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| MEETING TITLE Trust Board Meeting in Public | | MEETING DATE 28/03/2019 | |
| TITLE of PAPER | Northern Ambulance Alliance (NAA) Work Programme Update | PAPER REF | 3.7 |
| STRATEGIC OBJECTIVE(S) | All | | |
| PURPOSE OF THE PAPER | This paper provides an update of the progress with NAA workstreams to 21 st March 2019 | | |
| 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 and NAA CEO Lead | 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]: NAA CEO Meetings 24 January 2019 and 15 February 2019 NAA workstream meetings National Joint NHS I/E Ambulance Improvement Programme meetings | | | |
| PREVIOUSLY AGREED AT: | Committee/Group: | Date: | |
| RECOMMENDATION(S) | It is recommended that the Board note and discuss the content of the paper and actions and next steps being taken to progress the NAA work 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 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 | | |

1. PURPOSE/AIM

This paper provides an update of the progress with NAA workstreams to 21 March 2019.

2. BACKGROUND

- 2.1 An NAA engagement event was held in Leeds on 23 November 2018 which was well attended by director leads and senior responsible officers from across the four NAA organisations. Rhona Collins Improvement Director NHS Improvement – North Region and Mark Gough Senior Ambulance Lead Operational Productivity NHS Improvement attended the event to provide and update on national and regional work associated with the Carter Programme including an overview of the Model Ambulance benchmarking tool.
- 2.2 Both regional and national NHSI teams are keen to work with NAA members of the Northern Ambulance Alliance to help NAA Trusts develop a governance framework that can be applied to other services and a programme targeting efficiencies and opportunities for productivity across the respective services particularly in relation to back offices services and process automation.
- 2.3 Further meetings have taken place with NHSI in January and February 2019 to discuss the development of the Model Ambulance system and a weighted activity unit measure to potentially facilitate better comparison of operational productivity.
- 2.4 Following interviews in January, Kerry Wheeler has been appointed to the role of Managing Director for the NAA. The role has been established initially for a period of two years to oversee the coordination and development of the workplan and to provide additional capacity to engage with national and regional stakeholders. Kerry started in role on 18 February and has met with key stakeholder and begun a review of workstream priorities. .
- 2.5 Rotation of the NAA Board Chair has now passed from Wyn Dignan at NWS to Kath Lavery at YAS. Rotation of the Lead CEO for the NAA has been delayed due to Yvonne Ormston moving to a new role.

3. WORKSTREAM UPDATES

Estates, Fleet and Procurement

Fleet Management System Project – NWS, YAS and NEAS are implementing the new Civica Tranman Fleet Management System. This project was the first collaborative procurement across the NAA. The benefits include a single tendering process, reducing costs and effort and more efficient data capture and benchmarking of costs and productivity.

The implementation has been split into two phases with the emphasis on the main fleet operation which went live on the 11th March, the trusts are

currently verifying data and running parallel reports to ensure service schedule sequences are aligned with the maintenance policy and the fuel, tyre and parts interfaces are allocating to the correct vehicles.

Phase 2 begins in early April with automation of interfaces to GRS, Oracle, Terrafix and the defect reporting portal to enable further efficiency savings. Stakeholder meetings are planned to ensure we get the best out of the system. YAS mechanics tablets are in build which will see the fleet department make a huge step towards going paperless with check sheets and job cards becoming electronic.

Electric vehicles – the trial at NWS has been completed with no adverse operational issues identified. The trial consisted of four electric Rapid Response Vehicles and inclusive of battery charges resulted in a saving of £14k. NWS's business case for expansion of their electric vehicle fleet has been approved with identified savings of £441.5k. NEAS and YAS are evaluating the NWS trial.

Ambulance Conversion Contract – A pan NAA contract was previously let for ambulance box bodies and van conversions capped 250 vehicle conversions until September 2020 (unless all slots are used and it ends sooner). This contract was let to bridge the gap between local and centralised national procurement of Ambulances.

Recommendation 5 of the Carter Report stated *NHSI should work with trusts boards and the Association of Ambulance Chief Executives, to agree proposals to rapidly move to a standard specification for new fleet across England and deliver significant improvements in the way fleet is managed.* NHSI have been working with ambulance trust boards and the Association of Ambulance Chief Executives to agree which of the current specifications, and associated load list, should become the common standard for any new investment across England early 2019. The consultation closed in Feb 2019, with the findings published this month. It is expected that from 1 April 2019, all new DCA purchases will comply with the new national specification (unless written confirmation is provided in advance from NHSI and NHS England that the specification need not apply on an order by order basis).

Digital

Single CAD / Telephony – Following the feasibility review conducted by Barry Thurston NAA partners have worked collaboratively to develop a joint specification to replace their existing legacy telephony systems. Business Cases have been developed and the joint procurement exercise concluded with WMS, YAS and NEAS expected to go live with the new system during 2019/20. Work has also begun on development of a common CAD system specification led by EMAS.

NAA Chief Information Officer (CIO) - The NAAB have approved the Job Description and Person Specification for a fixed term NAA CIO role to oversee the development of a digital strategy and related collaborative working across the alliance. This post is currently out to recruitment.

Other Areas – Engagement has begun between NEAS and YAS about adoption of the NEAS simulation tool and trusts are also collaborating on Microsoft 365 enterprise agreement.

Workforce

There has been a change in the Workstream Director Lead due to original lead (NWAS Mick Forrest) acting into the NWAS CEO role. Christine Brereton from YAS has taken on the lead role and regular meetings with all four workstream members are now taking place.

HRD leads are developing a revised plan to focus on key priorities areas for HR and OD with a view to either collaborating, sharing good practice or one organisation become a lead area of behalf of the NAA.

On-going developments in this workstream include:

Staff Survey – sharing approaches to improving response rates, sharing best practice in relation to areas for improvement and potentially moving to a single supplier for undertaking the survey.

Diversity and Inclusion – Highly successful Some Leaders Are Born Women conference held in Leeds on 21 March with attendance from all for NAA members and representation from other agencies. Feedback captured on the day will be used to develop actions.

Talent and Leadership Development - Areas being developed include a common approach to leadership development and shared approach to Talent spotting and talent development. The NAA has recently secured representation on the Northern Regional Talent Board and Talent Board Working Group.

Payroll – The shared YAS and NEAS Payroll Service went live successfully in Feb 2018. We continue to explore opportunities to roll out the service more widely across the alliance as current contracts expire.

Operations/Quality

This workstream has successfully delivered collaboration on the Paramedic Pathfinder decision support tool and associated app, cross-trust exchange of information and evaluation on care homes initiatives, collaboration on paramedic/nursing rotational roles and development of a shared public health role

EOC Resilience - Systems and processes to allow passing of 999 calls between services now embedded.

Health Foundation Project Bid - potential research project re clinical workforce retention being considered in conjunction with the Health Foundation.

Hospital Handover – NWS have supported regional workshops on handover delays looking to embed a quality improvement approach to collaboration between the ambulance service, acute hospitals commissioners and regulators to reduce ambulance handover delays.

Urgent Treatment Centres (UTCs) – collaborative discussions beginning between NAA members on specification and policies to support maximised utilisation of UTCs.

Value for Money

Workshop held on 6 November with VFM workstream leads and Ed Hindle from NHS I to consider the recommendations in Carter report, review initial analysis at NAA level of the latest round of corporate services benchmarking and reflect potential opportunities for further collaboration for consideration at the NAA CEOs/Directors' event. Areas identified as phase 1 priorities for review from the workshop were IM&T, risk, legal services and Internal Audit.

4. NEXT STEPS

- 4.1 Complete recruitment of NAA CIO role to aid development of NAA wide Digital strategy.
- 4.2 NAA MD and senior leads to support development and implementation of current schemes and complete review of NAA workstreams and resourcing aligned to Carter report and wider NAA priorities.
- 4.3 Discussions to be progressed with NHS I national and regional teams about potential development of a back office automation pilot proposal and wider regional and national support to deliver NAA workstreams objectives.

5. RECOMMENDATIONS

- 5.1 It is recommended that the Board note the content of the paper and actions and next steps being taken to progress the NAA work programme.

5. APPENDICES

Appendix 1 NAA Workstreams

Appendix 2 NAA Efficiencies Press Release
NAA report