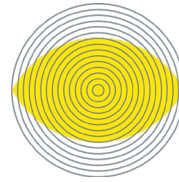


This publication is brought to you by



DUMFRIES AND
GALLOWAY
**Health and
Social Care**

&



THE LENS

Valuing Ideas.
Inspiring People.
Powering Innovation.

#001



New programme launched by DGHSCP to enable people to live well at home for longer!

Pg3 THE PROGRAMME

From the opportunities open up to staff, and unpaid Carers, to the benefits of taking part - find out more inside.

Pg5 BRAIN WORKOUT

Learn about fixed and growth mindsets, why they're important, and how to make your brain work harder.

Pg12 HOW TO APPLY

Find out all the details about how to apply to the Dumfries and Galloway HSCP's Intrapreneurship Programme.

THERE'S POWER IN IDEAS

Everything that surrounds us started as a thought in someone's mind, and some of those amazing ideas have transformed the world. At The Lens, we believe that those closest to the problem often have the best solutions. Could that be you?

Get Generating

Ideas have the power to change the world, but they don't have to start big. What about the ideas that could transform the way you work? Or the lives of those around you? Everyone can make a difference, and we're here to give you that opportunity.

If you're in a situation where you can help people, you're off to a good start. That's the perfect place for ideas. In fact, you've probably had loads already!

And because no one knows your role better than you - from the problems you face to the people you support - you're the best person to come up with those ideas.



Check out Cheryl and Lewis' amazing podcast, Carers Voices. It shares the voices of carers, helping them to feel less isolated, more connected and supported.

Ideas in Action

In 2011, census records indicated there were 14,000 unpaid Carers across Dumfries and Galloway. However, estimates predict this number will have doubled in the last 10 years.

Despite the record rise in registered unpaid Carers, many do not have the basic information, training, or support they need to take care of their loved ones and themselves, especially if they are new to a caring role.

Cheryl Murray is an Unpaid Carer Manual Handling Lead working in Dumfries and Galloway. Cheryl and her colleague Lewis Connell, a Business Support Officer, also at CTC, knew there had to be a simpler way to support unpaid Carers while building a supportive community for them.

So, they had an idea. What if they could create a podcast that would allow unpaid Carers to share their stories, experiences, and advice, building a positive, supportive community in the process?

Through their participation in a previous Intrapreneurship Programme, Cheryl and Lewis gained the skills and confidence they needed to help make their idea a reality. They were supported to build a Business Model Canvas that helped them challenge assumptions they had made about their audience's needs and the costs



involved in building the platform.

Through Storytelling and Pitching Workshops, Lewis' confidence really grew. At the start of the Programme, Lewis felt anxious about public speaking, but he soon felt confident presenting and answering questions about his and Cheryl's idea. They both grew in confidence and competence, and by Investment Day, they successfully secured a £10k investment to turn their idea into action.

Now, Cheryl and Lewis have launched their podcast, Carers Voices, sharing the voices of carers, to help people feel less isolated, more connected and supported.

"I think we have both felt just about every emotion going through this process. We are so happy we secured funding and have made some amazing connections along the way." – Cheryl Murray, Unpaid Carer Manual Handling Lead.

"It's been a truly amazing experience." – Lewis Connell, Business Support Officer.

ENABLING PEOPLE TO LIVE WELL, AT HOME, FOR LONGER

‘Enabling people to live well, at home, for longer’ is an ambition we all share and we are delighted to announce that DGHSCP is partnering with The Lens on a second Intrapreneurship Programme with the hopes to continue transformation across all areas of our health and social care system.

An investment fund of £50k was committed for the pilot Programme earlier in the year where five teams received investment to deliver their ideas after pitching at an Investment Day.

The Programme will help build intrapreneurial capability and capacity across the Dumfries and Galloway. This is a fantastic opportunity for people to

build skills and confidence, create networks and pitch for investment in a supportive, collaborative environment.

We know that it is often the people closest to the problem who have the best ideas. If you’ve got an idea that will enable people to live well at home for longer, DGHSCP would like to hear from you!

It is often the people closest to the problem have the best ideas. **The Programme is open to all people who deliver health and social care and support, including unpaid Carers, third sector and other sector organisations.**



What is intrapreneurship?

Simply put, it’s acting like an entrepreneur inside a large organisation. We know that the people closest to the problem often have the best solutions - but that those ideas rarely make it into reality.

Intrapreneurship unlocks that potential. By developing the mindset and skills of intrapreneurs we can create a community of change-makers that inspire and influence others to see and think differently.



Is it for me?

Do you ever find yourself thinking: ‘it would be great if we could...’ - but the idea doesn’t go anywhere? If the answer’s yes, now’s the time to speak up.

Whether your ideas are fully formed or not, it doesn’t matter. At The Lens, we encourage people to submit their ideas, no matter how big or small.

Whether you need our support to form and develop new services, or simply want to improve existing ones - we’re here for you.

“We know people who deliver health and social care and support have great ideas and suggestions that

with a little bit of support could make a real difference.”

David Rowland, Director of Strategic Planning and Transformation, DGHSCP

GENERATING IDEAS: LOVE THE PROBLEM, FIND THE SOLUTION

The best ideas start with a problem. But it can be tricky to define the issue you want to solve, especially when it impacts the people you support. With The Lens, you can simplify the process and create something that'll change lives.

No Problem, No Solution

“Yes, but...” If you're quick to judge, chances are you've probably heard yourself - or others - respond this way to an idea. You might think you're being logical, but chances are you're squashing an idea before giving it chance to breathe.

the wrong problem - one that doesn't make a huge difference, or doesn't have the most positive impact.

To come up with a solution, you need to define the problem. All it takes is three easy steps. Ready? Let's go!

That doesn't mean we should accept every initial idea as a good one. In fact, when you take action too quickly, you might end up solving

Our Three Easy Steps to Defining a Problem.

1

Explore

Try answering the following questions using expressive words. Consider those affected by the problem.

- What are we doing well that we could do more of?
- How can we improve the lives of the people we support?
- What are we already doing well that could be improved?
- What's working elsewhere?

2

Explain

Now you have all your answers, it's time to identify the overall problem in a way that's simple and easy to get across. Imagine trying to explain it to a child and fill in the blank below using as few words as possible:

The problem we're trying to solve is _____.

3

Enquire

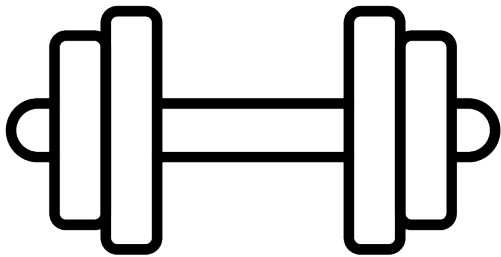
Don't stop there. Ask yourself: why is this a problem? If the answer brings up another problem, you've uncovered a deeper issue. That's good news! Keep going until you identify the root of the problem.



TOP TIP!

Shut down those “yes, but...” responses before they shut down a good idea. First, write down all the benefits and what's interesting about the idea. Next, turn any issues into questions. So rather than, “yes, but that's really expensive” - try, “how can we make this less expensive?” Then look for ideas that solve the problems you've identified.

GIVE YOUR BRAIN A WORKOUT



Your brain is like a powerful super computer. Your mindset is the operating system. And, just like operating software, your mindset can be upgraded, making the computer perform faster, harder, and better. It's all about the way you think.

Fixed mindset:

- Failure is permanent.
- Critical feedback is a personal attack.
- Obstacles aren't worth overcoming.
- I work best when I can do well without putting in too much effort.

VERSUS

Growth mindset:

- Failure is a chance to learn and grow.
- Critical feedback helps me improve.
- Obstacles are there to overcome.
- I work best when I'm challenged.

Change Your Mind

Growth mindset vs. fixed mindset. You've probably heard the term before, but what does it mean?

Your brain is a powerful tool, but how much it can achieve comes down to your mindset. Those with a fixed mindset believe their basic capabilities, intelligence and talents are fixed, and are less likely to

think differently. But if you have a growth mindset, you believe in the capacity to learn and grow. You see abilities, intelligence and talent as something that - through effort and openness - can be developed. That mindset has been adopted by intrapreneurs across the world.

The Research

Carol Dweck is a researcher and Professor of Psychology at Stanford. Her work focuses on why people succeed and fostering that success. She coined the terms growth mindset and fixed mindset. She says:

"For decades, I've been studying why some people succeed while others - who

are equally talented - do not. And over the years I've discovered that mindsets play a crucial role in the process."

Her argument is that you can develop a growth mindset, even if it's not your natural state of mind. But it won't happen over night.

Grow Your Mind

All skills need to be learned, and a growth mindset is no different. Think of your brain as a muscle - and start working it out! As part of our Programme, we help you do just that. If your organisation needs a new way of thinking, turn to the back page to find out how to apply.

CHANGE YOUR PERSPECTIVE

First, you need to know the people - or your customers - that you're developing your solution for. It's not enough to have a vague idea of who they are, you need to really understand them. This is because when you understand the people you're trying to reach, and solve the problem from their perspective, you'll come up with solutions they actually need. It's easy, too!

1. Inspiration.

The best way to figure out how you can help the people you serve is to take inspiration from their lives. It's easy to lump people into one group - such as by age, sex or location - but that doesn't tell us much about who those people are. What are their concerns? What problems do they face? What are their goals and desires?

2. Ideas.

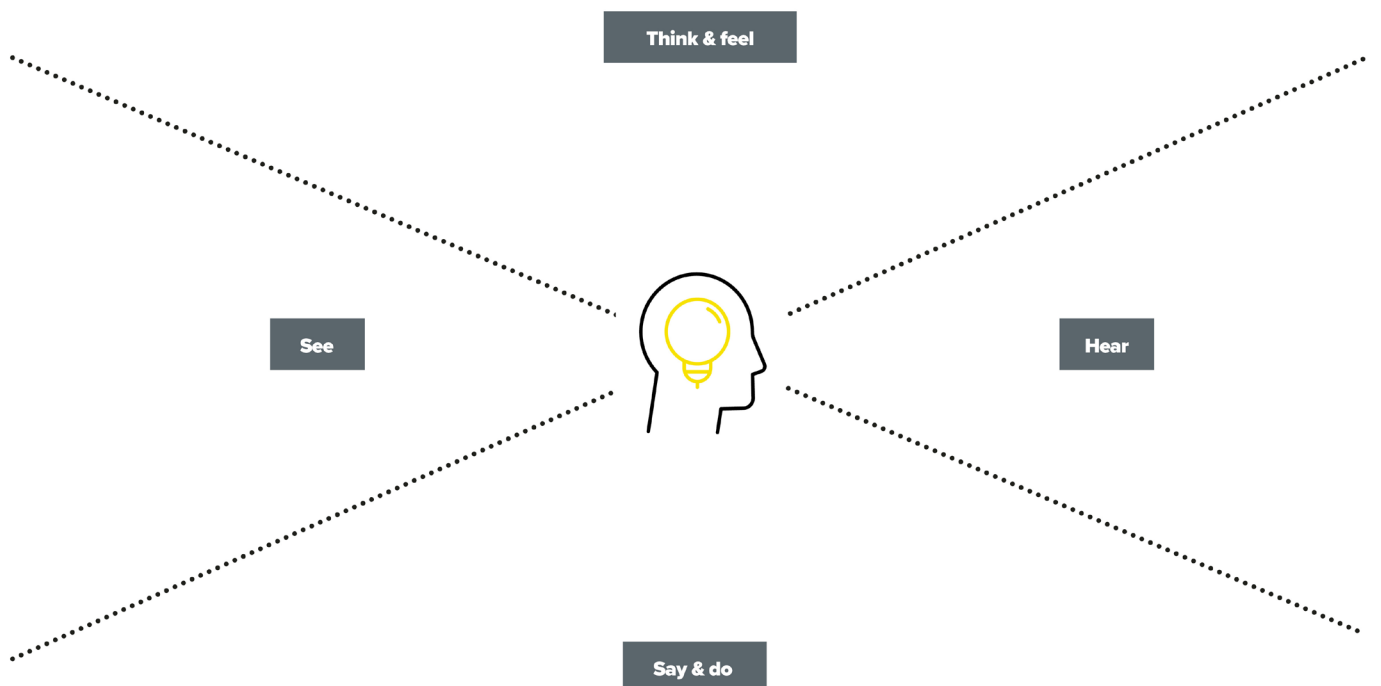
Once you really know your customer, it's time to think creatively about how you can improve their situation. The aim is to think differently - don't restrict yourself at this stage. Keep your mind open, write every idea down, and don't disregard even the most outlandish thoughts. For more on ideas generation, turn to page 4.

3. Implementation.

Here, the idea isn't to create something, put it out there, then move on. If it doesn't impact your customer the way you want it to, there's no point in doing it. So, speak to the people you're targeting, run things by them, test your solution, and fine tune everything based on their feedback. Remember, the aim is to create something useful that works.

Think Like a Customer

Struggling to get into the mindset of your audience? Try filling out our Customer Empathy Map.



IDEAS CANVAS

We've worked with our friends at FluPARTNER's to develop this Ideas Canvas to help you think about your idea in a bit more detail. Don't worry if you can't answer all the questions right now, write down everything you know and then start thinking about the rest.

What is the idea?

What problems are you trying to solve?
How does your idea work?
What are the key features of your idea?
What are the benefits for your customers?

Assumptions about customers

Who are your customers going to be?
Remember they can be internal or external customers.
What problem do they have that you are trying to solve?
How are you going to talk your customers?

Assumptions about enablers

Who are the key people / groups / organisations that will help make your idea happen?
What do you need from them?
What's in it for them?

Assumptions about value

Why is this a good idea for your organisation?
Will it deliver value by helping improve people's lives, bringing in more money, saving money or something else?

Assumptions about the costs

How much will your idea cost to develop?
How much will it cost to run?
Remember and think about you and your colleagues time.

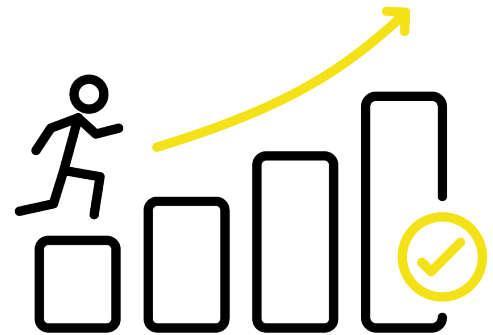
What is the most important assumption?

Which of these assumptions has to be true for the idea to have any hope of success?
For example, it might be critical that you deliver your service free at the point of use.
Or, to make your product, you might need to recruit new staff. What is the riskiest, most important assumption?

FIND THE VALUE, GROW YOUR IDEA

We use something called a Value Proposition to help you realise and highlight the value of your idea - and figure out what it can bring to those you're developing it for. Next, we use the Business Model Canvas to help you develop a clear plan that'll grow your idea into something bigger. It includes all the elements you have to consider to make real social impact for the people in your community.

Over the following pages, we've included a blank Value Proposition and Business Model Canvas - two worksheets that you can fill in yourself. Here's how to use them.



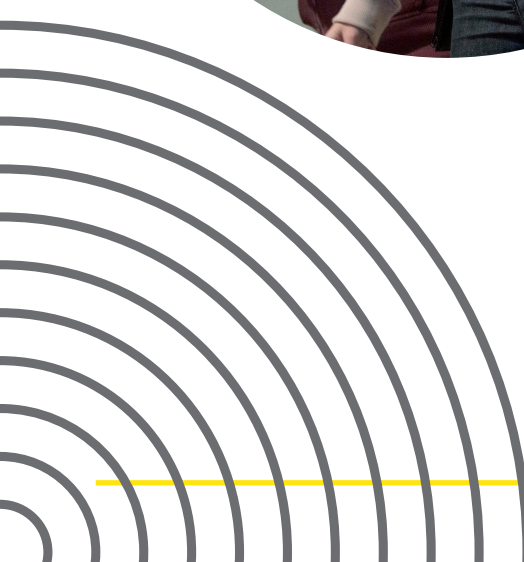
Value Proposition (pg 9)

The Value Proposition Canvas is made up of two parts - the customer profile and the value map. With the customer profile, you describe the **jobs** your customer is trying to get done. Highlight their **pains**, so any potential negative outcomes they're hoping to avoid. Finally, jot down their **gains** - the positive outcomes they're hoping to achieve.

The second part of the canvas is the value map. With this, you list the **products and services** that your value proposition builds on. You describe the ways these products, services and features act as **pain relievers** - eliminating, reducing or minimising the pains customers care about, making life easier. Next, outline the ways in which these are gain creators - how they produce, increase or maximise outcomes that your customers want or expect.

Use each side to make clear connections between what matters to your customers and how your products, services and features ease pains and create gains. This way, you can be sure you're creating something your customers really want and need.

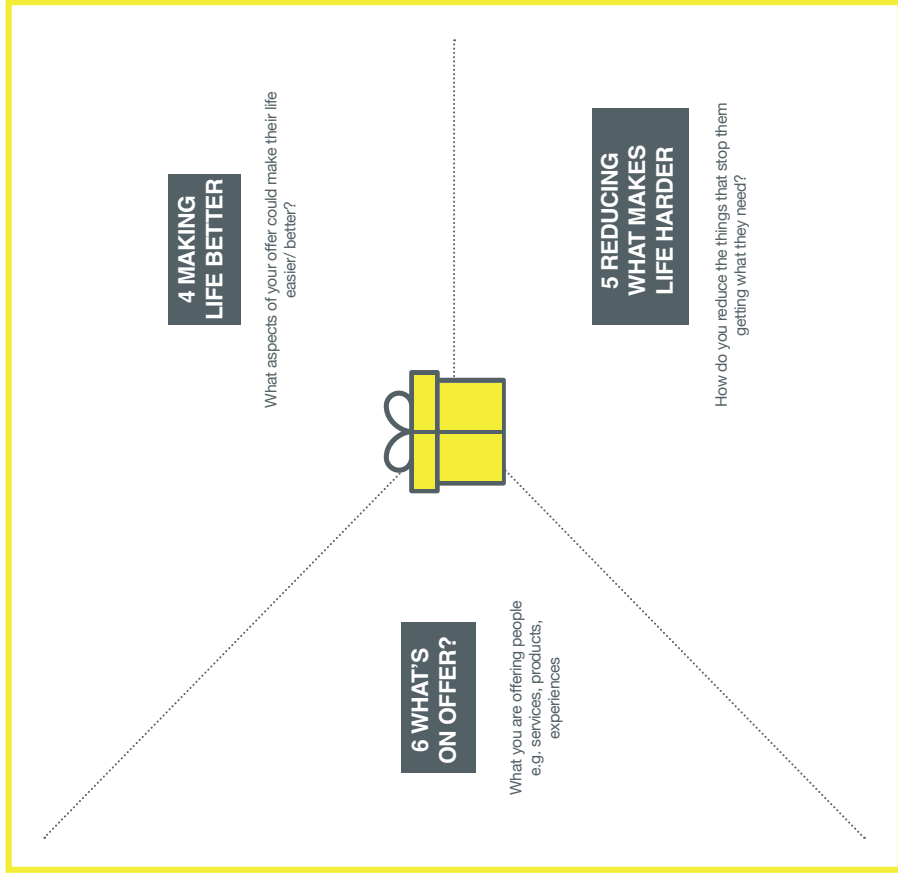
Start filling out your own Value Proposition on the next page.



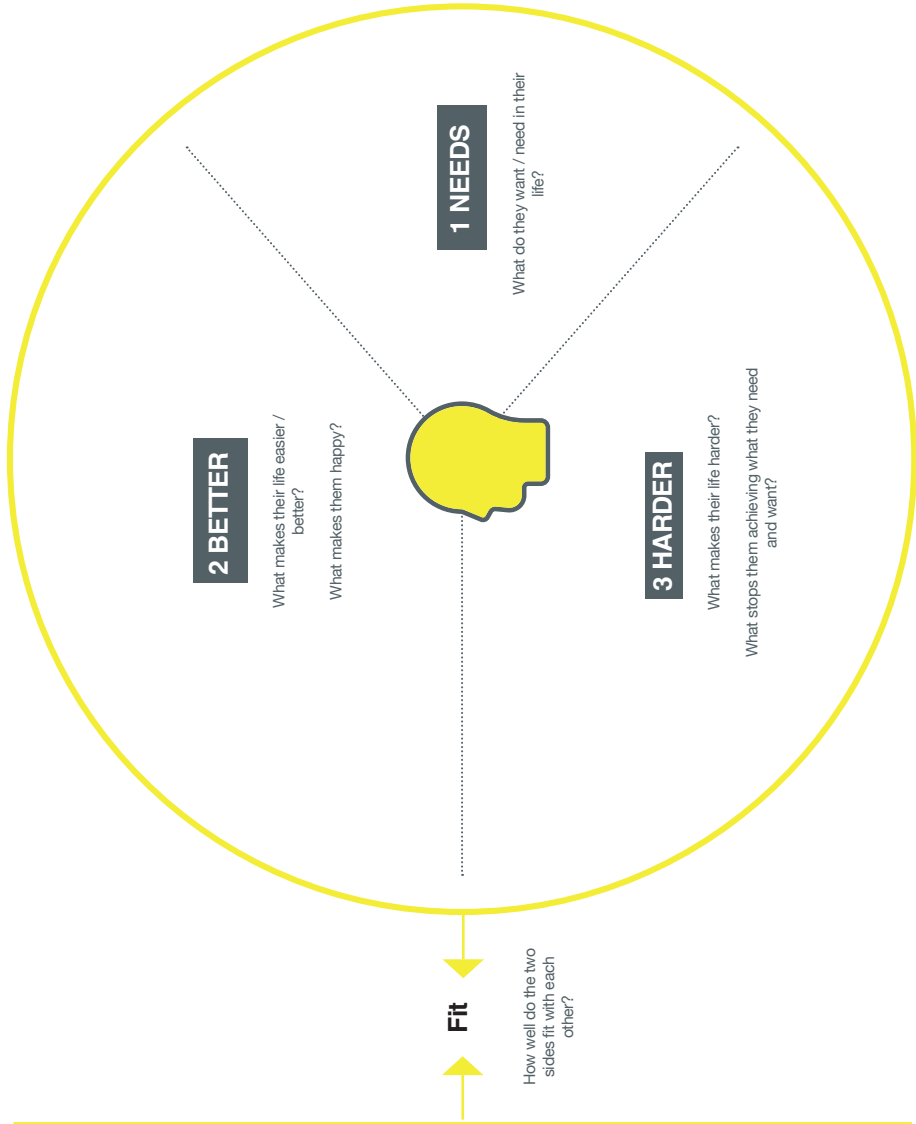
Value Proposition Canvas

Top Tip: Each different customer needs their own Value Proposition

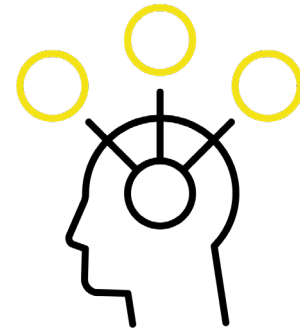
The value you offer



A specific paying or non-paying customer



Whether you're an entrepreneurial startup or a senior executive, your business model should be made up of nine basic building blocks. But it's not enough to just tick each one off individually, they all need to link together.



Business Model Canvas (pg 11)

The Business Model Canvas helps you map, discuss, design, and invent new business models. Here's what to consider for each.

Start with **customer segments**, which is all the people or organisations you're creating value for. Next, we move on to **value propositions** - these are the bundles of products or services that create value for your customers (something you'll have covered in depth in the previous exercise!) The **channels** are all the ways you're interacting with those customers and where you're delivering that value.

The **customer relationships** section lets you outline the types of relationships you want to have with your customers. **Revenue streams** makes clear how - and through which pricing mechanisms - your business model is capturing value. **Key resources** shows which assets are indispensable in your business model, and **key activities** shows the things you really need to be able to perform well.

Next up is **key partners**. This lets you identify those who can help you leverage your business model. And finally, once you understand your business model's infrastructure, you'll have a better idea of its **cost structure**.

As you go, you'll see how they all link up and overlap. And in the end, you'll have a full picture of your business model all on one page!

Fill in your very own Business Model Canvas on the next page.

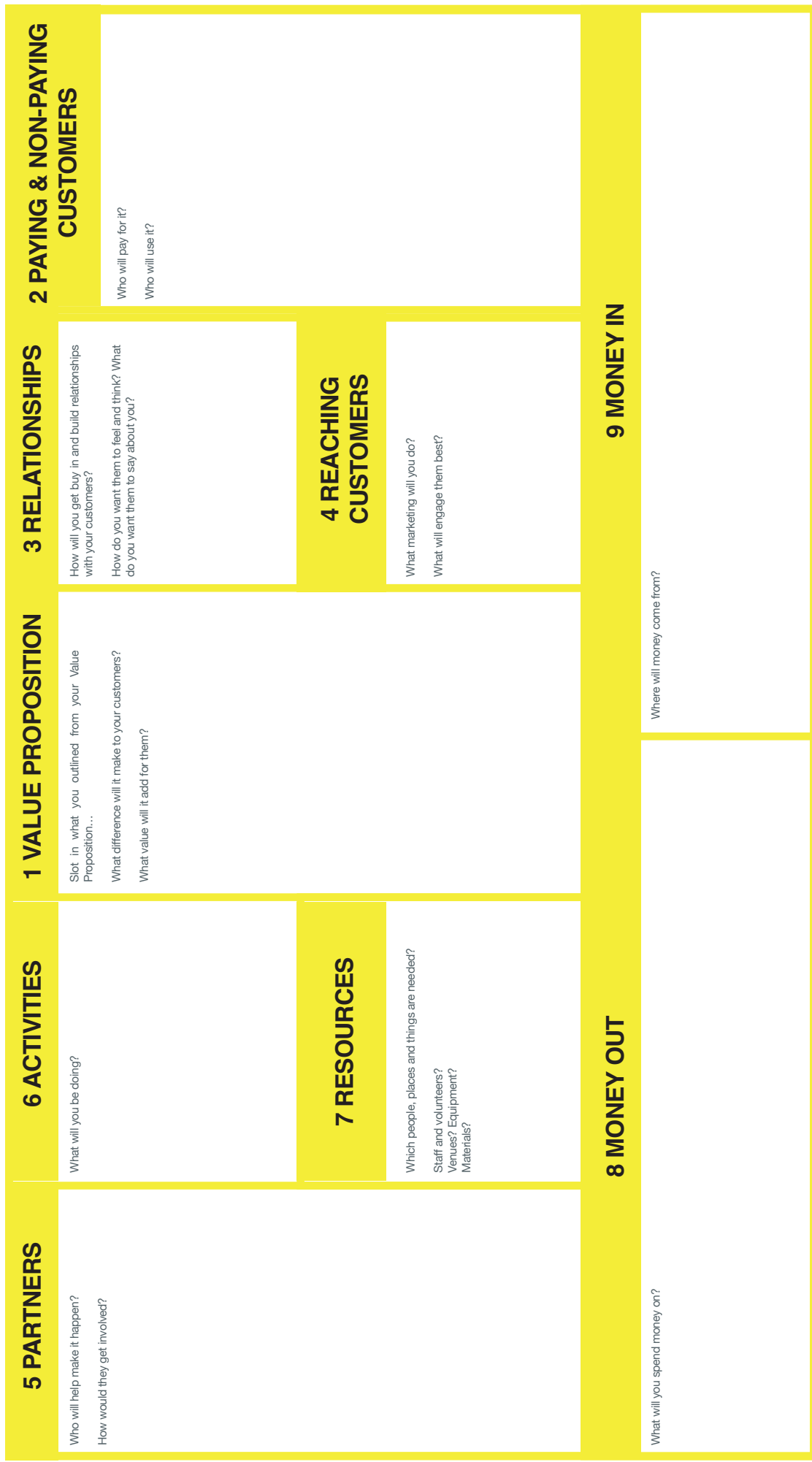
"The business Model Canvas helped me structure my thinking and really helped me develop my idea."

- Lens Intrapreneur

Business Model Canvas

Top Tip:

- Use a different colour post-it for paying and non-paying customers and anything that relates specifically to them.
- Use the numbers as a guide to fill out in this order.



APPLICATIONS NOW OPEN



Got an idea? We'd love to hear from you. Read on to find out how you can apply to take part in the Dumfries and Galloway Health and Social Care Partnership's Intrapreneurship Programme.

The closing date for applications is the 21st November. Submit your application form via the link we've included in our emails to you.

At this stage, your ideas don't need to be finely polished. So long as you have shown enough potential to meet the Criteria for Investment, you have every chance of your idea getting shortlisted. And we're here to help.

Any Questions? Get in touch with Jenny Coxon, Programme Manager, via jenny.coxon@lensperspectives.org.uk.

Scan the QR code to:

- Hear more about why you should take part from David Rowland, Director of Strategic Planning and Transformation.
- Book yourself into an Activating Intrapreneurship workshop to hear first hand about the Programme.
- Book into a Studio to get one to one help with your application.
- Access the application form.



What's the Criteria for Investment?

The Dumfries and Galloway Health and Social Care Partnership are seeking ideas that will enable people live better at home, for longer. That's why we're looking for ideas that:

- Enable people to live well at home for longer.
- Amplify the voice of people using care, Carers and the workforce (paid and unpaid).
- Reduce pressures on the system and the people who deliver health and social care and support, including volunteers and unpaid Carers.
- Support personal and community resilience, and wealth building.
- Promote equality and inclusiveness.
- Demonstrate creativity, added value and innovation through new ways of working and collaborative partnerships.
- Are preventative and demonstrate human and economic cost benefits.
- Address risk and have the potential to be scaled and replicated.

What Happens if You are Shortlisted?



Developing Workshops.

You will be invited to attend a series of workshops that will help you refine your idea and get you ready for Investment Day.



Investment Day.

After the Workshops, you'll be ready to pitch your idea to the Investment Team and an audience made up of your peers. It's an exciting day and the culmination of a lot of hard work! The Investment Day will take place on the **7 March 2024**.



Mentoring.

If you secure investment, we'll provide you with mentoring sessions to help you turn your idea into action.