

Case Study: Adult Care Contract Management: Homes for Older People (HOPS)

Client: London Borough of Camden

Background

The HOPS project provides residential care for 120 residents together with extra care services for a further 30 tenants. The project involved the construction of 2 new purpose built facilities, the demolition of 2 outdated care homes currently run by LBC and a long term services contract with a national Care Provider.

Kelsall consultancy Limited (KCL) was appointed in October 2013 to manage the contract management workstream prior to handover of the first care home and pending the appointment of a contract monitoring officer. The client was concerned that the complexity of the service contract, the sheer volume of KPIs and associated complicated payment mechanism, would mean that it would not be able to properly hold the Care Provider to account.

Working as part of the client team KCL reviewed the contract documents and provided a simple summary of the key provisions, important KPIs and success criteria for the ongoing management of the contract. Using its experience in the procurement and management of similar contracts, KCL was very quickly able to provide the client with a workable contract management plan that focussed on the key outcomes of the contract and was not administratively cumbersome. A structure of meetings and reporting requirements was set up to achieve this.

A key feature of the project was articulating the key elements of the contract to the client's care team (social workers and occupational therapists) so that they understood the levels of service expected and could feedback any concerns. This was achieved by a series of workshops and informal meetings.

Key Tasks

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| <ul style="list-style-type: none"> Prepare a joint Contract Management Plan (in conjunction with the Care Provider). | <ul style="list-style-type: none"> Assist with the recruitment of an in-house officer to monitor the contract. |
| <ul style="list-style-type: none"> Co-ordinate various workstreams into a coherent mobilisation plan. | <ul style="list-style-type: none"> Clarify TUPE issues and other contract ambiguities prior to service commencement. |
| <ul style="list-style-type: none"> Establish practical procedures to enable LBC to monitor key performance areas. | <ul style="list-style-type: none"> Update financial forecasts. |
| <ul style="list-style-type: none"> Establish Care Provider's monthly reporting requirements. | <ul style="list-style-type: none"> Contract Monitoring procedures and guidance notes. |

Key Achievements

| Handover Phase | Operational Phase |
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| 1. All monitoring & payment processes were in places prior to handover of the first care home. | 1. Workable processes introduced that allow for the checking and processing of monthly invoices. |
| 2. All building documentation, including health & safety plans in place. | 2. Care provider held to account to ensure that key services such as activities are undertaken in a way that engages residents. |
| 3. Effective mobilisation and service delivery plans in place to ensure a seamless transfer of residents from other care homes | 3. Care Home passed CQC assessment. Resident satisfaction above 90% |

KCL continues to provide ongoing advice concerning the interpretation of the contract, KPI measurement and financial matters.