



Welsh Ambulance Services NHS Trust (WAST)

Action Plan:

Jasmine Ruby Lapsley (deceased)

Regulation 28 Report to Prevent Future Deaths

Response to Coroner:

Area of Concern	Action and Progress	Lead Officer	Additional Support	Monitoring and Evaluation	Timescale
1) There is no reliable WAST air support in the North West Wales during the hours of 20.00 and 07.00 hours, those being the hours not covered by Wales Air Ambulance or the recently introduced Emergency Medical Retrieval Teams. WAST should review the gap in air support which is an essential asset in accessing, treatment and	<p>1.1 Chief Executive for WAST and the Chief Executive for Welsh Air Ambulance to have an initial meeting to explore the potential options. The meeting took place on 15th February 2016.</p> <p>1.2 Actions following the meeting: Formal communication will be made by the CEO of the Welsh Air Ambulance to the Chief Ambulance Commissioner.</p>	Chief Executive WAST	Chief Executive Welsh Air Ambulance	Formal letter to be received confirming requirements and actions re future night cover plan: to be	February 2016 Complete March 2016

<p>retrieving critically ill or injured patients, particularly in remote and or rural areas.</p>	<p>1.3 Increase funding for Welsh Air Ambulance workforce cover for night time service. The Welsh Air Ambulance is expanding by an additional helicopter (135 model night HEMS approved) in July 2016 – the trial for night time cover will be tested in Cardiff between 12 noon – 10pm. The Welsh Air Ambulance is purchasing x3 new helicopters (145 models with night capability) between January – March 2017. The expansion of the North Wales Air Ambulance expansion plan is March 2017 (and dependent on funding for the paramedic workforce funding). Chief Executive and Chair of WAST have also raised the issue of night cover with the Chief Ambulance Services Commissioner and Chair of the Emergency Ambulance Services Committee.</p>	<p>Director of Operations</p>	<p>Chief Ambulance Commissioner Chief Executive Welsh Air Ambulance</p>	<p>monitored through EASC</p> <p>Trial planned for July 2016 in Cardiff area</p>	<p>July 2016 with a review</p> <p>Oct 2016 Review Oct 2016</p>
	<p>Strategic engagement with key partners to optimise WAST's ability to respond to patients. This will include:</p>				

	<p>1.4 Initial discussion to commence with Search and Rescue to formalise existing relationships. Contact made with UK Maritime Coastguard Agency lead. Formal agreement will be worked up.</p> <p>1.5 Emergency Medical Retrieval and Transfer Service for Wales (EMRTS) is currently working on multiple business cases in relation to extending their service to Caernarfon over a 12 hour period 7 days per week and extend the existing hours of work in Swansea to 24 hours a day to 7 days per week. This business case is expected to be with Welsh Government by the end of 2016.</p> <p>1.6 Initiate a workforce plan regarding paramedic staffing of the helicopter in Caernarfon following meeting with EMRTS.</p> <p>1.7 Wales Air Ambulance – After CEO discussions further discussions to take forward any strategic developments and consider the workforce implications.</p>	<p>Director of Operations</p> <p>Assistant Medical Director</p> <p>Director of Operations</p> <p>Director of Operations</p>	<p>Meeting with agreed actions</p> <p>Outcome of the business case announced by WG</p> <p>Discussion with Exec team Additional resources agreed</p> <p>Minutes of meetings/ Discussion at Executive Team</p>	<p>March 2016</p> <p>Update required December 2016</p> <p>Meeting with EMRTS Feb 2016 Complete</p> <p>Commence in March 2016</p>
--	---	---	--	---

	<p>1.8 Develop and formalise the arrangements through a Memorandum of Understanding (MOU) with the Search and Rescue provider Bristows</p>	<p>Director of Operations</p>		<p>Further Discussions between Chief Executives and Director of Workforce MOU in place</p>	<p>Discussions to commence March 2016 with a view to having formal arrangements by September 2016</p>
<p>2) There is no effective rota system for Community First Responders to ensure consistent cover by these local volunteers to provide essential support for patients in remote and/or rural locations in North West Wales. The method of communicating Community First Responders (CRFs) to ask them to attend an incident is by mobile telephone although this is fraught with difficulties in remote and or rural areas where network coverage is patchy at best and frequently non-existent. WAST should review the</p>	<p>2.1 WAST to review and strengthen the leadership arrangements for CFR recruitment.</p> <p>2.2 Pilot hand held devices to improve WAST's ability to effectively communicate with CFRs.</p> <p>2.3 Roll out of hand held devices to CFRs.</p> <p>2.4 Current dialogue with CFRs around how best to coordinate available resources and an availability list, recognising that this is a volunteer service.</p>	<p>Assistant Director of Operations</p> <p>Assistant Director of Operations</p> <p>Lead Manager for CFR</p> <p>Head of Operations BCU</p>		<p>Strengthened leadership within the CFR team</p> <p>Pilot Successful</p> <p>Devices purchased and distributed</p> <p>Evidence of planned meetings/ Minutes</p>	<p>Complete</p> <p>Complete</p> <p>March 2016</p> <p>June 2016</p>

<p>systems in place for rostering and contacting Community First Responders to ensure more consistent cover and more reliable communication.</p> <p>3) Given the difficulties in ambulances arriving at many rural and or remote areas in North West Wales it is essential that there are sufficient local Community First Responders to arrive promptly at the casualty and provide essential treatment preserving life until an ambulance arrives. WAST should review the planning for the recruitment and retention of Community First Responders.</p>	<p>3.1 Strengthen and increase the Public Access Defibrillator (PAD) scheme in North West Wales.</p> <p>3.2 Plan a CFR recruitment campaign and ensure new recruits have adequate training by the end of spring in readiness for the summer months.</p> <p>3.3 Build additional community resilience through extended partnership working with other emergency services (Fire and Police), including building on the co-responding pilot in North Wales with the Fire service.</p>	<p>Lead Manager for CFR</p> <p>Director of Operations</p> <p>Director of Finance and Informatics</p>	<p>Assistant Director of Operations</p>	<p>Additional defibrillators distributed</p> <p>Evidence of a clear plan and additional volunteers</p> <p>Evidence of minutes of meeting and actions to take joint working forward</p> <p>Roster reviews undertaken</p> <p>Review and recommendations in place</p>	<p>May 2016</p> <p>June 2016</p> <p>This work has commenced and will be reviewed after resources exercise completed</p> <p>May 2016</p> <p>April 2016</p>
<p>4) The population of many rural and remote areas of North West Wales increases significantly during the months of July and August. WAST currently do not provide increased resources during these two months to cope with this increase in</p>	<p>4.1 Efficient and effective resource management of current staff.</p> <p>4.2 Mapping of capacity and demand exercise particularly over peak holiday season.</p>	<p>Head of Operations BCU</p> <p>Head of Operations BCU</p>	<p>Director of Workforce and Organisational Development</p>	<p>Roster reviews undertaken</p> <p>Review and recommendations in place</p>	<p>May 2016</p> <p>April 2016</p>

<p>population. WAST should review their planning for effective allocation of resources to ensure the safety of this population during the months of July and August.</p>	<p>4.3 WAST is commissioning a capacity and demand review, which will be used to inform future discussions regarding resourcing services across Wales.</p>	<p>Director of Operations</p>		<p>Discussed through Emergency Services Committee with evidence of minute</p>	<p>May 2016</p>
<p>5 Family liaison</p>	<p>5.1 WAST to identify and agree a way forward to improve communication with families during serious adverse incidents to ensure that there is effective communication and patients and families are informed and updated with a central point of contact.</p> <p>5.2 For a longer term solution WAST to commission work with police on developing a family liaison model that is relevant for a clinical service.</p>	<p>Director of Quality, Safety and Patient Experience</p> <p>Director of Quality, Safety & Patient Experience</p>		<p>Initial meeting with family liaison experts to scope the project Presentation by the project team</p> <p>Project plan with a clear terms of reference in place with detailed action around the implementation for a family support /liaison project</p>	<p>March 2016 Complete</p> <p>May 2016</p>
<p>6. Education and Training</p>	<p>6.1 WAST to review any education</p>	<p>Medical</p>		<p>Identification</p>	<p>April 2016</p>

	<p>and training requirements that have been identified</p> <p>6.2 Implementation of further and or additional training requirements</p>	<p>Director</p> <p>Director of Operations</p>	<p>and evidence of additional training and changes to core</p> <p>Continuous Professional Development program as a result of any lessons learned</p>	<p>Review October 2016</p>
--	--	---	--	----------------------------