



**NHS**  
West Midlands  
Ambulance Service  
University NHS Foundation Trust

## Worcestershire Health Overview and Scrutiny Committee

### WMAS – overview

Nathan Hudson – Director of Performance  
and Improvement

# Trust Strategy and Values



## 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

**Strategic Objective 1:**  
Safety, Quality and Excellence

Our commitment to provide the best care for all patients

**Strategic Objective 2:**  
A great place to work for all

Creating the best environment for staff to flourish

**Strategic Objective 3:**  
Effective planning and use of resources

Continued efficiency of operation and financial control

**Strategic Objective 4:**  
Innovation and Transformation

Developing the best technology and services to support patient care

**Strategic Objective 5:**  
Collaboration and Engagement

Working in partnership to deliver seamless patient care

## Values

EXCELLENCE



INTEGRITY



COMPASSION



INCLUSIVITY



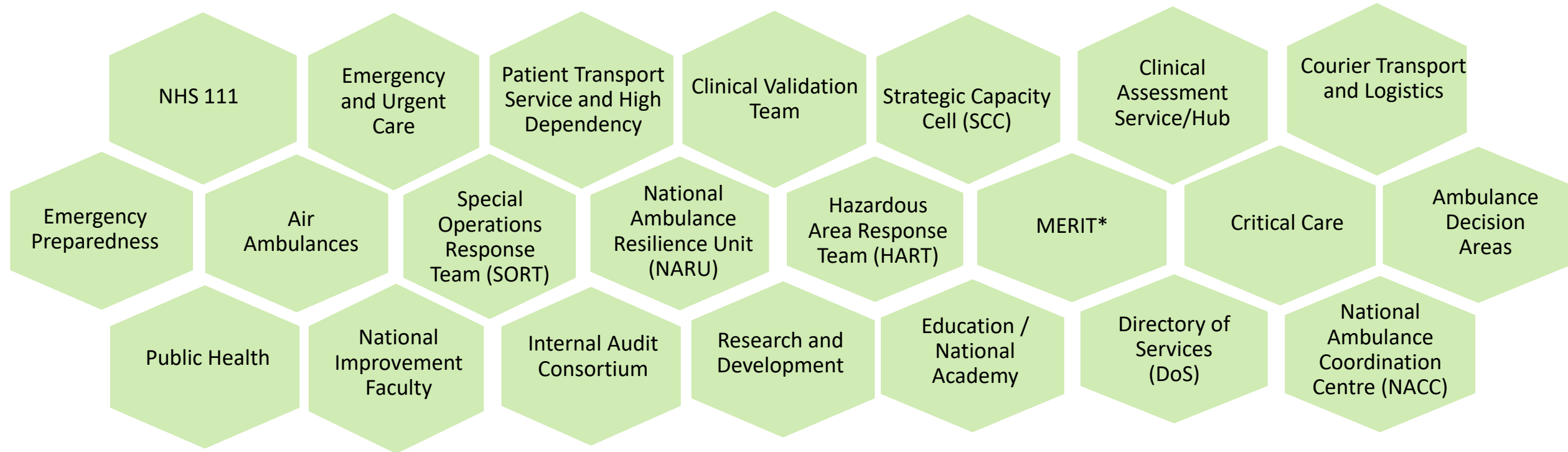
ACCOUNTABILITY



# Integrated Care System (ICS)

- Six Integrated Care Systems (ICSs) in the West Midlands, each with their own priorities
- Reducing health inequalities and improving access to healthcare a common strand for all
- WMAS on the Board of the Black Country Integrated Care Board as a partner member (our host), and a Non-Voting member of the ICB for Shropshire, Telford and Wrekin
- Engaged across all six, through either board membership, Emergency and Urgent Care Delivery Boards and other forums
- WMAS will retain a lead commissioner in 2023/24 through its host ICS
- The ICSs and HOSCs were invited to review and comment on WMAS' Quality Account priorities for 2023/24 to ensure continued alignment with local priorities and will be invited to again next year

# Service Lines



\*New WMAS MERIT team established following Midlands Air Ambulance Charity's move to becoming an independent CQC registered organisation

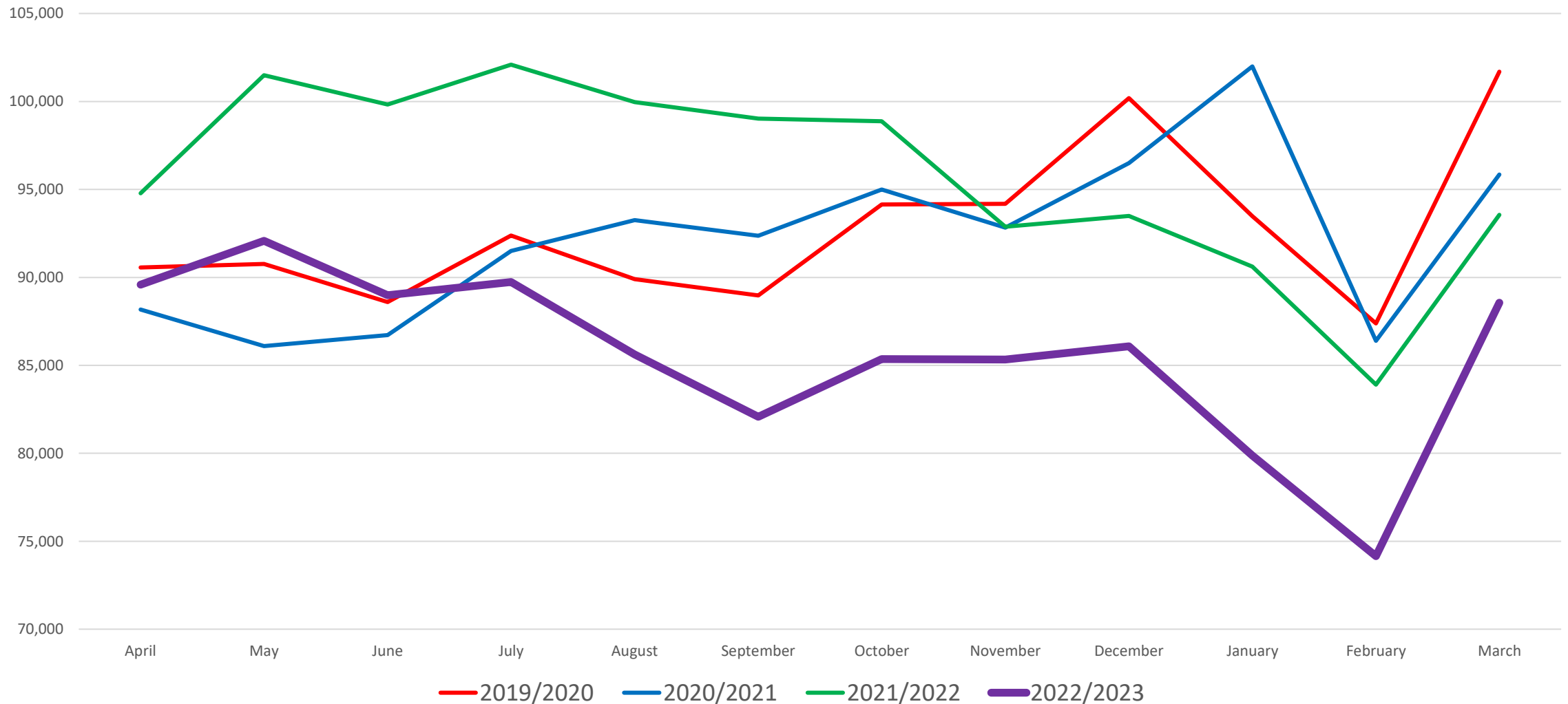
# National CQC Ratings and Single Oversight Framework Segmentation

	NHS Provider Segmentation	CQC Rating
East of England Ambulance Service NHS Foundation Trust	4	Requires Improvement
East Midlands Ambulance Service NHS Trust	2	Good
London Ambulance Service NHS Trust	2	Good
North East Ambulance Service NHS Foundation Trust	3	Requires Improvement
North West Ambulance Service NHS Trust	2	Good
South Central Ambulance Service NHS Foundation Trust	4	Inadequate
South East Coast Ambulance Service NHS Foundation Trust	4	Requires Improvement
South Western Ambulance Service NHS Foundation Trust	3	Good
<b>West Midlands Ambulance Service University NHS Foundation Trust</b>	<b>2</b>	<b>Outstanding</b>
Yorkshire Ambulance Service NHS Trust	2	Good

WMAS remains:

- the only “Outstanding” Ambulance Trust in the Country
- the only Ambulance Trust with University accreditation

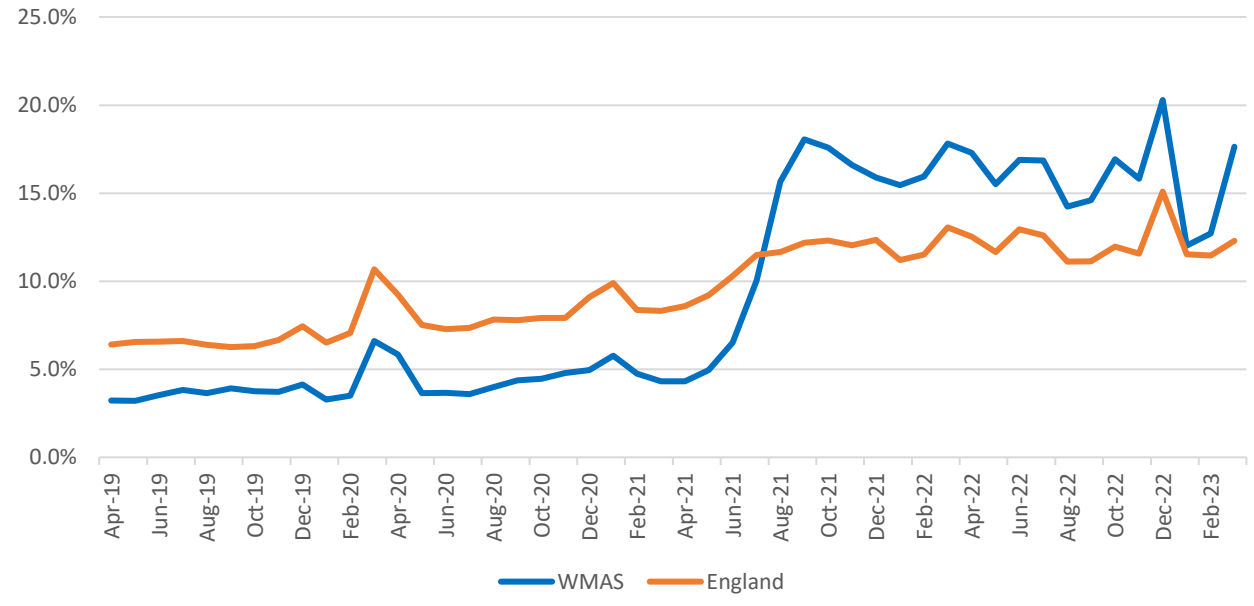
# Monthly Emergency and Urgent Activity April 2018 to March 2023



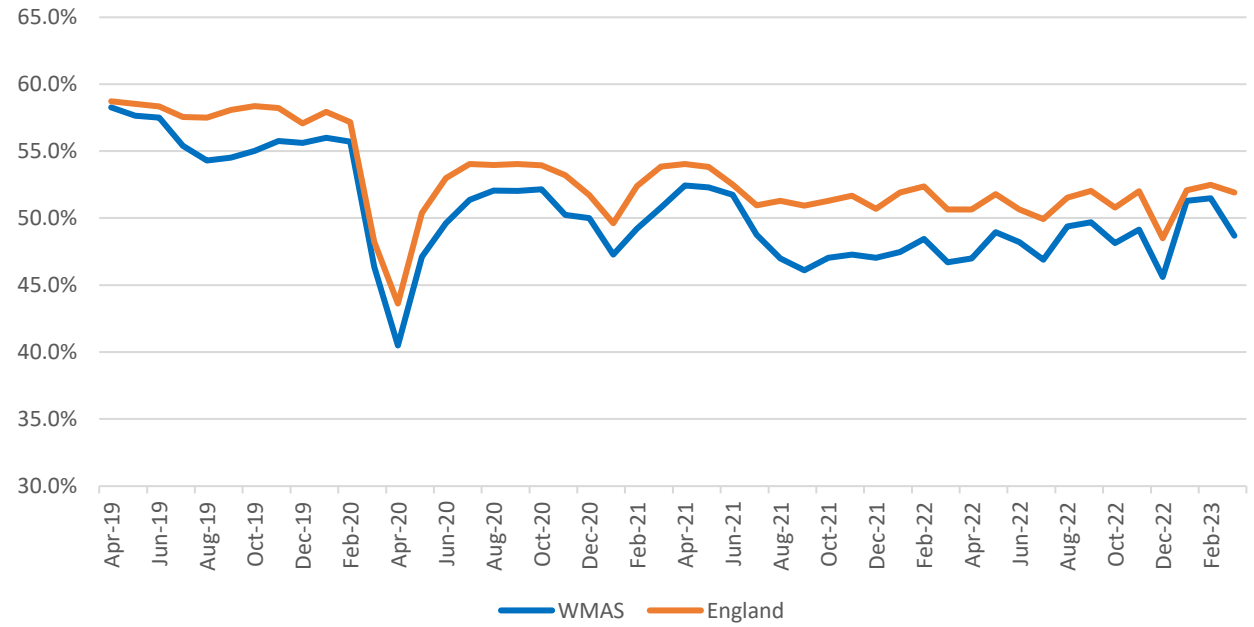
# Hear and Treat / See and Convey Rates



**Hear and Treat Comparison with National Average  
April 2019 to March 2023**



**See and Convey to Emergency Department Comparison  
April 2019 to March 2023**



# 2 Minute 999 Call Answer Delays

	2020/21	2021/22	2022/23
WMAS	98	2,044	3,741
Trust 1	1,691	10,118	6,141
Trust 2	1,403	8,497	26,074
Trust 3	349	48,352	60,951
Trust 4	438	50,910	71,057
Trust 5	1,020	18,843	72,739
Trust 6	9,836	40,659	75,627
Trust 7	1,542	47,692	86,381
Trust 8	1,763	35,123	109,536
Trust 9	18,898	37,473	180,183
<b>Total</b>	<b>37,038</b>	<b>299,711</b>	<b>692,430</b>

The two fewest delays in each year are shaded green

The two highest number of delays in each year are shaded red

Despite significant pressure, WMAS continues to experience the fewest 2 minute call answer delays in comparison to every other Trust, and this has been the case in each year

2023/24, stronger performance still inc of significant mutual aid to other services



# Complaints and Compliments

## Compliments

2022/2023 = 2,666

596 more Compliments than  
2,070 in 2021/22

Increase of 28.8%

## PALS

2022/2023 = 2,054

440 fewer PALS than  
2,494 in 2021/22

Decrease of 17.6%

## Complaints

2022/2023 = 630

125 more Complaints than  
505 in 2021/22

Increase of 24.7%

## Total Number of WMAS contacts 01.04.2022 – 31.03.23

- |  |                  |
|--|------------------|
| • 999 Calls received                         | 1,630,498        |
| • PTS journeys completed (including escorts) | 891,000          |
| • 111 calls offered                          | 1,717,795        |
| • <b>Total contacts</b>                      | <b>4,239,293</b> |

**A thank you letter has been received for every 1,590 patient contacts**

**One complaint has been received for every:**

5,908 emergency calls

5,204 emergency incidents

10,360 non-emergency patient Journeys

30,675 111 calls

# Integrated Emergency & Urgent (IEUC) Care Achievements in 2022-23



- 1.63m Emergency 999 Calls Answered
- Achieved a Mean Call Answer Performance of 8 seconds, Providing the Fastest Answer in the Country
- Lowest 2-minute delays in the country. 0.54% Contribution to all Trust 2-minute delays
- 64,721 Emergency Calls Answered for Other Ambulance Trusts, including significant support to London
- Successfully appointed 145 whole time equivalent Clinical Validation Paramedics and Nurses
- 157k Category 3 & 4 Patients Receiving Clinical Validation and Triage to the Most Appropriate Care
- Early Adopter of the Category 2 (C2) Segmentation Programme. Over 10k C2 Patients Safely Triage
- Hear & Treat of 16%

Face to Face Mandatory Training %	Mandatory Training Workbook %	Safeguarding %	Personal Development Review %
99%	96%	93%	100%

# E&U Achievements in 2022-23

- Commanders and staff played a vital role in the huge success of the Commonwealth Games
- Successful move into new Sandwell Hub improving work environment and staffing levels
- Supporting our staff to remain at work below the targets with a sickness rate of 4 %
- Huge recruitment and induction of Graduate Paramedics and Student Paramedics into Operations
- Developing Clinical Team Mentors to complete additional training and assessing qualifications and delivering additional training to all trust clinicians
- Operational Manager and Hazardous Area Response Team (HART) Team Leader development programme successful in ensuring robust succession plan for future leaders
- Delivery of advanced life support training of all staff across Emergency and Urgent care
- Improvements in staff survey at Dudley, Shrewsbury, HART
- Support in the network delivery across the organisation to include robust actions regarding culture change
- Management and supporting staff with aggression and violence prosecutions
- Delivery of roster changes across all hubs
- HART deployment and support to Jersey following major incident

	Face to Face Mandatory Training %	Mandatory Training Workbook %	Safeguarding %	Clinical Supervision (CS1) %	Personal Development Review %
E&U	97.74%	100%	98.44%	100%	97.49%



# PTS Achievements in 2022-23

- Walsall Palliative Care contract commenced
- PTS continued to support E&U with an urgent tier for Q1 – 3
- Secured additional funding for dedicated discharge crews across Birmingham
- Ambulance Decision Areas established across 5 Emergency Departments – University Hospitals Birmingham – Queen Elizabeth, Heartlands and Good Hope, Royal Shrewsbury and Worcestershire Royal. This is a new initiative that has never been done before where we have WMAS paramedics who have received additional training and skills working within the Acute Trust alongside an Ambulance Health Care Assistant (this is a new role for WMAS). We have worked in collaboration across the system with the ICS and Acute Trusts
- Improved hospital handover times and secured additional HALO cover
- Introduced Auto-Plan to plan patient journeys

	Face to Face Mandatory Training %	Mandatory Training Workbook %	Safeguarding %	Clinical Supervision (CS1) %	Personal Development Review %
PTS	97.35%	99.3%	N/A	N/A	99.42%
SCC	100%	100%	100%	100%	100%
HALO	100%	100%	100%	100%	100%
ADA	100%	100%	100%	100%	100%

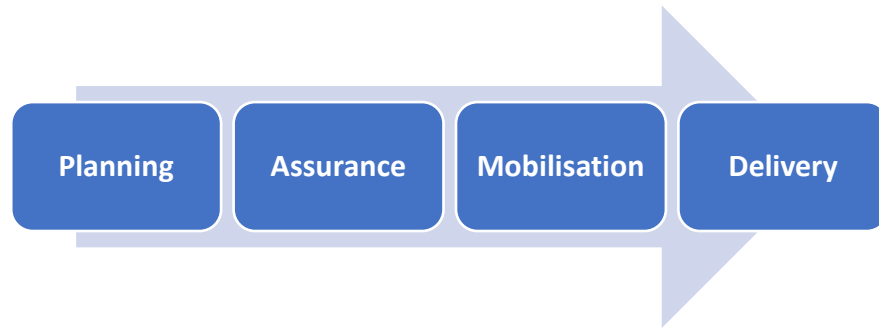
# Emergency Preparedness Achievements in 2022-23

- Use of technology through continued use of Airbox and ADL downlink (Heli-tele) and state of the art drone technology (night flying, infra-red and weather resilience). Capability to stream live footage to any location
- The Trust originally achieved 'partially compliant' status in the annual Emergency Preparedness Response and Resilience Core Standards obligations with 9 standards requiring minor adjustments to linked business continuity updates, procurement policy. All actions have been completed and the Trust is confident of a fully compliant status for 2023-2024
- Robust preparation arrangements and successful delivery of Commonwealth Games in summer of 2022
- Joint Emergency Services Interoperability Protocol (JESIP) national training package updated by WMAS now live nationally. WMAS embedded in regional plan of JESIP refresher courses ensuring all WMAS commanders remain compliant to national requirements
- Full embed of JESIP (edition 3 doctrine) within all training, exercising and planning, including a multi-agency sitrep template to support MAIC
- Full engagement and partnership working with Operations. Daily Operations conference calls AM/PM. Support and review of all significant Incidents
- WMAS chairs a regional Marauding Terrorist Attack (MTA) working group with all blue light partners within WMAS footprint
- 17 large scale exercises completed

# Birmingham2022 Commonwealth Games



- 4 Phase approach



- Dedicated planning commenced March 2021, with further support from Feb 2022
- Dedicated Deployment Centre at the new Sandwell Hub, before being utilised for Operations
- Over 23,000 operational hours across the organisation to service the games whilst protecting business as usual

- Enhanced training for staff and commanders to ensure preparedness
- Dedicated CWG Command Cell at MP
- NILO embedded within C3 to maintain multi-agency links
- Significant boost to staff morale
- High quality, fit for purpose and robust plans implemented
- Showcased the organisation's capabilities & innovation on the Global stage
- Legacy benefits implemented into core & event operations to further enhance resilience arrangements
- Full Post Games Review completed



A successful Commonwealth Games with huge public support  
An amazing experience for all involved, in the planning stages, in the Control Room and at the events themselves





# Maternity Achievements in 2022/23



- Participation in the National Ambulance Pre-Hospital Maternity Leads Group
- Local Networking & Development of working relationships
- Introduction of Red Pre-Alert phone continues at maternity units around the region
- 3,000 Prompt e learning licenses secured by the Trust to be rolled out to clinicians Quarter 2 2023/24
- Continued development of maternity intranet site for staff
- Maternity Champions Continued Professional Development (CPD) days
- Participation in root cause analysis for internal patient safety investigations
- Patient experiences on WMAS emergency maternity care shared and reviewed to identify learning
- All maternity investigation reports amended to include definitions and language that is easy for families to understand
- Published Summary of WMAS response to the Final Ockenden Report
- Continuation of excellent team of Family Liaison Officers (FLOs)





# Achievement of Quality Account Priorities 2022/23


Priority	Achievement	Status
Maternity	<ul style="list-style-type: none"> <li>• Red Pre-Alert phones continuing to be installed</li> <li>• Funding awarded to deliver PROMPT e-learning</li> <li>• Virtual CPD Video</li> <li>• Maternity website continuing into 2023-24</li> </ul> Work continuing: <ul style="list-style-type: none"> <li>• Maternity observation shifts continuing</li> <li>• Continued updates to Trust reports following final Ockenden Report</li> </ul>	 Majority of plans completed / In progress
Mental Health	<ul style="list-style-type: none"> <li>• Documents, policies and procedures updated</li> <li>• Discussions for funding for investment in mental health training</li> <li>• Clinical hub developed</li> <li>• Development of external communications plan achieved</li> <li>• Review themes to inform service delivery plans</li> </ul> Work continuing: <ul style="list-style-type: none"> <li>• Discussions continuing to secure funding to achieve Long Term Plan ambitions</li> <li>• Mental Health Champions identified in most locations, further recruitment to continue in 2023/24</li> </ul>	 Majority of plans completed / In progress

# Achievement of Quality Account Priorities 2022/23 (2)



Priority	Achievement	Status
IEUC Clinical Governance	<ul style="list-style-type: none"> <li>Continued recruitment and training of dual trained call assessors – this plan was ceased due to the planned exit of the 111 contract</li> <li>Review of actions and recommendations arising from serious incidents complete. Processes introduced to ensure timely response</li> <li>Audits on track</li> <li>Continued representation at NHS Pathways Board</li> <li>Clinical Validation Team remains at full strength producing effective, safe and meaningful clinical triage with a high Hear and Treat rates</li> <li>Training and development on track</li> <li>Learning points in relation to complaints continue to be reviewed</li> <li>Work with other providers to improve access to alternative services continues</li> </ul>	 <p>All plans completed / In progress</p>
Use of alternative pathways	<ul style="list-style-type: none"> <li>Engagement with ICBs continues with some services making significant differences. A number of ICBs working to a single point of access</li> <li>CAD Portal live with hundreds of patients each week being referred via the portal</li> <li>Urgent caseload increasingly moved into UCR models</li> </ul>	 <p>All plans completed / In progress</p>

# Achievement of Quality Account Priorities 2022/23 (3)

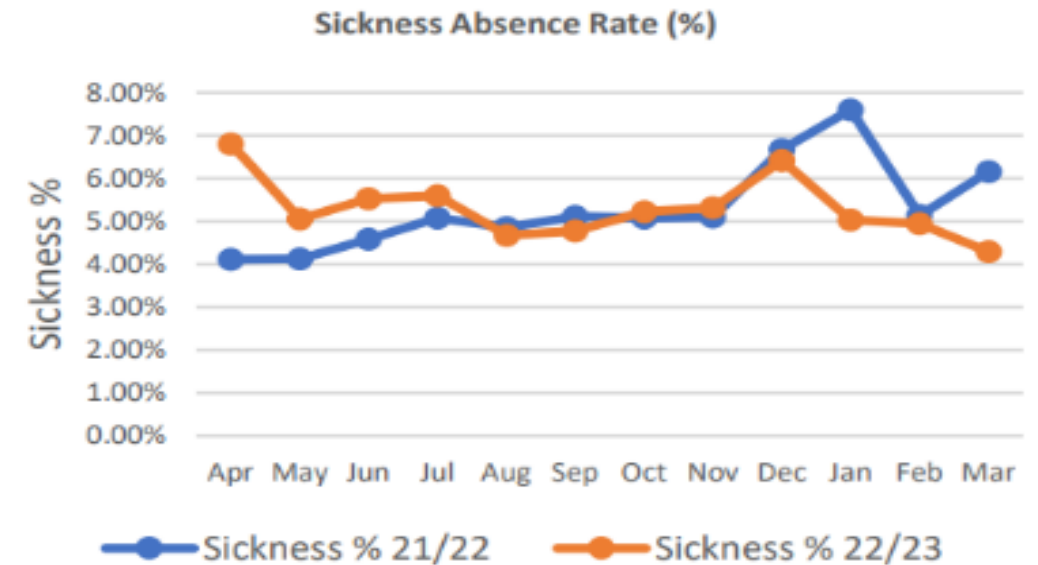
Priority	Achievement	Status
Developing our Role in Public Health	<ul style="list-style-type: none"><li>Public Health Group established</li><li>Deputy chair of Regional Directors of Public Health Group and Regional Medical Director for NHS England engaged with WMAS Medical Director</li><li>Public Health Strategy approved by Board of Directors in May 2023</li></ul>	 All plans completed / In progress

# Sickness Absence 2022/23

The Trust has seen periods of increase in sickness absence levels experienced across the organisation when compared to the pre-covid pandemic, however the recent trend has been below that of the previous year. Additional health & wellbeing support have been implemented to further broaden our offering to staff. In addition, focus is on empowering managers to have effective conversations to support their staff when absent to explore all available options to facilitate a return to work in a supported way

Despite the current challenges the Trust continues to perform the best for its sickness absence when compared to the wider ambulance sector

	2021-22	2022-23
Sickness %	5.24%	5.32%
Excluding COVID	4.57%	3.92%
Covid	0.67%	1.4%
Short Term	2.69%	2.64%
Long Term	2.63%	2.60%

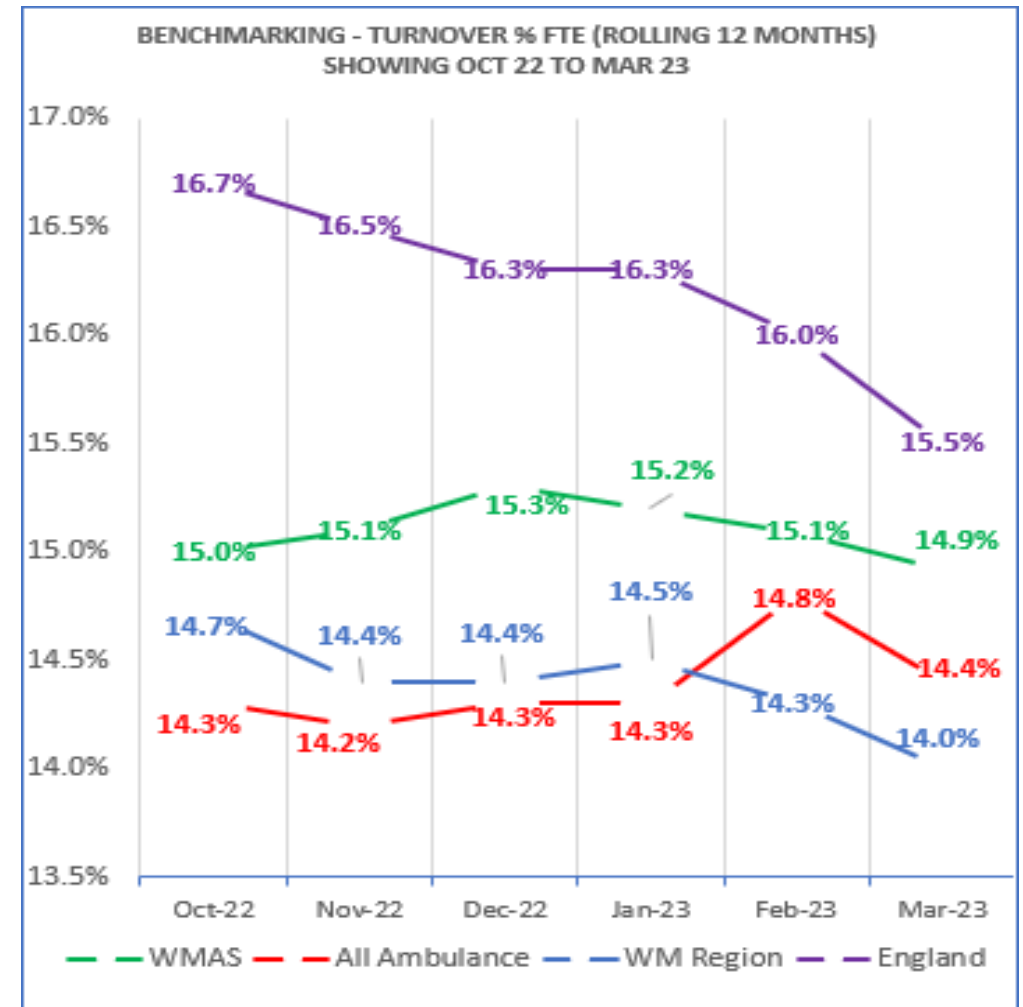


# Staff Turnover 2022/23



The graph and turnover rate % shows the current rolling 12-month period excluding those who left the Trust through 111 TUPE transfer.

	Staff Movements	Staff Movements
	2021-22	2022-23
Average Headcount	7,753	7,369
Average FTE	6,540	6,502
Starters Headcount	1,226	930
Starters FTE	1,107	841
Leavers Headcount	1,347	1,637
Leavers FTE	834	1,221
Turnover Rate FTE %	12.7%	14.9%



# Staff Safeguarding in Education and Training



## **Employed students, including Apprentices:**

- All new students receive a face to face a 2-hour safeguarding and welfare session – on Day 1 of their course
- All induction courses are mandated to complete the current years workbook and additional e-learning (Educare), at the beginning of their course
- All Induction courses have safeguarding themes and topics embedded throughout the curriculum
- Student Paramedic and Graduate students complete the Level 3 Safeguarding Adults and Children course, during their induction course
- All students have access to the Trust's, University's or external Training provider's policies and procedures upon enrolment
- E&T staff utilise a Health and Wellbeing app which captures work and personal issues, for both students and staff. All reports are monitored by Education & Training, including the E&T safeguarding lead for ongoing safeguarding concerns
- Internal Education Training Officers have completed their refresher Level 4 course
- The E&T safeguarding lead has undertaken a safeguarding supervision course
- Ofsted compliance is in place for regulated qualifications

## **University students (on placement with the Trust):**

- Each student has access to Trust Student Handbooks and shared safety notices upon enrolment which include the links and narratives relating specifically to safeguarding and welfare
- Each of our University partners adhere to regulators' requirements (OfS/ Ofsted/ QAA) to ensure they have safeguarding processes in place
- Direct links exist between each partner university and training provider via the Consortium to ensure staff welfare arrangements are discussed between university partners and the Trust on a regular basis

# Safeguarding

- Adults - During 22/23 41,175 adult safeguarding referrals/welfare concerns were completed by WMAS staff. This is an 8.2% increase from 38,048 in 2021/2022
- Children - During 22/23 15,301 child safeguarding concerns were completed by WMAS staff. This is a 1.2% increase from 15,105 in 2021/22
- Prevent - During 22/23 29 Prevent referrals were completed by WMAS staff – there were 19 completed last year, a 52% increase
- In 2022/23 WMAS submitted a total of 58,804 Safeguarding, Care Concern, Prevent and Fire referrals to the relevant organisations which is a 1.9% of call activity
- We saw a significant increase in child death's regionally during 22/23 compared to the previous year, this was a culmination of both traumatic and medical deaths particularly around the winter period
- Investment in resources with the team increasing from 4.5 to 6 members of staff
- The team is working to ensure the safeguarding Module within Datix will be ready towards the end of the year
- safeguarding Supervision Framework being developed for all staff across the Trust

# Incident Reporting

- More than 10,000 incident reports received for the Trust, an average of 877 incidents per month, an increase of approx. 30 per month from the previous financial year, showing a continued open reporting culture
- Increase in reports relating to hospital delays, concerns at other NHS organisations continue to be managed robustly with timely investigations undertaken due to greater local arrangements and implementation of organisational policies and procedures, with a more robust approach to risk and incidents
- A new NHS-NHS process established as improved reporting for these cases which allows immediate sight of these incidents
- Reporting of trends and themes at continues to develop, identify actions and encourage discussion and collaboration between key stakeholders. This includes the introduction of both local and organisational processes to ensure greater identification and management of risks and trends, as well as the addition of a trend report for Integrated Emergency and Urgent Care
- Updates to existing reports have been created which provide managers with a greater awareness of their local trends, as well as status of investigations and identify where gaps exist which need focus and action. This has coincided with strengthened engagement from operational managers to ensure investigations are completed timely and correctly
- In April 2022, there were 131 serious incidents open, 53 of which were over their timeframe. None were out of time by end of June 2022. In May 2023, the number of Serious Incidents that were open reduced to 94, none of these are out of time
- 453 Serious Incident Investigations were recorded during 2022-23, averaging 38 per month
- Historic ER54s were all completed by April 2023
- All Serious incidents, recommendations and ER54s are all up to date





- Completion of new build in Sandwell to house Operational team, HART, Training and Central Stores teams
- Improvements to some sites including roof repairs and air conditioning for the comfort and security of staff
- Rolling project of LED lighting upgrades reducing energy consumption, costs and carbon footprint
- Remaining Community Ambulance Stations, West Bromwich Station, previous central stores and old HART building closed and handed back to landlords or sold
- A further review of estate to be conducted during 2023/24



Photograph credited to Assura

# Fleet and Sustainability

- Emergency ambulances remain under 5 years old and are safe and compliant with regulatory requirements with high levels of vehicle availability across the fleet
- Trial in progress for vehicle with multiple new technologies
- Real time working embedded in workshops - all technical staff using iPads to transact maintenance events
- Technical audit tool developed for maintenance operation
- Collaboration with IT and Operations to bring Fleetwave and Digital Make Ready systems together to enable improved monitoring of equipment locations and status
- Good progress made with zero emission fleet – Electric versions of emergency, non-emergency, rapid response and support vehicles introduced



# IT and Digital

- Deployment of next generation electronic patient record (EPR) system
- Migration of EPR to iPads to improve the functionality available to the user
- Deployment of new Ambulance Radio Programme Control Room solution
- Active development of Computer Aided Dispatch platform
- Live communication via app with Hospital Ambulance Liaison Officers (HALO) and Ambulance Decision Areas (ADA)
- Ongoing programme to assess and develop counter measures for cyber threats
- Continued development of digital paper-free solutions including uniform ordering system, electronic controlled drugs system and additions to the Digital Make Ready Solution
- Migration of business intelligence reporting system
- Continued work to increase data sharing across Integrated Care Boards
- Expanding centralised reporting - work progressing with Community First Response and Directory of Services Dashboards
- Assessment against new NHS digital maturity measures
- Global Digital Exemplar Accreditation confirmed May 2022

# Key Priorities 2023/24



- Continue to embed and promote the Health & wellbeing services available to support our people through the Trust's dedicated website, with a specific focus on achieving menopause friendly employer status
- Review and launch sickness absence policy to have a greater emphasis on a supportive and compassionate approach and including clear guidance in relation to supporting our people at work with long term health conditions and disabilities
- Strict financial control to maintain a balanced budget in the most challenging financial landscape
- Digital - ongoing development of EPR continues to capture relevant patient information with the Ambulance Data Set and Mental Health being part of this year's development programme
- Development of Mental Health Strategy to develop and deliver optimum care to meet the often, complex needs of patients
- Develop our role in public health management through delivery of our strategy with incorporates health protection, health promotion, Prevention of ill health and public health intelligence and academia
- Improvements in clinical care governance including improved call auditing, continued shared learning from serious incidents, additional training in key areas, additional opportunities for clinical validation
- Improvements to the process of management and responding to incident reports, and implementation of remedial action to reduce harm incidents
- 3,000 Prompt e-learning licenses secured by the Trust to be rolled out to clinicians Quarter2 2023/24
- Continue to promote and embed Freedom to Speak arrangements which support the values and culture of the Trust