



Public Trust Board				31 July 2012	
<b>Title</b>	Performance Management Strategy			<b>Paper Ref</b>	6.4
<b>PURPOSE (X)</b>		<b>Information</b>		<b>Strategic Objective</b>	<b>Business Plan Objective</b>
<b>Approval</b>	X	<b>Decision</b>			
<b>Assurance</b>		<b>Discussion</b>			
<b>Purpose of the paper</b>	The purpose of this paper is to present the Performance Management Strategy setting out the commitment by Yorkshire Ambulance Service NHS Trust to establish and maintain an effective system of performance management across the Trust.				
<b>Recommendation</b>	It is recommended that the Trust Board approve this strategy				
<b>Author</b>	Rod Barnes Executive Director of Finance & Performance	<b>Accountable Director:</b>		Rod Barnes Executive Director of Finance & Performance	
<b>RISK ASSESSMENT</b>				<b>Yes</b>	<b>No</b>
<b>Changes to the Corporate Risk Register and/or Board Assurance Framework</b>					X
<b>Resource Implications</b>					X
<b>Legal implications</b>					X
<b>ASSURANCE/COMPLIANCE</b>					
<b>CQC Registration Outcome(s)</b>	<b>Auditors' Local Evaluation</b>		<b>NHSLA Risk Management Standards for Ambulance Trusts</b>		

## **1. PURPOSE/AIM**

- 1.1 The purpose of this paper is to present the Performance Management Strategy setting out the commitment by Yorkshire Ambulance Service NHS Trust to establish and maintain an effective system of performance management across the Trust.

## **2. BACKGROUND/CONTEXT**

- 2.1 The strategy is underpinned by a focus on outcomes for patients and the public, and a recognition that delivery of these outcomes is achieved through well aligned and effective processes and outputs.
- 2.2 The Strategy has been developed to ensure that Yorkshire Ambulance Service NHS Trust (YAS) successfully delivers against national standards for quality, performance, finance and patient experience as laid down in the NHS Performance Framework and local contractual targets agreed with commissioners.
- 2.3 The Draft Performance Management Strategy was discussed at a Board Development Meeting at the beginning of the year and comments and amendments received have been incorporated into this document.

## **3. PROPOSALS/NEXT STEPS**

- 3.1 The Performance Management Strategy seeks to encompass achievement of broader strategic objectives contained within the Trust's Integrated Business Plan (IBP) and other key enabling strategies. It achieves this by providing a focus on effective and demonstrable delivery of the 'In Year' priorities documented within the Trust's Annual Plan, which underpin our broader aims and objectives across all areas of Trust activity.
- 3.2 The Strategy also recognises the need to move from a centralised command and control culture underpinned by centralised budgets and independent planning by functions, to a devolved culture, more suited to a dynamic and rapidly changing healthcare environment. To be successful, decentralisation to business units (clinical service lines) must be supported by greater alignment of business units, support functions teams and individuals to the organisation's vision, strategy and operational plans.
- 3.3 The remainder of the Strategy sets out the performance environment we aim to create and describes the framework and approach we have put in place to support us in achieving our objectives. It will be developed over time to include changes to the Trust's areas of operation, key performance indicators and emerging plans for the implementation of Service Line Management and Service Line Reporting.
- 3.4 The first performance reviews for 2012/13 have been scheduled for late July in line with the direction contained within this Strategy and the Annual Planning Framework.

## **4.0 RECOMMENDATIONS**

4.1 It is recommended that the Trust Board approve this strategy.

## **5.0 APPENDICES**

Performance Management Strategy including:

Appendix 1 – Performance Management Arrangements

Appendix 2 – IPR Framework

Appendix 3 – Performance Management Group – Outline Terms of Reference  
and Key Performance Reports

Appendix 4 – Performance Assurance Framework: Categories of  
Performance and consequences

Appendix 5 - Performance Dashboard draft template