

SECamb Performance Update

Agenda item 12 Paper 8	
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Relevant Committees or forums that have already reviewed this paper:	None although main themes discussed in Quality Committee and Finance and Performance Committee
Action required:	For discussion
Attached:	None
CCG Strategic objectives relevant to this paper:	Integration Urgent care Quality and Performance
Risk	On risk register
Compliance observations:	Finance: Surrey Downs CCG is showing a month 10 over-performance of £40k, equivalent to 0.53% of contract. Surrey Downs has put no activity growth in the plan due to implementation of Integrated Care Hubs and therefore over performance does not trigger a marginal rate tariff until it is 4.6% above plan.
	Engagement : No Patient and Public Engagement – CCGs have worked together on performance issues
	Quality impact: Monitored through Quality Committee including reviews of serious incidents
	Equality impact: No known issues
	Privacy impact: No known issues

EXECUTIVE SUMMARY

At the Governing Body on the 29th January 2016 there were extensive discussions about the ongoing performance problems with the South East Coast Ambulance Service (SECAmb) contract. It was agreed that there should be a specific focus on these at the March Governing Body meeting.

In recent months there have been a number of issues raised with the trust relating to performance and quality including:

1. Key Performance Indicators and the impact on patients
2. Governance and risk management
3. Workforce and training
4. Culture and behaviour

As noted previously at the Governing Body and in Quality and Performance Reports, North West Surrey CCG are the lead commissioners for the SECAmb contract and have been endeavouring to gain assurance on improvements in performance on behalf of all the Surrey CCGs. Surrey Downs has agreed a performance improvement trajectory with the host commissioner.

A Quality seminar was held with the trust in January 2016 which enabled commissioners to discuss all aspects of SECAmb's performance against the contract.

The current position, at the beginning of March, is that commissioners are still not assured that the service is safe and effective and delivers the level of care that is expected and commissioned. The host commissioner for Surrey (North West Surrey CCG) and the overall lead CCG (Swale) have jointly written to SECAmb to this effect on behalf of all commissioning CCGs.

Regulatory action

There has been close working with Monitor which has taken regulatory action in October 2015 focused on a range of governance concerns which it was felt were affecting performance. A copy of these is publicly available at

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/472166/SECAMB_enforcement_undertakings_-_October_2015.pdf

This was instigated following a project run by SECAmb that increased how long some patients were waiting for ambulances, without giving sufficient consideration to the impact on patient safety. This was run between December 2014 and February 2015. The trust launched this as a response to the high pressures it was facing locally during the last winter. The trust changed how it handled some NHS 111 calls which were transferred to the 999 emergency system to give itself additional time to deal with more urgent calls. Subsequent investigation concluded that the project had inadequate governance, was poorly handled and that the trust board was not sighted on the project

Current Performance

A detailed outline of current performance can be found in the Quality and Performance report (Paper 6).

Performance continues to be a challenge for SECAmb and these have led to financial sanctions being applied. However, it has been agreed to not to withhold sums but reinvestment will be linked to service improvement to meet the targets. Ambulance Response times are monitored at a SECAmb commissioned level rather than at an individual CCG level. Therefore the calculation of any fines and penalties for Response times must be calculated based on the provider wide performance.

Activity has seen an increase recently in January and February with the highest hospital handover delays since April 2013, a picture replicated across the whole patch. Concerns have been raised regarding Easter staffing at acute Trusts as this is often a very busy time for the NHS.

NHS England has issued new Ambulance Quality Indicator Guidance which is likely to have a further (negative) impact on performance. The implications of this are not yet clear.

SECAMB are conducting an internal forensic review of their operations. This is reviewing activity, trends, re-profiling staff, turnaround delays, and a range of other detailed technical aspects of delivery. SECAMB have advised that Handover Delays in particular continue to impact on their day to day performance.

Current action

On the 4th March CCG Commissioners collectively issued a formal Quality Contract Performance Notice Exception Report to the trust which clearly outlines the areas of concern and sets out the detailed actions required in order to evidence improvement. This will enable commissioners to have an overarching view of all the issues on a Trust wide basis, providing a better means of monitoring progress across all areas of concern and ensuring that one area of recovery does not have an adverse effect on another. This will also ensure that the recovery plan is also in line with outcomes and recommendations from the recent forensic review as well as aligning to any regulatory actions.

A further verbal update will be given at the Governing Body meeting on the 18th March.

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