

<b>Meeting:</b>	<b>Grampian NHS Board</b>
<b>Meeting date:</b>	<b>1 June 2023</b>
<b>Item Number:</b>	<b>6</b>
<b>Title:</b>	<b>How Are We Doing Board Performance Report (Quarter 4)</b>
<b>Responsible Executive/Non-Executive:</b>	<b>Caroline Hiscox, Chief Executive</b>
<b>Report Authors:</b>	<b>Preston Gan, System Transformation Programme Manager</b> <b>Pam Lowbridge, Senior Specialist Analyst, Health Intelligence</b> <b>James Brodie, Performance Assurance Project Manager</b>

## 1 Purpose

### **The Board is asked to:**

- review and comment on the performance data and information in each section of the How Are We Doing (HAWD) Report attached as Appendix 1
- confirm that the HAWD report has provided sufficient detail and assurance about performance to the Board about system performance for the quarter January – March 2023.

### **This report relates to**

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

### **This aligns to the following NHS Scotland quality ambition(s):**

- Safe
- Effective

## 2 Report summary

### 2.1 Situation

A refreshed Integrated Performance Management and Assurance Framework (IPMAF) for NHS Grampian is being developed following discussion with the Board at the seminar on 7th July 2022 and at Board Meeting on 4th August 2022. The IPMAF will provide a structure to align the performance management and performance assurance for the organisation to demonstrate that the strategic objectives set out in Plan for the Future and the delivery milestones set out in the current Annual Delivery Plan (and 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 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 in Plan for the Future. This will enable the Board to focus on its strategic intent, challenge assumptions and seek assurance.

## 2.2 Background

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 HAWD report is the mechanism by which NHS Grampian provides assurance to the Board about 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, using Spotlight reports to provide background and context to performance data.

## 2.3 Assessment

The HAWD Report for January 2023 – March 2023, attached as Appendix 1, reports system performance against key metrics to demonstrate progress delivering the Board's approved Annual Delivery Plan for 2022 – 2023 via a tiered reporting approach:

**1<sup>st</sup> tier:** A high level performance summary across our strategic intent set out in People, Places and Pathways and illustrated by the overall Red, Amber or Green status for each area. Performance summaries for key critical areas are highlighted, such as quality of care/treatment and our colleagues' and citizens' experience.

**2<sup>nd</sup> tier:** At a Glance Performance Scorecards provide the next layer of performance summary of our key objectives in the Annual Delivery Plan 2022-2023. The majority of data presented in the At a Glance Performance Scorecards are complete for this period of reporting, however there are still sections where there are a number of key deliverables requiring further development for the next quarter.

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 which is being submitted to the Scottish Government in early June. A paper detailing the lessons learned from the

first year of tiered performance reporting and how these lessons will inform improved milestones and deliverables for the Three Year Delivery Plan 2023- 2026 will be on the agenda for the Performance Assurance, Finance and Infrastructure Committee meeting on 28 June.

**3<sup>rd</sup> 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 accountable for delivering specific key deliverables, outlining any actions underway to maintain or improve performance. Ten performance spotlights are included in this period of reporting.

### **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 lens of 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”.

Four Performance Spotlights on wellbeing of our colleagues, supplementary staffing, statutory training compliance and international recruitment provide detail on adverse or favourable performance with supporting commentaries.

### **2.3.3 Financial**

A report on the 2022/23 Year End Financial Position is item 7 on the agenda for this Board meeting.

### **2.3.4 Risk Assessment/Management**

Some performance metrics remain under development, 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.

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.

### **2.3.6 Other impacts**

All are outlined above and in attached report.

## **2.4 Recommendation**

The Board is asked to:

- review and comment on the performance data and information in each section of the How Are We Doing (HAWD) Report attached as Appendix 1
- confirm that the HAWD report has provided sufficient detail and assurance about performance to the Board about system performance for the quarter January – March 2023

## **3. List of appendices**

The following appendix is included with this report:

- Appendix 1 - How Are We Doing Board Annual Delivery Plan Performance Report June 2023