

# Progress against the CQC report 2022

The infographic below sets out the improvements that the CQC has asked us to make in their latest report. As you can see many of the things that we 'must do' and 'should do' are already underway.



## MUST DOs:

### Emergency and Urgent Care and Emergency Operations Centres

#### Both services:

- must provide mandatory training to all staff and volunteers
- must have enough staff with the right skills, training and experience
- must ensure that staff have appraisals
- must improve engagement to support wellbeing and respond to concerns
- must improve patient access, call answering and response times.

#### Emergency and Urgent Care only:

- must improve manager's access to resources to manage behaviours
- must ensure our approach to internal promotion is open and transparent.

#### Emergency Operations Centres only:

- must ensure that our facilities are designed and maintained to keep people safe
- must ensure patient risk is assessed and managed.



## PROGRESS SO FAR:

### Mandatory Training

#### We have:

- un-bundled mandatory training modules and clarified which needs to be done at 1, 2 and 3 year intervals. This has helped people complete the training. Completion rate is at 74%
- converted key managers' training to a mix of face to face and online to improve access.

### Staffing

#### We have:

- put in place a workforce plan in place for frontline staff and AOC recruitment
- launched a recruitment pack and video
- improved sickness management and focus on reducing absences
- recruited 300 new call handlers
- reduced time to hire – almost halved (21 to 11 weeks)
- launched our 'First year at EEAST' survey.

### Appraisals

#### We have:

- made this a key priority for this year; currently at 45%
- begun work to make it easier to complete for frontline colleagues from 2023-24.

### People engagement and wellbeing

#### We have:

- begun work on 'Time to Lead' programme to help our leaders in supporting their people
- recruited Head of Wellbeing and developed our wellbeing strategy
- delivered 45 types of support to people including increase in mental health provision and access to physiotherapy
- put in place welfare wagons
- seen a reduction in the number of staff experiencing bullying and harassment
- delivered weekly Q and As at Trustwide and local level
- delivered three Trustwide recognition events: staff recognition awards and two long service awards events
- launched Greatix
- delivered Jubilee coins, medals and thank you week
- begun a number of projects (eg Home on Time) as part of the culture workstream within Fit for the Future (FFF).

### Improving response times in line with national targets

#### We have:

- implemented intelligent conveying to ease patient flow
- piloted schemes (eg Frailty Line) to avoid taking patients to emergency departments
- worked with fire and rescue on co-response
- implemented specialist practitioners in AOCs.

## SHOULD DOs:

### Trustwide

- Ensure all staff are engaged with our Fit for the Future programme.
- Have a policy to support women returning from maternity leave.
- Act on feedback from staff.
- Continue with the pace of addressing cultural issues.

### Emergency and Urgent Care

- Ensure training application process is open and transparent.
- Set systems and processes to support staff when skill mix is adjusted due to operational demands.

### Emergency Operations Centre

- Introduce and use electronic information and data to improve patient waiting times and dispatching.

## PROGRESS SO FAR:

### Fit for the Future Engagement

#### We have:

- published monthly podcasts with more to be released
- ran 12 focus groups to consult on the People Strategy
- held a leadership day with our leaders covering key aspects of Fit for the Future.

### Maternity Policy

#### We have:

- drafted a breastfeeding policy which is now being finalised for approval.

### Feedback action

#### We have:

- introduced executive and local briefings and Q&As (on Thursday afternoons)
- begun to increase executive directors' visibility on sites
- started to plan clearer 'you said, we did' through communications.

### Culture

#### We have:

- continued to improve our training, leadership development and employee relations work
- begun developing our 'Time to Lead' programme to enhance leadership capabilities to support staff and manage behaviours.