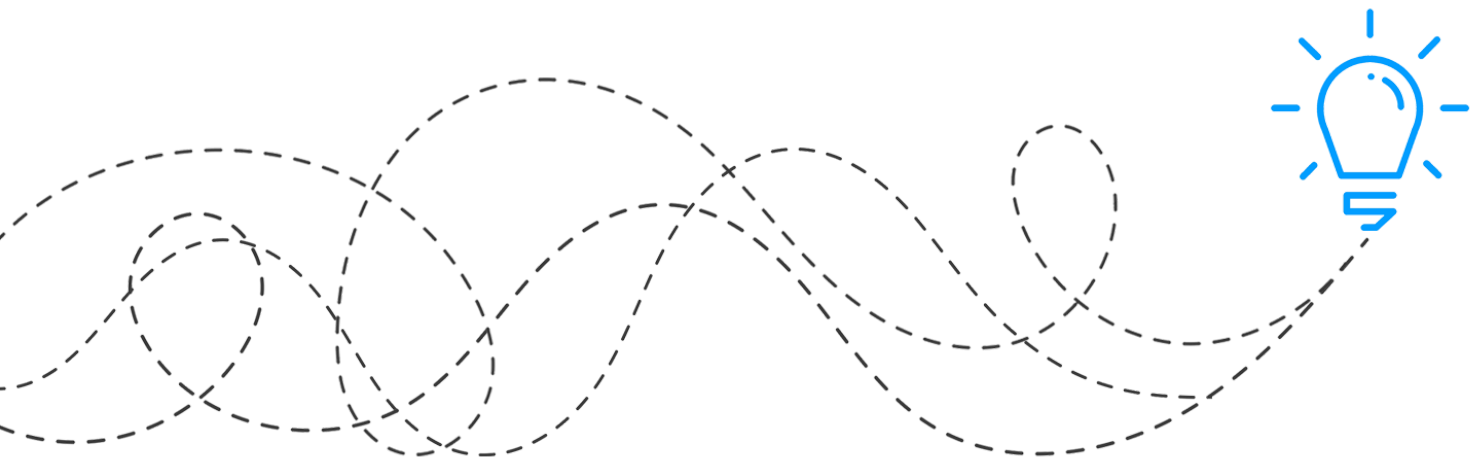# East Ayrshire Transforming Local Systems TEC Pathfinder
Summary report

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BACKGROUND

About this work

The Transforming Local Systems (TLS) TEC Pathfinder Programme seeks to contribute to the transformation of local health and care systems, working towards prevention and self-management, whilst incorporating relevant digital technology.

The Pathfinders are a collaboration formed by the Technology Enabled Care (TEC) programme with Healthcare Improvement Scotland's ihub, the Office of the Chief Designer and Scottish Government Health & Care Integration, alongside Health & Social Care Partnerships and their local partners. The national TLS team expect the Pathfinder Programme to run for at least two years from April 2019, with the potential to extend for a further year based on a review of impact and effectiveness. The national team are providing co-designed, tailored support for Lead Pathfinders; signposting to expertise around Scottish Approach to Service Design; digital knowledge and skills, evaluation and sharing learning.

Four Pathfinder areas across Scotland are testing the Scottish Approach to Service Design with the support of a wider network of named partners and interested parties. These four Pathfinder areas are: **East Ayrshire**, Midlothian, Highlands and Islands, and Aberdeen.

Aims of Pathfinder

The TLS Pathfinder programme as a whole aims to contribute to whole system transformation, working towards creation of preventative and digitally enabled services and supports. The programme does this through use of the Scottish Approach to Service Design in the context of health and social care transformation. Pathfinder engages partners across Scotland locally and nationally, sharing learning from the SAtSD. Throughout Pathfinder, there is a major focus on a person-centred approach: Pathfinders must ensure that they are involving citizens and stakeholders throughout all stages of the project. There is a focus on a common set of values too:

- **Person** - developed with and for citizens, users of services and carers

- **Place** - focused on particular localities or self-identified communities

- **Partnership** - equally including the housing, independent and third sectors

- **Personal outcomes** - contributing to personal outcomes and key national indicators

Context and Planning

One of the first activities undertaken (collectively by members of the Programme Delivery Team and Pathfinder team) was systematic mapping of the context in which the interventions were aiming to be delivered. Completed using the ISM model framework, the team identified a range of potential factors influencing their work at the material, social and individual levels. Whilst the specific/local contexts for each of the Pathfinders were different, there were nonetheless identified shared commonalities. The most important contextual factors are summarised below:

- **Time -** developing interventions and using the SAtSD approach takes time. Attention must be paid to ensuring buy-in of leaders at all levels and navigating institutional cultures.

- **Issues with technology -** whilst technology can be used to improve health inequalities, it brings its own problems. The technology must be inclusive, accessible, and affordable in terms of both software and hardware. Broadband and connectivity are potential issues: Pathfinders must consider how to be sure that people in the area have equal access.

- **Complexity of landscape -** the landscape of partnerships is complex. Time, energy and resources need to be devoted to ensuring that relationships are fostered and maintained; as well as ensuring that service providers work together in an effective way, avoiding duplication of services and supports.

Methodological Approach

The work shown in this report has been carried out using the Matter of Focus approach and OutNav. OutNav is a software system developed by Matter of Focus that supports organisations to take a collaborative and outcome-focused approach to evaluation planning, implementation analysis and reporting. East Ayrshire pathfinder have utilised tailored support from Matter of Focus to inform the reporting, this comprised of sense-checking and streamlining the contents of the analysis to fit the summary report. This is part of the wider National Transforming Local Systems Pathfinder evaluation and will contribute to understanding how local pathfinders have worked alongside the National team and used the Scottish Approach to Service Design.

The Matter of Focus approach is a theory-based approach to outcome monitoring and evaluation, learning and improvement that builds on contribution analysis. In using the approach, Pathfinder have followed a logical and structured process of:

- Developing a theory of change for the project informed by an understanding of the context in which they operate.

- Agreeing one or more outcome maps that show how Pathfinder thinks about how their activities contribute to outcomes, and what needs to be in place to make this happen.

- Identifying clear change mechanisms by which the project or programme works: these are shown in pathways.

- Developing a plan to gather data to understand whether or not the project is making the necessary progress towards outcomes. This includes integrating current data and information collected, as well as capturing data specifically for this purpose.

- Systematically reviewing this data against each of the stepping stones for each pathway in the outcome map.

- Summarising key findings against each of the stepping stones to tell the contribution story.

RISKS AND ASSUMPTIONS

The evaluation risks and assumptions devised by the East Ayrshire team are shown in figure one. Risks and assumptions illustrate the contextual factors that may impact on the anticipated change that is needed for outcomes to be in place.

RISKS

⚠️ Lack of confidence around using the Scottish Approach to Service Design and the processes and stages involved

⚠️ Community and public engagement

⚠️ Restrictions of council IT and security

⚠️ Ethical process

⚠️ Lack of defined workspace/workplace for the Pathfinder team

⚠️ Impact of COVID19

⚠️ There are currently not enough people on the team with the skills to build any digital solutions that the Pathfinder want to create/implement

⚠️ People get tired of the Scottish Approach to Service Design and go back to what they know

ASSUMPTIONS

⚠️ Small size of Pathfinder team might impact on the work

⚠️ Negative impact of working from home during COVID19 and council working from home policy

⚠️ The Pathfinder team will work with a broad and representative range of organisations

⚠️ Rolling the programme out at a time of rapid tech roll out might get in the way of people taking the time to work with the Pathfinder

⚠️ The Pathfinder team have a lack of defined workforce with TEC/tech background

⚠️ COVID19 will affect engagement activities throughout the programme

⚠️ Whatever solution that is produced will integrate with supports and services already available in the Irvine Valley

⚠️ The Scottish Approach to Service Design brings the right tools to make sense of the data

⚠️ The Pathfinder have engaged with a representative sample of the population of the Irvine Valley (citizens, stakeholders and workforce)

⚠️ It is fun and creative work and there is an effective and productive relationship between Pathfinder team members

⚠️ Pathfinder is a receptive partner – they engage and participate with others throughout the partnership and beyond

⚠️ Organisations are receptive to the Scottish Approach to Service Design

Figure 1 – Risk and Assumptions

Summary of progress of the discover/define phase of the project

The Discover/Define pathway in figure two visually illustrates East Ayrshire's project journey as they worked towards their intended outcomes for this phase of the work. Each coloured 'stepping stone' captures a key stage of the process that needed to be considered for this phase of the work to be successful. The colour coding provides a visual summary of progress. As the key shows, the green colour across all stepping stones demonstrates that the team have assessed themselves as making great progress with respect to all aspects of this phase of the project. The depth of colour represents the team's confidence in the evidence that they have gathered across the project.
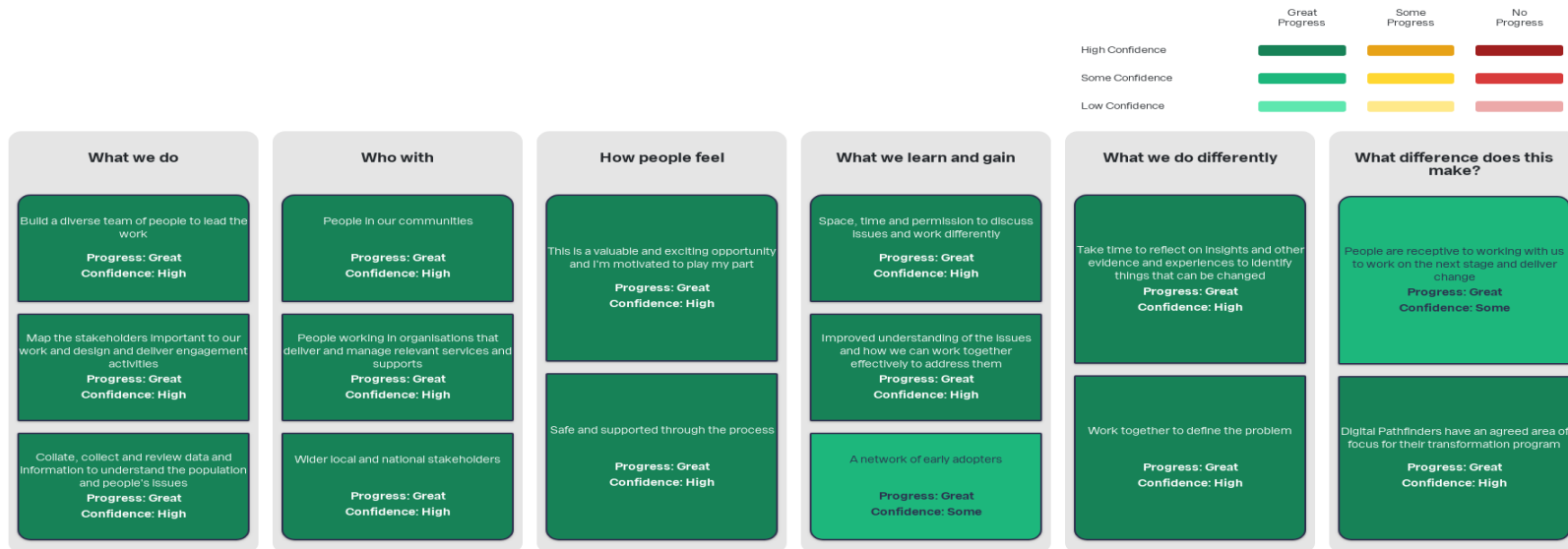

Figure 2 – Discover and Define pathway progress

The pathway progress map in figure two adopts plain language headings that help to demonstrate the activities of East Ayrshire Pathfinder and the different outcomes: this is a flexible approach to understanding the theory of change. The first heading 'What we do' notes key activities delivered in the project; 'Who with' outlines citizens and stakeholders engaged in the project; and 'How they feel' highlights individuals' reactions to the activities. 'What they learn and gain' notes changes' to individuals' knowledge, skills, and attitudes as a result of engagement with the activities; and 'What they do differently' specifies changes to individuals' behaviour and practice based on these acquired changes in knowledge, skills and attitudes. Lastly, 'What difference does this make' summarises the projects final outcomes as a result of the overall activities.

Adopting these headings, the findings section below provides a detailed breakdown of the steps taken by the East Ayrshire team in their delivery of the project, and of its' final outcomes.

Findings

The findings from the evaluation are outlined below.

What we do

The East Ayrshire HSCP Pathfinder project is based in the Irvine Valley area of East Ayrshire and its aim is "to fully transform health and social care provision for people in the Irvine Valley with a long-term health condition, using TEC as a key enabler". As stated in the above background, the Pathfinder project follows the Scottish Approach to Service Design and most recently the Pathfinder team completed the stages of Discover and Define.

Since the beginning of the Pathfinder journey back in April 2019, the Pathfinder project has worked to **build a diverse team of people to the lead the work**. Core team members have come from the East Ayrshire Health and Social Care Partnership - clinical, third sector and East Ayrshire Council backgrounds. The team has seen some important personnel changes since around March 2020 – with team members leaving and also team members joining the project. At the moment, the Pathfinder team is made up of:

- Louise Lapsley – Project Lead, Thinking Differently Team Manager, EAC

- Cheryl Taylor – Project Co-Ordinator, Thinking Differently Team, EAC

- Aimée Ronald – Data Analyst and Resource Worker, Thinking Differently Team, EAC

- Sally Wilkes – Technology Enabled Care (TEC) Connector, CVOEA

Discover/Define Pathfinder team

The team has plans to expand: Dr. Alexia Pellowe is re-joining the team in December 2021 and the team are also welcoming a new Technology Enabled Care Support Assistant who will sit within CVOEA. The Pathfinder team feel that building a strong, diverse, and

connected team of like-minded people has been crucial to success of the programme. The team continue to commit to regular communication, weekly team meetings and partnership working to support project success.

Throughout the first phase, the team worked rigorously to **design and deliver engagement activities** with an aim of collecting suitable data for the project. The Pathfinder project has always wanted to offer engagement opportunities which are unique, interactive, and fun. From April 2019 to March 2020, engagement took place exclusively face-to-face and team members were able to organise community events/interviews in the Irvine Valley. However, in March 2020, as the first lockdown began, it was clear that COVID19 was going to halt plans to engage face-to-face and therefore the team had to work efficiently to transfer engagement online. They designed and delivered a number of different community engagement activities throughout Discover and Define. These included but were not limited to: an online smart survey, paper questionnaires, interviews over the phone and individual participant communication via email. As well as this, the team designed and delivered engagement suitable for stakeholders and key partners: activities across two Develop workshops, a number of presentations at board meetings and five How Might We statement workshops, plus other opportunistic conversations at various different meetings. The team utilised numerous different engagement tools throughout this time as well: for example, MentiMeter, Miro and Mural.

From these engagement activities, the project **collected a whole host of data**. Initial questions in Discover looked at general ideas around the local area, opinions of health and wellbeing services, as well as opinions on technology. Questions asked in Define looked to synthesise information further and focused on key aspects: such as access to information; communication between services to the public; and other barriers to accessing services (like public transport, connectivity, and digital participation). When collecting data, the Pathfinder team also **collated data in a number of ways:** for example, on thematic spreadsheets; on an online Miro board; and in Hot Reports. Core team members felt that Miro was particularly effective for team collaboration whilst working from home.
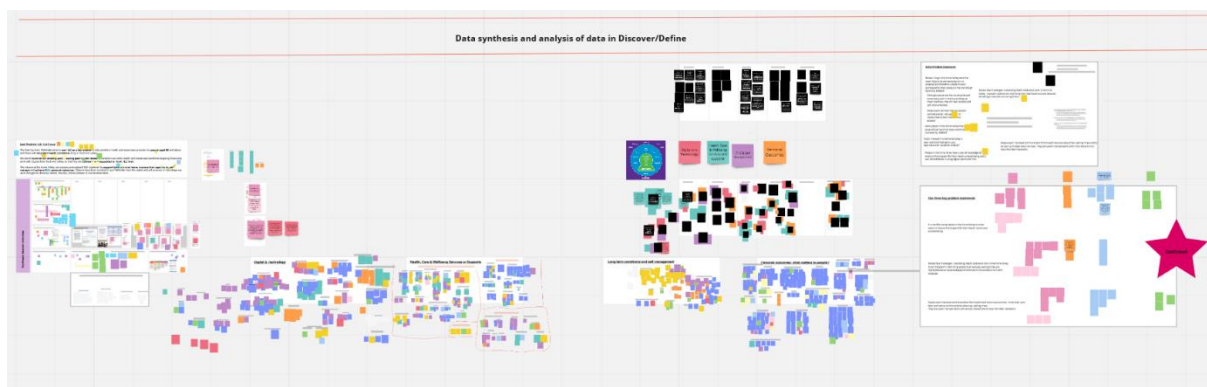
Define Miro board at a glance

Finally following on from data collection and collation, the Pathfinder team worked (at various points in the first phase) to **review the data and information to understand the population and people's issues**. This process review took place in different ways:

- Through work on the Miro board

- Through second-stage interviews

- Through formation of user personas and user journeys

- Through revised problem statements and subsequent How Might We statements

As well as the above, important to note is that the team dedicated time across the first phase to **mapping the stakeholders important to the work**. They continually revised their stakeholder mapping to ensure it was up to date with recent engagement, contacts, and connections. This was an iterative process: stakeholder maps illustrated the project's directory of contacts and was seen as a particularly valuable tool to access as the team entered the Develop stage. The team also have asset maps and a healthcare stakeholder map, which outline the key services and supports currently available to people in the Irvine Valley.

Stakeholder Map from Define

Who with

Throughout the course of the first phase, the project has had good engagement with citizens in the Irvine Valley and stakeholders/key partners in and around the local area. The Pathfinder team successfully engaged with over 160 people. During the height of COVID19, engagement did slow but as the pandemic settled and the project focus got clearer, engagement increased. The team have engaged with **people in communities** through their various engagement activities: community engagement was essential for the project as it followed the person-centred approach under the SAtSD. The team also succeeded in connecting with **people working in organisations that deliver and manage relevant services and supports in and around the Irvine Valley** throughout Discover and Define.

Some key examples of such services are:

- Thinking Differently Team (including Smart Supports)

- CVOEA (including Community Connectors)

- Lady Floras

- Ross Court

- Crossroads Community Hub

- Users of the 'Developing Opportunities Together' Hub

- Carers Centre

- NHS Learning Disability Nurse

- Loudoun Medical Practice

- McConnells Pharmacy

- Connecting Scotland

Key partners' logos

On top of this, the team had meetings and engaged with other local stakeholders and groups. Speaking to these local stakeholders (as well as services outlined above) the team discussed a number of local project issues; maintained interest in project work; gathered feedback; and conversed about possible support from services in the next stages.

These local stakeholders included but were not limited to:

- Newmilns Regeneration Association

- Galston Community Action Trust

- Darvel Community Council

- Digital Transformation Programme Lead

- Members of the Digital Access Network

- Northern Locality Planning Group

- East Ayrshire HSCP Senior Management (for example Partnership Management Team, Property and Asset Board Meeting, Multi-Disciplinary Team)

The team continued contact with various **wider stakeholders** as well and updated them on project work. The project's key wider stakeholders are Named Partners in Orkney. The team continues to hold six-weekly catch-up meetings and communicates regularly with VAO's TEC Peer Mentor. Both teams have supported each other in reviewing project work and presentations as well as sharing a wide variety of learning and knowledge around SAtSD and data analysis.

In terms of **national stakeholders**, the project's key national stakeholder is the national TLS team. Core team members communicate with them routinely through a number of means: email communication, bi-monthly catch ups, highlight reports and gateway reviews. Members of the national TLS team have been essential in supporting data analysis and preparation work for the Develop stage. As well as the national team, other key national stakeholders for EAHSCP Pathfinder would include:

- Pathfinder partnerships across Scotland

- Links to iHub and Digital Health & Care Scotland (through national team)

- The team at Matter of Focus

- SCVO and Connecting Scotland

- Third Sector Lab

- Colleagues from Health and Social Care Service Design Community of Practice webinars

Wider and national stakeholders' logos

How people feel

As they complete Define, the Pathfinder team feel confident in their project and the process as a whole. Particularly in 2021, there has been some real positive progress made in terms of data analysis, creation of data outputs (personas and journeys), citizen and stakeholder engagement as well as project co-ordination.

The team believe that they follow the Scottish Approach to Service Design well and although it is recognised that the process can be long and frustrating at times, they have confidence and assurance that data to come from engagement is robust, person-centred and supported. The team are sure that their project work will make a tangible difference to the people of the Irvine Valley.

With the following evidence from citizens, the team are also reassured that people in the community recognise the value of their project work: it is seen as **valuable and exciting, whilst people are motivated to play their part.** People have also conveyed that they are grateful to be involved and that they feel the Pathfinder project could make a difference to people in their local area.

Citizens' feedback

As well as feedback from citizens, the Pathfinder team also received positive feedback from various stakeholders and key partners. Feedback on the project's unique technique and process was particularly positive. Many stakeholders are keen to maintain connections with the Pathfinder team as the project develops and have asked that the team attend presentations/meetings to share learning and knowledge on the SAtSD.

Stakeholders' feedback

Additionally, to ensure participants felt **safe and supported through the process,** the Pathfinder team put in place many secure steps and measures. For all engagement activities, a clear ethics proposal was set out and signed off. This was updated for various steps of the project.

Furthermore, for engagement activities, participants were provided with different pieces of information:

- Participant information sheets - these documents outlined expectations and plans, ensuring that participants had as much information as possible before making an informed decision to be involved.

- Contact detail forms for all team members for clear communication and easy follow-up/feedback.

- Support sheets for community participants - these were made available after all discussions and included a list of supports and services around the Irvine Valley that people may have found helpful. The support sheet was created with permission from key partners.

In taking a robust approach to ensure that these measures were effective, and that people did in fact feel safe and supported, the core Pathfinder team conducted some evaluation feedback forms with six participants from second-stage interviews (later stages of Define). Findings from this illustrated that:

- All six participants felt safe throughout the discussions - people felt safe "due to friendly nature of interviewers"; "it was not an intimidating experience".

- All participants knew who to contact after the session should they have any questions or require support. On some occasions, the team did phone participants afterwards to debrief where this was deemed necessary and appropriate (dependent on circumstance). This was reflected positively by participants.

These results demonstrate the team's careful consideration and inclusivity during the process of engagement. Upon reflection, it was identified that evaluation feedback forms should have been in place from the beginning of project engagement. Although the team knew that people felt positive, enthusiastic, and excited about the project, there was no hard evidence to show that people felt safe and supported throughout Discover. The Pathfinder team will endeavour to have this robust process in place for the beginning of Develop and they will continue to ensure that all further engagement remains legal, inclusive, and ethical.

What we learn and gain

A key aspiration for the programme (as set out by the national team) was that all Pathfinder partnerships were given the appropriate **permission to work differently,** and the TLS webpage outlines distinct guidance on these clear permissions. The East Ayrshire Pathfinder team feel that if they were not granted these permissions, then the project would not be successful: this is a very important part of the process.

Paired with this, throughout the process of Discover and Define, the Pathfinder team have learnt to **take the space and time to discuss identified issues and find unique ways to work and think differently.** This has happened in a variety of ways:

- Through Miro board activities

- Through interactive and engaging workshops and presentations – for example Develop workshops, How Might We statement workshops, Property and Asset Management Board meeting

- Through creation of user personas and user journeys

- Through adoption and adaption of a number of other tools – for example MentiMeter, Mural, Biteable animations, Adobe Photoshop, PowerPoint, ice-breaker activities

- Through weekly meetings and communication – adapted to fit online platforms (MS Teams, Zoom, Vscene, WhatsApp etc.) as well as face-to-face meetings where possible and regular email communication.

Logos of key online communication platforms

During Discover, as the team personnel changed significantly and COVID impacted the project work, the Pathfinder team believed that, at times, it was difficult to utilise the ethos of 'working differently.' Some team members often felt like they had too much time to discuss and work differently. However, as the team learnt new tools to enhance home working and online collaboration, they gained a new perspective on the work and the project progressed a lot faster. Tools were seen as simple to use; quick to implement and effective in reaching a defined focus.

Using the above tools and ways of working, the team also managed to **gain an improved understanding of local issues and had a better knowledge of how to work together effectively to address these issues.** Initial analysis of Discover data showed that early assumptions (around mental health and social isolation) were likely not as much of a key priority for people in the Irvine Valley. For this reason and also because of changes to engagement activities as a result of COVID19, the Pathfinder team decided to widen their initial focus. They looked to explore incidences of long-term health conditions, finding that 19.50% of people in the Irvine Valley had a long-term health condition. As there was no particular condition that was more prevalent, the team decided to support long-term health conditions in their broadest sense, consequently supporting more people with the final solution.

In building a general improved understanding, questions asked in Discover engagement (such as online survey and questionnaires) looked at overall thoughts on the local area, opinions of health and wellbeing services, as well as opinions on technology. Findings were presented at this point in the form of thematic spreadsheets. These spreadsheets allowed the team to build initial ideas around recurring themes and patterns through analysing 'most commonly mentioned' ideas, guiding follow-up research and conversations. Spreadsheets were also formed for an easy, 'at a glance' look at individual data and data combined from various pieces of engagement. Findings showed that:

- Community spirit and the countryside were deemed major positives of the Irvine Valley

- A lack of local shops and amenities, alongside lack of employment opportunities, lack of socialisation spaces and a lack of activities for children and young people were deemed the major negatives

- Health, care, and wellbeing was generally deemed 'good' but there were some feelings of vulnerability and social isolation

- People noted some issues with health and social care services in the local area: most notably inadequate access, lack of mental health service provision, limited communication from services and issues with access to information

- Specific issues around tech/TEC use were also highlighted: for example, poor connectivity, lack of skills, concerns around security/privacy.

From this point in Discover, having looked at initial information, the team set their sights on an in-depth analysis of data using the online Miro board to learn about emerging themes, to gain a further understanding of the issues and to begin to narrow down the focus. Work on the Miro board at the beginning of Define was one of the team's biggest undertakings in order to review data. Over the course of a whole week, the team worked together to review and analyse all the data gathered from engagement activities (excluding second-stage

interviews). They did this through broad brush work, categorising data into overarching themes. They then used a version of the ISM model and further themed data into attitudes, behaviours, tools, environment, and process. From this information, the team formed their core insights and created an initial set of problem statements which guided second-stage interviews. Problem statements at this stage looked at three synthesised topics: lack of knowledge on services and supports; communication from services to the public; overall barriers to accessing services. Second-stage interviews were also important to discuss problem statements and sense-check data gathered. From here, data collected from second-stage interviews was combined with previous engagement research (e.g., Discover activities) to create user personas and user journeys. The team reviewed all data gathered to form these person-centred data outputs that looked to further improve understanding of the local issues (see 'what we do differently' for more detail).

As well as gaining an improved understanding, the team **gained a network of early adopters,** similar to key stakeholders who are mentioned above. Since the first Discover workshop, the project has grown a network of early adopters, but many have re-engaged with the project more recently. Some examples of these early adopters would be:

- CVOEA

- Thinking Differently Team

- Loudoun Medical Practice

- Members of the Third Sector Interface

- Orkney HSCP

- Those who live and/or work in the Irvine Valley

As a result of the sustained interest by early adopters, which has been central to the momentum of the project, the core Pathfinder team have been able to utilise insights from both stakeholders and citizens to contribute to meaningful and positive change in Irvine Valley. Stakeholders are keen to adopt the SAtSD to deliver change and solutions in their own services and this has allowed opportunities for shared learning and knowledge.
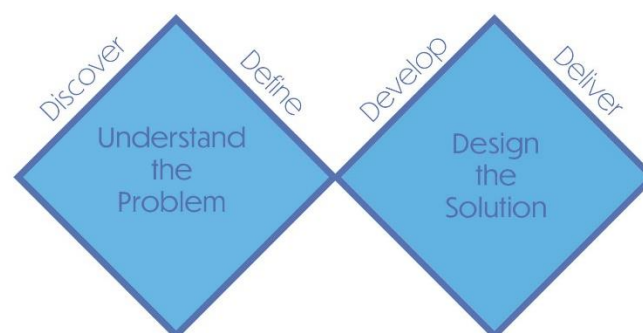
The Double Diamond

What we do differently

Having gained an improved understanding of the local issues, the next step was for the team to **take the time to further narrow down information and reflect on their insights, other evidence, and experiences to identify things that could be changed through Pathfinder.** As partly mentioned above, during Define, an iterative process of reflection, synthesis and further research between January 2021 and October 2021 took place to further define and reflect on key issues in line with the project aim. The core team worked together and facilitated a total of approximately thirty workshops and meetings across this synthesis stage. Several different tools and platforms were used to support this, and the Pathfinder team ensured (wherever possible) that data activities were engaging, unique and interactive. At this stage, they looked to include a variety of stakeholders, key partners and people living and working in Irvine Valley to gain varying perspectives. The collaborative process to define the problem was as follows:

- Defining first set of problem statements and core insights (as outlined above)

- At the same stage, further quantitative data was captured through desk research to test assumptions and insights

- Sense-checking data through ten second stage interview (as outlined above)

- Combined previous Discover and Define data with research from second-stage interviews to generate nine user personas and six user journeys

- From user personas and journeys, more defined core insights were developed (from synthesised data document)

- From these identified insights, the team revised their problem statements (see below)

- Problem statements were utilised as the focus for How Might We statement workshops

- From How Might We statement workshops, the team refined 280 How Might We statements down to twelve final How Might We statements (see below).

Importantly for the team, demonstrating findings creatively through user personas and user journeys allowed people to attach themselves to the research and follow someone's story. Personas and journeys were grounded in reality and research: they were based on combinations of real-life conversations from engagement activities. User journeys helped formulate user experience maps which were emotive and mapped out positives and pain points of a person's journey. Personas allowed the Pathfinder team to reflect on insights in a different way to identify key priorities for change. An example of a user persona (a person with a long-term health condition) can be found below:

LTHC persona

Both user personas and user journeys were extremely useful tools for the project as they allowed the team to reflect on experiences to identify key points of change. These data outputs are considered a real positive point in Pathfinder project work.

After taking the time to reflect on insights and experiences, the Pathfinder team **worked together to define** their problem statements. Problem statements are considered an integral part of the Scottish Approach to Service Design. They are a crucial part of the project's concluding work in Define and as they present problems requiring solutions, they are also the basis of Pathfinder's How Might We statements. Final problem statements, as revised in September 2021, can be found below:

A lack of information on available services in the Irvine Valley causes barriers to access. People want information to be available online and face-to-face. Services must be flexible and adaptable, providing alternative means of access to all. As well as this, people note major issues with communication from services and also a breakdown in communication between services. People say that communication must be more streamlined and consistent.

Public transport in the Irvine Valley is expensive, infrequent and unreliable. Many people say that public transport can cause a major barrier when trying to access health and social care services. There are fewer services based in the local area so people must travel out-with the Irvine Valley for many of their healthcare appointments.

Waiting times for services are long and can cause people in the Irvine Valley anxiety when trying to access help. The opening hours of the GP don't fit around a 9 to 5 work schedule and e-consult contributes towards barriers to access.

Connectivity in the Irvine Valley is poor and people can lack the necessary skills, education and experience to work technology and/or technology enabled care. There are high levels of data poverty and people can face challenges in affording devices and/or a connection.

Revised problem statements 2021

What difference does this make?

Using the problem statements as a baseline, the Pathfinder team organised various workshops with stakeholders and citizens, focused on creation of numerous How Might We statements (HMW). This was the final project activity in Define. Workshops looked to turn problems into opportunities for solutions. From these How Might We statement sessions, the team gathered over 280 HMWs. In October 2021, the team worked hard to filter and prioritise these on the Miro board and reduced them to twelve key How Might We statements. The HMWs inform ideation work in Develop and have been particularly successful in confirming **the agreed area of focus for this digital transformation programme** going forward into the next stage. It is anticipated that these will lead directly to solutions for the people of Irvine Valley through a series of prototyping activities.

The Pathfinder project's HMW statements were categorised per problem statement topic and are as follows:

How Might We Statements

How Might We...

Simplify information available to people to make it more person-centred & accessible

Support access to health & social care services out-with traditional working hours

Embed a person-centred approach when delivering services & supports

Develop confidence & empower indviduals to feel safe to self-manage their long-term health conditions

Enhance local health services in the Irvine Valley to reduce the need to use public transport

Manage expectations & build better relationships between health & social care professionals & the public

Support people with long-term conditions to feel safe whie usng public transport

Overcome connectivity issues For example, wifi & data poverty

Streamline information & communication between services & the public

Increase access to digtal devices

Reduce pressure on staff by supporting more people to be self-reliant using technology/TEC

Drive online participation through support to build confidence & skills

How Might We statement graphic

Alongside How Might We statements as the focus for ideation and the next stage of the programme, the East Ayrshire Pathfinder team continue to recognise and work towards their overall project aim – the official **agreed area of focus for the digital transformation programme.** Over the past two years of Discover and Define, the team have worked to test and assess the original project aim. The project aim has not changed substantially since the beginning but the extensive amount of work that has been undertaken with citizens and stakeholders across the programme has given the project a strong, supported, and shared vision as it moves forward into the future.

The Pathfinder team have a core group of people from across the partnership who are **receptive to working with them on the next stage to deliver change.** Recently, project connections have grown more and more, and the team have noted an increase in enthusiasm and interest as they move into the Develop stages. Stakeholders have been particularly receptive to unique activities and new ways of working and key partners have been an integral part of expanding the project's connections and knowledge base. As well as this, it is very important to note that citizens in the Irvine Valley are receptive to continued involvement and supporting delivery of change. Citizens have been excited about involvement at every stage and have impressed a continued interest in the Pathfinder project. The Pathfinder team will aim to build on this interest and include people in the coming stages of Develop ideation activities as they recognise this is essential to project success and to upholding the all-important person-centred approach.

Conclusions

To conclude, the East Ayrshire HSCP Pathfinder project is based in the Irvine Valley with a focus *"to fully transform health and social care provision for people in the Irvine Valley with a long-term health condition, using TEC as a key enabler".* The Pathfinder project follows the Scottish Approach to Service Design and in general seeks to contribute to whole system transformation. Throughout the project, there is a major focus on the person-centred approach, as well a focus on place, partnership, and personal outcomes.

The Pathfinder project has a diverse team of people leading their work and also has many links to local, wider, and national stakeholders as well as connections to many people who deliver services and supports in the local area. Crucially, the Pathfinder team regularly engage with citizens who live and/or work in the Irvine Valley to gather their opinions around a variety of issues as well. Conversing with all these people is fundamental in upholding the all-important person-centred approach and the team feel that building this strong, diverse, and connected team of people has been essential to project success so far.

Since the beginning of the project in April 2019, the team have worked hard to design and deliver a number of engagement activities: mostly online and others face-to-face. They have adapted well to the limitations and barriers put in place by COVID19 and they continue to strive in making sure (wherever possible) that engagement is unique, interactive, and engaging. Throughout the stages of Discover and Define, the team have collected, collated, and reviewed a host of data in line with the project aim. Research started out broad but was later narrowed down to key revised insights: these key insights are the current focus of problem statements and How Might We statements, which the team are using to move forward into ideation (Develop).

The Pathfinder team have learnt, through this project and approach, to take important space and time to discuss issues and work differently. As a result of this protected time and space, the team have an improved understanding of local issues and have also reflected on key insights, evidence, and experiences to identify the key points of change for the Develop and Deliver stage. They have also gained an understanding of how best to work together. Throughout engagement, the project utilised numerous different engagement tools and data collation tools: for example, MentiMeter, Miro and Mural, thematic spreadsheets, Biteable animation, and Adobe Photoshop. The team also created some extremely valuable data outputs: in the form of nine user personas and six user journeys. These data outputs were pivotal in supporting research to move forward into the next stage.

Citizens, stakeholders, and key partners have reflected positively on the Pathfinder project and approach. Citizens value the project: they are excited to be involved, motivated to play their part and are grateful that the Irvine Valley is the only and central focus to the Pathfinder project. Stakeholders reflect particularly positively on the project's new ways of working and unique engagement style. The core team have been invited by multiple

different key partners and stakeholders to share project learning and expertise on the Scottish Approach to Service Design come the New Year. People (citizens and stakeholders) are receptive to working with the team in delivering change.

As the Pathfinder team complete Define, they feel confident in their project and the process as a whole. Particularly in 2021, there has been some real positive progress made and the team are reassured that data to come from SAtSD engagement is robust, person-centred and supported. The team are sure that their project work will make a tangible difference to the people of the Irvine Valley, and they look forward to beginning work in the Develop/Deliver stage.

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