


# Agenda Item 5

		<b>THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE</b>	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Sue Noyes, Chief Executive  
East Midlands Ambulance Service NHS Trust

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>11 June 2015</b>
Subject:	<b>East Midlands Ambulance Service (EMAS) - Improvements and Performance</b>

**Summary:**  
This report outlines the key areas of performance within the East Midlands Ambulance Service (EMAS) and in particular the Lincolnshire Division. This also includes an update on the work and ongoing projects being carried out to enhance and support performance.

**Actions Required:**  
To consider and comment on the performance summary and the ongoing activity of the East Midlands Ambulance Services NHS Trust.

## **1. Purpose**

This report provides the Lincolnshire Health Scrutiny Committee with an update on East Midlands Ambulance Service NHS Trust (EMAS) performance and overview of CQC visits.

It also provides an update on the delivery of key national performance standards, in the light of significant increased demand. It also provides an honest, open and transparent report about the challenges faced by EMAS in 2015/16 and the action taken.

The report demonstrates public accountability and sets out how the Trust is working to further improve its services.

## **2. EMAS Performance**

A new and expanded team of substantive Executive Directors, as approved by the NHS Trust Development Authority have been recruited to the Trust and all have now started.

A revised local management structure has been introduced to focus more on local delivery, partner and cooperative working and resolution of issues arising.

Staff engagement and recruitment has seen greater emphasis, being mobilised through an NHS initiative termed "Listening into Action" that is being led personally by our Chief Executive.

Staff recruitment and the workforce plan is fully committed for the current financial year with new staff joining the service in April, June, July, September, October and March 2015.

The situation where staff begin their shift within Lincolnshire and consequently get drawn into other areas of the EMAS region is clearly a concern. Vehicles are dynamically placed to cover this movement and crews are returned to base areas for meal breaks wherever possible. Part of the local commissioning group remit is to carry out a full review of this situation.

April 2015	Performance - Incidents (Response)										Performance -		
	RED 1 (75%)	RED 2 (75%)	RED (75%)	RED 1 (95%)	RED 2 (95%)	RED (95%)	GREEN 1 (85%)	GREEN 2 (85%)	URGENT (90%)	GREEN 3 (85%)	GREEN 4 (85%)	GREEN 3 (85%)	GREEN 4 (85%)
<b>Lincolnshire</b>	79.40%	80.47%	80.41%	96.62%	90.90%	91.20%	86.69%	86.51%	82.66%	87.16%	99.05%	94.04%	100.00%
<i>NHS Lincolnshire East CCG</i>	71.43%	74.87%	74.70%	93.55%	84.99%	85.42%	83.00%	83.11%	78.01%	85.37%	100.00%	91.49%	100.00%
<i>NHS Lincolnshire West CCG</i>	84.48%	84.70%	84.69%	94.83%	93.82%	93.88%	93.63%	92.43%	85.64%	84.38%	98.04%	97.87%	100.00%
<i>NHS North East Lincolnshire CCG</i>	87.50%	84.38%	84.56%	100.00%	94.49%	94.81%	91.50%	87.88%	92.13%	92.31%	98.80%	96.36%	100.00%
<i>NHS North Lincolnshire CCG</i>	80.49%	85.16%	84.87%	97.56%	97.10%	97.13%	86.78%	88.58%	88.02%	85.71%	100.00%	92.31%	100.00%
<i>NHS South Lincolnshire CCG</i>	65.22%	73.70%	73.35%	100.00%	87.88%	88.40%	81.48%	81.41%	83.66%	84.62%	100.00%	87.50%	100.00%
<i>NHS South West Lincolnshire CCG</i>	80.77%	78.71%	78.83%	96.15%	87.14%	87.63%	85.19%	83.47%	77.78%	93.33%	96.30%	94.74%	100.00%

April 2014	Performance - Incidents (Response)										Performance -		
	RED 1 (75%)	RED 2 (75%)	RED (75%)	RED 1 (95%)	RED 2 (95%)	RED (95%)	GREEN 1 (85%)	GREEN 2 (85%)	URGENT (90%)	GREEN 3 (85%)	GREEN 4 (85%)	GREEN 3 (85%)	GREEN 4 (85%)
<b>Lincolnshire</b>	78.57%	82.38%	82.09%	96.98%	94.29%	94.49%	89.54%	90.66%	90.77%	77.69%	95.12%	97.57%	100.00%
<i>NHS Lincolnshire East CCG</i>	70.83%	77.95%	77.38%	92.71%	88.70%	89.02%	83.81%	85.87%	90.52%	80.00%	96.70%	97.78%	100.00%
<i>NHS Lincolnshire West CCG</i>	86.84%	88.33%	88.22%	98.68%	97.31%	97.41%	98.94%	96.14%	92.44%	76.47%	92.62%	98.00%	100.00%
<i>NHS North East Lincolnshire CCG</i>	87.18%	90.73%	90.42%	100.00%	99.39%	99.44%	91.33%	96.23%	100.00%	69.57%	95.12%	100.00%	100.00%
<i>NHS North Lincolnshire CCG</i>	74.19%	85.12%	84.20%	100.00%	97.77%	97.96%	96.09%	95.75%	94.12%	72.73%	97.37%	100.00%	100.00%
<i>NHS South Lincolnshire CCG</i>	58.33%	66.59%	66.18%	87.50%	89.82%	89.71%	86.19%	80.29%	82.61%	87.50%	93.90%	94.74%	100.00%
<i>NHS South West Lincolnshire CCG</i>	85.71%	76.80%	77.34%	100.00%	91.42%	91.94%	86.18%	89.06%	86.52%	84.62%	94.00%	93.33%	100.00%

- **Red 1** – Immediately life threatening calls, for example cardiac arrest patients who are not breathing and do not have a pulse, and other severe conditions such as airway obstruction. Red 1 patients account for less than 5% of all ambulance calls. Response time: 8 minutes from call received and 19 minutes for conveying resource to scene.
- **Red 2** – Life threatening calls, such as cardiac chest pains. Response time: 8 minutes from call received and 19 minutes for conveying resource to scene.
- **Green 1** – Serious, but not life threatening. Response time of 20 minutes from call received.
- **Green 2** – Serious, but not life threatening and with no serious clinical need: Response time of 30 minutes of call received.
- **Green 3** – Non-life threatening non-emergency call. Telephone assessment within 20 minutes of call received.
- **Green 4** – Non-life threatening non-emergency call. Telephone assessment within 60 minutes of call received.

## 2.1 Performance Summary

The Committee is asked to consider the areas of work being carried out and the direct effect they are having on Ambulance Service performance within Lincolnshire. Although this is encouraging it is a priority that the Committee considers and realises that as a service EMAS falls short on performance even though Lincolnshire as a division regularly achieves. Although in the present contract EMAS are not commissioned to achieve national standards within Lincolnshire, the Commissioners within Lincolnshire do expect to see a continuous improvement towards national standards.

The Trust is active with Healthwatch and has formed an EMAS Healthwatch Task Group to look at and action initiatives in response to local needs.

Engagement with both System Resilience Groups (SRGs) and Urgent Care Working Groups is well established and representation and participation is regular and inclusive.

Work on unique initiatives with partner organisations such as CCGs, the Integration Executive, Local Resilience Forum (LRF) and others are on-going in support of the improvements necessary for the wider Lincolnshire health economy.

Pro-active work on hospital delays with ULHT staff has shown improvement, but there is a lot more work to do in this area.

New Executive Director appointments to strengthen the EMAS senior management team have been made and a new local operational area management structure has been implemented to strengthen local accountability in the delivery of the Better Patient Care plan and further enhance visibility.

External expert and consultant support, advice, critique and audit has been sourced and the results of this work and findings shared with commissioners to ensure the EMAS plan is robust and sufficiently focussed to deliver the required outcomes. Commissioner feedback on this has been very positive and supportive through their attendance at all relevant Board and Working Group meetings.

The development of:

- Mental Health Car Initiative
- Mobile Incident Unit, Butlins, Skegness
- Clinical Assessment Car Initiative
- South Lincolnshire Investments/Initiatives
- Joint Ambulance Conveyance Project (JACP) – Stamford, Woodhall Spa and Long Sutton
- Clinical Navigator Role at Lincoln County Hospital
- Management of Lincoln City centre roadwork's/effect/management of consequences
- Addressing patient handover delays at the acute trusts.

## 2.2 Joint Ambulance Conveyance Project Data

### Handover Impact

Apr-15	% Delayed Over 15 Minutes	30 - 59 Minutes	1 - 2 Hours	2 Hours Plus	Average Clinical Handover Time (hh:mm:ss)	Average Post Handover Time (hh:mm:ss)	Average Total Turnaround Time (hh:mm:ss)
Boston Pilgrim Hospital	45%	103	21	2	00:18:34	00:16:21	00:34:55
Lincoln County Hospital	60%	404	93	9	00:21:57	00:12:03	00:34:00
Peterborough City Hospital	49%	254	79	12	00:20:19	00:13:49	00:34:09

Dispositions	Pilgrim	Lincoln	Peterborough
Pilot			
Long Sutton	63		63
Woodhall Spa	43	43	
Stamford			127
Total	106	43	190
<b>% Delayed Over 15 Minutes</b>	<b>48</b>	<b>26</b>	<b>93</b>

### A19 Performance

2014/15	Performance	No. Responses	Hits	95%	No Responses missed within 95% response	Potential performance	Increase
<b>LINCOLNSHIRE</b>	<b>89.08%</b>	<b>41,202</b>	<b>36,703</b>	<b>39,142</b>	<b>2,439</b>		
NHS Lincolnshire East CCG	86.46%	15,633	13,516	14,851	1,335	87.03%	0.57%
NHS Lincolnshire West CCG	94.73%	13,012	12,326	12,361	35		
NHS South Lincolnshire CCG	85.34%	6,629	5,657	6,298	640	88.48%	3.14%
NHS South West Lincolnshire CCG	87.77%	5,928	5,203	5,632	429		

Apr-15	Performance	No. Responses	Hits	95%	No Responses missed within 95% response	Potential performance	Increase
<b>LINCOLNSHIRE</b>	<b>88.99%</b>	<b>3,342</b>	<b>2,974</b>	<b>3,175</b>	<b>201</b>		
NHS Lincolnshire East CCG	85.42%	1,228	1,049	1,167	118	85.99%	0.57%
NHS Lincolnshire West CCG	93.88%	1,094	1,027	1,039	12		
NHS South Lincolnshire CCG	88.40%	543	480	516	36	91.53%	3.13%
NHS South West Lincolnshire CCG	87.63%	477	418	453	35		

## Joint Ambulance Conveyance Project Activity

<b>Total Number of JACP Patient Transports to date (10/05/15 23:59 hrs):</b>	<b>141</b>
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Long Sutton C21 Performance Period 17/09/14 - 10/05/15 inclusive (23:59)	32 weeks
Number of calls that were attended by a Fast Response Vehicle	115
Number of calls that were attended by a Dual Crew Ambulance	231
Number of calls that type of EMAS attendance was not stated by LFR Crew	25
Number of Co Responder Calls attended	371
Number of JACP Patient Transports	78
Number of JACP Patient Transports compared to total number of calls	21%
Number of JACP Patient Transports compared to number of calls attended by a FRV	68%

Woodhall Spa C37 Performance Period 27/10/14 - 10/05/15 inclusive (23:59)	26 weeks
Number of calls that were attended by a Fast Response Vehicle	58
Number of calls that were attended by a Dual Crew Ambulance	82
Number of calls that type of EMAS attendance was not stated by LFR Crew	3
Number of Co Responder Calls attended	143
Number of JACP Patient Transports	43
Number of JACP Patient Transports compared to total number of calls	30%
Number of JACP Patient Transports compared to number of calls attended by a FRV	74%

Stamford C34 Performance Period 13/01/15 - 10/05/15 inclusive (23:59)	16 weeks
Number of calls that were attended by a Fast Response Vehicle	35
Number of calls that were attended by a Dual Crew Ambulance	58
Number of calls that type of EMAS attendance was not stated by LFR Crew	5
Number of Co Responder Calls attended	98
Number of JACP Patient Transports	20
Number of JACP Patient Transports compared to total number of calls	20%
Number of JACP Patient Transports compared to number of calls attended by a FRV	57%

Combined Performance Period 17/09/14 - 10/05/15 inclusive (23:59)	
Number of calls that were attended by a Fast Response Vehicle	208
Number of calls that were attended by a Dual Crew Ambulance	371
Number of calls that type of EMAS attendance was not stated by LFR Crew	33
Number of Co Responder Calls attended	612
Number of JACP Patient Transports	141
Number of JACP Patient Transports compared to total number of calls	23%
Number of JACP Patient Transports compared to number of calls attended by a FRV	68%

## 2.3. LIVES First Responder Performance

### LIVES Call Out Information

<i>South West Lincolnshire CCG Area</i>			
<b>LIVES Contribution to EMAS Red 1 Targets</b>	<b>LIVES Red 1 within 8 minutes</b>	<b>EMAS Red 1 Responses</b>	<b>LIVES Red 1 Contribution</b>
	18	353	5.1%
<b>LIVES Contribution to EMAS Red 2 Targets</b>	<b>LIVES Red 2 within 9 minutes</b>	<b>EMAS Red 2 Responses</b>	<b>LIVES Red 2 Contribution</b>
	236	5585	4.2%

<i>South Lincolnshire CCG Area</i>			
<b>LIVES Contribution to EMAS Red 1 Targets</b>	<b>LIVES Red 1 within 8 minutes</b>	<b>EMAS Red 1 Responses</b>	<b>LIVES Red 1 Contribution</b>
	66	421	15.7%
<b>LIVES Contribution to EMAS Red 2 Targets</b>	<b>LIVES Red 2 within 9 minutes</b>	<b>EMAS Red 2 Responses</b>	<b>LIVES Red 2 Contribution</b>
	983	6222	15.8%

<i>East Lincolnshire CCG Area</i>			
<b>LIVES Contribution to EMAS Red 1 Targets</b>	<b>LIVES Red 1 within 8 minutes</b>	<b>EMAS Red 1 Responses</b>	<b>LIVES Red 1 Contribution</b>
	79	951	8.3%
<b>LIVES Contribution to EMAS Red 2 Targets</b>	<b>LIVES Red 2 within 9 minutes</b>	<b>EMAS Red 2 Responses</b>	<b>LIVES Red 2 Contribution</b>
	1052	14718	7.1%

<i>West Lincolnshire CCG Area</i>			
<b>LIVES Contribution to EMAS Red 1 Targets</b>	<b>LIVES Red 1 within 8 minutes</b>	<b>EMAS Red 1 Responses</b>	<b>LIVES Red 1 Contribution</b>
	43	786	5.5%
<b>LIVES Contribution to EMAS Red 2 Targets</b>	<b>LIVES Red 2 within 9 minutes</b>	<b>EMAS Red 2 Responses</b>	<b>LIVES Red 2 Contribution</b>
	755	12254	6.2%

## 2.4 Toughbook Usage Update

The planned upgrade to the latest version of our electronic patient record is currently underway. All Toughbooks will be replaced with one of the upgraded devices. This upgrade will include additional functionality to refresh and update the patient report and also to allow access to other sources of information such as GRS/e-mail, patients' demographic search and if required access to the patients' summary care record.

The initial screen when logging into the Toughbook will appear with a red background as opposed to the current blue background. This is to allow easy identification of those devices which have been updated and will not affect the Toughbooks operation.

*Why do we need to do this upgrade?*

We have been operating the current version since 2009. The system needs to be refreshed to ensure staff are able to access the information needed and EMAS can capture information in line with national guidance.

Lincolnshire's current usage has been very low and once this upgrade has been undertaken the intention will be to support and encourage a more consistent use of the electronic patient record. The cost of this upgrade will be £50,000 to £60,000 Trustwide.

The main reasons for non-use are:-

1. Staff not confident in use – Action: Train the Trainer sessions have been arranged at our Training Centre;
2. Toughbooks not being charged – Action: Separate chargers and spare batteries are currently being supplied for placement at stations and hospitals for crews to swap flat batteries;
3. Toughbooks not being available – Action: Lincolnshire will have a number of spare devices and the swap out process is currently being reviewed;
4. Toughbooks not working – Action: Nominated leads who can provide additional support and training if required to identify problems with Toughbooks.

There are on-going issues with RFID tags fitted to Toughbooks, as we have found a number are missing. These have either been left on Toughbooks which have been returned or removed and not replaced on replacement Toughbooks.



## 2.5 Handover Delays

April 2014													
Hospital	No Of Vehicles at Hospital	No Of usable Handover Times	Handovers Over 15mins	% Delayed Over 15 mins	Handover Over 20mins	% Delayed Over 20mins	Handover Over 30mins	% Delayed over 30mins	Handover Over 45mins	% Delayed over 45mins	30 To 59 minutes	1 to 2 Hours	2 Hours Plus
Grimsby DPOW	1719	1719	801	47%	512	30%	186	11%	42	2%	180	8%	0
Scunthorpe GH	1396	1396	621	44%	417	30%	182	13%	70	5%	140	40%	3
Peterborough GH	732	732	288	39%	179	24%	59	8%	9	1%	66	1%	0
Boston PH	1924	1924	940	49%	619	32%	289	15%	108	6%	233	57%	1
Grantham DH	445	445	190	43%	130	29%	43	10%	14	3%	43	4%	0
Lincoln CH	2421	2421	1367	56%	900	37%	381	16%	138	6%	330	57%	2
Skegness & District	54	54	14	26%	7	13%	2	4%	1	2%	1	1%	0

April 2015													
Hospital	No Of Vehicles at Hospital	No Of usable Handover Times	Handovers Over 15mins	% Delayed Over 15 mins	Handover Over 20mins	% Delayed Over 20mins	Handover Over 30mins	% Delayed over 30mins	Handover Over 45mins	% Delayed over 45mins	30 To 59 minutes	1 to 2 Hours	2 Hours Plus
Grimsby DPOW	1742	1742	935	54%	641	37%	295	17%	74	4%	283	13	0
Scunthorpe GH	1384	1384	811	58%	615	44%	354	26%	167	12%	287	67	1
Peterborough GH	868	868	391	45%	258	30%	121	14%	47	5%	103	21	2
Boston PH	1976	1976	965	49%	667	34%	341	17%	166	8%	254	79	12
Grantham DH	459	459	251	55%	175	38%	81	18%	25	5%	75	10	1
Lincoln CH	2573	2573	1553	60%	1070	42%	491	19%	201	8%	404	93	9
Skegness & District	45	45	13	29%	9	20%	3	7%	0	0%	3	0	0

The key areas for consideration here are the high percentages of handover delays for both 15 minutes and 30 minutes relating to Lincoln County Hospital. This in turn has led to the work being conducted with ULHT to try and improve this situation. A number of reasons seem to be apparent here, ranging from activity to staffing levels at various grades.

## **2.6 Fleet Strategy**

EMAS has committed to invest between £19 million - £24 million in the next five years on new vehicles. This investment will ensure that the age profile of our fleet is reduced to seven years by the end of financial year 2018/19.

Another objective is to improve our spare capacity numbers of our vehicles. Lincolnshire currently has the highest spare capacity at 40% compared to other Divisions have 33%.

29 new Ambulances, Fiat Ducatos, have been ordered for the Trust this year and Lincolnshire will be receiving two (based at Boston and Lincoln stations) plus an extra three FRVs later on in the year. This has been identified from the age profile of all the Ambulances, as Lincolnshire received 46% of the new vehicles in 2012 and do not have the same aging vehicles as other Divisions. In 2010 we introduced 91 Vauxhall Movanos and Lincolnshire received 26. In 2012 we introduced 80 Peugeot Boxer ambulances and Lincolnshire received 37.

## **3. Overview of the CQC Visit – Summer 2015**

The CQC shall be revisiting the Trust in the Summer of 2015, date to be confirmed. This will be to discuss the progress made so far including regular updates via clinical audits and clinical governance teams to provide a clear indication of any progress.

## **4. Consultation**

This is not a consultation item.

## **5. Appendices – None.**

## **6. Background Papers**

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

All sources of information and data referred to in this report can be found at:

[www.emas.nhs.uk](http://www.emas.nhs.uk).