

# ‘Coileanadh’

## Manifesting a flourishing social care future for Scotland

‘Coileanadh’ —  
*accomplish, achieve, fulfil*

**‘Building our collective care future’** is a collaborative programme which commenced in June 2020 with the intention of capturing the experiences of social care during COVID-19 to build on this learning towards developing a positive vision for the future social care. The findings of this programme are articulated in the following future change landscape that embodies the contributions of a diverse range of expertise and experiences from providers, staff, people supported, families and wider partners in care and support in Scotland. The priorities that have emerged through collectively developing a positive vision reinforce the essential contribution of relationships, partnerships and societal engagement to understand and support the health, social and wellbeing needs and aspirations of our communities and population. Embracing a commitment to change that is driven from a rights-based, person-centred perspective will pave the way for action and implementation that is meaningful and just. Achieving change is a collective responsibility and we invite you to reflect while exploring this future landscape for social care on how the actions presented can be taken forward to fulfil a positive, flourishing social care future.



Putting the foot down

A social care mindset

Instilling a life course approach

The choice is yours

Valuing expertise of all sectors and perspectives

Pathways of learning through mutual experience

Empowering regulatory practices and people

Reclaiming and renewing,  
not reinventing



# ‘Coileanadh’

## Visualising a future change landscape for social care



**Putting the foot down** *harnessing the moment and wider climate that currently exists to make significant change.*

Momentum and desire have been building over a number of years across the social care sector to better recognise and articulate its own value, setting out the parameters of acceptable standards of interaction with wider stakeholders. Developing a commonly accepted ‘hallmark’ of non-negotiable ‘conditions’ was suggested where everyone is held to account for upholding these and working to ensure that these are supported. This would give assurance and confidence to all people involved, both in terms of quality and recognition.



**A social care mindset** *a more supportive approach to understanding people’s experiences, needs and preferences from a wellbeing perspective that emphasises individuality, where there is not a hierarchy in prioritising health needs or settings*

Shifting the balance of power that clinical models are believed to hold in relation to decision-making and recognising the unique contribution of social care can enable a mindset shift, though success involves meaningfully embedding change across all aspects of health and social care. There are also implications that arise related to drivers for change, resulting measures and wider policy agenda, including the need to ensure social care expertise is respected and not medicalised. This requires a shift in where value is placed across the system and how success is defined. At the moment value is largely from a system-oriented perspective e.g., relieving pressure on hospitals, prioritising settings of support such as the drive for people to remain in their own home and a focus on ‘beds’, ‘placements’ and ‘packages’ as forms of measurement.

The language and imagery used to describe social care must also shift, with recognition of how this plays a significant role in shaping people’s perceptions and agency, i.e. changing language from ‘treated’ to ‘supported’ and not saying ‘putting’ someone in a care home or ‘maintaining’ someone at home. Though the sector must seed the change, there are also opportunities that can be better utilised to shape positive perceptions and support understanding. The media have an important role to play, as well as wider society to enable this shift and support awareness from an early age.



### Instilling a life course approach

*normalising the ageing experience to view this as a natural journey.*

Empowering people to have choice as they age and preparing society with information and awareness of support available. A focus on opportunities within the education system and enabling earlier conversations about the value of age and the celebration of wisdom, experiences and richness that comes with the journey of life would foster open and transparent conversations when reflecting on the life course and personal growth. Instilling a value for ‘levelling up’ will support the profile of older people and social care to the extent that people feel privileged to make choices, have options, and encourage people to work in a sector that is rewarding and with opportunity. All stages of life should be viewed with equal importance, e.g., later stages as important as birth, and people should be equipped with the knowledge to prepare for and navigate each stage and life event positively.

Throughout the ‘Collective Care Future’ programme, we have supported engagement on several key themes across different areas of social care including the role and profile, human rights and equalities, choice and self-directed support, workforce value and wellbeing, creativity and innovation, commissioning and business models, cost and return, and consistent regulation. These themes have supported our collective reflection and critical evaluation of how we might envision a positive social care future. The analysis of the insights and experiences captured in response to the engagement activities have resulted in the development of eight key concepts that help to define and articulate a future change landscape for social care.



**The choice is yours** *enabling informed choice tailored to needs and experiences.*

Availability of information shouldn’t equate to a standardisation of support but should have the richness of choice that meets individual needs and preferences of how people choose to live within their circumstances. Enabling people to understand the options and types of support that are most appropriate for their experience is important. This can be enabled through thinking differently about how people are informed and interact with supports, and where there could be additional opportunities to genuinely allow people to try things and make decisions for themselves. Ensuring a consistent approach to implementing Self-Directed Support is a mechanism that would enable people to have their needs and choices respected.



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## Visualising a future change landscape for social care



### Valuing expertise of all sectors and perspectives

Respecting choice and achieving person-centred care requires prioritising relational working where hierarchies are removed, focusing on identifying together the most appropriate support and ways to provide this. Building trust in roles and relationships, valuing perspectives and individual expertise in shared decision-making creates a culture of openness and shared responsibility, contributing positively to wellbeing and morale through feeling valued and respected. Facilitating choice can be extended to collaborative commissioning processes where consistency, working in partnership, enabling flexibility and asset-based approaches are key. This all requires ‘letting go’ of traditional ideas of roles, control and power to enable tailored and proactive support, with meaning to individuals.

### Pathways of learning through mutual experience

Roles and experiences in social care need to be better understood and recognised with mutual respect of individual expertise. Practical ways, such as placements and shadowing, provide routes to building knowledge, understanding and respect for roles and environments. Regardless of education or training pathway, there is a need to embed shared opportunities for learning and understanding of the mutuality of health and social care disciplines, achieved through shared classes, training and development sessions, and formalised volunteering or placements.

Ensuring appropriate training and career opportunities in the sector which provide consistency and assurance whilst also prioritising the flexibility in individual interests, pathways and ambitions is necessary. Wider organisations need to have effective means of recognising prior experience so that the focus remains on development and avoids unnecessary duplication.

### Empowering regulatory practices and people

Recognising the current role and practices of regulators needs to adapt for compatibility with a shift toward a social care mindset that is aligned to aspirations for support provision. Regulators have the unique position of being able to support the system to be empowering; they set standards and evaluate quality which could be developed to support more enabling practices that positively balance recognising and encouraging quality and improvement with building confidence and capacity to push beyond recording minimum standards. Mechanisms and levers can be used differently to enable a shared vision and direction for care practice which define the value of social care support. Supporting open dialogue between regulators and providers can facilitate consistency in where value is placed when developing regulatory processes.

### Reclaiming and renewing, not reinventing

Costs, finance and funding have implications for choice, understanding and profile of social care. Cost is part of the existing challenge, yet also part of enabling the solution and future direction. However, people’s ideas about a positive future are not automatically premised on more resources or the creation of ‘new’ supports/services/models. It is about recognising the assets and enablers and supporting wider understanding of social care. There is a need to make cost transparent in relation to building a sense of trust and quality to enable choice and planning as well as to understand wider impacts of not investing, or investing differently. Further, there is a need to consider the potential of existing resources beyond their current form and remit. Where there is additional investment and cost, these should reflect where we truly want to place value and drive aspiration, rather than continue to be based on raising the minimum (e.g., living wage as the basis for workforce value).



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## Manifesting a collectively flourishing social care

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*To realise this positive future for social care we need to support shifts in both mindsets and practices across all people, systems and society with enabling policy and partnerships to nurture sustainable change. There is a need to establish collective effort, energy and action to move from concept and recommendations towards enacting change. We have translated the insights and expertise shared from our engagements with people with a diversity of experience to inform actions that can allow decision-making and change to materialise. The actions for each concept of the social care landscape can be progressed by considering their relationship to three priority areas of focus that include the overarching philosophy and culture, the policy and partnership enablers, and the way in which change can be enacted in social care practice. Altogether, these actions roadmap the ways in which practice-based change can be achieved, implemented and sustained, resulting in a more equal, rights-based and wellbeing focussed society.*

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### Social care philosophy and culture

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Actions that make progress on shared understanding, realistic perceptions and the distinct value and contribution of social care. These actions focus on empowering shared mindsets and principles that resonate with the sector and cultivate wider understanding. By developing positive language in articulating the distinctive role of social care these mindset shifts will facilitate mutual understanding and respect towards a collaborative and inclusive future.



### Policy and partnerships to enable integration

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Actions that highlight key requirements of policy in enabling change through providing specific contextual frameworks and guidance which are also informed by practice-based learning. These actions also demonstrate the necessity of partnerships and collaboration to ensure integration is built upon shared understanding, leads to shared outcomes and prioritises health and social care parity.



### Enacting change in practice

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Actions that emphasise the mechanisms required to facilitate changes in practice that are underpinned by a social care mindset and enabled through policy and partnerships. These actions indicate more discrete, practice-based change to drive positive impact for all.



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## Actions for change



### 1. PRINCIPLES OF QUALITY AND VALUE FOR SOCIAL CARE

Collectively developing a set of principles for social care that articulate ways of working, conditions and shared definition of quality and value.



### 2. NATIONAL FRAMEWORK FOR LEADERSHIP OF SOCIAL CARE

Developing a national framework for leadership of social care, including articulation of responsibilities around accountability, language and knowledge exchange - leading to improved application, implementation and links between national and local levels across different organisations.



### 3. NATIONAL ENGAGEMENT ON SERVICE PROVISION

National engagement on the meaning and value of health and social care to the people of Scotland that can build understanding and contribute to the shape of future service provision.



### 4. HOLISTICALLY REDEFINING ELIGIBILITY CRITERIA

Collectively redefining eligibility criteria based on a wider understanding of needs based on the person, their relationships, context and situation.



### 5. REVIEWING EXISTING POLICY DRIVERS

Reviewing existing policy drivers to understand the rationale and impact on local practice and provision.



### 6. CO-PRODUCING PERSON-LED DRIVERS FOR CHANGE

Co-producing a set of person-led drivers for change that underpin the organisation and development of service provision and inform outcomes and policy direction.



### 7. PROMOTING LOCAL LEADERSHIP TO UNDERSTAND SERVICE PROVISION

Promoting local social care leadership through facilitating opportunities for Local Authorities to engage and develop their understanding of individual social care services in their area.



### 8. DEVELOPING CONSISTENT POSITIVE LANGUAGE

Developing consistent positive language for social care and tailoring this to different audiences, including identifying acceptable and appropriate terminology and promoting this at service, organisations, system, government, media and societal levels.



### 9. ‘INCENTIVISING’ COMMUNITY ENGAGEMENT

‘Incentivising’ community engagement with social care services and building community investment and relationships to promote understanding, support development and foster innovation to ensure future services and improvements meet individual and community needs.



### 10. ‘NORMALISING’ AGEING TO PROMOTE DIVERSITY OF EXPERIENCES

Promoting visibility of diversity of experiences and preferences of older people to ‘normalise’ ageing and expectations of what it means to age, as well as the supports that may be accessed.



### 11. LIFE COURSE STAGE INFORMATION AND SUPPORT

Providing information and promoting awareness that is structured around life course stages that builds on information early in life (including through the Curriculum for Excellence) and at key life events and transitions to ensure equality of information and support across all stages of the life course.



### 12. MUTUAL LEARNING OPPORTUNITIES ACROSS GENERATION

Developing opportunities for mutual learning across generations building on the knowledge and evaluation of intergenerational projects and approaches to increase the value of the contribution of older people and address some of the ‘taboos’ around ageing and later life.



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## Actions for change

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### 13. ENABLING A ‘SELF-DIRECTED SUPPORT’ INFORMED SOCIETY

Enabling a SDS informed society with the mechanisms in place to feedback positive and negative experiences of SDS in practice to help remedy areas where implementation continues to be challenging and to enable consistency of approach.

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### 17. DEVELOPING PRACTICAL OPPORTUNITIES TO EXPERIENCE SERVICES

Developing practical opportunities, sustainably funded, where people can experience services (e.g., a ‘Try me’ room in a care home available continuously) to support informed decision-making when making a choice around the most appropriate support for their needs and wishes.

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### 21. REDEFINING IJB MEMBERSHIP - REPRESENTATION OF ALL SECTORS

Redefining IJB membership and responsibilities and ensuring consistency across Scotland in all partnership areas with representation from all sectors.



### 14. INFORMATION SHARING STRATEGIES FOR ACCESS AND CHOICE

Understanding how people navigate and gain information about social care to inform the development of information sharing strategies to ensure access and enable informed choice.

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### 18. COLLABORATIVE LEADERSHIP FOR PERSON-CENTRED CARE

Courageous and collaborative leadership to reorganise resource and investment to follow needs of the person not the needs of the system, engaging widely about the role of all sectors and services in achieving the biggest impacts for person-centred care.

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### 22. INTEGRATED COMMUNITY PLANNING FOR IJB DECISION-MAKING

Including services and support as an integrated part of community planning processes to address local needs and inform decision-making within IJBs ensuring a sense of shared responsibility



### 15. LOCAL LEVEL SUPPORT IN DECISION-MAKING

Developing a specific role consistent at the local level who provides support in relation to types of services and support available and works with individuals/families to facilitate discussions, support decision-making and help with anticipatory care planning.

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### 19. COLLABORATIVE ASSESSMENT, PLANNING AND DECISION MAKING

Adopting a genuinely collaborative approach to assessment, planning and decision making that prioritises dignity and respect and values the contribution of different sector expertise in identifying appropriate forms of support and the way this is curated.

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### 23. EFFECTIVE MODELS OF SUPPORT FOR STAFF WELLBEING

Understanding effective models of support for staff wellbeing and how to access these to provide support that is tailored to different staff roles, needs and background, and embedding this in the culture and practice throughout all sectors and levels.



### 16. ENABLING CHOICE AND CONTROL THROUGH ACCESSIBLE TECHNOLOGY

Developing more accessible technology and understanding where technology can enable choice and control in terms of access to support and how support can be enhanced.

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### 20. CONSISTENT LOCALISED APPROACHES FOR COLLABORATIVE COMMISSIONING

Reviewing the expertise and skill requirements of social care commissioning to ensure a consistent localised approach that can facilitate collaborative commissioning processes to ensure diverse representation in decision-making.

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*Actions for change*



## 24. MUTUAL LEARNING ACROSS HEALTH AND SOCIAL CARE ROLES

Promoting opportunities for mutual learning across health and social care roles and contexts to build shared understanding, trust and respect.



## 25. ARTICULATING THE DIVERSITY OF CAREER POSSIBILITIES

Understanding and articulating the diversity of career possibilities and pathways that social care offers to support recruitment and engagement with the sector and communicate the breadth of opportunities to wider society.



## 26. PROMOTING SOCIAL CARE SECTOR AND EXPERTISE

Facilitating more joined up approaches across organisations to promote awareness and understanding of the social care sector and expertise, including workforce recruitment campaigns and career development pathways.



## 27. EQUIVALENT ACCESS TO TRAINING AND DEVELOPMENT FOR ALL SECTORS

Ensuring equivalent access to training and development opportunities available to benefit all sectors (e.g., training and opportunities available to NHS also available to Social Care and vice versa).



## 28. DEDICATED STAFF TRAINING BUDGETS

Exploring mechanisms to provide resource for training and development to ensure dedicated budget is available to staff and services specifically for this purpose (e.g., an SDS approach to staff development to enable individual development aligned with person-centred service aspirations).



## 29. NATIONAL APPROACH TO HEALTH AND SOCIAL CARE PLACEMENTS

Developing a national approach to health and social care placements that promotes the development of expertise in a diverse range of contexts to evidence a balance of health and social care experience.



## 30. DEVELOPING RESEARCH CAPACITY THROUGH PLACEMENT OPPORTUNITIES

Developing placement opportunities in social care for students with diverse research interests that develop research capacity in social care contexts.



## 31. PROVIDING SECONDMENT OPPORTUNITIES

Providing a resource equivalent to that available for innovation in health to allow the social care workforce to take up secondment opportunities in ‘innovation champion’ style roles enabling capacity building across the sector.



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*Actions for change*



## 32. SHARED UNDERSTANDING AND DEFINITION OF QUALITY

Developing a shared understanding and definition of quality and identifying the most appropriate ways to ensure quality is enabled and sustained with clarity on individual bodies remit and contribution.



## 33. CONTINUOUS DIALOGUE AMONG REGULATORS, SERVICES AND PEOPLE

Ensuring a collaborative and continuous dialogue among regulators, services and people in the creation, development, review and application of regulation to maintain a clear sense of purpose and value, and to support a dynamic and informed approach to regulatory practice.



## 34. SHARING GOOD PRACTICE EXAMPLES FOR MUTUAL LEARNING

Using the mechanisms and levers of regulators to promote the sharing of good practice examples that allow providers to learn from each other as well as informing wider audiences and shaping an understanding of quality.



## 35. MOVING BEYOND THE ‘WAY WE’VE ALWAYS DONE THINGS’

Developing a holistic vision of health and social care integration that prioritises the choices and wishes of people accessing support and replaces the dominant discourse of medicalisation and clinical intervention, moving beyond the ‘way we’ve always done things’.



## 36. COLLABORATIVE EXPLORATION OF PREVENTION AND SPECIALIST SUPPORT

Facilitating collaborative approaches in partnership areas to explore ideas with care homes and homecare around developing different forms of support that could be offered to meet local needs, particularly in relation to prevention and specialist support.



## 37. EVALUATION TO UNDERSTAND PREVENTION AND EARLY INTERVENTION

Prioritising evaluation to understand prevention and early intervention to identify areas of further investment that build on existing knowledge and value in its widest sense beyond purely financial measurement.



## 38. EXPLORING COST MODEL OPTIONS WITH ALL SOCIAL CARE STAKEHOLDERS

Involving all social care stakeholders in exploring all cost model options to fully understand the preferred and most effective ways in which services can be contracted that allows for flexibility and tailored options (e.g., General Practice style arrangements).



## 39. EVALUATING WHERE TECHNOLOGY ENHANCES EXPERIENCE

Building an understanding of where technology and digital is most valuable and enabling in social care through evaluation and sharing examples of innovations in working practices where technology and digital have enhanced experiences.



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*Accomplish, achieve, fulfil*

We hope that the change articulated in this future landscape will inspire and empower collective action towards realising a positive future for social care. We invite you to continue to explore the concepts and actions with openness, empathy and purpose to consider what you might take forward today, what you might plan for tomorrow and what you will progress in the future towards a flourishing, integrated social care in Scotland.

**To get involved in making a positive future for social care a reality please contact:**

**[carefutures@scottishcare.org](mailto:carefutures@scottishcare.org)**



## ACKNOWLEDGEMENTS

We would like to sincerely thank all our participants, Scottish Care members and colleagues who contributed their expertise and experiences to the Care Futures programme. We continue to be inspired by the enthusiasm, passion and commitment to enabling positive change.

Becca Young, Dr Tara French and Imogen Caird — Scottish Care

We are delighted to have collaborated with Andthen, a design strategy studio, as part of Phase 2 of the ‘Collective Care Future’ programme. Andthen supported the design of Phase 2 engagements to enable diverse groups to imagine possible and positive futures. The collaboration has led to the creation of a tangible and engaging output to help facilitate future action and change. To read more about the ‘Collective Care Future’ programme and our collaboration with Andthen, please visit:

[www.scottishcare.org/project/collective-care-future](http://www.scottishcare.org/project/collective-care-future)



# Andthen.