

Wiltshire Council

Health Select Committee

05th March 2019

Adult Social Care Quarterly Scorecard

Executive Summary

In England, Local Authorities Adult Social Care Services performance is monitored by NHS Digital, through a number of frameworks. As all Authorities are required to submit data on a list of indicators within these frameworks, it does allow for a comparison of performance on a national and regional basis when the results are published. Although these indicators are useful for performance comparison purposes with other local authorities, they aren't designed to assist in the management of social care services. In Wiltshire we are developing a set of key performance indicators which will come together in a scorecard which will enable managers to manage their business and inform members of performance targets and achievement.

Proposal

To inform members of progress towards the development of a quarterly adult social care scorecard which will show current service performance against an agreed set of objectives and targets which will be linked through service plans to the Councils Business Plan. Members should note that this is an update on the development of that scorecard and not the completed product.

Background

In England, Local Authorities Adult Social Care Services performance is monitored by NHS Digital. NHS Digital is the national information and technology partner to the health and care system; they collect, process and publish data and information from across the health and social care system in England.

The list of frameworks includes:

Adult Social care activity

The Community Care Statistics, Social Services Activity, England publication, also known as Short and Long Term services (SALT) is an annual publication based on data drawn from council administrative systems.

Adult Social Care expenditure and Deferred Payments

The Adult Social Care Finance Return (ASC-FR) shows important aspects of the principles underpinning the transformation of social care.

The Deferred Payment Agreement (DPA) collection is a new collection which was voluntary in 2015-16 but is now mandatory in 2016-17, and has been created in response to the changes in social care function as a result of the implementation of the Care Act 2014.

Adult Social Care Outcomes Framework

The Adult Social Care Outcomes Framework (ASCOF) measures care and support services. These measures are broken into four areas, called domains. The four domains are:

- enhancing quality of life for people with care and support needs
- delaying and reducing the need for care and support
- ensuring that people have a positive experience of care and support
- safeguarding adults whose circumstances make them vulnerable and protecting from avoidable harm

Deprivation of Liberty Safeguards

The purpose of the collection is to monitor Deprivation of Liberty Safeguards (DoLS) activity with reference to the Mental Capacity Act 2005 within Local Authorities in England.

Guardianship under the Mental Health Act 1983

This collection monitors Guardianship activity with reference specifically to Section 7 and 37 of the Mental Health Act 1983 for Local Authorities within England.

Registered Blind

The Summary of the Registers of People who are Blind or Partially Sighted Data Collection (SSDA902) data collection includes all people registered as blind or partially sighted, not just those who were assessed or in receipt of a service.

Safeguarding Adults

The Safeguarding Adults collection monitors safeguarding activity, with reference to the Care Act 2014, within Local Authorities in England.

Staff of Adult Social Care Departments

The National Minimum Data Set for Social Care (NMDS-SC) is managed by Skills for Care (SfC) on behalf of the Department of Health and has been collecting information about social care providers and their staff since early 2006.

Survey of Adult Carers

The Personal Social Services Survey of Adult Carers (SACE) is a biennial survey which was last conducted in 2018-19. It seeks carers' opinions on a number of topics that are considered to be indicative of a balanced life alongside their caring role.

Survey of Adult Social Care

The Personal Social Services Adult Social Care Survey (ASCS) is an annual national survey that gathers information from users in receipt of long term support services funded or managed by social services.

Across the majority of these frameworks, data is provided in a structured format against strict guidelines set out by NHS Digital. For some of the frameworks data is collected and submitted monthly for others it is an annual submission which can include performance data for a fixed period within a year.

A considerable amount of the data is collected from the Council's own social care case recording system, however for some of the indicators within the frameworks we require data from partners such as the NHS, to give a complete picture. If these partners fail to deliver the data required then it can affect the Council's submission and our performance can show lower than expected.

To give an indication of what these frameworks look like and why the Council needs to develop a scorecard to assist with service performance management, **Appendix 1** includes the list of ASCOF indicators with the services performance to the end of January 2019.

Each of these indicators has a complex calculation behind it with data being extracted from the social care case recording system and partner data submission. If members are interested in how these indicators are calculated there is an extensive handbook available on line from NHS Digital at:

<https://www.gov.uk/government/publications/adult-social-care-outcomes-framework-handbook-of-definitions>

Although this list of indicators is useful because it provides a structured means of all local authorities submitting similar data sets which allow for national and regional performance comparison, the measures aren't that helpful in linking the Council's Business Plan through the Service Plan to personal performance targets and achievements.

The development of an Adult Social Care Performance Scorecard would resolve this issue and would give officers, managers and members a clear indication of service performance against agreed targets that link to the Council's Business Plan.

A performance scorecard would be a graphical representation of the progress over time of the service performance. Performance scorecards are widely used in many industries throughout both the public and private sectors.

The integral concepts of scorecards are targets and key performance indicators (KPIs). KPIs are metrics used to evaluate factors that are crucial to the success of an organisation; targets are specific goals for those indicators.

The development of a performance scorecard for adult social care will need to take into account all of the statutory frameworks and indicators that the Council has to supply nationally to NHS Digital, but also provide the means to assist in the performance management of the service.

The final adult social care performance scorecard would aim to have no more than 50 KPI's which will be represented graphically and would cover all aspects of the service including operations and commissioning. They will be a balance between measures for customers, process, staff and financial.

In order to develop that score card the service is currently in the process of listing key indicators which assist with the management of performance. **Appendix 1** is the current list, including ASCOF indicators, but is not exhaustive and further work is ongoing to include other metrics which will need to be considered, e.g. staffing and commissioning metrics.

This long list of metrics will then be refined into the 50 KPI's which will form the performance scorecard. The performance scorecard will then be brought back to Health Select Committee on a regular basis to inform members of the service overall performance against the targets agreed.

This is a complex piece of work as there are currently many and varied indicators which need to be refined down to the 50 KPI's which will be the new adult social care performance scorecard.

Recommendation

That members note that the adult social care service is developing a performance scorecard which takes into account all the statutory indicators that the service has to report on, but that will allow the service to define 50 KPI's which can be represented graphically and provide members with an easy to view indicator of the service performance linked to the Council's Business Plan.

Dr Carlton Brand
Corporate Director & DASS
20th February 2019