



## Report to Policy Committee

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**Tel:** (0777 5520621)

**Report of:** *Director Adult Health, and Social Care*

**Report to:** *Adult Health and Social Care Policy Committee*

**Date of Decision:** *15<sup>th</sup> June 2022*

**Subject:** Adult Health and Social Care, Care Governance Strategy and Quality Improvement Framework

Has an Equality Impact Assessment (EIA) been undertaken?	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
If YES, what EIA reference number has it been given? <b>1183</b>				
Has appropriate consultation taken place?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Has a Climate Impact Assessment (CIA) been undertaken?	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>
Does the report contain confidential or exempt information?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below: -				
<p><i>“The (<b>report/appendix</b>) is not for publication because it contains exempt information gunder Paragraph (<b>insert relevant paragraph number</b>) of Schedule 12A of the Local Government Act 1972 (as amended).”</i></p>				

### Purpose of Report:

- To provide an update on progress with the development of a governance framework for adult social care and particularly the Adult Health and Social Care, Care Governance Strategy and Performance Improvement Framework.
- Seek feedback on the approach, and endorsement of the Adult Social Care, Care Governance Strategy and Performance Improvement Framework.

**Recommendations:**

It is recommended that the Adult Social Care Committee:

1. Approves the Adult Social Care, Care Governance Strategy.
2. Approves the Adult Social Care Performance Improvement Framework.
3. Requests that the Director of Adult Health and Social Care provides the Committee with a report on the performance and quality of Adult Health and Social Care on a quarterly basis.
4. Requests that the Director of Adult Health and Social Care reviews and refreshes the Strategy and Performance Improvement Framework on a bi-annual basis for subsequent consideration by the Committee.

**Background Papers:**

Lead Officer to complete: -		
1	I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required.	Finance: Liz Gough
		Legal: Patrick Chisholm
		Equalities & Consultation: Ed Sexton
		Climate: <i>(Insert name of officer consulted)</i>
	<i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i>	
2	<b>SLB member who approved submission:</b>	John Macilwraith
3	<b>Committee Chair consulted:</b>	<i>George Lindars Hammond and Angela Argenzio</i>
4	I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1.	
	<b>Lead Officer Name:</b> Liam Duggan	<b>Job Title:</b> Assistant Director- Governance and Financial Inclusion
	<b>Date: 13<sup>th</sup> May 2022</b>	

## **1.0 PROPOSAL**

- 1.1 Our vision is that everyone in Sheffield lives in a place they can call home, in communities that care, doing things that matter to them, celebrated for who they are and when they need it, they receive care and support that prioritises independence, choice, and recovery.
- 1.2 The purpose of the Care Governance Strategy is to provide assurance and set a standard about the leadership, delivery, and quality of all adult social care services whether delivered by the Council or by independent providers whether commissioned or not across Sheffield so that we can deliver upon this vision.
- 1.3 The development of the Strategy supports delivery on our Adult Social Care Strategy and Sheffield City Council One Year Plan priority to deliver a framework for measuring our performance and quality so that people can hold us to account for the care services we provide.

## **2.0 BACKGROUND**

- 2.1 In implementing our vision, a core outcome for Adult Social Care is that we promote wellbeing, enable a positive difference to people's lives and deliver accessible, excellent quality and person led support.
- 2.2 We believe that excellent quality support and experiences of care is delivered through enabling individuals, their family members, and carers to be fully involved in the planning and design of social care services and through developing an empowered, engaged, and valued care workforce and inclusive, compassionate, and capable leaders.
- 2.3 The Royal Assent of the Health and Social Care Act 2022 introduces an Enhanced Assurance Framework for Adult Social Care, working alongside the Care Quality Commission (CQC) and Local Authorities to do this and to improve adult social care oversight, access, and outcomes for people across England. The CQC Enhanced Assurance Framework will begin from April 2023 and enable a shift towards a focus on population and performance outcomes, quality, and co-production in our scrutiny of social care alongside how we are delivering on our legal obligations.
- 2.4 Our progress in preparing for the introduction of the CQC Assurance Framework was discussed at Healthier Communities and Adult Social Care Scrutiny and Policy Committee on 16th March 2022, which included development of the Care Governance Strategy and a Performance Improvement Framework so that we can demonstrate effective performance in delivering safe, effective, and timely support to the people of Sheffield.
- 2.5 Within this context, Director of Adult Health and Social Care Services (DASS)<sup>1</sup> Assurance and Local Account are a further system of assurance and due to this the Care Governance and Performance Improvement Framework also incorporates these responsibilities.

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<sup>1</sup> DASS Statutory Role Guidance

### 3.0 CARE GOVERNANCE STRATEGY

3.1 A Care Governance Strategy was developed for Adult Social Care to provide an overarching framework for the governance of all aspects of Adult Health and Social Care.

3.2 The purpose of the Care Governance Strategy is to provide transparent assurance and accountability about the leadership, performance, and quality of adult social care and with that set a standard that:

- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
- Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carers, and families remains central to our priorities and focus.
- Our supports and services are high performing, compliant with legislation, of excellent quality and are positively received by individuals and families.
- Our workforce are valued, engaged and feel empowered to continuously develop practice and delivery of social care services.
- Our resources are used effectively and efficiently across Adult Social Care.

3.3 The proposed Care Governance Strategy is set out in Appendix 1. It sets out our commitment towards improved quality and greater accountability for Adult Health and Social Care in Sheffield.

3.4 Our Care Governance Strategy is structured around five domains as follows:



3.5 *Listening and Engagement* – describes how the public, individuals and their carer’s, our workforce and our partners are listened to and are involved in development and planning of adult social care services. In particular, how we commit to embedding Think Local Act Personal Making It Real as a commitment to delivering personalised care and support that matters to people.

- 3.6 *Improving Quality and Outcomes* – describes how we will develop and assure quality of practice and care, population, and performance outcomes. It sets out how we will create the conditions for ongoing and continuous improvement of adult social care services in the delivery of support to the people of Sheffield, which includes empowering experts by experience and our workforce.
- 3.7 *Valuing our Workforce and our Leadership* – describes how we will develop a social care workforce development strategy and plan that sets out how our workforce and leaders who are inclusive and values led, engaged and feel empowered to continuously develop and improve the experience and quality of social care across the City.
- 3.8 *Ensuring Safety* – describes how we will implement safeguarding in a way that has a positive impact on people, maintain safe, legal and effective services and transitions, and ensure organisational resilience. It sets a standard for ensuring we respond in safeguarding and service delivery in a way that enhances involvement, choice and control as well as improving quality of life, wellbeing, and safety.
- 3.9 *Financial and Resource Management* – describes the requirements for good financial and resource management governance in Sheffield’s Adult Health & Social Care Service. It will set out a practical approach to how we can demonstrate use of our finances and resources effectively and efficiently to deliver best outcomes for people of Sheffield.
- 3.10 *Managing Risk and Change* – describes how we will effectively manage risks, our Adult Social Care Change Program, our response to local and national policies and plan in a way that we ensure an ongoing focus on delivery on our ambitions, empowering our workforce and establishing the enablers for sustainable long-term change in social care. It sets a standard for ensuring effective governance of adult social care and positive management of our risks and changes.
- 3.11 To ensure the Strategy is dynamic, reflects the changing shape of social care and promotes continuous improvement, it is planned that benchmarking, learning and engagement will take place on the frameworks on an ongoing basis to ensure they delivers what matters to people.

#### **4.0 QUALITY AND OUTCOMES IMPROVEMENT FRAMEWORK**

- 4.1 The Performance Improvement Framework sits within the Quality and Outcomes Domain and is set out in Appendix 2.
- 4.2 The Framework aligns with the Adult Social Care Strategy and our local and national outcome measures to establish a system of continuous improvement and ensure progress towards our vision.
- 4.3 Regular updates on the performance of the Adult Health and Social Care service on the delivery of its vision and strategy and the performance of our services will be brought to the Adult Social Care Committee.

## **5.0 HOW DOES THIS DECISION CONTRIBUTE?**

5.1 Good governance, the Care Governance Strategy, and the Quality Improvement Framework are key to the delivery of the Council's statutory responsibilities for Adult Social Care including the following outcomes for the people of Sheffield:

- promotion of wellbeing
- protection of (safeguarding) adults at risk of abuse or neglect
- preventing the need for care and support
- promoting integration of care and support with health services
- providing information and advice
- promoting diversity and quality in providing services

5.2 These governance arrangements will support a culture of accountability, learning and continuous improvement which will enable the Council to deliver upon its vision for Adult Social Care, deliver better outcomes and an improved experience for people and a more sustainable adults social care service for the future.

## **6.0. HAS THERE BEEN ANY CONSULTATION?**

6.1 The Care Governance Strategy describes a foundation for the governance of Adult Health and Social Care and aligns with the feedback received during our development of the Adult Social Care Strategy Commitment 4 that we will invest in a system-wide approach that means everyone receives the same standard and continuity of preventative person-centred care. Due to this the Strategy has not been formally consulted on.

6.2 One of the domains in the Care Governance strategy is Listening and Engagement. This describes the Council's commitment for the voice of people and/ or their carers to be at the heart of the governance of adult health and social care.

6.3 There is lots of work currently underway to strengthen the direct involvement of people in the decision making and co-production of adult social care services and functions. The intention is that this will be formalised in a co-produced and co-designed dedicated document which will set out the different ways that people are able to engage with the Council from complaints and surveys to board membership and performance challenge sessions.

6.4 The performance management framework includes a section (section 10) on involvement and voice. This section describes the role that people will have specifically around driving the quality and performance of adult social care services.

## 7.0. RISK ANALYSIS AND IMPLICATIONS OF THE DECISION

### 7.1 Equality of Opportunity Implications

7.1.1 A key function of the Care Governance Strategy is to ensure equality of opportunity for all because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

7.1.2 These duties include Care Act duties such as the duty to provide diversity and quality of services and to ensure that adults receive support that's personal to them, chosen by them and has their consent. It includes Mental Capacity Act duties to ensure that vulnerable individual retain their right to dignity and equality and Human Rights Act duties which compel public organisations to treat everyone equally, with fairness, dignity, and respect.

7.1.3 A key function of the performance Management Framework is to ensure equality of opportunity for all because it is designed to ensure delivery of the Council's Vision and Strategy for Adult and Health and Social care. This vision includes the outcome *Efficient and Effective* which includes the provision of a good choice of services that meet individual needs irrespective of background, ethnicity, disability, sex, sexual orientation, religion, or belief. The performance management framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

### 7.2 Financial and Commercial Implications

7.2.1 A key function of the Care Governance Strategy is to support the delivery of a financially sustainable Adult Health and Social Care Service. because it is designed to give assurance about the delivery of the Council's statutory responsibilities for adult health and social care.

7.2.2 These duties include ensuring a sustainable care market and the ability to meet eligible care needs. The ongoing resourcing of Adult Health and Social Care is a key challenge for Sheffield City Council and Local Authorities nationally.

7.2.3 The Care Governance Strategy supports the financial sustainability of Adult Health and Social Care including in the following ways:

- Quality, Performance and Outcomes – this domain focuses on quality of practice and of service and how we are delivering upon our vision and strategy. The vision includes the outcome *Efficient and Effective* which includes the provision of best value, and the performance management framework will therefore be tasked with measuring the achievement of best value.
- Financial and Resource Management – this domain focuses on the use of public money in adult health and social care from operational processes such as support approvals, through to strategic processes such as business planning.



### 7.3 Legal Implications

7.3.1 The main responsibilities of Adult Health and Social Care are set out in the following main pieces of legislation: the Care Act 2014, the Mental Capacity Act 2005, the Human Rights Act 1998, the Health and Care Act 2022, and Domestic Violence Act 2021.

This legislation directs Adult Health and Social Care to:

- promote wellbeing
- protect (safeguarding) adults at risk of abuse or neglect
- prevent the need for care and support
- promote integration of care and support with health services
- provide information and advice
- promote diversity and quality in providing services

7.3.2 As previously described the key function of the Governance strategy and supporting framework are to set out how the Council will ensure that Adult Social Care is statutorily compliant.

### 7.4 Climate implications

7.4.1 The performance management framework will ensure that climate impacts are considered in decision making as this is a part of the Effective and Efficient Outcome in the Adult Health and Social care vision and strategy.

7.4.2 The performance management framework will therefore be tasked with measuring the achievement of the service in the delivery of this ambition and identifying actions as and when performance falls short.

## **8 ALTERNATIVE OPTIONS CONSIDERED**

Alternative options have been considered and the options are:

8.1 Option 1 - Option 'to do nothing' and have no governance or performance improvement framework. However, this would not enable delivery on the 1-year plan priority or delivery upon the Commitment 6 of our Adult Social Care Strategy.

8.2 Option 2 – Delay request for approval and implementation of the framework to enable further learning, benchmarking, and engagement. It is planned that benchmarking, learning and engagement will take place on the frameworks on an ongoing and dynamic basis to ensure it delivers what matters to people of Sheffield and is responsive to changing circumstances.

## **9. REASONS FOR RECOMMENDATIONS**

The Adult Social Care, Care Governance Strategy, and Performance Improvement Framework and Performance Improvement Plan (ASC 1 Year Plan Priority), will ensure significant improvements in the following areas:

- People who use our services and family members and carers have a voice, are central to the planning and development of adult social care services.
- Improving wellbeing and population outcomes, quality of life and experiences for individuals, their carers, and families remains central to our priorities and focus.
- Our supports and services are high performing, compliant with legislation, of excellent quality and are positively received by individuals and families.
- Our workforce are valued, engaged and feel empowered to continuously develop practice and delivery of social care services.
- Our resources are used effectively and efficiently across Adult Social Care.
- We are prepared for pending CQC Enhanced Assurance Framework which will be introduced from April 2023.

Adult Health & Social Care

# Care Governance Strategy

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MAY 2022

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# 1. Why Governance Matters

Local Government is run for the benefit of the public, so it is important that we work to a culture of openness and ethical values in our leadership and personal behaviour. Strong governance will ensure these values are embedded and understood across adult health and social care.

This document is our commitment to maintaining an excellent standard of care governance for Adult Health and Social Care in Sheffield and supports delivery of the Adult Social Care Strategy. This includes the full scope of services we provide and commission across Sheffield:

- from how we respond to serious incidents to how we determine our long-term strategy
- from how we set standards through our practice principles to how we recruit and retain a workforce dedicated to those principles
- from how we manage our resources responsibly to how we ensure fairness and inclusion
- from how we innovate and test new ideas to how we listen and respond to feedback.

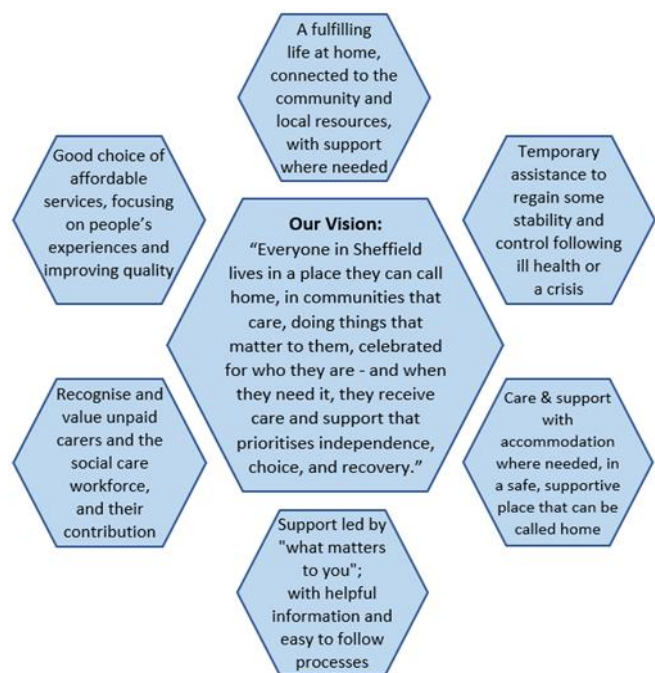
Care Governance defines how we are accountable for performance and providing the highest standard of social care *and* sets out our processes for continuously improving the quality of our services, so that individuals and their families have positive experiences of social care.

Our Vision for Adult Health and Social Care, and our commitments to deliver that strategic vision, are set out in the diagram to the right.

Each commitment links to personal outcomes defined by “Think Local Act Personal”, embodied in the commitment to make sure support is led by “what matters to you.”

Care Governance enables us to test how well we are doing in delivering this vision and how well we are keeping to these commitments.

It does this by establishing how we measure our performance on the things that matter to people, it will identify who is responsible for reporting on and improving our performance, and who we will work with to design and deliver those improvements.



**In a vast and complex system, Care Governance keeps our focus on improving the quality of life and outcomes for the population of Sheffield and improving the performance of all of our adult social care services in the City.**

This Strategy sets out how we will bring the service and our partners together in support of the agreed principles that underpin excellent quality adult social care. It builds on the commitments we have made to the people of Sheffield and sets out a clear structure and process to support the delivery of our priorities.

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## 2. The Care Governance Framework

Five Domains provide the building blocks to ensure openness, transparency and accountability for performance and people outcomes and the delivery of a high performing adult social care service.



For each of these domains there are specific duties, criteria, and ways of working that we hold under continual review. In a context of limited resources, it is vital that each domain communicates and collaborates with the wider system. For example, the lessons learnt through monitoring quality and risk management need to inform our change programme and business planning.

The Social Care Institute for Excellence (SCIE) identifies core elements for social care governance in their workbook and guidance produced with Somerset County Council. Building on these core elements, the care governance framework will set out our commitments for each domain against the following:

- Leadership and accountability
- Accessible, flexible, and responsive services
- Safe and effective practice
- Effective communication and information

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## Listening and Engaging

Underpinning each domain are the ways we listen and engage with people who use our services, their families, and unpaid carers, our workforce, our partners and the public. This is a critical part of commitment to delivering excellent quality and accessible support and our duty to advance equality and eliminate discrimination.

Our core principle is that we co-design our developments and delivery of supports with individuals and their families and unpaid carers and ensure we have robust ways of engaging with citizens of Sheffield, our partners and our collective social care workforce across Council and Commissioned Services.

Encouraging feedback and open discussions is the most effective way of continuing improving adult social care services and designing changes for the better based on what matters to people. The Care Governance framework will build in the means of recording and reporting the opinions of people with first-hand experience and who are experts by experience.

## Director's Assurance

Reaching across each domain is the Director of Adult Health & Social Care's Annual Local Account, Annual DASS Assurance Statement and Directors Assurance Statement. This provides a self-assessment for how well social care is performing in key areas:

- Individual and Carer Feedback
- Financial Performance and Governance
- Equality and Diversity
- Statutory Compliance
- Quality and Experience of Care
- Workforce Feedback and Development
- Population and Performance Outcomes
- Risk Management

This requirement links back to our role in demonstrating ethical values in leadership. It also underscores the objectives of the Care Governance framework and the ethos of accountability and openness and continuous improvement it is designed to embed throughout the service.

## 3. Improving Quality, Performance and Outcomes

To celebrate good practice and promote continuous improvement, we will co-develop with people with lived experience a transparent definition of what good quality support means and looks like.

We have developed a Performance Improvement Framework so that the information we capture is used to identify better ways of working and reporting and build a culture of ongoing learning and continuous improvement across adult social care. Key indicators will provide the measures for how well we are doing and where we can improve.

- Practice Principles and Standards for Quality Care will be co-developed for application across the sector so that people know the standard of the service which should be delivered no matter who the provider is.

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- Co-developing standards which ensure equality of access to services and enable delivery of culturally appropriate care and support.
  - Audits of practice will ensure our strengths-based approach is applied, people are enabled to live more independently, good work is recognised, and best practice shared.
  - New ways of listening to people, including capturing regular feedback, and engagement with forums, which represent individuals and carers views will identify issues from a customer experience perspective supporting continuous improvement.
  - Analysis of how we achieve population and performance outcomes will be focussed on:
    - ✓ Could something have been done earlier if the right information was available?
    - ✓ Was there an opportunity to enable individuals to achieve independent life?
    - ✓ How can we use learning to continuously improve services?

## **4. Ensuring Safety**

While a Performance Improvement Framework ensures our day-to-day operations are effective, we will focus on developing a Framework of what good looks like for Ensuring Safety..

Our approach is to implement safeguarding in a way that has a positive impact on people and enhances involvement, choice and control to improve an individual's quality of life, wellbeing, and safety.

Our practice frameworks will promote partnership and collaboration which reduces duplication and enables individuals to only have to tell their story once and be informed by Making it Real and a positive risk management approach, which balances risk with enabling people to live independently.

In addition, we will also have clear escalation routes and business continuity plans when normal service is at risk from disruption and effective pathways and processes to prevent harm from occurring or re occurring, particularly at times of transition. As part of this we will embed learning from serious incidents, complaints, and audits to prevent recurring harm.

## **5. Valuing our Workforce and Our Leaders**

Our approach is to value our workforce and our leaders. We will develop a Framework with partners which sets out how we will enable an engaged, informed, confident and capable workforce and leaders who feel valued and empowered to make a difference in adult social care.



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This includes a:

- Workforce Strategy and Development Plan focused on an analysis of our workforce requirements, recruitment, retention, and training across Council and all commissioned providers.
- Robust approach which ensures the recruitment and retention of a diverse care workforce so that individuals are supported by a workforce that reflects the population of Sheffield, reflects their cultural preferences, and delivers culturally appropriate care.
- Joint approach with health and wider partners to enable development of clear career pathways and opportunities across the City.
- Leadership framework which enables development of capable, inclusive, and compassionate leaders across Sheffield.
- Engagement statement which sets out our approach to engagement and involvement of our workforce in the design and development of social care.
- Wellbeing statement about how we promote wellbeing of our care workforce across Sheffield.

## **6. Effective Financial and Resource Management**

The priority for Adult Health & Social Care will always be about enabling individuals and their carers to achieve positive outcomes and promote wellbeing.

Alongside this its important that we manage the resources and funding we have as effectively and efficiently as possible so that we can demonstrate best value and use of our resources to promote wellbeing and discharge our duties. To this end we will develop a Framework with partners which sets out what good financial and resource management looks like.

This includes:

- Monitoring our establishment across all social care to enable robust reporting.
- Monitoring spending as an integral part of our regular reports on Performance and Risk
- Controls and accountability for purchasing services, recruitment, and provider payments
- Value for Money reviews of commissioned and council run services
- Transparency on individual contributions to care as a vital part of sustainable services
- Financial oversight and budget setting for the future under the Business Planning Cycle.
- Quarterly reporting on financial recovery progress and development of sustainable services.

## 7. Managing Risk and Change

The main benefit of the Care Governance Framework will be to provide the methodology for converting a vast and diverse range of information into coordinated plans for how we manage risk, improve services, make best use of our resources.

The commissioning cycle model provides an established template and shows how citizen feedback, performance outcome information and feedback from complaints, compliments and our workforce build up to drive meaningful change.

This approach applies to both the services we purchase from a range of providers, the many services we deliver ourselves. Therefore, our governance will cover both our Commissioning & Contract Management role and our Change Programme.

Our Business Planning function provides the link between service design and financial resources while our Business Change function develops and implements the strategic changes required to ensure there are sufficient services available across the city. Our Service Planning function, developed with a fully engaged workforce, will deliver those changes.



## 8. The Role of the Adult Health & Social Care Strategic Partnership Board

Ownership of the Care Governance Strategy will sit with the Adult Social Care Strategic Board and the Adult Health and Social Care Committee.

The Adult Social Care Board is chaired by the Director of Adult Health & Social Care and an Executive Member and attended by the Chair of the Sheffield Safeguarding Board, the Directors for Commissioning, Finance, Housing, Communities, Children & Families, as well as representatives from the NHS, Voluntary Sector, and Independent Sector.

The Board also has prioritised implementation of a Citizens Board to ensure the voices of individuals and carers and the public are central to how we implement our Strategy and delivery of adult social care. Our priority is to ensure we embed co-production and co-design as core to how we develop and deliver social care.

As well as owning the delivery of the Adult Social Care Strategy for Sheffield and development of partnerships, the Board will provide oversight of our performance in delivering improved outcomes for the people of Sheffield.

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The AHSC Strategic Board will sit within the wider governance structure in Sheffield and will connect with policy makers and strategic planners, as well as linking with partners and executive management.

The Board is accountable to democratically elected members of the Council and to Sheffield's Health and Wellbeing Board – a partnership between the Council and the NHS formed to deliver a joint approach to tackling health inequalities for people of all ages.

## **9. What We Will Do Next**

A full Care Governance Framework will be co-designed with individuals, families, carers and our workforce and detail how each of the domains fulfils the objectives of the core elements of social care governance and individual remits specific to each area of work. We will work with the people we support, our partners and our workforce to produce and maintain the framework in a way that is meaningful and practical and which can provide assurances about adult social care.

As part of the detailed framework, the purpose of meetings, reports and procedures will be reviewed to embed accountability and drive continuous improvement across adult social care.

The Adult Health & Social Care Strategic Board will own delivery of the strategy and be responsible for maintaining it as a living document that is relevant to working practice. The Strategic Board will also be the accountable body for acting on the recommendations for change derived from the Care Governance process and prioritising the improvements we make.

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Adult Health & Social Care

# Quality, Performance Framework

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Phase 1: Version 4  
May 2022

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## 1. Care Governance

Care Governance is important because it enables us to test how well we are doing in delivering our vision for Adult Health and Social Care and how well we are keeping to the principles/ commitments it describes.

Our Care Governance strategy defines how we are accountable for performance and providing the highest standard of social care *and* sets out our process for continuously improving the quality of our services.

Improving Quality and Performance is one of the five domains within the Care Governance Strategy and it defines the standards we measure quality by and the performance levels we want to achieve.

What we choose to measure our performance against will demonstrate the delivery our long-term strategy for Adult Health and Social Care, making sure we measure things that matter to people. It is important to note that the focus of the performance management framework is on the quality and performance of adult social care.

## 2. Improving Performance, Quality and Outcomes

Three separate frameworks under the *Improving Quality, Performance and Outcomes* domain have the common goal of improving population and individual outcomes by considering three core questions:

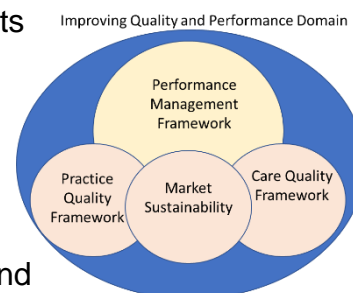
- Could something have been done earlier with the right information?
- Was there an opportunity for a more independent life?
- Has the best decision been made?

To deliver meaningful improvements, we need to go beyond measuring performance as an end in itself – we need to get behind data trends to fully understand the lived experience and feedback from individuals.

*The Practice Framework* defines the standards we work to when assessing the care and support needs of an individual. Service improvement will be delivered by the Practice Framework at an officer level through the development of a Learning Culture.

*The Quality Framework* defines the standards we expect from the delivery of care by all adult social care services - both our council run services and all commissioned care services. It will also define the governance arrangements for Market Management.

*The Performance Management Framework* defines reporting responsibilities at each level of the organisation and maps the flow of reporting to drive strategic decision making. Each service area will design, and own specific and relevant key performance indicators based on activity, quality and outcomes.



### 3. Performance Management Framework

This document sets out the performance management framework for adult social care in Sheffield and its close relationships with the adult social care practice quality framework, the care quality framework, and the market sustainability plan.

It describes how these elements work together to establish a system of continuous improvement and ensure continued progress towards our vision.

The Performance Management Framework does not itself prescribe the performance measures that services have to use, rather it provides a framework for Social Care Services to look at measures of success and what good looks like, aligned to our strategic, local and national requirements, by asking:

- What are our goals for improvement?
- What actions do we need to take to achieve those goals?
- How will we measure whether those actions were successful?

By discussing, identifying and the subsequent testing of the right measures to focus on, efforts will be driven towards the delivery of the strategy.

Through an ongoing process of challenge and review, through discussion of what the strategy means to us and the specific actions we can take to make a difference, we will develop a culture of continuous improvement for both Performance (the effectiveness of our actions) and Quality (the experience of our customers – the people of Sheffield).

The Performance Management Framework also defines reporting responsibilities at each level of the service and establish a flow of reporting so that the information we capture is used to identify better ways of working. Service defined key indicators will provide the measures for how well we are doing and where we can improve.

### 4. Adult Social Care Vision

The vision for Adult Health and Social Care, ***Living the life you want to live***, was approved by the Co-operative Executive on 16<sup>th</sup> March 2022. The vision sets out the **outcomes** we aim to deliver as follows.

Strategic Outcomes	What Does this Include
<b>Safe and well</b>	<ul style="list-style-type: none"><li>- Feel safe in a place called home, and protected from harm</li><li>- Physically and mentally well for as long as possible</li><li>- Able to manage conditions and return to normal life as much as possible</li></ul>
	<ul style="list-style-type: none"><li>- Live independently and focus on increasing everyone's independence</li></ul>



<b>Active and independent</b>	<ul style="list-style-type: none"> <li>- Have control and choice over decisions that affect their care and support</li> <li>- Simple adult social care system including advocacy for people who need help expressing their needs and wishes</li> </ul>
<b>Connected and engaged</b>	<ul style="list-style-type: none"> <li>- Connections with communities that care and support people</li> <li>- People engaged in their community and make a contribution to it</li> <li>- Unpaid carers connected to a support network</li> </ul>
<b>Aspire and achieve</b>	<ul style="list-style-type: none"> <li>- People have purpose and meaning in their lives</li> <li>- People have personal ambition, aspirations and outcomes including hobbies, interests, helping others, employment, education, or learning</li> </ul>
<b>Efficient and effective</b>	<ul style="list-style-type: none"> <li>- A system that works smartly together delivering effective and quality outcome-focused services</li> <li>- Good choice of services that meet individual needs irrespective of background, ethnicity, disability, sex, sexual orientation, religion or belief.</li> <li>- Engaged, supported and well-trained workforce which is innovative and creative and trusted to make the right decisions</li> <li>- Transparent decision-making which delivers best value and considers climate impacts</li> </ul>

The vision also sets out six **commitments** which are the guiding principles we will follow and how we will deliver our strategy.

- Support people to live a fulfilling life at home, connected to the community and resources around them, and provide care and support where needed.
- Provide temporary assistance to help people regain some stability and control in their life following ill health or crisis.
- Provide care and support with accommodation where this is needed in a safe and supportive environment that can be called home.
- Make sure support is led by ‘what matters to you’, with helpful information and easier to understand steps.
- Recognise and value unpaid carers and the social care workforce, and the contribution they make to our city.
- Make sure there is a good choice of affordable care and support available, with a focus on people’s experiences and improving quality.

Each commitment is backed by a series of ‘I’ statements which provide a more detailed understanding of what good will look like for each of these commitments.

Because the commitments set out how the vision’s outcomes will be delivered it is important that the commitments also steer the identification of metrics employed within the performance management framework.

## 5. CQC Single Assessment Framework

The CQC Single Assessment framework will be how the Government will baseline the quality and performance of Adult Social Care Provision in the City.

The new Assurance Framework will look at assessing providers, local authorities, and integrated care systems with a consistent set of key themes

- Working with People - Includes assessing needs (including unpaid carers), supporting people to live healthier lives, prevention, well-being, information & advice
- Providing Support - Includes market shaping, commissioning, workforce equality, integration & partnership working
- Ensuring Safety - Includes safeguarding, safe systems & continuity of care
- Leadership Capability - Includes capable & compassionate leaders, learning, improvement, innovation

## 6 Outcome indicators

The Adult Social Care vision sets the outcomes for social care in the City. The indicators which will demonstrate whether these outcomes have been delivered are set out below:

Outcomes	Potential outcome measures
Safe and well	<ul style="list-style-type: none"> <li>- Safety/ safeguarding</li> <li>- Out of hospital support</li> <li>- Reablement / short term care</li> </ul>
Active and independent	<ul style="list-style-type: none"> <li>- Choice and control</li> <li>- Prevent, reduce and delay</li> <li>- Information, advice and guidance including advocacy</li> </ul>
Connected and engaged	<ul style="list-style-type: none"> <li>- Use and availability of informal community-based support</li> <li>- Carers support</li> <li>- Engagement by and co-production with the service</li> </ul>
Aspire and achieve	<ul style="list-style-type: none"> <li>- Employment</li> <li>- Education/ training</li> </ul>

Efficient and effective	<ul style="list-style-type: none"> <li>- System effectiveness including CQC assurance and market sustainability</li> <li>- Equality, Diversity, and Inclusion, including satisfaction</li> <li>- Workforce</li> <li>- Governance, value for money and delivery</li> </ul>
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These outcomes will also be mapped against the CQC Assurance Indicators once confirmed so that we are able to measure our local and national performance in a transparent way.

Some of these outcomes may be measurable with immediate effect because of the availability of existing metrics e.g. 'ASCOF 4A: The proportion of people who use services who feel safe' may be useful to measure 'safety and safeguarding'.

## 7 Performance Metrics

Performance improvement requires the use of three simple interrelated questions:

- Did we make a difference (outcomes).
- Was this because of how much we did (service activity),
- Was this because of how well did we do it (quality)

The Vision has set the outcomes for Adult Health and Social Care and the draft outcome indicators are set out in section 4.

However, the activity and quality metrics will not be defined by this framework document. They will be the temporary products of an ongoing improvement process undertaken through dedicated outcome conversations.

Discussing the three performance questions, reviewing the data, putting forward a hypothetic narrative to answer the questions based on the data, identifying appropriate indicators based on the working hypothesis, action planning for improvement, and then reviewing metrics and outcomes to test whether our hypothesis was correct. This is the process through which we develop our understanding of how our performance moves us towards our vision.



## 8. Quality Metrics

The outcome indicators which tell us whether we are delivering on our strategy are set out in this document. As set out in the previous section the performance metrics will be identified through the process of performance conversations or clinics. These metrics may be volume or quality metrics.

Whilst volume metrics are readily available from the case management system, quality metrics are more subjective and will be generated at least in part through the Practice Quality and Care Quality Frameworks.

Both quality frameworks have three common elements:

- What good looks like – expected standards and behaviours
- How we measure quality –persons voice, standards met and individual outcomes (captured from case file audits, observation, complaints etc)
- How we use that information to drive improvement – 1-1, peer review, CPD etc

There is a close relationship/ overlap between the performance management framework and the quality frameworks for two key reasons:

- The Performance Management Framework is dependent on the function of the Quality Frameworks to generate quality metrics which can then be used to understand how quality is driving the delivery of outcomes and progress towards our vision.
- The Quality Framework adopts the same improvement cycle as the performance management framework and can therefore be seen as an equivalent continuous improvement process, taking place at a different tier of the organisation, closer to the front line.

## 9. Involvement and Voice

The role of experts by experience and the feedback from individuals, families, carers, our partners and our workforce are critical to the Performance Management framework as it is the experience and outcomes of the person which determine success.

Every opportunity will be used to ensure the voice and opinion of people are heard and acted up operationally, across services and strategically so that feedback informs the ongoing improvement of adult social care services.

To this an involvement framework will be co-designed to ensure feedback is meaningful and embedded within this framework.



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