

Title of Report:	Feedback from the Hot Focus Session: Systems Resilience Dashboard
Report to be considered by:	Health and Wellbeing Board
Date of Meeting:	30 March 2017

Purpose of Report: To inform the Health and Wellbeing Board (the Board) of the outcome of the Hot Focus Session held on 23 February 2017 to refresh the Systems Resilience Dashboard.

Recommended Action: That the Board approve the new approach of performance monitoring and problem solving:

Future Health and Wellbeing Development Sessions (private meetings in between Board meetings) will feature a standing item for members to share ‘good news’ stories and organisational resilience concerns.

A new performance reporting framework will be developed to report indicators linked to the Health and Wellbeing Strategy. The Steering Group will receive the information and ensure that exception reports are provided to the Board on issues with exceptional over or under performance.

The Board will consider the performance of the West Berkshire system in comparison with other areas annually as part of its Annual Report.

Future Hot Focus Sessions will be renamed ‘Problem Solving Sessions’ and will use the Community Conversations approach to identify and resolve system resilience issues.

Reason for decision to be taken: So that the Board can have the tools it needs in order to fulfil its role as system leaders.

Other options considered: To make no changes to the dashboard – rejected as the current dashboard does not take into account the whole West Berkshire ‘system’ which is now reflected in the membership of the Board.

Key background documentation: n/a

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Implications

- Policy:** There are no policy implications arising from this report.
- Financial:** There are no financial implications arising from this report. .
- Personnel:** There are no personnel implications arising from this report.
- Legal/Procurement:** There are no legal or procurement implications arising from this report.
- Property:** There are no property implications arising from this report
- Risk Management:** The Board will be taking a new approach to risk management whereby exception reporting on emerging issues will be lead by the Steering Group.

Is this item relevant to equality?	Please tick relevant boxes	Yes	No
Does the policy affect service users, employees or the wider community and:			
• Is it likely to affect people with particular protected characteristics differently?		<input type="checkbox"/>	<input type="checkbox"/>
• Is it a major policy, significantly affecting how functions are delivered?		<input type="checkbox"/>	<input type="checkbox"/>
• Will the policy have a significant impact on how other organisations operate in terms of equality?		<input type="checkbox"/>	<input type="checkbox"/>
• Does the policy relate to functions that engagement has identified as being important to people with particular protected characteristics?		<input type="checkbox"/>	<input type="checkbox"/>
• Does the policy relate to an area with known inequalities?		<input type="checkbox"/>	<input type="checkbox"/>
Outcome (Where one or more 'Yes' boxes are ticked, the item is relevant to equality)			
Relevant to equality - Complete an EIA available at www.westberks.gov.uk/eia		<input type="checkbox"/>	<input type="checkbox"/>
Not relevant to equality		<input checked="" type="checkbox"/>	<input type="checkbox"/>

Executive Report

1. Introduction

- 1.1 The Health and Wellbeing Board developed the Systems Resilience: Health and Social Care Dashboard in 2014. The dashboard was split into three areas including Adult Social Care, Children's Social Care, Primary Care and the Acute sector.
- 1.2 The dashboard was not intended to monitor performance against the Health and Wellbeing Strategy and instead had the aim that the information would flag up immediate issues across the system that could help to indicate system resilience and lead to problem solving.
- 1.3 In March 2015, the Local Government Association (LGA) was invited to conduct a Peer Challenge of the Health and Wellbeing Board. In light of the recommendations which arose, the Board has refreshed the joint Health and Wellbeing Strategy and has implemented a new governance structure which uses sub-groups to drive work against areas of the Strategy. The recommendations also indicated that the Board needed to strengthen performance management and continue to hold difficult discussions about critical and important issues.
- 1.4 So that the Board can continue to make changes to address the areas that the Peer Challenge identified as areas of improvement, the Hot Focus Session on 23 February was used to refresh the Dashboard.

2. Hot Focus Session on 23 February 2017

- 2.1 The session was held between 9am and 12pm at Shaw House in Newbury and was facilitated by Catalin Bogos – Research, Consultation and Performance Manager and Jo Reeves, Principal Policy Officer for West Berkshire Council. It was well attended by Board members and officers.
- 2.2 Councillor Graham Jones and Dr Bal Bahia (Chairman and Vice-Chairman of the Health and Wellbeing Board) opened the session by giving a presentation which summarised the changes the Board had made over the past year and set the context for revising the Dashboard.
- 2.3 They outlined that the dashboard needed to:
 - (1) take into account the system represented at the Board.
 - (2) include the most relevant measures.
 - (3) be up-to-date.
 - (4) facilitate problem solving.
- 2.4 Attendees were invited to identify the strengths of the current dashboard and areas for improvement.
- 2.5 *Strengths:*
 - (1) The measures reporting on the Acute Sector were appropriate

- (2) It provided an overview
- (3) The narrative sections were helpful

2.6 *Areas for Improvement:*

- (1) There were still no measures reporting on the resilience of Primary Care
- (2) There were no demand measures
- (3) It did not lead to difficult conversations to drive action and problem solving
- (4) The Children's Delivery Group could escalate key indicators for the children's section which was now performing well
- (5) Resilience was not defined

2.7 Catalin Bogos then gave a presentation which explained the different types of measures the Board could use in its Dashboard. He used the analogy of a car's dashboard which could show up to 63 indicators of the car's performance but only showed the ones that the driver would need to use during their journey and any warnings if there was a problem.

2.8 The attendees were invited to comment on what the dashboard should be used for and concluded that its purpose should be to:

- (1) report the performance of the sub-groups
- (2) give organisations an opportunity to discuss their issues and call for help if needed
- (3) give a 'heads up' on areas of concern
- (4) share good news
- (5) monitor demand and capacity
- (6) facilitate annual comparison

2.9 The attendees concluded that the approach they wanted to take could not necessarily be made possible by only making changes to the dashboard. Instead, there could be a new way of working together which could be used to facilitate problem solving and holding difficult discussions.

2.10 They identified that the Board had chosen 'community conversations' as one of their areas of focus for 2017 and considered that the community conversation approach to problem solving could be used within their own 'community' of system leaders.

3. Next Steps

3.1 Going forward, the attendees agreed that the Board would take the following approach to monitoring performance, monitoring system resilience and problem solving:

- **Conversations:** Future Health and Wellbeing Development Sessions (private meetings in between Board meetings) will feature a standing item for members to share 'good news' stories and organisational resilience concerns. Board members will be trusted to attend with the information they need in order to have meaningful conversations.

Timescale: the Health and Wellbeing Development Session to be held on 6 July 2017 will include this discussion. The Steering Group are asked to steer on whether in addition, time should be found before the Board meetings in March and May.

- **Performance Monitoring:** A new performance reporting framework will be developed to report indicators linked to the Health and Wellbeing Strategy. The Steering Group will receive the information and ensure that exception reports are provided to the Board on issues with exceptional over or under performance.

Timescale: a new draft will be developed based on the sub-groups' Strategic Action Plans for the Steering Group and Board meetings in May.

- **Benchmarking:** The Board will consider the performance of the West Berkshire system in comparison with other areas annually as part of its Annual Report. This information will be used to inform the Board's future annual areas of focus.

Timescale: the Annual Report is currently on the Forward Plan for January 2018

- **Problem Solving:** The above mechanisms need to lead to action. Future Hot Focus Sessions will be renamed 'Problem Solving Sessions' and will use the Community Conversations approach to identify and resolve system resilience issues. These sessions would include a more varied attendance list in order to facilitate creativity and a broad discussion.

Timescale: The next Hot Focus session is scheduled for 29 June 2017 and a problem solving session will be held on a subject to be confirmed.

3.2 Other actions were identified which would enable the above framework being implemented:

- (1) A mechanism to make decisions outside of Board meetings would be investigated and implemented if possible. (*Jo Reeves to take forward.*)

- (2) Report templates could clarify what action is required of the Board and how it links to the Health and Wellbeing Strategy. *(Jo Reeves to take forward.)*
- (3) Topics for the “conversations” could be based on known system resilience issues and be pre-determined by the Steering Group. *(Steering Group to take forward.)*

4. Conclusion

- 4.1 The outcomes of the Hot Focus Session demonstrate that the Board members consider themselves to be a community that is willing to adapt to new ways of working to continue to build on their strong relationships and to ensure that the way they work together is effective.
- 4.2 The Steering Group will be instrumental in ensuring effective forward planning of the Board’s public meetings, development sessions and Hot Focus, now ‘Problem Solving’ sessions to enable the Board to monitor the system’s performance and its resilience.

Consultees

- Local Stakeholders:** Health and Wellbeing Board members, the Health and Wellbeing Steering Group members, Health and Wellbeing Sub-Group Chairs and Lead Officers.
- Officers Consulted:** Research, Consultation and Performance team at West Berkshire Council, performance teams of the CCG, RBFRS and TVP.
- Trade Union:** n/a