



September 2025

## Stakeholder Update

Here is our latest briefing for stakeholders from Yorkshire Ambulance Service NHS Trust (YAS), which shares our recent developments, to keep you updated on our work and achievements for our patients and communities.

### NHS Oversight Framework

NHS England have recently published the new [NHS Oversight Framework](#) which has included [performance league tables](#). Yorkshire Ambulance Service was ranked third amongst the country's ambulance trusts, which is positive news for the Trust and the communities we serve and a reflection of the hard work and dedication of our staff and volunteers.

The new framework gives a view on how NHS organisations are performing and compares trusts with others across England. Trusts are placed into one of four core segments - segment 1, where YAS is placed (and the only Trust in the Yorkshire region in this segment), represents the organisations with the narrowest range of challenges, while segment 4 contains those with the broadest. The scores are compiled from a range of measures under five domains of access to services, effectiveness and experience, patient safety, people and workforce, and productivity and value for money.

At YAS we perform well in a number of areas including our category 2 response time, NHS Staff Survey engagement scores, and finance, among others. However, it has also highlighted areas of focus and improvement including our sickness absence rates and the number of patients we convey to emergency departments. The Trust will be focusing on these areas and continue to reflect on performance as the rankings are recalculated each quarter, to reflect overall changes in relative performance across the NHS.

### Operational update

In reviewing our operational performance for August, our key performance measure for our **A&E Operations service** (receiving 999 calls and responding to them) of responding to Category 2 calls, was just over 24 minutes. This is the Trust's best performance for four years, despite sustained demand and pressures.

We are also seeing the benefits of implementing the 'Transfer of Care' process, which is the time taken to handover patients at hospital emergency departments. The average handover time is now approximately 18 minutes, which continues to show a significant reduction. The majority of hospitals are now live with this process and there is a focus on achieving the target of 15 minutes to handover patients. We are also seeing improvements in the time taken for our crews to 'come clear' at hospitals (and a more detailed update is set out below).

In our **Emergency Operations Centre**, (taking emergency 999 calls for the whole region), we took 95,572 calls in August 2025, which was an increase of 10.6% on August 2024. Our focus in the service is implementing the new triage system, NHS Pathways, and we are now starting to see the impact of this change, with better alignment between triage outcome and the level of response required, and an improved ability to navigate patients to alternatives when they do not need an emergency ambulance.

Our call-taking performance is seeing some impact from the training for the new triage system and, although we are receiving mutual support from other ambulance services, we are looking to improve our performance, which for August was a 9 second average response time, against a national performance target of a 10 second average. Our other area of focus in A&E Operations is sickness absence, where sickness rates are above our expected levels and work is underway to support staff to return to work and remain well at work.

During August 2025, our **Integrated Urgent Care (IUC)** service, which provides our NHS 111 service, received 148,372 calls. The NHS 111 service had an average call answer time of 21 seconds for August and remains in the top quartile nationally for call answering, with an increase of around 13,000 calls (9.8%) compared to the same month last year. Calls answered within 60 seconds in August were 90% (an improvement of 2.7% on last month) and callbacks from clinicians to patients within one hour were at 47.1%, which remains below the national target of 60%, similar to other NHS 111 services across the country.

In our **non-emergency Patient Transport Service (PTS)** in August we delivered 52,173 patient journeys, in line with the reductions expected following the introduction of the changes to eligibility criteria implemented by all our ICBs, with a reduction in the number of people who are eligible. Our timeliness of telephone response remains good, with just over 84.6% of calls answered within 3 minutes.

### **Annual General Meeting, Thursday 25 September, 2025, 1.30pm**

We are holding our Annual General Meeting (AGM) at our headquarters, Springhill, Brindley Way, Wakefield, West Yorkshire, WF2 0XQ from 1.30pm to 2.30pm on Thursday 25 September 2025. The AGM is a meeting in public, which attendees can join virtually via MS Teams or in-person.

The AGM offers the opportunity to hear about the Trust's achievements, progress and challenges during 2024/25, and outline our plans for the future, as well as how we have responded to and cared for our patients and supported our staff and communities across Yorkshire and the Humber. There will be an opportunity to ask questions in advance of the meeting and questions can be submitted before the meeting, by emailing [yas.corporategovernance@nhs.net](mailto:yas.corporategovernance@nhs.net) by 5pm on Tuesday 23 September 2025. To join our AGM, either virtually or in person, please register your interest by contacting [yas.corporategovernance@nhs.net](mailto:yas.corporategovernance@nhs.net) or call 0330 678 4100. If you are unable to join us on the day, a recording of the AGM will be published on our [website](#) and available for you to watch.



### **Improvements in turnaround time at hospital**

As part of the Trust's priorities to increase our operational productivity and to improve patient care, focused work is underway to reduce the time taken to ensure ambulances can turnaround at hospital quickly and be available for patients. This comprises 15 minutes to hand over a patient at hospital (the national target) and then up to 15 minutes afterwards to complete tasks, (completing patient records, re-stocking and preparing the vehicle), to then be ready to respond to patients – the 'crew-clear' period.



The work undertaken with acute partners to reduce delays at hospitals has made a significant difference to turnaround times, with handover at emergency departments now taking approximately 18 minutes in August 2025, compared to 26 minutes in August 2024. In partnership, we have introduced measures to ensure patients wait no longer than 45 minutes to be handed over at hospital. This reduces the risk to patients waiting for a 999 response in our communities and maximises patient safety and experience.

Work on 'crew-clear' times has identified some variation across different locations across the Trust of between 17 and 26 minutes. We have made improvements to wi-fi connectivity to provide quicker access to systems for staff and with support from Quality Improvement colleagues, we are sharing best practice on crew-clear activities. We expect crew-clear times to continue to improve.

### **Supporting children on World Patient Safety Day**

On 17 September, the Trust is supporting World Patient Safety Day, where the theme this year is 'safe care for every newborn and child'. The Trust is focusing particularly on enhancing medication safety where identifying dosage for children in emergency situations can be challenging.



Our other area of focus is on reducing risks for small and sick newborns and specifically on thermoregulation and preventing hypothermia. This year's theme is an important focus for YAS, as between November 2024 and May 2025, our staff attended 111 'born before arrival' births and there were 71 crew-assisted deliveries. We are really pleased to have appointed our first consultant midwife, Catherine Buckroyd, who has joined the Trust and is supporting this important aspect of the campaign on newborn care.

### **Falls awareness week**

With falls making up 9% of the Trust's 999 service, the forthcoming Falls Awareness Week, (15 to 19 September), provides the opportunity to raise awareness with our staff and the public about falls and fall prevention. Getting to patients as soon as possible when they fall is a priority and along with our own community first responders, (with specialist falls kit) and local authority partners, (including council-led pick-up services), there are a number of ways we can respond to falls. Patients who have fallen will receive a full trauma and medical assessment from our clinicians to screen for injuries.

Our teams are able to make a number of referrals to community partners to support patients at home, avoiding hospital if possible, or using Same Day Emergency Care, which can help reduce any length of hospital stay. We will also be using the week to focus on falls prevention and the important role our staff and volunteers play in identifying risk factors when they see patients in their own home, signposting to further support to help prevent future falls.

The Trust is also supporting a new [national falls governance framework](#) which calls for greater interoperability, clearer roles, and shared clinical governance across systems for patients who have fallen or who are at risk of falling.

### **Community engagement activities**

Our community engagement team have recently published an update on their activities for 2024/25. The [video](#) update gives an overview of the work undertaken by the team in communities across Yorkshire. Our activities aim to raise awareness of our services, teach life-saving skills, build trust and learn about any improvements or barriers to accessing our services and have a particular focus on those experiencing health inequalities. The work of the team covers a wider range of programmes including Achieve, (which works with

marginalised communities including addiction charities, prisons, projects supporting vulnerable women), first aid training and learning disabilities awareness sessions.

Working in partnership with organisations like the King's Trust, we've supported people into employment and volunteering, and working with community partners, we've equipped pupils, volunteers and staff in schools to complete train-the-trainer programmes, joining our Ambassador programme. Supported by staff and volunteers, during 2024/25, the team has delivered over 380 events and activities, engaging with 11,000 people, all of which are supported by YAS Charity who provide funding for equipment and projects. Work continues in 2025/26 to deliver our [Community Engagement plan](#).



### **Medical Director appointed**

The Trust has appointed Dr Shona McCallum as Medical Director, following the retirement of Dr Julian Mark. Dr McCallum joins YAS from the Northern Care Alliance NHS Foundation Trust, where she served as the Medical Director for Rochdale Infirmary. With over 30 years of experience in respiratory and general medicine, Dr McCallum has been instrumental in integrating primary and secondary care in her previous role.

Shona became a consultant in 2002 and has a background in leading significant reconfiguration and redesign of clinical services, focusing on reducing health inequalities and developing a clinical workforce to address them. Acting Medical Director Dr Steven Dykes has been appointed as Clinical Director for East Midlands Ambulance Service and the Trust is extremely grateful to him for his excellent leadership as Medical Director since April this year and over nearly two years in 2021 to 2023. Shona is expected to join YAS at the start of October and further details are available on our [website](#).



### **Student paramedic survey results**

The results of the latest National Education and Training Survey (NETS) has highlighted the exceptional support and quality of training provided by YAS to student paramedics undertaking practice placements. The Trust has received outstanding results across multiple categories and continues to stand out as a leading provider of paramedic education and training.

In results published earlier this summer, YAS came second in the overall experience ranking for ambulance services, and third in the Yorkshire and Humber region and 93% of students would recommend us as a practice placement to their friends or colleagues. The success and positive feedback from students are testament to the dedication and hard work of our Practice Educators. Their commitment to providing quality placement experiences plays a pivotal role in the overall success of the student paramedics' training. Their efforts not only impact the students' journey but also shape the future of paramedic care and services. The placement team are working closely with university partners on to build on this feedback and to work on areas for improvement.

### **YAS receives second Gold TIDE Award for commitment to diversity and inclusion**

After receiving the accolade in 2024, YAS has once again achieved the Gold TIDE Award for our commitment to diversity and inclusion.



Talent Inclusion and Diversity Evaluation (TIDE) is the diversity and inclusion self-assessment evaluation and benchmarking tool developed by the Employers Network for Equality and Inclusion (enei) - the leading employer network promoting equality and inclusion in the workplace. Gold, silver and bronze TIDemarks are awarded to organisations who have ranked the highest on the benchmark.



TIDE measures an organisation's approach and progress on Diversity and Inclusion across eight areas, including our workforce, strategy and plan, leadership and accountability, recruitment and attraction, training and development, other employment practices, communication and engagement and procurement. The Gold Standard recognises our progress and commitment in these key areas.

### **Celebrating 50 years' service**

Ian Horner, a recently retired member of staff, was recently presented with his 50 years' Long Service Award by Chair, Martin Havenhand. Ian started his career with Rotherham County Borough Fire and Ambulance Service in 1973 and worked across stations in South Yorkshire and latterly worked as 'match commander', covering football matches in the region.

Ian received his award in front of his family, friends and close YAS colleagues that he had spent his entire career with, some of whom Ian had started at the training academy with 50 years ago.



### **Expanded first responder scheme at Sheffield station**

The partnership between the Trust and East Midlands Railway (EMR) has expanded to [train more staff](#) at Sheffield station in life-saving skills. These staff will join those who became First Responders in November 2023, with training in cardiopulmonary resuscitation (CPR), operating a defibrillator and administering oxygen. EMR and the Trust are exploring more opportunities to expand this first responder model to other locations across the rail network.

### **YAS Charity support in Bradford**

The YAS Charity is working in partnership with Bradford Central Lions Club CIO and Bradford Council to support communities in Bradford to install defibrillators in their local area. The scheme has been provided with £20,000 to install up to 40 new community Public Access Defibrillators (cPADs) in the Bradford area. Last month a new cPAD was unveiled at the Dominica Association of Bradford centre by the Lord Mayor of Bradford. So far seven CPADs have been provided and the Charity is working in partnership to install more defibrillators.



### **Restart a Heart support**

This year, we have 178 secondary schools have signed up to Restart a Heart Day on 16 October during which free life-saving CPR training is delivered. Many of our staff and volunteers will be supporting the event, however we are still looking for volunteers to help

support some schools across the region. Partner organisations and their staff are encouraged to support the day, and anyone interested can complete the [online registration](#).

YAS staff and volunteers will also be delivering CPR and defibrillator training at mosques in their community as part of the British Islamic Medical Association (BIMA) Lifesavers Day, in collaboration with the Association of Ambulance Chief Executives (AACE). The event, on 27 September, provides lifesaving skills – such as CPR, defibrillator use, and choking management – to hundreds of mosques across the UK.



### **New electric vehicle charger funding awarded**

As part of the Government's investment in zero emission vehicles, the Trust has been [awarded](#) £308,600 to install a further 19 electrical vehicle charge points at several Trust premises, to add to the existing 117 units. The scheme is part of an overall investment of £8m to support projects across 62 NHS Trusts to reduce emissions, drive cost savings and improve patient care.

The new vehicle charge points will be used by the Trust's growing fleet of electric vehicles and help to reduce the impact of the Trust's vehicles on the environment and support efforts to achieve net zero and the Trust's Green plan.

### **Installation of vehicle Telematics system**

This month the Trust has completed the installation of its Telematics system, which aims to enhance vehicle management and operational efficiency. Telematics is a system that records and transmits data from vehicles, including driver identity, vehicle usage, technical and safety data.

The data from Telematics helps monitor and improve driver behaviour, tracking acceleration, braking and turning events, helping to identify key information for drivers and driver training. It helps improve fleet utilisation and will allow early assessment of vehicle fault codes to assist with preventative maintenance, as well as providing frequent and accurate mileages to plan servicing and keep more vehicles on the road. The system supports efficiencies providing idling, vehicle mileage data and charging and range details for electric vehicles. It has already shown potential efficiencies within its data and reporting for reducing fuel costs, insurance claims and maintenance costs, while improving vehicle availability and fleet management, through live tracking and vehicle status.

The system is now active on 1,268 vehicles and the Trust will be sharing driving statistics with drivers, and running roadshows for staff. The project is part of the Trust's commitment to investing in technology to improve its operations, efficiency and patient care.

### **Other updates**

#### **Non-Executive board changes**

Our board meeting on 24 July 2025 was the final meeting for our Non-Executive Director (NED) and Senior Independent Director, Tim Gilpin, who joined the Trust Board in January 2017 following a career in public sector HR. The Board recognised Tim's significant contribution to YAS during his time with the Trust and his part in its transformation.

The Board wished him well for the future and with his departure, changes to the Board came into effect from 1 August 2025. These include:

- Tabitha Arulampalam, previously an Associate NED, become a full Non-Executive Director
- Andrew Chang became our Senior Independent Director and the lead for Freedom to Speak Up.

In addition, we have a new NED, Melanie Hudson, joining us from 22 September. More information about the Board of Directors is available on our [website](#).

We hope you find this update helpful.  
With best wishes

**Peter Reading**  
**Chief Executive**