





Outer North East London Joint Health Overview and Scrutiny Committee

9 January 2024

December 2023







About London Ambulance Service

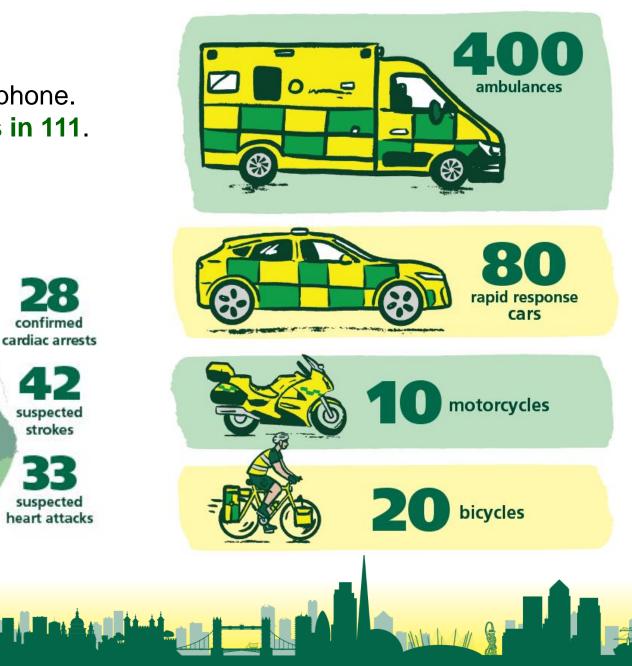


A day in the life of LAS

Our clinicians typically go to:

- We treat **3,000 patients** on scene or over the phone.
- We answer 5,700 calls in 999 and 6,000 calls in 111.

On the road each day, we have approximately:



confirmed

suspected strokes

suspected

London Ambulance Service NHS Trust

240

fallers

patients with

breathing problems

patients reporting

chest pain

Delivery of babies

About us

We are the capital's emergency and urgent care responders.

We aim to deliver outstanding emergency and urgent care whenever and wherever needed for everyone in London, 24/7, 365 days a year.





Our People

- 2022/23 saw our biggest ever recruitment drive with 1,600 new starters, including over 900 frontline ambulance staff and almost 400 call handling staff.
- Teams Based Working is empowering ambulance groups to shape their way of working.
 - > Staff satisfaction has risen from 30% to 80%.
 - Surveys show staff are happier, feel more part of a team and have more opportunities.
- In March 2023, LAS became an accredited London Living Wage employer after we decided to make our cleaning and Make Ready teams NHS staff. Two of our Make Ready colleagues based in North East London were featured by the Living Wage Foundation in Living Wage Week celebrations in November.
- As of December 2023, the number of staff hours on the road in emergency vehicles and caring for patients has increased by 10% compared to this time last year. We are also supporting our clinicians on scene and maximising the number of solo responders we have available.

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Conveyances

- We are helping more patients over the phone, treating more people on scene and getting more people to the right local services for them when appropriate.
- In 2018, we set an ambitious target to reduce hospital conveyance from 60% to 54% by March 2023. We exceeded this, conveying 50% of patients to hospitals in 2022/23.
- This has been achieved by upskilling our workforce, introducing services such as our specialist mental health cars and using new technology.



Winter plans

- We have had to manage a real surge in demand for our service this winter. A typical busy day in the capital would see about 5,500 calls to 999 but in the past few weeks, we have seen that number rise to nearly 7,000.
- We have implemented a number of actions to mitigate this, including:
 - Additional ambulances, response vehicles, control room staff and clinicians who are able to speak to patients who have called 999.
 - o Increased our fleet capacity by 10% on last year, with 50 new Ford ambulances and 40 new cars.
 - Use of specialist resources such as mental health cars and community response cars.
 - A flu immunisation programme for staff.
 - Working with our NHS partners to ensure the handover of patient care at emergency departments within 45-minutes when safe and appropriate.
- We are also urging Londoners to use our 999 service wisely: only calling us when it is a serious medical emergency so we can prioritise responding to our most seriously ill and injured patients.
- Our London Ambulance Charity has launched a new festive fundraising campaign to help us best support our colleague during periods of high pressure.





Strategy 2023-2028: our commitments to London





Roger Davison, Chief Strategy and Transformation Officer

Summary

- London Ambulance Service published our five-year strategy in September 2023.
- We are the capital's emergency and urgent care responders. We aim to deliver outstanding emergency and urgent care whenever and wherever needed for everyone in London, 24/7, 365 days a year. Together, we put the values of caring, respect and teamwork at the heart of all we do for Londoners.
- In this strategy we have given ourselves three missions focused on:
 - **Our care** delivering outstanding emergency and urgent care whenever and wherever needed.
 - **Our organisation** being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.
 - **Our London** using our unique pan-London position to contribute to improving the health of the capital.
- We have steadily moved beyond what might be thought of as the traditional ambulance service that just takes sick people to hospital. We are an increasingly highly skilled workforce able to deliver a huge range of emergency and urgent care assessments and treatments both on scene and on the phone.
- Reducing inequalities, and working together as a system leader and partners across the five London ICSs underpins everything that we will do.
- To achieve our three missions we have set ourselves 50 commitments to deliver over the next five years, organised under 10 priority areas.
- You can read the full strategy at the following link: <u>www.londonambulance.nhs.uk/about-us/our-plans-for-the-future/</u>

Developing our strategy based on insight and reflective of the changing external environment

We analysed population trends and horizon scanned the future for developments in prehospital care. Some key considerations included:



Developing our strategy - engagement

In developing our strategy, we engaged extensively both inside our organisation, with our partners and with our patients on how they would like to see us develop.

Engagement included:

- Heard via local Healthwatch organisations from representatives of patients and the public in <u>26 London boroughs</u>, together involving more than <u>2,100 people</u>.
 - <u>This included Healthwatch Tower Hamlets, Hackney, Newham, City of London,</u> <u>Havering, Redbridge, Barking & Dagenham, and Waltham Forest</u>
- Engaged externally with <u>300 leaders in 60 health and care partner organisations</u>, including ICBs, borough councils and the Greater London Authority. We also reviewed each ICS strategy to ensure our ambitions aligned.
- Conducted over <u>500 face-to-face interviews with LAS staff</u>, reaching all parts of our organisation, in particular those working on the frontline.
- Debated priorities with <u>360 LAS leaders</u> in dedicated leadership sessions across the organisation.
- Gathered ideas for change from an online crowdsourcing project in which <u>500 people</u> from across our organisation took part.



Reports on these important pieces of work are available on our website. www.londonambulance.nh s.uk/about-us/our-plansfor the future/

Working in partnership

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Waltham

Forest

Hackney

City

Tower Hamlets Redbridge

Newham

Barking & Dagenham Havering

LAS covers the whole of the city, the only pan-London NHS trust. We are part of London's five integrated care systems, and know that we need to work as a system leader and partner in order to deliver our ambitions.

We analysed each ICS strategy to ensure our ambitions aligned with our system partners and that we developed three missions which reflect the changing needs of our populations.



Interim North East London Integrated Care Strategy

January 2023

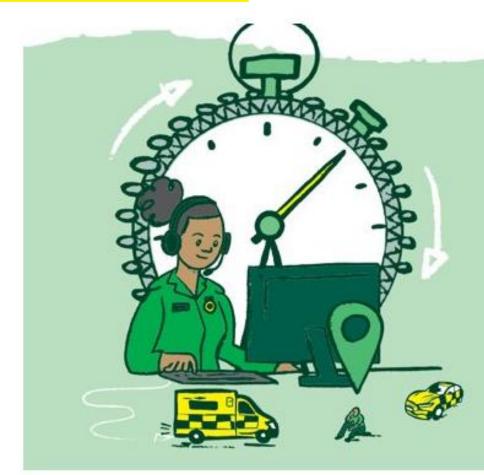
North East London

A Population: 2 million

- Experiences the longest hospital handover delays of all London ICS geographies
- Highest share of residents aged under 35 (52%)
- Just over half (54%) of the population are from ethnic minority backgrounds, with the highest share in Newham (69%)
- Nearly a quarter of residents live in one of the most deprived 20% of areas in England
- By 2041, the population is projected to grow by nearly 364k (17%) this is equivalent to adding another place the size of Newham



Our three missions 2023-28



Our care



Delivering outstanding emergency and urgent care whenever and wherever needed.

- Rapid and seamless care
- Individualised clinical responses
- Outstanding care and leadership of major incidents and events
- A learning and teaching organisation

Our three missions 2023-28

Our organisation

Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.

- Inclusive and open culture
- Well-led across the organisation
- Improved infrastructure



Our three missions 2023-28



Implementation plans







ngagement

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ENGAGEMENT



IMPLEMENTATION

aunch event

• Strategy launched 26 Sept - we saw nearly 300 members of staff and external stakeholders attend our launch event in Westminster.

- Influential speakers at our launch event - LAS Executive Team presented, alongside:
- 1) Deputy Mayor Baroness Fiona Twycross
- 2) NHS London Medical Director and CCIO Dr Chris Streather
- 3) Chair of NWL ICB Dr Penny Dash.

• Published in accessible formats, including an Easy Read version, a fully accessible PDF version, a short summary video, and offer alternative formats on our webpage.

 We will build upon the extensive engagement we conducted in the development stage of the strategy.

• We will engage extensively with staff to promote our strategy, and garner feedback and support for implementing the ambitions.

nplementation

•The key means of accountability will be through the **business plans for each** year of the strategy implementation – they will include clear measurable outcomes to show progress against the strategy.

•We have **created a Transformation Board** who will enable the delivery of the strategy, and ensure that the feedback from patients and the public is integral to the way we approach transformation.

Implementation – case study

Strategic commitment: Be a leading UK ambulance service in providing our clinical staff with outcome data for all patients they treat, linking ambulance and hospital data for a joined-up integrated care system.



Progress update:

- During our engagement with staff in the development phase of the strategy, we heard that they would benefit from outcome data from the patients they see.
- My Clinical Feedback application enables ambulance clinicians to follow up on patients that they have attended, reflecting on the outcomes of these patients and learning about the implications of their on-scene and pathway choices.
- Paramedics and frontline ambulance clinicians are the only clinicians in the UK who receive no routine feedback on the decisions they take for their patients. My Clinical Feedback intends to change this.
- The pilot has started in North West London, and we are hoping to make this available to all ambulance crews in the London Ambulance Service.
- The application has been designed for and with LAS clinicians, working closely with over 30 colleagues during design and development.

		nical Feedba ome bac					NHS
	My pati	ents 3 = 01/06/2023	My clinical insight	Initiatives	Huddle My saved (jobs and feathack	
		Date	Patient	Presentation		Willford, Martha G.	
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We need to switch to a meaningful, feedback positive culture where we can learn from experience and be happier.

-- Clinical Team Manager

Implementation – case study

Strategic commitment: Train 100,000 Londoners collaboratively in basic live-saving skills (CPR) including a generation of secondary school children, as well as reaching all secondary schools with targeted public education initiatives (eg. knife crime) and educating patients and other public services on when to use 999 and 111 and what to expect if they call, running information campaigns to address this.

Progress update:

- The LAS London Lifesavers (LLS) project is dedicated to improving out of hospital cardiac arrest survival rates across the capital, to make London a safer place to live, work and enjoy. We know that the biggest factor in improving survival rates is increasing bystander CPR.
- We want to address health inequalities in the incidence of cardiac arrest, bystander CPR and distribution of PADs.
- LLS delivers basic life-saving CPR skills and how to use a defibrillator to:
 - Secondary schools across the Capital (in a waved roll-out plan)
 - Pop-up events (at train stations, shopping centres, sporting venues etc)
 - Businesses and not for profit organisations.
- In October, we launched our schools campaign as part of re-start a heart day at City Hall, with 5 schools attending and multiple media publicity (inc BBC London evening News, BBC news press, Evening Standard, socials, local press).
- We launched a joint CPR video with Transport for London and the Mayor of London.
- We have run a series of training pop ups, including at train stations, park runs, Houses of Parliament and London Fire Brigade Open days. We estimate that approximately over 1,000 members attended pop-ups.
- Building our work with businesses, we have had discussions held with 4 Major Banks to run London LifeSavers training. 1st training session held at Barclays Canary Wharf.



Questions









LAS Performance Report North East London



Ben Evans, Associate Director of Operations for North East London

LAS in North East London

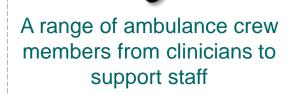
- North East London ICB covers Barking & Dagenham, City of London, Hackney, Havering, Newham, Redbridge, Tower Hamlets and Waltham Forest.
- Five ambulance groups: Homerton,
 Newham, Romford, Whipps Cross and
 Ilford

We are the only pan-London NHS Trust



853 LAS team members working in North East London

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Ilford Ambulance Station

North East Sector HQ



178,784 face-to-face responses across the sector in 2023 so far (Jan-Nov)



7 mins 47 secs Average response time to our most seriously unwell patients (Cat 1 calls) across the sector (Jan-Nov 2023)

North East London – our estate

- North East London is a home to a number of hugely important LAS sites:
 - We have 10 operational ambulance stations across the sector.
 - o Our Hazardous Area Response Team has its East Base in Newham.
 - Building1000 Dockside in Newham is home to both our
 Dockside Education Centre and state-of-art Emergency
 Operations Centre, which handles half of the 999 calls that come into the Service.
 - NHS 111/ Integrated Urgent Care Barking handles half of the 111 calls across the capital, providing urgent care and

GP out-of-hours services.



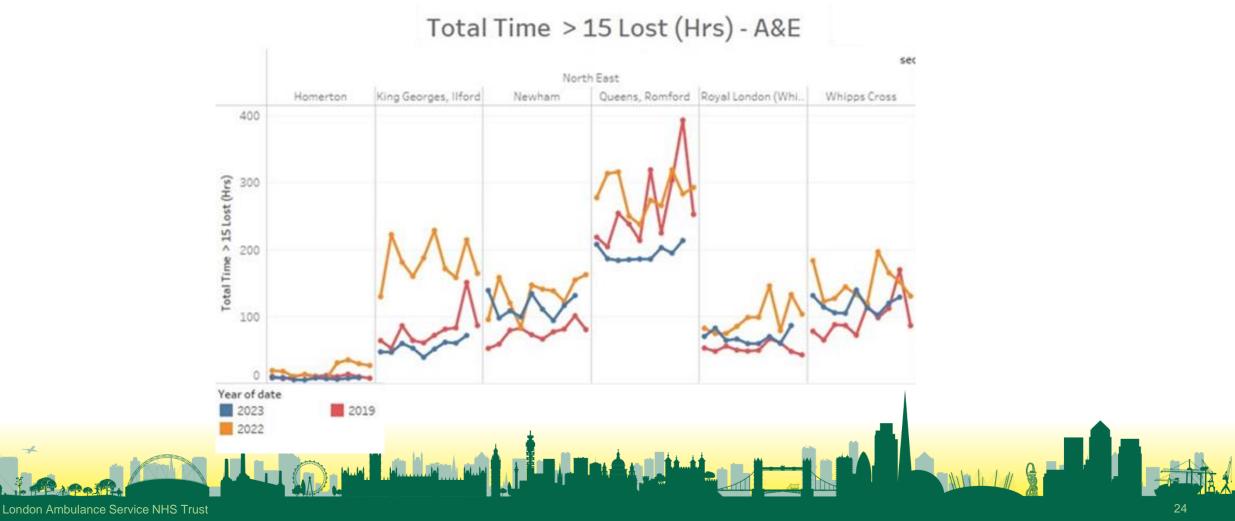
North East London – our patients

- North East London experiences the longest hospital handover delays of all London ICS geographies.
- North East London has the highest proportion of residents aged under 35 of any sector (52%).
- Just over half (54%) of the population are from ethnic minority backgrounds, with the highest share in Newham (69%).
- Nearly a quarter of residents live in one of the most deprived areas in England.
- By 2041, the population is **projected to grow by nearly 364,000** (17%), equivalent to the borough of Newham.



North East London – hospital handovers

• We continue to work with our NHS partners in North East London to reduce delays and safely release ambulance crews from hospitals and this is making a big difference for our medics and patients, freeing up our clinicians to attend to those who need the most urgent care.



Our performance across London in November

Category of call	LAS mean response time	NEL mean response time	National mean	National target
CAT 1	00:07:35	00:07:40	00:08:32	7 minutes
CAT 2	00:41:19	00:43:07	00:38:30	18 minutes
CAT 3	01:24:26	01:25:54	02:16:47	2 hours
CAT 4	02:24:58	02:31:34	02:36:40	3 hours

Source: NHS England data on performance – November 2023

Support our work: London Lifesavers

- London Ambulance Service is aiming to make London a city of lifesavers, by organising life-saving CPR and defibrillator training for communities, organisations and schools.
- The London Lifesavers schools programme launched in September 2023 – will see our paramedics teach life-saving skills to Year 8 children in every borough over the course of the campaign.
- Support the campaign:

London Ambulance Service NHS Trust

- Encourage local community groups, businesses and not-for-profit organisations to sign up for training with our experts.
- Promote London Lifesavers to your local secondary schools, encouraging them to express an interest on our website.



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London Lifesavers in North East London

- We are using cardiac arrest and demographic indicators to prioritise London boroughs for CPR and defibrillator training over five waves.
- Boroughs with higher cardiac arrest incidence, lower rates of bystander CPR, lower survival rates, fewer defibrillators, greater deprivation and larger shares of ethnic minority residents are being prioritised.
- All secondary schools in wave one and two have been offered training to their Year 8 pupils.
- 23 schools in North East London have expressed an interest in receiving training for pupils and 15 have training dates arranged.

London Ambulance Service NHS Trust

NE London borough	Wave number	Training dates	Number of schools who have expressed an interest in training	Total number of schools*
Barking & Dagenham	•		4	20
Newham	Wave 1		6	30
Redbridge	Wave 1		6	32
Waltham Forest	Wave 2	Feb 24' – Apr 24'	3	26
Tower Hamlets	Wave 2		1	32
Havering Wave 2		3	26	
Hackney	Wave 2		0	48
City of London	Wave 5		0	3

* Includes state, independent and special educational needs schools.

Questions









Integrated Urgent Care (IUC)



Jacqui Niner, Director of Integrated Urgent & Emergency Care

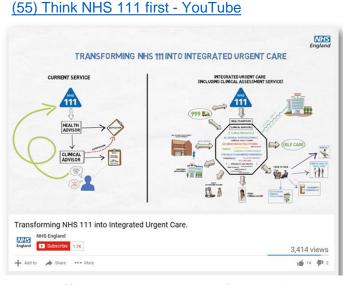
What is Integrated Urgent Care (IUC)?

- **2011** Transition from NHS Direct (Signposting) to 111 (facilitates referral)
- 2017 IUC Launched across UK Transition of telephone triage in GP Out Of Hours (GP OOH) to 111 (Clinical Assessment Service)
- Provision of integrated 24/7 urgent care access, clinical advice and treatment
 - Incorporates NHS-111 call-handling
 - Clinical Assessment Service (UCAS) (formerly GP OOH triage)
 - Face to face assessment (downstream provider)
- **IUC has since developed**, particularly the CAS to provide:
 - 111 Cat 3&4 ambulance outcome validation
 - 111 ED outcome validation
 - Access to clinical support for ambulance crews (*5), care homes (*6) and community HCPs (*7)

What will the NHS 111 team do?

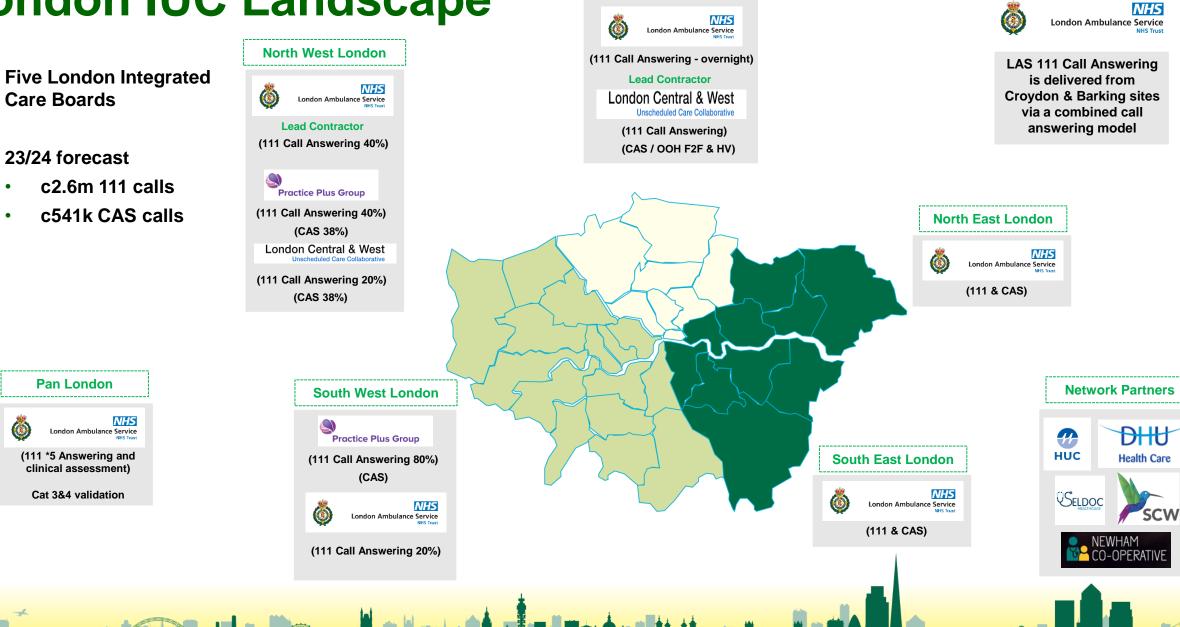
When you call or visit 111 online, you'll be asked some questions about your symptoms to help them understand your problem.





https://www.youtube.com/watch?v=FIZZ u4R6yEU&t=3s

London IUC Landscape



North Central London

London Ambulance Service NHS Trust

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Clinical Assessment Service (CAS)

- Responsible for protecting the system.
- Ensuring ONLY where there is clinical need are patients referred for a face-toface (F2F) consultation.
- Ensure any referral is made to the appropriate service, utilising all alternative and agreed care pathways.
- Confirm on Directory of Services (DoS) type of referral (F2F or Telephone).
- Wider system options i.e. Same day emergency care (SDEC).

Face to Face - Attendance/ Centre

Pharmacy/ General Practice/ Extended Access Hubs Walk-in Centre/ Urgent Treatment Centre/ Emergency Department

Face to Face – Visiting

Community Nursing/ GP Visiting/ Rapid Response/ Ambulance

IUC operational team roles

- Service Advisors Call answering
- Health Advisors Call answering
- Clinical Advisors Clinical assessment
- Advanced Nurse Practitioners / GPs / Pharmacists Clinical assessment
- Clinical Navigators Clinical queue management



https://youtu.be/8puU_cKp3xM?si=DFsH10b4XHjsmOEj







IUC operational team roles

Service Advisor – Non-Clinician

- Trained on Pathways Lite
- Mainly manage asymptomatic patients
- Provide Service Location information
- Administer the star line Health Care Professional HCP (*5, 6, 7, 8)
- Repeat Prescription Administration referral to Community Pharmacist Consultation Service (CPCS)
- Shortened Dental Pathway referral to smile dental (pan London commissioned dental nurse triage service); they also administer transfer of calls from 999-111

Health Advisor – Non-Clinician

- Manage symptomatic patients using NHS Pathways
- Highly trained and very good at telephone triage and picking up cues

Clinical Advisor – Clinician (Nurse/Paramedic)

- Use NHS Pathways to further assess patients and validate health advisor assessment
- Will deal with a specific criteria of patient

Advanced Practitioners

- Autonomous Clinician using own clinical skills or cleric to support decision making.
- Range of specialities (nurse, paramedic, pharmacist)

General Practitioner

 Autonomous Clinician, using knowledge and experience to support whole team in the safe management of patient care.

Clinical Navigator

Will maintain oversight of clinical queue and responsibility for safe management of the clinical workload. Will move calls between skillsets if required and provide a floor-walking function and immediate access to clinical advice 24/7

Duty Supervisor

Responsible manager for overall service delivery and workforce.

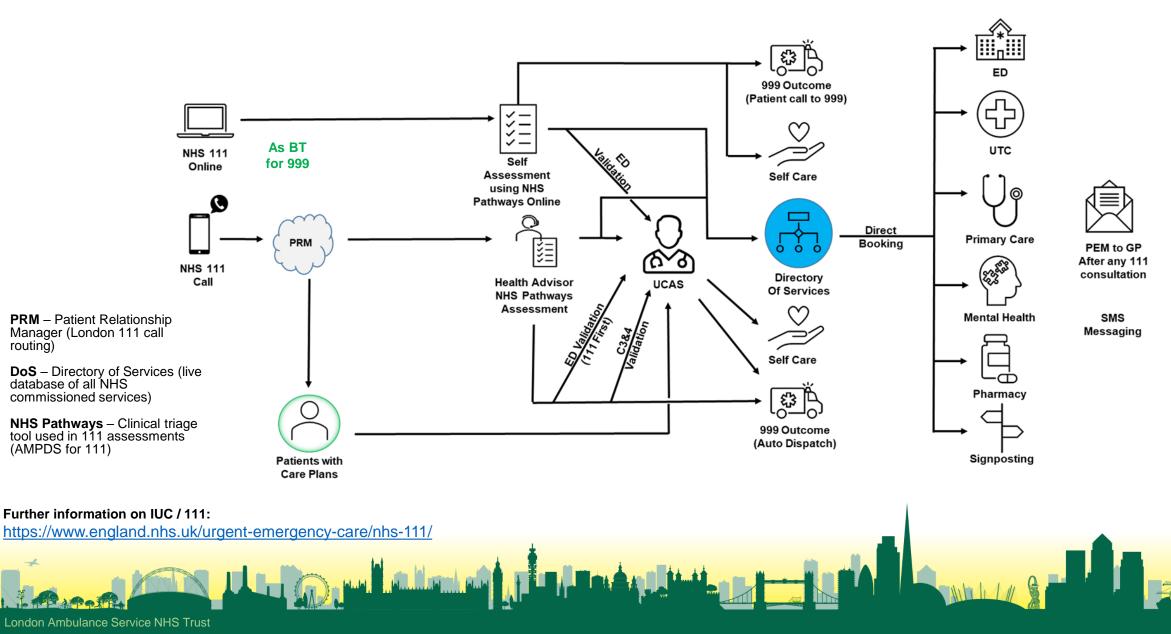
Deputy General Managers (DGMs)

• Senior on site management team.

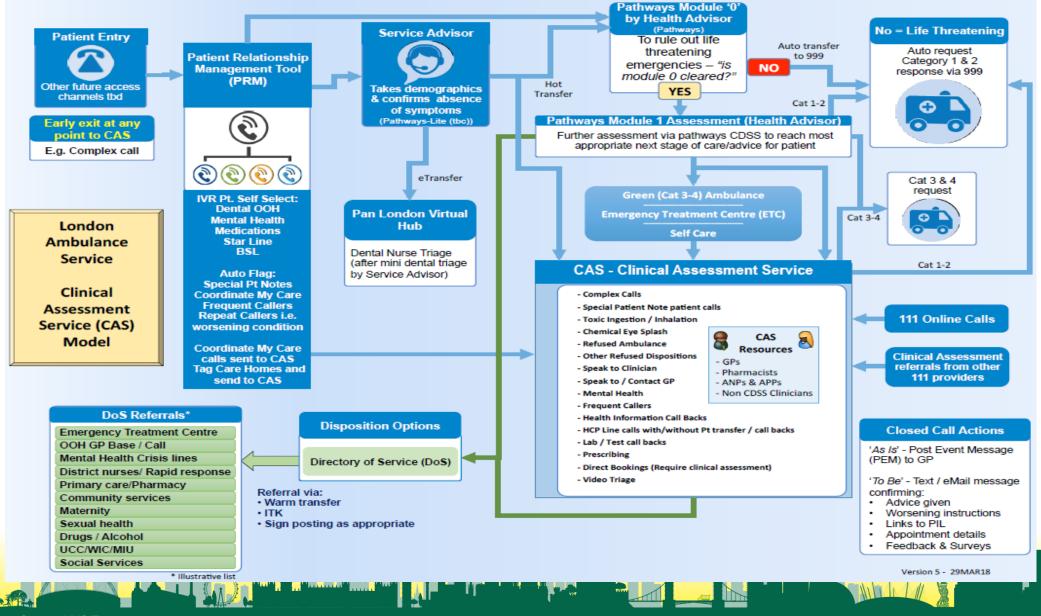
Patient journey through IUC

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IUC patient flow



National Directory of Services (DoS)

- Each has different referral methods, which are detailed within the information that is returned.
- Once triage is complete, the DoS populates appropriate referral pathways based on:
 - Patient's location
 - Presenting Complaint (symptom group)
 - Disposition
 - Clinical need/capabilities of service
 - Inclusion/Exclusion Criteria

Dispositions

Internal

- Speak to a clinician from our Service Immediately (P1)
- Speak to a clinician from our Service within 30 minutes (P2)
- Speak to a clinician from our service within 1 hour (P3)
- Speak to a clinician from our service for Health Information/Medication Enquiry (P4)
- ETC validation 4 hours (P5)
- Speak to a clinician from our service for home management advice (P6)

Priority & KPI
P1 - 20 minutes
P2 - 40 Minutes
P3 - 60 minutes
P4 - 90 minutes
P5 – 180 minutes
P6 - 240 minutes

IUC Key Performance Indicators (KPIs)

	KPI Title	Standard		RAG Thresholds	
			Red	Amber	Green
1	Proportion of calls abandoned	≤ 3%	x > 5	3 < x <= 5	x ≤ 3
2	Average speed to answer calls	≤ 20 seconds	x > 30	20 < x <= 30	x ≤ 20
3	95th centile call answer time	≤ 120 seconds	x > 180	120 < x <= 180	x ≤ 120
4	Proportion of calls assessed by a clinician or Clinical Advisor	≥ 50%	x < 45	45 <= x < 50	x ≥ 50
5a &b	Proportion of call backs assessed by a clinician in agreed timeframe	≥ 90%	x < 80	80 <= x < 90	x ≥ 90
6	Proportion of callers recommended self-care at the end of clinical input	≥ 15%	x < 10	10 <= x < 15	x ≥ 15
7	Proportion of calls initially given a category 3 or 4 ambulance disposition that receive remote clinical intervention	≥ 75%	x < 70	70 <= x < 75	x ≥ 75
8	Proportion of calls initially given an ETC disposition that receive remote clinical intervention	≥ 50%	x < 45	45 <= x < 50	x ≥ 50
9	Proportion of callers allocated the first service type offered by Directory of Services	≥ 80%	x < 75	75 <= x < 80	x ≥ 80
10	Proportion of calls where the caller was booked into a GP practice or GP access hub	≥ 75%	x < 70	70 <= x < 75	x ≥ 75
11	Proportion of calls where the caller was booked into an IUC Treatment Service or home residence	≥ 70%	x < 65	65 <= x < 70	x ≥ 70
12	Proportion of calls where the caller was booked into a UTC	≥ 70%	x < 65	65 <= x < 70	x ≥ 70
13	Proportion of calls where caller given a booked time slot with a Type 1 or 2 Emergency Department	≥ 70%	x < 65	65 <= x < 70	x ≥ 70
14	Proportion of calls where the caller was booked into a Same Day Emergency Care (SDEC) service	N/A	N/A	N/A	N/A

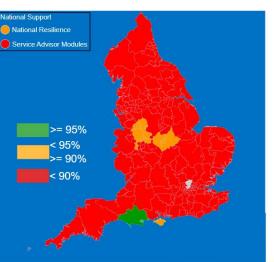
Current (Jul-23) LAS Performance

- Abandoned 8%
- ASA-c40 seconds

Performance challenges:

- Increased volume against contract
- Demand profile of calls, i.e. am rush when GPs are busiest
- Staff sickness
- Staff downtime

Region Name 🔶	Off 🔶	Ans 🜲	Abn (%)
National Support	799	721	0.63
North East and Yorkshire	1229	947	1.06
<u>Midlands</u>	2954	2875	1.86
South West	1447	1334	2
East of England	1946	1689	2.16
<u>.ondon</u>	1708	1505	6.97
North West	1989	1299	15.23
South East	2617	2028	15.67



Clinical Commissioning Groups (April 2019) Full Clipped Boundaries in Engla

NHS 111 Post Event Message (PEM)

- Real time report of patient's interaction with 111 sent into Own GP clinical system
- Provides information about the whole case.
- This is your communication with Own GP & is what goes on the patients medical record.

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Workflow Manager screen with the Clinical option circled in red

Ambulance Response Programme

LAS provide an integrated approach to managing Urgent and Emergency care.

Working to ensure all patients get the most appropriate response irrelevant of what number they call.

Providing a Pan London validation service across all 111 contracts and supporting crews on scene to support hospital avoidance.

Category	Types of calls	Response standard	Likely % of workload	Response details
Category 1 (Life- threatening event)	Previous Red 1 calls and some Red 2s, including: Cardiac arrests Choking? Unconscious Continuous fitting Not alert after a fall or trauma Allergic reaction with breathing problems	7 minutes mean response time 15 minutes 90 th centile response time	Approx. 250 incidents a day (8% of total workload)	 Response time measured with arrival of first emergency responder Will be attended by single responders and ambulance crews The only category that rest breaks will be interrupted to attend
Category 2 (Emergency – potentially serious incident)	Previous Red 2 calls and some previous C1s, including: • Stroke patients • Fainting – not alert • Chest pain • RTCs • Major burns • Sepsis	18 minutes mean response time 40 minutes 90 th centile response time	48%	 Response time measured with arrival of transporting vehicle (or first emergency responder if patient does not need to be conveyed) Some Category 2 calls will be attended by single responder if an ambulance is not available for dispatch within eight minutes of call being received
Category 3 (Urgent problem)	 Falls Fainting – now alert Diabetic problems Isolated limb fractures Abdominal pain 	Maximum of 120 minutes (120 minutes 90 th centile response time)	34%	 Response time measured with arrival of transporting vehicle
Category 4 (Less urgent problem)	 Diarrhoea Vomiting Non-traumatic back pain HCP admission 	Maximum of 180 minutes (180 minutes 90 th centile response time)	10%	 Maybe managed through hear and treat Response time measured with arrival of transporting vehicle

Partnership Working

System Wide Engagement - breaking barriers to allow improved patient journey

Local provider partnerships – improved resilience and shared workforce



General Practice Support Service – integrating Urgent & Primary care to deliver Fuller



Future Procurement – working with commissioners to innovate future service model

Questions



Resources and useful contacts



- Monthly newsletters to stakeholders Get the latest news from LAS each month. Contact londamb.StakeholderEngagement@nhs.net to receive these updates.
- London Lifesavers campaign Sign up for training with our experts and promote the campaign to your community and secondary schools. Contact <u>londamb.londonlifesaver@nhs.net</u> or visit our website for more information.
- Read our new LAS Strategy 2023-28 on our website and share with communities.
- Hear more from our teams in your local stations and sector. Contact londamb.StakeholderEngagement@nhs.net.

Service NHS Trus

 Work, volunteer or study with us. Contact <u>londamb.999recruitment@nhs.net</u> or <u>londamb.graduaterecruitment@nhs.net</u> to contact our recruitment department.



London Ambulance Charity



- The London Ambulance Charity is the official NHS charity of LAS.
- We advance the services provided by London Ambulance Service through the following:
 - Enhancing staff and volunteers' physical and mental wellbeing
 - Increasing community resilience through CPR training and community access defibrillators
 - Promote innovation, transformation and efficient new ways of working
- Donations to the London Ambulance Charity have been used to fund things like Wellbeing Support Vehicles, outdoor gardens and rest areas at ambulance stations, and a staff hardship fund
- Your compassionate support funds these important initiatives. You can give online (<u>https://www.justgiving.com/londonambulanceservice</u>) or text **GIVEFIVE** to **70460** to donate £5.