Strategic planning: good practice framework

What does good look like?
The ihub Strategic Planning Portfolio

December 2019

Why develop the Good Practice Framework

Approaches to planning health and social care services in Scotland have evolved in recent years, building on the recommendations of the Christie Commission (2011) and the passing of the Public Bodies (Joint Working)(Scotland) Act 2014.

Strategic Planners within Integration Authorities and NHS boards work within complex systems and a developing landscape.

There is a wealth of guidance, experience and examples of good practice within the health and social care system, which this framework attempts to draw together into one easy-to-understand structure.

Strategic planning for health and social care is evolving

From this…

Individual subject matter expert developed in isolation in a 'darkened room' 'in a cupboard'
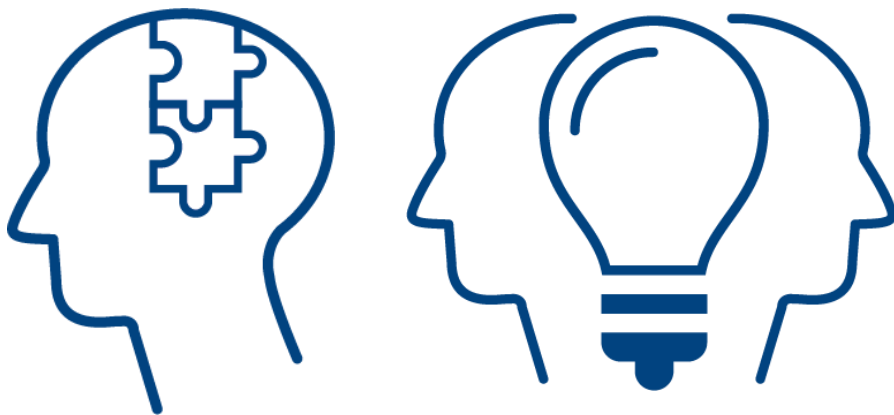
People working in the same field, service or team get together to plan in isolation from wider system

Strategic planning for health and social care is evolving

…to this

- Wider collection of individuals, all recognised as subject matter experts – driven by **collective intelligence** and enabled by **curiosity**

- Outcomes focussed planning and commissioning, moving away from traditional service-related planning to whole person and community approaches

- Thinking 'in the open' (challenging)
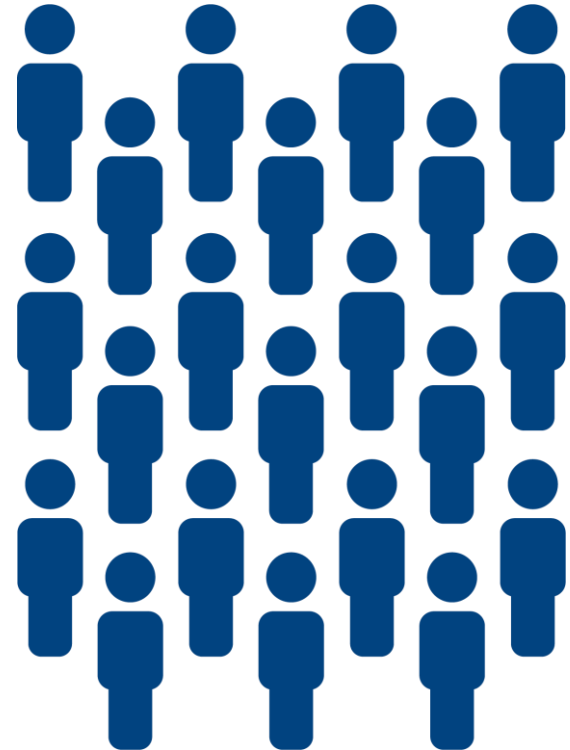
About the Good Practice Framework

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.

About the Good Practice Framework

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 Integration Authorities, but equally applicable to NHS boards and other organisations.

Builds on established strategic commissioning framework (Analyse, Plan, Deliver, Review), adding a further theme '*Build a Planning Culture*' as a key enabler.

Each section then identifies themed criteria and action areas which complete the sentence: "good strategic planning…"

The Good Practice Framework and Quality Management Systems

When thinking about the overall quality of your system, the [Quality Management System](#) (QMS) framework can help you consider the key components that are important. These include quality planning, quality improvement, quality control and a learning system, supported by a range of key enablers.

The Good Practice Framework for Strategic Planning links primarily to the Quality Planning component of the QMS.

The QMS and the Good Practice Framework for Strategic Planning are designed to complement each other, and can be used and applied simultaneously.

Good Practice Framework for strategic planning

Build a planning culture
- 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

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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**

Vision and values

Good strategic planning:

Co-produces a person focused and easily understood vision and values with staff, people who use services, carers, partners and stakeholders

Contributes towards achieving the **national health and wellbeing outcomes** and demonstrates the Integration Planning and Delivery Principles and Health and Social Care Standards

Secures early **commitment** and agreement from all partners about the need for change

Maintains a clear focus on **prevention**

Breadth of focus

Good strategic planning:

Spans all services and supports relevant to health and wellbeing including community assets, housing, primary and acute healthcare, third and independent sectors as well as all community planning partners

Agrees and ensures a consistent focus on a **wide definition of 'workforce':** those working in the independent, third and public sectors, contractors, those who provide services on a voluntary basis'. Ensures appropriate levels of engagement with the workforce, in line with NHS staff governance standards, workload and supply considerations

Capacity

Good strategic planning:

Researches evidence of good practice and identifies opportunities to apply innovative approaches locally

Resources engagement of an appropriately diverse and stable core strategic planning team

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

Takes a **systematic** approach – analyse, plan, deliver and review

Leadership

Good strategic planning:

Is led by those who **maintain commitment** to, and accept accountability for transforming services in partnership

Displays **collaborative leadership** and respectful engagement across disciplines and sectors

Enables **distributed leadership**, innovation and appropriate risk-taking across boundaries

Integrates all strategic decision making process

Adopts a **transparent public service culture** that promotes honest, open and equal public debate and shared decision making

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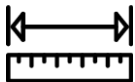- Option generation
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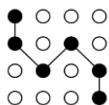# Breadth of data

Good strategic planning:

	Measures what matters, not just what is available
	Includes a **mix of qualitative and quantitative** data from a variety of sources
	Establishes and uses **data sharing** safely across all partners from all sectors including staff and public
	Includes **data from the third and independent sectors** as well as the statutory sector and from community, staff and user engagement

Needs assessment

Good strategic planning:

Focuses on **defined populations and their needs**, not conditions, services or pathways

Clearly identifies and includes data on each of the following needs: **felt**, **comparative**, **normative** and **expressed** need

Seeks to understand what is **driving** – and will drive in the future – **population behaviour**

Forecasts demand based on current trends and known changes

Understands and uses data on **high health gain potential**

Supply

Good strategic planning:

Identifies the service **level and performance** of all current service providers from all sectors

Includes data about **what the system feels like** to the people who use it

Reviews and compares the **cost effectiveness** of current provision

Analyses unexpected variation and/or different types of waste in practice

Includes **learning** from safety and quality care reviews and adverse events

Interpret

Good strategic planning:

⇒	Identifies the **implications** of the data for services and support
✓	Ensures **data is appropriate and of sufficient quality** to inform operational and strategic planning and performance review
△	Checks validity and quality of data through, for example **triangulation**
⋀	**Makes comparison** to national and local standards, peers, and 'best in class' providers
▱	**Shares learning** outside the organisation

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Gap analysis

Good strategic planning:

Clearly **links** the analysis of supply and demand to the future vision and identifies what needs to change

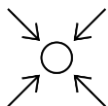Explores strategy at **distinct time horizons**

Identifies the **impacts of potential change** on service volumes, physical and human resources

Forecasts demand based on current trends and known changes

Option generation

Good strategic planning:

	Works with localities to provide a **place-based focus** to generate options and build on assets
	Explores alternative models – or improvements to current provision – which might meet people's needs, improve outcomes, quality and productivity
	Integrates and embeds **consideration of technology innovations and new practices**
	Includes **core business** as well as developments

Option appraisal

Good strategic planning:

	Uses a **coherent approach** and **objective criteria** for selecting and prioritising preferred options
	Thoroughly **tests assumptions** about how activities will achieve results
	Conducts **financial modelling** for each option
	Links **investment and disinvestment** to agreed outcomes and prevention
	Chooses which strategic initiatives to pursue and builds them into a coherent strategy
	Includes **assessment** of risk and sustainability

Service design

Good strategic planning:

Is clear about the **appropriate balance** of care between acute and community-based care and what this will look like in practice

Identifies the implications for commissioning, decommissioning, sustaining and redesigning services and supports

Enables long-term **financial planning**

Includes **planning** of all resources

Develops a **linked workforce** plan across all partners which addresses local and system wide challenges

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Market / provider relationships and development

Good strategic planning:

Aligns market facilitation, procurement and monitoring with joint strategy and values

Actively **challenges current service** models and mindsets to invest creatively in new approaches

Focuses **decommissioning on achieving better outcomes** for people and better value for money, not on cost saving

Sets high standards of conduct and effective governance including **clinical and care governance**

Identifies **longer-term funding** to allow local bodies to develop new care models they can sustain in the future

Capacity building

Good strategic planning:

Aligns resource allocation and management to the strategy and joint decision making

Shifts resources, including the workforce, towards a more preventative and community-based approach

Invests in workforce development and sustainability

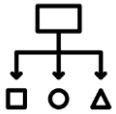**Creates platforms** for a new type of engagement and co-production with people who use services

Service redesign and improvement

Good strategic planning:

Links the plan to strategic execution and enables individuals and teams to identify what they need to do to deliver the priorities in their area

Adopts deliberate, clear and consistent **methodologies** for strategic implementation, change management, process improvement and project management

Analyses whole and integrated system flows

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Strategic outcomes

Good strategic planning:

Establishes **performance measures** from the outset

Demonstrates how strategic implementation is leading to **improved outcomes and key stakeholder objectives**

Actively involves users and carers in the monitoring of services

Strategy and marketing

Good strategic planning:

Regularly reviews and adapts strategic plans and priorities in response to external or internal drivers

Constantly reinvents and stimulates the **strategic dialogue** – avoiding repeating the same planning processes

Honestly and openly identifies where there have been barriers to implementation or unintended consequences and addresses them

Continues to ensure energy is **focused** on strategic implementation

Share learning

Good strategic planning:

Has a variety of mechanisms in place **to ensure learning is spread** throughout the partnership and communities of practice

Identifies, shares, celebrates and, where relevant and appropriate, replicates **good practice**

Ensures that **learning** from across Scotland, and from other countries, is shared and used effectively

Keep in touch

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