



Meeting:	Annual General Meeting	
Date:	26 October 2023	
Time:	1530	
Venue:	St James' Hospital, Leeds	
Membership:	Martin Havenhand Andrew Chang Anne Cooper Tim Gilpin Amanda Moat Jeremy Pease Peter Reading Clare Ashby Kathryn Vause Julian Mark	Chair Non-Executive Director Non-Executive Director (Senior Independent Director) Non-Executive Director (Deputy Chair) Non-Executive Director Non-Executive Director Interim Chief Executive Interim Executive Director of Quality, Governance and Performance Assurance Executive Director of Finance Executive Medical Director
In Attendance:	Zafir Ali Jeevan Gill Rachel Gillott Adam Layland Helen Edwards Steven Dykes Simon Marsh Mandy Wilcock David O'Brien Dave Green	Associate Non-Executive Director System Partnership Director System Partnership Director System Partnership Director Head of Communications and Community Engagement Deputy Medical Director Chief Information Officer Director of People and Organisational Development Director of Corporate Services (Company Secretary) Executive Director (Designate): Quality and Chief Paramedic
Apologies:	Nick Smith Carol Weir	Interim Chief Operating Officer Director (Designate): Strategy, Planning and Performance

- AGM23/01 **Welcome from the Chair of Yorkshire Ambulance Service**
1.1 The Chair opened the meeting and welcomed Board colleagues and attendees to the Annual General Meeting (AGM) of the Yorkshire Ambulance service.
- AGM23/02 **Apologies for Absence**
2.1 Apologies were received from Nick Smith and Carol Weir.
- AGM23/03 **Minutes of the AGM held 27 September 2022**
3.1 The minutes of the Annual General Meeting held 27 September 2022 were received and approved.
3.2 The minutes of the adjourned Annual General Meeting held on 28 September 2023 were approved.
3.3 With reference to the adjourned Annual General Meeting held 28 September 2023, Martin Havenhand confirmed that the meeting had been adjourned because the Trust had not received from its external auditors the signed Independent Auditor Opinion on the Annual Report and Accounts for 2022-23. The final auditors report has now been received and the full report is included in the annual accounts which have been published in the papers for this meeting.
- AGM23/04 **Trust Highlights 2022-23**
4.1 Peter Reading, Interim Chief Executive presented a video setting out the Trust's highlights and key developments during 2022-23.
4.2 Key highlights presented included the following:
- We have worked with our partners to tackle patient handover delays from our ambulance crews to hospital teams. This partnership aims to improve the experience for patients and free up our emergency ambulances as soon as possible for their next call.
 - Earlier this year we opened the new Emergency Operational Centre in York ensuring we have a resilient service and our people have a good environment to work in.
 - Our major new logistics hub for the trust opened this year to ensure we have the facilities and infrastructure our services need to deliver for patients in the years ahead.
 - We developed our international recruitment, with nurses from India joining our NHS111 team and a cohort of newly qualified paramedics have joined the Trust from Australia.
 - We have continued to invest in the digital technology needed to improve patient care and patient safety, including the ongoing development of our electronic patient record. This now includes direct access of the GP patient record from our system on scene at incident.
 - In November the Trust had celebrated its Stars awards. There were over 100 nominations that recognised the excellent work of teams and individuals.
 - Our Wakefield Emergency Operations Centre received accredited Centre of Excellence status from the International Academies of Emergency

Dispatch and Multi Site Centre of Excellence status for the fourth time in succession.

- 2023 will mark 10 years of Restart a Heart, a decade of providing lifesaving CPR training to more than 200,000 school students across the region.
- Our work towards net zero is incorporated into all our new developments, embracing the latest technology and innovation.
- In June we celebrated our amazing volunteers. We have almost 1000 volunteers who selflessly give up their time to help our patients, staff and communities. In the year to June, they offered almost 261,500 hours and supported over 29,000 patients.
- Last year we launched Future Ways of Working, a programme to ensure the organisation's leadership structure, operating model and working practices evolve to meet new challenges and expectations. This will continue during 2023/24 with new appointments to be made to the leadership of the Trust.
- In November 2022 we said goodbye to our Chair Kath Lavery after nearly seven years. Tim Gilpin took the role of Acting Chair, and from the start of 2023/24 we welcomed our new Chair Martin Havenhand. In May, we said farewell to our chief executive of eight years, Rod Barnes, as he moved onto new challenges.

AGM23/05

5.1

Review of Financial Year 2022-23, including Annual Report and Accounts

Kathryn Vause, Executive Director of Finance provided an overview of the financial year 2022/23 and a brief look forward to 2023/24. The accounts had been uploaded onto the trust website and the external auditors had issued an unqualified opinion on the financial statements.

5.2

The key highlights presented were:

- Contract arrangements had been reinstated following their suspension during the COVID-19 pandemic. The Trust agreed a global sum with commissioners to deliver all our services.
- The CQUIN (Commissioning for Quality and Innovation) arrangements had been reinstated but with no financial risk for underperformance.
- 90% of Trust income for 2022/23 was directly related to patient care (
- Significant non-patient care income was also received (including income for training and education)
- The Trust delivered a capital expenditure programme for purchased assets of £17.25m against confirmed funds of £17.4m.
- The Trust had submitted a break-even financial plan for 2023/24.
- Additional non-recurrent funds had been made available to improve Category 2 performance to under 30 minutes.
- Recruitment and retention continued to be challenging and this had an impact on the Trust's financial position.
- Lack of operational capital funds and continued uncertainty around leased allocations remained as areas of risk.

AGM23/06

Highlights on Performance from Directors

Operational Performance

- 6.1 Nick Smith, Interim Chief Operating Officer provided an update on the Trust's operational service areas for 2022/23.
- 6.2 The key highlights presented for 999 / A&E Operations were:
- High demand pressures had continued following the COVID-19 pandemic.
 - 1.2m emergency and routine calls were received in 2022-23: this equated to an average of 3,323 calls per day
 - Clinicians in our Clinical Hub within Emergency Operations Centre triaged and helped 146,238 callers with their healthcare needs over the telephone.
 - 186 Emergency Care Assistants, 264 new paramedics and 13 paramedics from Australia/New Zealand had joined the Trust.
 - The average Category 1 response time was 9 minutes and 42 seconds, against a national target of seven minutes. The average Category 2 response time was 42 minutes significantly higher than the target of 18 minutes.
 - Handover delays had been a significant challenge during November and December 2022 which impacted on the Trust's ability to provide a timely response to our patients.
- 6.3 The key highlights presented for Integrated Urgent Care (IUC/111 Service) were:
- 111 received over 1.7 million calls, down by 10% compared to 2021-22.
 - 70.6% of the calls triaged were referred to primary care, community care or other service (such as dental)
 - The service had been affected by a significant system outage in August 2022, resulting in more than 70,000 cases being handled using paper rather digital systems.
- 6.4 The key highlights presented for Patient Transport Service (PTS) were:
- PTS completed 722,466 non-emergency journeys covering 7.6 million miles.
 - Over 50% of journeys were provided by quality assured partners.
 - 187 volunteers provided over 50,000 journeys covering 1.3 million miles.

AGM23/07

Clinical

- 7.1 Steven Dykes, Deputy Medical Director presented an overview on how the Trust had been developing its clinical response to patients.
- 7.2 The key highlights presented were:
- Continued delivery of the One Team Best Care clinical strategy to support the delivery of a person-centred and evidence-informed care
 - Strengthening of clinical leadership and supervision with the introduction of new consultant paramedics in our 999 operations. They provide clinical leadership to local teams and improve oversight of local quality and learning from patient safety incidents.

- Continuing work to ensure that the sickest patients get the best care on scene and taken to the most appropriate health care facility fast.
- Continuing work to strengthen critical care response with specialist paramedics in critical care.
- Work with partners to develop and improve patient pathways to support frontline clinicians to care for patients closer to home, with a particular focus on same day emergency care units.
- The Trust's electronic patient record had continued to improve.
- Evidence shows that research active organisations deliver better outcomes for patients and the Trust continues to perform well against our research objectives.

AGM23/08 **Quality and Patient Safety**

8.1 Clare Ashby, Interim Executive Director of Quality, Governance and Performance Assurance provided an update on the Trust's achievements in the delivery of high-quality care and continuous improvement throughout 2022-23.

8.2 The key highlights presented were:

- Over this year the Trust declared 133 serious incidents, an increase on 62 incidents on the previous year.
- Most serious incidents related to a delayed response to a 999-call due to unprecedented demand for our services combined with delays at the point of hospital handover.
- The Trust investigates all serious incidents and ensure we learn from them.
- Our quality improvement programme of work has continued to focus on system improvements in the hospital handover process and working collaboratively with acute trusts using rapid process improvement workshops to improve the hospital handover process.
- The Quality Improvement team have also worked with Emergency Operation Centres to reduce long waits for patients who have fallen, ensuring patients with a non-injury fall are cared for using alternatives.
- The Trust had developed its patient experience framework using co production with patients, carers and family experiences to improve services for people living with learning disabilities and dementia.
- During 2022-23, our safeguarding practise has been enhanced by the introduction of Child Protection Information System which helps staff to share information securely to better safeguard vulnerable children and young people.

AGM23/09 **People and Organisation Development 2022-23**

9.1 Mandy Wilcock, Director of People and Organisational Development provided an update from 2022-23 on the people developments across the organisation.

9.2 The key highlights presented were:

- We continue to focus our work in line with our five-year people strategy.
- Informed by our behavioural framework values and staff survey results we have prioritised work on our culture and supported several areas of the

Trust with focused support on culture to address concerns raised with targeted actions and interventions.

- We have focused on having all staff receiving appraisals that involved a compassionate and quality conversation with their line manager.
- To support staff with disabilities and long-term conditions, we launched our Health passport to enable staff to easily record the adjustments they need.
- The Trust launched a new Women and Allies Staff Network which is focused on enabling women to progress and promote women's safety and health.
- The Trust Academy have continued to develop their apprenticeship provision and we welcomed our first cohort of graduates from the Level 6-degree apprenticeship who were part of 250 new paramedics inducted and recruited into the Trust.
- We focused on mental, physical and financial well-being with extra support to frontline staff through psychological well-being support.
- We continued to manage high levels of sickness absence throughout the year, a reflection of the challenges faced by staff, and we have worked alongside trade union colleagues to improve our processes to support staff.
- Our recruitment focus was on our frontline and call centre workforce, boosted by international recruitment of 30 international paramedics joining our workforce.
- Our NHS Staff Survey response rate was 34%, impacted by significant organisational and operational pressures.
- All scores positively increased from the previous year, with all but two themes scoring slightly higher than the sector average.
- We recognised volunteers in our Stars Awards, with 100 nominations recognising individuals nominated by their colleagues who went above and beyond and who reflect our values.
- We recognised colleagues at our long service in retirement towards it had a combined 3280 years' service between them.

AGM23/10 **Technology, Estates and Sustainability**

10.1 Kathryn Vause, Director of Finance provided an update on developments regarding technology, estates and environment during 2022-23:

10.2 The key highlights presented were:

- The Trust invested in fleet during 2022-23 and took delivery of 106 Skoda Kodiaq rapid response vehicles along with eight driver training vehicles to support delivery of our driver training requirements for staff.
- We focused on improving our vehicle emissions and a planning replacement of a number of support vehicles.
- One area of focus this year in relation to achieving net zero has been to address plastic waste, including in packaging, personal protective equipment, gloves and in our canteen.
- Ongoing plans to install more solar panels, electric charging points and bike racks.
- We continued our work upgrading Bradford Ambulance Station, including the roof infrastructure.

- Major investment in Fairfield in York has progressed with the first-floor refurbishment completes and operational final works continue on the Group 4 and external works outside to be completed.
- We supported the technical setup of urgent care hubs in a number of locations to increase the clinical hub capacity within our emergency operations centre.
- We have enhanced the information from our 999 service to include all frontline and call centre patient encounters shared by the Yorkshire Humber Care Record, providing other organisations with more information on patients and then use of our services to improve patient care.
- We have also enabled the provision of direct access to patient information held by GPs improving information for our clinicians, which improves patient care and decisions on appropriate pathways.

AGM23/11 **System Partnership and Community Engagement**

11.1 Nick Smith, Interim Chief Operating Officer provided an update on two priorities: being a respected influential system partner and developing public and community engagement to promote the Trust as a community partner, supporting education, employment and community safety.

11.2 The key highlights presented were:

- The Trust had worked closely with the three Yorkshire and Humber Integrated Care Systems (ICS) and appointed three area directors (System Partnership Directors) as we continue to meet the challenge of patient demand and recover from the pandemic.
- The Trust had worked in partnership with acute trusts to address the challenges of delays to handovers of patients and emergency departments with a focus on rapid improvement workshops to produce solutions in partnership.
- The Trust continues to work with our partners to invest in the mental health programme, including mental health response vehicles, to get the right dedicated support to patients who are in mental health crisis.
- The Trust was working across health and social care partners to support the development of key pathways for patients, including urgent community response and same day emergency care services.
- The Trust had implemented the rotational paramedic model into primary care, to develop the skills and knowledge of our staff treating patients in different settings.
- On community engagement the Trust had delivered over 100 events incorporating training, education and public engagement.
- The Trust had developed new partnerships in delivering our first aid training and established a rolling programme to help reach communities who do not have good access to services – these included charities in Bradford and Hull supporting vulnerable women and Black Asian and minority ethnic (BAME) communities.
- The Trust had delivered an additional 133 events supporting CPR training in schools across Yorkshire and in professional football clubs.
- Our volunteer community first responders continue to play an important role in patient care with around 700 community volunteers across 253

teams across the whole of Yorkshire and Humber: 17,451 calls were responded to in the year including 3214 category one incidents,

AGM23/12 **Looking forward: Overview of Future Plans**

12.1 Peter Reading, Interim Chief Executive provided an overview of future plans and developments of the Trust.

12.2 The key highlights presented were:

- The ambulance sector and the wider NHS were continuing to experience industrial action following a dispute with the government over pay which had begun in December 2022
- Our focus was to ensure that we were able to provide care for our patients and support our partners and that continued as part of the health service remained in dispute.
- During the year, we have been focusing and will continue to focus on the delivery of key developments covered within our business plan within 18 objectives.
- Work would include the development and approval of a new five-year strategy for the Trust and work is progressing well on its development.
- The Trust would aim to deliver improvements in response times to our patients in line with national guidance.
- The Trust would work with our partners to develop and utilise alternative pathways and specialist responses for our patients.
- The Trust is developing an integrated clinical assessment service across all emergency operation centres which deals with 999 calls and our integrated urgent care service which deals with NHS111 calls.
- There would be continued focus on recruitment and retention, particularly in our contact centres with a focus on staff health and well-being.
- We will be delivering and embedding our cultural change programme and our new organisational operating model as well as a new leadership development programme.
- The Trust had launched its Academic Research Unit and would continue to develop data and intelligence to improve patient care and population health across Yorkshire and the Humber
- The Trust would continue to work on its estates improvements and had recently opened a new logistics hub in Wakefield and the Emergency Operations Centre in York

AGM23/13 **Comment / Questions from the Public**

13.1 One question had been received prior to the meeting from a member of the public via email asking for an update on the aims of the 2019 to 2024 clinical strategy to develop the skills and systems required for non-medical prescribing.

13.2 Julian Mark responded and confirmed the Trust has 22 non-medical prescribers. Ten of those are in Integrated Urgent Care Centre (IUC) and the remainder of specialist paramedics on frontline. There are mechanisms in place to allow non-medical prescribing to take place within IUC which has temporarily being paused since we lost our Clinical Director in 111. The Trust now has the Associate Medical Director for primary and urgent care and they will provide the correct clinical supervision for non-medical prescribing so this will recommence shortly.

- 13.3 With regard to non-medical prescribers on frontline, there is not really an opportunity within the ambulance response for prescribing to take place. However, there is great opportunity for them to use their skills as they rotate through primary care where they continue to get their supervision and maintain their skills in that environment.
- 13.4 Prescribing is limited in a face-to-face environment as most of our responses in terms of being able to administer or supply medicines to patients can be done through Patient Group Directions. However, as our scope grows and we see more patients in that urgent care element that the opportunity for prescribing in the face-to-face environment will eventually develop.
- 13.5 There were no further questions online from the public.

AGM23/14 **Chair's Closing Remarks**

- 14.1 Martin Havenhand confirmed that this AGM had been recorded and will be placed on the Trust's website after this meeting.
- 14.2 The Chair took the opportunity to thank everyone for joining us online and for their engagement and to colleagues who prepared the presentations and the video today. On behalf of the Board the Chair issued a special thank you to all Trust colleagues and volunteers, without which the Trust would not be able to provide the services we do to the public of Yorkshire.

The Annual General Meeting of the Yorkshire Ambulance Service closed at 1625 hrs.