

## BOARD OF DIRECTORS MEETING (Open)

Date: 11 December 2019

Item Ref:

06

<b>TITLE OF PAPER</b>	<b>Performance and Quality Framework Progress Update</b>
<b>TO BE PRESENTED BY</b>	<b>Mr P Easthope, Interim Deputy Chief Executive</b>
<b>ACTION REQUIRED</b>	Members to receive the report for information and assurance.

<b>OUTCOME</b>	Members are assured that progress is being made with the development of a Performance and Quality Framework (PQF) for the Trust and that improvements are being made in relation to data quality and validation.
<b>TIMETABLE FOR DECISION</b>	To be received at December Board of Director's meeting
<b>LINKS TO OTHER KEY REPORTS / DECISIONS</b>	For the Board to be assured that the Trust is delivering the required standards of care, and that plans are in place to ensure on-going performance and performance improvement where required.
<b>STRATEGIC AIM STRATEGIC OBJECTIVE  BAF RISK NUMBER &amp; DESCRIPTION</b>	<u>Strategic Objective A1 02</u> : Deliver safe care at all times <u>BAF Risk No: A1 02ii</u> . "Inability to provide assurance regarding improvement in the safety of patient care". <u>Strategic Objective: A1 03</u> : Provide positive experiences and outcomes for service users.
<b>LINKS TO NHS CONSTITUTION &amp; OTHER RELEVANT FRAMEWORKS, RISK, OUTCOMES ETC</b>	Data provided in relation to the service quality targets and indicators referenced within this report are identified as KPIs for the Clinical Commissioning Group and Sheffield City Council.
<b>IMPLICATIONS FOR SERVICE DELIVERY &amp; FINANCIAL IMPACT</b>	The provision of accurate, timely and usable data is key to supporting clinical and corporate services to deliver and evidence the provision of high quality services and to identify areas for improvement and increased efficiency across the Trust
<b>CONSIDERATION OF LEGAL ISSUES</b>	None identified

<b>Author of Report</b>	Deborah Cundey
<b>Designation</b>	Service Development Manager
<b>Date of Report</b>	December 2019

**SUMMARY REPORT**

**Report to: BOARD OF DIRECTORS**

**Subject: Performance and Quality Framework Progress Update**

**Author: Deborah Cundey, Service Development Manager, Clinical Operations**

1.	<b>Purpose</b>					
	<i>For Approval</i>	<i>For a collective decision</i>	<i>To report progress</i>	<i>To seek input from</i>	<i>For information</i>	<i>Other (please state below)</i>
			✓		✓	
2.	<b>Summary</b>					
	<p><b>Background</b>  The Trust has committed to the delivery of a Performance and Quality Framework (PQF) programme to deliver high quality performance data reporting, assurance and quality processes.</p> <p>A Performance and Quality Framework will seek to align our information on clinical and non-clinical operational performance, activity, finance and quality to provide an accurate organisational overview, based on robust, high quality data. It will draw on a wide range of different data sets; improve analysis of information and add value to different information sources, and provide a comprehensive picture of all the complex elements affecting our performance and quality of service delivery.</p> <div data-bbox="268 1429 1481 1787" style="text-align: center;"> </div> <p>Designing and delivering a POF for SHSC is a significant change for the organisation, transforming multiple disparate processes, standards and practices into a single standard framework with supporting tools. It won't be quick and it won't be easy, because all the elements are intrinsically linked. However, if we are clear that our long term vision is to...</p> <p><i>“Provide decision makers with access to relevant data and information for their</i></p>					

*everyday needs, understanding who, how and where to request additional information. Data will exist in a single form with a single definition. The data will be captured once, in the appropriate system, fed in to a single data store (data centre) providing one single source of the truth. All data tools will be known and assured to ensure no duplication or conflicting data.”*

...we must ensure that all the steps we take are in that direction.

There will be a number of tangible outputs as a result of the delivery of the PQF Programme; however, this is as much about a change in culture for us as an organisation

Outputs from the Programme will include:

- A complete review of existing information sources and reports and the creation of a repository which details future requirements in-line with national and/or local definition and standards.
- A robust, secure Data Warehouse capable of holding individual data items from multiple information sources
- Ensuring the use of intelligent software providing the appropriate capabilities for data entry, output and presentation
- The provision of integrated Performance & Quality Dashboards for stakeholders, with drill down functionality

Which, alongside other less tangible outputs of the programme such as identifying and creating the people and skills network, will deliver outcomes such as:

- Improved accessibility to data at a local level
- Increased real time information available electronically
- Integration into Trust strategy and planning objectives and priority focus
- Trust wide ownership of a single PQF approach
- Agreed processes for managing information to agreed standards and delivery, protected by change control, standard definitions, domain experts, technical stewards and data & information asset owners.
- Replacement of existing multiple reporting standards, into single set of tools and standards

### **Progress Update**

Since the agreement to deliver the PQF as a programme and the formation of the Programme Board we have achieved a number of things:

- Clarifying the future state vision, and aims for the programme
- Identifying when this stops being a 'programme' and becomes business as usual
- Identifying interdependencies with other projects, programmes and pieces of work
- Continued work on the development of the Data Warehouse for the organisation
- Identifying people, teams/services that are key in the delivery of the work
- Growing a network of Business & Performance Managers and Information Analysts throughout the organisation
- Agreement and funding for temporary additional resource specifically to support the activity required for PQF programme
- Made some initial changes to some performance reporting (internal and external), e.g. Inpatient Bed Occupancy and Length of Stay reporting

A number of issues have also been identified that are making progress slower than initially envisaged:

- Depleted resource in the IMST function
- Lack of clarity about the current organisational state in relation to performance and quality information

	<ul style="list-style-type: none"> <li>• Lack of an overarching or overview function with responsibility and accountability for the flow of information into and out of the organisation</li> <li>• Under-recognition of the level of complexity of individual indicators or metrics as well as the complexity of the whole programme.</li> </ul>
<b>3</b>	<b>Next Steps</b>
	<ol style="list-style-type: none"> <li>1. Dedicated Board Development Session January 2020 to consider: <ul style="list-style-type: none"> <li>• Using information effectively</li> <li>• how Board/EDG can support the PQF programme</li> <li>• Suggestions for changes to Board performance reporting – what do you want to know and understand about ALL our services?</li> <li>• With an outcome of &gt; action plan/agreement for how we will change future reporting</li> </ul> </li> <li>2. Recruitment to temporary resource January 2020</li> <li>3. Continue to work towards the identified outputs of the programme</li> </ol>
<b>4</b>	<b>Required Actions</b>
	<ol style="list-style-type: none"> <li>1. To note the update, progress and issues.</li> <li>2. To commit to supporting the programme and engage with the January development session.</li> </ol>
<b>5</b>	<b>Monitoring Arrangements</b>
	<p>Progress reports and updates via the</p> <ul style="list-style-type: none"> <li>• Performance &amp; Quality Framework Programme Board and</li> <li>• upwards into EDG on a quarterly basis and</li> <li>• Trust Board as required</li> </ul>
<b>6</b>	<b>Contact Details</b>
	<p>Deborah Cundey  Service Development Manager, Clinical Operations  <a href="mailto:deborah.cundey@shsc.nhs.uk">deborah.cundey@shsc.nhs.uk</a>  0114 305 0768</p>