



## **CONNECTING PARTNERSHIPS**

**A Framework for Supporting Leadership, Effective Management and  
Service Innovations across Health and Social Care Partnerships**

## **Summary**

The JIT Connecting Partnership Programme provides an opportunity to provide additional support and advice to Partnerships involved with the JIT Intensive Support Programme by developing a more structured link with one or more other Partnerships. The Programme involves identification of key objectives based on the joint action plan between the JIT and the Partnership, supporting shared learning and benchmarking opportunities. There is the potential to develop links with an academic department to further support personal development and support.

## **Introduction**

The Joint Improvement Team (JIT) was established in 2005 to work directly with health and social care partnerships to accelerate the pace of improvements to ensure better outcomes for service users and carers. The JIT is sponsored by the Scottish Executive, the Convention of Scottish Local Authorities (CoSLA), and NHS Scotland and aims to help partnerships work towards both national and local improvement targets

The JIT provides:

- an Intensive Support Programme to a small number of partnerships each year;
- a developmental approach around key themes for example housing, transport intermediate care which will be of benefit to a number of partnerships;
- an information and advice service available to all partnerships; and
- a shared learning programme.

It is apparent that there are still limited ‘planned’ opportunities for staff to learn from the experience in other areas and consider relevance to their own area of work despite the range of learning events, conferences and published material available. This is in part due to limited capacity within services, anecdotal information about what is happening elsewhere and the lack of a robust framework to support practical application of lessons learned. It is clear that there are benefits from work already underway across single agency and interagency learning networks and other events and these are critical to supporting shared agendas and learning across the country. However, there is an opportunity to develop and facilitate more formal connections with a small number of health and social care partnerships to maximise the benefits of experience and innovative practice to date.

## **Connecting Partnerships Framework**

The JIT, through its work with health and social care partnerships across Scotland, will be aware of progress being made as well as the challenges faced by partnerships, some unique to a partnership and others likely to be common themes. Information is also available from other sources such as Joint Future Unit; Improvement Service, Centre for Change and Innovation, Quality Improvement Scotland and the developing work on joint inspection.

The Connecting Partnerships Framework provides an approach to facilitate effective sharing of experience, skills and good practice with specific partnerships as part of an **Intensive Support Programme**. It will also provide mentoring and 'peer support' to individuals. Members of the JIT Action Group provide a wealth of knowledge and experience and can facilitate specific programmes of work with health and social care partnerships. It will be important that the programme links to existing learning and developmental processes within each partner agency.

The objectives will be clearly linked to the JIT Brief and Partnership Action Plan for a given health and social care partnership engaged in an intensive support programme with the JIT. However, it is anticipated that this would continue beyond the JIT programme and help to sustain long term capacity and ongoing shared learning. A small budget will be made available to support this programme. There will be other opportunities for less formal connections across partnerships, and JIT will facilitate this across all strands of our work.

The Connecting Partnerships Programme will build on developments already underway such as learning networks; action sets etc. but will provide a more robust approach with agreed objectives for specific health and social care partnerships. JIT will work with other organisations and departments as appropriate such as the Improvement Service, Centre for Change and Innovation (CCI) and Scottish Leadership Foundation to support this approach. It is important to ensure effective user and carer participation.

## Objectives

- To support partnership working at all levels and provide opportunities for staff across health and social care partnerships, independent organisation and users and carers to establish links with other partnerships at both an individual and service level in areas relevant to the JIT Brief and Action Plan;
- To support health and social care partnerships to apply 'ideas' from other areas appropriate to their local context;
- To facilitate informal networking around specific topics/areas of work;
- To enable effective sharing of information, knowledge management and 'good practice' relevant to JIT Brief and Action Plan;
- To support the development of local programmes, with clear objectives, which are informed by practice elsewhere;
- To maximise skills sharing and to support staff in identifying their own learning objectives as part of their personal development plans;
- To develop capacity at both strategic and service delivery levels;
- To evaluate the outcomes of Connecting Partnership Programme;
- To provide opportunities for partnerships to reflect on experience to date and inform developments both locally and nationally (by linking to national networks. National Centres etc). and
- To provide peer mentoring as appropriate.

## **Approach**

The Connecting Partnerships Programme will be available to health and social care partnerships engaged in an Intensive Support Programme (referred to as JIT Partnership).

The 'Host' Partnerships will be identified by the JIT lead (Director or Assistant Directors) for a given Partnership based on the assessment and diagnosis, along with the JIT Brief and Action Plan. It is anticipated that there could be more than one host partnership depending on areas for development. The Host Partnerships and JIT Partnership will be involved in developing the Brief for the Connecting Partnership Programme.

Where relevant a member of the Action Group will be the lead individual for the Host Partnership, otherwise a lead will need to be identified. This individual(s) along with the lead(s) for the JIT Partnership will have responsibility for overseeing the programme with support from the JIT lead.

The programme will take place over about a 12-month period but it is anticipated that there will be ongoing links beyond the JIT Intensive Support Programme.

There will be an opportunity to consider this approach to support service developments across partnerships drawing on the experience and expertise of those involved in similar completed projects. JIT will support dissemination of information and material through the web site, networks and events.

There may be an opportunity to further develop this approach with an academic department for key personnel as part of a personal development programme and to support capacity and leadership development relevant to health and social care partnership working.

## **Budget**

The JIT will provide a small budget to the ‘Host’ and JIT Partnerships to support this programme as part of the overall budget for an Intensive Support Programme. It is expected that this will cover some basic staff resource, travel, etc but JIT Partnerships may be required to provide some additional funding to support the programme.

An indicative allocation of £5,000 is available for each Host Partnership and the JIT Partnership. This will be monitored by the Project Group as part of the overall budget for the Intensive Support Programme.

## **Evaluation**

The programme will be evaluated on an ongoing basis as part of the overall evaluation of the Intensive Support Programme. This will inform the work with other Partnerships. The application of this approach to ‘thematic’ topics will be examined.

There will also be an opportunity to evaluate the Connecting Partnerships Programme as part of the independent evaluation of the JIT.