

## HEALTH AND WELLBEING BOARD

8 March 2016

<b>Title:</b>	<b>London Ambulance Service NHS Trust Improvement Plan</b>
<b>Report of the London Ambulance Service NHS Trust</b>	
<b>Open Report</b>	<b>For Information</b>
<b>Wards Affected:</b> ALL	<b>Key Decision:</b> No
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<b>Sponsor:</b> Terry Williamson, Stakeholder Engagement Manager, London Ambulance Service NHS Trust	
<b>Summary:</b> The London Ambulance Service NHS Trust was inspected by the Care Quality Commission (CQC) Chief Inspector of Hospitals in June 2015. The result of the inspection was that the Service was rated as “inadequate”. The report contains the Service’s Quality Improvement Plan which outlines its intention to provide a better service to patients and to become a better place to work.	
<b>Recommendation(s)</b> The Health and Wellbeing Board is recommended to note the contents of the report.	
<b>Reason(s)</b> The Board has previously expressed an interest in the performance of the London Ambulance Service and the way that it provides services to the residents of Barking and Dagenham. Following the announcement of the CQC inspection, London Ambulance Service offered to update the Board on the Service’s Quality Improvement Plan and the impact locally.	

## 1 Introduction and Background

- 1.1 The London Ambulance Service NHS Trust (LAS) responds to over 1.9m calls and attends over 1 million incidents each year. It provides emergency medical services to the whole of Greater London, which has a population of around 8.9 million people and is 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.
- 1.2 LAS is commissioned by 32 Clinical Commissioning Groups for London and by NHS England.
- 1.3 The Care Quality Commission (CQC) Chief Inspector of Hospitals inspection of The London Ambulance Service NHS Trust took place between 1st and 5th June 2015, and 17th and 18th June 2015, with further unannounced inspections on 12th, 17th and 19th June 2015. This inspection was carried out as part of the CQC's comprehensive inspection programme. Four core services were inspected:
  - Emergency Operations Centres
  - Urgent and Emergency Care
  - Patient Transport Services
  - Resilience planning including the Hazardous Area Response Team
- 1.4 The CQC inspection report was published on 27th November 2015. Overall, the trust was rated by the CQC as "Inadequate".
- 1.5 In response, the LAS developed a Quality Improvement Plan to address the findings of the CQC report and improve the Inadequate rating of the Trust. The Quality Improvement Plan has identified five work streams –
  - Making the London Ambulance Service a great place to work
  - Achieving good governance
  - Improving patient experience
  - Improving environment and resources
  - Taking pride and responsibility
- 1.6 In each of these work streams key improvement projects have been identified that will underpin our work to deliver the improvement plan. The Trust has been working intensively to deliver these projects. For these detailed projects to deliver there are five critical enablers:
  - Staff engagement
  - Strong programme governance
  - Visible leadership
  - Our partnership with Defence Medical Services
  - Outcome of the 2016/17 contracting round
- 1.7 The LAS Quality Improvement Plan is attached in full at **Appendix A**.

## **2 Impact for Barking and Dagenham**

- 2.1 LAS responds to calls in Barking and Dagenham using resources that are dynamically deployed throughout the Borough, primarily from ambulance stations in Dagenham, Ilford, Hornchurch and Romford which constitutes the North East London sector, but also using resources from neighbouring areas such as Newham, Hackney and Waltham Forest. All 999 calls are received and prioritised in our Emergency Operations Centres at Waterloo and Bow. There are approximately 200 operational staff working to cover the vehicles deployed in North East London including, Paramedics, Emergency Medical Technicians; International Paramedics and Emergency Ambulance Crews. This is managed by a North East London team of operational front line Clinical Managers and other specialist managers to support front line operations.
- 2.2 Year to date (01/04/2016 to 19/02/2016) LAS performance is at 63.8% on Category A (life threatening) calls responded to in Barking and Dagenham. This compares to 64.6% for London and 64.5% for North East London. Abbey ward has seen the highest number of Category A calls at 970 and Parsloes ward the least with 542. Activity in Barking and Dagenham overall is up 4.7%, year to date on all calls. The North East sector is currently the highest performing area in LAS.
- 2.3 LAS continues to recruit Paramedics from around the world and Barking and Dagenham will be served by some of these starting in March 2016. An innovative alternative resource scheme, operated in partnership with NELFT and targeted to respond to calls from elderly fallers, continues to provide an appropriate care pathway for these patients and prevents attendance at hospital. The Quality Improvement Plan will involve our staff in all its work streams to ensure local operations maintained and improved upon.

## **3 Mandatory Implications**

### **Joint Strategic Needs Assessment**

- 3.1 There are none

### **Health and Wellbeing Strategy**

- 3.2 A well-rated and high-performing London Ambulance Service underpins the delivery of Barking and Dagenham's Health and Wellbeing Strategy. The actions set out in the Quality Improvement Plan support the Improvement and Integration of Services priority through improving treatment and care by benchmarking against best practice and where we identify that care has failed.

### **Integration**

- 3.3 There are a number of actions identified in the Quality Improvement Plan that promote better integration between the LAS and partner organisations, including improved access to urgent care centres and working with challenged providers to drive actions to support timely hospital handovers.

### **Financial Implications**

- 3.4 There are none

### **Legal Implications**

3.5 There are none

### **Risk Management**

3.6 Not applicable

### **Patient / Service User Impact**

3.7 Currently London residents are served by and Ambulance Service which has been rated as Inadequate by CQC. Actions set out in the Quality Improvement Plan will improve the quality of the service that residents in London receive.

### **List of Appendices:**

**Appendix A** London Ambulance Service NHS Trust Improvement Plan January 2016