**IMPROVING SHEFFIELD’S HEALTH WITH THE PUBLIC SECTOR SCORECARD**

**KEYWORDS:** Behavioural Operational Research; Public Sector Scorecard; Public Health; Strategy Mapping; Theory of Planned Behaviour.

This paper examines how the Public Sector Scorecard was used in three projects: Sheffield’s Stop Smoking Service; Sheffield Let's Change4Life (SLC4L) a £10 million programme addressing obesity in children and families in the city; and Sheffield Right First Time, a multi-million programme aiming to reduce unnecessary admissions to hospital.

The Public Sector Scorecard (PSS) is designed to work across organisational boundaries and enables OR to contribute more effectively to major problems facing society. It focuses on desired outcomes, the processes which achieve those outcomes, and the capability and behavioural aspects that are needed to support staff and processes in achieving the outcomes.

All three projects involved working with a variety of stakeholders in a workshop setting. For example the project for Sheffield’s Stop Smoking Service began with three interactive workshops attended by over 100 service users. One particular innovation in the SLC4L project was integrating the Theory of Planned Behaviour into the PSS.

The projects produced significant benefits: for example the numbers of users stopping smoking more than doubled; the numbers of reception-age children with healthy weight became better than the national average; and there was a progressive and sustained reduction in emergency bed-nights for avoidable hospital admissions.

Feedback too was excellent for all projects. The Director of Public Health commented that ‘*the PSS Stop Smoking strategy map captures a useful strategic overview of the key interrelationships and shows how measures relate to the whole systems view."* The SLC4L Programme Manager said ‘*The SLC4L Strategy Map visually told the story of SLC4L and helped all those involved understand the outcome and process measures the programme was trying to achieve”,* while Sheffield City Council’s Chief Executive commented that ‘*The PSS enables one to see what's happening across the health & social care system and where the balance of risks lies.’*