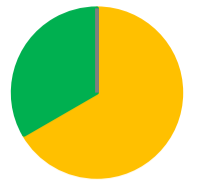


**Team Based Working** is RAG rated AMBER. A Gate 1 Business Opportunity document relating to the Paramedic career pathway, a key strand of TBW, was reviewed at TMG Gate sub group, 03.11.20, followed by Gate 2 Business Case, 01.12.20. A final version of the Business Case (Gate 2) is expected to be presented at TMG, 27.01.21. The **Integrated Transport Pilot** re-started 14.12.20. The project team report a significant increase in journeys since the pilot re-started, alongside positive feedback received from staff. The **Rotational Paramedic Project** is RAG rated AMBER. The project, currently on PAUSE will re-start once Covid-19 pressures pass.



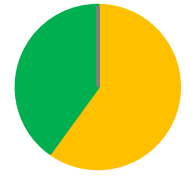
PROJECT	Start	End	Lead	Senior Lead	Gate	Status	High Level Summary	RAG Status					RAG OVERALL					
								Budget/Costs	Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND
Team Based Working	Commenced	2021/22	Alison Bradley / Amanda Douglas	Stephen Segasby	NA	Delivery	A Gate2 business case relating to post registered paramedic career pathway and operating model, a key strand of TBW has been presented to TEG. Awaiting further instruction / decision from TEG.	Budget/Costs	GREEN	AMBER	AMBER	AMBER	↔	GREEN	AMBER	AMBER	AMBER	↔
								Resources	GREEN	GREEN	GREEN	GREEN	↔					
								Delivery	GREEN	GREEN	GREEN	GREEN	↔					
								KPIs	GREEN	GREEN	GREEN	GREEN	↔					
								Risks & Issues	GREEN	GREEN	GREEN	GREEN	↔					
								Comms	GREEN	GREEN	GREEN	GREEN	↔					
Integrated Transport Pilot	09/09/20	31/03/21	Alison Bradley	Chris Dexter / Jeevan Gill	3	Delivery Paused	Pilot re-started 14.12.20. Data received to date shows significantly more journeys being undertaken since pilot re-started (A&E for PTS – 40 journeys in 7 days since re-start and PTS for A&E – 48 journeys in 7 days since re-start). Positive feedback received from participating staff.	Budget/Costs	GREEN	PAUSE	PAUSE	GREEN	NA	GREEN	PAUSE	PAUSE	GREEN	↔
								Resources	AMBER	PAUSE	PAUSE	GREEN	NA					
								Delivery	GREEN	PAUSE	PAUSE	GREEN	NA					
								KPIs	GREEN	PAUSE	PAUSE	GREEN	NA					
								Risks & Issues	GREEN	PAUSE	PAUSE	AMBER	NA					
								Comms	GREEN	PAUSE	PAUSE	GREEN	NA					
Rotational Paramedics	tbc	tbc	Gavin Austin	Christine Breerton		Delivery	Remains Amber and currently paused until at least April '21 when the first cohort is planned to commence. This will remain under review and may be further impacted due to COVID related demands on our service but it must be noted that delaying progress at this point may lead to some PCN's losing engagement with rotational working. The details on Paramedics in Primary Care shared from the national group has not yet been fully agreed but will require a plan from YAS on how this workforce will be developed. Workforce development is set out in the Post Registration business case which is currently progressing through the gate process.	Budget/Costs	NA	NA	PAUSE	PAUSE	NA	NA	AMBER	AMBER	AMBER	↔
								Resources	NA	NA	PAUSE	PAUSE	NA					
								Delivery	NA	NA	PAUSE	PAUSE	NA					
								KPIs	NA	NA	PAUSE	PAUSE	NA					
								Risks & Issues	NA	NA	PAUSE	PAUSE	NA					
								Comms	NA	NA	PAUSE	PAUSE	NA					

# INFRASTRUCTURE

December 2020

## OVERVIEW

Digital Enablers: Unified Comms is RAG rated AMBER. TEG agreed to re-profile phased migrations to Feb / Mar '21. N365 is RAG rated AMBER. A paper will be presented to TMG and TEG w/c 04.01.21 recommending an extension to the original timelines. ePR Phase 3 continues to be RAG rated AMBER with the project on track and no issues to report. Hub and Spoke and AVP continues to be RAG rated GREEN with no areas of concern.

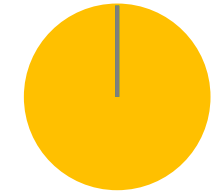


PROJECT	Start	End	Lead	Senior Lead	Gate	Status	High Level Summary	RAG Status					OVERALL					
								Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND	
<b>DIGITAL ENABLERS</b>																		
P91 Unified Communications	02/01/19	April 2021	Tracy Maud	Simon Marsh	3	Delivery	Slippage to previous planned testing dates due to system issues identified as a result of comprehensive and rigorous testing. Efforts are being focused on resolving outstanding issues to enable successful completion of all required testing within required timeline to achieve Migration Feb/March 21. Comms on hold pending completion of successful Geo-resilience testing.	Budget/Costs	GREEN	GREEN	GREEN	GREEN	↔	RED	AMBER	AMBER	AMBER	↔
								Resources	AMBER	GREEN	GREEN	GREEN	↔					
								Delivery	RED	GREEN	GREEN	AMBER	↑					
								KPIs	NA	NA	NA	NA	NA					
								Risks & Issues	AMBER	AMBER	AMBER	AMBER	↔					
								Comms	GREEN	GREEN	GREEN	AMBER	↑					
P109 N365 Implementation	09/07/20	31/12/20	Lee Read - N365 PM (Elitemicro Ltd)	Simon Marsh		Delivery	An update paper has recently gone to TMG & TEG recommending that we extend the timelines to allow NHS D to complete the framework and get Microsoft Fast Track enrolled. It is expected further discussion around the project and concerns to be discussed w/c 11/01/21 by TEG. Due to an increase in staffing levels the number of licenses required has increased beyond those specified in the business case. The increase will be circa £12k per annum including VAT. As we are delayed beyond the anticipated go live, savings are present against the expected revenue budget. The comms strategy is completed but we have delayed instigating it presently until the TEG meeting of 11/01/21 is concluded.	Budget/Costs	AMBER	RED	RED	AMBER	↓	AMBER	RED	AMBER	AMBER	↔
								Resources	GREEN	GREEN	GREEN	GREEN	↔					
								Delivery	RED	RED	RED	RED	↔					
								KPIs	NA	RED	RED	RED	↔					
								Risks & Issues	RED	AMBER	AMBER	AMBER	↔					
								Comms	GREEN	AMBER	AMBER	PAUSE	↔					
P106 ePR Phase 3 (Development)	01/04/20	31/03/21	Sian Registe	Dr Julian Mark	3	Delivery	Benefits realisation on track. Budget on track. Business Analyst role - interviews complete and offer made to successful candidate. Role due to be taken up from April 2021. GP post-event messaging initial development complete and ready for testing. User interface for display of Mental Health Crisis Plans development complete and ready for testing. Development of Oberon sprint in progress, with QA testing due to start in the new year. Structured transfer of care pilot use-case agreed with York and Humber. YAS FHIR resource development underway. Hospital dashboard redesign test and fix cycle continues to make slow progress due to resource availability. Some uncertainty around timescales for display of patient care plans due to issues with the YHCR system of systems test environment.	Budget/Costs	GREEN	GREEN	GREEN	GREEN	↔	AMBER	AMBER	AMBER	AMBER	↔
								Resources	AMBER	AMBER	AMBER	AMBER	↔					
								Delivery	AMBER	RED	AMBER	AMBER	↔					
								KPIs	GREEN	GREEN	GREEN	GREEN	↔					
								Risks & Issues	AMBER	AMBER	AMBER	AMBER	↔					
								Comms	GREEN	GREEN	GREEN	GREEN	↔					

PROJECT	Start	End	Lead	Senior Lead	Gate	Status	High Level Summary	RAG Status					OVERALL					
								Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND	
<b>HUB &amp; SPOKE AND AVP</b>																		
Hub & Spoke and AVP			Carol Weir	Rod Barnes	NA	Delivery	4/5 spokes operational. Rossington progressed through planning & SYFR – timeline to completion est. 8-12 wks. Opportunity to dispose of old Bentley AS. Finance & Estates aware. Hull Hub & Spoke – good progress with commercial agent to support due diligence on potential sites, ongoing discussions with Ops and other users. Scarborough new station – progressing discussions on sites. NYCC discussions are slow. AVP – Improvement meetings ongoing to support benefits realisation. AVP App in live pilot. POM's pilot live. Review and refresh of Hub & Spoke and AVP opportunities currently being undertaken.	Budget/Costs	GREEN	GREEN	GREEN	GREEN	↔	GREEN	GREEN	GREEN	GREEN	↔
								Resources	GREEN	GREEN	GREEN	GREEN	↔					
								Delivery	GREEN	GREEN	GREEN	GREEN	↔					
								KPIs	GREEN	GREEN	GREEN	GREEN	↔					
								Risks & Issues	GREEN	GREEN	GREEN	GREEN	↔					
								Comms	GREEN	GREEN	GREEN	GREEN	↔					
Logistics Hub	Mar 20	TBC	Carol Weir / Sally Benner	Rod Barnes	2	Scoping/Delivery	Engaged a commercial agent to find suitable premises for preferred options for consideration, searches to commence in January 2021. NB. Temporary solution is outside this project.	Budget/Costs	GREEN	GREEN	GREEN	GREEN	↔	GREEN	GREEN	GREEN	GREEN	↔
								Resources	GREEN	GREEN	GREEN	GREEN	↔					
								Delivery	GREEN	GREEN	GREEN	GREEN	↔					
								KPIs	GREEN	GREEN	GREEN	GREEN	↔					
								Risks & Issues	GREEN	GREEN	GREEN	GREEN	↔					
								Comms	GREEN	GREEN	GREEN	GREEN	↔					

OVERVIEW

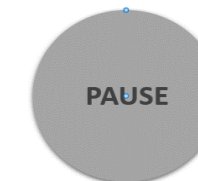
Capacity and Capability performance is rated AMBER. In response to Covid19, the **Accountability Framework** plan has been recast and agreed with the working group.



PROJECT	Start	End	Lead	Senior Lead	Gate	Status	High Level Summary	RAG Status					RAG OVERALL					
									Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND
Accountability Framework	Jul 20		Gavin Austin	David O'Brien	Not required	SCOPING	Majority of work still paused due to COVID 2nd wave and move to REAP 4 in November. As reported last month work is set to recommence in January.	Budget/Costs	AMBER	AMBER	AMBER	AMBER	↔	AMBER	AMBER	AMBER	AMBER	↔
								Resources	AMBER	AMBER	AMBER	AMBER	↔					
								Delivery	GREEN	GREEN	AMBER	AMBER	↔					
								KPIs	AMBER	AMBER	AMBER	AMBER	↔					
								Risks & Issues	AMBER	AMBER	AMBER	AMBER	↔					
								Comms	AMBER	AMBER	AMBER	AMBER	↔					
<b>PIPELINE AND PROJECTS/WORKSTREAMS NOT REPORTING THIS MONTH</b>																		
YAS Academy Future Training Delivery Model	tbc	tbc	Claus Madsen	Christine Brereton		SCOPING	The project around future training estate model established some costed options to consider. However, these were based on current and future training demand modelled on the existing delivery model. Hence this has now been 'shelved' until a future delivery model has been established. A small subgroup will work on scoping out options for this to be considered by TEG and TMG. It is planned that by end of Q4/early Q1 Training Delivery Model options will be discussed at TMG to agree the strategic direction of travel. Once agreed this will inform further developments and a revisit to/further scoping of how this impacts on future estate requirements.											
International Recruitment	tbc	tbc	Nico Batinica	Christine Brereton	1	SCOPING	Project on hold due to pressures associated with Covid-19. The intention is to review when the pandemic situation eases. The future plan will look to explore international recruitment in partnership with partners NHS organisations.											

OVERVIEW

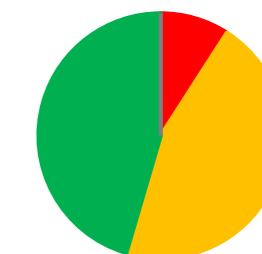
Place Board last met on 28 September 2020 and is currently paused pending Transformation Board review. Mental Health and Ageing Well projects and key workstreams that previously reported to Place Board will transfer to the IUEC Delivery Programme. Patient Advocacy project is progressing through Gate review with a Gate 0 document submitted to TEG w/c 04.01.21.



PROJECT	Start	End	Lead	Senior Lead	Gate	Status	High Level Summary	RAG Status					RAG OVERALL							
								Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND			
999 Aspire Programme (Phase 1)	tbc	tbc	tbc	tbc	4	Close & BAU	The 999 Aspire Programme was initially a pilot funded by the Police Crime Commissioner, Violence Reduction Unit. The pilot was successfully completed and successfully evaluation by VRU and all funding sources approved and received. The 999 Aspire Programme will now run as part of the Community Engagement Team business as usual. Further roll out of the programme is planned.	Budget/Costs												
								Resources												
								Delivery												
								KPIs												
								Risks & Issues												
								Comms												
<b>PIPELINE AND PROJECTS/WORKSTREAMS NOT REPORTING THIS MONTH</b>																				
Patient Advocacy Project, Phase 3	tbc	tbc	Phil Foster	Rod Barnes	0	Scoping	Lessons learned from the the Leeds Model have been collected and reviewed. A potential patient advocacy programme is being explored with Sheffield CCG and is progressing through Gate Review. A Gate 0 document was submitted for TEG review, w/c 04.01.21.													

# IUEC DELIVERY PROGRAMME BOARD

December 2020  
(2.12.20 to 16.12.20)



1. Patient Pathways Project developed and on track. Project team and Clinical Advisory Group in place.
2. NHS 111 First Project established recruitment/training complete, clinical capacity developed and in place, estates and facilities incorporated into wider Trust IPC plan, IT and ED notification.
3. EOC Clinical Project established.
4. Remote Clinical Assessment People Project under development and scope presented to Programme Board 2 December 2020. Will now determine capacity/support which will be required to progress key areas at pace.
5. Mental Health Project first stage agreed, project plan drafted and recruitment of Project Manager underway. Business Case developed further and presented to Programme Board 9 December 2020, with some further areas for development agreed ahead of Board on 17 December 2020 and Commissioners presentations in January 2021
6. Safer Right Care Project into this programme and this has been scoped. Next steps are preparation for rollout and associated communications plan.
7. Multi-disciplinary teams are engaged to support the programme and alignment on expectation.

PROJECT	Start	End	YAS Prog Lead	Gate	Status	High Level Summary	RAG Status					OVERALL RAG					
								Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND
IUEC PROGRAMME BOARD	01/09/20	TBC	Arifa Chakera Dave Beet	3	DELIVERY	See summary above	Budget/Costs	AMBER	AMBER	AMBER	AMBER	↔	GREEN	GREEN	GREEN	GREEN	↔
							Resources	AMBER	AMBER	AMBER	AMBER	↔					
							Delivery	GREEN	GREEN	GREEN	GREEN	↔					
							KPIs	GREEN	GREEN	GREEN	GREEN	↔					
							Risks & Issues	AMBER	AMBER	AMBER	AMBER	↔					
							Comms	GREEN	GREEN	GREEN	GREEN	↔					
<b>Key Workstreams:</b>																	
1. Aligned Strategy	01/07/20	01/09/20	AC/DB		Delivery	<ul style="list-style-type: none"> <li>Defined scope, expectations, reporting and detailed plan</li> <li>Establishing the Delivery Group</li> <li>Aligning it with the wider Y&amp;H programme</li> </ul>	Budget/Costs			NA	NA	↔	GREEN	GREEN	GREEN	GREEN	↔
							Resources			NA	NA	↔					
							Delivery			GREEN	GREEN	↔					
							KPIs			GREEN	GREEN	↔					
							Risks & Issues			GREEN	GREEN	↔					
							Comms			GREEN	GREEN	↔					
2. NHS 111 First Capacity	01/08/20		DB		DELIVERY	<ul style="list-style-type: none"> <li>Recruit and Train Call Advisors and Clinical Advisors by end of November (31FTE HAs and 31FTE CAs required for NHS 111 First and this is now complete)</li> <li>Source additional clinical capacity - options presented to TEG and ICS Leads (Local CAS in WYH and SYB in place for 1 December 2020. Vocare subcontract in place in HCV for 5 December 2020. YAS extension to Vocare subcontract in place from 7 December 2020)</li> <li>Additional hardware and software/licences purchased and installed (Complete)</li> <li>Space allocation within Springhill and Callflex for the additional resources (Space allocated for 1 December 2020, but wider YAS Plan needs to be implemented due to IPC social distancing requirements)</li> </ul>	Budget/Costs				AMBER		GREEN	GREEN	GREEN	GREEN	
							Resources				GREEN						
							Delivery				GREEN						
							KPIs				GREEN						
							Risks & Issues				GREEN						
							Comms				GREEN						
3. 111 First to ED	01/09/20		AC		DELIVERY	<ul style="list-style-type: none"> <li>Adastra email and SMS set up</li> <li>Phased roll out to EDs to be agreed</li> <li>Engage / Rollout with national solution for ED Booking (EDDI)</li> <li>IG / Information Sharing Agreements agreed</li> </ul>	Budget/Costs				GREEN		GREEN	GREEN	GREEN	GREEN	
							Resources				GREEN						
							Delivery				GREEN						
							KPIs				GREEN						
							Risks & Issues				GREEN						
							Comms				GREEN						

PROJECT	Start	End	YAS Prog Lead	Gate	Status	High Level Summary	RAG Status					OVERALL RAG						
							Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND		
4. Aligning Patient Pathway	01/08/20		AC		DELIVERY	<ul style="list-style-type: none"> <li>Correctly profiled on the DOS to ensure clinician in 111 have access</li> <li>Align these services to ensure 999 clinicians have access when Senior Clinician Module is live in EOC</li> <li>Crisis level pathway/services are accessible by 111/999 and frontline crews with parity across the service lines</li> <li>Onward referral perspective of the IUEC programme including with SDEC, UTCs, Mental health and paed, including direct booking and including access to frailty SDECs.</li> <li>Supporting the system to ensure referral pathways are resilient / fit for purpose prior to go live</li> </ul>	Budget/Costs			AMBER	AMBER	↔			AMBER	AMBER	↔	
							Resources			AMBER	GREEN	↓						
							Delivery			AMBER	GREEN	↓						
							KPIs			AMBER	AMBER	↔						
							Risks & Issues			AMBER	GREEN	↓						
							Comms			AMBER	AMBER	↔						
5. EOC Clinical Model	01/09/20		DB		DELIVERY	<ul style="list-style-type: none"> <li>Define the EOC Clinical Oversight and decision making model (Clinical oversight and decision making to manage high acuity patient needs and lower acuity patient pathways. This will include triage, critical care, dispatch decisions, crew support, clinical assessment, DoS access, referral and booking)</li> <li>Present areas of concerns and key recommendations - End of Oct 2020</li> <li>Initiate project 1 October to 31 March (subject to review and evaluation)</li> </ul>	Budget/Costs				AMBER			AMBER				
							Resources				RED							
							Delivery				AMBER							
							KPIs				AMBER							
							Risks & Issues				AMBER							
							Comms				AMBER							
6. CAT 3/4 Validation Trail	01/09/20		DB		DELIVERY	<ul style="list-style-type: none"> <li>To trial C3 and C4 incident management that are passed to the remote clinical queue. These are opened and reviewed within 30 minutes, in order to determine whether it is appropriate for the incident to remain in the remote clinical assessment queue and to manage the patient journey</li> </ul>	Budget/Costs				GREEN			GREEN				
							Resources				AMBER							
							Delivery				GREEN							
							KPIs				GREEN							
							Risks & Issues				GREEN							
							Comms				AMBER							
7. EOC Clinical Toolkit	01/09/20		DB		DELIVERY	<ul style="list-style-type: none"> <li>Implement Senior Clinical Module</li> <li>Beta Test PaCCS</li> <li>Roll out PaCCS</li> <li>Implement GP Connect</li> <li>Implement Care Connect</li> </ul>	Budget/Costs				NA			AMBER				
							Resources				NA							
							Delivery				AMBER							
							KPIs				AMBER							
							Risks & Issues				AMBER							
							Comms				AMBER							
8. Mental Health Plan	01/09/20		AC		DELIVERY	<ul style="list-style-type: none"> <li>Recruit Project Manager</li> <li>Recruit MH Staff</li> <li>Train MH Staff and implement MH Service</li> <li>Set up trial of MH Response Car in Humber</li> <li>Implement trial of MH Response Car in Humber</li> <li>Evaluate trial and MH Service</li> </ul>	Budget/Costs				GREEN			GREEN				
							Resources				AMBER							
							Delivery				GREEN							
							KPIs				GREEN							
							Risks & Issues				GREEN							
							Comms				GREEN							
9. Remote Clinical Assessment People Project	01/08/20		AC / DB		DELIVERY	<ul style="list-style-type: none"> <li>Develop Clinical Workforce requirements (timeline - TBC)</li> <li>Develop as-is clinical structure (timeline - TBC)</li> <li>Propose a to-be clinical structure (timeline - TBC)</li> <li>Plan for developing clinical workforce - Training / Culture / Leadership</li> <li>Implement the Clinical People Plan</li> </ul>	Budget/Costs				NA			AMBER				
							Resources				AMBER							
							Delivery				AMBER							
							KPIs				NA							
							Risks & Issues				AMBER							
							Comms				AMBER							
10. Comms & Engagement	01/09/20		AC		Delivery	<ul style="list-style-type: none"> <li>Map key stakeholders internal and external to YAS</li> <li>Develop comms / engagement plan</li> <li>Implement and support the team with clear messaging</li> </ul>	Budget/Costs			AMBER	NA			GREEN	AMBER	↑		
							Resources				GREEN	GREEN	↔					
							Delivery				AMBER	AMBER	↔					
							KPIs				GREEN	NA						
							Risks & Issues				GREEN	AMBER	↕					
							Comms				AMBER	GREEN	↕					

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								Sep-20	Oct-20	Nov-20	Dec-20	TREND	Sep-20	Oct-20	Nov-20	Dec-20	TREND
11. Monitor & Control and Evaluation	01/09/20		AC		Delivery	<ul style="list-style-type: none"> <li>• Develop plan and monitor</li> <li>• Allocate into the current and business plan</li> </ul>	Budget/Costs			NA	NA				GREEN	RED	↑
							Resources			NA	NA						
							Delivery			GREEN	AMBER						
							KPIs			GREEN	AMBER						
							Risks & Issues			GREEN	AMBER						
							Comms			GREEN	AMBER						