

**NHS****London Ambulance Service**  
NHS Trust

## Update for Hillingdon Health and Social Care Select Committee – 13<sup>th</sup> September 2023

### London Ambulance Service – Hillingdon Group

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

1. Hillingdon Group of Ambulance Stations implemented a Trust wide initiative called Teams Based Working (TBW) on 21<sup>st</sup> August 2023. 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
2. A new Hospital Withdrawal Procedure (W45) went live in June 23. This is a national position that was set in January 2023 where ambulance crews, after waiting 45 minutes to handover, were to leave their patient in the ED or within an ambulance led cohort. This has already shown great improvement in reducing our patients wait for an ambulance. We really appreciate the support and collaboration from Hillingdon Hospital in launching this procedure.
3. New fully electric Mustangs have been rolled out (as Fast Response Units) across the Trust to respond to our sickest patients. As a result the Trust has achieved the biggest electric car fleet for front line vehicles in the country making firm steps towards having a zero emissions fleet by 2030.
4. New trolley bed harnesses have been fitted to all ambulances to improve patients' safety.
5. A new app, London Care Record, has gone live on our clinicians Ipad's. This enables clinicians to look for care plans for patients (e.g. End of life care, Mental health). This is in addition to the NCR (National Care Record) which is available to help clinicians have all the relevant information in order to give the best possible care for their patients.
6. Ipad keyboards and mobile phones have been issued to all staff who want them.

#### **What target your organisation has been working towards**

The Trust Business Plan outlines our key 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 continue to be a challenge and this has remained a focus within the Hillingdon Group. For the month of August we are currently within the 7 minute target to respond to these patients in North West London (Average 6 mins 56 seconds). Stand-by points for the FRU's have recently been reviewed using data analysis to ensure they are in the best possible position for the group and will continue to be monitored.
- The Trust is currently operating at REAP (Resource Escalation Action Plan) level 3 (Major Pressure).

*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.*

- Sickness rates have unfortunately increased from April 2023 (3.68%) and currently sitting at 6.4%. No obvious trends identified but this will continue to be monitored.
- Percentage of staff completing their Statutory and Mandatory Training has risen from 93% (April 23) to 94% (Aug 23).
- 82% of staff have received Personal Development Reviews within the last 12 months.
- Since the start of the financial year, the average on scene time for our time critical patients is 36.1 minutes. This is compared to a Trust average of 38.2 minutes. This means that we are getting our sickest patients to definitive care quicker than the LAS average.
- 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 the last month 51.2% of patients in Hillingdon were taken to an Emergency Department. This is 0.6% lower than in April 23. The Frailty Assessment Unit within Hillingdon Hospital has now gone live as an ACP for clinicians. A CPD event took place in June at Hillingdon Ambulance Station with the lead consultant to promote its use.
- 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 (June 23):

- 41% of cardiac arrest patients attended by a Hillingdon Crew sustained a return of spontaneous circulation (ROSC) on arrival at hospital. This is the highest in the North West and compared to an LAS average of 26% in the month of June 23.
- 97% of Stroke patients received the appropriate and full care bundle.
- 100% of STEMI patients received the appropriate and full care bundle and were conveyed to the appropriate Heart Attack Centre in June 23.
- 100% of Stroke patients were appropriately conveyed to a Hyper Acute Stroke Centre