

Adult Health & Social Care

Quality, Performance Framework



Phase 1: Version 4
May 2022

Sheffield City Council
[Sheffield.gov.uk/home/social-care](https://www.sheffield.gov.uk/home/social-care)

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1. Care Governance

Care Governance is important because it enables us to test how well we are doing in delivering our vision for Adult Health and Social Care and how well we are keeping to the principles/ commitments it describes.

Our Care Governance strategy defines how we are accountable for performance and providing the highest standard of social care *and* sets out our process for continuously improving the quality of our services.

Improving Quality and Performance is one of the five domains within the Care Governance Strategy and it defines the standards we measure quality by and the performance levels we want to achieve.

What we choose to measure our performance against will demonstrate the delivery our long-term strategy for Adult Health and Social Care, making sure we measure things that matter to people. It is important to note that the focus of the performance management framework is on the quality and performance of adult social care.

2. Improving Performance, Quality and Outcomes

Three separate frameworks under the *Improving Quality, Performance and Outcomes* domain have the common goal of improving population and individual outcomes by considering three core questions:

- Could something have been done earlier with the right information?
- Was there an opportunity for a more independent life?
- Has the best decision been made?

To deliver meaningful improvements, we need to go beyond measuring performance as an end in itself – we need to get behind data trends to fully understand the lived experience and feedback from individuals.

The Practice Framework defines the standards we work to when assessing the care and support needs of an individual. Service improvement will be delivered by the Practice Framework at an officer level through the development of a Learning Culture.

The Quality Framework defines the standards we expect from the delivery of care by all adult social care services - both our council run services and all commissioned care services. It will also define the governance arrangements for Market Management.

The Performance Management Framework defines reporting responsibilities at each level of the organisation and maps the flow of reporting to drive strategic decision making. Each service area will design, and own specific and relevant key performance indicators based on activity, quality and outcomes.



3. Performance Management Framework

This document sets out the performance management framework for adult social care in Sheffield and its close relationships with the adult social care practice quality framework, the care quality framework, and the market sustainability plan.

It describes how these elements work together to establish a system of continuous improvement and ensure continued progress towards our vision.

The Performance Management Framework does not itself prescribe the performance measures that services have to use, rather it provides a framework for Social Care Services to look at measures of success and what good looks like, aligned to our strategic, local and national requirements, by asking:

- What are our goals for improvement?
- What actions do we need to take to achieve those goals?
- How will we measure whether those actions were successful?

By discussing, identifying and the subsequent testing of the right measures to focus on, efforts will be driven towards the delivery of the strategy.

Through an ongoing process of challenge and review, through discussion of what the strategy means to us and the specific actions we can take to make a difference, we will develop a culture of continuous improvement for both Performance (the effectiveness of our actions) and Quality (the experience of our customers – the people of Sheffield).

The Performance Management Framework also defines reporting responsibilities at each level of the service and establish a flow of reporting so that the information we capture is used to identify better ways of working. Service defined key indicators will provide the measures for how well we are doing and where we can improve.

4. Adult Social Care Vision

The vision for Adult Health and Social Care, ***Living the life you want to live***, was approved by the Co-operative Executive on 16th March 2022. The vision sets out the **outcomes** we aim to deliver as follows.

Strategic Outcomes	What Does this Include
Safe and well	<ul style="list-style-type: none">- Feel safe in a place called home, and protected from harm- Physically and mentally well for as long as possible- Able to manage conditions and return to normal life as much as possible
	<ul style="list-style-type: none">- Live independently and focus on increasing everyone's independence

Active and independent	<ul style="list-style-type: none"> - Have control and choice over decisions that affect their care and support - Simple adult social care system including advocacy for people who need help expressing their needs and wishes
Connected and engaged	<ul style="list-style-type: none"> - Connections with communities that care and support people - People engaged in their community and make a contribution to it - Unpaid carers connected to a support network
Aspire and achieve	<ul style="list-style-type: none"> - People have purpose and meaning in their lives - People have personal ambition, aspirations and outcomes including hobbies, interests, helping others, employment, education, or learning
Efficient and effective	<ul style="list-style-type: none"> - A system that works smartly together delivering effective and quality outcome-focused services - Good choice of services that meet individual needs irrespective of background, ethnicity, disability, sex, sexual orientation, religion or belief. - Engaged, supported and well-trained workforce which is innovative and creative and trusted to make the right decisions - Transparent decision-making which delivers best value and considers climate impacts

The vision also sets out six **commitments** which are the guiding principles we will follow and how we will deliver our strategy.

- Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
- Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.
- Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.
- Make sure support is led by ‘what matters to you’, with helpful information and easier to understand steps.
- Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
- Make sure there is a good choice of affordable care and support available, with a focus on people’s experiences and improving quality.

Each commitment is backed by a series of ‘I’ statements which provide a more detailed understanding of what good will look like for each of these commitments.

Because the commitments set out how the vision’s outcomes will be delivered it is important that the commitments also steer the identification of metrics employed within the performance management framework.

5. CQC Single Assessment Framework

The CQC Single Assessment framework will be how the Government will baseline the quality and performance of Adult Social Care Provision in the City.

The new Assurance Framework will look at assessing providers, local authorities, and integrated care systems with a consistent set of key themes

- Working with People - Includes assessing needs (including unpaid carers), supporting people to live healthier lives, prevention, well-being, information & advice
- Providing Support - Includes market shaping, commissioning, workforce equality, integration & partnership working
- Ensuring Safety - Includes safeguarding, safe systems & continuity of care
- Leadership Capability - Includes capable & compassionate leaders, learning, improvement, innovation

6 Outcome indicators

The Adult Social Care vision sets the outcomes for social care in the City. The indicators which will demonstrate whether these outcomes have been delivered are set out below:

Outcomes	Potential outcome measures
Safe and well	<ul style="list-style-type: none"> - Safety/ safeguarding - Out of hospital support - Reablement / short term care
Active and independent	<ul style="list-style-type: none"> - Choice and control - Prevent, reduce and delay - Information, advice and guidance including advocacy
Connected and engaged	<ul style="list-style-type: none"> - Use and availability of informal community-based support - Carers support - Engagement by and co-production with the service
Aspire and achieve	<ul style="list-style-type: none"> - Employment - Education/ training

Efficient and effective	<ul style="list-style-type: none"> - System effectiveness including CQC assurance and market sustainability - Equality, Diversity, and Inclusion, including satisfaction - Workforce - Governance, value for money and delivery
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These outcomes will also be mapped against the CQC Assurance Indicators once confirmed so that we are able to measure our local and national performance in a transparent way.

Some of these outcomes may be measurable with immediate effect because of the availability of existing metrics e.g. 'ASCOF 4A: The proportion of people who use services who feel safe' may be useful to measure 'safety and safeguarding'.

7 Performance Metrics

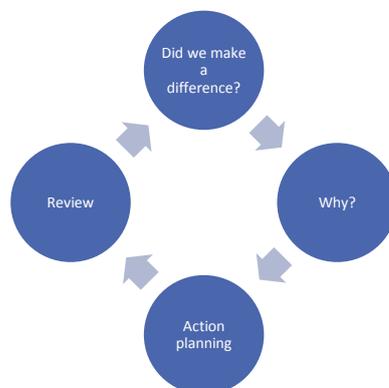
Performance improvement requires the use of three simple interrelated questions:

- Did we make a difference (outcomes).
- Was this because of how much we did (service activity),
- Was this because of how well did we do it (quality)

The Vision has set the outcomes for Adult Health and Social Care and the draft outcome indicators are set out in section 4.

However, the activity and quality metrics will not be defined by this framework document. They will be the temporary products of an ongoing improvement process undertaken through dedicated outcome conversations.

Discussing the three performance questions, reviewing the data, putting forward a hypothetic narrative to answer the questions based on the data, identifying appropriate indicators based on the working hypothesis, action planning for improvement, and then reviewing metrics and outcomes to test whether our hypothesis was correct. This is the process through which we develop our understanding of how our performance moves us towards our vision.



8. Quality Metrics

The outcome indicators which tell us whether we are delivering on our strategy are set out in this document. As set out in the previous section the performance metrics will be identified through the process of performance conversations or clinics. These metrics may be volume or quality metrics.

Whilst volume metrics are readily available from the case management system, quality metrics are more subjective and will be generated at least in part through the Practice Quality and Care Quality Frameworks.

Both quality frameworks have three common elements:

- What good looks like – expected standards and behaviours
- How we measure quality –persons voice, standards met and individual outcomes (captured from case file audits, observation, complaints etc)
- How we use that information to drive improvement – 1-1, peer review, CPD etc

There is a close relationship/ overlap between the performance management framework and the quality frameworks for two key reasons:

- The Performance Management Framework is dependent on the function of the Quality Frameworks to generate quality metrics which can then be used to understand how quality is driving the delivery of outcomes and progress towards our vision.
- The Quality Framework adopts the same improvement cycle as the performance management framework and can therefore be seen as an equivalent continuous improvement process, taking place at a different tier of the organisation, closer to the front line.

9. Involvement and Voice

The role of experts by experience and the feedback from individuals, families, carers, our partners and our workforce are critical to the Performance Management framework as it is the experience and outcomes of the person which determine success.

Every opportunity will be used to ensure the voice and opinion of people are heard and acted up operationally, across services and strategically so that feedback informs the ongoing improvement of adult social care services.

To this an involvement framework will be co-designed to ensure feedback is meaningful and embedded within this framework.

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