Data rationalisation:
East Renfrewshire Health and Social Care Partnership

An example how developing data visualization of capabilities can support decision making in real time for care at home.

"Using a coaching approach from both HIS and the programme developer allowed us to focus on capabilities rather than capacity"

Kevin Beveridge, Commissioning and Planning Manager, East Renfrewshire HSCP

Challenge

East Renfrewshire Health and Social Care Partnership (HSCP) worked with multiple data sources for their care at home provision. They recognised and appreciated that requests to providers for information placed additional burdens and should be as streamlined and coherent as possible. They were also conscious that with increased pressure on time, there was a need to make information being provided simpler and easier to navigate. They also wanted to ensure that the collection of data would be proportionate and streamlined to ensure that providers and commissioners were not completing multiple requests which had the potential to hamper frontline delivery.

East Renfrewshire HSCP established that there was a requirement for a tool and process that would:

- Allow them to be able to collate external provider workforce data so that they could ensure that the provision of support could be targeted where it was needed.
- Provide the commissioning team with a series of 'dashboards' that could distill extensive data into a single page of succinct results. This would allow them to compare many results to each other, therefore giving a more accurate view more quickly.

What was done differently?

East Renfrewshire were conscious of the Convention of Scottish Local Authorities' (COSLA) *'Guidance for Commissioned Services During COVID-19 Response'*. They agreed with their providers to scale back their contract monitoring to minimise service disruption to allow commissioners and providers to prioritise essential support. They also agreed with their providers on a minimum data set that would allow East Renfrewshire to plan strategically at a local level.

Healthcare Improvement Scotland's Strategic Planning support team worked with the HSCP to understand how they wished to use the data, what data would be required, what data to collect and how best to present it in a way that would support their work.

Healthcare Improvement Scotland and East Renfrewshire liaised with a volunteer developer to build a useable Excel spreadsheet and dashboard. This was done iteratively, in partnership, with the HSCP.

An example of how Health and Social Care Partnerships are responding to planning and commissioning challenges in the context of COVID-19

Healthcare Improvement Scotland | ihub

Key insights:
Kevin Beveridge, Commissioning and Planning Manager, East Renfrewshire HSCP

"The underlying challenge of this work was to make the data more flexible. Separating data by localities can make it difficult when focussing on provision especially when service providers work across localities. There is benefit in reducing data sets in a way that allows for comparison and analysis from different datasets (i.e. provider data and locality data).

Developing tools around data can be very transactional – you get what you ask for. This can be challenging when people are not sure exactly what to ask for. It is important to have area-specific knowledge and support for HSCPs to understand their specific data needs. This can then be used to interpret this into an 'ask' for data specialists and developers."

Good Practice Framework for Strategic Planning

The Strategic Planning support team in the ihub have developed a Good Practice Framework for Strategic Planning to enable practical and constructive local conversations on strategic planning.

Build a planning culture → Analyse → Plan → Deliver → Review

This insight demonstrates the following good practice:

- Invests in strategic planning skills, capacity, authority, credibility and time.

- Ensures data is appropriate and of sufficient quality to inform operational and strategic planning and performance review.

- Measures what matters, not just what is available .

Experience of change

"We worked through this project in an agile manner, and in this case the time taken to implement change didn't take as long as we would normally expect."

So the outcome for us are happy commissioners who have access to the right information, that we need to manage through this crisis, and manage the risks that providers were facing"

Kevin Beveridge, Commissioning and Planning Manager, East Renfrewshire HSCP

Reflections

- There is potential for collaboration with the Public Health Scotland Local Intelligence Support Team (LIST) and HSCP commissioning networks to spread the use of this tool.

- The approach to using data visualisation tools within strategic planning and commissioning can support decision making where there are high volumes of data.

- Having access to accurate and up-to-date data allows commissioners to support providers in a more technical capacity.

- Accurate and up-to-date information allows commissioners to take a tailored and targeted approach.

If you are interested in exploring something similar in your area or to find out more, please get in touch.
hcis.transformationalredesign@nhs.net

Healthcare Improvement Scotland | ihub