Innovation in Social Care in Wales

This Three Horizons landscape is the output of a 2022 user research project

Where we are now

H1 What are our present strengths and challenges? What outcome(s) do we seek to change?

Outcome
There is an inequality of opportunity to innovate in Wales.

1. It's not that people can't innovate, it's that they **don't feel enabled** to innovate.
2. The system is no longer fit-for-purpose and people want to change things.
3. **It's not any one actor's fault** - rather a lot is caused by the structure of the system and how parts interact.
4. In Wales, there is a **traditional approach to implementation** which holds it back from achieving visionary policy.
5. There is an issue with **saying but not doing** co-production.
6. **Increasing systemic** listening is important for genuinely meeting and prioritising people's needs.

People also expressed concerns about:

- Private sector practices and an over-focus on 'profit' as value in social care.
- How thresholds and eligibility criteria cause people to fall through the cracks.

Pockets of hope & good practice

H3 What's/who's promising that we should nurture and learn from?

PLACES
Forums and other meaningful networks/ meeting spaces exist. Some have even compiled tool-kits and resources.

PEOPLE
The workforce is an asset; people are intrinsically motivated to deliver better outcomes for people they support.

TARGET AUDIENCES
Who/which groups should future innovation efforts focus on supporting?

- **Commissioners**
  "Commissioning drives performance and by extension the ability to innovate."
- **Middle managers**
  "The manager is important, they can either act as a decision maker or as an enabler, unblocking people on the frontline."

POLICY
Wales has visionary policy ambitions; many participants mentioned that the guidance and mandate is there.

PRACTICE
There are examples across Wales of doing support and delivery differently being led by diverse actors such as councils and health boards.

What we should try & test

H2 Responding to the limitations of H1 and the opportunity of H3

Objective

People want to work **on** the system to make it better to work **in** the system.

What needs change

1. **Structural**
   People are intrinsically motivated, so we need to alleviate pressures and 'de-motivators / dis-incentives'.
2. **Relational**
   Work should restore, strengthen, and build trust and connections.
3. **Cultural**
   Social care should lead and do innovation organically; innovation should be everyone's job and responsibility.
4. **Infrastructural**
   There is a desire for building shared infrastructure for social care to plug-into.

Where we should focus

CHALLENGE AREAS
Most notable themes inhibiting innovation in the sector which need further unpacking.

ACTION AREAS
What Social Care Wales can begin doing now to make a difference.

Active testing with stakeholders revealed:

1. Social Care Wales acting as a convener
2. Embed innovation into practice and contracts
3. Platform or way to share ideas

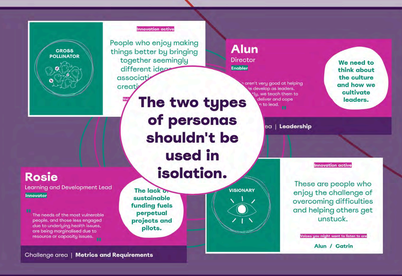
How we should work

Future co-design principles
We compiled a list of principles (or requests) research participants made about how future work should operate. These principles can be used for governance, accountability, and process evaluation.

- Don't stretch a sector that is already stretched
- Respect and stress context and place
- Invert the pyramid
- Deep engagement over time instead of sporadic
- Generate collective responsibility
- Feel and understand the work
- Genuine co-production
- Practical and purposeful spaces and work
- Build trust and relationships

Tools to help

Personas as tools for decision-making
We designed 13 personas with the user research data to test, learn, and co-design our way forward. One persona type shares 6 innovation in social care profiles. The other, shares 7 key messages from interviews and focus groups.



The two types of personas shouldn't be used in isolation.

A brighter future to reach for

H3 A transformative change that requires re-patterning rather than extending our current social care systems.

10 Visions for the Future of Social Care in Wales

1. Innovation and change can happen because there is ownership, agency, and a sense of possibility spread throughout the system.
2. Preventative practice and early support are accessible and the default way of doing things so need no longer escalates.
3. Care is tailored through deep listening that seeks to learn, adapt, and respond to people's needs and concerns to do what matters to them.
4. The sector takes a whole-person approach, seeking to join dots, strengthen connections, and coordinate services.
5. Integration is seamlessly delivered by communities working in partnership with the public sector, health, and social care professionals.
6. Sector resourcing and working practices enable partnerships that create long-term sustainable care.
7. People can get what they need, regardless of their ability to pay.
8. People of all levels are heard and can make a difference in how care is delivered and experienced.
9. Social care is valued across the public and public sector and the people who provide it feel confident, skilled, and respected.
10. Accessing care strengthens community and a person's connections with community.

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Y Lab

Gofal Cymdeithasol Cymru
Social Care Wales

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Gofal Cymdeithasol Arloesol yng Nghymru

Dyma ganlyniadau ymchwil Tri Gorwel ymhlith defnyddwyr yn 2022

Ein sefyllfa ar hyn o bryd

H1 Beth yw ein cryfderau a'n hanawsterau presennol? Pa ddeilliannau rydyn ni'n ceisio eu newid?

Deilliant
Mae anghydraddoldeb o ran cyfleoedd i arloesi yng Nghymru.

1. Er bod pobl yn gallu arloesi, dydyn nhw ddim o'r farn eu bod **yn cael** gwneud hynny.
2. Dyw'r drefn ddim yn addas i'w diben mwyach, ac mae pobl am newid pethau.
3. **Nid bai rhywun penodol mo hyn** - natur y drefn a'r modd mae'i rhannau'n ymwneud â'i gilydd sy'n achosi sawl problem.
4. Yng Nghymru, mae **ffordd draddodiadol o weithredu** ac mae'n rhwystro pawb rhag cyflawni nodau polisïau arloesol.
5. Cydgynhyrchu - **haws dweud na gwneud**.
6. Mae'n bwysig i'r **gyfundrefn wrando'n astud** er mwyn diwallu a blaenoriaethu gwir anghenion pobl.

Mynegodd pobl bryderon am y canlynol, hefyd:

- Arferion y sector preifat a gormod o sylw ar 'elw' ym maes gofal cymdeithasol.
- Methu â chynnwys rhai pobl o achos trothwyon a meini prawf hawlio.

Arferion da a gobaith yma ac acw

H3 Pethau addawol y dylen ni eu meithrin a'u harddel.

LLEOEDD
Mae ffora a rhwydweithiau ystyrlon eraill/mannau cyfarfod eisoes. Mae rhai wedi llunio pecynnau cymorth ac adnoddau, hyd yn oed.

POBL
Mae'r gweithlu'n ased; mae cymhelliant naturiol gan weithwyr i wella byd pobl maen nhw'n eu helpu.

POLISÏAU
Mae polisïau Cymru yn uchelgeisiol; dywedodd llawer yn yr ymchwil fod y canllawiau a'r mandad yno eisoes.

ARFERION
Mae enghreifftiau o amryw gyrff megis cynghorau a byrddau iechyd yn trefnu ac yn rhoi cymorth yn wahanol ledled Cymru.

Cynulleidfa dan sylw
Ar ba garfannau y dylai ymdrechion arloesi ganolbwyntio o ran cynnig cymorth?

- **Comisiynwyr**
  "Mae comisiynu yn gyrru'r cyflawni, a thrwy hynny, y gallu i arloesi."
- **Rheolwyr canolradd**
  "Mae'r rheolwyr yn bwysig ynghylch dod i benderfyniadau a galluogi pobl gan chwalu meini tramgwydd yn y rheng flaen."

Yr hyn y dylen ni geisio ei brofi

H2 Ymateb i wendidau H1 a chyfleoedd H3.

Amcan

Hoffai pobl fireinio'r drefn fel y bydd yn well gweithio ynddi.

Yr hyn mae angen ei newid

1. **Strwythurol** – Mae cymhelliant naturiol gan bobl ac, felly, rhaid inni leddfu pwysau ac osgoi'r hyn a allai wanhau eu brwdfrydedd.
2. **Perthnasoedd** – Dylai gwaith adfer, cryfhau, a datblygu ymddiried a chysylltiadau.
3. **Agweddau** – Dylai gofal cymdeithasol arwain ac arloesi yn naturiol; dylai arloesi fod yn rhan o waith a chyfrifoldebau pawb.
4. **Isadeiledd** – Mae awydd i godi isadeiledd cyffredin ar gyfer gofal cymdeithasol.

Ar beth y dylen ni ganolbwyntio

MEYSYDD YMESTYNNOL
Mae angen dadansoddi'n fanylach y prif feini tramgwydd rhag arloesi.

"Er bod pobl yn gallu arloesi, dydyn nhw ddim o'r farn eu bod yn cael gwneud hynny."

ARWEINYDDIAETH · GWERTH · RISG · MESURY-DDION · UNDOD Y SECTOR · GOFYNION

MEYSYDD GWEITHREDU
Yr hyn y gall Gofal Cymdeithasol Cymru ddechrau ei wneud nawr er lles.

Datgelodd profion ymhlith budd-ddalwyr:

1. Gofal Cymdeithasol Cymru fel cynullydd
2. Ymgorffori arloesedd mewn arferion a chontractau
3. Adeiladu llwyfannau a ffyrdd o rannu syniadau

Sut y dylen ni weithio

Egwyddorion cyd-ddylunio yn y dyfodol
Llunion ni restr o egwyddorion (neu ofynion) pobl sydd wedi cymryd rhan mewn ymchwil ynghylch sut y dylai gwaith fynd rhagddo. Gallwn ni ddefnyddio'r egwyddorion hyn ar gyfer llywodraethu, atebolrwydd a gwerthuso prosesau.

- Peidiwch ag estyn sector sydd eisoes o dan bwysau
- Parchu a phwysleisio cyd-destun a lle
- Gwrthdroi'r pyramid
- Ymgysylltu dwfn dros amser yn lle ymgysylltu achlysurol
- Magu cyfrifoldeb cyfunol
- Teimlo a deall y gwaith
- Cydgynhyrchu go iawn
- Lleoedd a gwaith ymarferol a phwrpasol
- Magu ymddiried a pherthnasoedd

Offer er cymorth

Cymeriadau nodweddiadol er cymorth i brosesau penderfynu
Yn sgîl ymchwil ymhlith defnyddwyr, llunion ni 13 cymeriad nodweddiadol i brofi, dysgu a chydgynhyrchu wrth fynd ymlaen. Mae gan un math o gymeriad chwe phroffil gofal cymdeithasol arloesol. Mae gan y llall saith neges allweddol o gyfweliadau a grwpiau ffoows.

Dyfodol mwy disglair i anelu ato

H3 Newid trawsffurfiol sy'n gofyn inni addasu patrymau yn hytrach nag ehangu ein trefnau cyfredol.

10 delfryd er tynged gofal cymdeithasol

1. Gall arloesi a newid ddigwydd pan fo pobl yn ysgwyddo cyfrifoldeb, yn gweithredu ac yn hyrwyddo'r posibiliadau trwy'r gyfundrefn.
2. Mae gwaith ataliol a chymorth cynnar ar gael a dyw'r ffordd arferol o wneud pethau ddim yn mynd rhagddi o reidrwydd.
3. Mae gofal wedi'i lunio trwy wrando'n astud gan geisio dysgu, addasu ac ymateb i anghenion a phryderon pobl i wneud yr hyn sy'n bwysig iddyn nhw.
4. Mae'r sector am drin a thrafod pawb yn ei gyfanrwydd gan geisio cau bylchau, cryfhau cysylltiadau a chydlynu gwasanaethau.
5. Ar y cyd â'r sector cyhoeddus, cyrff iechyd a phroffesiynolion gofal cymdeithasol, mae cymunedau'n gweithio mewn modd cyfun heb fylchau.
6. Gan fod digon o adnoddau i'r sector ac arferion gweithio effeithlon, gall partneriaethau greu gofal y bydd modd ei gynnal dros y tymor hir.
7. Gall pobl gael gafael ar yr hyn mae'i angen arnyn nhw ni waeth faint y gallan nhw ei dalu.
8. Mae pobl ar bob lefel yn cael eu clywed ac yn cael dylanwadu ar y ffordd o gynnig a derbyn gofal.
9. Mae'r bobl a'r sector cyhoeddus yn gwerthfawrogi gofal cymdeithasol ac mae'r rhai sy'n ei roi yn teimlo'n hyderus yn fedrus ac yn barchus.
10. Trwy gael gafael ar ofal, bydd cymuned a chysylltiadau rhywun â hi yn gryfach.

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