# Developing and implementing a Local Carer Strategy Strategic Planning Learning Session | July 2022

This workshop was hosted by the Strategic Planning and Unpaid Carer Improvement teams within the ihub, and brought together 40 delegates representing 17 Health and Social Care Partnerships (HSCP). The workshop was created as a safe space to share learning and approaches to the development and implementation of local carer strategies.

## Session Aims

- Build understanding about current activity and capacity in local areas to develop and implement local carer strategies
- Introduce planning tools and approaches that enable good strategic planning and self reflection
- Identify and share examples of good practice in developing local carer strategies

## Content

- Introduction to Strategic Planning Tools – ihub Strategic Planning team
- Learning from Glasgow HSCP – Fred Beckett, Carer Lead, Glasgow City
- Group discussion

# Sharing Learning: Glasgow City HSCP

In June 2022, Glasgow City HSCP published their new Carers Strategy. A key priority identified is recognising that the caring journey often begins at the point of diagnosis with an ambition to improve earlier identification of carers by working across health and care services to raise awareness with the wider workforce (see image on right).
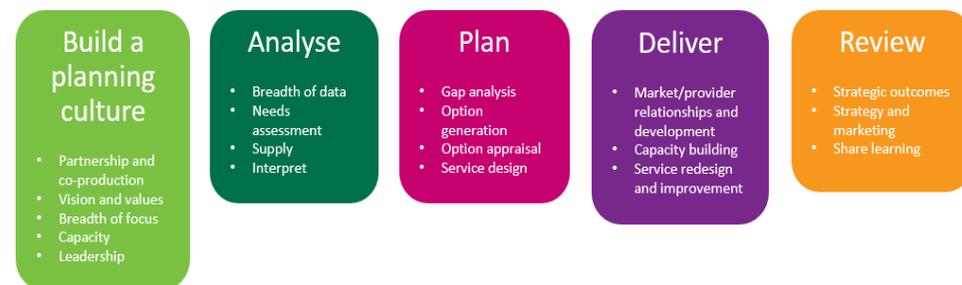
During development of the strategy, the team collaborated across the HSCP to influence wider plans and agendas. An impact story on this activity will be published shortly to share further details.

## Local carer strategies and strategic planning
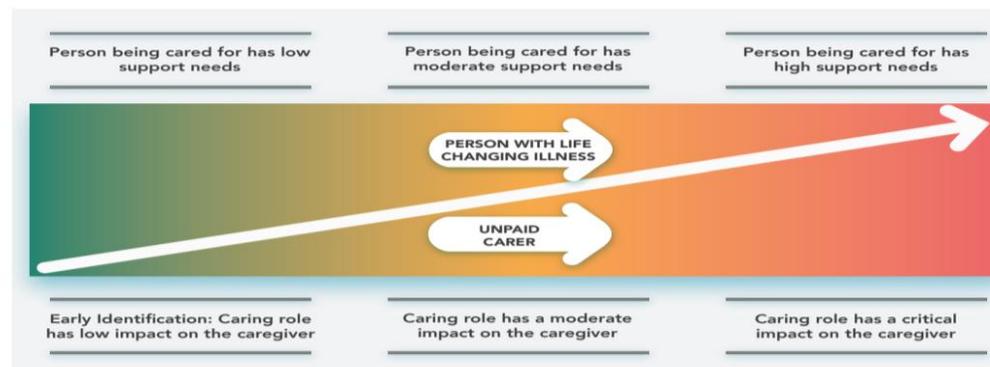
The aim of strategic planning is to:

- Understand what complex systems look like and feel like to people using them
- Develop a vision of what systems could and should look and feel like in the future
- Identify the journey to get to that vision

The Good Practice Framework for Strategic Planning (GPFSP) can be a useful tool in supporting thinking and conversations around strategy. The full framework is available at https://ihub.scot/media/6879/good-practice-framework-for-strategic-planning.pdf

| Build a planning culture | Analyse | Plan | Deliver | Review |
|---|---|---|---|---|
| • Partnership and co-production<br>• Vision and values<br>• Breadth of focus<br>• Capacity<br>• Leadership | • Breadth of data<br>• Needs assessment<br>• Supply<br>• Interpret | • Gap analysis<br>• Option generation<br>• Option appraisal<br>• Service design | • Market/provider relationships and development<br>• Capacity building<br>• Service redesign and improvement | • Strategic outcomes<br>• Strategy and marketing<br>• Share learning |

Other useful planning tools include:

- McKinsey 7S
- Appreciative Inquiry
- Red Rules/Blue Rules



Person being cared for has low support needs — Person being cared for has moderate support needs — Person being cared for has high support needs

PERSON WITH LIFE CHANGING ILLNESS

UNPAID CARER

Early Identification: Caring role has low impact on the caregiver — Caring role has a moderate impact on the caregiver — Caring role has a critical impact on the caregiver

# Building a Planning Culture

To help plan the session and understand the needs of carer leads we asked the following two questions in advance:

## What stage are you at in the development of a new local carer strategy?

14% not started

64% in planning

7% in consultation

14% Published

## Describe your experience of using strategic planning tools and approaches?

Responses outlined a range of strategic planning experience, with the majority of carer leads highlighting an interest in developing further planning skills, particularly in relation to tools:

- Limited experience with engagement and consultations
- I am quite new in post, so any planning tools and approaches would be very welcome
- I have no experience of using strategic planning tools and approaches
- Plenty of experience of planning and project management but not using any particular tools
- No tools as such but strategic planning and wide engagement methods are used with public, professionals and partners

Taking on board the responses to these questions, the learning session focused on 'Building a Planning Culture' and introduced key action areas from the Good Practice Framework for Strategic Planning.

Two key action areas on 'Building a Planning Culture' from the Good Practice Framework for Strategic Planning are:

**Partnership and co-production**

Engages with public, carers, service users, workforce, providers from all sectors, in planning, decision making and service delivery

**Capacity**

Invests in strategic planning skills, capacity, authority, credibility and time

Participants were asked to reflect on some learning provocations related to these action areas with the aim of identifying areas of strength and areas for improvement. For example:

- Do you empower all partners & collaborators to make decisions & take action?

- Is your case for change presented in a simple yet compelling way? & is it backed up with evidence which supports it

This self-reflection tool has been designed to allow carer leads to consider their own approach to, and capacity for, strategic planning. The tool presents each criteria and action area within the Good Practice Framework, and then invites organisations to consider their own strengths and potential areas of development for each, with scope to then consider and record what actions may be needed to build on these. Self-reflection tool

# Next Steps and Sharing Resources

## Call to Action

The ihub will be capturing impact stories to share information and learning from different local approaches to developing a carer strategy. We also want to hear about your self-reflection journey and approaches to address some of the learning provocations. If you would like to share your approach please get in touch: his.transformationalredesign@nhs.scot

## Next Steps

The ihub will be running three further learning sessions this year focused on supporting the development and implementation of local carer strategies. We want to hear from you about session topics that would be of most value. Please use sli.do to share your views: https://app.sli.do/event/wbok92SMahimNhmojHRsPo/live/polls

## Links to resources

Several resources were referenced during the session. Links to these below:

- West Lothian's carer survey results video
- Glasgow HSCP digital carer resources
- Glasgow City HSCP Carer Strategy and resources
- Engaging Innovatively on Social Media - webinar from HIS Community Engagement Directorate highlighting strengths and weaknesses of capturing feedback and engaging via Facebook, Twitter and Instagram

## Session Feedback

**What aspects of the session did you find most useful?**

A very useful space to hear about different planning approaches

This has also been a supportive and safe space to share with peers and learn from each other.

**What will you take away from this session?**

Ideas, and links with other carer leads

Information about useful planning tools

Links to useful learning and resources

**Are there any topics you would like to see further explored?**

Reaching people who care for people with drug and alcohol addictions particularly younger carers.

Performance monitoring and benchmarking performance for carers support.

Building on understanding of measurement and review process

Practical use of tools to support planning, what works well, and what does not work so well