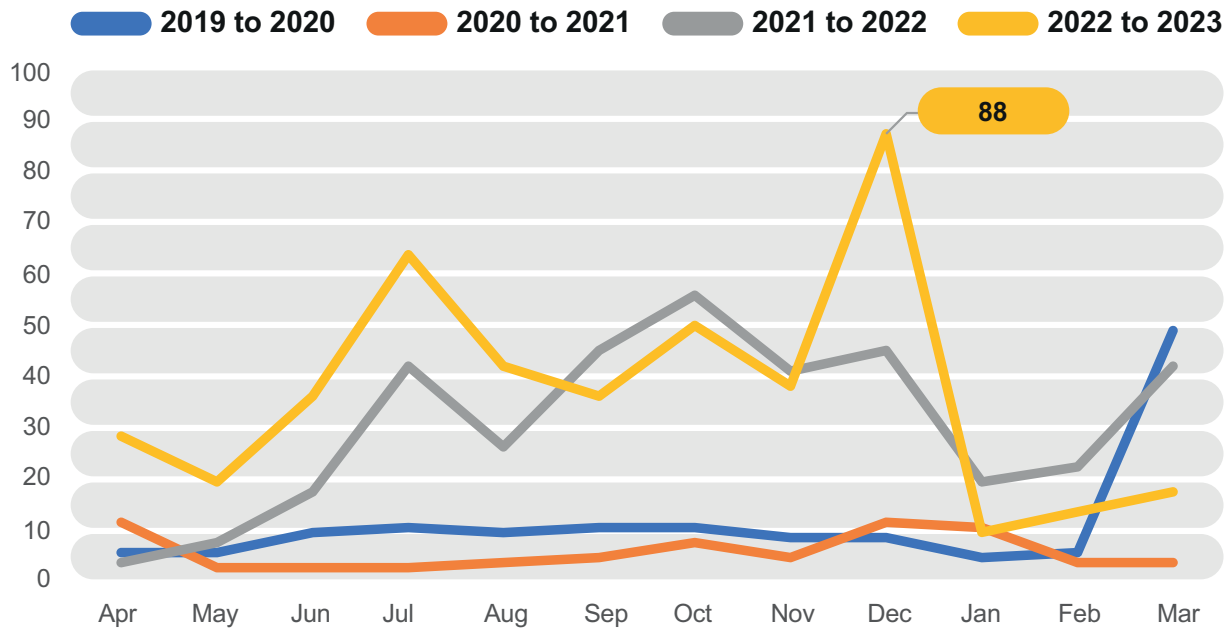


## Volume of 999 calls answered



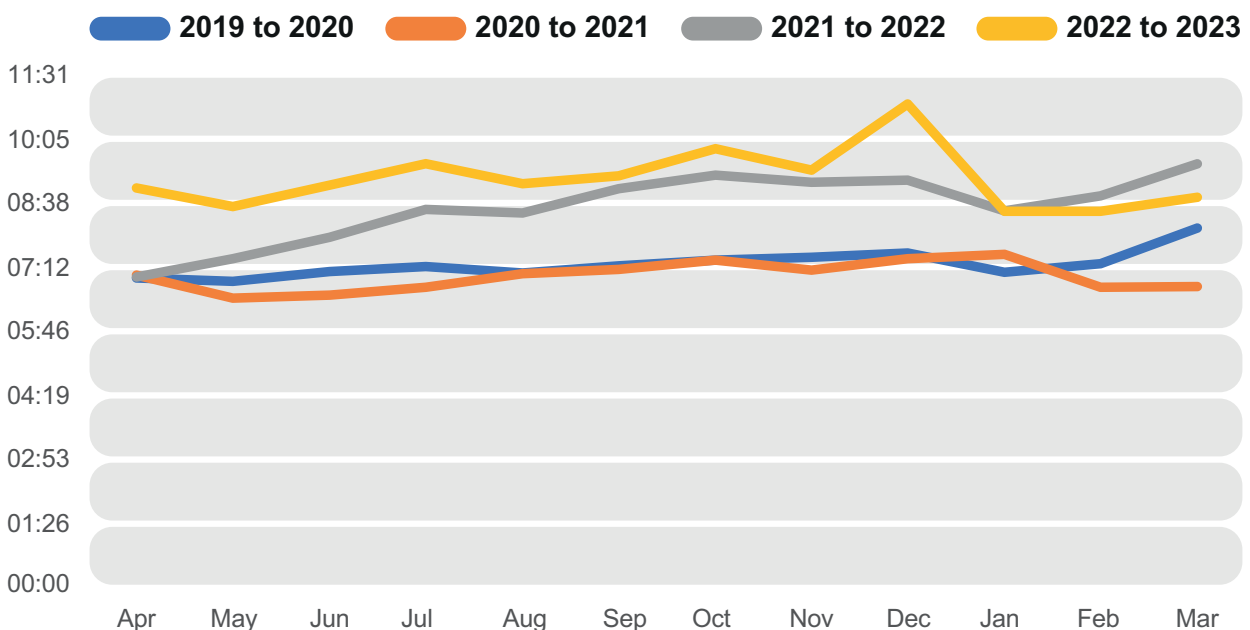
The time taken to answer those calls also increased, reaching an unprecedented 88-seconds in December: by the end of the period, this had decreased to 17-seconds.

## Mean call answer time (Seconds)



Mean response time for the most serious incidents (Category-One) has a national standard of seven-minutes, which has been exceeded since April 2021. By December 2022 it had increased to almost 11-minutes (its highest to-date), falling back to just under nine-minutes by the end of the period.

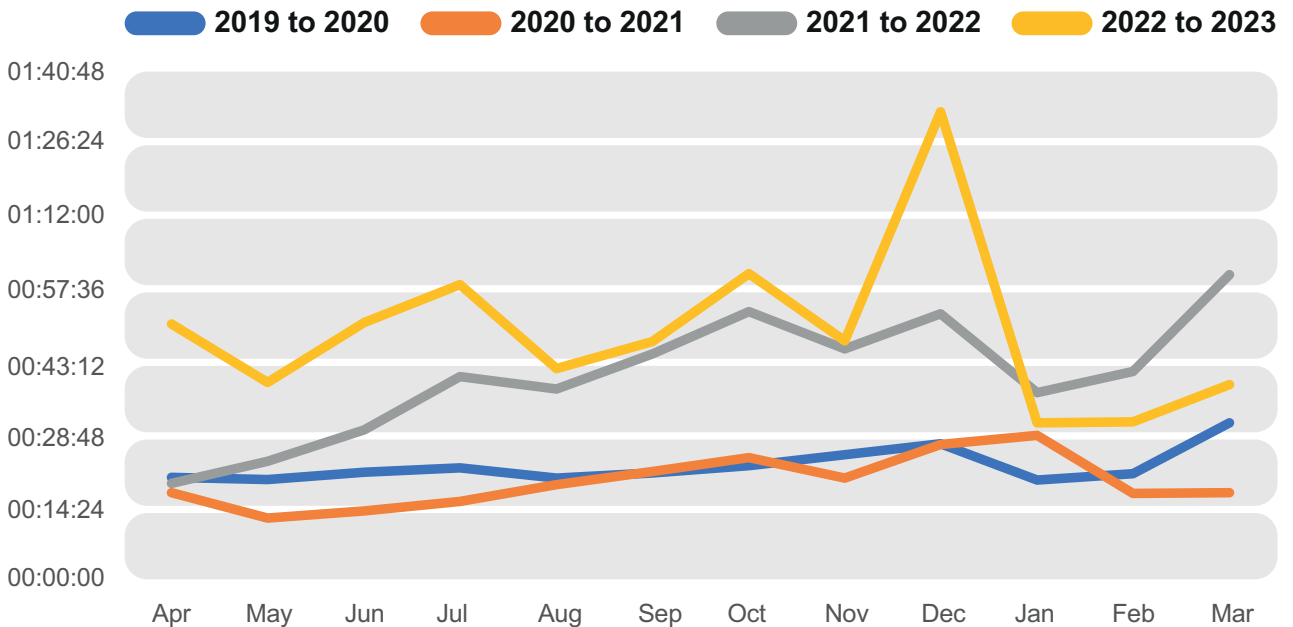
## Category One: Mean response time





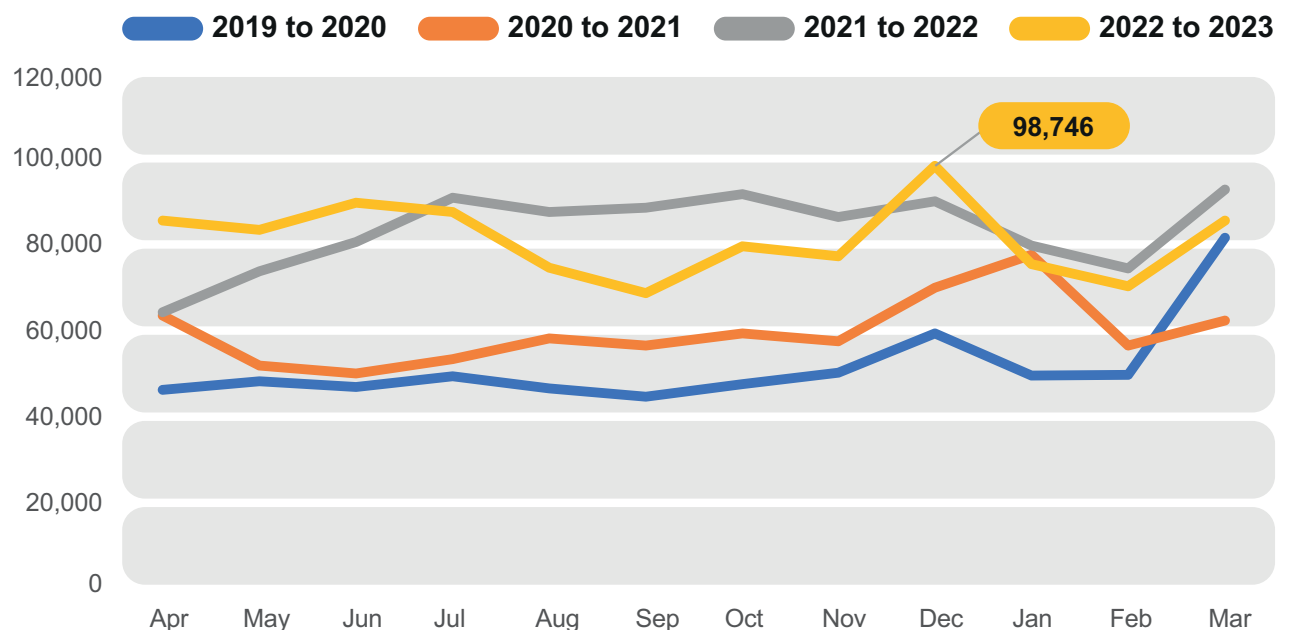
Category-Two mean response times have also exceeded their national standard of 18-minutes for well over two years, and in December 2022 slowed to over 90-minutes. By March 2023 response time had improved, reducing to 39-minutes.

## Category Two: Mean response time



The number of incidents receiving a “hear and treat” response also peaked in December 2022, reaching 99-thousand across the month – another series high.

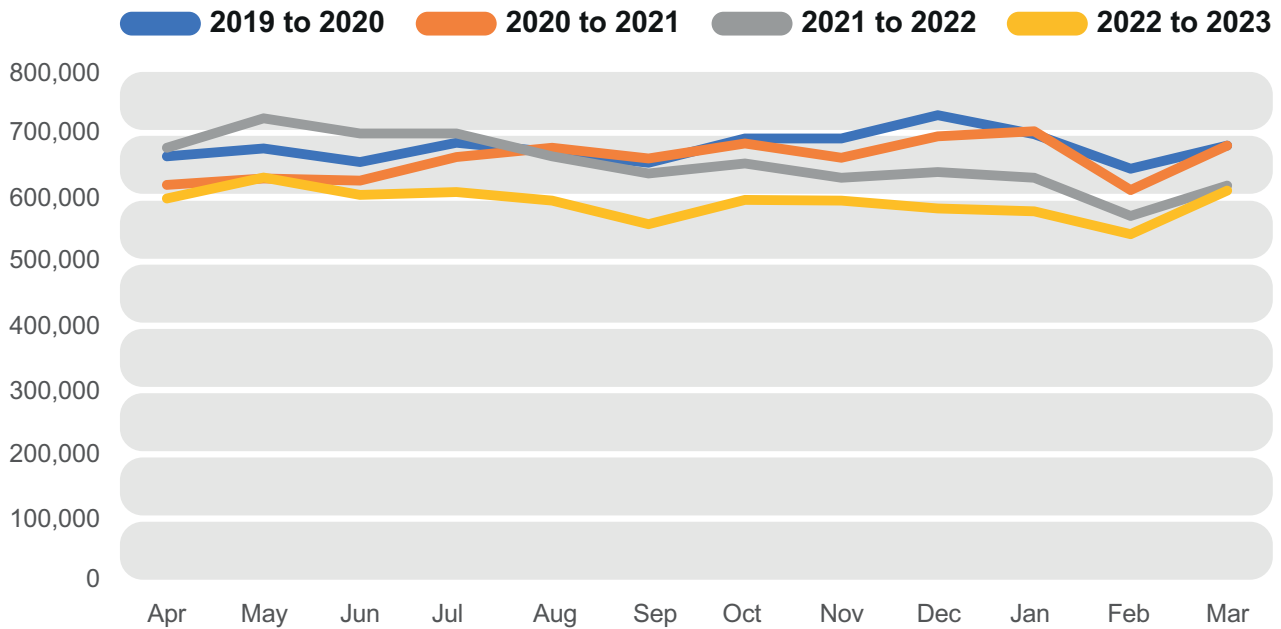
## Volume of hear-and-treat responses





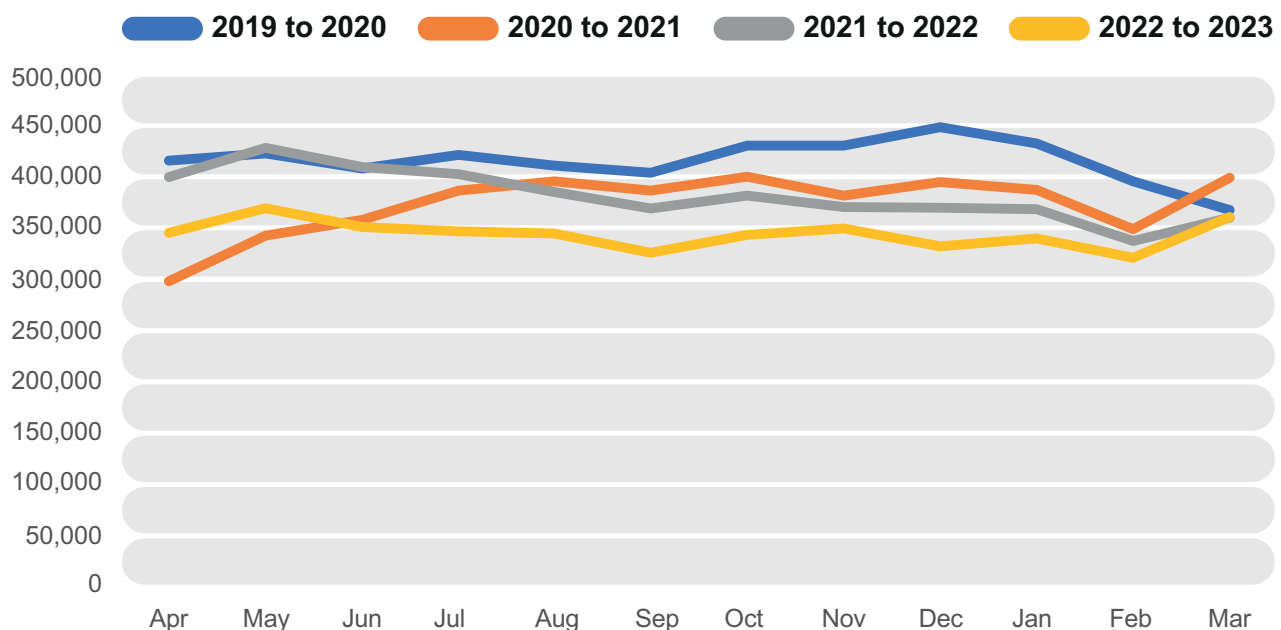
Over the same time face-to-face responses remained steady with a lower volume of incidents than seen in recent years resulting in this outcome.

## \* Volume of face-to-face responses



Patients conveyed to emergency departments (a major contributor to the overall “face to face” response volume) followed a similar pattern - a contextually low volume, but one that saw an increase towards the end of the most recent period.

## \* Volume of patients conveyed to ED







# Strategic role



## Consultation responses and briefings

AACE submitted a responses to various consultations and reviews during the year, including:

- The Department of Health and Social Care (DHSC) white paper consultation, answering the questions posed in their policy document *“Health and social care integration: joining up care for people, places and populations”* - April 2022.
- The House of Lords Public Services Committee on *Emergency Services* - October 2022.
- The *Hewitt Review* on Integrated Care Systems (ICS) and we participated in related roundtable discussions to inform this - January 2023.
- AACE also provided input to the *Fuller Stocktake* report on integrating primary care, published May 2022.
- NHSE launched a consultation in April 2022 for their *mental health and wellbeing plan* and we submitted a sector response to this, via our AACE mental health leads group.



## Ambulance commissioning guidance published - August 2022

AACE worked with NHS Confederation (NHSC) and NHSE to produce *guidance* for Integrated Care Boards (ICBs) encouraging a pan-ICS approach to engagement with their ambulance trust when discussing core services for commissioning and planning for population health management.





## Media management and communications

The extreme pressures facing the ambulance sector and its staff continued to result in an ongoing series of national media enquiries through the year, mainly focusing on *handover delays*, *patient harm*, staff wellbeing and a range of other related issues. In particular, we contributed usefully to the debate (via statement) on a full day of BBC coverage on 12 May 2022, when the ambulance sector was dominating the news agenda.

Other significant issues reported on included:

- *International paramedics day – July 2022*
- *Supporting the Red X campaign with the Highways Agency, to improve safety on motorways when hard shoulders are closed – January 2023*
- *The British Heart Foundation campaign – February 2023*

The industrial action by ambulance staff was a particularly challenging communications matter during an already pressured time over Christmas:

- *AACE called on the Government and unions to work together urgently to resolve the industrial dispute - December 2022*
- *Goodwill, hard work and a genuine commitment to patient safety were the key reasons why ambulance staff across the country were able to keep patients safe during the national industrial action - December 2022*
- *AACE renewed its call for the Government and unions to get round the table again and work together urgently to resolve the industrial action - January 2023*
- *We also continued to ensure that we supported all media enquiries related to the AACE #WorkWithoutFear violence prevention and reduction national campaign, to keep this vital issue in the public domain.*

We reacted quickly to the sad death of *HM Queen Elizabeth II* and provided a statement of condolence on behalf of the sector. Ambulance services for all four countries of the United Kingdom were represented at Her Majesty's funeral in October. Our communication was augmented by a full feature in the Autumn 'Keeping PAACE' magazine.



# Employer of Choice

01 Strategic role



## Ambulance volunteering strategy launched - January 2023

Following engagement across all member services our *National Ambulance Volunteering Strategy* was published, along with information about *volunteering opportunities* in UK ambulance services.

02 Employer of Choice



## A 'Speak Up' review of ambulance trusts in England - February 2023

The National Guardian's Office review '*Listening to Workers*' was published in February 2023 with corresponding recommendations. It provides greater insights into the current workings of the Freedom to Speak Up Culture, including the role of guardians within NHS ambulance services, and presents opportunities for comprehensive and consolidated improvement in this area for the benefit of staff and patients alike.

03 Provider of Choice



## The Queen's Platinum Jubilee - June 2022

AACE commissioned a 'Thank You' coin for all ambulance staff who had served 5 years at the time of the Queen's Platinum Jubilee - this went to more than 73,000 members of staff across the UK.



04 Partners of Choice



## The death of Queen Elizabeth II - September 2022

All parts of the UK NHS ambulance sector joined forces to pay their sincere respects and offer condolences to the Royal Family following *the death of Her Majesty on 8 September 2022*.

05 AACE Team

06 CEO's and Chairs



## Infection prevention and control survey - December 2022

Having conducted a sector wide survey, between December 2021 and March 2022, across staff and volunteers regarding attitudes towards IPC, we were able to share the *key findings from the resulting report*. There was significant learning that came from the feedback we received from this survey and work continues to distil this into lessons we can implement to improve decision making and practice in future pandemics and for IPC in general.

## Uncomfortable conversations series

Since 2020, AACE and our colleagues in the College of Paramedics (CoP) have held a number of Zoom calls open to all ambulance staff and volunteers.

Two sessions were held in 2022/23 - put together with the intention of raising awareness and enhancing understanding for staff across all parts of the ambulance sector.

- *Exploring disability culture* – May 2022
- *Managing fatigue* – July 2022

## Health and wellbeing of staff

Approximately £1m was secured from NHSE to support *health and wellbeing activity* in ambulance services in 22/23.

This was focussed on:

- Development and implementation of a programme of support for individuals on long-term sickness absence.
- Local interventions to support the mental health and wellbeing of control room staff.
- Research to enhance understanding of the specific pressures and mental health response to working in ambulance service control rooms.
- A four-day accredited health and wellbeing coaching course being offered to 5 employees from each trust (liaising with health and wellbeing leads to identify).



## Reducing misogyny & improving sexual safety - February 2023

The report by the National Guardian highlighted (on page 30) increasing concerns regarding *misogyny in the workplace and the need to improve sexual safety*.

AACE have facilitated a part time secondment for a programme lead to work with NHSE on a 3 phase project to produce a consensus statement and a suite of evidence-based interventions. Whilst progress has been made throughout ambulance services, these documents seek to complement measures already in place at a local level and address inconsistencies in how the sector is responding to related concerns.



## Violence prevention and reduction

Following the launch of our #WorkWithoutFear campaign in February 2022, our national *Violence Prevention and Reduction programme* made significant progress in 2022-23 in understanding the humans behind the incidents of violence, updating national branding and language concerning the outdated zero tolerance messaging. The data highlighted in the campaign generated additional media enquiries, emphasising the campaign and its message to increased readership.



## Women in leadership seminar - September 2022

We hosted the second *Women in leadership seminar* - a half day workshop in September to follow up on key issues raised at the first Women in Leadership meeting held online in March 2022. It featured guided discussions, debate and inspirational women leaders from within ambulance services and wider healthcare.



## Diverse ambulance uniform - October 2022

Following extensive consultation across the UK ambulance sector (including with the National Ambulance Uniform User Group which is comprised of frontline paramedics and operational staff) a new uniform tendering process to provide a more *diverse ambulance uniform* was undertaken which considered important feedback from all key stakeholders. A new framework agreement was established, the result of which is a new range of garments which are fit for purpose for a variety of ambulance staff roles, are high quality, and reflect the communities that the ambulance sector represents.



## Ambulance staff 24/7 crisis line launched - November 2022

A *new service*, made possible by funding from NHSE, was commissioned and co-designed by the AACE on behalf of the ambulance sector, to be delivered by The Ambulance Service Charity (TASC). The *crisis line* provides immediate and ongoing suicide and mental health care, 24/7, for any member of UK ambulance and is completely independent and confidential.



## Spotlight on anti-racism

Throughout 2022/23 we featured, each month, anti-racism initiatives in place across our member services:

- Staff networks (LAS)
- Improving Board diversity (SECAMB)
- Say Yes to Respect (YAS)
- Unconscious bias (WMAS)
- Leadership support circles (NWAS)
- Black history month (NEAS)
- Reflections from a black, Muslim paramedic (EEAST)
- Show racism the Red Card (NEAS)
- Anti-racism charter (UNISON/EEAST)
- Cultural calendar
- LGBT+ History month
- International Women's Day





## Staff recognition

A number of ambulance staff were recognised during the year:

- *Queens Ambulance Medals* - June 2022
- *King Charles's New Years Honours* - December 2022
- At our annual AACE Annual Leadership Forum (ALF) awards ceremony in September 2022:

| AWARD CATEGORY  | AWARD WINNER   | TRUST  |
|---|--|--|
| Exceptional Patient Transport Team Member               | <b>Amy Rosindale</b>   | North East Ambulance Service<br>NHS Foundation Trust               |
| Outstanding Administrative Service                      | <b>Katie Rankin</b>  | South Western Ambulance Service<br>NHS Foundation Trust            |
| Exceptional Voluntary Service                           | <b>Rosie Pointon</b>   | East of England Ambulance Service<br>NHS Trust                     |
| Special Recognition Award<br>for COVID-19 Response      | <b>Tim Goddard</b>   | South Central Ambulance Service<br>NHS Foundation Trust            |
| Exceptional Service as a Specialist Paramedic           | <b>Jack Lewis</b>  | West Midlands Ambulance Service University<br>NHS Foundation Trust |
| Exceptional Team Award                                  | <b>LAS Volunteers</b>  | London Ambulance Service NHS Trust                                 |
| Exceptional Student Paramedic                           | <b>Yuri Kurek</b>  | South East Coast Ambulance Service<br>NHS Foundation Trust         |
| Excellence in the field of Diversity                    | <b>Tasnim Ali</b>  | Yorkshire Ambulance Service NHS Trust                              |
| Excellence in the field of Diversity                    | <b>Dawn Poulson-Whelan</b>                                       | East of England Ambulance Service<br>NHS Trust                     |
| Exceptional Pandemic Support                            | <b>Mellisa Lunney</b>  | National Ambulance Service Ireland                                 |
| Exceptional Support Services Team Award                 | <b>Ambulance Training<br/>and Community<br/>Response Service</b> | Isle of Wight NHS Trust  |
| Innovation and Change Champion                          | <b>Rebecca Davidge</b>   | Scottish Ambulance Service   |
| Exceptional Manager                                     | <b>Phillippa Antoni</b>  | North West Ambulance Service NHS Trust                             |
| Exceptional EOC/Control Services Member                 | <b>Caitlin Mullan</b>  | Northern Ireland Ambulance Service<br>Health and Social Care Trust |
| Exceptional Paramedic Manager                           | <b>Rob Connell</b>   | Yorkshire Ambulance Service NHS Trust                              |
| Welfare and Wellbeing Champion                          | <b>Roger Watson</b>  | East Midlands Ambulance Service NHS Trust                          |
| Exceptional service in a non-paramedic<br>clinical role | <b>Emma Supple</b>   | Welsh Ambulance Services NHS Trust                                 |



## Provider of Choice



### UEC recovery plan - January 2023

AACE worked alongside other NHS partners throughout much of 2022 in the development of NHSE's 5-10 year, long-term strategy for UEC. This work was superseded however by the *NHSE UEC recovery plan* in January 2023 as a two-year plan. The aim of the recovery plan is to deal with the immediate, post-COVID pressures across the system. Key areas of action:

- Increasing capacity
- Growing the workforce
- Improving discharge
- Expanding and better joining up health and care outside hospital
- Making it easier to access the right care

Ambulance services in England secured £200m between them, from the £1b recovery funding, to support delivery against these plans.



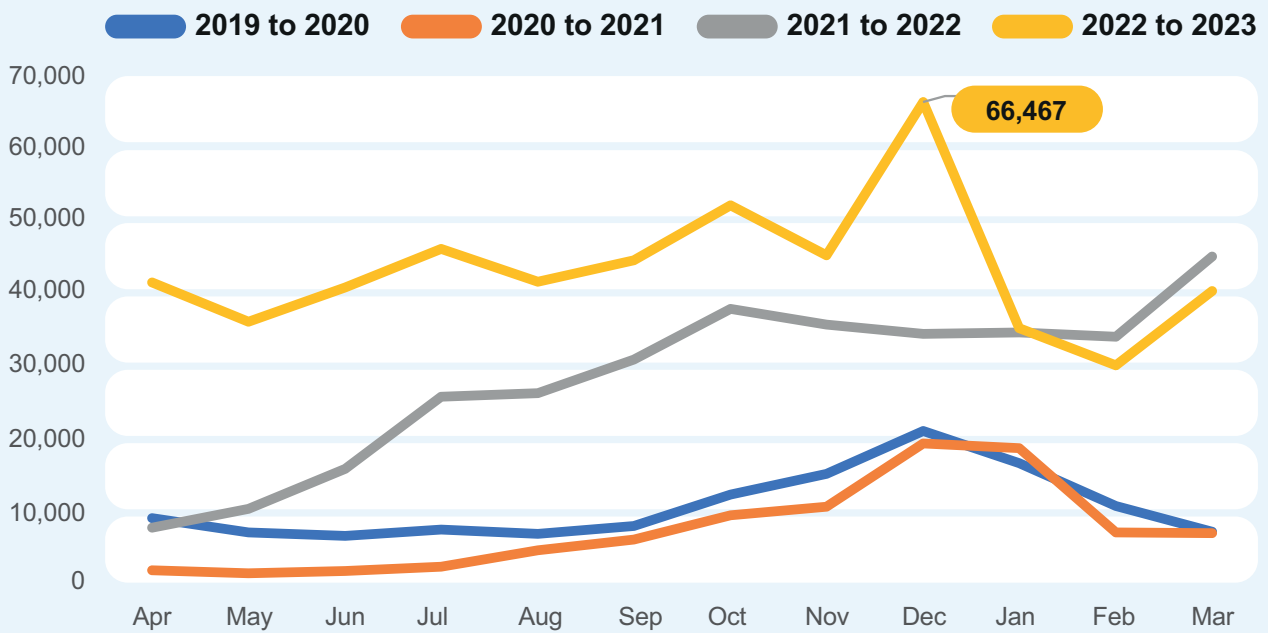
### Handover delays

AACE continued to lobby DHSC and NHSE, and brief our partners on the impact of *Hospital Handover Delays* on patients and staff, as the most significant issue facing the UEC system.

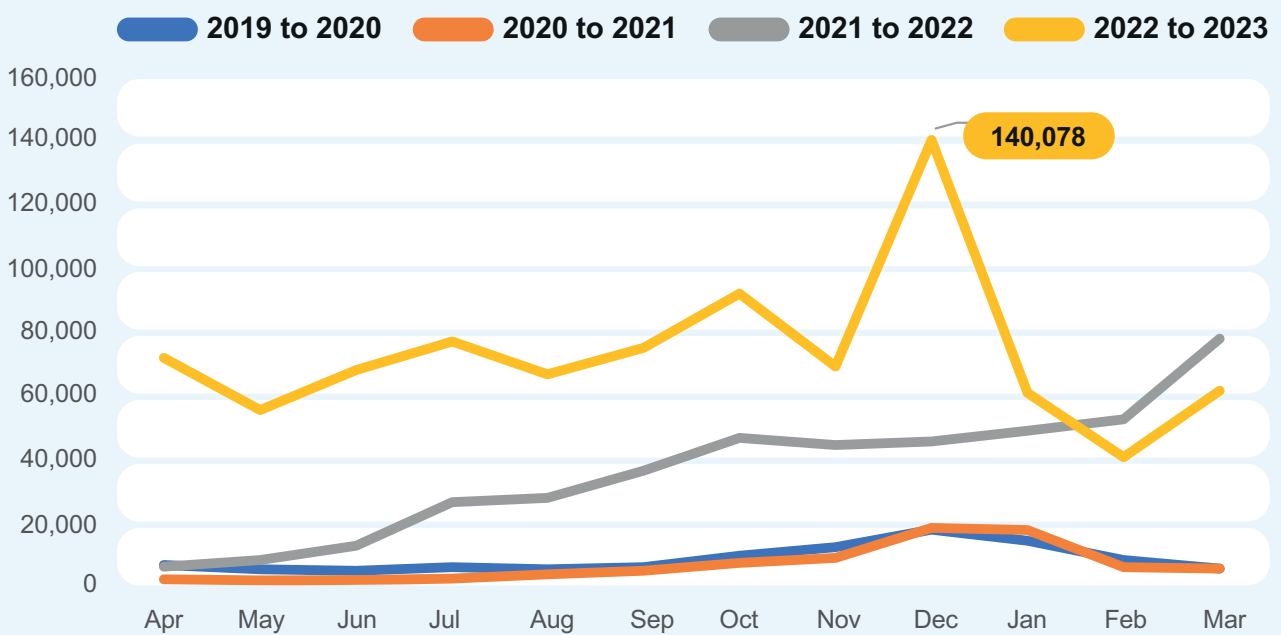
- We published monthly data showed shocking and unprecedented statistics were not improving despite efforts being made across systems, and the high profile of these events in the media.
- From January 2022 we began to include *case studies of good practice* within our monthly reports, sharing learning from hospitals where handovers were being proactively managed and hours lost to delays were consistently below the national average.



**⚠ Patient handover delays: 60 minutes or longer (vol)**



**⚠ Hours lost to handover delays over 60 Minutes**



## Ambulance Quality Indicator (AQI) Review - published July 2022

AACE provided subject matter expertise - and ensured stakeholder consultation and engagement - in the NHSE 'Light Touch' review of AQI/s. Key changes included the inclusion of clinical validation processes in ambulance control rooms and proposals for the inclusion of:

- Call handling standards of 10 second mean and 20 second 90th centile.
- A Cat 1 Transportation standard of 30 minutes 90th centile.

Whilst neither proposal was approved by NHSE in time for publication, the introduction of call answering standards is being considered by NHSE for future inclusion. This would provide ambulance trusts with a stronger basis for commissioning appropriate levels of call handling capacity.

## Reducing health inequalities

AACE established a multi-agency steering group with partners including the Office for Improving Health Disparities (OHID), NHSE, NHS Providers (NHSP), NHSC and the CoP which worked throughout the year to consider *the role of ambulance services in reducing health inequalities* and how this can be further developed and consolidated.

The group reviewed available evidence and current practice to develop a consensus statement outlining the shared commitment across all partners to strengthening the role that everyone working in the ambulance sector can play in reducing health inequalities. This will be supported by a suite of implementation resources with a view to ambulance trusts building associated objectives into their strategies for 2023 and beyond, with the support of consensus partners.





## Ambulance 111 network

AACE set up a new network for NHS ambulance 111 providers to share experiences and good practice examples and act as a reference group for canvassing views on national policy implementation and the *integrated urgent care specification*. The group includes the NHSE lead for 111, which provides an opportunity for AACE's members to feed back into national policy decisions relating to this service provision.



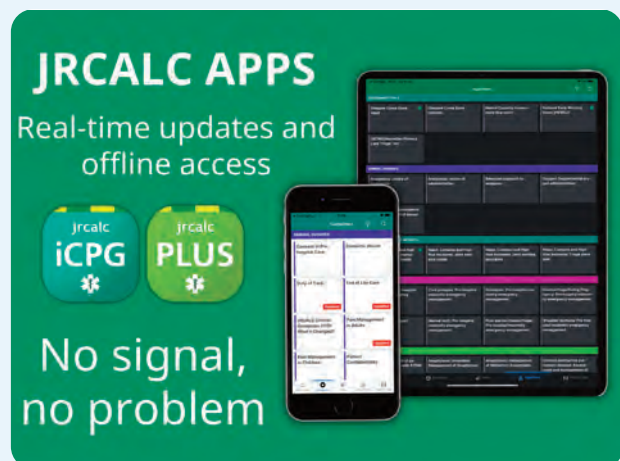
## Non-emergency patient transport services (NEPTS)

AACE was engaged in the *NHSE's NEPTS review*, with representation on their advisory group and programme board, whilst maintaining liaison with trusts NEPTS leads. Focuses throughout 22 / 23 have included: eligibility criteria and mobility categories; commissioning, contracting and core standards; a national minimum dataset, including net zero targets.



## Joint Royal Colleges Ambulance Liaison Committee (JRCALC)

The 2022 reference edition of the *JRCALC guidelines* was published and well received. Clinical updates were incorporated into the JRCALC app through the year with revised and new guidance including guidance for agitated patients and patients that present with low back pain. Over 40,000 clinical staff now have access to the JRCALC app and it is used daily. App development days were held with clinical leads attending from all trusts, supported by Class Publishing. Work continues daily to ensure the guidelines are current, user friendly and practical for staff to use to support patient care.





01 Strategic role

02 Employer of Choice

03 Provider of Choice

04 Partners of Choice

05 AACE Team

06 CEO's and Chairs

## Safely reducing avoidable conveyance

AACE continued to host and monitor the *electronic repository of initiatives* and pathways for keeping patients out of hospital, getting about 2,500 views on this site each month. NHSE ran a series of webinars between June and November 2022 to which AACE and ambulance services contributed and participated, focussing on:

- Urgent Community Response (UCR)
- Same Day Emergency Care (SDEC)
- Mental Health
- Single Points of Access/ Clinical Assessment Services
- Palliative/ End of Life Care
- Enablers, Barriers and achieving referral consistency in the long-term

## Manchester Arena Inquiry - November 2022

To support ambulance trusts in responding to the recommendations within volume 2 of the *Manchester Arena Inquiry Report* AACE established the Manchester Arena Recommendations Oversight Group (MAROG). The group provides a forum for trust Emergency Preparedness, Resilience and Response (EPRR) representatives, to share progress and good practice and - through our National Directors of Operations group (NDOG) - to provide a national summary of progress to ambulance Chief Executive Officers (CEOs) to assist with assurance. In addition, AACE are maintaining engagement through governance arrangements established by DHSC, and with tri-service governance arrangements established under the leadership of the National Police Chiefs Council (NPCC).

## Mental health response vehicles

AACE maintained close relationships with NHSE in ensuring that capital funding was provided for a new fleet of mental health response vehicles (MHRV), and supported trusts in bidding for resource levels appropriate to their locality. Approximately £70 million of revenue funding had been provided to local systems under the provisions of the NHS Long Term Plan in line with past lobbying by AACE. AACE has continued to push for Integrated Care Boards (ICBs) to release revenue funding to staff the vehicles and to introduce them into operational service.

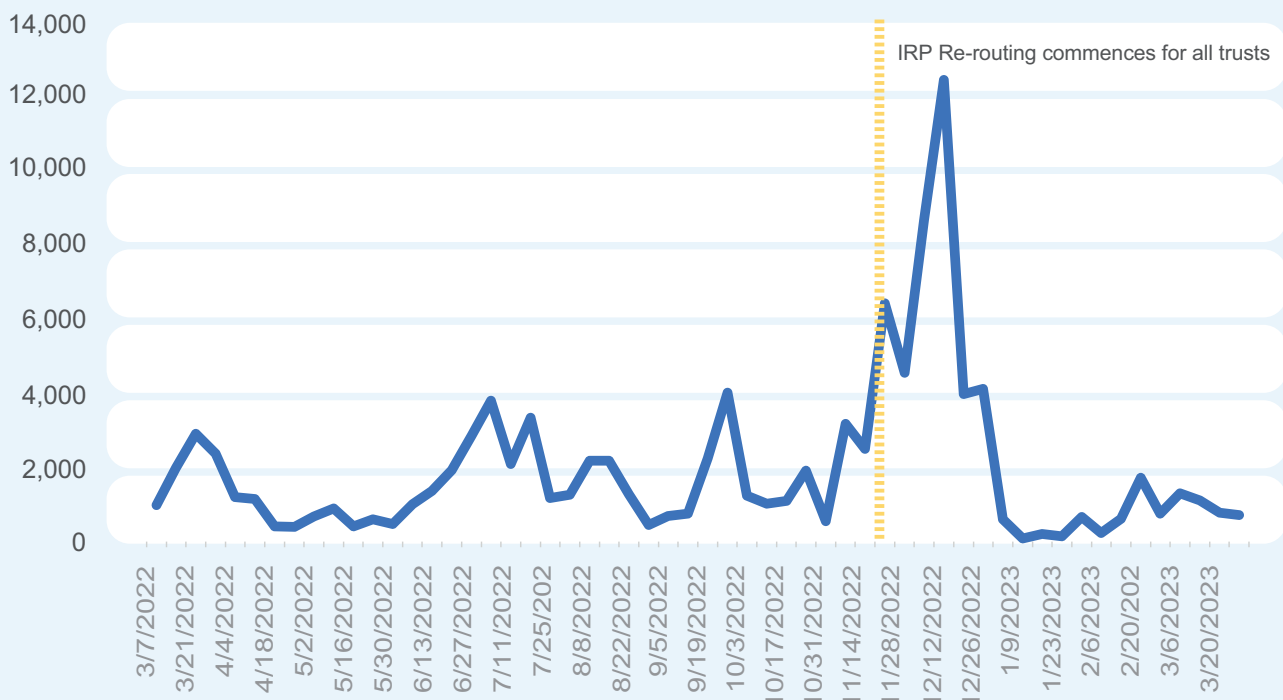
## Intelligent Routing Platform (IRP) - November 2022

Due to a significant and sustained increase in 999 activity levels - coupled with an increase in COVID-19 related absence among ambulance control room staff - we introduced a programme of work intended to assist ambulance services in further improving the efficiency and effectiveness of their existing mutual support arrangements, to reduce the longest delays in answering 999 calls and in so doing reducing risks to patients.

Subsequently the IRP was introduced to enhance ambulance service infrastructure and interoperability at a national level, as well as building further 999 call handling resilience for extraordinary events such as major incidents, extreme weather events and sudden localised technology failures.

The IRP proved invaluable in managing extraordinary demand levels over the winter of 2022 providing previously unanticipated volumes of support to three trusts with call handling challenges that simply could not have been managed under the previous 'manual' mutual support arrangements.

### Network Partner Connections and Intelligent Routing Platform Connections - Volume, all UK Trusts





## Partners of Choice



### Stakeholder engagement

A key focus of AACE's activity has remained stakeholder engagement within the NHS and outside. AACE has continued to liaise with DHSC, the Home Office, NHSC, NHSP and the King's Fund, providing the ambulance perspective and identifying and acting upon opportunities to work together on learning and development, events and joint publications. AACE has also continued to work closely alongside NHSE in relation to their Ambulance Improvement Programme as well as many other areas where AACE has provided subject matter expert input.



### NHS Providers

NHSP hosted a roundtable for ambulance and community provider chairs and CEOs in September 2022. Discussions focussed on where good practice already exists, what providers need to tackle system-wide challenges ahead and what a future vision for urgent care looks like. We looked at the interfaces between community and ambulance provision, such as urgent community response (UCR) services, and discussed what barriers to collaboration need to be overcome with national, regional and/or ICB support.



### NHS Confederation

A workshop with our members took place in September 2022 with NHSC colleagues and their ICS Leads Network and Community Network, together with NHSP, focussing on integration in out-of-hospital UEC.

A case study was shared on ambulance referrals to urgent community response services in Nottinghamshire, with subsequent discussion focusing on winter priorities, drivers of system-wide capacity issues and how partnership working across UEC pathways can be beneficial. A two-hour session took place with CEOs in November, chaired by NHSC's CEO, considering system-working and how ambulance services can optimise their input, influence and leadership role within ICSs.





## Global Paramedic Leadership Alliance

Liaison with AACE's counterparts in Canada, Australia, New Zealand and the USA continued with joint discussion through the *Global Paramedic Leadership Alliance (GPLA)* on current challenges. The issues of staff retention, recruitment and welfare are particularly topical, as are patient flow and delays with care transfers. Input to respective conferences is welcomed and we hope to host some overseas attendees at the ALF in October.



## Cardiac arrest survival

We continued to work with partner organisations on a range of interventions to improve health outcomes. AACE met with NHSE & DHSC Colleagues, The British Heart Foundation, Resuscitation Council UK, Good Sam and St John Ambulance and collaborated on a range of strategic initiatives to improve cardiac arrest survival.



## UK Search & Rescue

AACE joined a number of meetings hosted by the HM Coastguard to ensure Joint Emergency Service Interoperability Programme (JESIP) principles and collaborative working guide all professional and volunteer agencies involved in this specialist response area of search and rescue.



## Ambulance Leadership Forum - September 2022

ALF was an opportunity to bring the *ambulance sector back together again* following the lifting of restrictions during the pandemic. Over 300 attendees enjoyed two days of keynote presentations, networking and discussions.

Once again, the spotlight was firmly on the challenges facing UK ambulance services to meet and improve clinical outcomes, set against the backdrop of intense demand across health services now operating in the revised landscape of ICSs. The core topics for *ALF 2022* again aligned with AACE's three strategic priorities: supporting trusts to become providers of choice; employers of choice; and partners of choice.



## Advisory support to ambulance services

2022/23 proved to be another busy year for AACE in providing a comprehensive range of bespoke support services to our members on a contractual basis.

Trusts who used AACE in this capacity to support their development in 2022/23 included:

- London Ambulance Service NHS Trust
- North West Ambulance Service
- North West Ambulance Service NHS Trust
- Yorkshire Ambulance Service NHS Trust
- East of England Ambulance Service NHS Trust
- North East Ambulance Service NHS Foundation Trust
- South West Ambulance Service NHS Foundation Trust
- Welsh Ambulance Service NHS Trust
- Northern Ireland Ambulance Service Health and Social Care Trust
- National Ambulance Service Republic of Ireland
- Gibraltar Ambulance Service
- States of Jersey Ambulance Service

Areas of support provided included:

- Extensive mentoring support to senior managers and executives
- Operational performance reviews and support to and design of improvement initiatives
- Control services
- Care Quality Commission (CQC) type peer reviews
- Clinical assurance

- EPRR reviews
- Benchmarking reviews
- Strategic planning support
- Commissioning and delivery of delivery of complex demand and capacity reviews
- Comprehensive Information Management and Technology (IMT) support and development packages to include business intelligence systems
- IMT and operations support to Computer Aided Dispatch (CAD) implementation initiatives

AACE now has a group of 15 dedicated subject matter experts (SMEs) with senior and often executive level experience within ambulance services in the UK and internationally and remains dedicated to providing the highest levels of bespoke support to our members going forward (see page 28).

## Changes in CEOs and Chairs in 2022-23

We said goodbye and good luck to:

- Philip Astle, CEO, SECAMB
- Siobhan Melia, Interim CEO, SECAMB
- Pauline Tagg, Chair, EMAS
- Heather Lawrence, Chair, LAS
- Tony Fox, Chair, SWASFT
- Gail Bragg, Interim Chair, SWASFT
- Kathryn Lavery, Chair, YAS
- Martin Woodford, Chair, WAST

and we welcomed:

- Andy Trotter, Chair, LAS (July 2022)
- Karen Tomlinson, Chair, EMAS (August 2022)
- Colin Dennis, Chair, WAST (October 2022)
- Stephen Otter, Chair, SWASFT (January 2023)



# AACE Team

## AACE core team employees:

- **Martin Flaherty, OBE, QAM**  
Managing Director
- **Samantha Williams**  
Executive Assistant to MD
- **Anna Parry**  
Deputy Managing Director
- **Cathryn James, QAM**  
Clinical adviser and support to NASMeD and JRCALC
- **Deborah Bullock**  
Specialist Adviser - IPC
- **Steve Irving**  
Executive Officer, ALF event manager and support to JRCALC
- **Judith McDowell**  
Finance Manager
- **Carolyn Standen**  
National Administrative Assistant
- **Sally Horwood**  
Senior Project Manager

## SMEs supporting the core team:

- **Mike Boyne**  
Operational development and support to NDOG
- **Hilary Pillin**  
UEC strategy adviser and support to NASAT and QIGARD
- **Ruth Crabtree**  
Public Health Lead, YAS and AACE
- **Steve Hearnshaw**  
Data analyst
- **John McNeil**  
Website and social media
- **Carl Rees**  
Head of Communications
- **Terry Todd**  
Graphic design

## AACE roles funded by NHSE:

- **Helen Vine**  
National Strategic Lead for Volunteering

- **Adam Hopper**  
Violence prevention and reduction - project lead
- **Clare Barnham**  
Violence prevention and reduction - project support
- **Bron Biddle**  
Reducing Misogyny and Improving Sexual Safety - project lead

## SMEs providing advisory support to services:

- **Martin Flaherty, OBE, QAM**  
Service support coordination, operational and organisational development and executive mentoring
- **Paul Woodrow, OBE**  
Operational development and EPRR
- **Dan Gore**  
Operational development
- **Mike Boyne**  
Operational development
- **Tracey Garcia**  
Operational development
- **Joe Garcia**  
Operational development
- **Hilary Pillin**  
Strategy development and EPRR
- **Peter Suter**  
Information Management and Technology
- **Barry Thurston**  
Information Management and Technology
- **Tracy Myhill**  
Organisational development and executive mentoring
- **Ken Wenman**  
Organisational development and executive mentoring
- **Andrew Cratchley**  
Organisational development and executive mentoring
- **Nicholas Daw**  
PTS and 111
- **Kevin Lee**  
Control services
- **Alan Rice**  
Paramedic education and clinical practice

*Subject matter expert (SME)*

01 Strategic role

02 Employer of Choice

03 Provider of Choice

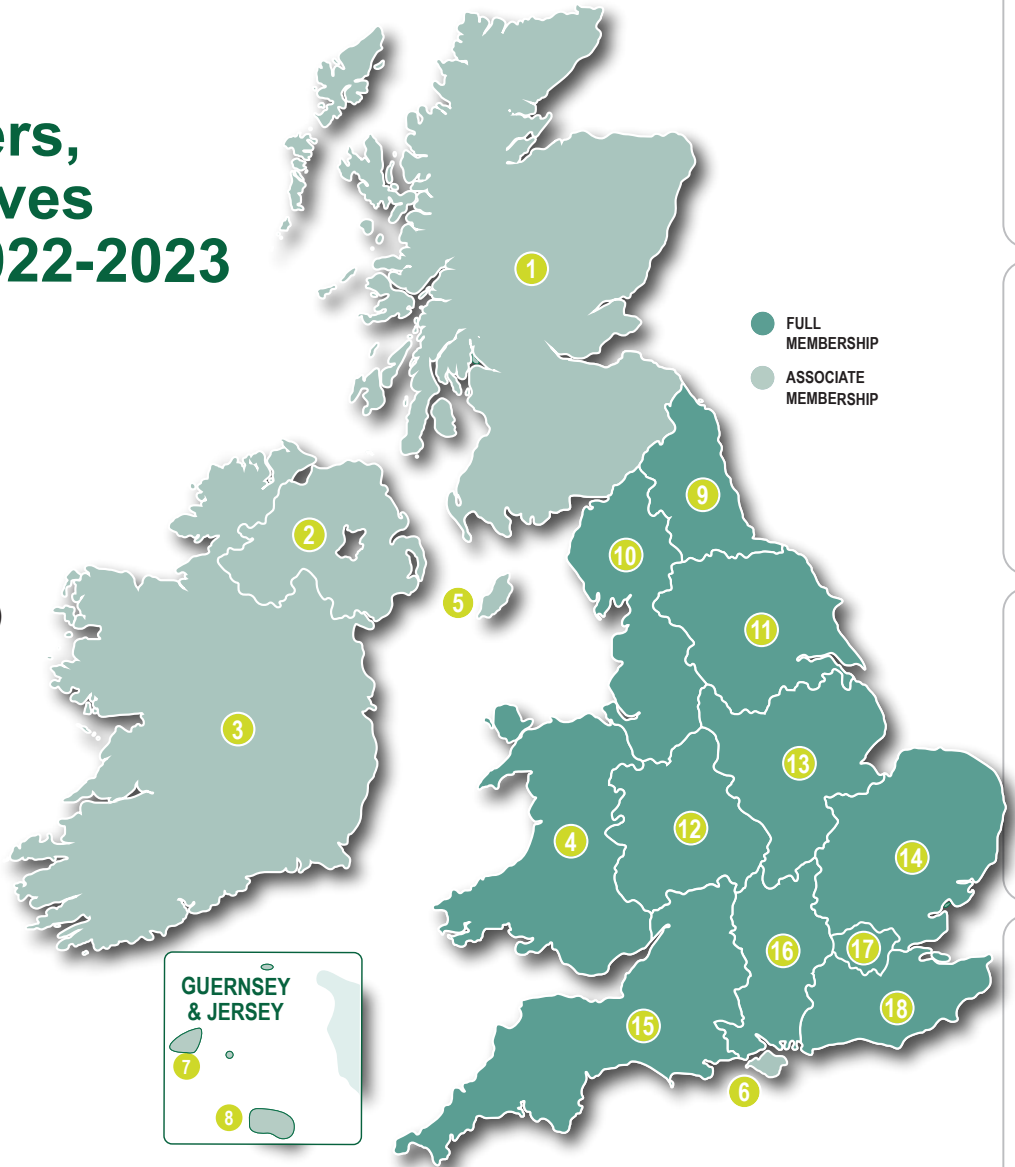
04 Partners of Choice

05 AACE Team

06 CEO's and Chairs



# AACE Members, Chief Executives and Chairs 2022-2023



**1 Scottish Ambulance Service (SAS)**  
CEO: Pauline Howie  
Chair: Tom Steele



**2 Northern Ireland Ambulance Service (NIAS)**  
CEO: Michael Bloomfield  
Chair: Nicole Lappin



**3 National Ambulance Service Ireland (NAS)**  
CEO: Robert Morton



**5 The Isle of Man Ambulance Service (IoMAS)**  
HoAS: Will Bellamy



**7 Guernsey Ambulance Service (GAS)**  
CO: Mark Mapp



**4 Welsh Ambulance Service (WAST)**  
CEO: Jason Killens  
Chair: Colin Dennis



**6 The Isle of Wight Ambulance Service (IoWAS)**  
HoAS: Victoria White



**8 Jersey Ambulance Service (JAS)**  
CAO: Peter Gavey

01 Strategic role

02 Employer of Choice

03 Provider of Choice

04 Partners of Choice

05 AACE Team

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01 Strategic role

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**9 North East Ambulance Service NHS Foundation Trust (NEAS)**  
CEO: Helen Ray  
Chair: Peter Strachan



**12 West Midlands Ambulance Service NHS Foundation Trust (WMAS)**  
CEO: Anthony Marsh  
Chair: Ian Cumming



**15 South Western Ambulance Service NHS Foundation Trust (SWASFT)**  
CEO: Will Warrender  
Chair: Gail Bragg (interim)



**10 North West Ambulance Service NHS Trust (NWAS)**  
CEO: Daren Mochrie  
Chair: Peter White



**13 East Midlands Ambulance Service NHS Trust (EMAS)**  
CEO: Richard Henderson  
Chair: Karen Tomlinson (interim)



**16 South Central Ambulance Service NHS Foundation Trust (SCAS)**  
CEO: Will Hancock  
Chair: Keith Willett



**11 Yorkshire Ambulance Service NHS Trust (YAS)**  
CEO: Rod Barnes  
Chair: Kathryn Lavery



**14 East of England Ambulance Service NHS Trust (EEAST)**  
CEO: Tom Abell  
Chair: Nicola Scrivings



**17 London Ambulance Service NHS Trust (LAS)**  
CEO: Daniel Elkeles  
Chair: Andy Trotter



**18 South East Coast Ambulance Service NHS Foundation Trust (SECAMB)**  
CEO: Siobhan Melia  
Chair: David Astley



ASSOCIATION OF  
**AMBULANCE**  
CHIEF EXECUTIVES

Bringing together skills, expertise and  
shared knowledge in UK ambulance services

**AACE contact details**

For more information please contact:

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