

Stage Two: Invitation to Negotiate

| Award Criteria Weightings | |
|------------------------------------|---------------------|
| Section | Breakdown of Scores |
| Compliance Questions | PASS/FAIL |
| Social Value | 10% |
| A Person Not A Condition | 10% |
| A Single Plan | 10% |
| Invest in the Workforce | 10% |
| Focus on Prevention | 10% |
| Join Up the Information | 10% |
| Delivering Transformational Change | 20% |
| Value for Money and Affordability | 20% |
| | 100% |

COMPLIANCE QUESTIONS

1. Please confirm that you will be able to manage the commissioners' statutory functions under delegation from April 2017 from a legal, regulatory, capability and capacity perspective as per the prime provider specification. Please provide evidence of how you have previously managed such arrangements.
2. Please confirm that you will be able to manage adult safeguarding enquiries and administer safeguarding meetings formally on behalf of the CCG and Council from April 2017. Please provide evidence of previous relevant experience.
3. Please confirm that you have the capability to implement a system-wide, integrated IT solution for community health and care that enables individuals and the people involved in their care and support to work together effectively.
4. Please confirm that you will have the structures, policies and processes in place to manage, train and develop a significant and diverse workforce from April 2017. This workforce of circa 2,000 people will include (but not be limited to) the following staff groups:
 - Specialist therapists (e.g. psychologists, occupational, speech and language)
 - Specialist Consultants (e.g. psychiatrists and paediatricians)
 - Social workers
 - Nurses

Please confirm your arrangements will enable these staff groups to maintain their professional registration and membership of their professional body as well as undertaking other specialist training in order to fulfil specialist functions such as (but not limited to) Best Interest and Mental Health Assessor and Approved Mental Health Professional.

5. Please confirm that you will be able to satisfy recognised industry standards in carrying out IMT activities from April 2017 such as:
 - ITILv3+ for management of IT operations
 - ISO27001 or equivalent such as PSN or N3 certification (for the whole of the infrastructure including end user devices) for security
 - Minimum of IG Toolkit Version 13 and any other IG requirements listed by HSCIC and the ICO
 - BPSS in recruitment

TOPIC 1: SOCIAL VALUE

Q1: How will you reward excellence and innovation, encouraging a culture of continuous quality improvement, whilst delivering better outcomes for people? Recognising that the three components of social value are economic, social and environmental, how will you:

- a) Support individuals to meet their needs and wishes by harnessing the assets available within their wider community?
- b) Support local aspirations around the living wage, zero hours contracts and the use of temporary workers?
- c) Ensure that children and young people are supported to move into adulthood safely and appropriately?
- d) What measures will you apply in order to assess the impact of your social value outcomes?

TOPIC 2: A PERSON NOT A CONDITION

Q2: How will you design and deliver services that are tailored to a person's needs and delivered as close to their home as possible?

How will you:

- Take a person-centred approach to maximise a person's choice and control over the care and support they receive, particularly for people living with multiple long-term conditions or complex needs?
- Take into account a person's physical, mental, emotional, cultural and spiritual needs?
- Support and encourage people of all ages to use personal health and care budgets innovatively and imaginatively to meet their individual needs?
- Promote the use of assistive technology to give control to people over their health and care and support them to remain independent?
- Ensure that community services are locality-based?
- Monitor outcomes for the local population?
- Coordinate input and activity to meet the needs of the local community?
- Ensure appropriate governance and quality assurance?
- Engage regularly with people of all ages that are accessing services, including those who feel uncomfortable talking to others?

TOPIC 3: A SINGLE PLAN

Q3: How will you provide guidance to people about the range of services available, particularly people with the most complex needs? How will your approach to navigation build a bridge between people with care and support needs and the services that have the skills and resources to meet those needs?

Q4: How will you coordinate a person's care and support through a single assessment and planning process so that people only have to tell their story once? How will you bring together specialist support and expertise in order to deliver sustainable outcomes for people within one co-ordinated plan? How will you support people of all ages to make informed choices about the care and support they receive whilst ensuring they remain appropriately safeguarded at all times?

TOPIC 4: INVEST IN THE WORKFORCE

Q5: How will you ensure that the combined community health and care workforce is sufficient, skilled, well-led and supported with the capability and capacity to focus on prevention, early intervention, tackling health and social inequalities and empowering individuals to self-manage where possible?

How will you:

- Ensure the workforce is trained to assess a person's ability to self-manage and help their peers through mutual support?
- Support people and their communities to design and deliver community-based solutions that complement and support the wider workforce.
- Promote and maintain the health and wellbeing of the workforce?
- Monitor and evaluate the impact of workforce development strategies to ensure that workforce skills reflect the needs of the community?

TOPIC 5: FOCUS ON PREVENTION

Q6: How will you encourage a greater emphasis on self-care, supporting people to stay well and look after themselves? What innovations will you develop with local communities to enable people to live as independently as possible and stay in control of their lives? How will you create a culture that embraces the use and expansion of assistive technology to enhance self-care and support people to remain independent?

Q7: How will you engage with people and their communities to design and deliver services that will:

- Reduce health and social inequalities?
- Ensure a person-centred approach?
- Ensure equal access to primary, community, acute and mental health services?

Q8: How will you work collaboratively across the health and care system (including primary care, secondary care, social care and the voluntary sector) to deliver an integrated and sustainable urgent care system that reduces demand on primary care and hospital services and reduces hospital admissions?

TOPIC 6: JOIN UP THE INFORMATION

Q9: How will you achieve joined up information sharing so that a person and those involved in their care and support (be they professionals or friends and family as carers or stakeholders) can access and update data that is relevant and appropriate to that person, regardless of what setting they are in?

How will you enable everyone involved with the person to work effectively together to deliver better, safer, appropriate support including those who are not IT literate and those who have limited ability with or access to electronic means of communication?

What clinical and administrative systems will facilitate this sharing and how?

How will you make best use of modern technologies, including personal devices, so that people are empowered to remain independent for as long as possible?

Please provide a draft Information Management Technology (IMT) strategy covering all elements described within the service specification.

Please provide a detailed implementation plan covering all the key stages of implementation with specific regard to information sharing including the following elements as a minimum:

- Programme initiation and set-up
- Assessment of local readiness (source data and systems, data quality, local infrastructure etc.)
- Benefit identification
- Business process redesign
- Solution design and build (where relevant)
- Testing (including integration testing)
- Data take-on from existing systems
- Roll-out of the solution
- Data quality and standards and integration with national services
- Information governance and security
- Assessment of effectiveness
- Contribution to national initiatives

TOPIC 7: DELIVERING TRANSFORMATIONAL CHANGE

Q10: How will you raise awareness and understanding of your role as the prime provider amongst local people, the workforce and other stakeholders? How will you engage these stakeholders to ensure they 'buy in' to transformational change and have the opportunity to contribute to the design and delivery of services? Please describe your proposed organisational identity/branding and explain how your communications and engagement strategy will be developed and implemented.

Q11: How will you apply your knowledge, capability and understanding of the needs, aspirations and socio-economic circumstances of the people and communities in the localities to differentiate your offer and address inequalities? In particular, how will you work with commissioners to develop a shared understanding of local needs?

Q12: How will you identify efficiency savings in current service provision across the health and care system (including secondary care) in order to create opportunities for shifting resources into community and primary care, with a greater focus on prevention and self-care?

Q13: How will you embed and operate a contractor governance arrangement with the other providers, including managing performance issues centrally? Please explain how clinical governance for the whole pathway will help to align the ambitions of different practitioners, commissioners and people with health and care needs to ensure people are working towards a single goal.

Q14: How will you evaluate the effectiveness of services across the full range of services and for the system as a whole, ensuring that health and care outcomes are delivered?

How will you:

- Apply new learning and experience when previous actions have not been successful?
- Use evidence-based programmes to design services?
- Undertake continuous evaluation of service effectiveness?
- Evidence delivery of outcomes
- Embed the information gathering processes to measure effectiveness of services and the impact on the population?
- Demonstrate the difference you have made to people and their communities

Q15: Using the case study provided in Appendix A, please describe how you will realise the vision and outcomes set out in the Prime Provider Specification and demonstrate how the family will experience support to meet their needs and wishes.

TOPIC 8: VALUE FOR MONEY AND AFFORDABILITY

Q16: How will you work with and give assurance to commissioners when monitoring the overall level of expenditure for services delivered under the contract. The Prime Provider will be expected to manage and improve services within the available budget. You should therefore describe how you will work with commissioners to identify and agree areas for efficiencies derived from improved care pathways; and how they will be used to accommodate the anticipated increase in demand for local services.

Q17: The commissioners are seeking a strategic partner to explore opportunities around sharing risk associated with benefits realisation. Please provide an overview, describing your approach to risk sharing along with evidence of where this type of working relationship has supported the delivery of tangible benefits to other healthcare organisations.

Q18: The Outline Business Case includes the financial envelope for all in-scope community services contracts. The available financial envelope will need to be aligned to the funding requirements of the prime provider and the supporting contracts for the delivery of services under the dynamic purchasing system.

Please outline your approach to identifying the financial and non-financial resource requirements to deliver the duties of the prime provider.

How will you approach the transfer of resources from current contracts and manage subsequent contractual impacts in establishing the prime provider?

Your response should include but not be limited to:

- High level senior staffing structure and supporting governance arrangements.
- Support service requirements for the prime provider e.g. finance, communications, IT, management information and how this is proposed to be delivered.
- Indicative recurrent funding requirement to transfer to the prime provider.
- Outline process and indicative timescales for transferring resources and funding into the prime provider from existing contracts.