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SCAS Improvement Programme update

09 December 2022





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Update from the Board



**Will
Hancock**
Chief
Executive



**Professor
Sir Keith
Willett**
Chair

With 2022 drawing to a close we are moving into the next stage of our improvement programme. It's important to recognise that delivering all the improvements we want to make will take time.

In the last few months there has been an intense focus of making immediate improvements. This was to address the areas where we were not meeting specific regulations. We're confident these issues have now been addressed, but there is more work needed to make sure we're consistently providing the level of patient care and staff wellbeing we aspire to.

The next stage of our improvement programme will cover a longer timeframe; at least 12 to 18 months. In this stage we'll need to embed our initial improvements and reassure ourselves, and our partners, that they're being sustained. We'll also need to progress cultural changes and other longer-term improvements.

This month we provide updates on three key areas where immediate improvements were needed: how we manage Safeguarding; how we support people to speak up; and how we strengthen our corporate

governance functions. In all these areas we have increased resources and established new processes. They remain important areas for further improvement in 2023, but we hope you can see the strong progress in recent months.

You will hopefully have seen that we have [announced the new Chief Executive for SCAS](#). We'll be welcoming David Eltringham in early March, giving time for a good handover with Will.

We've also been appointing to two non-executive director roles and will confirm those appointments through a separate announcement in the near future.



Improving safeguarding systems and processes has been an essential part of our improvement programme.

During the last year our progress was led by interim appointments. But we are very pleased to now have several permanent appointments to an expanded safeguarding team.

- **Sarah Thompson** has joined us as Associate Director of Safeguarding.
- **Daniel Dray** is our Named Professional for Adults
- **Lynn Lawrence** is our Named Professional for Children (starting on 3 January)

There are 10 fulltime roles in the new team, with 2 vacancies still to recruit to. The added capacity gives will allow the team to do more against their core functions:

- Offer advice and supervision to anyone in SCAS
- Undertake training
- Follow up referrals
- Work with partners across health, care and other public services to investigate and learn from incidents.

Safeguarding update

- **Safeguarding Committee**

A refreshed safeguarding committee meets bi-monthly to oversee performance, set priorities, agree training needs, identify areas for improvement from safeguarding review themes, and identify / manage risks

- **New policies**

We have now updated all our safeguarding policies which support both patients and staff. There are eight in total including policies for the Mental Capacity Act and preventing radicalisation. The team are rolling out awareness of the new policies across the Trust.

Safeguarding figures

SCAS teams are very much on the frontline for spotting potential safeguarding concerns. Every month our teams make around 4,000 referrals.

Neglect is the most common concern, with over 800 referrals in October.

Fire risk, domestic, physical and emotional abuse all had over 200 referrals each in October.



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On 24 November, the Trust Board approved a two-year Corporate Governance strategic plan.

The plan outlines how we will strengthen the foundations of corporate governance to ensure we **make the right decisions at the right time with the right information.**

The plan includes a detailed set of actions scheduled over the rest of 2022/23 and 2023/24.

We will track progress against key performance indicators (KPIs), including:

- Annual self-assessments and external reviews
- Appraisals of NEDs and Executives
- Stakeholder engagement (internal and external)
- Audit recommendations
- Diversity of Trust membership

In 2024/25 we plan to commission and external governance review to independently assess our position against all aspects of the CQC's well led framework.

Corporate Governance

Four key principles

The strategic plan will ensure the Trust builds an outstanding corporate governance approach which delivers:

- **Integrity and fairness**
- **Transparency and accountability**
- **Compliance**
- **Effectiveness and efficiency**

Initial steps

- NHS Providers delivering training on chairing meetings effectively, report writing and providing assurance, risk management.
- Reviewing risk management processes and implementing digital risk management system
- Standardising templates across all committees/groups within our governance structure
- Review and update of all corporate policies and procedures



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Speaking up, listening up and following up

Strengthening how we manage speaking up within the trust has progressed significantly in recent months.

We have expanded the core Freedom to Speak Up team, with a Deputy Guardian now in post, and a further role appointed to and starting in the new year.

Promoting speaking up

FTSU champions are also being identified in teams across the trust. We have five confirmed and plans for more.

Our FTSU team ran a roadshow through October working with colleagues from equalities and infection control. They spoke to over 750 people at locations ranging from our HQ to A&E ramps.

Our FTSU Guardian has been speaking with Trade Union reps about future campaigns to promote speaking up.

Reviewing themes

Regular reports from FTSU cases are reported into our People and Culture Committee – a non-executive led sub-committee of the Trust Board. Reporting is being updated in line with new national guidance to cover 3 parts: assessment of cases; actions; recommendations.

Beyond FTSU

We're very clear that speaking up, listening up and following up is something everyone in SCAS must be part of.

The core FTSU team are key to championing this and being there for individual cases when needed.

But there are many more ways we're listening to the voice of our people.

- Autumn listening events involved over 450 people in 25 events asking what gets in the way of people doing their best work.
- Our monthly people pulse survey has reopened this month after a pause for the Annual NHS Staff Survey.
- Our People Voice project will triangulate themes across multiple sources. Our business intelligence team are exploring natural language processing to automatically spot trends across large amounts of free-text feedback.

Latest performance

November 2022 performance

Patient care remains our priority, and all teams continue to work extremely hard to provide the best possible care for our patients.

For **Category 1**, SCAS' mean performance was 48secs better than the national average.

For **Category 2**, SCAS' mean performance was 20mins better than the national average

For **Category 3 & 4**, SCAS was significantly better than the national averages.

	SCAS			England	
Times show hrs:mins:secs	% of all calls	Mean average	90 th centile	Mean average	90 th centile
Category 1	5%	8:38	15:48	9:26	16:51
Category 2	55%	28:02	54:54	48:08	1:45:18
Category 3	23%	1:44:24	3:51:36	2:43:05	6:40:57
Category 4	2%	2:18:44	5:15:54	3:20:18	8:06:59
Category 5	15%	Hear and treat calls, no crews sent to scene			

Mean average and 90th centile figures explained:

9 out of 10 Category 1 patients were reached within 15mins 48seconds, with the average wait across all Category 1 calls being 8mins 38seconds



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Further updates

We publish these updates on our public website as well as circulating to stakeholders. For the latest update please visit:

www.scas.nhs.uk/CQC

