



Healthcare  
Improvement  
Scotland

# Strategic Planning – A Theoretical Framework

What does good look like?

ihub - Strategic Planning Portfolio, 2019

Supporting better quality health and  
social care for everyone in Scotland

# Role of the Strategic Planning Portfolio

- Support health and social care systems
- Strategic planning advice, guidance and coaching
- Understand high impact opportunities for redesign
- Design, prototype and implement new pathways and models of care
- Evaluate the impact of those new pathways and models of care to identify further development necessary to achieve strategic objectives

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# Theoretical Framework for Good Strategic Planning

- **Currently in draft form, planned to roll out in late 2019**
- Based on analysis and review of a range of strategic documents from across the country, illustrating what good practice looks like across the breadth of activities involved in effective strategic planning.
- Developed with a focus on Health and Social Care Partnerships, but equally applicable to health boards and other organisations.
- Builds on established strategic commissioning framework (Analyse, Plan, Deliver, Review), adding a further theme '*Creating the Conditions*' as a key enabler.
- Each section then identifies themed criteria and action areas which complete the sentence: "Good strategic planning..."
- Designed to enable practical and constructive local conversations on strategic planning, and complements section 6 of Healthcare Improvement Scotland's Quality Framework (particularly section 6.1 - operational and strategic planning arrangements) and 8.1 (Collaborating and Influencing).
- Organisations can use this framework to self-reflect on their current position in relation to strategic planning, or as a tool to help develop planning capacity and approach locally. A key aspect is being able to focus on strengths and assets, and potential areas of development, with scope to consider further what actions may be needed to build upon these.

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# Theoretical Framework for Good Strategic Planning

## CREATING THE CONDITIONS

- Partnership and Co-Production
- Vision and Values
- Breadth of Focus
- Capacity
- Leadership

## ANALYSE

- Breadth of Data
- Needs Assessment
- Supply
- Interpret

## PLAN

- Gap Analysis
- Option Generation
- Option appraisal
- Service Design

## DELIVER

- Market / Provider Relationships and Development
- Capacity Building
- Service Redesign and Improvement

## REVIEW

- Strategic Outcomes
- Strategy and Marketing
- Share Learning

## Partnership and co-production

CREATING THE  
CONDITIONS

### Good Strategic Planning:



**Engages** with public, service users, workforce, providers from all sectors, professional groups and politicians as partners in planning, decision making and service delivery



Makes best use of **existing local user, carer and advocacy groups** and national representative bodies



Has clear and accountable **joint governance** structures encompassing all partners at all levels



Openly anticipates areas of **conflict**

# Keep in touch



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# Interconnected Systems Mapping

Overview

Supporting better quality health and  
social care for everyone in Scotland

# Contents

- Purpose of an ISM
- What an ISM doesn't do
- What an ISM can do
- Other things to bear in mind

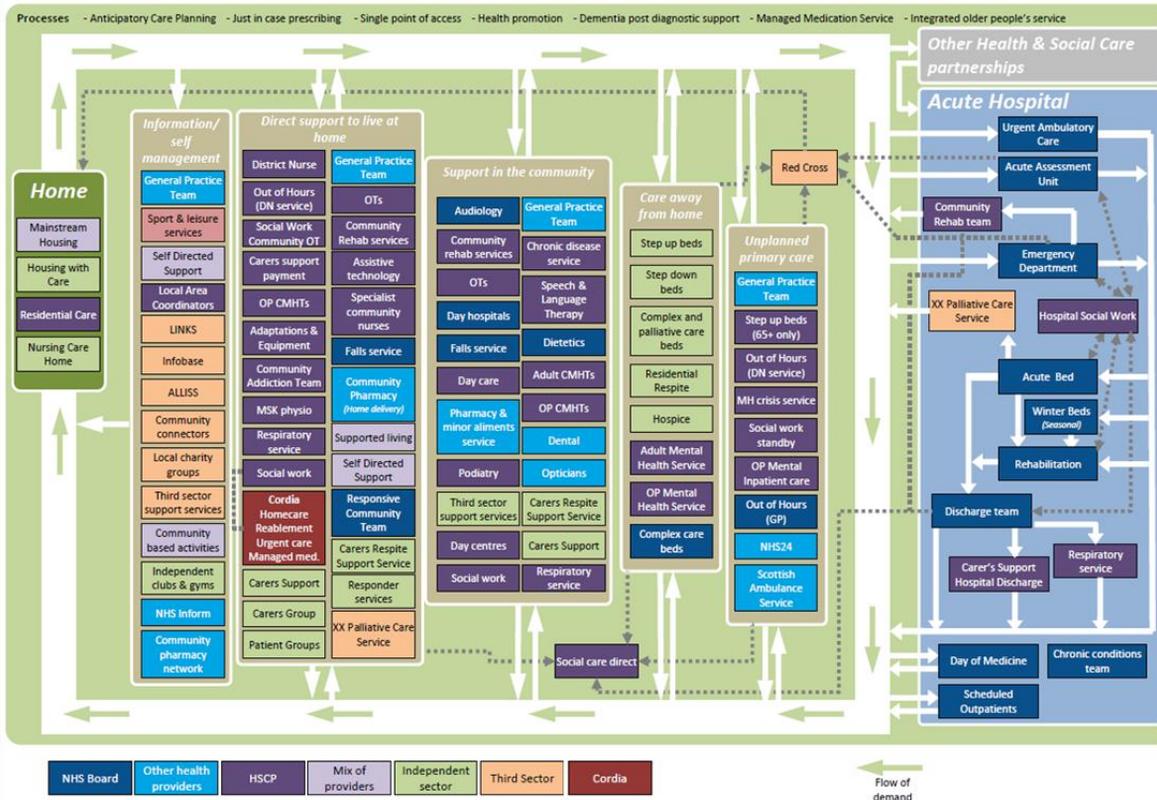
# Purpose of an ISM

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- To deliver a visual overview of an integrated health, social care and community system
- Once completed, can be considered for what insights it offers around the interconnectedness of the system.
- Help provide an understanding of the flow of demand on the health and social care system, indicate focus areas for further improvement work, and enable informed strategic decision-making.

# Example ISM

## XX HSCP Heath and Social Care System – Unscheduled care for adults



# What an ISM Doesn't Do

# What an ISM Doesn't Do

- Provide the answer!
- Make recommendations, forecasts or predictions
- Provide insights in to context, culture, behaviours, experiences
- Show the reasons behind failure demand
- Show / monitor user flow, access or uptake of services

# What an ISM Can Do

# What an ISM Can Do

- ISM can be used as a sense-making and communication tool to:
- Make a complex system visible
- Understand a complex system before change to avoid unintended consequences
- Inform decision-making for change
- Identify which services may be affected by a change
- Understand where in the system current change and improvement initiatives are focused
- Help analyse the gap between the 'as-is' state and the 'to be' state
- Enable diagnosis of issues across many parts of a system
- Enable people within the system to understand the interconnectedness of the system of their role within it
- Identify key stakeholders

# Other Things to Bear in Mind

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- The ISM is not an outcome in itself – need to use it for something (e.g to support decision making)
- Shows a system at a point in time
- Not just a ‘health services’ map – need to think of all parts of the system which enable people to live well
- Quality of the map is directly impacted by the quality of the data gathered to go into it

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