



October 2016

## Briefing for York Health and Adult Social Care Policy and Scrutiny Committee

This briefing outlines our proposals in respect of how the Trust intends to implement A&E improvement initiatives for a sustainable A&E delivery model that will meet the quality and performance standards (aligned to Commissioner intentions) and will provide a platform for Yorkshire Ambulance Service NHS Trust to achieve its strategic aims and provide the very best care for patients.

The information has been prepared to help fully understand the context and scope of the proposals in relation to the new A&E Operations delivery structure.

In summary we need to:

- have the right number of people with the right skills
- deploy resource in the right place at the right time to meet patients' needs
- ensure our service remains safe and effective
- adopt modern technology where services for patients and efficiency can be enhanced.

### Background

Around eighteen months ago, Yorkshire Ambulance Service commissioned a well-respected research organisation ORH (<http://www.orhltd.com>) to conduct a review of its operations using historical incident data to find out how it could improve performance in regard to key targets.

In essence, the report said that in order to achieve organisational objectives, the Trust needs to continue to place patient care at the forefront of all that it does as well as making the most efficient use of resources and meeting the needs of staff.

Consequently, during the last 12 months, we have been working hard to set out a very clear strategic vision on how we intend to achieve sustainable operational excellence. Key to our strategic intent is to transform our A&E Operations so that we provide a platform for innovation while supporting the national and local Urgent and Emergency Care Strategy and, at the same time, providing a safer and less stressful environment for our staff.

In practical terms, this means:

- **Recruiting and training more staff** – up to an additional 242 operational frontline staff across the region (this is well underway).
- **Investing in and developing our existing staff** – as a result of discussion and feedback from staff and as part of our continuing commitment to our people, we have introduced a Career Framework for Paramedics providing clarity of career progression.

- **Changing rotas to better align emergency ambulance resource to the needs of our patients** – this has already been communicated via roadshows and by managers to staff at a local level. Consultation with staff is underway and we aim to introduce new rotas from autumn 2016 onwards.
- **Changing our operating model** to increase the number of transporting resources (ambulances).
- **Continuing to explore innovative ways of working** to include strategic partnerships with co-responders as well as providing different pathways for patient care.
- **Introducing a new management organisational structure** which will better support frontline staff with a fundamental change to the availability of clinical supervisors making them additional to frontline resources.

### **Benefits**

We believe that by implementing the above changes we will deliver the following benefits:

- A sustainable performance against national standards for patients in a life-threatening condition.
- Excellent clinical outcomes and improved patient safety.
- An enhanced quality of service to patients and the wider population e.g. an appropriate response to all emergency calls.
- A positive impact on the well-being of staff, their morale and their development.
- Alignment with innovation elements of the Trust's strategic objectives e.g. Urgent and Emergency Care Vanguard.
- Improved 'value for money' and greater efficiencies.

### **Media Statement (October 2016)**

*"We are always looking to improve the services we provide to patients and are constantly reviewing our resources to ensure that our staff and vehicles are in the right place at the right time to respond to patients needing our assistance.*

*"We are currently making a significant investment in frontline services which will see over 200 extra staff across the region. As part of this we are also reviewing where our staff are based to ensure we provide the best service for our patients and any proposed changes to our services will always follow appropriate engagement and consultation with staff, local communities, commissioners and our partners.*

*"The Trust is currently reviewing rotas and no decisions have been made at this stage.*

*"We remain committed to providing a safe, high quality service for the people of Yorkshire."*

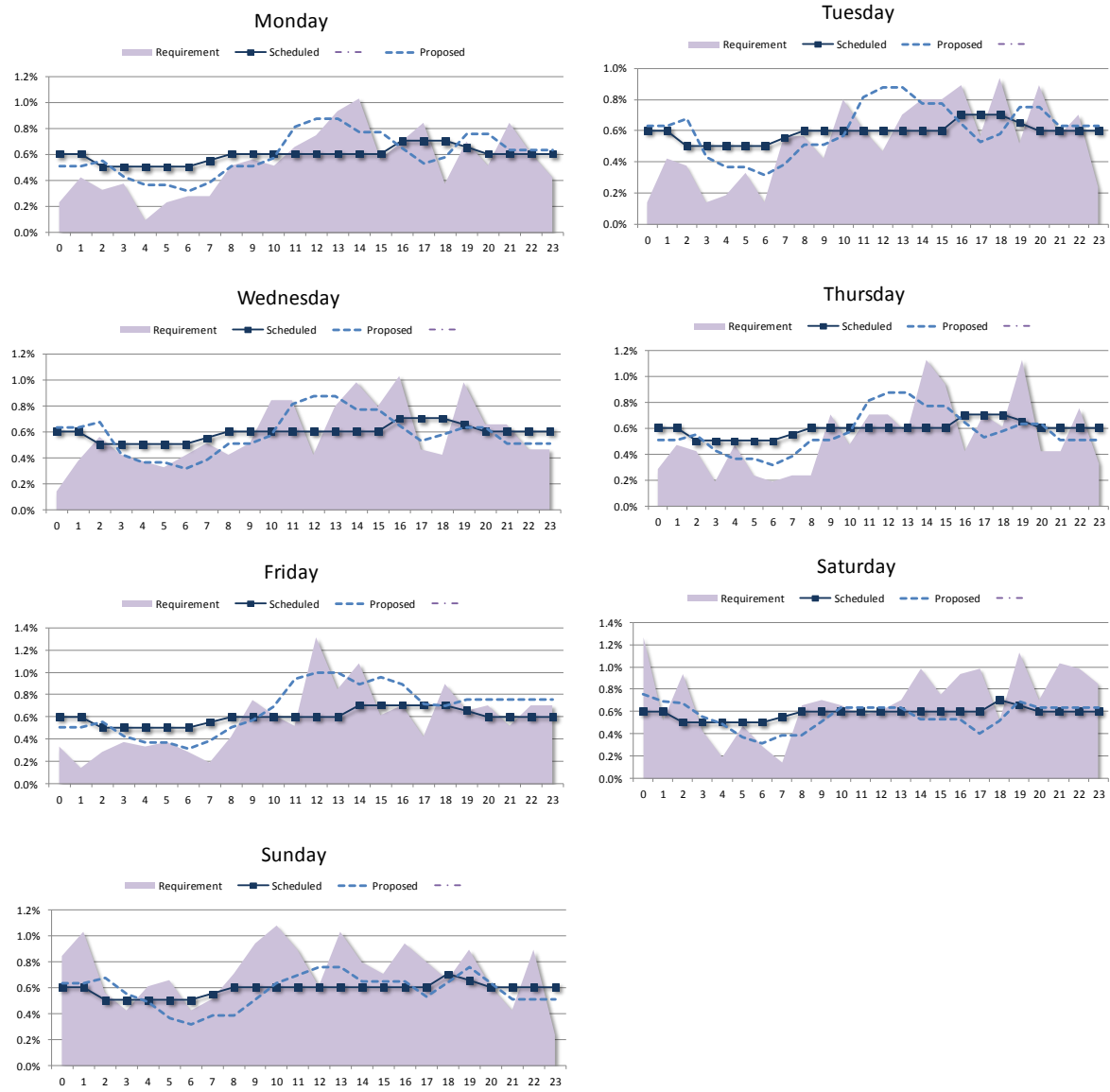
## York and Haxby

The matching of the resource profile to the demand profile will rise from 76.9% to 93.5% scheduled fit in the proposed rotas.

The current 'peak hour' of double-crewed ambulance resource is seven vehicles and this increases to nine vehicles in the new rotas.

The graphs below and overleaf show scheduled versus demand comparisons.

### Demand profile plotted against staffing currently scheduled and proposed



# Required number of ambulances to meet demand plotted against the proposed resource

