Integrated Health and Social Care Transport Hub: Development Update

Committee Strategy and Programmes

Date of meeting 30 January 2015 Date of report 16 January 2015

Report by Assistant Chief Executive (Operations)

1. Object of report

Provide the Committee with an update on progress on development of the Integrated Health and Social Care Transport Hub.

2. Background

Members will recall a previous update on the findings of the Healthcare Transport Working Group established by the Scottish Government. A key recommendation of the working group was for the establishment of Integrated Hub Pilot Projects to seek to improve the co-ordination of health and social care transport provision.

Following submission of a Business Case for the development of an Integrated Health and Social Care Transport Hub (the Hub), SPT were awarded £200,000 from Scottish Government Health Directorate to take forward this initiative in 2014/15 and 2015/16. The Business Case was developed with support from NHS Lanarkshire and the Scottish Ambulance Service. The funding assists with providing the resources required to take forward three key workstreams, IT Integration, Development of Operational Pilots and Information Sharing.

The overall aim of the Hub is to develop an integrated single booking and scheduling point of contact for Health and Social Care Transport Services in the West of Scotland through SPT’s Contact Centre utilising its scheduling software and expertise. This will be achieved through a collaborative partnership with key stakeholders by co-ordinating their resources (vehicles and drivers) to develop alternative transport solutions.

3. Progress to Date

A Programme Board has been established to drive forward and deliver the outcomes and benefits of the Hub with representation from the following organisations;

- SPT;
- Glasgow City Council;
- Renfrewshire Council;
- North Lanarkshire Council;
- Scottish Ambulance Service;
- NHS Greater Glasgow & Clyde;

http://www.spt.co.uk/documents/sp230813_agenda8.pdf
• NHS Lanarkshire;
• NHS Ayrshire and Arran;
• Scottish Government; and
• Community Transport.

The board meets on a quarterly basis and is supported by officers from SPT who provide day to day project management support and administration. The Board is Chaired by SPT’s Vice Chair Councillor Denis McKenna. The Hub’s objectives are to:

• Improve the transport experience of the users of health and social care services;
• Improve the co-ordination and efficiency of health and social care transport provision in the West of Scotland;
• Assist with meeting the increasing demand; and
• Achieve budget efficiencies.

Appendix I attached is a report prepared for the Scottish Government outlining the aims and objectives as well as the progress of the project from April 2014 to September 2014. A number of key challenges face all partners to ensure the initiative is a success. These are summarised as the following;

• Agreement from all partners to pool resources and budgets;
• Commitment from all partners to fully participate and provide appropriate resources in the development of the hub;
• Overcoming partners differing priorities, culture and inter-departmental requirements; and
• Commitment and willingness from all partners to be flexible and adapt their transport services (e.g. eligibility) to meet the needs of the passengers/patients.

In terms of recent developments, the Scottish Ambulance Service (SAS) are currently re-focusing their Patient Transport Service (PTS) to ensure that only eligible patients (i.e. those with a clinical need) can use the service to access hospital appointments. As a result, a proportion of patients who would have previously been carried by the PTS will no longer be able to access the service, and are likely to require an alternative form of public transport. Discussions with the SAS have commenced on how best to use the Integrated Hub to meet these requirements.

Across the west of Scotland, NHS boards are also heavily reliant on transport services to meet patient and service needs across multiple sites, including the transport of records and samples and clinical shuttle bus services. At a recent meeting on the new South Glasgow University Hospital attended by SPT’s Chair and Chief Executive, the hospital developer and the Chief Executive of NHS Greater Glasgow and Clyde, the NHS Chief Executive agreed to share the schedules and budgets for taxi trips and the fleet utilisation in the movement of samples and records between the hospital estate. It will be a key focus of the Hub to schedule this information and develop and pilot innovative transport solutions to help achieve efficiencies.

4. Conclusions

Alternative transport solutions can be achieved through the co-ordination of key stakeholder’s resources (vehicles and drivers) by utilising SPT’s Contact Centre, scheduling software and expertise to develop a centralised, integrated scheduling and booking health and social care transport hub.
The development of the Hub is progressing with the establishment of the board and identification of a pilot project with NHS Greater Glasgow and Clyde focusing initially on the new South Glasgow University Hospital.

However, success of the Hub is dependent on collaboration by all partners and commitment to overcoming the challenges including a willingness to commit to the pooling of resources and budgets.

5. Committee action

The Committee is requested to note:

(a) SPT successful award of £200,000 from Scottish Government Health Directorate to take forward an Integrated Health and Social Care Transport Hub Pilot Project in 2014/15 and 2015/16;

(b) Overall progress in relation to the development of the Integrated Health and Social Care Transport Hub; and

(c) The challenges that require to be overcome to successfully deliver the integration of health and social care transport.

6. Consequences

Policy consequences: The development of the Hub aligns with the Regional Transport Strategy.

Legal consequences: All approved proposals to progress in accordance with statutory powers and in line with agreements between the parties.

Financial consequences: No financial consequences. Funding is in place to support the development of the Hub.

Personnel consequences: Should an additional personnel be required at any point, this will be funded by the project and will not affect SPT's headcount.

Equalities consequences: The development of the Hub provides enhanced access to health services.

Risk consequences: None.

Eric Stewart
Assistant Chief Executive (Operations)

Gordon Maclennan
Chief Executive

For further information, please contact Gordon Dickson, Bus Development Manager on 0141 333 3704.
West of Scotland
Integrated Transport Hub

Progress Report to September 2014

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September 2014
CONTENTS

1. INTRODUCTION 2

2. BACKGROUND 2

3. DEVELOPMENT OF HUB 2
   3.1. Project Key Goals 2
   3.2. Aim of Hub 3
   3.3. Objectives of Hub 3
   3.4. Workstreams 3

4. PROJECT PROGRESS – APRIL – SEPT 2014 4
   4.1. Establishment of Programme Board 4
   4.2. Appointment of Project Co-ordinator 4

5. NEXT STEPS 5

APPENDIXES
   I – Integrated Transport Hub Structure 6
   II – Programme Board Terms of Reference 7
1. **INTRODUCTION**

Strathclyde Partnership for Transport (SPT), as the Regional Transport Partnership (RTP), agreed to lead on the development of an Integrated Transport Hub in the west of Scotland on behalf of all partners across Health and Social Care involved in the project.

This report provides an update on progress on the development of the project, outlining the activities and outputs that have taken place between April and September 2014, following the grant funding award by the Scottish Government.

2. **BACKGROUND**

Since 2006, SPT has pioneered and invested significantly in integrated transport solutions within the west of Scotland. SPT has engaged with social transport providers, to fully understand the client transport needs and to deliver shared services that provide the social needs effectively and in an efficient and cost effective operation. The overarching aim has been to examine how a variety of service organisations provide transport that meets the needs of their client groups and to offer a solution where through coordinating of their resources utilising a centralised scheduling facility can provide significant benefits.

The partners involved in this project have defined that this Hub will build on the work that has been developed over the last 8 years between SPT and partner organisations in relation to the integrated transport delivery and strategy and will support the implementation set in the Scottish Government’s Short Life Working Group Healthcare Transport Report.

One of the main recommendations of the Short Life Working Group was the development of Integrated Hubs. This project seeks to develop an Integrated Transport Hub for the west of Scotland through the development of 3 key workstreams:

- IT Integration;
- Operational Pilots;
- Information Sharing.

This is a collaborative venture between SPT, Councils, NHS Boards, Scottish Ambulance Service and Community Transport. It also supports the strategic direction set out in Audit Scotland Transport for Health and Social Care 2011 Report and in the work being undertaken within the Scottish Ambulance Service Scheduled Care Improvement Programme.

3. **DEVELOPMENT OF HUB**

The development of the Integrated Transport Hub for the west of Scotland is based on some core principles around improving quality, efficiency and co-ordination.

3.1. **Project Key Goals**

The key goals of the Hub are:

- To promote improved coordination and integration of transport services through effective on-going executive sponsorship and commitment from SPT, the local NHS Boards, Councils, Scottish Ambulance Service and the Third Sector supporting access to health and social care.
To create an environment in which the partnership can support an incremental and phased development of the integrated transport hub with clear milestones for achieving improvement against a set of key performance measures and quality indicators.

To facilitate partner organisations with the co-ordination of health and social care journeys, with their fleet movement and avoid unnecessary or duplicate journeys.

To develop an open and transparent auditing process to ensure the partnership can track and account for spend by all partners through an agreed quality audit review system.

To establish clear governance arrangements to support integrated working arrangements.

3.2. Aim of Hub

The overall aim of the Hub is to:

Develop an integrated, single booking and scheduling point of contact for Health and Social Care Transport Services in the West of Scotland through SPT’s Contact Centre.

This will:
- Improve the transport experience for the users of these services;
- Improve the co-ordination and efficiency of health and social care transport provision in the West of Scotland;
- Assist with meeting the increasing demand; and
- Achieve budget efficiencies.

3.3. Objectives of Hub

The overall objectives of the hub are to:

- Centralise scheduling and booking of transport - through SPT’s Contact Centre made up of partner organisations.
- Share resources - maximise the use of existing manpower, vehicles and IT resources of all partner organisations.
- IT Systems - Integrate Trapeze (SPT’s system) and Cleric (Scottish Ambulance Service system).
- Share Budgets – Develop a Financial Framework for distribution of identified savings and additional costs.

3.4. Workstreams

To achieve the overall Aim and Objectives of the Hub, 3 key Workstreams were identified:

- IT Integration;
- Operational Pilots; and
- Information Sharing.

Appendix I outlines the structure of the project and the key Workstreams.
4. PROJECT PROGRESS – APRIL 2014 – SEPTEMBER 2014

Following the award and agreement of the funding from the Scottish Government in February 2014, the progress made to date is as follows:

4.1. Establishment of Programme Board

A Programme Board has been established that meets quarterly and provides a good governance structure for the project. Appendix II provides a copy of the Terms of Reference for the Board.

The Board is made up of representatives of:

- SPT;
- Glasgow City Council;
- Renfrewshire Council;
- North Lanarkshire Council;
- Scottish Ambulance Service;
- NHS Greater Glasgow & Clyde;
- NHS Lanarkshire;
- NHS Ayrshire and Arran;
- Transport Scotland;
- Scottish Government Health Department; and
- The Community Transport Sector.

Following discussions with NHS Greater Glasgow & Clyde and NHS Ayrshire and Arran they have joined the Programme Board.

The Chair of the Board is Councillor Denis McKenna, who is the Vice Chair of SPT and Chair of SPT’s Operations Committee. The Programme Board will report on-going developments and progress through SPT’s Partnership Board made up of elected members from each of the Council areas throughout the west of Scotland.

4.2. Appointment of Project Co-ordinator

The appointment of the Project Co-ordinator was made in May 2014. This provided a resource to all partner organisations in relation to the development of the Hub. The initial tasks undertaken by the Co-ordinator were:

- Meeting all key stakeholders involved in the project;
- Facilitated a Programme Board Workshop;
- Beginning to scope out the three key Workstreams;
- Setting up the Workstream Groups;
- Developing a detailed project plan, risks register and actions log; and
- Undertaking an initial data collection exercise covering IT and Information Sharing.

The project has faced some initial challenges, particularly due to the involvement of key stakeholders in the planning and delivery of services for Glasgow 2014 Commonwealth Games. Key staff members critical to project delivery were unable to commit to additional commitments.
5. **NEXT STEPS**

The next steps the project will focus on are:

- Formation of the Workstream Groups;
- Scope out the IT software requirements for integration of Trapeze (SPT’s System) and Cleric (Scottish Ambulance Service’s System);
- Establish SPT Contact Centre as single point of contact for booking and scheduling of transport;
- Identifying key areas to develop operational pilot projects to test and measure performance of an Integrated Transport Hub model;
- Development of a detailed understanding of baseline information from each partner organisation;
- Develop a Financial Framework Model for sharing of savings and costs between partner organisations; and
- Finalising and agreeing the detailed project plan, risk register and actions log.

If you would like more information please contact Graham Dunn, Transport Development Officer on 0141-333-3706, e-mail: [graham.dunn@spt.co.uk](mailto:graham.dunn@spt.co.uk).
**IT INTEGRATION WORKSTREAM**

To review and evaluate current IT systems, including scheduling systems and patient appointment systems, to establish the potential for better integration and compatibility.

**OPERATIONAL PILOTS WORKSTREAM**

- Improving planning and delivery of services to maximise the use of existing transport resources through the development of operational integrated transport pilots between partners through the sharing of resources. Incorporating:
  - Clyde Valley Social Transport Pilots
  - SAS Pilots
  - NHS Pilots
  - Pilots with third sector organisations – This would be developed under the Community Transport Public Social Partnership that SPT is developing.
  - Identify areas where there is no public/scheduled or third sector transport available and work with partners to develop appropriate alternative solutions.

To assist with the success of any pilots each partners involved in pilots should commit resources (staff, vehicles, drivers etc.) to a central resource.

**INFORMATION SHARING WORKSTREAM**

- Develop a detailed understanding of baseline position including detailed analysis of activity/demand, resources, capacity and cost from each partner organisation and agree measures for improvement through the Transport for Healthcare Toolkit.

- Develop a Regional Monitoring Framework linked to Single Outcome Agreements and the CPP strategic framework.

- Develop and maintain a comprehensive database of all transport providers in the West of Scotland, including public transport, statutory providers and third sector organisations.
APPENDIX II

WEST OF SCOTLAND INTEGRATED TRANSPORT HUB
PROGRAMME BOARD
TERMS OF REFERENCE

1. BACKGROUND

The West of Scotland Integrated Transport Hub for the west of Scotland will build on the work that has been developed over the last few years in relation to the integrated transport delivery and strategy.

The development of the Hub will be based on some core principles around improving quality, efficiency and co-ordination.

The key goals of the Hub will be the following:

- To promote improved coordination and integration of transport services through effective on-going executive sponsorship and commitment from SPT, the local NHS Boards, Councils, Scottish Ambulance Service and the Third Sector supporting access to health and social care.

- To create an environment in which the partnership can support an incremental and phased development of the integrated transport hub with clear milestones for achieving improvement against a set of key performance measures and quality indicators.

- To facilitate partner organisations with the co-ordination of health and social care journeys, with their fleet movement and avoid unnecessary or duplicate journeys.

- To develop an open and transparent auditing process to ensure the partnership can track and account for spend by all partners through an agreed quality audit review system.

- To establish clear governance arrangements to support integrated working arrangements.

The above key goals will be met through the development of 3 main workstreams:

- IT Integration;
- Operational Pilots; and
- Information Sharing.

2. PURPOSE OF BOARD

The Programme Board has the responsibility to drive forward and deliver the outcomes and benefits of the Hub. Members will provide resource and specific commitments to support the project co-ordinator to deliver the outcomes that are required to be achieved to support the development of an Integrated Transport Hub.
3. RESPONSIBILITIES OF BOARD

- To develop, implement and monitor the Project Action Plan.
- Exercise functional and financial authority to support the development of the Hub.
- To assist in the development and implementation of a communications strategy that will assist in the promotion of the development of the Hub.
- To oversee the on-going development of the workstreams of the Hub.
- To assist in the co-ordination of cross agency and partnership working.
- To co-ordinate reviews of services and activities, where required.
- Receive reports from the project co-ordinator and monitor progress/authorise slippage.
- Review risks, issues and exceptions and determine appropriate course of action.
- To oversee the development and implementation of a Monitoring Framework to track and account for spending of all partners. This to be linked to Single Outcome Agreements and the Community Planning Partnership Strategic Framework.

4. MEMBERSHIP OF BOARD

The Programme Board will comprise of Officers from:
- SPT;
- Scottish Government;
- Joint Improvement Team;
- NHS Boards;
- Councils;
- Scottish Ambulance Service; and
- The Third Sector.

The Board will be chaired by SPT. The overall project will be led and managed by SPT, through a project co-ordinator, who will provide regular reports to the Board.

5. FREQUENCY OF MEETINGS

The Board will meet on a quarterly basis.