

Decision maker:	Director for adults and wellbeing
Decision date:	Thursday 21 December 2017
Title of report:	Homefirst and ebrokerage IT systems
Report by:	Adult social care commissioning manager

Classification

Open

Decision type

Non-key

Wards affected

(All Wards);

Purpose and summary

To approve and award a contract for a new scheduling system for the new Home First Service and an Ebrokerage System, which will support the teams to deliver an effective and efficient service for both residents and social care providers in the market.

Recommendation(s)

That:

- (a) a contract to provide an IT scheduling system for the new in house Home First Service and an Ebrokerage System be awarded to Webformed Limited for a period of up to five years from 1 January 2018 at a total cost of not more than £133,330.**

Alternative options

1. The council could operate the Home First and brokerage services without any IT systems in place. This is not recommended as the new Home First Service needs a system which can rota staff and provide efficient driving routes to fully support vulnerable residents within adult social care in the most efficient and effective way. In order for this service to

be cost effective, it is imperative that contact time with residents is maximised through the most effective route planning possible. Both IT systems need to be secure systems enabling care packages to be allocated to providers, which can audit and reduce the need to replicate data.

2. The council could procure the systems from separate providers. This is not recommended as the council is seeking efficiencies across both IT systems, and engagement with potential providers has demonstrated that working with a single supplier is the only practical approach to implement the interface with Mosaic, the council's existing platform for recording and monitoring adult social care cases.

Key considerations

3. Through its responsibilities for adult social care, the council plays a central role in securing from the market home care packages and residential / nursing care placements for many hundreds of vulnerable residents across the county. In addition, the council, through its Home First service, is itself a provider of short-term home care, delivering reablement and facilitating early discharge from hospital. The task of allocating packages and placements falls to the in-house brokerage team.
4. The brokerage team currently allocate care packages by sending out an email to all providers. This process is now outdated and has several flaws:
 - There is no audit of allocations in case of challenge from other providers.
 - Whenever reports are required, these have to be completed on an ad hoc basis and are drawn from Mosaic or the current Excel spreadsheets, which rely upon council officer input to keep them updated.
 - Whilst minimal information is sent out to providers, from which it is not possible to identify individual service users, this system is not fully secure.
5. A recent change in internal processes has resulted in the brokerage team sourcing residential and nursing placements, which is very resource intensive under the current arrangements.
6. The brokerage team can purchase services on behalf of self-funders and the Clinical Commissioning Group (CCG) and therefore requires a system to meet any consequential future increase in demand. The scope for the council to charge for this service is being considered.
7. The council also requires consistent and reliable reports for commissioners and senior managers to identify trends and gaps in demand and provision, and to be able to resolve issues or disputes quickly.
8. It has been identified that an Ebrokerage System, which has the ability to be adaptable, cost effective and simple to use, would address the above issues.
9. The Home First Service delivers the council's strengths-based model of care, which is built upon an enabling ethos to support people to regain skills and enable independence, avoiding them needing to enter long term care.
10. Enablement is at the core of the Home First Service, giving people the opportunity and confidence to relearn and regain some of the skills that they may have lost because of poor health, disability or after a spell in hospital.
11. Home First is funded through the Herefordshire Integration and Better Care Fund plan 2017-2019 and is formalised via a section 75 agreement between the council and the

CCG. As part of the funding, the service is expected to deliver achieve a range of performance indicators, including the number of people who use the service and the contact time with them.

12. The current system being used to manage and record the Home First service's activity is not fit for purpose, as it is not a 'live' system, offers no audit trail, and cannot produce reports or schedule visiting rounds. At present, the process of setting up service rounds is being done via Google maps and residents' postcodes, which is time consuming for staff and limiting, as only one member of staff can access the spreadsheet at any one time.
13. An online scheduling system is therefore essential to ensure that the service is cost effective and rotas are developed to support the 52 staff members within Home First to successfully manage residents through the new adult social care pathway.
14. Ensuring capacity in the service is imperative to support the wider health system to prevent hospital admissions and support swift discharge from hospital; assisting in meeting the national Delayed Transfer of Care (DToc) targets.
15. It is anticipated that the the Home First Service will have a total caseload of approximately 2,716 residents per year, though the number supported at any one time will be very much smaller.
16. An Invitation to Quote (ITQ) was issued to all suppliers under the Herefordshire Council ProContract Supplier Portal on 3 November 2017, with a closing date of 20 November 2017.
17. Two tenders were received by the deadline. An assessment of the mandatory information provided by the bidders was undertaken by the council's commercial services team. Where submissions were deemed to be compliant, they progressed to the second stage of the evaluation process.
18. The two tenders were compliant and were duly evaluated at the second stage in accordance with the guidance in the ITQ.
19. The evaluation was conducted in line with the criteria set out within the tender documentation, with a percentage weighting of 50% price and 50% quality applied to scores to determine a final moderated overall score. A summary of the tender evaluation is available at appendix 1.
20. The highest ranked tenderer was Webformed Limited.

Community impact

- 21 The council's corporate plan has four priorities, one of which is the improvement of the health and wellbeing of people in Herefordshire to 'enable residents to live safe, healthy and independent lives'. The council proactively supports and encourages people to live healthier lifestyles and developing resources that offer more choice and control in remaining independent, therefore reducing or delaying the need for formal social care. This proposal supports the council's priorities by having IT systems which will provide the infrastructure to deliver efficient and effective direct support to the most vulnerable residents across the county by maximising available resources.

21. The Care Act 2014 articulates the principles of wellbeing and prevention, and the recognition that an individual, their family, and/or carer must be enabled to make decisions regarding their care. These principles inform the council's delivery of social care services and maximising the use of resources enables better choice for residents and their families.
22. The principles that underpin the approved list will ensure that individuals' outcomes are improved through supporting the sustainability of home care services and investing in initiatives that will enhance people's lives. It will align to the council's health and wellbeing strategy, which underlines how Herefordshire aims to be a vibrant county where good health and wellbeing is matched with a strong and growing economy and the vision for the council's adults and wellbeing directorate of 'all adults in Herefordshire live healthy, happy and independent lives within their local communities, for as long as possible with support when they need it.'
- 23.

Equality duty

24. Under section 149 of the Equality Act 2010, the 'general duty' on public authorities is set out as follows:

A public authority must, in the exercise of its functions, have due regard to the need to -

 - (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
 - (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
25. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. As this is a decision on back office functions, we do not believe that it will have an impact on our equality duty.
26. The public sector equality duty (specific duty) requires us to consider how we can positively contribute to the advancement of equality and good relations, and demonstrate that we are paying 'due regard' in our decision making in the design of policies and in the delivery of services. Our providers will be made aware of their contractual requirements in regards to equality legislation.

Resource implications

27. The total value over the five-year contract term equates to £133,330. This includes a one-off set up fee of £11,050, which includes system training and implementation. Thereafter,

an annual fee of £24,456 to support the systems has been identified for the life of the contract.

28. The funding for this contract has been built into the AWB Capital Programme and as such forms part of the council's Medium Term Financial Strategy (MTFS)

Legal implications

29. Where the council wishes to let contracts for social services it must comply with the relevant part, depending upon the lifetime value of the contract, of paragraph 4.16.3.2 of the council's contract procedure rules. The procedure described in the report complies with the Contract Procedure Rules and the Public Contracts Regulations 2015.
30. Section 5(1) Care Act 2014 places a duty on councils to promote an efficient and effective market with a view to ensuring that any person in its area wishing to access services in the market has a variety of providers to choose from who provide a variety of services and has a variety of high quality services to choose from.

Risk management

31. There is minimal risk associated with the introduction of the both IT systems, however there is risk if the council does not approve the recommendations.

32.

Risk / opportunity	Mitigation
The council does not have a way to effectively audit and record decisions to allocate care packages and / or audit decisions in the Home First Service.	The IT solutions will be able to record and report decisions taken by the council and providers.
Resources are required to implement the IT systems within a short timeframe.	Two council officers have been identified to project manage and implement each of the systems. It is envisaged that both systems should be live within six weeks, subject to approval of the recommendations within this report.
Training to use the new systems.	A comprehensive training programme will be delivered by Webformed with key individuals being trained to deliver future training sessions to new staff.
Providers signing up to the Ebrokerage System.	All new care packages will be sent via the new Ebrokerage System. There will be no cost to the provider for registering and providing an email address. This will be managed through engagement with providers.
Issues identified by the new systems.	A comprehensive risk plan will be kept for both IT systems, with regular monitoring

	through internal management arrangements.
Delays in the implementation will put additional pressure on adult social care teams.	This will be monitored and recorded through weekly contract management whilst the initial implementation of the services is completed. This will include representation from the council's IT team for additional support and technical expertise.

Consultees

33. Care home and home care providers have been briefed regarding the proposed new IT system and have indicated that they have no concerns about the new approach.

Appendices

34. Appendix 1: Procurement evaluation report

Background papers

Non identified