

Report of the Director of Adult Social Care, City of York Council

Monitoring and Managing Performance

Summary

1. The Health and Wellbeing Board at its meeting on 9th March 2016 expressed an intention to strengthen the way it exercises its oversight and performance monitoring responsibilities.
2. This report sets out some thoughts in relation to strengthening performance management to improve outcomes and the effectiveness of the health and social care system.

Background

3. The Health and Wellbeing Board is currently reviewing its role, purpose and effectiveness and is being supported by the LGA who are facilitating a number of development sessions to reflect on the achievements and impact of the Board to date. This work includes a review of our 2020 vision for York and considering how the Board will drive service transformation to meet the aspirations of local people.
4. The Health and Wellbeing Board currently receives quarterly reports on the performance of a suite of 22 performance measures, which are matched against the high level priorities of the board. These priorities were drawn from pre-existing performance measures, so as not to increase the burden upon partners, at a time of diminishing resources. The Board will need to review these 22 measures when it has concluded its review of the outcomes it wants to achieve.
5. In the meantime, the Board may wish to consider agreeing a set of principles that will drive the development of our performance management framework.

6. Similarly, the Board could consider what information it wishes to receive, to form a more comprehensive view of the impact of strategies to improve public health and health inequalities, using more than data alone.
7. Formal mechanisms are also needed to monitor performance of the most immediate and urgent strategic challenges facing our local health and care system, such as the progress of the Better Care Fund.

Key Considerations

8. Any performance management framework must first of all demonstrate how effective the Health and Wellbeing Board are in fulfilling their principle statutory duties:
 - To assess the needs of the local population through a JSNA
 - To set out how the needs are being addressed through the Joint Health and Wellbeing Strategy
 - To promote greater integration and partnership working, including joint commissioning, integrated provision and pooled budgets
9. An effective performance management framework will help ensure that the principle work of the board stays relevant and reflects emerging concerns of local people, communities of interest and partner agencies.
10. It should demonstrate how the Health and Wellbeing Board is actually making things happen, not just through traditional interventions but also through changing thinking, expectations and behaviours.
11. The Health and Wellbeing Board needs a holistic view of performance so that it can see not just what has been achieved but also what the experience felt like for local people and communities.

Principles

12. Performance management information presented to the Health and Wellbeing Board should:
 - Demonstrate ambition and build confidence in the system

- Be strategic, concentrating on major goals and initiatives
- Inform and engage people in addressing the challenges facing health and social care
- Highlight major risks and enable remedial action to be taken during the planning timeframe
- Display openness and transparency
- Keep it simple and minimise the burden on partner organisations

A more comprehensive view of the impact of strategies and plans

13. We cannot provide a 'rich picture' of performance using data alone.
- a) SMART performance measures are needed – hard performance indicators and benchmarking information – to report on direction of travel against the Joint Health and Wellbeing Strategy.

These should be a mix of locally determined measures and national measures selected from national outcome frameworks relating to public health, NHS and social care. These measures should be chosen to reflect and provide evidence of improved outcomes of each of the key strategic priorities of the Board.

It is important that the Health and Well Being Board does not duplicate the work of any sub-board or other partnership body and that it maintains a strategic focus. A simple hierarchy of measures is required to support the partnership network. This can only be finalised when the development of the Health and Wellbeing Board and the review of the Joint Health and Wellbeing Strategy are complete. Discussion can begin immediately however on the measures that provide an insight on direction of travel based on current and demerging priorities.

If pre-existing measures are chosen, to avoid increasing the data collection burden, then the board need to be clear whether the indicators are simply 'can openers' highlighting a need for the Health and Wellbeing Board (or one of its sub-boards) to drill down further to look for other signs that may indicate that we are not on track to achieve the strategic outcomes.

- b) Soft intelligence, perception measures and customer surveys are also needed to measure how far we are meeting citizen's expectations and confidence levels. People stories/customer journeys can be a very powerful way of enabling the board to understand the customer experience and practical effect of policies, strategies and practices of the partners.
- c) The Health and Wellbeing Board should receive an annual update, reporting population and demographic changes affecting the Joint Strategic Needs Assessment (JSNA), including a gap analysis. The JSNA should indicate whether significant issues are emerging that need addressing or a change in commissioning priorities.
- d) A Joint Commissioning Strategy guiding the priorities of all partners to the board should be presented to the Health and Wellbeing Board, progress reported in year and reviewed annually along with a single Integration and Transformation Plan.
- e) A suite of other documents should routinely be reported to the HWBB so that system leaders can align activity and raise awareness of issues. These include:
 - Annual reports of the sub-boards to Health and Wellbeing Board
 - Annual safeguarding reports for adults and children
 - Annual report of other partnership boards, such as the Community Safety Partnership.
- f) The Health and Wellbeing Board may want to receive exception reports from sub-boards and operational groups rather than receive a large suite of performance information on a regular or *ad hoc* basis.

The Most Immediate and Urgent Strategic Challenges

14. An Integration and Transformation Board has recently been formed and has been established as a sub-board to the Health and Wellbeing Board. It is a delivery group, made up of local system leaders, which will act as a catalyst for whole system, integrated, person centred care.
15. The Integration and Transformation Board is focusing on the most difficult issues facing the system and is identifying projects that will

'breakthrough' the professional, organisational and cultural issues that act as barriers to change. This sub-board is accountable and can provide regular reports to the Health and Wellbeing Board.

16. The Health and Wellbeing Board has to agree and sign off plans for national programmes, such as the Better Care Fund. Negotiations to agree the 2016/17 BCF Plan have been hampered by under-performance in previous years and the Board should receive regular reports on progress, results and financial performance in future.
17. Exception reports also need to be made in relation to programme and project management information relating to programmes for which Health and Wellbeing Board has an oversight responsibility.
18. Minutes from sub-boards can be used to identify emerging issues that require escalation to the Health and Wellbeing Board.

Consultation

19. This report marks the beginning of a discussion around a new performance monitoring regime for the Health and Wellbeing Board.

Options

20. The Health and Wellbeing Board are asked to consider suggestions for monitoring progress against the Joint Health and Wellbeing Strategy and for fundamental transformation of the health and social care system in York.

Analysis

21. Options are not presented in the report.

Strategic/Operational Plans

22. Any changes to the performance management framework will have implications for the arrangements in place in each of the partner organisations. Detailed proposals will only be possible after the review of the Health and Wellbeing Board and the Health and Wellbeing Strategy are concluded.

Implications

- This report is intended to stimulate thinking in relation to performance monitoring and there are no direct implications at the present time.
- **Financial**
- **Human Resources (HR)**
- **Equalities**
- **Legal**
- **Crime and Disorder**
- **Information Technology (IT)**
- **Property**

Risk Management

23. 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

24. The Health and Wellbeing Board are asked to:
- i. Comment on the principles put forward to assist in strengthening the performance management framework for the Health and Wellbeing Board
 - ii. Consider what type of information the Board would like to receive to provide a more comprehensive view of performance
 - iii. Consider what formal mechanisms are needed to monitor performance of the most immediate and urgent strategic challenges facing our local health and care system

Reason: To start the conversation about strengthening the performance management framework for the Health and Wellbeing Board.

Contact Details

Author:

Tom Cray
Senior Strategic
Commissioning Lead
Adult Social Care
City of York Council
01904 554070

Chief Officer Responsible for the report:

Martin Farran
Director of Adult Social Care
City of York Council
01904 554045

Report
Approved

Date 11.07.2016

Specialist Implications Officer(s) None

All

Wards Affected: All wards will be affected

For further information please contact the author of the report

Background Papers:

None

Annexes

None