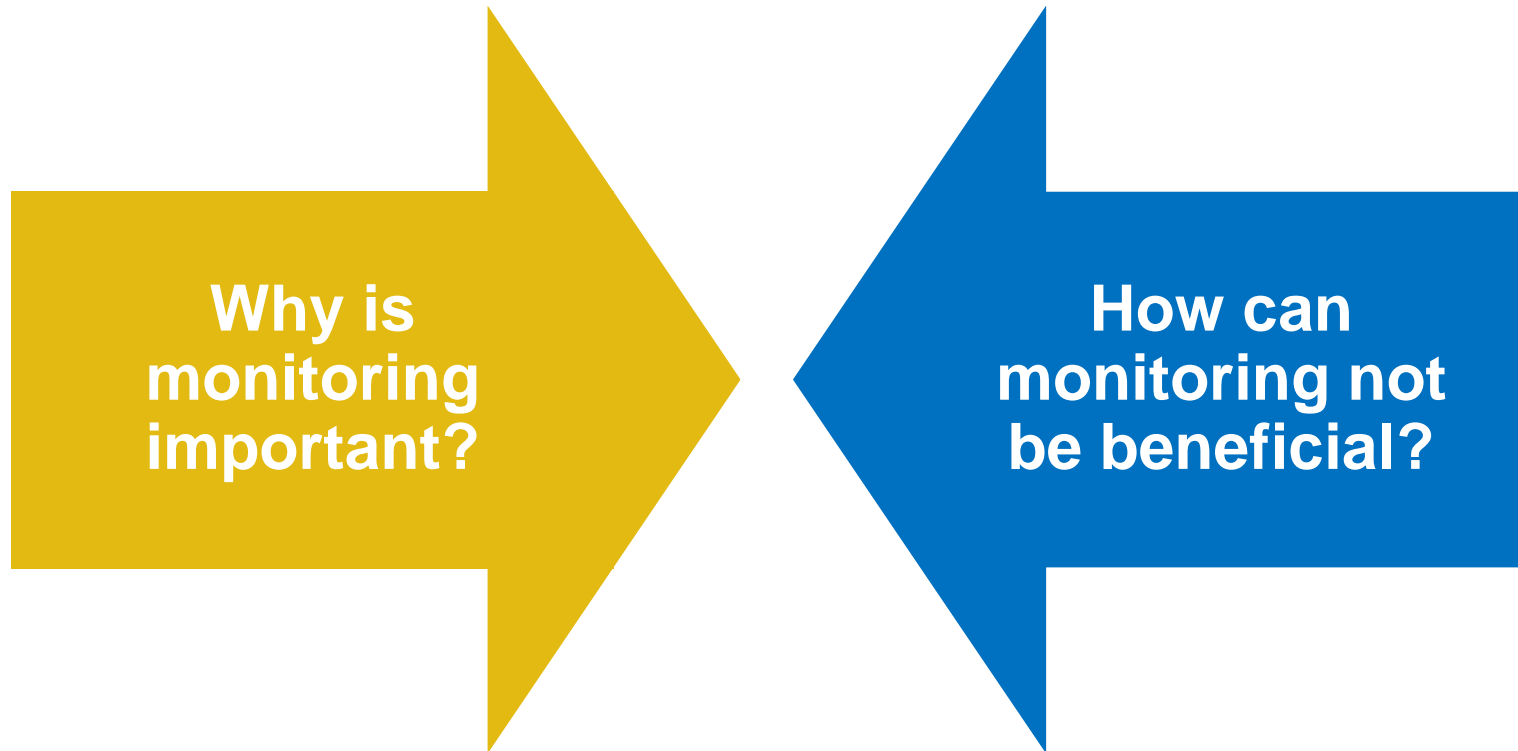


Monitoring and Review

Why is monitoring and review important?



Why is monitoring and review important?

Having good quality information and analysis to:

- Judge efficiency and effectiveness
- To provide challenge and look for continuous improvement

Making decisions about inefficient, ineffective and unsustainable services:

- Supporting and challenging
- Decommissioning and finding other provision

Effective monitoring and review



How to choose performance measures

What national measures do you have to collect or are set out?



Measures that you use

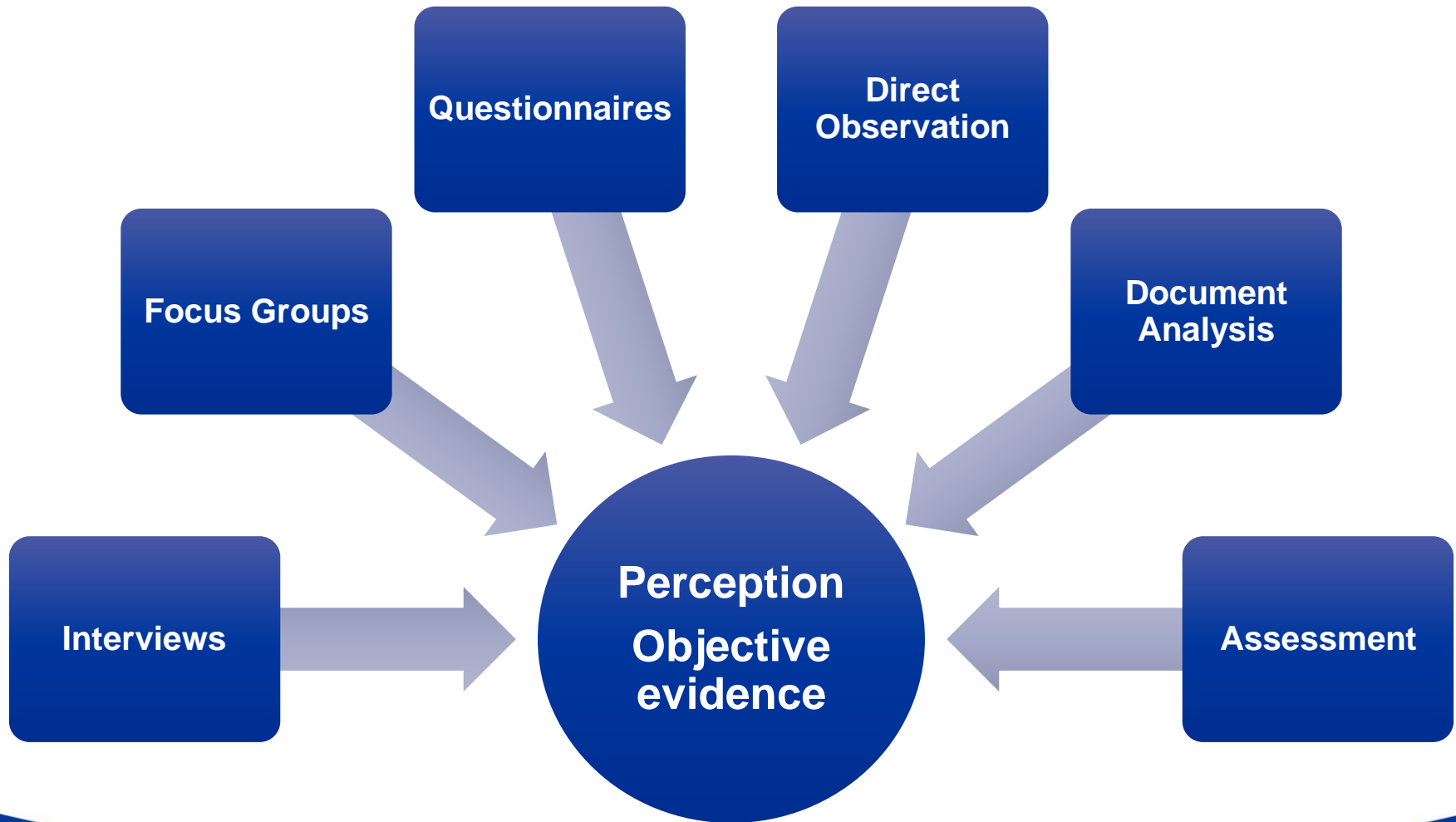
- What local measures do you already use to fill these gaps, and what else might you want to collect?
 - Does the performance indicator communicate the message clearly?
 - Does the indicator say something important about the objective?
 - Do you have quality data on a timely basis?
- Do you have an overview of what is collected from providers by the CQC, Ofsted, CCGs and the local authority?
- In the interests of efficiency, are you seeking to minimise duplication?

Measuring/monitoring for outcomes

<u>How much did we do?</u>		<u>How well did we do it?</u>	
# Customers served (by customer characteristic)		% Common measures Workload ratio, staff turnover rate, staff morale, percent of staff fully trained, worker safety, unit cost, customer satisfaction: <i>Did we treat you well?</i>	
# Activities (by type of activity)		% Activity-specific measures Percent of actions timely and correct, percent clients completing activity, percent of actions meeting standards	
<u>Is Anyone Better Off?</u>			
# Skills / Knowledge		% Skills / Knowledge	
# Attitude / Opinion		% Attitude / Opinion including customer satisfaction: <i>Did we help you with your problems?</i>	
# Behavior		% Behavior	
# Circumstance		% Circumstance	

Mark Friedman 2005

Measuring outcomes



Service user outcomes

- Anecdotes/quotes
- Case studies
- Self-reported change
- Surveys (Before/After)
- Comparison Groups
- Random Control trials

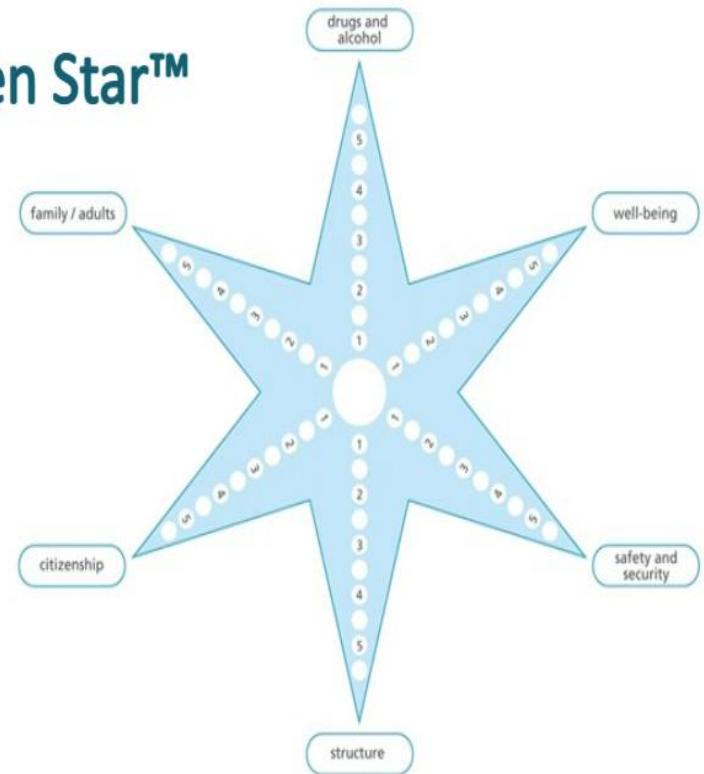


Dan Corry, Chief Executive of New Philanthropy Capital (NPC)

Example – outcomes star

- A tested and effective motivational tool, which services integrate into assessment and review
- Record where client is and how they progress in up to 10 areas of their life
- Scales are underpinned by a journey of change

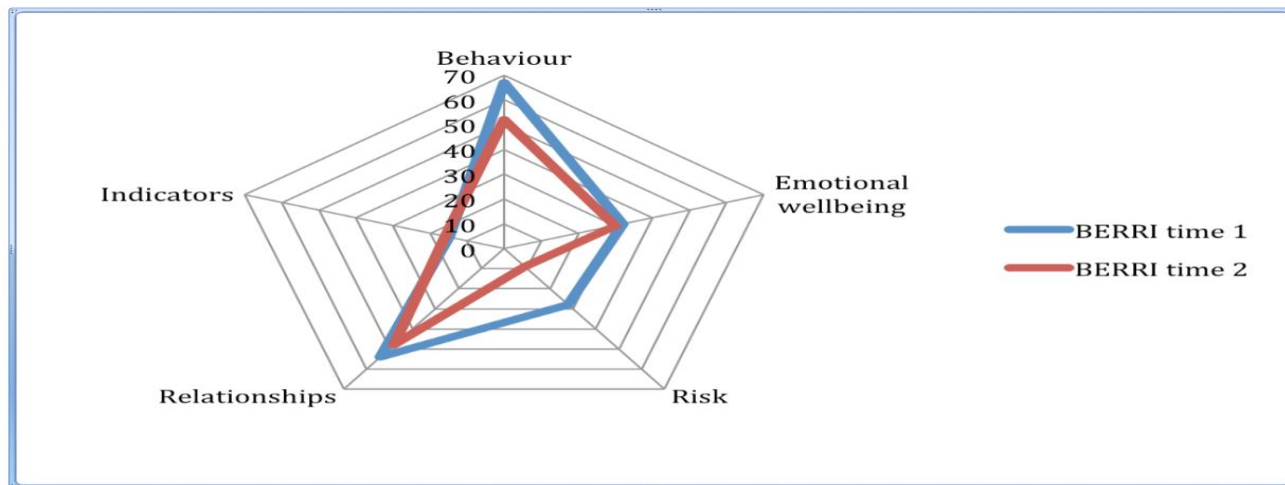
The Teen Star™



Triangle Consulting Social Enterprise

Berri model for children with complex needs

- Commissioners need to know that the placement is actively addressing the children's complex needs, and is of the highest possible quality
- Quality care is a worthwhile investment as it improves the life chances and long-term outcomes for children, saving money in the long-term



South East Together Common Outcomes Framework and Measurement Approach

Used in commissioning LAC and SEND placements as part of a DPV arrangement with 15 LAs in the South East. Used for:

- Service specifications – sets the vision, explains best use of public funds
- Reference point for care planning eg in developing EHCPs with parents, children and young people
- Used by providers and commissioners to monitor the quality and impact of services

Case Study Example – Herefordshire 6 Outcome Bees



Selecting the right measures

- Seek input and buy-in from a wide range of stakeholders
- Acknowledge individual/local/national priorities
- Set realistic targets
- Select a mix of outcomes, outputs and process measures
- Prioritise the most important measures
- Be creative and flexible
- Consider how the data can be collected and analysed
- Keep it simple



SCIE, 2019

Scenario-based exercise

Stage 3

Revisit the set of outcomes and measures relating to young people sofa surfing in your local area:

- Consider the proposed measures and monitoring arrangements: how realistic are they? Any changes or additions?
- Revisit your original outcomes:
 - Are they the right ones?
 - Would you revise any of them?

Discussion

- What in practice might be the key challenges to implementing this outcome-based approach:
 - In your own organisation?
 - Externally?
- What can you and others do to overcome these difficulties?

Effective monitoring and review



Improving performance through effective contract monitoring

- Proportional investment in monitoring with levels of action based on risk.
- Rely on providers' quality assurance systems i.e. use self assessment and providers' information plus random samples/unannounced visits to ensure honesty and accuracy.
- Agree protocols on intervention with underperforming providers.
- Set-up systems to ensure action is taken.
- Publicise the results.

Managing poor performance

Aspect	Developmental Approach
Basic principles	Mistakes happen. Everyone should have the chance to learn from them and change. Support may be needed to prevent recurrence.
In practice	Purchaser and provider agree on what has gone wrong and why. Develop a corrective action plan (CAP), which may include additional monitoring and support.
Benefits	Reflects mutual dependence and partnership. Can enable 'business as usual' whilst some matters are resolved.
Risks	No immediate consequences for provider – long term deterrent? CAP may not resolve the problem; termination may only be delayed

Gosling

Managing poor performance

Aspect	Punitive Approach
Basic principles	Performance can never be below required standards. Financial or other punishments will prevent recurrence of problems. The provider must resolve their problems alone.
In practice	The threat or implementation of fine or restriction of new business. Suspension from accredited list. The contract must contain explicit powers.
Benefits	Clear relationship between performance and payments. Shows purchaser's serious intent from the outset.
Risks	Judgements open to legal challenge. Purchaser may be drawn into terminating contract sooner than they would want.

Gosling

What determines your approach?

- The seriousness of the matter
- The risk(s) involved
- Has the contract been breached?
- The relationship with the provider
- The providers response to poor performance

Managing poor performance

What arrangements do you need to put in place to be able to respond robustly to poor contractual performance?

Effective monitoring and review



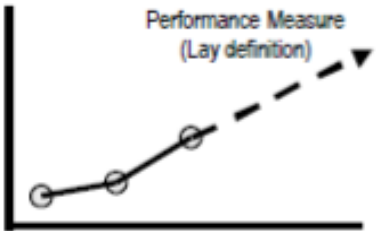
Taking action

- Remember – monitoring performance alerts you to the fact that a problem exists, not why it exists.
- Explain rather than describe problems, including how they will be addressed.
- In order to address poor performance you need to analyse reasons behind it and take action.

ONE PAGE Turn the Curve Report: Performance

Program: _____

Performance Measure
Baseline



Story behind the baseline

_____ (List as many as needed)

Partners

_____ (List as many as needed)

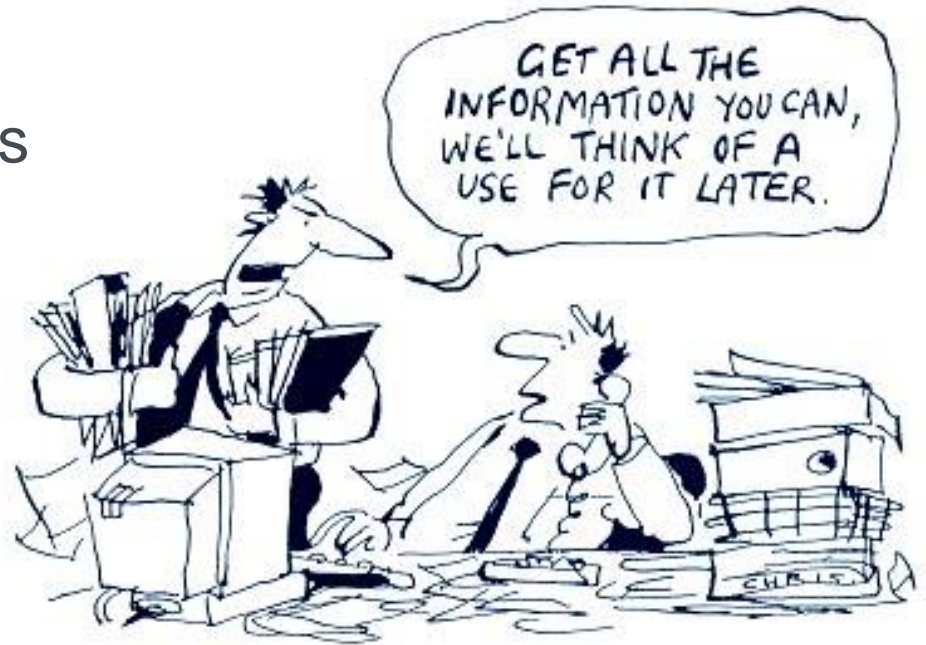
Three Best Ideas – What Works

1. _____
2. _____
3. _____ No-cost / low-cost
4. _____ Off the Wall

Sharp
Edges

Getting it right

- Be seen to be consistent, equitable and objective
- Work with providers to set up and manage the process
- Meet with providers or review monitoring information from providers regularly
- Review what matters and demonstrate that data is used





6

Carry on
or change
it!

Agree
what's
needed –
your
'objective'

1



2

What
model of
care
works!



3

Agree
what will
tell you if
it's
working



4

Measure
it!



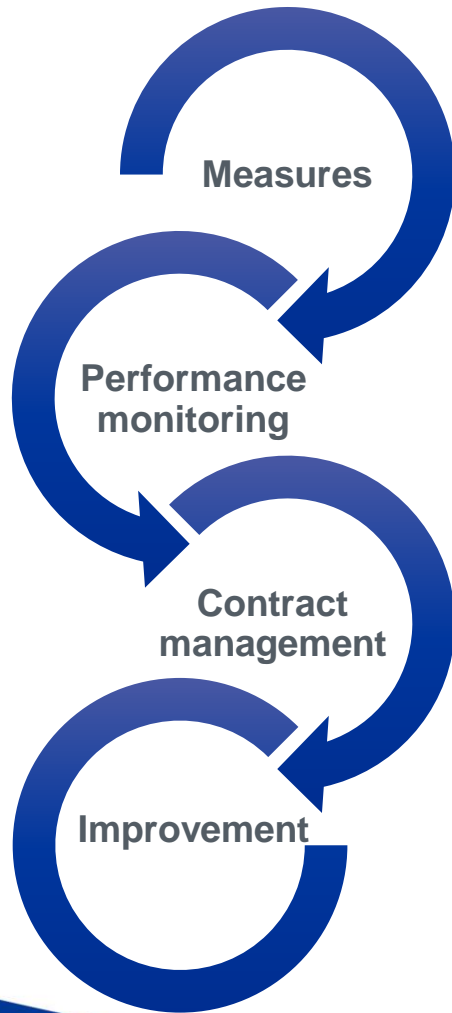
5

Make some
sense of
what the
evidence is
showing



Take 'Six Steps'!

Your current organisational approach



- Consider your current approach to monitoring and review...
- What measures do you use?
- What are your monitoring arrangements?
- How do they relate to your contract management processes?
- What action takes place?
- Identify 2 key areas for improvement

Contact us



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