**Problem**

**What**
- Problem(s): Death, ambulance delay

**When**
- Date: September 7, 2015
- Time: 10:15 PM

**Where**
- Facility, site: 111 Emergency Call Center
- Unit, area, equipment: London, England
- Task being performed: Service operations at ‘purple-enhanced’

**Impact to the Goals**
- Patient Safety: Death of patient
- Patient Services: Delayed emergency treatment
- Schedule/Operations: Ambulance capacity insufficient
- Call system capacity insufficient

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**Analysis**

**Detailed Cause Map**
- Add detail as information becomes available.

**Cause Mapping**
- Problem Solving • Incident Investigation • Root Cause Analysis

**Step 1** Problem
- What's the Problem?

**Step 2** Analysis
- Why did it happen?

**Step 3** Solutions
- What will be done?

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**Why?**

- Effect
- Cause

**Timeline**

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 7, 2015</td>
<td>5:42 PM</td>
<td>Call handler determined condition not life-threatening - puts in box for 30-minute call back</td>
</tr>
<tr>
<td>~5:00 PM</td>
<td>Patient asks friend to call an ambulance</td>
<td></td>
</tr>
<tr>
<td>5:49 PM</td>
<td>Patient calls 111 (NHS Direct)</td>
<td></td>
</tr>
<tr>
<td>5:42 PM</td>
<td>Call handler determined condition not life-threatening - puts in box for 30-minute call back</td>
<td></td>
</tr>
<tr>
<td>5:49 PM</td>
<td>Request is made for ambulance through 111 with 30-minute response time; no estimated time of arrival is given</td>
<td></td>
</tr>
<tr>
<td>10:15 PM</td>
<td>Friend tells no estimated time of arrival for ambulance</td>
<td></td>
</tr>
<tr>
<td>10:23 PM</td>
<td>Friend calls 999 after discovering patient lost consciousness</td>
<td></td>
</tr>
<tr>
<td>10:30 PM</td>
<td>Ambulance arrives</td>
<td></td>
</tr>
<tr>
<td>September 12, 2015</td>
<td>Patient dies</td>
<td></td>
</tr>
</tbody>
</table>

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**Delayed Ambulance Leads to Death**

**After 4.5 hours, patient found unconscious**

A patient asked a friend to call an ambulance at about 5:00 pm on September 7, 2015. The friend dialed 111, which is the non-emergency medical helpline from the National Health Service. A clinical supervisor determined that it was an emergency that required an ambulance within 30 minutes. At this point it appears there was no contact until 10:15 pm, at which point a call-back was made to check on the patient’s ongoing symptoms. The friend at this time found the patient unconscious, having suffered cardiac arrest, and called 999, the emergency call system, at 10:23 pm. The ambulance arrived at 10:30 pm and took the patient to a hospital, where she died 5 days later.

“The reason for the approximate four-and-a-half hour delay in an ambulance attending was because demand outstripped capacity. If Lisa had received definitive hospital care before she suffered a cardiac arrest in the evening of September 7, the likelihood is she would have survived.”

- Coroner Mary Hassell

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**ThinkReliability**

Investigate Problems. Prevent Problems.

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