

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

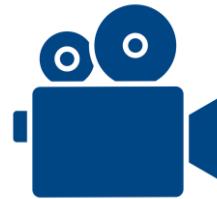
- 13.00 Welcome and housekeeping
- 13.10 What is the Scottish Approach to Change
- 13.30 The fundamentals of the Scottish Approach to Change
- 14.00 Opportunity for questions and discussion
- 14.20 Using the Scottish Approach to Change – hearing from local areas
- 14.50 Opportunity for questions and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

Housekeeping



Support

his.satc@nhs.scot



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

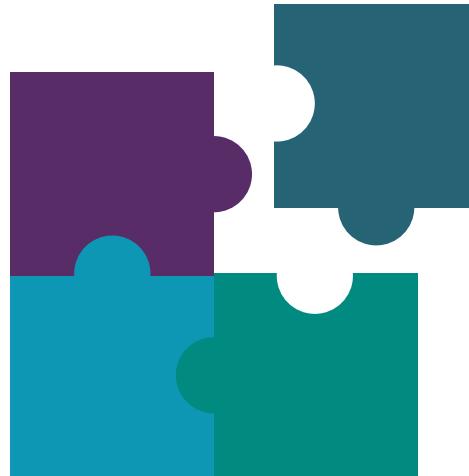
What is the Scottish Approach to Change

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>

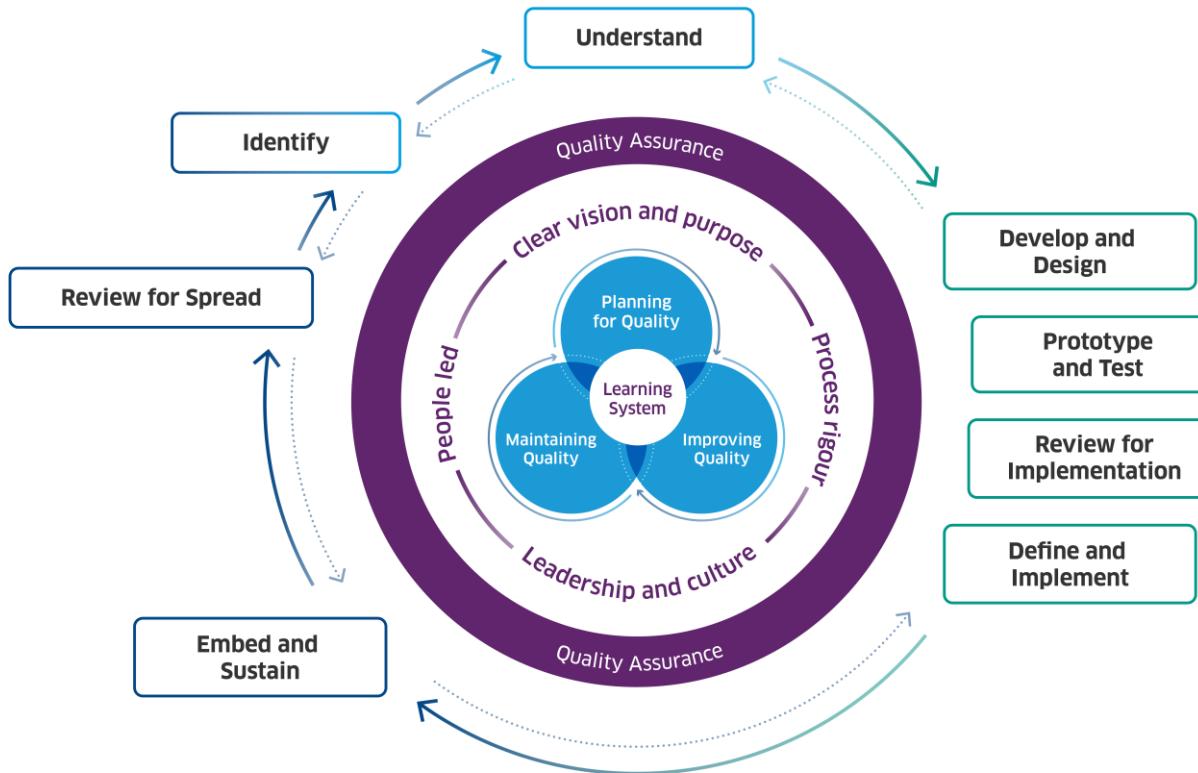
The fundamentals of the Scottish Approach to Change

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



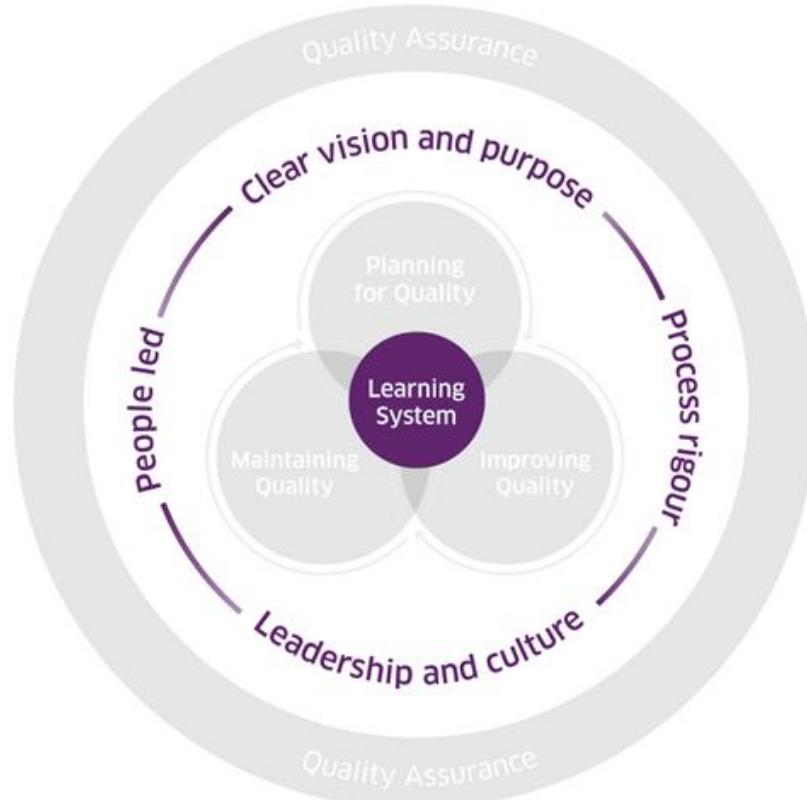
Building the Scottish Approach to Change: Evidence Base

Diverse improvement priorities

Adaptability, spread and sustainability

Capacity, capability and culture

The Enablers of Quality and Change



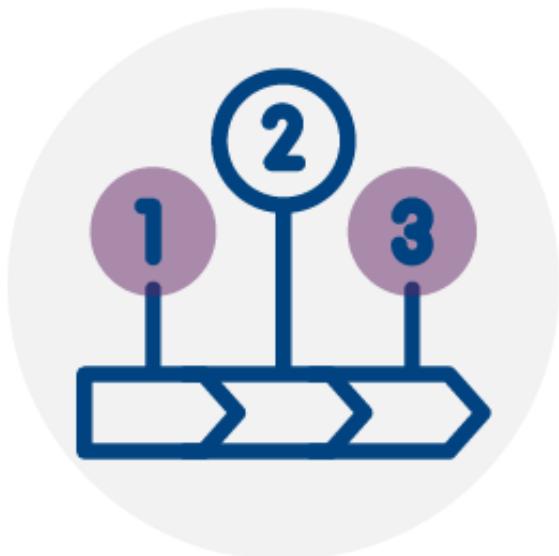
Clear Vision and Purpose



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.

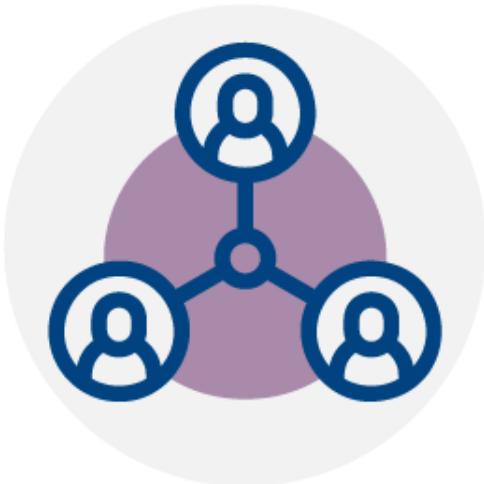
Leadership and culture



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.

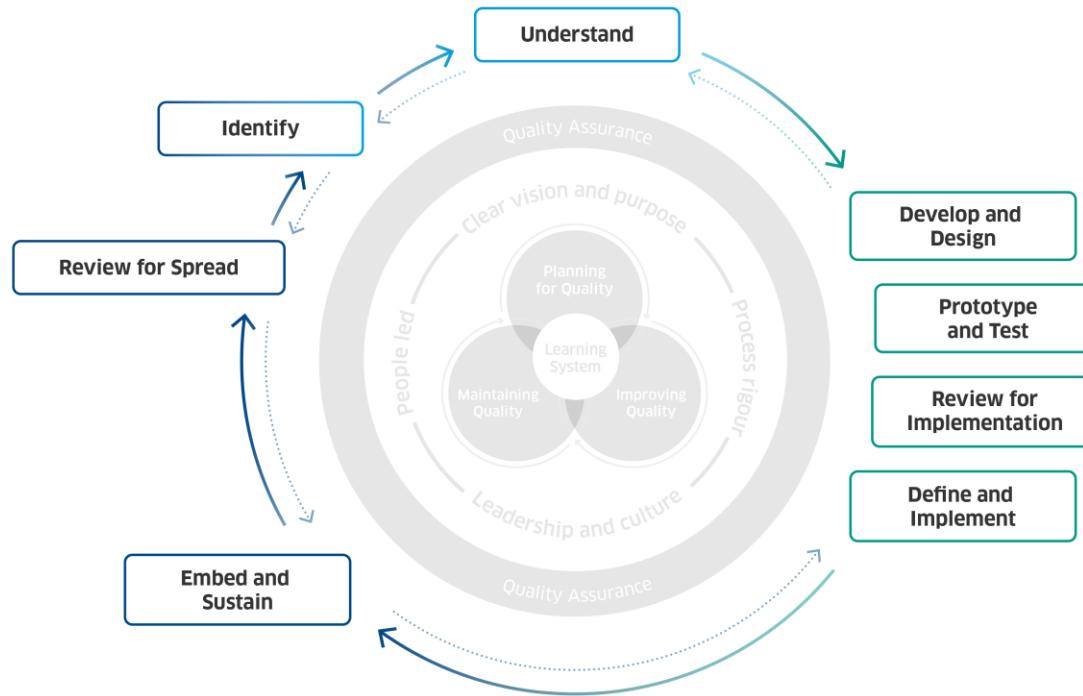
Quality Assurance – Are you meeting the required standards?



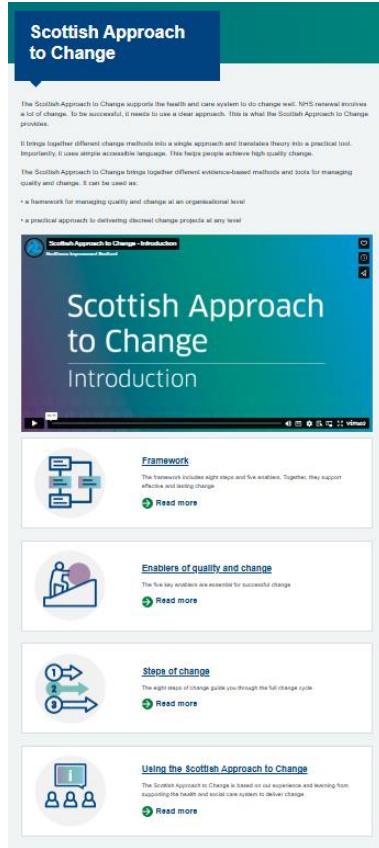
Assuring Quality

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



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. It is 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 checked change projects at any level

Scottish Approach to Change - Introduction
Healthcare Improvement Scotland

Scottish Approach to Change

Introduction

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

Enablers of quality and change
The five key evidence 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 supporting 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 in 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, guidance, templates, and improvement frameworks, our full library will be made available early **October 2025**.

[Jump to section](#)

Step of change: Identify

Strategic gap analysis	Three horizons	Comment cards
A tool that helps you find where to make a change or 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 put their thoughts and feedback. Learn more

Step of change: Understand

Journey mapping	Mapping your system	Last 10 pellets
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 TURAS Learn tool to help you identify a solution in journey times using patient information. Learn more

Step of change: Develop and design

Driver diagrams	Options appraisal	How might we elements
A driver diagram tool that helps to show you the plan for reaching an improvement goal. Learn more	Guidelines that help you to evaluate options. It helps you through each stage of a proposed process. Learn more	A tool that helps turn insights into opportunities for design and outcome evolution. Learn more

Step of change: Prototype and test

Plan do, study, act (PDSA)	Lessons learned logs	Me generation
A TURAS Learn PDSA tool that helps to test an idea by making a change and assessing its impact. Learn more	A lessons learned log captures knowledge about what has worked and what could have gone differently. Learn more	An idea generation technique can help to explore and test solutions, and identify opportunities for design evolution. Learn more

Step of change: Review for implementation

After action review	8 Holes
A tool that helps people review what happened, correct unanticipated outcomes, and identify what could be done differently. Learn more	A technique that improves decision making by encouraging participants to explore a problem or a problem from multiple perspectives. Learn more

<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

19th 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...

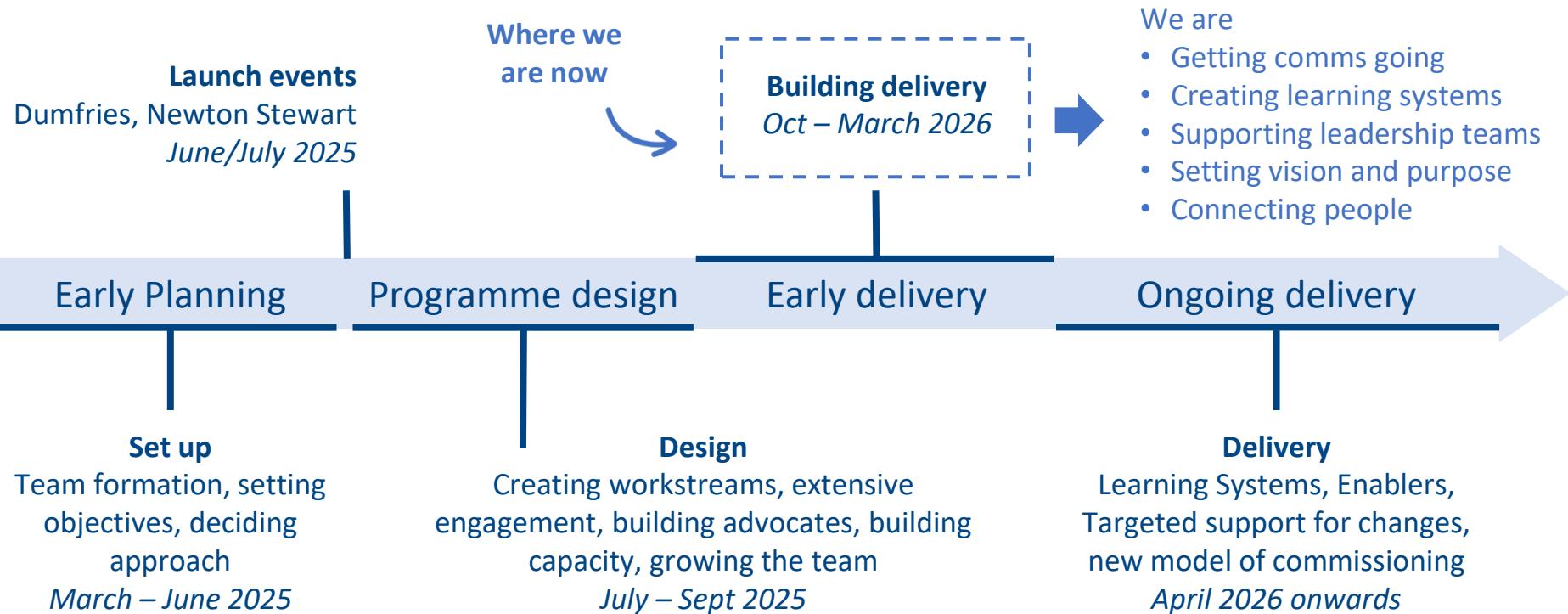


Rethinking Unscheduled Care



Social Care Vision

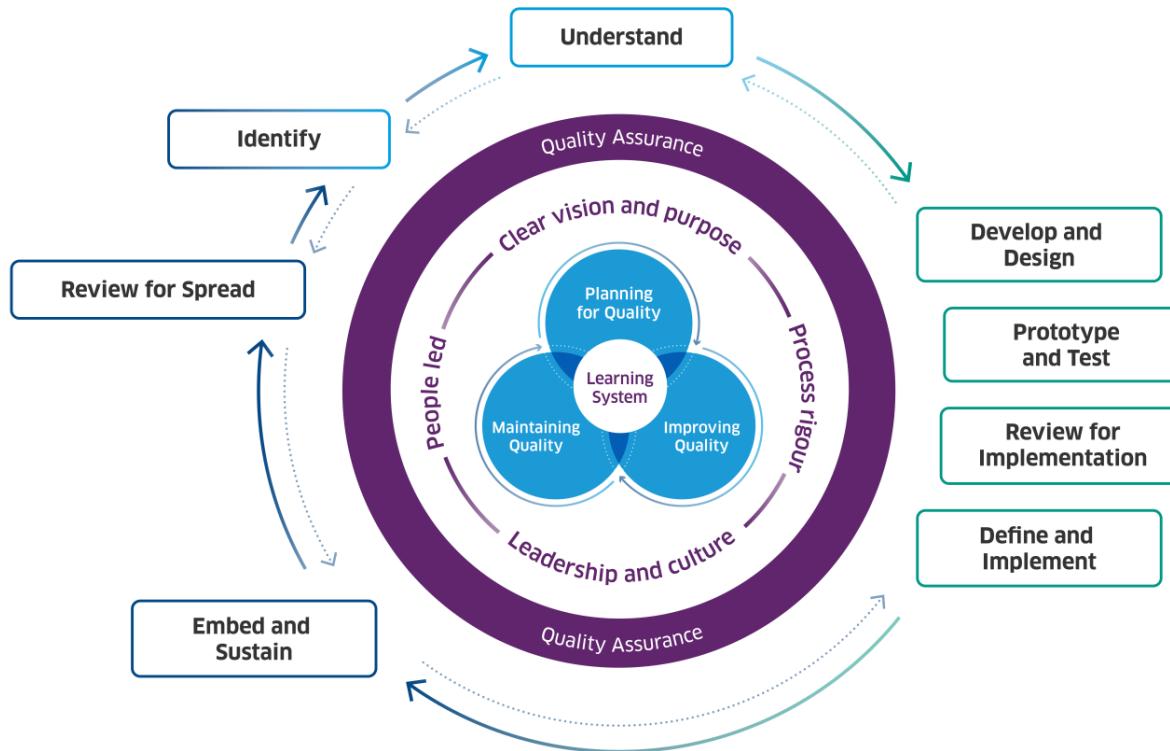
The Delivering Change Programme timeline...





How are we using the Scottish Approach to Change?

The Scottish Approach to Change



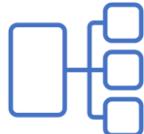
Scottish Approach to Change in Dumfries and Galloway



Dumfries and Galloway as a Pathfinder Site



Support from Healthcare Improvement Scotland



Development of 3 Workstreams



Identification of 6 Enablers

DELIVERING
CHANGE



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

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

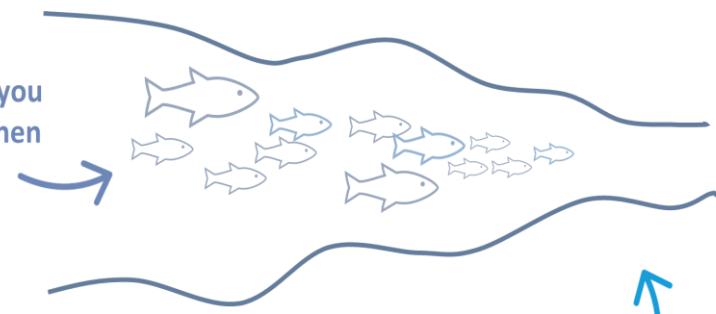
The evidence

- 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

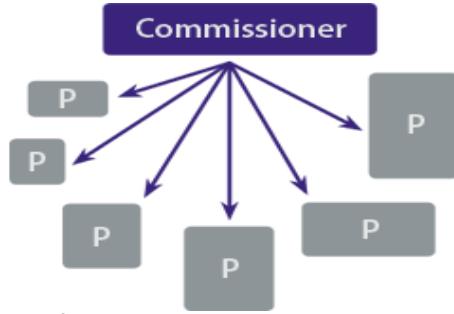
What activities you do and when



Your direction, strategy and overall plan

Alliance contract comparison

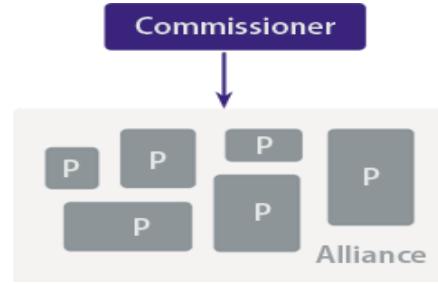
Traditional Contract



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

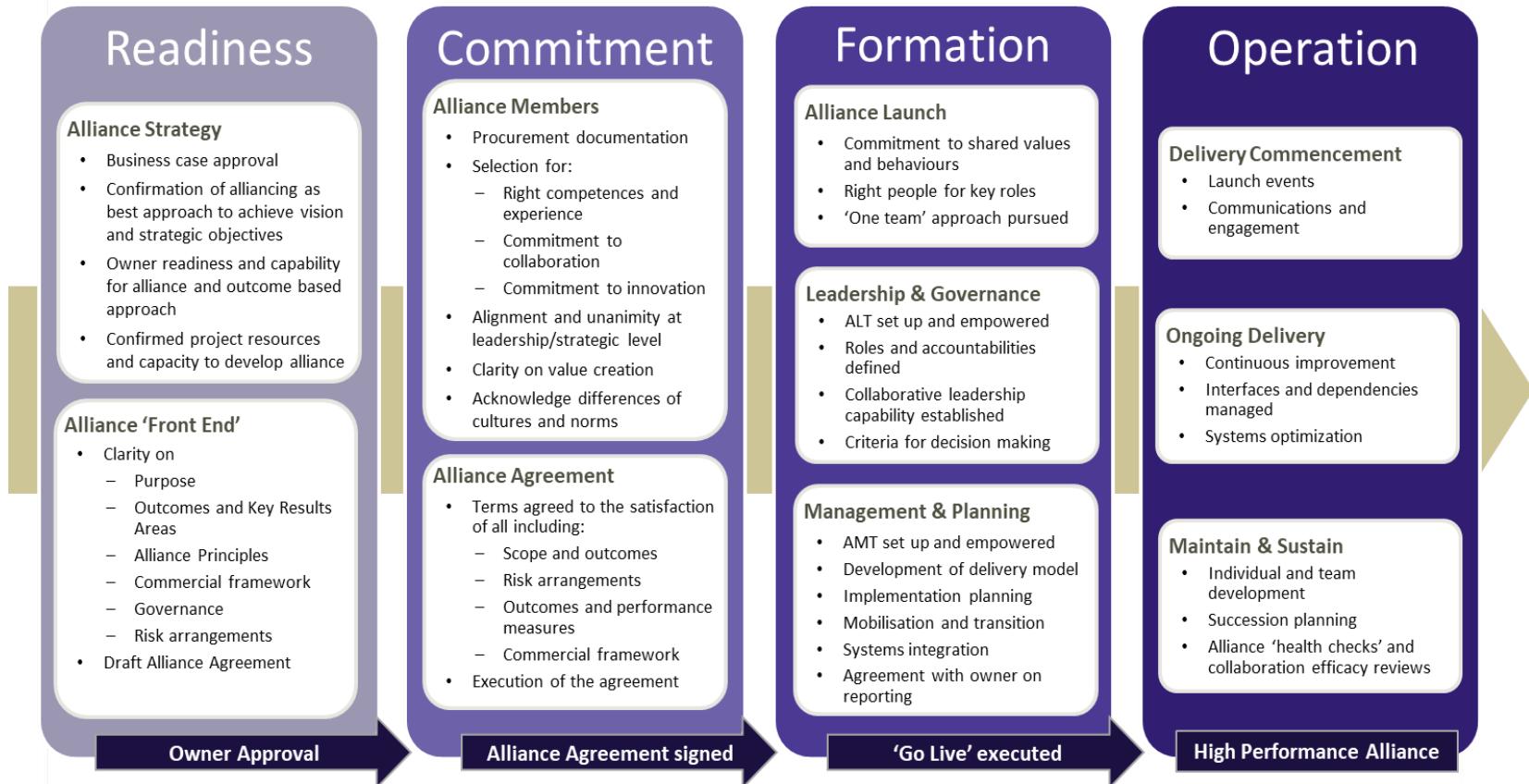
Alliance Contract

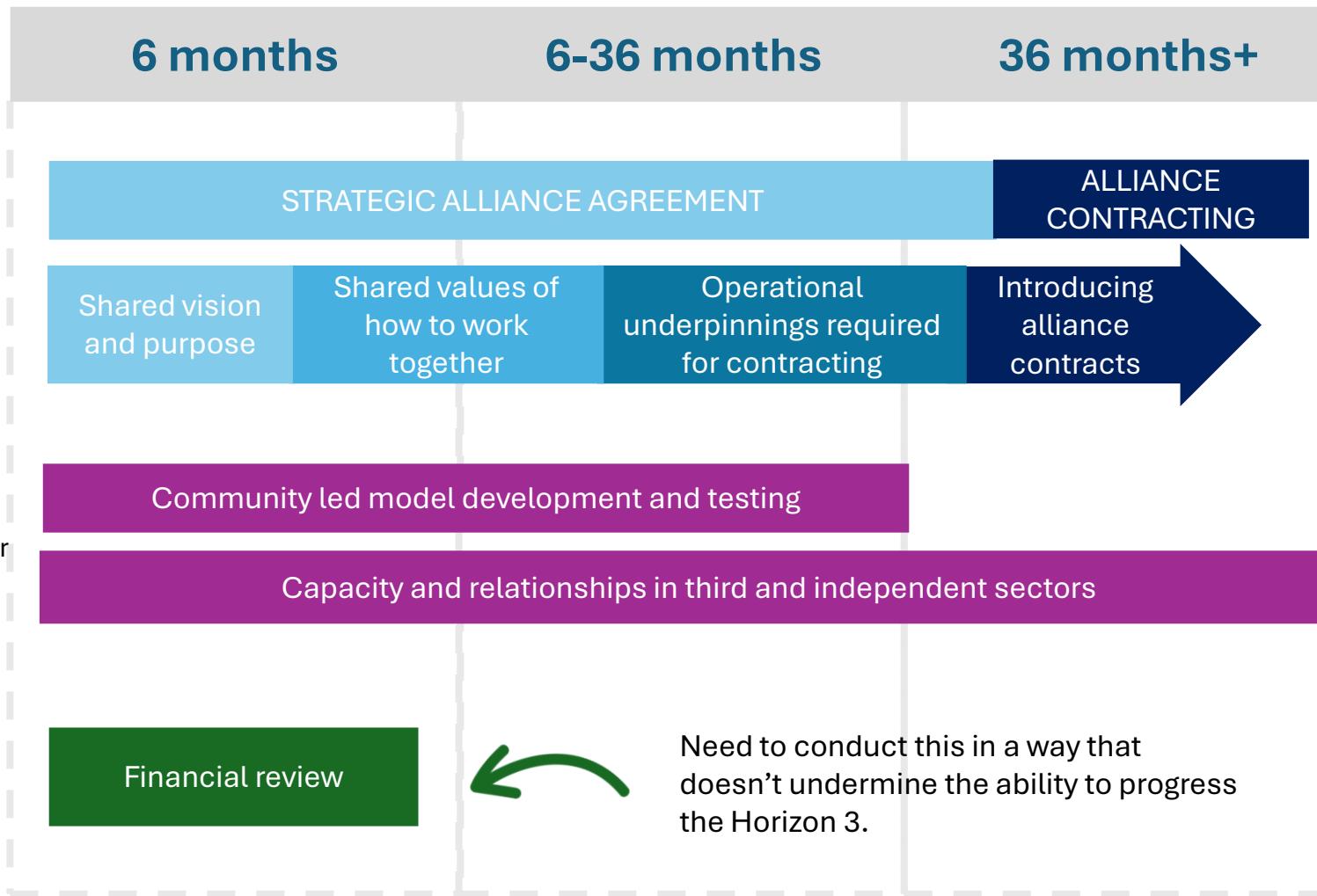


One contract, one performance framework

- 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







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

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



VALUE BASED
HEALTH & CARE



A new paradigm in healthcare.

So how do we go about this transformational change?

Value Based Health and Care

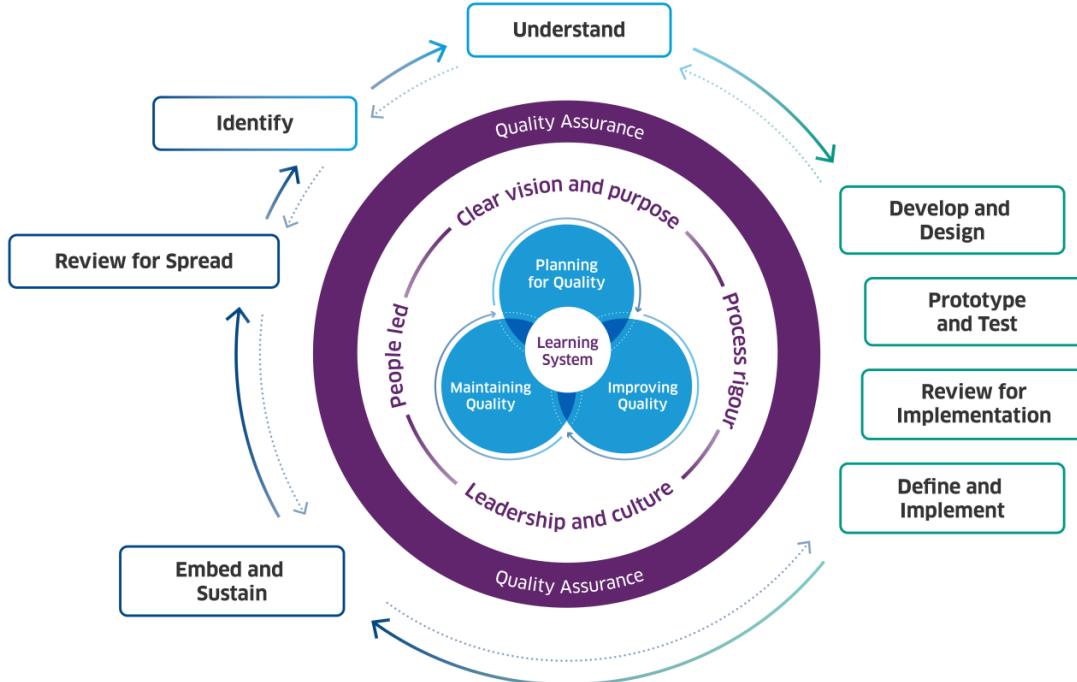
By 2028, NHS Forth Valley aims to ensure that all health and care professionals are equipped to provide Value Based Health and Care, enhancing outcomes and promoting more sustainable service delivery.



Value Based Health and Care Collaborative

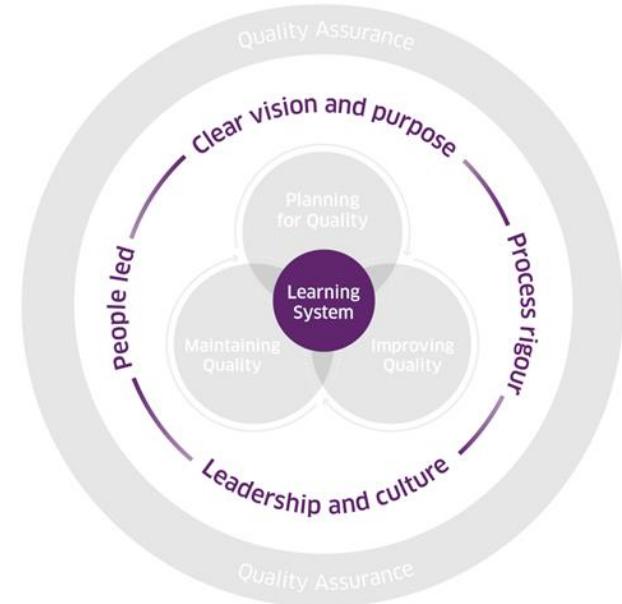
Develop skills, encourage innovation, and drive measurable improvements

How we are using the Scottish Approach to Change



The Enablers of Quality and Change

- 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

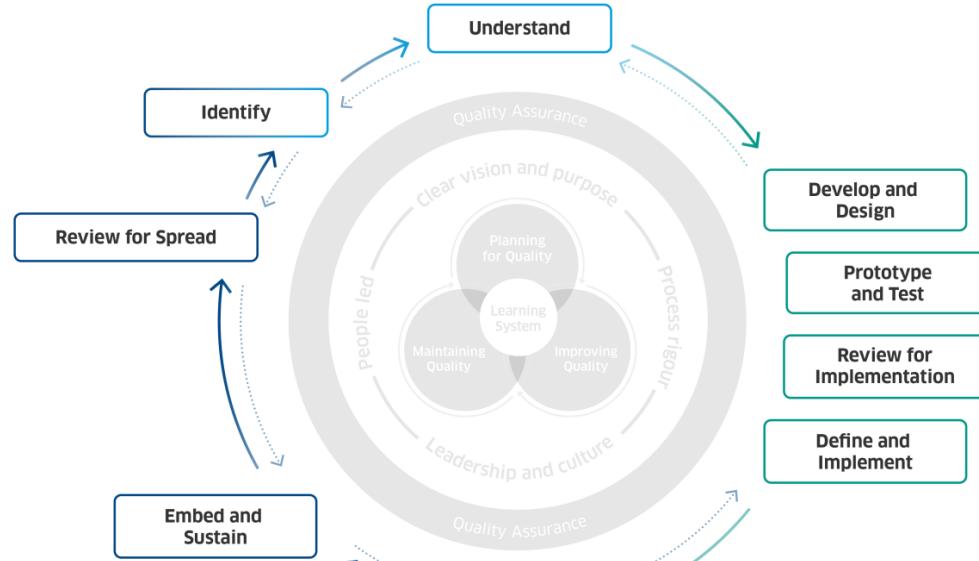


The Steps of Change

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

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

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

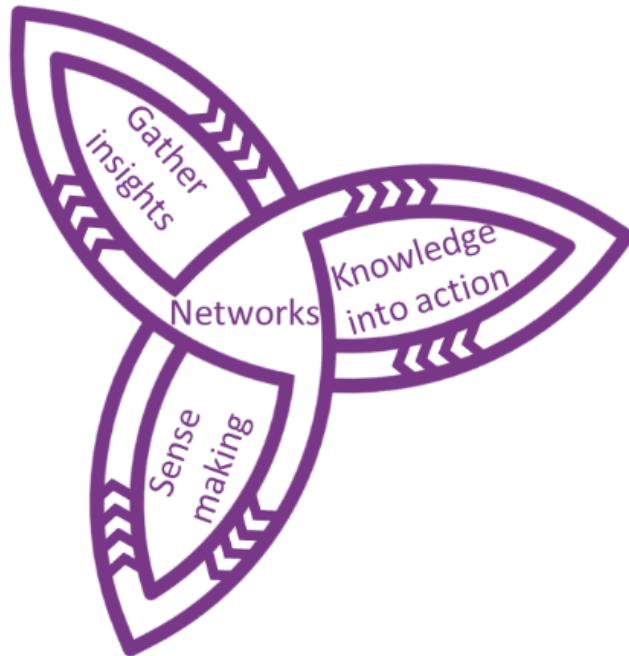
Helped us think through the whole
system action needed

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?

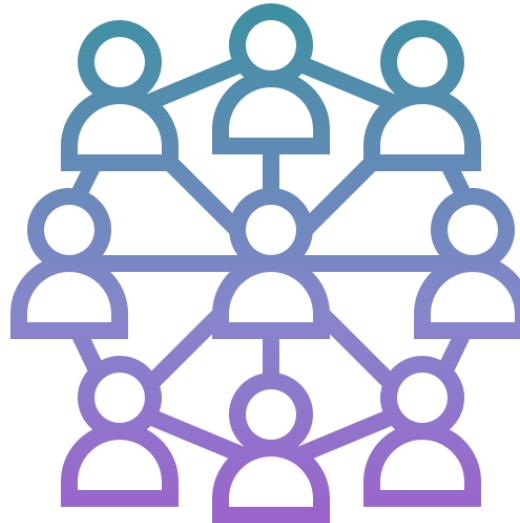


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Scottish Approach to Change learning community



image: Flaticon.com

**Events and
webinars**



**Case studies
and resources**

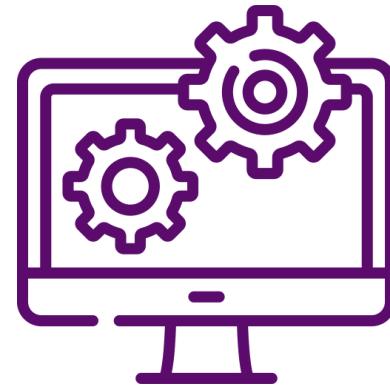


image: Flaticon.com

**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