South East Coast Ambulance Service NHS NHS Foundation Trust



Issue 31 Summer 2022

Dear member,



"Welcome to the summer edition of your South East **Coast Ambulance Service NHS** Foundation Trust member newsletter. Please do read on for the latest from the Trust. including the outcome of our recent Care Quality Commission inspection and our priorities going forward.

- (Å) -

I am happy to announce that our newly appointed Interim Chief Executive Officer Siobhan Melia joined the Trust on 12th July, to see us through the next 18 months where we will be delivering significant improvements for both our colleagues and our patients. You can read more on this on pages 2 and 3. Our thanks go to SECAmb's Medical Director Dr Fionna Moore for stepping in as Interim CEO until Siobhan was able to join us.

Don't miss your invitation to our Annual Members' Meeting in this edition. This is your opportunity, as members of our Trust, to learn more about how we are delivering our services to you.

We are a busy 24/7 service, so it can be all too easy to overlook the fantastic work that is taking place both on the frontline and in support services, to provide the best possible service for our patients. As members, we consider you ambassadors for our Trust. Your voice matters, so please do come along."

- David Astley, Chair.

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your service, fl

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Join us at our Annual Members Meeting Lingfield Park Resort & Racecourse Friday 2nd September 2022 Turn to page 6 for more info and how to register



Improving your ambulance service

In the last few months we have received the feedback from our 2021 NHS Staff Survey as well as initial findings from an inspection of some of our services undertaken by the Care Quality Commission (CQC) in March 2022.

The CQC provided initial feedback which included concerns about culture and leadership, which was reflected in the feedback from the staff survey.

Many of our staff told us that for them, SECAmb is not a good place to work, that they have lost faith in leadership (at all levels), and that they do not feel listened to or engaged. The CQC reinforced this and found that there was a disconnect between senior leadership and those directly providing patient care. These were difficult messages to hear, however, our Trust Board has committed to really listening to this feedback and taking the necessary action.

The executive team has already taken steps to re-set its relationship with the senior management team and together they have held a number of workshops to work through the recent feedback.

Their main objective was to agree priorities, including how to ensure we listen and engage

our teams moving forward, so that we can work together on finding solutions to the issues that have been highlighted. At its development meeting in April, the Board reviewed these priorities and engaged with the Council of Governors at the recent joint meeting to develop our Trust priorities framework.

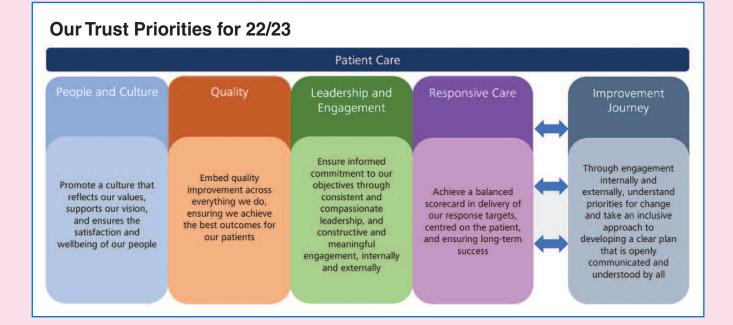
This framework revolves around patient care and has five key pillars supporting it, 'People and Culture', 'Quality', 'Leadership and Engagement', 'Responsive Care' and 'Improvement Journey' which can all be seen in the image below.

This framework is designed to help us focus our attention on our key priorities based on the direct feedback we have received.

Focussing on these priorities will support our improvement journey. This work will be underpinned by our Trust Values of:

- Acting with Integrity
- Demonstrating Compassion and Respect
- Taking Pride
- Striving for Continuous Improvement
- Assuming Responsibility

This will support our progress towards meeting the NHS People Promise which is measured annually through the NHS Staff Survey.



Tel 0300 123 9180 Email ftmembership@secamb.nhs.uk Website www.secamb.nhs.uk

yourcall



We are compassionate and inclusive

are recognised

a voice that counts

always

Care Quality Commission report



On the 22nd June 2022 the Care Quality Commission (CQC) published its findings

following an inspection of the Trust, which took place in March this year. The CQC inspects all NHS Trusts regularly to ensure that the care provided meets the expected quality and safety standards and that Trusts are well-led. The inspection looked in particular at management and leadership, but also at our Emergency Operations Centres (EOCs) and NHS 111 service.

SECAmb is committed to making improvements following the publication of the CQC report rating how the Trust was led as inadequate.

We are pleased the excellent care provided by our staff was recognised in the report and their kind, compassionate and supportive approach towards patients was noted.

We are especially pleased to see our NHS 111 service retain its 'good' rating following a very difficult two years of the pandemic, which placed significant strain on the service.

The serious concerns surrounding culture and leadership highlighted by the CQC are being taken extremely seriously and we have already begun the work to implement improvements at pace.

An important campaign – 'Until it Stops' – is being rolled out to address inappropriate behaviours and we are committed to working with colleagues across the organisation to implement changes and ensure they view SECAmb as a place at which they want to work and deliver high-quality care to our patients. The full SECAmb CQC inspection report can be found online here:

flexibly

https://www.cqc.org.uk/provider/RYD

To ensure the Board is assured on the progress with the priorities set out by the executive (which will include the action plan in response to the CQC findings) we are reverting to monthly Board meetings to which members are welcome to observe. Meeting dates can be found on page 11, most of which are now taking place **in person** at venues across the area we serve.



Our new Interim Chief Executive Officer

In June, we were pleased to announce that Siobhan Melia would be joining the Trust as our Interim CEO. The recruitment process was

Trust-led and supported by NHS England/Improvement South-East (NHSEI).

Siobhan was seconded from her role as Chief Executive of Sussex Community NHS Foundation Trust and joined SECAmb on 12th July 2022.

Siobhan has a strong clinical background and is an experienced chief executive, with good knowledge of our region and our partners. She is highly committed to improving healthcare quality with a proven track record in leading teams and delivering against challenging targets. We look forward to working with her over the coming months.

Day in the life of a Critical Care Paramedic



Join us on a day shift with Critical Care Paramedic Sloane Phillips.

06:10 I arrive at Hastings Make Ready Centre to take over from my colleague Kiya who was on the night shift. Once I have signed out my controlled drugs, I book on with the Critical Care Desk (CCD).

The Critical Care Paramedics (CCPs) are dispatched by the CCD who monitor all of the calls coming into SECAmb. CCPs attend the most seriously ill and injured patients so the CCD is an integral part of the team. It is their job to ensure that we are sent to appropriate incidents to carry out interventions or to assist crews on scene. They also provide advice to crews on critical care incidents and work closely with the Helicopter Emergency Medical Service (HEMS) dispatcher. There are 10 CCP teams across Kent Surrey and Sussex, all strategically placed to be able to respond quickly to critical care incidents across the region.



07:15 On the first week of every month we have to complete our monthly kit checks. It is the responsibility of the CCPs to check our equipment and drugs each month, ensuring that there is nothing out of date and that we have a full complement of kit. As well as the standard SECAmb drugs bag, we also carry an additional drugs bag that contains all the extra drugs that only CCPs can administer. We also have a large modular bag that's almost as big as me and holds equipment that allows us to carry out our advanced interventions.

Just as I pour myself a cup of coffee, I get dispatched to my first job of the day.



07:25 I am on my way to a Category 1 (C1 is our most urgent call category) road traffic collision where a motorcyclist has been found unconscious in a ditch. It is a half hour drive for me to reach the patient. However, there is a double crewed ambulance and an operational team leader nearer, who are also enroute. I am advised by the CCD that HEMS are also attending from Redhill.

On arrival at the scene, the team has managed to get the motorcyclist out of the ditch and into the back of the ambulance. They have started treatment. He is unconscious and is seriously injured. He has a head injury and is possibly bleeding internally. We continue our life-saving interventions and treatment. HEMS land very close to the scene and, once with us, the HEMS Team start blood products for internal bleeding and

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perform a Rapid Sequence Intubation to stabilise the patient. The patient is then flown to a major trauma centre in London for treatment.

10:00 I arrive back at the ambulance community response post in Battle which is where I respond from and continue my monthly checks whilst having a spot of breakfast and decompressing from the last call.

11:05 I receive another call. I am responding to a C1 call where a patient has been fitting for a long time and has not responded to their usual medications. I arrive on scene shortly after the crew. Thankfully, the patient has stopped fitting and is starting to recover. As the patient hadn't had a seizure for a long time, the paramedic crew conveyed the patient to the local hospital for an assessment. I make myself available to respond again whilst I stay with the crew to make sure the patient is safely in the ambulance.

11:59 I head back to Battle and once there I have my half hour meal break. After my break its time to complete the final monthly checks of the day.

13:20 I see a job on the Computer Aided Dispatch (CAD) system only 10 mins away with a crew needing assistance with a patient lift. I call the CCD and offer to go help. Once I have helped the crew get the patient safely into the back of the ambulance, I immediately make myself available to respond to another incident if required.

14:35 I receive another C1 call. This time it is to a cardiac arrest in Eastbourne. When I arrive on scene, full advanced life support treatment is ongoing. Unfortunately, the elderly patient doesn't respond to the treatment and after ensuring we have covered all of the reversible causes of the arrest, I make a consultant call for advice.

In SECAmb we are extremely lucky to have a 24hr on-call consultant available to us. Today I spoke to Dr Magnus Nelson, an Emergency Department Consultant at Brighton who is also SECAmb's Assistant Medical Director and a HEMS Consultant. He agrees that we have done everything we can for the patient and if the team are all in agreement, he supports our decision to stop resuscitation. It is always sad to go to an incident like this. Telling the family that their loved one has passed away is very difficult and upsetting.

17:25 I get my final job of the day, a C1 cardiac arrest

in Hastings. However, when I get on scene, I am stood down by the operational team leader as the patient is sadly beyond help. I head to Hastings Make Ready Centre where I do a bit of re-stocking and await the arrival of the night CCP to take over from me.

How did you become a Critical Care Paramedic?

In 2012 I was extremely privileged to be offered a three-year secondment to Kent, Surrey and Sussex Air Ambulance and it was during this time that I realised my interest was in advanced paramedic practice and in particular, critical care. As I came to the end of my secondment, I applied to be a Critical Care Paramedic with SECAmb and in 2015 I started my Post Graduate Certificate in Advanced Clinical Assessment at Hertfordshire University to support this. I was successful in completing the award and in the Autumn of 2016, I started as a CCP working out of Ashford MRC. After a year, I transferred back to Hastings.

What do you enjoy about your job?

I thoroughly enjoy all aspects of my job and I am extremely privileged to be able to use my knowledge, skills, and experience to help the most seriously ill and injured patients in our area. The CCP programme also offers amazing opportunities, and I am currently completing my Post Graduate Diploma on Advanced Clinical Practice through St Georges University in London.

What do you do in your spare time?



On my days off I love walking my dogs Dizzy and Chester and if the weather is good myself and my partner enjoy paddle boarding either on the sea or on one of our local rivers.

We also live close to Hastings Old Town where there is a great selection of local pubs so a glass or two of vino on a lovely sunny afternoon is also normally on the cards.



You can read more on the types of frontline roles available within our Trust here:

https://careers.secamb.nhs.uk/ and all our vacancies, including support roles, can be found on the NHS jobs website, www.jobs.nhs.uk.

Come and learn all about your local ambulance service at our Annual Members' Meeting

We would love you to join us at our Annual Members' Meeting (AMM) at Lingfield Park Resort and Racecourse on 2nd September 2022, to learn all about SECAmb and meet our staff and volunteers from across the areas we serve.

This event is for you, our members; however, you are welcome to bring friends and family with you.

We will be hosting an exhibition where you can find out more about our 111 and 999 services, watch demonstrations on the latest technological and clinical projects that are making our service even better for our patients...and you will even be able to peek inside some of our ambulances at our vehicle display!

This is your opportunity to:

- Find out more about your local NHS ambulance service.
- Contribute your views on our priorities for the coming year.
- Learn life-saving resuscitation skills (CPR).
- Check out some of the newest ambulances on display and meet our staff.
- Find out more about working or volunteering with us.

At the Annual Members' Meeting, you will hear from our Chief Executive about our improvement journey and your Governors will be there to tell you what they have been focused on this year while representing you, our members.

Book your place:

It is free to attend, and friends and family are welcome to come along too. You can find out more and book online at www.secamb.nhs.uk or through our online form here:

https://forms.office.com/r/vdfhMBTB1i you can also phone us to reserve your place on 0300 123 9180.



When and where is it?

Date: Friday 2nd September 2022

Time: 13:15 exhibition & vehicle display opens, 14:30 -16:30 Annual Members' Meeting.

Venue: Lingfield Park Resort and Racecourse, Racecourse Road, Lingfield, Surrey, RH7 6PQ.

Refreshments: Tea, coffee and biscuits will be available from 13:30.

Getting there:

Lingfield Park is easily accessible.

- By road: 15 minutes from the M25 (J6) or M23 (J10). For sat nav users please use postcode RH7 6PQ. There are 250 dedicated parking spaces available for our event onsite plus an additional overflow car park. Stewards will direct you on arrival. If you have a blue badge and need to park close to the entrance, advise the stewards on the day and they will direct you to the appropriate spaces.
- By rail: Lingfield Park Resort and Racecourse is just a five-minute walk from Lingfield train station. For train times please visit www.nationalrail.co.uk

If you have any questions about getting to the venue or access upon arrival, you can call the venue directly on 01342 834 800.

We have a Council of Governors meeting taking place before the AMM at the same venue from 10am – 1pm. Come along to see your Governors (who represent you) - in action! We have a number of elections in multiple areas next year for SECAmb Governors, so observing a Council meeting is a great way to get a better understanding of this voluntary role, especially if you are keen to be more involved with the Trust.

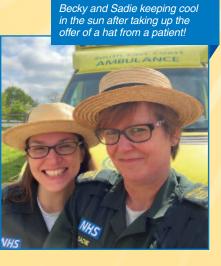
Hope to see you there on the day.



Tips for staying safe and cool in the sun

Most of us welcome hot weather, but when it's too hot for too long, there are health risks. So on those hot days, make sure it does not harm you or anyone you know by following our tips for staying safe and cool in the sun.

- Stay in the shade or indoors when the sun is at its most dangerous - between 11am and 3pm. Find shade under umbrellas, trees, or canopies.
- Use sunscreen and cover up. If you can't avoid being out in the sun, apply a high-factor sunscreen and wear a t-shirt, hat, and sunglasses.
- Increase your fluid intake. The normal recommended daily intake of fluid is 2.5 litres or eight glasses per day. In extreme heat experts recommend you drink more and include a range of different fluids.
- Keep your home cool. Keep windows closed while the room is cooler than it is outside.
 Open them when the temperature inside rises, and at night for ventilation.
- Look after the elderly. Older people are more prone to the effects of heat. If you have older relatives or neighbours, you can help simply by checking on them and reminding them to drink plenty and often. Also help them to keep their house as cool as possible, using a fan if necessary.



• Protect children. Keep a close eye on young children, who need plenty of fluids. A good way to check if they are drinking enough is that they are passing urine regularly and that it is not too dark. You should check nappies regularly. Babies and the very young must be kept out of the sun. Act safely around water and follow lifeguard advice. Avoid excessive physical exertion. If



you are taking physical exercise you need to drink half a litre of fluid at least half an hour beforehand and continue to replenish your fluids during and after exercising.

 Be sensible with alcohol. Hot weather speeds up the effects of alcohol so extra care should be taken when drinking. Alcohol will lead to dehydration so make sure that you alternate alcoholic drinks with water or fruit juice.

Heat exhaustion and heatstroke

Heat exhaustion is not usually serious if you can cool down within 30 minutes.

Things you can do to cool someone down:

- Move them to a cool place.
- Get them to lie down and raise their feet slightly.
- Get them to drink plenty of water. Sports or rehydration drinks are OK.
- Cool their skin spray or sponge them with cool water and fan them. Cold packs around the armpits or neck are good, too.
- Stay with them until they're better. They should start to cool down and feel better within 30 minutes.

If they are still feeling unwell after 30 minutes of resting in a cool place and drinking plenty of water, then it could be heatstroke. Heatstroke needs to be treated as an emergency and you should dial 999.

Signs of heatstroke:

- Not sweating even while feeling too hot.
- A high temperature of 40C or above.
- Fast breathing or shortness of breath.
- Feeling confused
- A fit (seizure).
- Loss of consciousness

Put the person in the recovery position if they lose consciousness while you're waiting for help.

Spotlight on...

SECAmb has more than 330 dedicated volunteers who attend 999 calls from their homes to supply emergency aid to patients. These volunteers start the 'Chain of Survival' in the critical minutes before a frontline ambulance arrives. The 'Chain of Survival' refers to the chain of events that must occur in rapid succession to maximise the chances of survival from a sudden cardiac arrest.



Scott Montgomery, Community Resilience Manager, pictured in the front row on the right with 18 new CFR volunteers who completed their 'First Responder on Scene Course' in May this year at our Haywards Heath Clinical Education site.

Our Community First Responders (CFR's) are lay members of the public (usually with no previous medical experience) who are recruited, trained, and dispatched by SECAmb to support their communities. Each volunteer completes a vigorous and intensive training programme to prepare

Community First Responders



them for their new role, including both classroombased learning and assessments followed by buddying with an experienced CFR and observer shifts on a front-line ambulance.

One of our Community Resilience Managers, Scott Montgomery, spoke with some of the CFRs he supports to find out what motivated them to take on this vital voluntary role.

Scott first spoke to Danny Horran who completed his CFR training in March this year and asked what prompted him to dedicate his time to his community.

Danny said "I have varied roles within my day job doing lots of staff support, post incident care, mental health first aid and first aid. However I felt something was missing. One summer whilst on holiday, I heard a shout for help. I went over to see if there was any assistance needed and I supported the patient until the ambulance crew arrived and took over. It was at this point that I knew what was missing! I investigated various frontline volunteering opportunities and decided to apply to become a CFR within SECAmb."

Speaking about what his volunteering for SECAmb gives him, Danny continued: "I'm part of a great network of people and I get to help others in a time of need. The intensive training I received, prepared me for attending patients in my community and added to my previous knowledge. I get to give

back to the community and support the NHS and SECAmb.

> "When treating patients, I try to be the most kind, caring and compassionate person I can be, as I am meeting them at a time that could be the worst experience of their life.



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Just being there with someone to support them in this situation can be a massive help."

Scott also caught up with Simon Francis (pictured below) who has been volunteering for the Trust since 2018 and is part of the Southwater CFR Team in West Sussex.

Simon's interest in becoming a CFR stemmed from running his own medical supply and service business.



Simon commented: "Due to my work, I had spoken to many CFRs and medical professionals around the country and understood what the primary function of a CFR was. It was from these conversations

and the shared insight into the role, that I decided to become one myself. However, I must say it's not until you are first on scene for a cardiac arrest that you realise what a difference you can actually make.

"Running my own business, I am lucky to be able to respond as a CFR if needed whilst at work. However, I have found I need to keep the balance right, getting to use a defibrillator in real life is more rewarding than testing them in the workshop, however, it does not pay the bills! Being a CFR gives me a regular reality check; seeing patients that are in need makes you realise how lucky you are to be able to help others." Down on the South Coast, Scott spoke to Jon Mulhern (pictured right) who is the Team Leader for CFRs in Brighton. Jon commented: "I first learnt of CFRs in 2014



and found the Brighton team soon after. It was very appealing to hear of a volunteering opportunity that would allow me to do something that benefited my local neighbourhood in a patient-facing role, that was also completely flexible in when I could be available to respond. Over the years, I have volunteered in many different settings, but this is by far the most rewarding role and the one I have stayed with the longest. I fully expect to remain a CFR for many years to come."

So far this year, the SECAmb Community Resilience Team has recruited and trained 33 new Community First Responders who are out supporting their communities in their hour of need.

If you are inspired by our volunteers' stories and would like to do something different in your spare time, check out our Community First Responder page on our Trust's website here: https://www.secamb.nhs.uk/joinus/community-first-responders

We regularly advertise our voluntary positions online and hold training courses on a monthly basis across Kent, Sussex and Surrey.



Your Council of Governors

Your Governors represent you at our Council of Governor meetings. They protect and promote members' interests and scrutinise decisions to ensure they are in the best interests of our patients and our people. They also appoint our Non-Executive Directors and the Trust Chair.

Foundation Trusts (FTs) are accountable to the communities they serve. When SECAmb became a Foundation Trust it involved major changes in the way the Trust is governed, with our members and Governors playing a vital role in this new governance structure.

SECAmb has a public membership of approximately 9,500 people, drawn from the areas we serve in Kent, Surrey, Sussex, and parts of North East Hampshire. These people may have a personal or professional interest in SECAmb, they may be a patient or a carer, or they may simply be members of the public who want to know more about their local ambulance service. In addition, our staff are also members of the Trust.

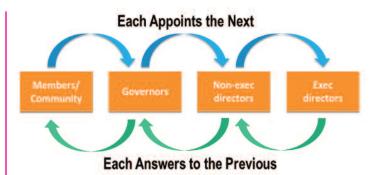
As a Foundation Trust, SECAmb not only has a membership but also a Council of Governors. All our public and staff members are entitled to stand for election to the Council of Governors. Public members vote for Governors in their geographical constituency and staff members elect Governors according to their role, e.g., operational or non-operational.

Council of Governors role and responsibility

The Council is part of the governance of the Trust. The Council appoints the Chair and Non-Executive Directors, as well as the Trust's



The Council of Governors and Trust Board at a joint development day in May 2022.



external auditor. In addition, the Council is kept informed about the Trust's plans and the structure is designed to provide patients and the public with assurance that the Trust is putting the patient at the heart of all we do.

The Council have various statutory responsibilities but in summary, Governor's act as critical friends to the Trust, and in doing so should represent the interests of stakeholders (the public, patients, SECAmb staff and organisations that work closely with or have an interest in the Trust). In addition to performing statutory duties, all Governors have advisory, guardianship, and ambassadorial roles.

Representing members

The Governor role is sometimes strongly defined in terms of 'representing members' views'. The Trust has worked with our Governors to develop a shared understanding of what it means to represent members. The focus is on representing the best interests of members and the wider public.

Different Trusts adopt different approaches. Ours is that we expect our Governors to bring the perspective of our local communities into the Trust, but we do not expect Governors to be formally consulting with members in their constituencies about the Trust's plans, nor conducting patient surveys. We believe that the Trust has a duty to involve and engage the public and our staff and other stakeholders (including our FT members) when planning changes to our services.

Public and Staff-Elected Governors represent their members in the sense that they are elected from among them, by them, and bring their personal views and perspectives to the Council and the Trust.



Governors are expected to be aware of and stay in touch with local issues as far as possible (or in the case of our appointed Governors, to bring the general perspective of their sector to help the Trust). However, as we see it, the Trust also has a responsibility to understand members' views – and Governors should ensure that this is happening.



at Annual Members' Meeting.

2023 Governor elections

Elections open later this year for Governor terms of office starting in 2023. We'll share how to stand and vote in these elections in our next newsletter, but do drop the membership office a line to register your interest in this voluntary role and we'll ensure you are kept in the loop. Email ftmembership@secamb.nhs.uk or phone 0300 123 9180.

Vacancies:

Public Governor: Lower East (East Sussex & Brighton) x 1

Public Governor: Upper East (Medway/ Kent/ East London) x 3

Public Governor: Upper West (Surrey/ Hants/ West London) x 1

Public Governor: Lower West (West Sussex) x 1

Staff Governor: Operational Staff x 1



Why did you become a Governor?

"I became interested in SECAmb in 2006 when my son joined the Trust as an ambulance technician before becoming a Paramedic. This encouraged me to become

involved in SECAmb's activities and I attended Board and Governor meetings and events as a member of the Trust.

Eventually, I decided to stand as a Governor at SECAmb, but I actually didn't get elected first time round! I became a Governor for Sussex Community NHS Foundation Trust instead for three and half years. This gave me a good insight into the role. However, SECAmb was always my first interest, and I was pleased to be elected as a Governor in March 2022 after deciding to stand again.

I'm looking forward to contributing to the future development of SECAmb and I have a particular interest in the areas of finance/audit and workforce." David Romaine, Public Governor for Lower East (East Sussex, Brighton and Hove)

In person Board and Council meeting dates. Visit our website for locations and further information:

COUNCIL OF GOVERNOR MEETINGS

2nd September 2022 (Council and Annual Members Meeting)

5th December 2022

TRUST BOARD MEETINGS

28th July 2022

25th August 2022

29th September 2022

27th October 2022

24th November 2022



Your Local Public Governors

Patricia Delaney Public Governor for Lower East (East Sussex / Brighton & Hove)

David Romaine Public Governor for Lower East (East Sussex / Brighton & Hove)

Leigh Westwood Public Governor for Lower East (East Sussex / Brighton & Hove)

Matt Alsbury-Morris Public Governor for Lower West (West Sussex)

Andrew Latham Public Governor for Lower West (West Sussex)

Nigel Robinson Public Governor for Lower West (West Sussex)

Martin Brand Public Governor for Upper West (Surrey / NE Hants / West London)

Brian Chester Public Governor for Upper West (Surrey / NE Hants / West London)

Ann Osler Public Governor for Upper West (Surrey / NE <u>Hants / West London)</u>

Linda Caine Public Governor for Upper East (Medway / Kent / East London)

Colin Hall *Public Governor for Upper East (Medway / Kent / East London)*

...continued

Michael Tebbutt Public Governor for Upper East (Medway / Kent / East London)

Appointed Governors

Vanessa Wood
Age UK

Lisa Bell Chief Superintendent Sussex Police

Howard Pescott Sussex Community NHS Foundation Trust

Sinead Mooney

County Councillor Surrey County Council

Any post or emails (FTmembership@secamb.nhs.uk) for Governors via the Membership Office will be forwarded directly to them. Full contact details can be found at the bottom of this page.

Staff Elected Governors

Christopher Burton Paramedic Practitioner & Operational Staff Governor christopher.burton@secamb.nhs.uk

Stuart Dane

Emergency Care Support Worker & Operational Staff Governor stuart.wdane@secamb.nhs.uk

Nick Harrison

Critical Care Paramedic & Operational Staff Governor nicholas.harrison@secamb.nhs.uk

Kirsty Booth Business Support Manager & Non-Operational Staff Governor kirsty.booth@secamb.nhs.uk

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Ĕ	Membership Office South East Coast Ambulance S

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