

19-21 Broad Street | St Helier  
Jersey | JE2 3RR

Deputy Catherine Curtis  
Chair, Children, Education and Home Affairs Scrutiny Panel

**BY EMAIL**

7 October 2022

Dear Chair,

**States of Jersey Ambulance Service**

Thank you for your letter of 28 September 2022, regarding the States of Jersey Ambulance Service (SoJAS). Please find below responses to the questions raised within that letter. I hope this assists the Panel in their understanding.

**1. Have there been staff shortages at SoJAS during the last six months?**

**i. If yes, please could you confirm whether this affected any particular role or aspect of the service and, where possible, share any relevant data relating to staffing numbers with the Panel.**

I can confirm there have been staff shortages within the period you reference, further details as requested are as follows:

- 1 management role, due to a long-term absence, backfilled with a fixed term contract.
- A number of roles (best shown as shifts as in the table below) in the Frontline Emergency Service, (Ambulance Paramedics and Technicians) due to the reasons highlighted in section ii. Covered through bank staff, agency, officers, overtime, or an alternate skill mix.
- Intermediary crew due to a trial of a new Emergency Care Assistant role, backfilled by bank staff.

The below chart shows the total number of frontline emergency service shifts affected in six months (1<sup>st</sup> April to 30<sup>th</sup> September 2022).

**ii. If yes, please could you confirm the reasons for the staff shortages?**

There are a range of reasons including

- Long term absence
- Parental Leave (increase in allocation adopted by the GoJ)
- Vacancies
- Sickness
- Annual leave
- HR Process

Query	Total shifts	Dates of Affected Shifts	Notes
The following Frontline Day Shifts Ran below 6 Staff	11	11 May (5), 16 July (5), 2 August (5), 12 August (5), 18 August (5), 31 August (5), 16 September (4), 18 September (4), 20 September (5),	Additional cover provided by Officers
The following Frontline Night Shifts Ran below 4 Staff	1	4 September (3)	4th position covered by Senior Officer
There was no LAP on the Following LAP D shifts	3	10 August, 12 August, 22 August	Covered by other officers
There was no LAP on the Following LAP N shifts	7	10 April, 4 August, 6 August, 12 August, 14 August, 4 September, 5 September	Covered by Senior Duty Officer
There was no LAP on the Following LAP On Call shifts	11	5 August, 7 August, 13 August, 15 August, 5 September	Covered by Senior Duty Officer
D Shifts on these dates had an Intermediary Care Team member as part of the 6 Frontline Staff, replacing either a Paramedic or Technician	17	12 April, 13 April, 23 April, 17 May, 25 May, 6 July, 14 July, 15 July, 29 July, 6 August, 9 August, 11 August, 17 August, 6 September, 15 September, 20 September, 22nd September	
D Shifts on these dates had an Intermediary Care Team member on duty that took Frontline Staffing ABOVE	11	11 April, 17 May, 25 May, 6 July, 14 July, 15 July, 24 July, 10 August, 27 August,	
N Shifts on these dates had an Intermediary Care Team member as part of the 4 Frontline Staff, replacing either a Paramedic or Technician	18	4 April, 14 April, 3 May, 4 May, 7 June, 15 June, 16 June, 17 June, 18 June, 6 July, 2 August, 23 August, 26 August, 27 August, 28 August, 4 September, 16 September, 23 September,	
N Shifts on these dates had an Intermediary Care Team member on duty that took Frontline Staffing ABOVE the required 4	4	17 July, 4 August, 12 August, 13 August,	

## 2. Is there a risk of staff shortages at SoJAS in future?

Yes, potentially, though we are recruiting agency Paramedics to cover current absences and will have three in place before the end of the month. Recruitment to vacancies is underway.

Investment is included in the proposed Government Plan 2023 to increase staff and non-staff resources within the Ambulance Service, and if approved by the States Assembly, this will increase the number of staff available on each shift.

Further mitigation is underway in the form of an external Demand and Capacity Review. Ambulance data is currently being analysed to help future planning, enabling us to match capacity to demand. The work is well underway with the final report due in December, and this will help shape future service provision.

## 3. Please could you explain how short staffing impacts the operations of the SoJAS and how these impacts are mitigated?

The impacts can lead to a reduction in the number of crews available at a given time, or changes to the skill mix of the crew. Where a shortage occurs, every effort is made to fill the gap using agency staff, bank staff, overtime, or with officers filling in at times. In addition to operational crews, there is an officer in a response car and a senior officer on call. Though rare, if necessary, we will approach voluntary agencies locally to provide cover. On rare occasions the senior officer on call has provided cover on a shift, handing over the on call to another member of the team. The Fire and Rescue Service also provide additional driver cover and act as emergency first responders when required.

**4. Please could you provide information about the SoJAS staff 'overtime' policy and advise how often staff are required to work periods of overtime?**

The SoJAS overtime policy falls within the Workforce Modernisation agreement and can consist of time off in lieu, or the appropriate rate of overtime agreed in advance. All overtime is approved through the Operational Management structure. Options to cover shortfalls includes the use of any available qualified office staff, shift swaps if suitable and the use of TOIL/overtime. If we are unable to fill a position, this is risk assessed by operational managers and further mitigation put in place.

The following chart shows overtime in hours, used to cover shift shortages in the last six months across all three areas of the Ambulance Service; Frontline Emergency Service, Intermediary Crew and Patient Transport Services.

Row Labels	April			May			June			July			August			September			Grand Total		
	April Total			May Total			June Total			July Total			August Total			September Total					
	OT 1.0	OT 1.5	OT 2.0	OT 1.0	OT 1.5	OT 2.0	OT 1.5	OT 2.0	OT 1.5	OT 2.0	OT 1.5	OT 2.0	OT 1.5	OT 2.0	OT 1.0	OT 1.5	OT 2.0				
Ambulance Care Assistant	55.90	31.00		86.90	20.00	31.75	51.75	43.75		43.75	46.25		46.25	39.00		39.00	6.00	33.00	39.00	306.65	
Intermediary Care Assistant		18.93		18.93		13.00	13.00	25.33	2.00	27.33	34.00	10.00	44.00	100.92		100.92	52.17	0.50	52.67	256.85	
Ambulance Technician	46.00	27.25		73.25		33.92	40.92	74.83	130.25	30.25	160.50	49.25	6.42	55.67	68.25	32.58	190.83	71.75	262.58	727.67	
Emergency Care Assistant														5.00		5.00		63.67	63.67	68.67	
Leading Paramedic			10.50	10.50		12.25		12.25	53.83	10.00	63.83	16.75	5.50	22.25	28.50	5.50	34.00	13.00	10.00	23.00	165.83
Paramedic		24.75	17.17	41.92	12.17	21.08	23.42	56.67	51.08	33.67	84.75	33.88	12.42	46.30	89.53	30.58	120.12	61.00	52.50	113.50	463.25
<b>Grand Total</b>	<b>55.90</b>	<b>120.68</b>	<b>54.92</b>	<b>231.50</b>	<b>32.17</b>	<b>112.00</b>	<b>64.33</b>	<b>208.50</b>	<b>304.25</b>	<b>75.92</b>	<b>380.17</b>	<b>180.13</b>	<b>34.33</b>	<b>214.47</b>	<b>331.20</b>	<b>68.67</b>	<b>399.87</b>	<b>6.00</b>	<b>413.67</b>	<b>134.75</b>	<b>1988.92</b>

This shows that the number of shifts in total by Service area per month average.

- Emergency Frontline Service 16.5 shifts per month.
- Intermediary crew 5.3 shifts per month.
- Patient Transport Service 6.3 shifts per month.
- Leading Paramedics 2.7 shifts per month.

Staffing numbers for each of those areas.

- 32 Frontline staff
- 7 Intermediary staff
- 8.6 Patient Transport staff
- 5 Leading Paramedics

**5. Are you able to share any data about the number and category of calls, and subsequent response times of SoJAS, during the previous six months?**

The attached document shows the category of call and response times, these have changed as of the 4<sup>th</sup> October 2022 following the implementation of the Ambulance Response Programme (ARP).

ARP is aimed at ensuring an ambulance is available for the most critical of calls as often as possible, holding crews back from lower severity incidents which have been deemed through extensive UK studies involving Cumbria University, not to require an ambulance immediately.

Using average response times is a fairer representation of ambulance response performance as it is not possible to get to all calls within a set time, without extensive over resourcing. The change in reporting affects the response categories and the time at which the clock start for recording response times starts. Therefore, this data will not be comparable to future reports. Please note that October data is incomplete.

Yours sincerely

A handwritten signature in blue ink that reads "Helen Miles". The signature is written in a cursive style with a blue dot above the 'i' in Miles.

**Deputy Helen Miles  
Minister for Home Affairs**

**Encl.**

Attached document: Ambulance statistics 2022 (updated 3<sup>rd</sup> October 2022)

