



London Ambulance Service
NHS Trust



Summary of key engagement outcomes and insights

London Ambulance Service – developing our five year strategy

Introduction

Since June 2022, we have been proactively seeking engagement from a variety of stakeholders, to inform and shape the development of the next strategy for LAS.

Board members are asked to consider themes, feedback and insights from the engagement process which are presented in the three reports that are being shared today, namely:

- Findings from 500 interviews with people working on the frontline of LAS
- Feedback from patient and public representatives in 26 London boroughs
- External stakeholder organisations engagement report

Introduction - continued

This paper draws together a summary of the most important feedback from across the three reports that accompany this paper and presents key messages we have received from:



Patients and the public

Views from patient and public representatives in 26 local boroughs led by Healthwatches from across London who involved over 2,100 people in their work.



Our staff

Over 500 of frontline LAS staff who have been interviewed face to face by the Strategy team and LAS volunteers to provide feedback.



Health and care partner organisations

Over 60 partner organisations and over 300 leaders in those organisations who have been presented key themes of our developing strategy and invited to provide their feedback on the areas of development and focus for LAS over the next five years.

We have also engaged more than 360 leaders from across the organisation and ran a crowdsourcing project that engaged over 550 LAS staff who have generated over 165 ideas for the strategy development process.

All the feedback contained in this paper and three accompanying reports needs to be considered alongside other routine ways of staff engagement that takes place within the Trust. They include the NHS staff survey, work done with the LAS Public and Patient Council and led by groups such as Learning Disabilities and Vulnerabilities subgroup.

The key messages from those reports are summarised below.

What we have heard from our staff – key themes

Work closely with other NHS providers and PCNs to maximise their service provision.

Improve our emergency response by:

- Recruiting more staff in the CAS and CHub.
- - Reviewing triage
- Addressing hospital handover times.

Develop a public education campaign informing citizens how to access healthcare in London.

Improve clinical and non-clinical training by offering role specific, high fidelity simulation training led/assisted by clinical experts. Improve ongoing supervision.

Review terms, conditions and integration of all LAS teams (Vehicle Preparation, Vehicle mechanics, 111, EOC, NETS etc) to ensure equity of benefits and to highlight talent.

Improve staff support by investigating different ways of working, investing in professional psychological support and making managers more accessible. Recognise and praise good practice.

Invest in recruiting and training more clinical specialists (APPUC, APPCC, Maternity, Mental Health, FCP) so that we can provide excellent appropriate care on scene and provide staff with more career development opportunities.

Recruit more staff, with a focus on recruiting locally.

Invest in fleet and equipment to ensure our staff have the tools they need to do their jobs enabling them to offer excellent patient care.

Work with system partners to finally integrate cross-organisational IT systems to easily and securely share patient data.

What we have heard from our patient and public representatives across 26 London boroughs

What is LAS getting right?

- Our clinicians are caring and professional
- Some praised the speed of response
- Delivering a service whilst facing wider system challenges

How can LAS improve emergency care?

- Increasing funding for the Ambulance Service
- Improving partnerships with hospitals
- Improving skills to treat more people at home
- Engaging patients in co-developing and improving services
- Improving communication training to meet the diverse needs of patients
- Bettering the initial call handling experience (999)
- Keeping patients informed of wait times (999)
- Increasing public education, engagement and awareness (999)

How can LAS enhance urgent care?

- Expanding and redefining the purpose of 111
- Easing the patient experience of 111
- Keeping patients informed of wait times for clinical call backs
- Making 111 more responsive to the needs of those who identify as elderly, disabled or neurodiverse
- Increasing public education, engagement and awareness (111)

How should LAS work with other parts of the healthcare system to improve care for patients?

- Experience in Emergency Departments
- Become more integrated with primary care services
- Create more integrated mental health, social care and community services
- Improving care for patients with multi-disciplinary teams

How can LAS do more to contribute to life in London?

- Ensure appropriate training or support is in place to eradicate racial biases and promote equality
- Utilising the public and volunteers as a system partner
- Using the voice of LAS in the community
- Recruitment from the local population



What we have heard from our health, care and system partners

1. LAS is a **valued and trusted partner** in emergency and urgent care part of the system.

2. Our partners **broadly support our aspirations and goals for the next five years** that we intend to develop as part of the strategy development process.

3. Our partners start having an increased awareness of LAS's key role in improving health and wellbeing of people living and working in London and **Trust's unique contribution to reducing capital's health inequalities.**

4. There is a strong will and appetite to **increase partnership working** and collaboration with the Trust at all levels of the system. They welcomed this engagement and want to continue the conversation.

5. Our partners recognise **the challenge of LAS being the only pan-London NHS provider** and in their feedback have provided the Trust with localised approaches that we need to consider when engaging with organisations that operate at that level.

6. Our partners want us to be **more flexible, and manage the balance of system-wide and local engagement.** They would like us to have a stronger voice in cross-organisational conversations with them and other partners.

7. Our partners recognise **the potential that increased sharing of data, workforce and wider resources can bring to benefit patients,** LAS and wider system it operates in.

8. There is a **need to educate our partners and wider stakeholders on services and support the Trust provides** – LAS is automatically linked to 999 and emergency response and many of our partners are not aware of our key role in providing 111 service or specialist services.

Conclusions and next steps

Having considered the feedback, our intention is now to develop the strategy that is built around the following three missions:

1. Delivering outstanding emergency and urgent care wherever and whenever needed.
2. Becoming an inclusive, well-led and increasingly highly skilled organisation people are proud to work for.
3. Using our unique pan-London position to contribute to improving the health of the capital.

Our intention is that the strategy will be finalised and agreed in the Trust's Board meeting in June and officially launched afterwards.