



**THE SEVENTEENTH ANNUAL PUBLIC MEETING OF THE LONDON AMBULANCE SERVICE
NHS TRUST**

**TO BE HELD ON TUESDAY 26th SEPTEMBER 2017 AT 14:30-16:30
AT 15 HATFIELDS, CHADWICK COURT, LONDON SE1 8DJ**

AGENDA

ITEM	REF.	SUBJECT	LEAD
14.30	1.	AGM/17/01 Oral	Welcome, introductions and apologies for absence Heather Lawrence OBE, Chair of the London Ambulance Service NHS Trust
14.35	2.	AGM/17/02 Attachment	Minutes of the Annual Public Meeting held on 27th September 2016 Heather Lawrence OBE, Chair of the London Ambulance Service NHS Trust
14.40	3.	AGM/17/03 Presentation	2016/17 Quality Account Dr Trisha Bain, Chief Quality Officer
14.50	4.	AGM/17/04 Presentation	2016/17 Annual Account Lorraine Bewes, OBE Director of Finance and Performance
15.00	5.	AGM/17/05 Presentation	2016/17 Annual Review Heather Lawrence OBE, Chair of the London Ambulance Service NHS Trust
15.20	6.	AGM/17/06 Presentation	2017/18 and forward look Garrett Emmerson, Chief Executive
15.40	7.	AGM/17/07 Presentation	Collaborative working between the London Ambulance Service NHS Trust and the Patients' Forum Dr Trisha Bain, Chief Quality Officer Malcolm Alexander, Chair of the London Ambulance Service Patients' Forum
15.55	8.	AGM/17/08 Oral	Questions from members of the public Heather Lawrence OBE, Chair of the London Ambulance Service NHS Trust
16.30	9.	AGM/17/09 Oral	Final comments and meeting close Heather Lawrence OBE, Chair of the London Ambulance Service NHS Trust

Documents circulated in support of the meeting:

- 2016/17 London Ambulance Service NHS Trust Quality Account
- 2016/17 London Ambulance Service NHS Trust Annual Report and Accounts



ANNUAL PUBLIC MEETING

Held on Tuesday 27th September 2016 at 2.00pm
Coin Street, 108 Stamford Street, South Bank, London SE1 9NH

Present:

London Ambulance Service Trust Board

Heather Lawrence	Chair
Fionna Moore	Chief Executive
Fergus Cass	Non-Executive Director
Theo de Pencier	Non-Executive Director
Andrew Grimshaw	Director of Finance and Performance
John Jones	Non-Executive Director
Bob McFarland	Non-Executive Director
Briony Sloper	Acting Director of Nursing and Quality
Fenella Wrigley	Medical Director

London Ambulance Service members of staff

Sandra Adams	Director of Corporate Governance/Trust Secretary
Karen Broughton	Director of Transformation, Strategy and Workforce
David Fletcher	Darzi Fellow
Charlotte Gawne	Director of Strategic Communications
Jill Patterson	Interim Director of Performance
Fiona Claridge	Communications Manager
Lesley Stephen	Improvement Director, LAS and NHS Improvement
Ian Wilmer	Advanced Paramedic Practitioner

Members of the Public

Malcolm Alexander	LAS Patients Forum
Natalie Teich	LAS Patients Forum
Wendy Mead	City of London
Mike Roberts	
Kathy West	LAS Patients Forum
Arthur Muwonge	
Colin Hill	LAS Patients Forum
Christine Giles	Dementia Link Service Manager
Sarah Greensmith	
Maria Nash	LAS Patients Forum
Lynn Strother	LAS Patients Forum
Arif Mehmood	LAS Patients Forum and Coventry Healthwatch
Evening Standard Reporter	

01.	Welcome and Apologies for absence
01.1	Heather Lawrence introduced herself as the Chair of London Ambulance Service NHS Trust since April 2016 and welcomed everyone to the meeting. The purpose of the meeting was to present the annual report and accounts 2015/16 and the Quality account 2015/16 to members of the public. There would also be presentations on the role and work of the Advanced Paramedic Practitioners and on the work around Frequent Callers to the service.
01.2	The Chair reported that Apologies had been received from Jessica Cecil and Nick Martin, Non-Executive Directors.
01.3	A 2 minute clip from the recently aired 'Ambulance' TV programme on BBC One was shown. The programme showed the changing needs of London's population, the challenges and pressures faced by hospitals and A&E departments. The Chair added that being in Special Measures was also difficult for the Trust. We needed to reflect the changing needs of Londoners in our clinical strategy and our workforce; to integrate 111 more in our service; and to collaborate more with other NHS and emergency services.
02.	Minutes of the Annual Public Meeting held on 29th September 2015
02.1	The minutes of the meeting held on 29 th September 2015 were approved without amendment.
03.	Presentation of 2014/15 Annual Report by Fionna Moore, Chief Executive
03.1	In her presentation, Fionna Moore gave an overview of the year and noted that 2015/16 had been another very busy year, and that the London Ambulance Service (LAS) was the busiest ambulance service in the UK and the only London-wide NHS Trust.
03.2	<p>Achievements for the year included:</p> <ul style="list-style-type: none"> • Recruiting to 95% establishment by the end of March 2016 and now working to recruit to 100% • Over 700 new front line staff recruited which had been challenging in the context of the national shortage of paramedics and we had recruited from Australia • We were working with Universities to increase the pipeline of paramedic students and we were encouraging recruitment from other parts of the UK. • The 2 HART teams were at full strength • All senior managers had received leadership development in collaboration with Defence Medical Services • All risk registers had been reviewed • 350 managers had been trained on bullying and harassment and we had been clear that this was an aspect of behaviour that we would not tolerate in this organisation • 104 more ambulances were on order or on the road and we planned to have all vehicles under 7 years old by the end of the year. • Performance and demand had been very challenging however we had improved our Category A performance and had met trajectory in the first 5 months of 2016/17. We were providing more Hear and Treat than any other ambulance service in the country. The pressure in the Control Room was immense and the Mental Health nurses provided support and were often

03.3	<p>key to unlocking care programmes we wouldn't otherwise have access to, and this meant we were able to provide better care for our patients.</p> <ul style="list-style-type: none"> • The Trust had run an Eat, Drink and Be Safe campaign in the run up to Christmas 2015 in collaboration with the GLA, Metropolitan Police (MPS) and London Fire Brigade (LFB) and there had been a 12% reduction in alcohol-related calls in that period. • The LAS Academy had been launched in 2015/16 and all staff now had access to higher education. • Defibrillators were now being used by the MPS in 3 boroughs and all staff in the LFB were now trained in basic life support and were co-responding with defibrillators with LAS in 4 boroughs. • The Trust had been the 2015 EEMS champions • We had collaborated with the RNIB to make patients more confident in dealing with our crews • Healthcare professionals were now the Trust's 2nd largest customer and we had introduced another telephone line so that we could deal with this group of calls • The motorcycle response unit celebrated 25 years and was the World's largest MRU with an average of 60 calls per day attended. <p>The 2015/16 Annual Report was available online: www.londonambulance.nhs.uk.</p>
04.	Presentation of the 2015/16 Annual Accounts by Andrew Grimshaw, Director of Finance and Performance
04.1	Andrew Grimshaw presented the 2015/16 Annual Accounts which had been produced in very tight turnaround before being reviewed and accepted by the Audit Committee and Trust Board.
04.2	The Trust had achieved its statutory financial duties and it was noted that performance against the Better Payment Practice Code had improved across the year.
04.3	The Auditors, Ernst & Young, had issued an unqualified audit opinion stating that the Accounts presented were a true and fair view. In addition:
04.4	<ul style="list-style-type: none"> • There were no issues identified with the remuneration and staff report • The Accounts were consistent with the Annual Report and other information published with the financial statements • Proper arrangements were in place to secure economy, efficiency and effectiveness.
04.5	The Annual Accounts were available online: www.londonambulance.nhs.uk

05.	Presentation from Malcolm Alexander, Chair of the Patients' Forum for the London Ambulance Service NHS Trust
05.1	Malcolm Alexander gave a presentation on the role of the Forum which had been in place for 12 years now and, despite no longer being a statutory forum, it continued to grow. The Forum held monthly public meetings and discussed the LAS and the wider field of urgent and emergency care.
05.2	The Forum had held a successful defibrillator campaign resulting in John Lewis and Sainsbury's agreeing to install defibrillators in store; and Southwark Diocese and the London Catholic Churches were training people in CPR.
05.3	The Forum and the LAS were working more closely together now and the Forum had seen great progress through changes and improvements in the service to patients, for example sickle cell: a new approach developed through engagement with the Sickle Cell society and service users, and this was now a CQUIN. Other improvements had been seen in Dementia Care. The Forum was now seeing a clear commitment from the Trust to address workforce race equality.
05.4	Malcolm Alexander presented the Forum's view on the way forward for the LAS. Heather Lawrence thanked Malcolm and the Patients' Forum for their work and she noted that this mirrored the work described by Fionna Moore in the previous presentation.
06.	Presentation of the 2015/16 Quality Account by Briony Sloper, Acting Director of Nursing & Quality
06.1	Briony Sloper gave a presentation on the 2015/16 Quality Account and the progress made against the quality priorities, which were as follows: <ul style="list-style-type: none"> a) Patient Safety <ul style="list-style-type: none"> • Sign Up to Safety Campaign – Being Open, learning from experience and triangulating data • Maternity - Consultant Midwife in post and working with Midwifery Units. LAS delivered more babies per year than a small maternity unit • Frequent Callers b) Patient Experience <ul style="list-style-type: none"> • Safeguarding processes • Mental Health – including signing up to the Blue Light Pledge and the R U OK campaign for staff • Complaints and PALs c) Workforce <ul style="list-style-type: none"> • Recruitment and retention • Engagement • Training.
06.2	Briony reiterated the comments made by Malcolm Alexander about working together which had helped to inform the priorities for the year.
06.3	Briony then presented the 2016/17 quality priorities: <ul style="list-style-type: none"> a) Patient Safety <ul style="list-style-type: none"> • Sign Up to Safety Campaign – vulnerable groups such as Mental Health and End of Life Care

06.4	<ul style="list-style-type: none"> • Medicines management • Infection Control – blankets, bare below the elbows, more consistency in good practice <p>b) Patient Experience</p> <ul style="list-style-type: none"> • Mental Health – Section 136 and how we respond • Bariatric care – dignity and equipment • End of Life Care – staff education, patient experience and outcomes <p>c) Clinical effectiveness and audit</p> <ul style="list-style-type: none"> • Exercise Unified Response 2016 – reviewing the data from this simulation exercise and extracting the learning • Sickle Cell Crisis, Hypovolaemic Shock • Mental Capacity Act. <p>The 2015/16 Quality Account was available on the NHS Choices website: www.nhs.uk</p>
07.	Presentation on the role and work of the Advanced Paramedic Practitioner by Fenella Wrigley, Medical Director
07.1	Fenella Wrigley introduced Ian Wilmer, Advanced Paramedic Practitioner (APP) who was based at Brent. Ian presented on the role of the APP which included improving the quality of care and outcomes for patients, supporting crews, and being part of the clinical career structure.
07.2	APPs came into being in May 2014 and there were now 24 in post operating from 4 stations via cars as well as from the Control Room, and dispatched to the most serious calls. APPs could provide more experienced back up to front line staff and help them make the right decisions. Ian cited an example of most staff experiencing 4 cardiac arrests and 1 advanced trauma in one year: an APP could attend 100 cardiac arrests and numerous critically ill patients so they had developed significant expertise that could be used to support improved patient care.
07.3	Ian described the potential next steps for APPs and developing the equivalent role in Urgent Care which could support admission avoidance.
08.	Presentation on the work to support the care of Frequent Callers by Dave Fletcher, Darzi Fellow
08.1	David Fletcher presented the work from the Frequent Caller project which was aimed at improving service quality. There were 2,000 patients accounting for 50,000 incidents of which 31,000 were managed through Hear and Treat, 9,500 through See and Treat, and 9,500 resulting in conveyance.
08.2	There were a number of different contributory factors which could increase someone's chances of becoming a frequent caller, including chronic co-morbidities, substance abuse, personality disorders, frail/elderly, and the homeless.
08.3	The project aimed at developing a more proactive and collaborative approach and this was now underway and already progress could be seen to have been made in a relatively short period of time.

9.	Questions from members of the public
9.1	<p data-bbox="437 219 1404 353"> <i>i. Mike Roberts – how did the LAS get itself into the situation it did – performance and outcomes – were all the indicators there? And</i> <i>ii. How do you sustain what you are improving upon? And</i> <i>iii. STPs – how much is LAS in for?</i> </p> <p data-bbox="316 389 1404 658">Heather Lawrence responded that the Trust Board was focussed on now and not on looking back; the quality improvement programme was focussed on delivery of care and on getting out of Special Measures, the next CQC inspection in February 2017, recruiting to the full establishment of staff, listening to staff, medicines management, and incident reporting. The organisation was aiming for a place where the LAS was the number One place to call, staff were motivated, good staff communications, more efficient and effective working, and sound systems of governance. The Trust intended to move to ‘Outstanding’.</p> <p data-bbox="316 689 1404 792">There were 5 London STPs and they would produce their plans by the end of October. LAS was aware that the 5% increase in activity on last year might not be funded so there were things the Trust could do to improve productivity.</p>
9.2	<p data-bbox="437 824 1404 891"> <i>iv. Wendy Mead, Chair of HSC London Health Corporation, asked if there was any collaboration with the City of London?</i> </p> <p data-bbox="316 896 1404 994">Fionna Moore talked about the Safer London Partnership and working with the Mayor of London, MPS, and LFB, plus a number of initiatives underway that offered more rapid intervention for the patient.</p>
9.3	<p data-bbox="437 1021 1404 1088"> <i>v. Maria Nash, Patient Forum, Barnet asked whether the Trust had a Zero hours contract in place for its staff.</i> </p> <p data-bbox="316 1093 1404 1160">Karen Broughton responded that this wasn’t promoted by the Trust however some staff on the Bank chose to work that way.</p> <p data-bbox="437 1164 1404 1232"> <i>vi. Ms Nash asked whether LAS could promote services more for example through TV programmes?</i> </p> <p data-bbox="316 1236 1404 1303">Charlotte Gawne referred Ms Nash to the recent BBC documentary and offered to speak with Ms Nash after she had viewed the programme.</p>
9.4	<p data-bbox="316 1335 1404 1800">Bob McFarland, Non-Executive Director, asked whether the work on Frequent Callers had been taken up by all commissioners and Dave Fletcher responded that NHS England had supported further development of the programme for frequent caller forums and he was encouraged that more were being established; he would like to see this in every CCG area. Briony Sloper added that NHS England had asked STPs to include frequent callers in their strategic aims as they would like to see this embedded and part of normal business. Heather Lawrence stated that LAS could be more challenging about what was going on in individual areas. Wendy Mead asked whether LAS kept data of patients not registered with GP practices. The response was a negative as it was difficult to collect the NHS Number when delivering care however some numbers were collected retrospectively and we could look at collecting when we have more frequent contact with a patient eg frequent callers and care homes. Technology such as iPads could help crews collect this.</p>
9.6	<p data-bbox="437 1827 1404 1895"> <i>vii. Mike Roberts referred to the safe haven project in SE London and asked whether there were plans to roll this out across London?</i> </p> <p data-bbox="316 1899 1404 2002">Briony Sloper responded that this was with the Mental Health nurses to identify whether a pathway worked or not and then to feed this back to the relevant Mental Health Trust.</p>

10.	Close
10.1	The Chair closed the meeting by thanking LAS colleagues for their contribution and also thanked everyone for attending the Annual Public Meeting.

Draft



NHS

London Ambulance Service
NHS Trust



QUALITY ACCOUNT

2016/17

Annual General Meeting Sept 2017
Dr Trisha Bain : Chief Quality Officer



Our Quality progress



- Care assessed as outstanding, significant improvement in medicines management and incident reporting, more to do in areas such as leadership development, governance and risk management.
- Moved from inadequate to requires improvement.
- Well-Led review in early 2018
- Preparation now underway for assessment and putting systems and process to enable sustainable change

How we have improved



Strengthened leadership



- New Chairman
- 2 new Non Executives
- 3 New Directors
- Improved committee structure



Increased our frontline capacity through recruitment

Frontline turnover **16%** → **8%**
 Frontline vacancies **13%** → **8%**
 Paramedic vacancies **28%** → **10%**

Taken action on **Bullying and harassment**: employing a specialist and speak up Guardian; revising our processes and improving our training so that we address issues and tackle them early



Improved our systems of Medicines Management

800 new drug packs



Improved vehicles and equipment



60 new FRUs



New make ready service in 5 hubs with full roll out by end July 2017



We can now track drugs administered to individual patients, and drug usage by clinician through our new MedMan system

Not experienced harassment, bullying or abuse from managers

2014/15	2015/16
69%	76%



How we have improved



Resilience – HART



The NHSE annual assurance review resulted in substantial assurance being given to the Trust



Invested £10m in Quality improvement programme and £20m in new vehicles

Introduced a new appraisal system designed in partnership with staff



11% → 75.3%

Restated our vision and Values and built these into our new appraisal system



Care | Clinical Excellence | Commitment

Addressed under reporting of risks and incidents

Introduced Datix web and trained managers in risk which has resulted in a 47% increase in incidents being reported and better quality, up to date risk registers more reflective of local issues and worries



Warning notice to requirement notice



Further improvement Priorities 2016/17



Infection Control

- Premises cleaning standards at stations well above 90%
- Robust mechanisms to ensure accurate reporting of training completion, revised training package and delivery.
- Enhanced Protective equipment and disposable blankets

Mental Health

- 1,236 mental health calls were closed by mental health nurses compared to last year this is an increase of 69.08%.
- Appropriate Care Pathways being developed
- Patient engagement and coproduction
- Dementia DVDs – national patient safety award
- Mental Health and well being of staff, blue light collaborative, ‘heads together’
- External Funding for 3 more staff in clinical hub, training and support



Further Improvements.....



End of Life Care

- Difficult conversations training
 - Quality End of Life Care for All (QELCA)
 - Appropriate Care Pathways
 - Coordinate my Care identify patients on EOL
 - Learning from incidents
 - Patient and third sector partnerships
 - Transport service
-
- MacMillan funding for 3 more End of Life nurses in the clinical hub, training and support



PATIENT ENGAGEMENT



Insight Project

Funding was secured from NHS England to carry out the Insight Project, to test a methodology which brings together patients and staff, working together to improve the service provided to patients.

Three patient and carer communities were identified as being regular users of the Service: people with respiratory disease such as COPD (chronic obstructive pulmonary disease) and asthma, people with Sickle Cell Disease, and people living with a Personality Disorder. Three community groups were identified and were willing to work with the LAS to explore how services could be improved:

- The Lewisham Breathe Easy Group
- The Merton Sickle Cell & Thalassaemia Support Group
- The Oxleas Trust ResearchNet Peer Support Group



PATIENT ENGAGEMENT



Experience of blind and partially-sighted patients (patient survey)

Following a suggestion from a member of staff, who was met with suspicion when he tried to help a blind person whilst in a public place, RNIB (the Royal National Institute for Blind people) was commissioned to undertake a patient survey. The survey focused on blind and partially-sighted people's experiences of using ambulance services, and then more generally on the factors which affected their level of trust in strangers.

Community Engagement Events

The LAS remains committed to supporting a wide range of patient engagement and public education events with LAS presence requested at 754 events in the year 2016-17. Of these, we were able to attend 518, 68.7% of all requests made.

Feedback from events

Knife crime talk from John Wright Public Education Officer feedback, Birnham Wood PRU

"Thanks again for today. The talk he gave us was very informative and interesting, and I hope that he has managed to deter some of the children away from carrying knives on them for protection. Once again, please send my thanks, and I hope that in the future he can come back"



Moving Forward: 2017/18 Quality Priorities

Safety

- New integrated quality & governance directorate
- Develop pathways for patients who fall, have mental health issues, are at the end of life and who are bariatric

Improve and embed learning from incidents

- Develop learning framework and quality improvement strategy supported by communication strategy

Improve outcomes for patients with critical conditions

- Introduce best practice guidance to improve care delivery for patients with critical conditions



Caring

Effective and consistent risk assessment completed for patients presenting with a mental health crisis

- Revised risk assessment tool and training
- Redesigned Patient Report Form

Infection Control

- To address infection control issues identified internally and through CQC
- Feedback in relation to training and compliance in hand hygiene

Ensure patients have timely and appropriate access to Services

- Implement demand management projects to improve care and experience for
Example, Frequent Callers



Effective

Report on all Ambulance Quality Indicators

- Implement and measure best practice models of care
- **Standardise hospital handovers including the use of NEWS for the sickest patients**
- Implement National Early Warning system (NEWS) handover for pre-alert patients to test suitability pre hospital

Develop a mortality and morbidity review process

- Introduce a mortality review group and ensure information is available in relation to specific groups/themes to target learning and improvement.





Annual Quality Account 2016/17



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Statement on quality from the Chief Executive

Statement of Directors responsibilities

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Section 3: Reporting on core indicators

Section 4: Other services:

- 4a: Patient Transport
- 4b: NHS 111

Section 5: Feedback from our stakeholders

Annexe 1: CQUIN targets 2016-17 and 2017-18

Glossary



Statement on quality from the Chief Executive

This is the eighth Quality Account published by the London Ambulance Service NHS Trust, importantly the report will share with the public our progress in relation to how we have improved the service during 2016-17 and also identifies quality improvement priorities for 2017-18.

It has been a huge privilege to have been asked to lead the Trust as Interim Chief Executive following Dr Fionna Moore's retirement in December 2016 and in supporting our staff to continue to improve the quality of care they give.

During the year we have made several new appointments to the Trust Board to strengthen our leadership team including Dr Patricia Bain as Chief Quality Officer and Jayne Mee and Sheila Doyle who have joined the Service's Trust Board as non-executive directors bringing additional Human Resources and Information Technology expertise.

The Trust has remained in special measures following its Care Quality Commission (CQC) inspection in 2015, rating the Trust as 'inadequate'. The CQC has conducted two further inspections of the London Ambulance Service NHS Trust since June 2015 with a focussed inspection undertaken in September 2016 and a comprehensive full trust inspection was completed between 7th and 9th February 2017. Initial feedback noted that care continues to be good, significant improvement in medicines management and incident reporting, with more to do in areas such as leadership development, governance and risk management. The Trust will be notified of its formal rating and findings during the summer of 2017 and will ensure any further actions are integrated into our overall Quality Strategy for 2017/18.

The CQC inspected our NHS 111 service and were awarded an overall rating of 'Good', which followed from a successful relocation to improved premises in Croydon that provides the staff with an excellent working environment. This was the first time this a 'good' rating had been given to an NHS 111 provider and we commend all the hard work of our staff in this achievement.

New staffing models have continued to be developed with eight new advanced paramedic practitioners for urgent care commencing operational duties in February 2017 with the aim of treating more patients in their homes, without the need for them to go to hospital. We have also continued to put programmes in place to tackle bullying and harassment and in also trying to increase our overall representation of black, minority and ethnic staff in our workforce. Our staff survey results published in March 2017 reflect improvements in these areas.

In 2016-17, we again experienced an unprecedented increase in demand across London, in particular for those calls triaged as life threatening. Ensuring quality of care is maintained and evidenced under such activity pressure continues to be the paramount focus for the organisation. One of the most significant challenges we face to providing safe, sustainable care is the high number of patients who are delayed in handover to acute hospitals and we have continued to work with NHS England and our acute Trust colleagues to address this issue.



The relationship with our commissioners continues to strengthen. The operational structure has been reviewed moving from seven distinct sectors to five, aligning with the five London Sustainability and Transformation Plan (STP) areas to allow more effective engagement and collaboration with external partners. We have continued to focus on being more responsive to local needs with an enhanced focus on quality with the Quality Governance and Assurance Manager posts aligned to each sector providing a pivotal role in overseeing and progressing quality issues.

My condolences go to the families of the victims who lost their lives following the tragic events which took place in Westminster on the 22nd March 2017. I am humbled by the response of our staff, and that of other the emergency services.

I would like to thank everyone for the achievements the Trust has made this year and their continued commitment to delivering high quality care for all who contact our service.

Andrew Grimshaw, Chief Executive

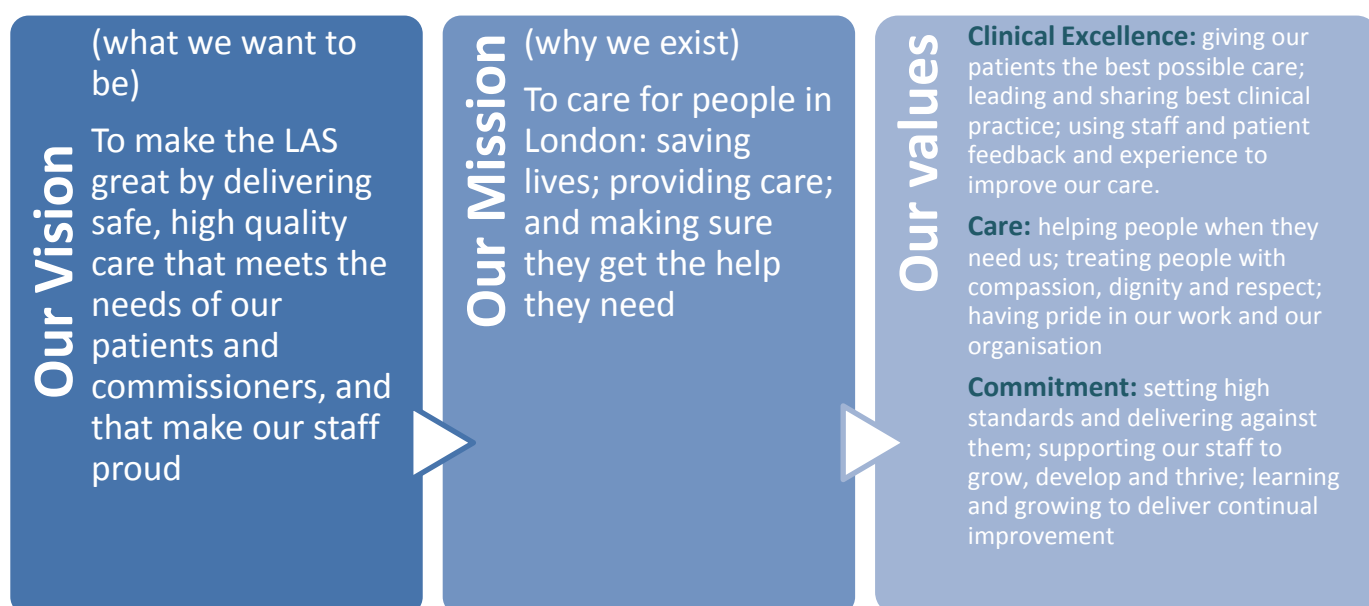


Introduction

Our Purpose and Values

The London Ambulance Service NHS Trust is one of 10 Ambulance Trusts (and Ambulance Foundation Trusts) in England, responding to over 1.9 million calls and attending over 1 million incidents each year. We provide emergency medical services to the whole of Greater London, which has a population of around 8.9 million people. We are the busiest emergency ambulance service in the UK. The Service employs over 4,600 whole time equivalent (WTE) staff, who work across a wide range of roles based in over 70 ambulance stations and support centres.

Our Purpose, Goal & Values:



Our Approach to Quality Delivery

Berwick 2013, indicated that many modern industries define “quality” as “the degree to which a system of production meets (or exceeds) the needs and desires of the people it serves”. An effective quality management system includes *quality control*, to keep sound processes reliable on a daily basis; *quality improvement*, to decrease variation within and among NHS organisations so that the best becomes the norm; and *quality planning*, especially fostering innovative care models that can deliver better outcomes at lower cost.

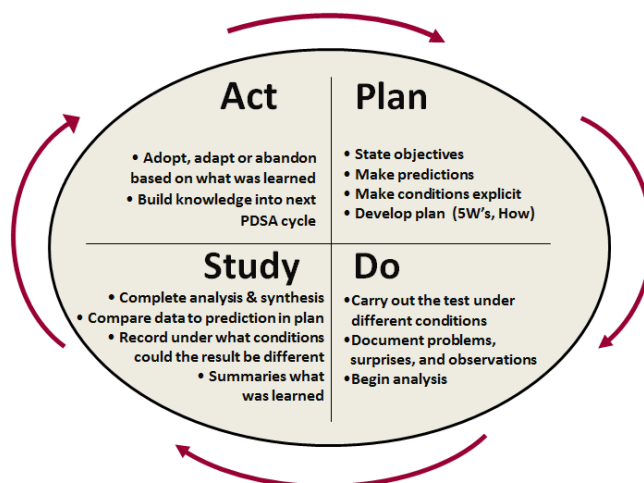
Our definition of Quality aligns to Berwick’s six improvement principles and the CQC 2014 Framework which is currently under review and which we will adapt once the 2017 framework is published. The five domains, aligned to our regulatory body’s expectations are encompass, safe, effective, caring, responsive and well led as defined below.





These principles will be incorporated into our strategies, whereby each operational sector and corporate directorate reports monthly to Executives using a performance dashboard including outcome measures which relate to safety, effectiveness, caring, well-led, responsive. This way of performance management is a means to ensure quality is owned by front line staff and therefore embedded in daily practice.

Delivering Our Quality Improvement: Methodology



The majority of our programmes will use Plan Do Study Act (PDSA) methodology. Quality Improvement methods will be based on the size and complexity of the change and the support required to deliver the change. For example; small test of change will be used at local operational level to provide 'quick wins', the more complex transformational programmes will use a variety of improvement techniques, such as Breakthrough Collaborative Methodology. This is based on the same principles of PDSA cycles but includes action learning sets and the use of driver diagrams to identify primary and secondary drivers for improvement to ensure that change owned and is embedded and owned.



Section 1: Our priorities for improvement and progress in 2016-17

1a: Looking forward - our 2017/18 Quality Priorities

During the year the Trust has been monitoring progress against the targets set in the last year's quality report. Due to progress made, the Trust has chosen to set new targets in areas which are current priorities and where maximum benefit will be achieved. Where progress has not reached the level anticipated or where further needs have been identified, we have selected these topics to carry forward into this year's Quality Account. For example, the delivery of work plans relating to bariatric patients and the development of a revised risk assessment tool for mental health patients (Table 1).

We have consulted and received feedback through various methods from our key stakeholders including staff, patients, public, the London Ambulance Service Patients Forum and our commissioners. The priorities selected are aligned with our clinical strategy, business plan and CQUIN priorities.

Comparison was also undertaken of trends and variation from a range of intelligence including:

- Patient Surveys
- Staff surveys
- Incidents, complaints, claims and audits data

This combined intelligence and the feedback that the trust needs to focus on targeted, measurable improvements with evidence of impact, was used to set the priorities for the annual quality account and our business plans. We also recognise that we need to improve many systems and processes to ensure better outcomes for patients. For example strengthen how we learn from incidents, further improvement of reporting incidents, our governance systems, all have been included within our programme of work. The executive team therefore agreed the priorities and will continue to monitor progress through the Quality Oversight Group and the Quality Assurance Committee and via the Board in the Integrated Quality and Performance Report. The projects will support the Trusts overarching aims of providing 'high quality and safe care to our patients'.

Table 1: Quality Projects: 2017-18 priority topics

Rationale	Outcomes 2017-18	KPIs	Reporting
SAFE			
1. Review and increase Sign Up to Safety Pledges to ensure that pathways for patients are available to provide timely and appropriate care	Develop Pathways for patients who fall, have mental health issues, are at the end of life and who are bariatric. <i>On-going are of focus from 2016-17</i>	No (%) of patients managed through alternative pathways during 2017-18	Clinical Safety Group/Quality Oversight Group (QOG)/Quality Assurance Committee (QAC)
2. Improve outcomes for patients with critical conditions, particularly patients with sepsis currently this area requires	Introduce best practice guidance to improve care delivery for patients with critical conditions NEW ACTION	% improvement in completed assessments	QOG/QAC and Board



focus and improvement.			
3. Improve and embed learning from incidents to ensure we reduce the risk or same theme incidents, our identified thematic review will be the focus of this work.	Develop learning framework supported by communication strategy NEW ACTION	Reduction in number of same theme SI incidents from April 17 baseline	QOG/QAC and Board
CARING			
4 Effective and consistent risk assessment completed for patients presenting with a mental health crisis is not currently being identified, this needs to improve to ensure the appropriate care is given to this cohort of patients	Revised risk assessment tool and associated training materials embedded across the organisation developed in partnership with patients and other providers Re-design PRF forms to prepare for e-PRF in 2017-18 and ensure documentation is monitored and reported On-going area of focus from 2016-17	% increase in completed assessments for patients in mental health crisis	Mental Health Committee QOG/QAC and Board
Infection Control target has been chosen to ensure that our patients and staff are safe from infection, at present we are not meeting our hand hygiene compliance targets.	To address infection control issues identified internally and through CQC feedback. On-going area of focus from 2016-17	Improved IPC audit compliance and demonstrable improvements Improved hand hygiene and bare below the elbows compliance	IPC Committee QOG/QAC
Due to current demand and capacity issues, some patients wait longer than we would like. We need to ensure patients have timely and appropriate access to services.	Implement demand management projects to improve care and experience for example: Care Homes Health Care Professionals Frequent Callers NEW ACTION	% increase in response time to 75% by April 2018	Performance Group QOG/QAC and Board
EFFECTIVE			
Currently we are below national targets for stroke, STEMI reported in national AQI	Implement and measure best practice models of care On-going are of focus from 2016-17	% increase on all AQI indicators from April 2017 baseline	Performance Group QOG/QAC and Board



standards, improvements are required.			
Standardise hospital handovers including the use of NEWs for the sickest patients will ensure that patients waiting in A&E are monitored and prioritised.	Implement National Early Warning system (NEWs) handover for pre-alert patients to test suitability pre hospital NEW ACTION	% quarter on quarter increase in patients receiving handover using NEWs checklist	Clinical Effectiveness Group Group QOG/QAC and Board
Develop a mortality and morbidity review process to ensure we learn from all incidents to make improvements to our service.	Introduce a mortality review group and ensure information is available in relation to specific groups to target learning and improvement. NEW ACTION	No of mortality meetings increased from April 2017 baseline evidenced via minutes	Mortality group QOG/QAC and Board

All of the areas chosen have key performance targets set and these will be monitored through relevant sub groups and the newly formed Quality oversight Group (QOG) on a monthly basis and reported to the Board monthly.

CQUINS

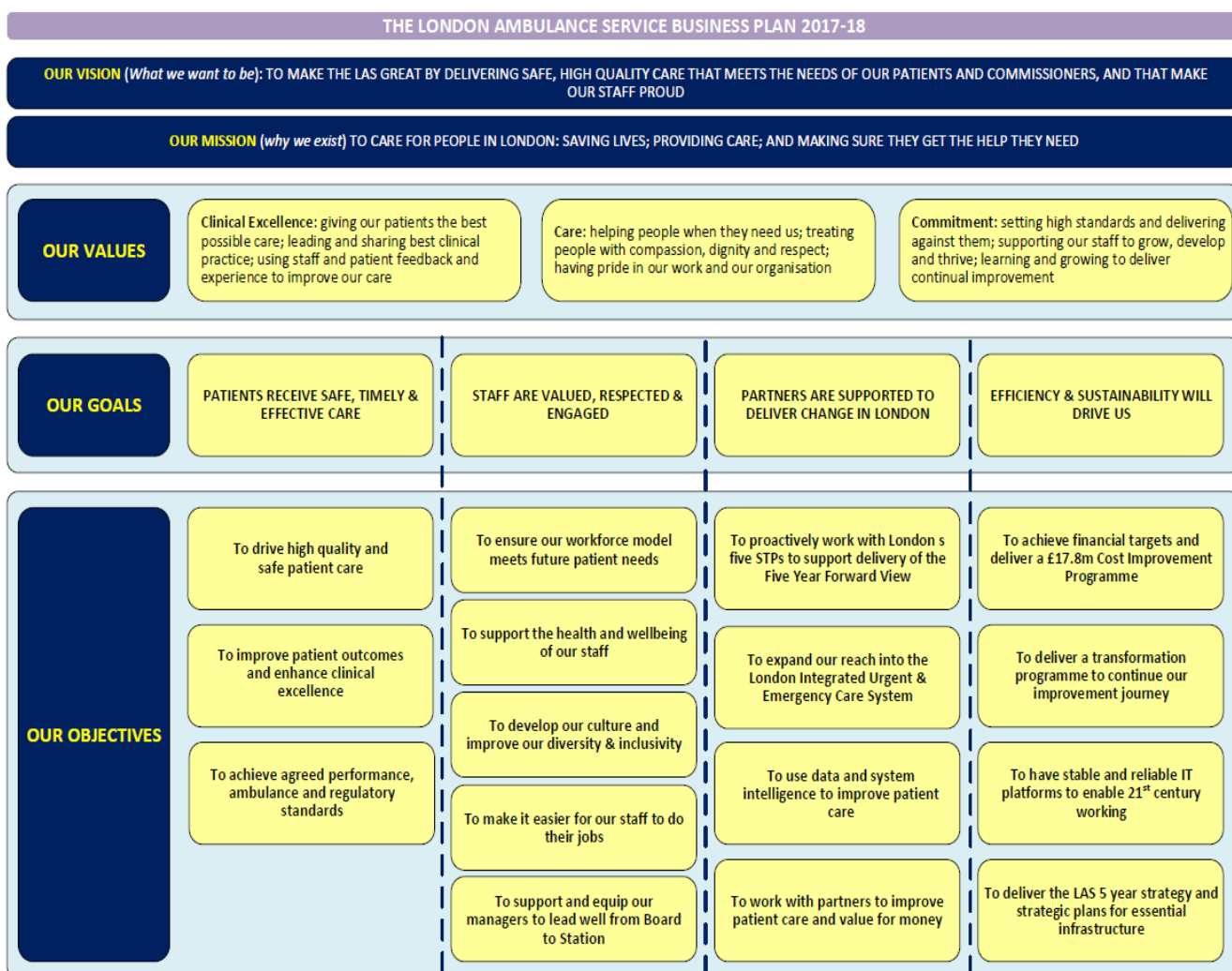
The Trust fully achieved all of our CQUINS in 2016-17 (see Annex 1), with the exception of the national Health and Wellbeing CQUIN, 6c – Flu, which was partially achieved. Although we achieved both digitalisation CQUINS, we had a significant technical issue with our Computer Aided Dispatch (CAD) system during 2016-17, which created additional workload for the technology department and had a measurable impact on this CQUIN. Digital Technology is at the forefront of our business plans and our CQUIN programme this year (see Annex 1). This underlines our commitment to ensure we provide easy access to patient information across the healthcare system and the technology for our staff to support them in delivering high quality care to our patients.



Quality Improvement Programmes aligned to strategic objectives

Our quality improvement strategies for 2017/18 are also set out in the business plan and are aligned to those topics outlines in Table 2, the Clinical strategy, CQUINs framework and the transformation programme (currently in development) . The plans over the next 12 months will continue to support the Trusts compliance with CQC Regulations and provide assurance to the Trust Board that effective and robust processes and arrangements for monitoring the quality of care to patients are in place. The improvement programmes and measures have been considered to ensure alignment to the Trust Quality Report (and Quality Account) and also the Quality Governance framework. In delivering these priorities the Trust will engage and involve patients, carers, and the public to promote the delivery of a seamless professional service across organisational boundaries. The diagram below shows the projects and key enablers we will implement during the year to improve our quality performance and embed a culture of continuous improvement.

The 2017/18 Business Plan



The activities outlined will determine how the Trust will evidence and provide a quality service to demonstrate its compliance with all the required quality and safety standards. This includes



compliance with: NHSI License requirements, CQC Regulations (Health and Social Care Act 2008); Quality Accounts national framework; NHS Litigation Authority (NHSLA); Risk Management standards; Information Governance ISO Standards; GMC, HCPC, NMC and other regulatory bodies Codes of Professional Conduct, as well as national and local Key Performance Indicators. Patient safety and quality will be a golden thread that runs throughout the Trust's business as a priority.

1b: Looking Back - Review of the Quality Priorities identified in 2016/17

Our priorities identified in the 2015-16 Quality account and the progress we have made throughout the year is highlighted within this section of the report.

1. Patient Safety

1.1 Sign up to Safety Campaign

In 2015-16 the Trust enrolled on to the Sign up to Safety campaign in order to contribute to the system-wide ambition of making the NHS the safest healthcare system in the world by creating a system devoted to continuous learning and improvement. This meant signing up to 5 specific pledges:

1. **Putting safety first.** Commit to reduce avoidable harm in the NHS by half and make public our locally developed goals and plans
2. **Continually learning.** Make our organisation more resilient to risks, by acting on the feedback from patients and staff and by constantly measuring and monitoring how safe our services are
3. **Being honest.** Be transparent with people about our progress to tackle patient safety issues and support staff to be candid with patients and their families if something goes wrong
4. **Collaborating.** Take a lead role in supporting local collaborative learning, so that improvements are made across all of the local services that patients use
5. **Being supportive.** Help people understand why things go wrong and how to put them right. Give staff the time and support to improve and celebrate progress.

In 2016-17 we introduced the Learning from Experience Group chaired by an assistant medical director with input from across the organisation including Patient Experiences, Governance and Assurance, Paramedic Education, Legal Services and the Medical directorate. This meeting had clear objectives to increase the profile of learning in the LAS with the following outputs to date;

- 2 issues of Insight magazine
- A series of infographic posters for display on ambulance stations
- Informing the CSR programme
- Introduction of "positive Reporting"

The group discusses recent themes in complaints, serious incidents, Patient Advice and Liaison Service (PALS), claims and inquests has used the Sign up to Safety pledges to help inform its agenda. Areas of focus so far have included;

- Airway Management
- Spinal Immobilisation



- Recognition of Cardiac Arrest
- Recognising Shock
- Management of paediatric anaphylaxis
- Treating patients with a tracheostomy

The Trust publishes a quarterly 'Learning From Experience' report, picking up a number of themes from Serious Incidents.

In regards to "Being Honest and Open" we have worked extensively to integrate the Duty of Candour in to the culture of the organisation, supporting patients and families. Currently we have ensured that over 92% of incidents that have involved patient harm have been fed back directly to patients and apologise and explanations given. Staff involved in Serious Incidents are offered support through the process including staff welfare, evidencing our commitment to being supportive. The LAS have also introduced the ability for staff to "positively report" instances where great care was given to help promote the importance of celebrating what we do well.

1.2 Medicines Management

The period 2016-17 has seen significant and sustained improvement in medicines management within the Trust, building on measures put in place during 2015-16 in response to CQC inspection findings. Processes and procedures have undergone review to ensure that these provide traceability and accountability for medicines from receipt in our Logistics Support Unit to the point at which they are administered to patients. A range of technological solutions have been designed and implemented to support supply, administration and audit of medicines.

In February 2017, the Trust appointed a full time pharmacist to lead and develop medicines management within the Trust. The Trust medicines management group continues to meet regularly and provide advice and support to all areas of the organisation.

Specific achievements to support medicines management during 2016-17 include the following:

Governance

- Introduced a new Medicines Management Policy in June 2016, revising and consolidating three separate policies into a single document
- Created a new cross-directorate Medicines Management Oversight Group chaired by the Medical Director to oversee all aspects of medicines management within the organisation.
- Nominated a Quality Governance Assurance Managers (QGAM) as the medicines management lead for each sector
- Strengthened Pharmaceutical support through the secondment of an additional Pharmacist to provide additional expert advice and quality assurance of the logistic processes relating to medicines management, leading up to the appointment of a full-time Pharmacist.
- Appointed a Deputy Director of Fleet and Logistics and conducted a comprehensive review of processes within the Logistics Support Unit
- Introduced Datixweb to improve incident reporting, with automatic notifications being sent to the relevant teams to allow prompt investigation of incidents and dissemination of learning.



Processes

- Put in place regular audits of medicines management at stations by Incident Response Officers, including the completion of Controlled Drug books
- Introduction of mobile electronic tablet technology and associated Perfect Ward app to facilitate paperless medicines management audit and real time upload of audit results.
- Implementation of the Kit Prep app to enable electronic scanning of drugs packs at stations to facilitate real-time tracking of drug pack movements through the system.
- Designed a new drug usage sheet with pre-populate drug batch numbers and expiry dates to improve compliance with recording medicines usage
Develop of an information technology portal (MedMan) to reconcile drugs usage forms with clinical records, thus providing assurance that drugs removed from packs are administered to patients. This also provides data on trends in drug usage and a means of tracing drugs in the event of batch recall or other concerns.
- Introduced 400 paramedic drug packs to address shortages in busy stations, with an immediate reduction in incidents reported where crews started shift without a drug pack.
- Established a system for coordinating pan-London drug locker code changes in order to increase security of medicines
- Redeveloped existing Clinical Performance Indicators (CPI) to incorporate monitoring of the requirement to record drug pack numbers on patient report forms (PRFs)

Education

- Delivery of a comprehensive programme of education relating to medicines management for frontline clinical staff via our Core Skills Refresher (CSR) programme
- Restated the professional responsibility of all clinical staff in relation to management of medicines
- Launched a Trust wide medicines management campaign “shut it, lock it, prove it” to improve the security of drug lockers and gas cylinder storage units. This campaign has raised and improved the awareness and compliance of medicines management across the Trust
- Included key reminders on medicines management and incident reporting during service-wide staff engagement events, in manager’s briefing meetings and with pay-slips.

During 2017-18 further medicines management developments will be led by the Trust pharmacist to ensure consistent, safe and secure medicines management throughout the organisation. Specific priorities will include



- Ensuring that drug storage arrangements at all sites provide for safe, secure and clean storage of medicines and are compliant with relevant legislation and regulations.
- Streamline and improve procedures and processes for requisition of drugs by ambulance station management teams.
- Increase the range of medicines managed centrally via the LSU to reduce the requirement for local management and improve drug wastage.
- Expanding the range of Patient Group Directions (PGD) where appropriate to support clinical development and expand the range of treatments delivered to patients by specialist and advanced practitioners.

1.3 Infection Control

The Quality Improvement Plan highlighted a number of key areas associated with infection prevention and control that the Trust focussed on throughout 2016/17 with services making significant improvements to complete the 2016-17 Infection Prevention and Control (IPC) Work Plan. A six-weekly Operational IPC Taskforce is in place to monitor progress and escalate key issues to the IPC Committee on a quarterly basis.

IPC Team capacity The IPC team structure and composition has been reviewed to support a business partner model from 2017-2018. Interim support has succeeded in raising the profile and engagement across the Trust with significant progress made specifically in the area of audit and the development of the IPC Champion network.

Engagement between services has improved across LAS. The delivery of the annual work plan has been enabled by effective collaborative working. The Quality and Governance Managers (QGAMs) have been a significant support leading improvements to quality standards within their sectors. The Head of IPC attends Sector Quality meetings and Group Station meetings to ensure that key messages are shared. Local engagement through the IPC Champion Network has resulted in tangible improvements with good practice examples including waste tagging and IPC information sharing at station level; wipeable information boards, 'Danicentre' installation to provide accessible Personal Protective Equipment (PPE) in stations and ensure appropriate storage.

An innovative method of reminding crews to tag their clinical waste bags by tagging reminders on their personal lockers has led to an increase in adherence with clinical waste management and this is being replicated by other Champions.



Engagement with partners The IPC team meets with the both the IPC lead from our Commissioners and the London Public Health England (PHE) attending PHE Workshops, and National Ambulance Group meetings.

Trust systems and processes IPC training for level One and Level Two is complete from December 2016 across the Trust with robust mechanisms in place to ensure accurate reporting of training completion. IPC information on the Pulse page (intranet) has been refreshed and enhanced to facilitate ease of access for all staff. **Operations** IPC audit data is submitted and monitored monthly. Hand Hygiene compliance were previously self-audited however the methodology was changed in October 2016 to direct observations by Clinical Team Leaders during Operational Workplace Reviews (OWR) to provide more robust assurance data. Improvements are already being reported and shared. IPC issues and incidents continue to be reported via Datix and to the IPC teams. A survey to understand the barriers to adherence of practice (90 respondents) was completed using in March and the findings will inform the 2017/8 action plan. **Education** IPC training was included within the mandatory Core Skills Refresher in 2016/17. Video clips were used to complement the training package, and included videos demonstrating PPE donning and doffing and safe ampoule breaking.

Estates IPC related actions Premises cleaning standards at stations are audited on a monthly basis with demonstrable improvements in submission rates across 2016/17 with the standard achieved at well above 90%. **Logistics related IPC actions** Delays in completion of the IPC Work Plan actions related to the Vehicle Preparation (VP) Hub rollout. Processes have been put in place to ensure compliance with the 6 weekly deep clean process for emergency vehicles. **Blankets and trolley covers** Sufficient numbers of reusable and single-use blanket provision are now in place with the additional purchasing of blankets and following a staff engagement event the agreement on a suitable disposable version that meets patient requirements. A long-term solution to ensure consistent blanket availability pan London working with the whole system is underway.

2. Patient Experience

2.1 Mental Health

The Trust has seen an increase in mental health activity year on year with a continued positive impact on service delivery outcomes since the introduction of dedicated mental health nurses in the service two years ago. Below is a summary of data for April 2016 to March 2017 in comparison to the previous year's similar period:

- MH Calls have increased by 6.9% and MH incidents have increased by 10.3% compared to last year
- A total of 1,421 mental health calls were managed by mental health nurses between April 2016 and March 2017 compared to last year this is an increase of 52.3%. This is a result of increased hours being worked as staffing levels have increased.
- 10.7% of all Mental Health Hear and Treat patients were managed through Hear and Treat (without requiring the dispatch of a resource to the patient)
- 68.1% of all MH Incidents (96,944) were conveyed

The introduction of Registered Mental Health nurses (RMNs) into the control room has proven to be highly effective for both staff and patients and the initiative was shortlisted for a national Patient Safety Award in 2016. Plans are also underway to pilot a specific mental health car that will respond to calls from patients in mental health crisis staffed by a mental health nurse and a paramedic to;



- Improve quality of care through mental state examination and risk assessment as well as enhancing the scope to deliver brief psycho-social interventions to help alleviate distress.
- Increase “See and Treat’ for this patient group with sourcing of more appropriate follow on community care, if required.
- Support crews on-scene in managing patients with complex mental health issues.
- Enable effective access to crisis teams.

We have participated in local as well as pan London and national collaborative work such as Healthy London Partnership, the National Insight programme, expert patient focus groups, and development of a pan-London risk assessment tool. The CQC undertook a re-inspection visit from 6th to 9th February 2017. Although the full report is not yet published, preliminary immediate feedback stated that the mental health model and performance was overall outstanding. There are plans to increase the number of mental health nurses further in 2017/18 to support 24/7 access to specialist support internally and a formal proposal is currently in development.

Risk Assessment

Following a successful roll out of the **mental health risk awareness tool** (LA383) across the service as part of our CQUIN initiatives in 2015/16, the tool has been reviewed and updated to include more evidence based guidance and an ad memoire for use by crews. The revised LA383 is due for sign off and re-launch in 2016/17 with plans for further evaluation.

Monthly audits of the mental health **Core Performance Indicators** (CPI) by the Clinical Audit and Research Unit (CARU) continue to show that we have seen overall improvements in the level of care provided to patients with a diagnosed psychiatric problem. Some aspects of care were consistently well recorded, whilst documentation of other aspects of care has improved there are specific elements, primarily documentation that safeguarding concerns have been considered, that require improvement to achieve the same high standard as the other CPIs.

On-going review of **Appropriate Care Pathways** (ACPs) for mental health is vital in ensuring parity between physical and mental health. We have been working closely with our Mental Health Trust partners to ensure that pathways are available to patients and accessible 24/7 providing both advice and referral pathways for our staff.

Training and Education

LAS participated in the development of a one day simulation course for both the Metropolitan Police Service (MPS) and paramedics in collaboration with the South London and Maudsley Mental Health Foundation Trust. The course was designed to improve knowledge and confidence in how to help, assess and manage patients presenting in a mental health crisis. Plans are underway to develop more similar courses due to the overwhelming demand and the positive feedback; staff who attended have reported its value in their practice and have been recommending it to colleagues.

Dementia care

The Trust led on developing and delivering a collaborative Dementia awareness training in partnership with UCL partners which was funded by Health Education England. The training was presented and featured at the November 2016 11th Dementia Congress in Brighton (see poster below); it received positive feedback both locally and at the conference.

A DVD entitled ‘*Dementia care matters in the Ambulance Service*’ commissioned by NHS England and London Ambulance Trust was launched and disseminated across the Trust. It features a series of 4 short films with real Ambulance staff highlighting key skills needed in achieving positive



communication, thorough assessments and appropriate action to support and safeguard people living with a dementia and has been shortlisted for a National Patient Safety award.

Other innovative work which the Trust is involved with, in collaboration with the Metropolitan Police, is the development of an App for use when dealing with vulnerable patients. It is intended to enable easier identification and enhancing quicker, better interventions. The app is currently being tested with some focus groups and is due to go live in July 2017.

Care of patients detained under the Mental Health Act (1983)

The service responds to two types of patients detained under the mental health act (1983), emergency detention which constitutes section 136 MHA (1983) and planned mental health act assessments.

Planned Mental Health Act Assessments

Following the successful trial of our Non-Emergency Transport Service (NETs) to attend pre-planned mental health community assessment journey requests at Camden and Islington Mental Health Trust, we have been rolling out the system to all other Mental Health Trusts across London. Engagement with the final Trust is commencing at the end of March 2017 with this roll out being finally completed in early April. This project has been highly successful with the majority of this cohort of mental health service users now seeing transport arriving at the commencement of the AMHP assessment or within 30 minutes.

Section 136 MHA (1983)

A national section 136 protocol directly informed by the Mental Health Crisis Care Concordat was introduced and implemented across the Trust in April 2014 recommending a response time of 30 minutes to all persons detained under the MHA (1983).

The service has concentrated efforts this year on a detailed review of section 136 responses specifically how these are triaged and how the service meets the response times allocated to these calls. This data is triangulated with Metropolitan Police Service (MPS) data. Work is in progress to validate and improve the data collection for this patient group as well as raising awareness on accurate documentation of section 136 attendances with crews. A dashboard specifically for mental Health has been developed and 136 presentations are captured within this to allow ease of reporting and review. We have worked extremely closely with the Healthy London Partnership as members of the 136 improvement programme as well as Mental Health Trusts, Social Care and the Third Sector.

Mental health and wellbeing of LAS staff

The Five Year Forward View Mental Health Task Force findings 2015 emphasised the importance of responding to the health and well-being needs of NHS and social care staff themselves, and the need to improve morale and the psycho-social working environment, especially given the ever increasing pressures. There was an expressed view that it was critical to recognise that environment and working practices could have an impact on the wellbeing of the workforce

The Service has continued to uphold the Blue Light Time to Change pledge, engaging with other Blue Light organisations to learn and share good practices to benefit staff's wellbeing and mental health. The programme and continued engagement with Mind for call handler specific courses has allowed us to dedicate wellbeing support to our staff as they work round the clock to keep patients safe.





Our Practice Learning Manager Control Services, Jules Lockett, has been engaged in mental health awareness across the UK and Europe, promoting the work that is demonstrated within EOC for the LAS. This has cumulated in both a visit from HRH Prince Harry to witness at first hand the work Jules has produced and promoted through the LAS as well as being invited to Number 10 Downing Street to share her personal and professional experience in developing mental health strategies.

'This has been very humbling and an honour to share the work that has been successfully delivered for our staff and that we continue to build on.'

Mental health awareness training was delivered to over 400 of our staff in the EOC environment. Both mental health and personal well-being training has been incorporated into our new entrants programme.

2.2 Bariatric Care

The Bariatric Working Group (BWG) was established to review and analyse the available information on bariatric patients and develop scope for potential improvement within LAS bariatric services. The BWG comprised representation from all relevant departments within the LAS as well as patient forum members. Data for LAS bariatric patient journeys and care was found to be limited, with no robust process for data capture and review. Bariatric data from Public Health England was collected and collated in conjunction with LAS data to strengthen it and then used to create growth modelling for London.

The medical directorate representative also produced a clinical paper for bariatric care that was disseminated to LAS clinical education and manual handling groups.

The BWG, in conjunction with the manual handling group and clinical education, have included a manual handling module into Core Skills Refresher (CSR) 2017.1 that incorporates information specifically related to bariatric patient care. A communication strategy is being developed to keep staff informed of the on-going developments in LAS bariatric care and request feedback from them regarding their experiences of bariatric service provision

An audit of the existing LAS system for bariatric transport was conducted, finding on every spot inspection that there were no bariatric vehicles available to send should the need have arisen. There were either no trained staff available to use the existing PTS bariatric vehicles, or the contracted bariatric service providers (e.g. St John Ambulance) were busy attending regular frontline calls on



behalf of the LAS and would be delayed in their arrival. A working group was set up to reach a consensus on equipment, vehicles, operating models, locations, staffing, training and data capture, this work is still underway and we will therefore need to continue this during 2017-18.

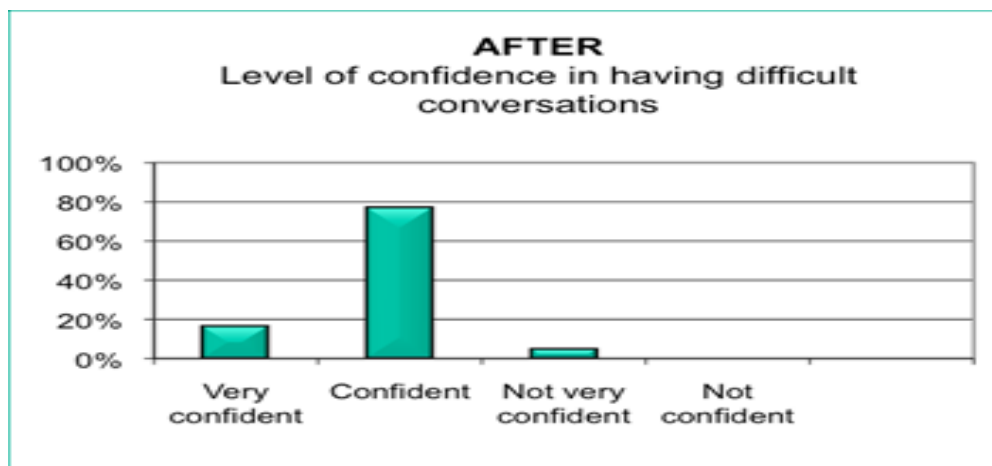
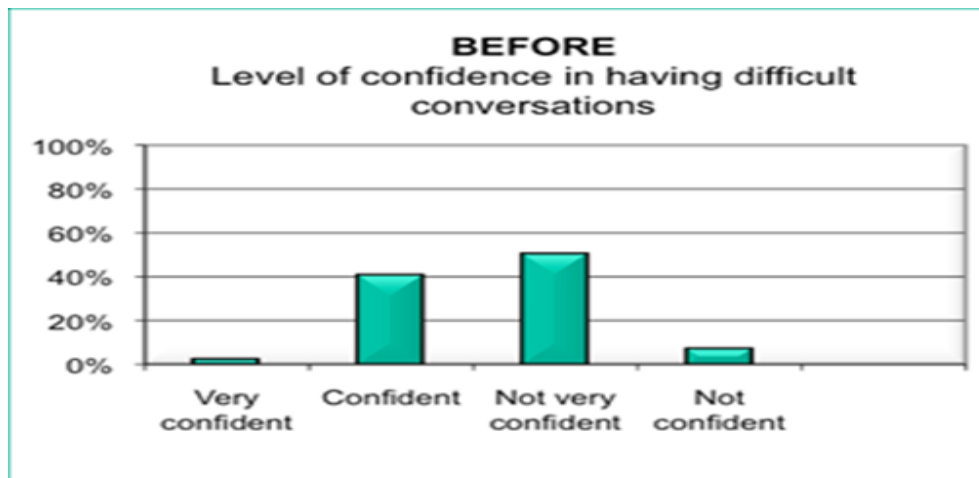
2.3 End of Life Care

Traditionally Ambulance Trusts have focussed clinical education on the 3 P's model: Preserve Life, Prevent Deterioration, Promote Recovery. How does End of Life Care (EOLC) fit into this model and how can we provide 'Quality' care for this small but important group of patients? A secondment was made available in 2016 to support the delivery of focussed service development in this area resulting in a wide range of tangible improvements.

Training and Education

Following the successful conference for LAS staff and other EoL Stakeholders across Northwest London, follow on workshops to improve understanding and awareness for all clinicians and improve quality of Care for EoL patients were commissioned. Developing skills in having difficult conversations was highlighted by conference participants as a priority area for further education and developments and therefore this was a specific area of focus. *Difficult Conversations* were commissioned to develop a workshop specifically for ambulance clinicians.

Difficult Conversations©



Quality End of Life Care for All (QELCA)

QELCA is a practice development program designed by St Christopher's Hospice in which clinicians are encouraged to reflect on their fears and anxieties surrounding death and consider their specific roles in end of life care. Time is spent in the Hospice observing practice and is accompanied by classroom based learning. QELCA facilitators are specialist palliative care nurses. The QELCA course was donated to LAS by Macmillan and ran from the 21st-25th November 2016 with 8 LAS clinicians participating - A&E Operations and Clinical Hub. On-going facilitator led monthly reflection. LAS participants will be the first group to have the opportunity to acquire City & Guilds Qualification. Additional courses are planned for 2017/18 with support from Macmillan.

Local solutions - working with Stakeholders

- St Luke's Hospice, Single Point of Access & Rapid Response Team. LAS 24/7 access.
- Telephone advice for LAS clinicians attending end of life patients based in Harrow and with a Harrow GP. Rapid Response Team Available between 07.00-23.00.
- Placements for LAS staff wanting deeper understanding of end of life care.



NETS- Non Emergency Transport Service

- An alternative LAS response to attend palliative care patients requiring discharge home from the hospice environment. Pilot with St Joseph's Hospice currently being evaluated.
- Hospice book journey using Meridian system (not 999). Transport to arrive within 30 minutes of stated time.
- Full roll out due Q1 2017.

Working with Coordinate My Care

- Education for staff about the importance of accessing care plans to avoid inappropriate conveyance and resuscitation attempts.
- To identify areas of risk regarding the management of care plans.
- To report incidents via DATIX and implement learning from those incidents.

On-going plans for 2017/18

- Funded clinical specialist leads for end of life care in partnership with Macmillan
- End of life care strategy/policy in development
- End of Life Care champions pan London
- Partnership working/education with CMC
- Further mandatory end of life education via CSR (first mandatory session was completed in CSR 2016.1)
- Further Development of Paramedic Clinical Practice Guidelines
- Re-launch of End of Life Care pages on the intranet

The London Ambulance Service, 5 Year Strategy, 2014/15 – 2019/20



- Ensuring our systems are linked to patient specific end of life care plans so that our clinicians have the right information to support the patient's wishes
- Developing access to specialist palliative advice/services so our clinicians can access services 24/7
- Piloting specialist nurses in our clinical hub to support patients at the end of their life

3. Clinical Effectiveness and Audit

The London Ambulance Service NHS Trust has a robust clinical audit and research programme that focuses on both local and national areas of priority. In 2016/17 the LAS examined the care provided to a wide range of patients including elderly fallers and pain management in children and those patients who had a; myocardial infarction; cardiac arrest; stroke, trauma; sickle cell crisis. Our research programmes continue to grow and alongside our existing cardiovascular studies we launched a new clinical drug trial aimed at improving the outcomes for stroke patients.

In addition to continuously assessing the care we provide to our cardiac, stroke and trauma patients, and those patients who are discharged at scene and then re-contact the Service within 24 hours having severely deteriorated or died unexpectedly. We will also focus on improving the care given to a range of different patient groups, some examples are set out below:

Exercise Unified Response (EUR) 2016

LAS participated in Exercise Unified Response in February 2016 - a large scale major incident exercise run on behalf of the London Resilience Partnership. This clinical audit has been triggered by an external request from the London Resilience Partnership and feedback from the Care Quality Commission and the Coroner following the inquest into 7/7. Furthermore, at the end of 2015 the LAS Incident Response Procedures were revised and the requirement for clinical documentation has not yet been assessed. The clinical audit included all 'patients' that were assessed and/or treated by the LAS during the major incident training exercise, covering a range of clinical conditions. The documented triage, assessments, medication administration and management of these 'patients' was assessed for compliance with clinical practice guidelines and incident response procedures. Data analysis is on-going with the full report expected to be released Q2 2017/18.

Sickle Cell Crisis

In response to a request by the LAS Patient's Forum to review the care provided to sickle cell patients a re-audit of the care provided to patients who contact the LAS during a sickle cell crisis was conducted and the outcomes are contained within the overall CARU report on P15.

Hypovolaemic Shock

Following a patient safety incident and revised internal guidance we assessed the LAS management of hypovolaemic shock. Working backwards from Emergency Department diagnosis of a medical conditions which may cause catastrophic fluid loss (for example gastrointestinal bleed, obstetric haemorrhage, ruptured ectopic pregnancy, abdominal aortic aneurism (AAA), recurrent vomiting and profound diarrhoea) this clinical audit examined the recognition, assessment and medication administration to patients with hypovolaemic shock. Data analysis is on-going with a final report to be released in Q1 2017/18.

Mental Capacity Act

The Care Quality Commission found that many staff lacked confidence working within the Mental Capacity Act 2005. Therefore, following a programme of training on the Mental Capacity Act assessment, this documentation audit examined appropriateness of completion of the LAS Capacity Tool (documentation for the treatment of patients who are unable to consent). The report is in final



draft stage. We identified that improvements are needed in completing the mental capacity assessment form (LA5). A review of the form will be undertaken as part of the ePRF development process. In the meantime, guidance will be issued to staff regarding the principles of the Mental Capacity Act and how to undertake (and document) a thorough assessment.

Paediatric Conveyance Review

In 2010, following a baseline clinical audit and in response to advice from the Royal College of Paediatrics and Child Health the LAS reviewed our management of paediatric patients and a new policy was introduced. This resulted in all patients under the age of two years being conveyed to hospital with further strong recommendations for patients twelve years and under. Anecdotal concern from hospitals and staff regarding unnecessary conveyance/ referrals prompted a further review of any patients twelve years and younger who are not conveyed to hospital, with a focus on those less than two years old. The audit examined the assessment undertaken and appropriateness of conveyance and referral decisions. The final report is currently being drafted. Preliminary findings indicate that paediatric patients are being conveyed in line with our policy on the major of occasions; however, we did identify some instances where patients were left at home without a referral. Preliminary recommendations include adding an aspect of care to the LAS 'Discharged at Scene' CPI to continually assess whether patients under 12 are being referred when not conveyed to hospital, together with producing guidance for crews on the risks of leaving a patient at home without an appropriate referral or advice.

Heart Failure

There is a perception of an overuse of nitrates as a medication in the management of acute heart failure within the LAS. This clinical audit reviewed the identification, assessment and medication administration to patients where acute heart failure is suspected in the pre-hospital setting or diagnosed at hospital. Data analysis is on-going and the report is expected to be released Q2 2017/18.

We have made good progress in many areas during 2016-17, were we feel we need to continue the programmes of work we have included topics in 2017-18 work plans.

Section 3: Statements of assurance from the Board

Statements mandated by NHS England

Each year we are required to report a number of mandatory statements, which you will find reported in this section:

Data Quality Assurance

The London Ambulance Service manages data quality for Accident & Emergency information, using a bespoke application developed internally. All information received from the 999 CAD system, Command Point, Mobile Data Terminals (MDT) and Patient Report Forms (PRFs) is processed through this application. Within the application, records that satisfy any of the pre-defined validation rules are presented for reviewing, and can be amended where necessary, if there is adequate evidence available to do so.



Records are reviewed for

- Illogical time sequences between timestamps
- Unlikely gaps between timestamps
- Incorrect hospital codes
- Missing timestamps where one would be expected
- Conveyances by non-conveying vehicles
- Patient Handover breaches at hospital
- Mismatched Patient Report Forms (PRFs)
- Discrepancies between Command Point, MDT, and PRF data

A facility is available to allow staff outside of Management Information to request a review of any data items. These data quality queries are submitted via the Business Intelligence (BI) Portal for consideration by the Data Quality team to ensure that they meet agreed rules. No-one outside of the Data Quality team within MI can make amendments to any records.

There is an audit history for any record flagged for reviewing, and all changes and actions taken (or not taken as the case may be) are logged with the username/change made/date/time.

All reports produced by the Business Intelligence team follow a pre-determined check list to ensure accuracy and compliance with Ambulance Quality Indicator guidance. Every report is peer reviewed and approved by a senior member of the team prior to publication

A report demonstrating compliance against the Ambulance Quality Indicators (AQI) guidelines is submitted annually to Executive Leadership Team (ELT) for approval.

An audit was carried out in March 2016, by KPMG, which reviewed the Trust's arrangements over data quality in relation to a sample of Ambulance Quality Indicators. They gave an overall rating of "significant assurance with minor improvement potential" (Green/Amber), which was in line with expectations. These audits are scheduled on a continuous cycle.

Income

The income generated by the NHS services reviewed in 2016/17 represents 100 per cent of the total income generated from the provision of NHS services by the London Ambulance Services NHS Trust for 2016/17.

Clinical audit

During 2016/17, two national clinical audits and no national confidential enquiries covered NHS services that the London Ambulance Service NHS Trust provides. During this period, the London Ambulance Service NHS Trust participated in all of the national clinical audits, it was eligible to participate in.

The national clinical audits and national confidential enquiries that the London Ambulance Service NHS Trust was eligible to participate in during 2016/17 are as follows:

NHS England Ambulance Quality Indicators: Clinical Outcome measures covering:

- Outcome from cardiac arrest – Return of Spontaneous Circulation (ROSC)
- Outcome from cardiac arrest – Survival to discharge
- Outcome from acute ST-elevation myocardial infarction (STEMI)
- Outcome from stroke



National Clinical Performance Indicators (CPI) programme covering:

- Asthma
- Single limb fracture (trauma)
- Febrile convulsion
- Elderly falls
- Self-harm (mental health)

The national clinical audits the London Ambulance Service NHS Trust has participated in, and for which data collection was completed during 2016/17, are listed below (table 1) alongside the number of cases submitted to each audit as a percentage of the number of registered cases required by the terms of that audit.

Table 1

National Clinical Audit	Number of eligible cases	Number of cases	% of cases
NHS England AQI: Outcome from cardiac arrest – ROSC a) Overall group b) Utstein comparator group	a) 2,380 b) 321	a) 2,380 b) 321	100%
NHS England AQI: Outcome from cardiac arrest – Survival to discharge a) Overall group b) Utstein comparator group	a) 2,293 b) 289	a) 2,203 b) 289	100%
NHS England AQI: Outcome from acute STEMI a) Primary percutaneous coronary intervention (PPCI) delivered within 150 minutes of call. b) Care bundle delivered (includes provision of GTN, aspirin, two pain assessments and analgesia)	a) 787 b) 1,836	a) 787 b) 1,836	100%
NHS England AQI: Outcome from stroke a) Face Arm Speech Test (FAST) positive stroke patients potentially eligible for thrombolysis, who arrive at a hyper acute stroke centre within 60 minutes of call. b) Care bundle delivered (includes assessment of FAST, blood pressure and blood glucose)	a) 4,310 b) 7,588	a) 4,310 b) 7,588	100%
National CPI: Asthma a) Respiratory rate recorded b) PEFr recorded (before treatment) c) SpO ₂ recorded (before treatment) d) Beta-2 agonist recorded e) Oxygen administered f) Care bundle	600	600	100%
National CPI: Single leg fracture (trauma) a) Two pain scores recorded b) Analgesia administered c) SpO ₂ recorded (before treatment) d) Oxygen administered e) Immobilisation of limb recorded f) Assessment of circulation distal to fracture recorded g) Care bundle	600	600	100%
National CPI: Febrile convulsion a) Blood glucose recorded (before treatment) b) SpO ₂ recorded (before treatment) c) Anti convulsant administered d) Temperature management e) Appropriate discharge pathway recorded f) Care bundle	434	434	100%
National CPI: Elderly Falls a) Primary observations recorded b) Recorded assessment of the cause of the fall c) Recent history of falls documented d) 12 Lead ECG assessment	600	600	100%



e)	Recorded assessment of mobility			
f)	Direct referral to an appropriate health professional			
g)	Care bundle			
National CPI: Self-harm				
a)	Mental state of patient is recorded			
b)	Evidence of use of drugs and/or alcohol is recorded			
c)	Exact nature of injury recorded			
d)	Has a clinical assessment been completed?			
e)	History of events leading to today's self harm episode recorded	90	90	100%
f)	Has there been an assessment of mental capacity?			
g)	Has information relating to social/family support network or NOK been recorded			
h)	Care bundle			

The reports of the above national clinical audits were reviewed by the provider in 2016/17 and the London Ambulance Service NHS Trust has taken the following actions to improve the quality of healthcare provided:

- Continued clinical education provided to staff through face-to-face training and publication of updates in bulletins and newsletters
- Publication of materials promoting the key principles to cardiac, stroke and major trauma patient management
- Continued use of the Clinical Information and Support Overview (CISO) tool to facilitate supervision discussions with clinicians regarding patient treatment, documentation and time spent on scene
- Additional training on the importance of peak flow readings pre and post treatment for patients suffering from asthma
- Wider usage of the Service's internal communication channels to disseminate key findings and to facilitate discussion among clinicians
- Produced a national clinical performance indicators handbook for staff

The reports of **five local clinical audits** were reviewed by the provider in 2016/17 and the London Ambulance Service NHS Trust intends to take the following actions to improve the quality of healthcare provided against each as detailed below.

Recognition and Management of Paediatric Abdominal Pain:

- Include the management of paediatric abdominal pain in a future face-to-face training session
- Assess clinicians' understanding and attitudes towards paediatric pain assessment and management
- Disseminate key learning with clinicians to ensure they are confident in recognising and managing paediatric abdominal pain
- Review and re-audit to determine whether learning has been embedded and improvements are seen in the management of this patient group

Paediatric Pain Management Re-audit

- Include the management of paediatric pain assessment in future face-to-face training sessions for clinicians
- Distribute an info graphic presenting the improvements made and reiterating the importance of obtaining two pain assessments



- Publicise alternative pain scoring tools through a Trust-wide clinical newsletter and a web-tutorial on paediatric assessment
- Share findings with the LAS Medicines Management Group
- Undertake a re-audit once all actions have had sufficient time to take effect to determine whether there has been an improvement in paediatric pain assessment and management

Sickle Cell Re-audit

- Recommend to the Sickle Cell Society that they liaise with Sickle Cell Centres in London to explore introducing patient-held records where required, to assist crews in knowing what treatment helps the patient best in a sickle cell crisis
- We will seek advice from sickle cell specialists in order to provide clinicians with guidance on pharmacology, such as the maximum initial and total dose of morphine that can be given in the pre-hospital setting
- Include an article in the Sickle Cell Society newsletter and for publication on their website informing patients of the improvements made and providing advice on how they can improve their care, such as ensuring they tell the call handler they are in crisis
- Distribute the key findings in a Trust-wide newsletter, together with an infographic displayed in all ambulance stations
- Share findings within the LAS Control Room and provide feedback to Call Handlers who triaged calls incorrectly
- Share report with the LAS Medicines Management Group, LAS Patients' Forum and Sickle Cell Society
- Cover 'awareness of how to correctly triage sickle cell calls' as part of the Clinical Audit & Research Induction talk that is delivered to new Call Handlers
- Re-audit whether there has been an improvement in the administration of opiate analgesia for patients in sickle cell crisis once all actions have had sufficient time to take effect

Administration of Oramorph

- Share findings with clinicians in a Trust-wide clinical newsletter, together with a reminder of the indications for Oramorph and necessity to take observations after administration
- Publish findings using an info graphic for display at all ambulance stations
- Share report with the LAS Medicines Management Group
- Undertake a re-audit to assess whether there has been an improvement in post Oramorph observations and documentation

Alcohol Intoxication Re-audit

- Create an info graphic reminding staff to document a full history of the event and undertake a full primary survey
- Publish an article in the Trust-wide clinical newsletter to share keys findings and emphasise the importance of obtaining a full and accurate alcohol history
- Share the positive impact of personal issue equipment at Sector Quality Governance Meetings
- Carry out a re-audit to determine whether there has been an improvement in the documentation of a full primary survey and history of the event



The London Ambulance Service NHS Trust undertakes a programme of local Clinical Performance Indicators that monitors the care provide to six patient groups (cardiac arrest, difficulty in breathing, glycaemic emergencies, mental health, sepsis and patients that were discharged on scene) and quality assures the documentation on 2.5% of all clinical records completed.

We also undertake four continuous audits that monitor the care provided to every patient who suffers a cardiac arrest, STEMI or stroke, have been involved in a major trauma incident, or who were discharged at scene but re-contacted the Service within 24 hours having severely deteriorated or died unexpectedly.

Participation in clinical research demonstrates the London Ambulance Service NHS Trust's commitment to improving the quality of care we offer and contributing to wider healthcare improvement. Clinical research ensures our clinical staff keep up to date with the latest possible treatment options and their active participation leads to improved patient outcomes. The number of patients receiving relevant health services provided or sub-contracted by the London Ambulance Service NHS Trust in the first 3 quarters of 2016/17 that were recruited during that period to participate in research approved by a research ethics committee was 1,832. These patients were recruited into a range of interventional and observational studies. These studies were:

Aneurysm-FILTR: An observational study to prospectively validate the diagnostic accuracy of ambulance clinicians using an aneurysm scoring system (developed by St George's Vascular Institute and the LAS) and is available as an App for smartphones.

ARREST: A randomised controlled trial exploring whether immediate coronary angiography and percutaneous coronary intervention can improve survival from cardiac arrest

PARAMEDIC-2: A pre-hospital double blind randomised controlled trial exploring the effectiveness of adrenaline administration on patient outcomes following cardiac arrest

RIGHT-2: A randomised trial that aims is to determine whether glyceryl trinitrate (GTN) improves outcome in patients with ultra-acute stroke when administered as soon as possible after onset.

In 2016/17 312 members of clinical staff received protocol training to enable them to participate in interventional and observational research at the London Ambulance Service NHS Trust.

The LAS has also developed the Pre-Hospital Emergency Department Data Linking Project (PHED). PHED is a mix-methods project investigating the opportunities and challenges of linking LAS with Emergency Department (ED) data. Pre-hospital and ED records have been linked for 775,018 patients.

We also submit data to the National Out-of-Hospital Cardiac Arrest Outcomes project, is a registry of out of hospital cardiac arrests in England. This registry is being used to look at the national variations in outcomes of cardiac arrest and provide evidence to help inform treatment and improve survival amongst this patient group. During 2016/17 we provided 4,389 cases to the registry. We continue to deliver a comprehensive clinical audit programme and ensure we learn from the findings.

CQUINS

A proportion of London Ambulance Service NHS Trusts' income in 2016/17 was conditional on achieving quality improvement goals within the contract. The 2016/17 CQUIN schemes were set according to the Commissioning for Quality and Innovation payment framework and either set



nationally, or agreed with Brent CCG as lead Commissioner, acting on behalf of the pan-London CCGs. Further details of the agreed goals for 2016/17 are detailed in Annex 1. The Q4 submission was delivered to commissioners in April 2017. Confirmation of full achievement, with the exception of partial achievement for the Health and Wellbeing Flu indicator, was formally provided at CQRG in June 2017. Proposed and national CQUINs for 2017-19 are detailed in Annex 1.

Serious Incidents (SIs)

In total across 2016/17 (as of 14/03/2017) out of 495 cases reviewed 103 incidents were deemed to meet the criteria to be declared as serious to NHS England (London). The Trust has demonstrated a better understanding and use of the internal incident reporting process, enhanced by the implementation of Datixweb and a firm organisational commitment to improve the channel for identifying Serious Incidents. The increase in numbers may also reflect a more open reporting culture that has been noted by the CQC. As in previous years, the number of ambulance delay related SIs has remained a consistent theme, although in 2016-17 we have seen a wider range of incidents declared including issues with clinical assessment and call handling.

Learning from experience

Please see below some examples of where the LAS have improved its service as a result of Incidents;

1. A number of incidents have taken place over 2016-17 where there was a delay in shocking a patient in fine VF. Following this the area of practice has been included on Core Skills Refresher training and there has been a wide range of trust communications issued including an article in "Insight" magazine, an infographic poster and a video which was viewed over 1000 times within a couple of hours of posting.
2. Feedback from staff had been given that there were not enough drug packs available to frontline staff at the start of their shift. Working across Operations, Logistics and Governance a task and finish group was established to gather data and analyse where and when the shortages were occurring. The output of this was to introduce over 600 drug packs into the system in December 2016 resulting in a significant decrease in missing drug packs being reported. The plan is to roll this approach out to other areas of equipment.
3. Issues with the use of spinal immobilisation has been a recurrent theme for the LAS. A learning need was identified with a Core Skills Refresher session focussing on "necks and backs" to help clarify when immobilisation is appropriate and how to do so effectively. This theme will continue to be monitored as a part of the Learning from Experience group.

Future developments

The newly appointed Chief Quality Officer will lead an in-depth review of serious incidents in 2017/18. The objective of this review is to reduce the length of time it takes to complete investigations and improve the quality of those with a clear channel for learning. The review will focus on the current delays in the process including appointing a lead investigator and provision of protected time to complete reports. The ELT review process will also be reviewed to ensure it is effective and efficient.

How we are implementing Duty of Candour

The LAS have continued to place the Duty of Candour at the forefront of the service provided. Expanding on the training programme in Q4 2015/16, Duty of Candour training was rolled out to all non-clinical staff to ensure the awareness of the duty is uniform and embedded across the organisation. All participants are required to complete a multiple choice competency test at the end of the training session. There have also been a series of Duty of Candour training sessions as part of



the Serious Incident Investigator training that goes into more detail for the benefit of people undertaking the Family Liaison Officer role. Compliance with the duty is recorded on Datixweb and monitored on a monthly basis. Communications have been sent out regularly throughout 2016/17 and Quality Governance and Assurance Managers have been Duty of Candour champions across sectors, giving support and advice to frontline staff. Our current compliance with Duty of Candour is 92%

CQC

Following the June 2015 Care Quality Commission (CQC) inspection of the service, the LAS developed a Quality Improvement Programme (QIP) which was a single overarching plan to address quality improvement in the Trust. A clear programme of delivery, accountability and governance was established, led by the Director of Transformation, Strategy & Workforce and supported by a Programme Management Office (PMO), to ensure oversight and leadership in the delivery of our QIP.

A Quality Improvement Board was convened, chaired by the Chairman, which met monthly to review progress against the whole plan and each of the five work streams, assessing risks and directing interventions to ensure delivery. This Board provided updates on progress to the Trust Board at each of its formal meetings.

This Quality Improvement plan has (at end of March) delivered the majority of actions detailed, with a number of actions being incorporated into business as usual for Directorates; projects of a more complex nature, which are yet to be completed, are being incorporated into the 2017/18 Business Plan.

The CQC has conducted two further inspections of The London Ambulance Service NHS Trust since June 2015. A focussed inspection was undertaken in September 2016 and a comprehensive full trust inspection was completed in February 2017.

The three core services listed below were inspected in February 2017 and the report is due to be published in the summer 2017.

- Emergency Operations Centres
- Urgent and Emergency Care
- Resilience planning including the Hazardous Area Response Team

In September 2016, the Trust's NHS 111 Service was inspected by the Primary Care team of the Care Quality Commission; we were the first 111 service to be inspected within London. During the comprehensive inspection the CQC:

- Observed the call centre environment over one and a half weekdays and during a peak weekday evening when GP practices were closed.
- Spoke with a range of clinical and non-clinical staff, including call handlers, clinical advisors, team leaders and senior managers.
- We looked at a range of records including audits, staff personnel records, staff training, patient feedback and complaints.

The LAS 111 service was subsequently rated as Good, with a rating of good achieved in every of the five domains, with the CQC stating: *'The London Ambulance Service (LAS) NHS 111 service provided a safe, effective, caring, responsive and well-led service to a diverse population in South East London'*

Staff Survey



The results of the 2016 ambulance staff survey were released in March 2017.

Response rate



Number of staff in the original sample:	4996
Total number of eligible staff:	4893
Returned Completed:	2063
Response rate:	42.2%
Average response rate for 'Picker' Ambulance Trusts:	40.5%
Average response rate for all Trust types:	42%



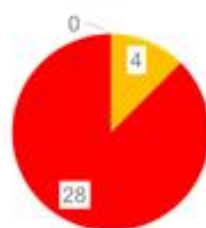
Out of the 88 questions that were asked in both the 2015 and 2016 surveys we scored significantly better in 2016 in 67 of them, 21 showed no statistically significant difference and none were significantly worse. We still remain at the lower level in terms of positive responses when benchmarked against other Trusts.

Benchmarking at a glance (national report data)



Questions combined into 32 Key Findings

Ambulance Trust benchmarking 2015



Ambulance Trust benchmarking 2016



■ Above average ■ Average
■ Below average

■ Above average ■ Average
■ Below average



We are pleased that in 23 questions, we have seen significant improvements of more than 10%, including in:



- Appraisals and career progression
- Line managers and team working
- Use of patient feedback
- Error reporting
- Training
- Managers taking a positive interest in the health and well-being of their staff
- Staff looking forward to going to work
- Happiness with the standard of care provided by the organisation

Themes from our below average scores and priority areas for corporate action include:

- Leadership & management development (to incorporate effective communication)
- Wellbeing drive
- Appraisal quality
- Dignity at work/ values / professionalism
- Error reporting

KF 26 – Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months

2015	38%
2016	32%
2016 national average	28%
Best ambulance trust	14%

The 2016 staff survey shows an improvement in this indicator from 38% in 2015 to 32% in 2016, 4% away from the 2016 national average. This reduction in 6% is encouraging and highlights the actions we have taken to tackle bullying and harassment across the Trust. These actions have included:

- Appointing a dedicated Bullying and Harassment Specialist
- Re-launching and rebranding Bullying and Harassment as “Dignity at Work” with a focus on mediation and difficult conversations rather than formal grievances
- Training in excess of 750 staff from all levels of the organisation in Bullying and Harassment awareness
- Undertaking mediation training with 57 staff to enable the Trust to have difficult conversations early on
- Commissioning independent investigators to lead on any bullying allegations within the Service and trained 69 internal staff on how to carry out investigations of this nature
- Designing and launching a simple easy-to-follow guidance for staff to understand and report bullying and harassment

This work is not fully completed as yet, and there will continue to remain the level of focus on this area and we would expect these actions to have a positive impact on this key indicator in future years’ staff surveys.



KF 21 – Percentage believing that trust provides equal opportunities for career progression or promotion

2015	60%
2016	73%
2016 national average	70%
Best ambulance trust	76%

The Trust has seen a marked improvement within this indicator, with a 13% increase and now being above the national average, only 3% behind the best ambulance trust. Equality and Diversity has been a key aspect of our Quality Improvement Programme, with scrutiny provided by both the Quality Improvement Board and Workforce and Organisational Development Committees, both Trust Board Sub Committees. The Trust has strengthened the focus relating to Equality and Diversity, with an additional resource appointed who is currently leading on the Workforce Race Equality Standards and driving the associated action plan to improve the Trust for BME staff.

Freedom to speak up

Freedom to Speak Up Guardians have been introduced in each NHS Trust, as a result of the recommendations in the Francis Report. A Guardian was appointed at the LAS in October 2016, and undertakes this role in addition to her core role as Head of Patient & Public Involvement and Public Education.

Since the role was introduced the Trust has:

- Announced the role in the internal Routine Information Bulletin and produced a leaflet to be attached to staff payslips.
- Established a Freedom to Speak Up LAS group, with dates to meet quarterly.
- Agreed reporting arrangements via the Workforce Committee to the Trust Board.
- Designed a secure recording and reporting module on Datix, which is only visible to the Freedom to Speak Up Guardian.
- Hosted a successful visit by colleagues from the National Guardian's Office.
- Commissioned an audit of its Freedom to Speak Up arrangements from KPMG (the report is awaited). The LAS is the first NHS organisation to have taken this action.

The LAS Guardian has attended the national launch and undertaken the Freedom to Speak Up training. She is a member of the London regional network and national ambulance network for Freedom to Speak Up Guardians.

Since the role has been introduced, a total of 14 concerns have been reported. Half of these have related to a bullying culture across a team or part of the organisation, two have related to trust processes, two to patient safety concerns, and the remaining three have been related to infrastructure, to seek advice, or to give ideas about possible improvements. Feedback has been very positive from staff who have used this method of raising concerns, indicating that is a method of engaging with staff that should be developed further over the coming year.



Information Governance

London Ambulance Service NHS Trust Information Governance Assessment Report overall score for 2015/16 reached 83% satisfactory, Level 2 for all requirements.

National Reporting

London Ambulance Service NHS Trust did not submit records during 2016/17 to the secondary users service for inclusion in the Hospital Episode Statistics.

London Ambulance Service NHS Trust was not subject to the Payment by Results clinical coding audit during 2016/17 by the Audit Commission.

Section 3: Reporting on core indicators

As a Trust we are required to report performance against those core set of national indicators relevant to an ambulance provider.

- The percentage of Category A telephone calls (Red 1 and Red 2 calls) resulting in an emergency response by the Trust at the scene of the emergency within 8 minutes of receipt of that call during the reporting period.
- The percentage of Category A telephone calls resulting in an emergency response by the Trust at the scene of the emergency within 19 minutes of receipt of that call during the reporting period.

month	A8			A19		
	R1	R2	A	R1	R2	A
Apr-16	68.83%	65.02%	65.13%	98.77%	94.05%	94.19%
May-16	69.46%	65.52%	65.63%	98.62%	93.93%	94.06%
Jun-16	70.82%	65.67%	65.82%	98.94%	94.30%	94.43%
Jul-16	66.86%	64.04%	64.13%	98.40%	93.03%	93.19%
Aug-16	68.27%	68.91%	68.89%	98.12%	93.98%	94.09%
Sep-16	68.71%	64.78%	64.89%	98.84%	92.80%	92.97%
Oct-16	68.16%	67.58%	67.60%	98.13%	93.73%	93.86%
Nov-16	69.32%	67.46%	67.52%	98.25%	93.30%	93.45%
Dec-16	66.33%	64.06%	64.14%	98.29%	91.70%	91.91%
Jan-17	67.20%	62.25%	62.41%	98.27%	91.14%	91.38%
Feb-17	71.66%	67.70%	67.83%	98.72%	93.12%	93.30%
Mar-17	74.89%	73.55%	73.60%	98.62%	95.25%	95.37%
2016/17	69.19%	66.32%	66.41%	98.49%	93.32%	93.48%

- 2016/17 saw a 9% increase in Cat A demand compared to 2015/16.
- Month on month fluctuations continue to demonstrate demand is largely based on seasonal changes.
- In December 2016 LAS attended circa 99,600 incidents, a 14% increase on December 2015.



- This is the highest number of incidents attended by LAS in one single month for at least 3 financial years.

Definition of Terms- DoH category A and sub category Red 1 and Red 2

Cat A

These are calls or incidents categorised as immediately life threatening, Cat A subcategories into Red 1 and Red 2. The categories are based on AMPDS codes provided by the Department of Health.

Red 1

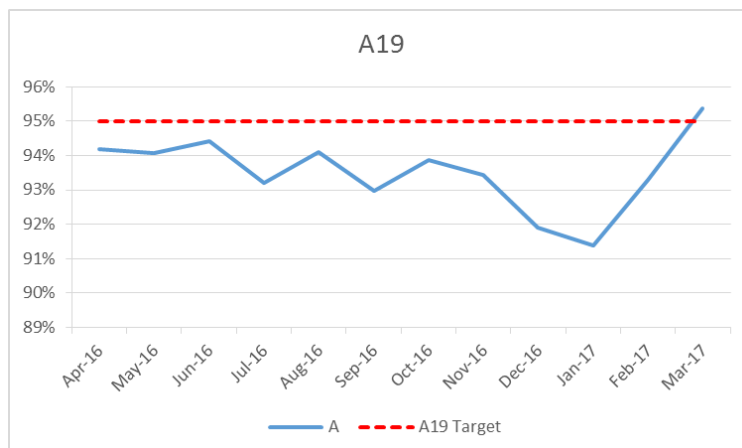
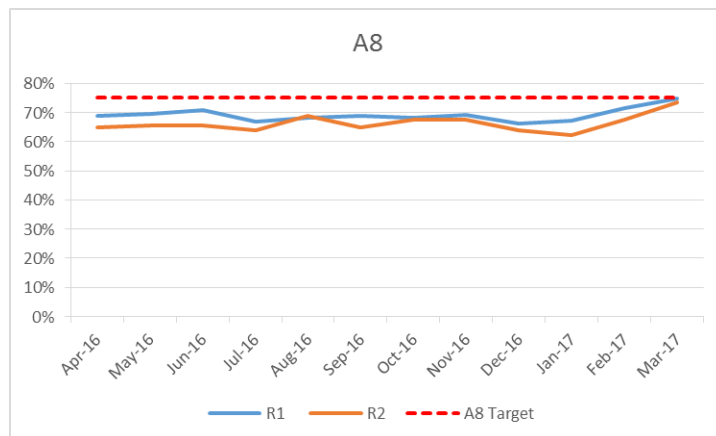
This is a subcategory of Cat A, these category of calls are deemed the most time critical, with a requirement for an emergency response arriving at the scene of an incident within 8 minutes (75% Target). This is measured from clock start to when the first responder arrives on scene.

Red 2

This is a subcategory of Cat A, these category of calls are deemed serious but less immediately time critical, with a requirement for an emergency response arriving at the scene of an incident within 8 minutes (75% Target). . This is measured from either first dispatch, determinant or 240 seconds and the clock stops when the first responder arrives on scene.

Category A % reached in 19 minutes

The percentage of Cat A incidents where any responder capable of conveying a patient arrived at the scene of an incident within 19 minutes. This is measured from clock start to when the first conveying ambulance or (MRU/CRU - if only vehicle) arrives on scene. The target is 95% within 19 minutes.



The London Ambulance Service NHS Trust submitted the following information regarding the provision of an appropriate care bundle to STEMI and stroke patients to NHS England for the reporting period 2016/17 and 2015/16.

	2016-17 (April to Oct)*		2015-16 (full year)	
	LAS	National average (Range)	LAS	National average (Range)
STEMI patients	70.6%	79.3% (60.5% - 90.8%)	70.5%	78.6 (66.4% - 86.4%)
Stroke patients	96.8%	97.6% (94.4% - 99.6%)	97.2%	97.6% (96.2% - 99.7%)

* NHS England has only published data for April to October 2016 at this point.

In relation to our STEMI data the element of the care bundle that has affected our performance relative to other services is in relation to pain relief. The Service encourages a stepwise approach to pain management meaning not all patients will receive opiate analgesia and it is only this analgesia which is accounted for in the audit.. One of the most important factors in pre hospital management of STEMI is ensuring the patient is seen at a specialist heart attack centre and the LAS pride themselves upon the fact that 99% of STEMI patients are conveyed to an appropriate centre. We have continually addressed this through articles in the Clinical Update, reducing on scene time STEMI posters, CSR messages etc.

In relation to the Stroke data compliance with the 'care' bundle (a diagnostic bundle comprising the complete FAST assessment, blood glucose and blood pressure measurement) is excellent at 97%. The element of the care bundle has affected our overall performance is the percentage of FAST positive patients, who were potentially eligible for thrombolysis (i.e. symptoms were less than four and a half hours old when leaving the scene of the incident), that arrived at a Hyperacute Stroke Unit (HASU) within 60 minutes of the 999 call due to geographical variations across the Region. The accurate recognition of stroke and conveyance to a HASU is consistently at 99% of patients that are suspected of having a stroke conveyed to an appropriate centre HASU, unless there is airway compromise or fitting that the crew are unable to resolve, in which case the patient is taken to the nearest ED). Our overall median response time to stroke patients was 10 minutes and the median on-scene time for the year was 32 minutes with a median Journey time to hospital of 15 minutes which gives assurance in terms of the quality of care being provided.

The London Ambulance Service NHS Trust considers that the data in the table above is as described for the following reasons: this data is captured by the LAS from clinical records completed by ambulance staff attending patients as part of on-going clinical quality monitoring in line with the technical guidance for the Ambulance Quality Indicators and reported directly to NHS England.



Complaints and Patient Advice & Liaison (PALS)

Introduction

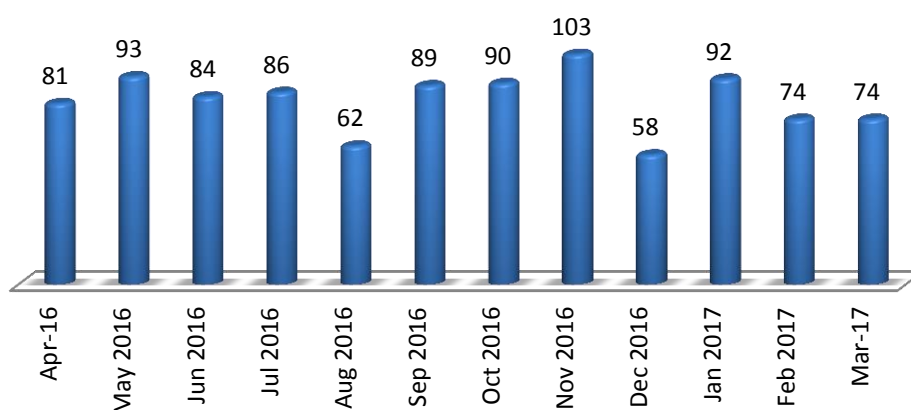
Patient experience and feedback is a rich source of information that allows us to understand whether our services are meeting the standards we set ourselves and meeting patients' expectations. With these objectives very much in mind, we take all patient and stakeholder feedback very seriously and do our best to offer a comprehensive response, clearly identifying any lessons and using these to improve our service, where appropriate.

It is important to ensure that patients' voices can be heard. To this end, and to compliment the information we already have available, this year we introduced two new leaflets under the banner of 'Talking With Us'. The first is available on all ambulances, providing information about how to make a complaint or to thank our staff; the second is sent out with every complaint response, inviting complainants to feedback on their experience of making a complaint.

Activity

Year ending March 2017, the volume of complaints dropped slightly, totalling 1016 against 1050 in 2015/16. Enquiries continue to increase, 4320 against 3862 being received in 2015/16. The Resource Escalation Action Plan (REAP) was revised in May 2016 resulting in four levels of escalation (previously six). Persistent periods of high 999 call demand meant that the REAP level for this year was implemented at *moderate* or *severe*. The daily average for 999 calls is currently 4934. The average percentage of complaints received against calls attended is 0.09%.

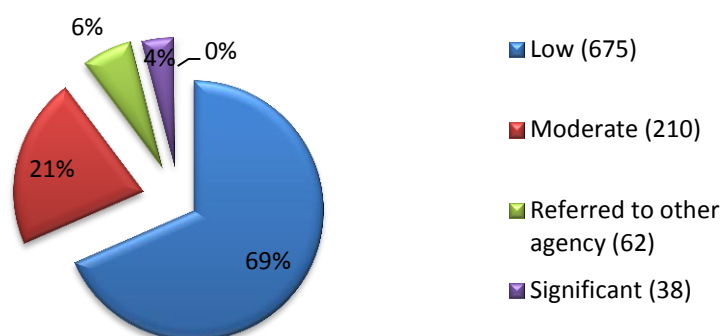
Complaints Month on Month



Complaint risk score

Pie chart showing risk levels of complaints 2016/17:

Risk level of complaints 2016/17



Complaint outcome details

If a complaint is upheld, learning will be noted and actioned accordingly. This can involve feedback and reflective practice held locally or referrals to the relevant department/Governance Committee to consider change.

Table showing complaint outcomes of closed complaints 2016/17

Not upheld	567
Partially upheld	144
Referred to other agency /other actions	123
Upheld	95

Themes

These continue to be dominated by delay and staff conduct. However, many complaints increasingly involve multiple issues, for example, call management + a delayed response + attitude of crew staff + care provided.

Complaints Performance

We have been able to achieve a significant improvement in throughput performance in achieving the 35 day target. This has been prompted by

- Improved resourcing to Quality Assurance team
- Closer relationship with QGAMs
- Changes in some of the methodological processes the team use
- Changes in administrative practice at the Executive Office.

Examples of learning

Patient stories continue to be a powerful tool to describe patients' experiences and the learning that has resulted are presented to the Improving Patient Experiences Committee. Some examples are detailed below:

1. Challenges to patients entered on the Locality Alert Register

Complaints from patients have driven a review of Trust policy to improve practice in arranging a care plan approach where a patient's behaviour may be linked to their condition, for example someone becoming aggressive when their blood sugars fall below a particular level. This supports the right care being provided to the patient and the attending staff.

2. Advice about the likely time it will take for an ambulance to arrive

This was a significant theme arising from complaints about a delay in an ambulance response. In response to that, it is now routine practice to advise callers of the likely time it may take for an ambulance to arrive so that the caller can make an informed decision about whether to wait for an ambulance or access another care pathway.

3. Destination hospital in cardiac care cases

The patient was not taken to the correct treatment centre. We identified that the crew should have contacted the Clinical Hub for advice about optimum destination and that the clinical information relevant to this case is contained within three separate cardiac care circulars, all of which contain different information. The Medical Directorate are therefore combining this guidance into a single document to ensure the information is more readily accessible.

4. Management of dementia patients

A complaint involved a patient with dementia not being taken to hospital by an ambulance crew only to be conveyed by a second crew the following day when the patient was found to have a fractured vertebra. Clinical opinion suggested that the assessment and management by both crews was appropriate given the clinical information they were presented with. However, a balance has to be achieved to take into account the extent of a possible injury against the distress that can be caused by taking a patient with dementia to a busy and unfamiliar A&E environment. Furthermore the capacity of a dementia patient to make an informed decision can fluctuate. An article in a Clinical Update was published by the Medical Directorate to widen awareness of managing patients with dementia, Dementia Friends was introduced and training provided across the Trust and a number of training videos that can be used electronically have been produced to support staff education and these have been nominated for a 2017 national patient safety award.

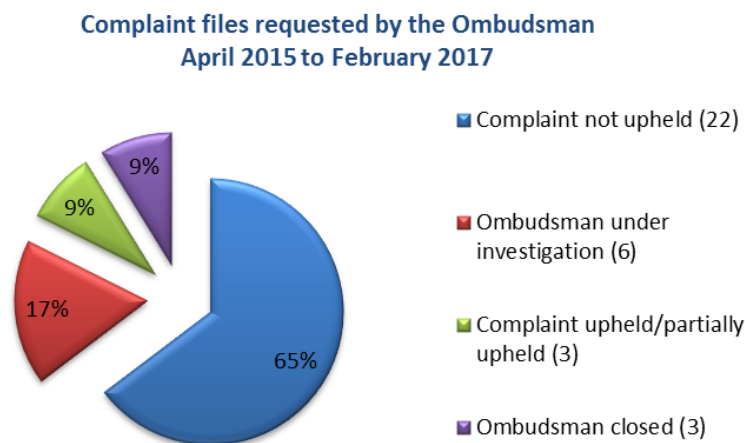
5. Safeguarding practice

Following a complaint from patient's mother that the attending ambulance staff questioned her young daughter about what had occurred, we found that crew should not have questioned the child. To widen the learning, guidance about this issue is being prepared by Safeguarding team and will be disseminated across the Trust. The appointment of a safeguarding specialist specifically for children will ensure awareness raising and training requirement for this particular group of patients is developed further.

Ombudsman cases

The Ombudsman continues to investigate a higher number of complaints across all NHS Trusts and we continue to witness this approach.

Pie chart showing requests by the Ombudsman and outcomes



PATIENT ENGAGEMENT

The LAS Patients' Forum

The Trust continues to be supported by an extremely active Patients' Forum, an independent lay organisation that take an overview of the Trust from the point of view of service users, carers and the public. They act as a critical friend to the LAS and are regular attenders at several core committees. They hold monthly meetings of service users and meet regularly with LAS commissioners to highlight areas of good practice and areas where development is required.

Insight Project

Funding was secured from NHS England to carry out the Insight Project, to test a methodology which brings together patients and staff, working together to improve the service provided to patients.

Three patient and carer communities were identified as being regular users of the Service: people with respiratory disease such as COPD (chronic obstructive pulmonary disease) and asthma, people with Sickle Cell Disorder, and people living with a Personality Disorder. Three community groups were identified and were willing to work with the LAS to explore how services could be improved:

- The Lewisham Breathe Easy Group
- The Merton Sickle Cell & Thalassaemia Support Group
- The Oxleas Trust ResearchNet Peer Support Group

Five Focus Groups were held between December 2016 and January 2017. Each group was independently facilitated and attended by patients, carers and LAS staff. Each meeting followed a slightly different approach, depending on the group and the issues raised. Staff were careful to ensure group members could participate as equals, and to lead discussions on the issues and topics that were most important to them.

A number of themes were identified from the Focus Group discussions, along with suggested improvements. These mainly relate to communication, responses to patients, access to services and information, care and treatment, and stigma. Findings are currently being written into a report, and changes will be agreed and actioned in the coming year.



Experience of blind and partially-sighted patients (patient survey)

Following a suggestion from a member of staff, who was met with suspicion when he tried to help a blind person whilst in a public place, RNIB (the Royal National Institute for Blind people) was commissioned to undertake a patient survey. The survey focused on blind and partially-sighted people's experiences of using ambulance services, and then more generally on the factors which affected their level of trust in strangers.

The survey found that most people who had had experience of using the ambulance service had a 'very good' or 'good' experience, in terms of the way staff behaved towards them. It was reported that ambulance staff were very good at explaining what they were doing. It was mentioned by some that ambulance staff did not always take account of multiple disabilities.

It was reported that hi-visibility jackets were easiest to see for people with a sight problem, and that a clear (and possibly tactile) ID badge would also be beneficial. It was felt to be important that staff introduce themselves on arrival. Factors affecting the level of trust a blind or partially-sighted person might feel towards a stranger would be whether they were expected, whether they wore a uniform or had a branded vehicle, and the way they communicated. They were less likely to trust someone who smelt of alcohol or had an abrasive tone of voice.

The survey findings have been shared within the Trust and with the other UK ambulance services, as it was a national survey. The comments about identification are being used to support the production of braille stickers for staff ID badges.

Friends and Family Test (FFT)

The Trust continues to record Friends & Family Test (FFT) responses from Patient Transport Service and See & Treat patients, although the response rate remains low. The total number of FFT responses received in the year 2016-17 was 1,644. Almost all patients who responded to the question said they would either be "extremely likely" or "likely" to recommend their friends and family to the LAS if they needed similar care or treatment.

Community Engagement Events

The LAS remains committed to supporting a wide range of patient engagement and public education events with LAS presence requested at 754 events in the year 2016-17. Of these, we were able to attend 518, 68.7% of all requests made.

This is due to the ongoing support of over 1,000 staff on our database with 328 individuals taking part in multiple events, often in their own time. The two Public Education Officers continue to focus on activities involving children and young people, mainly running awareness sessions on the dangers of carrying knives and of taking legal highs. We are working closely with our partners on the public education sub-group of the Blue Light Collaboration project, to ensure we make the best use of the resources available and share good practice.

Feedback from events

Knife crime talk from John Wright Public Education Officer feedback, Birnham Wood PRU

"Thanks again for today. The talk he gave us was very informative and interesting, and I hope that he has managed to deter some of the children away from carrying knives on them for protection. Once again, please send my thanks, and I hope that in the future he can come back"

Beacon Communication school, Esme Choonara, Paramedic at Walthamstow station

"The students thoroughly enjoyed Esme's visit. She was very friendly and delivered the information in a fun and easy way for the students to understand. She demonstrated activities that they could join in with, also bought in medical supplies to show them and gave out little goodies at the end. I wish to thank you for arranging this experience for our young people and would recommend it to others."

Coleville Primary School, Ryan Parry, James Hadfield, Rachael Searl, Paramedics at Fulham station

"All paramedics were extremely passionate about their job and their presentations to the children were really engaging and fun. All the children were very excited and many said that they wanted to be a paramedic when they are older. The children had a chance to try on some equipment during the session and they really enjoyed this. The added bonus of activity books and stickers was a real treat for the children. The children definitely have a better understanding of how paramedics can help them. The session was perfect, Thank you very much for taking the time to visit the children at Colville. They really enjoyed meeting the paramedics and learning about how they help us."

Surrey Cub visit, Christine Wright, Paramedic at Deptford station

"The visit was fantastic. The children learned lots (I even learned some new things!) and Christina was interactive and engaging. The presentation content was perfect and not only interesting for the children but very informative.

A huge thank you to Christina and to LAS for all your hard work and giving up your time to work with the Cubs."



Section 4: Other services

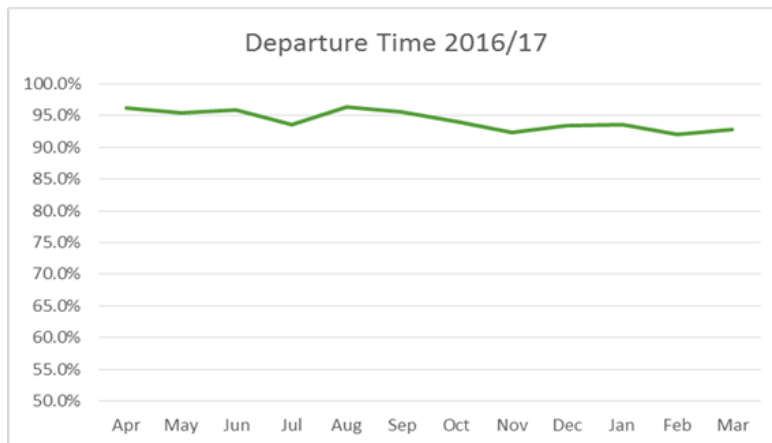
4a : Patient and Non-Emergency Transport Services

Patient transport (PTS) is commissioned by tender process with individual healthcare Trusts across London and delivers patients to access their on-going medical appointments. During 2016/17, the LAS delivered patients across six contracts, in the main, to community based healthcare facilities across London. Due to the reducing number of contracts held, in September 2016, the LAS made the difficult decision to withdraw from the delivery of PTS as the service had become financially



unviable. We are currently working with our remaining Commissioning Trusts to ensure that services are maintained until an appropriate transfer can be made to new providers. LAS will cease PTS delivery during 2017.

As part of the Quality Improvement Plan there has been a focus on ensuring that patients and healthcare staff are aware of the contracted delivery standards especially around patients waiting to return home from their appointments. The LAS has a Key Performance Indicator for departure from healthcare facility of 95% of all patients must be collected within 1 hour from when booked ready to return by the healthcare staff. Over the past year our performance against this standard has been:



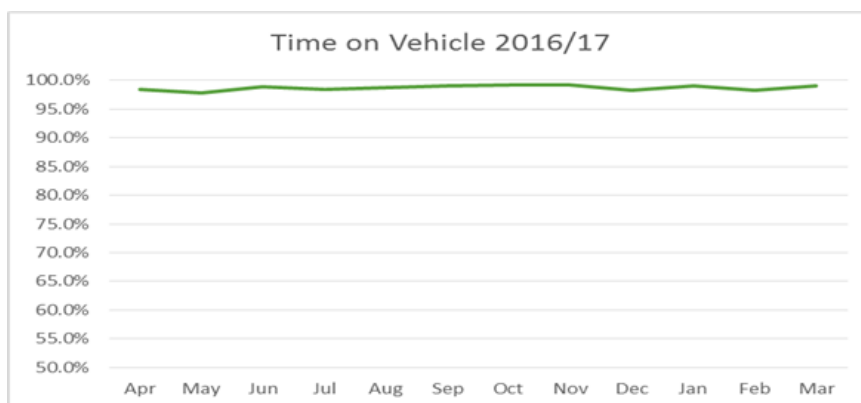
Other KPIs for the service:

- Arrival time – This is the number of patients who met compliance to the arrival window specified by the commissioning Trust with a target of 95%



- Time on vehicle - This is the amount of time a patient spends from collection to drop off against a target specified by the commissioning Trust with a target of 95%





As part of our monitoring of the patient experience the LAS has continued to ask patients who use the service “What do you think of our service” via a simple questionnaire which included the friends and family test question. Of the responses received, 96.5% of patients stated that they were either extremely likely (76.3%) or likely (20.2%) to recommend our service.

Service users were also asked about whether they arrived on time for their appointment, staff were polite, caring and considerate, and whether our vehicles were clean, tidy and comfortable.

The results are shown in the following table.

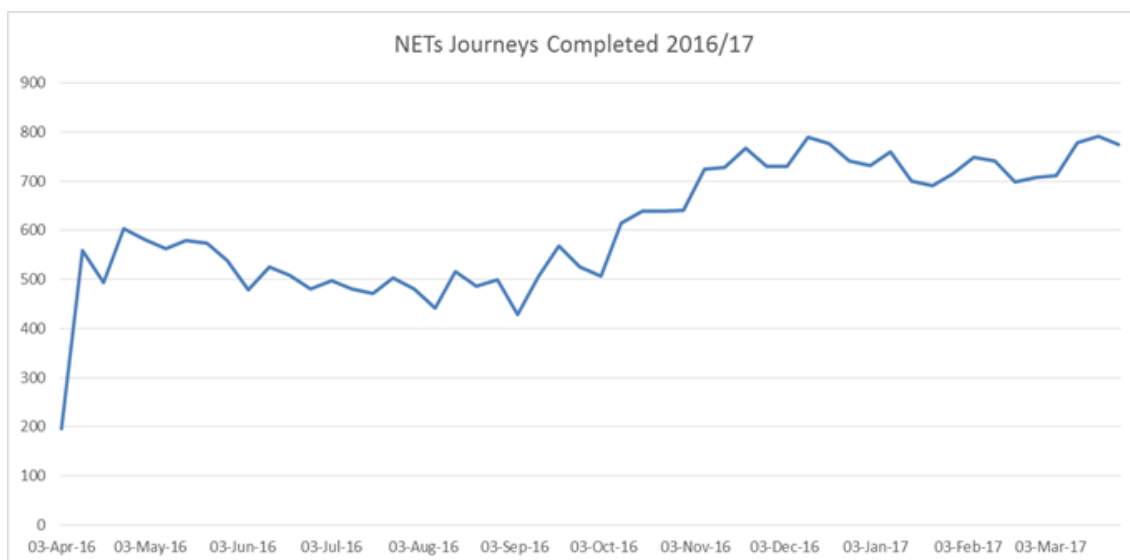
	Arrived on Time	Polite, Caring and Considerate	Vehicle Clean, Tidy and Comfortable
Yes	83.5%	95.2%	94.3%
No	4%	0.8%	1%
Blank	12.5%	4%	4.7%

Patients were finally asked to score our service on a scale of 1 to 6, with 1 being unsatisfactory and 6 very satisfactory. 86% of respondents scored us as 5 or 6 for overall quality of service.

The **Non-Emergency Transport service (NETs)** which commenced in June 2015 has continued to grow. This service supports our core A&E service in transporting the lowest acuity patients to healthcare facilities where there is little or no clinical intervention required en route. As a result we are able to increase the availability of frontline crews to attend life threatening calls made to the service and ensure lower acuity patients receive transport within an agreed timeframe providing for a better patient experience.

The number of journeys completed by NETs has continued to grow in line with the development of the service with delivery rising from approximately 100 journeys a week at commencement to approximately 800 journeys a week by the end of the financial year. We are implementing plans to reach a target of 900 journeys per week. The increase in delivery of journeys is shown in the following graph:





Following the successful trial of NETs to pre-plan mental health community assessment journey requests at Camden and Islington, we have been rolling out the system to all other Mental Health Trusts in London. This project has been highly successful with the majority of this cohort of mental health service users now seeing transport arriving at the commencement of their assessment or within 30 minutes. Following on from the Mental Health Transport project the Service has also trialled pre-booking of journeys for end of life care patients where journeys are time critical. This has been successfully trialled at St Joseph’s Hospice in Hackney and the service is currently engaged in the roll out of this service to all other Hospices operating within the London area.

In line with the growth of NETs, there has been an increase in the number of NETs operational staff from 90 to 130. This has included for the first time the introduction of 13 apprentices under the national apprentice scheme, who have received support with the recruitment process and who will be undertaking a BETEC level 2 qualification in healthcare during their first 12 months with the service. All new recruits have completed a 4 week classroom based training course and supported by a further 3 weeks operational mentoring period in the field.

All existing staff (PTS and NETs) have completed Core Skills Refresher training during the year which has included Infection, prevention & control, Safeguarding, Prevent, Sepsis, Dementia, Patient report forms and End of life care. In addition other statutory and mandatory training was delivered by e-learning.

Both of these services are an important part of our core business and they are fully integrated into our quality governance processes.

4b : South East London 111 - 2016/17

This report has been prepared to review the activity within LAS 111 South East London (SEL) for 2016/17 and has been broken down into eight key areas.

- Care Quality Commission Report
- Site move
- Procurement of future services
- Incidents, complaints and feedback
- Call Quality and monitoring
- Safeguarding
- Patient Experience



- General governance activity
- Other information

Care Quality Commission Inspection

SEL111 are pleased to report an overall rating of „Good“ following a Care Quality Commission (CQC) inspection which occurred in September 2016. This was the first NHS111 provider to be inspected and sets a good benchmark for others to follow.



Site Move

The planned move of LAS111 with all staff from its Beckenham base to a new site at Southern House was carried out in July without interruption to service.

Incidents, complaints and feedback

Type	Mar 17	Feb 17	Jan 17	Dec 16	Nov 16	Oct 16	Sep 16	Aug 16	July 16	Jun 16	May 16	Apr 16
Serious incidents		0	0	0	0	0	0	1	0	0	1	0
Incidents		78	97	88	56	41	26	35	56	52	60	85
Complaints (formal)		3	5	2	5	3	2	6	2	3	7	3
HCP feedback		1	3	1	2	0	1	0	1	2	1	1
Compliments		0	2	4	2	4	1	2	1	2	2	1
Authorised confidentiality breaches		7	16	14	9	9	8	10	17	7	16	19
Wrong OOHs GP referrals		28	26	36	18	8	8	6	24	19	12	26



Incident details

The two Serious Incidents declared this year related to technical issues to do with (1) recording of calls, and (2) telephony, and have been investigated. Incidents relate to a range of issues at LAS 111. The majority over the last year have been relating to staff errors concerning mistakes or misinterpretations in use of procedures and policies. The errors are varied, and do not suggest specific trends. Once identified issues are dealt with individually and used to identify wider learning and training needs.

Feedback from Health Care Professionals

The main services /departments that we receive feedback from are the LAS crews and the GP Out of Hours (OOH) providers. The majority was related to the perceived inappropriateness of the referral and whilst several have been upheld, some are due to a lack of understanding of the 111 system. Considerable effort has been put into improving understanding and communication channels between the 111 and 999 services; and also into improving understanding between the 111 service and OOHs services, e.g. including them in End to End reviews and engaging in joint work on entering and viewing Special Patient Notes. SEL111 has also participated in “a day in the life of” initiative, aiming to reduce silo working and improve the awareness of the service amongst LAS colleagues.

Feedback to Health Care Professionals

17 feedback forms have been sent to other providers of care. Staff are encouraged to raise issues where the actions of other healthcare providers have resulted in a delay in patient care, or where a procedure appears to be unsafe or inappropriate. The most common issues are with regard to GP OOH Providers’ failures to accept patient referrals due to patient location, or disputes causing delay to patient care. e.g. a refusal by some OOHs services to accept referrals regarding repeat prescriptions once the possibility of a Pharmacy Repeat Urgent Medication Service (PURM) referral has been exhausted. The SEL Clinical lead has worked with SEL GP OOH providers, PURM and NHS England to resolve these issues. Feedback is also given to other agencies such as District Nursing Services, GP practices and Nursing Homes. A 24/7 on call system for senior management advice is also now in place to advise on difficult issues at any time.

Authorised confidentiality breaches

Authorised confidentiality breaches are logged when a patient has been referred to a service without their consent and /or knowledge. The breaches are used for patients where it is deemed not safe to leave them without further assistance or in the case of safeguarding, not safe to notify them i.e. domestic abuse where the assailant is still on the premises. The breaches are authorised at the time of the incident by a senior clinician within the call centre.

Compliments

Twenty-one (21) compliments have been received relating to both the service and individuals undertaking patient contact duties. Recognition for staff has increased, both through the introduction of an internal newsletter to celebrate success and also with the introduction of SEL111 information being included in the Trust’s weekly staff bulletin.



Call quality and monitoring

Call Audit Data	Mar 17	Feb 17	Jan 17	Dec 16	Nov 16	Oct 16	Sep 16	Aug 16	Jul 16	Jun 16	May 16	Apr 16
Calls answered at 111		25,596	30,292	32,227	26,037	26,505	23,264	23,418	25971	23,419	26,451	24,779
% Call audits (target >1%)		1.6%	1.4%	1.1%	1.6%	1.6%	1.6%	1.7%	1.1%	1.6%	1.6%	1.7%
No. Call audits		420	409	358	410	427	372	392	292	374	431	387
No. Call Handler audits		261	249	201	250	254	212	231	143	196	227	176
No. Clinical Advisor audits		159	160	157	160	173	160	161	149	178	204	211
% Compliance (target >86%)		92%	86%	91%	90%	93%	92%	94%	94%	90%	89%	89%

We have continued to exceed the required standard for 1% of call audits every month including the winter months where demands on the service increased. Each staff member has a minimum of 3 calls audited each month. Where performance issues are identified the level of audit is increased. The compliance percentage has been achieved every month. Consistency workshops are run regularly for auditors and an audit of a random selection of audits undertaken is completed monthly to ensure consistency.

End to End call audits

Monthly end to end call reviews are undertaken at LAS111. Between four and ten calls are audited depending on length and the nature of the issues being discussed. The audits are attended by the clinical leads for the service, and relevant professionals from the areas being investigated are invited for their input and to improve communication and practice. The end to end audits have all highlighted areas of good practice but also areas that require some improvement and we have been working consistently on them. A new audit document to record and score each review has been implemented.

Safeguarding

Safeguarding referrals have remained fairly static for both adults and children. The LAS 111 service has referred 470 people in total to Social Services which equates to circa 0.2% of all calls taken. Issues with recording have concerned multiple referrals for the same patient, indicating that follow-up regarding the patient may be needed; and the increase in referrals to Social Services as Disclosures of Information for children and young people on the At Risk Register, due to an increase in the availability of Special Notes on patients' Adastra records. The numbers of referrals for disclosure only are identified monthly.



Issues identified through the referrals as a whole include:

- The 111 service acting as a gateway for patients and carers requesting care package provision or review of care packages already in place due to deteriorating condition or social change.
- Overlap between mental health care and social care for patients with mental health problems.

Of referrals made, 36% were for adults and 64% for children. Referrals for adults were predominantly for welfare concerns and for children for safeguarding issues.

LAS111 has also begun to offer peer review sessions specifically for colleagues to meet and discuss safeguarding cases they have encountered, with a view to sharing learning, reflecting and ultimately improving patient care.

Patient satisfaction survey

The 111 patient surveys are sent each month to around 300 patients, an increase from 250. The average weekly response over the year has been 29 a month, but the monthly average has increased since October. Work is being undertaken to examine new ways to enable patient feedback, including the possible use of email or text messaging. 86% of those who responded reported being fully or fairly satisfied with the 111 service, with the large majority fully satisfied. The rate of satisfaction has increased over the latter part of the year also. Patient concern /complaint level has remained low.

Language line

Complaints regarding Language Line's response times have reduced in number. A new admin number enabling 24/7 access to an administrator has helped deal with problems should they arise. The system is working well, and is showing an increase over the year in the number of calls benefitting from the service. There are an average of 106 calls per month and a use of up to 36 different languages, with Spanish, followed by Urdu and Romanian, being the most frequently requested languages.

Training

All staff have undertaken mandatory training relating to changes made to the 111 call management system „Pathways“ with two version updates (11 and 12) being completed, the latter in December 2015. Following the response to a Serious Incident, a CPR training refresher was introduced to all colleagues. Training continues to be a high priority for SEL111, who introduced additional optional training sessions for staff development. This training is in addition to the full compliance to statutory and mandatory training as required by the London Ambulance Service NHS Trust. Agency staff are given all mandatory training including safeguarding and also offered places on all workshops that are appropriate.

Pilots and Innovation

LAS 111 has been actively involved in a number of pilots throughout the year including

- Maximising the integration between 999 and 111; a pilot to streamline working practices, improving the patient experience and increase understanding of the way the services work together.
- Direct bookings in to GP hubs in Lambeth, Bromley and Greenwich



- Improved direct access for health care professions to refer directly to GP both in and out of hours.
- Pilot to reduce care home demand on 999 service but facilitating urgent GP contact with those patients not requiring immediate ambulance assessment.
- Introducing direct referral pathway for patients presenting with Mental Health difficulties.
- Introducing a monthly Frequent Callers Report to clarify service use by these callers and enable better liaison with LAS 999.
- Additionally we have focused on embedding good practice from previous pilots into our day to day delivery model including
- Enhanced clinical assessment for green (low acuity) ambulance calls. Circa 80% of calls reaching a Green ambulance outcome at the Call Handler stage being passed to a clinician for further Assessment and circa 70% of these achieving an alternative disposition of which 3% will be upgraded to a red response.
- Referrals to pharmacy for repeat prescriptions
- Full introduction of out of hours dental referral process.

Key clinical call information

We have performed strongly and consistently across the Clinical Indicators throughout the year.

- 59% of calls queued for clinical call back are achieved in less than 10 minutes
- 9.7% of calls end in ambulance dispositions which is regularly the lowest in referral rate nationally and remains the lowest in London month on month

Section 5: Feedback from our partners and stakeholders

We are obligated to give stakeholders the opportunity to comment on our Quality Account and to then publish their comments in full. This year we invited the following organisations/groups to respond.

- The London Ambulance Service Commissioners
- Hillingdon Oversight & Scrutiny Committee
- The London Ambulance Service Patients' Forum

We would like to thank those organisations/groups for taking the time to read and respond. Their comments are published in this section.



North West London Collaboration of Clinical Commissioning Groups 15/05/2017

Re: LAS Commissioning Response to the 2016/17 LAS Quality Account

Please find below a response from LAS Clinical Commissioning colleagues, following invitation to comment on the current 2016/17 LAS Quality Account:

'Pan-London Clinical Commissioning Groups have welcomed the opportunity to comment on the London Ambulance Service (LAS) 2016/17 Quality Account and the commitments made to continue to build and strengthen the commissioning relationship across our Sustainability and Transformation Plan areas (STPs).

Commissioners would like to take this opportunity to congratulate the LAS, not only on the positive improvements made over the last year, despite the challenges of on the service, but also on its exemplar response to the Westminster attack of 22 March 2017.

Although the LAS has remained in special measures following the 2015 CQC inspection, significant work has been conducted on the key lines of CQC enquiry such as medicines management, patient engagement & experience and staff morale. Considerable efforts have been made with respect to tackling mental health issues, from both a patient and staff perspective which has resulted in national recognition and is highly commended by commissioning colleagues.

Commissioners recognise that 2016/17 was a particularly challenging year as a result of the unprecedented levels of demand experienced across the whole urgent and emergency care economy. However, more work is required to ensure LAS are in a position to be able to meet national operational standards and response times going forward during these periods, whilst maintaining clinical quality and good patient outcomes.

The current review of working arrangements and strengthened commitment to deliver a digital technology solution across the Organisation will help to support this requirement and should be implemented at pace where practically possible. It is anticipated that developments identified within the Trust's Clinical Strategy such as changes to improve and embed learning from incidents, coupled with the progression of initiatives that will improve utilisation of appropriate care pathways and patient care provision outside of an A&E setting will also help to facilitate this.

The 2016/17 Quality Account provides a good review of the activity undertaken within the last year, reporting on the specific priorities identified covering patient safety, experience and clinical effectiveness.

Commissioners are keen to support LAS to achieve its goals for 2017/18 and will continue to develop the successful and valued partnership working already in place, to help deliver a high quality ambulance service of the population of London'.

Dr Kuldhir Johal

LAS CQRG Chair



PATIENTS' FORUM

FOR THE LONDON AMBULANCE SERVICE

FORUM'S RESPONSE LAS QUALITY ACCOUNT MAY 2017



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PATIENTS FORUM AMBULANCES SERVICES (LONDON) LTD

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Special thanks to:

- Members for their high level of involvement and engagement in our activities and for helping to make the Forum so effective.
- John Larkin, Company Secretary for his outstanding support for the work of the Forum.
- The Executive Committee for being a fantastic team.
- Polly Healy for her website and IT support
- Margaret Luce, Ruth Haines, and Lauren Murphy for their continuous and excellent support for the Forum's work.
- Elizabeth Ogunoye and the LAS Commissioning Team, for their support and encouragement of the Forum's work and active engagement with the ideas and proposals presented to them and their colleagues.



LAS QUALITY ACCOUNT 2017 – THE FORUM’S STATEMENT

The Patients’ Forum is an independent organisation that has monitored the LAS since 2003. We continuously review the work of the LAS and the wider urgent and emergency care system, from the point of view of the needs of service users, carers and the public. We are a critical friend of the LAS, attend some of their committees, hold monthly meeting of service users, and meet regularly with leaders of the LAS and Commissioner to raise issues about the quality and safety of urgent and emergency care.

We have observed closely the development of the LAS since it was put into ‘special measures’ by the CQC. There has been enormous progress and many highly significant changes in the way the LAS is developing and improving its services to patients, and its interactions with the public. We are mindful that before going into ‘special measures’ the LAS was far more resistant to collaborative working and to seeing the public as a source of advice and ideas for service transformation. Further developing that openness to involvement with the public, is we believe essential to the successful development of the LAS.

The Patients’ Forum values the important contribution made to the LAS by Dr Fiona Moore and looks forward to working with the new Chief Executive, Garrett Emmerson. A critical issue for the future will be the fact that the new Chief Executive does not have clinical expertise. Effective collaboration with clinical staff will therefore be of fundamental importance for the future success of the LAS in providing outstanding care to patients.

We are pleased with the successful joint work between the Forum, LAS and voluntary sector to improve the care of patients with diabetes type 1 and sickle cell disorders. The nature of the collaboration has been open, enthusiastic and led to important improvements in patient care. We hope to extend this model of service development during 2017/18 to other patient groups.

We are less happy with the slow pace of development with information technology and believe that the LAS must operate as an equal partner in the provision of NHS patient care. This requires excellent IT communications with clinical colleagues in the acute and community sectors and access to clinical data.

Collaborative training for front-line staff is another essential innovation for the future. At the moment staff have no means of formally discussing the outcomes of pre-hospital care they have provided. They may ask hospital colleagues about outcomes, but this is currently on an informal basis and questions put in this way may represent a breach of confidentiality. Participation in case conferences and



clinical reviews are key ways for paramedics to learn from success and failure in an appropriate learning environment, where reflective practice leads to enhanced patient care.

We have particularly valued working with the new Chief Quality Officer, Trisha Bain and Briony Sloper, Deputy Director of Nursing & Quality who have worked tirelessly to implement fundamental changes to the operation of the LAS. We find the constructive nature of this work of immense value and expect there to be considerable potential for further successful collaboration in the enhancement of patient care. We also particularly value the successful and dynamic leadership of the Chair, Heather Lawrence.

1) ACCESS TO THE QUALITY ACCOUNT

The LAS has agreed to produce a summary version of the QA to make it more accessible to the public.

2) RECOMMENDATIONS MADE IN THE QUALITY ACCOUNT

The LAS has agreed to work with the Forum to ensure engagement regarding the implementation of QA recommendations made by the LAS, the Forum and other contributors. This should include identifiable outcomes and reports on progress and implementation which the Forum can share with local communities.

3) SECTION 1 – LOOKING FORWARD - 2017/18 QUALITY PRIORITIES

The Forum is concerned about increased pressures on the LAS, resulting from the proposed STP reconfiguration of Acute Hospitals and A&E departments. We are especially concerned that some of the proposals, e.g. in Ealing, will result in closure of A&E and other acute facilities. Consequently, patients will use more distant out-of-borough hospitals, with a significant resourcing and performance impact on the LAS.

Recent performance statistics suggest Ealing residents already have a relatively poor service from the LAS. STP led hospital closures may exacerbate these problems and create further cost and performance problems for the LAS, as they travel further to discharge patients for emergency care and treatment. There is an urgent need for detailed modelling and analysis of the impact of any acute service closure plans across London on the LAS.

We RECOMMEND that the LAS produces a public response to all STP proposals that in the view of the LAS are likely to produce a poorer service for patients and cause additional performance and cost pressures on the LAS.

4) RACE EQUALITY IN THE LAS

This issue continues to be of great concern to the Forum. The number of front line staff from a BME heritage continues to be very low and this is reflected in the LAS Academy intake. Continuing to bring in staff from Australia will not create a stable, experienced, long term, workforce committed to working with the LAS and developing the clinical expertise needed for London.



The CQC drew attention to considerable problems for the LAS in dealing with race equality. The LAS must demonstrate a commitment to equality, fairness diversity in a way that is consistent with the requirements of the Equality Act, and ensures that ethnicity, culture, experience and the communication skills of staff reflect the population served.

Considerable progress has been made in policy development as a result of the work of Melissa Berry, Mark Hirst, Fergus Cass and the Chair, Heather Lawrence, but virtually no change has occurred in the percentage of front line paramedics and other grades of staff from a BME heritage. The figure of 13% BME representation now quoted by the LAS, represents the whole workforce and includes BME heritage staff in the EOC, who are the lowest paid group in the LAS. Currently, only 7% of paramedics are from a BME heritage and only 4.6% of these staff have direct patient contact.

We RECOMMEND that the LAS uses professional recruiters to focus on two London boroughs each year, e.g. Tower Hamlets and Brent in the first year, to recruit to non-HCPC staff groups, and through the LAS Academy to develop these recruits into new cohorts of paramedics.

Through this recruitment process the LAS should also encourage other potential recruits to gain professional qualification through university paramedic courses, thus creating a future, sustainable workforce that comes from London's diverse population.

5) APPROACH TO QUALITY IMPROVEMENT - 6/7/8

Although patient experience, centeredness and equity are mentioned in this section it is not clear how patients, carers and patient representatives will be included in quality improvement programmes. The LAS has however agreed to consult on the further development of priorities for enhanced quality and safety of services provided to patients. We are also pleased to be invited to join the Quality Oversight Group.

We RECOMMEND the development of clear and transparent methodologies for learning from and with patients and carers to improve quality and safety.

Category A Performance – We are concerned about the differential performance in some parts of London. In North Central for example Cat A 8 performance in the Barnet, Enfield and Haringey areas is the worst in London and both Barnet and North Middlesex hospitals are under considerable pressure regarding the clinical handover of patients. The LAS has assured the Forum that this issue is a major focus for the organisation.

We RECOMMEND action is taken to ensure London is not subject to a post-code lottery with regard to emergency care responses.



Quality Project 1- Sign up to Safety –

We RECOMMEND specifically including patients who suffer from dementia.

Quality Project 2 and 4 – Thematic Analysis –

We RECOMMEND this includes developing a system to demonstrate to both internal departments and external bodies, enduring improvements in service provision as a result of investigation of incidents, complaints and Preventing Future Deaths notices.

Quality Project 3 – Critical conditions are not specified, but we **RECOMMEND** mental health crisis as a high level critical condition. The LAS has agreed to this proposal.

Quality Project – Complaints: The Forum regards complaints as a rich, underutilised source of qualitative data which can be used to learn and assess the effectiveness of the LAS. The Forum has been invited to participate in the re-design and improvement of the LAS's response to complaints and is very willing to do so. The patient feedback mechanism following complaints resolution is poor and the LAS leaflet Talking with Us, though very well designed and accessible, needs to explain more about the investigation process and how the LAS will learn from complaints. The investigation process needs to reduce time taken to deal with complaints below 7 weeks.

We welcome the new and very positive approach of the LAS to utilizing the critical data provided by complainants, to improve care and achieve real and positive change in service quality.

We RECOMMEND qualitative data provided through complaints is regularly reviewed to assess whether it could have a greater impact on quality and safety in the LAS and better outcomes for complainants.

Quality Project – Mortality and Morbidity Group – We welcome this development and **RECOMMEND** that front-line staff who have cared for patients being reviewed are invited to fully participate in the Group. We also **RECOMMEND the development of a ‘Deteriorating Patients Group’** to understand more about rapid deterioration and appropriate response in pre-hospital care, e.g. as a result of sepsis and deterioration following discharge at scene. See also the section on End of Life Care as deterioration is often associated with end of life care.

We welcome the LAS's pilot project to detect signs of deterioration in patients queuing for admission to A&E, e.g. at Northwick Park.

6) CORPORATE GOALS AND OBJECTIVES



- a) Roster Review – We expect by March 2018, rosters will have been transformed to raise quality and reduce harm to patients. It has been confirmed that the review will be completed well in advance of March 2018.
- b) Clinical Strategy – The Forum was pleased to contribute to the Clinical Strategy, which has an aspirational and creative approach to radically enhancing clinical care, quality and safety. The document presented to the Board in January 2017 does not have an implementation plan.

We RECOMMEND that a distinct annual action plan is produced to clarify which element of the Clinical Strategy are to be implemented in 2017-18.

- c) IT developments and CQUIN - We are concerned about the slow pace of development with information technology. Shared clinical responsibility between clinicians in the LAS, community, primary care and acute sector are much more difficult without shared information technology and access to medical records. The LAS must operate as equal partners in providing patient care. This requires excellent communications and access to clinical data. We are assured that all frontline staff will have hand held devices by 2017 and **RECOMMEND evidence is produced of a funded plan to raise accessibility for the LAS to the common pool of clinical data to enable more effective patient care.** We are disappointed that the E-solutions CQUIN regarding the road map was not achieved *. Whilst recognising the major problems over the year with Command Point, we believe that much greater priority should be given to this goal. We also acknowledge that that are heavy costs associated with the project including the cost of licenses. West Midlands Ambulance Service (WMAS) have achieved connectivity to give paramedics access to clinical data and direct access to NHS services and we can see no reason why the LAS cannot achieve the same critical enhancement of its services to patients.

**this has since been achieved as detailed in the CQUIN report*

- d) Patient Engagement Strategy – Progress with patient engagement has been very positive over the past year especially the three Insight projects, the Forum’s engagement projects, work with the Academy, invitations to work more closely with the complaints team, work with the RNIB, EOC visits and joint work on CPR and defibrillators. The PPI Committee is working well and generates a lot of enthusiasm.

We RECOMMEND that a major aspiration for the LAS should be the demonstration of how patient/carer/user involvement can further enhance patient care. This is consistent with “continually learning” and “collaborative learning” .

9) LOOKING BACK – DUTY OF CANDOUR (DoC)

We are very pleased that implementation of the Duty of Candour has reached 92% Evidence of front line staff providing a direct apology to a patient and/or family when they are involved in an incident would be a significant demonstration of progress.

We RECOMMEND that the QA makes clear how many times the Duty of Candour was exercised and for which categories of harm, i.e.



moderate, severe and for patients who have died. Details of the response, after the duty has been exercised, from those who have suffered harm would also be invaluable.

10) INFECTION CONTROL – DATA - BLANKETS

Data on infection control, e.g. hand washing, was in the past of very poor quality and made unrealistic claims. We are very pleased to see current data which demonstrates the actual success rates and provides the opportunity to work towards raising standards where necessary.

The Forum campaigned from many years to change the practice of reuse of blankets. We are pleased that the principle of single use has been accepted and that every ambulance now begins a shift with four clean, sterile blankets.

The Flu vaccination rate for staff has increased substantially, but it is still low when we consider the risk to staff of becoming infected and the risk of infected staff causing infection to patients-that can lead to their death. **We RECOMMEND further work on methods to raise the percentage of staff vaccinated.** We note the requirement for compliance with national CQUIN 1c on this issue that it is rated amber and will be carried forward to the next financial year.

11) PATIENT EXPERIENCE

Mental Health Care

This section is about service development, not 'patient experience'. We would value a section on 'patient experience' and **RECOMMEND that 'Patient Experience' should be based on methodologies used to gather patients views on the services, and identifying outcomes which result in enhanced system of patient care being provided by the LAS.**

We strongly support the LAS's development programme for mental health care e.g. the employment of mental health nurses, creation of the NET service for patients being assessed under the Mental Health Act and enhanced training in mental health care and the Mental Capacity Act.

The demand on nurses in the EOC is very high and getting access to their advice is not always possible for front-line staff. We support proposals for nurses to work with paramedics to provide direct care to patients in a mental health crisis, e.g. those who are being considered for detention under s136 of the Mental Health Act. We do not, however, think it is possible to both provide an EOC based expert mental health service by phone to paramedics and directly to patients, and to provide a patient-facing service.



We welcome increased training to raise the mental health expertise of all paramedics and RECOMMEND the development of Advanced mental health paramedics. The mental health nurses should have a major role in developing this enhanced role for paramedics. We believe that this approach is consistent with the objectives of the Policing and Crime Act 2017.

We RECOMMEND that methodologies are developed to obtain feedback from patients who transported by the NET service, those who receive care when they are detained under s136, and those who receive a 'hear and treat' service from LAS mental health nurses. We acknowledge plans to enhance the Friends and Families Test for users of ambulance services.

The Focus on development of services for patients with dementia has been a major advance for the LAS, but we **RECOMMEND a greater focus on NICE guidelines especially in relation to assessment and control of pain, and providing the most appropriate and safe clinical disposition.**

Bariatric Care

The Forum strongly supports the direction of travel for equality in care provision for patients requiring bariatric care and was invited to **one** meeting of the Bariatric Working Group. **We RECOMMEND that an aspiration of the QA should be to provide evidence that bariatric patients are increasingly provided with "parity of esteem and that methodologies are developed to hear their voices in relation to the care that they receive from the LAS.**

End of Life Care

We strongly support the significant developments in End of Life Care described in the QA including the NET service. A great deal of work is still required to ensure that Coordinate My Care is operating successfully across the whole of London. High quality information is essential to ensure the person's needs are met and decisions about end of life care provided to the LAS and front-line clinicians at the critical time for the patient (see also the section on Morbidity and Mortality).

Rapid Discharge

This issue concerns discharge from hospitals, care/nursing homes and hospices. Relatives frequently complain that their loved ones wanted to die at home but ended up dying in an open ward in hospital, because of the "LAS letting us down". We know that the LAS is not usually to blame and that the NET service is attempting to provide an effective service to enable



patients to die at home when that is their wish and the wish of their family.
We RECOMMEND that the NET service is further developed in its end of life care work to cover the whole of London and is operated by staff trained in end of life care.

Where the LAS contract sits with other transport providers, we would like clarification of where rapid discharge and conveying home (whether Homes, Hospices or individual residences) 'sit' in the contracts.

Sickle Cell Re-Audit

The collaborative work between the LAS, Forum, SCS and the Merton Sickle Cell and Thalassaemia Group is an example of best practice in improving care to patients who have complex conditions; many of whom have described poor or insensitive care in the past. The re-audit provides excellent data about service improvement. Work with the Sickle Cell Society and the Merton Group demonstrates the progress that can be made through listening, taking action and listening again.

The model adopted by the Forum of bringing large numbers of patients together to talk about their experiences, whilst clinicians listen, is powerful and successful, has also been used for patients with diabetes type1, and will be used for other groups of patient over the coming year.

Merton Sickle Cell and Thalassaemia Group is pleased with the positive work of the Insight project and is looking forward to follow-up and evidence that the recommendations made during the Insight Project will be taken seriously and implemented.

12) SERIOUS INCIDENTS

LAS Insight magazine is an excellent example of how to provide accessible information about SIs and the outcomes of investigations. The QA does not provide details of how many SIs were completed within the target of 60 days or evidence that actions arising out of SIs or RCAs have been implemented and are having an impact on services, i.e. enduring service improvements.

13) CORE INDICATORS

We recommend that information is provided about Cat A patients not seen within 19 minutes. This group of patients may have suffered harm as a result of the delay in response.

14) PATIENT ENGAGEMENT

This section is excellent. We would like to see evidence of outcomes and impact on services as a result of this outstanding work with patients,



families and voluntary sector organisations.

15) PATIENT TRANSPORT SERVICE

We do not understand the wording for the Arrival time KPI

16) ISSUES OUTSTANDING FROM 2015/16

RESPONSIVENESS TO THE PUBLIC:

The LAS agrees with the Forum that there needs to be more emphasis on the following CQC KLOE (Key Lines of Enquiry) and will carry out a gap analysis to determine progress so far.

Are services planned and delivered to meet the needs of people?

- Is information about the needs of the different local populations gathered and used to inform the planning and delivery of services?
- Where people's needs are not being met, are they being identified and used to inform the planning and delivery of better services?
- How does the service listen to and respond to local opinion and concerns about, and variations in responses across London?

SHIFT WORK AND WELLBEING OF STAFF:

We **RECOMMEND** the LAS develops a plan to understand better the impact of shift work on front line and EOC staff with the aim of reducing harm and stress, creating a better working environment and improving services to patients.

END



THE LONDON AMBULANCE SERVICE NHS TRUST

Consultation on the Trust's Quality Account - 2016/2017

Response on behalf of the External Services Scrutiny Committee at the London Borough of Hillingdon

The External Services Scrutiny Committee welcomes the opportunity to comment on the Trust's 2016/2017 Quality Account report and acknowledges the Trust's commitment to attend its meetings when requested.

With regard to the LAS Quality Report 2016/2017, Members are disappointed to note that very little detail has been included and that there is no Borough specific data. The report touches on a lot of work that has been initiated but does not provide clarity about the expected outcomes or impact of this work. Furthermore, there is little included by way of benchmarking or comparison with previous years' results.

Following the CQC inspection in June 2015, the Trust was rated as 'inadequate' and placed in special measures. The CQC re-inspection that took place in August 2016 resulted in the LAS being rated as "Not sufficient evidence to rate" in terms of: Are services at this trust safe?; and Are services at this trust well-led? A further re-inspection undertaken in February 2017 has indicated that there have been significant improvements made and the formal rating and findings are expected in the summer of 2017. The Committee appreciates that the Trust has recently been under significant scrutiny and has faced huge challenges to achieve the improvements that have been made in relation to medicines management and incident reporting.

The Committee is pleased to note that a full time pharmacist has been appointed by the Trust to lead and develop medicines management within the organisation. Furthermore, the Trust has continued to work closely with the Metropolitan Police Controlled Drug Liaison to ensure that management of controlled drugs is of a high standard. The Trust medicines management group has also continued to provide advice and support to all areas of the LAS. Other steps taken to improve medicines management include the introduction of Datixweb to improve incident reporting, the introduction of 400 paramedic drugs packs and a new system for coordinating pan-London drug locker code changes in order to increase the security of medicines.

With regard to patient experience, Members note that there has been a 69% increase in the number of mental health calls closed by LAS mental health nurses between April 2016 and January 2017. The Trust should be congratulated on this initiative which has been recognised nationally (shortlisted for the National Patient Safety Award in 2016) and during the recent CQC re-inspection (the preliminary immediate feedback indicated that the model and performance was overall outstanding). Insofar as other developments are concerned, Members look forward to seeing the progress of the proposed pilot to provide joint response models with patient facing shifts and to receiving updates in due course.

The Committee has previously undertaken an investigation into section 136 so is pleased to note that the Trust has concentrated efforts on a detailed review of LAS responses, how they are triaged and the response times. Although this information is



triangulated with the MPS, it is disappointing that no further information is provided within the report about the findings of the review.

Following an audit of the existing LAS system for bariatric transport, every spot inspection undertaken found that there were no bariatric vehicles available to send should the need have arisen. Although a working group was set up by the LAS to look at this, the report does not provide detail of the outcome of its investigations or action that has since been taken to resolve the issue.

LAS staff are regularly required to have difficult conversations with patients about end of life care. As such, Members are really pleased to see that a workshop for ambulance clinicians was specifically developed for staff and resulted in a significant increase in the number that felt confident or very confident in having these difficult conversations and a huge reduction in the number that were not very confident or not confident.

32% of staff have stated that they have experienced harassment, bullying or abuse from staff in the last 12 months. As enormous as this figure appears, Members were equally shocked that the national average in 2016 was 28%. Although the Committee is aware that some staff may make unfounded allegations as a result of feeling pressurised, Members were reassured that the Trust had appointed a full time post to focus on bullying and harassment. Furthermore, the Committee was very pleased to note that, of the 70.7% of Hillingdon staff that had completed the staff survey, none of them had experienced physical violence. Members look forward to receiving an update on the progress made by the LAS in further reducing this number.

Due to the progress made on targets set for 2016/2017, a number of new quality priorities have been set by the LAS for 2017/2018. To ensure that progress on the 2016/2017 targets continues to be monitored into the future, the Committee would like to receive regular updates at its meetings.

Overall, the Committee welcomes the work that the Trust is undertaking to address the challenges that it faces and remains pleased with the excellent service that the Trust continues to provide in the face of rapidly growing demand and limited resources. We look forward to receiving updates on progress and the work undertaken to support the priorities outlined in the report over the course of 2017/18.



ANNEX 1: CQUINS 2016-17 and 2017-18

Goal No.	Goal Name	Description of goal	Expected financial value of goal (£)
Local schemes			
1	E-Solution 1: Preparing the roadmap	Preparing the roadmap for LAS digital integration with London wide U&E care.	£871,371
2	E-solution 2: Supporting a mobile workforce	To seek to identify initiatives which will bring forward some benefits of the e-Ambulance digital healthcare initiative, to improve patient care and staff welfare and LAS service delivery.	£2,178,428
3	E-learning development	Supporting the move to a total workforce information approach, a review to identify a comprehensive learning management system.	£726,143
4	Improving LAS focus on special patient groups	Improving focus on special patient groups: Bariatric, Mental Health & Sickle Cell.	£435,686
5	Improving LAS Emergency Operations Centre	Supporting consistent delivery of patient care, safety, experience and outcomes and strengthening governance and quality assurance processes, improving clinically appropriate and timely response and experience for patients.	£781,371
National schemes			
6	1a Introduction of health and wellbeing initiatives	Option B: The introduction of health & wellbeing initiatives covering physical activity, mental health & improving access to physiotherapy for people with MSK issues.	£726,143
7	1b Healthy food	Healthy food for NHS staff, visitors and patients.	£726,143
8	1c Flu	Improving the uptake of flu vaccinations for front line clinical staff within Providers.	£726,143 (50% of total value above was achieved)



Agreed 2017-19 CQUIN schemes

Goal Ref.	Goal Name
1a	National: Introduction of Health and Wellbeing Initiatives 1a – Improving Staff Health and Wellbeing Percentage point improvements to staff survey results on 3 questions against a 2015/16 baseline.
1b	National: Introduction of Health and Wellbeing Initiatives 1b - Healthy food for NHS staff, visitors and patients Continuing improvements to healthy food provision delivered in 16/17 and extending requirements for 17/18, 18/19.
1c	National: Introduction of Health and Wellbeing Initiatives 1c - Improving the uptake of flu vaccinations for front line staff within Providers.
12	National: Ambulance Conveyance A reduction in the proportion of ambulance 999 calls that result in transportation to a type 1 or type 2 A&E Department.
STP	National: Supporting local areas a) Support engagement with local STP initiatives b) Delivery of financial controls – Risk Reserve
SDIP/CQUIN	Local: Service Development Improvement Plan in quarters 1-2. Reflects the development of digitalisation within the Trust in line with national objectives and the Trust Clinical and IM&T Strategies. Objective: to develop a CQUIN for Q3-4 and 18/19 around the mobility work stream; mobile devices for staff.





London Ambulance Service



NHS Trust

2016/17 Annual Accounts

Lorraine Bewes OBE

Director of Finance and Performance



Statutory Financial Duties

Duty	Target	Outcome	Comment
Capital Cost Absorption Rate	3.5%	3.5%	Achieved.
External Financing Limit (EFL)	£1.6m	£1.6m	Achieved.
Capital Resourcing Limit (CRL)	£19.2m	£12.5m	Achieved. The Trust underspent against CRL by £6.7m, which it is permitted to do. The underspend has been carried forward into 2017/18 to meet planned commitments.
Break-Even	£6.7m deficit	£6.1m surplus	Achieved. The Trust outturn was £12.8m favourable due to the award of £7.6m STF incentive funding for meeting the control total and £5.2m Marauding Terrorist funding income.
Better Payment Practice Code (non-NHS) - volume	95%	84%	Performance broadly in line with previous year.
Better Payment Practice Code (non-NHS) - value	95%	81%	

Audit Opinion

- Financial Statements:
 - *An unqualified audit opinion has been issued. The Accounts presented are a true and fair view.*
- Parts of the remuneration and staff report to be audited:
 - *No issues were identified*
- Consistency of the Annual Report and other information published with the financial statements:
 - *The financial information is consistent with the annual accounts*
- Unqualified value for money conclusion:
 - *Proper arrangements in place to secure economy, efficiency and effectiveness.*





London Ambulance Service
NHS Trust

2016/17 Annual Review

Heather Lawrence OBE, Chair

26 September 2017



2016/17...A Year of Progress

- Continuing challenges
- The beginnings of a new leadership team
- Serving local communities better

Challenges we've faced

- Increasing number of major incidents
- Increasing demand – we attended 200 more incidents a day than in 2015/16
- Ongoing scrutiny from our regulators

CQC inspection

- Visited by CQC in February 2017
- Patients in the capital are receiving **‘outstanding’** care
- Significant improvements have been made in every one of the five inspected areas
- London Ambulance Service has moved up a rating to **‘requires improvement’**.

Our Care Quality journey since 2015

Our rating in 2015

Domain	Rating
Safe	Inadequate
Effective	Requires improvement
Caring	Good
Responsive	Requires improvement
Well-led	Inadequate
Overall	INADEQUATE

Our rating 2017

Domain	Rating
Safe	Requires Improvement
Effective	Good
Caring	Outstanding
Responsive	Good
Well-led	Requires Improvement
Overall	Requires Improvement

We have a new team in place

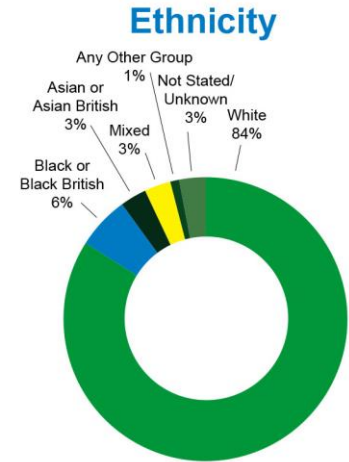
- New Non-Executive Board members
- New Executives
- Over 350 frontline staff recruited and new action plan approved to improve diversity and culture

We're serving local communities better

- CQC found staff behaviours and interactions demonstrated outstanding care, with staff committed to providing a caring and compassionate service
- Co-production work with Patients' Forum

Serving local communities better

- Advanced Paramedic Practitioners (Urgent Care)
- Recruitment from local communities – we're making progress, but still need to do more



Working with our stakeholders

- Improved engagement with STPs
- Closer working with our regulators and our commissioners
- Patients' Forum

Achievements 2016/17

- Performance improved
- Rated 'Good' for our SE London 111 service by CQC
- Staff survey improvements

Achievements 2016/17

- “Make Ready” Fleet Programme
- Ambulance – on television
- More outward facing





Achievements 2016/17

- Responding to major incidents
- Launched new clinical strategy
- ‘Time to Talk Day’ as part of the Heads Together mental health awareness campaign.





London Ambulance Service
NHS Trust

2017/18 and Forward Look

Garrett Emmerson, Chief Executive Officer

26 September 2017



2017/18...A Year of Transition

- A new CEO!
- A new senior management team
- A new performance framework (ARP)
- A new strategy and vision for LAS

However, it has also already been a year of significant operational challenges

The London Ambulance Service has been repeatedly tested over the last ten months...



Croydon tram crash

9 November 2016

MAJOR incident

51 injured / 7 dead



Westminster Bridge terrorist attack

22 March 2017

MAJOR incident

50+ injured / 6 dead



London Bridge terrorist attack

3 June 2017

MAJOR incident

48 injured / 8 dead



Grenfell Tower fire

14 June 2017

MAJOR incident

70+ injured / 80 dead



Finsbury Park Mosque

19 June 2017

SIGNIFICANT incident



10 injured / 1 dead



 Daily Mail News 

White van driver ploughs into and hurts at least 10 people outside hate cleric Abu Hamza's former mosque in London's Finsbury Park before Muslims finishing evening prayers tackle suspect to ground

By Paddy Dinham For Mailonline and Josh White For The Daily Mail
00:10 19 Jun 2017, updated 00:59 19 Jun 2017

 **Daniel Stawiński**
@Daniel_slaw Follow 

#FinsburyPark is an act of terrorism. When is this going to stop!?

Parsons Green

15 September

18 injured

Threat level raised to CRITICAL



Magnificent Response

- Not only our special responders (Hazardous Area Response Teams, Helicopter Emergency Medical Service, Tactical Response Unit, Incident Response Officers) who are continuously attending these incidents, but our staff right across the organisation.
 - Trauma risk assessments (TRiM) – approximately 1,000 undertaken
 - External TRiM support provided by South Central Ambulance Service, Defence Medical Services and South London and Maudsley NHS Foundation Trust
- The value of mutual aid over the summer which also included Grenfell Tower and the Notting Hill Carnival.

Some lessons learnt

- We have been repeatedly tested over the last ten months
- Our response was fast, effective and saved many lives
- Staff welfare is a primary concern
- Worked in partnership with the Metropolitan Police Service, the London Fire Brigade, other ambulance services and NHS trusts
- Terror attacks are not always immediately recognisable
- Staff training required to identify terror attacks as early as possible so that we can protect the safety of our staff
- We are working closely with the London health economy to strengthen incident notification processes.

However...

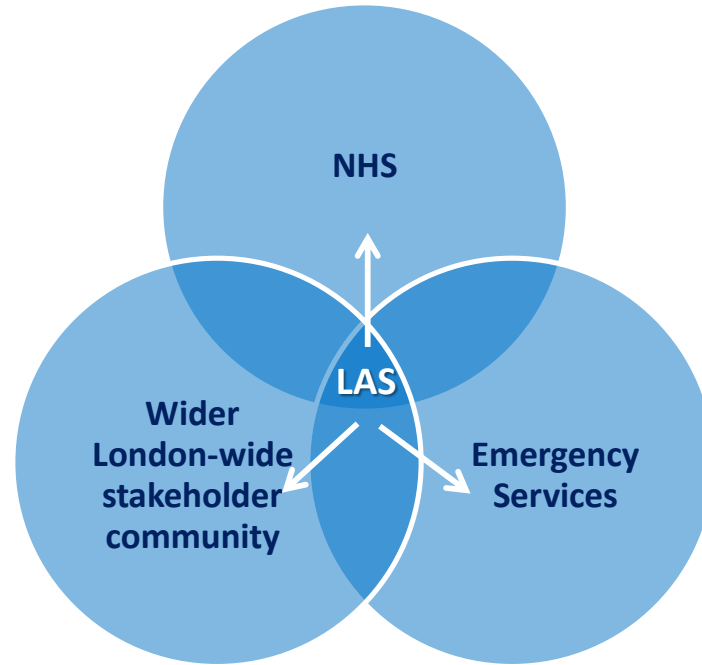
We are not just an emergency service!



**... We operate at the heart of the NHS
in London as a key gateway to the
whole urgent and emergency care
service**



As the capital's only London-wide healthcare provider, LAS is uniquely placed to play this role



... but also because the healthcare sector is facing an unparalleled demand challenge

- Population growth (10.5m people by 2041)
- Economic development (1.2m more jobs by 2041)
- An aging population (over 90s to double by 2029; over 65s to increase by 46%)
- Demographic change
- Land use intensification and traffic congestion
- Breaking down of traditional primary care solutions

“NO CHANGE” IS THEREFORE NOT AN OPTION!

Developing an “evidence based” strategy

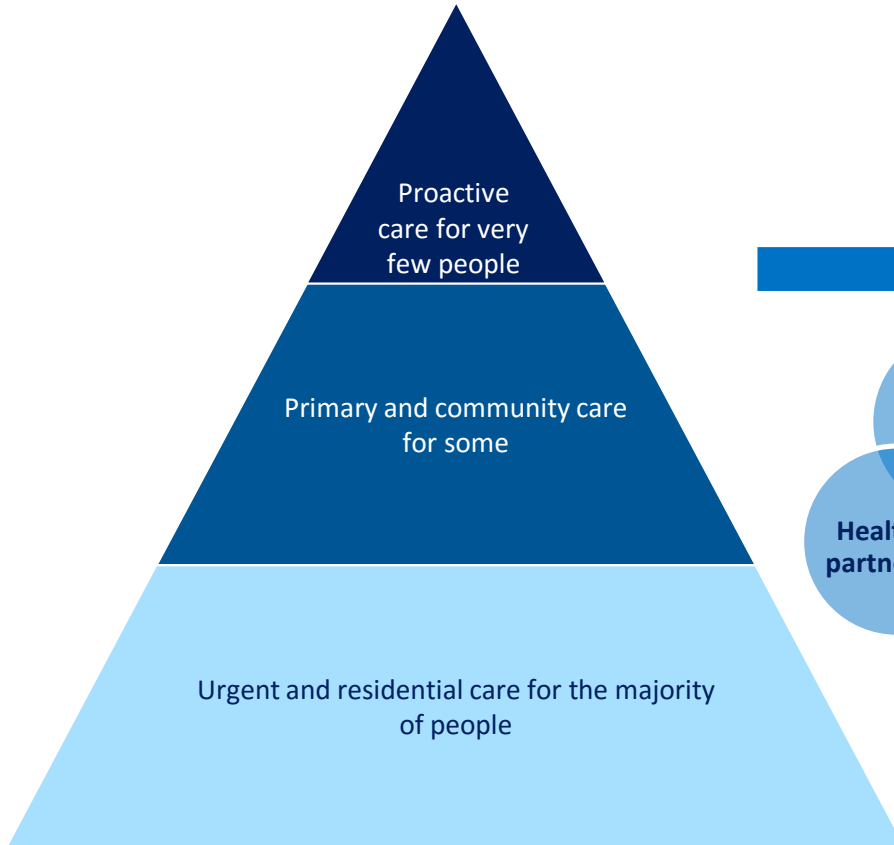
- Working with wider partners to understand the impact of these social and economic changes
- Plotting the likely impacts over the longer term to produce an evidence-based “reference case”
- Articulating a range of quantified solutions to respond to the challenge
- Developing a 5 year delivery plan to implement funded and /or agreed solutions

Working with each STP our vision is to:

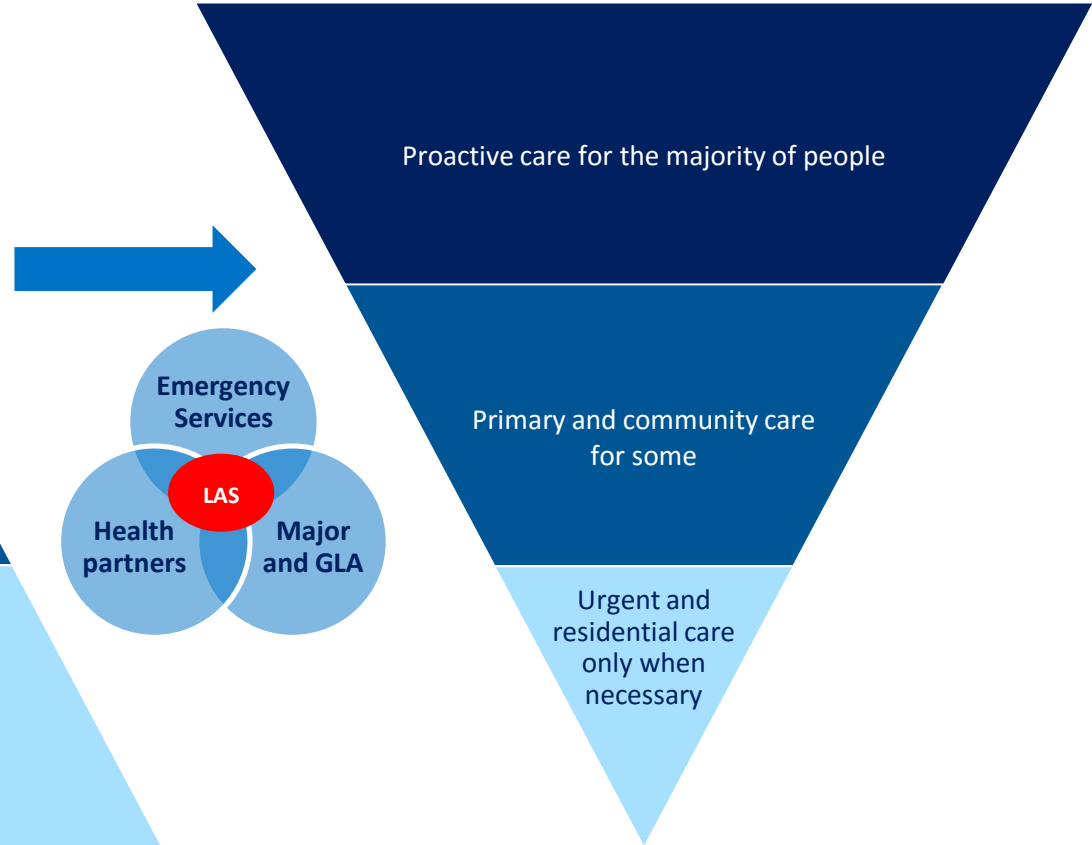
- Improve the quality of our care
- Play a key role in integrating urgent and emergency care, for example integrating 111 and 999 to ensure patients get the best possible access to appropriate care pathways either 'on scene', 'on phone' and 'on-line'
- Reducing inappropriate conveyance to hospital
- Working with STPs to improve clinical assessment pathways
- Improving our operational performance through robust IT and mobile Technology

What this new model of care looks like:

Current system responds to crisis



Future system aims to prevent ill health





London Ambulance Service
NHS Trust

A World Class Ambulance Service for a World Class City



Our co-production work with the Patients' Forum



- Co-Production Means Working in an Equal Partnership to Produce Better Care
- LAS Paramedics and Doctors Listen to Patients' Experiences and Jointly Develop More Patient Focussed Care



Building Trust and Confidence



- Forum held a packed public meeting and invited people with Sickle Cell Disorders, families & Sickle Cell Society
- LAS Medical Director listened, apologised for mistakes and committed to working in partnership with patients to create the service that patients need



Learning when things have gone wrong



- Tragic death of a young women with diabetes led to the Forum holding a public meeting on diabetes
- Patients and families were listened to
- Diabetes UK, a Consultant LAS Paramedic and the Forum are now collaborating to create safer and more sensitive care



Great Collaboration Saves Lives



- Forum and LAS have successfully campaigned to encourage Sainsbury's, John Lewis and churches to install Defibrillators
- Boots the Chemist is still resisting!!!
- Collaboration in our campaigns will save many lives following cardiac arrest



Victory Event in Nine Elms



FUTURE JOINT WORK

THE FORUM'S RADAR INCLUDES
COLLABORATING TO PRODUCE BETTER
CARE FOR PATIENT GROUPS,
INCLUDING:

- MENTAL HEALTH CRISIS
- DEMENTIA
- BARIATRIC CARE
- CLOSER WORK BETWEEN COMMUNITY SERVICES AND LAS

