

**Meeting Title: Board of Directors (held in private)**

**Meeting Date: 30 May 2024**

**Agenda Item: 2.1**



Report Title	Trust Priorities 2024-25
Author (name and title)	Peter Reading, Chief Executive
Accountable Director	Peter Reading, Chief Executive
Previous committees/groups	Trust Board in Private meeting 25.4.24 (discussion) TEG 22.5.24 Finance & Performance Committee 23.5.24 (verbal)
Recommended action(s) Approval, Assurance, Information	Information
Purpose of the paper	The purpose of the report is for the Trust Board to approve the 9 Trust Priorities for 2024-25.
Recommendation(s)	The Trust Board is asked to approve the 9 Trust Priorities and make a commitment to the Trust's patients, staff and stakeholders to deliver these in 2024-25.

**Executive summary (overview of main points)**

Yorkshire Ambulance Service (YAS) has developed 9 Priorities for the Trust to deliver in 2024-25 as part of its five-year programme to deliver its four Strategic Ambitions, as defined in the 2024-2029 YAS Strategy.

The Trust Board is asked to approve the 9 Trust Priorities for 2024-25.

Strategic ambition(s) this supports Provide brief bullet point details of link to Trust strategy	Our Patients	All
	Our People	All
	Our Partners	All
	Our Planet and Pounds	All
Link with the BAF Include reference number (board and level 2 committees only)		3a

# Board of Directors (held in Public)

## Trust Priorities 2024-25

### 30 May 2024

1. **Trust Priorities for 2024-2025: Yorkshire Ambulance Service's commitment to its patients, staff, and stakeholders**
  - 1.1 Yorkshire Ambulance Service's (YAS's) task is to deliver high-quality, safe patient care, support and develop its workforce, and collaborate effectively with partners to improve healthcare outcomes. To achieve this, as part of its five-year Strategy, the Trust Executive Group (TEG) has identified 9 Trust Priorities on which to focus its efforts in 2024-25. The Trust Board is asked to approve these 9 Trust Priorities and make a commitment to the Trust's patients, staff, and stakeholders to deliver these in 2024-25.
  - 1.2 The Trust's Business Plan (presented next on the agenda for this Board meeting) has been developed to support the delivery of these Trust Priorities.
2. **Proposed Trust Priorities for 2024-25**
  - 2.1 The following 9 Priorities are proposed:
    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 staff 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.
    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.
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.
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.

### 3. Supporting Business

3.1 While the main efforts of the Trust will be focused on these 9 Trust Priorities, the Trust will also continue to support work in the following important areas:

- **Emergency Preparedness, Resilience and Response** - implementing the Manchester Arena inquiry recommendations if the required funding (revenue and capital) is made available from external sources.
- Addressing **health inequalities**, improving population health outcomes, and delivering on the Core20PLUS5 approach.
- Continuing to utilise and develop the use of **digital technology** to support and improve patient care, including investment in development of an iPad-based **ePR application** for A&E crews in 2024/25.
- **Environmental sustainability**, with continuing efforts to tackle climate change and progress towards net zero.
- **Improving the Estate** by creating options for new ambulance stations in Scarborough and Hull which reflect escalating building costs and available capital and implementing (within resource availability) a planned maintenance and refurbishment programme to support service delivery and staff wellbeing.

#### **4. Conclusion**

- 4.1 YAS's 9 Trust Priorities, aligned to the Trust Strategy, demonstrate a comprehensive commitment to improving patient care, investing in staff, collaborating with partners and ensuring financial sustainability.
- 4.2 By delivering these 9 Priorities in 2024-25, through agreed workstreams monitored through the performance process, YAS will enhance care and service delivery, support the workforce, contribute to better healthcare outcomes for the communities YAS serves, ensuring financial sustainability and contributing to a balanced system financial position.

#### **5. Recommendation**

- 5.1 The Trust Board is asked to approve the 9 Trust Priorities and make a commitment to the Trust's patients, staff and stakeholders to deliver these in 2024-25.