



Update for Hillingdon Health and Social Care Select Committee – 29th April 2025

London Ambulance Service – Hillingdon Group

Work that the organisation has undertaken over the last six months:

1. The Local Delivery Model (LDM) – previously reported as Holistic Operating Model - has now been launched across the Trust. The LDM had been in operation at the Hillingdon Group for over six months with positive impact on patient care and operational efficiency. This is a series of work streams that have empowered the local group to take ownership and accountability for actions that were previously centralised to the Trust. This involves localised scheduling, tethered equipment and localised fleet allocation. On average, each ambulance at the Hillingdon Group is now seeing 0.65 more patients per shift than last year. We have also been encouraged from the positive feedback from staff about this model and the LDM's success in Hillingdon contributed to the Trust-wide roll out.
2. The NHS Staff Survey results have been published and the full report is available to view here: [Local results for every organisation | NHS Staff Survey](#). The wider Trust saw the highest ever response rate of 72% in 2024, indicating how engaged our teams are. We are pleased the Hillingdon Group had an even higher rate of response at 80.4% and pleased with the improvements we made in the last year such as team culture and staffing level.

Your organisation's performance during the last year and how this compares to recent years

- In North West London, the average response time to category 1 patients in the last 6 months was 7 mins 11 seconds. This is 3 seconds quicker than the previous six months and includes the Winter Period when demand significantly increased.
- The Trust is currently operating at REAP (Resource Escalation Action Plan) level 3 (Major Pressure), down from a period of REAP 4 during the winter months. The REAP is to support a consistent ambulance sector approach to strategic escalation pressure levels that provide alignment with the NHS Operational Pressures Escalation Framework (OPEL) whereby the symbolising of pressure levels is consistent and understood across the wider NHS. REAP provides NHS Ambulance Services with a consistent and coordinated approach across the organisation to the management of its response in situations where demand or other significant factors within the ambulance service see an increase and a challenge to the capacity to manage it.
- Staff sickness rates within the Hillingdon Group are higher than we would want, with an average of 6.6% staff sickness rate in the last 3 months. However, over the last month this figure has improved as a result of the proactive Infection Prevention and Control work that we have instigated along with the supportive sickness management as per policy.
- The average on scene times for our time critical patients was 36.8 minutes in the last six months (0.4 minutes slower than the last six months). However, this also compared to a Trust average of 38.2 minutes. We are continuing to monitor trends relating to this metric and providing support and education to any individual outliers.
- We continue to champion the use of Alternative Care Pathways (ACPs) within the Hillingdon Group. This is to reduce the conveyance of patients to the Emergency Departments, to alleviate pressure at hospitals and to ensure our patients get the most appropriate care for



their needs. In the last six months, 48.9% of patients in Hillingdon were taken to an Emergency Department.

- Clinical quality continues to be reviewed within the Hillingdon Group and is measured in a number of different ways including Clinical Performance Indicators (CPIs), Cardiac and Stroke Care bundles and Cardiac Arrest Care bundles. This is achieved by reviewing the care provided by our clinicians and ensuring that the appropriate care has been delivered. Some key highlights from recent reports include:
 - In the February 2025 STEMI Monthly Report, Hillingdon Group were the highest performing group in the Trust for adhering to the STEMI care bundle with an on scene time of less than 30 minutes
 - The CPI compliance report for January 2025 show the following results for the aspects of care compliance for North West London:
 - Cardiac Arrest – 97%
 - Discharged at scene – 96%
 - End of Life Care – 96%
 - General Documentation – 95%
 - Mental Health (undiagnosed) – 93%
 - Elderly Fallers – 93%
 - Sepsis – 95%