

Practice:	Use of multiple systems to monitor contracts and services in long-term care
Organisation / Country:	Madrid City Council, Spain
Website:	https://www.madrid.es/portales/munimadrid/es/Inicio/Mayores/?vgnextfmt=default&vgnextchannel=cf30b7dd3f7fe410VgnVCM1000000b205a0aRCD
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Summary:	<p>Madrid city council plans and designs services in-house and monitors the quality of services contracted out to external providers. Long-term care has been a particularly fast-growing sector with about 50 different, mostly private, organisations delivering various services to about 200,000 citizens. Advances have been made to ensure higher quality in contractual matters, advertising of tenders, transparency, inclusion of social clauses and the improvement of award criteria.</p> <p>Madrid City Council is convinced that assessing compliance with the involvement of the contracted providers and the participation of citizens is key to guarantee continuous improvement. Information obtained through the quality control system set up by the municipal Directorate General for Older People allows for a precise monitoring of the implementation of technical specifications defined in tender documents.</p> <p>An important objective of the standards is that services are adapted to the expectations of older people with long-term support needs. It is therefore key to guarantee compliance with quality standards by all external providers. An important precondition is thus to establish a relationship of trust between the purchaser and the providers, including contractual definitions of quality.</p> <p>A specific strength of this approach is to underpin municipal management, programming and re-programming, as contracts may be reformulated as they are monitored by the 'improvement group' of municipal experts in cooperation with providers.</p> <p>Going from designing 'for' to designing 'with' users is not an easy task, but it is a necessary strategy in providing services through a public-private partnership approach. Well-defined contracts are as important as the active involvement of the relevant stakeholders, including managing departments and service providers in a strategic alliance.</p>

<u>Resources:</u>	Madrid City Council uses 0,5 euros to control 100 euros invested in services. In addition, there are personal costs, because several technicians of the department are working in this project.
<u>Objectives:</u>	Involving providers and users in quality assurance to ensure better compliance with quality standards and achieve better care experience for users of long-term care.
<u>Outcomes:</u>	<p>Madrid City Council argues that involving users in quality monitoring has changed service providers attitudes. While they had previously perceived increasing monitoring as a negative feature with an aim to sanction non-compliance, service providers are now considering each monitoring cycle as support towards improvement. A similar transformation has occurred within the council with professionals increasingly valuing the initiative. The mutually agreed importance attached to contracting and monitoring compliance is now considered an asset by all the stakeholders involved.</p> <p>Note: An important precondition to success thus to establish a relationship of trust between the purchaser and the providers, including contractual definitions of quality.</p>
<u>Evaluation of practice:</u>	<p>We use qualitative methods, formal and informal evaluations and an external evaluator.</p> <p>The service is evaluated at least once a year the main services or every two years.</p> <p>The entities that provide the services participate in periodic meetings and search for improvement strategies. These meetings are conducted by our department with the company in charge of quality control service and both, the municipal responsible of different services (days centres, home help service, support of caregivers, etc) and care providers, are present.</p> <p>We also use so called "Improvement groups", composed of technicians from the municipality and providers to discuss improvements in services.</p>