

# Scottish Approach to Change Launch Webinar

## 19 January 2026

During the Scottish Approach to Change Launch Webinar, a number of questions were raised that we didn't have time to answer during the session. This document summarises the themes of all the questions raised during the webinar, along with answers.

The questions that were asked have been grouped into the following themes to enable them to be answered more concisely:

1. a single approach to change, developed collaboratively
2. what will be available to support the use of the Scottish Approach to Change
3. things that impact change and how they are considered within the Scottish Approach to Change
4. feedback and impact of using the Scottish Approach to Change

### 1. A single approach to change, developed collaboratively

*Questions asked (these are answered in totality below)*

- ***How have we collaborated with current change management education across Scotland, and will they be adopting Scottish Approach to Change?***
- ***How will it align with the broader Public Sector Reform Strategy?***
- ***How are human factors and ergonomic capacity and capability considered?***
- ***Will the Scottish Approach to Change replace existing change approaches, like the quality improvement journey, community development approaches, project management, Scottish Approach to Service Design?***
- ***The evidence base used to build the Scottish Approach to Change.***

The Scottish Approach to Change has been developed in collaboration with a wide range of stakeholders across public, third, independent and academic sector involved in change in health and social care. This has included a range of one-to-one collaboration, the development of an External Reference Group, review of available [evidence](#), a [Symposium](#) drawing on academics and practitioners. Scottish Government has been discussing with us how the Scottish Approach to Change could be applied to wider public sector reform, beyond health and social care.

The Scottish Approach to Change draws together existing methods like Quality Management, Quality Improvement Journey, Scottish Approach to Service Design, Good Practice Framework for Strategic Planning, Engagement Practice, and Project Management and uses these to create a single approach to change. Within the Scottish Approach to Change steps and enablers you will see things like the quality improvement journey, the quality management system, the double diamond, strategic

planning cycle, engagement standards, and project management expressed in a single accessible, jargon-free language.

The Scottish Approach to Change advocates for bringing together [multiple disciplines to work together](#) in change. While everyone can use the Scottish Approach to Change, it can be helpful to have people with experience in the various change professions quality improvement, engagement, strategic planning, service design, organisational development and commissioning. It is also helpful to draw on other important technical skills such as data analysis, project management, user research, desk research and digital/innovation. We hope that, in this way, the Scottish Approach to Change conveys the importance of multidisciplinary skills, rather than reducing the role that change professionals play in change.

We are continually looking at ways to include other relevant materials – including organisational development and following these questions will consider how we include human factors and ergonomic capacity and capability, and community development.

We are always looking at how we can bring together other methods and approaches to continue to build a single approach to change. Please feel free to [get in touch](#) if you would like to find out how to build in your priority areas.

## 2. Support available to use Scottish Approach to Change

*Questions asked (these are answered in totality below):*

- ***What support is available to help teams use the Scottish Approach to Change?***
- ***What existing education and training will be updated or new material made available regarding the Scottish Approach to Change?***

We want to make the Scottish Approach to Change accessible at different levels of knowledge and skills from those who need a basic awareness, through to practitioners, through to those leading complex change.

As such, we have taken whole system approach to learning and spread including engaging directly with leaders (such as Chief Executives and Chief Officers) and people within practitioner communities of practice (for example engagement practice, [quality improvement](#), [service design](#), [strategic planning](#), and [organisational development](#)).

We are integrating the Scottish Approach to Change within existing development support and education regarding strategic planning, service design, engagement practice and quality improvement. This includes the various communities of practice available for these four professions, as well as any future education and training available for these professions. This enables these professions to play their role in change effectively, as part of multi-disciplinary teams using their unique world view and set of tools, while using the Scottish Approach to Change as the overall approach they use.

We are currently looking at what education and training we can develop to support the Scottish Approach to Change. Until then you can find support on the various methods included in the Scottish Approach to Change on our [education and training page](#). Any formal education and training developed in the future would be available through TURAS.

We have other things in place to support your use of the Scottish Approach to Change:

- **our [digital resource](#)** – we are continually developing our digital resource to make it easier to find the information and tools you need, quickly and easily
- **our learning community** – [join](#) our learning community to receive information, advice and peer support on using the Scottish Approach to Change
- **direct support from Healthcare Improvement Scotland** – we are providing support for NHS boards and health and social care partnerships who are looking to embed the Scottish Approach to Change. We have a small team, so support is based on availability of our team

### 3. Things that affect change

Questions asked (these are answered individually):

- ***How does the Scottish Approach to Change consider ripple effect of change in one service affect others?***

The Scottish Approach to Change talks about the importance of thinking across your system in order to design changes that work for your whole system, and not at the expense of another part of the system. You can find out more about system thinking [here](#).

- ***What is being done to understand how the inefficient current working practices have become established so that we might avoid similar inefficiencies and poor service provision in the future?***

[Learning](#) is one of the five Enablers of Quality and Change and our Learning Community is a key place for issues like this to be explored, captured and used to inform future change. You can also read more about what the evidence says has led to the current challenges we see around change [here](#). We have used these findings to underpin the design of the Scottish Approach to Change.

- ***What does the Scottish Approach to Change say on how to encourage unwilling people to take up change in working habits to support overall improvement, given that change can often be hindered by single individuals?***

How we involve teams and staff in change is critical in successful change. We are undertaking further research and development work to articulate practical guidance around this area. This should be available later in 2026.

- ***What does the Scottish Approach to Change say on the use of data in improvement programmes?***
- ***What does the Scottish Approach to Change say about the quantitative evaluation and validation methods for example KPIs so that we can take a consistent and fit-for-purpose approach to having these contribute to effective change and not detract from it?***

[Measurement, monitoring and evaluation](#) in change fits within the Process Rigour enabler in the Scottish Approach to Change. We would expect all use of data to comply with legislative requirements. Organisations will have their own data protection policies and agreements in place to

allow for the sharing and use of data. If policies and agreements are hindering change, it can be helpful to explore what in them is a legal requirement, and what could be changed in the convention or interpretation of the legislation to support change. Using the [Red Rules Blue Rules](#) tool can help you to sort through the legal requirements from the conventions we often put in place in our interpretation or risk management around legislation.

- ***What does the Scottish Approach to Change say on how it envisions diverse public will be acting as co-producers of change?***

[People-led](#) is one of the five Enablers of Quality and Change. We are currently undertaking further research and development work to bring together the various existing guidance, standards, and approaches to involving people in change so that everyone can go to one place and be assured they are getting information that covers everything. This should be available later in 2026.

- ***What does the Scottish Approach to Change say about using it to develop and implement new policies?***

The Scottish Government have set out that the Scottish Approach to Change is the method for how you do change. The steps and enablers provide a useful framework for identifying, designing, testing and implementation changes to policies nationally and locally. Policies are one of the many levers available and should be considered alongside a wide range of other levers during your steps of change.

- ***Also under this theme, the Scottish Centre for Simulation and NHS Forth Valley offered to explore how they are using transformative simulation to help create a shared vision across a whole system. Julie Mardon can be contacted on [julie.mardon@nhs.scot](mailto:julie.mardon@nhs.scot)***

## Working in partnership with the third sector

*Question asked:*

- ***How can the third sector confidently become part of the change capacity drawn on to work together on change? What role does Alliance Contracting have in this?***

Capacity and confidence across the public, third, and independent sector on how to effectively work together on change is vital and it is worth reading the section in the Scottish Approach to Change on [Ethical Commissioning](#). The reports referenced in this section provide good insight into what is required for genuine collaborative practice. It is worth discussing the content of this report with your local commissioner to understand how all parties can build the required capacity and confidence.

An Alliance Contract is one of a spectrum of models which supports more collaborative and flexible commission and procurement practice. We are developing a range of publications and learning events within the Strategic Planning Community of Practice over 2026 related to Community-Led

Models, including how to make use of Alliance Contracting in their implementation. [Join the Strategic Planning Community of Practice](#) to find out more.

Diverse improvement priorities was one of the three recognised challenges to undertaking change in [the literature we reviewed](#). Too many (often competing) priorities leads to people feeling confused, frustrated with change fatigue increasing. A rigorous and structured approach is needed to prioritise priorities to create a unifying [clear vision and purpose](#) that is backed by the right leaders and understood by all. This means change energy to be focused to create more action. Our learning from the local Scottish Approach to Change pathfinders demonstrates the importance of bringing together diverse stakeholders and priorities to create a clear way to bring energy together.

## Feedback and impact of using the Scottish Approach to Change

*Questions asked (these are answered individually):*

- ***What did change look like before and after using the Scottish Approach to Change in Dumfries and Galloway?***

Those presenting from Dumfries and Galloway in the webinar described that local change often felt sporadic and working in silos. It felt it wasn't working as well as it could. It felt like if the impact of the change wasn't felt quick enough then we would move onto the next thing, rather than giving it enough time to plan and implement well. It felt like it wasn't joined up and didn't have a clear vision and purpose. This contributed to a lot of change fatigue. Using Scottish Approach to Change has focused on seeking to bring people together across silos to work on change driven by a clear vision and purpose, and with a commitment to invest in change in the long term by investing in the enablers.

- ***How has the approach been received by staff and people experiencing care?***

Below are some quotes and feedback on the Scottish Approach to Change, collected over the launch and testing of the Scottish Approach to Change.

*"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."*

*I look forward to future discussions with you both and to hatching some plans for some future*

*"It gives us the resource, drive and emphasis for change"*

*"Clear, coherent and practical pathway"*

*"An eye opener of how change needs to be approached"*

*"Wow this is just music to my ears! Makes all the hard work and persistence that many of us have been banging the drum about for many years all worthwhile".*

*"Energising to learn together"*

*“Inspiring and refreshing”*

## A note on other questions asked during the webinar

Some questions asked during the webinar related to Scottish Government policy and their role in supporting the Scottish Approach to Change. These questions will be answered following the appointment of the new Scottish Government.

Healthcare Improvement Scotland

May 2026