



Trust Board Meeting in Public				27 November 2013	
Title	Annual Effectiveness Review (Annual Business Plan) Mid Year Review			Paper Ref	7.3
PURPOSE (X)	Information	X	Strategic Objective	Business Plan Objective	
Approval	Decision				
Assurance	Discussion		All	All	
Purpose of the paper	The purpose of the paper is to update members on progress of the Annual Business Plan objectives				
Recommendation	The Board are asked to note the report for information				
Author	Catherine Balazs Head of Business Development	Accountable Director:		Rod Barnes, Executive Director of Finance & Performance	
RISK ASSESSMENT				Yes	No
Changes to the Corporate Risk Register and/or Board Assurance Framework					X
Resource Implications					X
Legal implications					X
ASSURANCE/COMPLIANCE					
CQC Registration Outcome(s)	Auditors' Local Evaluation		NHSLA Risk Management Standards for Ambulance Trusts		
N/A					

1 PURPOSE/AIM

- 1.1. The purpose of the paper is to provide an update on the annual business plan 2012/13 and to update on progress in tracking the eighteen key performance indicators.

2 BACKGROUND

- 2.1. The annual objectives and key performance indicators (KPIs) are currently tracked through the integrated performance report on a monthly basis.
- 2.2. There are five KPIs that have been reporting an 'amber' status since the start of the financial year 2012/13 with no change. These are still highlighting a year-end position as green. This will require further review for the Quarter 3 and year end position.

3. COMMENTARY

- 3.1. Listed below are the KPIs currently rated Amber:

KPI 1 - To reduce mortality from Major Trauma

We have put in place all the relevant major trauma equipment for use by operational staff. There has also been the implementation of the trauma paramedic in the Emergency Operations Centre. Over 90% of front line staff have been trained on the Major Trauma equipment. Roll-out and use regionally of the major trauma toolkit has also taken place. We also have commissioner support for enhanced care team.

KPI 3 – To deliver care in the most appropriate setting to meet the patient needs and to reduce variability and timely access to care over 27/7/365

Step change improvement in hear and treat but improvements in see and treat still to be achieved. Work is ongoing to ensure availability of pathways for referrals and the widening of the use of GP in-hours pathways which should further increase numbers within both of these call categories.

KPI 4 – To develop as a key provider of Emergency and Urgent/Unscheduled care services in partnership with other providers

We have successfully completed the NHS 111 bid. Our implementation programme is on target to deliver to timeframes. The urgent care strategy is now in development. Once this is approved by the end of the year the RAG status will move to green.

KPI 12 – To develop internal systems and processes which support innovation and continuous improvement.

A draft of the Emergency Care Solution business case has been completed and has been through YAS Finance and Investment committee. Following a CCG stakeholder/Commissioner evening November, Kevin Howells, acting Chief Executive Officer for Airedale, Bradford and Leeds has given assurance that discussions are ongoing with regard to supporting and agreeing the business case. A Project Board has been set up and is working through project implementation plans. It is anticipated that this will move to green status as soon as implementation

KPI 16 – To contribute to the regional and local public health programme.

Alcohol pathways are being rolled out across the region and Public Health priorities are agreed in principle and have fed in to the 2012/13-2017/18 Integrated Business Plan. This will be strengthened further once the PH strategy is agreed. This in turn will allow for a green rating to be reported.

- 3.2. One KPI is reporting an Amber rating for October and had also been reporting Amber for July:

KPI 8 – To improve the quality of patient transport service provision.

A project plan developed by Unipart was presented to the Board at the end of May and the implementation of this plan has had a positive effect on improving performance delivery in South Yorkshire. Financial overspends that were being incurred on external providers has now been contained in South Yorkshire. The amber rating has been based on the shortage of internal management capacity to implement the Hull and East project plan.

Additional management capacity has been identified across the trust to support project implementation in Hull and East which will be starting in November. With Executive Director of Finance and Executive Director of Operations working with Unipart along with a Deputy Director strategic lead in place from the beginning of November.

Unipart and the PTS management team have been tasked with a detailed implementation plan and trajectory for Hull and East which will be complete by the end of November to present to the Board in December. Rating will remain amber until plans are implemented and embedded.

- 3.3 The IPR contains all relevant information around actions and lead Directors comments covering all of the strategic objectives and underpinning key performance indicators.

- 3.4 During the December performance meetings all KPIs will be discussed with each Director lead to ensure all mitigation/action plans are in place. A review of the year end RAG status will also take place in December.

4. **RECOMMENDATIONS**

- 4.1. The Board are asked to note the update on the KPIs currently rated as Amber and are asked to take assurance from the plans in place to deliver the improvements required to move them all to a year-end position of a green rating.

2012-13 BUSINESS PLAN OBJECTIVES		Lead Director	Apr RAG	May RAG	Jun RAG	Jul RAG	Aug RAG	Sept RAG	Oct RAG	Nov RAG	Dec RAG	Jan RAG	Feb RAG	Mar RAG	Year End Forecast
KPI	Description														
Strategic Goal - Continuously Improving Patient Care - Providing the right care, in the right place, at the right time.															
1	To reduce mortality from major trauma	Alison Walker	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER						GREEN
2	To improve Survival to Discharge for Pre-Hospital Cardiac Arrest	Alison Walker	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
3	To deliver care in the most appropriate setting to meet the patient needs and to reduce variability and timely access to care over 24/7/365	Alison Walker	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER						GREEN
4	To develop as a key provider of Emergency and Urgent/Unscheduled care services in partnership with other providers	Alison Walker	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER						GREEN
Strategic Goal - High Performing															
5	To provide services which exceed regulatory and legislative standards of care and commissioner expectations	Steve Page	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
6	To provide clinically effective care with year on year improvements in Ambulance Quality Indicators and Clinical Performance Indicator measures	Alison Walker / Paul BirkettWendes	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
7	To provide a service that exceeds our patients expectations	Steve Page	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
8	To improve the quality of patient transport service provision	Paul BirkettWendes	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	AMBER						GREEN
Strategic Goal - Always Learning															
9	To develop a culture of improvement and innovation	Stephen Moir	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
10	To align workforce and leadership to service delivery models	Stephen Moir	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
11	To develop a research agenda that delivers improved patient outcomes	Alison Walker	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
12	To develop internal systems and processes which support innovation and continuous improvement	Steve Page	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER						GREEN
13	To reduce unintended harm from patient treatment	Alison Walker / Steve Page	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
Strategic Goal - Provider of choice in a competitive environment and deliver value for money															
14	To develop rigorous performance management processes within a service line management framework	Rod Barnes	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
15	To become a regional leader in healthcare resilience	Paul BirkettWendes	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
16	To contribute to the regional and local public health programme	Alison Walker	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER						GREEN
17	To provide value for money services within planned financial targets	Rod Barnes	AMBER	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN
18	To contribute to the wider health economy efficiency programme	Rod Barnes	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN						GREEN

