

PERFORMANCE MANAGEMENT GROUP
DISCUSSION PAPER

NHS LANARKSHIRE

**PERFORMANCE MANAGEMENT AT
CORPORATE LEVEL**

1. Although still a new process, it is evident that the current performance management arrangements could benefit from adjustment in both style and process/timing, to address a number of issues including the following:-
 - a) meetings of PMG tend to be onerous and can repeat discussion that happens within Operating Management Committees and the Board, for little added benefit;
 - b) the timetabling of PMG meetings tends to fall a few days after Board meetings, when the most recent data on key indicators (waiting times, delayed discharges, financial position) have already been presented and discussed;
 - c) the advent of PMG meetings and their displacement of formal CMT meetings has led to a significant reduction in the business time available to CMT.

2. The question has been posed about whether PMG is necessary at all, given that the main HEAT targets are routinely reviewed at OMCs. CMT members consider that, without a systematic corporate performance management review, the pre-existing arrangements have certain limitations, including:-
 - a) OMCs necessarily focus on the targets which they are specifically responsible for delivering, rather than taking a whole-system perspective;
 - b) Board reports cover only a selected number of HEAT targets;
 - c) No other corporate group systematically performance manages the entirety of the key performance indicators reported to SEHD, most of which are required on a monthly basis.

3. The current situation is that the PMG is scheduled most commonly on the Thursday morning immediately following the Wednesday Board meeting (see schedule attached). This leaves only one Thursday morning a month for conducting formal CMT business. Informal (no formal agenda/papers/minutes) meetings of CMT take place on most Monday mornings.

4. Three alternatives have been considered by CMT, designed to address current concerns:-

Option 1

Reschedule PMG to meet on the Thursday immediately preceding the week of the Board meeting.

Convert Monday CMTs to formal business meetings with the alternative Thursday as an informal CMT.

Replace existing HEAT reporting to the Board with a standard summary report from the most recent PMG.

Option 2

Move PMG to the Monday of the week in which the Board meeting falls.

Schedule both Thursday CMTs each month for formal business

Replace existing HEAT reporting to the Board with a standard summary report from the most recent PMG

Option 3

Hold PMG meetings quarterly instead of monthly

Use the Monday morning CMT in the week of the Board meeting each month to consider HEAT and other key performance reports, with the Chairman also invited to attend

Revert both Thursday CMT dates back to formal business meetings

Leave existing reporting of key indicators to Board meetings, as at present, with a more comprehensive report following quarterly PMG meetings

5. There was unanimous agreement at CMT to move towards Option 3, with two additional suggestions:-
 - schedule meetings to take place a week or so in advance of quarterly visits by SEHD Delivery Unit; and
 - rename Performance Management Group as a Performance Management Committee
6. Members of PMG are asked to comment on this issue, and specifically on the preferred option, by writing, e-mail/telephoning me by the end of March.

MARTIN F HILL
MODERNISATION DIRECTOR
(STRATEGIC PLANNING AND PERFORMANCE MANAGEMENT)

PERFORMANCE REPORTING DATES - 2007

	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<i>Meeting dates:</i>										
Board	28	25	30	27	25	29	26	31	28	19
PMG	-	27	-	28	26	31	28	26	29	20
CMT	8	12	10	14	12	16	13	11	15	13
South OMC	19	-	14	-	9	-	3	-	12	-
North OMC	-	18	-	6	-	15	-	10	-	5
Acute OMC	-	-	3	28	-	30	-	25	-	20
<i>Reports due:</i>										
SEHD Delivering for Health	16	-	-	-	18	-	-	-	22	-
SEHD Delivering for Mental Health	16	-	-	-	late	-	-	-	-	early
SEHD Quarterly Fact sheet	-	late	-	-	late	-	-	late	-	-
SEHD Local Delivery Plan	27	-	-	-	-	-	-	-	-	-
SEHD Annual Review self-assessment & prep										
SHC PFPI self-assessment	(Feb)	-	-	-	-	-	-	-	-	-
Corporate Objectives				✓		✓			✓	
Picture of Health		✓			✓			✓		
HEAT	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Out of Hours	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓