



**Trust Board Meeting in Public**

**Venue:** Videoconference

**Date:** Thursday 28 January 2021

**Time:** 0930 – 1300 hrs

**Board Members Present:**

Kathryn Lavery	(KL)	Chairman
Rod Barnes	(RB)	Chief Executive
Steve Page	(SP)	Deputy Chief Executive/Executive Director Quality, Governance and Performance Assurance
Nick Smith	(NS)	Executive Director of Operations
Dr Julian Mark	(JM)	Executive Medical Director
Kathryn Vause	(KV)	Interim Executive Director of Finance
Suzanne Hartshorne	(SH)	Interim Director of Workforce and OD
Karen Owens	(KO)	Interim Director Urgent Care & Integration
Simon Marsh	(SM)	Chief Information Officer
Jeremy Pease	(JP)	Non-Executive Director
Andrew Chang	(ACC)	Non-Executive Director
John Nutton	(JN)	Non-Executive Director
Tim Gilpin	(TG)	Non-Executive Director

**In Attendance:**

Phil Storr	(PS)	Associate Non-Executive Director
Mandy Wilcock	(MW)	Associate Director of Corporate Affairs
Juliana Field	(JF)	Head of Corporate Affairs
Matt Sandford	(MS)	Associate Director of Planning and Development
Lesley Butterworth	(LB)	Lead Nurse – Urgent Care
Alina Khan	(AK)	Head of Diversity & Inclusion
Nigel Batey	(NB)	Head of Business Intelligence

**Apologies:**

Anne Cooper	(AC)	Non-Executive Director
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**Minutes produced by:**

Odette Colgrave	(OC)	Executive Coordinator
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To be resolved that the business to be transacted is of a confidential nature and that under the terms of the Public Bodies (Admission to Meetings) Act, 1960, Section 1, subsections 2&3, the Press and the public to be excluded from this part of the meeting.

The meeting commenced at 0932hrs

This will be recorded and accessed on the website.

Minute Ref:	
<b>OPENING BUSINESS</b>	
TB20/054	<b>Apologies and Declaration of Interests:</b> Apologies noted for this meeting for AC.

	<p>Any declarations of interest would be considered during the course of the meeting.</p>
TB20/055	<p><b>Minutes of the Previous Meeting</b> held on 26 November 2020 including Matters Arising (not on the agenda) and Action Log as a true and fair representation of the meeting.</p> <p>The Minutes of the Meeting held on 26 November 2020 were approved as a true and fair representation of the meeting subject to amendment of KO attended the meeting.</p>
TB20/056	<p><b>Matters Arising</b> There were no matters arising.</p> <p><b>Action Log:</b> All Complete.</p>
TB20/057	<p><b>Record of Urgent Decisions</b> The Board received a paper outside of Board for the National Category 3 and 4 Validation Pilot – Phase 2 for an urgent decision.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Formally</b> note the decision</li> </ul>
<b>STRATEGY DEVELOPMENT &amp; BUSINESS PLANNING</b>	
TB20/058	<p><b>Yorkshire Ambulance Services (YAS) Green Plan</b> The Board received a paper seeking approval of the YAS Green Plan. It was noted that each element had to be costed in order for the Trust to make its business as usual decisions with this Green Plan in mind.</p> <p>The YAS Green Plan identified a route to reducing carbon emissions in line with Net Zero targets by introducing new vehicles and reducing the carbon footprint. Estates and Facilities would look to upgrade buildings including looking at LED lighting; air conditioning and cooling; solar panels and water saving devices.</p> <p>It was discussed that these issues needed to be brought into decisions when approving designs and the Trust had committed to purchase electricity from renewable suppliers. Assurance was also provided to the Board to reduce waste and work on a plastic free strategy. We need to also engage with suppliers to look for reusable packaging.</p> <p>Climate change had an impact of rising sea temperatures; adverse weather conditions; flooding and the high level of heat waves on an annual basis. Part of the YAS Green Plan was to invest in training to enable the Trust to respond to patient needs. The Board received assurance the Trust are seen to be the lead organisation in the ambulance sector. Discussions would be held at Trust Executive Group (TEG) around the provision of electric vehicles and the roll out of electric charging points. It was noted that reference should also be provided in the plan to partnership working within the ICS, CCGs and Humber Coast &amp; Vale partnerships.</p> <p>The Board resolved to:</p>

- **Approve** the Green Plan
- **Pledge** to become carbon neutral by the latest 2040 in line with the Greener NHS programme
- **Identify** a Board level lead for sustainability outside of the meeting.
- To **regularly review** sustainability and carbon reduction progress (six monthly) in line with the Green Plan.
- **Consider** the need for funding for identified initiatives alongside other trust requirements.
- **Consider** to publicly declare a 'Climate Emergency' (becoming the first NHS Ambulance Trust to do so), although it is recognised that with current performance issues and the ongoing COVID that this may not be the right time to do so.

*EM, LB & MS joined the meeting.*

## QUALITY, SAFETY & PATIENT EXPERIENCE

TB20/059

### **Mental Health (MH) Service Provision (video presentation)**

Members welcomed EM to the meeting and thanked her for agreeing to share her experiences of YAS as a patient. EM was passionate about raising awareness of MH conditions having suffered clinical depression and anxiety disorder.

EM contacted the Yorkshire Ambulance Service (YAS) in December 2019 following a house party. EM suffered low moods and being in a critical condition rang 999. EM felt the paramedics were not sympathetic to her condition and subsequently contacted YAS to make a complaint as she was keen to try and make a difference for others who may be in a similar situation to herself. A discussion was held around the experiences shared within the video and the Board noted the lessons learned. It was noted that EM had already given consent for her story to be used as part of the learning for staff, and EM had also been invited to become a member of the YAS MH steering group and critical friends' network in order to improve MH services within the Trust.

The Chairman extended an apology on behalf of the Trust with a clear commitment given to ensure lessons were learned and a clear message sent across the organisation in respect of our values and behaviours.

Following the patient story, the Board received a presentation on the long-term plans for the response to Mental Health (MH). For the first time there would be a dedicated national investment of £70m by 2023/24; MH professionals in ambulance control rooms to improve telephone triage and a national programme to increase MH training and education of ambulance staff. It was noted that there had been a significant increase of calls into Emergency Operations Centre (1.1m) of which 47k related to MH. This included 28k calls for psychiatric/suicide attempts.

Due to the effects of COVID-19 there was predicted 10m additional person in the UK who may experience either a new or additional MH problem.

YAS MH Proposals would be in four key areas:

- MH professionals within ambulance control rooms
- Dedicated MH response vehicles

	<ul style="list-style-type: none"> <li>• Specialist MH development roles</li> <li>• MH training and education of ambulance staff</li> </ul> <p>The Board acknowledged the importance of this work and the continued efforts required to develop pathways for patients experiencing MH crisis.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the contents of the presentation.</li> </ul> <p><i>EM, LB &amp; MS left the meeting.</i></p>
TB20/060	<p><b>End of Life Care (EoLC)</b></p> <p>The Board received a presentation following the request from Members to understand and support staff with end-of-life care management. The Do Not Attempt Cardiopulmonary Resuscitation (DNACPR) form applies only in cardiac arrest and is valid for circumstances detailed on the form and is not legally binding. Advanced Care Plans include the respect form to indicate the patients' wishes and what would happen pre-cardiac arrests. Limitation of treatment agreements are mainly for paediatrics that have a short life expectation. Advance Directives are legally binding however we see very few of these.</p> <p>Since 2018 YAS has developed an improvement plan with four strategic aims to encompass patient care in their own homes. The delivery of the plan included. EoLC divisional leads; Continuing Professional Development events; best practice days; YAS intranet pages; project ECHO (Extension of Community Healthcare Outcomes) and a specialist palliative care line. Recommendations followed two separate incidents with respect to the DNACPR form to prevent future deaths. It was noted discussions held with Joint Royal Colleges Ambulance Liaison Committee (JRCALC) to ensure guidance is clear, clinically and emotionally motive.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the presentation</li> </ul> <p><i>ACC joined the meeting.</i>  <i>AK joined the meeting and was introduced and welcomed as the new Head of Diversity.</i></p>
<b>WORKFORCE</b>	
TB20/061	<p><b>Equality, Diversity &amp; Inclusion Plan 2020-22</b></p> <p>The Board received a paper seeking approval for the Equality, Diversity and Inclusion Plan for 2020/22, which included the delivery of a 15-month action plan.</p> <p>In 2017, the Trust launched a three-year Diversity and Inclusion Strategy, which had three core principles:</p> <ul style="list-style-type: none"> <li>• We will attract, select and retain a diverse and talented workforce.</li> <li>• We will embrace the diversity of all our staff, patients and service users to create a positive environment.</li> <li>• We will challenge inequality in all of its forms and will promote dignity and respect.</li> </ul> <p>In January 2019, the People Strategy was launched which had a strategic aim of Culture and Leadership. Members noted the progress against the action to recruit</p>

an Associate Non-executive Director development role as well as improving equality and diversity within the recruitment process. It was noted that recruitment, retention and resource workshops had been held the outcome of which would be discussed through TEG.

The plan linked directly to the five strategic aims of the People Strategy: Culture & Leadership, Recruitment, Retention & Resourcing, Employee Voice, Health & Wellbeing and Education & Learning.

The Board resolved to:

- **Note** the progress made under the 2017 – 2020 Diversity Strategy.
- **Approve** the Equality, Diversity and Inclusion Plan and associated projects to support the aims of the objectives outlined in the Trust's People Strategy and the NHS People Plan.
- **Support** the actions set out in the plan.

## PERFORMANCE AND FINANCE

TB20/062

### Chief Executive's Report

- **Integrated Performance Report**

The Board received a paper providing an update on the activities of the Trust Executive Group (TEG) and presented the Integrated Performance Report.

Members noted the agenda had been dominated by COVID although infection rates were declining. There had been ongoing challenges and mutual aid arrangements enacted across ambulance services. It was noted that development work continued with integrated partnerships including the Mental Health programme. Members of TEG were also looking at transformation priorities going forward.

The Board received individual updates from each directorate. It was noted the Operations directorate had been challenged with a high number of COVID absences over the past few months. EOC had seen significant challenges but had offered mutual aid to both North East and London ambulance services. During the snow, the Trust received mutual aid although there were still lessons to be learned. Work was progressing in relation to the Team Based Working programme and the final proposal would be considered by TEG and brought back to the Board as appropriate

PTS had significant challenges around outpatient activities although now stable, elective patients had not seen an impact. Members were informed that 79 volunteers had been recruited during November 2020 and December 2020, and an innovative approach taken to on boarding process with credit given to the team. Single patient journeys would continue for another 12 months and the Trust was using 40% private providers to support PTS service provision.

The Infection Prevention and Control (IPC) Team had managed to control the local outbreak clusters in stations and no other issues had been identified. All risk assessments were being refreshed across all ambulance stations and the team would continue to have regular fortnightly meetings with the Care Quality Commission (CQC).

The Trust had seen a significant cost increase in overtime payments and the use of

	<p>private providers in PTS in response to operational pressures. The ICS had been supportive and the Trust was likely to receive further COVID related funding.</p> <p><i>NB joined the meeting.</i></p> <p>Members were provided with a demonstration of the refreshed Integrated Performance Report (IPR) which was now presented in Microsoft PowerBI.</p> <p>The dashboard demonstrated how the Trust was performing against other services and how challenges have impacted on services. An increase response time for Category 1 and 2 were currently being looking into by the Quality Team. It was noted that winter activity in both IUC and PTS had not been at the same level of demand compared to last year and the call answer rate was very good. Discharge performance was also very good despite activity doubling during the pandemic. Figures had improved through the use of Hear and Treat services for patient outcomes, although the use of Emergency Departments have increased slightly since NHS 111 First was introduced.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Receive assurance</b> on the activities of the Executive Team.</li> <li>• <b>Receive</b> the Integrated Performance Report.</li> </ul> <p><i>NB left the meeting.</i></p>
TB20/063	<p><b>Service Transformation Programme Update</b></p> <p>The Board received a paper providing and update on the current position and next steps in relation to the Trust Service Transformation Programme. The key headlines on the dashboard included projects on Team Based Working; Integrated Transport Pilot and Rotational Paramedics. It was noted there were slight delays with the Unified Communications; implementation of N365 and the ePR projects. Hub and Spoke; AVP and Logistics Hub projects are all on target and/or completed.</p> <p>The board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the progress across the transformation programmes and other key projects.</li> <li>• <b>Note</b> the development of the PMO and programme and project management assurance processes.</li> </ul>
<b>RISK MANAGEMENT AND INTERNAL CONTROL</b>	
TB20/064	<p><b>Risk Management Report including: Corporate Risk Register and Board Assurance Framework (BAF)</b></p> <p>The Board received the paper reporting recent material changes to the Corporate Risk Register, drawing attention to key areas of emerging risk and an update on the Board Assurance Framework (BAF).</p> <p>Members noted the new risks added since the last report with particular reference to the reduction in outpatient capacity to support A&amp;E; paediatric liaison and home-based pulse oximetry. It was noted a wider risk had been noted at Callflex contact centre around the implementation of social distancing guidance.</p>

	<p>Eight risks had been removed from the Corporate Risk Register and one area of emerging risk was noted relating to the N365 implementation project. A discussion was held around the BAF and this had been updated to capture COVID-19 related risks. Areas of particular risk were noted in the engagement session held with Non-Executive Directors in on 7 January 2021.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the position regarding corporate risks.</li> <li>• <b>Note</b> the areas of emerging risk.</li> <li>• <b>Note</b> the position regarding the Board Assurance Framework.</li> </ul>
TB20/065	<p><b>Updated Standing Orders Including Scheme of Powers Delegated and Reserved to the Board and Standing Financial Instructions</b></p> <p>The Board received a paper presenting the Trust’s Standing Orders, including Scheme of Delegation and Standing Financial Instructions for approval.</p> <p>It was noted that the documents had been reviewed and amendments made to reflect the changes to the Charitable Funds Committee Terms of Reference and expanding section 5.2 Emergency Powers and Urgent Decisions, to enable a more flexible approach to intra-meeting decisions.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the suggested amendments as detailed within this report;</li> <li>• <b>Approve</b> the updated Standing Orders Including Scheme of Powers Delegated and Reserved to the Board and Standing Financial Instructions.</li> </ul>
<p><b>ITEMS FOR INFORMATION AND ASSURANCE</b> (by exception only)</p>	
TB20/066	<p><b>Report from the Chair of the Quality Committee and Approved Minutes of the Meeting held on 10 September 2020</b></p> <p>The Board received a paper to outline the key activities held at the last Quality Committee meeting.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the report.</li> </ul>
TB20/067	<p><b>Report from the Chair of the Finance &amp; Investment Committee and Minutes of the Meeting held on 10 September 2020</b></p> <p>The Board received a paper to outline the key activities held at the last Finance &amp; Investment Committee meeting. The main key item discussed was the new financial regime and discussions held at ICS level.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the report.</li> </ul>
TB20/068	<p><b>Report from the Chair of the Audit Committee, Committee Annual Report 2019/20, and Minutes of the Meeting held on 8 October 2020 and 14 December 2020</b></p>

	<p>The Board received a paper to outline the key activities held at the last two Audit Committee meetings along with the Committee Annual Report 2019/20. The Board were informed of two limited assurance audit reports received by the Committee relating to Travel, Expenses and IUC Overtime and Unsocial Hours Claims and Bank, Treasury Management and Cash Flow Management. It was noted that the Committee continued to actively monitor progress against the related action plans.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the report</li> <li>• <b>Receive</b> the Audit Committee Annual Report for 2019-20</li> </ul>
<b>MEETING AS THE YAS CHARITY TRUSTEE</b>	
TB20/069	<p><b>Report from the Chair of the Charitable Funds Committee and Minutes of the Meeting held on 8 October 2020.</b></p> <p>The Board received a paper outlining the key activities held at the last Charitable Funds Committee meeting. It was noted that the last twelve months had been exceptional due to the impact of COVID and a reduced capacity in fundraising. It was noted the Charity would continue to use the grant from NHS Charities Together and there had been a positive reaction to the number of volunteers linking in with hard to reach communities during the pandemic.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Note</b> the report</li> </ul>
TB20/070	<p><b>YAS Charity: Annual Report</b></p> <p>The YAS Charitable Funds Annual Report and Account 2019/20 was presented for review and approval. It was noted that this had been considered at both the Charitable Funds Committee and YAS Audit Committee.</p> <p>Members recognised the hard work and commitment from the Charity Manager, Danielle Norman and were content in respect of the Annual Report and Accounts submission as the deadline is 31 January 2021.</p> <p>The Board resolved to:</p> <ul style="list-style-type: none"> <li>• <b>Accept and approve</b> the Annual Report and Account for 2019-20 and authorise this for signature and submission to the Charity Commission.</li> </ul>
<b>CLOSING BUSINESS</b>	
TB20/071	<p><b>Key Points Arising &amp; Review of the Meeting</b></p> <p>The Chairman noted the following key points arising:</p> <ul style="list-style-type: none"> <li>• EM's patient story first-hand together with the Mental Health Business Case.</li> <li>• Approval of the Trusts Green Plan; Equality, Diversity and Inclusion Plan for 2020/22</li> <li>• The new online IPR report was received by the Board with strong assurance the Trust is dealing with all challenges through these difficult times.</li> <li>• Members thanked JM for the End of Life Care (EoLC) presentation.</li> </ul>



The meeting closed at approximately 1230 hrs

**CERTIFIED AS A TRUE RECORD OF PROCEEDINGS**

\_\_\_\_\_ CHAIRMAN

\_\_\_\_\_ DATE

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