

# Look back review of 2018/19

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Medical Director



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# Leadership during the year

- During the year we saw a number of changes in our leadership team
- Our previous Chair, Richard Foster, left the Trust in April 2018 for health reasons
- Graham Colbert took on the role of Interim Chair until our new Chair, David Astley, joined SECamb in August 2019
- Our previous Chief Executive, Daren Mochrie, left the Trust on 31 March 2019 to join NWAS
- On 28 March 2019, we announced that Philip Astle had been appointed as our new Chief Executive and would join SECamb on 1 September 2019
- I was very proud to take on the role of Interim Chief Executive from 1 April to 31 August, supported by the rest of the Exec team



# Our annual performance summary 2018 - 2019:

999 performance



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## Category 1 (hh:mm:ss)

**Mean** (Target 00:07:00)

00:07:31 00:07:52 00:07:35 00:07:46

**90<sup>th</sup> Centile** (Target 00:15:00)

00:13:49 00:14:37 00:14:03 00:14:06

## Category 2 (hh:mm:ss)

**Mean** (Target 00:18:00)

00:16:38 00:19:01 00:19:36 00:21:12

**90<sup>th</sup> Centile** (Target 00:40:00)

00:31:30 00:36:23 00:37:45 00:40:31

**Category 3 90<sup>th</sup> Centile**  
(Target 02:00:00)

02:43:08 03:18:34 03:27:04 04:15:20

**Category 4 90<sup>th</sup> Centile**  
(Target 03:00:00)

04:27:57 04:07:29 04:30:16 04:56:26



## Our annual performance summary 2018 - 2019:

### Emergency Operations Centre

#### 999 calls recieved

185,164	196,665	195,100	200,104
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#### Calls answered within 5 secs (Target 95%)

78.4%	76.8%	86.1%	90.6%
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### NHS 111

#### KMSS 111 calls answered within 60 secs (Target 95%)

73.1%	74.8%	73.5%	76.6%
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#### KMSS 111 combined clinical KPI (Target 90%)

67.3%	62.8%	72.8%	65.6%
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### Finance

 £228.4m Income

 £217.5m Operating expenses

 £2.4m Surplus

 £13m Capital spend



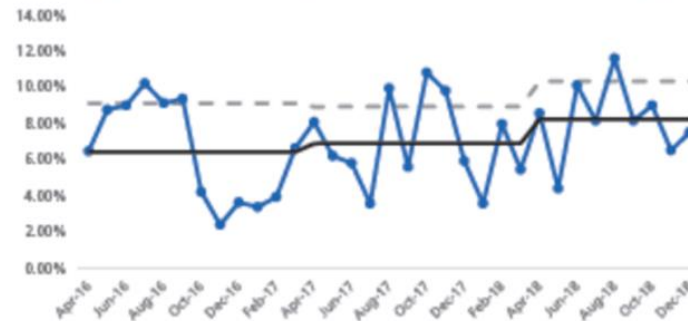
## Our Performance summary: Clinical



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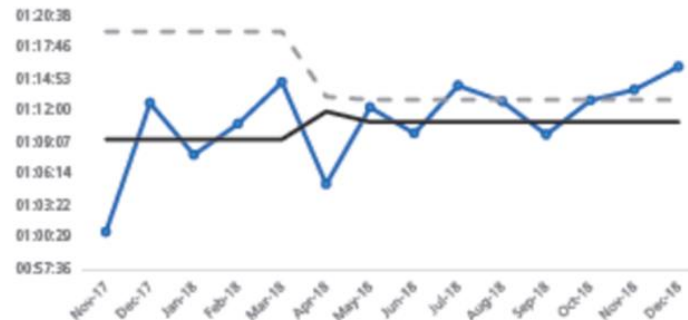
**Outcome from cardiac arrest – survival to discharge**  
Percentage of cardiac arrest patients who survived to discharge



**Outcome from Cardiac Arrest – ROSC**  
Percentage of ROSC patients who received a full bundle of care



**Outcome from Stroke**  
Mean time from call to hospital for patients with suspected stroke

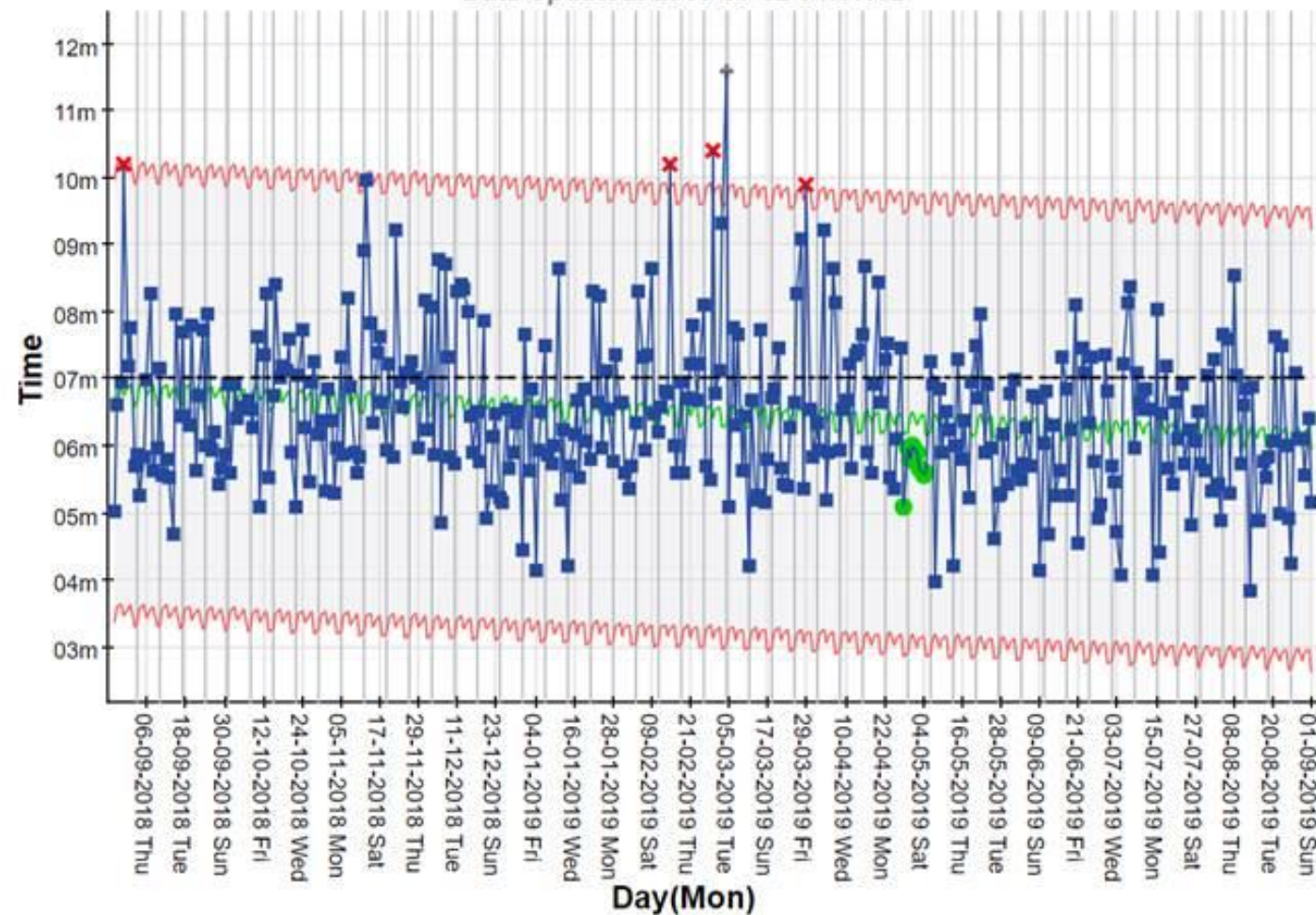


**Outcome from STEMI**  
Mean time from call to angiography for confirmed STEMI patients



## A25: Mean response time: C1: Cardiac / Respiratory Arrest (100009):

Data Updated: 2019-09-02 04:11:12



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# Our Care Quality Commission (CQC) journey

## In July/August 2018:

- + The CQC inspected the Trust and rated SECamb as 'Requires Improvement' overall
- + Based on this, NHS Improvement decided that the Trust should remain in Special Measures
- + Work during the year to focus on areas highlighted by CQC & to continue to drive up quality

## In June/July 2019:

- + The CQC carried out their next inspection of the Trust
- + SECamb achieved a rating of 'Good' overall, with some 'Outstanding' areas
- + Trust then taken out of Special Measures by NHS Improvement

2017		2018		2019	
Domain	2016/17	Domain	2017/18	Domain	2018/19
Safe	Inadequate	Safe	Requires improvement	Safe	Good
Effective	Requires improvement	Effective	Requires improvement	Effective	Good
Caring	Good	Caring	Good	Caring	Good
Responsive	Requires improvement	Responsive	Requires improvement	Responsive	Good
Well-Led	Inadequate	Well-Led	Requires improvement	Well-Led	Good
Overall	Inadequate	Overall	Requires improvement	Overall	Good

## 2019 REPORT RATINGS

	Safe	Effective	Caring	Responsive	Well-Led	Overall
Emergency and Urgent Care	GOOD ↑ AUG 2018	GOOD ↑ AUG 2018	OUTSTANDING ↑ AUG 2018	GOOD ↑ AUG 2018	OUTSTANDING ↑↑ AUG 2018	OUTSTANDING ↑↑ AUG 2018
Emergency Operations Centre (EOC)	GOOD ↑ AUG 2018	GOOD ↑ AUG 2018	GOOD → AUG 2018	GOOD ↑ AUG 2018	OUTSTANDING ↑↑ AUG 2018	GOOD ↑ AUG 2018
Resilience	GOOD OCT 2018	GOOD OCT 2018	GOOD OCT 2018	GOOD OCT 2018	REQUIRES IMPROVEMENT OCT 2018	GOOD OCT 2018
NHS 111 Service	GOOD → AUG 2018	REQUIRES IMPROVEMENT ↓ AUG 2018	GOOD → AUG 2018	GOOD → AUG 2018	GOOD ↓ AUG 2018	GOOD → AUG 2018
Overall	GOOD ↑ AUG 2018	GOOD ↑ AUG 2018	GOOD → AUG 2018	GOOD ↑ AUG 2018	GOOD ↑ AUG 2018	GOOD ↑ AUG 2018





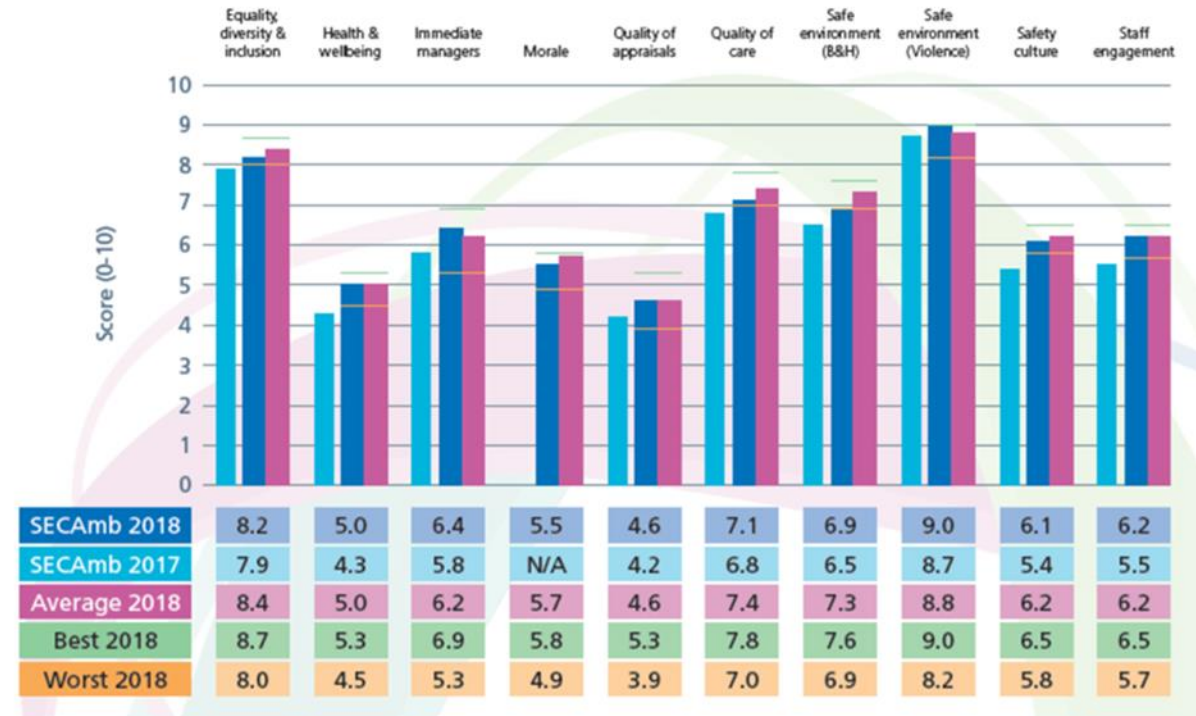


# Making SECAmb a better place to work



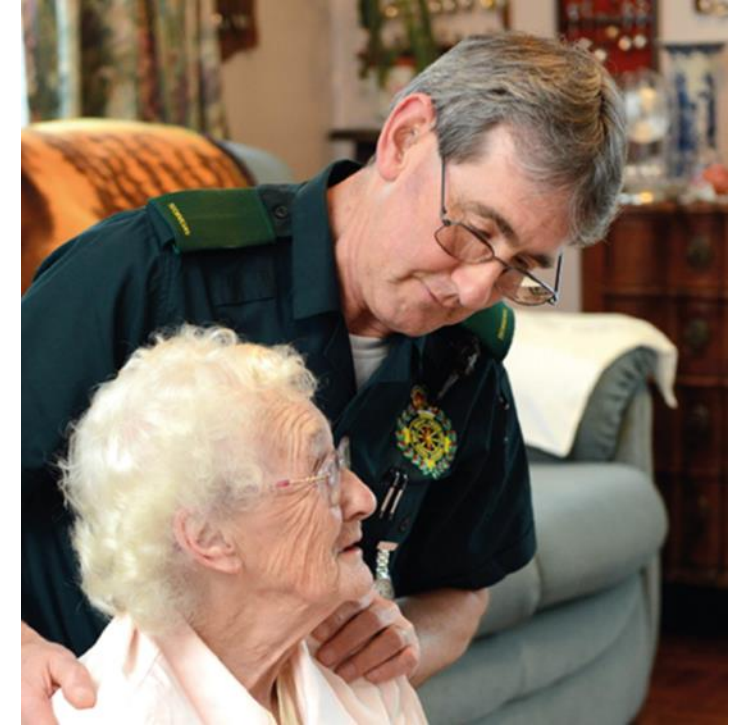
- + 2018 NHS Staff Survey results published in February 2019
- + Results showed a significant improvement over previous years
- + Highest response rate ever
- + But we know there is lots more to do!
- + Multi-pronged approach being taken including:
  - + Values
  - + Tackling bullying & harassment
  - + Induction
  - + Improving leadership
  - + Making processes better e.g. E-expenses, etc.

Results of individual questions in the survey are grouped into 10 key theme areas



## Improving patient care

- ✚ A real focus during the year on improving the care we provide to patients, including:
  - ✚ Investment in new equipment – iGels; replacement Ultrasound machines for CCPs; Personal issue kit scoped and approved
  - ✚ New ways of working – rotational PP pilot, Manchester Triage System for clinicians in EOC, 'long waiting' vehicles
  - ✚ Joint working – introducing new initiatives like the Midwife Advice Line in EOC, the Joint Response Units with Kent & Surrey Police
- ✚ Focus on 'getting basics better':
  - CFR training updated
  - Cardiac arrest survival: analyst appointed and defibrillator downloads recommenced
  - Key skills planned



# Investment in SECamb

- + A three year, £30m programme of investment in SECamb
- + To improve patients' experience of urgent & emergency care by bringing our workforce, fleet, Emergency Operations Centres, estates, facilities & internal processes up to - and beyond - the high standards expected of us
- + In Phase One (2018/19):
  - + **768 people already recruited to frontline roles**, inc. Associate Ambulance Practitioners, Emergency Care Support Workers, Emergency Operations Centre staff & clinicians
  - + **85 Mercedes ambulances** added to fleet with another 50 double-crewed ambulances scheduled for August 2019
  - + **30 new non-emergency transport (NET) vehicles** also introduced to respond to lower acuity, category 3 & 4 calls
  - + **A 17% improvement in hospital handover delays** - this equates to an average 33 operational ambulance hours per day regained
- + Phase Two now well underway





# NHS 111

- ✚ We launched the new interim NHS 111/IUC (Integrated Urgent Care) Service on 28 March 2019 for North and West Kent, Medway and Sussex for a 12-month period
- ✚ We'd separately submitted a bid to deliver the substantive contract from 1 April 2020, with IC24 as our sub-contractor
- ✚ Announced on 7 August 2019 that the bid had been successful
- ✚ The new service will be an integrated NHS 111 and clinical assessment service (CAS) that aims to meet patients' healthcare needs on their first call
- ✚ On calling 111, patients will have access to a wider range of healthcare professionals such as GPs, paramedics, nurses, mental health professionals and pharmacists



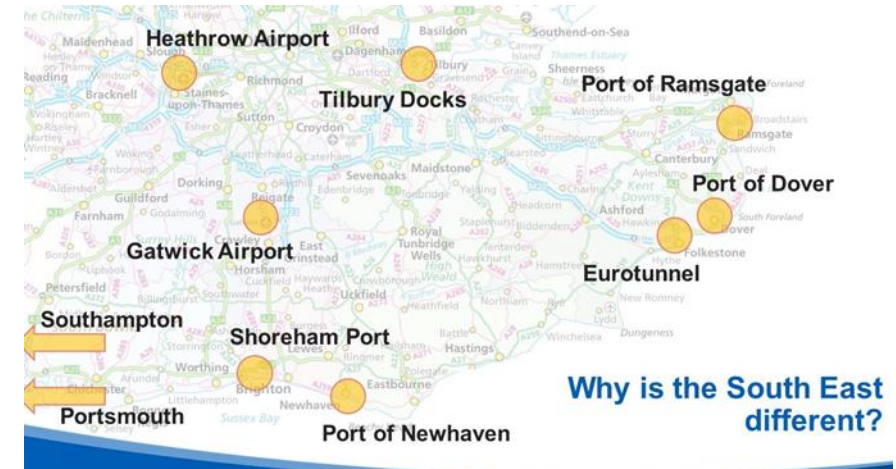
## EU Exit

- Potential for significant impact on SECamb due to geography:
  - Any delays at Dover will have a big impact
  - Traffic congestion/traffic management options will make travel around the area more difficult:
    - Response to patients
    - Staff getting to work
    - Logistics/medicines
- We're working closely with regional and national NHS, emergency service & other partners & have detailed plans in place
- Keeping a 'watching brief' on future developments

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**Thank you**

