



2024/25 Annual Business Plan

Board in Public 30.05.24

Peter Reading
Chief Executive

The Golden Thread

Strategy, Planning and Performance



9 Priorities: YAS commitments to patients, staff and stakeholders

What YAS will do to improve what by March 2025



Yorkshire
Ambulance Service
NHS Trust



For Our Patients:

1. YAS will improve ambulance and 999 and 111 call **response** times, particularly **Category 2 ambulance response**, by strengthening staffing and vehicle availability and deployment, by working intensively with acute partners to reduce Emergency Department (ED) handover times and by strengthening collaboration with Place partners to deliver more care remotely, in people's own homes and closer to home, utilising analysis of clinical and population health data, so that only where it is the best option for the patient are they conveyed to ED.
2. YAS will improve **quality** and **safety** through strengthening Quality Governance (including complaint handling) and medicines management, embedding the Patient Safety Incident Response Framework (PSIRF), implementing Clinical Supervision for all front-line staff, and evolving Quality Improvement (QI) to embed it culturally across the Trust.
3. YAS will invest further in developing **integrated clinical assessment** across 999 and 111, streamlining triage and care navigation processes to ensure patients get the most appropriate care at the earliest point in their journey. YAS will deliver this by aligning systems, expanding multi-disciplinary clinical capacity and support for clinical staff, and working closely with each of our 15 Places to develop consistent pathways into Place-based care coordination services.

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For Our People:

4. YAS will strengthen the **workforce** within existing establishments, through improvements in recruitment, retention, training, staff support and sickness management across EOC, 999, 111 and PTS, with a particular focus on implementing the IUC change programme and the EOC change programme.

5. YAS will improve the **health, wellbeing** and **safety** of staff with a particular focus on strengthening Mental Health and Wellbeing support, implementing the Sexual Safety Charter and the deterrence of violence and aggression including funding and extending the continued deployment of body-worn cameras.

6. YAS will drive improvements in the **culture** of the organisation by implementing the NHS People Promise and the YAS Together programme, with a particular focus on leadership development, improving **equality, diversity** and **inclusion**, and creating a more open culture, where staff are well informed and are encouraged and supported to Speak Up.

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For Our Partners:

7. YAS will further embed **partnership working** and **system collaboration**, with a particular focus on working with acute partners on handover delays and Place partners on appropriate clinical pathways for patients.

For Our Planet & Pounds:

8. YAS will deliver a **balanced break-even financial plan** and drive more effective use of resources, through implementing a structured **productivity** and **cost improvement** programme.

9. YAS will strengthen staffing and vehicle availability by investing further in the **ambulance fleet** and fleet management support, increasing the numbers and reducing the average age of vehicles, and reducing environmental impact through telematics systems.

YAS 2024-2025 Annual Business Plan

2024-25 Strategic Priorities at a glance:

YAS commitments to patients, staff and stakeholders: What YAS will do to improve what by March 2025



Our Patients: To improve safety and quality for patients.

(1) Improve Response including Category 2

(2) Strengthen Quality and Safety

(3) Deliver Integrated Clinical Assessment

Our People: To invest in our people to improve care and support delivery.

(4) Deliver Workforce Plans

(5) Improve Health, Wellbeing and Safety

(6) Culture, Equality, Diversity and Inclusion

Our Partners: To collaborate with our partners to improve response and population health outcomes.

(7) Partnership working to improve response

Our Planet & Pounds: To invest in the infrastructure and resources to improve the effectiveness of direct delivery.

(8) Effective use of Resources, Efficiencies and Value for Money

(9) Optimise fleet availability and performance

YAS's Business Plan supports the ongoing strategic focus on:

Emergency Preparedness,
Resilience and Response

Addressing health
inequalities

Digital technology

Environmental
sustainability

Improve the Estate

