



## Improvement East Project Evaluation Form

### Section 1: Project overview

<b>Project title</b>	JIP Cross-Cutting
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<b>Lead authority</b>	Department of Health Social Care and Partnerships in the East of England
<b>Lead officer contact details</b>	Amanda Reynolds Deputy Director Social Care and Local Partnerships Department of Health Government Office for the East of England Eastbrook Shaftesbury Road Cambridge CB2 8DF <a href="mailto:amanda.reynolds@dh.gsi.gov.uk">amanda.reynolds@dh.gsi.gov.uk</a>
<b>Partner authorities involved</b>	ADASS via JIP Core group Department of Health East of England IE / RIEP Regional Public Health SCIE Care Quality Commission NHS East of England IDeA Skills for care CSED
<b>Project description, purpose and outcomes</b>	<p>The Joint Improvement Partnership Cross-Cutting theme works directly with health and social care leads and other regional partnerships to provide support and additional capacity to enable the JIP to improve adult social care and to deliver efficiency gains across the region. Essentially, this work stream acts as a hub for the JIP activity working to coordinate and promote JIP activity across the region.</p> <p>The work included:</p> <ul style="list-style-type: none"> <li>• Coordinating the JIP work streams across the region ~ working with work stream leads and programme managers to develop a strategic approach to improvement activity and enable a proactive whole systems approach. And to share our knowledge</li> </ul>

about what works in regional partnership

- Working jointly with ADASS, DH and the NHS in the region to co produce the delivery of national DH objectives in adult social care
- The management and co-ordination of £2 million finance of the JIP (funded by IE and DH)
- Sharing of positive practice, dissemination of research and the development of knowledge products, (films and other knowledge products) via the JIP web site.
- The co-development of the regional JIP conference
- Sustaining the JIP partnership to target councils who have been identified as needing additional to help in improving their performance and work to promote general improvement across all councils.
- Liaising with funding bodies to support the effective delivery of the JIP.
- Supporting the work of the region JIP to implement the national policy agenda
- Liaising with other JIPs across the country to share regional positive practice.

### **Outcomes**

#### **Communication**

Much of the work for this work stream has been strategic and procedural and therefore not so visible in terms of outcomes. An essential part of this role has been the communications strategy.

We have worked hard on the branding of the JIP and a JIP communications strategy, as a result we have:

- developed a JIP web site,
- designed a regional logo and
- developed a six weekly newsletter that is disseminated across the region.

In addition we have produced and directed three films and they are all due to be uploaded onto the JIP web site by 31<sup>st</sup> March 2010. The films offer examples of positive practice from the JIP in the Eastern region. They are:

- One film on Brandon Connected Care project (part of the LSP, LAA work stream)
- One film On Adult Placement Scheme (part of the JIP Learning disabilities work in the region)
- One film on the Innovations master class (Capacity and skills regional master classes)

As another part of the configuration and communication strategy, we have worked to share positive practice across the region (particularly

	<p>in the areas of Adult Safeguarding and Dementia Care) via the JIP web site.</p> <p>The JIP conference for the East of England was held in March 2010 and this engaged many of our key stakeholders in sharing the learning and practice from the JIP work streams. We closely with our colleague in the JIP Organisation and Performance work stream to develop the Conference. Speakers included John Bolton and Jenny Owen. The conference was attended by 68 people mainly Directors of LAs and their ADs. It also offered an opportunity to show case some of the work the Jip has delivered in the region.</p> <p><b>Partnership working for service improvement.</b> Beyond communication, much of the work of the JIP cross cutting work stream is to support the programme directors (DASS) and the programme managers to ensure the delivery and quality of our other JIP work streams.</p> <p>We also work with closely with the DH and the SHA in the region and we have developed our JIP regional strategy for 2010-2011in partnership with the DH Social Care and Local Partnerships Team.</p> <p>In partnership with the DH and the SHA and the support of carers leads in the region, we have now developed a regional carers strategy. Thanks to funding from IE the JIP has been able to support the development of a Carers Leadership Conference in the region.</p> <p>Where there is a shared policy objective we have worked to promote a single regional approach between the NHS, the clinical boards and the JIP. For example, we have contributed towards a deeper understanding of the JIP and the QIPP in the region.</p> <p><b>Supporting effective governance and financial management</b> A significant part of the JIP cross cutting work is to take the responsibility for performance management reporting and ensure strategic frameworks are in place to enable the JIP to deliver on the improvements outlined in relevant national and regional strategies.</p> <p>The JIP Cross cutting work stream supports the JIP Core Group and Sub-groups as required by providing advice and ensuring the groups have any relevant information to make decisions and practice good governance.</p> <p>We also undertake research and work with lead officers within local authorities and other partners to agree project scopes, priorities, deliverables, added value and resource implications.</p>
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	We manage the overall JIP budget (with support from an excellent finance manager) to ensure that lead Directors and individual project managers are supported to manage their project budgets.
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## Section 2: Final status

<b>Original budget</b>	Total budget for this project was <b>£222,160</b>
<b>Actual total cost</b>	<p>Due to the time of submission of this paper the JIP are only able to make an estimate of final costs as all of the invoices have not yet been submitted</p> <p>The current estimate for the cross-cutting costs is approximately £197,160.</p> <p>Please note, one piece of cross-cutting work (SCIE research) has been committed into summer 2010 for £23,000</p> <p>Therefore it is estimated that the full budget will be used.</p>
<b>Cost savings and efficiencies achieved</b>	<p>The role of the cross cutting work stream is to act as a hub for all of the JIP work in the region and to communicate within and across the JIP, with our main funders (IE and DH) and to share our learning and positive practice across the region and around the UK.</p> <p>.</p> <p>Potential Cashable Benefits:</p> <ul style="list-style-type: none"> <li>• Reductions in bureaucracy and modification of processes leading to streamlining of JIP process for some authorities providing cashable benefits in terms of resource time.</li> <li>• Initiating, leading and supporting the development of regional training through Essex University~ this means a reduction in time for local authorities designing and maintaining individual training frameworks (Safeguarding and hopefully Continuing Care in 2010-2011 if it is funded)</li> <li>• Reductions in local development work as action will be taken at a regional level – as we support regional networks and boards</li> <li>• A contribution towards improvement in inspection outcomes has the potential to lead to fewer CQC inspections thus reducing resource time preparing for inspections.</li> </ul> <p>Potential Non-Cashable Benefits:</p> <ul style="list-style-type: none"> <li>• New ways of working across health and social care</li> <li>• Improved morale in the authorities due to improved inspection outcomes.</li> <li>• Improved quality of training leading to better skilled workforce).</li> <li>• Improved connectivity and information/good practice-sharing within the region.</li> </ul>

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<b>Original estimated end date</b>	March 31 <sup>st</sup> 2010
<b>Actual end date</b>	March 31 <sup>st</sup> 2010 (please note that regional SCIE was funded out of the IE JIP cross cutting budget (£50,000) and they will offer an evaluation report when they finish their regional work summer 2010)

### Section 3: Achievements and learning

<b>Were the original objectives achieved?</b>	<p>Yes!</p> <p>The objectives of the Cross-Cutting work stream were to:</p> <ul style="list-style-type: none"> <li>• Develop a configuration management strategy</li> <li>• Develop and update risk and benefits analysis</li> <li>• Ensure the work of the projects were developed within the scope of the JIP and delivered within the agreed timescale</li> <li>• Ensure that the day to day running of the organisation of the JIP runs smoothly.</li> <li>• Ensure that quality is maintained throughout all projects</li> <li>• Develop a web site.</li> </ul> <p>This project has delivered its objectives by developing and maintaining a regional programme plan with on going co ordination of all the project plans; cross-cutting has ensured that the JIP office has had clear governance and financial accounting processes that facilitate the effective delivery of the work streams.</p> <p>These objectives have been met.</p>
<b>Were the end users/clients satisfied with the project?</b>	<p>Local Authorities across the region, individual DASS, carers and service users are all potentially the JIP cross cutting clients.</p> <p>The JIP Core group has expressed its appreciation of this work stream in helping to support the delivery of the whole JIP vision for the region.</p> <p>Regional JIP project managers have expressed satisfied with the support of the Cross Cutting team and the project has delivered in terms of it s objectives.</p> <p>The cross cutting project has maintained effective communication with all involved with JIP East; this has been developed across the region.</p>

	<p>We hope that IE are also satisfied with our work as we try to respond to requests/ concern in a timely and professional manner and we attend the national RIEP / JIP meeting to share our regional positive practice.</p>
<b>Lessons learned: project planning</b>	<p>Working with multiple partners with diverse aims and objectives has enabled us to learn how to be flexible and adapt within the scope of JIP policies and procedures.</p>
<b>Lessons learned: effectiveness of project</b>	<p>The effectiveness of the project has taught us how important engagement with stakeholders is – this engagement has lead to coherence and a dynamic approach to exchanging concerns and solutions.</p> <p>It is also important to develop a good working relationship and communication strategy with finance manager and departments – this project had a good working relationship from the start with finance and this has ensured good communications and helped the effectiveness of the project.</p>
<b>Were any unexpected opportunities identified and realised?</b>	<p>The opportunities for working partnerships across some of the projects have been realised. The Cross-cutting project has enabled networking between the project managers and their work.</p>
<b>What went right?</b>	<p>The engagement of consultants and experts as project managers for the work streams meant they were able to bring their skills and knowledge to ensure that projects delivered within scope and timelines.</p>
<b>What went wrong?</b>	<p>There have been challenges for example, partnership has meant finding new ways of working. The complexity of the projects has meant invoicing has sometimes been a laborious process.</p>
<b>Were risks identified and mitigated?</b>	<p>Risks were identified and resolved. The risk of not meeting timescales was solved by a series of short realistic deadlines and support being offered to projects from the Cross-Cutting team. Work packages were agreed prior starting projects to ensure that objectives were achievable within the timeframe. Partnership working can also present risks with the diversity of aims and objectives; this was overcome with a developed communication strategy which included regular meetings with individual projects, 6 weekly meetings with all project managers and information being disseminated to all. JIP Core group meetings have been held quarterly.</p>
<b>What could have been done to improve the project?</b>	<p>The learning curve has been steep as the JIP cross cutting work stream did not establish until nearing the end of the first year of the JIP.</p> <p>It would have been useful to have a regional programme manager in post earlier in the development of the work programme.</p>

	We consider that we have tried to respond positively to the challenges as we have worked across the eleven Local Authorities and with the DH and the SHA in the region. We certainly have been living in interesting times!
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#### Section 4: The future

<b>Would the project merit evaluation in the future?</b>	N/A
<b>Has learning been shared? How will it be?</b>	Learning has been shared with project directors, project managers and stakeholders. This has been done through the web site, through monthly newsletters and the conference (see details above)

#### Section 5: Improvement East performance

<b>Please comment on the effectiveness of Improvement East throughout the project</b>	We feel we have developed good relationships with the staff at Improvement East and we have enjoyed working with them. We consider that the communication has been very effective and any issues are always discussed promptly.
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#### Section 6: Cluster evaluation

<b>Comments from the Cluster:</b>	<i>This section to be completed by the relevant Improvement East Cluster Group.</i>
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