

OLDER PEOPLES CARE AT HOME SERVICES

QUALITY ASSURANCE AND CONTRACT MONITORING ARRANGEMENTS

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EXECUTIVE SUMMARY

The purpose of the report (appendix 1) is to advise of the arrangements for contract monitoring and management following the outcome of the recent tender.

At (2011/12) levels this represents a service volume in excess of 600,000 hours, per annum at an estimated cost of £8.5m. This service is provided to vulnerable individuals, predominantly by lone workers, in the home environment and as a result has always been considered a higher risk service requiring robust monitoring both by Community Services and Procurement and Commissioning.

The purpose of this report is to narrate how the Teams will continue to work together to ensure service quality, best value, contract compliance, risk management and customer satisfaction.

As part of the re-structuring of Community Services, Adult Care Resources, the change of remit of the existing Homecare Organiser posts to Homecare Procurement Officers (HPO) will ensure capacity to manage and monitor the larger number of home care hours provided by the independent sector.

Implementation of the changes is complete and the 15 Home Care Procurement Officers are now in post to provide this service.

The Procurement and Commissioning Team remit is to ensure best value, contract compliance, service quality and customer satisfaction. This will support Community Services to commission quality Care at Home services via the formal procurement and commissioning procedures.

OUTCOME OF TENDER - CHANGES TO PRACTICE

The outcome of the tender process has resulted in a mix of externalisation and in house provision. The monitoring and review process, for each area, will be comparable throughout localities with local flexibility developed, appropriate to each area. Where externalisation, of all provision was agreed, Lorn, Bute, Cowal, Helensburgh and Lomond, three providers have been awarded geographical lots under the Framework. Service levels, within each lot, will be allocated on a ranking system.

Commissioning services, from individual providers on the Framework, will be the responsibility of Homecare Procurement Officers, replacing the previous mix of both care managers and Home Care Organisers.

The Homecare Procurement Officers will be the main link to the independent providers, commissioning the majority of care at home services, however any difficult and complex cases will still be care managed by Care Managers who will liaise with their Homecare Procurement Officer colleagues to ensure the correct processes are being followed within the framework agreement.

All HPO staff will also have individual care coordination caseloads and responsibility for managing/monitoring the allocation of services, to providers according to ranking status.

All HPO staff will have overall responsibility for service monitoring which will include financial monitoring and the service concern process. Quarterly reports will be provided for each of these areas that will feed into the overall contract performance management.

The Procurement and Commissioning Team, in consultation with Finance colleagues, supported the development of robust support and training arrangements for the Homecare Procurement Officers in their new role. This defines the formal practice to ensure contracts and budgets are managed appropriately.

The overall contract performance will be monitored, by the Procurement and Commissioning Team, using measures identified in the Corporate Contract and Supplier Management Framework.

These performance measures reflect the four themes from the Balanced Score Card within the framework:-

- **QUALITY** (Care Inspectorate grades)
- **SERVICE** (Issues identified under service monitoring)
- **DELIVERY** (Customer satisfaction from review process)
- **COST** (financial dependency on provider and issues identified re invoicing)

Performance, against these measures will feed into individual Providers' balanced score cards.

Overall scores will then be used to assess and rank providers performance, within the Framework, as per Scottish Procurement Directorate Policy and the Council's Corporate Contract and Supplier Management Framework.

CORPORATE CONTRACT AND SUPPLIER MANAGEMENT FRAMEWORK

Care contracts are considered high level risk according to national policy which is reflected in the Council's Corporate Contract and Supplier Management Framework, approved by the Procurement Board on 13th June 2011.

The said framework defines high level risk as being "where the failure of delivery would affect the strategic outcomes or have a significant effect on the delivery which relates to the risk analysis in the sourcing strategy. Contract review meetings should be managed using the full balanced scorecard supported by a **minimum** of four review meetings a year". This will consist of one business meeting carried out by the Performance Improvement Officer followed by quarterly contract monitoring meetings by the Procurement and Commissioning Team's Monitoring Officer alongside the HPO.

For the Corporate Contract and Supplier Management Framework to be effective it will require a continued close working relationship between Community Services and Customer Services Procurement and Commissioning Team.

Their roles and responsibilities are mapped out as detailed in Appendices A and B to ensure that the independent providers are continuing to provide quality care at home services to our service users and any issues that may arise are dealt with appropriately via the correct mechanisms whether that may be the service concern process, complaints process or review meeting forums.

PROCESSES TO ENSURE ROBUST CONTRACT MONITORING

The following details the robust contract monitoring aligned to the Corporate Contract and Supplier and Management Framework that will be in place for care at home services

Appendix A maps the key elements/processes including:

- Links between service and contract monitoring with roles and responsibilities clearly defined.
- Monitoring of services by homecare procurement officer/care manager.
- Identification of any service quality issues which are then fed into the providers overall risk profile via the balanced score card.
- Supplier relationship management by the Procurement and Commissioning Team.
- Scoring system will be used to shape framework contract and manage allocation of the work by homecare commissioners within allocated lots.

CONCLUSIONS

Following implementation of the Framework, for Care at Home Services to Older People, the majority of services will be delivered by the independent sector.

This will result in a significantly increased level of provision being under contract with a potentially greater number of external providers in the short to medium term. The risks attached to this change will require to be assessed, monitored and managed and respective teams fully aware of their roles and responsibilities per the attached Appendix 1.

Anne Austin

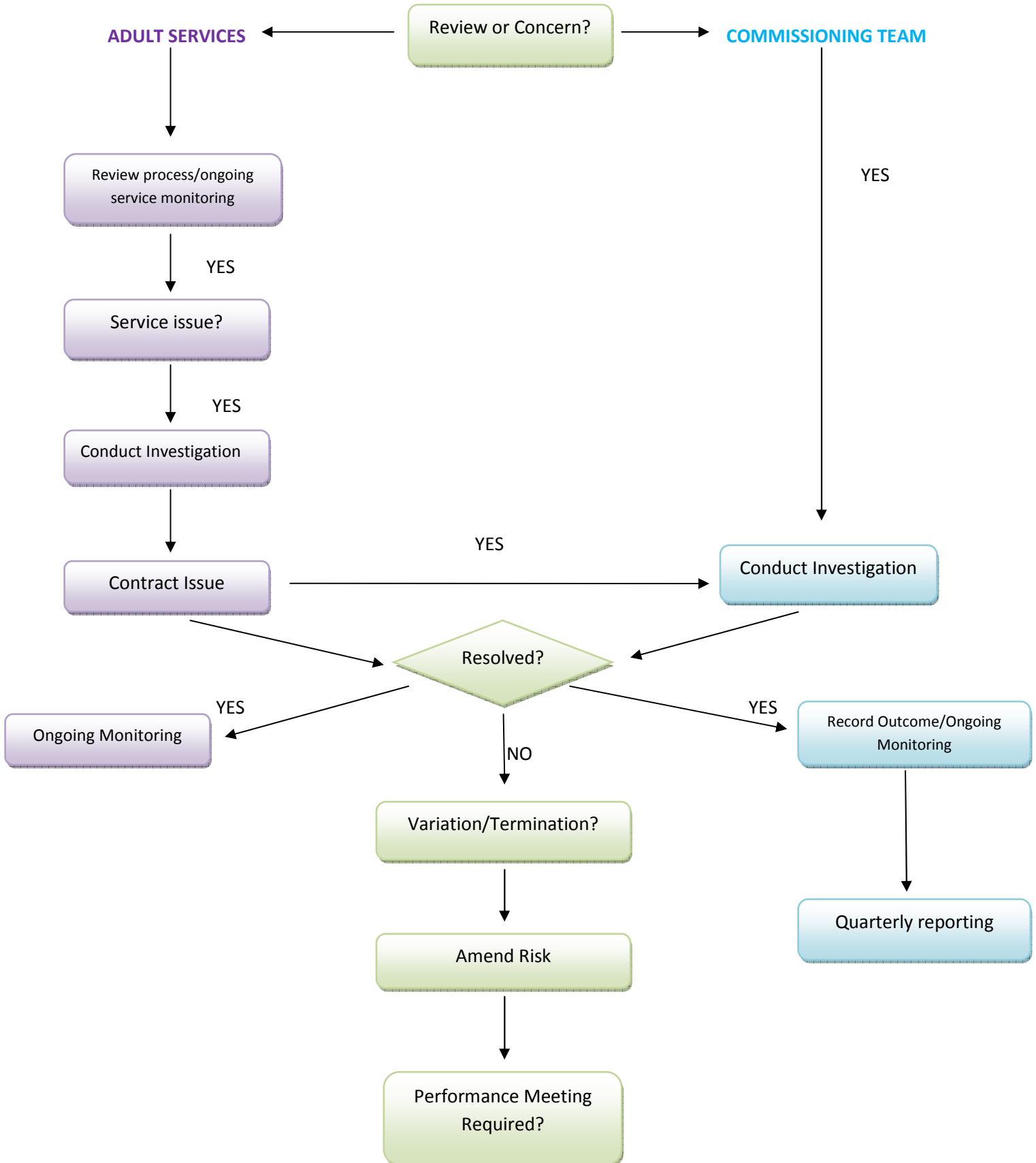
Service Manager - Resources

Adult Care

Community Services

Appendix A

Homecare Service Monitoring



Homecare Contract Monitoring

