# BRIEFING TO OLDHAM HEALTH AND WELLBEING BOARD

## Report Title:   Oldham Cares Outcomes Framework Update

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### 1.  Developing the Outcomes Framework for Oldham Cares

1.1.  The Oldham Cares outcomes framework sets out a range of high level outcomes based on the key changes we want to see in Oldham over the next decade. These are the headline outcomes for Oldham Cares, which the whole system will work together to deliver, in order to improve the health of the population and the way the local health and social care system operates. These outcomes will inform commissioning priorities and performance management. Twelve outcomes have been agreed and are grouped into the following categories:
- Healthy population
- Effective prevention, treatment and care
- Service quality / health of the system

1.2.  Each high level outcome is supported by a small number of indicators against which progress can be assessed. These indicators are a range of specific measures that demonstrate the achievement (or otherwise) of a high level outcome. The indicators are population or performance measures where data is routinely collected and analysed.

1.3.  Focusing on a small range of indicators provides a clear focus for transforming the delivery of health and care services and improving population health.

1.4.  Supporting indicators have been selected in line with the following principles:

- They are consistent with the overall aims of Oldham Cares
- They can only be achieved in partnership and are outside the control of a single organisation
- There is an accepted case that the measure could be positively affected by integrated commissioning and service delivery

1.5.  In addition, the availability and quality of data was a consideration in selecting indicators. As far as possible, indicators were prioritised for inclusion in the framework on the basis of:

- Analysis of recent performance (benchmarking Oldham's performance against other authorities in the North West and the rest of England)
- Trend data on Oldham's performance over a period of up to 7 years
- Availability of data below borough level to consider variations within Oldham (e.g. cluster, practice, ward level)
- The frequency of publication and robustness of the data source
- The change we want to see can easily be communicated and is meaningful to local residents.

1.6.  The process of setting targets and ambitions will take into account variations in health and care outcomes across Oldham. It is important that targets take account of health inequalities within the borough and efforts to reduce them, as well as provide some focus on where resources are best allocated.

1.7.  Across the system there are a plethora of outcomes frameworks, indicator sets and dashboards in use. Many of these contain a large number of outcomes and indicators. The Oldham Cares Outcomes Framework does not seek to replace these outcomes frameworks and indicator sets. Many of these frameworks include statutory measures and key performance and outcomes measures for understanding the quality and impact of services or changes in population health.

1.8.  Whilst the indicators in each framework do not match exactly there is a good level of coherence between the frameworks. As the Oldham Cares Framework sets out to only include a small set of high priority indicators it is inevitable that it will not capture the range of measures included in other frameworks. Table 1 shows the frameworks most closely linked to Oldham Cares, and the purpose that they perform. These frameworks all have a role which is distinct to that of the Oldham Cares outcomes framework.

Table 1: Key performance frameworks and outcome indicator sets linked to Oldham Cares

| Framework/indicator set/dashboard | Purpose |
|---|---|
| Oldham Cares Outcomes Framework | High level outcomes and indicators which set out the key improvements that we want to see in the health and wellbeing of local residents and across the health and social care system in Oldham over the next decade. |
| CCG Improvement and Assessment Framework | Performance framework for CCGs, designed and published by NHS England. Development of a GM framework has been proposed but has not yet been progressed, therefore this remains the primary framework for local NHS performance monitoring. |
| Oldham Council Corporate Plan Outcomes and Business Planning framework | The Corporate Plan Outcomes and Business Planning Framework sets out how Business Plans and Corporate Performance management support the strategic objectives set out the Oldham Plan and the Corporate Plan, and how everything we do is underpinned by our values and behaviours<br>It provides a process for turning vision and aims into |

| | practical actions and real outcomes. |
|---|---|
| Locality investment agreement indicators | Set of indicators where we are aiming to improve performance through the use of transformation funding. Activity undertaken by programmes and projects receiving transformation funding should be able to demonstrate how they will achieve improvements in these indicators. Indicators selected locally are now being supplemented with a set of GM indicators which all localities are expected to include in their refreshed investment agreement. |
| Thriving Communities Index | A newly developed tool, now completing proof of concept stage, which seeks to capture strength of place, resident behaviours and reactive demand. It does this at a very local level (Neighbourhoods), which are intended to ensure a reflection of real communities.<br>The index will allow us to make relative statements about the degree to which neighbourhoods are "thriving", and, if repeated, allow us to see which neighbourhoods are improving or worsening in ranking over time. |
| GM Population health outcomes framework | Set of measures which describe our progress in improving population health. Produced by GM Health and Social Care Partnership using nationally published data. Used by GM for assurance visits. Considering our performance against these indicators will assist us in setting our priorities for action to improve population health. |
| Adult Social Care Outcomes Framework | National framework which measures how well local care and support services achieve the outcomes that matter most to people. |
| Children's Social Care | Performance Framework for children's is informed by OFSTED's Inspecting Local Authority Children's Services (ILACS) framework and service priorities. This is managed and monitored through the Children Services Analysis Tool (ChAT Tool), the Director of Children Services Dashboard, and the Children Social Care Dashboard. |

## 2. Progress to date and next steps

2.1. The aim of the Oldham Cares Outcomes Framework is provide a shared set of key outcome measures and indicators that the whole system will work together to achieve. As such the outcomes and indicators selected are those that require contributions from across the system for positive change to be achieved. This means that all parts of the system, including all organisations that are parts of Oldham Cares, and the range of Oldham Cares workstreams, will need to consider how they contribute to the achievement of these outcomes and indicators through their programmes and activities.

2.2. The framework has been discussed with the Alliance Provider Board, and providers are now providing feedback on the extent to which the outcomes and indicators fit with their existing operational priorities, as well as any areas which they feel are priorities for improvement. Alliance providers also highlighted that the number of outcomes and indicators in the framework was still high and that it may be helpful to select some initial areas of focus from within the framework indicators.

2.3. Work to map trajectories for each indicator is almost complete (example provided in Appendix 1). Anticipated trajectories for Oldham, England, and the best performing statistical neighbour have been modelled where possible for each indicator. This provides an initial basis for setting targets which would aim to bring outcomes for Oldham residents into line with the national average or the best amongst statistical neighbours.  Further information still needs to be gathered on variation within Oldham, and this work is also underway.

2.4. Feedback from providers, combined with trajectory and variation data will underpin the final setting of targets and ambitions. These targets will be for Oldham Cares as a whole to achieve. The nature of the indicators selected is such that no one organisation or workstream can be expected to achieve the improvements requested in isolation.

2.5. Prior to the next Health and Wellbeing Board it is proposed that collated information on projections, variation and targets is discussed with relevant commissioners and partnership forums, for example mental health commissioners and mental health strategic partnership in the case of mental health indicators. The group of Health and Wellbeing Board members which met to refine the list of outcomes and indicators will also be reconvened to oversee this work. A report containing proposed targets for each indicator will then be brought back to the next Health and Wellbeing Board meeting for approval.

**Appendix 1:**

# Infant Mortality (aged less than one year)
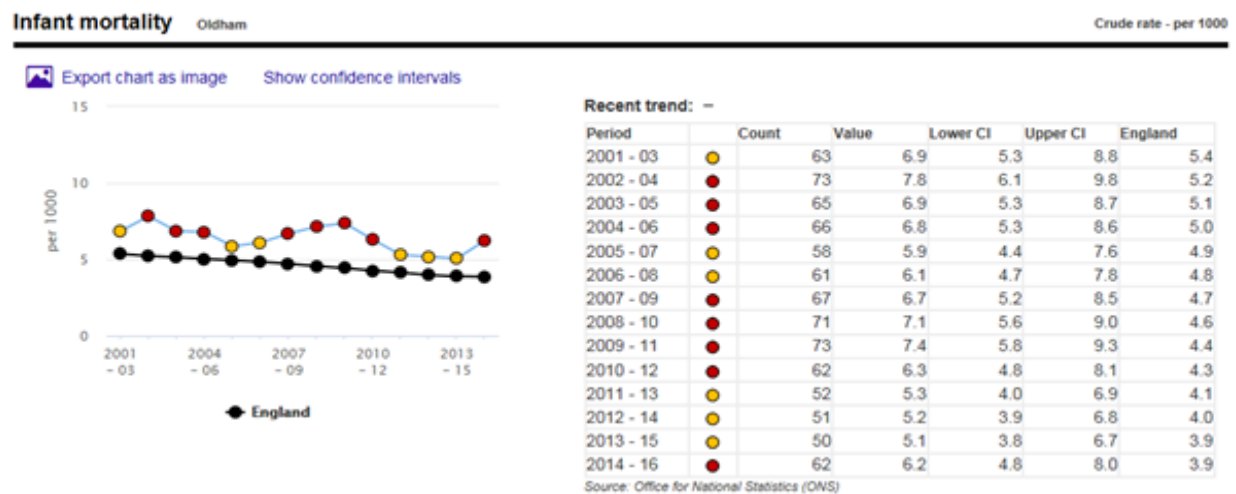## Definition and rationale

Rate of deaths in infants aged less than 1 year per 1,000 live births

Infant mortality is an indicator of the general health of an entire population. It reflects the relationship between causes of infant mortality and upstream determinants of population health such as economic, social and environmental conditions. Deaths occurring during the first 28 days of life (the neonatal period) in particular, are considered to reflect the health and care of both mother and newborn.

## Current performance

From 2009-11 to 2013-15 infant mortality in Oldham decreased by 29.7% from 7.4 to 5.1 per 1,000 live births. The most recent data shows during period 2014-16 infant mortality rose marked by 21.6% to 6.2 per 1,000 live births. Oldham's most recent rate is more than 1½ times the England average (3.9). Within the Children's Services Statistical Neighbour Benchmarking Tool (CSSNBT) Oldham is ranked 2nd highest (worst) with the lowest being Bolton (3.3) and the highest Walsall (7.1).
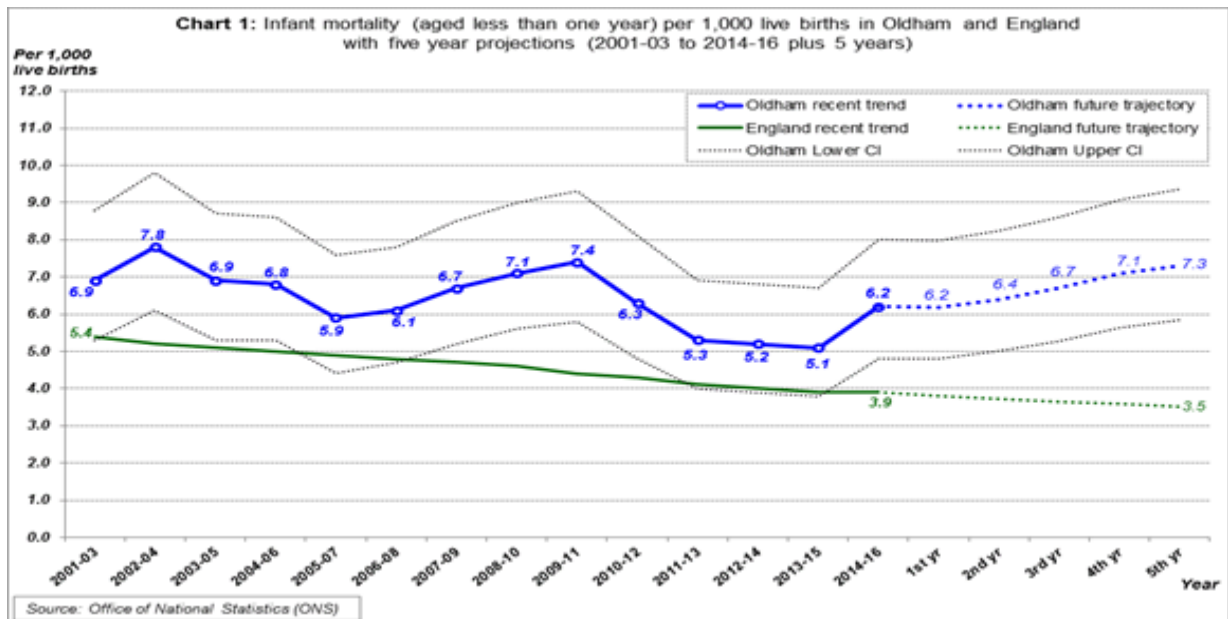
## Recent trend

**Infant mortality**  Oldham                                              Crude rate - per 1000

Export chart as image     Show confidence intervals

Recent trend: −

| Period | Count | Value | Lower CI | Upper CI | England |
|---|---|---|---|---|---|
| 2001 - 03 | 63 | 6.9 | 5.3 | 8.8 | 5.4 |
| 2002 - 04 | 73 | 7.8 | 6.1 | 9.8 | 5.2 |
| 2003 - 05 | 65 | 6.9 | 5.3 | 8.7 | 5.1 |
| 2004 - 06 | 66 | 6.8 | 5.3 | 8.6 | 5.0 |
| 2005 - 07 | 58 | 5.9 | 4.4 | 7.6 | 4.9 |
| 2006 - 08 | 61 | 6.1 | 4.7 | 7.8 | 4.8 |
| 2007 - 09 | 67 | 6.7 | 5.2 | 8.5 | 4.7 |
| 2008 - 10 | 71 | 7.1 | 5.6 | 9.0 | 4.6 |
| 2009 - 11 | 73 | 7.4 | 5.8 | 9.3 | 4.4 |
| 2010 - 12 | 62 | 6.3 | 4.8 | 8.1 | 4.3 |
| 2011 - 13 | 52 | 5.3 | 4.0 | 6.9 | 4.1 |
| 2012 - 14 | 51 | 5.2 | 3.9 | 6.8 | 4.0 |
| 2013 - 15 | 50 | 5.1 | 3.8 | 6.7 | 3.9 |
| 2014 - 16 | 62 | 6.2 | 4.8 | 8.0 | 3.9 |

Source: Office for National Statistics (ONS)

CSSNBT Oldham Ranking (2014-16): 2nd Highest – Bolton: lowest (3.3) ~ Walsall: highest (7.1)

## Potential future trajectory

| Infant mortality (per 1,000 live births) | 2010-12 | 2011-13 | 2012-14 | 2013-15 | 2014-16 | 1st yr | 2nd yr | 3rd yr | 4th yr | 5th yr |
|---|---|---|---|---|---|---|---|---|---|---|
| Oldham potential future projection | 6.3 | 5.3 | 5.2 | 5.1 | 6.2 | 6.2 | 6.4 | 6.7 | 7.1 | 7.3 |
| England potential future projection | 4.3 | 4.1 | 4.0 | 3.9 | 3.9 | 3.8 | 3.7 | 3.7 | 3.6 | 3.5 |

**Chart 1:** Infant mortality (aged less than one year) per 1,000 live births in Oldham and England with five year projections (2001-03 to 2014-16 plus 5 years)

*Source: Office of National Statistics (ONS)*

**Tangible benefits** (Scenarios)

1. ***Oldham potential future projection:***

   In Oldham by the 5<sup>th</sup> year there will be **11** more infant mortalities

2. ***Oldham matches England projection:***

   By the 5<sup>th</sup> year there would be **23** fewer infant deaths in Oldham. This is **34** fewer than in Scenario 1.

3. ***If Oldham matched best of closest statistical neighbours*** *(in 2014-16)***:**

   Over the period covering 2014-16 if Oldham had matched the rate in Bolton there would have been **25** fewer infant mortalities.

**Issues with indicator**

None

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