



Report Title	Chief Executive's Report
Author	Peter Reading, Chief Executive
Accountable Director	Peter Reading, Chief Executive
Previous committees/groups	None
Recommended action(s)	Information/ Assurance
Purpose of the paper	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.
Executive Summary	
• Our work to transform mental health care at Yorkshire Ambulance Service (YAS) has featured as part of a new three-part podcast series from NHS Providers. • All Emergency Operation Centre (EOC) call handlers at YAS have now moved to using the NHS Pathways system for 999 call handling. • During Falls Awareness Week, staff highlighted support for patients who have experienced falls. The Association of Ambulance Chief Executives (AACE) and British Geriatrics Society (BGS) also introduced a new Falls Governance Framework. • Our annual Restart a Heart Day was a great success, and 800 volunteers visited 180 secondary schools to train 40,000 young people how to perform CPR and use a defibrillator. • The BBC documentary series Ambulance returned to television screens and showcases the work for YAS emergency ambulance crews, Emergency Operations staff and volunteers. • International Control Room Week 27 October to 2 November provided an opportunity to highlight our teams across EOC, Integrated Urgent Care (IUC) and Patient Transport Service (PTS) control rooms. • At the Contract Centre Forum Awards YAS received a Bronze Award for its Remote Patient Care team and Associate Chief Operating Officer – Remote Care, Julia Nixon received a Gold Award in the Head of Contact Centre/Director of the Year category. • We recognised staff and volunteers who have gone above and beyond in our annual STARS Awards in October in Leeds. • In October, for Black History Month, the Trust's Race Equality Network held station visits and staff events highlighting the month's theme, including resources and food from Black communities worldwide. In September, the Trust published its first anti-discrimination statement as part of advancing the anti-racism charter and promoting equality, inclusion, and respect in line with organisational values. • National Freedom to Speak Up Week (13–17 October) promoted openness and encourages people to speak up.	

- On 18 September, colleagues attended the annual National Ambulance Memorial Service in Staffordshire.
- YAS colleagues attended Remembrance Day services throughout the region, including an event at Trust Headquarters in Wakefield with readings and wreath-laying at the Memorial Garden.
- Sheffield's City Centre Ambassadors are now working with the regional ambulance service to train as Community First Responders, offering essential care and reassurance in emergencies before ambulances arrive.
- A multi-agency exercise with blue-light partners took place during September to test a joint response to a 15-vehicle road traffic collision in the Bradford area.
- The Trust has been shortlisted in this year's GREENFLEET Awards, in the Public Sector Commercial Fleet of the Year category.
- As part of plans to streamline the Trust's senior leadership structure announced earlier this year, our current Deputy Chief Executive, Marc Thomas has been appointed to the joint Deputy Chief Executive and Chief Operating Officer role.
- Anne Cooper, Deputy Chair and Chair of the Quality Committee will end her term of office at the end of November. New Non-Executive Director appointments include Melanie Hudson and Rebecca Malby.

Recommendation(s)	To note the update from the Chief Executive
Link to Board Assurance Framework Risks (board and level 2 committees only)	1. Deliver a timely response to patients. 6. Develop and sustain an open and positive workplace culture. 9. Develop and sustain improvements in leadership and staff training and development.

Chief Executive's Report

1.0 SUMMARY

- 1.1 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.

2.0 Mental Health Service case study – NHS Providers podcast

- 2.1 Our work to transform mental health care at Yorkshire Ambulance Service has featured as part of a new three-part podcast series from NHS Providers, which highlights how trusts are already rising to the challenge of the 10 Year Health Plan, delivering on its ambitions through innovative, joined-up approaches to service delivery.
- 2.2 The first episode is now available and features Lesley Butterworth, our Head of Nursing and Patient Experience, and Louise Whittaker, one of our Advanced Paramedics in Mental Health. Lesley and Louise talk about taking the pioneering step of introducing two Advanced Paramedic roles specialising in mental health - the first in the UK. They talk about our Mental Health Programme, which includes dedicated Mental Health Response Vehicles (MHRVs) staffed by specialists to provide timely, community-based care and partnering with the voluntary sector to create 'safe spaces' and training frontline staff to respond better to mental health crises, improving outcomes and reducing pressure on emergency departments. You can listen to this podcast here [NHS Provider Podcast](#)

3.0 Move to NHS Pathways for 999 call handlers complete

- 3.1 All Emergency Operations Centre call handlers at Yorkshire Ambulance Service have now moved to using the NHS Pathways system for 999 call handling. Emergency Health Advisors are now able to refer patients directly to alternative health care providers, as NHS Pathways allows for a more detailed assessment of a patient through a series of questions. Through a Directory of Services (DOS), NHS Pathways offers call handlers a much broader range of available options for a patient, including signposting direct to primary care. This will allow us to work better with our partners to help patients who do not require an ambulance response to reach the most appropriate care within urgent care settings/the community.
- 3.2 During the transition, a proportion of emergency calls have been outsourced to other ambulance services to ensure patient safety. Initial feedback from staff has been positive and the change supports our strategy of delivery of patient-centred care, integrated across our 999 emergency services and NHS 111, who already use NHS Pathways.

4.0 Falls awareness and national falls governance framework launched

- 4.1 Falls make up nine percent of the Trust's emergency operations workload. We used Falls Awareness Week to focus on awareness with our staff including responses available to patients who have fallen, full trauma assessments of those who have fallen as well as awareness of the numerous services that are able to help people who have fallen. We also highlighted the key role our staff play in preventing falls, through their contact with patients (face-to-face or remote) and how to make referrals.

- 4.2 To coincide with the week, the Association of Ambulance Chief Executives ([AACE](#)), in collaboration with the British Geriatrics Society (BGS), launched its new [Falls Governance Framework](#).
- 4.3 This new national framework is designed to support integrated, person-centred care for older people and those living with frailty who have fallen or are at risk of falling. It sets out a clear and coordinated approach for ambulance services and system partners to respond to falls in community settings, aligning with the NHS Long Term Plan's vision to shift care from hospital to home, from analogue to digital, and from reactive treatment to proactive prevention. The framework was developed with input from the clinical leads for falls at all UK ambulance services.

5.0 Restart a Heart Day support

- 5.1 Our 12th annual Restart a Heart Day was a great success thanks to almost 800 volunteers visiting 180 secondary schools, bringing vital training directly to more than 40,000 young people at Yorkshire's secondary schools.
- 5.2 Using our new [10-minute training video](#), students learned how to perform CPR and use a defibrillator. The campaign received widespread coverage in the media and on social media and had inspirational support from cardiac arrest survivors and their rescuers, highlighting the impact these skills can have.
- 5.3 The introduction of female manikins at Colne Valley High School in Huddersfield proved to be a hit, helping to break down barriers and stigma associated with providing life-saving assistance to women. A round-up of event and stories of survivors and rescuers are available on [our website](#) along with a [video](#) from the event.

6.0 BBC Ambulance

- 6.1 The 15th series of the BBC documentary series *Ambulance* has returned to television screens (9pm, Tuesday evenings, on BBC One) and both this series and the next, will showcase the work of [Yorkshire Ambulance Services'](#) emergency ambulance crews, Emergency Operations Centre (EOC) staff and volunteers.
- 6.2 The series reveals powerful stories of humanity, resilience, humour and courage on the frontline of emergency care. The series was filmed at YAS across winter and spring 2025 and captures a wide variety of incidents that colleagues are faced with on a daily basis.
- 6.3 Staff and volunteer participation in filming has been the decision of individuals, with consent from patients and staff in place, and continually checked up until each broadcast date. Patient confidentiality is also in place and families and patients have been shown the final footage where they are featured.
- 6.4 The programme provides viewers with a snapshot of some of our extraordinary staff and volunteers who care for patients across Yorkshire 24/7. We are very proud of their compassion, care and skills as they treat thousands of patients every day and of their professionalism and outstanding dedication. We would also like to thank our partners who allowed cameras to film them behind the scenes.

7.0 International Control Room Week

- 7.1 International Control Room Week, 27 October to 2 November provided the opportunity to highlight our teams across our Emergency Operations Centres (EOC), Integrated Urgent Care (IUC) and Patient Transport Service (PTS) control rooms.

- 7.2 In 2024-25 over 1.2 million emergency and routine calls were received into our EOC, 1.6 million calls answered by our IUC teams and over 530,000 calls taken by our PTS Reservations Team. We featured staff working across our control rooms talking about what their role involves and celebrated our 'heroes in headsets'.

8.0 UK Contact Centre Forum Awards

- 8.1 At the UK Contact Centre Forum Awards held in October, YAS received a Bronze Award for its Remote Patient Care team. This accolade highlights the great work across our 999 call handling and NHS 111 teams to deliver the very best care to patients across Yorkshire. It is also testament to the hard work and dedication of staff who have embraced changes and made improvements to enhance the patient journey.
- 8.2 In addition, our Associate Chief Operating Officer – Remote Care, Julia Nixon received a Gold Award in the Head of Contact Centre/Director of the Year category, well-deserved national recognition for her work in leading change in our Remote Patient Care.

9.0 YAS staff and volunteers recognised in annual STARS awards

- 9.1 We recognised staff and volunteers who have gone above and beyond in our annual STARS Awards in October in Leeds. This was an opportunity to honour some of the outstanding achievements of colleagues across the Trust, and their ongoing commitment to providing the best care for the people of Yorkshire.
- 9.2 Highlights included staff who went the extra mile to provide exemplary care to palliative patients, a Community First Responder who has volunteered at YAS for 10 years, and two off-duty colleagues who saved the life of a patient who went into cardiac arrest whilst they were attending a public event in formal roles as Mayor and Mayoress. In addition, there were a number of Chief Executive's Commendations presented to staff who had gone the extra mile to support patients and colleagues.
- 9.3 This year, there were over 200 nominations in total, which were reviewed by panels of judges who had the difficult job of selecting individuals and teams to be shortlisted. Alongside support from the Yorkshire Ambulance Service Charity, the event's headline sponsor was Leeds-based Vehicle Bodycare Centre, who have worked for the Trust for over 40 years. Details of winners were published on our [website](#).

10.0 Black History Month and anti-discrimination statement

- 10.1 As part of Black History Month, throughout October, the Trust's Race Equality Network visited stations and held events to highlight the theme for the month, celebrating the contributions made by Black people who have shaped history, whilst also looking towards a future of continued empowerment, unity and growth. The network hosted an event for staff with information, resources, and food that is enjoyed by Black communities across the world.
- 10.2 During September, the Trust also published its first anti-discrimination statement, in the latest step towards our anti-racism charter and as part of our work to tackle discrimination and embed a culture of equality, inclusion and respect, in line with our organisational values. The statement is our commitment to eliminating discrimination and promoting equality and diversity, ensuring everyone has the right to work and receive care in an environment free from abuse, bullying, and harassment, and to be treated with dignity and respect.

- 10.3 Following the terrible attack on the synagogue in Manchester, we sent a message of solidarity and support to Jewish colleagues, their families and friends, recognising the impact the attack would have on them and offering them our support. We emphasised the importance of the diversity of faiths and backgrounds as a source of strength and compassion for the Trust and colleagues.

11.0 Freedom to Speak Up Week

- 11.1 National Freedom to Speak Up Week, which ran from 13 October to 17 October, celebrates openness, listening and the power of speaking up. At YAS, we're committed to creating a culture where everyone, whatever their role, level or background, feels safe and supported to raise concerns, share ideas and challenge when something doesn't feel right.
- 11.2 We used the week to highlight that speaking up helps us all improve, whether it's about patient or service user safety, staff wellbeing, equality, or how we can simply do things better.
- When we speak up:
- We protect each other, our colleagues, and those we serve.
 - We drive learning and improvement.
 - We build a workplace where people feel valued and heard.
- 11.3 The week provided an opportunity to highlight the role of our Freedom to Speak Up Guardians and our work to ensure people are able to speak up and to highlight the range of processes available in the Trust to support staff who wish to raise work-related concerns.

12.0 National Ambulance Memorial Service and Remembrance Day

- 12.1 On 18 September, colleagues attended the annual National Ambulance Memorial Service in Staffordshire. The event, hosted by The Ambulance Staff Charity, serves as an opportunity to honour, remember and thank the ambulance community members who are no longer with us from across the UK and beyond, with a roll of honour for those who have passed away since the last service.
- 12.2 Colleagues also represented YAS at Remembrance Day services across the region on Sunday and on 11 November, as the country paused to mark Remembrance Day. Our Armed Forces Network hosted an event at Trust Headquarters in Wakefield, which included readings and the laying of wreaths at the Memorial Garden.

13.0 Sheffield City Centre Ambassadors

- 13.1 Sheffield's City Centre Ambassadors (CCAs) are the latest team to link in with the region's ambulance service to train colleagues as Community First Responders (CFRs), so that they are able to provide vital care, comfort and reassurance in medical emergencies before an ambulance arrives on scene.
- 13.2 The CFR training course, run by the Trust, included cardiopulmonary resuscitation (CPR), operating a defibrillator, administering oxygen and assessing a patient's condition to decide whether an ambulance is required.
- 13.3 The CCAs provide a seven-days-a-week service for visitors, residents, businesses and retailers in Sheffield city centre and are immediately identifiable by their distinctive red jackets and shirts that display the council's logo. Eight ambassadors have participated in the training so far, and the Council intends to have at least two trained CFRs on duty at all times. In the initial weeks of the scheme, CCAs have volunteered in this capacity for 840 hours and helped over 40 patients.

14.0 Multi-agency exercise

- 14.1 During September, frontline colleagues joined blue-light partners, university students (paramedics and nurses), local authority and Highways Agency colleagues in a multi-agency exercise to test the joint response to a 15-vehicle road traffic collision in the Bradford area.
- 14.2 Held at the West Yorkshire Fire and Rescue Service HQ in Birkenshaw, the 'incident' resulted in 40 'casualties' and tested YAS's operational capability and validated associated plans, policies and procedures, as well as the use of Joint Emergency Services Interoperability Programme (JESIP).
- 14.3 The exercise was a great opportunity for operational staff across the Trust to experience a major incident scenario and work closely with multi-agency colleagues, and to test and improve their skills.

15.0 GREENFLEET Awards shortlist

- 15.1 The Trust has been shortlisted in this year's GREENFLEET Awards, in the Public Sector Commercial Fleet of the Year category.
- 15.2 The nomination is for the roll-out of [35 new electric Patient Transport Service \(E-PTS\) vehicles](#) - the largest E-PTS fleet in the country. This required the project management team to prepare an extensive training programme for staff, conduct risk assessments, and oversee the installation of a number of new electric vehicle charging points across the region.
- 15.3 The roll-out of the E-PTS vehicles supports the [NHS Net Zero Travel and Transport Strategy](#) and its ambitious goal of all new ambulances having zero carbon emissions by 2030. The awards ceremony will take place on Thursday 4 December.

16.0 Non-Emergency Patient Transport Service contract awards

- 16.1 Two of the regional commissioners for Non-Emergency Patient Transport Services have awarded contracts to YAS for the provision of services. West Yorkshire ICB have awarded a contract for 18 months, from October 2025 to March 2027, which will continue the YAS service currently provided. South Yorkshire ICB have also awarded YAS with the non-emergency patient transport service contract from 1 October 2025 to 30 September 2028, with YAS continuing as the provider in the area. Joint work is underway with Humber and North Yorkshire ICB to confirm future intentions beyond the current contract expiry date of 31 March 2026.

17.0 Non-Executive Director changes

- 17.1 Our board meeting on 27 November 2025 will be the final meeting for Anne Cooper, our Non-Executive Director (NED) and Deputy Chair. Anne, an accomplished senior nurse leader, has been on the Trust Board since December 2018, following a career spanning 35 years in the NHS. The board will be recognising Anne's significant contribution during her time at YAS, most recently as Deputy Chair and Chair of the Quality Committee.
- 17.3 Melanie Hudson joined the Board on 22 September and Rebecca Malby will be joining the Board and become chair of the Quality Committee from 1 December, following the end of Anne Cooper's term. More information about the Board of Directors is available on our [website](#).

18. RECOMMENDATION

18.1 It is recommended that the Board:

- Note the Chief Executive's Report