

OFFICIAL - COMMERCIAL

SCHEDULE 16

CONTINUOUS IMPROVEMENT

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1 GENERAL

- 1.1 The Supplier shall, in accordance with this Schedule 16 have an ongoing obligation throughout the Term to identify new or potential improvements to the Services that are being delivered to the Authority under this Agreement, pursuant to which it shall regularly review with the Authority the Services and the manner in which it is providing the Services with a view to:
- (a) reducing the Authority's costs (including the Charges); and
 - (b) improving the quality and efficiency of the Services.
- 1.2 The Supplier shall deliver to the Authority, within six (6) Months of the Operational Service Commencement Date, a Continuous Improvement Plan which sets out full details of the review conducted pursuant to Clause 8 (Services Improvement) and this Schedule 16. The Supplier shall ensure that the information that it provides to the Authority within the Continuous Improvement Plan is sufficient for the Authority to decide whether any improvement to the Services should be implemented including (where applicable) whether any improvement would give rise to any addition to or reduction in the Charges or whether it could be implemented within the current pricing of this Agreement. The Supplier shall provide any further information that the Authority requests in connection with any improvements to the Services identified by the Supplier.
- 1.3 Following the first submission of the Continuous Improvement Plan in accordance with Paragraph 1.2, the Supplier shall regularly review, maintain and provide the Authority with an updated version of the Continuous Improvement Plan on a quarterly basis thereafter.

2 CONTINUOUS IMPROVEMENT

- 2.1 The Authority is committed to the continuous improvement of services for Claimants. The Authority wants more Claimants to choose to access services on-line in the future, and in line with this strategy, the Authority is seeking to modernise service delivery through digital channels.
- 2.2 Continuous Improvements described in this Schedule are subject to a business case to be approved by the Authority.
- 2.3 The Authority requires the Supplier to introduce digital options to their part of the Claimant journey throughout the Term. As part of this, Claimants must be provided with the support they need to use digital services offered by the Supplier.
- 2.4 The Authority requires the Supplier to provide Claimants who are unable to use digital services with alternative channels and formats to complete the Claimant journey.
- 2.5 There are three (3) areas of the Services, which will benefit most from an innovative approach. These will lead to the greatest gains in reducing the length of the Claimant journey and improving the Claimant experience. These include, but are not limited to:
- 2.6 The Supplier intends to make efficiency innovations as follows:
 - (a) improving Claimant attendance rates at appointments:
 - (i) the Supplier will provide proposals to improve attendance rates with the aim of reducing the number of Claimants requiring second appointments and the number of cases which require secondary referrals;
 - (b) closer working between HCPs and decision makers:
 - (i) The Supplier will continue to provide advice to decision makers through the Customer Service Desk (CSD) and, with the Authority, will revisit the case conferencing pilot final evaluation report in August 2016 to determine if any changes may be jointly agreed to the CSD service; and
 - (ii) the Authority will seek proposals for whether/how this might be improved based on their experience of delivery;
 - (c) introducing digital documents:
 - (i) the WCA report is currently the only one that is regularly typed. The Supplier should consider the introduction of typed reports for all assessments; and
 - (ii) the Authority intends to introduce scanning for assessment-related documents for a number of assessments. The Authority would

consider the possibility of the introduction of scanning by the Supplier, utilising the Authority's document repository system;

- (d) improving feedback loops:
 - (i) the Supplier will provide proposals on how feedback between the Authority and the Supplier can be improved. This would enable both to fully understand how processes, quality and information-sharing can be improved.

2.7 The Supplier intends to make innovations relating to the Claimant Experience:

- (a) introducing digital communication channels with Claimants:
 - (i) in line with the Authority's digital strategy, the Authority is seeking to integrate greater digital options for claimants throughout the Claimant journey. This may include alternatives to the telephone GP enquiry service such as an on-line booking service, on-line completion of referral questionnaires, sending digital appointment reminders, on-line completion and return of the ESA50 questionnaire, digital acknowledgement of receipt of the ESA50 questionnaire. The Supplier will work with the Authority during the Agreement to develop digital information gathering systems for enhancing the Claimant journey;
- (b) Claimant Service improvements:
 - (i) the Supplier will engage with a range of stakeholders and partner organisations to gather information on the claimant experience; including commissioning an independent survey to provide a Claimant satisfaction rating and work with Claimant representative groups to gather information on areas of concern or of interest; and
- (c) ensuring a consistent Claimant experience:
 - (i) the Supplier must ensure that the Claimant experience, including the length of Claimant journey is consistent regardless of where they live and their disability.

2.8 The Supplier intends to make innovations relating to flexibility and responsiveness:

- (a) ensuring that the correct cases are identified and prioritised:
 - (i) the Authority has defined cases that must be prioritised consistently (Terminally Ill and previous DNA). However, priorities may change during the Supplier and the Supplier's work management must be flexible enough to accommodate this; and
- (b) be able to accommodate fluctuating volumes:
 - (i) the Supplier must increase capacity during the Term while maintaining flexibility to cope with the peaks and troughs of referrals.

- 2.9 The Supplier must produce, within six (6) Months following the Operational Service Commencement Date, a programme of continuous improvement to the Services to be agreed with the Authority. The Supplier will ensure that the continuous improvement programme takes account of:
- (a) the need to maintain and increase the levels of quality outputs;
 - (b) proven tools and methodologies that may be of financial or operational benefit to the Authority;
 - (c) procedures to ensure that the Services are, at all times, provided in accordance with good industry practice and which are at least comparable with the level of change and innovation generally being used by similar services
 - (d) any issues identified and resolved in respect of the Services, including lessons learnt;
 - (e) the needs of the Claimant; and
 - (f) feedback from Claimants and their representative groups.
- 2.10 The Supplier will provide to the Authority in writing, at least on a quarterly basis, an update of the continuous improvement programme for approval by the Authority in accordance with the procedures agreed.
- 2.11 The Supplier will work with the Authority and providers of similar services, to trial new processes and share best practice.
- 2.12 Without prejudice to any more specific requirements of the Agreement relating to provision of information to the Authority by the Supplier, the Supplier will provide the Authority with advice, guidance and support on any issues relating to the provision of Services, when reasonably requested to do so.