

**HAMPSHIRE COUNTY COUNCIL****Report**

<b>Committee/Panel:</b>	Health and Wellbeing Board
<b>Date:</b>	22 October 2013
<b>Title:</b>	Joint Health and Wellbeing Strategy Performance Framework
<b>Reference:</b>	5269
<b>Report From:</b>	Director of Policy and Governance, Hampshire County Council

**Contact name:** Samantha Hudson – Head of Health Partnerships

**Tel:** 01962 845605

**Email:** samantha.hudson@hants.gov.uk

## **1. Executive Summary**

1.1 The purpose of the report is to:

- Propose an approach that can be used to develop a performance framework to enable the Health and Wellbeing Board to monitor the progress of the Joint Health and Wellbeing Strategy
- Recommend that the Board considers the draft performance framework and next steps

1.2 This paper highlights:

- The key component parts of the performance framework which are a Joint scorecard, exception reporting, quarterly monitoring, multi agency topic led discussions and an annual self assessment.
- The importance of developing a performance framework in order to keep a clear focus and track progress

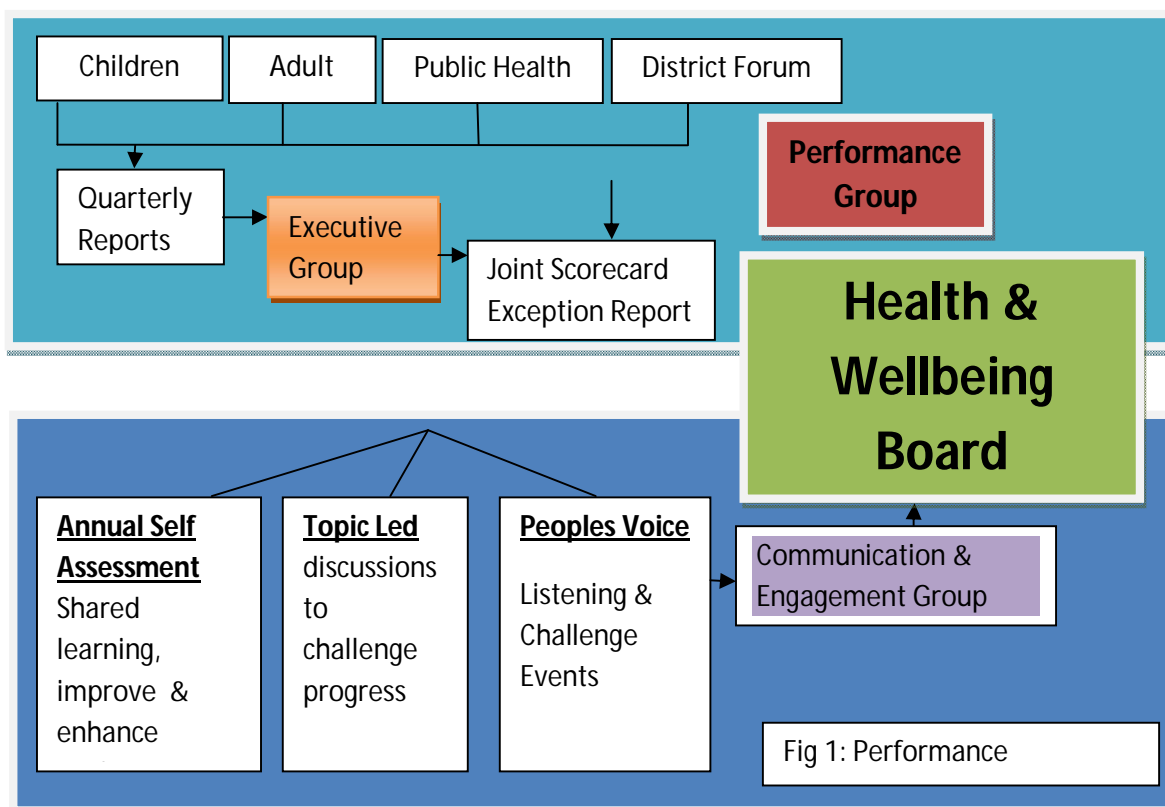
## **2. Contextual information**

2.1 In order to assess the impact of the JHWS and achievement of our outcomes and priorities, a performance framework is needed. The framework will need to balance quantitative and qualitative data. This is important as many of the overarching indicators can only be up-dated annually. In order to provide a holistic approach it will need to bring together public engagement and quarterly feedback on each theme.

## **3. Framework**

3.1 The proposed framework will focus on both internal and external challenge. It will provide a common set of indicators and reporting framework to monitor progress on the four themes. The proposed components are as follows:

- **Joint scorecard** highlighting high level snapshot of the overarching outcomes and key progress indicators
- **Exception report** highlighting unexpected trends both positive and negative
- **Quarterly report** from the Child Health Commissioning Group, Public Health Group, Integrated Commissioning Group and District Health Forum
- **Topic led** discussion with the public, special interest groups and organisations on the underlying principles of user experience, integration, balance of care and financial stability
- **Annual Self Assessment** bringing together quarterly reports and scorecard information



#### 4. Presentation of information

- 4.1 It is proposed that high level information be provided to the Board and will focus on key indicators on a quarterly, six monthly and annual basis dependent on availability of data. Key indicators will be those that have wider implications for delivery of the Strategy and focus on areas of persistent concern. To provide added rigour, more detailed information will be presented to the Executive Group on a wider range of indicators. The Board information will be provided in a simple format that the public can understand and quickly digest.
- 4.2 Each theme will produce a quarterly progress report (appendix 3) which will be presented in full to the Executive Group. It will encompass the full set of indicators to support the delivery of the theme. These indicators are detailed in the Action Sheet previously circulated with the Joint Health and Wellbeing

Strategy. It will sum up progress and provide an overall assessment of the theme and summary of performance headline. This report will provide the information to populate the joint scorecard.

- 4.3 The quarterly report will inform the Annual Self Assessment. The assessment will be carried out by each theme. Its purpose will be to provide an overview of progress across the year and provide information for the annual report. It will provide a critical review of progress against the agreed success factors. The assessment will be completed by all partners and identify areas that need priority over the coming year.
- 4.4 In order to condense information a Joint Scorecard will be used for Board meetings. The joint scorecard will include
- the baseline
  - the target
  - current and previous position
  - the traffic light system Red, Amber or Green see (Appendix 1)
  - Trend – direction of travel
  - Commentary – highlighting key areas of progress such as project milestones and identification of emerging issues
  - Summary of key performance headlines
- 4.5 The scorecard is being developed and work is underway to ensure that it can be presented using information that is reported both annual and quarterly. The key areas that will be reported on will be:
- Starting Well – user experience of transition from children to adult orientated services, Child and Adolescent Mental Health Services and therapy services(waiting time and treatment) , excess weight (child measurement programme)
  - Living Well – smoking, alcohol, excess weight in adults, screening and vaccination programmes, mental wellbeing, mortality rates (cancer and cardiovascular disease) and health checks
  - Ageing Well – long term conditions, falls, unplanned hospital admissions, time spent in hospital once fit for discharge, emergency readmission and dementia diagnosis
  - Healthier Communities – gap in life expectancy and Supporting Troubled Families programme outcomes
- 4.6 In addition there is a section of the joint scorecard that will highlight quality issues. These will be reported in the form of concerns raised by Wessex Quality Surveillance Group, Safeguarding Boards (including their annual reports) and continuous breaches in waiting times.
- 4.7 To ensure timely completion of the scorecard a small multi- agency performance group will meet quarterly.

- 4.8 The Joint Scorecard will be created by the performance group and presented to the Executive Group alongside quarterly reports. More work will be required by each of the theme lead groups to identify when data is available.
- 4.9 The joint scorecard will be supplemented by an exception report. It will show the following:
- the position of areas that are under and over performing
  - analysis of the situation and root causes
  - the risks and mitigating action
  - the added value that the board can bring to influencing a more positive result
- 4.10 The template of the exception report is detailed in appendix 2. The criteria for such a report would be as follows:
- performance falling out of tolerance levels
  - a third consecutive period of decline in performance (the period will be dependent on the measure concerned)
  - performance issues that results in additional cost or requires additional resources in order to meet established deadlines/timescales
  - where under performance poses a risk to the reputation of the Board
- 4.11 The template of the quarterly progress report for each theme will encompass a section on exceptions. The Executive Group will consider exceptions in the first instance. They will provide underlying reasons for the issue, a brief commentary on the actions taken to date and the impact and suggested /requested support. The Executive Group shall consider each exception and escalate the issue where significant challenges are identified and are not being addressed.
- 4.12 In addition to written reports adhoc topic focused discussions will need to take place. The focus of which will be current and emerging areas that might benefit from additional focus. It will provide a platform for wider discussion, gathering of evidence of what works and give partners an opportunity to work together in greater depth on areas of common concern. Participants will be drawn from the wider architecture that sits around the board as well as external experts.
- 4.13 Central to understanding the delivery of the JHWS is the experience of local people. Each of the themes will have a variety of ways in which it involves the public. The Communication and Engagement Group will provide an overview and promote ways that local people can contribute. This will help to ensure existing opportunities are capitalised and the views of local people disseminated appropriately.

## 5. Risks

5.1 There are significant risks for the Board in not developing a clear and agreed approach to monitoring progress of the JHWS. With an appropriate framework the Board will be able to better:

- evidence the difference being made
- focused engagement with local people on the change agenda and conversations about our populations health and wellbeing
- support the people of Hampshire to hold the Board to account
- commission services according to what works
- achieve the aspiration of the JHWS and focus action to make the required health and wellbeing changes to improve lives of local people
- better influence change and drive for increased results

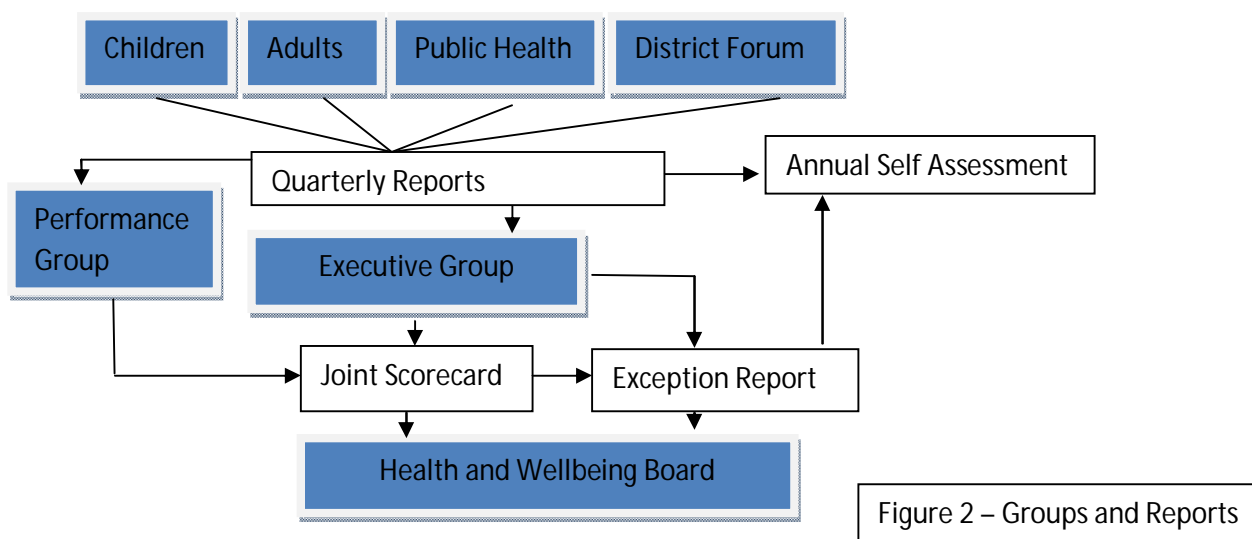
## 6. Limitations

6.1 The current framework provides the scope to include additional crosscutting issues beyond quality and safeguarding. Areas such as the integration agenda, which the Board is required to promote, will need to be considered. Further work will be required in relation to the Integration Transformation Fund.

## 7. Next Steps

7.1 If the approach is agreed the next steps will be that the Executive Group works with each theme group to gather the necessary information and support the completion of quarterly reports. An initial meeting of the performance group will be convened.

7.2 The Executive Group will use the information from these reports to complete a Joint Scorecard. This will then be presented to each of the Board meetings. Exception reports will only be completed should the need arise (Appendix 2).



7.3 Over time the framework and templates can be refined to ensure that they are fit for purpose. An annual review will be carried out to consider effectiveness.

## **8. Conclusion**

- 8.1 Achieving the aspirations of the JHWS requires a proportionate process for monitoring progress. It is important that the Board is kept abreast of progress in order to both be assured that things are on track, as well as know where and when to use their influence. A robust and transparent approach will support the Board to better fulfil its leadership role across the system.

## **9. Recommendations**

The Board is requested:

1. to approve the Joint Health and Wellbeing Strategy Performance Framework
2. to task the Executive Group with setting up a multi-agency performance group and gathering performance information in relation to delivery of the JHWS
3. to task the Integrated Commissioning Group with up-dating the scorecard to incorporate the key performance measures for the Integration Transformation Fund
4. to agree that future work takes place to determine how system wide issues beyond the JHWS are captured
5. to receive future performance reports in the form of a Joint Score Card, Exception Reports and Annual Self Assessment as appropriate

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

<b>Hampshire safer and more secure for all:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Maximising well-being:</b>	yes
Corporate Improvement plan link number (if appropriate):	
<b>Enhancing our quality of place:</b>	yes
Corporate Improvement plan link number (if appropriate):	

**Other Significant Links**

<b>Links to previous Member decisions:</b>		
<u>Title</u> Joint Health and Wellbeing Strategy	<u>Reference</u> 5070	<u>Date</u> 23 July 2013
<b>Direct links to specific legislation or Government Directives</b>		
<u>Title</u> Health and Social Care Act		<u>Date</u> 2012

**Section 100 D - Local Government Act 1972 - background documents**

The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)

DocumentLocation

None

**IMPACT ASSESSMENTS:**

**1. Equalities Impact Assessment:**

- 1.1. An impact assessment was undertaken on the Joint Health and Wellbeing Strategy which the proposed framework will monitor.

**2. Impact on Crime and Disorder:**

- 2.1. The links between the Joint Health and Wellbeing Strategy and crime and disorder were covered when the report agreeing the strategy was considered. No further impact anticipated from the proposed performance framework.

**3. Climate Change:**

- 3.1. How does what is being proposed impact on our carbon footprint / energy consumption?  
Not applicable
- 3.2. How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer term impacts?  
Not applicable

## RAG RATING DEFINITIONS

Rating	Risk level	Description
Red	Major	Performance is not currently in line with target and remedial plans are not yet in place.
		Or
		Performance is not currently in line with target – plans are in place, <b>but</b> one or more of the following has been experienced/is being experienced as a result: <ul style="list-style-type: none"> <li>• severe disruption to service delivery;</li> <li>• national media coverage/adverse publicity about the service;</li> <li>• the service is over budget by more than 10%;</li> <li>• statutory duties have not been met.</li> </ul>
Amber	Moderate	Performance is not currently in line with target – plans are in place, <b>but</b> one or more of the following has been experienced/is being experienced as a result: <ul style="list-style-type: none"> <li>• a reduction in the quality of service;</li> <li>• a reduction in public satisfaction with/confidence in service;</li> <li>• potential for local media coverage/adverse publicity about the service;</li> <li>• delay against timelines for specific projects (if applicable);</li> <li>• increase in the cost of the service/need for increased funding to improve performance;</li> <li>• risk of non-compliance with statutory duties.</li> </ul>
Green	Negligible	On track to achieve target
		Or
		Performance is not currently in line with target, but plans are in place <b>and</b> there is no impact on one or more of the following: <ul style="list-style-type: none"> <li>• the quality of service;</li> <li>• public satisfaction with/confidence in service;</li> <li>• timelines for specific projects (if applicable);</li> <li>• cost of service;</li> <li>• compliance with statutory duties</li> </ul>

## EXCEPTION REPORT

This report has been collated from information provided by each theme using the quarterly progress report. This report highlights areas where one or more of the following is being experienced:

- performance is falling out of tolerance levels
- a third consecutive period of decline in performance (the period will be dependent on the measure concerned) is being experienced
- a performance issue results in additional cost or requires additional resources in order to meet established deadlines/timescales
- where under performance poses a risk to the reputation of the Board

AREA OF PERFORMANCE	BASELINE March 13	Performance over last three periods			Target	Commentary
		1	2	3	2013/14	
<b>Reason for the issue</b>						
<b>Actions taken to date</b>						
<b>Impact of action taken</b>						
<b>Future action required and implications</b>						
<b>Additional support required</b>						

## QUARTERLY REPORT

<b>NAME OF THEME</b>
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<b>PERFORMANCE MEASURES</b>						
<b>Measures</b>	<b>Baseline March 2013</b>	<b>This quarter</b>	<b>Last quarter</b>	<b>Target</b>	<b>Rating Trend</b>	<b>Commentary</b>

<b>AREAS OF CONCERN</b>					
<b>PERFORMANCE ISSUE</b>	<b>Reason for issue</b>	<b>Action taken</b>	<b>Impact of action</b>	<b>Future action required</b>	<b>Additional support required</b>

Comments from theme lead
To include key risks to delivery