

Population Health Organisation Maturity Matrix – the Scottish Approach to Change accompanying guide

This guide on using the Scottish Approach to Change is designed to accompany the Population Health Organisation Maturity Matrix (the PHO Maturity Matrix).

Key message

The PHO Maturity Matrix helps to identify and understand **WHAT** needs to change and **WHY** through its identified PHO components, development areas, and maturity levels and provides a framework for understanding if changes are having the desired impact (maintaining quality) of moving towards a PHO.

The Scottish Approach to Change provides an approach for **HOW** the identified areas for development might be further understood, designed, tested, implemented, and embedded and sustained, and potentially spread.

This document outlines:

1. [How to get started using the Scottish Approach to Change](#)
2. [How the PHO Maturity Matrix and the Scottish Approach to Change align](#)
3. [What the Scottish Approach to Change is](#)
4. [Where you can go to get support with the Scottish Approach to Change](#)

1. How to get started using the Scottish Approach to Change

The diagram below outlines some questions to consider in working out how to progress changes identified through your self-assessment against the PHO Maturity Matrix against each of the steps of change and enablers of quality and change. It is a starting point for teams to begin to use the Scottish Approach to Change.

How to get started using the Scottish Approach to Change

The Population Health Organisations (PHO) Maturity Matrix supports planning for quality by helping you to understand where you are currently on your journey to becoming a Population Health Organisation

PLANNING FOR QUALITY

IMPROVING QUALITY

MAINTAINING QUALITY



Identify

- What are your top priority areas for development based on your self-assessment using the PHO Maturity Matrix?
- How might you identify key partners (including local authorities, HSCPs, CPPs, and people and communities)?



Understand

- How might you use data, evidence, and feedback to further understand your identified area(s) for development?
- How might you engage with partners to understand the gap between current and desired state?



Develop and design

- How might you collaborate with partners to develop and design ideas for testing?
- How might you consider equality impacts in the design of changes?



Prototype and test

- How might you involve partners in prototyping and testing changes?
- How might you learn about what is and isn't working?
- How might you use the PHO Maturity Matrix to assess progress?



Review for implementation

- How might you involve partners in decision-making about which changes should be implemented?
- How might you use learning from testing to understand if a change idea will be fully implemented, adapted, or abandoned?



Define and implement

- How might you transition the change idea to business as usual?
- How might you collaborate with partners in the implementation of the change idea?



Embed and sustain

- How might you access resources (funding, workforce, infrastructure) to help ensure the change is sustained?
- How might you use the PHO Maturity Matrix to support ongoing monitoring of impact?



Review for spread

- How might you use the learning from implementation to assess if the change idea or the approach used can be spread to other contexts or if it needs to be adapted?



Vision and purpose

- How might you clearly communicate your vision to move towards a population health organisation?
- How might you ensure a consistent and collective focus on this vision and purpose?



Process rigour

- How might you ensure your governance structures support experimentation and learning as you move towards a population health organisation?
- How might you ensure there is a project plan in place with clear milestones and progress reporting focused on learning?



Leadership and culture

- How might you provide system leadership and collaborate with partners as you move towards a population health organisation?
- How might you promote a culture of shared decision-making and accountability?



People-led

- How might you gather and use insights and learning from lived experience and on-going feedback from people who need, use, deliver and support services?
- How might you ensure a focus on population need and equalities?



Learning system

- How might you use your governance and management spaces to collectively sense-make self-assessment data from the PHO Maturity Matrix?
- How might you use learning to continuously improve and adapt and spread effective approaches?

2. How the PHO Maturity Matrix and the Scottish Approach to Change align

The PHO Maturity Matrix enables organisations to assess their capabilities and their progress towards becoming a Population Health Organisation (PHO). As part of the assessment process, it is likely that organisations will identify areas for improvement or where change requires to be made.

The Scottish Approach to Change can support organisations in their journey towards becoming a PHO through providing a robust approach to making change happen.

The ethos set out within the Scottish Approach for Change's Enablers for Change is clearly reflected within the PHO Maturity Matrix with a strong recognition of a need for:

- A **clear vision and purpose** to move towards a population health model, which is shared across the NHS, local authorities, HSCPs, CPPs, and community groups.
- **Leadership and culture** which supports system leadership, collaboration, shared decision-making and accountability, learning, and improvement.
- A **people led** focus which places prevention, the needs of people and the population, a reduction in inequalities, and co-production at the heart of change and improvement.
- A **learning system** focused on learning from lived experience, on-going feedback, continuous improvement, and adaptation and spread of effective approaches.
- **Process rigour** in the use of evidence, intelligence, and data to inform decision-making (including allocation of resources) and measurement of outcomes.

3. What is the Scottish Approach to Change

Health and social care renewal and reform should be underpinned by a clear approach to achieve high-quality, effective, safe, and person-centred change. Scottish Government has commissioned Healthcare Improvement Scotland (HIS) to develop a Scottish Approach to Change to support the implementation of the Populational Health Framework and the Health and Social Care Service Renewal Framework.

1.1 The Scottish Approach to Change Framework

Change is hard. Health and social care organisations are facing an unprecedented volume and pace of change arising from NHS renewal, service challenges, and wider reform: many people feel overwhelmed. The number of methods and tools used for change is huge, and there is significant variation in the adoption of different change methods between health and social care organisations.

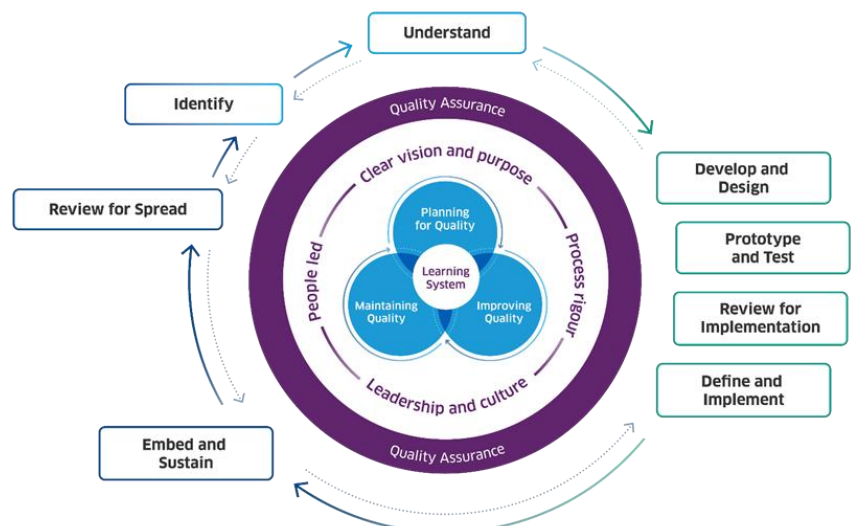
The Scottish Approach to Change helps make sense of this chaos by:

- Creating a clear pathway to support everyone to do change well.
- Bringing together siloed change methods into a single approach, showing how they can be used together. These include quality improvement, service design, engagement practice, strategic planning, and human learning systems.
- Translating theory into a practical, coherent, decision-support tool.
- Creating a universal language and a common approach to foster shared understanding of what is needed to achieve high quality change.

The Scottish Approach to Change can be used to:

- Manage discreet change projects by providing a practical approach that coherently brings together different change methods and tools, and
- Provide an organisational framework for managing quality and change based on aligning a vision, whole system thinking, empowering staff, and delivering high-quality, equitable services.

The Scottish Approach to Change includes eight steps and five enablers. Together, they create strong support for successful and lasting change.

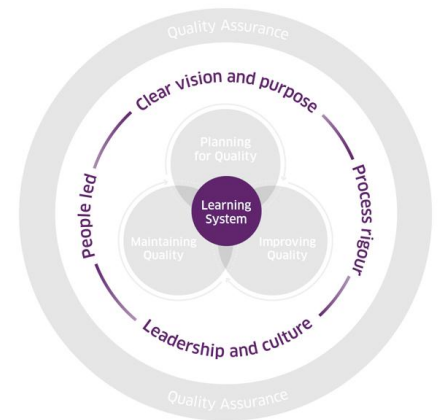


1.2 Enablers of Quality and Change

The [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.

The enablers of quality and change are:

- **Clear vision and purpose** – providing direction, motivation, and alignment.
- **Leadership and culture** – setting a vision, and inspiring and empowering others.
- **Learning system** – sharing learning and knowledge to support improvement and better outcomes.
- **People led** – meaningfully engaging and involving people to help meet their needs.
- **Process rigour** – going through a structured process to ensure high-quality outcomes.



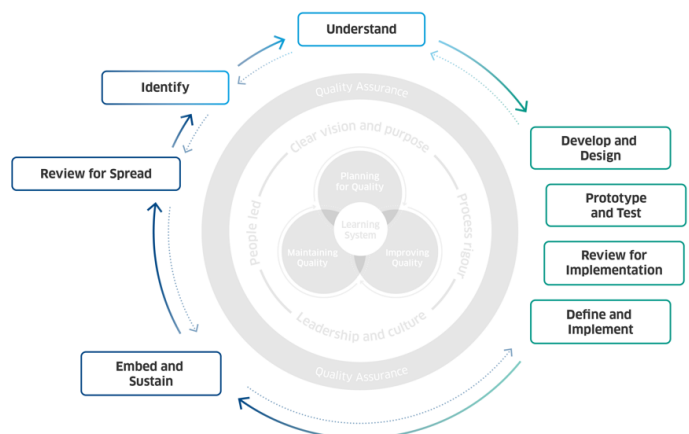
Successful change relies on having all five enablers in place. Evidence shows that without these enablers, change can:

- Face more systemic challenges and organisational barriers.
- Struggle to gain support and make progress.
- Be more challenging to sustain over time.

1.3 The Steps of Change

The eight [steps of change](#) provide a practical structured approach to achieving successful change:

- **Identify** – identifying challenges and opportunities through various sources of insight that can reveal opportunities for change.
- **Understand** – understanding the need for change and the context in which the change is happening so that the right solution and right approach are chosen.
- **Develop and design** – developing and designing options for change and collaborating with others to develop better solutions.
- **Prototype and test** – prototyping and testing what works and what does not work, enabling improvement and refinement of the change.
- **Review for implementation** – reviewing the impact of the change to decide if it will be fully implemented.
- **Define and implement** – implementing the change and clearly defining new systems and processes that need to be put in place.
- **Embed and sustain** – embedding and sustaining the change so that it becomes business and usual.



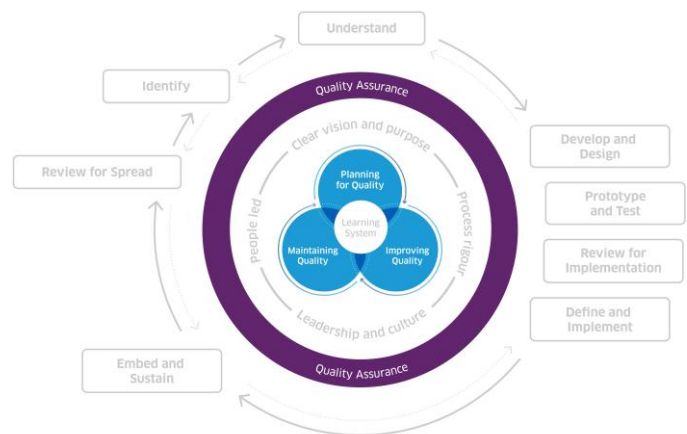
- **Review for spread** – reviewing whether the change is suitable for spread to other areas and what might be required to do this.

1.4 Quality Management

Having a [quality management system](#) in place supports delivery of high-quality care in health and social care organisations. The Scottish Approach to Change outlines how to use the HIS Quality Management System framework in change.

A whole organisation quality management system is a coordinated and interconnected approach to:

- **Planning for quality** – proactive planning and prioritisation of services and processes.
- **Improving quality** – a systematic and coordinated approach to making services or processes better.
- **Maintaining quality** – routine monitoring to assess and maintain performance.
- **Quality assurance** – internal and external processes to ensure services are operating effectively and providing quality care.



A quality management system should be applied across all levels of an organisation. It is aligned to strategy, underpinned by documented processes, procedures and responsibilities, and embedded in organisational culture.

4. Where can you go to get support with the Scottish Approach to Change

There are a number of things that can help you use the Scottish Approach to Change:

- **Our [digital resource](#)** – we are continually developing this 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.
- **Education and training** – 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](#).
- **Direct support from HIS** – we are providing support for NHS Boards and HSCPs who are looking to embed the Scottish Approach to Change. You can express an interest in receiving support by contacting his.satc@nhs.scot. We have a small team, so support is based on availability of our team.

