

## Strategic Outcomes: Update

### Context:

1. Previous engagement with Board members underlined strong support for developing strategic outcomes as a mechanism for the Board to track delivery against the strategic aims set out in the Integrated Health & Care strategy.
2. Outcomes also reinforce the shift in focus from input, process and output measures to those measures which more closely align to what is of value to Somerset residents.

### Current position:

3. Presently, progress against the delivery of the Integrated Health & Care strategy is captured in the respective Board Assurance Frameworks in Health (by the ICB and Somerset Foundation Trust).
4. A small team spanning Public Health (Lou Woolway, Service Dir), Somerset Foundation Trust (Lucy Knight, Dep Medical Director) and the ICB (Maria Heard, Assoc Dir of Research & Innovation) have engaged within the system over the development of an initial set of measures and these are set out in Appendix A.
5. The proposal is to have two categories of measure.
  - a. Category 1 are the small set of outcomes that will be delivered over a generational timeline (c15 years). The proposal is to place emphasis on the improvement in Healthy Life Expectancy for Somerset residents. This is a proxy for the quality of life lived and is in keeping with stakeholder feedback and national messaging within health. A secondary driver measure focusing on reducing inequalities – as a means of improving Healthy Life Expectancy – is being considered. There has been discussion around future work to develop a measure that fully reflects the quality of life of local residents. At present there is no firm proposal on this however this is to be explored over the next 12-18 months.
  - b. Category 2 are measures that provide a short-term means (12-24 months) of tracking progress against the delivery of improving Healthy Life Expectancy. These are currently grouped around the seven strategic aims within our Health & Care Strategy. Enclosed at Appendix A is the long list of subject areas that could be included.

## Next Steps:

6. The method for measuring and reporting Category 1 outcomes will now be worked up. The existing method for reporting Healthy Life Expectancy has changed and the method will either be replicated locally or alternative proxy measures adopted (such as the age at which a person first develops a chronic health condition).
7. Category 2 measures will be finalised in conjunction with the refresh of the Joint Forward Plan – to ensure that short term measures align with the new objectives in the JFP and with the Council's objective setting going into 25/26.

Whilst the long list is a helpful starting position, it's likely the number will be reduced and aligned around those causal factors limiting healthy life expectancy.

8. The intent is to have a stretch ambition and a method for reporting on Cat 1 outcomes by end of March 2025. The basket of Cat 2 measures will also be confirmed and aligned by this date. It will take time to establish the reporting on the range of Cat 2 measures, but a phased introduction of a scorecard will be set out.

## Risk and Dependencies

- The requirement to report on the outcomes and measures will be factored into the early requirements of the Improving Lives platform. Delay to the development of the platform may impact on the timeline set out – or impact on the availability of the resource to deliver on it.
- The team involved in the development of the outcomes and measures has now move into new roles. Further organisational changes may impact on the capacity to move this work forward, but this will be closely managed.
- At present there is no single business intelligence function for the system. The system Chief Data Officer will work to identify the method and means for reporting – working in conjunction with BI colleagues within individual organisations.

## Proposal:

- The Board is asked to comment on the adoption of the Cat 1 outcomes with an emphasis placed on improving Healthy Life Expectancy (underlined by



tackling inequalities). The work to establish a stretch ambition, and over what time period (e.g. 15-20 years) will then be undertaken.