



Key Stakeholders
via email

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Dear

Our People Plan

South Western Ambulance Service NHS Foundation Trust (SWASFT) has been working hard to improve its performance against the national Ambulance Response Programme (ARP) standards. I am delighted to be able to update you regarding our plan to significantly increase the number of people and vehicle resources across the South West, which will enable us to improve the experience of our patients and our people as well as move towards delivering the national performance standards.

Last year, as a result of an analysis undertaken by the company Operational Research in Health (ORH), a £18 million funding gap between existing resources and the level of resources required to deliver the national Ambulance Response Programme standards (ARP) in full was identified. Following comprehensive negotiations with our commissioners, the Trust secured additional funding of £12 million over two years. This is excellent news as it means that we can recruit in excess of 240 additional frontline colleagues to help us meet demand and deliver even higher standards of patient care across the South West.

At the same time, as part of a Joint plan, during 2019/20 we are working with Commissioners to develop a Transformation plan in order to address the remaining gap of £6 million.

We have developed the 'Our People Plan' to make sure that we can recruit and accommodate the additional people that the extra £12 million funding has enabled. Utilising the analysis undertaken by ORH, the 'Our People Plan' identifies the most effective location of the Trust's people and vehicles in order to meet demand, provide the highest quality care for patients and move towards achieving the national ARP performance standards.

The 'Our People Plan' supports the planned delivery of increased productivity and efficiency through working smarter. Delivery of the 'Our People Plan' will assist the Trust in delivering ARP performance standards and the recommendations in the Ambulance Services Carter Review of September 2018.

You will remember that in July 2018, the Department of Health & Social Care announced an additional £6.7 million for South Western Ambulance Service to purchase 63 new

double-crewed ambulances (DCAs). Whilst nearly all of the 63 new DCAs will operate across Cornwall from April 2019, they will replace existing vehicles that will then be released to provide additional resources across the Trust.

The addition of more than 240 new frontline colleagues, as well as additional vehicle resources, will also help to considerably improve staff welfare. This increase in the number of frontline colleagues and vehicle resources will help to significantly reduce the 'call stack' in the 999 Clinical Hubs. This is the number of incidents in the clinical hub that have been triaged but are waiting for a vehicle resource to be allocated and dispatched. We know that our colleagues working in the Clinical Hubs find the call stack one of the most stressful and frustrating elements of their job and these additional resources will allow us to significantly reduce the number of calls waiting in the stack. The additional resources will also mean that our frontline colleagues should be able to take more of their meal breaks on time and finish more of their shifts on time – important to improving the health and wellbeing of our people. The importance we place on taking this and every opportunity to improve the working lives of our amazing teams cannot be underestimated and I am delighted that this investment will positively impact our teams in their work, caring for our patients.

Delivery of the 'Our People Plan' is dependent on a number of changes and improvements to the Trust's estate. The Trust has identified a 2 year estates plan that sets out a number of priority actions to be implemented in support of the Our People Plan.

Any revision to the station location of our frontline crews and vehicles will not impact on our patients or the public. Patients are not seen or treated at ambulance stations as our crews are either treating patients at the scene or are on standby at strategic locations across the region in order to best respond to incidents. Our patients should see an improvement in the response times provided by South Western Ambulance Service over the next two years.

I hope that you will support these changes and I look forward to updating you on the improvements that this plan will deliver for our patients and our people.

Best wishes



Ken Wenman
Chief Executive