

**Report of Chief Officer Access and Care Delivery**

**Report to Director of Adult Social Services**

**Date: 24<sup>th</sup> August 2016**

**Subject: Award of contract for LCCITS150045 Integrated Electronic Rostering and Monitoring Solution**

Are specific electoral Wards affected? If relevant, name(s) of Ward(s):	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Are there implications for equality and diversity and cohesion and integration?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Is the decision eligible for Call-In?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
Does the report contain confidential or exempt information? Appendix Number:	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

**Summary of main issues**

1. The Reablement Service and Extra Care Housing Service are currently using a rostering solution which has been in place since 2008. The services now require a product that can both meet the services' current/anticipated requirements and represents good value for money.
2. The Reablement Service also requires a rostering solution that enables the effective mobile working of front line staff both to improve operational efficiency and to reduce the likelihood of any data breaches within the service. The addition of a monitoring system will enable the real time recording of time spent with customers which will provide management information on actual delivered service and improve lone worker arrangements.
3. The Extra Care Housing Service, Homes for Older People and Mental Health Service also require the ability to electronically roster staff to allow more effective management of staff time.
4. The contract for the current rostering solution currently used within the Reablement and Extra Care Housing services expires on the 14<sup>th</sup> December 2016. A formal procurement exercise has been undertaken and a system that meets the needs of service has been identified. The contract for the replacement system now needs to be awarded to enable the implementation stage to commence as soon as possible.
5. This report seeks approval to award a contract for an initial period of 3 years with the option to extend for 3 further periods of 1 year.

## **Recommendations**

The Director of Adult Social Services is recommended to approve:

- 1 Awarding the contract for an Integrated Rostering and Monitoring Solution to Care Monitoring 2000 Limited on a 3 year basis with the option for 3 one year extensions.
- 2 Authority to spend £52,585 on capital scheme 32210/REA.
- 3 Implementation will be by the Head of Service for Assessment and Provision and Head of Service for Care Delivery Services commencing from 5<sup>th</sup> September 2016.

## **1 Purpose of this report**

- 1.1 The purpose of this report is to seek approval from the Director of Adult Social Services to award a contract to Care Monitoring 2000 Limited, for the provision of an integrated rostering and monitoring solution. The contract is due to be awarded on 5<sup>th</sup> September 2016. The contract is for a period of 3 years with the option to extend by 3 further periods of 1 year.

## **2 Background information**

- 2.2 The contract for the current system used by the Reablement and Extra Care Housing Services to roster staff to undertake customer visits ends on 14<sup>th</sup> December 2016.
- 2.3 A procurement exercise has been completed to identify an integrated rostering and monitoring system that best meets the requirements for Reablement, Extra Care Housing, Homes for Older People and Mental Health Service as set out in the report at Appendix 1.
- 2.4 The rostering element of this solution will allow these services to effectively roster individual customer visits against available staff.
- 2.5 The monitoring element will allow services who utilise it to receive accurate reporting of customer contact time, improve understanding of service productivity and carry out cost benefit analysis. It will also enable the service to provide more effective lone worker arrangements.
- 2.6 Awarding this contract will also ensure that services continue to meet CQC outcomes in regard to customer's information, work planning and customer and staff safety.

## **3 Main issues**

- 3.1 As the current Rostering System contract ends on 14<sup>th</sup> December 2016 a new contract needs to be awarded to mitigate any risk relating to the planning and communication of customer visits to Support Workers within the Reablement and Extra Care Housing Services once the current contract ends.
- 3.2 The Reablement Service have had a number of data breaches over the last 18 months due to the use of paper based rosters. Utilising an electronic rostering system which can provide rosters and updated visit information electronically via a mobile device will reduce the risk of such breaches occurring and the associated potential financial and reputational harm to the Council.
- 3.3 The current arrangements within the Reablement Service to cancel and re-allocate customer visits can cause delays in providing customers with the service they require. It can also be difficult to quickly and efficiently identify staff with available capacity to meet changing service needs.

- 3.4 An interim solution to email rosters to Reablement staff via a smartphone is currently being developed but this is not a long-term solution. The solution identified will work with the smart phones already purchased.
- 3.5 Due to the nature of the Reablement Service staff can be subject to lone working. The utilisation of a monitoring solution will not only provide accurate information about actual delivered care hours but will also add to staff safety.
- 3.6 Reablement is one of the key Adult Social Care Strategies to promote health and well-being of adults and older people with impairments. It is also seen as a service which can reduce demand on long-term home care service and residential care placements. Consultation is currently taking place to develop the service so that it can be responsive over 7 days per week and be more effective in moving customers in and out of the service. A suitable rostering and monitoring system is essential to support this plan.
- 3.7 At the current time care staff and support workers are manually rostered within both the Homes for Older People (HOP's) and Mental Health Service (MHS) as these services do not have access to an electronic rostering system. This is not an efficient method of managing the workloads of approximately 325 staff. It is a time consuming task that needs to be undertaken on a weekly sometimes daily basis and can take several hours per week. The introduction of an electronic rostering system would not only allow the management teams to utilise their time more effectively and be proactive with rota management rather than reactive but also assist in identifying where support worker time can be utilised more effectively.
- 3.8 Due to the use of a manual rostering process within the HOPs and MHS it is more difficult for these services to understand if they have the appropriate level of staff rostered for the number of customers. Utilising an electronic system will allow appropriate checks to be completed. This will increase the quality and safety levels for staff and customers as well as being able to demonstrate to CQC that safe staffing levels are in place as part of any inspection.
- 3.9 The procurement process identified an opportunity for an additional module, the Optimisation Engine, to be included in the system provided by the successful tender. This module assists system users to undertake the rescheduling of visits quickly and efficiently. The Optimisation Engine can be applied to specific staff programmes and runs through thousands of combinations to provide the most efficient roster, based on predefined criteria such as reducing travel time and matching staff with the right skills for the customer's needs. This module could be added later but there are significant benefits to introducing this element as the new system is implemented so that it is an integral part of the training and system users adopt it as part of the new arrangements.

## **4 Corporate Considerations**

### **4.1 Consultation and Engagement**

- 4.1.1 Engagement has taken place between key stakeholders from Reablement, Extra Care Housing,

- 4.1.2 Subject Matter Experts from Extra Care Housing, Mental Health Services and Reablement attended the supplier demonstration to provide input.
- 4.1.3 Trade Unions have been briefed on this procurement and have been provided with the specification for the new element of the system which provides monitoring. Trade Unions will continue to be briefed as the implementation of the new system is undertaken.

## **4.2 Equality and Diversity / Cohesion and Integration**

- 4.2.1 An EDCI screening tool has been completed for the awarding of the contract and is attached – see Appendix 2.

## **4.3 Council policies and the Best Council Plan**

The ability to improve the way that Care Workers are allocated their work and utilise their capacity effectively contributes to the following policies and plans:

### **4.3.1 Best Council Plan 2015-20**

- the Better Lives Programme
- the Breakthrough Project of making Leeds the best place to grow old

### **4.3.2 Council Business Plan**

- to increase the number of people successfully completing a programme to help them re-learn the skills for daily living
- increase the proportion of older people (65 and over) who are still at home 91 days after leaving hospital into rehabilitation services
- increase the percentage of service users who feel that they have control over their daily life.

### **4.3.3 Leeds Joint Health and Wellbeing Strategy 2016-21**

- The best care, in the right place at the right time
- Age friendly city where people age well
- Maximise the benefit of information and technology

## **4.4 Resources and value for money**

- 4.4.1 The tender process identified that Care Monitoring 2000 Limited demonstrated value for money.

- 4.4.2 The value of the contract with CM2000 over 3 years is £283,087, and total cost of ownership for the system including internal IT charges, for the 3 years will be £298,147.

- 4.4.3 The cost includes the additional module, the Optimisation Engine, which assists system users to undertake the rescheduling of visits quickly and efficiently.

- 4.4.4 Year 1 capital costs are £52,585. The revenue costs of £81,854 per annum, are to be shared 70/30 between Assessment and Provision and Care Services based on number of licences each area is using. This revenue has been identified from existing budgets including budgets for maintenance of the current system and for postage of the current hard copy rotas.
- 4.4.5 The contract for this procurement has been structured so that other services across the council can utilise this system if it meets their requirements in the future. This therefore reduces the need for additional procurement exercises to be undertaken.
- 4.4.6 A Project Manager from the Adult Social Care Programme Management Office has been identified to manage the implementation of the system. We are also working with our ASC IM&T colleagues to ensure that the relevant ICT resource is also available for the implementation of the new system.
- 4.4.7 To ensure that the new system is implemented within the required timescales all Service areas will need to identify and release appropriate resources in line with the agreed Project Plan.

## **4.5 Legal Implications, Access to Information and Call In**

- 4.5.1 The decision in this report is a Significant Operational Decision and not subject to call in.

## **4.6 Risk Management**

- 4.6.1 Implementing an electronic rostering and monitoring system will manage Service risks by:

- Reducing the risk of missed visits
- Enabling services to more effectively manage Information Governance risks associated with the processing and use of personal and sensitive data
- Continuing to meet CQC outcomes in regard to customer and staff information when the current contract ends
- Managing risks to customers by monitoring actual delivered care to each customer
- Contributing to reducing risks associated with staff lone working

- 4.6.2 In relation to Project risks and issues these are actively managed by the Project Team maintaining an up to date risk and issue log which is monitored regularly by the Project Board. This will continue through the implementation phase.

## **5 Conclusions**

- 5.1 The tender process has identified Care Monitoring 2000 Limited as meeting the requirements of the four service areas who want to utilise this system and provides value for money.

## **6 Recommendations**

The Director of Adult Social Services is recommended to approve:

- 6.1 Awarding the contract for an Integrated Rostering and Monitoring Solution to Care Monitoring 2000 Limited on a 3 year basis with the option for 3 one year extensions.
- 6.2 Authority to spend £52,585 on scheme 32210/REA
- 6.3 Implementation will be by Head of Service for Assessment and Provision and Head of Service for Care Delivery Services commencing from 5th September 2016.

## **7 Background documents<sup>1</sup>**

- 7.1 None

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<sup>1</sup> The background documents listed in this section are available to download from the Council's website, unless they contain confidential or exempt information. The list of background documents does not include published works.