



## Trust Board Meeting held in Public

**Venue:** National Coal Mining Museum for England, Caphouse Colliery, New Road, Overton, Wakefield, WF4 4RH

**Date:** Tuesday 27 September 2016

**Time:** 1045 hours

**Chairman:** Kathryn Lavery

### Present:

#### Board Members:

Kathryn Lavery	(KL)	Chairman
Patricia Drake	(PD)	Deputy Chairman and Non-Executive Director
Rod Barnes	(RB)	Chief Executive
Roberta Barker	(RBa)	Director of Workforce and Organisational Development (Interim)
Dr Dave Macklin	(DM)	Executive Director of Operations
Erfana Mahmood	(EM)	Non-Executive Director
Dr Julian Mark	(JM)	Executive Medical Director
John Nutton	(JN)	Non-Executive Director
Steve Page	(SP)	Executive Director of Quality, Governance and Performance Assurance
Barrie Senior	(BS)	Non-Executive Director
Robert Toole	(RDT)	Executive Director of Finance (Interim)

### Apologies:

#### In Attendance:

Dr Phillip Foster	(PF)	Director of Planned and Urgent Care
Anne Allen	(AA)	Trust Secretary
Ronnie Coutts	(RC)	Non-Executive Director (Designate)
David Bolam	(DB)	Public Member (North)
Rod Spratley	(RS)	YAS Forum Member (South)
John Cunnington	(JC)	YAS Forum Member (East)
Stan Hardy	(SH)	YAS Forum Member (West)
Karamjeet Singh Virdee	(KV)	YAS Forum Member (West)
Cllr Nigel Wilkinson	(NW)	East Riding of Yorkshire Council
Luke Leyton	(LL)	Public Member
Kerry Clark	(KC)	Mencap Support Worker
Simon Worley	(SW)	Yorkshire Ambulance Service NHS Trust
Gemma Duncanson	(GD)	Yorkshire Ambulance Service NHS Trust
Steve Scarr	(SS)	Yorkshire Ambulance Service NHS Trust
David Lawson	(DL)	Public Member
Bryan Thompson	(BT)	Public Member

Andrea Broadway-Parkinson	(ABP) Yorkshire Ambulance Service NHS Trust (Expert Patient)
Luke Playford	(LP) Yorkshire Ambulance Service NHS Trust
Don Buxton	(DB) Yorkshire Ambulance Service NHS Trust
Kez Hayat	(KH) Yorkshire Ambulance Service NHS Trust
John Egglestone	(JE) YAS Forum Member (West)
Angie Colvin	(AC) Harrogate & District NHS Foundation Trust
Clara Taylor	(CT) National Emergency Services Museum

**Minutes produced by:** (JL) Joanne Lancaster, Committee Services Manager

		Action
	The meeting commenced at 1045 hours.	
1	<p><b>Apologies / Declaration of Interests</b> Apologies were noted as above and declarations of interest would be considered during the course of the meeting.</p>	
2	<p><b>Minutes of the Meeting held on 26 July 2016 including Matters Arising (not on the agenda) and Action Log</b> The Minutes of the Trust Board Meeting in Public held on 26 July 2016 were approved as a true and fair representation of the meeting subject to the following amendment.</p> <p>Page 4, paragraph 3, should read 'The Board heard that the Stroke 60 Ambulance Clinical Quality Indicator might be adversely affected in the context of the Acute Stroke reconfiguration across the region'.</p> <p>Page 4, paragraph 9, replace the word 'escalating' with 'escalation'.</p> <p><b>Matters Arising</b> There were no matters arising from the minutes of 26 July 2016.</p> <p><b>Action Log:</b> RB informed the Board that all actions had been appropriately closed.</p>	
3	<p><b>Chairman's Report</b> The Chairman provided a summary of the business and events she had undertaken and attended since the last meeting in July.</p> <p>She informed the Board that she had continued to meet with YAS Forum members and that she had welcomed their expertise and honesty in contributing to the shaping of the Trust's Strategy and Plans.</p> <p>She stated that YAS' Long Service Awards event at Harrogate had been a pleasure to attend where she had had the opportunity to meet with staff and hear about their dedication to their role within the Trust.</p> <p>The Chairman had attended a YAS community event with the Chief Executive at Bransholme in Hull and she had been impressed with the level of engagement with local people. She had also visited some of YAS'</p>	

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<p>ambulance stations in the East of the region with the Chief Executive where she had met with staff.</p> <p>The Chairman had seen first-hand the work of YAS' Paramedics when she had accompanied a Rapid Response Vehicle (RRV) in Withernsea for a shift.</p> <p>She referred to the Restart a Heart event that had taken place at Hull Kingston Rovers where fans had the opportunity to watch how to undertake Cardio-pulmonary Resuscitation (CPR) during the half-time break.</p> <p>The Chairman advised that she had been working with senior colleagues on the Governance Review which was on the agenda later in the meeting.</p>	
<p><b>4 QUALITY, SAFETY AND PATIENT EXPERIENCE</b></p>	
<p><b>4.1 For Assurance: Chief Executive's Report and Integrated Performance Report (IPR)</b></p> <p>The report provided assurance on the activity of the Trust Executive Group (TEG) from 19 July 2016 to 25 September 2016 and the key variances/movements contained within the August Integrated Performance Report (IPR).</p> <p>The Board was informed about two important initiatives to improve rates of survival from cardiac arrest:</p> <ul style="list-style-type: none"> <li>• 'CPR – Changed my Life' campaign which was taking place on the run-up to Restart a Heart on the 18 October 2016. The Trust had been successful in engaging the other Ambulance Trusts within England to also take part in Restart a Heart Day.</li> <li>• The 'Save a Life Education Centre' was opened at the National Emergency Services Museum in Sheffield. This is a partnership initiative with YAS, the museum, YAS' Charitable Fund, St John Ambulance, the British Heart Foundation, Zoll, South Yorkshire Police and South Yorkshire Fire and Rescue Service. The Centre will provide school pupils and visitors to the museum Cardio-pulmonary Resuscitation (CPR) and defibrillator awareness within workshops.</li> </ul> <p>The Board noted that the first meeting of the Tri-Service Collaboration Board had taken place between YAS, West Yorkshire Police and West Yorkshire Fire and Rescue Service.</p> <p>The Board heard that the Trust was experiencing high levels of demand for the A&amp;E service, currently 9% above contract. This, in addition to some capacity issues, was proving to be a challenge in terms of meeting response time standards. As the Trust was partaking in the Ambulance Response Pilot 2 (ARP2) it was outside of the reported national benchmarking of response times. During August the Trust had answered 70.7% of Red Calls within 8 minutes under the new ARP classification, this compared favourably to the national average of 62% for the Red 2 classification.</p> <p>The Board noted that within NHS 111 95% of calls had been answered</p>	

within 60 seconds. There had been a steady increase in the Warm Transfer or Call Back in 10 Minutes which was up by 4.2% and Call Back in two hours was up by 5.9%.

Patient Transport Services (PTS) had increased the level of sub-contractor use to improve service delivery for Renal patients in West Yorkshire. Some improvements had been made against the Key Performance Indicators (KPIs) but there was still further work to do in this regard.

The Board noted workforce and financial issues including that Personal Development Reviews (PDRs) were 81% compliant against an 80% base target and stretch target of 90%. Sickness absence remained stable at 5.5% and was reduced from the same period last year. In terms of staff attrition this had dropped to 10.9% from 11.8% for the last 12 months. The financial plan was ahead of plan at month 5.

The Board heard that West Yorkshire had been chosen by the Secretary of State for Health as an 'Accelerator Zone' for delivery of improvement to A&E and Urgent Care Services. The Trust was still working with partners to identify what would be required but it was expected that this would correlate into the work already being developed through the West Yorkshire Vanguard initiative.

The Board was informed that the Trust's CQC inspection had taken place between 12-16 September with the CQC inspection of NHS 111 commencing on 10 October. Both inspections would be incorporated into one report and as yet the Trust had no indication of when this would be received. Verbal feedback from the inspectors for the inspection 12 -16 September had indicated that there had been a number of improvements made since the last inspection in January 2015.

#### Operations Directorate

The Board noted that there had been an additional 18,000 patient responses in the last three months. There had been eight new fully trained Dispatchers recruited into the Emergency Operations Centre (EOC). The 'Sign Up to Safety' initiative was a positive way to improve working systems.

The Board noted the progress reported within the A&E Transformation Programme.

#### Planned and Urgent Care Directorate

The Board was updated on the PTS Transformation Programme and the issues in relation to Renal Patients. The steps taken to resolve the issues were noted, along with positive improvements for patients to date.

#### Clinical Directorate

The Board heard that a Quarter 1 audit of Red Flag Sepsis had demonstrated month on month improvement in care bundle compliance over the past year. It was noted that ring magnets had been introduced to manage Implantable Cardiac Defibrillators (ICDs) in peri-arrest patients.

The Board noted that the number of Acute Trust reconfigurations taking place across the region were likely to have a significant negative impact on YAS' performance.

The Board was informed that an additional £22k of funding in 2016/17 had been agreed with the Yorkshire and Humber Clinical Research Network to fund an additional Researcher.

#### Quality, Governance and Performance Assurance

The Board was informed that Commissioners had commenced a Joint Quality Board which spanned the areas of NHS 111 and YAS' 999 service.

It was noted that the Trust would continue to monitor Freedom of Information requests for any emerging themes and patterns.

#### Workforce and Organisational Development

The Board was informed that the National Staff Survey would be sent to every member of staff within YAS.

The Board heard about the number of recruitment initiatives and events that the Trust had taken part in recently.

The Board noted the work being undertaken in regard to employee wellbeing.

The Chief Executive took the opportunity to promote the 'Blue Light Walk' which had taken place that week to promote mental health wellbeing for emergency service staff. Staff from the North West Ambulance Service and other emergency services had undertaken the 'coast-to-coast' walk. YAS had supported this initiative by joining the walk on a section of the route. Funds raised from the event would be donated to MIND for help with Post Traumatic Stress Disorder in emergency service staff.

#### Finance

The Board noted the current financial position and the work being undertaken on the Sustainability and Transformation Plans across the region.

The Trust continued to invest in the right equipment to enable staff to deliver a safe and effective service.

The Board discussed the increase in demand and whether the current level of demand would continue for the remainder of the year.

The Chairman thanked the Trust Executive Group for their update.

#### **Approval:**

**The Trust Board noted and discussed the variances contained within the August 2016 IPR report, highlighted in the Executive Directors' reports and agreed that it had sufficient assurance on the activities of the Executive Team and Trust Executive Group during the reporting**

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	<p><b>period.</b></p>	
<p><b>4.2</b></p>	<p><b>For Assurance: Review Board Assurance Framework</b>  The Board received the Risk Management Report, Board Assurance Framework (BAF) and the Corporate Risk Register (CRR).</p> <p>The Board noted the new risks which had been added to the CRR since the last Trust Board meeting.</p> <p>The Board was informed that the risk profiling work had been completed and the next phase would include how this was taken forward within the organisation. This would ensure that all business had the correct level of assurance against it across the Trust.</p> <p>The Board's attention was drawn to 'Risk 58' – Clinical Staff Recruitment NHS 111. It was a challenge to recruit to clinical posts as there was only a limited 'pool' of resource available from which to recruit.</p> <p>Discussion took place in relation to risks which were detailed on the BAF and how the 'RAG' ratings of these were managed throughout the year. This would be considered at the Trust Executive Group (TEG) and Trust Management Group (TMG) meetings and would be monitored through the Trust's governance frameworks.</p> <p><b>Approval:</b>  <b>The Trust Board noted the update and was assured of the effective management of the Board Assurance Framework and the Corporate Risk Register.</b></p>	
<p><b>4.3</b></p>	<p><b>For Approval: YAS' Revised Governance Framework</b>  The Chairman introduced the item which provided an update on the review of Board and Committee arrangements for approval and implementation in 2017/18. She thanked all those who had been involved with the process.</p> <p>The Board heard the review sought to achieve an even higher level of governance and Board assurance than that positively reported following a recent 'Well-Led' review by Internal Audit.</p> <p>The Board noted that Option 4 within the report was the preferred option to be adopted. This option provided a logical quarterly assurance cycle in addition to providing the Trust Board with more Board Development Meetings to enable strategy, transformation and horizon scanning to be explored in more depth.</p> <p>The Board was informed that since Mary Wareing's departure as a Non-Executive Director there was a Statutory Lead Role ('Whistleblowing') that was vacant. PD volunteered to undertake this role and this was accepted and agreed by the Board.</p> <p>The Chairman outlined her vision for the Trust Board which was a Unitary Board where the Executive Directors and Non-Executive Directors worked</p>	

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<p>together to manage the Trust Business and set strategic and organisational direction. The Committee structure was there to support the work of the Board and to provide challenge, scrutiny and assurance of an effective and efficient system on internal control, leadership and sound corporate governance.</p> <p><b>Approval:</b>  <b>The Trust Board noted the update and agreed to take forward Option 4 for next steps and implementation. The Trust Board further agreed that the second Non-Executive Director lead for the Trust ‘Whistleblowing’ would be Pat Drake.</b></p>	
<p><b>4.4 For Approval: Board and Committee Planner 2016-2018</b>  The draft proposal for the Board and Committee Planner 2017/18 was provided. The Chairman remarked it was an excellent governance framework.</p> <p>The Board noted this had a logical flow of quarterly assurance through the Committee meetings to the Trust Board. The proposed schedule provided more opportunity for the Board to meet for Board Development Meetings in addition to Private Trust Boards. There would be four Trust Meetings in Public in addition to the Annual General Meeting which would also be held in Public.</p> <p>The Board noted that some meetings were due to take place during the school holiday period. The Chairman reminded Board members that it was their duty to attend Board meetings wherever possible and to keep absences to a minimum. It was expected that the new arrangements would be reviewed to ensure that they were fit for purpose.</p> <p>The Chairman referred to the number of YAS Forum Members who were present at the meeting and informed them that the Terms of Reference for the Forum were currently being reviewed to ensure that the Trust continued to engage Forum members appropriately.</p> <p><b>Approval:</b>  <b>The Trust Board noted the update and approved the Board and Committee Planner 2017/18.</b></p>	
<p><b>5 STRATEGY, PLANNING AND POLICY</b></p>	
<p><b>5.1 For Approval: Terms of Reference for the Role of Senior Independent Director</b>  The Board noted the Terms of Reference for the role of the Senior Independent Director which had been circulated for comment outside of the meeting.</p> <p><b>Approval:</b>  <b>The Trust Board noted and approved the Terms of Reference for the Senior Independent Director.</b></p>	

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<p><b>5.2</b></p>	<p><b>For Assurance: Workforce Race Equality Standard Update</b></p> <p>The Chairman welcomed Kez Hayat (KH), Head of Diversity and Inclusion to the meeting.</p> <p>The Board was updated in relation to the ‘Workforce Race Equality Standard’ (WRES) and the implications of this on the organisation. The WRES formed part of the standard NHS contract and from April 2016 it formed part of the CQC inspections under the ‘well led’ domain.</p> <p>The Board heard that YAS had recently re-invigorated the BME Staff Network to ensure that the network had an active involvement in helping the Trust shape and develop the requirements of the WRES and the race equality agenda.</p> <p>An Action Plan had been developed for WRES in consultation with the BME Staff Network, senior managers, other staff networks and the trade unions. The activity within this was linked to the strategic plans of the Trust.</p> <p>The Board was informed that it was likely that there would be a disability ‘WRES’ standard introduced into the NHS at some point in the future.</p> <p>The Board heard that the Trust’s Diversity and Inclusion training course had received very positive feedback and Trust Board colleagues who had not already done so were encouraged to attend.</p> <p>Discussion took place in relation to YAS attracting new recruits from different communities. There had been a number of Community Roadshows over the summer months to engage the public with what YAS offered not only in terms of its services but also as a prospective employer. The Trust had also attended a recruitment event at Leeds Town Hall and engaged with over 500 local people from diverse communities.</p> <p>EM formally thanked KH on the work he had undertaken on the Diversity and Inclusion agenda.</p> <p>The Chairman thanked KH for the report.</p> <p><b>Approval:</b>  <b>The Trust Board noted the update and agreed to receive regular progress reports as appropriate.</b></p>	
<p><b>5.3</b></p>	<p><b>For Assurance: Tri-Service Collaboration including the Joint Emergency Services Interoperability Programme (JESIP), Duty to Collaborative and Winter Planning 2016-17</b></p> <p>The paper provided an update on the current situation in terms of the relatively new duty to collaborate for emergency services and the ongoing emergency service interoperability within the region. The report also updated the Board on YAS’ preparations for the winter period.</p> <p>The Board heard that there was a legal duty as part of the Policing and Crime Bill (February 2016) for police, fire and rescue services and ambulance services to collaborate. YAS already worked in partnership with</p>	



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<p>these agencies and the Trust would strengthen this work through the tri-service collaboration boards that are being established in some parts of the County. The Trust was involved in a number of joint groups across the region and some of these were at a more advanced stage than others.</p> <p>The Board noted the work undertaken by the Joint Emergency Services Interoperability Principles (JESIP) group which was chaired by YAS' Deputy Director of Operations, Ian Walton.</p> <p>The Board was informed about YAS' Winter Strategy and preparations. Discussion took place around YAS' preparedness for the winter period in the context of increased demand. It was noted that lessons and been learned and incorporated in YAS' planning from the winter floods over the festive period of 2015/16.</p> <p><b>Approval:</b>  <b>The Trust Board noted the update.</b></p>	
<p><b>6 PERFORMANCE MONITORING</b></p>	
<p><b>6.1 Quality Committee: Minutes of the meeting held on 14 July 2016 and Chairman's Verbal Update of the last meeting held on 15 September 2016</b></p> <p>The Board received the minutes of the meetings held on 14 July 2016.</p> <p>PD provided a verbal update from the meeting of the 15 September and advised that the Quality Committee continued to receive regular reports that provided assurance to the Committee. She specifically mentioned the excellent presentation that had been provided on the 'Safety Huddles' within the Emergency Operations Centre (EOC) which were based on industry best practice.</p> <p><b>Approval:</b>  <b>The Trust Board was assured by the discussions within the Quality Committee and the key issues highlighted for further scrutiny within the Committee's work programme.</b></p>	
<p><b>6.2 Finance &amp; Investment Committee: Minutes of the meeting held on 14 July 2016 and the Chairman's Verbal Update of the last meeting held on 15 September 2016</b></p> <p>The Board received the minutes of the meeting held on 14 July 2016.</p> <p>JN provided a verbal update from the meeting of the 15 September and advised that the Finance and Investment Committee continued to receive regular reports that provided assurance to the Committee. He particularly referenced the report received on PTS Transformation and the Finance and Investment Committee would receive a further report on this at the next meeting. He mentioned the challenges around the Trust achieving the financial control total and the Committee's continuing focus in this regard.</p> <p><b>Approval:</b>  <b>The Trust Board was assured by the discussions within the Finance</b></p>	

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	<b>and Investment Committee and the key issues highlighted for further scrutiny within the Committee's work programme.</b>	
<b>6.3</b>	<p><b>Board Review and Feedback: Board Vital Guiding Principles</b>  <b>T</b> – timely, accessible communications  <b>R</b> – respect differences; be supportive  <b>U</b> – understand shared purpose, risks  <b>S</b> – self-awareness; give/receive feedback; time for reflection  <b>T</b> – take responsibility; challenge</p> <p>The Chairman thanked all those present for attending the meeting.</p> <p>The Chairman summarised the discussions that had taken place at the meeting.</p> <p>She emphasised how important it was that the Board receive the correct information at the right time. She added that as the lead body for the organisation she was pleased that the Board showed leadership in the way members scrutinised and challenged each other in a respectful and constructive manner.</p> <p>The meeting ended at 1245 hours.</p>	
<b>7.</b>	<b>REGULATORY REPORTS</b>	
	There were no Regulatory Reports.	
<b>8.</b>	<b>FOR INFORMATION</b>	
	<p><b>YAS Forum Report of the last meeting held on 19 July 2016.</b>  The Board received the report for information.</p>	
	To be resolved that the business to be transacted is of a confidential nature and that under the terms of the Public Bodies (Admission to Meetings) Act, 1960, Section 1, subsections 2&3, the Press and the public to be excluded from this part of the meeting.	
<b>9.</b>	<p><b>Date and Location of the Annual General Meeting and Next Meeting of the Trust Board Held in Public:</b>  31 January 2017, Trust HQ, Kirkstall &amp; Fountains, Springhill 2, Brindley Way, Wakefield, WF2 0XQ</p>	

**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

\_\_\_\_\_ **INTERIM CHAIRMAN**

\_\_\_\_\_ **DATE**