



London Ambulance Service
NHS Trust

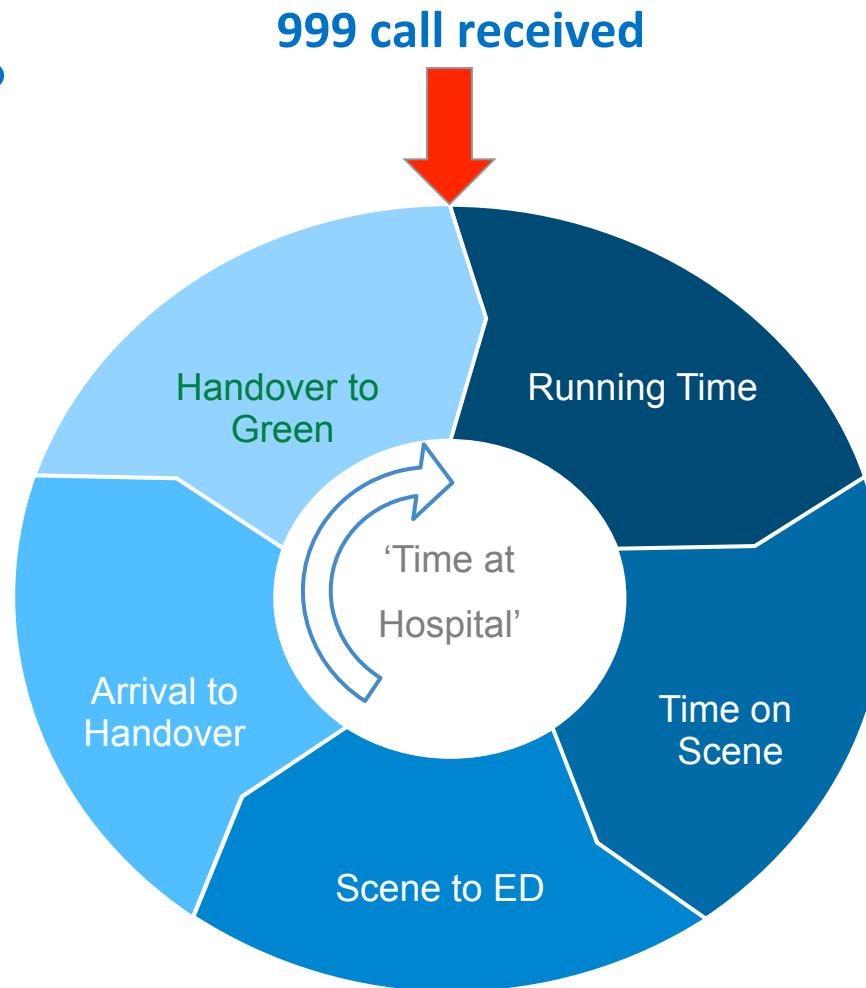


Reducing Job Cycle Time

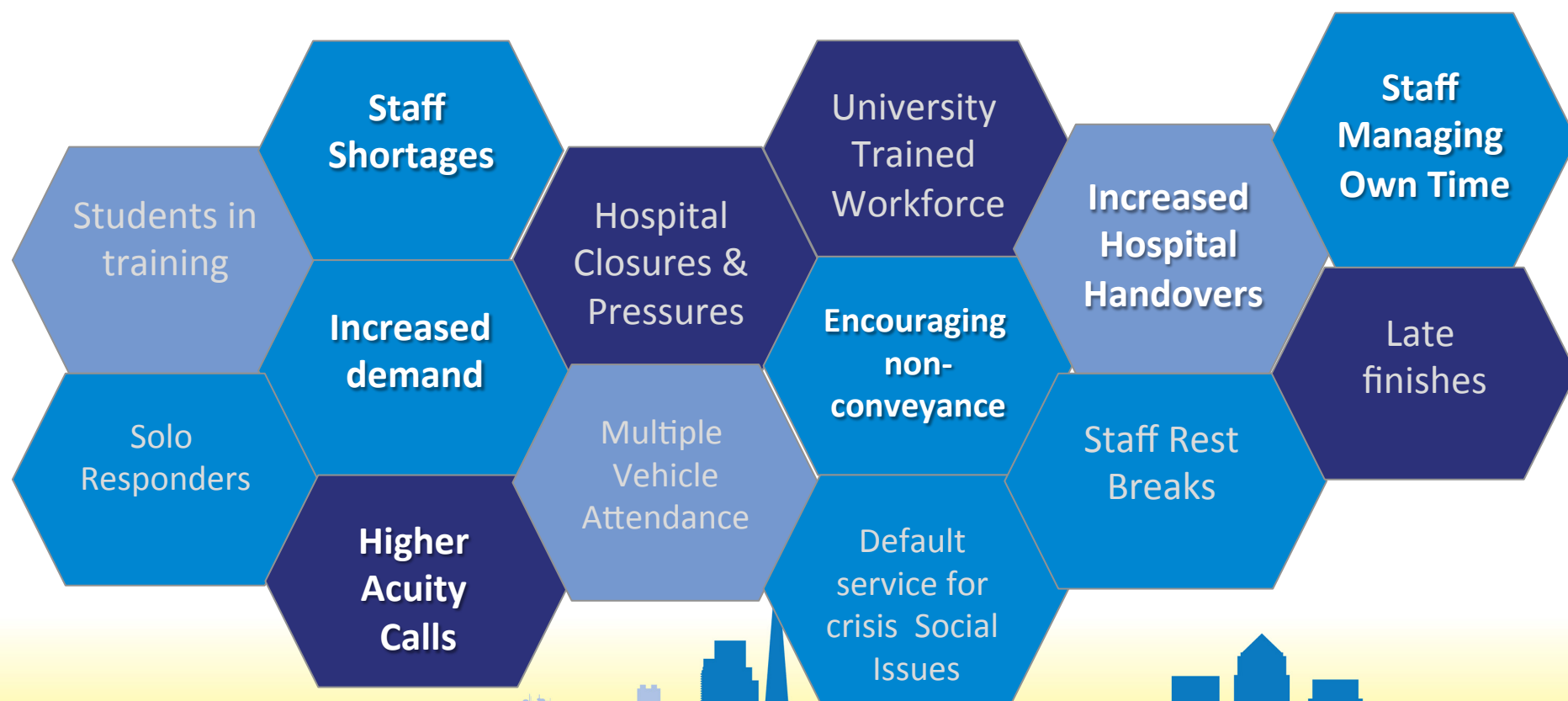
Dr Fionna Moore
CEO London Ambulance Service
Eagles Conference 2016



What is it?

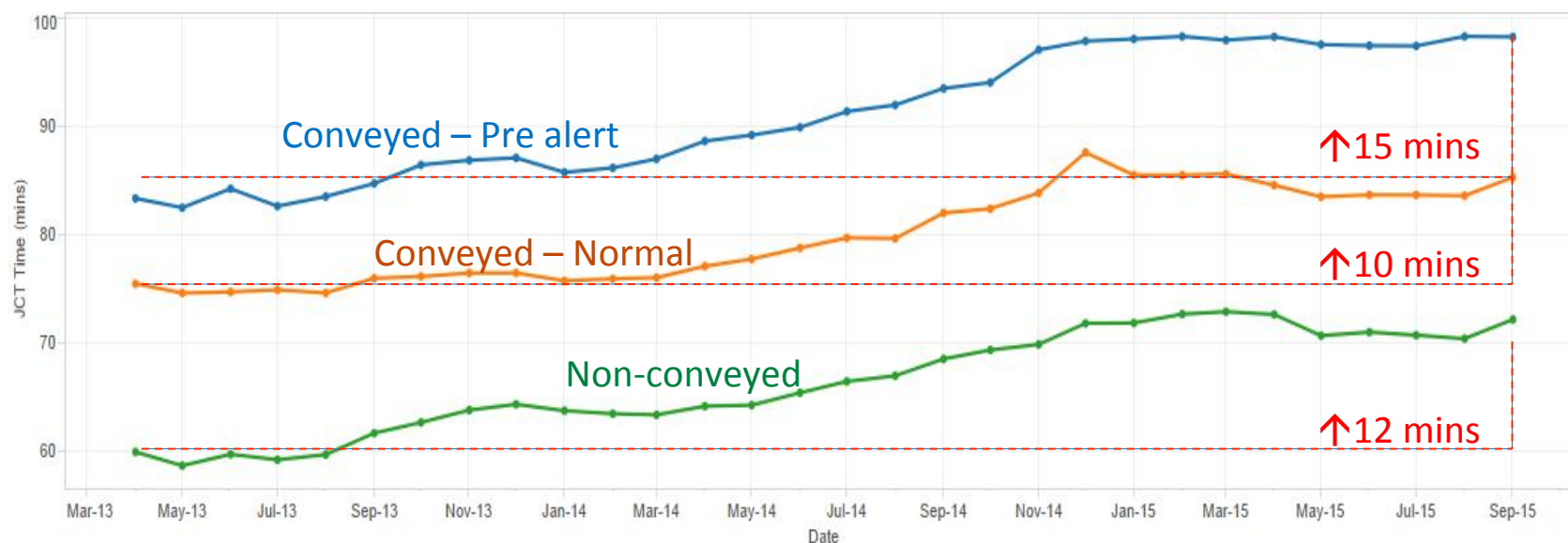


What impacts Job Cycle Time?

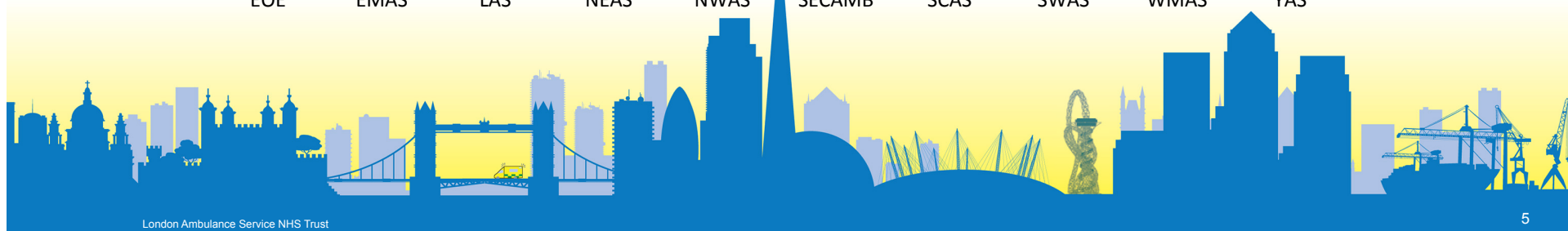
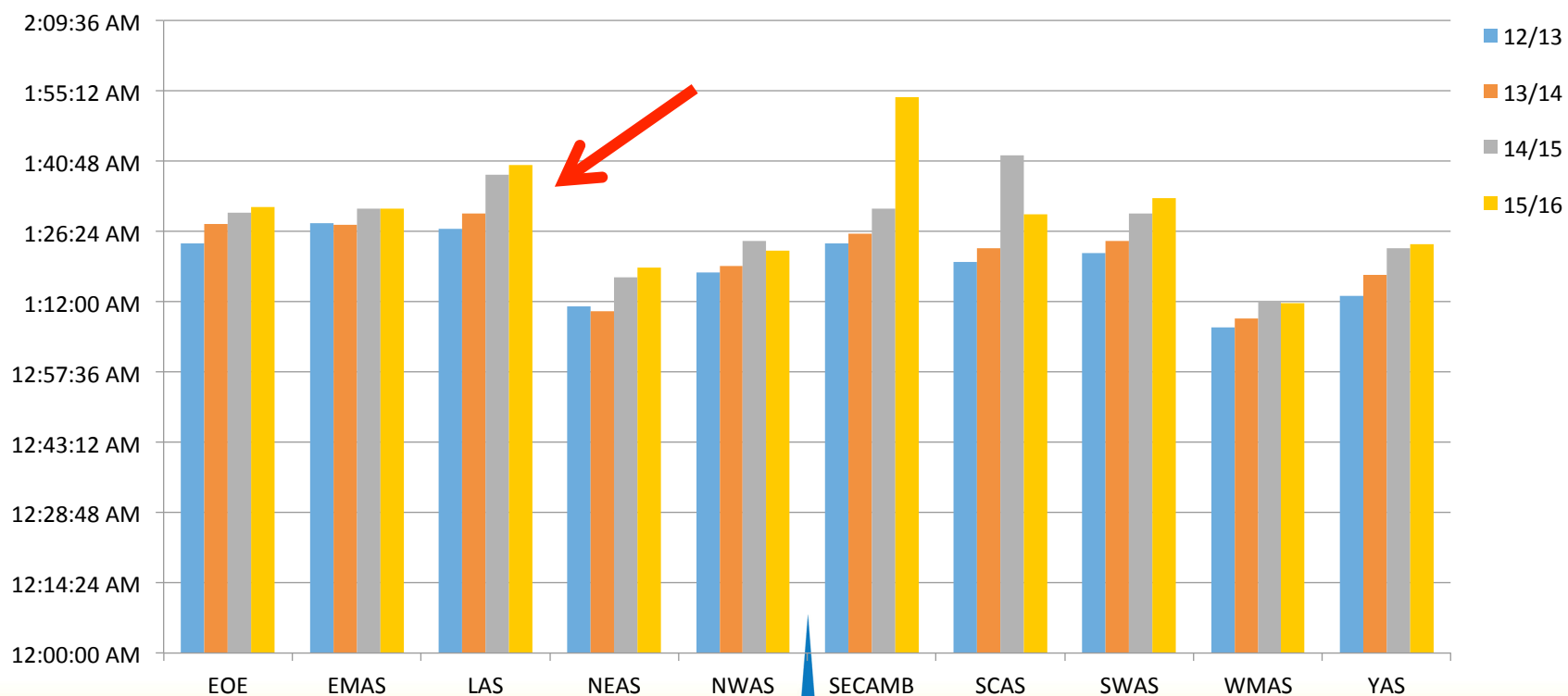


Why do we have to change?

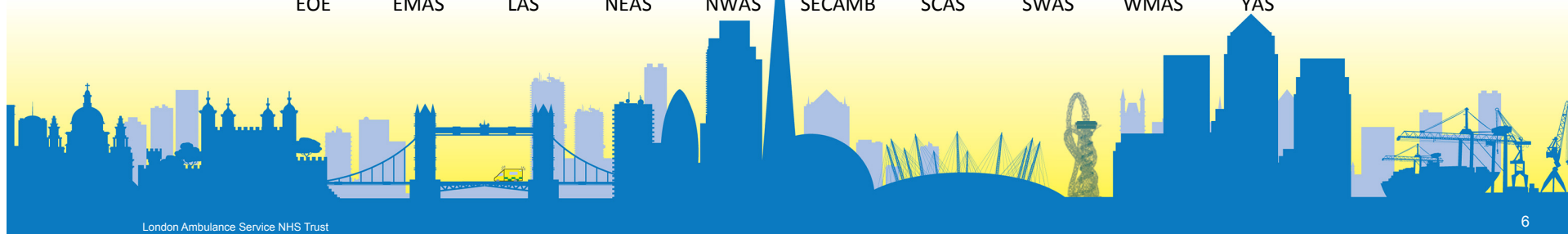
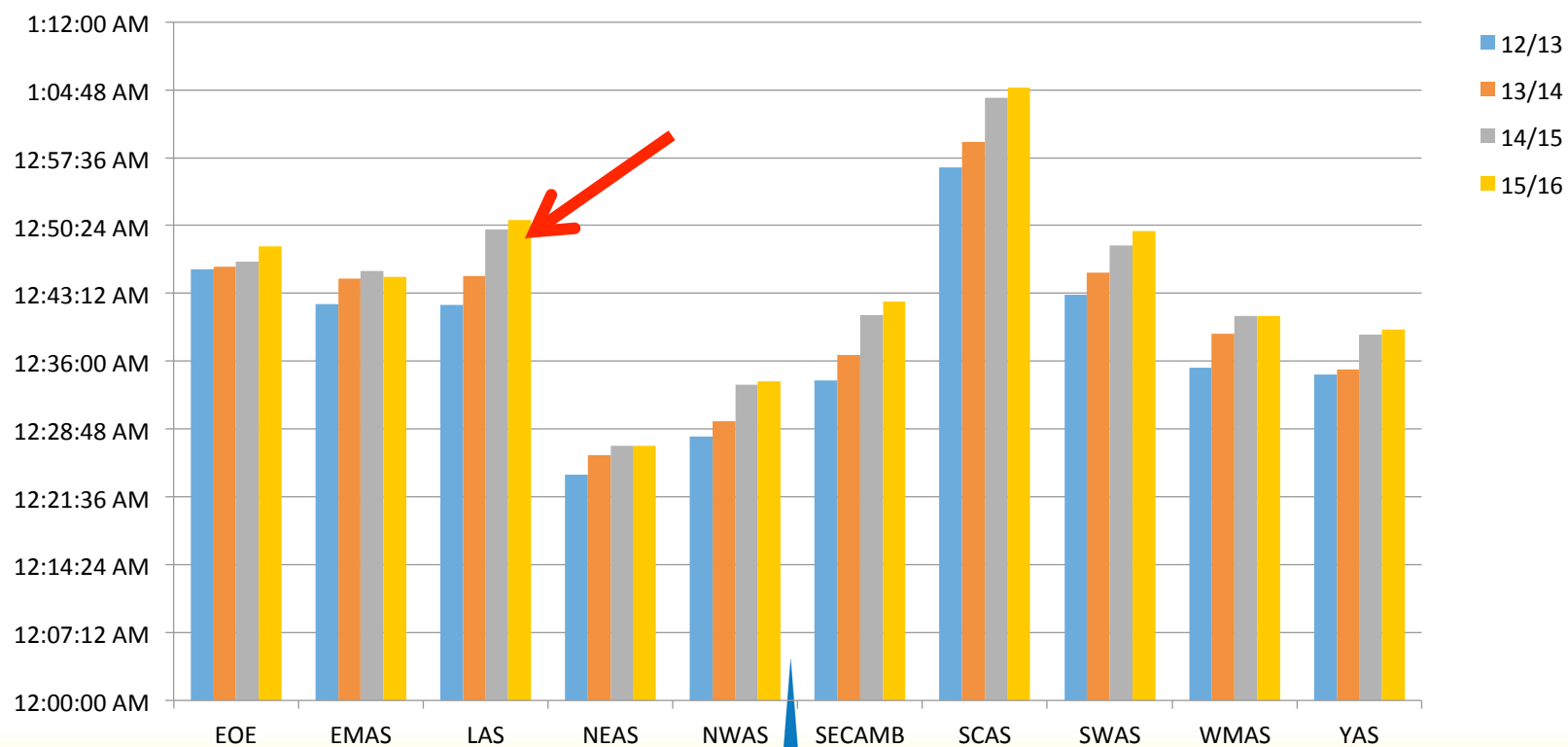
JCT is increasing, and has been, for both conveyed and non-conveyed patients for two years



National Job cycle times



National On Scene Times



So how do we address this?

- Recognition that everyone needs to play their part.
- Cross-Directorate Working
- High level work required with hospitals / organisational issues
- Long term cultural change required to SUPPORT staff to reduce elements within their control
- **Development of CISO (Clinical Information and Support Overview) to help achieve these aspects.**



Developing the CISO tool

(Clinical Information & Support Overview)

April – August 2015

Identified as Key Project Feedback from staff,
Clinical audits, Team Leaders used to develop CISO
Specification

September - October 2015

IT department Build CISO
Training for Sector & Specialist Managers
Cascaded to Team Leaders

October – December 2015

feedback sessions concluded
Abstraction plan agreed over Winter
Feedback requested on CISO for stage 2

December to January

Amendments to CISO agreed
IT department Making Changes

January & onwards

New Team Leaders being trained
CISO Champions Group formed



CISO (Clinical Information & Support Overview)

- CISO provides an overview of the incidents that each member of staff responded to along with comparisons to an LAS-wide level.
- Provides a broad range of information about the calls.
- Leads to a discussion on:
 - **how they are doing;**
 - **things to think about** that might be enhanced further;
 - **areas to work on** and any concerns about performance.

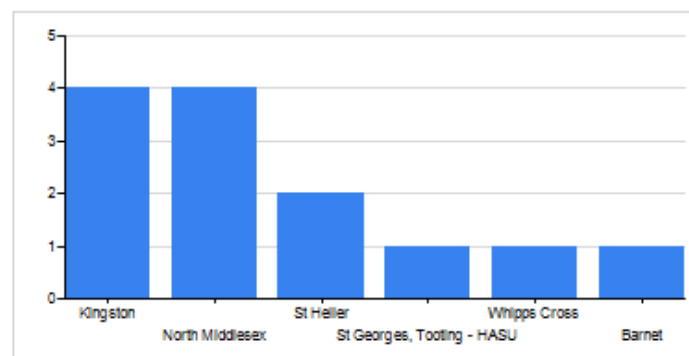


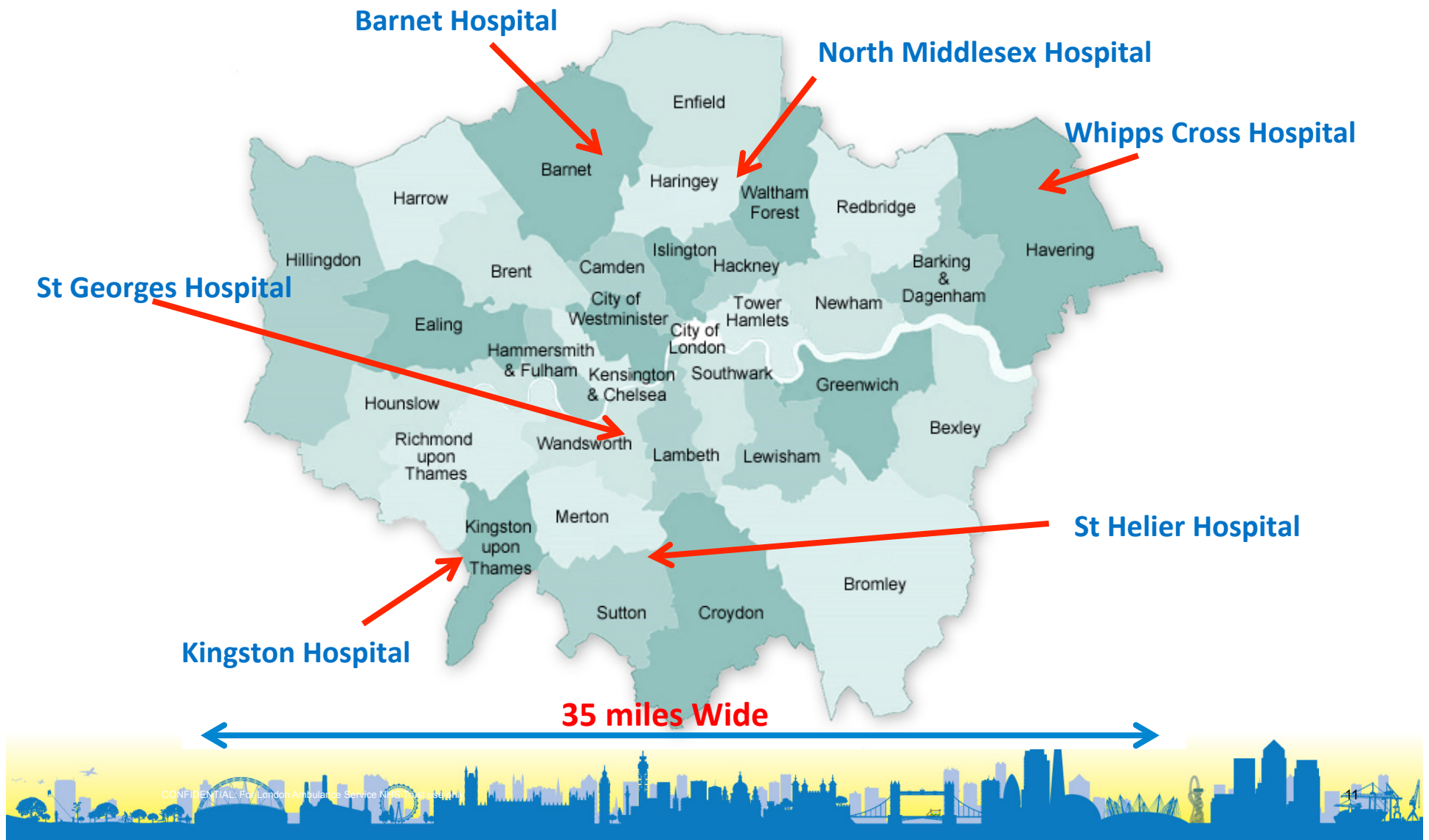
Top 10 Conditions Coded	Total Number	% of all incidents attended	Comparison % across LAS
<i>No injury or illness</i>	2	12%	5%
<i>Pain - Other</i>	2	12%	10%
<i>Abdominal pains</i>	1	6%	7%
<i>Allergic reaction/rash</i>	1	6%	1%
<i>Dislocation</i>	1	6%	0%
<i>Dyspnoea</i>	1	6%	5%
<i>Generally unwell</i>	1	6%	6%
<i>Hyperventilation/Panic attack</i>	1	6%	2%
<i>Other medical conditions</i>	1	6%	11%
<i>Stroke Fast Positive</i>	1	6%	1%



No injury or illness
 Pain - Other
 Abdominal pains
 Allergic reaction/rash
 Dislocation
 Dyspnoea
 Generally unwell
 Hyperventilation/Panic attack
 Other medical conditions
 Stroke Fast Positive

Hospitals Attended	Number of times visited	Avg arr to handover time (mins)
<i>Kingston</i>	4	21
<i>North Middlesex</i>	4	23
<i>St Helier</i>	2	28
<i>St Georges, Tooting - HASU</i>	1	12
<i>Whipps Cross</i>	1	16
<i>Barnet</i>	1	15
<i>All Other</i>	0	
Total Avg		21



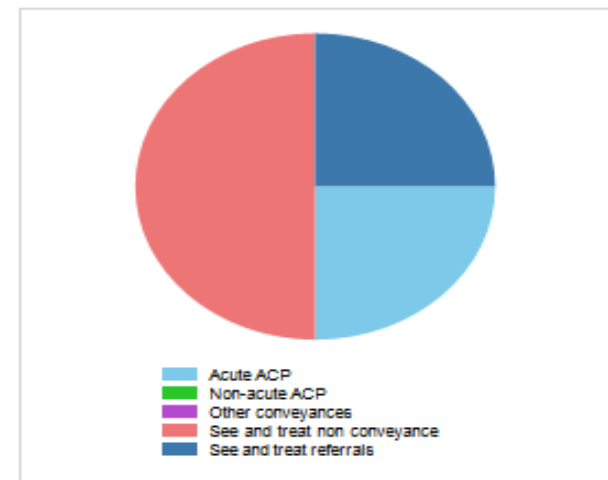


What is in the CISO and why is it there?

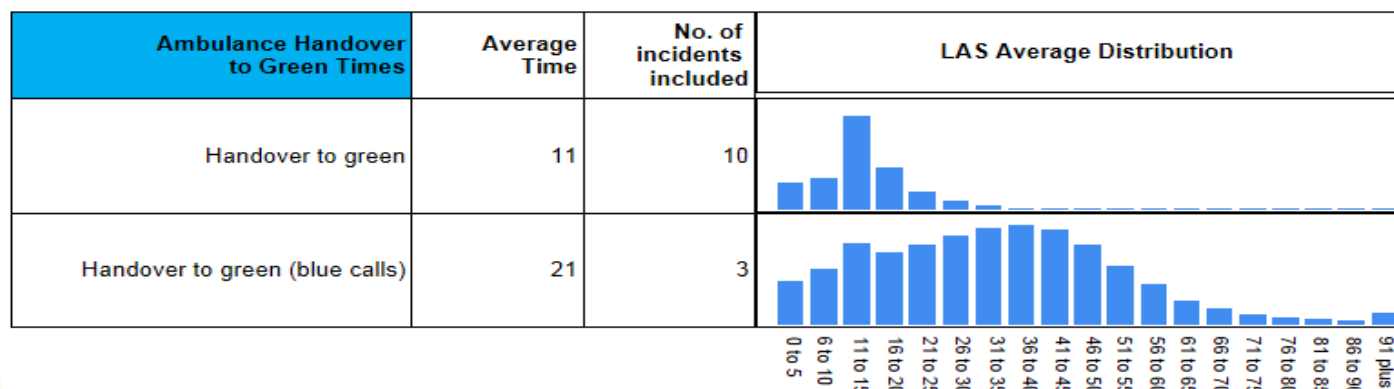
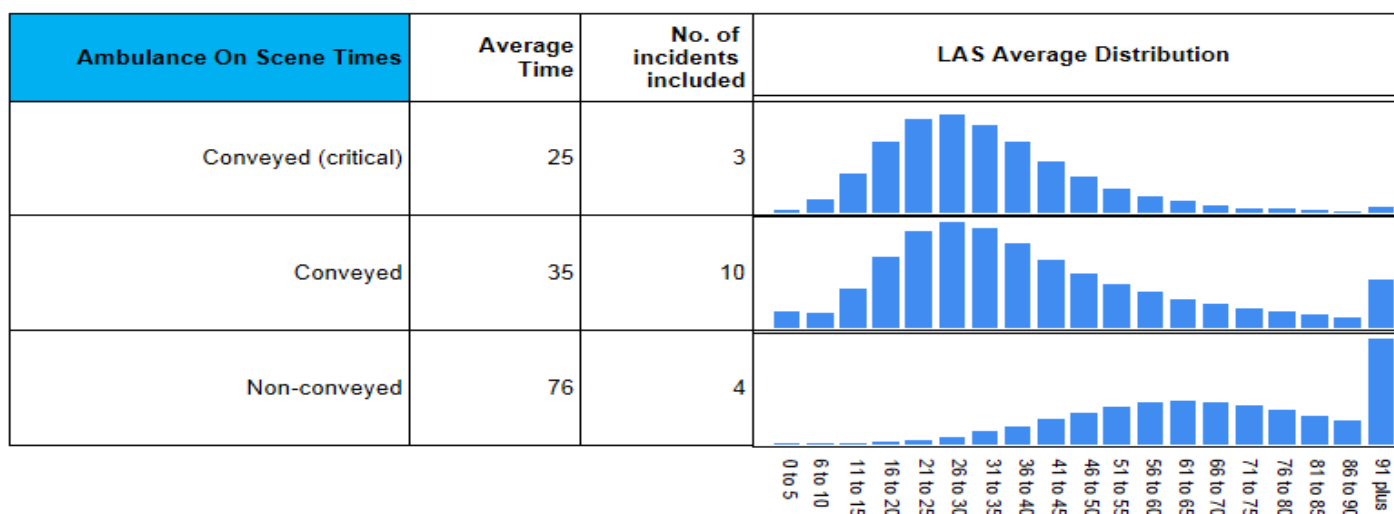
Your Performance and Practice

- Performance data presented visually to illustrate individual vs LAS . This Includes: ACP utilisation, On-scene time, Handover to green, Separate solo responder data , OOS

ACPs Utilised	Total Number	% of all incidents attended	Comparison % across LAS
<i>Acute ACP</i>	1	6%	2%
<i>Non-acute ACP</i>	0	0%	3%
<i>See and treat referrals</i>	1	6%	4%
<i>See and treat non conveyance</i>	2	12%	13%
<i>Other conveyances</i>	0	0%	3%
<i>Total Summary</i>	4	24%	25%



What is in the CISO and why is it there?





Job Cycle Times - Weekly & Monthly Trends

Week From: 11/10/2015
Week To: 21/02/2016
Job Cycle Group: All
Region: All
DoH Category: All

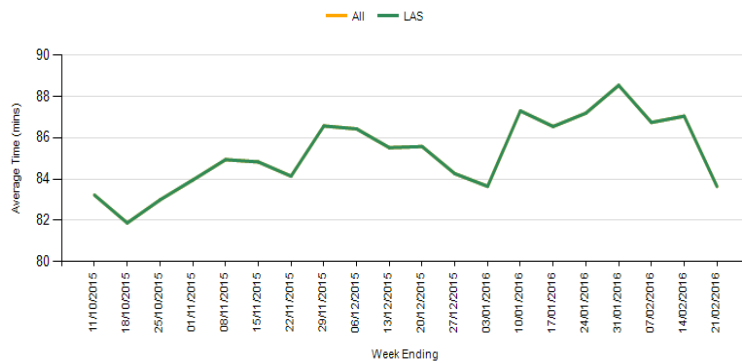
Links To Other Job Cycle Time Reports

[Job Cycle Times: Sector and Station Group Comparison](#)

[Job Cycle Times: Hospital Handover Report](#)

Week Ending (Last 6 Weeks Only)	Running	On Scene	To Hospital	Arrive Hospital to Handover	Handover To Green	Hospital Turnaround	Solo On Scene Before Amb Arrival	Solo On Scene After Amb Arrival	Job Cycle
17/01/2016	8.5	47.9	15.2	20.0	17.6	37.6	16.8	45.7	86.5
24/01/2016	8.8	48.2	15.3	21.1	17.8	39.0	18.5	44.8	87.2
31/01/2016	9.0	48.6	15.3	22.7	18.0	40.5	21.8	44.1	88.5
07/02/2016	8.7	47.8	15.5	20.5	17.8	38.4	19.8	44.1	86.7
14/02/2016	9.0	48.8	15.6	19.6	17.7	37.8	20.1	44.7	87.0
21/02/2016	8.4	46.7	15.3	18.1	18.0	36.5	18.6	43.6	83.6
LAS	8.5	47.0	15.3	20.1	17.5	37.7	16.9	44.6	85.3
All	8.5	47.0	15.3	20.1	17.5	37.7	16.9	44.6	85.3

Weekly Average Jobcycle



Charts for all Job Cycle
Elements on Pages 2+ >>





EXPLANATION : CISO provides both staff and their managers with a summary of some elements of the work day.

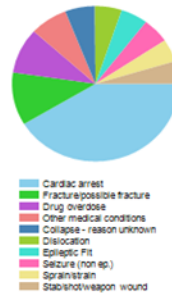
- CISO is to provide a framework for a feedback discussion session with every member of staff about performance and other measures.
- It includes clinical links, general information & performance elements.
- It provides the opportunity to compare these elements with peers across the LAS.
- It is separate from Clinical Performance Indicators which provide specific audited data from a sample of paperwork.
- The data used currently is gathered per callsign and, as such, is not currently able to be made completely specific to the individual.
- Due to the recommendation of a minimum 3 months data being used there will be sufficient data produced to minimise exceptional events influencing the figures significantly.

Number of incidents within selected date range	Total	Cat. A	Cat. C
	230	155	75

Clinical Discussion Information	
Cardiac Care Pack	Link to document folder
Stroke Care Pack	Link to document folder
Major Trauma Care Pack	Link to document folder
Hot Topics	Link to last 4 clinical audits folder

CPI
Hyperlink

Top 10 Conditions Coded	Total Number	% of all incidents attended	Comparison % across LAS
Cardiac arrest	79	34%	1%
Fracture/possible fracture	21	9%	3%
Drug overdose	18	8%	2%
Other medical conditions	14	6%	11%
Collapse - reason unknown	11	5%	2%
Dislocation	10	4%	0%
Epileptic Fit	10	4%	2%
Seizure (non ep.)	10	4%	2%
Sprain/strain	9	4%	0%
Stab/shot/weapon wound	9	4%	0%





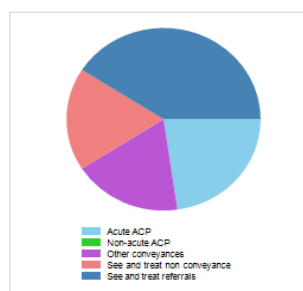
Clinical Information & Support Overview (CISO)

Name / Job title: John Faulkner / Advanced Paramedic Practitioner

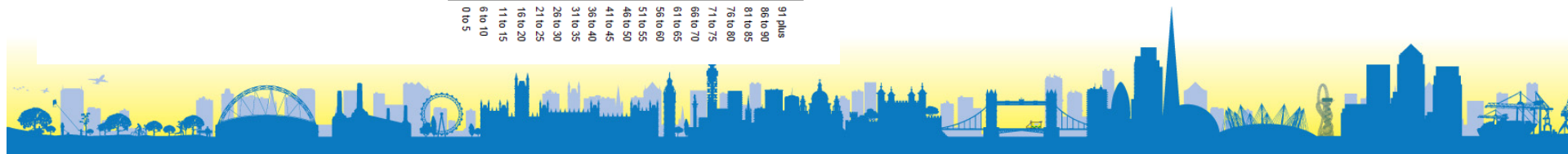
Date From: 01/04/2015

Date To: 15/02/2016

ACPs Utilised	Total Number	% of all incidents attended	Comparison % across LAS
Acute ACP	5	2%	2%
Non-acute ACP	0	0%	4%
See and treat referrals	9	4%	4%
See and treat non conveyance	4	2%	13%
Other conveyances	4	2%	3%
Total Summary	22	10%	25%

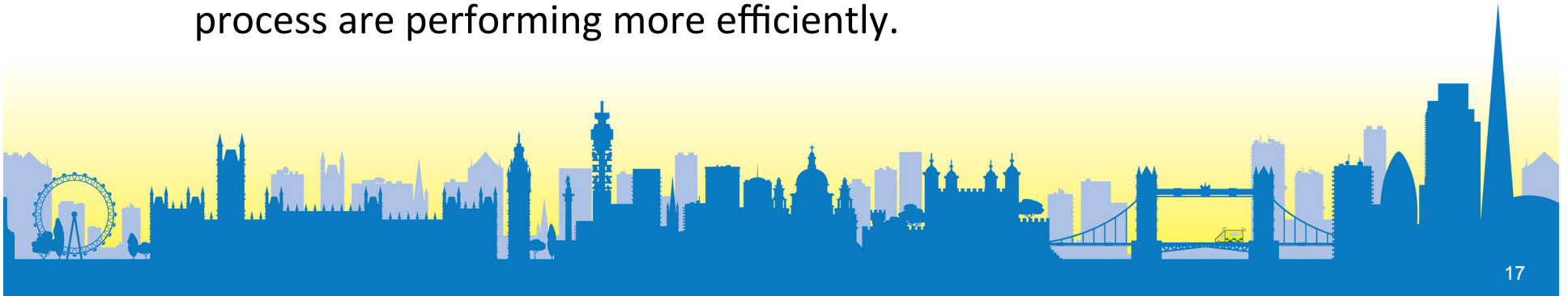


Ambulance On Scene Times (excluding cardiac arrests)	Average Time	No. of incidents included	No. of Exceptional Incidents	LAS Average Distribution
Conveyed (blue calls)				
Conveyed				
Non-conveyed				



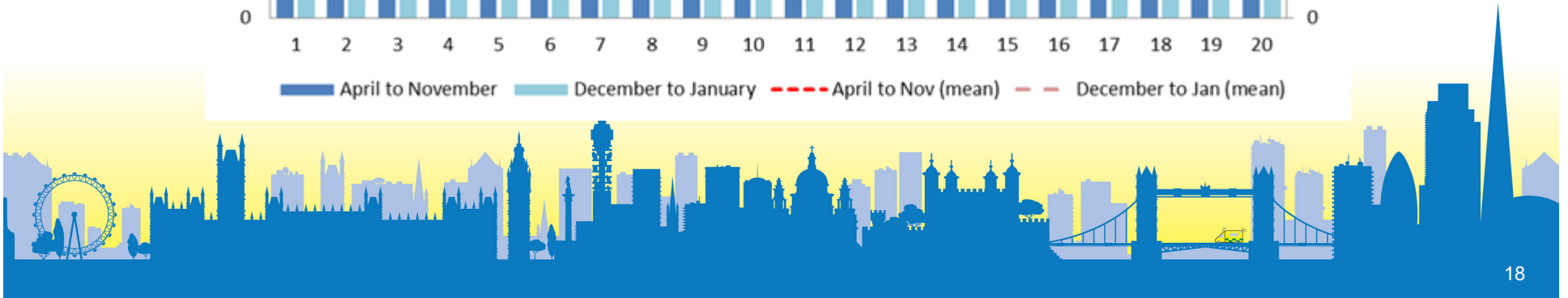
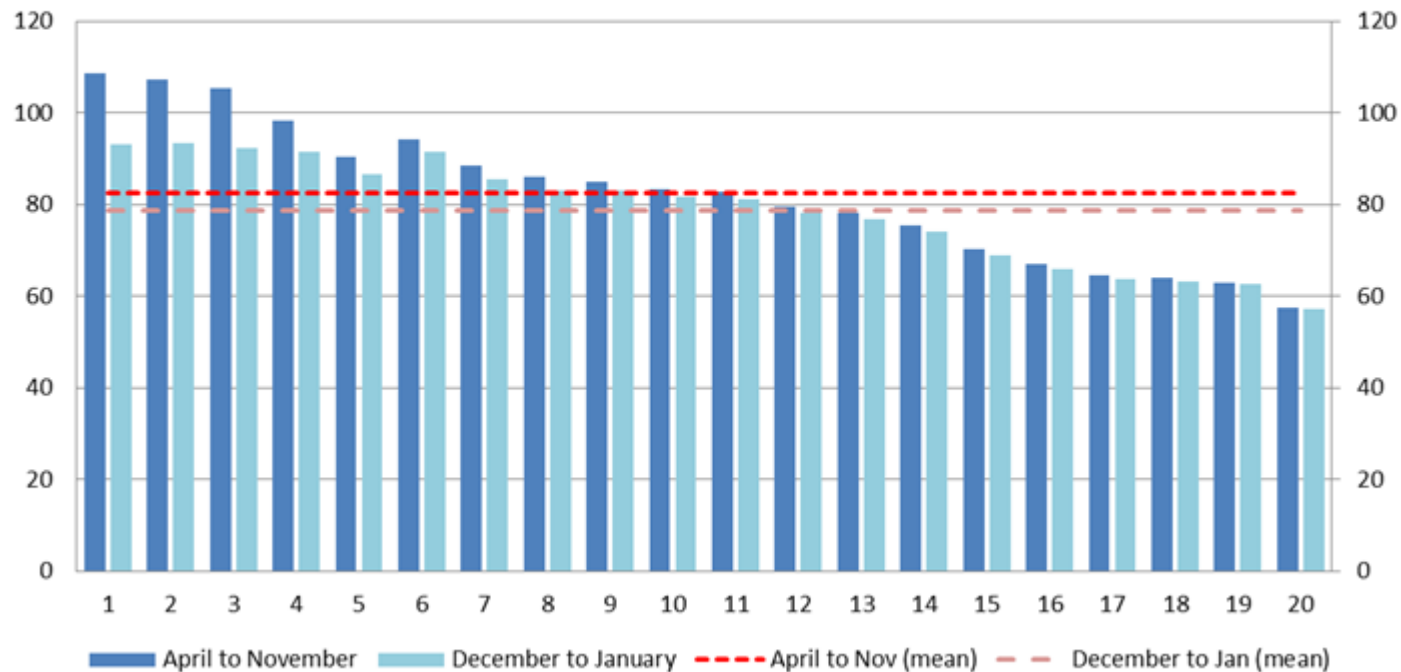
Impact of CISO – does it work?

- Difficult to quantify the full impact of CISO as yet to complete a full review cycle. (Looking only at pre-winter VS winter performance.)
- Those who have completed a CISO session have seen a reduction in their JCT trajectory
- Whilst organisational factors (internal and external) are resulting in an overall increase in Job Cycle Time those completing the CISO process are performing more efficiently.



Impact of CISO

Comparison of Job Cycle time for individuals pre/post CISO conversation (5% mean improvement)



Summary

- Complex interaction of different elements of Job Cycle Time
- Early indications suggest the benefit of clinically focused case review
- Potential for major efficiency savings
- Highlights the need for cultural change and clinical leadership



Thank you

