



Update for Hillingdon Health and Social Care Select Committee – 26th April 2023

London Ambulance Service – Hillingdon Group

Work that the organisation has undertaken over the last year:

The LAS continues to provide high quality care to people across London. In the last 12 months we have:

- Successfully responded to the public in their time of need, working through national and major incidents, as well as sustained escalation levels for a large part of the year.
- Expanded our 111 service to manage calls from patients across most of London.
- Employed more specialist clinicians in our control rooms to support frontline crews, which in turn, has allowed us to treat more patients over the phone and take fewer patients to hospital.
- Invested £14.2 million to bring in-house the team responsible for cleaning and restocking ambulances, and successfully completed the transition, both increasing our resilience and improving staff terms and conditions.
- Secured £16.6 million to buy new greener vehicles, which will make us the NHS trust with the largest electric response fleet in the country.
- Launched a culture programme aimed at helping our staff and volunteers be happier at work while equipping them with the knowledge, skills and experience to thrive in their careers.
- Officially opened our new Logistics Supply Unit in Rainham, built to the highest standards of environmental sustainability replacing the old logistics stores at Deptford.
- Opened our new Medicines Packing Unit (MPU) which provides bespoke facilities for our Pharmacy Team, ensuring statutory requirements are met

At a more local level - Hillingdon Group of Ambulance Stations is currently in the process of implementing a Trust wide initiative called Teams Based Working (TBW). This is a complete change to the way clinicians work within operations and is similar to the watch systems that occur within the police and fire services. Historically, clinicians would have a regular crew mate, but with TBW crews would work within a team and resourcing would be done dynamically. This new approach has a number of advantages including

- staff having increased contact with the same manager when on shift
- staff working together as a team to improve efficiency on more complex calls
- ability to have team meetings to share updates, bulletins and important information

As well as this, a complete review of the current staff rotas have been undertaken. New rotas have now been developed in line with the current demand profile to ensure better coverage and response to our patients.

The planned implementation date for the Hillingdon Group is September 2023.



What target your organisation has been working towards

The 2022/2023 Business Plan outlines the Trusts priorities:

1. Continuously improve the safe delivery and quality of care for our patients
2. Improve our emergency response
3. Create more integrated and resilient 111/999 services
4. Strengthen our specialist teams' response to incidents, risks and threats.
5. Support our workforce
6. Develop a positive working culture
7. Strength and optimise our digital and data assets
8. Use resources more efficiently and productively
9. Build our role as an 'anchor institution' that contributes to life in London Ambulance Service
Develop a new five year strategy to improve services for the communities we serve.

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

- Category 1 response times have been a challenge over the last year and this has remained a focus within the Hillingdon Group. As a result we have implemented an extra Fast Response Unit for the borough to ensure we are responding to our sickest patients as quickly as possible. For the month of April we are currently within the 7 minute target to respond to these patients in North West London.
- The Trust is currently operating at REAP (Resource Escalation Action Plan) level 2 (Moderate Pressure) after a prolonged period last year at Level 4 (Extreme Pressure). As a result of this the Hillingdon Group have been able to complete 87% of appraisals for staff compared to 43% twelve months ago.

The Resource Escalation Action Plan 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.

- Long Term Sickness rates have reduced from 4.84% (April 2022) to 3.68% (April 2023).
- Percentage of staff completing their Statutory and Mandatory Training has risen from 89.5% (April 22) to 93% (April 23).
- In the last financial year, Hillingdon Group have the fastest average on scene times (35.8 minutes) for time-critical patients within the Trust (Trust Average 39.2 minutes). This means we are getting our sickest patients to definitive care quicker than any other group within the London Ambulance Service.
- Over the past year, we have worked hard in partnership with Hillingdon Hospital to reduce hospital delays which includes dynamic patient cohorting and Hospital Liaison Officers (HALO's). In April 2022, the average time to handover a patient was 22.5 minutes. This has

reduced to 17.8 minutes for April 2023 so far and significantly quicker than the LAS average for this month (25.3 minutes).

- We have continued to champion the use of Alternative Care Pathways (ACPs) within the Hillingdon Group and to reduce the conveyance of patients to the Emergency Department and ensure our patients are getting the most appropriate care for their needs. In 2023 so far 51.5% of patients in Hillingdon were taken to an Emergency Department. This is lower than the LAS Trust average of 51.8%. We are striving to achieve a rate of below 50% and plan to achieve this by CPD events to improve clinical confidence and decision making and raising the awareness and use of Midos (a directory of information that allows staff to search for a wide range of health, community and voluntary services across England). We are also keen to assist with the development of new Alternative Care Pathways. An example of this is the Frailty Assessment Unit at Hillingdon Hospital which is currently being developed.
- 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 our most recent report:
 - 100% of cardiac arrest patients within the Hillingdon Group received the full post resuscitation care bundle.
 - 100% of Stroke patients received the appropriate and full care bundle.
 - 100% of STEMI patients were appropriately conveyed to a Heart Attack Centre
 - 100% of Stroke patients were appropriately conveyed to a Hyper Acute Stroke Centre