



Meeting:	ICS Board
Report Title:	The Nottingham and Nottinghamshire ICS System Level Outcomes Framework
Date of meeting:	11 April 2019
Agenda Item Number:	6.
Work-stream SRO:	Wendy Saviour
Report Author:	Chris Packham/Tom Diamond/Elaine Varley
Attachments/Appendices:	Annex A – ICS System Level Outcomes Framework April 2019

Report Summary:

The purpose of this paper is to update Board members on the continued development of the Nottingham and Nottinghamshire ICS System Level Outcomes Framework against the identified next steps and in accordance with feedback received from ICS Board members at the March Board meeting.

The key areas of developments have been around the ambitions, outcomes, measures and engagement with stakeholders across the system. Feedback from ICS Board members and subsequent wider engagement has underpinned the developments.

Two additional ambitions have been developed to capture ‘quality of life’ within the ‘independence, care and quality’ domain of the framework and ‘workforce’ within the ‘effective resource utilisation’ domain. The establishment of a ‘quality of life’ ambition and subsequent outcomes and measures, was as a result of engagement with clinical leads and the Population Health & Population Health Management Steering Group. The establishment of a ‘workforce’ ambition was in direct response to ICS Board member feedback. Development of the ambition and subsequent outcomes and measures has been undertaken with expert people and culture leads from across the system.

Where possible outcomes seeking a reduction have been reframed to focus on delivering improvements and they will continue to be subject to engagement and appropriate refinement. Initial measures have been identified against each outcome. The expectation is that all partners across the system have a responsibility and duty to contribute to the delivery of all ambitions, outcomes and measures identified within the framework.

Core stakeholders for engagement have been identified and will be continually reviewed to ensure the right people across the system are appropriately sited of the framework to ensure it is suitably shaped and owned by all partners.



In the short term solutions have been identified to secure capacity to work with the System Outcomes Framework Task and Finish Group to assess the quality of measures and propose suitable baselines, benchmarks and trajectories. It is recognised that in order for the framework to be operationalised across the system a long term approach and solution should be captured through a system wide IM&T and analytics strategy.

The Board is asked to note the progress and support the current iteration of the System Level Outcomes Framework.

Action:

- To note
- To agree
- To agree the recommendation/s (see details below)

Recommendations:

1.	To note the progress to further refine and develop the System Level Outcomes Framework.
2.	To agree the updated ambitions and outcomes – recognising the framework will continue to refine and develop over time and to provide any additional feedback.
3.	To agree the proposed next steps.

Key implications considered in the report:

Financial	<input type="checkbox"/>	<i>The system-level outcomes framework will reflect all of these areas</i>
Value for Money	<input type="checkbox"/>	
Risk	<input type="checkbox"/>	
Legal	<input type="checkbox"/>	
Workforce	<input type="checkbox"/>	
Citizen engagement	<input type="checkbox"/>	
Clinical engagement	<input type="checkbox"/>	
Equality impact assessment	<input type="checkbox"/>	

Engagement to date:

Board	Partnership Forum	Finance Directors Group	Planning Group	Workstream Network
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Performance Oversight Group	Clinical Reference Group	Mid Nottinghamshire ICP	Greater Nottingham ICP	-
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Contribution to delivering the ICS:

Health and Wellbeing	<input checked="" type="checkbox"/>
Care and Quality	<input checked="" type="checkbox"/>



Finance and Efficiency	<input checked="" type="checkbox"/>
Culture	<input checked="" type="checkbox"/>
Is the paper confidential?	
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <p>Note: Upon request for the release of a paper deemed confidential, under Section 36 of the Freedom of Information Act 2000, parts or all of the paper will be considered for release.</p>	

The Nottingham and Nottinghamshire ICS System Level Outcomes Framework

11 April 2019

Background

1. The purpose of this paper is to update Board members on the continued development of the Nottingham and Nottinghamshire ICS System Level Outcomes Framework against the identified next steps and in accordance with feedback received from ICS Board members in March 2019 and subsequent engagement with wider system partners.
2. The Nottingham and Nottinghamshire ICS System Level Outcomes Framework April 2019 can be found in Annex A. This document will be the basis of the framework going forward to ensure there is a single master version where all developments will be captured.

Progress to date

Ambitions

3. Two additional ambitions have been developed to capture 'quality of life' within the 'independence, care and quality' domain of the framework and 'workforce' within the 'effective resource utilisation' domain:
 - Our people with care and support needs and their carers have good quality of life.
 - Our teams work in a positive, supportive environment and have the skills, confidence and resources to deliver high quality care and support to our population.
4. The establishment of a 'quality of life' ambition and subsequent outcomes and measures, was as a result of engagement with clinical leads and the Population Health & Population Health Management Steering Group. It was identified that this should be a core stand alone ambition for all service delivery to capture care management and treatment optimisation, particularly for those with long term conditions or at end of life.
5. The establishment of a 'workforce' ambition was in direct response to ICS Board member feedback. Development of the ambition and subsequent outcomes and measures has been undertaken with expert people and culture leads from across the system including the workstream SRO, Programme Director and Workforce Transformation Programme Manager.
6. The updated ambitions and framework structure can be found in page 9 of Annex A.

7. The framework now identifies a total of ten ambitions.

Health and Wellbeing

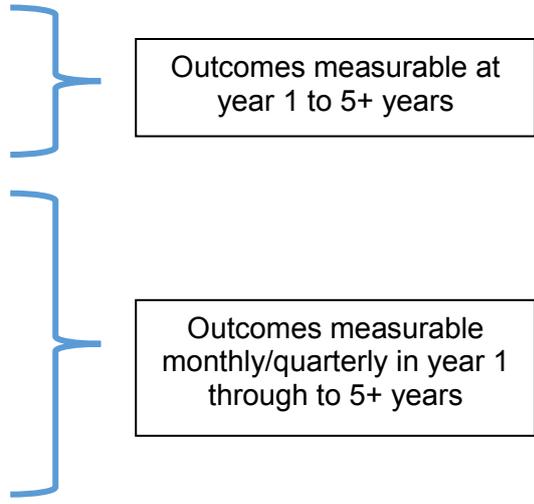
- 4 ambitions
- 12 outcomes

Independence, care and quality

- 3 ambitions
- 8 outcomes

Effective resource utilisation

- 3 ambitions
- 8 outcomes



Outcomes

8. In direct response to ICS Board feedback, where possible outcomes seeking a reduction have been reframed to focus on delivering improvements or an increase. Following a review of all outcomes that sought a reduction it is proposed that there are exceptions to reframing all outcomes and that the need to deliver a reduction is maintained to ensure the purpose and clarity of the outcome intention is specific and measurable. This relates to outcomes that are associated with mortality, potential life years lost, disease prevalence and hospital admissions. The system level outcomes will continue to be subject to engagement and appropriate refinement.

9. Intentionally the system-level outcomes identified are limited in number, however it is recognised and acknowledged that there is currently a requirement through the various mandatory frameworks for health, social care and public health for the system to report on and deliver against a much larger number of outcomes. Opportunities to reduce reporting across the various frameworks to allow a greater focus on the System Level Outcomes Framework will be continuously explored.

Measures

10. Initial measures have now been identified against each outcome. They refine the long list of measures presented to Board members in March and have been refined with relevant experts across the system. The measures are set out from page 11 of Annex A. The measures will continue to be refined as we engage further with stakeholders across the system.

11. Analytical expertise will be drawn upon to determine the relevant quality of the measures. Baselines, benchmarking and trajectories for each measure will be undertaken as part of the next phase of the framework development. The System Outcomes Task and Finish Group members will review the analytical work undertaken and present the assessment of the measures back to the ICS Board Members, along with recommendations for benchmarks and trajectories in July 2019.

12. The expectation is that all partners across the system have a responsibility and duty to contribute to the delivery of all ambitions, outcomes and measures identified within the framework.

Engagement

13. An initial discussion has taken place with the ICS Director of Communications and Engagement to explore how the ambitions within the System Level Outcomes Framework might suitably be incorporated within the public engagement that will take place on the Long Term Plan. The intention is that the public will be asked to tell us what our ambitions really mean to them and in turn what they want us to achieve for them, their families and communities. Mapping of the ambitions against the national 'I statements' is also underway.

14. Engagement with partners across the system continues to take place via Board members and the established Population Health & Population Health Management Steering Group and System Outcomes Framework Task and Finish Group, they provide expert and organisational diverse representation. This has underpinned the development outlined above.

15. A formal structure to the Outcomes Framework approach to engagement over the summer will be established to ensure there is consistency in how that engagement takes place and to ensure the Framework is consistently and efficiently shaped.

16. The Outcomes Framework Task and Finish Group have identified the following core routes of engagement at this stage:

Organisation/Group	Route
Public	ICS Communications Team
ICS statutory organisations	Chief Executives / Accountable Officer Relevant executive level meeting
City Care	Chief Executive Relevant executive level meeting
PICS (Primary Integrated Care Services)	Chief Executive Relevant executive level meeting
Integrated Care Partnerships (ICPs)	Identified SRO and Clinical Lead
Primary Care Networks	Via ICPs Clinical Leads
ICS Finance Directors Group	Chair
ICS Planning Group	Chair
Clinical Reference Group	Chair
ICS workstreams	Workstream network Programme Directors

Key risks and solutions

Information Management and Analytics Capacity and Capability

17. Informatics and analytic capacity continue to pose a core risk to the ongoing operationalisation of the System Level Outcomes Framework. In the short term solutions have been identified to secure capacity to work with the System Outcomes Framework Task and Finish Group to assess the quality of measures and propose suitable baselines, benchmarks and trajectories.
18. The long term approach and solution to information management and analytics capacity and capability needs to be captured through a system wide IM&T and analytics strategy that considers not just the needs of system level outcomes but also the wider Population Health Management approach and how it will be suitably scaled up in order for the benefits to be fully realised.

Next Steps

19. The following next steps will be undertaken to develop a prototype of the System Level Outcomes Framework dashboard:

Table two: ICS System Level Outcome Framework Development

Action	By When
Assessment of the quality of measures	April 2019
Establish an engagement plan to consistently and effectively refine the outcomes framework	April 2019
Establishment of baselines, benchmarking and trajectories	April – June 2019
Undertake further engagement with partners across the system to ensure it is fit for purpose	May – June 2019
System Level Outcomes Framework prototype dashboard	June 2019
Report back to the Board against the above steps and present the prototype	July 2019

20. The System Outcomes Task and Finish Group will continue to meet every three weeks and report into the monthly Population Health & Population Health Management Steering Group.

21. Board members are reminded that the Framework is a blueprint that will evolve and refine over time. It is recognised that the System Level Outcomes Framework is a core component of the ICS's strategy and will form a core part of the strategic planning to be undertaken by the Board in the coming months.

Recommendations

The ICS Board is asked to note and agree the following:

1. To note the progress to further refine and develop the System Level Outcomes Framework.
2. To agree the updated ambitions and outcomes – recognising the framework will continue to refine and develop over time and to provide any additional feedback.
3. To agree the proposed next steps.