



## Quality Account 2018-19

### Summary

Final Version



## Our Purpose

To save lives and ensure everyone in our communities receives the right care, whenever and wherever they need it.

## Our Vision

To be trusted as the best urgent and emergency care provider, with the best people and partnerships, delivering the best outcomes for patients.



## Welcome



Welcome to our NHS Trust Quality Account 2018-19. Once again I am proud to present a number of significant improvements which we have made to the quality of care we provide for people within Yorkshire and the Humber. We remain among the best performing ambulance trusts in the country in a variety of areas across both the 999 emergency service, Patient Transport Service and NHS 111 (integrated urgent care), responding quickly and with compassion to patients with either urgent or emergency health needs. We will strive to maintain such excellence in the coming year.

Like other NHS ambulance trusts, we continue to face significant challenges, not least in the unprecedented levels of demand we have seen this year. As a healthcare system we need to review and refine the way in which we deliver care, focusing more on delivery of care for individuals, communities and populations. We must work within communities and with other healthcare providers to ensure care delivery is appropriate to patients' needs, moving away from hospital-based care to one that is based within the community where possible.

A handwritten signature in black ink, appearing to read 'Rod Barnes', written in a cursive style.

**Rod Barnes**  
**Chief Executive**

# An Introduction to Yorkshire Ambulance Service NHS Trust (YAS)

## People we serve and the area we cover



YAS serves a population of more than five million people and covers 6,000 square miles of varied terrain from the isolated Yorkshire Dales and North York Moors to urban areas including Bradford, Hull, Leeds, Sheffield, Wakefield and York.

## Our Services

We are ideally placed to support joined-up care for patients and provide the gateway into 24-hour urgent and emergency care services.

We employ 5,853 staff and have over 1,100 volunteers.

For everyone working at YAS, providing high quality patient care is our key priority. This applies to our ambulance clinicians responding to emergency calls, to our Patient Transport Service (PTS) crews taking patients to and from their planned hospital appointments, our call handlers and clinicians handling 999 and 111 calls, to our managers developing new care pathways or ways of working, and to our Trust Board making decisions about the future of our Trust.

In 2018-19 we:

- received 998,731 emergency and routine calls
- responded to a total of 798,968 emergency calls
- undertook 934,492 non-emergency journeys
- received 1,632,514 NHS 111 urgent calls.

## 2018-19: How did we do?

### Care Quality Commission (CQC)

The Care Quality Commission (CQC) is the independent regulator of health and social care in England with the aim of ensuring better care is provided for everyone, be that in hospital, in care homes, in people’s own homes, or elsewhere. As part of its routine programme of scheduled inspections, the CQC has confirmed it would be inspecting the Trust during 2019-20 and the Trust is now looking forward to the next steps in our continued journey to maintain high quality and well-led care.

### Performance against Priorities for Improvement 2018-19

<p><b>Priority One</b></p> <p><b>Patient Safety:</b> Assurance on the delivery of safe ambulance response through implementation of the Ambulance Response Programme and introducing new models of urgent care</p>	<p>Year one of implementing the national Ambulance Response Programme (ARP) has remained on track which is shown by our achievement of the standards and new service model which ensures we are sending the right response, at the right time to incidents.</p>	
<p><b>Priority Two</b></p> <p><b>Patient Experience:</b> Embed and integrate the Critical Friends Network (CFN) and strengthen the Patient Experience programme.</p>	<p>The CFN has continued to increase its membership to seventeen very engaged, proactive members. To date, two quarterly meetings have taken place gaining valuable feedback on the Quality Improvement Strategy and projects, working collaboratively on medicines management and assisting in research developments and co-production of Always Events.</p>	
<p><b>Priority Three</b></p> <p><b>Clinical Effectiveness:</b> Improvement in patient outcomes with key conditions: cardiac arrest, paediatrics, patients at the end of life.</p>	<p>Ensuring that patients who suffer from an out-of-hospital cardiac arrest get the right treatment fast is vital for their long-term survival and quality of life. The chain of survival is still a key element of YAS’s strategy and we continue to improve our response to peri-arrest and cardiac arrest. Automated External Defibrillators have recently been installed on PTS ambulances, meaning that all our frontline ambulances have defibrillator capabilities, improving our response to patients in cardiac arrest.</p>	

## What our patients tell us:

A&E:

*“The operator was brilliant when I called about a man who had been hit by a van; they stayed on the phone until the ambulance attended and was very professional.”*

*“Both the ambulance staff and paramedic were extremely respectful and gentle.”*

*“The lady who answered the phone when I called 999 was reassuring, calm, informative and very personable. The crew who turned up were very professional and I felt reassured that my friend was in very safe hands.”*

*“I was treated badly while having a heart attack and spoken to in a terrible manner. I had to wait too long for morphine.”*

## What our staff tell us:

The Staff Friends and Family Test (FFT) tell us how many of our staff would recommend our care to a friend or relative.

Staff FFT scores for Quarter 3 (as per the 2018 National NHS Staff Survey)

21c. Recommend YAS as a place to WORK					
2018	2017	-/+	Average for ambulance sector	Best in sector 2018	Worst in sector 2017
52%	45%	+7	51%	57%	38%
21d. Recommend YAS for CARE					
2018	2017	-/+	Average for ambulance sector	Best in sector 2018	Worst in sector 2017
74%	68%	+6	71%	79%	44%

## Ambulance Response Programme (ARP)

ARP 3	YAS 2018-19	Lowest Performing Month 2018-19	Highest Performing Month 2018 -19
<b>Category 1 Mean Time (Target 00:07:00)</b>	00:07:21	00:08:15	00:06:44
<b>Category 1 90th Percentile (Target 00:15:00)</b>	00:12:37	00:14:03	00:11:28

Ambulance Response Programme (ARP) response times – As part of the delivery of the national ARP, ambulance services are measured on the time it takes from receiving a 999 call to the vehicle arriving at the patient’s location. Ambulances are now expected to reach the most seriously ill patients in an average time of 7 minutes; this is classed as a Category 1 call. We are required to respond to other emergency calls in an average time of 18 minutes; this is classed as a Category 2 call. For urgent calls we are required to respond within 120 minutes for Category 3 calls and 180 minutes for Category 4 calls.

### Patient Transport Service

Our Patient Transport Service (PTS) is one of the largest ambulance providers of non-emergency transport in the UK.

- We successfully delivered 934,492 patient journeys.
- Our volunteer car service completed more than 105,633 of those journeys and covered more than 2,041,218 miles.
- We have more than 40 sub-contractors on the PTS framework who contribute to the successful delivery of our service in the most flexible and sustainable manner to meet our patients’ needs. This is an additional benefit to the local economy and local community transport providers should also be acknowledged. Between April 2018 and March 2019 they delivered 29.3% of our journeys.

A new five-year PTS contract commenced with Scarborough and Ryedale and Vale of York Clinical Commissioning Groups (CCGs) on 1 July 2018.

## Improving Quality within PTS

The newly formed Service and Standards team consists of quality, engagement and alternative resource teams. The role of the team is to support and maintain all aspects of quality within PTS. This is achieved through developing standard ways of working and sharing best practice.

## NHS 111

During 2018-19 the NHS Digital Online NHS 111 tool was made available to the Yorkshire and Humber population with 3,060 instances per week on average for 2018-19, supporting patients with managing their conditions through this web-based service.

- 1,632,514 patient calls answered (down 0.9% from 2017-18).
- 88.1% call answer rate against a target of 95% (down 0.8% from 2017-18).
- 80.9% of clinical calls received a call back within two hours, against a target of 95% (down 1.6% from 2017-18).
- 663,319 calls to NHS 111 were given clinical advice (45% of triaged calls).
- 119,243 patients directly booked an appointment.
- 11.0 % to 999, 14.7% were given self-care advice and 9.5% signposted to the emergency department.
- 92% patient satisfaction with the service (based on the national Family and Friends Assessment Framework YTD up to quarter 3); last year this was 91%.
- Income and costs aligned to manage within budget.

## Improving quality within NHS 111

As part of our ongoing ambition to continually improve the quality of the services provided, NHS 111 has enhanced patient pathways through:

- Providing additional clinical advice
- Ensuring more patients receive a direct booking for onward care
- Facilitating rapid clinical validation for ambulance calls considered to not be emergency cases, but urgent care requiring transportation.
- Integrating with the NHS Digital online tool.

## Safeguarding

The profile of safeguarding children and adults at risk continues to grow and change and is a key priority across YAS. During 2018-19 both policy and practice have been reviewed to ensure compliance with changes in legislation, local multi-agency procedures and good practice guidance. The Safeguarding team continues to engage and support staff and volunteers across all teams and departments including the EOC, A&E Operations, PTS and NHS 111 to identify safeguarding priorities and ensure staff are able to provide high quality patient care.

## What our patients tell us:

PTS:

*“All staff have been lovely and very kind. Never been rushed, all have helped me in and out of the ambulance. Can't thank everybody enough. Sometimes coming home I have had to wait, but is to be expected.”*

*“The cars are of course comfortable, but the ambulances are hardly comfortable enough for poorly people; chairs bolt upright with seatbelts placed so they cut into your neck or just generally not comfy. And the ambulance suspension is very poor so it's a jiggery ride.”*

*“I have always been treated with a great deal of respect. I always felt as if I was cared about, as well all staff were happy to have a joke and made me feel relaxed. Thank you everyone.”*

## Inspections for Improvement

The Inspections for Improvement programme is an annual inspection programme of all our estate and vehicles to ensure they meet key standards of quality and safety.



The inspection programme has been supported locally by managers and by key support services such as Estates and Medical Equipment. Improvements have been seen year-on-year with 2018-19 focusing on clinical waste and station/vehicle security.

## Quality Improvement (QI) Team Priorities for 2019-20

- Continue to build our capacity and capability through our QI Fellowship Programme.
- Introduce a QI accreditation scheme for staff to have recognition for their achievements in the use of their QI skills and knowledge.
- Continue to provide silver level QI training for all staff across the organisation.
- Provide a QI 'masterclass' for leaders of the organisation.
- Training and development for staff in relation to measurement
- Work with the Quality, Governance and Performance Assurance Team to develop strength in our measurements for patient safety and investigations.
- To continue to work collaboratively with NHS Horizons to build improvements for the associated projects.
- To develop our falls work in line with the Welsh Falls Framework.
- To improve the non-conveyance of patients with mental health needs to hospital.



## Reporting Incidents

Keeping our staff and patients safe is the primary focus across the organisation as well as ensuring that the highest quality of care is delivered to patients consistently. This year we have seen an overall decline in patient safety incidents which supports the positive impact of learning from incidents and creating a positive reporting culture.

One initiative utilised is 'Just Culture' as advocated by NHS Improvement, we are actively working with culture of fairness, openness and learning from incidents that supports staff to feel confident when speaking up when mistakes occur.

The following work has been undertaken:

- The QI Fellows have reviewed the time taken to finally approve grade three incidents within the set Trust timescales. The project continues to be successful and is in the process of being adopted across the Trust. Initial findings have shown a considerable reduction in the average time to finally approve and provide feedback.
- The QI Fellows have reviewed the efficiency of the Frequent Caller reporting process, this has included a review of the management form that the Frequent Caller team uses. Whilst the project is still underway the initial results are favourable and the form changes have speeded the process up.
- The tender process for the organisation's new risk management software has been completed and contract negotiations are now underway with the proposed supplier being Datix.

### **Timeliness of Responding to Complaints**

Patients' concerns and complaints are resolved in line with the Complaints Procedure Regulations and Parliamentary and Health Service Ombudsman Principles. We aim to achieve 85% of agreed timescales which has been mostly met this year. This has been exceeded every month this year with a year-to-date average response time of 32 days.

## Thousands of School Children Learn CPR on Restart a Heart Day!



Mission accomplished! In 2018 we provided CPR training to 25,000 youngsters across Yorkshire thanks to more than 700 volunteers who turned out in force to support Restart a Heart Day. This means we have smashed the 100,000 milestone since the event began five years ago!

Yorkshire's gold medal winning Paralympian and World Champion, Hannah Cockcroft MBE, joined YAS Chief Executive Rod Barnes on a visit to one of the 113 participating secondary schools.



## Looking after our staff - Employee Wellbeing

In 2018-19 YAS has promoted:

- **Post Incident Care (PIC) Process**  
We have reviewed our PIC process and are working through the recommendations set out in the review. Further training is being rolled out to locality managers and managers across the organisation in Mental Health First Aid Training.
- **Physical Competency Assessment (PCA)** for applicants in frontline roles (CQUIN activity)  
Following a successful pilot, Physical Competency Assessments for all Emergency Care Assistant roles has been rolled out with good success. Work will now take place to look at other frontline roles across the organisation.
- **MSK/Back Care project** (CQUIN activity)  
Following a successful pilot, Physiomed delivered the back care project in our call centre environments and within corporate functions. The evaluation has been positive and we hope to look at how we can further support staff with MSK-related conditions.

## Looking Ahead: Our Priorities for Improvement 2018-19

### **Priority One: Patient Safety**

*Delivery of sustainable improvement in emergency ambulance response performance in line with national standards; delivering the best possible response for each patient, first time and in the right place.*

### **Priority Two: Clinical Effectiveness**

*To embed the Mortality review process to include Patient Relations service and determine how we work with Acute Trusts to further progress review process.*

### **Priority Three: Clinical Effectiveness**

*Development of the Trust's role in place-based care co-ordination across the urgent and emergency care system, with particular focus on frail older patients, patients with palliative care needs and patients with mental health conditions*

### **Priority One: Patient Experience**

*Improvement in experience for patients with learning disabilities and patients who have dementia including the Trust becoming registered and recognised as a 'Dementia Friendly' organisation.*

## **Embracing Diversity, Promoting Inclusivity**

We continue to implement the Trust's Diversity and Inclusion Strategy which was launched in December 2017. The strategy outlines the Trust's strategic equality objectives on diversity and inclusion and enables the Trust to deliver our key priorities with a focus on embedding and mainstreaming diversity and inclusion at the heart of everything we do.

Our staff equality networks continue to work closely with the Trust in effectively influencing the diversity agenda. YAS has been leading the way in organising two national ambulance specific conferences which have enabled to raise the profile of diversity and inclusion across all the difference services.

This is a summary of our Quality Account which can be read on our website [www.yas.nhs.uk](http://www.yas.nhs.uk)

If you would prefer this document in another language or format, such as large print, braille or audio file, please contact our Corporate Communications Department at Trust headquarters to discuss your requirements.

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