

Meeting:	Grampian NHS Board
Meeting date:	3 August 2023
Item Number:	6
Title:	How Are We Doing Board End of Year FY2022/23 Performance Report
Responsible Executive/Non-Executive:	Alex Stephen, Director of Finance
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1 Purpose

The Board is asked to:

- note the progress on the development of an Integrated Performance Assurance and Reporting Framework,
- review and comment on the performance data and information in each section of the How Are We Doing (HAWD) End of Year Report attached as Appendix 1, and
- confirm that the HAWD End of Year Report has provided sufficient detail and assurance about performance, progress and lessons learned for financial year.

This report relates to

- progress against NHS Grampian Annual Delivery Plan 2022 – 2023 objectives

This aligns to the following NHS Scotland quality ambitions:

- Safe
- Effective

2 Report summary

2.1 Integrated Performance Assurance and Reporting Framework (Framework)

An Integrated Performance Assurance and Reporting Framework (Framework) was recently discussed at a meeting of the Performance Assurance, Finance and

Infrastructure Committee (PAFIC). The Framework will provide a structure to align the performance management and performance assurance for the organisation to demonstrate that the strategic objectives in Plan for the Future and the delivery milestones in the current Annual Delivery Plan (which form part of the contract with Scottish Government and align to Scottish Government priorities) are being achieved, or to highlight areas where different action is required to achieve the objectives.

The Framework brings together current practices and recognises that Portfolios and Directorates are required to report to many different internal and external stakeholder groups, including Scottish Government, operational teams, the Chief Executive Team, the Board and its Committees.

The Framework describes the:

- principles for performance management and assurance,
- values and behaviours underpinning the Framework, particularly the need to approach performance assurance with a spirit of enquiry and learning rather than to be punitive or seek to assign blame for under-performance,
- dual purpose of performance reporting within NHS Grampian; it is not only to provide assurance to the Board and Chief Executive Team on whether or not targets are being met, but to assist teams within the organisation to monitor and review their progress on performance regularly in order to evaluate the effectiveness of their actions and impact of those actions against intended outcomes. In that way, adjustments and improvements in actions taken are identified in a data-led way, which helps the organisation justify its chosen priorities.
- tiered approach that will be taken to performance reporting across NHS Grampian

The Framework has been developed following discussion with the Board at the seminar on 7th July 2022 and at the Board Meeting on 4th August 2022. The draft Framework was first presented to the Performance Assurance, Finance and Infrastructure Committee (PAFIC) on the 28th June 2023 for comments and it was agreed that further comments and feedback are to be sought from the four other Board assurance committees, before returning to PAFIC in October for final approval.

2.2 The How Are We Doing (HAWD) Report

NHS Grampian's Board performance reporting format is shifting away from retrospective consideration of operational data, used to report key system metrics during the Covid response phase, to a strategic report setting out overall progress against the Board's strategy set out in Plan for the Future. This enables the Board to

focus on its strategic intent, challenge assumptions and seek assurance that the organisation is on course to deliver the outcomes detailed in Plan for the Future.

The HAWD report provides evidence that appropriate actions are being taken and highlights areas where new actions are required, using spotlight reports to provide background and context to performance data.

The HAWD Report attached as Appendix 1 is the End of Year Report for FY2022/23 which includes an extended quarter to June 2023 (termed Quarter 5 by Scottish Government). The inclusion of this extra quarter of data is to align with the production of the next ADP. The End of Year Spotlights feature high level summaries of our progress and lessons learned over the past year across our strategic intents, namely Access, Communities, Colleagues and Culture, and Anchor.

The Performance Scorecards provide an overall summary of our key objectives in the Annual Delivery Plan from April 2022 to June 2023 i.e. Quarter 1 to Quarter 5. The majority of the data presented in the Performance Scorecards is complete for this period of reporting, however further work is required to define some of the deliverables. This is because of the complexity of these deliverables; activities to deliver the desired outcomes are multi-faceted and cross organisational and are at progressing at different speeds across the organisation. This made it very challenging to establish an overall metric per quarter with a finite target.

For these complex deliverables without metrics, an assessment criteria was produced to indicate progress towards the desired outcomes, shown in the table below:

ASSESSMENT CRITERIA FOR KEY DELIVERABLES <u>WITHOUT</u> METRICS	
Complete	Key deliverable fully implemented
On Track	Progressing as planned to agreed timescales
Minor Delays	Progressing but there are some minor delays / risks to agreed timescales
Significant Delays	At risk of not being completed to agreed timescales

The learning from a full year of HAWD performance-reporting in developing meaningful, relevant performance metrics will be used to refine the performance assurance reporting for the next Annual Delivery Plan and ensure that both deliverables and performance metrics are SMART (Specific, Measurable, Achievable, Relevant, Time Bound).

2.3.1 Quality/ Patient Care

The HAWD report includes information on the multiple elements required to achieve high quality, patient focused care, including workforce, finance, patient feedback and service performance metrics.

2.3.2 Workforce

The HAWD Report includes performance elements relating to workforce through the agreed strategic objectives

- (i) “Colleagues are enabled to thrive, and be safe and well through work” and
- (ii) “Support colleagues to be safe and well at work”.

An End of Year Spotlight in this report will provide detail on one of the key deliverables: “Feedback will show positive impact of actions in respect of Best Practice Australia (BPA) Survey Phase 1”.

2.3.3 Financial

The financial performance for last financial year was reported to the last meeting of the Board.

2.3.4 Risk Assessment/Management

Some of the performance metrics were under development during this period, and some of the Annual Delivery Plan priorities require a longer time frame in which to assess performance, so the HAWD Report does not fully cover all areas of organisational performance at this stage of development.

The HAWD reporting continues to be developed in an iterative way, taking account of feedback received from earlier versions, and the organisation is developing its approach to appropriate performance metrics for less easily quantifiable priorities. Key components and principles from the Framework as part of the continuous improvement cycle can be extracted as guidance notes to support the development of performance metrics.

Developing the HAWD report in an iterative way may highlight gaps in data and commentaries. This risk will be mitigated by ensuring that all performance information aligns to the key deliverables set out in the Annual Delivery Plan, the integrity of the tiered reporting approach is maintained and that content within Spotlights contain clear actions to support delivery of NHS Grampian’s strategic intent set out in the Plan for the Future.

2.3.5 Equality and Diversity, including health inequalities

Equality and diversity factors are being considered as part of development of the Board’s Delivery Plan for 2023-2026, which will then be reflected in the metrics used to report on performance in the HAWD report.

3. Recommendation

The Board is asked to:

- note the progress on the development of an Integrated Performance Assurance and Reporting Framework,
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- confirm that the HAWD End of Year Report has provided sufficient detail and assurance about performance, progress and lessons learned for financial year.

4. List of appendices

The following appendix is included with this report:

- Appendix 1 - How Are We Doing Board Annual Delivery Plan End of Year FY2022/23 Performance Report July 2023