



London Ambulance Service **NHS**
NHS Trust

The London Ambulance Service NHS Trust

NWL JOINT HEALTH OVERVIEW & SCRUTINY COMMITTEE

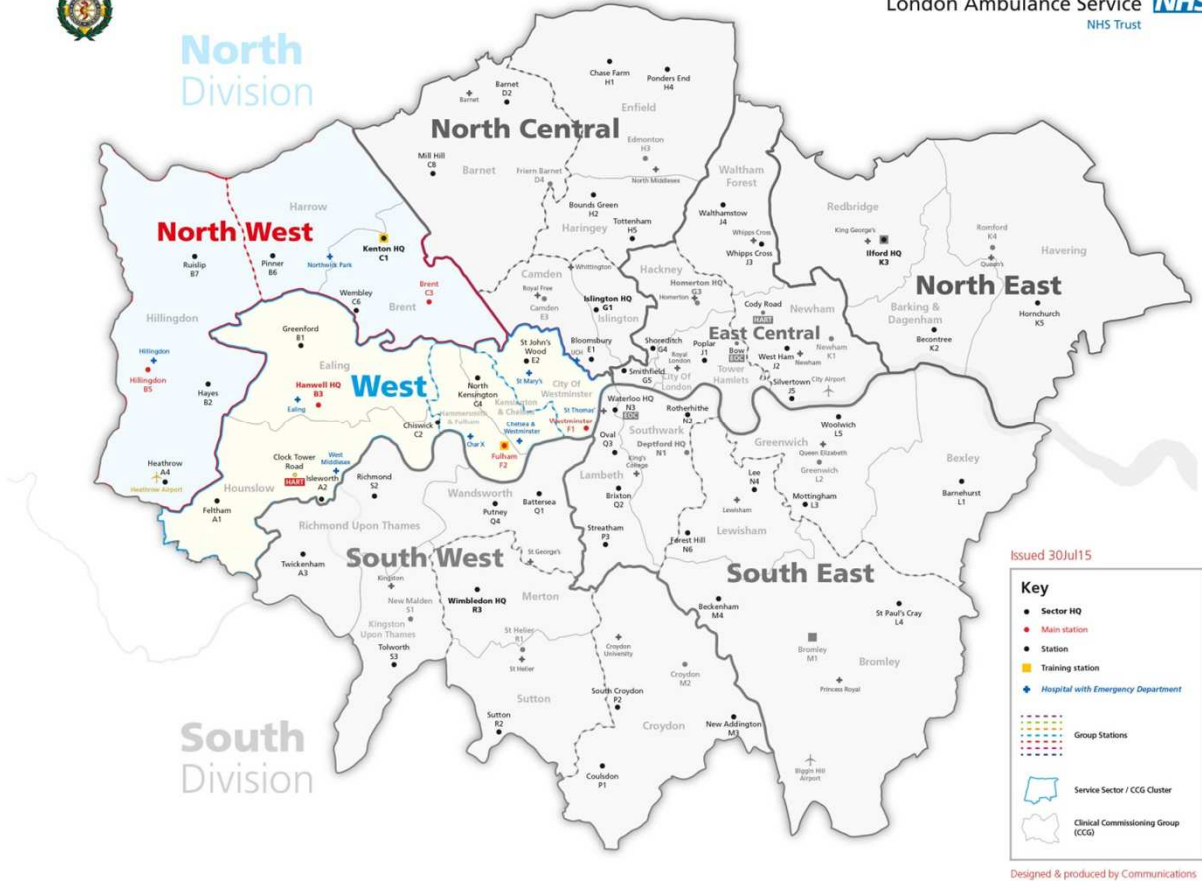
14th October 2015



London Ambulance Service - West & Northwest Sectors



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Our purpose

The London Ambulance Service (LAS) is here to care for people in London: saving lives; providing care; and making sure they get the help they need.

Our values

In everything we do, we will provide:

Care: Helping people when they need us; treating people with compassion, dignity and respect; having pride in our work and our organisation.

Clinical excellence: Giving our patients the best possible care; leading and sharing best clinical practice; using staff and patient feedback and experience to improve our care.

Commitment: Setting high standards and delivering against them; supporting our staff to grow, develop and thrive; Learning and growing to deliver continual improvement.



The Service today

- Demand for our services increase year on year. In 2014/15 we received over 1.7m requests.
- Our operating budget is £316m
- 5,000 staff, 71 per cent are frontline
- Frontline staff work out of 70 ambulance stations
- Service transformation, including a management restructure of our frontline
- Retention has been challenging with opportunities for paramedics in and outside the NHS have increased dramatically
- Focus on international and national recruitment drives

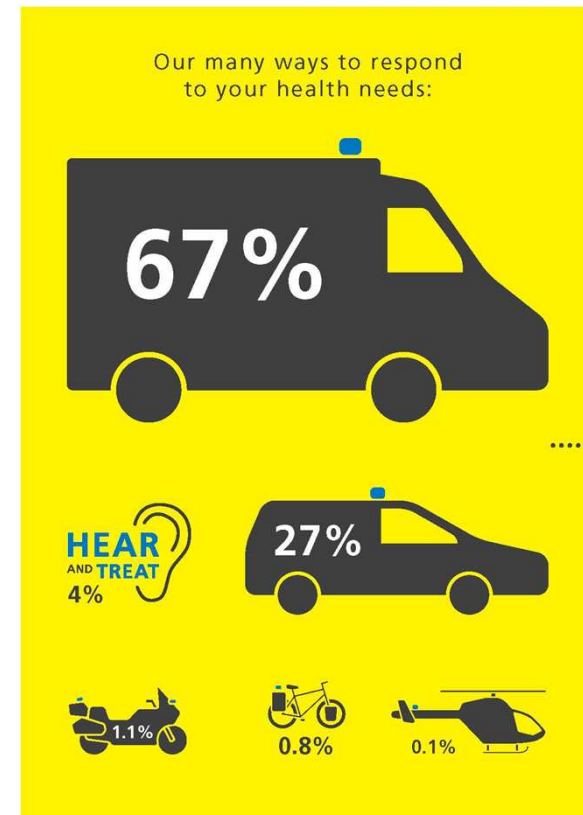


How we care for the capital

Our major service areas:

- Call taking and clinical triage
- Hear and treat services
- 999 emergency and urgent care response – delivered using traditional and innovative means e.g. Cycle Response Unit
- Intelligent conveyance
- 111 Services
- Emergency Preparedness Resilience and Response (EPRR)

Emergency services across the world regularly visit us to learn how we operate in the capital city and how we have innovated



CQUINs 2015/16

The contract includes nine CQUIN (Commissioning for Quality and Innovation) schemes. CQUINs are a contractual requirement for NHS providers and offer a financial incentive to innovative development of services to continually improve how care is delivered.

The CQUIN schemes for this year are:

- Improving reporting and use of patient information
- Promoting use of appropriate care pathways (ACPs)
- Sepsis management
- Development of clinical team leaders (CTLs)
- Improvement of mental health outcomes
- Dementia and delirium
- Frequent calling patients
- Health care professional (HCP) line pilot
- Reducing unnecessary conveyances to A&E



Our reports

We produce a suite of reports as a requirement of the commissioning contract, which include:

- Performance dashboard
- CCG Pack
- GP Report
- Care and nursing homes report
- Referral pathways report
- Safeguarding Report
- SI Report
- Quality Dashboard
- Emergency Bed Service (EBS)

Performance Dashboard				
	Target	Monthly Trajectory	Current Month Performance	YTD Current YTD Trajectory Performance
Red 1 Performance (8 minutes)	75%		64.0%	75%
Red 2 Performance (8 minutes)	75%		64.0%	75%
Cat A Performance (19 minutes)	95%		92.0%	95%
Green 1 Performance (20 minutes)	90%		53.2%	90%
Green 2 Performance (40 minutes)	90%		76.2%	90%
Green 2 Performance (30 minutes)	90%		51.7%	90%
Green 2 Performance (60 minutes)	90%		73.4%	90%
Green 3 Performance (60 minutes)	90%		70.0%	90%
Green 3 Performance (90 minutes)	90%		82.4%	90%
Green 4 Performance (60 minutes)	90%		53.3%	90%
Green 4 Performance (120 minutes)	90%		79.3%	90%

NHS Havering CCG
 London Ambulance Service NHS Trust

Monthly Performance

NHS Havering CCG June 2015

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LAS Incidents to Care / Nursing home Locations				By Month	
CCG Name	Incidents	Covered	Covered %	Apr 15	May 15
11 NHS Barking and Dagenham CCG	157	150	95.5%	52	53
1 NHS Brentford CCG	355	345	97.2%	189	182
8 NHS Bromley CCG	397	387	97.2%	181	184
11 NHS Brent CCG	241	239	99.2%	97	97
6 NHS Bexley CCG	448	442	98.7%	207	195
29 NHS Camden CCG	113	80	70.8%	49	28
00 NHS Central London (Westminster) CCG	105	92	87.6%	53	52
12 NHS City and Hackney CCG	41	32	78.0%	15	8
7 NHS Croydon CCG	498	478	95.8%	289	189
5 NHS Ealing CCG	427	364	85.2%	181	137
3 NHS Enfield CCG	450	390	86.7%	208	153
10 NHS Greenwich CCG	306	244	79.7%	100	104
26 NHS Hammersmith and Fulham CCG	139	121	87.1%	56	31
22 NHS Haringey CCG	118	114	96.6%	42	31
19 NHS Harrow CCG	203	178	87.7%	75	62
6 NHS Havering CCG	462	346	74.9%	183	168
9 NHS Hillingdon CCG	313	249	79.5%	103	103
24 NHS Hounslow CCG	141	130	92.2%	68	57
23 NHS Islington CCG	142	126	88.7%	55	52
18 NHS Kingston CCG	205	183	89.3%	85	57
16 NHS Lambeth CCG	210	174	82.9%	64	64
21 NHS Lewisham CCG	199	180	90.5%	72	56
20 NHS Merton CCG	196	172	87.8%	61	60
28 NHS Newham CCG	122	100	82.0%	43	34
7 NHS Redbridge CCG	387	346	89.4%	190	135
17 NHS Richmond CCG	206	185	90.0%	76	71
15 NHS Southwark CCG	195	187	95.9%	84	81
12 NHS Sutton CCG	277	238	86.0%	94	90
20 NHS Tower Hamlets CCG	139	127	91.4%	52	61
13 NHS Waltham Forest CCG	248	230	92.8%	83	84
14 NHS Wandsworth CCG	248	214	86.3%	108	67
11 NHS West London (Kensington and Chelsea, Qui)	97	80	82.6%	38	39
Grand Total	657	609	92.7%	281	251



Our financial challenges

- NHS nationally has major financial challenges
- This year – our financial position is stressed
- Our income is dependent on performance
- Until we have the right number of people on the road, we are spending money on private ambulances and overtime
- Make sure we get value for money. Take care of equipment and vehicles



Our three major challenges

Staffing

- We know we need to improve the morale of our staff as well as increasing staff numbers.

Demand

- We know there are ever increasing demands on our service and we will need to continue to find new and innovative ways of manage demand.

Culture

- We know we need to change the culture and management style of the organisation which is evidenced by staff feedback and external surveys.



A better place to work.....

- Filtering calls - more Hear and Treat than ever before
- Recruitment – all frontline vacancies filled (bar five per cent for overtime) and 500 band six senior paramedics
- Launch of LAS Academy
- Clinical Team leaders 50/50
- Continuing with VIP Awards
- Seasonal alcohol campaign with the Met Police and LFB

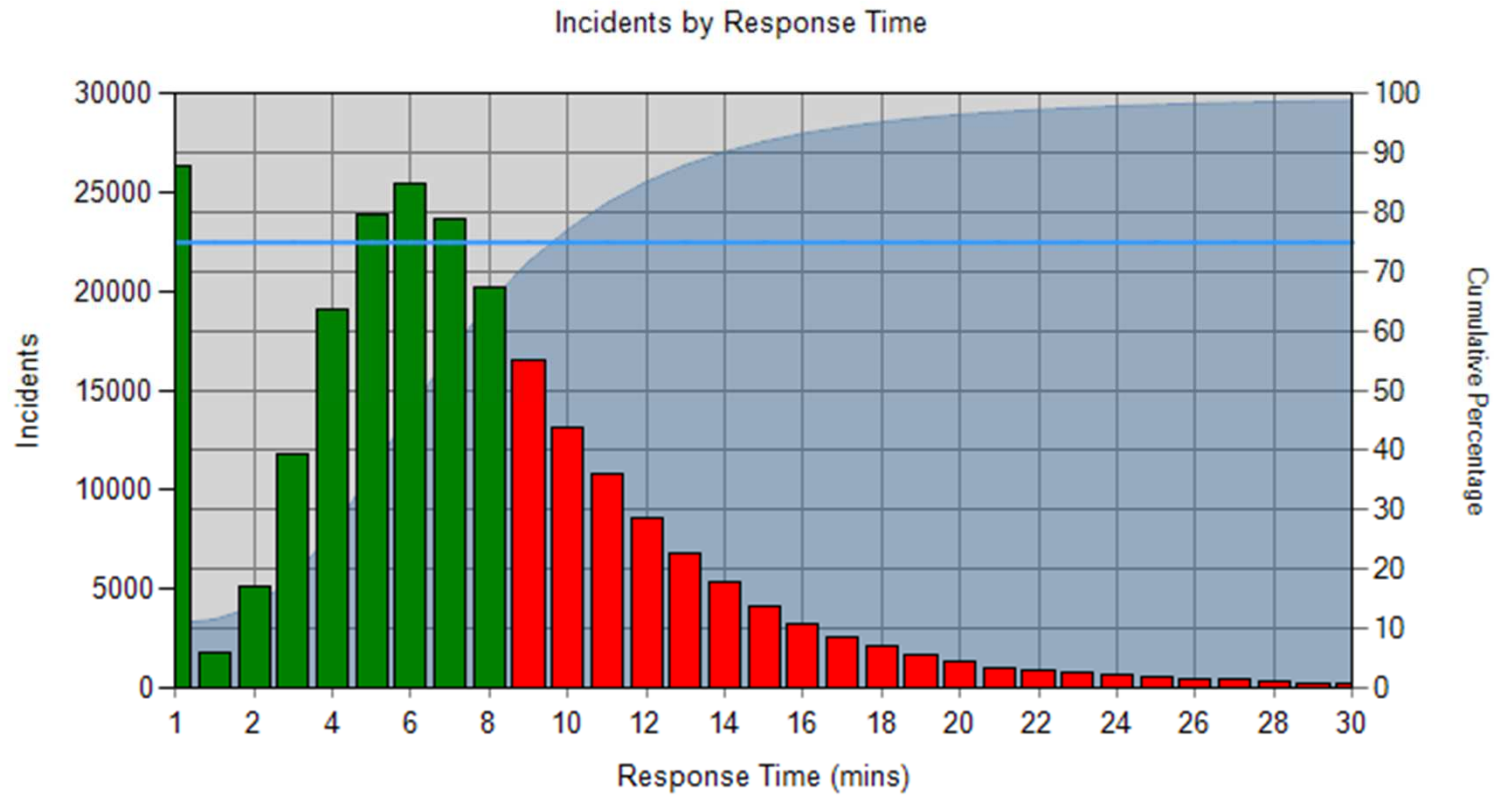


Update on Key LAS Challenges:

- **Response Performance:**
 - Improvement Programme
- **Recruitment**
 - Then and Now
- **Hospital Handover**



Response Performance

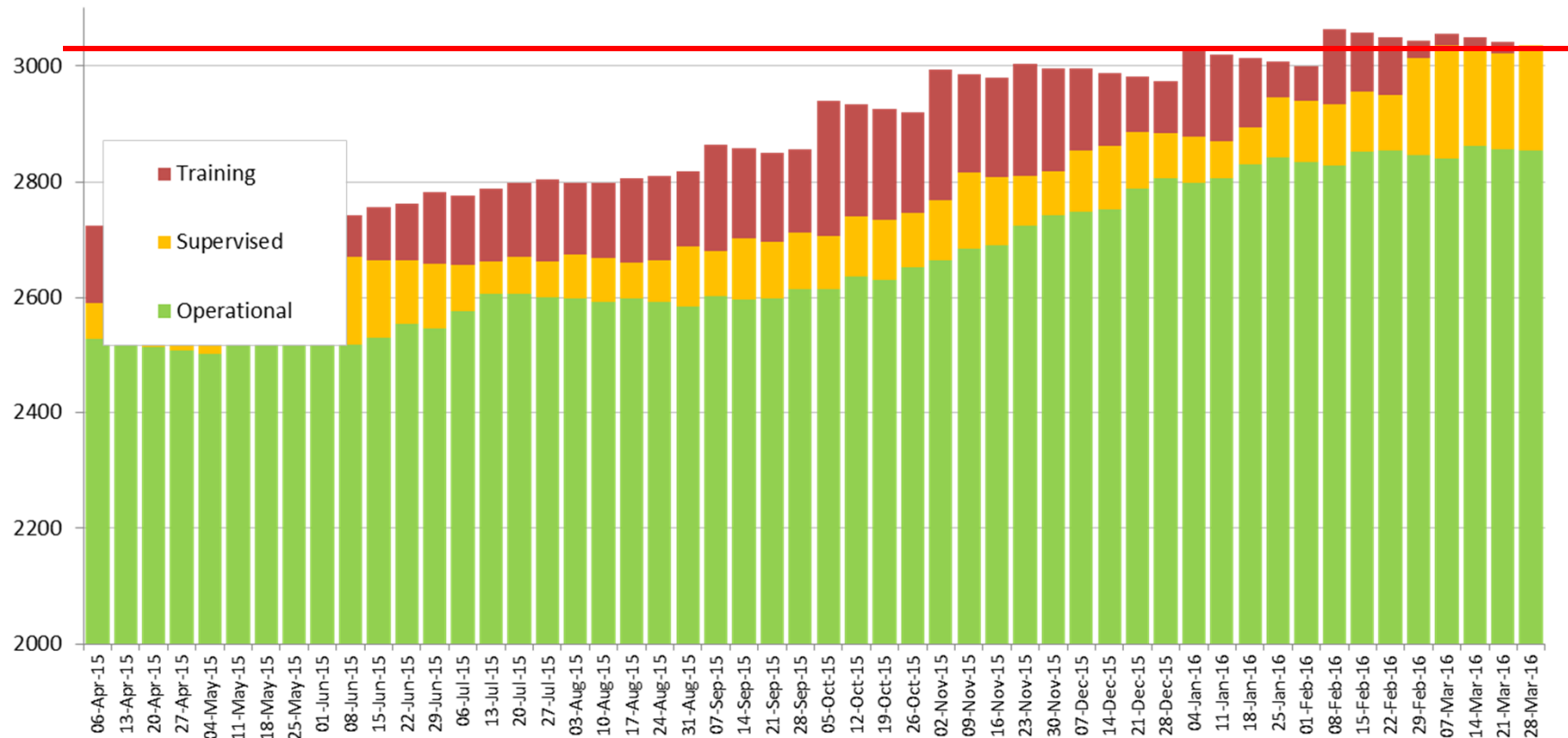


Improvement Programme – Summary Dashboard

Project	Description	Baseline	Final Target	Final Target Date
Job Cycle Time	Reducing the average job cycle time (minutes)	107	101	31/03/2016
FRU Performance	Increase the Fast Response Unit capacity (average produced hours per week)	11260	15600	30/09/2015
Non Emergency Transport	Increasing journeys using of non emergency transport options	0	1568	01/01/2016
Taxi	Increasing the number of clinically appropriate taxi journeys	200	300	01/04/2015
Advert to Action	Increasing the LAS in-post, operational staff to an agreed establishment	2704	3004	31/03/2016
Improving Attendance	Reduction of absences related to sickness for frontline staff	9.8%	5.9%	01/01/2016
Out of Service (People)	Reducing out of service hours relating to people	3.7%	2.6%	31/03/2016
Out of Service (Vehicle)	Reducing out of service hours relating to vehicles	2.4%	1.7%	31/03/2016



2015/16 operational staff trajectory



Frontline recruitment challenge

Redesigned process for recruitment, training and supervision to get staff to the frontline as safely and quickly as possible.

We have:

- Increased the university places
- Media campaign with redesigned materials: three international recruitment trips
- Worked with the HCPC to redesign the processes for paramedics onto the professional register
- Worked with HEE to get Paramedics onto the Shortage Occupation Group list
- Created the LAS Academy



Hospital Handover

- Working closely with Emergency Department leads
- Process map of handover process and barriers
- Intelligent Conveyance



Local Initiatives

- Standardised Referral Pathways
 - Fallers
 - Rapid Response Teams
 - Urgent Care Centres
- Mental Health & obstetric CPD sessions
- End of Life Care



Thank you ... any questions?

