



# **EVALUATION OF JIT IMPACT WITH ORKNEY HEALTH AND SOCIAL CARE PARTNERSHIP**

**DECEMBER 2009**

## Introduction

The Partnership Enhancement Assessment Tool (PEAT) has been developed by JIT to assess the impact of JIT involvement and support to Partnerships at the conclusion of an Intensive Support Programme. The PEAT is organised into four sections which seek the views of stakeholders on:

- Style of Support and Intervention
- Partnership Awareness
- Partnership Impact
- Overall strengths and weaknesses of JIT support

The PEAT was circulated to the members of the Orkney Joint Directorate Management Team. Eleven forms were returned and provide the basis of the feedback analysis. A focus Group discussion involving the current Joint Directorate Management Team members and other relevant colleagues was also held, facilitated by a JIT Associate not involved in the Orkney programme.

The aim of the evaluation session was twofold:

- (i) to review the work that has been undertaken with JIT since September 2007, to reflect on it, learn from it and to provide some focus on how the Orkney Partnership will move things forward once JIT withdraws from the partnerships; and
- (ii) to provide feedback to JIT which will allow JIT to develop and evolve its approach and input to other support programmes.

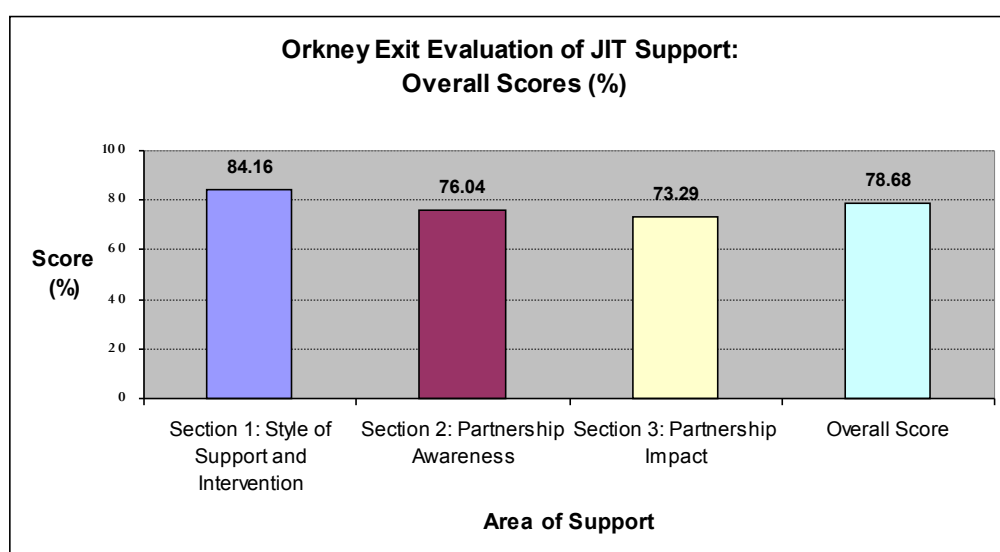
The progress achieved against the key objectives of the JIT programme is covered in the Final Report.

## Summary of main points from PEAT returns and focus group discussions

Orkney's PEAT returns were scored and the results and interpretation are as follows:

### Overall Results

Section 1: Style of Support and Intervention (Max Score 24)	Section 2 : Partnership Awareness (Max Score 24)	Section 3: Partnership Impact (Max Score 24)	Overall Score (Max Score 72)
<b>20.2: 84.16%</b>	<b>18.25:76.04%</b>	<b>17.6:73.29%</b>	<b>56.6:78.68%</b>



### Interpretation

Section 1: Style of Support and Intervention	Section 2: Partnership Awareness	Section 3: Partnership Impact	OVERALL IMPACT OF JIT INVOLVEMENT
The experience of working with JIT was highly positive and brought significant gains to the local partnership	Understanding of the nature and benefits of joint working has improved in some important ways following JIT support	Some limited change in joint service outputs can be identified as a result of JIT support	JIT intervention has had some beneficial impact and there is evidence to show enhanced partnership capacity and some likelihood of sustainability amongst the local partners

## Comments

### Section 1 – Style of Support and Intervention

- JIT Associates brought knowledge to the Partnership but it could be perceived that local issues and differences are not always taken into account.
- Overall the experience with JIT was a positive one which brought much to the local Partnership.
- JIT has provided good support to the Partnership with ongoing support and mentoring which has added value.
- JIT have been very supportive in providing focus and direction to the Orkney Partnership at a pace which would not otherwise have been achieved.
- JIT has played a valuable role as an honest broker, providing evidence based advice in order to resolve areas where clarity was needed or potential differences of opinion have arisen.
- JIT's ability to work at different levels across both organisations and to use external expertise gives their work and input a professional credibility which is important for major change

### Section 2 – Partnership Awareness

- Smaller Local Authorities and Health Boards have considerably less human resources to commit to JIT programmes which can lead to tension at times.
- JIT has built up confidence in the Partnership around joint working and taking the next steps.
- Some of the work to develop products and services for the Partnership is on top of existing work, this includes direct operational work which has to be given priority. This created considerable time and work load pressures that may have been counter productive to the overall goals of the project and is largely unresourced.
- The JIT was instrumental in facilitating the work towards joint Council and NHS services and raising understanding where scarce resources were being used and where they could be better directed.
- JIT's focus on a whole system approach has been consistent and has resulted in the improvement in the current position of the shadow CHSCP which while not perfect has improved due to the JIT's involvement e.g. the inclusion of housing.
- Further work is still required to assist with the prioritisation and total acceptance of the competing priorities across the Partnership.
- The involvement of JIT has been very helpful to the Partnership. However, the focus of the JIT has become the focus of Orkney Health and Care which excludes other priorities that the CHSCP should focus on.

### Section 3 – Partnership Impact

- JIT have provided increased capacity to the partnership and brought a fresh focus on the need to agree and implement plans which will affect service delivery in the future.
- The advice and best practise which JIT has brought to the work of the Partnership has ensured consistency of approach and shared objectives. However, it is too early to state that the Partnership has demonstrated improved outcomes in the lives of service users and carers or that there is evidence of immediate changes in service outputs.
- Broadly positive about the JIT's impact in this area although would query whether, at this early stage, it would be possible to evidence improved outcomes. Would expect the high level work to take some time to filter through to a measurable outcome.
- Demonstrable impact on health and care facilities, CHSCP, intermediate care service, all of which are now sustainable without JIT, although would benefit from ongoing JIT involvement.

### Section 4 – Strengths and Weaknesses of JIT Support Summary of comments from individual questionnaires

KEY STRENGTHS	LEAST HELPFUL ASPECTS
<ul style="list-style-type: none"> <li>▪ Access to range of different and credible expertise</li> <li>▪ Personal and professional support and mentoring</li> <li>▪ Enabled the partnership to focus and prioritise development areas for action</li> <li>▪ Helped to take decision makers in our desired direction of development by actively bringing in knowledge and being prepared to attend meetings, briefing sessions, events etc</li> <li>▪ Facilitated Partnership working to an extent that could not have been achieved otherwise</li> <li>▪ Brought much needed financial resources to take development areas forward</li> <li>▪ Ability to access resources to facilitate and test things out</li> <li>▪ Ability to act as negotiator when partnership was tested</li> <li>▪ Ability to network across country</li> <li>▪ Information sharing</li> </ul>	<ul style="list-style-type: none"> <li>▪ Focus on JIT agenda limited the discussion on the wider CHSCP agenda</li> <li>▪ Tensions between national (and JIT) and local drivers and agendas</li> <li>▪ Tendency to take things on board and progress them through the agenda based on discussions and representations made at meetings or sessions. It was difficult to get a service area on the agenda for consideration if it was not raised at the meeting/session</li> <li>▪ At times it seemed like there was limited appreciation of local situation and staff capacity issues in such a small area</li> <li>▪ Resource intensive and lack of capacity locally to progress matters at JIT pace</li> <li>▪ Lack of training on improvement methodologies</li> <li>▪ Lack of clarity about when the input comes to an end making it difficult to plan which service areas to ask for support with</li> </ul>

A total of 11 completed questionnaires were received and these formed the basis for the earlier analysis that is presented in this report. The response to the questionnaire

and the overall feedback from those who attended the focus group was very positive with a strongly held view that JIT has made a significant difference. The particular comments made and issues raised are set out in this report.

The general feeling was that JIT, particularly in earlier phases of work had been appropriately challenging and this had been extremely helpful in delivering real change. There was real doubt that important streams of work would have been seen through to a conclusion without that engagement from JIT. At times JIT had been the driving force in achieving change and this was seen as helpful and a reflection of a lack of local capacity at that moment in time. JIT was felt to have delivered increased capacity to the partnership and brought a fresh focus on the need to agree and implement plans which will affect service delivery in the future. However, at other times they acted as the “honest broker” and helped people to understand cultural and organisational differences and to seek positive opportunities through partnership. Positive reference was also made of JIT engagement with the voluntary sector and a generally inclusive approach.

People found the mix of backgrounds and skills within the JIT team extremely valuable along with the willingness of the team to “get into the detail”. Reference was made specifically to the benefits of specialist input with strong reference to the evidence based approach taken and “stickability” in the face of scepticism. Feedback suggests that the mix of practical “on site” support and engagement and the ability to make available some financial support was particularly helpful and there was a desire to see that model of working continuing in the future even if the JIT found resources constrained.

At times people found the requirements of the programme too demanding (because of a lack of local capacity) and this put strain on individuals and the local system. Looking back the view was that though uncomfortable this was necessary to deliver real change. However, it would have been more helpful and supportive if there had been greater acknowledgement of the difficulties being experienced locally and explicit recognition that there was no lack of willingness to engage with the programme but real practical difficulties. In spite of these feelings there was a general recognition that the agenda and priorities had been set locally.

There was an appreciation of the ability of the team to signpost to best practice and support information and learning links to other organisations and partnerships but there was also felt to be an opportunity to enhance the JIT website in order to deliver these services remotely rather than always having to rely on engagement with a JIT team member.

In looking to the future there was a shared view that the partnership could continue to benefit from further JIT support. This would be particularly valuable in relation to arrangements around financial accountabilities and management within the partnership and the continued development of governance arrangements and organisational culture. These were seen as particularly important over the next six to twelve months during the transition from shadow arrangements.

The partnership is now seen as much more robust than at the beginning of the programme and there is confidence that the local system, particularly with a new

joint director will be able to drive and sustain their own local agenda. The support from JIT could therefore be less intensive than before.

There was a consensus that the partnership could also benefit from JIT addressing or taking a lead in key areas in a national context. Examples given were the establishment of a national collaborative to address HR challenges and also the need to support a national debate, engaging with the wider community in relation to the Reshaping Care for Older People agenda and in particular the role of individuals and the wider community in working with health and social care services to enhance the wellbeing and lifestyle of older people in Scotland.

In conclusion there was a strong view within the focus group that JIT engagement to date had been extremely positive and that further benefits could be realised by further future engagement albeit less intensive in nature.

## **Conclusion**

The evaluation of the JIT impact should now further inform the Partnership approach to the development and implementation of joint working arrangements. The feedback to JIT will also inform ongoing and future programmes with other Partnerships in Scotland. The JIT will follow up progress with the Partnership (during 2010) and this will provide a further opportunity to evaluate progress and longer term impact of JIT support.

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