

**NON-EMERGENCY PATIENT TRANSPORT (NEPT) SERVICE PERFORMANCE –  
SIX MONTH UPDATE**

*To:* **HEALTH COMMITTEE**

*Meeting Date:*

*From:* **Chief Executive or Executive/Corporate Director**

*Electoral division(s):* **ALL**

*Forward Plan ref:* **Not applicable**

*Purpose:* **The Committee is being asked to note performance of the  
Non Emergency Patient Transport Service**

*Recommendation:* **To note the contents of the report**

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## 1. BACKGROUND

- 1.1 The CCG has a responsibility to provide access to transport for treatment of health conditions for patients who meet our Non Emergency Patient Transport (NEPTS) eligibility criteria.
- 1.2 The CCG is responsible for commissioning a service that covers the whole of the CCG population. Eligibility is based on need and covers healthcare patients who are unable to use public or other transport due to their medical condition.
- 1.3 The CCG awarded a new Non Emergency Patient Transport contract to the East of England Ambulance NHS Trust (EEAST) on 22 March 2016 with the service commencing on the 1<sup>st</sup> of September.
- 1.4 As a provider, East of England Ambulance NHS Trust (EEAST) provides 24 hour, 365 days a year accident and emergency services to those in need of emergency medical treatment and transport in - Bedfordshire, Hertfordshire, Essex, Norfolk, Suffolk and Cambridgeshire. As well as the Emergency service EEAST provides non-emergency patient transport services in Cambridgeshire, Great Yarmouth and Waveney, north, south and west Essex and Suffolk.
- 1.5 To put the scale of the organisation in context EEAST received 1,140,394 emergency calls and handled 531,614 non-emergency patient journeys in 2016/17. They have a large infrastructure and footprint covering:
  - 324 front line ambulances
  - 202 marked response cars
  - 175 non-emergency ambulances (PTS and HCRTs vehicles)
  - 46 HART/major incident/resilience vehicles
  - more than 130 sites
  - three emergency operations centres (EOCs) (Bedford, Chelmsford and Norwich)
  - more than 4,000 staff and more than 1,500 volunteers.
- 1.6 This infrastructure and experience makes EEAST well placed to deliver the NEPTS service for our population. As a core NHS provider EEAST are a key member of the local health system promoting joint collaboration across all partners to develop the service model over the 5-year life of the contract.
- 1.7 The Cambridge and Peterborough NEPTS service is there to provide a high quality service for patients which is safe, effective and flexible and gives people fair access to vital health services. The core aims of the service is to provide patients with:
  - a timely, comfortable service, suitable for their needs
  - professional care, delivered with dignity and empathy
  - travel in well equipped vehicles benefiting from the latest technology
  - a journey that is no longer than necessary
  - information about their booking including reminders and updates
  - a listening and responsive service
  - assistance to their clinic
  - return transport to their own home.

- 1.8 The Committee received a report in July 2017 on progress with mobilisation of the service and was asked to note performance against the contract, emerging issues and planned actions.

## 2. MAIN ISSUES

- 2.1 The table below show the performance against key standards April to October which is representative of how the service has performed before the agreement of an action plan with EEAST. A number of actions went live from November and while there is still a lot more to do the changes in the first month's data is encouraging.
- 2.2 EEAST have agreed with the CCG and acute providers an action plan to deliver further improvements against the performance measurements in the contract and ultimately to improve the timeliness and experience of the service for patients. The trajectory builds on the performance in November to achievement of the full standards by May 2018.

		Target	YTD April - Oct 17	Nov 17 following changes	Percentage change/
KPI 102	Patients will arrive no later than their appointment time. Patients can arrive earlier than their appointment time.	90%	66%	70%	4%
KPI 103	Where patients are late for their appointment, no patients will arrive later than 30 minutes after their appointment time.	90%	60%	62%	2%
KPI 107	Outpatients shall be collected within 60 minutes of requested transport zone/time	90%	59%	73%	14%
KPI 108	Outpatients shall be collected within 90 minutes of requested transport zone/time	100%	83%	86%	3%
KPI 109	Booked Discharges shall be collected within 90 minutes of booked collection time	90%	39%	78%	39%
KPI 110	Booked Discharges shall be collected within 105 minutes of booked collection time	90%	66%	82%	16%
KPI 111	On the Day Discharges shall be collected within 90 minutes of requested transport zone/time	90%	70%	77%	7%
KPI 112	On the Day Discharges shall be collected within 105 minutes of requested transport zone/time	100%	79%	84%	5%

- 2.3 EEAST has worked with the CCG and acute hospital providers to agree actions to improve the NEPTS service. While the CCG commissions the service the interdependencies between EEAST and each hospital site is such that it is key for all parties to agree those actions as a system. Main areas of focus are:

- 2.3.1 Matching Capacity to resource. EEAST have worked with staff to match staff rotas to the pattern of demand for each hospital site. In flexing the times and which vehicles and crews are available at different times and sites, the service is flexing to demand and improving the drop off and pick up times for patients. While a lot of new rotas have now been put in place there is still further work to do with a number of staff consultations still in progress. This is due to be completed by the end of February 2018.

- 2.3.2 Improving discharge processes and handovers. EEAST have worked with each hospital site to reduce the number of aborted journeys. Developing and training staff so that the call centre has as much information available as possible about collections and discharges so that both hospital and transport teams don't cancel journeys due to the patient not being ready to be discharged or the wrong resource or vehicle being dispatched. This has released additional capacity in terms of better utilisation of vehicles and crews.
- 2.3.3 Removing perverse incentives from the contract. Working with EEAST the CCG and acute providers agreed that the reward and penalties associated with some of the Key Performance Indicators in the contract did not help deliver the improvements all parties were striving for. The KPI's have been jointly reviewed and agreed as a system so there is a common expectation of performance standards and how these relate to patients.
- 2.3.4 Resourcing and filling vacancies. Recruitment is a national issue and has a significant impact on the services performance. EEAST have continued to run a large scale recruitment campaign and training programme. Progress continues to be made with more drivers and call centre staff and there will now be a permanent co-ordinator based at each hospital site liaising between the hospital discharge teams and the transport control centre. EEAST have also continued to develop their extensive use of voluntary car drivers and are working with accredited private ambulance providers, particularly to cover out of area or longer journeys so as to maximise their own resource locally each day. Action on training and recruitment remain ongoing.

## 2.4 Conclusion

- 2.4.1 The CCG undertook a competitive tender process in order to let a new contract which offers parity of access for patients and replaced inequity of service and governance across a number of separate providers.
- 2.4.2 All key partners are signed up to a joint understanding of the purpose of NEPTS to deliver a high quality service for patients which is safe, effective and flexible and gives people fair access to health services.
- 2.4.3 EEAST are a key NHS provider with infrastructure and expertise to deliver the service. They are continuing to work with the CCG and acute providers to improve the timeliness of the service and an action plan and improvement trajectory has been agreed by the system. Early changes have shown an improvement in the key performance indicators for November and the agreed trajectory is to bring performance back in line with targets by May 2018.