

Contract & Quality Management

Improving Partnerships & Business Sustainability

March 2025

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Integrity



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QUALITY ASSURANCE vs CONTRACT MANAGEMENT

Quality Assurance

Focus: Ensures that services meet required standards and provide safe services.

Components: Includes Quality Planning, Quality Rectifications, and Quality Outcomes (provided to the contract management team).

Goal: Minimize issues and improve overall quality through continuous improvement processes and action plans.

Contract Management

Focus: Manages the creation, execution, and analysis of contracts to maximize operational and financial performance.

Components: Involves drafting, negotiating, approving, signing, and ensuring compliance with contract terms.

Goal: Ensure that all parties fulfil their contractual obligations efficiently and effectively.

What is 'Good' Contract & Quality Practice



CONTRACT MANAGEMENT



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Centralisation & Streamlining:

One central repository for intelligence and data with a formalised contract management team with agreed remit, form and function. And a streamlined process that utilises technology and centralised data to assess quality due to.

Standardisation:

KPI's and outcomes that are clear, concise assuring measurability and delivery within adults' health and social care provisions. This must include one escalation process and board to ensure direction, objectivity and accountability.

Relationship Management:

Offering all stakeholders relationship development through transparency, guidance and accountability with a shared understanding and language across stakeholders.

Digitalisation:

Utilising current digital platforms to streamline processes and functions across teams with annual reviews of systems for future requirements.

Measuring Performance:

Through set scoring mechanisms, risk profiles and performance dashboards to mitigate risk, closures and insolvency.

CORE AIMS & PRINCIPLES

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Centralisation & Streamlining	Standardisation
Accessibility	Strategy & Planning
Contract Types	Tools & Framework
Quality Assurance & Contract Compliance	Policies, Protocols and Procedures

AIMS & PRINCIPLES BREAKDOWN

Digitalisation	Processes
Integration	Governance
Consolidation	Control & Accountability
Reconciliation	Remit & Tasks
Capabilities & Functionality	
Streamlining	

AIMS & PRINCIPLES BREAKDOWN



Pathways	Measuring Outcomes & Efficacy
Direction	Value-based Care
Connectivity	Safety – Quality Assurance
Precision	Evidence-based
Partnership & Relationships	

AIMS & PRINCIPLES BREAKDOWN

TIMELINE

PHASE 1: DISCOVERY & DEVELOPMENT MAR/25 to JUN/25 – 6 months	PHASE 2: SAP Ariba DEVELOPMENT & STAFF UPSKILLING JUL/25 to DEC/25 – 6 months	PHASE 3: PROVIDER MOBILISATION & SAP UAT JAN/26 to JUN/26 – 6 months
Contract register ratification – all listed Adult live contracts	Staff training on SAP Ariba system	Provider engagement start via service types
Differentiation between quality standards and performance KPI's from contracts	Contract management training - theory	Pilot project development with providers
Managers demo and investigation into SAP Ariba contract management and performance outcomes functionality	Provider profiles and contracts and their KPIs uploading	Provider UAT for pilot participants
Draft of a staff contract management handbook	Commissioning User Acceptance Testing (UAT) for software development and end-user testing	Provider UAT for pilot participants
Initial Provider engagement planning	ICT PowerBI provider performance dashboard graphic and coding	GO LIVE
Initial Provider performance dashboard	Communication to providers preparing	

QUALITY ASSURANCE



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Centralisation & Streamlining

One central repository for intelligence and data with a formalised quality assurance team with agreed remit, form and function. And a streamlined process that utilises technology and centralised data to assess quality due to.

Standardisation

A set of quality standards across adults' health and social care provisions with clear and concise methodological parameters that includes one escalation process and board to ensure objectivity and accountability

Relationship Management

Offering all stakeholders relationship development through transparency, guidance and accountability with a shared understanding and language across stakeholders.

Digitalisation

Utilising current digital platforms to streamline processes and functions across teams with annual reviews of systems for future requirements.

Measuring Performance

Through set scoring mechanisms, risk profiles and performance dashboards to mitigate risk, closures and insolvency.

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TIMELINE

PHASE 1: Design & Development: October 2024 – April 2025 (7-months)	PHASE 2: Engagement & Team Development May 2025 – October 2025 (6-months)	PHASE 3: Mobilisation November 2025 – May 2026 (7-months)
Disability & Older Peoples Quality Officers working together to upskill and ensure consistent practice	Provider engagement of proposed amended standards and new ways of self-assessment, reporting and scoring	Sign-off of new system through governance process
Initial engagement and development of quality standards for each care service, a scoring mechanism and guidance	Mobilisation of QI&P team – training on new QAF system, introduction to developing standards, pathways, and processes – Go Live	Mobilise Provider quality assurance submissions, new QAF, scoring and publications of results
Design and development of a QA dashboard and data governance	Dashboard testing and mop-up	Go Live for all Stakeholders
Co-production of I-statements and standards with Service Users and engagement with Providers to begin elements of mobilisation of usage of PAMMS	Co-production of I-statements and standards with Service Users	

DESKTOP ANALYSIS AND ASSESSMENT

- 1) Utilising PAMMs platform to include provider self-assessments
- 2) Monitoring provider submissions
- 3) Clarifications of provider answers
- 4) Evidence requests on answers that are unclear or requiring a more detailed approach
- 5) Scoring of quality answers that are already baked-in to the framework toolkit
- 6) END RESULT – a RAG (Red, Amber, Green) traffic light system with detailed scoring to ascertain improvements on quality and concerns based on latest results

TARGETED & TACTICAL

- 1) Assurance that there is a basis to quality risk through the desktop initial approach
- 2) Supporting providers on improvement planning
- 3) Officers with expertise in a particular service area that enable guidance to services on how to increase RAG scoring
- 4) Generally, providers scoring RAG red or amber escalating to red will be approach to support improvement in services to prevent any future suspension
- 5) Supporting providers who may be on the brink of insolvency
- 6) Moving individuals from services where there is a 'Provider Failure'

TWO-TIER QUALITY SYSTEM

DELIVERABLES & OUTCOMES

Unified Quality Standards: <ul style="list-style-type: none">• Develop a One Gloucestershire systemwide set of quality assurance standards for care providers to follow that is part of contract management frameworks.• These standards apply to all health and care services commissioned from the market in Gloucestershire.• Involve key internal stakeholders, partnering agencies, care providers, and individuals in the framework development.	Fair and Transparent QA Assessment Methodology: <ul style="list-style-type: none">• Implement a desk top QA assessment methodology that triangulates and measures quality and safety risks.• Ensure fairness, accessibility, and transparency for all stakeholders.• Provide clear scoring mechanisms and quality expectations guidance.• Establish a central dashboard for data and reporting.
Monitoring Care Provisions: <ul style="list-style-type: none">• Utilise PAMMS (Provider Assessment and Market Management Solution) or an agreed digital solution across the whole system.• Allow providers to self-assess the quality of their services to support their CQC evidence collection. This process should not add extra burden to them.• Enable quality officers to analyse QA self-assessments, request clarifications and evidence against other	Risk-Based Monitoring: <ul style="list-style-type: none">• Consider a quality assurance team for desktop exercises and streamlined and risk-based premises monitoring. This should feed into a standardised contract management approach.• Prioritize risk scoring and urgency related to safety concerns and have a standardised. escalation framework that is clearly linked to contract management performance measuring.

DELIVERABLES & OUTCOMES

Service Improvement:

- Action plans for service improvement based on risk and monitoring scoring.
- Action planning must be timely and aligned to an escalation process within a Quality Assurance Board.
- Any actions will be recorded within a dashboard with risk level and RAG rating based on outcomes within an agreed plan.

Accessible Framework:

- Make the framework accessible to the public.
- Provide information on best practices and guidance.

Inclusive Scope:

- Include both commissioned and non-commissioned care providers within Gloucestershire County borders.
- Designate Gloucestershire as a 'host authority' within the Care Act.

CQC Considerations:

- Acknowledge the Care Quality Commission's (CQC) role in quality monitoring.
- This framework would complement the CQC approach and not seek to duplicate it.
- It will also support services via preparation for future CQC inspections.

DELIVERABLES & OUTCOMES

KLOE Themes Integration:

- Incorporate CQC's Key Lines of Enquiry (KLOE) themes into quality standards development.
- Thus, supporting providers to collect evidence for this concurrently against collecting evidence for CQC inspection.

Implement a Systemwide Escalation Process:

- Review the escalation process outlined in the Gloucestershire Health and Social Care Framework and within the Safeguarding Protocol and adapt for use across the whole System. Taking consideration of the [Provider Closure Policy](#).
- Address gaps that could lead to legal challenges.
- Establish a governance process route for escalation.
- A 'Commissioning Quality Assurance Board' for accountability.

Comprehensive Quality Assurance Framework (QAF):

- Cover quality teams' processes from assessment to escalation and suspension.
- Include procedures for lifting suspensions.

Clear Communication and Data flow Pathways:

- Define concise processes and pathways for intelligence, communication, and data flow.
- Consider automated pipelines of information back into the Adult Social Care Data-lake to support accurate and timely reporting through Power BI.

END

QUESTIONS?