

## WEST DUNBARTONSHIRE COUNCIL

### Report by the Acting Director of Social Work Services and the West Dunbarton Community Health Partnership Director

Health Improvement and Social Justice Partnership: 22 November 2006

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**Subject: Joint Performance Information & Assessment Framework (JPIAF) -  
Annual Evaluation Statements 2005 – 2006**

#### **1. Purpose**

- 1.1 The purpose of this report is to update the Partnership on the Joint Performance Information and Assessment Framework 2005 – 2006 and the draft Annual Evaluation Statement issued by the Scottish Executive on the 4<sup>th</sup> of August 2006.
- 1.2 The subsequent Management Response by the Partnership submitted to the Scottish Executive on the 28<sup>th</sup> of September 2006.
- 1.3 The issue of the Annual Evaluation Statement by the Scottish Executive to the Partnership on the 13<sup>th</sup> of October 2006.
- 1.4 Correspondence from and to the Scottish is referenced in the report and attached for information.

#### **2. Background**

- 2.1 The JPIAF builds on work previously submitted and agreed by the Health Improvement and Social Justice Partnership. Previous reports for the Partnership have received positive comments from the Scottish Executive Annual Evaluation Statements Team.
- 2.2 The performance Indicators retained and used in the Annual Evaluation process for 2005 / 2006 are as undernoted:
  - JPIAF 6            Single Shared Assessment
  - JPIAF 8            Access to resources, following SSA, across agency boundaries
  - JPIAF 10          Whole System Indicator
  - JPIAF 11          Local Improvement Targets
- 2.3 The overall evaluation statement has been assessed on the undernoted categories:

- Meets or close to meeting the indicator requirements
- Good progress – (towards meeting the indicator requirements)
- Steady progress – (towards meeting the indicator requirements)
- Improvement required – (to meet the indicator requirements)
- No evidence submitted

**2.4** The JPIAF was developed to measure the benefits of joint working after the implementation of the Joint Future policy across Scotland. Originally the JPIAF was designed to measure progress in the development of NHS and Local Authority structure and on that basis focussed on processes.

**2.5** Recently there have been a significant shift of focus towards outcomes for people, as evidenced in the Local Improvement Targets (JPIAF 11) and summarised in the Whole Systems Indicator (JPIAF 10), which brings together performance data for a number of areas that are intended to measure the overall functioning of very complex systems.

### **3. Main Issues**

**3.1** The undernoted correspondence is attached for information and comment:

- Joint Performance and Information Assessment Framework (JPIAF) letter dated 4<sup>th</sup> August 2006 (Appendix I)
- Draft Annual Evaluation Statement 2005 / 2006 (Appendix 2)

The Summary Evaluation of the West Dunbartonshire Joint Future Partnership for 2005 / 2006 was assessed as “Steady Progress”

**3.2** The undernoted table highlights the key comments on the reported JPIAF indicators assessed therein:

<b>JPIAF Indicator</b>	<b>JPIAF No.</b>	<b>Evaluation</b>
Whole System Performance a) Comparative Model b) Holistic Model	10	Average Steady Progress
Local Improvement Targets a) Progress for 2005/2006 b) New Targets for 2006/2007	11	Falling well short of your targets Require substantive development
Single Shared Assessment	6	Steady Progress
Cross Agency access to Resources	8	Steady Progress

Detailed comments on all of the JPIAF Indicators are provided in the Draft Annual Evaluation Statement.

**3.3** The Partnership’s response is provided in the attached correspondence:

- Letter to Adam Rennie dated 26<sup>th</sup> September 2006 (Appendix 3)
- Management Response to Draft Annual Evaluation Statement (Appendix 4)
- Local Improvement Targets (Appendix 5)
- Workplan for Older People’s Strategy Group and Better Outcomes for Older People Framework (Appendix 6)

Detailed comments are provided therein specifically in relation to the Management Response to the Draft Annual Evaluation Statement.

**3.4** The undernoted correspondence is attached for information and comment:

- Joint Performance and Information Assessment Framework (JPIAF) letter dated 13<sup>th</sup> October 2006 (Appendix 7)
- Annual Evaluation Statement 2005 / 2006 (Appendix 8)

The Summary Evaluation of the West Dunbartonshire Joint Future Partnership for 2005 / 2006 has been assessed as “Steady Progress”. This is unchanged from the draft.

**3.5** The undernoted table highlights the key comments on the individual JPIAF indicators assessed therein:

<b>JPIAF Indicator</b>	<b>JPIAF No.</b>	<b>Evaluation</b>
Whole System Performance	10	
c) Comparative Model		Average
d) Holistic Model		Steady Progress
Local Improvement Targets	11	
c) Progress for 2005/2006		Falling well short of your targets
d) New Targets for 2006/2007		Require substantive development
Single Shared Assessment	6	Steady Progress
Cross Agency access to Resources	8	Steady Progress

Detailed comments on all of the JPIAF indicators are provided in the Annual Evaluation Statements.

- 3.6** The summary Evaluation acknowledges the comments and supporting documents submitted to the Scottish Executive in the Management Response, although the overall assessment has remained i.e. “Steady Progress”.

Detailed comments on all of the JPIAF Indicators are provided in the Annual Evaluation Statement.

- 3.7** Specific comments on each of the Performance Indicators are provided in the Management Response to the Draft Annual Evaluation Statement.

For ease of reference each comment by the Scottish Executive is noted together with the appropriate Management Response. The key issues noted are as follows:

**3.7.1 JPIAF 10 Whole System Indicator**

- **Partnership’s performance on the Comparative Model – Average**
- **Partnership’s performance on the Holistic approach – Steady Progress**

Specific comments in the Management Response include:

- Development of a detailed workplan in respect of the Older People’s Strategy Group (copy attached in Appendices)
- Performance management across a significant number of groups including for example CHP Management Team, Joint Strategy Group, Social Justice Committee, Best Value Reviews etc
- Increasing number of unplanned hospital admissions in respect of people aged 65 years and over

**3.7.2 JPIAF 11 Local Improvement Targets**

- **Partnership’s performance on progress for 2005 / 2006 – Falling well short of your targets**
- **Partnerships performance on new targets for 2005 / 2007 – requires substantive development**

Specific comments in the Management Response include:

Progress for 2005 / 2006

<b>Core Area</b>	<b>Evaluation</b>	<b>Comment</b>
<ul style="list-style-type: none"> <li>• Reducing Emergency Admissions</li> </ul>	Lacks information to measure performance	<ul style="list-style-type: none"> <li>• New information and baseline</li> <li>• Workshop event organised with the Joint Improvement Team on 18<sup>th</sup> September 2006 (see separate committee report)</li> <li>• Development of an early identification system such as SPARRA</li> <li>• Review by Acute Sector of main reasons for unplanned admissions</li> <li>• Working with Lomond Care Team, COPT and IRIS</li> <li>• Identify levels of unplanned care home admissions</li> <li>• Develop Implementation Plan to implement Care Management Policy and Standards</li> <li>•</li> </ul>
<ul style="list-style-type: none"> <li>• Intensive Home Care</li> </ul>	Lacks information to measure performance	<ul style="list-style-type: none"> <li>• Development of Capacity Plan to assist in the identification and management of people in long term care</li> </ul>
<ul style="list-style-type: none"> <li>• Delayed Discharge</li> </ul>	More than meets target	<ul style="list-style-type: none"> <li>• Targets met although Scottish Executive Target for 2008 will be difficult to achieve. Further actions are included in the JIT Action Plan, Older People's Strategy Group Workplan and Delayed Discharge Sub-Group</li> </ul>
<ul style="list-style-type: none"> <li>• Rapid Response</li> </ul>	Lacks information to measure performance	<ul style="list-style-type: none"> <li>• Clearer definitions have improved the establishment of informed baseline figures particularly in relation to the 2 hour response period used by the Lomond Care</li> </ul>

		Team and the Clydebank Community Older People's Team.
<ul style="list-style-type: none"> <li>• Single Shared Assessment</li> </ul>	More than meets target	<ul style="list-style-type: none"> <li>• Satisfactory progress although improved electronic information sharing would be helpful and guidance from the Scottish Executive would be welcome.</li> </ul>
<ul style="list-style-type: none"> <li>• Better Support of Carers</li> </ul>	Falls well short of targets	<ul style="list-style-type: none"> <li>• Template has been updated to include information on both residential and home-based respite. Progress continues through the Community Care Planning &amp; Implementation Partnership to promote more effective use of Carers Support Plans.</li> </ul>

New Targets for 2006 / 2007

<b>Core Area</b>	<b>Evaluation</b>	<b>Comment</b>
<ul style="list-style-type: none"> <li>• Reducing Emergency Admissions</li> </ul>	Requires substantive development	<ul style="list-style-type: none"> <li>• Baseline figures have been revised although there is an issue relating to NHS data still located in 2 separate systems (NHS Greater Glasgow and NHS Argyll &amp; Clyde).</li> </ul>
<ul style="list-style-type: none"> <li>• Intensive Home Care</li> </ul>	Insufficient	<ul style="list-style-type: none"> <li>• Revised information provided and measure changed from hours of service to number of interventions.</li> </ul>
<ul style="list-style-type: none"> <li>• Delayed Discharge</li> </ul>	Sufficient	<ul style="list-style-type: none"> <li>• Targets met although Scottish Executive Target for 2008 will be difficult to achieve. Further actions are included in the JIT Action Plan, Older People's</li> </ul>

		Strategy Group Workplan and Delayed Discharge Sub-Group
<ul style="list-style-type: none"> <li>• Rapid Response</li> </ul>	Requires substantive development	<ul style="list-style-type: none"> <li>• Clearer definitions have improved the establishment of informed baseline figures particularly in relation to the 2 hour response period used by the Lomond Care Team and the Clydebank Community Older People's Team.</li> </ul>
<ul style="list-style-type: none"> <li>• Single Shared Assessment</li> </ul>	Sufficient	<ul style="list-style-type: none"> <li>• Satisfactory progress although improved electronic information sharing would be helpful and guidance from the Scottish Executive would be welcome.</li> </ul>

<ul style="list-style-type: none"> <li>• Better Support of Carers</li> </ul>	Requires substantive development	<ul style="list-style-type: none"> <li>• Template has been updated to include information on both residential and home-based respite. Progress continues through the Community Care Planning &amp; Implementation Partnership to promote more effective use of Carers Support Plans.</li> </ul>
<ul style="list-style-type: none"> <li>• Equipment &amp; Adaptations</li> </ul>	Insufficient	<ul style="list-style-type: none"> <li>• Targets are still under development although these will be reviewed as WDC has been given an "in principle" approval to become one of the partners in GGILES (Greater Glasgow Independent Living Equipment Services) from April 2007. Improved Management Information will assist in the development of more meaningful targets.</li> </ul>

### Extended Local Improvement Targets

<b>Core Data</b>	<b>Comment</b>
<ul style="list-style-type: none"><li>• Drugs</li></ul>	<ul style="list-style-type: none"><li>• Development of Targets by Strategy Group which includes service users and carers.</li></ul>
<ul style="list-style-type: none"><li>• Learning Disability</li></ul>	<ul style="list-style-type: none"><li>• Development of Targets by Strategy Group which includes service users and carers</li></ul>
<ul style="list-style-type: none"><li>• Physical Disability / Acquired Brain Injury / Sensory Impairment</li></ul>	<ul style="list-style-type: none"><li>• Development of targets by Strategy Groups which include service users and carers</li></ul>
<ul style="list-style-type: none"><li>• Mental Health</li></ul>	<ul style="list-style-type: none"><li>• Development of targets by West Dunbartonshire Mental Health Strategy Group whilst working with two different health systems</li></ul>

#### **3.7.3 JPIAF 6 Single Shared Assessment**

- **Partnership's Progress – Steady Progress**

Specific comments in the Management Response include:

- Improved electronic information sharing
- More guidance from the Scottish Executive would be helpful including the possible establishment of a National Practice Forum

#### **3.7.4 JPIAF 8 Cross Agency Access to Resources**

- **Partnership's performance – Steady Progress**

Specific comments in the Management Response include:

- Extending and informing client access to other key agencies / staffing groups to ensure wider implementation of Joint Working.

#### **3.8** Mid year reporting on the Local Improvement Targets for the period 1<sup>st</sup> April to 30<sup>th</sup> September 2006 is scheduled to be submitted to the Scottish Executive by the 17<sup>th</sup> November 2006.

It should be noted that the return is required to highlight targets, which are:

- Not currently being met



- Predicted targets which will not be met at March 2007
- Predicted targets which cannot be measured

Detailed plans to evidence this are required to be submitted to the Scottish Executive.

**3.9** The development of Local Improvement Targets has driven significant progress towards an outcome focus in Community Care, although there continues to be wide disparity of performance across Joint Future Partnerships.

As a result, the Joint Future Implementation and Advisory Group has established a National Outcome Group which is tasked with taking the outcomes approach to a new level and with examining the reporting, monitoring and evaluation of joint working.

The group aims to:

- Achieve consistency of understanding of the outcome agenda across partnerships.
- Reduce the burden of scrutiny for Community Care as much as possible
- Identify a small number of key national outcome targets
- Identify the information needed to performance manage this agenda locally and nationally
- Propose a performance management system against these new targets

The Outcomes Group is currently exploring a number of “fast track” approaches to taking this work forward. It aims to develop by March 2007 targets based on user experience which are both qualitative and quantitative, and are aligned to the national priorities in Delivering for Health and Changing Lives. Following agreement through the Joint Future Implementation Advisory Group and Ministerial approach, these targets will be implemented in a staged process during 2007 / 2008.

This is a significant step and progress reports will be presented to the Committee during 2007.

**3.10** Full guidance for JPIAF 2006 / 2007 is expected to be issued in December 2006 by the Scottish Executive.

#### **4. Personnel Issues**

**4.1** As previously reported there appears to be no direct issues in terms of staffing levels.

## **5. Finance Implications**

- 5.1** The targets demand that we retain a clear focus on managing existing budgets and we hope to achieve the desired outcomes described within the current financial framework.

## **6. Conclusions**

- 6.1** Further developmental work on the Local Improvement Targets is required, particularly as it covers all Community Care Groups.
- 6.2** In order to provide and effectively manage this management information, closer working between all of the partner agencies is required, to enable data to be used more effectively in the drive to improve services for all clients and service users.
- 6.3** Consideration should be given to the JPIAF process for 2006 / 2007 and the management information required to facilitate this process.

## **7. Recommendations**

- 7.1** The Partnership is asked to note the content of the report and make comments as necessary to the Acting Director of Social Work Services.
- 7.2** The Partnership is asked to note the contents of the attached correspondence from the Scottish Executive and make comments as necessary to the Acting Director of Social Work Services.

WILLIAM W. CLARK  
ACTING DIRECTOR OF SOCIAL WORK SERVICES

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KEITH REDPATH,  
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**Appendices:**

- 1) Joint Performance and Information Assessment Framework (JPIAF) – letter dated 4<sup>th</sup> August 2006
  - Draft Annual Evaluation Statement 2005 / 2006
- 2) JPIAF Annual Evaluation Statement 2005 / 2006

- Letter to Adam Rennie dated 28<sup>th</sup> September 2006
- Management Response to Annual Evaluation Statement
- Local Improvement Targets
- Workplan for Older People's Strategy Group
- Better Outcomes for Older People Framework

3) Joint Performance and Information Assessment Framework (JPIAF) – letter dated 13<sup>th</sup> October 2006

- Annual Evaluation Statement 2005 / 2006

**Background Papers:**

Health Improvement Social Justice Partnership June 2004

- Health Improvement Social Justice Partnership Report February 2006
- Health Improvement Social Justice Partnership Report May 2006

**Wards Affected:** All council Wards.