



E-zec medical



Quality Account

2020 / 2021



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Our Strategic Goals



Continue to Innovate quality and patient safety



Continue to develop and empower an effective workforce



Working with others to fostering integration, partnerships and alliances.



Enhancing prevention, wellbeing and recovery



Review to improve efficiency and sustainability



Promoting people and social values

E-zec Medicals Values



Demonstrating Compassion and Respect

Supporting our colleagues, and those we serve, with kindness and understanding



Striving for Continuous Improvement

Seeking and acting upon opportunities to do things better



Acting with Integrity

Being honest and motivated by the best interests of those we serve



Taking Pride

Being advocates of our organisation and recognising the important contribution we make to its success



Assuming Responsibility

Having ownership of our actions and a willingness to confront difficult situation

Introduction and purpose

Why are we producing a Quality Account?

All NHS Trusts and NHS Providers are required to produce an annual Quality Account to provide information on the quality of the services it provides to patients and their families.

E-zec Medical Transport Services Ltd (E-zec Medical) welcomes the opportunity to be transparent and able to demonstrate how well we are performing, taking into account the views of service users, carers, staff and the public.

We can use this information to make decisions about our services and to identify areas for improvement.

Getting involved

We would like to hear your views on our Quality Account. If you are interested in commenting or seeing how you can get involved in providing input into E-zec Medicals future quality improvement priorities, please contact:

Patient Experience Team
E-zec Medical Transport
Services Ltd
Terminal Building
Redhill Aerodrome
Kings Mill Lane
Redhill
Surrey
RH1 5YP

patientexperience@e-zec.co.uk

Overview sample - Performance against Last Year's Quality Priorities

Caring

Review of our patient satisfaction audit tool, results and action plans.

A new patient satisfaction questionnaire (PSQ) has been designed to encompass Department of Health (DOH) recommendations and allow easier audit of results. Actions are taken should any trends be identified or any areas of patient experience that require improvement.

Responsive

During the year, considerable focus was given to standardising the format for reporting externally to commissioners and utilising the new data warehouse on RADAR to enable this. This will be used as a basis to further develop internal reporting.

Effective

Successfully complete the transfer of all policies and procedures to RADAR.

We have successfully moved all policies and procedures to a new electronic policy library where all staff can access policies across all sites.

Well-Led

Complete annual mock inspections for CQC and complete any actions identified. Action plans are in place for any areas requiring further work or improvement

Safe

To further develop our risk management processes and introduce a new Board Assurance Framework. Our risk policy was reviewed and updated in line with the risk database in place.



Statements from Andy Wickenden - Managing Director



Welcome to the 2020 / 21 Quality Account presented on behalf of the E-zec Medical Board. I hope you will find this informative and that the report provides assurances of the effective and sustainable service E-zec provides.

During 2019 2020 E-zec Medical has continued to build upon its successful service users transport care model in order to provide seamless care for our patients during their transport needs, and at the right time and in the right place. E-zec Medical has worked collaboratively with its partners, including Clinical Commissioning Group and Local Authority and NHS Ambulance services to capitalise on our strengths and reduce care variation. I am pleased that to support the service we welcomed to E-zec a General Practitioner Dr Alex Smallwood as Clinical Director.

During these unprecedented times and the challenges of COVID-19, workforce has continued to be one of our greatest challenges. However, persistent focus on recruiting to our workforce has resulted in a significant reduction in vacancies across the service. E-zec has also continued to invest in enriching its workforce by embedding specialist roles.

E-zec Medical has continued to drive improvements with regards to a variety of safety indicators such as infection prevention, patient falls, sepsis, response to the deteriorating patient and pressure ulcers and these will remain as the areas of focus for 2021/22.

Our vision is to be an NHS provider that continually strives to improve the outcomes and experiences for the communities we serve.

This Quality Account provides information on progress against the agreed key priorities, which include workforce, safe care and patient experience and sets out priorities and plans for the upcoming year.

Workforce

We aim to deliver safe patient care and good patient experience. Our departments and ambulances need to have the right levels of staff and skill mix for the acuity of the patients for when they in E-zec's caring.

Patient Safety

We aim to be the safest NHS transport provider by "always providing safe & effective care, being kind & caring and exceeding expectation" by making safe quality care a whole-system approach for every patient that accesses E-zec Medical and its services.

Patient Experience

We are committed to providing high quality ambulance transport and aim to provide an excellent experience for patients, their relatives and carers.

To the best of my knowledge, the information contained within this Quality Account is accurate

A handwritten signature in black ink that reads "Awidd".

Andy Wickenden – Managing Director



Statement from Wayne Spedding - Operational Director– Board Quality lead

E-zec Medicals Quality Report has been generated through information from governance, quality, IT, HR and our quality and compliance teams.

The performance information reported within the Quality Account is both accurate and reliable.

This Quality Account Report has been designed to report on the quality of our services. It offers you the chance to find out more about what we do and how well we are delivering on our commitments. The report's aim is to describe in a balanced and accessible way how we provide high-quality care to our service users, the various communities we serve and our commissioners. It also shows where we could perform better and what we are doing to make those improvements.

As the Quality Lead at Board level, I am pleased to support this Quality Account Report in a year when the awareness of mental health has continued to be higher than ever before, which appears to be in line with the reports we receive regarding mental health and the impact of COVID-19 and its effects on the community and NHS staff. Whilst this is a welcome societal change in itself, understandably this has led to many more staff seeking to access our Employee Assistance Program and Occupational Health services.

Delivering great care depends on our ability to attract and retain great people and, as with many NHS Organisations and providers across the country, ensuring we have a stable workforce remains a top priority. 2020-21 saw us recruit more staff than ever before and through the streamlining of our processes and the introduction of an applicant tracking system and careers page we have reduced the time taken to fill vacancies.

I look forward to this coming year as one where we continue to transport service users of all ages and providing them with the highest service standards possible. We will do this by continuing to build and maintaining key relationships with our colleagues across the NHS and health and social care services helping us tackle collectively the challenges we face during and after this pandemic .

Data accuracy

There are factors involved in preparing this Quality Account Report that can limit the reliability or accuracy of the data reported, and we are required by NHS Improvement (NHSI), the body responsible for overseeing our CCG's, to tell you about these.

- Because E-zec Medical has contracts with different CCG's and in different counties our data is taken from many different systems and processes. Not all this information is checked for accuracy by independent assessors from other organisations but does form part of our monthly reports that is shared with the CCG.
- Information is collected by many different teams across E-zec Medical. Sometimes different CCGs apply or interpret policies differently, which means they might collect different information or, perhaps, put it in different categories.

J Wayne Spedding – Operations Director - Board Quality Lead

4 Welcome to E-zec Medical

E-zec Medical are very proud of our long history – the company is now in its twentieth year of providing a high quality NEPT service to our NHS trust partners and patients.

Since 1998 we have mobilised and operated 18 NEPT services and currently hold 14 NHS contracts with various CCGs and NHS Trusts across the UK. The services operated range from small acute trusts (conveying up to 30,000 journeys per annum), dedicated high dependency ambulances covering a 24/7 period, to countywide services such as Staffordshire, conveying up to 180,000 journeys per annum for all patients registered within a Staffordshire registered GP.

At present we employ over 1640 road and office personnel, from Ambulance Care Assistants to Paramedics and we are contracted to 11 Clinical Commissioning Groups/NHS Trusts across the UK. In 2016 we mobilised seven NEPT services, from just 6,000 journeys to 180,000 journeys P/A.

We also operate from 30 bases across the UK, and we convey over 1,000,000 journeys per annum. We have also invested a significant amount of money back into reorganising the business and have appointed additional ‘senior’ members to the management team, which ensures we manage the workload and are able to grow the business further.

To ensure we have selected the correct members of senior management teams we have recruited new staff from outside of the business and others have also been identified from within the organisation.



Contracts



Cornwall



Somerset and Bristol

Bases:

Redruth - Unit 30, Cardrew Road, Cornwall, TR15 1SS

Bodmin – Unit 1C, Lucknow Road, Bodmin, Cornwall, PL31 1EZ

Saltash – Quick Store, Forge Lane, Saltash, Cornwall, PL12 6LX

Avonside Industrial Park Unit 12, Feeder Road Bristol, BS2 0UQ

Yate – Unit 25, Beeches Industrial Estate, Waverley Road, Yate, Bristol, BS37 5QX

Nailsea – Unit 6, Coates Estate, Southfield Road, Nailsea, North Somerset, BS48 1JN

Bristol – Unit 4, Feeder Road, Bristol, BS2 0UQ

Shepton Mallet – Evercreech Junction, Evercreech, Shepton Mallet, Somerset, BA4 6NA

Wellington – Unit K, Monument View, Chelston Business Park, Somerset, TA21 9ND

Total staff

105

Including 9 VCD
(Voluntary Car Drivers)

269



Dorset

Bournemouth - Unit 1 Dominion Centre, Elliot Road, West Howe, BH11 8JR

165



Hereford

Hereford - Unit 4b, Bridge Business Park, Burcott Road, HR4 9LW

75

Hereford – Arthur Oakleys, Gatehouse Road, Hereford, HR2 6RQ



Staffordshire

Newcastle - Conveyor House, Turner Crescent, ST5 7LU

Hixon – Unit 1, Airfield Industrial Estates, Hixon, Stafford, ST18 0PF

314

Parkhall – Parkhall Business Village, Parkhall Road, Stoke-on-Trent, ST3 5XA

Including 1 VCD

Burton – Unit 3 Block 5.2, Lancaster Court, Lancaster Park, Needwood, DE13 9PD

Gloucester - Unit 8 Chancel Close Industrial Estate, GL4 3SN

Lydney – Unit 6, Parkend Road, Whitecroft, Gloucestershire, GL15 4PA

Keynsham – Unit 2, Ashmead Business Centre, Ashmead Road, BS31 1SX

269

Swindon – Fairholme, Swindon Fire Station House, Drove Road, SN1 3AD

Salisbury – Unit 19, Harnham Trading Estate, Salisbury, SP2 8NW

Worcester - Unit M2 and M3, Blackpole East, Blackpole Road, WR3 8SG

100

Stourport - Llewellyn Close, Sandy Lane, Redstone Wharf, Stourport-on-Severn, DY13 9QB

Including 4 VCD

Redditch - Howard Road, Park Farm Industrial Estate, , B98 7SE



Worcester



Essex

Chelmsford - Transport Office, Crystal Centre, Broomfield Hospital, Puddington Drive, CM1 7LF

9

Norfolk - Unit 5 Blackfriars Court, Beacon Park, Gorleston, Great Yarmouth, Norfolk, NR31 7RQ

Beccles – Unit 34, Ellough Industrial Estate, Benacre Road, Ellough, NR34 7TD

Ipswich – 14 Betts Avenue, Martlesham Heath, IP5 3RH

284

Including 32 VCD

Bury St Edmonds – Unit 11, Bunting Road, Suffolk, IP32 7BX



GT Yarmouth/ Waveney and Suffolk

5 Human Factors

Human Factors, often referred to as ergonomics, is an established scientific discipline used in many safety-critical industries. Every day E-zec Medical transport patients for treated and out-patient appointments safely by dedicated road staff who are motivated to provide high quality and safe patient care.

E-zec Medical's role: by ensuring that the patients have a safe and comfortable journey can help the vast majority of service users to have a positive experience when receiving any treatment.

A failure to apply human factors principles is a key aspect of most adverse events. "In healthcare 80% of errors are attributed to human factors at individual level, organisational level, or commonly both." (National Patient Safety Agency, 2008)

Understanding the importance of Human Factors, and how its concepts can be applied by individuals and teams is fundamental to improving patient safety. Human Factors encompasses all of the factors that can influence the behaviour and performance of human beings in a system. It allows us to understand how people perform under different circumstances and why errors happen.

E-zec Medical understand that by enhancing a service users transport requirement through an understanding of the effects of teamwork, tasks, equipment, culture encompassed by E-zec's understanding of human behaviour and abilities can only benefit all.

All staff in the healthcare sector are human beings and, like all human beings, are fallible. In our personal and working lives we all make mistakes in the things we do, or forget to do, but the impact of these is often non-existent, minor or merely creates inconvenience. However, in healthcare there is always the chance that the consequences could be catastrophic. Understanding Human Factors helps E-zec Medical build better defences into our systems in order to prevent or reduce the likelihood of serious error resulting in harm to a patient by:

- Allowing us to understand why we make errors
- Improving our safety culture within teams and the organisation
- Enhancing teamwork and communication
- Identify "what went wrong"
- Helping us predict "what could go wrong" in the future
- Improving the design of the system/processes we work in

Opening the Door to Change (2018)

In December 2018, the Care Quality Commission (CQC) published a report entitled "Opening the Door to Change" which examines the issues that contribute to the occurrence of Never Events and wider patient safety incidents.

Human Factors 'Dirty Dozen'

The 'Dirty Dozen' refers to twelve of the most common factors that influence people to make mistakes and errors that can potentially lead to harm (Dupont, 1993)

All these can and must be addressed so that E-zec Medical are able to comply with our vision

"We want to grow our business by embracing change and innovation, maintaining and developing good working practices as well as placing the utmost priority on gaining the highest levels of customer satisfaction."

1. Communication

Poor teams and service user’s communication can result in safety concerns



2. Distraction

Workload that can include anything that prevents someone from concentrating on their job.



3. Lack of resources

A rise in demand that cannot be met because of insufficiency of staff, shortage of vehicles, or staff absences due to sickness.



4. Stress

Stress is a state of mental or emotional strain or tension resulting from adverse or demanding circumstances. COVID-19 has had an impact on stress related sickness nationally.



5. Complacency

Can be because a person has a feeling of quiet pleasure or security, often while unaware of some potential danger, defect, or the like; self-satisfaction or smug satisfaction can be dangerous.



6. Lack of teamwork

Poor teamwork can be a major drain on energy in a team. It tends to happen when individuals try to impose solutions to meet their own needs, which are often in conflict with the needs of the team.



7. Pressure

Personal pressure is the hardest to deal with because it doesn’t come from another person, who you can walk away from at any time, it comes from within you.



8. Situational awareness

Situational awareness can be defined simply as “knowing what is going on around us”



9. Lack of knowledge

Means not having the knowledge, information or training about something — most usually by reason of being uninstructed, untutored, untrained or uninformed or uneducated in the particular matter.



10. Fatigue

Extreme tiredness resulting from mental or physical exertion or illness.



11. Lack of assertiveness

A person who lacks assertiveness is characterised by various factors including lack of fluidity when speaking, more concerned about others than about themselves. - Feelings of inadequacy, anxiety and frustration.



12. Cultural Norms

These are normal ways of behaving that are considered normal in a particular society. The problem is that these might not have been to the correct standard so get encompassed as normal.



6 Patient Experience

As part of our monitoring of the patient experience E-zec Medical has continued to ask patients who use the service “What do you think of our service” via a simple questionnaire which included the friends and family test question. Of the responses received, 96.5% of patients stated that they were either extremely likely (76.3%) or likely (20.2%) to recommend our service. Service users were also asked about whether they arrived on time for their appointment, staff were polite, caring and considerate, and whether our vehicles were clean, tidy and comfortable.

Patient Experience										
How likely are you to recommend our service to friends and family if they need our service?										
Extremely	%	Likely	%	Unlikely	%	No	%	Don't Know	%	
148	69.81	48	22.64	4	1.89	9	4.25	3	1.42	212
231	90.59	21	8.24	2	0.78	1	0.39	0	0.00	255
457	99.35	0	0.00	1	0.22	0	0.00	2	0.43	460
141	75.00	38	20.21	5	2.66	3	1.60	1	0.53	188
0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
203	77.19	47	17.87	3	1.14	8	3.04	2	0.76	263
0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
194	39.03	244	49.09	16	3.22	39	7.85	4	0.80	497
0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
192	82.76	32	13.79	2	0.86	6	2.59	0	0.00	232
686	95.28	26	3.61	4	0.56	2	0.28	2	0.28	720
0	0.00	0	0.00	0	0.00	0	0.00	0	0.00	0
2252	79.66	456	16.13	37	1.31	68	2.41	14	0.50	2827

Patients were finally asked to score our service on a scale of 1 to 6, with 1 being unsatisfactory and 6 very satisfactory. 86% of respondents scored us as 5 or 6 for overall quality of service.

Our Non-Emergency Transport service (NETs) has continued to grow. During this Pandemic E-zec Medical has supported the A&E Ambulance Services in the South West (SWAST) and East of England (EEAST) transporting the lowest acuity patients to healthcare facilities where there is little or no clinical intervention required en-route. As a result, we were able to assist the 999 Ambulance Service to increase the availability of frontline crews to attend life threatening calls made to these services and ensure lower acuity patients receive transport within an agreed timeframe providing for a better patient experience.

Providing the best possible experience means getting the basics right, making sure our patients feel safe and cared for, that they have trust and confidence in the staff caring for them during their transport needs, and that they receive excellent quality of care in a clean and pleasant environment.

Involving patients, carers and their loved ones in all that we do has become an integral part of E-zec Medical's culture and everyday decision making and thinking. This ensures that where possible, our services are both relevant and responsive to local needs. E-zec Medical is committed to improving patient experience by using feedback to better understand the areas where it performs well and those areas where it needs to do better. Capturing service user and carer experiences and considering any learning resulting from experiences allows E-zec Medical to drive forward service improvements.

As well as our patient satisfaction experience survey there are a variety of established ways to gain feedback and seek patient opinion. This includes local and national surveys which are shared by the local CCG, PALS

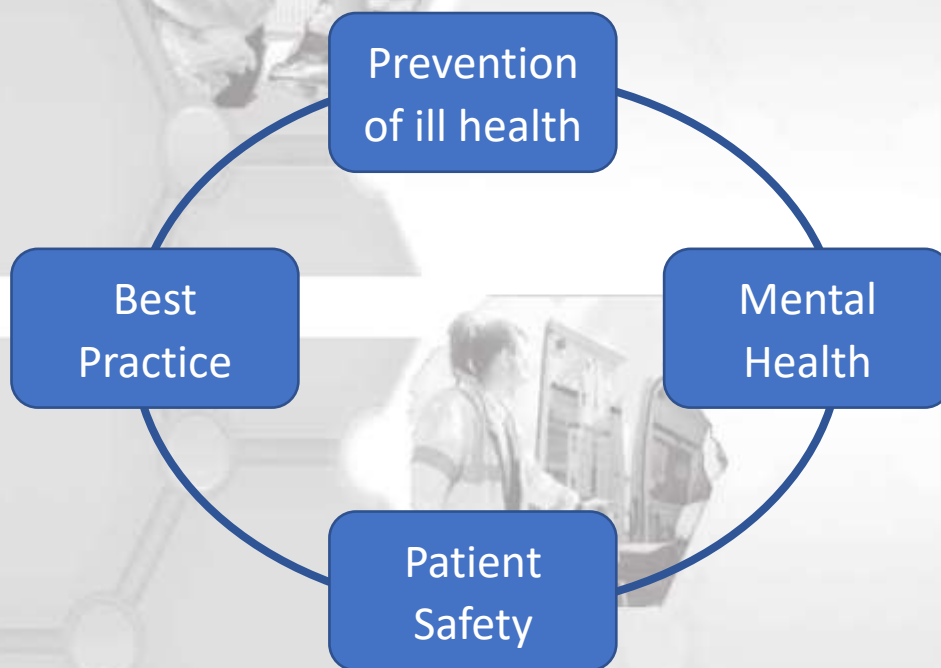
concerns, formal complaints, compliments and social media forums. In order to embrace a broad perspective, E-zec Medical actively listens to people from all parts of the community and equality and diversity is the golden thread woven throughout the patient and carer experience agenda. E-zec Medical are signed up to MECC – (Make Every Contact Count.)

Due to the range of services E-zec Medical provides, there is an immense wealth of knowledge that can be accessed from our patients, service users and staff to assist with E-zec Medical’s transformation plans and improvement agenda.

E-zec Medical knows that the experience of its patients is formed through every contact (MECC) they have with the organisation, from the call takers who helps them to book the correct transport, to the road staff who ensure their service requirements are met. That means every member of staff has a responsibility to help provide the kind of care that the patients should expect

Patient and Staff Safety Campaign

Quality and safety indicators programme in 2020-2021 E-zec Medical will continue to progress this work throughout 2021/22. The 2020/21 CQUIN schemes comprise indicators, aligned to 4 key areas



Best Practice

We are working extensively to integrate the Duty of Candour into the culture of the organisation. Quality & Compliance managers become the Liaison Officer and are allocated to each case to engage and support family members. Staff who are involved in Serious Incidents are also offered support through the process. This work will continue to be progressed and reported against as part of our commitment to our Safety pledge.

Mental health – Physical Wellness

E-zec Medical has an Employees Assistance programme in place



Home or Work Issues

We offer practical, impartial support on home or family issues such as relationships and elderly care, as well as financial and legal matters like dealing with debt, budgeting, and disputes



Challenging situations

We have employed qualified counsellors to help all our staff. This might be just by talking to them over the phone. There is always an offer of emotional support, short-term therapy or the counsellors can point them towards the right professional help.



Medical Concerns

We have experts to deal with medical concerns to reduce stress and anxiety.



Contact for Support

The employee assistance team and health care nurses are available 24/7, 365 days a year and the life management team 7 days a week
Monday – Friday 8am-8pm
Saturday 8am-4pm
Sunday 8:30 – 4pm
Contactable by phone or staff can ask for help on the online service



Developing a Dementia Strategy for E-zec Medical

We have reviewed the national ambulance guidance on dementia and we are developing and enforcing our Dementia Strategy through 2021 – 2022

We have 5 key aims within the strategy

1. Deliver person centred care that supports the patient living with dementia
2. Develop a skilled and effective workforce able to champion compassionate person-centred care and recognise the early signs of dementia
3. Modernise our approaches to communicating by seeking and acting on feedback from people living with dementia and their carers to improve the quality of service we provide.
4. To maintain and build on our commitment to be a dementia friendly organisation with environments and processes that cause no avoidable harm to patients living with dementia and results in the best possible experience
5. Develop effective partnerships with local agencies (health, social care, third sector) to improve care and outcomes



As a result, we have a comprehensive plan to improve the care we provide for patients and their carers, educate clinical staff and raise awareness through our dementia friend's commitment across E-zec Medical.

7 Governance and Patient Safety Incidents

Quality governance combines evidence-based care, professionalism, effective compliance and assurance to ensure that service users receive high quality care. This is achieved in partnership with service users, their friends and family, regulators, commissioners and experts by experience.



Quality Objectives

1. Integrate, quality governance and risk management into E-zec Medical's culture and everyday management practice.
2. Clearly define E-zec Medical's approach and commitment to quality governance.
3. Raise staff awareness, knowledge and skills.
4. Document responsibilities and a structure for delivering the quality agenda.
5. Ensure that the Managing Director and Board are provided with evidence that the quality agenda is being appropriately identified.



A SWOT (strengths, weaknesses, opportunities and threats) analysis has been undertaken to determine the implementation of the E-zec Medical Quality Governance Strategy.

S.W.O.T. Analyses

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Good links forged between management and operational staff, putting a patient centred service and quality service to the fore. 2. Clear governance structures and defined areas of responsibility and accountability. 3. The system meets the requirements for our contracts and E-zec Medical status. 	<ol style="list-style-type: none"> 1. Unknown gaps which will become obvious during the embedding processes.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Developing a clear understanding of the concepts of quality governance and its impact on the care delivered to the patient in the pre-hospital setting. 2. Increased culture of participation in both the training and also the quality agenda, i.e., participation in audit and CPD updates. 3. Culture change reducing the perceived view of 'something done TO rather than BY'. 4. Allow the opportunity for all grades of staff to become involved in the quality governance agenda. 5. Developmental opportunities for all grades of staff to become 'champions' of quality governance. 	<ol style="list-style-type: none"> 1. An operational pressure due to issues that are pandemic that can reduce the engagement of staff with any other areas of quality other than time targets. 2. Limited availability of resources. 3. The financial climate within the NHS and the necessity for CIPs could have the potential to compromise quality and clinical care due to lack of PPE etc.



9001 & 14001

E-zec Medical continues to comply with ISO 9001 and 14001:2015 during 2020/21 and certification remains in place until August 2021.

ISO 9001:2015 is a quality standard which was developed and published by the International Organisation for Standardization (ISO).

In 2011 E-zec Medical were awarded the ISO 9001:2015 certification. The standard is based on a number of quality management principles and has a strong customer focus to ensure our service users receive the highest standards of service. The ISO principles are embedded within E-zec Medical at all levels and the management team are highly motivated to continually improve its operational processes. We are internally and externally assessed annually against the Quality standard which ensures that our policies and operational processes are continually reviewed and improved upon.

ISO 14001:2015 was awarded to us in 2011 for implementing, maintaining and improving our environmental management systems which assists us to minimise our carbon footprint.

ISO 14001:2015 is an internationally accepted standard that assists organisations to put into place an effective Environmental Management System. The standard is designed to address the delicate balance between maintaining profitability and reducing a company's environmental impact.

The most important part of this process is the commitment of E-zec Medical to become more environmentally friendly. E-zec Medical recognises the importance of environmental protection and is committed to operating its business in compliance with all legal requirements relating to the provision of transport within the healthcare services.

As part of our on-going commitment to minimise our company's environmental impact E-zec Medical has established an Environmental Management System which supports the organisation's commitment to this important issue.

To achieve the ISO 14001:2015 Environmental Management System Award, E-zec Medical identified and recorded the environmental aspects and impacts of our activities and once identified, environmental objectives and measurable targets were set with time scales for their achievement. This was achieved in 2011 and all staff within the organisation are committed to maintaining the award and ensuring our organisation continues to be more environmentally friendly.

In December 2020 we were externally inspected for both ISO standards. Full passes were achieved in both inspections with no Non-conformances found. We were commended for operating both systems to an



ISO Objectives

Quality Objectives for ISO 9001 and 14001

1. Objectives should be measurable, consistent with the quality policy and relevant to service users' needs and service conformity.
2. The quality objectives should be communicated throughout E-zec medical and updated to ensure relevance to changing needs.



There were no reported clinical incidents that resulted in severe harm or death. There were 3 clinical incidents rated as moderate which were reported and investigated via our clinical governance processes.

E-zec Medical submits regular reports and KPIs to the Care Quality Commission and local Commissioners. Our Clinical Governance Committee meets quarterly throughout the year and monitors quality and effectiveness of care.

All patient safety, incidents are reported and managed on the RADAR risk platform. This allows E-zec Medical to ensure good governance by allowing us to digitise our own processes. This is managed by the dedicated Compliance and Quality teams.

E-zec Medicals Governance Committee and Board provide assurance, oversight and scrutiny on all matters relating to quality of care.



E-zec Medical has a clear duty to protect the health of the population for which it is commissioned to provide ambulance transport and the service we provide, therefore any incident, near miss and event reported is fully investigated.

Within E-zec Medical, Serious Incidents Requiring Investigation (SIRIs) are rare, but when they do occur, everyone within E-zec Medical ensures that we have systematic measures in place to respond to them. We understand that these measures must protect patients and ensure that robust investigations are carried out, which result in E-zec Medical learning from serious incidents to minimise the risk of the incident happening again. When an incident occurs, it is reported to all relevant bodies



CQC – as a Care Quality issue



CCG – Local safety committee etc.



Health and Safety (RIDDOR)



NHS Public Health England



Information Governance; - Data Protection

Safeguarding: E-zec Medical has a 24/7 hotline where staff can report any safeguarding concerns the telephone number is available on a key fob on every E-zec Medical vehicle.

New 'Event' can be raised on the 'Radar Healthcare' system, under the following categories:

- Complaints
- Compliments
- Transport issues
- Mental Health – Use of Physical Force and or Mechanical Restraint.
- Operations and HR concerns
- Environmental
- Business Continuity and EPRR
- Prevent
- Concerns

The Radar Healthcare system will automatically send a notification email to the relevant Operations Manager, CQC Registered Manager, Head of Quality and Compliance and relevant subject matter expert (SME) as soon as an incident has been raised.

E-zec Medical publishes monthly quality reports that are shared with the CCG by ‘Learning from Experience’ we are able to pick up a number of themes from Incidents.

In regards to “Being Honest and Open” we have worked extensively to integrate the Duty of Candour into the culture of the organisation, supporting patients and families. Currently we have ensured that over 92% of the investigation into incidents that have involved patient harm have been fed back directly to patients with apologise and explanations given.

Staff involved in Serious Incidents are offered support through the process including staff welfare, EAP and/or Occupational Health, evidencing our commitment to being supportive. E-zec Medical have also introduced the ability for staff to “positively report” instances where great care was given to help promote the importance of celebrating what we do well

Patient & Family involvement in investigating incidents – Patient Experience

Background on the proposed quality measure

- a. E-zec Medical is required to comply with the Duty of Candour regulation

Aims of the Quality Measure

- b. To improve compliance with the Duty of Candour requirements placed on E-zec Medical following severe harm being caused to a patient.

Initiatives

- c. Improved management and reporting of incidents within RADAR, enabling the identification of incidents meeting the Duty of Candour requirements.

How will we know if we have achieved the quality measure?

- d. Introduction of a process to monitor and report the number of incidents meeting the Duty of Candour requirements.
- e. Upward trajectory of compliance to the Duty of Candour requirements across the year, particularly with regard to timescales for informing patients that we have caused harm.

Infrastructure Requirements and associated costs (if any)

- f. Improvements to the RADAR System have already been costed in the Recovery Plan Implementation.

Serious incidents reportable under the NHS SUI Framework. [REDACTED]

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Cornwall	0	0	0	0	0	0	0	0	0	0	0	0
Bristol/ Somerset	0	0	0	0	0	0	0	0	0	1	0	0
Gloucester / Wiltshire	0	0	0	0	0	0	0	0	0	0	0	0
Hereford / Worcester	0	0	0	1	0	0	0	0	0	0	0	0
Essex	0	0	0	0	0	0	0	0	0	0	0	0

GY and Waveney and Suffolk	0	0	0	0	0	0	0	1	1	0	0	0	0
Staffordshire	0	0	0	0	0	0	0	0	0	0	0	0	0
Dorset	0	0	1	0	0	0	0	0	0	0	0	0	0

ID	Date raised	Risk description	Likelihood	Impact	Severity	Owner	Mitigating action	Contingent action	Progress on actions	Status
			Low	High	Amber					

Serious Incidents – Medium Risk

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Cornwall	0	0	0	0	0	0	0	0	0	0	0	0
Bristol/ Somerset	0	0	0	0	0	0	0	0	0	0	0	0
Gloucester / Wiltshire	0	0	0	0	0	0	0	0	0	0	0	0
Hereford / Worcester	0	0	0	0	0	0	0	0	0	0	0	0
Essex	0	0	0	0	0	0	0	0	0	0	0	0
GY and Waveney and Suffolk	0	0	1	0	0	0	0	0	2	0	0	0
Staffordshire	0	0	0	0	0	0	0	0	0	0	0	0
Dorset	0	0	0	0	0	0	0	0	0	0	0	0

ID	Date raised	Risk description	Likelihood	Impact	Severity	Owner	Mitigating action	Contingent action	Progress on actions	Status
			Low	High	Amber					

Serious Incidents – Low Risk/ Near Misses

	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Cornwall	0	0	0	0	0	0	0	0	0	0	0	0
Bristol/ Somerset	0	0	0	0	0	0	0	0	0	0	0	0
Gloucester / Wiltshire	0	0	0	0	0	0	0	0	0	0	0	0
Hereford / Worcester	0	0	0	0	0	0	0	0	0	0	0	0
Essex	0	0	0	0	0	0	0	0	0	0	0	0
GY and Waveney and Suffolk	0	0	0	0	0	0	0	0	0	0	0	0

Staffordshire	0	0	0	0	0	0	0	0	0	0	0	0	0
Dorset	0	0	0	0	0	0	0	0	0	0	1	0	0

ID	Date raised	Risk description	Likelihood	Impact	Severity	Owner	Mitigating action	Contingent action	Progress on actions	Status

E-zec Medical also submit its yearly Data Security and Protection Toolkit (DSPT) self-assessment which demonstrates its compliance against the National Data Guardian’s Standards for data security and protection in April 2021. (The date of submission has been pushed back nationally due to the COVID-19 Outbreak)

Progress

45 of 45 mandatory evidence items provided

40 of 40 assertions confirmed

Standards Met

8 Audits & Inspections

E-zec Medical completes compliance audits daily, weekly, monthly and annually as part of our comprehensive review, to ensure that E-zec Medical adheres to regulatory guidelines. Our audit reports evaluate the strength and thoroughness of E-zec Medical’s compliance arrangements. We review all policies and procedures* at the time of the audit to ensure that all our contracts are fully compliant. The auditor uses access controls to monitor our risk management procedures over the course of a compliance audit.

Audit Number - Version Number	Title of Audit/Scheduled Task	Audit or Scheduled Task?
PTS-COM-02	Quality Audit	Audit
PTS-COM-02B	Control Quality Audit	Audit
PTS-COM-02C	Call Takers And Handlers Audit	Scheduled Task
PTS-COM-03	Ambulance Compliance Check Sheet	Audit
PTS-COM-03A	HDU Ambulance Compliance Check Sheet	Audit
PTS-COM-04	Ambulance Base Compliance Check Sheet	Audit
PTS-FLT-02	In House Deep Cleaning Sheet	Audit (CHANGED FROM SCH TASK)
PTS-HS-03	COSHH Assessment Form	Scheduled Task
PTS-HS-09	Base Compliance	Audit (CHANGED FROM SCH TASK)
Security Cameras	Security Cameras	Scheduled Task
Information Screens	Information Screens	Scheduled Task
PTS-HS-16	Fire Snatch File Information Sheet	Scheduled Task
PTS-HS-06	Fire Evacuation Drill Form	Scheduled Task
PTS-HS-07	Fire Risk Assessment Form	Scheduled Task
PTS-HS-04	Daily and weekly checks	Audit (CHANGED FROM SCH TASK)

*All Policies and procedures are monitored on the E-zec Medical RADAR health care system.

Every staff member has a unique Radar login, that they will use for event reporting (incidents), audits, scheduled tasks RADAR provides all staff with access to E-zec documents such as Policies, Standard Operating Procedures and clinical governance bulletins.

Radar Analytics on Audits – SAMPLE.



Radar Analytics utilises innovations in Artificial Intelligence (AI) and machine learning to deliver business intelligence on all our data.

With machine learning technology, E-zec Medical can gain new insights from data that were previously unknown, hidden, or unreachable - all with a single click.

- AI-powered Exploration Paths enable deeper, guided exploration of our data and analysis so that E-zec Medical can action any transgressions.
- The analysis which includes Insight Miner will uncover previously hidden information

Radar Pulse uses machine learning on top of E-zec Medicals KPIs to keep us informed when something needs our attention.

- KPIs based on E-zec Medicals own managed thresholds
- We receive automatic alerts when anomalies are detected
- RADAR gives E-zec Medical alerts so that information and data can be instantly changed

9 Areas for Improvement and consolidation

E-zec have taken the opportunities presented in the last 18 months to drive forwards with our improvement plans. We have multiple streams, which have take large strides in innovation, quality, consistency and providing opportunities. We recognise that over the coming year, this provides an opportunity to solidify, and embed the changes already made.

Clinical Safety

This remains and absolute priority for us, and always will – continuing to be tenacious, and never complacent about opportunities to improve patient safety. This includes all elements of the human factors section above, as well as the systems we use to support continual improvement in this domain. Clinical safety remains the culmination of multiple other areas, with each contributing to net improvements.

This year, we are focussing on ‘making it easy’ to identify opportunities, record, and act on them. We’re doing this by maximising the use we get out of our technological solutions (those we’ve been using for a long time, such as Cleric, GRS and our Hub, and those we’ve more recently invested in – Radar, e-LFH, SurveyMonkey, and our own E-zec Staff ‘App’). By doing this, we take every opportunity, and remove barriers to reporting for all staff. We’re also making it much easier for patients and service users to provide us with feedback and make suggestions. We’re optimistic that this technological suite of well-fitting and integrated systems will provide much more visibility, and facilitate educated focuses for improvement activities.

Safety improvements often highlight further opportunities, and so these will be actioned throughout the year.

In 2020-21 E-zec appointed a Medical Director, to add additional scrutiny and oversight to our patient safety agenda – this role highlights our focus into 2021-22 to consolidate and build on the gains we are making organisationally.

Regulatory proactivity

Whilst we have always taken an approach that regulators could visit unannounced, and that our services need to be performing at a consistently high standard, we have recognised that it is possible for standards to be missed, and SLAs to struggle – particularly at times of exceptional pressure (such as Covid related). We have not shied away from inspections, or recommendations as a result of them, and have built a system over 2020-21 for being ‘always prepared’. In 2021-22 we’re consolidating our systems for regular internal inspections, with a ready-made system for sharing any inspection outcomes across our services to ensure a ‘levelling up’ approach. These internal inspections look at all of the areas that should be scrutinised by regulators, as well as any areas that may represent ‘hot topics’, nationally or locally.

These fit with our diarised (and automated) governance systems put in place with Radar, ensuring that compliance, and preparedness are not an afterthought, but in a constant state of being safe and reliable.

Fleet

Over 2021-22 we are trialling some new innovations throughout our fleet, which include enhanced tracking and CCTV, fault reporting, part and maintenance systems, as well as a vehicle refresh schedule. Throughout 2020-21 both Covid and Brexit have presented difficulties through a lack of availability of parts for some of our vehicles.

We have also carefully watched vehicle occupancy issues during the Covid pandemic, and the impact that this has had on our SLAs due to increased numbers of journeys. We will be looking at the opportunities to improve

comfort and safety, whilst following Covid and occupancy requirements over 2021-22, these will all be taken into consideration when replacement vehicles are required as they approach their natural lifecycle.

We're actively exploring the possibility of hybrid, or electric vehicles, and whilst this area remains an aspirational target for 2021-22, we are keen to be progressively sustainable as technology, availability and useability align.

Recruitment, Retention and Staff Wellbeing and Engagement

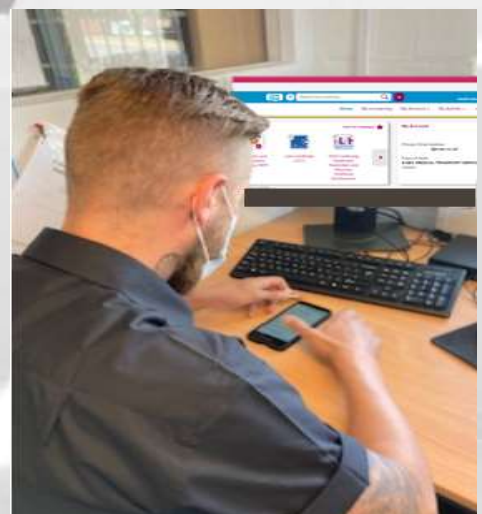
Engaging with employees, seeking their views and acting upon the results shows E-zec Medical values our staff and increases the likelihood of people remaining with the organisation. While high levels of staff engagement do not always equate to low levels of turnover, there is a significantly increased chance of retaining staff in our organisation. Staff engagement can also have other benefits such as improved staff motivation and productivity.

By supporting staff to lead healthy lives and make choices that support their physical and mental wellbeing, we can ensure they are well at work and can continue to deliver quality and effective care for patients. Health and wellbeing is important for all staff. Looking after our staff will help us continue to retain them. The latest NHS annual survey found that almost 40 per cent of staff reported feeling unwell as a result of work-related stress over the past 12 months. There is no one-size fits-all approach to health and wellbeing and individual's needs and focus may change, so to retain staff in the longer term, taking a strategic and flexible approach will enable E-zec Medical to support more staff.

Training

In 2020-21 we have launched a new training program, for our NEPTS staff – which is longer, and more comprehensive, and have begun to offer this training to non-E-zec individuals, including apprentices and volunteers. We will be building on this offering throughout 2021-22, both in content, and frequency of courses. Having signed up to the apprenticeship levy, we're also supporting our own staff to develop new skills, and support them to progress through the organisation. To support the practical aspect of the training courses we are consolidating E-learning: Effective from 1st April 2021 the business will be moving away from the HUB for training purposes and will be using 'e-learning for healthcare' (e-lfh). Therefore, as of 1st April employees will no longer be required to complete HUB courses. This platform will be familiar to the majority of employees as the HUB does currently take you to e-lfh for some courses.

E-lfh offer a wide variety of courses specifically designed for those who work in healthcare. The courses are kept up to date and the reporting function for this provider will ensure the business can accurately report on all e-learning. E-lfh provides courses for a variety of roles within health care which means we can now improve the training that our non-road-based employees will receive going forward.



We regard all of the above areas to be key, SMART objectives for us over the coming year, both for improvements, maintaining and consolidating the benefits of change, and identifying opportunities. We have many initiatives that we are constantly evaluating and instigating, and although the above list is non-exhaustive, it provides our key focus areas for the coming year, much of which is already significantly progressed.

10 Care Quality Commission – CQC Inspection

E-zec Medical have an internal audit schedule to support CQC regulatory compliance in-line with the CQC Independent Ambulance Inspection Framework. This not only provides the E-zec Board of our current compliance status, but also acts as a learning and improvement tool for our registered locations.

Through 2020-2021 E-zec underwent 1 unannounced inspection of our Hereford satellite locations (Blackpole, Kidderminster and Redditch) with focus on the Safe and Well-led domains and 3 short notice inspections of our Dorset, Gloucester / Lydney and Cornwall locations also focusing on Safe and Well-led domains.

There was broad and extensive learning from the Hereford report with numerous actions for compliance improvement. These have all been formally managed to completion by the local management team and verified by the E-zec board.

The CQC have adapted and developed their methods by using a transitional approach to monitoring services. This focuses on safety, how effectively a service is led and how easily people can access the service. All E-zec's registered managers have participated and completed Transition Monitoring calls as part of this new approach.

E-zec Medical recognise the CQC 'Contemporary Safeguarding in Ambulance Services' document. This highlighted the improvements we may need to undertake. This can be achieved by getting staff on-boarding, engaging with new sub-contractors (3rd party providers) and by encouraging staff to develop further and report sexual safety concerns via our confidential Radar event reporting. A new Sexual Safety policy has been created and communicated to our staff.

11 COVID-19 Response and Infection Prevention and Control

During 2020/2021, E-zec Medical has responded positively to many challenges, not least the COVID-19 crisis where we are proud to have supported the NHS to deliver a balanced and excellent service user transport system by supporting the NHS 999 Ambulance Services within our contracts.

The Board would like to recognise the tremendous contribution of all staff and volunteers across all our contracts enabling us to continue in our quest to be a truly exceptional organisation.

Many conversations took place regarding assisting the 999 Service and our involvement allowed the 999 Service to continue to provide an effective emergency service throughout the Covid-19 pandemic.

2020/21 saw us having to plan for the COVID-19 pandemic. All clinical HDU staff underwent FIT testing for the wearing of masks and updated their training on the use of personal protective equipment.



Improvements were made in relation to the health and wellbeing of staff, we saw a decreasing number of staff feeling the organisation had not taken positive steps to improve their health and wellbeing.

Several health and wellbeing initiatives were implemented during the Covid-19 pandemic and will continue beyond. Initiatives include investments made in the psychological support available to staff, as well as improvements to staff facilities, such as staff rooms and facilities at all of the E-zec Medical sites.

Dr Alex Smallwood E-zec Medical's Clinical Director on one of his podcasts explained more about stress, and why stress occurs, whilst also giving some fantastic tips and guidance around managing our own stress.



Some staff had to work in new ways including working from home, they proved flexible and effective service by rising to this challenge.

E-zec Medical was concerned to find that the virus has a disproportionate effect on Black, Asian and Minority Ethnic (BAME) groups and we have put in place a number of measures to ensure our BAME colleagues and service users are kept as safe as possible. We particularly encouraged BAME staff to take up a risk assessment, in which existing health conditions are discussed and working and travel arrangements are considered.

We are clear there are some patients who must be seen face-to-face to support their treatment and recovery in the community, so they require effective and safe transport to their appointments, all staff and services users wore PPE, if a service user could not wear a face mask a face shield was provided, our staff have done a tremendous job to make sure this has happened.

E-zec Medical has played a key role throughout the pandemic by transforming transport requests and have responded to the significant challenges that continue to be presented by the COVID-19 pressures. We have been quick to adapt, supporting both the urgent and non-urgent sectors. We aimed to assist the care facilities to accelerate their discharge waiting times by improving our own service.

Digital enablement



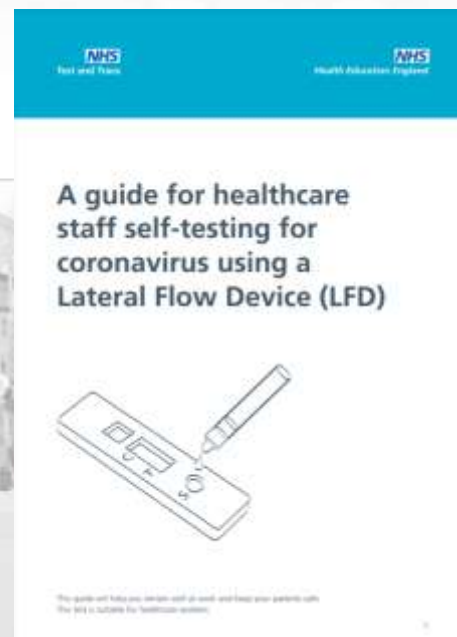
Since the onset of COVID-19, the IT team worked to improve resilience and supporting more agile working. They accelerated the use of new technologies including Microsoft Teams and Zoom and server capacity was increased to try and help support the larger demand for remote access. Additional laptops were sourced, and staff worked to introduce new COVID dashboards.

Lateral Flow Testing

E-zec Medical has robust policies and procedures in operation to ensure the safety of patients, staff and the public, in line with national COVID-19 guidance. We have a number of controls in place to ensure staff attending work are fit to be here. All staff are aware of the symptoms of COVID-19 and are instructed not to attend work if they develop any of these and to get tested. We run an internal test and trace process in liaison with Public Health England, with oversight from our Infection Prevention and Control team, to ensure any staff who have had close contact with another staff member that tests positive is excluded from work.

We currently have no COVID-19 outbreaks within any of our operational sites, and this is a position we have maintained for some months now.

Twice weekly lateral flow testing is in place for all E-zec staff not just patient-facing staff, in line with the national guidance.



Patient facing staff are trained in the selection and wearing of appropriate PPE for their patients, and we follow standard infection prevention and control procedures during care delivery.

Vaccination programmes have been rolled out to patient facing staff in line with the national plan for priority groups.

Where we are required to attend for planned care, such as non-emergency Patient Transport Service (PTS), we have advised staff of the requirements in the new national guidance and the expectation that staff will need to provide evidence of a recent negative test result, or to be tested prior to entry to the care home.

It is important to be aware that lateral flow testing is not mandatory for NHS staff in the existing national guidance for NHS trusts and we are therefore working with our staff to ensure that they are fully sighted on the increased level of expectation in the new care home guidance.

We have communicated this new guidance not only to our PTS and HDU staff but also volunteers and subcontractors. Where a member of staff is not able to provide evidence of a negative test result within the last 72 hours (the current NHS guidance to staff is for self-testing twice a week), staff are aware that they would routinely need to complete a test at the care home prior to entry.

For some patients, however, such as those attending hospital for renal dialysis or other time-critical appointments, a 35-minute delay due to the LFT process could lead them to miss their vital appointment. In these circumstances, and in light of the other significant control measures in operation in E-zec Medical's ambulance service, we hope that care homes will work flexibly with our staff, to take a pragmatic risk-based approach to allowing entry to the home in line with current guidance.

Where appropriate, care homes may also consider bringing patients to the entrance upon arrival of the ambulance. This will help to support the smooth implementation of what is quite a complex change in guidance and avoid unnecessary delays and disruption to patient care. We will closely monitor the impact of this change in guidance, and will continue to work with our system partners, as we have throughout the pandemic, to support the safety and quality of patient care.

How to Provide Feedback on the Account - This important document sets out how we continue to improve the quality of the services we provide.

Your Views on Quality

We welcome your views and suggestions on our Quality Priorities for 2020/21 set out in Account.

We welcome feedback at any time on our Quality Account.

This can be sent to:

E-zec Medical Transport
Terminal Building
Redhill Aerodrome
Kings Mill Lane
Redhill
Surrey
RH1 5YP.

Tel: 01737 822782
Email: info@e-zec.co.uk

Or online:

Details available
<https://e-zec.co.uk/contact-us/>



Statement from NHS Bath and North East Somerset, Swindon and Wiltshire Clinical Commissioning Group on the E-Zec Medical 2020/21 Quality Account

NHS Bath and North East Somerset, Swindon and Wiltshire Clinical Commissioning Group (CCG) welcome the opportunity to review and comment on the E-Zec Medical Quality Account for 2020/21. This Quality Account is presented in the format required by NHS Improvement 2020/21 presentation guidance. The CCG acknowledge that this is a Quality Account for all services held by E-Zec Medical not just BSW CCG. The CCG supports the identified quality priorities for 2021/22.

The CCG would like to thank E-Zec for their contribution to the Covid-19 pandemic response by ensuring robust PPE use to keep our patients safe. The CCG welcome E-Zec's development of a Dementia Strategy with a comprehensive plan to improve the care provided to patients. The CCG also note the Patient and Staff Safety Campaign and the integration of Duty of Candour principles into everyday practice.

E-Zec continue to take steps to learn from patient safety incidents and ensure that incidents have been robustly investigated with improvements made following the investigations. BSW CCG note there have been no reported serious incidents for the Gloucestershire, Swindon, Bath and North East Somerset or Wiltshire contract. Work has continued with regards to the Radar Healthcare reporting system, and we look forward to this new data stream informing the future contractually required reports.

The CCG would like to acknowledge the patient engagement online survey results which details that 76.3% of respondents extremely likely to recommend E-Zec to friends and family. We look forward to this continuing into the future.

With regards to the areas for improvement and consolidation, the CCG note the defined Quality objectives to integrate quality governance and risk management into E-zec's culture with documented responsibilities and an improved governance structure to deliver the quality agenda. BSW CCG look forward to working with E-Zec with their quality objectives, taking note of the requirements of the Patient Safety Strategy.

BSW CCG is committed to continued collaborative working, and looks forward to working with the provider on the ongoing program of quality improvement work

Yours sincerely



Gill May
Director of Nursing and Quality

