

London Ambulance Service

Equality Impact Assessments Form: A record of the assessment

Function/ policy being assessed:

*Operational Model Programme
(tranche3)*

Directory/ service or corporate function?

Operations

Date of assessment:

January 2008

Contact person for the assessment:

Sandy Thompson

Members of the assessment group:

1 Aims of the Programme

The LAS Strategic Plan is designed to create a service that responds appropriately to all our patients. Operational change is key to this vision.

The New Operational Model Programme was launched in July 2006. Tranche 1 has now been completed, with the majority of tranche 2 being completed by March '08

The current focus in operations and indeed for this paper is tranche 3, which is crucial, along with four other programmes in the Service to delivering our New Ways of Working initiative which gives our patients increasing quality of service, aids staff morale and improves response time. For example, one key element in this change will be more telephone advice backed up by the ability to refer patients to the appropriate service for their needs. For patients who need a face to face assessment we will deploy staff with a greater range of skills; who are able to assess the patients' needs, treat them then and there, advise on self-care and / or refer the patients to a wider range of health and care services. Fewer patients will go to emergency departments when they don't need to be there.

2 Current achievements and fact finding

Sources of information used, with references, location or links.

To be clear this document is drafted from a programme and not a project perspective. Although reference will be made to the programmes contained in tranche 3, as operations is currently in the planning stage with regards to this tranche of the programme, as we establish scope, benefits and business change, the project portfolio manager/project manager will be responsible for fine tuning an action plan with the equality and diversity team.

Information referenced includes:

- Service Improvement Programme 2012
<http://thepulse/managing/11600523394772.html>
- Taking Healthcare to the Patient
http://www.dh.gov.uk/en/Publicationsandstatistics/Publications/PublicationsPolicyAndGuidance/DH_4114269
- LAS vision and 'CRITICAL' values
- Race Equality Scheme:
<http://www.londonambulance.nhs.uk/publications/race/race.html>
- Gender Equality Scheme:
<http://www.londonambulance.nhs.uk/publications/gender/gender.html>
- Disability Equality Scheme:
<http://www.londonambulance.nhs.uk/publications/disability/disability.html>
- Annual Report:
<http://www.londonambulance.nhs.uk/publications/areport/report.html>

Additional information

- Multiple ORH reports (data modelling for New Operational Model)
- Operational Model Stakeholder Strategy / Plan
- Qualitative information is collected from service users, usually through evaluation forms but also as verbal feedback / PALS (Patient Advice and Liaison Service)
- AOM (Ambulance Operations Manager) roles: These are senior managers leading on local delivery of services across London. Who have performance objectives to engage with local communities to build partnerships with other agencies

3 Assessment and actions needed

Initial ideas for actions can go here. You will refine them further at stage 6.

Please note that the groups affected for the action plan below are all stakeholders involved in the initiatives that comprise tranche 3 of the Operational Model Programme. The Patient and Public Involvement workshop on the 26th March 2006 will inform and consult a variety of user groups as part of the process to appraise and review policy and project work on an ongoing basis to ensure adherence to race, gender disability and equality schemes

Barrier	Action needed	Responsibility	Timescale	Resources
Built environment	N/A at programme level			
Location	N/A at programme level			
Information and communication	Development of communications strategy	Project Portfolio Manager, SRO & Project Exec	June '08	
	PPI event	Project Portfolio Manager and Ops team	26/03/08	Organise in conjunction with other SIP 2012 programmes as part of PPMO initiative
	Visibility of progress at programme board level	Project Portfolio Manager	As required	
	Ensuring Project Managers are aware that they must make communication as accessible to as many people as possible e.g. Braille, large print, range of languages	Project Portfolio Manager	End April '08	Potentially require help and information from the Equality and Diversity team
Customer care and staff	Equality and Diversity Impact	Project portfolio Manager	End Feb 2008	

training	Assessment training at project level			
Timing	Monitoring and feedback at programme and project level – submission of bi-annual report to E&D team	Project Portfolio Manager	Sept '08	
Stereotypes and assumptions	N/A at programme level			
Costs of the service	N / A at programme level (detailed at project level where required)			
Commenting, consultation	*See action for PPI event above			
	Ensure relevant and appropriate information supplied from an Ops Model perspective for consultation with Unions and Staff	Project Portfolio Manager, Deputy Directors of Operations (esp. Ian Todd and Russell Smith)	Ongoing	
Specific barriers	Nothing at programme level			
Other	Nothing to add at programme level			

4 Think of alternatives

Details of anything you plan to do differently.

Nothing from a programme perspective at this stage – changes could potentially occur at project level which will be communicated at the appropriate time in the relevant documentation

5 Consultation

- PPI event end March 2008-01-29
- The majority of the elements that form the Operational Model will also form the basis for New Ways of Working (NWoW). The roll out of NWOW will include consulting / working closely with staff to implement the changes, provision of a detailed NWoW information pack and needs analysis at the Complex level
- The programme is run using Managing Successful Programme (MSP)

methodology. This provides a framework for consultation when scoping and establishing the business changes and benefits of the programme

6 Action plans, targets and priorities

Update and finalise the actions drafted at stage 3.

Include them in service improvement plans.

The actions detailed in section 3 ultimately tie into the Service Improvement Programme which is composed of deliverables from a variety of other programme strands with particular emphasis on the Organisational Development and People Programme and the Operational Model Programme. To this end the ultimate goal is for the Operational Model Programme to modernise working practice, offer improved operational support for complexes, improve patient care and deliver on performance targets.

With regard to the Operational Model the key priorities are listed below:

- To deliver 7 projects in tranche 3, the first by the end of March 2008 and the remainder over the next 6 – 12 months.
- To work with the other programmes to ensure robust a communications plan / strategy is in place and to work within the agreed consultation process to inform both staff and patients of the changes that will be occurring and the benefits associated with them
- To achieve the A8 performance target starting from connection of the call in April '08 (respond to 75% of life threatening calls within 8 minutes)

The actions detailed in section 3 also provide the foundation for implementing a standard Equality and Diversity Impact Assessment process. Although as stated at the beginning of the document, it is not possible to provide the appropriate detail required for an effective EIA at programme level, the action plan in does facilitate the more detailed work that is in some cases required at project level.

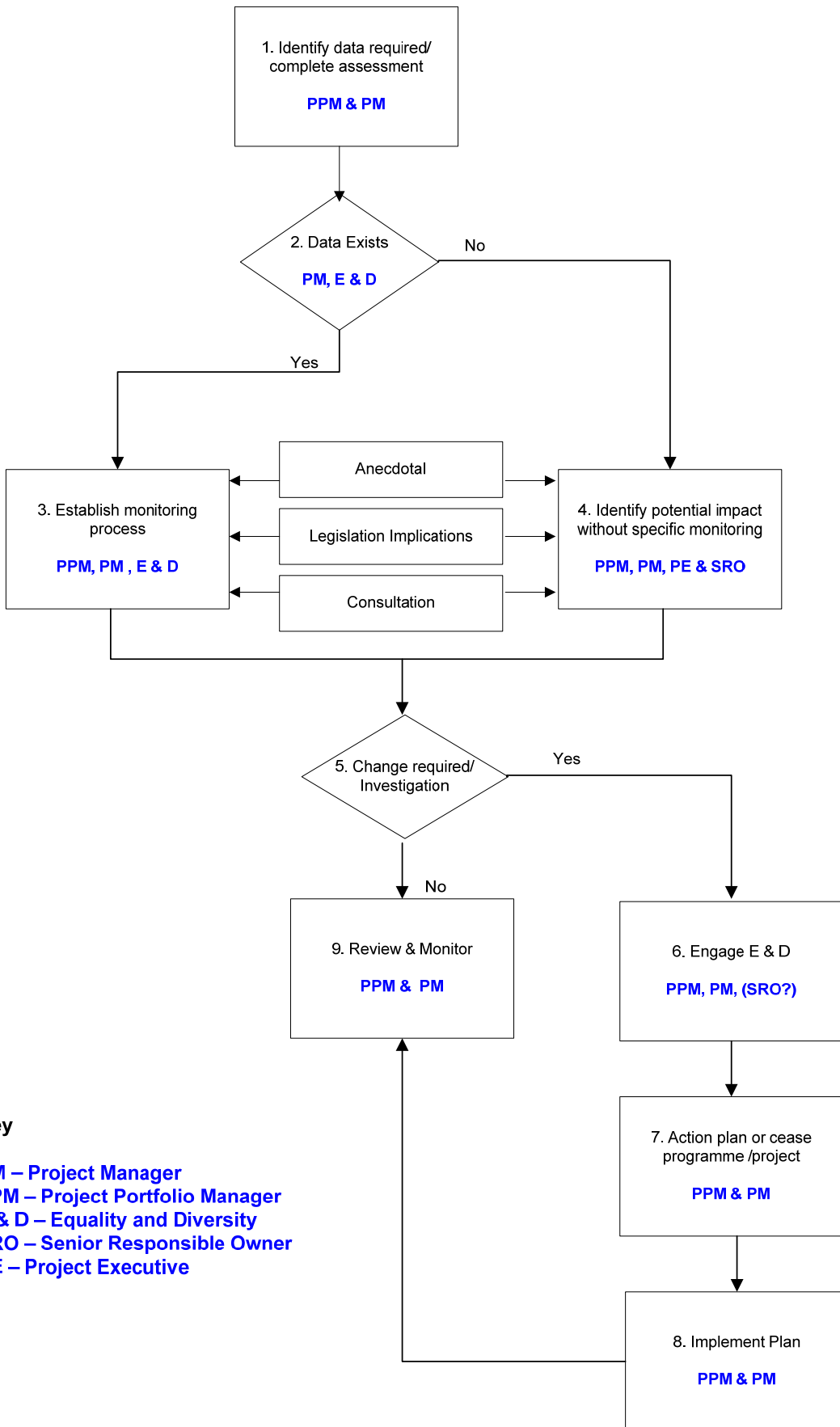
7 Monitoring and feedback

Details of how you will review action plans and progress.

The diagram below details the process that will be undertaken as part of the operational model equality and diversity impact assessment process at programme level. A bi-annual programme report will be submitted to the equality and diversity team providing an overview of current status, key issues / changes required and next steps.

The use of MSP methodology will ensure that equality and diversity can be added as an agenda item for discussion / update at any of the bi-weekly Operational Model Programme Boards

Operational Model Equality & Diversity Impact Assessment Process



Key

- PM – Project Manager
- PPM – Project Portfolio Manager
- E & D – Equality and Diversity
- SRO – Senior Responsible Owner
- PE – Project Executive

8 Tell people what you are doing

Information on how you will publicise decisions, actions and service improvements.

- Where appropriate, separate EIA will be completed for individual projects. These will contain action plans specific to that initiative
- Programme overview to be posted on the pulse
- Bi-annual report to be submitted to Equality and Diversity team and made available to a wider audience if necessary
- PPI event to be held on 26th March 2008 to communicate Operational Model Programme intentions to members of the public. Feedback will be collected at the workshop, reviewed and necessary changes made going forward to ensure equality and diversity of service provided by the LAS
- Programme updates provided by the Chief Executive in the Annual Report
- Engagement with staff and unions through an established consultation process
- MSP provides a methodology for communication programme progress to relevant stakeholders