



MEETING TITLE Trust Board Meeting in Public		MEETING DATE 31/01/2017	
TITLE of PAPER	A/E Transformation quarterly update	PAPER REF	4.8
STRATEGIC OBJECTIVE(S)	Deliver world class health outcomes in urgent and emergency care Provide a safe and caring service which demonstrates an efficient use of resources		
PURPOSE OF THE PAPER	The purpose of the paper is to provide a formal quarterly update to the Trust Board on the A&E Transformation Programme as outlined in the Business Case presented to the Trust Board on 15 December 2015.		
For Approval	<input type="checkbox"/>	For Assurance	<input type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Ian Walton Deputy Director of Operations	ACCOUNTABLE DIRECTOR	Dr Dave Macklin Executive Director of Operations
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): The previous quarterly report was presented to the Trust Board on 18/10/16.			
PREVIOUSLY AGREED AT:	Committee/Group: Choose an item.	Date: Click to enter date	
RECOMMENDATION(S)	<ul style="list-style-type: none"> Note the progress made to date by the A&E Programme Board Continue to support the requirements of the Transformation Programme 		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resource Implications (Financial, Workforce, other - specify) <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Legal implications/Regulatory requirements <i>If 'Yes' – expand in Section 2. / attached paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Diversity and Inclusion Implications <i>If 'Yes' – please attach to the back of this paper</i>		<input type="checkbox"/>	<input checked="" type="checkbox"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)		1: Safe 2: Effective	
NHSI Single Oversight Framework Choose a THEME(s)		4. Operational Performance 2. Quality of Care (safe, effective, caring, responsive)	

1. PURPOSE

- 1.1 The purpose of the paper is to provide a formal quarterly update to the YAS Trust Board on the A&E Transformation Programme as outlined in the Business Case presented to the Trust Board on 15 December 2015.

2. BACKGROUND and CONTEXT

- 2.1 The A&E Transformation Programme has continued to report to the A&E Programme Board on a monthly basis.
- 2.2 During the third quarter of 2016, the revised A&E Transformation Programme worked to implement the revised plan, successfully delivering additional front-line recruitment, new rotas and implementation of the consultation for the new leadership and management structure within A&E.
- 2.3 At a summary level, the key achievements and challenges the programme has delivered over the last quarter are noted below.

2.3.1 Workforce update (Right People, Right Skills) as at 09/01/17:

	Mar-16	Jan-17	Mar-17
Frontline In Post	1,997	2,138	2,159
March '17 Budget	2,163	2,163	2,163
Variance	-166	-26	-5
Clinical Staffing	1,176	1,232	1,246
March '17 Budget	1,214	1,214	1,214
Variance	-38	19	32
Clinical %	58.9%	57.6%	57.7%
Clinical Support	821	905	913
March '17 Budget	950	950	950
Variance	-128	-44	-36

2.3.2 Rota update (Right place, Right Time):

- Rota Roadshows for operational staff and managers (Nov 16) delivered
- Rota Implementation consultation completed (70 days – staff side requested small extension which was agreed)
- All stations have either accepted the Trust roster or had a proposal accepted.
- Staff side consulting with their members and issued vote on whether to accept or reject the agreed rotas
- On track to achieve go-live of all new rotas by end of March '17
- The rosters achieve the key aims of improving the fit against requirement, increasing relief rates, reducing shift lengths and removing clinical supervisors.
- Peak DCA cover increases by 56 (ORH proposed 42) versus the current CORE rosters.

- A&E policies included within rota implementation consultation and feedback received. To be reviewed at Ops JSG at end of Jan'17

2.3.3 Safe and Effective workstream:

- A&E re-structure consultation launched 10/10/16
- Formal collective consultation meetings held with staff side
- Number of staff put at risk – consultation extended until 21/01/17 in order to resolve final issues for these staff
- Staff slotted up into posts with development needs (Assessment Centre to identify development needs held 16/12/16 and 06/01/17)
- Recruitment strategy agreed and plan underway to fill remaining vacant posts
- Training Needs analysis conducted for Resource Team and Analysts, development programme draft expected end of Jan '17
- 7 day rota for Resource Co-Ordinators implemented in all 3 local offices from 9/1/17

2.3.4 Ambulance Response Programme:

- Phase 2.2 implemented

3. PROPOSALS and NEXT STEPS

- 3.1 Fulfilment of remaining vacant posts within new A&E structure (including new posts within Capacity Planning and Scheduling Department)
- 3.2 Full implementation of new rotas
- 3.3 On-going monitoring of the recruitment plan to meet expected target end of Q4
- 3.4 Development of planning models and tools for use within new Capacity Planning and Scheduling Department
- 3.5 Produce, following agreement with Operational JSG meetings, updated A&E policies and procedures to include new staff handbook for A&E operations.
- 3.6 Delivery of 2017/18 attrition forecast and recruitment and training plan by end of Q4.
- 3.7 Agreement of “Phase 2” A&E Programme Plan including delivery plans

4. RISK ASSESSMENT

- 4.1 Risks continue to be identified, reviewed and managed by the Programme Team on a monthly basis. Risks and Issues are reported to the Programme Board on a monthly basis.
- 4.2 The programme currently has no high rated risks or issues to report.

5. RECOMMENDATIONS

It is recommended that the Trust Board:-

1. Note the progress made to date by the A&E Programme Board
2. Continue to support the requirements of the A&E Transformation Programme.

6. APPENDICES/BACKGROUND INFORMATION

Not Applicable