

## System Partnerships and Area Leadership

Highlights	Lowlights
<p><b>Across all areas:</b></p> <p>People and Organisational Development (OD) Directorate Business Partners have been identified to work with, and support, the Area Strategic Leadership Groups (ASLG) business, and priorities.</p> <p>System Partnership Directors (SPDs) continue to be welcomed into integrated care systems at place and system level.</p> <p>Joint Forward Plans for Integrated Care Boards (ICB) have been developed, and now published, with input from each SPD. These have been considered by Trust Executive Group (TEG) and will be used to inform and shape the YAS Strategy.</p> <p>Good collaboration with respective police forces to ascertain the impact of Right Care, Right Person, including the establishment of an internal task and finish group to co-ordinate internally, led by the SPD for Humber and North Yorkshire with SPD's for South and West Yorkshire leading on the area specific issues and relationships.</p> <p>Finance Director attendance at July West Yorkshire ASLG to help determine Finance and Estate representation at ASLGs in the future. Attendance for the remaining ASLG's will take place over the summer months.</p> <p>Insights discovery – a personal development and insight tool – have been completed by the Area Leadership teams and a session, led by YAS OD team, has been held for West and South Area Leadership teams. Humber and North Yorkshire session is in development.</p> <p>System and Place 'area' specific priorities identified and agreed at ASLG, aligning the area contribution to YAS business plan priorities for 2022/23 and medium-term priorities which will inform the YAS Strategy.</p> <p>Area Leadership team working with system partners to develop and embed new clinical pathways, such as surgical and cardiology, same day emergency care (SDEC) and community-based pathways.</p> <p>Patient Transport Services (PTS) eligibility criteria has been presented at all ICB Urgent and Emergency Care (UEC) Boards, with support to take forward and to start engagement and implementation.</p> <p>Following the success of the initial mental health vehicles in operations, further vehicles being mobilised and on schedule for the end of March 2024.</p> <p><b>Humber and North Yorkshire:</b></p> <ul style="list-style-type: none"> <li>Worked closely with York hospital with the launch of their new Emergency Department opening and reconfiguration. This project has taken over 12 months and now the Emergency Department opened on Monday 10<sup>th</sup> July. To date the new facility is proving a</li> </ul>	<p><b>Across all areas:</b></p> <p>Area Based Leadership ways of working still requires further development to reach a state of maturity. The pace of development has been slower than desired, but further work to implement, embed and adapt internal systems and processes will strengthen the approach. The current level of maturity and stage of progress has resulted in System Partnership Directors, not being involved in, or informed about, issues pertaining to the areas in a timely manner. This will continue to evolve and improve over time.</p> <p>Delivery plans for YAS Business Plan priorities not yet developed at area level.</p> <p><b>Humber and North Yorkshire:</b></p>

<p>success and ensuring a smooth transition from initial assessment to the main Emergency Department.</p> <ul style="list-style-type: none"> <li>Supported the work with Hull Royal Infirmary in developing pathway of Emergency Department streaming for mental health patients. This should reduce length of time patients with mental health concerns are waiting for assessment and treatment.</li> <li>Investment Days and staff forums held in North and East Yorkshire for staff in A&amp;E operations and PTS to discuss results from the Staff Survey with key actions being taken forward.</li> <li>Recruitment in A&amp;E operations on trajectory for end of year. Second cohort of new starters from Australia and New Zealand arrived and going through their initial induction.</li> <li>Two clinical teams identified and towards the end of their clinical training for remote triage.</li> </ul> <p><b>South Yorkshire:</b></p> <ul style="list-style-type: none"> <li>Strong collaboration with the development of the Joint Forward Plan which has led to agreed handover targets for each Place and a recognition of ambulance performance being a system issue. These have been modelled by YAS to assist with delivery of performance and information shared daily via dashboards, reviewed at each UEC Place Board and UEC Alliance.</li> <li>Reviewing joint working with South Yorkshire Fire and Rescue Service for co-responding in rural communities for Category One calls and introducing a level 2 falls response service.</li> <li>In collaboration with the ICB, the SY SPD is leading on a roundtable event to explore the opportunity to introduce a Virtual Emergency Department across South Yorkshire.</li> <li>YAS has led on the introduction of a Joint Escalation Action Plan across Emergency Departments in SY which provides comprehensive actions for both acute hospitals and YAS to manage patient safety and ensure better experiences for patients.</li> <li>Each UEC Place Board is reviewing appropriate pathways accessible to YAS to ensure maximisation of appropriate pathways for patients.</li> <li>Improved dashboards for monitoring of key performance indicators across area.</li> </ul> <p><b>West Yorkshire:</b></p> <ul style="list-style-type: none"> <li>Participation in the Community Health Service Provider Collaborative engagement session with West Yorkshire Integrated Care Board (ICB), at their Board meeting, showcasing patient stories that demonstrate YAS integration with system partners. Several references in despatches and throughout the discussion regarding the positive contribution of YAS as a system partner and valued member of the Provider Collaborative.</li> <li>Discussions ongoing with University of Huddersfield on their Health Innovation Campus development, supported with interest from senior YAS colleagues across different functions and service lines to explore the 'art of the possible' and areas of mutual benefit, with a workshop to be held in September 2023.</li> <li>Presentation's given by SPD at UEC Programme Board and Community Services Provider Collaborative Executive leaders group, highlighting opportunities to increase access to community based pathways and reduce variation of provision and access across WY.</li> </ul>	<p><b>South Yorkshire:</b></p> <ul style="list-style-type: none"> <li>Work is ongoing to evaluate urgent community response against the time and resource being utilised to establish referrals and the impact this has on patients. Whilst this is great work, it appears to be heavily resourced which does not provide the return on this investment and could be better utilised for wider impact.</li> <li>Concerns have been raised by the Director of Adult Social Services regarding safeguarding referrals and their interpretation of being inappropriate. This is being reviewed by the Executive Director of Quality, Governance and Performance Assurance.</li> </ul> <p><b>West Yorkshire:</b></p> <ul style="list-style-type: none"> <li>Limited opportunities for joint working/workforce developments identified in initial conversations between YAS and Locala (community service provider).</li> <li>Like South Yorkshire, the concerns regarding safeguarding, highlighted some concerns in Bradford, as above, this will be reviewed by the Executive Director of Quality, Governance and Performance Assurance.</li> </ul>
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<ul style="list-style-type: none"> <li>Confirmed West Yorkshire Area team to pilot the new incident management process as part of Area leadership arrangements and the 'High Performing Team' pilot as part of the YAS Together programme.</li> <li>Investment Days for team leaders in A&amp;E operations held to discuss results from Staff Survey with key actions being taken forward.</li> <li>West area feedback as part of the YAS Together cultural work was largely positive with some areas identified for improvement, but no major concerning factors.</li> </ul>		
Key Issues to Address	Action Implemented	Further Actions to be Made
<p><b>Across all areas:</b></p> <ol style="list-style-type: none"> <li>Alignment of each ICB Joint Forward Plans with the YAS Strategy</li> <li>Subsidiarity of places as part of the ICB operating models requires engagement and influence to occur at both System and place and current area leadership resources may not enable effective engagement.</li> <li>Running cost reduction target placed ICBs requires new operating models to be developed by ICBs which could impact on our ability to engage, disruption to individual relationships and future working arrangements</li> <li>Internal developments to support Area Leadership arrangements with corporate functions adapting ways of working to support and enhance area leadership</li> <li>Changes to Handover processes and recording arrangements (local and national) could impact adversely on hospital handover performance and cause a detrimental impact on relationships.</li> <li>Reduce crew clear times to maximise availability of resources to support delivery of Cat 2 target</li> </ol> <p><b>Humber and North Yorkshire:</b></p> <ol style="list-style-type: none"> <li>Delivery of UEC Place plans to support delivery of Category 2 standard.</li> <li>Increase utilisation and ability to extend UCR pathways to reduce conveyance.</li> <li>Appropriate monitoring post implementation of the Humber Acute Services Review to understand impact on YAS.</li> <li>Fluctuating activity levels of PTS demand resulting in operational planning challenges.</li> </ol> <p><b>South Yorkshire:</b></p> <ol style="list-style-type: none"> <li>Health Inequalities across South Yorkshire is a major issue, and the Joint Strategic Needs Assessment has highlighted several</li> </ol>	<ol style="list-style-type: none"> <li>Shared plans with Programme Director for initial thematic review SPDs to be integral to the development of YAS Strategy</li> <li>Partnership Strategy in development and continued attendance at key</li> <li>Watching brief and feeding into TEG as appropriate.</li> <li>Series of Area leadership development workshops scheduled with SPDs taking a lead in developing content.</li> <li>Regular reviews of revised process and information from national discussions on recording rules to be shared at ASLGs</li> <li>Targeted work using Business Intelligence to support crews to review operational processes and target sites where known challenges exist.</li> </ol> <p><b>Humber and North Yorkshire:</b></p> <ol style="list-style-type: none"> <li>Compliance monitored via ICB UEC Board and Place UEC Groups which the Area Leadership Team are represented at. In addition included as part of the HNY Area Plan.</li> <li>Area Leadership team focusing on the 'big impact' alternative pathways and monitoring utilisation</li> <li>Business Intelligence to support monitoring post implementation of the Humber Acute Services Review to understand impact on YAS.</li> <li>Meetings established with relevant places to discuss and resolve.</li> </ol> <p><b>South Yorkshire:</b></p> <ol style="list-style-type: none"> <li>A new population health dashboard will ensure transparency of information and enable both place and system level</li> </ol>	<ol style="list-style-type: none"> <li>Identify areas of specific interest and relevant to YAS as the YAS Strategy is developed.</li> <li>Consider how subject matter experts &amp; colleagues in corporate functions and operational services can support area representation better, for example, workforce related meetings, quality meetings, use of Deputy Heads of, Area Operational managers, service leads etc.</li> <li>Detailed plan, supported by YAS operating model, to put some pace behind corporate function support to Area leadership ways of working.</li> <li>Once impact is known, SPDs and Heads of Service to engage in discussions with system partners to manage any fall out and expectations.</li> </ol> <p><b>Humber and North Yorkshire:</b></p> <ol style="list-style-type: none"> <li>To include continued review and joint working on residual service into the partnership arrangements with Mid Yorkshire Trust.</li> </ol> <p><b>South Yorkshire:</b></p> <ol style="list-style-type: none"> <li>Following engagement of the intelligence, a comprehensive plan for interventions will be developed by the ICB which YAS can support.</li> </ol>

<p>interventions required to support a healthier population overall. YAS has a key role in providing information on our patients to support these interventions and where appropriate can become more integrated into system and place work.</p> <ol style="list-style-type: none"> <li>2. Focus on handover lost hours, to comply with the 47 hours daily permitted lost hours.</li> </ol> <p><b>West Yorkshire:</b></p> <ol style="list-style-type: none"> <li>1. Interfacility provision arrangements at Mid Yorkshire Teaching Hospitals NHS Trust intended to change in Autumn and potential changes to discharge transport provision at Calderdale &amp; Huddersfield NHS Foundation Trust (CHFT).</li> <li>2. New A&amp;E Dept at Huddersfield opening in September 2023 that will bring changes to operational processes and may have an adverse impact on hospital handovers.</li> <li>3. Development of place plans to complement the ICB Joint Forward Plan, not yet complete.</li> </ol>	<p>conversations that can support a more preventative role of the NHS for anticipated areas of high-demand for YAS.</p> <ol style="list-style-type: none"> <li>2. New information sharing that captures daily, and raised on all system calls. Regular monitoring through UEC Place Boards and UEC Alliance.</li> </ol> <p><b>West Yorkshire:</b></p> <ol style="list-style-type: none"> <li>1. Task and Finish Group established to oversee signalled changes with input from Area leadership and Corporate functions.</li> <li>2. Deputy Head of Service for A&amp;E Operations to work with CHFT operational leads to put additional support in when dept opens.</li> <li>3. Obtain copies as soon as possible and review to ensure alignment with area priorities and opportunities.</li> </ol>	<ol style="list-style-type: none"> <li>2. Live access of information for System Control Centre and ability for earlier interventions.</li> </ol> <p><b>West Yorkshire:</b></p> <ol style="list-style-type: none"> <li>1. Monitor service delivery following service change</li> <li>2. Closely monitor and allocated additional resource on opening.</li> <li>3. Update area plan with any 'new' information arising from content of place plans.</li> </ol>
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