

**Joint Health and Wellbeing Strategy: Draft Performance Framework
24 February 2016**

1. About this paper

- 1.1 The 2015-2020 Joint Health and Wellbeing Strategy (JHWS) was approved by the Health and Wellbeing Board on 27 November 2015. To support implementation of the Strategy, the Board has agreed to develop an action plan to measure the success of the JHWS in making a positive impact on the health and wellbeing of North Yorkshire people and communities.
- 1.2 The development session held in Dishforth Village Hall in December 2015 provided the opportunity for Board members to discuss performance and feedback from this session has informed the content of this paper. The proposed framework for measuring progress against the JHWS includes:
- A performance dashboard of key data providing high level evidence of the direction of travel towards achieving the strategy
 - A programme of in-depth Board discussions to share intelligence and deepen understanding of progress on the strategy's key themes and enablers
 - How the Board will use exception reporting to tackle problems together

2. Assessing performance – the key principles

- 2.1 In developing a framework the following principles have been used as a guide:
- No set of indicators can tell the whole story of what is going on in a large and diverse county such as North Yorkshire.
 - There are a range of stakeholders working with their own local partners, each with their own detailed performance monitoring regime which the JHWS performance framework should complement.
 - Other planning/performance reporting arrangements relating to delivery of statutory requirements, such as national targets or the Better Care Fund, will be used to enrich performance intelligence on delivery of the JHWS themes. As an example, this may include reporting on non-elective admissions, mental health indicators, access targets and delayed transfers of care.
 - The indicators set out in the performance dashboard are intended to act as signposts to point the way to how well the health and wellbeing system as a whole is performing. If all the indicators are moving in the right direction, it's a sign that North Yorkshire is making good progress.

- Equally, if a number of the indicators are not progressing, or going the wrong way, the Board should take that as a sign that they may need to look behind the headline data to understand what is not working as well as it should – and to identify ways in which they can work together to tackle the issues.
- It's particularly important to be able to recognise and celebrate success large and small – and that is best understood through hearing from people who have seen a positive benefit to their health and wellbeing through the changes taking place in North Yorkshire.
- Performance assessment should remain focused on understanding the progress made at overall county-wide level. Each partner organisation is accountable for its own contribution.
- Metrics may need to be aggregated/disaggregated at a North Yorkshire level to support an assessment of progress and to support the spread of good practice.
- We need to be able to communicate how well we are doing. As part of the sets of Board papers available to the public, performance reports should be simple, clear and concise.

3. The performance dashboard

- 3.1 For each of the five themes, the table in Appendix 1 sets out three headline indicators which, individually, and collectively, provide high level signposts to the way in which the health and wellbeing system in North Yorkshire is responding to the strategy.
- 3.2 These will be measured as shown and included in a brief report to the HWB at each meeting. Information is already being collected for all these indicators, and they include a balanced mix of health, social care, public health, education, and voluntary sector information. Note that not all indicators will change each time – some are measured annually and some quarterly – but the Board will be able to see what the most recent set of data shows each time it meets.
- 3.3 It is important to set out the measure of improvement that the Board would like to see against the high level indicators in the dashboard. In order to agree this, details of the current position in North Yorkshire needs to be used as the baseline. Further work, and agreement, with Board partners is required to take this level of detail forward and it is proposed that those members that offered to act as a reference group (see Appendix 2) is tasked with completing this detail in readiness for the next Board meeting.
- 3.4 It is expected that, over time, other metrics may be considered helpful indicators of how well the North Yorkshire system is progressing in delivering the JHWS themes. Where the Board feels that other indicators need to be considered these should be highlighted as part of the on-going review of progress against the strategy as a whole.

4. Focus on JHWS themes and enablers

- 4.1 Alongside the regular performance dashboard and, in order to deepen the Board's shared understanding of progress on the JHWS, it is suggested that all Board meetings should include 'intelligence briefings' on at least one theme and one enabler from the JHWS. These would consist of short presentations (led by the project sponsor – see below) focused on:
- The progress made towards the key outcomes for the theme/enabler, celebrating success and aspirations for the future
 - How the differing parts of the system are working together and how this could be improved further
- 4.2 To strengthen focus and to build the leadership role of the Board, it is suggested that a Board member should be identified as sponsor for each theme and enabler. Some have already been identified: the table in Appendix 2 shows current identified sponsors, and potential dates for the first intelligence briefings.
- 4.3 To further support the Board to focus on its purpose, it is suggested that all items on Board agendas should be required to demonstrate how they are linked to the JHWS and the themes and/or enablers. A common introductory front sheet completed for each item by the report owner will provide Board members with clear information on the linkages. A suggested template is shown in Appendix 3.

5. Exception reporting

- 5.1 While the Board should not be a forum for detailed investigation of individual organisation's operational performance, there is value in exploring current and potential future issues that may have an adverse impact on our ability to achieve the strategy's aims.
- 5.2 It is suggested that the performance reports to each Board meeting should include a section on 'hot spots' for each partner organisation, including headline messages (in bullet point form) of any significant potential challenges, and the themes/enablers to which each one relates.
- 5.3 This should not be seen as a 'naming and shaming' exercise, but as an opportunity to understand the current pressures in the system and to look briefly at how these might affect future performance.

6. Board Support

- 6.1 Currently, there are three groups in place: Delivery Board, Commissioner Forum and Performance and Integration Group which operate as part of the Board's delivery arrangements. The Delivery Board was established as the 'doing arm' of the Board and meets quarterly; the Commissioner Forum includes the commissioning members of the Board and provides the opportunity for commissioners to come together and consider common

strategic issues; the Performance and Integration Group has been established since July 2015 and is focused on the Better Care Fund and integration at an operational level across partners and systems.

- 6.2 It is proposed that the reference group identified at the Board development session in December consider the effectiveness of the current delivery arrangements and bring any suggested changes back to the Board for approval at its next meeting.

7. Recommendations

The Board is asked to:

1. Comment on and agree the performance dashboard indicators
2. Agree to consider the Board support structures via a reference group and for recommendations to be brought back to the Board for full approval
3. Seek nominations from members for sponsors for JHWS themes and enablers
4. Agree the common introductory front sheet for all Board papers

Amanda Bloor
15 February 2016

Appendix 1: Performance dashboard

Theme	What outcome do we want to achieve?	High level signpost indicators	Why have we suggested this indicator?	Data source(s)	How often is it measured?
Connected Communities	<ul style="list-style-type: none"> We want North Yorkshire to be a place where communities flourish, people shape services and have control of their lives 	1. Score on NY citizens' panel question: How strongly do you feel you belong to your immediate neighbourhood?	Provides a measure of the level of engagement of local people in their communities	NY Citizens Panel	Annually
		2. Number of organisations in North Yorkshire which are members of a Dementia Action Alliance	Provides a measure of the level of engagement of local communities in a key health and wellbeing priority	Alzheimer's Society (which manages the Alliances in North Yorkshire)	Quarterly
		3. Superfast broadband NY population coverage %	Provides a measure of how technological infrastructure is developing to support connected communities	Superfast NY website	Quarterly
Start Well	<ul style="list-style-type: none"> Ensuring education is our greatest liberator 	1. Gap in attainment between students receiving/ not receiving free school meals: 5 GCSEs at A* to C	Provides a measure of how well inequalities are being tackled	Local Authority Interactive Tool (LAIT)	Annually

Theme	What outcome do we want to achieve?	High level signpost indicators	Why have we suggested this indicator?	Data source(s)	How often is it measured?
	<ul style="list-style-type: none"> Helping all children enjoy a happy family life 	2. The percentage of children and young people with a high measure of resilience	Provides a measure of children's overall mental wellbeing	Public Health Outcomes Framework (PHOF)	Annually
	<ul style="list-style-type: none"> A healthy start through healthy lifestyles 	3. The percentage of children aged 10 or 11 (Year 6) who have excess weight	Provides a measure of children's overall physical wellbeing	PHOF	Annually
Live Well	<ul style="list-style-type: none"> People are emotionally resilient and experience good mental health 	1. Happiness score: "how happy did you feel yesterday?" – NY compared to national average	Provides a measure of people's overall mental wellbeing	Office for National Statistics (Measuring National Wellbeing)	Annually
	<ul style="list-style-type: none"> Everyone has the opportunity to have a healthy body and a healthy mind 	2. The gap in the death rate from heart disease between the highest and lowest wards in North Yorkshire	Provides a measure of inequality in physical wellbeing (note, heart disease has been suggested as a major killer in North Yorkshire, and one where many agencies are contributing to reducing its impact)	PHOF	Annually

Theme	What outcome do we want to achieve?	High level signpost indicators	Why have we suggested this indicator?	Data source(s)	How often is it measured?
	<ul style="list-style-type: none"> People are active, involved and can be free from isolation and loneliness 	3. Percentage of physically active adults (>150 minutes per week)	Provides a measure of individuals' lifestyle choices with an impact on health and wellbeing	Health Survey for England	Annually
Age Well	<ul style="list-style-type: none"> People can make choices to self-manage their care to help them stay independent for longer 	1. Number of people with direct payments and personal health budgets	Provides a measure of the level of support for personal choice and control	Adult Social Care Outcomes Framework (ASCOF) CCGs	Quarterly
		2. Long term care admissions	Provides a measure of health and social care services' ability to deliver care closer to home	ASCOF	Quarterly
	<ul style="list-style-type: none"> Carers are supported to live their own life 	3. Carers' assessments as % of estimated total carers	Provides a measure of how people and households are being supported to maximise their independence	ASCOF	Quarterly
Dying Well	<ul style="list-style-type: none"> Individuals are supported and encouraged to prepare for and plan their last days 	1. Numbers/ proportion of people on recognised end of life pathways	Provides a measure of how good the system is at recognising people with end of life needs	End of life care service providers	Quarterly

Theme	What outcome do we want to achieve?	High level signpost indicators	Why have we suggested this indicator?	Data source(s)	How often is it measured?
	<ul style="list-style-type: none"> All individuals, their carer's and families experience good end of life care 	2. % of people dying in their usual place of residence	Provides a measure of how well people are supported to die in familiar surroundings	ONS	Quarterly
		3. Number of people supported by hospices, including 'hospice at home' services	Provides a measure of the level of end of life support provided by the voluntary sector	Hospices in NY	Annually

Note: The dashboard is one way of the Board assessing the impact of the Joint Health and Wellbeing Strategy as set out in Section 3 of this document.

Other performance metrics will be used to measure progress across North Yorkshire as part of routine organisational arrangements. These include, but are not exclusive to, NHS constitutional commitments and national targets, Adult Social Care Outcomes Framework (ASCOF) indicators and Public Health Outcomes Framework (PHOF).

Appendix 2

Board sponsors – JHWS themes and enablers

Theme/Enabler	Sponsor	Board meeting
Connected communities		
Start Well	Pete Dwyer	July 2016
Live Well		
Age Well		
Dying Well		May 2016
Workforce	Simon Cox	February 2016
Technology		
Economic prosperity		
A new relationship with people who use services		

Reference group volunteers from December development session

Volunteer	Organisation
Amanda Bloor	Harrogate and Rural District CCG
Simon Cox	Scarborough & Ryedale CCG
Richard Webb	North Yorkshire County Council
Ros Tolcher	Harrogate and District NHS Foundation Trust
Adele Coulthard	Tees Esk & Wear Valleys NHS Foundation Trust
Janet Waggott	Ryedale District Council

Appendix 3 – Standard front sheet for HWB agenda items

Agenda item X

Health and Wellbeing Board
North Yorkshire



Insert title of item

Insert date of Board meeting

Presented by:

Summary:

[Max 200 words]

Which of the themes and/or enablers in the North Yorkshire Joint Health & Wellbeing Strategy are addressed in this paper?

[List all]

How does this paper fit with other strategies and plans in place in North Yorkshire?

[Bullet point list – max 4 things]

What do you want the Health & Wellbeing Board to do as a result of this paper?

[Bullet point list – max 4 things]