

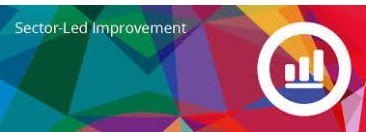


Local Sector Led Improvement in Public Health:

Delving into DELPH revisited – or where have the last 3 years gone?

Tim Allison
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East Riding of Yorkshire
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adass
adult social services
North West

Sector Led Improvement - peer review

- Findings – Feedback/outcomes (3)
- Challenging questions did push authorities to reflect on areas they felt they were doing well in as well as areas of weakness
 - Focus on improvement in areas such as engagement, personalisation, savings plans, safeguarding
 - Reduced risk of underperformance and helped strengthen systems to reduce risk



Sector Led Improvement in Health and Social Care 2015

Sarah Mitchell – Director of Towards Excellence in Adult Social Care

17 January 2016

Whole system community-centred approach to health and wellbeing: evidence into action

Reference Jane South
Leeds Beckett University
Public Health England

Making the link: evidence and practice. Sector led improvement conference. Association of Directors of Public Health Yorkshire & Humber. 17 February 2016

Sector Led Improvement: What good Public Health in Local Government looks like

From the ADPH / LGA Sector Led Improvement Workshop
16th April 2015

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Sector Led Improvement - peer review

- Purpose
- To ask the "so what?" question
 - To understand views and perspectives on the Peer Reviews
 - To build on this feedback and create a narrative for the SLI activity
 - To weave in best practice from other regions

ADCS CONFERENCE 20th NOVEMBER

SECTOR LED IMPROVEMENT IN THE WEST MIDLANDS
Gail Quinlan SLI DCS Lead
Worcestershire County Council

Overview of Sector-Led Improvement Models

SERVICES FOR CHILDREN
Polly Reed
Programme Manager, Children's Services, IEWM – on behalf of the Children's Improvement Board



EVALUATION

☒ OUTSTANDING
☐ EXCELLENT
☐ VERY GOOD
☐ GOOD
☐ AVERAGE
☐ BELOW AVERAGE

From our place now within local government, instead of the performance management arrangements we had within the NHS, we are moving ahead on the basis of sector-led improvement. Public Health England has supported us, as has the LGA in establishing the sector led improvement approach within public health, which does that very thing. It looks at what is doing well or at least concepts on board, or whether the case is what they are doing that is working well, how we can share that practice and how we can avoid reinventing the wheel. That is the mechanism for doing that.

(Andrew Fether, President, ADPH)

Underlying principles of sector-led improvement

- Local organisations' systems
- Take responsibility for driving their own performance and improvement and in ensuring they have the systems, people and processes to do so
- Assume a collective responsibility for the performance of the sector primarily by sharing knowledge, resource and expertise
- Commit to doing this in an open and transparent way to strengthen local accountability and trust
- See any process must be voluntarily committed to, owned and driven locally or it won't be sector led and will likely assume a top-down performance management feel

Leading the local public health system

Association of Directors of Public Health
Sector-led improvement conference
Making the link: evidence into practice
17th February 2017
Rebecca Clarke, Public Health Principal

Rationale for sector-led improvement

- Councils responsible for their own performance
- Accountability to local people's key driver for further improvement
- Councils have collective responsibility for performance of sector as a whole
- Sector led improvement more sustainable and cost effective
- Children's Services taking the lead in taking forward systematic arrangements, with strong DfE support
- Local Public Health Programme closely aligned with sector led improvement

What we have been doing (2)

- 2. Enabling and supporting improvement**
- Workshops for lead members and scrutiny chairs
 - Bespoke support for individual authorities in the region early sector support and authorities in intervention
 - Supporting regional ADPH and CX priorities
- "Coming together is a beginning. Keeping together is progress. Working together is success."
Henry Ford

IRF and JRHT

WE CAN SOLVE POVERTY IN THE UK

JRF's strategy to solve poverty in the UK
February 2017

Yorkshire & Humber Sector Led Improvement Model

Tom Gray
Standards and Performance



Core activities of sector-led improvement

- Some form of peer support, review and learning
- Self evaluation, often involving some form of standardised self assessment tool (perhaps the most important tool?)
- Regional working such as networks, events, action learning sets, regional forums
- Systematic sharing of knowledge and learning e.g. performance data and indicators, reliable practice examples, best practice checklists
- Mostly organisational/system wide focus but sometimes on individuals e.g. coaching, mentoring, coaching systems
- Less common but equally legitimate tools such as regional 'show and tell' visits, 'hack days' where participants spend a day on 'live' challenges

Regional Context

- Recognition of the importance of sector led improvement
- Not just a children's issue - strengthening links between the corporate, adults and children's services programmes across the region
- State of the Region annual report
- SLI Regional Steering Group
- Building on the legacy of the DE Children's Improvement programme - VM CB
- A clear focus on improving performance at individual authority and regional level

"Improvements are not instantaneous, they are cumulative that we're all in this together"
Brenda Brown

What we have been doing

- Developed a systematic and cyclical model with 2 key priorities:**
- 1. Understanding ourselves & being challenged**
 - Development of regional data pack
 - Peer challenge of all 14 LA self-assessments
 - Identification of areas of strong performance and areas for improvement in individual councils and across the region
 - Auditing the Auditors project**
 - LSCB annual reports diagnostic to inform improvement support for 2014/15

"How planned? To improve yourself"
Augustine Corbin

Sector led improvement: what good Public Health in local government looks like

Scoping workshop, Friday 8 May
Shared Intelligence



"When we get together and rehearse, which is always living with each other, we always talk about what would make it better, what would mean more, what would say more. So we're always improving and growing."

Alice Cooper



What makes it work (1)

- Voluntary, constructive and collaborative processes - real sense of 'being in it together'
- Processes such as peer reviews offer rich sources of learning for individuals, organisations being reviewed and for reviewers
- Provides assurance across key specialist identified themes
- Provides a route to acknowledging and celebrating good practice
- Sustained trusting relationships, overtime e.g. between mentor and mentee, peer reviewer and peer reviewed
- Develops trust and confidence with wider stakeholders, service users and public





Key Principles of Sector Led Improvement:



- Councils are accountable to their local communities, and responsible for their own improvement
- They are collectively responsible for the performance of the whole sector
- “All teach, all learn” : a community of practice approach
- Peer challenge is one method for learning and development

Aims of Public Health Sector Led Improvement



- Securing improvement so PH services achieve the best possible outcomes for local people
- Building on existing capacity to identify strengths and challenges, share experience and knowledge, and consider “what good looks like”
- Reflect on how well “embedded” is local PH, and what can be done to strengthen it

What good looks like

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Improving the Public's Health is integral to the work of public services in this place



Transactional

Transformational

Safe

Informed

Embedded

Empowered

Criterion:

The core services and functions and well delivered and effective

Criterion:

The system understands why the Population's health is important

Criterion:

Public Health skills and tools are in use and being embedded across the system

Criterion:

The wider workforce are actively contributing to a public health agenda

- Services in place
- Contracts
- Clinical Governance and quality
- Access
- Monitoring
- Best Value
- Safe
- Process for regular review of services against need and evidence

- System understands that a sick population is a costly population
- Articulate prevention across primary, secondary and tertiary prevention
- Benefits to system of a PH approach is understood – pathways, outcomes, cost savings
- Barriers to growth are understood
- The narrative of why Public Health is important is understood

- You could stop anyone in the organisation and ask why public health is important to their job
- There is a prevention strategy across services with clear aims
- Workforce health programmes in place
- There is a commissioning cycle and PH concepts and tools are a core part of this

- People in the system think about inequality and equity in the work they do
- The Principles of
 - Need,
 - Equity,
 - Evidence,
 - Evaluation,
 - Impact and
 - Change
- are embedded within the skill set of officers

Evidence of leadership for public health being built from officers to members, at all levels

The SLI YH circle of life



- DELPH framework (Developing Excellence in Local Public Health)
- Self assessment
- Peer visits
- Communities of Improvement
- Today!

DELPH potted history



- 2013 – Agreement to establish local SLI noting local work with DCS and DASS
- March 2014 – Workshop considering principles, aspirations and standards
- April to December 2014 – Standards drafted and road tested
- 2015 – Memorandum of Understanding
- 2015 – Dedicated training undertaken
- October 2015 – First peer review

Recent history



- Communities of Improvement established
- Peer visits x 2 ; pending x 2
- Rest planned in during 18/19
- Peer review training rolled out
- Showcased at ADPH (and again next week?)
- Annual SLI conference now on the circuit
- Refresh of DELPH standards next!



Next steps

- Refresh of the DELPH standards
- Bringing together of SLI components
- Sharing themes from peer visits
- Strengthening the Communities of Improvement to deliver SLI
- Sharing best practice with other parts of the country and other sectors
- What about poor performance?

Where do you fit in?



- Join a Community of Improvement
- Get involved in peer review
- Look at the DELPH standards and consider how they can be improved
- If you are from outside local government, become more familiar with SLI
- Feed back about today to colleagues and to us!