

HEALTH AND WELLBEING BOARD

16 JULY 2013

Title:	Managing Performance of the Health & Wellbeing System		
Report of the Corporate Director of Adult & Community Services			
Open	For Decision		
Wards Affected: ALL	Key Decision: No		
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Sponsor: Anne Bristow, Corporate Director of Adult & Community Services			
Summary: <p>The Council's Constitution, Part C Section D, sets out the role of the Health & Wellbeing Board to 'To promote and advance the health and wellbeing of the people of Barking & Dagenham, and work to secure improvements in the health, social care and health-related services available to them.' There is also a requirement that the Board report annually to Assembly on its work. Both of these requirements imply the need for the Board to take a rounded view of the performance of the health and social care system, across both preventive activity and the direct delivery of health and social care services.</p> <p>This report presents a structure and process through which the Board might achieve this aim, including example documentation and a draft list of indicators for inclusion in the Board's own reporting. The Board is invited to approve the system or make amendments, with a view to it commencing in September.</p>			
Recommendation(s) To approve the performance system as proposed, with any amendments, and note the intention to bring the first report to the Board's September meeting.			
Reason(s) The Health & Wellbeing Board is intended to have the widest view across the whole health and social care economy and to secure improvements on behalf of local people. This implies a need to have a rounded awareness of the performance of the system, and any remedial action that is required to ensure that health and social care services are of the standard local people are entitled to expect.			

1 Introduction

- 1.1 The Health & Wellbeing Board is established to ensure that an integrated approach is taken to securing improvements in the health and wellbeing of the local population, as well as the necessary improvements in the services that they access to help them stay healthy and independent. It is convened as a committee of the Council to ensure that this activity takes place in an open and transparent way, as part of the local democratic process.
- 1.2 The Shadow Board had previously agreed (12 March 2013, minute 285) that it would receive the first full performance report in September 2013, and a 'mock-up' earlier than that so that Board members had opportunity to comment on the proposed approach. This report provides that opportunity for comment.
- 1.3 It is essential, therefore, that Board members have a system by which they can receive and review a broad-based performance report on key areas of this work. It is for partners to ensure that delivery takes place, but Board should challenge and enable where there are areas of underperformance, and therefore the purpose of the Board receiving a performance overview will be to:
- Highlight areas where further work is needed to ensure adequate delivery, particularly where this might require the participation of more than one partner agency;
 - Ensure a focus is maintained on those areas that have been collectively established by the Board as a priority;
 - Ensure that an opportunity is provided to place on the public record discussions and decisions relating to performance issues (including exemplary performance) for parts of the health and social care economy.
- 1.4 This report provides an example of the format that will be used to provide the Health & Wellbeing Board with this performance review. It is intended that the first performance report will be provided to the Board in September, when sufficient time has elapsed in the 2012/13 year to gather a reasonable tranche of data. Thereafter reports will be scheduled to pick up performance quarterly as a minimum, fitting in with the timings of the Health & Wellbeing Board meetings.
- 1.5 Section 3 provides an overview of the proposed indicators to be reviewed for the first year; Section 3 presents the proposed overall structure for the performance reporting system.

2 Indicators to be included in the performance report

- 2.1 Appendix 1 provides the list of indicators that are proposed to be included in the performance report. They are extracted from the full Outcomes Framework that was agreed by the Shadow Board at its meetings on 27 November 2012 (minute 253) and 12 March 2013 (minute 285).
- 2.2 The Board cannot, of course, scrutinise every indicator at every meeting. The focus of this selection is therefore on:

- Indicators which are seen as critical to the core priorities for improvement of the local health and social care system;
- Indicators which are seen as critical to the core priorities for improvement of the health of the local population;
- Indicators on which the allocation of the Public Health Grant and Health Premium will be assessed (NHS Health Checks, National Child Measurement Programme, Community Contraceptive Services, Stop Smoking Services and premature mortality from all causes)
- A reasonable spread across the very wide sphere of business for the Board;
- Those indicators on which there can be demonstrable shift in-year (or proxies in place of those that would only see change, or be available to report, at year end);
- Indicators which need to be reviewed because performance is significantly below that which would be expected or desired.

2.3 Where annual indicators have been included within the framework, these represent critical outcomes to be reported annually, for which suitable proxy indicators or more frequent data collections will need to be developed.

2.4 A small number of indicators have been proposed which are not included in the current Health and Wellbeing Performance Framework. These are included due to a developing need being identified within the borough, or a statutory responsibility to monitor the indicator, as part of the public health grant review.

3 Proposed Board Performance System

3.1 It is proposed that the performance system for the Health & Wellbeing Board comprise three parts:

- The covering report will provide context and overview, and draw Board members' attention to what is specifically covered in the attachments;
- A 'dashboard' will present the overview across the range of selected indicators. It will include trend, benchmarking and the allocation of indicators to groups within the substructure. It is based on a format employed successfully by the Children's Trust.
- For areas of concern, or which simply need to be highlighted in more detail, indicator sheets are being prepared which have fuller narrative, background on the performance trends and information on remedial actions or actions being taken to sustain positive performance. These are currently used in Adult & Community Services for performance reporting.

3.2 Appendix 2 provides an example of the dashboard to be used for the reporting.

3.3 Appendix 3 provides examples of the indicator templates, based on public health and social care information as currently used within Adult & Community Services.

4 Care Quality Commission reports on local providers and services

- 4.1 To sit alongside the regular performance monitoring arrangements detailed in this paper, it is also proposed that a periodic round-up is provided to the Board of Care Quality Commission reports on local providers. This will ensure that the Health & Wellbeing Board is aware of local inspection activity and can consider an overall summary on health and social care service quality, as viewed through CQC's reporting.
- 4.2 An example of the kind of information that might be reported, taken from CQC's weekly report for the 24 June 2013, is shown below. The column on 'outcome' has been added, based on the CQC website entry for the service under inspection.

Provider	Location	Publ'n date	Link	Org type	Outcome
Concordia Specialist Care Services Limited	Porters Avenue Doctors Surgery	22 June 2013	http://www.cqc.org.uk/directory/1-408717547	Independent Healthcare Org	Met all standards
Inspire Dental Dagenham Limited	Inspire Dental Dagenham	18 June 2013	http://www.cqc.org.uk/directory/1-199667941	Primary Dental Care	Met all standards

5 Discussion

- 5.1 The Board is invited to consider the example information provided in the appendices, and provide comments. Officers in Public Health, Adult & Community Services and Children's Services will then work with partners to ensure that the first performance report is prepared for the September meeting of the Board.

6 Mandatory Implications

Joint Strategic Needs Assessment

- 6.1 Maintaining a current log of performance throughout the year will ensure that areas of concern are readily flagged for further analysis through the Joint Strategic Needs Assessment during its yearly refresh. More fundamentally, having identified areas in need of sustained improvement through the JSNA process, it is essential that continued scrutiny is applied to ensure that performance is improving and that identified or recommended actions are on track to deliver.

Health and Wellbeing Strategy

- 6.2 As above, where JSNA recommendations are accepted by the Health & Wellbeing Board as being priorities for action, they are then transferred into the Health & Wellbeing Strategy. It is essential that the Board has the information on which to base its assessment of whether the Strategy is being delivered, and the performance system as proposed seeks to do this.

Integration

- 6.3 By taking a wide view of health and social care, and ensuring that the measures chosen in the performance framework cover the full span of the Board's business, the Board is supported to maintain a view on the functioning of the whole system, as well as to be supported in decision-making on integrated service planning. It is

also for Board members to consider indicators and programmes that are not specifically in their area of responsibility, but to which they can bring a broader viewpoint.

- 6.4 Some of the indicators proposed, such as delayed transfers of care, are specifically descriptive of the performance of multiple agencies within the Health & Wellbeing Board, and so provide direct indications as to the effectiveness of the system's integrated activity.

Legal Implications

(Implications completed by: Lucinda Bell, Solicitor Social Care and Education)

- 6.5 The Local Authority is required to establish its Health and Welfare Board under the Health and Social Care Act 2012. It has functions in relation to the Joint Strategic Needs Assessment and the Joint Health and Wellbeing Strategy. It has a duty to encourage integrated working. The proposed structure is intended to aid reporting and assessing performance, as required by the Constitution and The Health and Social Care Act.

Finance Implications

(Implications completed by: Dawn Calvert, Group Manager, Finance)

- 6.6 There are no financial implications to this paper