

South East Coast Ambulance Service NHS Foundation Trust
23rd July 2019

Executive Board Recruitment

SECamb has continued to recruit to the Executive and Non-Executive Team.

Following the recent departure of Ed Griffin, Paul Renshaw has been appointed as the interim Director of Human Resources and Organisational Development.

Darren Mochrie, the Trust's Chief Executive, left SECamb at the beginning of April 2019, to take up the position of the Chief Executive of the North West Ambulance Service. Following the subsequent recruitment process, Philip Astle, currently the Chief Operating Officer at the South Central Ambulance Service, will be joining SECamb as its new Chief Executive in September 2019. Dr Fionna Moore, the Trust's Executive Medical Director is currently the Trust's acting Chief Executive.

September 2018 saw the appointment of David Astley as the Substantive Chair of the Trust.

Demand and Capacity Review and Additional Actions to Improve Performance

During 2017-2019, following the identification of a gap in funding for SECamb to deliver its existing model and achieve all performance targets, Commissioners and SECamb jointly commissioned (with the Support of NHS England and NHS Improvement), Deloitte and ORH to undertake a review of existing and future operating models.

The approach from Deloitte and ORH was in the form of a 'Demand and Capacity' review to understand the relationship between resources, performance, and finances.

The focus of the review was on two operating models: 1) Paramedic Led Ambulance Model and 2) The Targeted Dispatch Model. Both identified a requirement to increase not only the number of front-line staff, but also the fleet resource.

The 'Targeted Dispatch Model' was the preferred option which focused on getting clinically appropriate resources to patients by using a combination of paramedics in cars, paramedics on ambulances, as well as the introduction of a lower acuity mode of transport (non-paramedic ambulance).

The delivery of this model has been successfully transacted through the Service Transformation and Delivery (STaD) programme, which oversaw a number of key work programmes (including the additional recruitment of frontline staff and fleet procurement), as well as delivering a series of internal process improvements to bring the Trust nearer to achieving the Ambulance Response Programme's national performance standards.

Having successfully concluded the STaD objectives the model is being progressed through a 'business as usual' approach, now titled the '999 Delivery Programme' led by the Director of Operations, Joe Garcia.

In addition, the Trust has recently secured advice and assistance from the National Ambulance Advisor to NHSE, Anthony Marsh, CEO from the well performing West Midlands Ambulance Trust. Anthony is assisting us in ensuring many of our policies are fit for purpose and enhance operational efficiencies.

Fleet

During 2018/19, as a part of the STaD programme, the Trust has invested in an additional 43 Mercedes Sprinter ambulances as well as 16 Fiat Ducato van conversions.

During the winter of 2018/19 the Trust also invested in 30 new non-emergency transport (NET) vehicles which are in the process of becoming fully operational.

In addition to the current fleet enhancement programme, the Trust received approval to commission 92 replacement Mercedes Sprinter ambulances. The first phase of which were released to operations during May 2019.

Recruitment

On-going recruitment for frontline staff continues throughout 2019/20, with continuous courses being run for Emergency Care Support Workers (ECSW). Paramedic recruitment continues through external advertisements as well as opportunities for ECSW staff to apply for the Associate Practitioner role and start their journey in training to become paramedics. We have recently been successful in recruiting 33 out of 34 newly qualified paramedics.

The aim of the Trust is to have 70% of ambulances crewed by a paramedic.

The Emergency Operations Centres (EOC) will also see an increase in its staffing levels with an uplift from 308 full time equivalents (FTE) to 398 by Q4 2020-21. This uplift will ensure that call-answering times are at 95% of calls answered within 5 seconds and additional clinicians employed in the EOC will enhance the oversight of patients awaiting an ambulance response.

Performance

The performance across the three counties (Kent, Surrey, and Sussex) requires improvement, and the Trust recognises that all categories C1, C2, C3, and C4 performance measures are below standards. **Appendix 1.**

C1 performance for ambulance services in England during May 2019, was 06:54 minutes (average mean). Five ambulance trusts achieved performance within the 7-minute performance measure. SECamb achieved 07:18 minutes and was positioned 8th (out of the 10 ambulance trusts excluding the Isle of Wight). **Appendix 2.**

C2 performance for ambulance services in England during May was 21:01 minutes (average mean), with SECAMB achieving 20:54 minutes. Three ambulance services achieved the 18-minute performance target. SECAMB was positioned 6th.

C3 (2 hour 90th percentile measure) and C4 (3 hour 90th percentile measure) performance for SECAMB has continued to see the trust perform below the national average (England) of 2 hours 23 minutes and 2 hours 53 minutes respectively. SECAMB achieved 3 hour 56 minutes for C3 and 4 hours 52 minutes for C4. For both these categories SECAMB was positioned 10th.

The Demand and Capacity review and STaD programme is addressing performance concerns through actively increasing resources (workforce and fleet) and the implementation of the 'Targeted Dispatch Model' coupled with an increase in the number of Clinical staff (Health Care Professionals) based in the Emergency Operations Centre, providing support to the Emergency Medical Advisors (staff who answer 999 calls) and clinical triage. However, whilst both C1 and C2 performance are close to being achieved, C3 & C4 are the cause of significant concern within the trust.

In all performance areas, the Trust continues to regularly review its delivery model and is working with commissioners and key partners to drive overall compliance with Ambulance Response Programme standards.

Some of the key operational actions recently introduced by the Trust include incentivised shifts targeting specific hours of the day/night when demand will be at its highest, close monitoring of the job cycle time (the time a crew receive an emergency call and arrive at the patient, time spent on scene with a patient, and time spent at hospital), standing up of the Strategic Command Hub 24/7 which gives an hour by hour focus on performance and resource utilisation.

Handover Delays

SECAMB is leading on a system wide programme of work focusing on reducing ambulance hours lost due to handover delays. These delays continue to be of a concern to the trust. This programme is being led by a Programme Director appointed by SECAMB.

May 2019 saw an increase in the 'greater than 30-minute' handover delays of 18% when compared to the previous year (2210 hours 2019 v's 1878 hours 2018). Kent had the highest increase compared to Surrey's 5% and Sussex's 11%. This loss is equivalent to 184 12-hour ambulance shifts for the month or 6 per day across the county of Kent.

A key part of the work stream has been to develop together (SECAMB and acute each acute hospital); a handover action plan to streamline the process of handover delays including best practice e.g. dedicated handover nurse and admin, Fit2Sit, front door streaming and direct conveyance to non-ED destinations.

A number of live conveyance reviews have also taken place where a representative from the ambulance service, hospital, primary care, community trust, and CCG have

reviewed all decisions to convey to hospital with an aim to ensuring that all existing community pathways are maximised.

The reviews undertaken so far, have given a clear indication that community pathways are being maximised where they are in place. The results are being presented for further discussion with local system partners in order to explore new community pathways, where required.

Peer reviews looking at the handover process at individual sites have also taken place at some hospitals, where the Chief Operating Officer (COO) from another acute hospital, supported by a member of the Emergency Care Intensive Support Team (ECIST), visits another hospital and reviews the ambulance pathway through the department. The peer reviews have been received positively and have been a good way to share best practice across hospital sites.

NHS Staff Survey 2018

The results from last years (2018) NHS staff survey recently published, highlighted positive results for SECamb compared to previous years surveys.

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Areas of improvement included in the 10 themes (**Appendix 3**), were; safety culture, morale, and quality of care. Compared to 2017, more staff look forward to going to work and staff are generally more enthusiastic about their jobs. The number of staff who would recommend SECamb as a place to work has risen by nearly 20% in a year.

CQC

The CQC inspection during July and August of 2018 and the published report in November 2018 acknowledged the improvements that had been made resulting in the Trust's rating of 'inadequate' being moved to 'requires improvement'.

Following the publication of the report and its findings, the Trust has continued to work on a delivery plan of continuous improvement.

During June and July of this year, the CQC have carried out further inspections to the Trust covering 'Core Services' and '111'. They are returning on the 9th and 10th July for their final inspection on 'Well-Led'.

The informal feedback so far has been very encouraging with the inspectors noting the positive cultural changes being made and the overall high standard of care that our staff have for patients.

The Trust will receive the draft CQC report during July with the final report being published at some point in August.

Finances

The Trust's income and expenditure performance for the year ended 31 March 2019 was a surplus of £2.4m which, included £4.4m Provider Sustainability Funding (PSF). The Trust had planned a surplus of £0.7m for the year, being the revised control total agreed with NHS Improvement (NHSI) during the year. This was an improvement on the original control deficit of £0.8m agreed with NHSI.

The significant improvement in the Trust's financial performance from the original plan was due to the additional non-recurrent PSF contribution of £1.0m based on delivering a £0.5m improvement in the original underlying performance and a further PSF distribution of £1.7m for achieving the agreed control totals target.

The Trust's underlying performance was a deficit of £2.0m, which is the position excluding PSF.

Regarding the funding gap identified through the demand and capacity review, the commissioners, so far, have agreed to additional funding for the Trust amounting to c£18m.

APPENDICIES

Appendix 1: SECamb Performance May 2019

May-19	Cat 1 Mean Response Time (00:07:00)	Cat 2 Mean Response Time (00:18:00)	Cat 3 90th Centile (02:00:00)	Cat 4 90th Centile (03:00:00)
NHS Ashford CCG	00:06:41	00:21:01	03:29:27	02:38:48
NHS Canterbury and Coastal CCG	00:08:18	00:25:48	04:17:12	05:34:33
NHS Dartford, Gravesham and Swanley CCG	00:07:13	00:20:27	04:14:28	04:49:58
NHS Medway CCG	00:06:00	00:20:09	04:37:57	06:20:57
NHS South Kent Coast CCG	00:09:34	00:25:40	04:08:06	04:56:48
NHS Swale CCG	00:08:20	00:28:23	04:45:18	09:39:38
NHS Thanet CCG	00:05:20	00:17:15	03:17:37	02:10:10
NHS West Kent CCG	00:08:16	00:23:44	04:25:22	05:21:05
Kent & Medway STP	00:07:36	00:21:35	03:58:48	04:50:20
Surrey Heartlands STP*	00:07:34	00:18:28	03:42:35	03:27:59
Sussex & East Surrey STP**	00:07:01	00:19:07	03:36:02	04:38:07
SECamb commissioned Totals	00:07:16	00:20:51	03:56:31	04:54:12

Appendix 2:

National ARP AQI's May 2019

C1		Mean
England		00:06:54
1	London	00:06:08
2	North East	00:06:12
3	West Midlands	00:06:44
4	South Western	00:06:46
5	Yorkshire	00:06:49
6	South Central	00:07:00
7	North West	00:07:08
8	South East Coast	00:07:18
9	East Midlands	00:07:24
10	East of England	00:07:42
11	Isle of Wight	00:11:28

C2		Mean
England		00:21:01
1	West Midlands	00:11:49
2	South Central	00:17:01
3	London	00:17:36
4	Yorkshire	00:18:38
5	North West	00:20:51
6	South East Coast	00:20:54
7	Isle of Wight	00:23:50
8	North East	00:24:55
9	East Midlands	00:25:45
10	East of England	00:26:26
11	South Western	00:28:32

C3		90th
England		02:23:27
1	West Midlands	01:10:04
2	Yorkshire	01:42:58
3	South Central	02:00:52
4	London	02:02:44
5	North West	02:15:48
6	East Midlands	02:27:41
7	Isle of Wight	02:44:55
8	South Western	02:51:44
9	North East	03:25:29
10	East of England	03:46:15
11	South East Coast	03:56:04

C4		90th
England		02:53:34
1	West Midlands	01:45:22
2	Yorkshire	02:00:56
3	East Midlands	02:34:37
4	North West	02:48:12
5	South Central	02:58:58
6	North East	02:59:13
7	London	03:13:50
8	South Western	03:16:20
9	East of England	03:57:30
10	Isle of Wight	04:28:57
11	South East Coast	04:52:54

Appendix 3:

Staff Survey 10 Key Theme Areas

Results of individual questions in the survey are grouped into 10 key theme areas

