



# Quality Account

2018 / 2019



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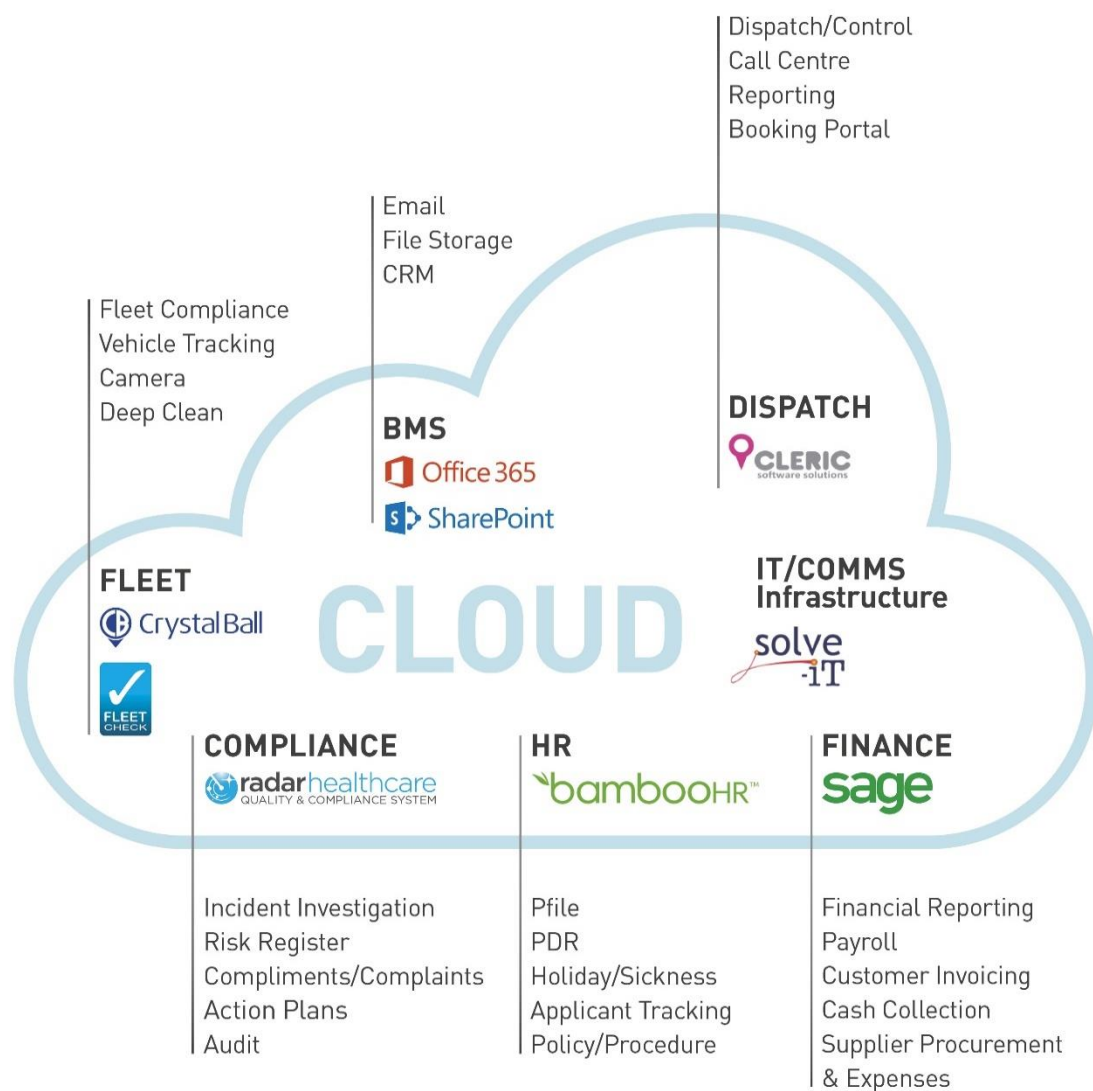
## 2. Values



**To provide a reliable, caring service that puts people at the heart of everything we do.**

### 3. Introduction & Purpose

- 3.1 This Quality Account is ERS Medical's annual report to the public and other stakeholders about the quality of the services we provide across our 4 registered CQC locations.
- 3.2 It presents our achievements in terms of service delivery, clinical excellence, effectiveness, safety and patient experience and demonstrates that our managers, clinicians and staff are all committed to providing continuous, evidence based, quality transport and care to our service users.
- 3.3 It will also show that we regularly scrutinise every aspect of the service we provide with a view to continual improvement. It will give a balanced view of what we are good at and what we need to improve on.



Some of the IT solutions and support systems which ERS Medical has used in the publication of this quality account

#### 4. Statements from the MD & Head of Care Standards

##### Managing Director



I am very pleased to present our Quality Account for 2018/19 on behalf of the Board of ERS Transition Limited (trading as ERS Medical). This will be our first Quality Account since the acquisition of ERS Medical in 2017 and I am excited to see the developments and improvements we are making across our services.

It is reassuring to see that we have successfully achieved the challenging priorities for improvement we set ourselves last year and have been a positive benefit for the patients we transport. We are committed to continue to look at what we do and see what further work is necessary to make sure our services are safe, effective, caring, responsive and well led for those people who need our services and as such have set ourselves further improvement priorities for the coming year.

We continue to be committed to working in partnership with our local stakeholders and commissioners and forge strong partnerships to ensure our local communities receive the transport they need in a timely, efficient and cost-effective way. During the course of the year we have continued to invest in quality; we have introduced a state-of-the-art compliance management system, rolled out the new Future Qualifications and Training course and starting to embed our company purpose, vision and values that underpin our aim to provide a reliable, caring service that puts people at the heart of everything we do.

A great deal has been achieved in the last year and this has been as a result of the hard work and dedication of all our road and back office staff and I would like to thank all of them for their commitment over the last 12 months which has undoubtedly enabled us to achieve all we have.

To the best of my knowledge, the information contained in this Quality Account is accurate and a fair representation of the quality of healthcare services provided by ERS Medical.

A handwritten signature in black ink, consisting of a stylized 'A' followed by a series of loops and a final horizontal stroke.

Andrew Pooley – Managing Director

## Head of Care Standards

### Accuracy Statement



In the preparation of our Quality Account, the Head of Care Standards has ensured that:

- The company governance, compliance and performance information reported within the Quality Account is both accurate and reliable.
- The Quality Account draws information from several ERS Medical support systems:
  - Radar Healthcare;
  - Bamboo HR;
  - Crystal Ball;
  - SAGE;
  - Fleetcheck.
- All information contained within the Quality Account has been checked and verified by both the Head of Care Standards and the relevant Director or Head of Department, prior to publication.
- The Quality Account has been written and prepared in accordance with the Department of Health guidance.

The Head of Care Standards confirms that to the best of his knowledge and belief that he has complied with these requirements in preparing the Quality Account. This has been confirmed by review and authorisation from the Senior Leadership Team.

A handwritten signature in black ink, appearing to read 'S. Smith', written over a horizontal line.

Simon Smith – Head of Care Standards

## 5. Welcome to ERS Medical

### Our Services

5.1 ERS Medical provides a range of specialist patient transport and courier services to the NHS. Our patient transport services include:

- Non-Emergency Patient Transfers;
- High Dependency Transfers;
- Specialist transport for those with mental illness;
- Repatriation services;
- Healthcare courier service providing same or next day transportation for specimens or healthcare notes.

5.2 ERS Medical operates its services from 4 individually registered CQC locations:

- ERS Medical North-East;
- ERS Medical North;
- ERS Medical East;
- ERS Medical South.

- **15 Operational Sites**
- **380 Operational Vehicles**
- **1 National Control Room**
- **1 Regional Control Room**
- **554,332 Operational Journeys Completed**
- **220,239 Calls Taken in 2018/19**
- **603 Calls Answered Per Day**
- **190 Bookings Recorded Per Day**



## 6. Human Factors

- 6.1 When compiling this report, we have reviewed our compliance systems to review human factors which will have a direct impact on our ability to deliver our services, in a safe and effective manner.
- 6.2 ERS Medical has reviewed all its available data on the quality of the services it provides to the NHS and private contractors of its services.

| Human Resources & Training  |       |
|---|-------|
| Staff Turnover – rolling 12 months  | 3.8%  |
| Sickness Rates – 12 months %  | 11.6% |
| Lost Time – inclusive of annual leave, study leave and sickness (days)          | 11854 |
| Mandatory Training % Compliance (aligned to ERS Medical's Training Prospectus)* | 98%   |
| Number of Significant Staff Injuries  | 3     |

\* Allows for variations due to staff absences such as leave, short- and long-term sickness.

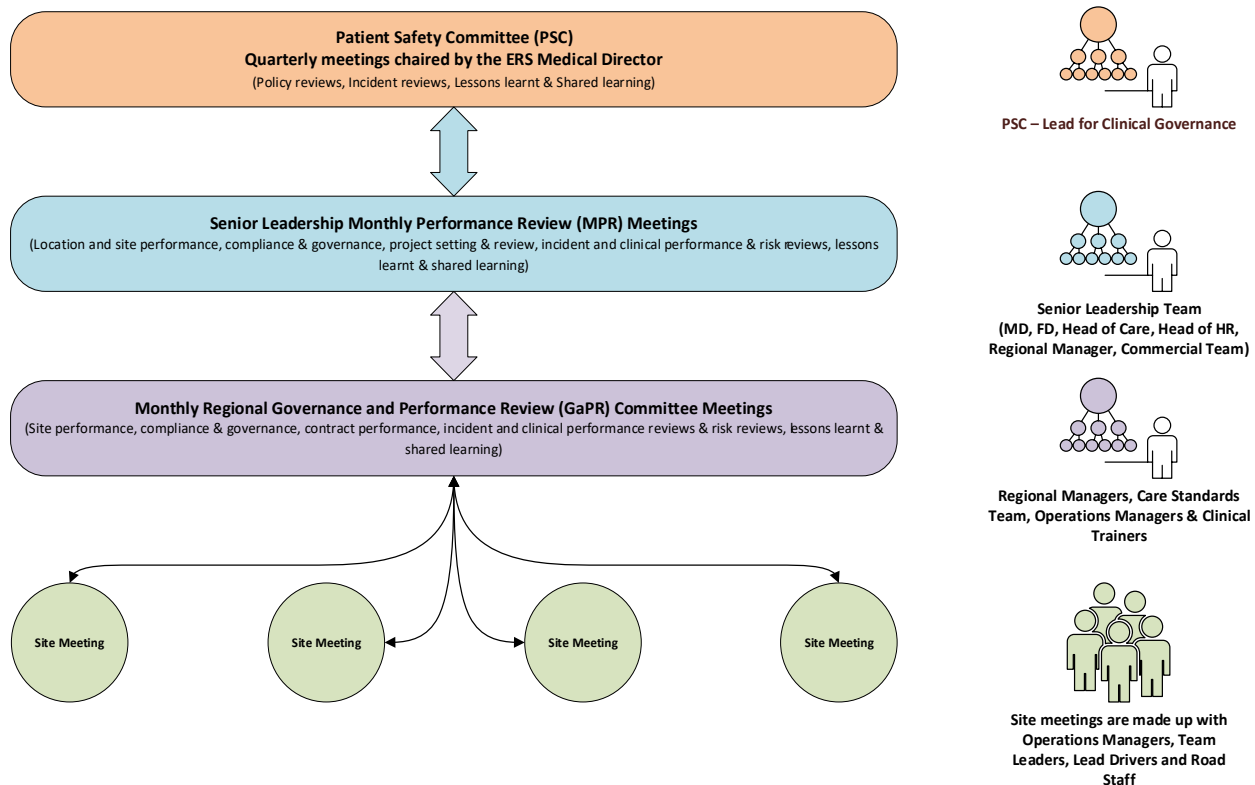
| Patient / Service User Factors                                   |              |
|--|--------------|
| Received Complaints (2018/19) (all sites and all activity)       | 358          |
| Complaint Ratio (12-month Period) -                              | 0.10%        |
| NEPTS / HDU / Mental Health Complaints                           | 347 (96.92%) |
| Mail and Courier Complaints                                      | 11 (3.08%)   |
| Patient Satisfaction Score (FFT extremely Likely to recommend)   | 86.21%       |
| Patient Satisfaction Score (FFT Likely to recommend)             | 8.59%        |
| Patient Satisfaction Score (FFT neither likely or unlikely)      | 2.53%        |
| Patient Satisfaction Score (FFT unlikely to recommend)           | 0.83%        |
| Patient Satisfaction Score (FFT extremely unlikely to recommend) | 1.85%        |
| Significant Clinical Incidents                                   | 0            |



## 7. Governance and Patient Safety Incidents

- 7.1 ERS Medical uses its internal Governance structure to set and monitor the quality of the services it provides.
- 7.2 This structure is used and deployed at all ERS Medical sites and locations and there are clear reporting channels in place to ensure effective communication in both directions.

### Clinical Governance Structures



- 7.3 All reporting of all patient safety incidents within ERS Medical is done using our Radar Healthcare Quality and Compliance System.
- 7.4 Incidents are called through to our Contact Centre of Operations (CCO) in Leeds, which is staffed 24/7 by well trained and dedicated CCO agents. They then raise a new 'Event' on the 'Radar Healthcare' system, under the following categories:
- Health & Safety;
  - Care Quality;
  - Transport;
  - Operations and HR;
  - Environmental;
  - Business Continuity and EPRR;
  - Information Governance;
  - Safeguarding;
  - Prevent;
  - Complaint;
  - Concern;



- Compliment;
- Running Call;
- Mental Health – Use of Physical Force and or Mechanical Restraint.

7.5 Once an incident has been raised the Radar Healthcare system automatically sends a notification email to the relevant Operations Manager, CQC Registered Manager, Head of Care Standards and relevant subject matter expert (SME) of the Care Standards Team.

7.6 The incident is then broken down into 5 clear and distinct workflow steps:

- **Initial Investigation** – This is completed by the site Operations Manager and the main function of this stage of the investigation is fact finding, identification of an initial cause and to make recommendations to prevent any re-occurrence.
- **Initial Compliance Investigation** – This stage is completed by the relevant SME from the Care Standards Team. Its primary function is to ascertain if the incident is notifiable to a Trust, CCG (STEIS), HSE, EA or CQC. It also makes an early determination if the incident should be categorised as a SUI within the NHS National Framework.
- **Technical Review** – This stage is also conducted by the relevant SME from the Care Standards Team and looks to identify the root cause(s), contributory factors, identify and share lessons learnt and make recommendations for further action. It also determines if a review is required of either the relevant Risk Assessment and or associated policy or procedure. In addition to this we also use the Technical Review section to feedback direct to crews for continual learning and for confirmation to them when safeguarding concerns have been raised.
- **Action Plan** – This stage is completed by the relevant Care Standards SME and puts in place an Action Plan to track any identified remedial actions required to minimise the likelihood of any re-occurrence.
- **Risk Score** – This section scores the incident using our predetermined matrix as either low risk, moderate risk, high risk or extreme risk.

### Serious Untoward Incidents – SUI's

7.7 Serious incidents reportable under the NHS SUI Framework.

|            | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug 18 | Sep 18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 |
|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| North-East | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| North      | 0      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| East       | 0      | 0      | 0      | 0      | 0      | 0      | 1      | 1      | 0      | 0      | 0      | 0      |
| South      | 0      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |

### Safety Incidents – Extreme Risk

|            | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug 18 | Sep 18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 |
|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| North-East | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| North      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| East       | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| South      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |

## Safety Incidents – High Risk

|            | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug 18 | Sep 18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 |
|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| North-East | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 1      | 1      | 0      | 0      |
| North      | 0      | 3      | 0      | 1      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      |
| East       | 0      | 1      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| South      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |

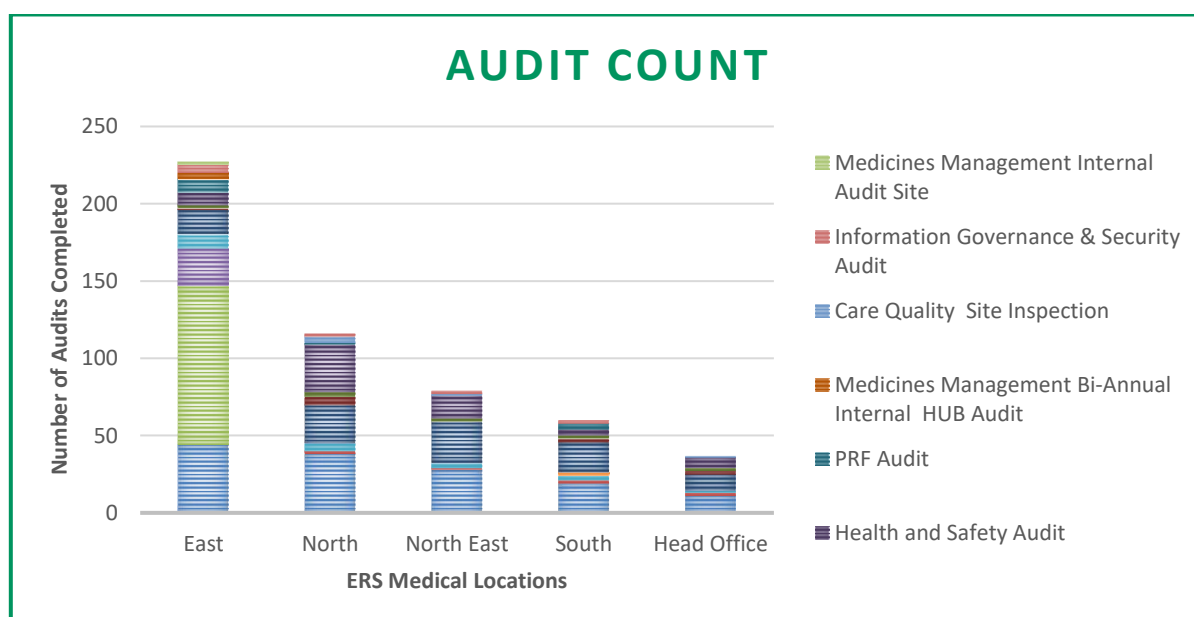
## Safety Incidents – Moderate Risk

|            | Apr 18 | May 18 | Jun 18 | Jul 18 | Aug 18 | Sep 18 | Oct 18 | Nov 18 | Dec 18 | Jan 19 | Feb 19 | Mar 19 |
|------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| North-East | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      | 1      | 1      | 0      | 0      |
| North      | 0      | 3      | 0      | 1      | 0      | 0      | 1      | 0      | 0      | 0      | 0      | 0      |
| East       | 0      | 1      | 1      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |
| South      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      | 0      |

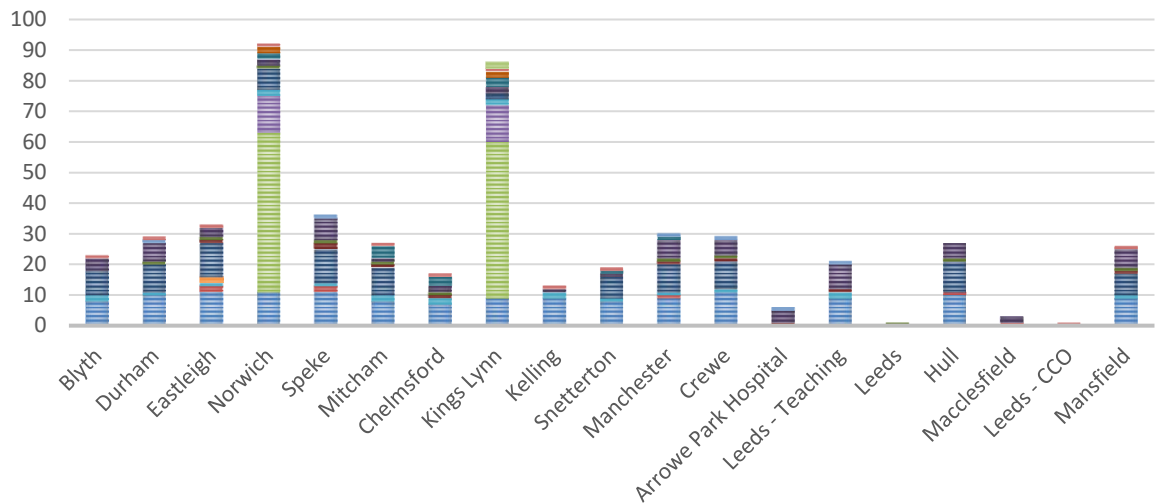
## 8. Audits & Inspections

- 8.1 The Care Standards Team of ERS Medical are responsible for conducting all internal audits. These audits focus on the identification of good practice and non-conformities to both ERS Medical policy and procedure and regulations.
- 8.2 During the period of April 2018 to March 2019, The Care Standards Team has conducted and completed **519** separate audits across all of ERS Medical sites.
- 8.3 These audit resulted in **447** individual and focused Action Plans to drive forward improvements varying in significance from Low Priority to High Priority.

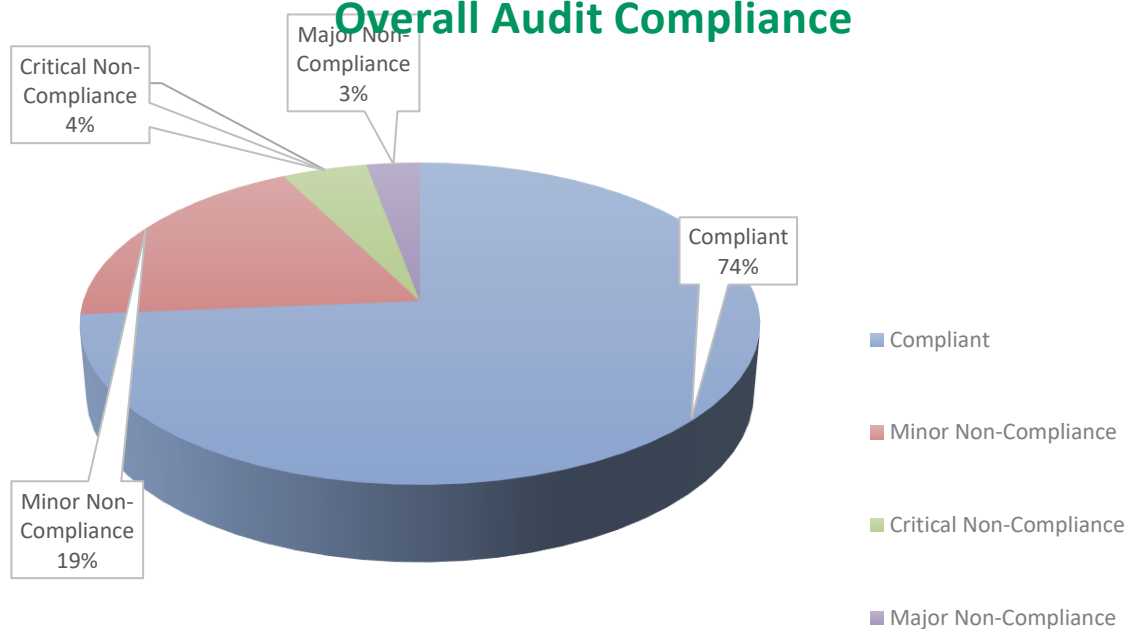
|                              |     |
|------------------------------|-----|
| High Priority Action Plans   | 53  |
| Medium Priority Action Plans | 389 |
| Low Priority Action Plan     | 5   |



## SITE AUDIT COUNT



## Overall Audit Compliance



## 9. Areas for Improvement

9.1 ERS Medical has 3 clear and distinct areas for improvement for the quality report period April 2019 to March 2020.

### Patient Service and Experience

9.2 ERS Medical wants to build on the success that it has already seen in this area by:

- Increasing the Patient Experience Surveys, it receives back direct from our service users;
- Drive continuous improvements to reduce the number of complaints & concerns it receives;
- Through these continuous improvements see a measurable increase in the compliments it receives;
- Continue to use and improve the use of incident data to identify areas of improvement for our service users.

9.3 In addition to these areas of improvement we are also looking to improve the service users experience through all points of contact with our service, including the initial point of contact when making a booking with our service.

9.4 We have developed an innovative new IT point of access for our service users within our Computer Aided Dispatch (CAD) systems called 'Patient Zone'.

9.5 Patient Zone, will allow service users to securely log into CAD system and review their planned journey details with us, review historical journeys and track their assigned ambulance for their current booking. This will allow them to see the estimated arrival time of their ambulance in real-time and reduce stress levels.

9.6 During this accounts period ERS Medical was short listed for the Patient Experience Network National Awards (PENNA) for 'Measuring, Reporting and Acting', which we hope to improve upon next year, but more important that any award is driving improvements the experience our service user have when using ERS Medical.



**Reduction of Incident Rates**

- 9.7 Although incidents rates within ERS Medical are already low, we will continue to strive to drive these numbers down.
- 9.8 Of specific focus this year, along with any incidents which result in injury, are minor transport related incidents which can reduce operational effectiveness by removing ambulances and courier vehicles from daily service and incur costs for minor repairs such as wing mirrors and trim.
- 9.9 We intend to be more proactive in the use of our IT platforms such as Crystal Ball, Radar Healthcare and Fleetcheck to more readily identify trends such as, but not limited to:
- Poor driver behaviour, such as excessive speed, harsh breaking and steering;
  - Idling of vehicles when not in use, causing environmental concerns and issues;
  - Road traffic collisions;
  - Repeat offenders of all of the above;
  - Trends in locations and sites.
- 9.10 We will tackle these concerns by continuing to review and feedback to all drivers, when incidents and complaints are reported, identifying areas for personal improvement and lessons which can and may need to be shared across all ERS Medical sites.

#### Staff Engagement Improvements

- 9.11 ERS Medical recognises that engaging with its staff is a key aim to drive forward its values, especially putting people at the centre of everything we do.
- 9.12 Key to driving forward improvements in staff engagement is an increased and visible presence of the Senior Leadership Team (SLT) at all ERS Medical sites on a regular basis.
- 9.13 In addition to the above we will also be striving for improvements in:
- Nominations for our employee recognition scheme;
  - Uptake of our employee assistance programme;
  - Articles and features within our quarterly in-house publication, 'In Touch';
  - Staff completion of our annual staff survey.

## 10. Commissioners of Service Comments

- 10.1 As part of the preparation for the publication of our Quality Accounts, we contacted the commissioners of our services. This was especially important when taking into consideration the relatively new service which we provide.

### Norwich Clinical Commissioning Group

*'ERS Medical has continued to work closely with their local commissioners across Central and West Norfolk on variety of issues. Over the last few months revisions have been made to the One Report that provides a summary of key governance, quality and patient safety information. ERS Medical has actively engaged with commissioners to tailor the report to the needs of local CCGs to ensure this meets the necessary requirements for assurance purposes. There are well established open lines of communication between ERS and the co-ordinating commissioner's Quality Team where regular discussion takes place in regard to complaints, serious incidents and quality issue reporting and actions being taken as result of this'.*

### North of England Commissioning Support

*'Obviously being a new service to us, I don't know how much feedback I can give, apart from that we are happy with the service you provide. You always deal with any issues or complaints made aware to you in an extremely timely manner, and aim to resolve these quickly, and have not as yet had any incidents or safeguarding issues that have needed to be reported You are meeting targets set out in the contract, and all staff who I have met so far have been friendly and helpful'.*

### NTW Solutions Ltd – Part of Northumberland Tyne and Wear NHS Foundation Trust Group

*'ERS Medical have a good Quality Account Report / Service Report that is issued monthly.*

*ERS have proactively worked with NTW to mould this report to meet our requirements during transition to meet business as usual expectations. We are now able to track performance, incidents, spend, service credits and cancellation charges with clarity for all vested parties'.*

## 11. Care Quality Commission – (CQC)

11.1 ERS Medical is registered with the Care Quality Commission (CQC) under the name of ERS Transition Limited.

11.2 We have 4 registered locations with the CQC and since our transition of service from the previous registered provider SRCL Ltd, trading as ERS Medical, we have been inspected by the CQC in all 4 locations.

### ERS Medical North-East

11.3 Our North-East registered location was inspected by the CQC over the period 21<sup>st</sup> to 22<sup>nd</sup> May 2018.

11.4 This location was inspected under the previous inspection regime and is therefore unrated.

11.5 Within the narrative inspection report from the CQC they have stated:

- All PTS staff are compliant in mandatory training and safeguarding training;
- The provider had a robust incident reporting procedure and all staff understood and alerted managers in real time if an incident had occurred, which allowed managers to make an early assessment;
- The providers key performance indicators were consistently met;
- There was evidence of high levels of satisfaction from patient/carer/relative surveys.

### ERS Medical North

11.6 Our North registered location was inspected by the CQC over the period 18<sup>th</sup> to 20<sup>th</sup> September 2018.

11.7 The CQC has not published their final inspection report for this location yet.

### ERS Medical East

11.8 Our East registered location was inspected by the CQC over the period 2<sup>nd</sup> to 3<sup>rd</sup> October 2018.

11.9 This location was inspected under the PTS rating regime for inspections.

11.10 The overall rating for this location was 'GOOD'.

### Patient transport services (PTS)

|            |                      |   |
|------------|----------------------|---|
| Safe       | Good                 | ● |
| Effective  | Good                 | ● |
| Caring     | Good                 | ● |
| Responsive | Good                 | ● |
| Well-led   | Requires improvement | ● |
| Overall    | Good                 | ● |

### ERS Medical South

- 11.11 Our South registered location was inspected by the CQC over the period 2<sup>nd</sup> to 3<sup>rd</sup> October 2018.
- 11.12 This location was inspected under the PTS rating regime for inspections.
- 11.13 The overall rating for this location was 'GOOD' with an 'OUTSTANDING' for the key line of enquiry 'Well-Led'.

### Patient transport services (PTS)

|            |             |   |
|------------|-------------|---|
| Safe       | Good        | ● |
| Effective  | Good        | ● |
| Caring     | Good        | ● |
| Responsive | Good        | ● |
| Well-led   | Outstanding | ☆ |
| Overall    | Good        | ● |

If you would like to provide us with feedback or request further information in regard to our Quality Account, please email: [Info@ERSMedical.co.uk](mailto:Info@ERSMedical.co.uk)