


Agenda Item 5

 Lincolnshire COUNTY COUNCIL <i>Working for a better future</i>		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
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 Andrew Crookham
Executive Director - Resources**

Report to	Health Scrutiny Committee for Lincolnshire
Date:	16 February 2022
Subject:	East Midlands Ambulance Service Update

Summary

This item comprises a presentation from the East Midlands Ambulance Services NHS Trust (EMAS), which is attached at Appendix A to this report. Ben Holdaway, the Director of Operations from EMAS, and Sue Cousland, the EMAS Lincolnshire Divisional Manager, are due to attend the Committee to present information on the activity of EMAS.

Actions Required

To consider and comment on the information presented by the East Midlands Ambulance Service NHS Trust.

1. Background

Introduction

The East Midlands Ambulance Service NHS Trust (EMAS) provides emergency and urgent ambulance services for a population of 4.8 million, covering approximately 6,452 square miles across the six counties of Derbyshire, Leicestershire, Lincolnshire, Northamptonshire, Nottinghamshire and Rutland. For EMAS 'Lincolnshire' comprises the administrative county of Lincolnshire, as well as North Lincolnshire and North East Lincolnshire. These three areas form the Lincolnshire Division of EMAS.

EMAS employs almost 4,000 people at 70 facilities, including ambulance stations; community ambulance stations; two emergency operations centres; training and support team offices; and fleet workshops.

EMAS reported an annual turnover of £255 million in 2020/21, which included additional Covid-19 funding. EMAS is commissioned to provide services by ten clinical commissioning groups (CCGs) in the East Midlands, with NHS Derby and Derbyshire CCG acting as the lead commissioner in the region. EMAS also provides non-emergency patient transport services in Derbyshire and Northamptonshire.

EMAS's two emergency operations centres are based in Nottingham and Lincolnshire (Bracebridge Heath) and between them received 2,526 calls on average each day (one every 34 seconds), and received 3,477 on its busiest day during 2020/21.

Previous Committee Consideration

Owing to the pressures of the pandemic, it has not been possible for EMAS to present to the Committee since October 2019 (EMAS had been due to present in the spring of 2020). EMAS had previously presented to the Committee approximately every six months or so. An information report was submitted to the Committee on 20 January 2021.

Presentation to the Committee

A presentation has been prepared by EMAS; and EMAS's the Director of Operations, Ben Holdaway, and the Lincolnshire Divisional Manager, Sue Cousland, are due to attend the Committee to present information on the activity of EMAS, which is attached to this report as Appendix A.

2. Consultation

This is not a direct consultation item.

3. Conclusion

The Committee is requested to consider the information presented by the East Midlands Ambulance Service.

4. Background Papers

No background papers, as defined by Part VA of the Local Government Act 1972, have been used to a material extent in the preparation of this report.

This report was written by Simon Evans, Health Scrutiny Officer, Lincolnshire County Council, who may be contacted via email at Simon.Evans@lincolnshire.gov.uk or by phone: 07717 868930.

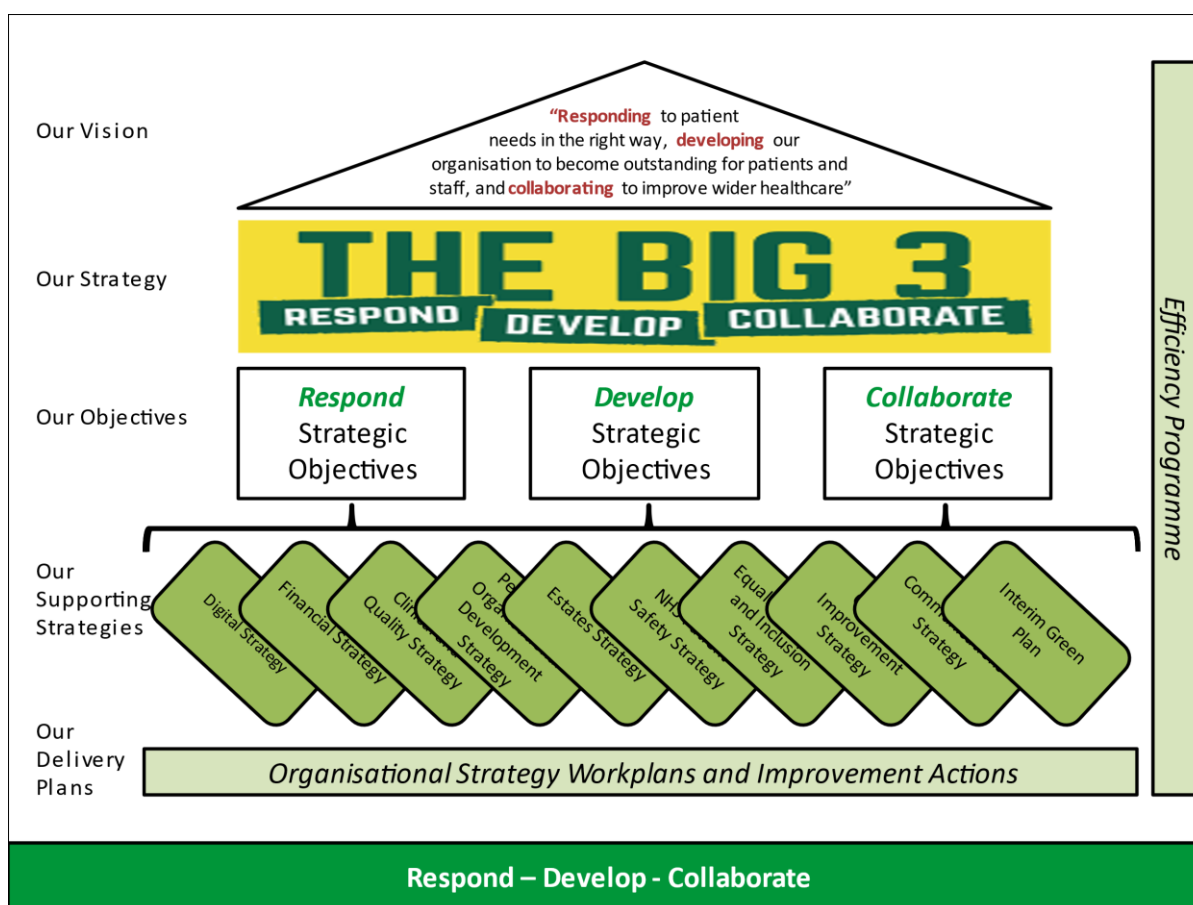
EMAS Update

Ben Holdaway – Director of Operations



Lincolnshire Health Scrutiny Committee– February 2022

Respond – Develop - Collaborate



EMAS Performance – 2021-22. Q1 to Q3

The number of EMAS Incidents continues to increase. Incidents in April 2020 were circa. 65k, in April 2021 they had increased to circa.74k and in December 2021 they were circa. 85k.

The number of EMAS Hear & Treats increased by 135% when you compare Q03 2020 with Q1-Q3 2021.

See and Treats for EMAS increased by 2% during Q1-Q3 2021 and See, Treat and Conveyances increased by 3% when compared with Q1-Q3 2020.

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Lincolnshire Performance – 2021-22. Q1 to Q3

The number of Lincolnshire Incidents (excluding Lincolnshire North and North East) continues to increase. Incidents in April 2020 were circa. 10k, 11.3K in April 2021 and had increased to 12.3K in December 2021.

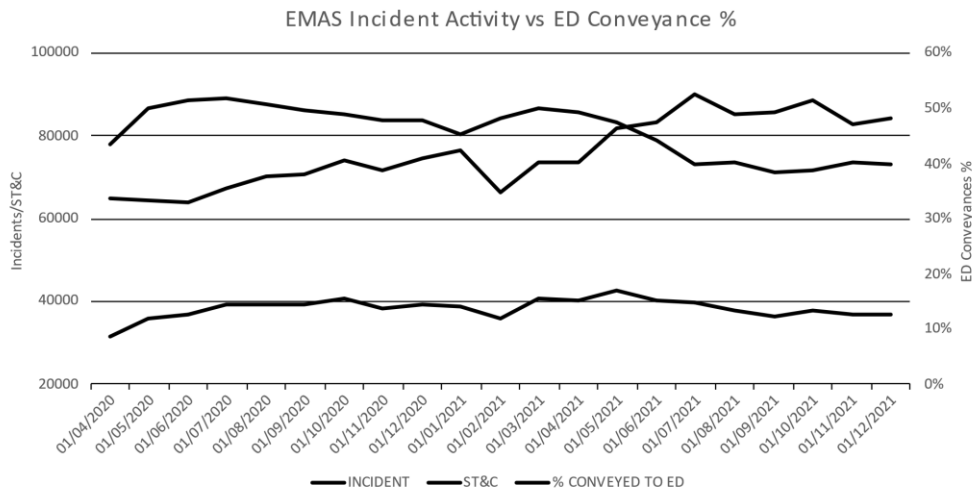
The number of Hear & Treats for Lincolnshire increased by 149% when you compare Q1-Q3 2020 with Q1-Q3 2021.

See and Treats for Lincolnshire increased by 2% during Q1-Q3 2021 when compared with Q1-Q3 2020.

See, Treat and Conveyances decreased by 1% during Q1-Q3 2021 when compared with Q1-Q3 2020.

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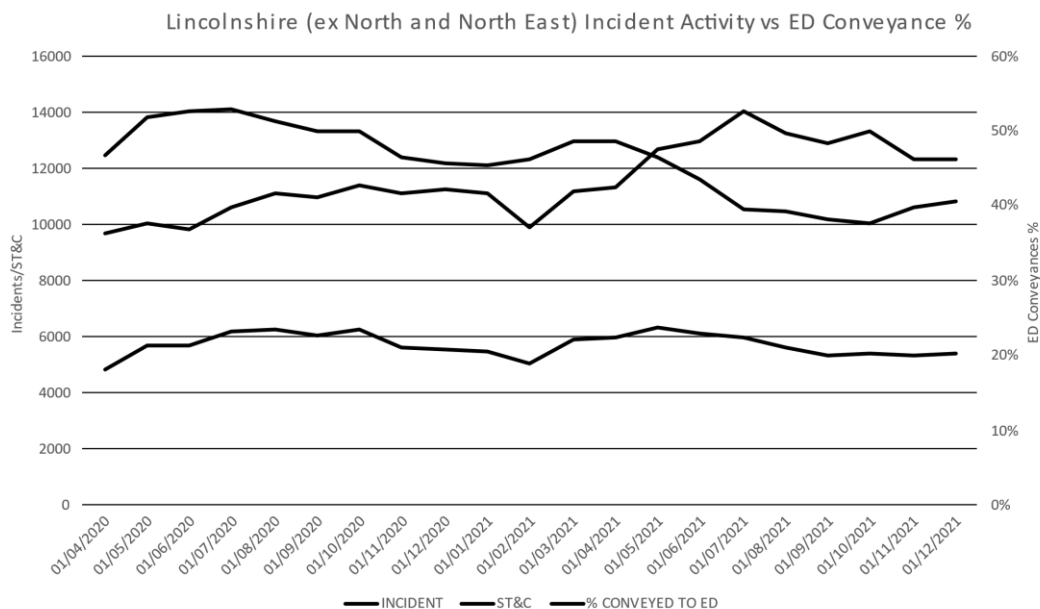
EMAS Performance – Activity Trends and Conveyance Rates



- EMAS continues to drive lower rates of conveyance when compared to pandemic activity, supporting the local health care system capacity
- Demand increases into EMAS since COVID lockdown easing at substantial levels, impacting upon response

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Lincolnshire Performance – Activity Trends /Conveyance



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EMAS Performance – Activity Comparisons

EMAS Incident Breakdown and Variation

	HAT	SAT	STC ED	STC NonED	Total
Q1 -2019	33600	48756	117056	8180	207592
Q1 -2020	22866	66067	93337	10935	193205
Q1 -2021	50562	64746	111756	11672	238736
% change 2019 v 2021	50%	33%	-5%	43%	15%

Q2 -2019	37195	48619	118197	8137	212148
Q2 -2020	30733	59812	105623	12063	208231
Q2 -2021	81838	65102	102989	10828	260757
% change 2019 v 2021	120%	34%	-13%	33%	23%

Q3 -2019	43687	51303	125053	9230	229273
Q3 -2020	36193	65802	106373	11956	220324
Q3 -2021	78616	65650	101051	10609	255926
% change 2019 v 2021	80%	28%	-19%	15%	12%

Q1-3 -2019	114482	148678	360306	25547	649013
Q1-3 -2020	89792	191681	305333	34954	621760
Q1-3 -2021	211016	195498	315796	33109	755419
% change 2019 v 2021	84%	31%	-12%	30%	16%

Lincolnshire Incident Breakdown and Variation

	HAT	SAT	STC ED	STC NonED	Total
Q1 -2019	5882	7706	18653	726	32967
Q1 -2020	3191	10157	14915	1330	29593
Q1 -2021	7624	10926	17065	1406	37021
% change 2019 v 2021	30%	42%	-9%	94%	12%

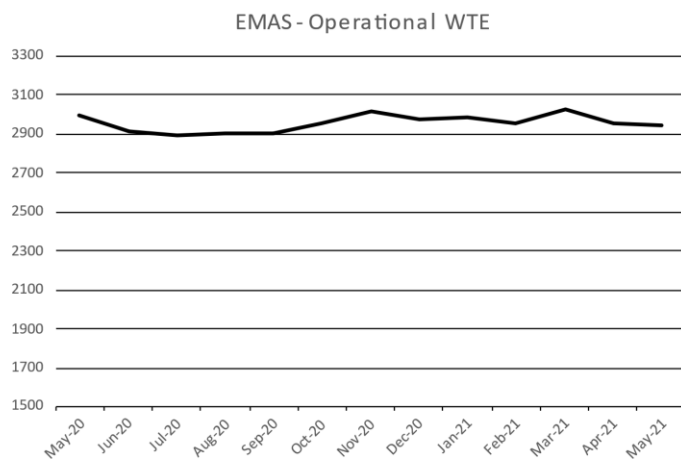
Q2 -2019	6001	8063	19526	755	34345
Q2 -2020	4547	9733	16858	1634	32772
Q2 -2021	12670	10662	15688	1218	40238
% change 2019 v 2021	111%	32%	-20%	61%	17%

Q3 -2019	6780	8490	19861	740	35871
Q3 -2020	5093	11167	15972	1500	33732
Q3 -2021	11635	10221	14947	1211	38014
% change 2019 v 2021	72%	20%	-25%	64%	6%

Q1-3 -2019	18663	24259	58040	2221	103183
Q1-3 -2020	12831	31057	47745	4464	96097
Q1-3 -2021	31929	31809	47700	3835	115273
% change 2019 v 2021	71%	31%	-18%	73%	12%

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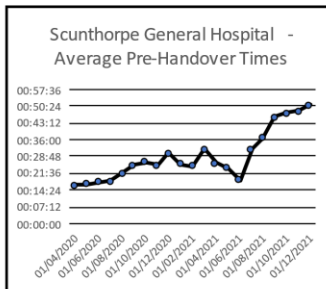
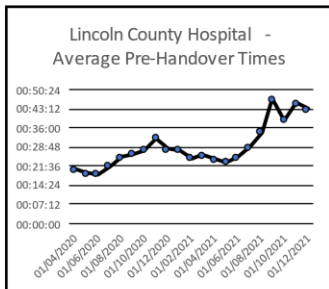
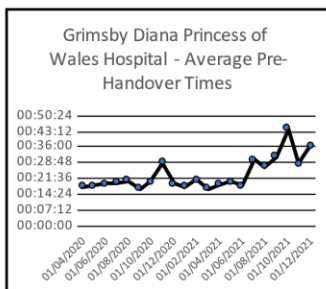
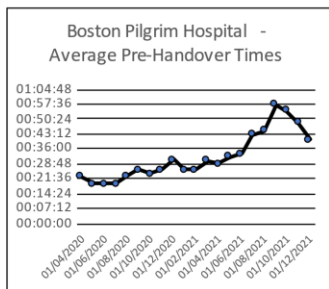
EMAS Performance – Operational Resources



- EMAS operational WTE has remained strong throughout response to COVID-19
- EMAS has avoided large fluctuations in operational staffing
- July 20 – October 20 saw small numbers of staff self-isolating and shielding
- EMAS continues to utilise third-party ambulance support
- Lincolnshire received support from the Military for a 4 week period January / February 2021

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Lincolnshire Pre-Handovers



Lost Hours on Pre-handovers

Hospital	Q3, 2020	Q3, 2021
Boston Pilgrim Hospital	1110:45:25	2885:31:28
Grimsby Diana Princess Of Wales	950:54:45	1913:34:48
Lincoln County Hospital	2003:53:32	3329:12:48
Scunthorpe General Hospital	1140:18:58	2502:55:52

Average Pre -Handover Times

Hospital	Q3, 2020	Q3, 2021
Boston Pilgrim Hospital	00:26:50	00:47:53
Grimsby Diana Princess Of Wales	00:22:34	00:36:44
Lincoln County Hospital	00:29:16	00:42:22
Scunthorpe General Hospital	00:27:19	00:48:58

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Reshaping Operations - Rationale

DRIVERS FOR CHANGE

- Fit for purpose, local ownership, empowerment, dedicated people resource

OBJECTIVES

- Front line leadership in support of quality improvement journey, clarity of roles, improved effectiveness /efficiency, autonomy for Divisions

BENEFITS

- Visible / accessible senior leaders, reduction in variation of practice, strengthened leadership capacity and enhanced succession planning

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Reshaping Operations – Lincolnshire

Divisional Director

Head of Operations– North / Mid / South Localities

Stations Managers– 3 per Locality

Senior clinical leads– 4 per locality

16 Tactical Commanders– ‘Roving’ Command and Control functionality 24/7

6 Tactical Commanders in Duty Cell– dedicated Commanders supporting system wide collaboration 24/7

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EMAS Service Improvement

EMAS Service Improvement		
Clinical Improvement <ul style="list-style-type: none">• Introduction of Specialist Practitioners• Refreshed Cardiac Arrest Strategy• Primary Care Crew Information Lookup• Non-Conveyance Pathways• Primary Care Network Offer	Operational Improvement <ul style="list-style-type: none">• Focus on operational efficiency, including overall jobcycle time• Operational leadership restructure• Management of hospital handover times• PostCOVID19 recovery and winter planning	Organisational Improvement <ul style="list-style-type: none">• Remodelled Headquarters• Enabling and Corporate Staff Flexible Working (embedded)• Digital Strategy investments• ICS Development and 111/999 further collaboration

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System Relationships

- One of the positive benefits from the Pandemic has been the enhanced system working with all stakeholders
- The profile of both 999 and UC ambulance transport provision has heightened significantly
- Delays in ambulance response has been recognised as the biggest risk to health care delivery
- The issues faced by the Division / Ambulance service are not related to a single provider but are shared across the entire system of care
- Moved from being a 'peripheral' to a 'central' stakeholder in the Lincolnshire health and social care system
- Key relationships with all providers at operational and strategic levels
- Work collectively and innovatively to pre-empt and resolve issues

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System Relationships– Providers

- Duty Tac Command– ULHT
- HALO – ULHT
- Pathway Lead Posts– all providers
- C3 / C5 Call passing– LCHS
- Clinical Assessment Service– LCHS
- Community Hospitals
- 2 hour response– LCHS
- Primary Care Network
- LIVES – Falls and CEMs
- Care Homes / Frailty
- End of Life

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System Relationships– Strategic

- Commissioners– Service Delivery
- Resilience Forum– SCG / TCG
- Local Authority
- Acute Service Review
- System Quality
- Urgent and EC Partnership Board
- Integrated PC and Communities Partnership
- Lincolnshire System Quality Group
- Lincolnshire People Board
- Primary Care Network

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Lincolnshire Initiatives

Direct access to:

- Same Day Emergency Care (Medicine)– both sites
- Same Day Emergency Care (Surgery)– both sites
- Acute Oncology– both sites
- Frailty Ward for > 65YO LCH site
- Community Hospital beds (LCHS)
- Self Presenting Pathway

Work in Progress

- Clinical Assessment Service (LCHS)– expanded code set
- Virtual Frailty Ward (LCHS / ULHT)
- Urology Advice Line
- TIA Referral
- LIVES Falls Service

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Priorities 2022.2023

- Safe and effective care delivery
- Embed the new management structure
- To provide visible senior management / leadership presence
- Improve efficiency and effectiveness of all resources
- Empower staff to fulfil their true potential
- Deliver effective education programme
- To be an effective and credible system partner with all stakeholders
- To sustain improvement against all Divisional metrics
- To manage Divisional finances effectively

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THANK YOU

Any Questions ?

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