



Nottingham City and
Nottinghamshire County#

Contract Performance Review Report

Nottinghamshire Patient Transport Services

Introduction

Following the part A OJEU (Official Journal of the European Union) 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 with attendance from commissioners, the renal network, Arriva, and the incumbent provider EMAS was held to oversee 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 the underestimation of call volumes for PTS bookings and internal recruitment drives by EMAS which reduced the anticipated resource levels that transferred across to Arriva. Remedial plans were promptly agreed with Arriva to increase the resources in call centres, the volume of on-line bookings to reduce call volumes and increase the resource 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 performance in line with the Key Performance Indicators (KPI).

The Key Performance Indicators are laid out within the contract and Arriva the Contractor is expected to adhere to these standards. These include arrival and collection of patients, journey times, and patient satisfaction and information provisions.

The Key Performance Indicators table below show what Arriva are being monitored against, the standard is shown in the % required together with the monitoring period, and the consequence of the breach.

KPI No.	Key performance Indicator	Standard	Monitoring period	Consequences of Breach
KPI 18	Patient falling or jumping from moving vehicle	100%	By exception	Fine of £25,000 for each incident
KPI 19	No patient should fall from an ambulance trolley	100%	By exception	Fine of £25,000 for each incident
KPI 20	No vehicle should be involved in a blameworthy fatal collision (either pedestrian or other vehicle occupant	100%	By exception	Fine of £25,000 for each incident
1	Time on the vehicle			
1A	Patients within a 10 mile radius of the point of care will spend no longer than 60 minutes on the vehicle.	90% year 1 increasing to 95% year 2 onwards	Monthly	0.25%
1B	Patients within a 10 – 35 mile radius of the point of care will spend no longer than 90 minutes on the vehicle.	90%	Monthly	0.25%

1C	Patients within a 35 – 80 mile radius of the point of care will spend no longer than 120 minutes on the vehicle.	90%	Monthly	0.25%
2	Arrival Times at Point of Care			
2A	Patients shall arrive within 60 minutes prior to their appointment/zone time at the appropriate point of care.	95%	Monthly	0.20%
3	Departure Times from Point of Care			
3A	Outpatient Return patients shall be collected within 60 minutes of request or agreed transport/or zone time.	90%	Monthly	0.20%
3B	Discharge patients shall be collected within 120 minutes of request or agreed transport/or zone time.	90%	Monthly	0.20%
4				
4A				
5	Customer Service			
5A	Telephone calls requesting patient transport services will be answered with 10 seconds by a booking agent and not an automated message.	90%	Monthly	0.10%
5B	Maximum percentage of calls requesting NEPTS are abandoned	2%	Quarterly	0.10%
6	Quality			
6a	Serious Untoward Incidents (SUIs) are reported to Commissioners 24 hours. Agreed actions implemented and incident closed within 60 days of reporting	100%	By exception	0.1% for each incident of non-compliance
6b	Compliance with / adherence to an agreed complaints handling procedure	90%	Monthly	0.05%

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 in accordance with the contract.

Key Highlights

Overall the KPIs are showing improvement in November in comparison to October and also show an improving trend since the start of the contract, although further improvement is required to reach the timeliness of KPI targets.

A revised complaint handling system has been implemented and went 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 the 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.

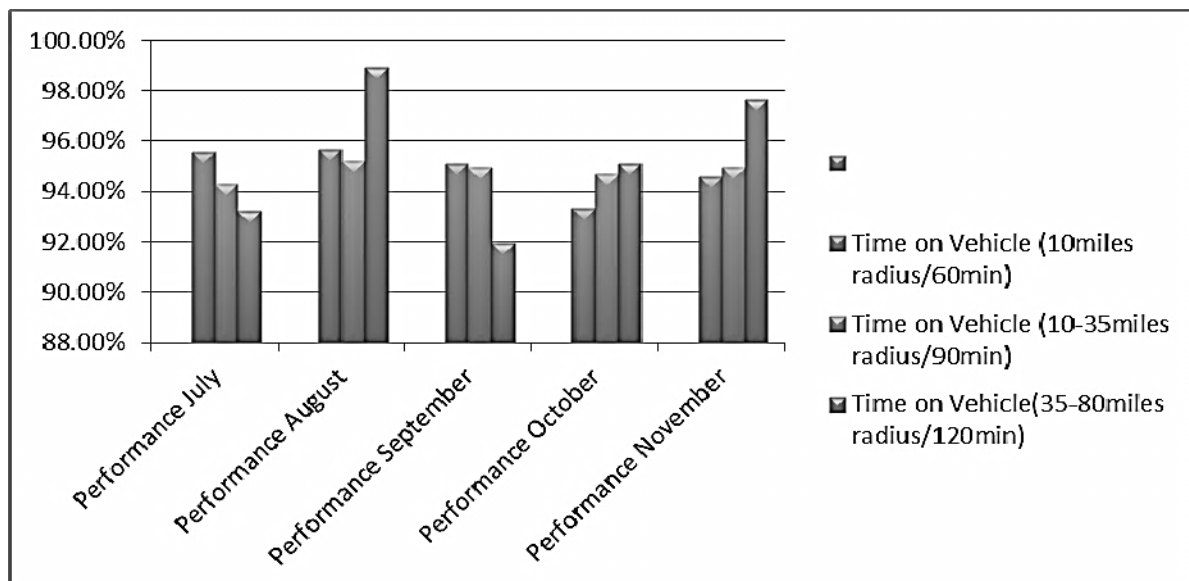
Overall additional resources are being provided e.g. new call centres are being set up to address customer service and operational issues.

KPI Performance

Waiting Time on Vehicle

KPI 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%

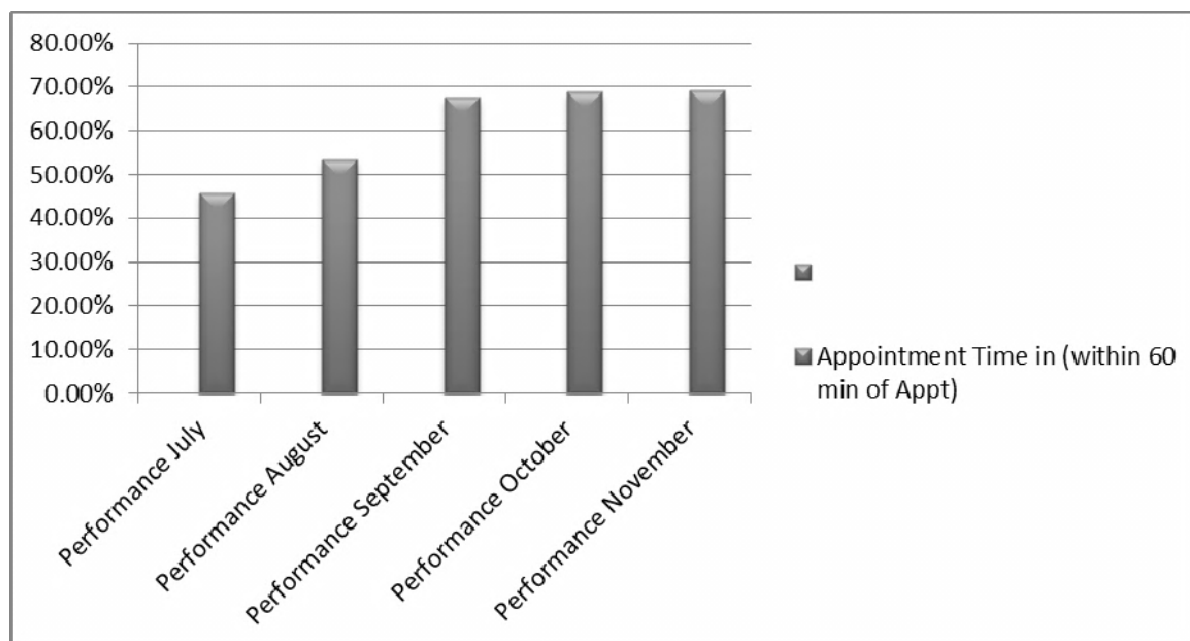


Performance is being met throughout the duration of the contract with performance for time on vehicle for 120mins+ achieving a very commendable 97.63% in November.

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%



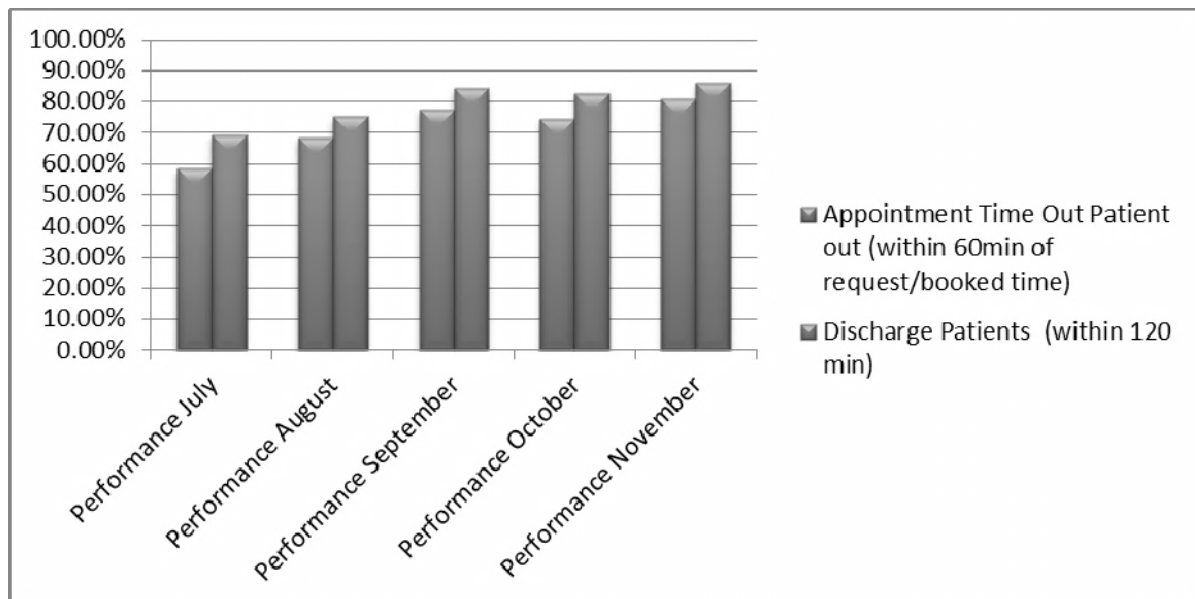
Performance is improving over time, although significantly still below KPI target. In the last 5 months performance has improved from 23.37% to 69.15%. Arriva are bringing in additional resource and training with the expectation that significant improvement will be achieved in the next quarter.

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%

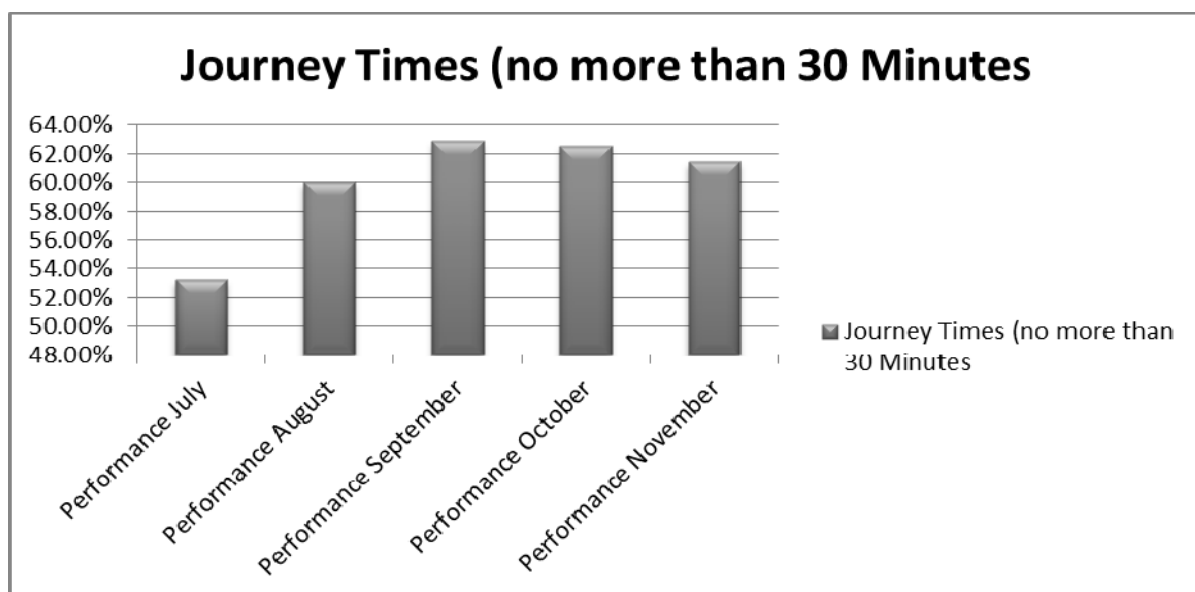
Appointment time out (within 60 mins of booked ready)



It is expected that performance in this KPI will improve significantly by the next quarter; performance has been improving and Arriva are now achieving almost 90% of the target level. This is 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 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%.

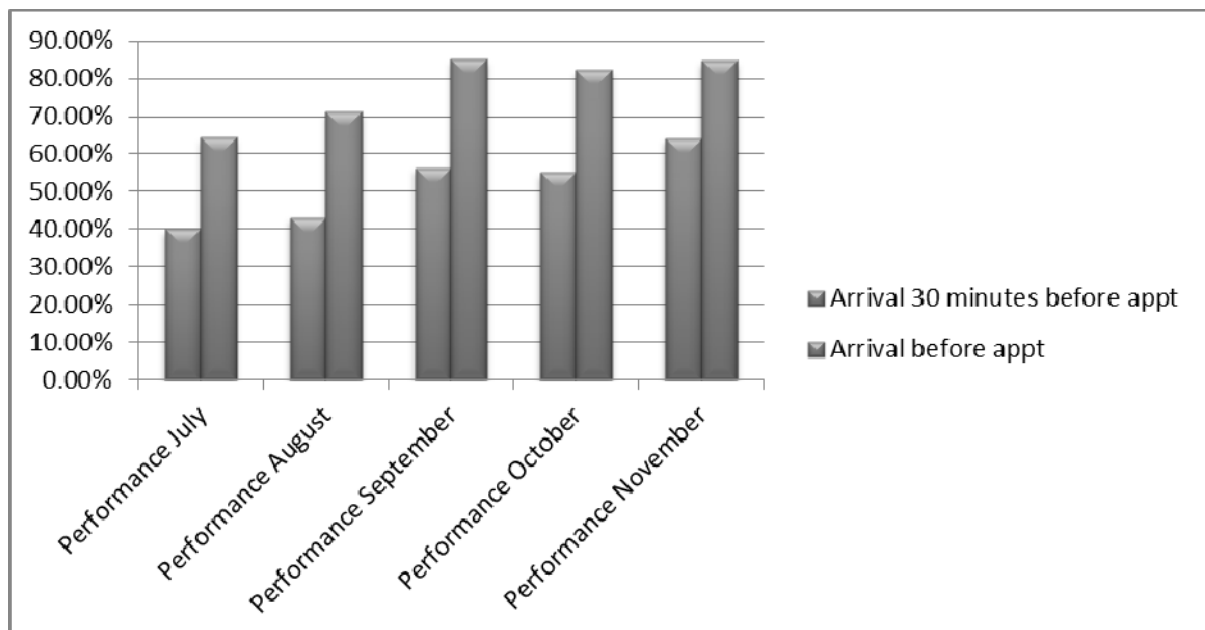
Arriva has implemented a renal action plan to tackle poor performance and early signs indicate this is working. Performance in week 23 (ending 8th December) has shown a marked improvement.

The dedicated resource in Ilkeston, Kings Mill & Lings Bar is now in place with Nottingham City going live in February 2013.

Renal Dialysis inward journeys

KPI targets 95% and 100% respectively

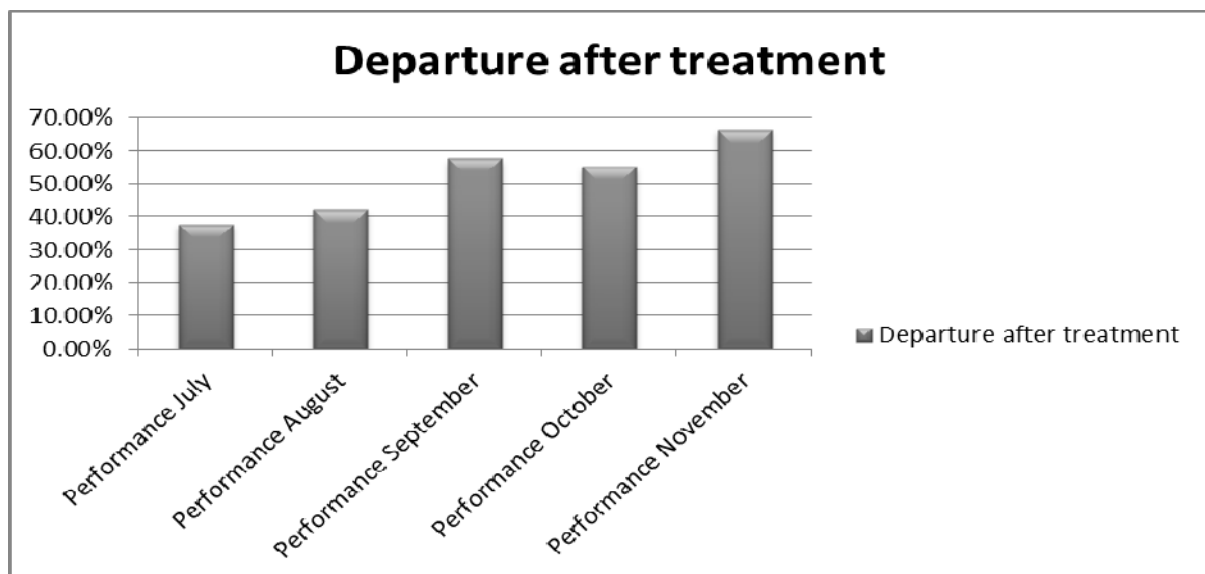
	Performance July	Performance August	Performance September	Performance October	Performance November
Arrival 30 minutes before appt	40.05%	43.08%	56.26%	55.01%	64.08%
Arrival before appt	64.29%	71.08%	85.08%	82.18%	84.73%



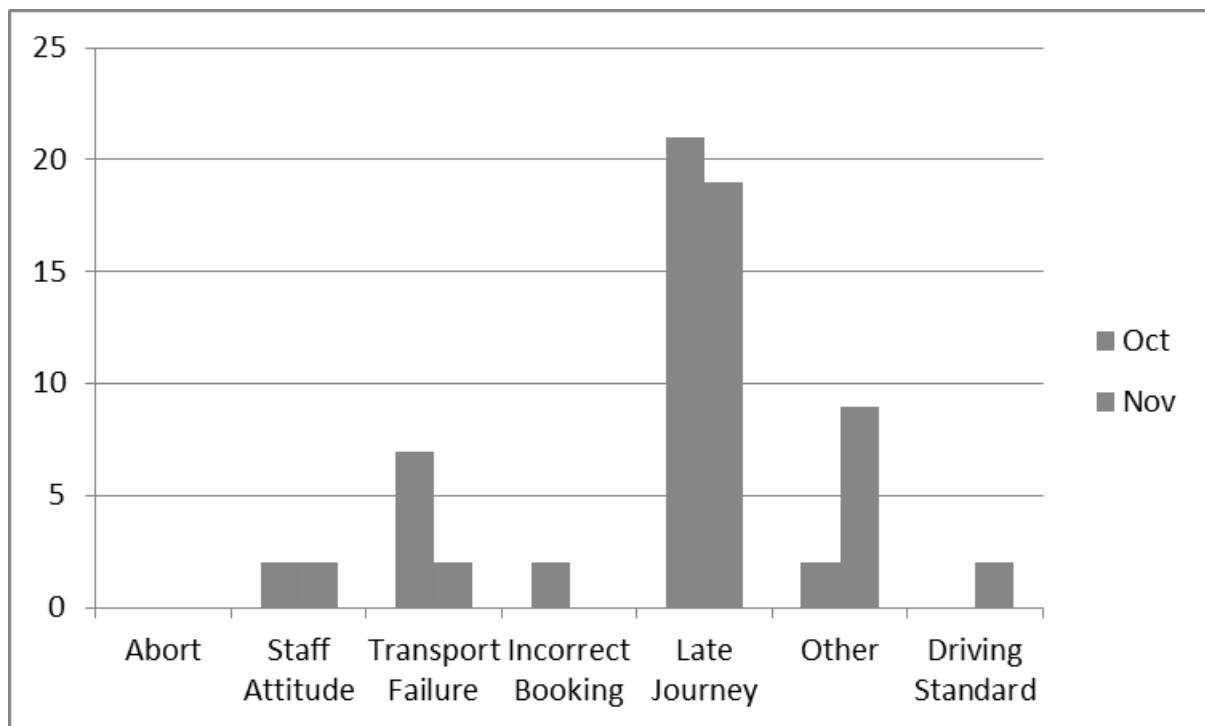
Performance has steadily improved over time, although it is still below the KPI target.

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 were in November 2012's KPIs.

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

The complaints procedure has been circulated to Commissioners. There is now three ways to make a complaint; by telephone, email & freepost address. Acknowledgement of a complaint will be received within 3 days and a full response within 23 days. The complaints process is monitored by the 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 the Leicester or Nottingham control room
- Complaints will then be forwarded to a dedicated team in Luton
- Complaint details will be taken and logged onto the 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 2013 will see improvements in complaints monitoring and response

Other KPI Performances

These also require improvement 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 a 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 and 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 the PTS contract management group on a monthly basis

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