

Preston Primary Care Trust (PCT) provides and commissions a wide range of healthcare services for the local people of Preston and Longridge; a population of almost 150,000.

In delivering these services, the PCT operates 7 Directorates: Clinical Services, Corporate Development, Finance, Modernization, Primary Care and Public Health, along with the Chief Executive's Office, all of which work together to ensure that the services commissioned are delivered to a high standard for all patients needing to access them.

## Preston Primary Care Trust: Modernization through Performance with QPR ScoreCard

### CUSTOMER CASE:



*"We needed to bring performance data together into one system so that each Directorate could record and access data centrally. In effect we were looking for a corporate solution that could better support pro-active, efficient performance management." Claire Kindness Performance Manager.*

"Information is far more accessible and presented in a far more user-friendly format which makes it much easier to identify performance issues and take corrective action. We have also been able to make a real difference to how people in the PCT perceive performance monitoring and management" commented Peter Tinson, Head of Modernization & Commissioning.

### A move to pro-active performance management

Preston PCT has always taken performance monitoring seriously, and has had measures in place for several years to collect and report against key indicators. However, with an increasing number of performance indicators and the need to share information with more and more individuals the Modernization Team soon realized that the Excel based reporting structure in place was no longer suitable for pro-active performance management and long-term planning and prioritization.

### Improving local health services through better performance management

An initial one-year pilot of QPR ScoreCard, a web-based corporate performance management solution, was

undertaken which focused on a number of areas, including Healthcare Commission Star Ratings, Coronary Heart Disease, Mental Health National Service Frameworks and Hospital Trust reporting. The pilot was carried out with a limited number of users who were involved in scorecard development and training in order to ascertain whether the system would meet their performance monitoring and planning requirements.

Following positive feedback from the pilot project, and support from the Board and Management Team, Preston PCT selected QPR ScoreCard from QPR Partner CACI. It is now helping the Board, Management Team and other Lead Officers to more easily monitor and manage PCT performance and improve health services to the local population.

QPR's local Partner, with on- and off-site support provided throughout the project, delivered all software, services and training.

Users at all levels of the organization can now access performance information at any time from a single access point. Information is presented clearly through the use of traffic light style indicators, graphs and charts, providing users with a clear and immediate view of how well the PCT is performing against key targets.

*"We learnt a lot from the 12-month pilot project and received very positive feedback.*

*The Board and Management Team took the decision to purchase a total of 100 user licenses and roll the system out to a much broader user base – making this our 'corporate' performance management tool."*

*Peter Tinson, Head of Modernization & Commissioning, Preston PCT*

Scorecards have been developed for a number of areas: Coronary Heart Disease National Service Framework, Mental Health National Service Framework, Public Health, Standards for Better Health, Service Level Agreements and the Department of Health's STEIS Situational Reports for the local Hospital Trust, which report information regarding access and waiting times for patients attending the Hospital.

Lead Officers have been instrumental in the development of these scorecards and have taken ownership of their respective areas by specifying which indicators should be included in their scorecards, inputting data and using the system to monitor progress against targets.

*"A valuable system, which helps Non-Executive Directors get a feel for the operation of the PCT and play a full role in providing strategic leadership."*

*John Dempsey, Non-Executive Director, Preston PCT*

## **QPR ScoreCard made daily work easier among other benefits**

QPR ScoreCard is now providing users with access to performance information at the click of a button. Information can be accessed at any time, can be presented in summary or low level detail; email alerts can be set to warn users of poor performance; and associated documentation can be accessed, such as comments, action plans and strategy documents.

To raise awareness of the system and launch it as the corporate performance-monitoring tool across the organization, an informal "drop-in" style event was held in October 2005. Attendees had the opportunity to speak to members of the Balanced Scorecard Team, watch system demonstrations and familiarize themselves with the system by logging in as users and exploring the system.

*"The event was very well attended, feedback from users was very positive and it has led to requests being made for further Balanced Scorecard demonstrations and the development of scorecards across a wider range of areas."*

*Claire Kindness, commenting on the launch.*

*"We found that CACI had a great deal of knowledge about performance management and balanced scorecards and had a particularly good understanding of our objectives. Because of this, they could offer support and advice at all stages of system and scorecard development and were available to assist with this through on-site consultancy, as and when required," summarized Claire Kindness.*

## **A partnership approach guarantees success**

The implementation of QPR Scorecard was helped by the fact that QPR Partner CACI could provide technical support both in the early stages, through dedicated consultancy time, and on an on-going basis through their Helpdesk support facility.