



Cambridgeshire and Peterborough Strategic Performance Delivery Plan

July 2020

Background

Throughout the Covid-19 pandemic Cambridgeshire and Peterborough (C&P) STP has achieved all national response time performance standards throughout the months of May and June 2020. To sustain this performance improvement and in line with the ambition of the Trust to continue to achieve national performance standards this paper provides an update on the strategic aims for service delivery and the actions taken to achieve national performance standards within the C&P STP.

Strategic Objectives

- Maintain effective capacity of both frontline and managerial staff
- Ensure the Trusts response is co-ordinated and integrated with the wider health and other agencies where applicable
- Identify any gaps in response capability of the Trust for dealing with the ongoing demand
- Ensure staff and patient welfare and safeguarding is maintained at all times.
- Ensure messages are co-ordinated within other agencies and partners
- Maintain public confidence in the Trust and ensure the Trust is responding to all incidents effectively
- Ensure effective recovery plans are in place and review where necessary
- Create and maintain a well-documented auditable plan and log for service delivery at all levels of management.

Actions taken to achieve strategic objectives

Maintain effective capacity of both frontline and managerial staff

Patient facing staff hours (PFSH) are reviewed on a daily basis by the senior management team across C&P. Daily 08:15 calls with each AGM and the AOC DTL set the battle rhythm for the day and address any short term concerns. Tactical oversight is given to regional PFSH on the 08:30 tactical briefing call to ensure there is a regionwide approach to PFSH and service delivery which is supported through the Tactical Operation Centre with the Delivery Commander maintaining overall oversight and responsibility. The General Managers lead on a daily assurance call with the Make Ready Group lead and Sector Resource Planning Manager (SRPM) to review resourcing requirements for the next 7 days with the decisions recorded and uploaded to Microsoft Teams on a daily basis. In preparation for the weekly level 1 performance meetings a sector assurance report is completed by the SRPM ensuring that planning remains 12 weeks in advance with replanning completed for at least the next 4 weeks. In addition to this the '4 week peak of day' report is reviewed on a weekly basis with appropriate actions taken to address any reduction in PFSH across the sector. Head of operations engagement through the Operations and Support Services Delivery Group ensures regional visibility on PFSH. 7 day manager cover for the sector is provided by the sector senior leadership team to ensure there is visibility and support available to staff and managers.

Ensure the Trusts response is co-ordinated and integrated with the wider health and other agencies where applicable

Through increased engagement and support from the Cambridgeshire resilience manager EEAST are represented on the Cambs and Peterborough Strategic Commander Group (SCG), which is attended by the Head of Operations, and the Tactical Command Group (TCG) which is attended by the Resilience Manager. System level co-ordination comes through the north and south System Resilience Groups that are attended by both north and south Cambs General Managers and the Head of operations representing EEAST at the systemwide A&E Delivery Board which is also supported by the COO. A co-ordinated approach is achieved through both the SCG and TCG where key information is shared with the Cambs and Peterborough management team and wider throughout the Trust to improve situational awareness.

Identify any gaps in response capability of the Trust for dealing with the ongoing demand

The Sector Resource Planning Manager (SRPM) provides weekly assurance of 12 week advance planning with 4 week replanning completed. A daily review call of PFSH and available resources takes place with the SRPM, MRGL and GM's. This meeting focusses on the next 7 days and actions that need taking to improve PFSH where required. At the weekly level 1 meeting the 4 week forward view is reviewed by the management team with any areas of concerns highlighted and plans put into place to address these.

Ensure staff and patient welfare and safeguarding is maintained at all times.

The LOM teams across Cambridgeshire and Peterborough provide 24/7 operational manager response and support to staff with one of the key KPI's for LOMs being staff support and welfare. Daily huddles are in place to ensure that best practice guidelines are shared amongst all EEAST staff with an increased awareness of any welfare of safeguarding concerns are addressed. Staff are encouraged to report any safeguarding concerns or issues through SPOC and the Freedom to Speak Up Guardians. Support is available for staff through Occupational Health and TRiM referrals are well embedded. The make ready team across C&P ensure that all vehicles used by operational crews are fit for purpose and safe for crews to use. PPE supplies across C&P are reviewed during the C&P COvid-19 JDM review calls with an up to date spreadsheet for all the hub stations across C&P. Where reduced stock is identified at a location the management team ensure that PPE stocks are moved between locations and that all staff have access to these to safely complete their duties.

Ensure messages are co-ordinated within other agencies and partners

Through both the SSG and TCG EEAST has the opportunity to update wider system partners on key messages and share operational updates as a standing item on the agenda. This improves situational awareness for EEAST and system partners. The communications cell within the LRF produce regular communications updates that are reviewed during the C&P Covid-19 JDM reviews.

Maintain public confidence in the Trust and ensure the Trust is responding to all incidents effectively

Public confidence will be maintained throughout C&P by ensuring that our staff have appropriate equipment and resources available to deal with the situations they are faced with. This includes adequate supplies and utilisation of PPE. Through remaining responsive to the public across C&P and achieving national response times public confidence will be further reinforced.

Ensure effective recovery plans are in place and review where necessary

Recovery plans are in place across the Trust. The Head of Operations for C&P has completed the EEAST Operations Recovery plan which is reviewed by the Organisational Resilience and Business Recovery Group where Operations, Resilience and C&P sector are represented by the HOO and Resilience manager. EEAST are being supported at STP recovery meeting through our Business and Partnerships lead and have awareness of these plans where EEAST are required to contribute.

Create and maintain a well-documented auditable plan and log for service delivery at all levels of management.

Throughout the Covid-19 pandemic the C&P management team alongside the C&P Resilience Manager have undertaken initially daily and then three times a week JDM reviews for situational awareness and review of current guidelines and information available. The C&P management team have a clearly documented and evidenced based record of all decisions made throughout the Covid-19 pandemic with the rationale for these decisions and expected outcomes. The JDM review is currently undertaken every Monday, Wednesday and Friday with a record of the meeting documented and archived into Microsoft Teams. Fleet and planning JDM reviews that are also undertaken are also clearly documented with decisions recorded and a record saved.