



INTEGRATION JOINT BOARD

Date of Meeting	11 th December 2018
Report Title	Performance Monitoring
Report Number	HSCP.18.114
Lead Officer	Sandra Ross, Chief Officer
Report Author Details	Name: Alison MacLeod Job Title: Lead Strategy and Performance Manager Email Address: alimacleod@aberdeencity.gov.uk
Consultation Checklist Completed	Yes
Directions Required	No
Appendices	A. Priorities, Outcomes and Indicators Map B. Strategic Performance Indicators

1. Purpose of the Report

- 1.1. The purpose of this report is to advise the Integration Joint Board (IJB) of current developments and future proposals in relation to Performance Monitoring.

2. Recommendations

- 2.1. It is recommended that the Integration Joint Board:

- a) Approves the proposals in relation to performance monitoring approach and timescales as described in paragraphs 3.11 to 3.14 of this report.
- b) Notes the commentary in relation to the red indicators from the Annual Report reported to the IJB on 28th August 2018 in paragraph 3.14 of this report.



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- c) Instructs the Lead Strategy and Performance Manager to develop a local survey to provide robust and relevant feedback from those who use our services

3. Summary of Key Information

- 3.1. The IJB approves the Annual Performance Report in early summer each year. In addition to the annual reports, in October 2017 the IJB agreed that performance reports would be submitted quarterly to both the Audit and Performance Systems Committee and the IJB alternatively. These reports have been based on both national and local indicators. The IJB received a quarterly report in May 2018, and the Audit and Performance Systems Committee received a quarterly report in September 2018. This means that the IJB are due to receive a quarterly performance report at this meeting however there is so much development on performance management and related strategy at the current time that it was felt it would be useful for this report to detail this and seek approval on a way forward.
- 3.2. The 23 national indicators are taken from national systems, historical data is available, and we can benchmark nationally. National Indicators 1 to 9 are taken from a bi-annual survey using random sample patients from GP practice lists and as reported previously the response rate to these surveys is typically poor and not reflective of the population using health and social care services. Discussions are underway at a national level as to how this could be improved however the development of a local survey to provide robust and relevant feedback from those who use our services is also being investigated.
- 3.3. The local indicators were agreed at an early stage in the partnership's development. There are 16 local indicators under the headings of Responsive, Effective, Safe and Well Led. These are collated from a variety of local systems. Indicators such as complaints and absence rates are recorded and reported differently in both NHSG and Aberdeen City Council therefore it is difficult to provide a partnership wide picture.
- 3.4. In January 2018, the Ministerial Steering Group (MSG) identified 6 performance indicators that they felt demonstrated progress on integration and data is collected nationally on these across all partnerships on a quarterly basis.



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- 3.5.** Statutory performance information is collated and reported to the Scottish Government on an annual basis. Some of this information is useful at an operational level and some at a strategic level.
- 3.6.** Whilst the national, statutory and MSG indicators will continue to be reported as required, it was proposed that we review our local indicators and from the range of national, statutory, MSG, local and any other available performance information, identify a bespoke set of strategic performance indicators that give us as a partnership the assurance that we are performing well.
- 3.7.** Good performance means that we are meeting our strategic priorities. These are set out in our strategic plan. We also have the nine national health and wellbeing outcomes that the Scottish Government has indicated partnerships must work towards achieving and the health and social care related commitments in Aberdeen City Council's Local Outcome Improvement Plan (LOIP). The LOIP indicators are also currently being reviewed. The outcome of this review is expected by March 2019.
- 3.8.** A review of all of the performance information currently reported has been undertaken and those that were deemed to demonstrate progress under the priorities and outcomes identified. Appendix A attempts to group the health and wellbeing outcomes, local indicator categories and LOIP priorities under the seven strategic priorities in the current Strategic Plan and to map the linkage of the various performance indicators to each of these.
- 3.9.** From that mapping exercise a range of strategic performance indicators have been identified. These have been grouped into themes under each strategic priority and are listed in appendix B. Also indicated is the source of the data, how often it is captured and whether there is any trend or benchmarking data available. Not all of the performance indicators are currently available however this should not mean that we cannot work towards ensuring the necessary systems and procedures are in place to enable the capture and reporting of this data in future. The mapping spreadsheet and Strategic Performance Indicators were reported to Audit and Performance Systems Committee at their September meeting.
- 3.10.** Since then, following an IJB Workshop on 18th September five new strategic priorities have been identified as part of the strategic plan refresh. In addition, a review of the Strategic Risk Register is underway, and this is another strategic document that performance should be linked to.



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- 3.11.** It is proposed that the mapping exercise is updated to make the links to the refreshed strategic priorities and the strategic risk register. It is further proposed that these strategic priorities form the basis of the Annual Report.
- 3.12.** It is proposed that a tiered approach is taken to performance reporting. The IJB will receive reports on the National and the MSG Indicators as soon as these are available after the end of the financial year, probably at their June meeting. These will be reported nationally, and it is only right that the IJB have sight of this and are advised of the context of the current performance.
- 3.13.** The IJB will also receive the Annual Report for approval at their September meeting. Again this will be published nationally so the IJB is the appropriate level for approval.
- 3.14.** The Audit and Performance Systems Committee and/or the Clinical and Care Governance Committee will receive regular performance reports throughout the year focusing on each of the strategic priorities in turn. These committees will have the opportunity to escalate any areas of concern to the IJB at any time.
- 3.15.** At its meeting on 28th August the IJB requested that the Partnership circulated a progress update on performance against identified areas of improvement to all IJB members. There were two areas of improvement. The first was in relation to carers not feeling supported to continue in their caring role or feeling that they have a say in the services provided for the person they look after, and the second in relation to the number of readmissions to hospital within 28 days.
- 3.16.** With regards to the carers indicators, as the data gathered was from 2017/18 prior to the implementation of the Carers (Scotland) Act 2016 and the launch of the Aberdeen City Carers Strategy (both in April 2018) it is felt that the relatively negative response from carers was to be expected. It is anticipated that with the delivery of the Carers Strategy Action Plan carers will begin to feel more supported and have more of a say in the care provided to the people they care for. This will be tested at the second of the Carers Conversations Events in January 2019 and reported to IJB as part of the annual report on the implementation of the Carers Strategy in June 2019.
- 3.17.** In relation to readmissions, work is ongoing to ascertain the causes of these. A review was previously undertaken in relation to readmissions for 2011/12 and the approach is to mirror that methodology to determine whether integration has had a positive or negative effect. We are comparing the



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source of the referral, the condition of the patient, the existence and effectiveness of Anticipatory Care Plans and the availability of appropriate care in the community. Our initial findings are that readmissions are generally older, more frail, susceptible to falls and suffering from some form of dementia. We are also aware that our unmet needs list for community care is greatly improving and was its lowest ever in late November 2018. A lot of work has gone into reducing the level of unmet need and we will continue to look at options to improve this further. Further detail will be provided when the review is complete.

4. Implications for IJB

- 4.1. Equalities – this report has no negative implications for people with protected characteristics.
- 4.2. Fairer Scotland Duty – this report has no implication in relation to the Fairer Scotland duty.
- 4.3. Financial – this report has no direct implication on finance.
- 4.4. Workforce – there are no implications for the workforce arising from this report. Performance data will continue to be collected and reported by existing staff as happens currently.
- 4.5. Legal – there are no legal implications arising from this report. The strategic performance indicators will be used to inform the production of the Annual Report which we are statutorily obliged to publish.
- 4.6. Other – none.

5. Links to ACHSCP Strategic Plan

- 5.1. This report aims to develop a set of strategic performance indicators which will demonstrate progress on the strategic priorities and national health and wellbeing outcomes as outlined in the strategic plan.

6. Management of Risk

6.1. Identified risks(s)

If we do not agree relevant and meaningful strategic performance indicators we will be unable to demonstrate our progress on our strategic priorities, the national



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health and wellbeing outcomes and our commitments in the Local Outcome Improvement Plan.



6.2. Link to risks on strategic or operational risk register:

This report links to Strategic Risk 5: -

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

6.3. How might the content of this report impact or mitigate these risks:

By agreeing a set of relevant and meaningful strategic performance indicators and putting in place arrangements for regular reporting and review the partnership can provide assurance of its progress towards achieving its strategic priorities and meeting the national health and wellbeing outcomes and commitments in the Local Outcome Improvement Plan.

Approvals	
	Sandra Ross (Chief Officer)
	Alex Stephen (Chief Finance Officer)