

## Report by the East of England Ambulance Service NHS Trust February 2019

### Introduction

This is an update for members to provide information on ambulance demand and response times, along with updates on stroke performance, staff and recruitment and the trends for the three hospitals.

EEAST is commissioned at a regional level, not on an individual CCG level. The ambulance response programme (ARP) standards, introduced in October 2017, cannot be compared to previous standards. These national standards, which will take two years to implement completely, aim to get the right vehicle in the right place at the right time. The Trust has a contract with its commissioners based on a performance trajectory, at a regional level delivered via the independent service review undertaken.

### Ambulance Demand for Norfolk (October 2018 to January 2019)

#### 2017 to 2018

Norfolk & Waveney STP	Calls	Incidents Response
Oct-17	17633	12536
Nov-17	18561	12427
Dec-17	21603	13333
Jan-18	19147	12795

Trust	Calls	Incidents Response
Oct-17	101791	65271
Nov-17	103866	64806
Dec-17	119494	69937
Jan-18	106875	67719

Norfolk % of all Trust count	Calls	Incidents Response
Oct-17	17.32%	19.21%
Nov-17	17.87%	19.18%
Dec-17	18.08%	19.06%
Jan-18	17.92%	18.89%

Norfolk & Waveney STP	111 Calls	111 Responses
Oct-17	3656	2946
Nov-17	3756	2878

#### 2018 to 2019

Norfolk & Waveney STP	Calls	Incidents Response
Oct-18	19231	13095
Nov-18	18666	12750
Dec-18	19953	14203
Jan-19	19962	14139

Trust	Calls	Incidents Response
Oct-18	104285	66316
Nov-18	105721	67165
Dec-18	108961	73009
Jan-19	110196	72830

Norfolk % of all Trust count	Calls	Incidents Response
Oct-18	18.44%	19.75%
Nov-18	17.66%	18.98%
Dec-18	18.31%	19.45%
Jan-19	18.11%	19.41%

Norfolk & Waveney STP	111 Calls	111 Responses
Oct-18	4262	3212
Nov-18	4550	3467

Dec-17	4389	3012
Jan-18	4144	3127

Dec-18	5084	3954
Jan-19	4978	3719

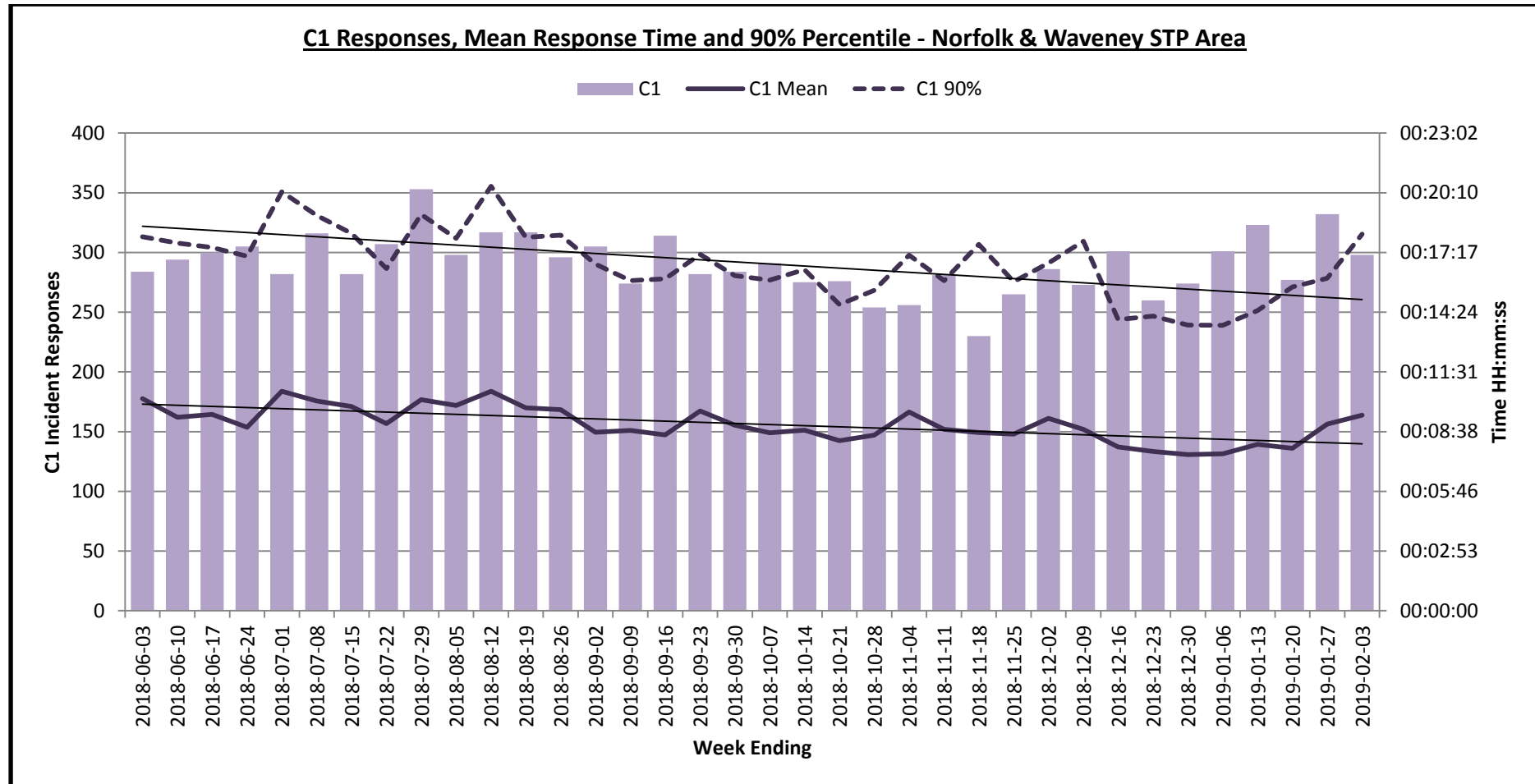
Trust	111 Calls	111 Responses
Oct-17	16248	12775
Nov-17	16893	12750
Dec-17	21048	14844
Jan-18	19807	14788

Trust	111 Calls	111 Responses
Oct-18	18995	14418
Nov-18	21194	16030
Dec-18	23703	18417
Jan-19	22785	17129

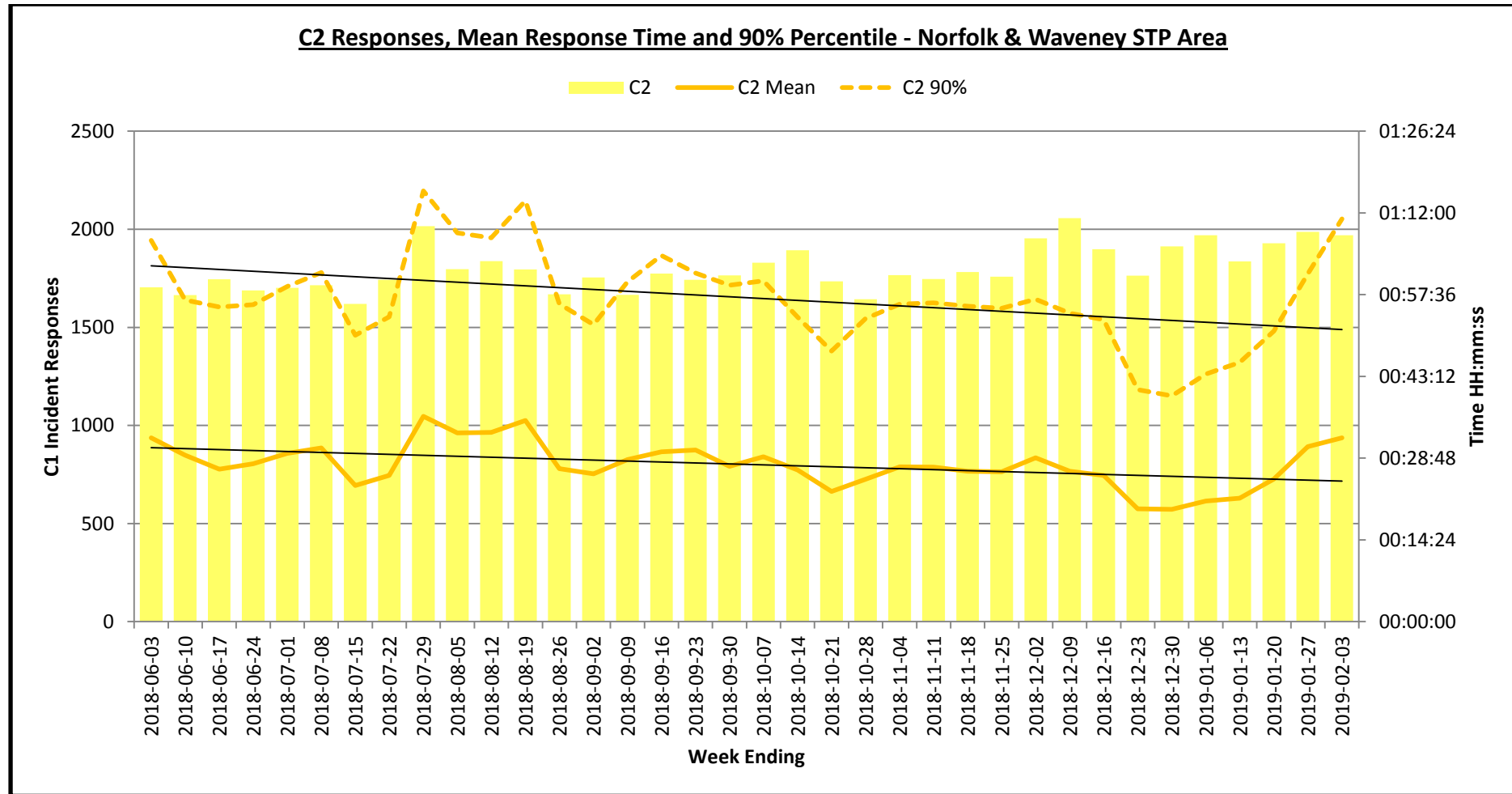
Norfolk % of all Trust count	111 Calls	111 Responses
Oct-17	22.50%	23.06%
Nov-17	22.23%	22.57%
Dec-17	20.85%	20.29%
Jan-18	20.92%	21.15%

Norfolk % of all Trust count	111 Calls	111 Responses
Oct-18	22.44%	22.28%
Nov-18	21.47%	21.63%
Dec-18	21.45%	21.47%
Jan-19	21.85%	21.71%

The graph below shows the number of Category 1 (C1) responses by week from 28<sup>th</sup> May 2018 to 03<sup>rd</sup> February 2019 and the C1 mean response time and C1 90% Percentile for Norfolk & Waveney STP area. On average, there are 291 C1 responses per week in the Norfolk & Waveney STP area. There has been a steady improvement in both C1 mean and C1 90<sup>th</sup> percentile since June 2018 (the lower the better).



The graph below shows the number of C2 responses by week from 28<sup>th</sup> May 2018 to 3<sup>rd</sup> February 2019 and the C2 mean response time and C2 90% Percentile for Norfolk & Waveney STP. On average, there are 1801 C2 responses per week in Norfolk & Waveney STP. There has been a improving trend in both C2 mean and C2 90<sup>th</sup> percentile in March (the lower the better).



### **Great Yarmouth and Waveney CCG Response Times – December 2018 and January 2019 by Week**

<b>Weekending</b>	<b>C1 Mean Average Response Time</b>	<b>C1 90th Percentile</b>	<b>C2 Mean Average Response Time</b>	<b>C2 90th Percentile</b>	<b>C3 Mean Average Response Time</b>	<b>C3 90th Percentile</b>	<b>C4 Mean Average Response Time</b>	<b>C4 90th Percentile</b>
<b>2018-12-02</b>	0:07:35	0:14:12	0:23:18	0:47:32	1:11:25	2:35:28	1:24:40	4:20:16
<b>2018-12-09</b>	0:07:02	0:13:25	0:21:02	0:43:37	1:08:10	2:40:11	1:05:22	2:19:18
<b>2018-12-16</b>	0:06:43	0:12:19	0:21:47	0:48:58	1:07:01	2:34:31	0:48:52	2:35:57
<b>2018-12-23</b>	0:06:08	0:11:19	0:18:25	0:39:41	0:42:53	1:59:26	0:45:49	1:49:44
<b>2018-12-30</b>	0:05:53	0:09:05	0:16:15	0:32:44	0:44:25	2:00:16	0:55:43	2:07:31
<b>2019-01-06</b>	0:06:37	0:11:26	0:18:15	0:38:44	0:40:30	1:36:33	0:47:53	2:37:39
<b>2019-01-13</b>	0:06:20	0:11:01	0:19:07	0:42:13	0:55:43	2:23:04	0:55:17	2:12:42
<b>2019-01-20</b>	0:06:36	0:11:13	0:24:01	0:54:36	1:31:04	4:21:30	1:33:42	6:16:52
<b>2019-01-27</b>	0:06:59	0:12:35	0:26:13	0:56:34	1:23:45	3:49:08	1:42:18	5:21:46

### **North Norfolk CCG Response Times – December 2018 and January 2019 by Week**

<b>Weekending</b>	<b>C1 Mean Average Response Time</b>	<b>C1 90th Percentile</b>	<b>C2 Mean Average Response Time</b>	<b>C2 90th Percentile</b>	<b>C3 Mean Average Response Time</b>	<b>C3 90th Percentile</b>	<b>C4 Mean Average Response Time</b>	<b>C4 90th Percentile</b>
<b>2018-12-02</b>	0:11:06	0:19:23	0:37:01	1:03:59	2:12:30	5:25:29	2:00:43	4:35:01
<b>2018-12-09</b>	0:11:41	0:21:40	0:33:28	1:02:55	1:43:58	3:37:58	1:10:26	2:26:33
<b>2018-12-16</b>	0:10:02	0:19:34	0:32:04	1:02:37	1:30:29	3:31:14	1:35:12	3:15:45
<b>2018-12-23</b>	0:08:54	0:20:36	0:24:29	0:46:06	0:56:20	2:00:04	1:00:00	2:15:50
<b>2018-12-30</b>	0:09:56	0:15:31	0:25:02	0:47:17	0:54:43	1:58:58	0:56:40	2:57:36
<b>2019-01-06</b>	0:10:14	0:16:58	0:27:57	0:54:18	1:05:25	2:30:12	1:27:34	3:44:33
<b>2019-01-13</b>	0:10:44	0:17:29	0:27:31	0:52:55	1:07:05	2:51:17	1:03:45	2:47:10
<b>2019-01-20</b>	0:12:03	0:23:38	0:31:47	0:59:22	1:11:28	2:20:21	0:23:16	0:53:28
<b>2019-01-27</b>	0:11:48	0:16:54	0:38:46	1:06:27	2:14:04	5:12:34	1:41:12	5:57:57

### **Norwich CCG Response Times – December 2018 and January 2019 by Week**

<b>Weekending</b>	<b>C1 Mean Average Response Time</b>	<b>C1 90th Percentile</b>	<b>C2 Mean Average Response Time</b>	<b>C2 90th Percentile</b>	<b>C3 Mean Average Response Time</b>	<b>C3 90th Percentile</b>	<b>C4 Mean Average Response Time</b>	<b>C4 90th Percentile</b>
<b>2018-12-02</b>	0:06:34	0:10:19	0:24:18	0:54:09	1:45:55	4:49:52	2:25:19	5:21:24
<b>2018-12-09</b>	0:06:13	0:11:54	0:22:51	0:51:19	1:39:09	4:09:31	1:58:24	6:26:35
<b>2018-12-16</b>	0:06:11	0:09:49	0:22:08	0:50:43	1:16:36	3:36:01	1:27:04	5:06:58
<b>2018-12-23</b>	0:05:29	0:08:12	0:15:45	0:34:16	0:42:25	1:42:47	0:31:05	1:23:31
<b>2018-12-30</b>	0:05:00	0:08:27	0:17:56	0:40:29	0:48:16	2:07:26	0:56:26	2:19:46
<b>2019-01-06</b>	0:05:02	0:08:00	0:18:22	0:40:36	1:09:04	3:20:15	2:07:17	6:31:41
<b>2019-01-13</b>	0:05:31	0:08:07	0:17:13	0:37:35	0:57:15	2:24:06	1:13:45	3:34:15
<b>2019-01-20</b>	0:05:43	0:09:06	0:20:14	0:41:45	1:23:08	3:23:48	1:23:28	2:57:15
<b>2019-01-27</b>	0:05:49	0:08:45	0:23:10	0:50:54	1:57:43	4:34:00	1:47:24	5:59:47

### **South Norfolk CCG Response Times – December 2018 and January 2019 by Week**

<b>Weekending</b>	<b>C1 Mean Average Response Time</b>	<b>C1 90th Percentile</b>	<b>C2 Mean Average Response Time</b>	<b>C2 90th Percentile</b>	<b>C3 Mean Average Response Time</b>	<b>C3 90th Percentile</b>	<b>C4 Mean Average Response Time</b>	<b>C4 90th Percentile</b>
<b>2018-12-02</b>	0:11:50	0:18:52	0:32:14	1:00:29	1:53:49	4:46:17	1:56:54	3:38:00
<b>2018-12-09</b>	0:11:24	0:20:50	0:28:13	0:53:11	1:26:54	3:12:10	1:54:07	5:03:31
<b>2018-12-16</b>	0:09:20	0:16:18	0:28:31	0:55:21	1:27:31	2:55:06	1:02:18	2:21:43
<b>2018-12-23</b>	0:09:46	0:16:31	0:20:18	0:37:31	0:45:11	1:43:36	0:41:43	1:43:54
<b>2018-12-30</b>	0:10:05	0:17:14	0:20:06	0:35:20	0:48:53	1:45:17	1:22:25	3:40:01
<b>2019-01-06</b>	0:09:08	0:14:59	0:23:09	0:42:12	1:01:40	2:25:41	1:04:53	3:05:07
<b>2019-01-13</b>	0:09:18	0:16:29	0:23:12	0:40:15	1:07:46	2:40:15	1:09:47	2:46:12
<b>2019-01-20</b>	0:08:29	0:16:22	0:27:26	0:51:19	1:07:12	2:39:51	0:48:14	1:50:45
<b>2019-01-27</b>	0:12:24	0:19:16	0:32:38	1:00:15	1:54:27	4:35:16	2:02:23	3:21:24

**West Norfolk CCG Response Times – December 2018 and January 2019 by Week**

<b>Weekending</b>	<b>C1 Mean Average Response Time</b>	<b>C1 90th Percentile</b>	<b>C2 Mean Average Response Time</b>	<b>C2 90th Percentile</b>	<b>C3 Mean Average Response Time</b>	<b>C3 90th Percentile</b>	<b>C4 Mean Average Response Time</b>	<b>C4 90th Percentile</b>
<b>2018-12-02</b>	0:10:56	0:18:51	0:30:10	0:58:20	2:09:21	6:15:46	1:59:12	5:57:20
<b>2018-12-09</b>	0:09:47	0:20:05	0:30:04	1:02:45	1:51:22	4:32:50	2:23:47	8:22:54
<b>2018-12-16</b>	0:08:48	0:15:43	0:26:43	0:52:19	1:13:35	2:36:28	1:52:44	4:36:10
<b>2018-12-23</b>	0:08:59	0:19:09	0:22:21	0:46:13	0:43:05	1:37:52	0:33:33	1:14:17
<b>2018-12-30</b>	0:09:22	0:16:13	0:21:37	0:45:32	0:55:47	2:05:49	1:03:12	3:02:00
<b>2019-01-06</b>	0:08:13	0:14:41	0:21:25	0:43:34	0:52:55	1:57:05	1:10:53	2:13:18
<b>2019-01-13</b>	0:09:13	0:16:54	0:24:10	0:49:29	1:11:57	2:49:06	1:03:51	2:13:33
<b>2019-01-20</b>	0:09:41	0:17:15	0:24:11	0:48:21	0:52:06	1:49:15	0:54:38	1:33:39
<b>2019-01-27</b>	0:09:53	0:18:02	0:36:38	1:16:07	1:58:04	4:24:27	1:05:59	2:48:01

## **Stroke Performance**

EEAST is measured against two stroke targets. One is around the level of care given by ambulance clinicians (called the stroke bundle). From April this year EEAST will be measured against the proportion of patients that receive appropriate treatment, according to the latest guidance. These outcomes are thrombolysis or first CT scan within 180 minutes of making a 999 call, with an expectation that 90% of patients will have these standards met by 2022.

The stroke care bundle target measures if EEAST delivered the right clinical care to each patient. As can be seen from table below, EEAST across Norfolk and Waveney has excellent care bundle results. The target is 95% achievement of the stroke care bundle.

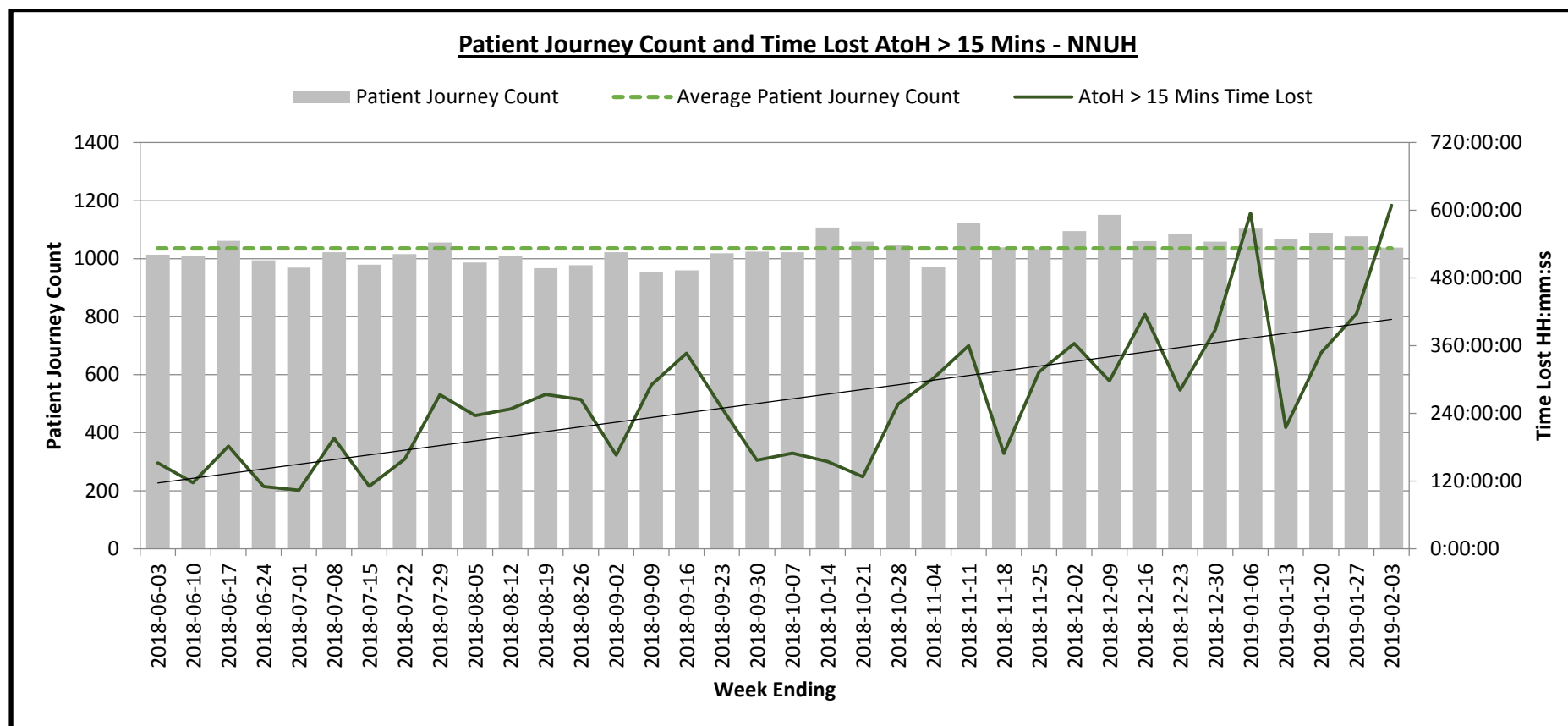
### *Stroke care bundle results in Norfolk and Waveney STP Area*

<b>CCG</b>	<b>November 2018</b>
<b>West Norfolk &amp; Waveney</b>	100%
<b>East Norfolk</b>	100%
<b>Norfolk &amp; Waveney STP</b>	100%

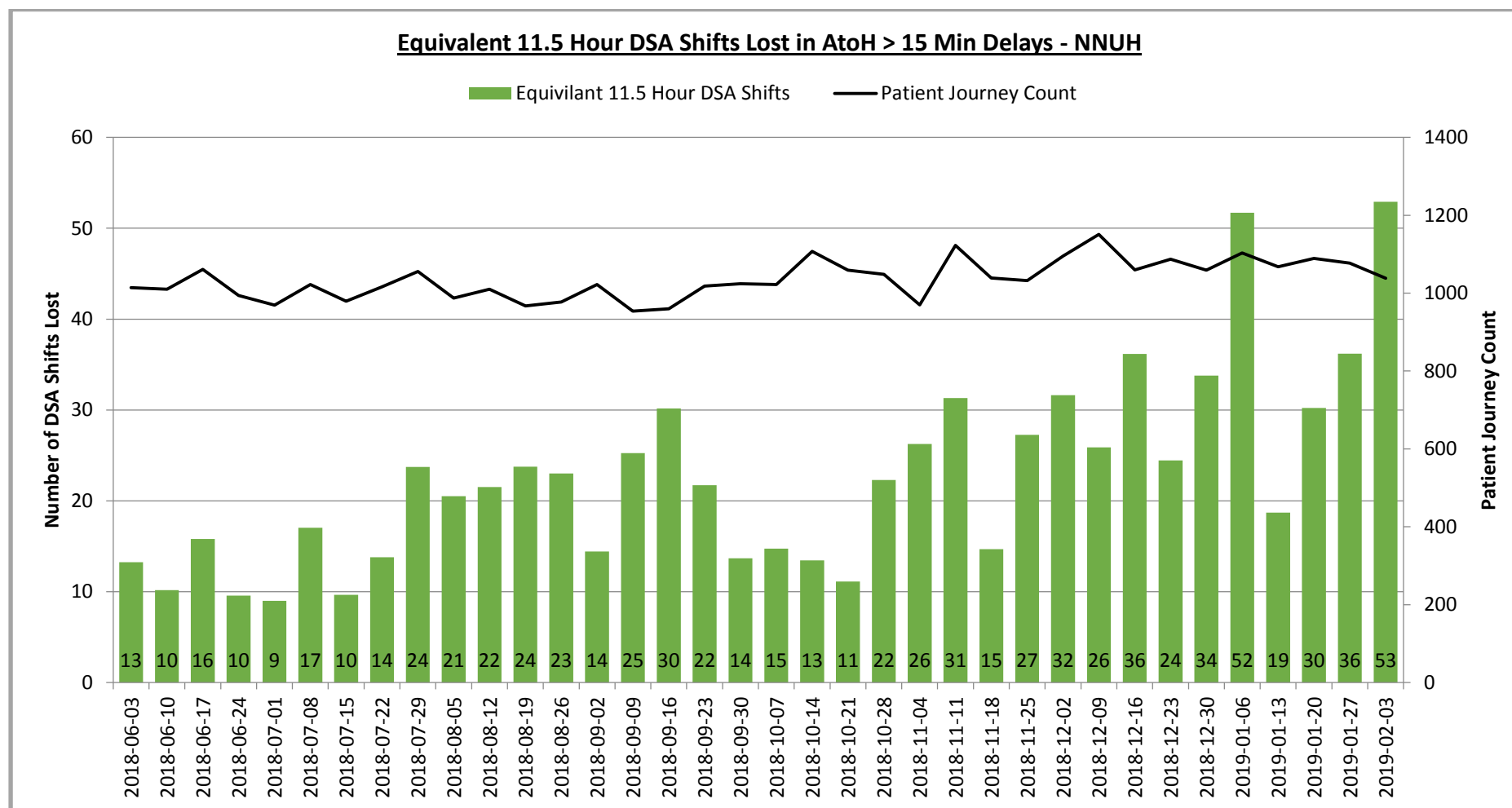
As you can see, the standard of care provided by paramedic and technician crews across Norfolk & Waveney remains excellent, as it has done for the past year.



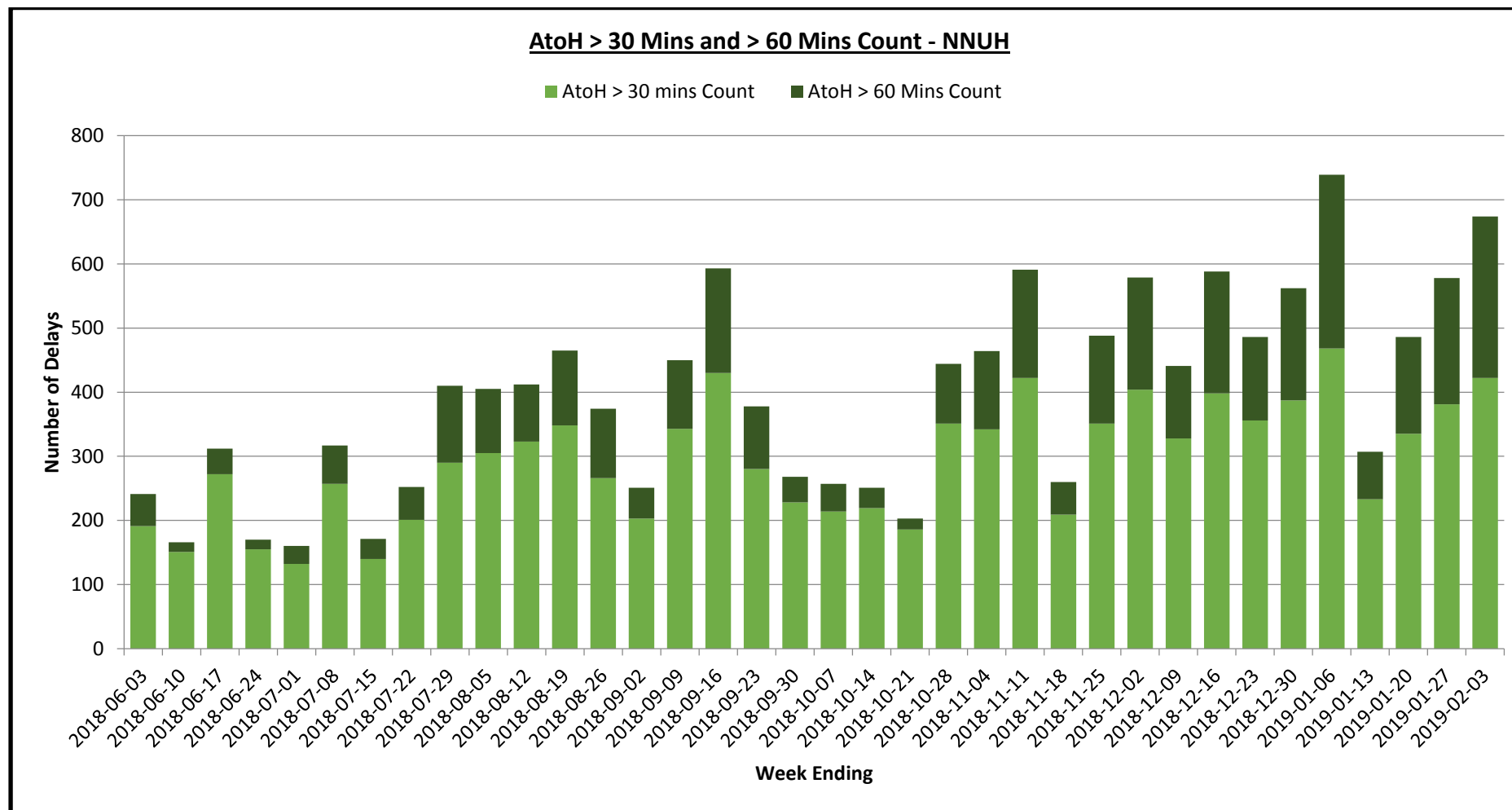
This graph shows the patient journey count into NNUH by week from 28.05.2018 to 03.02.2019. The average patient journey count was 1035 per week and this was exceeded in 17 weeks. Arrival to Handover (AtoH) > 15 mins time lost peaked at 608 hours WE 03.02.2019 and on average, 261 hours were lost a week over the 36 week review period.



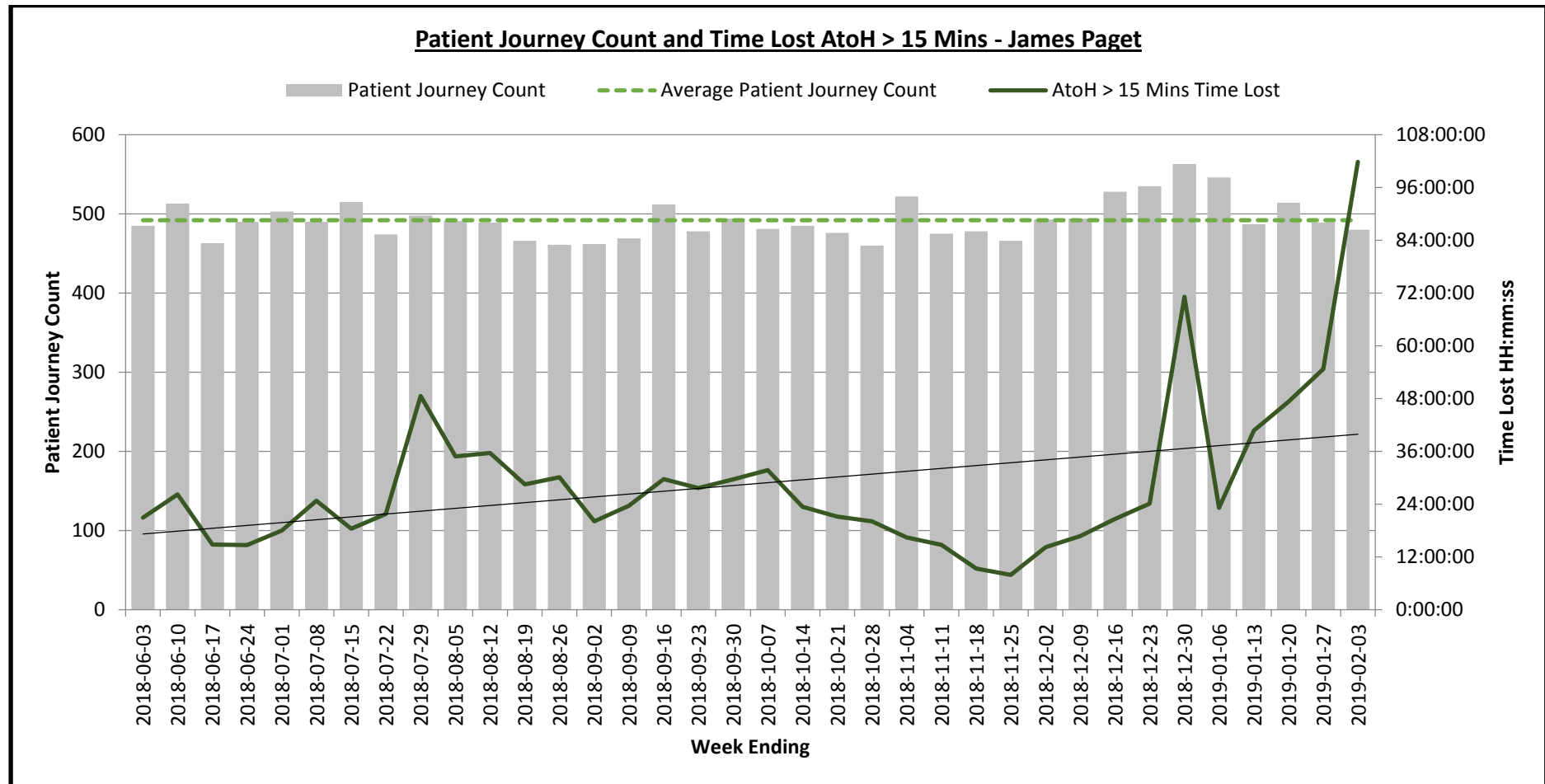
This graph shows equivalent number of 11.5 hour DSA shifts lost in AtoH > 15 min delays at the NNUH from 28.05.18 to 03.02.19. On average, 23 shifts were lost per week due to AtoH delays however; as many as 53 shifts were lost in one week (WE 03.02.2019).



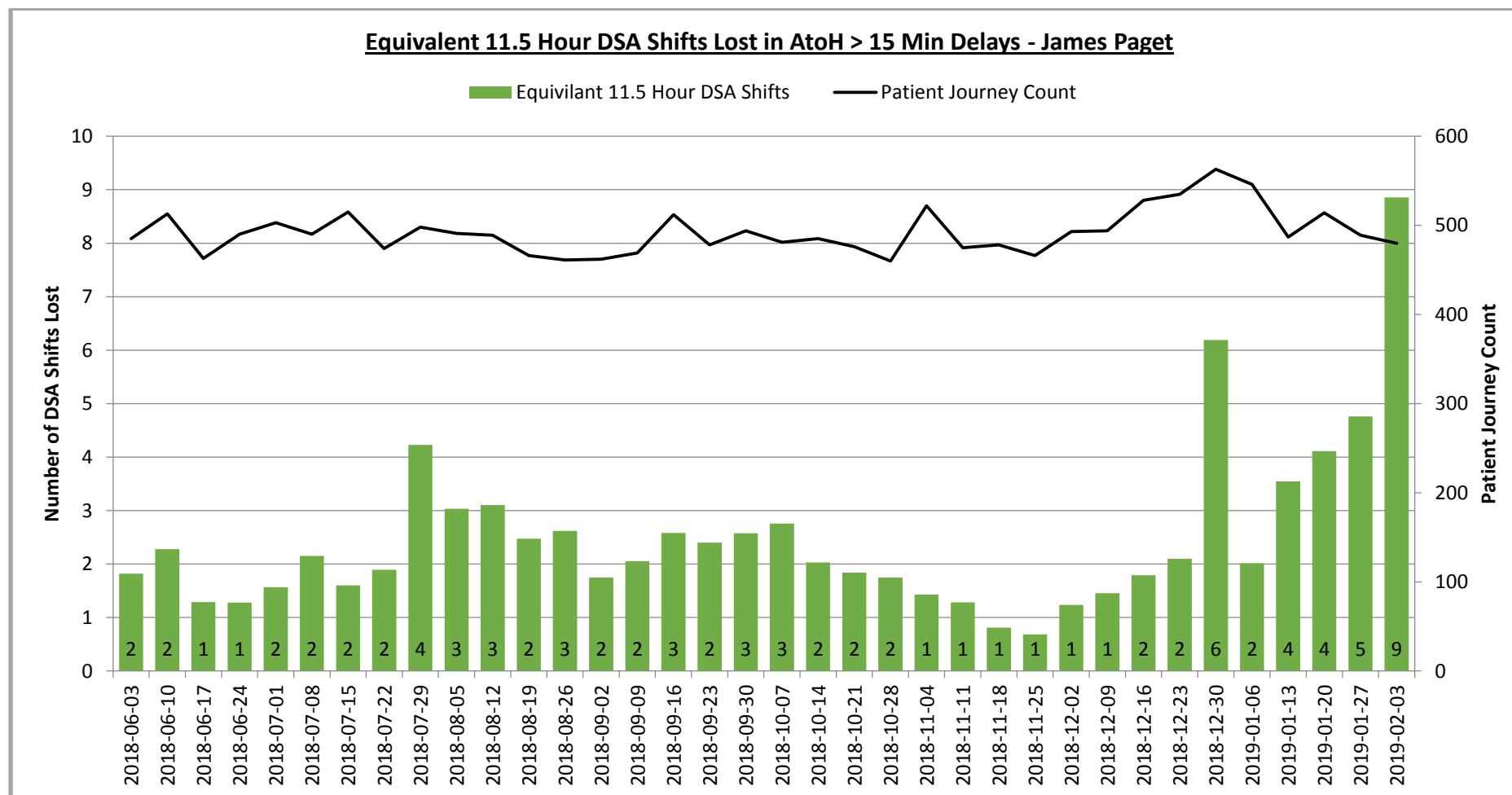
This graph shows the number of occasions where AtoH was > 30 mins and AtoH was greater than 60 mins. There were 10521 AtoH delays > 30 mins from 28.05.2018 to 03.02.2019 (28% of all patient journeys) and 3672 AtoH delays > 60 mins in the same time frame (10% of all patient journeys).



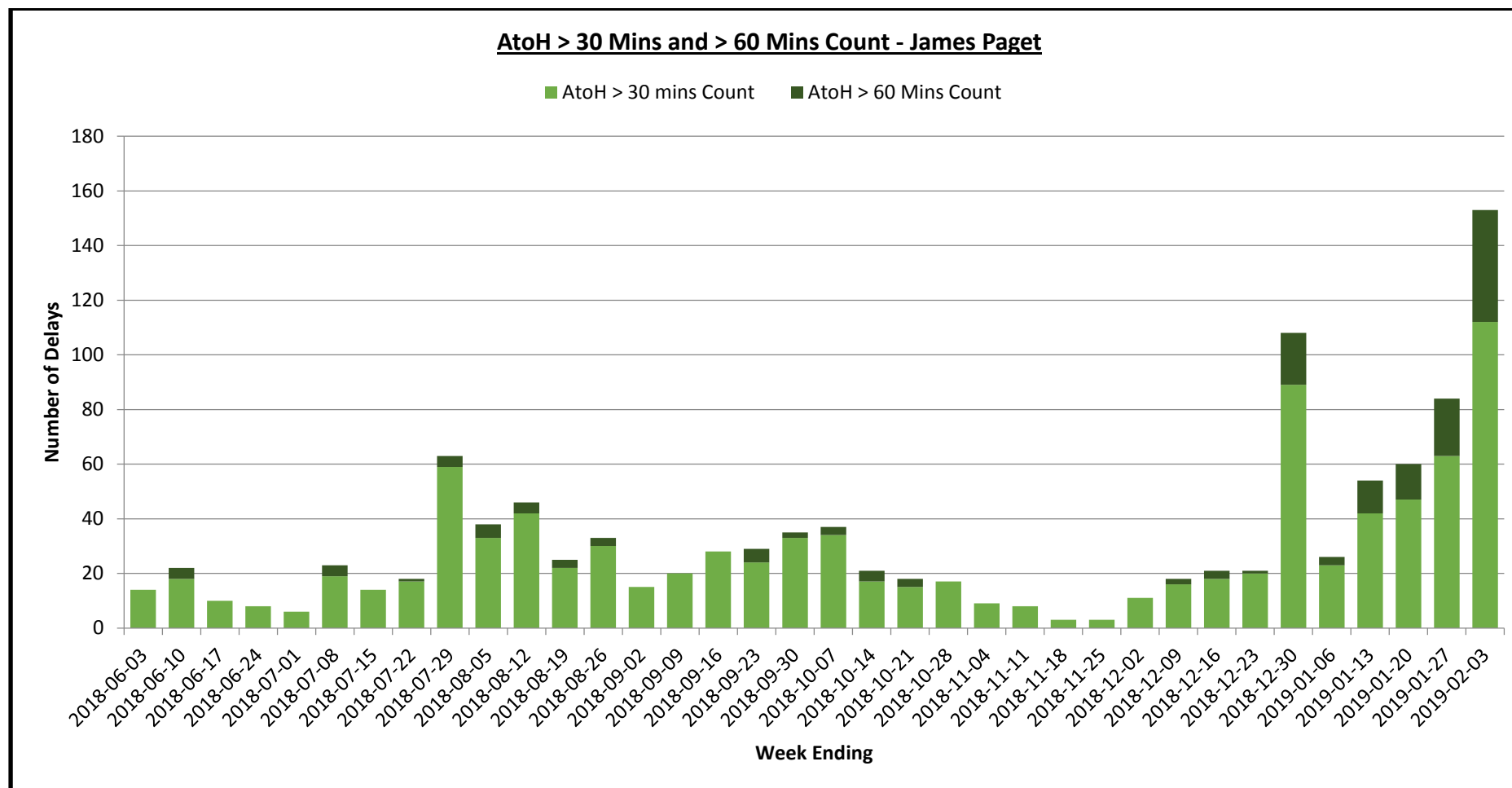
This graph shows the patient journey count into James Paget by week from 28.05.2018 to 03.02.2019. The average patient journey count was 492 and this was exceeded in 14 weeks. AtoH > 15 mins time lost peaked at 101 hours WE 03.02.2018 and on average, 28 hours were lost a week over the 36-week review period.



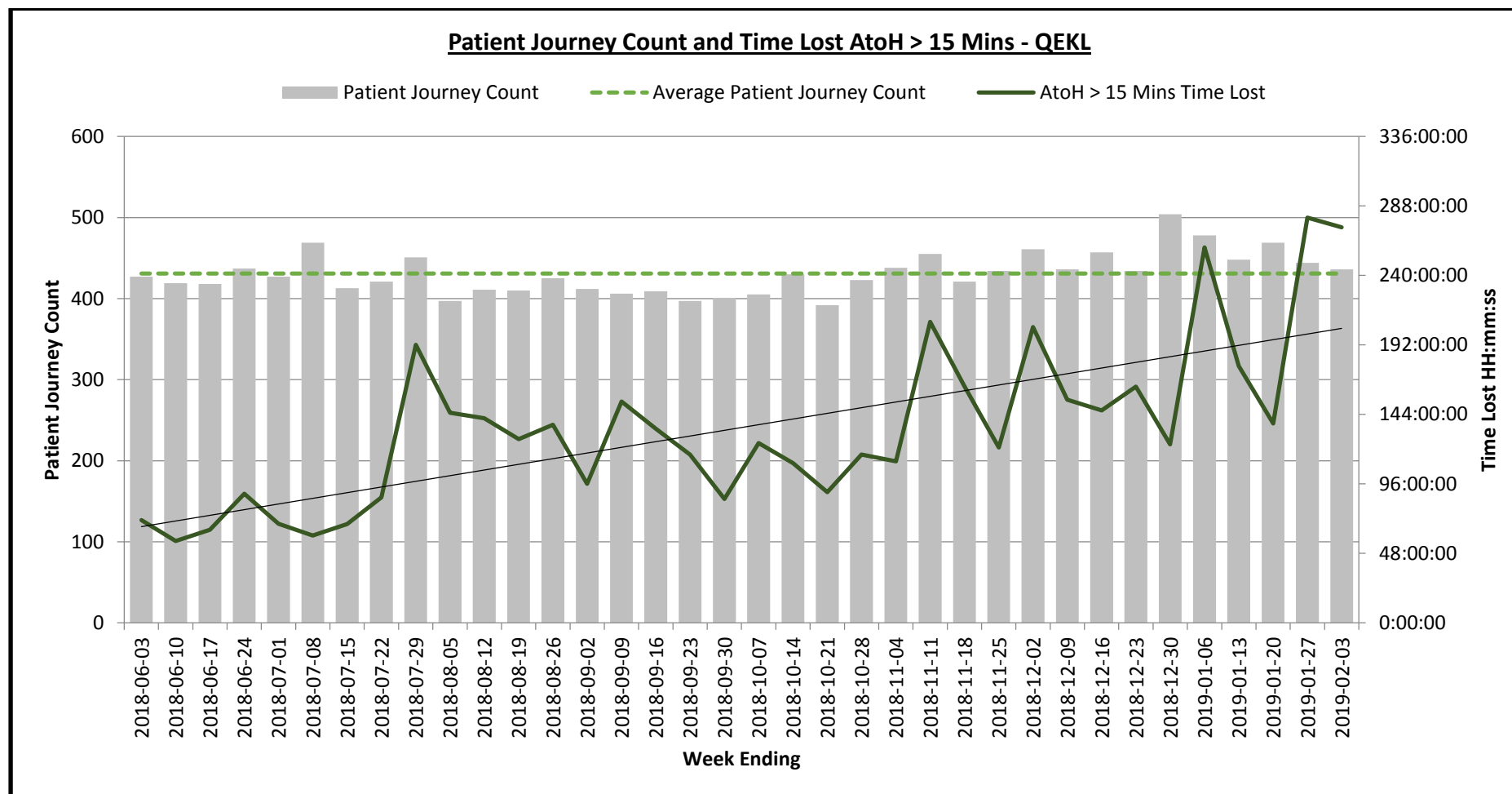
This graph shows equivalent number of 11.5 hour DSA shifts lost in AtoH > 15 min delays at James Paget from 28.05.18 to 03.02.19. On average, 2 shifts were lost per week due to AtoH delays however; as many as 9 shifts were lost in one week (WE 03.02.2019).



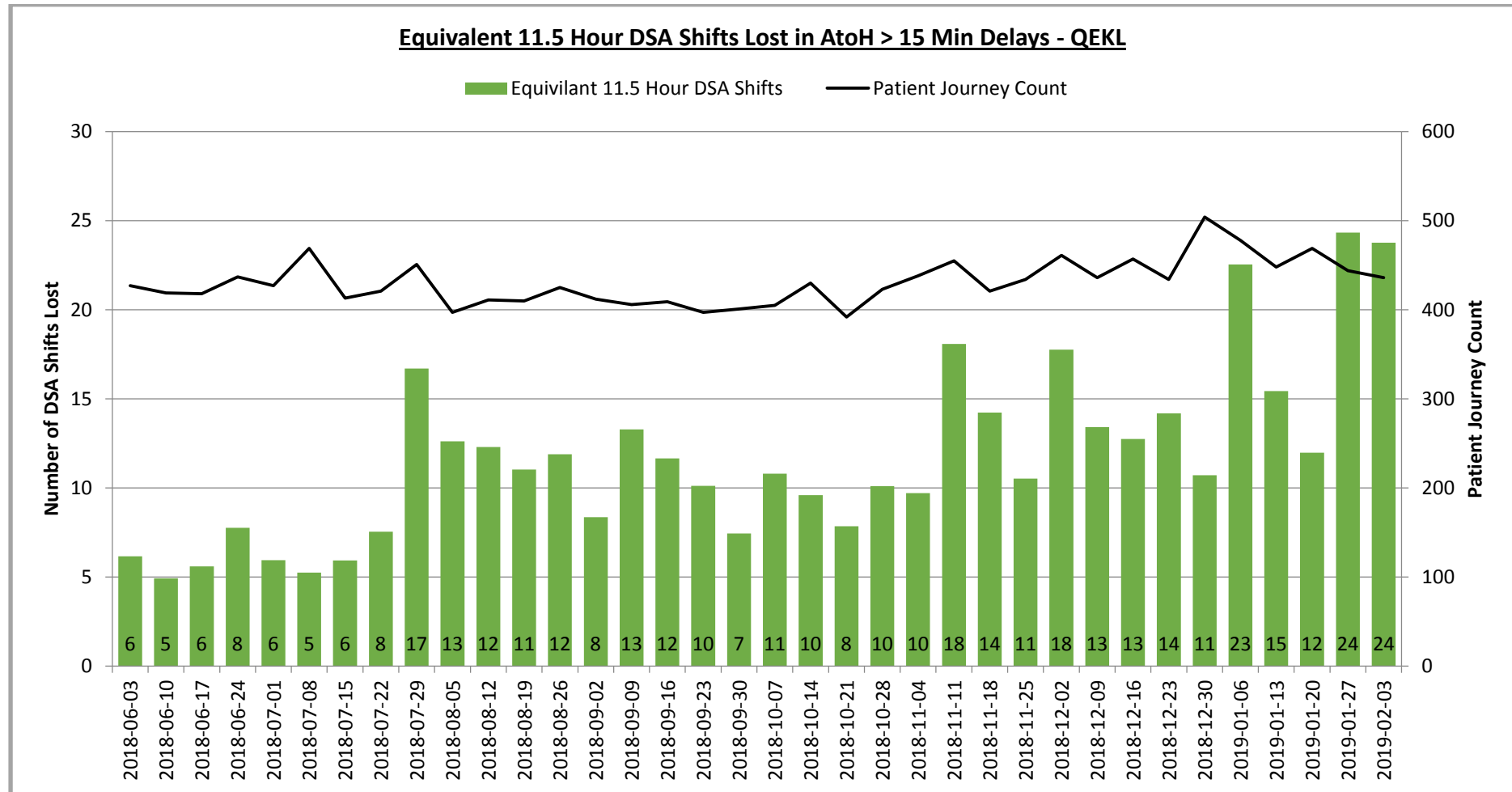
This graph shows the number of occasions where AtoH was > 30 mins and AtoH was greater than 60 mins. There were 959 AtoH delays > 30 mins from 28.05.2018 to 03.02.2019 (5.4% of all patient journeys) and 160 AtoH delays > 60 mins in the same time frame (0.9% of all patient journeys).



This graph shows the patient journey count into Queen Elizabeth King's Lynn (QEKL) by week from 28.05.2018 to 03.02.2019. The average patient journey count was 431 and this was exceeded in 16 weeks. AtoH > 15 mins time lost peaked at 279 hours WE 27.01.2019 and on average, 135 hours were lost a week over the 36 week review period.

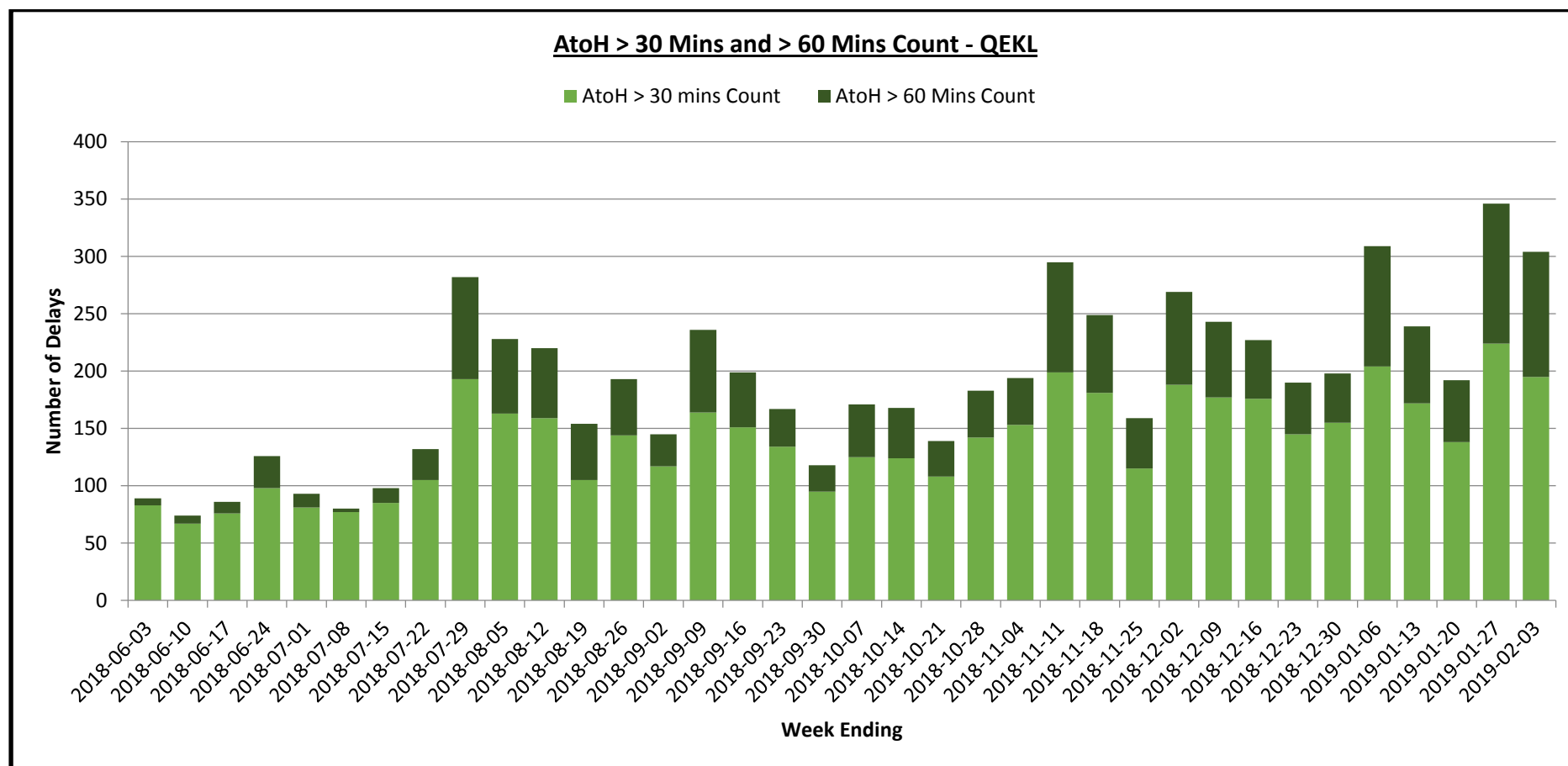


This graph shows equivalent number of 11.5 hour DSA shifts lost in AtoH > 15 min delays at QEKL from 28.05.18 to 03.02.19. On average, 12 shifts were lost per week due to AtoH delays however, as many as 24 shifts were lost in one week (WE 27.01.2019).





This graph shows the number of occasions where AtoH was > 30 mins and AtoH was greater than 60 mins. There were 5018 AtoH delays > 30 mins from 28.05.2018 to 03.02.2019 (32% of all patient journeys) and 1777 AtoH delays > 60 mins in the same time frame (11.5% of all patient journeys)



## **Staff Recruitment Plan**

At the beginning of this financial year (2018/19) the Ambulance Commissioning Consortium of 19 CCGs across the eastern region agreed to an uplift in funding to recruit a further 330 staff over three years. This will see the Trust recruit and train a further 1300 plus people to cover turnover and this growth along with addressing current vacancies.

Specifically for Norfolk & Waveney, this will increase our number to 700 wte staff from the previous establishment figure of 618 wte. The current establishment is 634 wte, leaving 66 vacancies.

The Trust is pleased to update that a total of 49 new starters will join EEAST in Norfolk & Waveney between now and June 2019. The majority of these new staff will be student Paramedics or Emergency Medical Technicians.

This is tempered however by the number of staff that has left the locality during 2018-19. To date a total of 49.7 wte have left the trust from Norfolk & Waveney. This is a combination of staff retiring (9) or leaving for other roles across the local health system.

The Trust recognises that this remains challenging and is delivering a range of activities to address this including:

- Setting up of a dedicated local recruitment team that is able to target local colleges, educational establishments and programmes, and recruitment events.
- Focussed graduate recruitment campaigns
- Continuing to engage with armed forces service leavers (this is through the NHS Step-into-Health programme) to look at EEAST as an alternative career option
- New marketing materials and recruitment campaigns to raise awareness of careers in the Trust and benefits of working for EEAST
- Targeted recruitment campaigns utilising, Bus stops, Bus backs and radio advertising
- Social media recruitment strategy
- Taster days and engagement sessions
- Use of on-line job boards in addition to NHS jobs
- Building capacity in recruitment team
- Recruitment improvement project and safer and resilient recruitment initiatives
- Outsourcing of some volume recruitment
- Purchase of private training provision to frontload 3-year workforce plan
- Working with HEE to agree funding to support 3-year workforce plan including liaison with Higher Education Institutes
- Investment in the Trusts training and education infrastructure
- Developing and promoting apprenticeships for transition to new clinical career pathway
- Developing advanced and specialist routes to improve recruitment and retention

Sickness absence remains a challenge across the Trust, as it does within the wider NHS, but has robust policies and procedures to support staff in returning to work where possible.

Current sickness ranges between 6-8% across the area.

## **Mental Health Pathways**

EEAST continues to work with commissioners and provider partners to seek the safest and most appropriate and efficient transport option for mental health patients. EEAST also continues to engage with senior partners within Norfolk County Council, Norfolk Constabulary, NSFT to review and identify gaps in the transport pathway for mental health patients.

Transport for Mental health patients is often a cause for concern, but does not always fit within the EEAST contract. This is dependent upon the type of transport required and the presenting condition of the patient. Commissioners, NSFT & EEAST have been working to identify the most appropriate escalation process to prevent delays in transport for higher acuity patients.

EEAST has few primary pathways available that prevent some patients from being conveyed to the emergency departments. Whilst some progress has been made in recent weeks with Norwich-based services, this is not available throughout the rest of the county. As a result, patients are often conveyed to ED for mental health assessments. This is not necessarily the most appropriate location, but sometimes, especially out of normal working hours, support services are not available for their presenting need. Patients with a medical need will usually be conveyed in order to address their need first before any mental health assessment.

## **Developments during winter 2018-19**

Following the very difficult winter period of 2017-18 where Trust and our patients' experienced significant delays in the community EEAST changed a number of internal processes and resource planning. This included a revised annual leave policy covering the festive period and an increased planning period i.e. long range planning with a 12 week 'look-ahead'. This was an action from the risk summit of January 2017.

The Trust also incentivised overtime across key dates within the festive period to maximise patient facing staff hours.

As a result of the actions above, the 2018-19 festive period both performance and patient outcomes was significantly better than 2017-18.

EEAST has also continued additional schemes throughout the current financial year, and supported the wider health economy. These schemes and support are as follows;

- Early Intervention Vehicle in Great Yarmouth & Waveney

- Early Intervention Vehicle across the Central Norfolk system
- Specialist paramedic schemes across Norfolk
- Urgent Care Desk (aimed at dispatching Specialist Paramedics and ECP's to appropriate calls for their skillset)
- Released a Senior Operational manager to work within the Norfolk & Waveney STP Winter Room (based at the NNUH)
- Released an Operational Manager to support process improvements at QEH(KL)
- Facilitated system-wide workshops to identify and support ambulance handover challenges at our hospitals.