

Agenda Item 6

		THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE	
Boston Borough Council	East Lindsey District Council	City of Lincoln Council	Lincolnshire County Council
North Kesteven District Council	South Holland District Council	South Kesteven District Council	West Lindsey District Council

Open Report on behalf of Thames Ambulance (TASL)

Report to	Health Scrutiny Committee for Lincolnshire
Date:	20 February 2019
Subject:	Non-Emergency Patient Transport Service for NHS Lincolnshire CCG's – Thames Ambulance Service Limited (TASL)

Summary:

Thames Ambulance Service Limited (TASL) took over as provider for the non-emergency patient transport service on 1 July 2017 following a competitive tender process. Lincolnshire West Clinical Commissioning Group (LWCCG) is the lead commissioning for non-emergency patient transport services on behalf of the four CCGs. TASL is a national company with a number of NEPTS contracts, and had already been delivering services in Hull, and in North and North-East Lincolnshire. Northamptonshire went live at the same time as Lincolnshire; Leicestershire and Rutland went live in October 2017.

TASL presented and provided an operational update to The Health Scrutiny Committee in December 2018. Following that meeting, Thames provided, at the request of the committee, the recovery action plan for Lincolnshire. The Committee also requested Thames to return to HSC in February 2019 with an update in terms of performance and service improvement. This report provides the latest position in terms of Service Delivery Performance and organisational changes, an updated performance report was provided.

Actions Required:

The Health Scrutiny Committee is asked

- (1) To consider this report and hold to account Thames Ambulance Service Limited through political influence ensuring essential improvements in the quality of the services provided to patients are continued to be delivered.
- (2) To consider what future reports the Committee would like to receive in order to maintain oversight of performance of non-emergency transport services from Thames Ambulance Service Limited.

1. Background

Lincolnshire West Clinical Commissioning Group (LWCCG) is the lead commissioner for non-emergency patient transport services on behalf of the four CCGs. Thames Ambulance Service Limited (TASL) took over as provider for the non-emergency patient transport service in Lincolnshire on 1 July 2017 following a competitive tender process.

The last HSC heard the programme of changes going on in TASL to improve the overall service. This paper covers the main points of change and service delivery performance.

2. Current Status

Areas of improvement – Management Sustainability

- New Executive Structure in place from 1st April 2018
- New Local Contract Manager in place from 1st September 2018
- Patient Experience Manager in place from 1st April 2018

HTG (TASL parent company) continue to support the organisation.

Organisation restructure:

- Changes since April 2018 - a new senior operational structure has been agreed and has been implemented. The middle management structure is now complete with a new Contract Manager for Lincolnshire.
- TASL and GMB (Recognised union) have agreed and signed off and implemented staff communications agreement.
- The new Headquarters function is now live, and the Pelham Control Room has relocated to the new site. TASL continue the drive to centralise the contact centre function for all NEPTS contracts held nationally, formal staff consultation has commenced as has a significant recruitment drive for Call Takers and Contact Centre Duty managers.

Staff:

- A full and robust activity analysis has been completed defining new rotas for all contract areas. Lincolnshire rotas have been defined by the local management team for implementation by the end of February.
- A staff central resource has been established in the new HQ, providing a single point of contact for staff to manage rotas, leave and any other work-related queries, this office is now live managing Annual Leave and Sickness abstraction.
- Staff Meetings have been held at Boston, Lincoln and Grantham Stations. Feedback has been provided to staff which includes an action plan from the points raised.
- TASL have recruited a Contracts and Performance Manager driving better contract awareness and performance and reporting improvements.
- Appointment of on shift Duty Managers to further integrate the call taker and control room function, with direct control of call taker staff at the Lincoln Headquarters and of front-line staff.

Fleet:

- A full fleet review has been completed and a realignment of appropriate fleet resources is underway. A fleet staff working group has been formed to consider future vehicle provision. A new Fleet Manager has been appointed as of the 1st July 2018.
- Fixed route planning continues to prove successful for renal patients.
- VCS numbers continue to rise (107, an increase from 87 at the last reporting period).

Booking:

- TASL have implemented a full patient SMS reminder service for patients, reducing the number of aborted and cancelled journeys.
- Two HealthCAB System Trainers have been appointed and are currently working through Lincolnshire Hospitals and HealthCare settings training stakeholder staff to utilise the HealthCAB on line booking system, this has not seen the desired impact and TASL continues to work with local stakeholders to improve the situation and the use of the online booking portal.

Quality & Performance:

- TASL have introduced Work Based assessors to train, develop and support front line operational staff.
- Work continues with commissioners to agree a performance recovery action trajectory.

Performance January

In January, there has been an improvement in service provision. Performance has improved against the majority of Contract Performance indicators. The reasons for these improvements have been identified as the appointment of front-line staffing, new call answering staff with improved initial training and the continued delivery of the operational service delivery plan.

Activity		Dec-2018			Jan-2019		
Total Journeys (Inc. abortions)			9841			11090	
Total Journeys (exc. abortions)			8987			10275	
Completed			8523			9969	
Incomplete			464			306	
Aborted			854			815	
Aborted %			8.68			7.35	

KPI Description	Target %	Dec-2018			Jan-2019		
		%	Pass No	Fail No	%	Pass No	Fail No
KPI 2 - % of journeys cancelled/aborted by provider (Cancelled as - provider could not fulfil journey request, Cancelled by Transport Provider, Cancelled due to late transport)	Maximum: 2%				4.78	2788	140
KPI 3a - On Demand journeys (On the day) 150 minutes of booked collection	Minimum: 95%	77.63	621	179	86.49	781	122
KPI 3b - On Demand Journeys (On the Day) 180 minutes of booked collection	Minimum: 100%	81.75	654	146	90.14	814	89
KPI 4a - Planned and Outpatient journeys (Renal) 30 minutes of booked collection	Minimum: 95%	80.94	892	210	80	816	204
KPI 4b - Planned & Outpatient journeys (Non-Renal) 0 to 60 minutes of booked collection	Minimum: 95%	72.83	2522	941	78.82	2631	707
KPI 4c - Planned & Outpatient journeys 0 to 80 minutes of booked collection	Minimum: 100%	83.87	3852	741	87.17	3811	561
KPI 5 - Fast Track Journeys 0 to 60 minutes of booked collection	Minimum: 100%	75	21	7	76.67	23	7
KPI 6a - Arrival time (Renal) 0 to 30 minutes before appointment	Minimum: 95%	63.36	747	432	60.84	682	439
KPI 6a - Arrival time (Renal) 10 minutes after appointment		3.56	42		3.12	35	
KPI 6b - Arrival time (Non-Renal) 0 to 60 minutes before appointment	Minimum: 95%	67.58	1859	892	70.03	2502	1071
KPI 6b - Arrival time (Non-Renal) 10 minutes after appointment		8.32	229		8.06	288	
KPI 7 - >85% of patients arrive prior to appointment	Minimum: 85%	78.96	3103	827	79.42	3728	966
KPI 7 - Arrival 5 minutes after appointment		3.79	149		4.11	193	
KPI 8 - Passenger time on vehicle (<60 minutes)	Minimum: 85%	78.52	6692	1831	78.9	7859	2102
		%	Pass No		%	Pass No	
KPI 8 - Passenger time on vehicle 60 to 75 minutes		8.47	722		8.73	870	
KPI 8 - Passenger time on vehicle 75 to 90 minutes		5.51	470		5.31	529	
KPI 8 - Passenger time on vehicle 90 to 105 minutes		3.09	263		3.07	306	
KPI 8 - Passenger time on vehicle 105 to 120 minutes		1.91	163		1.39	138	
KPI 8 - Passenger time on vehicle 120 to 135 minutes		0.92	78		1.03	103	
KPI 8 - Passenger time on vehicle 135 to 150 minutes		0.59	50		0.59	59	
KPI 8 - Passenger time on vehicle greater than 150 minutes		1	85		0.97	97	

Finance

Significant investment in service delivery continues from investors and a recent financial risk summit with NHS England and Commissioners detailed the financial position in an “open book” approach.

3. Conclusion

TASL continues to drive improvements through the quality improvement plan and the operational improvement plan. There is still much work to do, whilst we have moved on positively over the last 10 months, TASL completely recognise the pressure they are under in regard to service delivery and contractual commitments.

4. Appendices - These are listed below and attached at the end of the report

Appendix A	Lincolnshire Calls Data
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5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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