



Scottish Approach to Change Enablers and Opportunities

Des McCart
Senior Programme Manager

Leading quality health and care for Scotland



The aims of our event

- Explore how the Scottish Approach to Change can help you in shaping the Falkirk Strategic Plan
- Learn about the key components of the Scottish Approach to Change.
- Hear examples from people working in health and social care who are successfully using the Scottish Approach to Change.
- Connect with peers and learn how to become part of the learning community.

Building the Scottish Approach to Change: Principles

The Scottish Approach to Change aims to create a clear pathway to **support everyone to do change well**



Building the Scottish Approach to Change: Principles

Aims



- **Maximise the benefits** of different change methods
- Provide **continuity** of approach:
 - Applicable to any **scale** and **type** of change
 - Applicable to **different settings**
 - Framework for **managing quality and change**
- Be **accessible** and **understandable** by everyone
- Be able to **drive meaningful change**

Building the Scottish Approach to Change: Approach

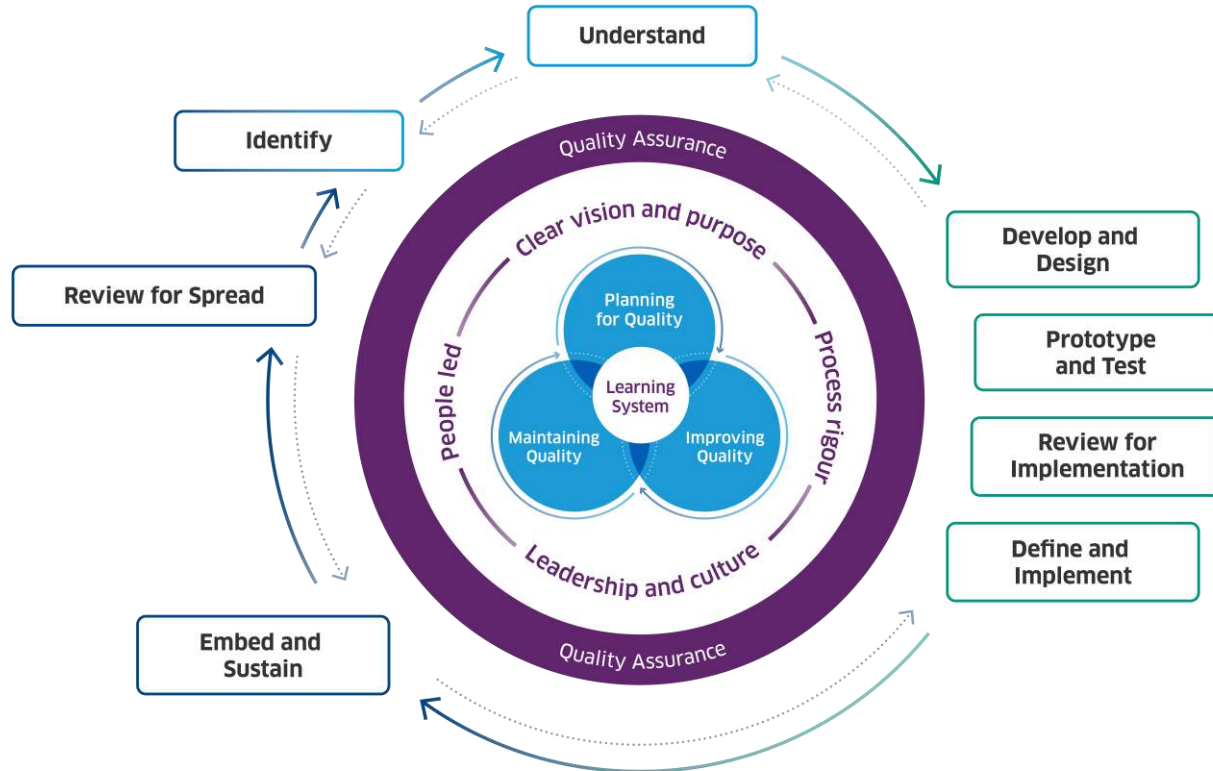
We have built the Scottish Approach to Change through:

- Being **curious**
- **Learning** and **adapting** as we go
- **Involving** and **engaging** a wide range of stakeholders
- Drawing on **real world experience**
(including from our pathfinder sites)
- **Collaboration** with partners

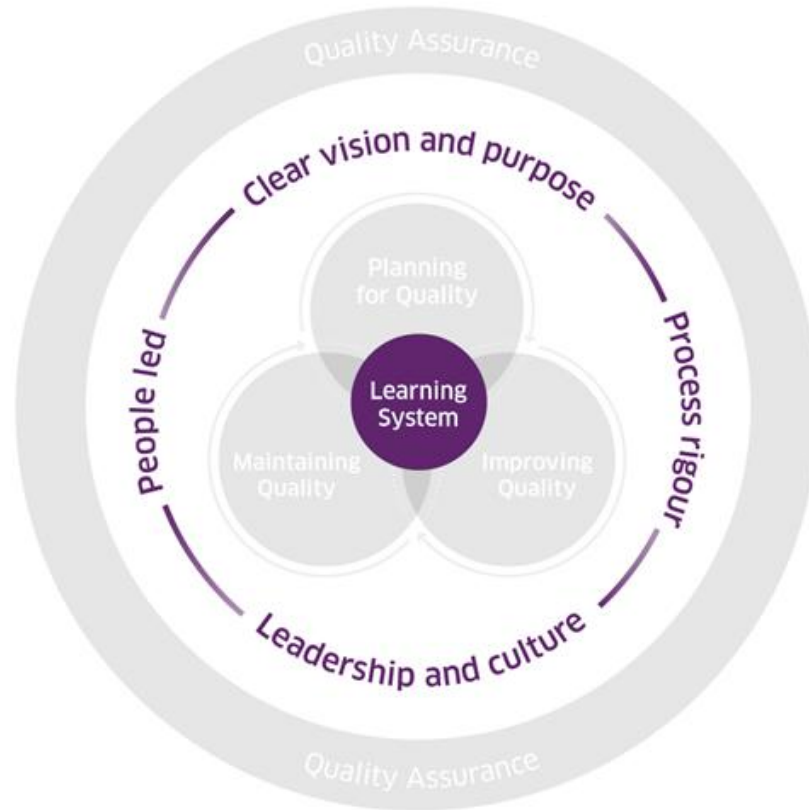
This has been built with the same ethos we hope people will use for doing change



The Scottish Approach to Change



The Enablers of Quality and Change



Clear Vision and Purpose



Clear Vision and Purpose

Define a clear vision and purpose that drives your change.



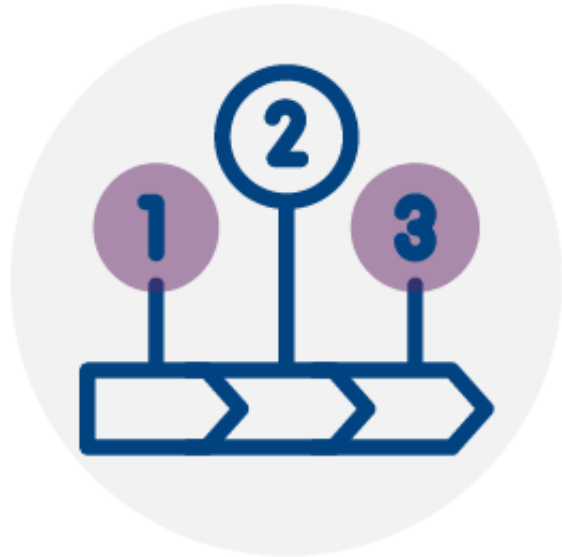
People-led

Take a people-led approach by inviting people to design and deliver change together.



Leadership and Culture

Create the conditions for change to thrive through setting the right culture and leadership.



Process Rigour

Outline a rigorous approach to how you understand change.



Learning

Embed a learning culture to support your change programme sustainably.

The components of quality management



Planning for Quality – What do you need to do?



Planning for Quality

Identifying priorities for improvement and designing appropriate changes to achieve them.

Improving Quality – What could be better?



Improving Quality

Practical implementation of changes through repeated testing and measurement.

Maintaining Quality – How you are doing?



Maintaining Quality

Proportionate routine monitoring of 'day to day' quality of services to ensure they're good enough.

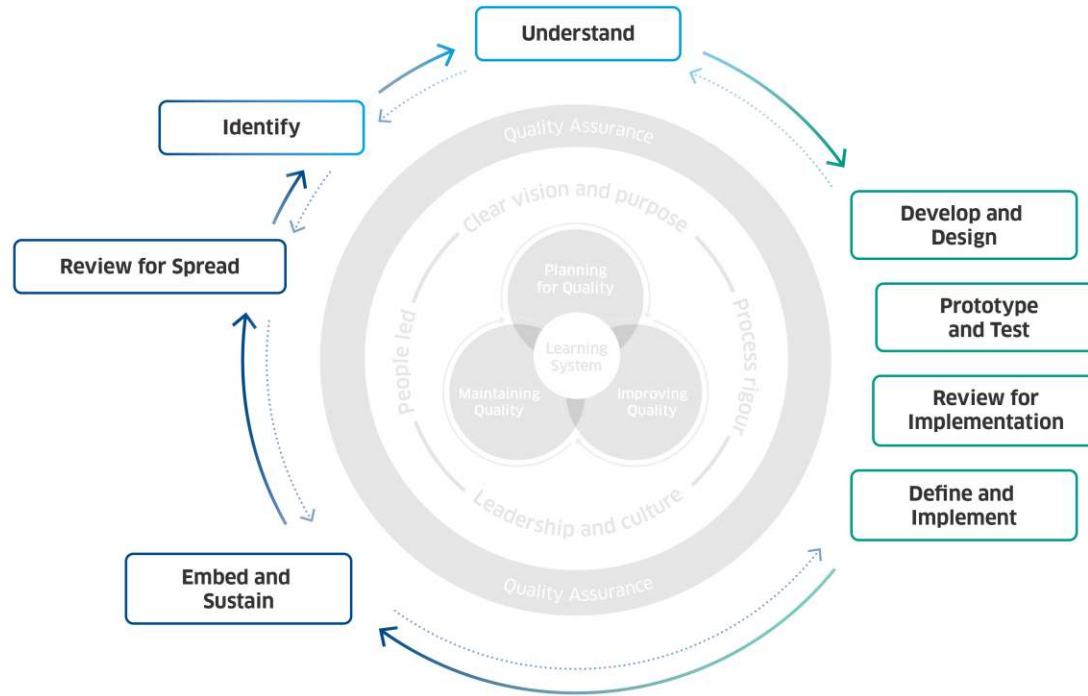
Quality Assurance – Are you meeting the required standards?



Assuring Quality

Independent assessment of both the quality of care and the enablers of high-quality care.

The steps of change



Building the Scottish Approach to Change: Digital Resource


Scottish Approach to Change

The Scottish Approach to Change supports the health and care system to do change well. NHS renewal involves a lot of change. To be successful, it needs to use a clear approach. This is what the Scottish Approach to Change provides.

It brings together different change methods into a single approach and translates theory into a practical tool. Importantly, it uses simple accessible language. This helps people achieve high quality change.

The Scottish Approach to Change brings together different evidence-based methods and tools for managing quality and change. It can be used as:

- a framework for managing quality and change at an organisational level
- a practical approach to delivering selected change projects at any level



Scottish Approach to Change - Introduction
Scottish Improvement Toolkit

Scottish Approach to Change Introduction

Framework
The framework includes eight steps and five enablers. Together, they support effective and lasting change.
[Read more](#)

Enablers of quality and change
The five key enablers are essential for successful change.
[Read more](#)

Steps of change
The eight steps of change guide you through the full change cycle.
[Read more](#)

Using the Scottish Approach to Change
The Scottish Approach to Change is based on our experience and learning from improving the health and social care system to deliver change.
[Read more](#)

Enablers of quality and change

The five **enablers of quality and change** create the conditions that support successful and sustainable improvement. They do this by aligning people, processes, and leadership around a shared purpose.

Evidence shows that without these enablers, change can:

- face more systemic challenges and organisational barriers
- struggle to gain support and make progress
- be more challenging to sustain over time

Successful change relies on having five enablers in place.



Clear vision and purpose

Define a clear vision and purpose that drives your change, outlining what you are trying to do and how you will get there.

[Read more](#)



Process rigour

Outline a rigorous approach to how you undertake change systematically across your organisation.

[Read more](#)



Leadership and culture

Create the conditions for change to thrive through setting the right culture and leadership.

[Read more](#)



People-led

Take a people-led approach by involving people to design and deliver change together.

[Read more](#)



Learning system

Embed a learning culture to support your change programme sustainably.

[Read more](#)

Tools and resources

Several tools have been selected to support the Scottish Approach to Change, with up to three **recommended** for each section as a starting point. To access a wider range of tools, guidelines, templates, and improvement frameworks, our full library will be made available early **October 2022**.

Jump to section ▼

Step of change: Identify

Strategic gap analysis	Three horizons	Command cards
A tool that helps you find what is missing. It looks at where you are now and where you want to be. Learn more	A tool that helps build a long-term vision for a system and the steps required to get there. Learn more	A tool that helps service users to write down and post their thoughts and feedback. Learn more

Step of change: Understand

Journey mapping	Mapping your system	Last 10 patients
A visualisation tool that helps you understand users' needs, emotions, challenges and opportunities. Learn more	A tool that helps to give you an overview of a system and how the parts interrelate to form the whole. Learn more	A TUSAS Learn tool to help you identify visitors of journey maps using patient information. Learn more

Step of change: Develop and design

Driver diagrams	Options appraisal	How might we statements
A TUSAS Learn tool that helps to show you the plan for reaching an improvement goal. Learn more	Guidance that helps you to make decisions. It takes people through each stage of a proposed process. Learn more	A tool that helps team members to brainstorm ideas for design and explore solutions. Learn more

Step of change: Prototype and test

Plan, do, study, act (PDSA)	Lessons learned logs	Idea generation
A TUSAS Learn PDSA tool that helps to test an idea by testing a change and assessing its impact. Learn more	A process designed to capture knowledge about what has worked well and what could have gone differently. Learn more	An idea generation technique can help to explore and test options, and find out what works best before deciding. Learn more

Step of change: Review for implementation

After action review	S Hells
A tool that helps people review what happened, correct unintended effects, and capture recommendations for the future. Learn more	A technique that improves decision making by involving participants to collectively consider a problem from multiple perspectives. Learn more

<https://www.healthcareimprovementscotland.scot/improving-care/scottish-approach-to-change/>



Healthcare
Improvement
Scotland

Using the Scottish Approach to Change in Dumfries and Galloway

Leading quality health and care for Scotland



The Delivering Change Programme is...



It is a new approach to the way that we do change in D&G



Connecting people to work together to achieve more



Putting in place the enablers and support for everyone to undertake change successfully

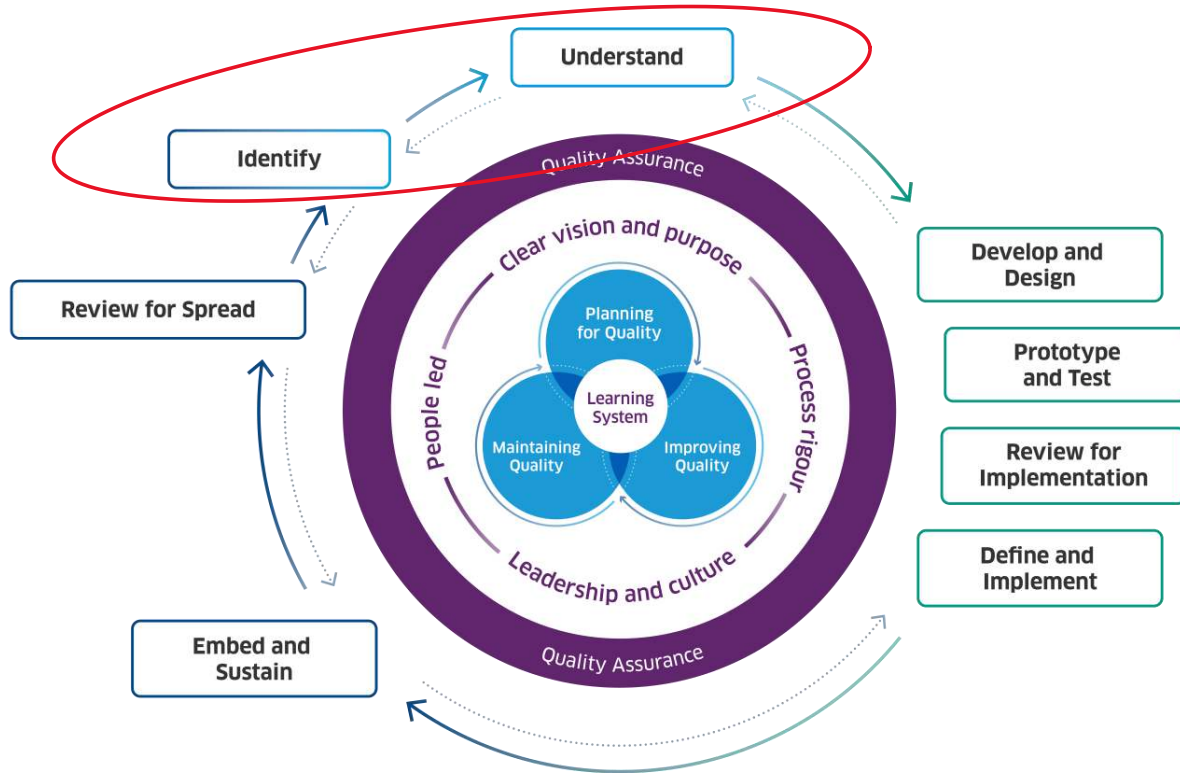


Creating a clear vision and purpose to drive change in the same direction

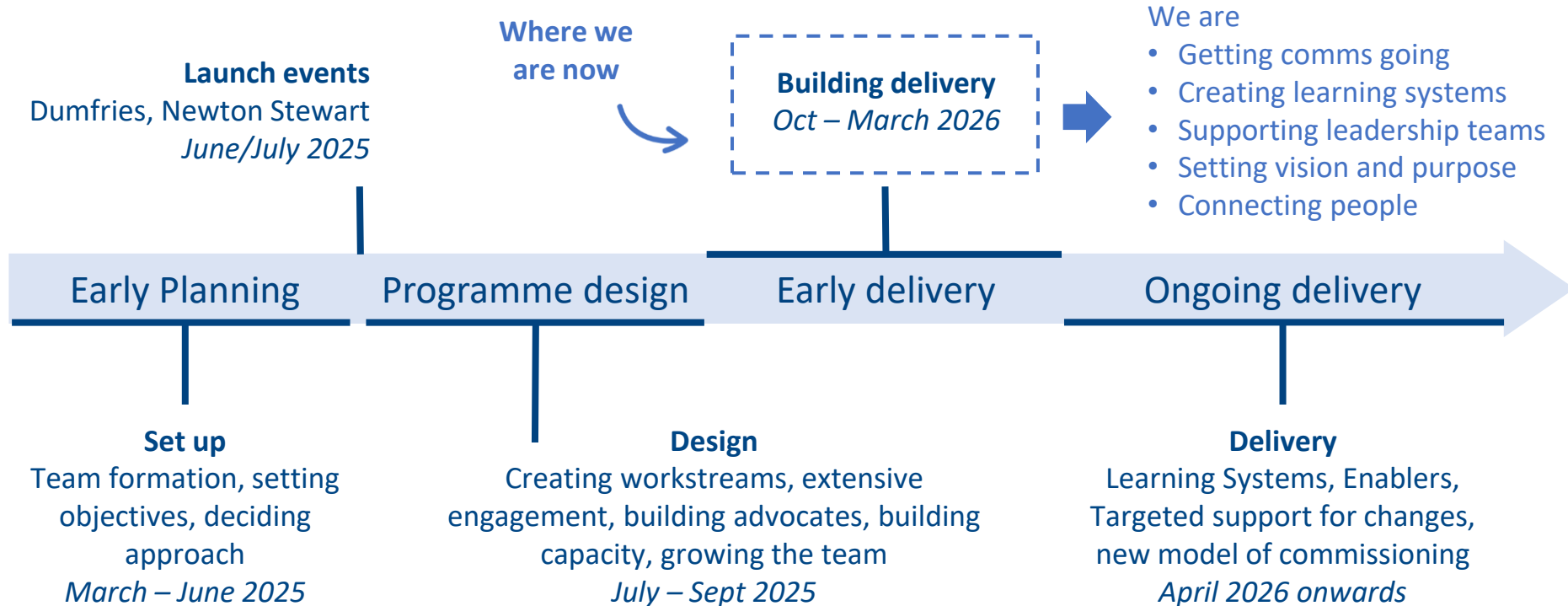
Our Delivering Change Team are acting as Learning Partners to help others deliver change. Our teams are best placed to design and deliver our changes.



The Scottish Approach to Change



The Delivering Change Programme timeline...



Our Delivering Change Workstreams

1

Frailty, palliative and long-term conditions

2

Multiple disadvantage

3

A new approach to commissioning

For all staff working in these areas to connect, learn, work together and access support for their changes – unscheduled care, planned care, community care, social care, statutory, third and independent sector services.

The enablers on the next slide will be put in place to support successful change in these two areas

The design and delivery of a fundamentally different way of working with the third and independent sector across all conditions

Workstream 3 - Collaborative & Ethical Commissioning



A space for
different
conversations



Strategic Alliance
Agreement



Develop community led models



Plan, commission, deliver,
evaluate integrated care



Maximise and align resources

What is it

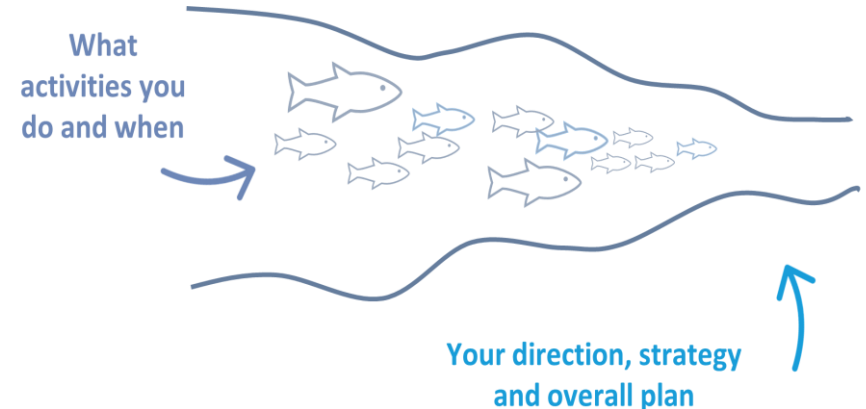
Alliance based contracting that allows third, independent and statutory sector to work flexibly to respond holistically to the needs of people and communities without silos standing in the way

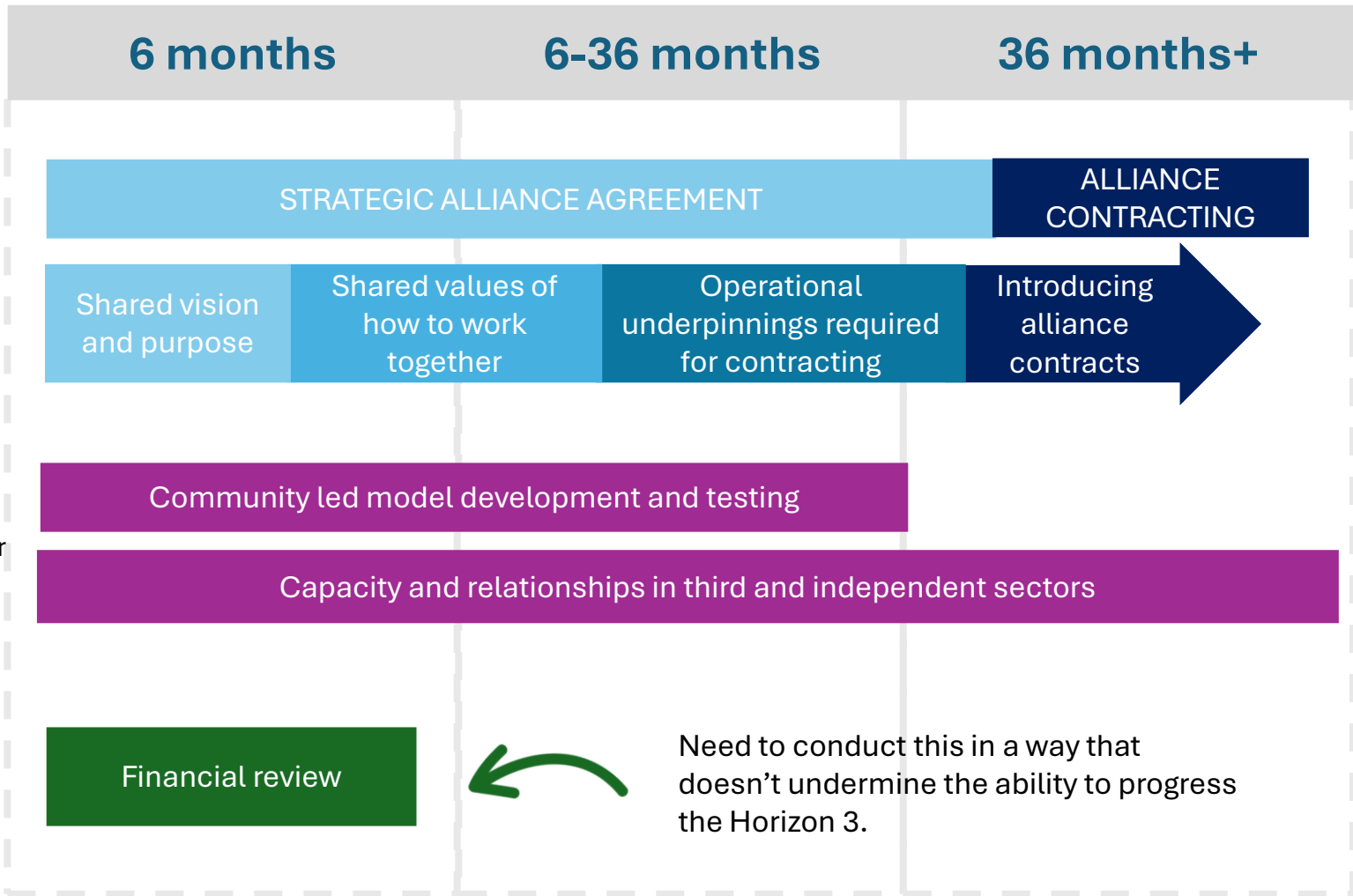
Expected impact

- Reduce statutory sector as first port of call
- Reduce need and reduce escalation and crisis
- Reduce wait times and acute care

The evidence

- Resource efficiency
- Increased access
- Prevents negative outcomes
- Person-centred design
- Greater empowerment





6 months

6-36 months

36 months+

Horizon 3

Working towards the third sector front door and collaborative delivery

STRATEGIC ALLIANCE AGREEMENT

ALLIANCE CONTRACTING

Shared vision and purpose

Shared values of how to work together

Operational underpinnings required for contracting

Introducing alliance contracts

Horizon 2

Grow the foundations for H3 by building on evidenced models

Community led model development and testing

Capacity and relationships in third and independent sectors

Horizon 1

Responding to budget requirements now

Financial review

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

What it has felt like so far

“Delivering Change has given us **permission** to work differently: to **collaborate** across the whole system, empower teams and make change happen **with people**, not to them. It’s been **energising** to learn together and see ideas turn into **action.**”



“The delivering change programme is **inspiring** and **refreshing** to be part of; both sharing and creating ideas to bring real effective change to the delivery of support for people in D&G is essential and working collectively is crucial; **silos do not work**; being part of the bigger development with all colleagues is vital”



Where do we want to take this?



Next step on the journey to integrated services designed around what people want and need



Further breakdown of traditional silos – between statutory health and social care, and between statutory, third and independent sector organisations



Focusing on what keeps people well - allowing acute and community colleagues to do what they do best



Using the Scottish Approach to Change in Forth Valley

Leading quality health and care for Scotland



What we are changing



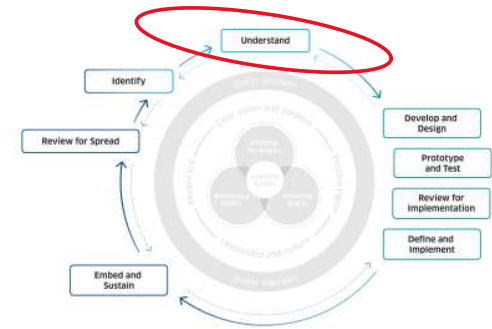
VALUE BASED
HEALTH & CARE



A new paradigm in healthcare.

So how do we go about this transformational
change?

The Steps of Change



Understand

What they did

- Understood the leadership needed
- Readiness assessments
- Value stream mapping
- Exploring data
- Identified stakeholders
- Staff workshops and engagement

What they found

- They could build on significant work from the realistic medicines programme – not starting from scratch
- Needed to change processes, governance, and way they learn to be successful
- Identified key stakeholders and change leaders that were needed to succeed

Develop and Design

Develop and Design

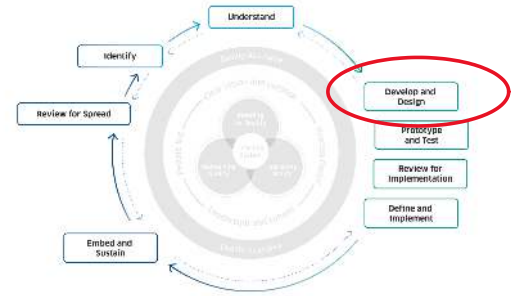
What they did

- Journey mapping - identify measures
- Teams' development of ideas and measures to add value
- Driver Diagram
- Continuous Engagement
- Inclusive Collaborative Team
- Person-Centred Design Principles
- Understood the leadership we need

What they designed

- A programme of programmes to support different scales and paces
- A collaborative to support practical application
- A range of tests to identify new ways to measure success (PROMS, PREMS, WREMS)
- Activity that curates the enablers of quality and change to see system wide adoption

They found it took more than one design to get something they wanted to progress to prototype and test



How we have found the Scottish Approach to Change

Shaped how we approached the task

Gave us permission to test, review,
adopt, adapt, and abandon

Helped us think through the whole
system action needed



Opportunities for you?

Leading quality health and care for Scotland



Scottish Approach to Change learning community



image: Flaticon.com

**Events and
webinars**



**Case studies
and resources**



image: Flaticon.com

**Online
space**

Learning Community registration

If you would like to become part of the learning community, please register here

<https://forms.office.com/e/cJ8tdt4bnS>