

Using Three Horizons to set strategy and make plans

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What we want to achieve today

- Understanding when and where to apply Three Horizon Thinking
- Understanding what each Horizon represents
- Being able to apply Three Horizons to frame discussions to set a vision, strategy and plans

What is Three Horizons

Callum Alexander, Senior Strategic Planning Advisor

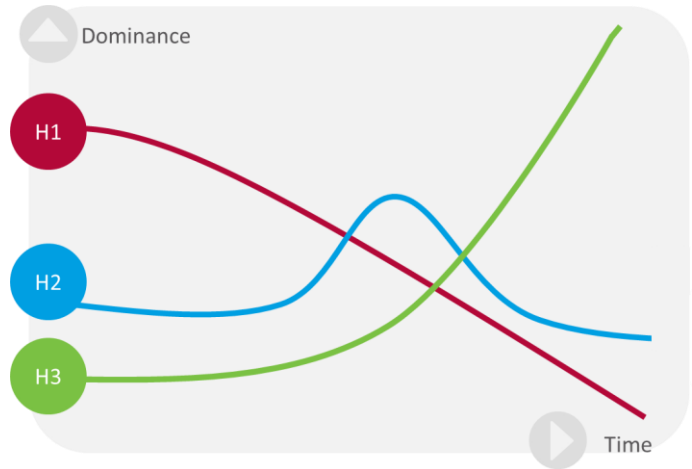
Leading quality health and care for Scotland

What is Three Horizon Thinking

Three Horizons is a method for structuring our:

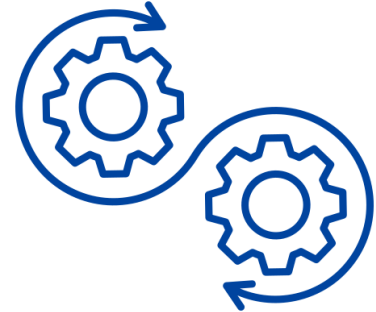
- thinking
- planning
- decision-making
- investments

To achieve transformational change at a system scale through coordinated action over time.



What is transformation?

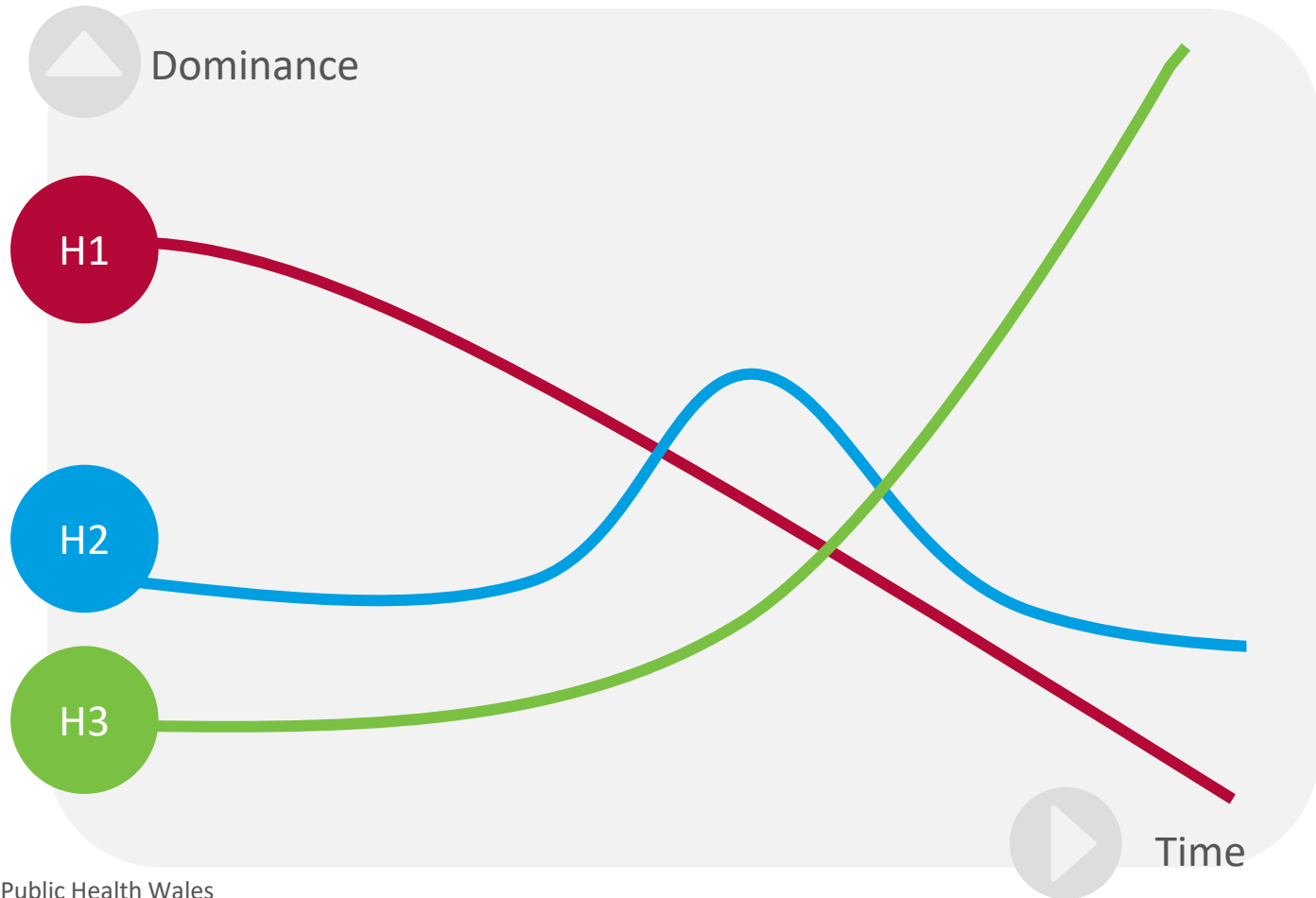
- Transformational change refers to a fundamental shift in how a service, organisational or system operates.
- It involves altering key elements of the ways and means of operating, including structure, culture, leadership styles, values and investment.



Service Renewal Framework

- Prevention
- People
- Community
- Population
- Digital





Graphic adapted from Public Health Wales

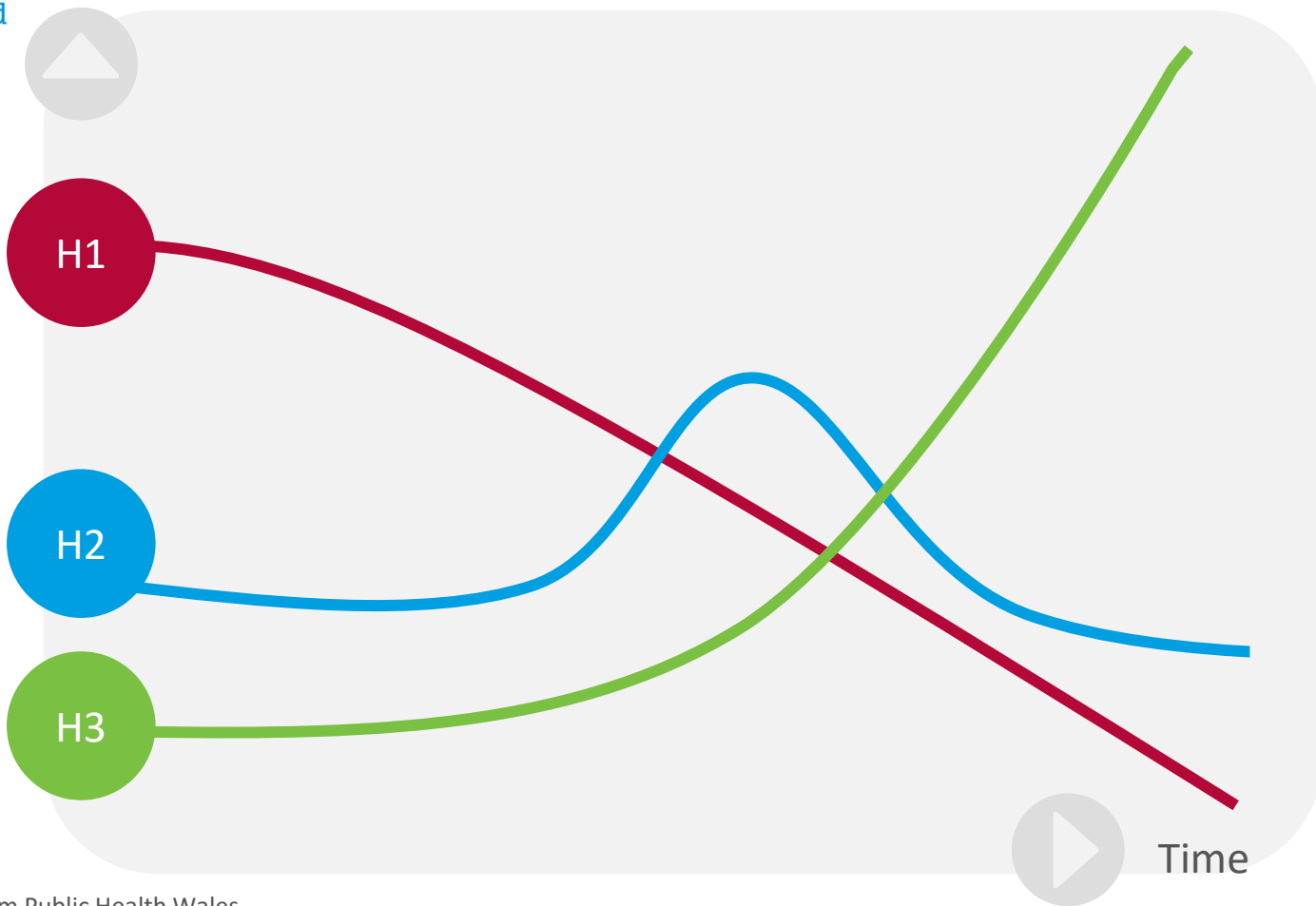
Dominance



Dominance



Dominance



Time

Examples of Horizon Thinking

NETFLIX

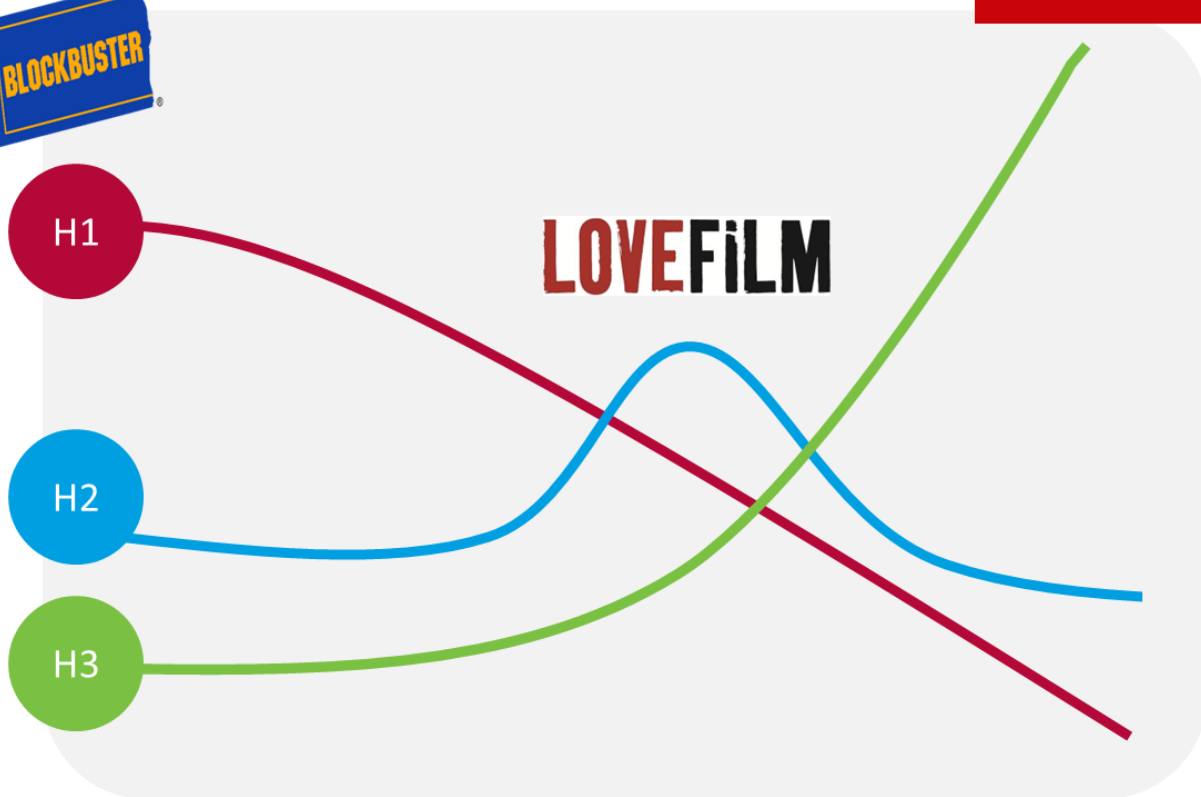


H1

LOVEFiLM

H2

H3

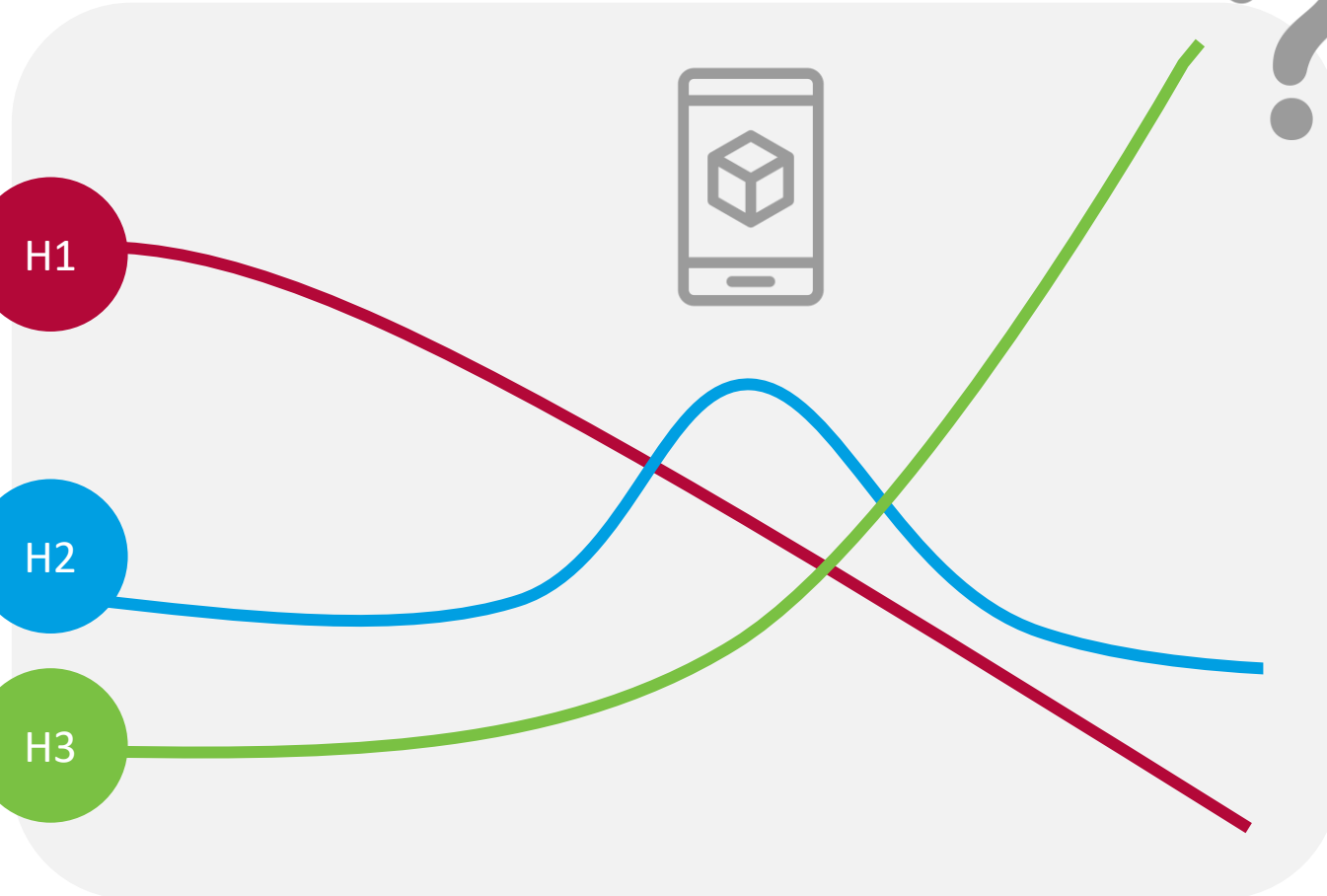




H1

H2

H3





H1

H2

H3



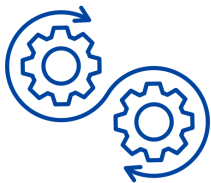
Three Horizons – How it can be used in planning

Gregory Hill-O'Connor, Strategic Planning Advisor

How do you use it to open conversations?

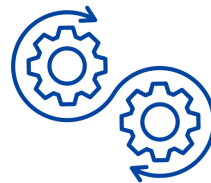
How do you open conversations?

Three Horizons can help structure collaboration in the planning process by opening up conversations. This can unpick and define broad terms we often use.



What is transformation?

What is innovation?



How do you open conversations?

How might these
change with time?

What is the shift
here?

What conditions
need creating?

Present concerns	Promising innovations	Aspirational Systems
Hope and inspiration		Enduring features

What are your
strategic goals?

How do you open conversations?

Make sure you aren't investing in things that are just extending the life span of your Horizon One.

Check you aren't investing in innovations that lock you into a Horizon One mindset.

How do you use Horizon Two effectively?



Community
hubs

People can mistake Horizon Two innovations for Horizon Three.

- Care navigation is not a connected system
- Community hubs are not an integrated system

Just doing those won't get you where you need to go.

How do you use Horizon Two effectively?

Working towards your Third Horizon can make innovative tests of change more effective.

Pilots, innovations and tests can fall flat if they don't have a Horizon Three to end up a part of.

How do you start putting it into a plan?

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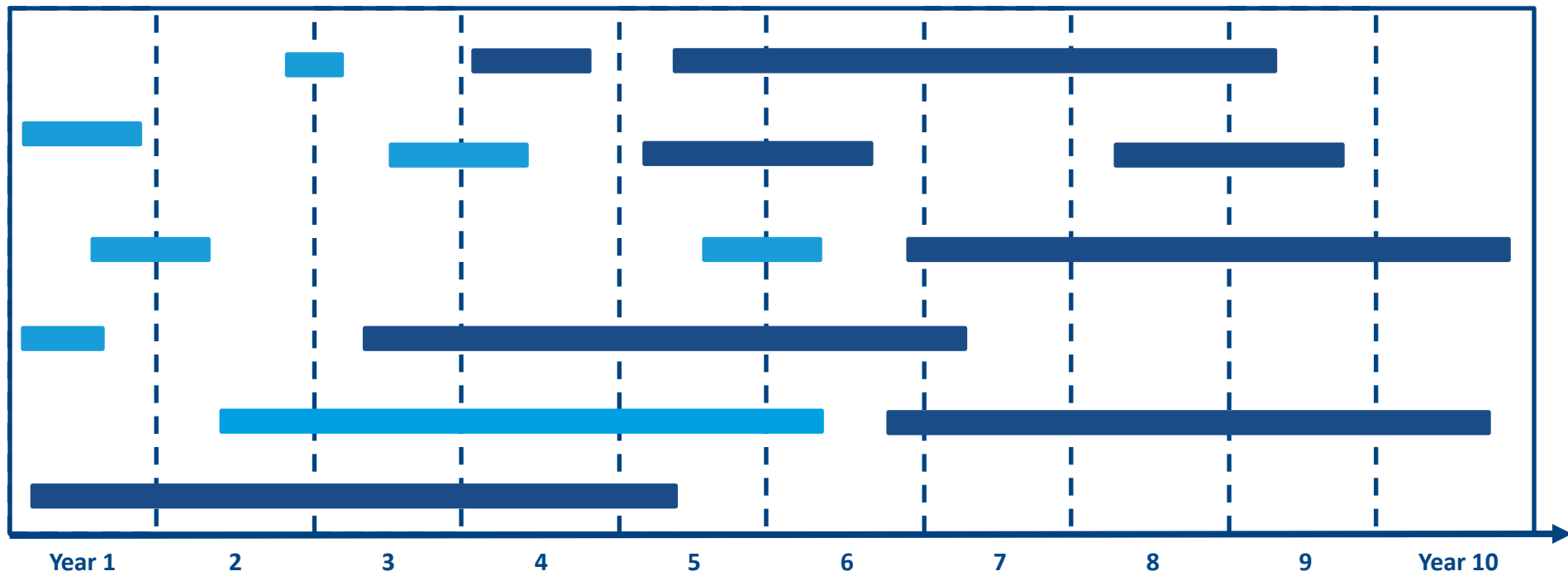
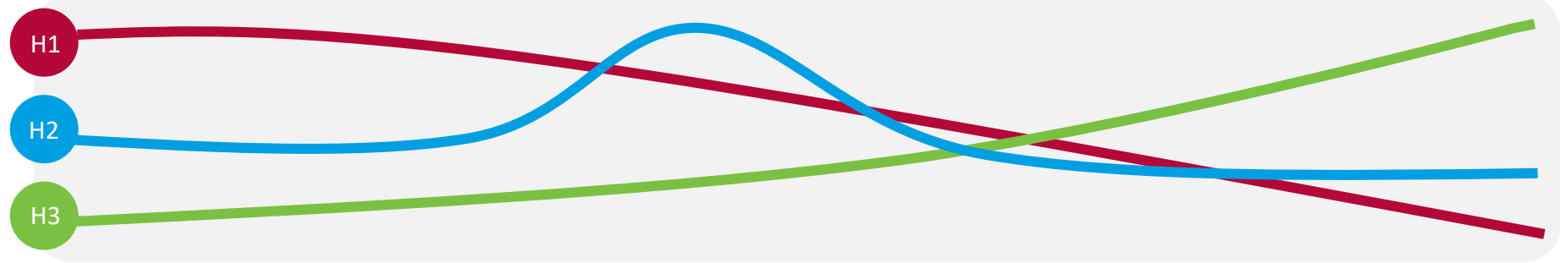
There needs to be a phased plan of how to balance the different pieces of work – to build the knowledge, relationships and infrastructure to realise Horizon Three.

How do you start putting it into a plan

There is work you can do now that builds towards the Third Horizon.

How do we do this work while still meeting our existing challenges?

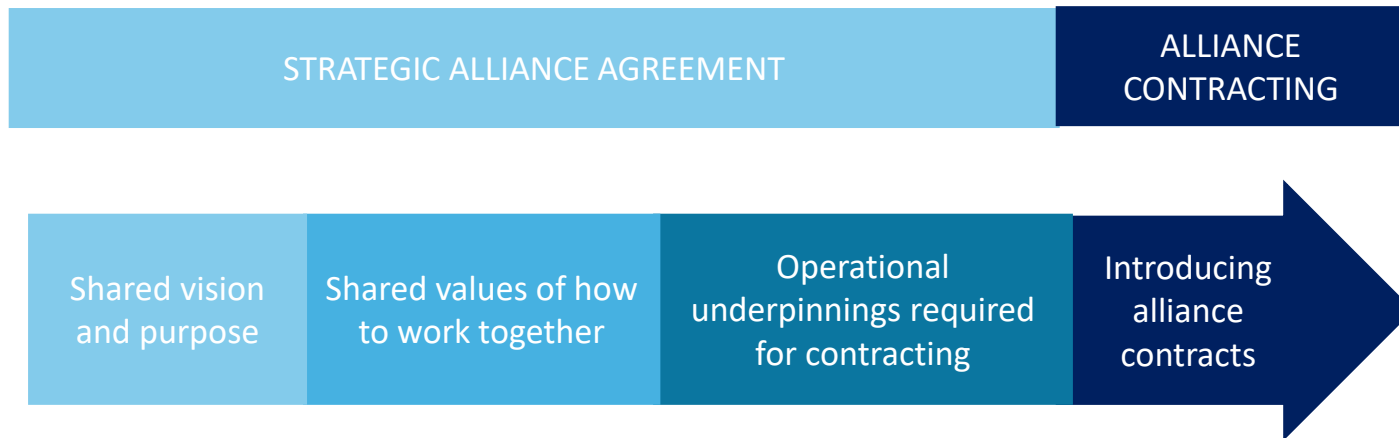
Your role as planners is to articulate the balance and develop the connections.



An example

Horizon 3

Working towards the third sector front door and collaborative delivery



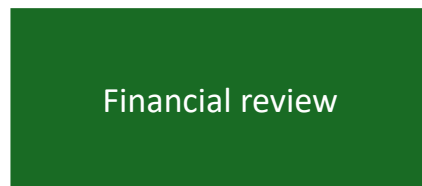
Horizon 2

Grow the foundations for H3 by building on evidenced models



Horizon 1

Responding to budget requirements now



Need to conduct this in a way that doesn't undermine the ability to progress the Horizon 3.

Building sustainability

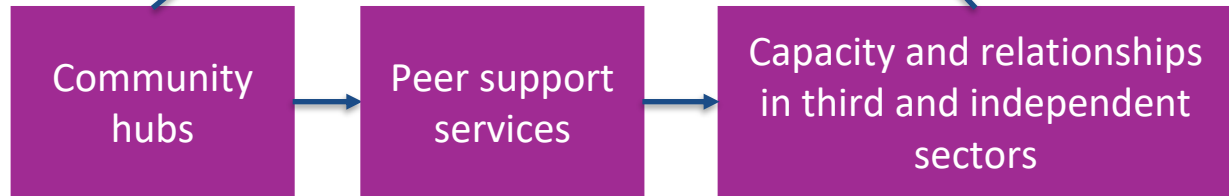
Horizon 3

Working towards the third sector front door and collaborative delivery



Horizon 2

Grow the foundations for H3 by building on evidenced models





Healthcare
Improvement
Scotland

Things to ask your self as a planner, tips and tricks for nailing this

Some things to reflect on

- Are you in a cycle of extending Horizon One practices?
- Are your innovations building towards Horizon Three or a new way to do old things?
- How can you learn from Horizon One and Horizon Two activities to help inform and develop Horizon Three?

Some things you can do

- Use it when looking at big transformations – be aware when it is an appropriate tool
- Use it in the early stages of discussions with leaders as a critical tool for challenging narrow or short term ambitions
- Consider what stakeholders you bring into those visioning discussions

Some things you can do

- Plan phased actions in the short, medium and long term, reviewing where you can include Horizon Three activities in plans this year
- Try it out in your team on a topic one of you is working on before trying it with others on an actual project

Next Steps

This was your introduction to Three Horizon Thinking. Next year we are planning:

- To offer small group reflective sessions on this topic.
- To run another Three Horizons Workshop that provides more detail on applying this in your practice areas.
- To offer drop-in sessions using examples you've brought to us and discussing them in small groups.

How to stay connected

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