

# Outcomes Based Cross Sectoral Working

Women in Leadership Initiative  
2017/18



# Background

- **Consultancy Group Proposal**

- Explore the practicalities of embedding an outcomes based approach to collaboratively plan and deliver services.

- **Objective**

- Suggest an outcomes based model that illustrates how ambitions will be led, managed and monitored in a context of integrated, cross sector, provision.
- In Context of Healthy Ageing and Contribution to the PfG outcome “we enjoy long, healthy, active lives”

- **Dimensions**

- Culture and leadership
- Capacity and capability
- Governance

# Methodology

- **Interviews with CEO/Senior Leaders**
- **Reference Material**
  - Practical guide to policy making
  - Draft Programme for Government
  - Lisburn and Castlereagh Community Plan
  - NI Budgetary Outlook 2018-2020
- **Client Brief** – David Cartmill – Chief Executives' Forum
- **Expert Panel**
  - Katrina Godfrey – The Executive Office
  - Dr. Theresa Donaldson – Lisburn and Castlereagh Council
  - Hugh McCaughey – SE Health and Social Care Trust
  - Celine McStravick – National Children's Bureau

# Review of OBA in our Organisations



## EXPECTATIONS

- SHARED OBJECTIVES
- RELEVANT DATA
- CROSS SECTORAL COLLABORATION
- RESOURCES FOLLOWS OUTCOMES
- MORE CITIZEN CENTRIC
- SYSTEMS BASED APPROACH

## BENEFITS FOR PUBLIC

- IMPROVE CITIZENS' LIVES
- SOCIETY CAN JUDGE SUCCESS
- EVIDENCE OF IMPACT
- OWNERSHIP AND DECISION MAKING
- MORE EFFICIENT SERVICE
- BETTER PERFORMING PUBLIC SERVICES

## BENEFITS FOR ORGANISATIONS

- UNDERSTANDING LIMITATIONS
- NEED TO COLLABORATE
- INCREASED STAFF SATISFACTION
- MORE ATTRACTIVE EMPLOYERS
- NOT WASTING TIME
- MORE EFFICIENT USE OF PUBLIC MONIES

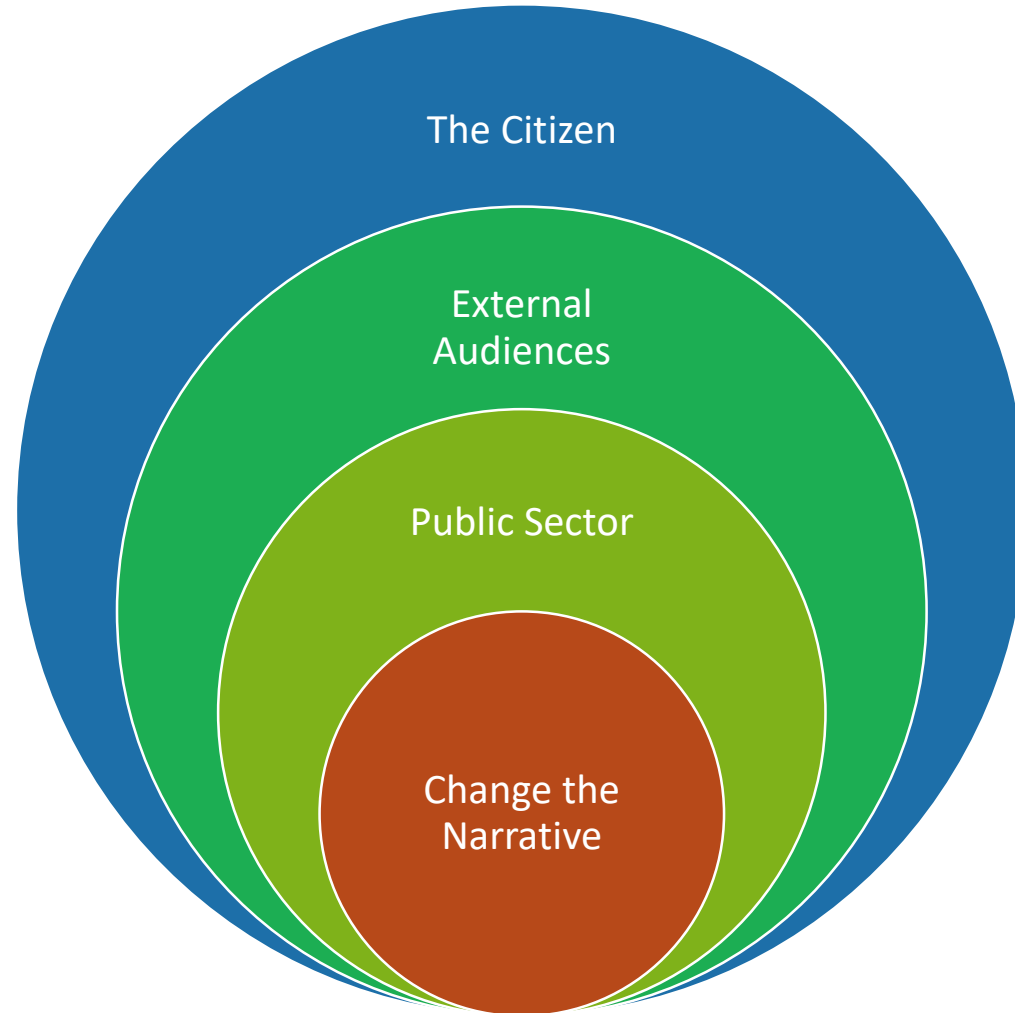
## IMPEDIMENTS

- NO ASSEMBLY/ DELIVERY MECHANISM
- POLITICAL INTERFERENCE
- TERRITORIALISM
- NO CHAMPIONS
- CAPACITY – TRADITIONAL & NEW
- SKILLS/TRAINING
- LACK OF CONSISTENCY

# Culture and Leadership - hub



# Culture and Leadership - communication



# Culture and Leadership



# Capacity & Capability

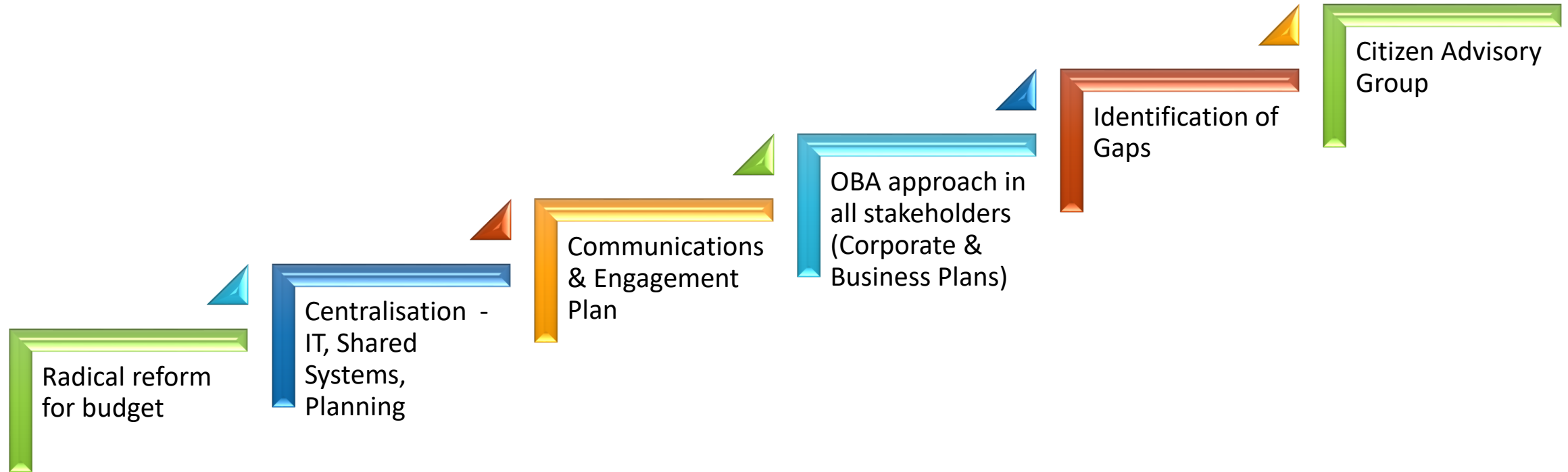
- Data Lab
  - Big data
  - Collaboration - sharing of expertise across public and private sector
- Resources
  - Time and investment - operation of dual processes
  - Matrix management
  - Collaborative partnership working skills
- Change Management
  - Uniform methodology?
  - OBA ambassadors and local experts at all levels
  - Skills audit



# Governance – What?



# Governance – How?



**PCOP LED PLANNING FOR OUTCOMES 2017-21 (draft)**

**NI outcome**

**Outcome 4: we enjoy long healthy active lives  
Outcome 8: we care for others and help those in need**

**PCOP outcome**

**PCOP Outcome: people aged 65+ living in SET experience physical and psychological well-being and live well until the end of life**

**NI population indicators**

**Indicator 4: Preventable Mortality**

**Indicator 9: No. adults receiving personal care at home or SDS for personal care as a % of total no. of adults needing care**

**Indicator 6: % population with GHQ scores  $\geq 4$  (signifying a possible mental health problem)**

**PCOP area prioritised population indicators**

**Preventable Deaths**

**Unplanned Admissions**

**Independent Living**

**Mood & Anxiety - prescriptions**

**application of turning-the-curve via 7 population accountability questions**

**Yearly action plans for turning-the-curve (aligned with PfG deliverables)**

- What works idea:**
1. Make Contact Count
  2. Health Promotion
  3. Age Friendly Societies
  4. Falls Prevention
  5. Scale-up Brief Intervention Smoking Cessation

- What works idea:**
1. Enhanced Care At Home – scale up refined model
  2. Out Of Hours initiatives
  3. Ambulatory Care Hub - further development

- What works idea:**
1. Embed Self Directed Support Trustwide
  2. Refine Domiciliary Care Model
  3. Community services - single point of entry

- What works idea:**
1. Psychological Therapies & Non-Pharmalogical Interventions
  2. Development of MHSOP Hub in Ards Community Hospital
  3. Refine the Memory Clinic model in Ards

**PERFORMANCE ACCOUNTABILITY**

**Performance report cards for actions relating to each indicator demonstrating impact on beneficiaries**

How much did we do?      How well did we do it?  
Is anyone better off?

**POPULATION ACCOUNTABILITY**

**CONTRIBUTORY RELATIONSHIP**

# PfG Outcome: We enjoy long, healthy, active lives

## Indicators

### **PFG:**

% population with GHQ12 scores  $\geq 4$

Number of adults receiving social care services at home or self directed support for social care as a % of the total number of adults needing care

% people who are satisfied with health and social care preventable mortality

health life expectancy at birth

Confidence of the population aged 60 years+ (as measured by self-efficacy)

Gap between highest and lowest deprivation quintile in health life expectancy at birth

### **DoH:**

Improving the health of our people

Improving the quality and experience of healthcare

Ensuring the sustainability of our services

supporting and empowering staff

### **Trust:**

Reduce preventable deaths

Reduce unplanned Hospital admissions

Increase independent living

Decrease mood and anxiety prescriptions

## Primary Measures

Recovery College

Emergency admissions rate

Improve support for people with care needs The number of adults receiving personal care at home or direct payments for personal care, as a percentage of the total number of adults needing care

Improve mental wellbeing

Improve end of life care - Percentage of the last 6 months of life which are spent at home or in a community setting

Safety Quality Experience Performance

Make Contact Count

Health Promotion

Age Friendly Societies

Falls Prevention

Smoking Cessation

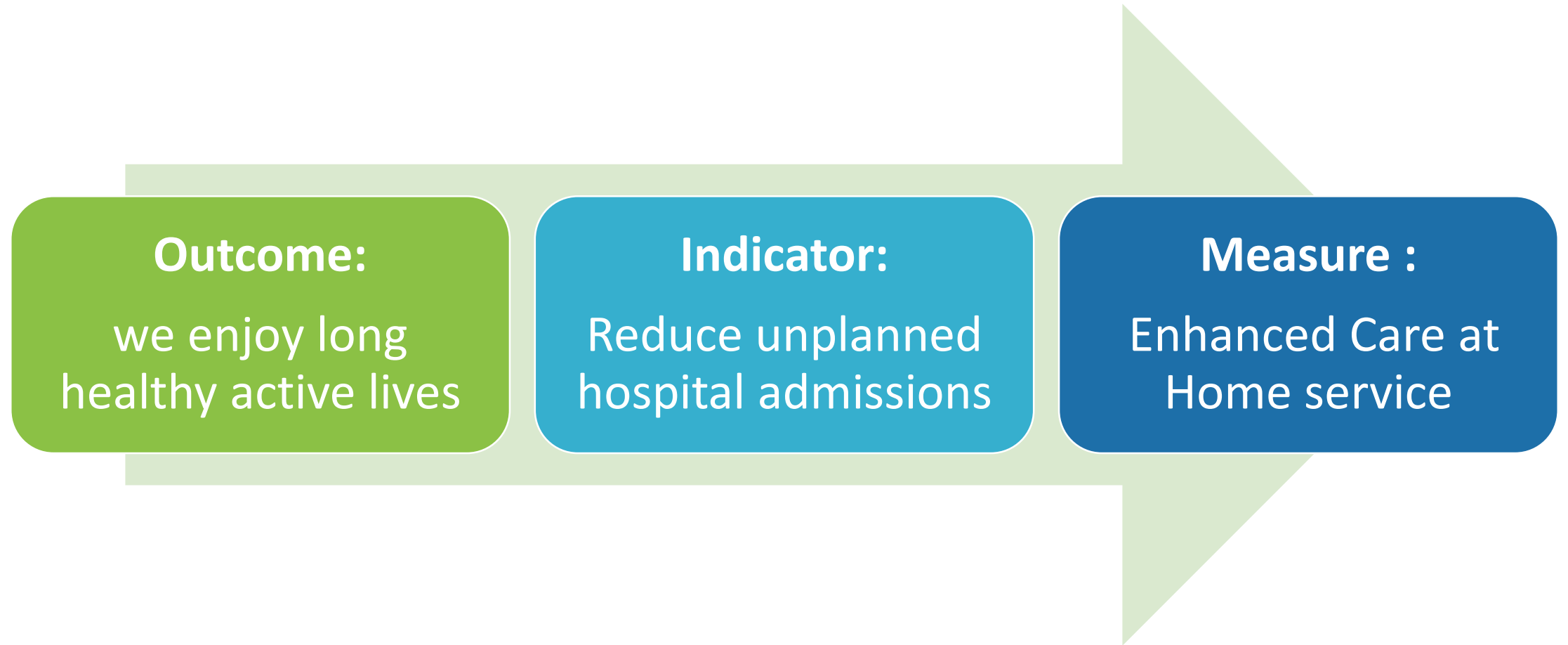
Enhanced Care at Home

Ambulatory Care Hubs

Self Directed Support

Memory Clinics

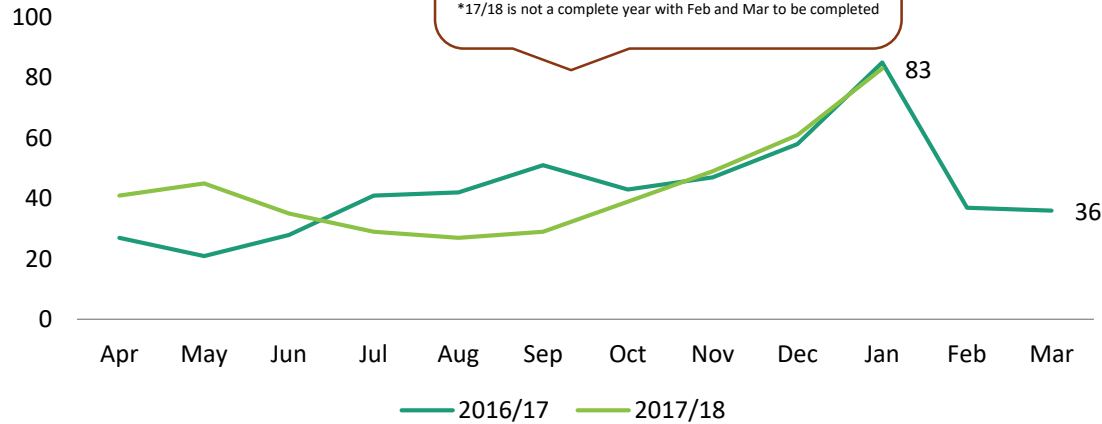
# Worked example



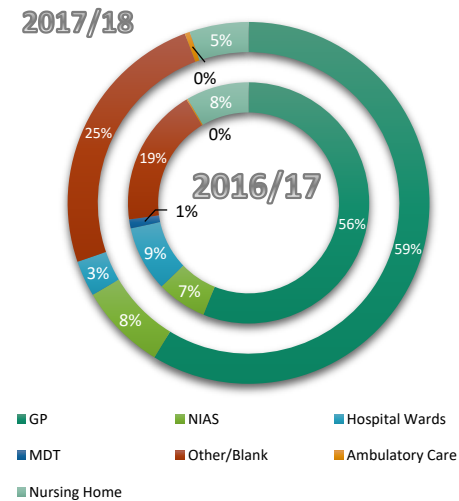


How much did we do?

**New Referrals**



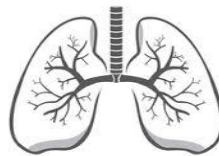
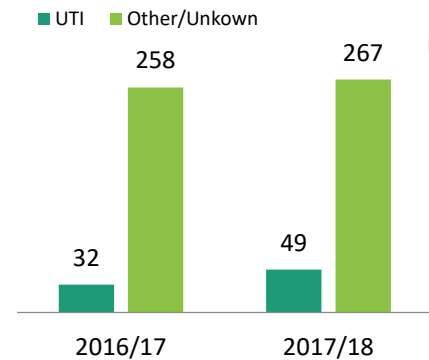
**Referral Source**



There was a **5.1% increase** in patients referred to the service as a result of a fall between 2016/17 (**39**) and 2017/18 (**41**) as at end of January 2018



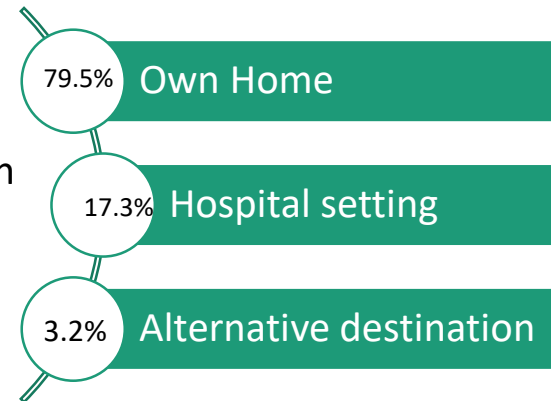
**Condition**



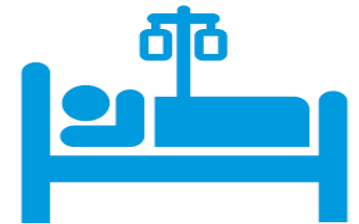
**248** patients with a Respiratory condition in 2016/17 and **162** so far in 2017/18 as at end January 2018

How well did we do it?

Patients Destination on Discharge 2017/18



On average the number of **Saved Bed Days** increased from **253** Apr-Mar 16/17 to **312** Apr-Jan 17/18

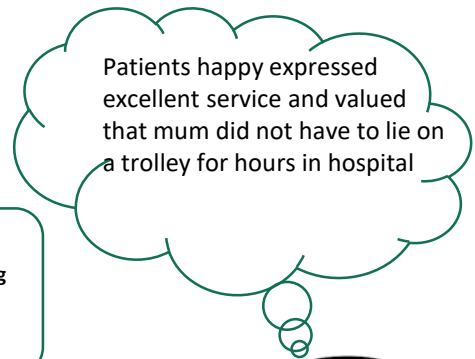


Is anyone better off?



"Patient and brother happy that he was able to stay at home very thankful for service."

"The care and attention that I have received at home is second to none. The staff are very caring and friendly and make you feel relaxed. They explain everything they are doing and why. Nothing is too much trouble and you feel secure knowing help is coming to you on a regular basis"



Patients happy expressed excellent service and valued that mum did not have to lie on a trolley for hours in hospital

"Really cannot praise this service enough. Nurses were always professional, paid attention to detail, were caring and compassionate. Patient received a higher quality of care than that which is provided by the hospital. As the carer, I was allowed to be part of the team. I was listened to. Procedures were explained."



# Recommendations

1. Establish the Communications & Leadership Unified Hub
2. Awareness Campaign – #Whataboutus?
3. Central Data Lab: Plan – Act – Measure - Review
4. WLI Alumni Consultative Group

# Questions & Answers



## Women in Leadership Initiative 2018

- Anne-Marie Campbell – Mid Ulster District Council
- Gail McGreevy - Probation Board for NI
- Jean Wylie – Strategic Investment Board
- Lisa Jane McIlveen – Department of Agriculture, Environment and Rural Affairs
- Anne Sweeney – Northern Ireland Housing Executive
- Bronagh Ramsden – Department for Communities
- Heather Stanley – Department for Communities
- Jacqueline Armstrong - Agri-Food & Biosciences Institute
- Jo Wilson - Department of Justice
- Rosie Carser - Account NI
- Laura O'Neill - Council for the Curriculum, Examinations & Assessment
- Emma Hannaway - South Eastern Health & Social Care Trust
- Marita Magennis - Southern Health & Social Care Trust
- Claire McNally - Southern Health & Social Care Trust
- Julie McConville - Southern Health & Social Care Trust
- Martina McNulty - Armagh City, Banbridge & Craigavon Borough Council
- Marissa Canavan - Mid Ulster Council
- Brenda Burns - Strategic Investment Board
- Carmel McCormack - Police Service of Northern Ireland
- Deirdre Bones - Police Service of Northern Ireland
- Julie McBride - RHI Taskforce
- Barbara McDowell-Anderson - South Eastern Health & Social Care Trust
- Christine Allam - South Eastern Health & Social Care Trust