



**NHS**  
London Ambulance Service  
NHS Trust



## Quality Priorities Update for the LAS Patient's Forum

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## Introduction

- The London Ambulance Service is the only pan London Trust and is the busiest ambulance service in the country, responding year on year to increasing demands.
- The LAS Quality Accounts for 2018 / 19 were published on June 30<sup>th</sup> 2018 on NHS Choices.
- The document provided an overview of LAS' quality strategy and deliverables in the form of five LAS specific quality goals to achieve the CQC's domains of safe, effective, caring, responsive and well led.
- The goals and associated targets have clear performance indicators (KPIs), which have been monitored robustly via the trust's monthly quality report and the CEO's monthly performance reviews.





## 2018/19 – Overview of Progress



- During the year we have delivered a comprehensive action plan against our CQC inspection findings and our quality priorities.
- 2018-19 we revised our Trust wide strategy and set out an ambition to provide a world class service.
- As identified in our previous strategy, we want to strive for an 'outstanding' Care Quality Commission (CQC) rating across our sites and services by 2020.



## Quality priorities update April 2019

Domain	LAS Goal For 2018/2019	Current Progress Status
<b>Safe:</b> People are protected from abuse and avoidable harm.	<b>Goal:</b> To eliminate avoidable harm to patients in our care as shown through a reduction in number of incidents causing severe and extreme harm.	Three of the four targets set to achieve the goal have been achieved in 2018/19. Target 3 (drug rooms) has been stretched to June 2019.
<b>Effective:</b> People's care, treatment and support achieves good outcomes, promotes a good quality of life and is based on the best available evidence.	<b>Goal:</b> Ensure staff compliance in providing 'best practice' care and to be in the top quartile for all national clinical audit outcomes.	All four targets set to achieve the goal are on track for achievement in 2018/19; two have already been completed.
<b>Caring:</b> Staff involve and treat people with compassion, kindness, dignity and respect.	<b>Goal:</b> To provide our patients with the best possible experience. Improving the care we give to vulnerable groups.	Two of the three targets set to achieve the goal are on track for achievement in 2018/19; one has been completed.
<b>Responsive:</b> Services are organised so that they meet people's needs.	<b>Goal:</b> To consistently meet all relevant national performance targets standards through responsive patient pathways in year 1, and exceed them by year 3.	One of two targets set to achieve the goal have been achieved in 2018/19.
<b>Well led:</b> The leadership, management and governance of the organisation assures the delivery of high quality person-centred care, supports learning and innovation, and promotes an open and fair culture.	<b>Goal:</b> To increase the percentage of our people who have been trained and provided with leadership development.	All three targets achieved.



## Patient's Forum: a collaborative approach

During 2018-19 we have worked collaboratively in co-designing improvements for our patients and staff, these include:

- ✓ Holding public meetings to engage with staff and leaders on critical issues
- ✓ Engaging with patient with complex conditions and promote engagement with clinicians
- ✓ Creation of a patient and public involvement panel with the LAS Academy
- ✓ Development of patient specific information leaflets to provide advice about care
- ✓ Work with the Chair and the complaints team to improve responses
- ✓ Developed complaints charter
- ✓ Co-production charter underway to enhance public involvement in LAS developments
- ✓ Observation of sites and EOC


This reflects a small element of the activity that the 60 members, working with LAS, have achieved during the year.


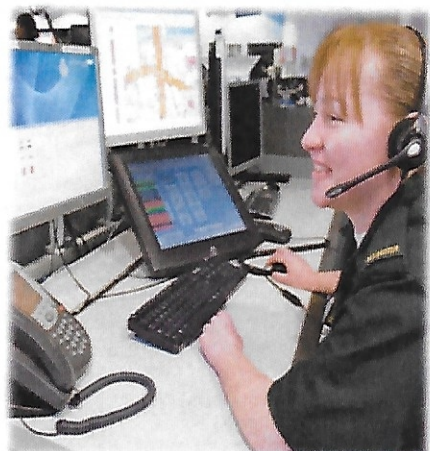



## 2018/19 – Overview of Progress


- Our Trust was inspected by the CQC in Feb 18, who gave us an overall rating of 'good'.
- The outcome from the inspection also gave assurance to our regulators that we could be removed from Special Measures, a significant achievement for the organisation.
- The care we give to patients was rated as outstanding, a number of services were rated as 'good,' but the standards observed were not consistent nor of the quality the Trust aspires to deliver.



 <b>Current progress against quality targets 2018/19</b>				
SAFE	EFFECTIVE	CARING	RESPONSIVE	WELL LED
<b>GOAL:</b> To eliminate avoidable harm to patients in our care as shown through a reduction in number of incidents causing severe and extreme harm.	<b>GOAL:</b> Ensure staff compliant in providing 'best practice' care and to be in the top quartile for all national clinical audit outcomes.	<b>GOAL:</b> To provide our patients with the best possible experience. Improving the care we give to vulnerable groups.	<b>GOAL:</b> To consistently meet all relevant national performance targets standards through responsive patient pathways in year one, and exceed them by year 3.	<b>GOAL:</b> To increase the percentage of our people who have been trained and provided with leadership development.
<b>Target 1:</b> 90% implementation of Health Assure functionality by December 2018. Planned actions progressing against project milestones.	<b>Target 1:</b> Root and branch independent training review completed. Implementation plan developed by September 2018.	<b>Target 1:</b> Reduction in calls generated by those patients classified as frequent callers from April 2018 baseline. There have been focused reductions in specific areas.	<b>Target 1:</b> We will review our operational model by quarter three and work towards delivering the revised standards as set out in ARP.	<b>Target 1:</b> 85% compliance with statutory and Mandatory training 2018/19.
<b>Target 2:</b> Improve hospital handover delays. Handovers over the 15, 30 and 60 minute target and total time lost to reduce quarter on quarter against the same period in 2017/18.	<b>Target 2:</b> New quality indicators developed and being reported via performance scorecards by December 2018.	<b>Target 2:</b> Evidence of patient involvement in all QI and service re-design programmes.	<b>Target 2:</b> Over 75% of complaints letter being responded to within the 35 day timescale. 68% as at April 2019, but actions in place to improve throughput by June 2019.	<b>Target 2:</b> Leadership programme developed and implementation plan in place.
<b>Target 3:</b> 100% completion of secure drug rooms roll-out across all sectors by March 2019 to agreed stations. This target has been stretched to June 2019.	<b>Target 3:</b> QI training plan agreed and 100% of identified key reports trained by September 2018. First cohort (20 staff) commenced full QSI training in July 18.	<b>Target 3:</b> Reduce the number of ambulance conveyance. Employ two whole time equivalent practice developments midwives and deliver a training programme 2018-19. Three Midwives employed.		<b>Target 3:</b> Continue to implement the P&OD strategy and progress implementation of the Quality Improvement Plan and Quality Improvement capability across the organisation.
<b>Target 4:</b> Increase the number of Refrillator Downloads year on year to 70% by end of 2019. Most recent figures (March 2019) showed downloads at 29%.	<b>Target 4:</b> At least 2 Sector ester reviews completed by September 2018 and remaining sectors by April 2019.			
<b>KEY</b>	Complete	Priority area on or ahead of target / Domain area on track	Priority area off target but no escalation / Domain area off target but no escalation	Priority area off target-escalation required / Domain area escalation required

 <b>Priorities for 2019 / 2020</b>	
<p>Based on the projected achievement of the goals set, as well as learning from key quality themes throughout the course of 2018/19 so far, the following key areas of focus for 2019/20 have been identified:</p>	
<ol style="list-style-type: none"> <li>1. Medicines management (source: incidents, serious incidents and KPI performance)</li> <li>2. 111 and IUC (source: incidents and KPI performance)</li> <li>3. Handover to green (source: KPI performance)</li> <li>4. Nature of Call incidents (source: incidents and serious incidents)</li> <li>5. Learning from incidents and serious incidents (source: incidents and CQC report)</li> <li>6. Security (source: incidents and CQC report)</li> <li>7. Musculoskeletal injuries (source: incidents)</li> <li>8. Complaints (source: CQC report and KPI performance)</li> <li>9. Mental Health (source: Pioneering Services)</li> <li>10. End of Life (source: Pioneering Services)</li> <li>11. Patient involvement (Source: Quality strategy and accounts2018)</li> <li>12. Quality improvement (Source: Quality strategy and accounts2018)</li> <li>13. Use of resources (source: regulatory requirement)</li> <li>14. National benchmarking for Ambulance Quality Indicators (source: performance)</li> </ol>	
<p>The following page provides an overview of goals and targets for consultation. It is suggested that some targets continue to be a focus for the LAS in 2019/20 to ensure full achievement and consistency of performance.</p>	
	

 <b>Suggested quality goals and priorities for 2019/2020</b>				
SAFE	EFFECTIVE	CARING	RESPONSIVE	WELL LED
<b>GOAL:</b> To eliminate avoidable harm to patients in our care and our staff as shown through a reduction in number of incidents causing severe and extreme harm. We believe harm is preventable not inevitable.	<b>GOAL:</b> Ensure our staff are compliant in providing 'best practice' care and to be in the top quartile for all national clinical audit outcomes.	<b>GOAL:</b> To provide our patients with the best possible experience. Improving the care we give to vulnerable groups.	<b>GOAL:</b> To consistently meet all relevant national performance target standards through responsive patient care.	<b>GOAL:</b> To increase the percentage of our people who have been trained and provided with leadership development.
<b>Target 1:</b> Over 90% implementation of all actions in the Gosport Enquiry Action Plan by April 2020.	<b>Target 1:</b> Reduce the average handover to green response time in all sectors from 17 minutes to 15 minutes by April 2020.	<b>Target 1:</b> Mental Health response car service to be rolled out across the South East sectors during 2019-20.	<b>Target 1:</b> To be in the top 3 ambulance trusts demonstrated by our score on the aggregate AQIs, consistently throughout 2019-20.	<b>Target 1:</b> Gain a rating of 'good' for the Use of resources domain in the 2019-20 CQC inspection.
<b>Target 2:</b> >90% completion of trust-wide security implementation plan. Reduction in similar security incidents from April 2019 baseline.	<b>Target 2:</b> Meet service wide NHS 111 and IUC quality targets evidenced via agreed indicators by April 2020. Increased consultant complete episodes from April 2019 baseline.	<b>Target 2:</b> Evidence of increase in skills and knowledge for supporting patients who are at the end of their lives compared to baseline position from January 2019 in-house survey.	<b>Target 2:</b> To respond to over 75% of patients complaints within the 35 day target from the 68% April 2019-20 baseline.	<b>Target 2:</b> Quality Improvement teams (QI Hubs) in each sector and sector quality improvement programmes developed and delivered by April 2020.
<b>Target 3:</b> Increased scores in relation to learning from and reporting incident in the annual staff survey compared to April 2019 baseline.	<b>Target 3:</b> A reduction in nature of call incidents from January 2019 baseline. Improvement plan agreed and actions signed off by senior leadership team.	<b>Target 3:</b> Ensure that over 90% of NHSI patient involvement KPIs are met during 2019- 20 from January 2019 baseline.		
<b>Target 4:</b> Reduction in both incident of and sickness rates for MSK injuries from April 2019 baseline.				

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- We hope our commitment to improvement and our determination to get things right for our patients, people and stakeholders is clear.
  - We are working to harness opportunities to continuously improve in order to provide safe, high quality, patient-centred care for all our patients.
  - We are working to ensure that our staff are provided with the skills and support to deliver the right care and feel motivated and able to do so.
  - We are rolling out a programme of developing our pioneering services for specific patient groups, that include mental health, fallers, end of life care and maternity services.
  - Patients will have a stronger voice than ever before through the implementation of our new Patient and Public Engagement, Volunteering and Stakeholder strategies.
  - We will continue to work more closely with the people and the communities we serve to make sure that the care they receive is centred on their needs.