



MEETING TITLE Trust Board Meeting in Public		MEETING DATE 28/03/2019	
TITLE of PAPER	Trust Executive Group Report & Integrated Performance Report (IPR)	PAPER REF	3.1
STRATEGIC OBJECTIVE(S)	All		
PURPOSE OF THE PAPER	The purpose of the paper is to give the Board assurance on the activity of the Trust Executive Group (TEG) from 22 November 2018 to 21 March 2019 and the opportunity for TEG to highlight the key variances / movements contained within the February 2019 Integrated Performance Report (IPR).		
For Approval	<input type="checkbox"/>	For Assurance	<input checked="" type="checkbox"/>
For Decision	<input type="checkbox"/>	Discussion/Information	<input checked="" type="checkbox"/>
AUTHOR / LEAD	Rod Barnes, Chief Executive	ACCOUNTABLE DIRECTOR	Rod Barnes, Chief Executive
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: see also guidance 3. overleaf]:			
Key performance indicators discussed at TEG, TMG and the Operational Delivery Team meetings.			
PREVIOUSLY AGREED AT:	Committee/Group:	Date:	
RECOMMENDATION(S)	The Board agrees it has sufficient assurance on the activities of the Executive Team and Trust Executive Group during this period. The Board notes and discusses the variances contained within the February 2019 IPR report, highlighted in the Executive Directors' reports.		
RISK ASSESSMENT		Yes	No
Corporate Risk Register and/or Board Assurance Framework amended <i>If 'Yes' – expand in Section 4. / attached paper</i>		<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality Impact Assessment - [New] <i>If 'Yes' – expand in Section 2. / 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"/>
ASSURANCE/COMPLIANCE			
Care Quality Commission Choose a DOMAIN(s)	All		
NHSI Single Oversight Framework Choose a THEME(s)	1. All		

Trust Executive Group Report

1. PURPOSE/AIM

The purpose of the paper is to give the Board assurance on the activity of the Trust Executive Group (TEG) from 22 November 2018 to 21 March 2019 and the opportunity for TEG to highlight the key variances / movements contained within the February 2019 Integrated Performance Report (IPR).

2. EXTERNAL ENVIRONMENT

The NHS Long Term Plan was published at the beginning of January laying out the foundations of a new service model for the NHS that seeks to improve care for patients and address staffing challenges across the system. The plan contains a number of aspirations in relation to the transformation of UEC services at a greater pace and scale which lay a clear foundation for the development of ambulance services over the next few years. Significantly the plan states that: ambulance services are at the heart of the urgent and emergency care system, by embedding a single multidisciplinary Clinical Assessment Service (CAS) within integrated NHS 111, ambulance dispatch and GP out of hours services from 2019/20.

The Plan also describes the need for more action on prevention and wider determinants of health such as air pollution, containing a specific target that at least 90% of the NHS fleet must use low emission engines (of which 25% must be ultra-low emissions by 2028). NHS Chief Executive Simon Stevens has challenged vehicle manufacturers to help “blue lights go green” and cut air pollution by developing more environmentally friendly ambulances. The short article on the NHS England web site comments on the new national ambulance specification coming into force this year (a recommendation from the Lord Carter Report into Productivity within English Ambulance Trusts) and cites Yorkshire Ambulance Trust for its work in developing a hydrogen-powered hybrid ambulance.

NHS England also published the 2018 Workforce Race Equality Standard (WRES) Report in January 2019 and this showed that 19.1% of staff working for NHS trusts in England are from a BME background; this has increased year on year. However BME staff are still underrepresented in senior roles. YAS’ data demonstrates an improving picture in terms of BME representation in senior roles below Board level.

NHS England published national Operational Planning and Commissioning guidance 2019/20 in December. The guidance, which was further updated in January describes a single operational planning process for commissioners and providers, with clear accountabilities and roles at national, regional, system and organisational level. For 2019/20, every NHS trust, NHS foundation trust and clinical commissioning group (CCG), will need to agree organisation-level operational plans which combine to form a system-(STP/ICS) level operating plan.

The Department of Health and Social Care has issued detailed EU Exit Operational Readiness Guidance to NHS organisations. The guidance sets out the local actions that providers and commissioners of health and care services in

England should take to prepare for the EU Exit. The Trust continues to actively engage with the Local Resilience Forums (LRFs) across the county and has undertaken a rigorous risk and business continuity assessment processes. A national “operational response centre” has gone live to deal with any issues arising from a potential no-deal EU Exit.

As part of its winter pressures campaign NHS England launched a national media promotion of NHS 111 Online on 23 January 2019 to highlight the new option for people to access the NHS 111 service online, which is now available across most of England. The campaign encourages people to use either the online service (111.nhs.uk) or dial 111, instead of worrying, self-diagnosing or second-guessing what they should do when they have an urgent health problem.

The Care Quality Commission published its report on independent ambulance services earlier this month and “identified concerns where sub-contracting arrangements have led to the use of unregistered providers”. It found that private ambulances are being used by some parts of the NHS more and more to transport patients to appointments and hospital, as well as responding to emergency 999 calls. The CQC said that it was particularly concerned about the variability in the quality of care and safety across services, staff training, use of medicines and understanding of governance, particularly in relation to employment. In response to the finding the CQC will be strengthening its assessment of trusts’ sub-contracting arrangements.

In February South Tees Hospitals NHS Foundation Trust and Hambleton Richmond and Whitby CCG (HRW) published the joint engagement report Building A Sustainable Future for the Friarage. This was against a background of an immediate challenge to stabilise a number of key emergency care services at the Friarage Hospital, Northallerton, due to workforce challenges in three areas:

- the provision of anaesthetic cover overnight
- critical care
- 24/7 rota for A&E doctors

These challenges are compounded by a national shortage of doctors in some specialist areas, resulting in serious recruitment difficulties and a heavy reliance on the use of locum doctors. YAS is working with the Trust and CCG to address the impact of services changes on ambulance journeys.

NHS HRW Clinical Commissioning Group (CCG) has also launched a new online consultation services giving choice to patients and in many cases avoiding the need to make a visit to the practice. This initiative is being funded by NHS England

West Yorkshire and Harrogate ICS launched its’ *Looking out for our neighbours* campaign this month. The campaign aims to get people looking out for each other especially those that are most vulnerable so that we can stay happy, healthy and connected officially launched on Friday. The campaign seeks to reduce demand on health and care services through early help and preventing ill health and has attracted wide support regionally. YAS has formally signed up to the campaign through social media.

3. EXECUTIVE TEAM REPORTS

3.1 Chief Executive

The Trust has faced an extremely busy festive and quarter four period with significantly increased demand for our 999 service and capacity challenged at a number of hospital sites across the county causing ambulance turnaround delays. Despite this performance has continued to improve against the Ambulance Response Programme national standards and YAS benchmarks well ahead of the sector mean performance in most categories of call. Local challenges in the South of the region in terms of resourcing and response times have received considerable focus from A&E Operational Management and Executive teams and mitigating actions including additional recruitment and overtime have had shown a marked improvement in recent weeks.

In December we were notified that the Trust had been successful in its bid for the Integrated Urgent Care contract for Yorkshire and the Humber region. This puts the Trust on a firm footing at the heart of improving the experience and outcomes for patients through urgent and emergency care integration. Teams from across the organisation to mobilise the new service for go-live on 1 April 2019. The Trust was informed that it had not been successful in securing the Dental contract which be operated by Local Care Direct.

The Trust is continuing contract negotiations with our lead commissioner Wakefield CCG for 999 services for 2019/20 with agreement expected later this month to plans which support on-going improvement against delivery of national ARP response time standards and local system service reconfigurations. Commissioners have also begun a review of joint commissioning arrangements prompted by the National Ambulance Commissioning Framework issued by NHS England in September of last year.

Three key strategies have been launched by the Trust since the last Board Meeting in Public in November 2018.

The People Strategy is integral to the Trust and was developed by listening to our staff and leaders across the Trust. Its main purpose is to address the key people challenges identified to ensure that we become an employer of choice for both existing staff and potential new employees and develop and retain a highly skilled, engaged and diverse workforce now and into the future.

The Quality Improvement Strategy promotes a bottom-up approach to improvement using ideas generated by staff working directly in the area of change. Quality Improvement uses a systematic approach to continually improve an organisation by focusing on the organisation's culture and has a strong focus on the experience of patients and other users of the service. The Freedom to Speak Up Strategy promotes and encourages the raising of concerns from NHS workers, sub-contractors and volunteers to ensure patient safety is maintained at all times and to make the health service a better place to work.

The results of the national NHS Staff Survey were published in late February 2019. The Trust has seen a marked improvement in staff feedback across a large number of areas including a YAS' overall score for staff engagement, reflecting the organisations focus on culture, values and leadership over the last 12 months.

In December new Ambulance Vehicle Preparation (AVP) services began in Leeds and Huddersfield ambulance stations. These new dedicated teams who clean, restock and refuel the vehicles, freeing operational staff to concentrate on clinical duties build upon two pilot services in Wakefield and Manor Mill stations. Extensive station refurbishment works have also been undertaken as part of these schemes.

February saw the official opening of our remodelled York Emergency Operations Centre (EOC). The remodelled EOC provides additional capacity and marks the first time in over ten years that the call handlers and dispatchers have been located in the same room.

Construction has also started to create the Trust's first dedicated 'Hub' station in Doncaster, housing dedicated fleet and AVP teams and enhanced staff welfare and training facilities. The first stage of works are to provide decant accommodation whilst major remodelling work is completed to the existing Doncaster station.

As part of the Trust's strategy One Team Best Care the organisation is seeking to enhance the role of communities and volunteers in achieving improved health outcomes. In order to achieve this we are using funding secured through the Q Volunteering Programme fund to develop a patient advocate role which will be trialled in the Leeds area initially. This role will empower patients to improve their healthcare journey by completing a standardised health care plan which will help patients navigate the healthcare system and assist health care workers in their management. A new YAS First Aid Activity Booklet for Key Stages 1 and 2 has also been developed as part of YAS' efforts to increase community education and engagement activities.

The Trust has received the Pre Inspection Request for Information (PIR), which signals the count-down to YAS' inspection visit by the Care Quality Commission (CQC). The substantial information requirements in the PIR will be completed via the CQC portal. It is expected that the unannounced visit will come some time from April/May onwards, with the Well Led inspection to follow that.

Members of the senior leadership team continue to play an active role in the NHS Improvement / NHS England Joint Ambulance Improvement Programme (AIP). Areas of work include the ongoing development of reduced conveyance best practice protocols (including mental health) for adoption by the sector, embedding the paramedic rotation pilots and the implementation of the Carter Report recommendations. Aligned to this The Executive Team met with NHSI on 9 January to discuss the implementation of the Model Ambulance benchmarking tool with particular focus on the proposed national 'Weighted Activity Unit' efficiency measure that seeks to compare clinical hour utilisation and activity across the 10 English services.

Across the NAA work is progressing to implement the new unified communications system and develop the specification for a common Computer Aided Dispatch (CAD) system. Kerry Wheeler has been appointed to the role of

Managing Director for the Northern Ambulance Alliance (NAA) to manage and progress the various collaborative workstreams.

Karen Owens, Deputy Director of Quality and Nursing has been appointed Interim Director of Urgent Care and Integration whilst Leaf Mobbs undertakes a secondment to NHS England to support national preparations for EU Exit.

We are also pleased to welcome two new Non-Executive Directors who have joined the Trust since the last Trust Meeting in Public, Anne Cooper and Jeremy Pease who both bring a wealth of expertise and skills to further strengthen the Board.

Richard Keighley Non-Executive Director and Audit Committee Chair left the Trust on 25 January 2019 and we thank Richard for his contribution to the Trust. The vacancy created by his departure will be filled by Stan Hardy, current Deputy Lord Lieutenant of West Yorkshire.

YAS hosted the first NAA Women's conference entitled 'Some Leaders are Born Women' on 21st March 2019. Delegates from across the four NAA trusts attended the event which focused on Women in Leadership. The conference was chaired by Christine Brereton, Director of Workforce and OD with Dany Cotton, London Fire Commissioner providing the key note address.

The Trust's annual staff recognition STARS Awards took place on Friday, 23 November 2018 in York with 170 people attending for the ceremony. The event was kindly sponsored by O&H Vehicle Conversions who were special guests, alongside Stan Hardy, Deputy Lord Lieutenant of West Yorkshire. Over 100 nominations were received from staff to nominate their colleagues for demonstrating the values with additional awards for Apprentice of the Year, Commitment to Diversity and Inclusion and Volunteer of the Year. Chief Executive's Commendations for members of staff who have gone above and beyond the call of duty were presented to Jonathan Bush (A&E Operations, South Yorkshire), Kim Fowler and Martin Tonge (Hazardous Area Response Team), Danny Greenbaum (Fleet) and Kathy McClune (Maternity Services, Harrogate District Hospital).

The Association of Ambulance Chief Executives held their Ambulance Leadership Forum on 19 and 20 March. Speakers included Lord Carter of Coles, Prof. Michael West and Chris Hopson CEO of NHS Providers. The main focus of the conference was transformation and cultural change within the sector. YAS Freedom to Speak Up Champion Jock Crawford spoke about early lessons and themes from the introduction of Freedom to Speak Up across the sector. At the Gala Awards Dinner Andrea Atkinson, YAS' Mental Health Professional Lead, won the national award for 'Exceptional Service in a Clinical Role excluding Paramedics' for her work leading the YAS mental health nursing team.

In addition to this, staff at Haxby Ambulance Station (York) have been nominated by local residents for a Minster FM Local Hero Award to recognise the excellent work they do. Staff representative received the award at a ceremony on 22 February at Work Racecourse.

Leeds North-Central & Pudsey Practices and YAS have also been shortlisted in the Workforce Efficiency Award category of the HSJ Value Awards for the paramedic rotational working initiative. Judging will take place on 5 April and the HSJ Value Awards will take place on 23 May 2019 in Manchester.

3.2 Operations Directorate

Performance

Performance continues to be ahead of our 2018/19 Operational Plan trajectory for all ambulance Response Programme standards with the exception of Category 4 90th percentile. Work is being progressed to review incidents within this category to support a more timely response. The number of patients within this category is relatively small (100 patients per day) accounting for around 5% of overall A&E demand. Where a response is delayed patients are contacted by clinicians within the Emergency Operations Centre (EOC) to ensure their clinical presentations have not changed and their condition worsened.

The current forecast shows the ARP performance will be behind trajectory for March. This forecast is due to a combination of contributing factors including a lower than planned Hear and Treat rate, increased job times and recruitment activity being slightly behind plan. Additional work continues to bridge the gap for March and the current month to date position is very positive.

During 2018/19 the 999 call answer time has improved from a mean call answer of 3 seconds down to 2 seconds. The 95th percentile of 999 call answer has also reduced from 9 seconds to 1 second. This has been consistent since July 2018 making Yorkshire Ambulance Service the best performing Trust in the UK.

The table below highlights performance against the national ARP Standards in February 2019.

ARP 3	Mean	90th Percentile	Mean Target	90th Target
Category1	00:07:03	00:12:05	00:07:00	00:15:00
Category2	00:20:02	00:41:50	00:18:00	00:40:00
Category3		02:01:45		02:00:00
Category4		03:58:40		03:00:00

Category 1 mean performance was up slightly on the previous month at 07m 03s, however the 90th percentile performance has reduction for the second consecutive month but remains significantly below national standard.

The number of Category 1 responses exceeding 10 minutes are at the lowest level in 12 months.

Operational Plan 2018/19

The Directorate's annual operational plan set out the key objectives and priorities for 2018/19 to support the delivery of ARP, the Trust efficiency programme and full compliance with the Emergency Preparedness, Resilience and Response (EPRR) Core Standards and the National Ambulance Resilience Unit (NARU) audit.

Rapid Response Vehicles (RRV) to Double Crewed Ambulance (DCA) conversion

The project managed the removal of 59 RRV's and their replacement with an additional 62 DCA vehicles. This took the baseline figure of DCA's to 380 and reduced the number of front line operational RRV's to 75. This project has been completed ahead of time and within budget. This is a key contributor towards the significant improvement against ARP.

Emergency Operations Centre (EOC) Redesign (including Hear and Treat)

The EOC transformation project delivers direct benefits to patients and the wider health system whilst also enabling the benefits of the A&E Operations business case.

The re-design project contains five distinct but interdependent projects. Together these changes will increase efficiency within the EOC, specifically targeting improved call handling performance, delivering increased clinical advice and improved dispatch of front line crews.

The proposed testing of the Functional Re-Design model was postponed from autumn 2018 until mid-2019 due to the team focussing on winter preparations and the refurbishment of York and Wakefield EOC's. Work in the first part of 2019/20 will focus on the completion of the Wakefield site refurbishment and then further testing and implementation of the functional redesign model.

Low Acuity Transport (LAT) service

The delivery of a Low Acuity Transport service has continued in 2018/19 following a successful pilot period. Additional Emergency Care Assistant (ECA) staff have been recruited to specifically work on LAT. Dedicated vehicles have been secured and managed through a dedicated desk in the EOC.

Due to the significant increase in Health Care Professional and Inter Facility Transport requirements, it is recognised there is further scope to improve and expand on the LAT service, working with colleagues in Patient Transport Service this. This will form a key strategic priority for A&E Operations and PTS in 2019/20.

Roster Planning

YAS undertook a full roster review as part of the first phase of the A&E Transformation Programme in 2017/18. During 2018/19 YAS commissioned, in partnership with commissioners a Demand and Capacity to meet the recently introduced national Ambulance Response Programme (ARP) response time standards. A final report was presented in January 2019 and the resource implications of this are currently being discussed with our commissioners as part of the 2019/20 contract negotiations. Once the funding position is clear then roster realignment can be commenced.

ARP Support Cell

The ARP Support Cell was established in Quarter 3 of 2018/19 to provide an operational presence within the EOC and offer assistance to both operational and EOC staff. Staffed by Locality Managers they focus on maximising operational availability by supporting staff and challenging where appropriate.

To date the team have drafted a number of Standard Operating Procedures and Management Guidelines and have produced financial benefits through better management of resources.

Emergency Preparedness Resilience Response (EPRR) and Special Operations

Over the last four months the Hazardous Area Response Team (HART) has made substantial progress in the development of its Marauding Terrorist Firearms Attack (MTFA) and Special Operations Response Team (SORT) capability through recruiting, testing and training a further 40 volunteer staff for this highly specialised role.

YAS are also required to have in place a complement of six HART team members 24 hours per day. Compliance for HART / AIT / SORT is measured and reported to NARU twice daily to enable a National co-ordinated response to any UK emergency which is of such significance may require HART assistance from other Ambulance Trusts. With the help and dedication of the HART team, compliance over the last four months for all specialised service areas has been maintained.

Winter Planning

During the winter of 2018/19 YAS was able to provide an effective and collective approach to winter resilience.

Strong performance was maintained throughout the winter months (November 2018 – February 2019). As part of continued improvement and lessons learnt arrangements will in March we have begun to for Easter bank holiday demand and winter 2019/20.

Cycling Events in Yorkshire

Yorkshire Ambulance Service is involved in the planning of two major cycling events taking place within the Yorkshire region during the next 6 months. The Tour de Yorkshire which takes place in May and the World Cycling Championships which takes place in September.

Yorkshire Ambulance Service with its partners ensures that it has the opportunity to learn from the previous events and adds this to its planning assumptions going forward.

Yorkshire Ambulance Service Commander Framework

Following TMG approval of a business case to deliver Commander training, two Commander Educators will commence their new roles 1st April 2019 and support the delivery of the framework.

Business Continuity Training

The Business Continuity Manager hosted a 2018/19 winter planning event on behalf of Sheffield CCG. The workshop attracted significant interest from partner agencies which culminated in YAS being approached to provide bespoke training to the Sheffield Teaching Hospitals and also Rotherham/Doncaster and South Humberside Trusts.

Workforce Plan

At the outset of the 2018/19 year it was anticipated that YAS would recruit an additional 339 Emergency Care Assistant's (ECA) together with a continued drive to recruit additional Paramedics.

Out of the target of 339 ECAs 313 will have been recruited and trained by the end of March 2019 along with 74 Paramedics. This shortfall of 26 ECAs has been caused by some delays in recruitment and blue light driver training capacity. This shortfall is being mitigated by the scheduling and planning department.

The approach to recruitment and training has been improved in recent months through local recruitment events to specifically target areas which have been historically difficult to recruit to such as Hull, East Yorkshire and South Yorkshire.

South Yorkshire Clinical Business Unit (CBU) performance against ARP standards is lower than in other CBU areas. To mitigate this a number of actions have been taken including additional overtime and LAT resources.

Integrated Performance Report (as at February 2019) Key Points

Total Calls

February saw a fall of 10% against the previous month. This fall in calls is in line with Trajectory.

Hear & Treat

The YAS Hear and Treat rate has also improved during year from 6.5% to 7.5% in February 2019 but is behind trajectory due to difficulty in recruitment.

See, Treat & Refer

February activity is 12.4% lower than the previous month but 4% higher than February the previous year. See & Treat is an ongoing area of focus with an aim to increase the amount of See & Treat jobs throughout 18/19. The pathways team have arranged a series of roadshows to promote alternative pathways.

See, Treat & Convey

Increase of 3.8% in the amount of See, Treat & Convey carried out versus February last year.

Patient Handover Times

Lost hours at hospital for February was 284 hours higher than January, an increase of 8.2%. This is also an increase of 26.7% against February 2018.

PDR

Frontline PDR compliance is currently at 82.4% against stretch target of 90%. This is a slight decrease of 1.3% against January's performance.

However EOC compliance was at 71.8% in February against a stretch target of 90% and is also down 2.4% from the previous month.

Frontline sickness currently stands at 5.6% in February which is a reduction of 0.9% on last month. In EOC this figure is 8.8% for February, an increase of 0.5% from January 2019.

3.3 Urgent Care and Integration Directorate

Patient Transport Services (PTS)

General Operational Update:

PTS contracts for West Yorkshire and the Harrogate and Hambleton Richmond and Whitby (HRW) CCG's are slightly down on activity compared to previous years; although the mobility type, out of hours and weekend journeys are increasing.

Activity reviews have been formally escalated and negotiations are either underway or agreement reached for the recently procured contracts for South Yorkshire Consortia, East Riding CCG and Vale of York (VOY) and Scarborough and Ryedale (S&R) CCG's. All of these contracts had assumed activity levels, especially for the on-day higher mobility types which were lower than actuals since going live.

The revised application of national eligibility criteria is now embedded within HRW and Harrogate and Rural District (HaRD) and since the last board VOY and S&R have adopted the criteria.. The project teams for the revised application are now established for South and East Yorkshire with engagement from Senior Commissioners, Chief Officers and Acute Management. Finally, the revised application forms part of the dialogue with West Yorkshire CCGs around future commissioning intentions.

Integrated Performance Report Exceptions

Inbound performance indicators are above target. For our planned outbound key performance indicators there have been improvements made over the course of February continuing in to March for West Yorkshire.

Service Improvements

During December, January and February progress has continued to be made in the application of the automated planning function, which is now being used to allocate full day inward and outward journeys in North, East and Scarborough areas. A full roll out will be in place by the end of Q3 2019/20.

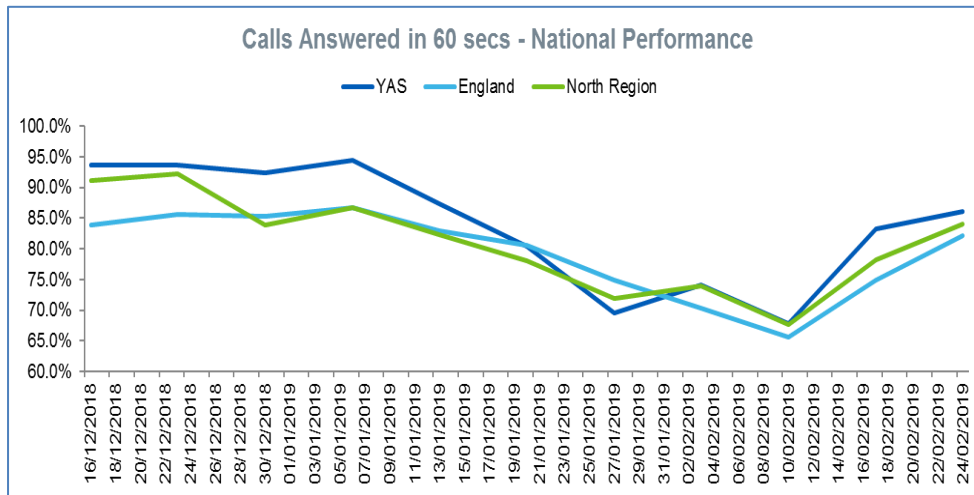
Building on the Leadership in Action (LIA) programme the service held two PTS Leaders events for all PTS line managers with the focus on quality improvements and LIA themes. PTS senior managers are continuing to undertake "back2thefloor" days with crews and control/reservations staff.

A tablet loan scheme trial across PTS to improve staff engagement and to assist with training has started. Approval for a PTS personal issue smartphone business case has been made, with roll out commencing from April 2019; this will include access to ESR self-service, YAS e-mail access, Pulse and other app's to be developed .

NHS 111 Performance & Integrated Urgent Care (IUC) Standards

General Operational Update

Following a successful festive period both locally and nationally for NHS 111, quarter four of 2018/19 has been more challenging across the country. Some of the challenges have been attributed to national changes to NHS Pathways and direct booking increasing the call length within the services. Whilst this increase has been seen locally another key issue impacting on service delivery has been the increase in staff sickness during January and February, although as noted in graph one below YAS remains overall above the national average for call answer times.



The March Trust Management Group completed a deep dive into absence in NHS 111 to gain better understanding of the issues and actions being put in place by the management team, supported by HR to improve the position.

Integrated Urgent Care (IUC)

After securing the new IUC contract for Yorkshire and Humber the Trust has established a mobilisation project to deliver the initial changes for 1st April 2019 ‘go-live’ and then to deliver the required service development & improvement plan co-created with commissioners.

This project reports into the Trust Service Development & Integrated Workforce Transformation programme board with four main work streams that are aligned to the commissioners overall steering group.

The key service changes for 1st April 2019 are:

- Increase in clinical advice and direct booking;
- Clinical validation for ED dispositions;
- Working with the new dental clinical assessment and booking (CABS) provider;
- Managing dental calls for under-five’s only;
- Electronic care/referral advice;
- Additional patient pathways maximising local clinical advice services (CAS).

As part of the IUC contract there are new contractual key performance indicators and a delivery plan to achieve these is part of the mobilisation project and will form the basis of the service line business plan for 2019/20. This includes 10%

reduction of call volumes for the service to manage due to the new CABs provider managing the dental patients.

Integrated Performance Report (IPR) Exceptions

Absences levels – as noted above have risen during quarter 4 and a deep dive of this has been completed and will be presented to the Trust Management group in March.

PDRs – as performance has been challenged the ability to complete PDRs has been restricted. However to support the IUC go-live all staff will be issued with IUC objectives for April and a plan to complete PDRs that are overdue is in place.

Call Handling and Clinical Performance – as noted this has been a difficult quarter. An additional 13 call handlers and 3 clinicians have been recruited with training in February and March. Performance is now improving.

Urgent Care & Integration

The Urgent Care and Integration team continues to work systematically to engage place based health and social care systems to ensure YAS delivers consistent and joined up service to communities. The team has developed and agreed a programme of work in Mental Health aligned to the NHS Long Term Plan including more specialist mental health capacity in the clinical hub, training and education of front line crews and enablers to rapid and effective care such as access to care records and conveyance to places of safety.

A strategic and co-ordinated response from YAS in respect of the system service reconfiguration agenda remains a high priority, as does a co-ordinated overview of Frailty including falls.

3.4 Clinical Directorate

Clinical Development

Two additional Clinical Leadership Fellows have been appointed, to commence August 2019. These HEE funded posts will explore paramedic decision making in urgent care.

Three further Newly Qualified Paramedics (NQP) have successfully “fast tracked” bringing the total to 13 of 140 NQPs to date.

Mark Millins, Associate Director Paramedic Practice, has come to the end of his five year tenure on the Yorkshire and Humber Clinical Senate. The pre-hospital seat now goes to Andrew Hodge, Consultant Paramedic in urgent care.

YAS is leading the Urgent and Emergency Care aspect of the Yorkshire and Humber Local Health and Care Record Exemplar (LHCRE) and has developed and submitted the Clinical Use Cases which will shape the look and function of the Yorkshire Care Record.

A workshop has been held with frontline clinicians in West Yorkshire to develop the End of Life Electronic Palliative Care Co-Ordination (EPaCCS) form and how they will have access to the information via the YAS electronic Patient Record (ePR). The local work will be tested in Q1 2019/20 and will link the LHCRE and National Record Locator Programs together.

The Clinical Pathways team have completed a roadshow promoting alternatives to the emergency department across the whole YAS geography. Over the course of a week the team visited 11 locations and talked with 250 frontline staff.

Clinical Research

East Riding of Yorkshire CCG has funded Nicki Cregland, Hull University, and Jane Shewan Head of Research, to investigate the impact of incivility on YAS' staff. The funding will cover the cost of transcription and data analysis.

IPR exceptions

At the time of publication of this report there are no exceptions to report.

3.5 Quality, Governance and Performance Assurance Directorate

General Update

Quality Improvement – Following the successful first cohort of 8 Quality Improvement Fellows, the Trust has recruited 10 members of staff from across Trust departments, to form the 2019/20 cohort. The initial group of Fellows will be supported to continue their involvement in supporting Quality Improvement and engaging other staff in their areas of work, and in the delivery of training and mentorship. Combined with further development of the core Quality Improvement team, Leadership for Improvement sessions for Board members as part of an NHS Improvement initiative and continued involvement in the national #ProjectA, this will ensure that we continue to build momentum in implementation of our QI strategy.

Patient safety - The Trust has responded to the consultation on the national patient safety strategy.

Internally, the Quality and Clinical Directorates have worked collaboratively to establish work streams aligned to the Trust's strategic objective of ensuring safety and sustainability, and to minimise risks to patients. This programme of work is focused on our ambition of 'Zero Avoidable Harm'.

Sustained patient safety work within YAS over recent years has focussed on *Safety 1* elements: learning from past harm, this has delivered sustained learning and compliance. The patient safety focus moving forward is to introduce *Safety 2*: learning from excellence, this will support learning from teams who have achieved positive outcomes related to patient safety through their working methods and culture and supporting the sharing and spread of this best practice to highlight a pro-active approach to patient safety. Staff engagement and support, together with an open-learning culture are key elements of this work. The delivery of planned activities will commence from 2018 through to 2023.

Freedom to Speak Up – The Trust’s first Freedom to Speak Up Guardian will be completing his term of office after a very successful 3 year period, which was extended from the initial 2 year secondment. The recruitment process is under way for a new Guardian. An annual review of the Trust’s approach to Freedom to Speak Up and our arrangements to support this has been completed with the involvement of the Guardian, members of the Freedom to Speak Up Advocates network and other relevant managers and staff. The overall assessment was very positive and feedback from the review will be used to further strengthen the Trust’s approach over the coming year.

Quality Impact Assessment (QIA) – Quality Impact Assessments of CIP schemes for 2019/20 are in progress as the scheme details are finalised.

A QIA for the contract negotiations is underway based on the requirements indicated by Trust modelling and the current commissioners offer. Early review shows the impact across geographical service lines and local variation in performance. The contract QIA will be completed in conjunction with the Lead Commissioning team for quality to ensure they are fully sighted on the impact of the various investment levels. This will be used to inform the completion of contract negotiations with commissioners.

A QIA for alterations of service at Friarage Hospital Emergency Department at Northallerton is being completed by the Clinical Directorate, in conjunction with the South Tees team, to understand the impact a number of urgent service changes will have on YAS services and patient care. The Lead Commissioners for the region are aware of the concerns that we have as a service. Discussions are on-going in relation to the service implications and likely residual risk from the changes.

Care Quality Commission (CQC) – The Trust has now received and returned the Routine Pre-Inspection Information Request and is anticipating the planned unannounced inspection in the near future, followed by a separate Well Led inspection.

EU Exit

In line with national guidance the Trust has completed a risk assessment and business continuity testing exercises in relation to a possible No Deal scenario. The risk assessment focuses on 7 key domains, including workforce, medicines, and the clinical and non-clinical supply chain. The Trust is also working with NHS England and partner organisations through the Local Resilience Forums, to understand and respond to potential external risks. Reporting and communication arrangements internally and for the wider system have been put in place, and the Trust is carefully managing the impact of EU Exit workload on business as usual activity within the resilience function.

IPR Exceptions

Safeguarding Training - Safeguarding Level 2 compliance has continued to rise over the last quarter following the introduction of the new combined Adult and Child Level 2 e-learning product. Uptake of the new training product is progressing well.

Information Governance – IG training compliance has continued to rise following the increased focus and communications with staff at the start of the year.

Deep Clean – Overall compliance remains positive through the strong management focus and effective teamwork between Fleet and Operations teams, although the number of breaches has risen in February. It is anticipated that this will reduce to the previous level in coming months as recruitment is completed and the new Ambulance Vehicle Preparation sites are fully bedded in.

Legal Requests – Timeliness of Freedom of Information (FOI) responses remains below the target level owing to short term staffing challenges in the Legal Services team, but has shown a significant improvement over the last month as a result of the short term mitigation arrangements in place to expedite the responses pending recruitment into current vacancies.

3.6 Workforce & Organisational Development (OD)

Trust's People Strategy 2018 - 2021

The Trust's People Strategy was launched in January 2019. The People Strategy and its five key strategic aims are used as a framework for reporting key priorities, objectives and performance measures for the Directorate.

Culture and Leadership

Refreshed Leadership Offer

A refreshed leadership offer will be presented to the Leadership and Management Portfolio Governance Boards (PGB) in April 2019. This includes a Leadership Induction programme as well as modules designed to equip leaders with essential skills and knowledge.

Leadership in Action

The Leadership in Action (LIA) programme continues to be cascaded throughout the Trust. As of February 2019 the following numbers of leaders have attended:

	Module 1	Module 2	Module 3	Module 4
Total	118	110	99	53

To sustain the continuous delivery of LIA, and the implementation of the conscious leadership practice, an internal team of facilitators are being developed to deliver the programme to future cohorts.

Strategic Leadership Forum

The most recent Strategic Leadership Forum took place on 7th March 2019. Members discussed the draft Clinical Strategy, the results of the latest NHS Staff Survey and received latest updates on the Trust's Health and Wellbeing plan.

PDR (Personal Development Review) / Appraisal

The Trust's compliance for the completion of PDRs as of early March 2019 was 78%, which is below the Trust target of 90%.

The Trust Management Group is focussing on areas on non-compliance and a deep dive review took place on 13th March 2019. Managers are also being

reminded of their responsibilities to undertake their staff appraisals in a timely manner.

A new concept of the appraisal process will be presented to the Strategic Workforce Group in April 2019, with a proposal to the Trust Management Group. A pilot, of the refreshed approach, will take place in the Workforce and OD Directorate. This approach will include a systematic cascade of objectives aligned to the Trust's strategic aims.

Recruitment, Retention and Resources

The Team continue to support the delivery of ARP with the central recruitment of additional Emergency Care Assistants (ECA); since April 2018, 312 ECAs have started training. Local selection events have been held during January and March 2019 which have resulted in a further 135 employment offers being made. A further ECA selection event for North & East Yorkshire is being held in Hull on 30th March 2019.

ESR

An ESR Steering Group is now in place and its first meeting saw the process mapping of the roles and responsibilities within the system.

The Trust launched manager and employee self-service in January 2019, which enables employees to update their own personal information. Managers can also now review their employee's compliance/competencies and can view real time information for their own teams.

The Trust has recently had its annual ESR Assessment by the ESR Regional Support Team. The assessment outcome shows our progress in the implementation and utilisation of the ESR functionality available. It also highlights key areas where there is scope for further advancement. The assessment outcome was positive and a detailed ESR action plan is currently being developed and discussed with stakeholders. The progress will be reported via the Strategic Workforce Group.

Employee Voice

National NHS Staff Survey 2018

The 2018 National Staff Survey results were released on 26 February 2019. A separate report has been submitted to the Board, which details the Trust's results.

Pulse Check Staff Survey (Staff Friends and Family Test)

Quarter 4 FFT (2018/19) is live and will run until Friday 22 March 2019 for staff in Patient Transport Services and NHS111. Several mobile devices will be used to engage front line staff who have difficulty in accessing a computer.

Further Staff Engagement

Staff Listening Events for A&E staff have been taking place across the Trust to engage frontline staff in face to face discussions about a range of topics identified from all staff engagement activities. To support staff in continuing to have a voice, a wide representation of colleagues will be invited to act as YAS Cultural Ambassadors who will engage in a new Employee Voice Network.

Health and Wellbeing

The overall sickness absence rate for February 2019 was 6.7%, a decrease from 7.2% in January 2019 and a slight decrease on the same period last year (6.8%). The main reasons for absence continue to be mental health / anxiety (31.61%) and musculoskeletal (23.08%). The Trust's Health & Wellbeing Plan continues to focus on mental health and musculoskeletal interventions for staff, in order to improve these areas.

The team have undertaken a deep dive exercise on the Trust's Sickness Absence data, which has resulted in a number of work streams to reduce the levels of absence in the Trust. The work streams include a review of the attendance management education tools, the absence policy compliance, and targeted training in respect of mental health support for managers. The project is being monitored by the Strategic Workforce Group.

The Trust's Health and Wellbeing Plan for 2019/20 is in the final stages of approval and the NHS England, NHSI and NHS Employers 'Health and Wellbeing Framework' diagnostic exercise provided valuable information to support its development.

The 2018 flu campaign resulted in 65% of frontline staff being vaccinated. This is the same result as 2017 and demonstrates a consistent approach to the campaign. The Trust has been shortlisted for a national flu award under the 'Best Team' category and the winner will be announced at the awards evening in March 2019.

Occupational Health (OH): People Asset Management (PAM)

The procurement process for the new Occupational Health services is complete with new services from new providers going live on 1st April 2019. The team continue to performance manage PAM against the current contract and are working with them on the exit plan.

Education and Learning

Educational Governance

The Portfolio Governance Boards (PGB) continue to enable discussions on the quality of training delivery, content and mode of delivery. Following a presentation to the Strategic Workforce Group it was agreed to continue with the Clinical, Non-Clinical and Leadership & Management PGB and to ensure the Command and Resilience PGB is closely aligned to the Resilience Governance Group. The priorities from the Control Rooms and Call Centres PGB will be embedded into the Clinical and Non-Clinical PGBs.

Apprenticeships

The Trust continues the roll out of the Ambulance Support Worker (ASW) Level 3 apprenticeship aligned to the agreed ECA Scope of Practice. As of the end of February 2019, 112 ECA's were enrolled on the new programme.

EOC is piloting the new Emergency Call Handler Apprenticeship which is a recognised qualification and standard for all Emergency Services. As of the end of February 2019 8 EMD's have been enrolled on the programme.

The current number of staff enrolled on an apprenticeship programme is 269. This is approximately 4.8% of our workforce against the government target of 2.3% i.e. more than twice the number the Trust is mandated to have.

External Collaboration

The Trust continues to work alongside peers within other Ambulance and NHS Trusts on the development of common areas of interest which include a passport of statutory and mandatory training aligned to national standards (Core Skills Training Framework – CSTF) where appropriate to reduce the need for duplication across NHS organisations.

Through the National Education Network for Ambulance Services (NENAS), the Trust is involved in the national scoping and design of specifications for the Paramedic apprenticeship (Level 6) and the Associate Ambulance Practitioner (AAP) Level 4 apprenticeship. Workshops will be taking place for the AAP to identify efficient and robust methods of evidence recording to ensure a national consistent approach.

Band 6 Paramedic upskilling training

The bespoke training for the 200 Paramedics identified with formal skill gaps to meet the band 6 job description requirements continues to be delivered in line with national guidance. The Trust reports progress to NHSI monthly and are on track to achieve the end of March 2019 NHSI required milestones of 60% training delivered/completed and 100% training planned/booked.

Diversity and Inclusion

The newly developed internal mediation service is progressing well and a further 8 mediators are being trained. An internal 'Mediators Network' has been developed with the network meeting regularly.

To support positive action with the development of a more diverse workforce, a recruitment/career day took place on 27 February 2019, in partnership with Bradford Council. A further event is scheduled in Leeds on 2 April 2019. The focus of both events is to work in partnership with the voluntary and community sector ensuring that we are engaging with diverse communities.

A task and finish group is being developed to help shape and develop the forthcoming Trust wide 'Dignity and Respect at Work' campaign. This will be aligned with the roll out and implementation of the forthcoming Dignity and Respect Policy.

3.7 Finance & Contracting Update

Fleet, Estates & Facilities

The Estates Team is progressing refurbishment schemes within Ambulance Stations, including the Doncaster Hub development, as well redesigning the Emergency Operations Centre in Wakefield.

The AVP teams at Leeds, Huddersfield and Wakefield are all fully operational and continuing to develop the service offer to operations.

All vehicles required for the first phase of the improvement in the ARP demand profile are now operational.

The Fleet department have introduced a new vehicle management system which will be used across the Northern Ambulance Alliance.

Our Property Information Officer has been shortlisted for the Health, Estates and Facilities Management Association Awards, and one of our mechanics was shortlisted at the unsung hero awards for Lifesaver on the Year.

Procurement & Logistics

On the 2018/19 work plan there are currently 314 projects, worth a total of £82.8m (total contract value). The main contracts that have been initiated during the year include: A&E Van Conversions; the Doncaster Hub; PTS Lease vehicles;; Ambulance Vehicle Preparation (AVP) Leeds and Huddersfield; Unified Communications; Occupational Health; Data Links (WAN) and Springhill EOC Refurbishment.

The PTS A&E Sub-Contractor Framework (Taxis) tender documents are close to completion with supplier events planned for March 2019 before the tender is published.

Digital – Operational and Transformation

Business Intelligence (BI)

Integrated Urgent Care – BI have been working on a new suite of reports via engagement with the Integrated Urgent Care Team. These reports will enable the Trust to report on the new indicators outlined in the contract which goes live on the 1st of April.

Emergency Operations and Mental Health Dashboards – Both reporting dashboards have been designed with the respective operational teams. This includes live performance information for EOC staff to manage and enhance performance.

Information Technology

Our internally developed Electronic Patient Record (ePR) system has now been rolled out to the following Trusts:

- Rotherham
- Northern General
- Sheffield Children's
- Barnsley
- Leeds General Infirmary
- St James's University
- Pinderfields
- Dewsbury
- Bradford RI
- Calderdale Royal
- Huddersfield RI
- Doncaster
- Bassetlaw hospitals
- Chesterfield

Deployment in the East started in February 2019 with staff training in the Hull and East Riding area. Hull RI and Castle Hill Hospital went live with ePR on 12th March 2019.

To date the rollout has achieved training for over 1,900 A&E Operational staff and 370 vehicles fitted with a Toughbook device.

YAS has been awarded national funding through the Health System Led Investment in Provider Digitisation programme, to help develop and deploy ePR to provide interoperability and integration with other healthcare providers.

The Trust has embarked on providing Wi-Fi to the final 35 Trust sites which will achieve full roll out by the end of March. This has enabled connectivity for mobile devices to the corporate network. Strategically this will support with the delivery of the Trusts digital strategy taking advantage of the increased broadband bandwidth we have procured during this year.

Finance & Contracting Update

The team continues to support Operations and Urgent Care to implement and deliver additional resources and provide all necessary monitoring information both internally and to commissioners. This includes engagement with commissioners around year two of the movement towards delivering the Ambulance Response Programme standards, support around hospital reconfiguration across the region and supporting the implementation of the new Integrated Urgent Care (IUC) solution.

Discussions are ongoing regarding the Patient Transport Service and ensuring the new contracts are delivered within the terms of the agreed contracts. The changing nature of service delivery, most notably increasing volumes of weekend discharges and on day unplanned discharges are causing resource and financial pressures on the service which we are working through with local systems.

Integrated Performance Report (IPR) Exceptions

There are no exceptions to report.

3.8 Planning & Development / Corporate Communications Directorate

Planning and Development

Corporate Strategy and Planning

Corporate Strategy

The new Trust Strategy continues to be developed, ensuring alignment with the NHS Long Term Plan and the Trust's clinical strategy, which is currently being refreshed. The current focus is on the development of a range of briefing material and communications for managers and leaders, ensuring they are supported to promote and disseminate the strategy to all our people.

Due to the success of the four 'locality engagement events' held in the latter part of 2018 further events are scheduled to take place in Barnsley, Hull, York and Wakefield, to maintain effective engagement with staff and to continue to share key messages around the delivery of our strategy and new ways of working.

Engagement continued with senior managers, seeking their views and also sharing messages for ongoing dissemination through the Strategic Leadership Forum events which cover a range of key leadership and strategic topics.

Business Planning

The team have carried out a range of engagement sessions with TEG and TMG to develop the Trust's two year business plan, removing the focus on silo working, ensuring greater alignment of the key operational areas and support services. The business plan will align Executive Director PDRs, Trust priorities and submission of our plans to regulators.

The Trust business plan supports delivery of the new eight key priorities within the Trust Strategy, providing the context and narrative for the two year operating plan, for submission to NHSI. A focus on investments and impacts has also been introduced, in conjunction with finance colleagues, to support the development of the finance plan.

Trust Operating Plan

The National Planning Guidance was released throughout December 2018 and January 2019. The initial draft plan was approved by TEG on 11 February and successfully submitted on 12 February 2019. The plan was presented to the private meeting of the Board of Directors on 28 February 2019, for assurance. The final Operating Plan is due to be submitted on 4 April 2019.

A key part of the Trust's plan is around alignment to System Plans, the AD of Planning and Development is well engaged with the West Yorkshire and Harrogate ICS planning group and attends the NHSI led system planning group.

GATE Review and Business Case Approach

The team are currently updating the GATE review process, supported by a recent internal audit review of the Trust's Business Case approach adopted across the Trust. This will ensure the Trust has a consistent approach to assessing and approving a range of opportunities (including service developments, tender opportunities, business cases and collaborative agreements) and that they are aligned to the Trust Strategy.

Business Development

IUC

This is moving into the Contract Signing and Mobilisation phase – Planning and Development continue to support the team, as required.

NEPTS

Work continues to support the planning and preparation for the potential tender for Patient Transport Services (PTS) in West Yorkshire alongside ongoing market review for new opportunities.

Additional work aligned to business development includes the following:

Nottinghamshire and Bassetlaw NEPTS

A number of new tenders are being advertised across Nottingham, Nottinghamshire and Bassetlaw, for NEPT services. Initial discussions have taken place with EMAS around the level of involvement / support that YAS can provide.

Market Analysis

The FOI analysis continues to support decision making around potential future markets associated with transport provision, including analysis of different markets, potential growth opportunities and a calendar of forthcoming contract end dates. Ongoing opportunities for the Trust will be considered and reviewed via the Gate Review process.

Section 106 Report

The Planning and Development team are currently reviewing the potential opportunities related to the submission of applications related to the Section 106 process. There is a potential capacity challenge related to the activity, but across the Yorkshire and Humber, this represents a significant opportunity to identify potential sources of temporary funding to offset the costs associated with localised population increases. These applications have agreed definitions and criteria and are non-recurrent in nature. The team are working with other providers to understand whether the team can provide a regional service, with investment into the team to undertake this role.

Integrated Performance Report (IPR) Exceptions

The outstanding PDRs have been scheduled to be undertaken. The delay is caused by ensuring alignment between the outcomes for the team and having an appraisal process that is meaningful, supportive and aligned to the requirements of the team.

Communications and Engagement

The Corporate Communications team has continued to highlight developments at the Trust and support the corporate strategy via internal and external communications and engagement channels.

During the past three months, the team has worked on the following significant projects:

YAS STARS Awards

On 23 November we held our inaugural YAS STARS Awards, our refreshed corporate staff recognition awards scheme which centres on our corporate values.

Campaigns

We supported the 'Help Us, Help You' Stay Well This Winter campaign led by NHS England and Public Health England to help the public source the right NHS service for their medical need. This was supported by a YAS-led campaign raising awareness of the pressures we face at this time of year and focusing on the appropriate use of the ambulance service.

The 2018-19 flu vaccination campaign was aimed at all staff and incorporated bespoke posters featuring members of staff as the face of the campaign in a drive to gain their colleagues' support to have the flu jab. This was supplemented by regular messages on all internal channels and contributed towards 65% of staff being vaccinated.

We continued to support the national #ProjectA initiative, the 12-month project to mobilise frontline ambulance staff and patients to identify and implement ideas that will contribute to improvements in urgent and emergency services. This has

been linked to the Trust's Quality Improvement Strategy and promotion of the work of the Quality Improvement Fellows.

Social Media

The team has continued to grow the Trust's social media accounts and currently has 18,700 followers on Twitter, 11,580 page likes on Facebook and 2,270 followers on Instagram. In addition, we have 34 Twitter champions who are members of staff with official Trust accounts and they share an insight into working at YAS. A general increase in our use of video messages has also led to greater engagement.

IPR Exceptions

Statutory and Mandatory Training: The Corporate Communications team has three members of staff who are due to complete the refreshed Statutory and Mandatory Workbook training and one member booked on a course to complete BLS training in March 2019.

Personal Development Reviews (PDR): The Corporate Communications team has two members of staff with PDR meetings scheduled in March 2019.

4 RECOMMENDATIONS

- 4.1** The Board agrees it has sufficient assurance on the activities of the Executive Team and Trust Executive Group during this period.

The Board notes and discusses the variances contained within the February 2019 IPR report, highlighted in the Executive Directors' reports.