

## **TERMS OF REFERENCE**

### **KENT AND MEDWAY SHARED HEALTH AND CARE ANALYTICS BOARD**

#### **Background**

Use of data and information generated within the Kent and Medway health and social care system is essential for robust strategic, tactical and operational health and care service planning and commissioning, and informed decision-making. As health and care systems transform, we need to understand the impact and monitor the progress of new models of care and provide opportunities for research and insight.

The Kent and Medway Shared health and Care Analytics Board brings enthusiastic and dedicated health and care professionals and data analysts together as a professional community and network. The aims are to ensure that sustainable change is cost-effective and delivers real benefits to citizens, provide professional development opportunities, and nurture the skills needed for careers in data science and analytics.

Collaboration has already delivered positive benefits around the sharing of health and care data tasks such as warehousing and the use of data for dashboarding and benchmarking. A standards-based approach will deliver the board's ambition to develop the potential economies of scale associated with the intelligent and collaborative use of data to model system changes and identify sustainable efficiencies,

The Kent and Medway STP recognises the value of data and its potential to facilitate transformation and is instrumental in bringing commissioners and providers together in support of this partnership approach.

Shared Health Analytics is a deliverable of the STP Digital work-stream and has been developed into a strategy that invites participation of health or social care organisations. This vision and strategy was presented in a paper to STP Finance Directors, and proposed the creation of a collaborative Shared Health and Care Analytics Board to steer and deliver its aims.

#### **Remit**

The Kent and Medway Sustainable Transformation Partnership (STP) Programme Board created this Shared Health and Care Analytics Board (The Board) by letter dated 26<sup>th</sup> September 2018. The letter instructs East Kent Hospitals University NHS Foundation Trust to establish The Board and act in accordance with its stated remit.

These terms of reference set out The Board's response to the remit in terms of its constitution, governance, operation and activities.

## Statement of Purpose

The Board shall:

- Inform the planning, implementation and evaluation of population health strategy on behalf of the Kent and Medway STP Programme Board and its work-streams. It will support the development of analytical services to inform the organisation of the ICS, ICP and GP Networks.
- Support the STP Programme Board in the delivery of projects.
- Lead the use of data to improve the lives of Kent and Medway residents, generating a national reputation for excellence in analytics.
- Create a robust and flexible framework to improve the quality of patient and citizen information for the benefit of Kent and Medway residents and the health and care organisations who serve them.
- In relation to research activities including, but not limited to, 'approved medical research'<sup>\*</sup> the Board will:
  - Commission activity identified by the STP Clinical and Professional Board as being in the public benefit.
  - Put in place appropriate processes to enable investigator-initiated (i.e. non-commissioned) research utilizing data held within the region known as the 'Kernel'.
  - Oversee reporting from the Database Ethics Committee established by Kent University and Ekhufft.
- Provide governance and oversight functions to these activities

<sup>\*</sup>Specific purposes for these general purposes are listed in Appendix A.

## Activities

In meeting these purposes, The Board should:

- Convene interested parties, including STP members, academic and research bodies such as local universities and the Innovation Collaboration to share best practise and develop professional networks.
- Inform strategic decision-making and challenge assumptions.
- Support analysis for STP programmes, including inputting into the development of an analytical approach and/or brief, providing advice on data to be used, and Quality Assuring outputs

- Develop a data quality framework, taking into account existing national definitions, to standardise definitions, business rules and completeness which can inform provider data quality initiatives.
- Develop the skills and talent needed for effective analytics, intelligence and insight.
- Adopt and/or develop and implement effective data sharing protocols and methods.
- Direct the collection and linking of routine administrative data for the stated purposes and use only in accordance with sound principles of ethics, data protection and information management. This shall create a clear thread between patient data collected at point of contact and reporting of trends to organisational boards.
- Where appropriate, disseminate anonymised information for wider use by health and care organisations to inform staff and patients, celebrate success and engage in patient choice.
- Use its collective expertise to develop the following key areas:
  - Research
  - Data; warehousing, standards and quality
  - Workforce Development
  - Analytics and Benchmarking
  - Strategic Insight Unit Launch
  - Funding opportunities

Actively seek opportunities to initiate and participate in funded projects that make good use of available information assets.

Initiate projects and ensure their effective project management and governance.

Work with information asset owners to ensure continued availability of key information assets for scientific and approved medical research.

### **Deliverables**

The Board shall deliver to the STP Programme Board:

- A health and care data quality strategy to:

- Improve the recording and coding of patient / service user information in accordance with national standards.
- Promote data quality in all new clinical and administrative systems.
- Agree effective data definitions with CCG/CSU colleagues for new measures and pathways.
- An STP Policy that promotes best practice in the collection, analysis and dissemination of information.
- A strategy and work plan that sets out activities that meet the stated purposes and responds positively to work requests received from STP work-streams.
- A means by which STP work-streams can commission or request new analytical projects or products.

## Principles

The Board shall at all times:

- Operate ethically, transparently and in accordance with the law, publicising its work and robustly protecting, respecting and championing the privacy and data protection rights of individuals.
- When planning its work and making decisions, operate in a collaborative and collegiate manner and seek to preserve the value of existing investment in data infrastructure and respect the contractual and other obligations of its member organisations.
- Promote the use of data to benefit the citizens of Kent and Medway and not act in a way that could bring the STP partnership into disrepute.

## Governance

The Board is accountable to the Kent and Medway STP Programme Board. It is required to produce an annual report of its activities.

## Board Membership

Core Board membership shall include nominations for the following roles:

- Chair
- Public Health Consultants from KCC and Medway
- CCG Analytics/BI Representative

- STP Primary Care Workstream representative
- STP Clinical and Professional Board representative
- Director of Information / Senior Analysts for STP organisations
- Kent Local Medical Committee (LMC) Representative
- Ethics Lead
- Data Security and Protection Lead
- Kent and Medway R&I Manager or equivalent
- Lay members

The Board's wider membership shall include representatives of organisations with an interest in furthering the purposes of The Board. Attendance of clinical, technology and other specialist professions is encouraged and promoted.

### **Quorum**

Meetings shall be considered quorate for the purpose of decisions where at least the following core member roles or their deputies are present:

- Chair
- Public Health Consultant
- Director of Information
- At least one CCG Analytics/BI Representative
- Representatives of organisations directly affected by the decision.

### **Decision-making**

The Board can make recommendations but has no authority to make decisions that impose obligations on member organisations; it is a representative body promoting collaboration. Decision-making is therefore limited to the governance, processes and procedures that underpin collaboration. Such decisions will be arrived at through consensus wherever possible. Where consensus cannot be reached, decisions will be subject to majority voting and in the event of a tie the chair will have the casting vote. Decisions affecting member organisations will continue to be ratified through their established governance procedures.

Decisions shall be recorded in the minutes of meetings.

Where decisions cannot wait until the next scheduled Board meeting, the Chairman shall consult the core membership and subject to their unanimous agreement may make an executive decision. In the absence of appropriate expertise, the Chairman shall refer to National standards.

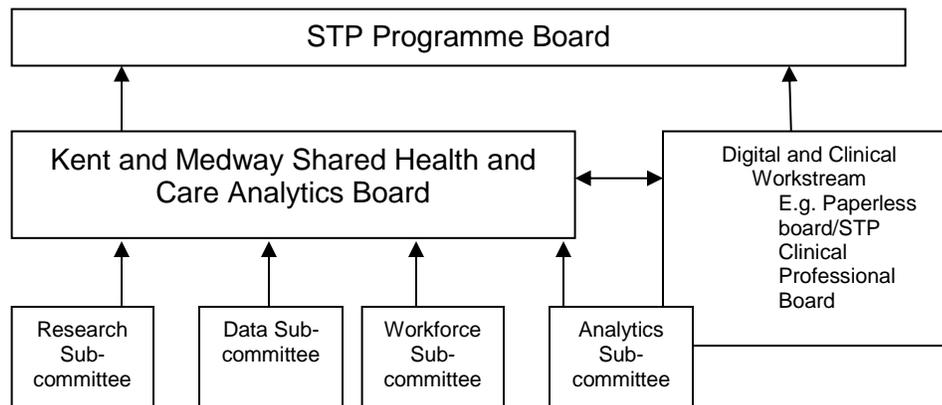
## Meetings

The Board meet every two months. This can be varied by majority agreement of the Board membership.

It is expected that all actions will be assigned to named individuals who are responsible for progressing these outside of the meetings and reporting progress to the Board.

## Reporting Arrangements

The Board shall produce an annual report of its activities and progress to the STP Programme Board. Meetings shall be administered by the Finance and Performance Management Administration Team from EKHUFT or whichever organisation is acting as secretariat to the meeting.



## Appendix A – SHcAB Purposes

### INFORMING THE PLANNING, IMPLEMENTATION AND EVALUATION OF POPULATION HEALTH STRATEGY

Informing the review and transformation of current health and care service provision across and within populations

Understanding how health and care services impact on the health of populations

Understanding the impact of wider determinants of health on populations

Defining and identifying relevant segments and cohorts within populations driving cost, utilisation and quality challenges including: health inequality groups, preventable and existing conditions and gaps in care

Comparing population groups, peers, national and international best practice

Designing and evaluating effective risk stratification approaches

Identifying future population needs, spend, growth and change drivers using simulation or modelling techniques

### UNDERTAKING RESEARCH

Identifying and managing research cohorts

Generating and disseminating research reports

Targeting sites for research studies

Data-driven study planning

Conducting retrospective database studies

Combining primary and secondary data in research studies/clinical trials

Developing health care apps

Developing decision-support tools

Conducting time-critical surveillance research

Integrating additional data sources

Conducting commercial analytics

### PROMOTING THE USE OF DATA TO BENEFIT THE CITIZENS OF KENT AND MEDWAY

Deliver appropriate public consultation on the use of personal data

Ensure data protection obligations are met through the development of policies and procedures