



West Midlands Ambulance Service



NHS Foundation Trust

Health and Social Care Overview & Scrutiny Committee

26 April 2016



Trust us to care.



Agenda

- **General Trust Overview** - Diane Scott, Director of Corporate Services, Deputy CEO
- **5 Year Strategy and Initiatives** - Mark Docherty, Director of Nursing, Quality and Clinical Commissioning
- **Operational/Clinical Performance Update for 2014/15 (including winter)** - Nathan Hudson, General Manager
- **Demonstration of an Automated External Defibrillator** - Andy Jeynes, Community Response Manager



Trust Vision

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

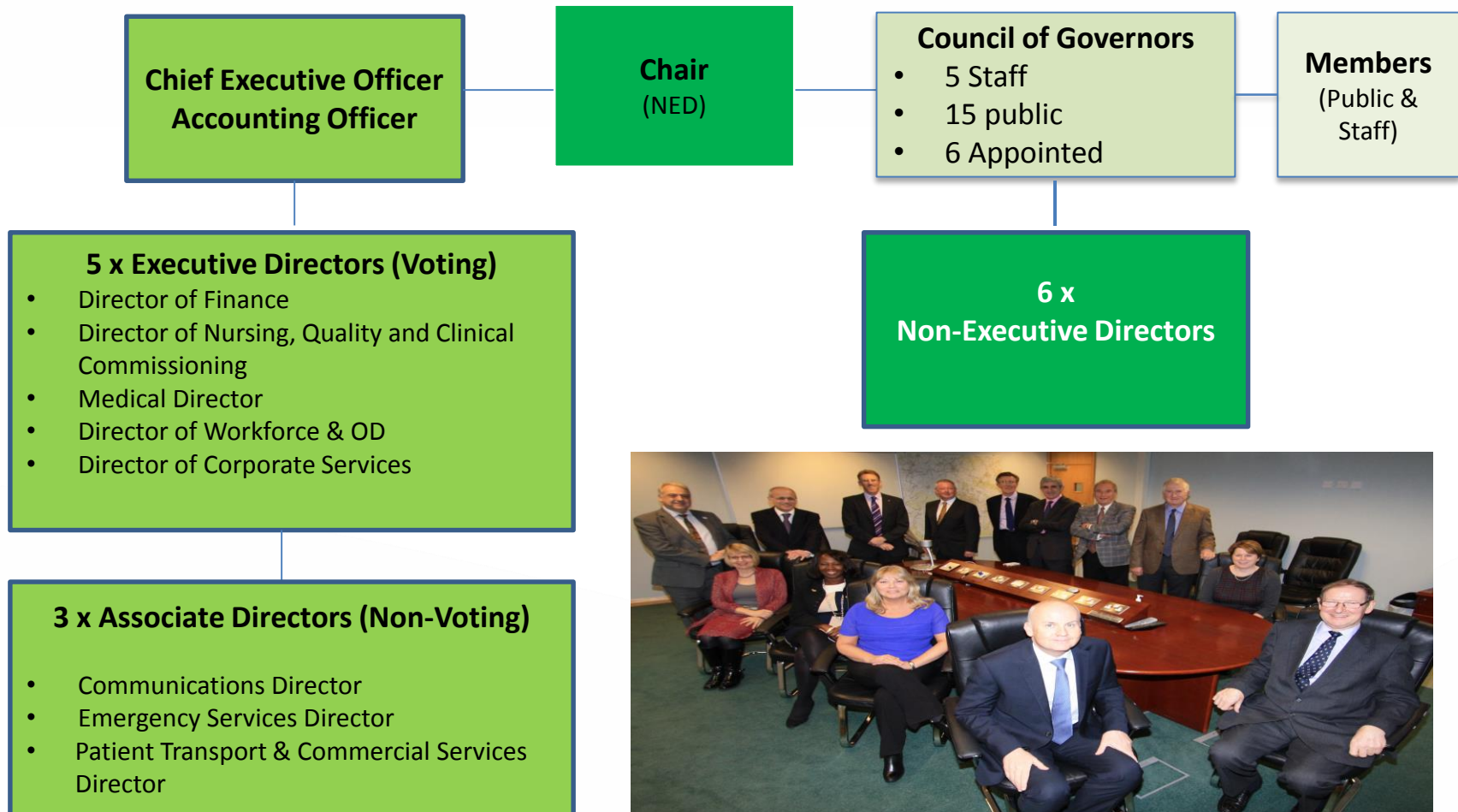
Values

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

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Trust Governance Structure



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Firmographics

- Established in July 2006 merging with Staffordshire in October 2007
- 5.6 million population (Circa 10.5% of the English population)
- Over 5,000 square miles, 80% rural
- Approaching 3000 999 calls per day
- Over 532,000 emergency journeys annually
- £250 million budget
- Fleet of over 850 vehicles
- 4,500 Staff and 1,000 Volunteers
- 5 x Helicopters
- 1 x Motorcycle



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West Midlands Ambulance Service NHS FT

- **Emergency & Urgent Service (E&U)** = 85% of Trust's overall income
Two Emergency Operations Centres – Stafford and Brierley Hill
90 Community Ambulance Stations
15 Hubs – Make Ready
- **Non Emergency Patient Transport Services (NEPTS)**
Circa 800,000 Patient Journeys a Year
One Control Room in Stafford
- **Logistics Service**
Courier work e.g. clinical waste
- **Commercial Training**
External First Aid courses
- **Audit Services**



Transformational Business Strategy

- **Retain the best elements of an operational Ambulance Service**
 - Emergency Planning
 - Major incident Response
 - Rapid Response to incidents
 - Flexible and Adaptable ways of working
- **Implement the benefits of an Integrated Healthcare Provider**
 - Community Paramedics
 - High volume of Healthcare Professionals
 - Higher volumes of referral to alternative pathways
 - Clinical Supervision and Mentoring
- **Delivery of a High Performing Ambulance Service**
 - Top Quartile in Response Times
 - Top Quartile in Clinical Outcomes
 - Cost effective delivery of service
 - Highly regarded by patients, public and Stakeholders

Three Transformational Objectives:

1. **Make Ready**
2. **NHS Pathways**
3. **Paramedic on every vehicle**



Key Outcomes from our Strategic Priorities

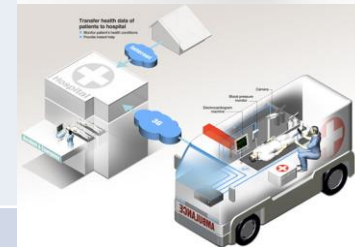
Business As Usual

Achievement of nationally and locally agreed performance standards
Efficient use of resources and technology



New Models of Care

Implementation of electronic patient record system
Development of telemedicine style service
Collaborative approach to design of new models of care



Business Opportunities

Non-Emergency Patient Transport Services
Courier Transport and Logistic Services
Commercial Call Handling
Commercial Training



Prevention

Making Every Contact Count
Community Responders
Education and Development





Recruitment

	2015/16	2016/17
Student paramedics	363	324
Graduate paramedics	32	45-50
Ambulance Fleet Assistants	10	As Required 3 adverts in process
Patient Transport Service apprentices	10	As Required 3 adverts in process
Business administration apprentices	11	As Required 2 adverts in process

Overall increase of frontline workforce establishment
from 2,372 WTE (2015/16) to 2,515 WTE (2016/17)

Total WMAS Workforce 4,558



Operational Performance 2014/15 and 2015/16

Out-turn Position

Category	Target	2014/2015	2015/16
Red 1	75%	77.5%	78.5%
Red 2	75%	74.3%	75.1%
Red 19	95%	96.8%	97.2%
Green 2	90%	88.3%	89.8%
Green 4	95% Triage in 60 min	99.4%	99.8%
Referral	90%	91.5%	88.5%
Call Answering	95%	96.7%	96.4%



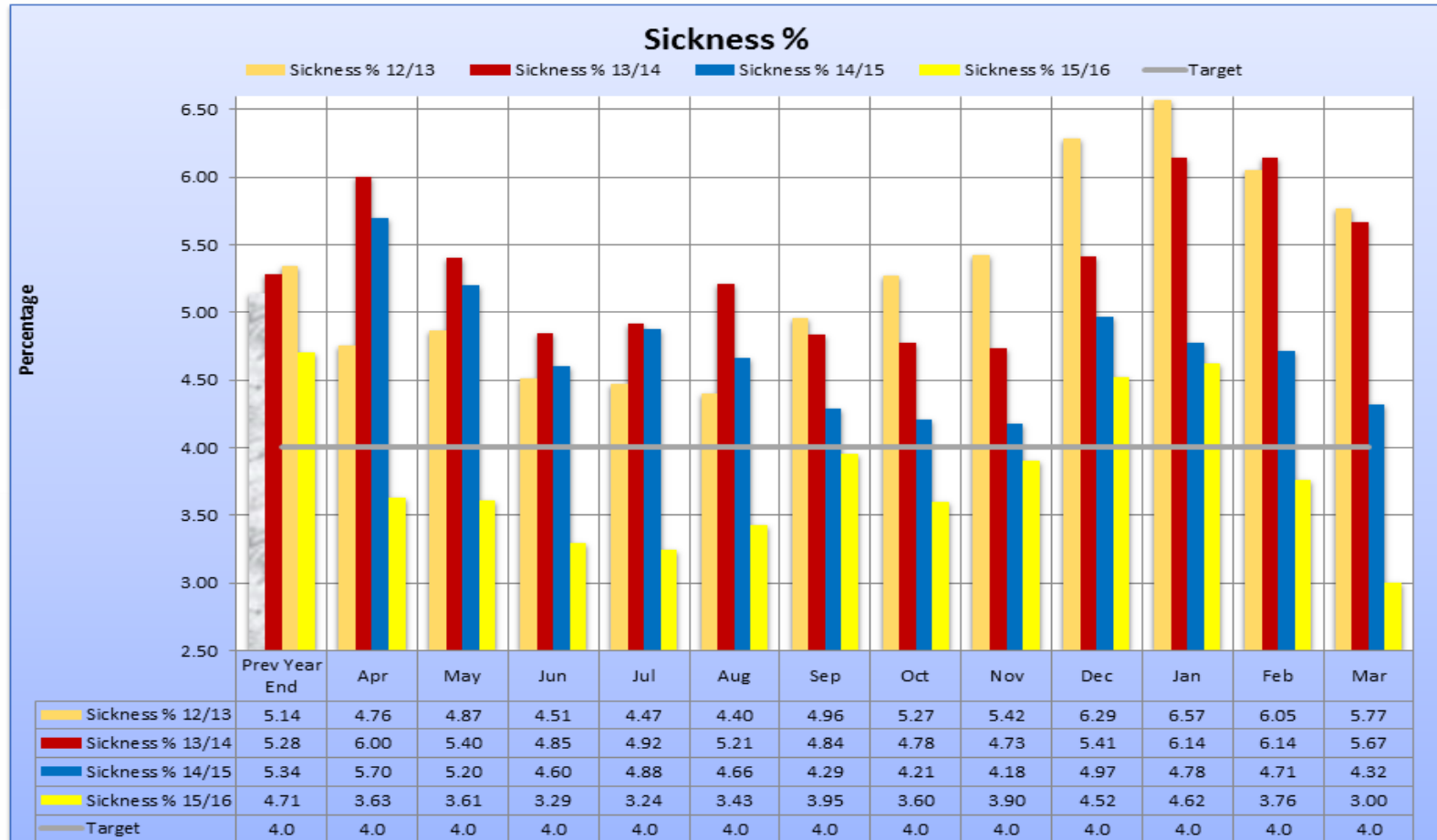
Ambulance Quality Indicators

From April 2011 the Clinical Indicators changed to include the following:

- Outcome from Cardiac Arrest – Return of Spontaneous Circulation
- Outcome from acute ST Elevation Myocardial Infarction
- Outcome from Stroke for Ambulance Patients
- Outcome from Cardiac Arrest Survival to Discharge



Trust Sickness





Complaints and Compliments

Complaints	Compliments
Reduced by 9%	Increase of 4%
358 in 2015-16 (393 previous year)	1,279 in 2015-16 (1,229 previous year)
1 in every 4,487 patients made a formal complaint	1 in every 1,256 patients Complimented the Trust



Foundation Trust

**Authorised as an NHS
Foundation Trust
1 January 2013**

**Licensed
1 April 2013**



The Council of Governors

The Council of Governors consists of 26 Governors				
Staff - 5 Elected Governors				
Emergency and Urgent Operational staff (2)	Emergency Operations Centre Staff (1)	Non Emergency Operational Staff (1)	Support Staff (1)	
Public - 15 Elected Governors				
West Mercia (3)	Birmingham (3)	Black Country (3)	Staffordshire (3)	Coventry and Warwickshire (3)
6 Appointed Governors - 1 each of the following				
An NHS Acute provider	Community First Responder Regional Forum		An NHS Mental Health Provider	
Strategic Alliance for Health Education (representing Universities in the Region)	A Local Authority		An Emergency Service	



Foundation Trust Public Membership

Last year	This year
8,330	9,363





Future Developments

- Improving Paramedic skill mix
- Maximising front line staff = 2,515
- Urgent care system changes
- New Hub – Stoke On Trent
- Embedding Make Ready
- Ongoing Seasonal planning
- Continue to provide value for money
- Modern new fleet





Thank You

Any Questions?





Birmingham Area Performance

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The Ambulance Response Model

	Category A (Red)		Category C (Green)			
Assessment	Red 1 Life-threatening requiring defib All echo codes	Red 2 Immediately life-threatening All other category A	Green 1 Serious but non life-threatening Serious clinical need	Green 2 Serious but non life-threatening Less serious clinical need	Green 3 Non life-threatening Non-emergency	Green 4 Non life-threatening Non-emergency
Response	Face-to-face ambulance response		Face-to-face ambulance response	Face-to-face ambulance response	Telephone assessment: a) Alternative pathway referral b) Upgrade to Red/Green 1/2 c) Advice given and call closed	Telephone assessment: a) Alternative pathway referral b) Upgrade to Red/Green 1/2 c) Advice given and call closed
Time	Within 8 minutes of call received (19 minute transport standard)		Within 20 minutes of call received	Within 30 minutes of call received	Within 20 minutes of call received	Within 60 minutes of call received

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National Overview

WC_07/12/2015	RED1			RED2			A19		Call Pickup in 5 Secs		Proportion of Calls - Weekly					REAP Level	Comments
	Weekly Performance	YTD Performance	Cumulative Incidents YTD (With Response)	Weekly Performance	YTD Performance	Cumulative Incidents YTD (With Response)	Weekly Performance	YTD Performance	Weekly Performance	YTD Performance	Total Calls	% Of Red1	% Of Red2	% Of Green (Inc HCP)	Other		
East of England	68.64 %	74.56 %	11,479	57.43 %	63.39 %	211,731	88.89 %	91.46 %	94.37 %	95.45 %	20745	1.85%	34.07 %	64.08 %	0.00%	4	
East Midlands	71.08 %	71.61 %	9,142	55.75 %	66.25 %	185,568	86.25 %	89.97 %	95.8%	93.6%	15641	1.87%	39.82 %	57.73 %	0.59%	3	
London	71.48 %	67.25 %	9,906	63.27 %	64.62 %	337,617	93.04 %	93.28 %	97.56 %	96.18 %	35372	0.99%	31.54 %	64.59 %	2.88%	4	
North East	55.70 %	70.80 %	7,893	56.30 %	71.60 %	122,127	84.77 %	92.72 %	95.7%	92.7%	12,542	2.28%	31.26 %	63.61 %	2.85%	3	
North West	75.62 %	76.90 %	19,734	66.67 %	73.98 %	299,737	91.54 %	94.23 %	94.24 %	96.26 %	26871	1.99%	35.14 %	51.58 %	11.28 %	4	
South Central	70.3%	72.1%	8,293	73.4%	73.8%	120,226	94.9%	94.6%	91.10 %	94.20 %	11,162	2.45%	33.58 %	63.98 %	0.0%	3	
South East Coast	75.9%	73.5%	9,632	67.7%	73.5%	185,347	95.9%	96.6%	89.82 %	86.75 %	18,203	1.85%	30.91 %	67.05 %	0.19%	4	
South West	74.67 %	75.17 %	11,999	63.63 %	67.12 %	207,412	89.95 %	91.35 %	87.99 %	91.85 %	18043	2.13%	36.20 %	61.66 %	0.00%	4	REAP level 3 to 4 from 9th December
West Midlands	74.5%	79.1%	16,160	75.1%	76.0%	280,093	96.9%	97.3%	96.2%	96.9%	21,153	2.17%	38.05 %	59.39 %	0.40%	3	ytd commences 1st April 2015.
Yorkshire	70.22 %	71.85 %	13,625	71.54 %	71.64 %	198,874	94.17 %	95.39 %	92.21 %	95.86 %	15386	2.72%	39.18 %	57.81 %	0.29%	3	
Combined Trusts YTD Cat A Performance (Calculated on current data entries)	N/A	74.20 %	117863	N/A	69.90 %	2,148,732	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A		



Birmingham Performance 2014/15

Birmingham	Bulletin Board	Red 1		Red 2		Red 19min	
	2014/15	75% 8min		75% 8min		95% 19min	
Birmingham	Birmingham CrossCity	2076	85.80%	55537	78.20%	57613	98.80%
	Birmingham South & Central	571	82.80%	13543	73.80%	14114	99.10%
	Sandwell & West Birmingham	581	84.00%	16290	77.00%	16871	98.90%
	Solihull	505	74.90%	12209	68.30%	12714	95.80%
	County Total	3733	83.60%	97579	76.10%	101312	98.50%



Birmingham Performance 2015/16

Birmingham	Bulletin Board	Red 1		Red 2		Red 19min	
	2015/16	75% 8min		75% 8min		95% 19min	
	Birmingham CrossCity	3329	87.60%	57192	79.70%	60521	99.20%
	Birmingham South & Central	797	84.80%	14209	76.70%	15006	99.40%
	Sandwell & West Birmingham	900	86.70%	16441	79.20%	17341	99.10%
	Solihull	832	77.80%	12367	69.40%	13199	96.80%
	County Total	5858	85.70%	100209	77.90%	106067	98.90%



Operational Structure



Erdington

- Dean Jenkins - Area Manager
- Phil Calow - Assistant Area Manager
- Ray Earl
- Area Support Officer's
- James Williams
- Stuart Bastock
- Connel McHugh
- David Painting
- Graham Nash



Aston

- Tony Iommi - Assisant Area Manager



Hollymoor

- Nathan Hudson - General Manager
- Dax Morris - Area Manager
- Tim Hughes - Assistant Area Manager
- Area Support Officers
- Wes Jordan
- Greig Smith
- Chris Wood
- David Roberts
- Brian Fanthom

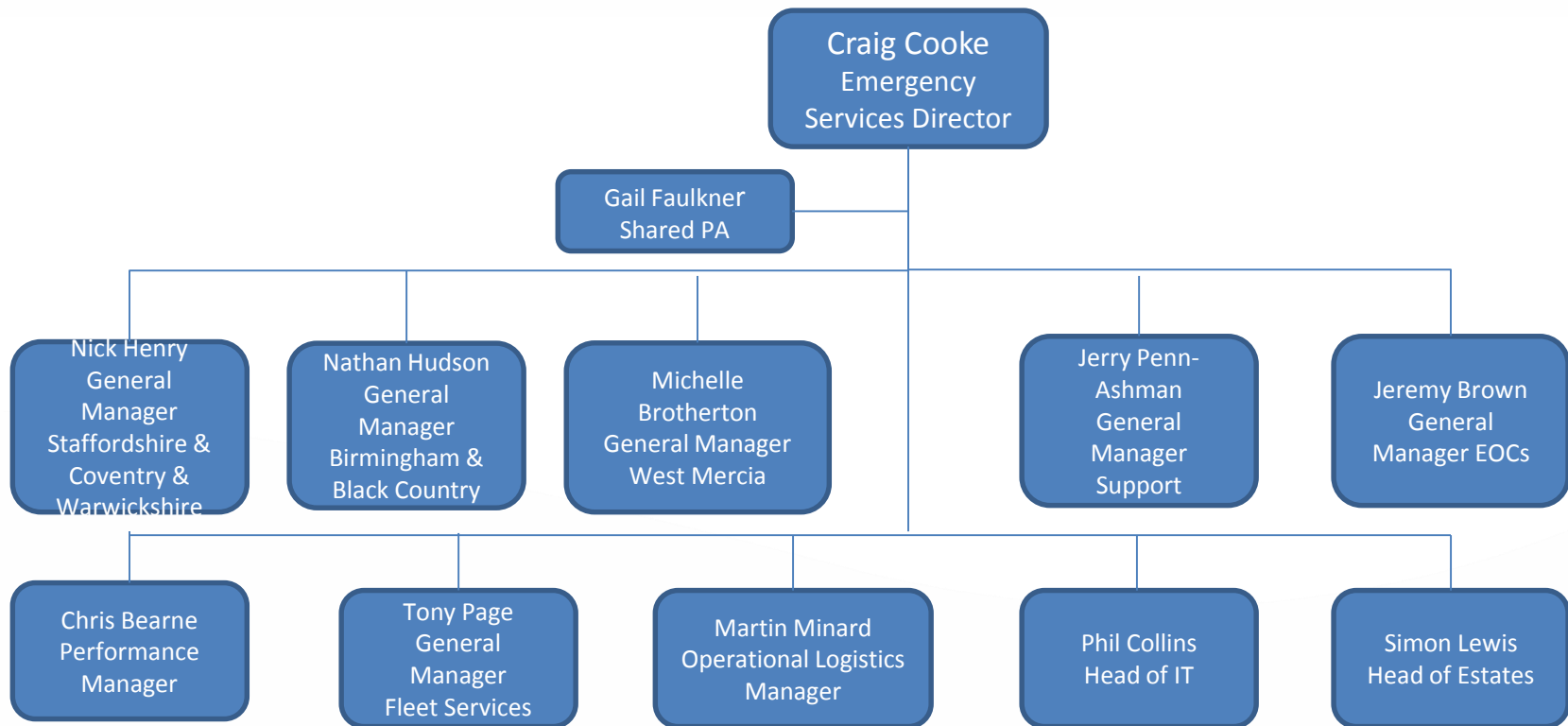


HALO's

- Gerry Ley
- Gerald Dixon
- Rob Perkins
- Barry Andrews
- Marc Curzey
- Anthony Fern
- Chris Worth
- Kelly Adams

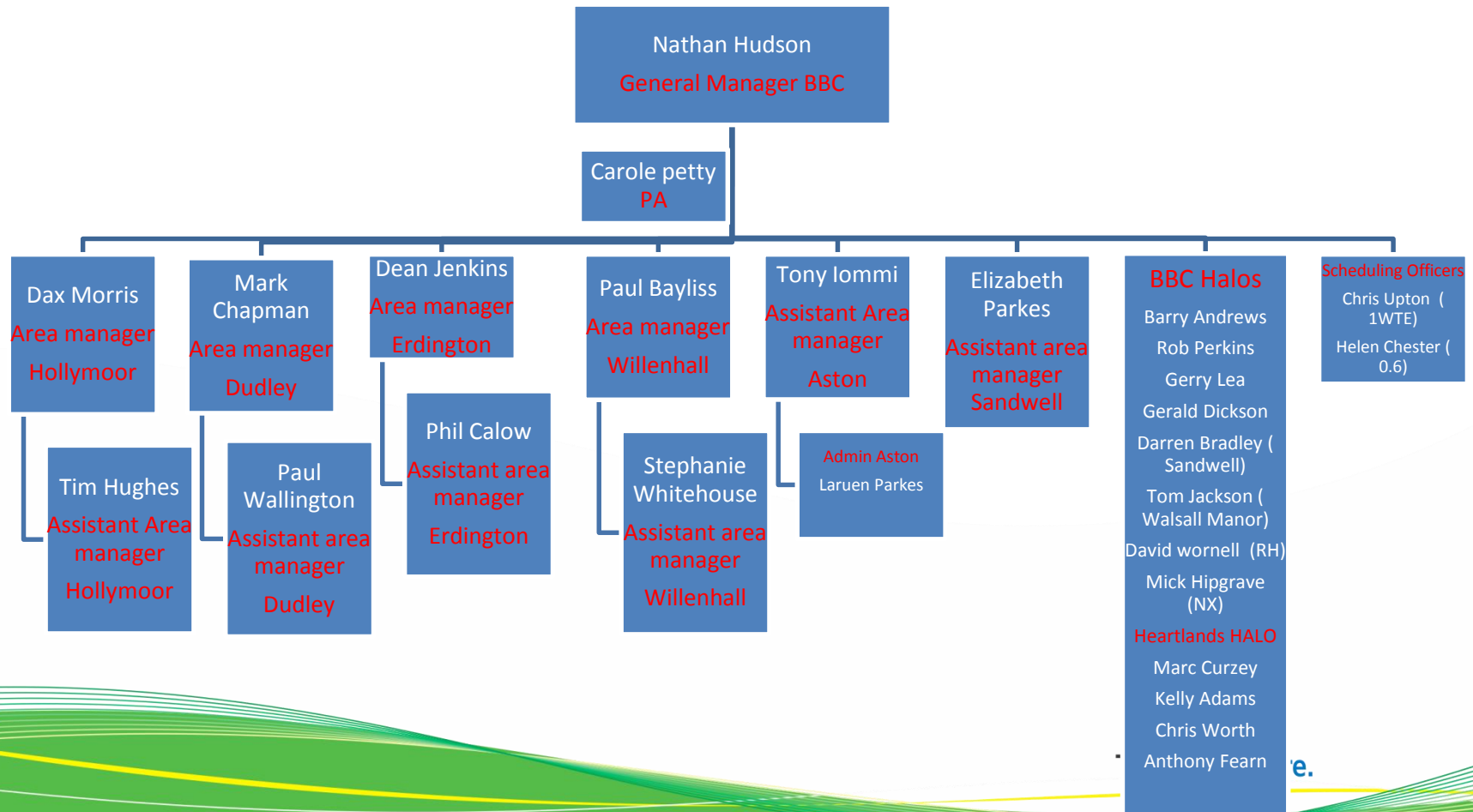


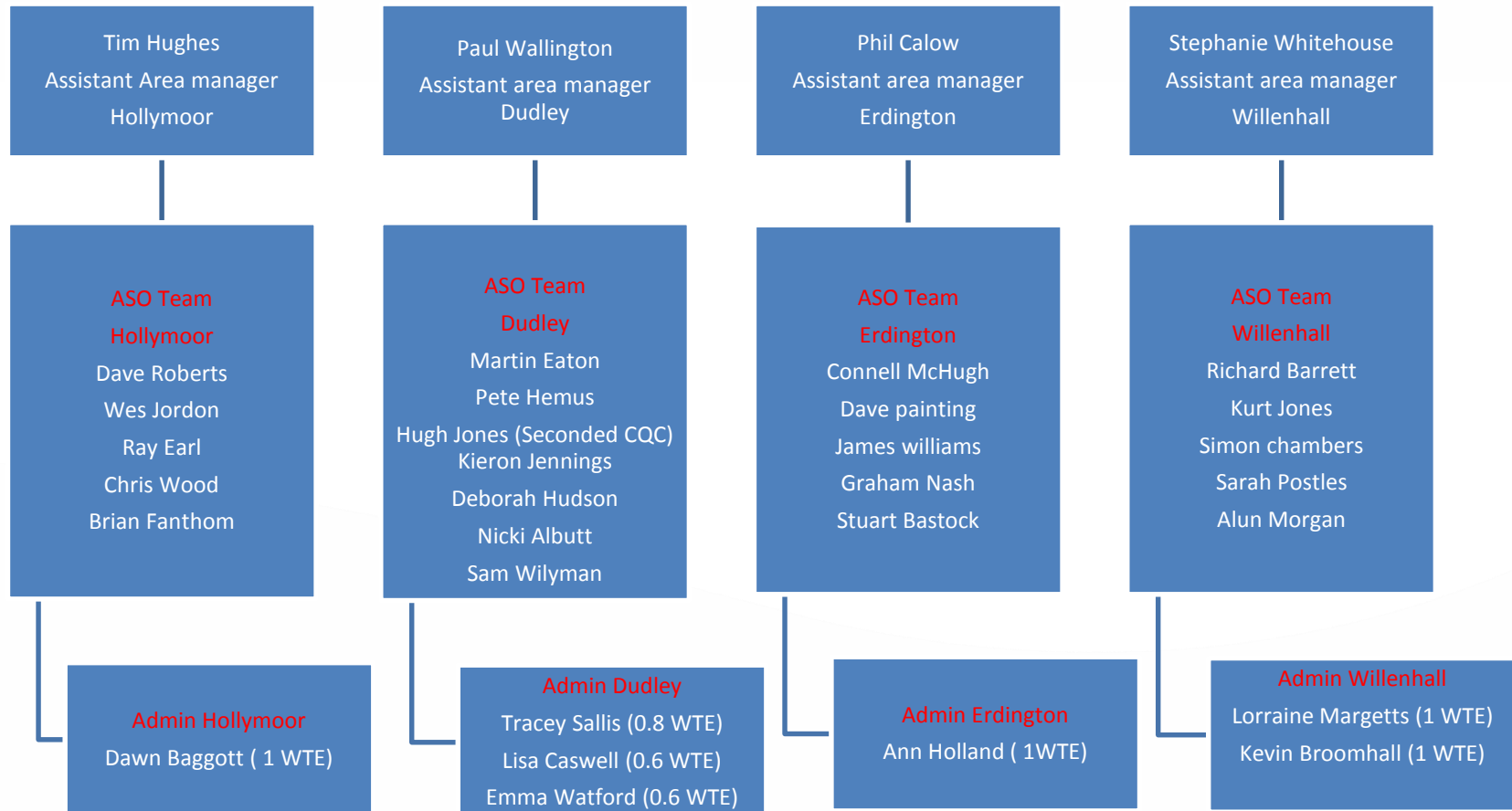
EMERGENCY SERVICES DIRECTORATE – MARCH 2016





Birmingham and Black Country Management Structure (NH April 2016)







BBC HUB Parings

BBC North

Erdington

Willenhall

BBC Central

Sandwell

Aston

BBC South

Hollymoor

Dudley



Operational workforce

Position	In post	Skill mix
Emergency care assistants	22	3%
Paramedic (includes Adv, CTM, Mentors & FCP)	310	51%
Technician	161	46%
Tr Technician	90	
TOTAL FOR DIVISION FRONT LINE	583	



Estate & Resources



- 2 Hubs
- 15 community Ambulance Stations
- 89 Double crewed Ambulance resources
- 23 Rapid response vehicles.



Achieved

Sickness 2015-16 = 2.83% -
National target <4%

Mandatory training - 98% achieved

Personal development reviews -
100% completed



Acute Performance

Conveyance Volume (red > than f/cast)

	Last Week			MTD			QTD			YTD		
	F/cast	Actual	actual v f/cast % diff	F/cast	Actual	actual v f/cast % diff	F/cast	Actual	actual v f/cast % diff	F/cast	Actual	actual v f/cast % diff
Birmingham Childrens	175	216	24%	515	590	15%	1,807	2,000	11%	7,652	8,148	6%
Heartlands	835	918	10%	2,504	2,640	5%	9,416	10,196	8%	41,449	43,123	4%
Good Hope	535	603	13%	1,626	1,741	7%	6,337	6,882	9%	27,192	28,076	3%
Solihull	159	161	2%	484	499	3%	1,874	2,005	7%	7,760	7,627	-2%
New Queen Elizabeth Hosp	758	827	9%	2,282	2,548	12%	8,685	9,827	13%	37,518	39,943	6%
City (Birmingham)	571	586	3%	1,728	1,680	-3%	6,533	6,345	-3%	29,178	29,269	0%

Avg Handover Time (mins, green <= 15mins)

	Last Week	MTD	QTD	YTD
Birmingham Childrens	12	12	11	11
Heartlands	17	17	17	17
Good Hope	16	17	17	17
Solihull	13	13	13	13
New Queen Elizabeth Hosp	17	18	17	17
City (Birmingham)	15	15	15	15

Avg Turnaround Time (mins, red > 30mins)

	Last Week	MTD	QTD	YTD
Birmingham Childrens	27	26	26	26
Heartlands	32	32	32	31
Good Hope	30	30	30	30
Solihull	28	29	29	28
New Queen Elizabeth Hosp	31	31	31	31
City (Birmingham)	29	29	29	30

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Compliments/Complaints

Patient Experience

Number of Complaints Received

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	YTD
Birmingham	3	0	4	4	3	8	4	3	2	1	6	5	43
Black Country	0	4	0	3	4	4	2	5	3	7	6	1	39
C&W	2	1	2	1	3	3	2	2	2	4	2	3	27
West Mercia	3	2	4	6	4	4	3	0	3	1	5	5	40
Staffs	2	4	4	7	2	3	6	3	3	5	5	3	47
PTS	1	5	4	5	4	3	5	2	6	4	10	11	60
EOC	6	7	7	7	4	9	8	6	10	10	10	12	96
Other	0	0	0	2	0	0	0	1	1	0	1	1	6
WMAS	17	23	25	35	24	34	30	22	30	32	45	41	358
Average Number of Days	34	38	30	29	22								31
Compliant with timescales													0
% Compliant													0%



Complaints

Number of PALS Contacts / Concerns

	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	YTD
Birmingham	15	9	16	9	10	8	11	20	18	12	13	12	153
Black Country	7	10	7	6	7	8	16	13	11	13	9	9	116
C&W	10	7	5	4	7	8	11	4	9	6	9	11	91
West Mercia	2	8	9	11	12	9	16	9	7	13	12	10	118
Staffs	11	4	2	4	7	9	7	4	10	10	10	12	90
PTS	21	49	40	42	25	43	50	43	27	31	23	26	420
EOC	7	6	7	5	6	14	14	12	14	17	18	10	130
All	0	0	0	0	0	0	0	0	0	0	0	1	1
Other	1	2	0	5	5	1	1	1	1	3	1	3	24
WMAS	74	95	86	86	79	100	126	106	97	105	95	94	1143



Compliments

Number of Compliments received													
	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	YTD
Birmingham	11	19	15	19	30	17	18	24	18	25	10	23	229
Black Country	17	21	17	21	28	22	25	30	13	19	19	28	260
C&W	12	19	20	12	12	18	14	18	9	18	12	16	180
West Mercia	18	30	20	18	26	28	16	25	26	22	16	25	270
Staffs	13	9	13	20	15	15	9	10	16	16	14	15	165
PTS	4	1	3	8	2	2	4	0	1	5	2	4	36
EOC	3	10	7	5	6	7	1	6	7	12	7	7	78
MP/PPH	0	3	1	3	2	1	3	0	1	0	3	3	20
Trust HQ	0	0	0	0	4	1	0	3	1	1	1	1	12
CFR's	1	3	2	4	3	1	5	5	1	1	1	2	29
WMAS	79	115	98	110	128	112	95	121	93	119	85	124	1279



Summary

- Best performing city in the country
- Best attendance by staff in the country
- All staff have had a PDR
- All vehicles are clean and Made Ready
- 98 % of staff receive annual update training
- All managers are Bronze commander trained
- Strong resilience for a Major incident.



Thank You

Any Questions?





Public Access Defibrillators



Trust us to care.



Where are they ?

Nearly 500 PAD sites across Birmingham. Located in swimming & leisure centres, Council house & offices, parks and nature centres, shops, business's, nursing / care homes, Railway stations, 21 in Birmingham Airport and 11 in the NEC Resort world footprint.





Defibrillation

The only effective way to treat Cardiac Arrest is with a defibrillator, a medical device that delivers an electrical current, or shock, through the chest to the heart. This shock interrupts the random electrical pulses of ventricular fibrillation and gives the heart a chance to start beating again in a normal rhythm.





Chain of Survival





Early Basic Life Support (BLS)

- Mimic the pumping action of the heart
- By squashing between the sternum and vertebrae
- To “pump” blood around the body

Why do CPR?

- **Reduces cerebral hypoxia**
- **Increase the duration of ventricular fibrillation**
- **Improve the chances of successful defibrillation**





Let the machine do the talking

- Confirm AED is “Rescue Ready” - **GREEN** Indicator - **OK**
- Open the lid (The unit will perform a self-check)
- Place PADS as directed – dry chest / move jewellery patches



... the machine will analyse the heart

- Once the PADS are placed it will say “*Analysing Rhythm*”
- Do **NOT** touch the Patient
- Be guided by the instructions
- The machine will decide if a SHOCK is required
- If **NO** – Commence CPR
- If **YES** *Think* **SAFETY**
- Press **RED** button to deliver the shock





Any Questions



Trust us **to care.**