Engage Across Boundaries

Create Vision and Build Will

Develop Capability

Deliver Results

Driven by Persons & Community

Shape Culture
Write down your job title on a piece of paper

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

- 5 million people
- £12 billion
- 14 Health Boards
- 8 Support Boards
- Integrated delivery
- Moving towards social care integration
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Shape Culture

Develop Capacity

Envisioned by Persons & Community
Knowledge transfer via discussion is 14 times more effective than via written form

Source: Nick Milton www.nickmilton.com
Develop Capability

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Shape Culture

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Improvement Capacity Building: Scotland’s Approach

Advanced Knowledge ↔ Introductory Knowledge ↔ Advanced Knowledge

Improvement Science ↔ Leadership for Improvement

Scottish Improvement Leader (ScIL)

Quality Improvement Fellowship

Improvement Collaboratives

Impr Science in Action

Boards on Board
Online course in safety and improvement.

ihi.org/OneScotland
I FORGET WHY I WALKED OVER HERE.

WERE YOU PLANNING TO SPEW EMPTY JARGON IN MY DIRECTION TO CREATE THE ILLUSION OF LEADERSHIP?

OH, RIGHT.

BUT NOW IT FEELS AS IF THE MOMENT HAS PASSED.
NHS Greater Glasgow & Clyde PICU
VAP Rate per 1000 Ventilation Days
Jan 2013 – Sep 2015

48% Reduction
NHS Forth Valley Pressure Ulcer Count
November 2010 – May 2015

71% Reduction

Total Falls Rate for 7 Scottish Boards
January 2014 – June 2015

5% Reduction
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“The Scottish Government’s ambition is to ensure that health and social care services are open and responsive, that they listen carefully to people about what matters to them and that they use this feedback to drive and inform improvement.”

Shona Robison MSP
Cabinet Secretary for Health, Wellbeing and Sport
Almost 4,100 stories shared

500 + staff listening

Over 160 service changes made as a result

80% of stories have a response

Source: Patient Opinion Website
From…
“What’s the matter?”
to
“What matters to you?”
Paige, aged 6

“I bring my Simba teddy with me”
“Has a gift for rocking babies to sleep”

“Plumber”

“Makes the best French Toast”

“Drinks Diet Irn Bru for Scotland”

“Very good at art”
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Create Vision and Build Will

Develop Policy

Shape Culture

Engage Across Boundaries

Acute Adult

Maternity and Children

Mental Health

Primary Care
At #sha14 & feeling privileged to have won the Innovation award with @NHS_Education @SPSP_AcuteAdult & @NHSGGC

Kevin Rooney
@KevinRooney

Scottish Health Awards 2014

National Early Warning Score

Type 1 Diabetes

Emergency Arrhythmia

Patient Management

Add External Integration
% Sepsis Six: < 1 hour

Sepsis: % Antibiotics < 1 hour
% 30 day Mortality of ICD 10  A40/A41

21% Reduction
Scottish Stillbirth Rate (per 1000 births) 2000 - 2014

Median: 5.3

15% Reduction

‘My neonatal colleagues in Edinburgh tell me that they notice more small babies in the cots now - they would previously not have made it to the unit of course...’

Dr Catherine Calderwood, Chief Medical Officer for Scotland
Principle 3:
“The change goal must be defined concretely in terms of the specific problem you are trying to fix, not as culture change.”

Edgar H. Schein
Organizational Culture & Leadership
4th Edition
I always felt supported in my role – the huddle has made it better. Gives me an overview of the whole hospital – who needs help. Feels like we are one team working together. Gives me real time information that is being acted on.
Royal Hospital for Sick Children, Yorkhill
PICU Total Delayed Discharges (+ 4 hrs)

Hospital Huddle started 7th Jan 2013

Since 2008.......

...over 1,700 leadership walkrounds have been conducted in Scotland.
“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”

Donald M Berwick, MPP
Former President and CEO
Institute for Healthcare Improvement