Strategic Planning – A Theoretical Framework

What does good look like?

ihub - Strategic Planning Portfolio, 2019
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
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

*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
Purpose of an ISM

- 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.
What an ISM Doesn’t Do
What an ISM Doesn’t Do

• Provide the answer!

• Make recommendations, forecasts or predictions

• Provide insights into 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
Other Things to Bear in Mind

• 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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