

Template 6.2.9: Developing a Vision for the Future

Purpose

This template outlines a session plan to assist you to develop a vision for the future. An effective vision fits the organisation's purpose, values and culture, and it provides a bridge from the present to the future. It should be motivating, inspiring enthusiasm and commitment and move people to action. The future is never certain, and unless we imagine possibilities to aim for, we stay stuck in the routine of yesterday's thinking. Having a vision helps an organisation to be proactive rather than reactive.

How to use it?

Process of developing a vision

The first step in this process is to engage the leaders to focus on the future. It is the job of leadership to create the vision – and to do so in line with the commitment to collective leadership. This requires a more holistic and inclusive process to defining leaders and to also engaging service users and citizens in the process. People need time and space to think and talk together about what the future would look like if the organisation were to be successful in living up to its core values and delivering on its purpose. Developing a vision involves everyone focusing on the future and drawing out the answers to the following questions:

Future focus

- ▶ What will our service users and key stakeholders need in 5-10 years?
- ▶ What are the most influential trends in health and social care and how will we adopt or adapt to them?
- ▶ How well have we prepared for future developments in healthcare? What needs to be in place?
- ▶ What kind of relationship do we want with service users, communities and staff?
- ▶ How will we create public value?
- ▶ What aspects of our organisation will empower people?
- ▶ How will we be organised to deliver effectively?

Reflection on what we do well

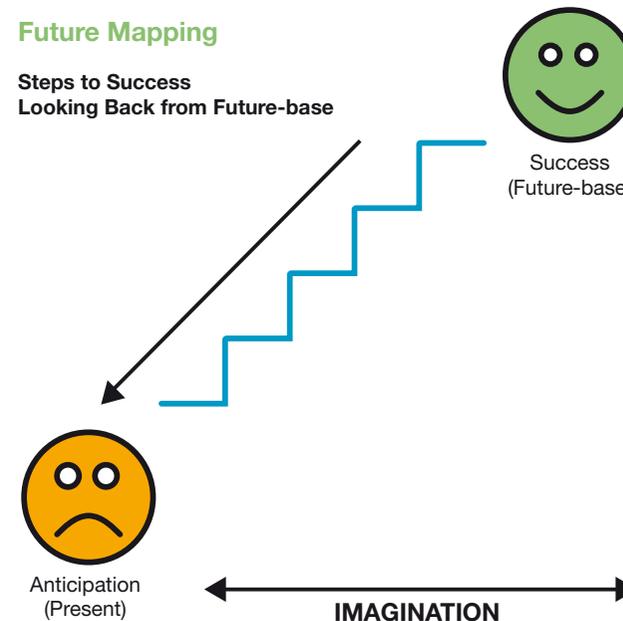
- ▶ How well are we performing?
- ▶ What is unique about what we offer?
- ▶ How do we handle the good times and the bad times?
- ▶ Why is this organisation/service a great place to work?
- ▶ How well do we measure progress?

There are no right or wrong answers to any of these questions. Everyone's view is valid. The session is designed to provide time out for busy people to express and share their ideas, as a way of developing a shared picture of the future.

'If you don't know where you're going, any road will do.'

Future Mapping

Steps to Success
Looking Back from Future-base



Template 6.2.9: Developing a Vision for the Future (continued)

- ▶ Describe the future vision of the service from the **perspective of all key stakeholders** – if their needs were addressed and all the problems as outlined in the ‘current state’ were resolved. This involves looking back from a future position of success with an understanding of what is important in terms of experiences and outcomes.
- ▶ **Describe the vision in terms of valued experiences.** Ask people to describe their ideal experience, as this will tap into the cultural elements that are sometimes hard to measure and are less tangible. Ask people what a ‘good day’ would look like for a service user or a staff member, i.e. older person living in a residential unit, family member bringing a loved one to Accident and Emergency, a teenager attending Child and Adolescent Mental Health Services (CAMHS).

Additional prompt questions

- ▶ What would the service ‘look like’ if it was working well?
- ▶ What would service users be experiencing?
- ▶ What would families and carers be experiencing?
- ▶ What would staff/team members be experiencing?
- ▶ What would other teams/services be experiencing?
- ▶ What would the senior leadership be attending to?

Adapted from: McMurray, A. (2015: 9 and 2017) [261, 264]

People’s Needs Defining Change – Health Services Change Guide