



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

Date of meeting: 9 March 2018

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, available data for quarter three of 2017/18 and proposals for reporting in 2018/19.

RECOMMENDATIONS

The ESBT Strategic Commissioning Board is recommended to:

1. note progress made with developing, refining and reporting performance against the draft ESBT Alliance Outcomes Framework;
 2. note available performance data for quarter three of 2017/18
 3. agree the refreshed ESBT Alliance Outcomes Framework for 2018/19; and
 4. note plans for further development in 2018/19.
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1. Background

1.1 As part of the 2017/18 test-bed year for the formal 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. This draft outcomes framework was agreed at the ESBT Strategic Commissioning Board meeting on 6 June 2017 for testing during 2017/18.

2. Progress with developing the ESBT Alliance Outcomes Framework

2.1 Work to identify appropriate test performance measures and data sources for each of the agreed outcomes within the framework has been completed. For 2017/18 and 2018/19 these are based on existing data currently collected by individual organisations and measures developed to evidence the performance of new ESBT initiatives and services. They will be developed further to provide more meaningful data on a system wide basis.

2.2 Existing targets have also been captured and included in the framework for the five year period from 2016-2021 which aligns with the Service Redesign Plan (SRP)¹ planning horizon. Further work will be required to set the remaining targets and trajectories for the period to March 2021. These will then be reviewed and revised as appropriate as we develop the business case for the ESBT integrated care system provision, and the learning generated during the development of the framework.

2.3 Stakeholder engagement has continued and is ongoing with members of the Patient Participation Group (PPG) forums and Adult Social Care People Bank to ensure the framework continues to measure what people have told us is important to them, and is meaningful and accessible to a range of audiences. The desired outcomes have also been discussed and tested with the public at the Shaping Health and Care events and views have been gathered through the ESBT Public Reference Forum (PRF) delivered by East Sussex Community Voice.

2.4 Work is in hand to align the ESBT Alliance Outcomes Framework with the ESBT Alliance Performance Dashboard. We recognise 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.

3. Capturing outcomes in 2017/18

¹ Previously known as the Strategic Investment Plan (SIP)



3.1 In December 2017, a summary report containing baseline data for 2015/16 alongside performance data for 2016/17 was published on the ESBT website alongside available data for quarters one and two of 2017/18. A similar report has been prepared for this meeting with available data for quarter three and is also published on the ESBT website².

3.2 Given that data is only available from 2015/16 at the earliest, and in many cases only annually or every two years, it is too soon in the process to see clear trends. The quarterly data as of month 9 in 2017/18 however is showing some clear evidence of progress and sustained improvement for our system, in particular for delayed transfers of care, length of stay and A&E waits. We have also seen increases in the number of people being screened for frailty and the number of people using services who receive direct payments.

3.3 As development of appropriate reporting processes for the ESBT Alliance Outcomes Performance Frameworks are being tested and taken forward, a key challenge is arriving at conclusions on a system wide basis when we don't yet have an integrated data set to support monitoring on a system wide basis. Reporting is currently based on the data available within individual organisations and further work is required to make reporting more comprehensive across the whole system.

3.4 Less than half the performance data for the measures identified is only available annually or every two years therefore reporting quarterly against outcomes achieved is difficult. With this in mind, plans for reporting in 2018/19 have been agreed as follows:

- A full report with end of year data for all three years produced at the earliest opportunity in 2018/19, likely to be the end of June/early July.
- A focus on one domain each quarter with more detailed analysis and any qualitative information available.

4. Refreshing the ESBT Alliance Outcomes Framework for 2018/19

4.1 Feedback gathered during the development process for the outcomes framework and first nine months of the test-year has been considered, and checked back with leads across health and social care to make sure the performance measures in the framework are still the best way we have of evidencing whether the outcomes have been achieved. This process has also been used to identify immediate gaps and gaps for further development during 2018/19.

4.2 As part of ongoing patient, client and public engagement, a focus group was held with interested members of the PPGs and Adult Social Care People Bank to review the current version of the outcomes framework and consider how to make it accessible to the public. Key points to note are:

² www.eastsussex.gov.uk/esbt



- The group supported the outcomes identified as priorities for the ESBT system however they have re-worded some of the outcomes in the framework to make them easier to understand for the public. The proposed changes are attached at appendix 1.
- They felt that much of the detail in the outcomes framework is too much information for the public and recommended presenting different levels of framework depending on the audience.
- The overarching summary produced for the Shaping Health and Care events was suggested as a useful starting point for everyone. The proposed refreshed version for 2018/19 can be seen at appendix 2.
- The group felt that while it is important to review the document and process regularly, we should keep the overarching framework as a constant so that there's time to see what works and what doesn't.

4.3 Taking account of all the feedback received, it is recommended that the original outcomes remain the same (with the revised wording). Minimal changes are proposed to the indicators and measures within the framework for 2018/19, to reflect current priorities and availability of data. It is also recommended that the layout and design remain the same for 2018/19, with a slight change to the colours to make it easier to distinguish between the four domains the documents easier to read overall.

4.4 Where it is not possible to collect the data, it is recommended that the performance measure is deleted. Where gaps have been identified or additional data available, some additional measures are suggested. Others will be developed during 2018/19. The wording has also been refined for consistency and to reflect the data gathered. The proposed refreshed full version of the outcomes framework for 2018/19 can be seen at appendix 3. The key changes are highlighted for ease.

5. Plans for developing the outcomes framework in 2018/19

5.1 We will continue to develop, test and refine the performance measures in the outcomes framework to strengthen the framework further. This will include identifying any additional measures required to reflect priorities across the system and support measurement of improvements.

5.2 The main focus of the work next year will be to ensure we're collecting data that is meaningful on a system wide basis, so that we move on from using the existing data we have available in individual organisations. We will do this through design of a system that enables us to look at data on a system wide basis. This will help us to establish an integrated data set for ESBT and develop a performance dashboard to facilitate reporting the full range of requirements including at a locality level.

5.3 We will continue to engage with local people through the PRF, PPGs and Adult Social Care People Bank to ensure the outcomes framework is meaningful and relevant,



and to develop accessible ways of presenting the information. This will include developing the information currently available on the ESBT website.

5.4 At the same time we will start to prepare the first in depth report focusing on one of the domains. This will include gathering appropriate qualitative information to support and enhance the data available from the performance measures.

6. Conclusion and reasons for recommendations

6.1 Research and discussions about our new model of integrated 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.

6.2 The process of testing an outcomes framework for the ESBT Alliance in 2017/18 has been a valuable experience which has provided useful learning that can be taken forward, along with knowledge and understanding from elsewhere. This learning will continue and it is clear that we will need to keep testing and refining the refreshed outcomes framework during 2018/19.

6.3 The ESBT Strategic Commissioning Board is recommended to:

- note progress made with developing, refining and reporting performance against the draft ESBT Alliance Outcomes Framework;
- note available performance data for quarter three of 2017/18;
- agree the refreshed ESBT Alliance Outcomes Framework for 2018/19; and
- note plans for further development in 2018/19.

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BACKGROUND DOCUMENTS

Appendix 1: Proposed changes to the wording of the outcomes

Appendix 2: Refreshed one page summary of the ESBT Alliance Outcomes Framework for 2018/19

Appendix 3: Refreshed full version of the ESBT Alliance Outcomes Framework for 2018/19