



Trust Board Meeting in Public

Venue: Videoconference

Date: Thursday 26 November 2020

Time: 0930 – 1200 hrs

Board Members Present:

Kathryn Lavery	(KL)	Chairman
Rod Barnes	(RB)	Chief Executive
Tim Gilpin	(TG)	Non-Executive Director
Christine Brereton	(CB)	Director of Workforce and Organisational Development
Anne Cooper	(AC)	Non-Executive Director
Jeremy Pease	(JP)	Non-Executive Director
Nick Smith	(NS)	Executive Director of Operations
Dr Julian Mark	(JM)	Executive Medical Director
Steve Page	(SP)	Deputy Chief Executive/Executive Director Quality, Governance and Performance Assurance

In Attendance:

Phil Storr	(PS)	Associate Non-Executive Director
Mandy Wilcock	(MW)	Associate Director of Corporate Affairs
Simon Marsh	(SM)	Chief Information Officer

Apologies:

Andrew Chang	(ACC)	Non-Executive Director
--------------	-------	------------------------

Minutes produced by:

Odette Colgrave	(OC)	Executive Coordinator
-----------------	------	-----------------------

The meeting commenced at 09:01hrs.

Minute Ref:

OPENING BUSINESS	
TB20/037	<p>Apologies and Declaration of Interests: Apologies noted for this meeting for ACC.</p> <p>Any declarations of interest would be considered during the course of the meeting.</p>
TB20/038	<p>Minutes of the Previous Meeting held on 1 October 2020 including Matters Arising (not on the agenda) and Action Log.</p> <p>The Minutes of the Meeting held on 1 October 2020 were approved as a true and fair representation of the meeting.</p>

TB20/039	<p>Matters Arising There were no matters arising.</p> <p>Action Log: PB-495: JM to present at Board in January 2021. Action to be amended to reflect January 2021 timescale.</p>
STRATEGY DEVELOPMENT	
TB20/040	There were no items for discussion/approval
QUALITY, SAFETY & PATIENT EXPERIENCE	
TB20/041	<p>Quality Accounts 2019-20 The Board received a paper to discuss and provide feedback on the draft Quality Accounts 2019-20. These accounts were normally published in June, however due to COVID these would be published in December 2020. The process for this year's accounts is exactly the same as the year before.</p> <p>The Chair of the Quality Committee provided their support and noted that they believed it to be a comprehensive and well written document report.</p> <p>A discussion was held around the content of the document. The document highlighted that positive work had been undertaken during 2019/20 by the Trust with tissue viability and how YAS is able to stretch itself as an organisation.</p> <p>The members noted that the Trust had put additional measures in place at the start of the pandemic to strengthen the accounts in the IPC section.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Review and provide comments and feedback no later than 4 December 2020 • Approve publication of the Quality Accounts subject to any final amendments arising from Board discussion
TB20/042	<p>Significant Incidents / Lessons Learned Bi-Annual Report The Board received a paper providing an overview of the key events and learning that had taken place between April 2020 to September 2020. The transformation programme supported the development of good practice around clinical decision making and patient consent.</p> <p>Members noted the incidents shown on Pages 5 to 7 of the report analysing all incidents including patient related incidents. There had been a rise in the number of moderate incidents in the last month in relation to response times. It had been recommended to increase staffing in order to reduce excessive response time rates. It was noted that work would continue in this area and a further update will be provided at the next Board Meeting.</p> <p>There had been a rise in the last quarter in respect of verbal aggression relating to staff at contact centres and patient relations as opposed to road-based staff. More staff in contact centres were being encouraged to report incidents and some behavioural orders have been issued as a result of these. This would continue to be monitored closely.</p> <p>A discussion was held around national trends and the increased number of</p>

	<p>incidents relating to verbal aggression. It was identified that this had not been raised as an issue within national forums. Support was available for staff who received aggressive calls. It was suggested that consideration be given to how the Trust and other providers were supporting staff working from home.</p> <p>The data on Page 12 showed a significant spike in infection and control between February – March 2020 in Wave 1 of the pandemic due to uncertainty of national guidance. The Trust published daily communication around PPE challenges. The majority of issues had been addressed and there was a stable pattern of IPC arrangements. Complaints and concerns have increased during Q2 around communication and staff attitude.</p> <p>The team have supported Legal Services remotely during the last few months where the safeguarding reports have continued to rise. A further report would be provided at the next Quality Committee in December.</p> <p>The new electronic referral process was in place which helped staff with timely referrals to social services. It was noted that all safety information had been reported to the Quality Committee relating to wave 1 of the Pandemic.</p> <p>In relation to mortality and morbidity, some patients were reluctant to go into hospital and senior clinicians had been supporting appropriate conveyance. It was suggested that this may result in a cohort of patients who will have cardiac problems.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the current position and take assurance from the work highlighted within the report, supporting the ongoing proposals for improvement.
TB20/043	<p>Freedom to Speak Up Bi-Annual Update</p> <p>The Board received a report providing an update on issues raised and national benchmarking Q3 & Q4 19/20 and on internal activity and developments to Q1 2020/21.</p> <p>It was identified that a number of issues had been raised including staff medical assessments for dyslexia not being carried out as required by policy, overflowing clinical waste bins, and allegations of bullying and harassment. It was noted that four issues relating to alleged bullying or harassment by a manager or supervisor had been raised across service lines. All issues were being followed up with local management teams and where necessary additional independent input is being sought. It was identified that five of the fourteen concerns raised during this period were COVID-19 related.</p> <p>A discussion was held around the national picture and variation across organisations. It was noted that there was not clear 'right level' of issues, and that work was being progressed locally to triangulate data from across directorates to identify any culture issues highlighted through FTSU and other internal processes.</p> <p>All concerns raised through the FTSU process were discussed at a fortnightly FTSU review meeting. It was noted that the Trust's FTSU Guardian had handled this role very well. The appointment will be up for review in July 2021.</p>

	<p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the contents of this report. • Receive assurance on the actions taken and support proposals for further development and embedding of FTSU across the organisation.
WORKFORCE	
TB20/044	<p>Health and Wellbeing Plan 2020/22</p> <p>The Board received a paper presenting the proposed health and wellbeing agenda for 2020/22 and proposed projects/initiatives associated with the health and wellbeing plan.</p> <p>There had been a delay in presenting the plan to the Board due to the impact of the Pandemic, although this had enabled the Plan to take into account Covid learning and recovery planning, and the staff survey results. The Plan was reflective of Covid and staff needs with a clear focus around the NHS People Plan on wellbeing, equality, and diversity.</p> <p>A discussion was held around the health and wellbeing of employees and volunteers, and the impact on mental health. There was anecdotal evidence through one-to-one discussions that staff were tired and exhausted, however felt supported within the Trust.</p> <p>It was noted that although the Pandemic was moving into wave two, staff pressures would continue to increase. It was anticipated that reduced downtime, wearing of PPE, winter pressures and the number of colleagues who had died during Covid created additional pressures. Additionally, there had been a decline in the number of volunteers available to provide support during COVID and many have declined to return for a variety of reasons.</p> <p>The Board wanted to recognise the continued hard work provided by Helen Houghton (Employee Health and Wellbeing Lead) and her team in supporting staff during the pandemic. The Trust had maintained service delivery during these difficult times, and this was a tribute to all staff concerned. Although growing concern was expressed for staff isolated at home. Staff were being supported by Leadership Teams who are focussing on staff welfare and mental wellbeing.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Approve the Health and Wellbeing Plan and associated projects to support the aims of the objectives outlined in the Trust's People Strategy and the NHS People Plan
TB20/045	<p>Flu Vaccination Campaign 2020/21</p> <p>The Board received a paper to provide assurance that the Trust was on track to deliver the flu vaccination programme for 2020/21, evidenced through the best practice management checklist as requested by NHS England and NHS Improvement.</p> <p>Evaluation on the 2019/20 flu vaccination campaign was included in the Health and Wellbeing Board Report submitted in May 2020. The Trust achieved 63% uptake amongst frontline staff in 2019/20. The national request this year was that 100% of staff were given a flu vaccination and the Trust aimed to achieve this,</p>

acknowledging the Trust People Strategy target is 80%. The flu vaccination programme would run until January 2021. However, there was a risk of this being shortened due to the roll out of the covid vaccine planned to begin 4 December.

The Board resolved to:

- Take **assurance** that the Trust is on track to deliver the flu vaccination programme for 2020/21, evidenced through the best practise management checklist as requested by NHS England and NHS Improvement.

PERFORMANCE AND FINANCE

TB20/046

Chief Executive's Report including the Integrated Performance Report

The Board received a paper providing an update on the activities of the Trust Executive Group (TEG) and present the September 2020 Integrated Performance Report.

Members noted the capacity and demand challenges faced across the system and ambulance turnaround delays across a number of emergency departments. YAS had provided support for system partners and the second wave had impacted significantly across all service lines equally. Additionally, there had not been a decrease in A&E activity as with wave one and a recent outbreak of Covid within the emergency operations centre (EOC) and also impacted on response times. It was acknowledged that there was a requirement to ensure the Trust remained resilient and work was ongoing to maintain this.

The Humber partnership Memorandum of Understanding (MoU) had been agreed and signed by all partner organisations in October 2020 and was presented to the Board for ratification.

The Board received individual updates from each of the directorates. The EOC management team were praised for their team working during the challenges faced including increased levels of absence following the outbreak. Mutual aid had been requested through the Association of Ambulance Chief Executives (AAACE) and additional support provided from the Welsh Ambulance Service to meet demand.

Performance across integrated urgent care had been maintained although overall demand had increased during October at 13% above the activity ceiling. PTS had continued the commitment to single patient journeys and demand within PTS continued to rise at 82% of pre-Covid business as usual levels. The team were in conversation with acute trusts in relation to the proposals to increase elective work.

Meetings were ongoing around the NHS 111 first programme with discussions being held around the interfaces between 111 and emergency departments and alternative pathways available for advisors.

Clinical managers had been re-deployed to provide clinical assessments, which had proven to be effective with data indicating that there had been a change in risk appetite and a higher level of confidence in the frontline teams. The research team were engaged in a number of Covid related studies to better understand and identify its impact. Some concerns had been raised for patient safety due to extended response times and this was being reviewed and managed.

The Infection Prevention and Control (IPC) Team's workload had increased significantly due to supporting the EOC and IUC outbreaks, social distancing, test and trace process and the roll out of asymptomatic testing which had gone live this week with 155 kits rolled out and only one positive result so far.

A virtual selection event was held for 100 ECA applicants supported by the workforce and organisational development team. Recruitment also continued across IUC and a specific campaign was launched for 120 volunteers for the PTS Voluntary Car Service with a target to commence in March 2021.

The Board recognised and acknowledged Matt Barker, Head of Procurement, who had worked above and beyond and had secured a new warehouse for storage and the provision of PPE supplies. There had also been further investment in the Trust's vehicle fleet lowering the overall carbon footprint with the introduction of Euro 6 compliant vehicles in place of older vehicles.

It was noted that North West Ambulance Service were due to go live in early December with the Unified Communications programme of work. It was anticipated that YAS would go live in January/February 2021. Members were informed that YAS had been selected as a pilot site for the Microsoft fast track for cloud storage in collaboration with NHS Digital.

A discussion was held around the changing role of the paramedic and how learning from the response to the pandemic could be fed into the development of the rotational paramedic role and Health Education England had also started to look at this. It was noted that there were a number of areas of learning for the Trust across all service lines.

The Board resolved to:

- **Receive assurance** on the activities of the Executive Team.
- **Approve** the Humber Partnership Memorandum of Understanding as presented.
- **Receive** the Integrated Performance Report for September 2020.

TB20/047

CEO Mid-Year Review

The Board received a presentation highlighting key developments, projects and achievements during April 2020 and September 2020.

Members recognised the positive progress made during the six-month period. A discussion was held around the involvement and representation of patients at a strategic level. It was noted that there had been some challenges in the current environment. However, the Critical Friends Network remained active and supported the development of the Quality Accounts. Opportunities were being explored to increase engagement through technology.

Members explored options to engage local communities building on the increase the Trust's position as an anchor institute.

The board resolved to:

- **Note** the presentation.

TB20/048	<p>Greener NHS The Board noted the update as to the Greener NHS programme launched in October 2020. It was identified that climate change had been included on the Trust's risk register and the impact of each climatic impact was being assessed. It was noted that the Trust's Green Plan would be presented to the Trust Board in January for approval.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Receive and note the update that a YAS Green Plan will be presented to Board in January 2021.
RISK MANAGEMENT AND INTERNAL CONTROL	
TB20/049	<p>Resilience and Special Operations Six Monthly Report The Board received a paper providing an update on the Emergency Preparedness Resilience and Response (EPRR) and Special Operations agenda, including associated work streams for the period: April 2020 to October 2020.</p> <p>EPRR and Special Operations had been severely impacted upon by the Pandemic and this has changed the focus of the team. The Trust had maintained its corporate position with challenges around PPE and social distancing. Members noted the recommendations regarding departmental changes to HART and YAA, and the work competed in preparation for the UK's exit from the European Union.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Receive assurance of the Trusts compliance and progress of the EPRR / Special Operations agenda.
TB20/050	<p>Risk Management Report The Board received the paper to report recent material changes to the Corporate Risk Register; draw attention to key areas of emerging risk and to provide an update on the Board Assurance Framework.</p> <p>Members noted the new risks added since the last report with particular reference to hygiene and social distancing requirements, national security risk assessment, management of IT equipment, e-PR Phase 3, and Percentage of Fleet Available for AVP.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the position regarding corporate risks. • Note the areas of emerging risk • Note the position regarding the Board Assurance Framework
ITEMS FOR INFORMATION AND ASSURANCE (by exception only)	
TB20/051	<p>Report from the Audit Committee held 8 October 2020 and Approved minutes of the meetings held 9 April 2020 and 4 June 2020.</p>

	<p>The Board received a paper to outline the key activities held at the last Audit Committee meeting.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Note the report • Agree to approve the minutes
TB20/052	<p>Report from the Charitable Funds Committee held 8 October 2020 and Approved minutes of the meeting held 9 July 2020.</p> <p>The Board received a verbal update on the activities of the Charitable Funds Committee along with the approved minutes. Further discussions will continue with the charity on how to use the ICS grant given for the second wave.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> • Agree to approve the minutes
CLOSING BUSINESS	
TB20/053	<p>Key Points Arising & Review of the Meeting</p> <p>The Chairman noted the Board approved the Health and Wellbeing Plan.</p> <p>The Board meeting was positive demonstrating innovation and progress with activities. The credit goes to the workforce and Executive Team. The Trust needs to understand the pressures suffered from frontline and non-frontline staff during this pandemic.</p>
Date of the Next Meeting of the Trust Board Held in Public: 28 January 2020	
<p>To be resolved that the business to be transacted is of a confidential nature and that under the terms of the Public Bodies (Admission to Meetings) Act, 1960, Section 1, subsections 2&3, the Press and the public to be excluded from this part of the meeting.</p>	

The meeting closed at approximately 1225 hrs

CERTIFIED AS A TRUE RECORD OF PROCEEDINGS

_____ **CHAIRMAN**

_____ **DATE**