LESSONS LEARNED AND POLICY RECOMMENDATIONS

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Lessons Learned and Policy Implications

OBJECTIVE

To present the lessons learned and policy recommendations on how to address the issues of scaling-up using the experience of five European regions with the SCIROCCO tool to facilitate knowledge-sharing in integrated care.
How to Accelerate Scaling up of Integrated Care in Context  
24 October 2018, Brussels

Lessons Learned and Policy Implications

HOW WERE THE LESSONS LEARNED AND POLICY IMPLICATIONS CAPTURED?

Use of Focus Groups to capture the experiences of the SCIROCCO regions on:

- Assessment of maturity of each regional context for integrated care.
- Assessment of maturity requirements of good practices implemented in the regional context.
- Process of twinning and coaching among regions.
The lessons learned from the Focus Groups were on:

- The tool itself and on the process of using the tool
- Potential enhancements of the tool
- Future uses/wider (policy) implications of the tool
The tool itself and on the process of using the tool

• Facilitates constructive collaboration between different professionals for the purpose of consensus-building.
• Enables dialogue.
• Generates knowledge and promotes reflection on the ‘object of assessment’ (health system or a good practice).
• Provides support to make decisions or to present rationale to decision-makers and policy-makers with regard to integrated care.

USE OF THE TOOL:

There has been some discussion about whether the tool is easy or complex to use. This may be explained by:

• 1) The evolution of the SCIROCCO model and tool;
• 2) The purpose of using the tool;
• 3) Professionals’ knowledge of the topic at hand “the object of analysis”;
• 4) Familiarity with the SCIROCCO tool.
POTENTIAL ENHANCEMENTS TO THE TOOL:

- **Language** was an issue when using the tool. There needs to be cross-cultural adaptation of the Tool.

- Some **difficulties in understanding** some dimensions (these may be due to language issues).

- Make the Tool **friendlier** at a visual level and offer fewer features.

- Use brighter **colours**.

- Produce the final consensus diagram in only one colour.
Future uses/wider (policy) implications of the Tool

- The SCIROCCO Tool can be used in a great diversity of organisations, at different organisational and system levels, and with different stakeholders.
- Particularly useful when used at a high organisational level (e.g. from a strategic perspective, with management and decision-makers).
- Potentially useful in terms of determining areas of policy-making.

EXAMPLES OF FUTURE USES PROPOSED BY FOCUS GROUPS:

1) To follow up on the progress towards integrated care or scaling-up of good practices;
2) To be used as a management tool for health and care partnerships;
3) To be used in areas of change management;
4) To develop digitalisation strategies and to test the shift from analogue systems to digital systems.
POLICY IMPLICATIONS

- Reflect together on:

  - The SCIROCCO process
  - The SCIROCCO Tool
  - SCIROCCO for decision-making
The SCIROCCO process

- Builds **learning and knowledge transfer** step-by-step, in phases.
- Is **systematic**, and builds **consistency and coherence** of findings.
- Assists **constructive collaboration**.
- Shows the importance of **group work and sharing**, including good facilitation of meetings.
- Shows how useful **twinning and coaching** can be in the sharing of mutual experiences and good practices.
The SCIROCCO Tool

► Points to the importance of *readiness*.

► Is about *people understanding their context*.

► Can be used in a *wide range of settings with broad ranges of people*, from patients/citizens themselves to high-level decision-makers.
SCIROCCO for decision-making

- Provides **reassurance** on what is happening in local regions.

- Provides **evidence** and confirms **trends** on what is happening in local regions.

- Helps with **change management**.

- Helps with **building strategies**, and may be especially effective in developing digitisation strategies.
Potential policy recommendations

► “Get ready!”
Assess the capacity and readiness of European regions for integrated care.

► “Speed up”
Move towards faster adoption and scaling-up of integrated care.

► “Use SCIROCCO”
Expand the use of the SCIROCCO Tool in the process of scaling-up.

► “Look for the evidence”
Improve informed decision-making on the local, national, and European levels.
Potential policy recommendations

► “Work together”
Co-design and provide “personalised assistance” to health and care authorities.

► “Learn from others”
Apply effective knowledge transfer (i.e. through twinning and coaching).

► “Share our good practices”
Improve access of European regions to capacity-building support.
Sustainability development goals

“While SCIROCCO – the tool, process, and knowledge transfer – have all concentrated on the scaling-up of integrated care, it is highly possible that these initiatives could be applied to a far wider range of social/societal challenges as Europeans, and global citizens, work together to fulfil the 17 sustainable development goals that the world has set itself for 2030”.

Thanks for your attention.

Your feedback and questions very welcome.
SCIROCCO SELF-ASSESSMENT TOOL
BEYOND THE PROJECT

Marc Lange, EHTEL
By November 2018, we will have exploitable outcomes

➢ A Maturity Model
➢ A on-line Tool to facilitate collaboration and a website to promote its functionalities
➢ A set of methodologies for:
  • Assessing the maturity requirements of a Good Practice for Integrated Care
  • Assessing the maturity of a health and care system
  • Matching potential partners for twinning and coaching activities
➢ Experience of regions in using the Tool
➢ A set of policy recommendations

+ A brand
And a number of candidate users
Using the Project Outcomes

➢ Pilot regions – and those regions who already used them – want to continue using the SCIROCCO Tool for:
  • Assessing the evolution of their health and care system for integrated care and/or the maturity requirements of Good Practices.
  • Assessing what needs to be done on their context for scaling-up other integrated care good practices.
  • Twinning and coaching to allow knowledge transfer and exchange of learning.

❑ But
  • What will be the availability of the service in short, medium and long term?
  • Who owns the assessment data?
  • Who is securing them and ensuring GDPR compliancy of the service?
Exploiting Project Outcomes

➢ The consortium has identified a demand

• From other regions/organisations working on integrated care

• For organising or supporting new twinning/coaching activities

• From organisations interested in applying the SCIROCCO approach to other domains where disruption/transformation applies
Over-arching principle for future operations

➢ The project has been set-up for serving the “common good”

❑ As a consequence, operation and expansion plans should
  • not serve a commercial interest
  • but may operate on a revenue generation basis for cost recovery.
What is needed to secure future use and exploitation?

- Our vision for SCIROCCO
- The Value Proposition?
- For WHO?
- With WHO?
- How to deliver?

https://strategyzer.com/canvas
What is needed to secure future use and exploitation?

<table>
<thead>
<tr>
<th>Key Partners</th>
<th>Key Activities</th>
<th>Value Proposition</th>
<th>Customer Relationships</th>
<th>Customer Segments</th>
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</thead>
<tbody>
<tr>
<td>A host organisation for IT services</td>
<td>Managing the IT infrastructure &amp; service</td>
<td>Multi-stakeholder conversations on how to progress towards IC by sharing experience, assessing progress, defining action plans and managing a transformation process in health and/or care</td>
<td>Trust in service availability and data safety</td>
<td>Decision makers working on IC: Politicians, Managers</td>
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<tr>
<td>+ SCIROCCO Beneficiaries</td>
<td>+ Knowledge Hub</td>
<td>• Trust in service availability and data safety</td>
<td>+ working relationship</td>
<td>+ Decision makers working on other transformational aspects of health and/or care systems</td>
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<td>• Organisations interested in exploring the potential of applying the tool beyond IC</td>
<td>• Communication campaigns</td>
<td>• Dynamic user community</td>
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<td>• User community</td>
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<td>Key Resources</td>
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<td>Value Proposition</td>
<td>Customer Relationships</td>
<td>Customer Segments</td>
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<td>A managed IT system</td>
<td>• Multi-stakeholder conversations on how to progress towards IC by sharing experience, assessing progress, defining action plans and managing a transformation process in health and/or care</td>
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<td>Owners’ rights or usage licence</td>
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<td>+ working relationship</td>
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<td>A pool of experts</td>
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<td>• Dynamic user community</td>
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<td>Cost Structure</td>
<td>Revenue Streams</td>
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<td>• Yearly operational budget</td>
<td>• Usage fee or fixed annual fee per user</td>
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<td>• Investment budget</td>
<td>• Project money during a transition period</td>
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<td>• EU-Funded project: SCIROCCO Exchange</td>
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The SCIROCCO Exchange Project
(Grant Agreement under discussion)

➢ Facilitating the maturity assessment for more regions
➢ Developing a knowledge management hub on integrated care to facilitate
  • An easier access to personalised assistance and capacity-building support for integrated care
  • Knowledge transfer (i.e. twinning & coaching)
  • Co-design of improvement plans

➢ Exploring the potential expansion of SCIROCCO Tool to other relevant areas; e.g. health promotion, prevention and digital maturity.
And Beyond 2021?

- SCIROCCO Exchange is a transition solution

- How to sustain the knowledge management hub and its operation as well as the user community management?

- What revenue stream can be put in place to cover operational costs?

- How to materialise the identified extension in scope possibilities?
CONCLUDING REMARKS

Dr Margaret Whoriskey & Donna Henderson
TEC & Digital Healthcare Innovation Division,
Scottish Government