



# Business Plan 2023/24

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## Foreword from our Chief Executive

Welcome to the summary of our business plan for 2023/24. This document outlines our plans for the year ahead, building on the excellent work our teams and services have achieved in an incredibly challenging time for the NHS.

It supports our continued work towards the YAS vision, to be trusted as the **‘best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients,’** set out in our One Team, Best Care strategy.

Last year’s Health and Social Care Act 2022 and associated changes to the NHS operating framework and provider licence have sufficient implications for our operating environment and future strategy, including setting clear expectations for all NHS organisations to work collectively to deliver high quality and sustainable services and to contribute positively to the objectives of their integrated care systems. We must therefore consider how we better engage with our health and care partners to ensure our services are developed and delivered in a joined-up way and how we contribute to the wider health of people who live and work in our region including delivering ambitions to eradicate inequality and discrimination.

We have already begun to create our new five year strategy to ensure we are able to fully succeed with these ambitions and completing the strategy is one of our most important priorities for this year. Whilst we do this, the other priorities contained in this plan are aligned to [national priorities](#) set out this year for the NHS, to:

- Improve ambulance response and A&E waiting times;
- Reduce elective long waits and cancer backlogs, and improve performance against the core diagnostic standard;
- Make it easier for people to access primary care services, particularly general practice;

and the [delivery plan for recovering urgent and emergency care \(UEC\)](#) published earlier this year, with its five main ambitions;

- **Increasing capacity** – investing in more hospital beds and ambulances, but also making better use of existing capacity by improving flow.
- **Growing the workforce** – increasing the size of the workforce, and supporting staff to work flexibly for patients.
- **Improving discharge** – working jointly with all system partners to strengthen discharge processes, backed up by more investment in step up and step down facilities and social care.
- **Expanding and better joining up health and care outside hospital** – so that people can be better supported at home for their physical and mental health needs, avoiding unnecessary admissions to hospital.
- **Making it easier to access the right care** – ensuring healthcare works more effectively for the people and communities we serve.

Ensuring we have the people, skills, environment and culture to perform at our best and deliver the best possible care for our patients across all our services, is at the core of our plans, - across our frontline ambulance staff, our call handlers in our

Emergency Operations Centres (999 calls) and Integrated Urgent Care (NHS 111), our Patient Transport Service, our support services and leadership teams.

Alongside this, we have enabling goals to further strengthen our leadership development, operating model and governance structures to ensure we deliver these plans and work effectively with our system partners in the Integrated Care Boards and at 'place' in communities, to provide high quality patient care for the people of Yorkshire and the Humber.

**Rod Barnes,**  
**Chief Executive**

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## Introduction to our plans for 2023/24

### About us

Yorkshire Ambulance Service NHS Trust (YAS) is the region's provider of emergency, urgent care and non-emergency patient transport services.

We serve a population of over five million people across Yorkshire and the Humber and strive to ensure that patients receive the right response to their care needs as quickly as possible, wherever they live. The catchment area for our NHS 111 service also extends to North Lincolnshire, North East Lincolnshire and Bassetlaw in Nottinghamshire.



### Our strategy

Our [One Team, Best Care](#) strategy was launched in 2018 to cover the five years to 2023 and will be refreshed later this year.

It describes the **ambitions and key priorities** to help us achieve our vision of being the

**'best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients'.**



Since its launch we have made significant strides but of course progress was affected by the global COVID-19 pandemic and the unique pressures this has placed on urgent and emergency care services. From early 2020 our services were under immense pressure, as was the whole of the NHS. We adjusted our focus to ensure we did everything possible to support patient care and our staff health and wellbeing.

Since then, the work across our organisation to support delivery of the [One Team, Best Care](#) strategy ambitions and our [Clinical Strategy](#) has been reprioritised and refocused to reflect the world we are now working in and the continued operational pressures we are all facing.

But our teams and services have continued to make progress in our key ambitions and we have worked closely with our health and care partners to ensure we deliver high quality patient care and restore services.

During 2022/23 we:

- Invested in our frontline services to recruit more paramedics, including through international recruitment from Australia and New Zealand.
- Delivered targeted recruitment campaigns for our NHS 111 service and Emergency Operations Centre, which handles 999 calls.
- Redeveloped our Emergency Operations Centre in York to ensure we have increased resilience for our 999 call handling service.

- Supported the wider NHS system through partnership working to reduce patient handover delays at hospital emergency departments.
- Further developed our mental health programme to provide dedicated support people in mental health crisis across the region.
- Started the development of a modern, environmentally-friendly ambulance station for Scarborough with ambulance vehicle preparation for the town and its surrounding stations, freeing up more clinician time for patients.
- Developed a major new logistics hub for the Trust which will help us improve patient care over the years ahead and provide procurement efficiencies over the years ahead.
- Invested in new vehicles, including more electric vehicles as part of our green agenda.
- Recruited more volunteers as Community First Responders and worked with Meadowhall shopping centre to develop its first in-house team of first responders.
- Worked in partnership with the voluntary and charity sectors to provide targeted support for people into employment.
- Launched a major culture programme aimed at developing our staff, volunteers and future leaders, embedding our vision throughout the organisation and defining a consistent mindset and way of working.

## **A changing environment**

What has become very clear are the changing trends in demand for our 999, NHS 111 and Patient Transport services, both in the levels and types of demand and the pressures these place upon our service.

For example, we now see more Category One calls, the most serious emergencies our ambulance crews are called to.

Our NHS 111 service has seen significant changes in the times when the service is in demand and our Patient Transport Service has seen a growth in demand as the NHS works to restore services and deal with the inevitable backlog caused by the pandemic.

We have also continued to face high levels of staff sickness, with occasional peaks in COVID-19 cases, and have dealt with the impact of industrial action both within the ambulance sector and wider NHS. Our focus has been on improving staff health and wellbeing support and on an improved working environment, with a more targeted approach developed during the COVID-19 pandemic, which has been sustained since then.

In line with organisations across the NHS, we are absolutely focused on creating the best environment possible to recruit and retain staff. This has proved particularly challenging in our 999 and NHS 111 call centres.

It is a much more competitive market we are all working within and this has required new and innovative approaches, including looking at overseas recruitment for clinical advisors within NHS 111.

We have also started an annual programme of international recruitment for newly qualified paramedics to help bolster our frontline A&E services.

Alongside this we have looked hard at the training and career development opportunities for our people and implemented new career pathways for our paramedics, both pre and post registration.

All of this activity has been happening against a changing landscape in the health and care system, with the three integrated care systems in our region developing new partnerships between health and care providers across their respective areas.

We work very closely with our partners across health, social care and emergency services and have implemented changes in our operating model to further support and strengthen these relationships.

We will work with our system partners and other important strategic partners from the voluntary, community and social enterprise sector to set shared priorities for the future and tackle health inequalities in our communities.

This year, building upon the [Future Ways of Working](#) engagement work undertaken over the autumn and winter of 2022/23, we will be reviewing our strategy considering the learning from the past five years and what we know our patients, people and places will need in the future as we look ahead to the next five years.




**Our priorities for the year ahead build on the work of the last few years, as we continue our improvement journey on behalf of our patients, people and places.**

### **Our priorities for 2023/24**

Our strategic ambitions and priorities remain central to our planning for the year ahead. Our planning process also takes into consideration national and local drivers, the changing environment we are working in and the ongoing impact of, and learning from, COVID-19.



## Our priorities for 2023/24 at a glance

 <p><b>Our patients</b></p>	<p><b>Deliver the best possible response for each patient, first time and create a safe and high performing organisation (priority 1 and 6):</b></p> <ul style="list-style-type: none"> <li>• Improve the outcomes for our patients and ensure each patient receives the right care, at the right place, at the right time</li> <li>• Develop our alternative pathways and specialist response for our mental health patients and vulnerable populations</li> <li>• Develop our clinical and critical care response, for patients who are in the most life-threatening condition and develop our clinical assessment service, with increased clinical capacity</li> </ul>		
 <p><b>Our people</b></p>	<p><b>Embed an ethos of continuous improvement and innovation (priority 4):</b></p> <ul style="list-style-type: none"> <li>• Deliver and embed a cultural change programme</li> <li>• Deliver and implement an effective organisational operating model</li> </ul>	<p><b>Attract, develop, and retain a highly skilled, engaged, and diverse workforce (priority 2):</b></p> <ul style="list-style-type: none"> <li>• Attract, develop and retain a highly skilled, engaged and diverse workforce</li> <li>• Improve staff health and wellbeing and provide flexible and supported employment.</li> <li>• Respond to priorities within the staff survey and focus on improved response rates</li> </ul>	<p><b>Equip our people with the best tools, technology, and environment to support excellent outcomes (priority 3):</b></p> <ul style="list-style-type: none"> <li>• Develop new and innovative digital technology to support patient care</li> <li>• Develop and deliver an estates strategy</li> </ul>
 <p><b>Our places</b></p>	<p><b>Develop public and community engagement to promote YAS as a community partner and an “anchor organisation” (priority 8):</b></p> <ul style="list-style-type: none"> <li>• Deliver community engagement programmes to reach diverse communities and improve understanding of patient experience</li> <li>• Increase the number and diversity of volunteering opportunities and develop the infrastructure to support it.</li> <li>• Deliver our sustainability and green strategy to decarbonise the Trust.</li> </ul>		<p><b>Be a respected and influential system partner and generate resources to support patient care (priority 5 and 7):</b></p> <ul style="list-style-type: none"> <li>• Improve services for all our populations, addressing differences in health across geographies and within different community groups</li> <li>• Ensure rigorous financial oversight of our operations, to ensure lean and effective operation.</li> </ul>



**This works aligns to our key priorities to:**

- Deliver the best possible response for each patient, first time
- Create a safe and high performing organisation based on openness, ownership, and accountability.

Strategic objectives	Plans for 2023/24
Improve the outcomes for our patients and ensure each patient receives the right care, at the right place, at the right time	<ul style="list-style-type: none"> <li>• Improve response times to patients, including category 2 response times to an average of 30 minutes, through improved hear and treat rates and increased staff recruitment, working with partners to reduce hospital handover delays.</li> <li>• Increase use of appropriate pathways to ensure patients are directed to the most appropriate point of care, including urgent community response pathways, Same Day Emergency Care, falls and two-hour urgent care response in people’s homes and maximise the use of our ability to directly book patients with GPs.</li> </ul>
Develop our alternative pathways and specialist response for our mental health patients and vulnerable populations	<ul style="list-style-type: none"> <li>• Deliver improved clinical care for our vulnerable population groups across the region, through;               <ul style="list-style-type: none"> <li>• Providing more dedicated Mental Health Response Vehicles for patients in crisis (from three to nine).</li> <li>• Delivering specialist training for frontline staff to support delivery of care.</li> <li>• Increasing dedicated mental health support for Emergency Operations Centres (999 calls).</li> <li>• Developing the Specialist Paramedic in Mental Health role.</li> </ul> </li> </ul>
Develop our clinical and critical care response, for patients who are in the most	<ul style="list-style-type: none"> <li>• Develop our critical response, through delivering of our Critical Care strategy, including our plan for improving outcomes from cardiac arrest.</li> <li>• Deliver improvements for patients through the introduction of the Patient Safety Response Framework.</li> </ul>

Strategic objectives	Plans for 2023/24
life-threatening condition and develop our clinical assessment service, with increased clinical capacity	<ul style="list-style-type: none"> <li>• Implement senior critical care leadership roles to improve patient outcomes</li> <li>• Increase clinical capacity in EOC and IUC to appropriately assess patient's needs, ensuring patients are directed efficiently and effectively into the most appropriate care pathway.</li> <li>• Work with our Integrated Care System partners to develop more rotational opportunities for clinical staff (working across NHS organisations) in clinical assessment.</li> <li>• Establish an integrated clinical advice service (CAS) across EOC and IUC, through a joint clinical queue.</li> <li>• Deliver revised eligibility criteria for patients requiring non-emergency patient transport.</li> </ul>



**This work aligns to our key priorities to:**

- Embed an ethos of continuous improvement and innovation that has the voice of patients, communities and people at its heart
- Attract, develop and retain a highly skilled, engaged and diverse workforce
- Equip our people with the best tools, technology and environment to support excellent outcomes.

Strategic objectives	Plans for 2023/24
Deliver and embed a cultural change programme	<ul style="list-style-type: none"> <li>• Deliver the first year of our five year cultural change and organisational development programme through;               <ul style="list-style-type: none"> <li>• Delivery of a leadership development programme</li> <li>• Delivery of a talent management programme; and</li> <li>• Delivery of a programme of succession planning</li> </ul> </li> </ul>

Strategic objectives	Plans for 2023/24
Deliver and implement an effective organisational operating model	<ul style="list-style-type: none"> <li>• Continue the phased work to modernise and improve the YAS operating model, ensuring our organisation is structured and organised to maximise the opportunities the new system can bring to our patients and communities.</li> <li>• Embed area leadership arrangements</li> <li>• Review and update corporate induction and on-boarding</li> <li>• Develop and implement effective performance management arrangements</li> </ul>
Attract, develop and retain a highly skilled, engaged and diverse workforce	<ul style="list-style-type: none"> <li>• Deliver and implement staff recruitment and retention strategies, with a specific focus on our frontline services – A&amp;E, Emergency Operations Centre, Integrated Urgent Care (NHS 111) and Patient Transport Service, including international recruitment drives for some services</li> <li>• Review and update team-based working and clinical supervision models in A&amp;E Operations, Integrated Urgent Care and Emergency Operations Centre.</li> <li>• Implement our Equality, Diversity and Inclusion action plan with a focus on: <ul style="list-style-type: none"> <li>• Designing and deliver inclusive recruitment processes to ensure our workforce is representative of the communities we serve</li> <li>• Delivering targeted interventions across the organisation including – “Say Yes to Respect” and our Authentic Allyship programme</li> <li>• Engaging our staff networks and experts to improve our people management processes to ensure they are more person centred</li> </ul> </li> </ul>
Improve staff health and wellbeing and provide flexible and supported employment.	<ul style="list-style-type: none"> <li>• Improve the health and wellbeing of our staff by implementing new high quality occupational health provision and increasing access to mental health support and training</li> <li>• Work with health and wellbeing champions to develop a structured support programme and promote peer support and the trauma risk practitioners’ network</li> <li>• Work closely with environmental and sustainability leads to develop safe spaces (internally and externally), for our people to access during their breaks</li> <li>• Increase the uptake of annual flu jabs and Covid-19 boosters, when available.</li> </ul>
Respond to priorities within the staff survey and focus on improved response rates	<ul style="list-style-type: none"> <li>• Increase staff survey response rates to above 50% by March 2024, through targeted engagement and support to teams.</li> <li>• Provide clear updates for staff on actions taken in response to issues raised in the staff survey, evidencing implementation and timescales for completion.</li> </ul>

Strategic objectives	Plans for 2023/24
Develop new and innovative digital technology to support patient care	<ul style="list-style-type: none"> <li>Continue to develop and deliver <a href="#">Robotic Process Automation (RPA)</a> artificial intelligence proposals with Northern Ambulance Alliance partners to introduce a digital workforce that will undertake manual time-consuming data entry activities and release our highly trained staff for more appropriate work.</li> </ul>
Develop and deliver an estates strategy	<ul style="list-style-type: none"> <li>Develop a new ambulance station for Scarborough for our A&amp;E and Patient Transport Service, with an Ambulance Vehicle Preparation service for surrounding stations.</li> <li>Implement the new YAS centralised logistics hub to ensure we have the facilities and infrastructure our services need for the years ahead.</li> </ul>



**This work aligns to our key priorities to:**

- Develop public and community engagement to promote YAS as a community partner; supporting education, employment and community safety
- Be a respected and influential system partner, nationally and regionally
- Generate resources to support patient care and the delivery of our long-term plans, by being as efficient as we can be and maximising opportunities for new funding.

Strategic objectives	Plans for 2023/24
Deliver community engagement programmes to	<ul style="list-style-type: none"> <li>Deliver a programme of community engagement events which focus on;</li> </ul>

Strategic objectives	Plans for 2023/24
reach diverse communities and improve understanding of patient experience	<ul style="list-style-type: none"> <li>• employability, skills and recruitment to support people in most need of support to find work, join YAS or raise their skills and aspirations;</li> <li>• basic life support and first aid training for targeted communities experiencing poor health outcomes and barriers to access, through developing partnerships with community organisations and schools; and</li> <li>• life-saving skills training through a programme of train-the-trainer projects that empowers individuals and organisations in targeted communities to deliver training on our behalf, improving our understanding of patient experience, barriers and outcomes for population groups with poor health outcomes.</li> </ul>
Increase the number and diversity of volunteering opportunities and develop the infrastructure to support it.	<ul style="list-style-type: none"> <li>• Increase voluntary opportunities across the Trust including creating surge capacity at times of peak demand and increasing the scope of practice of Community First Responders to further support our patients, including those who have fallen.</li> <li>• Develop a robust leadership, training and engagement infrastructure and culture that better enables, sustains and enhances current and future volunteering opportunities.</li> <li>• Continue to build collaborative partnerships with other health and care providers, voluntary, community and third sector organisations, to increase the number and diversity of Trust volunteers and further enhance patient care through volunteering.</li> <li>• Work towards becoming a leading anchor institution for volunteering.</li> </ul>
Deliver our sustainability and green strategy to decarbonise the Trust.	<ul style="list-style-type: none"> <li>• Develop plans to reduce our carbon footprint to become a Net Zero ambulance service (by 2040), including a commitment from suppliers, in line with national guidance and legislation, through staff training and education.</li> <li>• Develop and deliver a sustainable fleet, with a transition to low emission vehicles, to support delivery of the NHS net zero ambition</li> </ul>
Improve services for all our populations, addressing differences in health across geographies and within different community groups	<ul style="list-style-type: none"> <li>• Increase public health capacity and capability across the organisation.</li> <li>• Develop our use of data to better understand variation in population needs and outcomes.</li> <li>• Work with system partners to understand experience, barriers and outcomes for specific population groups.</li> <li>• Embed socially responsible procurement to tackle health inequalities.</li> </ul>
Ensure rigorous financial oversight of our operations,	<ul style="list-style-type: none"> <li>• Develop waste reduction plans for 2023/24 and for future years through our Organisational Efficiency Programme, maximising efficiencies by using benchmarking and improvement methodology.</li> </ul>

<b>Strategic objectives</b>	<b>Plans for 2023/24</b>
to ensure lean and effective operation.	<ul style="list-style-type: none"><li data-bbox="618 236 2056 300">• Maximise opportunities to access capital funding in order to invest in new equipment, vehicles and estates to drive transformation.</li></ul>

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## How we will monitor our plan

When the internal Operational Business Plan is finalised and approved, it will be monitored on a quarterly basis, with actions and progress mapped to each quarter. Action owners are supported on a monthly basis through business planning. PMO Projects on the internal Operational Business Plan are monitored using a separate process, which is detailed in the monitoring of our 'Gate' and 'PMO Projects'. Oversight of the business plan is provided by the Trust Executive Group and Trust Management Group. In addition the Trust Executive Group meet to review the programme and transformation projects, through the TEG plus meeting, which oversee progress against actions, in-depth review of specific projects and updates on any slippage or risks identified.

### Quarterly Business Plan Review

At the end of each quarter, a detailed review is undertaken to ensure that Business Plan is on schedule. The business planning team engage with action owners to review the progress milestones agreed in the internal Operational Business Plan. The review process examines the milestones, risks, efficiencies and assurance for the delivery of the actions to achieve the activity. Progress is predominantly measured using RAG rating criteria, which allows for exception reporting. Exception reports are created for activity that is identified as being at significant risk of slippage and delivery failure. This allows for early intervention from TMG and TEG to mitigate risks and recover activity, in line with agreed output, by enabling necessary resource and support.

## Looking ahead

### Developing a strategy for the future

Our current [One Team, Best Care](#) strategy finishes this year and we have started the process of planning our organisational ambitions and priorities for the next five years.

We will work collaboratively with our people and our partners to plan for the longer term, taking on board all the many different drivers that influence our organisation – internal, local and national.