



CITY OF
YORK
COUNCIL

**Tender response for Provision of a Day One
Absence Management Service**

DN408032

PART 3: Forms to be Returned

Issue Date: 7th May 2019

Tender Return Date: 21st May 2019 at 1200 hrs

Company name: Medigold Health Consultancy Limited

1 RESPONSE TO QUALITY QUESTIONNAIRE (60%)

Please detail your response to the specification detailed in the Invitation to Tender. Refer to the evaluation criteria and check that your response covers all elements of the requirement. Tenderers should note that the bullet points in questions must be covered, but the question is not limited to those bullet points.

The table below sets out the requirements of the tendering process. Please:

- use the table provided to complete your response
- insert a page number at the bottom of each page
- insert the name of your organisation at the top of each page
- write your submission in Arial Size 12 font.

Each question states the maximum quantity of words that can be submitted. Any acronyms need to be initially written in full with the abbreviation in brackets.

Any additional documents will not be accepted within the submission unless specified. Should additional documents be submitted as part of the tender, please ensure you include a header which details the appendix number, the section of the tender and the question it relates to.

Question 1:

Describe how your Contract Management practices will support the Council. Detail the frequency and type of MI, frequency of meetings and any contract monitoring that you will undertake.

Your response should include an explanation as to how you will work with the Council at all levels, from employees accessing services to managers and senior managers with a view to helping the organisation reduce absenteeism by one third over the two year period of the contract.

Word limit: 700 Weighting: 12%

Supplier Response



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.

Absentia's approach to Account Management for clients, such as the City of York Council, is centred around our Senior Account Management Team. This team is responsible for the smooth running of all major contracts and every major contract is assigned a dedicated Senior Account Manager (SAM).

Account Management is about providing a 'can do' response

It is an expectation that all of our employees are customer and solution focused. In simple terms this enables the City of York Council to leave a query or problem with us and have confidence that we will respond in a timely fashion with either a resolution or, as the circumstances dictate, offer suggestions and advice to the client in order that resolution might be achieved within the client's organisation.

This means all our staff must be reactive to the City of York's needs whilst simultaneously being proactive in the identification of potential challenges before they become problematic.

Through this commitment to client satisfaction, confidence in the service will grow and cement and develop our relationship.

Our approach is to encourage personal contact at all levels via telephone and/or face-to-face

meetings with key client stakeholders. This personal contact enables us to thoroughly understand not only the service requirements of our clients, but importantly the cultural and organisational nuances so crucial in developing good working relationships. Methods of contact may vary depending on job role and the reason for the contact, however, emphasis will always be based on the key aims of developing a positive working relationship and delivering the services you require in a timely and professional manner.

Account Management is about sharing the same goals



We understand that things change and therefore we go to great lengths throughout the life of a contract to gather information on organisational culture, structure and the client's aims and objectives for the absence management service they receive. This enables us to share goals and measure effectiveness.

We will assign Chantal McDonald, Senior Account Manager, to the City of York account. Chantal joined Medigold in October 2013 to manage the Day One Absence Service. She has worked in Absence Management and Occupational health for 14 years but has specialised in Absence Management for the last 6 and a half years. Chantal has experience in all areas of Absence Management, from operations, implementation and account management.

Chantal joined Absentia after working previously at a company supplying Day One in isolation. As an Occupational Health provider, she believes that Absentia provides a true holistic approach, ensuring the best support for both employees and Managers for clients using the Day One Absence Service.

Chantal provides senior account management for the Day One Absence Clients and works with them to implement the service into their business and has regular reviews, analysing the absence data, to look at trending information and any recommendations which can be put in place to reduce absence. Chantal also manages the operational side of the Day One Absence Service, supporting the Day One Call Centre based in Bristol and Day One Support Team based in Northampton.

Chantal who will be responsible for cultivating the relationship with your organisation, and bring lots of useful insight to assist you to refine and evolve your absence management services.

Chantal'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 Absentia
- Troubleshooting, risk mitigation, issue resolution and escalation
- Regular reporting & strategic review
- Coordination of stakeholder/employee communications
- Contractual negotiation, amendments and change control

Chantal 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.

Question 2:

Explain how you will manage and balance the pro-active and re-active costs of providing the services and work with CYC to make processes as efficient and as cheap as possible and detail what controls CYC will have on cost and how you will assist the organisation to show a return on investment and added value.

Word limit: 500 Weighting: 9%

All costs for the Absentia Day One Absence Management Service are worked out based on the live number of employees from City of York Council on an on-going basis to make sure costs are as accurate as possible based the per employee per month pricing model. A clear and concise one page ROI model is being sent along with our submission to show exactly what the costs of the service are based on 2,600 employees. It details the returns expected from the service in line with the absence reductions that are made during the initial 12 months of our partnership. We are confident in the ability of the service to reduce absence in partnership with City of York Council and that is why we have offered the 100% Risk Share / Deferred Payment model in our Service Proposal for the Council. This means that City of York Council don't pay anything in the initial 12 months of service and then only pay out based on the actual absence reductions achieved. With our average reduction in the first 12 months being 37%, the Council would see a saving of nearly 1.4M over and above the cost of service (a 1,674% ROI) and regain 11,954 working days which very positively impacts productivity and efficiencies. The 100% Risk Share also means the Council don't pay out unless a reduction of 5% is achieved which in effect is a minimum 200% ROI (2,2% reduction is breakeven). We believe this is the strongest statement that can be made in relation to the Absentia service. Either the Council sees a minimum of 200% ROI or pays nothing for the service in the initial 12 months.

No other provider offers this value for money guarantee.

Question 3:

Describe how you can support the organisation to move towards a more preventative approach to reducing sickness absence.

Your response should include an explanation of how you will use all data available to you from the Council's use of the service to identify common themes for absence and possible interventions. Explain any extra services such as development advice and support you will be able to give to support such interventions.

Word limit: 500 Weighting: 9%

The Absentia Day One Absence Management service will work closely with the Council to identify a number of key areas in the process of managing absence levels more effectively.

1. Manager compliance to processes such as Return to Works Interviews, Stage Management and policies.
2. Real time proactive reporting and alerts to Senior Management and HR which identify when processes and procedures and specified timelines are not kept to.
3. Trend analysis and bench marking of data to compare individuals, departments, directorates and also anonymised against other Councils data as guidance.
4. Proactive push reports that get sent to managers and HR on a regular basis. Because the Absentia service collects the data at the front end and makes sure each absence is accurately classified each time, it frees up HR at the Council to move away from an admin function to a much more proactive role, looking at hot spots and problem areas and reacting to them in much more real-time. This often enables organisations to head off issues before they start to negatively impact the

length of the absence spell of an individual employee.

The Absentia Service offers a large number of standard reports to our clients and if any bespoke reports need to be produced that are not part of the standard reporting pack, then we can set them up and if needed, they can then form part of the standard reporting going forwards.

As a provider of wellbeing services (OH, EAP, Mental Health, Day One and many more), we have a unique understanding of the best ways to integrate wellbeing services, with Day One Absence Management as the hub service, feeding into the other wellbeing services to help guide and steer them and make them as effective as possible, holding them to account and making sure that the services offered to employee are beneficial from both a health perspective for the employee but also a financial benefit for the employers in terms of speeding up an employee's recovery and reducing the time they take off from the workplace.

Question 4:

Describe how you will manage your relationship with our existing Occupational Health and EAP provider (Health Management Ltd) to ensure an overall effective integrated wellbeing service and provide recommendations for future service provision.

Word limit: 700 Weighting: 12%

Supplier Response

Integration of health benefits delivered by different providers is always more challenging to facilitate than it seems. As a client, the City of York will want a coherent picture of corporate health & wellbeing, and whilst we're sure that all providers will pledge their commitment to helping you achieve this, in practise, sharing of data and collaborative working can be difficult due to the intellectual property at play between businesses operating in the same or closely linked markets.

We would suggest that under the guidance of the City of York, the provider panel is invited to a post-tender discussion where collective objectives are set as 1, 2 & 3 year goals. These could include:

- Arranging joint service review sessions where providers present in turn
- Helping the City of York understand the lifecycle of key health conditions, such the effectiveness of EAP and OH in reducing mental health related claims through your PMI scheme.
- Creating managed referrals into EAP for mild/moderate cases where reports are produced to summarise the case to management (with patient consent)

The ultimate aim should be to have a provider panel who are encouraged to work openly together and the best way to achieve this is for the City of York Council to be active in bringing parties together and set the expectation for the life of the contract from all involved.

The City of York Council should be reassured that Medigold Health will be willing participants and proactive contributors to any such provider forums under this contract.

Question 5:

Provide details of Day 1 Absence Management services that you have implemented in other organisations and the number of schemes managed. Please include details of the impact and percentage reduction in absence rates within these organisations and how this will transfer to successfully working with CYC.

Word limit: 500 Weighting: 9%

Medigold Health are one of the largest Wellbeing providers in the UK. We work with over 2,500 organisations with more than 2 Million employees. Examples of Organisations that currently work with Absentia from Medigold Health are detailed below:

Question 6:

Describe how you would work with the organisation on a step by step basis to implement a Day 1 Absence provision, including communication to staff and employees across a number of sites which require diverse methods of communications. Please also state how you will work with the organisation to move towards an exit strategy at the end of the 2 year contract.

Word limit: 500 Weighting: 9%

Supplier Response

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. One of the key challenges of implementation is gaining the Manager's 'buy-in'. We, therefore, focus the initial stages of our implementation process on ensuring we engage with Manager's and provide them with a clear understanding of the service and their responsibilities of managing their employee's absence.

It is crucial to have Manager engagement and a big part of this is creating fluency in the use of the system, so that it becomes part of every-day-working.

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
- 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

Stakeholder Training & Engagement

We like to provide training sessions for users and key stakeholders of the service. Some of examples of our training methods include:

Manager Training Sessions – Face to face

We have a training presentation which we use to work with the key stakeholders, bespoke and branding it as appropriate for the City of York Council. It gives an overview of the process itself, why the City of York Council is implementing the service and during it, we complete a Medigold|One system demonstration, so the Managers understand their responsibilities and how they can access the absence information. It can include any internal specific slides on internal processes or policies as appropriate. The face-to-face approach is a great way to carry out the training as it means that you get Manager interaction, encouraging them to ask questions; we usually have HR present too, in case any policy questions arise. We co-ordinate these at several central locations and arrange Managers to attend in group sessions at their nearest location. As an Occupational Health Provider,

we have regional clinics spread throughout the UK and we are able to utilise these premises to hold training sessions.

Manager Training Sessions – Web-Ex

Where face-to-face training sessions aren't possible, we can use the same presentation and system demo to train Managers using Web ex sessions where Managers can view the trainers screen and they can ask any questions they have remotely. Smaller groups of Managers are best on these sessions; otherwise you sometimes get Managers talking over each other whilst trying to understand further, or ask questions.

On line training videos

We have online training sessions that we can send to Managers if they cannot attend sessions. This provides them with an overview of the service and a demo of the system, however it doesn't allow them to ask any questions. We do however have a support mailbox which they would be able to send any further questions the Manager might have after watching these.

User Manual

When a Manager is sent their log in details prior to launch, they are sent a user Manager which shows the different sections of the Medigold|One system and how to use it. This can be bespoke for the City of York Council and we can add additional information into this if required.

Frequently Asked Questions (FAQs)

We provide FAQs for every Manager as part of the roll out for implementation. This is to try and cover any further questions they might get asked by their Employees once the communication packs have gone out. As part of implementation we review these FAQs and can bespoke them to include any internal additional questions and answers that might be helpful to share.

2 FORM OF TENDER

FORM OF TENDER

The Tender must be submitted no later than **21st May 2019 at 12 noon**

The Tenderer in submitting the Tender hereby undertakes that in the event of his/her Tender being accepted by the Council he/she will provide the services detailed in the attached Tender Documentation and will within 10 days of being called upon to do so execute a Formal Agreement embodying the following documents upon which this Tender Documentation is based:

Invitation to Tender Parts:

ITT Part 1: Instructions to Suppliers

ITT Part 2: The Specification

ITT Part 3: Forms to be returned

ITT Part 3a: Pricing Schedule

ITT Part 4: Contract Conditions

Failure by the successful Contractor to execute a Formal Agreement within the time specified will render the Agreement voidable at the option of the Council at any time by notice in writing.

I/We the undersigned hereby offer to provide the services described or referred to in the attached Tender Documentation at the costs specified on the Schedule of Prices (Pricing Schedule) exclusive of value added tax (VAT).

I/We undertake that all elements of this Tender shall from the date of its opening not be withdrawn or modified for and during the period of 90 days in respect of the said requirement.

I/We confirm that in preparation and submission of this Tender I/We have observed and accepted the above conditions and complied with the Instructions and Conditions contained and referred to in the Tender Documentation.

NAME(Print Name)	Nicole Corr
Position/job title	Associate Commercial Director