

## Health Improvement Performance Management Engagement Event Glasgow – 22-23 June 2009 – Summary Event Report

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### About the Event

To support partners making the journey towards outcomes-focused performance management, NHS Health Scotland invited colleagues from across Scotland to the **Health Improvement Performance Management (HIPM) Engagement Event in Glasgow**. This took place over one full day on the **22<sup>nd</sup> June** and one half day on the morning of the **23<sup>rd</sup> June 2009**. Eighty delegates from across the NHS, local authorities, community planning partnerships, national agencies and community and voluntary sector organisations attended.

**The programme** incorporated a series of relevant presentations together with four workshops which ran concurrently during the afternoon of the first day and were repeated the following morning.

### Main objectives:

- To set the national context for outcome focused planning and capacity building support for SOAs
- To introduce health improvement tools for developing outcomes-based approaches to planning and performance management
- To assess the usefulness of the outcomes tools through dialogue with operational and senior managers from partner organisations
- To improve understanding and explore key challenges and opportunities in applying the outcomes tools and processes at the local level
- To identify potential improvements at the local level to increase the utility of the outcomes tools for planning, performance management and reporting
- Inform the on-going capacity building programme for outcome focused planning and performance.

**The presentations** set the context of the event by describing the National Performance Framework (NPF), SOAs and HEAT. They introduced the health improvement outcome tools developed by NHS Health Scotland and described the NHS Health Scotland health improvement outcomes capacity building programme designed to help partners use the outcome tools as part of developing an outcome based approach to health improvement planning and performance management. **All presentations for this event, including those delivered as part of the workshops, can be accessed at:**

<http://www.healthscotland.com/documents/3649.aspx>

**The workshops** aimed to provide examples of how the outcomes tools and approaches have been applied at local and national level and the benefits and challenges encountered. The workshops focused on:

- developing outcome tools for mental health improvement and their use in the context of local partnership and community-led health
- outlining evidence-based outcome focused planning to inform the national alcohol strategy using 'strategic' and 'nested' logic models

- applying logic modeling at the local level using a life stages approach
- developing a suite of logic models relating to health and greenspace Scotland.

## **Key learning**

### **1. Lessons for the development of the outcomes tools and outcome focused approaches**

Overall there was a recognition that the outcomes tools and processes were very useful, particularly in helping to illustrate the main link between different levels of the planning and delivery process.

#### **Partnership agenda**

Delegates in general felt that outcomes focused planning and the use of universally recognised outcomes tools can help create more open and transparent systems and structures which recognise and value the contribution of all partners within one shared purpose. However, it was widely felt that all partners need to be involved in adopting outcomes focused planning and developing outcome tools from the very beginning of the process. There was a view expressed that the process is more likely to be successful if it is owned at the local, strategic level by Community Planning Partners (CPPs). This would encourage 'buy in' from key stakeholders, projects and services – particularly from middle and senior management. It was agreed that this would promote the kind of cultural and organisational change required to build on the Single Outcome Agreement (SOA) approach.

It was generally agreed that the benefits of adopting outcome focused approaches may need to be promoted more widely. In particular, the rationale underpinning outcomes focused planning and its relevance to a range of partners and sectors needs to be clearly communicated. Work should continue at the national and local level to ensure that outcomes focused performance management for health improvement is not seen as an exclusively health-related agenda.

#### **Links with other outcome approaches and performance frameworks**

Delegates identified a need to clarify the link between outcomes tools and other outcomes approaches in use locally and nationally such as the Balanced Scorecard and LEAP (Learning, Evaluation and Planning). Clarity is also required regarding how these different models can fit and work together. It was also seen as important to acknowledge existing local partner planning policies, strategies and activity and how they might be integrated with, and informed by outcomes approaches.

#### **Contribution and benefit analysis**

The need to better understand contribution, benefit and cost analysis was raised and the requirement to understand how the tools and processes might influence real change and improvement in service delivery.

### **2. Key learning for building capacity at the local level**

Delegate feedback confirmed that the proposed approaches to provide support are along the right lines but that these approaches could be improved to respond to on-going and changing needs. It was also suggested that strong leadership together with the use of outcomes 'champions' at all levels may be useful.

### **External facilitation/support**

- In developing outcomes tools at the local level, a number of delegates felt that external facilitation would be useful to assist with the process.
- A requirement for tailored or bespoke support was voiced by a number of delegates
- Some delegates felt they would require assistance after the engagement event to develop and apply outcomes tools and to establish buy in from colleagues and partnership organisations.

### **Website**

Website resources and tools were seen to be useful, particularly if blank templates and guidance could also be made available.

### **Next steps**

In terms of learning from this event, delegates stressed an intention to return to their local areas to raise awareness of outcomes planning and increase knowledge of the models with their respective partners to consider with senior staff how and where outcomes tools can be applied to particular areas of work. Participants also reported a need for clarity regarding exactly what issue outcome planning and the tools address and what solution they offer.

### **Specific comments included:**

- 'I'll engage with others in my organisation and in community planning about potential for using this as a vehicle for our SOA planning'
- 'Start local discussion on using the models and find out who else might be using them'
- 'A mini workshop may be useful. This would allow partners at local level to work through and create a logic model using a 'learn by doing' approach
- 'It would be useful to have examples of where you can try out the tools, having off the shelf resources to use, such as PowerPoint as templates
- 'External facilitated support would help local partners develop outcomes tools
- A lot more capacity building required with LA's/CPPs/CHPs e.g. events like this, or maybe more tailored"
- 'Need more training/support in our area'.

NHS Health Scotland will now incorporate feedback from the engagement events into its wider capacity building programme to support the development of outcome focused approaches to health improvement planning and performance management.

The proposal to develop content for a mini workshop which can be delivered at the local level to help partners develop their understanding regarding outcome focused approaches will be taken forward. This workshop may also outline the rationale behind outcome focused approaches, explore outcomes tools and highlight the potential roles of respective partners when engaging with the associated process.

NHS Health Scotland are also offering Action Learning Sets to support key "champions" in local areas so that partners can explore organisational development, cultural change and leadership issues associated with outcome focused planning. NHS Health Scotland is also developing a new website where the outcomes frameworks developed so far will be available, along with useful resources and blank templates which CPPs can use for outcomes planning at the local level. [www.healthscotland.com/topics/settings/local-government/SOA-tools.aspx](http://www.healthscotland.com/topics/settings/local-government/SOA-tools.aspx)

## Appendix 1: Key Terms

- HEAT – the Performance Framework for the NHS; performance is assessed in terms of four main categories – **H**ealth improvement of population; **A**ccess to services; **E**fficiency of resource use; **T**reatment of patients.
- Single Outcome Agreements (SOAs) – a means by which Community Planning Partnerships agree strategic priorities for their local area, expressed as outcomes to be delivered by the partners, either individually or jointly.
- Health Improvement – the theory and practice of promoting the health of populations by influencing lifestyle and socio-economic, physical and cultural environments.
- Performance Management – the active use by senior managers of performance information to manage and improve interventions, projects or services so that they produce the required outcomes (often for a target population).
- Outcomes-focused Performance Management - an approach that extends the focus of management beyond the delivery of planned **outputs** to include the **outcomes** of services for a target population; sometimes referred to as adopting an **outcomes approach**, or **outcomes-focused planning**. It includes looking at the short term outcomes of service delivery and how these relate to longer term outcomes such as changes in population health.
- Performance Framework – those accountability arrangements set up by organisations and/or partnerships in order to assess, manage and report actions put in place to achieve improvements. The principle is applied at national level under the National Performance Framework.
- Performance Measurement – the application and use of indicators and measures to assess performance; typically, these include those listed below (increasingly however, public services are being encouraged to have a stronger focus on outcomes:
  - **Inputs** – the financial, human and material resources used to deliver an intervention, project, or service.
  - **Outputs** – the products, goods and services generated by the intervention, project, or service.
  - **Outcomes** – the changes expected to be achieved as the result of an intervention, project or service (these can be short-term, intermediate or long-term).
  - **Process** – the related work activities required to produce the specific outputs.
  - **Reach** – the uptake or use of outputs by a designated target group.
- Health Improvement Outcomes – changes in population health and wellbeing and its influencing factors which include individual behaviours as well as social, economic and physical environments
- Outcomes Tools: a series of visual diagrams and templates. These represent interactive processes and mechanisms with which local partners can illustrate the links between elements of an intervention, project or service and desired outcomes, such as those set with SOAs.

The Three main tools developed in the HIPM Review are:

- **Outcomes triangles** - can be used to show the key outcome categories relevant for strategic planning and SOAs
- **Results chains** - these link the inputs, activities, outputs and short-term outcomes to higher level outcome categories in the NPF and/or SOAs for a single delivery organisation Multiple results chains do the same for the range of organisations involved in delivering a particular health improvement outcome

- **Logic Models** - these provide the detailed outcome maps underpinning the above tools. NHS Health Scotland has developed strategic logic models showing the links between high level and intermediate outcomes, and a series of **nested logic models** showing potential pathways between inputs, short-term outcomes and intermediate outcomes.

## Appendix 2: Workshops

Workshop 1:	<b>Developing outcomes tools for mental health improvement: how can they be used in community-led health improvement?</b>
Presenter(s):	Sheila McMahon, Dundee Healthy Living Centre and Wendy Halliday, NHS Health Scotland (Day 1) Monica Merson, NHS Health Scotland and Wendy Halliday, NHS Health Scotland *(Day 2)
Facilitator:	Angela Jackson, NHS Health Scotland
<p>This workshop focused on outcome tools for mental health improvement and how they can be used in the context of local partnership and community-led health. Illustrating actions and activities within the Dundee Healthy Living Initiative, it profiled local examples relating to outcome approaches. The workshop also explored key issues relating to involving local communities in decision making processes, the active participation of marginalised individuals and the value of unexpected outcomes. * Day two incorporated a slight change to allow the presenters to focus on making outcome tools for mental health improvement useful for local partners.</p> <p><b>Key discussion points:</b></p> <ul style="list-style-type: none"><li>• That the tools must relate to and link with established performance planning frameworks such as Balanced Scorecard or LEAP (Learning, Evaluation and Planning).</li><li>• There is a need to secure strategic 'buy-in' from senior/ middle managers to enable uptake of the tools</li><li>• In each area – there is a need to co-ordinate activity, encourage wider engagement and support colleagues to use the tools. This might include: training for trainers, local partnership development days, recruiting 'local champions' and inviting colleagues to such events to ensure they influence and support the change process from their area.</li></ul>	

<b>Workshop 2:</b>	<b>Using the national alcohol logic model for local action (repeated)</b>
<b>Presenter(s):</b>	Clare Beeston, NHS Health Scotland with Aileen Holliday, NHS Forth Valley and Joanne Winterbottom, Glasgow City Council
<b>Facilitator:</b>	Tamara Mulherin, NHS Health Scotland
<p>This workshop described using evidence-based outcome planning to inform the national alcohol strategy using 'strategic' and 'nested' logic models. It also looked at using the national logic models within the local context, particularly to develop alcohol strategies in Glasgow and Forth Valley. Aileen Holliday's presentation described how the national logic models have been used to develop the Forth Valley Alcohol Strategy. This strategy was developed by a multi-agency partnership with representatives from the Local Authorities, Substance Action Team, Police and NHS Forth Valley. It provided an illustrated example of the processes and structures involved in applying the models at local level. It highlighted key aspects for stakeholders in developing relevant, flexible, responsive and effective initiatives which reflect local strategic objectives framed within national, higher-level outcomes. Joanne Winterbottom's presentation outlined the local context and explained how in Glasgow City, the Health Improvement Performance Management Framework is being used to develop the Glasgow Alcohol Outcomes Framework, which links the Glasgow Joint Alcohol Policy Statement and the Alcohol and Drug Prevention and Education Model together with Glasgow's Single Outcome Agreement.</p> <p><b>Key discussion points:</b></p> <ul style="list-style-type: none"> <li>• It is still early days in the journey towards an outcomes focused approach and partners at local level need to experience the process regards developing and using the tools.</li> <li>• Understanding evidence, information and the role of indicators was seen as crucial</li> <li>• Similar to the first workshop, the group felt that it is important to acknowledge existing local partner planning policies, strategies and activity and how they might be integrated with, and informed by, this approach.</li> </ul>	

<b>Workshop 3:</b>	<b>Applying logic modelling at the local level using a life stages approach (repeated)</b>
<b>Presenter(s):</b>	Jane Kellock, West Lothian CHCP
<b>Facilitator:</b>	Anne Lee, NHS Health Scotland and John Brown, NHS Health Scotland
<p>This workshop focused on applying logic modeling at the local level using a life stages approach. This process is aimed at reaching equality of outcome for defined target groups within the population who are at risk of poor health, social and economic outcomes. It highlighted a triangulated evidence base linked to international and national research, national indicators and local commissioned research. Profiling logic modeling, it explored how such outcome tools can be used in a local partnership context.</p> <p><b>Key discussion points:</b></p> <ul style="list-style-type: none"> <li>• Again, group reiterated a need to encourage change and secure buy-in from key stakeholders, particularly middle managers and services – possibly supported by locally-facilitated events.</li> <li>• It was felt generally that an outcomes planning approach and use of universal, recognised tools can create a transparent, open and clear structure which recognises and values the contribution of all partners within one shared purpose.</li> </ul> <p>Participants also highlighted the difficulties experienced in identifying and engaging specific target groups.</p>	

<b>Workshop 4:</b>	<b>Planning greenspace to deliver health outcomes (repeated)</b>
<b>Presenter(s):</b>	Deryck Irving, greenspace Scotland
<b>Facilitator:</b>	Lorna Renwick, NHS Health Scotland
<p>This workshop focused on greenspace Scotland which has been working with NHS Health Scotland, Scottish Natural Heritage and Glasgow and Dundee City Councils to develop a suite of logic models relating to greenspace and health. These models will, when completed, nest within the overall framework for health improvement performance management. The models identified and explored the inter-relations between a range of services relating to greenspace and the need for all these services to align well if they are to genuinely deliver on national and local health priorities.</p> <p><b>Key discussion points:</b></p> <ul style="list-style-type: none"> <li>• Clarity was required regarding how the models fit with other planning models, what value the logic model offers, particularly in linking strategic direction and service design and delivery.</li> <li>• The tools themselves were seen as useful in encouraging and supporting stakeholders to engage outcomes focused approaches. However, the skills to undertake this at local level seem daunting and evidence of how they have made an impact to joint delivery and planning would be helpful, particularly in securing local buy in.</li> <li>• Further support is required to help stakeholders through the process of raising awareness, engaging partners, securing buy in and developing the tools in partnership.</li> </ul>	

### Appendix 3: Event Programme

<b>Monday 22<sup>nd</sup> June</b>		
<b>Time</b>	<b>Session</b>	<b>Lead</b>
09:30	<b>Registration (tea/coffee)</b>	
10:15	<b>Welcome and introductions</b>	<b>Facilitator: Debbie Adams</b> , Rocket Science
10:30	<b>Single Outcome Agreements (SOAs) and HEAT</b>	<b>Della Thomas</b> , NHS Health Scotland
11:00	<b>Outcomes tools for health improvement performance management</b>	<b>Neil Craig</b> , NHS Health Scotland
11:30	<b>Developing local capacity for the use of the health improvement outcome tools</b>	<b>Della Thomas</b> , NHS Health Scotland
11:45	<b>Tea/coffee break</b>	
12:00	<b>Capacity building: outcome approaches in community planning partnerships (CPPs)</b>	<b>Bob Christie</b> , Improvement Service
12:30	<b>Discussion and questions</b>	<b>Facilitator: Debbie Adams</b> , Rocket Science
1:00	<b>Lunch</b>	
1:45	<b>Workshop 1</b>  <b>Developing outcomes tools for mental health improvement: how can they be used in community-led health improvement?</b>	<b>Sheila McMahon</b> , Dundee Healthy Living Centre <b>Wendy Halliday</b> , NHS Health Scotland
1:45	<b>Workshop 2</b>  <b>Using the national alcohol logic model for local action</b>	<b>Clare Beeston</b> , NHS Health Scotland with <b>Aileen Holliday</b> , NHS Forth Valley and <b>Joanne Winterbottom</b> , Glasgow City Council
1:45	<b>Workshop 3</b>  <b>Applying logic modelling at the local level using a life stages approach</b>	<b>Jane Kellock</b> , West Lothian CHCP
1:45	<b>Workshop 4</b>  <b>Planning greenspace to deliver health outcomes</b>	<b>Deryck Irving</b> , greenspace Scotland
3:15	<b>What are the strategic messages?</b>	<b>Facilitator: Debbie Adams</b> , Rocket Science
3:45pm	<b>Close</b>	

<b>Tuesday 23<sup>rd</sup> June 2009</b>		
<b>Time</b>	<b>Session</b>	<b>Lead</b>
<b>09:45</b>	<b>Arrival and tea/ coffee</b>	
<b>10:00</b>	<b>Reflections</b>	<b>Facilitator: Debbie Adams</b> , Rocket Science
<b>10:05</b>	<b>Using the outcomes tools: delivering support at local level</b>	<b>Della Thomas and Neil Craig</b> , NHS Health Scotland
<b>10:30</b>	<b>Workshop 1</b>  <b>Developing outcomes tools for mental health improvement: making them useful for local partners</b>	<b>Monica Merson</b> , NHS Health Scotland <b>Wendy Halliday</b> , NHS Health Scotland
<b>10:30</b>	<b>Workshop 2</b>  <b>Using the national alcohol logic model for local action</b>	<b>Clare Beeston</b> , NHS Health Scotland with <b>Aileen Holliday</b> , NHS Forth Valley and <b>Joanne Winterbottom</b> , Glasgow City Council
<b>10:30</b>	<b>Workshop 3</b>  <b>Applying logic modelling at the local level using a life stages approach</b>	<b>Jane Kellock</b> , West Lothian CHCP
<b>10:30</b>	<b>Workshop 4</b>  <b>Planning greenspace to deliver health outcomes</b>	<b>Deryck Irving</b> , greenspace Scotland
<b>12:00</b>	<b>It's all boxes and arrows?</b>	<b>Bron McDonald</b> , NHS Health Scotland
<b>12:30</b>	<b>Closing session</b>	<b>Facilitator: Debbie Adams</b> , Rocket Science
<b>12:45</b>	<b>Close and lunch: and opportunity to try out and feedback on new website for outcomes tools</b>	

## Appendix 5: Delegate List

Name	Designation	Organisation
Debbie Adams	Director	Rocket Science UK Ltd
Dr Lesley Armitage	Consultant In Public Health Medicine	NHS Lanarkshire
Kenny Bambrick	Programme Manager: Single Outcome Agreement	Inverclyde Council
Kay Barton	Deputy Director	Scottish Government
Clare Beeston	Senior Public Health Adviser (PEA)	NHS Health Scotland
Barbara Billings	Head of Community Care & Strategy	Inverclyde Council
John Brown	Senior Project Officer	NHS Health Scotland
Annmarie Burgess	Integrated Health Service Managers	Midlothian CHP
Suzie Burt	Team Leader - Performance	Perth & Kinross Council
Dr Daniel Chandler	Specialist Registrar in Public Health	NHS Dumfries and Galloway
Bob Christie	Outcomes Programme Manager	Improvement Services
Cathie Cowan	Director SE Community Health & Care Partnership	South East Glasgow CHCP
Neil Craig	Senior Public Health Advisor	NHS Health Scotland
Ray De Souza	Head of Planning and Health Improvement	West Glasgow CHCP
Archie Dempster	Service Manager	Inverclyde Council
Isabel Dunsmuir	Development Coordinator	DRC Addiction Forum
Ali El Ghorr	Implementation Advisor	NHS QIS
Susan Forbes	Health Improvement Officer: Strategy	Aberdeenshire Council
Bill Forrest	WRVS Community Development Manager	WRVS
Evelyn Gardiner	Head of Planning and Performance	NHS Tayside
Elaine Garman	Public Health Specialist	NHS Highland
Anne Gibson	Development Officer: South Lanarkshire	Community Food & Health Scotland
Bill Grigg	Community Regeneration Manager	Perth & Kinross Council
Wendy Halliday	Health Improvement Programme Manager:	NHS Health Scotland
Neil Hamlet	Consultant in Public Health	NHS Fife
Dr Aileen Holliday	Health Effectiveness Co-ordinator	NHS Forth Valley

<b>Name</b>	<b>Designation</b>	<b>Organisation</b>
Liz Holms	Health Improvement and Inequalities Manager	East Renfrewshire CHCP
Fiona Hume	Assistant Programme Manager	NHS Lothian
Deryk Irving	Partnership & Enabling Manager	Greenspace Scotland
Angela Jackson	Health Improvement Programme Manager: CVS	NHS Health Scotland
Anne Jepson	Project Manager	Bridgend Allotment CHI Project
Jane Kellock	Health Improvement Manager	NHS Lothian
Katie Kelly	Community Health Partnership Facilitator (East Ayrshire)	East Ayrshire Council
Sharman Kirkwood	Development Officer	CVS Falkirk and District
Anne Lee	Health Improvement Programme Manager: Education	NHS Health Scotland
Martin Malcolm	Head Public Health Intelligence & Information Services	Health Board Offices
Pauline Marland	Local Officer	Scottish Health Council - Forth Valley
Margaret Maxwell	Deputy Director of NMAHP Research Group	University of Stirling
Ailsa McAllister	Senior Officer: Social Work Department	Dundee City Council
Bron McDonald	Head of Policy Evaluation & Appraisal	NHS Health Scotland
Valerie McIlhatton	Policy Officer	West Dunbartonshire Council
June McIntyre	Monitoring and Evaluation Co-ordinator	East Ayrshire Council
Gordon McLaren	Consultant in Public Health	NHS Fife
Kirsty McLean	Planning Officer (Health Improvement)	Angus Council: Social Work and Health
Sheila McMahon	Team Leader	Dundee Healthy Living Centre
Kathleen McWhirter	Health Improvement Officer	East Dunbartonshire Council
Hazel Meechan	Health Promotion Manager	NHS Forth Valley
Monica Merson	Head of Health and Wellbeing Team	NHS Health Scotland
Campbell Millar	Project Manager	Scottish Government
Philip Morgan-Klein	Service Manager: Performance and Information	Falkirk Council
Janet Muir	Manager	Community Health Exchange (CHEX)
Tamara Mulherin	Public Health Advisor	NHS Health Scotland
Julie Murray	DAAT Co-ordinator	NHS Borders
Justina Murray	Community Planning Co-ordinator	North Ayrshire Council
Maggie Murray	Strategy Support and Implementation Officer	Action on Alcohol & Drugs in Edinburgh
Paul Noyes	Planning and Commissioning Officer	East Lothian Council

<b>Name</b>	<b>Designation</b>	<b>Organisation</b>
Geraldine O'Riordan	Development Officer: Engagement	Community Food & Health Scotland
Derrick Pearce	Planning and Performance Manager	NHS Greater Glasgow and Clyde
Rhona Pollok	Health Improvement Officer	Perth & Kinross Council
Lynne Porteous	Partnership Development Manager	City of Edinburgh Council
Dr Nundita Reetoo	Research Manager	Glasgow Anti Racist Alliance (GARA)
Lesley Reid	Health Promotion Manager	South Ayrshire CHP
Nan Reid	Head of Performance Management	NHS Lanarkshire
Lorna Renwick	Health Improvement Programme Manager: NHS	NHS Health Scotland
Roisin Robertson	Health Improvement Manager	Renfrewshire Council
Carol Stewart	Health Improvement Programme Lead: Sexual Health	NHS Dumfries and Galloway
Sandra Stuart	Manager	Renfrewshire Community Health Initiative
Della Thomas	Health Improvement Programme Manager: Local G'ment	NHS Health Scotland
Hope Turner	Project Administrator	NHS Health Scotland
Keith Walker	Policy Officer: Health Improvement	Highland Council
Vicky Wan	Senior Development Officer	CVS Falkirk and District
Helen Watson	Head of Planning and Health Improvement	NHS Greater Glasgow and Clyde
Marlene Westland	Health Promotion Manager	NHS Orkney
Emma Witney	Head of Healthy Sectors	NHS Health Scotland
Carolyn Wilson	Health of Early Years Team	Scottish Government
Alison Winning	Senior Information Scientist	NHS QIS
Jo Winterbottom	Corporate Policy Officer	Glasgow City Council
Gordon Winthrop	Policy and Information Officer	CVS Inverclyde