



West Midlands Ambulance Service
University NHS Foundation Trust



Healthy Staffordshire Select Committee



Mark Docherty
Executive Director of Nursing &
Clinical Commissioning

Trust us to care.



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 5,000 999 calls per day
- 7,500 111 Calls per Day at weekends
- Circa 700,000 Emergency patients conveyed per year
- 1 million Patient Transport journeys annually
- £350 million budget
- Fleet of over 850 vehicles
- 6,500 Staff and 1,000 Volunteers
- 5 x Helicopters



West Midlands Ambulance Service

University NHS Foundation Trust

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

Strategic Priorities

Business as Usual

New Models of Care

Business Opportunities

Prevention

Values

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

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



Overview

- Only Ambulance Service to consistently achieve all national targets
- Only CQC rated “Outstanding” Ambulance Trust
- WMAS remains the top performing service in the country on multiple measures
- Achieving statutory financial duties. Segmentation 1 (one of only 2)
- Lowest reference cost
- No Paramedic vacancies – circa 2,500 nationally
- Lowest sickness absence rate in country
- Lowest attrition in the country circa 200 per year
- Only Ambulance Service with a Paramedic on every Ambulance
- Best fleet in the country. No vehicle over 5 years old

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



Staffordshire Activity



Contract Monitoring Report - February 2019/2020

Assigned Incident Volume Against Contract Volume

		variance: Red = 'above contract' Green = 'within contract'											
		Apr '19	May '19	Jun '19	Jul '19	Aug '19	Sep '19	Oct '19	Nov '19	Dec '19	Jan '20	Feb '20	ytd
NHS North Staffordshire CCG	actual	3,309	3,317	3,241	3,368	3,235	3,275	3,578	3,613	3,734	3,365	3,191	37,226
	contract	3,127	3,367	3,247	3,448	3,207	3,207	3,327	3,367	3,568	3,608	3,247	36,720
	variance vol +/-	182	-51	-6	-79	28	68	251	246	166	-243	-56	506
	variance % +/-	5.82%	-1.51%	-0.20%	-2.30%	0.86%	2.13%	7.55%	7.31%	4.66%	-6.74%	-1.73%	1.38%
NHS Stoke on Trent CCG	actual	5,149	5,198	5,044	5,437	5,205	5,179	5,476	5,714	6,037	5,232	5,060	58,729
	contract	5,123	5,517	5,320	5,648	5,254	5,254	5,451	5,517	5,845	5,911	5,320	60,161
	variance vol +/-	26	-319	-276	-212	-49	-76	25	197	191	-679	-260	-1432
	variance % +/-	0.51%	-5.79%	-5.19%	-3.75%	-0.93%	-1.44%	0.45%	3.57%	3.27%	-11.49%	-4.89%	-2.38%
NHS Cannock Chase CCG	actual	2,176	2,133	2,188	2,304	2,177	2,149	2,290	2,333	2,465	2,273	2,119	24,606
	contract	2,105	2,266	2,185	2,320	2,159	2,159	2,239	2,266	2,401	2,428	2,185	24,715
	variance vol +/-	72	-133	3	-17	18	-10	50	66	64	-155	-66	-108
	variance % +/-	3.41%	-5.88%	0.12%	-0.73%	0.85%	-0.46%	2.24%	2.92%	2.67%	-6.40%	-3.03%	-0.44%
NHS East Staffordshire CCG	actual	1,907	1,882	1,785	1,928	1,883	1,864	1,964	2,065	2,242	1,949	1,943	21,411
	contract	1,748	1,882	1,815	1,927	1,793	1,793	1,860	1,882	1,994	2,017	1,815	20,526
	variance vol +/-	159	-1	-30	1	91	71	104	183	248	-67	128	885
	variance % +/-	9.09%	-0.04%	-1.68%	0.04%	5.05%	3.98%	5.60%	9.71%	12.41%	-3.35%	7.03%	4.31%
NHS South East Staffs and Seisdon and Peninsular CCG	actual	3,632	3,478	3,403	3,652	3,465	3,312	3,562	3,779	3,964	3,627	3,335	39,210
	contract	3,461	3,728	3,594	3,816	3,550	3,550	3,683	3,728	3,950	3,994	3,594	40,649
	variance vol +/-	171	-249	-191	-165	-85	-238	-121	51	14	-366	-259	-1439
	variance % +/-	4.94%	-6.69%	-5.32%	-4.31%	-2.39%	-6.71%	-3.29%	1.38%	0.36%	-9.17%	-7.21%	-3.54%
NHS Stafford and Surrounds CCG	actual	2,443	2,596	2,496	2,749	2,546	2,508	2,489	2,723	3,020	2,608	2,498	28,676
	contract	2,310	2,487	2,398	2,546	2,369	2,369	2,458	2,487	2,635	2,665	2,398	27,123
	variance vol +/-	133	109	98	202	177	139	31	236	385	-57	99	1553
	variance % +/-	5.76%	4.39%	4.09%	7.95%	7.49%	5.87%	1.28%	9.48%	14.59%	-2.12%	4.13%	5.73%
CCG Total	actual	95,729	95,764	94,258	98,638	94,974	94,751	100,224	100,146	106,448	98,424	92,421	1,071,777
	contract	89,710	96,611	93,160	98,911	92,010	92,010	95,461	96,611	102,361	103,511	93,160	1,053,517
	variance vol +/-	6,019	-847	1,098	-273	2,964	2,741	4,763	3,535	4,087	-5,087	-739	18,260
	variance % +/-	6.71%	-0.88%	1.18%	-0.28%	3.22%	2.98%	4.99%	3.66%	3.99%	-4.91%	-0.79%	1.73%



West Midlands Ambulance Service

University NHS Foundation Trust



Staffordshire Performance

Category 1	ytd		
	Inc Total	Mean	90th
NHS North Staffordshire CCG	2,029	7:27	13:09
NHS Stoke on Trent CCG	3,467	6:05	9:47
NHS Cannock Chase CCG	1,338	8:25	13:53
NHS East Staffordshire CCG	1,251	8:25	15:14
NHS South East Staffs & Seisdon Peninsular CCG	2,133	8:30	14:16
NHS Stafford and Surrounds CCG	1,586	7:02	12:03
WMAS (inc Out Of Area)	63,384	6:56	12:03

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



Staffordshire Performance

Category 2	ytd		
	Inc Total	Mean	90th
NHS North Staffordshire CCG	16,002	14:49	27:00
NHS Stoke on Trent CCG	27,133	11:50	20:24
NHS Cannock Chase CCG	11,353	15:14	24:55
NHS East Staffordshire CCG	9,922	17:40	32:38
NHS South East Staffs & Seisdon Peninsular CCG	17,579	15:08	25:20
NHS Stafford and Surrounds CCG	12,689	13:19	23:44
WMAS (inc Out Of Area)	494,911	13:12	24:19

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



Staffordshire Performance

Category 3	ytd		
	Inc Total	Mean	90th
NHS North Staffordshire CCG	13,540	34:51	77:49
NHS Stoke on Trent CCG	19,565	33:44	78:34
NHS Cannock Chase CCG	8,221	41:32	89:11
NHS East Staffordshire CCG	6,694	39:21	85:10
NHS South East Staffs & Seisdon Peninsular CCG	12,718	46:14	102:54
NHS Stafford and Surrounds CCG	9,900	33:00	74:04
WMAS (inc Out Of Area)	339,129	44:51	102:38

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



Staffordshire Performance

Category 4	ytd		
	Inc Total	Mean	90th
NHS North Staffordshire CCG	883	41:47	98:41
NHS Stoke on Trent CCG	937	45:28	110:02
NHS Cannock Chase CCG	415	66:29	157:00
NHS East Staffordshire CCG	412	50:44	112:39
NHS South East Staffs & Seisdon Peninsular CCG	719	65:50	147:58
NHS Stafford and Surrounds CCG	520	47:28	114:13
WMAS (inc Out Of Area)	15,105	61:12	149:08

Trust us to care.



West Midlands Ambulance Service
University NHS Foundation Trust



Cheadle Performance – April 2019 to Date

Current performance	Target	Cheadle	Region
Cat 1 (Mean)	07:00	08:06	06:54
Cat 1 (90 th Centile)	15:00	16:02	12:00
Cat 1 Transport (Mean)	19:00	07:52	07:57
Cat 1 Transport (90 th Centile)	30:00	15:08	14:13
Cat 2 (Mean)	18:00	13:57	13:14
Cat 2 (90 th Centile)	40:00	26:03	24:22
Cat 3 (Mean)	60:00	30:28	45:26
Cat 3 (90 th Centile)	2:00:00	1:11:36	1:44:22
Cat 4 (Mean)	(No national target)	0:42:41	1:01:40
Cat 4 (90 th Centile)	3:00:00	1:21:58	2:30:56

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



999 Call Answering Performance

Trust	April	May	June	July	August	September	October	November	December	January	YTD Total
WMAS	14	13	23	22	33	25	20	55	55	7	267
EoE	83	84	195	378	115	129	179	187	259	67	1676
EMAS	35	43	39	93	66	128	84	139	57	64	748
LAS	238	319	1271	1828	2144	2398	2827	991	731	809	13556
NEAS	70	60	36	83	50	105	105	137	96	39	781
NWAS	538	404	702	624	768	888	530	855	532	680	6521
SCAS	254	301	457	743	224	404	417	267	239	51	3357
SECAMB	225	57	115	304	143	107	141	109	60	12	1273
SWAST	177	185	254	561	554	489	561	402	382	86	3651
YAS	88	54	15	50	63	34	50	201	139	75	769
IoW	26	48	51	64	44	25	22	17	17	7	321
Scotland	678	950	1940	1947	2075	1614	1536	1957	2232	701	15630
Wales	85	85	128	240	231	152	117	172	47	2	1259

Trust us to care.



Service Wide Performance – April 2019 to Date

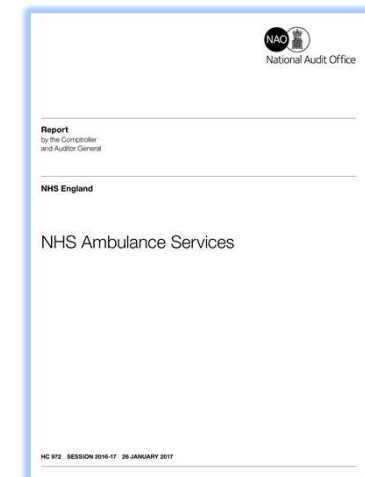
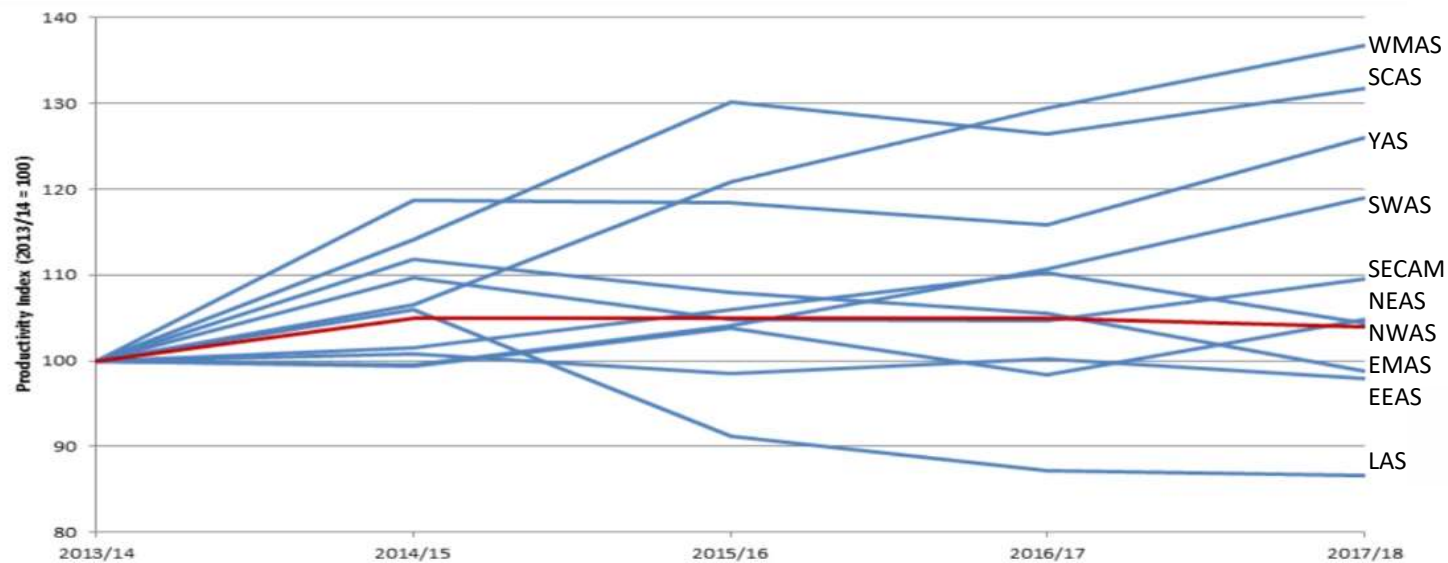
Month	Category 1			Category 2			Category 3			Category 4		
	Inc Total	Mean	90th	Inc Total	Mean	90th	Inc Total	Mean	90th	Inc Total	Mean	90th
Apr-18	4,722	6:50	12:05	36,597	11:24	20:24	33,195	25:37	55:15	1,893	39:19	92:30
May-18	4,943	6:51	11:50	39,069	12:00	21:30	35,557	30:56	68:12	1,929	49:05	122:23
Jun-18	4,976	6:59	12:03	38,242	12:29	22:23	33,919	34:57	76:59	1,830	54:59	128:21
Jul-18	5,346	6:47	11:42	41,210	12:47	23:19	36,056	39:21	91:16	1,636	57:37	136:07
Aug-18	5,209	6:40	11:23	39,438	11:43	21:17	31,165	29:33	64:34	1,635	45:47	102:38
Sep-18	5,361	6:46	11:41	41,099	11:59	21:49	30,613	32:54	72:42	1,503	49:54	125:38
Oct-18	5,543	6:51	11:48	41,993	12:04	21:55	32,009	32:56	72:43	1,579	51:44	123:55
Nov-18	5,801	6:53	11:50	42,774	12:47	23:29	31,541	39:16	87:19	1,378	57:46	142:26
Dec-18	5,861	6:48	11:49	45,847	12:30	22:57	33,250	36:12	82:57	1,565	51:27	120:54
Jan-19	5,690	6:44	11:34	45,867	12:11	22:09	33,198	35:15	79:50	1,585	51:34	125:52
Feb-19	5,151	6:46	11:42	41,392	12:32	22:49	29,798	38:20	87:31	1,358	51:06	123:30
Mar-19	5,611	6:46	11:50	43,606	11:59	21:46	33,057	32:41	73:04	1,661	45:37	109:44
Apr-19	5,412	6:43	11:39	43,271	12:14	22:22	31,893	35:02	78:47	1,479	48:02	115:46
May-19	5,407	6:44	11:51	42,561	11:50	21:31	32,539	31:56	69:49	1,626	43:42	104:08
Jun-19	5,269	6:47	11:56	42,674	12:59	23:57	30,966	44:27	99:36	1,284	60:53	141:26
Jul-19	5,499	6:52	12:00	44,453	12:59	23:44	32,055	47:27	109:47	1,379	72:11	185:42
Aug-19	5,278	6:44	11:39	42,519	12:37	23:06	31,630	39:38	88:08	1,511	53:00	127:18
Sep-19	5,625	7:00	12:10	43,284	13:11	24:10	29,959	47:41	109:15	1,339	70:38	175:44
Oct-19	6,076	7:02	12:13	47,213	13:49	25:21	30,467	54:03	121:43	1,307	75:37	178:49
Nov-19	6,337	7:06	12:15	48,246	14:32	27:06	29,509	59:55	136:52	1,116	79:40	198:23
Dec-19	6,915	7:02	12:15	52,304	14:56	28:09	30,129	61:08	144:05	1,216	76:39	193:27
Jan-20	5,909	6:59	12:03	46,335	12:29	22:45	30,444	32:47	71:44	1,539	48:36	114:58



Overview

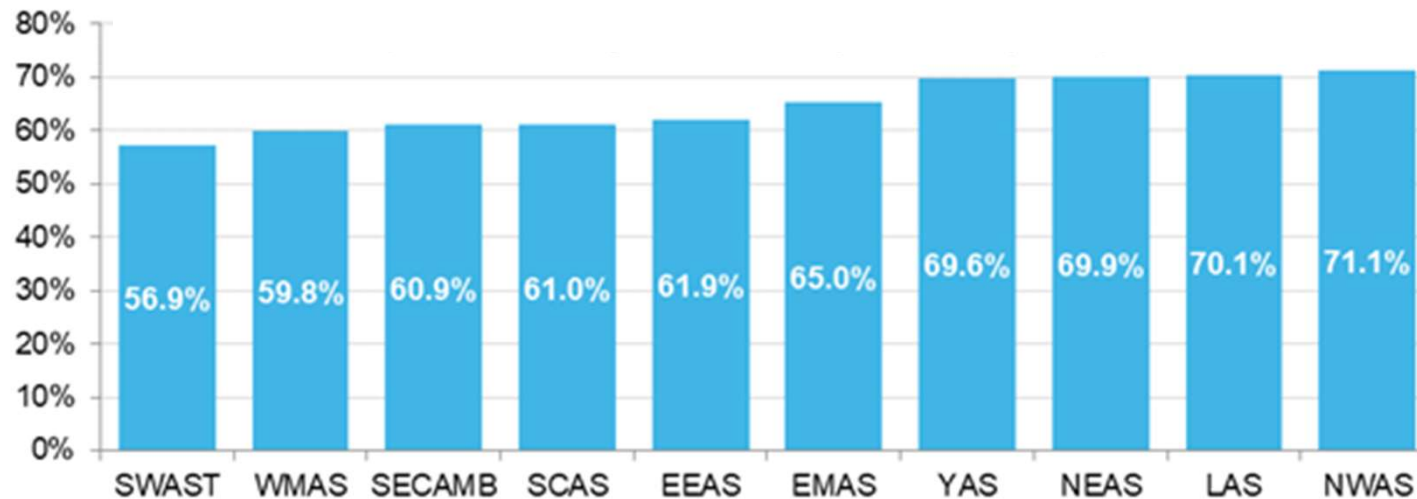
- The Trust has always been at the forefront of innovation and two reports, one from the National Audit Office and one from Lord Carter for NHS Improvement, both rated WMAS as the most efficient service in the country, with lowest costs and highest performance.

Ambulance Productivity - Lord Carter Report





Patients conveyed to all health care settings



Source- Lord Carter Report 2018



West Midlands Ambulance Service
University NHS Foundation Trust



Care Quality Commission

Outstanding 

Rated Outstanding for the second time in 2019

Trust us to care.



West Midlands Ambulance Service

University NHS Foundation Trust



Ratings

Overall rating for this trust

Outstanding

Are services safe?

Good

Are services effective?

Outstanding

Are services caring?

Outstanding

Are services responsive?

Outstanding

Are services well-led?

Outstanding

	Safe	Effective	Caring	Responsive	Well-led	Overall
Emergency and urgent care	Good ↔	Outstanding ↔	Outstanding ↔	Outstanding ↑	Outstanding ↑↑	Outstanding ↑
Patient transport services	Good ↑	Good ↑	Good ↔	Good ↔	Good ↑	Good ↑
Emergency operations centre	Good Jan 2017	Good Jan 2017	Good Jan 2017	Good Jan 2017	Outstanding Jan 2017	Good Jan 2017
Resilience	Good	Outstanding Jan 2017	Not rated	Outstanding Jan 2017	Outstanding Jan 2017	Outstanding Jan 2017
Overall	Good	Outstanding	Outstanding	Outstanding	Outstanding	Outstanding

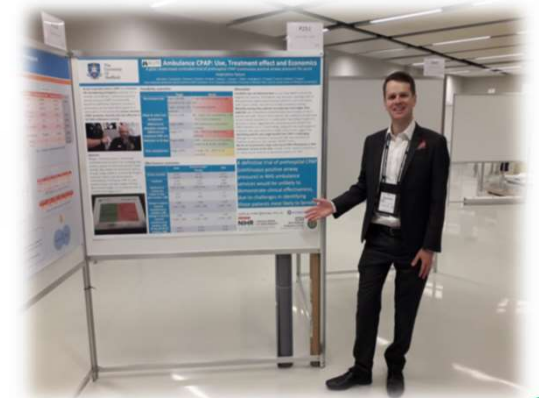
Trust us to care.

West Midlands Ambulance Service

University NHS Foundation Trust

University Accreditation

- The only University Accredited Ambulance Service in England
- Establish the Ambulance Service as a graduate entry profession
- Research contributes to saving more lives
- WMAS hosted Ambulance National Research Conference
- All 5 universities have signed the university MOU
- Increasing evidence base to inform future best practice
- Major incident command training i.e.
 - Master's Degree
 - Doctoral students
 - NARU command training and competency accreditation
- Leadership MSc and MBA's



Trust us to care.



Investment

- The Trust is the only ambulance service to have a paramedic on every ambulance
- In 2019-20, we have recruited 78 graduate paramedics and 310 student paramedics
- Next year (2020-21), our plan is to recruit at least a further 90 graduate paramedics and 160 student paramedics
- Over the last 12 months, the Trust Board agreed to invest £1.5 million to increase the size of the A&E ambulance fleet
- An additional 15 ambulances were brought in taking the A&E fleet to 480. This is a programme that has been ongoing for some time
- Only the previous year, the Trust increased the number of double crewed ambulances to 450, but due to the huge increases in incidents, it was felt that that number needed to be increased still further
- This is continuously under review. In practical terms, the Trust puts out over 400 crews at peak times



Trust us **to care.**

The Hubs

Our Hubs have dedicated:

- Changing rooms
- Learning areas for staff
- Training rooms
- Better facilities including Quiet Rooms
- Access to their Operations Manager on site 24 hours a day
- Make Ready, restocking and cleaning
- Mechanics



Trust us to care.



Make Ready

- Make Ready Hubs maximises the use of ambulances and clinical staff time to respond to patients
- A team of mechanics and vehicle preparation operatives who clean, restock and service ambulances so that Paramedics are immediately available for staff to respond to incidents
- Traditional ambulance stations, as used by many other services require clinicians to take time out from treating patients to clean and restock their ambulances and response cars, thus reducing the amount of time they are available to respond to patients. WMAS has a dedicated team on every hub



Trust us to care.



Ambulance investment

- WMAS has significantly increased the number of ambulances and reduced the number of response cars
- For example, five years ago, we would have had around 200 ambulances and 120 cars on duty at peak
- Today, it is over 400 ambulances and a handful of specialist resources such as doctors and critical care paramedic on cars
- There are no Paramedic rapid response cars in the region

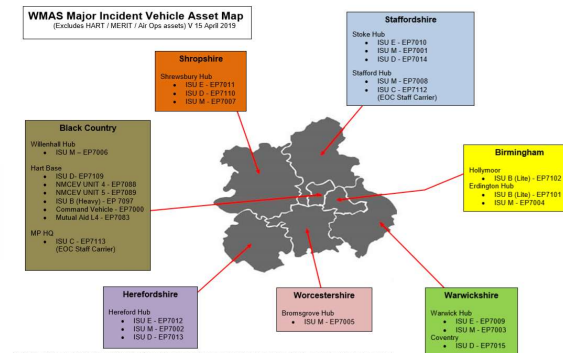


Vehicles

- Newest fleet in the country, no E&U or PTS vehicles over 5 years old- with the latest available satellite navigation software installed



- Significant investment in Major Incident Fleet upgrade





Operating Model

- In 2017 NHS England introduced the Ambulance Response Programme. This changed the way in which ambulance services were measured. The Programme primarily focuses on the outcome for patients. Previously, the standards focused on stopping the clock as the main way of monitoring performance
- As a result of this change, WMAS has significantly increased the number of ambulances and reduced the number of response cars
- The Trust is now sufficiently busy that ambulances, once they leave the hub at the start of their shift, will only return for a mealbreak, go out again for the second half of their shift and then only return at the end of it
- It therefore makes no sense to plough money into buildings that are rarely if ever used other than at the beginning or end of shifts
- The fact that we remain the only ambulance service to be consistently exceeding performance standards would suggest that this policy is working



Trust us to care.



Operating Model

- On average, over the last 15 years, demand has increased by 5% per annum
- West Midlands Ambulance Service respond to over 1 million incidents, answering about 1.3 million 999 calls per annum
- Despite this, the Trust has worked tirelessly to drive down costs so that as much money as possible can be invested in ambulances and paramedics, so that patients get the best care possible
- Part of this has been to look at the estate that we have and whether it still represents value for money

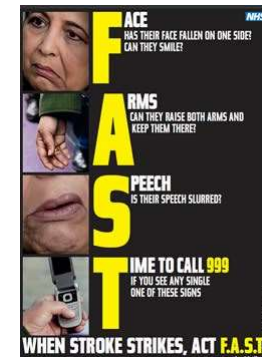


Operating Model

We now have slightly longer to respond to a stroke patient, but it has to be an ambulance that gets there. Previously a rapid response car could have got there quickly but the single paramedic then had to wait for a back-up ambulance to arrive to transport the patient to hospital.

What the statistics clearly show is that stroke patients now get to definitive treatment at a hyperacute stroke unit more quickly than they did before, thus giving the patient a better outcome, even though it takes a couple of minutes longer for the initial response to arrive.

This also applies to major trauma cases. In addition, the current model is also more efficient as only one vehicle is sent rather than two as the ambulance is able to assess and transport if appropriate.



Trust us to care.

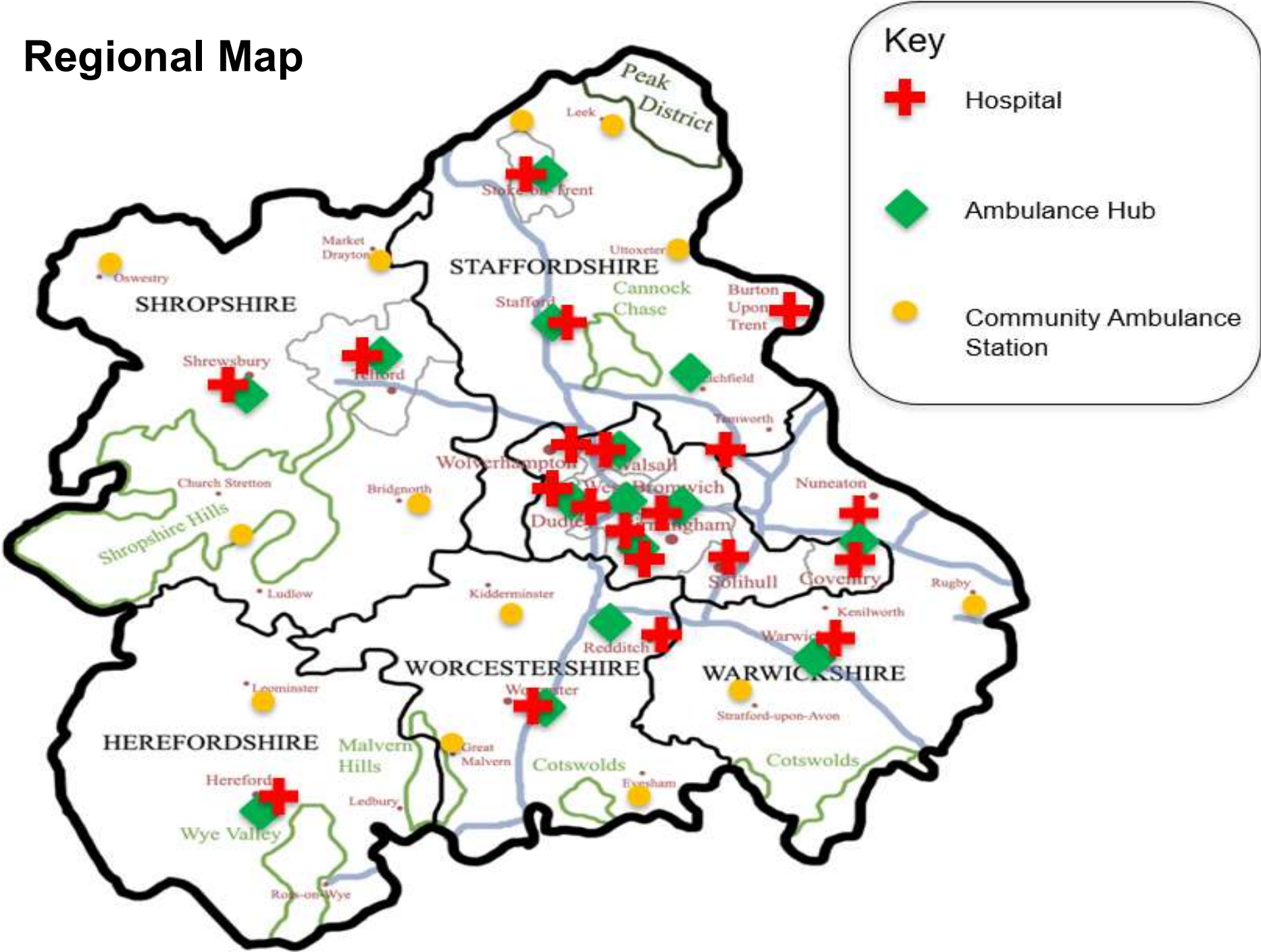
Operating Model

- Buildings do not save lives; Ambulances and Paramedics do
- The Trust Board has been very clear that it wishes to maximise the resources available for patients while minimising the amount of money spent on other items
- As a result, we have been closing community ambulance stations where they are simply no value for money, investing the money saved into additional Paramedics and ambulances



Trust us to care.

Regional Map





Cheadle

- Previously our Hubs were initially supported by a network of smaller community ambulance stations (CAS) where rapid response cars were based. These carried paramedics as most of the ambulances did not
- However, as the number of paramedics increased, so the need for both the cars and the CAS sites reduced
- The Trust had a community ambulance station based at the St John site in Cheadle where a 4x4 rapid response car was based. However, the statistics showed that the car spends most of its time elsewhere
- Of all the cases the previously attended, only 2.2% of them were in Cheadle itself. It is therefore a misnomer to suggest that the response car was for Cheadle alone



Cheadle

- If we look at Cheadle itself, over the last year, there were 2,257 incidents within the town area; roughly six per day
- Only 41.4% of the incidents were responded to from within Cheadle itself
- In other words, 58.6% of cases were responded to by ambulances that was in the area but not the town itself. This again demonstrates that the assertion that lives will be lost if the vehicle is not in Cheadle simply cannot be true
- Equally, the fact that there are only six incidents per day demonstrates that basing a car solely in Cheadle would be an irresponsible use of precious public funds. In addition, in the majority of cases, an ambulance will be required rather than a rapid response car



Assistance from around the region

Between the 1st April 2019 to 19th Jan 2020:

The number of cases
Staffordshire Crews
responding outside of
Staffordshire 11,348



Number of cases non
Staffordshire Crews
responding in
Staffordshire 18,695

Trust us **to care.**

Cheadle

- The Trust has based 4x4 ambulances in both Biddulph and Leek, with a third at Stoke that can be used to ensure that a 4x4 capability is always available
- The Trust has access to five air ambulances:
 - Tattenhill Airfield near Burton,
 - East Midlands Airport, Nottingham
 - RAF Cosford in Shropshire
 - Strensham Motorway Services, Worcester
 - Coventry Airport
- Between these resources, patients can be reached in any location





How Can We Really Save More Lives?

The Trust has listened to the comments of local people who have raised concerns that lives could be lost in the case of say a cardiac arrest.

In reality, we know from the data that currently there is no certainty that a Cheadle car would be available in the area. Even if it was, the one thing that will save more lives than any number of ambulances or cars is members of the public learning CPR (cardiopulmonary resuscitation) and an increase in the number of defibrillators in the town.

A Category one call requires us to reach 50% of calls in 7 minutes and 90% in 15 minutes. Early CPR and defibrillation will substantially improve survival rates.

For every minute after the heart stops beating and no-one is doing CPR, the chance of survival drops by 10%.



West Midlands Ambulance Service

University NHS Foundation Trust



How Can We Really Save More Lives?

This is one of the reasons the Trust is working so hard to train more members of the public in CPR. Last October on 'Restart a Heart Day', we trained over 60,000 people in the skill.



We have also seen the number of defibrillators rise significantly. We are also proud to be the lead site for the new national defibrillator network, the Circuit, which is being rolled out by the British Heart Foundation. This will map the location of every defibrillator in the West Midlands and then the rest of the country. The dispatchers within our control centres will have access to this data and be able to direct members of the public to these lifesaving machines.



Trust us to care.



West Midlands Ambulance Service
University NHS Foundation Trust



Any questions?

Thank you

Trust us to care.