

NHS Sheffield CCG Performance Management Framework

Governing Body meeting

E

3 December 2015

Author(s)	Rachel Gillott, Deputy Director of Delivery and Performance
Sponsor	Tim Furness, Director of Delivery
Is your report for Approval / Consideration / Noting	
Approval	
Are there any Resource Implications (including Financial, Staffing etc)?	
Some considerations are highlighted but remain unquantified at this point.	
Audit Requirement	
<u>CCG Objectives</u>	
<ul style="list-style-type: none"> To improve patient experience and access to care Principal Objective: Organisational development to ensure the CCG can achieve its aims and objectives and meet national requirements. 	
<u>Equality impact assessment</u>	
<i>Have you carried out an Equality Impact Assessment and is it attached?</i>	
EIA not required in relation to performance management approach as it relates to internal business functions and not service delivery.	
<u>PPE Activity</u>	
<i>How does your paper support involving patients, carers and the public?</i>	
Engagement with patients, carers and the public would be endemic within operational processes and service change not directly relating the Performance Management Framework.	
Recommendations	
<p>The Governing Body is asked to:</p> <ol style="list-style-type: none"> To approve the direction of travel and principles outlined in this paper in relation to the Performance Management Framework for the CCG in particular; <ol style="list-style-type: none"> Agree to the establishment of a Contract Management Board and; A Performance and Delivery Board (replacing the current Provider Intelligence Meeting) Delegate responsibility to Director of Delivery via the Commissioning Executive Team (CET) to oversee the delivery of the actions outlined in section 4. 	

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1. Introduction / Background

Securing high quality services for patients is the role of Clinical Commissioning Groups, assessment of this is primarily through the achievement of key performance and outcome indicators. From 2015/16, the CCG Assurance Framework sets out five components that reflect the key elements of a well led effective clinical commissioner and underpins assurance discussions between CCGs and NHS England, whilst identifying ongoing ambitions for CCG development. The components include being well led; performance; financial management; planning; and delegated functions.

This paper outlines the overarching components of the Performance Management Framework for Sheffield CCG, including the key principles on how Sheffield CCG will secure delivery of our key projects and programmes, ensure providers are delivering services to the highest standard and how we ensure our commissioning responsibilities (business as usual) are delivered.

2. Context

Nationally, the NHS is experiencing declining performance in a number of key areas; urgent care measured by the four hour target in A&E and referral to treatment times, with patients, in some cases, waiting longer than the maximum waiting time for elective care and cancer treatments and, with new standards for mental health access times being set from 1 April 2016, the challenges will continue. In Sheffield, whilst the challenges do not replicate the national picture entirely, we have experienced underachievement in A&E standards, access times for elective care, and diagnostic tests.

At the most recent checkpoint meeting with NHS England they rated our assurance as 'limited' in the performance domain, based on the few performance areas which are not currently being achieved, despite many measures being achieved. In addition, system resilience groups are now expected to have an oversight of many of the performance issues in the system, whilst retaining its primary focus of ensuring system resilience plans are in place.

Sustainable transformation plans are required to ensure the NHS remains fit for purpose. New models of care are being implemented and significant transformation is needed to manage the increasing tensions between the growing needs of the local population and services being commissioned to meet these needs within the financial allocation and achieving the key performance measures.

The Directorate of Delivery was established in the CCG in November 2015, to bring together the planning, delivery and performance functions to ensure that we have 'control' on system and provider performance, including the delivery of our transformational goals.

3. Performance Management Framework

In securing robust performance and delivery approaches, the work of the organisation has been split into the following categories;

- 1) Delivery of the outcomes and benefits of our transformation projects and programmes including sustainability plans (aka savings/Quality, Innovation, Productivity and Prevention (QIPP))
- 2) Delivery through our core business functions of the CCG
- 3) Securing Provider and System Performance

The CCG has established performance management functions within it, and so the emphasis is to improve this to provide the additional control required to improve provider performance and delivery of our key projects and programmes. A key change will be to ensure that the performance and delivery mechanisms are integrated across the organisation. This will allow better co-ordination and triangulation of the collective intelligence held in the organisation to allow a responsive reaction to deal with underperformance. The operational mechanisms we adopt are inter-related across the organisation and need to be fully integrated to ensure we have tight control on all aspects of delivery and performance.

The following principles are critical to the successful implementation of a performance management framework and are required to be embedded throughout the organisation and throughout all levels within the organisation;

- Robust (and standardised) Project and Programme Management arrangements
- Production of timely, high quality business intelligence
- Regular monitoring of performance measures, outcomes, objectives and Key Performance Indicators (KPIs)
- Regular co-ordinated and integrated performance review
- Clear and timely internal and external escalation approach
- Collective leadership across the commissioning functions of the CCG; Quality, Contracting, Finance, Delivery, Performance and service transformation
- Clear and robust accountability arrangements internally within the CCG (Integrated Performance and Delivery Board see section 3.2) and externally with providers (Contract Management Board see section 3.3)
- Collective leadership across the system on performance issues that require a system wide response (System Resilience Group).

A key aspect of this proposal is to adopt the above principles consistently and ensure we have the right operational processes to co-ordinate performance management (and related functions) together and strengthen existing processes.

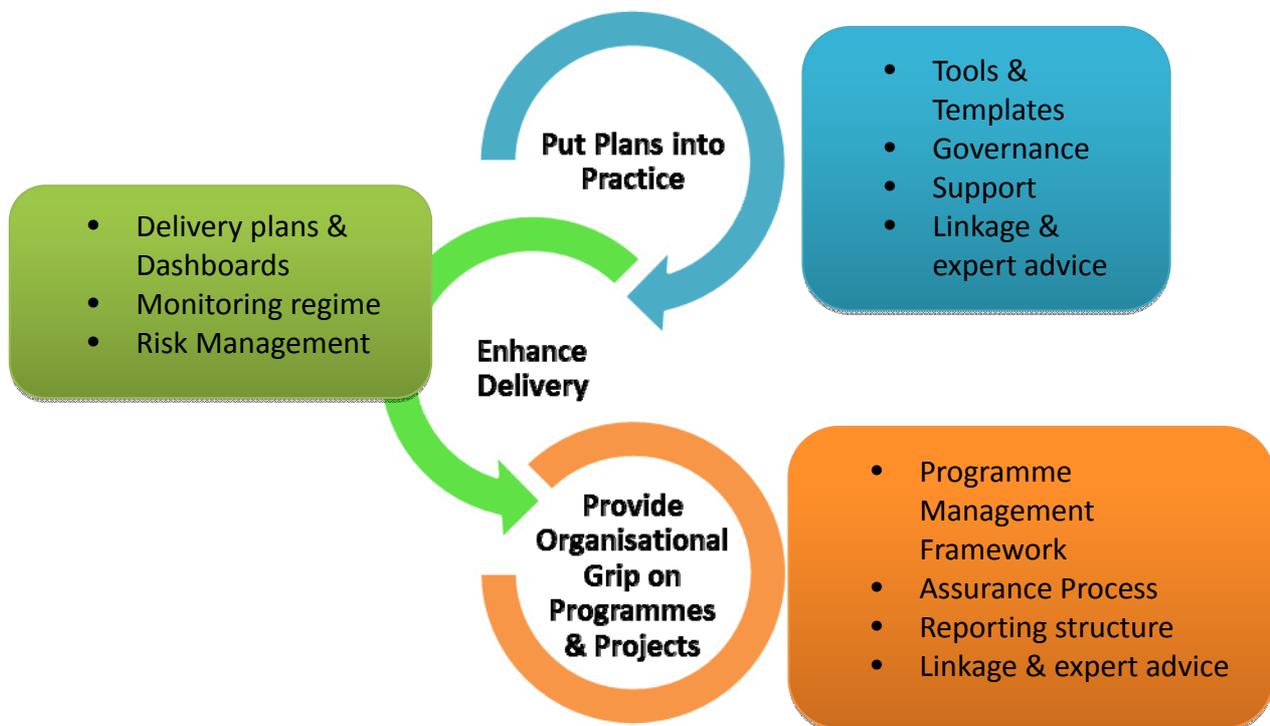
3.1 Delivering projects and programmes

The CCG has invested capacity and resource into establishing a programme management office (PMO) and progress has been made over the past 18 months, developing an approach to ensure our projects and programmes deliver the desired outcomes and benefits for the organisation. We now have the full complement of permanent resource in the PMO following the commencement in post of the Head of Programme Management in October 2015.

A number of key actions have been taken to further improve the robustness of this approach, to secure delivery of the projects benefits and to provide structure and control so that the CCG's projects deliver effectively. These include;

- Establishing an understanding of the organisations expectations of the PMO
- Undertaken an overhaul of current project and programme management processes and systems
- Developed a Programme Management Framework, establishing clarity and consistency of approach, systems and processes for ensuring with new operating principles, standardised documentation and a process for robust monitoring arrangements
- Established an escalation process for key issues to be resolved and non-delivery of key milestones.

The following illustration summarises the Programme Management Office functions;



Benefit realisation is the key factor in delivering the required outcomes for the CCG. These will be wide ranging and need to be established at the start of project planning process and will include both financial and non-financial benefits.

Sustainability plans (aka financial savings/QIPP) will be a significant challenge in 2016/17 and will be realised, in the main but not exclusively, through the identified benefits of the CCG projects and programmes. The Programme Management Framework arrangements will therefore provide the robust mechanism to secure delivery of these. The Performance Management Framework will act as the overarching mechanism which will assess any resulting underachievement against the delivery of the benefits of the projects and programmes, with an established escalation relationship between Programme Management Delivery Group and the Integrated Performance and Delivery Board.

The **Programme Management Delivery Group** will continue to be used to oversee and be assured that the delivery of projects are on track with clear escalation routes for exceptions into the Integrated Performance and Delivery Board (see below) and ultimately CET.

3.2 Delivery through our core business functions

Delivery and Performance of the CCG business is dependent on the collective actions across all the functions, currently the intelligence from across the CCG is triangulated through a provider intelligence meeting, in an attempt to bring together the different dimensions of our information on providers in order to assess when the escalation process should be enacted due to concerns about contract performance, finance, service developments or performance.

There has been a notable growth in NHS England requests for additional assurance against key aspects of system resilience and performance. The content of these returns will inevitably shape and inform NHS England's view of our local control of system performance. The co-ordination of the content of these is therefore a key aspect of our performance management approach.

It is proposed that the provider intelligence meeting evolves into an intelligence hub and becomes the 'Integrated Performance and Delivery Board' for the CCG to undertake the triangulation of not just provider intelligence concerns but the exceptions to delivery of our internal project, co-ordinating intelligence and supporting contract management processes.

3.2.1 Integrated Performance and Delivery Board

The proposal to establish a single Integrated Performance and Delivery Board will improve the co-ordination of our internal intelligence and it is proposed will act with delegated authority on behalf of CET. It is proposed, therefore, to develop terms of reference for this group which will be led by the Deputy Director of Delivery and Performance and supported by Deputy Directors across the CCG responsible for the respective functions within the organisation. It should be chaired by an Executive Director with additional CET members to connect with CET for areas of escalation. Clinical representation needs to be considered to ensure best use of clinical time, whilst maintaining the clinical leadership of the CCG in the performance management of the CCG.

The purpose of the group would be to:

- Provide oversight of performance of internal projects and programmes as well as performance of our providers
- Provide assurance to CET and Governing Body as the hub of intelligence on 'performance management' internal and external.
- Centralise and co-ordinate intelligence on all commissioner related issues for relating to providers
- Act as the first point of escalation for non-delivery of projects and programmes as per Programme Management Framework which have not been resolved via the Programme Management Delivery Group
- Act as the first point of escalation for contract and provider performance issues in line with the agreed escalation process

- Recommend remedial actions to resolve escalated issues
- Escalate provider performance concerns through to the Contract Monitoring meetings and Contract Management Board as appropriate and in line with agreed escalation process supported with relevant intelligence
- Respond to escalation issues from operational teams (as appropriate)
- Oversee upward reporting and relationships with Tri-partite organisations, especially NHS England and Monitor.

This Board will provide assurance to CET that performance and delivery is being effectively dealt with, whilst allowing CET to deal only with absolute exceptions that require CET sign-off.

3.3 Provider and System Performance

Contract monitoring and achievement of performance measures are an integral part of the core business of the CCG. The CCG has a track record of issuing performance and contract notices to providers when key performance targets are not achieved. However, it is felt that more consistency could be achieved and with the introduction a **Contract Management Board (CMB)** for each provider, with membership at Director level from both CCG and provider. This will complement the existing contract monitoring arrangements whilst providing a more robust oversight and escalation route.

The Contract Management Board will provide Director oversight of all aspects of contract management, including quality, performance measures, activity and finance, as well as providing the opportunity to discuss the implementation of key strategic objectives and goals of both the CCG and provider organisation.

It is proposed that CMBs will meet monthly initially as the key challenges are dealt with over the coming months, these may change to bi-monthly. The Terms of Reference for the group are to be finalised and approved at CET in early December with a view to establish the first Contract Management Board in January 2016.

3.4 System Resilience

In recent months, NHS England's expectations of System Resilience Groups (SRGs) has increased to include not just non-elective system performance but to have oversight of all aspects of performance measures within the health economy. SRGs have recently had to complete self-assessments relating to the expectations of the role of SRGs. This has resulted in some changes to the terms of reference to the Sheffield SRG and, whilst we acknowledge the broadening remit, it is also recognised that in many cases existing and more appropriate mechanisms exist to oversee the achievement of key performance measures, for example, Cancer Board. The role of the SRG is set out in the "*NHS Operational Resilience and Capacity Guidance 2014/15*" as well as guidance that has emerged following the national urgent and emergency care review and establishment of Urgent Care Networks, the inclusion of the oversight of performance is acknowledged in these. In the context of Sheffield CCG, it is suggested that this should 'fit' with existing performance approaches and not seek to duplicate functions performed elsewhere, therefore not detracting from the non-elective 'system resilience' and escalation processes required associated with winter, business continuity and patient flow issues and therefore should be seen as an integral part of the overall CCG Performance Management Framework.

The attached structure at Appendix 1 illustrates the different infrastructure that exists, and how it sits within the CCG Performance Management Framework.

3.5 Capacity and Resources

The above approach will require the CCG to 'right size' its capacity to ensure the Performance Management Framework is adequately supported. Currently, staff from across the organisation come together in a virtual team, however, some additional dedicated support needs to be considered. Business Intelligence is a key facilitator to the overall performance framework as well as supporting other aspects of commissioning, not least contract management and service change. It has a central and pivotal role in providing the timely and responsive information which underpins the CCG Performance Management Framework. The resource requirements to support this approach will be presented to CET in December.

4.0 Next Steps

The following outlines the key actions to be undertaken to fully implement the changes proposed in the above sections by mid-December;

1. Approval of Terms of Reference for the Contract Management Board and Integrated Performance and Delivery Board via CET including agreement of the membership which will be a balance of clinicians and managers.
2. Establish Contract Management Board and Integrated Performance and Delivery Board with effect from January 2016
3. Revisit organisational capacity to ensure its aligned to support the overall Performance Management Framework
4. Provide explicit requirements for the business intelligence function to support the Performance Management Framework in a co-ordinated and responsive way.

5. Recommendations

Governing Body is asked to:

1. To approve the direction of travel and principles outlined in this paper in relation to the Performance Management Framework for the CCG in particular;
 - a. Agree to the establishment of a Contract Management Board and;
 - b. The Integrated Performance and Delivery Board (replacing the current Provider Intelligence meeting) – summary at Appendix 2
2. Delegate responsibility to Director of Delivery via CET to oversee the delivery of the actions outlined in section 4.

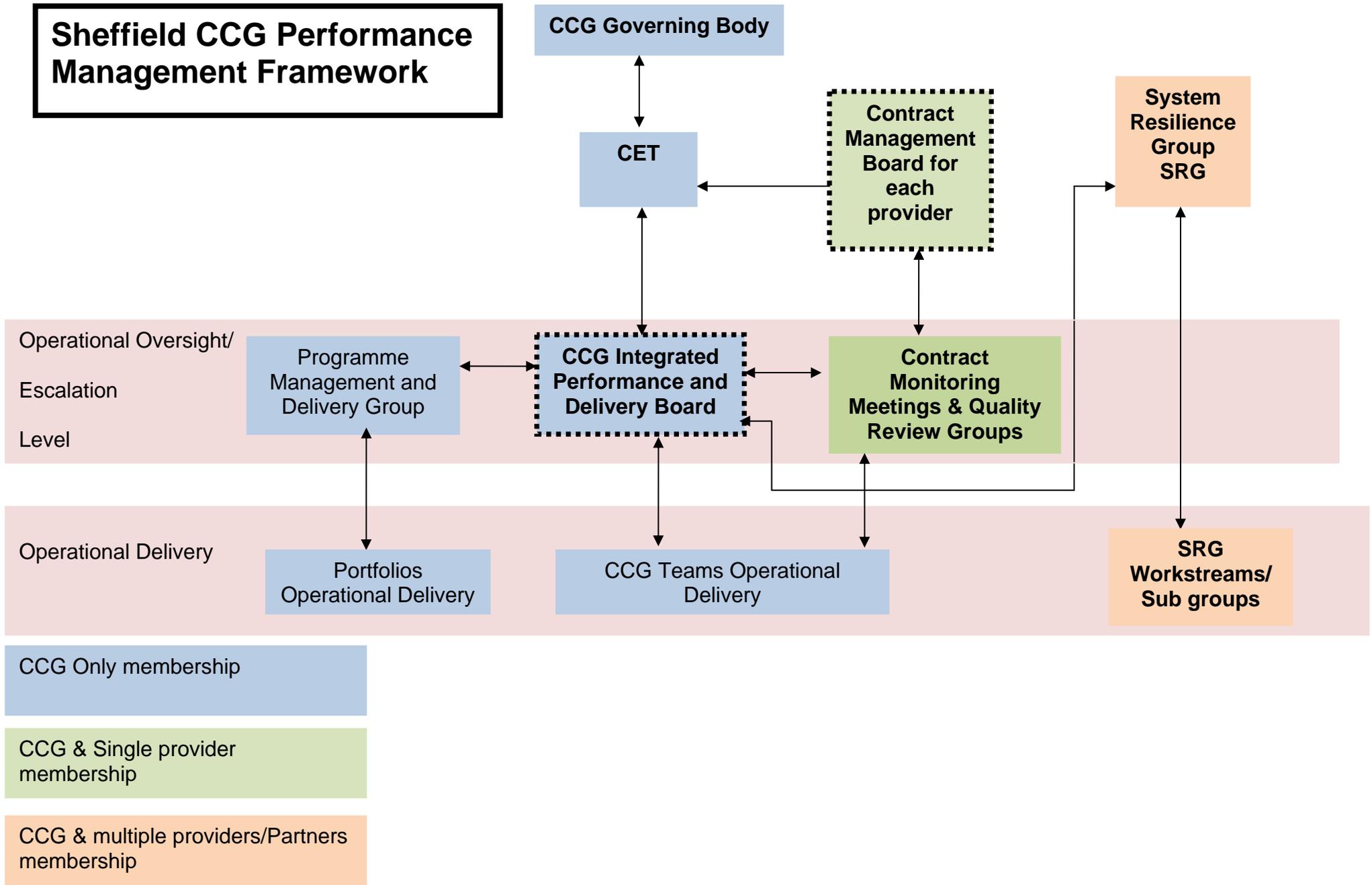
Paper prepared by Rachel Gillott, Deputy Director of Delivery and Performance

On behalf of Tim Furness, Director of Delivery

November 2015

Appendix 1

Sheffield CCG Performance Management Framework



Appendix 2

Table of New Meetings to be introduced

Name	Frequency	Chair	Operational Lead	Main Role
Contract Management Board	Monthly	Tbc	Abigail Tebbs – Head of Contracting	Ensure that a robust and consistent approach is applied to formally review and provide assurance in relation to the overall contract performance in accordance with the NHS Standard Contract Director response to issues of escalation and oversight of remedial actions
Integrated Performance and Delivery Board	Monthly	Zak McMurray/Tim Furness	Rachel Gillott – Deputy Director Delivery and Performance	Co-ordination and triangulation of intelligence relating to provider performance, including dealing with escalation concerns relating to the provider performance and delivery of CCG projects and programmes.