

Report Title:	Board Level Metrics for Population		
Sponsoring Executive:	Daren Fradgley, Director of Integration (Interim)		
Report Authors:	Daren Fradgley, Director of Integration (Interim)		
Meeting:	Trust Board (Public)	Date	2 nd February 2022

1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

Each member of the Executive Team has personally provided their own commentary to the area for which they are the lead within the Population Strategic Objective.

This adds a further strengthening the ownership and accountability where improvements are required in the main IQPR Report.

The report is of course, a work in progress and will remain so, to ensure that performance, risks and mitigations are easily understood, tracked over time and constantly improved.

This report, when working as we would expect it to, should enable the board to operate at strategic level, confident in the work of the sub-committees in testing assurance and understanding further detail provided by the executive and their teams.

2. Alignment to our Vision *[indicate with an 'X' which Strategic Objective this paper supports]*

Our Patients	Our People	Our Population	
To be good or outstanding in everything that we do	To cultivate and sustain happy, productive and engaged staff	To work seamlessly with our partners to improve lives	X

3. Previous consideration *[where has this paper been previously discussed?]*

N/a

4. Recommendation(s)

The Trust Board is asked to:

a. RECEIVE: and note the report for assurance

b.

5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register					
Board Assurance Framework	X	New SBAF risks related to Place Based Partnerships refers			
Equality Impact Assessment	Is this required?	Y		N	X
Quality Impact Assessment	Is this required?	Y		N	X
					If 'Y' date completed

SANDWELL AND WEST BIRMINGHAM NHS TRUST

Report to the Public Trust Board: 2nd February 2022

Board Level Metrics for Population

CQC Domain	N/a
Trust Strategic Objective	Our Population
Executive Lead(s): Director of Integration (Interim)	
<p>In my previous reports I have broken down the current work on the population metrics in the format below and for the medium term I will retain this format whilst the Integration Committee matures, and the system establishes a set of agreed measures.</p> <p>Long term strategic outcome measures</p> <p>The work on the development of these measures has continued but at a slower pace due to the presence of Omicron pressures. It is now clear that all the Black Country places have started to develop a set of these metrics with their public health teams.</p> <p>To encourage alignment, I have spoken to all the other place-based leaders, and we are in the process of sharing and cross checking these measures. The national outcome measures are also expected but not until later in the year. It is therefore suggested that we use the Integration Committee to work through the options in the next few months and approve a set ready for board consumption. These measures will be reviewed at set intervals throughout the year, but this is unlikely to be monthly due to the slow change profile monthly.</p> <p>A series of output measures are also being worked through with partners and other places in the Black Country. These measures will focus more on the operational effectiveness of the Place and highlight alignment between providers and cross border work when relevant. This work is developing at a quicker rate and the Trust is already building a series of dashboards around discharge efficiency and performance. This work is happening with other place partners and will have a viewpoint across the entire place-based operations. To provide an example of the scope of work this will include, community activity, demand and capacity, access standards to all parts and quality outcomes for patients and citizens and then specific measures on capacity and outcome on virtual wards. These metrics will feed through the governance structure with the strategic items only coming to board and a wider set coming to the Integration Committee. I am forecasting with the current focus that this will be in the April governance cycle</p> <p>Finally, a series of transformation measures will be included in the supporting papers presented to Board as required from March and will be used to highlight progress on the wider work with the partnership. This month we have deployed the first versions of the</p>	

Discharge to Assess Performance Boards which not only measure the total number of patients on each pathway but also look at the length of stay. In the 3 weeks that we have been using these dashboards, the teams have reduced the number of patients delayed by using the data but also the length of stay additionally. The net effect being less beds being used for a shorter period.

This work has also now been supported by a live view of care home capacity across the entire place. Again, this work is a first for the Trust and brings together live information to allow teams to better manage the operation but also plan how to continue to transform the pathways they are working on. As this data builds, we will develop a series of strategic change measures that will form part of the performance pack for place.