

## **G4S Non-Emergency Patient Transport Performance Summary Kent and Medway**

### **Executive summary**

The Non-Emergency Patient Transport Service (NEPTS) is provided by G4S. This report gives an overview of contract performance relating to Non-Emergency Patient Transport Service (NEPTS) contracts as provided by G4S on behalf on West Kent CCG as lead commissioner.

- Contract Lot 1 (Kent and Medway patient journeys excluding transports to Dartford and Gravesham hospital trust site and renal transports)
- Contract Lot 2 (Renal dialysis patient journeys only)

It should be noted that due to the transfer of commissioning support services from NEL CSU to Optum, December data is currently unavailable.

### **Contract Overview**

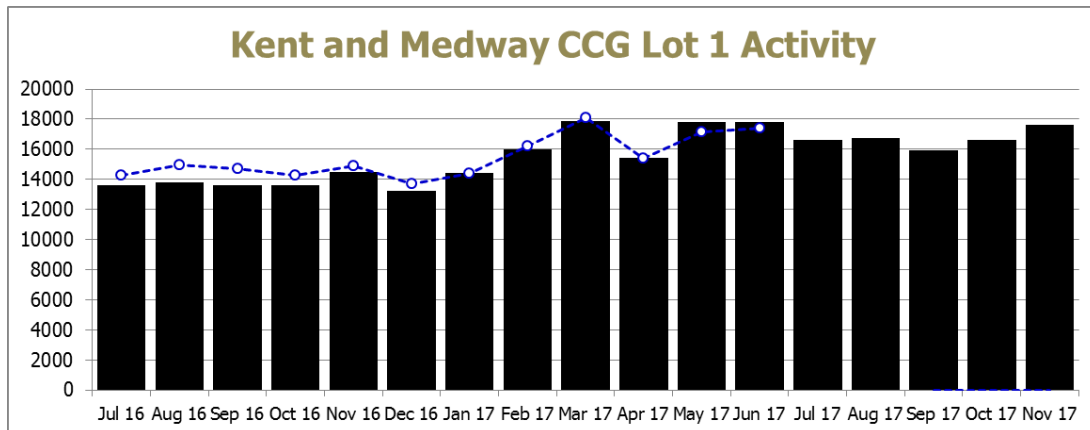
Activity under the contract has been lower than originally anticipated however there has been a greater demand for higher mobility and longer distance journeys. There has also been increased escort numbers which has impacted on the patient loading factor. Due to the vehicle and staffing pressures on the service G4S have been below many of their contractual KPIs but have maintained a low level of formal complaints. They have also made significant progress in their training compliance for staff and have been further developing their relationship and communications with local provider trusts.

### **Lot 1 Contract Performance Review**

#### **Activity Performance**

The graph on the next page provides snapshot of activity volumes by plan and by actual activity for all non-urgent patient transport journeys provided by G4S (excluding transports to Dartford and Gravesham hospital site and renal transports) for both all Kent and Medway CCGs to the end of November 17.

Activity overall has increased from February 2017 following the mobilisation of further journeys to and from Kings and Guys and St Thomas' sites (estimated at around 32,000 journeys for Kent and Medway patients).



*Please note that due to the rebasing of contract levels ("True-up") and the phased removal of London journeys (exc Kings and Guys) from the service, it was agreed to remove the monitoring of G4S activity against plan values.*

Activity post February mobilisation for Lot 1 is now closer to expected levels than it was in the first few months of the contract. The type of activity and acuity level of patients is different to that included in the original plan, which was based on the data that was available prior to the tender. This means that the vehicle and personnel resources available are not always sufficient to meet the level demand. Additionally the journey mileage has also seen an increase from the commissioned levels.

## KPI Performance

Performance against the core KPIs is running at 71 per cent of planned outpatients arriving within the expected time slot. Performance against planned discharges looks low however G4S have stated that a high proportion of this is due to patients not ready and the pick-up time being amended on the day. G4S are currently looking to resubmit a more accurate picture based on a new agreement that any booking changed by more than 60 minutes would be reclassified as an on the day booking.

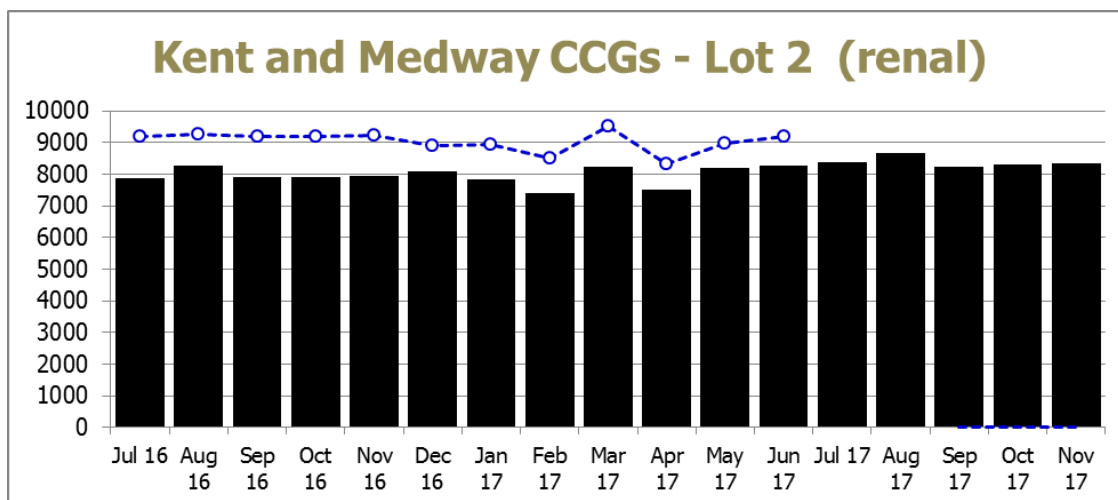
Due to the increased pressure from the variance from plan, G4S have found it challenging to improve performance to meet their contractual KPIs. Commissioners and CSU colleagues have met with G4S to discuss the additional resource needed in order to deliver the contractual KPIs with the new activity demands and discussions remain ongoing. Due to this there has been some discussion about the KPI regime and tailoring this to ensure that patient experience and safety can be at an acceptable and reasonable level. This work is expected to be concluded in late February 2018.

Reference and journey type	Required standard	Performance Threshold	Sep-17	Oct-17	Nov-17	Dec-17
1a - Journey booked in advance - outpatient arrival.	Patients to arrive on time and no more than 75 minutes prior to their appointment time OR no more than 60 minutes if it is the first appointment of the day for that clinic.	95%	78%	77%	74%	71%
1g - Outpatient return journey - all bookings.	Return journey patients to be collected within 60 minutes of the identified booked-ready time	85%	77%	80%	77%	78%
2a - Journey booked in advance - discharge.	Patients to be transported within 60 minutes of the identified booked-ready time	95%	33%	36%	36%	47%
2b - Journey booked on the day - discharges.	Patients to be transported within 120 minutes of the identified booked-ready time	90%	65%	65%	65%	64%
3a - Journey booked in advance - transfer of care.	Patients to be transported within 60 minutes of the identified booked ready time	90%	41%	43%	30%	52%
4 - Aborted/ cancelled journeys.	Journeys aborted/cancelled as a result of the PTS provider	0%	1%	1%	1%	0%
5a - Travel time (up to 10 miles)	Patients travelling up to 10 miles to / from their destination should not spend longer than 60 minutes on either an inward or outward journey	90%	81%	81%	79%	82%
5b - Travel time (more than 10 miles and less than 35 miles)	Patients travelling between 10 to 35 miles to / from their destination should not spend longer than 90 minutes on either an inward or outward	90%	71%	74%	73%	76%
5c - Travel time	Patients travelling from 35 to 50 miles to / from their destination should not spend longer than 120 minutes on either an inward or outward journey	90%	59%	55%	48%	55%

## Lot 2 Contract Performance Review

### Activity

The graphs on the next page show a snapshot of transport activity volumes by plan and actual activity for patients receiving renal dialysis.



Please note that due to the rebasing of contract levels ("True-up") it was agreed to remove the monitoring of G4S activity against plan values.

As you can see from the chart below there has been underperformance in terms of number of journeys for patients requiring renal dialysis. In line with Lot 1, there has also been a material shift in the types of mobility for transport that is requested. There are also additional changes around the further development of twilight sessions that mean a change in working for G4S and further pressure on patients with a clinical need to travel alone which has reduced the utilisation rate of vehicles.

## KPI Performance

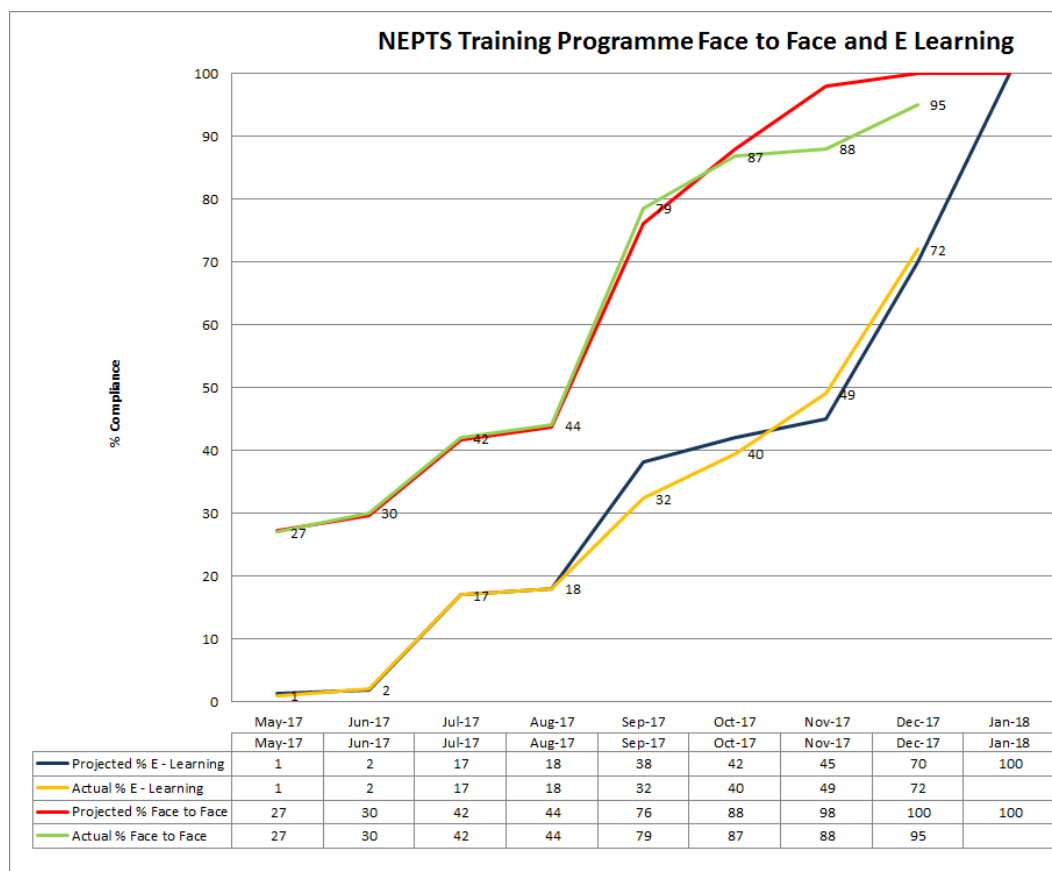
In line with Lot 1, KPI performance has been below expected levels since the mobilisation of the contract and commissioners and G4S have had an agreed rectification plan with trajectories in place for some time. Due to the challenges in levels and mix of activity it is understood that full achievement is not achievable with the current level of resource.

Reference and journey type	Required standard	Performance reporting threshold	Sep-17	Oct-17	Nov-17	Dec-17
1a - Arrival time	Patients to arrive on time and no more than 15 minutes prior to or later than their scheduled appointment	95%	84.21%	87%	86%	85%
1b - Return Journey	Return journey patients to be collected within 30 minutes of the identified booked-ready time.	95%	83.90%	82%	77%	76%
4 - Aborted/ cancelled journeys.	Journeys aborted/cancelled as a result of the PTS provider	0%	0.03%	0.01%	0%	0%

## Service Quality Review

### Training

G4S had identified that training records for staff previously subject to TUPE were not complete as they had not been provided by the previous contractor. Therefore the decision was taken to retrain everyone to ensure consistency and provide assurance about both the level and delivery of training. This was shared with the CQC and levels of training have improved and are now fully compliant in February 2018.



### Complaints

The challenges experienced by G4S in the delivery of the service resulted in an increase in critical feedback from both patients and stakeholders. There were previous concerns raised by commissioners via a Contract Query Notice (CQN) around the complaints process operational in G4S. G4S have since provided a comprehensive action plan and additional assurances around their processes and commissioners are in the process of reviewing this information with a view to close the CQN.

The total number of formal complaints received in December was 61 of 25,425 journeys. Most complaints are regarding timeliness of journeys for outpatient appointments.

G4S are currently working on a complaints trend analysis and providing feedback to providers and commissioners on lessons learnt.

Type	Jul	Aug	Sep	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Complaint	18	9	8	18	9	8	10	14	10	17	42	56	17	30	41	29	38	64	69	76	61	601
Concern	111	77	31	111	77	31	23	50	66	62	113	90	41	47	34	3	8	4	8	16	10	794
Service to Service/Datix	103	54	69	103	54	69	50	26	46	44	60	41	20	64	71	73	74	72	62	53	39	1021
<b>Grand Total</b>	<b>232</b>	<b>140</b>	<b>108</b>	<b>232</b>	<b>140</b>	<b>108</b>	<b>83</b>	<b>90</b>	<b>122</b>	<b>123</b>	<b>215</b>	<b>187</b>	<b>78</b>	<b>141</b>	<b>146</b>	<b>105</b>	<b>120</b>	<b>140</b>	<b>139</b>	<b>139</b>	<b>100</b>	<b>2416</b>

## Patient engagement, communication and satisfaction survey December 2017

There were a total of 620 responses on the patient satisfaction for December (2.4 per cent of journeys). G4S acknowledges that the number of responses is lower than it could be and are working to increase their feedback rate. Analysis of the current feedback received across the contract is detailed in the table below and feels to be predominantly positive or neutral.

Question	Extremely Likely	Likely	Neither Likely or Unlikely	Unlikely	Extremely Unlikely	Don't Know	Total responses
We would like you to think about your recent experiences of our service. How likely you are to be to recommend our service to friends and family if they needed to use a similar service?	408	141	54	9	6	2	620

Question	Strongly Agree	Agree	Neither agree or disagree	Disagree	Don't know	Total
When you booked the transport, your call was answered quickly and you were given a clear explanation of the eligibility process?	390	0	226	41	15	672
You were contacted prior to your appointment to confirm the transport?	473	0	140	14	8	635
You arrived at your appointment on time?	488	0	171	10	5	674
If not, someone informed you that your transport was running late?	90	0	83	5	7	185
The ambulance you travelled in was clean and tidy?	533	0	162	4	0	699
The member of staff driving you to your appointment was polite and courteous at all times, offering assistance where needed?	596	0	114	2	0	712
You felt safe and comfortable throughout your journey?	592	0	121	1	1	715

## **CQC Inspection**

In October G4S was the subject of a full CQC inspection which had positive findings and is publically available. It comments on positive, caring staff and fleet procedures while recognising the work being undertaken to improve on training compliance. A link to this report can be found below.

<http://www.cqc.org.uk/location/1-2921123651/inspection-summary#transport>