



Report to: East Sussex Better Together (ESBT) Strategic Commissioning Board

Date of meeting: 20 December 2017

By: Director of Adult Social Care and Health
East Sussex County Council (ESCC)
Chief Officer
NHS Eastbourne, Hailsham and Seaford Clinical Commissioning Group (EHS CCG) and Hastings and Rother Commissioning Group (HR CCG)

Title: ESBT Alliance Outcomes Framework progress update

Purpose: To provide the ESBT Strategic Commissioning Board with an update on progress with development of the evolving ESBT Alliance Outcomes Framework, including reporting in 2017/18 and proposals for reporting in 2018/19.

RECOMMENDATIONS

The ESBT Strategic Commissioning Board is recommended to:

- note progress made with developing, refining and reporting performance against the draft ESBT Alliance Outcomes Framework;
- agree proposals for reporting in 2018/19 as set out in paragraph 2.6; and
- note plans for finalising a revised ESBT Alliance Outcomes Framework for 2018/19.

1. Background

1.1 As part of the 2017/18 test-bed year for the formal East Sussex Better Together (ESBT) Alliance, a small group of shared system-wide priority outcomes have been agreed which we can work towards and further test and refine during the year. Ultimately it is envisaged that this will:

- Enable us to understand if our ESBT Alliance arrangement is working effectively to deliver improvements to population health and wellbeing, experience, quality, and sustainability.
- Enable commissioners, providers and staff working in the system to recognise and use the same outcomes framework to guide their work with patients, clients and carers, and see how their activity or part of the care pathway contributes to delivering the outcomes that are meaningful for local people.
- Complement the way the ESBT Alliance uses our collective business intelligence to understand the performance of the health and care system as a whole.

1.2 The agreed outcomes have been developed into a framework which has ten strategic objectives and eighteen desired outcomes set out within four domains: population health and wellbeing; experience of local people; transforming services for sustainability and quality care and support. At the ESBT Strategic Commissioning Board meeting on 6 June 2017, it was agreed to test this draft outcomes framework during 2017/18. The latest version of the integrated framework and proposed measures for this year is included at Appendix 1 for ease of reference.

2. Supporting information

Progress with the ESBT Alliance Outcomes Framework in 2017/18

2.1 Work to identify appropriate test performance measures and data sources for each of the agreed outcomes within the framework has been completed. The range of performance measures have been suggested to evidence progress in achieving the agreed outcomes. We are continuing to develop, test and refine these measures to strengthen the framework further. Work is also ongoing to identify any additional measures required to reflect priorities across the system and support measurement of improvements.

2.2 Existing targets have been captured and included in the framework for the five year period from 2016-2021 which aligns with the Strategic Investment Plan (SIP) planning horizon. Further work will be required to set the remaining targets according to the future contractual model agreed for Alliance provision, and the learning generated in the test-bed year.

2.3 A summary report containing baseline data for 2015/16 alongside performance data for 2016/17 can be seen on the ESBT website¹, alongside available data for quarters 1 and 2 of 2017/18. Development of an ESBT Alliance Outcomes Framework and appropriate reporting processes are currently being tested. Part of the challenge is arriving at conclusions on a system wide basis as we don't yet have an integrated data set to support our monitoring.

2.4 The nature of measuring outcomes rather than outputs means that much of the performance data is only available annually or every two years. Consideration is being given as to the most appropriate reporting timescales and mechanisms as part of work which is underway to align the developing outcomes and performance frameworks for the ESBT Alliance.

2.5 With this in mind and given that data is only available from 2015/16 at the earliest it is too soon in the process to see clear trends. The quarterly data as of month 6 in 2017/18 is showing some clear evidence of progress and sustained improvement for our system, in particular for A&E waits, Cancer referral standards, and Delayed Transfers of Care. Early indications also suggest improvement across all domains between 2015/16 and 2016/17.

2.6 There is insufficient quarterly data to make judgements on the achievement of longer term outcomes at this point in 2017/18, however we expect to be able to produce more detailed reporting in the second year of the framework. Proposals for reporting in 2018/19 are as follows:

- A full report with data for all three years at the earliest opportunity in 2018/19.
- A focus on one domain each quarter with more detailed analysis and any qualitative information available.

Engagement with local people

2.7 We are continuing to engage with local people during 2017/18 to further inform and shape the ESBT Alliance Outcomes Framework and test the outcomes. Since the last ESBT Strategic Commissioning Board meeting, updates have been given at the autumn round of Shaping Health and Care events and a focus group with representatives from the Patient Participation Groups² and Adult Social Care People Bank³ was held on 28 November 2017.

2.8 Feedback from those attending the focus group is that the outcomes are clear; they cover the key areas of interest and are what we should be expecting from an integrated health and care system. Suggestions were made for further simplifying some of the language and this will be reflected in the revised version for 2018/19. There was general consensus that communication with the public and wider stakeholders should take place when the framework has been further tested

¹ www.eastsussex.gov.uk/esbt

² <http://www.eastbournehailshamandseafordccg.nhs.uk/get-involved/patient-participation-groups/>

³ <https://consultation.eastsussex.gov.uk/adult-social-care/joining-the-people-bank/>

and as part of general communication about the Alliance. There was support however for a simple one page summary document. This has been produced and can be seen at Appendix 2.

2.9 East Sussex Community Voice is commissioned by ESBT to provide the Public Reference Forum (PRF). The current focus of the PRF contract is to hear from residents about their experience of using health and care services over the last six months. Through the PRF, the ESBT Alliance wants to understand what has worked well for people and what could be improved. As part of the initial learning year of the outcomes framework, information gathered through the PRF will be used to enhance the data sources within the framework. A new set of questions was released on 1 November 2017 and the results will feed into the outcomes framework reporting processes as the data becomes available.

Wider context

2.10 As part of the development of our ESBT Alliance Outcomes Framework we are monitoring and learning from similar work being taken forward in other parts of the country and further afield. As we move towards developing the business case for an integrated ESBT health and care organisation by 2020/21, we will need to take account of the national incentive framework that NHS England are developing as part of the standard Accountable Care Organisation Contract for procuring new care models.

2.11 In recognition of ESBT's growing knowledge in this area, we were also invited to take part in co-design process for a new framework model to assess integrated care performance alongside five other international sites. The model aims to bring together best practice in understanding the performance of integrated care, and is being developed by the Consumers, Health, Agriculture and Food Executive Agency (CHAFEA) under a mandate from the European Commission. The work is due to make recommendations on an integrated care performance framework model in 2018.

Developing the Outcomes Framework for 2018/19

2.12 Work is underway to review the draft outcomes framework produced for testing in 2017/18, with a view to developing the framework for 2018/19, recognising the iterative nature this exercise as we continue to learn about how best to measure progress as a system. Feedback gathered to date suggests that there is general agreement to the outcomes identified for the framework in 2017/18. There is scope however, within the agreed strategic objectives and outcomes, to increase the range of data available from across the whole system and work is underway to identify gaps and opportunities for further development.

2.13 We have been using the Optimity Accountable Care System Health Check tool to understand the progress we are making on our journey to accountable care. One of the areas highlighted in the initial phases of the exercise was the importance of having a performance framework, within the context of our overarching ESBT Outcomes Framework, that enables our integrated ESBT locality planning and delivery groups to monitor performance in a way that supports:

- dynamic progression of service integration at the frontline, and testing what works
- the areas that are important for local people in the context of integration, and the delivery of good outcomes
- long-term sustainability, and informing and driving good practice

2.14 In line with this we have agreed to focus phase 3 of the ESBT Health Check work on designing an integrated performance framework that ESBT locality groups can start to use in 2018. This will entail working with performance leads across the Alliance to further align work on integrating data sets to support both monitoring the ESBT Outcomes Framework and operational performance, as well as a co-design session with the Eastbourne Locality Planning and Delivery

group. This work will also help shape and inform the next iteration of the ESBT Alliance Outcomes Framework.

3. Conclusion and reasons for recommendations

3.1 Research and discussions about our new model of accountable care continue to confirm the need for an integrated outcomes framework which can be used to measure improvements on a system-wide basis, test how well our whole health and care system is working and ensure oversight of system performance against investment made. It is important this is developed as part of an overarching framework that aligns performance and outcome monitoring and work is underway to achieve this.

3.2 We will review and propose a refined version of the ESBT Alliance Outcomes Framework to work with next year. This will continue to be informed by the views of local people and other key stakeholders about what is important for their health and care services.

3.3 The ESBT Strategic Commissioning Board is asked to note:

- note progress made with developing, refining and reporting performance against the draft ESBT Alliance Outcomes Framework;
- agree proposals for reporting in 2018/19 as set out in paragraph 2.6; and
- note plans for finalising a revised ESBT Alliance Outcomes Framework for 2018/19.

KEITH HINKLEY
Director of Adult Social Care and Health, ESCC

AMANDA PHILPOTT
Chief Officer, EHS and HR CCGs

Contact Officer: Candice Miller
Tel. No: 01273 482718
Email: candice.miller@eastsussex.gov.uk

Contact Officer: Vicky Smith
Tel. No: 01273 482036
Email: vicky.smith@eastsussex.gov.uk

Contact Officer: Jessica Britton
Tel No: 01273 403686
Email: jessica.britton@nhs.net

BACKGROUND DOCUMENTS

None

