

Finance and Resources Committee

10.00am, Thursday, 4 March 2021

Contract Extension for the Edinburgh Health and Social Care Partnership

Executive/routine
Wards
Council Commitments

1. Recommendations

- 1.1 To award a contract extension to Partners 4 Change to ensure continuity of support for the EHSCP Transformation Programme.

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Contract Extension for the Edinburgh Health and Social Care Partnership

2. Executive Summary

- 2.1 Partners 4 Change has been supporting the Edinburgh Health and Social Care Partnership since April 2019 with the implementation of the 3 Conversations approach, which is a key element of the Strategic Plan 2019 -2022.
- 2.2 The original contract with Partners 4 Change expired on 1 April 2020 and was extended to 2 April 2021 under urgency provisions, as described in section 4.1 of the Committee Terms of Reference and Delegated Functions, by the Chief Officer of the EIJB, in consultation with the Convenor of the Finance and Resources Committee, subject to the matter being reported to the next meeting of the Committee on 21 May 2020.
- 2.3 The value of the contract is £80,000 with up to a further £12,000 allowed for expenses. These fees will be contained within the Edinburgh Health and Social Care Partnership's existing revenue budget for the financial year 2021/2022.
- 2.4 The current contract expires on 2 April 2021. It is proposed that the contract be extended for a further year, with an additional 3 months offered free of charge to reflect the difficulties in delivering services between March and June 2020.

3. Background

- 3.1 In March 2019, the Finance and Resources Committee approved the direct award, via a 12-month contract to Partners 4 Change, to support the implementation of the 3 Conversations approach within the Edinburgh Health and Social Care Partnership (EHSCP).
- 3.2 3 Conversations is a key aspect of the Edinburgh Integration Joint Board's (EIJB) transformation agenda, as set out in the Strategic Plan 2019 -2022. The transformation programme seeks to respond to current areas of underperformance and build a sustainable, high quality health and social care system for the future within Edinburgh.

4. Main report

- 4.1 In February 2019, the EIJB approved ring-fenced funding to support the establishment of a transformation programme to effect significant and sustainable change across the health and social care system in Edinburgh. One of the key priorities of the programme is the embedding of widespread cultural change in the way that frontline teams practice and engage with people and families across the city.
- 4.2 The 3 Conversations approach is at the heart of the EIJB's transformation ambitions. Owned and trademarked by Partners 4 Change, 3 Conversations offers a unique model for the redesign of health and social care service delivery. It is based on the principle that the EHSCP should focus not on the function of care management and its processes, but rather on organising its resources around having "three conversations" effectively.
- 4.3 In March 2019, the Finance and Resources Committee agreed the direct award, via waiver, of a contract to Partners 4 Change to support transformational change within the EHSCP.
- 4.4 The 3C project has delivered 10 innovation sites including approximately 100 staff, with two more ready to go live shortly and more in the pipeline. Initial findings from the progress report commissioned in March 2020 were generally positive, with 71% of new people being supported at Conversation 1 without the need to progress to formal service provision. Only 14% of new people required paid-for services, compared to 24% previously. Staff were able to respond very quickly, with the average wait to see a worker reduced from 40 days to 3.8 days. Most teams managed to operate without a waiting list through the period under evaluation, and staff reported enjoying working in a more collaborative way, by eradicating formal referrals within teams, and through the use of huddles and reflective practice sessions.
- 4.5 The impact of Covid caused an initial period of uncertainty and slowed progress between March and June 2020, as the Partnership adjusted to pandemic restrictions and some staff were redeployed. However, the project team continued to plan for further implementation and supported innovation sites to resume normal activities. P4C switched to virtual support and this proved to work well, cutting out travel time and increasing the productive hours available for support.
- 4.6 In July 2020 a new site in the Community Rehabilitation Support Services went live, and a further two new sites followed in the North West and South East Localities in October and November. Staff in these areas have implemented the 3C approach extremely well despite the ongoing challenges they face with Covid.
- 4.7 In 2021, new sites in South West, South East and Mental Health have been scoped and will go live throughout January and February. There is a pipeline of a further 3 sites already identified and more to follow.
- 4.8 To ensure that 3C is tested fully across all areas of the Partnership, a key goal is to test and implement the approach within NHS teams. P4C is crucial to supporting

the development of NHS innovation sites, and early work has been undertaken with the Astley Ainslie Hospital to identify a site there. It is intended that an extension of the contract would allow the project to utilise P4C support to extend the roll out into further NHS areas.

5. Next Steps

- 5.1 The project will be extended into NHS areas of the Partnership throughout 2021/22, with the aim of proving the effectiveness of the approach across both health and social care services.
- 5.2 Work is underway to embed the 3C approach into the way we do business, including the appointment of a 3C Operations Manager post to ensure that further consultancy support is not required from 2022.

6. Financial impact

- 6.1 The value of the contract extension will be £80,000, plus up to a further £12,000 for expenses. The cumulative spend for the total contract over 3 years will be £276,000. This will be contained within the existing revenue budget for 2020/2021.
- 6.2 In previous years expenses of £12,000 per year have been paid, however, this year is proposed that these are paid only if used, given the restrictions on travel for the foreseeable future.
- 6.3 As the original contract was a direct award via waiver, there is some risk of challenge due to non-compliance with the Procurement Reform Act 2014.
- 6.4 Contract Standing Order 9 provides an option to waive standing orders where the requirement is in the Council best interest having regard for best value, risk, principles of procurement and the impact upon service users.

7. Stakeholder/Community Impact

- 7.1 The 3 Conversations model supports more person-centred and effective provision of support for individuals and their families across Edinburgh.
- 7.2 The award of this contract will ensure that the current governance of the EIJB is strengthened, helping to support delivery of the transformation programme and Strategic Plan.
- 7.3 There are no adverse impacts relating to carbon, climate change or sustainable development arising from the contents of this report.

8. Background reading/external references

- 8.1 Report to Finance and Resources Committee, 7 March 2019

9. Appendices

None.