



## Coventry HOSC 30 July 2014



# Transformation Update

## Ham Patel

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

\*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		
<b>7</b>	<b>6</b>	<b>5</b>



# 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
<b>5+7 stations=12</b>	<b>4+11 stations=15</b>



# 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
<b>Total</b>	<b>80</b>	<b>38</b>



# 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 ?