



IJB Performance and Finance Committee

14th January 2019

This Report relates to
Item 6 on the Agenda

Review of Integration Joint Board Performance Framework

(Paper presented by Ananda Allan)

For Approval

Approved for Submission by	Vicky Freeman, Head of Strategic Planning
Author	Ananda Allan, Performance and Intelligence Manager
List of Background Papers	The Public Bodies (Joint Working) (Scotland) Act 2014 The Public Bodies (Joint Working) (Content of

	<p>Performance Reports) (Scotland) Regulations 2014</p> <p>Health and Social Care Integration Public Bodies (Joint Working) Scotland Act 2014 – Core Suite of Integration Indicators</p> <p>Scottish Government Guidance for Health and Social Care Integration Partnership Performance Reports</p> <p>Integration Scheme between NHS Dumfries And Galloway and Dumfries and Galloway Council</p> <p>Dumfries and Galloway IJB Health and Social Care Strategic Plan (including Locality Plans – Annandale & Eskdale; Nithsdale; Stewartry and Wigtonshire)</p> <p>Integration Joint Board Paper “<i>Performance Management Arrangements for the Integration Joint Board</i>” 14th July 2016</p> <p>Health and Social Care Senior Management Team Area Committee and Locally Agreed Indicators Paper – August 2016</p> <p>Integration Joint Board Paper “<i>Performance Management</i>” 22nd September 2016</p> <p>Performance and Finance Committee Paper “<i>Measuring Performance Under Integration</i>” March 2017</p> <p>Performance and Finance Committee Paper “<i>Ministerial Strategic Group Integration Indicators Performance Update</i>” 23rd February 2018</p> <p>“Review of Strategic Plan 2016 – 2019” 6th April 2018</p> <p>Performance Management Locality Reports for Area Committee (January 2018 – June 2018) - 29 November 2018</p>
Appendices	None

SECTION 1: REPORT CONTENT

Title/Subject:	Review of Integration Joint Board Performance Framework
Meeting:	IJB Performance and Finance Committee
Date:	14 th January 2019
Submitted By:	Ananda Allan
Action:	For Approval

1. Introduction

- 1.1 On 6th April 2018, the Integration Joint Board (IJB) agreed to retain their Strategic Plan, introducing a new period of relevance, from 5th April 2018 to 4th April 2021.
- 1.2 Section 42 of the 2014 Public Bodies (Joint Working) (Scotland) Act requires that Performance Reports be prepared by the Health and Social Care Partnership.
- 1.3 The framework and flow of reporting were previously agreed by Dumfries and Galloway Integration Joint Board (please see background papers above).
- 1.4 Since the inception of the current performance framework, it has been necessary to make some amendments to take into account changes in relation to performance at government and local levels.
- 1.5 In light of both the above and the IJB decision to retain its Strategic Plan, this paper proposes further changes to the performance framework to ensure continued effectiveness and efficiency of the reporting pathways.

2. Recommendations

2.1 The IJB Performance and Finance Committee is asked to approve:

- **The Annual and Mid Year Reports providing strategic level performance information, replacing the existing quarterly reports**
- **The content and timing of 'At A Glance' performance information contained within 'At A Glance' operational report**

The IJB Performance and Finance Committee is asked to note:

- **The continued quarterly reporting of the Ministerial Strategic Group for Health and Community Care (MSG) to March 2020**
- **The planned expansion of information contained within 'At A Glance' operational performance management reports**

3. Background

3.1 The performance management framework, published to support the Strategic Plan 2016 – 2019, was developed in 2015 whilst new governance structures within the partnership were still emerging. Since that time,

- New performance indicators have been introduced by the Ministerial Strategic Group (MSG). These are currently included in quarterly performance reports as 'E' indicators
- New local trajectories have been agreed for a range of indicators
- The governance arrangements and organisational roles within the Health and Social Care Partnership are clearer/better understood
- Following an elected members IJB workshop, locality reports have been redesigned to clarify their function in relation to providing information regarding the progress towards the delivery of the Locality Plans: *"2.3.8 Health and social care services in each locality will be accountable to their local community through the Area Committees and to the IJB"* (Dumfries and Galloway Integration Scheme)

3.2 This paper follows on from work previously undertaken to develop the performance management arrangements for the Dumfries and Galloway Health and Social Care Partnership (HSCP).

4. Main Body of the Report

4.1 The performance framework sets out both a schedule of reporting and a suite of performance indicators. The latest information about performance processes and indicators is available in the Performance Handbook. The Handbook is updated as required, with the most current version always available on the DG-change website: <http://dghscp.co.uk/our-performance>

4.2 The performance information presented to the IJB, a strategic commissioning body, is appropriately at a strategic level, reflecting progress against the 9 national outcomes, thereby enabling this body to make strategic level decisions.

4.3 Strategic performance information is based on the same day to day information used for operational performance management but has particular characteristics.

Strategic information:

- Is the most accurate, final, 'clean' information, preferably produced by a recognised professional body with a remit for official statistics (like National Statistics Scotland)
- Is benchmarked against other systems and agreed standards, including targets and trajectories

- Reflects long term trends and high level system outcomes, which means that the information is historic (at least 3 months past) and general

4.4 Strategic performance information changes very little in a three month period. Therefore it is proposed to report strategic performance information to the IJB twice per year.

- The IJB Annual Performance Report is a statutory requirement and must be published by the end of July every year. This report is intended for the public and reflects progress against the 9 national outcomes. The annual performance report includes all indicators in the performance framework.
- A Mid Year Performance Report would include as many indicators from the performance framework as possible (some are only reported once per year), benchmarking, trends and improvement actions.

It is proposed these two reports replace the current quarterly reports.

4.5 Performance information about the delivery of the 9 national outcomes in communities by means of the locality plans is reported through the Local Authority's Area Committees.

- Locality reports will be produced twice a year for the relevant Area Committees. It is anticipated that this will be in November/December and May/June each year.
- The locality reports will be structured around the 9 national outcomes with all outcomes addressed within an Area Committee Report over the course of the full year.

4.6 In early 2017, the Ministerial Strategic Group for Health and Community Care (MSG) agreed six main indicators to be used as a high level assessment of the progress of Health and Social Care Integration. The MSG requires partnerships to report on these indicators quarterly.

- The MSG indicators will continue to be reported quarterly to the MSG, using the reporting template set by them.
- The same indicators will be reported as indicators E1 – E6 in the mid year and annual performance report.

4.7 An example calendar of IJB performance reporting in a twelve month period is shown below, (please note, exact timings are subject to when various meetings occur).

Month	Report	Proposed Reporting	Then
November	IJB Mid Year Performance	All information available up to the end of September	To next NHS Board/ NHS Performance Committee for noting

March	IJB Locality Performance 1	Locality reporting against first half of 9 national outcomes x 4	Area Committees in May
July	IJB Annual Performance Report	Full financial year across all 9 national outcomes, including all agreed indicators	NHS Board and Full Council for noting , Basis of the annual public review
September	IJB Locality Performance 2	Locality reporting against second half of 9 national outcomes x 4	Area Committee in November

4.8 Robust and appropriate reporting arrangements for the delivery arms of the Integration Board, i.e. the NHS and Council, are also currently being reviewed and revised.

4.9 The NHS Board currently receives a summary of acute operational activity, known as the 'At a Glance' report. The information contained within the 'At a Glance' Report is currently reviewed at NHS directorate management teams before being submitted to NHS Board. The purpose of the 'At a Glance' Report is to support operational level performance management and has particular characteristics.

Operational performance information:

- Is provisional management information, with only cursory 'cleaning'. Data/information may be incomplete and subject to change over time
- Is not analysed or benchmarked to the same level as official statistics
- Can be volatile from one period to the next and subject to seasonal variation, 'jumps' due to small numbers and other influences that get accounted for when producing the cleaned, aggregated national statistics
- Is the most timely information available

4.10 The information provided for operational performance management will be broadened to reflect activity across all of the Health and Social Care Partnership including acute, mental health, women and children's, community and corporate functions.

- Summary operational information will be produced in the fourth week of each month for the preceding month.
- This information will be approved for circulation by the NHS Chief Executive and/or the Chief Operating Officer.
- Thereafter, the information will be circulated to NHS Management Team, and NHS Board/NHS Performance committee **for any appropriate action**. The information will also be circulated to Health and Social Care Senior

Management Team and IJB/Performance and Finance Committee **for discussion and noting.**

- **The information will be circulated to all relevant parties in the same timeframe.**

4.11 Additional performance reporting in relation to other aspects of NHS or Local Authority operational performance may be produced outwith the proposed calendar of reporting. This could include progress of specific improvement projects, public surveys and actions plans. Circulation of these additional reports to the IJB will be at the discretion of the NHS Board/Local Authority.

5. Conclusions

- 5.1. It is important that we keep the performance framework a living document that is frequently reviewed and revised to ensure its continued fitness for purpose.
- 5.2. Whilst all reported performance information is public, it is important to note that the performance information needs of the various Boards/Committees is not the same, as their respective functions (i.e. strategic commissioning body, operational delivery arm) are not the same.
- 5.3. Improving the efficiency of performance reporting will release much needed capacity within the performance team thereby helping to ensure that they are able to provide better support for performance management arrangements across all of the Partnership.

SECTION 2: COMPLIANCE WITH GOVERNANCE STANDARDS

6. Resource Implications

- 6.1. Streamlining the Strategic Plan performance framework would increase the availability of officer time for other performance management activity.

7. Impact on Integration Joint Board Outcomes, Priorities and Policy

- 7.1. Robust performance management arrangements are critical to the delivery of the Strategic Commissioning Plan.

8. Legal & Risk Implications

- 8.1. Regular performance reporting by the Integration Joint Board is a legislative requirement.

9. Consultation

- 9.1. IJB elected members' workshop to discuss improvements to the Area Committee reports

10. Equality and Human Rights Impact Assessment

- 10.1. None

11. Glossary

HSCP	Health and Social Care Partnership
IJB	Integration Joint Board
MSG	Ministerial Strategic Group