



**NHS**

London Ambulance Service  
NHS Trust

# We are the capital's emergency and urgent care responders

Our strategy 2023-2028



# We are the capital's emergency and urgent care responders.

We aim to deliver outstanding emergency and urgent care whenever and wherever needed for everyone in London, 24/7, 365 days a year.

Together, we put the values of caring, respect and teamwork at the heart of all we do for Londoners.

This is our strategy for 2023-2028.

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# Our new commitments to London



We are privileged to lead the London Ambulance Service and we are proud to serve London and its many communities.

We are the world's busiest emergency ambulance service.

Our response vehicles are instantly recognisable and are one of the visible symbols of the incredible institution that is the NHS.

Our teams are part of the fabric of the capital, from providing care to people at big national events in central London to caring for older people who have fallen at home and supporting GPs with our 111 service. We are proud to be 'The Capital's Emergency and Urgent Care Responders', our new strapline for our new strategy for 2023-2028.

We have steadily moved beyond what might be thought of as the traditional ambulance service that just takes sick people to hospital. We are an increasingly highly skilled workforce able to deliver a huge range of emergency and urgent care assessments and treatments both on scene and on the phone. And it is very clear from patient feedback just how valued and trusted our staff are.

We are excited to introduce our new five-year strategy. We have engaged extensively both inside our organisation, with our partners and with our patients on how they would like to see us develop. We have analysed population trends and horizon scanned the future for developments in pre-hospital care.

In this strategy we have given ourselves three missions focused on:

**Our care** – delivering outstanding emergency and urgent care whenever and wherever needed.

**Our organisation** – being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.

**Our London** – using our unique pan-London position to contribute to improving the health of the capital.

To achieve these three missions we have set ourselves 50 commitments to deliver over the next five years. We hope when you read these you will see our determination to deliver the best care for Londoners, to create the best organisation and culture for our teams to thrive in and contribute to making London the healthiest global city in the world.

In doing this we will deliver on being 'The Capital's Emergency and Urgent Care Responders' providing outstanding emergency and urgent care whenever and wherever needed for everyone in our city 24/7, 365 days a year.

We look forward to working with you all on making this strategy a reality.

**Andrew Trotter**  
Chair

**Daniel Elkeles**  
Chief Executive

# Our three missions 2023-28

## Our care

**1** Delivering outstanding emergency and urgent care whenever and wherever needed.

- Rapid and seamless care
- Individualised clinical responses
- Outstanding care and leadership of major incidents and events
- A learning and teaching organisation



## Our organisation

**2** Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.

- Inclusive and open culture
- Well-led across the organisation
- Improved infrastructure



## Our London

**3** Using our unique pan-London position to contribute to improving the health of the capital.

- A system leader and partner
- Proactive on making London healthier
- Green and sustainable for the future



# What we do

We are the largest ambulance service in the UK, serving the city's nine million residents as well as those who visit from other parts of the UK and abroad.

Each year we receive more than two million emergency 999 calls and two million urgent 111 calls. We provide care to a million patients face-to-face at the scene and treat 180,000 people over the phone.

London Ambulance Service was created in 1965 and today we have over 10,000 people working, studying and volunteering with us.

Our patient-facing workforce ranges from 999 and 111 call handlers to paramedics and other ambulance clinicians as well as clinical specialists: nurses, midwives, mental health nurses, pharmacists, doctors and advanced paramedics.

Behind the scenes are the mechanics keeping ambulances on the road, the vehicle preparation teams getting every ambulance clean and stocked, the warehouse staff ensuring we have the best equipment, the medicines packing and pharmacy team providing our clinicians with the right drugs, plus all our housekeeping teams.

Alongside this are vital support functions from human resources and finance to estates and communications.



	Sector HQ		999 call centre
	Group main station		111 call centre
	Station		Group area
	Workshop		Integrated Care System area

# A day in the life of London Ambulance Service

We treat **3,000** patients on scene or over the phone

We answer **5,700** calls in 999



We answer **6,000** calls in 111

## Our clinicians typically go to:

**240** fallers

**230** patients with breathing problems

**200** patients reporting chest pain

Delivery of **4** babies



**28** confirmed cardiac arrests

**42** suspected strokes

**33** suspected heart attacks

## Fleet

On the road each day, we have approximately:



**400** ambulances



**80** rapid response cars



**10** motorcycles



**20** bicycles

# Our services in numbers

## Workforce

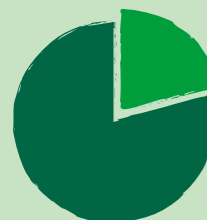
Over **10,000** people working, studying and volunteering with us



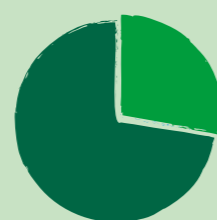
**2,600+** operational support and corporate staff



**7,400+** operational staff



**21%** from an ethnic minority background



**32%** of new starters recruited in 2022/23 were from an ethnic minority background

**170** volunteers



Our social media posts were seen **63 million** times in a year

## Patient-facing staff



**1,300** call handlers in 999 and 111

**1,550**

Emergency medical technicians, assistant ambulance practitioners and Non-Emergency Transport Service (NETS) crews

**3,200**

paramedics, including 100 advanced paramedic practitioners

**380**

nursing and medical staff

## Support staff



**400**

make ready staff, restocking and refuelling ambulances



**80**

cleaning staff



**60**

repair workshop staff



## Teaching and apprentices

**130**

staff in clinical education & standards

**1,130**

students

**680**

apprentices



# The people we serve

## Working in partnership

We cover the whole of the city, the only pan-London NHS trust.

We are part of London's five integrated care systems (ICSs)—North West London, North Central London, North East London, South East London and South West London—which bring together health and care organisations to deliver care.

Across our ICSs we work with five integrated care boards, 33 borough councils, 42 NHS trusts including mental health, acute and community hospitals, over 200 primary care networks, and hundreds of voluntary sector organisations. We work closely with partners such as the **London's Air Ambulance Charity**, the **Metropolitan Police**, **British Transport Police**, and the **London Fire Brigade**.

Each ICS has a health and care strategy addressing the needs of the population which vary significantly across and within boroughs.



## North West London

**Population: 2.1 million**

- Highest number of emergency attendances among London ICSs
- 65% of Brent's population are from ethnic minority backgrounds, the second-highest among London boroughs
- Highest number of cardiac arrests attended in Ealing
- Highest number of suspected heart attacks attended in Hillingdon
- Life expectancy is 7.2 years lower for men and 5.5 years lower for women in the most deprived areas of Hillingdon than in the least deprived areas

## North Central London

**Population: 1.4 million**

- Barnet has the second-highest number of emergency attendances among boroughs
- Camden and Islington have some of the highest shares of under-35s among London boroughs
- Higher need in mental health services - the prevalence of mental illness in under-18s is almost double the London average
- 30% of children grow up living in poverty
- Around 200,000 people are living with a disability



## North East London

**Population: 2 million**

- Experiences the longest hospital handover delays of all London ICS geographies
- Highest share of residents aged under 35 (52%)
- Just over half (54%) of the population are from ethnic minority backgrounds, with the highest share in Newham (69%)
- Nearly a quarter of residents live in one of the most deprived 20% of areas in England
- By 2041, the population is projected to grow by nearly 364k (17%) - this is equivalent to adding another place the size of Newham

## South East London

**Population: 1.8 million**

- Generally older population, with 12% of residents aged over 65
- Wide difference in diversity levels, with 24% of people in Bromley and 49% in Southwark from ethnic minority backgrounds
- Third-highest rate of detentions under the Mental Health Act of any area in England
- Over 40% of children are overweight when they leave primary school
- Southwark has the third largest lesbian, gay and bisexual communities in the country



## South West London

**Population: 1.5 million**

- Generally older population with 13% of residents over 65
- Lower level of deprivation compared to other London ICSs, with 7% of residents living in the most deprived 20% of areas in England
- Lower levels of diversity than other London areas, with 37% of the population from an ethnic minority background (from 20% in Richmond to 52% in Croydon)
- Cancer is the number one cause of mortality
- Croydon is London borough with highest number of suspected strokes attended

# We listened to understand what people need from us

Our strategy is built from the views of our patients and communities, our employees and our health and care partner organisations.

To create it we have:

- Heard via local Healthwatch organisations from representatives of patients and the public in 26 London boroughs, together involving more than 2,100 people.
- Engaged externally with 300 leaders in 60 health and care partner organisations, including borough councils and the Greater London Authority.
- Conducted over 500 face-to-face interviews with our people, reaching all parts of our organisation, in particular those working on the frontline.
- Debated priorities with 360 of our leaders in dedicated leadership sessions across the organisation.
- Gathered ideas for change from an online crowdsourcing project in which 500 people from across our organisation took part.

Reports on these important pieces of work are available on our website.



*"We're delighted that over three quarters of local Healthwatch in London were commissioned by LAS to speak to and listen to those who live and work in London about their views on the service. This shows the service takes people's views seriously."*  
Louise Ansari, National Director, Healthwatch England.

# What we heard

We had particularly positive feedback about the dedication, compassion and skills of our workforce from all participating Healthwatch organisations. The public recognise that our people are our greatest asset, and their commitment to patients – whether over the phone or in person – is a defining feature of our organisation.

*"Staff are regarded as LAS' greatest asset. They are seen as highly trained, caring, compassionate and committed to their roles."*  
Healthwatch Harringey

*"Staff are found to have been caring and considerate, with a professional and hard-working approach, regardless of the pressures."*  
Healthwatch Harrow



*"Paramedics and staff are well trained, show kindness, care and professionalism."*  
Healthwatch Camden





### Messages from our people:

- Improve our triage process to reduce unnecessary sending of ambulances where alternative health care pathway are available
- Work together with hospitals to improve hospital handover times
- Educate the public about how to use 999 and 111
- Invest in more clinical and non-clinical training
- Increase staff mental health support
- Improve leadership by making managers more accessible
- Create a no-blame culture, recognising and praising good practice
- Recruit and train more staff, including investing more in clinical specialties
- Invest in fleet and equipment
- Work more closely with other NHS organisations and system partners

### Messages from patients and the public:

- Engage patients in co-developing and improving services
- Improve communication training to meet the diverse needs of patients
- Increase public awareness and understanding of 999 and 111
- Keep patients informed of wait times
- Improve integration and partnerships with wider health system
- Increase training and support to eradicate racial biases and promote equality
- Recruit from the local population
- Improve skills to treat more people at home

### Messages from health and care system partners:

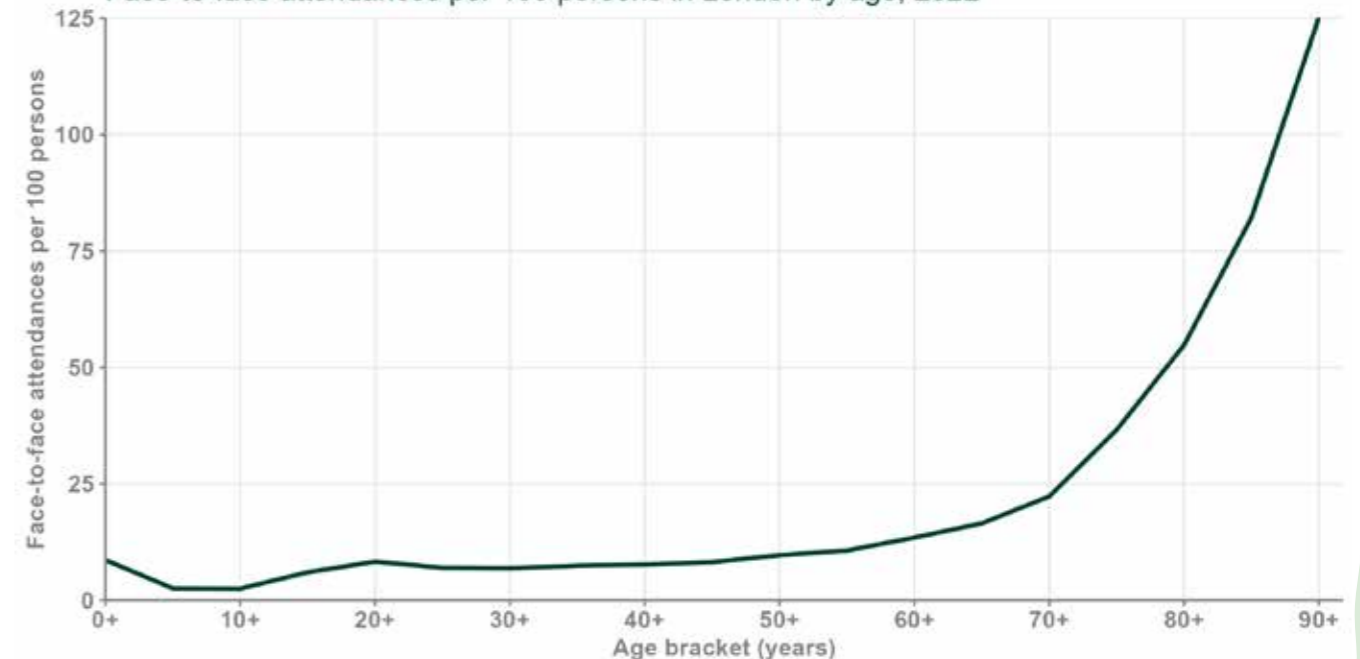
- Increase partnership working and collaboration at all levels of the system
- Develop localised approaches within our pan-London organisation as we work with different parts of London
- Be more flexible, and manage the balance of system-wide and local engagement
- Have a stronger voice in cross-organisational conversations with our partners
- Increase sharing of data, workforce and wider resources with system partners
- Educate our partners and wider stakeholders on our services

# Trends impacting our services

Our strategy is informed by analysis of the big trends impacting our services and the changing needs of the people we serve across the capital. Here are some of the key points with full details in Appendix page 53.

**We need to adapt to London's growing and ageing population.** Calls to our emergency 999 service have grown by around 3 percent year-on-year in the past five years. Additionally, older people tend to need our services more. We will provide increasingly individualised responses to our older patients including frail, elderly fallers and people at the end of their life.

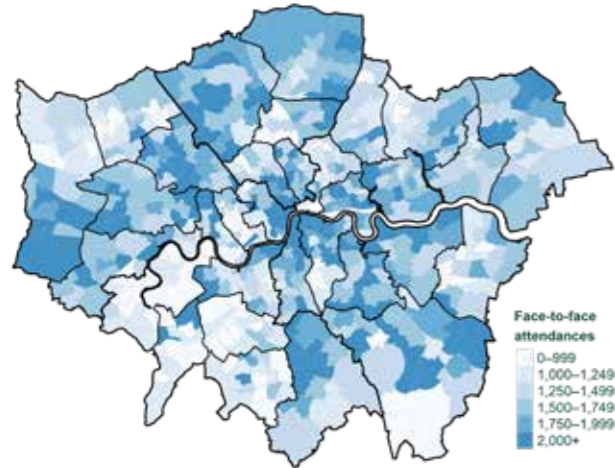
**Older people tend to have more face-to-face ambulance attendances per capita**  
Face-to-face attendances per 100 persons in London by age, 2022



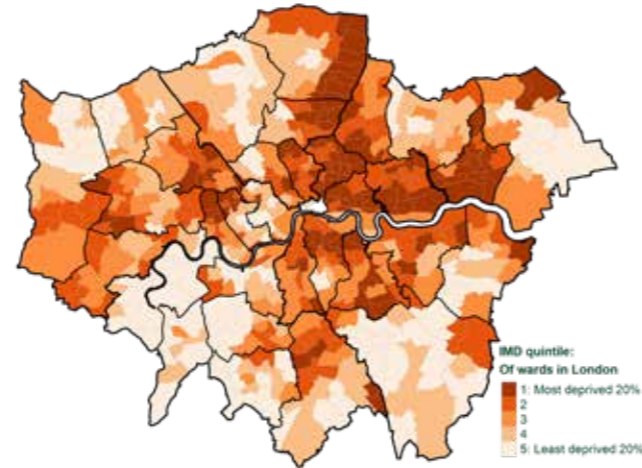
N = 975,069 face-to-face ambulance attendances in 2022 with patient age and sex recorded. Age was missing for 42,405 or 4% of all face-to-face attendances. Age grouped into five-year brackets. London population size from ONS mid-2021 population estimates by age.

As health inequalities grow, we are seeing higher demand in deprived areas. We will work to reduce healthcare inequalities experienced by patients living in more deprived areas, working with our health and care partners and in line with NHS priorities (Core20PLUS5).

Face-to-face ambulance attendances by ward, 2022/23



Index of Multiple Deprivation 2019 quintile by ward



**We are treating more patients over the phone or on scene, and taking fewer to hospital.** Innovations such as advanced paramedic practice and paramedic prescribing mean we can build on this and continue safely reducing unnecessary emergency department attendance while offering patients more appropriate care.

**Our care is inextricably linked with availability of other services.** As hospital handover delays have increased in recent years, we will work with system partners to reduce handover delays and expand the range of care pathways our teams can access, so that we can take more patients to the best place to meet their needs.

**Demand for urgent care both on the phone and online through 111 has grown with people calling all day, not only out-of-hours.** As the largest provider of 111 services in the capital, responsible for some 85 percent of calls, we will continue to adjust our workforce to provide care when needed. We wish to support GP practices to increase their ability to provide same-day access to urgent primary care through offering to share our telephony, IT, and workforce.

**Our clinical workforce is growing, and becoming more highly skilled, doing more for patients.** Included in our clinical workforce are 2,920 paramedics, of whom over 20 percent are in advanced or specialist clinical roles such as our advanced paramedic practitioners and clinical team managers or those working in our hazardous area response team or tactical response unit, or those providing care over the phone. We aim to treble the number of advanced and specialist paramedics as well as create other appropriate clinical roles that provide career development while offering an increasingly sophisticated service to our patients.

# Learning from last time

This strategy builds from the progress and learning gained from our previous strategy 2018-23.

In 2018, the organisation committed to three strategic themes:

- Comprehensive urgent and emergency care coordination, access, triage and treatment, with multichannel access for patients.
- A world class urgent and emergency response with enhanced treatment at scene and for critically ill patients a faster conveyance to hospital.
- Collaborate with NHS, emergency services and London system partners to provide more consistent, efficient and equitable services to Londoners.

In response, we increased our ability to treat patients on the phone and on scene: upskilling our clinical workforce, introducing pioneer services including specialist mental health cars, and using new technology to help clinicians work effectively.

In 2018, we set an ambitious target to reduce hospital conveyance from 60 percent to 54 percent in March 2023. We exceeded this, conveying 50 percent of patients to hospitals in 2022/23. This means we help more patients over the phone, treat more people on scene and get more people to appropriate local services.

This progress came despite the unprecedented pressure of Covid-19. Often the first health workers who saw, treated and transported patients to Covid-19 wards, our staff worked under unimaginable strain.

While Covid-19 had a deep impact on all our people, closer working with our health and care partners helped us respond.

We will build on this in our 2023/28 strategy, which prioritises working collaboratively with partners to tackle pan-London challenges such as reducing health inequalities and improving patients' experience.





## Mission 1: Our care



## **Delivering outstanding emergency and urgent care whenever and wherever needed**

We have set the following  
priorities and commitments.

# Rapid and seamless care



Londoners expect us to be there when they need us and to help them get the care they need from a complex urgent and emergency care system.

Whether you are making an emergency 999 call or phoning 111 for urgent on-the-day help, our aim will be to get you the right care, at the right time and in the right place.

If you call us with a life-threatening emergency we will answer the phone fast, get to you rapidly and provide excellent clinical care on scene, improving our performance in all these areas.

If your call is not immediately life-threatening we will assess you and define a care plan for your individual needs.

In both 111 and 999, we will support more patients with clinical advice on the phone through an expanded multi-disciplinary clinical assessment service staffed by paramedics, doctors, mental health experts, nurses and midwives.

They will get you the right care, providing advice on self-care, sending prescriptions to pharmacies, booking people in for treatment with other services or sending an emergency response.

Our aim is to seamlessly navigate you to the right part of the NHS, allowing you to get the care you need in a timely manner and avoiding the need to attend a hospital emergency department unless this is necessary.

Getting the right resource to the right patient will be key to ensuring there are always clinicians available to assist rapidly when you or anyone else faces an emergency.

*"The most important thing we should do to improve patient care is to get there faster."*

Emergency call coordinator

## What we will do by 2028:

- **Answer the phone to 999 calls in less than ten seconds**, be with the patient within seven minutes where the call is a category one emergency\* and for category two patients that need a face-to-face response be there on average in 18 minutes.
- Ensure all patients who do not require an immediate ambulance response receive a **telephone assessment from a clinician within 30 minutes** so they receive the right care in the right place.
- **Deliver exemplary standards of care for patients with cardiac arrest**, heart attacks, stroke, sepsis and major trauma.
- **Be recognised by the public as an excellent 111 provider** – answering calls in less than one minute, utilising artificial intelligence and delivering a high quality, timely, multi-disciplinary clinical assessment service with an increasing proportion of patients having their issue resolved following an interaction with us.

\*life-threatening injuries and illnesses, such as cardiac arrest

*"Patients believed better communication between services would have resulted in more efficient and high quality treatment."*

Healthwatch Richmond upon Thames



# Individualised clinical responses



The needs of our patients are changing with the population getting older and more people living with a range of long-term conditions. Our most common 999 call is now from elderly people who have fallen.

Moreover, patient representatives told us that people would like our clinical teams to offer more personalised care, with greater awareness of specific needs in areas such as neurodiversity and mental health.

To address these challenges, we need to offer patients more individualised clinical responses alongside the traditional ambulance.

That will mean more paramedics working in cars alongside mental health and community nursing specialists and more being upskilled to become advanced paramedic practitioners who can do more to treat patients on-scene.

It will mean expanding the knowledge of all our paramedics so they can provide more assessments, treatments and other interventions.

It will also mean working with our partner organisations to create services that better meet the needs of Londoners.

In these ways we can provide better care for patients and ensure that ambulances are available for life-threatening scenarios.



*"We should employ a greater range of specialists like advanced paramedic practitioners, midwives, palliative care specialists, mental health professionals, GPs."*

Paramedic



## What we will do by 2028:

- **Provide a specialist individualised response** to patients with acute mental health issues, to frail elderly fallers, to people at the end of their life, to those with complex needs, in pre-natal and labour, and to those with serious illness or significant injuries.
- **Ensure patients impacted by health inequality get the care they need**, including those with learning disabilities, neurodiversity, sickle cell disease, mental health patients and vulnerable people including children.
- **Expand the range of assessments, treatments or interventions** that patients can be offered by enhancing the skills and autonomous decision making capabilities that LAS paramedics have.
- **Reduce unnecessary emergency department attendance** by working with partners to expand and improve the range of alternative care pathways in place and availability of remote support so all clinicians can make the right decision for their patient.

*"There needs to be a better understanding of patients with disabilities."*

Healthwatch Barking and Dagenham

# Outstanding care and leadership of major incidents and events



London hosts an extraordinary range of large-scale cultural and sporting events such as the London Marathon and the Notting Hill Carnival.

As a major global city, it also experiences a wide range of major incidents from building fires and transport accidents to weather events and terrorism.

Londoners need us to be prepared for all such eventualities and to be a global exemplar in terms of our response, learning and improving after each incident or event.

Our resilience and specialist assets department is expert in planning for large-scale events and major incident

responses, including leading our participation in multi-agency preparation exercises.

We also have specialist hazardous area response teams, expert in caring for patients in dangerous situations – for example in water or on high buildings – attending some 8,000 incidents each year. We will strengthen our preparedness by building capacity and focusing on continuous learning.

Our **Hazardous Area Response Teams (HART)** comprise paramedics trained and equipped to treat patients in hazardous and high-risk environments, such as at height, in water, in building sites, and in collapsed structures such as after a gas explosion. They undertake extensive training each year to respond to such incidents and provide optimum patient care, regardless of where the patient is.

London Ambulance Service also covers **large-scale events** including:

- Annually: New Year's Eve celebration, New Year's Day parade, London Marathon, Ride London, Pride, Notting Hill Carnival, Lord Mayor's Show, Remembrance Sunday, Trooping the Colour.
- Royal events: for example in 2022/23 Platinum Jubilee, The State Funeral of HM Queen Elizabeth II, The Coronation of HM King Charles III.
- Hundreds of annual sporting and musical events, festivals, and celebrations.



We respond to over **8,000 incidents** a year, just over a third of the incidents attended by HART teams nationally.

## What we will do by 2028:

- Be a global exemplar for planning and responding to major incidents – such as terrorism, pandemics, natural disasters, heatwaves – and planned events, collaborating with blue light partners to improve response to chemical incidents and implementing relevant findings from all inquiries – for example, the Manchester Arena.
- Secure funding to increase the number of hazardous area response teams from two to three.
- Extend our service providing support to major venues and events in the capital.

Residents have praised emergency services, with one respondent saying that the service was 'second to none'.  
Healthwatch Hillingdon

We need to ensure the trust, and all staff within it, are prepared at all times for any incident.  
Corporate services manager



# A learning and teaching organisation



**Our clinicians are increasingly highly skilled and doing more and more for patients as we continue the shift from the traditional safe transportation service to a mobile clinical service that treats more people on scene.**

At the same time patients' needs are changing. As London's population gets older, there are more people living with a range of long-term conditions, and health inequalities are becoming increasingly visible.

We will respond to these shifts by making continuous learning and teaching a top objective, both in our day-to-day clinical care and in our apprenticeship programmes producing the ambulance clinicians of the future.

In the past there have been challenges to continuous learning because of the daily pressures of emergency care, the fragmented nature of ambulance work and the impact of shift working.

We will put quality improvement at the centre of all our work and ensure we have the skills to make this happen across our organisation.

*"We need more clinical training days and refreshers especially at our ambulance stations and we generally need more dedicated time for training."*

Emergency medical technician

*"Investment in staff training and wellbeing would lead to a better service and give greater confidence to the community that they will receive the best care."*

Healthwatch Hillingdon

## What we will do by 2028:

- Continue to build a learning organisation that will fully embed, expand and drive its quality improvement approach across all levels.
- Ensure all employees receive professional development each year, including doubling the number of days allocated for development from three to six days for frontline clinicians.
- Be a leading UK ambulance service in providing our clinical staff with outcome data for all patients they treat, linking ambulance and hospital data for a joined-up integrated care system.
- Continue to build a just culture where all staff are confident to raise issues and report incidents, demonstrating that we learn when we do not get care right and aspiring to be a top-rated ambulance service in England for acting on concerns raised by staff in the staff survey.
- Work with partners to deliver award-winning research, improving healthcare for all.
- Raise awareness of equality, diversity and inclusion through training and development at all levels across the Trust.
- Continue to be the largest provider of NHS apprenticeships and broadening the range to include non-clinical roles.
- Recruit people representing the diversity of London throughout the organisation, including into our entry-level paramedic programme and aiming for at least a third of graduates we take from our partner universities being from diverse backgrounds.
- Define a clear clinical career pathway for all roles and functions, backed by clinical supervision, including trebling the number of advanced and specialist paramedics and creating other appropriate clinical roles in support of the national NHS long-term workforce plan.
- Ensure career development for all parts of the organisation – with a focus on those underrepresented in key roles and on addressing existing pay gaps – with the aim of increasing staff retention.



## Mission 2: Our organisation



**Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for**

We have set the following priorities and commitments.



# An inclusive and open culture



## There is no doubt people are proud to work for the London Ambulance Service.

We will return that pride by creating an inclusive and open working environment where people demonstrably live up to our core values: caring, respect and team work.

We believe that the command-and-control nature of ambulance services has meant this has not always been the case in the past.

London is one of the most diverse cities on the planet, enriched by people of every ethnicity, cultural heritage and social background. Together, we aim to build a diverse organisation that values and celebrates difference, promotes equality, and prioritises the wellbeing of our people.

We will build a workforce that knows and reflects the people we serve. We will build an organisation where everyone can feel they belong, their voice is valued and there are opportunities for a career.

The safety of our people is paramount and we will invest to do all we can to protect our employees from violence and aggression from the public.

Discrimination, bullying, harassment and racism have no place in our organisation and we will take a zero tolerance approach to tackling this behaviour. We will ensure our people feel able to speak up and be listened to.

We have made progress in these areas but there remains much to do and sustained effort is necessary.

*"There is a large and diverse community of migrants, refugees, and asylum-seekers, many of whom have no experience of emergency services in their former countries."*

Healthwatch Hillingdon



*"We need to improve the diversity of frontline staff to better represent the community."*  
Advanced paramedic practitioner

### What we will do by 2028:

- **Continue embedding our LAS culture change programme**, showing a sustained improvement in all of the 'people promise' domains and focusing on increasing the percentage of staff who recommend our services to their friends and family in the NHS staff survey each year.
- **Show a sustained improvement in the workforce race equality standard and workforce disability equality standard indicators**, in particular accelerating progress on workforce diversity, doubling the percentage of our people coming from an ethnic minority background by 2028.
- **Use our voice to speak up on racism and all forms of discrimination and harassment**, having a zero tolerance response wherever we find this.
- **Ensure that all our people have a strong voice through their line managers**, strengthened staff networks and trades unions.
- **Minimise violence towards our staff**, including through the roll out of body worn cameras.
- **Complete the phasing of all TUPE staff onto Agenda for Change terms and conditions** and ensuring the Trust selects partners that pay the London Living Wage.
- **Support the well-being of our people** – investing further in our wellbeing support services to aid the pandemic recovery, offering flexible working patterns, delivering annual 'well-being' conversations with staff and developing personalised plans.
- **Improve staff sickness, absence and retention rates** by tackling root causes to become best in class in the ambulance sector.

# Well-led across the organisation



## Good leadership in every part of the organisation is fundamental to achieving our ambitions.

Historically, the nature of work, which often includes long hours, shift work and being 'on the road', has meant that our employees have not always felt connected to managers and leaders.

We will invest in leadership skills and roll out a teams-based working approach across the whole organisation so everyone has support, direction and guidance.

Positive relationships with managers and across teams have a significant impact on happiness in the workplace and overall wellbeing. So we believe this shift in ways of working will have a big impact on our working environment.

Inclusivity and compassion are particularly important features of the organisation we want to build. Our people are often working in intense and emotional circumstances so their wellbeing must be supported, whatever their needs.

A key element of good leadership is strong financial management. Our leaders need to get maximum value from every pound invested in our service, creating an efficient organisation and helping the wider system live within means.

*"Better communication and engagement between staff and managers"*

A pharmacy technician at our medicines packing unit



*"Listen to frontline staff and offer attractive shift patterns and career progression"*

Healthwatch Haringey

### What we will do by 2028:

- **Build inclusive and compassionate leadership capability** via accredited and bespoke programmes that ensure our people have appropriate management qualifications and training including a particular focus on our location group managers and clinical team managers.
- **Roll out and embed a team-based working programme across the Trust** with the aim of reducing the number of direct reporting staff for all managers.
- **Demonstrate value for money** by being increasingly efficient achieving the upper quartile of ambulance trusts on efficiency metrics, as well as by investing in assets that drive demonstrable and quantifiable operational efficiency and financial benefits.
- **Develop and embed a medium-term financial framework** within which we can meet our financial obligations.
- **Grow the staff charity** so that it can fund staff welfare initiatives of circa £100,000 per year, increasing it from £20,000 donated currently.

# Improved infrastructure



**We have an ambitious plan to modernise our estate so that our ambulance stations are in the best locations and that we are redeveloping property to provide a positive environment for our people.**

On digital infrastructure, the next few years will also see further acceleration in technological advancements with significant impact on the way that we work.

We want to be at the forefront of change that improves our patient care and the working environment for our staff.

Equipping our staff with the right data helps them to provide excellent care.

For example, we are proud to be developing an app that will allow our paramedics for the first time to see what happens to their patients after going to hospital. This has the potential to hugely improve clinical decision making for patients.

We will upgrade systems, link data and automate analysis so we benefit from better insights.

We are considering ways to strengthen our service through artificial intelligence. In particular how it might enhance our service and help our people in their roles, with areas of exploration including the use of natural language processing to help our people do their jobs more effectively.

As we invest in our fleet of vehicles, we will have a big focus on getting the basics right so our staff have the right equipment available to do their job and can serve the public to the high standard they expect.



*"We need the best equipment to do our job. This allows us to make sure our clinical decisions are safer."*

Paramedic

## What we will do by 2028:

- **Implement our agreed estates strategy**, opening at least one rebuilt ambulance station each year.
- **Improve reliability, quality and interoperability of our critical IT, phone systems and vehicle fleet**, supported by plans to ensure they continue to perform effectively and can be flexed to cater for changing demands.
- **Ensure all staff have the right digital tools at their fingertips to do their jobs**, including clinicians being able to easily access and share information across London, talk to and co-ordinate care with colleagues and with other clinicians for referrals so that our digital maturity makes us the leader among Ambulance Services in England.
- **Invest and build our capabilities in modern digital working**, including robotic automation and artificial intelligence.

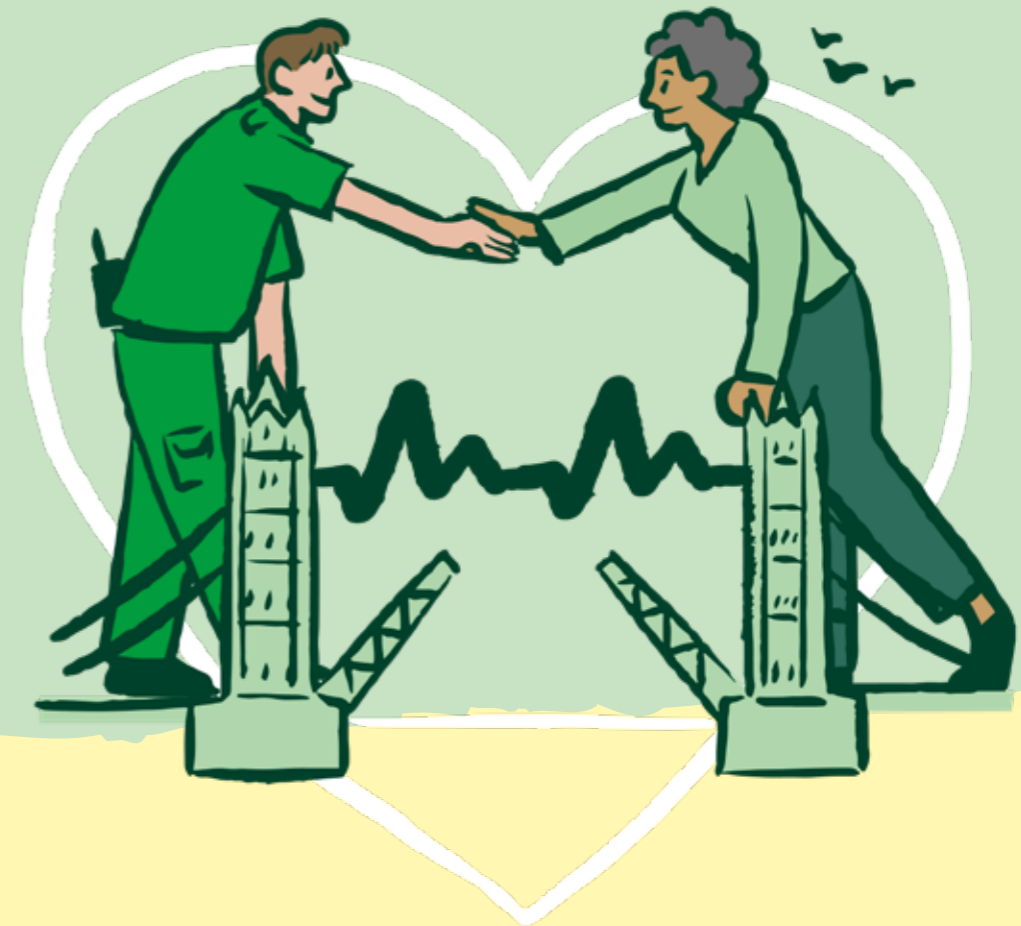
*"Invest in equipment including ambulances, medical equipment, and IT equipment. Ensure it is well maintained and technologically advanced."*

Healthwatch Harringey





## Mission **3**: Our London



**Using our unique  
pan-London position  
to contribute to  
improving the health  
of the capital**

We have set the following  
priorities and commitments.

# A system leader and partner



**The quality of our care and experience of our patients is critically dependent on the state of care in other parts of the health system.**

The creation of statutory integrated care systems – to join up care and improve population health - will provide important opportunities over the next five years.

We will work both as a system partner that contributes to broader priorities, and as a system leader that prompts and drives improved services.

This will mean working strategically with NHS integrated care boards, hospital trusts and others to manage how patients move through the care system, including reducing handover delays and supporting high-intensity ambulance users.

It will mean using our telephony and IT infrastructure and our workforce to strengthen our support for general practice so we can collectively tackle on-the-day urgent care more effectively and get patients to the right place first time.

We also want to understand the needs and aspirations of patients and communities, particularly those impacted by health inequality, and support them to access healthcare in the right place at the right time.



*"We need closer working relationships with integrated care systems and acute trusts to improve current delays."*

Incident response officer

*"Understand where you can best work with other parts of the health and care system to ensure patients get the right care, in the right place at the right time."*

Healthwatch Barking and Dagenham

## What we will do by 2028:

- Be recognised for our collaborative leadership role across London in delivering emergency and urgent care, working well strategically and operationally with our five integrated care systems.
- Support GPs in London to increase their ability to provide same day access to urgent primary care through sharing our telephony, IT and workforce.
- Work effectively with our NHS partners to significantly reduce the number of high intensity users and other frequent callers so shared plans are in place to best meet their needs.
- Strengthen the voice of patients through our Public and Patients Council and patient engagement activities to inform health inequality work, quality improvement and help people to navigate our services.
- Work collaboratively with our partners in London to reduce pressures, including reducing handover delays at hospitals and jointly implement the Right Care, Right Person programme with the Metropolitan Police to support mental health patients.

# Proactive at making London healthier



As a provider of emergency and urgent care it is easy to think of an ambulance service as inherently reactive.

But, like the rest of the NHS, we need to play our part alongside our health and care partners in promoting wellness and early intervention particularly in areas affected by health inequalities.

We have huge opportunities to make a difference. An example is cardiac arrest where bystander intervention can have a significant impact on whether a patient survives.

That's why we are proud to work with the Mayor of London and NHS Charities Together on our London Lifesavers campaign to train Londoners in cardiopulmonary resuscitation (CPR) and we will continue to expand this lifesaving work targeting our schools.

We also run a significant public education programme and we will seek to grow the number of volunteers who make it happen and target their efforts where most needed using our data.

*"Educating the public about basic CPR skills would help the people who need us most."*

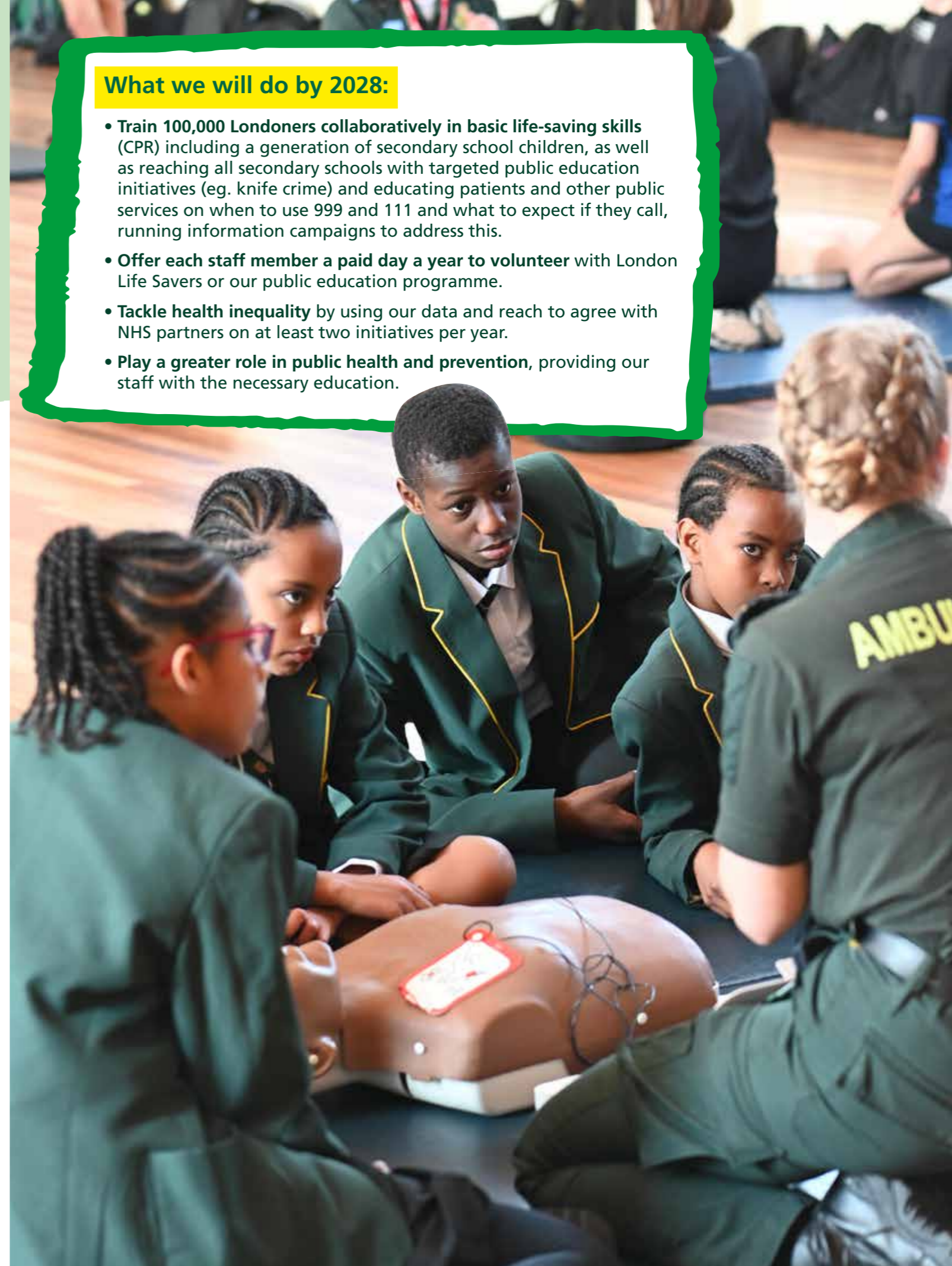
Emergency response dispatcher

*Patients felt that more community engagement activities to educate the public about first aid training would positively contribute to local communities.*

Healthwatch Hammersmith and Fulham

## What we will do by 2028:

- **Train 100,000 Londoners collaboratively in basic life-saving skills (CPR)** including a generation of secondary school children, as well as reaching all secondary schools with targeted public education initiatives (eg. knife crime) and educating patients and other public services on when to use 999 and 111 and what to expect if they call, running information campaigns to address this.
- **Offer each staff member a paid day a year to volunteer** with London Life Savers or our public education programme.
- **Tackle health inequality** by using our data and reach to agree with NHS partners on at least two initiatives per year.
- **Play a greater role in public health and prevention**, providing our staff with the necessary education.



# Green and sustainable for the future



We have heard loud and clear from the public, our employees and from local authorities that London needs us to be a green and sustainable organisation.

With hundreds of vehicles on the road each day, our efforts to reduce our carbon emissions are crucial to London's efforts to improve air quality.

By cutting our environmental impact, we will lessen our contribution to the prevalence of major diseases, including breathing problems, asthma and cancer.

This is why we have committed to making sure our fleet is fully compliant for London's Ultra Low Emissions Zone by end of March 2024. We currently emit about 46,000 tonnes of CO2 annually and we are working to reduce this to net zero.

We have invested in lighter low-emission vehicles, electric vehicle charging points and mechanics to maintain electric vehicles. We have the largest emergency fleet of fully electric vehicles in the country, which includes fully-electric fast-response cars and electric motorcycles.

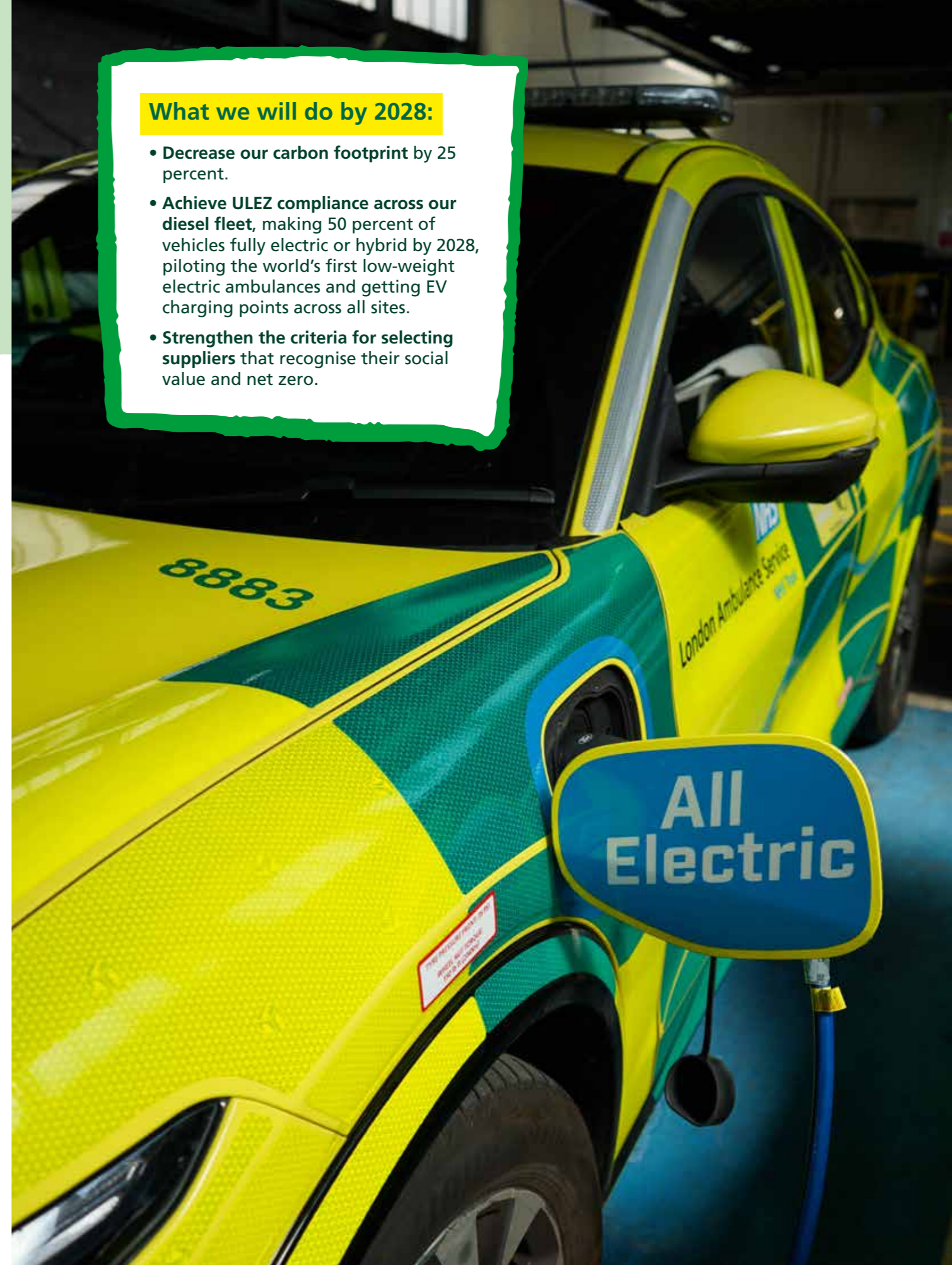
Green and sustainable practices will impact across our organisation – from clinical operations to estates, utilities and procurement – for example, minimising our use of disposable plastic gloves.

*"Sustainability is important to me - we need to move towards being carbon neutral."*  
Clinical team manager

*"Air quality is such an important issue in London."*  
Healthwatch Kingston

## What we will do by 2028:

- Decrease our carbon footprint by 25 percent.
- Achieve ULEZ compliance across our diesel fleet, making 50 percent of vehicles fully electric or hybrid by 2028, piloting the world's first low-weight electric ambulances and getting EV charging points across all sites.
- Strengthen the criteria for selecting suppliers that recognise their social value and net zero.



# Making our ambitions a reality: empowering our people to deliver

## This strategy sets out our ambitions for the period 2023-28.

We have started on the journey, committing to deliverables for year one in our Business Plan 2023/24. Our medium-term implementation plan, overseen by the creation of a new London Ambulance Service Transformation Board, will centre on supporting our people to help make change happen.

The plan will include:

- A roadmap for the next five years outlining planned programmes of work and changes that need to be implemented, with a high-level timeline for delivery.
- A new LAS approach to implementing change which will include a major drive to embed quality improvement across the organisation combined with effective change and programme management.
- Support for our people to empower them to develop quality improvement projects, creating capacity for them to do transformation work and equipping with the right skills and project management support.
- A resources plan aligned to a medium-term financial plan that will ensure planned changes are budgeted for over time and provide value for money.

- An assurance approach including updated governance for programme management, tailored to the needs of the Trust.
- Agreed timelines for delivery that account for unpredictable demands on our services.
- A feedback mechanism for our people, patients, and stakeholders so that we can track the impact of our plans.

Underpinning our implementation plan will be our annual business planning process.

This will ensure that objectives agreed each year support our longer term aims and that the entire organisation is behind the implementation of the strategy over the next five years.

Some initiatives will be supported by enabling strategies and plans, which will define key details in areas such as digital transformation, clinical care and workforce planning.

Externally we will strengthen strategic partnership working with our five integrated care systems with an executive director appointed to support each ICS, increasing our strategic input into each system.

## Quality improvement as business as usual

Throughout the development of our new strategy we have put the delivery of safe, effective patient care, and improving the working environment for and development of our workforce at the centre of our planning.

Our definition of quality encompasses three equally important elements which we have weaved throughout this document:

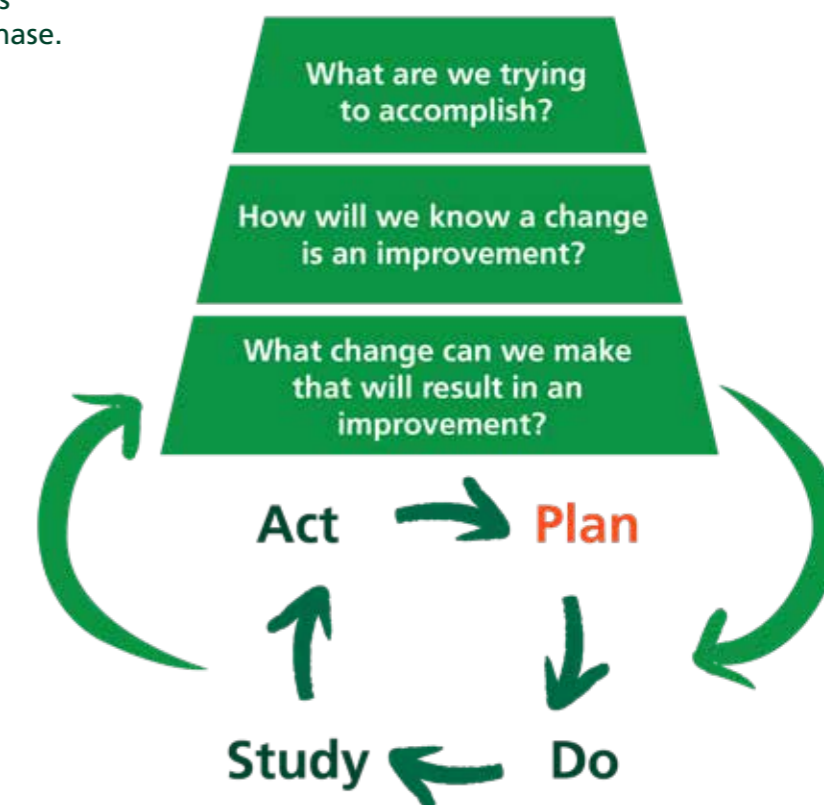
- **Care that is safe** – working with our employees, patients and their families and carers to reduce avoidable harm and improve outcomes.
- **Care that is clinically effective** – not just in the eyes of clinicians but in the eyes of patients and their families and carers.
- **Care that provides a positive experience** – to patients and their families and carers.

We have committed to a programme that will embed quality improvement (QI) as business as usual across our organisation. The “Model for Improvement”, which provides a framework for developing, testing and implementing changes that lead to improvement, will be at the centre of our programme, with QI methods employed throughout the design phase.

Every role across our organisation affects patient care and small changes to our day-to-day work can make big improvements over time. So driving a culture of continuous improvement will underpin all the ambitions within the strategy.

Our QI programme will focus on four key areas:

- **Leadership and governance** – including developing an overarching improvement vision, and driving understanding and engagement in QI.
- **Infrastructure and resources** – including coordinated and prioritised improvement work and development of learning systems.
- **Skills and workforce** – building a Trust QI method, and support for our people to empower them to drive quality improvement.
- **Culture and environment** – embedding QI into daily work, and building QI projects across the organisation.

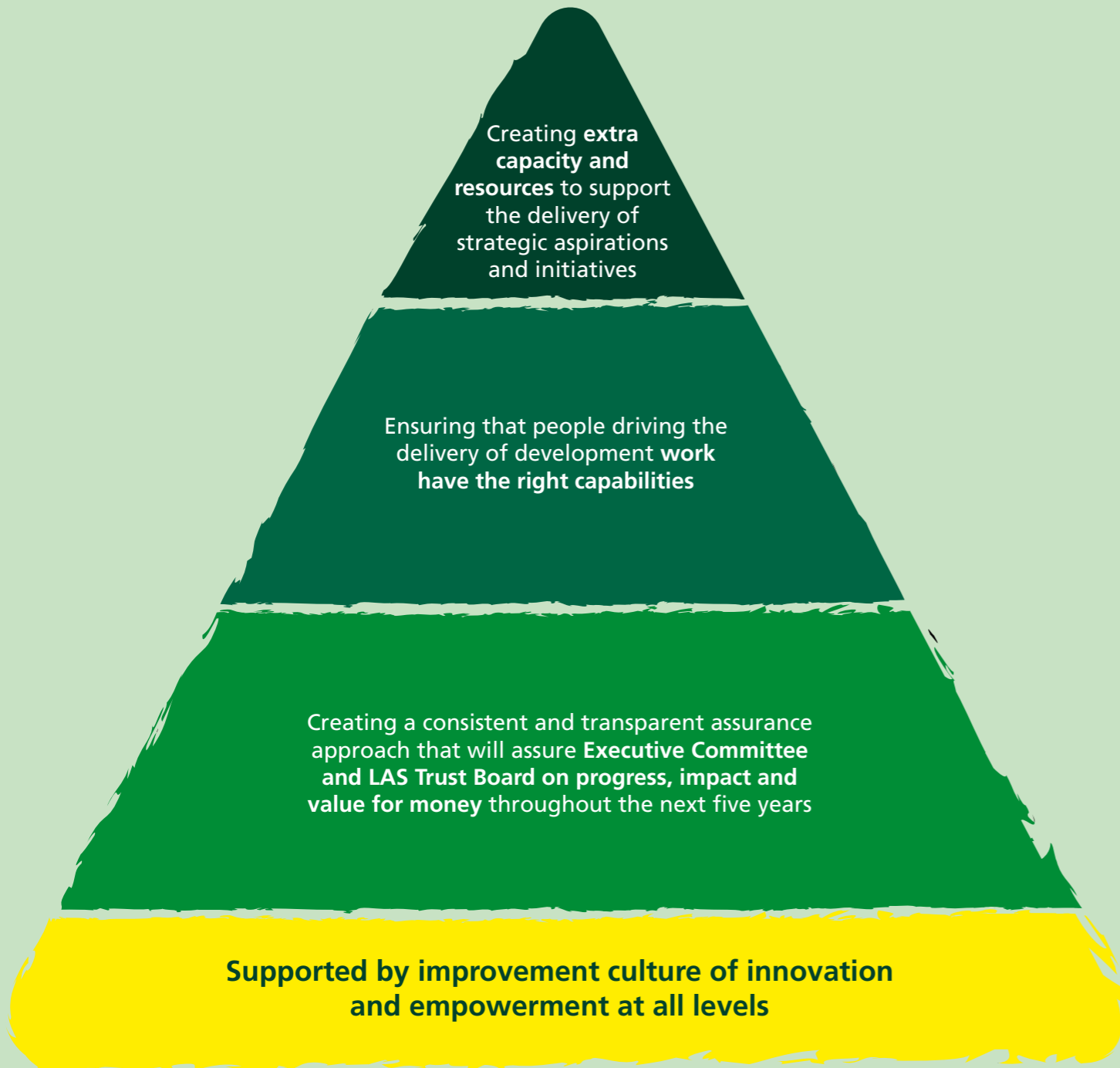




## Measuring the impact

We will develop a strategy implementation dashboard to track progress, aligned with the Trust's business planning process and board assurance framework. The dashboard will be reviewed quarterly by the Trust's Transformation Board with regular reporting to the main Trust board.

Harnessing the opportunities that quality improvement methodology brings in the delivery of patient care, we will use intelligence and patient feedback to assess the effectiveness of change initiatives. This will help direct resources to where we can have most impact – be it patient care, experience, sustainability or productivity.



## Celebrating our partnerships

We work with many organisations across London. These include some key operational partnerships and we would particularly like to acknowledge the following:

### NHS



We work with:

**5 NHS integrated care boards**

**42 NHS trusts** – including mental health, acute and community hospitals

**Over 200 primary care networks**

### Emergency services



### NHS 111 – Integrated Urgent Care



### Major events



### Pan-London



MAYOR OF LONDON

There are **33 London borough councils**

### Critical care transfer



### Helicopter advanced trauma team



### Education



# Business Plan 2023-24

## Commitments for year one strategy implementation

### Mission one: delivering outstanding urgent and emergency care whenever and wherever needed.

#### Rapid and seamless care

- Call answering – deliver 10 second mean
- Deliver performance of less than 7-8 minutes throughout year
- Deliver Cat 2 mean of 30 minutes
- All clinically suitable patients in Cat 2,3,4 are assessed and navigated by a Clinician to the most appropriate response
- Make decision on which 999 triage system (Pathways/ AMPDS) to use in the future
- Deliver EOC transformation programmes including scope implementation of AI system to enhance call auditing
- 90% of patients requiring urgent clinical assessment (Priority 1,2,3) will receive a call back within 1 hour
- Deliver KPIs for timeliness and outcomes for clinical assessment function

#### Individualised clinical response

- Have Mental Health Clinicians available 18/24 and 6 Mental Health Joint Response cars operating 7 days a week
- Have 16 joint response cars in operation pan-London so all clinically-appropriate non-injured elderly fallers get tailored response 12 hours per day

- Increase the number of Urgent Care Advanced Paramedics Practitioners in operation by 2 per day (an additional 2 x12hr shifts)
- Mobilise new pan-London critical care transport service with Barts Trust

#### Outstanding on major incidents and events

- Implement learning from our after-action reviews and other key inquiries including Manchester Arena
- Develop a specialist cadre of commanders at a strategic and tactical level

#### Mission two: Being an increasingly inclusive, well-led and highly skilled organisation people are proud to work for.

#### Inclusive and open culture

- Improve compliance with the NHS's workforce race equality standards and workforce disability equality standards
- Increase the proportion of new recruits from ethnically-diverse backgrounds by at least 8%
- Devise and implement action plan for staff retention
- Continue overall improvement for LAS and aim to be in top 1/3 across all people promise areas
- Ensure roll out of body worn cameras to all stations by end of year
- Strengthen LAS service in response to national recommendations

- Launch mandatory 'Tackling discrimination and promoting inclusivity' training workshops with circa 50% of staff undertaking it by year end

- Increase number of paramedics enrolled on band 7 development programmes by 10% with First Contact Practitioners (FCPs) increasing by 30+WTE

- Increase number of WTE available for frontline ambulance operations by 300 WTE by year end

- Increase number of WTE call handler/dispatch staff by 150 WTE by year end

- Increase number of WTE clinicians in EOC doing clinical assessments by 72 WTE by year end

- Sickness absence rate of 6% or less on average during the year

- Map out clear career pathways across all areas of LAS and develop a staff retention plan

- Agree and implement a revised rest-break policy

#### Well-led across the organisation

- Roll out team based working across all 20 ambulance operational groups
- Launch a team-based working programme in EOC
- Deliver an NVQ Leadership framework for all more senior leadership roles
- Deliver 2023/24 control total including £25m CIP programme

- Deliver 2023/24 capital plan
- Develop medium-term financial strategy to underpin the five year strategy 2023 / 28

- Participate in well-led self-assessment and implement actions coming from this

- Review leadership structure and implement any resulting changes

- Set up a pan LAS professional standards group

- Improve data quality, responding to current audits and independent reports

- Devise a plan, to demonstrate progress towards 80% of managers having line reporting responsibility for fewer than 15 WTE staff

- Review governance and improve student experience – 85% of theory-based portfolio marking to be completed and returned to the learner within 4 weeks of submission

- Engage staff in identifying their priorities for fixing the basics and act upon this information, including reducing Out of Service time by 5%

- Reduce lost time across the organization (e.g. start of shift, on-scene time)

#### Improved Infrastructure

- Tender scheduling system and engage staff and embed new system
- Move into new 111 EOC at Bernard Weatherill House, Croydon

- Work up design and achieve planning permission for new ambulance station in Bow

- Increase footprint of at least two further ambulance stations to increase capacity

- Agree, pilot and implement a replacement for the mobile data terminals

- Agree a programme for replacement of the radio system and complete implementation of the new telephony system

- Develop further, our new clinical and operational systems, link them using the NHS number internally, with partners and with the London Care Record.

- Develop and scope for investment and building of LAS capabilities in automation and AI driven automation

#### Mission three: Using our unique pan-London position to contribute to improving the health of the capital.

#### A system leader and partner

- Work up and implement at least one pilot supporting primary care in London to deliver Fuller Stocktake
- Agree and implement an operating model on how the LAS interacts effectively at the right levels in the 5 ICSs
- Link our ECR to more hospital Emergency Department systems where there is demand
- Review our maturity across other ambulance trusts using national tool

#### Proactive on making London healthier

- Agree and implement new London Lifesavers campaign, recruiting 7,000 new life savers and launching a new schools programme
- Improve accessibility to Public Access Defibrillators to make a total of 10,000 in the capital
- Use data to create targeted prevention programme for children and young people (violence reduction, substance misuse, what to do in an emergency) as well as promote careers in LAS
- Review our communications to public on using 999 and 111 services and devise a new campaign

#### Green and sustainable for the future

- Ensure we have achieved compliance by March 2024 in line with Mayor's commitments
- Reduce annual carbon emissions by 5% (about 5,000 tonnes CO2e) through interventions in estates, fleet, clinical, digital, logistics and staff engagement
- Install EV charging points across 40 sites

# What this strategy means to you as a patient, resident or visitor to London

If you need emergency care, call 999.

We will answer the phone fast, within 10 seconds, and if your condition is immediately life-threatening we will get to you rapidly, normally within seven minutes.

If you suffer a heart attack, cardiac arrest, stroke, sepsis or major trauma we will provide you with excellent, world-leading clinical care, whoever you are, wherever you are.

If your call is not life-threatening we will further assess you, often by telephone and define a care plan for your individual needs.

Where appropriate, we will seamlessly navigate you to the right part of the NHS, allowing you to get the care needed in a timely manner, without the need to attend a hospital.

You may be offered expert self-care advice from our expanded clinical assessment service, staffed by advanced paramedics, doctors, nurses, pharmacists, mental health specialists and midwives.

Or we may send you a specialist clinical team - a paramedic with a mental health or community nurse - or one of our solo clinicians travelling in a car, on a motorbike or a bicycle.

If, after assessment, you require transport to hospital we may send you an ambulance or support you with an alternative transport plan.

Call 111 when you need urgent on-the-day help but it is not a life-threatening emergency.

We will answer the phone quickly, normally within 60 seconds.

You will talk to a health advisor who will run through some questions nationally designed to define how best we can help.

We may arrange for you to speak to our clinical assessment services where you can get help from a paramedic, doctor, mental health expert, pharmacist, a nurse or a midwife, depending on the issue.

We may provide you self-care advice, send a prescription to your pharmacy or book you into the right place for further assessment, often with a GP.

If necessary we will send you an emergency ambulance response which might include one of our specialist clinical teams.

Whatever the circumstances, our aim will be to get you seamlessly to the care you need – at the right time, in the right place.

We will do this while ensuring there are always clinicians available to assist rapidly when you or anyone else faces an emergency.

As a tax payer, we want you to know that we do things the right way and we contribute to the wellbeing of our city.

This means, for example, that we will continuously improve the quality of our services, learning openly from what goes right and what goes wrong.

We will offer our employees rewarding careers and invest in and empower great leadership in every part of our organisation.

We will build a diverse and open culture, benefiting from our city's rich ethnic and cultural heritage, so we know and look like the city we serve.

As well as responding to the public, we will also do everything we can to prevent ill-health and tackle health inequality, listening carefully to the views of people impacted.

We will play our part in making London green and sustainable with air quality that does not impact on people's health in particular our children.

London ambulance has a proud past and positive future with a growing impact for more people as we adapt to meet the needs of the city we serve.

# Appendix: Trends impacting our services

Our strategy is informed by analysis of the big trends impacting our services and the changing needs of the people we serve across the capital. Here are some of the key points.

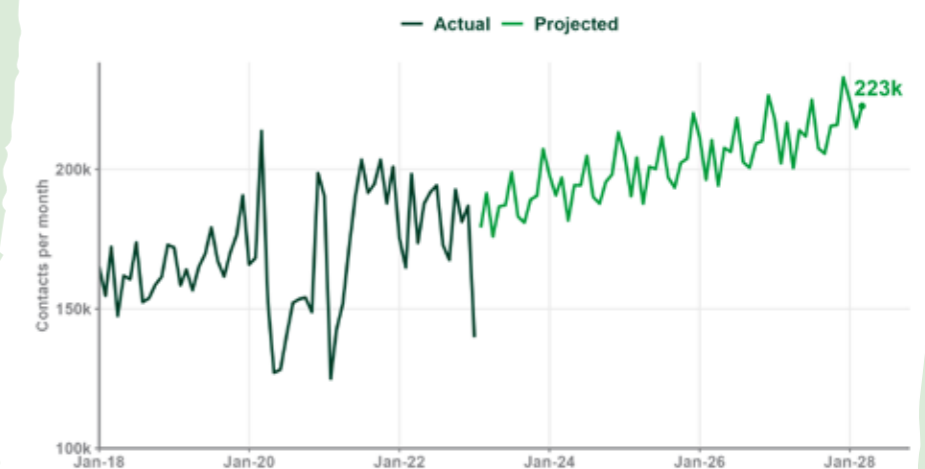
## We need to adapt to London's growing and ageing population.

Our emergency 999 service received 2.1 million contacts in 2022/23, roughly a 3% year-on-year increase compared to 1.9 million contacts in 2018/19.

The top reasons that patients contacted our emergency service for were falls, breathing problems, loss of consciousness or fainting, and chest pain (each making up 7% of patients).

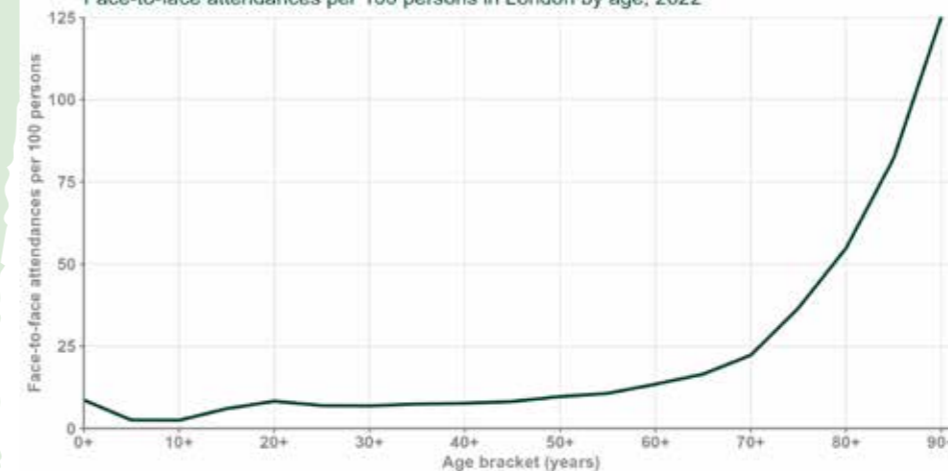
As London's population continues to grow, and advancements in healthcare mean that people live longer, we expect to receive 2.4 million contacts in 2027/28, or a continued 3% year-on-year growth.

As London's population grows and ages, we expect to receive over 200,000 contacts per month into our 999 service in the coming years  
Projected growth in total contacts per month



Actuals from Jan 2018 to Jan 2023. Projection from Feb 2023 to Mar 2028, based on projected population in London. Total contacts include 999 & HCP calls and transfers from NHS111 and the Metropolitan Police Service.

Older people tend to have more face-to-face ambulance attendances per capita  
Face-to-face attendances per 100 persons in London by age, 2022



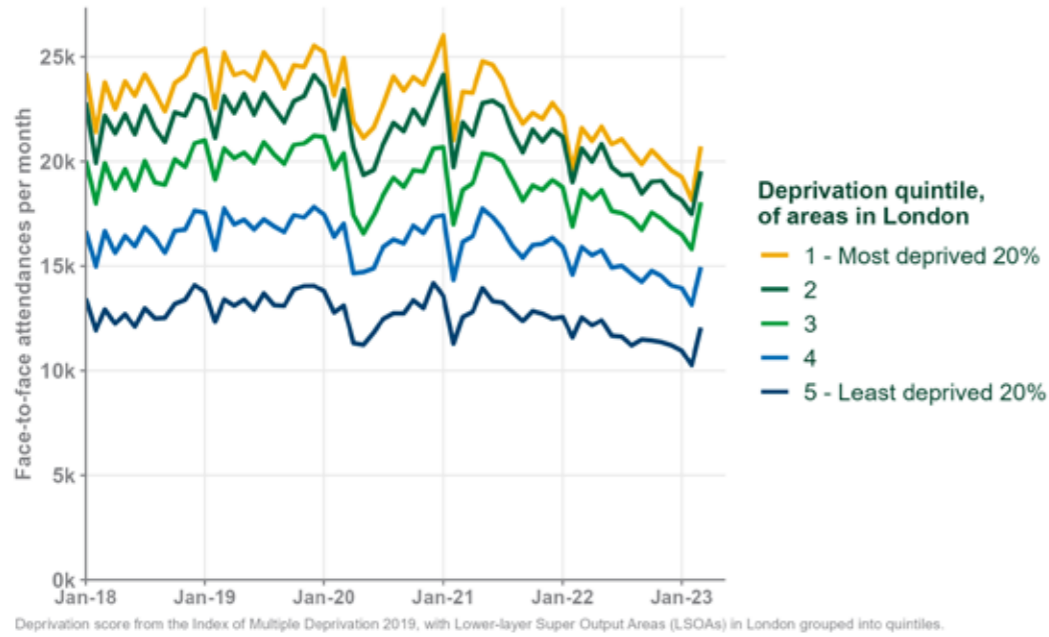
n = 975,069 face-to-face ambulance attendances in 2022 with patient age and sex recorded. Age was missing for 42,823 or 4% of all face-to-face attendances. Age grouped into five-year brackets. London population size from ONS mid-2021 population estimates by age.

An older population will tend to need our emergency services more: residents aged 70 years and over have on average almost six times more ambulance attendances per person than those aged under 70. Recognising this, we will provide increasingly individualised responses to our older patients including frail, elderly fallers and people at the end of their life.

## As health inequalities grow, we are seeing higher demand in deprived areas.

In 2022/23, in the most deprived areas, we attended to 13 incidents per 100 residents, compared to 8 incidents in the least deprived areas. We will work to reduce healthcare inequalities experienced by patients living in more deprived areas, working with our health and care partners and in line with NHS priorities (Core20PLUS5).

**Demand for emergency services is higher in more deprived areas**  
Face-to-face ambulance attendances per month, by area deprivation quintile



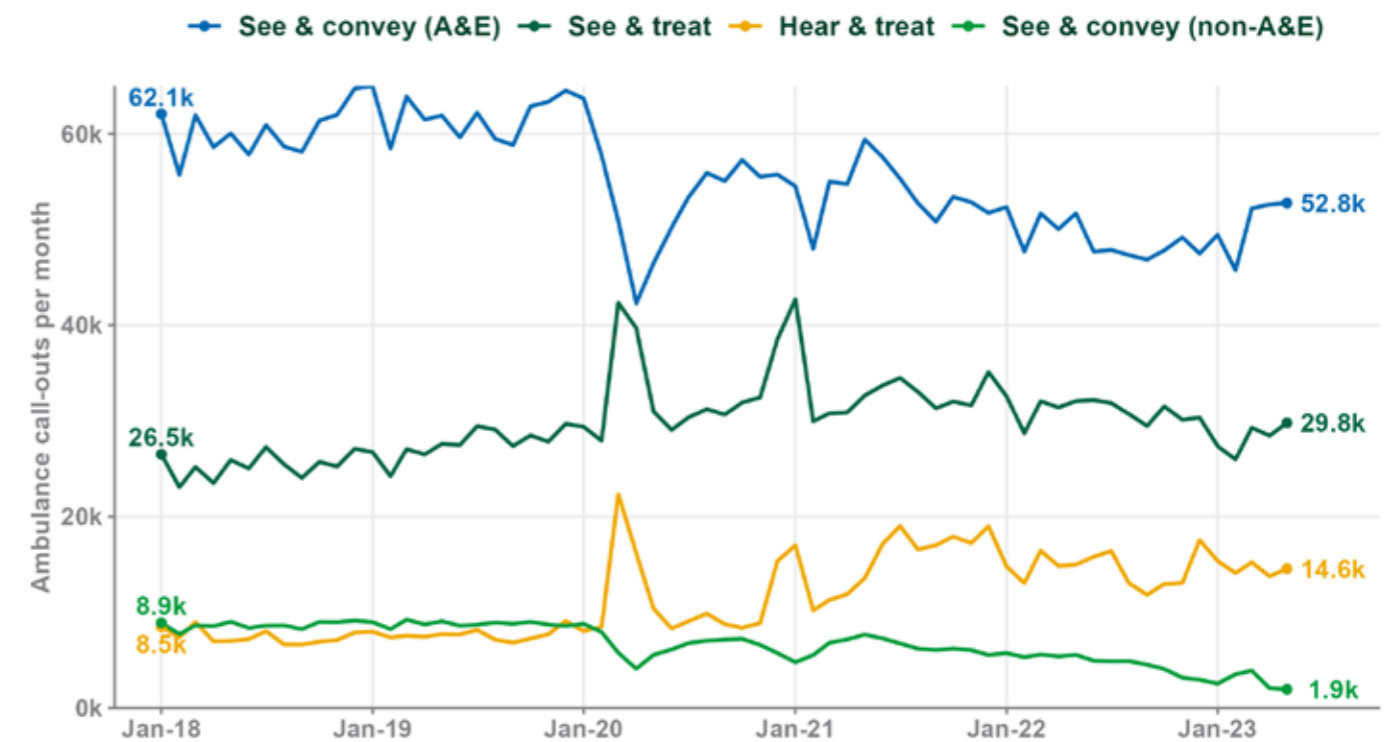
## We are treating more patients on the phone and taking fewer to hospital.

Of the 1.2 million patients we treated in 2022/23, 50% were conveyed to an emergency department, compared to 59% of patients in 2018/19. Our clinicians treated 15% of patients over the phone compared to 7% of patients in 2018/19.

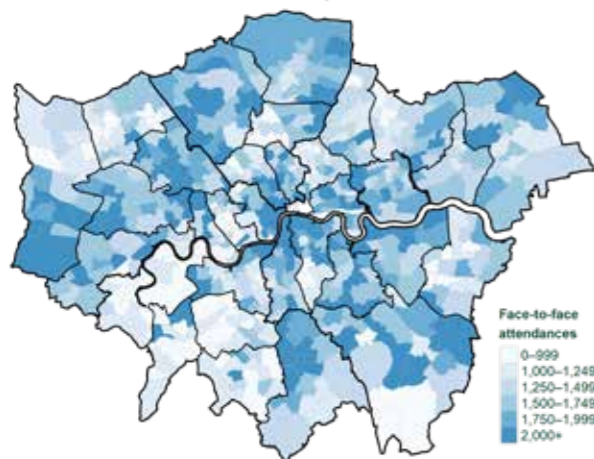
Similarly 31% of patients were treated on scene by our crews compared to 25% in 2018/19. Innovations such as advanced paramedic practice and paramedic prescribing mean we can build on this and continue safely reducing unnecessary emergency department attendance while offering patients more appropriate care.

## We are treating more patients over the phone, and taking fewer to hospital

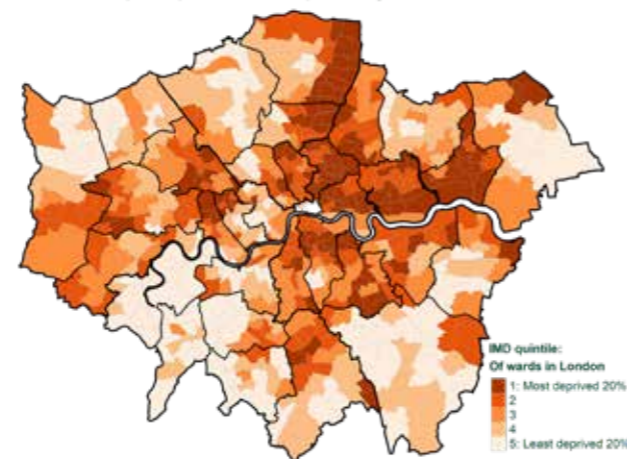
Monthly ambulance call-outs by outcome



Face-to-face ambulance attendances by ward, 2022/23



Index of Multiple Deprivation 2019 quintile by ward



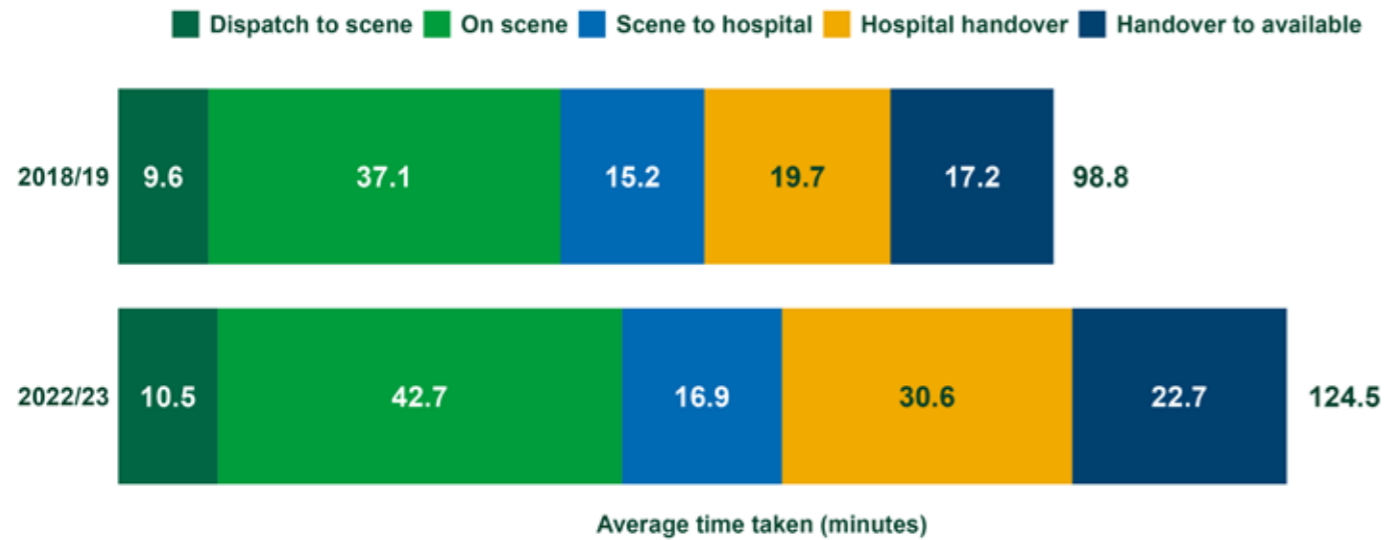
## Our care is inextricably linked with availability of other services.

We are at the centre of the urgent and emergency care system and we are impacted by what is going on in all its constituent parts.

A good example of this is hospital handover delays which have increased in recent years. On average, handover time was 31 minutes in 2022, 11 minutes longer than in 2018. We will work with system partners to reduce handover delays and expand the range of care pathways our teams can access so that we can take more patients to the best place to meet their needs.

### For patients conveyed to hospital, the time taken has increased across the main steps, with the largest increase in hospital handover time

Average job cycle time by component for ambulance conveyances in 2018/19 and 2022/23



Average job cycle time for N = 751,875 ambulance conveyances in 2018/19, and N = 599,498 conveyances in 2022/23.

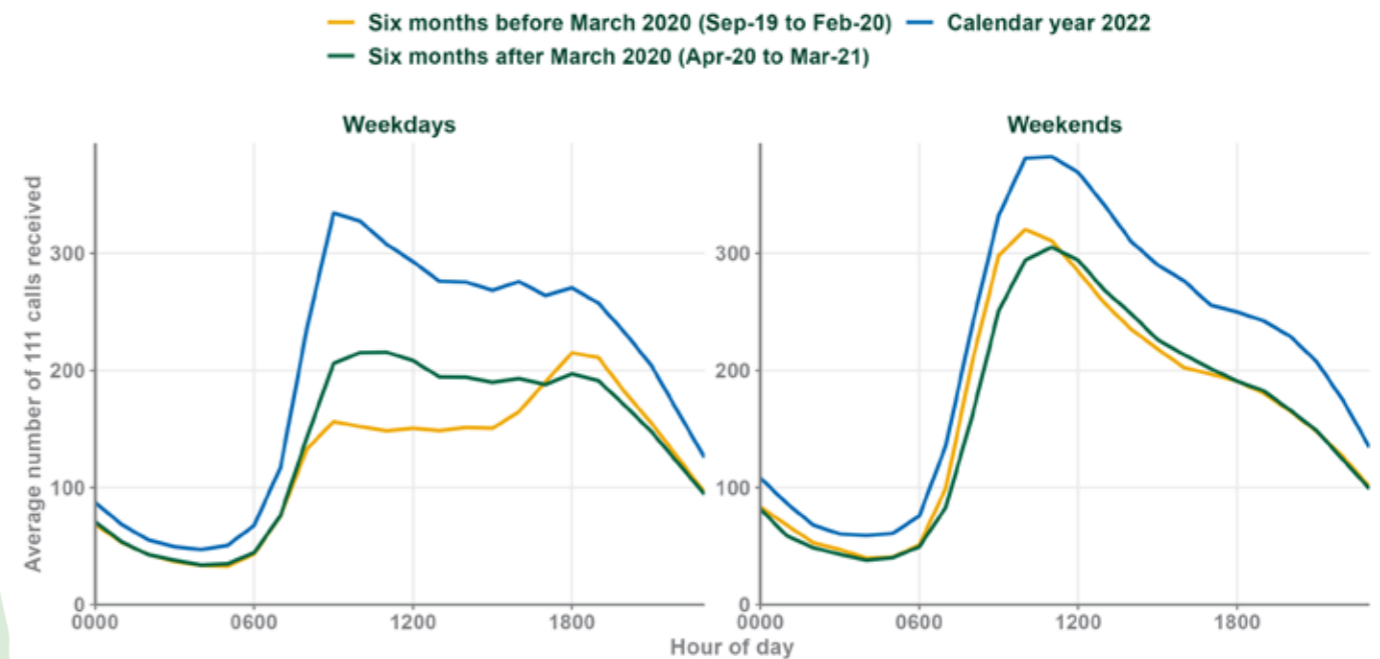
## Demand for urgent care both on the phone and online through 111 has grown with people calling all-day, not only out-of-hours.

We are the largest provider of 111 services in the capital, as the lead or sole provider in four of the five ICSs in London (South East, North East, North West, and North Central) with a supporting role in South West London. This means we are responsible for some 85% of calls in London. Before March 2020—the start of the Covid-19 pandemic—we received more 111 calls on weekends and between 5–10pm on weekdays. Nowadays, while weekends remain busy, on weekdays we receive more calls per hour between 9–5pm than outside those hours.

Recognising this shift toward in-hours 111 use, we will continue to adjust our workforce to provide care when needed. We wish to support GP practices to increase their ability to provide same-day access to urgent primary care through offering to share our telephony, IT, and workforce.

### Since the start of the COVID-19 pandemic, demand for 111 has shifted into regular working hours. Overall demand has also increased in recent years.

Distribution of 111 calls received across hours in a day (in North East London and South East London)



Based on 111 calls offered to LAS in North East London and South East London.

## Our clinical workforce is growing, and becoming more highly skilled, doing more for patients.

Included in our clinical workforce are 2,920 paramedics, of whom over 20% are in advanced or specialist clinical roles such as our advanced paramedic practitioners and clinical team managers or those working in our hazardous area response team or tactical response unit, or those providing care over the phone.

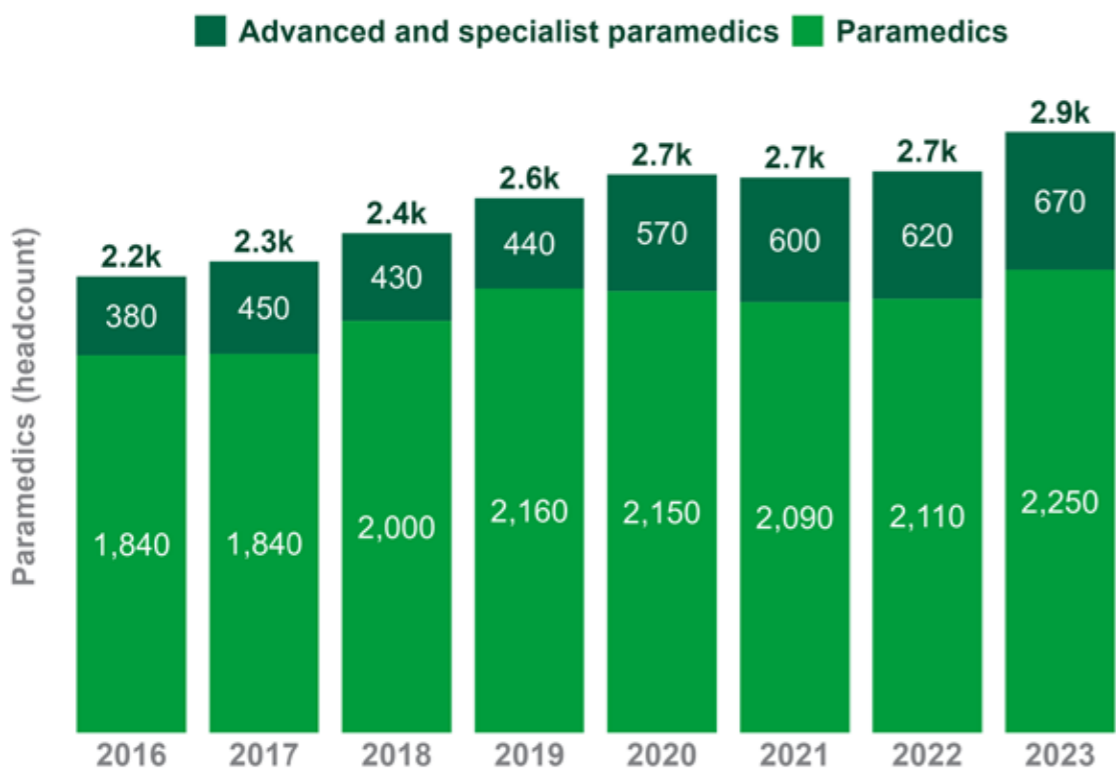
This means we can provide a specialist individualised response to patients with acute mental health issues, to frail elderly fallers, to people at the end of their life, those with complex needs in pre-natal and labour, and those with serious illness or significant injuries.

As our workforce becomes more skilled and able to do more for patients, we need to support them with an increasing focus on learning and education for our clinical teams. The NHS Long Term Workforce Plan highlighted that nationally the paramedic workforce will need to increase over 15 years, and highlighted in particular the importance of the advanced paramedic practitioner role which operates across a variety of healthcare settings.

We aim to double the number of advanced and specialist paramedics as well as create other appropriate clinical roles that provide career development while offering an increasingly sophisticated service to our patients.

### LAS employs a growing number of paramedics, including those in advanced and specialist roles

Paramedics by role



Advanced and specialist paramedics include those who are Advanced Paramedic Practitioners (APP), Clinical Advisors (CA), Clinical Team Managers (CTM), Clinical Team Navigators (CTN), in the Hazardous Area Response Team (HART), in the Tactical Response Unit (TRU), specialist paramedics in primary care, in the Urgent Community Response (UCR) team, and mental health paramedics.





**NHS**

**London Ambulance Service**  
NHS Trust

For more information visit  
[londonambulance.nhs.uk/strategy](https://londonambulance.nhs.uk/strategy)

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