

Meeting: Grampian NHS Board
Meeting date: 12th September 2024
Item Number: 8
Title: How Are We Doing Board Performance Report (Q1 FY2024/25)
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1 Purpose

This is presented to the Board for:

- **Assurance**

The Board is asked to:

- Agree that the improvements made to the HAWD Board Performance Report demonstrate effective performance management by the Chief Executive Team
- Endorse, recognising the positive progress and improvements in our performance at Quarter 1 of 2024/25
- Review and comment on the performance data and information in each section of the How Are We Doing (HAWD) Board Performance Report (Q1 FY2024/25) attached as Appendix 1
- Recognise the risks and decide whether the mitigations will enable us to establish a clearer view of overall performance trajectory and improve alignment of our strategic objectives and outcomes.

This report relates to

- progress against NHS Grampian Strategy: Plan for the Future
- Board Annual Delivery Plan (ADP) 2024 - 2025

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

- Safe
- Effective
- Person Centred

2 Report summary

2.1 Situation:

The How Are We Doing (HAWD) Board Performance Report has undergone several iterations since its inception in 2022. It currently focuses on reviewing our organisation's performance quarterly, in line with the Annual Delivery Plan (ADP) and the Plan for the Future Strategy, as required by the Scottish Government.

A further review of the HAWD report provided an opportunity to better harmonise the Integrated Performance Assurance and Reporting Framework (IPARF) with our Plan for the Future Strategy for 2024/25. This update will integrate key performance aspects from the ADP into the next HAWD iteration, enhance visibility on our strategic alignment, offer a longer-term view of our Plan for the Future Strategy, and clearly articulate our in-year performance progression and the impact we aim to achieve by 31st March 2027.

2.2 Background: How Are We Doing (HAWD) Report

The HAWD Board Performance Report has shifted from focusing on retrospective operational data, used during the Covid response phase, to a strategic performance report. This change allows the Board to focus on overall progress against the Plan for the Future strategy, challenge assumptions, and seek assurance. The HAWD report ensures NHS Grampian provides assurance to the Board regarding strategic alignment and performance toward our Vision and Strategic Intent across nine categories.

It uses the (IPARF), approved by the Performance Assurance, Finance, and Infrastructure Committee (PAFIC) and endorsed by the Board, to deliver the strategic objectives of the Plan for the Future Strategy. This involves a set of Key Performance Indicators (KPIs) and Deliverables in the ADP to achieve our strategic outcomes. The report provides evidence of appropriate actions being taken and highlights areas needing new actions, using spotlight reports to give background and context to performance data.

Key Performance Indicator (KPI):

A KPI is a carefully selected metric, directly linked to our strategic objectives and indicative of overall performance. KPIs are chosen to provide actionable insights into the progress and success of specific goals and objectives, and help assess performance and drive decision-making.

An example KPI: Sickness absence rate for NHS Grampian to be 5% or below

Deliverables:

A key deliverable is an outcome of a task or project activities taking place. Typically outlined at the outset, key deliverables are quantifiable and linked to quarterly milestones for monitoring progress. Milestones serve as markers in time to track and measure progress.

An example Deliverable: Develop Quarterly Emissions and Energy use reduction plan

Further definitions and performance assessment criteria are available on page 5 of the HAWD Board Performance Report to enhance navigation and clarity.

2.3 Assessment:

The most recent enhancements made to Q4 of 2023/2024 included the following:

- **Spotlight Criteria Framework:** to provide a robust and unbiased approach to the selection of spotlights showing positive and adverse performance, standardise and define process, and giving additional lead time in the preparation of the reports.
- **Targeted prompts:** to produce more meaningful performance insights into Key Performance Indicators (KPIs) via spotlights.
- **“Circle Marker” Statuses:** Adopted to show trends and early warnings, providing clarity on the direction of performance.
- **Performance Summary Table:** Provided assurance for KPIs with unchanged statuses.
- **Improved Accessibility:** Enhanced navigation for Board members to better understand complex performance information.

For 2024/2025, we plan to retain these improvements and extend our strategic visibility by aligning the Plan for the Future Strategy with the outcomes we aim to achieve by 31st March 2027. This will provide fuller performance coverage across the ADP. The improvements made for Q1 2024/25 are as follows:

a) Page 2: Profile of the Performance Framework

Starting in 2024/2025, the Performance Framework will be included in the HAWD Report to visualise the performance cycle and how it supports the fulfilment of our outcomes. At Board level, this is integrated into the tiered approach within the HAWD Board Performance Report.

b) Page 3: Alignment Map of the Plan for the Future and Performance

A simple flow diagram has been included to clarify and illustrate the alignment of our strategy and performance through steps A, B, and C. This diagram shows the linkages between our Plan for the Future Strategy and the Delivery Plan.

Through multiple iterations, we have focused on improving the connections between B and C from a performance reporting perspective. However, there is an opportunity to better

incorporate outcomes into the report. This will help us see how our current in-year performance is impacting our long-term goals, ultimately tying back to our strategic intent and vision.

c) Page 4: Reading Guide

The reading guide has been revised to be more accessible and clearer, with improved visuals and narrative across Tiers 1 to 3. It includes better labelling to ease navigation through the different sections of the report. Additionally, the Key now displays the performance status of Deliverables, and a revised new Definitions table explains key terms such as “Outcomes.”

d) Page 11: Tier 1 Organisational Performance Summary as of Quarter 1 (Apr to Jun’24)

This tier provides a high-level performance view of the Deliverables and KPIs aligned to 42 Outcomes across People, Places, and Pathways. High-level commentaries will be included under Key Highlights to note the current status of performance and any critical information at the organisational level.

e) Page 12: Tier 2 In-Year 24/25 Performance of Deliverables towards 2027 Outcomes

This tier offers a detailed view across People, Places, and Pathways aligned with the ADP’s strategic intent. It includes comprehensive coverage of in-year performance across Deliverables, linked to targeted outcomes. We have highlighted Deliverables reported as having “significant delays” through exception reporting and included hyperlinks to the intended spotlights for further understanding.

Additionally, a high-level view of key risk categories provided by Executive Leads and their teams offers insight into the impact on the progress of deliverables. This allows for early warning signs to be captured and collaborative solutions to be developed. It should be noted that deliverables may have more than one associated risks. Risks impact on key categories will differ across People, Places or Pathways depending on the severity.

f) Page 13: Tier 2 Refined Key Performance Indicators (KPIs)

Further refinements have been made to each KPI description in collaboration with Executive Leads and teams to ensure they adhere to Specific, Measurable, Achievable, Relevant, Time-bound (SMART) principles. These refinements support the linkages set out in the alignment map on Page 3. Agreements have been made to ensure metrics for individual KPIs are dynamic and have minimal lag time to report against quarterly performance targets and align with Board Meeting reporting schedules.

g) Tailored Prompts for Spotlights in the HAWD Board Performance Report

To maintain robust performance assurance, we have refined the prompts to support Executive Leads and their teams in generating valuable and meaningful insights into how we are performing across the KPIs and Deliverables for the HAWD Board Performance Report.

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 key performance indicators.

2.3.2 Workforce

The HAWD Report includes performance elements relating to workforce through the agreed strategic objective: “Colleagues are enabled to thrive, and be safe and well through work”

2.3.3 Financial

Current financial performance is covered separately in the Finance Report.

2.3.4 Risk Assessment/Management

We recognise that the system continues to face enduring pressures and that changing the culture, behaviours and understanding around performance management and assurance will take time. Previous iterations of the HAWD Board Performance Report excluded Deliverables, considering them too detailed for inclusion. Currently, there are no additional avenues at the Board level to provide comprehensive coverage of performance related to the ADP.

For the first time, the Scottish Government has requested that all Boards provide a copy of their local Delivery Plan progress or performance report, which is also presented to their respective Boards. This request aims to ensure that the Scottish Government receives consistent information aligned with what the Board itself reviews, thereby reducing workload and avoiding duplication of reporting. Therefore, the upcoming iteration of the HAWD Board Performance Report will need to provide a more detailed and comprehensive assessment of performance across our Deliverables and KPIs.

We recognise that the financial situation at NHS Grampian remains challenging, making it even more important for this iteration of the 2024/2025 HAWD Board Performance Report to show clearer linkages between our planned actions, performance measurement, and the 'golden thread' connecting these elements to the outcomes we aim to achieve by 31st March 2027.

To enhance the clarity of the 'golden thread' connecting Deliverables, KPIs, and Outcomes, the 2024/2025 iteration of the HAWD Board Performance Report should incorporate long-term measures aligned with our strategic objectives. These measures will enable us to track progress towards our outcomes by integrating annual performance data, offering a clearer view of our overall trajectory. Additionally, refining outcome descriptions using SMART principles will ensure a focus on measurable results, facilitating more effective alignment with our strategic objectives.

Further improvements are also necessary to ensure Deliverables and KPIs are interlinked to support our strategic objectives. Currently, building these linkages and understanding their interdependencies remains challenging. Operationalising the Performance Framework should help mitigate the above issues.

While improvements have been made in the design and format of templates and commentary prompts for Spotlight completion in the HAWD report, detailing performance information, data, and commentaries remains challenging. This is due to an already pressured system, impacting the capacity of the performance assurance team responsible for producing Board Performance Reports. Additionally, early submission dates for Board, PAFIC, other Assurance Committees, and Scottish Government reporting deadlines compound these challenges.

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, 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.

3. Recommendation

The Board is asked to:

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4. List of appendices

The following appendix is included with this report:

- Appendix 1 - How Are We Doing Board Performance Report (Q1 FY2024/25)