

To: **Executive**
10 November 2020

Heathlands - Strategic Procurement Plan
Director: Resources

1 Purpose of Report

- 1.1. To seek Executive approval for the Council's plan to procure dementia nursing care services in the integrated care facility of Heathlands, as per Annex 1 - Strategic Procurement Plan.
- 1.2. To seek Executive endorsement for the joint approach working with our integrated health care partners, NHS East Berkshire Clinical Commissioning Group and NHS Frimley Health Foundation Trust (FHFT) to deliver intermediate care services (ICS) in Heathlands.

2 Recommendations

- 2.1 For the Executive to approve the Strategic Procurement Plan (Annex 1) for procuring a provider for dementia nursing care services in Heathlands.
- 2.2 For the Executive to note the joint approach for working with NHS East Berkshire Clinical Commissioning Group and Frimley Health Foundation Trust, our integrated NHS care partners, who shall jointly deliver intermediate care services in Heathlands.
- 2.3. For the Executive to delegate the decision in respect of the commissioning of the hotel services provision to the Heathlands Joint Project Board, in consultation with the Executive Member for Transformation and Finance, which is chaired by the Bracknell Forest Council Director: Resources.
- 2.4 For the Executive to delegate the decision to the Heathlands Joint Project Board, in consultation with the Executive Member for Transformation and Finance, to agree the arrangement between the Council and the Clinical Commissioning Group and, if applicable, Frimley Health Foundation Trust for the sharing of the costs of the hotel services and any other pooling of funds in relation to the arrangement under a Section 75 agreement pursuant to the NHS Act 2006.

3 Reasons for Recommendations

- 3.1 The council proposes to procure for dementia nursing care through a competitive tender:
 - To commission a suitable provider to deliver dementia nursing care in Heathlands. The dementia care provider will work alongside FHFT for the ICS.
 - To maximise tender opportunities (e.g. assurance re expertise / capability of provider, competitively priced bids) that will generate value for money and high-quality care.
 - To establish a clear commissioner – provider route by adopting a separate commissioner-led route to market and contracting model.
 - To be Public Contract Regulations compliant and timely, completing the tender, award and mobilisation phases in time for Heathlands opening in December 2021.
 - As per the strategic procurement plan, the hotel services (e.g. front desk, kitchen, laundry, facilities management, external landscaping) will be delivered

either by the ICS provider to be commissioned by the CCG or by the dementia services provider, in which case it will be part of the competitive tender for the dementia services. The most beneficial option is currently under consideration.

- 3.2 The wider benefits of pursuing an integrated care approach in Heathlands are anticipated to:
- Give local people with dementia and intermediate care needs access to local provision that doesn't currently exist
 - Secure consistently high-quality nursing care provision, with the NHS brand
 - Develop a more joined up approach to hospital discharge, reducing delayed transfers of care and ensuring a better experience for people leaving hospital
 - Provide a genuine lever to positively influence the local care home market
 - Obtain long-term nursing bed price security for the council, protecting against volatile market prices
 - Provide flexibility of beds to be able to respond to changing demands

4 Alternative Options Considered

- 4.1 Health partners and the Council considered an option whereby a single health provider would provide services across the whole site. This option was not viable. The Council is therefore seeking to procure a separate dementia care provider.
- 4.2 The delivery options for the hotel element (e.g. facilities management, meals, laundry, front desk) of Heathlands are under review. This service element could be delivered by the ICS provider or the dementia care provider. A decision around the provision of the hotel service will be made by the Joint Heathlands Project Board before launching the dementia care ITT.

5 Supporting Information

- 5.1 Heathlands Care Home is a major new health and care joint venture built on health and social care partners' aspiration to deliver integrated care to meet growing dementia and nursing need in Bracknell Forest. Heathlands will provide 66 single rooms over 3 floors in a modern, purpose-built setting, due to open at the end of 2021. At its heart it will provide person-centred care through reablement and rehabilitation aimed at helping people to return home. This will be alongside specialist dementia and nursing residential care.
- 5.2 The Council seeks to procure a care provider to deliver dementia nursing care for complex needs and to flex the service depending on acuity of need and demand flow working closely with the local NHS provided intermediate care service. The intentions are to appoint an innovative, partnership-driven, high quality provider delivering value for money, as outlined in Annex 1 - Strategic Procurement Plan.
- 5.3 NHS East Berkshire CCG will commission 20 intermediate care beds (step-up/step-down) and short-term nursing and rehabilitation care from the wider East Berkshire community, including patients who have an acute episode (health). There will be an integrated approach between this service and dementia care, whereby people placed in the dementia nursing beds will be able to access the specialist nursing provided in the ICS through an outreach approach. NHS health partners are working closely together, in partnership with the Council, to develop a service that meets commissioners' expectations and offers interoperability with the dementia provider.

- 5.4 The construction of the new building is well underway. Following the demolition of the old structures, the Council's appointed contractor Stepnell are close to completing the groundworks.

6 Advice received from Statutory and other Officers

Borough Solicitor

Implications provided by Sharpe Pritchard Solicitors, external legal advisors to the Council

- 6.1 Legal implications in respect of the procurement of the dementia care services and the proposal to enter into a section 75 with NHS East Berkshire Clinical Commissioning Group and Frimley Health Foundation Trust are set out in Strategic Procurement Plan at Annex 1.

Director of Finance

- 6.2 The financial implications are included in the procurement plan.

Equalities Impact Assessment

- 6.4 EIA screening forms are included in Appendix 3, Annex 1. Full EIAs will be completed as advised by the Council's and EB CCG's equalities leads.

Strategic Risk Management Issues

- 6.5 The project identified some strategic risk that Heathlands procurement will need to consider including funding pressures, Brexit implications for social care workforce, and adult social care market capacity. For more detail see Section 8, Annex 1 – Strategic Procurement Plan.

7 Consultation

Principal Groups Consulted

- 7.1 For the specification development, the project team consulted with operational adult social care teams and health colleagues.

Method of Consultation

- 7.2 A soft market test in August sought initial views of possible dementia care providers. A wider engagement process will commence in the run up to tender to more robustly reflect service users' voice and capture the market's views.

Responses Received

- 7.3 Consultation showed commitment and support for the project from our partners and interest amongst the market.

Background Papers

Frimley Health & Care Integrated Care System; Heathlands Development - EMI and Nursing Care Home Outline Business Case (September 2018)

Heathlands Business Case, Bracknell Forest Council Executive (March 2019)

Contact for further information

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