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**Further Competition**

**Supply of a Workforce Management Solution and Associated Services**

**Framework conducted by the Crown Commercial Services (CCS)**

**Framework Reference: RM1072**

**(Princess Alexandra Hospital Reference: T3231)**

**NOVEMBER 2016**

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**SECTION ONE**

**1.0 General**

**Introduction**

1.1 The Princess Alexandra Hospital NHS Trust (the “Authority”) was established in April 1995. It is a small to medium-sized hospital with an annual income of circa £170 million. It comprises of 420 general and acute beds and provides a full range of general acute services, including a 24/7 emergency department, an intensive care unit, a maternity unit and a level II neonatal intensive care unit (NICU).

1.2 The Authority currently employs approximately 2,500 whole time equivalent staff and operates outpatient and diagnostic services from the Herts and Essex Hospital in Bishop’s Stortford, and St Margaret’s Hospital in Epping.

1.3 The Authority has adopted the following values:

* Respectful
* Caring
* Responsible
* Committed

1.4 The Authority is within the top 20 Hospital’s in the country for the low incidences of infection. Good infection prevention and control measures in clinical practice are essential to provide a safe environment for patients, and this ethos is embedded in everyday patient care.

1.5 The Authority serves a core population of approximately 350,000 people and is the natural Hospital of choice for people living in West Essex and East Hertfordshire, with a core population which is centred on the M11 corridor and the towns of Harlow, Bishop’s Stortford and Epping. Its extended catchment area (radius of 11 to 13 miles) incorporates a population of up to 500,000 and includes the areas of Hoddesdon, Cheshunt and Broxbourne in Hertfordshire, together with the south of the M25 in Essex being potential areas for growth.

**Background**

1.6 The Authority originally procured its current Contract (for the provision of flexible worker services) via the Purchasing and Supply Agency (PASA) / Buying Solutions Agency Framework Agreement, and utilised by NHS Professionals to provide Agency Flexible Workers on a secondary basis to the Authority.

1.7 The current contract is under a 5 year arrangement, to manage both Bank and Agency Staff, and will expire on 31.03.2017.

1.8 All Allied Health Professionals (AHPs) and Health Science Services (HSS) staff are outside of the current provider.

1.9 All bank shifts continue to come through the current arrangement, including agency nursing and agency non-medical, non clinical staff bands 1 to 5 (take note, higher bands are utilised via specialist agencies).

1.10 From November 2015 to October 2016 (12 month period), the Authority utilised c. 950,000 hours of flexible worker shifts, both qualified and unqualified, across a number of specialties and staff groups.

1.11 The turnover in contract value for financial year 2015/2016 was c. £21.5m per annum, which includes all aspects of the provision of the current arrangement (management fees, agency and bank staffing).

**Tender Details**

1.12 This further competition process aims to appoint a single Bidder for the Supply of a Workforce Management Solution and Associated Services. Please refer to section 3 for details relating to the criteria upon which the evaluation will be based.

1.13 The Authority is able to take advantage of the Crown Commercial Service (CCS) Workforce Management framework agreement (reference RM1072), to renew our current contract for the Supply of a Workforce Management Solution by conducting a further competition.

1.14 This procurement exercise is governed by the RM1072 Framework Agreement (Appendix F), RM1072 Workforce Management Call-off Agreement (Appendix G), RM1042 Whistleblowing Policy (Appendix H) and all other requirements stated within the framework agreement reference RM1072.

1.15 The total possible duration for this contract will be up to four (4) years maximum. The initial period is three (3) years with the option for an extension of one (1) additional year after the anniversary of the initial period (3+1).

1.16 Any contract extension is subject to the agreement of the Authority and the successful Bidder, and whether further value for money can be achieved.

1.17 The Authority’s Procurement Department will be conducting this further competition exercise.

**Requirements**

1.18 Bidders must be able to provide a fully managed service. This includes (but not limited to):

* Recruitment
* Preparation
* Training
* Booking
* Administration
* Full management of flexible workers and third party agencies

1.19 Bidders must be able to provide flexible workers in both a planned and responsive manner to fill the needs for nursing, midwifery, doctors, AHP/HSS, administration and clerical flexible workers within the Authority via an outsourced bank supported by a cascade of third party agencies to ensure maximum fill rates are achieved.

1.20 The successful Bidder must be competent and capable to provide a fully managed service requirement. A proven track record of achievements and evidence will be needed, along with the ability to co-ordinate a fully managed service to the Authority by being the primary provider of flexible workers.

1.21 Take note, the Authority expects the successful Bidder to fully manage all administration and staffing requirements.

**1.22 Indicative Timetable**

|  |  |
| --- | --- |
| **Action** | **Date** |
| Further competition document available to the framework suppliers | 18/11/2016 |
| Deadline for clarification questions from Tenderers by 12 noon latest | 28/11/2016 |
| Further competition document submission deadline by 12 noon latest | 30/11/2016 |
| Evaluation & Clarification of tenders by | 07/12/2016 |
| Intent to award notification | 09/12/2016 |
| Successful and unsuccessful contractors notified, and voluntary standstill commences | 09/12/2016 |
| Voluntary standstill ends | 21/12/2016 |
| Contract Award | 03/01/2017 |
| Mobilisation | 04/01/2017 |
| Contract Commencement | 27/03/2017 |

1.23 Any queries relating to this Tender must be made prior to the closing date for receipt of Tenders. Any deviation from the specification will only be acceptable if it is confirmed in writing by the Authority which will, if the query is relevant, transmit the details to all Bidders.

1.24 The proposed timetable is indicative, where the Authority reserves the right to make any changes it deems necessary.

**SECTION TWO**

**2.0 Instructions for Submission**

2.1 For the purposes of this further competition, the Authority will use an e-tendering portal hosted by SourceDogg.

2.2 The process for uploading the completed Tender Response and any supporting documentation is not instantaneous and relies upon the services provided by your Internet Service Provider (ISP) broadband, width and speed. In this context, a completed application comprises the totality of documentation to be uploaded. Please allow sufficient time to upload your submissions. Hard copies will not be required or requested.

2.3 The link to the portal is below:

<https://secure.sourcedogg.com/?ReturnUrl=%2frequest%2f7871>

2.4 Bidders are required to complete and upload an electronic copy of their tender response via the SourceDogg e-tendering portal only.

2.5 If you need to include attachments to support a specific question (where applicable), please ensure the attachment is named in such a way as to clearly identify the question to which it refers. For example:

Question 1: Please attach an organisation chart

Response 1: Please refer to attachment named RI. Organisation Chart

2.6 Any attachments, unless expressly otherwise indicated, must be in 11pt Arial font and in Microsoft Word and/or Microsoft Excel only. Portable Document Format (otherwise known as pdf) will not be accepted as part of the evaluation responses. Any file attachments that do not conform to this may not be considered.

2.7 If you encounter any technical difficulties, please contact the SourceDogg helpdesk at:

Email: [customerservice@sourcedogg.com](mailto:customerservice@sourcedogg.com)

Or

Telephone: 0203 481 0904 (UK)

2.8 The tender will be available on **Friday 18th November 2016**.

2.9 The deadline for any clarification questions is by **Monday 28th November 2016 by 12pm (midday)**. No further questions will be accepted after this deadline.

2.10 The deadline for submitting your Tender Response is **Wednesday 30th November 2016 by 12pm (midday)**

2.11 Please complete this further competition document in full and enter an answer to each question, blank spaces are not acceptable. If you consider a question to be not relevant or applicable to your organisation, you should enter “Not applicable” along with the reason(s) why. If the reason(s) are not detailed, this may impact on the score achieved and may ultimately result in your exclusion from the procurement process.

2.12 Any requests for clarification, further information, documentation and communication in respect of this further competition exercise must be sent via the communication facility on the SourceDogg e-tendering portal. Any enquiries by email, fax, telephone or verbal enquiries will not be accepted.

2.13 The Authority will endeavour to respond to all queries as quickly as possible but cannot guarantee a minimum response time and does not bind itself to respond within any timescale or at all.

2.14 If the Authority considers any request for clarification to be of significance to other Bidders, the Authority will circulate the clarification questions/ points together with the response (but will not identify the source of the clarification) to all Bidders that have expressed an interest in this further competition.

2.15 Where a Bidder believes that a request for clarification is commercially sensitive, e.g. where disclosure of such clarification and the response would likely to prejudice its commercial interests, the Bidder should clearly indicate that the clarification is commercially sensitive. However, if the Authority, at its sole discretion does not consider that the clarification is commercially sensitive or would potentially benefit all Bidders, the Authority will:

Invite the Bidder submitting the question both to declassify the question and allow the question along with the Authority response to be circulated to all Bidders;

Or

If the Bidder still considers the query to be commercially sensitive, to withdraw the query.

2.16 The Authority reserves the right not to respond to a question or request for clarification, or to circulate such a request where it considers that the answer to that request would or would be likely to prejudice the Authority‘s commercial interests. In such circumstances, the Authority will inform the relevant Bidder.

2.17 Any completed Tender Response received after the closing date / time will not be accepted.

2.18 This is a further competition where one Bidder may submit one Tender Response only. Any multiple bids submitted by one Bidder will be rejected.

2.19 Any false, misleading and / or inaccurate information supplied in your Tender Response could result in your organisation being dis-qualified from this further completion exercise.

2.20 In all cases, the Tender Response must be signed and dated by the Tenderer’s authorised representative.

2.21 The tender document is being provided on the same basis to all Bidders.

2.22 Tenderers are advised to read:

|  |  |
| --- | --- |
| **Section / Appendix** | **Topic** |
| 1 | General |
| 2 | Instructions for Submission |
| 3 | Tender Evaluation Process |
| 4 | Specification of Requirements |
| 7 | Appendices |
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Then formulate you Tender Response by responding to the questions relating to the specification in section 5 and completing the pricing schedule in section 6 in accordance with the instructions for submission.

2.23 Bidders are required to complete:

|  |  |
| --- | --- |
| **Section / Appendix** | **Topic** |
| 5 | Questions |
| 6 | Pricing Schedule |
| A | Form of Tender |
| B | Statement of Non-Collusion |
| I | Additional Information |
| J | Submission Checklist |

2.24 The information contained in this further competition document is designed to ensure that all completed Tender Responses are given equal and fair consideration. It is important that Bidders provide all the information asked for in the format and order specified.

2.25 Bidders should read the further competition document carefully before submitting a Tender Response. Failure to comply with the instructions for completion and submission of a Tender Response may result in elimination from the procurement exercise.

2.26 Tenderers must answer questions in the spaces provided in section 5 (Bidder questions) and follow the order in which questions therein are asked. Please ensure there is no reference to general marketing or promotional information / material. Publicity brochures will not be accepted as answers to questions. Bidders should not make reference to answers used in previous questions but should repeat the information if necessary (and adhering to any count imposed).

2.27 Any pricing information should be entered in section 6 (Pricing Schedule), where all elements of the proposal shall be priced in Great British Pound Sterling (£) and shall exclude VAT.

2.28 The Pricing Schedule is the minimum level of pricing information required for the Tender. The Authority reserves the right to request a more detailed breakdown of any elements within the Tender Response.

2.29 Bidders must be explicit and comprehensive in their Tender Responses as this will be the single source of information on which Tender Responses will be scored and ranked. The evaluation panel evaluating you tender submission will not be able to make any assumptions on your behalf. It is therefore important that you complete all sections appropriate to your organisation and that you include all supporting documentation in your tender responses. Bidders are advised neither to make any assumptions about any past or current relationships with the Authority nor to assume that such prior business relationships will be taken into account in the evaluation process.

2.30 Where a length of response is stipulated, e.g. word count or page length, only the information within the set limit will be evaluated. Additional information will not be evaluated and therefore should not be supplied. The Authority will only take account of information which is specifically asked for in the further competition tender document.

2.31 Failure to provide the required information or particulars for the relevant question(s) or supply documentation referred to in the response within the specified timescale may result in elimination from the procurement exercise.

2.32 The Authority will hold all information disclosed in the Tender Response in confidence unless it is already in the public domain and subject to any requirements to release as provided for by the Freedom of Information Act 2000.

2.33 The Authority reserves the right to accept / reject any Tender Response and to abort the further competition process at any time prior to award of contract, without further notice.

2.34 The Authority will not be liable for any costs your organisation may incur in the preparation or submission of your Tender Response for this further competition exercise, including the cost(s) of any aborted quotation(s).

2.35 Any quotation(s) submitted shall remain open for acceptance for 120 days from the Tender response deadline date.

2.36 Prior to the deadline for receipt of any tender responses, the Authority may amend the further competition document at any time. All prospective Bidders will be notified of such amendment where the Authority may, where necessary, extend the deadline for receipt of the further competition tender submission.

2.37 Bidders may modify any aspect of their further competition tender response prior to the deadline for receipt of submission. No information may be modified after the deadline of the further competition tender submission. Your response will be final.

2.38 Bidders may withdraw their tender response at any time prior to accepting the notification of award by informing the Authority a notification via the communication facility on the SourceDogg e-tendering portal only.

2.39 The Authority is not bound to accept the lowest offer or any Tender Response made as a result of this further completion and reserves the right to accept all or part of an offer, unless the Bidder expressly stipulates to the contrary.

2.40 Bidders must ensure they have all the information required for the preparation of their Tender Response and satisfy themselves of the correct interpretation of terminology used within this further competition document. Bidders must also ensure they are fully conversant with the nature and extent of the obligations to be accepted by them if their Tender is accepted.

2.41 All contents within this further completion document, including all documents attached hereto, are to be treated as private and confidential.

2.42 Whilst every effort has been made to ensure the accuracy of the information given in this further completion document, the detailed facts and figures contained herein cannot be guaranteed by the Authority, any associated bodies, or affiliated organisations, and Bidders should satisfy themselves as to its accuracy.

2.43 Bidder responses may not be considered if the complete information requested is not provided at the time of tendering. Should an error or omission be discovered in a Tender, the Authority will notify the Bidder who will be given the opportunity to amend or validate the Tender. The Bidder’s response and any subsequent adjustment must be communicated in writing via the communication option on the SourceDogg e-tendering portal.

2.44 The acknowledgement of receipt of any submitted Tender shall not constitute any actual or implied contractual obligation between the Authority, any associated bodies, or affiliated organisations and the Bidder, nor does the Authority undertake to accept the lowest, or part, or all of any tender.

**SECTION THREE**

**3.0 Tender Evaluation Process**

3.1 The information provided in this section is designed to ensure that Bidders are aware of how Tenders will be evaluated

3.2 The evaluation of Tenders will be based on the Most Economically Advantageous Tender (MEAT) approach, therefore both quality and cost elements will be taken in to account as detailed below.

3.3 Bidders are required to answer all questions and respond fully to each question.

**3.4 Clarification questions on bid submissions**

The Authority may ask clarification questions at any time during the procurement process.

3.5 The timeframe for responding to clarification questions from the Authority will be in the order of 3 working days (or less). The failure to respond to a clarification from the Authority in the requested timeframe will lead to the submission being evaluated in an un-clarified state.

3.6 Clarification questions will act to clarify information already provided, or resolve ambiguity within a submission.

3.7 All clarification questions will be communicated through the SourceDogg e-tendering portal.

3.8 The Authority reserves the right to conduct clarification meetings with a Bidder at any time, to validate information submitted by a Bidder and/or to assist in the bid evaluation process.

**3.9 Bidder Identity**

3.10 The Authority reserves the right to generally disclose the identity of Bidders at any stage of the tendering process. In the event of disclosure, the Authority will advise Bidders of the nature and extent of the disclosure, and the reason that disclosure is taking place.

**Evaluation panel - Role and responsibilities**

3.11 There will be an evaluation panel which will consist of relevant key stakeholders to this procurement exercise, to ensure equality and transparency in representation, and throughout the evaluation process.

3.12 The evaluation methodology provides the evaluation panel with a way of applying a clear rationale to their decision making, and will ensure equality in the treatment of Bidders.

3.13 Members of the evaluation panel will:

* Read and review documentation
* Evaluate Tender submissions
* Attend evaluation meetings as appropriate
* Attend clarification meetings as appropriate
* Contribute to the recommendation as to which Bidder’s offer represents the most economically advantageous tender

**Compliance Review**

3.14 Initially, Tenders will first be reviewed for completeness and compliance with the below requirements before responses are evaluated. The compliance review will contain the following requirements:

* Tenders are submitted by the due date and time
* Contain all declarations completed and signed (Form of Tender and Statement of Non-Collusion)
* Responses are within the set word limits for each relevant question
* Ensure appendices and attachments are in an acceptable manner
* All pass / fail questions have a satisfactory response

3.15 Where in the opinion of the Authority a Tender submission does not meet the above compliance review requirements, then it may be deemed non-compliant, and the Bidder disqualified. In this event, further evaluation of the proposal will not be undertaken.

**Evaluation Process - Criteria, Scoring and Weightings**

3.16 Tender responses will be evaluated on the basis of Quality / Price.

3.17 To ensure the relative importance of both criteria, these will be correctly reflected in the overall score where a weighting system has been applied to the evaluation process, as follows:

* Quality = 60%
* Price = 40%

3.18 Where Quality / Price consists of the following components of the overall tender evaluation:

|  |  |
| --- | --- |
| **Quality Components** | **Total Weighting (% of final score)** |
| Ability to Deliver and manage the service | 20% |
| Service Provision | 20% |
| Communication and Engagement | 5% |
| Implementation & Exit Plan | 5% |
| Training and Education | 5% |
| Innovation | 5% |
| **TOTAL (QUALITY)** | **60%** |
|  |  |
| **Price Component** | **Total Weighting (% of final score)** |
| Price | 40% |
| **TOTAL (PRICE)** | **40%** |
|  |  |
| **TOTAL: QUALITY + PRICE** | **100%** |

**Pass / Fail Questions**

3.19 This is included as part of the compliance review. There are a number of pass / fail questions with the following interpretation:

* Pass - Confirms compliance / acceptance with the requirement
* Fail - Does not confirm compliance / acceptance with the requirement

3.20 Should a Bidder ‘fail’ in any of the ‘pass / fail’ questions, then they can no longer move to the next stage of the procurement process.

3.21 Should a Bidder ‘pass’ all the ‘pass / fail’ questions, they can move to the next stage.

3.22 If the Bidder has successfully passed the compliance review, the following evaluation process will take place:

**Quality (60%)**

3.23 All evaluators will complete an individual evaluation of submissions based on the responses received from the Bidders, and will provide a score (see below) and explanation in support of each question.

3.24 The criteria relating to each score is as follows:

| **Assessment** | **Score** | **Interpretation** |
| --- | --- | --- |
| **Excellent** | 4 | Exceeds the requirement. This is likely to be demonstrated by:   * An excellent response from the Bidder’s proposed solution / approach to the specification requirements. An excellent and unambiguous explanation of the proposed solution / approach answering all aspects and exhibiting an excellent understanding of the requirements concerned. * The Bidder’s response provides an excellent level of confidence, supported by evidence of where the approach has been used successfully in similar deployments. Evidence, examples and/or references have been supplied, where appropriate. |
| **Good** | 3 | Meets the requirement with some additional benefits. This is likely to be demonstrated by:   * A good response from the Bidder’s proposed solution / approach to the specification requirements. A good and clear explanation of the proposed solution / approach answering most aspects and exhibiting a good understanding of the requirements concerned. * The Bidder’s response provides a good level of confidence, supported by evidence of where the approach has been used successfully in similar deployments. Evidence, examples and/or references have been supplied, where appropriate. |
| **Acceptable** | 2 | Satisfies the requirement. This is likely to be demonstrated by:   * An acceptable response from the Bidder’s proposed solution / approach to the specification requirements. An acceptable and satisfactory explanation of the proposed solution / approach answering the relevant aspects and exhibiting an acceptable understanding of the requirements concerned. * The Bidder’s response provides an acceptable level of confidence, supported by evidence of where the approach has been used successfully in similar deployments. Evidence, examples and/or references have been supplied, where appropriate. |
| **Poor** | 1 | Satisfies the requirement with major reservations. This is likely to be demonstrated by:   * A poor response from the Bidder’s proposed solution / approach to the specification requirements. A poor and unclear explanation of the proposed solution / approach answering a few aspects and exhibiting a poor understanding of the requirements concerned. * The Bidder’s response provides a poor level of confidence, supported by little, none or non-relevant supporting evidence of where the approach has been used before. No or inadequate evidence, examples and/or references have been supplied, where appropriate. |
| **Unacceptable** | 0 | Does not meet the requirement. This is likely to be demonstrated by:   * An unacceptable response from the Bidder’s proposed solution / approach to the specification requirements. An unacceptable and ambiguous explanation of the proposed solution / approach answering no aspects and exhibiting an unacceptable understanding of the requirements concerned. * The Bidder’s response provides an unacceptable level of confidence, supported by little, none or non-relevant supporting evidence of where the approach has been used before. No or inadequate evidence, examples and/or references have been supplied, where appropriate. |

3.25 Evaluation scores will then be moderated to achieve a consensus score for each question.

3.26 Each question is scored between 0 and 4 (0=low, 4=high) where each question has an associated weighting. The table below in paragraph 3.38 shows a list of the question headings, the relative weightings and the maximum score available allocated to each question.

3.27 The score for each question will be multiplied by the weighting and the results added. The maximum score that can be achieved by Bidders is 1440 points which would enable a total evaluation score of 60%.

3.28 For example, the ‘Service Provision’ component counts towards 20% of the overall score. The Authority will calculate a ‘Service Provision’ score out of 20%, as follows:

(a) The Authority shall take the Bidders total score from the ‘Service Provision’ component

(b) This will be divided by the maximum points available, using the formula below:

**Service Provision Score = Bidder total points / Maximum points available x 100**

For example:

Supplier A total points = 740 (scored maximum points)

Supplier B total points = 640

Supplier C total points = 540

Supplier A will be awarded a Service Provision Score of 100.00 (740/740 x 100)

Supplier B will be awarded a Service Requirement Score of 86.45 (640/740 x 100)

Supplier C will be awarded a Service Requirement Score of 72.98 (540/740 x 100)

(c) The Service Provision Score (out of 100) will be multiplied by 0.20 (Service Provision Criteria is 20%) to give a final weighted score out of 60% (total quality score is 60%).

3.29 The same process will apply for:

* Ability to Deliver and manage the service (20%)
* Communication and Engagement (5%)
* Implementation & Exit Plan (5%)
* Training and Education (5%)
* Innovation (5%)

The overall total score for each quality component will be added together, to form the overall total of 60% scored requirement for the quality criteria.

**Price (40%)**

3.30 The pricing evaluation will be based on the Bidder’s response to the pricing schedule alongside the narrative responses provided.

3.31 The pricing evaluation will run alongside the qualitative evaluation.

3.32 The pricing schedule will be studied in detail to ensure it is compliant (i.e. affordable) and that no errors or clear omissions have been made. Bidders will be offered the opportunity to rectify any arithmetic errors.

3.33 The pricing schedules will also be studied for robustness at this stage. For example, a pricing schedule submission that contains no transaction costs for any nursing staff might be deemed as not being robust.

3.34 The bid price submitted must include all costs to deliver the service as described in the service specification and the Bidder’s own qualitative response. Any material caveat or qualification in a completed pricing template that implies some additional unknown cost will make a Bidder’s submission non-compliant.

3.35 Bidders will be asked to submit bids which relate to the activity assumptions for the duration of the contract. Bidders will also have to detail all other assumptions they make in the building of their costs.

3.36 Price will be evaluated on the basis of the lowest acceptable price, i.e. an offer that meets the requirements of the specification. Higher bids will be awarded a score in direct proportion to the difference in value. The lowest bid will be divided by the Bidder’s score multiplied by the weighting, for example:

**Price Mark = Lowest price proposal / Bidder price proposal x 100**

The Authority will calculate the Price Score out of 40%, as follows:

Supplier A price proposal = £100,000

Supplier B price proposal = £125,000

Supplier C price proposal = £150,000

Supplier A will be awarded a Price Score of 100.00 (£100,000/£100,000 x 100)

Supplier B will be awarded a Price Score of 80.00 (£100,000/£125,000 x 100)

Supplier C will be awarded a Price Score of 66.67 (£100,000/£150,000 x 100)

The Price score (out of 100) will be multiplied by 0.40 to give a final weighted score out of 40 (Price Criteria is 40%)

3.37 Overall, total score for quality and price will be added together to arrive at a total bid score. The Supplier with the highest bid score will be the preferred supplier and recommended for award of the contract subject to resolution of any due diligence or conditions precedent issues.

**Overall Evaluation**

3.38 Please see table below for the overall calculations, evaluation criteria and quality weightings.



**SECTION FOUR**

**4.0 Specification**

4.1 A fully outsourced recruitment solution for the recruitment of bank workers; it must have a proactive approach in terms of recruitment and migration of workers to the Authority’s bank and be able to deliver the service of recruitment using fresh initiatives and outsourced experience.

4.2 The Bidder must provide staff on site to run the service effectively and to a high standard.

4.3 The Bidder must provide a full integration solution to the Authority’s HealthRoster system.

4.4 The Bidder must be able to integrate / cascade shifts with a neutral vendor/ master vendor platform for doctors / AHP / HSS agency supply.

4.5 All services provided by the Authority and by suppliers working with the Authority must be focussed on delivering the best possible outcomes for people who use the services, as detailed in the Health and Social Care Act (2012), and in line with the vision and values of the Authority.

4.6 All staff must work to the standards of good practice and the ethical code of the relevant professional regulatory organisations. All clinical staff must hold current professional registration and meet the standards of conduct, performance and ethics and standards for continuing professional development required to maintain registration.

4.7 The Bidder must provide details of how they would manage the TUPE process for any staff that might fall under its requirements. Details of these staff can be found in Appendix D & E of this tender document.

4.8 The Bidder is required to recruit appropriately qualified and trained bank staff that is able to deliver a high standard of patient care whilst working flexibly for the Authority.

4.9 The Bidder will only employ and make available to the Authority workers for whom the relevant employment checks have been completed and who are assessed as qualified, skilled and experienced in the duties required of them in a streamlined approach. The Bidder will ensure that its recruitment process and procedures for flexible workers are operated in line with the most current version of NHS Employment Check Standards and that the required checks are complete. This will include checks with the relevant professional regulators to identify flexible workers who have been removed or suspended from their professional register or have conditions or limitations placed on their practice.

4.10 The Authority would expect that recruitment and selection of staff is in line with the requirements of the framework and as a minimum would include the following:-

* Identity (NHS Employment Check Standard - minimum data set)
* Verification of identity (including photographic)
* Right to work checks
* Employment history and reference checks
* Registration and qualification checks
* Occupational health checks
* Enhanced Criminal record checks (how often are these repeated)

4.11 The Bidder will be able to offer a 24 hours-per day, seven days per week web-based booking service for flexible workers. This will be available to the Authority in real-time to allow viewing of progress with filling shifts. Where there are shift status changes within 24 hours of the start time, the Bidder will contact the Authority by telephone to ensure the Authority is aware of late changes.

4.12 Where changes to conditions (for example, pay rates, shift times, incentive payments) are requested by the Authority, the Bidder will deliver a timely and responsive service (less than 5 working days) to implement such changes.

4.13 In the event of cancellations of shifts the Bidder will take all steps necessary to provide alternative cover. The Bidder will monitor cancellations and non-attendance to establish reasons for this, and take appropriate action in respect of a flexible worker who persistently cancels or fails to attend for a shift.

4.14 The web-based booking service must be able to integrate with the Authority’s rostering system. The solution provided must link into HealthRoster version 10.6 (or equivalent).

4.15 The Bidder will in support of the outsourced bank manage a cascade of third party nursing and admin and clerical agencies to provide workers, ensuring compliance with the NHS Improvement Agency rules and rates provided are in line with the capped rates.

4.16 Where a booking cannot be filled the Bidder will follow the protocols to be agreed with the Authority and cascade the request to one or more agencies authorised under the NHS Improvement regulations and shall

1. Provide the agency with a unique booking reference number
2. Inform the Authority of the assigned Agency Flexible Worker put forward by the agency to fill the booking
3. Facilitate all further communications between the agency and the Authority regarding the booking
4. Validate all agency invoices received based on the booking reference number provided, and return those to the relevant agency where there is a discrepancy
5. Pay all validated agency invoices and then invoice the Authority for those agency costs
6. When requested, form part of the panel to determine which agencies will be used
7. When requested assist in negotiating the agreement between the Authority and the agencies
8. Monitor and manage the effectiveness of the service provided by agencies by intervening in situations where performance gives cause for concern (for example, late cancellations, repeated cancellations, concerns over standards of care) and reporting management information by each such agency
9. Forward details of poor performance of Agency Flexible Workers to the relevant agency for comment and action
10. Provide management information on the Authority’s agency spend and usage
11. Maintain a database of Agency Flexible Workers complaints and feedback and provide data on this to the Authority Trust as part of management information
12. Produce regular reports on bookings and invoices for the basis of accruals

4.17 The Bidder will work with the Authority to identify trends in flexible worker demand and to identify innovative short- and long-term solutions to maximise fill rates.

4.18 All staff must work to the standards of good practise and the ethical code of their professional registration body or, in the case of unregistered staff, of the Authority and the Bidder. The Bidder needs to know that the staff providing care to patients and families will demonstrate the core values of **Caring for people, Leadership, Respect** and **Integrity.**

4.19 The Bidder will ensure that all flexible workers know that they must complete an orientation schedule for each new area of work, that they adhere to and work in accordance with all relevant Authority policies, that they only act within their sphere of competence, and that they observe all health and safety procedures and report any untoward incidents whilst at work. These requirements will be encapsulated in a code of behaviour, to be provided by the provider to every flexible worker upon starting work in the Authority for the first time.

4.20 To support flexible workers in meeting the expectations of the Authority, the Bidder will develop clinical and non-clinical guidelines and make these available to the Authority.

4.21 In order to ensure compliance with NHS training and development standards, the Bidder will be required to demonstrate that all flexible workers receive initial and annual mandatory training, as required by the clinical area and professional group, and to keep records of such training. Mandatory training should include as a minimum:

* Infection control
* Fire safety
* Basic life support
* Moving and handling
* Health & Safety
* Data protection
* Safeguarding children
* Safeguarding vulnerable adults.

4.22 The Bidder must ensure that flexible workers entering the Authority for the first time only do so after completing the Authority’s induction session that prepares them in using the full range of electronic systems that are necessary for nursing and care staff in the delivery of their duties. This includes, but is not limited to:

* Patient Administration System (PAS)
* PPM+
* Results Server
* Patient monitoring equipment, including (but not limited to) eObservations, eMeds, and blood glucose monitoring
* Order Comms

4.23 The Bidder must provide staff with appropriate uniform relevant to their role, and a form of ID that meets the requirement of the Authority and must be worn at all times.

4.24 Where an issue relating to conduct, capability or discipline arises in relation to a flexible worker the Bidder and the Authority will work in partnership to investigate and resolve issues using appropriate procedures. Where such actions cannot be resolved informally the Bidder will be responsible for managing the issue formally utilising policies and procedures it has in place

4.25 Where the Authority has grounds to believe that completion of a shift by a flexible worker may compromise the safety of patient or others, or that the behaviour of a worker is unacceptable, it will exclude the worker from the Authority premises. The Authority will work with the provider to investigate the behaviour and circumstances of the exclusion and, if found to be appropriate, the Bidder will have in place mechanisms to prevent that flexible worker being allocated shifts in the Authority in the future.

4.26 Complaints about flexible workers from patients, families or Authority staff will be handled by the Bidder according to agreed procedures, and will be investigated in partnership with the Authority.

4.27 The legislative requirements in accordance with the Health and Safety at Work Act 1974 must be adhered to and in addition to this in terms of management of Health and Safety the following are a requirement:-

* To have a comprehensive Health & Safety (H & S) Policy that is monitored and reviewed periodically
* To maintain a risk register identifying the risk, categorised in terms of likelihood and consequences and actions required/taken to manage and mitigate them
* Adhere to all Authority policies linked to this service
* Ensure there is a training regime in place for staff for H & S related topics including the safe use of new equipment and working practices
* Procedures to ensure safe effective management of infection control.

4.28 The reporting of incidents will be responsibility of all staff and this must be done via the Datix system operated by the Authority.

4.29 From November 2015 to October 2016, the Trust requested c. 950,000 hours of flexible worker shifts, both qualified and unqualified, and across all specialties and staff groups.

4.30 The Authority requires the Bidder to deliver flexible workers to meet this demand, or as close to it as possible. The desired standard would be 75% of shifts filled; however the Authority realises that this is a significant demand. Therefore the expectation is that this standard is met for registered nurses, registered midwives, and clinical support workers in key clinical areas including, but not exclusive to emergency medicine (A&E, EAU), critical care, theatres, acute medicine, midwifery, paediatrics and neurosciences.

4.31 The Authority requires that the Bidder is able to provide flexible workers with specialist knowledge, skills and training to meet the needs of patient in our service with very specific needs, including, but not exclusive to, emergency medicine, critical care, theatres, emergency care, acute medicine, midwifery and neurosciences.

4.32 As part of monitoring compliance with this standard, the Authority requires that the Bidder delivers management information on a regular and as required basis, to include (but not exclusive to) details of fill rates, costs, and forecasts to Authority, CSU and ward level.

4.33 Patients value healthcare professionals acknowledging their individuality and the unique way in which each person experiences a condition and its impact on their life. Patients' values, beliefs and circumstances all influence their expectations of, their needs for and their use of services.

4.34 All health providers are required to have effective arrangements in place to safeguard vulnerable children and adults and to assure themselves, regulators and their commissioners that these are working. It is essential therefore that all NHS organisations and its partners have effective co-ordination and robust quality assurance of safeguarding arrangements.

4.35 There should be plans to train staff in recognising and reporting safeguarding issues for both children and vulnerable adults, training should enable staff to develop a broad knowledge of healthcare for older people, people with dementia, people with learning disabilities and people with mental health conditions.

4.36 There are a range of complex legal and professional obligations that limit, prohibit or set conditions in respect of the management, use and disclosure of information and, similarly, a range of statutes that permit or require information to be used or disclosed for further information please see (http://systems.hscic.gov.uk/infogov/codes/lglobligat.pdf )

4.37 There are many different standards and legal rules that apply to information handling, including:

The Data Protection Act 1998.

* The common law duty of confidence.
* The Confidentiality NHS Code of Practice.
* The NHS Care Record Guarantee for England.
* The Social Care Record Guarantee for England.
* The international information security standard: ISO/IEC 27002: 2005.
* The Information Security NHS Code of Practice.
* The Records Management NHS Code of Practice.
* The Freedom of Information Act 2000.
* The Caldicott Guidelines

4.38 Due to the range and complexity of the standards and legal rules, the Department of Health has developed sets of information governance requirements, available in the IG Toolkit, which enable NHS and partner organisations to measure their compliance (https://nww.igt.hscic.gov.uk/).

The requirements cover all aspects of information governance including:

* Data protection and confidentiality;
* Information security;
* Information quality;
* Health / care records management;
* Corporate information.

4.39 The Bidder should be committed to continuous improvement through research and development and undertake evaluation of the service provided.

4.40 The NHS Constitution sets out the rights of patients when it comes to making a complaint as follows:-

* Have your complaint dealt with efficiently, and properly investigated,
* Know the outcome of any investigation into your complaint,
* Take your complaint to the independent Parliamentary and Health Service Ombudsman if you're not satisfied with the way the NHS has dealt with your complaint,
* Make a claim for judicial review if you think you've been directly affected by an unlawful act or decision of an NHS body, and
* Receive compensation if you've been harmed.

4.41 As an Authority, we recognise that talking and listening to our patients and the public is a key driver in understanding the quality of the services we provide and continually improving the experience and outcomes for our patients. In order to achieve our vision and strategic goals, it is essential that patient and public opinion is heard, feedback is acted on and lessons are learnt at all levels of the organisation. We aspire to set the highest standards of involvement and will mainstream this way of working into all our business activities and service developments.

4.42 All staff must ensure that factors such as physical or learning disabilities, sight, speech or hearing problems and difficulties with reading, understanding or speaking English are addressed so that the patient is able to participate as fully as possible in consultations and care. They should understand the need to assist the communication needs of service users such as through the use of an appropriate interpreter, wherever possible provide patients with suitable and accessible information on the care and treatment they receive and, what to expect during treatment, care and after-care.

Staff should :-

* Be aware of the impact of culture, equality and diversity on practice
* Understand the requirement to adapt practice to meet the needs of different groups and individuals
* Understand the psychology of loss and disability as it affects and influences prosthetic and orthotic management, and be able to apply such understanding to clinical decision-making recognise the social factors affecting the rehabilitation of patients

4.43 Monthly review meetings will be required for the duration of the contract period.

4.44 There must be an implementation plan and it must be specific to the Authority and not generic. The start date for the contract is expected to be 1st April 2017; therefore the milestones in the plan need to reflect this date.

4.45 An Exit plan for the end of the contract should identify key tasks and timescales working back from the end date of the contract. TUPE information to be provided upon request from the Authority and in the format required within 28 days of the request being received.

4.46 Clinical staff have a professional responsibility for keeping themselves up to date in respect of clinical skills and practise, however their employer should ensure:-

* All staff have regular appraisals which include clearly stated objectives for continued professional development (CPD)
* All staff have access to regular training, including learning required to use the Authority systems and services
* All staff must participate in any mandatory training requirements provided by the Authority and by the Bidder
* All registered nurses and midwives comply with the requirements for revalidation

4.47 The expectation is that the Bidder will, through innovation, deliver continuous improvement in terms of patient care and generate annual cash releasing savings through cost saving initiatives or income generation.

**SECTION FIVE**

**5.0 Questions**

**Technical Capability**

In this section, there will be a combination of question types are follows:

* Mandatory questions (Pass/ Fail)
* Technical questions (Scored)

All answers must be in 11pt Arial font. Please type to expand the box with your responses and keep your responses limited to the guide following each question.

This section contains 60% of the total weighting criteria.

Please note: All responses provided will be incorporated into the contract, upon contract award.

*Guidance: Please note that when responding to questions you are recommended to provide specific evidence, examples and data wherever possible.*

|  |  |  |
| --- | --- | --- |
| **Question Number** | **Mandatory Requirements (Pass/ Fail)** | **Weighting** |
| **5.1** | System must have fully integrated solution with HealthRoster version 10.6 (or equivalent) | Yes/ No |
| **5.2** | Provide an outsourced recruitment solution for the Authority for the recruitment of staff to the Authority’s Bank | Yes/ No |
| **5.3** | Staff must be onsite to deliver the service for the duration of the contract | Yes/ No |
| **5.4** | The system must cascade doctor and AHP/HSS agency shifts to a master vendor system or neutral vendor | Yes/ No |
| **Question Number** | **Ability to Deliver & Manage the service (20%)** | **Weighting** |
| **5.5** | **Standards** | 10 |
|  | Please provide evidence of how standards are met including any accreditations, procedures, policies, and how compliance with NHS Improvement Agency rules, legal requirements such as European Working Time Directive, Health and Social Care Act (2012), Care Quality Commission (CQC) requirements will be achieved. |  |
|  | Response (1000 words Maximum) |  |
| **5.6** | **Onsite Support** | 10 |
|  | Please outline a proposal for the local onsite operational team including administrative support, detailing proposed structure, including number of staff, qualifications and applicable pay scales etc. - all qualified clinical staff must be registered with their relevant professional body. Registration must always be current and provided prior to commencing work, please advise how you will monitor this. |  |
|  | Response (1000 words Maximum) |  |
| **5.7** | **TUPE for existing bank staff** | 10 |
|  | Please outline how you would recognise and incorporate all existing employees (clinical and non clinical staff) that would potentially transfer under TUPE inclusive of the current bank, and what your approach and experience is of TUPE and number staff you have transferred under TUPE. Please also give details of how you would transfer existing members of our current bank provider’s staff under TUPE. |  |
|  | Response (1000 words Maximum) |  |
| **5.8** | **TUPE Shortfalls** | 5 |
|  | Please outline how you would deal with shortfalls in staff numbers or staff that does not wish to transfer under TUPE - timescale for dealing with this. |  |
|  | Response (1000 words Maximum) |  |
| **5.9** | **Healthroster** | 10 |
|  | Please provide the full scope of how the service will be provided using the HealthRoster system / interface solution. Shifts must be sent out via the HealthRoster system and available for bank fill. The information must feed back into the HealthRoster system |  |
|  | Response (1000 words Maximum) |  |
| **5.10** | **System** | 10 |
|  | Please provide details of the shift booking management system in use, its use across IT platforms and integration with the Authority’s system Allocate version 10.6 (or equivalent) and back-up systems in the event of failure. |  |
|  | Response (1000 words Maximum) |  |
| **5.11** | **Safeguards on shift bookings** | 5 |
|  | Outline the safeguards in place to minimise booking cancellations and the management of staff who persistently cancel shifts or fail to show. |  |
|  | Response (1000 words Maximum) |  |
| **5.12** | **Agency Cascade** | 5 |
|  | Provide details your approach to managing a cascade of third party agencies to provide workers, ensuring compliance with the NHS Improvement Agency rules and rates provided are in line with the capped rates (Both charge rate and wage rate) |  |
|  | Response (1000 words Maximum) |  |
| **5.13** | **Bank Staff Governance** | 10 |
|  | Please provide information on systems for managing flexible workers in terms of preparation for role, annual updates and development, appraisal, and revalidation. All areas of clinical staff governance should be outlined in this section. |  |
|  | Response (1000 words Maximum) |  |
| **5.14** | **Conduct** | 5 |
|  | Please give information on the processes for investigating and managing capability, conduct and disciplinary issues within flexible workers. |  |
|  | Response (1000 words Maximum) |  |
| **5.15** | **Business Continuity Plan** | 5 |
|  | Please provide a copy of your business continuity plan that is specific to the service for this Authority’s policies. A plan should cover loss of staff, loss of critical component supplier, loss of manufacturing facility, loss of premises, loss of IT etc. |  |
|  | Response (1000 words Maximum) |  |
| **5.16** | **Recruitment Strategy** | 10 |
|  | Please provide information in recruitment strategy for The Princess Alexandra Hospital NHS Trust. How will bidders recruit bank staff on behalf of the trust? Please give details on local job fairs, adverts, international recruitment campaigns etc. |  |
|  | Response (1000 words Maximum) |  |
| **5.17** | **Recruitment Process** | 10 |
|  | Please provide details on the recruitment process in terms of pre-screening, interviews, and employment checks? What safety measures are in place in relation to bank staff being recruited |  |
|  | Response (1000 words Maximum) |  |
| **5.18** | **Reduction in Agency Spend** | 10 |
|  | Please outline the strategy over the course of the 3 year initial contract and how you will reduce the Authority’s agency spend. |  |
|  | Response (1000 words Maximum) |  |
| **Question Number** | **Service Provision (20%)** | **Weighting** |
| **5.19** | **Service Requirement** | 10 |
|  | How will you (please provide relevant case studies) meet this requirement covering the areas outlined above for a Trust the size and complexity of the Authority as specified in the specification. |  |
|  | Response (1000 words Maximum) |  |
| **5.20** | **24 Hour Booking Service** | 5 |
|  | Please confirm there is 24 hour Booking service availability at least 98% available at all times with a 0.25% Service Credit gained for each percentage under the specified performance measure. |  |
|  | Response (500 words Maximum) |  |
| **5.21** | **Complaint Acknowledgement** | 5 |
|  | Please confirm that 100% of complaints are acknowledged within three (3) Working Days of receipt with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.22** | **Complaint Oversight** | 5 |
|  | Make good/resolve 100% complaint, oversight or omission within 10 Working days of receipt, unless the nature of the complaint, oversight or omission requires additional investigation with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.23** | **Policy Legislation** | 5 |
|  | 100% compliance with relevant Policy and Legislation with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.24** | **Safeguarding and Employment Checks** | 10 |
|  | 100% relevant Safeguarding and Employment Checks conducted on flexible workers prior to introduction to the Customer with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.25** | **Fill by Agency Staff** | 5 |
|  | Notifying the Authority where a booking cannot be filled by a flexible worker and the Authority’s agency staffing policy needs to be applied, 100% within 2 hours with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.26** | **Contractual arrangements with Agency Providers** | 5 |
|  | 100% implementation of and adherence to the trusts contractual arrangements for temporary agency staffing with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.27** | **Contract Charges** | 5 |
|  | 100% Compliance with Contract Charges. 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.28** | **Recruitment of Additional Workers** | 10 |
|  | Recruitment of additional flexible workers with 25% of all additional resources to be recruited within first 12 weeks with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.29** | **Invoice Submission** | 5 |
|  | Submission of a valid invoice 100% within 30 Days of the provision of the Services with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.30** | **Overcharged Amounts** | 5 |
|  | Reimbursement of overcharged amounts 100% within 7 Days of notification receipt with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.31** | **FOI Requests for Information** | 10 |
|  | 100% transfer to all Requests for Information for FOI requests within 2 Working Days of receipt with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.32** | **Authority Requests for Information** | 5 |
|  | Provide a copy of all Information the Customer requires 100% within 5 Working Days of request with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.33** | **Auditor Information** | 5 |
|  | Grant the Customer’s internal / external auditors access for the purpose of carrying our an audit on the supply of the Services under the Contract, 100% access granted with 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.34** | **Review Meetings** | 5 |
|  | 100% attendance at review meetings instigated by the Customer with 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.35** | **Management Information Requests** | 5 |
|  | Provision of timely and accurate Management Information accurate Management Information provided by the agreed deadlines 100% of the time with a 0.25% Service Credit gained for each percentage under the specified performance measure |  |
|  | Response (500 words Maximum) |  |
| **5.36** | **Migration of Agency Workers** | 5 |
|  | Please outline how you will approach and the strategy and management behind migrating agency workers onto bank as and when requested by the Authority |  |
|  | Response (1000 words Maximum) |  |
| **5.37** | **Timelines in Migrating Agency Workers** | 10 |
|  | Please provide timelines in migrating agency workers to bank and how these timelines will be managed and met |  |
|  | Response (1000 words Maximum) |  |
| **5.38** | **Migration of Authority Workers** | 5 |
|  | Please outline how you will approach and the strategy behind migrating the Authority staff onto bank as and when requested by the Authority. Please outline how this will be managed and provide details on auto enrolment if applicable |  |
|  | Response (1000 words Maximum) |  |
| **5.39** | **Timelines in Migrating Authority Workers** | 10 |
|  | Please provide timelines in migrating Authority workers to Bank and how this will be managed |  |
|  | Response (1000 words Maximum) |  |
| **5.40** | **Management Information Reports** | 5 |
|  | Please provide details of how information from the system can be summarised? For example, the Authority wants to run a report on bank fill and unfilled rates for nursing, and wants this summarised by percentage values. Can you provide screenshots from the system showing data the trust can receive from running such a report? |  |
|  | Response (1000 words Maximum) |  |
| **5.41** | **Details on Information Available from Reports** | 5 |
|  | Please provide details on what management information can be run from the reports available on the system. The Authority expects full visibility on all shifts and the details on all the data coming through the system available in real time. Please provide screenshots were available. |  |
|  | Response (1000 words Maximum) |  |
| **5.42** | **Nursing Agency Cascade** | 5 |
|  | Please confirm shifts that are unable to be filled by bank workers will not be authorised to agencies until authorisation granted by our Deputy Chief Nurse/ nominated staff member. Please provide details on how this will be monitored |  |
|  | Response (1000 words Maximum) |  |
| **5.43** | **System Process for Bank Workers** | 5 |
|  | Please confirm the process (including screenshots where available) in relation to bank workers and how they fill the vacant shift through the system |  |
|  | Response (1000 words Maximum) |  |
| **5.44** | **Shift Notification for Bank Workers** | 5 |
|  | Please confirm how bank workers are notified that a vacant shift is on the system. Is this cascaded via text alert message to mobile devices? Is this cascaded via a smart app through tablet, mobile phone devices etc.? Is this cascaded in real time? |  |
|  | Response (1000 words Maximum) |  |
| **5.45** | **Timesheet Submission** | 5 |
|  | Please confirm the process for timesheet submission by bank workers. Is this available remotely, and through smart devices? Please provide screenshots where available |  |
|  | Response (1000 words Maximum) |  |
| **5.46** | **Timesheet Authorisation** | 5 |
|  | Please outline the process for timesheet authorisation from authorising managers. Please provide screenshots where available |  |
|  | Response (1000 words Maximum) |  |
| **5.47** | **NHS Improvement Weekly Report** | 10 |
|  | Please confirm that a weekly report for agency is available that details rates above price cap and rates above wage cap? It will be the providers responsibility to submit this report every Monday pre 12pm to the Authority. |  |
|  |
|  | Response (1000 words Maximum) |  |
| **5.48** | **Agency Nursing Pool** | 5 |
|  | At present the Authority currently operates an 'Agency Nursing Pool'. The pool is capped at 16 shifts per day, with one agency having availability to book night shifts and various agencies available to book day shifts. The shifts are then moved across to the specific department once the nurse has reported for the shift and assigned a ward. Please advise how you would help manage this in terms of moving shifts, raising concerns with agencies, reports back to the Authority as and when requested |  |
|  | Response (1000 words Maximum) |  |
| **Question Number** | **Communication & Engagement (5%)** | **Weighting** |
| **5.49** | **Complaints** | 5 |
|  | Please provide number and classification of complaints, and the procedure for handling complaints for Bank staff and for staff provided by third party agencies. |  |
|  | Response (1000 words Maximum) |  |
| **5.50** | **Engagement with Patients & Staff** | 5 |
|  | Please provide information on methods of engagement with patients and staff i.e. user groups, surveys etc. and evidence where improvements have been led by feedback. |  |
|  | Response (1000 words Maximum) |  |
| **5.51** | **Methods of Communication** | 5 |
|  | Please provide evidence to demonstrate what methods of communication are used for different factors, and how practice is adapted to meet the needs of different groups and individuals. |  |
|  | Response (1000 words Maximum) |  |
| **5.52** | **Quarterly Contract Meetings** | 5 |
|  | Quarterly meetings for the duration of the contract period. |  |
|  | Response (1000 words Maximum) |  |
| **Question Number** | **Implementation & Exit Plan (5%)** | **Weighting** |
| **5.53** | **Implementation Plan** | 10 |
|  | Please provide a full implementation plan with key milestones and targets and team members, including how the transition from the incumbent will not impact on service delivery and fill rates are not reduced through implementation. |  |
|  | Response (1000 words Maximum) |  |
| **5.54** | **Previous Experience on Implementation** | 10 |
|  | Please provide details on how many contracts of this scale have been implemented - were there any issues if so how were they overcome? |  |
|  | Response (1000 words Maximum) |  |
| **5.55** | **Exit Plan** | 5 |
|  | Please provide an exit plan for end of contract and confirm that the timescales for the migration of patient records and provision of TUPE information will be adhered to. |  |
|  | Response (1000 words Maximum) |  |
| **Question Number** | **Training & Education (5%)** | **Weighting** |
| **5.56** | **Staff Appraisals** | **5** |
|  | Please outline your appraisal process and provide a list of internal courses and frequency and training methods i.e. face to face, staff handbook etc. that staff receive. |  |
|  | Response (1000 words Maximum) |  |
| **Question Number** | **Innovation (5%)** | **Weighting** |
| **5.57** | **Innovation & Cost Savings Initiatives** | 10 |
|  | Please provide examples of innovations and cost saving initiatives or income generation provided elsewhere including case studies |  |
|  | Response (1000 words Maximum) |  |

**SECTION 6**

**6.0 Pricing Schedule**

6.1 The pricing schedule will be based on the Bidder’s response to the pricing schedule alongside the narrative responses provided. Bidders are required to complete the pricing schedule, detailing the costs of the contract based on the information provided in Section 5.

6.2 Costs must be inclusive of all expenses and exclusive of VAT. Whole life costs throughout the contract duration will be monitored against costs provided in this pricing schedule.

6.3 The Authority will not accept any financial liabilities for recruitment, insurance, legal cost, agency or use of accommodation fees.

6.4 Any travel costs, administration costs for statistics, reports, attendance meetings, cost of publicity, disability modifications to enable service access, and any other services are to be included in the pricing schedule, i.e. all costs must be inclusive of all expenses and exclusive of VAT.

6.5 Pricing must be submitted in compliance with the pricing schedule and must be fully completed.

6.6 The pricing schedule lay must not be amended except to add information and additional rows and/or columns where necessary.

6.7 Bidders are responsible for the accuracy of their own submissions and should verify all information is correct, including the products of any Excel formulas.

6.8 All assumptions made during completion of the pricing schedules must be clearly articulated in the available comments tab.

6.9 The Authority may seek clarifications during the evaluation process so as to allow for a fair comparison of bids.

6.10 Pricing for the primary period (three year contract) will be scored only.

6.11 The additional one year extension option is for information purposes only. Should the Authority wish to utilise this extension period, your submitted pricing must be adhered to.

6.12 The Authority **will not** use agency for doctors or AHP staff through the system, so no transaction fees are to be included for these specialities on the Pricing Schedule.

6.13 Discounts need to be applied on self-fill hours.

6.14 This section contains 40% of the total weighting criteria.

6.15 All suppliers must complete the pricing schedule below. All prices and discounts submitted will be incorporated into the Contract, upon Contract Award.



**SECTION SEVEN**

**7.** **Appendices**

7.1 Appendix A – Form of Tender



7.2 Appendix B – Statement of non collusion



7.3 Appendix C – Breakdown of Hours



7.4 Appendix D – TUPE Bank operating staff



7.5 Appendix E – TUPE Bank Staff



7.6 Appendix F - RM1072 Framework Agreement



7.7 Appendix G - RM1072 Workforce Management Call -off Agreement



7.8 Appendix H - RM1072 Whistleblowing Policy

[See attachment – Unable to embed. Link to the document can be accessed [here](http://ccs-agreements.cabinetoffice.gov.uk/sites/default/files/contracts/Whistleblowing%20Policy.docx%20-%2024%20Aug%202015.pdf)]

7.9 Appendix I – Additional Information



7.10 Appendix J – Submission Checklist

