

# South Ayrshire Health and Social Care Partnership: Older Peoples Service Redesign

Good strategic planning approaches can help Health and Social Care Partnerships make sense of complex systems, understand need and find potential solutions to challenging situations.

## Situation

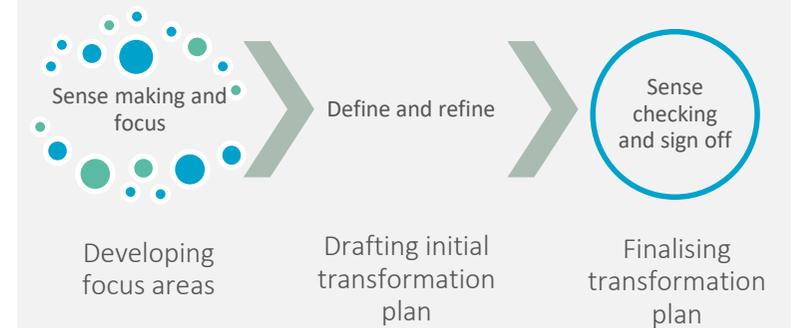
### Context

South Ayrshire Health and Social Care Partnership (HSCP) approached the ihub Strategic Planning Portfolio for support at a time when they were facing a significant challenge within older people's services, due to the unique demographics within the partnership and a challenging financial outlook.

### Challenge

Older peoples services were likely to prove unsustainable as both financial and workforce capacity would not keep pace with the projected increases in the number of older people with complex health and care needs over the coming years.

## ihub Support



## Approach

The Strategic Planning support team at the ihub have developed a Good Practice Framework for Strategic Planning to enable practical and constructive local conversations on strategic planning. It was developed 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. A preview of the framework can be found [here](#)

In this piece of work the Strategic Planning Portfolio and South Ayrshire HSCP focussed on the 'Building a planning culture', 'Analyse' and 'Plan' themes of the Good Practice Framework.



**Build a Planning Culture** - Considering the vision and values of the HSCP, they were supported to establish an agreed need for change. Within this, there was an exploration of the capacity and opportunities within the HSCP to deliver that change.

**Analyse** This phase gave the HSCP support and guidance in taking a 'deep dive' into key performance data, financial data, case studies and identification of what works well and what can be improved. This helped the HSCP to articulate the real improvements within the system which they needed to deliver.

**Plan** The HSCP looked at short, medium and long term priorities for transformation and the move towards a revised delivery model. This included consideration of not only the delivery model, but also the financial envelope and workforce capacity to achieve this.

## Timeline



## Understanding South Ayrshire

A core aspect of support offered by the ihub is in helping health and social care partnerships understand the context in which they are operating.

In this case, this centred on providing additional capacity to review and analyse data/information captured by South Ayrshire.

This information and the insights developed from it was presented to key stakeholders. Using the information as a foundation and springboard for discussions

## Data and Information Support

The Strategic Planning team at the ihub supported South Ayrshire Health and Social Care Partnership in taking a ‘deep dive’ into data and information on key aspects of services.

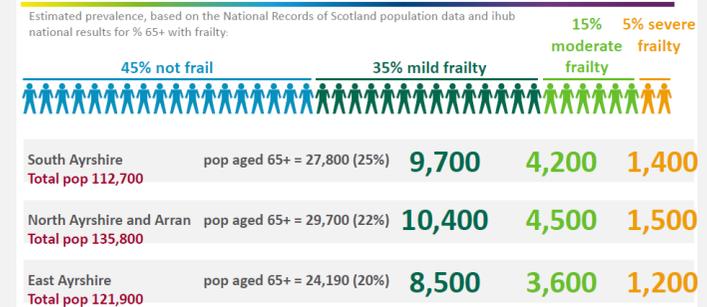
Firstly the team undertook a review of 15-20 documents produced by South Ayrshire HSCP (Strategic Plan, IJB papers, Performance Reports, Write-ups of past events etc) to support understanding of high level issues.

This was supplemented by national data such as delayed discharge and health inequalities.

The team logged 80 observations and insights based on this analysis that would support discussion between stakeholders. Further to this, people were provided with current data around specific areas within the HSCP, such as:

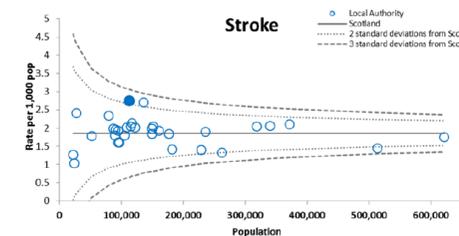
- Hospital Data (KPIs)
- Primary Care
- Care Home admissions data
- Finance and Resources
- Inequalities Data
- Demographics
- Frailty levels

### Frailty



### Hospital Stays - Stroke

In 2017/18 the rate of hospital stays as a result of a stroke diagnosis was high compared to the Scotland average, although not significantly high.



## Workshops

To supplement the information and data provision, three workshops were arranged to support staff to engage with and explore the redesign of older peoples services. These workshops followed the first three elements of the Strategic Planning Framework – with a specific focus on building understanding of planning, analysing current challenges and provision and exploring options for planning differently.

### Designing a Better Future

Build a planning culture

#### Aims:

- To support the understanding of a whole system approach
- Explore how strategic planning can help achieve positive outcomes

#### Activities:

- Discussion of priority themes in relation to where people want to get to
- Assessment of potential impact of different focusses
- Identifying gaps in knowledge

### Doing Things Differently (part one)

Analyse

#### Aims:

- Explore current landscape in South Ayrshire regarding innovation and transformation
- To identify key challenges and opportunities
- Map the current system

#### Activities:

- Summary of Community Led Support activity
- Overview of key pressures on the system from ihub research and analysis
- System mapping and exploration of interconnectivities

### Doing Things Differently (part two)

Plan

#### Aims:

- Develop suggestions from previous workshops around demand management
- Outline a vision for the future
- Understand how vision links to existing programmes

#### Activities:

- Introduction to different methods for demand management and discussion for planning
- Mapping existing programmes and discussion on possible opportunities for development

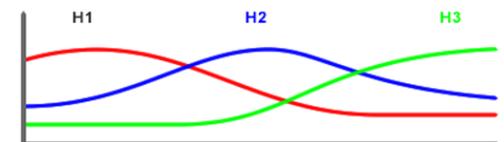
## Coaching

The Strategic Planning team provided coaching support to underpin all of the activity. This takes the form of conversations throughout the project and specific support in developing new thinking around planning.

**Three Horizons** – A useful way to think about the future and how to get to where we want to be. Horizon One is 'business as usual', the way we do things today including celebrating what we do well. Horizon Two is things we are trying and what we are learning from these. Horizon Three is things we can deliver, building on the first two horizons.

**Systems Thinking** – Can develop awareness of the bigger picture, brings cohesiveness and alignment, identifies potential challenges and opportunities and helps plan for unintended consequences in wider system. In the real world, assets are of different scale, scope & complexities. This diversity can be challenging to understand but there are great opportunities in collaborative approaches.

### Three Horizons

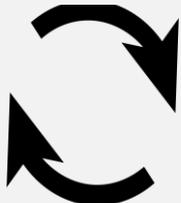


- **H1 Business as usual**
- **H2 Innovation**
- **H3 Visionary (Future)**

## Impact

With support from the Strategic Planning Portfolio, the HSCP have developed a draft improvement and transformation strategy which is now being taken forward locally. Following the Theoretical Framework has ensured that this strategy was developed robustly in line with good practice and the integration delivery principles.

## Feedback from the Partnership



Created by Robert Bjarshagen  
from Noun Project

Informed us on practice and approaches used in other areas in terms of improvement Strategy development.



Created by StoneHub  
from Noun Project

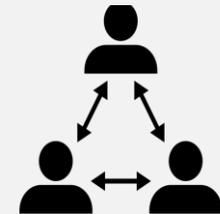
Provided support/critical friend to Partnership facilitator & programme manager and provided support in with developing initial draft of Improvement Strategy.

Raised awareness/understanding of Three Horizons approach and performance measurements approach



Created by Maxim Kulikov  
from Noun Project

Supported a review of strategic documentation and synthesising available data and intelligence into a comprehensive reference resource for stakeholders, produced in partnership with relevant partnership leads.



Created by Davo Sime  
from Noun Project

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Or visit our website: [ihub.scot](http://ihub.scot)



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