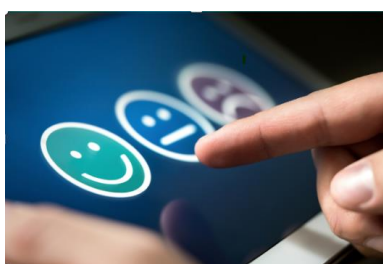


Quality Accounts

2020 to 2021





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2. Values



INTEGRITY



COMPASSION



RESPECT



PROFESSIONALISM



PATIENT FOCUS



INNOVATION

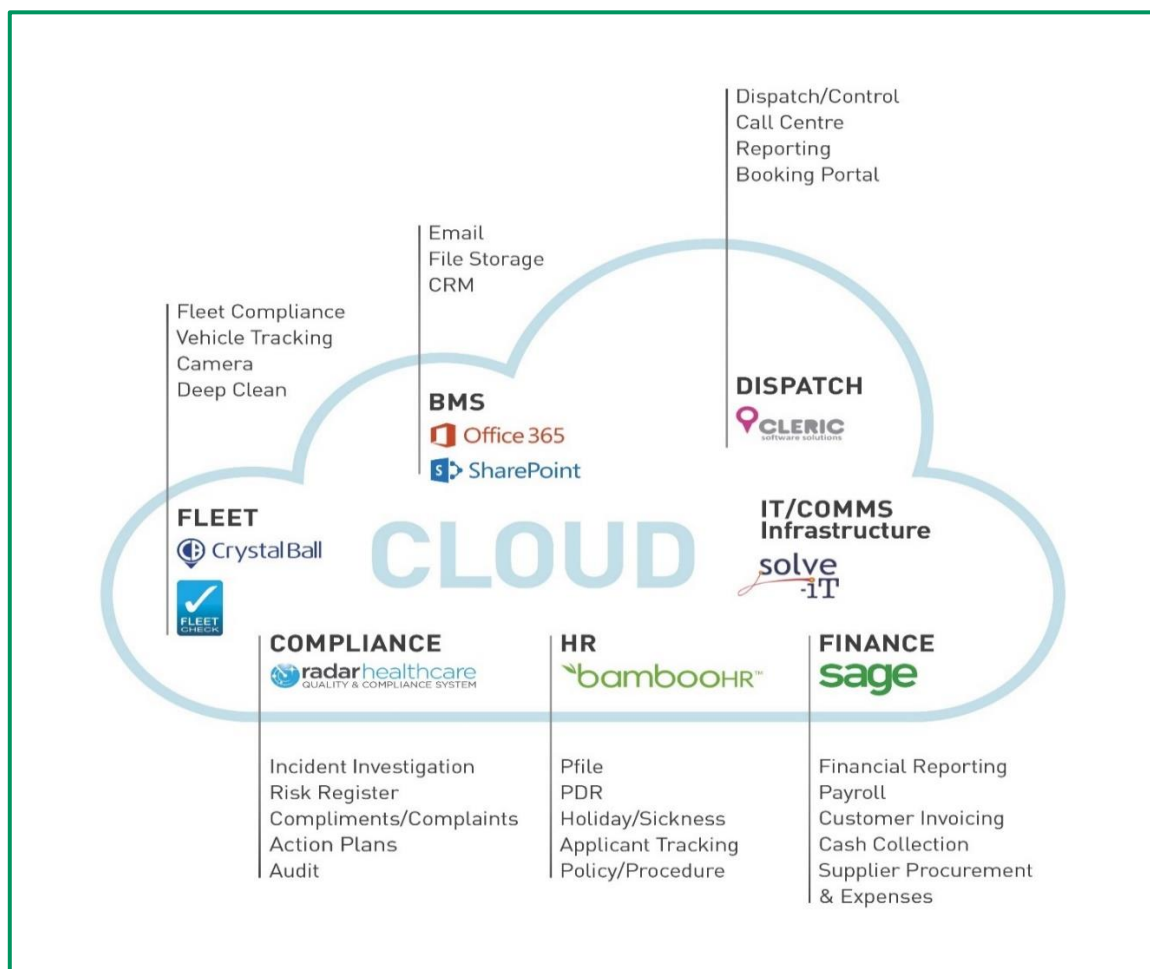


**WORKING IN
PARTNERSHIP**

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 5 registered CQC locations, with a 6 location to come online in August 2021:
- ERS Medical North-East;
 - ERS Medical North;
 - ERS Medical Midlands;
 - ERS Medical East;
 - ERS Medical South;
 - ERS Medical West-Midland – August 2021.
- 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.



- 3.4 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 have the pleasure of presenting our Quality Account for 2020/21 on behalf of the Board of ERS Transition Limited (trading as ERS Medical). This will be our third quality account since the acquisition of ERS Medical in 2017 and I am really pleased to see how continued innovation and our focus on detail has helped to mitigate some of the issues that have arisen due to COVID-19 which has been the dominant theme for the last 15 months.

The COVID-19 pandemic that has brought unprecedented change to the sector. It has been a challenging time, but I am pleased to say that our management systems, leadership model and quality oversight, have allowed ERS Medical to react extremely well; keeping our patients and staff safe, and our performance high.

A dedicated COVID-19 strategy has been followed from the beginning of the pandemic. There have been notable successes such as our internal comms strategy being used as an example case study by NHSE/I, and our bespoke resource planning tool being used by our NHS partners to help predict the impact of social distancing on resources and service delivery.

As a business we have made every effort to be open and transparent and learn from any mistakes. As always, I welcome any feedback on our services.

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, appearing to read 'Andrew Pooley'.

Andrew Pooley – Managing Director

Head of Care Standards

Accuracy Statement



In the preparation of this year's Quality Accounts, the Head of Care Standards has ensured that:

- The company quality, governance, compliance and performance information reported within the Quality Accounts is both accurate and reliable.
- The Quality Account draws information from several ERS Medical support systems & key personnel:
 - Radar Healthcare;
 - Bamboo HR;
 - Crystal Ball;
 - SAGE;
 - Fleetcheck;
 - ERS Medical Managing Director;
 - ERS Medical Head of Operations;
 - ERS Medical Head of Human Resources & Training;
 - ERS Medical Senior Operations Manager.
- All information contained within the Quality Accounts 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 Accounts 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'.

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;
- GP Out of Hours Service;
- Healthcare courier service providing same or next day transportation for specimens or healthcare notes.

- **21 Operational Sites across 5 Regions –**

This will increase to 6 regions as of 1st August 2021.

- **462 Operational Vehicles**

- **1 National Contact Centre of Operations**

- **2 Regional Control Rooms**

Total Calls: 274,303
Total Calls Answered: 260,566
%: 94.99%
Average Speed: 58 seconds

- **636,561 Journeys completed**

- **995 Staff**

All data correct as of 11/06/2021



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.

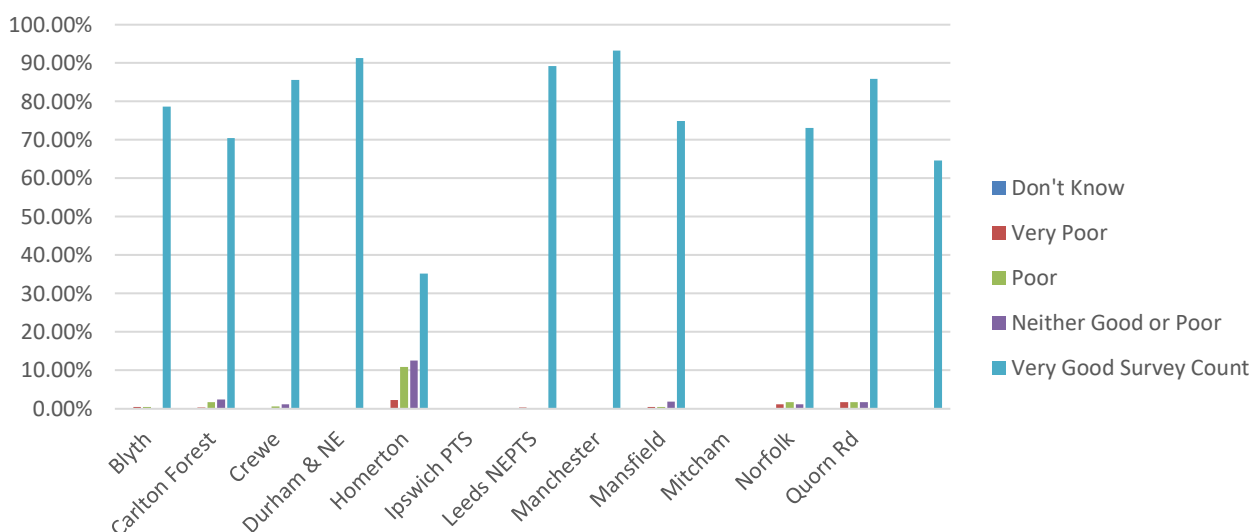
[previous year's figures are be given in brackets]

Human Resources & Training		Fife
Staff Turnover – rolling 12 months (average per month)	(2.1%)	1.47%
Sickness Rates – 12 months %	(3.68%)	3.4%
Lost Time – inclusive of annual leave, study leave and sickness (days)	(20,909)	30,915
Mandatory Training % Compliance (aligned to ERS Medical's Training Prospectus) *	(98%)	98.12%
Number of Significant Staff Injuries	(0)	0

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

Patient / Service User Factors	
Received Complaints (2020/21) (all sites and all activity)	(279) 218
Complaint Ratio (12-month Period) -	(0.05%) 0.06%
NEPTS / HDU / Mental Health Complaints	(263) 193
Mail and Courier Complaints	(16) 14
Patient Satisfaction Score (FFT extremely Likely to recommend)	(84.88%) 64.63%
Patient Satisfaction Score (FFT Likely to recommend)	(8.38%) 15.70%
Patient Satisfaction Score (FFT neither likely or unlikely)	(2.52%) 2.17%
Patient Satisfaction Score (FFT unlikely to recommend)	(0.39%) 1.53%
Patient Satisfaction Score (FFT extremely unlikely to recommend)	(3.83%) 0.59%
Significant Clinical Incidents	(0) 0%

Total Surveys Recorded:



7. Patient Safety Incidents



7.1 All reporting of all patient safety incidents within ERS Medical is done using our Radar Healthcare Quality and Compliance System.

7.2 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.

7.3 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 and the Head of Operations.

7.4 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, which are provided as feedback to crews 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.
- **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

7.5 Serious incidents reportable under the NHS SUI Framework.

	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
North-East	0	0	0	0	0	0	0	0	0	0	0
North	0	0	0	0	0	0	0	0	0	0	0
East	0	1	0	0	0	0	0	0	0	1	0
South	0	0	0	0	0	0	0	0	0	0	0
Midlands	0	0	0	0	0	0	0	0	0	0	0

Safety Incidents – Extreme Risk (excluding safeguarding events)

	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
North-East	0	0	0	0	1	0	0	1	0	0	0
North	1	1	2	0	0	1	0	0	0	1	0
East	0	1	0	1	1	1	1	0	0	0	0
South	0	0	0	0	0	0	0	0	0	0	0
Midlands	0	0	2	0	0	0	0	1	0	0	0

Safety Incidents – High Risk (excluding safeguarding events)

	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
North-East	2	3	0	2	0	3	1	2	2	1	0
North	2	2	4	1	1	0	2	0	0	1	1
East	2	4	3	3	4	1	1	1	0	1	2
South	1	0	0	0	0	0	0	0	0	0	0
Midlands	2	2	3	3	3	4	0	2	1	2	1

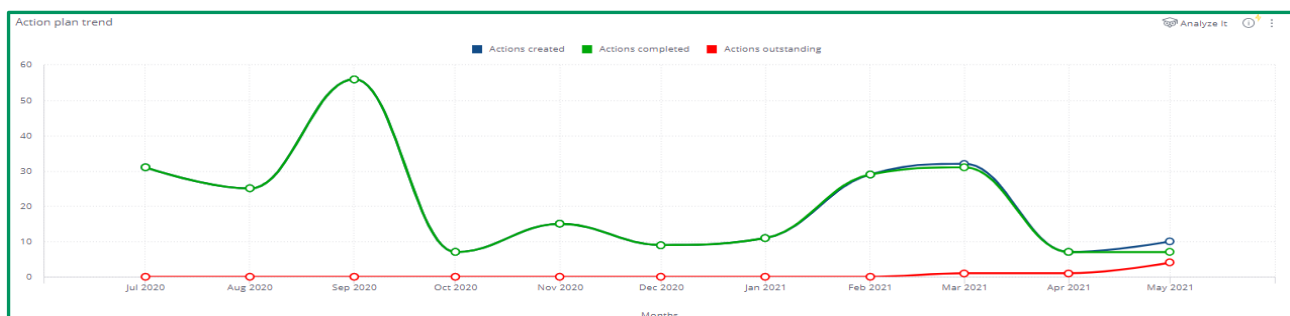
Safety Incidents – Moderate Risk (excluding safeguarding events)

	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21	Apr 21	May 21
North-East	3	1	0	1	2	3	1	1	1	2	2
North	8	4	4	2	3	3	4	2	3	4	2
East	5	9	11	8	9	4	7	3	5	7	6
South	0	2	0	0	0	0	1	2	3	1	0
Midlands	4	6	3	7	3	7	10	3	4	14	3

8. Audits & Inspections

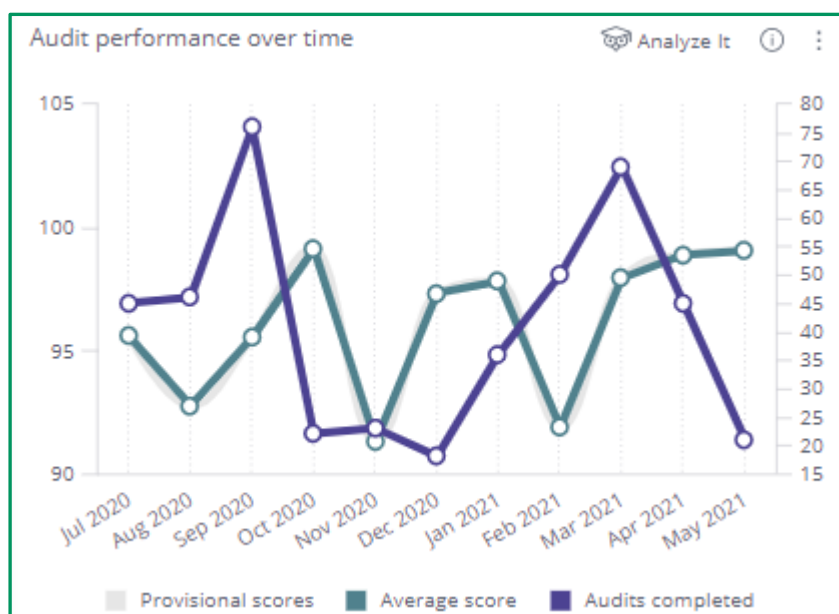
- 8.1 The Care Standards Team of ERS Medical are responsible for conducting all internal audits. These audits focus on the identification of good practice and non-conformities to both ERS Medical policy and procedure and regulations.
- 8.2 It has to be noted within this years ERS Medical Quality Accounts that our ability to physically visit sites and conduct audits has significantly been impacted by COVID-19 and the restrictions put in place by Public Health England and NHS England.
- 8.3 All audits that were conducted were done so in a COVID-Secure manner.
- 8.4 During the period of July 2020 to May 2021, The Care Standards Team has conducted and completed **451** separate audits across all ERS Medical sites.
- 8.5 These audits resulted in **228** individual and focused Action Plans to drive forward improvements varying in significance from Low Priority to High Priority.

Average Time to Close Audits	1.30 Days
Average Audit Score	95.9%
Average Time to Close Action Plans	24.20 Days



8.6 ERS Medical has completed 12 separate quality audit types in the last 12 months across all sites within our 5 regional locations, which cover:

- Care Quality Site Inspections
- Clinical and IPC Audits
- Fleet Compliance Audits
- Health & Safety Audits
- Information Governance & Security Audits
- Legionella Audits
- Medicines Bi-Annual HUB Audits
- Monthly Medicines Audits
- Weekly Medicines Audits
- PRF Audits
- Racking Audits
- Roller Door Audits



Audit progress Jul 2020 to May 2021

9. Areas for Improvement

9.1 ERS Medical made 3 clear and distinct areas for improvement for the 2020 quality accounts report.

Maintain a well led, safe and effective service for all our patients, customers, commissioners during and post COVID-19.

9.2 Throughout the period of the global pandemic ERS Medical has monitored, implemented, and adhered to all required guidance issued by UK GOV, Public Health England and NHS England and Improvement.

9.3 We have worked with commissioners, Trusts and the health and social care regulator the Care Quality Commission, on ensuring that both our patients and staff have been kept as safe as possible at all times.

9.4 This work includes:

- Daily monitoring and implementation of changes, when required of 14 individual sites of guidance on COVID-19, such as:
 - [Daily National Summary;](#)
 - [COVID-19 Coronavirus restrictions: what you can and cannot do;](#)
 - [Coronavirus \(COVID-19\);](#)
 - [COVID-19 – guidance for ambulance services;](#)
 - [COVID-10 infection prevention and control guidance: aerosol generating procedures;](#)
 - [Working safely during coronavirus \(COVID-19\);](#)
 - [NHS Test and Trace;](#)
 - [RIDDOR reporting of COVID-19;](#)
- The provision of ERS Medical specific information and guidance, derived from the official UK Gov, PHE and NHS E & I guidance. This has been provided to staff through a variety of means such as:
 - Procurement and stock management of essential PPE;
 - Maintain contact with the location CQC inspector through relationship management and TMA meeting;
 - Care and Clinical Memo's, specifically CCM-51 – Covid-19;
 - Toolbox talks;
 - Continuation and update to initial and CPD annual training for all staff;
 - MS Teams Senior Leadership Team site meetings.



Pages from CCM-51

- The provision of Lateral Flow Covid-19 testing kits;
- Supporting staff and recording the uptake of the COVID-19 vaccine.
 - At the time of writing this report ERS Medical has an active headcount of staff of 989. Of these 797 have received their 1st dose of the vaccines, which is **80.85%**. 633 of these have also had their 2nd dose, which is **64%**.
- The provision of both Level 2 and Level 3 PPR, along with face-fit-testing as required.
- The tracking of reported events on our Radar compliance system, which has a root cause of Covid-19. ERS Medical has recorded a total of 52 separate events. The causes range from incorrect bookings made with patients having Covid-19 to exposure due to patient non-compliance with PPE.

Investors in People

- 9.5 ERS Medical gained certification to 'Investors in People' on the 28th August 2020.



Hazel Wild – Head of Human Resources and Training with our Investors in People certificate.

Mental Health First-Aider

- 9.6 ERS Medical has worked with MHFA England, and we now have a mental health first aider in place for each of our CQC registered locations.

ISO 9001 and ISO 14001

- 9.7 ERS Medical has successfully been certified to both ISO 9001 – Quality Management Systems and ISO 14001 – Environmental Management Systems in January of 2021.



New Areas for Improvement 2021 / 2022

- 9.8 During the next quality accounts period ERS Medical will concentrate on the following measures for improvements.
- To reduce the staff turnover rate and encourage people to see this as a career and not just a job, building on staff engagement improvements seen in 2020 to 2021.
 - To build on our ISO 14001 certification and provide far greater detail within our environmental performance, social impact, and compliance framework. We will do this by writing, publishing, deploying, and embedding our annual Corporate Social Responsibility report.
 - Reduce the incident trends across all event types in ERS Medical. Specifically concentrating on driver education and behaviour and working closely with our Fleet Insurers, to drive forward these improvements.

Service User Experience & Feedback

- 9.9 In addition to our FFT patient experience surveys ERS Medical also records compliments to the service we provide. We take great pride in realising our values, especially putting people at the heart of everything we do.
- 9.10 Below are just some examples of the positive experiences that our service users have recorded with us.



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.

Nottingham Clinical Commissioning Group

ERS Medical is commissioned to provide the Non-Emergency Patient Transport Service (NEPTS) for Nottinghamshire and Bassetlaw since December 2019. ERS Medical have fully engaged with all the major stakeholders such as the acute hospitals, community health providers, the mental health trust, the commissioners and has established an excellent and cooperative working relationship. Regular quality and contract review meetings are held which include reviews of KPIs, incidents, complaints, concerns, patient satisfaction etc. This process helps to review the accuracy of the information being presented and the quality of services provided to patients.

ERS Medical have continued to maintain a safe, effective patient centred service throughout the challenges of Covid 19 pandemic. One of the challenges identified was keeping patient flows in and out of the hospital considering the limited space inside a NEPTS vehicle and maintaining social distancing guidelines. ERS Medical responded to these challenges by redesigning their operation to ensure the safety of patients and their staff and to transport safely, as many patients as possible for treatment. Overall, the contract has been operating successfully despite the challenges of dealing with the Covid -19 pandemic. All ERS crews are fully trained in Covid 19 procedures, and every patient is assessed as being either Covid 19 positive or negative before their journey commences. There is a strict PPE and vehicle cleaning processes in place to ensure that both patients and crews are fully protected. Commissioners have been supportive of ERS and ensured the service is adequately funded. All ERS staff have been offered the COVID-19 vaccine and this has had a very positive impact on both crew morale and sickness absence. The Directors, Quality Leads and all staff have been commended for their continued efforts to improve patient safety and experience during the Covid 19 pandemic.

The ERS Medical Quality Team have worked closely with CCG Quality Leads and the Arden Gem Quality Lead to ensure that all aspects of the Quality Schedule are being monitored and managed. Commissioners receive a comprehensive Quality Reporting pack including HR dashboard and there is a quick response to any queries. All complaints, and concerns received are handled in a quick, prompt, and caring manner.

There has been no never events or serious incidents reported by ERS Medical. All completed audits are discussed at the Quality meetings to highlight any areas of non-compliance, actions being taken, and good practice identified. Consistent participation in undertaking patient feedbacks have been demonstrated. Overall, there has been good positive patient feedbacks.

ERS Medical, supported by the Commissioners and NHS stakeholders have ensured that patient flows in and out of hospital have been maintained and most patients have attended their planned appointments on time. Arden GEM Commissioning Support Unit will continue to work closely with ERS Medical to ensure that high quality services are provided.

Greater Manchester Covid-19 Vaccine Programme

I would just like to place on record, Greater Manchester Health & Social Care Partnership's thanks to Anthony, Paul and the Team at ERS Medical for their support in delivering the Covid-19 vaccines across Greater Manchester. Over the past three months we have completed over 100 movements meaning 100,000 people have received timely vaccinations, preventing the need for cancellations and averting any wastage of this precious life-saving vaccine. Personally, I can't thank the team enough for their responsiveness, courtesy and performance in carrying out this task.

Cumbria, Northumberland Tyne and Wear NHS Foundation Trust

ERS Medical have continued to work closely with Cumbria, Northumberland Tyne and Wear NHS Foundation Trust since September 2018. All communications works well between parties, formal operational service / contract reviews are productive due to a good working relationship with all disciplines. Clear and concise KPI reporting capabilities were established early in the contract. Overall, ERS Medical have been responsive to all reasonable demands of the service during the COVID pandemic and to date for all our secure patient transport requirements and been proactive when working together to find solutions with client leads and service users alike.

Homerton University Hospital NHS Foundation Trust

The last 12 months have been challenge for all within the Trust in light of the COVID-19 pandemic and the affect this has had on all services including the non-emergency patient transport service. All points of this horrible pandemic ERS have been a supportive partner working with the Trust to ensure all patients that continued to need to attend appointment came in on time and all inpatient discharge happen in a timely prioritised fashion whilst delivery IPC save and COVID secure best practise. Most importantly to the wider Trust this enable the hospital to ensure bed and patient flows occurred and our well patients got home safely including positive COVID19 patients of which without ERS support this would not have been possible.

We recognise the impact this has had on the Trust and most importantly our patient and has such have recent renewed our joint commit to support each other going forward ensuring the service is financially and operational sustainable for the long term.

At this time, the Trust is very pleased with the operational delivery of the service ERS are providing and our ongoing partnership.

East Lancashire Hospitals – Royal Blackburn Teaching Hospital (RBTH)

ERS have been providing PTS services for Pennine Lancashire since 2019 and have sought to deliver consistently high-quality services for our patients. We have developed a successful three-way partnership regularly meeting with the CCG and Acute Trust to plan services and manage any operational issues that arise.

Liverpool University Hospitals NHS Foundation Trust

“ERS have become an integral part of the laboratory operation at Liverpool Foundation Trust. They have provided a high quality, consistent and customer focused service for many years. ERS have been particularly responsive during the recent challenging times, enabling Liverpool Clinical Laboratories to adapt rapidly to changes in demand, demonstrating a true partnership approach to our logistical needs”.

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 5 registered locations with the CQC, and all have now been inspected. Our Midlands location was inspected in February of 2021.

ERS Medical North-East

- 11.3 Our North-East registered location was inspected by the CQC over the period 21st to 22nd 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 compliance 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.

For full details of this CQC report please click the below link:

[ERS Medical North-East – CQC Report](#)

ERS Medical North

- 11.6 Our North registered location was inspected by the CQC over the period 18th to 20th September 2018 and has been rated as GOOD in all 5 key areas.



For full details of this CQC report please click the below link:

[ERS Medical North – CQC Report](#)

ERS Medical East

- 11.7 Our East registered location was inspected by the CQC over the period 2nd to 3rd October 2018.
- 11.8 This location was inspected under the PTS rating regime for inspections.
- 11.9 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	●

For full details of this CQC report please click the below link:

[ERS Medical East – CQC Report](#)

ERS Medical South

- 11.10 Our South registered location was inspected by the CQC over the period 2nd to 3rd October 2018.
- 11.11 This location was inspected under the PTS rating regime for inspections.
- 11.12 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	●

For full details of this CQC report please click the below link:

[ERS Medical South – CQC Report](#)

ERS Medical Midlands

- 11.13 Our Midlands registered location was inspected by the CQC over the period 17th and 18th February 2021.
- 11.14 This location was inspected under the PTS rating regime for inspections, and during the Covid-19 pandemic. Social distancing was observed during this inspection.
- 11.15 The overall rating for this location was 'GOOD' across all CQC 'key Lines of Enquiry'.



For full details of this CQC report please click the below link:

[ERS Medical Midlands – CQC Report](#)

ERS Medical West Midlands

- 11.16 Our new ERS Medical West Midlands CQC registered location is due to be registered with the CQC on the 1st August 2021. This new location will support our new contracts for:
- Universities Hospitals North Midlands – HDU / PTS contract;
 - Staffordshire and Surrounds Clinical Commissioning Group Patient Transport Service.