



HOPE ACROSS LONDON

Our strategy 2025

TRAUMA DOESN'T STOP, NEITHER DO WE.

2024 was a landmark year for London's Air Ambulance Charity. We successfully achieved our Up Against Time appeal to raise the additional £15 million needed to replace our new helicopter fleet, which has set us on track to serve the people of London up to our 50th year of operation in 2039. This was no small task and we are so grateful to our team and all the people who supported the appeal - without their generosity we quite simply would not have been able to provide our life-saving service.

Whilst delivering the appeal, we continued to provide an exceptional service for the people of London. For our clinicians, our pilots and operational team, patient liaison and the charity team it was business as usual - striving to make sure when a patient needs us the most, we will be there in the shortest time possible.

However, 2024 was also a year of reflection and forward planning – we have been looking ahead and developed a strategy to set the course for the next 15 years.

We don't expect things to be less challenging – pressure continues to increase on the NHS and there is no sign of decreasing incidents of trauma.

So we need to be ready – and to be ready we need to know where we are going. That is why we have set out our ambitious plans now.

This has involved an extensive exercise across all our teams and with our partners at Barts Health NHS Trust and London Ambulance Service NHS Trust to arrive at shared understanding and clarity about our future, which will in turn influence our future decision-making. We are grateful to them all for their contribution and counsel.

To continue to deliver our world-leading service we need to look beyond the operational challenges of our emergency medical service and maintain our position

at the leading edge of research, training and innovation, with impact on other air ambulance services, the practice of pre-hospital medicine and the communities that we serve.

Our strategy speaks to what makes us different from other air ambulance services. London provides us with a unique context – the geography of the city, the relatively small area we cover and the high incidents of trauma mean our teams treat a lot of very sick patients, in a small window of time. This provides us with exceptional experience that we can translate into meaningful insight in order to positively impact patient outcomes.

This strategy sets out the aspirations we have for the future. For us, our service is not only about saving lives, but about bringing hope to London.

This means hope for our communities and – through our commitment to research and training – hope for continuing improvements in the care that we can offer in the most extreme situations.

Jonathan Jenkins
CEO

HOPE ACROSS LONDON
HOPE ACROSS LONDON
HOPE ACROSS LONDON
HOPE ACROSS LONDON
HOPE ACROSS LONDON

THIS IS WHAT HOPE ACROSS LONDON LOOKS LIKE:

2,058

Patients in 2024

25

Doctors

18

Paramedics

11

Pilots and fire crew

9

Rapid-response vehicles

2,980

Clinical crew trained

Most importantly, none of this would be possible without our supporters, our partners and our amazing team.

11

Minutes to anywhere within M25

2

State-of-the-art aircraft

50,000

Patients helped since 1989

24

World-leading research projects

35

Average age of our patients

£17M

A year to deliver our service

OUR FLEET

+ Our fleet of two helicopters and nine cars allow us to reach our patients where they need us, when they need us most in the fastest time possible. +



“Our work is about human beings, real people, families and communities. Their stories are what inspire us to do what we do.”

Our fundraisers across London

“We are here for the people of London – whether they live here, work here or are visiting. We will be there whenever and wherever they need us.”

Jason Morris,
Lead Paramedic for Operations



OUR STRATEGY

London's Air Ambulance is a partnership between London's Air Ambulance Charity, Barts Health NHS Trust and the London Ambulance Service NHS Trust. The tripartite supports and enables an emergency service for the people of London who are most in need of highly skilled, specialist clinical care within the shortest time possible, at the scene of the incident. Our strategy sets the direction of travel for this unique partnership.

Our service provides knowledge, skills, expertise and operational capability, which would otherwise not be available to the people who need us most, when they need us most.

We aim to reach every one of those patients who require the highly specialised care that only we can provide.

Beyond our core emergency service, we enable excellence in both our clinical practice and operations through world-leading research, innovation, training and education, along with collaboration, partnerships and influencing.

Our patients sit at the heart of our strategy – by understanding their individual journeys, collecting data, signposting to others who can support them and their families, and evaluating their experience, we will continually improve our future approach.

We are different from other air ambulances – our service is not about transporting patients to hospital, but is a highly specialist emergency critical care service targeted at the most seriously injured, edge-of-life patients, who are in need of leading-edge emergency critical care and interventions, and our skills, expertise and experience. These are our patients.

We aim to save lives and achieve the best possible outcomes for these patients and their families, bringing hope through our specialist clinical care.

Our reach, reputation and impact extends not only across London, but also nationally and internationally as a world-class service.

The 15-year horizon for this strategy offers the space and scope for us to be ambitious – in terms of who we serve, what we do, how we do it and how far we challenge ourselves to maximise our impact and influence across London, the UK and the rest of the world.

Importantly, our strategy is not only about what we can do ourselves, but how we can collaborate and partner with others who make a contribution to our aims – specifically in research, training, innovation and education, but also in related areas of prevention, first response and recovery, as well as working with the communities that we serve.

OUR VISION, MISSION AND VALUES

We deliver **expertise** at the leading edge.
We believe in **excellence** in everything we do.
We serve **everyone** who needs us.
We bring **hope** to London.

OUR VISION

Our vision is to bring hope to every one of our patients across London, when they need us most, where they need us most.

OUR MISSION

Our mission is to use everything we know, our specialist skills and unmatched experience to save lives and ensure the best outcomes for every one of our patients and their families.

“By using our clinical expertise, our knowledge and our experience, we aim to give our critically injured patients the best possible outcome following trauma.”

Dr Anna Dobbie,
Lead Clinician



OUR VALUES

Compassionate

We are kind, respectful and always keen to listen to feedback.

Courageous

We are prepared to achieve our mission in challenging environments.

Pioneering

We embrace and lead change through our innovation and creativity.

OUR AIMS

+ Our strategy will only be successful if we deliver against our goals. We will measure and report our progress towards our objectives, to ensure we achieve our mission and vision. +

OBJECTIVES

- Objective:**
To hold our patients front of mind across the full scope of all we do.
- Objective:**
To focus on our unique scope in order to inform clinical strategy and fill the capability gap for the patients who need us most.
- Objective:**
To adopt a strategic, research-informed approach in order to support excellence in innovation, training, education and practice.
- Objective:**
To face outwards and build active partnerships and collaborative relationships in order to extend our impact and influence.
- Objective:**
To focus the activities of the charity in order to ensure we can continue supporting the service and delivering the strategy.

OUTCOMES

- Outcome:**
Measurable and improved patient outcomes, even beyond the core service.
- Outcome:**
World-leading clinical and operational excellence.
- Outcome:**
Research-informed innovation, education, training and practice.
- Outcome:**
Tangible impact and influence beyond the core service.
- Outcome:**
Required funding, support and resources.

“When the klaxon sounds we make sure our crews can depart safely and quickly, ready to respond at a moment’s notice. Whenever we are needed, our crews can rely on us to be there to help. We are proud to make a difference.”

Mark Drewitt and Stuart Whitford,
Fire Crew



“We are not just here to fly the helicopters. We are part of the team that makes sure our clinicians and the latest equipment gets to every incident in the shortest time possible. We are all part of saving lives.”

Captain Sam Tompkins,
Chief Pilot



**SAVING LIVES
SAVING LIVES
SAVING LIVES
SAVING LIVES
SAVING LIVES
SAVING LIVES
SAVING LIVES**



**HERE FOR
LONDON.
TODAY
TOMORROW
ALWAYS.**



ENABLING THE STRATEGY

In order to develop our strategic ambitions, our strategy challenges us to put in place the enabling structures, systems and processes that will make it possible.

Culture

We are a partnership which embraces a diverse workforce and this strategy requires the organisation to nurture a shared positive – but not uniform – culture for all.

Community

Our strategy requires the organisation to engage with stakeholders and the communities it represents, impacts and influences. We will consider our patients and their families, our supporters, fundraisers and volunteers, our partners and collaborators, our Major Trauma Centre and London Trauma System colleagues, other emergency services, our clinical and other alumni (globally as well as the air ambulance community in the UK) and importantly, the communities across London we serve.

Location

We will continue to review the most appropriate base for our service – our current location at The Royal London Hospital site maintains clinical focus and synergy.

Collaboration

The strategy challenges the organisation to collaborate with a broad range of partners. This includes our partners Barts Health NHS Trust and London Ambulance Service NHS Trust, academic, research, educational and training institutions, other air ambulances in the UK and overseas, other emergency services and cross-service initiatives as well as those in related areas such as prevention, first response and recovery. Beyond this, the organisation should be outward-facing and open to collaboration with others in support of the strategy.

Digital and data

Data will have an increasingly critical role to play in the delivery of the strategy. The organisation will be digital and data enabled.

SUPPORTING THE STRATEGY

Equality, diversity, inclusion and belonging (EDIB) and wellbeing

EDIB and wellbeing will be embedded in the culture of the organisation. It will be a safe, inclusive and welcoming environment and hold the wellbeing of all as a key priority.



Environmental, social and governance/sustainability

The organisation will have ESG principles (environmental, social and governance) at its core and commit to a sustainable future. We will ensure that the organisation is resilient and fit for the future – in organisational structure, operations, compliance, governance and financial security.

People

The organisation will adopt a strategic approach to ensure that we have the right people in place to deliver the strategy.

BRINGING HOPE TO EVERY EMERGENCY.

In developing our strategy we have been looking at a 15-year horizon, which has its challenges – how certain can we be about what the needs of London and our patients will be in 2039?

However, throughout the process we have been clear that this strategy is not just a means of setting our long-term vision for the coming years, but about identifying tangible outcomes for our service which will drive what we do in practise.

Building on our five strategic objectives we have identified specific outcomes and are now planning how we will make them happen, not just in the next year, but over the long-term horizon of our 15-year strategy.

Our progress towards each of these outcomes will be evaluated so that we can be certain we are on track to deliver hope across London.

Dr Tom Hurst,
Medical Director



OUR PLANS

Measurable and improved patient outcomes

- Deliver a patient liaison and outcome data function that provides support, advocacy and sign posting to our patients and families, and that collects high quality quantitative and qualitative data.
- Improve the outcome for patients in refractory non traumatic cardiac arrest and progress our capabilities in extra corporeal support for trauma.
- Improve the outcome for patients with shock after trauma (bleeding, tamponade and mixed cause).
- Improve the outcome for patients with traumatic brain injury.
- Play our part in providing London with a world-class major and high threat incident response.

World-leading clinical and operational excellence

- Make year-on-year improvements in the number of our patients we reach within 30 minutes of 999 time and in the median time to reach those patients.
- Provide our teams with best-in-class equipment and operational support, sufficient to meet the demands of our work including major incidents.
- Invest in helipad and road base infrastructure to enable all teams to excel.
- Develop a human performance programme to support clinical and operational excellence.
- Review our clinical model to provide every patient with the care they need, every team member with outstanding training and experience, and ensure team and individual sustainability.

Research-informed innovation, education, training and practice

- Establish the infrastructure needed to enable our research strategy including people, space and technology.
- To create an academic centre for pre-hospital care research with appointments at professor, senior lecturer and lecturer level in partnership with a university.
- Research programmes in shock, haemorrhage, cardiac arrest, head injury and major incidents.
- Invest in facilities, time and resource so that our people have the best possible education and training.
- Develop an innovation pipeline with clear thresholds for support at each stage.

Tangible impact and influence beyond the core service

- Influence pre-hospital care practice and share knowledge globally through conferences, training courses, degree programmes and through academic and social media.
- Engage with those working in the fields of injury prevention, harm reduction and first response to share our expertise.
- Strengthen our relationship with air ambulances and other pre-hospital care providers regionally, nationally and internationally.
- Strengthen our relationship with the London Major Trauma System and Major Trauma Centres, as well as with acute providers and cardiac services.
- Continue to work as part of a tripartite with Barts Health NHS Trust and London Ambulance Service NHS Trust.

Required funding, support and resources

- Drive toward sustainable and diverse income generation and stewardship to fund future growth of our service.
- Deploy our CRM to ensure an improved customer experience and develop life-long relationships with our supporters.
- Develop and nurture an appropriately skilled and resourced team to support this growth.
- Improve our approach to reputation management and engagement with more diverse audiences to extend our reach.
- Evolve and develop our brand and its status to support our strategic goals and to ensure it remains fresh and engaging for all audiences.

Bringing hope to all of London:

**BARNET, BARKING & DAGENHAM, BEXLEY, BRENT,
BROMLEY, CAMDEN, CITY OF LONDON, CROYDON, EALING,
ENFIELD, GREENWICH, HACKNEY, HAMMERSMITH AND
FULHAM, HARINGEY, HARROW, HAVERING, HILLINGDON,
HOUNSLOW, ISLINGTON, KENSINGTON AND CHELSEA,
KINGSTON UPON THAMES, LAMBETH, LEWISHAM,
MERTON, NEWHAM, REDBRIDGE, RICHMOND UPON
THAMES, SOUTHWARK, SUTTON, TOWER HAMLETS,
WALTHAM FOREST, WANDSWORTH, WESTMINSTER.**



Registered Charity (801013)

