



MEETING TITLE Trust Board Meeting in Public		MEETING DATE 28/11/2019	
TITLE of PAPER	Trust Executive Group Report & Integrated Performance Report (IPR)	PAPER REF	2.2
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 13 September 2019 to 14 November 2019 and the opportunity for TEG to highlight the key variances / movements contained within the October 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 October 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 13 September 2019 to 14 November 2019 and the opportunity for TEG to highlight the key variances / movements contained within the October 2019 Integrated Performance Report (IPR).

2. EXTERNAL ENVIRONMENT

As there will be a general election held on Thursday, 12 December 2019, the pre-election period commenced 00.01 on Wednesday, 6 November 2019. During this time specific restrictions are placed on the use of public resources and the communication activities of public bodies, civil servants and local government officials. The pre-election period is designed to avoid the actions of public bodies distracting from or having influence on election campaigns.

As part of the on-going development of the Ambulance Response Programme led by NHS England, ambulance trusts across England have implemented a national framework for GPs and other Healthcare Professionals (HCPs) who request an ambulance for patients who need urgent or emergency transportation to hospital or between hospital sites. YAS introduced this change on 9 October 2019 following an extensive roll-out of information about the change to the Trust's healthcare partners. The framework aimed to ensure that there was equity of access for all seriously ill and injured patients.

NHS England/Improvement has approved the merger of three North Yorkshire CCGs – NHS Hambleton Richmondshire and Whitby CCG, NHS Harrogate and Rural District CCG and NHS Scarborough and Ryedale CCG to create a single commissioning body North Yorkshire CCG with effect from 1 April 2020.

Following the political developments, the EU Exit date has been extended to 31 January 2020. National and regional EU Exit planning and assurance processes continue.

The Care Quality Commission has published its *State of Care* document which is its annual assessment of health care and social care in England. The report looks at the trends, shares examples of good and outstanding care, and highlights where care needs to improve. <https://www.cqc.org.uk/publications/major-report/state-care>

The Trust is increasingly engaged in developments across the Humber, Coats and Vale STP and associated place based partnership meetings. In October, HCV commenced the Integrated Care System Accelerator programme: a 15-week programme facilitated by NHSI/E to support the development of STPs towards operation as a mature ICS. The Trust is also engaged in the developing Hull and East Riding Provider Alliance Executive. During October and November, representatives of the Trust have contributed to the ongoing acute services reviews in Hull and Scarborough, and also to the Hull out of hospital services review.

NHS England and Improvement have published the financial performance report for the first quarter 2019/20. The data shows trusts reported a combined deficit of £806m for the first quarter, which is broadly similar to the position reported at the same stage in each of the previous two years.

Building on the NHS long-term plan's commitment to creating a person-centred healthcare service NHS England announced a national review of non-emergency patient transport. A

Healthwatch England survey of patients earlier this year rated travel a more important issue than choice of where to be treated and improved digital access to services.

NHS Improvement has published new guidance on the role and remuneration of Chairs and Non-Executive Directors in NHS trusts and foundation trusts. This includes a new remuneration structure for provider Chairs and Non-Executive Directors, a development framework for provider Chairs and an appraisal framework for provider Chairs.

St Johns who have been centrally commissioned by the NHS England to provide winter Mobile Treatment Centres in 10 city centres including Leeds to assist the NHS and police to cope with night time economy demand.

The NHS Providers Annual Conference and Exhibition took place on 8 and 9 October in Manchester. This year's annual conference programme focused on 'ambition to reality' – exploring how providers are embracing new opportunities with a realistic eye on the need to recover performance, stabilise the sector's finances and invest to transform. YAS's electronic Patient Record (ePR) initiative was awarded a place to be one of twelve *Provider showcases* at the event highlighting innovative and pioneering work and recognising successful contribution to healthcare.

On 10 October, the fourth National Ambulance LGBT Network Conference took place in Birmingham. This year's theme was intersectionality – combining LGBT with other aspects of diversity. Planning and event organisation was led by YAS' Alistair Gunn, Community Engagement Lead (Schools) and the Chair of the National LGBT Staff Network for the ambulance sector. Topics discussed included health inequalities for the LGBT community, HIV care, tackling hate crime, supporting good mental health in the control room and the workforce risks of isolation and disenfranchisement from not being able to be open about sexuality.

The second National Ambulance BME Forum conference took place on 24 October in Brighton and the themes included the power of staff networks, mental health in the BME workforce and communities and Intersectionality. The conference, chaired by YAS' Tasnim Ali, Business Manager for A&E Operations and Chair of YAS' BME staff network, was designed to build upon the conversations that are happening within our organisations in response to the Workforce Race Equality Standard and to provide an opportunity to share best practice.

This month is Learning Disabilities Awareness Month. A national programme, The Learning Disabilities Mortality Review (LeDeR) funded by NHS England aims to support improvements in the quality of health and social care service delivery for people with learning disabilities and to help reduce premature mortality and health inequalities for people with learning disabilities. The Review found that healthcare professionals can fail to recognise serious illness at an early stage in patients with learning disabilities due to poor communication, failure to consider softer signs of illness and failure to take note of family/carer comments. In response the YAS Quality Team has produced a guide *Support for People with Communication Needs - A Guide for Staff* booklet which is available for use on every vehicle. This contains important information, top tips for communication and a symbols section that may help staff communicate effectively with patients.

An initiative being led by NHS Digital called National Record Locator, spans different health economies, meaning paramedics in Leeds could, for example, access the crisis plan of a mental health patient from London if they become ill while visiting the area. Eight mental health trusts (South London and Maudsley, Lancashire Care, Cheshire and Wirral

Partnership, Cumbria Partnership, Humber, Somerset Partnership, Mersey Care and Nottinghamshire Healthcare) and four ambulance trusts including YAS (North East, North West and London) have signed up to the scheme so far. This is intended to help ambulance staff decide how and where service users would receive the best treatments instead of automatically taking them to hospitals' emergency departments.

3. EXECUTIVE TEAM REPORTS

3.1 Chief Executive

On 14 October the Care Quality Commission (CQC) inspection outcome of 'Good' was announced for YAS' non-emergency Patient Transport Service (PTS), Emergency Operations Centre (EOC) and Well Led Review. The detailed inspection of PTS and EOC during May 2019 concluded that they were 'Good' across all categories – Safe, Effective, Caring, Responsive and Well Led - and had shown significant improvement since the last inspection in autumn 2016. The Trust welcomed that staff were praised for their compassion and kindness and dignity and respect, with patients consistently positive in their comments about the care they had received. Also highlighted was PTS successfully addressing the issues raised three years ago moving the services rating from 'Requires Improvement' to 'Good' with the inspectors citing many areas of outstanding practice. The reports are available at: <https://www.cqc.org.uk/provider/RX8>

Building on this good news, YAS has been awarded a five-year contract to deliver non-emergency patient transport by NHS Hull Clinical Commissioning Group (CCG) following a competitive tender process. The process concluded in October 2019 and the contract will commence on 1 April 2020. As part the procurement process the CCG talked to patients who use the service regularly - particularly oncology and renal service users who make up around 60% of the journeys. NHS Hull CCG highlighted the flexibility for patients within YAS's fleet of vehicles, the resilience of the Trust's operation, excellent staff and the trusted network of volunteer drivers and taxi companies to support the contract.

Across 999 operations we are continuing to experience very high demand across most parts of the County. Year to date demand is running 6% above last year's levels. Hospital turnaround issues remain across many parts of the region with significant delays at some Acute Trusts, particularly in East and South.

Within the last fortnight the region has experienced significant rain fall with South Yorkshire Fire and Rescue Service declaring a Major Incident at 23:12 Thursday, 7 November. There were a number of significant floods in the South of the region particularly in Sheffield, Rotherham and Doncaster with water levels for the river Rother and river Dearne being significantly high during the period. Bentley Ambulance station had to be closed due to flood water with crews relocated to Doncaster station. Staff across the Trusts operational (A&E, PTS and IUC) and support function responded extremely well to the impact of the adverse conditions and I would like to again express thanks for this and for the support we received from partner agencies. The Trust's Executive Team send their thoughts to all those affected by these recent floods.

Despite these challenges YAS remains in the top half of ambulance services for response times across all categories in the latest national benchmarking report and our 'tail of performance' (response times for longest waits) and EOC call answer times remain amongst the lowest in the country. The latest Ambulance Quality Indicators also show YAS as having the highest Cardiac Survival to Discharge rates (Utstein) at just over 45% and the lowest call to angiography times (STEMI).

The UCI Road World Championships took place at the end of September in the region and YAS' staff along with emergency service, local authority and NHS colleagues worked hard behind the scenes to ensure a safe and successful event.

As part of our on-going programme of cultural improvement and employee engagement the inaugural meeting of the Trust's Employee Voice Network took place on Tuesday, 1 October chaired by the Chairman. The Chief Executive and Director of Workforce and Organisational Development also welcomed participants to formally launch the initiative. The Network brings together colleagues from across YAS who are interested in improving YAS' culture, act as role models for the values and behaviours and are there to listen to colleagues and signpost them if they need further help.

In October Phil Storr, Associate Non-Executive Director, chaired a very constructive workshop on the future of the Charitable Fund attended by a number of colleagues from across the Trust. The meeting was also attended by Vanessa Casey, the Charity lead for SCAS. Discussions focused on building branding around the work the charity undertakes in communities with Community First Responders, Restart a Heart and Community Education and the potential for greater corporate and staff involvement.

YAS is joining NHS employers across Yorkshire to encourage the Armed Forces community to 'Step into Health'. Leeds Teaching Hospitals NHS Trust hosted the first event in the region at St James's University Hospital on 10 October for service leavers, veterans and their families to gain a better understanding of the NHS and its partners and how to access the wide range of jobs available. Other NHS organisations included Sheffield Teaching Hospitals NHS Foundation Trust, Bradford Teaching Hospitals NHS Foundation Trust and York Teaching Hospital NHS Foundation Trust.

On 16 October YAS' biggest ever Restart a Heart Day took place with 46,531 young people across Yorkshire being taught CPR. The success of the event is testament to the 860 staff and volunteers who gave up their time to teach the life-saving skill at 164 secondary schools across the region. The Chief Executive joined students from Wakefield Girls' High School and Queen Elizabeth Grammar School at the National Coal Mining Museum for England in Overton, Wakefield where the training was taken underground. The event was part of a Resuscitation Council (UK) challenge to organise CPR lessons in iconic locations and to reinforce the message that if you can learn CPR 140 metres underground, you can learn it anywhere. Sponsored by the Yorkshire Ambulance Service Charity, the event is organised by YAS in partnership with the British Heart Foundation, as part of its Nation of Lifesavers campaign, Resuscitation Council (UK), St John Ambulance and other partners.

YAS' Restart a Heart Team won the Emergency Service Award at the recent UK Heart Safe Awards 2019 which took place in Manchester on 4 October. The awards recognise outstanding individuals and organisations that have become life savers and created Heart Safe environments for their workplaces and communities. In addition to the Restart a Heart Team, YAS was also shortlisted for Community Responder Finalist (Dewsbury CFR Team) and Fundraiser of the Year Finalist (Anna Roberts CFR).

Dr Andy Lockey, Vice President of the Resuscitation Council (UK) and a consultant in Emergency Medicine at Calderdale and Huddersfield NHS Foundation Trust, paid a surprise visit to YAS HQ on 29 October to present Dave Jones, YAS' 999 Academy Lead, with a 'Strictly Come Dancing Glitter ball Award' following his social media hit in demonstrating what happens to your heart during a cardiac arrest as part of the Restart a Heart Day training in schools. Andy was delighted with the surge in awareness created by Dave's

video and wanted to thank him personally for his amazing contribution. The short video can be viewed here: <https://twitter.com/saraejew1/status/1188366254547095553>

Following delivery of the flu vaccine, YAS' Health and Wellbeing team and peer vaccinators have been vaccinating YAS' frontline staff. The Trust has had a tremendous start and at the date of writing the report, 40% of staff had received their flu vaccine.

The West Yorkshire Tri-Service Collaboration Board Meeting took place on 24 October 2019. Following YAS' successful bid for c£160k from the West Yorkshire Police and Crime Commissioner's (Mark Burns-Williams) Violence Reduction Unit funding discussions took place on initial plans for the 999 Academy which were met with strong support from police and fire service colleagues. YAS was working with CATCH, Leeds City College and stakeholders in Kirklees to progress the first two phases of the academy. Later in the day the Chief Executive attended CATCH for the launch of their brand new 'Super Stars' Volunteer Development app and to meet people from the local business community to explore opportunities of how local organisations can make a positive, life-changing difference to children and young people across the Leeds area to tackle issues such as youth crime and violence.

YAS was well represented at Remembrance Sunday services and parades across the region over the Remembrance weekend with community first responders attending at 37 locations and YAS staff at 27 locations. The Chief Executive attended the Wakefield Remembrance event on Sunday, 10 November where the Trust displayed a specially decorated Remembrance Day vehicle which included special 'Lest We Forget' graphics and poppy symbols. The Trust will be displaying poppy stickers on the lower right-hand side bonnets of all A&E, PTS and ancillary vehicles to commemorate Remembrance Day for the month of November.

YAS' Aneela Ahmed from the Wakefield Emergency Operations Centre (EOC) has won Emergency Medical Dispatcher of the Year 2019 at the UK Navigator Conference held in Edinburgh at the end of September. Finalists had to demonstrate compliance to protocol, team work, initiative to further professionalism and education, and the ability to function well under stress. Aneela has 22 years' service with the Trust as an emergency call handler and is also a councillor in Bradford. Fiona Dinkel from the York EOC was also a finalist this year.

Juliana Field has started with the Trust following her appointment to the role of Head of Corporate Affairs. Juliana will take a lead on Trust Board services and corporate governance.

3.2 Operations Directorate

As requested by Board members in September this section has been simplified with a clear narrative used rather than tables and charts as with previous reports.

Response Time Performance

Since 2017 each ambulance service in England has been measured against seven response time standards. These are known as the Ambulance Response Programme (ARP) standards.

YAS is not currently commissioned to achieve all seven of the national ARP standards. For 2019/20 YAS has agreed with its commissioners a trajectory with lower than the national ARP standards the Category 2 (mean) and Category 4 standards. Therefore YAS is expected, by the end of March 2020 to have achieved five of the seven standards.

However in October 2019 YAS only achieved three of the seven trajectory standards. This was deterioration from August and September 2019 where YAS had achieved all trajectory standards.

Despite missing four of the trajectory standards in October YAS is still on track to meet the trajectory by the end of March 2020.

Demand

The main impact on our response time performance in October was the 999 demand.

In October our demand was 8.2% higher than for the same month last year. YAS was funded by commissioners for only a 2.7% increase in demand but we are currently experiencing a 6.1% increase year to date. Therefore this has placed a significant pressure on YAS to meet the trajectory.

In October we experienced a shift from lower priority calls to higher priority calls, treating a higher proportion of really poorly patients than in previous months. Higher priority Category 1 and 2 calls exceeded our forecast by 13% and 6% respectively.

Ambulance Hours

The Capacity Planning and Scheduling Team calculate the total number of hours that are needed per month based upon forecasted demand, the available budget and the performance standard expected. From this calculation the required number of ambulance hours per day is identified. Through the allocation of substantive staff and overtime we aim to meet this forecast.

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. In November the team have presented their learning to multi industry leads at a conference in Manchester which was well received.

In October we produced 146,000 ambulance hours which was within 0.3% of our forecast need based upon expected demand. However as our demand was higher than we had forecasted by 3% this impacted on our response time performance.

The scheduling team have worked hard to plan in advance the resources needed over the festive period so we can ensure we have adequate cover. This is well in advance of normal practice.

Hospital Turnaround Delays

One of the biggest challenges for all ambulance services is the increase in turnaround for ambulance crews at hospital.

It is nationally expected that Acute Hospitals undertake the handover of a patient from the ambulance service within 15 minutes of the patient's arrival, with a further 15 minutes expected for ambulance crews to clean and make themselves ready for the next call.

This 30 minute standard has not been achieved for the last 2 years and has significantly deteriorated over the last 12 months. In October the average turnaround time was 36 minutes, which is in line with August and September. Within the turnaround time 'handover to clear' times have slightly reduced whilst 'arrival to handover' has increased and during October over 6000 ambulance hours were 'lost' due to delayed turnaround. Handover

challenges were faced at the majority of hospitals in Yorkshire but during October these were most significant at Scarborough, York, Hull, Huddersfield and Bradford.

Targeted work continues at a local and regional level with the Acute Hospitals and NHS England to reduce handover delays. The next few months will be challenging across the system as we face due to increased demand and acuity of patients.

999 Call Taking Performance

The 999 call answering standard is 95% of calls answered within 5 seconds. For YAS the year to date figure is 94.7%, one of the best within the UK. However in October the standard achieved was 91.4%. This reduction from 95.2% achieved in September was due to additional call demand and a significant level of sickness within the Emergency Operations Centre (EOC).

Hear and Treat (H&T)

We have seen a slight increase in our H&T figures over the last three months from 6.0% in August increasing to 6.1% in September and 6.6% in October. A number of changes in EOC have been implemented to achieve a revised target of 8% (November this is currently 7.3%).

Calls from Health Care Professionals (HCPs)

On the 9th October the new national HCP (Health Care Professional) and IFT (Inter Faculty Transport) process was implemented. The impact seen so far has been a shift in demand of 2.5% of HCP/IFT responses from the 1 hour response category to category 2. Category 1 responses have reduced by around 1 per day.

There were concerns that the implementation of this process was a cause of the increased number of Category 1 and 2 calls but this has found to be false.

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. YAS continues to be substantially compliant, subject to confirmation by NHS England, for interoperable capabilities and the core EPRR standards.

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 was highlighted as leading the Country on Major Incident/Special Operations (MI/SO) training.

Yorkshire Air Ambulance (YAA)

YAA rotas were reviewed earlier in the year due to staffing issues relating to long term absence, secondments, part time working. The new rotas went live in July and there has been an improvement in cover and staff welfare. The team continue to include night flights which are working well and there have been responses to 90 incidents overnight from April to October 2019.

UCI World Cycling Championships – September 2019

September 21-29th 2019 saw the largest ever single sporting event to occur within the Trusts boundary. The 2019 Road World Championships included for the first time a qualifying event for the 2020 Paralympics and 9 days of World class cycling with over 85 countries competing to wear the iconic rainbow jersey.

The Head of the UCI and Chairman of the Yorkshire 2019 payed tribute to the fantastic work that the blue light agencies offered to the UCI event ensuring in what was their view one of the most inclusive and well received World Championships, especially the UCI wanted to pass on the comments from the competitors who despite some horrendous conditions agreed that the support, planning and delivery was exemplary.

Winter Planning

As in previous years, YAS linked in and is working with its partners to ensure a system wide, integrated approach to winter resilience. The aim is to alleviate any potential delays to patient care during these critical winter months.

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

The Team Based Working proposed model for A&E Operations has continued to be developed and on the 13th November TEG supported the concept and the move to develop of a comprehensive Project Initiation Document (PID).

Emergency Operations Centre (EOC)

Work has been completed on the refurbishment of the Wakefield. This has provided an additional training room, additional desk space; break out areas, refurbished break facilities and additional equipment to provide business continuity and major incident support. The focus within EOC will now move to planning for the testing of the two operational delivery models which aim to deliver improved patient outcomes and care.

A&E Career Pathway

Through the engagement events held over the last 18 months staff told us they wanted to see a clear development model within A&E Operations. Working alongside Trade Union partners, a cross departmental team have put together an exciting new career pathway underpinned by formal, nationally recognised qualifications and appropriate support for all staff. This provides opportunities for **all staff** who want to become a paramedic and supports the Trust's ambition to significantly increase the number of paramedics working for YAS over the coming years.

Integrated Performance Report (as at October 2019) Exceptions:

EOC

- Staff sickness and increased call demand resulted in a reduction in 999 call answer to 91.4% in October.
- Sickness within EOC is at the highest level since April 2019, with a number of staff off with stress related absence. Targeted work is taking place with support from HR colleagues.

Frontline Operations

- Overall response time performance reduced across most categories during October.
- Category 4 did not deteriorate and maintained the improvements seen over the last 3 months
- Overall demand was above forecasted levels, especially for Category 1 and 2 patients. This created significant challenges for YAS.
- Hospital turnaround performance continued to significantly impact on available operational hours.
- Conveyance rates to ED continued to reduce during October, in line with previous months due to increased Hear and Treat (H&T) and Hear and Refer (H&R).
- Sickness absence management has been a key focus in operational areas and the continued levels of 5.2% are below trust average and remain positive.

3.3 Integrated Urgent Care (IUC)

Quarter two and the month of October has been a challenging period for IUC with demand at 0.6% above ceiling and whilst there has been significant winter recruitment, staffing capacity has fallen short of the required levels making it very busy within the call centres.

This has been exacerbated with the NHS England national marketing campaign, creating awareness of the NHS 111 and the national requirement to implement NHS Pathways version 18 before end November which requires all staff to have a full day training.

NHS England has implemented an automated overflow. During this winter, if a call is not answered within two minutes, overflowed calls are distributed on each other provider's share of the national 111 volume and their ability to answer the call within the required timeframe. The objective is to reduce the mean time for a call to be answered. IUC Team is assessing potential impact on demand.

It is expected that with the winter recruitment of new starters will start to make a difference shortly as the service prepares for the busy festive period.

Year To Date (YTD) Performance April – October 2019

Demand for the IUC service April through to October 2019 has been close to ceiling levels, at 0.6% above ceiling YTD. This is predominately as a result of excess dental demand, with IUC taking 23,856 calls YTD above contract levels for dental patients.

YTD performance:

- 87.6% call answer in 60 seconds (target 90%)
- 31.6% clinical advice (target 30%)
- 59.7% call back in 1 hour (target >60%)
- 98.2% 999 validations (target >95%)
- 57.6% ED validations (target >50%)
- 46.2% IUC bookings overall (target >30%)

Winter recruitment commenced in August and has seen 91 new members of staff starting in the service, with 36 more people planned for November; and a further 36 people for January. In total, there will be over 150 new people in the service to support both winter pressures and the management of the excess dental demand.

Additional funding has been received in October from NHS England for additional capacity to assist with the management of the increase in calls from the marketing campaign. As this income was unexpected it will form part of the overtime budget for the service at this stage.

IUC Developments

The clinical recruitment attraction campaign launched in November, jointly with EOC, and includes digital advertising utilising a range of new advertising materials developed through specialist external support.

The IUC service introduced prescribing during October to support patients with a range of minor illnesses. This is an exciting development for the service and in the coming months we will share the patient stories associated with the support we can now provide through this service.

NHS Pathways version 18 will be introduced into the service on the 27 November which will ensure the latest clinical content for our service going into the busy winter period. During the training of the new pathways version, staff have also had additional sepsis training as part of the CQUIN for this year.

As part of the staff engagement work, “Cuppa and Chat” sessions are taking place in the call centres through November, these are promoting the staff survey and flu vaccination programme, as well as providing a listening opportunity. One area of focus is in seeking staff ideas for training requirements for the next training day in spring 2020.

Patient Transport Service (PTS)

NHS Hull Clinical Commissioning Group (CCG) has awarded its five-year contract to deliver non-emergency patient transport in Hull to Yorkshire Ambulance Service (YAS) following a competitive tender process.

This process concluded in October 2019 (standstill concluded on 5th November) and the contract will commence on 1 April 2020. The service will provide over 25,000 patient journeys per year, operating 24/7 for Hull CCG registered patients. The bid has been commended by the CCG, including exceptional scoring in the presentation. Further details of the mobilisation plan are available in paper 4.3 on the Board Meeting in Private agenda for 28 November 2019.

In October PTS were rated as GOOD by CQC – PTS were identified as “OUTSTANDING” in 9 areas of practise. Wide-spread communication and thanks has been completed. The senior team have undertaken a series of “drop in sessions” to celebrate and thank staff for their significant efforts to achieve this.

Performance & Activity

The total demand for the past 3 months, August to October has also shown an increase of some 7,866 journeys. Importantly ensuring our patients arrive prior to appointment KPI's 1 and 2 continue to exceed target throughout the Region. KPI 3 (pre-planned outward) continues to achieve target. KPI 4 (on-day discharge) did not achieve target. PTS calls answered had an usual dip in September but is above KPI in October.

In West Yorkshire, it has been identified that there has been an increase in unscheduled Dedicated Discharge Service activity in Mid Yorkshire during October.

PTS South are working closely with NHS Sheffield CCG and acute providers in Sheffield focusing on solutions to avoid high abort rates on discharges. Learning from this will be

spread across South Yorkshire. Activity in East Yorkshire, York and Scarborough is the highest it has been for the past 12 months and there has been and an increase in higher mobility patients.

Auto Planning is fully implemented now in West, North and East Yorkshire. The system is primed for roll out in South Yorkshire from 6th January 2020. Resource reconciliation of YAS and alternate resource providers is being concluded.

Key areas of priority for Quarters 3 and 4.

- **Increasing capacity within the Voluntary Car Service** – This will include focussed recruitment campaigns, detailed planning tasks to maximise the effectiveness by location, time of day and existing resource demand.
- **Refreshing eligibility** – East Riding goes live on 02 December 2019. Focus will now be on West and South Yorkshire. Stakeholder road shows are underway to increase engagement in the application of eligibility.
- **Telematics**– A review is underway to evaluate the progress and benefits of telematics on PTS vehicles. This will inform procurement going forward since the current contract is due to end March 2020.
- **PTS Fleet Replacement Programme**
PTS Service line is awaiting a build and implementation plan from O&H and YAS fleet – It is understood that the 73 vehicles will be received within the current financial year. The 13 new Hull ambulance vehicles are in addition to this figure.

PTS staff engagement and service development

- PTS Logistics Consultation – The consultation period has now concluded. The implementation date has now been extended to 06 January 2020 to allow for the busy winter period.
- PTS Team Away Days – The third quarterly PTS leadership away days have been completed in September. This has included cardio-pulmonary resuscitation and AED training, risk assessments and safeguarding which was tailored to the responsibilities of team leaders and managers.
- PTS CQUIN – The PTS CQUIN driver “App” is now in pilot stage at four stations across YAS. The speed to complete the checks, removal of paper and ease of use has been positively reported; “e” first user checks and action taken is sought, enabling real time evidence of compliance.

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. The team has recruited three System Support and Delivery Managers (SSDM) all of whom will be in post by the end of December 2019. These posts will be pivotal to the Urgent Care and Integration directorate and will be a key point of contact for external partners at ICS and place level. Each of the three SSDM’s will be aligned to an ICS area and will be able to coordinate internal and external priorities across the ICS footprint.

Following an allocation of urgent and emergency care transformation monies from the West Yorkshire and Harrogate ICS, a Specialist Development Nurse – Mental Health has been appointed on a fixed term basis. This post will focus on consolidating, co-ordinating and driving forward the YAS mental health programme in close collaboration with external partners. This will focus on four specific areas in the first instance:

1. Training and development requirements for all YAS staff
2. Capacity and demand of the Emergency Operations Centre existing mental health specialist nurses
3. Working with the Clinical Directorate pathways team to map and maximise use of pathways for patients with a mental health presentation, including data and information requirements
4. Engaging with the system across Yorkshire, including police colleagues to support wider service developments for people with mental ill health.

A strategic and co-ordinated response from YAS in respect of the system service reconfiguration agenda remains a high priority. There are number of acute hospital reconfigurations across the region which are in various stages of implementation and require robust YAS methodology to model potential clinical and operational impacts on YAS.

3.4 Clinical Directorate

We have engaged in the World Health Organisation's Antibiotic Resistance (AMR) Awareness week which ran from 18 to 24 November. There is a national plan to reduce AMR and, over the last 6 years there has been measurable improvements in antibiotic prescribing with reductions in overall primary care prescribing and shifts from broad to narrow spectrum antibiotics in primary and secondary care. Our involvement in this initiative is particularly important following the introduction of non-medical prescribing in IUC and a number of our senior clinicians are already antibiotic guardians. Auditing of our antibiotic usage has resulted in the withdrawal of three antibiotic Patient Group Directions and a number of amendments to inclusion and exclusion criteria. Urgent care paramedics have attended Antibiotic workshops to raise awareness.

Since the last report in September we have been successful in securing funding for a further two studies:

- REPLACES, Referral to Pharmacists – Ambulance Clinician Experience Survey (Rebecca McLaren);
- PHEWS, Pre-Hospital Early Warning Scores – accuracy, impact and cost-effectiveness for adults with suspected sepsis (Mark Millins and Cathryn James).

This brings the total number of studies commenced, or to be commenced in 2019/20, to nine with YAS staff as co-applicants.

We are also participants in a number of studies which focus on ambulance clinical delivery, including:

- Community First Responders' role in the current and future rural health and care workforce;
- A survey of ambulance paramedics' attitudes and experiences of identifying patients with end of life care needs and their awareness of the Gold Standards Framework Proactive Identification Guidance.

Further expansion of our Research capability, and realisation of the strategic aim to develop YAS as an academic centre of excellence, is dependent on the successful implementation of the business case for the Academic Research Unit.

Mark Millins, Associate Director for Paramedic Practice, presented at the Royal College of Emergency Medicine (RCEM) Annual Scientific Conference on his work to develop pre-alerts from ambulance to receiving centres. Dr Steven Dykes, Deputy Medical Director,

presented at the Leeds Community Healthcare Sepsis event and the Leeds Teaching Hospitals Sepsis conference.

We have recruited to two additional temporary posts to support the development of respiratory, same day emergency care, and mental health right care pathways particularly in West Yorkshire and Harrogate Partnership area. Secondees will be released from Operations immediately after the winter period. Deployment of the electronic Patient Record (ePR) across the Trust has facilitated the collection of data to report on the utilisation and effectiveness of right care pathways by the Clinical Informatics and Audit (CIA) team. Capacity in both the pathways and CIA teams will limit the ability to evaluate and develop right care pathways further.

Recent developments in right care pathways, either already launched or due to launch before Christmas, include:

- Airedale and Bradford direct to ambulatory care pathway
- Leeds virtual ward for frailty
- Pinderfields PACE direct to frailty, mirroring the established Dewsbury DACE pathway
- Kirklees single point of access to LOCALA community services

IPR exceptions (from the NHSE Ambulance Balanced Scorecard):

We remain the fastest English ambulance service for call to treatment times for patients suffering heart attacks (STeMI) – May 2019 figures. We are also the joint fastest (with LAS) English ambulance service for call to door times for patients suffering from acute stroke; however extended door to treatment times (outside YAS control) means we are ranked 6th on this CQI measure. This performance, which directly affects patient care, is due to the dedicated work of the clinical pathways team.

In May 2019 we also recovered our leading position for survival to discharge from out of hospital cardiac arrest, with 45.2% of patients in the Utstein subset of patients suffering a cardiac arrest being discharged alive from hospital. This reflects the Trust's focus on cardiac arrest management.

3.5 Quality, Governance and Performance Assurance Directorate

Quality Improvement – The 10 new QI Fellows for 2019/20 continue to progress well with their planned training and individual project activity. 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. A range OF QI training opportunities are available for staff.

The Trust has now completed three Rapid Process Improvement Workshops (RPIW) using Virginia Mason methodology. Drawing on extensive feedback from staff about the current arrangements, the latest exercise focused on access to new and replacement operational uniform and has significantly streamlined the process. The next RPIW exercise will focus on elements of the data flagging process. With a number of certified leaders developed this year and a qualified coach for this methodology, we have a strong core of capability to underpin future development.

A large scale QI project focused on moving patients safely has now been started, using the Breakthrough Series Collaborative approach. This exercise is being facilitated by the QI team, with extensive involvement of operational and other staff.

The Trust is continuing to engage actively with the national #ProjectA initiative and the related collaborative improvement developments. YAS will be hosting a meeting of the national ambulance QI Leads' network in January 2020. The national ambulance network has been successful in securing funding via the Q-Exchange, to support networking and sharing of best practice. At the same time, early discussions are taking place across the Northern Ambulance Alliance Trusts on the potential for closer collaborative working on QI developments.

Patient Safety – The newly procured cloud based incident reporting system is now in its mobilisation phase, with an initial focus on the risk management and incident reporting modules. Over the coming months this will enhance staff and manager access to the system and provide an improved toolkit for reporting and analysis.

Patient Experience – The Associate Director of Quality and Nursing is leading on developments in relation to Learning Disabilities. Early work has included reference to the recently published national framework, supplemented by discussions and shadowing of specialist staff in a partner Trust, together with patient and carer discussions, to inform our approach. A number of key learning points are being shared with staff during November as part of Learning Disabilities Awareness month.

Staff Safety – The application of new guidance on the management of violence and aggression against staff is progressing well, with successful interventions to support staff safety. Warning letters are sent by the Security Manager where appropriate to individuals who have been violent or aggressive to staff and data-flags are applied to addresses to help protect staff where there is a known risk. The partnership working with police to progress prosecutions where relevant is now well embedded.

Care Quality Commission (CQC) – The planned, unannounced inspection of the Emergency Operations Centre and Patient Transport Services and Trust Well Led inspection have now been completed. The Trust is now rated 'Good' across all service lines and domains, and many areas of outstanding practice were noted in the inspection report. This is an excellent achievement by Trust staff and reflects the major developments across the Trust over the last 2 years. There were no regulatory breaches or 'Must do' actions recommended from the inspection report. The Trust will address the learning points from the inspection and will continue its current plans to build on this strong foundation and embed excellence across all areas.

Performance Improvement – The programme implementation plan to embed a new Accountability Framework across the organisation has now been agreed and programme delivery will now begin.

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. National co-ordination and communications have been scaled down following the deferral of the leave date and general election announcement. It is anticipated that preparations will step up again in earnest during December and through January 2020.

IPR Exceptions

Incident reporting – A small number of incidents have been reported over recent months relating to safe moving and handling of patients. The independent review of training review of related training commissioned by the Trust is currently under way, with the report due in December. The output of this review will inform our future approach and will complement the Breakthrough Series Collaborative QI initiative which started earlier this month.

Infection, Prevention and Control – There are no significant exceptions to report. The pilot exercise, evaluating the impact of the new Ambulance Vehicle Preparation processes on cleanliness of vehicles between deep cleans has now completed. The results appear to demonstrate the effectiveness of the Ambulance Vehicle Preparation cleaning process and, subject to review and sign off by the Clinical Governance Group, will support a planned change of deep clean practice with a positive impact on operational efficiency.

3.6 Workforce & Organisational Development (OD)

Trust's People Strategy 2018 - 2023

This section sets out the progress towards the strategic aims of the People Strategy.

Culture and Leadership

Leadership in Action (LIA)

At October 2019, 160 people leaders have completed the four original modules of LIA. A fifth module, focusing on '*Leading Health and Wellbeing*' has now been developed and is being delivered to TMG members. This module will now be added to the existing programme and cascaded down to all leaders.

Wider Leadership Development Offer

The SkillsLab programme has successfully delivered six workshops for 72 managers. The following workshops have been delivered - Handling Difficult Conversations; Managing and Supporting Attendance at Work; Investigations, Governance & Learning (Datix); Recruitment & Interview Skills; PDR/Appraisals; Quality Improvement Masterclass.

The ongoing Staff Survey includes a theme and number of questions around leadership, and when the results are out February/March time, we are hoping to see improvement on those scores as a result of the investment in developing our leaders.

PDR (Personal Development Review) / Appraisal

The Trust's compliance for completion of PDRs as of end October 2019 was 78% which is below the Trust target of 90% but an increase from July 2019 (72%). The Leadership and OD team continues to offer support and a new training programme on PDR/Appraisals for managers also launched as part of the SkillsLab offer.

Diversity and Inclusion

Action Plans for Gender Pay Gap, Workforce Disability Equality Standard and Workforce Race Equality Standard were approved by TMG in September 2019. These have published as per our contractual and legal obligations. Actions identified in the plans will be monitored through the Diversity and Inclusion Steering Group.

The 'Say Yes to Respect Campaign' will be launched in January 2020. The focus of the campaign is on Professional Behaviours in the Workplace and to highlight the importance of all staff living the Trust's Values. The workshops use the real experiences of YAS staff to highlight the importance of respect and dignity at work. We will monitor its impact and effectiveness through Pulse Check Survey checks later in 2020.

Recruitment, Retention and Resources

Recruitment

To ensure our workforce represents the community we serve, a BME recruitment/career event took place on 13th November 2019 in Rotherham. Feedback from previous events has shaped the agenda with a focus on the YAS career opportunities. The conversion rate on the applications will be monitored to review the success of the positive action.

The team continue to support recruitment of Health Advisors in Integrated Urgent Care with 165 Advisors recruited since August 2019 with further recruitment events to be held through November and early December.

The Recruitment and Training Plan for 2020/21 has now been developed with recruitment numbers for ECA and direct Paramedic recruitment being confirmed. Recruitment for ECA roles is already ongoing with 63 ECAs recruited for this training plan. Visits to Sheffield Hallam to engage graduating Paramedics have taken place with further visits to Hull and Teesside University's in January 2020.

Employee Staff Record (ESR) Update

ESR support sessions have taken place across October with further sessions scheduled through November to provide support to managers and staff using ESR self-service.

Employee 'Voice'

National NHS Staff Survey

The NHS Staff Survey 2019 launched 23 September and is live until 29 November 2019. The current response rate is 45% (at 13th November) on track to achieve our target response rate of, at least, 49%. The Trust has already surpassed the end-result in 2018 of 34% and 2017's 35%.

To increase staff participation this year the following actions were taken:

- 'Protected time' offered to front line operational staff to complete the Survey (15 min)
- Increased the number of staff that receive the survey electronically to 95%
- TMG members committing to a 5% increase in response rates for their department

YAS Cultural Ambassadors and Employee Voice Network

Nearly 40 staff members have been recruited to the role of Cultural Ambassador and an induction has now taken place. This group of staff will 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 improve "the way we do things around here"; the culture of YAS.

The first Employee Voice Network (EVN) took place on 1st October 2019. The event was attended by 80 staff including trade union colleagues, Freedom to Speak up Advocates, Quality Improvement Fellows and Cultural Ambassadors. The event presented delegates with information about the NHS Staff Survey and the 'Say YES to Respect' campaign. The next EVN is scheduled for February 2020.

Employee Relations

The ER improvement programme, to review, and revise, key employee relations policies and processes that underpin these policies, is ongoing and is now being supported by the Trust's Capacity and Capability Transformation Board.

Health and Wellbeing

The overall sickness absence rate for Sept 2019 was 5.7%, a decrease from 6.2% in August 2019 and a slight increase on the same period last year (5.3%).

The 2019 flu campaign has now commenced with 42% vaccinated against the target of 80%. The Trust has over 200 peer vaccinators supporting this year's campaign and the same incentives are available as previous years.

Education and Learning

Career Framework – A&E Paramedic Pathway

The A&E Career framework has now been announced to the Trust and steps are in place at all levels to translate the plan into a working operational model:

- This includes a five year transitional plan to deliver a refreshed A&E Operations Workforce Model which understands the requirements of not only those currently within existing EMT1 and EMT2 roles, but also those new to the Trust or entering this opportunity as a career.
- To support successful implementation for those wanting to progress to the Apprentice Paramedic role with a university provider, a new selection and assessment centre has been designed to assure higher probability of success onto this route (AAP through to Paramedic).

Apprenticeships

The Trust currently has 480 enrolled as apprentices, which is approximately 8.4% of its workforce against the government target of minimum 2.3%.

The Trust is required to re-register on the National Register of Apprenticeship Training Providers (RoATP) which allows the Trust to continue its delivery of accredited apprenticeship programmes. The Trust will know the outcome of the application within 3 months (by end of January 2020).

Band 6 Paramedic upskilling training

The Trust has met the NHSI September 2019 milestone of 80%. The Trust is now working towards achieving the 100% milestone before the closing deadline of 31st March 2020. Progression is monitored on a weekly basis and reported on a monthly basis to NHSI.

3.7 Finance & Contracting Update

Fleet, Estates & Facilities

The roll out of our brand new ambulance fleet continues, with the number of front line vehicles increasing from 383 to 407 through the winter period. This will assist with performance at a time of increased operational demand. .

The Estates Strategy and the Sustainable Development Management plan are being further refreshed to reflect the development of Hub & Spoke & Ambulance Vehicle Preparation, the future training requirements for the organisation for approval later this year. The Trust is continuing our refurbishment programme to reduce backlog maintenance at six stations, which will be complete by Christmas, together with replacement of boilers and heating at a number of stations in advance of the winter period.

We have been successful in gaining £10k funding from the Modal Shift Competition run by Leeds City Council for Energy & Environmental works within the Leeds District, and our trust wide LED lighting replacement continues. We are starting to develop plans for New Low Carbon Ambulance stations for the future, and are actively involved in the NHS Ambulance Innovation Hub to look at NHS 2040 Environmental targets.

Finance & Contracting

The team have recently been through a period of formal consultation regarding the structure of the department. This has now entered the implementation phase.

The team continues 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). Once in place the new structure will facilitate further development in this area.

A first draft of the Yorkshire Ambulance Trust NHS Long Term Plan was produced and submitted to West Yorkshire & Harrogate Integrated Care System. Finance has led on completion of the template and triangulation of activity, workforce and finance. A second cut is required in November; the team continue to lead on the production. Linked to this, the team has led a piece of work on behalf of the sector, to calculate and explain a specific Agenda for Change cost pressure that is impacting on Ambulance Trusts in particular.

Contract negotiations have begun with commissioners for the 2020/21 999 and IUC contracts. For the first time, negotiations for both services are proceeding through a single process, which will emphasise opportunities for greater integration and interoperability between 999 and IUC.

Commissioners have shared their high level intentions for the coming year – which focus on:

- Continuing improvement in ARP performance
- Progressing the ongoing development of the IUC Service
- Supporting further development of pathways between YAS and place-level services, with particular focus on local frailty pathways
- Mental health – including developing IUC as the single point of access for mental health crisis, and supporting the implementation of ambulance mental health responses

The Trust is supportive of these ambitions and will continue to engage closely with commissioners over the coming months to develop specific proposals for 2020/21 contracts.

Commissioning discussions to update the Trust's Patient Treatment Service contracts for 2020/21 are expected to begin in December. The contracting and finance teams worked extremely closely with the PTS management team in the successful tender for Hull, which brings back in to the YAS family the only patient transport service that had previously been lost through competitive tendering.

Procurement

On the 2019/20 work plan there are currently 264 projects, worth a total of £71m (total contract value). The main projects that are in progress include: Non-Emergency Patient Transport Services A&E Sub-Contractor Framework; EPR Devices / Tablets; Microsoft Agreement; Facilities Management Managed Service Provision; Spoke Modular Buildings; Electricity Supply, Vehicle Tyres, Telephone Interpreting Services and Vehicle Recovery for out of hours.

The contracts have yet to be finalised for the Non-Emergency Patient Transport Services A&E Sub-Contractor Framework. The existing agreement has been extended to the end of December 2019 to allow for further commercial information to be provided by each of the successful suppliers for the new framework.

The Telephone Interpreting tender deadline has passed and evaluations of the four tender responses are underway. A two year contract will be established upon successful contract award.

The Facilities Management specification and tender documents are currently being finalised and will be published. Due to the overall contract value, Trust Board approval will be sought once the tender process has completed.

The ePR device tender is due for contract award, subject to Trust Board approval this month.

The Trusts main “Office” based IT systems are up for renewal and the procurement strategy is being developed to enable the Trust to procure the right products as part of our Agile Workforce transformation programme.

Digital

The Trust have been evaluating our long term strategy around reporting aiming to expand our cutting edge analytics system providing self-serve reports across the organisation. Success in this area has led to key operational decisions to improve performance with live applications in 999 and Integrated Urgent Care.

Phase two of the ePR project continues. Current ePR usage average during October 2019 is 89%. YAS have gone live with several additional direct access pathways to hospital wards as follow:

- The Pinderfields Frailty Unit
- Pontefract Urgent Treatment Centre.
- James Cook Stroke Unit.
- Airedale & Bradford ACUs

Unified Communications

The project remains on target for phased go live between 25th February and the end of March 2020. This is subject to system configuration, system testing and User Acceptance Testing. Weekly Stakeholder engagement to discuss the training, testing and migration plans are part of this plan, however due to the scale and potential impact of the programme, this is being monitored through the Infrastructure Programme Board as well as through TEG.

Leaner Processes and Virtual Working Programme

Microsoft suppliers have provided 10 consultancy days with business users and ICT for 365 capabilities. A strategy report has been submitted to ICT management team, which will enable YAS to support the delivery of Agile working practices. Training sessions for Video conferencing are also underway with drop in sessions as well as specific sessions.

3.8 Corporate Affairs Directorate

Corporate Strategy

Our One Team, Best Care strategy is fully aligned with the NHS Long Term Plan and the emerging ICS / STP plans. We continue to build on the One Team, Best Care strategy through the quarterly Strategic Leadership Forum, supporting our senior leaders to develop clear business plans that focus on delivering year two of our strategy.

The YAS enabling strategies for People, Clinical, Digital, Quality Improvement and Freedom to Speak Up have been completed; our enabling strategies for Fleet, Estates, Finance and Community Engagement continue to be developed.

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. The Long Term Plan consists of three mandated elements:

- Strategic Delivery Plan – a system level narrative that describes the ambition and five year strategy of the ICS and how it will deliver the LTP requirements;
- Strategic Planning Tool – setting out the five year plans, that align across commissioners and providers, at a system level for finance, activity and workforce, in support of the LTP; and
- Strategic Planning LTP Collection Template – Setting out five year trajectories at an ICS level for the key LTP metrics (that demonstrate delivery of the LTP).

The planning and development team have worked closely with YAS and ICS colleagues to develop a clear narrative plan and delivery trajectories that align to those of the ICS and support delivery of each system's plans.

The planning and development team have co-ordinated and supported all required submissions into the West Yorkshire and Harrogate ICS (as our lead ICS) and have developed an initial draft YAS narrative which sets out our key transformation and development programmes across urgent and emergency care (UEC) for inclusion in each local system's narrative plan.

All local ICS and STP have developed and submitted their five year LTP mandated elements by the national deadline of 15 November 2019.

Business Planning

The Planning and Development team continue to lead the development of the Trust's annual business plan, alongside the national Operational Plan response.

The current focus is developing the performance reports for Q2, updates within Q3 and commencing the development of the Year 2 plan and key deliverables.

The Strategic Leadership Forum (SLF) in October focused on the successes so far within Year 1 and developing Year 2. The feedback from the SLF is being reviewed within TEG to set out our clear priorities and core deliverables that support the achievement of our One Team, Best Care strategy.

The NHSE/I Operational Planning Guidance is anticipated to be released during December 2019. The work that has commenced for Year 2 will directly support the Operational Planning submission in February 2020 (Draft plan) and March 2020 (Final plan).

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). The Gate Review process continues to be developed as the number of proposals being submitted increases, it provides an opportunity to make improvements and ensure the governance structure supports this.

This will ensure that TMG, TEG, Finance & Investment Committee 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

The Planning and Development team successfully co-ordinated the YAS response to the Hull Non-Emergency Medical Transport Service tender.

The feedback from Commissioners was very positive, with continued improvements in our response scores. The contract will commence 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 were successful in securing transformation funds for all of the bids submitted by YAS to West Yorkshire & Harrogate ICS:

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

The funding has now been received and implementation across the projects has commenced.

Communications and Engagement

The Corporate Communications team has continued to support the Trust by providing updates to staff on key operational and corporate developments and highlighting news and successes at the Trust to external stakeholders through a variety of channels.

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

Long Service Awards

We honoured a total of 345 staff members, who between them had clocked up a combined 8,445 years' service, at our annual Long Service and Retirement Awards. This year's ceremony took place at the Pavilions of Harrogate, North Yorkshire and 118 members of staff attended the event with their guests to collect their awards from Chairman Kath Lavery, Chief Executive Rod Barnes and special guest Mrs J Ropner, Her Majesty's Lord-Lieutenant of North Yorkshire.

Four staff were recognised for an incredible 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 honours also included the Queen's Long Service and Good Conduct Medal, which was

awarded to eight staff for 20 years' exemplary frontline emergency service. Those members of staff who were unable to attend this year's ceremony have been receiving their awards locally.

Restart a Heart Day

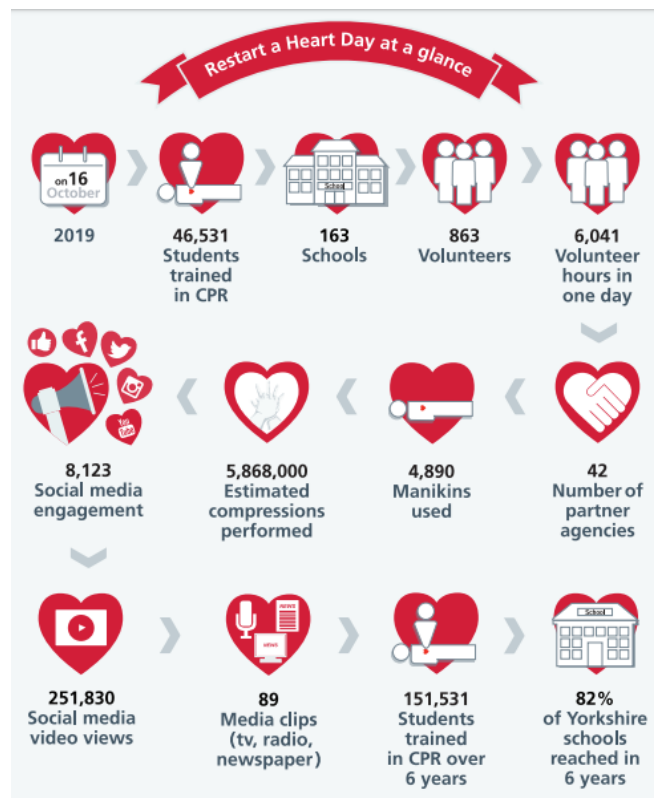
As previously mentioned in the Chief Executive's update Restart a Heart took place on 16 October and was the most successful event to date.

We were able to tell the inspirational story of one former Restart a Heart Day student, Martha Hogg, who put her life-saving skills into practice and saved the life of Keith Procter earlier this year when he collapsed in cardiac arrest. Thanks to her lifesaving actions, 71-year-old Keith, of Ilkley, has made a great recovery and joined Martha at Skipton Girls' High School to speak to students about why their CPR lesson is so important.

The event secured extensive media coverage on *ITV Calendar News* and *BBC Look North*, as well as BBC Radio Leeds, BBC Radio Humberside, BBC Radio York, Stray FM, Minster FM, Yorkshire Coast Radio, Pulse FM, Dearne/Trax/Ridings/Rother FM, Viking FM, Leeds Live, Beverley FM, Hallam FM and the *Yorkshire Post* and other local newspapers. We also engaged with many people through our social media channels.

Sponsored by the Yorkshire Ambulance Service Charity, the event was a great example of partnership working with the British Heart Foundation, Resuscitation Council (UK) and St John Ambulance.

The infographic below summarises the fantastic achievements on Restart a Heart Day 2019 and over the last six years, including that we have now trained more than 150,000 students in CPR across 82% of Yorkshire schools since Restart a Heart Day began.



In addition, the Corporate Communications Team has worked on the following:

- Internal and external publicity for the 'Good' outcome of the Care Quality Commission inspection.
- Stakeholder engagement for the new national framework for General Practitioners and other Healthcare Professionals (HCPs) requesting an ambulance for patients in need of urgent or emergency transportation to hospital or between hospital sites, introduced at YAS on 9 October 2019.
- UCI Road Cycling World Championships.
- Clinical Advisor Recruitment campaign for NHS 111 and Emergency Operations Centre (EOC).
- Support for the Employee Voice Network, Cultural Ambassador recruitment and the Accelerated Development Programme which is part of the Trust's new talent development framework.
- Communications planning around winter resilience and public messaging.

We have supported and publicised awareness days/weeks/campaigns including:

- **Every Mind Matters** - a new mental health campaign from Public Health England which supports everyone to feel more confident in taking action to take care of their mental health and wellbeing.
- **National Ambulance Safeguarding Month** (September), **World Suicide Prevention Day** (10 September), **Stoptober** (smoking cessation), **Black History Month** (October) and **Freedom to Speak Up Month** (October).

Social Media

The team has continued to grow the Trust's social media accounts and now has 20,375 followers (19,820 in September) on Twitter, 13,435 page likes (12,740 in September) on Facebook and 3,240 followers (3,000 in September) on Instagram.

IPR Exceptions

Personal Development Reviews (PDR): The Corporate Communications team has one member of staff with an appraisal due in November.

Legal Services

Compliance levels for Freedom of Information Act ("FOIA") requests have increased since the last report and this level of compliance is expected to be maintained. Ongoing work internally within the Trust will be looking at refreshing knowledge surrounding the Act and what is required of Trust departments when approached for information and meetings will be taking place with strategic members of departments to ensure that the process is as streamlined as possible.

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