



EEAST Rapid Quality Review

April 2025


CEO Update



Progress dashboard for March 2025 (S.29A Warning Notice)

Concern	SRO	Completion target	Feb 2025	March 2025	April 2025
Mandatory Training.	Chief Paramedic and Director of Clinical Quality	>85% by 31/03/2025			⬆
Call waiting (Call pick up)	Chief of Clinical Operations	10% improvement by 31/03/2025			➡
EOC Staff Recruitment	Chief of Clinical Operations	Full establishment of call handlers and dispatchers - 30/09/2025			➡
Emergency Operations Culture	Chief People Officer	Roll out of engagement plan from 01/04/2025			⬆
Medicines Management Investigations	Medical Director	Zero incidents not closed appropriately by 31/03/2025			➡
Staff engagement – action plans	Chief People Officer	Roll out of engagement plan from 01/04/2025			⬆

Mandatory Training

Concern	SRO	Target	March 2025	April 2025 (10 th)
Mandatory Training.	Chief Paramedic and Clinical Quality	>85% by 31/03/2025	91.69%	93.33% 
Actions completed		Date	Narrative Summary	
<ul style="list-style-type: none">Review of topics undertaken - the Trust's programme now consists of the 11 mandatory subjects contained within the NHSE Core Skills Training Framework (CSTF).Bi-monthly monitoring undertaken with oversight from EEAST Executive Leadership Team.Q&A for staff on what the 11 topics relate to and Trust expectations for completion by 31 March 2025.Additional face to face Safeguarding Level 3 sessions throughout February and March 2025.		20/02/2025 Ongoing from 20/02/2025	<ul style="list-style-type: none">There has been a continual incremental improvement in compliance with the 11 CSTF subjects since the beginning of February 2025.Trust achieved >85% by end of March and latest data (as at 10/04/2025) shows a current position of 93.33%. All CSTF topics now exceed 85% target.Level 3 safeguarding training stands at 89.33% as at 10/04/2025Weekly monitoring will remain in place to ensure that the Trust sustains a compliance level >85%.Monitoring will continue after the end of the S29A warning notice period to ensure a high level of compliance is sustained.	
Next steps actions and milestones		Date		
<ul style="list-style-type: none">Line by line review of all other topics and role to ensure staff are aligned to the correct training requirements.Weekly L3 safeguarding courses continuing, Finalisation of refresher training underway		30/04/2025 31/05/2025		
Risks, issues and barriers to delivery				
<p>The Trust currently holds a 10% sway in staff coming out of and completing their training which may impact on compliance.</p> <p>Due to the large number of staff, the line-by-line review is taking longer than originally planned – date extended to end April 2025 to complete.</p>				

Data detail



STATMAN Training	Target (31/03/2025)	20/03/2025	27/03/2025	03/04/2025	10/04/2025	Trajectory	Gap
Executive Team Plus	85%	81.40%	84.62%	91.35%	90.58%		6.35%
Finance	85%	93.58%	93.94%	94.61%	94.36%		9.61%
Medical	85%	85.54%	87.70%	89.55%	89.61%		4.55%
People Services	85%	95.43%	96.13%	96.01%	95.85%		11.01%
Clinical Operations	85%	91.70%	92.50%	93.18%	93.20%		8.18%
Clinical Quality Safety & Risk	85%	93.91%	94.60%	94.78%	94.65%		9.78%
Systems Partnerships	85%	90.68%	92.84%	93.53%	93.96%		8.53%
Digital Innovation	85%	99.27%	99.40%	99.63%	99.27%		14.63%
Trust	85%	91.69%	92.60%	93.30%	93.33%		8.30%
Clinical Operations	Target (31/03/2025)	20/03/2025	27/03/2025	03/04/2025	10/04/2025	Trajectory	Gap
Beds & Luton	85%	89.69%	90.02%	92.18%	91.92%		7.18%
Cambs & Peterborough	85%	92.91%	93.26%	93.82%	93.58%		8.82%
Herts & West Essex	85%	91.49%	92.21%	93.31%	92.91%		8.31%
Mid & South Essex	85%	92.19%	93.01%	93.61%	93.78%		8.61%
Norfolk & Waveney	85%	88.45%	89.76%	90.52%	91.33%		5.52%
Suffolk & North Essex	85%	92.45%	93.40%	93.06%	92.95%		8.06%
Air Operations	85%	76.46%	78.23%	85.45%	86.19%		0.45%
Emergency Operations Centres	85%	94.89%	95.23%	95.57%	95.20%		10.57%
HART & Resilience	85%	92.62%	93.62%	95.62%	95.62%		10.62%
Operations Management	85%	88.36%	92.54%	89.14%	88.62%		4.14%
Operations Support & Make Ready	85%	95.25%	95.91%	96.02%	95.91%		11.02%
Service Planning	85%	95.52%	96.64%	98.27%	99.84%		13.27%

Data detail – CSTF topics



Competence Name	Compliance
Infection, Prevention & Control eLearning - Level 1	97.79%
Fire Safety E-Learning	97.37%
Conflict Resolution E-Learning	96.40%
Preventing Radicalisation - Basic Prevent Awareness eLearning - Level 1	96.08%
Safeguarding Children eLearning - Level 1	96.00%
Safeguarding Adults eLearning - Level 1	95.98%
Equality and Diversity and Human Rights eLearning - Level 1	95.54%
Health, Safety and Welfare eLearning - Level 1	94.76%
Information Governance and Data Security eLearning	94.48%
Moving and Handling eLearning - Level 1	94.04%
Infection, Prevention & Control eLearning - Level 2	93.46%
Preventing Radicalisation - WRAP eLearning - Level 3	92.89%
Safeguarding Adults eLearning - Level 2	92.72%
Safeguarding Children eLearning - Level 2	92.64%
PTS Paediatric Resuscitation Level 2	92.62%
PTS Adult Resuscitation Level 2	92.25%
Basic Life Support Refresher eLearning	90.78%
Moving and Handling - Face to Face - Level 2	89.82%
Safeguarding Level 3 Blended Training	89.33%
Adult Resus Assessment Face to Face	88.98%
Paediatric Resus Assessment	88.70%
Neonatal Resus Assessment	88.25%

Call Pick Up



Concern	SRO	Target	Feb 2025	March 2025	April 2025
Call waiting (Call pick up)	Chief of Clinical Operations	10% improvement by 31/03/2025	Mean – 00:00:04 95% - 00:00:33	(13/02/25) Mean – 00:00:02 95% - 00:00:00	(10/04/2025) Mean – 00:00:02 95 th – 00:00:01
Actions completed		Date	Narrative summary		
<ul style="list-style-type: none">Appointment of Call Handler and Dispatch Business Support Managers focusing on performance.After call working.Call handler training extended from 3 to 4 weeks and extended mentoring hours to support and retain staff.Support from NEAS for 999 call answering - 15 calls ph, 7 days a week, 09:00-23:59 for 8 weeks.			<p>The Trust has maintained < 5 seconds since February 2025.</p> <p>Support from NEAS not utilised due to the improvements seen within EEAST.</p> <p>Specific Call Handling Team Leader on each shift who focuses on call handling shift performance we believe this has had a positive impact on reduced call answer times and after call working</p> <p>HCP calls transferred across to appropriate skilled staff in SPOC which ensures 999 call handlers are available for emergency calls</p>		
Next steps actions and milestones		Date			
<ul style="list-style-type: none">In addition to those outlined above, actions relating to improving performance are contained within our transformation and change portfolio boards.		Ongoing			
Risks, issues and barriers to delivery					
Easter holiday period still a concern but we are working closely with scheduling to maximise cover					

Data detail

	FYTD (01/04/24-31/03/25) - average	FYTD (01/04/25-31/03/26) - average					
Call Pick			13/03/2025	20/03/2025	27/03/2025	03/04/2025	10/04/2025
< 5 seconds mean	00:00:12	00:00:02	00:00:02	00:00:01	00:00:01	00:00:01	00:00:02
< 5 seconds 95th centile	00:01:25	00:00:01	00:00:00	00:00:00	00:00:00	00:00:00	00:00:01

Staffing - EOC



Concern	SRO	Target	March 2025	April 2025
EOC Staff Recruitment	Chief of Clinical Operations	Full establishment of call handlers and dispatchers - 30/09/2025		
Actions completed		Date	Narrative summary	
<ul style="list-style-type: none">Establishment information currently being built into a new PowerBI report to provide more robust oversight.Weekly EOC trajectory meeting – review of recruitment, retention and current vacancies.Ongoing recruitment plan.Month by month workforce plan in placeRecruitment plan completed			<ul style="list-style-type: none">The Trust is continuing to recruit to current and predicting upcoming vacancies.In relation to CAS staff, this is more difficult due to the nature of the role, however there are currently 12 posts at offer stage with an additional 16 at shortlisting stage.	
Next steps actions and milestones		Date		
<ul style="list-style-type: none">Open days to publicise roles within the EOCs.Geographical targeting of recruitment.Workforce plan review.Full establishment of call handlers and dispatchers.		Ongoing	<ul style="list-style-type: none">Recruitment of CAS staff is a focus for April 2025.EOC had a successful open day which has seen an increase in applications, with a further virtual recruitment event arranged for 28 April 2025, we are also in the process of reviewing our entry criteria and assessments to widen the applicant pool.	
Risks, issues and barriers to delivery				
As within the narrative summary, recruitment of clinicians for the CAS function is more difficult, the Trust is also reviewing this target to ensure it is correct for future requirements.				

Data detail



Work force effective (employed and agency)	Target - WTE	On ESR	Agency Staff	Current status	Pipeline	On ESR	Agency Staff	Current status	Pipeline
Call handlers (total)	255	204	204	-5	17	203	44	-8	22
Dispatchers total	123	119	119	-4	5	119	0	-4	3
Dispatchers - Bedford		30				30			
Dispatchers - Chelmsford		45				45			
Dispatchers - Norwich		44				44			
CAS Staff									
Workforce effective	128	108		-20	6	91		-37	12
					16 (at interview stage)				16 (at shortlisting stage)

EOC Culture



Concern	SRO	Target	March 2025	April 2025
Emergency Operation Culture	Chief People Officer	Roll out Engagement plan 31 st April 2025		
Actions completed		Date	Narrative summary	
<ul style="list-style-type: none">For all areas RAG rated detailed plans in place and reporting to Transformation Programme BoardRisks understood and scored with mitigationsTrust values launchedStaff survey results launched, with ‘Listening into action’ activity to follow upDelivery of inclusivity planContinuing to implement sexual safety workbookLaunch of health and wellbeing passport		<ul style="list-style-type: none">18th March 202518th March 202519th March 202513th March 2025OngoingOngoing30th March 2025	<ul style="list-style-type: none">RAG rated progress in green across all actions in March and April 2025.Currently monitoring of the number of ER and Freedom to Speak Up cases is undertaken on a monthly basisAlmost all aspects of cultural change programme are now programmedThis is a long-term change and improvement through to 2026 however it should be noted that following the publication of the NHS Staff Survey (2024) results, EEAST is the most improved ambulance trust for the third year runningDatasets being developed to demonstrate delivery through KPIs and qualitative data through the Cultural transformation plans which will be monitored through the Transformance Improvement Board	
Next steps actions and milestones		Date		
<ul style="list-style-type: none">Launch of ‘Big Conversation’ on what matters most for all staff, with dedicated physical and virtual session for EOC.		28th April 2025		
Risks, issues and barriers to delivery				
<ul style="list-style-type: none">Failure to embed a culture focussed on staff safety and wellbeing there is a risk that staff morale, retention & patient outcomes may be affectedIf the Trust does not have effective performance conversations and demonstrate career opportunities THEN staff engagement, turnover and the Trust's ability to deliver services will be affected				

Data detail



FTSU - cases reported (monthly)	Jan-25	Feb-25	Mar-25	Trajectory
Beds & Luton	1	5	0	
Cambs & Peterborough	2	3	2	
Herts & West Essex	1	2	4	
Mid & South Essex	6	6	0	
Norfolk & Waveney	3	1	2	
Suffolk & North Essex	0	5	0	
EOC	3	6	2	
Trust overall	21	28	19	
Month end Live ER cases & in-month closures	Jan-25	Feb-25	Mar-25	Trajectory
Beds & Luton	9	11	9	
Cambs & Peterborough	10	17	19	
Herts & West Essex	10	17	20	
Mid & South Essex	11	9	12	
Norfolk & Waveney	22	26	26	
Suffolk & North Essex	15	15	19	
EOC	14	14	19	
Cases closed informally	14	15	6	
Cases closed formally	19	16	11	
Trust overall	143	144	153	

Action Plans – staff engagement



Concern	SRO	Target	March 2025	April 2025
Staff engagement in C2 improvements	Chief People Officer	Roll out of engagement plan from 01/04/2025		
Actions completed		Date	Narrative summary	
<ul style="list-style-type: none">For all areas RAG rated detailed plans in place and reporting to Transformation Programme BoardRisks understood and scored with mitigationsLeader briefing on staff survey results, including listening into action requirementsLaunched Listening into action events and staff survey plansWalk in session held at Bedford EOC		18 th March 2025 18 th March 2025 31 st Jan 2025 13 th March 2025 24 th March 2025	<ul style="list-style-type: none">Progress is on target against these plansThis is a long-term change and improvement through to 2026Many aspect of plans are combined in Cultural transformation plansDatasets being developed to demonstrate delivery through KPIs and qualitative data through the Listening and Engaging with Staff transformation plan which will be monitored through the Transformance Improvement Board	
Next steps actions and milestones		Date		
<ul style="list-style-type: none">Listening into action events implemented and feedback used to develop plans furtherTemplates provided to teams for implementation of eventsDirectorate and sector action plans created and updated based on staff interaction and feedbackPlans submitted to ELT for review		30 th April 2025 30 th April 2025 30 th April 2025 6 th May 2025		
Risks, issues and barriers to delivery				
This is a long-term plan of which the impact will not be able to be measured by the date set within the S29A Warning Notice				

Medicines Management



Concern	SRO	Target	March 2025	April 2025
Medicines Management Investigations	Medical Director	Zero incidents not closed appropriately by 31/03/2025		
Actions completed		Date	Narrative summary	
<ul style="list-style-type: none">Proactive “pull” rather than “push” strategy.Deputy Clinical Director and Trust Pharmacist meeting weekly to review all Medicines management Datix’s looking at both CD and non-CD related reports.Providing real-time support and guidance to local teams to ensure learning and understanding of escalation.Both CD and non-CD Datix reports are now standing items of Trust Medicines Management Group.Proactive sharing of learning from CD incidents being led by Trust Pharmacist for the next six months.Zero incidents not closed properlyFurther review on how Trust secures CDs on ambulances with risk/cost paper being produced for extraordinary meeting of MMG in March.		6 th Feb 2025 and weekly	<ul style="list-style-type: none">Currently, there are no incidents that have been closed without identified actions and learningGuidance to support incident investigations has been developed and issued to staff.Pilot within C&P commenced, review of risks/benefits to be undertaken during May, along with a review of costs for digital lock solutions.A total of 22 incidents of any unaccounted-for keys had been reported (4.4 incidents/year), this included station keys and vehicle keys, not only CD keys.	
Next steps actions and milestones		Date		
<ul style="list-style-type: none">Working with local operations team to ensure they are fully sighted on relevant policies and actions to take with medicine Datix reports and investigations.A pilot/pathfinder for ensuring only registered HCP have access to vehicle CD keys across Cambridgeshire & Peterborough.		20 th March 2025 31 st May 2025		
Risks, issues and barriers to delivery: Competing operational priorities means not always focused on. Following of policy is improving.				

Data detail



Medicines incidents - CD	01/02/2025 – 27/02/2025	28/02/2025 – 13/03/2025	14/03/2025 - 28/03/2025	29/03/2025- 10/04/2025	Total
Number reported	9	7	6	10	32
Of which, number of investigations closed	2	1	4	2	9
Of which, number of investigations in progress	7	6	2	8	23
Of those closed, number of incidents reported as no lessons learned	0	0	0	0	0
Of which, number requiring reporting to police	1	1	1	1	4
Of which, number reported to the police	1	1	1	0	3
Medicines incidents - other					0
Number reported	90	38	53	36	217
Of which, number of investigations closed	28	5	14	3	50
Of which, number of investigations in progress	62	31	39	33	165
Of those closed, number of incidents reported as no lessons learned	0	0	0	0	0

Regulation 17 (Good Governance)

C2 response times



Our business plan 25/26: Headlines

- Current year C2 mean on track for c.43:00.
- Without interventions, >48:00 is possible (+5 mins). This could worsen if activity >3% or hospital delays >38 minutes.
- Improvements from our productivity, hospital delays and additional funding for PFSH and CAS overtime.

No changes:	Productivity stretch:	Growth Funding:
<ul style="list-style-type: none">• Unchanged productivity levels and expected average handover times of 38 mins. <p>00:48:07</p>	<ul style="list-style-type: none">• Productivity improvements from the PA Consultancy review to give an estimated 8-min C2 improvement.• An average PFSH of 83,103.• An average H&T of 15%.• An improvement in hospital handover delays of 30 mins. <p>00:37:54</p>	<ul style="list-style-type: none">• As opposite, but with an increase in PFSH to 88,863.• An increase in average H&T to 16%. <p>00:34:55</p>



Any questions?



We Are
Accountable



We Are
Respectful



We Strive To Be
Excellent