



<b>MEETING TITLE</b> Board of Directors Meeting in Public		<b>MEETING DATE</b> 27/03/2018	
<b>TITLE of PAPER</b>	For Discussion: YAS Updated Operating Plan Priorities 2018/19 - Update	<b>PAPER REF</b>	5.1
<b>STRATEGIC OBJECTIVE(S)</b>	All		
<b>PURPOSE OF THE PAPER</b>	To update the Board of Directors on the ongoing development of the Trust's Operating Plan, introducing key changes around ARP and IUC 111.		
<b>For Approval</b>	<input type="checkbox"/>	<b>For Assurance</b>	<input checked="" type="checkbox"/>
<b>For Decision</b>	<input type="checkbox"/>	<b>Discussion/Information</b>	<input checked="" type="checkbox"/>
<b>AUTHOR / LEAD</b>	Matt Sandford Associate Director of Planning and Development	<b>ACCOUNTABLE DIRECTOR</b>	Rod Barnes Chief Executive
<b>DISCUSSED AT / INFORMED BY – include date(s) as appropriate (free text – i.e. please provide an audit trail of the development(s)/proposal(s) subject of this paper):</b> Trust Executive Group                      5 February 2018 Trust Management Group                    7 February 2018 Board of Directors (Private)              22 February 2018			
<b>PREVIOUSLY AGREED AT:</b>	<b>Committee/Group:</b>	<b>Date:</b>	
<b>RECOMMENDATION(S)</b>	It is recommended that the Board of Directors note the contents of this paper and consider the operating plan priorities for 2018/19		
<b>RISK ASSESSMENT</b>		<b>Yes</b>	<b>No</b>
<b>Corporate Risk Register and/or Board Assurance Framework amended</b> <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Resource Implications (Financial, Workforce, other - specify)</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
<b>Legal implications/Regulatory requirements</b> <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>Diversity and Inclusion Implications</b> <i>If 'Yes' – please attach to the back of this paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
<b>ASSURANCE/COMPLIANCE</b>			
<b>Care Quality Commission</b> Choose a DOMAIN(s)	All		
<b>NHSI Single Oversight Framework</b> Choose a THEME(s)	1. All		

## **Update: Draft Operating Plan Priorities 2018/19**

### **1. Purpose**

- 1.1 To update the Board of Directors on the ongoing development of the Trust's Operating Plan, introducing key changes around ARP and IUC 111.

### **2. Context**

The outline planning priorities were presented to the private meeting of the Board of Directors in February. Work continues on developing the final Operating Plan 2018/19 for the Trust; the draft plan was successfully submitted to NHS Improvement on 8 March, as per the requirements of the planning guidance.

This paper sets out an update for the Board of Directors on the continuing work to develop the final Operating Plan, for approval by the Board on 26 April, ahead of final submission to NHS Improvement by 30 April 2018.

The Trust's Operating Plan continues to be developed to:

- Align to the Trust Strategy, which is currently being refreshed;
- Set out the narrative for the Trust Business Plan, currently in development. The Operating and Business Plans form two parts of the same overarching plan for YAS in 2018/19;
- Consider the wider national and system context, reflecting:
  - The work undertaken on developing a range of business cases for Commissioner support for delivery of the Ambulance Response Programme (ARP);
  - The current settlement and plans for the Integrated Urgent Care 111 Service; and
  - Wider system changes around STP / ICS, reconfigurations and shift towards specialist centres
- Reflect how the organisation is developing the Transformation Programmes, to include the increasing scale and complexity of the transformation required.

We continue to await feedback from NHS Improvement on the previously submitted draft Operating Plan for 2018/19.

During this period, the Trust continues to engage with Commissioners to agree a final contract settlement. The outcome of these negotiations will impact on the final submission, in relation to the:

- Trust financial plan for 2018/19 – a key submission for NHS Improvement, setting out our plan for achievement of financial targets and the Control Total
- Workforce model, setting out the workforce trajectory for 2018/19

- Activity model, outlining the activity trajectory for ARP Category delivery throughout 2018/19

These will be updated and presented to the Board of Directors, as part of the Trust submission to NHS Improvement on 30 April 2018.

Business planning and objective setting is already underway for 2018/19. Service lines and support functions are refreshing plans and continue to use the existing strategic objectives as the framework until the new strategy is ratified.

Delivery of the plan will continue to be monitored on a quarterly basis through the Integrated Performance Report.

### **3. Trust Strategy**

3.1 Development of the Trust strategy is on-going and the aim is to use the new framework to link objectives with and increase the synergy between strategy and operations. The five key points of focus are:

- Prevention
- Triage
- Convey
- Advice
- Treat

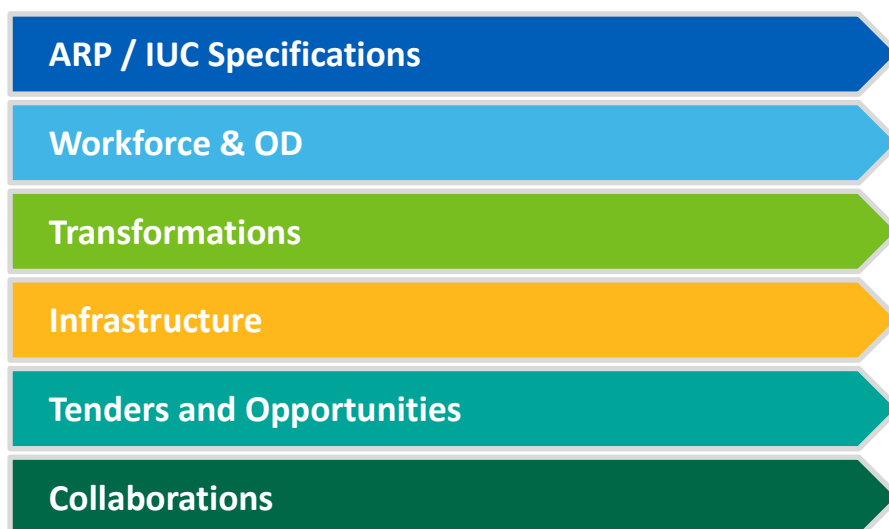
3.2 The Trust Strategy incorporates a series of high level developments and programmes; these will be further defined to include detailed delivery plans and performance measures. Once developed and agreed, these will form part of the priorities and deliverables for 2018/19 and beyond.

3.3 The business planning cycle is focused on delivering the Trust Strategy; we remain focused on finalising and approving the Trust Strategy within 2018/19. Currently, the Trust Business Plan will align key activities to the current Trust Strategic Objectives.

### **4. Proposed Operating Plan Priorities 2018/19**

4.1 The Trust has well-established business planning processes in place, building on the successful development and implementation of the two year operating plan for 2017/18 – 2018/19. The Planning and Development team have met with key representatives from across the organisation to outline the key priorities and deliverables for 2018/19. These have been shaped by national policy changes, revised specifications and the emerging Trust Strategy.

As a Trust, the key priority areas are:



4.2 It is important to note that the draft Operating Plan, submitted on 8 March 2018, continues to be developed, to reflect the ongoing contract negotiations and settlements and the programme of work to establish how the Trust will work towards delivery of ARP and respond to the IUC Specification and tender for the current 111 service.

4.3 The main deliverables and programmes of work outlined against these key priority areas are set out below:

**ARP / IUC Specifications**

The Ambulance Response Programme (ARP) represents a significant change to the way the ambulance services deliver their services. The Trust is required to deliver ARP performance standards by September 2018. Under the current delivery model, an additional £14.8m of investment would be required to deliver ARP standards; however this is agreed as being unaffordable and undeliverable in the short term.

The Trust have agreed to work with Commissioners to develop a joint narrative around how we will deliver the standard over time, but are seeking to establish an ARP business case 'reserve', against which YAS can draw funds down to mobilise the business case deliverables and outcomes.

The Trust have developed a range of business cases seeking investment from Commissioners, alongside internal investment and a major transformation programme to radically change the delivery model and drive out improvements in productivity and efficiency.

The proposals seek to mitigate the £14.8m investment, through a multi-faceted approach:

- Commissioner investment to deliver national standards
- YAS internal transformation to adopt new ways of working
- YAS stretch targets for cost improvement plans, to generate internal funds to invest in ARP

- System wide management of hospital handover performance, in line with the national planning guidance, to mitigate the impact on YAS performance

This range of business cases and internal programme are anticipated to support the achievement of the performance standards by the second half of 2018/19, assuming they are fully supported and delivered.

The business cases are intended to operate as a suite of proposals that support the overall delivery of the ARP standards.

An overview of the current business case proposals are:

**Low Acuity Tier:**

This development has already received approval by commissioners, and will improve the management and response to low acuity demand, ensuring parity of response, maximising our resources and skills to this demand.

**A&E Operational Transformation – Rapid Response Vehicle to Double Crew Ambulance:**

Investing in the increased number of Double Crewed Ambulances (DCA), reducing the levels of Rapid Response Vehicles (RRV) and increasing the levels of non-clinical support, to support delivery of ARP standards, by increasing the capacity of **transportable** vehicles, particularly for Category 2 demand.

This requires an increased emphasis on the dispatch of DCAs for Category 2 calls, utilising the paramedic resource currently within RRVs in a phased way to crew DCAs, aligned to the reducing requirement for RRVs within the ARP standards.

This requires some initial investment from Commissioners, to increase DCA and staffing capacity, to enable YAS to improve productivity and efficiency to mobilise additional DCAs and crew; to support delivery of Category 2 mean performance, as it is recognised that the achievement of this category enables full delivery of all Categories of emergency calls.

**Emergency Operations Centre (EOC) Transformation:**

Redesign and restructure of the EOC functional model to deliver a more cohesive and locally focused response to ARP.

Investment in the skills of the clinical hub, to provide increased levels of clinical support to paramedics; improve decision making and maximise the use of system clinical pathways to increase See, Treat and Refer rates. This combined business case ensures that resources are maximised, providing significant benefits to the wider health system and help mitigate conveyances, supporting delivering of the four hour A&E target.

**Ambulance Vehicle Preparation (AVP):**

Part of the ongoing Hub and Spoke programme, setting out the quality improvement and improved efficiencies relating to the Ambulance Vehicle Preparation investment. This enables an improvement in performance and

quality.

The combination of these business cases will focus the right resource, to the right need; support increased delivery of Hear and Treat and See and Treat; reduce levels of inappropriate conveyance; maximise the clinical support to paramedics and support more localised delivery of performance standards to further improve delivery of care to patients.

The Integrated Urgent Care Specification was released in August 2018, setting out a significant change in the way that the primary and urgent care system needed to operate and integrate.

Commissioners are currently undertaking a market testing exercise for the provision of a lead provider for these services.

Our planning priorities incorporate how we will resource, respond and mobilise the YAS offer to meet this specification.

The 2018/19 contract for NHS111 and WYUC has now been agreed in principle, and is expected to be concluded and signed within national contracting deadlines.

Key priorities for 2018/19 are to:

- Address the historic funding gap in NHS111 and ensure that appropriate underlying activity growth is funded for the coming year
- Establish a clear position on the commissioner requirements for IUC implementation in the coming year
- Maintain a stable & sustainable sub-contracting relationship with Local Care Direct for WYUC services
- Mitigating any risks associated with WYUC sub contract in final contract year
- Renew and streamline the contract form to reflect national NHS standards

Formal written confirmation of the financial settlement has now been received from Commissioners, and the final contract documentation is being completed. This will enable the service to develop a clear workforce and clinical development programme; however, any changes to the current 111 service model or developments for 2018/19 will be negotiated and funded (where required) in addition to the core contract settlement.

Additional priorities, linked to the above include the review of clinical advice synergies across the current EOC and NHS111.

## Workforce & OD

The Workforce Strategy is currently being refreshed to align to the Trust Strategy and to reflect the significant transformations being developed, as outlined above.

The key strands of priority work include:

- Development of Specialist Paramedic, Advanced Paramedic, Allied Health Professional & Nursing roles and paramedic re-banding
- Rotational posts (internal & external), incorporating these roles into the wider organisation, including the evaluation of these roles as part of the HEE national pilot
- Rotation of leaders across the Trust
  - Share learning / experience
  - Build skills
  - Increase resilience
- Management and leadership training and development
- Building skills in Quality Improvement methodology across staff / managers
- Recruitment, retention, resourcing models
- Cultural change programme
- Introduction of Health & Well-being priorities
- Closing the workforce skills gaps
- Deliver key CQC Actions and Well-Led Framework

## Transformations

The Trust is undertaking a review of the current Transformation programmes and the overall programme management approach.

The current arrangements don't fully align to the significant changes in YAS and the wider system.

The transformation programmes must also fully reflect, align and support delivery of the revised strategy.

A key focus is on how the transformation programmes work across the organisation in a more co-ordinated way, with clear cross cutting workstreams. This will enable resources to be better aligned to support delivery.

Whilst work continues on reviewing this approach, the focus is anticipated to be on the Operational Model; Capacity and Capability; and Infrastructure, all underpinned and supported by the Trust's Programme Management Office.

This approach will align to the proposed Five Points of Patient Focus, outlined in the Strategy and provides a focus for departmental plans in support of the Strategy and the Transformation Programme.

## Infrastructure

All elements of the infrastructure priorities are driven by the Trust Strategy and the emerging Transformation Programme.

Delivery of ARP and the IUC specification provides further clarity on infrastructure requirements. These priorities will become clearer following approval of the Trust Strategy, alignment of the Transformation Programme and final agreement on the ARP business cases / IUC market testing.

Priorities will emerge alongside the development of the Northern Ambulance Alliance and Tri-Service agreements, including opportunities for co-location.

Current priorities include ensuring that the estates strategy continues to meet the needs of operational services and meets the requirements identified within the national planning guidance.

The AVP / Hub and Spoke programme sets out a range of priorities – AVP for Leeds and Huddersfield remain with Commissioners for their support to invest.

Fleet priorities are now being directed by the requirements within the ARP business case proposals to Commissioners. The A&E Operational Transformation business case in particular will set out the immediate priorities for the Fleet plan.

The digital infrastructure has a range of priorities for 2018/19, incorporating essential key developments to ensure the digital infrastructure remains fit for purpose, alongside delivery of key programmes set at a national level to meet national standards, including delivery of ARP.

These priorities currently include:

- Telephony switch (single Ambulance procurement)
- Unified Communications / Emergency Services Network
- Electronic Patient Record
- Single YAS record

## Tenders and Opportunities

The Trust has had a successful 2017/18 in relation to the number of tendered contracts secured. It remains a priority of the Trust to continue to maintain and expand its current service portfolio; in particular, the following services, anticipated to be tendered during 2018/19:

- Integrated Urgent Care service
- Non-emergency transport: West Yorkshire

The Trust will undertake a focused review of resource requirements to develop and deliver a successful tender response for the anticipated



tenders, with particular focus on creating a dedicated bid support team and engagement to shape scope and scale of specification.

The development of a 'tender pipeline' and regular status reports on tenders will ensure that the Trust is better prepared to respond to tender and mobilise effective resources.

We will also consider potential new models and partnerships for service delivery aligned to the Trust Strategy.

## Collaborations

The Trust recognises the importance of working with other organisations to support delivery. This may create improvements in operational efficiencies, maximise skills, experience, innovation and the use of resources.

To support this, the Trust will:

- Continue to identify opportunities for savings and efficiencies within the Northern Ambulance Alliance;
- Undertake work associated with the Carter Review – Model Ambulance benchmark indicators. Increasing focus on Workforce, Fleet and Estates;
- Increase procurement opportunities across the NAA / Tri-Services;
- Explore corporate services collaboration around shared services; and
- Explore further commercial opportunities and efficiencies

## 5. DISCUSSION

- 5.1 The new operating planning guidance gives a clear steer in terms of prioritisation for the next year.

Compliance with the Ambulance Response Programme is a key priority, setting out a range of challenging new standards for the A&E 999 service, by September 2018.

Delivery of the Integrated Urgent Care specification; setting out how the Trust must work in an integrated way with primary care and community services.

Directorates have acknowledged this in their outline plans for the next twelve months; alongside clear business case proposals and planning for market testing of the IUC service.

- 5.2 How the Trust supports these proposals and services generates a range of priorities, in particular our Fleet, Workforce, Estates and Digital infrastructures, to ensure that we focus our support services in the right way, to support front line service delivery.

- 5.3 The review and development of our Transformation Programme will ensure that these programmes are aligned and managed effectively, to meet our regulatory standards and deliver our Strategy.
- 5.4 Work continues on the development of the Trust Business Plan for 2018/19, as the delivery plan to this Operating Plan. The Trust is well engaged with this work and will set out a clear programme of work and deliverables, aligned to our Strategic Objectives.
- 5.5 The outcome of the contract settlement will require a further iteration of our financial, workforce and activity plans to be developed. These will be presented to the Board of Directors, alongside the Operating Plan for 2018/19.
- 5.6 The final Trust Operating Plan for 2018/19 will be presented to the Board of Directors on 26 April 2018 for approval, prior to submission to NHS Improvement on 30 April 2018.

## **6. RECOMMENDATIONS**

It is recommended that the Board of Directors note the contents of this paper and consider the operating plan priorities for 2018/19.