

## Local Support Service: Improving the use of information for improvement

### *Summary of Pilot Projects*

#### *Building a Platform for Improvement*

##### **Overview of the pilots**

The scope in each project was different but each one took between sixteen and twenty weeks to establish an initial platform for improvement. The platform comprised the following elements:

- A performance measurement framework with a defined set of measures and a structure for a directory of dashboards
- The operational implementation of the performance measurement framework (on-going population of the charts supporting the dashboard)
- The design and implementation of a demand analysis survey
- A new set of review processes using the dashboards

##### **Northamptonshire Healthcare Trusts (NHT)**

The overall objective of this project was to develop and pilot a comprehensive Performance Management Framework for the Trust, based around the concept of a 'performance dashboard' covering all service areas (notably Inpatients, Outpatients, Community Care and Day Services) and capable of monitoring both local and aggregate performance.

Subsidiary objectives identified at the outset, under the ambit of the overall remit, were as follows:

- To identify data production requirements necessary to extract data from existing operational systems;
- To identify data processing requirements necessary to aggregate and combine extracted data and to generate dashboard displays;
- To identify data quality issues that need to be addressed;
- To interpret performance indicators so as to identify management issues to be addressed;
- To support senior managers and clinicians to make use of the emerging performance dashboard;
- To identify the potential for the use of such tools in other mental health trusts, and the scope for similar development in other NHS sectors.

##### **Essex Ambulance Service (EAS)**

The overall objective of this project was to develop and pilot a comprehensive performance management framework for EAS, based around the concept of a 'performance dashboard' covering the operational and clinical activity with performance to be shown at both detailed, local and aggregate levels.

Subsidiary objectives identified at the outset, under the ambit of the overall remit were as follows:

- To identify data production requirements necessary to extract data from existing operational systems.
- To identify data processing requirements necessary to aggregate and combine extracted data and to generate dashboard displays.
- To identify data quality issues that need to be addressed.
- To interpret performance indicators so as to identify management issues to be addressed.
- To support senior managers to make use of the emerging performance dashboard
- To identify the potential for the use of such tools in other ambulance services and the scope for similar development in other NHS sectors.

## **Mid-Essex Hospitals Trust**

The overall aim of the project was to develop and pilot a management reporting system to support high level monitoring of the Trust's performance in delivering emergency care.

Specific objectives within this are:

- To identify data production requirements, to extract data from existing operational systems
- To identify data processing requirements, to aggregate and combine extracted data and to generate dashboard displays
- To identify data quality issues that need to be addressed
- To interpret the performance indicators to identify management issues to be addressed
- To support senior managers and clinicians to make use of the dashboard
- To identify the potential for further use of these tools in other acute trusts, and the scope for similar development in other sectors of the NHS.

The Trust had identified a need to look across the whole system, and examine current patient flows from the community into the hospital service, and back again. The key points in patient care pathways, between which delays may occur, are shown in figure 1.

In the long run the Trust wished to move to a real time 'early warning system' that could alert senior management to potential blockages. However it was recognised that very little reliable data were available in real time, and therefore the aim of this exercise was to provide retrospective performance indicator data from as many points as possible shown in figure 1, and to establish the feasibility of calculating and presenting the indicators on a day by day basis.

## **West Berkshire PCT Collaborative (WB)**

The overall objective of this project was to develop and pilot a comprehensive Performance Dashboard for orthopaedic care in West Berkshire, spanning primary and secondary care, and also capable of monitoring both local and aggregate performance.

The starting point for this work was:

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- The outline process flow for an integrated orthopaedic care pathway developed by Betty Evans, on behalf of Royal Berkshire and Battle Hospital NHS Trust (RBBH);
- The pioneering, web-based “Electronic Discussion and Referral Forum” (EDRF) already developed and deployed in West Berkshire, and actively used by Neurology, Orthopaedics and other clinical specialties.

It became clear early on that the key point for intervention in the orthopaedic care pathway was the referral process. This meant that we somehow had to develop measures to track referral.

The answer was to conduct a rigorous analysis of referrals for orthopaedic care.

To conduct this Demand Analysis we made use of the services of an external agency that specialises in one-line survey and analysis technology.

LSS Team

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**Schema for Proposed Pilot : Draft 3 For Discussion**

-Developing a Performance Dashboard structure to enable a whole system view and address priority areas for improvement

