


# Agenda Item 7

 <b>Lincolnshire</b> COUNTY COUNCIL <i>Working for a better future</i>		<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 NHS Lincolnshire West Clinical Commissioning Group

Report to	<b>Health Scrutiny Committee for Lincolnshire</b>
Date:	<b>19 February 2020</b>
Subject:	<b>Non-Emergency Patient Transport Service – Update</b>

## **Summary:**

This report provides an update from Lincolnshire West Clinical Commissioning Group (CCG) on the Non-Emergency Patient Transport Service (NEPTS). This report follows previous reports to the Committee from the CCG and separate reports to the Committee from Thames Ambulance Service Limited (TASL), who are the contracted provider for this service.

The Committee last received an update report on NEPTS in June 2019. During the late Summer and throughout the Autumn of 2019 there continued to be issues with TASL's operational delivery and their performance against Key Performance Indicators. The CCG issued a further Contract Performance Notice in late September 2019 and has continued to seek to drive TASL to deliver improvements across their services. Actions are now in place and there has been a marked improvement in outbound journeys from the main hospital sites, improvement in call handling and improvement in the service to renal patients as confirmed by the renal dialysis unit. However, these improvements need to be maintained and further improvements made in order for the service to be of an acceptable standard. In order to maintain focus, the CCG has agreed two further KPIs with TASL.

On 27 August 2019 the Care Quality Commission (CQC) published a report on its most recent inspection of TASL. This report gave the service overall a rating of "Requires Improvement". This represents an improvement from the previous overall rating of "Inadequate" in the CQC report published in February 2019.

The Committee should note that the CCG is working to put in place new arrangements for patient transport for renal dialysis patients attending the dialysis units at Skegness, Grantham and Boston following notice given to the CCG on the current contract. We fully expect that there will be a smooth transition to the new arrangements with very little disruption to patients. TASL have been informed that we do expect to commission this service from them.

The CCG has commenced work with system partners on the design and development of an integrated patient transport service which will provide patients, relatives, friends and carers easier, seamless access to information on journeys to and from facilities providing NHS commissioned services.

#### **Actions Required:**

The Health Scrutiny Committee is asked to consider and note the content of this report.

## **1. Background**

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

The Committee has received a number of reports from the CCG since the start of the contract. The Committee passed a vote of 'no confidence' in TASL in December 2017 and in December 2018 wrote to the CCG requesting the CCG seriously consider a managed and strategic exit from the contract with TASL, as soon as possible. The CCG continues to assess and consider the risks associated with exiting the contract and at the date of writing this report and in light of some recent improvements by TASL has not given notice to end the contract.

The CQC report published in February 2019 following inspection of the TASL service in October 2018 rated TASL as "Inadequate" for Safe, Effective, Responsive and Well Led and rated TASL as "Good" for Caring. As noted in the previous update to the Committee it was expected that the CQC would publish a further report in the late summer of 2019. This report was published in August 2019 and reported an improved position from October with a rating of "Requires improvement" for Safe, Effective and Well Led and "Good" for Caring and Responsive.

## **2. Lincolnshire West CCG Commentary**

A summary of the activity and Key Performance Indicator (KPI) position for the Contract for the period to April 2019 is included as Appendix A to this report. For December 2019, TASL achieved the contracted level of performance for 1 out of 12 KPIs (call handling) and delivered month on month improvement for 5 KPIs.

TASL delivered generally poor performance against contract KPIs during the Autumn of 2019. Moreover, there were a number of operational issues and significant noise in the system around poor delivery of discharges and outpatient homeward journeys from United Lincolnshire Hospitals and at the Lincoln renal dialysis unit. The CCG issued a further Contract Performance Notice to TASL in September 2019 and has since worked to drive a number of improvements in service by TASL. Hospital and renal unit staff have noted to the CCG recent improvements made by TASL. Further improvements are required and the CCG remains focussed on driving improvement in the TASL service and has recently

introduced two further KPIs to the contract for zero tolerance of re-bedding patients due to transport failures and thresholds and maximum time targets for outpatient journeys from hospital.

The CCG continues to commission third party capacity outside of the TASL contract to support discharges at the hospitals in Lincoln and Boston. This service is a same day service and fully meets the same day KPIs (KPI 3a and 3b) for all journeys.

Work continues with other CCGs that commission TASL and NHS England to co-ordinate oversight of TASL's action plan to make improvements listed in the latest CQC report.

### **3. Conclusion**

Following a further period of inadequate delivery patient of transport services by TASL the CCG has put in place further actions and although it is early days these actions seem to have led to improvement. Further improvements are needed and will continue to be driven by the CCG.

Assessment of risk of termination of the contract remains as previously reported. The Committee is asked to note that all of the matters highlighted in this report remain under ongoing active review and consideration by the CCG.

### **4. Consultation**

This is not a consultation item.

### **5. Appendices**

These are listed below and attached at the back of the report	
Appendix A	Activity and KPI summary

### **6. 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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## Activity and Performance against Key Performance Indicators – July 2017 to December 2019

Table 1: Activity Summary

	Jul 17 to Sep 17	Oct 17 to Dec 17	Jan 18 to Mar 18	Apr 18 to Jun 18	Jul 18 to Sep 18	Oct 18 to Dec 18	Jan 19 to Mar 19	Apr 19 to Jun 19	Jul 19 to Sep 20	Oct 19 to Dec 19
Patients	34,105	32,949	31,339	34,144	33,136	32,843	31,223	29,363	30,706	31,351
Escorts Medical	2,274	2,425	2,221	2,552	2,296	2,755	2,228	1,912	1,959	2,057
Escorts Relative	4,163	3,694	2,783	3,167	3,503	2,833	3,049	2,835	2,903	3,084
<b>Total</b>	<b>40,542</b>	<b>39,068</b>	<b>36,343</b>	<b>39,863</b>	<b>38,935</b>	<b>38,431</b>	<b>36,500</b>	<b>34,110</b>	<b>35,568</b>	<b>36,492</b>
<b>Plan</b>	<b>48,792</b>	<b>48,029</b>	<b>48,030</b>	<b>47,268</b>	<b>39,730</b>	<b>39,109</b>	<b>39,109</b>	<b>37,868</b>	<b>38,935</b>	<b>38,431</b>
<b>Variance</b>	<b>-8,250</b>	<b>-8,961</b>	<b>-11,687</b>	<b>-7,405</b>	<b>-795</b>	<b>-678</b>	<b>-2,609</b>	<b>-3,758</b>	<b>-3,367</b>	<b>-1,939</b>
Aborts	2,627	2,730	2,909	2,123	2,816	2,879	2,725	2,338	2,590	2,868
Cancelled	11,000	7,441	7,693	6,874	7,722	8,962	8,447	8,144	8,230	8,204
ECJs	1,145	1,181	1,116	1,459	1,546	898	197	1,113	702	241

Note:

The activity plan is adjusted on each annual anniversary of the contract start date in order for the plan to reflect the most up to date actual activity.

The CCG changed the arrangement for ECJ activity from September 2019, bringing a number of journeys that would previously have been classified as ECJs into the core contract.

Table 2: KPI Performance Summary

KPI	Description	Contract Target	Latest Performance (Dec 2019)	Change on previous month	Better / Worse than previous Month	Number of Occasions KPI has been achieved since start of Contract (29 months)	Best Achievement Since Contract Start	Average Achievement Since Contract Start
KPI 1	Calls answered within 60 seconds	80%	81.4%	18.50%	Better	7	88.4%	65.4%
KPI 2	Journeys cancelled by provider	0.50%	1.23%	0.34%	Better	5	0.2%	1.1%
KPI 3a	Same day journeys collected within 150 mins	95%	74.1%	1.88%	Better	0	93.3%	79.4%
KPI 3b	Same day journeys collected within 180mins	100%	80.9%	0.96%	Better	0	95.5%	84.1%
KPI 4a	Renal patients collected within 30 mins	95%	78.9%	-1.91%	Worse	0	85.4%	74.7%
KPI 4b	Non-Renal patients collected within 60 mins	95%	65.0%	-2.49%	Worse	0	82.0%	72.2%
KPI 4c	All patients collected within 80 mins	100%	80.7%	0.83%	Better	0	88.9%	81.5%
KPI 5	Fast track journeys collected within 60 mins	100%	68.2%	-1.82%	Worse	1	100.0%	74.7%
KPI 6a	Renal patients to arrive no more than 30 mins early	95%	70.0%	-5.00%	Worse	0	75.0%	60.1%
KPI 6b	Patients to arrive no more than 60 mins early	95%	59.8%	-3.39%	Worse	0	75.3%	68.2%
KPI 7	Journeys to arrive on time	85%	71.9%	-0.90%	Worse	0	83.8%	77.0%
KPI 8	Patients time on vehicle to be less than 60 mins	85%	74.1%	-0.81%	Worse	0	80.1%	74.0%

Note:

New KPIs for zero tolerance of re-beds and thresholds and maximum waiting times for outpatients will be commence in February 2020 and April 2020 respectively.

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