



Our reference : SPF/03

Date: 14 March 2016

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## APPENDIX I

### BRIEFING PAPER EEAST RECRUITMENT PLAN 2016-2017 FINANCIAL YEAR

In addition to the most recent Executive Update (9<sup>th</sup> March 2016), the Trust Board have at it's meeting on the 8<sup>th</sup> March 2016, and on the recommendation of the TDA, considered whether or not the current high levels of student abstraction to support the ongoing Student Ambulance Paramedic (SAP) programme should be discontinued. While doing so may deliver short term capacity benefits, the longer term impact would be catastrophic. Therefore, the Trust Board and the Executive Team do not support this approach.

We are working with Health Education England (HEE) and the Higher Education Institutes (HEI) to review the structure of the current programme and in doing so, ameliorate the impact of some of the associated pressures. However, this work will not be sufficient to safe guard the current SAP programme which means that other steps need to be considered to replace the lost capacity.

In this regard, the Executive Team have explored a number of areas. In relation to increasing capacity, we have agreed to accelerate the work to establish a Clinical Hub and prepare for the gradual implementation of a revised operating model. At this stage it remains to be seen whether the business cases we have submitted to our CCG colleagues for consideration will be supported. However, given the time lag involved, we need to take the steps we can achieve now.

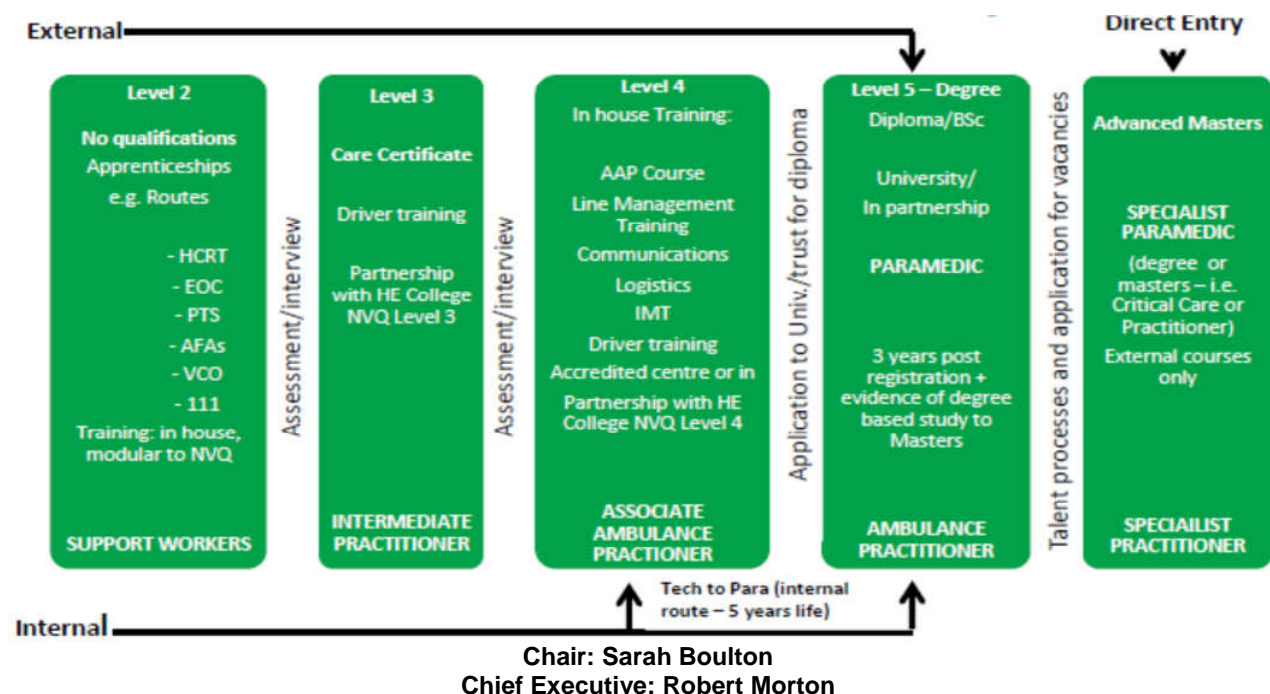
The structure of the workforce model needed to support our proposed operating model will be as follows:

- **Specialist Practitioners (Emergency Care) (Band 6):** These will be paramedics with core additional assessment and treatment skills, but will have additional specialist modules for their specific area of work providing intensive care to the small minority of patients whom need this level of intervention. This will be supported by education at post graduate level. Core activities will involve deployment as part of an integrated regional network involving EEAST and Air Ambulance partners.
- **Specialist Practitioners (Urgent Care) (Band 6):** These will be paramedics with core additional assessment and treatment skills, but will have additional specialist modules for their specific area of work such as Hear and Treat (and Refer), See and Treat (and Refer) and rotational/secondment opportunities as and when available, e.g. GP OOH. This will be supported by education at post graduate level. Core activities will involve deployment across Clinical Hub and Response roles. Existing ECPs will need to go through some development to facilitate deployment to support Clinical Hub and Response activities.

- **Ambulance Practitioners (Band 5):** This will be the base line for paramedic skills underpinned by BSc level modules of care. As part of the transition, and similar to the nursing profession, there will be supported grandfather rights for those individuals who have diplomas or qualified by experience through the previous models of training and education. This level of expertise will be a pre-requisite for becoming a Specialist Practitioner. These paramedics will have specific area of work such as Hear and Treat (and Refer), See and Treat (and Refer) and rotational/secondment opportunities as and when available, e.g. 111. Core activities will involve deployment across Clinical Hub and Response roles.
- **Associate Ambulance Practitioner (Band 4):** This staff group will be the key clinical support to the Ambulance Practitioner in relation to the highest acuity 999 calls and will be the lead clinician in relation to the majority of middle to lower 999 calls. Training will be a mixture of in-house and higher education to NVQ level 4. Core activities will involve deployment across DSA and ITV Response roles. This role is similar to the existing Emergency Medical Technician (EMT) role and it will have no impact on existing EMTs who will continue to have opportunities to develop.
- **Intermediate Practitioner (Band 3):** Trained in-house with the support of an NVQ at level 3, these staff will be a key support to clinicians at the Associate Ambulance Practitioner level with expertise in logistics, driving and emergency care. These colleagues, along with an Associate Ambulance Practitioner who has successfully completed the programme, but not any subsequent portfolio, will staff a new Intermediate Care Tier. Additionally this role will also support the Associate Ambulance Practitioner roles while working on Emergency vehicles responding to middle to lower acuity 999 calls as well as ensuring that there is a continuous supply of candidates in development to progress to Associate Ambulance Practitioner and beyond.
- **Apprenticeships:** This will be an entry level on the ambulance career progression ladder and will see these members of staff working across a number of areas of the service, in emergency, non-emergency, call centre and support functions. It will offer more opportunities to all parts of the community we serve to join the ambulance service.

**N.B.: The above approach does not impact on the current Banding Agreement**

Progression through this workforce model will be supported by the Trust’s new clinical career structure which will be for the most part a competitive process with the number of opportunities determined by organisational need for each role.



Pending finalisation of discussions with our CCGs and bearing in mind the need to increase our emergency response capacity and begin the development of our Intermediate Care Tier, the Trust will be prioritising immediate recruitment of candidates to undertake the Associate Ambulance Practitioner programme (Band 4). In this context, the range and priority of recruitment and development activities that we aspire to undertake (subject to CCG support) can be described as follows:

- Upskill 50-60 paramedics to specialist paramedics per year for the next three years with selection for the first group of 20-30 to start in June 2016 with a view to course kick off in October 2016
- Commence immediate recruitment of up to 150 candidates to undertake the Associate Ambulance Practitioner (AAP) programme (Band 4 level).
- Recruit up to 200 student paramedics over the 2016/2017 year with a view to transitioning to the BSc programme in 2017/2018 in line with Health Education England expectations.
- Recruit up to 100 graduate paramedics in total during 2016/2017
- Once backfill capacity begins to develop, we will support up to 100 existing ACAs/ECAs/HCRT to progress onto the Intermediate Practitioner/Associate Ambulance Practitioner pathway
- In order to safe guard PTS service delivery provision and ensure there is sufficient capacity to release any ACAs whom are successful in securing a place on the Intermediate Practitioner programme (Band 3 Level), we will recruit staff to backfill colleagues who go onto this pathway.
- Recruit up to 150 candidates to undertake the Intermediate Practitioner (IP) programme (Band 3 Level). Whilst all candidates will be expected to be capable of progressing along the career pathway, if workforce planning requirements dictate, 50% of those recruited will be expected to progress, within 12 months of successful completion, on to the Associate Ambulance Practitioner (AAP) (Band 4 Level). This process will ensure that there is a steady supply of candidates in development to progress along the career pathway.

**END APPENDIX I**