

Talking Points: Update from Learning and Action Group Members January 2010

To facilitate the continued implementation and development of the personal outcomes approach across Scotland, the JIT is convening a Learning and Action Group. This group primarily consists of individuals from early implementer partnerships and provider organisations. The group also includes key individuals from the Joint Improvement Team and Scottish Government involved in supporting the Talking Points approach.

The first meeting of the Learning and Action Group was held in January 2010. During the course of this meeting representatives from the six partnerships able to attend provided detailed updates of their progress in implementing the approach. Each partnership also took the opportunity to reflect on the aspects of input from the JIT and other partnerships that had been particularly important in supporting implementation.

This short report produced alongside the minutes from the meeting summarises the key messages from each of the six partnerships, including learning about what works with respect to supporting organisations taking forward personal outcomes based approaches.

Glasgow (Hugh McCann and Jim O Rouke)

Implementation of a personal outcomes approach in Glasgow has centred around 9 pilot projects, co-ordinated by a sharing and learning network. Pilot work started in 2007. Three of the pilots have been completed with several due to report around April 2010. Individual project reports should be made available to share more widely in the near future. Additionally, Hugh is working on a review report of piloting work across the city, which will also link to plans for wider implementation.

Moving forward, work is being focussed around two key areas. Firstly there is work ongoing to develop a generic baseline assessment, with links to the local data sharing group. Secondly, there is already in development a focus on commissioning. Around 61% of Glasgow's budget goes to approx 200 provider organisations (£350m). Recently senior management have commenced engagement with providers' organisations in the context of seeking efficiencies through innovation and partnership working. Discussion of an outcomes based approach has emerged in this arena as a potential driver of positive change in the approach to commissioning and contracting. The Contract Management Framework and specifically providers reporting requirements are currently being reviewed and there is potential also to redesign these around outcomes. It is recognised that any development should align as much as possible to the requirements of the new scrutiny bodies in line with recommendations from the Crerar report; in relation to avoiding duplication and reducing the associated administrative burden.

Orkney (Caroline Sinclair)

Orkney have been carrying out outcomes focussed reviews since 2007 and have completed two annual reports on the data coming from these reviews. More recently they have focussed on embedding outcomes within the assessment and support

planning process and their new outcomes focussed SSA was launched early January 2010. To date it seems to be well received.

Overall practitioners using the approach in Orkney have been very positive, however continue to note the extra time taken to engage with individuals around outcomes.

Orkney are also working with the Care Commission to examine the potential use of review data for scrutiny purposes.

Angus (Dawn McFarlane)

Angus piloted UDSET in 2007 and since that pilot have completed a best value review of older people's services. This has informed a significant change programme within Community Care, with a key focus on assessment and review processes.

The partnership is currently focussed on pulling together the different policy strands underpinning community care, including Talking Points, NMIS and the CCOF, with a view to mainstreaming the outcomes approach. However they recognise locally that this is a big change agenda and are keen to take the time locally to get a clear focus and ensure they get the implementation right. They also recognise the importance of Organisational Development

In the meantime the Core Assessment has been agreed across Tayside and Angus are keen to continue to link with local partners in the implementation of the approach.

East Renfrewshire (June Findlater)

With support from the JIT, East Renfrewshire employed an 'Outcomes Officer' in early 2008. This has enabled them to take a whole systems approach to implementing an outcomes focus, including the provision of staff training, building outcomes into all new documentation and policy (including the Single Outcome Agreements) and revisiting their assessment processes. As a result the partnership is moving away from talking about services, to thinking in terms of supports and outcomes for individuals.

The focus on outcomes has been very popular with front line staff, but has been more daunting for front line managers.

The partnership is now moving to focus on how to redesign services based on outcomes and in particular Long Term Conditions is a focus for this work. There is also a particular interest in developing work around commissioning of services and the engagement of the public, who need information to understand the shift in the way the partnership does business.

A key recent challenge faced by the partnership has been to build eligibility criteria into the assessment process, which they have found to be contradictory to an outcomes approach and which has delayed progress in rolling out assessment. However the good links between health and social care within the partnership has strengthened and supported implementation and ensured engagement with health from the beginning.

Edinburgh (Gordon Dunbar)

Edinburgh have picked up on the outcomes agenda in the past year and in the late spring 2009 appointed a project manager to oversee implementation supported by funding from the JIT. Up until that point activity was focussed around two Talking Points pilots, one with a Sector social work team and the other with a district nursing team. These pilots have highlighted the importance of addressing culture, practice and systems in taking forward this agenda.

Four work streams have been established to support implementation:

- Review of SSA to ensure that tools and processes are outcomes focussed, include risk issues and are closely linked with work to take forward personalisation in Edinburgh
- Data management – examining how the partnership can gather robust and meaningful data on outcomes to inform commissioning of services, in particular
- Review of business processes, to ensure that systems are working to deliver outcomes for individuals, as opposed to organisations and are supportive of good partnership working between health and social care
- Communication, nb how to include people with communication support needs and those who are reluctant to engage with services.

North Lanarkshire (Sandra Mackay)

North Lanarkshire have been working on embedding a personal outcomes approach since they conducted a review of their assessment and care management processes in 2003. They initially drew on the research on outcomes from the University of York to inform this work. Since 2007 they have linked closely with the Talking Points work programme, initially using UDSET in their review of integrated day services.

The partnership has taken a staged process to building outcomes into assessment, support and care planning and review processes. They started by implementing an outcomes focussed assessment in 2007 and have recently added support and care plans to this. They are still to build outcomes into reviews.

Ongoing communication with staff has been central to their approach. Not only have they engaged staff in now 5 development days, but also conducted focus groups with three groups of staff, front line staff, managers and more senior managers to capture learning and inform further development of the approach. More recently they have conducted two days of training with 60 health staff with very positive reviews.

Commissioning is also a key area of interest and they are currently linking in with Viewpoint, an English Organisation, to capture the views of people using services to inform commissioning processes.

Supporting the implementation and development of an outcomes approach: what works

There was overall agreement amongst the representatives from partnerships present that the approaches taken by the JIT to supporting the development and

implementation of Talking Points were effective. In particular individuals highlighted the value of:

- The literature and materials produced. These were recognised as being useful in their own right, but also, as important in supporting a consistent approach locally, as different teams and pilots worked from a common starting point.
- Access to the consultants supporting the work and in particular their role as 'critical friends'.
- The additional resources provided by the JIT to partnerships to support specific aspects of implementation. Resources included payment for staff time, IT developments and specific events.
- The objectivity and credibility of the JIT. Participants cited a number of examples where the credence brought to and recognition given to their efforts by the JIT made a big difference locally in pushing the agenda forward.
- The evidence based nature of the personal outcomes approach was also seen as bringing credibility.
- The role the JIT could play in ensuring that links to the outcomes work were made at the strategic level within organisations.
- The opportunity that engagement in the Talking Points work gave them to feedback into government around key issues and concern, particularly around high level join up.

In addition, representatives from all partnerships highlighted the particular benefits of the many opportunities they had to access support, ideas and resources from colleagues in other partnerships and organisations. These opportunities were initially primarily facilitated by the JIT, but over the past couple of years had been increasingly initiated by the individuals concerned. Indeed all individuals in the room also played an active role in providing support, guidance and advice to other partnerships and organisations too. Examples of this activity included:

- The establishment of an informal sharing and learning group including partnerships from across Central Scotland.
- The Lothian and Glasgow based networks.
- Visits between partnerships.
- Input to training and development events by partnerships where an outcomes approach was actively embedded. The significant contribution that North Lanarkshire has played and continues to play in this respect was particularly recognised. North Lanarkshire also view the opportunities for staff to present to training events elsewhere as supporting their own staff development
- The sharing of tools and materials.

The willingness of all partnerships to share honestly and openly with each other regarding progress and the challenges they were encountering with the work was identified as essential to this process. It was identified that there was an honesty in sharing learning between partnerships about the personal outcomes approach that hasn't always been evident with other aspects of policy implementation. Participants in this meeting reported that a key benefit of being part of the Learning and Action Group for them was the opportunity to find out what was going on elsewhere and to discuss key issues.

The one area where members of the group felt that support could be improved was in ensuring that policy was joined up and broadly supportive of an outcomes approach, in particular around the National Minimum Information Standards and the Community Care Outcomes Framework.

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