



INTEGRATION JOINT BOARD

Report Title	The Intelligent IJB: Framework for Performance, Governance and Improvement
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Report Author	Jillian Evans, Head of Health Intelligence, NHS Grampian
Date of Report	21 December 2016
Date of Meeting	31 January 2017

1: Purpose of the Report

This paper provides an update of progress in implementing the Framework for Performance, Governance and Improvement, approved by the IJB in March 2016. National guidance requires Partnerships to produce an annual report on performance using the 'core suite of indicators'ⁱ. Beyond that, it is for the IJB to decide the breadth and depth of performance monitoring and the frequency of reporting. Our Framework is concerned with the provision of intelligence at all levels of the organisation aiming to support improvements in service delivery, governance and planning. In so doing, we aspire to be evidence informed, high performing and decisive, with an enabled and empowered culture.

This report has been subject to consultation with senior teams within the Health and Social Care Partnership and the City Council. All comments and amendments have been incorporated.

2: Summary of Key Information

Introduction

"The Intelligent IJB: A Framework to support Planning, Governance and Performance Improvement in Aberdeen City" was based on an approach of 'tiered intelligence' where information is packaged intelligently to support effective service delivery, performance improvement, governance and strategic planning.

Figure 1 outlines the data, information and intelligence that has been developed to date and provided at different tiers across the organisation.



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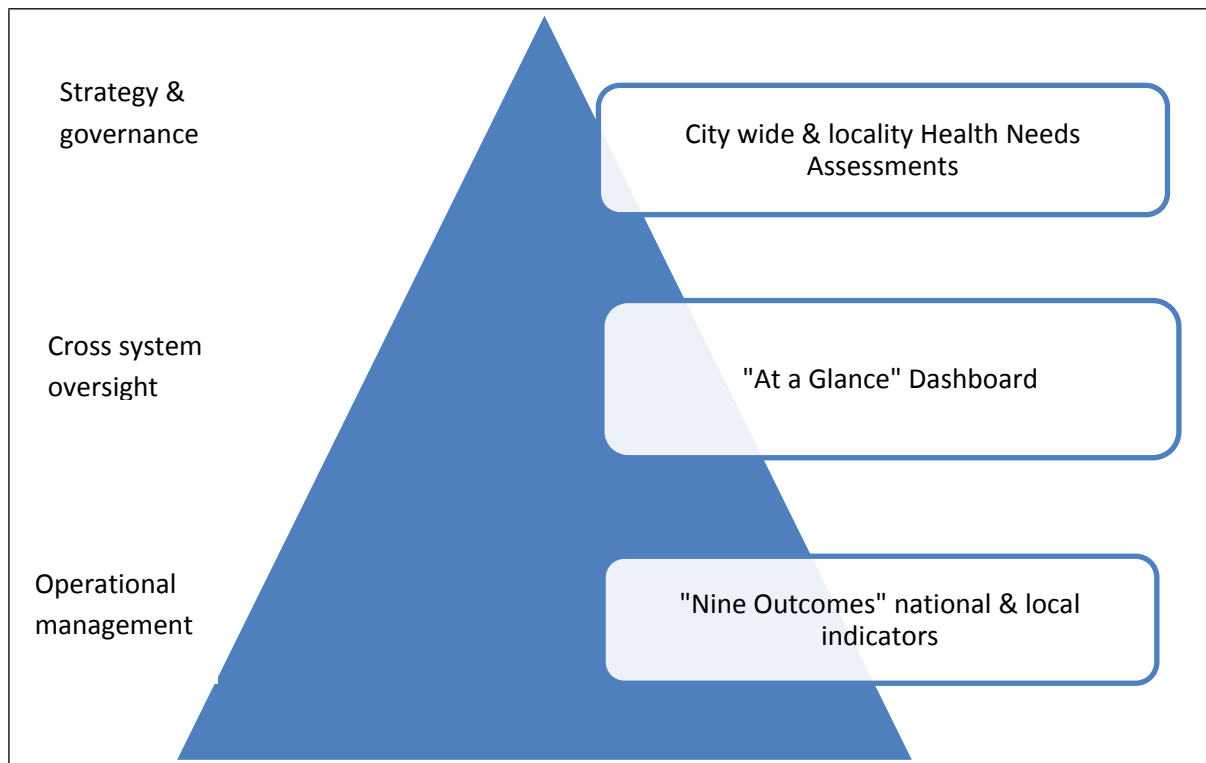


Figure 1: Aberdeen City HSCP Tiered Intelligence

Development of Indicators to measure and monitor performance

Beyond the national indicators required in the Annual Report, the Partnership has begun to identify other relevant metrics which suit particular local requirements. This has involved working with the management team and using their knowledge to make good use of existing data and more importantly, to consider new measures that are more sensitive to the work and desired outcomes of the HSCP. Similar discussions have taken place with the Transformation Board, the Executive Team and in Locality Planning sessions. We still have a long way to go, but there is a lot of energy in creating the most sensitive measures of change and improvement.

Operational Level information

A bundle of national and locally identified indicators have been grouped around the nine national HSCP outcomes. Issued bi-monthly, this information provides drill-down data to locality level (where possible) shows progress over time and provides a comparison with other Partnerships or the Scottish average.

The provision of this detailed dataset will change from being a large drillable spreadsheet



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to become an interactive dashboard using Tableau data visualisation software. In so doing, this will help users navigate through a considerable dataset and we plan to develop 'storyboards' to help with interpretation of data and key messages. This is currently in development as part of a major project to transform the accessibility of data and intelligence.

Cross system oversight information and intelligence

Two high level dashboards have been developed and are in use. One is to support performance and accountability of the Chief Officer with the Chief Executives of Aberdeen City Council and NHS Grampian. This includes a package of indicators to monitor performance in key areas of authority and accountability for the IJB. The other high level dashboard ("At a Glance") is provided to the HSCP Executive Team and the IJB to maintain oversight of the key aspects of Partnership business. These are clustered around the five Care Quality Commission categories of organisational performance: "Safe; well-led; effective; responsive; caring".

The Executive Team review the "At a Glance" performance dashboard monthly, accompanied by a descriptive commentary (both are attached). This helps to take decisions on whether to commission further investigation of performance matters and to take action. This has already begun in practice where the IJB clinical and care governance committee will soon be receiving a detailed report of adverse events reporting for falls – a matter identified by the Executive Team from the dashboard and commentary.

Strategy and Governance

The Strategic Plan of the IJB was underpinned by a health needs assessment. Since then, health profiles have been provided at a locality level, helping to support local discussions and the development of plans. This work is continuing to evolve with localities through regular locality workshops.

Scrutiny and Exception Reporting

We plan that the Audit and Performance Committee will be the main recipient of all performance data and intelligence. This includes the detailed 'nine outcomes indicators' and the 'At a Glance' dashboard, and in so doing, a formal structure for scrutiny of performance matters is in place. Decisions on exception reporting to Board level will be taken by this committee.

Setting targets for improvement

The high level dashboards used by the Executive Team for performance oversight are being used to consider performance improvement trajectories and targets. These will be presented to the IJB in February 2017.



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Data challenges

We have made substantial progress in providing data at all layers of the organisation. Our ability to really transform the use of data for performance and improvement depends on having access to raw data, and for this to begin, we need to have data sharing agreements in place. An existing Memorandum of Understanding exists between Aberdeen City and Aberdeenshire and Moray Councils, NHS Grampian and Police Scotland (2011) and this sets out the legal framework and responsibilities of all Partners when sharing personal and sensitive data. A Business Information Analyst appointed jointly by the Partners and hosted by NHS Grampian, together with the Governance Team in Legal Services provides support and advice in respect of information sharing, and the work that we are doing to develop indicators for performance management at all layers of the organisation will help to inform these data sharing requirements.

However we remain the only Health and Social Care Partnership in Scotland who has not yet signed an Information Sharing Protocol (ISP) with National Services Scotland. This would give us access to sophisticated health and social care planning and performance analytics to help with planning and performance. Discussions with Legal Services are continuing, and it is worth noting that the lack of an ISP does not in itself provide a barrier to sharing information where there is a statutory duty to do so.

Another challenge we have is sustaining investment in staff who are dedicated to developing the performance and improvement Framework. The temporary funding made available for a highly skilled data technician and analyst expires in March 2017 and although as much of the work will be absorbed by the Health Intelligence Team, the capacity and speed of delivery will be greatly affected.

3: Equalities, Financial, Workforce and Other Implications

There are no equalities, financial, workforce or other implications arising from this report.

4: Management of Risk

Identified risk(s): The management of risk in performance and governance is high, and endeavours to implement a Framework will take time and resource. It is likely that the reduction in intelligence capacity will slow down the rate of progress made so far. Consequently, the risk is that the performance framework is not developed sufficiently in



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order to:

- Provide the IJB and its committees with the necessary assurance that the partnership is performing to the highest standards and fulfilling the national outcomes and
- Provide the partnership with the necessary intelligence to ensure that our planning and delivery of service is safe, effective and innovative.

Link to risk number on strategic or operational risk register:

This links with the following risks identified in the strategic risk register:

- Failure of the IJB to function, make decisions in a timely manner etc
- There is a risk that the outcomes expected from hosted services are not delivered and that the IJB does not identify non-performance in through its systems. This risk relates to services that Aberdeen IJB hosts on behalf of Moray and Aberdeenshire, and those hosted by those IJBs and delivered on behalf of Aberdeen City.
- There is a risk that the governance arrangements between the IJB and its partner organisations (ACC and NHSG) are not robust enough to provide necessary assurance within the current assessment framework – leading to duplication of effort and poor relationships
- There is a risk that the IJB and the services that it directs and has operational oversight of fail to meet performance standards or outcomes as set by regulatory bodies
- There is a risk of reputational damage to the IJB and its partner organisations resulting from complexity of function, delegation and delivery of services across health and social care.
- Failure to deliver transformation at a pace or scale required by the demographic and financial pressures in the system

How might the content of this report impact or mitigate the known risks:

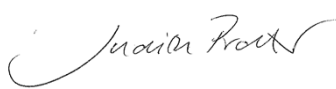
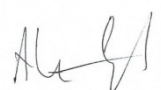
The report seeks to mitigate these risks by

1. Showing the progress that has been made with developing and implementing the performance framework
2. Highlighting the risks associated with access to data and the sharing of information
3. Making the partnership aware of the need to continue investment in staff either through the Aberdeen City HSCP alone, or across all three HSCTs in Grampian to maximise economies of scale.



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5: Recommendations
<p>It is recommended that the Integration Joint Board:</p> <ol style="list-style-type: none">1. Note the progress of implementing the Framework in meeting national requirements and local aspirations for performance, governance and improvement2. Agree the governance processes for performance oversight and exception reporting through the Audit and Performance Systems Committee3. Consider and agree the steps in securing a data sharing agreement with National Services Scotland4. Note the requirement for continued investment in staff to support the development of this framework at all levels within the organisation.

6: Signatures	
	Judith Proctor (Chief Officer)
	Alex Stephen (Chief Finance Officer)

ⁱ Scottish Government. Guidance for Health and Social Care Integration Partnership Performance Reports. Feb 2016