

# Patient Transport Service Update Report

**Bury Health Overview & Scrutiny  
Committee**

**July 2015**

## Document control

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## Introduction

This report provides an update on the non-emergency patient transport service being delivered across Bury. The service is operated by Arriva Transport Solutions (ATSL). It is commissioned as part of a collaborative commissioning arrangement that exists cross the Greater Manchester and the North West. NHS Blackpool CCG is the Lead Commissioner and manages the contract across the region.

## Background

For the non-emergency PTS contract across the North West, there are 27 rigorous quality KPI targets including eight enhanced standards for cancer and renal dialysis patients that the transport provider must achieve. All quality targets for transport providers are monitored on a monthly basis. The NHS contract does not provide for penalties for Patient Transport Service (PTS) work but provision exists to issue Improvement Notices should performance not be at the required level.

Following some initial challenges faced by ATSL in the first 6-8 months of the contract, in January 2014, NHS Blackpool issued the transport provider with a Performance Improvement Notice as the standards of performance measured by the Key Performance Indicators (KPIs) were not being met in full.

Of the 27 standards, there were seven KPIs that ATSL was not achieving. They were:

KPI 1	% Of calls to provider answered within 20 seconds
KPI 2	Average length of time to answer inbound calls
KPI 3	Patients to arrive no more than 45 minutes before appointment time
KPI 4	Patients to arrive within -45/+15 minutes of scheduled appointment time
KPI 5	Patients to arrive no more than 15 minutes after scheduled appointment time
KPI 6	Patients to be collected within 60 minutes of scheduled collection time of PRN (Patient Ready Notification)
KPI 7	Patients to be collected within 90 minutes of scheduled collection time of PRN

## ATSL Performance Improvement Plan

ATSL submitted a Performance Improvement Plan within five days of the commissioner issuing the Performance Improvement Notice that identified each area and how improvements would be delivered. The timescales for these improvements were two months with on-going monitoring.

The PIP included the following actions:

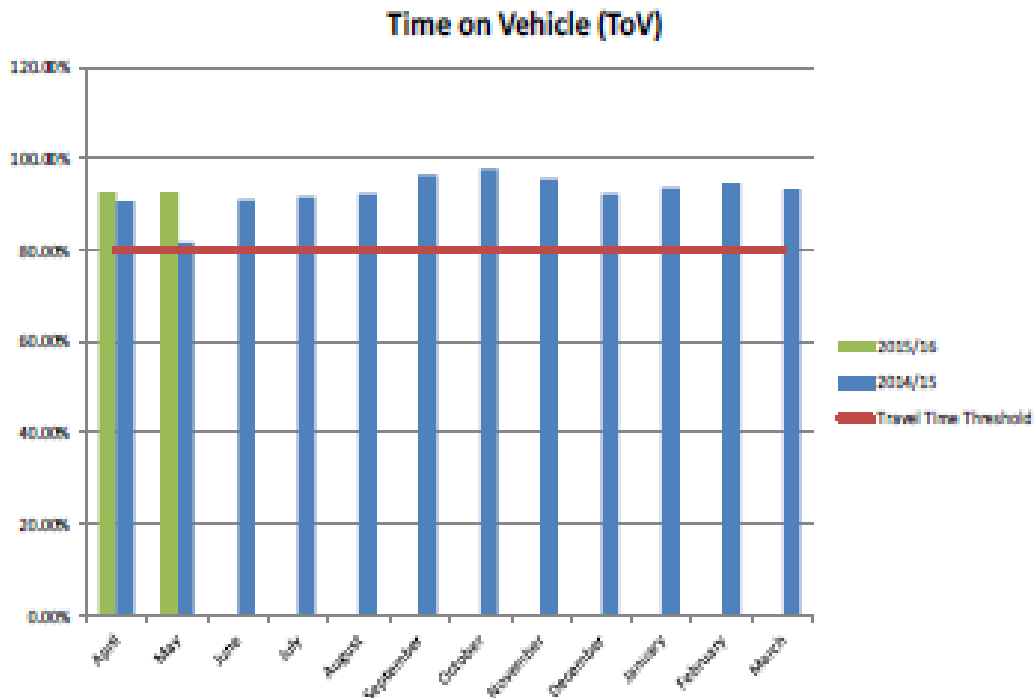
- A review of existing vehicle base locations and an alignment of activity to explore if additional satellite bases would reduce travel time and improve performance.
- A review of Cleric (computer operating system for booking and tracking of transport) throughput times with each acute trust to ensure these remained appropriate.
- A review of operational roles to ensure more efficient matching of resources to activity.
- A review of call taking, planning and dispatch performance across all functions to establish baseline performance and introduce individual Performance Indicators.
- Introduction of measurable standards for start of shift vehicle checks to increase vehicle productivity.
- Development of an information toolkit for NHS staff on mobility classifications to ensure bookings are classified with correct mobility codes to improve resource allocation.
- A review of crew communication devices to ensure effectiveness of communication systems and reduce downtime and improve crew efficiency.
- Rollout of additional training sessions for all on-line users to improve efficiency of the 'make-ready' service. This is for outward journeys from hospital. The hospital books a patient 'ready' on the system for patient transport when a patient is ready to go home and the quality measure (KPI) starts.
- Development of a patient notification system to reduce crew-waiting times during pick-up.
- Improve liaison with all acute trusts to improve facilities and systems of work that reduce operational productivity.
- Development of an engagement plan with users to provide greater understanding of the contract and KPI information to encourage stronger partnerships with local partners.
- Operations Managers encouraged through a formal process to increase focus on local performance with operational teams.
- Develop weekly management team performance reviews to ensure accountability.

## Results

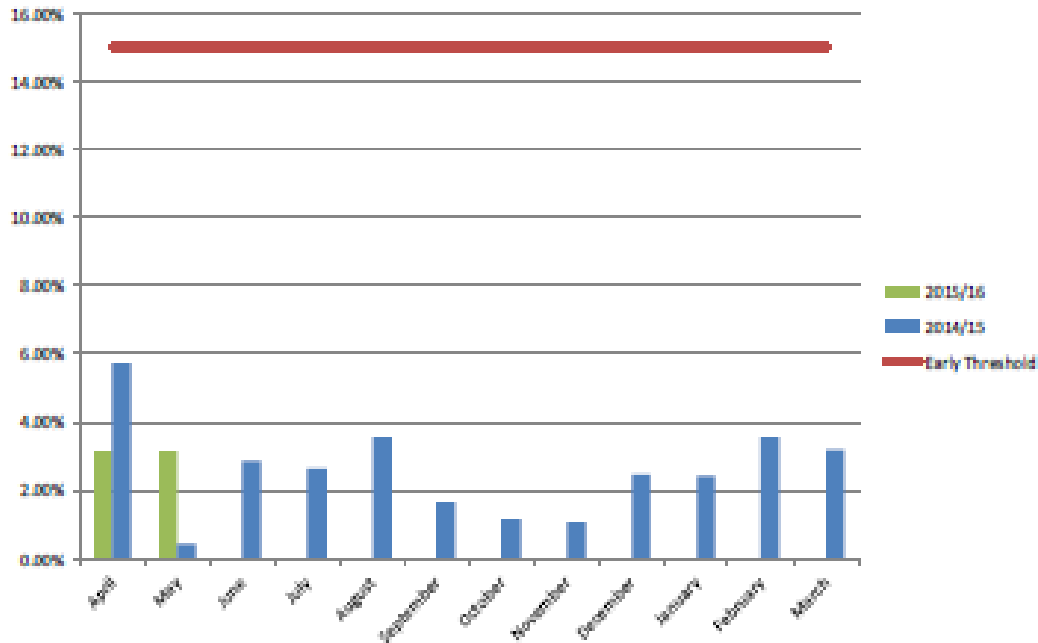
Following implementation of the improvement plans, Arriva Transport Solutions made steady progress against each of its KPIs and started to achieve the required standards from April 2014. This maintenance of performance continues to date. NHS Blackpool lifted the Performance Improvement Notice in September 2014.

New satellite sites are now in place in across Greater Manchester in Cheetham Hill, Stockport, Marple Dale, Ramsbottom, Shire Hill and Bolton. Rotas have been realigned to better meet the peaks and troughs of patient demand.

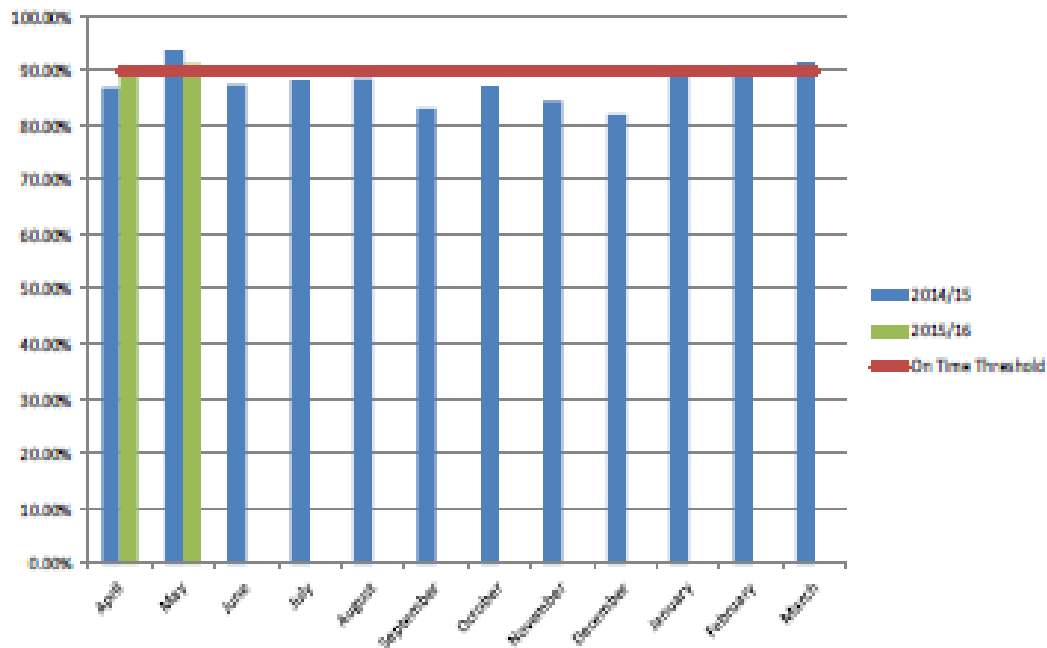
## Bury Performance to date



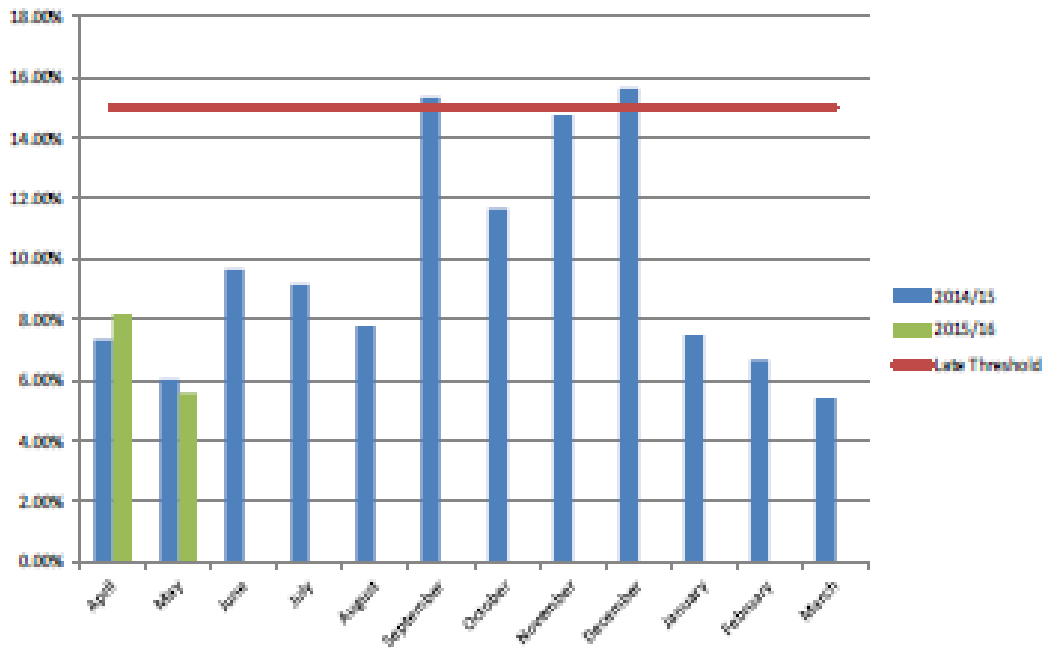
### In Bound - Early Arrival



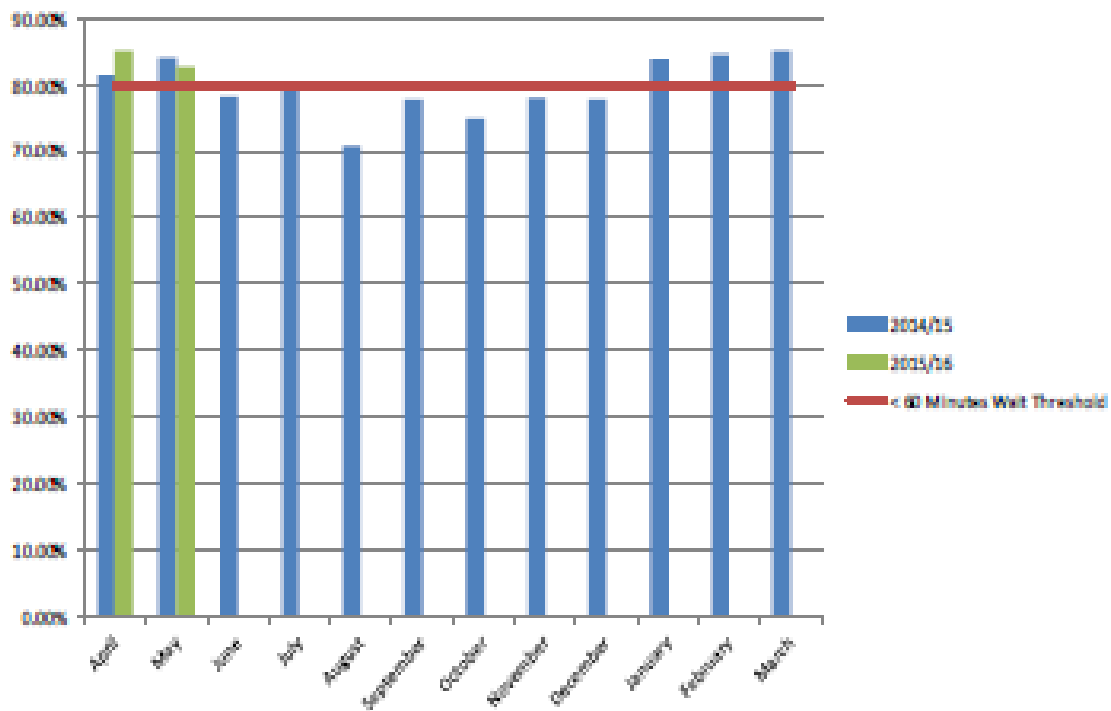
### Inbound - On Time



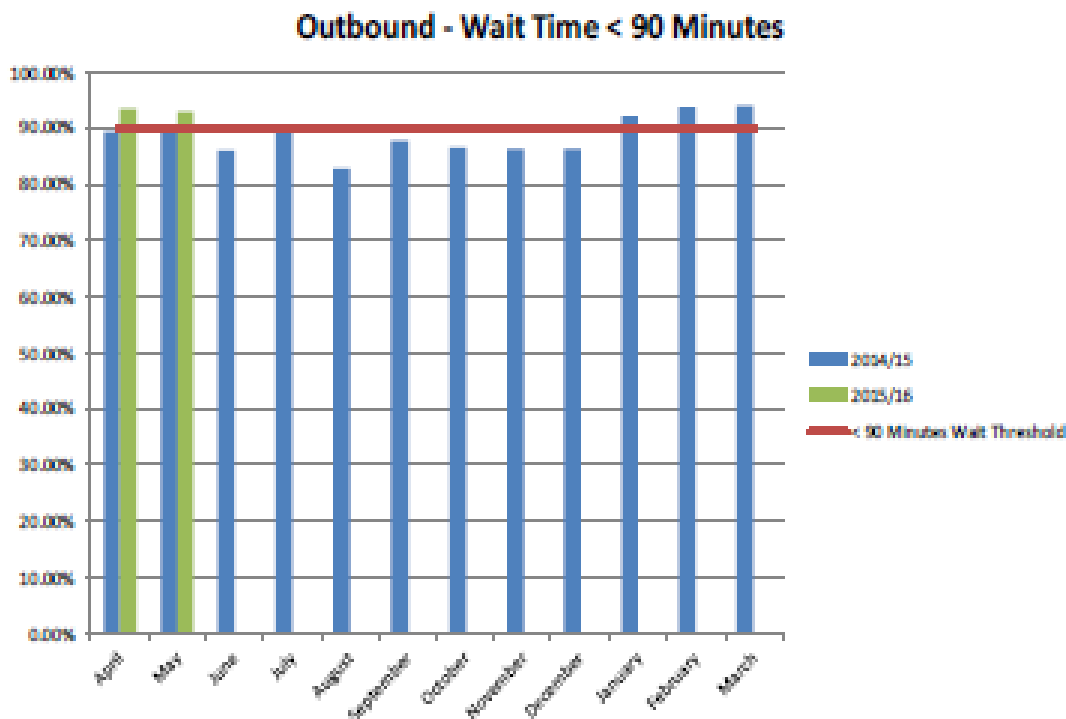
### Inbound - Late Arrival



### Outbound - Wait Time < 60 Minutes







## Communications, Engagement and Patient Experience

Alongside performance improvement plans, Arriva Transport Solutions has grown its communication and engagement and patient experience programmes of work over the last year.

Regular engagement takes place and the lead commissioners hold monthly contract meetings and quality meetings with ATSL to review its performance and quality of service delivery across the whole of Greater Manchester.

ATSL meets on a weekly and monthly basis with each of the renal units and acute hospitals to understand and resolve any local issues and identify areas of training etc. In the North East Sector of Manchester daily tactical meetings involving all partners in the sector to identify patient flows/bottlenecks, allowing immediate response and review of resources and planning. There are also tripartite meetings across Greater Manchester in each of the CCG areas that involve wide stakeholder representatives from the acute hospital, CCG commissioner, NHS Blackpool, booking centres and in some meetings patient representatives/Healthwatch.

These meetings discuss issues such as:

- Fluctuations in activity

- Aborted or wasted journeys
- Additional satellite vehicles and home based drivers to improve arrival appointment.
- Additional on line training arranged at Acutes.

ATSL is engaging with Healthwatch across Manchester to try to ensure constant dialogue/feedback and meets with them all regularly now. It has taken feedback on board from the survey undertaken and is working with Healthwatch to improve communication and information for patients.

ATSL has launched a call ahead initiative to check if the patients' appointments are going ahead and transport is still needed. This has already saved hundreds of ambulances from being sent unnecessarily.

### Information materials

Patient information leaflets - Stock has been supplied to each GP practice in the Greater Manchester area and local managers are distributing stock to other points of care. ATSL has also included the details for each NHS booking centre and our control and complaints contact details.

NHS staff information flyer - This aims to address some of the misunderstandings regarding mobility, eligibility and the timings of the service. This flyer has been produced as a helpful guide for staff who book transport for patients and to help those who request transport for patients to understand the level of information required and the specifications of the service.

Patient reminder card - These cards are provided to patients who have a journey booked, giving them important information on what to expect and what to remember. These cards also direct patients to contact us if they have an enquiry about their transport on the day of travel and how to provide feedback on the service. Patients have directly influenced the content of these materials through reading groups and forums and our partnership with the NHS and wider stakeholders e.g. Healthwatch. We shall continue to develop our action plans with patient feedback at the forefront of our decision making. We will maintain our current patient engagement methods and look into new methods of interaction.

### Engagement – stakeholders

In September 2015, four stakeholder workshops will be held at the following locations:

Four stakeholder workshops to be held across Greater Manchester in September to talk about how we can work together with the health economy to drive further improvements in PTS across the region. These will be half day events as follows:

- 9 September, 13.00 – 17.00 - Pennine/North Manchester stakeholder event - The Manchester Golf Club , M24 6QP
- 10 September, 09.00 – 13.00 – Tameside/Stockport stakeholder event - Edgeley Park Football Club, SK3 9DD
- 23 September, 13.00 – 17.00 – Wigan/Bolton stakeholder event - DW Stadium, WN5 0UH
- 24 September, 09.00 – 13.00 – Central and south Manchester stakeholder event - The Nowgen Centre, Meeting and Event Facility at Central Manchester University Hospital NHS Foundation Trust M13 9WU

## Engagement - patients

ATSL is running a series of events in July/August where ATSL staff (communications and operations) will have a stand at varying locations in the acute trust hospitals across Greater Manchester inviting patients to come along and provide feedback on the PTS, so that we can drive further improvements in the service we are delivering through gathering more direct feedback from patients. Flyers and posters have been put up across the hospital to promote the events.

The series of events, which have been themed ‘Let’s Talk Patient Transport’, will be full day events in various hospitals. Feedback on the days will be gathered through written feedback forms and audio recorders, with patients consent. All the feedback will be collated following the events and presented at the stakeholder events in September.

## Patient Feedback

ATSL undertakes patient feedback surveys twice a year. The latest patient feedback survey results are based on 608 total responses representing a 20% response rate. This is significantly higher than the previous survey undertaken earlier in the year which had a response rate of 8.1%. Feedback is sought around three areas; comfort, safety and communication. The latest results are:

- Comfort of journey – 71 percent satisfied
- Feeling safe and cared for – 96 percent satisfied
- Well communicated with – 96 percent satisfied.

Work has been undertaken to look at comfort which seemed to greatly affect orthopaedic and frail/elderly patients. Additional guidance has been given to crews to adjust seats in vehicles to allow most room and also to try to ensure those patients are not seated over the wheel in the vehicle.

The patient survey has been extensively revised this year and shared widely for feedback and input from Healthwatch and patient forums. The Stockport Readers Group made significant changes. The first of the new surveys will go out in July 2015 and results will be available in September 2015. ATSL

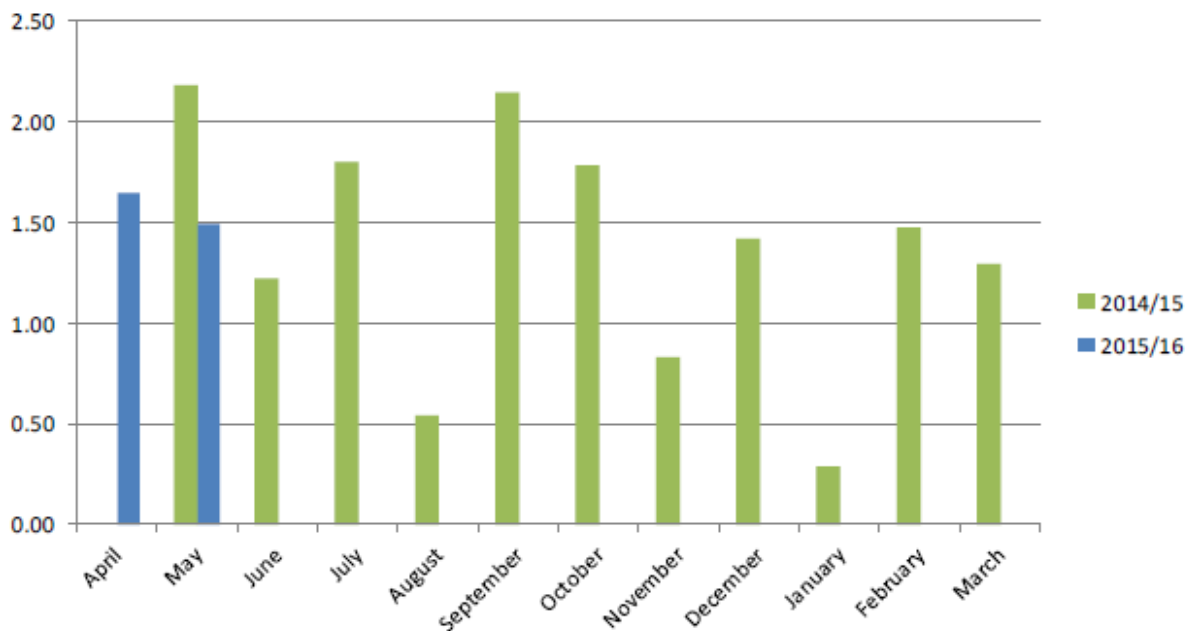
has also implemented the NHS friends and family test as an early adopter to ensure that it gives all patients the opportunity to rate the service from 1 April 2015. This data is reported every month. Last month's results are as follows:

84 percent of patients across Greater Manchester would recommend our service to their friends and family.

## Complaints and concerns

Complaints upheld per 1000 journeys

		April	May	June	July	August	September	October	November	December	January	February	March
2014/15	Patients	3,908	3,675	4,089	4,445	3,683	3,725	3,926	3,622	3,521	3,531	3,402	3,873
	Total	0	8	5	8	2	8	7	3	5	1	5	5
	Per 1000 Patients Transported	0.00	2.18	1.22	1.80	0.54	2.15	1.78	0.83	1.42	0.28	1.47	1.29
2015/16	Patients	3,652	3,349	0	0	0	0	0	0	0	0	0	0
	Total	6	5	0	0	0	0	0	0	0	0	0	0
	Per 1000 Patients Transported	1.64	1.49										



## Conclusions

The committee is requested to note the update and raise any additional areas of information it requires.