

Meeting:	Grampian NHS Board
Meeting date:	6 April 2023
Item Number:	6
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 performance data and information in each section of the report and confirm this meets the needs of the Board for assurance.
- Note that system pressures have meant that individual Spotlight reports are on the red priorities only. The amber and green priorities are not included in this report, but will be a feature of the next version to be presented at the June Board meeting.

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 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.

The 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 agreed strategy. This will enable the Board to focus on its strategic intent, challenge assumptions and seek assurance.

2.2 Background

The HAWD report is the mechanism by which NHS Grampian provides assurance on performance towards delivering the strategic objectives of the Plan for the Future and the annual delivery plan. It provides evidence that appropriate actions are being taken, and highlights areas where new actions are required.

NHS Grampian is transitioning to a tiered performance reporting system, with appropriate information presented at the operational, tactical and strategic levels of the organisation for assurance and to enable decisions to be made to adjust or continue with action plans. The Board's role is to obtain assurance at a strategic level that the organisation's strategic objectives are being delivered, and the HAWD report focuses on the high level actions being implemented.

2.3 Assessment

The HAWD Report uses a tiered approach to report performance against key metrics to demonstrate progress delivering the Board's approved Annual Delivery Plan for 2022 - 2023:

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.

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. Six 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 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". Two Performance Spotlights, on supplementary staffing and statutory training compliance, provide detail on adverse or favourable performance with supporting commentaries.

2.3.3 Financial

The Board's Medium Term Financial Framework, including a report on current financial Performance is a standalone item 9 on the agenda for this Board meeting.

2.3.4 Risk Assessment/Management

Some performance metrics remain under development, and some of the 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. The HAWD reporting is being 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.

The HAWD report presented at this Board meeting does not contain spotlights on areas of progress ie priorities classified as amber or green. This is because continuing system pressures have limited colleagues' capacity to provide narratives for new elements of the HAWD report. There is, therefore, a risk of an imbalanced picture of organisational performance being presented in this report. The next version of this report will seek (subject to system pressures) to present spotlights on new areas of progress, in addition to highlighting the areas of concern.

2.3.5 Equality and Diversity, including health inequalities

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

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 Performance Assurance Framework.

2.3.8 Route to the Meeting

Individual executives who are leading progression of key deliverables featured in the Annual Delivery Plan have contributed to this report. It will be considered at the next Chief Executive Team Performance Meeting on 18 April 2023.

2.4 Recommendation

The Board is asked to:

2.4.1 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 that system pressures have meant that individual Spotlight reports on the amber and green priorities are not included in this report, but will be a feature of the next version to be presented at the June Board meeting.

3 List of appendices

The following appendix is included with this report:

- Appendix 1 - How Are We Doing, Board Performance Report April 2023