

“People make change”

Professor Jason Leitch
National Clinical Director

Scottish Government



@jasonleitch



Write down your job title on a piece of paper

In one sentence, write down what you do for a living





Aims:

To deliver the **highest quality healthcare** services to the people of Scotland

For NHSScotland to be recognised as **world-leading** in the quality of healthcare it provides

Strategic Direction of Change



**Improving
Population Health**





5.4 million people

£13 billion budget

14 NHS boards

8 NHS support boards

32 Local Government
Authorities

Integrated healthcare
delivery system

Universal coverage

Moving towards social care
integration



Digital Health
& Care Scotland

SCOTLAND'S DIGITAL HEALTH & CARE STRATEGY

ENABLING, CONNECTING & EMPOWERING



COSLA



70
YEARS
@nhs.scot.nhs.uk

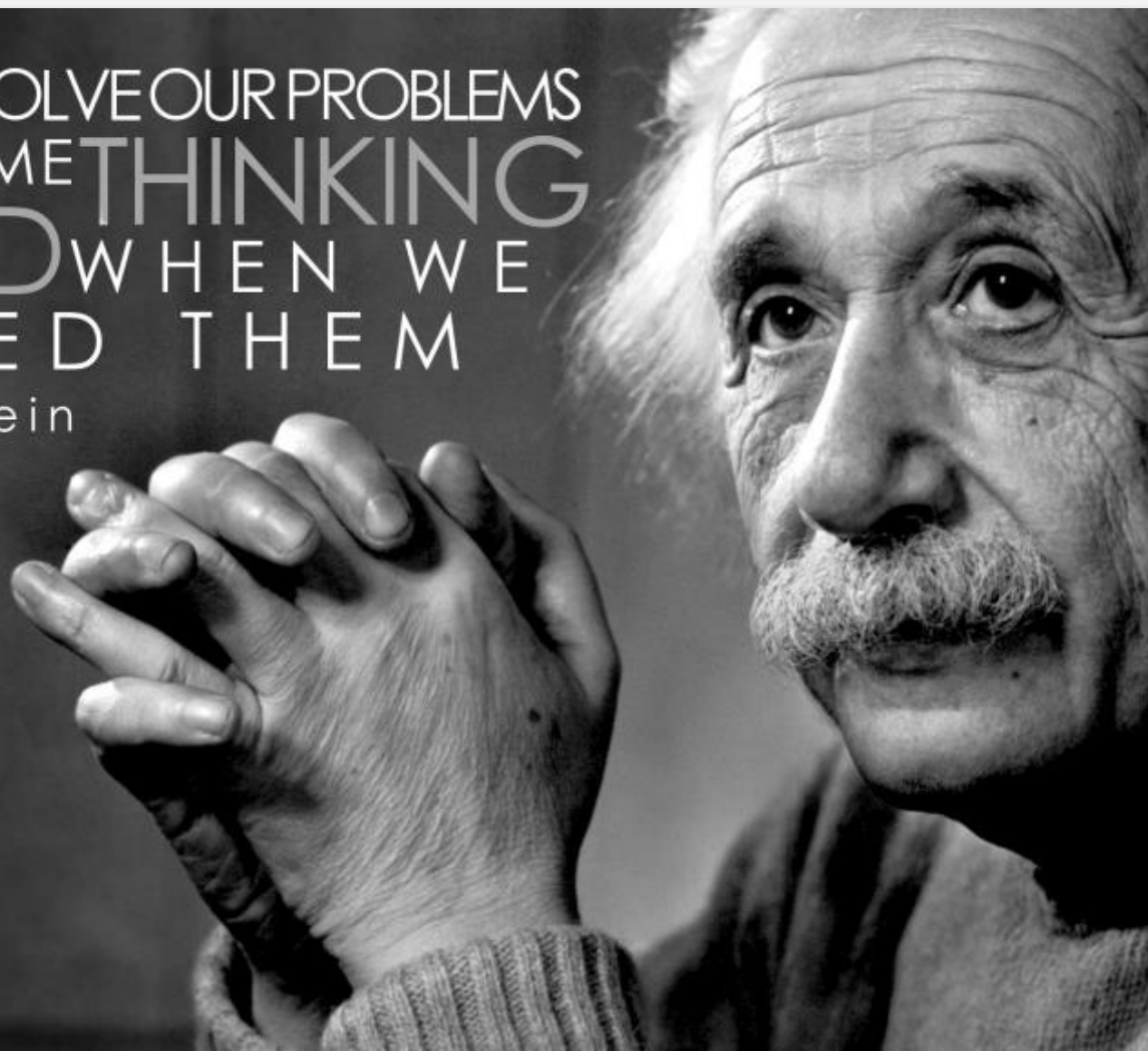


Healthier
Scotland
Scottish
Government

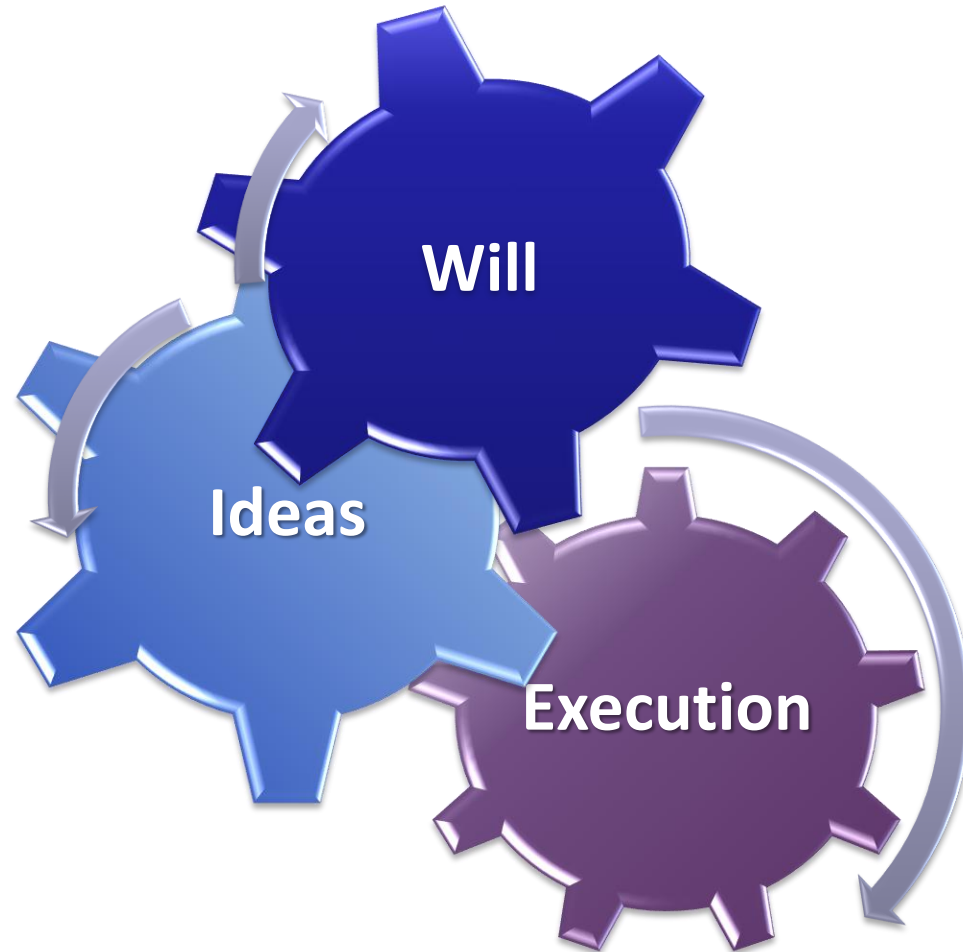


WE CANNOT SOLVE OUR PROBLEMS
WITH THE SAME THINKING
WE USED WHEN WE
CREATED THEM

-Albert Einstein



Implementing at scale.... can it be done?





“By what method?...
only the method
counts”

W Edwards Deming

The Typical Approach...

Conference Room



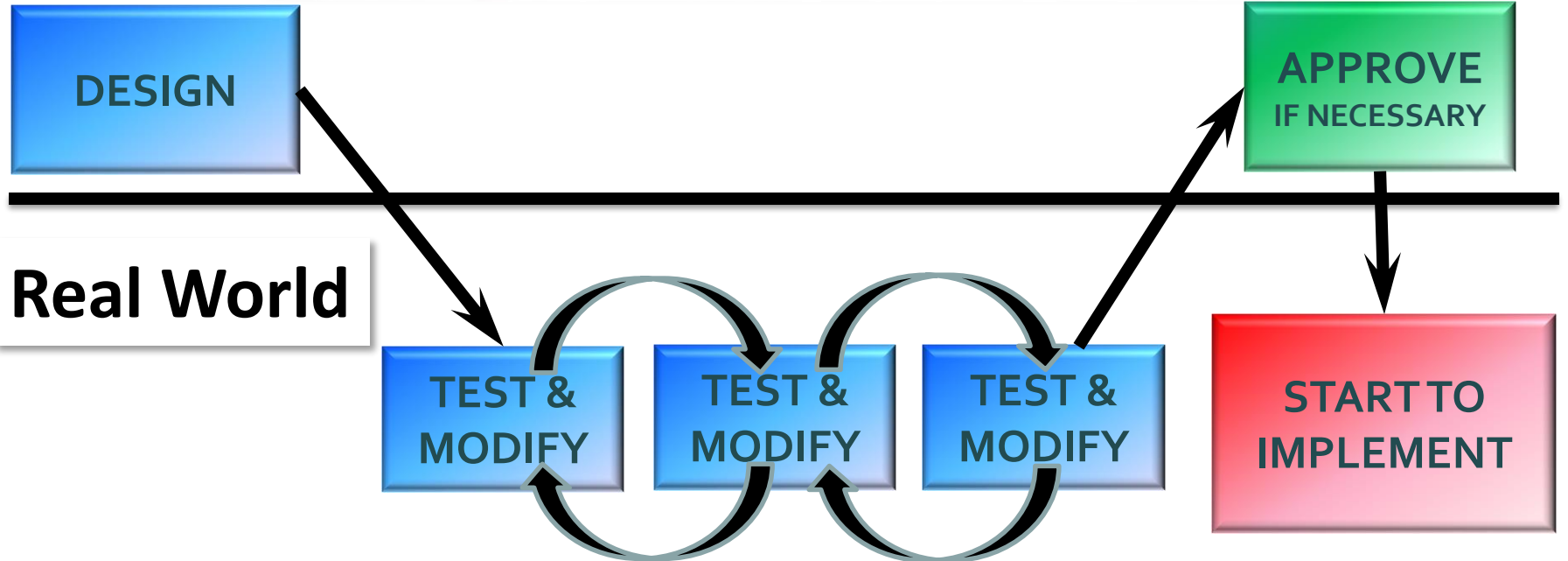
Real World



IMPLEMENT

The Quality Improvement Approach

Conference Room





Ten years of
improving safety



“In its scale and ambition, the Scottish Patient Safety Programme marks Scotland as leader - second to no nation on earth - in its commitment to reducing harm to patients dramatically and continually.”

*Don Berwick
President Emeritus, Institute for Healthcare Improvement.*



NHS
NATIONAL HEALTH SERVICE

EVERY PATIENT
427
EVERY TIME

SCOTTISH
PATIENT
SAFETY
PROGRAMME

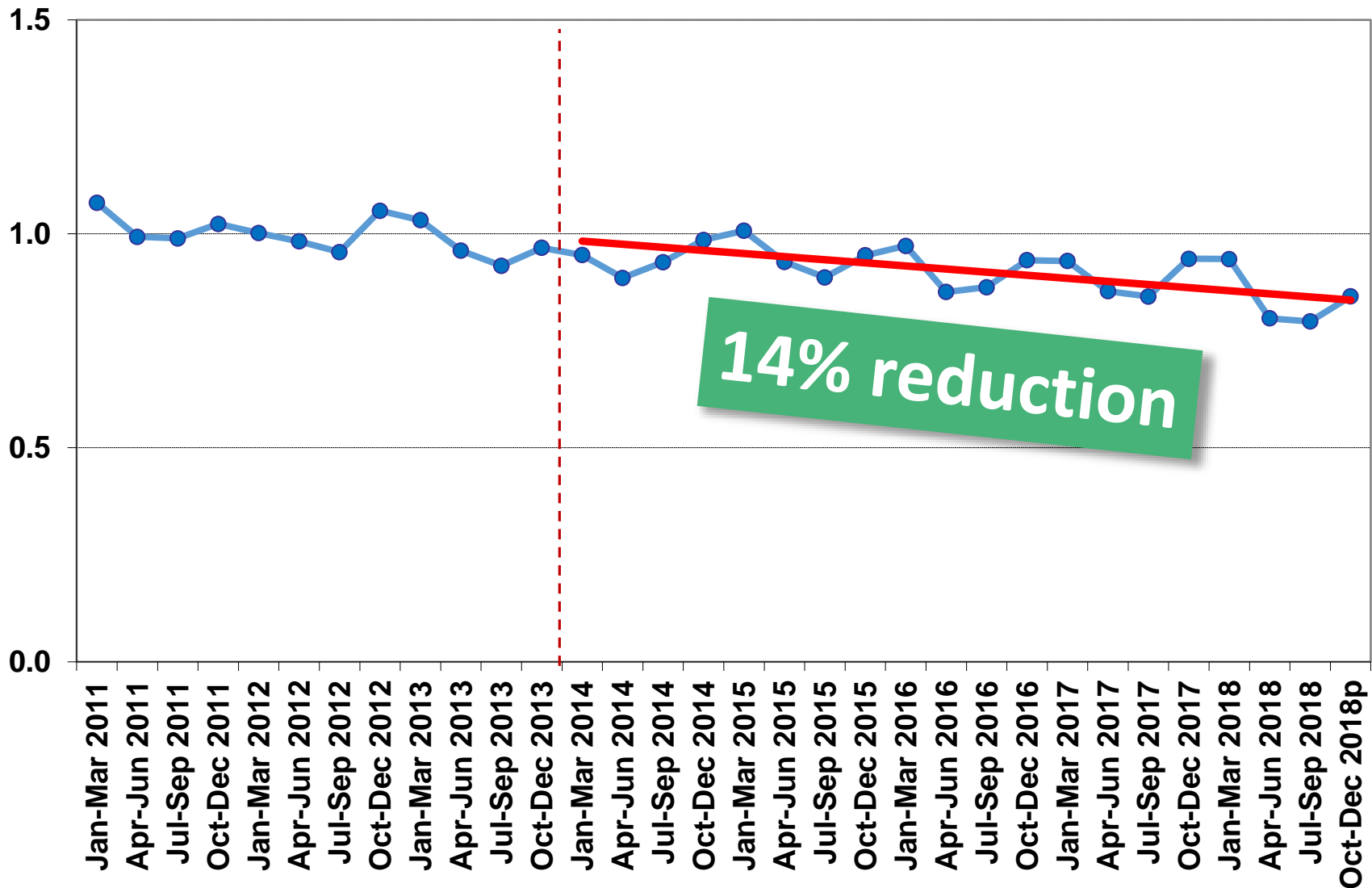




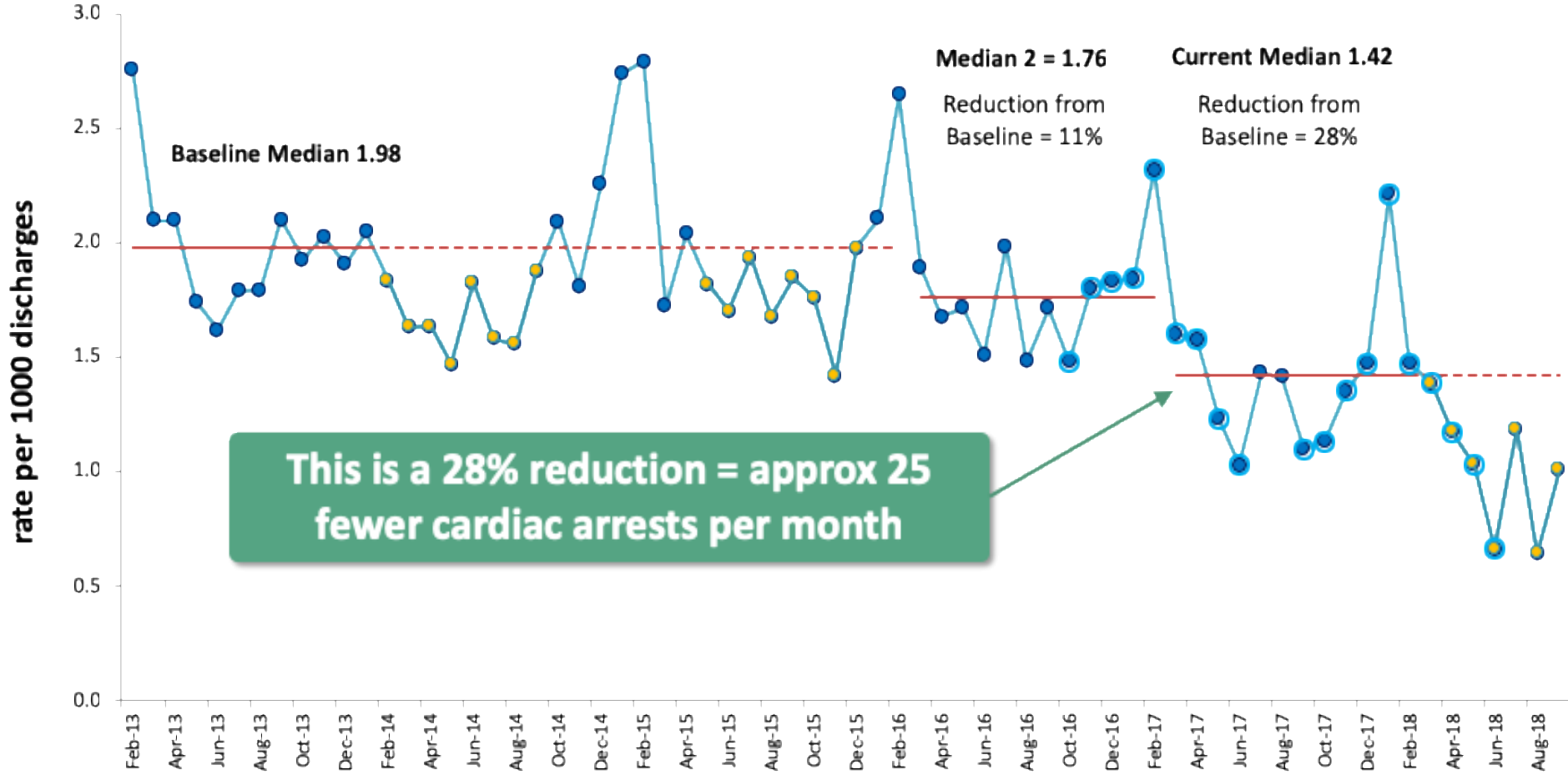
2008-2018

Ten years of
improving safety

Hospital Standardised Mortality Ratio Jan 2011 – Dec 2018

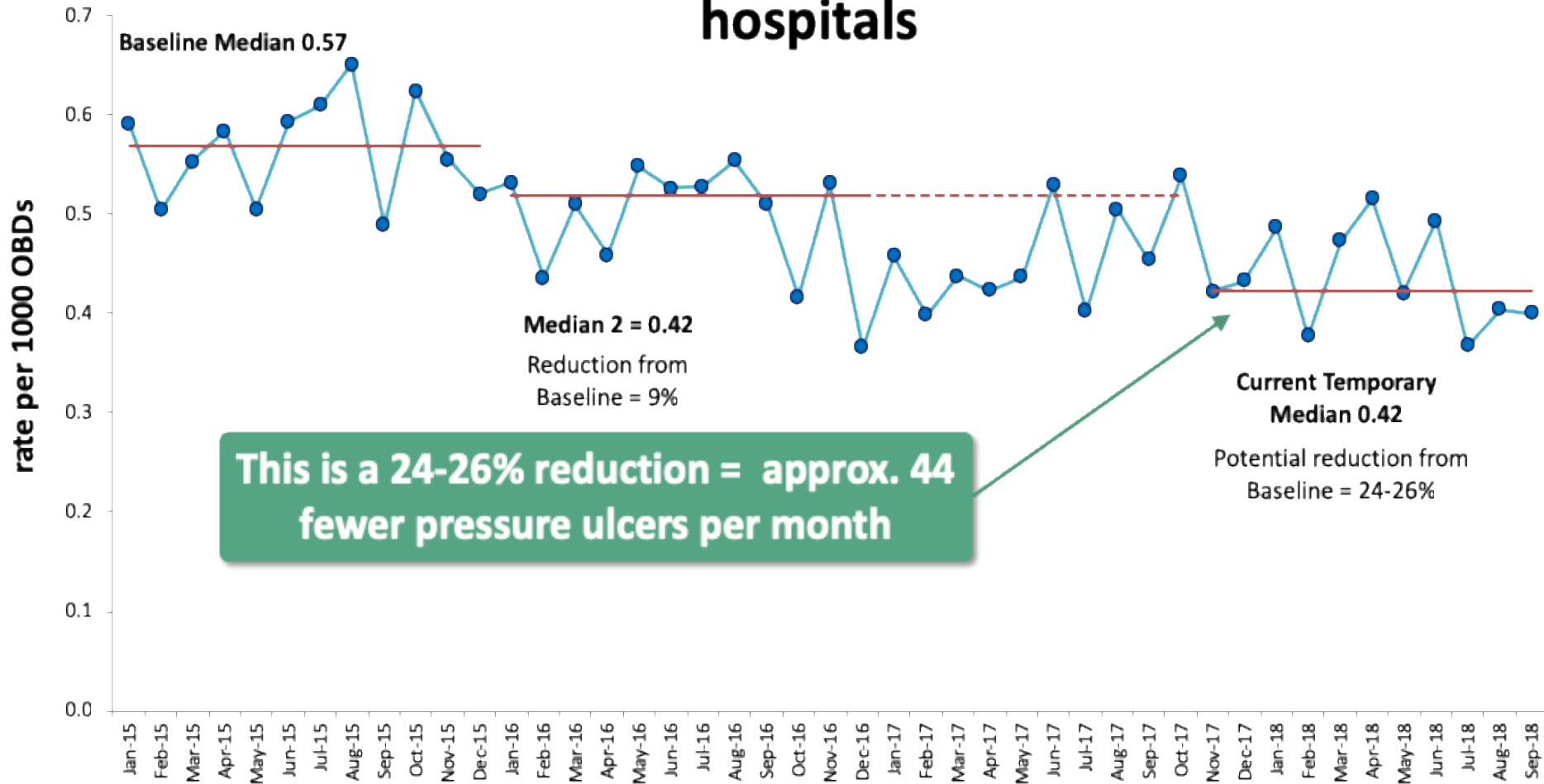


Total rate of Cardiac Arrest for 17 Scottish hospitals



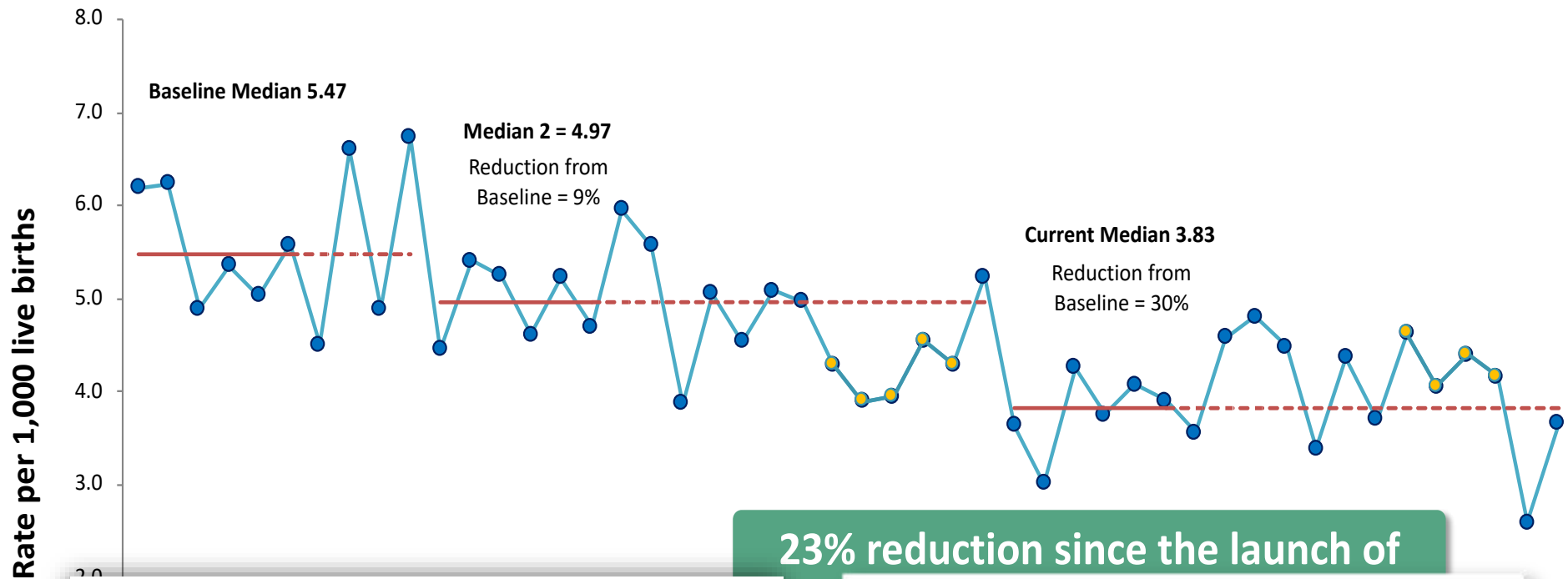
Data source: SPSP returns

Total rate of Pressure Ulcers (2-4) for 22 Scottish hospitals



Data source: SPSP returns

Rate of Stillbirth in Scotland



23% reduction since the launch of



Children and Young People Improvement Collaborative



Data source: SPSP returns

Partnership working...

Education

Social care

Health

Justice

Families

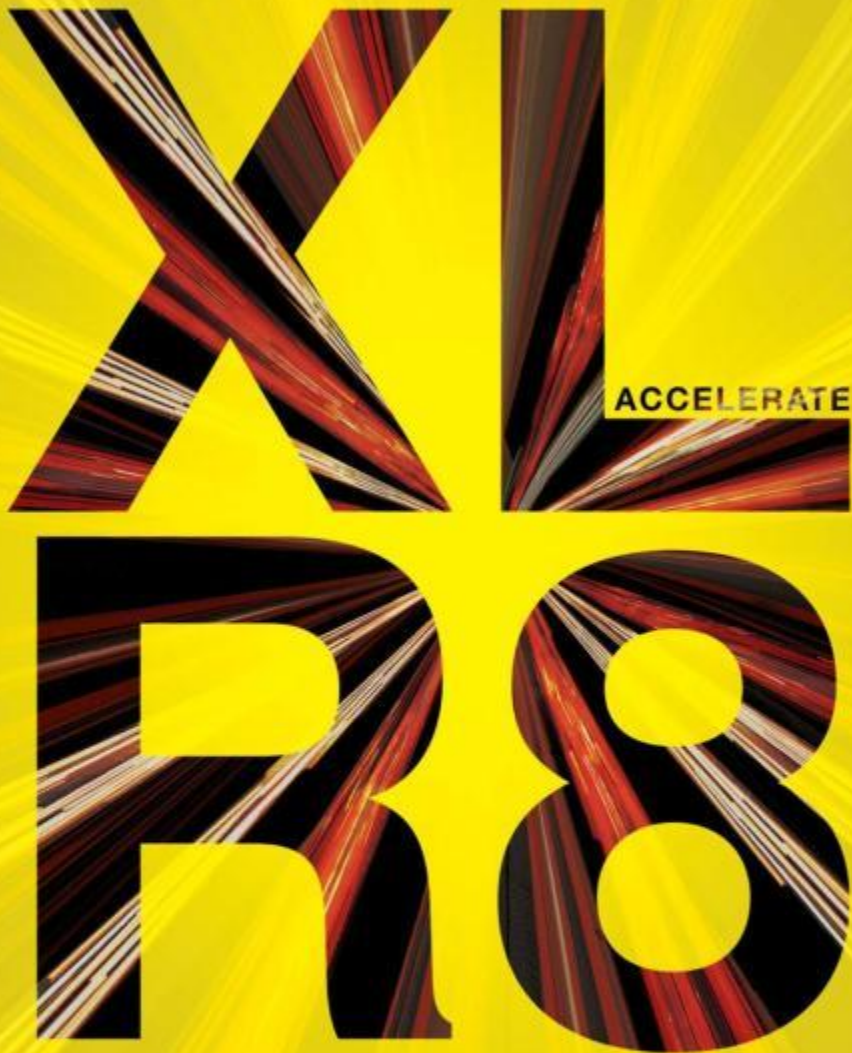
Police

Third Sector









“XLR8”

(Accelerate)

by *John P. Kotter*

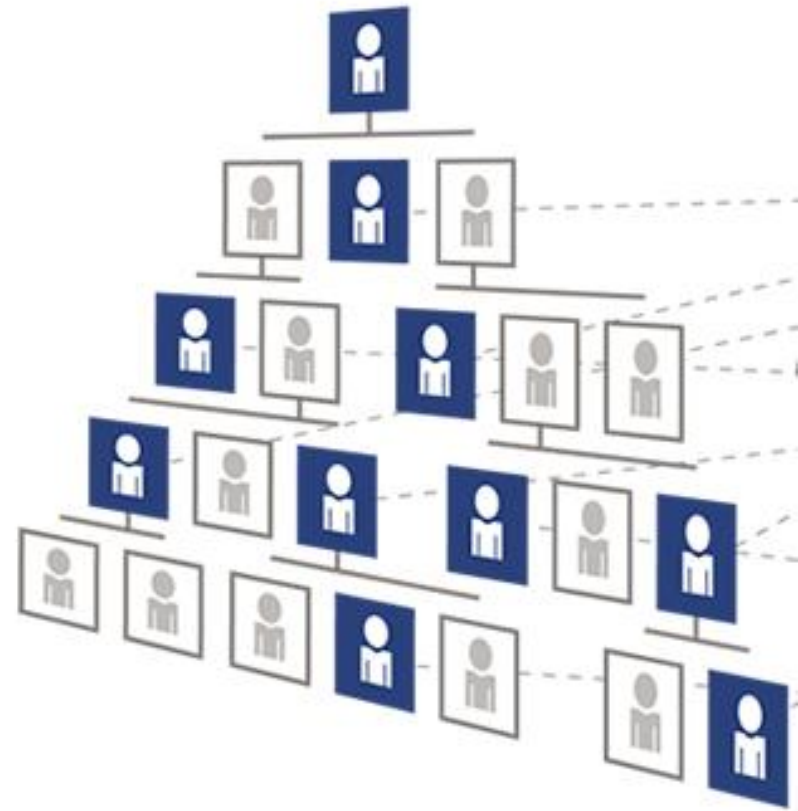
JOHN P. KOTTER

*Author of **Leading Change** and **A Sense of Urgency***

HARVARD BUSINESS REVIEW PRESS

Hierarchy

**Lets people do what they
know how to do
exceptionally well**

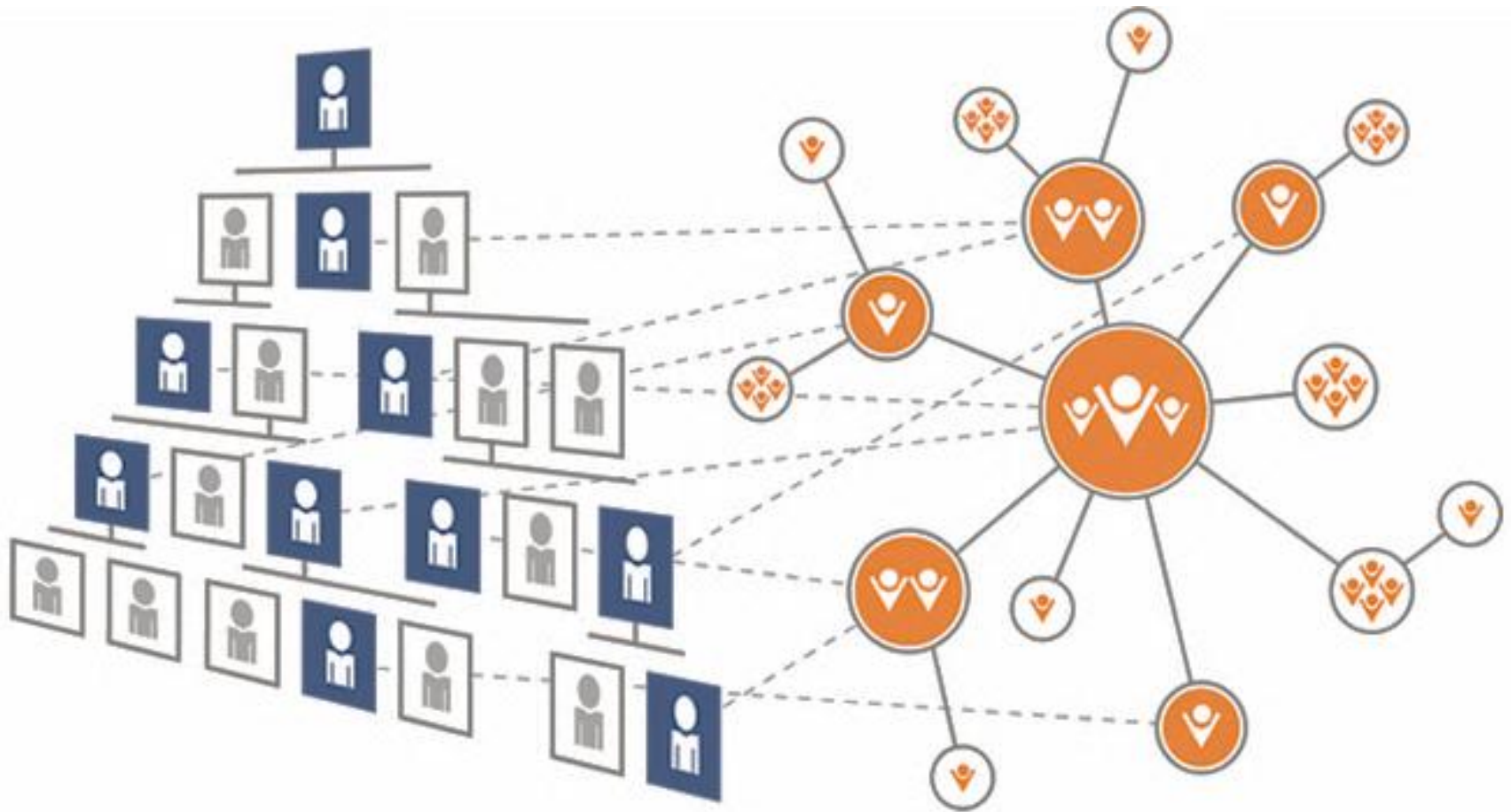


Informal networks of change agents



**Operate under the
hierarchical radar to
make something new
happen faster**

Kotter's Dual Operating System









@jasonleitch