



**Remote and Rural
Implementation
Group**

Rural and Remote Implementation Group

and

JIT Work Programme

March 2009

1. Introduction

- 1.1 The Joint Improvement Team (JIT) 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. The original aim was to accelerate the pace of improved services delivered through Partnerships, as part of the process of continuous improvement. While this aim is still very relevant JIT has also developed a number of areas of work which brings added expertise and assistance to partnerships on a number of fronts. As part of the changes in Scottish Government and developments in partnership working and outcomes, JIT is now part of the Partnership Improvement and Outcomes Division (PIOD).
- 1.2 The Partnership Support Programme (previously referred to as Intensive Support Programme) should now be seen in the context of the wider programme of work that partnerships are able to take advantage of. The developing work of PIOD will inform and support the JIT approach to supporting improved outcomes for people.
<http://www.jitscotland.org.uk/supporting-partnership/work-areas/intensive-support-programme/>
- 1.3 The JIT work programme is led by Dr Margaret Whoriskey who with a team of JIT Associates and JIT Action Group members, along with the JIT support team, deliver the partnership support programmes across Scotland and the development programmes referred to below.
(Margaret.whoriskey@scotland.gsi.gov.uk)

2. Rural and Remote Context

- 2.1 JIT is currently working with a number of Health, Housing and Social Care Partnerships in rural and remote areas on a range of joint working programmes focusing on both strategic and service delivery/redesign including a focus on care pathways.
- 2.2 The work is focused on improving outcomes for people who use services and their carers through more effective partnership working and use of resources. JIT provides resources to partnerships, both financial and through the range of expertise available from JIT Associates and JIT action group members.
- 2.3 The evolving Single Outcome Agreements and alignment with HEAT targets provides an opportunity for a more integrated approach to address service pressures, issues of equity of provision and access to services supported by 'joined up' performance management arrangements. The achievement of targets can be particularly challenging for R&R areas given the lack of

economies of scale and the need to maximise opportunities for economies of integration. Partnerships in rural and remote areas are developing a range of innovative models to support this approach.

2.4 In addition to specific programmes with a number of Partnerships, JIT is also supporting a range of 'development' and shared learning programmes, a number of which link to the RRIIG work plan including:

- **National Telecare Programme** (all Partnerships). Moira MacKenzie, National Telecare programme Manager
Moira.mackenzie@scotland.gsi.gov.uk <http://www.jitscotland.org.uk/action-areas/telecare-in-scotland/>
- **Housing Demonstrators** (Highland; Inverclyde and West Lothian). Amanda Britain, JIT Associate A.Britain@craigforth.co.uk
<http://www.jitscotland.org.uk/action-areas/telecare-in-scotland/encouraging-innovation/>
- **Commissioning Programmes** and application of the JIT Capacity planning workbooks for older people and learning disability. Andrew Reid, JIT Associate andrewreid@btinternet.com
<http://www.jitscotland.org.uk/knowledge-bank/toolkits/capacity-to-change/>
- **Transport with Care** (Orkney; D&G; P&K). Alex Davidson, JIT Associate Alexdavidson6@btinternet.com
<http://www.jitscotland.org.uk/action-areas/integrated-transport/>
- **Joint Governance and Joint Management**, particularly in context of CHCP arrangements. David Pigott, JIT Associate
davidpigott@btinternet.com
<http://www.jitscotland.org.uk/action-areas/governance-and-management/>
- **Intermediate Care National Learning Network Programme** and demonstrator programmes (Perth and Kinross, Edinburgh, Borders, Fife, West Glasgow CHP). Judy Gibson, JIT Associate
judy.gibson@nhslothian.scot.nhs.uk <http://www.jitscotland.org.uk/action-areas/intermediate-care/>
- **Managed Care Networks** – supporting development and evaluation of 'integrated' (health and social) care network (Lanarkshire Older People Network; Orkney, Shetland and Grampian Mental Health Obligate Network). Margaret Whoriskey, JIT Anne Hendry, JIT Associate
anne.hendry@lanarkshire.scot.nhs.uk ;
margaret.whoriskey@scotland.gsi.gov.uk
<http://www.jitscotland.org.uk/action-areas/managed-care-networks/>
- **Talking Points** (previously User Defined Service Evaluation Tool - UDSET) which is supporting the community care national outcomes with a number of early implementer partnerships, including some in R&R areas. Ailsa Cook and Emma Miller Ailsa.cook@tesco.net;

emma_miller@talk21.com <http://www.jitscotland.org.uk/action-areas/user-and-carer-involvement/>

This work is supported by development of **Digital Stories** focusing on people who use services and their carers. Karen Barrie, JIT Action Group
karen.barrie@isd.csa.scot.nhs.uk

- **Housing with Care** focusing on development of guidance and good practice on extra care housing. Tony Homer, JIT Associate
anthonyhomer695@btinternet.com
<http://www.jitscotland.org.uk/action-areas/housing/>
- **Rural and Remote** – development of good practice and models on integrated working across health and social care. Tony Homer JIT Associate Anthonyhomer695@btinternet.com
- **Care at Home** – supporting reviews of home care and development of re-ablement approach. Alex Davidson, JIT Associate
alexdavidson6@btinternet.com
<http://www.jitscotland.org.uk/action-areas/care-at-home-into-the-spotlight/>

Table 1 below provides a summary of key links across the JIT and RRIG programmes.

JIT is also supporting the national work on ‘shifting the balance of care’ and undertaking some scoping work on balance of care provision across Scotland.

The wider work of the PIOD and lead contacts is set out in annex 1.

Table 1- RRIg and JIT Programmes

RRIg work streams	Related JIT programmes	Current and potential development work
Obligate Networks	<p>Obligate Care Network programme with Orkney, Shetland and Grampian</p> <p>Talking Points programme</p> <p>Digital stories</p>	<p>JIT support to develop model to inform obligate network framework.</p> <p>Commission action research evaluation</p> <p>Potential for support in context of other multiagency networks</p> <p>Potential to inform user experience and outcomes</p> <p>Potential to inform evaluation from user, professional perspectives etc</p>
Service Models and Care Pathways	<p>Specific programmes with Borders, Orkney, Shetland, Moray, Aberdeenshire, D&G and previously WI and Argyll and Bute focusing on service redesign pathways and across health, housing and social care</p> <p>Commissioning and capacity planning toolkits and programmes</p> <p>MCN programme (referred to above)</p> <p>Intermediate care programme and interface with implementation of rehabilitation framework</p> <p>JIT Telecare national programme</p>	<p>JIT has undertaken further scoping of current and planned 'integrated' models of service provision to support shared learning; achievement of targets and outcomes etc.</p> <p>JIT Capacity Planning workbooks to support rural and remote joint commissioning programmes.</p> <p>Review JIT evaluation materials re R&R focus. Identify models relevant to R&R – link to community hospital strategy and anticipatory care</p> <p>Examination/evaluation of models developing in R&R areas to inform further development and support.</p>

RRIG work streams	Related JIT programmes	Current and potential development work
	<p>JIT Housing Demonstrator programme</p> <p>Integrated Resource Framework /cost cube with Highland and Stirling</p> <p>Talking Points programme</p>	<p>Examination/evaluation of models developing in R&R areas to inform further development and support.</p> <p>Potential to inform user experience and outcomes</p>
Emergency Response and Transport	JIT Transport with Care Programme	JIT to link with transport work strand of RRIG in relation to opportunities for integration across non emergency; local authority and voluntary transport
Workforce and Education	<p>JIT programme on joint governance management and integrated teams</p> <p>JIT specific programmes with partnerships – workforce and OD issues.</p> <p>Specific OD programme underway with a number of Partnerships in context of supporting partnerships to deliver on national outcomes (early implementer programme)</p>	<p>JIT to scope models of integrated teams in R&R areas.</p> <p>Support to develop and evaluate joint integrated teams/ECCT</p> <p>JIT to link to work underway on generic worker (health and social care) role.</p> <p>To link with RRHEAL Leadership and Management workforce development – new multiagency professional leadership programme</p>
E Health and Infrastructure Project Plan	<p>JIT telecare and telehealth programmes</p> <p>E care and Single Shared Assessment</p>	

Annex 1

Wider 'Divisional ' Programme – promoted through JIT

Community Care Outcomes Framework (Chris Bruce)

- Developing through 7 Early Implementer Partnerships
- A performance management framework together with support/implementation materials/resources [formal launch – March 2009]
- Not part of any national reporting framework, but can compliment SOA and HEAT
- Single Shared Assessment National Minimum Information Standards and Talking Points are key components to enable an outcomes focus
- Organisational Development support programme
- Support to an emerging National Benchmarking Group for Community Care

All enquires to: chris.bruce@scotland.gsi.gov.uk

Delayed Discharge (Brian Slater)

- Performance measuring/reporting
- Advice and support (in conjunction with JIT)
- Development of evaluation materials (in conjunction with JIT)
- Review of complex cases and issues relating to Adults with Incapacity Act

All enquires to: brian.slater@scotland.gsi.gov.uk

Equipment and Adaptations (Jane Arroll)

- Preparing new guidance (consultation draft issued December)
- Develop a support programme to assist delivery

All enquires to: jane.arroll@scotland.gsi.gov.uk

IoRN (Indicator of Relative Need) /Community Care data set (Pete Knight)

- To build a community care data set
- To extend the use of IoRN to support performance management and outcomes focus

All enquires to peter.knight@scotland.gsi.gov.uk

Shared Assessment/eCare (Jane Arroll)

- Promoting National Minimum Information Standards for assessment/care planning and for users and carers

All enquires to: jane.arroll@scotland.gsi.gov.uk

Other areas where PIOD has lead responsibility

NHS Continuing Care Guidance (Brian Slater)

- New guidance issued Jan 08; to be reviewed in light of implementation

All enquires to brian.slater@scotland.gsi.gov.uk

HEAT Targets: Emergency Repeat Admissions (Mike Martin, Anne Hendry, Chris Bruce, Pete Knight)

- Reviewing and revising the target
- Monitoring /evaluating performance and supporting improvement

All enquires to: mike.martin@scotland.gsi.gov.uk

Ministerial Strategy Group and Delivery Group (Alison Taylor)

- Framing the National Agenda and work programmes
- Developing, forming and managing a national debate around a mutual care approach for older people during 2009

All enquires to: Alison.taylor@scotland.gsi.gov.uk