



## **Information Memorandum** **Outcome Based Homecare Services**

### **1) Background**

- 1.1 The LB of Waltham Forest is working with its Service Users to both improve and re-commission its homecare services. Up until now the service has been a traditional activity based model, but needs to be transformed into an outcome based model which supports people to live independently and promotes a better quality of life. In order to realise this new service vision the Council wishes to select up to 4 Partners with whom it will make this critical 3 year journey
- 1.2 The Partners will join with the Council in establishing “The Outcomes Partnership” which will be the engine of change. Underpinning this Partnership will be legal contracts which will be let in 4 lots of approximately £1 million p.a. each. However, it will be an objective of the Partnership to reduce the level of services demanded over the life-time of the contracts, as Service Users are enabled to become their own commissioner in pursuit of the personalisation agenda and self-directed care.
- 1.3 Indeed, one of the major objectives for Adult Social Care is promote self-directed care through the provision of direct payments and individualised budgets. This will in turn assist with the achievement of “Putting People First” and “Transforming Social Care” agendas, which are all about increasing service user choice and control.
- 1.4 The current contracts for the provision of Homecare Services have been extended to April 19<sup>th</sup> 2009 to allow both the re-commissioning process to be completed and improvements in the service to be achieved. As a part of the re-negotiation process for these contract extensions the existing 14 preferred providers have undergone a value for money assessment. This assessment included a combination of both cost and quality criteria.
- 1.5 One of the quality criteria included an appraisal of Service User satisfaction. This was measured through a Survey of Home Care Service Users which had an excellent response, with 350 of the 730 sample of Service Users replying. The sample size of 730 was devised from the near 1,200 Service user’s currently in receipt of Homecare.
- 1.6 The highlights of the Survey show that over 70% of Service Users though their care worker either excellent or good, with over 76% of

Services Users satisfied with the service they receive. A full analysis of the Survey has enabled the following 3 things to be identified:

- Common themes where Service Users are either satisfied or dissatisfied with the service.
  - Good or poor performance of the individual Homecare Agencies who provide the care.
  - Suggestions and ideas for improving the service.
- 1.7 The Council is actively working with the Preferred Providers in respect of these things , including the common themes where Service Users expressed concerns regarding Care Workers being late (or not coming at all) and having a succession of different Care Workers.
- 1.8 Additionally, as part of their extended contracts the Preferred Providers have committed to helping pilot Outcome Based Homecare in advance of the Outcomes Partnership commencing in April 2009.
- 1.9 There continues to be an “in house” home care capability, but this has been repositioned as a small specialist provider as a part of a joint approach with the Waltham Forest PCT to “Care out of Hospital”. The in-house services are predominantly concerned with the rehabilitation, stabilisation and assessment of packages following discharge, before reviewing out or passing on to the preferred providers. As such the Outcomes Partnership will include representation from the Council as a provider in addition to its role of Commissioner.

## 2) **Objectives**

- 2.1 The main objectives which the Council wishes to achieve through the re-commissioning of home care services and the establishment of the Outcomes Partnership are as follows:
- Commissioning which achieves informed demand planning to meet Service Users needs, wants and aspirations over at least the next 3 years.
  - Increased customer satisfaction and involvement, through consultation in respect of the design and planning of services and the quality of services received.
  - Enhanced Service User safety and protection
  - A wider spectrum of services ranging from preventive to high dependency services, which support a service model of independent living.
  - Opportunities for joint commissioning with our health partners.
  - A rationalised number of providers, who could invest in additional capacity and deliver better value for money services.
  - A mixed economy of providers, from across the third and independent sectors.

- Improved workforce strategy and the promotion of caring as a career.
  - Wider community benefits in terms of social, economic and environmental well-being.
- 2.2 Through the Outcome Partnership the Council wishes to achieve so much more than merely “buying care” and wishes to make an “investment” in the social care and health economy of Waltham Forest.

### **3) Service Specification**

- 3.1 The completed Service Specification is still in development (none the least through the contribution of a Focus Group of Services Users), and will form part of the Invitation to Negotiate. However the generality of the Specification and the likely services which will be demanded under the contract are as follows.
- 3.2 The services to be provided will be to children, adults (18-64) and older people (over 65) whom have been assessed by the Council as being eligible to receive care.
- 3.3 These Service Users have a range of needs, dependant on the level of either their vulnerability or disability. The Service Users fit broadly into the following categories, being:
- Learning Disability
  - Physical Disability and Sensory Impairment
  - Older People
  - Mental Health & Substance Mis-use
  - Children & their Families
- 3.4 The needs of service users are sometimes simple in terms of needing assistance with daily living activities. For other service users their needs may be very much more complex and requiring a range of personal care and support services.
- 3.5 There is no typical service user within any of the client groups and having a ‘disability’ or being an ‘older person’, for example, has different impacts for different people. All service users are individuals with their own personal values, beliefs and standards. These are obviously going to be different for a 25 year old Muslim woman, who is a wheelchair user, than for a 75 year old hard of hearing white man, with an alcohol dependency.
- 3.6 The provider must have an understanding of the needs of all the client groups and employ a workforce that is appropriately skilled, experienced and diverse in order to meet these needs. This does not mean that care workers should be capable of delivering all care packages, but that the workforce as a whole has that capability. In order to do this, providers shall be expected to train their care workers

in a number of specialisms, in addition to the generic training and development requirements.

- 3.7 The range of services therefore needs to allow a combination of the preventive, mainstream and complex services listed below. This will also include packages of integrated health and social care, which will be jointly commissioned by the Council with the Waltham Forest PCT.

Low	Moderate	Substantial	Critical
Preventative	Mainstream		Complex
Gardening Light Housework Assisted Shopping Befriending	Outcome Based Services Telecare Dementia Care Respite care Re-enablement Rehabilitation		End of Life Care Occupational Therapy Therapeutic Services Nursing Care

- 3.8 The outcomes to service users achieved through the delivery of these services will be identified within their care plan. The care plan will additionally identify a volume of service, which will be described as either a monetary value, or an allocation of time. It will be for the provider to agree with the service user and carers how this resource allocation will be used in order to achieve their outcomes.
- 3.9 For new packages of care, this process will be adopted in all cases. For transferring packages of care, which are currently task based, these shall be converted to outcome based packages over a period of time as agreed by The Outcomes Partnership.
- 3.10 For the initial period of the contract this means that there will be two methods of operation. Providers will therefore be required to work with these different systems until such time as they can be harmonised.
- 3.11 The outcomes will be assessed against the following seven themes:
- Quality of life
  - Health
  - Social Networks and Involvement
  - Skills and Hobbies
  - Environment
  - Dealing with Finances and Administration
  - Cultural and Religious Needs
- 3.12 It is unlikely that many homecare providers have the experience or current capability to deliver the full range of services. Additionally, it is even more unlikely that this capability and experience is within the London Borough of Waltham Forest. The Council is therefore happy to accept proposals that are based on a consortia model and in particular

one where there is a 'Main Contractor' with a supply chain of 'Sub-Contractors'.

- 3.13 Currently within the Waltham Forest area there are a number of organisations, both from the third and independent sectors, whom are very active and experienced in the local health and social care economy. Following on from the commencement of a supplier development programme, several of these organisations have decided as a part of their business strategy that they would not wish to pursue this contract as a 'Main Contractor'. However, they would be most interested in exploring the possibility of providing services on a sub-contract basis.
- 3.14 A list of these organisations will accompany the Pre- Qualification Questionnaire, along with a short profile of the services that they are able to offer. The Council does not in any way endorse these organisations or give any warranties or sureties as to their suitability.
- 3.15 The contract will be let in four lots, with a maximum of two lots per organisation. The contract lots will be as set out in the Initiation to Negotiate and have been configured in order to give approximately a similar profile of the volume and type of care required.
- 3.16 It shall be the singular responsibility of the provider to ensure that they can service all care packages within their designated lot/area as requested by the Council. This will include having an appropriate supply chain of sub-contractors, where the provider either has insufficient capacity or skills to service the care package in question.
- 3.17 For the avoidance of doubt, there will be no opportunity to either refuse new packages of care, refuse increases to existing packages of care or 'handing back' any difficult packages. In the cases of difficult packages, any issues will be firstly dealt with in accordance with the disputes resolution procedure as set out in the terms and conditions of the contract.
- 3.18 This short-form specification is intended to allow potential providers to assess their general suitability/capability for undertaking the contract.

#### **4) Procurement Process**

- 4.1 The procurement process will be by way of a non-OJEU Negotiated Procedure. This process will allow bids and the services to be developed over a period of time with Bidders, as opposed to a "one shot" tender approach.
- 4.2 The Pre-Qualification and Negotiation Position Statement stages will see the number of bidders reduced to a maximum of 6 Bidders who will

go on to the negotiation stages. From the 6 Bidders a maximum of 4 will go forward to the site visit and due diligence stage.

4.3 This relatively low number represents 2 things. Firstly, the intensity of the negotiation process and the resources need to undertaken them. Secondly, the Council wishes to motivate high performing providers in bidding for these contracts and recognises that fair and open competition needs to be equally fair to Bidders.

4.4 Additionally, Service Users and their Carers will be involved with the following 4 key stages of the re-commissioning process:

- Development of the Service Specification
- Reviewing of the Contract Award Criteria
- Interviews with Preferred Bidders
- Reviewing Agreement of the Outcomes Partnership

4.5 The full procurement process and time-table leading to contract commencement is as follows:

Activity	Date Completed By
Contract Notice Published	1 <sup>st</sup> May 2008
Information Memorandum & Requests for PQQ Dispatched	17 <sup>th</sup> June
Closing Date for Receipt of PQQ's	18 <sup>th</sup> June
Select List of Respondents Determined (maximum of 10 Bidders)	11 <sup>th</sup> July
Invitation to Negotiate Presented to Select List at "Bidders Conference"	17 <sup>th</sup> July
Closing date for Receipt of Negotiation Position Statements	15 <sup>th</sup> August
Select List of Negotiatees Determined (maximum of 6 Bidders)	28 <sup>th</sup> August
1 <sup>st</sup> Negotiation Meeting	3 <sup>rd</sup> & 4 <sup>th</sup> September
2 <sup>nd</sup> Negotiation Meeting	17 <sup>th</sup> & 18 September
Closing Date for Receipt of Best and Final Offers	14 <sup>th</sup> October
Preferred Bidders Determined	24 <sup>th</sup> October

Site Visits & Due Diligence Undertaken	7 <sup>th</sup> November
Report to Cabinet Contract Award Recommendations	TBA December
Contract Award (maximum 4)	December/January 2009
Partnering Workshops held and Partnering Agreement Finalised	28 <sup>th</sup> March
Contract Mobilisation	19 <sup>th</sup> April
Contract Commencement	20 <sup>th</sup> April

## 5) **Selection Process**

- 5.1 In selecting its Partners the Council will not only be concerned with their track records and caring capabilities, but also their commitment to the Council objectives as set out in Section 2) above.
- 5.2 In respect of the wider local economy, the Council will be looking for its Partners to commit to the Sustainable Community Strategy through investing in both the people and infrastructure of Waltham Forest. This may include employing those with a learning disability or establishing fully disability accessible premises in the locality , for example.
- 5.3 The Partners will also play a key role in assisting the Council in realising a Workforce Development Strategy for health and social care across the borough. This will ensure that that the workforce is suitably skilled and experienced in order to be able to deliver the new model of care. Also, to develop caring as a career so that people can be recruited and retained in the health care economy.
- 5.4 Additionally, the Council is committed to achieving a mixed economy of public, independent and third sectors providers in order to deliver the wide ranging needs of its citizens. It also recognises the strength of the existing relationships with the voluntary sector and community groups and the contribution that they make to building a sustainable community.
- 5.5 Even where a Partner does not specifically utilise this capability as a part of it own supply chain, the Council will be looking for the Partner to develop its links with the voluntary sector so that their Service Users may achieve the best outcomes possible.

Pre-Qualification Request Form

<b>Organisation Name:</b>		
<b>Contact Name:</b>		
<b>Correspondence Address:</b>		
<b>Telephone No:</b>		
<b>E-mail Address:</b>		
<p><b><u>To the LB Waltham Forest:</u></b></p> <p>Having expressed an interest in providing Outcome Based Homecare Services we can confirm that we have read and understood the Information Memorandum and can confirm the following:</p>		
That the Organisation (or likely Consortium) has had a Turnover in excess of £1,200,000 during the previous 12 months of trading.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
That the Organisation is currently registered by CSCI to provide Home Care Services and has a rating of 2 Star or above.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
That the Organisation has not had any convictions within the past 24 months for any breach of the Race Relations Act	Yes <input type="checkbox"/>	No <input type="checkbox"/>
That where the Organisation does not currently have DDA compliant business premises in or around the Waltham Forest area, that such premises would be established in the event of an award of contract.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
That the Organisation agrees in principle to use the Council's provider of electronic call handling Call Confirm (or other approved system capable of interfacing with Call Confirm on a real-time basis).	Yes <input type="checkbox"/>	No <input type="checkbox"/>
That the Organisation agrees in principle to a transfer of staff from any outgoing contractor under the TUPE Regulations 2006.	Yes <input type="checkbox"/>	No <input type="checkbox"/>

That the Organisation would be committed to delivering the services and service objectives set out in the Information Memorandum.	Yes <input type="checkbox"/>	No <input type="checkbox"/>
---	---------------------------------	--------------------------------

Having confirmed the above, we hereby request a Pre Qualification Questionnaire

Signed: \_\_\_\_\_ Dated: \_\_\_\_\_

Please send completed request form to **Mrs Sharon Medhurst, Contracts Officer, Adult Social Care, LB Waltham Forest, Silver Birch House, Uplands A Business Park, Black Horse Road, Walthamstow E17 5SD.**