

Date: Monday, 20 May 2019

Time: 9.30 am

Venue: Shrewsbury Room, Shirehall, Abbey Foregate, Shrewsbury, Shropshire,
SY2 6ND

Contact: Amanda Holyoak, Committee Officer
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HEALTH AND ADULT SOCIAL CARE OVERVIEW AND SCRUTINY COMMITTEE

TO FOLLOW REPORT (S)

8 West Midlands Ambulance Service (Pages 1 - 20)

The Committee has asked West Midlands Ambulance Service to attend the meeting and present the following information: TO FOLLOW

- Performance by postcode for the past three years (2015/16, 2016/17, 2017/18)
- Identification of sources/causes of impact on performance and quality
- Map of the location of defibrillators and first responders and who supports the defibrillators. Please can those defibrillators accessible 24/7 be highlighted
- How are first responders supported?
- What developments are planned and what impact is expected?
- What is the WMAS view of the Future Fit proposals and how will WMAS respond to the opportunities/mitigate risks?
- On average for each day how many ambulances are available in Shropshire and how does this compare to the expected/planned level? Please explain any causes for the differences.
- What were the 50 cases with the longest response time for 2015/16, 2016/17, 2017/18 and what were the post code areas?
- What were the 50 cases with the shortest response time for 2015/16, 2016/17, 2017/18 and what were the post code areas?
- What benchmarking information is used to compare performance in more rural areas in Shropshire with other areas?

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West Midlands Ambulance Service
University NHS Foundation Trust



Shropshire HOSC – May 2019



Mark Docherty
Director of Clinical Commissioning and Service Development /
Executive Nurse

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Firmographics

- Established in July 2006 merging with Staffordshire in October 2007
- 5.6 million population (Circa 10.5% of the English population)
- Over 5,000 square miles, 80% rural
- More than 3000 999 calls per day
- Over 532,000 emergency journeys annually
- More than £250 million budget
- Fleet of over 850 vehicles
- 4,500 Staff and 500 Volunteers
- 5 x Helicopters

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Trust Overview - Progress

- 99% of all front line ambulances have a Paramedic on board
- Newest fleet in the country, no vehicles more than 5 years old
- Zero spend on agency staff and private / voluntary ambulance services
- No bank usage for Emergency and Urgent Services
- Ambulance Response Programme – Achievement of all targets
- Won Patient Transport Service Cheshire Contract
- Lowest level of staff sickness in the country (3.4%)
- 999 call answering rate best in the country
- 193 Paramedics to upskill their Diploma to a BSc Degree
- Extension to Tollgate Make Ready and vehicle workshops



Trust Overview - Progress

- Highest achievement of PDR completion and mandatory refresher training 99%
- 2018/19 Operational Training Completed by Winter
- High non-conveyance rate (45%)
- Introduction of JRCALC Plus App
- Significant Commitment to CPD
- OFSTED “Good” – Highest Rating possible
- Memorandum of Understanding signed with all 5 Universities
- Anti Knife Campaign
- Training children in CPR
- British Heart Foundation Vanguard
- Global Digital Exemplar

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Trust Overview - Progress

- More than 97% of incidents recorded on EPR (2.5 million records since roll out)
- High level of preparedness for eventuality of Marauding Terror Attack (MTA) or other terrorist activity, enhanced equipment on all vehicles
- Financial key metrics achieved
- 80.3% Flu vaccination programme
- Ambitious Health and Wellbeing agenda (1 of only 6 Trusts nationally working with NHS England as an “Exemplar Demonstrator Site”)
- Key areas of focus include musculoskeletal, mental health and physical health, recruitment of 2 x psychotherapist



CQC Rating

Overall
Outstanding

Read overall
summary

Safe	Good ●
Effective	Outstanding ☆
Caring	Outstanding ☆
Responsive	Good ●
Well-led	Good ●

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Vision

Delivering the right patient care, in the right place, at the right time, through a skilled and committed workforce, in partnership with local health economies

Values

- World Class Service
- Patient Centred
- Dignity and Respect for All
- Skilled Workforce
- Teamwork
- Effective Communication

Strategic Objectives

Achieve Quality and Excellence

Accurately assess patient need and direct resources appropriately

Establish market position as an Emergency Healthcare Provider

Work in Partnership

Strategic Priorities

Business as Usual

New Models of Care

Business Opportunities

Prevention

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Operating Plan – Key Messages

Activity

- Average growth 4.5%, plan for 2019/20 3.1%
- Actions to reduced conveyance rate
- Full replacement of attrition
- 15 new emergency ambulances
- Engagement with partner agencies and CFRs
- Regular monitoring of performance and careful roster management
- REAP and Surge management plans
- Advanced plans for significant events

Quality

- Robust Governance arrangements
- Continued focus on maintaining CQC rating of Outstanding
- Integrated approach to learning from adverse incidents, self assessments, inspections and national reviews
- Learning from Deaths Framework; NEWS2; Risk management; Close working with commissioners; CQUIN Schemes; Clinical Audit; Workforce Plan
- Initial review of efficiency and potential risk
- Close working with responsible Director to minimise impact

Workforce Planning

- Robust cross directorate governance arrangements including triangulation across committees
- Based on operational and clinical deployment models and the predicted increases in patient demand
- Commitment to utilising alternative pathways
- University status supports skills enhancement across the six STPs in the region, and now nationally, through the National Academy
- Engagement with Local Workforce Advisory Board

Financial Planning

- Pressures of £4.5m (incremental drift, loss of contribution from training fees, inflation, vehicle fuel costs)
- Additional contribution from Cheshire PTS
- Strong financial position maintained culminating in retaining the highest possible rating in NHSI's Use of Resources Score
- Senior Efficiency Group reviewing Lord Carter's recommendations
- Capital Plan based around investment in IT, estates and fleet including investment in:
- HART base; Further development of electronic patient record; IT programme including green sustainability initiatives; Vehicle replacement



Operating Plan – Key Messages

Sustainability and Transformation Partnerships

- Challenge of meeting requirements of six STPs
- Alignment to CQUIN priority for Non-Conveyance and Global Digital Exemplar Programme (ie. Deployment of Clinical guidelines to Electronic Patient Record)
- National change in alignment of ambulance Trusts to Lead Commissioners’ STP
- Aspirations to develop Integrated Care Systems, focusing more on place based care and collaboration

Due to ongoing re-configurations and consideration of the correct population for each acute hospital, WMAS are supporting through:

- Intelligent conveyance
- No wrong front door – connecting patients to services that are best suited to their needs regardless of their first point of contact.
- Technical infrastructure and expertise – ensuring we maximise impact of our digital and IT platforms.
- Experience of operating at scale and achieving economies of scale
- Knowledge and experience of supporting people closer to home

Membership and Elections

- 2018 election – Trust used online voting, generating a 55% increase in nominations
- Induction training for newly elected governors
- Every meeting incorporates a “Focus on ...” session
- Strengthened role with St John Ambulance with Youth Governor
- Support in development of Membership Strategy
- Encouragement to take part in community engagement and recruitment activities
- Engagement vehicle and mascot
- Progress of Membership Strategy
- Regular skills development



Quality Account 2019/20

Patient Experience

- Increase patient experience feedback through direct liaison with patients whilst in hospital units
- Implement and embed the new Family and Friends Test guidance due for release in April 2019 across the E&U and PTS services
- Further development of Making Every Contact Count

Patient Safety

- Improve the timely completion of serious Incident investigations and completion of any recommendations made from investigations
- Reduce the incidence of drug administration errors
- Reduce the risk of harm to patients during transfer

Clinical Effectiveness

- Improvement of the performance for the National Ambulance Clinical Quality Indicator for SEPSIS
- Improve Maternity Care in the pre-hospital environment
- Improve the safety and clinical appropriateness of the discharge of the patient on scene by ambulance clinicians

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Activity, Demand and Performance



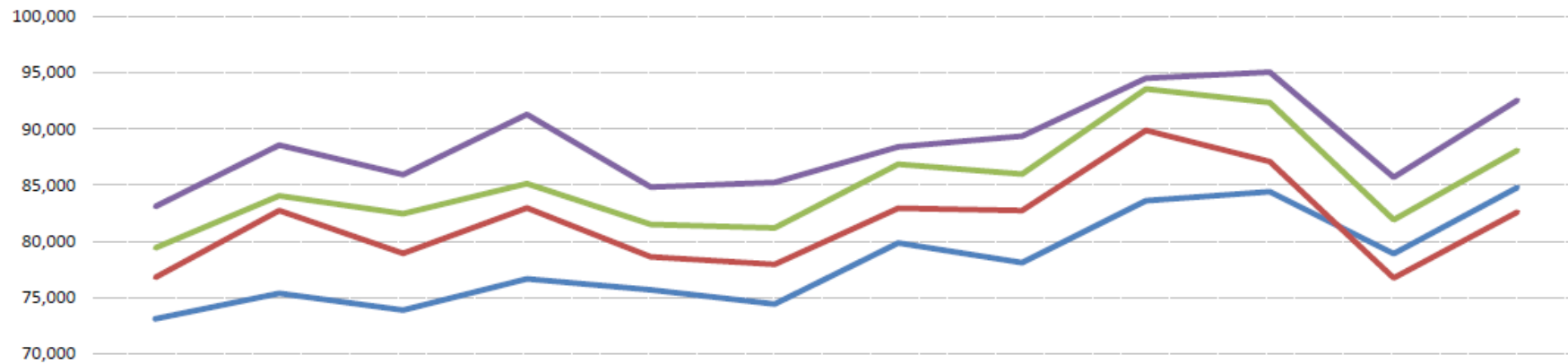
Ambulance Use Per 1,000 Population, Per Year

NHS Stoke on Trent CCG	220	NHS North Staffordshire CCG	179.5
NHS Walsall CCG	210.5	NHS Birmingham and Solihull CCG	177
NHS Wolverhampton CCG	201.7	NHS Telford & Wrekin CCG	170.9
NHS South East Staffs and Seisdon and Peninsular CCG	198.5	NHS Herefordshire CCG	170.7
NHS Cannock Chase CCG	197.3	NHS South Worcestershire CCG	168.5
NHS Sandwell and West Birmingham CCG	195.9	NHS Shropshire CCG	165.5
NHS Stafford and Surrounds CCG	193.2	NHS Wyre Forest CCG	161.8
NHS Warwickshire North CCG	183.6	NHS Coventry and Rugby CCG	158.6
NHS Dudley CCG	181.3	NHS East Staffordshire CCG	153.5
NHS Redditch and Bromsgrove CCG	180.1	NHS South Warwickshire CCG	148.5



Monthly Activity (999 Emergency & GP Referral)

Monthly Activity (999 Emergency & GP Referral)

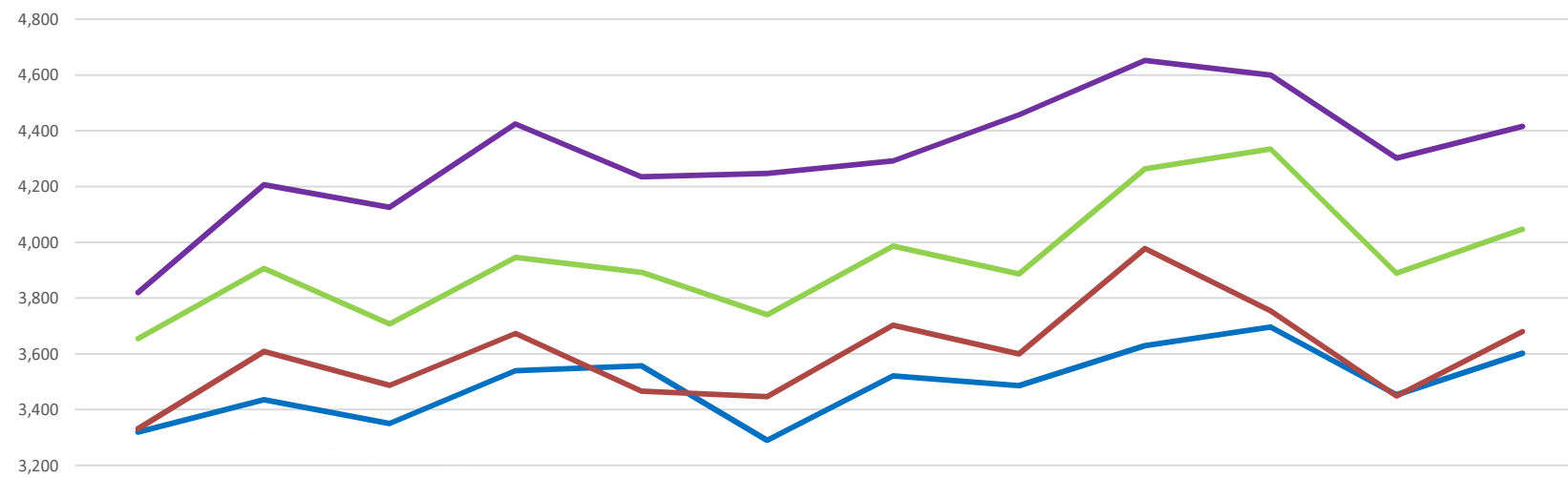


	April	May	June	July	August	September	October	November	December	January	February	March
2015/16	73,129	75,381	73,898	76,674	75,699	74,435	79,876	78,130	83,634	84,445	78,927	84,818
2016/17	76,819	82,762	78,953	82,988	78,632	77,958	82,957	82,763	89,900	87,118	76,749	82,637
2017/18	79,436	84,083	82,471	85,167	81,518	81,207	86,876	85,993	93,576	92,372	81,930	88,127
2018/19	83,127	88,571	85,953	91,323	84,846	85,264	88,431	89,373	94,521	95,060	85,723	92,568

2015/16 2016/17 2017/18 2018/19



Monthly Activity (Shropshire County) Emergency and GP Referral



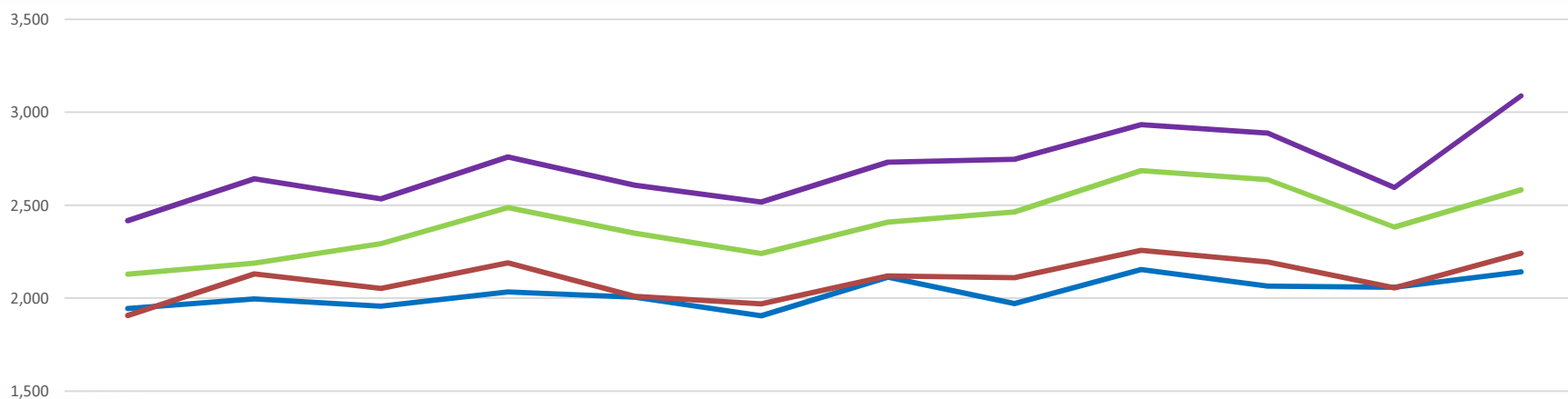
	1	2	3	4	5	6	7	8	9	10	11	12
2015/16	3,319	3,435	3,350	3,539	3,557	3,290	3,521	3,486	3,629	3,696	3,453	3,602
2016/17	3,332	3,608	3,487	3,673	3,466	3,446	3,703	3,599	3,977	3,754	3,449	3,680
2017/18	3,655	3,907	3,707	3,946	3,892	3,739	3,986	3,886	4,263	4,334	3,889	4,047
2018/19	3,820	4,206	4,126	4,425	4,236	4,248	4,292	4,457	4,653	4,600	4,302	4,416

— 2015/16 — 2016/17 — 2017/18 — 2018/19

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Monthly Activity (Telford and Wrekin) Emergency and GP Referral



	1	2	3	4	5	6	7	8	9	10	11	12
2015/16	1,944	1,995	1,957	2,034	2,006	1,905	2,113	1,971	2,154	2,064	2,059	2,141
2016/17	1,906	2,131	2,052	2,190	2,009	1,970	2,120	2,110	2,257	2,194	2,056	2,241
2017/18	2,129	2,188	2,293	2,487	2,350	2,240	2,409	2,464	2,685	2,637	2,382	2,583
2018/19	2,417	2,642	2,534	2,760	2,607	2,516	2,731	2,747	2,934	2,888	2,595	3,089

— 2015/16
 — 2016/17
 — 2017/18
 — 2018/19

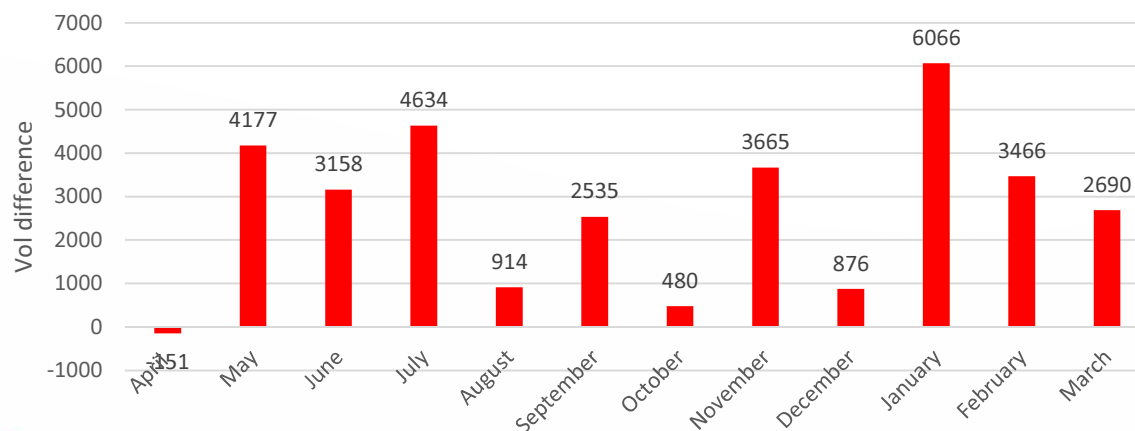
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Comparison of Activity with Contract

- Responded to 1.1m emergency cases in 2018/19
- Responded to 32,510 cases in excess of contract in 2018/19
- Increase of 2.98%

Actual vs Contract Activity (volume difference) by month
2018/19



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Shropshire Performance

		2017-18 (From September)			2018-19		
		Incs	Mean	90th	Incs	Mean	90th
Category 1 (Standard Mean 7 Minutes, 90th Centile 15 minutes)	Shropshire County	1,572	10:40	20:11	2,639	10:44	20:26
	Telford and Wrekin	1,123	7:16	12:11	1,710	6:52	11:12
	WMAS (inc Out Of Area)	40,769	6:55	11:54	64,214	6:48	11:47
Category 2 (Standard Mean 18 Minutes, 90th Centile 40 Minutes)	Shropshire County	11,131	18:09	34:25	22,087	17:54	33:29
	Telford and Wrekin	7,039	12:02	22:32	14,445	11:57	22:12
	WMAS (inc Out Of Area)	262,067	12:46	23:23	497,134	12:13	22:12
Category 3 (Standard 90th Centile 120 Minutes)	Shropshire County	10,028	31:11	67:01	18,353	33:33	71:19
	Telford and Wrekin	6,286	25:46	57:03	11,723	28:06	63:06
	WMAS (inc Out Of Area)	233,741	35:54	82:46	393,358	34:00	76:14
Category 4 (Standard 90th Centile 180 Minutes)	Shropshire County	778	45:45	104:59	1,116	46:01	101:36
	Telford and Wrekin	415	37:12	85:52	561	41:16	97:04
	WMAS (inc Out Of Area)	15,022	56:10	143:54	19,552	50:15	120:23

Performance by postcode is contained within the Information Pack

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Rural Performance Comparison

NHS England have developed a nationally agreed grouping of CCGs that are statistically comparable, based upon numerous measures including geography, demography. Shropshire County has been placed in the same group as the following:

- NHS West Suffolk CCG
- NHS East Riding of Yorkshire CCG
- NHS Herefordshire CCG
- NHS Cumbria CCG
- NHS Northumberland CCG
- NHS South Norfolk CCG
- NHS South Worcestershire CCG
- NHS North Derbyshire CCG
- NHS South Lincolnshire CCG
- NHS Stafford and Surrounds CCG

The following table provide performance comparison between Shropshire County CCG, Stafford and Surrounds CCG, Herefordshire CCG and South Worcestershire CCG.

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West Midlands Ambulance Service

University NHS Foundation Trust

		2017-18 (From September)			2018-19		
		Incs	Mean	90th	Incs	Mean	90th
Category 1 (Standard Mean 7 Minutes, 90th Centile 15 minutes)	Shropshire County	1,572	10:40	20:11	2,639	10:44	20:26
	Herefordshire	1,723	9:26	19:38	1,723	9:26	19:38
	South Worcestershire	2,595	8:35	15:37	2,595	8:35	15:37
	Stafford and Surrounds	1,447	7:22	12:30	1,447	7:22	12:30
	WMAS (inc Out Of Area)	40,769	6:55	11:54	64,214	6:48	11:47
Category 2 (Standard Mean 18 Minutes, 90th Centile 40 Minutes)	Shropshire County	11,131	18:09	34:25	22,087	17:54	33:29
	Herefordshire	13,544	15:32	29:54	13,544	15:32	29:54
	South Worcestershire	22,133	14:08	25:51	22,133	14:08	25:51
	Stafford and Surrounds	12,288	12:15	21:28	12,288	12:15	21:28
	WMAS (inc Out Of Area)	262,067	12:46	23:23	497,134	12:13	22:12
Category 3 (Standard 90th Centile 120 Minutes)	Shropshire County	10,028	31:11	67:01	18,353	33:33	71:19
	Herefordshire	12,012	27:10	59:11	12,012	27:10	59:11
	South Worcestershire	18,554	31:18	68:13	18,554	31:18	68:13
	Stafford and Surrounds	10,913	24:27	51:40	10,913	24:27	51:40
	WMAS (inc Out Of Area)	233,741	35:54	82:46	393,358	34:00	76:14
Category 4 (Standard 90th Centile 180 Minutes)	Shropshire County	778	45:45	104:59	1,116	46:01	101:36
	Herefordshire	601	38:27	85:27	601	38:27	85:27
	South Worcestershire	995	45:49	103:42	995	45:49	103:42
	Stafford and Surrounds	640	37:27	84:48	640	37:27	84:48
	WMAS (inc Out Of Area)	15,022	56:10	143:54	19,552	50:15	120:23

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