Robust performance management of Local Delivery Plan (LDP) and other key measures are a key component of the overall assurance process for the NHS Board. As Accountable Officer, the Chief Executive has a statutory responsibility to ensure there is an effective internal control framework in place to ensure the Board’s resources are utilised efficiently, effectively and in accordance with all aspects of governance (clinical, financial, staff). At present, performance metrics are reported within the full Integrated Performance Report (IPR) to the Executive Directors Group (EDG), Board Committees and onwards to the Board.

To further enhance the performance management framework, and therefore the overall assurance process for the Board, work has been developed to establish performance review and reporting processes specifically for:

- NHS Fife Acute Services,
- Health and Social Care Partnership and
- Winter Plan.

This paper outlines the proposal. It is proposed that during the transition to the new process, the IPR will continue in its current form until early 2018.

It is also important to note that there is currently a parallel exercise underway, led by the Director of Health & Social Care, to review the governance framework of the Integration Joint Board. This review will be considered and agreed by the Parent Bodies, NHS Fife and Fife Council. This may result in further changes to the process outlined in this report.

**Background**

NHS Fife Board requires a robust framework to review, report and escalate performance related matters. Board assurance is provided against the 4 quadrants of Operational Performance, Clinical Governance, Financial Governance and Staff Governance. This includes the LDP standards, additional related measures, transformation planning and delivery and the Winter Plan.

Monitoring and review of performance is first considered at an operational level by Executive Leads; for example, the Chief Operating Officer holds monthly performance review meetings
NHS Fife Board Meeting *Amended*

with all three Directorates within Acute Services. Following the review by Executive Leads, this moves to a review by the Chief Executive with the Executive Directors Group, before being considered and scrutinised through the appropriate Board committees.

To build on the existing performance management framework, it is proposed that further assurance is sought in relation to the performance review of NHS Fife Acute Services and Fife Health & Social Care.

**Assessment**

It is proposed that until the end of 2017, the current IPR remains to ensure no loss of data review and to allow the process to be finalised.

The updated performance and core reports will be produced each month. The Winter Plan will be supported by an escalation process which has been developed to provide a clear algorithm for action when performance against the Winter Plan is sub optimal.

1. NHS Fife Acute Services – Performance Review Summary

- Report incorporates a scorecard covering the 4 domains (Operational Performance, Clinical Governance, Financial Governance and Staff Governance), the Transformation Plan and the Winter Plan.

|--------------------------------------------------|-------------------------------------|----------------------------------|------------------------------------------------|-----------------------------|---------------------------|------------------------|-------------------------------------------------|----------------------------------|


- Any concerns arising from the report may be escalated by the Chair NHS Fife to the Chair of the IJB

<table>
<thead>
<tr>
<th>Performance Assurance by to Dir H&amp;SCP with Operational Team</th>
<th>Performance Team prepare data for draft report</th>
<th>Performance Report to EDG (monthly)</th>
<th>Report to Clin Care Gov Cmte of IJB (bi-monthly)</th>
<th>IPR &amp; Report to FP&amp;R Cmte of NHS Fife</th>
<th>Report to Clin Gov Cmte of NHS Fife</th>
<th>Comment &amp; Issues from Cmtes in IPR Exec Summary</th>
<th>IPR Exec Summary to NHS Fife Board</th>
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Please note there is currently an ongoing review of IJB Governance. This review will be considered and agreed by the Parent Bodies, NHS Fife and Fife Council. Once complete further changes may be proposed.

3. Winter Planning – Performance Review Summary (monthly from September – March)
• Winter Planning – Performance Review Summary (monthly from September – March).
• Includes an Operational Performance Scorecard, Pressure Indicators, 12 week Trend Charts and Action Lists for 2017/18 and 16/17 (lessons learned).

Governance

The reports described above will be prepared for the monthly Performance Meeting of EDG and onward to the Finance, Performance & Resources Committee, Clinical Governance Committee and Staff Governance Committee as appropriate.

Recommendation

The Board is asked to:

• Note and approve the revised approach for the monitoring of performance
• Agree that the amended process will commence from October 2017.
• Note the potential requirement for a review and realignment of the NHS Board and IJB meeting dates for 2018 once governance review complete.
• Note there is currently an ongoing review of IJB Governance. This review will be considered and agreed by the Parent Bodies, NHS Fife and Fife Council. Once complete further changes may be proposed.

Objectives: (must be completed)

| Healthcare Standard(s): | All |
| HB Strategic Objectives: | All |

Further Information:

| Evidence Base: | - |
| Glossary of Terms: | - |
| Parties / Committees consulted prior to Health Board Meeting: | Chair, Vice Chair, Chief Executive, Chief Operating Officer, Director of Health & Social Care, EDG |

Impact: (must be completed)

| Financial / Value For Money | Performance management of all aspects of the Board’s operational service delivery is a key feature of the overarching governance framework. The proposed approach seeks to ensure the Chief Executive as Accountable Officer, on behalf of the NHS Board, can provide assurance on all aspects of clinical, financial and |
| Risk / Legal: |
| Quality / Patient Care: |
| Workforce: |
| Equality: |
| staff governance across the health system in Fife, including those delegated to the Integration Joint Board. |