



Emergency Ambulance Services Committee

Non-Emergency Patient Transport Services Delivery Assurance Group (NEPTS DAG)

Annual Report 2022-2023

**NON-EMERGENCY PATIENT TRANSPORT SERVICES
DELIVERY ASSURANCE GROUP
(NEPTS DAG)**

**ANNUAL REPORT
2022-2023**

1. FOREWORD

As Chair of the NEPTS Delivery Assurance Group (the sub group of Emergency Ambulance Services Committee), I am pleased to commend this annual report, which has been prepared for the attention of the EAS Committee and reviews the work of this sub-group for the financial year 2022 - 2023.

2. INTRODUCTION AND SCOPE OF RESPONSIBILITY

The Emergency Ambulance Services Committee (EASC) NEPTS DAG is a joint committee of each LHB in Wales, established under the Emergency Ambulance Services Committee (Wales) Regulations 2014 (2014 No.566 (w.67)) (the EASC Directions) and 2016 No8 (w8) The EASC (Wales) (Amendment) Directions.

The EAS Joint Committee approved the creation of the NEPTS Delivery Assurance Group in February 2019.

3. PURPOSE

The Non-Emergency Patient Transport Services Delivery Assurance Group (NEPTS DAG) is the mechanism through which the Health Boards and WAST will jointly plan and take collective action to deliver the NEPTS Commissioning Intentions. Ensuring a robust and collaborative approach is taken to develop and implement the key outcomes from the task and finish group.

The NEPTS Delivery Assurance Group will provide advice and assurance to the Joint Committee of EASC and to ensure that the seven LHBs in Wales will work jointly to exercise functions relating to the planning and securing non-emergency patient transport services.

The Group will underpin the commissioning responsibilities of EASC to ensure equitable access to safe, effective, sustainable and acceptable services for the people of Wales in line with agreed commissioning intentions and the EASC Integrated Medium Term Plan (IMTP) or Annual Plan.

The Group will be responsible to EASC for undertaking the following functions:

- To receive recommendations and to make recommendations to the EASC regarding service improvements including investments, disinvestments and other service changes.
- To develop, establish and manage performance arrangements including a team with relevant expertise, which:
 - gives assurances on the adherence to agreed Care standards
 - reviews and reports on performance improvements
 - reviews and reports upon activity information
 - reviews and reports on resource utilisation and effectiveness
 - reviews delivery of agreed service change initiatives in line with agreed milestones
 - provides assurance that Framework Agreement is operating effectively between all parties i.e. Health boards & NEPTS
 - evaluates patient outcomes, patient experience and cost impact to inform learning & continuous improvement, plus, ongoing development of the Framework Agreement.
- To monitor the delivery of the quality and delivery commissioning frameworks for NEPTS
- To receive regular reports on performance monitoring and management and the main actions to address performance issues
- To consider consultation outcomes and recommended pathway or services changes / developments before consideration by EASC members
- To ensure the development and maintenance of the needs assessment across Wales of NEPTS in accordance with the requirements of relevant legislation such as the Wellbeing of Future Generations (Wales) Act 2015 and the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

The Cwm Taf Morgannwg University Health Board (CTMUHB) is the identified host organisation for the Emergency Ambulance Services Committee and its sub-groups.

4. MEMBERSHIP

The membership of the NEPTS Delivery Assurance Group comprises members from all health boards enabling the group to provide appropriate opportunities to make arrangements to fulfil the functions highlighted above. The Membership (at the end of March 2023) is attached as **Appendix 1**.

5. ATTENDANCE AT MEETINGS

The NEPTS Delivery Assurance Group has met on 6 occasions during the year, meetings have been held generally on a bi-monthly basis, although the terms of reference stated monthly meetings. All meetings were quorate; membership has been more stable this year and the attendance is attached at **Appendix 2**.

6. MAIN AREAS OF ACTIVITIES FOR THE NEPTS DELIVERY ASSURANCE GROUP

This year, the NEPTS Delivery Assurance Group has received the following information (action notes, updates from health boards and forward look received at each meeting):

3 May 2022

- 'Focus on' NEPTS Delivery Assurance Group Terms of Reference
- WAST Provider Report
- Pilot booking process
- NEPTS Workshop Summary
- Draft NEPTS DAG Annual Report 2021-2022
- EASC IMTP

6 June 2022

- 'Focus on' WAST Capacity Management Plan
- Exception updates from health boards
- WAST Provider Report
- Update on pilot booking for BCUHB
- Internal Audit Report Transfer of Operations Benefits Realisation
- NEPTS Operational Resource Downtime
- Non-Emergency Patient Transport Services Delivery Assurance Group (NEPTS DAG) Terms of Reference

4 August 2022

- 'Focus on' NEPTS IMTP Update
- Exception updates from health boards
- WAST Provider Report
- Tier 2 and 3 Reports
- Update Standard operating procedure for quality and safety
- Quality and Safety Report
- 6 Goals for Urgent and Emergency Care
- Terms of Reference – Final version to note
- EASC Key Organisational Contacts to note

6 October 2022

- 'Focus on' Volunteers
- QlikSense and Power BI presentation
- Exception updates from health boards
- WAST Provider Report
- Standard operating procedures for quality and safety

- Schematic to show arrangements across Wales to be provided (EASCT)

1 December 2022

- 'Focus on' Service developments for enhanced care patient groups
- Tender award NEPTS contracts
- Exception updates from health boards
- WAST Provider Report
- Standard operating procedure for quality and safety
- Health board service developments and escalation
- Update on examination of data sources for AQI's and QlikSense

2 February 2023

- 'Focus on' Proposal for Oncology Service Development
- Impact of cancellations on NEPTS service delivery
- Exception updates from health boards
- WAST Provider Report
- NEPTS Business Case review
- Quality and Safety Dashboard
- 6 Goals for Urgent and Emergency Care

7. ACTION LOG

In order to monitor progress and any necessary follow up action, the group has started to use an Action Log that captures all agreed actions. This has provided an essential element of assurance both to the Group and to the EAS Joint Committee onto the Health Boards across NHS Wales.

8. GOVERNANCE

The NEPTS Delivery Assurance Group minutes are reported to the EAS Joint Committee to provide an important element of the overall governance framework for NHS Wales.

In line with the Model Standing Orders Members of the NEPTS DAG are required to complete a declaration of interest each year. This was completed for 2020-21 and are available here:

[Governance - Emergency Ambulance Services Committee \(nhs.wales\)](#)

A template for 2022-2023 will be sent to Members and responses will be required before the next meeting of the DAG.

9. REVIEW OF THE GROUP'S EFFECTIVENESS

The mandate for the NEPTS Delivery Assurance Group is captured within the Terms of Reference (**Appendix 3**) and the purpose is available above.

The Group achieved 6 bi-monthly meetings during 2022-2023 as planned.

The role of the secretariat to the Group is crucial to the ongoing development and maintenance of a strong governance framework for the EAS Committee, and is a key source of advice and support for the Chair and members of the group. The purpose of an effectiveness survey is to comply with the EASC Standing Orders and evaluate the performance and effectiveness of:

- the NEPTS Delivery Assurance Group members and the Chair
- the quality of the reports presented to the Group
- the committee secretariat.

Members of the Group will be asked to complete the online self-assessment questionnaire (**Appendix 4**) based the year 20212-2023 after the meeting on 1st June 2023.

10. Conclusion and way forward

The Deputy Chief Ambulance Services Commissioner, on behalf of the Emergency Ambulance Services Committee is very grateful to all those involved in the work of the NEPTS Delivery Assurance Group for their support over the past 12 months, and for the constructive and positive way in which they have contributed to the activity.

The EAS Committee will continue to ensure that it conducts its business in accordance with legislation and best practice. This Annual Report will provide the assurance that the Committee has in place the appropriate governance arrangements and resources to ensure success in achieving its objectives.

11. Further Information

Please visit the EASC website for further information as outlined below:
[Home - Emergency Ambulance Services Committee \(nhs.wales\)](https://EASC.NHS.Wales)
(<https://EASC.NHS.Wales>)

Ross Whitehead
Deputy Chief Ambulance Services Commissioner

Date: 10 May 2023

Chair – NEPTS Delivery Assurance Group

**Membership
Emergency Ambulance Services Committee
NEPTS DAG
As at March 2023**

Organisation	Representative(s)
Emergency Ambulance Services Committee Team	Ross Whitehead (Chair) Stephen Harrhy Phill Taylor Matthew Edwards
Aneurin Bevan University Health Board	Steve Bonser
Betsi Cadwaladr University Health Board	Geraint Farr Gillian Milne
Cardiff and Vale University Health Board	Elinor Mercer Colin McMillan Melanie Wilkey
Cwm Taf Morgannwg University Health Board	Elizabeth Beadle Wayne Lewis
Hywel Dda University Health Board	Gareth Skye
Powys Teaching Health Board	Andrew Quarrell
Swansea Bay University Health Board	Joanne Jones
Velindre NHS Trust	Jeff O'Sullivan
Welsh Health Specialised Services Committee – Welsh Renal Network	Stuart Davies Susan Spence
Welsh Ambulance Services NHS Trust	Mark Harris Karl Hughes James Haley Hugh Bennett Deborah Kingsbury Mark Thomas
National Collaborative Commissioning Unit	Gwenan Roberts Ricky Thomas
Welsh Government	Sarah Jones

Appendix 2
NEPTS DAG ATTENDANCE 2022-2023

UHBs / U NHS Trusts	Name	3 May 2022	6 June 2022	4 Aug 2022	6 Oct 2022	1 Dec 2022	2 Feb 2023
Aneurin Bevan	Steve Bonser	√	A	√	A	√	√
	Gareth Hughes	A					
	Andrew Walsh			A			
Betsi Cadwaladr	Meinir Williams						
	Gillian Milne	A	√	A	√	√	√
Cardiff & Vale	Colin McMillan	A			√ in part		
	Elinor Mercer	√		√	A	√	√
	Melanie Wilkey	A			√		
Cwm Taf Morgannwg	Claire Nelson	A	A				
	Wayne Lewis	A	√		A	√	√
	Elizabeth Beadle			√	A	√ in part	√
Hywel Dda	Gareth Skye	√	√	A	√	√	√
	Gareth Rees	A					
Powys	Andrew Quarrell	√	√	√	√	√	√
Swansea Bay	Joanne Jones	√	√	√	√	√	√
Velindre NHS Trust	Jeff O Sullivan	√		A	√	√	√
Emergency Ambulance Services Committee (EASC) Team	Stephen Harray	A	A	A	A	A	A
	Ross Whitehead	√Chair	A	√(Chair)	A	A	A
	Matthew Edwards	√	√	√	A	A	A
	Phill Taylor	√	√(Chair)	√	√(Chair)	√(Chair)	√(Chair)
	Richard Baxter	√	√				
	Sian Ashford					√	√
National Collaborative Commissioning Unit	Gwenan Roberts	√	A	√	√	√	A
	Ricky Thomas	A	A	√	A	A	A
	Susan Evans				√	√	√
WHSSC / (Renal) Kidney Network	Stuart Davies	A					
	Susan Spence	√		√	A	√	
Welsh Ambulance Services NHS Trust	Mark Harris	A	√	√	A	√	√
	Hugh Bennett	A					

UHBs / U NHS Trusts	Name	3 May 2022	6 June 2022	4 Aug 2022	6 Oct 2022	1 Dec 2022	2 Feb 2023
	James Haley	A		√		√	√
	Deborah Kingsbury	√	√	√	√	√	√
	Karl Hughes	√	√	√	√	√	
	Annabel Harrhy	√					
	Joseph Lewis	√					
	Joanne Williams	A	A				
	Jennifer Wilson				√in part		
	Gemma Mainwaring	√					
Welsh Government	Sarah Jones	√		√	√	√	√

TERMS OF REFERENCE NON-EMERGENCY PATIENT TRANSPORT SERVICES DELIVERY ASSURANCE GROUP (NEPTS DAG)

1. Introduction

The 2013 McClelland Review of Ambulance Services in Wales recommended that “the Patient Transport Services (PCS) should be locally responsive, cost effective and provided on clear eligibility and accessibility criteria; and that PCS should be disaggregated from the Emergency Medical Service (EMS) element of the Welsh Ambulance Services NHS Trust (WAST) delivery.

Following the McClelland Review, work began to explore the “The Future of Non-Emergency Patient Transport Services in Wales”. This culminated in the submission of a Business Case to the Minister for Health and Social Services and the announcement in January 2016 that the Emergency Ambulance Services Committee (EASC) would commission Non-Emergency Patient Transport Services (NEPTS) for all Health Boards in Wales.

The Emergency Ambulance Services Committee (EASC) is a joint committee of each LHB in Wales, established under the Emergency Ambulance Services Committee (Wales) Regulations 2014 (2014 No.566 (w.67)) (the EASC Directions).

The Business Case outlined that the Welsh Ambulance Services NHS Trust (WAST) would remain as the major provider of NEPTS but would also deliver services using a “plurality model” with WAST becoming the sole commissioner for non-emergency patient transport services of behalf of NHS Wales.

The role of the NEPTS Delivery Assurance Group is:

- To support the members of EASC in the development and implementation of Emergency Ambulance, Non-Emergency Patient Transport Services and the Emergency Medical Retrieval and Transfer Services
- The governance arrangements of the Host Health Board “Cwm Taf Morgannwg” will apply and this includes the Audit and Risk Committee arrangements as approved by the EASC. All matters relating to specific Providers will be dealt via the respective approved commissioning frameworks
- All matters that have a service and/or financial impact will need to ensure that there is a balanced provider and commissioner view.

2. Purpose

The Non-Emergency Patient Transport Services Delivery Assurance Group is the mechanism through which the Health Boards and WAST will jointly plan and take collective action to deliver the NEPTS Commissioning Intentions. Ensuring a robust and collaborative approach is taken to develop and implement the key outcomes from the task and finish group.

The NEPTS Delivery Assurance Group will provide advice and assurance to the Joint Committee of EASC and to ensure that the seven LHBs in Wales will work jointly to exercise functions relating to the planning and securing non-emergency patient transport services.

The Group will underpin the commissioning responsibilities of EASC to ensure equitable access to safe, effective, sustainable and acceptable services for the people of Wales in line with agreed commissioning intentions and the EASC Integrated Medium Term Plan (IMTP).

The Group will be responsible to EASC for undertaking the following functions:

- To receive recommendations and to make recommendations to the EASC regarding service improvements including investments, disinvestments and other service changes.
- To develop, establish and manage performance arrangements including a team with relevant expertise, which:
 - gives assurances on the adherence to agreed Care standards
 - reviews and reports on performance improvements
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 - reviews and reports on resource utilisation and effectiveness
 - reviews delivery of agreed service change initiatives in line with agreed milestones
 - provides assurance that Framework Agreement is operating effectively between all parties i.e. Health boards & NEPTS
 - evaluates patient outcomes, patient experience and cost impact
 - to inform learning & continuous improvement, plus, ongoing development of the Framework Agreement.
- To monitor the delivery of the quality and delivery commissioning frameworks for NEPTS
- To receive regular reports on performance monitoring and management and the main actions to address performance issues
- To consider consultation outcomes and recommended pathway or services changes / developments before consideration by EASC members
- To ensure the development and maintenance of the needs assessment across Wales of NEPTS in accordance with the requirements of relevant legislation such as the Wellbeing of Future Generations (Wales) Act 2015 and the Health and Social Care (Quality and Engagement) (Wales) Act 2020.

- To consider, agree and recommend commissioning/service issues to the EASC which are to be considered as part of the EASC Annual Plan or IMTP. This will include issues which will have an impact on the plan raised by other sub-groups/advisory groups, the WAST IMTP and EASCs strategic commissioning intentions

3. Delegated Powers and Authority

The Group is authorised to:

- Investigate or have investigated any activity for Non-Emergency Patient Transport Services within its Terms of Reference
- Obtain outside legal or other independent professional advice and to secure the attendance of outsiders with relevant experience and expertise if it considers this necessary, subject to budgetary and other requirements;
- Establish Task & Finish Groups to support its work as appropriate.

4. Sub Group

The Group may establish sub-groups or task and finish groups to carry out on its behalf specific aspects of the business within its remit.

5. Membership

The Membership of the Group will be determined locally but should as a minimum consist of:

- Representatives from Health Boards (LHBs) for planning / commissioning and/or operations representative. The 7 LHBs will be required as a minimum to nominate a Member and a nominated Deputy to sit on the Group. Clinical representation will also be encouraged
- Representatives from enhanced services group, including Welsh Renal Network & Velindre NHS Trust, to include nominated deputies
- Representatives from Welsh Ambulance Services NHS Trust (WAST) to include nominated deputies.

Other members may be appointed as deemed appropriate by the Group.

Members from the NHS Trusts in Wales and/or the provider arm of the Local Health Boards will be invited to attend meetings as required. The Group will be chaired by a member of the EASC Team, currently the Deputy Chief Ambulance Services Commissioner. In the absence of the Chair another member of the EASC Team will chair the group.

6. Meetings

Meetings will be conducted in accordance with the following:

- **Quorum**

At least 4 of the health board members or nominated deputies must be represented to allow any formal business to take place at the NEPTS Delivery Assurance Group.

- **Frequency of Meetings**

Meetings shall be held on a monthly basis. Unless extra ordinary circumstances dictate. In this instance frequency will be agreed by the Chair and Members of the Delivery Assurance Group.

- **Dealing with Members' interests during meetings**

The Chair must ensure that the decisions on all matters brought before it are taken in an open, balanced, objective and unbiased manner. In turn, individual members must demonstrate, through their actions, that their contribution to the decision making is based upon the best interests of the NHS in Wales.

The Group will make decisions based on a two thirds majority view held by the voting members present. In the event of a split decision, i.e., no majority view being expressed, the Chair shall have a second and casting vote.

- **Responsibilities of Members and Attendees**

Members have a responsibility to:

- a) Attend at least 75% of meetings (or ensure the nominated deputy attends), having read all the papers beforehand
- b) Disseminate information throughout their respective organisation and through the appropriate Peer Groups and other networks
- c) Identify any agenda items to the EASC Team 10 working days before the meeting (CTM_CASC_EASC@wales.nhs.uk); and
- d) Prepare and submit the papers for the meeting 7 days before the meeting. The Chair (or other members of the EASC Team) will determine the final agenda for the meeting.

- **Withdrawal of Individuals in Attendance**

The Chair of the NEPTS DAG may ask any or all of those who normally attend but who are not members to withdraw to facilitate open and frank discussion of particular matters.

- **Circulation of Papers**

The EASC Team will ensure that all papers are distributed at least 7 days prior to the meeting.

The EASC Team will ensure that draft minutes are circulated to Members following the meeting so this can be used as part of the local briefing mechanisms.

7. Reporting and Assurance Arrangements

The Chair of the Group shall:

- Report formally to the EASC on the group's activities. This includes verbal updates on activity, the submission of the minutes and written reports
- Include in matters for decision, the formal views of the group, for consideration by EASC (in line with the EASC Standing Orders)
- Ensure appropriate escalation arrangements are in place to alert the EASC Chair, Chief Executive or Chairs of other LHBs or WAST and relevant sub groups of any urgent/critical matters that may affect the operation and/or reputation of the LHBs or WAST.
- If Member or their nominated deputy fail to attend three consecutive months, the following escalation arrangements will be triggered:
 - NEPTS Delivery Assurance Group Chair to write to the Chief Executive in the first instance and report to EASC
 - EASC Chair to write to Chief Executive and Chair of the Health Board and if no response received this would be added to the EASC Risk Register

The Chair shall oversee a process of regular and rigorous self-assessment and evaluation of the group's performance and operation including that of any sub-groups that may have been established.

8. Review

These Terms of Reference shall be adopted by the NEPTS Delivery Assurance Group at the next scheduled meeting and subject to review at least on an annual basis thereafter.

FOR ANNUAL REVIEW

Date of approval: EASC 19 September 2023

Next review due: June 2024



EFFECTIVENESS SURVEY

NEPTS Delivery Assurance Group

The primary purpose of the annual self-assessment survey is to consider the effectiveness of the Group. The survey is based on a Group effectiveness survey template used for all Board Sub-Groups and members are requested to answer all questions.

To be sent through to Members – online completion