



Medway HASC

17 March 2016

Geraint Davies,
Director of Commissioning





Agenda

- ✚ Re-triage process
- ✚ Performance up-date & challenges:
 - ✚ 999
 - ✚ NHS 111
- ✚ Performance reporting – defibrillators
- ✚ Key developments



Re-triage process

- ✚ Introduced during Winter 2014/15
- ✚ Background of significant system pressures & real risks to patient care
- ✚ Process saw clinicians taking up to an extra ten minutes to 're-triage' calls that had come across from 111 to 999 as requiring an emergency response, during a period when we simply did not have sufficient resources available to respond to the demand.
- ✚ It allowed the clinicians to spot immediately life-threatened patients (Red 1s) amongst these, who needed a very quick response, as well as those calls that could wait a little longer for a response.

North East Coast Ambulance Service

NHS Foundation Trust



Call ID	Date	Problem	00:14:42	00:39:48	00:00:37
23255559	18/05/2014				
23313412	19/12/2014	Mental Health Issues	00:24:49.72	00:09:48	00:00:39
23267118	28/11/2014	Diabetic Probs	00:20:37.72	00:09:49	00:00:36
23249986	23/11/2014	Allergic Reaction	00:13:43.72	00:09:56	00:00:04
23249942	23/11/2014	Trauma	00:28:01.72	00:10:04	00:01:34
23298940	04/11/2014	NHS 111	00:25:31.72	00:10:05	00:00:40
23243753	20/02/2014	Stroke/Neurological	00:27:11.72	00:10:06	00:00:08
23259002	26/11/2014	Chest Pain/Cardiac Prob	00:20:17.72	00:10:08	00:02:16
23207086	06/11/2014	Diabetic Probs	00:16:37.72	00:10:17	00:00:08
23257824	28/11/2014	Stroke/Neur	09:53:28		
23213763	09/12/2014	Bleeding	23:30:44.59	22:32:12	
23310852	14/12/2014	NHS 111	23:29:44.44	10:12/2014	
23288437	28/11/2014	Chest Pain/Prob	19:02:10		
23241095	19/11/2014	Chest Pain/Prob	15:12/2014		
23234003	16/11/2014	Mental Health	23:27:47.61	09:20:37	
23218376	10/11/2014	NHS 111	23:28:95.70	07/12/2014	
23228706	20/12/2014	Falls <12ft	23:25:33.59	24/11/2014	
23307682	13/12/2014	Falls <12ft	23:31:39.50	15/12/2014	
23290636	07/12/2014	Chest Pain/Prob	23:19:62.69	02/11/2014	
23286176	28/11/2014	Back Pain	23:28:78.62	07/12/2014	
3261	18/11/2014	Unconscious	23:26:89.25	30/11/2014	
23288100	07/12/2014	Mental Health	23:28:78.62	07/12/2014	
23193566	01/11/2014	Breathing/ENT Problems	23:28:20.62	08/12/2014	
23256942	28/11/2014	Generally Ur	23:30:52.06	13/12/2014	
23291112	08/12/2014	Generally Ur	23:30:98.41	14/12/2014	
23280065	27/11/2014	Alcohol Intoxication	23:21:90.25	11/11/2014	
23231884	18/11/2014	Bleeding	23:21:90.25	11/11/2014	

Call ID	Date	Problem	00:16:10.72	00:13:25	00:00:11
Assault	00:16:10.72		00:13:25	00:00:11	
Chest Pain/Cardiac Prob	00:16:50.72		00:13:26	00:01:13	
Breathing/ENT Problems	00:18:02.72		00:13:27	00:00:08	
Minor Ailment/Injury	00:20:58.72		00:13:45	00:01:40	
999 HCP	00:26:52.72		00:14:02	00:00:02	
Chest Pain/Cardiac Prob	00:19:19.72		00:14:13	00:00:26	
Falls <12ft	00:25:03.72		00:14:17	00:00:10	
Allergic Reaction	00:25:25.72		00:14:18	00:00:05	
NHS 111	00:26:22.72		00:14:21	00:00:04	
Chest Pain/Cardiac Prob	00:17:23.72		00:14:22	00:00:32	
Abdominal/Flank Pain	00:20:13.72		00:14:26	00:01:11	
Unconscious/Faint	00:25:38.72		00:14:34	00:00:00	
NHS 111	00:19:59.72		00:14:49	00:02:29	
Generally Unwell	00:31:34.72		00:14:52	00:00:13	
Stroke/Neurological	00:23:45.72		00:15:03	00:02:07	
Maternity Issues	00:43:42.72		00:16:07	00:00:46	
Bleeding	00:47:20.72		00:16:10	00:00:05	
Prob	00:21:38.72		00:16:21	00:00:15	
999 HCP	00:19:45.72		00:16:22	00:00:06	
Stroke/Neurological	00:19:33.72		00:16:38	00:00:43	
Chest Pain/Cardiac Prob	00:35:58.72		00:16:23	00:00:42	
Chest Pain/Cardiac Prob	00:38:12.72		00:16:33	00:08:20	
Headache	00:21:08.72		00:16:55	00:00:04	05
Minor Ailment/Injury	00:29:53.72		00:17:02	00:01:41	11
Back Pain	00:44:35.72		00:17:21	00:00:04	06
Back Pain	00:56:55.72		00:17:45	00:00:01	46
Alcohol Intoxication/Related Breathing/ENT Problems	00:31:01.72		00:17:56	00:00:05	
Fitting	00:44:51.71		00:18:17	00:00:54	
Generally Unwell	00:23:06.72		00:19:54	00:00:14	
999 HCP	00:33:38.72		00:19:58	00:05:31	
Chest Pain/Cardiac Prob	00:39:51.72		00:21:33	00:00:17	
Headache	00:41:22.72		00:22:28	00:00:41	
999 HCP	00:34:11.72		00:22:38	00:01:51	
Unconscious/Faint	00:32:25.72		00:22:41	00:01:01	
Bleeding	00:32:21.72		00:22:52	00:02:54	
Back Pain	00:25:06.72		00:23:33	00:00:01	
Breathing/ENT Problems	00:34:08.72		00:24:19	00:00:45	
Stroke/Neurological	00:56:34.72		00:31:14	00:00:05	
Falls <12ft	01:05:32.72		00:31:32	00:00:12	
Breathing/ENT Problems	01:02:38.72		00:39:52	00:00:01	

Call ID	Date	Problem	00:18:10.72	00:13:25	00:00:11
23304459	12/12/2014	Assault	00:18:10.72	00:13:25	00:00:11
23298444	10/12/2014	Chest Pain/Cardiac Prob	00:16:50.72	00:13:26	00:01:13
23313286	15/12/2014	Breathing/ENT Problems	00:18:02.72	00	
23274761	02/12/2014	Minor Ailment/Injury	00:20:58.72	00	
23289570	07/12/2014	999 HCP	00:26:52.72	00	
23253359	24/11/2014	Chest Pain/Cardiac Prob	00:19:19.72	00	
23313950	15/12/2014	Falls <12ft	00:25:03.72	00	23288104 07/12/2014 02:29:41
23196269	02/11/2014	Allergic Reaction	00:25:25.72	00	23328680 20/12/2014 19:09:59
23268925	30/11/2014	NHS 111	00:26:22.72	00	23244591 21/11/2014 08:17:51
23287862	07/12/2014	Chest Pain/Cardiac Prob	00:17:23.72	00	23247713 22/11/2014 10:48:54
23282062	08/12/2014	Abdominal/Flank Pain	00:20:13.72	00	23273770 01/12/2014 21:21:08
23305206	04/58/41	Unconscious/Faint	00:25:38.72	00	23316446 16/12/2014 19:26:26
23309841	14/12/2014	NHS 111	00:19:59.72	00	23199681 02/11/2014 23:42:02
23219025	11/11/2014	Generally Unwell	00:31:34.72	00	23313540 18/12/2014 19:57:54
23289519	07/12/2014	Stroke/Neurological	00:23:45.72	00	23253615 24/11/2014 12:49:03
23312760	18/12/2014	Maternity Issues	00:43:42.72	00	23218453 10/11/2014 19:14:44
2323336	19/12/2014	Bleeding	00:47:20.72	00	23290072 07/12/2014 17:04:59
23288501	04:19:43	Prob	00:21:38.72	00	23323300 19/12/2014 03:08:17
23270722	30/11/2014	999 HCP	00:19:45.72	00	00:31:1187 15/12/2014 02:42:52
23210271	07/11/2014	Stroke/Neurological	00:19:33.72	00	23254872 24/11/2014 21:58:57
23289611	07/12/2014	Chest Pain/Cardiac Prob	00:35:58.72	00	23257322 25/11/2014 22:12:37
2331440	16/12/2014	Chest Pain/Cardiac Prob	00:38:12.72	00	23313984 15/12/2014 22:50:28
2330790	14/12/2014	Chest Pain/Cardiac Prob	00:38:12.72	00	23304539 12/12/2014 23:38:56
2332612	19/12/2014	Overdose/Ingestion - Accidental	00:37:55.72	00	23213876 08/11/2014 01:40:12
23288104	02:29:41	Headache	00:21:08.72	00	23314356 16/12/2014 02:37:43
23238680	20/12/2014	Minor Ailment/Injury	00:29:53.72	00	



23288104	07/12/2014 02:29:41	Headache	00:21:08 72	00:16:55	00:00:06
23328680	20/12/2014 19:09:59	Minor Ailment/Injury	00:29:53 72	00:17:02	00:01:45
23244691	21/11/2014 08:17:51	Back Pain	00:44:35 72	00:17:21	00:00:04
23247713	22/11/2014 10:49:54	Back Pain	00:56:55 72	00:17:45	00:00:09
23273770	01/12/2014 21:21:08	Alcohol Intoxication/Related	00:31:01 72	00:17:56	00:00:09
23316446	16/12/2014 19:26:26	Breathing/ENT Problems	00:21:01 72	00:18:17	00:00:54
23198681	02/11/2014 23:42:02	Fitting	00:44:51 71	00:19:43	00:00:20
23313540	15/12/2014 19:57:54	Generally Unwell	00:23:06 72	00:19:54	00:00:14
23253615	24/11/2014 12:49:03	999 HCP	00:33:36 72	00:19:58	00:05:37
23218453	10/11/2014 19:14:44	Chest Pain/Cardiac Prob	00:39:51 72	00:21:33	00:00:17
23290072	07/12/2014 17:04:59	Headache	00:41:22 72	00:22:28	00:00:48
23323300	19/12/2014 03:08:17	999 HCP	00:34:11 72	00:22:38	00:01:59
23311187	15/12/2014 02:42:52	Unconscious/Faint	00:32:25 72	00:22:41	00:01:07
23254872	24/11/2014 21:58:57	Bleeding	00:32:21 72	00:22:52	00:02:56
23257322	25/11/2014 22:12:37	Back Pain	00:25:06 72	00:23:33	00:00:09
23313984	15/12/2014 22:50:28	Breathing/ENT Problems	00:34:08 72	00:24:19	00:00:46
23304539	12/12/2014 23:08:56	Stroke/Neurological	00:56:34 72	00:31:14	00:00:09
23213876	09/11/2014 01:40:12	Falls <12ft	01:05:32 72	00:31:32	00:00:12
23314355	16/12/2014 02:37:43	Breathing/ENT Problems	01:02:38 72	00:39:52	00:00:05



Review process

- ✚ Reviews undertaken (internal and by NHS E) to date have recognised that the pilot was undertaken to ensure that the right response was provided to patients
- ✚ During the pilot period, 26,000 calls were transferred from the 111 service to 999
- ✚ As part of the review:
 - ✚ 899 incidents were reviewed
 - ✚ 25 incidents were identified, that were linked to the Red 3 process in some way
 - ✚ 7 Serious Incidents reported
- ✚ No identifiable patient harm attributable to the pilot has been identified to date
- ✚ But reviews have also revealed that the pilot was not well implemented and we did not use our own internal governance processes properly to manage it = serious findings.
- ✚ Action plan in place & reviewed with CCGs via contractual route





Action plan – key areas

Issue identified	Trust response
Incident reporting	Introduction of senior clinical oversight to incident reporting – early identification of themes
Raising concerns	New approach introduced, reflecting a top-down, bottom-up approach, including independent support. Commitment to ‘Speak Out Safely’ campaign
Impact of REAP (periods of operational pressure) on governance processes	Terms of reference for Compliance Working Group, Operational Governance Working Group & Central Health & Safety Working Group revised to recognise and mitigate impact of REAP
How service change is introduced	Retrospective compilation of project list and introduction of robust project initiation process for all new initiatives. This has led to creation of a dynamic project log, monitored regularly via a range of forums
Stakeholder Communication/Engagement	Introduction of new processes for more robust and regular communication with key stakeholders, including CCGs & Healthwatch



Review process – contd./

- + Process with Monitor now underway, includes:
 - + **Forensic Review** - undertaken by Deloitte during November & December 2015, looking to establish the 'how, why, who & when' facts. Report expected to be finalised Spring 2016
 - + **Patient Impact Review** - to be led by SECAMB Medical Director, Dr Rory McCrea and supported by Dr Andy Carson from WMAS. This has already commenced, with a likely timescale of four to six months, due to report in April 2016.
 - + **Governance Review** – a wide-ranging review, covering all aspects of the Trust's governance arrangements. This will be shaped by the outcome of the Forensic Review and therefore will not start until the end of January/February 2016. It is likely to take circa three months to complete.



999 Performance

- + Current performance – challenges around achieving all targets
- + Nationally, SECAMB above average amongst ambulance Trusts (only one Trust hitting both targets)

Indicator	YTD (Apr to Jan 16)
Red 1 (75% in 8 minutes)	73.2%
Red 2 (75% in 8 minutes)	72.01%
A (95% in 19 minutes)	94.9%

- + Performance remedial plan agreed with commissioners:
 - + Focus on call answer time – aim to get to 95% within 5 seconds by year end
 - + Focus on improving allocation of resources – forecasting, operational hubs, new management structure
 - + Transition to Operating Units



999 Performance – key challenges

- ✚ Volume of hours lost to handover & turnaround delays = over 3,800 in December 2015
 - ✚ The position has worsened considerably in January 2016
 - ✚ Handover delay is an issue at most sites but key priorities in Kent are Darent Valley, William Harvey, Pembury & Medway
 - ✚ For SECAMB overall, year to date delays are 50% up on same period in 2013 (impact on our response capacity and patient safety & experience)
- ✚ OOH GP capacity pressures causing severe impact on 111 and 999
- ✚ On-going recruitment pressures – front-line staff
- ✚ Finite capacity to recruit & train required additional EMA and EOC staff (rate-limiting step) required





NHS 111 Performance

- ✚ Current YTD performance – improving but challenges around call answer times & abandonment rate, especially at weekends
- ✚ Performance reviewed through contractual process
- ✚ Key internal challenge – recruitment/retention of Health Advisors (call handlers)
- ✚ Failure of OOH services, especially at weekends = significant risk



Performance reporting - defibrillators

- ✚ We believe passionately in the widespread availability of Public Access Defibrillators (PADs) across our area
- ✚ 789 PADs currently in Kent & 2,227 across our region as a whole
- ✚ Defibrillators & national performance reporting – the current position:
 - ✚ The Association of Ambulance Chief Executives (AACE), the representative body for all English ambulance services, provides guidance on interpretation of Ambulance Quality Indicators (AQIs) to ensure they are applied consistently and correctly by everyone in all ambulance trusts
 - ✚ We carefully consider how to define whether a defibrillator is available at an incident location and we have detailed rules governing this



Performance reporting - defibrillators

- ✦ For Red 1 patients, the 'clock stop' only counts if the defibrillator is actually by the patient's side.
- ✦ For Red 2 patients, the clock will only stop if there is someone able to collect the defibrillator and bring it to the patient and that the AED is accessible at the time of the call. Red 2 calls include incidents where there is a chance of cardiac arrest so there is a potential need for a defibrillator but it is not immediately required
- ✦ This process was used for approximately 5,000 calls in 2014/15 and should be seen in the context of the more than 850,000 total calls we received (which includes more than 200,000 Red 1 and Red 2 calls)
- ✦ We believe have been compliant with guidance - independent review currently underway to ensure
- ✦ Wider discussions underway, locally & nationally, on whether national reporting needs to change in this area - some changes made already



A key role in supporting & delivering system change

- ✦ Key enabler = professionalisation of clinical workforce
 - ✦ Development & utilisation of Paramedics & Paramedic Practitioners
 - ✦ Broader utilisation of range of clinicians including nurses, pharmacists, mental health professionals
- ✦ Sustainability & Transformation Plans
 - ✦ Integration of emergency & urgent care including 999, 111, GP OOH, Care Navigation & system support
- ✦ Development of integrated Community Paramedic role
 - ✦ Whitstable pilot