

Board of Directors

Item 4.2

Subject: Updated SOF Proposal
Date of Meeting: 27/09/2022
Presented by: Jonathan Mathews, Chief Operating Officer
Purpose of Report: For Approval

BAF Reference	Impact on BAF
BAF 1, BAF 2, BAF 3, BAF 4, BAF 6, BAF 7	BAF references are reported on through the SOF Performance Report. An update to this format would impact on the monitoring of these risks.

Level of assurance (please tick one) <i>To be used when the content of the report provides evidence of assurance</i>					
X	Acceptable assurance Controls are suitably designed, with evidence of them being consistently applied and effective in practice	<input type="checkbox"/>	Partial assurance Controls are still maturing – evidence shows that further action is required to improve their effectiveness	<input type="checkbox"/>	Low assurance Evidence indicates poor effectiveness of controls

1. Executive Summary

This paper sets out a proposal for the development of an updated SOF Performance Report to replace the current version provided to Board of Directors. The paper provides a review of the current reporting, the vision for a new report along with the timelines for development. This will also aim to align the performance reporting for Committees, Divisions and other forums.

The paper indicates the importance of engagement with Executives and Non-Executive Directors who use the report as a key source of assurance on operational performance, quality of care and organisation health. To oversee the development of the new report the paper proposes an Executive Design Group is formed to oversee the governance of the development.

The paper requests approval for the proposal with the aim of a new report to be produced for the Board of Directors in January 2023.

2. Background

Being data driven, with clear visual management of performance across all domains is essential to delivering all strategic objectives in the Trust annual plan and providing assurance to the Board of Directors.

The purpose of the SOF Performance report is to assist the Board of Directors in assessing the Trust's performance and progress in delivery of key targets and indicators. It is a crucial public facing report that is discussed at every Board Meeting.

3. Current Position

The current SOF Performance Report is delivered in an excel document consisting of 27 tabs and 44 metrics. The front page summary uses RAG rating and variation icons, with SPC charts (where relevant) provided on subsequent tabs. Commentary is provided through exception reporting via the separate SOF Performance Report, usually presented by the Chief Operating Officer.

An observational analysis of the SOF indicates:

- RAG ratings do not give clear indication of trend and deterioration
- The report does not differentiate relative importance of metrics (e.g. statutory, national guidance, local targets etc.)
- Variation icons are used but not in conjunction with assurance icons as outlined in 'Making Data Count' principles
- There is no re-baselining of SPC metrics
- 24 data points are used on most charts which is too many for SPC Charts
- The report has no interactive functionality
- Commentary is not provided at metric level
- The report doesn't easily convert to a PDF and doesn't align with other BoD papers
- There is no direct alignment to the BAF
- There is no direct alignment to CQC Domains

4. Vision & Goals

The vision is for the Board of Directors to receive an updated SOF Performance Report on a monthly basis via Power BI, with NHSEI '[Making Data Count](#)' principles applied in line with best practice. This will enable:

- A focus on agreed priorities linked to the Operational Plan
- Clearer reporting of performance trends to more easily identify areas of concern
- Stronger emphasis on an improvement trajectory and actions
- Increased accessibility of report

The report should be comprehensive and not require duplication with separate reporting of performance in key areas. It is proposed the report be developed on Power BI with the ability to PDF into one concise document. This would allow the report to be accessed virtually and via PDF board papers.

5. Proposal

It is proposed that the new SOF Performance report will continue to have distinct sections overseen by the relevant Executive Directors:

- **Operational Performance** – Chief Operating Officer

- **Quality of Care** - Deputy Chief Executive and Medical Director and Director of Nursing, Quality & Safety
- **Organisation Health** – Chief Finance Officer and Chief People Officer

Each section will identify “drive” and “watch” metrics based on the priorities of the section and defined by the Executives. All metrics will be presented in a graphical format using SPC charts, using the recently procured software. Drive metrics will all be reported with a technical analysis (what the data tell us) and commentary of any completed or planned actions. Watch metrics will be presented in a summary table using variation and assurance icons, aligning to a making data count methodology. These will be followed by SPC charts of all watch metrics.

Each section will contain an Executive Summary provided by the lead Executive detailing: highlights, areas of concern and forward look (with actions). It is anticipated this executive summary would cover both watch and drive metrics but not repeat any technical analysis or commentary from the drive metrics.

6. Timeline

Timelines for proposed changes are detailed in the table below:

Date	Milestones
September 2022	<ul style="list-style-type: none"> • Agreement from Board of Directors to introduce new SOF Performance Report • Procurement of SPC software
October 2022	<ul style="list-style-type: none"> • Formation of Executive Design Group • Engagement with all Executives to receive feedback on approach and define watch and drive metrics • Engagement with NEDs to receive feedback on approach and input on metrics
November 2022	<ul style="list-style-type: none"> • Analytics team to commence report design and prototyping • Engagement with divisions to review data capture of metrics • Implementation of manual data capture software
December 2022	<ul style="list-style-type: none"> • Prototype report presented to Executive team for review and sign off
January 2022	<ul style="list-style-type: none"> • Full report to be produced for board of Directors in January (for performance up to and including December)
Q4 22/23	<ul style="list-style-type: none"> • Commence formal review of reporting in line with development of 23/24 annual plan and agreed priorities. • Review of SOF with the potential to include more areas (Clinical Outcomes, Green strategy, inequalities, corporate functions etc...)

7. Governance Arrangements

The SOF Performance Report covers all areas of performance and domains across the Trust, so all Executive Directors have an interest and ownership in the governance of this report.

It is proposed that the process and leadership arrangements are established with Executive Leads and the Chief Digital & Information Officer. This would form the establishment of an executive design group to oversee the development of the new report.

The leadership arrangements will ensure the SOF Performance Report is produced in line with the timeframes and standards agreed by the Board of Directors.

A pro-active review of the report should take place every six months (as part of annual planning, and end of Q2). Ideally any changes to the report will be limited to these time windows to maximise consistency of reporting to the Board of Directors and support planned allocation of resources. It is recognised that 'urgent' changes may occasionally be required if performance in a key area deteriorates rapidly, but this is considered to be an exception to normal governance process.

It is proposed that there will be a gateway process to make changes to the report, to ensure clear authorisation and documentation for audit trail:

1. Proposal by an Executive Director at Exec team meeting
2. Ratification of changes agreed by Board of Directors
3. COO to ensure implementation of agreed changes

8. Conclusion

The current SOF Performance Report is no longer fit for purpose. It needs to be updated using the latest software, aligning to national programmes (Making Data Count) and providing focused commentary on drive metrics allowing the audience to focus on what matters.

It is proposed that the SOF Performance Report is redeveloped using Power BI and the recently procured "easy SPC" software. The redevelopment will be overseen by an Executive Design Group and will engage with all members of the Board of Directors

The final report will be completed for the January Board of Directors meeting

9. Recommendations

- Approval for new SOF Report to be Developed using Power BI for delivery in January 2022 Board of Directors
- Formation of the Executive Design Group