

MARKET ENAGAGEMENT EVENT

COMMISSIONING OF HOME SUPPORT AND REABLEMENT SERVICES

Session 1: Thursday, 6th August 2020

Session 2: Thursday, 3rd September 2020

Agenda

Welcome and Introduction	Farzad Fazilat, Head of Brokerage and Commissioning
Update on February's Tender and Headlines from Market Engagement Surveys	Pauline Simpson, Commissioning Officer
Recap Haringey's Old Model and the Challenges	Rebecca Cribb, Commissioning Manager
Outline of the New Model <ul style="list-style-type: none"> ○ Approach and Principles ○ What the model looks like ○ What it means for Providers ○ Strength based support plans ○ How we will work with Providers ○ Pricing 	Rebecca Cribb, Commissioning Manager Pauline Simpson, Commissioning Officer Anita Marsden, Head of Integrated Care,
Personalisation & Direct Payments	Raj Darbhanga, Team Manager, Commissioning Service
Procurement Process	Priti Mohanty, Procurement Delivery Manager (Health & Care)
Dynamic Purchasing System	David Prior, DPS Implementation Manager

CLOSE

Outcome of February 2020 tender

- We have only awarded Service Agreements for two Localities, East and West. Top ranked bidders in each Locality. Contracts are due to begin in September 2020.
- Not all bids received were fully compliant. Generally, the quality of bid writing was inadequate, and consequently we were unable to award further contracts.
- We will commence a further round of commissioning to fulfil these requirements. In the meantime, Commissioning will continue to meet demand via the Dynamic Purchasing System (DPS) home support market

Emerging themes

42%
responded
to Feb
tender

Support for
smaller
providers

Some
providers
found using
DPS difficult

89% Sep –
Dec good
time for
Phase 2

More
detailed
feedback

Better
comms on
outcome of
Tenders

92%
confident to
complete
tender for
next round

Timeframe
too tight

Lessons
learnt
useful for
next tender

Our response to Surveys.....

- We want to encourage providers to use DPS regularly and will be providing more training.
- Providers will be provided support to access the online manuals on DPS
- Providers will have **up to 3 – 4** week to respond to phase 2 tender.
- Detailed feedback provided to each bidder but due to lack of experience in using DPS, Suppliers had difficulties locating information.
- Training on DPS and bid writing training will provide the **additional support** to all providers

- **New tender** due to be issued from September 2020 via DPS.
- We **aim to attract as many quality providers as possible**, both large and small. Bundles will be of varying sizes (x to x) and we are aiming to award between Seven to Ten bundles.
- **All providers are eligible to bid**, regardless of whether or not you submitted a bid in round 1.
- Between August and September 2020 the **Council will support all interested providers** to better understand Haringey's new model of home support and the expectations around quality of bid writing and pricing, through on-line workshops/seminars.

Types of home support

There are **three main ways** in which Haringey makes support in the home available to local residents and each differs in the way it is delivered and the range of needs it meets

1. Reablement - short term support offered to people in their own homes,
2. Direct payment - offers a route to enabling people to remain in their own homes with greater choice and control
3. Home support - helps residents in need of additional help to remain as independent as possible in their own homes for as long as possible.

Volumes

Each year Haringey commissions in excess of **one million hours** of home support and reablement.

At any one time, there are around 1,100 Haringey adult social care service users receiving this type of support.

Commissioning arrangements

Individual packages are **spot purchased** via Haringey's Dynamic Purchasing System (DPS).

We have over 96 providers active on DPS at any one time bidding for individual packages.

We commission on a **"time and task"** basis.

Challenges to Old Model

- The current hourly rate does not support London Living Wage. Haringey Council is committed to the Ethical Care Charter, which includes the payment of London Living Wage for all home care workers.
- Issues with workforce recruitment and retention, linked to perception of the sector as well as pay and opportunities for development and career progression.
- Time and task – care workers are constantly battling against the clock, does not allow for personalisation or a high level of job satisfaction.
- Escalating demand for Adult Social Care and the financial pressures faced by the Council.

A review of home support services began in 2017, with the support of the Design Council. Views were sought from a range of stakeholders – service users, care workers, providers, council officers etc. This process of stakeholder engagement has continued and a new model for the delivery of home care and reablement was developed.

Who we spoke to;

- Care Workers
- Service Users
- Informal Carers
- Current Providers
- Outstanding External Providers
- Social Workers

Methods used;

- Face to Face Interviews
- Telephone Interviews
- Focus Group
- 121 meetings/visits
- Care worker Surveys

What People Said;

“ I don’t like to reduce peoples care when they need it”

“Local authority do not respect us”

“I just lost a customer I have had for years. She was 20hrs of my working week. I’m constantly on the phone to the office for work”

“Better carers are talented but they are not always paid appropriately”

“Sometimes the carers turn up. Sometimes they don’t”

“Some carers seem rushed off their feet definitely”

Key Findings

Workforce;

- Travel-time (demands of travel)
- Workforce retention (loss to neighbouring boroughs/retail)
- Career progression within the sector
- Zero hour contracts

Quality

- Service users and carers mostly happy with quality
- Issues to continuity of care
- Punctuality and length of visits

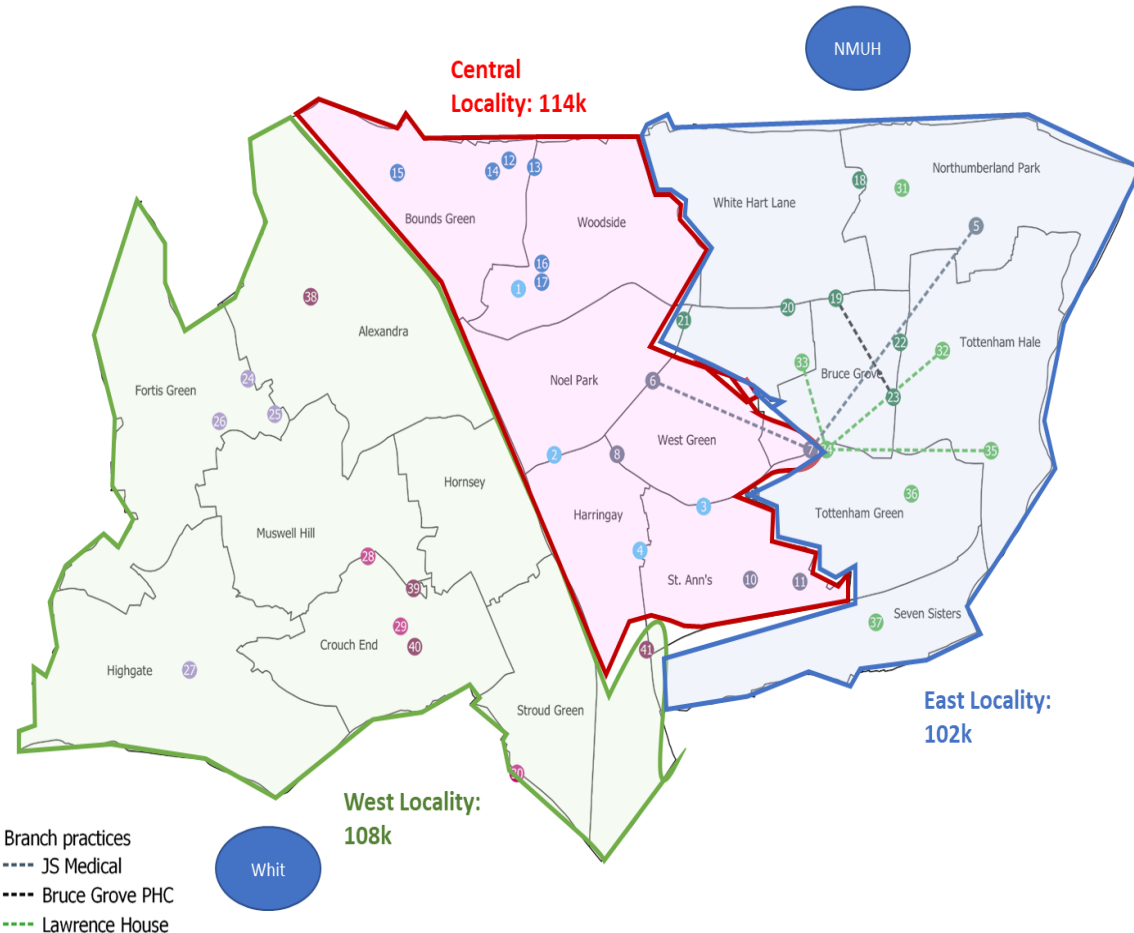
Sustainability

- DPC/Spot commissioning provides lack of certainty for providers

Challenges

- Much demand is related to hospital discharge and capacity is required to be in place quickly
- Finding double-handed care can be difficult, especially when needed urgently to support discharges from hospital
- Working across 50 providers is challenging

The New Model – Key elements



Providers will be organised into **three locality areas**, aligning to the development of locality-based working and local care networks.

Small number of trusted providers working collaboratively in each of the three locality areas.

Focus on client **Outcomes and promoting independence through strength-based** support planning.

Surety of income to providers through guaranteed volumes.

Electronic call monitoring to assure the Council of service delivery.

New Model: Principles and Approaches

The proposed **service specification is under development** and will continue to be developed throughout the life-time of the contract.

The core element of the proposed new delivery model is the **adoption of the principles and approaches.**

The **Principles** of the new model are:

- **Promotion of independence;** encouraging service users to remain and retain independence by working in an enabling way at all times, thereby reducing the need for care and support.
- Provider care staff are entrusted to **manage the 'envelopes of time'** for individuals.
- Providers care staff are seen as **part of a multidisciplinary team.**
- High level of **trust between all parties** involved in the care and support for an individual in receipt of the service.

New Model: Principles and Approaches

The **Approaches** of the new model are:

- The individual in receipt of the service determines the desired **outcomes** and all support plans are **person centred**.
- Assessment and provider care staff apply **strength-based** approaches when completing Support Plans.
- Options to use **equipment, assistive technology or digital solutions** are explored as part of the support planning process. Provider care staff are confident and competent to use or work alongside equipment, assistive technology or digital solutions.
- Provider care staff **make best use of community assets** as part of their care and support offer for individuals in receipt of the service. Provider care staff have knowledge of local voluntary and community provision that can support individuals and enhance their life.
- **Learning and development** is available to provider care staff.
- **Work collaboratively** with other Providers and Support Partners, sharing best practice and learning.

What does it look like?

Less focus on the tasks, like helping people to get dressed, **and more on improved overall outcomes**, like supporting people to do things for themselves e.g. getting dressed, getting out, doing things that make life enjoyable for them.

Working in a more integrated way with council and other professionals.

More autonomy on care staff on day-to-day basis to **flex and adapt** services as needed.

Improvement outcome i.e. the individual gaining/regaining increased independence; or **Maintenance outcome** i.e. supporting the person to retain their current level of independence and quality of life.

Working in partnership with other support partners e.g. voluntary community sector, equipment and Assistive Technology providers.

Working in a **person-centred**, enabling way.

What it will mean for Providers

- Playing a much more **pivotal role in the organisation of care arrangements** and will be involved in the review activity.
- Arranging services to be delivered at dates and times preferred by the individual and their families and continue to meet their obligation where critical call times are required.
- Provider **reviews resulting in adjustments to care packages** to benefit the individual and increase opportunity for cost efficiency for the Council in situations where needs have positively changed.
- Provider **emphasis on reabling individuals to reduce care packages** following a period of formal reablement. This would ensure that the provider has the capacity to meet demand for new service requests and involve the provider proactively in demand management.

What it will mean for Providers

Infection Control and COVID-19 guidelines compliance.

- Provider will keep abreast and ensure compliance with all fundamental **infection prevention and control measures**
- Providers will keep abreast and ensure compliance with government COVID-19 guidelines where relevant to Home Support and Reablement services, including those on **social distancing, use of PPE and self-isolation** should they experience symptoms.
- Inform Public Health England and the Local Authority of **any cases of COVID-19 in staff** or those they are supporting.
- For cases where the package of care is temporarily suspended, providers will continue to support with **alternative methods** such as welfare checks, shopping etc and provide updates to the Council as and when requested.

Strength Based Support plans

Adult Social Care (ASC) team in collaboration with Service User (and Carer where appropriate) will **set the outcomes** to meet service users' needs.

Providers will receive a outcome focused **support plan** with indicative hours.

Providers will work with individual Service Users to **proactively design** their support and care

Provider shall agree the Individual Outcomes Plan with the Service User, as to how and when the services are to be provided, in order to meet the Service User's outcomes.

Example of Strength Based Support plans

What I want to Achieve (My goals and outcomes)?	Timeframe to achieve this goal	How will I utilise my individual, community and family strengths?	How will I know I am making progress/have achieved this?	Actions taken and ongoing support needed
I would like to be able to go out shopping to choose my own food and cook all meals	12 weeks	<p>I am currently able to walk with my walking frame to the front gate and would need someone to go with to the shops as I get short of breath and my balance is poor.</p> <p>My daughter can visit me once a week to help me with the shopping as she drives.</p> <p>I also have a good neighbour who drops in daily to see if I need anything.</p> <p>I can prepare food sitting down but my balance and breathing limits the time I can stand in the kitchen.</p>	<p>When I can walk by myself with my frame to my daughter's car</p> <p>When I can walk around the supermarket without becoming short of breath.</p> <p>When I can return to using a taxi by myself to access the supermarket.</p> <p>When I can make myself all meals on my own and I feel safe doing so.</p>	<p>SW to make a referral to Community physio to progress walking with a frame to walking stick and provide a home exercise program to improve stamina</p> <p>SW to assist in application for a Disabled Parking Badge for daughter's car to facilitate access to shops.</p> <p>SW to apply for a taxi card</p> <p>OT assessment requested for aids and adaptations that may support preparing meals and reducing risk of falls in the kitchen.</p> <p>Referral to reablement Team to provide a short program of reablement care to facilitate independence in meal preparation, mobility and balance</p>

What it will mean for Providers

- **Exploring the use of equipment, assistive technology** and ensure that community asset solutions are explored as part of the wider package.
- **Ensuring provider staff have knowledge, language and skills** to work alongside family and informal carers to plan and deliver the most effective care for service users.
- Engaging the home care workforce in a **targeted Learning and Development**, working with Haringey Council and Proud to Care.

How we will work with Providers

- Regular contract monitoring meetings.
- Designated Council contact officer.
- Coordination of regular provider forums.
- Support to build relationships with other professionals and support partners e.g. workshops and regular forums.
- Support for recruitment and workforce development.

We are looking for a **robust and sustainable single hourly rate** for each contract.

Providers must submit **one price for all hours** in the bundle regardless of level of need and service user group (SUG). An indicative profile of level of needs and SUG will be provided.

Haringey Council signed up to Unison's Ethical Care Charter to ensure care workers have access to good workforce conditions with standard contract terms and condition and includes the payment of London Living Wage for all home care workers.

The **price must**(but not limited to):

- Pay your staff no less than **London Living Wage**
- **Be inclusive** of travel time, holiday pay, national insurance, pension contributions etc. (it is expected that most staff are employed on a permanent or temporary , and not on a zero hours or agency, basis.
- **Be inclusive** of running cost of the service i.e. office space, insurance, utility bills, training and recruitment etc.
- **Be sustainable** i.e. support the investment and infrastructure you will need to have in place to deliver this contract

Personalisation and Direct Payments

Raj Darbhanga,
Team Manager, Commissioning Service

Personalisation and Direct Payments

The Council is committed to supporting Service Users to be as **independent and self-determining** as they can be, and is looking for Service Providers that are committed to personalization.

All new Service Users and reviewed packages of care will **have a choice** about whether they want to direct their own care through **direct payments**.

Direct payments enable individuals to live inclusive and valued lifestyles according to personal choice and control. It will allow them to be in charge of their care allowing **choice and control over the care** they receive and allows them to decide who provides the care and how and when they work with them

This will mean that **Service Users** could potentially **opt to have a direct payment** to purchase their own services. The direct payment can be paid to them or their representative. They could also opt for their direct payment to be paid to **a managed account**.

Personalisation and Direct Payments

As part of the strategy, we are currently exploring number of options on developing the **Personal Assistant Market** and working with care providers to provide services to direct payment users.

How can you help? Are there any providers who can provide care to direct payment users at a **rate of £13.35** per hour from 01 September 2020?

Developing the Personal Assistant Market will include keeping **a register of carers** who would like to direct payment users.

If you are aware of any carers or your agency is interested Please contact **Raj.Darbhangaa@haringey.gov.uk**

PROCUREMENT PROCESS

Priti Mohanty

Procurement Delivery Manager (Health & Care)

Minimum Requirements:

- ❖ Active enrolment on DPS through out the procurement process.
- ❖ CQC rating – Good or Outstanding.
- ❖ Capacity and Capability to deliver proposed number of hours contracted (NB: Subcontracting will not be permitted) and support the review process for all existing support packages.
- ❖ Physical space in the localities that are accessible to care workers.

Minimum Requirements:

- ❖ Electronic Call Monitoring (ECM) system with the functionality to measure the following outcomes and run reports:
 - Continuity of Care;
 - GPS record of attendance and punctuality; and
 - Customer satisfaction.

- ❖ Commitment to adopt all recommendations made in Unison's Ethical Care Charter.

- ❖ Commitment pay no less than London Living Wage to staff involved in delivering this Contract/Service Agreement.

Bidding Model:

- ❖ Services will be commissioned for 3 localities:
 - East Haringey
 - West Haringey
 - Central Haringey

- ❖ There will be two or three separate Requirements (tenders) for each locality.

- ❖ Bidders can apply for more than one Requirement and/or locality, however the award of contracts will be limited.

Service Agreement

- ❖ Contract period – three years with an option to extend for further periods of up to two years (3+2).
- ❖ Anticipated Contract Start date – April 2021

Tender Evaluation:

- ❖ Compliance and Completeness Checks
 - Any tenders received outside of DPS portal will be not be considered.
 - Incomplete tenders may be rejected on grounds of non-compliance.
- ❖ Turnover Assessment
- ❖ Quality and Price Evaluation
- ❖ Contract(s) will be awarded to Most Economically Advantageous Tender (MEAT).

Indicative Procurement Timescales:

Procurement Activity	Indicative Timescales
Requirements will be published on DPS	September 2020
Tender Clarifications Closing Date	Approximately 10/12 days from the date of Requirement publication
Deadline for submitting Tenders	October 2020
Tender Evaluations	October/November 2020
Proposal to award of contracts will be submitted to Cabinet	January 2021
Contract award notification will be issued	February 2021
Contract start date	April 2021

Top Tips for winning tenders:

- ❖ Take time to read the documentations thoroughly and understand what is required and how the tender will be scored
- ❖ Make sure you meet the minimum requirements to tender, eg insurance, turnover, experience etc.
- ❖ Where appropriate or required, ask clarification question in timely manner using the method described in tender documents.
- ❖ Demonstrate fitness for purpose: Quality and Suitability.
- ❖ Make proposals specific to the service you are bidding for.
- ❖ Demonstrate an understanding of what the council wants.
- ❖ Give evidence of clear commitment to service delivery.
- ❖ Don't forget to add examples of innovation.

Top Tips for winning tenders:

- ❖ Give examples of knowledge and experience.
- ❖ Give examples of how the you are already working.
- ❖ Avoid off the shelf proposals.
- ❖ Answer all questions fully within the word count limit.
- ❖ Be clear on your pricing model and state any assumptions you have made when pricing.
- ❖ Allow adequate time to upload the Tender documents.
- ❖ Follow the instruction when submitting the documents, eg. Supporting documents are separated, word count.
- ❖ Only submit the information requested. Don't include publicity material in your submission unless you have specifically been asked to.

Dynamic Purchasing System

David Prior

Dynamic Purchasing System (DPS) Implementation Manager

Dynamic Purchasing System

- **Current Home Support Category**
 - Current DPS is now expiring.
 - Operational for Four years
 - Over 4000 Service Agreements created


- **New Home Support Category**
 - **Existing** suppliers enrolled to current DPS will need to enrol to the new DPS.
 - Update documents
 - Select categories
 - Submit for evaluation

Adding to your Enrolment

Create a new enrolment

Home Accreditations **Enrolments** Requirements Offers Service Agreements Service Receipts Invoices SRM Reports Admin Help

Pending Active Expired All

Pending Enrolments  New

Add the accreditation number and the office location

Choose an Accreditation to create a new Enrolment for.

Accreditation: *

[Cancel](#) [Next](#)

Adding to your Enrolment



Check the answers to the questions

Please answer all of the questions below

Please note that the application will timeout after 30 minutes. Remember to save regularly to avoid losing any responses you have entered

Question Type	#	Question	Answer	Characters Remaining
Grounds for Mandatory Exclusion	1	<p>Within the past five years, has your organisation (or any member of your proposed consortium, if applicable), or a member of the administrative, management or supervisory body of your organisation, such as a Director or partner or any other person who has powers of representation, decision or control been convicted of any of the following offences?</p> <p>(a) conspiracy within the meaning of section 1 or 1A of the Criminal Law Act 1977 or article 9 or 9A of the Criminal Attempts and Conspiracy (Northern Ireland) Order 1983 where that conspiracy relates to participation in a criminal organisation as defined in Article 2 of Council Framework Decision 2008/841/JHA on the fight against organised crime;</p> <p>(b) corruption within the meaning of section 1(2) of the Public Bodies Corrupt Practices Act 1889 or section 1 of the Prevention of Corruption Act 1906;</p> <p>(c) the common law offence of bribery;</p> <p>(d) bribery within the meaning of sections 1, 2 or 6 of the Bribery Act 2010; or</p>	<input type="text" value="Yes"/>	


Check Documents to ensure upto date – **update Financial Documents to show last two years accounts**

Adding to your Enrolment

Add Service Categories


— Service Categories

Click "Find More Items" to add additional Service Categories to this Enrolment.

 There is no data to display.

[Find more items...](#) [Save](#) [Refresh List](#)

Scroll to the bottom and click next

Effective Date: * 

I agree that I am certified to accept responsibility for submitting this information on behalf of my business *

[Save](#)

[Cancel](#) [Next >](#)

Adding to your Enrolment

Bundled Hours

Home Support – West Haringey

Home Support – North East Haringey

Home Support - South East Haringey

Home Support – Central Haringey

Reablement – West Haringey

Reablement – North East Haringey

Reablement – South East Haringey

Reablement – Central Haringey

Childrens Home Support – West Haringey

Childrens Home Support – North East Haringey

Childrens Home Support – South East Haringey

Childrens Home Support – Central Haringey

Out of Borough

Covid-19 Resilience

Dynamic Purchasing System





- **New Home Support Category**
 - **New** suppliers will need to complete an accreditation and enrolment to the new DPS.
- www.demand.sproc.net

Care Homes	Home Support
Semi Independent Living	Supported Living
Temporary Accommodation	

Dynamic Purchasing System

the DPS.

Contract Notice

-  LBH - Home Support Corrigendum March 20.pdf
[Download](#)
-  LBH Home Support Contract Notice.pdf
[Download](#)
-  LBH HS Corrigendum Notice June 18.pdf
[Download](#)
-  VEAT - HS Childrens.pdf
[Download](#)

+ **How Will it Work?**

+ **How To Become An Approved Provider**

+ **Legal Documents**

+ **Help**

+ **Clarification Questions & FAQs**

- [Semi Independent Living](#)
- [Supported Living](#)
- [Temporary Accommodation](#)
- [Sign Up](#)

Dynamic Purchasing System

- Support – training sessions being arranged on how to respond

Haringey Council

- Message through the system
- DPS Team : DPS-Enquiries@haringey.gov.uk

Adam Support Team:

- Helpdesk: 0871 474 0332

Technical Queries

Help Guides



Next Steps

- On-line workshops/seminars on quality of bid writing and pricing, July – August 2020.
- Aiming to go out to tender September 2020, for contract to start 1 April 2021.

Questions & Answers

THANK YOU
