

Transformation launch event Feedback

Edinburgh **Health and
Social Care** Partnership



Thank you

Thank you to everyone who was able to attend and take part in the Transformation Launch event. The discussions were very valuable and it was good to see so many people there. Your feedback, queries and questions from the various break out session and exercises have been collated and included in this deck.

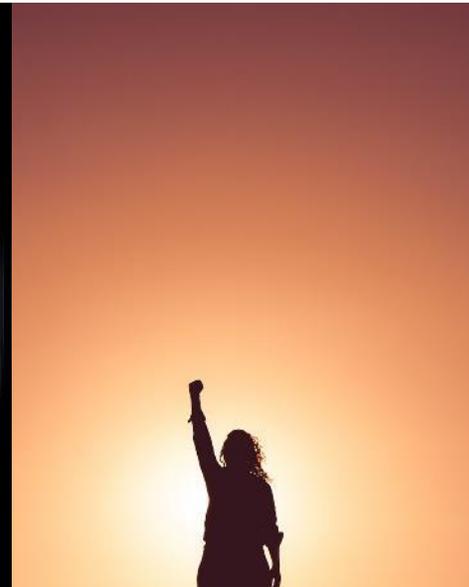
What will we do next?

- Use your feedback to create communications strategy to accompany the Transformation Programme
- Use your feedback to develop a supportive PMO framework that builds on previous best practice
- Work with you as SROs to confirm scope of individual projects and develop project documentation
- Support you to establish project boards and teams and quickly move into project implementation

Breakout Exercise - 1

GROUP WORK

What will your programme/project look like? Describe the difference you want to see.



Breakout Exercise – 1 (page 1)

Wish to inspire informed, activated and connected people in Edinburgh.

Have faith that we are all working towards to same goals. Staff feel that they are working in partnership

Community empowerment. Control of their own lives and making their own decisions

Be more knowledgeable about our populations and turn this into actions for healthier, more active, happier lives

A more self-directed support model will be in place with self-managed care widely adopted by the people of Edinburgh

A wider demographic of residents will understand social care services and how they relate to them via the inclusivity of the Edinburgh Pact

We are all working together to deliver the services, we and share services effectively which are tech enabled

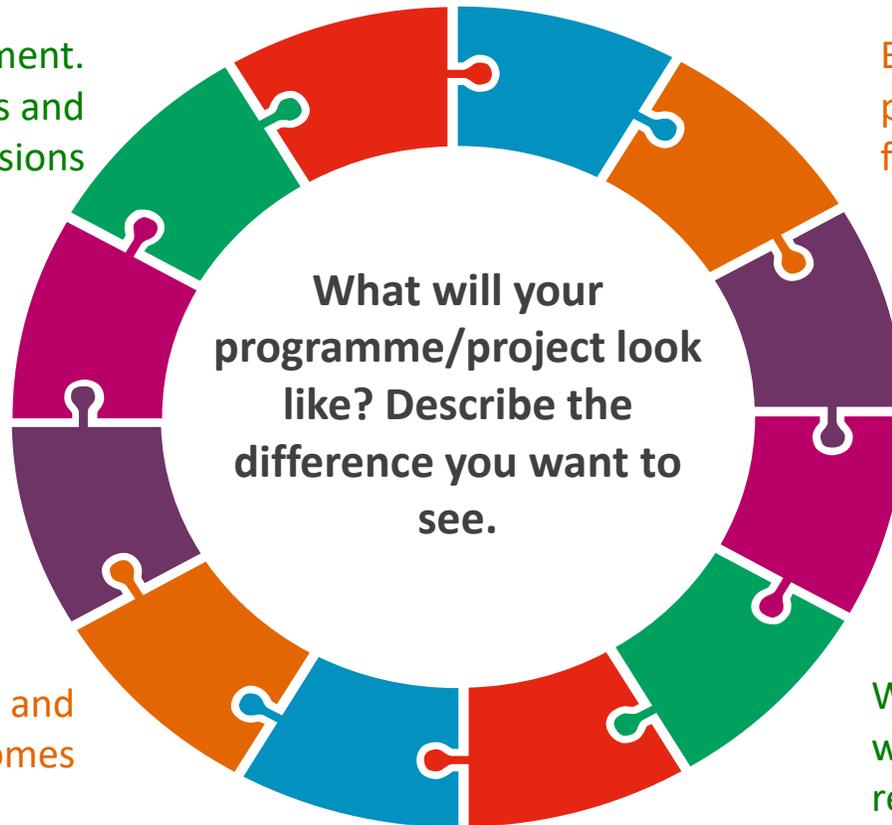
Ensure that strategy and operations are aligned

Transitions services should be redesigned and strengthened to deliver better outcomes

We want to be more ambitious; the changes we make should be innovative – it's not about reinventing the wheel it's about ensuring people have the tools to care for themselves

People get services they need, the quality of services is high and there are no waiting lists.

More integration across service partners as a whole



Breakout Exercise – 1 (page 2)

Technology supporting what staff need to do. Staff are enabled to work more agile

Stronger relationships across Health and Social Care service providers

Want to see a real difference for those populations most at need – we must focus prevention work on those living in poverty and tackle inequalities

There will be a greater degree of trust and investment in the community which will play a more pivotal role in service care provision

We need to have an infrastructure plan

Expectations among residents about what HSC can provide will be re-aligned through the Edinburgh Pact

We need to build community resilience not individual resilience, so communities are in control of their own destiny

What will your programme/project look like? Describe the difference you want to see.

To see prevention/early intervention really make a difference we need to have faith in the role of prevention and all be working towards the same thing

To link meaningfully with communities and providing them with the necessary capacity

Continuous improvement and transformation

Planning for transitions will occur earlier

It's all about what people can do for themselves.

Breakout Exercise - 2

GROUP WORK

Previous learning: what's worked and hasn't worked?



Breakout Exercise - 2



What's worked well & what would you like to see now

- Base-lining & continuous monitoring
- Knowing when and where to withdraw or change plans.
- Being adaptable
- Investing for the long term, not just quick wins
- Qualitative data needs to be used and trusted
- Stability in leadership
- Having enough resources to deliver
- Strategic overview across programs of work
- Refinement of design
- Co-production of work sharing expertise and knowledge

From your previous experience with projects and change



What hasn't worked so well in the past or could be improved

- Not trusting evaluations
- Lack of continuity in decision making
- Lack of clear risk strategy
- Not engaging experts (service users, customers, practitioners) in design & delivery
- Dysfunctional organisation layout and internal barriers and structures
- Produce proposals and design which are inclusive by conforming to relevant due diligence e.g. Integrated Impact Assessment
- Proposals have not been sustained long term
- Lack of clear and coherent communication
- We need to use resources wisely and ensure work is not pushed back to the services
- Need to support staff for them to see long term value

Communication and wider engagement

A photograph of a utility pole with peeling paper and a sticker that says "GOOD NEWS IS COMING". The sticker is white with black text. The pole is covered in layers of old, torn paper and tape. The background is blurred, showing a street scene with a car.

**GOOD
NEWS
IS COMING**

- What information matters to your teams?
- What are best ways to share information?
- Tips for more effective collaboration?

Communication and wider engagement

Operative newsletter

Inclusion of voluntary sector in specific programmes

Twitter



What's working well

Judith's newsletter

Team Talks

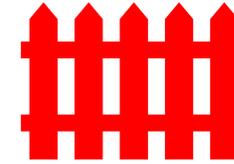
Evoc has ensured HSC agenda of every forum/network thematic and geographic

Irregular communications

Not having a centralised system across NHS and CEC to enable collaborative working

Mixed messages

Technology



Gaps & Barriers

Use of jargon

Politics

Infrastructure not set up

Communication of key messages not reaching all relevant stakeholders

Regular, clear and updates from SLT

- * What has happened?
- * What is happening next?
- * How 'they' can get involved?
- * Feedback loop

Ratified slide decks shared



Suggestions

Involve staff Partnership Reps

Benefit workshops

Dedicated comms resource

Sharing success stories across public and 3rd sector

Utilising technology - Microsoft Teams or Trello

Accessible technology

Plan. Effective communications from all channels

Keep Finance and any relevant Partnership Reps in the loop. Add colleagues to distribution lists for Partnership Comms

General Feedback

Request to use web conference more for meetings where appropriate and reduce the need for travel/ align with our environmental targets

We need to ensure that the role of SRO includes two key elements:

- Scope
- Anticipated impact of scope

Definitions glossary to be clear about what terms mean. If a universal language and terminology is not used it could create confusion and impact progress.

Shared space NHS and Council could use.

What style and culture is being created by the Transformation programme? The success will in some part pin on how the approach is executed.

Evidence and Evaluation activity

What type of evaluation approaches have you used before?

- * Data analysis and KPIs
- * Service user surveys and staff
- * Academic evaluation
- * Peer/ professional evaluations (MDT)
- * Patient reported experience/ outcome measures

What challenges did you face?

- * Timescales for academic evaluation
- * Data sharing rules
- * Lack of baseline data and not having clear objective
- * ISD data difficult to navigate
- * Reliability/availability of data

Opportunities

- * Build evaluation in at the beginning
- * Get good baseline