Monitoring and Review: Part 1

Why is monitoring and review important?

Why is monitoring important?

How can monitoring not be beneficial?

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

Performance Measures

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Monitoring and Reporting

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Evaluation and Review

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Take Action

How to choose performance measures

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

Measures that you use

- Where there are gaps in national information?
- 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

How much did we do?	How well did we do it?
# 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: *Did we treat you well?*
# Activities (by type of activity)	% Activity-specific measures: Percent of actions timely and correct, percent clients completing activity, percent of actions meeting standards

Is Anyone Better Off?	
# Skills / Knowledge	% Skills / Knowledge
# Attitude / Opinion	% Attitude / Opinion including customer satisfaction: *Did we help you with your problems?*
# 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
- Built-in to systems and processes/Added on?

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

Triangle Consulting Social Enterprise

Example - WEMWBS

- The Warwick-Edinburgh Mental Wellbeing Scale
- Developed to enable monitoring of mental wellbeing in the general population and the evaluation of projects, programmes and policies

Please tick (√) the box that best describes your experience of each over the last 2 weeks

STATEMENTS	None of the time	Rarely	Some of the time	Often	All of the time
I've been feeling optimistic about the future	1	2	3	4	5
I've been feeling useful	1	2	3	4	5
I've been feeling relaxed	1	2	3	4	5
I've been feeling interested in other people	1	2	3	4	5
I've had energy to spare	1	2	3	4	5
I've been dealing with problems well	1	2	3	4	5
I've been thinking clearly	1	2	3	4	5
I've been feeling good about myself	1	2	3	4	5
I've been feeling close to other people	1	2	3	4	5
I've been feeling confident	1	2	3	4	5
I've been able to make up my own mind about things	1	2	3	4	5
I've been feeling loved	1	2	3		
I've been interested in new things	1	2	3		
I've been feeling cheerful	1	2	3		

Satisfaction
Affect
Competence
Relatedness
Autonomy

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

Case Study Example – Herefordshire 6 Outcome Bees

Population based outcomes

Quality-Adjusted Life Year (QALY)

"A measure of the state of health of a person or group in which the benefits, in terms of length of life, are adjusted to reflect the quality of life. One quality-adjusted life year (QALY) is equal to 1 year of life in perfect health.

QALYs are calculated by estimating the years of life remaining for a patient following a particular treatment or intervention and weighting each year with a quality-of-life score (on a 0 to 1 scale). It is often measured in terms of the person's ability to carry out the activities of daily life, and freedom from pain and mental disturbance."

This is how NICE decide what medical treatments to approve - £30K per life-year!

Can we find a social care equivalent?

Public Health Outcomes Framework

Public Health Outcomes Framework

Introduction

The Public Health Outcomes Framework sets out a vision for public health, that is to

Improve and protect the nation's health, and improve the health of the poorest fastest

For details of the policy behind the framework, see our further information.

The framework focuses on the two high level outcomes we want to achieve across the public health system and beyond:

1. **Increased healthy life expectancy**

2. **Reduced differences in life expectancy and healthy life expectancy between communities**

These outcomes reflect the focus we wish to take, not only on how long we live, our life expectancy, but on how well we live, our healthy life expectancy. Our focus is also on reducing differences between people and communities from different backgrounds.

Our overarching indicators domain (group of indicators) presents these high level outcomes.

Overarching indicators			
Wider Determinants	Health Improvement	Health Protection	Healthcare and Premature Mortality

Service / Support intervention-based outcomes

KPI (e.g.)	Target (e.g.)	Alignment with National Outcome Framework Indicators (e.g.)
People will be supported to become as independent as possible in their own homes, and reliance on formal service delivery will be reduced	60% of homecare packages remain stable at review >20% of homecare packages have a decreased need at review <20% of homecare packages have an increased need at review	I get the right care and support, as early as possible I am treated with dignity and respect My individual circumstances are considered
People are supported to meet their identified wellbeing outcomes	100% of care packages identified outcomes are being met 100% of audited service delivery plans clearly identify outcomes and how they will be met	My voice is heard and I am listened to I do the things that matter to me I speak for myself and contribute to the decisions that affect my life, or someone who can do it for me

https://www.wlga.wales/introduction-to-the-home-care-toolkit

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 ya homeless population 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?

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Take Action

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?

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Evaluation

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Take Action

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.

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

Take ‘Six Steps’!

1 Agree what’s needed – your *‘objective’*

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

6 *Carry on or change it!*

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

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