

PILOT SCHEME ARRANGEMENTS

This SOG shows how dynamic deployment could work throughout the Trust. It is recognised that currently there are three very different deployment arrangements in operation across this organisation. To enable the Trust to move towards a harmonised dynamic deployment plan, a pilot scheme has been proposed which will run until 31st March 2009.

This will enable the various working practices to be revised in line with these new proposals in a managed way and with as little detriment to the working conditions of staff and service provision as is possible. All parts of this SOG will apply during this pilot scheme. Areas that are identified by using data analysis as being suitable as Dynamic Activation Points need to be trialled for their practical suitability especially where more than one appropriate site exists in close proximity to another.

In looking to locate Dynamic Activation Points, local staff, managers and HEOC will work in partnership to identify suitable locations for inclusion in the trial. Whilst looking to determine where a Dynamic Activation Point should be established, it may be necessary, during the pilot scheme, to position vehicles at sites that do not comply fully with the requirements outlined in Section 9. It may also be necessary to use a similar system in the future when potential new sites are identified.

In these circumstances, especially where there are no facilities, sites should only be used when safe to do so. After attending a call, staff using a trial Dynamic Activation Point should be afforded the opportunity to go to an appropriate location for supplies, cleaning, toilets etc

Variations to the Dynamic Activation Point site criteria list may be agreed locally between staff and management. These variations should be recorded and reported to the appropriate Locality Partnership Forum.

The pilot scheme will involve both singleton and double crewed vehicles although this may change in the future as the Trust moves more towards the 'singleton front end model'.

During the period of "live" operation we would invite comment/feedback from all parties involved as it will be subject to regular reviews throughout its implementation, culminating in a comprehensive review at the end of the trial period.

The review of feedback will be carried out in partnership by a representative from operational management, Human Resources and staffside on behalf of the Staff Partnership Forum

(Review of pilot scheme March 2009)

This SOG should be read in conjunction with all current related policies and guidance which at the time of writing would include: Lone Worker Policy and the Minimising Delays in Emergency Responses SOG (SOG Reference 1). Other related documents would include: Locally Agreed AfC Meal Break Agreement, Lease Car Policy and the Trust's Major Incident Plan and Escalation Plan.

1. AIM

- 1.1 The East of England Ambulance Service NHS Trust is required to reach 75% of all life threatening emergencies within 8 minutes. This target is now measured from the time the Trust receives the call to arrival on scene.
- 1.2 It is recognised that clinical audit and patient outcomes are desirable methods for measuring the overall effectiveness of the service, the speed in which the first shock is administered at a cardiac arrest, or the call to needle time for thrombolytic therapy of MI patients, are both good examples of the importance that response times play in the clinical outcome for patients.
- 1.3 The public expectation is that we will deliver a professional, effective and timely service. It has been shown that when asked, the public's number one priority is that they receive a quick response. Being one of the most rural Trusts in England this is a tough challenge.
- 1.4 The aim of Dynamic Deployment is to improve patient care and response times through the placement of resources in areas of predicted high demand. This SOG sets out how Dynamic Deployment will operate in the Trust.
- 1.5 **Dynamic deployment is about the pre-positioning of resources. It is not the activation or mobilisation of resources to calls.** In simple terms, it is about where you are going to work from during the course of your shift.
- 1.6 The Trust has, and will, identify the locations to pre-position its resources, i.e. locate its stations, response posts, dynamic activation points and temporary holding areas, based on the analysis of historical data to predict future patterns of demand. Demand profiles are therefore analysed by geographical areas and resources matched wherever possible to the predicted demand. This demand will fluctuate depending on time of day, day of the week and seasonal variations within the year.

2. SCOPE

- 2.1 This SOG applies to the following operational groups:
 - Operational Frontline Staff and Managers;
 - Health and Emergency Operations Centre (HEOC) Staff and Managers;
 - Any other on-duty response resource.
- 2.2 This SOG applies to the deployment of the above groups/individuals on a regional, East of England wide basis. A reference list of risk-assessed stations, response

posts, dynamic activation points which meet the criteria set out in this SOG can be found on the Trust's intranet site and will be regularly updated (these are referred to as Approved Sites – see Section 5 below). The responsibility for ensuring that the list of risk-assessed sites rests with the relevant General Manager who will provide the Head of Information details of any changes for updating on the intranet.

3. THE SYSTEM STATUS PLAN (SSP)

- 3.1 The System Status Plan is the Dynamic Deployment of resources to pre-determined locations to meet the changing patterns of demand placed upon the Trust at any given time.
- 3.2 The SSP allocates the location and priority of ambulance stations, response posts and dynamic activation points based on the analysis of historical data to predict future patterns of emergency activity so that emergency resources are positioned correctly and are ready to be deployed rapidly.

4. DYNAMIC DEPLOYMENT

- 4.1 Dynamic deployment is about the pre-positioning of resources. In simple terms, it is about where you are going to work from during the course of your shift which could be any of the Trust approved sites (subject to the principles outlined below).
- 4.2 Dynamic Deployment operates seven days a week. Resources are expected to be ready to be deployed 10 minutes after the on-duty time of the shift or return of the vehicle under normal circumstances. Therefore after this time, unless you have contacted HEOC to advise them of any additional time required, you may be deployed to an appropriate approved site or Category C calls.
- 4.3 For those resources that operate from a designated dynamic activation point, these should self-mobilise without instruction to their designated dynamic activation point within 10 minutes of the commencement of their shift or return of the vehicle.
- 4.4 As resources become available they will be assigned to the next appropriate highest priority location or allocated to a call. If one geographical area is significantly busier than its neighbour there will be some transfer of resources to help cover the workload.

5. APPROVED SITES

- 5.1 In order for a location to become an approved site the following process will take place:
 - Need for site identified;
 - Potential locations identified;
 - Local discussion/site visit by management and staff-side;
 - Risk assessments undertaken and assessment of the ability to meet the relevant Site Criteria and Facilities List;
 - Site locally agreed and signed off at Locality Partnership Forum;
 - Where agreement has not been reached at Locality Partnership Forum level the matter will be referred to the Staff Partnership Forum for consideration.

- 5.2 It is recognised that some current sites do not meet the new standard of site criteria as outlined in this document and its supporting appendices. It is the intention of the Trust to bring every existing site up to this new standard where this is practically possible. This process will be managed through the Locality Partnership Forums.
- 5.3 All new sites will be expected to meet the new standards; however variations from these criteria, if locally agreed in conjunction with the Locality Partnership Forum, will be considered.
- 5.4 The agreed Site Criteria and Facilities Lists can be found under the following Appendices:
- Response Posts – Appendix 1
 - Dynamic activation points – Appendix 2
- 5.5 There is currently no Site Criteria and Facilities List for the variety of stations/depots that exist throughout the Trust. It is assumed that all current stations/depots meet at least the minimum standards required for resources to use them 24/7. It is the Trust's intention to create a list of minimum expected criteria for stations/depots. Staff who have any concerns should raise them through normal local line management channels.
- 5.6 Other Trust Buildings which do not meet the minimum criteria and facilities required for a Response Post will be used on the same basis as a dynamic activation point.
- 5.7 Temporary "holding areas" will be located anywhere and are likely to be devoid of facilities. These would only be used in exceptional circumstances as indicated in Section 10.
- 5.8 The Trust's Approved Site List can be found on the Trust's intranet site under Operations – A&E – Performance – Dynamic Deployment

6. STATIONS/DEPOTS

- 6.1 Deployment to any stations/depots across the Trust will occur on a 24/7 basis.
- 6.2 Deployment to stations/depots applies to all A&E resources.
- 6.3 There is no time limit on the length of deployment at stations/depots.
- 6.4 Deployment to work from a station/depot other than your base station will not occur in the last 30 minutes of a shift. Decisions about deployment towards the end of the shift will also take into account the requirements of point 6.5 below.
- 6.5 Resources that are deployed at another station/depot or those that are 'green' or become 'green' will be returned to their base station/depot at a time which enables them to arrive 15 minutes before the shift end unless they are assigned to an emergency call en-route.
- 6.6 Access codes and any special instructions required to ensure access to stations/depots must be issued at the time of deployment by HEOC.
- 6.7 All staff are required to treat Trust premises and the facilities provided with respect.

7. RESPONSE POSTS

- 7.1 Deployment to any response post across the Trust will occur on a 24/7 basis unless restrictions apply as identified on the Approved Site List.
- 7.2 Deployment to any response post applies to all A&E resources.
- 7.3 There is no time limit on the length of deployment at response posts.
- 7.4 Deployment to work from a response post will not occur in the last 30 minutes of a shift. Decisions about deployment towards the end of the shift will also take into account the requirements of point 7.5 below.
- 7.5 Resources that are deployed at a response post or those that are 'green' or become 'green' will be returned to their base station/depot at a time which enables them to arrive 15 minutes before the shift end unless they are assigned to an emergency call en-route.
- 7.6 The Site Criteria and Facilities List for response posts can be found in Appendix 1
- 7.7 Access codes and any special instructions required to ensure access at response posts must be issued at the time of deployment by HEOC.
- 7.8 All staff are required to treat response posts and the facilities provided at them with respect.

8. OTHER TRUST BUILDINGS

- 8.1 Deployment to other Trust buildings will occur on a 24/7 basis if they meet the criteria for either Stations/Depots or Response Posts (Appendix 1) unless restrictions apply as identified on the Approved Site List.
- 8.2 Deployment to any other Trust building applies to all A&E resources.
- 8.3 There is no time limit on the length of deployment at other Trust buildings.
- 8.4 Deployment to work from another Trust building will not occur in the last 30 minutes of a shift. Decisions about deployment towards the end of the shift will also take into account the requirements of point 8.5 below.
- 8.5 Resources that are deployed at another Trust building or those that are 'green' or become 'green' will be returned to their base station/depot at a time which enables them to arrive 15 minutes before the shift end unless they are assigned to an emergency call en-route.
- 8.6 Access codes and any special instructions required to ensure access to other Trust buildings must be issued at the time of deployment by HEOC.
- 8.7 All staff are required to treat Trust premises and the facilities provided with respect.

9. DYNAMIC ACTIVATION POINT

- 9.1 Dynamic Activation Points are locations which have been identified as being ones which will have a direct affect on our ability to respond to calls in a shorter time period than would otherwise have been achieved.
- 9.2 Deployment to any agreed dynamic activation point across the Trust will occur between the hours of 0600 – 0200 the following day (or for those hours at which it meets the agreed criteria) unless other restrictions apply as identified on the Approved Site List.
- 9.3 Deployment at Dynamic Activation Points applies to all A/E resources.
- 9.4 During the pilot scheme, deployment at dynamic activation points will be limited to 45 minutes from time of arrival at activation point. Resources having spent 45 minutes at a dynamic activation point are entitled to request via HEOC to be moved to a response post, station/depot or alternative agreed location. Deployment to dynamic activation points will be rotated wherever possible when resources are available to do so.
- 9.5 Deployment to work from a dynamic activation point will not occur in the last 30 minutes of a shift. Decisions about deployment towards the end of the shift will also take into account the requirements of point 9.6 below.
- 9.6 Resources that are deployed at a dynamic activation point or those that are 'green' or become 'green' will be returned to their base station/depot at a time which enables them to arrive 15 minutes before the shift end unless they are assigned to an emergency call en-route.
- 9.7 The Site Criteria and Facilities List for Dynamic Activation Points can be found in Appendix 2
- 9.8 Access codes and any special instructions required to ensure access at dynamic activation points posts must be issued at the time of deployment by HEOC.
- 9.9 All staff are required to treat Dynamic Activation Points and the facilities provided at them with respect.

10. TEMPORARY "HOLDING AREAS"

- 10.1 It will not be normal practice to deploy resources to temporary "holding areas". It will only occur in the following circumstances:
 - Unexpected peaks in demand (as instructed by Gold Command in accordance with the Trust's Escalation Plan);
 - Major incident or major incident standby;
 - Large scale and/or multi-casualty incidents or events;
 - Severe adverse weather (i.e. floods and high winds);
 - Major disruption to road networks or infrastructure;
 - Any other unforeseen or extraordinary circumstances as determined by Gold Command.
- 10.2 Deployment to temporary "holding areas" applies to all and any resources being utilised by the Trust to potentially meet the needs and requirements at this time.

- 10.3 There is no time limit on the length of deployment at temporary holding areas however, as these areas may be devoid of all facilities, the necessity to remain at the temporary holding area will be reviewed on a 45 minute basis. On occasions where the resources are not utilised within that 45 minute period they can request via HEOC to be moved to a response post, station/depot or alternative agreed location.
- 10.4 Deployment to a temporary “holding area” could happen at any time during a shift however every effort will be made to avoid this occurring within the last 30 minutes of the shift. Where deployment is unavoidable, due to the seriousness of the situation or the potential consequences of not deploying the resource, arrangements will be made to ensure the off-going crew is replaced at the earliest opportunity.
- 10.5 When deployed to a temporary holding area, the crew must find the nearest safe location within a close proximity to the area they have been requested to attend. Once safely located they must report their exact location to HEOC.

11. MONITORING of APPROVED SITES and TEMPORARY “HOLDING AREAS”

- 11.1 Monitoring of the effectiveness of Trust Approved Sites against performance requirements will be undertaken by the Locality Partnership Forums and/or the Staff Partnership Forum where the need to do so is identified.
- 11.2 Any use of temporary “holding areas” will be subject to monitoring by the Staff Partnership Forum.

Response Post Site Criteria and Facilities List

RESPONSE POST SITE CRITERIA:

Detail req.	Verify by	Input/sign off by:	✓	X
Correct location based on historical data? Call Connect Rapid mobilisation (45 seconds – See Delays in Mobilisation SOG)	System Status Plan. Active Software. Local Managers.	- General Manager HEOC - Local Manager - Staff representative		
Free and safe access/Egress from site.	Inspection of site.	- Local Manager, - Staff representative		
Free Traffic flow /possible congestion? NB: Times of day may vary eg schools/factories etc.	Inspection of site.	- Local Manager - Staff representative		
Security/vandalism?	Inspection of site/area local knowledge.	- Logistics Manager - Local Manager - Staff representative - Local Security Mgt Specialist		
Security needs: - Pushbutton, manually coded door lock - Window locks (lockable handles) - Window bars (if insecure location unavoidable) - External lighting (photocell controlled with 15/20 watt 2d fitting, lighting over door/steps for safety/illuminate lock, lighting around vehicle area.	Site inspection and/or estate procurement.	- Staff representative - Local Manager - Logistics Manager - Estates Manager - Local Security Mgt. Specialist		
Off road parking for Ambulance and a car immediately adjacent to Response Post accommodation.	Site inspection and sign off. Define requirement (i.e. DSA/car or both).	- Staff representative - Local Manager - Logistics Manager		
General access/egress as close as possible to main thoroughfare.	Site inspection and sign off.	- Staff representative - Local Manager - Logistics Manager		
No adverse terrain/slopes to negotiate in poor weather (eg snow) or poor light.	Site inspection and sign off including Action list (ie markings).	- Staff representative - Local Manager - Logistics Manager		
Installation of external shoreline facility located in a secure box, with dispensing reel. IP67 rated – safety cut-off feature – 3 second lapse.	Fleet Manager and Estates Manager to supply.	- Staff representative - Fleet Manager - Estates Manager - Logistics Manager		
Crew Accommodation Crew room	Site inspection and sign-off:	- Staff representative - Local Manager		

Room size – to accommodate up to 4 staff (2 Lazyboy chairs, 2 upright chairs and table) Rec. min 4m x 4m (NB: observers).		- Logistics Manager - Estates Manager		
Toilet: Male and female with hand basin. NB: A shared facility is acceptable provided it has door lock and requirements for female staff E.g., sanibins. Extraction, if required.	Site inspection and sign off. Estates procurement, as required.	- Staff representative - Local Manager - Logistics Manager - Estates Manager		
Sanitary disposal arrangement.	Site inspection and sign off.	- Estates Manager - Logistics Manager		
Kitchen/diner Sink/worktop/drainage. Power supply for microwave, fridge, kettle, toaster. NB: No cooker req. Min room rec. size 3m x 3m	Site inspection and sign off. Estates installation/procurement, as required.	- Staff representative - Local Manager - Logistics Manager - Estates Manager		
Internal lighting to domestic standards (low energy bulbs where practicable).	Site inspection and sign off. Estates/installation/procurement, as required.	- Staff representative - Local Manager - Logistics Manager - Estates Manager		
Heating: Panelled radiator ideally, electric or gas. NB: to consider requirement for landlords certificate of safety for any independent boiler. CO ² detector, if necessary. Gas installation (Corgi certificated).	Site inspection and sign off. Estates installation/procurement, as required.	- Staff representative - Local Manager - Logistics Manager - Estates Manager		
Ventilator/Extraction Crew room – natural. Toilet – mechanical, if required. Kitchen/diner – natural.	Site inspection and sign off. Estates installation/procurement, as required.	- Staff representative - Local Manager - Logistics Manager - Estates Manager		
Floor covering Crew area – carpet, ideally Flotex-type if Trust fit. Toilet/kitchen: lino/vinyl.	Site inspection and sign off. Estates/installation/procurement, as required.	- Staff representative - Local Manager - Logistics Manager - Estates Manager		
Communications PC installation/networked Mobile phone BT line – Incoming calls only.	Site inspection and sign off. IT/C installation, as required. Rapid “shutdown” facility required.	- Staff representative - IT/C Dept. rep. - Distribution Manager - Local Manager - Estates Manager		
TV Aerial	Site inspection and sign off. Estates installation, as required.			
Fire Risk Assessment and Inspection	Site inspection preview against regs and best practice.	- Estates Manager - Logistics Manager		
Fire Extinguishers Smoke detection Signage	Site inspection and sign off.	- Estates Manager - Logistics Manager		

Co-sharing: Confirm partnership with “partner” is agreed and acceptable to Trust/partner.	Site review, peer meetings and sign off.	- Staff representative - Local Manager - Estates Manager - Partner organisation		
For Facilities requirements, see list below.				

NB: Sign off/input may (or may not) require physical presence on site in every instance, but all listed should ensure that they obtain sufficient information by whatever means to authoritatively sign-off each area. Ideally, all will inspect the site/requirement.

If a specific technical, health and safety or risk issue is identified, the Risk Advisor should be consulted and a risk assessment completed.

RESPONSE POST FACILITIES LIST:

ITEM	NUMBER PER SITE
COMFORT	
TV and DVD (combined or separate) based on best price (TV-20” with Teletext and DVD)	1
Entertainment unit (for TV/DVD)	1
CD/radio/cassette (Sony)	1
2 small tables (coffee type)	2
Easy Chairs (Lazy boy) (black)	2
Dining Table (Beech) (for 2)	1
Dining chair (Beech)	2
TV Licence	1
Clock (wall)	1
Standard lamp (low energy bulb)	1
COOKING	
Microwave (with grill)	1
Four slice toaster	1
Kettle (Fast boil)	1
Microwave cookware	1 set
Cutlery (disposable)	
Dinner plate (disposable)	
Insulated cups (disposable)	
Kitchen set (5 piece): 40 litre swing-top bin, dish drainer, cutlery tray, sink tray, square bowl	1 set
Bread knife (serrated)	1
Paring knife	1
Larder fridge (standard)	1
Kitchen cabinet (wall) or sink base unit	1
Can opener (not electric)	1
Chopping board	1
CLEANING	
Basic Dyson upright vacuum cleaner (+ tools)	1
Dustpan/brush	1
Broom/handle	1
Hard surface wipes (tub)	1
Soap Dispenser/soap	1
Kimberley Clark Towel Roll (kitchen/toilet)	1
Paper towel rolls (for above) (kitchen/toilet)	2
Black bin liners	1 roll (50)

Mop/bucket (Ambulance)	1
Acticlor solution	1
Mop/bucket (kitchen)	1
COMMUNICATION	
Notice Board (Nobo) 600mm x 1200mm	1
Drywipe Memo Board (A3) including Drywipe marker	1
PC – screen – keyboard - mouse	1
OTHER	
Shoreline charging facilities (as Safety spec)	
Infection Control kit	
Detergent	
Salt (winter)	
Fan	1
No smoking signs	All premises
Fire Extinguishers (type)	Site specific
Water cooler (off mains)	1
Laminated order list (logistics)	
CONSUMABLES	
Tea	
Coffee	
UHT/coffee creamer	
Sugar	

If any item on the above list is broken, non-functioning or missing, please report it to a Duty Operations Manager who will decide as to whether the post can be continued to be used and arrange for the necessary repair or replacement of the item concerned.

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Dynamic Activation Point Site Criteria and Facilities List

DYNAMIC ACTIVATION POINT SITE CRITERIA:

Detail req.	Verify by	Input/sign off by:	✓	X
Correct location based on historical data? Call Connect Rapid mobilisation (35 secs – see Delays in Mobilisation SOG)	System Status Plan. Active Software. Local Managers.	- General Manager HEOC - Local Manager - Staff representative		
Free and safe access/Egress from site.	Inspection of site.	- Local Manager, - Staff representative		
Free Traffic flow /possible congestion? NB: Times of day may vary eg schools/factories etc.	Inspection of site.	- Local Manager - Staff representative		
Security/vandalism?	Inspection of site/area local knowledge. Site Owner.	- Logistics Manager - Local Manager - Staff representative - Local Security Mgt. Specialist (Trust premises) or Site Owner (Non Trust premises).		
Security needs: Lighting around vehicle area. Non Trust sites to be staffed during operating times.	Site inspection and/or estate procurement. Site Owner.	- Staff representative - Local Manager - Logistics Manager - Estates Manager - Local Security Mgt. Specialist (Trust premises) or Site Owner (Non Trust premises).		
Off road parking.	Site inspection and sign off. Site Owner.	- Staff representative - Local Manager - Logistics Manager - Site Owner (Non Trust premises).		
General access/egress as close as possible to main thoroughfare.	Site inspection and sign off. Site Owner.	- Staff representative - Local Manager - Logistics Manager - Site Owner (Non Trust premises).		
No adverse terrain/slopes to negotiate in poor weather (eg snow) or poor light.	Site inspection and sign off including Action list (ie markings). Site Owner.	- Staff representative - Local Manager - Logistics Manager		
Toilet: Male and female with hand basin. NB: A shared facility is acceptable	Site inspection and sign off. Estates procurement, as required.	- Staff representative - Local Manager - Logistics Manager		

provided it has door lock and requirements for female staff.	Site Owner.	- Estates Manager - Site Owner (Non Trust premises).		
Communications Adequate radio and mobile phone signal	Site inspection and sign off. Site Owner.	- Staff representative - General Manager HEOC - Local Manager - Site Owner (Non Trust premises).		
Fire Risk Assessment and Inspection	Site inspection preview against regs and best practice. Site Owner.	- Estates Manager - Logistics Manager - Site Owner (Non Trust premises).		
Co-sharing: Confirm partnership with "partner" is agreed and acceptable to Trust/partner.	Site review, peer meetings and sign off. Site Owner.	- Staff representative - Local Manager - Estates Manager - Site Owner (Non Trust premises).		
Special Arrangements Site Owner requirements and consideration to neighbouring properties, e.g.: - Designated parking space (if available). - Acceptability of use of telephone/radio.	Site review, peer meetings and sign off. Site Owner.	- Staff representative - Local Manager - Estates Manager - Site Owner (Non Trust premises).		
For Facilities requirements, see list below.				

NB: Sign off/input may (or may not) require physical presence on site in every instance, but all listed should ensure that they obtain sufficient information by whatever means to authoritatively sign-off each area. Ideally, all will inspect the site/requirement.

If a specific technical, health and safety or risk issue be identified, the Risk Advisor should be consulted and a risk assessment completed.

DYNAMIC ACTIVATION POINT FACILITIES LIST:

ITEM	NUMBER PER SITE
COOKING	
Adequate tea/coffee making facilities.	
CONSUMABLES	
Access to drinking water	
Tea	
Coffee	
UHT/coffee creamer	
Sugar	