

Stephen Brown (Chief Officer)
Orkney Health and Social Care Partnership
01856873535 extension: 2601
OHACfeedback@orkney.gov.uk



Agenda Item: 5

Performance and Audit Committee

Date of Meeting: 7 December 2022.

Subject: Proposed Update to Performance Management Framework

1. Purpose

1.1. To present updated Performance Management Framework for approval.

2. Recommendations

The Performance and Audit Committee is invited to note:

2.1. That the Performance Management Framework was approved by the Integration Joint Board at its meeting held on 30 June 2021.

2.2. That the Performance Management Framework has been revised to reflect the remit of the Performance and Audit Committee, as well as being streamlined for ease of reading.

It is recommended:

2.3. That the Performance Management Framework, attached as Appendix 1 to this report, is approved.

3. Background

3.1. A Performance Management Framework is an organised system that maps the process of performance evaluation and development. By having a Performance Management Framework in place, an organisation can improve communication between managers and employees, identify training and development needs, and assess performance.

3.2. The Performance Management Framework was approved by the Integration Joint Board on 30 June 2021. At that meeting, it was discussed that the Framework would be reviewed regularly and developed over time with consideration given to the requirements needed as we exit the pandemic. The updated version is attached as Appendix 1 to this report. This is the first review of the document since it was approved.

4. Additional Information

4.1. A good Performance Management Framework will tell the “whole performance story” of an organisation and link inputs, outputs, and outcomes. It will allow the IJB to take decisions that are based on the best evidence and provide value for money.

4.2. Performance Management Frameworks are an integral part of an organisation’s direction. Through these frameworks, organisations embrace a culture of continual learning and improvement, ensuring long term sustainability and a culture striving to be at the forefront of best practice and quality.

5. Contribution to quality

Please indicate which of the Orkney Community Plan 2021 to 2023 visions are supported in this report adding Yes or No to the relevant area(s):

Resilience: To support and promote our strong communities.	Yes.
Enterprise: To tackle crosscutting issues such as digital connectivity, transport, housing and fuel poverty.	No.
Equality: To encourage services to provide equal opportunities for everyone.	Yes.
Fairness: To make sure socio-economic and social factors are balanced.	Yes.
Innovation: To overcome issues more effectively through partnership working.	No.
Leadership: To involve partners such as community councils, community groups, voluntary groups and individuals in the process.	No.
Sustainability: To make sure economic and environmental factors are balanced.	No.

6. Resource and financial implications

6.1. There are no resource or financial implications directly arising from this report.

7. Risk and equality implications

7.1. The ongoing review of performance and service development is part of the process of identifying, managing and mitigating risks to the IJB.

8. Direction required

Please indicate if this report requires a direction to be passed to:

NHS Orkney.	No.
Orkney Islands Council.	No.

9. Escalation required

Please indicate if this report requires escalated to:

NHS Orkney.	No.
Orkney Islands Council.	No.

10. Authors and contact information

10.1. Stephen Brown (Chief Officer), Integration Joint Board. Email: stephen.brown3@nhs.scot, telephone: 01856873535 extension 2601.

10.2. Maureen Swannie (Head of Strategic Planning and Performance), Orkney Health and Social Care Partnership. Email: maureen.swannie@nhs.scot, telephone: 01856873535 extension 2601.

10.3. Callan Curtis (Planning and Performance Officer), Orkney Health and Social Care Partnership. Email: callan.curtis@orkney.gov.uk, telephone: 01856873535 extension 2604.

11. Supporting documents

11.1. Appendix 1: Performance Management Framework.



Performance Management Framework

2021 to 2025

Integration Joint Board





Version Control

Version.	Performance Management Framework Version 2.0.
Lead Author.	Planning and Performance Officer.
Approved by.	Orkney Integration Joint Board.
Date Approved.	30 June 2021 [Updated 11 October 2022]
Date of Review.	2025.



Contents

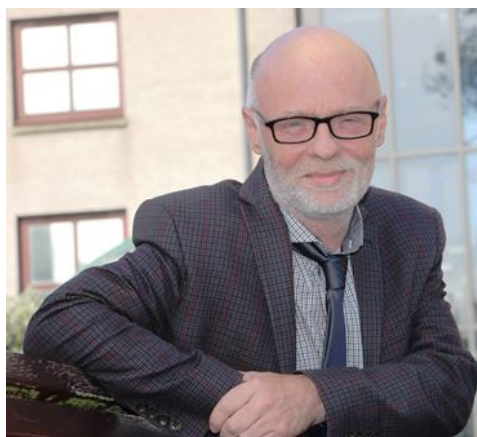
Foreword	4
What Is Performance Management?	5
Why Do We Need a Performance Management Framework?	5
To Support Continuous Improvement	5
Requirements.....	7
Principles	7
Reporting.....	8
Approach.....	8
Indicators and Measurement	8
Concepts and tools.....	8
Where do we report?.....	10
Regular Reporting to the relevant committees.....	10
Continuously Improving the Performance Management Framework	11
Statutory Duty.....	12
Best Value.....	12
National Performance Framework.....	12
Local Government Benchmarking	14
NHS Orkney Annual Delivery Plan.....	14
Local Context	15
What are we aiming to achieve?.....	16
Our Strategic Aims	16
Glossary	20
Appendix 1.....	21
National Health and Wellbeing Outcomes.....	21
Core Suite of indicators	22



Foreword

'Working together to make a real difference' means getting to the heart of performance management to ensure we use our resources effectively for continuous improvement to meet the needs of our service users, patients and carers.

The Integration Joint Board must seek to create a high-performance culture focused on quality and continuous improvement to demonstrate best use of public funding. It is even more critical to do so at a time when demand for services is growing and resources are tightening.



I am very pleased that we have been able to develop this performance management framework for the Integration Joint Board so that we can evidence our commitment to best value.

Stephen Brown

Chief Officer.



What Is Performance Management?

Performance management aims to monitor, maintain and improve performance in line with objectives. It is not a single activity, but rather a group of practices that should be approached holistically.

There is no standard definition of performance management but generally it describes:

- The **establishment of objectives** so that staff can understand their role within Orkney Health and Social Care Partnership's Strategic Plan.
- How **performance** amongst services and the teams can be **improved**.
- **How services can be held to account** for their performance, supporting areas requiring development as well as celebrating success and continually learning where possible.

A Performance Management Framework (PMF) supports effective monitoring of progress against the Strategic Plans and Priorities. This will allow the Orkney Health and Social Care Partnership Senior Management Team (SMT) to identify and respond to changes in a timely manner.

Effective performance management also provides a variety of benefits to the Integration Joint Board (IJB), which will create improved long-term outcomes through:

- Better measurement of objectives and outcomes of commissioned services.
- Supporting the IJB's vision for Orkney.
- Driving continuous improvement.
- Promoting accountability and transparency.
- Enhancing governance.
- Enabling best value to be demonstrated.
- Instilling confidence in employees, service users and scrutineers.
- Protecting and enhancing the reputation of the IJB.

Why Do We Need a Performance Management Framework?

To Support Continuous Improvement

By creating a culture of continuous improvement, the IJB is committed to being one of the "best in class", to deliver better outcomes for individuals and the Orkney community.

A PMF supports the Orkney Health and Social Care Partnership to make informed decisions on future priorities. Using performance information, Senior Managers are supported to identify areas of strength and development to drive continuous improvement within a standardised, structured approach. It can also support assessment of the effectiveness of transformational change projects. An example

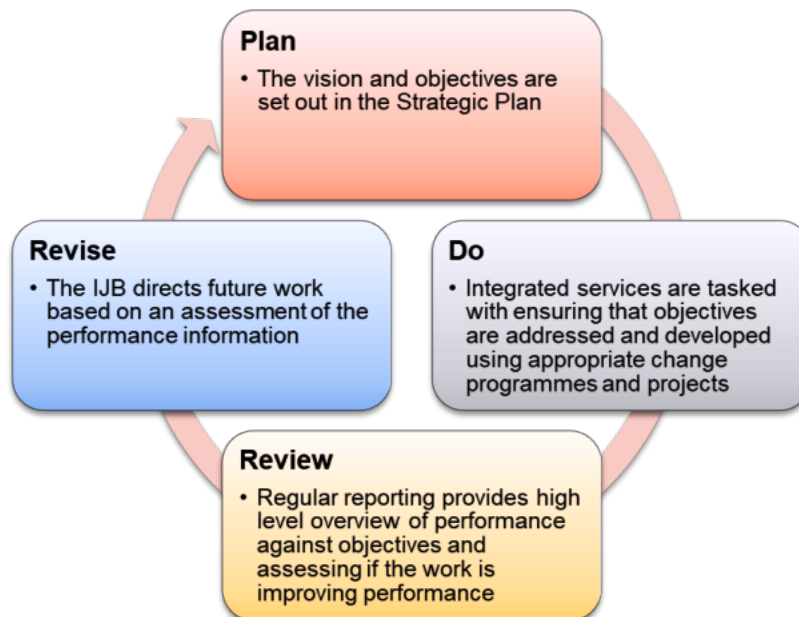


would be to establish whether improvement work has led to a reduction of patients in a delayed discharge situation in hospital.

A PMF should help to build a culture of continuous improvement by guiding and empowering staff to drive improvements in team performance through a logical approach, as shown below:



The Plan, Do, Review, Revise (PDRR) cycle is widely recognised and applies logic to both performance management within services, and performance reporting to the IJB.





Requirements

In respect of legislative requirements, in addition to its commissioning role, the IJB is responsible for effective monitoring and reporting on the delivery of services and relevant targets and measures, as set out in the Strategic Plan.

The IJB is required to publish an Annual Performance Report, which includes performance measurement of our service delivery. This takes cognisance of the integration delivery principles, best value, performance in respect of localities and Strategic Plan reviews as appropriate. The Annual Performance Report allows the IJB to inform partners, the public and the Scottish Government of performance over the previous year. Within the Annual Performance Report, details pertaining to statutory responsibilities and service developments are explained alongside the associated performance in relation to the national health and wellbeing outcomes.

The Scottish Government developed nine National Health and Wellbeing Outcomes, supported by a Core Indicator set, to provide a framework for Partnerships to develop their performance management arrangements (see Appendix 1).

Principles

As described above, performance requires to be measured against the national outcomes and indicators, linked to the priorities outlined by the IJB through the Strategic Plan.

Driving effective performance management requires:

- **Clarity of vision**, objectives, and the expected/desired outcomes.
- **Communication** of the vision and priorities to those operationally delivering the agenda.
- A **culture** where performance management is inherent and considered key to improvement with clear understanding and ownership at different levels within Orkney Health and Social Care Partnership.
- There is a clear **Golden thread** from strategy to operational delivery with a cycle of feedback through these levels.
- Effective **collection of information** - this should involve a coordinated approach where information gathering is done on a “gather once” and “multiple use” approach, reducing duplication and reporting time.
- Ensuring **proportionality** where performance management is not unnecessarily complex.



Reporting

Performance reporting can be complex, and it is important to ensure that data, information and narrative updates are provided in understandable formats, suitable for each audience.

Approach

To ensure that the Orkney Health and Social Care Partnership successfully implements the above principles, it is important to understand and define the overall approach to performance and the detail by which reporting will be undertaken. The following points are key aspects to consider:

- Indicators and measurement – rationale and linkage.
- Concepts and tools e.g. use of intuitive dashboards etc.
- Reporting.

Indicators and Measurement

The focus for the PMF should be the delivery of the outcomes set out in the Strategic Plan and set out nationally by the Scottish Government. This area of performance reporting should be used when reporting to the IJB and when completing the Annual Performance Report.

As noted above, the Scottish Government developed National Health and Wellbeing Outcomes supported by a Core Indicator Set to provide a framework for Partnerships to develop their performance management arrangements.

Existing measures and targets from the service plans of the respective parties making up the partnership, other national measures such as the Health and Care Experience Survey (HACE) and agreed Community Planning measurements from delivery plans will provide a further basis for development over time. Relevant information and measures in respect of clinical and care governance also require inclusion.

It is also important to ensure a focus on the Priorities identified in the Strategic Plan.

Concepts and tools

Use of tools to report information should focus on the “gather once, multiple use” approach.






The Council services delegated to the Orkney Health and Social Care Partnership have some performance data reported via Pentana, the Council’s online Corporate Performance Management System (CPMS).

This allows the Orkney Health and Social Care Partnership to effectively analyse data, track progress of indicators and actions and provide regular communication and robust performance information to Managers and Elected Members. Performance can be monitored on a range of frequencies (e.g. monthly, quarterly,



annually). The system is also a single point of storage as all data is stored in the one place.

Within the Pentana performance system, status and tolerance are set using Red, Amber, Green (RAG) to ensure clear understanding of performance against the measurement of a Performance Indicator. The symbols used are determined as follows:

Status	Description
	On target
	Slightly adrift of target
	Significantly adrift of target
	Data only (PIs only) – this is where a target has intentionally not been set, usually due to the indicator being a new indicator or one that is being monitored for context rather than actively focussed on
	Data not available / status unknown - (PIs only) the status is not available either due to data not available or no target being set.

NHS Orkney (NHSO) also uses RAG within DatixWeb, which records incidents, complaints and risks within a singular database. Many of the other performance indicators for NHSO are sourced online using national dashboards, such as Discovery. Within NHSO there is the ability to create individual dashboards, through systems such as Structured Query Language and Boxi reporting. The main data source of NHSO is the patient record system TrakCare.



Where do we report?

To ensure the accuracy and quality of data collection and to support meaningful measurement of performance, there is a requirement to receive regular updates of performance from the commissioned services within Orkney Islands Council (OIC) and NHSO.

The PMF primarily covers reporting to the IJB, although there is a wide variation in the frequency of reporting across all the outcome indicators and measures. All reporting should follow the existing meeting dates and committee reporting schedules, with any additional reporting provided upon request.

The roles and responsibilities of each party are explained within the Integration Scheme under Performance Targets, Improvement Measures and Reporting Arrangements including:

- Identification of a core set of indicators relating to services delegated to the Board.
- Data collation within an 'integration dashboard' known as the Performance System.
- The parties will be responsible for sharing all performance information, targets and indicators with the Board.
- Performance indicators must be linked to national and local outcomes to inform change and chart progress.

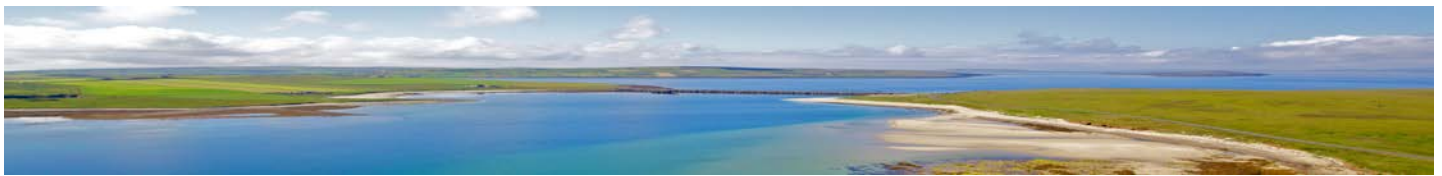
In addition to these requirements, a process of ensuring appropriate escalation of issues is key, with an improvement focus or mindset, regular feedback and recognition of success.

Regular Reporting to the relevant committees

The IJB currently meets every two months and the Performance and Audit Committee meets quarterly. Performance reporting will be a regular agenda item at the Performance and Audit Committee and the minutes from that meeting will be presented to the IJB. A business cycle for performance reporting is being developed. Additionally, the Annual Performance Report requires approval by the IJB and both OIC and NHSO are provided with a copy for noting.

The Joint Clinical and Care Governance Committee is provided with relevant performance data on a routine basis.

The Council's service committees scrutinise performance relevant to that service in relation to the Performance Indicators monitored via the Pentana system.



Continuously Improving the Performance Management Framework

The PMF aims to be flexible in responding to different local and national priorities as they arise.

The scope of this document includes:

- A PMF to support the Strategic Plan.
- Regular completion of a Joint Strategic Needs Assessment to inform the Strategic Plan Priorities.
- Service developments and improvement planning.
- Projects linking to improving health and wellbeing outcomes.
- Potential means of disseminating the data.

The coronavirus pandemic had a considerable impact worldwide and measuring the effect upon local services will take time, the results of which are likely to have substantial impact on the ways the Orkney Health and Social Care Partnership operates and collaborates going forward. This heightens the need to ensure measurements are accurate, clear, concise and proactive.



Statutory Duty

This section outlines the statutory duty of Best Value and the National context that must be considered within the PMF.

Best Value

Best Value is a statutory duty as set out in the Local Government (Scotland) Act 2003 and applies to all public bodies in Scotland, including OIC and NHSO. Its core purpose is to ensure good governance, effective use of resources and continuous improvement in order to deliver better outcomes for our people. The services delivered by both organisations are therefore subject to the duty of best value.

The approach to auditing Best Value in IJBs, including Orkney's IJB, is currently being reviewed by the Accounts Commission and Audit Scotland.

National Performance Framework

The main purpose of the integration of health and social care services in Scotland is to improve the wellbeing of people who use such services, in particular those whose needs are complex and who require services and support from both health and social care.

The Public Bodies (Joint Working) (Scotland) Act 2014, supporting statutory and non-statutory guidance, and the Integration Scheme for the IJB in Orkney, set out several provisions relating to good governance and the proportionate legislative changes required to implement health and social care integration. One of these is in relation to the performance management arrangements which required to be established.

In 2017, the Scottish Government set out its aspirations in a National Performance Framework after asking what kind of Scotland the public would like to live in. This defined the heart of the National Performance Framework and set the direction of travel for the future of Scotland.

The Scottish Government's National Performance Framework aims to create a more successful country with more opportunities and better wellbeing for the people of Scotland. It embraces values of kindness, dignity and compassion, and looks to create sustainable and inclusive growth and reduce inequalities by giving equal importance to economic, environmental, and social progress and aligns to the United Nations' Sustainable Development Goals.



National Performance Framework

Our Purpose, Values and National Outcomes



The National Performance Framework directly influences the IJB's key objectives and runs through the heart of localised priorities. This allows local priorities to be identified whilst aligning outcomes to national objectives, creating greater opportunities for collaboration, shared learning and high-quality levels of service.



Local Government Benchmarking

The Local Government Benchmarking Framework (LGBF) is administered by the Improvement Service in partnership with the Society of Local Authority Chief Executives (SOLACE). This provides an opportunity to benchmark our performance with other local authorities in Scotland, building relationships through mutual learning. LGBF indicators are reported annually to the relevant Council Committee.



By recording the same indicators as other local authorities across a wide range of themes we can identify opportunities to learn from each other in relation to social care. Local authorities with similar traits such as geography and deprivation are categorised into “family groups” to enable as close a like for like comparison as possible. You can explore performance through their online tool available by clicking the above image of the LGBF logo or by referring to the Benchmarking section of this strategy.

NHS Orkney Annual Delivery Plan

The Annual Delivery Plan includes priorities that are set and agreed between the Scottish Government and NHS Boards to provide assurance on NHS Scotland Performance. The measured standards are reviewed regularly and reported to senior management.

Annual Delivery Plans (ADPs) are developed each year by NHS Boards to provide the Scottish Government with confirmation that they and their partners have plans in place to deliver safe and accessible treatment and care and fully deliver Ministerial priorities. During the COVID-19 pandemic Annual Operational Plans were replaced by a series of Mobilisation and Remobilisation Plans, which have been shaped around delivery of the national strategic frameworks relating to COVID-19 response and recovery.



Local Context

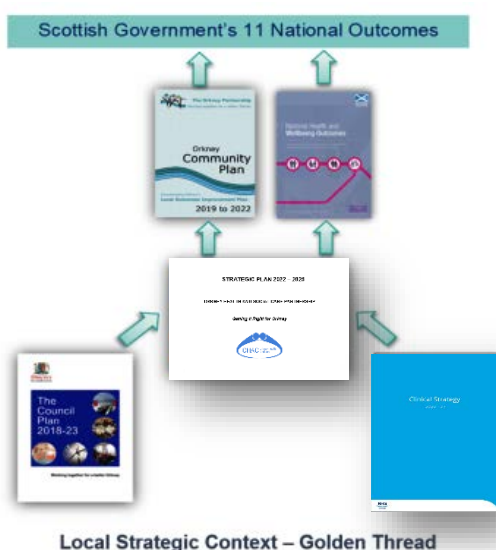
Orkney’s Community Planning Partnership is the overall place-based partnership, which draws together public, third sector and private sector organisations to work together for a better Orkney with an overall priority of tackling inequalities within Orkney. The IJB has a seat on the Community Planning Partnership’s overarching Board and contributes to planning together through a Community Plan, incorporating a Local Outcomes Improvement Plan (2019-2022), so that outcomes are more effectively delivered in Orkney and focuses on the areas that single agencies cannot address on their own. Within the Community Plan there are 19 outcomes linked to three strategic priorities:

- **Strong Communities** - Orkney’s communities and individuals are fulfilling their potential.
- **Living Well** - Our people are resilient and live well.
- **Vibrant Economy** - Orkney has a vibrant economic environment.

A current key challenge for the Community Planning Partnership is supporting the recovery from the Coronavirus pandemic, in terms of individual wellbeing, communities and the economy, with the IJB playing a role in all three areas. The diagram below (Local Strategic Context) demonstrates how the IJB contributes to the community plan outcomes and the national and local required shift towards more sustainable, integrated community-based services.

This diagram shows how each strategic document is linked with the Council Plan and NHS Orkney Clinical Strategy which feed into the Strategic Plan. The Strategic Plan then influences the Community Partnership Plan seen top left and impacts how we meet the National Health and Wellbeing Outcomes, top right.

The Orkney Integration Scheme for the IJB is the legal agreement between OIC and NHSO that sets out how the IJB will operate, and what services are delegated. Within the Integration Scheme it states that:



“The Parties will identify a core set of indicators that relate to Services delegated to the Board including the national indicators and targets that the Parties currently report against. A list of indicators and measures which relate to integration functions will be collated in an ‘integration dashboard’ known as the Performance System.”

Given the diversity and complexity of the IJB’s delegated functions and the interdependency with the IJB’s partner organisations, OIC and NHSO, it is crucial that all developments and activities are strategically coherent and co-ordinated and there is a strong, clear alignment with the IJB vision, values and priorities.



What are we aiming to achieve?

Our Strategic Aims

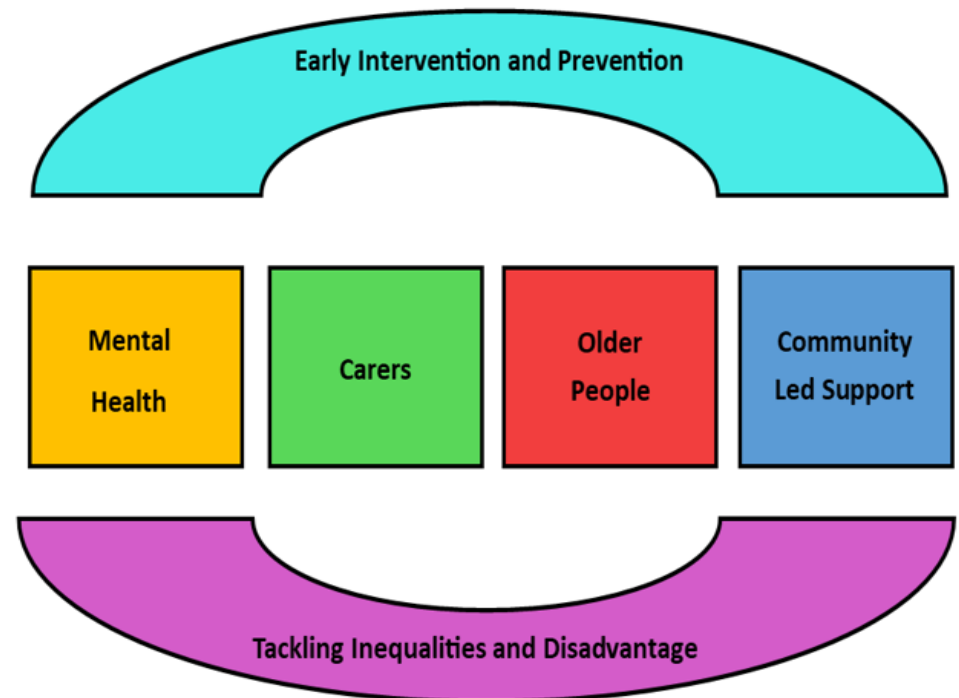
Within the Orkney Health and Social Care Partnership's Strategic Plan there is a focus on six priorities, two of which are overarching.

Our Priorities

- Unpaid Carers.
- Supporting Older People to Stay in Their Homes.
- Community Led Support.
- Mental Health and Wellbeing.

Two overarching Priorities encompass our approach:

- Early Intervention and Prevention.
- Tackling Inequalities and Disadvantage.





Linking “Our Priorities” To The National Performance Framework

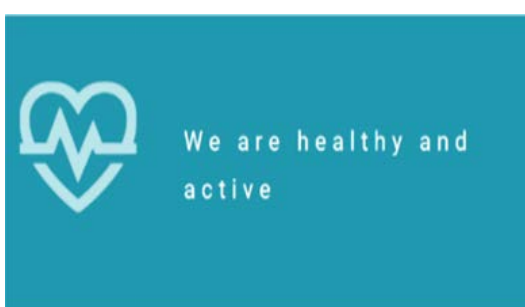
Referring to the National Performance Framework on page 13, it is important to ensure that the priorities we identified are closely linked to the National Outcomes, the following five National Outcomes that are central to our service planning and delivery are presented below.



We do all we can to ensure our communities prosper in an atmosphere of happiness, love and understanding. We enhance life chances through our early years provision and by supporting families when they need it. We ensure childhood is free from abuse, tobacco, alcohol, drugs, poverty and hunger. Our children are not left worried or isolated. We include and involve children in decisions about

their lives and world, and protect their rights, dignity and wellbeing.

We have an education system we can all take part in and which inspires us to reach our potential whatever that may be. We understand that the desire to learn continues throughout life and that being curious, creative, skilled and knowledgeable is good for us, our society and economy. We value our teachers, educators and academics and do all we can to achieve the highest standards across our learning and research. We work with partners in business, industry, science and academia to ensure we lead the world in new thinking and have the talents and abilities to flourish in future.



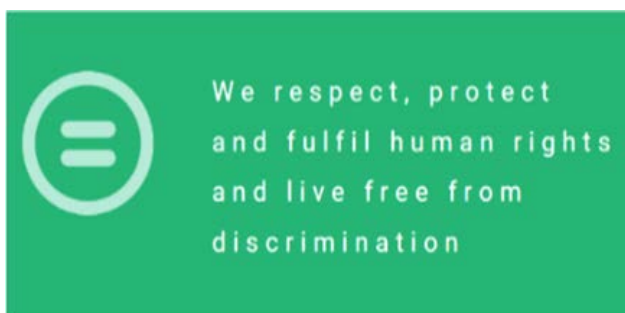
Health and wellbeing is prioritised at national and local levels and actively implemented through healthy public policy. We use evidence intelligently to continuously improve and challenge existing healthcare models. Our approach is integrated, preventative and person-centred. We are focused on resolving needs in order to achieve positive health, care and wellbeing outcomes.

Our older people are happy and fulfilled and Scotland is seen as the best place in the world to grow older. We are careful to ensure no-one is isolated, lonely or lives in poverty or poor housing. We respect the desire to live independently and provide the necessary support to do so where possible. We recognise that older people have particular





needs around financial advice, mobility and transport, home improvements, heating, technology and the internet which require additional support.



We recognise the fundamental equality of all humans and strive to reflect this in our day-to-day functioning as a nation. We stand together to challenge unfairness and our equalities legislation, law and practice are world leading. We uphold human rights, democracy and the rule of law, and our justice systems are proportionate, fair and effective. We

provide the care people need with love, understanding and dignity. We have robust, independent means to hold government to account and take an active interest in politics and civic life.

We recognise the fundamental equality of all humans and strive to reflect this in our day-to-day functioning as a nation. We stand together to challenge unfairness and our equalities legislation, law and practice are world leading. We uphold human rights, democracy and the rule of law, and our justice systems are proportionate, fair and effective. We provide the care people need with love, understanding and dignity. We have robust, independent means to hold government to account and take an active interest in politics and civic life.



The Orkney Health and Social Care Partnership's Strategic Plan priorities can be mapped against the Scottish Government priority outcomes as set out below.

IJB Strategic Plan Priorities	Scottish Government Priority Outcomes
Early Intervention and Prevention: (Overarching).	<ul style="list-style-type: none"> • We are healthy and active. • We respect, protect and fulfil human rights and live free from discrimination.
Tackling Inequality and Disadvantage: (Overarching).	<ul style="list-style-type: none"> • We are healthy and active. • We grow up loved, safe and respected so that we realise our full potential. • We live in communities which are inclusive, resilient, empowered, and safe. • We are well educated, skilled and able to contribute to society. • We respect, protect, and fulfil human rights and live free from discrimination.
Mental Health and Wellbeing.	<ul style="list-style-type: none"> • We are healthy and active. • We live in communities which are inclusive, resilient, empowered and safe. • We are well educated, skilled and able to contribute to society. • We respect, protect and fulfil human rights and live free from discrimination.
Community Led Support.	<ul style="list-style-type: none"> • We are healthy and active. • We live in communities which are inclusive, resilient, empowered and safe. • We respect, protect and fulfil human rights and live free from discrimination.
Supporting Older People to Stay in Their Homes.	<ul style="list-style-type: none"> • We are healthy and active. • We are well educated, skilled and able to contribute to society. • We live in communities which are inclusive, resilient, empowered, and safe. • We respect, protect and fulfil human rights and live free from discrimination.
Value and Support Unpaid Carers.	<ul style="list-style-type: none"> • We are healthy and active. • We live in communities which are inclusive, resilient, empowered, and safe. • We are well educated, skilled and able to contribute to society. • We respect, protect, and fulfil human rights and live free from discrimination.



Glossary

The Integration Joint Board (IJB).	The IJB is responsible for the strategic planning and commissioning of the functions delegated to it and for ensuring the delivery of those functions.
Orkney Islands Council (OIC).	The local authority responsible for providing a variety of public services and a partner of the IJB. Local Authorities are governed by a council of elected members.
NHS Orkney (NHSO).	The local branch of the publicly funded Health Care system for NHS Scotland and a partner of the IJB. NHS Orkney consists of a board of employees and public representatives and are governed by the Scottish Government.
The Golden Thread.	The Golden Thread is also known as organisational alignment which shows how an organisation or partnership links activities to its goals.
Best Value.	Ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.
National Health and Wellbeing Outcomes.	Provide a strategic framework for the planning and delivery of health and social care services.
Core Indicator Set/Suite.	Describes the proposed core suite of indicators that Integration Authorities will use to measure progress towards the National Health and Wellbeing Outcomes. More details in Appendix 1.
BRAG (Blue, Red, Amber, Green).	A commonly understood visual indicator of tolerance or level of risk through colour.
Key Performance Indicators (KPI).	Used to measure performance against key objectives.
Data Confusion.	Confusion caused by over collection and storage of data combined with an inability to identify the most relevant or important data sources.



Appendix 1

National Health and Wellbeing Outcomes

“The national health and wellbeing outcomes provide a strategic framework for the planning and delivery of health and social care services. This suite of outcomes, together, focus on improving the experiences and quality of services for people using those services, carers and their families. These outcomes focus on improving how services are provided, as well as the difference that integrated health and social care services should make, for individuals.”

Indicator.	Title.
1.	People are able to look after and improve their own health and wellbeing and live in good health for longer.
2.	People, including those with disabilities or long-term conditions, or who are frail, are able to live, as far as reasonably practicable, independently and at home or in a homely setting in their community.
3.	People who use health and social care services have positive experiences of those services, and have their dignity respected.
4.	Health and social care services are centred on helping to maintain or improve the quality of life of people who use those services.
5.	Percentage of adults receiving any care or support who rate it as excellent or good.
6.	People who provide unpaid care are supported to look after their own health and wellbeing, including to reduce any negative impact of their caring role on their own health and well-being.
7.	People who use health and social care services are safe from harm.
8.	People who work in health and social care services feel engaged with the work they do and are supported to continuously improve the information, support, care and treatment they provide.
9.	Resources are used effectively and efficiently in the provision of health and social care services.

The National Health and Wellbeing Outcomes apply across all integrated health and social care services, ensuring that Health Boards, Local Authorities and Integration Authorities are clear about their shared priorities by bringing together responsibility and accountability for their delivery. The National Health and Wellbeing Outcomes also provide for the mechanism by which the Scottish Ministers will bring together the performance management mechanisms for health and social care.



Core Suite of indicators

“Describes the proposed core suite of indicators that Integration Authorities will use to measure progress towards the National Health and Wellbeing Outcomes.”

Indicator.	Title.
1.	Percentage of adults able to look after their health very well or quite well.
2.	Percentage of adults supported at home who agreed that they are supported to live as independently as possible.
3.	Percentage of adults supported at home who agreed that they had a say in how their help, care, or support was provided.
4.	Percentage of adults supported at home who agreed that their health and social care services seemed to be well co-ordinated.
5.	Percentage of adults receiving any care or support who rate it as excellent or good.
6.	Percentage of people with positive experience of care at their GP practice.
7.	Percentage of adults supported at home who agree that their services and support had an impact on improving or maintaining their quality of life.
8.	Percentage of carers who feel supported to continue in their caring role.
9.	Percentage of adults supported at home who agreed they felt safe.
10.	Percentage of staff who say they would recommend their workplace as a good place to work.



Outcome indicators based on survey feedback, to emphasise the importance of a personal outcomes approach and the key role of user feedback in improving quality. While national user feedback will only be available every two years, it is expected that Integration Authorities' performance reports will be supplemented each year with related information that is collected more often.

Indicator.	Title.
11.	Premature mortality rate per 100,000 persons.
12.	Emergency admission rate (per 100,000 population).
13.	Emergency bed day rate (per 100,000 population).
14.	Emergency readmissions to hospital within 28 days of discharge (rate per 1,000 discharges).
15.	Proportion of last 6 months of life spent at home or in a community setting.
16.	Falls rate per 1,000 population aged 65+.
17.	Proportion of care services graded 'good' (4) or better in Care Inspectorate inspections.
18.	Percentage of adults with intensive care needs receiving care at home.
19.	Number of days people spend in hospital when they are ready to be discharged (per 1,000 population).
20.	Percentage of health and care resource spent on hospital stays where the patient was admitted in an emergency.
21.	Percentage of people admitted to hospital from home during the year, who are discharged to a care home.
22.	Percentage of people who are discharged from hospital within 72 hours of being ready.
23.	Expenditure on end of life care, cost in last 6 months per death.

Data Indicators derived from organisational/system data primarily collected for other reasons. These indicators will be available annually or more often.



For further information or to receive this in another format please contact:

Planning and Performance Officer.

Telephone: 01856873535 or email: callan.curtis@orkney.gov.uk