

# Scottish Approach to Change Launch Event

19 January 2026

Leading quality health and care for Scotland

# Welcome

## Welcome to the Scottish Approach to Change Launch Webinar



# The aims of our event

- Explore how the Scottish Approach to Change can help you respond to challenges like Public Service Reform and NHS Renewal.
- 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.

# Agenda

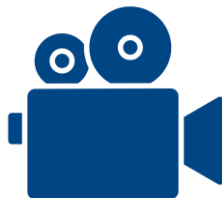
- 13.00 Welcome and housekeeping
- 13.10 What is the Scottish Approach to Change
- 13.30 The fundamentals of the Scottish Approach to Change
- 14.00 Opportunity for questions and discussion
- 14.20 Using the Scottish Approach to Change – hearing from local areas
- 14.50 Opportunity for questions and discussion
- 15.10 The Scottish Approach to Change Learning Community
- 15.20 Closing remarks

# Housekeeping



## Support

[his.satc@nhs.scot](mailto:his.satc@nhs.scot)



## Recording

Your cameras and mics are switched off



Share and contribute respectfully



We will be using the Q&A function

Be present and avoid multitasking



All materials will be shared

We'll let you know when they're available to view online

# What is the Scottish Approach to Change

**Clare Morrison**, Director of Engagement and Change, Healthcare Improvement Scotland

**Dr John Harden**, National Clinical Lead for Quality and Safety, Scottish Government

# 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



## Clear Vision and Purpose

- Create a **universal language** for change
- Bring **siloed change methods** together
- Translate theory into a **practical** tool



# 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



# What is the Scottish Approach to Change



**Dr John Harden**

**National Clinical Lead for Quality & Safety,  
Scottish Government**

# What is the Scottish Approach to Change



**Neil Gray MSP**

**Cabinet Secretary for Health and Social  
Care, Scottish Government**

<https://vimeo.com/1145906113/6bab4b3c19?fl=tl&fe=ec>

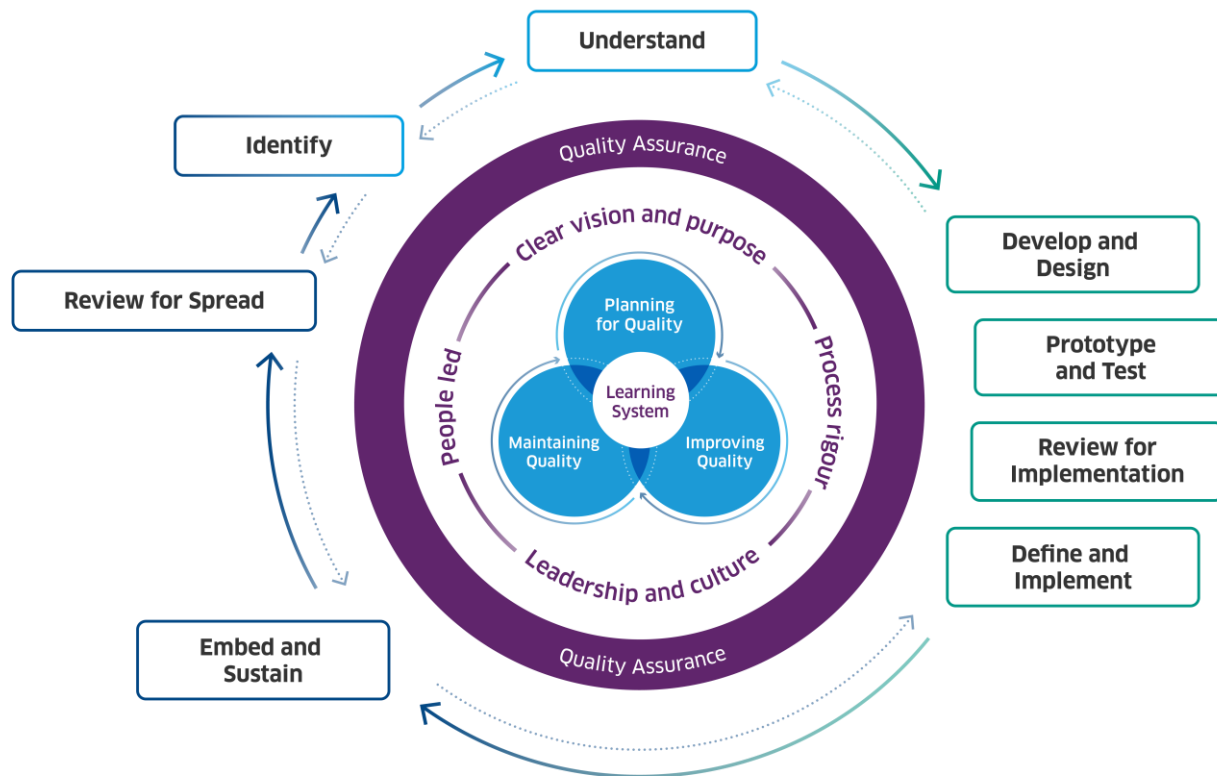
# The fundamentals of the Scottish Approach to Change

**Diana Hekerem**, Associate Director of Transformational Change

**Clare Hammond**, Unit Head Transformational Change – Systems

**Michael Canavan**, Portfolio Lead, Quality Management System

# The Scottish Approach to Change



# Building the Scottish Approach to Change: Evidence Base

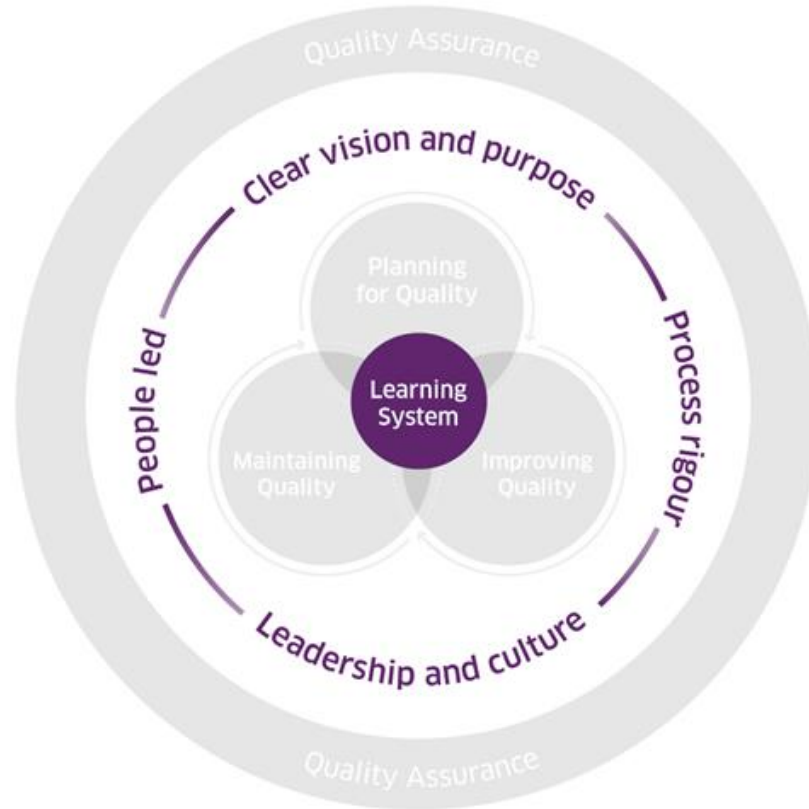
Diverse improvement priorities

The diagram consists of three horizontal bars, each with a colored rounded rectangle on the left and an empty rectangular box on the right. The top bar has a purple rounded rectangle, the middle bar has a teal rounded rectangle, and the bottom bar has a dark blue rounded rectangle. Each rounded rectangle contains text, and each empty box is connected to the rounded rectangle by a thin line of the same color.

Adaptability, spread and sustainability

Capacity, capability and culture

# The Enablers of Quality and Change





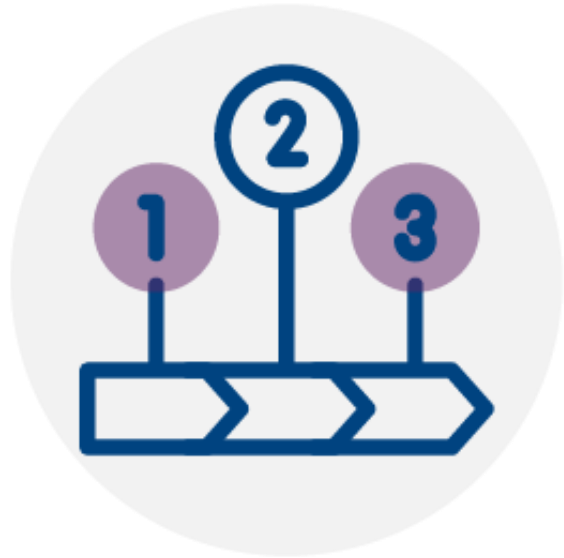
# Clear Vision and Purpose



## Clear Vision and Purpose

Define a clear vision and purpose that drives your change.

# Process Rigour



## Process Rigour

Outline a rigorous approach to how you understand change.

# Leadership and culture



## Leadership and Culture

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

# People-led



## People-led

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

# Learning



## 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.

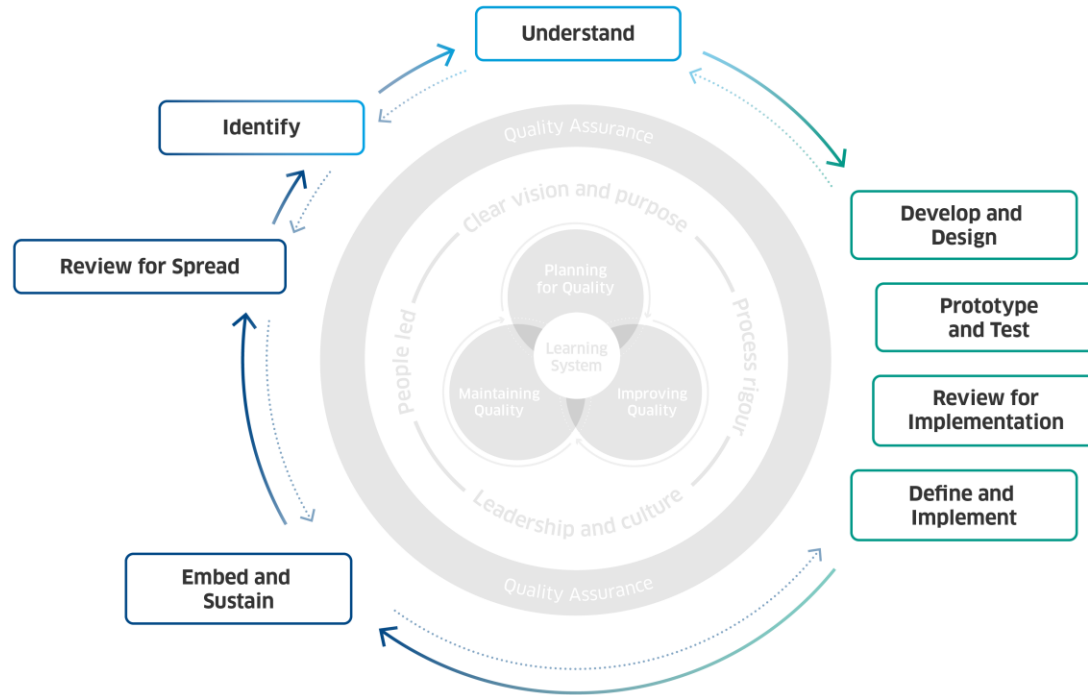
# Quality Assurance – Are you meeting the required standards?



## 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 at:

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

### Scottish Approach to Change: Introduction

**Framework**

The framework includes eight steps and five enablers. Together, they support effective and lasting change.

**Enablers of quality and change**

The five key enablers are essential for successful change.

**Steps of change**

The eight steps of change guide you through the full change cycle.

**Using the Scottish Approach to Change**

The Scottish Approach to Change is based on our experience and learning from supporting the health and social care system to deliver change.

## 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, guiding what you are trying to do and how you will get there.

[Read more](#)



### Process rigour

Outline a signed 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 sustainability.

[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, guidance, 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.	A tool that helps build a long-term vision for a system and the steps required to get there.	A tool that helps service users to write down and post their thoughts and feedback.
<a href="#">Learn more</a>	<a href="#">Learn more</a>	<a href="#">Learn more</a>

### 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.	A tool that helps to give you an overview of a system and how the parts interrelate to form the whole.	A TUSiG Learn tool to help you identify variation in journey times using patient information.
<a href="#">Learn more</a>	<a href="#">Learn more</a>	<a href="#">Learn more</a>

### Step of change: Develop and design

Driver diagrams	Options appraisal	How might we statements
A TUSiG Learn tool that helps to show you the plan for reaching an improvement goal.	Guidance that helps you to make decisions. It takes people through each stage of a proposed process.	A tool that helps team insights into opportunities for design and explore solutions.
<a href="#">Learn more</a>	<a href="#">Learn more</a>	<a href="#">Learn more</a>

### Step of change: Prototype and test

Plan, do, study, act (PDSA)	Lessons learned logs	Idea generation
A TUSiG Learn PDSA tool that helps to test an idea by testing a change and assessing its impact.	A lessons learned log captures knowledge about what has worked well and what could have gone differently.	An idea generation technique can help to explore and test solutions, and find out what works best before deciding.
<a href="#">Learn more</a>	<a href="#">Learn more</a>	<a href="#">Learn more</a>

### Step of change: Review for implementation

After action review	6 hats
A tool that helps people review what happened, correct unintended effects, and capture recommendations for the future.	A technique that improves decision making by encouraging participants to systematically consider a problem from multiple perspectives.
<a href="#">Learn more</a>	<a href="#">Learn more</a>

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

# Using the Scottish Approach to Change in Dumfries and Galloway

**Emma McRobert, Project Manager**

**Kerry Willacy, Strategic Planning and Commissioning Manager**

**Sue McDicken, Project Manager**

**Des McCart, Senior Programme Manager**



# Scottish Approach to Change Launch Event Delivering Change in Dumfries and Galloway

19<sup>th</sup> January 2026

# Introductions...

Sue Mcdicken: Unscheduled Care Project Manager

Emma McRobert: Project Manager

Kerry Willacy: Strategic Planning and Commissioning Manager

Viv Gration: Deputy Head of Strategic  
Planning and Commissioning



# What we are changing?



# 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 Delivering Change Programme covers...



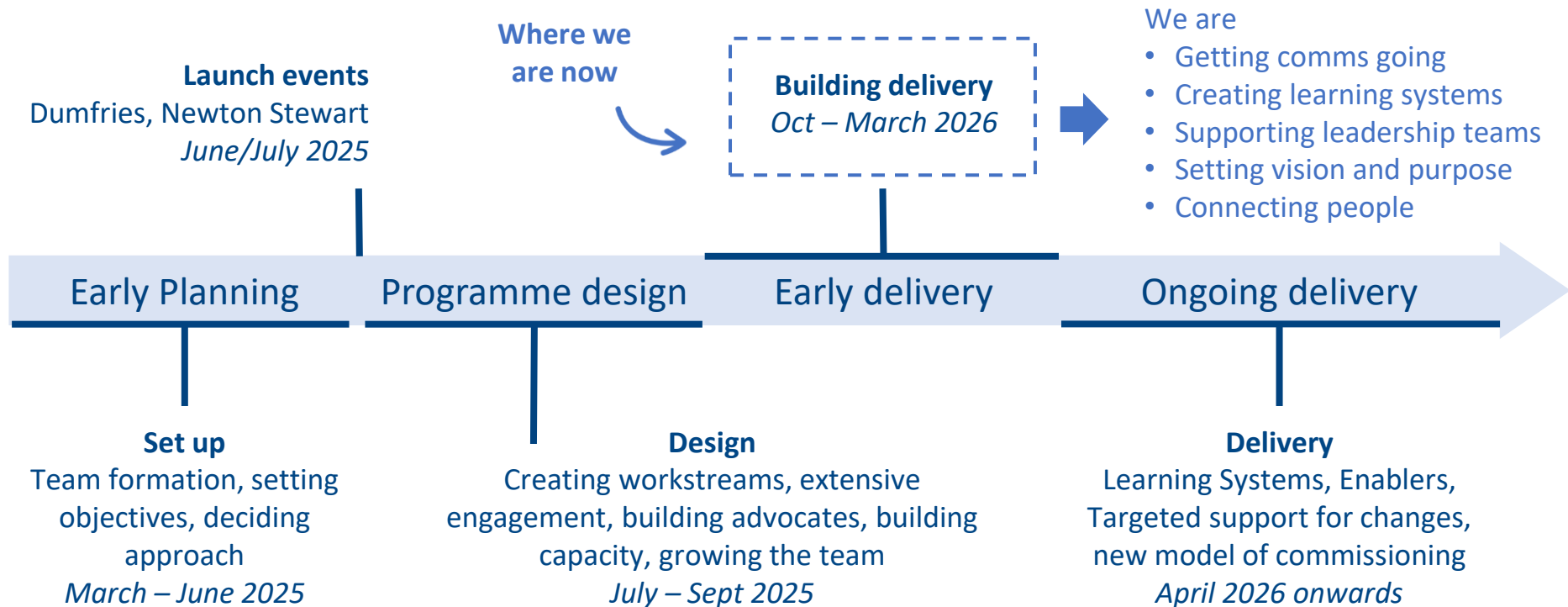
**Rethinking  
Unscheduled Care**



**Social Care  
Vision**

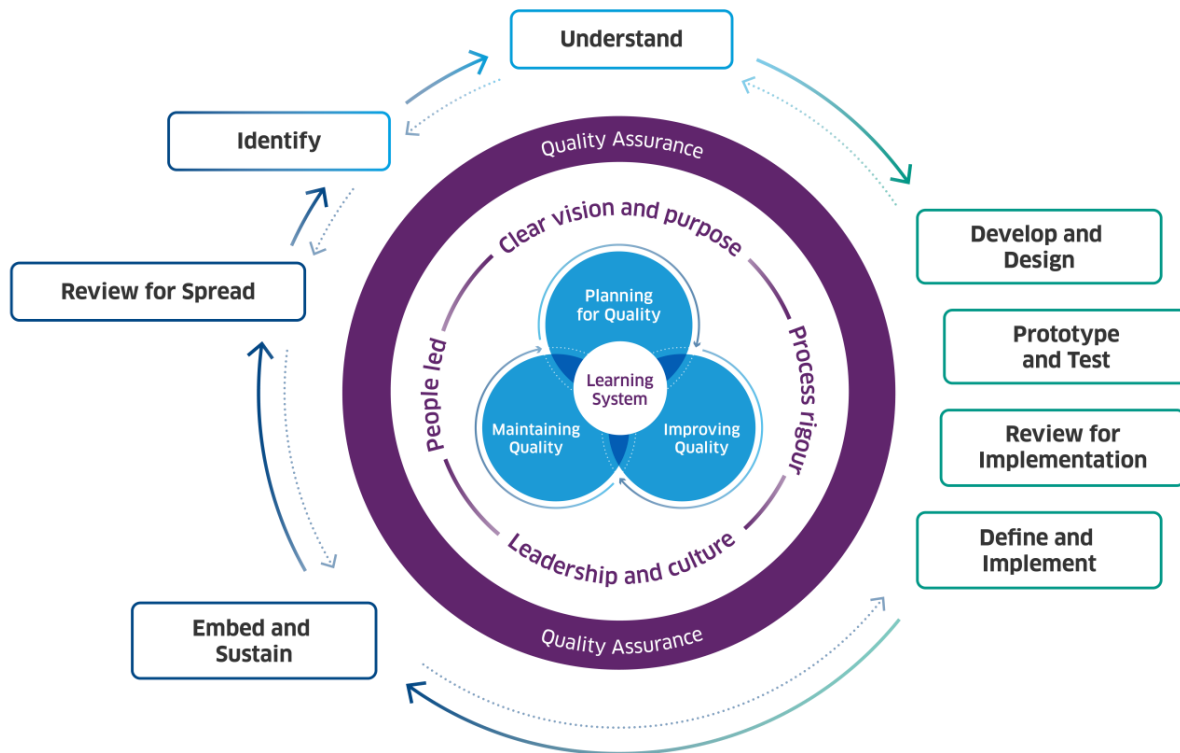


# The Delivering Change Programme timeline...



# **How are we using the Scottish Approach to Change?**

# The Scottish Approach to Change



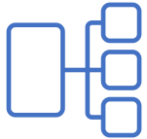
# Scottish Approach to Change in Dumfries and Galloway



Dumfries and Galloway as a Pathfinder Site



Support from Healthcare Improvement Scotland



Development of 3 Workstreams



Identification of 6 Enablers



# Our Delivering Change Workstreams

1

**Frailty, palliative and long-term conditions**

2

**Multiple disadvantage**

3

**A new approach to commissioning**

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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

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

# The enablers we are investing in

**Leadership and culture**

**Learning**

**Governance**

**Data and insight**

**People led**

**Vision and purpose**



# **Exploring Workstream 3**

## **Collaborative & Ethical Commissioning**

# About Workstream 3



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

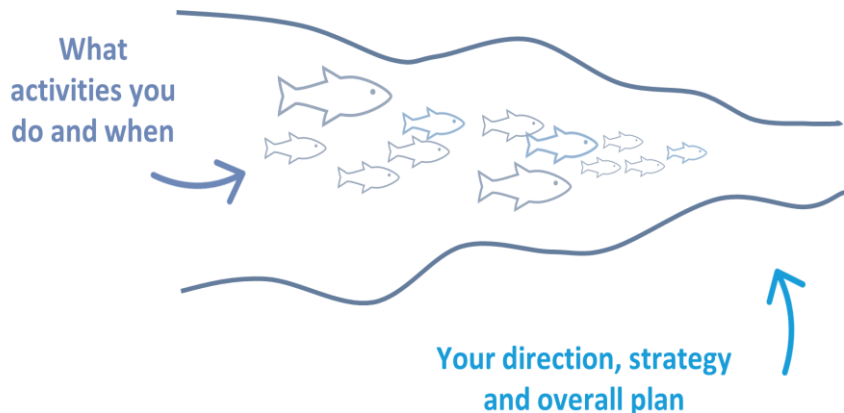
Alliance based contracting that allows third, independent and statutory sector to work flexibly to respond holistically to the needs of people and communities without silos standing in the way

## The evidence

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

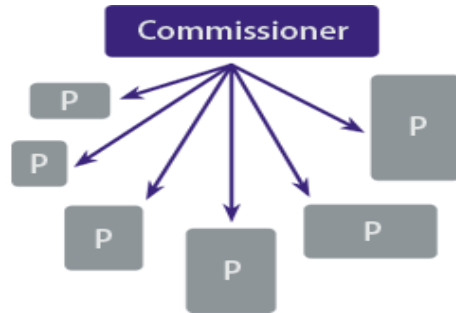
## Expected impact

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



# Alliance contract comparison

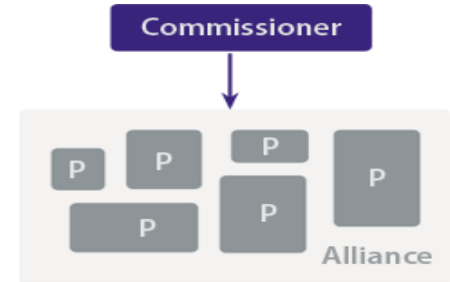
## Traditional Contract



Separate contracts with each party

- Separate objectives for each party
- Performance individually judged
- Commissioner is the co-ordinator
- Provision made for disputes
- Contracts based on tight specification
- Change not easily accommodated

## Alliance Contract



One contract, one performance framework

- Aligned objectives and shared risks
- Success judged on performance overall
- Shared co-ordination, collective accountability
- Based on trust and transparency
- Contract describes outcomes and relationships
- Change and innovation in delivery are expected

# Four steps

## Readiness

### Alliance Strategy

- Business case approval
- Confirmation of alliancing as best approach to achieve vision and strategic objectives
- Owner readiness and capability for alliance and outcome based approach
- Confirmed project resources and capacity to develop alliance

### Alliance 'Front End'

- Clarity on
  - Purpose
  - Outcomes and Key Results Areas
  - Alliance Principles
  - Commercial framework
  - Governance
  - Risk arrangements
- Draft Alliance Agreement

Owner Approval

## Commitment

### Alliance Members

- Procurement documentation
- Selection for:
  - Right competences and experience
  - Commitment to collaboration
  - Commitment to innovation
- Alignment and unanimity at leadership/strategic level
- Clarity on value creation
- Acknowledge differences of cultures and norms

### Alliance Agreement

- Terms agreed to the satisfaction of all including:
  - Scope and outcomes
  - Risk arrangements
  - Outcomes and performance measures
  - Commercial framework
- Execution of the agreement

Alliance Agreement signed

## Formation

### Alliance Launch

- Commitment to shared values and behaviours
- Right people for key roles
- 'One team' approach pursued

### Leadership & Governance

- ALT set up and empowered
- Roles and accountabilities defined
- Collaborative leadership capability established
- Criteria for decision making

### Management & Planning

- AMT set up and empowered
- Development of delivery model
- Implementation planning
- Mobilisation and transition
- Systems integration
- Agreement with owner on reporting

'Go Live' executed

## Operation

### Delivery Commencement

- Launch events
- Communications and engagement

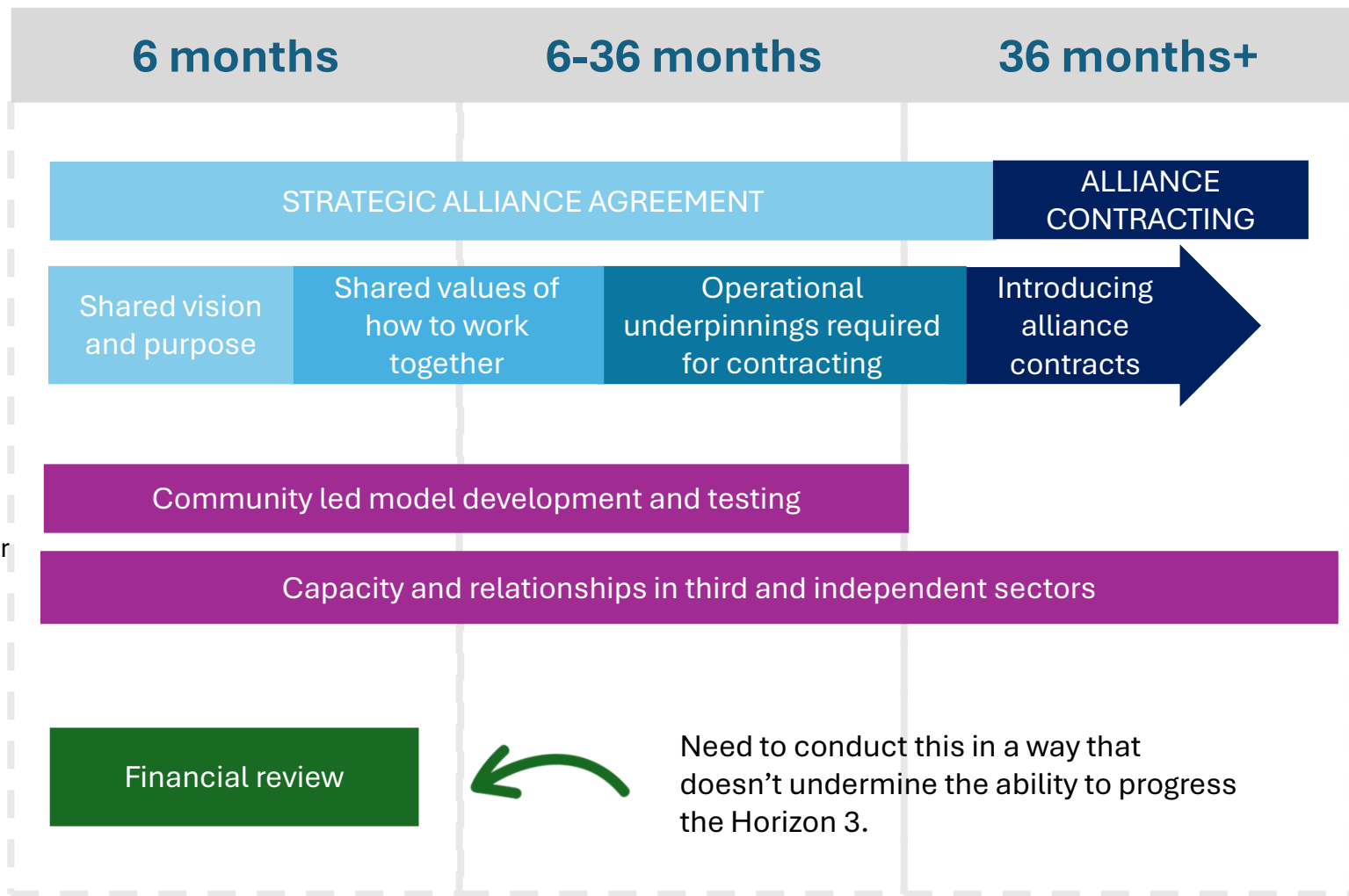
### Ongoing Delivery

- Continuous improvement
- Interfaces and dependencies managed
- Systems optimization

### Maintain & Sustain

- Individual and team development
- Succession planning
- Alliance 'health checks' and collaboration efficacy reviews

High Performance Alliance



# **Our experience of using Scottish Approach to Change**

# 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; **silo working does not work**; being part of the bigger development with all colleagues is vital”





# What it has felt like so far

“It is a really **different** way of working. I have been involved as a project manager at an earlier stage than normal. It has taken me **out of my comfort zone** and challenged my way of thinking, and that is ok.”

“It has reinforced the **important enablers** that need to be in place, **for me to be able to make progress** with change in my area”



"These are the things we have been **saying for a long time**. So, to have the **resource, drive and emphasis** for this now is a really good place to be."



# 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

# Where do we want to take this?

We want teams to

- Feel more empowered to drive change in their area
- Collaborate even further with colleagues across the system
- Have a strong voice in shaping how the service evolves
- Be a key part of delivering the organisations vision

# Get in touch

To get in touch with the Delivering Change Team in Dumfries and Galloway:

➤ Email us at: [dg.deliveringchange@nhs.scot](mailto:dg.deliveringchange@nhs.scot)

# Using the Scottish Approach to Change in Forth Valley

**Wendy Nimmo, Interim Head of Efficiency, Improvement & Innovation**

# Agenda

What we are changing

How we are using the Scottish  
Approach to Change

Our experience of using the Scottish  
Approach to Change

# What we are changing



A new paradigm in healthcare.

So how do we go about this transformational change?

# Value Based Health and Care

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By 2028, NHS Forth Valley aims to ensure that all health and care professionals are equipped to provide Value Based Health and Care, enhancing outcomes and promoting more sustainable service delivery.

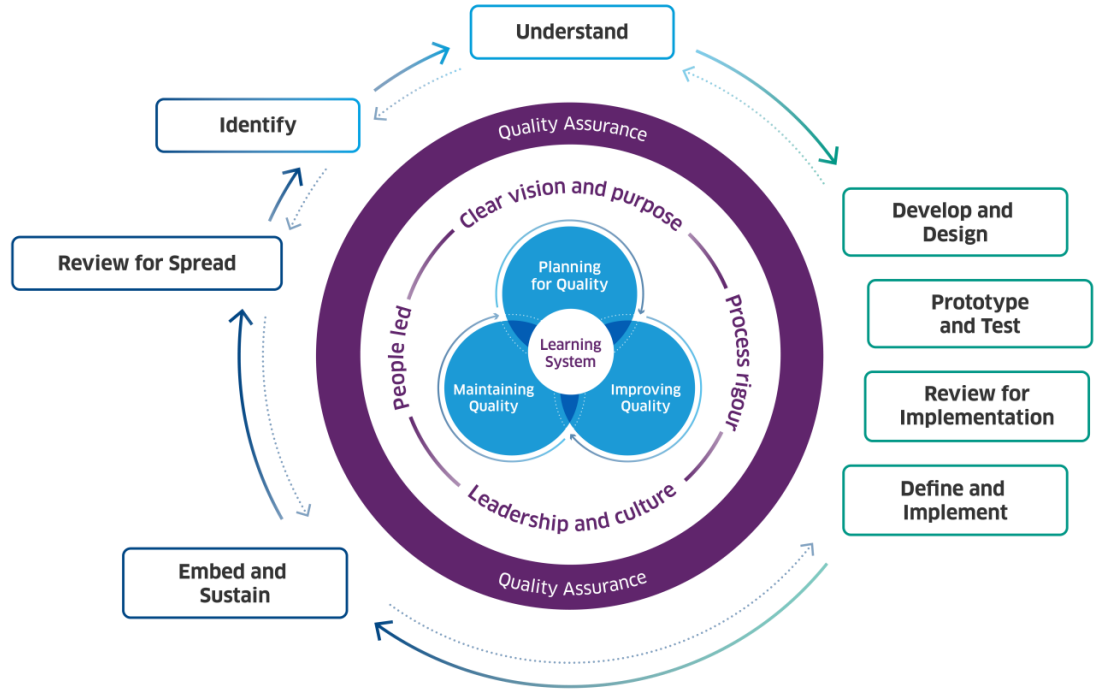


## **Value Based Health and Care Collaborative**

Develop skills, encourage innovation, and  
drive measurable improvements



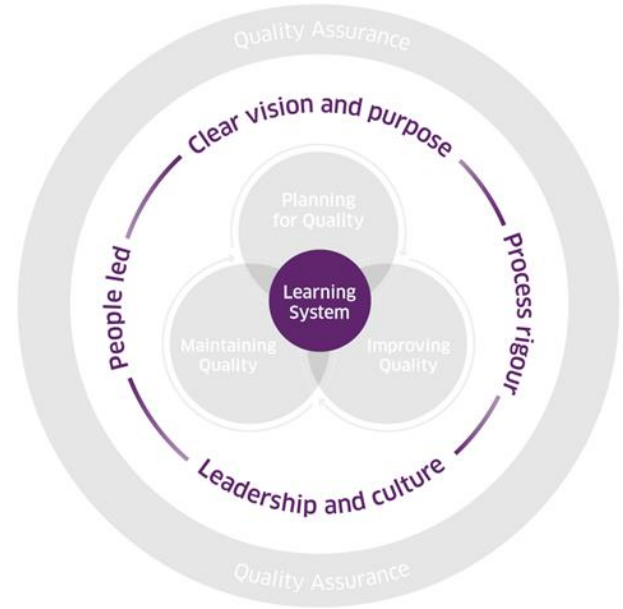
# How we are using the Scottish Approach to Change



# The Enablers of Quality and Change

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- Creating a Vision and Purpose that builds widespread clarity on what Value Based Health and Care is
- Process rigour through decision making structures
- Exploring with leaders how we might lead change differently
- Establishing a learning community to underpin the Collaborative

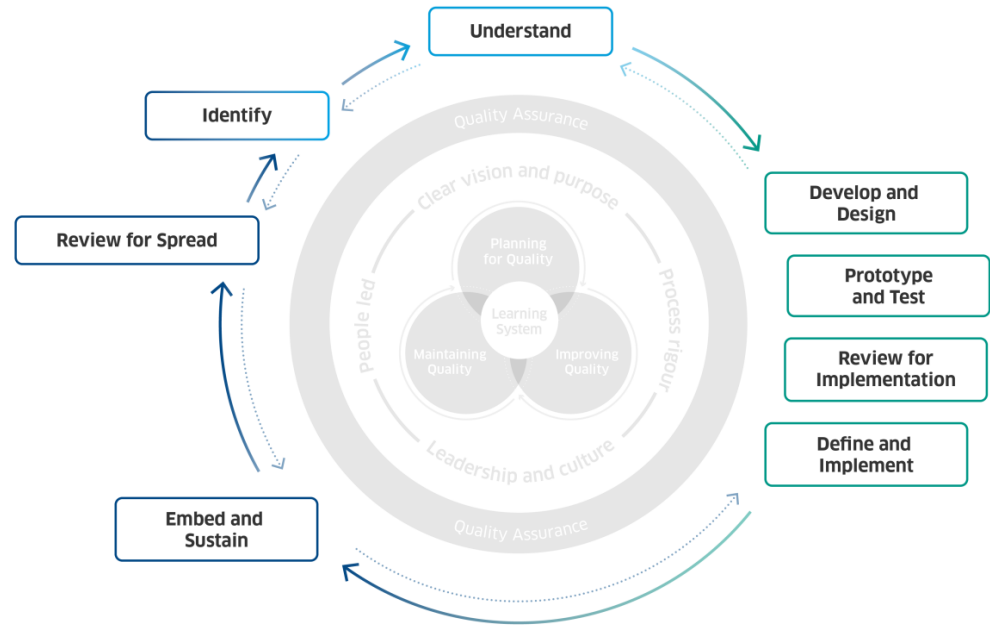


# The Steps of Change

We are up to the Prototype and Test Stage

Going to go through what we did and found during two of our steps to give a sense of the work

- Understand
- Develop and Design



# Understand

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## What we found

- We could build on significant work from the realistic medicines programme – we aren't starting from scratch
- We needed to change our processes, governance, and way we learn to be successful
- We identified our key stakeholders and change leaders that we needed to succeed

## What we did



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

# Develop and Design

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## What we designed

- Building 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

We found it took more than one design to get something we wanted to progress to prototype and test

## What we 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

# 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

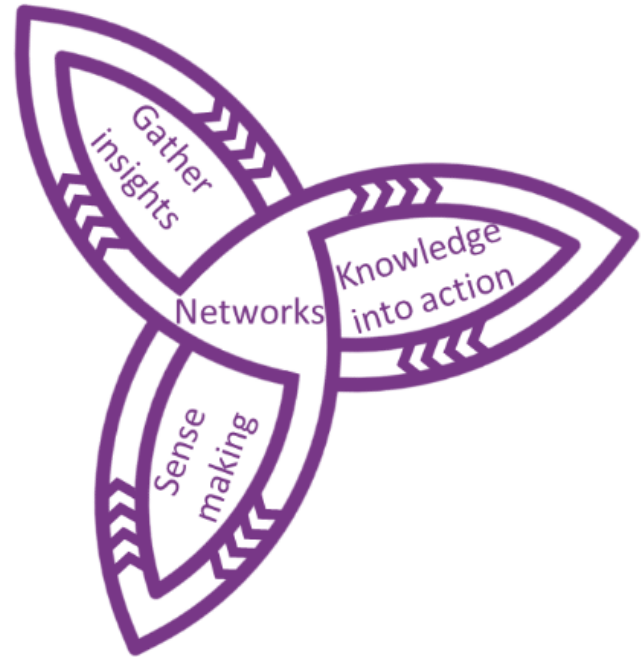
Helped us think through the whole  
system action needed

# Scottish Approach to Change Learning Community

**Clare Hammond, Unit Head Transformational Change – Systems, Healthcare Improvement Scotland**

# What is a learning system?

A learning system enables a group of people to come together to share and learn about a particular topic, to build knowledge and accelerate improved outcomes. It connects and influences people and develops their understanding.





# Scottish Approach to Change learning community

## Our aim

- Learning
- Sharing
- Connection
- Collaboration
- Embedding the ethos



# Scottish Approach to Change learning community

Who is the learning community for?



image: Flaticon.com

# Scottish Approach to Change learning community



image: Flaticon.com

**Events and  
webinars**



**Case studies  
and resources**



image: Flaticon.com

**Online  
space**

# Your feedback

**MS Teams polls**

**Learning Community registration**

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

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

# Closing Remarks

**Dr John Harden**, National Clinical Lead for Quality and Safety, Scottish Government

**Clare Morrison**, Director of Engagement and Change, Healthcare Improvement Scotland

# Thank you!

If you would like to contact the team, please email [his.satc@nhs.scot](mailto:his.satc@nhs.scot)