



MEETING TITLE Trust Board Member in Public		MEETING DATE 26/09/2019	
TITLE of PAPER	Trust Executive Group Report & Integrated Performance Report (IPR)	PAPER REF	3.1
KEY PRIORITIES	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 14 May 2019 to 12 September 2019 and the opportunity for TEG to highlight the key variances / movements contained within the July 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 and TEG	ACCOUNTABLE DIRECTOR	Rod Barnes, Chief Executive
DISCUSSED AT / INFORMED BY – include date(s) as appropriate [free text - 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 July 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 <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 14 May 2019 to 12 September 2019 and the opportunity for TEG to highlight the key variances / movements contained within the July 2019 Integrated Performance Report (IPR).

2. EXTERNAL ENVIRONMENT

The Trust is continuing to work with system partners regionally and nationally to prepare for a potential no deal EU exit. YAS are engaging with Local Resilience Forums -Local Health Resilience Forums - NHS England to model and test against the wider community Health / Social and Transport plans.

The NHS Long Term Plan Implementation Framework and supporting documentation was published in June and July. It sets out the approach sustainability and transformation partnerships (STPs)/integrated care systems (ICSs) are asked to take to create their five-year strategic plans by November 2019 covering the period 2019/20 to 2023/24. YAS is working closely with STP and ICS colleagues to ensure alignment and delivery of all required submissions.

The Trust has continued to engage with local Integrated Care Systems and System Transformation Partnerships particularly in relation to system leaders events, Integrated Urgent and Emergency Care, Digital and Mental Health work-streams, and through place based discussions. Developments relating to LHCRE have continued. In addition, the Trust is contributing actively service reconfiguration discussions including hyper acute stroke services in South Yorkshire and the Scarborough and Humber acute service reviews. Governance arrangements for the Humber Coast and Vale (HC&V) STP have recently been reviewed and as a result of this YAS is anticipating an opportunity to play a more active role as part of the executive leadership of the partnership. Plans are progressing in the area in relation to accelerated development to ICS status.

The West Yorkshire and Harrogate Integrated Care System (WY&H ICS) Leadership Executive Meeting have prioritised £3.8m transformation funding to urgent and emergency care out of a total transformation pot of £8.75m. Funding has been allocated to local A&E delivery boards and urgent and emergency care providers to support innovation and transformation and relieve pressure on the system over the winter. The Trust subsequently submitted a number of bids through the WY&H ICS with a focus on system wide benefits including Paramedic Rotation, Mental Health pathways, triage tools to appropriately signpost calls from telecare providers and the development of respiratory and other pathways to reduce avoidable conveyance.

A new Interim NHS Plan was launched at Quarry House in Leeds on 5 June by Baroness Dido Harding and Prerana Issar the newly appointed Chief People Officer for NHS England/Improvement. The interim report, developed collaboratively with a broad range of partners from across the NHS, unions, Royal Colleges and the British Medical Association, argues that, in addition to recruiting extra staff, much more needs to be done to improve staff retention and culture and transform ways of working. The interim plan acknowledges the scale of the workforce challenge facing the NHS across a range of skills.

A report from the NHS Confederation has found that fewer people of black and minority ethnicity (BME) and women occupy leadership positions. The report highlights two factors that may have had an impact on Board diversity, including the abolition of the NHS Appointments Commission in 2012 and the creation of Foundation Trusts in the mid-2000s. YAS has been actively taking steps to improve the diversity of its workforce with Board and leadership team diversity being a particular area of focus over the coming year.

AACE has published a wellbeing pledge; the pledge, signed by all UK ambulance service chief executives, commits to continuing to enhance the wellbeing of the organisations people by adopting and championing ten strategic steps plus implementing three commitments that have arisen from the #ProjectA staff wellbeing collaborative (<https://aace.org.uk/wp-content/uploads/2019/08/AACE-staff-wellbeing-pledge.pdf>).

The AACE and NHS Horizons sponsored #ProjectD – Valuing Difference and Celebrating Diversity event took place on 5 September which heard from front line staff about their experiences and priorities to improve diversity and inclusion across the ambulance service. YAS had a number of representatives at the event including the Trust's LGBT and BME network leads.

YAS has a leading role in national research on suicide prevention and aligned to this the Trust supported promotion of World Suicide Prevention Day which took place on 10 September. The internal and social media campaign reminded people that it is ok to seek help and encouraged others to look out for those who might be feeling low, distressed or alone. YAS has also recently established a Suicide Prevention Working Group to look at what support the Trust can provide to staff and managers about suicide prevention.

Matt Hancock was reappointed as Secretary of State for Health and Social Care at the end of July. He announced £20m funding to support 10,000 young people from all backgrounds to get a career in the NHS. This will be matched by £7m from the Prince's Trust. The three year pre-employment programme will begin later this year and will involve up to 150 NHS trusts in England. Participants will gain basic skills and experience of working in the NHS and the programme will focus on those who otherwise may not have had the opportunity to gain this experience to overcome barriers and enter sustainable employment.

As a result of detailed feedback from trusts on the Freedom to Speak Up process, NHS Improvement has revised guidance on their expectations of boards and board members encouraging staff to speak up about issues of patient care, quality or safety. New supplementary resources and a streamlined self-review tool have been issued and we are reviewing the Trust's existing processes against the new guidance and take the findings through the Trust's governance cycle.

On 11 July West Yorkshire Tri-Service Partnership Board chaired by West Yorkshire Police and Crime Commissioner (PCC), Mark Burns- Williams. The PCCs office has invited ourselves, WY Police and WY Fire and Rescue to identify projects to help reduce serious and violent crime. YAS is collaborating with police and fire to look to undertake some tri-service targeted youth intervention work.

The Government has set out spending plans for 2020/21. This was a one-year 'fast-tracked' spending round, and a full spending review will be held in 2020 reviewing public spending and setting multi-year budgets. Highlights include £150m for Continuing Professional Development providing a £1k central training budget over three years for each nurse, midwife and allied health professional.

3. EXECUTIVE TEAM REPORTS

3.1 Chief Executive

The Trust had an unannounced inspection by the Care Quality Committee on 28 May to 30 May 2019 with the main focus being on Patient Transport Services (PTS) and the Emergency Operations Centre (EOC). This was followed by a well-led inspection in the week commencing 24 June 2019. Verbal feedback at the end of the inspection process was positive and the Trust is now awaiting the final published report.

Approximately 160 managers attended our Leadership Summit at Elland Road in Leeds on 11 June 2019. The focus of the day was on engagement and continuous improvement. Guest speakers were Helen Bevin, Chief Transformation Officer at NHS Horizons and Richard McCann a motivational speaker. A series of four workshops focused on culture and engagement provided attendees with the opportunity to discuss ideas for improving professional behaviours between colleagues, relationships between managers and their teams, use of technology for internal communications and staff engagement and removing barriers to communicating with a mobile workforce.

The Chief Executive, Chairman and Executive Director of Finance attended the NHS Confederation's annual conference and exhibition in Manchester on 19 & 20 June 2019. Speakers included NHS England chief Executive Simon Stevens and Mayor of Manchester Andy Burnham. YAS' Research and Development Manager, Fiona Bell spoke about the NHS workforce; preventing suicides, saving lives.

The Trust held its annual staff recognition 'STARS' Awards on 5 July which coincided with the NHS' 71st birthday. The Chairman and Chief Executive welcomed 180 attendees to the venue in Leeds to celebrate the achievements of YAS' staff and teams over the year. There were a number of awards presented associated with the Trust's values, volunteers and diversity and inclusion. Six Chief Executive's Commendations were also presented to Emma Browell and Daniel Johnstone (Bramley A&E Crew), Terence Handley and Rahman Rashid (PTS Leeds) and Vincent Atkinson and Amy Evans (Keighley A&E Crew).

On 8 July the Chief Executive and other YAS' staff members attended the Yorkshire Air Ambulance (YAA) base at Nostell Priory for a visit by their royal patron HRH Prince Andrew. The YAA was launching their new simulation training suite. Prince Andrew was keen to understand the partnership between YAS and YAA and how the helicopters played an increasingly important role in trauma and emergency care.

The Trust has committed to tackling poor mental health in Yorkshire and the Humber by signing up to the Prevention Concordat for Better Mental Health from Public Health England (PHE). Working with PHE the Trust is making significant steps towards promoting good mental health and preventing mental health problems. The Prevention

Concordat marks the first time agencies across the community and care sectors have come together to make prevention a priority for mental health.

To support better staff involvement in organisational decision making and respond to feedback from national NHS Staff Surveys, Pulse Check and staff engagement events the Trust is launching an Employee Voice Network which will be chaired by our Chairman Kath Lavery. This will bring together colleagues from all over YAS who are invested in improving culture, act as role models for the Trust's values and behaviours and will be the first port of call for colleagues to listen to staff views and signpost them if they need further help. The first part of this initiative is the recruitment for Cultural Ambassadors to represent their colleagues in the Employee Voice Network, bringing feedback on key topics and working to generate ideas on how to resolve issues or concerns and make improvements. The first Employee Voice Network will be held on 1 October 2019.

As part of ongoing efforts to protect staff against violence and aggression the Trust has introduced 'Spit Kits' into A&E Operations. The kits will be placed on all A&E ambulances to allow crews to save saliva samples to aid prosecution.

Goole-based O&H Vehicle Conversions has handed over the 250th emergency ambulance to YAS as part of the Trust's fleet modernisation programme. O&H's Managing Director, Oliver North presented the milestone Fiat Ducato vehicle to Kath Lavery, YAS Chairman at the event in August. The vehicles were designed in conjunction with feedback from YAS' staff and adopt best practice from other ambulance trusts by aligning to the new national ambulance specification developed by the NHS Improvement team overseeing the implementation of Lord Carters report into ambulance service productivity.

The Chairman and Chief Executive attended a Northern Ambulance Alliance (NAA) Board development session in August with colleagues from North East, North West and East Midlands ambulance services. With a several large scale collaborations already underway the session brought the leadership teams together to discuss the future vision for the alliance, priorities for future joint working and and revised governance arrangements.

YAS has joined other UK emergency services in rolling out 'what3words' location technology application. The 'what3words' app (<https://what3words.com>) divides the world into a grid of 3m x 3m squares and gives each square a unique three-word address. Using three-word addresses gives callers a simple way to describe precisely where they are and can be particularly effective for emergencies in rural or remote locations. The three-words are used by the Emergency Operations Centre (EOC) to identify the precise location of the incident and direct resources to exactly where they are required. The app is free to download for both iOS and Android, or by browser, and works off-line making it idea for use in areas with an unreliable data connection.

On 30 August the Chief Executive had a tour of the construction of the new 'hub station' at Doncaster and met with crews currently housed in the adjacent temporary decant facility whilst building works are underway. Work is progressing quickly with handover for fitting out expected in November. The station is expected to re-open with AVP up and running in January 2020.

On Tuesday 3 September we held our annual Long Service and Retirement Awards celebration at the Pavilions of Harrogate in North Yorkshire. Her Majesty's Lord-Lieutenant for North Yorkshire, Mrs Johanna Ropner, was special guest at the event, that saw 118 members of staff attended with guests to collect their awards.

The Trust recognised 52 colleagues on achieving 20 years' service and 17 colleagues for completing the 30 years' service milestone. We also awarded the Queen's Long Service and Good Conduct Medal to eight staff on the day for 20 years' exemplary frontline emergency service and 37 retirees were recognised for their valuable service to the Trust and people of Yorkshire. Four staff were recognised for an 40 years of service – Paul Farrell (former Facilities Manager), Michael Lee (Paramedic Practitioner, Middlewood), Steve Morrell (Paramedic, Wakefield) and Stuart Wilson (Ambulance Technician, Brighouse).

The Trust was delighted that Dwain Longley, Locality Manager at Beverly Ambulance Station was awarded the British Citizen Award Medal at Westminster Palace in London in July. The awards honour individuals who are positively impacting society and Dwain was selected for 15 years' service as a volunteer for St John Ambulance.

Two Emergency Medical Dispatchers (EMDs) from the Trust's Emergency operations Centre are finalists in the International Academies of Emergency Dispatch Emergency Medical Dispatcher of the Year 2019 Awards. Aneela Ahmed and Fiona Dinkel have both shown compliance to protocol, excellent team work and commitment to further development. This year the awards received 53 nominations from across the UK and the winner will be announced at the Navigator Conference in Edinburgh on 16-18 September 2019.

YAS has been nominated for the Alzheimer's Society Dementia Friendly Awards which aim to celebrate people, organisations or communities who make a real change to the lives of people with dementia. The nomination is in recognition of the efforts which have been made in the last year to improve the way in which we support patients living with dementia.

Mandy Wilcock was successful in securing the substantive role as Associate Director of Corporate Affairs at the end of July after a period of being in the post on an interim basis. Mandy will take a lead on corporate services including communications, community engagement, business planning and Trust Board services.

3.2 Operations Directorate

Performance

Performance against the Ambulance Response Programme (ARP) has been strong during 2019/20 against both the locally funded trajectory and the national standard.

ARP Performance v Trajectory:

For 2019/20 the Yorkshire Ambulance Service (YAS) was funded by commissioners to meet a locally agreed trajectory to meet the national ARP standards. This trajectory was set for YAS to achieve the national standards with the exception of Category 2 mean and the Category 4 90th percentile.

Performance v Trajectory April – July 2019

2019-20 Monthly Performance	Category Measure	Apr-19	May-19	Jun-19	Jul-19	
	C1 Mean	Trajectory	00:07:00	00:07:00	00:07:00	00:07:00
		Actual	00:06:58	00:06:48	00:06:48	00:06:53
		Variance	- 00:00:02	- 00:00:12	- 00:00:12	- 00:00:07
	C1 90th	Trajectory	00:15:00	00:15:00	00:15:00	00:15:00
		Actual	00:12:06	00:11:55	00:11:56	00:12:11
		Variance	- 00:02:54	- 00:03:05	- 00:03:04	- 00:02:49
	C2 Mean	Trajectory	00:18:57	00:18:57	00:18:57	00:18:57
		Actual	00:19:41	00:18:39	00:18:43	00:18:18
		Variance	+ 00:01:16	- 00:00:18	- 00:00:14	- 00:00:39
C2 90th	Trajectory	00:40:00	00:40:00	00:40:00	00:40:00	
	Actual	00:40:33	00:38:13	00:38:08	00:37:28	
	Variance	+ 00:00:33	- 00:01:47	- 00:01:52	- 00:02:32	
C3 Mean	Trajectory	01:00:00	01:00:00	01:00:00	01:00:00	
	Actual	00:46:50	00:43:37	00:45:08	00:43:32	
	Variance	- 00:13:10	- 00:16:23	- 00:14:52	- 00:16:28	
C3 90th	Trajectory	02:00:00	02:00:00	02:00:00	02:00:00	
	Actual	01:49:54	01:42:57	01:49:16	01:42:47	
	Variance	- 00:10:06	- 00:17:03	- 00:10:44	- 00:17:13	
C4 90th	Trajectory	03:16:23	03:16:23	03:16:23	03:16:23	
	Actual	03:36:40	03:51:12	04:33:48	04:01:00	
	Variance	+ 00:20:17	+ 00:34:49	+ 01:17:25	+ 00:44:37	

For the first four months of 2019/20 YAS have achieved a marked improvement in the Category 2 Mean performance, however the Category 4 90th continues to be challenging. This is being addressed by the Operations senior team and August has shown a significant improvement in Category 4 with a reduction to 2 hours 47 minutes.

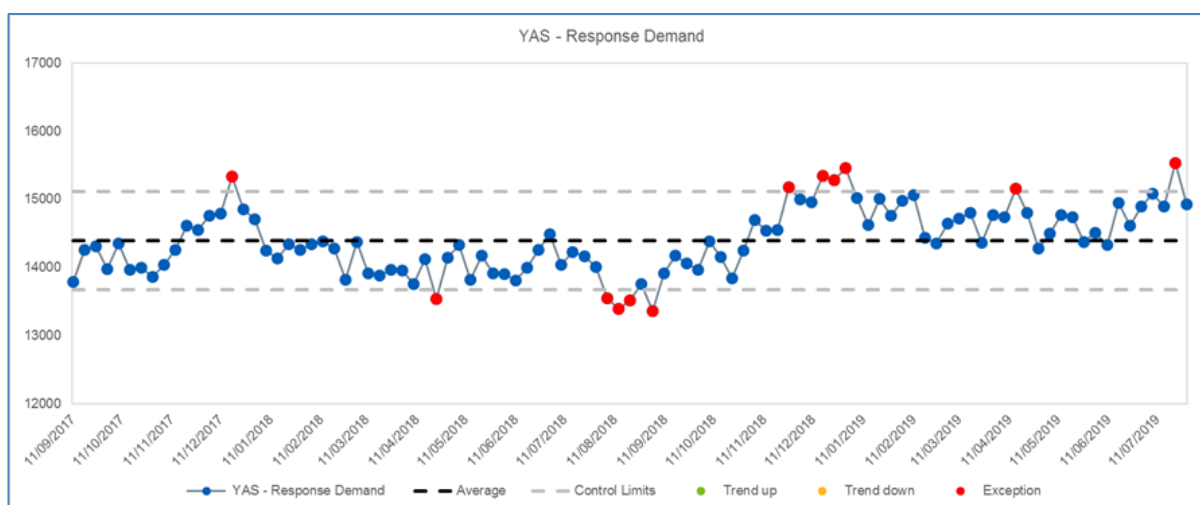
ARP Performance v National Standards:

YAS performance against the national ARP standards is shown below. As can be seen the Category 2 mean and Category 4 90th percentile were outliers in the first four months of 2019/20. However significant improvements were made in August with YAS hitting all national targets for the first time.

		Category Measure	Apr-19	May-19	Jun-19	Jul-19
2019-20 Monthly Performance	C1 Mean	National Target	00:07:00	00:07:00	00:07:00	00:07:00
		Actual	00:06:58	00:06:48	00:06:48	00:06:53
		Variance	- 00:00:02	- 00:00:12	- 00:00:12	- 00:00:07
	C1 90th	National Target	00:15:00	00:15:00	00:15:00	00:15:00
		Actual	00:12:06	00:11:55	00:11:56	00:12:11
		Variance	- 00:02:54	- 00:03:05	- 00:03:04	- 00:02:49
	C2 Mean	National Target	00:18:00	00:18:00	00:18:00	00:18:00
		Actual	00:19:41	00:18:39	00:18:43	00:18:18
		Variance	+ 00:01:41	+ 00:00:39	+ 00:00:43	+ 00:00:18
	C2 90th	National Target	00:40:00	00:40:00	00:40:00	00:40:00
		Actual	00:40:33	00:38:13	00:38:08	00:37:28
		Variance	+ 00:00:33	- 00:01:47	- 00:01:52	- 00:02:32
	C3 Mean	National Target	01:00:00	01:00:00	01:00:00	01:00:00
		Actual	00:46:50	00:43:37	00:45:08	00:43:32
		Variance	- 00:13:10	- 00:16:23	- 00:14:52	- 00:16:28
	C3 90th	National Target	02:00:00	02:00:00	02:00:00	02:00:00
		Actual	01:49:54	01:42:57	01:49:16	01:42:47
		Variance	- 00:10:06	- 00:17:03	- 00:10:44	- 00:17:13
	C4 90th	National Target	03:00:00	03:00:00	03:00:00	03:00:00
		Actual	03:36:40	03:51:12	04:33:48	04:01:00
		Variance	+ 00:36:40	+ 00:51:12	+ 01:33:48	+ 01:01:00

Demand

For July 2019 this performance was achieved against a 4.9% increase in demand in comparison with the same month last year. For 2019/20 YAS was funded by commissioners for a 2.7% increase in demand.

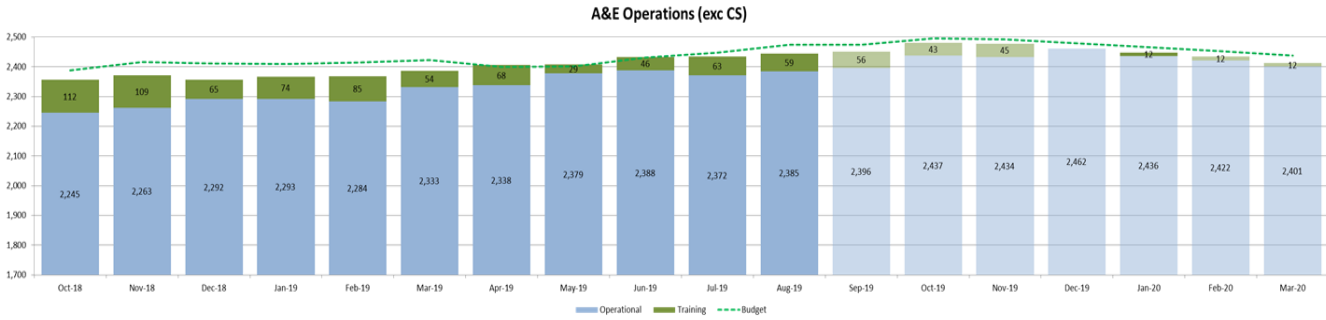


Use of operational hours

The Carter Review recommended that ambulance services should ‘review staff hours worked to ensure a balance between contracted and actual hours with plans to manage this’. This has been a focus for YAS and continues into the 2019/20 period. The Capacity Planning and Scheduling Team have forecast the total number of hours that will be needed per month based upon expected demand, the budget and the performance standard expected. From this calculation our recruitment needs are identified with overtime used to fine tune the profile or fill funded roles whilst staff are recruited.

This approach has been very successful for YAS and the Trust is working with other ambulance Trusts across the UK to share the learning and grow the skills and

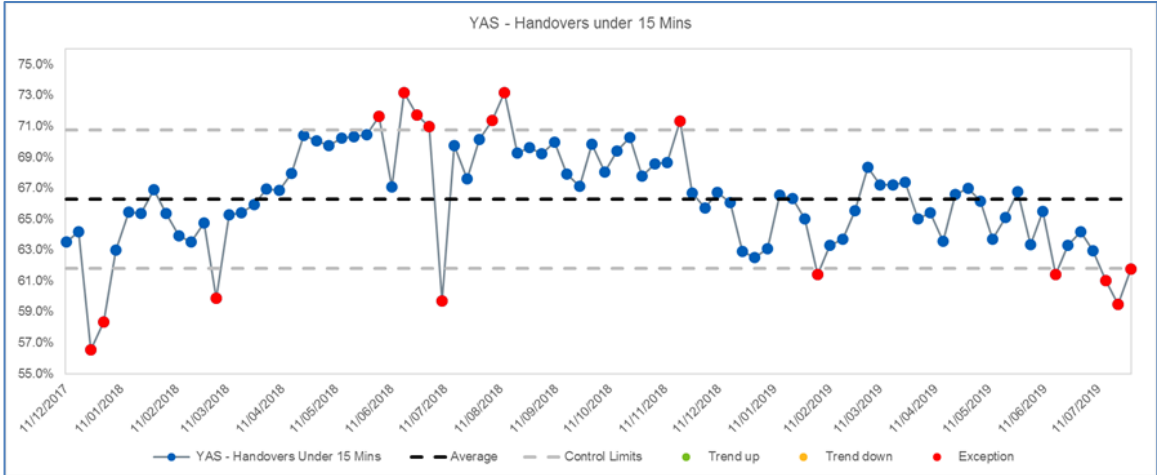
competencies across the sector. As can be seen in the graph below the gap between budget and staff in post is negligible which means that YAS are able to target overtime flexibly rather than to fill significant recruitment gaps.



Delayed Hospital Handovers

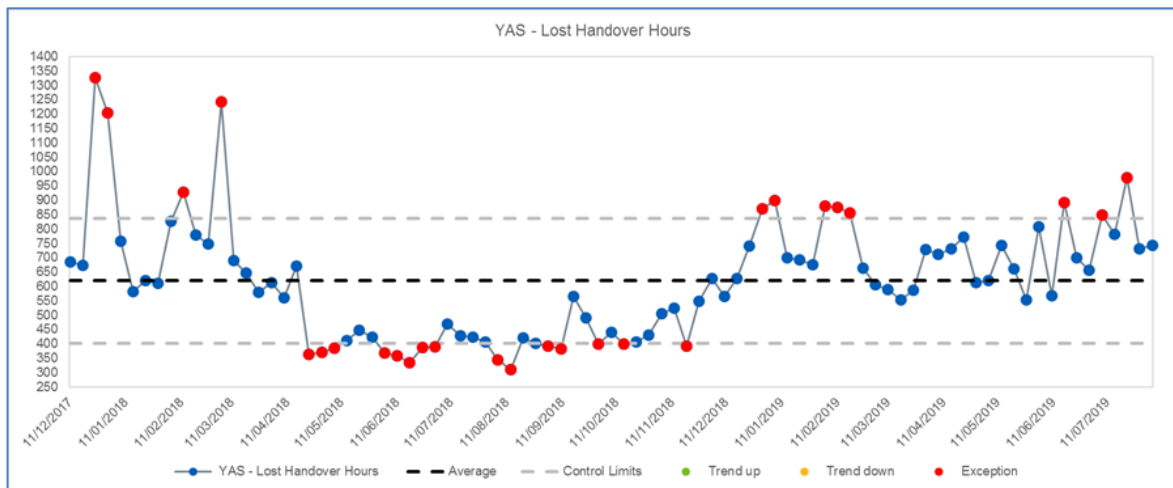
One of the biggest challenges for ambulance services across the UK is delayed handover of patients from the ambulance service to Acute Trust Emergency Departments.

It is nationally expected that Acute Trusts undertake the handover of a patient from the ambulance service within 15 minutes of the patient’s arrival. Unfortunately the proportion of hospital handovers completed within 15 minutes has been reducing since the winter period and has been at exceptionally low levels in recent weeks.



One consequence of this is that ambulance crews are spending longer within Emergency Departments rather than responding to incidents. On average since December 2018 YAS has lost 718 hours per week to late handovers with a peak of 978 in the week commencing 22nd July 2019.

This deteriorating position can be seen in the chart below.



Targeted work continues at a local and regional level with the NHS Emergency Care Intensive Support Team (ECIST) and NHS England to reduce handover delays. YAS participates in national calls where two Yorkshire hospitals are in the top five of handover delays in England. Targeted work is ongoing with these acute Trust's to support the overall health care system and improve patient's journey.

EOC Performance

Performance within our Emergency Operations Centre (EOC) continues to be excellent. In July 2019 over 94.5% of 999 calls were answered within 5 seconds, a slight drop from June's figure of 96.5%.

Our Hear & Treat (H&T) rates plateaued at around 6.5% in 2018/19. For June and July 2019 this figure was 6.8% and 6.7% respectively. Although there is a constraint around the amount of H&T possible when performance is good (as calls do not wait for response) we believe there are still opportunities to increase H&T figures. Recruitment of clinicians has also proven to be more difficult than anticipated and a recruitment campaign and workforce strategy is in development.

Calls from Health Care Professionals (HCPs)

NHS England have issued the guidance around how ambulance services manage calls from HCP (Health Care Professional) and for IFT (Inter Faculty Transport). YAS is working closely with national teams and other ambulance services to implement the new arrangements by the 9th October 2019.

Emergency Preparedness Resilience Response (EPRR)

Over the last six months the Emergency Preparedness Resilience Response (EPRR) team has made substantial progress in the development of its Marauding Terrorist Attack (MTA) and Specialist Operational Response Teams (SORT) capability by recruiting, testing and training a further number of volunteer staff for this highly specialised role

The National Ambulance Resilience Unit (NARU) contractual standards require a specific number of personnel in each Hazardous Area Response Team (HART) team 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.

Compliance over the last 6 months for all specialised service areas have been maintained at AIT 100% - SORT 100% - HART 98.0%.

A multi-agency Chemical Biological Radiological Nuclear (CBRN) assurance visit was undertaken by the National CBRN Centre (NCBRNC) on the 13th June 2019, the purpose of the visit was to inform central government on regional capability. Overall the report and initial feedback following the assurance visit was very positive. YAS in particular were positively highlighted as leading on Major Incident/Special Operations (MI/SO) training.

Yorkshire Air Ambulance (YAA)

Building on the successful development of Blood being carried on-board our Nostell aircraft, plans have been ongoing for the purchase and installation of a second blood freezer located at Pinderfields Hospital. This work has now been completed and means that YAA can now also carry Blood on the second aircraft located at Topcliffe North Yorkshire. The numbers of advanced surgical procedures which require blood product have steadily increased over the last 12 months which have seen a positive benefit in patient outcomes.

UCI World Cycling Championships – September 2019

In September 2019 the world's best cyclists will come to Yorkshire for the UCI Road World Championships, the pinnacle event in the international road cycling calendar. The Championships will include an opening ceremony, a range of men's and women's races across age groups from junior to elite and will feature a Paralympic qualifier race. The race will be starting in different towns and cities throughout Yorkshire and each finishing in the main competition town of Harrogate.

Every year YAS with its partners ensures that it has the opportunity to learn from the previous events and adds this to its planning assumptions going forward. Planning for this event is now in the final stages, with YAS taking a key role in ensuring a safe and successful event.

YAS Commander Framework

Following the successful business case and securing trainers, the training for commanders has commenced. In July 2019 the plan is on track to train 1000 staff per year over the next three years.

Transformation work

For 2019/20 the key projects that the operations team are involved in are summarised below with progress to date.

Team Based Working

Workshops have been run with cross departmental colleagues and senior A&E team to discuss and agree the scope, purpose, requirements, and implications for other key departments of a Team Based Model. A final proposal is expected to be ready in October 2019.

Emergency Operations Centre (EOC)

Work is nearing completion (as scheduled) on the Wakefield EOC refurbishment. Significant improvement in working environment including additional training room, break out spaces for staff, refurbished kitchens and management office. Completion of the building work in September will then allow the EOC to test alternative methods of operational delivery testing two proposed models in order to deliver improved patient outcome and care.

Integrated Performance Report (as at July 2019) Exceptions:

Total Calls

Despite the significant increase in calls received incident responses saw an increase above forecast by 2.3%. However certain days through the hot weather, at the end of the month, saw particularly demanding days of over 10% above forecasted incidents.

In July the EOC saw the highest call volumes received since December 2017. Demand was consistently above forecast throughout the month and on occasion as high as 26% above forecast.

We should note that staff within the EOC dealt with this admirably through the hot weather period and given the challenges of the Wakefield refurbishment.

Performance

Despite this demand increase, performance achieved was still in line with the agreed trajectories. CAT 2 mean and CAT4 90th% still feature as the pressure performance areas. Improvement in South Yorkshire continues in line with recruitment trajectories and initiatives to support the IFT/HCP workload.

Disappointingly there were several days where the CAT2 mean (average) was well below national standard however the volatility of the hot weather days and particular challenging Mondays saw overall performance compromised. The final achievements are still in line with the Trust Trajectory agreed within the business plan.

See, Treat & Refer

Interestingly July saw an increase in See, Treat and Refer patients with a subsequent reduction in those conveyed to hospital. However the hospital turnaround performance continued to have an impact on available operational hours

EOC Quality

In line with the significant increase in call demand in July, and the call answer pressure that resulted, reported incidents saw an increase in July over previous months. However those rated moderate and above reduced over the previous year. EOC tends to see incidents around delays in response. In line with the overall improvement in timed responses this is a likely correlation.

This increased demand had a significant impact upon the 5 second in 95% 999 answer performance. The AQI standards now measure mean call answer performance and 95th percentile. This was maintained at 1 second for both standards but in the final week of significant pressure it rose to 5 seconds 95th%.

Sickness

Sickness absence rose again in July within EOC with higher incidents of short term absence. The management teams are dealing with these absences in line with process.

Themes of musculo-skeletal problems and stress, anxiety and depression feature as the issues needing to be resolved. It is hoped the refurbished rooms will support improvements in staff experience and comfort at work.

It is hoped that the Wakefield refurbishment and the new equipment including chairs will assist in addressing the environmental issues which will see significant improvement.

PDR rates

PDR compliance has slipped through the summer period. It has been identified that hierarchies within the system have prevented completion of some recording processes and a reduction in compliance. However all operational areas teams have been asked for improvement trajectories to bring back into line.

3.3 Integrated Urgent Care (IUC)

General Update

The IUC team continue to establish the new service working closely with system partners and commissioners. YAS is working with other IUC providers on sharing best practice and contributing to a review of the national NHS England IUC specification and the associated key performance indicators.

The summer months have been particularly challenging with high demand and also following a national system failure with Aadastra on a peak Saturday morning at the end of July; this is being investigated as a serious incident.

YTD Performance April – August 2019

Demand for the IUC service April through to August 2019 has been near to ceiling levels of the contract and is at 0.93% above ceiling year to date (YTD). August demand was 4.5% above ceiling. This is predominately as a result of excess dental demand; the IUC has taken 18,485 calls YTD above the contract levels set for dental patients. The new NHS England dental service has had significant issues across the patient pathway; associated with a lack of appointments and resulting in long delays to access the new service. Patients subsequently have found access routes through the IUC service and NHS 111 Online.

Following this unexpected dental demand, the IUC team have reviewed the capacity plan for the year and increased (83s head to 120 heads) recruitment and training plans to ensure sufficient staffing is in place to support these callers. The first additional staff will be operational in early September. Currently the extra demand is being managed through voluntary overtime; the uptake of this is limited and therefore this excess demand is affecting the IUC contract performance.

Commissioners have been formally notified of the excess demand since May 2019 and the quality issues associated with the new dental pathway. This has been formally acknowledged with financial recompense, establishment of clinical governance meetings and regular weekly stabilisation calls. YAS, through the lead commissioner is seeking the details of the recovery plan and the explicit input required from YAS IUC during the remainder of the year.

YTD performance:

- 88.5% call answer in 60 seconds (target 90%)
- 31.7% clinical advice (target 30%)
- 61.1% call back in 1 hour (target >60%)
- 98.3% 999 validations (target >95%)
- 59% ED validations (target >50%)
- 46.4% IUC bookings overall (target >30%)

It should also be noted that IUC has seen high staff absence levels during 2019/20 and is working closely with HR to manage in line with the absence policy and support the reduction of Trust absence by 1%. Addressing absence levels is a priority for the IUC

management team. Work has included a deep dive into all long terms absence cases and application of the policy through robust and consistent management and support for staff.

IUC Developments

The Service Delivery and Improvement Plan (SDIP) is the focus of the service development programme this year with the introduction of our Clinical Advisory Service (CAS) liaison officers working with local STP/ICS areas.

As part of the IUC contract the service has been developing prescribing capability, with the aim to be a prescribing centre in October 2019, starting in a limited and incremental way for specific conditions with a limited formulary to start. To support this development IUC is also recruiting more pharmacists whose role scope will increase to undertake low acuity cases as well as medication enquiries and repeat prescriptions.

A new booking technology GP connect is being deployed, which is the first of its type in the country; this will enable the rapid rollout of “In Hours” GP appointment booking and the sharing of patient records.

As part of the new community contract there will be a new Community Pharmacist Consultation service introduced for winter 2019/20 which replaces the previous NUMSAS services along with the addition of a minor ailment consultation service. YAS will work with commissioners and community pharmacists to ensure this is in place for winter.

Clinical recruitment remains a key challenge and a project to improve attraction of clinicians into both IUC / EOC has commenced, which includes a digital marketing campaign which has commenced and open days. This is the start of the main campaign that will launch in autumn and will use our staff as advocates to describe the benefits of working in YAS and clinically in these roles.

Patient Transport Services (PTS)

Performance and Activity

The total demand for the 3 months June to August 2019 is down on the same period last year by -5.9% or 14,500 journeys.

The service has seen a significant increase in on-day activity in East Riding and the whole of North Yorkshire, (East +14%, HRW & Harrogate +14%, Scarborough & York +20%), This has been masked by a decrease in South Yorkshire (-18%).

Key Performance indicators (KPI) continue to improve in all areas with performance being well above YTD average. West Yorkshire continues to consistently over achieve targets, on average by 5.4% for KPI 1, 2 and 3. For the first time targets have also been achieved on KPI 4, consecutively for 2 months since the new target of 85% was agreed in June 2019. Discussions are underway with the CCGs across North Yorkshire to reach agreement on moving the target for KPI 4 to a more realistic target such as 85%.

Auto Planning has gone live for the Leeds, Mid Yorkshire and Pennine planning desks. In the North, East and Scarborough Auto Planning is now embedded and their KPI performance has remained strong.

Eligibility “Refresh”

North Yorkshire- An appeals and eligibility review meeting has taken place with all the CCG's. YAS completed a Quality Impact Assessment on the revised question set which was discussed and well received. This is progressing positively. YAS attended Selby District Councils Scrutiny Committee in July to provide an update.

East Yorkshire– This has been to the CCG Governance Body for sign off and was approved in August. We are looking at the second question set to go live in October 2019 with a view to implementation going ahead in December.

PTS Fleet Replacement Programme

Following approval of year one of the PTS fleet replacement programme at the Trust Board meeting in July 2019, 73 new vehicles have been procured. A rolling programme of PTS ambulance replacements will ensure the quality, efficiency and responsiveness of the PTS fleet as well as deliver the contractual requirements specific to South Yorkshire (all vehicles under 5 years old). Additionally, it will address the age profile of the fleet by bringing the entire PTS fleet to a maximum age of 7 years. A PTS fleet working group consisting of operational staff, team leaders, managers and fleet personnel is now established to address fleet specification requirements.

PTS staff engagement and development

PTS Logistics Consultation – As part of the Cost Improvement Programme a consultation has commenced with staff in relation to location of logistics staff and better alignment of staff rota's to demand. It is envisaged that this will be concluded before the next quarter report.

PTS Teamsite – All PTS staff now have smartphones and the PTS team-site as part of the YAS intranet has now been extended to be available on all computers and smartphones. This will support better communication with all staff going forward.

PTS Clinical Action Cards – Clinical Action Cards have been developed to support and signpost PTS staff in specific scenarios. Each PTS vehicle now holds a Clinical Action Card, they are also available through reservations and logistics desks/areas to ensure the appropriate course of action for the situation being faced. The cards provide examples of when you might call the Clinical Hub, NHS111 or 999.

Urgent Care & Integration

The Urgent Care and Integration team continues to contribute to the achievement of urgent and emergency care priorities in place based health and social care systems. In August, Lesley Butterworth commenced in post as the Lead Nurse for Urgent Care and is currently establishing her portfolio working closely with clinical directorate colleagues.

Following an allocation of urgent and emergency care transformation monies from the West Yorkshire and Harrogate Integrated Care System, the Lead Nurse for Urgent Care will be taking forward the development of Mental Health training for front line staff.

A strategic and co-ordinated response from YAS in respect of the system service reconfiguration agenda remains a high priority. The first phase of the planned service changes in regard to hyper acute stroke in South Yorkshire and Bassetlaw have come into effect following modelling and joint working with colleagues in Sheffield, Barnsley and Rotherham. We are monitoring the impact of these changes with the second part of the service change planned for October 2019.

3.4 Clinical Directorate

The JRCALC app has been expanded to include YAS-specific Standard Operating Procedures, emergency action cards, and YAS-specific drugs. To date, clinical updates have been acknowledged over 22,000 times providing assurance that these messages are reaching their target audience.

The clinical education and governance support provided to the region's armed police (TACMED) has been extended to the north of England's Counter Terrorism Unit, demonstrating continued valued partnership working with other emergency services.

YAS recruited to the most clinical research studies and recruited the highest number of participants of any English ambulance service in 2018/19 according to the National Institute for Health Research. Bids for a further seven studies, in which YAS staff are co-applicants, have been successful for studies which have started, or will start, in 2019/20:

- PACKMAN Research question: Is ketamine superior to morphine for the management of acute severe pain from traumatic injury treated by NHS paramedics? (Julian Mark);
- MATTS (Major Trauma Triage Tool Study) validation and service evaluation: The diagnostic accuracy and real-life performance of major trauma triage tools. (Mark Millins);
- PEPPR The Patient Experience of a Paramedic–Pharmacist Referral pathway for clinical medication reviews. (Rebecca McLaren)
- Impact of Restart a Heart Day 2019 in the UK - survey of participants (Jason Carlyon);
- The incidence and impact of incivility in pre-hospital care. Interviewing staff about the impact of incivility from the public. (Jane Shewan);
- Promoting staff wellbeing in UK NHS Ambulance personnel - what works and how can we do better? (Dr Fiona Bell);
- Breathlessness RELief AT Home (BREATHE) Testing a paramedic-administered breathlessness crisis intervention for people with acute-on-chronic breathlessness. (Andrew Hodge, Jane Shewan).

Access to clinical referral pathways continue to be developed and promoted to staff to provide alternatives to conveyance to the emergency department. In the past three months access pathways to the following services have been developed or expanded:

- District Nursing Single Point of Access (DNSPA) in Bradford, Airedale and Wharfedale;
- Care Collaborative Team (CCT) in Airedale, Wharfedale and Craven;
- Intermediate Care Hub (ICH) in Bradford;
- Primary Care Advice Line (PCAL) in Leeds;
- Sexual Assault Referral Centres (SARCs).

The YAS ePR is now fully implemented across the whole region, and more than half a million reports have been completed. Some emergency departments are receiving 100% electronic care records, with overall completion in excess of 87%. Work is underway to facilitate more than 95% of all YAS patient records being completed electronically by year end. Health record processing remains up to date, and 350 boxes of historical patient records have been retrieved from storage and scanned in.

Internal audit have examined the data management processes used by the Clinical Informatics and Audit team for the collation of the national Clinical Quality Indicators and

issued a “good” rating, providing assurance regarding our interpretation of national technical guidance and data collection.

3.5 Quality, Governance and Performance Assurance Directorate **General Update**

Quality Improvement – The 10 new QI Fellows for 2019/20 are progressing well with their planned training and individual project activity. A very successful celebration event for the first cohort of Fellows was held on 28 June 2019 and this was also attended by the CQC team as part of the Well Led inspection.

The Trust continues to engage actively with the national #ProjectA initiative and the related collaborative improvement developments. The QI team has shared the Trust QI Fellows approach and learning to-date with other QI leads nationally via a dedicated Zoom session. YAS will be hosting the next meeting of the national ambulance QI Leads’ network.

The Trust has now completed two Rapid Process Improvement Workshop using Virginia Mason methodology, with a focus on streamlining elements of Trust process for new starters and on storage and management of ambulance station consumables. Further RPIW exercises are scheduled during the year. The QI team and Fellows and the PMO service improvement managers are increasingly supporting wider developments and change programmes across a number of operational and support functions.

Patient Safety – Work is continuing across the Quality and Clinical Directorates to support implementation of the new Trust Zero Avoidable Harm plan. Transition to the recently re-procured risk management system is now under way to ensure that the analytical and reporting benefits of the new system are fully realised. Work has also been undertaken with the Clinical Directorate team to review reporting and learning processes to ensure alignment with the new Learning from deaths requirements.

Patient Experience - Work is continuing to engage patients and carers through the Trust Critical Friends Network (CFN) and members are being actively involved in a number of improvement projects.

The pilot Always Event (AE) within the PTS service is continuing, in relation to the agreed event:

“The patient will always be briefed on the travel itinerary before they commence their journey”.

Following the positive work earlier this year to improve the timeliness of feedback to staff on compliments, additional resources have now been allocated to the Patient Relations team during 2019/20, to support further Quality Improvement activity in relation to complaint and compliment processes and associated learning.

Staff Safety – A significantly strengthened policy and procedure have been put in place in relation to support for staff who are subject to violence and aggression and the progression of criminal investigation and other sanction against perpetrators. This complements the support booklet for staff and checklist for their managers which were launched in April. In view of the increasing prevalence of spitting incidents against staff, a Spit Kit has been introduced to all ambulances to enable staff to capture a sample of saliva which can be used as criminal evidence.

Care Quality Commission (CQC) – The planned, unannounced inspection of the Trust and Well Led inspection have now been completed. The Trust has responded to the draft reports with comments on factual accuracy and the final published report is now awaited.

Performance Improvement – Earlier in the year the Trust commissioned an external review of performance reporting and governance processes. This review provided a number of recommendations to further strengthen the current arrangements and work is now progressing well across the relevant directorates, to implement the changes, including actions focused on development of the IPR, support for development of performance dashboards to support management decision-making at different levels, and improved data quality and governance processes. These developments will also underpin the agreed programme of work to embed a new Accountability Framework across the organisation.

EU Exit – The Trust is continuing its preparations to mitigate risks associated with EU Exit, aligned to wider national planning and activity in the Local Resilience Forums. It is anticipated that this activity will increase in intensity over the next 2 months, with co-ordination through the Resilience team and additional support through the wider Trust management. At present we believe that effective mitigation is in place for identified internal risks and work is continuing with wider system partners in relation to a number of wider risks with the potential to impact on YAS services.

IPR Exceptions

Incident reporting – A small number of incidents have been reported over recent months relating to safe moving and handling of patients. As a result of this a review has been commissioned of the training provided to staff to support safe practice in complex and unpredictable environments, and a Quality Improvement initiative has been started, with extensive engagement of front line staff, to support a focus on potential improvements over the coming year.

Infection, Prevention and Control – There are no significant exceptions to report. A pilot exercise, evaluating the impact of the new Ambulance Vehicle Preparation processes on cleanliness of vehicles between deep cleans is continuing with positive results to-date.

3.6 Workforce & Organisational Development (OD)

Trust's People Strategy 2018 - 2023

This section sets out the Directorate's progress towards the five key strategic aims of the People Strategy.

Culture and Leadership

Leadership in Action (LIA)

As of August 2019, 158 people leaders have successfully completed LIA (all 4 modules). Module 5 is being piloted with TMG members during September 2019.

Wider Leadership Development Offer

The SkillsLab programme launched in July 2019 and is designed to equip existing leaders with key management skills.

PDR (Personal Development Review) / Appraisal

The Trust's compliance for the completion of PDRs as of July 2019 was 72% which is below the Trust target of 90% and a decrease since May 2019 (79%).

A deep dive into PDR reporting on ESR has been completed and no areas of concern were identified. However, some areas had not reported historic PDRs and this had contributed to low compliance, further work in this area is being undertaken.

To increase the quality and compliance of appraisals, a proposal for transforming the appraisal process was discussed at Trust Management Group in June 2019. TMG agreed the following principles:

- Alignment with the Trust's Accountability Framework to highlight relationship between individual performance and Trust priorities
- 'Pilot' seasonal approach with operational business areas from April 2020
- Phased 3 year implementation of a performance assessment framework
- Process to support incremental progression (where it will apply to all staff eligible to receive an increment from April 2021)

Recruitment, Retention and Resources

Recruitment

To ensure our workforce represents the community we serve, a BME recruitment/career day took place on 10 June 2019 in Leeds. Positive feedback has been received from the event and we are now engaged with the provider for future events. The recruitment team are also reviewing the ECA recruitment/selection process to try and encourage more BME candidates.

A working group is now in place to implement and embed a values based recruitment approach across all roles. The group will develop guidance for managers to select candidates who demonstrate the Trust's values. Implementation is planned for early 2020.

Attrition

The Trust is participating in the NHS Improvement Retention Support Programme commencing in September 2019. An action plan will be developed in order to support this programme.

Agency Usage

Effective from 16th September 2019, new agency rules have been issued by NHS Improvement to ensure Trusts are using agency staff only where there is an urgent need and other traditional recruitment options have been exhausted. The new rules require Trusts to apply additional scrutiny to agency requests for administration and estates employees, utilising a 'break-glass' procedure to gain approval of the Chief Executive for any such requests. The Trust is also restricted from using off-framework agencies. A paper and action plan was presented to TMG detailing the changes.

Employee Staff Record (ESR) Update

The Non-Clinical PGB governed the replication of the Statutory and Mandatory training matrix in ESR in June 2019; therefore ESR now has an accurate record of training requirements for all staff.

The Fire Safety and Data Security Awareness learning packages will now be completed in ESR via national E-learning packages. Further scoping work is underway on moving all remaining statutory and mandatory training modules into ESR. This will mean that firstly training records will be more robust and secondly that the Trust's training will be in line with national training.

Employee "Voice"

National NHS Staff Survey

The next NHS Staff Survey will be live from 23 September until 29 November 2019. To increase participation in the survey, the following actions were agreed at TMG:

- Offer 15 min. 'protected time' to complete the NHS Staff Survey (15 min)
- Increase the number of staff that receive the survey electronically to 95%
- TMG members commit to target response rates for respective areas of responsibilities and achieve either average response rate for ambulance Trusts (49% in 2018) or increase their 2018 score by 5%

Pulse Check Staff Survey (Staff Friends and Family Test / SFFT)

The Pulse Check staff survey for Quarter 1 was live from 20 May to 7 June 2019 for staff members in A&E (including EOC and Emergency Planning). The overall response rate for A&E Ops decreased from 22% in 2018 to 21%. The results however have improved as more staff would now recommend YAS as a place of care and a place to work. The detailed results for Q1 are currently being shared with leaders and staff in A&E as well as other key stakeholders.

The next Pulse Check staff survey for 2019/20 (Q2) is now live within Integrated Urgent Care (including Patient Transport Service and NHS111). Results for this survey will be released during autumn 2019.

YAS Cultural Ambassadors and Employee Voice Network

36 staff members have been recruited to the role of Cultural Ambassador. Induction has been organised for September 2019 and will be attended by the subject matter leads for Living our Values, Diversity and Inclusion, Freedom to Speak Up, Quality Improvement and Health and Wellbeing.

The first Employee Voice Network meeting will take place on 1st October 2019.

Employee Relations

The Employee Relations team have commenced an improvement programme with a dedicated team of specialists. The programme is expected to last for 8 months and the key areas of work will be to review, and revise, key employee relations policies and processes that underpin these policies and to undertake a review against national standards (which will be reported to a future board)..

Health and Wellbeing

The planning for 2019 flu campaign is now well underway; however the campaign has been delayed due to the national availability of vaccines. The target set nationally for vaccination of frontline staff has now increased to 80% for this campaign. To date the Trust has recruited 200 peer vaccinators and the same incentives are available as previous years.

Occupational Health (OH)

Contract management, against the KPIs for the new Occupational Health services, are being provided through Procurement. Feedback from staff and managers continues to be positive.

Education and Learning

Apprenticeships

The Trust has 337 enrolled as apprentices, which is approximately 6%; against the government target of 2.3%.

As an Employer Apprenticeship Training Provider the Trust will be inspected by OFSTED and it is anticipated that an inspection will be imminent. Key evidence has been gathered in readiness for inspection and key post holders alerted.

Band 6 Paramedic upskilling training

The Trust has achieved the next NHSI milestone of achieving 80% of the upskilling programme delivered/completed by 30 September 2019.

Diversity and Inclusion

The Workforce Disability Equality Standard requires Trusts to compare the reported outcomes and experiences between disabled and non-disabled staff based on 10 workforce metrics. The Trust's workforce data, against these metrics was submitted to the National WDES Implementation Team on 1st August 2019. An action plan has been developed in partnership with Disability Staff Network; there is a requirement to publically publish the action plan by 30th September 2019.

The Workforce Race Equality Standard workforce data, against the metrics was submitted to the National WRES Implementation Team on 22nd August 2019. An action plan has been developed in partnership with the BME Staff Network.

The Trust's Gender Pay Gap workforce data was submitted in March 2019 and this action plan in addition for those for WDES and WRES are to be presented to TEG and TMG in September 2019.

3.7 Finance & Contracting Update

Fleet, Estates & Facilities

This year's vehicle replacement programme has started to be delivered with the New Vehicles being put into service during August & September.

The estate strategy is being refreshed as the Trust develops its approach to Hub and Spoke and Ambulance Vehicle Preparation (AVP). Work on the wider Estate to reduce our Backlog maintenance is continuing to be specified and the works tendered.

Finance & Contracting

The team are currently in a period of formal consultation regarding the structure of the department.

The current focus of the team is to continue to develop processes in order to maximise use of the full functionality of Oracle Cloud (the system we moved to towards the end of last year).

A first cut of the Long Term Plan has also been produced and submitted to WY&H ICS. Finance has led on completion of the template and triangulation of activity, workforce and finance. This plan will be developed and refined over the coming months.

The team continues to support 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.

Procurement & Logistics

On the 2019/20 work plan there are currently 235 projects, worth a total of £53.5m (total contract value). The main projects that are in progress include: Patient Transport Services Lease vehicles; Non-Emergency Patient Transport Services A&E Sub-Contractor Framework; EPR Devices / Tablets; Facilities Management Managed Service Provision; Spoke Modular Buildings; Risk Management Software, Electricity Supply, Vehicle Tyres, Telephone Interpreting Services and Vehicle Recovery for out of hours.

The PTS Lease Vehicles contract has been awarded to Inchcape and the contract is now under way for the conversion and leasing elements.

A successful Facilities Management supplier day has been held with many suppliers attending; the specification and tender documents are currently being drafted.

The Telephone Interpreting tender will shortly be published to establish a new 2 year contract. ICT tenders are also close to being published for Toughbooks and options for CAD have been drafted for review.

Digital

The Digital Strategy has been developed through extensive consultation and engagement with our staff, NHS Digital and our external partners. The Final Draft is being brought to Board for approval.

Business Intelligence participated in the National Key Performance Indicator Review for the Integrated Urgent Care service organised by NHS England and provided helpful analysis of current targets and measures suggesting areas for future improvement.

The IPR has been redesigned for 2019 which now include Statistical Process Control (SPC) Exception based reporting.

The ICT team have completed the deployment of ePR Trust wide with over 2,700 members of Operational staff have been trained.

The implementation phase of our new Unified Communications software continues. This is a major transformational project for the Trust in a business critical area. The hardware and software installation has been completed with supplier system testing

followed by full end to end testing scheduled for the autumn. It is anticipated go live will be during early 2020. Due to the business critical nature of the implementation, regular updates will be provided to board.

The Agile Transformation Project continues. A printer audit has been undertaken resulting in a reduction in printer numbers and removal of non-network printers where practicable. The Trust is embarking on Trust wide staff training on video conferencing in September and the head quarter meeting rooms have now all been fully equipped with video conferencing technology.

The roll out of our new and improved wide area network continues with eleven sites being upgraded so far this year, benefitting from significantly increased bandwidth.

3.8 Planning & Development / Corporate Communications Directorate

Corporate Strategy

The development of the new Trust One Team, Best Care strategy is continuing, ensuring alignment with the NHS Long Term Plan and completed YAS enabling strategies for People, Clinical, Digital and emerging strategies for Fleet, Estates, Finance and Community Engagement.

The dedicated One Team, Best Care strategy intranet site continues to be updated as new material is developed and now includes our One Team, Best Care strategy video for all staff and external stakeholders and the Business Planning and Communications teams are developing a communications plan around the promotion and engagement of our strategy and wider enabling strategies.

NHS Long Term Plan

The [NHS Long Term Plan Implementation Framework](#) and supporting documentation was published in June/July 2019 with sustainability and transformation partnerships (STPs)/integrated care systems (ICSs) developing their five-year strategic plans by November 2019.

The planning and development team are working closely with YAS and ICS colleagues to ensure alignment and delivery of all required submissions and have developed an initial draft YAS narrative which sets out our key transformation and development programmes across urgent and emergency care (UEC).

GATE Review and Business Case Approach

The Trust has introduced an updated Gate Review Process, designed to ensure a consistent approach to assessment and approval of a range of opportunities (including service developments, tender opportunities, business cases and collaborative agreements) has been reviewed and approved by Trust Management Group (TMG).

This will ensure that TMG, TEG and Board are aware of key developments (in accordance with SFIs and SOs), improve prioritisation of proposals against our strategic priorities and available resources and support improved coordination and learning across the Trust.

Business Development

West Yorkshire NEPTS

Commissioners have made the decision not to market test the current contract and a 3 year extension has been signed securing the current service until 31 March 2022.

Hull NEPTS

Hull Non-Emergency Medical Transport Service has been put out to competitive tender. YAS submitted a bid on 30 August and the outcome is expected to be announced on 28 October 2019, with contract commencement on 1 April 2020.

North Yorkshire Telecare Service

YAS are working in partnership with telecare pendant provider NRS Healthcare to deliver a new response to 'concern for welfare' and non-injury falls calls. The scheme utilises volunteers in the community as the initial response supported by clinicians in our Emergency Operations Centre. The volunteers will adopt a new set of skills, using the NEWS 2 model to undertake on scene observations, working with the clinical team in EOC to provide clinical oversight and decision making.

West Yorkshire & Harrogate ICS Transformation Funding Bids

The team have developed a number of transformation fund bids that have been submitted to West Yorkshire & Harrogate ICS in the following areas:

- Mental Health pathways
- Telecare call triage
- Rotational Workforce
- Clinical Pathways

All bids have been successful in securing this non-recurrent funding.

Communications and Engagement

The Corporate Communications team has continued to update staff on key operational and corporate developments and highlight news and successes at the Trust to external stakeholders through a range of channels.

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

- Support for the Trust's *One Team, Best Care* Strategy document and animated film to promote key priorities and areas of focus for the next five years.
- The second annual **YAS STARS Awards** took place on 5 July 2019 at The Marriott Hotel in Leeds and recognised staff from across the Trust who had gone above and beyond for patients and their fellow colleagues. YAS staff and guests attended the occasion to celebrate colleagues who inspire others, exceed expectations and are outstanding examples who encompass the Trust's core values of One Team, Compassion, Integrity, Innovation, Empowerment and Resilience. In addition to the main categories there were awards for Volunteer and Apprentice of the Year, Commitment to Diversity and Inclusion, as well as some Chief Executive's Commendations for staff who have performed actions of an exemplary nature.
- Planning and preparation work for the Trust's Long Service and Retirement Awards event at the beginning of September, the UCI Road Cycling World Championships taking place in Yorkshire from 21-29, the changes being introduced as part of a national framework for GPs and other healthcare professionals requesting an

emergency ambulance, the staff flu vaccination campaign and Restart a Heart Day (16 October).

- Working in partnership with the Leadership and Organisational Development Team to promote developments at the Trust as a result of staff feedback through a series of *you said, we're doing* messages and encourage an increased response to the national NHS Staff Survey 2019.

We have supported and publicised awareness days/weeks including Mental Health Awareness Week (13-19 May), Sun Awareness Week (6-12 May), Dementia Action Week (20-26 May), Volunteers' Week (1-7 June) particularly highlighting volunteering opportunities at the Trust, Men's Health Week (10-16 June), Cervical Screening Awareness Week (12 June) and Cycle to Work Day (8 August).

Social Media

The team has continued to grow the Trust's social media accounts and now has 19,820 followers on Twitter, 12,740 page likes on Facebook and just shy of 3,000 followers on Instagram.

IPR Exceptions

Personal Development Reviews (PDR): The Corporate Communications team has two members of staff with PDRs due to be completed September and October.

Freedom of Information: In the last quarter, we have seen some variation in regards to the compliance levels for FOI due to operational demand upon the department however the quarter finishes with increasing levels of compliance which are anticipated to remain as we enter the next quarter. All FOI requests are recorded centrally on DATIX from 1 April 2019, which has improved throughput and reporting.

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 July 2019 IPR report, highlighted in the Executive Directors' reports.