



ASSOCIATION OF  
**AMBULANCE**  
CHIEF EXECUTIVES



# ALF2025

Ambulance Leadership Forum

Leeds : 11 - 12 March 2025



# EVENT GUIDE

**#ALF2025**

Conference Partner

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# ALF 2025: Delivering the three shifts in the ambulance sector

A joint welcome from Anna Parry, Managing Director of the Association of Ambulance Chief Executives (AACE) and AACE Chair Jason Killens, Chief Executive of Welsh Ambulance Services University NHS Trust.

We are delighted to welcome you to the 2025 Ambulance Leadership Forum (ALF) where the NHS 10-Year Health Plan forms the backbone of our conference theme, *'Ambulance sector support for the delivery of the three shifts: From hospital to community, analogue to digital, sickness to prevention.'*

We are pleased to have an invaluable seat on the influential NHS 10-Year Plan Partners' Council and as a result, we have been able to feed directly into colleagues at NHS England and the Department of Health and Social Care with our ideas on the ambulance sector's contribution to the plan. We look forward to bringing more of that to life here at ALF, alongside discussions about our *AACE Vision for the future of ambulance services*, which weaves together many of the same themes as the 10-Year Plan.

It is perhaps an understatement to say it has been a challenging seventeen months since we were last together in person at ALF in Wales, and perhaps even more so since we held our online ALF in October 2024. The highest ever levels of demand for our services, coupled with debilitating hospital handover delays have been the unfortunate backdrop to the daily working lives of many of our ALF delegates.

However, despite these challenges we have still made significant progress as a sector with some of the key issues our people face. One example is sexual safety, where we have seen increased collective awareness and understanding of the problem, which is beginning to result in more effective management. We now have a national ambulance sexual safety community of practice and are working hard to ensure our ambulance services are places of safety for everyone - patients, employees, volunteers and learners alike.

We have also made a significant impact through the sector's contribution to ensuring patients get the care they need in the right place at the right time. Demonstrable increases in see-and-treat and hear-and-treat have led to a reduction in avoidable conveyances to many hospital emergency departments.

And with hospital handover delays – which have huge impacts on ambulance resource capacity and therefore negative impacts on the quality of patient care and employee wellbeing - in England, we have been pleased to see the new metric of a maximum time of 45 minutes for hospital handovers included in the NHSE 2025/26 operational planning guidance.

We hope it will have the desired effect of reducing handover delays and freeing our resources up to respond to all categories of patient, prioritising the most seriously ill.

We have a packed agenda which is being chaired on the first day by Siva Anandaciva, Director of Policy, Events and Partnerships at The King's Fund. We extend our gratitude to Siva, who has an exceptionally analytical mind for all things healthcare.

We are both extremely grateful for the continued commitment of the small AACE team and the individuals who work so hard behind the scenes to produce ALF each year - huge thanks to them for arranging and delivering ALF 2025 so professionally.

We are grateful for the conference contributions from across the UK - the vast range of speakers underlines our attempt to share and disseminate best practice and learn from each other across all areas of ambulance service business and activity.

ALF also provides us with an opportunity to thank all our national director group chairs, chief executive leads, national and trust-level network leads and chairs who are intrinsic to everything AACE does for patients and for ambulance people.

Finally, none of this would be possible without our sponsors and we extend our grateful thanks. Please do visit their stands in the exhibition area to see the many innovative solutions they have to offer.

**We look forward to meeting as many of you as possible at ALF 2025 and hope you enjoy the event.**



**Anna Parry**  
Managing Director,  
AACE



**Jason Killens** KAM  
Chief Executive,  
Welsh Ambulance  
Services University NHS  
Trust and Chair of AACE



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# ALF 2025: Sponsors and exhibitors

The Association of Ambulance Chief Executives is grateful to the following commercial organisations for their generous support which has enabled the delivery of the 2025 Ambulance Leadership Forum.

We would be grateful if you would engage with our sponsors, visit their stands in Palm Court and John Charles Room, meet their people and see what they have to offer.

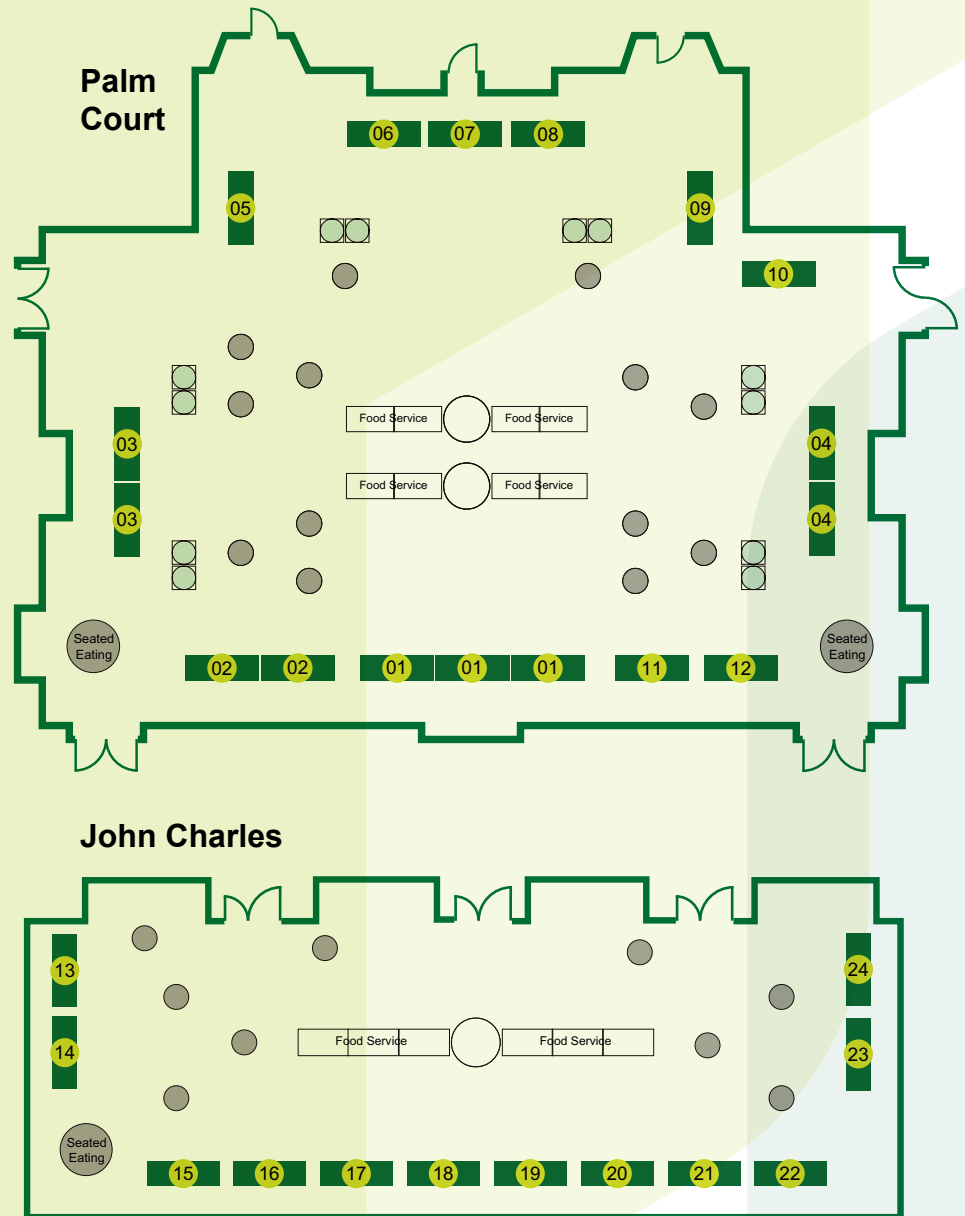


Table number and ALF 2025 exhibitor

01	Priority Dispatch	09	Transformation Nous	17	Class Professional Publishing
02	Ortus Group	10	Terrafix	18	AceTech
03	O&H Vehicle Conversions	11	Omda	19	Zoll
04	PA Consulting	12	Qualsafe	20	Ortivus
05	ORH Limited	13	Bliksund	21	GoodSAM
06	FutureQuals	14	Doc-Works	22	Stryker
07	Frequentis	15	Galen	23	College of Paramedics
08	Motorola Solutions	16	Cmp	24	AACE, TASC, LKSE and BLSO



# **Agenda Day 1:** **Tuesday 11 March**

Time	Item	Location
08:30 - 09:45	Registration, networking and refreshments	The Queen's Hotel Palm Court & John Charles
CONFERENCE OPENING		
10:00 - 10:15	<b>Welcome and Introductions</b> <b>Anna Parry</b> , Managing Director, Association of Ambulance Chief Executives <b>Siva Anandaciva</b> , Director of Policy, Events & Partnerships, The King's Fund	The Queen's Hotel Ballroom
10:15 - 10:30	<b>Pre-recorded address</b> <b>Rt Hon Karin Smyth MP</b> , Minister for Health	The Queen's Hotel Ballroom
10:30 - 11:15	<b>Keynote: From hospital to community</b> <b>Dr Sara Felix</b> , Deputy Director of Engagement, Department of Health and Social Care <b>Jennifer Keane</b> , Director of UEC Delivery, NHS England	The Queen's Hotel Ballroom
11:15 - 11:45	Networking & Refreshments	The Queen's Hotel Palm Court & John Charles
11:45 - 12:45	<b>Research / Innovation Presentations</b> Introduced by <b>Professor Julia Williams</b> , Head of Research, College of Paramedics and <b>Professor Rachael Fothergill</b> , Head of Clinical Audit & Research, London Ambulance Service	The Queen's Hotel Ballroom
11:50 - 12:00	<b>1: Right care right person: Are we achieving the right care and sending the right person where concerns for welfare exist?</b> <b>James Goulding</b> , Clinical Response, Governance and Assurance Manager, Yorkshire Ambulance Service	
12:00 - 12:10	<b>2: Identifying high cholesterol in the ambulance setting: A mixed-methods cohort study to tackle health inequality</b> <b>Karl Charlton</b> , Research Paramedic, North East Ambulance Service	
12:10 - 12:20	<b>3: Why do emergency medical service employees (not) seek organisational help for mental health support? A systematic review</b> <b>Sasha Johnston</b> , Research Paramedic and NIHR Doctoral Research Fellow, University of Oxford and South Western Ambulance Service	

Sessions subject to change or cancellation.



# Agenda Day 1: Tuesday 11 March

Time	Item	Location
12:20 - 12:30	<b>4: If not ED then where? Emergency department front door audit with system partners</b> Georgina Murphy-Jones, Deputy Director of Clinical Assessment and Pathways, London Ambulance Service	
12:30 - 12:40	<b>5: Connected Support Cymru</b> Ela Lewis, Senior Project Manager / Registered Nurse, Connected Support Cymru	
12:40 - 12:45	<b>Voting via Mentimeter and Presentation of prize for research presentation</b>  Introduced by <b>Professor Julia Williams</b> , Head of Research, College of Paramedics and <b>Professor Rachael Fothergill</b> , Head of Clinical Audit & Research, London Ambulance Service  Kindly supported by Priority Dispatch Award presented by <b>Jerry Overton</b> , President of the IAED	
12:45 - 13:30	<b>Networking Lunch</b>	<b>The Queen's Hotel Palm Court &amp; John Charles</b>
13:30 - 14:30	<b>Panel session</b> <b>From analogue to digital – what does a 10-year plan for ambulance digital look like?</b>  Chaired by <b>Simon Weldon</b> , Chief Executive, South East Coast Ambulance Service  Panel speakers:  <b>Samantha Robinson</b> , Head of Clinical Audit & Research, London Ambulance Service  <b>Craig Ellis</b> , Chief Digital Officer, South Central Ambulance Service  <b>Steve Bowyer</b> , Chief Digital Officer, East Midlands Ambulance Service  <b>Omid Shiraji</b> , Chief Digital Officer, East Midlands Ambulance Service	<b>The Queen's Hotel Ballroom</b>

Session kindly supported by



Sessions subject to change or cancellation.

# **Agenda Day 1: Tuesday 11 March**

Time	Item	Location
14:30 - 15:30	<b>Bringing the equality, diversity and inclusion agenda to life</b> <b>Daniel Elkeles</b> , Chief Executive, London Ambulance Service and Chair of NADIF <b>Claire Parker</b> , EDI Implementation Unit Principal Lead, NHS England <b>Anna Parry</b> , Managing Director, Association of Ambulance Chief Executives <b>Stuart Crichton</b> , Director of 999 Operations, London Ambulance Service <b>Kulvinder Hira</b> , Head of Equality, Diversity and Inclusion (EDI), London Ambulance Service <b>Dawn Adams</b> , Associate Director of People Development, Yorkshire Ambulance Service <b>Lucy Manning</b> , Assistant Director for People Operations, South Western Ambulance Service <b>Mark Johns</b> , Engagement, Diversity and Inclusion Manager, Communications and Engagement, North East Ambulance Service	The Queen's Hotel Ballroom
15:30 - 16:00	<b>Networking &amp; Refreshments</b>	The Queen's Hotel Palm Court & John Charles
16:00 - 16:45	<b>Bringing life to death: The chain of survival – what more do ambulance services need to do to improve outcomes?</b> <b>Liam Sagi</b> , National Strategic Lead for Out-of-Hospital Cardiac Arrest, Association of Ambulance Chief Executives <b>Louise Walker</b> <small>KAM</small> , Head of Education & Community Response, Isle of Wight NHS Trust	The Queen's Hotel Ballroom
16:45 - 16:50	<b>Closing Remarks – Day One</b> <b>Siva Anandaciva</b> , Director of Policy, Events & Partnerships, The King's Fund	The Queen's Hotel Ballroom
18:30 - 19:00	<b>Pre-dinner drinks</b> Pre-dinner drinks kindly supported by Priority Dispatch 	The Queen's Hotel Ballroom
19:00 - 22:30	<b>Awards dinner</b> Table drinks kindly supported by Excelebrate Technology  During the evening, we will recognise individuals who have given exceptional service across a variety of roles and from across all of the UK. The awards presented at ALF are made to individuals who represent the best of what ambulance services staff do. Please enjoy the evening and applaud loudly!	The Queen's Hotel Ballroom

*Sessions subject to change or cancellation.*



# Agenda Day 2: Wednesday 12 March

Time	Item	Location
08:30 - 11:30	<b>CONFERENCE STREAM ONE</b> <b>Analogue to digital: A marketplace event for the ambulance sector</b>  Chaired by <b>Samantha Robinson</b> , Chief Digital Information Officer, Yorkshire Ambulance Service  <b>NHS England Digital, ALF event partner and gold sponsors</b> <b>Priority Dispatch, The Ortus Group, O&amp;H Vehicle Conversions and PA Consulting</b>	<b>The Queen's Hotel</b> <b>Ballroom</b>
08:30 - 08:55	<b>CONFERENCE STREAM TWO</b> <b>Vehicle innovations to drive down operational costs, delivering both lower emissions and increased social value</b>  <b>Mark Brickhill</b> , Managing Director, O&H Vehicle Conversions <b>Craig Scaife</b> , Customer Innovation and Engineering Director, O&H Vehicle Conversions	<b>Park Plaza</b> <b>Floor 2</b> <b>Park 3-5</b>  <i>Session kindly supported by</i> <b>O+H</b> VEHICLE CONVERSIONS
08:30 - 08:55	<b>CONFERENCE STREAM THREE</b> <b>Change management – putting people first</b>  <b>Angie Lewis</b> , Director of Culture Change, Welsh Ambulance Services University NHS Trust <b>Sarah Davies</b> , Head of Change and People Insights, Welsh Ambulance Services University NHS Trust	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 3-6</b>
08:30 - 08:55	<b>CONFERENCE STREAM FOUR</b> <b>Healthcare leaders on leadership</b>  <b>Dr Hein Scheffer</b> , Director of Strategy & Transformation, East of England Ambulance Service	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 1</b>
08:30 - 08:55	<b>CONFERENCE STREAM FIVE</b> <b>Ambulance volunteering in 2025 – exploring innovation and new trends</b>  <b>Jenny Wilson</b> , National Volunteer Manager, Welsh Ambulance Services University NHS Trust <b>Joe Crook</b> , National Ambulance Volunteer Lead, Association of Ambulance Chief Executives	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 2</b>
<b>Five minute changeover</b>		

*Sessions subject to change or cancellation.*





# Agenda Day 2: Wednesday 12 March

Time	Item	Location
09:00 - 09:25	<b>CONFERENCE STREAM TWO</b> <b>Creating a specialist service – the role of specialist paramedics on mental health response vehicles in Yorkshire and Humber</b>  <b>Louise Whittaker</b> , Advanced Paramedic Mental Health, Yorkshire Ambulance Service	Park Plaza Floor 2 Park 3-5
09:00 - 09:25	<b>CONFERENCE STREAM THREE</b> <b>Operational Development and Quality Improvement in the ambulance sector: The AACE offer to UK trusts and the international market</b>  <b>Martin Flaherty</b> OBE QAM, Director of Operational Development and Quality Improvement, Association of Ambulance Chief Executives <b>Paul Woodrow</b> OBE, Consultant, Association of Ambulance Chief Executives	Park Plaza Floor 3 Plaza 3-6
09:00 - 09:25	<b>CONFERENCE STREAM FOUR</b> <b>Core20PLUS5 ambassador showcase</b>  <b>Kanwal Munir</b> , Advanced Paramedic Practitioner (Urgent Care) & Clinical Advisor to Strategy & Transformation, London Ambulance Service <b>Joe Crook</b> , National Ambulance Volunteer Lead, Association of Ambulance Chief Executives <b>Ruth Crabtree</b> , National Lead for Public Health, Association of Ambulance Chief Executives	Park Plaza Floor 3 Plaza 1
09:00 - 09:25	<b>CONFERENCE STREAM FIVE</b> <b>Reframe – diverse images for healthcare</b>  <b>Sarah Todd</b> , Head of Allied Health Professions Education and Senior Specialist in Education for Urgent and Emergency Care, NHS England South West <b>Debbie Hubbard</b> , Associate Director and Project Lead for the Reframe Project, University of The West of England, Bristol	Park Plaza Floor 3 Plaza 2

Five minute changeover

*Sessions subject to change or cancellation.*



## Agenda Day 2: Wednesday 12 March

Time	Item	Location
09:30 - 09:55	<b>CONFERENCE STREAM TWO</b> <b>'Good to go' – protecting patient, clinician and driver</b>  <b>Julian Harris</b> , Head of Business Development, The Ortus Group <b>Jamie Robinson</b> , Clinical Sales Manager, The Ortus Group	<b>Park Plaza</b> <b>Floor 2</b> <b>Park 3-5</b>  <small>Session kindly supported by</small> 
09:30 - 09:55	<b>CONFERENCE STREAM THREE</b> <b>Demystifying improvement – the role of boards</b>  <b>Maxine Power</b> , Director of Quality, Innovation & Improvement, North West Ambulance Service <b>Jacqui Lindridge</b> , Chief Paramedic Officer, South East Coast Ambulance Service	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 3-6</b>
09:30 - 09:55	<b>CONFERENCE STREAM FOUR</b> <b>What are ambulance personnel experiences of sexual harassment and assault in the workplace?</b>  <b>Isobel Abbott</b> , Newly Qualified Paramedic	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 1</b>
09:30 - 09:55	<b>CONFERENCE STREAM FIVE</b> <b>Reframe – diverse images for healthcare</b>  <b>Sarah Todd</b> , Head of Allied Health Professions Education and Senior Specialist in Education for Urgent and Emergency Care, NHS England South West <b>Debbie Hubbard</b> , Associate Director and Project Lead for the Reframe Project, University of The West of England, Bristol	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 2</b>
10:00 - 10:25	<b>Networking and refreshments</b>	<b>Park Plaza</b> <b>Floors 2 &amp; 3</b>

Sessions subject to change or cancellation.

# **Agenda Day 2: Wednesday 12 March**

Time	Item	Location
10:30 - 10:55	<b>CONFERENCE STREAM TWO</b> <b>Productivity framework</b>  <b>Chris Nightingale</b> , Ambulance Account Lead, PA Consulting	<b>Park Plaza</b> <b>Floor 2</b> <b>Park 3-5</b>  <i>Session kindly supported by</i> 
10:30 - 10:55	<b>CONFERENCE STREAM THREE</b> <b>AI opportunities and challenges</b>  <b>Graham Norton</b> , Digital Transformation Lead, Northern Ambulance Alliance <b>Clare McMillan</b> , Chief Digital Officer, London Ambulance Service	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 3-6</b>
10:30 - 10:55	<b>CONFERENCE STREAM FOUR</b> <b>Intersecting identities: Experience of race, gender and disability</b>  <b>Loveness Scott</b> , Vice Chair, National Ambulance BME Forum / Positive Action Lead, North East Ambulance Service <b>Dawn Poulson Whelan</b> , Chair, National Ambulance Disability Network / Business and Partnerships Lead, East of England Ambulance Service	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 1</b>
10:30 - 10:55	<b>CONFERENCE STREAM FIVE</b> <b>UK Ambulance Service Armed Forces Network</b>  <b>Terry Hicks</b> , Head of Clinical Operations, East of England Ambulance Service <b>Kevin Thorne</b> , Senior HR Advisor, East Midlands Ambulance Service <b>Stewart Campbell</b> , WO2, Defence Medical Services	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 2</b>
<b>Five minute changeover</b>		

*Sessions subject to change or cancellation.*



## Agenda Day 2: Wednesday 12 March

Time	Item	Location
11:00 - 11:25	<b>CONFERENCE STREAM TWO</b> <b>Call Prioritisation Streaming System (CPSS)</b>  <b>Rhiannon Roynon</b> , Specialist Clinical Lead for 111, Welsh Ambulance Services University NHS Trust	<b>Park Plaza</b> <b>Floor 2</b> <b>Park 3-5</b>  <i>Session kindly supported by</i> 
11:00 - 11:25	<b>CONFERENCE STREAM THREE</b> <b>The Southern Ambulance Services Collaboration</b>  <b>Simon Weldon</b> , Chief Executive, South East Coast Ambulance Service <b>Nic Daw</b> , Director, Southern Ambulance Services Collaboration	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 3-6</b>
11:00 - 11:25	<b>CONFERENCE STREAM FOUR</b> <b>Pawsitive partnerships: Principles for supporting patients with assistance dogs</b>  <b>Dawn Poulson Whelan</b> , Chair, National Ambulance Disability Network / Business and Partnerships Lead, East of England Ambulance Service <b>Pauline Hogarth</b> , Project Manager, North East Ambulance Service <b>Francesca Balon</b> , Freedom To Speak Up Guardian, North West Ambulance Service <b>Sean</b> , Assistance Dog	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 1</b>
11:00 - 11:25	<b>CONFERENCE STREAM FIVE</b> <b>Violence prevention and reduction and your trust:</b> <b>From managing to prevention</b>  <b>Adam Hopper</b> , National Ambulance Violence Prevention and Reduction Lead, Association of Ambulance Chief Executives <b>Clare Barnham</b> , National Ambulance Violence Prevention and Reduction Officer, Association of Ambulance Chief Executives	<b>Park Plaza</b> <b>Floor 3</b> <b>Plaza 2</b>
11:30 - 12:45	<b>Networking and lunch</b>	<b>The Queen's Hotel</b> <b>Palm Court &amp;</b> <b>John Charles</b>

*Sessions subject to change or cancellation.*

# **Agenda Day 2: Wednesday 12 March**

Time	Item	Location
12:45 - 13:20	<b>PANEL SESSION</b> <b>From treatment to prevention:</b> <b>How the ambulance sector is a key partner in delivery of the 10-year plan</b>  Chaired by <b>Professor Bola Owolabi</b> , Director, National Healthcare Inequalities Improvement Programme, NHS England  Panel speakers:  <b>Matthew Taylor</b> , Chief Executive, NHS Confederation  <b>Dr Chris Grant</b> , Executive Medical Director, North West Ambulance Service  <b>Professor Habib Naqvi</b> <small>MBE</small> , Chief Executive, NHS Race & Health Observatory	The Queen's Hotel Ballroom
13:20 - 13:55	<b>CQC and the 10-year plan</b>  <b>Sir Julian Hartley</b> , Chief Executive, Care Quality Commission (CQC)	The Queen's Hotel Ballroom
13:55 - 14:10	<b>Networking and refreshments</b>	The Queen's Hotel Palm Court & John Charles

*Sessions subject to change or cancellation.*





## Agenda Day 2: Wednesday 12 March

Time	Item	Location
14:10 - 14:40	<p><b>PANEL SESSION</b></p> <p><b>Walking in each other's shoes: A journey in social partnership</b></p> <p>Panel speakers:</p> <p><b>Angie Lewis</b>, Director of Culture Change Welsh Ambulance Services University NHS Trust</p> <hr/> <p><b>Liz Rogers</b>, Deputy Director of People, Welsh Ambulance Services University NHS Trust</p> <hr/> <p><b>Sara Mills</b>, Head of Culture and Organisational Development, Welsh Ambulance Services University NHS Trust</p> <hr/> <p><b>Hugh Parry</b>, Trade Union Partner and Operational Manager, Welsh Ambulance Services University NHS Trust</p> <hr/> <p><b>Christian Fox</b>, Senior Representative Partner for UNITE and Emergency Medical Technician, Welsh Ambulance Services University NHS Trust</p>	The Queen's Hotel Ballroom
14:40 - 15:20	<p><b>Leading on the 10-year NHS plan and ambulance sector vision</b></p> <p><b>Matthew Taylor</b>, Chief Executive, NHS Confederation</p>	The Queen's Hotel Ballroom
15:20 - 15:45	<p><b>Closing remarks</b></p> <p><b>Professor Jason Killens</b> <small>KAM</small>, Chief Executive, Welsh Ambulance Services University NHS Trust and Chair, Association of Ambulance Chief Executives</p>	The Queen's Hotel Ballroom
ALF 2025 Close		

Sessions subject to change or cancellation.

# Our vision for the future of NHS ambulance services

The ambulance sector can transform care for patients, improve workforce wellbeing and rebalance risk across local NHS systems by playing a greater role in co-designing urgent and emergency care provision.



In March 2024 a new report was published by the Association of Ambulance Chief Executives (AACE), NHS Providers and NHS Confederation which highlighted the pivotal part NHS ambulance trusts currently play in delivering urgent and emergency care (UEC) while setting out a long-term vision for a significantly enhanced role they could take in co-designing this care, enabling the transformation of care for patients, improvement in the working lives of the ambulance workforce (alongside the much-needed retention of staff) and the rebalancing of risk in local NHS systems.

Since then, AACE has continually refined these ideas, hosting discussions and engaging with multiple stakeholders to bring this vision to reality.

The report is clear that while ambulance services' core remit will always be to provide emergency response to those who have a life-threatening health need

and to major incidents, this is a relatively small proportion of what ambulance services actually do on a day-to-day basis (around 10-11%) and is delivered alongside a much greater proportion of responses to urgent care needs in the out-of-hospital environment.

Says AACE Managing Director Anna Parry:

***"In thriving systems, leaders view the ambulance service as doing more than responding to emergencies – the service can help to prevent ill health and keep people out of hospital. While pockets of best practice do exist, there is now an opportunity for commissioners and partner providers to purposefully discuss with their ambulance service their potential to do more for patients and proactively support other sectors, and in doing so, relieve some of the most challenging system pressures."***

The ambulance sector interfaces with every part of the health and care system – primary care, mental health, community services, allied health professions and secondary care, social care, other emergency services, voluntary services, local authorities, charities, private providers – as well as commissioning bodies. In fact, in many instances the sector is already playing a significant role in leading and coordinating UEC provision.

AACE's prominent role in calling for a fresh approach to designing and delivering urgent and emergency care, including an expanded role for paramedics in helping to treat people at home and ease pressure on hospitals, is borne out of a desire to reinforce collaborative working to deliver meaningful change for patients and our people.



## ASSOCIATION OF AMBULANCE CHIEF EXECUTIVES

There can be no doubt that NHS ambulance services are already perfectly placed to become system leaders in this change because they already have the following in place:

- 24/7 regional/national infrastructure enabling them to see issues, gaps, and connections that others cannot.
- Highly skilled, increasingly multi-professional workforces, with a range of skill sets able to triage and operate autonomously in all environments.
- The trust of the public and interaction with patients in their own environments, and the ability to engage with 'hard to reach' patients.
- Interoperable telephony and connectivity infrastructure, supporting the interface with all parts of UEC across primary, secondary, community and mental health care.
- Data insight in real time that can provide early warning intelligence across local systems.



The report clearly highlights the case for change:



*'We cannot continue to do more of the same and hope that things will get better. We owe it to patients, as health and care systems, to work together, and we have a moral duty to our people to improve on their current working conditions so they have fulfilled careers and can provide the best possible care. By doing things differently there is the opportunity to fix for tomorrow many of the things that are not working well today.'*

Contributions to the vision are still welcome during 2025 via the AACE website here: [aace.org.uk/a-vision-for-the-uk-nhs-ambulance-sector/](https://aace.org.uk/a-vision-for-the-uk-nhs-ambulance-sector/)



# Reducing and preventing violence against our people

In January 2025 AACE had the cheerless task of revealing alarming new data to a national BBC Breakfast audience that showed the highest rate of reported incidents of violence, aggression and abuse directed at ambulance people ever recorded in the sector, at over 20,000 incidents across the fourteen UK ambulance services in the 2024-25 financial year.



This means that every single day, at least 55 ambulance staff were abused or attacked, with reported incidents including kicking, punching, slapping, head-butting, spitting, verbal abuse and sexual assault, and ranging from common assault to significant serious attacks involving a multitude of weapons.

On top of this, many assaults go unreported, so the true figure is thought to be much higher.

Mapping and combating this problem are one example of why the AACE Violence Prevention and Reduction (VPR) Hub has worked tirelessly since February 2022 to find new and innovative ways to work with each ambulance trust to try and prevent and reduce violence, helping staff to process

and recover from the personal and professional impact that experiencing violence and abuse has on them.

With welcome funding from NHS England in place until the end of March 2025 (and an extension achieved until the end of August 2025) the recent launch of the refreshed NHS England violence prevention and reduction standard enables the AACE VPR Hub to continue to support the ambulance sector by providing consistent guidance, application and compliance with the standard.

Adam Hopper, AACE Head of Violence Prevention and Reduction says:

***"The collation and analysis of data has been integral to our evidence-***

***based approach and instrumental in empowering the initiatives of the VPR Hub, such as the #WorkWithoutFear media campaigns, supporting the national body worn camera evaluation and developing a bespoke restrictive interventions programme for ambulance services."***

***"It would be safe to say that the increase in reported incidents we are seeing is a combination of a genuine increase in assaults on our staff, alongside the hard work of the VPR leads in trusts who have fostered a positive and safe incident reporting culture, empowering staff to report violence and aggression faced, and have pressed for criminal proceedings to be taken against perpetrators, where appropriate"***





## ASSOCIATION OF AMBULANCE CHIEF EXECUTIVES

The NHS Staff Survey provides crucial secondary data for understanding the prevalence of violence against the ambulance sector. The staff survey results show ambulance service staff are consistently twice as likely as other NHS staff to experience violence or abuse.

The AACE VPR Hub's impact is crucial in the continued aim to achieve a gradual reduction of the differential between the ambulance sector and the wider NHS in relation to staff experience of violence and abuse. The publication of the 2024 survey results is awaited to provide further in-depth analysis.

**For further information on the work of the AACE VPR Hub, contact Adam Hopper ([adam.hopper@aace.org.uk](mailto:adam.hopper@aace.org.uk)) or Clare Barnham ([clare.barnham@aace.org.uk](mailto:clare.barnham@aace.org.uk)) or visit [aace.org.uk/vaa/](http://aace.org.uk/vaa/)**





#WorkWithoutFear





“  
When a man I had gone to help urinated on my ambulance and then sexually assaulted me, I was so disgusted and hurt. Any sense of safety I had, disappeared.”

**Lauren**  
Paramedic





ASSOCIATION OF  
AMBULANCE  
CHIEF EXECUTIVES

**NHS**

“

I've lived in this country for more than 20 years, but I still have a slight accent. People can be less likely to follow my instructions or listen to me - they may not even realise they are doing it, but I always notice it. ”



**Ariel is a Paramedic and Operational Team Leader** who has suffered racial abuse from the people he tries to help.

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

or scan the QR code to find out more and promote respect for ambulance staff.



You deserve the best care. **They deserve to work without fear.** #WorkWithoutFear

# Priority Dispatch<sup>SM</sup>

## Protocol 41: Caller in Crisis

Gain the skills and confidence to handle the most challenging calls. Our training programs focus on equipping call handlers with the tools needed to support callers in crisis, ensuring every call is met with professionalism, empathy, and efficiency.

## AI SkillLab

AI SkillLab is a powerful way to train both new Emergency Dispatchers and experienced calltakers alike. Using an AI-powered simulated caller, this exciting training module reduces the need for human-to-human role-play and helps Emergency Dispatchers gain valuable experience operating within ProQA, using IAED protocols, and improving their active listening skills.

## Mentor Course

The IAED Mentor Course is advanced training for experienced call handlers, focusing on protocol adherence and performance excellence. Participants gain skills in mentoring, performance evaluation, and coaching to foster continuous improvement in emergency communication centers. Graduates become key team resources, identifying improvement areas, providing feedback, and ensuring protocol compliance. This course enhances call accuracy, reduces errors, and supports professional growth, transforming call handlers into leaders who elevate organizational standards and community care.



## Quality Assurance with AQUA

The AQUA case review software records and reports on call-taking outcomes in line with recognised Performance Standards. The in-built suite of reports allows you to provide targeted feedback to both individual and team performance to identify learning trends and drive future training and learning.

## Emergency Dispatch Learning Portal

Access a comprehensive online portal designed to support your journey in emergency dispatch. Packed with interactive resources, scenario-based learning, and best practices, the portal empowers you to excel in your role and deliver outstanding service in critical moments.

## The **Priority Dispatch System** Makes Your First Response The Best Response..

Providing consistent, high-quality patient care is your number one priority. But when tensions are high on an emergency call, are you confident that your Emergency Communications Center is following your established standards of care?





# AACE: The ambulance sector's influential partner

AACE is now firmly rooted as an effective lobbying force for the UK ambulance sector, working collaboratively with other healthcare stakeholders to articulate clear messages that underline the importance and impact of the ambulance sector for millions of patients every year.

At a time when demand for ambulance services has never been higher, our people across all member services have continued to demonstrate unparalleled commitment and care to the people they serve.

At the same time, senior leaders from AACE have been working hard behind the scenes to convey the ambulance sector's vital messages to a newly elected political team and the changing civil service that accompanies it.

Some of the key activities we undertake on behalf of our members include:

## Creating valuable working links with influential politicians

We create dialogue with politicians including the Secretary of State for Health, health ministers and local politicians, while always having a ministerial presence at our ALF conferences.

## High level stakeholder engagement

This includes regular meetings with the Department of Health & Social Care (DHSC) ambulance and urgent and emergency care (UEC) teams and the UEC team from NHS England (NHSE), to promote the sector's messages and strategy and to have a direct line to ministerial decisions and policy.

## Ensuring seats in the right meetings

We have an important seat on the 10-Year Plan Partners' Council and have been able to feed directly into colleagues at NHSE and DHSC about our thoughts on the ambulance sector's contribution to the plan. We have a valuable seat on the NHS IMPACT National Improvement Board, where the focus is on creating the context in which continuous improvement is systematically used throughout the NHS to deliver transformation, and ultimately better patient and staff outcomes. We are also represented on NHS England's culture review delivery board having played an influential role in the review.

## Undertaking comprehensive national media work

We keep the ambulance sector in the media spotlight for the right reasons and fiercely guard the reputation of our sector and ambulance service members by providing balance and transparency to one-sided reporting.

## Providing input to consultations and national guidelines

This ensures that ambulance services have a genuine say before new policies can be developed that don't take into account our views or requirements as a sector. Often this work is behind-the-scenes and can be time-consuming. It will always be undertaken in conjunction with our members and representatives from national director groups.

## Joining forces with other national healthcare organisations

Where appropriate, we will work in tandem with other organisations such as NHS Providers, NHS Confederation, the College of Paramedics, the Royal College of Emergency Medicine and many others to amplify our key messages to those who can help effect change.

## Working collectively with other blue light organisations

As the equivalent organisation representing the ambulance sector, AACE works collaboratively with colleagues in the National Fire Chiefs Council (NFCC) and the National Police Chiefs' Council (NPCC) to share best practice and ensure the appropriate provision of joined-up services for patients and the public. We also have a seat on the Royal Foundation-convened Emergency Responder Senior Leaders Board and are closely involved with emergency service interoperability issues through JESIP (the Joint Emergency Services Interoperability Programme).

To find out more about our AACE influencing activities, please contact [carl.rees@aace.org.uk](mailto:carl.rees@aace.org.uk).

# Reducing misogyny & improving sexual safety: National ambulance initiatives and progress

In October 2023, England's Chief Allied Health Professions Officer launched the national ambulance programme, 'Reducing Misogyny & Improving Sexual Safety in the Ambulance Service' - the same year that the NHS England Sexual Safety Charter was launched and the NHS Staff Survey included, for the first time, questions relating to sexualised behaviours.

The results (England only) told us that rates were highest in the ambulance workforce, with more than 27% reporting sexual harassment from the public and just over 9% reporting sexual harassment from colleagues. This makes the ambulance service a concerning outlier when compared to other areas of healthcare.

The 2024 introduction of the Worker Protection Act now places a legal duty on all employers to demonstrate a preventive approach to workplace sexual misconduct. Healthcare regulators, including the Health and Care Professions Council (HCPC), have meanwhile updated their professional standards to reflect the ever-evolving external landscape of sexual safety.

A key development has been the establishment of NASSCOP (National Ambulance Sexual Safety Community of Practice) which provides space for sharing best practice across all four UK nations and connecting members to lived experience insights.

Comprised of colleagues in key enabling roles such as human resources, safeguarding, Freedom to Speak Up and violence prevention and reduction, the community of practice promotes learning, the development of dialectical thinking skills, broader understanding of wider issues and provision of peer support. Intelligence gathered through NASSCOP is regularly reported directly to ambulance chief executive officers.



In addition to NASSCOP, AACE established the sector's first, 'People Professional Development Programme.' The programme reached over 500 colleagues and sought to improve the capability and confidence of colleagues responsible for advising on sexual safety-related concerns and leading on policy reform.

Through a series of learning events facilitated by subject matter experts, the topic of sexual safety has been examined from different angles such as employment law, regulation, safeguarding, professional boundaries, online polarisation, neurodiversity and AI.

To further strengthen leadership commitment, trust board development sessions have been delivered across ambulance services. These sessions engage senior leaders in exploring the role of the board in flexing moral muscle, having collective oversight of sexual safety as a risk and visibly championing the organisation's direction of cultural travel.

Bron Biddle, the AACE Programme Lead for Reducing Misogyny & Improving Sexual Safety says: ***"Both national and local ambulance initiatives represent a comprehensive, ongoing effort to ensure that sexual safety remains a strategic priority across UK ambulance services, against the backdrop of a politically turbulent climate that leaves ambulance service leaders faced with a rising complex challenge of protecting the sorely needed cultural maturity focus from becoming entangled in binary dialogue."***

***"Empirical evidence of resistance present within our sector reflects a societally influenced attitude and AACE has created a guide to support leaders navigating this inevitable barrier. There continues to be a demonstration of outstanding leadership at varying levels throughout our sector and our learning to date has informed a range of external stakeholder approaches, positioning the ambulance sector as trailblazers in this crucial area of culture change."***

For more information visit [www.aace.org.uk](http://www.aace.org.uk).



**Bron Biddle**  
AACE Programme Lead  
for Reducing Misogyny &  
Improving Sexual Safety



# Do more from your seat.

Care for your  
patients whilst  
in transit, all  
from your seat.



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The **corpuls<sup>3</sup>** defib/monitor splits  
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modules to enable seamless  
patient care, while you're seated.

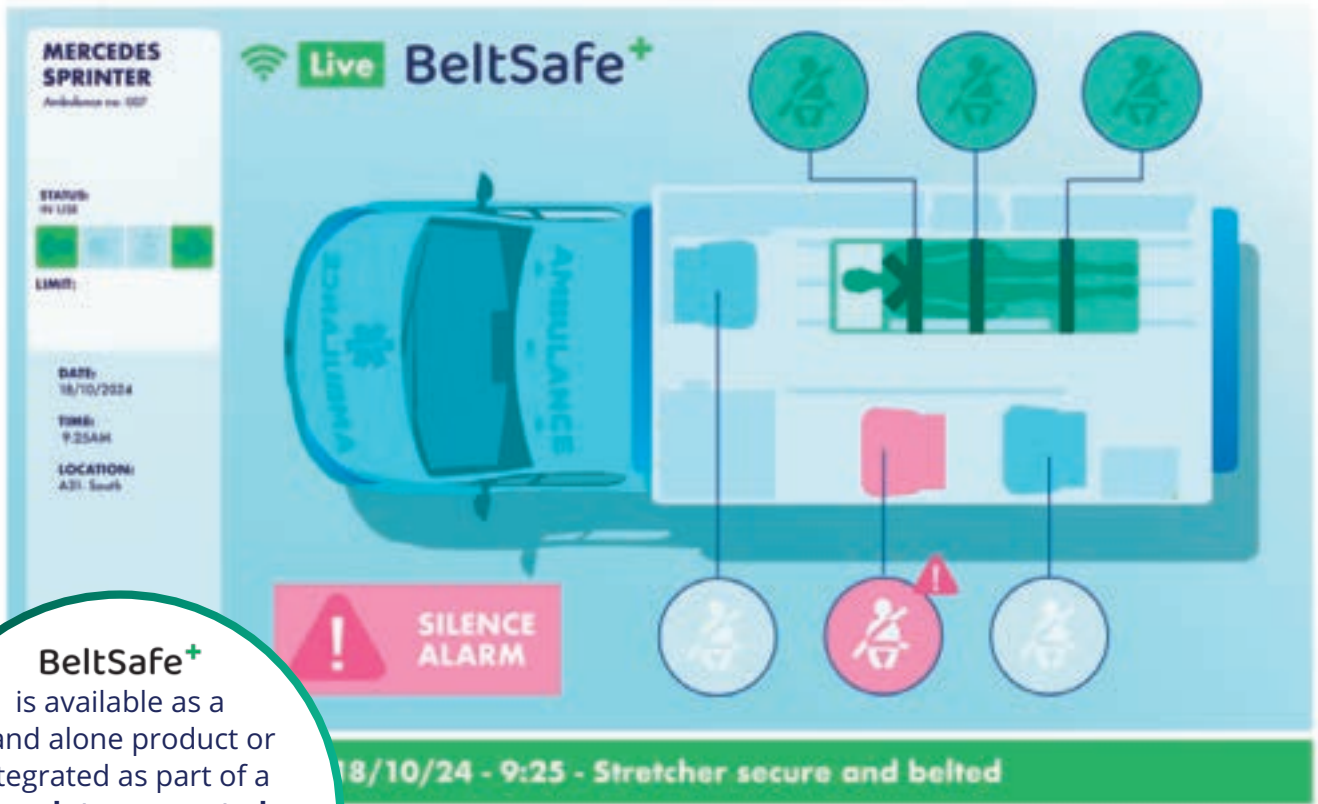


SafeInTheBack Compliant

[www.theortusgroup.com](http://www.theortusgroup.com)

Images shown for illustration purposes. Exclusively provided by the Ortus Group. For more details, visit [www.theortusgroup.com](http://www.theortusgroup.com)  
The #SafeInTheBack campaign is being led by the Association of Ambulance Chief Executives (AACE) on behalf of all UK ambulance services and is designed to highlight the serious implications of not wearing seatbelts in the back of ambulance vehicles.





## BeltSafe<sup>+</sup>

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## Know that your patients and crew are safe in the back.

Introducing **Beltsafe<sup>+</sup>**

A Comprehensive Solution keeping Ambulance Crews and Patients **Safe in the Back.**

**BeltSafe<sup>+</sup>** is a safety solution that can be retrofitted or installed in new vehicles to monitor whether your vehicle's seatbelt and stretcher belt systems are securely buckled.



#SafeintheBack compliant.

**Giving Ambulance Drivers clear visibility and peace of mind that all passengers are seated and belted during transit.**

[find out more >](#)



Images shown for illustration purposes only. Exclusively provided by the Ortus Group. Beltsafe will be available to retrofit from October 2025. Subject to availability. For more details, visit [www.theortusgroup.com](http://www.theortusgroup.com)  
The #SafeInTheBack campaign is being led by the Association of Ambulance Chief Executives (AACE) on behalf of all UK ambulance services and is designed to highlight the serious implications of not wearing seatbelts in the back of ambulance vehicles.



## 2024 in the NHS ambulance sector

The following data is for the 2024 calendar year and underlines the challenges ambulance services continue to manage, the hard work of our people and above all, the contribution the UK ambulance sector makes to patients, the NHS and to the wider health and care system.

*(Please note: AACE represents all UK ambulance services, however, the data captured and outlined below is for England only. The discernible trends, however, are reflective of the wider UK picture).*



### 999 calls to ambulance services

- 9.8 million 999 calls were answered, half a million more than in 2023.
- The average mean call answer time was six seconds, compared to eleven seconds for the previous year.

### Incident volumes and mean response times

- 8.9 million incidents received an ambulance response, just over half a million more than in 2023.
- There were 970,000 category one incidents, 52,000 more than in 2023.
- The mean response time for category one incidents was eight minutes and 23 seconds, seven seconds faster than in 2023. The national standard is seven minutes.
- There were 4.7 million category two incidents, 190,000 more than in 2023.
- The mean response time for category two incidents was 36 minutes and 25 seconds, 41 seconds slower than in 2023. The national standard is eighteen minutes.
- There were 1.5 million category three incidents, around the same as in 2023.
- The mean response time for category three incidents was just over two hours, eleven minutes slower than in 2023.
- There were 62,000 category four incidents, 5,000 fewer than in 2023.
- The mean response time for category four incidents was just over two and a half hours, six minutes slower than in 2023.



### How we handled these incidents

- 15% were managed by Hear & Treat, compared to 12% in 2023.
- 30% were managed by See & Treat, compared to 31% in 2023.
- We conveyed 50% of our patients to emergency departments, compared to 52% in 2023.
- We conveyed 5% of our patients to other places of care (not emergency departments), which was unchanged from 2023.

### Hospital handover delays

- The mean average handover time was 35 minutes, compared to 31 minutes in 2023.
- The proportion of all handovers taking an hour or longer was 12%, compared to 10% in 2023.
- The volume of handover delays of fifteen minutes or longer grew to 2.9 million, up from 2.5 million in 2023.
- The volume of hour plus handover delays grew to 503,000, up from 388,000 in 2023.
- The impact on ambulance resources is severe. Hours lost to handover delays of fifteen minutes or more amounted to 1.7 million for the year, up from 1.3 million in 2023. This figure equates to 193 years' worth of time lost to hospital handover delays in 2024, up from 150 years in 2023.

### Potential patient harm because of handover delays of one hour-plus

- Our classification of 'any harm' coming to patients was estimated at 429,000 patients in 2024, up from 331,000 in 2023. This is enough to fill London's O2 Arena over twenty times and is greater than the population of Coventry.
- Our classification of 'severe harm' coming to patients was estimated at 46,000 in 2024, up from 35,000 in 2023. This is enough to fill the O2 Arena twice and is the same as the population of Salisbury.

### Ambulance volunteers

- There are over 9,000 ambulance volunteers in the UK and collectively they contributed over 1.7 million hours of volunteering in 2024.





# ECOAir - DRIVING DOWN OPERATIONAL COSTS AND LOWERING HARMFUL EMISSIONS

The latest batch of DCAs being delivered to Yorkshire Ambulance Service (YAS) will eliminate the need for prolonged diesel engine idling at scene and outside A&E departments. Currently, YAS DCAs idle an average of 4.5 hours per shift, burning over **5,000 litres of diesel annually** and emitting harmful CO<sub>2</sub>, NO<sub>x</sub>, carbon monoxide, and fine particulates, which negatively impacts both health and the environment.

Prolonged idling also overwhelms modern low-emission diesel engines, leading to issues like engine coking, oil dilution, and increased wear, so raising maintenance costs and **raising VOR rates**. Excessive heat in Diesel Particulate Filters (DPFs) can even cause vehicle fires, while engine replacements cost over £13,000 and result in prolonged VOR times.

## THE **COST** OF IDLING:

Based on the YAS data, the cost of lost fuel per year, per DCA, is £6,185 +VAT, i.e. **£7,422 in total**. Extrapolated over a 500+ DCA fleet, this is **over £3.7 million** in diesel costs per annum, inc VAT, from engine idling.

As well as the financial cost, the environmental cost is just as staggering. Each litre of diesel burnt typically produces 2.65 Kgs of CO<sub>2</sub>. With **5,154 litres of diesel** consumed whilst idling, over 13,600 kg of CO<sub>2</sub> is produced each year per DCA. For the YAS fleet, this is over **6,800 tonnes of CO<sub>2</sub>**.



Other Ambulance Trust Fleet Managers report average idling times significantly above 4.5 hours suggesting greater annually recurring budget and emissions savings can readily be achieved.

## INTRODUCING **ECOAir**:

To address these critical issues, O&H Vehicle Conversions has introduced **ECOAir**, a revolutionary clean air technology. Powered by lithium-ion batteries, ECOAir eliminates the need for engine idling, so reducing emissions, cutting costs whilst enabling full vehicle functionality.

Additionally, ECOAir can be installed with high voltage solar panels to extend performance. The lithium batteries and smart idling technology work with each other to make your vehicle **greener and safer than ever**, whilst readying your fleet for the electric DCAs of the future.

## A **RETROFITTABLE** AND **REUSABLE** SOLUTION:

Test data shows each ECOAir unit delivers over 40,000 operational hours, equating to a lifespan of **20+ years** based on an average idling time of 4.5 hours per shift.

This means one ECOAir system can be reinstalled in multiple DCAs, covering the full 7-year service life of **two vehicles** per the National Specification.

## A **SUSTAINABLE** SOLUTION FOR **MODERN** CHALLENGES:

ECOAir provides a **sustainable solution** for NHS Ambulance Trusts by eliminating engine idling, cutting costs, reducing emissions, including harmful CO<sub>2</sub> and Carbon Monoxide. Aligning with the NHS's net-zero goals, it enhances fleet efficiency and supports high-quality care in challenging conditions, making it a vital tool for the future of emergency services.

If you would like to learn more about **ECOAir**, please get in touch: [luke.turner@ohvc.co.uk](mailto:luke.turner@ohvc.co.uk)



# AACE's operational development and quality improvement offer

Driving improvement in ambulance systems, processes and practices is at the core of AACE's growing reputation as a provider of expert commercial support services – both in the UK and abroad.

These high-quality audit, assurance and advisory services are both strategic and tactical and designed to help any organisation involved in the delivery of urgent or emergency healthcare to find answers to specific strategic or operational challenges, while increasing efficiency and improving quality and outcomes.

Any income from this work is ploughed directly into funding additional activity on behalf of AACE members, helping keep membership costs down and enhancing our national impact.

These in-demand support services are currently provided through a group of eighteen carefully chosen Subject Matter Experts (SMEs), the majority of whom have board-level experience of ambulance services, supported by the core AACE team. Together they offer a truly unique level of experience and capability to augment a client's own teams, building their internal capacity and capability quickly and effectively.

Martin Flaherty, Director of Operational Development and Quality Improvement says: ***"Our sector support offering is going from strength to strength, and we are actively growing our client base. Usually working as part of the client's team, we identify new ways of working to bring ideas from best practice elsewhere and implement change. During this journey, we help examine an organisation's operational processes and procedures and then deliver ideas, support and guidance for practical improvements in performance. My message for those who are interested in our specialist services is to get in touch and start the conversation."***



Some of the specialist areas of support offered by AACE include:

- Extensive mentoring and coaching support to senior managers and executives.
- Operational benchmarking, performance reviews and efficiency improvements.
- Strategic planning and specialist programme management support.
- Commissioning, stress-testing and delivery of complex demand and capacity reviews.
- Control services performance improvement initiatives.
- Supporting and reviewing business intelligence functions.
- Critical friend audits, peer-reviews, clinical assurance reviews and practical support for paramedic practice.
- Reviewing emergency planning (EPRR) arrangements and plans.
- Specialist technical and digital support.
- Specialist support to HR/OD, Finance and Quality teams.
- Improving partnership working with trade unions.
- Working with other established consultancy providers to improve their offer to the ambulance sector.

However, this is not an exhaustive list and AACE members - and non-members - are encouraged to get in touch to discuss their specific challenges and requirements and we will work with you to provide you with the support you need.

For more information about our AACE sector support offering, please email [martin.flaherty@aace.org.uk](mailto:martin.flaherty@aace.org.uk) or visit [www.aace.org.uk/about-aace/consultancy-services](http://www.aace.org.uk/about-aace/consultancy-services)



**Martin Flaherty**  
AACE Director of  
Operational Development  
and Quality Improvement

# PA Consulting works closely with the NHS and wider government organisations to design and deliver their most important changes.

Over the last 15 years, we have worked with UK ambulance trusts on projects ranging from strategy development to digital innovation. We are currently helping ambulance services across the following areas:

- Evolving care models alongside system partners, ensuring that patients receive the most appropriate care first time.
- Empowering the ambulance workforce by addressing cultural issues, creating new opportunities, and developing future leaders.
- Leveraging data and digital to maximise the potential of the valuable information trusts hold, unlocking significant opportunities from integrated data and AI.
- Understanding and improving productivity to ensure the ambulance service remains affordable while meeting required response times for patients.

If you would like to speak to one of our sector experts on any of these topics or other trust priorities, please reach out to Chris Nightingale at [chris.nightingale@paconsulting.com](mailto:chris.nightingale@paconsulting.com)

You can see an example of some of our most recent track record here →



**Bringing Ingenuity to Life.**  
[paconsulting.com](https://paconsulting.com)



PA Consulting is a global consultancy shaping the future of healthcare. We help organisations improve patient outcomes, enhance experiences, and drive efficiency through strategic transformation.

We leverage cutting-edge technology to solve complex challenges and deliver impactful solutions across workforce, operations, and digital health—ensuring sustainable, high-quality care that meets evolving needs.

Guided by our purpose, we harness ingenuity to create a positive future, driving real-world impact through intelligent enterprises.

Discover how we can help your organisation drive transformation →



# O&H<sup>TM</sup> TRANSFORMING AMBULANCE HYGIENE: A PREVENTATIVE AND COST-SAVING SOLUTION

Following the release of the Lord Darzi report, the NHS committed to the “3 shifts” as a framework to further improve healthcare provision. One of these shifts is moving from “Treatment to Prevention.” While the benefits of this are clear and impactful for all stakeholders, achieving this requires nothing short of a revolution - encompassing education, empowerment, and substantial investment in infrastructure.

Ambulance Trusts must frequently clean their vehicles to maintain exceptional hygiene, ensuring safety for patients and staff. This brings the dual challenges of vehicle downtime and ever increasing staff plus cleaning material costs. But what if there were a way to reduce these costs to vehicle utilisation time and budget while improving hygiene standards?

## THE INVISIBLE DISINFECTANT THAT IS A PROTECTIVE COATING

O&H's exclusive partnership with **Resysten** offers an environmentally friendly, hygienic invisible coating that protects surfaces from pathogens, viruses and bacteria for 12 months from just one application.

This makes it an ideal solution for DCAs and PTS as well as their supporting infrastructure including control centres, staff restrooms and kitchens.



Image: OHRS being applied to an ambulance

## A COST-SAVING SOLUTION

Using an 800 vehicle DCA and PTS fleet as an example, the O&H Resysten System (OHRS) could reduce ‘Make Ready’ cleaning frequency from current norms of every 24 to 48 hours to every 4 to 7 days. The protective coating will improve surface hygiene standards whilst delivering net savings of between **£750,000 to £4 million every year** depending upon the magnitude of change to Make Ready Cleaning.

## HOW DOES O&H<sup>TM</sup> WORK?

There are x4 key factors that determine the performance of all disinfectant products, Uniquely, OHRS excels at all 4:

- **Surface Coverage:** Applied via professional electrostatic spraying, the OHRS system ensures near-total coverage with two coatings per vehicle, reaching every inch of the targeted surfaces for maximum protection.
- **Kill Rate:** 10,000-fold reduction in both surface virus and bacteria with 99.99% eliminated from a single application.
- **Speed of Kill:** 99.99% kill rate of all microorganisms after 10 minutes.
- **Regrowth:** Unlike others, proven to prevent regrowth for 12 months.

## A STEP FORWARD

O&H have launched multiple trials of OHRS with ambulance fleets, both NHS and private customers. All test data to date, shows step change improvement to vehicle hygiene whilst supporting reductions in the frequency of Make Ready Cleaning. OHRS also delivers significant infection prevention and control benefits for both patients and ambulance staff.

If you would like to learn more about **OHRS**, please get in touch: [luke.turner@ohvc.co.uk](mailto:luke.turner@ohvc.co.uk)



# Setting the STANDARD for education in the Ambulance Service

FutureQuals is the leading Awarding and End-point Assessment (EPA) organisation for the Ambulance Service. We're proud to work with every NHS Ambulance Trust in the UK, as well as many private ambulance providers.

Our qualifications are the standard for pre-hospital care professionals, many of them underpinning or supporting apprenticeship standards which we assess through EPA.

## Trailblazing qualifications

FutureQuals have developed brands like CERAD™ and DERADI® which are recognised by every Ambulance Trust and have become synonymous with ambulance driving qualifications. DAAP™ Associate Ambulance Practitioner and DAEUCS Ambulance Emergency and Urgent Care Support qualifications, and our FROS® First Responder suite, all have similar reputations.

Our qualifications are developed with your input and tailored to the specific needs of your workforce. Each has been built with representation from AACE and / or DTAG (Driver Training Advisory Group), and we regularly work with Trusts to create new qualifications to reflect new needs. We have been actively involved in the development of apprenticeship standards in pre-hospital care too, playing a key role in Trailblazer groups since their outset.

## Supporting your ecosystem

Many of our ambulance specific qualifications form key components of the apprenticeship standards we assess, but we also offer a wider service for your whole education ecosystem. For instance, we are the only Awarding Organisation in the sector which offers Functional Skills, and we have a suite of qualifications specifically for educators and instructors too.

We're proud to be a sponsor of ALF2025 and will be exhibiting throughout the conference. Speak to us on our stand about your vision for your workforce, or reach out to our team at any time.







## The Blue Light Symphony Orchestra (BLSO)

Founded in 2016 by serving police officer and Royal College of Music graduate Seb Valentine, the BLSO aims to improve mental wellbeing and resilience in the emergency services through music.



The BLSO is a unique organisation, bringing together police officers, firefighters, ambulance personnel, other NHS workers and military personnel to play music in a safe and supportive environment. A user-led charity, the BLSO has blue light workers on the board of trustees. From its first orchestral workshop in 2016 attended by twenty people, it now regularly welcomes over fifty people each time it plays and has a mailing list of over 350.

Emergency workers are regularly exposed to stress and trauma and it is important for them to find ways to relax and decompress. Shift patterns are often cited as a barrier to accessing

regular sporting, social or musical activities that provide enjoyment and lower their risk of chronic stress, anxiety and depression. Many people also work overtime to make ends meet that further curtails leisure and decompression time.

This is especially challenging for those who have used group-music-making as a coping mechanism prior to joining the emergency services and then find themselves unable to access the same experiences.

The BLSO workshop programme has been very successful and has expanded to include workshops outside London and jazz workshops. To widen access to

music-based wellbeing activities beyond those who play musical instruments, "Emotional Resilience Training Sessions" for emergency services organisations are being developed as CPD for their teams.

Developed by BLSO trustee and HCPC registered Music Therapist Amanda Thorpe, this programme will teach people how to use music to build their emotional resilience.

**No musical background is required so if you think your organisation could benefit from this, please email [musictherapy@bluelightsymphony.org](mailto:musictherapy@bluelightsymphony.org) for more details or visit [www.bluelightsymphony.org](http://www.bluelightsymphony.org)**

# The crucial impact of volunteers

**There are over 9,000 ambulance volunteers in the UK who, collectively, contributed over 1.7 million hours of volunteering last year.**

Volunteers improve patient care and they reduce waiting times and avoidable ambulance conveyance to overwhelmed accident and emergency departments. They operate in the space between the medical and the social. They can restart your heart and they can make you a cup of tea.

Ambulance volunteers are increasingly undertaking more diverse roles, to reflect the changing needs of our patients and will play a crucial role in supporting some of the shifts that we will be seeing as part of the upcoming NHS 10-Year Health Plan.

Volunteering should never be the difference between a good trust and a failing trust. Instead, it should be the difference between a good trust and an outstanding trust. A thriving, effective, professional volunteering service isn't free. It requires investment. We are in the process of modernising and innovating ambulance volunteering. This includes:

- Partnering with the British Islamic Medical Association (BIMA) to visit mosques and train communities in basic life-saving skills, knowing the location of their nearest defibrillators and how to use them.
- Developing, for the first time, national datasets that demonstrate the scope and impact of volunteering. This includes demonstrating how CFRs are responding to Category 2 calls within, on average, seven minutes across the trusts where we are measuring it.
- Through the Positive Action project, working with ethnic minority communities in the northeast to increase their knowledge and awareness of ambulance services and how to lead healthier lives. This has led to fewer 999 calls and better utilisation of 111.
- Fostering national collaboration to develop joint solutions to shared problems. This includes producing national guidance on volunteering leadership, policy, EPRR, and reward and recognition.
- Widening participation in volunteering; offering opportunities to younger people and making it easier for them to progress from volunteering into paid careers in the ambulance service.

My concern is that volunteering services may represent easy targets for cuts or underinvestment. This is a false economy. Investing in and supporting volunteering in 2025 is a strategic necessity. Levels of volunteering have been declining in Britain in recent years.

For ambulance volunteering to continue to thrive requires us to innovate new roles and provide a first-class volunteering experience that is flexible and meets people where they are. Further investment will help us to reach new demographics, create more exciting partnerships, and do more to reduce health inequalities.



**For more information contact**  
**[joe.crook@aace.org.uk](mailto:joe.crook@aace.org.uk)**



**Joe Crook**  
AACE  
National Volunteer Lead



## ORH enhances offering with roster design capability



**ORH has supplemented its ability to model staffing requirements with the ability to devise and assess roster patterns.**

Balancing the requirement to meet KPIs whilst ensuring rotas improve staff welfare and retention is a challenge for all NHS Trusts.

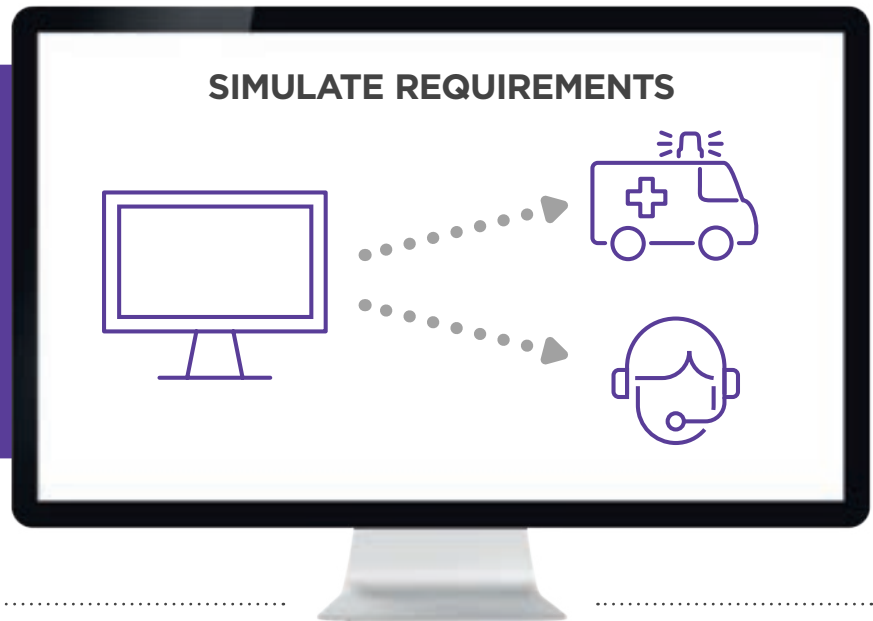
ORH undertook a review of 111 call handling rotas for Yorkshire Ambulance Service NHS Trust (YAS)'s Integrated Urgent Care centre.

Following simulation modelling, rota options were provided for YAS to take forward to staff consultation.

**THE BENEFITS OF NEW PATTERNS INCLUDED:**

- Reductions in weekend working
- Increases in rest days
- Increased clarity of future shift timings for staff
- Introduction of team working

- Analyse trends and scan horizon for efficiencies
- Understand impact of parameters upon performance and staffing requirements
- Create trajectory for future delivery



## CREATE ROTA OPTIONS



- Agree constraints and principles for working patterns
- Assess alignment of rota options against requirements
- Understand KPI and staff welfare trade-offs for different options



*ORH's team demonstrated knowledge, experience and professionalism throughout the work, which has identified a series of rota options that will benefit our staff, with reduced weekend working and increased rest days, while allowing us to meet our KPIs.*

Nick Smith, Chief Operating Officer, Yorkshire Ambulance Service



Please visit our stand in the exhibition area to speak with one of our team about the challenges your services faces.





# From treatment to prevention: How the ambulance sector is a key partner in delivery of the NHS 10-Year Plan

In June 2023 AACE launched a national consensus statement in conjunction with several key stakeholders, confirming the commitment of all parties to enhance the role that ambulance services can play in reducing health inequalities – as providers, employers and partners.

Since then, ambulance trusts have been developing their maturity in this space and there are now a growing number of case studies demonstrating best practice:



**Vicky Wright, East Midlands Ambulance Service NHS Trust says:**

*“Having been involved in the work with AACE to develop and respond to the consensus statement, EMAS recognised the importance of health inequalities as one of our five strategic ambitions and has developed our Health Inequalities Framework to describe our commitment to this agenda.”*

*“Health inequalities is a golden thread through our trust strategy and its underpinning five sub-strategies. However, the health inequalities framework pulls this together, detailing each of our sub-strategy commitments to provide a public facing document which details and celebrates all the work that EMAS is already delivering and provides a lever for reporting to the board and to our people, public and partners.”*



**Rachel Mulholland, NHS North of England Commissioning Support Unit (NECS) says:**

*“NEAS has commissioned NECS to provide dedicated programme management and analytical capacity to support them in achieving their ambitions to reduce health inequalities following their endorsement of the AACE consensus statement. This has involved undertaking a comprehensive health needs assessment for all 999 and 111 callers, triangulating ambulance data with primary and secondary care data to gain detailed insights into caller demographics and the population that NEAS serves. Deep dives with a health inequalities focus have also been conducted for specific priority areas to help inform development of a health inequalities plan as well as the organisation's clinical model and to assist with connecting with wider system partners.”*

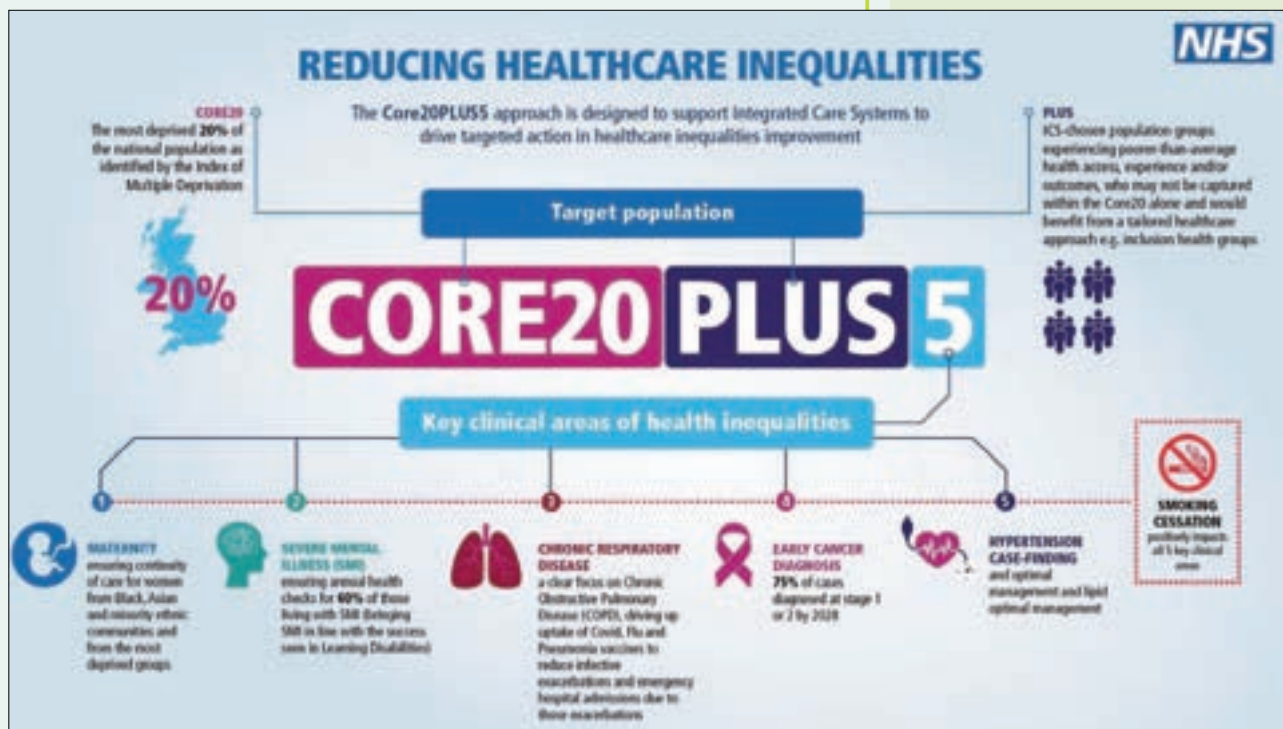


Dr Penelope Cresswell, Welsh Ambulance Services University NHS Trust says:

*"The Welsh Ambulance Services University NHS Trust has hosted its first specialty registrar in public health. Population health and reducing health inequalities feature within organisational plans, promoting partnership working and collaboration across the system. Specific areas of work include impact assessment and evaluation of bladeless fan heaters introduced to reduce ambulance diesel fume emissions outside of hospitals; determining how the trust might automate digital referrals to primary care for secondary prevention of Atrial Fibrillation; informing how the 111Wales and 999 remote integrated care teams offer a comprehensive role in supporting self-care and; exploring increased research and data collaboration opportunities with Public Health Wales."*

To support the development of approaches to reducing health inequalities across the sector, AACE holds a series of implementation webinars throughout the year. The next webinar will be held on 19 March 2025.

If you would like to find out more about these great examples of how the ambulance sector is working to reduce health inequalities, please contact [ruth.crabtree@nhs.net](mailto:ruth.crabtree@nhs.net) who will be available to chat at ALF 2025 or find out more at [aace.org.uk/reducing-health-inequalities/](https://aace.org.uk/reducing-health-inequalities/)



Also, don't miss the following sessions at ALF 2025:

#### Core20PLUS5 Ambassador showcase

Wednesday 12 March, 09:00-09:25 in the Park Plaza Hotel, Floor 3 Rooms Plaza 1.  
Led by Ruth Crabtree, National Lead for Public Health at AACE.

#### From treatment to prevention: How the ambulance sector is a key partner in delivery of the 10-Year Plan

Wednesday 12 March, 12:45-13:20 in The Ballroom, The Queen's Hotel.  
Led by Bola Owolabi, Director of the National Healthcare Inequalities Improvement Programme at NHS England.



**Ruth Crabtree**  
National Lead for Public Health at AACE



**Bola Owolabi**  
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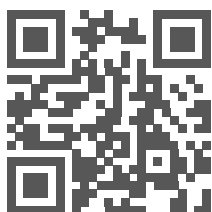
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## Steering invaluable ambulance sector research

The National Ambulance Research Steering Group (NARSG) is the official group representing ambulance service research in the UK.

A subgroup of AACE, it was formed in 2007 to develop research capability in all ambulance services across the UK and is comprised of the heads of research from all UK ambulance trusts.

Its members sit on several relevant groups facilitating two-way advice and information sharing including NASMeD, College of Paramedics, JRCALC, National HEMS Research Group, Trauma and Emergency Care Group, Health Research Authority, the

999 EMS Research Forum, and Ambulance Services Library and Knowledge Services.

NARSG exists to enable members to support each other through bi-monthly meetings where they share knowledge, discuss barriers and solutions as well as opportunities for new research projects. NARSG enables the group to speak with a united voice, helping them influence national issues including funding models, regulatory and governance issues.

The group also supports external researchers with monthly research advisory sessions, advice on study, design and feasibility, advice on research governance and approvals, and provides a valuable avenue for researchers who are seeking participation from ambulance trusts.

**For more information please contact NARSG Chair Rachael Fothergill at [rachael.fothergill1@nhs.net](mailto:rachael.fothergill1@nhs.net) or visit [www.narsg.uk](http://www.narsg.uk) for more information.**



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Find out more about the library here: <https://ambulance.libguides.com>

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In partnership with NHS England, Workforce, Training and Education (NHSE WT&E) and the National Education Network for Ambulance Services (NENAS).  
\*Does not include South Western Ambulance Service NHS Foundation Trust.



# Maintaining quality improvement in ambulance services

The National Ambulance Service Clinical Quality Group (NASCQG) was established in 2006 to support the development and co-ordination of clinical audit, clinical performance indicators and quality improvement in ambulance services.

Early successes demonstrated improvement in cardiovascular performance metrics through a quality improvement approach, while 'care bundles' established by the group were adopted by the (former) Department of Health in 2011 to form the NHSE Ambulance Clinical Quality Indicators (ACQIs).

Since 2011 the suite of ACQIs has been refined in response to changes in priority. Routine data linkage with

national audit systems for stroke and heart attack - and close collaboration with the University of Warwick to establish the national Out of Hospital Cardiac Arrest registry - has been achieved. Data collection is benchmarked to facilitate consistency of reporting and increase confidence in the veracity of published data.

Several national clinical audit projects have also been supported, most recently looking at re-contacts to

ambulance services following both Hear & Treat and See & Treat outcomes.

Future aims include exploring other topics suitable for national clinical audit, and supporting capacity development for clinical quality improvement, while maintaining and developing the national ACQIs.

**Please contact the Chair, Dr Sarah Black at [sarah.black@swast.nhs.uk](mailto:sarah.black@swast.nhs.uk) for more information.**

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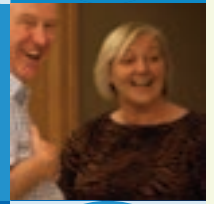
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# Empowering bystanders to save lives when out-of-hospital cardiac arrest strikes

In November 2023, AACE partnered with NHS Charities Together to explore opportunities to reduce inequalities in resuscitation and Out-of-Hospital Cardiac Arrest (OHCA).

This led to delivery of the AACE Out-of-Hospital Cardiac Arrest and Health Inequalities report which sought to capture as much of the current situation across the UK as possible. The report examines many aspects of the chain of survival with consideration to the system that supports this chain and the unrealised benefit of community intervention.

The report makes a range of recommendations but also recognises and supports many of the current initiatives and programmes delivered by ambulance services and partner organisations. There is acknowledgement of the disparity across the sector in provision of community interventions such as Community First Responders, defibrillators and the GoodSAM technology platform.

Liam Sagi, AACE National Strategic Lead for Out-of-Hospital Cardiac Arrest says:

***“While the ambulance service provides the statutory response to OHCA there are many areas where it is simply not within the gift of ambulance services to drive change. However, there exists potential to harness the power of the community to enhance this statutory response and help to drive improvement in survival above the current, dismal,***

***9%. These bystander actions are a significant vital link to the care ambulance clinicians deliver.”***

Over the last 12 months, AACE and colleagues have sought to prioritise the recommendations and ambulance services have been supported through their charities, via funding from NHS Charities Together, to deliver change focused on improving individual capability, community preparedness, organisational system capacity and reducing inequalities. It is hoped this funding will facilitate initiatives and projects focused on OHCA that were not previously possible.

The sector has sought to bring unification and consistency at a national level, including the aspiration to embed GoodSAM within all trusts and expanding the level of alerting to as many willing responders as possible. Ambulance services are also seeking to refine GoodSAM to ensure appropriate alerting and maximise enthusiasm from responders. Building upon great success in the East of England Ambulance Service the sector is also working towards a national framework for Police GoodSAM responding.

There has been incredible growth of The Circuit (the National Defibrillator Network) to over 100k defibrillators with more than half in unlocked cabinets.



The next goal for ambulance services is to make deployment effective and support communities in strategic placement of future defibrillators. There is widespread motivation to improve 'rescue ready' status.

AACE continues to advocate the shared desire for improved access to OHCA data to ensure our work is intelligence-led while also examining how we, as ambulance trusts, can improve the quality and granularity of data we collect across the chain of survival.

Says Liam Sagi: ***“Driving survival above 9% is possible but we must engage, train and support communities to be ready to respond to the 80% of OHCA's that happen in the home.”***

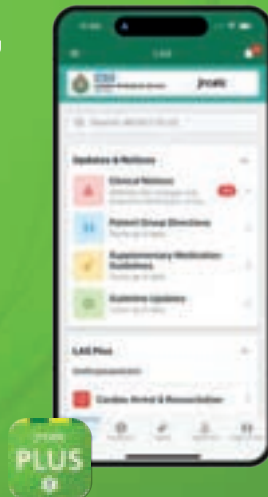
For more information contact Liam Sagi, AACE National Strategic Lead for Out-of-Hospital Cardiac Arrest via [liam.sagi@aacce.org.uk](mailto:liam.sagi@aacce.org.uk).



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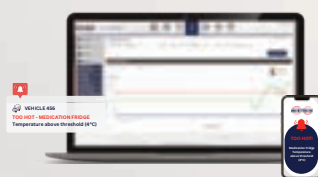


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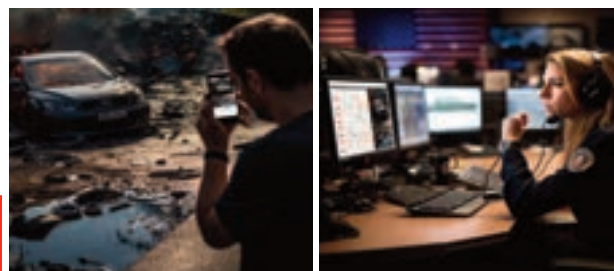


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## Digital media: website and social outputs

AACE consistently develops its digital presence and enhances the awareness of its work via daily website updates, as well as by building links with other stakeholders' sites and social media accounts.

The AACE website contains a range of resources, reports and documentation, as well as hosting a number of videos, webinars and ambulance campaign materials, covering topics such as reducing health inequalities, building anti-racist organisations, improving hospital handovers, EDI initiatives, violence reduction and prevention measures – and much more.

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



- Since the AACE website was launched it has racked up over two million page views and continues to grow.
- AACE has attracted over 2,000 opted-in website subscribers, to whom it can send affiliated ambulance communications as required.

Connect with us on:







# Suicide prevention among ambulance people

Suicide prevention among ambulance people - including employees, volunteers and learners - has been a priority for the Association of Ambulance Chief Executives (AACE) for many years and remains a key focus.

Using funding from NHS England, from November 2022 AACE was able to commission the 24-hour, seven-days-a-week ambulance staff crisis line, which is provided by TASC (The Ambulance Staff Charity) and helped over 800 people in its first two years.

Funding from NHS England also enabled AACE to formally establish a suicide register, which helps identify trends in suicide cases and subsequently improve the sector's approach to suicide prevention and postvention.

With external partners, experts and ambulance services across the UK, we have developed some excellent resources, which include:

- Suicide postvention guidance (what to do in the aftermath of a suicide in an ambulance service).
- A family handbook.
- A mental health continuum.
- Resources for pre-registration and newly qualified paramedics.
- Mental health maintenance suicide prevention and postvention toolkits.

**AACE strongly encourages ambulance service people to view these resources at [aace.org.uk/suicide-prevention-in-ambulance-services](https://aace.org.uk/suicide-prevention-in-ambulance-services).**

## Introducing Kylie Murrell

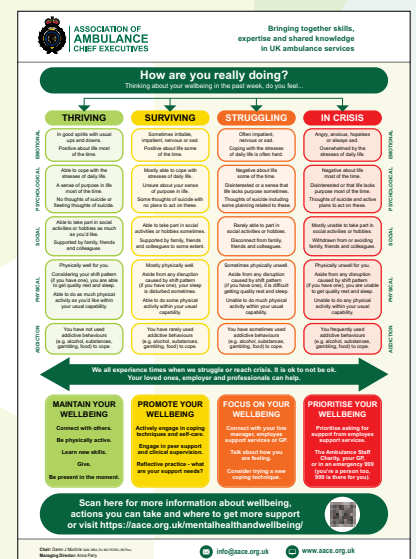
Kylie Murrell is a public health specialty registrar working at the Office for Health Improvement and Disparity in the Department of Health and Social Care, evaluating the ambulance sector's suicide prevention consensus, supported by AACE.

Kylie is linking with a wide range of people across the sector to gain a deeper understanding of the work going on to support mental health and prevent suicide among ambulance people. Kylie is keen to talk to as many ambulance colleagues as possible to get their perspectives on what they think is working well, anything that could be different and what the facilitators or barriers might be.

Kylie is with us here in Leeds at ALF2025 and hopes to gather the views of any attendees who would be happy to chat with her. Kylie is looking to identify key themes and issues and will not be quoting any individuals in her evaluation. If anyone has a particular interest in this area and would like to share their views or can spare five minutes over the course of ALF2025, please email Kylie at [kylie.murrell@dhsc.gov.uk](mailto:kylie.murrell@dhsc.gov.uk) and she will make contact.



Kylie Murrell





# **AACE Outstanding Service Awards Dinner 2025**

The Outstanding Service Awards take place during the annual awards dinner on the first night of the ALF event.

This is where AACE pays tribute to individual UK ambulance people who have demonstrated exceptional service, innovation, and dedication to improving patient care and community well-being during the past year.

Whether they are front-line clinicians, working in control centres, as managers or in support teams, students or volunteers the award recipients all have the same thing in common – they have truly excelled themselves on behalf of their patients, colleagues and their trusts.

The award categories are as follows:

AWARD CATEGORY:	AWARD WINNER:	TRUST:
Innovation or Change Champion Award	 <b>Jaynie Sheen, Paramedic</b>	East of England Ambulance Service
Outstanding Service as a Manager Award	 <b>Peter Bainbridge, Head of Quality</b>	East Midlands Ambulance Service
Award for Exceptional Service in a non-paramedic Clinical Role	 <b>Jaidan Perna, Associate Ambulance Practitioner (AAP)</b>	South East Coast Ambulance Service
Exceptional Support Services Member Award	 <b>Lorraine McAffer, Head of Estates</b>	Scottish Ambulance Service
Exceptional Paramedic Manager Award	 <b>Hannah Harrison, Advanced Clinical Practitioner</b>	Isle of Wight NHS Trust
Exceptional Mentor or Tutor / Educator Award	 <b>Ray Edwards, Driving Standards Manager</b>	West Midlands Ambulance Service
Exceptional Volunteer Award	 <b>David Fenwick, Community First Responder</b>	Yorkshire Ambulance Service
Exceptional Specialist Paramedic Award	 <b>Gary Fitzpatrick, Paramedic</b>	North West Ambulance Service
Exceptional Team Award	 <b>London Ambulance Service 999 Clinical Hub</b>	London Ambulance Service



## ASSOCIATION OF AMBULANCE CHIEF EXECUTIVES

AWARD CATEGORY:	AWARD WINNER:	TRUST:
Outstanding Service as a Paramedic Award	 <b>Jayne Elliott, Paramedic</b>	North East Ambulance Service
Award for Outstanding Contribution to Community and Partnership Working	 <b>Declan Smith, Community Paramedic</b>	National Ambulance Service of the Republic of Ireland
Award for Outstanding Service within an Emergency Operations Centre	 <b>Emergency Operations Centres Quality Assurance Team</b>	South Western Ambulance Service
Outstanding Welfare and Wellbeing Champion Award	 <b>Jonathan Davies, Locality Manager</b>	Welsh Ambulance Service
Exceptional Pre-Registration Student Award (joint award)	 <b>Megan Rodgers and Calum Hanna</b>	Northern Ireland Ambulance Service
Award for Outstanding Service to Non-Emergency Patient Transport Services	 <b>Martyn Boast, Ambulance Care Assistant</b>	South Central Ambulance Service
Award for Excellence in the Field of Diversity (joint award)	 <b>Voices Network and Sylvester Mathias Men's Wellbeing Network</b>	Welsh Ambulance Service East of England Ambulance Service
Award for Outstanding Contribution to Cultural Improvement (joint award)	 <b>Lucy Manning and Tamara Williams</b>	South Western Ambulance Service Welsh Ambulance Service
The Tom Heywood Award for Excellence in Disability Advocacy	 <b>Tom Heywood</b>	Yorkshire Ambulance Service

The **Tom Heywood Award for Excellence in Disability Advocacy** is a new award that will be made each year by the National Ambulance Disability Network. It honours the profound legacy left by Yorkshire Ambulance Service's **Tom Heywood** - an inspirational figure who jointly established the National Ambulance Disability Network during the pandemic and whose passion for inclusiveness led him to be the first Chair of the YAS Disability Network. Sadly, Tom died just before Christmas 2023.



Tom Heywood

Tom's kindness and generosity of spirit meant he was held in the very highest esteem by his colleagues and he was a relentless advocate for disabled staff within the ambulance sector. He actively challenged barriers and held decision-makers accountable for implementing practical and lasting changes for disabled people.



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## Speaker profiles

**Adam Hopper**  
National Ambulance Violence  
Prevention and Reduction Lead  
AACE



In 2022, Adam joined the Association of Ambulance Chief Executives as the National Ambulance Violence Prevention and Reduction Operational Lead, leading a programme of work focusing on; VPR education, data, evidence base development, regulatory and legislative compliance, professionalisation of VPR as an industry and developing a programme of restrictive interventions.

A long-serving NHS employee since 2006, educated to degree level in Law, utilising vast experience across the NHS having worked in prescription remuneration, fraud, risk management and business continuity prior to moving to the North East Ambulance Service as Risk Manager, overseeing a portfolio of corporate risk management, governance, violence prevention and reduction, security management and body worn video cameras.

Adam is eager to continue supporting all ambulance and wider NHS colleagues to work without fear in the course of providing first class patient care and services to the public.

**Angie Lewis**  
Director of Culture Change  
WAST



Angela (Angie) Lewis is Director of Culture Change at the Welsh Ambulance Services University NHS Trust. Angie is a People and Culture expert, specialising in culture transformation, effective change management and colleague engagement.

Angie's 34 years' experience in the HR profession and 20 years' experience focusing on people and culture have helped numerous organisations optimise their HR strategies and transform organisational cultures. Through her rich professional experiences, Angie has developed a deep understanding of the challenges and opportunities facing modern workplaces and the importance of creating strong relationships with trade union partners.

When not immersed in the world of People and Culture, Angie enjoys tending to her beautiful garden and her absolute passion for roses!

**Anna Parry**  
Managing Director  
AACE



Anna is AACE's managing director and assumed this role in October 2023 having undertaken a deputy managing director role with the organisation for the preceding four years.

Anna has worked for AACE since 2013 having previously worked for London Ambulance Service in preparation for the 2012 Olympic and Paralympic Games, as well as across health and social care at regional and borough levels, and originally completing a local government graduate development programme.

Anna is passionate about patient-centred care delivery, employee wellbeing, suicide prevention and inclusion, which underpins all her work at AACE. She is a firm believer in the power and potential of collaboration and integration.

**Chris Nightingale**  
Ambulance Account Lead  
PA Consulting



Chris Nightingale leads PA Consulting's work in the ambulance sector. With over 20 years of experience in healthcare consulting, Chris has worked alongside five different ambulance trusts on more than 50 projects. His expertise spans performance improvement, productivity analysis, business planning, workforce planning, and strategy development.

Chris has experience working with all frontline and support services, including core ambulance response, EOC and CAS development, 111 and UCCH services, fleet and make ready, estates planning, and IT/BI strategy.

Chris holds a master's degree in Operational Research from Warwick Business School and is a qualified CIMA management accountant.

**Christian Fox**  
Senior Representative Partner  
for UNITE and an Emergency  
Medical Technician (EMT)  
WAST

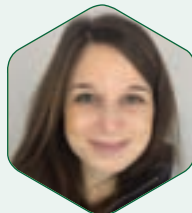


Christian Fox is a Senior Representative Partner for UNITE and an Emergency Medical Technician (EMT) with the Welsh Ambulance Services University NHS Trust. Christian began his career with the Welsh Ambulance Service in 1997, starting in Swansea with the Patient Transport Service.

After a year, he moved to the High Dependency Service (now ACA2), before achieving his goal of becoming an EMT in 2020. A dedicated trade union representative, Christian has been with UNITE since 2018 and recently stepped into the role of Senior Representative Partner, advocating for colleagues and supporting partnership working.

Christian keeps his feet firmly on the ground in his trusty size 10s!

**Claire Parker**  
EDI Implementation Unit  
Principal Lead  
NHS England

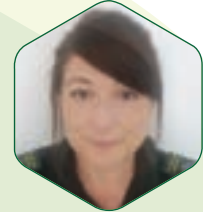


Claire has worked in the NHS since finishing in university in 2010. After starting her career in her local sexual health and mental health services, she moved to NHS England in 2013.

She has spent the last six years working in staff experience, including in the health and wellbeing team (where she developed the national "having safe and effective wellbeing conversations" training programme), the violence prevention programme (where she worked alongside AACE and other partner organisations to refresh the Violence Prevention and Reduction Standard) and the civility and respect programme (where she supported the commission of the Active Bystander training programme).

Claire now works in the EDI Policy team, where she has responsibility for supporting ICBs and organisations as they implement EDI initiatives and deliver against the NHS EDI Improvement Plan.

**Clare Barnham**  
National Ambulance Violence  
Prevention and Reduction Officer  
AACE



Clare has over 20 years experience in the health and social care sector gained in a variety of Leadership, Human Resources, and Learning and Development roles.

Before joining East Midlands Ambulance Service as an Emergency Medical Technician, she specialised in delivering First Aid & Conflict Management and Physical Intervention Skills training, and currently supports the AACE VPR Hub workstreams as the National Ambulance Violence Prevention and Reduction (VPR) Officer for AACE.

Clare has a special interest in learning and development, empowering staff to remain safe in their roles and post incident support.

During her time working for AACE, Clare has led the development and implementation of the national restrictive intervention training program, authored national guidance and established the AACE VPR Hub Training Centre which provides qualifications for violence prevention and reduction teams across the sector.

**Clare McMillan**  
Chief Digital Officer  
LAS



Clare joined the London Ambulance Service as Chief Digital Officer in October 2023. Prior to joining LAS, Clare was the Director of Technology at Guy's and St Thomas' NHS Foundation Trust for 8 years.

Clare has a record of successful delivery of digital transformation, large scale implementation of digital solutions and leadership across teams.

Working collaboratively across London and the Ambulance sector to ensure a joined up approach to digital and data.



## Speaker profiles

**Craig Ellis**  
Chief Digital Information Officer  
SCAS



Craig Ellis joined South Central Ambulance Service as our Chief Digital Information Officer in December 2023.

Craig is a technology executive with leadership experience across the public and private sector in a range of industries including telecoms, Transport and Policing. He has held executive positions driving forward digital transformation and IT innovation and has taken on leadership accountability for Cyber Security in his present and past roles.

Craig is passionate about bringing about positive change within public sector organisations. He holds an MBA and is a Chartered Manager. He is a father to two young boys and loves music, sports and if ever asked on Mastermind, his subject would be the movie Jaws :)

**Craig Scaife**  
Engineering and Innovation Director  
O&H Vehicle Conversions



Craig has over 20 years' experience in the automotive sector, of which 17 years running an engineering company focused on the emergency services, MOD, agricultural and commercial vehicle sectors.

After leaving Huddersfield University with an Engineering degree, he turned down a career opportunity at Perkins Engines establishing his own business. Craig spent the first part of his career hands-on in a practical environment dealing with everything on a daily basis from customer orders to supply chain to meet customer needs across SME's, OEMs and national organisations.

He partners with customers and leads the NPD process most recently launching O&H ECOAir to significantly reduce DCA idling at scene and at hospitals so saving fuel and harmful emissions. He is an expert in engines and often advises customers beyond O&H's vehicle conversions. Craig is married and has two young children.

**Daniel Elkeles**  
Chief Executive  
LAS



Daniel has been an NHS Manager for almost 30 years, joining the management training scheme in 1995 and has worked in acute, community, regional and commissioning roles. He has been an accountable officer for over 10 years first for 5 Clinical Commissioning Groups in NW London, then CEO for Epsom and St Helier Hospitals NHS Trust where he secured the funding to build a new hospital. Since September 2021 he has been CEO at London Ambulance Service NHS Trust.

Daniel is passionate about improving culture and inclusivity in the workplace. In 2023 LAS received its best ever staff survey results with big improvements in all of the People Promise domains.

Daniel represents AACE on the National Ambulance Cultural Improvement Board and is the AACE lead CEO for NADIF and strategy.

He also on the NHS 10 year plan mobilising change working group.

**Dawn Adams**  
Associate Director of People  
Development  
YAS



I am an experienced Learning Leader working in the public sector for over 30 years. I joined Yorkshire Ambulance Service in June 2020 and lead our People Development business area as Associate Director. I previously worked in policing at force, regional and national levels. I am the Chair of our Women and Allies' Network, leading the setting up and the launch of the network in autumn 2022.

It is an honour to lead this network and be part of building a working environment that is positive and equitable for all. I am proud to work in the NHS and passionate about enabling others to develop and reach their full potential. Learning new skills, acquiring new knowledge, challenging our attitudes and beliefs not only ensures we are fully effective in our roles both now and in the future, but is also empowering, energising and drives inclusion and innovation.

**Dawn Poulson Whelan**  
**Chair, National Ambulance Disability**  
**Network / Business and Partnerships**  
**Lead**  
**EEAST**



Dawn is a dedicated Healthcare professional with over 20 years' experience, in Emergency Care and the Ambulance Sector.

She is a Fellow of the Society for Education and Training and has a passion for Education, Equity, Diversity and Inclusion. She has published national research on Disability and is reading for a Professional Doctorate at Edge Hill University investigating the links between organisational culture, decision making and support for employees with disabilities.

Dawn has lived experience of disability and caring for others. She is a founder and Chair of the award-winning National Ambulance Disability Network and has created working groups with the National Fire Chiefs Council and the National Police Chiefs Council to share best practice. Dawn is also a member of the NHS England Disability Transformation Group Committee responsible for shaping inclusive policies and practices across the NHS.

**Debbie Hubbard**  
**Associate Director and Project**  
**Lead for the Reframe project**  
**University of The West of England,**  
**Bristol**



Debbie is an experienced healthcare professional with over fifteen years of experience in physiotherapy, including eight years in higher education at the University of the West of England Bristol.

As Associate Director, Debbie is responsible for the strategic development, operational management and performance of a number of undergraduate healthcare programmes.

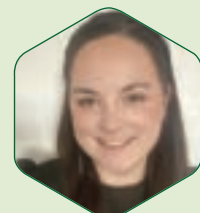
Currently, Debbie serves as the Project Leader for the innovative Reframe Project, an initiative dedicated to transforming healthcare imagery. The project's mission is to create an inclusive and diverse image library that better reflects the communities served. With her expertise in healthcare and her commitment to inclusivity, Debbie is a passionate advocate for inclusivity in healthcare and dedicated to addressing the under-representation in healthcare images.

**Dr Chris Grant**  
**Executive Medical Director**  
**NWAS**



Chris is the Executive Medical Director at North West Ambulance Service NHS Trust (NWAS). NWAS serves more than seven million people across approximately 5,400 square miles. We receive approximately 1.4 million 999 calls and respond to around a million emergency incidents each year. In addition, NWAS makes 1.4 million patient transport journeys every year for those who require non-emergency transport to and from healthcare appointments. NWAS also delivers the NHS 111 service across the region handling more than 1.7 million calls every year. Chris has Board responsibility for the clinical elements of NWAS services and provides professional leadership for the healthcare teams. This includes paramedics, nurses, pharmacists, midwives, emergency medical technicians and doctors. Research and development, and Freedom to Speak Up are some of his key director responsibilities. In addition, the Public Health Team sits in Chris' portfolio. He was co-chair of the AACE Consensus Development Group, which led to the national statement for the ambulance sector in reducing health inequalities. He completed his undergraduate training at Kings College London before continuing his post graduate training in hospitals across the North West. In recent years, he has worked both in Australia and the United States. As a Fellow of the Institute of Healthcare Improvement (IHI) he studied Quality Improvement in order to utilise improvement science to advance and sustain better outcomes in health and health care.

**Ela Lewis**  
**Senior Project Manager /**  
**Registered Nurse – Connected**  
**Support Cymru**  
**WAST**



Ela is the Senior Project Manager for Connected Support Cymru, an exciting initiative within the Welsh Ambulance Services University NHS Trust (WAST). Through capitalising on her clinical background as a registered nurse, Ela leverages technology to enable clinicians to meet the urgent and emergency care needs of patients accessing healthcare. Her role aims enable the right care, at the right place, at the right time, through integrating innovative solutions into healthcare and creating patient-centred systems. Ela's approach continues to drive improvements in the delivery of care within the communities she serves.





## Speaker profiles

**Dr Hein Scheffer**  
**Director of Strategy & Transformation**  
**EAST**



Dr Hein Scheffer holds a bachelor's degree in human resources, LLB Law (Hons), master's degree in transformation and a Professional Doctorate in Education. In 2022, Hein joined the East of England Ambulance Service as Director of Strategy, Culture and Education, and more recently was appointed as Director of Strategy and Transformation.

Prior to joining the Ambulance sector, Hein has worked across various Clinical Commissioning Groups and an Integrated Care Board as Director of People Transformation, was Director of Human Resources and Organisational Development at Plymouth Hospitals NHS Trust, and Deputy Director of Workforce at Blackpool Teaching Hospitals NHS Foundation Trust.

Born in South Africa, Hein managed two private sector businesses for the ten years preceding his immigration to the United Kingdom, with a background in Human Resources, Employment Law, Education and Transformation. In 2023, Hein embarked on a research project supported by AACE and NHS Providers, to better understand Leadership in the NHS, and finalised this study titled 'Healthcare Leaders on Leadership' which is due for publication later this year. Hein has been a leadership Fellow of the St Georges College at Windsor Castle and is an Honorary Associate Professor with the University of East Anglia.

**Francesca Balon**  
**Freedom To Speak Up Guardian**  
**NWAS**



I was born with Aniridia, a rare genetic eye condition and registered blind at the age of five. Navigating society in my formative years was challenging and had a life changing impact on my mental health.

In 2014 whilst recovering recovery from a mental health condition I was encouraged to take up the opportunity of becoming an Expert by Experience with the CQC using my own experiences of health and social care. Whilst at the time it gave me a purpose it developed into a passion for championing lived experience and

how valuable it is for shaping high quality inclusive care and continue to do this work. I joined North West Ambulance Service (NWAS) in 2019 as part of the Communications & Patient Engagement Team as an Administrator. Looking for a new challenge and to learn more about the service I joined the Medical Directorate as an Administration Officer in 2022. In December 2024 I started a 12-month secondment as one of the Trust's Freedom To Speak Up Guardians. From a young age I was exposed to the barriers and discrimination disabled people face day to day and have been an active campaigner.

So, naturally after joining NWAS I became vice chair of the Staff Disability Network and in 2024 became co-chair. In 2017 I began the process to apply for a guide dog and was matched with Sean. Over the past six years Sean has changed my life in ways you cannot imagine, helped me go from surviving to thriving and given and live the best quality of life. Whilst life isn't always easy as a disabled person having Sean by my side has given me reassurance and confidence. He has enough confidence for the both of us, is clever but desperately lacks common sense and despite being close to turning nine years old still has the energy of a 9-month-old puppy!

**Georgina Murphy-Jones**  
**Deputy Director of Clinical**  
**Assessment and Pathways**  
**LAS**



Georgina qualified as a paramedic in 2001 and has worked in the London Ambulance Service NHS Trust for over 24 years.

During this time she has undertaken a number of roles, including several years specialising in urgent care advanced practice as an Emergency Care Practitioner. Work in service improvement programmes and within education as a Clinical Tutor, led to 5 years leading improvement in End of Life Care provision in the LAS as a Macmillan Paramedic Lead.

Now focusing on Alternative Care Pathway development, she retains an interest in end of life care, co-chairing an international palliative care/EMS task force, is a university visiting lecturer and a member of the College of Paramedics research and development advisory committee.

**Graham Norton**  
Digital Transformation Lead  
Northern Ambulance Alliance



Graham was appointed as the NAA Digital Transformation Lead in March 2020. Prior to joining the NAA Graham was the Head of the Implementation and Business Change Central Support Team in NHS Digital.

Graham joined the NHS in 2017 following a 32 year military career. Graham previously led the Ministry of Defence Medical Information Systems Programme team, served as an ADC to Her Majesty The Queen between 2012 and 2015, and was a Trustee of the Royal Signals Benevolent Fund.

Graham's Military service included tours of duty in UK, Germany, USA, Bosnia, and Afghanistan.

**Hugh Parry**  
Trade Union Partner and  
Operational Manager  
WAST



Hugh Parry is a Trade Union Partner and Operational Manager at the Welsh Ambulance Services University NHS Trust.

Hugh joined the Gwynedd Ambulance Service in 1982, and following a few years decided to change career and went to work for the Central Electricity Generating Board CEGB and National Grid.

In 1993 he rejoined the Welsh Ambulance Service and qualified as a paramedic about 3 years after joining. He gradually moved up the career ladder and is currently an operational manager based in North Wales.

He has been with UNITE for over 20 years and is currently their North Wales Branch Secretary. For Hugh, family is everything. He manages to steal a bit of time for himself and enjoys walking - after giving golf and fishing a go!

**Isobel Abbott**  
Newly Qualified Paramedic  
NHS Ambulance Service



Isobel published a rapid evidence review into sexual safety in the ambulance service in 2023. Whilst gaining her registration via the degree route she has experienced and witnessed problems regarding sexual safety, harassment and assault. She has identified this as a key issue in ambulance service culture. Isobel now works as part of Ambulance Voices to advocate for awareness and improvement of ambulance service culture, whilst working full time on the road as a newly qualified paramedic.

**James Goulding**  
Clinical Response, Governance  
and Assurance Manager  
YAS



James Goulding is the Emergency Operations Centre (EOC) Clinical Response, Governance and Assurance Manager for Yorkshire Ambulance Service.

With a career spanning 15 years, James brings a wealth of experience and passion to his role, overseeing clinical operations in the 999 control room and leading a skilled multidisciplinary team of clinicians providing remote patient care. James strives to be at the forefront of innovation and improvement in the field of remote patient care, driving initiatives that enhance the quality of service. He played a pivotal role in designing and implementing the YAS PUSH model and in doing so, fostered closer collaboration with system partners outside of the ambulance service. This model began with Urgent Community Response, then progressed to bringing new and different types of NHS providers on to the framework with the most recent success being mental health crisis services. This has revolutionised how YAS works to support patients in receiving the right care, at the right time.

A champion for patient safety, James led the deployment of the YAS Patient Safety Incident Reporting Framework (PSIRF) within the EOC, taking on the role of Senior Responsible Officer for key trust-recognised PSIRF themes in its inaugural year. The successful significant improvements in all EOC PSIRF themes during the first year has demonstrated the value of James' mantra "You can learn, or you blame, but you can't do both"



## Speaker profiles

**Jacqui Lindridge**  
Chief Paramedic Officer  
SECAMB



Jacqui has worked in and around the NHS Ambulance setting for 25 years. She started her career as a trainee ambulance technician at London Ambulance Service before completing her paramedic qualifications. She has enjoyed a varied career working across clinical practice, leadership, education, quality and improvement. Jacqui is passionate about quality improvement, and has worked nationally as part of the Emergency Care Intensive Support Team. As part of her role as Director of QI at LAS she was proud to lead the introduction of LASimprove, a new approach to quality improvement and support the delivery of the Trust's first staff-led rapid improvement event. Jacqui is currently Chief Paramedic Officer at South East Coast Ambulance Service NHS Trust and a doctoral candidate at the University of Bath.

**Jamie Robinson**  
Clinical Sales Manager  
The Ortus Group



Jamie Robinson is an experienced Sales Business Manager with a strong background in the medical device industry, having worked for leading companies such as Stryker and, more recently, The Ortus Group. With a career spanning both frontline healthcare and commercial sales, Jamie brings a unique perspective on bridging the gap between clinical end-users and procurement strategies. Currently covering the Midlands, Wales, East of England and London region, Jamie plays a pivotal role in assisting Ambulance trusts with the standardisation of pre-hospital medical devices and consumables, helping to drive collaboration between acute and community providers. His expertise ensures that healthcare organisations can optimise sourcing strategies while maintaining high-quality patient care standards. Prior to his transition into sales management, Jamie has been a Paramedic for 29 years providing frontline emergency care across the East of England. This hands-on experience has given him deep insight into the challenges faced by healthcare professionals and the critical importance of effective medical devices in patient outcomes. With a skill set that includes prehospital care, medical device sales, sales operations, strategic sourcing, and healthcare management, Jamie is a dynamic speaker who offers valuable insights into the evolving landscape of medical procurement and frontline healthcare solutions.

**Jenny Wilson**  
National Volunteer Manager  
WAST



I have worked for WAST for 3 years, bringing experience of working in the third sector for more than 15 years. Within WAST I have been leading a team to deliver an ambitious Volunteer Strategy and have delivered a number of key projects for the Volunteer Service focusing on Governance, Value and Engagement.

I was delighted to have been part of the winning team for the NHS Wales Award for Effective Care, which recognised the impact of volunteers carrying analgesia has had on patient care. I

have worked across Northern Ireland, Wales and England and understand the complexities of the devolution of health and social care. I am driven to support and improve the lives of others through community networks and thrive on working with partners to develop services which benefit individuals and communities.

**Julian Harris**  
Head of Business Development  
The Ortus Group



Julian has over 22 years of experience in the IoT industry, specialising in wireless hardware and software solutions across a diverse range of applications - from consumer electronics to industrial automation.

With seven years of experience in big data and AI, Julian has been at the forefront of driving innovation, spearheading the adoption of cutting-edge technologies that enhance productivity and operational efficiency. Now, as Head of Business Development at The Ortus Group, he is dedicated to empowering Emergency Services and First Responders.

By leveraging Insight Telematics and The Ortus Groups advanced product portfolio, he helps frontline teams achieve operational excellence in the most demanding environments - ensuring the best possible outcomes when it matters most.



**Karl Charlton**  
Research Paramedic  
NEAS



Karl has been a paramedic for 23 years and is currently working as a research paramedic with an interest in a range of aspects of healthcare including health inequality, frailty and out of hospital cardiac arrest. Karl is currently undertaking a PhD research fellowship with the Resuscitation Council and studying at Northumbria University and is currently in his final year. He is a reviewer for the Journal of Paramedic Practice and British Paramedic Journal and regularly peer reviews research. He continues to work clinically. He enjoys long distance running and regularly competes in local running competitions.

**Kanwal Munir**  
Advanced Paramedic Practitioner  
(Urgent Care) & Clinical Advisor  
to Strategy & Transformation  
LAS



Kanwal joined LAS in 2018 after qualifying as a Paramedic. She obtained a secondment in 2021 within the Operational Placement Centre, mentoring new starters. During her time there, she developed and refined a new assessment and guidance model to standardise the way in which mentees were assessed against competencies, a model which is now adopted across the Trust. She progressed to an Advanced Paramedic Practitioner in Urgent Care in 2022. Becoming the first Pakistani Muslim woman and the youngest APP in the Trust.

Over the past year, she has been splitting her time between her APP role and her secondment to Clinical Advisor to the Strategy and Transformation team, working on LAS's Health Inequalities action plan. Her passion for health inequalities and promoting equitable care has seen her become one of the Core20 Plus Ambassadors this year.

Additionally, Kanwal is the Chair of LAS Muslim Staff Network, which she set up in 2024. Kanwal has been pivotal in creating an inclusive, supportive environment for Muslims at LAS, by developing understanding, respect and community among our colleagues, communities and patients we serve.

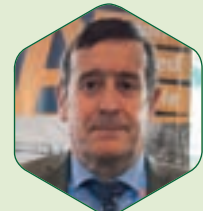
Kanwal has been an important component to the interfaith forum at LAS, creating interfaith cohesion working closely with the Jewish and Christian Networks.

**Joe Crook**  
National Ambulance Volunteer Lead  
AACE



Joe joined AACE in February 2024 and led on the development of Phase 2 of the national ambulance volunteering strategy. He brings a wealth of volunteering management expertise, having led volunteering services in the NHS, higher education, and the corporate and community sectors. He has worked to shape volunteering policy nationally and internationally.

**Kevin Thorne**  
Senior HR Advisor  
EMAS



I have been with EMAS for 11 years following my previous career in the Army, joining in 1979 completing 34 years service in 2014. I served as a chef on joining, through the transition into the Royal Logistic Corps gaining a late entry commission to complete my service as a Squadron Commander in the RLC reservist training regiment in Grantham. I served in a variety of roles and units and at various locations in Germany, UK and Canada during my time. I made the transition from service life into EMAS as an assistant HR Advisor putting all my transferrable skills and knowledge to good use and quickly realised a position into an Advisor role in a short space of time. I became a Senior HR Advisor in 2022 and have covered Northamptonshire, Nottinghamshire and now Lincolnshire as part of my progression and development with the Trust.

I have been my trusts Armed Forces Lead and Champion since 2017 working to create an enduring relationship between the AF community and the ambulance service. I have led EMAS through their Silver and Gold Award accreditations of the Defence Employer Recognition Scheme, and also achieve accreditation in the Veterans Covenant Healthcare Alliance (VCHA) scheme. As a veteran of the UK Armed Forces, I recognise, value and promote at all levels the contributions that service personnel can bring to the NHS in any civilian role but focus of course on the Ambulance Service. I have committed to recruiting from Armed Forces Leavers Schemes as much as possible, mixing that with the recruitment from the general populace. I feel quite passionate about making their change of career as smooth as possible and as I move into semi-retirement I am hoping that my successor will continue with this approach.





## Speaker profiles

**Kulvinder Hira**  
**Head of Equality, Diversity  
and Inclusion (EDI)**  
**LAS**



Kulvinder Hira is the Head of Equality, Diversity and Inclusion at London Ambulance Service and joined the service in April 2023. Kulvinder is the co-chair of the National Ambulance EDI Forum and is engaged at regional level across broader EDI work streams. She is an experienced EDI consultant with 25 years' knowledge and expertise in reducing inequalities and is a passionate advocate for social justice and human rights. Kulvinder has previously worked across diverse sectors such as local authorities, commissioners, acute, and mental health trusts, higher education institutions and the third sector where she started her career and is the first female vice chair of a local charity. She is a specialist Advisor on Governance and EDI for the Care Quality Commission, ensuring inspections at hospitals are well led and effective.

Influencing and operating at a national and regional level. Kulvinder is from a Hindu Punjabi background with strong values focused on righteousness, humanity and fairness are of utmost importance. She is a mother of four and a grandmother and has lived experience of cultural and institutional barriers and has aimed to remove these for herself and in all aspects of work and life to support others.

**Liam Sagi**  
**National Strategic Lead for  
Out-of-Hospital Cardiac Arrest**  
**AACE**



Liam joined AACE in 2023 as part of a project on OHCA and health inequalities. Liam now leads on this area of work across the sector. He is passionate about improving survival from OHCA in the UK and believes there is real opportunity to enhance the community response to cardiac arrest.

Liam joined the Ambulance service in 2011 having previously worked for the Police, prior to which he was a Community First Responder. He is now an Advanced Paramedic in Critical Care working in EEASt. Prior to joining AACE, Liam has spent the last 6 years working for the East Anglian Air Ambulance in Cambridge. He continues to work in EEASt and HEMS as well as volunteer his time with the BASICs charity Suffolk Accident Rescue Service. Liam also has an interest in the Prehospital management of Traumatic Brain Injury.

**Liz Rogers**  
**Deputy Director of People**  
**WAST**



Liz Rogers is Deputy Director of People at the Welsh Ambulance Services University NHS Trust and is a Fellow of the Chartered Institute for Personnel and Development. Liz's career in HR and OD spans 30 years from HR Advisor to Director working in both public and private sectors including banking, recruitment, manufacturing, local government and housing. She has also undertaken operations management and headed up a team of change consultants in the digital tech sector. Liz has extensive experience of working with a wide range of trade unions and professional bodies. She is an advocate for effective partnership working and creating positive outcomes and impacts for colleagues and stakeholders. Liz spends most of her free time on the side of a football or rugby pitch, usually in the rain, as first aider to her son's U13 rugby and football teams!

**Louise Walker** KAM  
**Head of Education & Community  
Response**  
**Isle of Wight NHS Trust**



Louise Walker qualified as a Nurse from the University of the West of England in 2000 and worked for North Bristol NHS Trust before returning to the Isle of Wight. She is a qualified instructor for various life support courses and teaches at Southampton University Hospital Trust while working clinically for the Isle of Wight NHS Trust. With over 20 years of nursing experience, Louise has held roles such as Senior Children's Nurse, Clinical Lead for Paediatrics, Resuscitation Officer, and Emergency Department Sister. She has worked in NHS Ambulance leadership for over 10 years, earning qualifications in education, assessment, emergency driving, and leadership. She is pursuing a Postgraduate Certificate in Practice Education at the University of Winchester. As Ambulance Head of Education & Community Response, Louise oversees ambulance training, education, volunteering and community engagement, including defibrillator schemes. She is Vice Chair of the National Ambulance Service Responder Managers' Group, developing national governance frameworks for Community First Responders and advising on Public Access Defibrillators.

In 2024, Louise received the Kings Ambulance Medal for distinguished service, presented by The Princess Royal at Windsor Castle.

**Louise Whittaker**  
Advanced Paramedic Mental Health  
YAS



Louise is an advanced clinical practitioner with 25 years of experience in the UK ambulance service as well as primary and urgent care.

She is a non-medical prescriber and fellow of the Leadership Academy. Like many of us she has had experience of mental ill health amongst her family and friends, and the impact of suicide has been profound, amongst friends and colleagues.

She has also worked with people with dementia throughout her career but particularly as an urgent care practitioner. All of these factors made the role of advanced paramedic mental health irresistible, a real challenge to deliver and an area of interest for anyone who wants to provide better care for an often marginalised and stigmatised group of patients.

Louise has also worked in the social enterprise sector as part of a pilot provider for urgent community response and using digital solutions for virtual wards and out of hours GP provision. She is a Council Representative for the College of Paramedics and is part of the National Ambulance Mental Health Group.

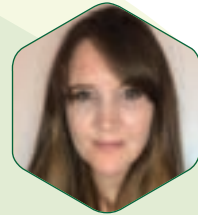
**Loveness Scott**  
Vice Chair, National Ambulance  
BME Forum / Positive Action Lead  
NEAS



Loveness Scott is a dedicated and influential diversity advocate serving as Positive Action Officer at the North East Ambulance Service (NEAS). Her pivotal role focuses on fostering inclusivity, addressing underrepresentation, and promoting equal opportunities for staff and patients.

She has extensive knowledge of community engagement and interventions and utilises her lived experience to champion inclusive workplaces, driving positive change through award winning initiatives. She has supported both the Together@NEAS staff network and the National BME Ambulance Forum to highlight challenges faced by minoritised colleagues across the ambulance sector.

**Lucy Manning**  
Assistant Director for People  
Operations  
SWAST



Lucy once braved the harsh Canadian winters to pursue a degree in Business Administration at Acadia University, Nova Scotia. After graduating, she returned to the UK in 2002, uncertain about where her career would lead.

However, everything changed when she discovered her passion for the People Profession. In 2010, Lucy joined the South Western Ambulance Service, and from the moment she stepped into the NHS family, she knew she had found where she truly belonged. Starting as an HR Advisor, Lucy dedicated herself to professional growth, earning her CIPD Advanced Diploma in Strategic People Management.

Over the years, she honed her expertise, progressing through roles as a People Partner, Head of Employee Relations, and, most recently, Assistant Director for People Operations. Beyond her role as a dedicated professional, Lucy considers being a mother her greatest achievement.

Yet, working for the Ambulance Service remains one of her proudest career milestones. She is deeply passionate about engaging with colleagues, understanding their experiences, and driving meaningful change to enhance workplace culture.

A strong advocate for equality, diversity, and inclusion, Lucy has been delighted to see the continued development of the engagement forums that empower colleagues with protected characteristics to share their feedback and experiences. She is proud to contribute to initiatives that foster a true sense of belonging, ensuring that South Western Ambulance Service continuously learns, evolves, and creates an inclusive environment for all.



## Speaker profiles

**Mark Brickhill**  
Managing Director  
O&H Vehicle Conversions



Mark is an experienced MD/CEO bringing 17 years' experience at Procter & Gamble where he started his career in Brand Management/Marketing leaving as an MD, followed by 7 years at Goodyear-Dunlop UK&I then EMEA, and 10 years in the automotive SME sector.

He has led 8 successful business turnarounds and led a Management Buyout Team in 2024 supported by O&H shareholders. His core business belief is that delivering customers great innovation, quality and service is the foundation of successful organisations.

He is a Politics graduate from the University of Nottingham where he joined the TA, is married with a son and daughter and also has two step-children who coincidentally serve in the Police and Ambulance Services. He loves rugby and regularly travels to his old rugby club to watch his son play with teammates that he used to coach

**Mark Johns**  
Engagement, Diversity and Inclusion  
Manager, Communications and  
Engagement  
NEAS



Mark joined NEAS in 2014 and has led on the Trusts engagement and inclusion work over the last 10 years.

His work on engagement and inclusion has been recognised nationally by ENEI, AACE, PENNA, CAHPO and the BAME Health and Care awards NEAS are recognised as one of the leading organisations by the Employers Network for Equality and Inclusion achieving their gold standard and they are a Disability Confident Leader organisation.

Prior to NEAS, Mark worked in several local authority organisations for 20 years, working in housing, supporting refugee and asylum seeker communities and education, where he led on inclusion and engagement activities.

**Martin Flaherty** OBE, QAM  
Director of Operational Development  
and Quality Improvement  
AACE



Martin Flaherty OBE, QAM joined London Ambulance Service (LAS) in 1979 as a front-line ambulance technician and paramedic and followed this with 25 years as a manager and executive director in a variety of positions.

He was responsible for coordinating the emergency medical response to the 7th July bombings in 2005, work for which he was awarded an OBE in the 2006 New Year Honours.

He became Deputy Chief Executive of LAS in May 2009. Following stints on secondment with the Irish Ambulance Service/HSE as Strategic Ambulance Advisor and at Great Western Ambulance Service as Interim Chief Executive, Martin was also the Senior Responsible Officer (SRO) for the LAS Olympic and Paralympic Programme.

This was a five year programme culminating in the successful delivery of the 2012 Games in London. Martin ended his career with LAS in January 2013 as interim CEO before taking up his role as Managing Director of the Association of Ambulance Chief Executives (AACE).

Martin successfully managed AACE as Managing Director for over 10 years seeing the organisation grow significantly both in size, revenue and reputation but also in the scale of the membership offer it provides to its members.

Martin stood down from this role on October 1st 2023 and took up a new role with AACE as the Director of Operational Development and Quality Improvement, where he will continue to manage the extensive range of contracted support services provided to members as well as remaining the AACE operational lead.

Martin received the Queen's Ambulance Medal for distinguished service in the 2021 New Year Honours List.



**Matthew Taylor**  
Chief Executive  
NHS Confederation



Matthew joined the NHS Confederation as its chief executive in June 2021, having been chief executive of the Royal Society for Arts, Manufactures and Commerce (RSA) for 15 years.

During his tenure, Matthew transformed the RSA into a global institution, with 30,000 fellows and a high profile and influential research programme. Before the RSA, Matthew was chief adviser on political strategy to Prime Minister Tony Blair and he also ran the Institute for Public Policy Research for 5 years. He is a widely known commentator on policy, politics and public service reform and regularly appears on national media programmes, including as a panellist on BBC Radio 4's Moral Maze. He was series editor for the Thames and Hudson 'Big Ideas' books and his own book 'Do we need to work?' was published in 2021. He was commissioned by the Conservative government in 2016 to carry out an independent review into modern employment practices. Matthew presents the podcast series 'Health on the Line' (for NHS Confederation).

**Maxine Power**  
Director of Quality, Innovation  
& Improvement  
NWAS



Maxine is an improvement leader with over 30 year's experience leading improvement in the NHS. Initially trained as clinician Maxine has had an eclectic career working across clinical practice and academia in a variety of settings. Her significant achievements include leading the breakthrough improvement at Salford Royal NHS Trust which reduced harm and saved an estimated 1000 lives, the delivery of improvements in stroke care across the NW of ENGLAND (Stroke 90:10) and leadership of the QIPP safe care national programme (Harm-free care & NHS safety thermometer). Maxine has over 20 peer reviewed publications in Improvement focussing on large scale change, measurement, evaluation and patient safety.

Maxine is currently the Executive Director of Quality, Innovation and Improvement at the North West Ambulance service, is an Honorary Professor of Improvement Science with the Manchester Academic Health science centre and served as a Health Foundation Governor for four years until 2014.

**Nic Daw**  
Director  
Southern Ambulance Services  
Collaboration



Nic Daw is the Director of the Southern Ambulance Services Collaboration as well as Director of Performance at the London Ambulance Service. Prior to joining the Ambulance Service in 2002 Nic worked within HR with a focus on organisational development where he developed a keen interest in the psychology of management and organisational change.

His roles within Ambulance Services have included Head of Patient Transport and 111 services and led initiatives to transform and improve service delivery.

Latterly he has had periods of leading Performance and Business Intelligence teams and is passionate on using data driven strategies to optimise service delivery.

**Omid Shiraji**  
Non-Executive Director  
EEAST



Omid Shiraji is a portfolio Chief Digital and Information Officer, advisor and non-executive director with a career spanning both the public and private sectors.

He has enabled international growth, complex mergers and acquisitions and led significant organisational change, always focused on creating socially beneficial outcomes.

He is a non-executive director for Transport for London, the East of England Ambulance Trust and a board trustee for P3 Charity, where he provides expertise in digital, technology, data and innovation. He holds a regional role as a member of the Mayor of London's Data for London Board and set up the London Office of Technology and Innovation (LOTI).

He currently works in a consulting and advisory capacity with a range of London boroughs and businesses.





## Speaker profiles

**Paul Woodrow, OBE**  
**Consultant**  
**AACE**



Paul Woodrow OBE has enjoyed a long and distinguished career in and around the NHS spanning over thirty years.

He commenced working for the NHS when he joined the London Ambulance Service NHS Trust in 1991. He initially pursued a clinical career pathway that included time spent working in frontline operations all over London, initially as an ambulance technician before achieving Registered Paramedic status. He then went on to further qualify as a specialist flight paramedic and served on London's Air Ambulance.

Paul then transitioned from his clinical role into an operational management development pathway where he went on to successfully deliver within several senior management positions within the Trust with responsibility for operational delivery and performance. He has also undertaken numerous roles in the wider NHS system and has worked with other ambulance Trust's both nationally and internationally advising on operational delivery, systems and processes, Emergency Preparedness and Crisis Management.

Paul has a significant amount of board level experience operating at an Executive Director level. His last substantive role in the NHS was Executive Director of Operations along with the role of Accountable Emergency Officer in the London Ambulance Service NHS Trust. During his tenure in that role he played a key part in visibly leading the organisations response to numerous major incidents including most recently the Grenfell Tower fire and the multiple terrorist attacks in London in 2017.

He was awarded an OBE in 2019 for services to leadership in the NHS. He retired from the NHS at the end of 2019.

Since leaving full time NHS employment Paul has undertaken a wide range of operational development and quality improvement assignments in support of AACE both domestically and internationally. Paul is an accomplished and highly motivated executive level health leader with an evidenced history and track record of delivery at the highest level in the pre-hospital and healthcare system environment.

**Pauline Hogarth**  
**Project Manager**  
**NEAS**



Pauline is a dedicated Project Manager at the North East Ambulance Service NHS Foundation Trust, where she has recently celebrated a decade of service.

In addition to her project management role, Pauline serves as the Chair of the staff disability network, Able@NEAS, and holds the position of Deputy Chair at the National Ambulance Disability Network.

Pauline is also a certified Trauma Risk Management Practitioner and an accredited workplace needs assessor for staff with Dyslexia, demonstrating her commitment to supporting colleagues and fostering an inclusive work environment.

**Professor Bola Owolabi**  
**Director, National Healthcare**  
**Inequalities Improvement Programme**  
**NHS England**



Professor Bola Owolabi (MRCGP, MFPH Hon, FRSPH) is Director of the National Healthcare Inequalities Improvement Programme at NHS England (NHSE).

She also works as a GP in the Midlands. Bola has particular interest in reducing healthcare inequalities through integrated care models, service transformation, and using data insights for quality improvement. She has spearheaded NHSE's Core20PLUS5 approach to narrowing healthcare inequalities. This approach focuses support on the most deprived 'Core 20' percent of the population, 'plus' other underserved groups identified through local population health data (such as communities with minority ethnicity), and targets '5' key clinical areas for priority improvement.

Versions of the Core20PLUS5 approach are in place for both adults and children & young people. Internationally, Bola was a member of the Danish Ambassador's Tour De Health – a ten nation healthcare policy leaders' summit. Additionally, she was the UK representative on the Commonwealth Fund / Academy Health Tour 2023, exploring equity in national health policy across the United States, Australia, New Zealand, and Singapore.

She was previously National Speciality Advisor for Older People and Integrated Person-Centred Care at NHSE, where she led the Anticipatory Care workstream of the National Ageing Well Programme. She collaborated with teams across NHSE and the Department of Health and Social Care as part of the Covid-19 pandemic response.

Bola is an alumna of Ashridge Executive Education / Hult International Business School and holds a Masters degree with distinction in Leadership (Quality Improvement). She also received an NHS Leadership Academy Award in Executive Healthcare Leadership for Clinicians. Bola is an Honorary Professor at the Institute of Applied Health Research, College of Medicine and Dentistry, University of Birmingham. She is also a Vice President of the Royal Society of Public Health (RSPH).

**Professor Habib Naqvi, MBE**  
**Chief Executive**  
**NHS Race and Health Observatory**



Professor Habib Naqvi is Chief Executive of the NHS Race and Health Observatory, which works nationally and internationally to tackle ethnic inequalities in healthcare by facilitating research, making health policy recommendations, and enabling long-term transformational change.

Habib joined the NHS in 2001 and spent several years working at the UK's Department of Health and Social Care where he led national policy. Since 2013, Habib directed the development and implementation of national health equity programmes, has forged international partnerships and has given evidence to national committees and inquiries.

Habib was awarded an MBE in the 2019 Queen's Birthday Honours for services to equality and diversity in the NHS; he received a Fellowship through distinction at the Faculty of Public Health in 2023 and was awarded the title of Honorary Visiting Professor of Health Equity at the Queen's Institute for Medicine, University of Bolton.

Habib is listed in the Health Service Journal's '100 most influential people in health'.

**Professor Jason Killens KAM**  
**Chief Executive / Chair**  
**WAST / AACE**



Jason is Chief Executive of the Welsh Ambulance Services NHS Trust, which is the national provider of 999, 111 and non-emergency patient transport services for Wales.

Jason has worked internationally as the Chief Executive of the South Australian Ambulance Service, prior to which he held various senior leadership roles in the London Ambulance Service including Executive Director of Operations. With nearly three decades of service in the ambulance sector and having commenced his career as an Emergency Medical Technician, Jason is passionate about the delivery of high quality, safe and effective patient care in partnership with a workforce of highly skilled, engaged and healthy people.

Jason is an Honorary Professor at Swansea University school of Human and Health Sciences and was awarded the Kings Ambulance Service Medal (KAM) in the 2023 Birthday Honours List. Jason assumed the role of Chair of the Association of Ambulance Chief Executives in September 2024.

**Professor Julia Williams**  
**Head of Research**  
**College of Paramedics**



Julia, a registered paramedic and Professor of Paramedic Science at the University of Hertfordshire, has been involved in paramedic education and development since 1996. As Head of Research for the College of Paramedics, she actively promotes paramedics' contributions to clinical research and advocates for their involvement in health and care research studies.

Julia has extensive experience with qualitative, quantitative, and mixed-methods research in paramedic practice, emergency and urgent care, paramedic education, and workforce wellbeing, both in the UK and overseas. She has led research in the South East Coast Ambulance Service NHS Foundation Trust since 2005 and is a member of the National Ambulance Research Steering Group (NARSG). Julia has served on multiple trial steering groups, funding panels, and committees. She is also the Editor-in-Chief of the British Paramedic Journal and has mentored several paramedic PhD students.



## Speaker profiles

**Professor Rachael Fothergill**  
**Head of Clinical Audit & Research**  
**LAS**



Rachael is the London Ambulance Service's Head of Clinical Audit & Research, a position she has held for over 20 years.

She is an Honorary Professor at Warwick University and a Visiting Professor at Kingston University. Rachael is a founding member and Chair of the UK's National Ambulance Research Steering Group and she also Chairs the UK Out-of-Hospital Cardiac Arrest Registry Data Use Committee. She has a wealth of experience in pre-hospital research and has played a pivotal role in some of the UK's largest and most influential clinical trials.

She is widely published, contributing to book chapters and over 100 peer-reviewed articles including publications in prestigious journals such as The New England Journal of Medicine and The Lancet. Over her career, Rachael has been instrumental in helping to secure over £15 million in research funding for national and international pre-hospital clinical trials.

**Rhiannon Roynon**  
**Specialist Clinical Lead for 111**  
**WAST**



Rhiannon has been a Registered Adult Nurse since 2006, having gained her degree at the University of Wales College of Medicine. She spent many years in medical wards before specialising in cardiology. Rhiannon joined NHS Direct Wales as a Nurse Advisor in 2013 and later progressed to joining the Education, Professional and Clinical Practice Team.

This role saw her supporting and developing operational staff and training new clinicians. She spent two years supporting the roll-out of the 111 Programme to Health Boards within Wales before again progressing to become a seconded Senior Practice Educator.

Rhiannon feels passionate about quality, education and proving support within nursing, allied health care, and non-clinical practice, and she is excited to join the newly created team and strive to get it right for staff and our patients.

**Rt Hon Karin Smyth MP**  
**Minister for Health**  
**Department of Health and**  
**Social Care**



Karin Smyth was appointed Minister of State at the Department of Health and Social Care on 8 July 2024. She was elected as the MP for Bristol South in July 2024.

**Ruth Crabtree**  
**National Lead for Public Health**  
**AACE**



Ruth has worked in the ambulance sector for a number of years developing its emerging role in intelligence-led early intervention and prevention at both a regional and national level.

This work has involved developing Trust strategy as well as the national direction for the ambulance sector. Ruth is co-author of 'Developing a Public Health Approach within the Ambulance Service', a jointly published paper from the Association of Ambulance Chief Executives and Public Health England discussing what is meant by a public health approach within the context of the ambulance service.

Ruth also led on the development of the recently published suite of resources that describe the role of the sector to work in partnership to reduce health inequalities. These include a national consensus statement developed in partnership with key stakeholders together with associated implementation toolkit and resources.

**Samantha Robinson**  
**Chief Digital Information Officer**  
**YAS**



Samantha has been working in Health IT for almost 20 years, with roles at a Trust, Regional and National level. She joined YAS in June 24 as CDIO to develop and lead the Digital Strategy for the organisation. Sam's previous role was as Associate Director for Live Services at NHS Digital.



**Dr Sara Felix**  
Deputy Director of Engagement,  
Department of Health and  
Social Care



Dr Sara Felix is the Deputy Director of Engagement on the NHS's 10-Year Health Plan at the Department of Health and Social Care, a role she has held since August 2024.

Prior, she was deputy director of Medical Technologies Strategy, Policy and Regulation, where she produced the inaugural UKG strategy for the sector, and progressed a number of initiatives to support innovation, adoption, and value for money.

Sara created the National Supply Disruption Response to manage Brexit-related disruptions to the supply of medicines and medical products, which was subsequently central to getting PPE to the frontline during the Covid-19 pandemic.

Sara has previously worked at NHS England where she led an ambitious national innovation programme to design healthy homes and communities in ten demonstrator sites 'Healthy New Towns'.

Sara has a clinical background and a PhD in health policy and management; she is passionate about evidence-based policy and about effective use of public resources.

**Sara Mills**  
Head of Culture and Organisational  
Development  
WAST



Sara Mills is Head of Culture and Organisational Development at the Welsh Ambulance Services University NHS Trust.

With over 20 years in learning and organisational development roles, Sara has worked across multiple public services and has led projects focused on changing leadership cultures, supporting the transition to new learning and teaching models, and helping people adjust to new ways of working. Sara believes in the potential of people and that there's always a way forward, even when things seem difficult at first. For her, building connections and working in partnership is key to the success of shaping culture. Sara is lucky to live in the beautiful Pembrokeshire Coast National Park and is happiest on the beach on a sunny day walking with her much-loved chocolate Labrador 'Benny'!

**Sarah Davies**  
Head of Change and People Insights  
WAST



Sarah been with the Welsh Ambulance Service for over 20 years, bringing a creative and people-focused approach to her work. Passionate about both WAST and the people within it, Sarah is dedicated to supporting colleagues through change in ways that are engaging, meaningful and sustainable.

Always seeking to amplify colleague voices and embrace diversity of thought, Sarah champions approaches that make change feel less like something done to people and more like something shaped with them. As an APMG and Prosci-accredited practitioner, Sarah blends structure with flexibility, ensuring change is both well-planned and adaptable to real-world challenges. Sarah is proud to be part of a network of visionary, self-sustaining leaders through the Climb Wales Leadership Programme, driving innovation and forward-thinking in the Welsh public sector. Sarah is committed to using people and culture data to turn feedback into meaningful insights that inform decisions and drive positive change. Always aiming to learn and adapt, Sarah is focused on using these insights to build an inclusive, supportive culture at WAST.

**Sasha Johnston**  
Research Paramedic and NIHR  
Doctoral Research Fellow  
SWAST



Sasha Johnston is an experienced paramedic who recently completed an NHS England clinical fellowship for mental health and is currently undertaking a National Institute for Health and Care Research (NIHR) funded Doctoral Research Fellowship at the University of Oxford.

Her research focuses on ambulance employee mental health and wellbeing, aiming to strengthen organisational support systems within the profession. Sasha has held various ambulance service roles both in the UK and the Caribbean, including frontline lead paramedic, lead research paramedic, and senior mental health Lead. She is a subject matter expert for a number of employee wellbeing steering committees. Sasha advocates for emergency service worker mental health and emphasises that person-centered approaches and co-production are key factors in bridging the gap between employees and the services designed to help them.





## Speaker profiles

**Sarah Todd**  
Head of Allied Health Professions  
Education and Senior Specialist in  
Education for Urgent and  
Emergency Care  
NHS England South West



Sarah's career in healthcare started back in the late 1980's when she trained to become a nurse.

In 1992 she began a long career in the Ambulance Service and in 2006 she developed from paramedic to specialist paramedic by taking a degree in Emergency Care at UWE. After forging a portfolio career working in pre-hospital emergency care and Primary, and Urgent care she started a 10 year career as an academic which resulted in a Leadership role in Diversity, Equity and Inclusion across the School of Health and Social Care (as was) at UWE Bristol.

In 2022, Sarah moved into two new roles as the Diversity, Equity and Belonging Manager for the College of Paramedics and as the South-West Regional Senior Specialist in Education – Urgent and Emergency Care (SSE-U&EC) for NHS England which supports Paramedics and their training and educational needs.

Since August 2024 she has taken up a new part-time role as Head of Allied Health Professions Education in NHS England SW and continues in her SSE-U&EC role. Sarah is SRO on the NHSE funded Reframe Project with UWE and is one of the first Allied Health Professionals to receive the Chief Allied Health Professions Officers Gold Award for Excellence in 2024

**Sean**  
Assistance dog



He has enough confidence for the both of us, is clever but desperately lacks common sense and despite being close to turning nine years old still has the energy of a 9-month-old puppy!

**Simon Weldon**  
Chief Executive  
SECAMB



Simon Weldon became Chief Executive of SECAMB in April 2023. With more than 20 years of experience in the NHS, Simon brings extensive leadership expertise across both acute and commissioning sectors.

Before joining SECAMB, Simon served as Group Chief Executive for the University Hospitals of Northamptonshire Group from 2020, where he played a pivotal role in achieving university hospital status for the trust.

Prior to this, Simon led Kettering General Hospital NHS Foundation Trust as Chief Executive, successfully steering the organisation out of quality special measures.

**Siva Anandaciva**  
Director of Policy, Events  
& Partnerships  
The King's Fund



Siva is the Director of Policy, Events and Partnerships at The King's Fund. Before being appointed Director, Siva was the Chief Analyst in the policy team, leading on projects covering NHS funding, finances, productivity and performance.

Before joining the Fund in 2017, Siva Anandaciva was Head of Analysis at NHS Providers – the membership body for NHS trusts and foundation trusts.

He has also worked on medicines policy and urgent and emergency care in the Department of Health in England.

Siva is a member of the Office of Health Economics policy committee and the steering group of the BRACE Rapid Evaluation Centre and chaired the National Payment Strategy Advisory Group for NHS England and NHS Improvement.

From January 2025 he will join Barts Health NHS Trust as an associate non-executive director. In 2020, 2023 and 2024 Siva was included in the Health Service Journal (HSJ) list of the 50 most influential Black, Asian and minority ethnic figures in English health care.

**Steve Bowyer**  
Chief Digital Officer  
EMAS



Steve joined East Midlands Ambulance Service in 2015 as Head of IM&T and has also worked in several leadership roles within the Trust outside the digital arena; in 2021 he moved back into the role of Chief Digital Officer.

He has extensive organisational change management skill and thrives on delivering major projects. He is a previous Chair of the National Ambulance Digital Leaders Group and also led on the procurement of ipads used by our crews today to provide care to our patients.

Prior to joining EMAS, Steve worked for seven years as part of the Ambulance Radio Programme in a service management role supporting the deployment of the Airwave communications system for the ambulance sector.

**Stuart Crichton**  
Director of 999 Operations  
LAS



Stuart Crichton is the Director of 999 Operations at the London Ambulance Service NHS Trust, overseeing patient care delivery across two Emergency Operations Centres and the Tactical Operations Centre, which includes the Trust's Incident Response Officers. Stuart joined the London Ambulance Service in 1991 and qualified as a paramedic in 1995. His career followed a traditional operations leadership pathway before he transitioned to the role of Chief Clinical Information Officer in 2016. In this role, he played a key part in introducing the Trust's first electronic patient care records system and supporting the implementation of a new Computer-Aided Dispatch system. A passionate advocate for inclusion and diversity, Stuart has been instrumental in driving positive change in areas of underrepresentation throughout his career. In 2022, he earned an MSc in Digital Health Leadership from Imperial College London. Stuart is married, has two grown-up children, and shares his home with a high-maintenance German Shepherd.

**Sir Julian Hartley**  
Chief Executive  
Care Quality Commission



Sir Julian Hartley has been Chief Executive at the CQC since December 2024. Sir Julian was Chief Executive of NHS Providers from February 2023 until his appointment as our Chief Executive in 2024.

He was previously Chief Executive of Leeds Teaching Hospitals and has worked in a number of NHS management posts at hospital, health authority, regional and national level.

He was awarded Knight Bachelor for services to healthcare in 2022.

**Terry Hicks**  
Head of Clinical Operations  
EEAST



I have been with EEAST approaching 26 years following previous careers in industry and HM Forces. I served in the RAF between 1985-1994 within the RAF Police as a Dog Handler operating and training in bases across the UK, including Northern Ireland and overseas in the Falkland Islands. After starting as a student, I progressed to paramedic within 2 years. I became a team leader and assessor, allowing me to positively influence my teams and students' delivery of clinical care to our patients. I progressed to become a senior manager, with joint operational and clinical responsibilities, before moving into a projects and planning role where I was able to develop and introduce large scale organisational change. From there, I moved into senior leadership roles where I am managing larger groups of staff but still maintaining the ability to shape and develop improved patient outcomes. I have been my trusts Armed Forces Champion for some 10 years working to create an enduring relationship between the AF community and the ambulance service. I have led EEAST to twice be awarded as a Gold Award holder of the Defence Employer Recognition Scheme and also accredited with the Veterans Covenant Healthcare Alliance (VCHA).

As a veteran of the UK Armed Forces, I recognise and value the contributions that service personnel can make when transitioning into a civilian role; it is important that we can make their change of career as smooth as possible.



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