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MINUTES OF MEETING held: Monday – April 14th 2014
CONFERENCE ROOM, LONDON AMBULANCE SERVICE

1.0 ATTENDENCE : Forum Members and Visitors

Angela Cross-Durrant – Vice Chair - Kingston
Barry Silverman – Southwark
Clarissa Rocke-Caton – Hackney
David Payne – Southwark
Inez Taylor – Southwark
Janet Marriott - Richmond/Hounslow
Joseph Healy - Southwark
Kathy West – Southwark
Kay Winn-Cannon - Waltham Forest
Leslie Robertson – Merton
Louisa Roberts - Tower Hamlets
Lyne Strother – Richmond
Malcolm Alexander – Chair - Hackney
Martin Saunders – Southwark
Michael English – Lambeth
Pat Duke – Southwark
Robin Kenworthy – Kent
Sister Josephine – Vice Chair – Croydon
Val Fulcher - Lewisham

LAS: JANE CHALMERS – Guest Speaker

LAS COMMISSIONER: Mark Docherty

APOLOGIES

Alhajie Alhussaine – Lambeth
Andrew John - Tower Hamlets
Brian Hennessy – Merton
Catherine Gustaffe – Southwark
David Burbidge – Tower Hamlets
John Larkin - Company Secretary
Margaret Luce- LAS Public Involvement Manager
Maria Nash – Barnet
Natalie Teich – Islington
Vichy Harihara - Barnet

2.0 MINUTES OF MEETING HELD APRIL 14th 2014

Minutes of the meeting held March 10th were agreed a correct record.

3.0 MATTERS ARISING AND ACTION LOG

Malcolm Alexander thanked Margaret Luce, Ruth Haines and Beverley Bryant for providing photocopies for the Forum documents for the Forum meeting, and for providing the room and refreshments for the meeting.

4.0 DEFIBRILLATORS

4.1 Noted that defibrillators were not required to be available in GPs surgeries but are required in dental surgeries if anaesthetics are used.

4.2 Agreed to contact CCG to enquire about the roll out of defibrillators to all GP surgeries in London.

4.3 Agreed to contact Public Health England to enquire if they have a strategic plan for the roll out of defibrillators across London.

5.0 MENTAL HEALTH CARE

5.1 Noted that mental health and dementia care were two of the LAS commissioners priorities for 2014-5 and that in future Ann Radmore, Chief Executive, would be chairing the LAS mental health committee.

5.2 Agreed to emphasize the need for effective training for all front line staff in mental health diagnosis and care – members felt that e-learning packages whilst use, could not substitute for face to face training with trainers and service users. It also agreed to gather information on the extent of ‘mental capacity training’.

5.3 Agreed to emphasize the government’s policy of ‘parity of esteem’, especially in relation to the care of older people with mental health problems and/or dementia.

6.0 Cat A and Cat C PERFORMANCE

6.1 Noted that the LAS had achieved their Category A performance target for 2013-2014 (75.37% - (75% of Cat A calls reached within 8 minutes)).

6.2 However, the performance for Category C was as follows:

C1 – Reached patient within 20 minutes – 72.88%

C2 – Reached patient within 30 minutes – 66.88%

TARGET: C1 – 90% within 20 minutes, 99% in 45 minutes (from Clock Start)

TARGET: C2 – 90% within 30 minutes, 99% in 60 minutes (from Clock Start)

Activation times for many C1 calls was poor – only 47.47% responded to by the LAS within 90 seconds).

6.3 There were many reports of patients waiting several hours for a response to C1 calls, including people who have taken overdoses. Agreed to prioritise the response to Cat C calls in the Forum's response to the new LAS strategy.

6.4 Mark Docherty reported that winter and summer pressures were equalising because of the large number of impediments to ambulances moving quickly around London.

7.0 LONDON'S 111 SERVICE

7.1 The Forum's report on the Beckenham 111 (Bromley, Bexley and Greenwich) service was received and is available on the Forum's website. The following issues will be followed up:

- a) The quality of communications between the caller and the call taker.
- b) The effectiveness of telephone assessment.
- c) The ratio of health advisers to call takers.
- d) The quality of clinical advice Assessment of clinicians who provide clinical advice in 111 centres.
- e) The effectiveness of the services (pathways) available through the Directory of Services (DOS)
- f) The outcome of care provided when patients are transferred to clinical pathways.
- g) Audits of the 4 x 111 services across London.
- h) Ask for comparative data on the quality of 111 services across London and adjacent areas, e.g. Ashford, should be made available so that the public can see if 111 services in the wider area are working effectively.
- i) Request data to be placed in the public arena regarding the governance, assessment and outcomes of calls made to the 111 service including patient feedback on the service.

7.2 Leslie Robertson agreed to visit the 111 service in Southall run by Harmoni (Care UK) and to report back to the May meeting of the Forum.

7.3 It was noted that there had never been a formal launch of the 111 service. Agreed to contact Niall McDermott, Programme Manager: Urgent and Emergency Care Review from NHS England for his opinion. Barry Silverman informed members that it was intended that there should be variation in 111 services according to local need. He said that some commissioners were collaborating in commissioning and

that some have joined the GP 'out of hours' service to the 111 service, e.g. Hackney.

7.4 Urgent Care Boards. Noted that these are now called: Urgent Care Working Groups and were set up in response to last year's winter pressures. They aren't overseen formally by NHS England. There are about 150 across the country covering local authority areas but can be hard to find.

8.0 HANDOVER DATA–TRANSFER OF PATIENTS FROM AMBULANCE TO A&E

8.1 Agreed to send monthly handover data from the LAS commissioners to each Local Healthwatch in London so that they can take up any issues locally.

8.2 Mark Docherty invited the Forum to participate in joint visit to London's A&E departments to observe the process of patient handover from the LAS to the A&E clinicians.

9.0 LONDON'S COMMISSIONERS

9.1 Noted these are now organised into seven London groups. Action: request contact details from Mark Docherty.

10.0 LONDON AMBULANCE SERVICE 5 YEAR STRATEGY

10.1 Malcolm reported that he had met Karen Broughton the LAS Director for Strategy on April 3rd and had agreed to arrange a meeting with Forum members to discuss the development of the strategy. Karen was very keen to have the input of the Forum. Agreed to meeting Karen on April 23rd (Sister Josephine, Angela Cross Durrant, Kathy West, Vishy Harihara, Janet Marriott, Natalie Teich and Malcolm Alexander). A report will be presented to the May Forum meeting.

11.0 JANE CHALMERS - ANNUAL STAFF SURVEY - LISTENING TO THE FRONT LINE? THE LAS ACTION PLAN

11.1 Jane Chalmers - Director of Modernisation for the London Ambulance Service, made the following points:

- The Annual Staff Survey was carried out between September – December 2013
- 1700 staff responded – about 40% of staff, and improvement on the previous year.
- The LAS is disappointed with the response.
- Some of the issues raised by staff are being dealt with through the LAS 'Listening into Action' plan.

- Five key actions have been chosen by the LAS based on staff priorities:
 - Reducing pressure on front line staff
 - Being valued as health professionals
 - Ensuring that annual appraisals take place and are acted on
 - Dealing harassment, bullying and abuse
 - Better communications between staff and managers.
- The LAS expects to see real progress by 2015.
- The LAS want to ensure that staff feel valued, want to come to work, are listened to, have no fear of bullying, would recommend the LAS as a place to work and that 90% of front line staff have an annual appraisal.

11.2 QUESTIONS TO JANE CHALMERS

11.3 Sister Josephine asked if all staff will benefit from changes to the culture and practices which the LAS intends to implement? Jane confirmed that all staff would be included.

11.5 Janet Marriott asked whether staff would be actively involved in the process of transformation of working conditions? Jane replied that several approaches would be used: 'Listening into Action'; the Communications Strategy, workshops, more active engagement by managers with staff. Other approaches will be:

- improving the work environment
 - ensuring staff feel free to say what they want
 - making arrangement for staff to have access to crew room and refreshments in hospitals.
- Angela Cross-Durrant asked if staff had the skills to achieve the objectives of the LAS? Jane replied as follows:
 - Managers are being trained to carry out appraisals properly
 - Bursaries of up to £10,000 will be available for staff training
 - Talent will be valued and promoted.
 - The challenge will be to provide leadership by demonstrating that change is happening.
 - Managers will be developed as leaders of the future.
 - Staff will be better led and motivated.
 - Pat Duke asked how the LAS would deal with the perception of staff that: senior staff are regimental; managers are unapproachable; staff sometimes feel intimidated by senior staff.

- Robin Kenworthy asked the HR job description was so 'basic'? Jane agreed it was basic and that the LAS has not made it clear what the manager's role is. She said there is a 'talent management programme'.
- Kathy West said that unfortunately, not all senior managers have high standards – some are racist and sexist and some give preference to some staff over others in the choices they make. She said that an ethical environment is needed? Jane replied that: If such behaviour occurs it is totally unacceptable. She said that mechanisms must be available to staff which are independent of the management chain and that if managers are found to be racist or sexist or give preferential treatment that the LAS will deal with the issue. Jane added that the LAS will work harder to ensure that staff can communicate their concerns to the organisation.
- Joseph Healy asked if there are many grievances from staff about bullying and harassment and whether equality training by specialist organisations was being provided? Jane replied that there is no data to that demonstrates a high level of bullying and harassment and that the LAS is not aware of any increase of such complaints. She said that all staff have equality training, but acknowledged there was a need for the right type of training to be agreed and provided. She said that statutory and mandatory training was being reviewed to ensure it is of the right type and frequency.
- Dave Payne asked whether the changes to the job description and contract of employment have been negotiated with the Trade Unions? Jane said the issue has been discussed with the Unions and the response is very positive.
- Sister Josephine said that staff are often afraid to speak out about their experiences of work conditions because of the fear of bullying and harassment. Jane replied that manager will be more actively engaged with staff and ensure they hear their voice. She said there will be a multi-faceted approach.
- Janet Marriott asked how the LAS will convey to staff that the actions described by Jane will be implemented and whether call-handlers are able to feedback about their work conditions. Jane replied that Ann Radmore, the Chief Executive, was communicating with all staff on these issues and that call handlers do have a feedback mechanism to tell the LAS about any issues of concern. She said that call staff wear uniforms consistent with their status in the organisation.

- Mark Docherty said that improvement are definitely taking place and there is increased emphasis on ensuring staff have meal breaks.
- Angela said it is important that survey tools were used, with the right questions to ensure that the views of staff are fully understood by the LAS management.

11.6 Jane Chalmers was thanked for her excellent presentation.

11.7 Members discussed the recruitment issue and the failure of the LAS to successfully recruit from communities in London. It was agreed to enquire from the Metropolitan Police whether they had developed strategies to promote recruitment within London. Agreed to invite a recruitment lead from the MP to a Forum meeting. It was also agreed to find out if the LAS recruited through job centres.

12.0 CQSEC REPORT – Angela Cross-Durrant (report on website)

12.1 Angela made the following key points:

- Changes to the LAS structure and to the Committee's working. The focus of the committee will change with a much greater focus on major themes e.g. safety. Angela expressed concern about the future involvement of the Forum. She said the CQSEC meeting had been very poorly attended.
- Angela said there was a significant problem about some areas not meeting their Category A targets.
- She also reported that a recruitment drive was a major priority including international recruitment.
- Category C targets are not being met due to understaff and the focus on A&E.
- There will be a new approach towards safeguarding to deal with the excess number of referrals and the introduction of 'prevent' training.
- There is inadequate quality audit of calls to the LAS.

13.0 MEETING WITH KING'S COLLEGE HOSPITAL RE MENTAL HEALTH CARE

13.1 The report on the visit to King's College Hospital to discuss mental health care in A&E was received. Significant work had been done to provide a sensitive mental health service, but the redesign of the department which had been funded and planned many years ago was still on hold, limiting the effectiveness of the service.

13.2 The importance of de-escalation training for front line staff in A&E was noted.

13.3 Martin Saunders expressed concern about the use of security guards at King's. He reported that when he was admitted to Oliver Ward (30 beds part of the Acute Medical Unit for patients admitted through King's A&E) that security guards were used

to control the behaviour of a patient with dementia who was assessed with little privacy behind curtains. Martin said he had raised this issue with Briony Sloper, (the Deputy Divisional Manager for Trauma, Emergency & Acute Medicine)

13.4 Agreed to: 1) discuss with King's carrying out a survey of mental health patients who had received care in the A&E, 2) Monitor the development of King's A&E mental health service, 3) Consider how other A&E mental health service could be monitored.

14.0 REPORT ON THE LAS 111 SERVICE

14.1 The report on the LAS 111 service was received.

14.2 Leslie Robertson reported that she had arranged to carry out a visit to the Southwark, Harmoni 111 centre.

15.0 THE FOLLOWING PAPERS WERE RECEIVED:

- Cat A & Cat C Targets –1/4/13-31/2/2014 & February 14th
- NICE Sickle Cell Guidelines
- 'LAS Super Paramedics' – Article
- Diazepam Audit – CARU

16.0 AOB

A) Robin Kenworthy reported to members that they could attend, at no cost, the Ambition ambulance exhibition at Olympia, on the 29th -30th April. He said the exhibition would focus on delivering excellence in pre-hospital care, resilience and interoperability by bringing the emergency response sector together.

B) Agreed to ask the LAS to ensure that notices for Forum meetings are shared with LAS FT members.

17.0 THE MEETING FINISHED AT 7.30 PM