



Nottingham City and
Nottinghamshire County

Contract Performance Review Report

Nottinghamshire Patient Transport Services

12/1/2012

Introduction

Following a part A OJEU procurement process, the contract for Nottinghamshire Patient Transport Services (PTS) was awarded to Arriva Transport in March 2012 with a go live date of 1st July 2012. During the period leading up to July, a transition group chaired by EMPACT attended by commissioners, renal network, Arriva, and the incumbent provider EMAS, oversaw the transition of the East Midlands wide PTS service incorporating the TUPE of nearly 600 employees to the new service providers.

The first few weeks of operation across Nottinghamshire were challenging, predominantly due to an underestimate of call volumes booking the PTS service along with internal recruitment drives by EMAS which reduced the anticipated resource levels transferring across to Arriva. Remedial plans were promptly agreed with Arriva to increase resources in call centres, increase the volume of on-line bookings to reduce booking call volumes and increase the resources of transport staff.

The last six months of the contract have been challenging and all parties have and are continuing to work in partnership to improve the performance.

The following information illustrates the trends for the KPIs against the contract, and the measures being put in place to improve service, to a satisfactory level and in accordance with the contract.

Key Highlights

KPIs generally show improvement in November over October and an improving trend since the start of the contract

Further improvement needed to reach all timeliness KPI targets

Revised complaints handling system being implemented, going live in December 2012

Stakeholder engagement continues, e.g., attending bed meetings. This gives secondary care the opportunity to work collaboratively on developing service improvement plans

Road and tram-works on A52 and Clifton Boulevard are causing significant challenges on service provision and delivery. In order to address the issues meetings are being held with the relevant hospital to identify and implement solutions.

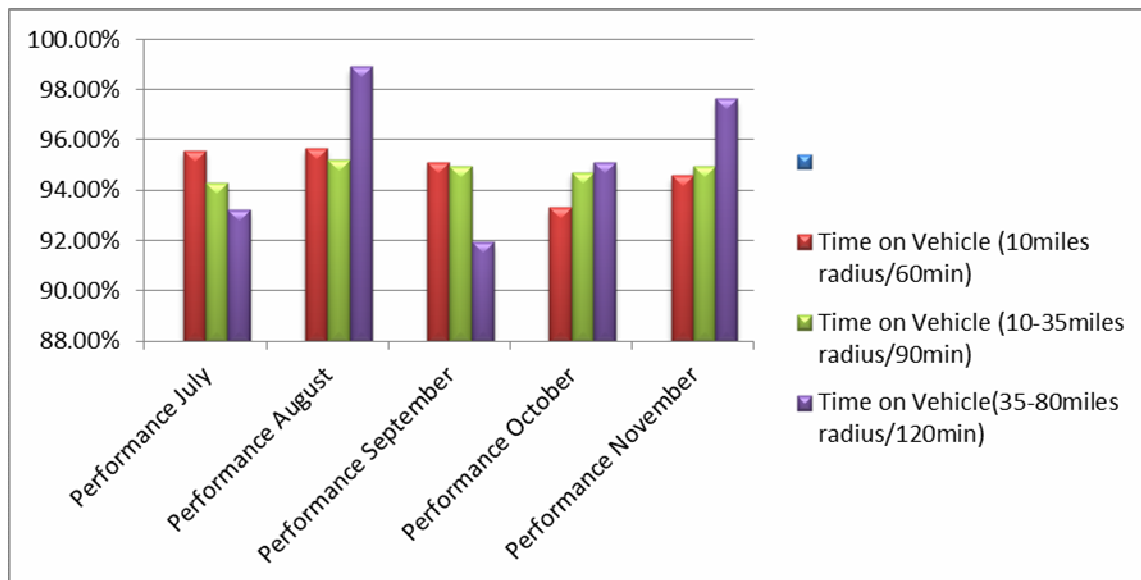
Overall additional resources being provided e.g. new call centres set up to address customer service and operational issues

KPI Performance

Waiting Time on Vehicle

Target: 90% for all three KPIs

	Performance July	Performance August	Performance September	Performance October	Performance November
Time on Vehicle (10miles radius/60min)	95.59%	95.69%	95.13%	93.31%	94.58%
Time on Vehicle (10- 35miles radius/90min)	94.32%	95.22%	94.95%	94.71%	94.98%
Time on Vehicle(35-80miles radius/120min)	93.22%	98.92%	91.93%	95.13%	97.63%

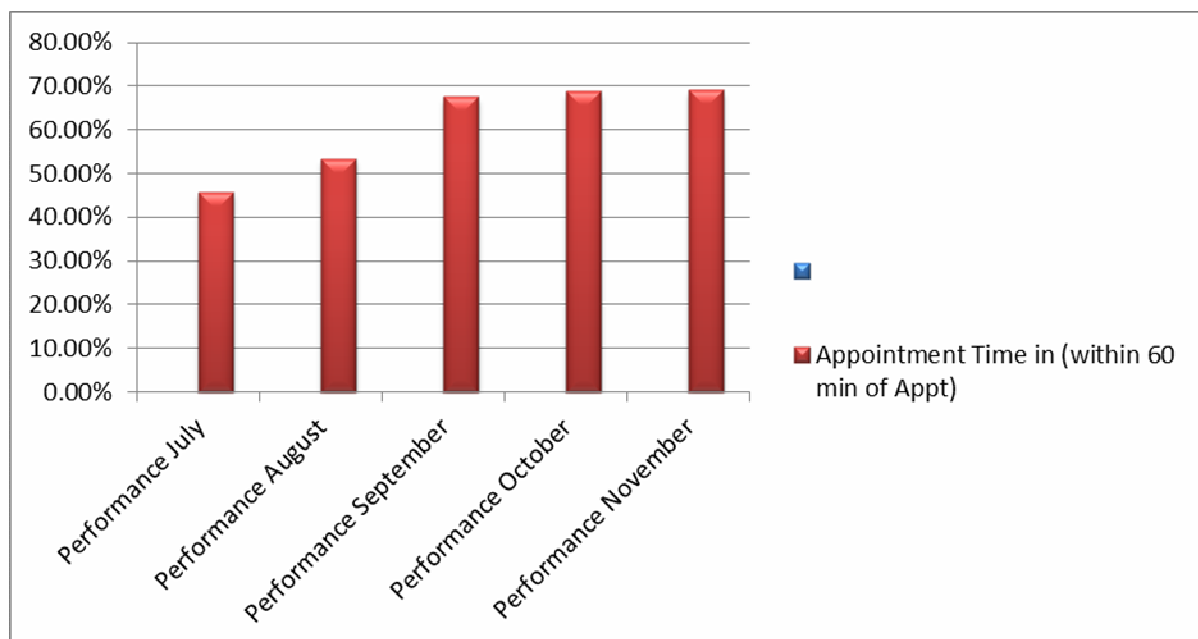


Performance is being met throughout the duration of the contract with performance for time on vehicle for 120mins+ achieving a very commendable 97.63%

Appointment time within 60 minutes

KPI Target: 95%

Indicator	Performance July	Performance August	Performance September	Performance October	Performance November
Appointment Time in (within 60 min of Appt)	45.78%	53.48%	67.52%	68.84%	69.15%



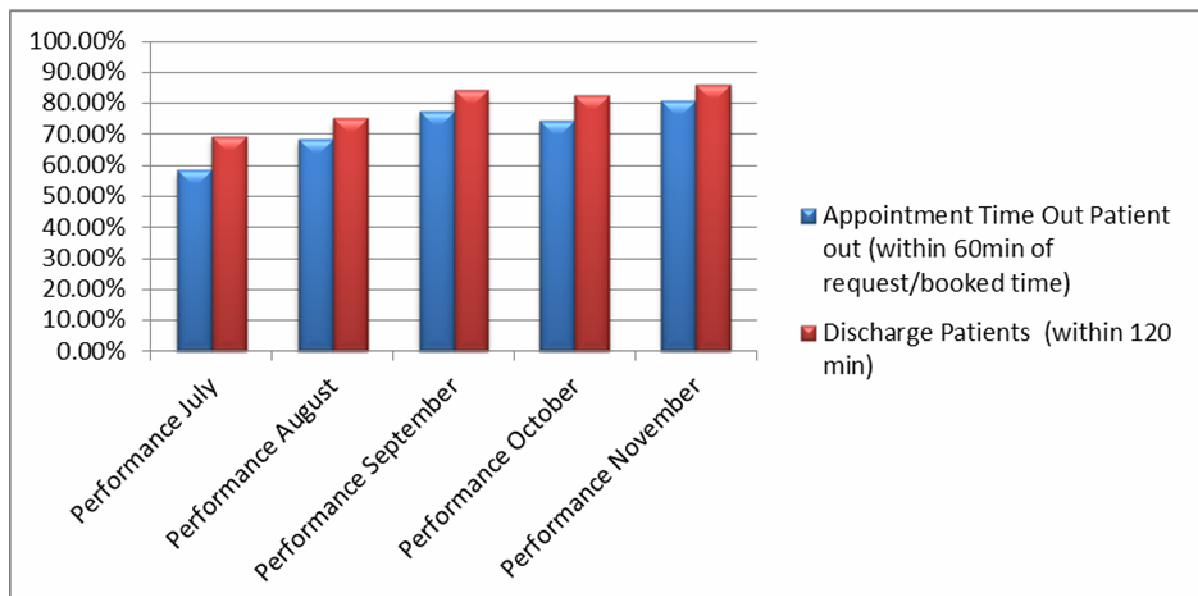
Performance is improving over time, although significantly still below KPI target. In the last 5 months performance has improved from 23.37% to 69.15%. Arriva are bringing in additional resource and training with the expectation of significant will be achieved in the next quarter.

Appointment time out (within 60 mins of booked ready)

KPI target 90%

	Performance July	Performance August	Performance September	Performance October	Performance November
Appointment Time Out Patient out (within 60min of request/booked time)	58.37%	68.31%	77.36%	74.36%	80.77%
Discharge Patients (within 120 min)	69.29%	75.06%	84.32%	82.57%	86.12%

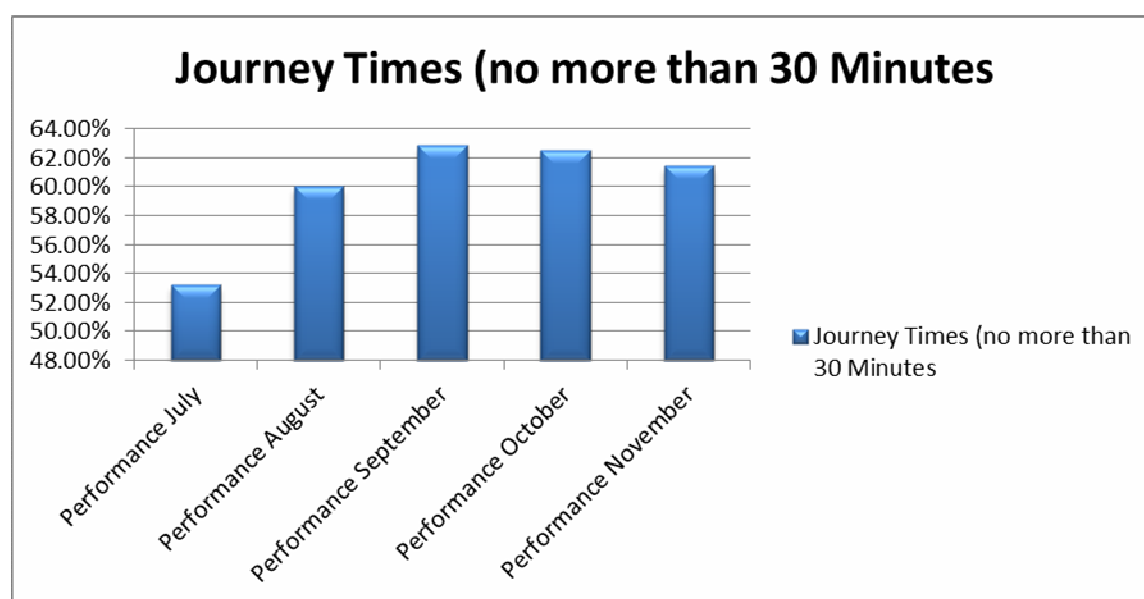
Appointment time out (within 60 mins of booked ready)



It is expected that performance in this KPI will improve significantly by next quarter; performance has improved and is now almost achieving the 90% target level. Subject to any adverse winter pressures

KPI Renal dialysis journey time

	Performance July	Performance August	Performance September	Performance October	Performance November
Journey Times (no more than 30 Minutes)	53.22%	60.04%	62.86%	62.57%	61.45%



Renal performance has been recognised as being poor by Arriva since the start of the contract and to date has only seen an improvement of 8%, which is well below the required standard of 90%.

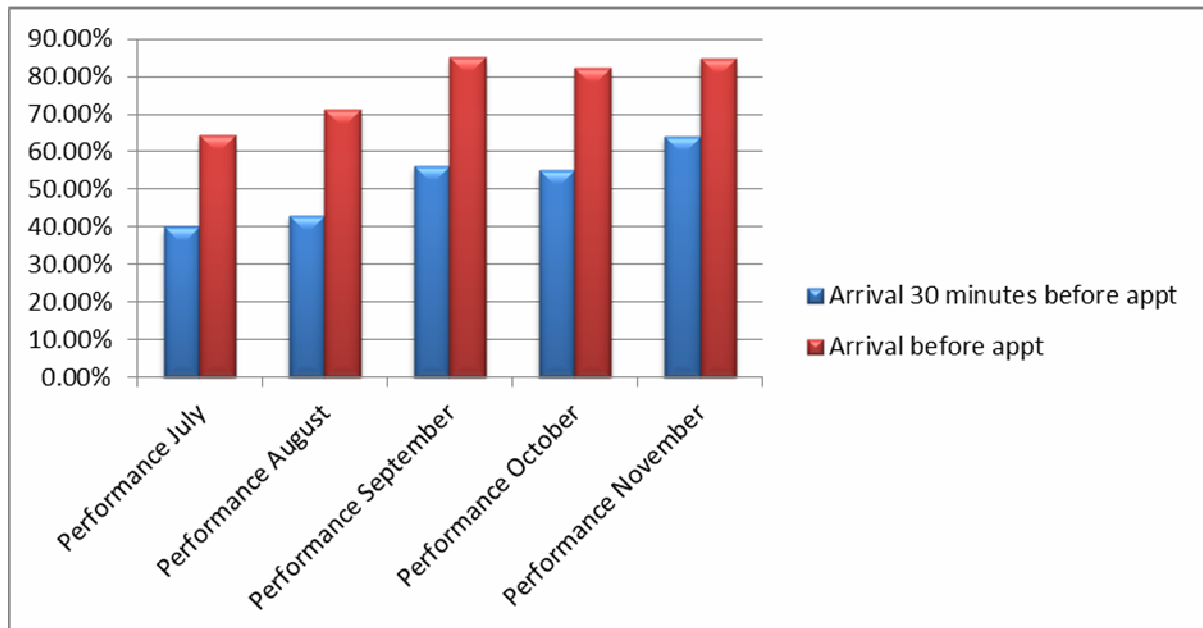
Arriva has implemented a renal action plan to tackle poor performance and the early signs are that it is working. Performance in week 23(ending Dec 8th) has shown a marked improvement.

The dedicated resource in Ilkeston, Kings Mill & Lings Bar is now in place with Nottingham City going live in February.

Renal dialysis inward journeys

KPI targets 95% and 100% respectively

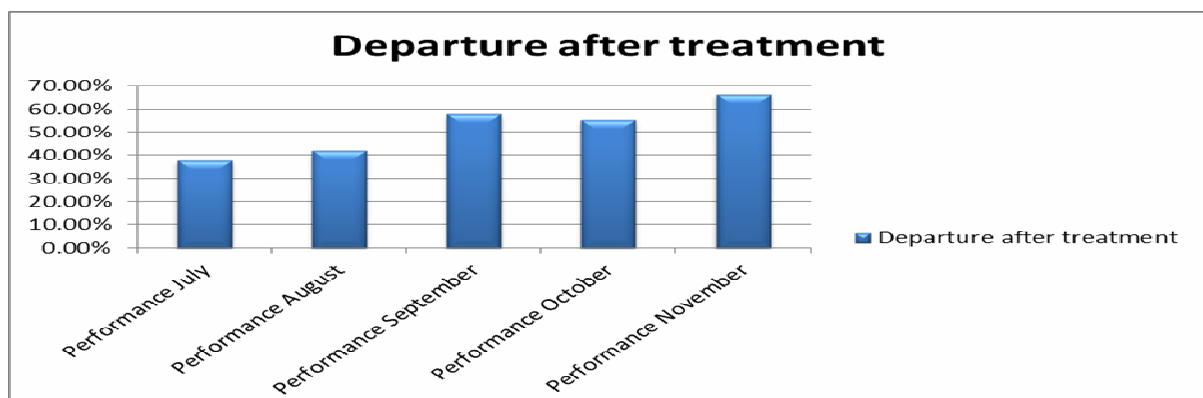
	Performance July	Performance August	Performance September	Performance October	Performance November
Arrival 30 minutes before appt	40.05%	43.08%	56.26%	55.01%	64.08%
Arrival before appt	64.29%	71.08%	85.08%	82.18%	84.73%



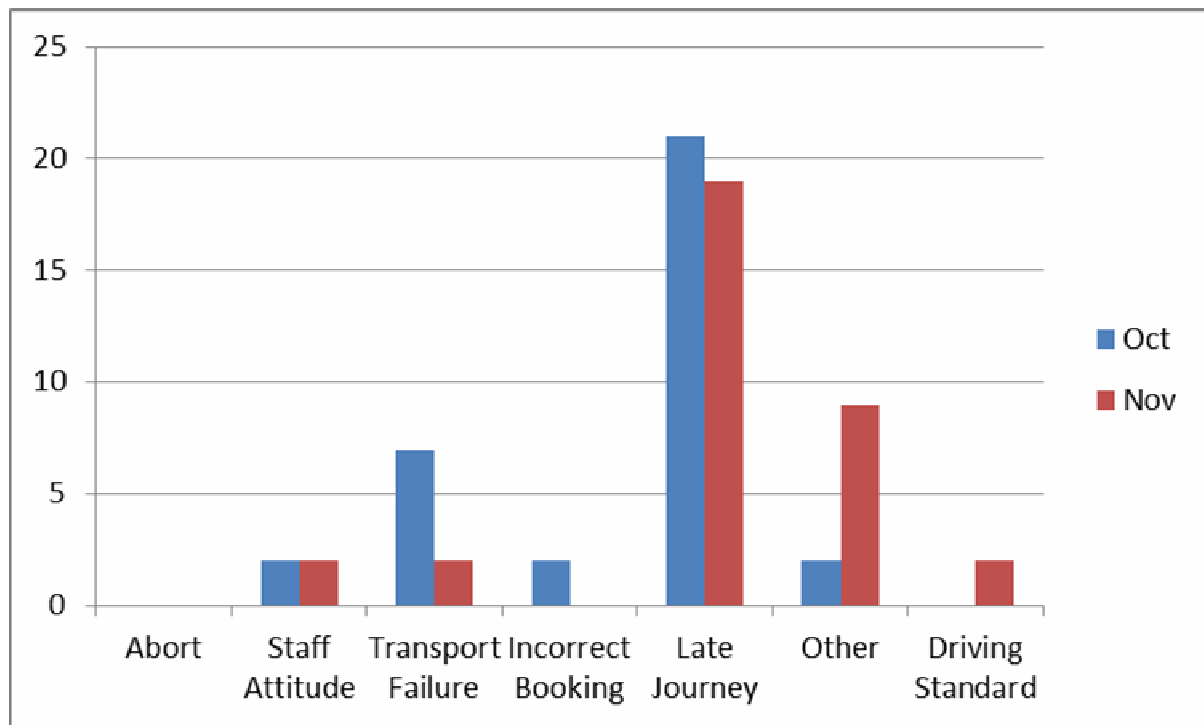
Performance has steadily improved over time, although still just below KPI target

KPI Renal dialysis outward time

	Performance July	Performance August	Performance September	Performance October	Performance November
Departure after treatment	37.80%	42.04%	57.63%	55.39%	66.35%



Complaints



93% of complaints handled within KPIs during November 2012

Complaints have been a major concern over the life of the contract and Arriva have just implemented a new complaints procedure and expect to see significant improvements February 2013 onwards.

The complaints procedure has been circulated to Commissioners. Arriva state there is now three ways to make a complaint – telephone, email & freepost address. Acknowledgement of complaint would be within 3 days and a full response within 23 days. The complaints process is monitored by Response software.

EMPACT have asked for an improved complaints report for monitoring purposes

Improved Complaints Handling Process

- New complaints handling system being put in place
- Discussed with Nottinghamshire Commissioners
- Phone Option 5 will initially go to Leicester or Nottingham control room
- Complaints will then be forwarded to dedicated team in Luton

- Complaint details taken and logged onto Respond System
- Improved monitoring of response times and improved reporting ability
- Acknowledgement sent to complainant
- Complaint sent to appropriate manager in Leicestershire and Nottinghamshire
- Response sent to complainant
- Target date for new system: December 2012
- February will see improvements in complaints monitoring and response

Other KPIs performance

These also require improvements and the following initiatives are being implemented to bring performance up to the standard required.

- Mandatory training - scheduled for all staff from January 2013
- Risk Register established - regularly updated
- Information Governance Training – all staff signposted to IG Website Toolkit as part of their individual training
- NICE Guidance – EM Training Manager responsible for reviewing NICE publications on a weekly basis and cascading where appropriate
- Infection Control Update – all vehicles are being deep-cleaned on six week rota, “observed practices” audits now being undertaken by managers
- Staff survey – has now been undertaken, results due January 2013
- Patient survey to be undertaken in January 2013 with results due in February 2013
- Untoward incidents – no incidents during November

Conclusion

Arriva have and are keen to continue to work in partnership with commissioners. There is a positive approach to improving performance, strong working relationships and have been making steady, consistent progress across all KPIs.

Although not all contractual KPI's are being achieved, over the first six months of operation there has been a positive steady increase in improved performance by Arriva with defined action and improvement plans in place which are being monitored through PTS contract management group on a monthly basis

Arriva have the developed the experience, skills and resources and most importantly the determination to make the service a high performing and successful one for both Arriva and Commissioners.