

Section Two

Management and Monitoring of Service Arrangements

Section Two should be used in conjunction with the Service Arrangement signed by Provider and HSE

- 2.1 HSE National Governance Framework
- 2.2 Management & Monitoring of Approved HSS Providers
- 2.3 Key Performance Indicators – Home Support Tender
- 2.4 Audit

2.1 HSE National Governance Framework

The Home Support Tender will be managed by the application of the HSE Governance Framework which will include National Standard Service Arrangements. As these are tendered services, all providers will be managed by Service Arrangements (i.e. not Grant Aid Agreements).

The Service Arrangement has a Part 1 which outlines the standard Terms and Conditions and a Part 2 Schedules which specifies the details of the particular services to be delivered including quantum and price. The Framework operates by the application of a single Part 1 with each provider underpinning the HSE's relationship and the terms and conditions of business, and any number of associated Part 2 Schedules which detail each specific engagement with that provider for the provision of specified services in each CHO location.

Schedules are particular to Care Groups and specific Tender arrangements, and there is a national standard set of Part 2 Schedules which will be required for each provider successful under the 2018 Tender in each CHO area.

While most of the completion of the documentation is the responsibility of the HSE, Providers will need to complete the following for Part 2 Schedule.

- Clinical Governance requirements in Schedule 2 Section 2
- Clinical Governance Lead person
- Staffing listing for Schedule 9
- Self-Declaration section Schedule 5

2.2 Management & Monitoring of Approved HSS Providers

Service Arrangements (SAs) are the contractual mechanism governing the relationship between the HSE and the Approved HSS Providers.

Monitoring of the SA is critical to ensuring that the arrangements are:

- Operating in accordance with the tender requirements,
- Operating consistently across the CHOs and
- that the HSE obtains the services to the standard that it has procured and is paying for.

2.2.1 CHO Operational Review/Monitoring

There are 2 principal components for CHOs in monitoring the 2018 Home Support Service Tender arrangements

1. Community Healthcare Organisations Responsibilities-Implementation of Home Support Tender Service 2018 Service Specification and Invitation to Tender Document 2018
2. Client Reviews as per National Guidelines and Procedures for the Standardised Implementation of the Home Support Service 2018

2.2.2 Community Healthcare Organisations Responsibilities

Each Approved Provider and the appropriate HSE manager within the CHO must ensure that a valid signed SA (Part 1 & Part 2 & Amendment to Part 1 Service Arrangement to provide for Consortium arrangements for Home Support Services Tender 2018 Home Care Provision Letter" in the case of consortium members) is in place on, or as soon as possible after, the commencement of arrangements under the 2018 HSS Tender. They must ensure that services are provided and monitored in accordance with the requirements of the Tender and Governance Framework. As part of the HSE's overall Service Arrangements with Approved Providers, each CHO must identify a named manager responsible for managing the contractual relationship with each individual provider.

This person will be responsible for the completion and signing, on behalf of the HSE, the Service Arrangements for their CHO. They will also be responsible for monitoring the performance and financial management of the specified arrangement, with supports from corporate functions such as Finance as necessary.

Responsibility of Head of Social Care (or Chief Officer's Nominee if different)

- Act as Chair of **CHO Home Support Management Group**
- Ensure up to date SA is signed and operational using the standard National Older Person's Home Support SA prepared for this purpose
- Ensure Operational meetings are scheduled at regular intervals led by the CHO Head of Social Care with relevant CHO staff.
- Ensure that any concerns regarding the operation of the SA must, in the first instance, be dealt with at local level within the provisions of the SA
- Act as key link person with the Approved Provider to monitor the provider, ensuring that services are being delivered as per the care plan/SA. This includes ensuring that staff assigned to HSE clients are appropriately qualified, vetted and have their competency assessment completed by the provider within a reasonable timeframe of commencement of these arrangements
- Ensure that the clinical governance and management oversight requirement specified in Tender 2018 is in place by Jan 1st 2019. Separate correspondence will issue to the relevant providers required to fulfil this Tender specification. This correspondence will be copied to relevant CHOs for their records.
- Review and take appropriate action in relation to monthly management reports supplied by the Approved Provider (in line with the SA)
- Ensure that robust systems are in place across the CHO to check that invoices are reconciled with the management data including the home support staff member's attendance
- Ensure client reviews are undertaken regularly (in line with HSS Guidelines) and are considered in response to notifications from providers
- Ensure that audits are scheduled, completed, documented, and audit reports are circulated appropriately and actions are followed up within specified reasonable timelines and in line with any national guidance
- Ensure administration systems are in place to update the SPG system as appropriate
- Meet on a planned basis with each provider to review their performance. This will include regular meetings at least quarterly with individual providers (this will need to be included in Schedule 4 of the Service Arrangement) to consider a range of issues relating to the key components outlined at 2.2.1 including the items set out at 2.2.2.1 below at a minimum.

2.2.2.1 Service Arrangement Review Meetings

The review meetings should have a formal agenda, and be documented, and minuted.

Attendance: CHO home care management group must make arrangements to ensure appropriate attendance at these meetings - HSE & Provider. This is to ensure all agenda items will be appropriately addressed.

The Attendees should include the Key Contact person and relevant Service Staff from the HSE and the CEO and relevant service staff from the approved provider, as the finance issues are managed through an agreed approval and invoice system, finance staff from the HSE and Provider will only be required to attend where there are issues identified, or where the Annual Accounts are to be discussed.

Agenda items to include:-

Review of previous meeting: Review of the minutes, action log etc.

Performance

- Review of performance against agreed KPIs and Activity Data for the services provided.
- Are overall objectives being met? This should include a review of agreed outcomes, including service user satisfaction levels;
 - Activity data
 - Update from HSE Home Support Manager
 - Compliance with Tender Service Specifications
 - Refusals & reasons for same
- KPI – Delivery/Quantum of Service Delivered
- Anticipated pressure points and proposed remedial action, if any;
 - Offers of work
 - CHO coverage
 - Operation of 24/7 care facility
 - Proposals for Service Improvement
- It may also be appropriate to undertake a more in-depth review of one particular service by the Audit Team
- Review of any Audit Reports

Managers should also review any matters which may affect the delivery, provision or level of services which are required to be notified in writing to the HSE under *Clause 3.2 (c) xiv (S39) xvii (S38).*- *Significant Event effecting service delivery.*

Quality and Safety

- Review of safety incident reports (service user, staff and general), serious incidents including Serious Reportable Events (SREs)
- Review of key risks, Risk Assessments, Health and Safety etc.
- Quality / Outcomes, including Quality Improvement plans
- Compliance with standards of services provision as required under the Tender Service Specification
- Complaints (Appendix 7 – Template for Provider Returns as per SA)
- Review of any matters which are required to be notified to the Executive in writing under *Clause 23.6.- Serious incident*
- Changes to Quality Standards, Safeguarding or Monitoring or Assurance processes required
- Review of Clinical Governance Structures in particular the named Clinical Governance lead which is either in place or to be in place by the 1st January 2019

Finance

- Annual Financial Statement - results of HSE review, **only relevant from 2019 accounts required for period ending 31.12.2018**
- Operation of invoicing and payments
- Any additional requirements in relation to internal financial controls etc.

Human Resources

- Staffing aligned to numbers and qualification requirements of Tender including Garda vetting and training in Safeguarding Vulnerable Adults. KPI – Training/Qualifications/Attendance

- HR and Staffing reports to be submitted on **Staff List/Employment Monitoring Template available at:** <https://www.hse.ie/eng/services/list/4/olderpeople/>.

Other

- Any change required to the SA Schedules, to be managed through the Schedule 10 change control process
- Compliance with standards of codes of governance etc.
- Review any matters required to be *notified to the Executive in writing under Clause 16.5 (S38) 16.6 (S39)* relating to issues of concern in relation to Governance review systems of internal control, internal audit reports
- Any other issues appropriate to the efficient, effective and safe operation of the services provided
- Other important communications from HSE

Planning

- Service Planning process
- Vacancies / Capacity etc.

CHO Home Support Management Group

Each CHO will need to establish, if not already in place, as part of its overall governance arrangements for home support, a CHO wide Home Support Management Group. Membership is likely to include key home support managers/personnel from each LHO. It is expected that the Group will be chaired by the Head of Social Care or his/her nominee.

Terms of Reference:

- To support the HOSC (or signatory of the SA) in relation to assurance that the requirements of the Service Arrangements are being met in full
- To support CHO wide implementation of the Home Support Service Arrangements in compliance with the National Assurance Framework
- To provide guidance to HSS managers in relation to issues arising in respect to governance requirements within the SA relating to application Home Support Service Tender 2018 Service Specification, Invitation to Tender Document 2018, and Client Reviews as per National Guidelines and Procedures for the Standardised Implementation of the Home Support Service 2018 and of HSE National Governance Framework-in accordance with guidance from the National Compliance Unit,
- To provide information and feedback on the operation of Service Arrangements to the HOSC (who in turn will supply same to the National Office Services for Older People (Operations) as required
- To collate and respond to on-going service delivery issues across the CHO which have not been satisfactorily dealt with at LHO level

2.2.3 Client Reviews:

The on-going oversight of home support is critical to ensuring clients are receiving the support that has been assessed as required and that it is delivered to the required standard. CHOs must ensure that regular reviews of clients in receipt of home support services are undertaken as per the HSS Guidelines.