



Yorkshire Ambulance Service NHS Trust Quality Account 2016-17 Summary

Our Mission	
Your Ambulance Service, Saving lives, caring for you	
Our Vision	
Providing world-class care for the local communities we serve	
Our Values	
1	Working together for patients
2	Everyone counts
3	Commitment to quality of care
4	Always compassionate
5	Respect and dignity
6	Enhancing and improving lives

Significant work is underway to refresh the Trust's values. A large-scale staff engagement exercise has been completed and will inform the revised Trust values and support the development of a behavioural framework.

Welcome to our NHS Trust Quality Account 2016-17. We have a lot to celebrate this year; including the significant improvements we have made to the quality of care we provide for people who suffer life-threatening emergencies such as cardiac arrest, stroke and major trauma. We remain among the best in the country for these and will continue to strive to maintain this performance in the coming year. Against the backdrop of a challenging year, where much publicity has been focused on the health service as a whole, I am incredibly proud of our staff, both the support teams and those caring directly for patients, who work tirelessly to ensure that care is delivered at point of need to our local population.

I was delighted that this was recognised through the Care Quality Commission (CQC) report, published in February 2017. The report highlighted the improvements which have been made since the last CQC inspection and also noted many areas of good practice. Notably this included the caring and compassionate attitude of our staff, our ambition for Yorkshire Ambulance Service (YAS) described in our estates and workforce strategy, and our first “outstanding” rating for the strength of our resilience service.

Like other NHS ambulance trusts, we continue to face significant challenges, not least in the unprecedented levels of demand we have seen this year. We have had to continually reassess our resources and resilience both on the road within the Accident and Emergency (A&E) service, within our non-emergency Patient Transport Service (PTS) and for NHS 111.

Our aim and continued commitment is to respond to patients with life threatening conditions as quickly and safely as possible and we are a key partner in the joint working across the region to develop and implement new and exciting ways of working to better serve the people of Yorkshire and the Humber.



Rod Barnes
Chief Executive

Introduction to Yorkshire Ambulance Service NHS Trust (YAS)

YAS covers 6,000 square miles of varied terrain from the isolated Yorkshire Dales and North York Moors to urban areas including Bradford, Hull, Leeds, Sheffield, Wakefield and York.

We are a successful integrated provider of emergency and urgent care and patient transport services. Our core skills and competencies include emergency and urgent care triage and response, clinical pathways design and

management, healthcare technology, resilience and logistics. We employ over 5,000 staff who, together with over 1,200 volunteers, provide services to a population of more than five million people across an area of over 6,000 square miles.



In 2016-17 we responded to 895,700 999 calls and made 1,020,621 patient transport journeys per year across the region. Our NHS 111 service for less urgent calls handled over 1.5 million calls per year across Yorkshire and the Humber, Bassetlaw, North Lincolnshire and North East Lincolnshire. We also provided a region-wide major incident response and resilience planning capability, medical and first aid cover for large-scale sporting events and festivals, commercial training and fleet and logistics services.

Engaging with Staff, Patients and the Public about Quality

In order to ensure that the YAS Quality Account reflected the views of all our stakeholders we consulted with a wide range of groups and individuals including our staff, our recently formed Critical Friends Network, Expert Patient, Trust Members, YAS Forum Members, regional Healthwatch and Health Overview and Scrutiny Committees. We also analysed our data systems: incidents, near misses, complaints and patient feedback are all mechanisms we use to establish trends and themes which inform our Strategy and contribute to our Quality Account.

2016-17: How did we do?

Care Quality Commission

The Care Quality Commission (CQC) inspected the Trust in September/October 2016 and the report was published in February 2017 resulting in an overall rating of 'Good'.

All of our services demonstrated significant improvement since the CQC's inspection in January 2015 and we are also pleased that the CQC has highlighted a number of areas of outstanding practice. These include:

- Our Red Arrest Team providing senior clinical support for patients who suffer a cardiac arrest.
- Partnership working to improve integrated urgent and emergency care across the region.
- The introduction of palliative care nurses in our NHS 111 call centres to support end-of-life care.
- Clinical developments within our Hazardous Area Response Team.

Overview of ratings published on 1 February 2017

Outcomes	Safe	Effective	Caring	Responsive	Well-Led	Overall
Emergency and urgent care	Good	Good	Good*	Good	Good	Good
Patient Transport Service (PTS)	Requires improvement	Good	Good*	Requires improvement	Requires improvement	Requires improvement
Emergency Operations Centre (EOC)	Good	Good*	Good*	Good*	Good	Good
Resilience	Good	★ Outstanding	Good	Good	Good	Good
NHS 111	Good	Good	Good	Good	Good	Good
Overall	Good	Good	Good	Good	Good	Good

* Assessed in 2015 and not required to be reassessed in 2016

Ambulance Response Times

Due to the Trust's participation in the Ambulance Response Programme (ARP) and the changes introduced in different phases of the trial, the performance data for 2016-17 does not directly correlate to the previous response categories and so the Trust is unable to publish performance against the national targets. For the evaluation of the trial and possible outcome proposals going forward not to be prejudiced prior to publication, the Trusts involved in the trial are unable to share their data externally during the trial period, however this will be released once the evaluation report is published.

Moving Patients Safely

Incident Category	PTS Incidents	PTS Incidents
	2015-16	2016-17
Falls	57	22
Injuries	46	33
Total incidents	103	55

Falls and injuries are monitored through the safety thermometer and key messages are delivered to staff through monthly safety update posters. Throughout 2016-17 there was also targeted communications including the monthly *Safety Update* around moving patients safely.

As a result of this the Trust has seen a reduction in PTS falls' incidents of 61% and injuries 28%.

Alternative Clinical Pathways

YAS continues to increase the number of direct pathways for patients presenting with a suspected hip fracture. York joined Hull in prioritising patients with suspected hip fracture with the aim of reducing the time in ED and speeding up access to surgery.

Performance against Priorities for Improvement 2016-17

<p>Priority One Delivery of sustainable improvement in emergency ambulance response performance in line with national standards</p>	<p>YAS has embarked upon a transformation programme designed to deliver a sustainable service by recruiting staff ensuring the skill mix between clinical and non-clinical frontline staff meets patient demand and expectations. YAS have also piloted the Ambulance Response Programme phase 2</p>	<p style="text-align: center;">X</p>
<p>Priority Two Development of the Trust's role in care co-ordination across the urgent and emergency care system, with particular focus on frail older patients, patients with palliative care and patients with mental health conditions</p>	<p>Several is working in partnership across the region and schemes are underway</p>	<p style="text-align: center;">✓</p>
<p>Priority Three Improvement in patient outcomes with key conditions - cardiac arrest and sepsis</p>	<p>Work has continued to develop and enhance the level of patient care delivered by the red arrest team paramedics to patients in cardiac arrest. YAS has also developed a Pre Hospital Screening Tool in conjunction with Emergency Department consultants across Yorkshire</p>	<p style="text-align: center;">✓</p>
<p>Priority Four Improvement of patient safety aligned to the <i>Sign Up to Safety</i> campaign, focused on moving patients safely, improving communication within the EOC and improving the care and management of deteriorating patients</p>	<p>2016-17 has been the second year of the <i>Sign up to Safety</i> programme at YAS with three clear work-streams now established to reduce harm to patients. This is part of a wider national campaign supported by NHS England and the Department of Health</p>	<p style="text-align: center;">✓</p>
<p>Priority Five Improving the experience for children</p>	<p>Over the past year YAS has provided CPD and simulation events across the region from expert doctors and nurses in paediatric care, and together with the launch of the paediatric screening tool has allowed clinicians to become more confident in treating children.</p>	<p style="text-align: center;">X</p>

What our staff tell us:

Whilst the result of the staff Friends and Family Test (FFT) questions show a general improvement in the scores since the survey was launched in April 2014, the Trust recognises that significant development is required on the view of how staff relate to whether they would recommend the Trust as a place for work.

Staff Views on Standards of Care	Proportion of staff who agree or strongly agree that if a friend or relative needed treatment they would be happy with the standard of care provided by the Trust
YAS 2015-16	65%
National Average 2015-16	64%
YAS 2016-17	71%
National Average 2016-17	67%

Patient Safety

YAS puts patient safety first. An open and honest incident reporting culture is critical for learning and improvements in patient safety. YAS supports and encourages all staff to report incidents and near misses. A number of initiatives have taken place or are work in progress to further improve incident reporting across the Trust and in turn improve the consistency of the investigations to improve learning across the Trust.

- Introduction of investigation grades across the Trust to standardise the approach to investigation
- Full review and re-launch of the Datix incident reporting system.
- Continuation of the popular *Safety Update* – a monthly publication issued to all staff focused on learning and improvement.

PTS

We are delighted that the Trust has been successful in securing a new five-year contract to deliver non-emergency health care patient transport services across South Yorkshire and East Riding of Yorkshire following competitive tender processes.

Planned and Urgent Care

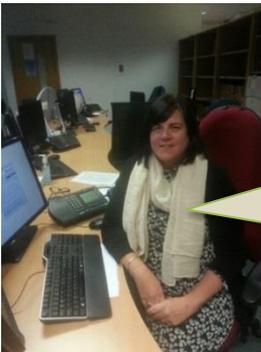
In May 2016, recognising the increasing emphasis for care in the community, a Directorate for Planned and Urgent Care was created. The Directorate includes NHS 111, Patient Transport Service and the Urgent Care agenda

NHS 111

- 1,570,254 patient calls answered (3.9% up on 2015-16).
- 93.3% of calls answered within 60 seconds against a target of 95% (4.2% up on 2015-16).
- 79.7% of clinical calls received a call back within two hours; whilst this was a decrease from 2015-16, more calls are being managed by clinical staff.
- Of the calls answered, 8.8% were referred to 999; 14.7% were given self-care advice and 6.5% signposted to A&E. The remainder were referred to attend a primary or community care service or attend another service such as dental.
- In an independent survey 95% of patients agree/strongly agree that they were treated with dignity and respect, with 96% of patients feeding back that they followed some or all of the advice that they were given. 90% would recommend NHS 111 to their friends and family and overall satisfaction for the service continues to be extremely positive with 48 compliments received.

Yorkshire Air Ambulance

The partnership between Yorkshire Ambulance Service and the Yorkshire Air Ambulance (YAA) charity has continued to grow and develop over the last 12 months. YAA has attended over 1,500 incidents this year from its two operational bases at Nostell and Topcliffe.



I enjoy my role as an NHS 111 call handler. Every day is different, due to the variety of calls we take and you never know what type of inquiry you are going to get next. It is very satisfying to know that you have helped patients receive the level of care they need.

Caroline Bedford, NHS 111 Call Handler

Inspections for Improvement

The Inspections for Improvement process is a rolling annual programme of ambulance station and vehicle inspections undertaken by members of staff within the Quality Governance and Performance Assurance Directorate supported by local staff from the inspection site.



Bright Ideas

The 'Bright Ideas' scheme is an opportunity for all YAS staff to submit ideas which could potentially make a positive difference to patients, staff and services. The objective of the scheme is to contribute to the delivery of the Yorkshire Ambulance

Service (YAS) vision and values as well as encouraging innovation, improving morale and encouraging staff participation.

Mental health nurses within the 999 emergency operations centre (EOC)

Since the introduction of specialist nurses to the 999 EOC, the number of patients in a mental health crisis who have needed to be taken to hospital has decreased.

Staff Recognition Scheme

Recognising and celebrating the successes and dedication of our staff is a priority at YAS.

YAS-wide programmes in place include acknowledgement for long service and retirement, as well as the annual *WE CARE Awards* for staff who have gone above and beyond the call of duty.

Patient Feedback

"The paramedic was fantastic, couldn't have been more reassuring. It was also brilliant that he was able to do the stitches within the home to save a trip to the A&E. (A&E)

"It would be really beneficial if they could phone ten minutes before arrival to save ambulance staff waiting and patients running around. The service is excellent 10 out of 10. Thank you." (PTS)

Some of our 2016-17 winners

Award Success for Alcohol Pathway

YAS was 'highly commended' at the Advancing Healthcare Awards. The achievement was for the Trust's onward referral pathway for alcohol misuse in the Faculty of Public Health and Public Health England Award for Contributions to Public Health.



Sarah Brown, Emergency Operations Centre Quality Auditor, won the Analyst of the Year Award at the 2016 Quality and Customer Experience Awards.



John Senior, NHS 111 Workforce Information Analyst, won Best Newcomer at the 2016 Data, Analytics and Insight Awards

Looking Ahead: Our Priorities for Improvement 2017-18

Our five-year Integrated Business Plan (IBP) is reflective of the national agenda, but importantly also identifies a number of priority areas for improvement locally and regionally. Once again this year, we have tested our own ideas about these priorities with others. External stakeholders including Healthwatch, Overview and Scrutiny Committees, our expert patient and our commissioners have all been consulted.

Priority 1

Patient Safety: Improving emergency ambulance response times for patients
Lead: Dr David Macklin, Executive Director of Operations

Priority 2

Patient Safety: Development of the Trust's role in care co-ordination across the urgent and emergency care system, with particular focus on care closer to home and improved information sharing across care boundaries
Lead: Dr Philip Foster, Director for Planned and Urgent Care

Priority 3

Patient Experience: Maintain effective patient feedback to ensure learning from the patient experience is identified and shared -
Lead: Karen Warner, Deputy Director Quality and Nursing

Priority 4

Clinical Effectiveness: Develop a patient centred pathway which enables best practice for patients who have suffered a stroke
Lead: Dr Steven Dykes, Deputy Medical Director

This leaflet is a summary and compliments our full Quality Accounts which can be read on our website at www.yas.nhs.uk

If you would prefer this document in another language or format, such as large print, braille or audio file, please contact our Corporate Communications department at Trust Headquarters to discuss your requirements.

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