

Public Document Pack



Coventry City Council

Resources Directorate

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To all Members of the Health and Social Care Scrutiny Board (5)

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25 July 2014

Dear Member,

Supplementary Agenda – Meeting of the Health and Social Care Scrutiny Board (5) - Wednesday, 30th July, 2014

The papers for the above meeting were circulated on 22nd July 2014. Since publication additional information in support of Agenda Item 5 (see below) has become available. The main presentation will be made by Dr Steve Allen, as indicated. The document attached is supplementary information from the Ambulance Service. Please include it with your papers for the meeting.

- **Agenda Item 5. PATIENT TRANSPORT SERVICES (Pages 3 - 26)**

Presentation by Dr Steve Allen, Accountable Officer, and Matt Gilks, Head of Contracting and Procurement, Coventry and Rugby Clinical Commissioning Group, who have been invited to the meeting for the consideration of this item. Ham Patel, General Manager for Coventry and Warwickshire and Joanne Cavanagh, Clinical Support Manager, West Midlands Ambulance Service have also been invited to attend for this matter.

If you have any queries, please do not hesitate to contact me.

Yours sincerely

Su Symonds
Governance Services Officer

Membership: Councillors M Ali, J Clifford, P Hetherington, D Howells, J Mutton, J O'Boyle, D Skinner, K Taylor and S Thomas (Chair)

By invitation: Councillors K Caan, A Gingell and J Mason

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Coventry HOSC 30 July 2014



Transformation Update Ham Patel

Agenda Item 5

Trust us to care.



Introduction

- Why make ready?
- Position pre transformation
- Position post transformation
- Improvements



WMAS Mission Statement

‘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.’



Coventry Overview – 2013/14

| | Coventry | Arden |
|--------------------------------|------------------------|----------------------------|
| Population | +320,000 | 855,000 |
| *Ambulance Activity | 67,049 | 126,057 |
| *Patients Conveyed to Hospital | 74,279 (58.7%) | 116,907 (57.1%) |
| Operational A&E Vehicles | 54 | 81 |
| Operational Staff | 199 | 303 |
| Operational CFR Schemes | 2 groups inc x1 car | 32 groups in 16 Schemes |

*Includes Coventry & Rugby CCG area



Comparison - Ambulance Sites

| Pre Transformation | Post Transformation | |
|--------------------|---------------------|---------------------|
| Dordon | Coventry Hub | Warwick Hub |
| Nuneaton | Atherstone | Kenilworth |
| Rugby | Bedworth | Southam |
| Warwick | Nuneaton | Stratford Upon Avon |
| Leamington | Rugby North | Wellesbourne |
| Stratford | Rugby St Cross | |
| Coventry | | |
| 7 | 6 | 5 |



Comparison - Response Posts

| Pre Transformation | Post Transformation |
|------------------------|-------------------------------|
| Kenilworth | Leamington |
| Wellesbourne | Shipston on Stour |
| Atherstone | Alcester |
| Bedworth | Warwick Town |
| Rugby St Cross | + all Ambulance Station sites |
| 5+7 stations=12 | 4+11 stations=15 |



Performance Challenges

| | | Red 1 | | Red 2 | | Red 19min | | Green 2 | | Green 4 | | Referral | | Total Activity |
|--------------------------|------------------|----------|--------|----------|--------|-----------|--------|-----------|--------|---------------------|--------|----------|--------|----------------|
| | | 75% 8min | | 75% 8min | | 95% 19min | | 90% 30min | | 90% triage in 60min | | 90% | | |
| | | Inc Cnt | Pass % | Inc Cnt | Pass % | Inc Cnt | Pass % | Inc Cnt | Pass % | Inc Cnt | Pass % | Inc Cnt | Pass % | |
| 01/04/2013 to 31/08/2013 | | | | | | | | | | | | | | |
| PRE TRANSFORMATION | Coventry & Rugby | 210 | 81.90% | 10910 | 78.50% | 11120 | 97.70% | 12312 | 92.50% | 1969 | 99.80% | 2088 | 94.80% | 27489 |
| 01/09/2013 to 31/03/2014 | | | | | | | | | | | | | | |
| POST TRANSFORMATION | Coventry & Rugby | 371 | 82.50% | 15767 | 77.60% | 16138 | 96.50% | 18196 | 88.30% | 2469 | 99.60% | 2757 | 91.50% | 39560 |
| 01/04/2013 to 31/03/2014 | | | | | | | | | | | | | | |
| YTD 2013/14 | Coventry & Rugby | 581 | 82.30% | 26677 | 77.90% | 27258 | 97.00% | 30508 | 90.00% | 4438 | 99.70% | 4845 | 92.90% | 67049 |
| 01/04/2014 to 30/06/2014 | | | | | | | | | | | | | | |
| YTD 2014/15 | Coventry & Rugby | 154 | 87.70% | 6824 | 79.20% | 6978 | 96.90% | 8088 | 89.20% | 1079 | 99.60% | 1077 | 92.90% | 17222 |



Hospital Activity – 2013/14

| | Activity |
|----------------|-----------------|
| Warwick | 15,695 (12.4%) |
| George Eliot | 11,906 (9.4%) |
| St Cross | 187 (0.01%) |
| UHCW | 46,491 (36.8%) |
| YTD Conveyance | 74,279 (58.61%) |



Why Make Ready

- Support the Trusts Key Objectives (Right time, right place, right care)
- Improved efficiencies within Operations
- Reduction of expenditure on stock and wastage of disposable items
- Minimise operational 'down time' due to logistical issues
- Effective management of medical devices
- Improved control of medicines management
- Improved CQC compliancy and infection prevention and control issues



Local Pre Transformation Challenges

- Estates unfit for purposes and not designed for current staff numbers – insufficient space for lockers/equipment
- Fleet Department based in Rugby for the whole county – excess mileage for recovery and service
- Peripheral stations empty due to high urban activity
- No rural Paramedic Cover delaying patient care
- Paramedics required to restock and clean vehicles



Pre Transformation Challenges

Start of Shift

- Booking out Controlled Drugs – 5 minutes
- Checking the vehicle – 30 minutes

Cardiac Arrest/ Infected Patient/ Serious Accident

- Cleaning and restocking vehicle – 1 hour

End of Shift

- Cleaning and Restocking – 30 minutes Overtime

Vehicle Breakdown

- Drive to Rugby and back plus repair – +1 hour



The New Hub - Facilities

- Make Ready Area
- Indoor Wash Bay
- Fleet Workshop
- Shoreline for all vehicles
- Secure Parking
- Training Suite
- Meeting Room
- Suitable Office Space
- Modern Rest Facilities
- WiFi
- Staff Computer Room
- DDA Compliant
- Eco friendly features



Coventry Hub





Warwick Hub





Make Ready Area





Consumable Expenditure Comparison

| Expenditure | 2012/13 | 2013/14 | Saving |
|---------------------|----------|----------|---------|
| Drugs | £92,528 | £77,948 | £14,580 |
| Medical Consumables | £399,524 | £398,076 | £1,448 |



Staff based at the Hubs

- Ambulance Fleet Assistants
- Mechanics
- Cleaners
- Administration Staff (including Scheduling)
- Ambulance Teams
- Community Paramedic Teams (make ready & line management)
- Clinical Team Mentors
- Education and Training Officers
- Community Response Manager (hosted)
- Hospital Ambulance Liaison Officers
- Area Support Officers
- Local Management Team



Fleet

| | Number | Output at Peak |
|------------------------|-----------|----------------|
| Ambulance | 50 | 28 |
| Cars (all 4x4) | 24 | 10 |
| Emergency Preparedness | 3 | As required |
| Bariatric Ambulance | 1 | As required |
| 4x4 Ambulance | 2 | As required |
| Total | 80 | 38 |



Performance Improvement Plan

- Staffing numbers increased during 2014/15 from 302 to 331 whole time equivalent.
- Working with Community Response Department to increase CFR availability and PAD sites
- Flex staffing for times of high demand e.g. post Bank Holidays
- Proactive monitoring of 'down time' (12% pre transformation, now 5-6%)
- Regular review of System Status Plan for effective responses
- Implementation of AFA Supervisor to streamline and manage Make Ready system



Efficiency Metrics

- Make Ready enables full rotation of stock
- On site workshop enables running repairs
- Overtime used proactively to cover core shifts
- Recruitment of new staff to fill vacancies and reduce overtime costs.
- Regular meetings with finance team to monitor costs



Initiatives

- High Volume Service Users
- Safeguarding
- Admission Avoidance in partnership with CCG's
- Stroke Pathway
- Complaints Outcomes:
 - Clinical reviews
 - Change in practice
 - Training



Partners

- Arden Cluster Urgent care meetings
- WNCCG Urgent care meetings
- SWCCG Urgent care meetings
- CRCCG Urgent care meetings
- Acute hospitals
- Local GPs
- HOSCs
- Fire Service
- Police



Questions ?

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