Proposal Summary

Organisation Name:	City of York Council
Approx. Headcount:	2,600
Key Contact Names:	Steve Bolton
Service Proposed:	Nurse Led Service
Date Prepared:	13.05.19
Prepared by:	Name: Nick Reader Email: nick.reader@medigold-health.com Phone: 07392093209
Prices Fixed Until:	12.11.19

Absentia
Day One Absence Management

Executive Summary

Medigold Health is one of the UK's most respected Occupational Health providers. Medigold Health has been involved in the management of sickness and absence from a healthcare perspective for over 20 years. We introduced our own in-house Day One Absence Management service Absentia, seven years ago and is now our major focus in terms of our overall business strategy going forward as it moves from strength to strength. Our Day One Absence team is made up of individuals from the Absence Management industry who collectively hold over 30 years' experience in providing Absence Management Services and linked them with our experienced in-house clinicians from a robust clinical absence management perspective.

Medigold Health's – Absentia Day One Absence Management Service has the key purpose of providing a standardised process for all employees to report their absence from work, collecting timely and accurate information to ensure that the Manager can proactively manage the absence and Senior Management and HR can manage the Managers. It ensures that any absence which needs support is escalated using triggers, to an Occupational Health Advisor, so that appropriate advice is provided to the employee and relevant recommendations passed back to the manager to help manage the absence. All of the absence data for each employee is stored securely on our web based system MedigoldOne allowing the HR and senior management team to have access to accurate and real time absence data for a more proactive and focused approach.

We have already been working with Councils for a number of years to reduce absence and understand the sector and culture well. We would very much welcome working with City of York Council to help reduce absence and improve employee well being.

Our experience and expertise in Day One means our clients benefit from an average absence reduction of 37% in year one, delivering an over 800% return on investment. Increased manager compliance to absence policies and procedure and faster and more effective referrals into Occupational Health.

Absentia
Day One Absence Management

JULY 2015 - PRESENT
Medigold Health launches new brand and continues to grow. Day One absence growth high priority...

OCTOBER 2014
Medigold Health acquires Capita Organisational Health

JUNE 2012
Medigold Health launches Day One Absence service

MARCH 2012
Medigold Health acquires Health at Work

JANUARY 2012
Medigold Health acquires occupational health business from medical Direct Group

SEPTEMBER 2006
Medigold Health establish a new HQ at Medigold House in Northampton

APRIL 2004
Medigold Health is founder of newly formed Commercial Occupational Health Providers Association

FEBRUARY 1998
Dr. Mike Goldsmith buys healthcare division of Sedgwick Noble Lowndes Group to form Medigold Health

37%
Average absence reduction

Service Availability

The Supplier shall ensure that the services, including the necessary Supplier Personnel, are available to all CYC Personnel twenty four (24) hours a day, seven (7) days a week unless agreed otherwise in advance by CYC.

Every organisation is different and unique. We recognise this and tailor our Absence Management service to your specific needs. The Absentia Day One service has been developed around three core areas:

Day One
Employee Absence Reporting Process

Each organisation is provided with a dedicated 24/7/365 service provision. The service is designed to make sure that every employee follows a fair and consistent process throughout the length of their absence, in line with the Absence Management Policy. Each absence logged, generates timely notifications which are sent to pre-agreed key stakeholders with focused, relevant absence information and what actions to take next.

Day One
Line Manger Tools, Tracking and Management Information

With an ever-increasing list of things to do, Absence Management doesn't always sit as a high priority on a line manager's agenda as it should. The Absentia Day One service provides each and every manager with the tools needed to effectively manage absence. From real-time notifications, to guidance and training on effective return to work interviews. The MedigoldOne Absence Management Portal provides a wealth of management information and trend analysis as well as return to work compliance tracking, absence policy triggers and alerts and step by step stage management.

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Day One Absence Management

Service Availability Cont…..

Day One
Support and Advice for Human Resources

The Absentia Account Management Team work closely with clients to analyse the absence data. They will proactively identify absence trends and areas of high absence, and recommend actions which can be taken to tackle some of these issues highlighted, using our internal resources.

This analysis is key in steering the focus of the other Health and Wellbeing services such as Occupational Health, Employee assistance programs and Wellbeing Initiatives.

Absentia will also recommend best practice and help with any necessary adjustments to policies and procedures.

Day One Absence Management

The Supplier will provide a standardised process, in agreement with CYC, for all CYC personnel to report their absence from work, collecting timely and accurate information to support the proactive management of sickness absence.
 As a minimum this will include:

- Reason for absence
- Self care advice
- Discuss estimated return to work date
- Assign reason for absence in accordance with CYC recording
- Follow up prompts for managing absence in line with trigger points within CYC policy.

In line with the council's attendance management policy and working with the council's Occupational Health provider, the Supplier shall assist in ensuring support is identified and matters escalated appropriately to an Occupational Health Advisor, so that occupational health advice is provided to the employee, and that relevant recommendations are passed back to the manager in a timely manner.

Day One Absence Management

The Supplier shall ensure that all absence data collected and recorded for each employee is stored securely on a web based system allowing HR and senior managers access to accurate and real time absence data for a more proactive and focused approach

The Supplier shall provide CYC with a freephone number. The Supplier's telephone service shall provide a dedicated non premium rate and/or a 01, 02, 03 prefix telephone number which must be accessible from UK landlines, mobile telephones and overseas, via a UK dialling code and be able to accept calls from outside the UK.

The Supplier's freephone telephone advice line(s) shall be available twenty four (24) hours a day, seven (7) days a week

The Supplier shall provide 24/7 recording and classification of medical absences

The Supplier shall immediately notify line managers and any other identified party of reported absence.

The Supplier shall provide appropriate medical advice to the employee based on the initial telephone contact and record advice, including self care advice.

The Supplier shall provide secure real-time management information to include benchmarking and trend analysis

The Supplier shall operate a secure online portal to provide CYC managers with MI reports, advice and reports relating to employees' absence.

The Supplier shall provide CYC managers with information and advice regarding medical recommendations to inform appropriate action including recommendations to refer to the Occupational Health service, with the aim of supporting the employee back to work or to assist them to remain in work.

To coincide and in preparation for launch of the service the Supplier will provide, in conjunction with CYC, a comprehensive roll out and communications programme to support managers and employees.   The Supplier shall ensure that Day One Absence Management data is available to access in real time

All answers to the above have been collated below in our service proposal:

Absentia Proposal for CYC

Employee calls Dedicated Number

As part of the absence management service, our clients are provided with a unique telephone number, which your employees will use to contact the service. We will, as part of the implementation, agree the telephone number that offers the cheapest rates for your employees. The employee is answered with an agreed greeting by our team of trained call advisors.

Absentia formed a partnership with an award-winning contact centre provided by Direct Response, to provide a true 24/7 service operating 365 days a year. Medigold Health works closely with Direct Response ensuring they have an understanding of each client, their employees' roles and environments and their organisational culture. Direct Response mirrors the level of customer care that Medigold Health provides and a close, strong relationship is maintained by regular contact and reviews.

Employee Record is Identified

The employee is asked for their employee record and / or their full name and DOB, which is then checked against the employee record we hold on the system.

Once this has been confirmed, the employee is asked if they have used the service before. If they haven't, the call operator gives a brief overview of the service so the employee understands what to expect on the call.

Employee calls Dedicated Number

Employee Record is Identified

Absentia
Day One Absence Management

The Process

Absence reason is accurately recorded

Classifying absences accurately is key to understanding absence across an Organisation. Reasons for absence are often not recorded by managers which makes data analysis and benchmarking impossible. Our call advisors are trained in asking the employee appropriate questions to classify the absence on our system.

Absence reason is accurately recorded

OHA Nurse interaction for Triggered absences

If the employee hits any of the predetermined triggers (as agreed as part of implementation), then the call advisor will inform the employee prior to closing the call, that they will receive contact from a Medigold Health Occupational Health Advisor. The call advisor will ask if there is a time best to contact the employee, to try and ensure we manage to contact them to assess the absence and feedback recommendations to the business.

OHA Nurse interaction for Triggered absences

Early intervention and sign posting is key to an employee's Health and Wellbeing. It is a key piece of the absence management jigsaw puzzle and can help to reduce absence significantly. The nurse reviews the current absence details and previous absence history of the employee, to have a focused conversation with them on what they can do to help themselves get back to work sooner. After this conversation has been held, recommendations are made back to the business if there is anything they can do in addition to help the employee get back to health and therefore back to work faster.

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Day One Absence Management

The Process

Full details of the absence are recorded

The employee is led through some questions, which are driven by the reason of absence, and the answers provided each time. We capture both Medical and Non-Medical reasons of absence to allow you to have a true understanding of the reasons of absence for your employees.

The script the call advisor follows, can be used to capture specific information or to remind employees of any processes or policies they should be following. We can also use this to remind employees of your EAP service details should the absence reason suggest the employee would benefit from speaking to this service.

Full details of the absence are recorded

Estimated Return to Work date given

The call advisor captures the estimated return to work date so that when the manager/s receive the absence notification they have an understanding of the length of the absence and how long they need to cover this resource for.

The call advisor will also capture what shifts are missed during the period of absence so that the Management Information can drill down to an hourly rate of absence to produce much more accurate reports.

Estimated Return to Work date given

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The Process

Notifications sent to all relevant people

As soon as the absence is logged, notifications are sent out to the relevant people who need to be made aware of the absence. As part of the implementation process, we will ensure that we look at all of the different parts of the business and who needs to receive the different notifications and the information they require.
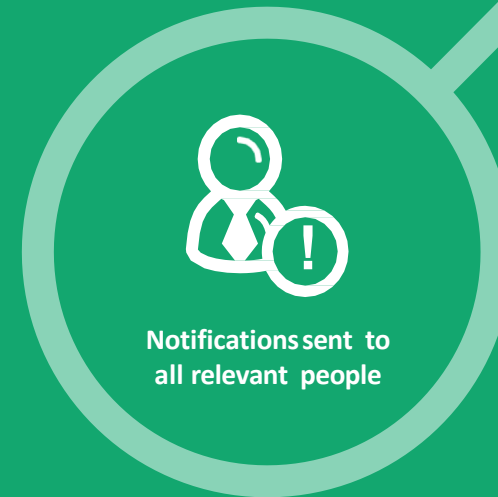
Multiple people can be informed about the absence and different people can have different information in the emails i.e. the Manager is informed of all the absence information including the reason of absence; a resourcing team can just be told the dates the employee will be off to arrange cover - without knowing the reason of the absence.

We understand it is of utmost importance that you are able to run the organisation and cover employee's absences so the system will send out the notification immediately as the absence is logged on the system. As soon as an absence is logged and updated on the system the data is immediately updated onto the online MedigoldOne system. The manager and senior management team have immediate access to all data on the system. Each manager only has access to relevant employees, as per the data supplied by you.

Employee calls to update and close absence

The employee is made aware that it is their responsibility to contact the service should the absence reason or the expected return to work date changes. Otherwise they need to contact the service when they return to work to close down the absence.

Once an employee returns to work, they contact the service to close down their absence. As soon as this is completed an email containing a link to an online return to work form is sent to the manager. The manager clicks on the link, which takes them to a Return to Work (RTW) form that already contains any data captured in the system for the absence.

Notifications sent to all relevant people

Employee calls to update and close absence

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# The System: MedigoldOne

Notifications

As soon as the absence is logged, notifications are sent out to the relevant people who need to be made aware of the absence.

We work closely with each client reviewing the process to make sure we understand who needs to receive the different notifications and the types of information they require.

Multiple people can be informed about the absence and different people can have different information in the emails i.e. the Manager is informed of all the absence information including the reason of absence; a resourcing team can just be told the dates the employee will be off to arrange cover - without knowing the reason of the absence. The notifications always contain the absence start date and an expected RTW date.

The notifications can also contain relevant information to internal processes/policies. We can build in text, links or attachments to ensure that managers understand what actions they should be taking and providing them with as much guidance to manage the absence as possible.

We understand it is of utmost importance that you are able to run the business and cover employee's absences so the system will send out the notification immediately as the absence is logged on the system.

![Absentia logo]

Absentia
Day One Absence Management

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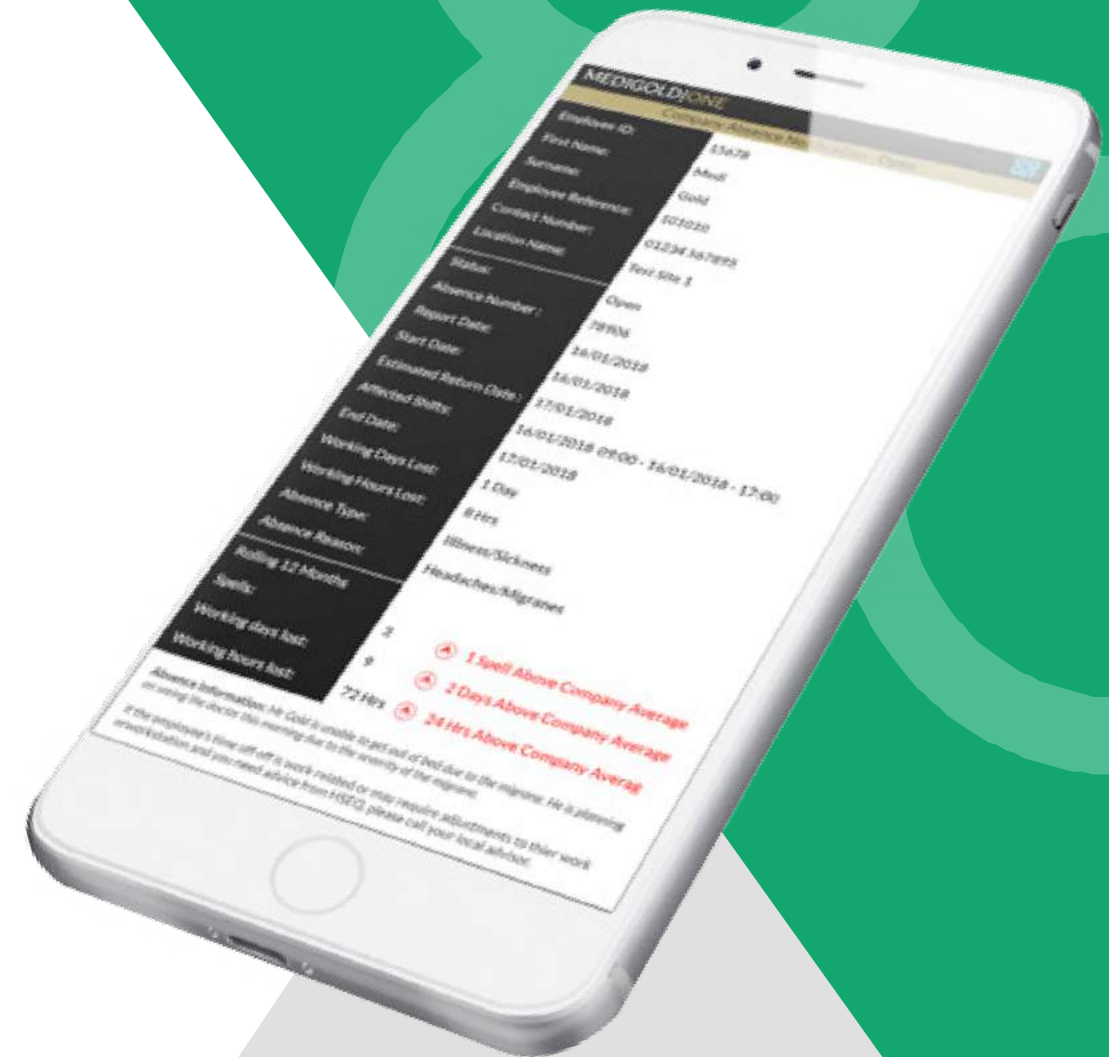
Notifications are sent out from the system to the relevant people from the moment the absence is logged and each time the absence is updated. As soon as an absence is logged and updated on the system the data is immediately updated onto the online MedigoldOne system.

The manager and senior management team have immediate access to all data on the system. Each manager only has access to relevant employees, as per the data supplied by you.

The MedigoldOne system collates all the absence data and allows the manager to have access to a dashboard which shows all absences which need a RTW to be completed and also outstanding absences where the employee hasn't updated the service or called to close the absence down. These tools are both colour coded with a traffic light scheme to indicate the urgency of completing/chasing them. This allows the manager to stay on top of all of the employees' absences that they are responsible for.

The system will ensure that managers are empowered to manage their employee's absence by holding all the absence information they need, and through the recommendations and feedback from the OHA.

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Return to Work Forms

Once an employee returns to work, they contact the service to close down their absence. As soon as this is completed an email containing a link to an online return to work form is sent to the manager. The   manager clicks on the link, which takes them to a Dynamic Return to Work (DRTW) form that already contains any data captured in the system for the absence.

Through our expertise in Managing Day One Absences, Absentia recognise that most organisations use a "one form fits all" Return to work form.
The Absentia Dynamic RTW Form has questions that are specific to the Absence Classification for the absence that the employee has just been off for. This ensures the questions the manager asks are relevant, the information collected is useful and the employee feels more engaged in the process.

One of the key features of the system and the service is tracking return to   work compliance. The system will ensure that managers are completing Return to Work interviews within the specified compliance period –which has a direct correlation in reducing absence. When the service goes live with clients, on average only 42% of managers are complaint with policy.

Its will allow transparency between the data for different areas of the business in terms of absence rates, RTW compliance and absence reasons.
This means that we can review these to learn internal best practices to share, again to reduce absence in areas where perhaps this hasn't happened previously.

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40%
Reduction

Days Lost Per Employee by RTW Compliance2014-2016

8.75

8.1
1

7.53

5.25

| 50% | 70% | 90% | 95% |

RTW ComplianceRate
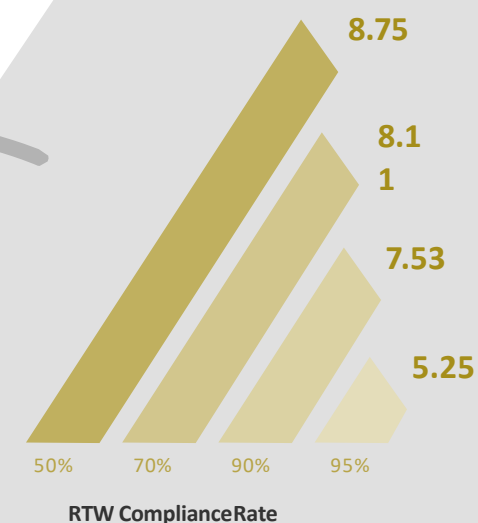
As part of the account management we will work with you to monitor RTW compliance and provide additional support in areas/teams where compliance is low. Once the RTW is completed, a copy of the form is stored against the absence, which is then accessible for any relevant managers who have access to that employee's record.

Senior Management and HR Access

When senior managers and HR managers log onto the system, they have access not only to any direct teams beneath them but they can also see other areas/ rest of the business. They are able to look at the absence rates/days lost/absence reasons across the business allowing them to drill down into the areas with the higher absence and see where further focus needs to be in order to improve.

We have several reports on line that are available 24/7 so the business can have access to this information whenever they need this. The account manager is responsible for reviewing the data regularly with the business, to identify trends in areas/absence reasons and ensure that appropriate recommendations are suggested for different measures that can be implemented to reduce absence.
As an occupational health company, we will work with you to identify trends in areas and discuss different options to put in place to prevent or reduce these. Often we can organise our own staff to carry out the additional training/ awareness recommendations we make. A few examples of other services we can offer here are Stress Awareness training, workstation assessments and health and wellbeing days.

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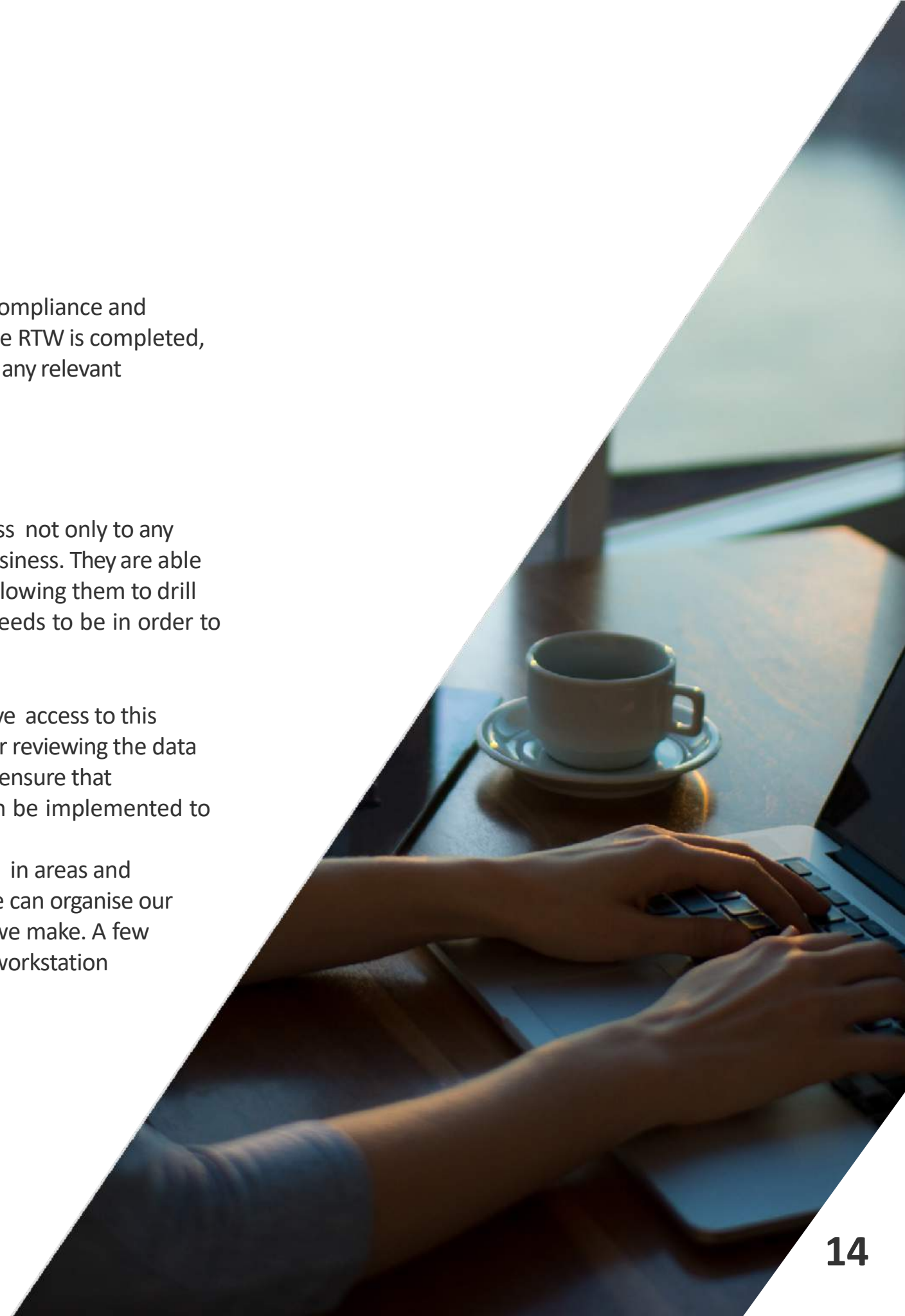
The reports can be run on the whole of the organisation or for a specific area/team in the hierarchy. An example of some of the reports are:

- Dashboard
- Current Absences
- Historical Absences
- Outstanding RTWs
- Outstanding Absences
- Triggered Absences
- Trend absence data

MedigoldOne houses your dashboard comprising of all services used and allows you to interrogate the data in a multitude of ways. You can also extract raw data should you wish to conduct analysis off system.

Triggered Absences

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Partnership Approach

Absentia Team:

- Account Manager
- Service Support
- Senior Clinician

Ongoing Support:

- Dedicated Service Query team
- Service Updates
- Best Practice Advice

Service Reviews:

- Absence Data Analysis
- Wellbeing interaction & Review
- Service Levels
- Future Developments / Requirements

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Account Management

We seek partnerships with our clients, whatever size the account. We want only the best for our customers and are therefore, unafraid to challenge our customers to present us with their organisational health dilemmas and allow us to help design clinical responses and service solutions to fit.

We will assign a Senior Account Manager, who will be responsible for cultivating the relationship with your organisation, developing a strategic partnership in employee health. All our Senior Account Managers are specialists in the UK healthcare market and we are sure will bring lots of useful insight to assist you to refine and evolve their employee health services.

Your Senior Account Manager's duties will include but will not be limited to:

- Implementation management/change management
- Relationship building –seeking out constructive links within your organisation
- Relationship building –making the right introductions so that our clients know who the subject matter experts are within Medigold Health
- Troubleshooting, risk mitigation, issue resolution and escalation
- Regular reporting & strategic review
- Coordination of stakeholder/employee communications
- Contractual negotiation, amendments and change control

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This individual will also be responsible for setting up and maintaining a schedule of review meetings/check points with you. This normally takes the shape of:

- Close working and weekly calls during implementation
- Post implementation meeting if necessary
- Monthly calls once account in BAU status
- Quarterly strategic review meetings

Under our Account Management structure, each of our clients is also assigned supporting coordinators (to manage the account administration). The Account Manager and their team of administrative support staff will be directly responsible for the day to day activities and requirements of the contract and will liaise with you on all matters from the arrangement of appointments/sessions, issuing and chasing invoices to providing up-to-date feedback and information on specific cases outstanding. They will generally assist your organisation and ensure the overall smooth running of the contract.

The team are available on both a dedicated phone line and email address from 8am to 6pm Monday to Friday and will serve as your dedicated helpline during these hours.

In the event of sickness or holiday an alternative contact will be assigned and the relevant clients will receive email instructions with the interim contact details included.

" **The team are available on both a dedicated phone line and email address** "

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Quality Assurance

With regards to the qualifications of Medigold Health, we hold the following general & specialist accreditations:

- SEQOHS –Accredited May 2014
- ISO 9001 –Re-certified Dec 2014 (8 years)
- ISO 27001 –Re-certified Feb 2014 (4 years)
- Link Up –Rail industry standard for trackside working
- CHAS –Industry standard health and safety assessment scheme (additional expertise for our OH health risk assessment work)

SEQOHS (Safe Effective Quality Occupational Health Services) is fast becoming the industry standard in the UK for occupational health. Medigold Health achieved certification comfortably in 2014 and we will commit to maintaining this for as long as it is a relevant mark of our clinical and operational quality. Our clients can contact SEQOHS if they believe there is an issue with our occupational health provision.

We also work under the guidance of the Health & Safety Executive (HSE), General Medical Council (GMC) and Information Commissioner's Office (ICO). As a reputable provider, if we believe there is ever cause for one of these bodies to investigate our activities we will raise the issue voluntarily and cooperate 100% with any audit or arbitration process.

And our occupational health clinicians are affiliated with:

It is Medigold Health's policy to fund all our clinical employees' Continual Professional Development as well as their mandatory competencies.

" We hold mandatory 6 monthly clinical audits "

In order to maintain quality and to fulfil both our internal and external requirements, it is our policy to carry out regular quality standard reviews and audits with each of the two main clinical groups:

- Occupational Health Physicians
- Occupational Health Advisors

The two main purposes of these reviews are:

This may sound like rousing corporate rhetoric, however by way of a few specific examples of the way Medigold Health operate today, we will prove that we truly uphold these values, even when it means accepting costs that some of our competitors try to avoid:

- We employ all our clinicians – on a minimum 3-day per week contract, meaning that we have heavy influence over their style of practice.
- We hold mandatory 6 monthly clinical audits – OHA & OHP clinics are suspended once on separate days every six months (resulting in significant revenue loss), and all clinicians travel to Medigold Health's headquarters in Northampton for a day of audit, training, guest speaking and peer review.
- We don't use networks, as we believe this industry trend is what has led to the de-valuing of occupational health in the mind of customers. Instead we own/lease every one of our locations, and acquire new one's regularly where we see that we are falling short of demand. Recently, we made an acquisition in Scotland, which have given us 5 new premises across this country, each at major centres of commerce.

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Job Specific Medicals

Driver Medicals

Specialist Services

Pre Employment Screening

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Health Surveillance

- Pensions and Early Ill Health Retirement
- Vaccination and Immunisation Services
- Flu Season Assistance
- Travel Medicine and advice
- Ergonomic Consultancy and Equipment Supply
- Medicine Helpline
- Integrated Health Consultancy and Advisory Service
- Insurance Advisory Services

Drug and Alcohol Screening

Executive Health Screening

Employee Wellbeing

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Holistic approach

We see Day One Absence Management as an integral part of the Occupational Health provision.

Medigold One holds an employee record in the system with all Absence and Occupational Health data against that record for that individual. It allows the business to access all services and data in one place.

As a leading OH provider, we are happy to provide further services to you as a business. Some of these can also be automated, as direct referrals, driven by absence information into the other services thus prompting early intervention. Or alternatively they can be manual referrals or organised on site days, again both of which can be highlighted by the absence data captured in the system.

If, however you currently have other providers, we will work with them to ensure that we are all working towards a common goal to reduce absence and improve employee health and wellbeing.

Day One Absence Management allows a real time proactive view of employee absence across large organisations. Over time it helps to solidify a clear and focused view of what Health & Wellbeing services are working well for the organisation and which ones are counterproductive and adding no value to an organisation.

> By significantly reducing absence. Day One can more than pay for all the other Wellbeing services an organisation has in place allowing for further focused investment in its biggest asset, its people.

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Why does the Absentia Day One Service Work

Early Intervention & Signposting

The Absentia Day One has been proven to have a significant effect on both Short Term and Long Term absence spells. The average length of absences is also reduced. By providing employees with access to professional medical advice at the point of need, early intervention and fast track referrals can significantly reduce the length of absence spells and also reduce the risk of repeat absences through the proper handling and interaction.

Accurate & Real-time Data

The MedigoldOne system provides organisations with real-time organisation wide visibility of absence. Absence reasons are accurately classified and no reason given or the classification of "other" are removed as far as possible.

This allows the Absentia Account Manager to work closely in Partnership with your organisation to plan focused absence strategies and KPI'S for the service which over time will help to further reduce absence levels and also keep them at the lower levels once achieved.

This can also be achieved by proactively identifying trends in the data and focusing in real-time on absence Hot Spots.

This approach in turn provides both quantitative and also qualitative Health and Wellbeing that can be measured and held to account through the Day One Service.

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Guiding Managers through the Process

The Absentia Day One service provides managers with all the tools they need, when needed which enables them to effectively and proactively manage absence.

The Day One service ensures a fair and consistent approach to managing absence across the entire organisation. Employees are managed in the same way, regardless of who their manager is or where they sit within the organisation and reporting is consistent so that they are able to compare "apples with apples".

Compliance with Policies & Procedures

The MedigoldOne online portal helps to track Line Managers compliance to the organisations absence policies and procedures in real-time and will alert Senior Management and HR when managers fall below set and expected levels of compliance.

By identifying areas of weakness, Absentia can help managers within your organisation with training and development plans based on specific areas of absence management from RTW interviews to Management Information and reports.

> "...Reporting is consistent so that they are able to compare "apples with apples""

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Absentia Day OneService Results

GEOamey

- **2,200** Employees
- **52%** Reduction
- **£1.2m** Saving
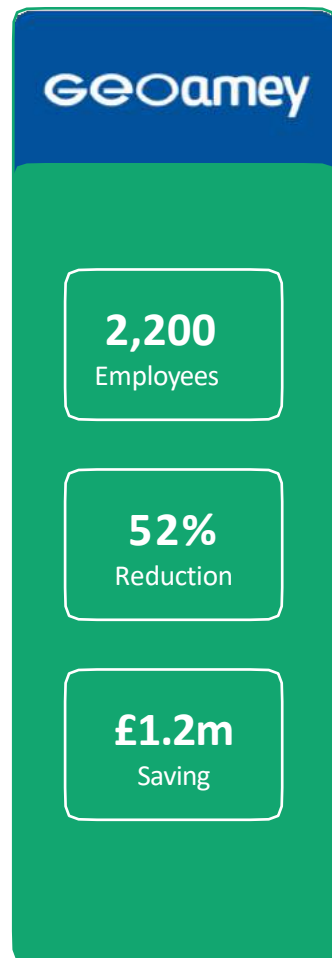
Sealed Air

Epwin Group

Whirlpool

DYNO-ROD

SAFRAN

ncn new college nottingham

- **1000** Employees
- **63%** Reduction
- **£569k** Saving

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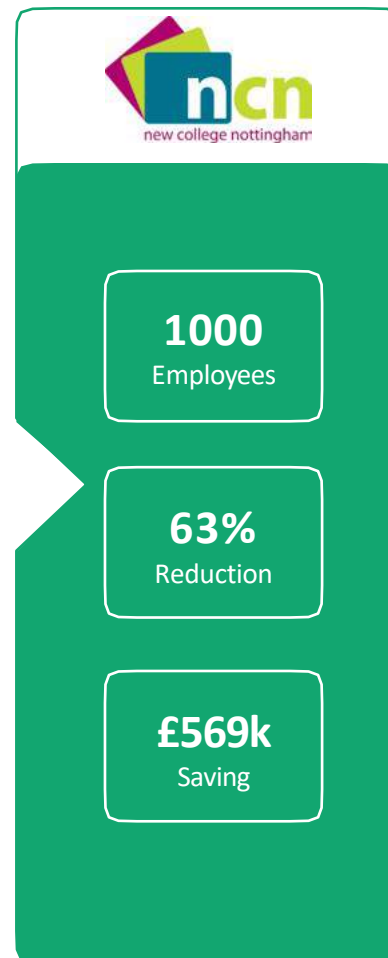
Significant absence reductions that will pay for all your Wellbeing Services

The Absentia Day One Absence Management service has been delivering result year on year for our clients.

Organisations using the service and working closely with their Absentia Account Managers have seen absence reductions of as much as 63%.

Subsequent reductions year on year are smaller but still significant and just as importantly are sustained as absence in most organisations even if reduced, has a tendency to creep back up again in subsequent years.

The return on investment for the Absentia Day One service is very strong and is explained later in the proposal.

Implementation

In order to ensure that the service works for you as an organisation, we follow a well- established implementation and training plan when commencing new contracts (typically a 12-week process). We ensure all potential users understand why we are implementing Day One and what the new service involves. We like to provide training sessions for users and key stakeholders of the service.

At the outset Medigold would:

- Ensure that the main users have the commitment from top-level management to place the Day One Absence Management Service to ensure that there is engagement and dedication to the project
- Firmly establish all roles and responsibilities from both sides of the contract
- Understand all the benefits available to the employees and ensure that is a smooth process agreed for integration

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Absence reductions of as much as

63%

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- Review the service process to ensure that this will work for the organisation

- Review and agree a communication plan for the business, managers and employees

- Assist with data gathering providing key templates

- Timescales for the various stages of the implementation would be agreed and a plan provided with milestones clearly defined

- Regular meetings/calls agreed to manage the whole process

Commercial Proposal & Return on Investment

If City of York Council brought on an employee headcount of 2,600 on a 12-month pilot, Absentia from Medigold Health would charge £2.86 per employee per month (£34.32 per employee per year) on our standard pricing model. The headcount figure would be confirmed each month and an invoice raised for the prior month. There are benefits for better payment terms and longer contracts that are shown in the attached ROI calculator. Billing would only commence once the service has gone live. This would cover all absence call recordings and OHA triggered absence calls. It would also provide managers access to the 24/7 service.

The expected return for the service is detailed in the adjoining Return on Investment Calculator being sent with this proposal. It shows that based on the average reduction in year one across our client base of 37% that your savings over and above the cost of the service would be £1,378,905 which is a 1,647% return (every £1 spent returns £16.47 back to the organisation). You also regain 11,954 working days of productivity and efficiency which will also greatly affect the organisations performance and bottom line.

Absentia would be willing to offer a 100% Risk Share to CYC for the initial 12 months. The organisation would pay nothing in the initial 12 months of service and then only pay out after 12 months based on the absence reductions made. An example is below:

Relative reduction in absence achieved within the Risk Share Period:

0% reduction in absence or less = 0% of the agreed annual fee.
5.1% to 9.9% reduction in absence = 100% of the agreed annual fee.
10% to 14.9% reduction in absence = 120% of the agreed annual fee.
15% reduction in absence or more = 140% of the agreed annual fee.

The 100% Risk Share guarantees that the organisation gets at least a 200% ROI or pays nothing at all for the service in the initial 12 months.

Absentia
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You also regain

11,954

working days of productivity and efficiency

Medigold Health can confirm that we are fully compliant with all regulations relating to Equality and Diversity such as the Equality Act 2010 and Gender Recognition Act 2004.

As part of our induction process, all employees are required to read and sign our Equality and Diversity Policy. This is then recorded on our internal HR system as part of the employees training record.

Our Equality and Diversity policy can be provided upon request.

1. MANDATORY REQUIREMENTS: SUPPLIER ACCREDITATION, SECURITY, STANDARDS AND POLICIES

Supplier Accreditation – Day One Absence Management
Quality Assurance, Security and Standards

With regards to the qualifications of Medigold Health, we hold the following general & specialist accreditations:

SEQOHS
ISO 9001
ISO 27001
OHSAS 18001
Link Up
CHAS

SEQOHS (Safe Effective Quality Occupational Health Services) is the industry standard in the UK for occupational health. Medigold Health achieved certification comfortably in 2014 and we will commit to maintaining this for as long as it is a relevant mark of our clinical and operational quality. Our clients can contact SEQOHS if they believe there is an issue with our occupational health provision.

We also work under the guidance of the Health & Safety Executive (HSE), General Medical Council (GMC) and Information Commissioner's Office (ICO). As a reputable provider, if we believe there is ever cause for one of these bodies to investigate our activities we will raise the issue voluntarily and cooperate 100% with any audit or arbitration process.

Clinical Qualifications
As a minimum our Occupational Health Nurses have:
Qualifications (as a minimum, all of our OHAs are NMC Registered Nurses and trained to a BSc standard in Occupational Medicine standard or higher)
Experience – practical OH experience is essential
Clinical and Commercial acumen

Continuous development and quality assurance
In order to maintain quality and to fulfil both our internal and external requirements, it is our policy to carry out regular quality standard reviews and audits with our Occupational Health Nurses and Occupational Health Physicians respectively.

The two main purposes of these reviews are:
To give Clinicians regular feedback on past performance and continuing progress
To identify educational, developmental and performance needs to assist further competence and performance

Our Clinical Audit sessions are a big commitment for Medigold Health; they involve suspending much of our clinical activities for an entire day (either OHP or OHA activities) and hosting day-long workshops every quarter. This is an incredibly costly exercise (Estimate at a cost of between £25k-£40k as our productivity is reduced on that particular day) but one which we continue to operate to ensure that all of our clinicians, no matter where they are based in the UK, can deliver the Medigold Health standard of occupational health reporting on a consistent basis.

At each Clinical Audit it is our objective to provide regular training and educational sessions including topics that are not strictly medical, such as employment law updates. On occasions we will ask key customer stakeholders to attend these sessions and address our clinical cadre directly to give them a better understanding of customer / industry expectations and requirements. We also carry out a mixture of clinical review of cases and clinical audits using cases chosen at random.

GDPR Compliance
Medigold Health has carried out all of the necessary steps to ensure that as a company we are compliant with the new GDPR legislation that came into effect on 25th May 2018.

Privacy Notice
Our updated Privacy Notice can be accessed via our website, links which will be provided on emails and correspondence. Medigold Health now also include our privacy notice as part of employee correspondence, such as emails, appointment letters, consent forms etc. Employees will be advised in the appointment letter / notification to read the privacy notice prior to any consultation (face to face or telephone).

Data Subject Rights
In order to enable any data subject to exercise their rights, we have developed an online portal, which enables the data subject to make a request for any of the following:
The right to rectification
The right to access
The right to erasure
The right to restrict processing
The right to data portability
The right to object

The Data Subject Rights Request portal can be accessed via
https://www.MedigoldOne.com/Display/DataRightsRequest/
We will advise Data Controllers/Joint Controllers of any request regarding the above, within 24 hours, subject to having a specific named contact, and would ask that you provide this information to us by return

Retention Periods
Data retention periods are as follows:
In accordance with statutory and regulatory obligations
In accordance with Data Controller instructions (we suggest Occupational Health records are retained for the period of employment plus 6 years post termination of employment)
120 days post termination of contract (to allow for the transfer of data)
Call recordings are held for 90 days

Data Protection Officer Details
Mrs Geny Foster
Compliance Director
Mobile 07766022809
dpo@medigold-health.com

Data Security Incident
Medigold Health takes data security very seriously but accepts that processes must be put in place to deal with any Data Security Incident. Medigold Health has always encouraged staff to report all data security incidents via an internal portal and all incidents are investigated and outcomes acted upon.

We will advise Data Controllers/Joint Controllers of any data security incidents within 24 hours. We would ask that you provide us with your Data Protection Officer's details, or the name representative for your organisation with whom we can liaise in the event of a data security incident.

Sharing Data with Third Parties
The most common third parties that we share data with are the employee's General Practitioner and Consultant and providers of ancillary services such as Physio or Counselling. However, we never share information with any third party unless we have written consent from the employee.

Data Protection Policy
We have attached for your information a copy of our Data Protection Policy document.

Data Protection and IT Security
Information Security is vitally important to us. We are investing a great deal in positioning ourselves as the most technologically advanced Occupational Health provider in the UK, and therefore must be able to stand up to the toughest tests that the corporate and public sector have to offer regarding data protection, information security and system resilience.

Policies & Procedures

Medigold Health has policies and procedures in place within its Information Security Management System that have been written to meet or exceed the requirements of ISO27001:2013.
This includes policies and procedures for:

- Information Security – Data (including training)
- Information Security – Physical (including training)
- Information Security Breach reports
- Data Protection (including training)
- Occupational Health Records Management
- Business continuity Planning
- Business continuity Risk Assessment

Training

Information Security and Data Protection training are mandatory modules within our company HR system and all employees must complete the online training and read & accept the policy document. The status of each employee's training/policy review progress is trackable by our HR and management team, and those who are lagging behind with their compliance are contacted directly to ensure they finish the required modules.

Practice – storage, processing & transit

Medigold Health have three data processing locations, two being customer facing applications hosted in secure data centres:
- EMMA (our internal clinical case management system)
- Medigold|One (our client facing occupational health processing/reporting application)
- Company data servers located in the comms room at our Northampton HQ

We operate entirely onshore data processing and storage:
- EMMA data is processed and stored at a secure data centre in Reading
- Medigold|One data is processed and stored at a secure data centre in Northampton

All other Medigold data is processed and stored at servers housed in the secure comms room of the Northampton HQ with data being duplicated overnight across a secure IPSec VPN link to servers in the secure comms room of the Sheffield office.

With regards to EMMA and Medigold|One, the development, maintenance and hosting infrastructure are managed by the respective third party development teams. In both applications SQL databases are used to contain the application data. There is no direct access to the databases with the exception of 2 authorised personnel on each team for maintenance and database upgrade purposes. The data backup for both of these applications is managed by the respective development teams who ensure backups are performed at least daily and are able to restore a fully working application and data within 4 hours.

For data located at the Northampton HQ this will mainly be on the electronic document repository server (Medidocs). Medidocs uses an SQL database for indexing of files. Only the IT department has direct access to the server that hosts the IIS application, the data warehouse and the SQL database. All other access to Medidocs is via an SSL web interface. The Medidocs database and document warehouse is currently backed up to a secondary server in the comms room.

All other customer related data files, not contained within the Medidocs system, are on specified shares housed on a dedicated NAS unit. This NAS unit has all its data mirrored to an identical unit in the Sheffield office secure comms room across an IPSec VPN link on a nightly basis.

Access to Medigold Health's data shares is secured through the use of firewall protection to prevent direct access to the networks from external sources. Mobile and home-based users connect through VPN to gain access to the data shares. We are currently installing a replacement of our server infrastructure such that there will be a duplicate of each Northampton system in the Sheffield office secure comms room in order to provide overnight duplication of data over the secure IPSec VPN link for disaster recovery.

Medigold Health retain employee data for the duration of the contract. On termination of a contract all employee data would be transferred to a new service provider and then, upon confirmation of data transfer, would be deleted from all of our servers. The exceptions to this would be where objections have been raised to data transfer by a client's employee in which case these records are moved to a secure server area accessible only by the records administration team and would be subject to record retention rules for health data as required by statutory regulations.

2. MANDATORY REQUIREMENTS: SUPPLIER PERSONNEL, QUALIFICATIONS, TRAINING

Patient Confidentiality, Anonymity, Supplier Personnel and Qualifications

Clinical Qualifications
We are proud to state that all Medigold Health Occupational Health Physicians belong to the FOM (Faculty of Occupational Medicine), SOM (Society of Occupational Medicine), the RSM (Royal Society of Medicine) and ALAMA (Association of Local Authority Medical Advisors). Some of the Medigold OHPs are also members of specific Associations such as ORR (Office of Rail and Road), FIMA Food Industry Medical Advisors) or AAME (Association of Aviation Medical Examiners).

As a minimum all of our OHA's have:

*   Qualifications (as a minimum, all of our OHAs are NMC Registered Nurses and trained to a BSc standard in Occupational Medicine standard or higher)
*   Experience – practical OH experience is essential
*   Clinical and Commercial acumen

Percentage figures for our employed doctors with regard to qualifications are:

*   DIP. OCC. Med – 26%
*   LFOM – 2%
*   AFOM – 18%
*   MFOM – 46%
*   FFOM – 36%
*   Other (MRCP, MRCGP etc.)– 6%

Standard clinician level against service type:

- Management Referral - OHA or OHP
- Manager Call Back - Senior OHA (sometimes OHP)
- Senior Physician Assessment - OHP
- Night Worker Assessment (Business) - OHA
- On-site Face-to-face assessments - OHA or OHP
- Fitness For Work Assessments - OHA (in some instances OHP)
- Monthly IHR Pension Panel (attend monthly meeting / phone calls /email) - OHP
- Legal and Employment Tribunal Requests for info - OHP

Medigold Health can confirm that all supplier personnel are trained in all applicable law relating to patient confidentiality and the Supplier shall provide evidence of such training on request to the City of York Council.

Training, Supplier Personnel Specialist Requirements, Clinical Governance and Performance Monitoring

Evidencing the clinical competency of the clinicians we employ is fundamental to our business and initially supported by our Recruitment and Selection Policy (available on request).

Our Policy ensures a consistent selection process is observed incorporating the principles and spirit of the Law, and accommodates all Equality considerations such as those related to Sex, Age, Gender and Disability etc.

We have stringent requirements relating to the minimum Clinical and Occupational Health qualifications to be evidenced, and our policy determines the protocols for gathering and verifying adequate professional references, and the demonstration of experience.

In brief, each clinician must be able to demonstrate as a minimum the starting level generic competencies detailed below which are verified by our Clinical Director in tandem with our Human Resources team.

Occupational Health Physicians

- Current General Medical Council (GMC) registration Minimum of 5 years postgraduate experience
- Minimum of Diploma in Occupational Medicine (DipOccH)

Other applicable qualifications

- Associate of Faculty of Occupational Medicine (AFOM)
- Member of Faculty of Occupational Medicine (MFOM)
- Fellow of Faculty of Occupational Medicine (FFOM)

In addition to these qualifications, where recruitment is required in support of industry specific requirements, e.g. for specific hazards such as ionising radiation, asbestos and lead workers, we will also seek evidence of registration with the Industry and/or legislative regulators, and ensure practitioners have appropriate experience in relation to the specific needs of the contract.

Where all other professional requirements are satisfied, any deficiency in specific industry experience will form part of the initial induction training plan, and subsequently the Continuous Professional Development plan for that practitioner.

Occupational Health Nurse Advisers - Competencies are verified by the nurse manager.

- Current registration with the Nursing and Midwifery Council (NMC)
- Minimum 5 years postgraduate experience
- Registered or working towards Specialist Community Public Health Nurse – Occupational Health
- Registered Nurses with relevant experience, who work under the guidance of Registered Specialist Community Public Health Nurse – Occupational Health

Similarly, to the above, evidence of industry specific competencies and experience will also be sought for specific client recruitment and be incorporated into initial induction training.

Thereafter, the maintenance of clinical registration and attendance and completion of relevant training is the responsibility of our Clinical Governance team in accordance with our Clinical Audit and Training policies.

Continuous development and quality assurance
In order to maintain quality and to fulfil both our internal and external requirements, it is our policy to carry out regular quality standard reviews and audits with our Occupational Health Advisors and Occupational Health Physicians respectively.

The two main purposes of these reviews are:

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Our Clinical Audit sessions are a big commitment for Medigold Health; they involve suspending much of our clinical activities for an entire day (either OHP or OHA activities) and hosting day-long workshops every quarter. This is an incredibly costly exercise (Estimate at a cost of between £25k-£40k as our productivity is reduced on that particular day) but one which we continue to operate to ensure that all of our clinicians, no matter where they are based in the UK, can deliver the Medigold Health standard of Occupational Health reporting on a consistent basis.

Our strategic recruitment allows our Company to locate and attract the most suitable person for any position. It supports the appointment of staff who will support our values and current and future goals, to generate a sustainable competitive advantage for the organisation built on clinical quality.

An overview of how we screen and vet our staff

In addition to the clinical competency verification as detailed above, all clinical practitioners are required at recruitment to supply evidence of a valid and Enhanced DBS check. Subject to all other considerations being satisfactory, practitioners who are unable to supply a current certificate will be supported by Medigold Health in the application of an Enhanced level check.

This requirement for an Enhanced DBS check applies to all levels of practitioners who will engage with employees applying equally to OHPs, OHAs and Technicians.

Those recruited into administrative roles will be required to self-certify by signing a Criminal Records Waiver providing opportunity to disclose any unspent convictions or, incidents yet to be prosecuted.

In addition, all those recruited by Medigold Health will be required to provide photographic identification to validate their ability to work in the UK.

Measuring Impacts and Outcomes

Our client-centred approach underpins our clinical and administrative delivery teams and creates a culture aimed at providing the highest standard of customer service at all times. To achieve client satisfaction, we allocate experienced and proactive people to manage, deliver, monitor and develop your service. Our regular audit and review process monitor our performance and we seek continuous feedback to measure customer satisfaction and implement ongoing improvements.

In order to determine and improve the overall effectiveness of our service and the experience of our clients, we have a proven performance measurement structure which includes:

- Monitoring and analysing all elements of customer satisfaction, from the post-referral/screening feedback we collate from every employee to the quarterly customer satisfaction surveys we conduct digitally.
- A Customer Care team to quickly and efficiently pick up comments, complaints and complements, escalating and providing resolution as required
- Measuring contract satisfaction with key stakeholders via quarterly contract review meetings which monitor account relationships, innovation, efficiency and meeting the specific organisational requirements
- Gathering anecdotal feedback, intelligence and ideas from our service delivery teams who engage directly with our clients

We use these feedback mechanisms to measure the following:

Quality of clinical advice
User experience
Accessibility of information and support
Value
Workplace impact
Return on investment
Overall satisfaction

Feedback collected through these channels' feeds into our continuous improvement cycle which drives our service development and innovation initiatives.

Client Feedback Examples

We are incredibly proud of the work our teams do, and it is always a real joy when our clients take the time to tell us. Below is a snapshot of some of the compliments Medigold Health has received from clients (employees and managers) over the last 12 months:

"So far my experience with Medigold Health has been excellent, I found the reports were detailed and provided all relevant information."

"Sincere thanks to the Nurse for this excellent report and advice – very concise and helpful."

"I just wanted to get in touch to let you know how impressed I have been with Occupational Health over the last few months. Their reports are clear, comprehensive and extremely helpful. In particular we have had a few complex cases where they have added some real value. I usually ask managers to manage referred people's expectations that whilst OH may offer them some lifestyle advice they are not there to 'treat' the person but more to assess their condition in regard to work and provide us with recommendations. On a number of cases though they have exceeded these expectations and really improved the situation for the individual"

"Last week there was a distressing incident that occurred involving an employee which required emergency Trauma Support counselling to be arranged. I just wanted to feedback that the service provided by Medigold Health has been excellent. It was a short notice request that has been processed extremely quickly."

"Thank you very much, our session on Tuesday went very well and was a complete success. Sue is fantastic and a credit to your company."

"I would like to share some feedback based on my recent experience using Medigold Health for a member of staff on long term sick. I found the communication with Medigold Health was a smooth process and it was quick and easy to request for the staff member to be seen again by the same Dr who she had previously been seen by. This member of staff has anxiety and seeing the same person helped her to feel relaxed before and during the consultation. Thank you"

Strategy, Policy and Guidance

With enhanced employee health & wellbeing as a strategic goal, the City of York Council need a method to achieve this, as well as the right tools and people to lead the project(s). Medigold Health clients have had great success employing the principle of a Workplace Health Ecosystem, an agile
concept that recognises that progress is cyclical, not linear, and clearly segments the project into three repeating phases: Assess & Record, Analyse & Plan and Engage & Deliver.

These phases combine to form a classic virtuous circle, where CNHI & Medigold Health measure the effectiveness of its initiatives before committing to further actions to engage employees in their workplace & personal health, or to deliver interventions to support mental health & wellbeing. Over time this process has a cumulative benefit, as with each cycle of review, ideas and tactics are refined and continue to hone in on the areas of employee health & wellbeing that a) mean the most to CNHI
strategically and b) resonate the most with your employee populations.

The ultimate effect is that, in time, you're OH & wellbeing programme becomes highly personalised and truly effective at achieving whatever you decide you want it to; this could be a range of outcomes, from more positive employee benefits perception, to reduce private medical premiums, reduced absence or even the ability to attract new talent into the organisation. Whatever the goals – and we believe these goals will become clearer the more mature this ecosystem becomes – this
concept, combined with the real-world services we will deliver in partnership with you, will enable you to achieve them efficiently and in a lasting way.

Complaints and Escalation Procedure

Our approach to complaints and query responses is detailed below.

Day to day queries
An initial acknowledgement will be provided to the individual within 1 working day.
If necessary the Account Manager will contact the author to request further details.
The query or issue will be triaged (Clinical or operational) and forwarded to the appropriate recipient.
98% of all queries/issues should be concluded within 2 days but it should be noted that the more complex may take longer.
A written response will be provided within 3 working days.

Complaints
Analysis and identification of the complaint, which is logged for audit, analysis and tracking purposes upon receipt.
An initial acknowledgement will be provided to the individual within 1 working day.
Full details of relevant complaints will be passed within 1 day to the reporting Clinician or Administrator including the complete case file.
A written response will be provided to a Director by the reporting Clinician or Administrator within 5 working days of Point 3, who will respond within 2 working days
If escalation is required, the complaint will be sent to the Managing Director who will respond within 5 working days of Point 4
98% of all complaints are satisfactorily dealt with within Points 1-4
A complaint register of all complaints received is maintained and information regarding complaints is provided with the standard MI

Invoicing issues
1. Analysis and identification of invoice issue, which is logged for audit, analysis and tracking purposes upon receipt.
2. An initial acknowledgement of the issue will be provided to the individual within 1 working day.
3. Financial Administrator will liaise with Customer Account Manager to determine the course of resolution and/or whether escalation is required.
4. Written response to resolve the query within 5 working days of receipt.
5. If escalated, a response from Senior Management will be provided within 5 working days of escalation.
6. 98% monthly target for first-time-approved invoices.

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Technical issues

All technical issues are dealt with by the IT Department and are raised using a helpdesk ticketing system.

If an issue is deemed urgent then this may supersede any other tickets otherwise they are dealt with in chronological order.

The IT department aim to respond to all tickets within 30 minutes and to achieve resolution within 2 hours.

Any issues that are unable to be resolved will be escalated to the corresponding manufacturers /development support service.

For EMMA and MedigoldOne the IT department will assess whether the issue is user related or application related. If user related it will be dealt with as a Medigold internal issue otherwise it will be immediately escalated to the corresponding developers support service. These support services have 4-hour response timescales.

Reports of tickets raised, resolved and outstanding along with ticket durations are produced for the monthly management meetings as KPIs for the IT Department.

CYC Management Information (MI)

Absentia from Medigold Health can confirm that the MI specifications provided by CYC can be met in full. As part of the Implementation process, all reporting and Management Information criteria will be discussed and agreed.

Absentia will make sure all reports are provided on the pre-agreed schedule and in the format agreed with City of York Council. The data will be available at all times (in real-time) to managers, Senior Managers and HR through the MedigoldOne online portal and on an on-going basis through weekly, monthly, quarterly and annual reports.
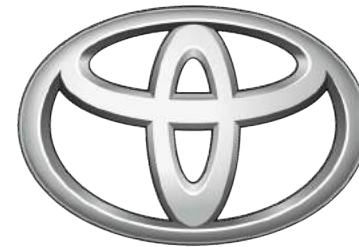
Ad- Hoc report requested by CYC will be produced at no extra charge to the Council and if they become a regular request then Absentia will build the report into the standard suite of reports produced for the Council.

The CYC absence data will be used to identify patterns and trends in the data, hot spots and sector specific comparisons to help guide the Council on performance of individuals, teams, departments, divisions and the Council as a whole.

Risk and Risk analysis can be identified proactively through the live absence data and alerts can be set up to notify management when agreed levels and criteria is hit.

An example reporting pack will be sent along with this submission and any additional bespoke reports can be developed and agreed prior to the service launch.

A few of Our Clients