



REPORT TO: PERFORMANCE & AUDIT COMMITTEE – 17 JANUARY 2017
REPORT ON: DUNDEE HEALTH AND SOCIAL CARE PARTNERSHIP PERFORMANCE REPORT
REPORT BY: CHIEF FINANCE OFFICER
REPORT NO: PAC3-2017

1.0 PURPOSE OF REPORT

The purpose of the report is to update the Performance and Audit Committee on progress in implementing the Partnership's performance framework. The report also brings forward the Quarter 2 Performance Report for 2016/17 for consideration by the Committee.

2.0 RECOMMENDATIONS

It is recommended that the Performance & Audit Committee (PAC):

- 2.1 Notes the progress that has been made in further developing and implementing the performance framework, and supporting structures and systems, since the last update was provided to the Integration Joint Board (IJB) in August 2016.
- 2.2 Notes the intention to establish an Outcomes and Performance Co-ordination Group to support the further development and production of annual and quarterly performance reports.
- 2.3 Notes the performance of Dundee Health and Social Care Partnership as outlined in Appendix 1.
- 2.4 Remits the Chief Finance Officer to further develop the appended performance report into a performance improvement plan, including timescales for delivery and appropriate links to the Partnership risk register.

3.0 FINANCIAL IMPLICATIONS

- 3.1 None.

4.0 MAIN TEXT

4.1 Performance Framework

- 4.1.1 At the meeting of the IJB on 23 February 2016 the Board approved an outline performance framework and reporting cycle (see report DIJB10-2016). An update report was provided to the IJB on 30 August 2016 (see report DIJB37-2016) detailing progress to date in implementing the agreed framework, bringing forward an exemplar section of the first annual performance report (due July 2017) and an exemplar quarterly performance report against a single strategic priority.
- 4.1.2 The IJB meeting on 30 August 2016 agreed to the establishment of an Outcomes and Performance Co-ordination Group to support the PAC. The full terms of reference of the Outcomes and Performance Co-ordination Group, including membership, will be developed following the first PAC. However, the overall remit of the group will be to support the further

development and production of annual and quarterly performance reports, with the intention that such reports are considered in detail by the PAC prior to submission to the IJB.

- 4.1.3 The Strategy and Performance Team is continuing to work with the wider Partnership to develop a suite of local integration indicators for each service area which will measure Strategic Shifts. A development event was held during September and the Strategy and Performance Team is supporting teams to finalise these indicators. The aim is for all service areas to begin reporting their suite of indicators for the 2017/18 financial year. Finalising these indicators will allow a full set of performance indicators across all levels of the multi-tiered performance framework for the Partnership to be confirmed for use in the 2017/18 financial year, supporting continuous improvement across the Partnership.
- 4.1.4 Covalent is the tool which will be used by lead officers across the Partnership, to input data and narrative around the national and local indicators. It will also be used to provide updates towards the agreed actions reported in the Strategic and Commissioning Plan. The administrative exercise to enter all actions onto Covalent is nearing completion and a training session was provided to key leads during November 2016 which demonstrated how to upload information. Further training will be provided as required.
- 4.1.5 Version 1 of the Strategic Needs Assessment accompanied the publication of the Strategic and Commissioning Plan. Work has now commenced to update data and make necessary improvements to Version 1. Version 2 will continue to focus on variation between localities and provide further neighbourhood analysis. It is anticipated that Version 2 will be completed by the end of the 2016/17 financial year.
- 4.1.6 The Information Officers within the Strategy and Performance Team are continuing to work with their counterparts in Angus and Perth and Kinross Partnerships to develop a subset of the Dundee Performance Framework which will be reported consistently across Tayside. This will allow for accurate regional benchmarking which will assist with continuous improvements and sharing good practice.
- 4.1.7 Dundee City Council are currently developing a new corporate approach to Performance Management. Through discussion with the Chief Officer it has been agreed that the interface between the Partnership and this new corporate approach will take the form of submission of the IJB quarterly performance reports to Council Committee alongside the Council's own performance reports.
- 4.1.8 The development and implementation of Dundee and Tayside wide datasets is in part reliant on up-to-date and accurate output from NHS information systems managed by the NHS Tayside Business Support Unit. Partnerships currently receive an IJB Performance Pack (previously the Community Health Partnership Performance Pack). Data within the Performance Pack requires to be revised and further developed to more meaningfully inform performance reporting and subsequent improvement activity, including providing data at locality level.
- 4.1.9 The National Services Scotland, Information Services Division (NSS ISD) LIST team consists of analysts who are seconded to partnerships to assist with the production and analysis of NHS data required for performance reporting and strategic commissioning. The production of NHS data for all reporting, including Strategic Needs Assessments and Performance Reports is currently completed by the LIST analyst seconded to Dundee for 2.5 days per week. At present this resource is available to the Partnership until 31st March 2017 and NSS ISD are currently discussing with Partnerships their requirements beyond this.
- 4.1.10 NSS ISD also compile the SOURCE data set which brings together service user level health and social care data. All Partnerships are required to submit defined data, for the past 5 years if possible. Dundee has now provided 5 years data for all but one area of the data set. The final area, Respite, is currently being worked on. The submission of SOURCE data supports the Partnership to link individual social care data with health data (currently secondary care) and to link individual data with unit cost financial information to allow tracking of costs per service user in order to inform improvement to services. This type of analysis will further support the Partnership to identify good practice and improvement activities that will impact positively on outcomes for individuals and communities.

- 4.1.11 The new Social Work client record system (Mosaic) went live in November 2016. The Information Team is leading on the development of Crystal Reports which will be used to report from Mosaic on some national and local indicators, statutory Scottish Government Returns and national information sharing and linking work streams (such as SOURCE). These reports will also be used to assist operational teams deliver services and monitor operational activity and performance and support improvements in outcomes for individuals and communities. The demand on the Partnership resource with regard to this workstream is significant and will have an impact on available resources until at least the end of this financial year.
- 4.1.12 Following recent recruitment activity the Information Team is now operating at its full staff compliment. Whilst this will assist with the additional demands brought by integration and the implementation of Mosaic significant pressure still remains. Ways of improving efficiencies, streamlining resources and aligning individual and team work plans to strategic plans are being explored across the wider Strategy and Performance Team. This includes considering how additional resources available to the partnership from NHS Tayside, Dundee City Council, NSS ISD and national improvement agencies can be further utilised. This will allow any remaining resource deficit to be assessed and solutions sought in due course in order that the Team can continue to support performance improvement activity that delivers improvement outcomes for service users.

4.2 Quarter 2 Performance Report 2016/17

- 4.2.1 Previous performance reports presented to Dundee IJB have focussed on trends in performance within the partnership over time and have, in part, been based on historical reporting indicators used within Dundee City Council and NHS Tayside. The performance report in Appendix 1 sets out performance benchmarked against national data. This outward looking approach highlights the fundamental reasons for the introduction of integrated health and social care services and draws out a range of key areas the Partnership needs to focus on to improve outcomes for individuals and communities in the future. The National Indicators which form the basis of this report focus on key drivers for health and wellbeing within our communities. Performance reflects the social and demographic profile of Dundee and the issues of inequality for people living in poverty, as recently highlighted through the publication of Dundee's Fairness Commission. As such, this performance report is imperative in supporting the partnership's commitment to continuous improvement in order to achieve our vision that each citizen of Dundee will have access to the information and support that they need to live a fulfilled life.
- 4.2.2 The Quarter 2 Performance Report covers local performance against National Indicators 11-23. Under each of these indicators there is a summary of current and planned improvement actions. Indicators 1-10 are reported from The Health and Social Care Experience Survey administered by the Scottish Government which is conducted biennially and the results from the 2015/16 survey were presented to the IJB in August 2016. Local indicators are currently under development and will be reported on in future performance reports (see 4.1.3), as will progress in implementing strategic shifts and associated actions within the Partnership Strategic and Commissioning Plan (see 4.1.4).
- 4.2.3 Committee members will note that the availability of data varies across the national indicators in relation to geographic focus. Health data provided by NSS ISD is not always provided at a locality level.
- 4.2.4 National indicators relating to delayed discharge and the quality of care services, as assessed by the Care Inspectorate, show that Dundee is performing better than the Scottish rate in 2015/16. Report PAC1-2017 also being presented to the Committee today highlights examples of the high quality of care provided by Partnership services. Two indicators show that Dundee is performing at the Scottish rate and in 6 of the indicators Dundee is amongst the most poorly performing partnerships in Scotland.
- 4.2.5 As at 2015/16, Dundee had the 3rd highest death rate in Scotland, the 5th highest emergency bed day rates, the 1st highest re-admission rate within 28 days, the 2nd highest falls rate, the 2nd lowest percentage of adults with intensive needs receiving care at home and the 4th highest proportion of health and social care resource spent on hospital emergency bed days.
- 4.2.6 The National Indicator quarterly data is currently only available for 4 national indicators – emergency bed day rate for adults, emergency admissions rate for adults, falls rate for 65+ and

delayed discharges for 75+. Between the baseline year 2015/16 and 2016/17 Q2 Dundee has seen an improvement in three out of these four indicators. Emergency bed day rates for all adults have decreased by 3%; with a greater than 5% decrease in Maryfield, West End, East End and North East. Falls rate for 65+ have decreased by 2%, with the Ferry showing the greatest improvement with a 16% decrease. Bed days lost to delayed discharges for 75+ have decreased by 4%; the West End and Coldsides have seen the biggest improvements with a 26% and 15% reduction respectively.

- 4.2.7 Analysis by deprivation supports previous findings in the Strategic Needs Assessment that there is a strong correlation between deprivation and poor health outcomes. East End, Coldsides and Lochee are the 3 localities where performance against the National Indicators is poorest. The Strategic Needs Assessment and future performance reports will continue to present analysis by locality and neighbourhood to support strategic planning in these areas. The implementation of the Locality Manager Model will also enhance capacity to analyse and respond to performance in targeted localities.
- 4.2.8 In addition to the National Indicators, additional analysis around potentially preventable emergency admissions (charts 5 and 6) and dementia (charts 20 and 21) have been included. These are areas that, if targeted, could improve performance across many of the National Indicators.

5.0 POLICY IMPLICATIONS

This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

6.0 CONSULTATIONS

The Chief Officer and the Clerk were consulted in the preparation of this report.

7.0 BACKGROUND PAPERS

None.

Dave Berry
Chief Finance Officer

DATE: 22 December 2016