

Integration Joint Board

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PERFORMANCE REPORT

Purpose of Report:	To set out the proposed format and contents of Integration Joint Board Performance Reports and to update on the work being undertaken to develop integrated performance management processes across the Health and Social Care Partnership.
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Recommendations:	<p>The Integration Joint Board is asked to:</p> <ul style="list-style-type: none"> i. Consider and approve the proposed format and content of future Integration Joint Board Performance Reports ii. Note the work underway to develop a Health and Social Care Partnership Operational Performance report for the Operational Management Team and Locality Management Teams. iii. Approve the production of the first Annual Performance Report by July 2017. iv. Instruct the Chief Officer to provide a 2015/16 Performance Baseline Report and Annual Report template by October 2016.
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Implications for IJB:

Financial:	None
Personnel:	None
Legal:	The Integration Joint Board is required by statute to produce a performance report within four months of the end of each financial year. The first report will be expected by the end of July 2017 and cover the financial year 2016/17.
Risk Implications:	None
Sustainability:	None
Economic Impact:	None
Sustainability:	None
Sustainable Procurement and Article 19:	None
Equalities:	None
Implications for Glasgow City Council:	The Integration Joint Board's performance framework will include performance indicators previously reported to the Council.
Implications for NHS Greater Glasgow & Clyde:	The Integration Joint Board's performance framework will include performance indicators previously reported to the Health Board.

1. Purpose

- 1.1 The purpose of this report is to set out the proposed format and content of Integration Joint Board Performance Reports and to update on the work being undertaken to develop integrated performance management processes across the Health and Social Care Partnership.

2. Background

- 2.1 The Integration Joint Board considered a report on 21st March 2016 which brought together the performance reports previously produced separately for Health and Social Work, within a single draft Joint Performance Report. This report captured the performance of the Health and Social Care Partnership, in relation to a range of key performance indicators across Health and Social Work Services.
- 2.2 Feedback from the Integration Joint Board at the 21st March meeting led to work being undertaken to review the content and format of the Joint Performance reports which will be presented to the Board going forward. The proposed changes to the report contents and format are described below, in Sections 3 and 4, respectively.
- 2.3 At an operational level, work is also underway to ensure that an integrated approach to performance management is being implemented across Health and Social Care and that the management information needs of the Health and Social Care Partnership are being met. This is described in section 5.
- 2.4 There is a requirement upon Integration Joint Boards to produce an Annual Performance Report from 2017, as described within recently issued Scottish Government Guidance. This Guidance is discussed in section 6, along with a proposal to produce a baseline Performance report for 2015/16 by September of this year.

3. Integration Joint Board Performance Report Content

- 3.1 Future Board Performance reports will include the following types of indicators:
 - National Health and Wellbeing Outcome Integration Indicators (specified nationally).

- NHS Local Development Plan Standards/Indicators (specified nationally which replaced the HEAT targets/standards from 2015/16).
 - Health Board/Council Indicators (specified by the parent organisations in respect to services which have been devolved to the Partnership)
 - Local Health and Social Work Indicators (specified locally by the Partnership)
- 3.2 Following feedback from the Integration Joint Board on the draft Joint Performance Report on 21st March 2016, indicators which were assessed as too operationally focused or which only give an indication of volume or demand rather than performance, will be removed from future Integration Joint Board reports. Some of these indicators may be incorporated within the reports being produced for internal scrutiny within the Health and Social Care Partnership Management Teams.
- 3.3 In addition, only 'live' indicators i.e. those which are regularly updated, will feature within the main body of the Integration Joint Board reports. Those which are only updated annually, or even less frequently, will be included within an appendix and incorporated within the main body of the report as and when they are updated.

4. Integration Joint Board Performance Report: Proposed Frequency and Format

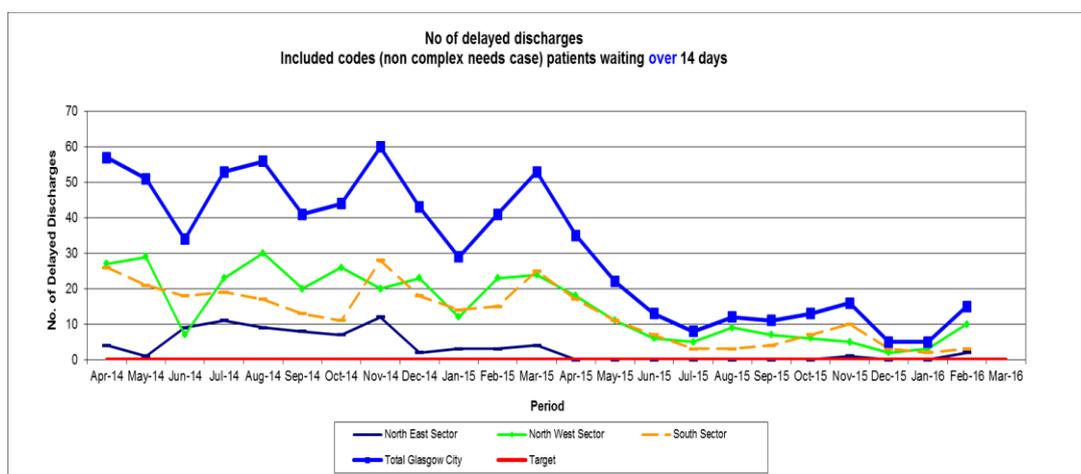
- 4.1 In terms of frequency, it is proposed that Integration Joint Board Performance Reports will be produced on a quarterly basis. Each report will be tabled at the nearest Board meeting to report production and made available online.
- 4.2 In terms of format, it is proposed that all indicators are summarised at the start of each future Board Performance report. For each indicator, an analysis will be provided as to the direction of travel over the last 12 months, and its status in terms of whether it is classified as GREEN, AMBER, or RED.
- 4.3 For those indicators which are AMBER or RED, it is proposed that a more detailed analysis including trends, improvement actions and timeline is then provided. An example of what this would look like is provided below in relation to delayed discharges:

Target/Ref	1. No people will wait more than 14 days to be discharged from hospital into a more appropriate care setting, once treatment is complete (includes codes)
Rationale for Indicator	
National/ Corporate/ Local	Linked to National Integration Indicator relating to no. of days people spend in hospital when ready for discharge per 1000 population)
Impact on Integration Outcome(s)	Outcome 2
HSCP Lead	Stephen Fitzpatrick, Head of Older People Services

Recent Performance (1 year)

HSCP	Sep 15	Oct 15	Nov 15	Dec 15	Jan 16	Feb 16	Status
North East Sector	0 (G)	0 (G)	1 (R)	0 (G)	0 (G)	2 (R)	Red
North West	7 (R)	6 (R)	5 (R)	2 (R)	3 (R)	10 (R)	Red
South Sector	4 (R)	7 (R)	10 (R)	3 (R)	2 (R)	3 (R)	Red
Glasgow City	11 (R)	13 (R)	16 (R)	5 (R)	5 (R)	15 (R)	Red
Target	0	0	0	0	0	0	

Trends (2 - 3years)



Performance Summary

Performance remains above target and classified as RED but the number of patients delayed have shown a decline following the introduction of step down provision across the city, though increased slightly in February. Variation evident across localities with North East continuing to

have the fewest delays.
Actions to Improve Performance
A commissioning strategy is in place to provide a sustainable model of intermediate care to support this target and work is ongoing to ensure more effective use of community provision to ensure that an increasing number of patients return home.
Timeline for Improvement
The commissioning strategy will be implemented throughout the course of 2016 and we expect to see ongoing improvements as a consequence of this and the other actions being progressed.

5. Health and Social Care Partnership: Internal Performance Management Arrangements

- 5.1 In addition to the Integration Joint Board Performance reports, Scottish Government Statutory Guidance makes it clear that Health and Social Care Partnerships are expected to have routine performance management arrangements in place within their organisations, with regular performance reports produced for internal scrutiny by their respective management teams.
- 5.2 In addition to the regular Integration Joint Board Performance Report described above, a more detailed Operational Report will be produced for the city wide Operational Management Team and Locality Management Teams. This will include the Integration Joint Board Report indicators, but will contain a wider set of operational indicators which have been identified as requiring to be reviewed on an ongoing basis by the appropriate Management Teams. In addition to these performance reports a suite of operational workload management and other management information reports are routinely distributed as appropriate across the Partnership.
- 5.3 Work is now underway across the care groups to identify the most appropriate indicators for inclusion within these Operational Performance Reports, in order to ensure that the most appropriate information is being reviewed and that the management information needs of these teams are being met.

6. Integration Joint Board Annual Performance Report

- 6.1 The Public Bodies (Joint Working) (Scotland) Act 2014 requires the Integration Joint Board to publish an Annual Performance Report, setting out an assessment of performance in planning and carrying out those functions for which they are responsible.

- 6.2 Statutory Guidance has now been published by the Scottish Government on the content of the Annual Performance report. The Guidance largely summarises the Public Bodies (Joint Working) (Content of Performance Reports) (Scotland) Regulations 2014, and lays out minimum expectations with regards to the content of this Annual Performance report.
- 6.3 The Scottish Government has not produced a standard template for statutory performance reports, the layout of which is a matter for local determination. However, it indicates that the report must assess the Partnership's performance in relation to the nine National Health and Wellbeing Outcomes, and demonstrate how their Strategic Plans are impacting upon these.
- 6.4 In demonstrating progress, Partnerships are expected to incorporate the Core National Health and Wellbeing Outcome Integration Indicators, data for which will be provided by the Information Services Division (ISD). They are free to add to these as they see fit.
- 6.5 This annual performance report is required to be published within 4 months of the end of each reporting year. The first year for which Partnerships must report is 2016/17, therefore publishing no later than 31 July 2017. Partnerships may publish a report for 2015/16 if they wish, but are not obliged to do so, and if they choose to do so, are not bound by any deadlines.
- 6.6 While it is not proposed to produce a full annual performance report during 2016, it is suggested that a Performance Baseline for 2015/16 is produced for the October 2016 Integration Joint Board meeting. This will enable the first full Annual Performance Report to include a comparison of performance between 2016/17 and the 2015/16 Performance Baseline. This report will include some of the indicators from the Integration Joint Board and Operational Performance Reports as described above.
- 6.7 Further work will also be undertaken to develop a template for the Annual Performance report, for the Integration Joint Board's approval at the October meeting. This will then be used for the first full report which will be produced by July 2017. In addition to a review of 2016/17 performance, this will include the other elements specified within the statutory guidance such as financial performance; evidence of the impact of the Strategic Plan upon the National Health and Wellbeing Outcomes; locality structures and arrangements; and details of any inspections carried out within the reporting year.

7. Recommendations

7.1 The Integration Joint Board is asked to:

- i. Consider and approve the proposed format and content of future Integration Joint Board Performance Reports
- ii. Note the work underway to develop a Health and Social Care Partnership Operational Performance report for the Operational Management Team and Locality Management Teams.
- iii. Approve the production of the first Annual Performance Report by July 2017.
- iv. Instruct the Chief Officer to provide a 2015/16 Performance Baseline Report and Annual Report template by October 2016.