



West Midlands Ambulance Service
NHS Foundation Trust



Health Overview and Scrutiny Committee

March 2018



Anthony Marsh

Trust Overview

Trust us to care.



Firmographics

- Established in July 2006 merging with Staffordshire in October 2007
- Over 532,000 emergency patient journeys annually
- 5.6 million population (around 10.5 per cent of the English population)
- Over 5,000 square miles, 80% rural
- 4,000 999 calls per day
- Circa £250 million budget
- Circa 1,000 vehicles
- 5,000 Staff and 800 Volunteers
- 4 Air Ambulance Helicopters



Trust us to care.

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

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

Values

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



Trust Overview - Progress

- No Vacancies, including Paramedic (nationally there are 2,500 Paramedic vacancies)
- Over 98% of all front-line ambulances have a Paramedic on board (highest skill mix in the country)
- Newest fleet in the country, no vehicles more than 5 years old
- Only Ambulance Trust with Outstanding CQC rating
- Only Outstanding Ambulance Trust in segmentation 1 of the SOF
- Zero spend on agency staff and Private and Voluntary Ambulance Services
- Low Bank Staff use (<1%)
- ARP -achievement of all new targets
- Awarded Ambulance Service of the year



Trust us to care.



Trust Overview - Progress

- Lowest level of staff sickness in the country (<4%)
- Over 300 more Student Paramedics have commenced training this year
- Highest achievement of PDR completion and mandatory refresher training 99% complete
- 2017/18 Operational Training completed by the winter
- Activity continues above contract
- High non-conveyance rate (45%)
- 100% roll-out of the electronic patient record (EPR)



Trust us to care.



Trust Overview - Progress

- Over 95% of all incidents recorded on the EPR
- Very high performing in terms of response times – highest performing ambulance service in the country on all measures
- High level of preparedness for the eventuality of a Marauding Terror Firearms Attack (MTFA) or other terrorist activity, enhanced equipment on all vehicles including CBRN
- Financial Key Metrics (EBITDA, CIPs, Capital, Cash) on target to achieve
- Achieved the mandated flu target and currently at 77.7%
- 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.



Trust Plans - progress for 2017/18

- Recruitment and training plan on track for 2017/18
- Winter plan completed by Sept and shared, festive plan completed by Oct
- New Equality, Diversity and Inclusion Strategy approved by the Board
- Lord Carter efficiency review work programme in place and ready to be updated in line with national guidance
- NHSI Ambulance Improvement Programme
- JESIP Update training in place
- Terrorist mass casualty exercises



Winter preparations

- Winter plan completed by Sept and festive plan completed by Oct 
- Planning of operational resources and hours complete by Nov 
- Strategic senior officer roster working 12 hour shifts 7 days a week
1 Nov to 1 April with physical presence on site 
- Additional +28 vehicles new fleet procured and ready for the winter 
- Additional HALOs planned 
- Additional 999 call takers recruited and trained 
- All approved by the Board of Directors and Council of Governors 

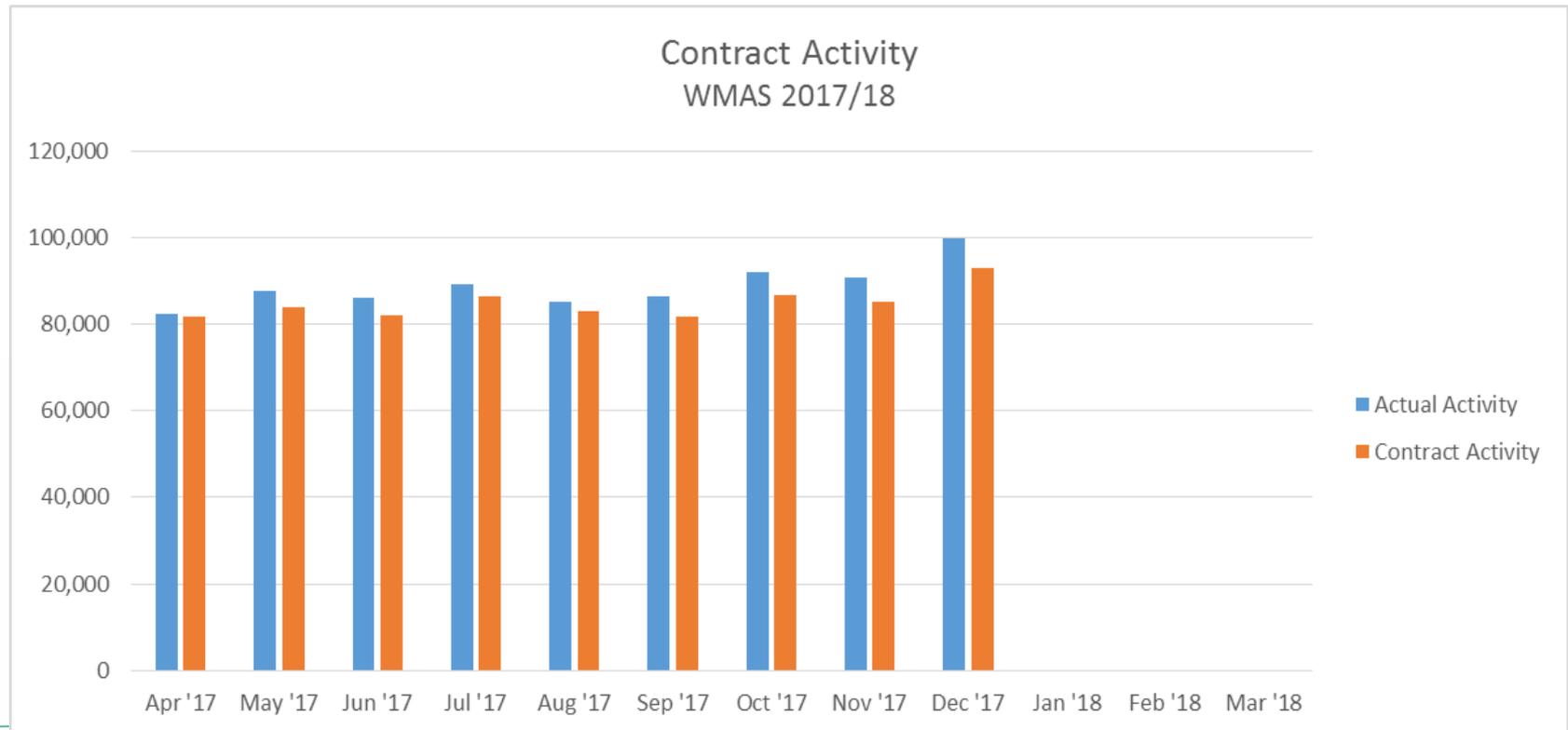


Winter

- Demand growth +7.32% above Dec, +10% above Jan
- Operational performance standards all achieved
- Additional 50,000 operational hours of resource in Jan and Dec
- Paramedic on 95% of all Ambulance Shifts
- Whole system support e.g. 50 Discharge crews, 20 Urgent admission crews, additional HALOs, SOC, etc
 - 50 Discharge crews collecting 85% in less than 2 hours
- Across the festive period Trust performance remained stable and the best in the country, achieving all targets

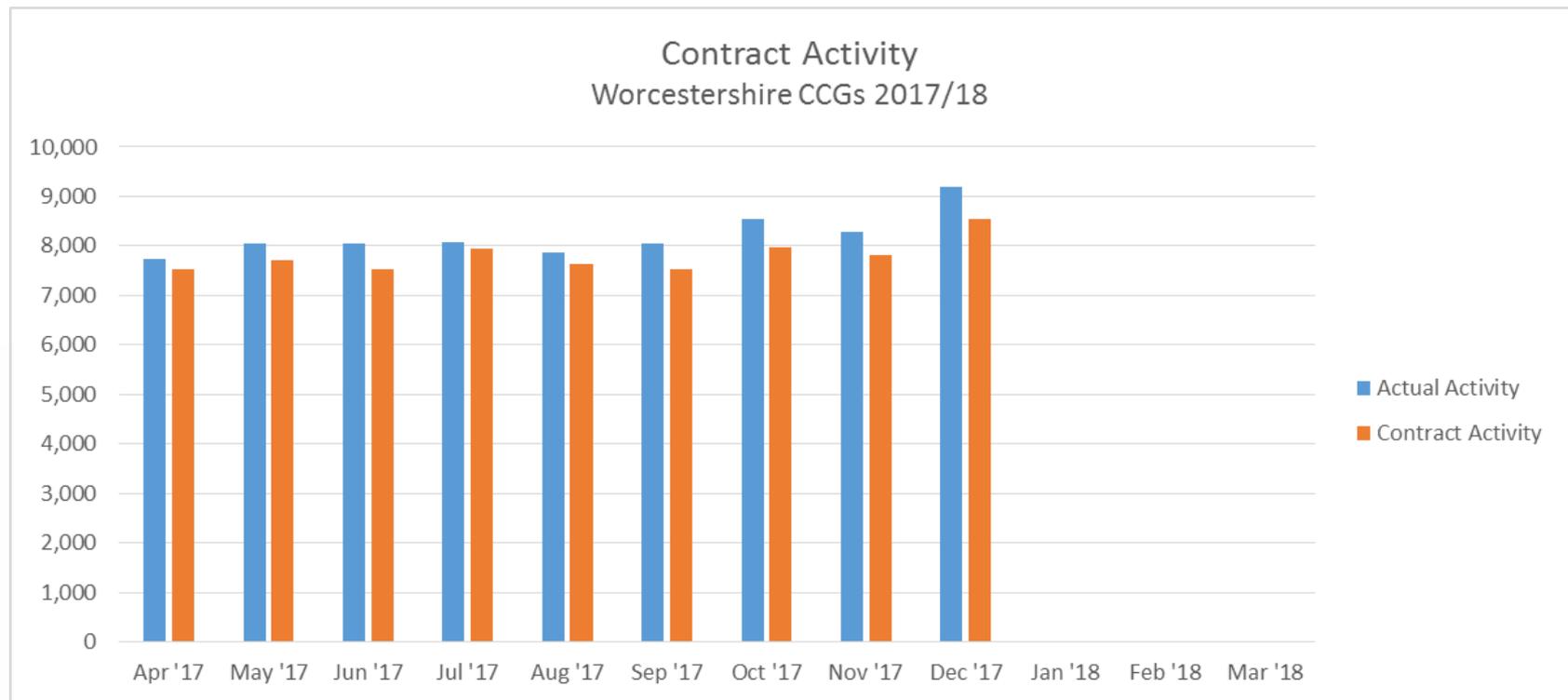


WMAS Contracted Activity





Worcestershire Contracted Activity



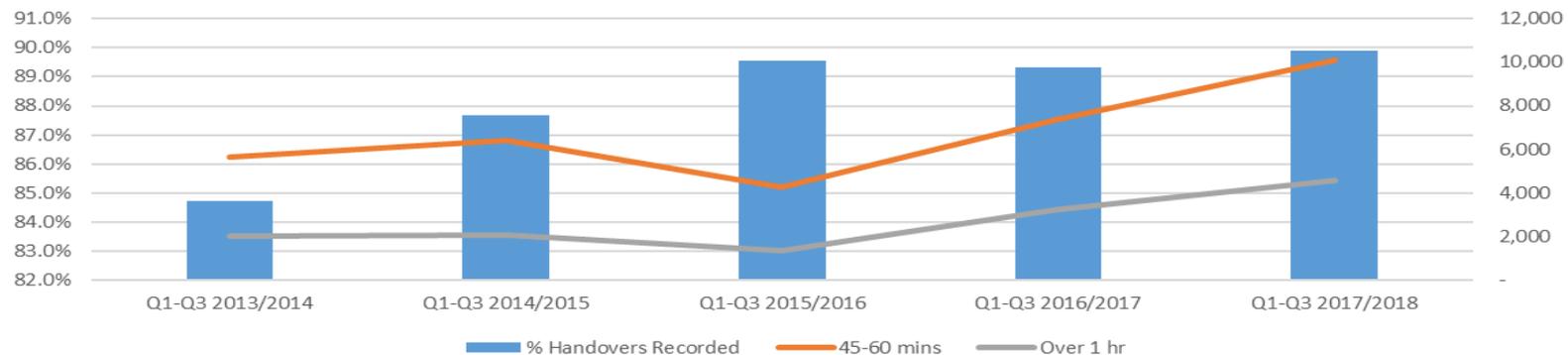


Handover Delays – Year on Year Comparison

	Transport Count	Handovers Recorded	% Handovers Recorded	0-15 mins	15-30 mins	30-45 mins	45-60 mins	Over 1 hr
Q1-Q3 2013/2014	385,426	326,516	84.7%	234,588	115,722	27,474	5,651	1,991
Q1-Q3 2014/2015	416,297	365,037	87.7%	244,807	131,644	31,412	6,395	2,039
Q1-Q3 2015/2016	419,257	375,407	89.5%	267,383	121,295	24,991	4,250	1,338
Q1-Q3 2016/2017	439,554	392,584	89.3%	258,893	137,937	32,087	7,406	3,231
Q1-Q3 2017/2018	450,524	405,087	89.9%	249,325	149,711	36,819	10,110	4,559

January 2018	53,926	48,145	89.3%	25,674	19,853	5,324	1,800	1,275
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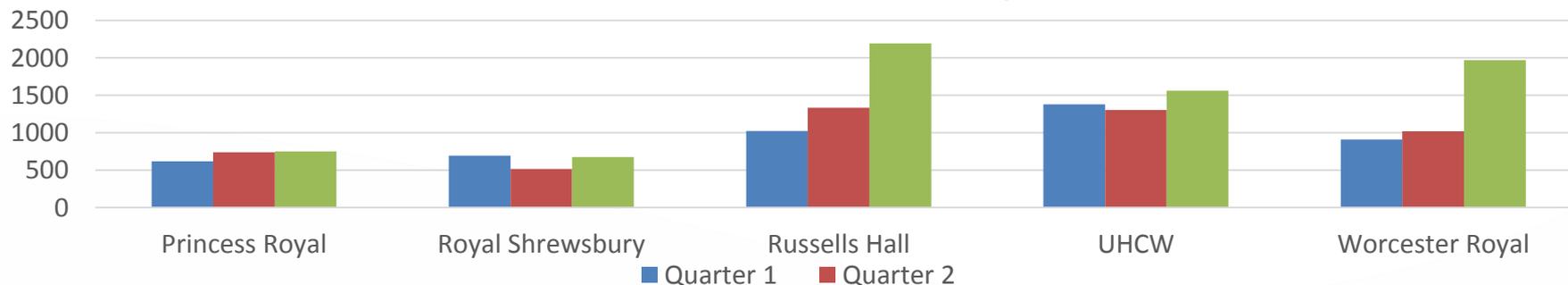
Percentage of Handovers Recorded and the Trend in Delays Occurring Over 45 Minutes and Over 1 Hour



Handover Delays– 5 Key Hospitals

Hospital	Avg	Max	Average Handover By Hour Of Arrival																							
			00	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23
Princess Royal	23	279	23	21	18	19	19	18	16	18	18	18	20	21	24	25	23	25	26	26	25	24	23	23	25	24
Royal Shrewsbury	23	638	24	23	22	20	20	16	17	18	17	17	19	22	22	23	25	26	27	26	26	24	26	25	26	27
Russells Hall	22	415	22	20	19	18	18	17	16	17	16	16	17	20	21	22	23	25	26	27	25	24	25	24	22	22
Uni Hospital Cov & War	22	136	21	21	20	19	18	18	16	15	16	19	21	20	20	22	24	26	26	25	23	21	22	22	22	22
Worcestershire Royal	23	520	22	21	21	22	22	19	19	20	17	17	19	19	21	23	25	27	26	26	28	29	26	28	26	24

Hours Lost Over 30 Minutes By Quarter



	Quarter 1		Quarter 2		Quarter 3	
	Hours Lost Over 30 Minutes	Potential Cases	Hours Lost Over 30 Minutes	Potential Cases	Hours Lost Over 30 Minutes	Potential Cases
Princess Royal	616	395	740	459	749	468
Royal Shrewsbury	693	403	513	301	672	381
Russells Hall	1021	624	1334	791	2191	1231
UHCW	1377	898	1303	846	1559	979
Worcester Royal	907	550	1019	606	1970	1112



Hospital Handover Performance

April 2017 to December 2017

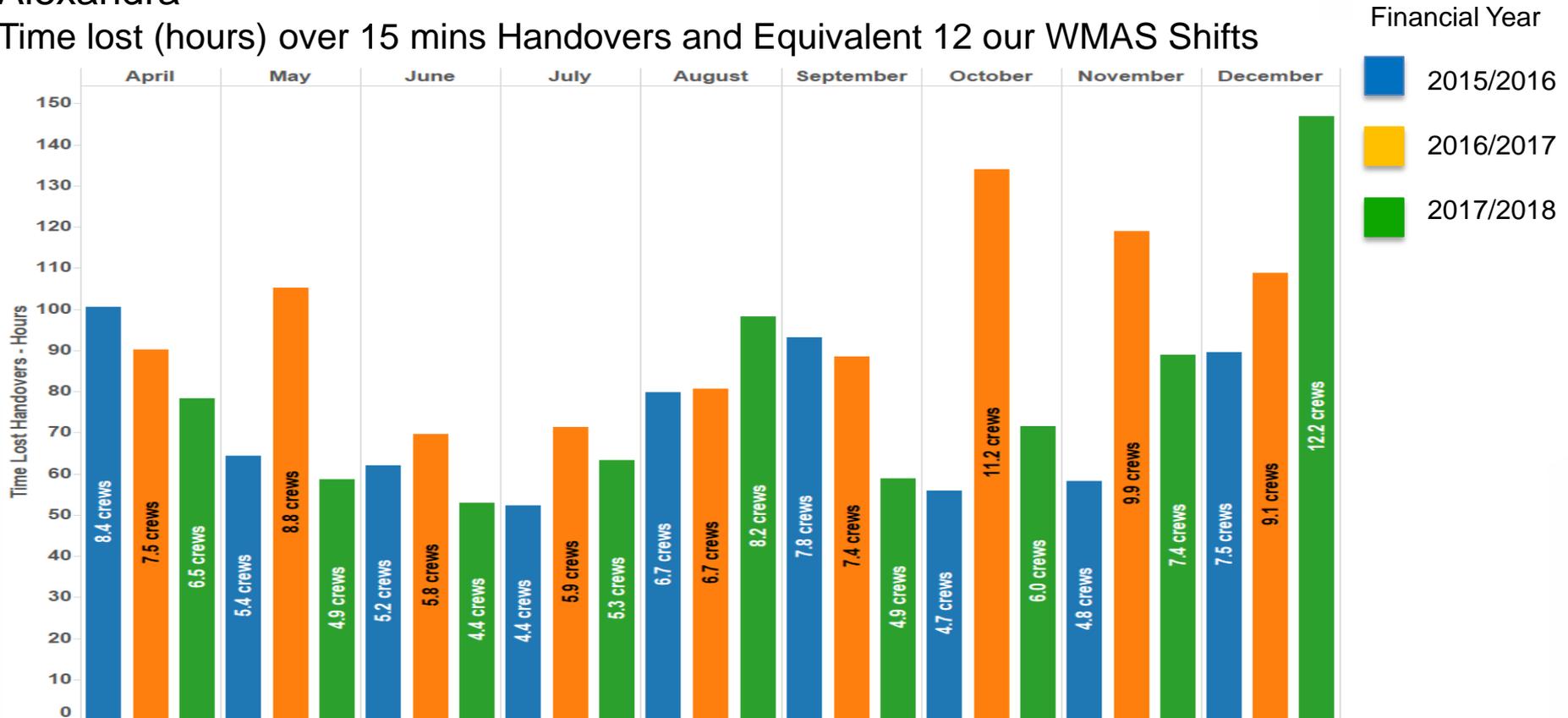
- Performance

		Average	Longest
Alexandra	At hospital to handover	17 mins	3 hrs 01 mins
	At hospital to crew clear	32 mins	3 hrs 02 mins
Worcestershire Royal	At hospital to handover	21 mins	4 hrs 29 mins
	At hospital to crew clear	35 mins	4 hrs 29 mins

- Over hour delays are considered unacceptable
- WMAS meet regularly with hospital colleagues

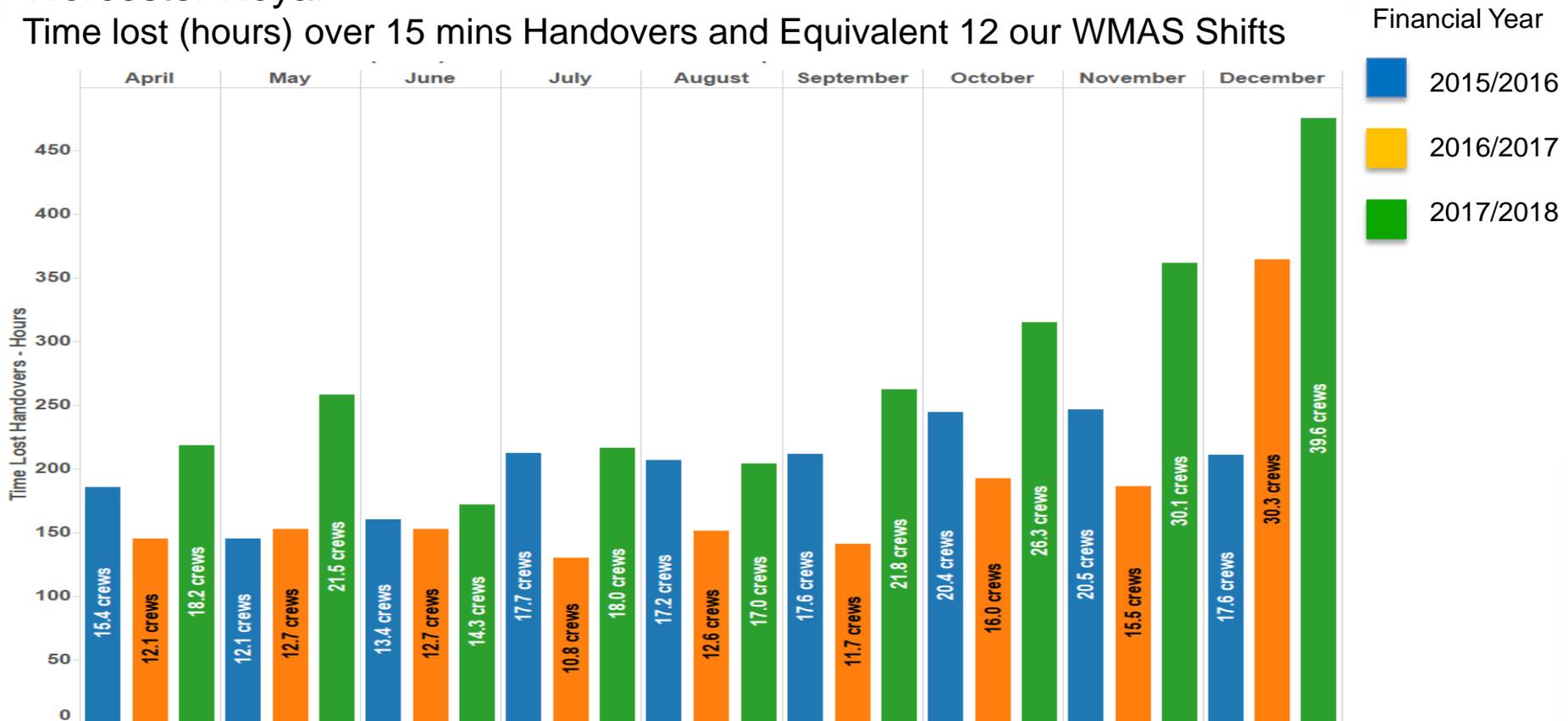
Alexandra

Time lost (hours) over 15 mins Handovers and Equivalent 12 our WMAS Shifts



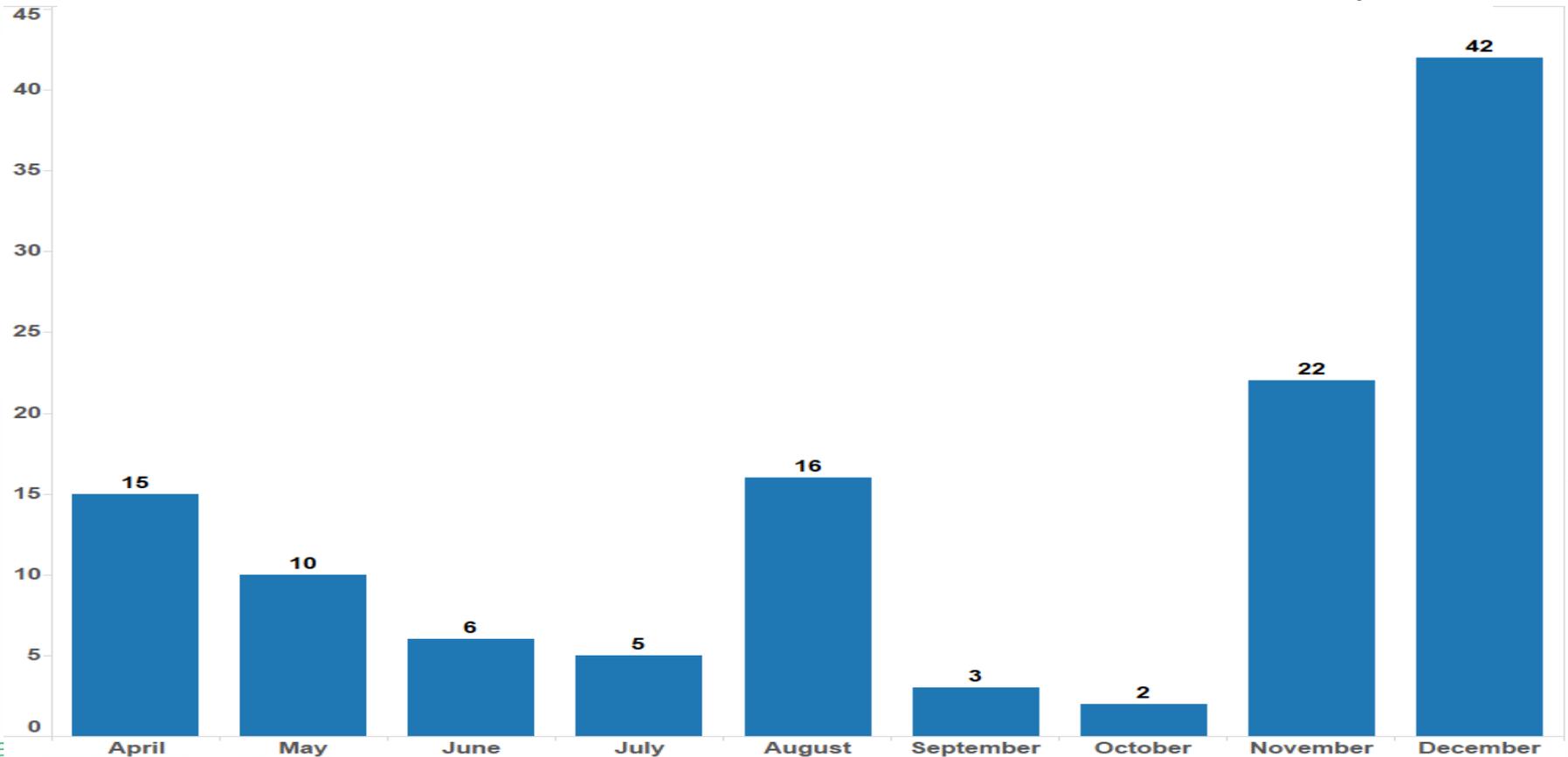
Worcester Royal

Time lost (hours) over 15 mins Handovers and Equivalent 12 our WMAS Shifts



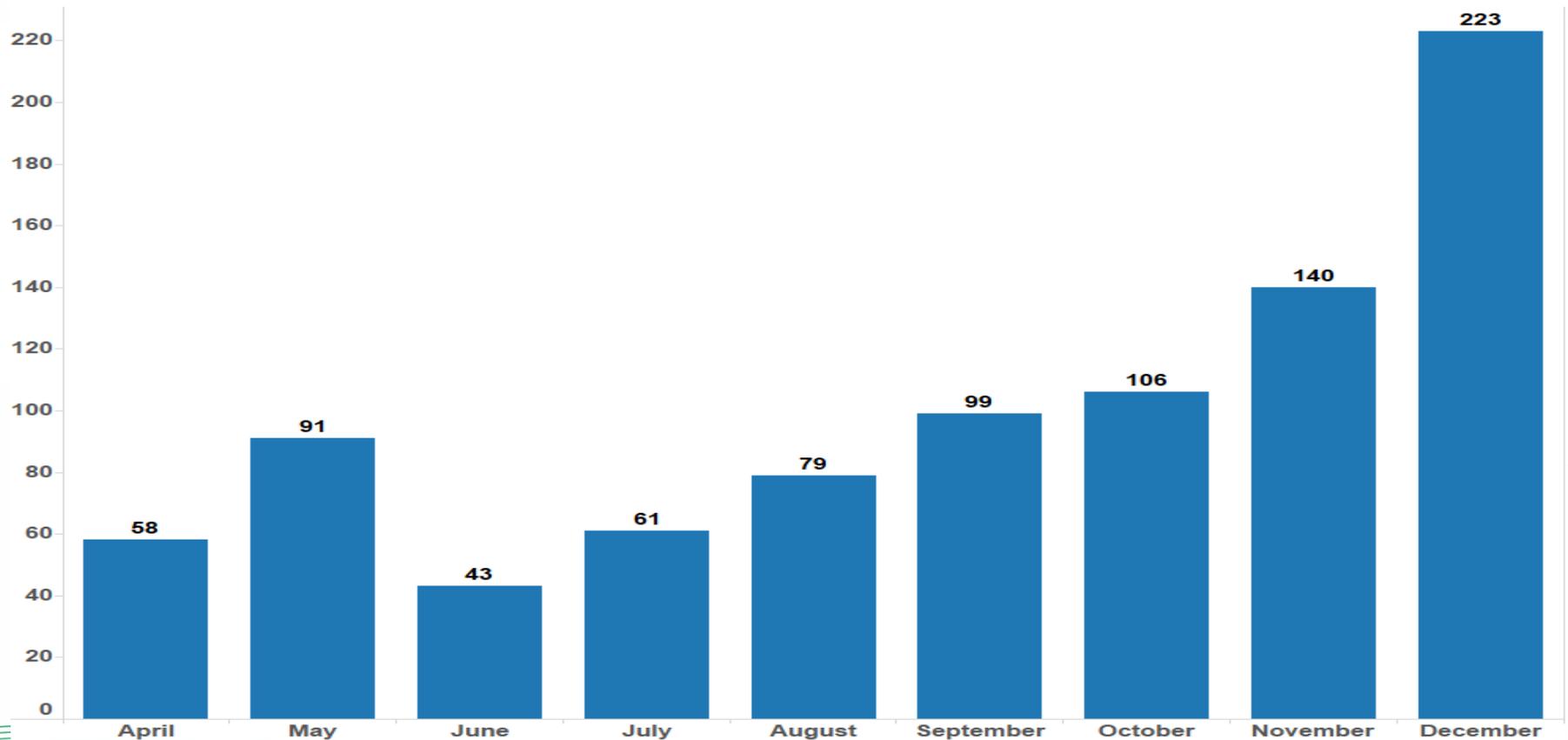


Alexandra - Number of Over 1 Hour Handover Delays





Worcester Royal - Number of Over 1 Hour Handover Delays





111 % of Calls Answered In 60 Seconds Comparison Data

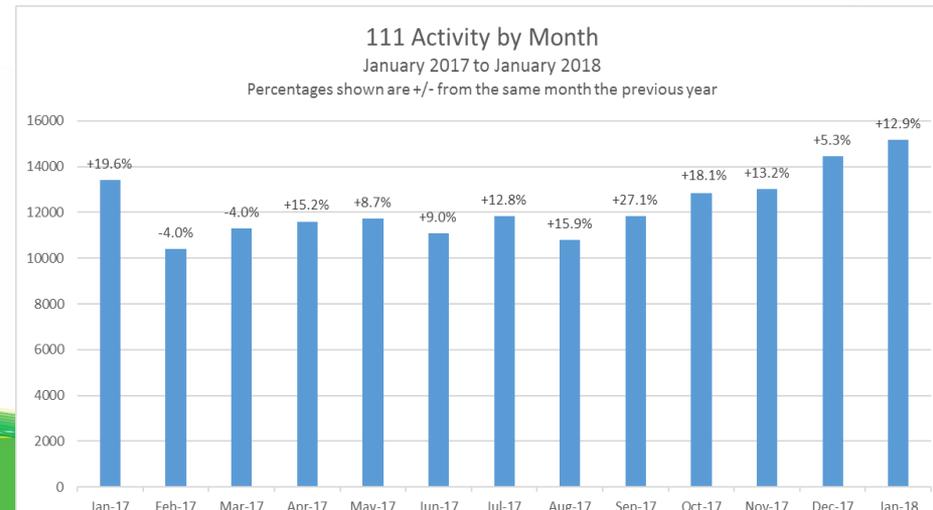
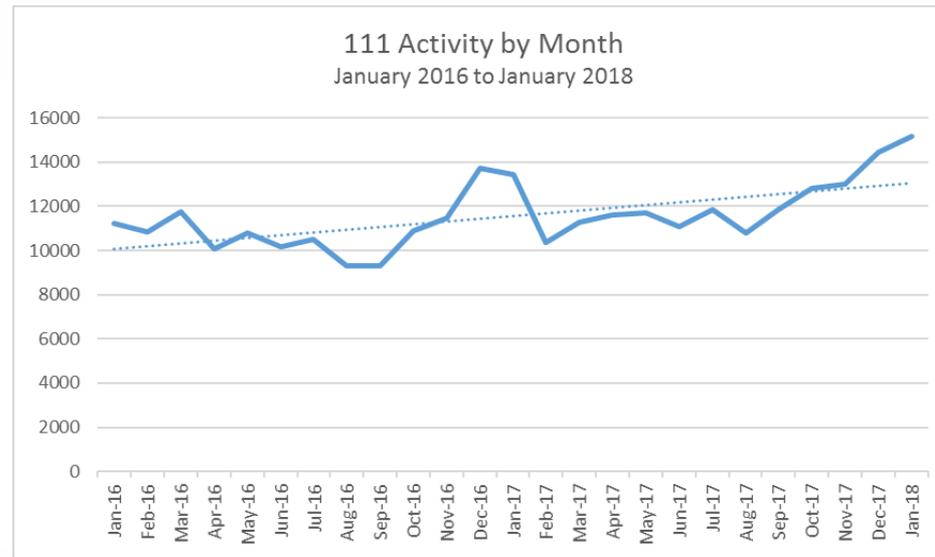
Date	13/14	14/15	17/18
29.12	99.5%	97.3%	83.6%
30.12	99.3%	93.2%	22.1%
31.12	99.4%	99.1%	23.4%
01.01	99.8%	99.7%	64.4%
02.01	99.5%	95.0%	60.8%
03.01	96.3%	69.8%	76.7%
04.01	95.2%	82.2%	75.2%

111 Performance Comparison 29.12.17 to 04.01.18

Service Area Name	Of calls answered, percentage in 60 seconds (95% Target)	Of calls offered, percentage abandoned after 30 seconds	Of calls answered, percentage dealt with by any clinician	Of calls answered, percentage transferred to or answered by a clinical advisor, using NHS Pathways	111 Dispositions to 999	111 Dispositions to attend A&E	Of calls transferred to or answered by a clinical advisor, percentage answered by or transferred warm	Of calls answered, percentage where a call back was offered	Of call backs, percentage within 10 minutes	Of calls answered, percentage triaged
National Average	71.2%	6.5%	37.7%	22.6%	12.9%	7.8%	38.6%	13.9%	43.7%	87.3%
Staffordshire	81.6%	2.2%	48.4%	33.3%	13.0%	7.1%	17.7%	27.4%	43.8%	81.3%
West Midlands	61.0%	7.7%	36.8%	24.2%	14.1%	8.4%	33.1%	16.2%	49.3%	89.0%

111 Activity

	Nr	% change
Jan-17	13421	19.6%
Feb-17	10384	-4.0%
Mar-17	11292	-4.0%
Apr-17	11595	15.2%
May-17	11710	8.7%
Jun-17	11089	9.0%
Jul-17	11832	12.8%
Aug-17	10804	15.9%
Sep-17	11836	27.1%
Oct-17	12835	18.1%
Nov-17	13007	13.2%
Dec-17	14435	5.3%
Jan-18	15159	12.9%



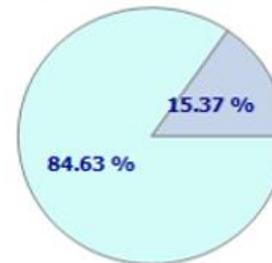


999 Work Arising From 111

(September 2017 to January 2018)

	Volume of 999 activity from 111
Birmingham	18.1%
Black Country	13.4%
Arden	16.4%
Staffordshire	19.6%
Herefordshire	11.8%
Shropshire	15.9%
Worcestershire	19.8%
TOTAL	15.4%

999 Origin 111 Origin



Treatment Type

- Emergencies & Referrals

	Hear & Treat	See & Convey	See & Treat
999	4.2%	61.1%	34.7%
111	0.2%	54.9%	44.8%
Total	3.6%	60.2%	36.2%

December to January Combined

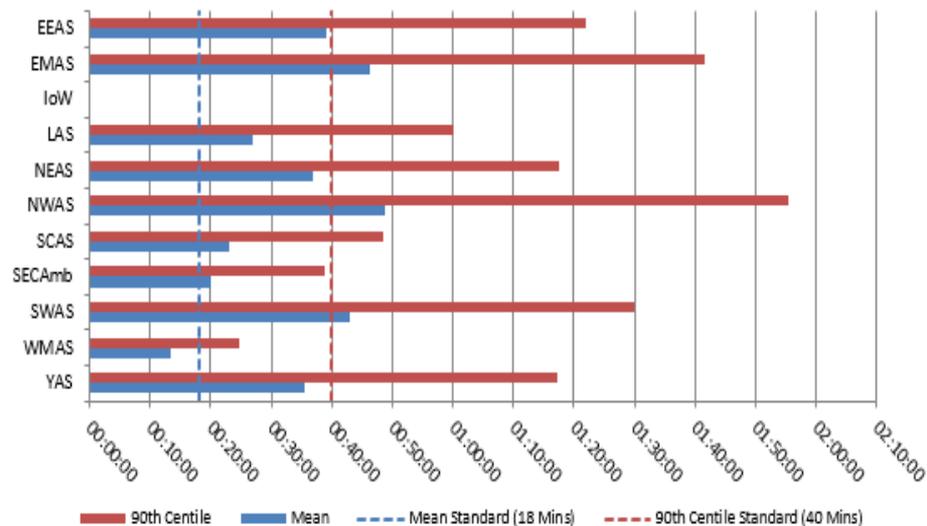
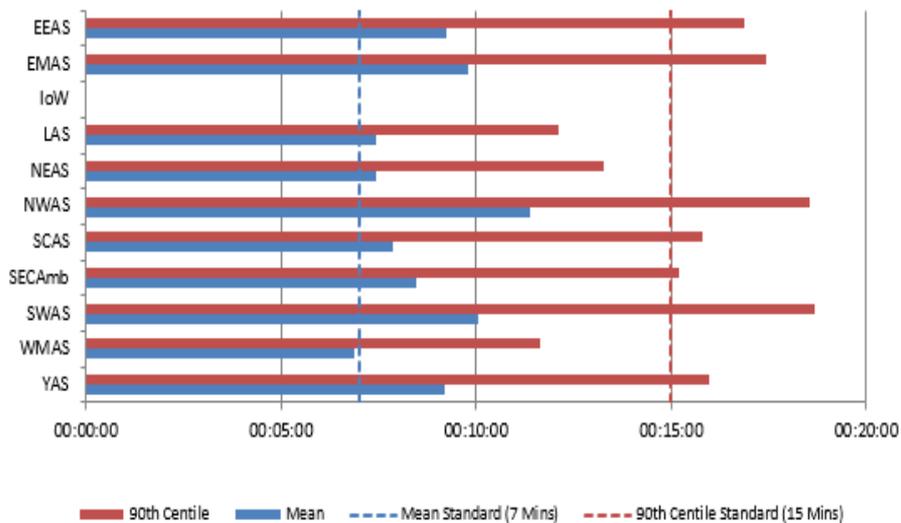
Priority	Target		December 2017 - January 2018		Q3 2017/18		YTD from 06.09.17	
	Mean	90%	Mean	90%	Mean	90%	Mean	90%
Category 1	7:00	15:00	6:56	11:59	6:50	11:44	6:51	11:46
Category 1 T	19:00	30:00	8:21	14:45	8:15	14:21	8:16	14:32
Category 2	18:00	40:00	12:47	23:22	12:20	22:31	12:20	22:28
Category 3	-	120:00	37:38	87:46	32:53	74:47	33:31	76:48
Category 4	-	180:00	60:42	155:07	54:11	138:01	54:54	139:14
Category 4 H	-	-	8:19	18:43	7:52	19:36	8:41	19:34

	December 2017 - January 2018		Q3 2017/18		YTD from 06.09.17	
	Mean	95th	Mean	95th	Mean	95th
Call Answer (999 only)	0:04	0:18	0:03	0:17	0:03	0:16

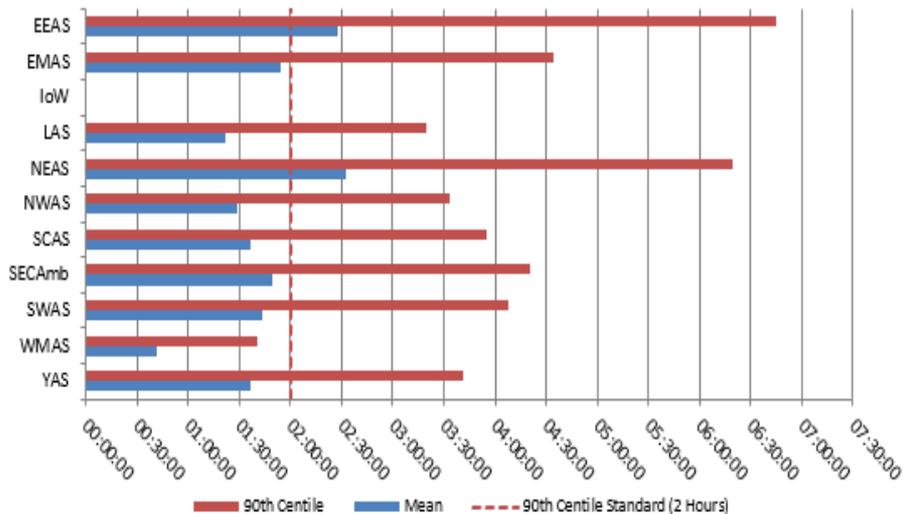
The National Picture

Week Commencing: 25 December 2017

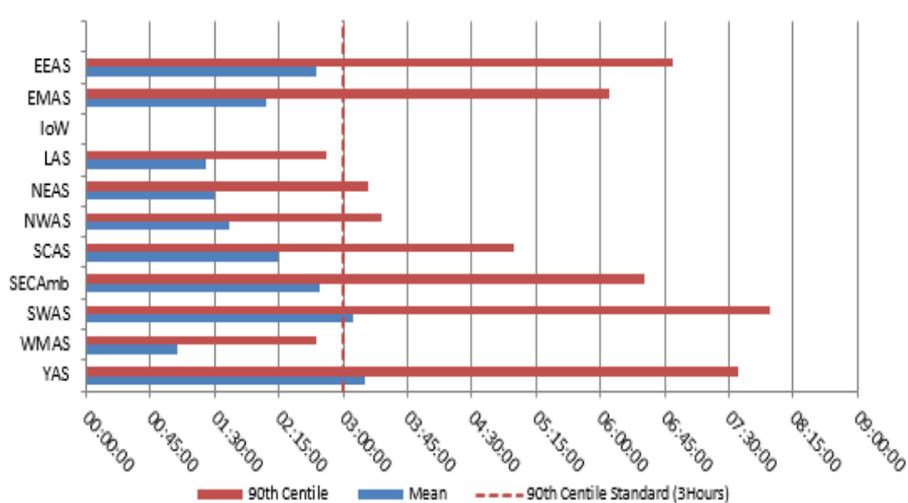
NB. Trusts not meeting the standard will be to the right of the line



Category 3



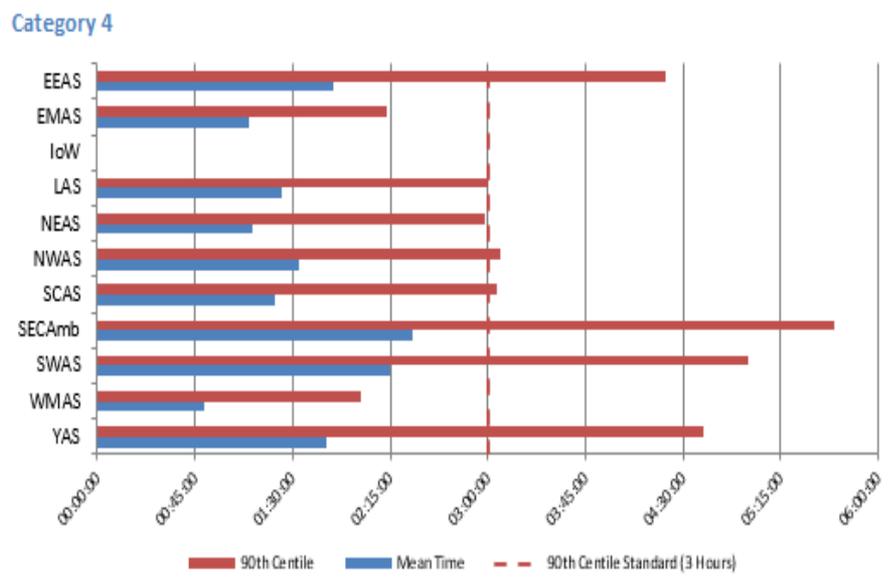
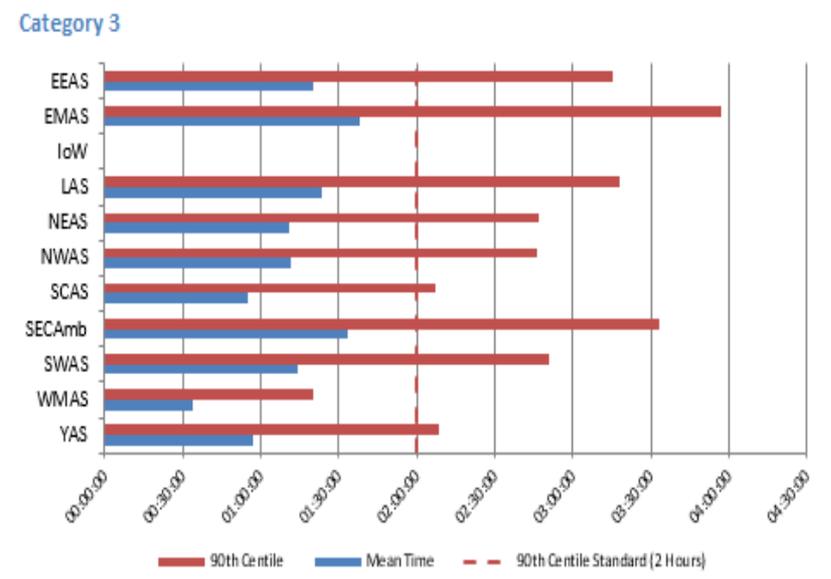
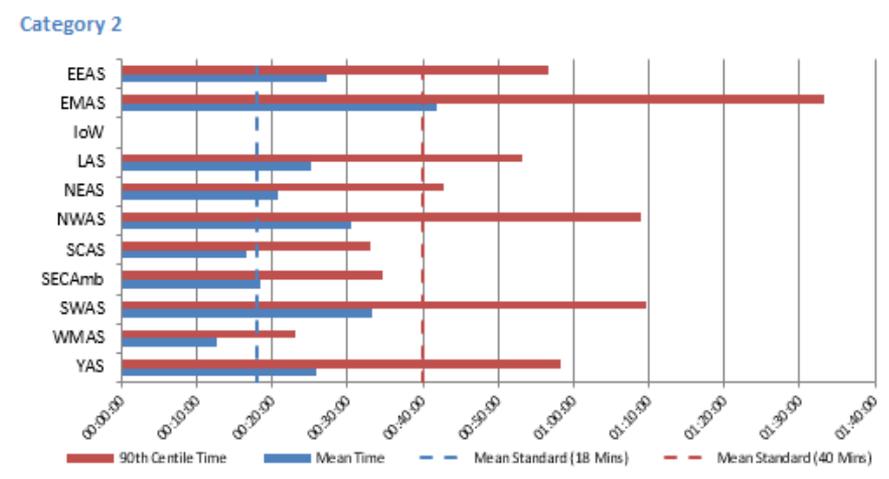
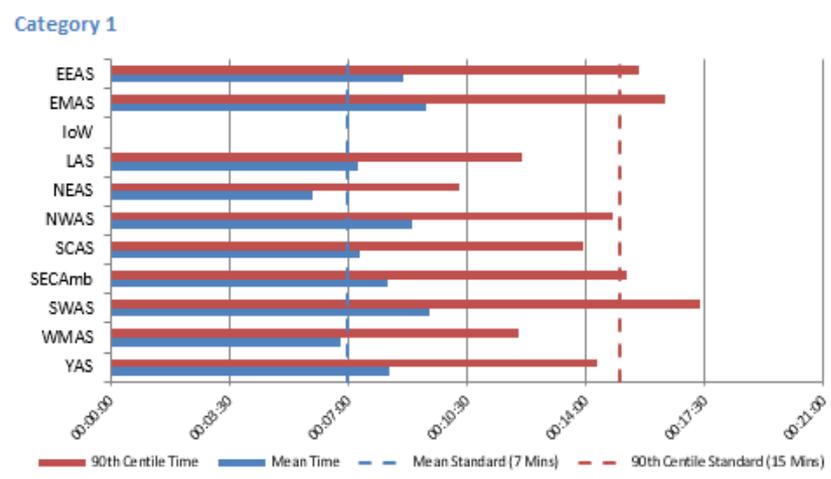
Category 4



The National Picture

Week Commencing: 19 February 2018

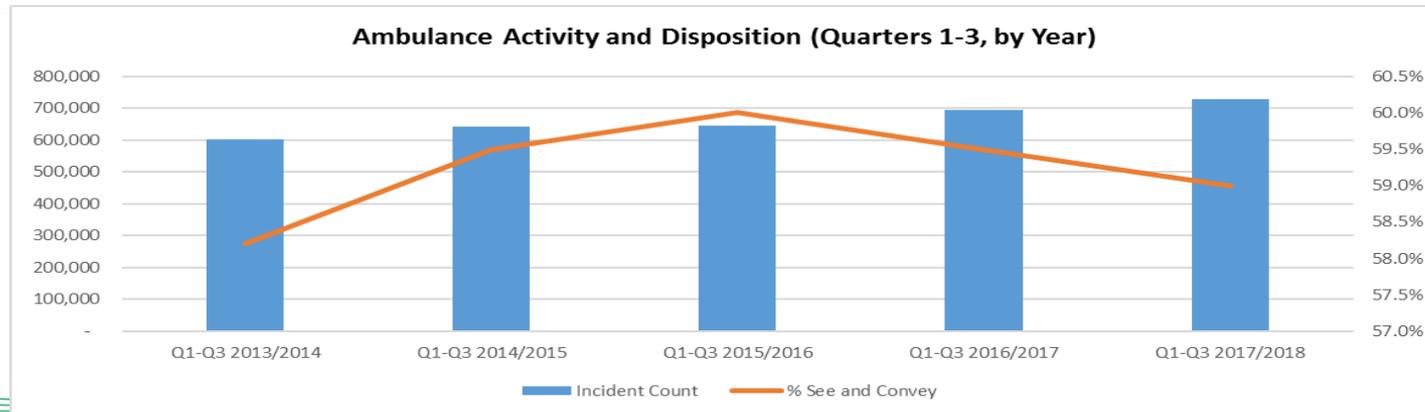
NB. Trusts not meeting the standard will be to the right of the line



Activity Year on Year Comparison

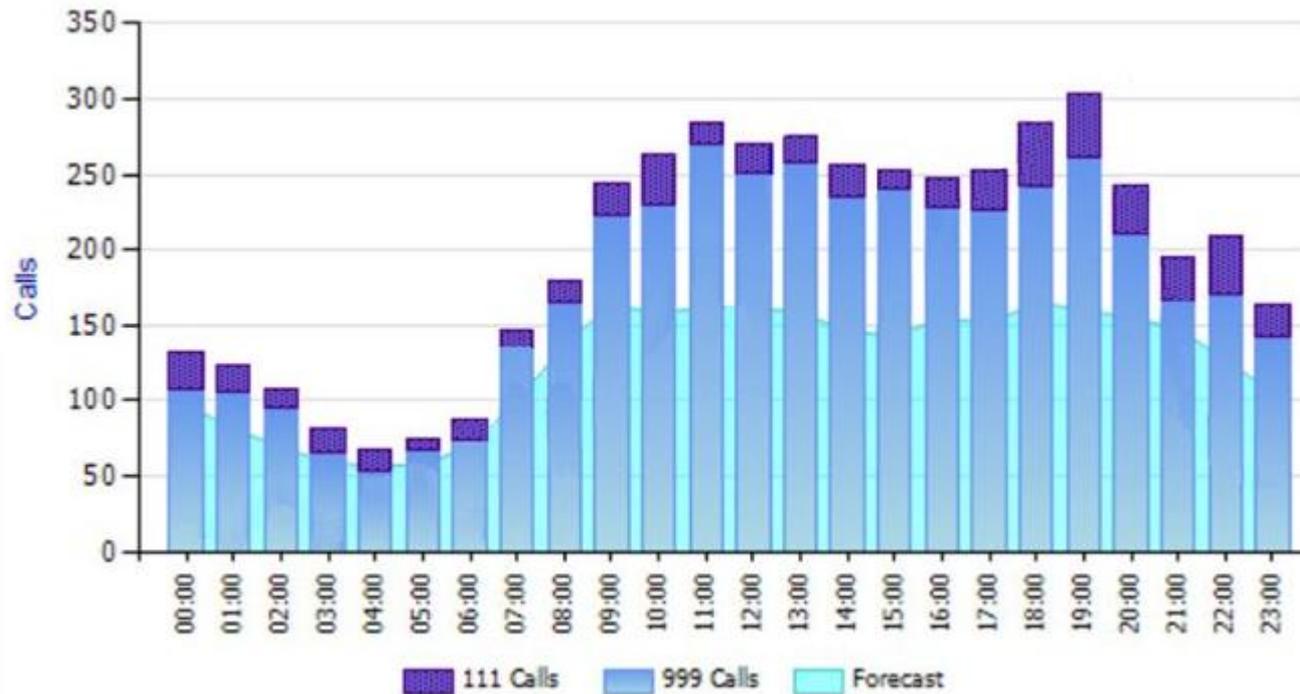
	Incident Count	Hear and Treat Count	% Hear and Treat	See and Treat Count	% See and Treat	See and Convey Count	% See and Convey
Q1-Q3 2013/2014	601,579	38,082	6.3%	213,303	35.5%	350,193	58.2%
Q1-Q3 2014/2015	643,083	31,590	4.9%	228,623	35.6%	382,869	59.5%
Q1-Q3 2015/2016	646,500	30,142	4.7%	228,188	35.3%	388,169	60.0%
Q1-Q3 2016/2017	695,154	31,311	4.5%	250,026	36.0%	413,817	59.5%
Q1-Q3 2017/2018	727,905	28,442	3.9%	269,784	37.1%	429,679	59.0%

January 2018	88,761	3,346	3.8%	33,750	38.0%	51,665	58.2%
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Busiest Day Ever

Monday 5th March WMAS received over 5000 999 calls in 1 day





Trust Overview – Current Challenges

- High levels of 999 growth 46% higher activity than 7 years ago
- Lack of improvement in handover delays at some hospitals
- Hospital reconfigurations creates additional pressure throughout the region i.e. Worcester, Telford A&E night closure
- Heightened risk of terrorist activity within the region
- Band 6 Paramedic Funding



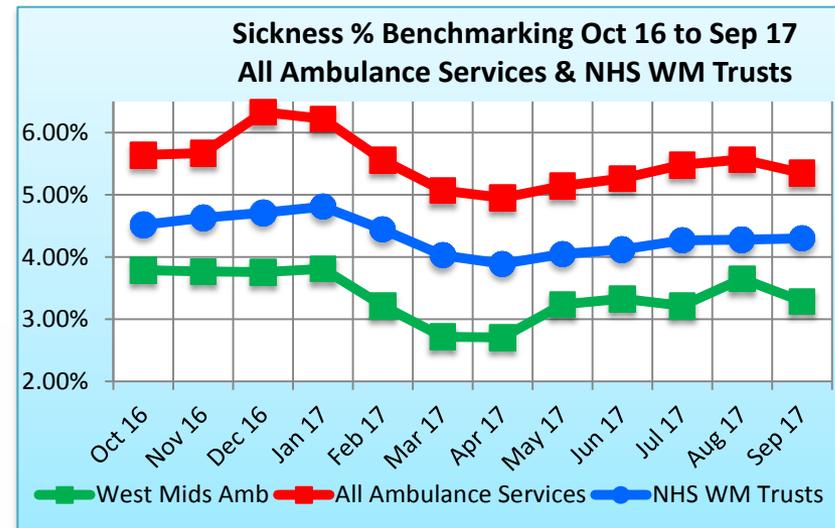
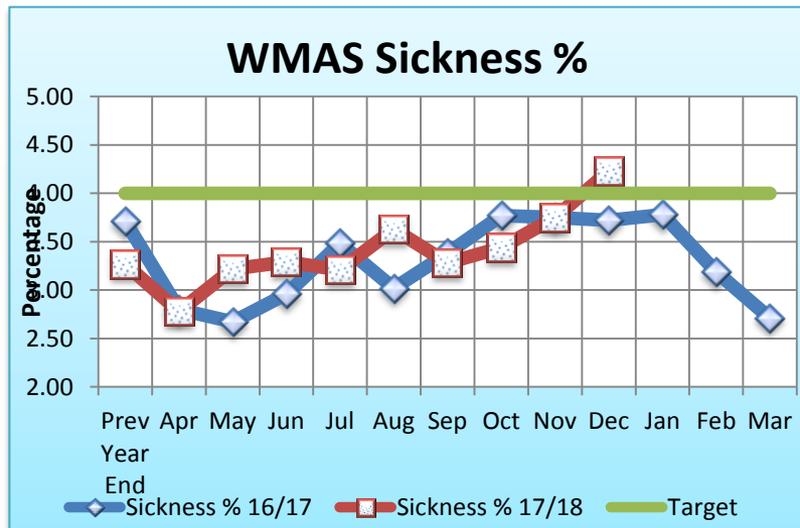
Reference Costs

		2016/17			2015/16			2014/15			2013/14			2012/13		
		Index	Rank	Δ Variance from Av	Index	Rank	Index Variance from Average	Index	Rank	Index Variance from Average	Index	Rank	Index Variance from Average	Index	Rank	Index Variance from Average
NEAS	North East Ambulance FT	88	1	11.48	89	1	10.58	87	1	13.02	86	1	13.94	85	1	14.09
WMAS	West Midlands Ambulance FT	90	3	9.67	93	3	7.25	94	3	6.03	96	3	3.28	97	3	3.21
NWAS	North West Ambulance Service	90	2	10.14	92	2	8.31	93	2	6.99	96	2	3.37	95	2	5.23
LAS	London Ambulance Service	105	8	-4.69	105	9	-5.65	104	7	-3.82	98	4	1.80	97	4	2.59
EMAS	East Midlands Ambulance Service	102	4	-1.80	103	5	-2.80	99	4	0.95	100	6	-0.54	100	6	0.07
EAS	East of England Ambulance Service	113	10	-12.82	104	8	-4.07	110	10	-10.00	112	10	-12.25	112	10	-12.56
SEAS	South East Coast Ambulance FT	102	6	-2.04	102	4	-1.92	103	6	-3.07	103	8	-3.24	101	7	-1.46
SWAS	South Western Ambulance FT	105	9	-4.95	103	7	-3.28	104	9	-4.17	98	5	1.36	100	5	0.22
SCAS	South Central Ambulance FT	102	5	-2.03	102	5	-2.08	104	8	-4.00	105	9	-5.12	108	9	-8.13
YAS	Yorkshire Ambulance Service	103	7	-2.97	106	10	-6.32	102	5	-1.94	102	7	-2.60	104	8	-3.86

Workforce Overview

Sickness currently at 3.43% ytd, remaining below target and below all national and regional benchmarks.

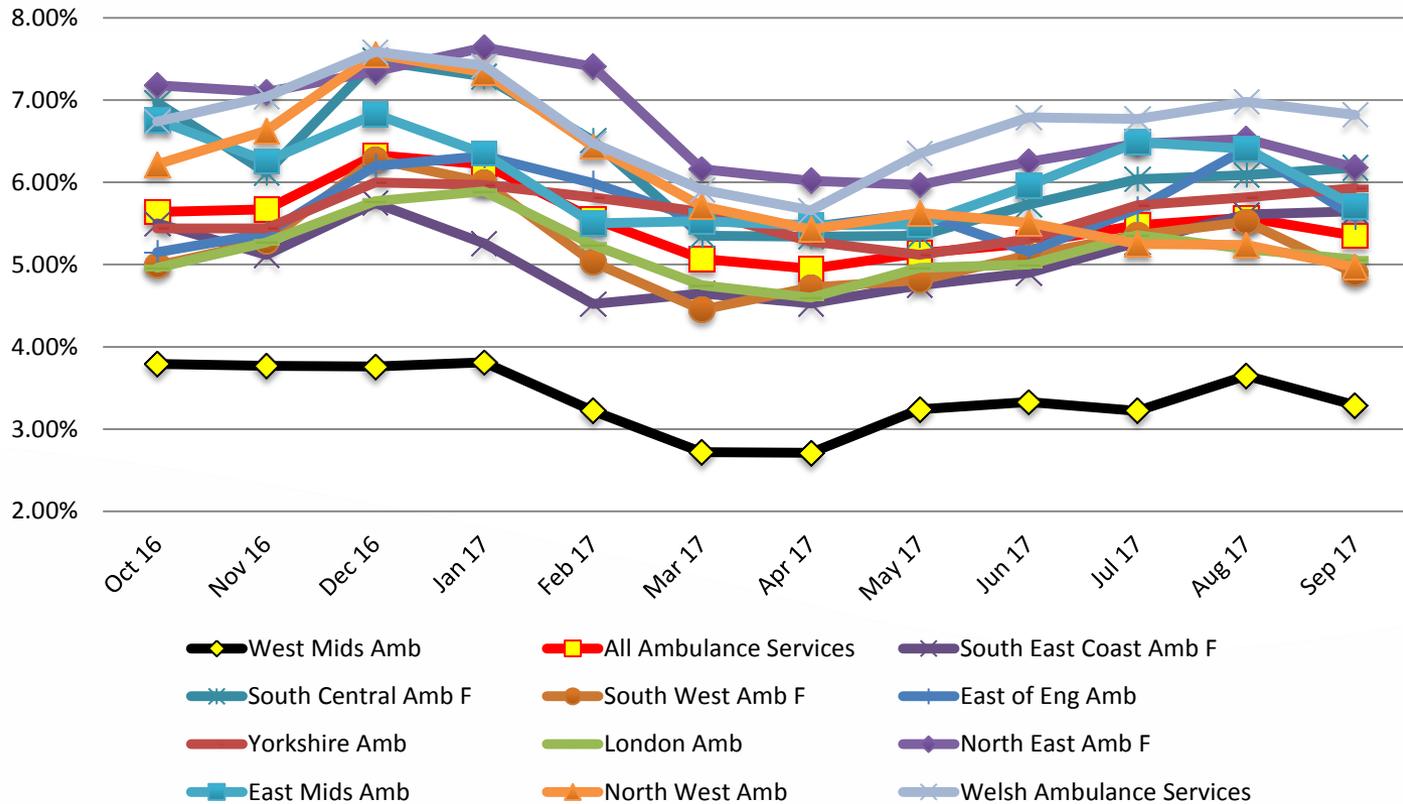
Significant reduction in sickness days relating to MSK due to implementation of a dedicated Physiotherapy service.



West Midlands Ambulance Service

NHS Foundation Trust

Sickness % Benchmarking Oct 16 to Sep 17



← WMAS



111 and Care Homes

- WMAS is encouraging (via CCGs) Nursing and Care Homes to call 111 rather than 999 for all urgent care needs, unless the patient has 'Red Flag' symptoms (not breathing, unconscious etc)
- WMAS has led work on High Volume Service Users, and High Volume Care home Users – e.g. Coventry, Solihull.
- Since decommissioning the Trust's own High Volume Service User Co-ordinators, the Trust is working in partnership with CCGs to establish these services within the community environment



Better Births – Progress Update

- Action Plan in Place
- We have a Midwifery Lead in post, supported by the Regional Midwifery Advisor
- We are in discussion to appoint a Neonatal Advisor



Ambulance Clinical and Quality Indicators

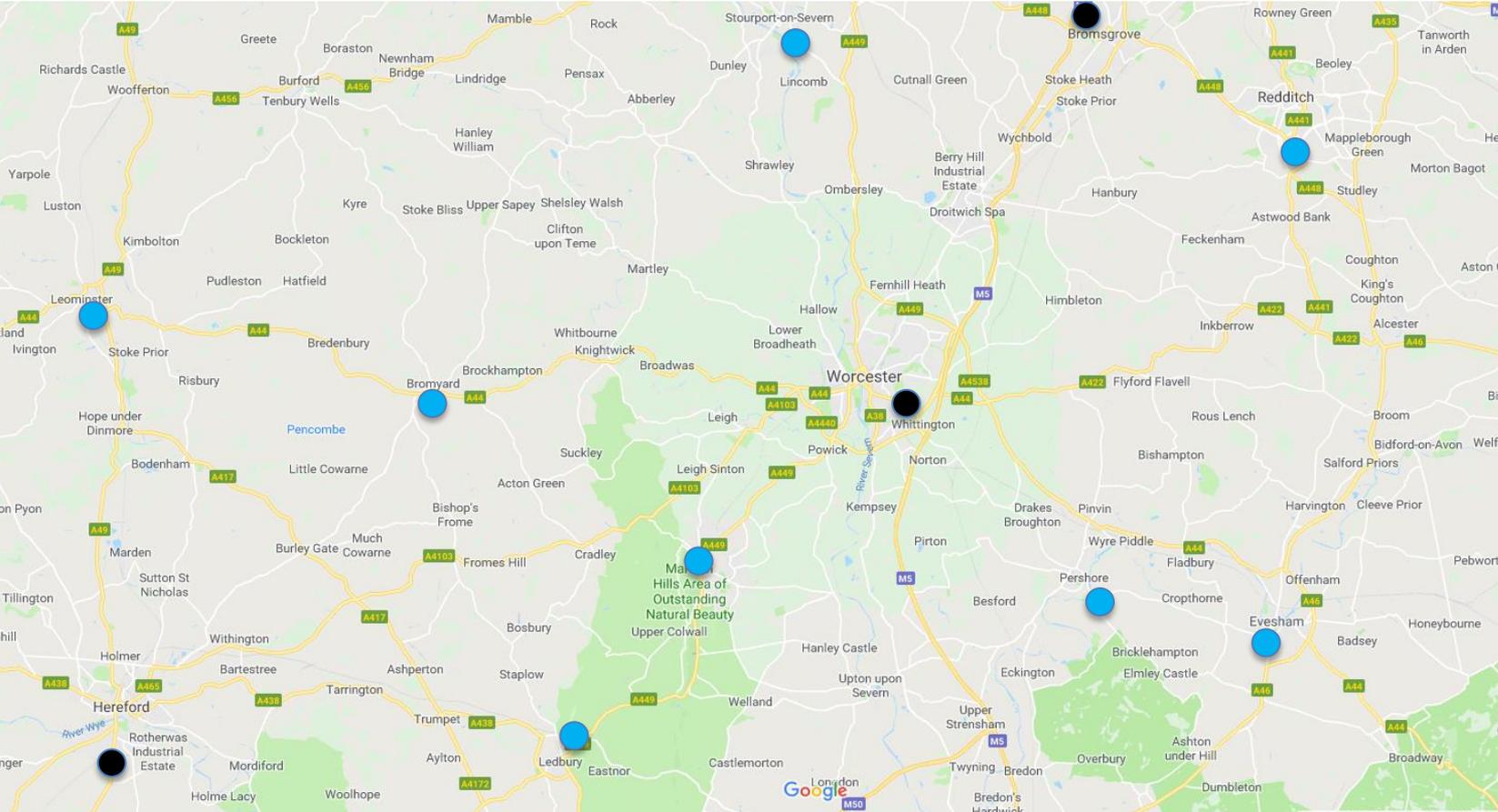
Clinical Performance Scorecard Summary

Ambulance Quality Indicators	WMAS YTD (Apr-Sep 2016)	WMAS YTD* (Apr-Nov 2017)	NATIONAL YTD (Apr-Aug 2017)		Q1			Q2			Q3		
					Apr-17	May-17	Jun-17	Jul-17	Aug-17	Sep-17	Oct-17	Nov-17	Dec-17
Return of Spontaneous Circulation At Hospital (Overall ¹)	30.62%	29.64%	30.35%	%	29.77%	28.52%	32.35%	30.59%	28.72%	32.54%	28.80%	28.00%	28.89%
				n	346	291	238	255	282	252	309	325	398
				National Mean	30.20%	28.71%	31.21%	30.90%	30.80%				
Return of Spontaneous Circulation At Hospital (Comparator ²)	46.25%	51.44%	52.61%	%	62.22%	45.95%	50.00%	60.00%	40.74%	44.83%	50.00%	45.95%	55.88%
				n	45	37	32	40	27	29	32	37	34
				National Mean	54.80%	48.10%	52.43%	53.40%	53.83%				
PPCI ⁽³⁾ Treatment received within 150 minutes of the first call for help	87.03%	87.33%	85.79%	%	88.27%	88.41%	85.16%	87.12%	84.42%	91.67%	87.91%		
				n	162	138	155	163	154	108	91		
				National Mean	87.60%	86.40%	85.50%	82.60%	86.75%				
STEMI Care Bundle ⁽⁴⁾	80.95%	80.88%	76.41%	%	77.57%	81.16%	76.73%	80.86%	82.33%	84.96%	78.13%	81.98%	83.56%
				n	214	207	245	256	232	246	256	222	292
				National Mean	76.70%	78.39%	76.63%	76.30%	73.83%				
Stroke FAST+ patients transported to a Hyper Acute Centre within 60 minutes	57.90%	56.37%	56.03%	%	61.98%	56.94%	60.10%	59.96%	56.12%	53.40%	58.68%	54.66%	45.36%
				n	576	569	584	567	531	485	530	536	593
				National Mean	58.70%	55.24%	57.01%	55.20%	54.00%				
Stroke Care Bundle ⁽⁵⁾	97.08%	94.86%	97.20%	%	94.27%	94.09%	94.76%	94.40%	95.29%	94.62%	95.07%	95.02%	96.12%
				n	1362	1405	1450	1500	1421	1413	1502	1506	1547
				National Mean	97.30%	96.64%	97.36%	97.20%	97.49%				
Cardiac Arrest Survival to discharge (Overall ¹)	9.19%	10.09%	9.48%	%	11.85%	11.34%	10.50%	7.45%	8.87%	11.11%	10.68%	9.54%	9.30%
				n	346	291	238	255	282	252	309	325	398
				National Mean	9.10%	8.54%	9.73%	10.00%	10.05%				
Cardiac Arrest Survival to discharge (Comparator ²)	25.00%	28.75%	28.01%	%	35.56%	27.03%	18.75%	27.50%	25.93%	27.59%	25.00%	32.43%	35.29%
				n	45	37	32	40	27	29	32	37	34
				National Mean	31.10%	22.60%	28.40%	28.70%	28.76%				

West Midlands Ambulance Service

NHS Foundation Trust

Sites around Worcestershire



- Key**
- Hubs
 - Community Ambulance Stations



Community Response

- 39 x Active Community First Responders
- 5 x Scheme cars
- 207 x Community Public Access Defibrillator sites
- 382 x Public Access Defibrillator sites
- Recruitment ongoing



Community Response - Scheme Locations

Bewdley

Worcester

Redditch

Tenbury

Eardiston

Evesham

Pershore

Inkberrow

Bromsgrove

Malvern

Droitwich

Stourport

Kidderminster



Trust Position

CQC rated Outstanding

In the latest Single Oversight Framework- Trust rated -Segmentation 1

Of the 232 organisations listed:

- 37 NHS organisations are in segmentation 1
- Of those 37 only 7 are CQC rated as Outstanding by the CQC

WMAS is the only NHS organisation in Midlands and East Region in segmentation 1 and rated Outstanding

Thank You

Any Questions?



Trust us to care.