London’s Air Ambulance
Strategic Direction
2017- 2021
INTRODUCTION

The past five years have seen transformational growth in all aspects of the charity, not least in the enhancement of frontline operations and our service capability. Thanks to the generosity of our supporters and the dedication of our people, our second helicopter is in operation and we have extended our daylight flying hours, ensuring that all our patients have the best possible chance of surviving and recovering from critical injury. We have appointed a Patient Liaison Nurse to assist London’s Air Ambulance patients with their transition back to independent living. We established The Institute of Pre-hospital Care – the world’s first - to further drive excellence in global pre-hospital care standards and practice through research, innovation, training and education. We have invested in all parts of the charity, strengthening our teams, diversifying our income streams, growing our brand and enhancing our infrastructure so that we can continue to deliver this expansion of our front line service.

Our strategy for the next five years will focus on further improving our patient care, developing long term pre-hospital emergency medical expertise through the Institute, working more efficiently, improving the percentage spent on frontline operations, and enhancing our sustainability and resilience as an organisation. Charities are operating in an unpredictable macro environment, which challenges our sustainability given the increased costs associated with delivering our extended service in a city as large as London. Despite our success there can be no room for complacency and going forward we need to develop new and creative funding solutions while nurturing our existing income streams. We will become more agile, use our resources more effectively and leverage digital technologies. This will enable us to continually improve our service in partnership with Barts NHS Trust and the London Ambulance Service to ensure we meet the needs of the people of London.
“Our patients always come first, enabled by the committed support of our donors and our people.”
Leading to our vision of ….

And alongside our clinical partners, to bring excellence of care to our patients now and in the future

To deliver across an integrated organisation, where our people are enabled, supported and developed

With a focus on creative thinking, develop and efficiently use our resources to enhance outcomes

Aligned with our mission and values, deliver our objectives

Vision
Transforming the world of pre-hospital emergency care

Mission
To provide our patients with the world’s most innovative and effective pre-hospital care

Values
- Passion
- Teamwork
- Professionalism
- Excellence
- Resilience
- Transparency

Strategic Outcomes
- Service Excellence
  Deliver the highest level of care to our patients alongside our partners
- Develop for the Future
  Provide the training, education, research and innovation needed to enhance the service and the organisation
- Sustainability
  Ensure sustainability through resilient fundraising and supporter care, effective financial management and increased brand awareness
- Organisational Excellence
  Invest in, enable and support our people to deliver our service to the highest standards efficiently and effectively

To Deliver Our Strategic Outcomes:

Our Objectives (0-5 Years)
STRATEGIC OUTCOME 1
SERVICE EXCELLENCE

Deliver the highest level of care to our patients alongside our partners, Barts Health NHS Trust and the London Ambulance Service.

Our core purpose will always be the provision of emergency pre-hospital care using helicopters and rapid response vehicles. We will work together with our partners in continuing to enhance our service and procedures to ensure we deliver a world leading service to our patients on scene and that we continue to enhance the support we provide to our patients and their families.
Continuing to deliver our current operations and service 24/7

Continuing to deliver extended flying hours service

Enhancing our duty medical crew model to further our capability to deliver more complex procedures

Replacing our rapid response car fleet

Developing and delivering the PRU future model

6. Planning a remembrance and reflection event for our patients

7. Developing a portfolio of resources to support our patients and their families

8. Developing the conditions to replace our helicopter fleet in c2021
STRATEGIC OUTCOME 2
DEVELOP FOR THE FUTURE

Provide the training, education, research and innovation needed to enhance the service and the organisation.

We will continue to invest in the long-term development of emergency pre-hospital care through training and education to provide the future resources, and the research and innovation necessary to enhance patient outcomes. We will also develop our approach to reaching and looking after our donors in the future.
STRATEGIC OUTCOME 2
DEVELOP FOR THE FUTURE

We will achieve this with the following objectives:

1. Examining options for the Institute of Pre-Hospital Care for future development and expansion
2. Delivering an MSc programme in pre-hospital care to commence in September 2018
3. Developing an enhanced donor (stewardship) programme
4. Planning for the next charity premises for Nov 2020
5. Further developing our volunteer programmes and maintaining our Investing in Volunteers accreditation
6. Establishing volunteer-led fundraising groups in London boroughs
7. Developing and expanding our educational and outreach programmes to schools and youth organisations
STRATEGIC OUTCOME 3
SUSTAINABILITY

Ensure sustainability through resilient fundraising and supporter care, effective financial management and increased brand awareness.

We will adopt a “one team” approach to our fundraising targets and will seek to build resilience towards a financial operational reserves target of nine months and future capital projects. Essential to this is growing our influence and awareness across London that we are a charity. We will focus on supporter experience for defined target audiences – hone what we do well and make it better. We will continue to grow the lottery while developing resilience in other income streams, identifying and developing long-term multi-year funding opportunities and marketing these effectively to our donors.
Completing a brand audit and review, and subsequently enhancing our website and communication channels to increase engagement and awareness that we are a charity.

To grow the number of donors, especially regular givers.

Enhancing the charity’s preparedness and resilience to manage the unforeseen.

Ensuring that we have effective risk mitigation and regulatory management strategies.

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1. Completing a brand audit and review, and subsequently enhancing our website and communication channels to increase engagement and awareness that we are a charity.

2. To grow the number of donors, especially regular givers.

3. Enhancing the charity’s preparedness and resilience to manage the unforeseen.

4. Ensuring that we have effective risk mitigation and regulatory management strategies.

5. Delivering a centralised supporter care service for all supporters.

6. Reviewing and enhancing our patron and ambassador engagement.

7. Identifying and working with new corporate partners.

8. Enhancing our In Memory programme and launching a Legacy programme.

STRATEGIC OUTCOME 3
SUSTAINABILITY
STRATEGIC OUTCOME 4

ORGANISATIONAL EXCELLENCE

Invest in, enable and support our people to deliver our service to the highest standards efficiently and effectively.

We will continue to invest in our people, ensuring they have the skills and knowledge to anticipate and adapt as we move forward. Key to this is honesty and transparency, to manage the well-being and training of our staff and make sure they are listened to and valued. We will continue to leverage technologies to ensure that we have the tools and analysis to carry out our roles effectively and efficiently.
We will achieve this with the following objectives:

1. Continuing to support and invest in our people and culture
2. Continuing to invest in and develop our digital and information technology
3. Develop our data insight, analysis and measurement criteria, and linking with finance to enhance our impact measurement
4. Monitoring our governance structures to ensure that they are effective and fit for purpose
5. Developing and implementing our internal communications strategy
OUR APPROACH

Our approach to achieving our vision and mission requires sound decision making criteria coupled with a clear understanding of what we need to do and what objectives are needed to achieve our strategic outcomes. Our decision making criteria is based on:

1. **Need and Impact** – We can demonstrate specific need towards improving patient outcomes and this need is aligned to our mission, values and charitable objectives.
2. **Fundable** – We can generate or have resources available to pay for our services.
3. **Deliverable** – We have the right skills and ability to deliver excellence in our services.
4. **Fit with our Partners** – We work with and contribute alongside our partners to make it happen.
5. **Risk** – We understand the drivers and constraints, the risks that these imply and how we will mitigate them.

These will form the basis of the business case for each of our objectives.
ACKNOWLEDGEMENT

Our care for the seriously ill and injured in London is the result of teamwork from a wide range of people and organisations - from our medical and emeritus teams, aviation and helipad teams, fundraisers, volunteers and staff through to our partners at Barts Health NHS Trust and the London Ambulance Service, and to the multiple emergency services and healthcare organisations that provide support. It is this continued drive to improve the outcomes of our patients that underpins the framework, culture and teamwork of what we do on a daily basis.

Thanks to our supporters’ generosity we have achieved our long term aspiration of a second helicopter and seen transformational growth over the last few years. Our new strategy is to build on this, to become more agile to change, to be more efficient and to build our resilience to plan for our future projects while improving the delivery of our service and development of the Institute of Pre-Hospital Care – it is about ‘Working Together Smarter for our Patients’ – with our mission as our clear focus.

This strategic direction and the objectives to achieve it have been drawn together through broad consultation and to ensure that we can and will demonstrate specific need towards improving patient outcomes aligned to our values and charitable objectives.

We believe that this strategy will allow every one of us to focus on our outcomes and make a measurable difference to the lives of our patients.