Top Risk – Our Culture, Values & Behaviours and their impact on our people

NHS
East of England
Ambulance Service
NHS Trust

The Risk

- Bullying, harassment and discrimination
- Inconsistent application of policy and management of staff
- Lack of accountability and responsibility
- Management of staff concerns and casework
- Trust values being ignored
- Maturity of equality, diversity and inclusion approaches

In Place

- Freedom To Speak Up
- Speak Up, Speak Out, Stop It
- Policies and procedures
- Leadership development and e-learning
- Local intervention support
- Promotion of Trust Values
- Manager Passport training
- Executive engagement sessions
- Feedback mechanisms – surveys
- Raising concerns forum for trends and themes
- OD and HR support teams
- Working in partnership

Next Steps

- Values and Behaviours training
- Resolution of casework backlog
- Increased TRiM /wellbeing support
- HR capacity to support local teams
- Culture Review and Strategy

Everyone must:
- Speak Up, Speak Out, Stop It
- Treat everyone fairly and civilly
- Do not harass, bully or discriminate
- Live by our values
- Comply with our policies
- Engage with required training

Speak to your line manager about the action being taken in your area

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Top Risk - Quality and Safety

The Risk

- Significant operational pressure and risk to waiting patients
- Hospital handover delays
- Skill mix and resourcing levels
- Mobilisation times/on scene times
- PTS solo journeys – COVID effect
- Same day discharges – increasing pressure
- Need for improved focus pathways for key patients
- GOOD ACQI compliance for clinical outcomes

In Place

- Operational SOPs and guidance
- Resourcing and scheduling
- JRCALC and clinical guidelines
- Datix incidents
- Just culture and round table investigations
- HALOs, cohorting, system escalation
- PAS utilisation, overtime
- IPC, Safeguarding processes and training
- Surge and REAP

Next Steps

- Continuation of recruitment
- C1 licence resolution
- End of shift pilots and roll out
- Urgent and Emergency Care strategy and actions
- Winter planning and red actions

Speak to your line manager about the action being taken in your area

Everyone must:
- Dynamically risk assess
- Complete statutory training
- Complete mandatory training
- Remain up to date
- Comply with ops and clinical policies
- Reports DATIX incidents

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Top Risk - Governance and Compliance

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The Risk

- Conditions upon registration – culture, safeguarding, HR, bullying, sexual harassment, complaints
- Governance and application doesn't result in delivery
- Leadership capacity and capability
- Non-compliance with key targets – including training
- Risk management is inconsistent with continued 'surprises'

In Place

- Policies and procedures
- Board and Committee governance structure
- Escalation processes and reporting
- Clinical team overseeing compliance
- CQC Quality Improvement Programme
- Fit for the Future Plan
- Accountability Forums

Next Steps

- Robust communication cascade and engagement in improvements
- Internal audit of key areas
- Phase 2 – embedding
- Policy software roll out
- Delivery of action plans
- Leadership development framework
- Senior team recruitment to permanent posts

Speak to your line manager about the action being taken in your area

Dynamically risk assess

Reports DATIX incidents

Complete statutory training

Everyone must:

Comply with ops and clinical policies

Complete mandatory training

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