



Board of Directors (held in Public) **27 July 2023** **Chief Executive's Report**

Item 1.8

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| Presented for: | Information/assurance |
| Accountable Director: | Peter Reading, Interim Chief Executive |
| Presented by: | Peter Reading, Interim Chief Executive |
| Author: | Peter Reading, Interim Chief Executive |
| Previous Committees: | None |
| Legal / Regulatory: | No |

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| Key Priorities/Goals | All |
|-----------------------------|-----|

| Strategic Ambition | (✓) | BAF Strategic Risk |
|---|-----|---------------------------|
| 1. Patients and communities experience fully joined-up care responsive to their needs | ✓ | All |
| 2. Our people feel empowered, valued and engaged to perform at their best | ✓ | All |
| 3. We achieve excellence in everything we do | ✓ | All |
| 4. We use resources wisely to invest in and sustain services | ✓ | All |

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|---|-----------------|
| Key points | |
| To brief Board members on some important matters for the Trust, some of which may be covered in more detail elsewhere in the Public or Private meetings of the Board. | For information |

Board of Directors (held in Public)
27 July 2023
Chief Executive's Report
Report of the Interim Chief Executive

1. Summary

This paper briefs Board members on some important matters for the Trust, some of which may be covered in more detail elsewhere in the Public or Private meetings of the Board. Board members are invited to discuss any of these items, as they choose, and to note them for information.

2. Development of Operating Model

The Trust continues with the development and implementation of its new Operating Model. Phase 3 of this (relating to executive and next in line levels) was the subject of 30 days formal Consultation during June and July, with the outcome of that Consultation to be presented to the Trust Board's Remuneration and Nominations Committee for review and decisions in Phase 3 in late July. Subject to those decisions, the implementation of Phase 3 is expected to commence in August 2023.

3. Development of new Trust Strategy for 2024-2028

The Trust's current five-year strategy will come to an end in 2023. As outlined in the Chair's report to Board on 27 April 2023, production of a new 5-year strategy is a Trust priority. Progress to review the current strategy and develop a new strategy began in early 2023, however, progress was impacted due to operational pressures and industrial action.

Acknowledging the resource pressures to develop the strategy, the Trust commissioned MIH (Making It Happen) Solutions in May 2023, based on their experience and expertise in both the NHS and ambulance sector, to develop the YAS strategy 2024-29.

An Interim Programme Director to lead the work was appointed in July 2023. Work is now progressing to develop and deliver a new Trust strategy, setting out the priorities for the organisations for the future. This will be developed and co-produced with internal and external stakeholders and will set the vision, direction, and priorities for the Trust.

Further information is available in the main agenda item on this topic.

4. BT 999 Outage Incident

On Sunday 25 June 2023 there was a national outage of the British Telecom (BT) 999 functionality, resulting in 999 calls not being answered by BT. Yorkshire Ambulance Service (YAS) initiated the command-and-control functionality of the on-call team to lead the YAS response to the incident. Functionality was partially restored within an hour, with full resolution of the issue early evening.

The YAS command and control on-call functionality was initiated, and escalations made to the National Ambulance Co-Ordination Centre (NACC) and NHS England. National contingencies were activated to recover 999 call functionality, utilising a disaster recovery system.

The immediate threat and risk identified was that of patient safety to any person attempting to call 999 for YAS and the subsequent patient harm due to delayed responses.

To our knowledge this is the first incident, since 999 was established on 30 June 1937, that there has been a national outage of the 999 system. The result was if a member of the public called 999 during this outage, the call was not connecting to BT and therefore nobody was answering any 999 calls.

Board members have received a more detailed briefing on this matter.

5. National Covid Public Inquiry – Submission by YAS

In common with many NHS trusts, YAS has been asked by the National Covid Public Inquiry to submit evidence in response to a series of detailed questions from the Inquiry team. A draft Response (Witness Statement) was sent by YAS on 6 July. It is a draft Response because the Inquiry team ask that Responses are sent in draft initially, so that the Inquiry team to check that they provide all the information or evidence that they are looking for. Board members have been sent a copy of this draft Witness Statement.

6. Trust Apprenticeships Programme achieves national recognition.

Apprenticeship schemes in YAS are integral to the success of our workforce development strategy to recruit, grow and retain talent building a diverse, motivated, skilled and qualified workforce. Apprentices make up 9% of the workforce (11% of the clinical workforce) with 587 currently on a range of apprenticeship programmes (level 2-7). YAS was recently announced as the top-ranked NHS Trust in England in the Department for Education [Top 100 Apprenticeship Employers](#) at number 36. The Head of YAS Academy will attend a celebration lunch and networking event at the House of Commons hosted by Gillian Keegan, Secretary of State for Education, in September.

YAS offer a clear career development pathway to Paramedic made of three apprenticeship programmes: the Ambulance Support Worker at Level 3 (Gold Apprenticeship Programme of the Year 2021, Learning Awards and 39% distinction rate), the Associate Ambulance Practitioner at Level 4 (Finalist Apprenticeship Programme of the Year 2023, Learning Awards and 55% distinction rate) and the Paramedic Degree apprenticeship at level 6 (75% achieve 2:1 or 1st class honours) in partnership with two local Higher Education Institutes. Thirty-five YAS colleagues are currently undertaking apprenticeships with external providers in roles such as Project Management, Business Administration and Senior Leadership.

As an apprenticeship provider, YAS was recently subject of a full Ofsted inspection (6-9 Jun). The final inspection report is due to be published imminently; in the meantime, although the results can be discussed in Trust, they cannot be shared publicly. The previous monitoring visit report from Oct 2021 in which the highest judgement themes possible were awarded is available at [Yorkshire Ambulance Service National Health Service Trust - Open - Find an Inspection Report - Ofsted](#)

7. Opening of new Logistics Hub

The Trust has reached a major milestone with the opening of the new Logistics Hub, with teams from across the Trust moving into the Hub during July. The new Hub has been developed to ensure we have the facilities and infrastructure we need for central storage,

anticipating future demand and modernisation of our services, as well as helping us achieve additional benefits from purchasing and from central storage and distribution.

The new site on Telford Way, on the Wakefield 41 Industrial Site, will see several teams move into the facility, following work by Procurement and Logistics, ICT, and Estates to design the new facility to ensure it meets all the requirements for the Trust, now and in the future. There is now a purpose-built Ambulance Vehicle Preparation (AVP) area where packing can be completed. We will be able to roll out ambulance vehicle preparation consumables to smaller stations, as previously there was not the space on the station to do the preparation. The Hub will now enable us to expand the use of pre-packed prescription only medicines and consumables, for distribution to all stations, across the whole of Yorkshire. The new Hub provides the capacity to expand this service across the Trust, which was not possible to do before, freeing time of staff to focus on patient care.

The Hub will also see the medical devices team move into a purpose-built workshop, providing a dedicated workshop space and equipment store, which will provide a much-improved working environment and more efficient ways of working.

The ICT department has recently moved into the Logistics Hub and once everything is in place, ICT asset management will be much more efficient. Processes and procedures are being developed to streamline repairs and there is a new appointment booking process rather than walk up enquiries. Instructions can be found on Pulse. There is also a 'hot swap out area' which enables some devices to be left on charge and hooked to the network so that they are constantly getting updates, ensuring they are immediately available for users.

The Procurement and Logistics team were previously using a small warehouse facility, where they moved to during the pandemic, to store and stock critical PPE and other medical consumables. They have recently moved over to the Logistics Hub and will see some significant benefits. The larger facility will enable the purchase of additional stock levels and potentially resulting in further opportunities for bulk purchasing and ultimately cost savings. It will also enable the identification of fast-moving items and an efficient storage facility ensuring those most requested items are held at the front of the warehouse.

8. Celebrating our volunteers

In June we celebrated the huge impact our volunteers have on our patients, staff and communities. We have almost 1,000 volunteers and, in the last year, they have offered almost 261,500 hours and supported over 29,000 patients. Volunteering allows us to offer more time, care and attention to our patients and our communities. Volunteers' Week 2023 (1-7 June 2023) saw the launch of our first Volunteer Development Framework which sets out the Trust's commitment to supporting and enhancing volunteering. This is in recognition of the significant benefits volunteering brings to patients, staff, communities and to volunteers themselves.

9. Recommendation

It is recommended that the Board:

- Note the update from the Chief Executive's Report

10. Supporting Information

Not applicable