

# Monitoring and Review

# Why is monitoring and review important?

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Why is  
monitoring  
important?

How can  
monitoring not  
be beneficial?

# Why is monitoring and review important?

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**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

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**Performance Measures**



Monitoring and Reporting



Evaluation and Review



**Take Action**

# How to choose performance measures

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



## Measures that you use

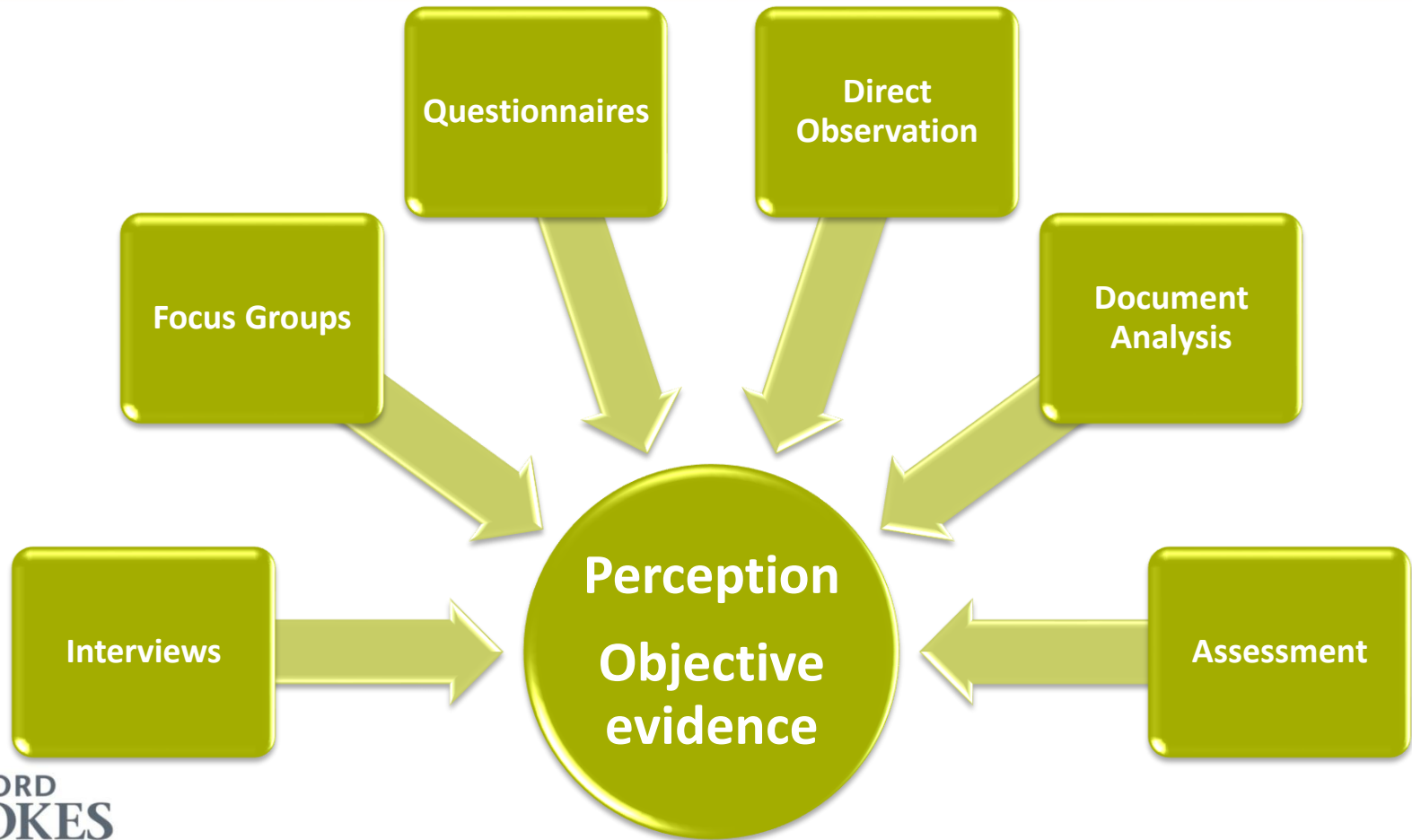
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- Where there are gaps in national information?
- What local measures do you already use to fill these gaps, and what else might you want to collect?
  - Does the performance indicator communicate the message clearly?
  - Does the indicator say something 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

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

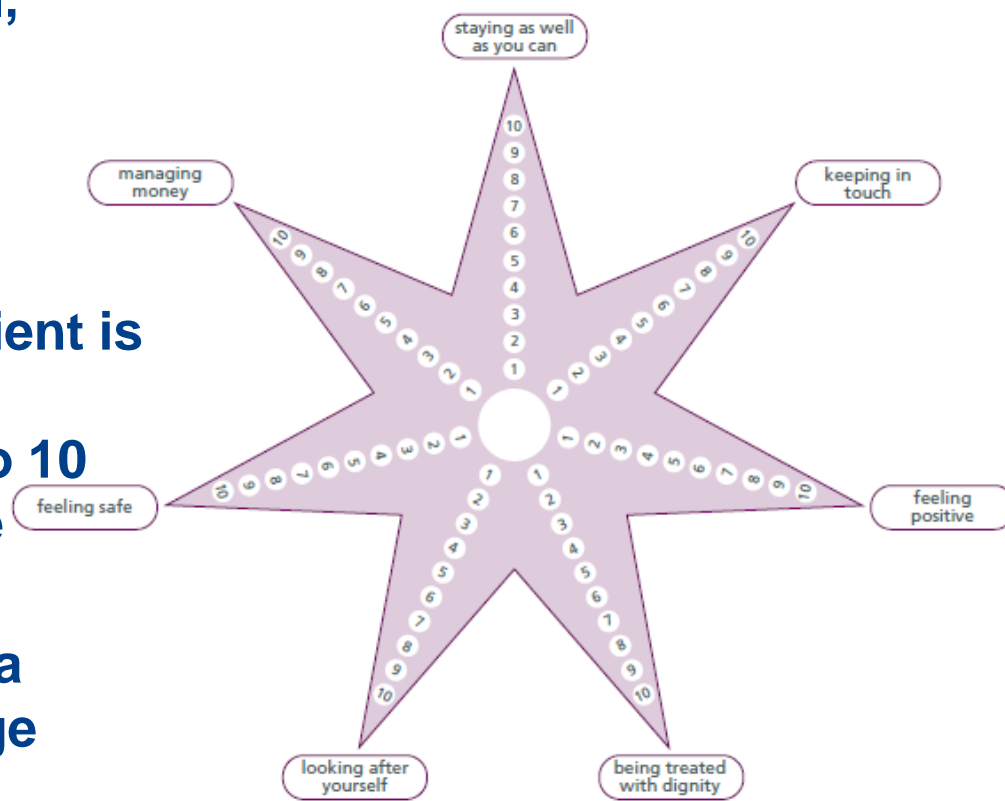
## Measuring outcomes





## 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



## 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

# Selecting the right measures

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- **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**



# Effective monitoring and review

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# Improving performance through effective contract monitoring

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- Proportional investment in monitoring with levels of action based on risk.
- Rely on providers' q.a. 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                            |

# 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.  |

# What determines your approach?

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- 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

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

# Effective monitoring and review

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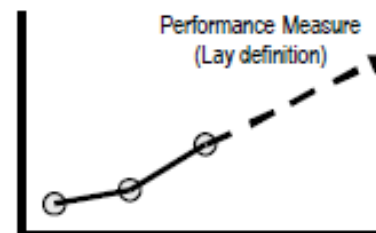
## Evaluation and action

- 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



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**

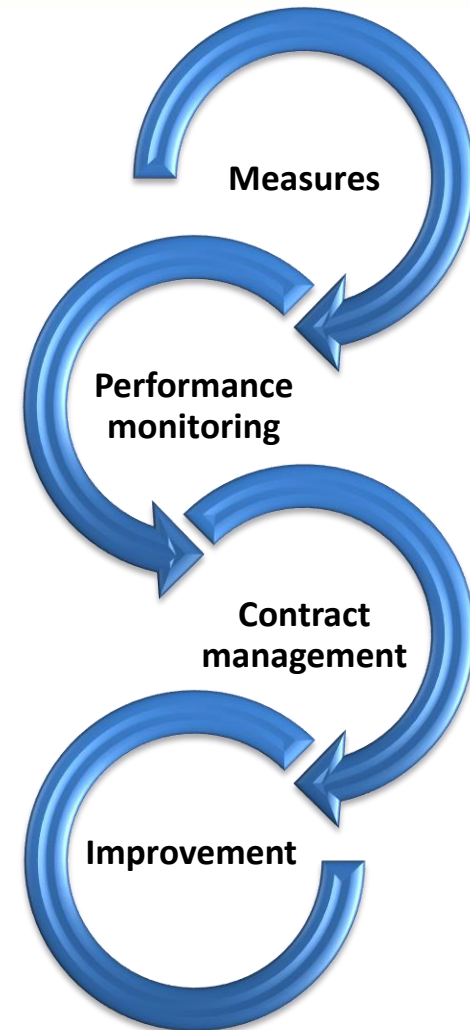
## Getting it right

- 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



## Your current 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



## More information

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- Government Outcomes Lab (2017) [Setting and Measuring Outcomes](#)
- Social Finance (2015) [Technical Guide: Designing Outcome Metrics](#)
- CORC [Using Clinical Outcomes for Service Improvement: A Guide for Commissioners](#)
- Health Catalyst [The Top 7 Outcome Measures and 3 Measurement Essentials](#)
- Results-based Accountability <https://resultsaccountability.com/>
- National Audit Office (2016) [Good practice contract management framework](#)
- SCIE (2019) [How to understand and measure the impact of integrated care](#)