Glasgow City Health and Social Care Partnership Provider Event

Tuesday, 24 April 2018 1:30-4:30pm

Banqueting Hall, City Chambers, George Square, Glasgow, G2 1DU

1.   Purpose

1.1   The purpose of this report is to present feedback from the event for providers of purchased social care services held in April 2018.

2.   Background

2.1   Glasgow City Health and Social Care Partnership (GCHSCP) hosted an event for providers of purchased social care services held on 24 April 2018. The regular event is designed to offer providers the opportunity for face-to-face dialogue with Partnership staff in an effort to foster a collaborative relationship with the private and voluntary sectors, and to promote openness and transparency. The purpose of April's event was to:

- share relevant information with service providers
- discuss developments and some considerations regarding the 2019 Framework for Selected Purchased Social Care Supports
- update providers on the Proof of Concept
- update providers on developments within the GSCHP, particularly transformation programmes
- bring providers together from across the sector to network/share ideas
- consult and collaborate with providers on key pieces of work and
- listen and respond to questions or concerns providers may have.

2.2   The Provider Event was well attended by 160 delegates representing approximately 80 provider organisations who deliver a broad range of services across Glasgow City.

2.3   The Partnership was represented by the Executive and Senior Management Team and a selection of staff from Finance, Resources, Strategy and Operations (including Commissioning).

2.4   The event mainly focused on the 2019 Framework for Selected Purchased Social Care Supports tender, although there was also an update on developments arising from the GCHSCP transformation project Proof of Concept.

2.5   The event began with a welcome and introduction by David Williams (Chief Officer, GCHSCP), who provided an update on some key current work within the GCHSCP. There then followed presentations by Pat Coltart (Commissioning Manager, GCHSCP), who provided an update on the Proof of Concept, and Debbie Miller (Commissioning Manager, GCHSCP), who discussed the 2019 Framework for Selected Purchased Social Care Supports.

2.6   Next on the agenda was structured table discussions. These were facilitated by Partnership staff and designed to explore the points raised in the presentations and generate ideas and questions in advance of the Question and Answer session.

2.7   The event was rounded off with delegates having the opportunity to ask questions of representatives from the GCHSCP. Facilitated by Sharon Wearing (Chief Officer Finance and Resources, GCHSCP), presenters clarified and elaborated further some specifics in relation to their presentations and also addressed the queries from the tables.

3.   Presentations

3.1   There were three presentations delivered during the event. This section details some of the content.

3.2   Health and Social Care Update, David Williams, Chief Officer, GCHSCP

3.2.1 David Williams started the event with an update on some of the key pieces of work being taken forward by the GCHSCP with partners, including development of the IJB Strategic Plan 2019-2022; development of the Primary Care Improvement Plan; the Mental Health Strategy; Carers Act 2017 implementation and GDPR.

3.3   Proof of Concept Update, Pat Coltart, Commissioning Manager, GCHSCP

3.3.1 Pat Coltart provided an update on the Proof of Concept and how its principles would now be taken forward with the wider social care market in Glasgow. Pat began by placing the Proof of Concept in the context of financial challenges and developments within social care. These included discussions of Social Work Service spend (c£160m per year) for community-based social care.

3.3.2 There was also some discussion regarding the projected (at the time of the Proof of Concept Transformation Project) circa 17% gap between current and future wage levels with an associated cost to providers around £21m.

3.3.3 In order to meet some of these challenges, Pat shared some of the principles, thinking and implementation that went into delivering on the Proof of Concept. These included:

- greater flexibility in the development and delivery of innovative social care and support networks within communities
- better use of resources for service delivery
- greater integration of services
- greater use of technology enabled care to a position of mainstream provision to meet individuals' social care and support needs
- leaner commissioning and contract management arrangements
- less one-to-one and/or paid staff involvement in the lives of supported individuals with strengthening of communities and greater use of their assets and local social networks and
- greater focus and emphasis on delivering sustainable service user outcomes.

3.3.4 Proof of Concept principles will now be taken forward with the wider social care market via the 2019 Framework tender, Homelessness Alliance Commissioning and Addictions tender activity.

3.4 The 2019 Framework for Selected Purchased Social Care Supports, Debbie Miller, Commissioning Manger, GCHSCP

3.4.1 Debbie started with an outline of the aims of the presentation. This included: Procurement Objectives; Changes from the 2015 Framework; Scope of the2019 Framework and Feedback from Providers. The event was an opportunity for providers to discuss and inform the strategy development for the 2019 Framework.

3.4.2 There was discussion regarding the processes and structure that were established to support the development of the Framework strategy. This included four workstreams, which considered Strategy, Business Processes, Specifications and Contracts and Learning from the Provider Experience.

3.4.3 The results of the provider engagement sessions and provider e-survey consultations were also shared, and how these have impacted upon the GCHSCP's thinking in developing the tender were elaborated on.

3.4.4 There continue to be some areas that are still under consideration, and Debbie advised that these are:

- the advantages and disadvantages of increasing the duration of the 2019 Framework (5 years plus 2 possible extensions of 1 year)
- building into the tender consideration of annual inflationary uplifts
- the advantages and disadvantages of allowing new entrants to join the framework at prescribed intervals
- the most effective way to ensure that both existing and new business is paid at 2019 Framework rates from the commencement of the contract and
- addition of a technology enabled care section within the Care and Support category.

4.   Feedback from Table Discussions

4.1   The purpose of the table discussions were to capture provider responses to the preceding presentations so that views could be collated and inform the further development of the 2019 Framework for Selected Purchased Social Care Supports. The table discussions were therefore structured to consider three key areas: framework which fosters sustainability; technology enabled care and streamlining Direct Award call-off processes.

4.2   **Framework which Fosters Sustainability**

4.2.1 Providers were asked the following questions:

4.2.2 In terms of creating a framework that fosters sustainability would your organisation welcome:

a) Consideration of an annual uplift and would this assist you with setting sustainable rates?
b) The proposal to set a minimum hourly rate?
c) Extending the duration of the Framework to offer some stability after a period of unprecedented upheaval in social care?
d) A proposal to open the Framework and allow new entrants to join at prescribed intervals?

4.2.3 In general, providers were broadly agreed on all for proposals although in respect of an annual uplift there were some questions and concern about how this would be applied. If an uplift was contingent upon accepting the Scottish Living Wage (SLW), this can create problems for large national organisations who are unionised.

4.2.4 Providers also thought that having a longer Framework promoted stability, and was also generally a positive move. However, there were particular considerations that needed to be addressed such as uplifts, and if they are based upon the SLW or National Minimum Wage (NMW).

4.2.5 Furthermore, some providers were concerned about having an exit strategy within the Framework 2019. Specifically, there was concern about unknowns and implications for providers if they cannot get out of an unsustainable commitment in the framework. In addition, if providers can enter or leave the framework at various points throughout its lifetime, then there were some concern about how this may impact upon rankings. Some providers queried whether there would be scope to improve rankings at points throughout the contract if their operations have improved.

4.2.6 Most providers were generally favourable towards the GCHSCP setting a sustainable minimum rate.

4.2.7 There were several more general points made by providers, which included having the ability to have a flexible use of out of hours and expressing some concern that service users' individuals budget would not change (unless by

review) but rates would increase. This could have associated implications for service users' package of support.

4.3 Technology Enabled Care

4.3.1 Providers were asked to consider the following:

- What is your organisation's view of the role of technology enabled care in social care services you currently provide and future services?
- Is your organisation in a position to embrace this model of support and apply it appropriately?
- Do you have a view on the inclusion of a separate technology enabled care section within the Care and Support Category?

4.3.2 Once again, in principle providers were agreeable to the use of technology enabled support. The implementation, readiness and use of technology was mixed across the broad range of providers. Some described using Technology Enabled Care (TEC) such as prompt call for medication, digital skills for staff or allocating some money for spend on assistive technology.

4.3.3 There was general consensus that TEC is positive for many service users. It needs to be seen within the context of a range of options available and a suite of interventions that form complete packages of care. It is a particular solution to particular issues. Safeguarding of service users was paramount to providers and GCHSCP.

4.3.4 Although, providers were in agreement TEC should be considered in the tender, some expressed concern that the timescales to pull together a bid in this area were quite tight.

4.4 Streamlining Direct Award Call-Off Processes

4.4.1 In this section providers were asked to consider:

- Are you in agreement with proposal to streamline the direct award call-off process?
- What is the minimum service user and service requirement information your organisation needs to make a decision on whether to note interest in a package of support or not?

4.4.2 Providers were in agreement that any effort to streamline the PER process would be welcomed and the previous call-off process were very resource intensive.

4.4.3 Providers have awareness of the current resource constraints placed upon care managers and expressed some concern regarding the timing of reviews and any process that is reliant upon them since it may prove a bottleneck.

4.4.4 Some providers felt that timescales for implementing care packages are quite tight and advised they may need to build up to implementing the packages of

care depending upon their staffing and recruitment. Furthermore, as consequence of this tension, providers are having to 'cherry pick' packages of care depending upon their ability and capacity to deliver due to staffing issues.

4.4.5 Providers thought that the minimum information they would require to make a decision to note interest in a package of care were as follows:

- complexity of support
- number of hours
- specialist medical procedures / medication
- length of visit required
- challenging behaviours
- personal care required and
- postcode.

5. Question and Answer

5.1 Sharon Wearing (Chief Officer Finance and Resources, GCHSCP) chaired the question and answer session, in which she and other GCHSCP officers addressed some of the queries arising from the floor. This included the GDPR process, mini-competition process and implementation of uplifts.

5.2 Finally, Sharon drew a close to the afternoon's proceedings and summarised the key points from the event.