



HEALTH, SOCIAL CARE AND HOUSING PARTNERSHIP WORKING

BRIEFING NOTES FOR PRACTITIONERS AND MANAGERS

**Introduction and How To Use
These Guidance Notes**

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About the Joint Improvement Team (JIT)

The Joint Improvement Team was established in 2005 by the Scottish Executive Health Department, NHS in Scotland and COSLA to provide direct support and assistance to health and social care Partnerships. JIT provides practical support and additional capacity to partnerships so that we can help address the issues and challenges they face. The ultimate goal is to deliver better health and social care services to those who need them. JIT is part of the Partnership Improvement and Outcomes Division within the Scottish Government's Health Directorates. The two key functions for the Division are performance measurement and management, and performance support and improvement.

The JIT has developed three strands of support for Partnerships in addition to national programmes summarised in the table below:

Support Area	Outline
Partnership Support Programmes	<p>There are 2 broad levels of support. The first generally involves a review of whole system working supporting the broader partnership, including detailed assessment and diagnosis work resulting in the production of an Action Plan. JIT allocates significant resources - both direct financial and through JIT staff etc. Normally delivered over a 12-18 months timeframe.</p> <p>The second level involves delivery of discrete thematic support to a specific partnership. This may relate to a particular one off issue that requires support at the request of a partnership or be as a follow on from a more intensive support programme</p>
Development Programmes/Action Areas	These are more topic based related to current needs or developments nationally which might be part of shared learning but offered to partnerships on a more detailed support basis e.g. Capacity Planning/Commissioning, Intermediate Care, Talking Points (previously (User Defined Service Evaluation Tool), MCN's (Managed Care Networks), Outcomes, Governance/Management
Information & Advice/Shared learning	More generally delivered through National Events, Learning Networks, development tools and materials, JIT website, focussed work, and good practice papers
National programmes	There are a number of national programmes such as Telecare covering all partnerships and some focusing on 'pilot' early implementer partnerships e.g. Housing Demonstrators; Intermediate Care Demonstrators and Talking Points to inform further developments etc.

Introduction and How To Use These Guidance Notes

BRIEFING NOTES FOR PARTNERSHIPS is a series of guidance aimed at helping members of health, housing and social care partnerships understand and apply the evidence of best practice in partnership and as a tool for development.

Based on extensive examination of the literature, it provides short and practical guides, with review questions for each chapter to help in applying the main messages to individual partnerships.

Each Chapter can be used as a stand-alone resource as suits local partnerships. In particular, Chapter 5, Characteristics of Successful Partnerships and the checklist derived from it, can be used as an aid in developing partnerships.

Each paper contains brief references to source material: there is a full bibliography at Chapter 7.

1. **Why work in Partnership?** identifies and categorises the outcomes and benefits attributed to partnership working and weighs up the evidence for partnership.
2. **What is Partnership?** establishes a definition for partnership and illustrates the different levels at which integration occurs.
3. **The Scottish Context for Partnership** highlights the development of partnership policy in Scotland
4. **Barriers to Partnership** identifies the common barriers and the potential unintended consequences of partnership
5. **The Characteristics of Successful Partnerships** charts the common lessons learnt by, and factors for, successful partnerships. A checklist is provided to help partnerships identify which characteristics of successful partnerships they have and where further development is needed. In a facilitated session, these can form the basis for action planning and development.
6. **Partnership Assessment and Development Toolkits.** This guide helps to describe the content of some key tools and assist with the selection of the right tool for individual partnerships' needs.
7. **Bibliography.**

The concept of partnership working we are referring to here relates to inter-organisational issues rather than the relationship between individual clients and professionals.

METHODOLOGY

The Briefing notes were written for the Joint Improvement Team by Margot White.

Assistance on Chapter 3 was provided by David Meikle, Chris Bruce and Zoe van Zwanenberg.

The Notes have been externally peer reviewed by Professor Bob Hudson of the University of Durham and amended accordingly.

The author is indebted to ISIS, the Scottish Government Information Management Unit at Saughton House, for their help in developing and implementing the search methodology for the literature review and obtaining relevant materials.

The OVID and IDOX on-line collections were searched using keywords and phrases as below:

Keywords used:

- “partnership working”
- Health
- “social care”
- Inter-professional
- collaboration

Search phrases:

- (integrat* OR partner* OR collabor*) AND (model OR framework) AND health AND “social care”

King’s Fund Reading Lists on ‘Older people and mental health’ and ‘Partnerships and integration’ were accessed and appropriate material sourced.

Additional searches were undertaken on-line through various organisations including:

- Scottish Government;
- Joseph Rowntree Foundation;
- Birmingham University Health Services Management Centre;
- IDeA;
- Improvement Service;
- CSIP Integrated Care Network;
- Office of the Deputy Prime Minister/Minister for Communities;
- Audit Commission and Audit Scotland;
- Social Care on-line; and
- Google.

Publication listings of relevant journals such as the Journal of Integrated Care were also searched.