

Health Scrutiny Committee

25 January 2023

East of England Ambulance Service NHS Trust – Urgent and Emergency Care – Clinical Strategy 2022-25

Summary

1. This report provides information about the performance of the East of England Ambulance Service in Suffolk, key challenges faced by the Trust and how these are being addressed.

Objective of Scrutiny

2. The objective of this item is to provide an opportunity for the Committee to consider the current challenges faced by the East of England Ambulance Service NHS Trust, and the role of the new Urgent and Emergency Care Clinical Strategy in helping to address these challenges.

Scrutiny Focus

3. The scope of this scrutiny has been developed to provide the Committee with information to come to a view on the following key questions:
 - a) What are the key challenges faced by EEAST in meeting performance targets?
 - b) How will EEAST's new Clinical Strategy for Urgent and Emergency Care be different to previous arrangements?
 - c) What will change "on the ground" for patients?
 - d) How will the strategy ensure that patients receive "right service at the right time in the right place" given health and care partners are already stretched and not necessarily available 24/7?
 - e) How are the ICBs in Suffolk supporting the Trust to help shape the alternative care pathways with system partners?
 - f) What are the workforce implications for the Trust?
 - g) What has been the staff turnover within the Trust in the past 12 months? What are the key issues affecting recruitment and retention of staff and how is the Trust addressing this?
 - h) How is the Trust utilising its volunteers and Community First Responders to support the strategy?
 - i) To what extent are the digital tools and technology in place to support the new arrangements and what further work is required?
 - j) What consultation and/or engagement has taken place on these proposals?
 - k) What feedback was received and how has the Trust responded?
 - l) What are the timescales associated with implementation of the Strategy?

- m) How are the changes being communicated and patient expectations managed?
 - n) What does the Trust consider to be the key risks and challenges in relation to implementation of the new arrangements?
4. Having considered the information, the Committee may wish to:
- a) make recommendations to Suffolk and North East Essex (SNEE) ICB as the lead commissioner for the service;
 - b) make recommendations to SNEE and/or Norfolk and Waveney ICPs;
 - c) make recommendations to the Chief Executive and Board of EEAST;
 - d) seek to influence partner organisations;
 - e) agree to undertake further scrutiny or request further information.

Contact details

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Background

5. The East of England Ambulance Service NHS Trust provides an emergency ambulance service 24 hours, 365 days a year across Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. This area is made up of:
- a) More than 6.3 million people;
 - b) Over 19,000km²;
 - c) Six integrated care systems;
 - d) 17 acute hospital trusts.
6. The Trust also provides 'hear and treat' and 'see and treat' services and in some areas it provides non-emergency patient transport services.
7. The Trust serves an ethnically and geographically diverse population including rural, coastal and urban communities with 38% of local authorities classified as being among the most affluent in the country and, conversely, 18% of local areas classified as amongst the more deprived.
8. In line with Ambulance Trusts across the Country, EEAST has been under immense operational pressure.
9. The Trust currently has an overall rating of "Requires Improvement" from the CQC. The latest inspections took place on 5/6 April 2022 and 4/5 May 2022 and the report was published on 13 July 2022. The full report can be found at: <https://api.cqc.org.uk/public/v1/reports/23e4cf38-b686-4e6f-88d9-a0a81d7a9574?20220715112650>
10. The demand on ambulance services is increasing and there is a need to take a system-wide approach to improving the delivery of care and ensuring health and care partners can respond to patients in the most appropriate way according to their care need. The Trust has developed a new Urgent and Emergency Care Clinical Strategy which sets out plans for improving care and addressing the

pressures and challenges faced. The revised clinical model describes how EEAST will operate within integrated urgent and emergency care systems across the region. The model moves away from conveyance to emergency departments and towards supporting patients within the community with appropriate local support.

11. The purpose of this scrutiny item is to consider the current challenges faced by the Trust and to explore how the new Clinical Strategy will help to address these challenges within Suffolk.

Main body of evidence

12. Evidence Set 1 has been provided by the East of England Ambulance Service NHS Trust in response to the questions set out in paragraph 3 above.
13. The Urgent and Emergency Care Clinical Strategy 2022-25 and the most recent report from the Care Quality Commission can be accessed from the links below.
14. Representatives from the East of England Ambulance Service NHS Trust, Suffolk and North East Essex ICB and East Suffolk and North East Essex NHS Foundation Trust have been invited to attend the meeting.

Supporting information

East of England Ambulance Service NHS Trust (2022) – Urgent and Emergency Care Clinical Strategy (2022-25); available from:
<https://www.eastamb.nhs.uk/Images/Public%20Board%20Reports/Public%20board%20report%20November%202022/Urgent%20and%20Emergency%20Care%20Strategy%202022-25.pdf>

Care Quality Commission (13 July 2022) East of England Ambulance Service NHS Trust Inspection Report; available from:
<https://api.cqc.org.uk/public/v1/reports/23e4cf38-b686-4e6f-88d9-a0a81d7a9574?20220715112650>

Glossary

EEAST – East of England Ambulance Service NHS Trust

UCRS – Urgent Community Response Services

UEC – Urgent and Emergency Care

APUC – Advance Paramedic Urgent Care

CEG – Community Engagement Group

ICBs – Integrated Care Boards

A&E – Accident and Emergency

JFP – Joint Forward Plan

SNEE – Suffolk and North East Essex

ICS – Integrated Care System

CFR – Community First Responder

ED – Emergency Department

DSA – Double Staffed Ambulance

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