

# Agenda Item 7

		<b>THE HEALTH SCRUTINY COMMITTEE FOR LINCOLNSHIRE</b>	
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 Service Limited (TASL)

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>12 December 2018</b>
Subject:	<b>Non-Emergency Patient Transport Service for NHS Lincolnshire CCGs – Thames Ambulance Service Limited</b>

## Summary:

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

TASL presented and provided an operational update to The Health Scrutiny Committee in September 2018. Following that meeting Thames provided, at the request of the Committee, the recovery action plan for Lincolnshire. The Committee also requested Thames Ambulance Service to return to the Committee in December 2018 with an update in terms of performance and service improvement. This report provides the latest position on 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 Lincolnshire 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. TASL is a national company with a number of non-emergency patient transport services contracts, and had been already been delivering services in Hull, and in North and North-East Lincolnshire. TASL began a contract in Northamptonshire at the same time as in Lincolnshire. TASL began a contract in Leicestershire and Rutland in October 2017.

On 12 September 2018, the Committee received 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 1 April 2018
- New Local Contract Manager in place from 1 September 2018
- Patient Experience Manager in place from 1 April 2018

HTG (TASL's parent company) continues 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 trade union) have agreed, signed off and implemented a staff communications agreement.
- The new Head Quarters function is now live, and the Pelham Control Room has relocated to the new site. TASL continues the drive to centralise the contact centre function for all non-emergency patient transport services contract nationally held. Formal staff consultation has commenced as has a significant recruitment drive for call takers and contact centre duty managers.
- 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 in January.

### **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 in January.

- 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 has recruited a contracts and performance manager driving better contract awareness and performance and reporting improvements.

#### **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 1 July 2018.
- Fixed route planning continues to prove successful for renal patients.
- Volunteer car service driver numbers continue to rise (to 107, an increase from 87 at the last reporting period).

#### **Booking:**

- TASL has implemented a full patient SMS reminder service for patients, reducing the number of abort 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 use of the online booking portal.

#### **Quality & Performance:**

**TASL was inspected by the CQC (Care Quality Commission) in November 2018. We are currently working with NHS England and the CQC to prior to the publication of the final report. There have been identified issues, which have been addressed with no impact on patient journeys.**

- TASL continues to work with the CQC and commissioners. A full CQC action plan has been implemented, and TASL has been notified of a pending CQC inspection.
- The Quality Directorate has set up a High Impact Quality Team, going into bases and working with the local management teams to address issues or concerns raised, swiftly.
- Performance KPI's have not achieved the expected trajectory since 12 September 2018 meeting of the Committee. This has been a significant challenge for the organisation and we continue to work with the CCGs. Two main factors are data collection and staff attrition meaning the service is carrying vacancies. There has been an impact of the recent NHS ambulance recruitment drive, whilst positive for our members of staff, TASL has found it hard to keep up with the staff turnover. We

have lost some nine members of staff through this process. We have brought in additional third party support and taxis to support the service, but these are never as efficient as managing our own staff. TASL is trying alternative ways to increase the recruitment drive and has appointed seven apprentices working in partnership with Lincoln College. We have a now had agreement to utilise the NHS jobs website (National NHS recruiting Platform) and we have a rolling recruitment drive for front line staffing in Lincolnshire. Whilst there have been green shoots of recovery since January 2018, TASL recognises the continued need for better KPI performance. The Operations Team remains focused on delivering the action plan which underpins attainment of improved in KPI performance. The plan and current KPIs have been communicated throughout the area.

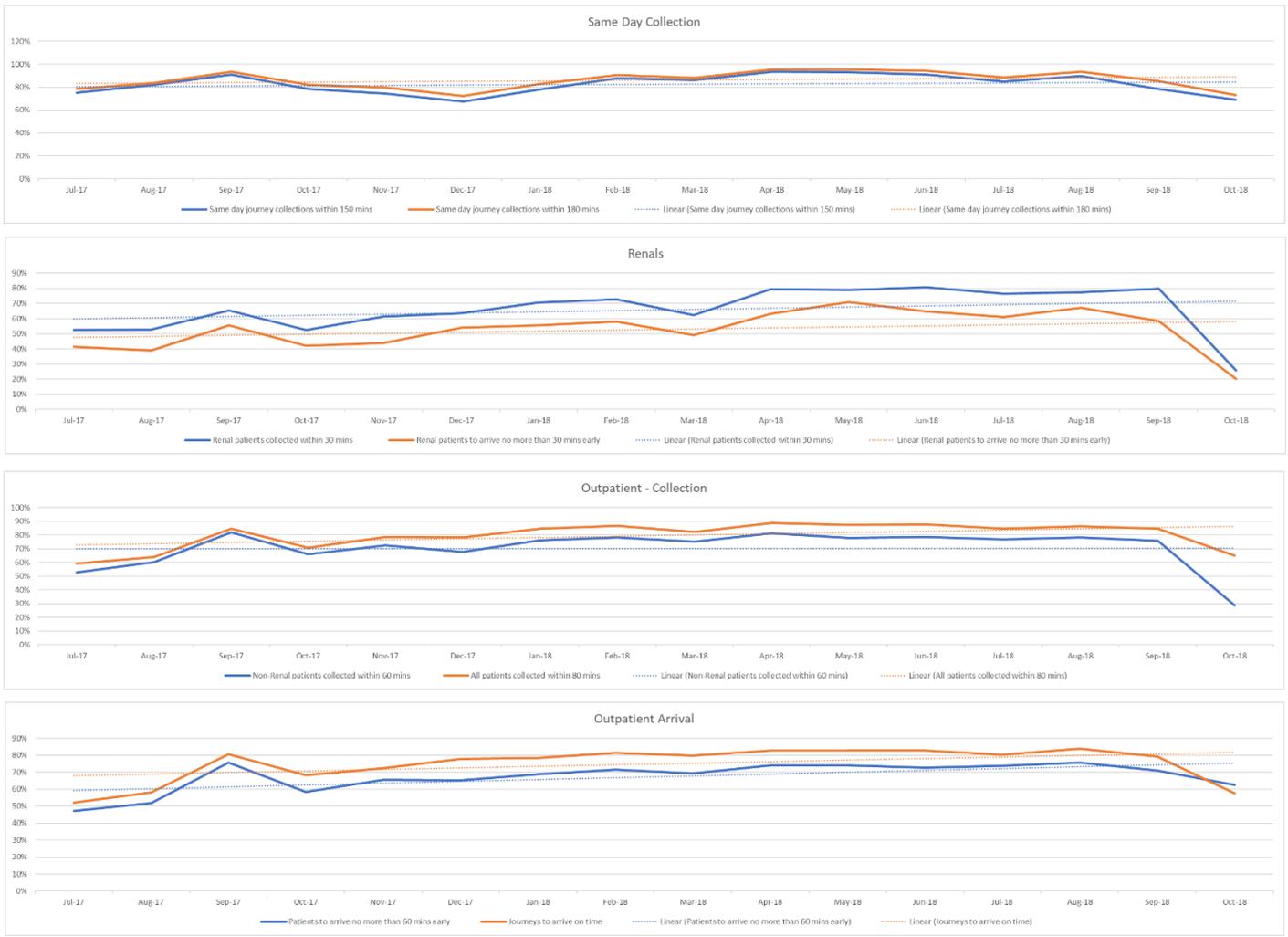
- TASL has introduced work based assessors to train, develop and support front line operational staff.
- Work continues with commissioners to agree a performance recovery action trajectory.

### **Performance October**

In October, performance dropped against all contract performance indicators. The reason for the drop off in is the current contract reporting process. A new reporting process, which ensures appropriate data times are recorded automatically was commenced in early October, this led to a significant issue with capturing data. The contractual requirements meant TASL had to continue to report performance, and where there is no captured time the contract dictates this is a failed KPI. In real terms performance this has not dropped to the reported position. Whilst there has been some performance impact due to staffing, the position is much better than being reported. TASL acknowledges the need to change to automatic reporting to reduce the impact of manual data entry.

## TASL Performance Report - September October 2018

				Aug-18	Sep-18	Oct-18	Total YTD
Key Performance Indicators		Target		Total YTD			
KPI1	Calls answered within 60 sec, bewteen 0700-1900	85%	%	74%	51%	41%	68%
KPI3a	Same day journey collections within 150 mins	95%	Total	840	723	867	14225
			Within KPI	755	567	600	11935
			%	90%	78%	69.20%	83.90%
KPI3b	Same day journey collections within 180 mins	100%	Total	840	723	867	14225
			Within KPI	784	616	635	12419
			%	93%	85%	73.24%	87%
KPI4a	Renal patients collected within 30 mins	95%	Total	1049	957	1150	16166
			Within KPI	812	765	295	11021
			%	77%	80%	25.65%	68%
KPI4b	Non-Renal patients collected within 60 mins	95%	Total	3410	3265	1150	51709
			Within KPI	2663	2474	329	37882
			%	78%	76%	28.61%	73%
KPI4c	All patients collected within 80 mins	100%	Total	4443	4210	4757	67511
			Within KPI	3837	3558	3096	54345
			%	86%	85%	65.08%	80%
KPI5	Fast Track journeys collected within 60 mins	100%	Total	30	22	38	403
			Within KPI	24	17	23	319
			%	80%	77%	60.53%	79%
KPI6a	Renal patients to arrive no more than 30 mins early	95%	Total	1167	1032	1225	17436
			Within KPI	785	602	248	9588
			%	67%	58%	20.24%	55%
KPI6b	Patients to arrive no more than 60 mins early	95%	Total	3371	3168	3529	50388
			Within KPI	2552	2248	2204	34018
			%	76%	71%	62.45%	68%
KPI7	Journeys to arrive on time	85%	Total	4573	4232	4783	68346
			Within KPI	3832	3350	2761	51852
			%	84%	79%	57.73%	76%
KPI8	Patients time on vehicle should be less than 60 mins	85%	Total	10323	9576	10692	154674
			Within KPI	7877	6964	6007	109318
			%	76%	73%	56.18%	71%



## Finance

Significant investment in service delivery continues from investors and a recent financial risk summit with NHS England and commissioners detailed the finance 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 ten months, TASL completely recognises the pressure it is under in regard to service delivery and contractual commitments.

### 4. 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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