




Executive Decision Report

Decision maker(s) at each authority and date of Cabinet meeting, Cabinet Member meeting or (in the case of individual Cabinet Member decisions) the earliest date the decision will be taken	<i>Cllr Lukey, Cabinet Member for Health and Adult Social Care.</i> Date of decision: 7 December 2015 Forward Plan reference: N/A	
	<i>Cllr Weale, Cabinet Member for Adult Social Care and Public Health</i> Date of decision: 9 October 2015 Forward Plan reference: N/A	 THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA
	<i>Liz Bruce, Executive Director for Adult Social Care and Health</i> Date of meeting: 22 September 2015	 City of Westminster
Report title (decision subject)	<i>BRITISH RED CROSS HOSPITAL TO HOME SERVICE EXTENSION REPORT</i>	
Reporting officer	Selina Douglas, Director of Strategic Commissioning and Enterprise, Adult Social Care and Health	
Key decision	Yes (for Hammersmith and Fulham)	
Access to information classification	Public A separate report on the exempt Cabinet agenda provides exempt financial information.	

1. EXECUTIVE SUMMARY

- 1.1. This report seeks approval to extend the contract for the delivery of a Hospital to Home service provided by the British Red Cross, across Kensington and Chelsea, Westminster and Hammersmith and Fulham, for two years from 1st September 2015 to 31st August 2017.
- 1.2. The contract was awarded by the Royal Borough of Kensington and Chelsea (Key Decision Report KD04016) at the combined annual value for the three boroughs of £164,752 for an initial two years, from September 2013 to August 2015, with the option to extend for up to two additional years, from September 2015 to August 2017. The total value of the two years extension is £329,504 across the three boroughs, at £109,834 per borough for the two years (£54,917 annually per borough).
- 1.3. The Hospital to Home service supports between 700 and 900 people a year in Chelsea and Westminster, St Mary's, Charing Cross and Hammersmith hospitals. Over 85% of the people supported live alone. The service aims to prevent readmission into hospital which is critical after discharge. The hospital readmission avoidance rate currently stands at 95%.
- 1.4. The Red Cross have consistently shown flexibility and adaptability to the changes in need throughout the contract resulting in regular positive feedback from customers as well as meeting contractual targets.

2. RECOMMENDATIONS

- 2.1. That 'Appendix 1 –British Red Cross Hospital to Home finance breakdown' of this report be exempt from disclosure by virtue of the Local Government Act 1972 Schedule 12A, Part 1, paragraphs 3 and 5 (as amended), in that it contains information relating to the financial or business affairs of any particular person (including the authority holding that information) and Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.

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- 2.2. That the Cabinet extend the contract for the Hospital to Home Service provided by the British Red Cross for a period of two years from 1st September 2015 to 31st August 2017, in accordance with the terms of agreement. H&F's spend against the contract for the period 1st September 2013 to 31st August 2015 was £109,834 and the contract spend for the extension period will be £109,834.

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- 2.3. That the Executive Director for Adult Social Care and Health in consultation with the Cabinet Member for Adult Social Care and Public Health approve the extension for the Hospital to Home service provided by the British Red Cross from 1st of September 2015 to 31st of August 2017 for the total of £109,834 (£54,917 per annum).

Westminster City Council

- 2.4. That CAB note the extension from 1st September 2015 and as from 1st October 2015 recommend to the Executive Director for Adult Social Care and Health that the service Hospital to Home provided by the British Red Cross be extended to 31st August 2017. The total cost of the Hospital to Home service during the four year contract period will be £219,668. The additional total value of the contract for two years is £109,834.

3. REASONS FOR DECISION

- 3.1. The Hospital to Home service supports between 700 and 900 people a year in Chelsea and Westminster, St Mary's, Charing Cross and Hammersmith hospitals. Over 85% of them live alone and lack support. The service aims to provide flexible, person-centred practical help, encouragement, companionship and emotional support; and assist customers in accessing GP, social services, local community services and networks. The service is delivered primarily by volunteers with employed co-ordinators based at each hospital for up to 4 weeks. The service aims to prevent readmission into hospital which is critical after discharge. The hospital readmission avoidance rate currently stands at 95%.
- 3.2. The service is well endorsed by health and social care professionals in the support it offers to the discharge process in local hospitals, helping to ensure that people only spend the time they need to in hospital. This model of support is now recognised as beneficial to patients and it is seen by professionals as an ally in moving care closer to home. Regular, positive customer feedback highlights the impact of the service on people's lives following an episode of ill health.
- 3.3. The service works actively to help older people through the discharge process and to respond flexibly when providing follow up support after a hospital episode. In line with the local Clinical Commissioning Groups' Out of Hospital Strategies, the service helps reduce hospital admissions by directing people to appropriate services that are available in the community and by utilising resources to maximise a person's well-being.
- 3.4. As an organisation, the Red Cross have consistently shown a flexible approach to the changes in need throughout the contract. They are highly performing and prompt to respond and communicate with officers. There are no performance concerns.

4. BACKGROUND

- 4.1. Originally a Kensington and Chelsea service, the Hospital to Home pilot expanded to the neighbouring boroughs of Westminster and Hammersmith and Fulham in 2011 and 2012 respectively, and it was tendered in 2013 to formalise the service via contractual agreement. This tender resulted in a two year contract with an option to extend for a further two years and it achieved savings of £1,796 per annum against the budget, with a total of £7,076 savings over the total life of the contract.

- 4.2. The service works with people who are 65 and over, who are often no longer living with someone and who may be diagnosed with long term health conditions. When these customers are waiting to be discharged they may not have someone waiting for them or someone to collect them from hospital. This can result in two situations that increase pressure on NHS services:
1. Delayed discharge and increase in hospital length of stay.
 2. People resuming their life alone, without basic food and any support after being surrounded by people in a hospital environment.
- 4.3. The core focus is to deliver a service that streamlines the discharge process, improves outcomes and ensures vulnerable older people settle at home and maintain their independence.

5. SOCIAL VALUE

- 5.1. The British Red Cross Hospital to Home service supports between 700 and 900 people a year in Chelsea and Westminster, St Mary's, Charing Cross and Hammersmith hospitals. It operates with 4 permanent members of staff and a substantial team of volunteers delivering a total of 1254 home visits and 3587 telephone support calls over the year. The pool of volunteers are recruited directly by British Red Cross and through locally based Volunteer Bureaus.

6. OPTIONS AND ANALYSIS

- 6.1. The following options were considered by contracts in consultation with commissioning:

Option 1: Terminate the contract

- 6.2. As a non-statutory service we could let the contract run its course.
- 6.3. This option might see an increase in hospital stays or delayed discharges across the hospitals this service supports in comparison to those achieved in previous years.
- 6.4. Vulnerable elderly people will still need the support after a hospital stay. Providing this through a service like the Hospital to Home offers good value for money compared to the cost of an extended stay in a hospital bed and its subsequent impact on other patients in need of it.

Option 2: Extend for two years

- 6.5. This is the recommended option given that hospital discharge is a priority. This would continue to ensure swift and safe hospital discharges for those elderly and frail people who live alone and have no network of support.
- 6.6. This option would help reduce pressure on the NHS and hospital discharge targets.

- 6.7. Extending the Hospital to Home service will continue to offer support to the vulnerable elders who live alone, as well as, a good opportunity to the volunteers who kindly offer their time to support them.

7. EQUALITIES IMPLICATIONS

- 7.1. A full Equalities Impact Assessment was carried out at the time of this service being tendered in 2013. No equalities implications have been identified.

8. LEGAL IMPLICATIONS

- 8.1. The initial contract award and tender envisaged the two year extension for this Hospital to Home service which falls under Social and Other Specific Services under Chapter 3 of the Public Contracts Regulations. The extension is accordingly not a direct award now and will be governed by each Council's standing orders and procedures for approving contract extensions. These provisions have been brought out in the Procurement Implications section below.
- 8.2. The recommendation to extend the contract between Red Cross and the Royal Borough of Kensington & Chelsea, acting as lead authority on behalf of all three boroughs, is accordingly endorsed.
- 8.3. **Implications verified/completed by:** Babul Mukherjee, Senior Solicitor (Contracts), Shared Legal Services, tel. 02073613410

9. PROCUREMENT IMPLICATIONS

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- 9.1. The H&F Contract Standing Orders states that the Cabinet can approve extensions of over £100,000 where the contract contains provision to extend as below:
- 9.2. 20.3 Where there will be an increase in the contract value then the decision is reserved to (c) the Cabinet where the total value of the variation or variations is £100,000 or greater.
- 9.3. The current contract contains an extension provision for two years and therefore, approval is being sought from the Cabinet to extend the service 'Hospital to Home' provided by the British Red Cross from 1st September 2015 – 31st August 2017 at a total value of £109,834.

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- 9.4. Section 2.42 of the RBKC Contract Regulations states that subject to satisfactory performance, a Director may (in consultation with a Cabinet Member) authorise the extension of an existing contract whose terms provide for an extension and whose OJEU Notice, if any, contained a reference in the „Options“ section of the Notice, to the possibility of an extension.

- 9.5. This briefing will be presented for consultation to the Cabinet Member for Adult Social Care currently scheduled for 9 October 2015.
- 9.6. The Chair of the CoCo Board under delegated authority of the executive Director is therefore being asked to authorise and the Cabinet Member for Adult Social Care is requested to note the extension of the British Red Cross contract for two years for the Hospital to Home service. As the whole value of the extension between the three boroughs is over £300,000 this report will also be presented to the Contracts Approval Board.

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- 9.7. Based on the value of the extension outlined in Section 2, approval to extend the service named in this report for 24 months is sought from the Executive Director in accordance with sections 7 (variations and extensions) of Westminster's Procurement Code, as below:
- 9.8. 'Exercising an option to extend or vary the term of the contract shall require the same approvals as the contract award, appropriate to the aggregate value of the contract:
- 9.9. Over £100k-£1.5m- Executive Director approves award and any subsequent extension or variation to that contract, on the recommendation of the Contracts Approval Board.
- 9.10. **Implications verified/completed by:** Sherifah Scott, Head of Adult Social Care Procurement and Contracts, tel. 020 7641 8954.

10. FINANCIAL AND RESOURCES IMPLICATIONS

London Borough of Hammersmith and Fulham

- 10.1. Financial schedule:

	2015/16 12 months		2016/17 12 months		Total costs of proposal
<i>Revenue implications</i>	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	
Current Budgets					
Council Revenue budget					
WLCCG funding through S75.	£54,917	£54,917	£54,917	£54,917	£109,834
SUB TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
Cost of Service	£54,917	£54,917	£54,917	£54,917	£109,834
TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
SAVINGS					

10.2. The recommendation in paragraph 2.3 above, to extend the existing Red Cross Contract for a further 24 months from September 2015 to 31st August 2017 will cost £109,834 in total and will be funded via recurrent Re-ablement funds from Hammersmith & Fulham Clinical Commissioning Group (CCG).

10.3. **Implications verified/completed by** Cheryl Anglin-Thompson, Principal Accountant Finance Officer, tel. 0208 753

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10.4. Financial schedule:

	2015/16 12 months		2016/17 12 months		Total costs of proposal
	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	
<i>Revenue implications</i>					
Current Budgets					
Council Revenue budget					
Health funding (Social to benefit health)	£54,917	£54,917	£54,917	£54,917	£109,834
SUB TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
Cost of Service	£54,917	£54,917	£54,917	£54,917	£109,834
TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
SAVINGS					

10.5. This contract is budgeted for in the Department's Voluntary Sector Contracts and Grants Programme at the amounts in the table above.

10.6. **Implications verified/completed by** Gavin Thelwell, Finance Officer, tel. 020 7361 3790

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10.7. Financial schedule:

	2015/16 12 months		2016/17 12 months		Total costs of proposal
	Confirmed budget figure £	Costs of proposal £	Confirmed budget figure £	Costs of proposal £	
<i>Revenue implications</i>					
Current Budgets					
Council					

Revenue budget					
WLCCG funding through S75.	£54,917	£54,917	£54,917	£54,917	£109,834
SUB TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
Cost of Service	£54,917	£54,917	£54,917	£54,917	£109,834
TOTAL	£54,917	£54,917	£54,917	£54,917	£109,834
SAVINGS					

10.8. This service is funded by the recurrent Re-ablement grant in the s75 agreement with the West London Clinical Commissioning Group and Central London Clinical Commissioning Group.

10.9. **Implications verified/completed by** Henry Ashong, Finance Officer, tel. 0207 641 7461

11. IMPLICATIONS FOR BUSINESS

11.1. The proposal to extend this contract will not negatively affect Hammersmith and Fulham local businesses.

Local Government Act 1972 (as amended) – Background papers used in the preparation of this report: None

Selina Douglas, Director of Strategic Commissioning and Enterprise, Adult Social Care and Health

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LIST OF APPENDICES:

Appendix 1 - British Red Cross Hospital to Home finance breakdown (contained in the exempt report on the exempt Cabinet agenda).