



York OSC 30 March 2009

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1. The YAS Challenge

- Formed July 2006
- Merger and de-merger
- Financial deficit in first year
- Historic performance issues
- Major governance issues
- Cultural issues



2. Priorities for Sustainable Improvement

Performance	Systems Working
<ul style="list-style-type: none">- Workforce- ICT- Ways of working- Utilisation	<ul style="list-style-type: none">- Emergency care- Urgent care- Public health
Resilience	Quality
<ul style="list-style-type: none">- Resilience- Business Continuity- Emergency Preparedness	<ul style="list-style-type: none">- Safe- Effective- Patient-focussed
Management & Leadership Development	Compliance
<ul style="list-style-type: none">- Capacity- Capability- Clinical Leadership	<ul style="list-style-type: none">- S4BH- RMST level- Culture



3. The Annual Health Check

- Systemic problems in operational and some corporate functions
- Demonstrable progress
- Increased confidence externally
- Moving into a sustainable position for 2009-10



3.1 Core Standards

- Acknowledged systemic issues
- Review of Board working by Deloitte
- Developed the assurance process
 - Cultural change – it is the day job
 - Standard operating procedure and clear evidence base
 - Internal audit review to check we've got the approach right
 - Director and assistant director secondments into the organisation
 - New structure and investment in infrastructure



3.2 Standards for Better Health

2007-08	Use of Resources	FAIR	
	Quality of Service	WEAK	
	Core Standards	Existing National Targets	New National Targets

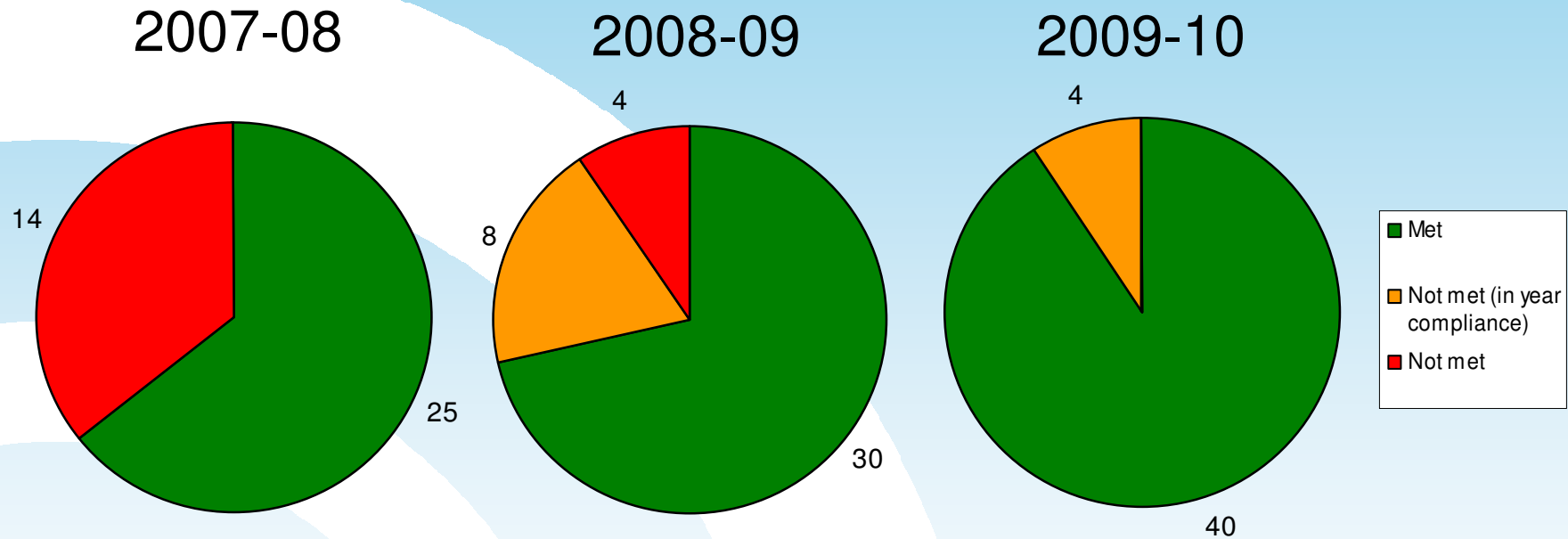
2008-09	Use of Resources	FAIR	
	Quality of Service	WEAK	
	Core Standards	Existing National Targets	New National Targets

2009-10	Use of Resources	GOOD	
	Quality of Service	FAIR	
	Core Standards	Existing National Targets	New National Targets

- Not met
- Partly met
- Met
- Scoring yet to be defined



3.3 Compliance with core standards

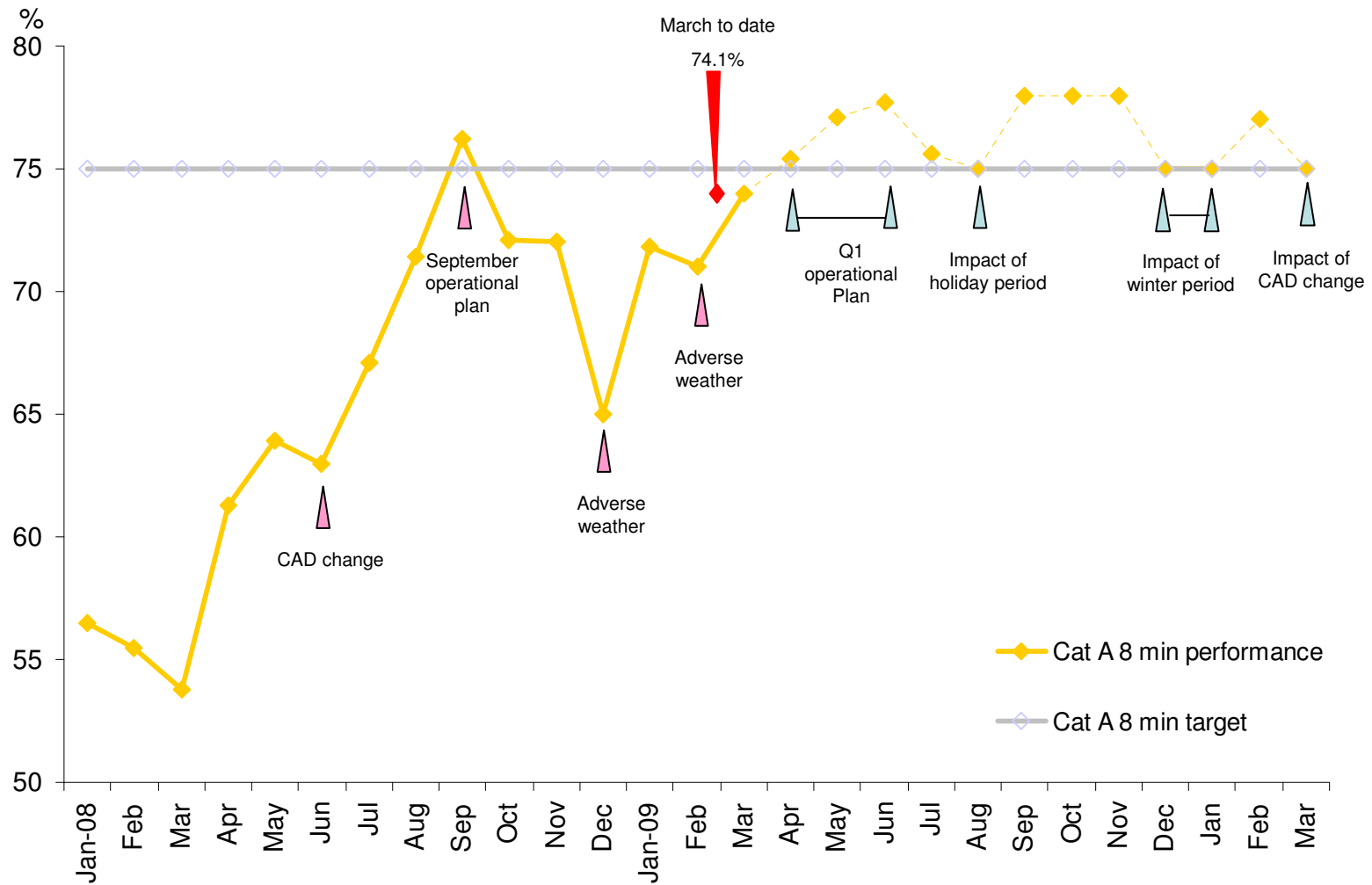


3.4 Clinical Performance Indicators

	Performance compared across 11 ambulance trusts using funnel plots showing confidence limits	Below Funnel	Within Funnel	Above Funnel
Cardiac Arrest	Pilot	0	2	0
	June 2008 (1 measure added)	0	3	0
Stroke	Pilot	2	1	0
	July 2008	0	1	2
Hypoglycaemia	Pilot	1	2	0
	August 2008	1	0	2
Asthma	Pilot	3	2	0
	September 2008	2	2	1



3.5 Performance trajectory 08-10



3.6 2009-10 will continue to show improvements

- Agreement on a sustainable financial settlement for A&E services
- Investments in resilience, workforce and management capacity
- Management and leadership development
- Better skills mix/pathways



3.7 Quarter 1

Short term

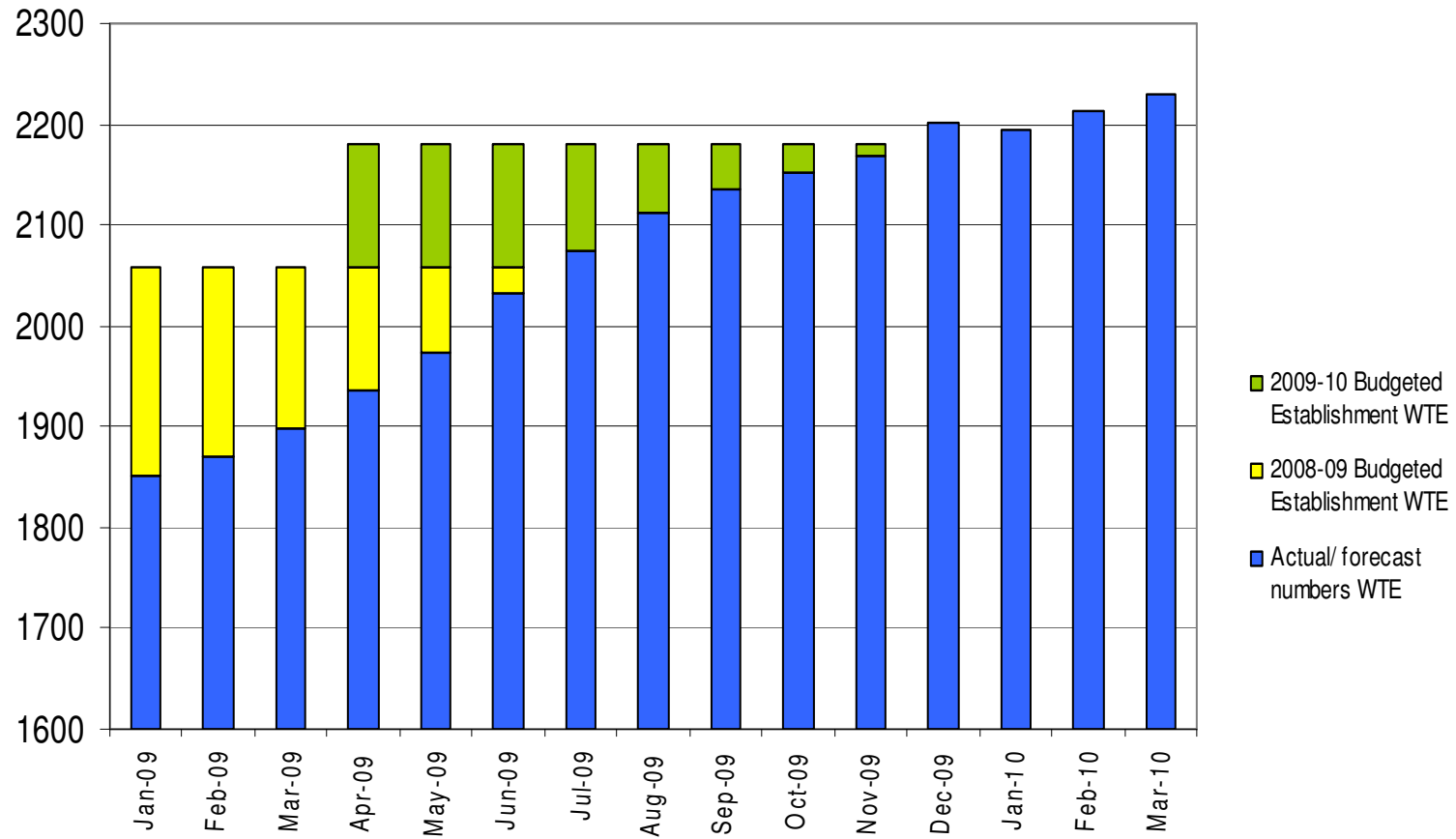
- REAP level 4
- Maximise capacity

Sustainable improvement

- Increased car hours
- Faster start of call
- Better deployment
- Quicker turnaround



3.8 A&E workforce



3.9 Key risks

- Uncommissioned demand increases
- WY urgent care changes
- Inability to generate short term capacity
- Industrial relations issues
- Patient Transport Services



4 Patient Transport Services

- Changed skill mix
- Centralised booking
- Automated processes
- Increased quality/reduced cost



5 Summary

- Clear diagnosis of problems
- Demonstrable improvements
 - Access targets
 - Clinical performance indicators
 - Core standards
- Focus on sustainable improvement
- Supplemented by pragmatic short term action
- Clear strategic direction



5 Summary (continued)

- Wrote to Chairs of OSCs 13 February 2009 requesting comments for the declaration
- Comments to reach Lisa Youle by initially 25 March 2009. Extend to 6 April.
- Any questions?
- lisa.youle@yas.nhs.uk



2007-08

Actual



2007-08

Use of Resources Rating

Financial Reporting	Fair
How good are the organisation's financial accounting and reporting arrangements?	
Financial Management	Fair
How well does the organisation plan and manage its finances?	
Financial Standing	Fair
How well does the organisation safeguard its financial standing?	
Internal Control	Fair
How well does the organisation's internal control environment enable it to manage its significant business risks?	
Value For Money	Fair
How good are the organisation's arrangements for managing and improving value for money?	
Overall Use of Resources Rating	FAIR

Quality of Services Rating

Element	
Core Standards	Not Met
Existing National Targets	Partly Met
New National Targets	Good
Overall Quality Rating	WEAK



2007-08 Quality of Service - Core Standards

Safety

C01a – patient safety	Compliant
C01b – patient safety	Compliant
C02 – child protection	Not met
C03 – NICE intervention procedures	N/A
C04a – HCAI/MRSA	Not met
C04b - medical devices	Compliant
C04c – reusable medical devices	N/A
C04d - medicines mgt	Not met
C04e – waste mgt	Not met

Clinical & cost effectiveness

C05a - NICE technology appraisals	Compliant
C05b - clinical supervision	Compliant
C05c - updating clinical skills	Not met
C05d – regular clinical audit	Not met
C06 – meeting patients' needs	Compliant

Governance

C07a/c governance & risk mgt	Compliant
C07b – accountability & use of resources	Compliant
C07e – equality & diversity	Not met
C08a - whistle-blowing	Compliant
C08b – org & personal development	Not met
C09 – information governance	Not met
C10a - employment checks	Compliant
C10b - profes codes of practice	Compliant
C11a - recruitment and training	Compliant
C11b - mandatory training	Not met
C11c - CPD	Compliant
C12 - research governance	Compliant

Patient focus

C13a - dignity and respect	Compliant
C13b – patient information	Not met
C13c – patient information	Compliant
C14a - complaints procedure	Compliant
C14b – non-discrimination	Compliant
C14c – acting on patient concerns	Compliant
C16 – publications & info services	Not met

Accessible & Responsive Care

C17 - patient and public involv't	Not met
C18 - equity, choice	Not met

Care Environ & Amenities

C20a - safe, secure environ	Compliant
C20b - privacy and confidentiality	Compliant
C21 - clean, well designed environment	Compliant

Public health

C22a/c - public health partnerships	Compliant
C22b – director of PH annual report	N/A
C23 – disease prevention	Compliant
C24 - emergency preparedness	Compliant

Overall Performance	NOT MET
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2007-08 Quality of Service

Existing National Targets		
Indicator	Performance	Rating
Category A calls meeting eight minute target Met $\geq 75\%$; underachieved $\geq 70\%$; not met $< 70\%$	73%	Under-achieved
Category A calls meeting 19 minute target Met $\geq 95\%$; underachieved $\geq 90\%$; not met $< 90\%$	96%	Met
Category B calls meeting 19 minute target Met $\geq 95\%$; underachieved $\geq 80\%$; not met $< 80\%$	92%	Under-achieved
Thrombolysis - 60 minute Call-to-Needle time Met: either $\geq 68\%$ or $\geq 38\%$ with a 10% increase between 04-05 and 07-08 Underachieved: either $\geq 38\%$ with a 10% increase between 04-05 and 07-08 Not met: either $\geq 38\%$ without a 10% increase between 04-05 and 07-08	66%	Under-achieved
Overall rating	PARTLY MET	

New National Targets	
Element	Rating
Participation in audits	Met
Emergency response to stroke and transient ischemic attack	Met
Infection control	Under-achieved
Compliance with self-harm guidelines	Met
Compliance with guidelines concerning obesity	Met
Overall rating	GOOD



2008-09

Forecast position



2008-09

Use of Resources Rating

Financial Reporting	Good
How good are the organisation's financial accounting and reporting arrangements?	
Financial Management	Good
How well does the organisation plan and manage its finances?	
Financial Standing	Good
How well does the organisation safeguard its financial standing?	
Internal Control	Fair
How well does the organisation's internal control environment enable it to manage its significant business risks?	
Value For Money	Fair
How good are the organisation's arrangements for managing and improving value for money?	
Overall 'Use of Resources' Rating	FAIR

Quality of Services Rating

Element	
Core Standards	Partly Met
Existing National Targets	Not Met
New National Targets	?* Scoring thresholds TBC
Overall Quality Rating	WEAK



2008-09 Quality of Service – Core Standards

Safety

C01a – patient safety	Compliant
C01b – patient safety	Compliant
C02 – child protection	Compliant
C03 – NICE intervention procedures	Compliant
C04a – HCAI/MRSA	Not met
C04b - medical devices	Not met
C04c – reusable medical devices	Not met
C04d - medicines mgt	Not met
C04e – waste mgt	Not Compliant

Clinical & cost effectiveness

C05a - NICE technology appraisals	Compliant
C05b - clinical supervision	Compliant
C05c - updating clinical skills	Compliant
C05d – regular clinical audit	Compliant
C06 – meeting patients' needs	Compliant

Compliant	30
Not Met (Amber –Met in year)	10
Not Met (Red)	2

Governance

C07a/c governance & risk mgt	Compliant
C07b – accountability & use of resources	Compliant
C07e – equality & diversity	Not met
C08a - whistle-blowing	Compliant
C08b – org & personal development	Not met
C09 – information governance	Not met
C10a - employment checks	Compliant
C10b - profes codes of practice	Compliant
C11a - recruitment and training	Not met
C11b - mandatory training	Not met
C11c - CPD	Compliant
C12 - research governance	Compliant

Patient focus

C13a - dignity and respect	Compliant
C13b – patient information	Compliant
C13c – patient information	Compliant
C14a - complaints procedure	Compliant
C14b – non-discrimination	Compliant
C14c – acting on patient concerns	Compliant
C16 – publications & info services	Compliant

Accessible & Responsive Care

C17 - patient and public involv't	Not met
C18 - equity, choice	Not met

Care Environ & Amenities

C20a - safe, secure environ	Compliant
C20b - privacy and confidentiality	Compliant
C21 - clean, well designed environment	Not met

Public health

C22a/c - public health partnerships	Compliant
C22b – director of PH annual report	Compliant
C23 – disease prevention	Compliant
C24 - emergency preparedness	Not met

Overall Performance	PARTLY MET
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2008-09 Quality of Service

Existing National Targets		
Indicator	Performance	Rating
Category A calls meeting eight minute target Met $\geq 75\%$; underachieved $\geq 70\%$; not met $< 70\%$	69%	Not met
Category A calls meeting 19 minute target Met $\geq 95\%$; underachieved $\geq 90\%$; not met $< 90\%$	96%	Met
Category B calls meeting 19 minute target Met $\geq 95\%$; underachieved $\geq 80\%$; not met $< 80\%$	90%	Under-achieved
Thrombolysis - 60 minute call-to-needle time Met: either $\geq 68\%$ or $\geq 38\%$ with a 10% increase between 04-05 and 07-08 Underachieved: either $\geq 38\%$ with a 10% increase between 04-05 and 07-08 Not met: either $\geq 38\%$ without a 10% increase between 04-05 and 07-08	62%	Under-achieved
Overall rating		Not Met

New National Targets	
Element	Rating
Emergency response to stroke and transient ischemic attack	Expect to meet
Management of hypoglycaemia	?
Management of asthma	?
Management of patients with cardiac arrest	?
Management of acute myocardial infarction	?
Overall rating	?

*Scoring thresholds not yet published by HCC



2009-10

Forecast position



2009-10

Use of Resources Rating

Financial Reporting	Good
How good are the organisation's financial accounting and reporting arrangements?	
Financial Management	Good
How well does the organisation plan and manage its finances?	
Financial Standing	Good
How well does the organisation safeguard its financial standing?	
Internal Control	Fair
How well does the organisation's internal control environment enable it to manage its significant business risks?	
Value For Money	Fair
How good are the organisation's arrangements for managing and improving value for money?	
Overall 'Use of Resources' Rating	FAIR

Quality of Services Rating

Element	
Core Standards	Met
Existing National Targets	Partly Met
New National Targets	?* Scoring thresholds TBC
Overall Quality Rating	FAIR



2009-10 Quality of Service – Core Standards

Safety

C01a – patient safety	Compliant
C01b – patient safety	Compliant
C02 – child protection	Compliant
C03 – NICE intervention procedures	Compliant
C04a – HCAI/MRSA	Compliant
C04b - medical devices	Complaint
C04c – reusable medical devices	Compliant
C04d - medicines mgt	Not met
C04e – waste mgt	Not Compliant

Clinical & cost effectiveness

C05a - NICE technology appraisals	Compliant
C05b - clinical supervision	Compliant
C05c - updating clinical skills	Compliant
C05d – regular clinical audit	Compliant
C06 – meeting patients' needs	Compliant

Compliant	40
Not Met (Amber –Met in year)	2

Governance

C07a/c governance & risk mgt	Compliant
C07b – accountability & use of resources	Compliant
C07e – equality & diversity	Compliant
C08a - whistle-blowing	Compliant
C08b – org & personal development	Compliant
C09 – information governance	Compliant
C10a - employment checks	Compliant
C10b - profes codes of practice	Compliant
C11a - recruitment and training	Compliant
C11b - mandatory training	Compliant
C11c - CPD	Compliant
C12 - research governance	Compliant

Patient focus

C13a - dignity and respect	Compliant
C13b – patient information	Compliant
C13c – patient information	Compliant
C14a - complaints procedure	Compliant
C14b – non-discrimination	Compliant
C14c – acting on patient concerns	Compliant
C16 – publications & info services	Compliant

Accessible & Responsive Care

C17 - patient and public involv't	Not met
C18 - equity, choice	Compliant

Care Environ & Amenities

C20a - safe, secure environ	Compliant
C20b - privacy and confidentiality	Compliant
C21 - clean, well designed environment	Compliant

Public health

C22a/c - public health partnerships	Compliant
C22b – director of PH annual report	Compliant
C23 – disease prevention	Compliant
C24 - emergency preparedness	Not met

Overall Performance	Met
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2009-10 Quality of Service

Existing National Targets		
Indicator	Performance	Rating
Category A calls meeting eight minute target Met $\geq 75\%$; underachieved $\geq 70\%$; not met $< 70\%$		Met
Category A calls meeting 19 minute target Met $\geq 95\%$; underachieved $\geq 90\%$; not met $< 90\%$		Met
Category B calls meeting 19 minute target Met $\geq 95\%$; underachieved $\geq 80\%$; not met $< 80\%$		Under-achieved
Thrombolysis - 60 minute call-to-needle time Met: either $\geq 68\%$ or $\geq 38\%$ with a 10% increase between 04-05 and 07-08 Underachieved: either $\geq 38\%$ with a 10% increase between 04-05 and 07-08 Not met: either $\geq 38\%$ without a 10% increase between 04-05 and 07-08		Under-achieved
Overall rating		Partly met

New National Targets	
Element	Rating
Emergency response to stroke and transient ischemic attack	Expect to meet
Management of hypoglycaemia	?
Management of asthma	?
Management of patients with cardiac arrest	?
Management of acute myocardial infarction	?
Overall rating	?

*Scoring thresholds not yet published by HCC

