



London Ambulance Service
NHS Trust

Volunteering Strategy

July 2019

Table of Contents

1	INTRODUCTION	3
2	WHY WE ARE DEVELOPING OUR VOLUNTEERING STRATEGY	5
3	OUR VOLUNTEERING VISION – ‘LONDON AMBULANCE SERVICE LIFE-CHANGERS’; OUR VOLUNTEER COMMUNITY	7
4	OUR FOUR VOLUNTEERING THEMES	9
4.1	Specialist patient-facing volunteers	9
4.2	Generalist volunteers	10
4.3	LAS Cadet Scheme	11
4.4	Community first aiders and defibrillators	14
5	KEY ENABLERS TO DELIVERING OUR VOLUNTEERING STRATEGY	17
5.1	Working in partnership	17
5.2	Resources to truly invest in our volunteers	19
5.3	Training and education	20
5.4	Infrastructure and technology	21
5.5	Internal Culture Change	21
6	HOW WE WILL MEASURE THE EFFECTIVENESS OF OUR VOLUNTEERING SCHEME	23
6.1	Volunteer numbers	23
6.2	Cadet scheme	23
6.3	Generalist volunteers	24
6.4	Defibrillator placement	24

1 Introduction

The London Ambulance Service NHS Trust (LAS) is the busiest ambulance service in the UK and one of the busiest in the world. Over recent years, the context within which we work has changed significantly, and it will continue to change into the future. Recognising the opportunities and challenges emerging, our 2018/19 – 2022/23 organisational strategy sets out how we intend to respond to achieve our ambitions and goals. As part of that strategy we acknowledge that there is an opportunity to enhance the way we work with volunteers to benefit our patients, the volunteers themselves as well as our organisation.

About the organisation

We are the only pan-London NHS provider trust, delivering urgent and emergency care services accessible to all people who live, work and travel in London. Covering an area of 620 sq. miles, we answer over 1.9 million 999 calls and attending more than 1.2 million incidents every year. We also deliver NHS 111 Integrated Care Services in South East and North East London that will see us answer an estimated 1.4 million urgent care calls in 2019/20. As well as delivering this emergency and urgent care, we also deliver patient transport service, non-emergency transport service and neonatal transport services.

Our organisational strategy to deliver our vision and purpose

Our vision is: Building a world-class ambulance service for a world-class city: London's primary integrator of access to urgent and emergency care – on scene, on phone and online.

In 2017, we launched a new organisational strategy ¹ based on the most extensive engagement exercise we have ever undertaken as a Trust. Our strategy describes how we will achieve our vision. It details what we will look like in five years' time, and how we will get there, achieving our four goals:

- To provide outstanding care for all our patients
- To be a first-class employer, valuing and developing the skills, diversity and quality of life of our people
- To provide the best possible value for the tax-paying public, who pay for what we do
- To partner with the wider NHS and public sector to optimise healthcare and emergency services provision across London.

This strategy will play an essential role in delivering on the goals of coordinating urgent and emergency care pathways, delivering more care on scene and avoiding taking patients to hospital. We will do this by focussing on three themes:

- **Strategic theme 1:** providing comprehensive urgent and emergency care coordination, access, triage and treatment, with multichannel access for patients

¹ *A world class ambulance service for a world class city, Strategy 2018/19 – 2022/23.* London Ambulance Service

- **Strategic theme 2:** providing a world class urgent and emergency response with enhanced treatment at scene and for critically ill patients a faster conveyance to hospital
- **Strategic theme 3:** collaborating with NHS, emergency services and London system partners to provide more consistent, efficient and equitable services to Londoners

Our organisational strategy is ambitious, comprehensive and has implications for all aspects of the way we work now. Delivering it will further transform and improve the care that Londoners can expect from the LAS. A broad and structured volunteering strategy is a key way in which we can achieve our strategic vision.

Developing our volunteer strategy

The volunteer strategy is one part of our 'Strategic Framework' of enabling strategies which, together, support our main organisational strategy (2018/19-2022/23).

Whilst we have some volunteers within our organisation and have had different volunteering schemes in the past, this is the first time that we are developing a single strategic approach to volunteering within the London Ambulance Service and identifying how it will support us in achieving our strategic and operational ambitions. This document outlines our proposed range of volunteering opportunities as well as the benefits that volunteering can bring to our patients, our organisation and the volunteers themselves. As one of our enabling strategies, we also outline the ways in which we will measure how successfully we implement this strategy and the impact that it will have on our patients, our people and our organisation.

2 Why we are developing our volunteering strategy

As part of our overall Trust strategy, we identified an opportunity to set up a volunteering service, to utilise the passion for volunteering and for the NHS that exists in our capital. This is entirely aligned with the new NHS Long Term Plan as well as various other external priorities.

A passion for volunteering in our country and for the NHS

We know that there is an appetite and enthusiasm amongst members of the public to volunteer and to give back to the community. An estimated 3 million people volunteer with the NHS², with 22% of adults taking part in formal volunteering at least once a month³. The London 2012 Olympics was perhaps the most visible outpouring of enthusiasm for volunteering in a generation and was considered to be one of the highlights of those Games.

There is now a move within the NHS to increase innovative volunteering. This drive to increase the use of volunteers, included in our organisational strategy, is aligned to national priorities, including through the Mayor of London, Helpforce and more recently the NHS Long Term Plan.

How volunteering makes a difference

A successful volunteering scheme is one that provides benefits to the volunteer as well as to the organisation that the volunteer is committing their time to. Crucially for NHS organisations, there must also be benefits to our patients. Below are some of the key benefits of volunteering schemes:

To people, patients and service users	
<ul style="list-style-type: none">• Enhances patient experience and outcomes (in the case of CFRs we are able to reach patients more quickly)• Enables people to take control and manage their own health and wellbeing	
To the organisation	
<ul style="list-style-type: none">• Extends and adds value to services• Facilitates new approaches to health and care including community centred approaches• Enables the organisation to engage with communities in new ways• Helps to connect up services and provide more integrated care• Engages hard to reach groups and tackles health inequalities	<ul style="list-style-type: none">• Helps change the culture of organisations and the way they operate• Supports governance and accountability• Brings unique perspectives and credibility• Helps access new skills, knowledge and experience• Helps free up staff time• Improves overall staff satisfaction and organisational culture• Creates a potential recruitment pathway into the organisation
To volunteers	
<ul style="list-style-type: none">• Supports the health and wellbeing of the volunteer• Provides opportunities to meet people and get to know the community• Develops skills and experience through volunteering	

² <https://www.england.nhs.uk/participation/resources/volunteering-guidance/>

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/734726/Community_Life_Survey_2017-18_statistical_bulletin.pdf

Alignment with the NHS Long Term Plan and national direction of travel

“Volunteers contribute across a range of NHS roles, from first responders and care companions to trust governors and transport volunteers. They enable staff to deliver high-quality care that goes above and beyond core services. Well-designed and managed volunteering programmes improve satisfaction and wellbeing ratings for staff, as well as volunteers and patients. Local volunteering allows older people to stay physically active and connected to their communities, and younger people to develop skills and experience for work and education. But not all NHS organisations offer these opportunities for their local community, as the ratio of staff to volunteers in acute trusts ranges from 2:1 to 26:1. We will therefore encourage NHS organisations to give greater access for younger volunteers through programmes such as #iWill and an increased focus on programmes in deprived areas, and for those with mental health issues, learning disabilities and autism. And we will back the Helpforce programme with at least £2.3 million of NHS England funding to scale successful volunteering programmes across the country, part of our work to double the number of NHS volunteers over the next three years.”

NHS Long Term Plan, January 2019

The new **NHS Long Term Plan**, published in January 2019 commits to providing well-designed volunteering initiatives that will benefit staff, patients and volunteers.

Helpforce, as identified in the long term plan, is becoming an increasingly prominent part of the NHS voluntary sector. Helpforce has formed a strategic partnership with the Royal Voluntary Service (RVS) which is one of Britain’s largest volunteering charities with over 25,000 volunteers supporting thousands of older people each month in hospitals and the community. RVS has been part of the NHS since its inception. In September 2018, Helpforce and NHS England announced a new programme to increase innovative volunteering in the NHS. The programme will build upon Helpforce’s existing work with 15 NHS Trusts and identify 10 volunteering initiatives from across the country that have the potential to be scaled up and adopted across the NHS.

Most recently, in May 2019, **The Kings Fund** published a report entitled ‘*Volunteering in Ambulance Services – developing and diversifying opportunities*’, which identifies and explores potential opportunities for developing volunteers. It also aims to support commissioners and national bodies to identify ways in which ambulance services can contribute towards social action and volunteering as partners within the wider health and care system. It highlights areas which we may wish to consider as part of our volunteer scheme once it is fully established and there are opportunities to share best practice with other Trusts.

Volunteering is also prominent within the **emergency services**, with both the police and fire services having fully established cadet programmes and volunteering schemes in place, the most well-known probably being the Police Special Constable, with approximately 20,000 across the UK.

Internal Drivers

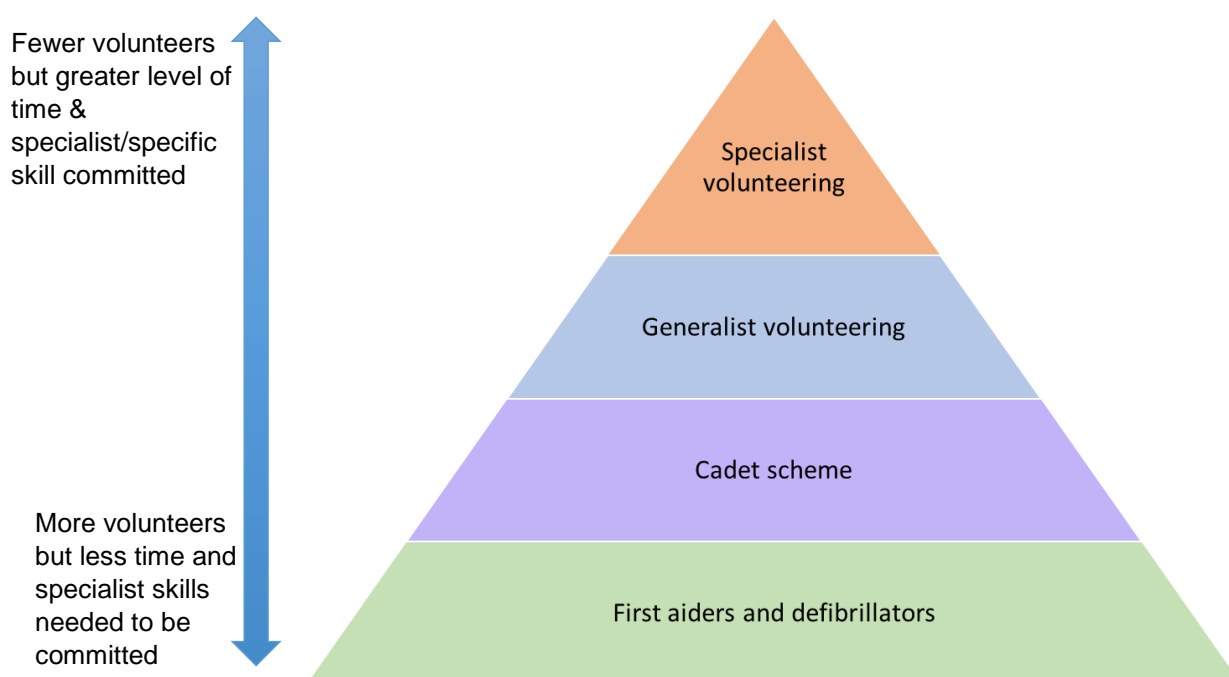
A number of our strategies and delivery plans will have close links with the new volunteer service:

- **Clinical Strategy** - we will consider the innovative supportive roles that could be delivered by our volunteers. For instance learning from other Ambulance Services by utilising our Community First Responders to treat more patient cohorts
- **Public & Patient Involvement Strategy** – we will look to extend our work with patients and the public by extending this to volunteers
- **People & Culture Strategy** – there may be opportunities for volunteers to provide skills that contribute to the wellbeing of our staff.

3 Our volunteering vision – ‘London Ambulance Service Life-Changers’; our volunteer community

Building on the volunteering that already takes place within the London Ambulance Service and looking at the additional benefits that could be realised, we have identified four areas of focus for our volunteering service

Figure 1: Our volunteering framework



We have identified a number of opportunities within these areas. This involves building upon some of the excellent work that is already being carried out, but we are also keen to introduce a range of new volunteering opportunities.

In line with our aspiration to be a world-class ambulance service, we are ambitious in our plans and want to sign up 1% of the London population as accredited ‘London Ambulance Service Life-Changers.’ This could be someone who regularly gives their time to volunteer with us as a specialist or generalist volunteer, one of our new cadets, or someone who has received training through an accredited London Ambulance Service programme or session. Whilst 1% might not sound a lot, with London’s population, by recruiting or accrediting around 100,000 new volunteers, we can make a huge impact on people’s lives across London. We will redesign our public training programme to provide accreditation to each of the 100,000 people who complete it as a ‘London Ambulance Service Life-Changer’.

Our intention is that our volunteer strategy will not only benefit our patients and our volunteers, but in establishing our volunteer scheme, we will continue to work closely with third sector organisations, such as Age UK and Samaritans, on joint projects which use volunteers to achieve positive health outcomes. This will enable us to focus on certain patient cohorts, such as frequent fallers, by helping them get the right care in a proactive way rather than a reactive way. This should have a positive impact by reducing

demand and making ambulance crews more readily available for patients with life-threatening injuries and illnesses who need a time-critical response.

Whilst we will still run our specialist, patient-facing, volunteer programmes internally, we will seek to form partnerships with volunteering organisations who will be able to support us to manage our generalist volunteers. We will work with these volunteering organisations to create a 'volunteer bank' so that they can then match up suitable people with opportunities that we are able to create. Not only will this mean that we will manage our volunteering scheme in the most efficient and effective way, but we will also be able to be flexible and agile in how we fill volunteer roles.

We know that it requires investment and funding to run a well governed volunteering scheme which will provide benefits to our patients and our organisation. We will identify funding and sponsorship opportunities from available grants and supportive organisations to expand our volunteering scheme.

We also recognise that we need to be realistic in that we cannot do everything at once. We already run specialist volunteering schemes and carry out a great deal of work in training members of the public and defibrillator placement. We will continue to do this and seek ways to expand them to provide greater benefits. However, we do not have a fully established generalist volunteering scheme or cadet scheme, which will both require resource and focus to set up. We have therefore taken the decision to prioritise the cadet scheme in year one of this strategy, with the generalist volunteering scheme then being the focus in year two.

4 Our four volunteering themes

This section details what our ambition is for each of our four volunteering themes as well as some of the key ways in which we will achieve that ambition and the benefits we seek to achieve.

4.1 Specialist patient-facing volunteers

We already use volunteers effectively on the frontline to support our service. We have a well-established system of voluntary responders who are dispatched alongside our crews or from their own homes. There are three different types of volunteer responder:

Emergency responders	Community first responders	Volunteers at public-access defibrillator sites
<ul style="list-style-type: none">• Approximately 130 clinically-trained volunteers responding on blue lights alongside ambulances to 999 calls.• The ER model is run solely by London Ambulance Service. These are uniformed volunteers (a variation on our standard uniform) and they sign on for shifts from a local ambulance station.• Many have a background in the police force or military services.• 60 training places per year	<ul style="list-style-type: none">• Approximately 150 defibrillator-trained St John Ambulance volunteers responding to 999 calls in their own car alongside ambulances.• 144 training places per year	<ul style="list-style-type: none">• People who work at the 750+ public locations with defibrillators and are trained to respond to emergencies and use the machines while an ambulance is on the way

Crucially, all these volunteers carry or have access to defibrillators; a machine that can restart the heart when it stops beating. Early use of a defibrillator doubles the chance of survival for cardiac arrest patients. In 2017/18, volunteer responders attended 13,261 emergencies. They were the first on scene in 7,796 of these cases.

Our ambition

Our Community First Responders and Emergency Responders already provide a vital part of our response to patients and there are countless people who are still alive today because of these volunteers. There are also many patients who, because of our volunteers, received better care and had a better experience in what is often an extremely distressing time for them. We know the value that our specialist patient-facing volunteers bring and we want to expand these schemes. Not only do we want to increase the number of CFRs and ERs who we are able to call upon, but we want to see whether we can use them to support our delivery of care to a broader range of patient groups. We see the expansion of these specialist schemes as a crucial way in which we can deliver upon our strategic vision and goals and will make sure that we invest in their support and training and provide them with the appropriate governance upon which they can rely.

What we will do – specialist volunteers

- **Increase number of volunteer responders** - we want to double the number of CFRs and ERs we have volunteering with us and responding to patients. We also want to ensure we have a more even geographical spread across London. To achieve this we will require additional managers, trainers and assessors in order to assist with the larger numbers. As with our substantive workforce, we want our volunteer responders to reflect the diversity of the London population and to therefore have more impact on reaching communities with known health issues
- **ER & CFR management models** – we will explore ways of enhancing the management model for responders to ensure that these schemes are run as effectively and efficiently as possible, whilst ensuring that we have the appropriate governance, processes, training, recruitment and communications
- **Expanding the patient cohorts our volunteers can attend** - we will identify whether there is a broader range of patient groups that our specialist volunteers can attend. For instance other Ambulance Trusts successfully and safely use their CFRs to attend non-injured fallers
- **Staff volunteer responders** – we know there are a number of staff who are signed up to receive GoodSAM alerts. We could encourage more staff to sign up for the benefit of their local communities
- **Voluntary responder group charity** – we will explore options for fundraising and sponsorship to be able to fund additional responder vehicles and training

The benefits

- Faster response times and improved survival rates thanks to a larger pool of CFRs and ERs
- Improved patient care - with volunteer responders treating patients and preserving life while our crews are on their way
- Equity of provision - with a more even spread of responders across London there we will see an improvement in response times and care provided to patients
- Improved morale and job satisfaction amongst the CFRs - we know they want a more structured approach to management of the scheme and this is what we achieved for the ERs.
- By improving the management model for ERs and CFRs we will save time by streamlining processes and achieve better value for money.

4.2 Generalist volunteers

Our ambition

We want to expand our pool of volunteers by introducing a range of non-specialist roles whereby members of the public can get involved in what we do, learn about the ambulance service and help us to improve patient care for Londoners. We currently have a very small number of individuals who volunteer with us in this way, but this is not done in a strategic organisation-wide manner. We want to develop a suite of volunteering opportunities for non-clinical members of the public who want to volunteer with us. This group of volunteers will fall into two categories:

- Directly delivering care
- Supporting our organisation

We know there is an appetite for this type of volunteering as it is most similar to the volunteering that takes place in hospitals up and down the country every week.

However, we need to be realistic in terms of how much we can achieve in the first year of this strategy and so we plan to phase implementation to ensure we have the capacity to do so effectively. We plan to launch implementation of this element of our volunteering strategy in 2020/21.

What we will do – generalist volunteers

- Develop a partnership with volunteer organisation(s) who will support us to recruit volunteers into these non-patient facing roles in order to achieve improvements to patient care or a more efficient and effective service. We want to form a partnership with this volunteer organisation who will manage our 'volunteer bank'.
- We will develop a range of volunteering opportunities for people to directly deliver care or support to patients. These roles could include:
 - Volunteer non-emergency patient drivers
 - Visiting frail, elderly, lonely or socially isolated patients following a fall where we have not conveyed
 - Looking after pets to enable someone who needs hospital treatment to agree to being conveyed
 - Ring backs to lower acuity patients waiting for an ambulance during busy times
- We will develop a range of volunteering opportunities for people to support our organisation in a non-directly patient facing way. These could include:
 - Assisting with infection prevention and control audits
 - Helping our teams at public events
 - Pastoral support to EOC
 - Careers advice and support to new applicants and current staff
 - Assisting with the upkeep of our historic collection. This might potentially a particularly attractive opportunity for retired LAS staff still looking to stay involved
- The majority of the suggestions included above were outputs from our volunteering workshop which brought together patient representatives, our staff, voluntary sector organisations and stakeholders. Building upon these suggested volunteering opportunities, we will conduct a detailed assessment of what opportunities should be established for volunteers. This will need to take account of the benefits that those voluntary roles would deliver and the attractiveness of it as a voluntary role
- We will learn from best practice from other national and international ambulance services. We will also work with our blue light partners to learn from their established volunteer schemes.

The benefits

- Volunteers will bring key skills with them from many walks of life including the corporate sector and our staff will benefit from working closely with them. In turn volunteers will learn new skills through their roles with us
- Volunteers will allow us to provide a better quality of service to our patients




4.3 LAS Cadet Scheme

Cadet schemes are an excellent way for young people to learn, gain experience and contribute positively to an organisation and the local community.

We know of a number of cadet schemes available to young people such as St John Ambulance cadets, sea cadets, and those run by other emergency services including fire cadets and volunteer police cadets. Although they do not have a cadet scheme as such, British Red Cross has volunteering opportunities for young people aged 14+.

There are also many youth engagement programmes and charity partnerships overseen by organisations such as ASDA, John Lewis, Unilever and Deutsche Bank.

Examples of cadet schemes and youth engagement programmes:

	<p>Volunteer Police Cadets Inspiring and Supporting Young People Empowering young people to lead social action in their communities</p> <p>The police have junior cadets (13–15 year olds) and senior cadets (16–18 year olds). Typical activities include:</p> <ul style="list-style-type: none">- Local crime prevention initiatives, including leaflet deliveries and phone marking- Stewarding at events- 'Mystery Shopper' operations to detect underage sales of fireworks, alcohol and knives- Helping at large, high profile events such as the London Marathon, Trooping the Colour or Remembrance Sunday
	<p>ASDA Foundation</p> <p>Since 2013, Asda Foundation has had a strategic partnership with the UK Charity, Active Communities Network. Together they have run projects which include:</p> <ul style="list-style-type: none">- Year round activities comprising of sport and positive activities to engage at risk young people at key times.- Personal and social development sessions to help young people overcome behavioural, educational and lifestyle problems and build self-confidence, communication skills and aspirations.- Accredited and vocational training programmes to encourage young people to volunteer in their own communities and access further education.- Pathways into work experience, work placements, and traineeships / jobs to improve employability, entrepreneurship and employment.
	<p>Unilever</p> <p>Since 2014, Unilever UK has been a key partner of the Team London Young Ambassadors Programme, which is the Mayor's volunteering programme for primary and secondary schools across the capital.</p> <p>The programme forms part of Unilever's "brightFuture" campaign and looks to inspire a movement of social good, supporting young people to develop community projects on social issues they are passionate about.</p> <p>Participating schools receive workshops and materials to deliver their projects and achievements are recognised at events such as WE Day UK, a global celebration of young people making a difference in their communities.</p>

Our ambition

Our ambition, which was a theme that came through very strongly at our volunteering strategy workshop, is to set up a cadet scheme, giving young people an opportunity to volunteer with us. The importance of opportunities for young people, particularly from deprived or disadvantaged backgrounds, as a means of helping them to *'find their passion'* and their places in society was also a strong theme of our recent involvement in a knife crime event run by The Princes Trust.

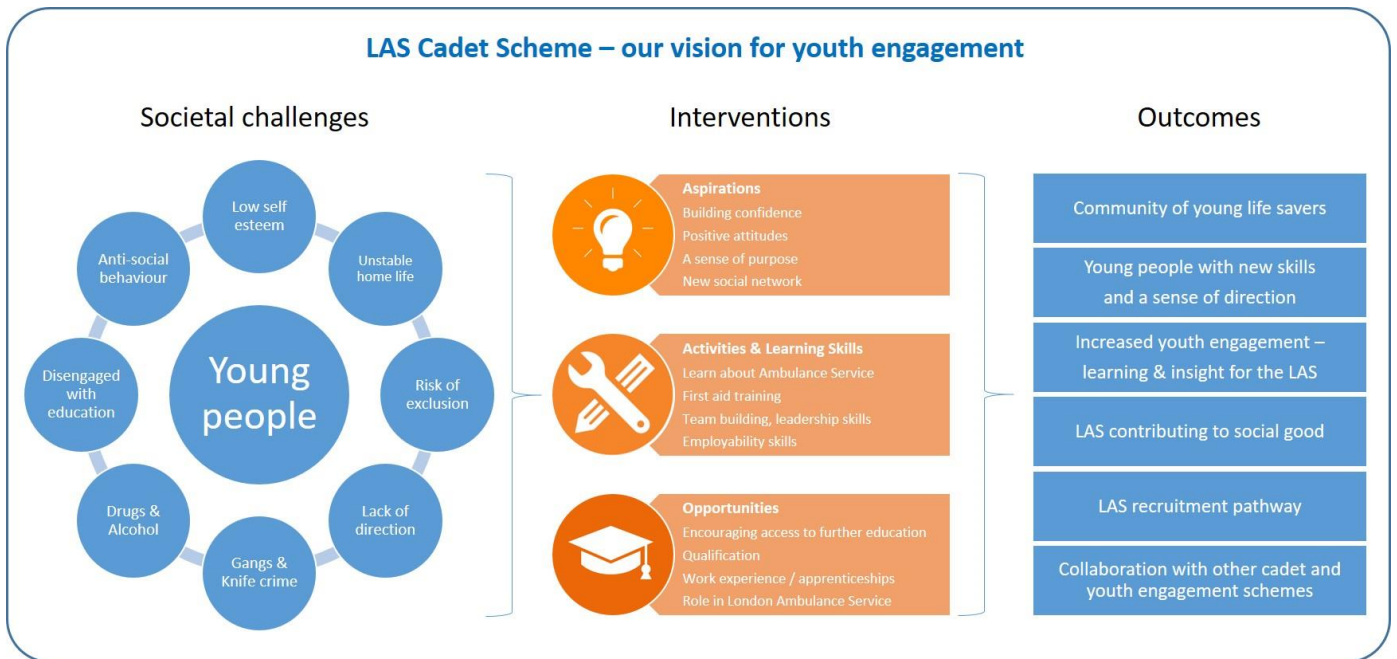
We will open up our doors to involve young people in all that we do, with a focus on not only frontline activities, but the organisation as a whole; for example, offering experience in Communications, Fleet workshops and admin support, giving young people access to real workplace experience opportunities.

We will look to recruit a diverse base of cadets, providing them with exciting learning and personal development opportunities such as spending time in the control room, receiving resuscitation training and gaining experience in different environments to find what they are passionate about. They will also take part in community-focussed initiatives and social action campaign such as #EndLoneliness.

Our cadet scheme will be an integral part of our organisation and our cadets will have unique opportunities to get involved in what we do and experience what it is like to be a part of one of the busiest ambulance services in the world. Our cadet scheme will, whilst being enjoyable for those involved, provide a structured learning and development opportunity for these young people to help develop them and provide them with employability skills, as well as skills for life. In particular this includes:

- Team work
- Leadership
- Lifesaving skills, over and above basic life support
- Self-confidence and self-awareness

We will look to understand best practice from other emergency services that operate cadet schemes. Our cadet scheme will be an ideal avenue for recruiting new staff once cadets are old enough to apply for apprenticeships or substantive roles, having already formed a personal connection with our organisation.



Current youth engagement work

The London Ambulance Service has a wealth of knowledge and experience in terms of public education and youth engagement. We will build upon the youth engagement work that is already being carried out by the Trust, incorporating these initiatives into our cadet scheme where appropriate and involving staff who have a passion for working with young people.

- **LAS Youth Ambassadors** - the Trust has recently held two Youth Ambassador days (in May & July 2018). The aim is to teach young people about the ambulance service as well as learn from them about the health issues affecting young people across London. The attendees were identified through the IntoUniversity programme which encourages children from disadvantaged or non-academic families to go to university.
- **Junior Citizen Scheme** – each year up to 40,000 Year 6 children (10 – 11 year olds) attending Primary schools throughout London can participate in a unique learning experience called ‘Junior Citizen’. Co-ordinated by the Metropolitan Police Service the events are supported by a large and diverse selection of agencies including London Ambulance Service. The children participate in scenarios such as finding someone unconscious.



- **Safe Drive Stay Alive** - a partnership between the emergency services, Boroughs and Transport for London. It started in 2006 in Havering and has now spread to 18 boroughs. It is aimed at young people just as they start to drive. It takes place at a local theatre and is a powerful 90 minute stage production. The aim is to reduce the disproportionate number of road casualties amongst young road users.
- **Knife crime presentations** – our staff volunteer their time to work on projects in collaboration with the police and we also attend individual requests from schools, colleges and youth offending teams.

What we will do – youth engagement

- Set up a cadet scheme (age range to be decided) as an extension of our existing youth ambassador scheme, including a structured learning pathway
- Initially we will look to recruit 25 young people in North East London, with a particular focus on hard to reach and vulnerable communities
- Explore opportunities to work closely with other cadet schemes and youth engagement programmes, as well as national cadet groups such as YOU London (practitioner led) and Youth United (a national group of cadet organisations with a strategic focus) for the sharing of best practice
- Examine ways of creating a pathway for cadets to join the LAS full time and offer workplace experience in areas such as IT, finance, vehicle maintenance, clinical audit and research, media & communications
- Outline a range of opportunities for cadets which are appealing to them and will offer employability skills as well as skills for life. We will also ensure these activities benefit the Trust and patients, and look to measure the impact and contribution made by the cadets.
- We will focus our recruitment and publicity campaigns in ways that will attract a diverse cohort of cadets, to appropriately reflect London's diverse population.
- Cadet schemes are usually offered in partnership with a local further education college. We will explore this option.

The benefits

- Encourage young people to learn life-saving skills which will benefit them and their local communities
- An opportunity for young people to gain a better understanding of how the Ambulance Service operates
- Creates a pool of young people who will acquire employability skills and be enthusiastic about the possibility of working for the London Ambulance Service in the future
- Provide the young volunteers with an opportunity to obtain a BTEC qualification.
- There are opportunities for blue light collaboration, with young volunteers working on joint projects across the LAS, LFB and MPS.
- Young volunteers will be able to assist us at public education events, e.g. Safe Drive Stay Alive and anti-knife crime events

4.4 Community first aiders and defibrillators

Our ambition

It is our vision to improve the health and wellbeing of all the people who live and work in London, not only those who we directly respond to as an emergency. There are two key ways in which we can make that positive impact on people, in particular supporting their chances of survival following a cardiac arrest:

- Creating our community of 'Life-Changers'
- Increasing and improving defibrillator placement across London

Community first aiders

It is our vision to sign up 1% of the London population as 'Life Changers' and Community First Aiders will be key to us achieving this. This is an ambitious vision but one which could have a significant effect on the health and wellbeing of communities. We will redesign our public training programme to provide accreditation to each of the 100,000 people who complete it as a 'London Ambulance Service Life-Changer'.

A person's chances of survival following a cardiac arrest decrease by about 10% with every passing minute. With this in mind, we want to greatly increase the number of Londoners trained in resuscitation skills. We want people to be confident that they could help if they found themselves in such a situation as a bystander.

For many years, we have delivered basic life support training, largely through the British Heart Foundation 'Heartstart' programme. We have also trained members of the public as part of a 'train the trainer' programme. This was hugely effective. For example we trained a dentist who was a member of a Mosque, who then proceeded to train around 1000 members of his Mosque through a course of structured sessions.

The amount of training has reduced over the past few years but we want to reverse this trend. As part of our 'Life Changers' scheme, we want to enhance the basic life support and defibrillator training across London. We will do this largely by relaunching our 'train the trainer' programme and proactively targeting community groups where we can reach large numbers, meaning the greatest benefits would be seen. These groups could include: religious groups, community groups, youth clubs and volunteer organisations.

We will also use our communication channels such as Twitter to target those who have already undertaken training; a 'call to action' asking for trained first aiders with resuscitation skills to contact us and register so that we have a large pool of volunteers in the community who can respond to our GoodSAM alerts.

What we will do – community first aiders

- Reinvigorate and extend our train the trainer scheme
- Expand the training we already deliver in businesses, schools and in the community
- Create links/partnerships with other training providers so they can help us to turn London into a community of first aiders
- Our Communications team will use social media to identify those who are trained in first aid and willing to register with us.

Defibrillator Placement

When someone has a cardiac arrest, the longer they go without defibrillation, the poorer their chances of survival become. Whereas in the past it has only been the emergency services and clinical settings that had defibrillators, we now want to have static defibrillators in as many places across London as possible.

The cardiac arrest survival rate in London is 9.5%. The survival rate for cardiac arrests that occur in close proximity to a static defibrillator site increases to 52%. We know from our defibrillator data that the number of out of hospital cardiac arrest survivors in London increases proportionately to the number of static defibrillators around London.

Since 2013, when we launched our 'Shockingly Easy' campaign, we have hugely increased the number of defibrillators in London from 995 to 4,486 by the end of 2016/17. This means that each year there are about 40 cardiac arrest survivors in London who would have been unlikely to have survived without a public access defibrillator. We have now reached a stage where defibrillators are commonplace across London and we believe that the right approach is to target specific types of places.

If we are able to increase the number of defibrillators that we have across London, focussing our efforts on the following three categories, we can further increase the number of people whose lives are saved by bystander defibrillator use.

We were the first ambulance service in the UK to roll out a community emergency life support app: GoodSAM. The app allows us to notify registered volunteer responders to cardiac arrests that they are nearby. Our ability to dispatch volunteers who are within 200m of the incident to the patient is crucial in improving outcomes for these patients.

What we will do – defibrillators

- Increase the number of public access defibrillators across London, focussing tactically on three specific types:
 - **Areas of high footfall**, e.g. community centres and night clubs (we have already worked hard to achieve coverage at shopping centres and train stations)
 - **Areas of high risk**, e.g. GP surgeries, sports centres, gyms and care homes
 - **Mobile defibrillators**, e.g. working with TfL to place defibrillators on London taxis, or with Uber to place defibrillators on their vehicles. This could also include specific training for their staff
- We will work with other defibrillator providers to identify defibrillators that are already in the community, but not yet on our database. This would allow us to better direct bystanders if they have called 999 for someone who has suffered a cardiac arrest.
- We will seek to enhance how we use the GoodSAM app, including by enabling video calls which will be linked into our control room. This will allow our clinicians to better provide expert guidance to those volunteers who are attending patients whilst they wait for an ambulance crew to arrive.
- We will identify companies with defibrillators and encourage them to join our accreditation scheme so we can increase the number of defibrillators people can be sign-posted to on GoodSAM.
- We will work closely with The British Heart Foundation (BHF) and the National Defibrillator Network (NDN) who plan to link UK ambulance services with the public in a bid to help save more lives from out-of-hospital cardiac arrest (OHCA). BHF have joined forces with UK ambulance services, the NHS, Microsoft and Microsoft solutions provider, New Signature, to develop a national defibrillator map.
- We will develop social media campaigns to help locate defibrillators and promote our accreditation scheme.

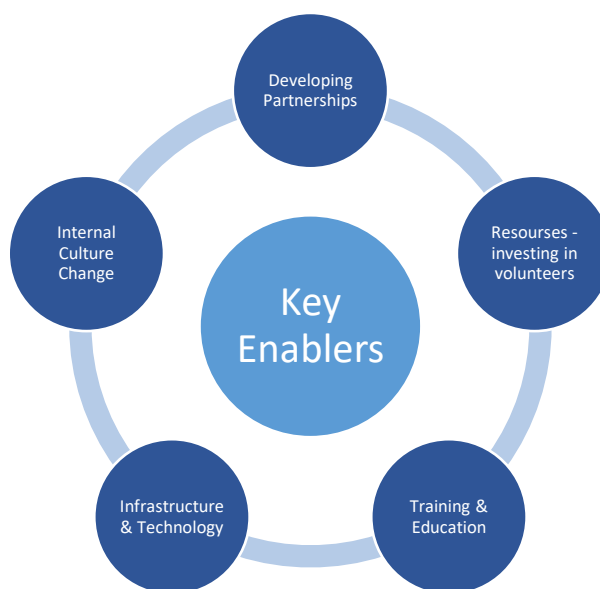
The benefits

- Improved cardiac arrest survival rate
- More trained members of the public who can provide CPR until our crews arrive which is vital in those first few minutes.
- A better understanding of defibrillator locations

5 Key enablers to delivering our volunteering strategy

We are proud of the ambitions that we have included in our volunteering strategy and we are excited about its prospects. However, we know that in order to deliver upon these ambitions we must commit the right resources to implementing this strategy. We must invest in our volunteers; providing them with the right training, development opportunities, technology and equipment to carry out their chosen voluntary roles. We also do not want to deliver upon this strategy in isolation. We want to continue with long-established partnerships, and develop new ones, to utilise those organisations with volunteering expertise.

The key enablers outlined below are crucial in helping us to establish and effectively run our volunteering schemes and will form the basis for developing an action plan for the planning and mobilisation stages.



5.1 Working in partnership

A key factor in successfully realising our volunteering ambitions will be forming a framework of partnerships with other organisations who we can work alongside in order to recruit, manage and support our volunteers. Collaborating with others will allow for the sharing of best practice and the Trust will gain greater 'pulling power' amongst volunteers through our association with experts in the field. A number of representatives from the organisations described in this section attended our volunteer strategy development workshop and have helped us to steer the direction of travel of this strategy.

The framework will identify the benefits of engaging with each organisation and outline our proposed ways of working. For some partnerships, we may enter into formal arrangements with a Service Level Agreement and for others it may be a more informal association with a series of meetings and the sharing of knowledge and expertise.

There are a large number of organisations who we would want to work with. For some this would mean the continuation of long-standing and productive partnerships, whilst for others we would seek to set up new arrangements:

- **Helpforce & RVS**

Helpforce is becoming an increasingly prominent part of the NHS voluntary sector. They have formed a strategic partnership with the Royal Voluntary Service (RVS) which is one of Britain's largest volunteering charities. We already have an established relationship with RVS and ran a joint pilot which helped cut emergency calls and visits to A&E amongst frequent fallers in two London boroughs.

The NHS Long Term Plan describes how Helpforce has been backed with at least £2.3 million of NHS England funding to scale successful volunteering programmes across the country, as part of an ambition to double the number of NHS volunteers over the next three years.

Sir Thomas Hughes-Hallet, Chair and Founder of Helpforce:

"We can create a future where safe and reliable volunteering in the NHS is part of our everyday lives, helping patients and our brilliant frontline staff to get the very best from the health service."

- **St John Ambulance**

We have worked closely with St John Ambulance (SJA) for many years and indeed a number of our staff are SJA volunteers in their spare time. Our areas of joint-working include: SJA providing a contracted response for our bariatric patients; supporting us at events in a first aider capacity; and working with LAS to recruit and train new Community First Responders. In the case of a major incident, we also have an agreement in place for SJA volunteers to support the Trust by transporting pre-assessed patients to hospital.

SJA has well-established volunteer and cadet schemes run on a national basis and we have an opportunity to tap into this knowledge and experience, building upon our existing relationship and exploring new collaborative volunteer opportunities.

- **British Red Cross**

Whilst we do not currently have any formal arrangements with British Red Cross (BRC), our Emergency Planning team does work alongside them at stadia and events. We have also utilised their emergency care expertise in the past by contracting private ambulance services to support us at times of high demand.

Similarly to SJA, BRC has a national scheme for volunteers, including young people and adults. In the event of a major incident they have Emergency Response Volunteers who support the emergency services at rest centres. More recently, BRC have launched a 'connecting communities' scheme in partnership with the Co-Op which aims to combat loneliness. Volunteers encourage people to get involved in activities, act as mobility aids for wheelchair users and listen to people who are in crisis or who just need to talk.

- **Macmillan**

LAS and Macmillan already have a partnership in place, with Macmillan nurses working in our End of Life Care team. Volunteer organisations such as Macmillan are experts in their field and are connected to a network of volunteer managers who are able to share best practice. They have resources, tools and valuable knowledge and experience surrounding grant applications and fundraising.

- **Blue light partners**

The London Fire Brigade and Metropolitan Police Service each have their own cadet schemes and we have expressed a joint desire to work collaboratively between our respective, but still separate, schemes. This will allow our cadet schemes to maintain their distinct identities, affiliated with a particular emergency

service, but would enable the cadets to share experiences, learn about our blue light partners and develop links and friendships with a broader group of people.

What we will do - working with partners:

- Hold partnership development meetings with each organisation and identify areas in which we can support each other and work collaboratively
- Seek guidance from partner organisations surrounding best practice when establishing a volunteer service.
- Formalise agreements where required and set out a way of working
- Identify funding opportunities available through our partner organisations or from the wider volunteer sector.
- Access Helpforce's range of supporting services, digital tools and resources.
- Explore the possibility of utilising RVS's existing pool of volunteers who are already DBS checked.

5.2 Resources to truly invest in our volunteers

In order to run an effective and efficient volunteer scheme, we will need to invest in its setup and ongoing running. There are a number of ways in which appropriate resourcing will be necessary:

Leadership & management

- **Organisational leadership** – Our volunteer scheme will be overseen by our Director of Communications & Engagement as Senior Responsible Officer. This executive member oversight will ensure that the scheme will be given the appropriate oversight and organisational reputation. Progress and scheme updates will be reported to the Executive Team and Trust Board.
- **Recruitment** - we will recruit a Head of Volunteering / Volunteer Services Manager who will have overarching responsibility for setting up and managing the new volunteer service and ensuring cohesion with the existing areas (volunteer responders, defibrillator placement and resuscitation training). We will also need to identify and recruit to a sufficient volunteer management team.

Governance

Before we launch our volunteer scheme, we will ensure suitable frameworks are in place (e.g. developing a volunteer policy and a volunteer charter) and we will take special consideration of areas such as governance, training compliance, health and safety, employer liability, DBS checks and patient confidentiality.

We will monitor these areas closely, using appropriate systems, and embed volunteering within our organisation's governance processes. Once our volunteering scheme is fully embedded we will look to achieve the 'Investing in Volunteers' accreditation which is the UK quality standard for all organisations that involve volunteers in their work. Effective governance is a key area for achieving this 'badge' of good practice in volunteer management.

Financial investment

Although volunteers give their time for free, volunteer schemes themselves are not free to run. As well as the organisational infrastructure required to run an effective volunteering scheme, there will also be other costs such as expenses, training costs, equipment and uniforms. A business case will be developed outlining all of the anticipated costs of running our volunteering scheme.

Additionally to an internal business case, we will seek to identify external funding streams that might be available to us.

What we will do – financial investment:

- **Fundraising** – a fundraising strategy will be developed detailing how the Trust will raise money to invest in our volunteer service, possibly using our Charitable Trust for this purpose
- **Applying for grants** – we will identify and apply for any available grants
- **CSR Programmes** – partnerships could be formed with companies who have Corporate Social Responsibility (CSR) programmes, utilising the skills and capabilities that their organisations might possess
- **Other funding opportunities** – we will seek advice and funding opportunities from organisations who act as an authority in the field of volunteering, such as Youth United for cadets and the National Council for Voluntary Organisations (NCVO)

Communicating externally to build reputation and attract new volunteers

The volunteer scheme will require support from our communications team to ensure that it is properly communicated to both internal and external audiences. As a new scheme it will be imperative that we work to build the reputation of our volunteer schemes and encourage people to join us in voluntary roles.

What we will do – communications:

- **Social media** – key messages for volunteering will be incorporated as part of the Service's social media activity. This will include raising the profile of the LAS volunteer scheme, helping to recruit new volunteers and sharing success stories.
- **Website** – there will be a dedicated volunteering page on the LAS public website, which explains the importance of volunteers to the Trust and the benefits it provides for volunteers, staff, the organisation and most importantly patients. It will build upon the existing content for the Voluntary Responder Group will outline the various volunteering opportunities available, as well as signposting readers to submit an expression of interest.
- **Annual review** – we will produce an annual Volunteering Review. It will highlight progress and achievements, as well as providing key measures such as number of volunteers recruited. It will also outline the positive impact seen through the work of our volunteers and refer to our Volunteering Action Plan.

5.3 Training and education

We will ensure that volunteers and cadets have the right skills and knowledge for their role. This will involve some skills-matching; placing a volunteer in an area where they have a special interest (e.g. mental health) and can apply a particular skillset. The Trust will also invest in the volunteers by providing them with training.

What we will do – training & development:

- **E-learning & training courses** - we will provide appropriate training and education for all of our volunteers, suitable for the role that they will be undertaking. This will include online modules as well as courses delivered in person such as resuscitation training. Governance and monitoring standards will be key to ensuring training compliance.
- **Patient safety** – where volunteers have patient facing roles or access to patient data, we will ensure clinical quality and patient confidentiality are adhered to by undertaking the appropriate training courses and governance processes.

- **Cadet activities** – we will map out a range of training options and activities that would be suitable for LAS cadets. We will also look to offer training and collaborative projects through partners, for example the LFB cadets. We are not simply looking to teach our young volunteers about the LAS, but to give them life skills which will benefit the community that they live in.
- **Career pathways** – for both volunteers and cadets, we will create clear career pathways to encourage those people who might consider a substantive role within the Trust. For our cadets we will seek to accredit them programme that they complete in order to provide them with a qualification upon ‘graduation’.
- **Capacity** - an increase in volunteer numbers, in particular ERs and CFRs, will mean an increase in the amount of training required. This increase in capacity, and the associated financial implications, will need to be considered by our training and education teams.

Our volunteers will become an integral part of our organisation and, as with all of our staff, we will make sure that they have the right skills and training to effectively carry out the role required of them.

5.4 Infrastructure and technology

The volunteer service will be a new function within the Service with its own management structure, systems and software. Technology will play a key role for the management team and volunteers, and it will be crucial to the successful implementation of the volunteer service.

What we will do – infrastructure & technology:

- **Managing resources** – We will need to determine what the most effective system and process is for managing our volunteers. We will look at whether we can use existing systems or whether we would need to invest in and develop a new one.
- **Equipment** - we will ensure that our volunteers have the right equipment and uniforms for them to carry out their roles safely and effectively
- **GoodSAM** – As we seek to increase the number of volunteers we have, we will encourage them all to register with GoodSAM to increase the number of community responders who can reach people in cardiac arrest more quickly. We are already working with the GoodSAM team to identify further improvements to functionality which can make the life-saving app even more effective.
- **Defibrillator placement** – our ambition to see more defibrillators placed across London will mean supporting more organisations as part of our accreditation scheme. We will need to ensure our defibrillator team has the capacity to support additional members and where possible technology will be implemented to streamline processes such as remote downloading of defibrillator data.

5.5 Internal Culture Change

As our volunteering scheme is a new initiative for our organisation, we will ensure that we are communicating effectively with our staff to keep them informed about the changes and help them to understand the added value that volunteers will bring. It will inevitably take some time to embed this new scheme within our organisation, but ultimately our aim is for staff to welcome the volunteer service as a positive addition which will benefit staff, the Service and our patients, as well as the volunteers themselves.

Once our new volunteer scheme is in place, our staff will be made up of a voluntary and substantive workforce, and we will look to embrace volunteers as part of a single ‘LAS family’.

What we will do – internal culture change:

- **Leadership** – our Executive and leadership teams will lead the way in promoting the volunteer schemes and the substantive senior manager role will ensure that it receives appropriate support and management.
- **Staff support**
 - **Defining roles** – to help staff understand the volunteering vision, the Trust will communicate effectively with staff using internal channels and provide a clear outline of the roles that volunteers will be undertaking.
 - **Demonstrating benefits** - to obtain 'buy in' from our staff it is important for them to understand the reasons behind introducing a volunteer scheme and the benefits it will bring. It will be made clear that volunteers are not filling existing roles; they will be adding value and supporting our staff.
 - **Staff volunteer champions** - it is important to keep staff informed and involved at all stages. For staff with experience of volunteering or cadet schemes, we will seek their knowledge and guidance, and give them opportunities to get involved. A network of staff volunteer champions will be created, with sectors representatives acting as a local 'go to person' for volunteers and the volunteer management team.
 - **Patient safety** – we will communicate with staff surrounding clinical quality, risk and governance and ensure that staff have confidence in volunteers. For example, it is important that there is a continued appetite to dispatch calls to our volunteer responders where appropriate.
 - **Internal communications** - as our volunteering scheme is a new initiative for our organisation, we will ensure that we communicate effectively with our staff, seeking their input, keeping them informed about the changes and helping them to understand the added value that volunteers will bring.

6 How we will measure the effectiveness of our volunteering scheme

As a key enabling strategy for our organisation, we want to know how successful we have been in implementing it and the impact that it has for our patients, our people and our organisation. This section outlines the key commitments that form common themes throughout this volunteering strategy and details the key metrics that we will use to assess their impact.

6.1 Volunteer numbers

COMMITMENT 1 – by 2023 we will ‘recruit’ 100,000 new volunteers who will become ‘London Ambulance Service Life-Savers’

We are being ambitious in aiming to significantly increase the number of people who volunteer with us or who receive training from us. This figure will include the total number of:

- Our Community First Responders (CFRs)
- Our Emergency Responders (ERs)
- Our generalist volunteers
- Our cadets
- The people who we have directly trained or have received training through an LAS ‘train the trainer’ scheme
- Year on year increase in the numbers of first responders registered on the GoodSAM database

COMMITMENT 2 – by 2023 we will double the number of Community First Responders and Emergency Responders

We will use the following metrics to identify how successful we have been in achieving this commitment and the impact that has had.

- Increasing the number of CFRs and ERs from 280 to 560 by 2023
- An increase in the number of emergencies that volunteer responders attended from a baseline 13,261
- An increase in the number of times where volunteer responders were the first on scene from a baseline of 7,796

6.2 Cadet scheme

COMMITMENT 3 – by the end of 2019/20 we will have designed and established a cadet scheme and will have recruited a first cohort of 25 young people

The following milestones that should be achieved in 2019/20 will determine how successful we have been in achieving this commitment:

- Our cadet scheme will be designed, with a core set of activities and development opportunities identified throughout the year
- We will recruit 25 young people as cohort 1

6.3 Generalist volunteers

COMMITMENT 4 – by the end of 2020/21 we will have designed and established our generalist volunteer scheme and will be recruiting generalist volunteers to work in our organisation

Generalist volunteers will become a key part of our organisation, but we are planning on rolling out this element of our volunteer scheme in year 2. Key metrics and deliverables will be identified during that planning phase.

6.4 Defibrillator placement

COMMITMENT 5 – we will increase the number of defibrillators that are available for public access each year

Cardiac arrest survival rates dramatically increase when they occur close to a static defibrillator site. Therefore, we will measure the effectiveness of this commitment through the following metrics:

- Total number of public access defibrillators in London
- Total number of people who survive cardiac arrests through use of a public access defibrillator
- Overall cardiac arrest survival rate for our patients

These five commitments and the associated metrics or deliverables will provide a measurable assessment of the impact of our volunteer scheme and how effective we have been in delivering it.

Volunteers give their time and effort to causes that they are passionate about and so it is incumbent upon us to effectively implement the infrastructure in which they will operate, and also to demonstrate the tangible difference that those volunteers are making to the communities around them.