



Update from the East of England Ambulance Service NHS Trust July 2019

Purpose

- To inform members of the current corporate update for EEAST and its key focus as an organisation for the future.
- To update members on the current A&E pressures.

Background

The NHS has more demands on its people, time and resources than ever before. In the ambulance sector alone, 999 calls have increased by 6% every year. In EEAST we have seen the average number of calls increase from 3000 a day to 3300 a day over three years.

An independent service review published in May 2018 found that there was a capacity gap and recommended a six-year contract for the service. It led to the 17 CCGs that commission our services awarding an extra investment of £11.5m this year to begin recruiting more paramedics and purchase more ambulances, with the aim of having 330 more paramedics and 160 more ambulances by 2020.

We are led by an experienced interim Chief Executive Officer, Dorothy Hosein. Our chair Sarah Boulton has recently left the Trust and has been replaced on an interim by Nigel Beverley a very experience Chair for Basildon and Thurrock University Hospital.

Our ambitious workforce plan is already ensuring we recruit more staff to treat patients in the community. Getting the right people, with the right training will take time. It is a challenging picture across the sector and the NHS as a whole.

As a regional organisation, East of England Ambulance Service works with six different health and social care systems. Across the region, we are seeing 9 out of 10 of our patients in less than 15 minutes.

We have continued to be innovative in how we develop services, working with hospitals, partners and our commissioners to make sure as many patients who need help in the community get support. Two new initiatives are being trialled, which support the wider NHS. These are Early Intervention Vehicles in South East and North Essex and the Rapid Intervention Service in Harlow.

Early Intervention Vehicles allows crews to help even more patients by putting the right help and support in place so that they can remain at home rather than be taken to an acute hospital. They are staffed by an EEAST senior emergency medical technician, together with a physio or occupational therapist from other partners. Wherever possible, they provide a one-stop service, assessing the patient, reviewing their medication, making onward referrals for additional health and social support where necessary and providing equipment to help them stay safe, such as walking aids, slippers or alarms.

The Rapid Intervention Service, sees a paramedic working with the Harlow GP neighbourhood team. The service has responded to more than 800 jobs alongside GPs since going live in October, with 92% admission avoidance which has shown to save the local system more than £1m.



The service does not make routine home visits for primary care, accepting referrals to the service from: Harlow GPs, care homes supported by Harlow GPs, mental health teams if a physical health need is identified and community matron/neighbourhood teams if additional diagnostics are required.

Winter plan

An extensive plan which details how the East of England Ambulance Service NHS Trust (EEAST) will work with NHS partners to manage demand and ensure patients receive safe and effective care over the winter was agreed by the Board in September.

The plan outlines the steps the Trust will take to meet response time standards while also supporting the health and wellbeing of staff. These include:

- Liaising closely with staff in hospital emergency departments to make sure patients can be handed over quickly and efficiently
- Making sure additional capacity is made available to maintain vehicles and minimise any breakdowns or mechanical failures, in turn keeping more ambulances on the road
- Putting comprehensive staffing, resourcing and management arrangements in place
- Promoting wellbeing among staff and encouraging uptake of the flu jab to reduce sickness absence
- Putting specific plans in place for the Christmas and New Year period, including increased clinical support in ambulance operations centres. A new Regional Tactical Command Cell will ensure senior staff are available and on-call 24/7 and can escalate any issues which may arise. It will also monitor hospital turnaround data to give an overview of where capacity is available and act as a single point of contact for all external NHS partners, such as hospitals and commissioners, to improve communication and joint working.

Hospital handover times

In February 2018, the service introduced a new protocol to make sure that crews are able to get back into the community as quickly as possible after leaving patients in the safe care of hospital clinicians. There has been a marked improvement in the arrival to handover times at all trusts in Essex (appendix 1). EEAST has recruited Hospital Ambulance Liaison Officers (HALOs) until March 2019, who were based at all five Essex acute hospitals within the emergency departments. They are responsible for facilitating the clinical handover process ensuring the patient is handed into the care of the hospital within 15 minutes of the ambulance's arrival and the post hand over element ensuring crews are available to respond within 15 minutes following patient handover.

Acute trusts, commissioners and emergency care networks have worked with EEAST to ensure crews are fully aware of out of hours providers and alternative care pathways available. This will support EEAST to further improve response times as well as the patient experience.

Mid Essex Hospital continues to experience challenges which impact on turnaround times. EEAST continues to work with the A&E Delivery Board to further improve pathways for patients referred by GPs to the emergency department.



EOC – Admission Avoidance

The Emergency Operations Centres have been working to support admission avoidance and have a number of strategies in place to support this.

- Increasing DoS services
- Building relationships with out CCG DoS colleagues and working closely together to ensure the DoS is fit for EEAST
- Ensuring that our clinicians views are requirements are incorporated with the DoS.

In the past 18th months from January 2018 to May 2019 there has been a significant increase in MiDoS searches by per day ensuring that patients are receiving the best care and support in the community thus supporting a reduction in the admission to hospitals.

High Intensity Service Users

To support vulnerable members of our communities and to avoid unnecessary call-outs by our ambulance crews the Trust identifies it's frequent callers using the criteria set by the Frequent Caller National Network (FreCaNN). The policy for frequent callers has been in place since 2014 and is regularly reviewed. As a result, EEAST operate a High Intensity Caller Management Plan and currently has 150 active plans in place.

There are currently 3 types of management plans – Standard, Time Specific and Triage Every Time.

Acute Trusts and County Councils

The Mid and South Essex STP have been working diligently to support Arrival to Handover and Handover to Clear delays with a Tripartite Agreement currently being put in place. Results of this Agreement will be reported on once the processes are in place.

The Trust is currently working with SEPT and ECAT on a trial basis to investigate low acuity calls in order to offer the correct response to patients.

The Trust is working with the Acutes and Newton Europe who are commissioned to investigate system processes and issues. The aim is to understand where out immediate care offer can give people better outcomes and help more people stay at home.

Winter Planning Update

The Service Delivery directorate undertook significant forecasting and detailed planning using both learning from experience, system intelligence and system engagement.

The forecasted capacity requirements to meet the demand and operating context were modelled and through the additional capacity obtained through overtime, bank staff, agency staff and private ambulance provision a closely matched level of capacity was achieved to service the demand.

It should be noted that the level of capacity was aligned to the internal forecast and this exceeded the modelled requirements as set out in the independent service review, for the period in question.

Recruitment

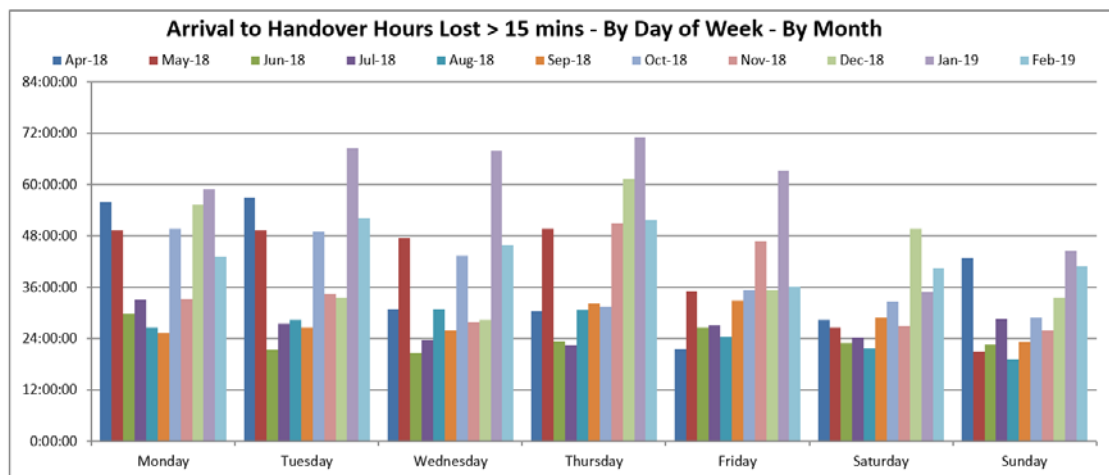
As at the end of May 2019 our budgeted position identifies 62.54 vacancies across Mid and South Essex

We are aware of a further 27 leavers across Mid & South Essex leaving the area between June and end of August. These vacancies are made up of frontline mixed skilled staff. The reasons for the vacancies are numerous. They consist of retirement, moving to primary care, moving to other ambulance trusts nationally and also internal transfers.

We have a trajectory recruitment plan in place which currently has 46 new recruits in the pipeline to join Essex from now until October. We are actively recruiting and currently organising further training places to accommodate more recruits

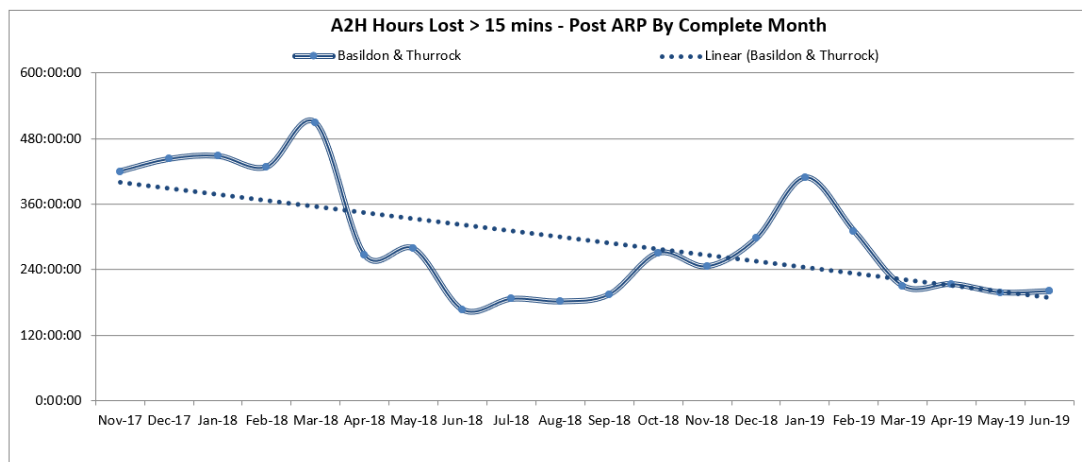
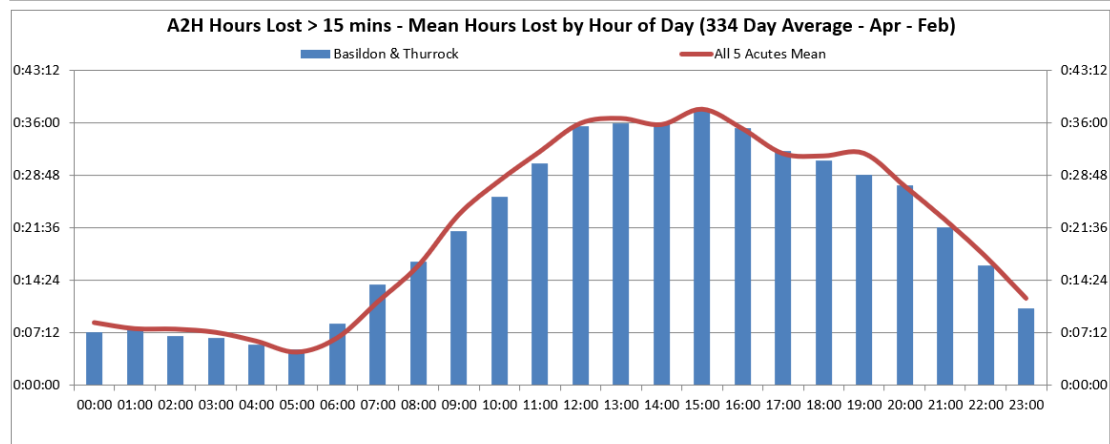
Appendix 1 – Arrival to Handover graphs by Hospital Trust April 2018 – February 2019

Basildon and Thurrock NHS Trust





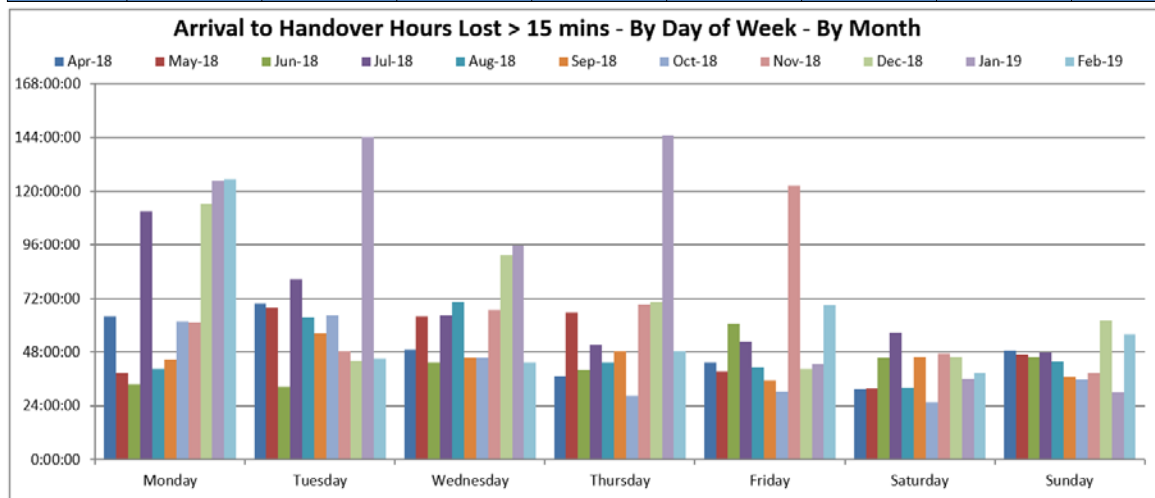
Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Month Total
Apr-18	55:48:00	56:54:21	30:58:34	30:25:52	21:35:12	28:27:07	42:45:11	266:54:17
May-18	49:17:29	49:23:13	47:33:18	49:40:20	35:08:22	26:30:07	21:00:17	278:33:06
Jun-18	29:45:09	21:18:28	20:32:49	23:18:07	26:28:55	22:57:59	22:31:39	166:53:06
Jul-18	33:04:11	27:31:48	23:45:18	22:26:51	27:06:26	24:10:21	28:32:20	186:37:15
Aug-18	26:33:23	28:25:57	30:51:48	30:46:11	24:24:45	21:40:15	19:12:10	181:54:29
Sep-18	25:21:11	26:31:53	25:49:50	32:13:35	32:50:02	28:59:25	23:03:01	194:48:57
Oct-18	49:37:44	48:58:39	43:22:33	31:27:44	35:30:31	32:40:29	28:59:13	270:36:53
Nov-18	33:16:45	34:32:32	27:48:50	50:54:10	46:50:31	27:00:55	25:46:08	246:09:51
Dec-18	55:18:37	33:39:28	28:24:18	61:11:50	35:30:06	49:39:30	33:36:04	297:19:53
Jan-19	58:54:05	68:29:58	67:55:39	70:57:15	63:13:32	34:57:43	44:24:32	408:52:44
Feb-19	43:08:44	52:16:13	45:54:33	51:40:39	36:12:01	40:29:39	40:54:50	310:36:39
Total	460:05:18	448:02:30	392:57:30	455:02:34	384:50:23	337:33:30	330:45:25	2809:17:10

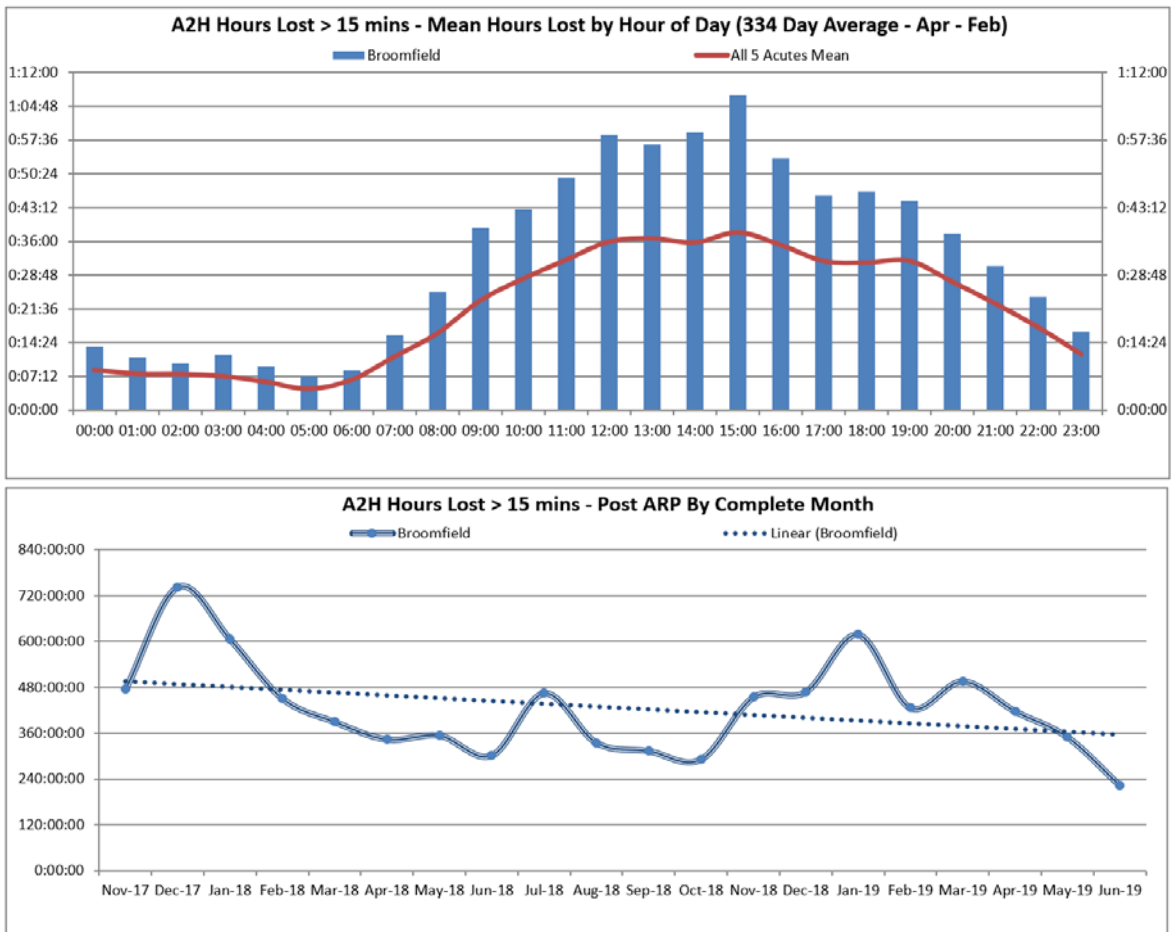


Mid Essex Hospital NHS Trust



Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Month Total
Apr-18	64:04:29	69:41:19	49:02:09	37:23:22	43:32:16	31:27:39	48:53:24	344:04:38
May-18	38:39:46	67:50:46	63:51:02	65:53:12	39:19:55	31:43:42	47:07:45	354:26:08
Jun-18	33:46:53	32:33:40	43:33:10	40:12:01	60:36:01	45:31:10	45:56:16	302:09:11
Jul-18	110:55:20	80:46:46	64:30:26	51:16:33	52:51:33	56:54:08	47:49:54	465:04:40
Aug-18	40:36:48	63:38:13	70:22:40	43:29:13	41:14:41	32:07:41	43:43:37	335:12:53
Sep-18	44:58:56	56:33:22	45:39:09	48:23:32	35:32:28	45:59:31	36:50:32	313:57:30
Oct-18	61:52:47	64:29:58	45:34:27	28:23:44	30:22:02	25:45:53	35:38:44	292:07:35
Nov-18	61:35:02	48:26:31	66:44:51	69:19:01	122:42:36	47:16:15	38:37:57	454:42:13
Dec-18	114:04:52	43:58:25	91:22:06	70:25:36	40:26:23	45:53:04	62:15:47	468:26:13
Jan-19	124:52:43	144:06:41	95:39:39	144:55:08	42:45:34	36:12:31	29:51:32	618:23:48
Feb-19	125:32:57	45:10:50	43:33:04	48:27:54	69:05:47	38:39:35	56:01:37	426:31:44
Total	821:00:33	717:16:31	679:52:43	648:09:16	578:29:16	437:31:09	492:47:05	4375:06:33

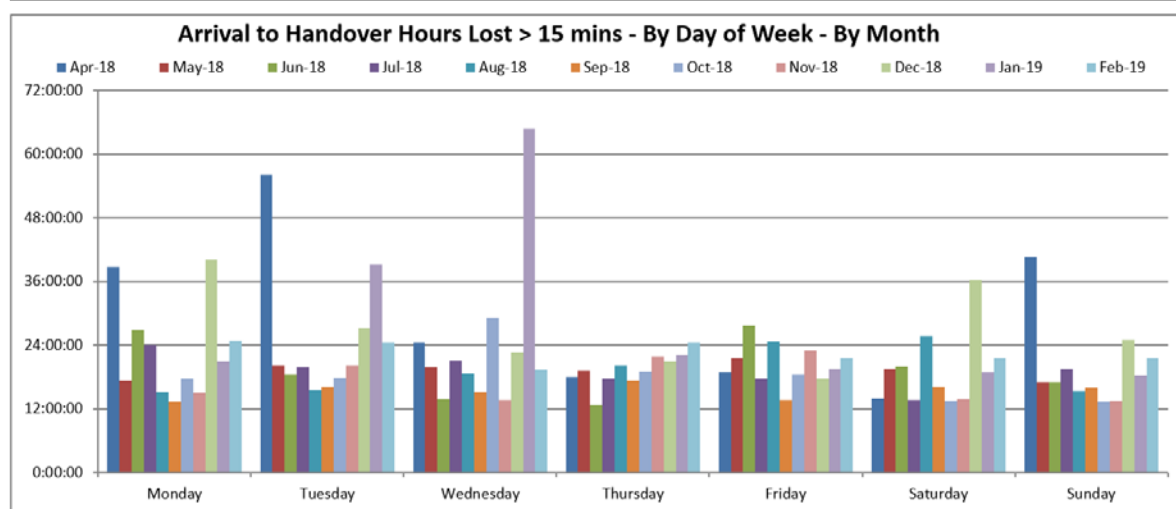


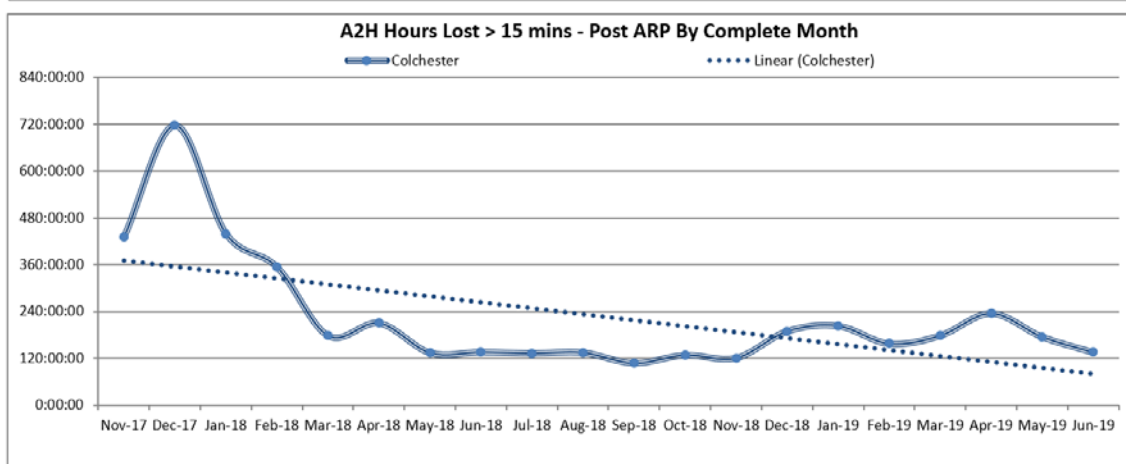
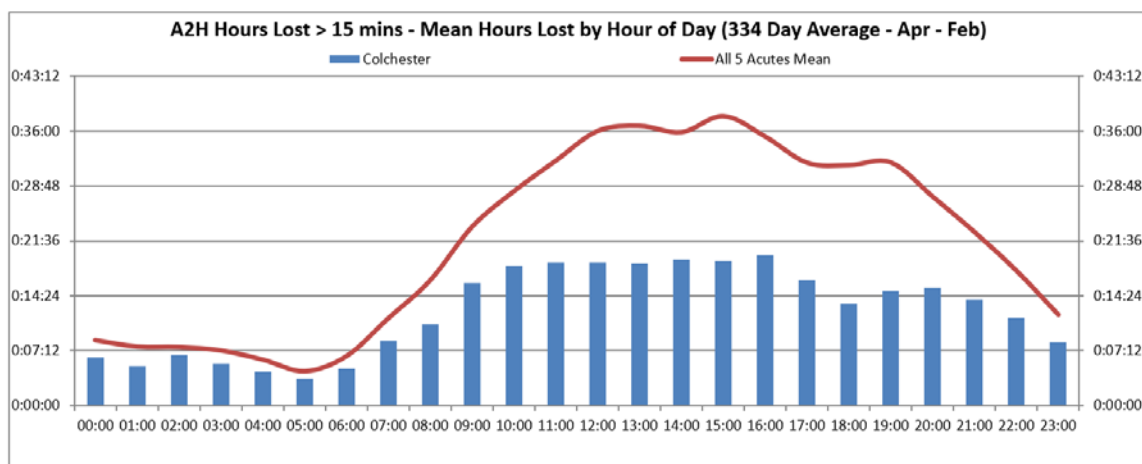


Colchester NHS Trust



Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Month Total
Apr-18	38:40:12	56:07:25	24:28:43	17:59:31	18:56:25	13:55:24	40:37:51	210:45:31
May-18	17:19:41	20:07:31	19:48:19	19:10:56	21:28:49	19:34:42	17:04:10	134:34:08
Jun-18	26:44:27	18:25:57	13:47:20	12:39:36	27:40:48	20:03:10	17:02:20	136:23:38
Jul-18	24:01:26	19:54:10	21:06:37	17:39:48	17:37:53	13:35:54	19:31:22	133:27:10
Aug-18	15:10:29	15:30:25	18:34:39	20:04:03	24:38:45	25:44:45	15:24:25	135:07:31
Sep-18	13:17:43	16:02:38	15:14:14	17:20:03	13:40:46	16:05:55	15:57:57	107:39:16
Oct-18	17:35:14	17:52:52	29:08:58	19:02:10	18:23:29	13:24:29	13:21:55	128:49:07
Nov-18	15:04:02	20:12:46	13:42:00	21:50:22	22:53:44	13:47:52	13:30:47	121:01:33
Dec-18	40:03:39	27:20:04	22:38:33	20:56:23	17:39:25	36:17:07	24:52:57	189:48:08
Jan-19	20:56:40	39:13:02	64:44:17	22:07:00	19:27:04	18:50:57	18:14:40	203:33:40
Feb-19	24:48:31	24:30:27	19:19:25	24:32:30	21:34:06	21:29:39	21:36:17	157:50:55
Total	253:42:04	275:17:17	262:33:05	213:22:22	224:01:14	212:49:54	217:14:41	1659:00:37

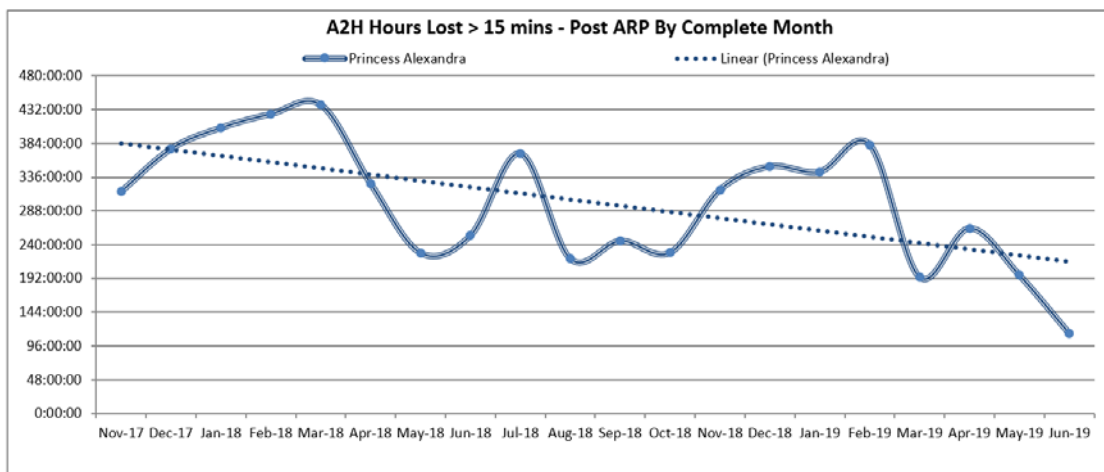
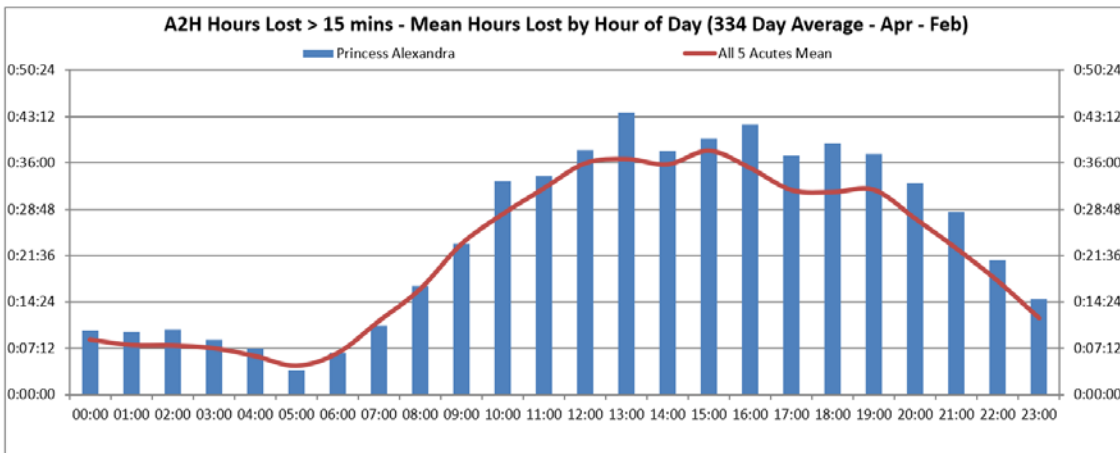
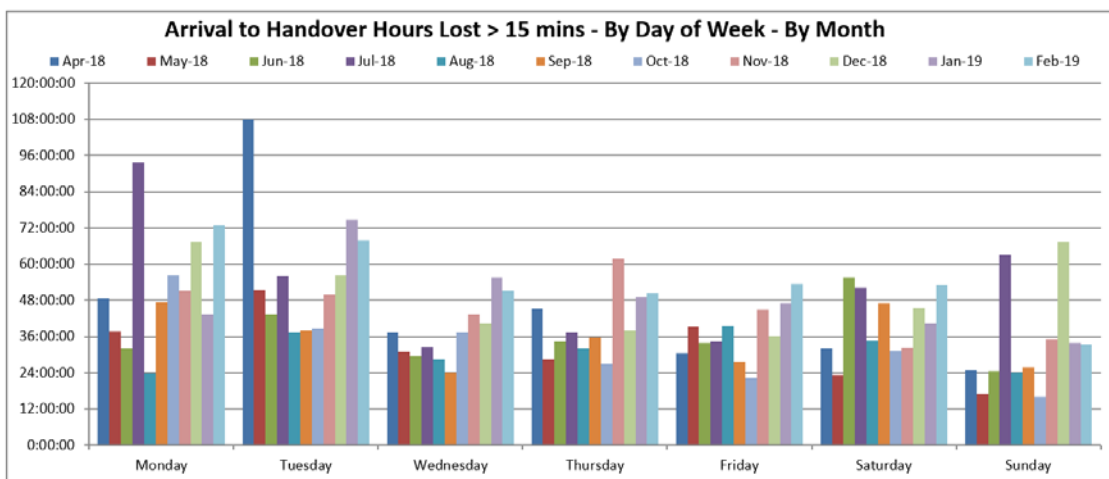




Princess Alexandra Hospital NHS Trust



Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Month Total
Apr-18	48:27:40	107:54:13	37:24:40	45:15:13	30:32:10	32:02:06	24:49:01	326:25:03
May-18	37:37:32	51:29:45	31:01:09	28:20:48	39:21:05	23:18:08	17:06:07	228:14:34
Jun-18	32:06:25	43:23:06	29:23:32	34:23:09	33:55:06	55:26:20	24:29:12	253:06:50
Jul-18	93:48:50	55:59:39	32:35:21	37:32:19	34:20:32	52:15:15	62:53:22	369:25:18
Aug-18	23:45:20	37:32:49	28:23:04	32:06:32	39:35:05	34:29:06	24:02:56	219:54:52
Sep-18	47:15:40	37:57:45	23:57:17	35:44:56	27:42:19	47:00:00	25:50:27	245:28:24
Oct-18	56:12:03	38:39:06	37:24:18	26:54:49	22:11:56	31:18:00	16:03:31	228:43:43
Nov-18	51:04:23	49:54:35	43:24:03	61:38:48	44:57:08	32:10:04	35:05:41	318:14:42
Dec-18	67:27:02	56:16:41	40:20:28	37:56:44	36:14:57	45:32:17	67:19:46	351:07:55
Jan-19	43:22:37	74:38:22	55:24:04	48:55:42	46:56:05	40:12:39	33:56:39	343:26:08
Feb-19	72:53:06	67:50:00	51:02:04	50:17:12	53:26:35	53:12:00	33:14:00	381:54:57
Total	574:00:38	621:36:01	410:20:00	439:06:12	409:12:58	446:55:55	364:50:42	3266:02:26





Southend University Hospital Foundation NHS Trust

Month	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	Month Total
Apr-18	28:19:13	20:23:50	15:02:18	13:50:04	14:12:56	15:54:09	25:33:04	133:15:34
May-18	21:03:19	14:07:53	17:27:47	18:37:53	11:32:04	11:20:10	11:03:25	105:12:31
Jun-18	18:57:48	15:17:08	18:31:21	12:05:23	16:41:01	19:25:55	12:27:45	113:26:21
Jul-18	23:29:46	16:46:18	14:49:25	15:55:47	17:04:52	17:17:38	25:22:09	130:45:55
Aug-18	28:52:24	20:02:52	23:02:33	18:49:23	23:19:33	18:03:10	21:48:12	153:58:07
Sep-18	18:54:02	21:15:37	14:40:23	18:22:40	19:18:38	28:46:04	31:07:27	152:24:51
Oct-18	21:19:40	28:48:20	13:43:12	11:05:53	12:08:27	15:43:15	16:40:26	119:29:13
Nov-18	53:57:43	47:39:09	26:10:26	21:43:15	24:18:30	25:50:24	25:37:30	225:16:57
Dec-18	55:29:42	45:54:54	31:43:34	32:42:14	47:25:50	35:48:26	85:44:07	334:48:47
Jan-19	99:05:19	70:36:28	47:49:17	80:50:17	30:16:04	47:22:09	84:31:59	460:31:33
Feb-19	56:51:00	40:10:23	48:59:48	23:49:52	56:17:39	73:36:44	37:50:20	337:35:46
Total	426:19:56	341:02:52	272:00:04	267:52:41	272:35:34	309:08:04	377:46:24	2266:45:35

