

Central
Bedfordshire
Council
Priory House
Monks Walk
Chicksands,
Shefford SG17 5TQ



**TO EACH MEMBER OF THE
SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE**

16 March 2017

Dear Councillor

**SOCIAL CARE, HEALTH & HOUSING OVERVIEW & SCRUTINY COMMITTEE - Monday
20 March 2017**

Further to the Agenda and papers for the above meeting, previously circulated, please find attached the following presentation:-

10. East of England Ambulance Service Trust (EEAST) - Performance Update

To receive a Performance Update from the East of England Ambulance Service Trust (EEAST) and comments on the impact of the current service and performance on residents.

Should you have any queries regarding the above please contact the Overview and Scrutiny Team on Tel: 0300 300 4196.

Yours sincerely

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Scrutiny Policy Advisor,
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EEAST Profile

- Covering 7,500 square miles
- Serving 5.8 million people
- With 4,000 staff and 1,500 volunteers
- Managing 1 million 999 calls each year





CARE
TEAMWORK
QUALITY
RESPECT
HONESTY

THIS IS EAST

Innovative. Responsive. Excellent. Always community focused. Always patient driven.



Trust headlines

- Sustained performance improvements since March
- Increasing demand on the service, especially with the growth of higher acuity patients
- Development of an emergency clinical advice and triage centre so more patients with minor conditions can be treated over the phone
- CQC inspection rating of 'Requires Improvement' with expectation from the CQC that we will move to 'Good' at next inspection
- Focus on developing support mechanisms for staff to help their health and wellbeing and reduce late finishes
- Continued training and recruitment of patient facing staff
- Development of Trust strategy
- Roll out of fire service co-responding scheme
- Recruited a permanent executive team
- Completed a cultural audit



Trust strategy

Strategic objectives 2017-19: responsive, high quality care

OUR MISSION IS:

To provide a safe and effective healthcare service to all of our communities in the east of England

WE WILL DELIVER THIS THROUGH LIVING OUR VALUES:

Care

We value warmth, empathy and compassion in all our relationships

Teamwork

Together as one, we work with pride and commitment to achieve our vision

Quality

We strive to consistently achieve high standards through continuous improvement

Respect

We value individuals, including our patients, our staff and our partners in every interaction

Honesty

We value a culture that has trust, integrity and transparency at the centre of everything we do

WE WILL ACHIEVE OUR MISSION AND VISION BY THE FOLLOWING STRATEGIC OBJECTIVES:

Putting into place a new responsive operating model to deliver sustainable performance and improved outcomes for patients

Maintaining the focus on delivering excellent high quality care to patients

Ensuring we have a patient focussed and engaged workforce

Delivering innovative solutions to ensure we are an efficient, effective and economic service

Playing our part in the urgent and emergency care system by being community focussed in delivering the Five Year Forward view

DELIVERED THROUGH OUR PRIORITIES FOR THE NEXT TWO YEARS:

- 1) Establish efficient and effective operational delivery structures
- 2) Improve our ability to forecast and plan so we make the best use of our staff
- 3) Put in place a new operational delivery model
- 4) Introduce the ambulance response programme (ARP) model (subject to national sign-off)

- 5) Continue delivery of the Quality and Safety Strategy, establishing the quality framework to support organisational delivery
- 6) Deliver the statutory requirements associated with Care Quality Commission (CQC) regulation including the completion of the CQC action plan
- 7) Undertake reviews of clinical practice and outcomes in order to address unwarranted variation

- 8) Deliver a recruitment and retention plan that ensures a suitably skilled and competent workforce is available to deliver the new operational model
- 9) Deliver innovative 'whole person' wellbeing approaches to support the physical, mental and social wellbeing of our people
- 10) Develop a supportive and inclusive culture to match the vision and values of the organisation

- 11) Undertake a fleet transformation project that deliver an efficient fleet using the latest innovations
- 12) Have 'make ready' implemented across the Trust
- 13) Review control room function and delivery model to create a future-proof environment
- 14) Provide an 'agile' working environment that meets the demands of a modern mobile healthcare provider
- 15) Deliver financial improvement programmes that create efficiencies, short term savings and longer term financial stability

- 16) Continue proactive engagement with staff and stakeholders to gain support for the Trust, so it is seen as a valuable service
- 17) Work with urgent and emergency care systems to increase our use/availability of alternative care pathways (see and treat, or see and refer)
- 18) Increase the benefit and value of all our volunteers, including community first responders, ambulance car drivers, Trust User Group, chaplains, armed forces and blue light collaboration



Central Bedfordshire Performance

- Performance stable, with Red 2 performance improving
- Getting to more patients in 8 minutes
- Demand increasing especially in Red 1 calls; our most time critical patients

	2014/15	2015/16	2016/17 (YTD)	Difference on last year
Red 1 incidents	575	564	698	+23%
Red 1 in 8 minutes	374	391	477	+86
Red 1 performance	65.04%	69.33%	68.34%	-0.99%
Red 2 incidents	9,926	10,372	10,400	+0.2%
Red 2 in 8 minutes	5,870	6,145	6,368	+223
Red 2 performance	59.14%	59.25%	61.23%	+1.98%



Staffing and innovations

Staffing

- We currently only have four vacancies in the area
- Over the last year we have had nine new recruits and five staff have transferred from other areas in the Trust
- We are expecting a further eight patient facing staff to join in May

Innovations

- We are working with St Johns Hospice to create a local pathway for direct admissions into the hospice thus preventing unnecessary hospital admissions
- We are working with Bedfordshire Fire and Rescue Service to create a first responder scheme
- The recent CQC report noted that for Bedfordshire exemplary management and leadership was provided
- We have been working with our partners at South Wing Hospital to introduce a Hospital Ambulance Liaison Officer role. This has been hugely successful and has had a very positive impact on reducing patient handover delays



Mental Health Street Triage

- Collaborative pilot in Bedfordshire, which sees a police officer, paramedic and mental health professional responding together to mental health crisis calls
- This team have prevented 746 ambulances attending incidents in last 6 months
- The table below shows November as an example month and the benefit this team brings
- Shortlisted for a Health Service Journal award

Total incidents for the team	How may times would EEAST have been requested	How many EEAST responses saved	How many patients saved from a hospital admission
144	139	83	57

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