Monitoring and Review

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

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Effective monitoring and review

Performance Measures

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Monitoring and Reporting

↓

Evaluation and Review

↓

Take Action

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Step 1: Agree what's needed to demonstrate impact - 'performance measures' or 'objectives'

Individual wellbeing outcome

"*get a paid job*"   "*managing my health better*"

'Service' Objective

Advocacy services are readily available and able to work with everyone regardless of their communication needs

'Strategic' Objective

Support more people manage crisis when it happens and steadily support them to bring the situation back to one where their problems can be tackled over time

Ordinary and unique lives for adults with a learning disability and/or autism: a six steps approach (2020) IPC

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Step 2: How will you know the service is having an impact?

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?

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Effective monitoring and review

Performance Measures

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Monitoring and Reporting

⬇

Evaluation and Review

⬇

Take Action

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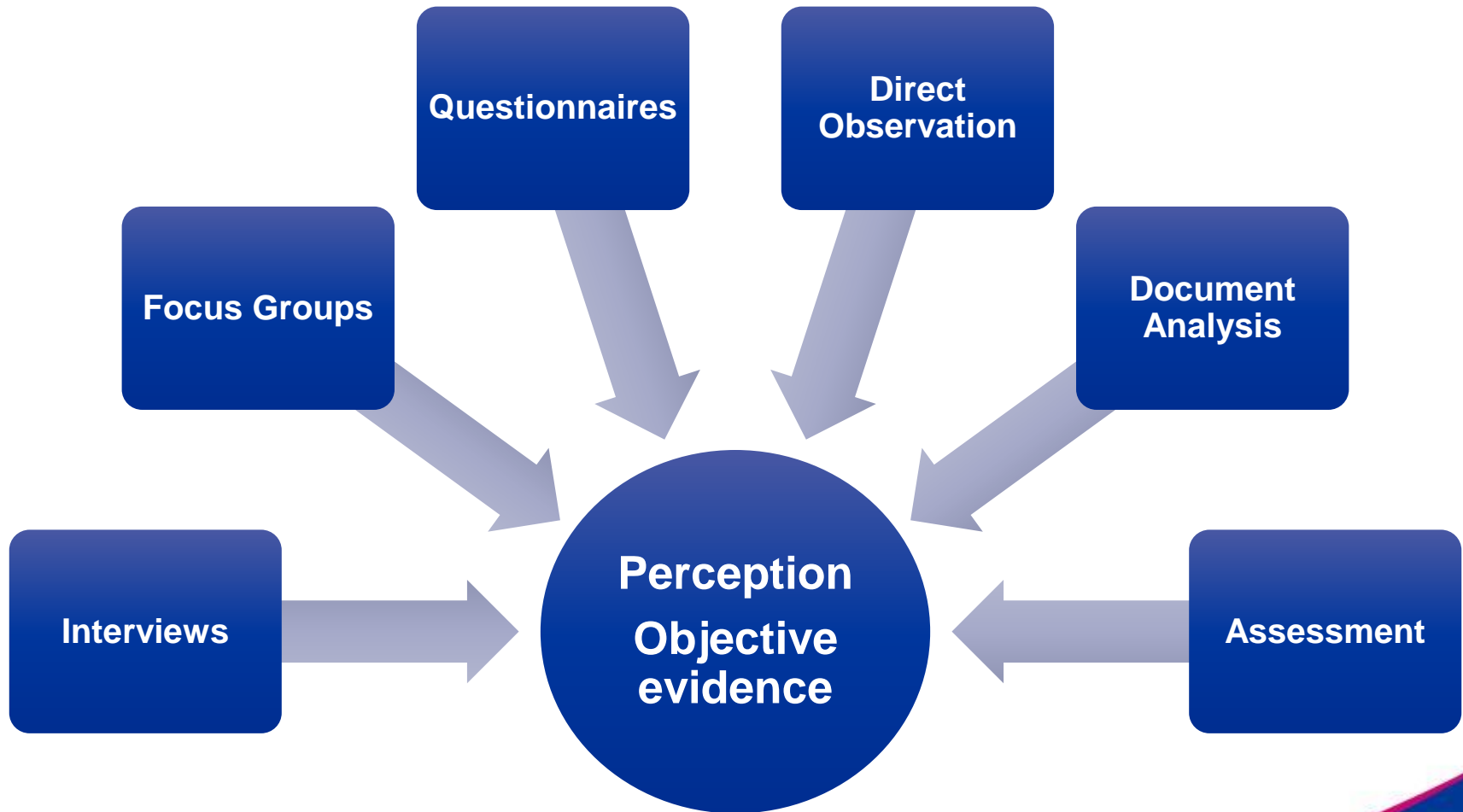# Step 3: How do you measure or monitor the impact?

- Service user/carer outcomes

- Population outcomes

- Social outcomes/Social Value

- Economic outcomes

- Efficiency outcomes

- Legal compliance outcomes

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Measuring/monitoring for outcomes

How much did we do?	How well did we do it?
# Customers served (by customer characteristic) **#** Activities (by type of activity)	**%** 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?* **%** 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

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Measuring outcomes

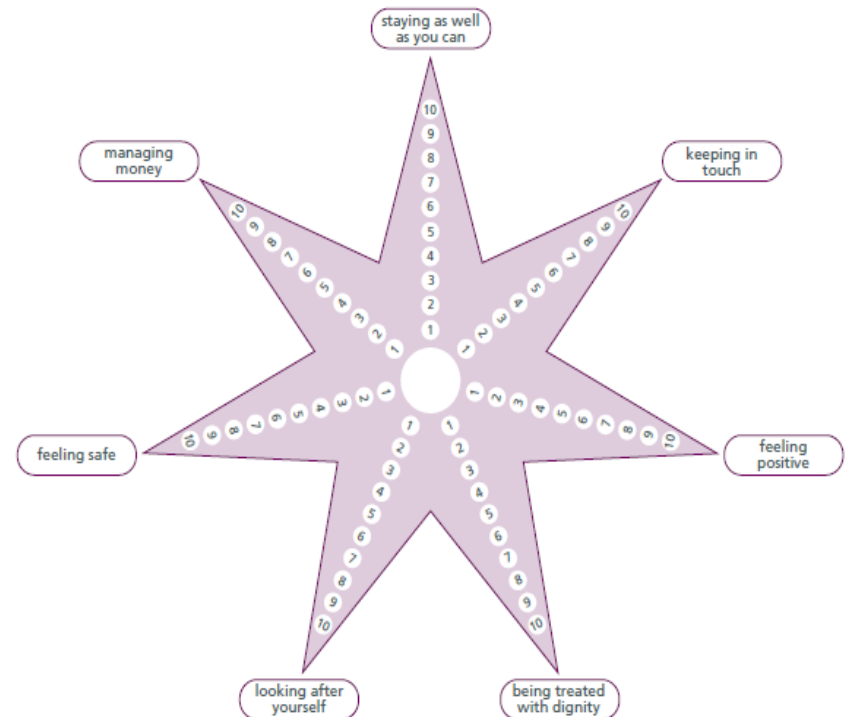# Individual outcomes

- Anecdotes/quotes

- Case studies

- Self-reported change

- Surveys (Before/After)

- Comparison Groups

- Random Control trials

- Any others?

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

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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 - ReQoL

For each of the following statements, please tick one box that best describes your thoughts, feelings and activities over the **last week**.

ReQoL-20 questions reproduced Last week	None of the time	Only occasionally	Sometimes	Often	Most or all of the time
1. I found it difficult to get started with everyday tasks	4	3	2	1	0
2. I felt able to trust others	0	1	2	3	4
3. I felt unable to cope	4	3	2	1	0
4. I could do the things I wanted to do	0	1	2	3	4
5. I felt happy	0	1	2	3	4
6. I thought my life was not worth living	4	3	2	1	0
7. I enjoyed what I did	0	1	2	3	4
8. I felt hopeful about my future	0	1	2	3	4
9. I felt lonely	4	3	2	1	0
10. I felt confident in myself	0	1	2	3	4
11. I did things I found rewarding	0	1	2	3	4
12. I avoided things I needed to do	4	3	2	1	0
13. I felt irritated	4	3	2	1	0
14. I felt like a failure	4	3	2	1	0
15. I felt in control of my life	0	1	2	3	4
16. I felt terrified	4	3	2	1	0
17. I felt anxious	4	3	2	1	0
18. I had problems with my sleep	4	3	2	1	0
19. I felt calm	0	1	2	3	4
20. I found it hard to concentrate	4	3	2	1	0

	No problems	Slight problems	Moderate problems	Severe problems	Very severe problems
Please describe your **physical** health (problems with pain, mobility, difficulties caring for yourself or feeling physically unwell) over the last week	4	3	2	1	0

https://youtu.be/GwgS1QgfCgg

ReQoL™
Recovering Quality of Life

The University Of Sheffield.

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Service / Support intervention-based outcomes

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

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

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?

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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

You are reviewing a set of outcomes and measures relating to homeless people in the 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?

Effective monitoring and review

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Evaluation and Review
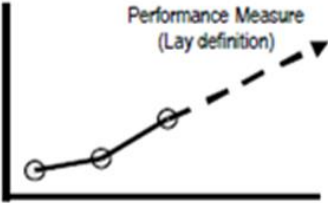
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Take Action

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Step 4: Evaluation and 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

Performance Measure (Lay definition)

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

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Improving performance through effective contracting monitoring

- Proportional investment in monitoring with levels of action based on risk.

- Rely on providers' QA 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.

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Managing poor performance

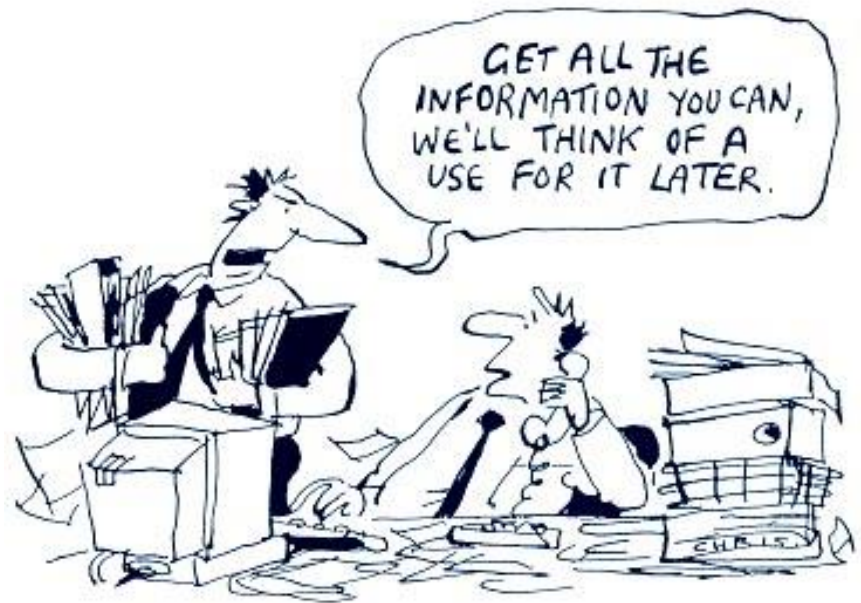| Aspect	Developmental Approach
Basic principles	Mistakes happen. Everyone should have the chance to learn from them and change. Support may be needed to prevent recurrence.
In practice	Purchaser and provider agree on what has gone wrong and why. Develop a corrective action plan (CAP), which may include 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

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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
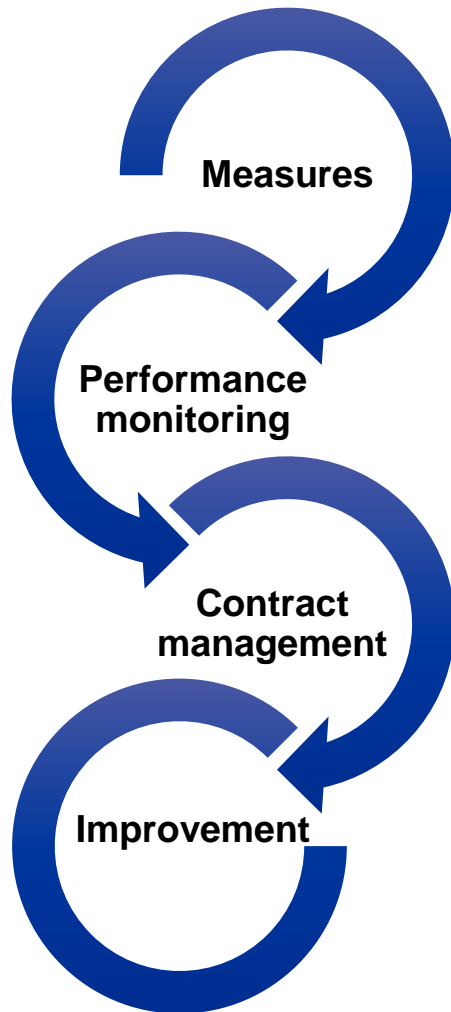
Getting it right

- 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

Managing poor performance

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

Your current organisational approach

Measures → Performance monitoring → Contract management → Improvement

Consider your local approach to monitoring and review…

- Are you looking at the right measures?

- What are your monitoring arrangements?

- How do they relate to your contract management processes?

- What action, of any, takes place?

Identify 2 key areas for improvement

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