

Meeting:	Grampian NHS Board
Meeting date:	1 December 2022
Item Number:	5.2
Title:	How Are We Doing Board Performance Report
Responsible Executive/Non-Executive:	Caroline Hiscox, Chief Executive
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1 Purpose

This is presented to the Board to:

- Note the progression to a fuller format of the How Are We Doing Board Performance Report found in Appendix 1.
- Note the performance data and information in each section of the report and confirm this meets the needs of the Board for assurance.
- Note a session to discuss the How Are We Doing Report at Appendix 1 will be scheduled prior to the next meeting of the Board to allow further shaping of the content and format by Board members.
- Agree that the How Are We doing Report at Appendix 1 now meets the needs of the Board and therefore the System Pressure Report will no longer be included in the performance reporting to the Board.

This report relates to:

- Progress against NHS Grampian Annual Delivery Plan objectives

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective

2 Report summary

2.1 Situation

A refreshed Performance Assurance Framework (PAF) for NHS Grampian is being developed following discussions with the Board at the seminar on 7th July 2022 and the Board Meeting on 4th August 2022. The PAF will provide a structure to align the performance management and performance assurance for the organisation to ensure that our strategy Plan for the Future, current annual delivery plan and the future three year delivery plan delivers of our strategic objectives.

As part of the development of the PAF, it was recognised that the Board requires a significant refresh from the reporting format used throughout the pandemic to shift performance reporting for the Board from a retrospective consideration of operational data to a strategic report setting out overall progress against the strategy. This will enable the Board to focus on its strategic intent, challenge assumptions and seek assurance.

Following support for the first iteration of the new performance report at the last Board session on 6 October 2022, the next iteration of the How Are We Doing Board Performance Report is now attached, with more data included. This increase in data is a result of the quarterly reporting cycle to Scottish Government.

The Board is asked to consider the new version of the report at Appendix 1 and, as per previously agreed approach, contribute to the development of the format by advising with constructive comments and suggestions. Please see detailed recommendations at section 2.4 below.

2.2 Background

The first iteration of the proposed “How Are We Doing” Board Performance Report (HAWD) was presented to the Board at a closed session on 6 October 2022. Constructive feedback and suggestions made by Board members were received and improvements were made to the second iteration of the report at Appendix 1.

The refreshed PAF will enable NHS Grampian to provide assurance on performance towards delivering the strategic objectives of the Plan for the Future, annual delivery plan and the future three year delivery plan to provide evidence and confidence that what needs to be done is actually happening in practice.

The PAF will present appropriate information at tiered levels across the organisation so assurance can be sought and decisions made as required. The HAWD Report is a demonstration of how tiered information can be reported to accommodate the role and function of the Board to obtain assurance that the organisation's strategic objectives are being delivered.

2.3 Assessment

A fuller version of the HAWD Report has been produced for this period of reporting taking account of comments previously received, including the style, reporting format and proposed contents using a tiered approach:

1st tier: A high level performance summary across our strategic intent set out in People, Places and Pathways illustrated by Red, Amber or Green status. Additionally, performance summaries across key critical areas of our organisation appropriate to the period of reporting are highlighted, such as quality of care/treatment, our colleagues and citizens experience.

The inclusion of the voice of our colleagues and citizens' data and commentaries remain as key critical areas in this period of reporting.

2nd tier: At a Glance Performance Scorecards provide the next layer of performance summary of our key deliverables across the categories identified in our strategic intent and the objectives in our Delivery Plan. The majority of data presented in the At a Glance Performance Scorecards is complete for this period of reporting however, there are still sections where a number of key deliverables show that further development is required for the next quarter.

As the data set for the HAWD report is still being developed, the NHS Grampian Systems Pressure report for this quarter has also been included on the agenda for this

meeting because it provides additional information until more data is available for the HAWD report. It is envisaged that this should be achievable by the next quarter of reporting.

3rd tier: Performance Spotlights are a more detailed focus on adverse or favourable performance indicators with additional, drilled down data from the At a Glance Performance Scorecards. This section contains supporting commentaries from the Executive Leads responsible for delivering on specific key deliverables, outlining any actions underway to maintain or improve performance. Nine performance spotlights are included in this period of reporting.

2.3.1 Quality/ Patient Care

The HAWD Report includes aspects of quality of care.

2.3.2 Workforce

The HAWD Report has includes performance elements relating to workforce through the lens of the agreed strategic objectives “Colleagues are enabled to thrive, and be safe and well through work” and “Support colleagues to be safe and well at work”. Performance Spotlights provide detail on adverse or favourable performance with supporting commentaries.

2.3.3 Financial

Financial Performance is highlighted as a standalone item 6 on the agenda for this Board meeting.

2.3.4 Risk Assessment/Management

Developing the new Board performance report in an iterative way resulted in significant data and commentaries gaps in version 1 of the HAWD Report. It was agreed to mitigate the risk of the data gaps by continuing to bring the System Pressure Performance report to the Board until the HAWD Report was developed sufficiently to meet the needs of the Board.

Version 2 of the HAWD report at Appendix 1 is a much fuller report. There is also more detailed performance reporting to Performance Assurance, Finance and

Infrastructure Committee meetings and future Board meetings will receive an overview Chief Executive written report. It is therefore recommended that the operational management detail in the System Pressure Performance report no longer comes to future Board meetings as part of performance reporting. Please see recommendations at 2.4 below.

2.3.5 Equality and Diversity, including health inequalities

Equality and diversity factors will be considered as part of development of PAF.

2.3.6 Other impacts

All are outlined above and in attached report.

2.3.7 Communication, involvement, engagement and consultation

Processes in relation to involvement, engagement and consultation are included in the project planning for the development of the renewed PAF.

2.3.8 Route to the Meeting

The HAWD Report has been contributed to by individual executives who are leading progression of key deliverables featured in the Annual Delivery Plan. It will also be considered at the next Chief Executive Team Performance Meeting on 13 December 2022.

2.4 Recommendation

The Board is asked to:

2.4.1 Note the progression to a fuller format of the How Are We Doing Board Performance Report found in Appendix 1.

2.4.2 Note the performance data and information in each section of the report and confirm this meets the needs of the Board for assurance.

2.4.3 Note a session to discuss the How Are We Doing Report at Appendix 1 will be scheduled prior to the next meeting of the Board to allow further shaping of the content and format by Board members.

2.4.4 Agree that the How Are We doing Report at Appendix 1 now meets the needs of the Board and therefore the System Pressure Report will no longer be included in the performance reporting to the Board.

3 List of appendices

The following appendix is included with this report:

- Appendix 1 - How Are We Doing, Board Performance Report, Version 2, Draft