

Midlothian Integration Joint Board



Thursday 22nd August 2024, 14:00-16:00

IJB Performance Report

Item number: 5.8

Executive summary

The purpose of this report is to update the IJB on progress towards the IJB performance goals set for the financial year 2023/24. Due to the processes required to validate these data, the full reporting year is almost complete for all indicators. A report describing progress against each improvement goal is attached in Appendix 1. There is an inbuilt reporting delay (noted above).

More recent management data are available for a number of the improvement goals but as they have not been validated, they cannot be published. In order to support the Board's understanding of the current position regarding progress towards the improvement goals, a brief summary is provided.

It was agreed at the December 2023 Board meeting that the non-validated management data are examined in detail by the Performance Assurance and Governance Group each month. The Performance Assurance and Governance Group met on Thursday 11th July 2024.

The meeting was dedicated to the presentation and discussion of the release of the Core Suite of Integration Indicators, as these data are required to be included in the Annual Performance Report.

At the June 2024 Board, Members required that information related to the ongoing evaluation of the Board's activity relating to outcomes was reviewed in Midlothian IJB Performance Reports. This information is now included in this report.

Members are asked to:

- Note the Board's performance against the IJB Improvement Goals for 2023/24 (Appendix 1).
 - Note the requirement to assess the Core Suite of Integration Indicators as part of the approval process for the Annual Performance Report.
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Midlothian Integration Joint Board

IJB Performance Report

1 Purpose

- 1.1 The purpose of this report is to update the IJB on progress towards the IJB performance goals set for the financial year 2023/24. Due to the processes required to validate these data, the full reporting year is almost complete for all indicators.

2 Recommendations

- 2.1 As a result of this report, Members are asked to:
- Note the Board's performance against the IJB Improvement Goals for 2023/24 (Appendix 1).
 - Note the requirement to assess the Core Suite of Integration Indicators as part of the approval process for the Annual Performance Report.

3 Background and main report

- 3.1 The IJB has previously identified improvement goals to monitor progress on reducing unscheduled hospital activity and use of institutional care. They are based on goals recommended by the [Scottish Government Ministerial Strategic Group for Health and Community Care](#)).
- 3.2 At the IJB meeting in June 2022 the Performance Assurance & Governance Group recommended that the improvement goals for 2022/23 were set to prioritise an increase in system stability, focussing on workforce recovery and wellbeing.
- 3.3 An updated report describing progress against each improvement goal is attached in Appendix 1. This report is produced by the Local Intelligence Support Team (LIST) on behalf of the Midlothian HSCP. Members are asked to note the information in Appendix 1, specifically regarding data completeness. Due to the processes required to validate these data for publication, there is an inbuilt reporting delay, and this information is not taken from a "live" system. This means that we are not yet able to calculate the full year performance for some measures.
- 3.4 Members are asked to note that Public Health Scotland (PHS) has moved to a schedule of quarterly, rather than monthly, updates.
- 3.5 Members are asked to note that there was an additional delay to the PHS update this quarter. This is due to some Health Boards having been unable to submit the required data to enable the production of the Scottish Morbidity Record.
- 3.6 More recent management data are available for a number of the improvement goals but as they have not been validated, they cannot be published. In order to

support the Board's understanding of the current position regarding progress towards the improvement goals, a brief summary is provided below.

3.7 A&E Attendances

2022/23 Target Rate per 100,000 people 2,629 / month

2023/24 Running Average 2,704 / month

The validated data are available up to March 2024. Based on this information, the target is not currently being met.

The most recent non-validated management information data indicate an improved position, currently meeting the target.

3.8 Emergency Admissions

2022/23 Target Rate per 100,000 767 / month

2023/24 Running Average 789 / month

The validated data are only available up to December 2023. Based on this information, the target is not currently being met.

The most recent non-validated management information data indicate an improved position, currently meeting the target.

Unplanned Bed Days (Acute)

2022/23 Target Rate per 100,000 5,074 / month

2022/23 Rate 5,209 / month

The validated data are only available up to March 2023. Based on this information, the target is not currently being met.

The most recent non-validated management information data indicate the target is not currently being met.

3.9 Delayed Discharge Occupied Bed Days

2022/23 Target Rate per 100,000 820 / month

2023/24 Running Average 802 / month

The validated data are only available up to March 2024. Based on this information, the target is currently being met.

The most recent non-validated management information data indicate that the target is not being met.

3.10 End of Life – Percentage of Last Six Months Spent in Large Hospitals

2022/23 Target Rate <8.7%

2021/22 Rate 8%

The validated data are only available on a provisional basis for 2022/23. Based on this information, the target is currently being met.

It is not possible to refer to management information as these data are not held locally.

3.11 Balance of Care

2022/23 Target Rate >96.4%

2021/22 Rate 96.9%

The validated data are only available on a provisional basis for 2022/23. Based on this information, the target is currently being met.

It is not possible to refer to management information as these data are not held locally.

- 3.12 It was agreed at the December 2023 Board meeting that the non-validated management data are examined in detail by the Performance Assurance and Governance Group each month.
- 3.13 The Performance Assurance and Governance Group met on Thursday 11th July 2024. The meeting was dedicated to the presentation and discussion of the release of the Core Suite of Integration Indicators, as these data are required to be included in the Annual Performance Report.
- 3.14 The next meeting of the Performance Assurance and Governance Group will take place on Thursday 8th August 2024. The meeting will focus on the presentation and discussion of the accessible visuals to demonstrate progress within the Core Suite of Integration Indicators.
- 3.15 At the June 2024 Board, Members required that information related to the ongoing evaluation of the Boards activity relating to outcomes was reviewed in Midlothian IJB Performance Reports. This information is now included in this report.
- 3.16 An up to date visual of the Midlothian Integration Joint Board (IJB) Strategic Governance Outcome Map is included in Appendix 1. The Outcome Map sets out Midlothian Integration Joint Board's strategic governance and the progress it is making towards the board's vision, values, and strategic aims. The Outcome Map will be regularly reviewed, and data scrutinised within the Strategic Planning Group (SPG).
- 3.17 The progress has been assessed as 'great', with the confidence in the evidence rated as 'some'. This is largely reflective of the significant efforts leading to an increase in maturity of Midlothian IJBs strategic governance reporting structures and processes evidenced within the stepping stones in columns 1 to 4, and 6.
- 3.18 The progress towards the strategic aims within column 5 are an aggregation of the progress services individually report in regard to their work and contribution towards achieving the strategic aims. This position should be viewed in the context that not all services have been able to be onboarded to OutNav. Services who are already using OutNav continue to be supported to deliver regular updates, alongside a phased plan of onboarding new services, in alignment with the revised service configuration.
- 3.19 As the number of services onboarded increases, the breadth and depth of evidence sources will expand. As this work progresses, this will in turn increase confidence levels in the data that are used to assess progress primarily in columns 5 of the Outcome Map, but likely to also influence column 4 and the reporting and analysis of assurance relating to Directions.
- 3.20 Please note that the evidence used to assess progress in Outcome Map column 6 data is taken from the 2022-23 Core Suite of Integration Indicators. This will be updated following the publication of the Annual Performance Report 2023/24.
- 3.21 Following agreement for the Audit and Risk Committee to develop a Best Value Framework, work has been undertaken by the Integration Manager to map the content of the Outcome Map to the seven themes of Best Value and key activities. This initial but detailed mapping exercise identified the information already held in Outnav against the seven themes of Best Value and provides a good level of

assurance in relation to Best Value activity. This will be reviewed by the Audit and Risk committee in due course.

- 3.22 Midlothian IJB data triangulation approach to measurement enables the Strategic Governance Outcome Map to be informed by the Governance And Assurance Framework (GAF). Midlothian Health and Social Care Partnership (HSCP) developed the GAF to allow those responsible to clearly and consistently articulate assurance levels for their service areas by providing evidence of actions taken to address any outstanding issues. By Q4 of 2023/24, 90% of service areas were reporting using the GAF. A gap analysis is being developed that will identify areas of consistency and of variation in what the data are indicating in relation to progress, in order to further strengthen the evidence.
- 3.23 There have been recent comprehensive reviews of the Terms of Reference for both the Strategic Planning Group and the Audit and Risk Committee, which present opportunities to progress both of these pieces of work in new ways, providing more regular and dedicated time for review.

4 Policy Implications

- 4.1 There are no policy implications arising from this report.

5 Directions

- 5.1 This report does not directly impact upon our partners' ability to deliver existing Directions.
- 5.2 It is acknowledged that there will be a requirement for ongoing review and revision to the Performance Report, in alignment with any revisions to existing Directions / issue of new Directions at any stage in the reporting period.

6 Equalities Implications

- 6.1 There are no equality implications from focussing on these goals but there may be implications in the actions that result from work to achieve them.
- 6.2 The focus of most of the goals is on reducing hospital activity and hospitals are not used equally by the population. There are groups of people that make more use of hospitals than others – for example older people, people living in areas of deprivation or people who live alone.

7 Resource Implications

- 7.1 There will be resource implications resulting from further action to achieve these improvement goals.

8 Risk

- 8.1 The risk of not finding solutions to address complex performance measurement challenges is that we are underinformed in relation to increases in complexity, acuity and the resulting additional pressures these create for our workforce; and what this may mean for wellbeing, retention and recruitment.

9 Involving people

- 9.1 The Performance Assurance & Governance Group (PAGG) meet monthly to review and discuss these and other measures as part of wider data assurance. Membership of the group will be expanded to ensure increased representation of elected officials, the third sector and public health.

10 Background Papers

- 10.1 No background papers.

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DATE	27 th July 2024

Appendices:

Appendix 1: Local Intelligence Support Team (LIST) Report describing progress against the IJB improvement goals.