Scirocco Exchange

Capacity-building for integrated care

D2.5 Layman Version of the Final Report

WP 2 – Dissemination

Document information

Organisation responsible – Scottish Government

Authors

Donna Henderson, Scottish Government

Andrea Pavlickova, Scottish Government

Delivery date – 30 September 2022

Dissemination level

P	Public

Statement of originality

This Deliverable contains original unpublished work except where clearly indicated otherwise. Acknowledgement of previously published material and of the work of others has been made through appropriate citation, quotation or both.

EC Disclaimer

"The content of this Deliverable represents the views of the author only and is his/her sole responsibility; it cannot be considered to reflect the views of the European Commission and/or the European Health and Digital Executive Agency (HaDEA) or any other body of the European Union. The European Commission and the Agency do not accept any responsibility for use that may be made of the information it contains."

Table of Contents

Executive Summary

The SCIROCCO Exchange project aims to support the readiness and capacity of health and social care authorities for the adoption and scaling-up of integrated care by facilitating their access to tailored, evidence-based assets on integrated care and supporting personalised knowledge transfer and improvement planning.

The project builds upon the preliminary achievements of the B3 Action Group on Integrated Care of the European Innovation Partnership on Active and Healthy Ageing (AHA)[1] that first developed the concept of the B3 Maturity Model. Through the activities of the EU Health Programme funded project SCIROCCO (Scaling Integrated Care in Context)[2], the Model has been further refined and is supported by a validated online self-assessment tool for integrated care.

The ambition of the SCIROCCO Exchange project is to maximise the value and impact of the Model and tool by:

1. Facilitating the assessment of the maturity of regions' local environment and readiness for the adoption and scaling-up of integrated care in order to better understand the needs and priorities of national and regional healthcare authorities in integrated care.

2. Developing a knowledge management hub to act as an integrator with existing integrated care evidence and assets in order to facilitate easier access to personalised support and knowledge transfer that matches the needs of European regions.

3. Co-designing personalised assistance for European regions that are seeking support to prepare the ground for the transition and scaling-up of integrated care to improve their existing system design and understanding of the business care for integrated care.

4. Utilising the outcomes of knowledge transfer and capacity-building activities to co-design Improvement Plans for implementing integrated care that are tailored to the local context, maturity and aspirations of European regions.

5. Exploring the potential expansion of the SCIROCCO Maturity Model and its online self-assessment tool for integrated care to other relevant areas of active and healthy ageing, such as health promotion, prevention and digital maturity for integrated care.

---

[1] https://digitalhealtheurope.eu/glossary/european-innovation-partnership-in-active-and-healthy-ageing/
[2] https://www.scirocco-project.eu/

1. Introduction

The successful adoption and/or transfer of a complex integrated care innovation involves several steps. It needs organic evolution, responsiveness, and adaptability to the local healthcare system, driven by support from front-line staff and management. Generally, the shift requires all stakeholders to adapt a long journey of change, strong and committed leadership and on-going capacity-building support. In addition, it is important to recognise that the local environments have very different starting points, or levels of maturity. As such, health and care authorities all seek different levels of assets and support to strengthen their capacity to prepare their local conditions for the transition to integrated care and/or improvement of their existing system design. To address this diversity in the maturity of health and care systems, there is a need for personalised assistance and support to increase the capacity of European regions to implement and scale up integrated care.

This is where the SCIROCCO Exchange project and its outcomes can help regions and countries to progress and advance implementation of integrated care solutions. SCIROCCO Exchange's aim was to develop and test Knowledge Management Hub that will facilitate easy access to personalised knowledge transfer and capacity-building assets to support the process of adoption and scaling-up of integrated care in Europe.

The SCIROCCO Exchange Knowledge Management Hub was developed and tested in order to helps regions and countries to:

- The level of maturity needed in a health and social care system for the adoption and scaling-up of integrated care.
- To access the readily available assets/evidence on integrated care tailored to the local needs and maturity.
- To access personalised knowledge transfer support to learn about existing assets/evidence on integrated care.
- To access tailored improvement support to embed the learning about the existing assets/evidence on integrated care into local context and requirements.

Ultimately, the SCIROCCO Exchange Knowledge Management Hub was applied in 9 SCIROCCO Exchange regions and countries; Basque Country, Flanders region, Belgium; Lithuania; Optimedis, Germany; Poland; Puglia, Italy; Scotland, United Kingdom; Slovakia and Slovenia. In addition, over 40 other regions and organisations in Europe and beyond tested the Knowledge Management Hub and informed its refinement and improvement.

2. What is the SCIROCCO Exchange Knowledge Management Hub?

The SCIROCCO Exchange Knowledge Management Hub is an online platform designed to address the challenges of personalised capacity-building support for integrated care. Its ambition is to maximise the value of the existing evidence and experience in integrated care in order to improve the capacity of countries, regions and organisations to adopt and scale up integrated care by:

- Facilitating understanding of local readiness, needs and priorities for the adoption and scaling-up of integrated care by using SCIROCCO Exchange online self-assessment tool.
- Improving access to readily available evidence on integrated care.
- Co-designing personalised support to those seeking support to prepare the ground for transition and/or improve existing system design for integrated care by facilitating tailored knowledge transfer activities.
- Utilising outcomes of knowledge transfer and capacity-building activities to co-design improvement planning that is tailored to local context, maturity and aspirations of European regions and organisations.
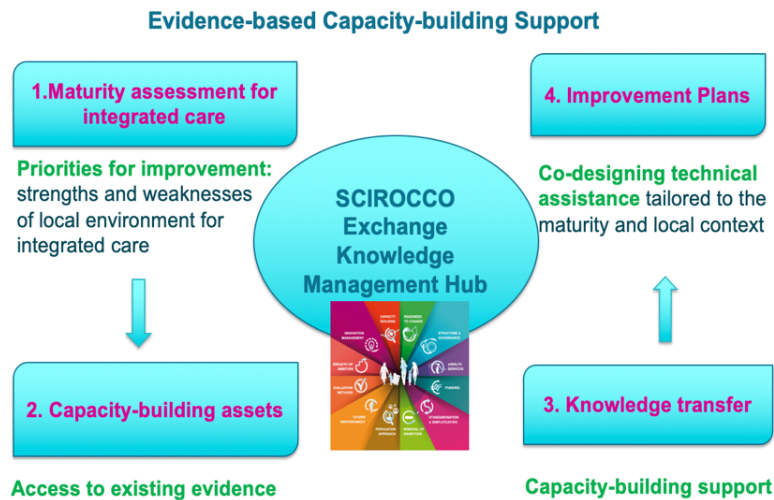
Figure 1: SCIROCCO Exchange Knowledge Management Hub

SCIROCCO Exchange Knowledge Management Hub is available in 11 languages and can be accessed using the following link:

https://scirocco-exchange-tool.inf.ed.ac.uk/en_gb/

An online self-assessment tool for integrated care is a central component of Knowledge Management Hub. It is designed to address the challenges of adopting and scaling-up integrated care solutions by improving understanding of the maturity of local conditions enabling integrated care. In the self-assessment Tool, the many activities that need to be managed to deliver integrated care have been grouped into 12 dimensions, each of them addressing part of the overall effort.

Figure 2: SCIROCCO Exchange tool for integrated care

The added value of expanded/adapted Tool for integrated care was scoped. As a result, several expansions of the self-assessment tool were investigated resulting in three new fully functional self-assessment tools addressing:

Figure 3: Expanded versions of SCIROCCO Exchange tool for integrated care

3. How to use the SCIROCCO Exchange Knowledge Management Hub

A region, country and organisation can use the SCIROCCO Exchange Knowledge Management Hub in five main ways, to:

- Understand the strengths and weaknesses of their regional context in integrated care and inform local, regional, and national policymakers about potential areas of improvement.

- Make possible multi-stakeholder dialogues focused on making progress towards the implementation and delivery of integrated care.

- Access the readily available evidence on integrated care.

- Facilitate knowledge transfer activities between regions, countries and organisations by helping to understand and learn about existing evidence on integrated care.

- Facilitate improvement planning by helping to embed the learning about the existing evidence on integrated care in the local context.

SCIROCCO Exchange tool(s) users are supported in their work by an on-line questionnaire which:

- Is organised in 12 domains with the assessment scale of 0 to 5;

- Results in a radar diagram that summarises all the assessment outcomes given by a particular user;

- Offers the possibility to compare the assessment outcomes of different users to support building a consensus and/or establish effective knowledge transfer and improvement activities on a shared (final) radar diagram.

In addition, a number of supportive illustrative materials were developed to help potential users to use the SCIROCCO Exchange Knowledge Management Hub. All these resources are available on SCIROCCO Exchange website:

https://www.sciroccoexchange.com/resources

4. Added value of the SCIROCCO Exchange Knowledge Management Hub

The co-designed, bottom-up approach was considered as a critical success factor in the high interest and use of the SCIROCCO Exchange Knowledge Management Hub in Europe and beyond. However, it is important to highlight that the success is not the Hub itself but its application in real-life settings and the processes it facilitates such as assessment, consensus-building, capacity-building assets knowledge transfer and improvement planning. The SCIROCCO Exchange Knowledge Management Hub, and the process by which it is used, can be termed as an "enabler" because it helps to facilitate dialogue and build constructive

collaborations among different professionals: this, in turn, generates knowledge and promotes reflection and sound arguments for decision-makers.

The following added value of the SCIROCCO Exchange Knowledge Management Hub, its self-assessment tools and methodologies was highlighted by its users:

- A good participatory platform enabling consensus-building and expression of different points of view which give a broader perspective on the implementation of integrated care and other areas of active and healthy ageing.
- The Hub acts as integrator and navigator of the existence evidence on integrated care – "one shop for all".
- A useful platform to drive forward discussions, reflections, and brainstorming.
- The platform builds learning and knowledge transfer in a systematic way that provides coherence and consistency of findings. Knowledge transfer is thus more targeted and effective on the ground.
- The platform facilitates comprehensive improvement planning, it encourages stakeholders to work towards commonly shared goals.
- The platform engages its community, creates dialogue, and facilitate partnership search and relationships building.
- The Hub provides reassurance and guidance on what is happening in local regions and organisations and confirms future areas for improvement.
- The self-assessment tool in particular present good arguments to managers about the rationale underpinning certain initiatives and informs evidence-based policymaking.
- The flexibility of the Hub and its tools; it can be used by a great diversity of organisations, at different organisational and system levels, different stakeholders and applied to additional areas of active and healthy ageing.
- The simplicity of the Hub and visualisation of the outcomes attracts the stakeholders' enthusiasm and interest in using the Hub.

Some of the key observations from stakeholders are provided below:

"The self-assessment has enabled us to reflect on the situation in which we find ourselves regarding the implementation of integrated care in the Basque Country. There's still work to be done, but we're on the right track" – Osakidetza

"The capacity of the Hub to navigate through existing resources on integrated care increases our knowledge of existing solutions and evidence on integrated care and we can thus maximise their use rather than reinventing the wheel" - Slovenia

"The knowledge transfer process was assessed as timely, the activities took place at the right time and it was well targeted, it was inspiring and exploratory" - Poland

"The logic models bring structured and clear plan how to improve regional integrated care work. The intended results section serves both as measurable factor of integrated care improvement and also as motivation to front line workers who seek to reach the defined goal" - Lithuania

"Our experience in using online self-assessment tool for integrated care in the nursing homes in Catalonia underpins the flexibility of the Tool – the fact that is so user friendly engaged much bigger group of stakeholders than we anticipated" – Catalonia, Spain.

5. Key findings using the SCIROCCO Exchange Knowledge Management Hub

Use of SCIROCCO Exchange Knowledge Management Hub and its online self-assessment tool to assess maturity of healthcare systems

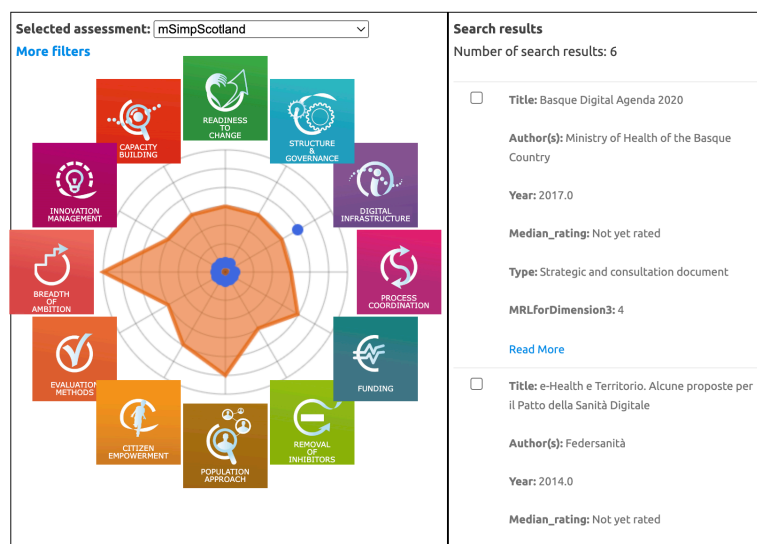*Figure 3: Maturity assessment in the Basque Country – Consensus-building*

Main findings:

1. The maturity of healthcare systems needs to be recognised in order to provide tailored and personalised capacity-building support for integrated care.
2. The SCIROCCO Exchange tool can help potential adopters to assess their capacity and readiness for integrated care by providing a comprehensive understanding of the current state of art in integrated care and facilitating collaborations and consensus-building.
3. The assessment process needs to be easy to perform, and it needs to demonstrate the outcomes in order to show benefits and added value of this process to the local stakeholders.
4. The identification of at least one contact point/local assessment co-ordinator is fundamental to facilitate the process.
5. The stakeholders' selection should be aligned with the objectives and scope of the assessment process and alternative representatives should be identified in case of unavailability of the designated stakeholder.
6. The assessment process should be conducted in the local language of a particular healthcare system and/or organisation. However, the translation of the tool is not sufficient and adaptation of the terminology to fit with the local understanding of the concept of integrated care is necessary.
7. A preliminary meeting (face-to-face or online) should be organised for all stakeholders to introduce the process and brief participants on their roles and tasks. Alternatively,

a PowerPoint presentation with clear instructions can be shared with stakeholders to give them all the necessary information.

8. The methodology for the maturity assessment process should be fully shared and thoroughly applied throughout the entire process by each of the participant stakeholders (regions, local health and social care authorities, multidisciplinary teams, etc.). If there is the need to deviate from it, this need should be stated and the variations from the shared methodology should be precisely described and justified.

9. The assessment outcomes should be visualised in order to stimulate discussion and capture the attention of local stakeholders, thus encouraging them to engage in the process and reflect on its outcomes.

10. The assessment process should be supported by clear guidance on how to apply the SCIROCCO Exchange tool, including illustrative videos and other educational materials, in the local language. However, the online Tool and any supportive documents and videos should be readily available to the stakeholders in their national language to avoid misunderstanding of the Tool's dimensions and assessment scales.

11. There should be a minimum of 3 facilitators for the consensus-building workshop: one to facilitate the discussion and guide the consensus-building; one person to input the results into the online Tool and one person to take additional notes during the discussion (which can be used to inform the final report of the outcomes of the assessment process).

Use of SCIROCCO Exchange Knowledge Management Hub to access the readily available assets on integrated care

Figure 4: Search functionality on Knowledge Management Hub

Main findings:

1. The maturity of healthcare systems needs to be recognised in order to navigate the interested users to tailored and personalised capacity-building assets on integrated care.
2. The richness of existing repositories, good practices, guidelines and other form of assets and evidence on integrated care proofs that there should be tools/platforms to effectively navigate through these resources and make them readily available.
3. Mapping of capacity-building assets for integrated should consist of 3 key elements; that of searching, selecting and charting of assets against the maturity readiness level in order to personalise the access to available evidence on integrated care.
4. There should be a proper strategy in place for the mapping of capacity-building assets as it helps to access assets and evidence which is not often easily retrievable when it comes to the real examples and experiences of stakeholders right on the ground.
5. Capacity-building assets need to be accessible in local languages to increase their use in the local environments.
6. Search functionality of SCIROCCO Exchange Knowledge Management Hub also helped to build relationships and new collaborations by providing the functionality of chat which enabled direct contact and interactions with the owners of the assets.

Use of the SCIROCCO Exchange Knowledge Management Hub to support knowledge transfer
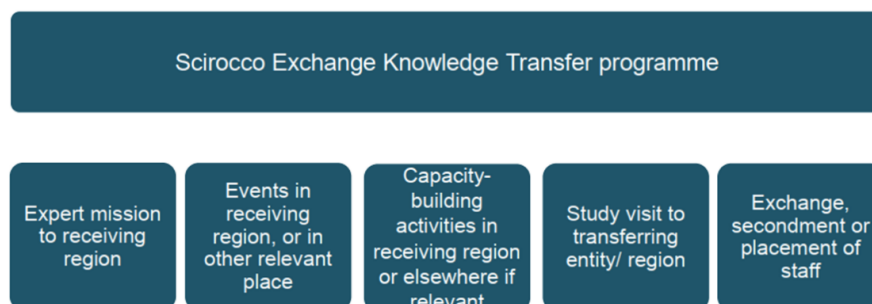

Figure 5: SCIROCCO Exchange Knowledge Management Hub

Main findings:

1. Knowledge transfer is an enabler of capacity-building support and improvement in the adoption and scaling-up of integrated care.
2. Effective knowledge transfer requires dedicated support to ensure that the flow of appropriate information and learning between receiving and transferring entities is tailored to the local context and maturity of the particular healthcare system seeking support.
3. The SCIROCCO Exchange Knowledge Management Hub can help to match regions with complementary strengths and weaknesses and tailor the existing evidence in integrated care to address a particular need and/or gap in integrated care.
4. The Hub can help potential users to understand the actions that more progressive regions have taken in order to be successful.

5. The knowledge transfer is as a mutual process of learning rather than a one-way relationship. The learning process inspires potential adopters on what can be done to make the progress with their existing systems and services, but it also provides the re-assurance and prestige for transferring regions.

6. The knowledge transfer process is a complex process involving different layers, cultures and stakeholders of the system. The Hub can help to facilitate multi-disciplinary discussions and build constructive relationships enabling mutual learning and improvement.

7. The knowledge transfer process, if managed effectively, can inform priority actions that are necessary in order to create the right local conditions for the adoption and scaling-up of integrated care, including policy implications.

8. Knowledge transfer needs need to be specified very clearly as they inform objectives, measurable indicators, stakeholders to involve and the actual impact.

9. Knowledge transfer activities should be chosen with a clear intention and strategic fit and should be adapted to reflect the culture, the level of maturity, the audience, as well as financial, time and human resources.

10. Knowledge transfer activities should bring obvious value to participating stakeholders.

11. Regular and continuous reassessment of the added value of the knowledge transfer approach is needed to make the knowledge transfer process effective and sustainable.

12. Well-structured preparatory work for the knowledge transfer activities (especially when they are conducted online) need to be put in place.

13. Knowledge transfer community: the fact that solid partnerships were already in place among the partners prior to the outbreak of the COVID-19 allowed to build on the existing trust and continuation of work among them, setting the ground for an effective, resilient, and sustainable knowledge transfer.

Use of the SCIROCCO Exchange Knowledge Management Hub to support improvement planning
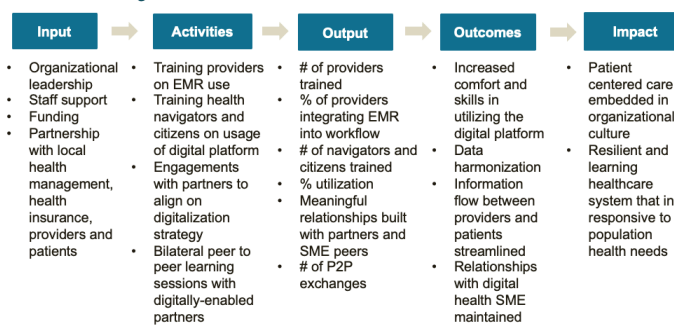
Logic Model Example – WMK (Germany)

Figure 5: SCIROCCO Exchange Improvement Plan - Example

Main findings:

1. Integrated care initiatives should consider the use of logic models to guide not only improvement work, but also to consider its use in planning, and implementation from the design phase.

2. Effective improvement process requires dedicated support to ensure that the flow of appropriate information and learning is tailored to the local context and maturity of the healthcare system seeking support.

3. The SCIROCCO Exchange Knowledge Management Hub helps to better understand the requirements of existing assets/evidence on integrated care for their transferability and adoption in local settings.

4. The improvement process is a complex process involving different layers, cultures, and stakeholders of the system. The Hub can help to facilitate multi-disciplinary discussions and build constructive relationships enabling mutual learning and improvement.

5. The improvement process, if managed effectively, can inform priority actions that are necessary in order to create the right local conditions for the adoption and scaling-up of integrated care, including their outcomes and impact.

6. The improvement needs need to be clearly defined to inform the objectives, inputs, measurable indicators, stakeholders to involve and the actual impact of Improvement Plans.

7. Improvement activities should be aligned with on-going activities and strategic priorities of a given system/organisation and should be adapted to reflect the diversity of culture, maturity, the targeted audience, as well as financial, time and human resources.

8. Improvement activities should bring obvious value to participating stakeholders.

9. Regular and continuous reassessment of the added value of the improvement activities is needed to make the improvement process effective and sustainable. It can bring more clarity and validate its internal usability, thus enhancing the value

10. Well-structured preparatory work for the improvement activities (especially when they are conducted online) need to be put in place.

11. SCIROCCO Exchange regions and countries should continue to sustain, and revise their improvement plans beyond the scope of this project, using the capacities acquired during the Improvement Programme.