

Scottish Approach to Change: Preliminary Scoping

Evidence Summary

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Contents

Contents 1

Background 2

Approach 2

Results 3

Recommendations 6

Background

The Healthcare Improvement Scotland Evidence and Evaluation for Improvement Team (EEvIT) were asked for advice on how to approach scoping a potential evidence review in the broad topic area to inform the development of the Scottish Approach to Change.

Some of the broad topics being explored include:

- Why is change needed?
- How do you get paradigm shift thinking into the system?
- What is the role of incremental frontline change?
- Why change does and doesn't work?

The team is seeking input on evidence to inform stakeholder discussion and development of an intelligent recommender system for a library of change resources.

Approach

Given the breadth of the topic, EEvIT recommended a pre-scoping review of websites of key organisations known to carry out reputable work in this topic.

A short list of websites from the EEvIT improvement checklist were reviewed to identify sources of reports relevant to the broad topics above.

Additional recommendations relating to knowledge mobilisation techniques which can be used to develop and refine concepts for potential search have been recommended.

Results

THIS Institute (The Healthcare Improvement Institute, University of Cambridge and the Health Foundation)

THIS publishes the Elements of Improving Quality and Safety in Healthcare open access series. Each element explores the thinking behind an improvement approach, examines the evidence, discusses gaps and challenges. The series includes elements on Spread, Scale-up and Sustainability, Governance and Leadership, Making Culture Change Happen, Design Creativity and Implementation Science. All (and more) can be accessed from: <https://www.thisinstitute.cam.ac.uk/elements/>

THIS has a number of research programmes which may potentially be of interest:

Developing a framework for designing large-scale complex change programmes in health: [Developing a framework for designing large-scale complex change programmes in health - THIS Institute - The Healthcare Improvement Studies Institute](#)

The first stage of this programme is a literature review which is likely to be relevant for SATC:

We will carry out a literature review – a summary and analysis of existing research – to scope and pull out principles from major sources of guidance and learning on how effective complex national change programmes in healthcare should be designed. We will develop version one of the framework from this review. Contact: Rosie Lindsay, <https://www.thisinstitute.cam.ac.uk/about/people/dr-rosie-lindsay/>

Improving Access to Primary Care: [Improving access to primary care - THIS Institute - The Healthcare Improvement Studies Institute](#)

The [candidacy framework](#) was developed to provide a holistic perspective on access to care by analysing how people identify themselves as candidates for healthcare. The framework is characterised by seven features: identification of candidacy, navigation, permeability of services, appearances at health services, adjudications, offers and resistance, and operating conditions.

The project will draw on the candidacy framework to inform a deeper exploration of the issues relating to access to general practice care, and how policymakers might best address these issues. It will involve developing a ‘CandidacyGP+’ framework, tailored for general practice.

What good looks like in small-scale surgical improvement efforts – developing a quality framework: [What good looks like in small-scale surgical improvement efforts – developing a quality framework - THIS Institute - The Healthcare Improvement Studies Institute](#)

Associated journal article: <https://www.thisinstitute.cam.ac.uk/research/outputs/three-observations-for-improving-efforts-in-surgical-improvement/>

Communicating evidence to NHS boards: [Communicating evidence to NHS boards - THIS Institute - The Healthcare Improvement Studies Institute](#)

Replicating and scaling a successful maternity improvement programme: [Replicating and scaling a successful maternity safety improvement programme - THIS Institute - The Healthcare Improvement Studies Institute](#)

The Health Foundation

The Health Foundation has a focus on building evidence and mobilising knowledge for policy and practice and to promote improvements and spread innovation.

Their website resource library section “Insights, analysis & data” is most useful for this query. It can be browsed by topic. Potentially relevant topics include:

- NHS reform
- efficiency and productivity
- integrated care
- innovation and new approaches to care
- quality improvement
- leadership and management

It can be useful to filter by evidence scan (older name) and research report or report (newer names) to narrow the results within a topic area to research.

The Health Foundation evidence/research includes work relevant to the subtopics of higher-level paradigm shift or systems level change and to front line, incremental improvement.

There are also examples of work which attempt to link the impact of change across system levels. For example:

<https://www.health.org.uk/reports-and-analysis/analysis/how-improvement-can-help-nhs-productivity>

Some potential resources which may be useful to review are:

Developing learning health systems in the UK: Priorities for action (2022) [Developing learning health systems in the UK: Priorities for action | The Health Foundation](#)

Against the odds: Successfully scaling innovation in the NHS (2018) [Against the odds: Successfully scaling innovation in the NHS | The Health Foundation](#)

The spread challenge: How to support the successful uptake of innovations and improvements in health care (2018) [The spread challenge | The Health Foundation](#)

Context for successful quality Improvement (2015) [Context for successful quality improvement | The Health Foundation](#)

What’s getting in the way? Barriers to improvement in the NHS (2015) [What’s getting in the way? Barriers to improvement in the NHS | The Health Foundation](#)

Spreading improvement ideas: Tips from empirical research (2014) [Spreading improvement ideas: Tips from empirical research | The Health Foundation](#)

Cross sector working to support large-scale change (2012) [Cross sector working to support large-scale change | The Health Foundation](#)

Notes that some of the older research is still maintained in publication on the website. This could potentially be useful if there was a desire to track the consistency of key messages/recommendations over time.

Institute for Healthcare Improvement

American organisation with international reach and international examples of application. Policy and theoretical leadership.

Useful to browse by topic. Topics include Whole System Quality (informs Quality Management Systems), Model for Improvement, Framework for Spread. The White Papers associated with these topics are foundational to many change approaches.

There are also searchable examples of case studies of the application of specific methods or tools. These are international.

The King's Fund

Search or browse resources in the “Insight and analysis” section. The Health and care services topic and article, report or long read filters are particularly useful for focusing the results to more research/evidence orientated material. They relate to the health and care services in England.

The King's Fund also has a library search function.

Examples of relevant topics:

Driving better health outcomes through integrated care systems: The role of district councils (2023): [Driving Better Health Outcomes Through Integrated Care Systems: The Role Of District Councils | The King's Fund](#)

How to make change happen in general practice (2022) [How To Make Change Happen In General Practice | The King's Fund](#)

Cochrane – People, Health Systems and Public Health Review Group

Reviews on Effective approaches to organisational change were previously carried out by the Cochrane Effective Practice and Organisation of Care Group. Their list of priority reviews is at <https://epoc.cochrane.org/about-us/scope-our-work/our-priority-reviews>. Many of these reviews are clinically focused, but the implementation grouping may be of note in terms of front-line

systems improvement. There are also a number of evidence reviews on service models. This group is now absorbed into the People, Health Systems and Public Health Review Group - <https://www.cochrane.org/about-us/our-global-community/thematic-groups/person-centred-care-health-systems-and-public-health>

NHS Horizons

A resource from NHS England for a model for spread and scale. Resources on spread, adoption, scale and systems convening.

Academic research units

The following academic research units may also be of interest.

REAL Research Unit, University of York, collaboration includes the Health Economics Research Unit at the University of Aberdeen and the Scottish Policy Research Exchange:

<https://www.health.org.uk/funding-and-fellowships/projects/york-research-unit>

Research underway about what high performing management capacity requires:

<https://www.york.ac.uk/business-society/about/news/2024/management-in-the-nhs/>

Edinburgh University, Usher Institute, Advanced Care Research Centre.

<https://edwebprofiles.ed.ac.uk/usher/advanced-care-research-centre/programme/research-overview>

Fraser of Allender Institute

<https://fraserofallender.org/research/>

Programmes on social care reform, Scottish health equity research unit, UK and Scottish budget analysis

Recommendations

Change and NHS Reform are broad topics. The information in this pre-scoping review can provide some background from leading organisations to inform prioritisation of topics for further investigation.

In addition, the EEvIT recommends a Before Action Review (BAR) to inform planning the next stage of the work. This is a structured process engaging with others who have relevant knowledge to develop thinking, predict challenges and inform planning. Information about the BAR is summarised [on this postcard](#) from NHS England. Members of the Quality Management System (QMS) programme might be particularly helpful to engage in a BAR around this topic to share their

learning from development of the QMS. Contacts from Acute/SPSP might be particularly helpful in terms of insight from frontline change and improvement. EEVIT can provide further guidance on the BAR process upon request if required.

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