Westminster Health Overview and Scrutiny Committee
20th September 2017
How we care for the capital

- 2 Emergency Operations Centres
- 111 Services (recently rated as Good by CQC)
- Cycle response unit
- 2 HART teams
- Non-Emergency Transport Service
- Motorcycle response unit

Operating out of over 70 sites
Some facts about London

- Multicultural Capital city
- 300 languages
- c8.8m Population
- 620 square miles
- TOURISM Population swells everyday
- NHS
- 5 STPs in London
- 5 Police forces
- 3 Airports

On severe alert
The London Ambulance Service today

**Demand is increasing**

- **Total incidents** – up 3.3% from last year (August 16 - August 17)
- **Cat A incidents** – up 6.6% from last year (August 16 – August 17)

**1.9m calls**
Demand for our services increases year on year, last year we responded to over 1.9m calls and 1.1m incidents

**Category A Incidents**

- Total Incidents:
  - 49.85%
  - 50.15%

**Average job cycle time** is 80 minutes
**Average time on scene** is 44 minutes

**Growing number of frail and elderly people with complex health needs are living alone, and therefore more likely to call upon the LAS**

**4,893 staff**
63% of which are frontline
Our staff are changing – more graduates, more women, higher expectations, no longer a “job for life”

**Pan-London Service**

Patients with dementia, mental health needs and obesity provide increasing challenges for our services

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**Pan-London Service**

Patients with dementia, mental health needs and obesity provide increasing challenges for our services
Demand for our services keeps increasing

- North West London has seen a 9.2% increase in demand since 1st April, higher than any other area in London.

- Central London CCG which is closely mirrors the Westminster local authority area, has seen an increase of 11.9% in demand since 1st April, an extra 701 calls than predicted.

- Three specific areas of growth in Central London CCG have been noted: Unconscious/fainting, falls & NHS111 transfers.

- These three areas represent 39% of total call volume this year.

- We are working with NWL CCG collaboration ‘demand management forum’ to address demand throughout the NWL STP area.
Managing demand

• We are working with Central London CCG to reduce pressure on our Service. Specifically we are reviewing calls from hostels & the homeless population.

• We are working closely with MPS to understand their increase in activity - 37% over the past 3 years

• We have taken a proactive approach to demand management on social media such as the recent #NotAnAmbulance alcohol campaign running in August. Alcohol calls in Central London CCG were at the lowest level this August compared to the previous 8 years, with crews attending 290 patients in Central London CCG compared to between 470 – 340 calls in previous Augests.
Performance – across London

- Demand has increased by 7,888 calls for 2017 Q1 compared to 2016 Q1 (a 6% increase).
- Despite the increase in demand, performance increased from 65.9% for 2016 Q1 to 71.8% for 2017 Q1 for Cat A8 calls (seriously ill and life threatening).
• CQC visited in June 2015 - Trust was placed in special measures

• LAS published our Quality Improvement Plan in January 2016, setting out the measures to get us out of special measures.

• CQC revisited the Trust to undertake a comprehensive inspection of the Service on 7th, 8th, & 9th February 2017. They issued an updated report in June 2017.
### Our rating in 2015

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<th>Domain</th>
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<tbody>
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How we have improved

Strengthened leadership

• Strong governance arrangements offering better scrutiny and oversight
• Greater recognition, management and recording of risks

Increased our frontline capacity through recruitment

Frontline turnover 16% ➔ 8%
Frontline vacancies 28% ➔ 10%

Improved our systems of Medicines Management

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

Improved vehicles and equipment

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

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

Not experienced harassment, bullying or abuse from managers

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<th>2014/15</th>
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<td></td>
<td>69%</td>
<td>76%</td>
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Further medications management changes

State-of-the-art medicines cupboards and locker system

- Meet 1973 Custody Regulations for Controlled Drugs
- Cabinets and safes are purpose built to store medications
- Access control system supported by CCTV
- Audible and visual alarms systems built into to maximise security and storage compliance

Room design includes built in infection prevention control features including specialised lighting and wipe clean floors and doors
### How we have improved

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**Significant improvement has been made in EPRR demonstrated through compliance with national standards (CQC report 2017)**

**Addressed under reporting of risks and incidents**

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**Warning notice amended to a requirement notice in June 2017**

**Care | Clinical Excellence | Commitment**
St Mary’s Hospital Redevelopment

- The LAS has been in conversation with Imperial College Hospital NHS Trust since late 2014 regarding the proposed redevelopment of the St Mary’s Hospital site.

- We will work with Imperial College Hospital NHS Trust when designing the Emergency Department and ambulance bays, as and when the time comes.

- We will also work with them during their initial stage of development of the outpatients building to minimise disruption to our services.
The Cube Development

- Both the LAS and Imperial College Healthcare NHS Trust have raised serious concerns about the ability of St Mary’s hospital to operate a busy emergency department and one of London’s four major trauma centres for the following reasons:
  - One of the main concerns centres around the partial diversion of London Street and the impact this will have on journey times to and from the hospital, on an everyday basis and during a major incident.
  - Other concerns have also been raised about the design of the access road and the development’s servicing yard, both increasing congestion for ambulances to access the hospital.
Cycle Superhighway

Since CS8 has been in operation in 2011 we have seen a reduction in cycle-related road traffic collisions within Central London CCG. Again, it is very difficult to link this directly to the Cycle Superhighway 8 introduction but it may be partly due to improvements in road safety for cyclists.

TFL report a 54% increase in cycling along the East-West CS since construction.
The Cycle Superhighway 8 (CS8) and the East-West Cycle Superhighway both pass through Westminster.

The East-West Superhighway has been under construction since March 2015 and the last part is still under construction around St James’s Park. CS8 has been fully operational since July 2011.

It is impossible to directly link the construction of the Cycle superhighways to an increase in our response times due to the number of variables at play.
Working with private providers

We work with private providers such as St John Ambulance at large events like the Notting Hill Carnival, the London Marathon and New Years Eve.

For large events we operate Joint Control Rooms and have joint mobile response teams that treat patients.

We also work with them in Event Liaison teams at some events & stadia where we provide a management presence only.
Looking forward

• We will continue to build on the positive steps made since the CQC visited in February such as our clinical care, our capacity and performance and our staff morale and culture.
• We are working to make LAS Great: great for patients and great for staff.
• We are setting a strategic direction in partnership with our patients and the public, commissioners and staff.
• In the face of increasing demand we will deliver an urgent and emergency care service that responds to our patients needs now and in the future.
Thank you.
Any Questions?