

DISCHARGE AND TRANSITION CARS REPORT

To: **Adults Committee**

Meeting Date: **10th January 2019**

From: **Executive Director, People & Communities: Wendi Ogle-Welbourn.**

Electoral division(s): **All**

Forward Plan ref: **2019/019** *Key decision:* **Yes**

Purpose: **To extend the current Discharge & Transition Cars block contract for 7 months and 3 days to allow for a re-procurement exercise to take place. This will ensure we continue to alleviate the lack of homecare capacity and support Delayed Transfer of Care (DTCOC).**

Recommendation: **The Committee is asked to approve:**

- a) **The exemption that will allow extension of the existing Discharge & Transitions Cars contract for a further 7 months & 3 days – This will mean the new contract can start on a Tuesday rather than on a weekend.**
- b) **The commencement of a new procurement exercise for the Discharge and Transition cars to ensure the council remains compliant with procurement regulations.**
- c) **To delegate authority to the Executive Director for People & Communities to approve the award of the new contract once the tender exercise is completed.**

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1. BACKGROUND

- 1.1 Cambridgeshire County Council currently commissions 23 Discharge and Transition Cars under a block arrangement to support discharge from hospital where mainstream homecare providers cannot be identified and as a transition on exit from reablement to mainstream homecare. The cars are currently commissioned on variable weekly rates for a variable number of hours. The number of Discharge Cars were rationalised from 26 down to 23 since November 2017 to ensure optimal utilisation.

This Service aims to provide a short term transition service for up to three weeks until long term, mainstream support can be sourced and put in place. The service is delivered through car rounds and provides short term support to:

- People being discharged from an acute hospital for up to three weeks with a view to supporting their transition into mainstream homecare where ongoing homecare support is required.
- People who have completed a period of Reablement and are identified as requiring ongoing homecare support, for up to three weeks with a view to supporting their transition into mainstream homecare.

The existing contract expired on 30th October 2018 but pressures within the homecare market including a number of providers handing back a significant number of care packages meant resources needed to be diverted to managing service continuity for our service users. Therefore the Council has been spot purchasing these contracts for this interim period.

2. MAIN ISSUES

- 2.1 The current contract was let for a period of one year only (1st November 2017 – 31st October 2018) with no provision for extension. This now means the contract came to an end on 31st October 2018. The current contract was let for a period of one year with the intention of jointly commissioning provision with the CCG and to deliver a more efficient and integrated service, However the CCG did not complete their procurement process and are currently not in a position to jointly procure this services.

As at w/c 6th November 2018 there were 825 weekly hours underutilised on the council's block cars. This equates to a weekly occupancy level of around 60%. The maximum available weekly hours from the 23 cars is 2093 at 13 hours per car and we were utilising a total of 1247.75. Whilst this tells us we need to improve upon our use of the cars through regular rationalisation of care packages involving the three block car providers, it also informs us of our position at this stage of winter pressures. Current utilisation and key trends demonstrates that there is clear opportunity to prepare capacity to respond to urgent demand and periods of escalation across the system. One key trend that has emerged is the fact that the cars are used less for lunch and tea time calls.

At the time of writing this report the cars occupancy level have increased to 75%. At 75% utilisation the cars are deemed to be working well as the other 25% is accounted for in travel time and the fact that providers are at the mercy of wherever service users live

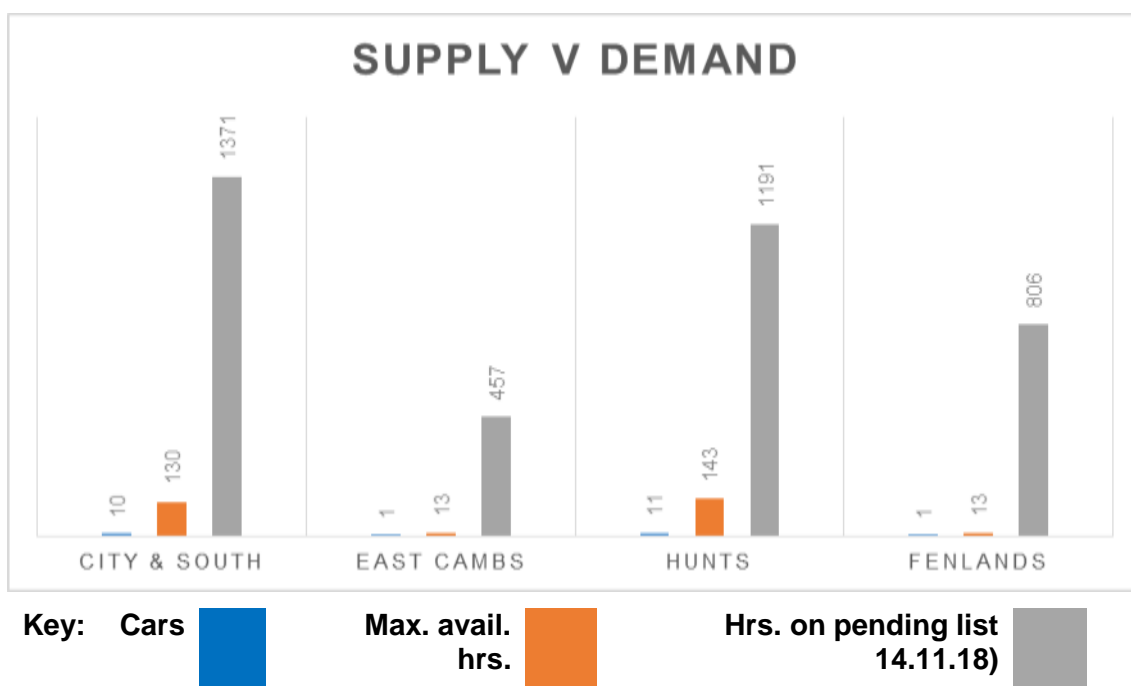
within the county when considering now to make up call rounds (it is not guaranteed that all clients will live in the same areas to support easy fill up of the cars). It is important to note that these cars are unlikely to achieve in excess of 75% occupancy due to the travel time required to provide the care.

Geographical distribution of the cars -

Current cars geographical distribution vs. Current demand			
Provider	Location	Nos. of Car	Max. Hours available
Westminster	City & South	4	52
Radis	City & South	3	39
Beaumont	City & South	3	39
Radis	East Cambs	1	13
Radis	Fenlands	1	13
Westminster	Hunts	5	65
Radis	Hunts	4	52
Beaumont	Hunts	2	26
Total			299

Demand vs supply of the cars -

Area	Nos. of Cars	Max no.of available hours	Hours Demand (Pending list) as at 14.11.17	Care packages Demand (Pending list) as at 14.11.18	Percentage of demand being met by cars as at 14.11.18
City & South	10	130	1371	138	9.5
East Cambs	1	13	457	38	2.8
Hunts	11	143	1191	115	12.0
Fenlands	1	13	806	64	1.6
Totals	23	299	3825	355	25.9



Based on the fact that a larger number and percentage of the cars are already located and serving areas of the county where the demand is largest as shown from a snapshot of the pending list it is recommended that the geographical distribution of the cars remains unchanged and careful thought needs to be taken to ensure the supply of car continues to reflect local demand.

Also, discussions with our brokerage team have taken place to identify the pressure areas of the county for hospital discharges and for sourcing of mainstream homecare package and this has confirmed that the current location of the cars matches where the demand appeared to be greatest.

In order to optimise utilisation of the cars all 3 block car providers have been given the go ahead to arrange three-weekly rationalisation meeting. The lead provider arranging these meeting is Westminster Homecare and CCC brokerage also attends. The Lead Commissioner for Homecare is also invited to these meetings as required.

3. ALIGNMENT WITH CORPORATE PRIORITIES

3.1 Developing the local economy for the benefit of all

The following bullet points set out details of implications identified by officers:

- This contract enable the providers to employ their care staff on contracted hours as the block contract enable them to better plan their resources.
- All 3 existing service providers deliver homecare services in 2 or more districts of the county.
- The service is being delivered countywide
- The Discharge and Transition cars service support the rapid discharge of vulnerable service users from hospital and reablement back to their own homes

and by so doing plays a significant role in keeping the discharge pathway fluid.

3.2 Helping people live healthy and independent lives

The report above sets out the implications for this priority in paragraph 2 of section 1.1.

3.3 Supporting and protecting vulnerable people

The Discharge and Transition cars service provides the availability of homecare to support independent living for some of the most vulnerable members of society.

4. SIGNIFICANT IMPLICATIONS

The extension of the existing Discharge and Transition cars contracts will provide the Council with an opportunity to review current provision and reconfigure the service, if this will improve the service and the quality of independent living for older people.

The extension of the service will also ensure that the council continues to alleviate the winter pressures it faces with the ongoing need for home care provision to support Delayed Transfers of Care (DTC) at a time when the hospital and services are under what is arguably the most pressure.

4.1 Resource Implications

The following bullet points set out details of significant implications identified by officers:

- The tender process for this contract will require significant officers' time but is a necessity to ensure we remain compliant with procurement regulations.
- Starting the re-procurement of this contract in March 2019 may mean we are able to better manage disruption to the existing service during the winter pressure month. It will also mean we can manage possible transition of the service to alternative providers during the summer months in preparation for the following winter pressures.

The retender in November 2017 saved £270k against the full-year budget for the service.

Extending the contracts at current values will not result in additional spend over the agreed annual budget for the service.

The value of the new 4 year contract will be £9,090,532 (approximately £9M).

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

The existing contract expired on 30th October 2018 but pressure within homecare market including a number of providers handing back a significant number of care packages meant resources needed to be diverted to managing service continuity for our service users. This in turn led to the delay in reporting to Adults Committee.

It is recommended that the new contract should have a contract duration of 2 year with 2 years extension provision, extendable in one year blocks (2 + 1 +1) subject to

satisfactory performance of the provider and ongoing availability of funding. It will have all the necessary contract terms and conditions that manages the council's risk exposure.

"Transfer of Undertakings (Protection of Employment) regulations 2006" (TUPE) - LGSS Procurement have informed us that TUPE is likely to apply due to the fact that the providers recruited contracted staff specifically to work on this service. Ultimately, any outgoing provider will need to consider the application of TUPE. The council usually gives then 28 days for provider to complete TUPE paperwork and this is incorporated in the indicative procurement timelines. We may be able to negotiate with the current providers to work with less than 28 days.

Benchmarking to obtain best value:

Internal benchmarking – There is no other internal service akin to Discharge & Transition cars.

Competitive benchmarking – Our CCG colleagues are still in the process of deciding if they will go out to procurement for block cars but not ready to start a procurement process at this point.

Contract negotiation:

All of the three existing Discharge and Transition cars providers are able and willing to continue delivering the serviced for the period of the tender process and up until the award of the new contracts. The Terms and Conditions of the contract will remain unchanged during the extension period.

Soft market testing:

Discussions with a number of different home care provider has revealed that the Discharge and Transitions cars service is one that attracts keen interest as providers have said that it enables them to offer contracted hours to care staff thus assuring us that the capacity is available for the Council to use.

LGSS procurement has provided us with the following indicative procurement timeline.

Action	Start date
Procurement commencement	08/02/2019
Contract Award	10/05/2019
Contract starts	01/06/2019

By going out to tender for a new contract CCC will have the opportunity to further engage our locality operational team with a view to reviewing the outcomes we expect future car providers to deliver.

4.3 Statutory, Legal and Risk Implications

The delivery of homecare service is considered to be the council's statutory obligation under the Care Act 2014.

LGSS Law have advised that provided that the extension of the existing contracts and the reprocurement of the new contract follows a regulated procurement process, legal risks are likely to be low.

4.4 Equality and Diversity Implications

The following bullet points set out details of significant implications identified by officers:

- The Discharge and Transition Cars will continue to alleviate the ongoing demand for mainstream homecare services across the county and will continue to meet the need of all resident in Cambridgeshire.

4.5 Engagement and Communications Implications

The following bullet points set out details of significant implications identified by officers:

- All of the three existing Discharge and Transition cars providers have confirmed that they are willing to continue delivering the service for the period of the tender process and up until the award of the new contracts. The Terms and Conditions of the contract will remain unchanged during the extension period.
- All provider on our existing Home and Community Support framework will be informed and given the opportunity to tender for the new contract.

4.6 Localism and Local Member Involvement

There are no significant implications for this priority.

4.7 Public Health Implications

- There is an evidence base that suggests that timely intervention through homecare in the community can improved health outcomes and the quality of life for older people. It can also avoid premature admission to residential home and overstay in hospitals.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Stephen Howarth
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Paul White
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Richard McAdam

Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Will Patten
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Matthew Hall
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Will Patten
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Tess Campbell

Source Documents	Location
<i>None</i>	