

Monitoring the Performance of the Joint Health & Wellbeing Strategy

Summary

1. This report sets out options by which the Health & Wellbeing Board (HWBB) can maintain oversight of progress and performance against York's Joint Health and Wellbeing Strategy 2017-2022 (JHWBS).
2. The Health and Wellbeing Board are asked to consider the resources required to deliver the different formats and breadth of performance data.

Background

3. At its meeting on 9th March 2016, the HWBB expressed an intention to strengthen the way it exercises its oversight and performance monitoring responsibilities.
4. The Health and Wellbeing Board currently receives reports on the performance of a suite of 22 performance measures, which are matched against the previous high level priorities of the Board and its previous Joint Health and Wellbeing Strategy. To achieve the Board's new aims, it is necessary to review these measures and processes in light of the newly created Joint Health and Wellbeing Strategy 2017-2022.

Principles of any Proposed Framework

5. An effective performance management framework (PMF) helps ensure that the work of the Board stays relevant and reflects emerging concerns of local people, communities of interest and partner agencies.
6. Effective performance reporting demonstrates and communicates how the Health and Wellbeing Board is making things happen, not

just through traditional interventions but also through changing thinking, expectations and behaviours.

7. An effective PMF creates an holistic view of performance to evidence not just what has been achieved but also what the experience felt like for local people and communities.
8. An effective PMF should establish a mechanism by which the Health and Wellbeing Board can maintain oversight of progress and performance against its priorities and principle statutory duties.

Options

9. The following options set out what a Performance Framework might look like. They have been categorised as:
 - a. Gold Standard;
 - b. Silver Standard; and
 - c. Bronze Standard
10. The categories are based upon the breadth and type of data and analysis that might be required; the level of challenge and evaluation of processes and working arrangements and ongoing monitoring of risks and activity.

Option 1: Gold Standard

11. A Gold standard performance framework comprises of four elements:
 - a. **Quantitative Data and Analysis** - the bringing together of quantitative multi-agency data; usually through a dashboard of Specific Measurable Achievable Realistic and Time-bound (SMART) measures which communicate progress towards the outcomes and targets in the JHWBS.
 - b. **Qualitative Feedback** - reports that collate views/ feedback from customers, patients, carers, families, and staff to understand how arrangements are working and delivering the outcomes people want and making a difference. This may include information from peer reviews or external audits on the quality or efficacy of the services or solutions in place.

- c. **Partnership Process Evaluation** - a method for identifying the quality of joint working arrangements to assure that partners are working effectively together towards integration and a person centred approach.
 - d. **Monitoring of Risks and Actions** – a regular report of activity by partner organisations in order to understand how the partnership is progressing against its commitments.
12. A Gold standard performance framework would look to collect, share, learn and challenge from a range of qualitative and quantitative data, findings from reports and service inspections, responses to surveys, feedback and complaints, risks issues and lessons learned.
 13. Reports would be brought back to the Health and Wellbeing Board on a regular basis highlighting performance trends, exceptions and learning for each of the Joint Health and Wellbeing Strategy themes complete with analysis and recommendations for the HWBB.
 14. The characteristic of the Gold Standard which differentiates it from the Silver Standard is that the PMF would actively seek to increase the breadth of the data available to the HWBB.

Option 2: Silver Standard

15. A Silver standard performance framework comprises of two main elements:
 - a. **Quantitative Data and Analysis** - the bringing together of quantitative SMART multi-agency data which communicates progress towards the outcomes and targets in the JHWBS.
 - b. **Qualitative Feedback and Analysis** - reports that collate views/ feedback from customers, patients, carers, families, and staff to understand how arrangements are working and delivering the outcomes people want and making a difference. This may include information from peer reviews or external audits on the quality or efficacy of the services or solutions in place.
16. The reports would be brought back to the Health and Wellbeing Board on a regular basis, would contain analysis of data highlighting analysis of performance trends and exceptions based upon the data.

17. The characteristics of the Silver Standard which differentiate it from the Gold Standard is that the PMF would utilise only existing data and not actively seek to increase the breadth of the data available to the HWBB. It would not seek to monitor partnership activity by theme.
18. Both the Gold and Silver standard options would seek to utilise info-graphics to create an eye catching, shareable and easily digestible view of the data so that professionals and the public might understand the performance or issues identified in the analysis. An example of info-graphics of this type to show variance in life expectancy by ward, customer experience of place and feedback from surveys from Coventry Council is shown in **Appendix 2** of this report.

Option 3: Bronze Standard

19. A Bronze standard performance framework comprises of two main elements:
 - a. **Quantitative Data** - the bringing together of existing quantitative SMART data which communicates progress towards the outcomes and targets in the JHWBS.
 - b. **Qualitative Data** – the bringing together of any existing qualitative data such as surveys in a dashboard view from customers, patients, carers, families, and staff.
20. The characteristics of the Bronze Standard which differentiates it from the Silver Standard is that the PMF would utilise only existing data and return the outcomes of this data with no detailed analysis or recommendations. An example of this Dashboard is provided in **Appendix 1**.

Analysis

21. Dependant on the complexity of the framework the Board would like there may or may not be a requirement for additional resource to collate and analyse and present this data in a manner which is able to be understood by the Board, its partners and the public.
22. An enhanced PMF (gold or silver standard) would need additional resource likely to be the equivalent of a Grade 7 post in the Council.

It is suggested that any responsibilities for this work sit within the Council's Business Intelligence Hub as this would allow for the connection into existing performance frameworks; existing data and technical knowledge; resilience on staffing; and the embedding and streamlining of any created data model.

23. The potential costs of the options above are shown in the table below:

Standard	Resource	Cost
Gold	<ul style="list-style-type: none"> • 1x Grade 7 FTE 	£22696
Silver	<ul style="list-style-type: none"> • 0.5 X Grade 7 FTE 	£11348
Bronze	<ul style="list-style-type: none"> • No Additional resource 	£0

Strategic/Operational Plans

24. Any changes to the performance management framework could have implications for the arrangements in place in each of the partner organisations.

Implications

25. **Financial** - these are detailed in the body of the report.
26. There are no other known implications associated with the recommendations in this report.

Risk Management

27. The strengthening of the performance management framework for the Health and Wellbeing Board will assist in identifying and managing risks across the whole health and social care system.

Recommendations

28. The Health and Wellbeing Board are asked to consider the different options for monitoring progress against the Joint Health and Wellbeing Strategy and give direction as to their preferred way forward.

Reason: To ensure the most appropriate PMF is put in place, within available resources, to monitor the progress against the Joint Health and Wellbeing Strategy.

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Report

Approved



Date

24.02.2017

Wards Affected:

All



For further information please contact the author of the report

Annexes / Appendices

Appendix 1: Existing Dashboard (KPI Machine)

Appendix 2: Example Info graphics (Coventry City).

Glossary

HWBB – Health and Wellbeing Board

JHWBS – Joint Health and Wellbeing Strategy

PMF – Performance Management Framework

SMART - Specific Measurable Achievable Realistic and Time-bound