

EASC ACTION PLAN – December 2021 Update

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
1	Enhancing Ambulance Capacity	Additional Emergency Medical Technicians recruitment	WAST	Now	March 2022	<p>Current Position 109 Trainee EMTs will commence training in the coming months: 18 started training on 8 November. 13 will commence training on 13 November. 77 will commence training on 4 January 2022 due to the candidate's prior experience.</p> <p>Previous Position First cohort training starts w/c 8 November.</p>
		Relief gap recruitment	WAST	Apr 21	March 2022	<p>Current Position No change.</p> <p>Previous Position On track to deliver year 2 of the Demand and Capacity Review.</p>
		Agency staffing	WAST	Now	March 2022	<p>Current Position NHS England Procurement Framework identified and being utilised to progress transfer vehicle.</p> <p>Previous Position Agency staff have been sourced as part of the cohorting plan.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						Specification and procurement plan in development for dedicated Agency Emergency Ambulance to provide high acuity inter-hospital transfers.
		Increase payment to double time	WAST	Now	March 2022	<p>Current Position No change.</p> <p>Previous Position Under review. Low uptake to date.</p>
		Military support	WAST	Now	March 2022	<p>Current Position MACA in place until the 17 December, update on extension anticipated.</p> <p>Previous Position In place until end of November. Additional MACA to end of March 2022 being considered.</p>
		Fire service support	WAST	Now	Ongoing	<p>Current Position SLA for Cardiac Arrest Response agreed with MAWWFRS – signing and communications due imminently. SLA for Falls Response provided to MAWWFRS w/c 6 December, and currently being considered.</p> <p>Previous Position Progressing with MAWWFRS.</p>
		Reduce post production lost hours	WAST	Sep 21	Ongoing	<p>Current Position WAST have held two formal workshops that were independently facilitated. Workshops focussed on Return to Base Meal Break and issues identified with Trade Union partners. A five step framework has been develop by WAST, currently at step 3 to 4. Temporary arrangements remain in place.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						<p>Previous Position Internal WAST programme with Trade Union colleagues “Leading Service Change Together” – negotiations ongoing.</p> <p>Temporary arrangements currently being trialled related to meal breaks for the next four weeks, impact to be evaluated.</p>
		Roster review	WAST	Sept 21	22/2023	<p>Current Position Roster Review programme due to restart end of January 2022. Transition plan options paper being considered at WAST Board development session on 16 December.</p> <p>Previous Position Options paper from WAST provided to EASC team on 10th November. Response in development. Further discussions at EASC/WAST Quality and Delivery meeting on 24th November.</p>
		St John support	WAST	Sep 21	Mar 2022	<p>Current Position Additional St John volunteers being explored for Emergency Department discharge support at WM, GUH and Morriston. Go live aim for January 2022 subject to volunteer capacity.</p> <p>Previous Position St John Cymru commissioned to provide additional UCS support over winter. This is live and all St John available resource has been commissioned.</p>
2	Winter Forecast	Winter forecast - using optima predict software to understand forecast demand, performance and escalation levels	WAST	Sept 21	Oct 21	<p>Current Position No change.</p> <p>Previous Position Forecast available and in use for planning.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
3	System Escalation	Emergency Department Escalation Tool and Demand Management Plans	NCCU	In development		<p>Current Position No change.</p> <p>Previous Position Broad stakeholder engagement underway as part of the EDQDF programme including COOs and senior clinical leaders. The tool looks at four areas, these are</p> <ul style="list-style-type: none"> (i) Status (current occupancy and ED performance levels), (ii) Staffing (the current ED workforce position), (iii) Patients waiting (the number of patients that are waiting in ED to be moved to a ward or seen by a specialism [the ED episode is complete]) and (iv) Comments – allows the user to add context (Major incident / Resus full / Minors full / decontamination incident etc). <p>This is being rolled out via the EDQDF support clinics which is attended by frontline staff from each ED with a view to going live in Quarter 4 (21-22).</p>
		System wide escalation	NCCU	In development		<p>Current Position Presented at NHS Leadership Board 23 November. Broad agreement across all Health Boards on the principles</p> <ul style="list-style-type: none"> • Transparency. • Equity of risk across the system. • Data driven. • Early escalation triggers. • Dedicated roles. <p>Some ongoing concerns around effect on planned care of wider health board activity.</p> <p>Work currently being undertaken to identify a number of Health Boards to pilot the approach on a regional basis, to</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						<p>support further refinement and confidence building in the process.</p> <p>Further discussions planned for NHS Leadership Board 21 December.</p> <p>Previous Position Stakeholder engagement underway. Presentation provided to EASC email user information.</p> <p>Discussions around system-wide escalation have taken place at a number of forums, with community therapy representatives including WG representation and mental health services. In addition, plans have been shared and developed with COO's, MDs and DoTHS and the plan is to share at a joint DONs and MDs meeting on 19 November. Follow ups are also planned with COO's and DoTHS.</p>
		WAST Clinical Safety Plan	WAST	Live	-	<p>Current Position No change.</p> <p>Previous Position Ongoing monitoring. Links to system wide escalation development.</p>
4	Cohorting	Cohorting - Utilising ambulance service staff to hold multiple patients, allowing ambulances to return to community response	Ysbyty Glan Clwyd, BCUHB	TBC		<p>Current Position External capacity unit design being developed for YGC.</p> <p>Significant improvement in minutes lost per arrival and handovers over 4 hours in November.</p> <p>Improvement delivery plans being discussed at EASC Management Group 16 December.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						<p>Previous Position Further discussions to be held between BCU and CASC</p> <p>Meeting arranged between BCU and CASC on 16 November to discuss actions around next steps</p> <p>Additional stretchers being procured in anticipation</p>
			Grange University Hospital, ABUHB	Indicative 1 December		<p>Current Position Vehicles on site. Agency staff due to start w/c 13 December subject to staff availability.</p> <p>EASC Team supporting front door improvement process for handover.</p> <p>Improvement delivery plans being discussed at EASC Management Group 16 December.</p> <p>Previous Position Procurement of staff and vehicles underway</p> <p>A resource has been Identified, WAST and ABUHB are in the process of final arrangement in conjunction with the contractor.</p> <p>Additional stretchers being procured in anticipation.</p>
			Morrison, SBUHB	Indicative 15 November		<p>Current Position Cohorting live. Improvement apparent during November.</p> <p>Improvement delivery plans being discussed at EASC Management Group 16 December.</p> <p>Previous Position Go live aiming for the 15 November.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position																																																																																																								
						<p>Readiness assessment on cohorting at Morryston held on 11 November. Vehicles sourced and staff rota agreed, to commence 15 November.</p> <p>Additional stretchers being procured to support.</p>																																																																																																								
			System Deployable Assets	As per above.		<p>Current Position Project currently paused. Alternative arrangements in place and additional vehicles available on a temporary basis if required.</p> <p>Previous Position Temporary assets have been sourced and procurement is progressing.</p> <p>Cost benefit analysis of undertaken, on capital purchase. Alternative provider quotes received. Capital case being submitted to WG official's w/e 19 November.</p>																																																																																																								
5	Handover Delays	Reduce to sustainable levels	ABUHB	<p>Current Position</p> <table border="1"> <thead> <tr> <th>Hospital</th> <th>October avg lost minutes per arrival (Hours/Arrivals)</th> <th>November avg lost minutes per arrival (Hours/Arrivals)</th> <th>Difference</th> <th>Dec 21 ideal level.</th> <th># wait over 4 hours</th> <th>November # wait over 4 hours</th> <th>Difference</th> </tr> </thead> <tbody> <tr> <td>Bronglais Gen Hosp Aberystwyth</td> <td>50</td> <td>80</td> <td>30</td> <td>37</td> <td>11</td> <td>35</td> <td>24</td> </tr> <tr> <td>Glan Clwyd Hosp Bodelwyddan</td> <td>96</td> <td>73</td> <td>-23</td> <td>72</td> <td>246</td> <td>158</td> <td>-88</td> </tr> <tr> <td>Glangwilli Hospital Carmarthen</td> <td>94</td> <td>83</td> <td>-11</td> <td>71</td> <td>126</td> <td>115</td> <td>-11</td> </tr> <tr> <td>Grange University Hospital Cwmbran</td> <td>76</td> <td>74</td> <td>-3</td> <td>57</td> <td>177</td> <td>224</td> <td>47</td> </tr> <tr> <td>Maelor General Hosp Wreccsam</td> <td>89</td> <td>96</td> <td>7</td> <td>67</td> <td>165</td> <td>203</td> <td>38</td> </tr> <tr> <td>Morryston Hospital Swansea</td> <td>122</td> <td>87</td> <td>-35</td> <td>92</td> <td>284</td> <td>220</td> <td>-64</td> </tr> <tr> <td>Prince Charles Hosp Merthyr</td> <td>87</td> <td>86</td> <td>-1</td> <td>65</td> <td>127</td> <td>115</td> <td>-12</td> </tr> <tr> <td>Princess Of Wales Bridgend</td> <td>102</td> <td>67</td> <td>-36</td> <td>77</td> <td>105</td> <td>73</td> <td>-32</td> </tr> <tr> <td>Royal Glamorgan Hosp Pontyclun</td> <td>32</td> <td>37</td> <td>5</td> <td>24</td> <td>32</td> <td>43</td> <td>11</td> </tr> <tr> <td>University Hospital Of Wales</td> <td>37</td> <td>44</td> <td>7</td> <td>27</td> <td>44</td> <td>89</td> <td>45</td> </tr> <tr> <td>Withybush Hosp Haverfordwest</td> <td>35</td> <td>36</td> <td>1</td> <td>26</td> <td>11</td> <td>5</td> <td>-6</td> </tr> <tr> <td>Ysbyty Gwynedd Hosp Bangor</td> <td>60</td> <td>48</td> <td>-13</td> <td>45</td> <td>97</td> <td>66</td> <td>-31</td> </tr> </tbody> </table> <p>Previous Position Core component of system wide escalation plan currently being shared with stakeholders.</p> <p>EASC Committee on 9 November noted the previous commitment to delivering a maximum of a 150 hours lost a day, or circa 5,000 hours a month.</p>			Hospital	October avg lost minutes per arrival (Hours/Arrivals)	November avg lost minutes per arrival (Hours/Arrivals)	Difference	Dec 21 ideal level.	# wait over 4 hours	November # wait over 4 hours	Difference	Bronglais Gen Hosp Aberystwyth	50	80	30	37	11	35	24	Glan Clwyd Hosp Bodelwyddan	96	73	-23	72	246	158	-88	Glangwilli Hospital Carmarthen	94	83	-11	71	126	115	-11	Grange University Hospital Cwmbran	76	74	-3	57	177	224	47	Maelor General Hosp Wreccsam	89	96	7	67	165	203	38	Morryston Hospital Swansea	122	87	-35	92	284	220	-64	Prince Charles Hosp Merthyr	87	86	-1	65	127	115	-12	Princess Of Wales Bridgend	102	67	-36	77	105	73	-32	Royal Glamorgan Hosp Pontyclun	32	37	5	24	32	43	11	University Hospital Of Wales	37	44	7	27	44	89	45	Withybush Hosp Haverfordwest	35	36	1	26	11	5	-6	Ysbyty Gwynedd Hosp Bangor	60	48	-13	45	97	66	-31
			Hospital				October avg lost minutes per arrival (Hours/Arrivals)	November avg lost minutes per arrival (Hours/Arrivals)	Difference	Dec 21 ideal level.	# wait over 4 hours	November # wait over 4 hours	Difference																																																																																																	
			Bronglais Gen Hosp Aberystwyth				50	80	30	37	11	35	24																																																																																																	
			Glan Clwyd Hosp Bodelwyddan				96	73	-23	72	246	158	-88																																																																																																	
			Glangwilli Hospital Carmarthen				94	83	-11	71	126	115	-11																																																																																																	
			Grange University Hospital Cwmbran				76	74	-3	57	177	224	47																																																																																																	
Maelor General Hosp Wreccsam	89	96	7	67	165	203	38																																																																																																							
Morryston Hospital Swansea	122	87	-35	92	284	220	-64																																																																																																							
Prince Charles Hosp Merthyr	87	86	-1	65	127	115	-12																																																																																																							
Princess Of Wales Bridgend	102	67	-36	77	105	73	-32																																																																																																							
Royal Glamorgan Hosp Pontyclun	32	37	5	24	32	43	11																																																																																																							
University Hospital Of Wales	37	44	7	27	44	89	45																																																																																																							
Withybush Hosp Haverfordwest	35	36	1	26	11	5	-6																																																																																																							
Ysbyty Gwynedd Hosp Bangor	60	48	-13	45	97	66	-31																																																																																																							
C&VUHB																																																																																																														
CTMUHB																																																																																																														
HDUHB																																																																																																														
SBUHB																																																																																																														
BCUHB																																																																																																														

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
				<p>The growing level of handover delays at hospital sites in Wales was noted with over 18,000 handover hours lost in October (growth of 4,000 hours on September) and over 5,000 handover hours lost to date in November. The committee noted that the solution to mitigating the impact of handover delays could not be solely via WAST employing additional staff and delivering efficiencies that they have previously committed to.</p> <p>The committee agreed to the following deliverables as the start point of their commitment to reducing handover delays:</p> <ul style="list-style-type: none"> • No ambulance handover will take more than 4 hours. • We will reduce the average lost time per arrival by 25% from the October 2021 level at each site (from 72 minute to 54 minutes at an all Wales level). <p>The scale of this challenge was recognised and it was agreed to work closely with Morriston, GUH and YGC in particular to support the improvements needed.</p> <p>It was agreed that this requirement would be included in the wider system escalation plans that are in development, that further discussions on this would take place at the next NHS Leadership Board as well as continuing discussions with wider stakeholder including COO's, Medical Directors and Directors of Nursing.</p>		
6	Demand & Capacity Review Update	Demand & Capacity Review Update modelling to reflect system changes since 2018	WAST/EASC	19-Aug-21	Complete	<p>Current Position Transition plan options paper being considered at WAST Board development session on 16 December. Joint discussion with WAST and EASC Team following this discussion.</p> <p>Previous Position Findings presented to EASC 9 November. Options paper being developed by WAST for EASC by the start of December 2021.</p>
7	Remote Clinical Support	Emergency Communications Nurse System (ECNS) - Implementation	WAST	01-Sept –21	31–Mar 22	<p>Current Position Remains on track. Some emerging risks around IT infrastructure and training capacity, but mitigation plans in place or being developed.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						<p>Previous Position On track</p>
8	Physician Triage, Assessment and Screening	PTAS (Physician Triage, Assessment and Screening) provides direct access to the WAST incident stack to manage appropriate patients	ABUHB	TBC	Mar 22	<p>Current Position Documentation awaiting executive sign off.</p> <p>Previous Position AB are currently signing off of the MOU, DPIA and JCA as well as reviewing the list of users set up on the system.</p>
			BCUHB	Live	Mar 22	<p>Current Position Documentation awaiting executive sign off.</p> <p>Previous Position Training is planned for 15 and 16 November. Documentation is with their executive team for sign off.</p>
			C&VUHB	TBC	Mar 22	<p>Current Position Documentation still outstanding. Ongoing discussions with HB about role of PTAS within their model.</p> <p>Previous Position Arrangements are underway for a meeting at the end of November with C&V PRU Team and WAST PTaS Team following the PTaS information event about the implementation of this.</p>
			CTMUHB	TBC	Mar 22	<p>Current Position Still awaiting outcome on funding.</p> <p>Previous Position A bid has been submitted for funding and awaiting the outcome of this before seeing if they can proceed with PTaS.</p>
			HDUHB	Live	Mar 22	<p>Current Position System is live.</p> <p>Previous Position Hywel Dda colleagues recently presented and share their experiences with PTaS.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
			SBUHB	TBC	Mar 22	<p>Current Position Documentation awaiting approval at next board meeting. Meeting to plan training on 15 December.</p> <p>Previous Position Documentation has been passed for approval with a plan to provide training towards the middle of November, awaiting final confirmation from SBUHB.</p>
			PTHB	TBC	Mar 22	<p>Current Position Introductory meeting 7 December.</p> <p>Previous Position Documentation (MOU, DPIA and JCA) has been shared</p>
			Health Boards	Now	3 Nov 2021	<p>Current Position Current firewall issue preventing some health board access to the system, WAST working with DHCW to explore national solution.</p> <p>Previous Position A national event was held on 3 November with representation from all Health Boards. A follow up letter will be sent to all key stakeholders from CASC confirming the clear ask from the Minister around PTaS and will be seeking regular updates from WAST as per the progress per individual health board.</p> <p>The recording of this event is included here: https://easc.nhs.wales/presentations/</p>
9	Mental Health	Mental Health Support to CSD	WAST	Now	Ongoing	<p>Current Position Mental Health clinicians have been recruited. The exact start dates and training dates are currently being discussed. The estimated go live is February 2022.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						<p>Previous Position Recruitment underway with interviews held 2 November. Start dates scheduled for January 22 with a subsequent period of induction/coaching/training before full go live.</p>
10	Same day emergency Care	Increase opportunities for direct access to same day emergency care	NCCU	Now	Ongoing	<p>Current Position WAST practitioner referral into Same Day Emergency Care: Policy writing group have completed the 3 task and finish meetings and the text of the policy has been agreed. The final draft has gone to COOs, MDs and CEOs for comment with a deadline of 14 December.</p> <p>NHS Benchmarking for SDEC Services opened in November with a deadline for data entry of mid-January.</p> <p>Previous Position National referral policy in development, stakeholder engagement taking place. V9 of the policy currently being considered.</p>
11	Specialist Advice and Guidance	Specialist Advice and Guidance (Consultant Connect)	Joint WAST /EASC	Now	Ongoing	<p>Current Position Role of specialist advice and guidance as part of optimising response and conveyance currently being discussed between EASC Team and WAST.</p> <p>Ongoing meetings with Consultant Connect taking place in December. Plans being developed for a collaborative workshop between WAST and Health Boards facilitated by the EASC Team.</p> <p>Previous Position The rollout of smartphones to all WAST vehicles will ensure that WAST staff do not have to use their personal mobile devices to access Consultant Connect. Approximately 85% of the rollout has taken place with work ongoing to complete this.</p>

Ref	Issue	Action	Lead	Start Date	End Date	Current Position
						<p>Consultant Connect activity to the end of October 2021 which holds both 'bypass numbers' (where available) and 'Reception numbers' indicates significant increases in both app sign ups and usage up to the end of October.</p> <p>A matrix detailing specialties suitable for WAST has been developed and the EASC team will work with the Consultant Connect team to make progress with those not currently provided by Health Boards.</p>
12	Utilisation	Utilisation measure development	WAST	Now	Ongoing	<p>Current Position Being used by WAST as part of weekly operational planning. Wider role of utilisation as a measure for improvement being taken forward through commissioning intentions and EASC commissioning framework.</p> <p>Previous Position This was recently presented at EASC Management Group and a number of other stakeholder groups. Work is underway to embed into day to day system planning and escalation within WAST, this includes the weekly Operational Performance Meeting where this has already informed operational adjustments that have improved ambulance performance.</p>