
Title: G4S Performance Summary - Medway CCG
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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)

In addition, the report will also detail performance relating to Medway CCG locality.

Activity Review

Lot 1 - Activity Review at June 2017

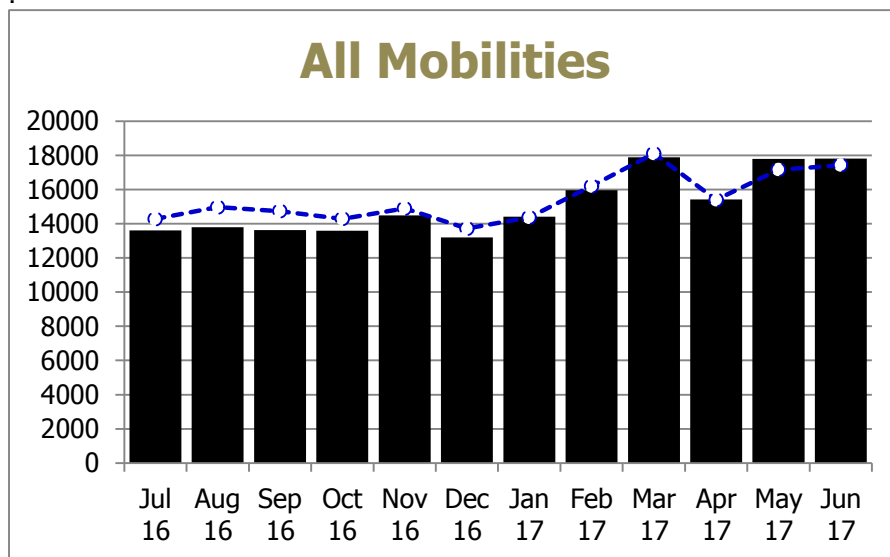
The graph below provides snapshot of activity volumes by plan and by actual activity for all Kent and Medway journeys (excluding transports to Dartford and Gravesham hospital site and renal transports) in the contract.

Overall, activity volume is in line with planned activity levels (see graph below). From February 2017, the activity report includes London (Guy's and Kings) activity. Activity is now closer to expected levels than it was in the first few months of the contract. However, 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.

A review of journeys broken down in miles, show that 0-10 mile distance is under profile however the over 60 mile journeys (from pick up) are over profile.

Because of the shift in journey distances, there has been a corresponding shift in the type of vehicles required (mobilities). This activity and profile have been factored into the rebasing of the contract values following the recent contract evaluation, True Up, exercise.

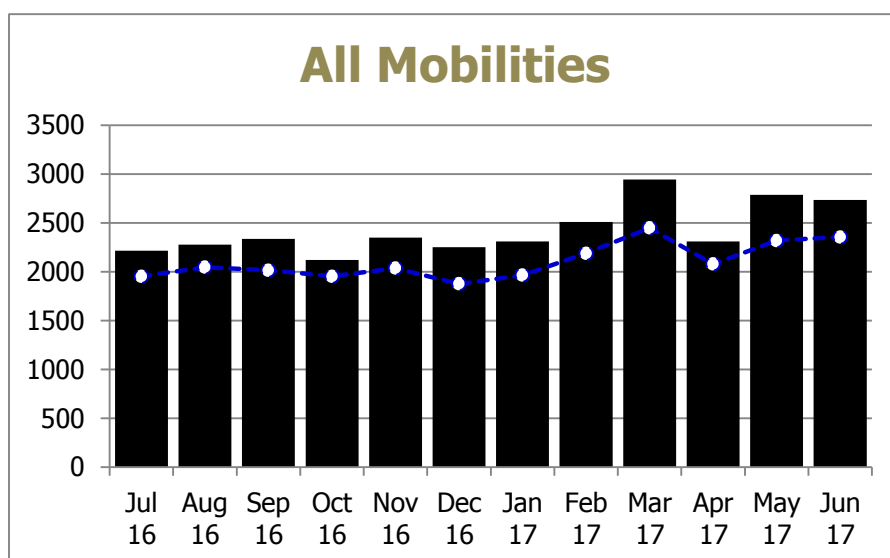
The evidence is at variance to G4S being challenged to deliver the contract in line with KPIs and to manage peak demands in service. Commissioners have agreed to meet with G4S and review their assessment of the challenges being faced on a day to day basis.



Lot 1 - Activity Review – Medway CCG Locality

The graph below provides a snapshot of activity volumes by plan and by actual activity for the Medway locality.

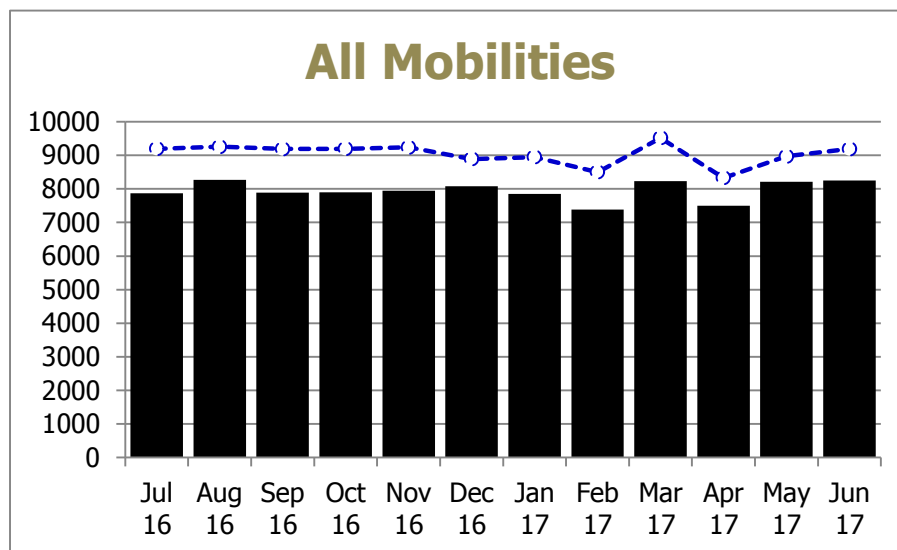
The year to date position at June 2017 shows that activity was above plan by 16.1%. Activity and profile variances have been factored into the rebasing of the contract values following the recent contract evaluation, True Up, exercise.



Lot 2 – Renal Transports - Activity Review

The graphs below show a snapshot of activity volumes by plan and actual activity for all Kent and Medway journeys.

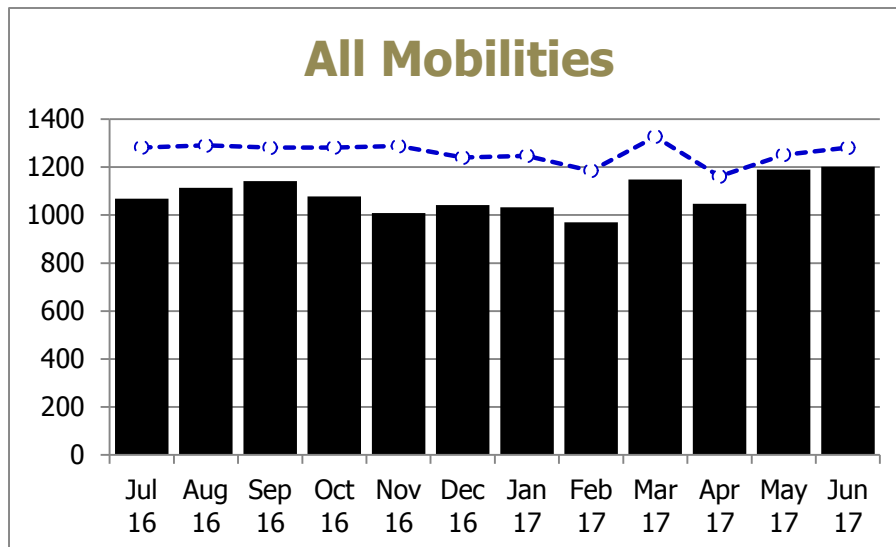
Activity levels continue to underperform against planned activity; however, there is evidence to demonstrate that the type of activity required has changed significantly from that included in the original tender documentation. This includes a much higher than planned level of patient acuity that requires ambulance 2 person crew and wheelchair 2 person crew. This activity and profile have been factored into the rebasing of the contract values following the recent contract evaluation, “True Up”, exercise.



Lot 2 – Renal Transports - Activity Review – Medway CCG Locality

The graph below provides a snapshot of Renal Transport activity volumes by plan and by actual activity for the Medway locality.

The year to date position at June 2017 shows that activity was below plan by 6.2%. Activity and profile variances have been factored into the rebasing of the contract values following the recent contract evaluation, True Up, exercise.



KPI Performance Improvement Trajectories

Commissioners are concerned about G4S performance against contractual KPIs in both contracts.

Most of the KPIs within the contract are linked to the timely arrival, discharge, collection or transfer of patients. Each KPI has a performance threshold and the contract management process begins when G4S are outside the threshold and not for individual breaches.

Contract Lot 1 KPIs include:

Journey Type / Standard	No of KPI standards	Required Standard	Performance Threshold
Journeys to and from outpatient appointments	7	Expected time of arrival and collection depending on journey	85% - 95%
Discharges	4	Expected time of collection and arrival	90%- 95%
Transfers	5	Expected time of collection and arrival	90%-95%
Travel Time and Distance	3	Maximum time for journeys of distances (from 10 miles to in excess of 120 miles)	90%

Contract Lot 2 KPIs are particular to renal care and include:

Journey Type / Standard	No of KPI standards	Required Standard	Performance Threshold
Journeys to and from dialysis appointment	3	Expected time of arrival and collection depending on journey Very time sensitive - 15 minutes prior to	95%

		appointment for arrival and within 30 minutes of booked ready time for collection	
Travel Time	1	Patients should not spend more than 60 minutes in the vehicle	95%

The Commissioners have agreed improvement trajectories with G4S against a selection of contract KPIs. There has been a small improvement in performance against Lot 1 trajectories, however, trajectories for the Lot 2 contract has shown a significant improvement and are now reporting an overall 86% achievement against a target of 95%.

During contract mobilisation and until the evaluation/True up process has been completed, it has been agreed that performance against KPIs would be monitored but the financial penalties for breach of thresholds would not be applied.

Service Quality Review

CCG Quality Leads have worked hard with G4S to improve the reporting against a Local Quality Reporting Framework. They have carried out on site visits and provided guidance and advice on the level of reporting required. G4S has developed an updated Quality report to be reviewed in the monthly Contract Performance Meetings. The report includes but is not limited to:

- Workforce - staffing, recruitment and training
- Patient experience – complaints, concerns, compliments, surveys
- Audit
- Compliance – infection control, safeguarding,
- Safeguarding
- Incidents – clinical incidents, serious incidents, positive interventions

Complaints – at July 2017

The challenges experienced by G4S in the delivery of the service resulted in an increase in critical feedback from both patients and stakeholders.

The total number of complaints received in July was 115, a small improvement from the previous two months. Most complaints are regarding timeliness of journeys for outpatient appointments.

Booking Type	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Total
Admission				1	1		2	1	7		1	2	1	16
Discharge	6	6	3	2	5	9	3	17	30	4	14	20	2	121
N/A				3	2		5	5	3	1	5	3	1	28
Outpatient	146	92	43	27	61	79	74	177	140	66	120	108	37	1170
Transfer	1	1	1		1	3		1	2	1	1	1		13
Unknown	79	41	61	50	20	31	39	14	5			12	74	426
Grand Total	232	140	108	83	90	122	123	215	187	72	141	146	115	1774

Contract Performance Notice

A Contract Performance Notice was issued in July 2017 regarding the Provider's Complaints Process.

The CCG are concerned about the unprecedented levels of complaints regarding the service and the way in which G4S are handling and responding to complaints. The commissioners sought urgent action to rectify the common themes emerging from complaints and to improve the complaints process so that complaints are managed in a timely, professional manner.

A remedial action plan has been drawn up and will address issues including:

- Review of G4S complaints policy
- Review and revise complaints process
- Improve reporting and response times
- Identify themes and learning

Progress against the action plan is being monitored in the Contract Performance meetings. As at 21 August 2017, 60% of the actions have been completed and the remaining actions are expected to be completed by October 2017. Ongoing monitoring of complaints in the Contract Performance Meetings will demonstrate whether the levels of complaints reduce.

Patient Journeys to Hospices

The Commissioners have recently been asked to respond to a number of enquiries regarding the transport of patients to the Hospice in the Weald. No such enquiries or concerns have been raised in respect of transports to the Wisdom Hospice in Medway.

The Kent and Medway PTS contracts provide for Kent and Medway patients that need non-emergency patient transport to access NHS funded healthcare, there are also specific provisions for End of Life Patients.

End of life transport is a journey of significant importance and where it is vital that the patient's pathway and experience at this time in their continuing treatment is as stress free and as fluid as possible. The patient's journey must be allocated in a timely manner and be monitored once allocated to a resource to ensure that the journey is carried out without delay or cancellation.

G4S are required to ensure that End of Life transfers to hospices (this includes journeys between hospice and home where end of life) are not suspended for any reason, including during periods of major incidents, adverse weather, staff shortages, industrial action, fuel disputes or other emergencies (except where exempt under GC28 "Force majeure".):

Patients requesting transport must meet the defined eligibility for the service set out in the contract, which follows Department of Health guidance. The eligibility criteria is based on the health and mobility needs of the patient. Automatic eligibility applies to patients travelling for radiotherapy/chemotherapy sessions two or more times per week, for the duration of their

treatment. Transports to Hospices where the purpose of the journey is social, to attend an art class for example, are excluded from the contract. This follows Department of Health PTS eligibility guidance.

Conclusion

This report provides an updated position statement on the performance of the contracts with G4S for the provision of non-urgent patient transport. The report has been based on data available up to June 2017 and was reviewed between commissioners and G4S at the Contract Performance Meeting held on 11 August 2017.

Commissioners are actively working with G4S to ensure that the contract accurately reflects the level and type of activity required and that the operational structure of the service is robust. We anticipate that the exercise to rebase the contract will be complete by the end of October.

Further contractual levers may be applied once this exercise is complete.