Suffolk Health and Wellbeing Board

A committee of Suffolk County Council

Report Title:	Suffolk's Information and Intelligence Assets
Meeting Date:	8 September 2016
Chairman:	Councillor Tony Goldson
Board Member Lead(s):	Abdul Razaq, Director of Public Health
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What is the role of the Health and Wellbeing Board in relation to this paper?

1. The Health and Wellbeing Board is asked to note the increasing importance of using data and intelligence to inform decision making, and some of the work taking place in Suffolk to facilitate this. The Health and Wellbeing Board is also asked to consider the suggested performance framework for ongoing monitoring of the four cross-cutting themes identified as part of the Health and Wellbeing Strategy for Suffolk, and to approve this approach.

Key questions for discussion:

2. The key questions for discussion are:

    a) How can the Suffolk 'system' (including statutory, Voluntary and Community Sector (VCS) and academic partners) improve the way it uses data to inform action?

    b) Considering the data and intelligence assets the Suffolk system already has, how can those assets be improved or enhanced to facilitate better decision making?

    c) Does the proposed performance framework for monitoring the cross cutting themes (prevention; inequalities; integration; and resilience) within the Health and Wellbeing Strategy meet the needs of the Health and Wellbeing Board?

What actions or decisions is the Board being asked to take?

3. To note the progress being made in regard to data and intelligence in Suffolk.

4. To consider the proposed performance framework (Appendix A) for monitoring the cross-cutting themes in the Health and Wellbeing Strategy, and approve the suggested approach and the identified indicators.

Brief summary of report

5. As public sector spending reduces, demands on public and voluntary sector services are increasing. This means that making the best possible decisions regarding priorities, funding and investment is becoming ever more vital.

6. In Suffolk, there has been a particular recent focus on the use of data and intelligence to inform decisions, which has led to work in a number of areas concerning Suffolk's information and intelligence assets. This paper updates the Health and Wellbeing Board on the progress made to date, and invites the Board to consider its own use of data and intelligence, through the agreement and adoption of a performance management framework for the four cross-cutting themes identified as part of the recently refreshed Health and Wellbeing Board Strategy, 2016-19.

Main body of report

Background

7. In 2014 local government partners in Suffolk were awarded development funding through the Prime Minister's Transformation Challenge Award (TCA). Within the TCA portfolio there is a programme of work underway to support and enhance the availability and effectiveness of information and intelligence across the County, led initially by Ian Gallin (Chief Executive of St Edmundsbury Borough Council and Forest Heath District Council) and Tessa Lindfield, (former Director of Public Health), and now led by Ian Gallin and Abdul Razaq (Director of Public Health, Suffolk).

8. This work has included the appointment of a data manager, Michaela Breilmann. This post works across the Suffolk system, and has proved invaluable in building networks, identifying problems and starting to develop system-wide solutions. Working alongside colleagues in Districts, Boroughs, the NHS and within Suffolk County Council, and managed by the Head of Knowledge & Intelligence in Public Health, this shared, collaborative approach to change is felt by all TCA partners to be highly effective to date. Much of the work described within this progress update has either been achieved or facilitated by the TCA data manager.

9. This progress update summarises the work programme under three themes:

    a) *Suffolk's Information & Intelligence Assets - Working Together*

    b) *Suffolk's Information & Intelligence Assets – Improving Access*

    c) *Suffolk's Information & Intelligence Assets – Informing Action*

Suffolk's Information & Intelligence Assets – Working together

10. Statutory services in Suffolk employ a considerable number of people who provide information and intelligence within their job role. However, sometimes those people may be the only one with analytical responsibilities in a wider team; and they may not be aware of other people with similar roles across the Suffolk system. This leads to inefficiency and duplication.

11. One element of the TCA work has therefore been to create a new, more formal network of analysts. This wider network meets bimonthly at the Suffolk Information Forum (SIF 2.0), which provides an opportunity for networking around particular data requests or problems, and allows analysts to be briefed

on developments around the County (for example, Suffolk Constabulary will be presenting on Athena at the September meeting).

12. From October 2016, this network of analysts will be further supported by the Suffolk System Data and Insight Collaboration web site. The site will allow secure sharing of appropriate analysis and techniques, and will provide a managed forum which analysts can use to ask questions of specialists in certain areas (for example, on particular analytical themes, the use of specific tools, or on how to carry out certain types of analysis). This should reduce duplication across the system.

13. The Data and Insight Collaboration website will also include information from members on their particular skills and areas of interest, which will help colleagues to direct questions to the right people more quickly, and should also help to spread the use and knowledge of the tools, databases and techniques already available locally.

14. The process of building the network has shown that analysts can be a fragile and scarce resource; and that there are some skills gaps (for example, tests of statistical significance, correlation and regression; predictive modelling; and coding skills, for example SQL which is routinely used in the interrogation of large data sets). To some extent this reflects the lack of large-scale data to work on to date, although as public sector IT architecture develops and appropriate data sharing becomes properly established, the need for and opportunities to use these skills will increase. Analytical roles are typically not highly graded within health or local government settings, where higher levels of pay are often linked to staff or budget management responsibilities rather than technical competence. Once in post, analysts may have limited opportunities to enhance their technical skills, or to rotate through linked areas to broaden their knowledge and understanding. To address some of these issues an assessment of the capacity, skills and future development needs of our analytical workforce will be completed later in the year.

15. At the end of June 2016, the Ipswich & East and West Suffolk system of health and care commissioners, providers, and wider partners submitted Suffolk's Local Digital Roadmap (LDR) to NHS England for approval. This set out how Suffolk will meet both the national requirements for NHS and social care IT capabilities; and Suffolk's identified additional incremental and transformational IT and intelligence priorities. The Roadmap is detailed and highly comprehensive, and is built on a set of defined capabilities which cover issues such as records, assessments and plans being held electronically; transfers of care being completed seamlessly within and across care settings; medicines management and optimisation; orders and results management; asset and resource optimisation; decision support; giving patients direct digital access to their records and to appointment booking; the sharing of appropriate information on safety and patient preferences; and enabling care to be delivered remotely. The LDR will therefore be the key system-wide framework within which health and social care information and intelligence develops in Suffolk in the coming years, and can only be delivered through by successful working together across the system.

Suffolk's Information & Intelligence Assets – Improving Access

16. Strong analytical networks and clear forward plans are of only limited use if the data needed to inform them is hard to find or to understand. Likewise, citizens and companies are increasingly seeking access to data, to inform choices and develop innovative solutions to problems. This section of the report considers some of the ways in which Suffolk County Council currently provides data, and describes the work underway in relation to each of them.

17. The Suffolk Observatory website (www.suffolkobservatory.info), has been an important information portal across Suffolk for many years. More recently, it has been funded through a partnership of Suffolk's Districts and Boroughs, Suffolk Constabulary and Suffolk County Council, and is tightly managed to ensure the data it offers is up to date and accurate. In the year March 2015 – April 2016, the 'profiles' section of the Observatory was viewed 16,585 times, a two-fold increase on the previous year; data views were accessed 37,067 times, a two and a half-fold increase on the previous year; and reports were viewed 3,881 times (comparison with the previous year not possible).

18. The funding partners requested a review of the Observatory early in 2016. This work has included workshops with key users of the Observatory from both statutory and VCS partners; an online questionnaire completed by 282 people; nearly 30 structured interviews; structured 'test drives' of the Suffolk Observatory in comparison to other similar websites; a review of supporting technologies and software platforms; and research into neighbouring and highly-regarded alternatives in other counties. The findings of the review will the formally presented to funders at the end of September 2016.

19. Alongside the Observatory, Public Health Suffolk also runs the Health and Wellbeing Board and Joint Strategic Needs Assessment (JSNA) website, www.healthysuffolk.org.uk. This provides access to Needs Assessments, Annual Public Health Reports, health and population profiles, and reports on specific population health issues. A monthly blog is produced which alerts registered users to new content on the website; this was accessed over 500 times between April and July 2016. During the same time period, the JSNA pages of the website were accessed over 3,000 times, suggesting possible annual access of over 12,000 visits. In addition to hosting published reports and needs assessments, Public Health Suffolk wishes to improve the way that the website can host and display content; as an example we are creating an area dedicated to resources which can assist commissioners and providers in conducting evaluations of service redesign and investments. To enable this and other work further, the website will be redesigned during autumn/winter 2016.

20. Public Health Suffolk is also considering the way that the Joint Strategic Needs Assessment is presented and published. While the information currently available in Suffolk is of very high quality, partners have told us that the format used for most reports (sizeable 'static' PDF documents which cannot be searched, and which contain a lot of text and formal graphs) is not very accessible. As well as reviewing the scope of the current JSNA with partners, Public Health will therefore also be developing a new format for the JSNA in tandem with the new website, which will facilitate better use of infographics and search functionality, make it easier to present 'highlights' in an easy to understand way, and ensure that the task of keeping the JSNA current is as simple and effective as possible.

21. In support of the Observatory and JSNA reviews, as well as wider work across the system, an audit of Information assets is underway across local government in Suffolk, so that we have an accurate and detailed picture of exactly what data is held where, in which format, and by whom. This is a complex task, which is taking partners time to complete. However, it is essential to inform effective sharing and rationalisation of data in the future.

Suffolk's Information & Intelligence Assets – Informing Action

22. The work being done within the TCA data and intelligence workstream, and by the Public Health Knowledge & Intelligence Hub, is already bearing fruit in terms of informing decisions and action in Suffolk. Examples to date include a detailed presentation of the Index of Multiple Deprivation 2015 to the Suffolk Public Sector Leaders Group, resulting in a well-informed discussion on the reasons for Suffolk's relative increase in deprivation, and the allocation of additional funding to education; work completed for the Fire and Rescue Service which matched their basic household data to wider data held by public health to identify households at increased risk of fire, allowing better prioritisation of home visits; and work underway to explore the implications of an ageing population for housing and planning for the TCA growth workstream. Work to identify further questions to address using an analytical approach is ongoing across the Suffolk system.

23. Now that the Health and Wellbeing Strategy Refresh has been agreed, it is important for the Board to be able to assess progress. While each of the four Strategic Outcomes has a lead officer and steering group, who will be responsible for reporting on progress, it was recognised that the four cross cutting themes (Embedding Prevention; Reducing Inequalities; Community Resilience; and Integration) also need to be monitored. Therefore, the attached Performance Framework for these cross-cutting themes has been developed by Public Health, and is for discussion and consideration by the Board. (Please see Appendix A.) It is suggested that one meeting in each calendar year is tasked to consider each of the four themes, and that the indicators relating to that particular theme will be considered in depth at that specified meeting.

24. It is recognised that the Performance Framework for the cross-cutting themes will develop iteratively over time. New indicators may become available; new issues may develop. It is proposed that any changes to the indicators used should be discussed with the relevant theme lead and champion initially. If the theme lead and champion agree with the change, the Knowledge & Intelligence team will update the Framework accordingly, substituting the new indicator for an existing one when required.

Key Questions

25. How can the Suffolk 'system' improve the way it uses data and intelligence to inform action?

26. Considering the data and intelligence assets the Suffolk system already has, how can those assets be improved or enhanced to facilitate better decision making?

27. Does the proposed performance framework for monitoring the four cross-cutting themes within the Health & Wellbeing Strategy meet the needs of the Health & Wellbeing Board?

Actions/decisions recommended

28. To consider the proposed performance framework for monitoring the cross-cutting themes and approve the approach and the identified indicators

Why this action/decision is recommended

29. To improve the ability of the Health and Wellbeing Board to monitor the cross-cutting themes in Suffolk, and recommend further action if Suffolk's performance against these key themes is shown to be negative.

Alternative options (if appropriate)

30. It may be appropriate to develop other indicators; it is expected that the Performance Framework will evolve over time in any case.

Who will be affected by this action/decision?

31. Suffolk's Health and Wellbeing Board, and, via the Board, potentially the Suffolk 'system' as a whole, and the residents of Suffolk.

Sources of further information

a) Public Health Outcomes Framework and other Public Health and benchmarking resources: http://fingertips.phe.org.uk/

b) NHS Outcomes Framework

c) Adult Social Care Outcomes Framework; http://digital.nhs.uk/article/3695/Adult-Social-Care-Outcomes-Framework-ASCOF

d) Wellbeing and Resilience Measure, the Young Foundation

http://youngfoundation.org/wp-content/uploads/2012/10/Taking-the-Temperature-of-Local-Communities.pdf

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