

The Scottish Approach to Improvement

Professor Jason Leitch CBE
National Clinical Director

Stuart Duncan
Deputy Director Leading Improvement



12 April 2024





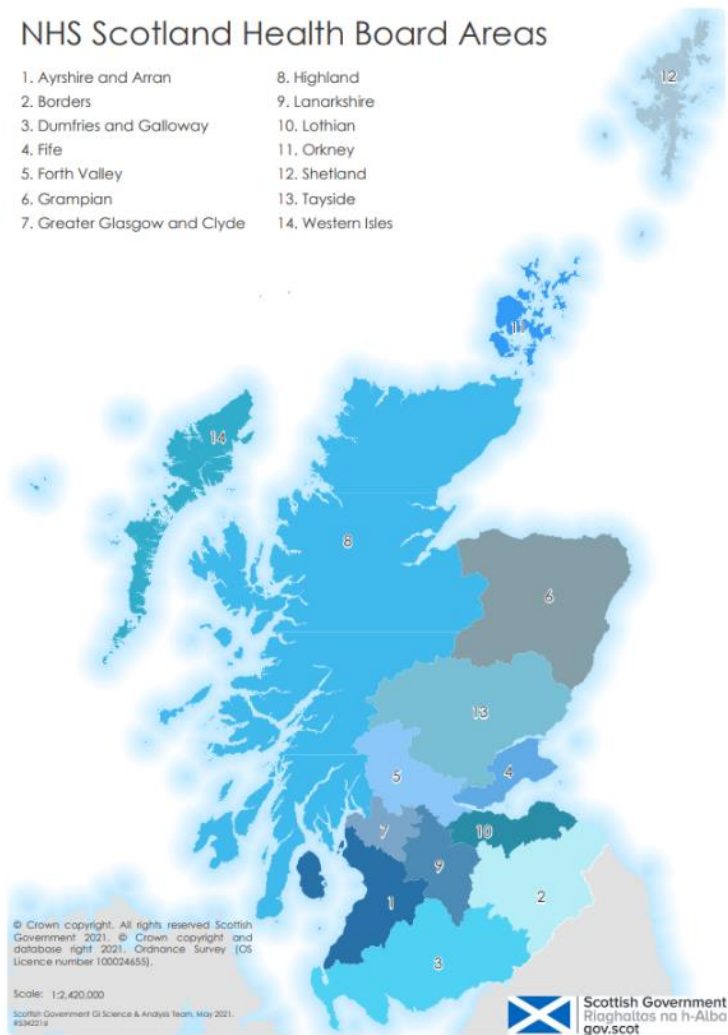


A blue flag with a white saltire (X-shape) waving against a blue sky. The word "Context" is written in bold black text across the center of the flag.

Context

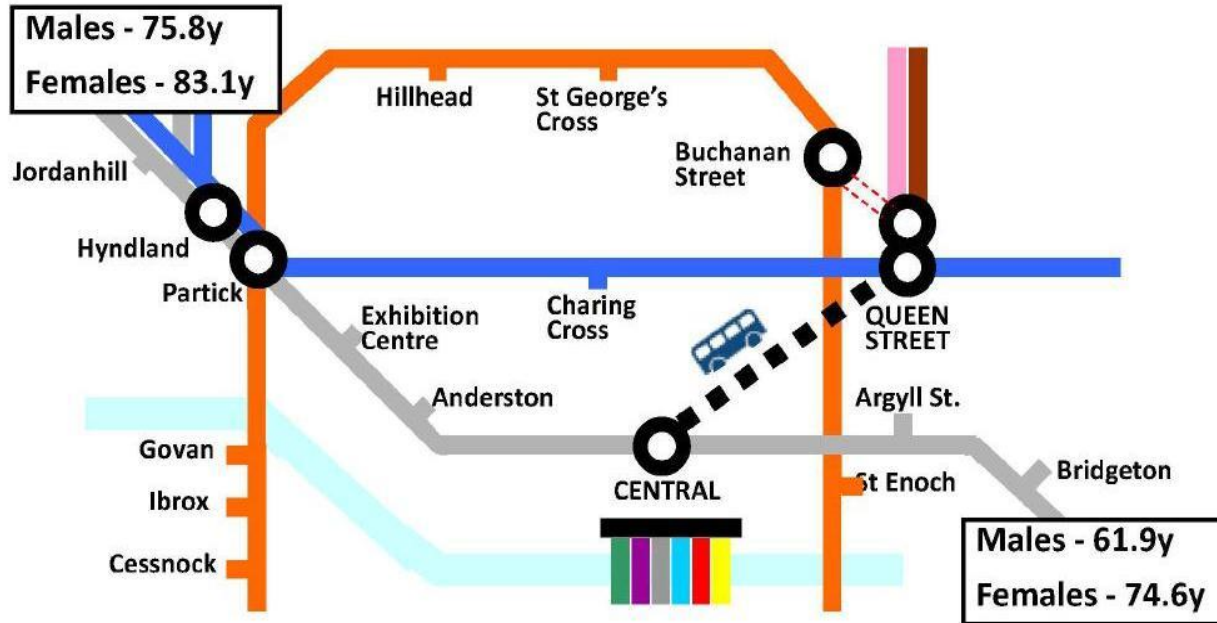
NHS Scotland Health Board Areas

- | | |
|------------------------------|-------------------|
| 1. Ayrshire and Arran | 8. Highland |
| 2. Borders | 9. Lanarkshire |
| 3. Dumfries and Galloway | 10. Lothian |
| 4. Fife | 11. Orkney |
| 5. Forth Valley | 12. Shetland |
| 6. Grampian | 13. Tayside |
| 7. Greater Glasgow and Clyde | 14. Western Isles |



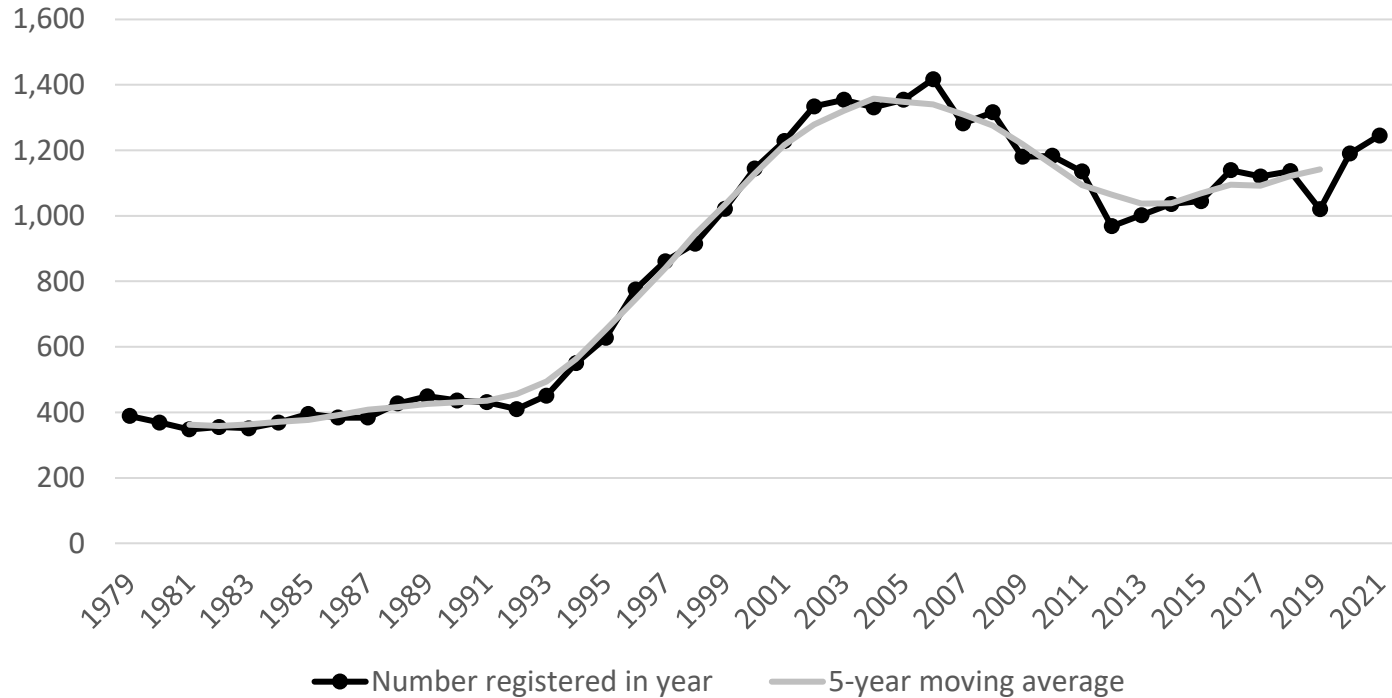
- 5.4 million people
- £19 billion +
- 14 Health Boards
- 8 Support Boards
- Health and social care integration since April 2016

Each stop on the Argyll line travelling East represents a drop of 1.7 years in male life expectancy

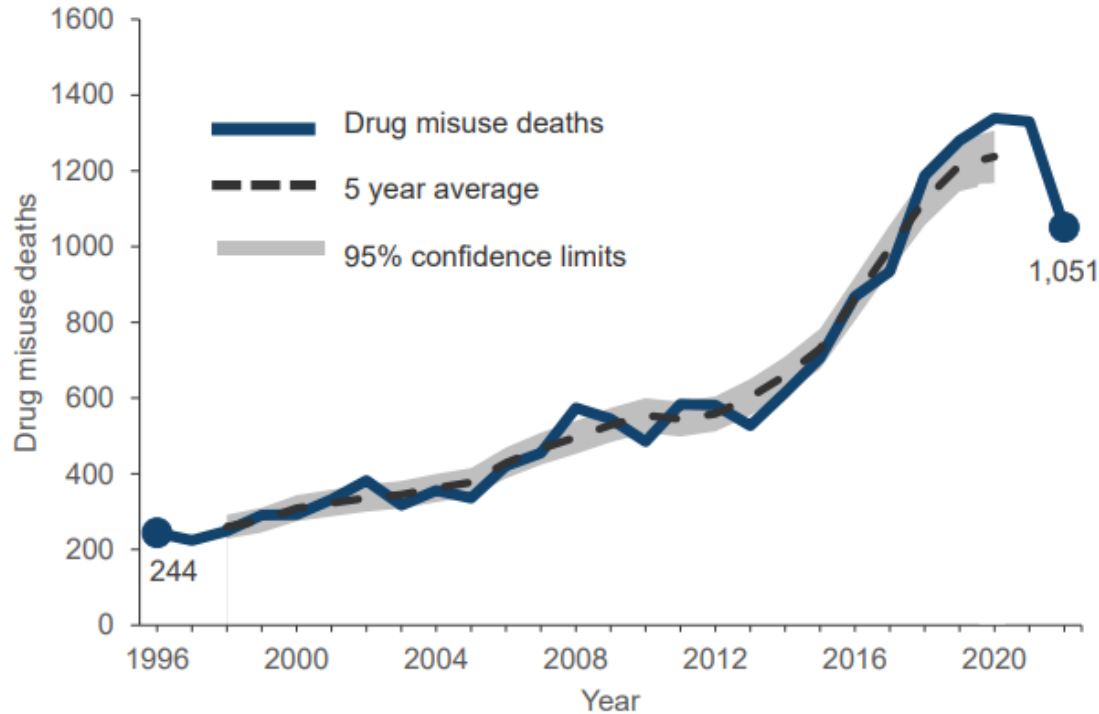


Life expectancy data refers to 2001-5 and was extracted from the GCPH community health and well-being profiles. Adapted from the SPT travel map by Gerry McCartney.

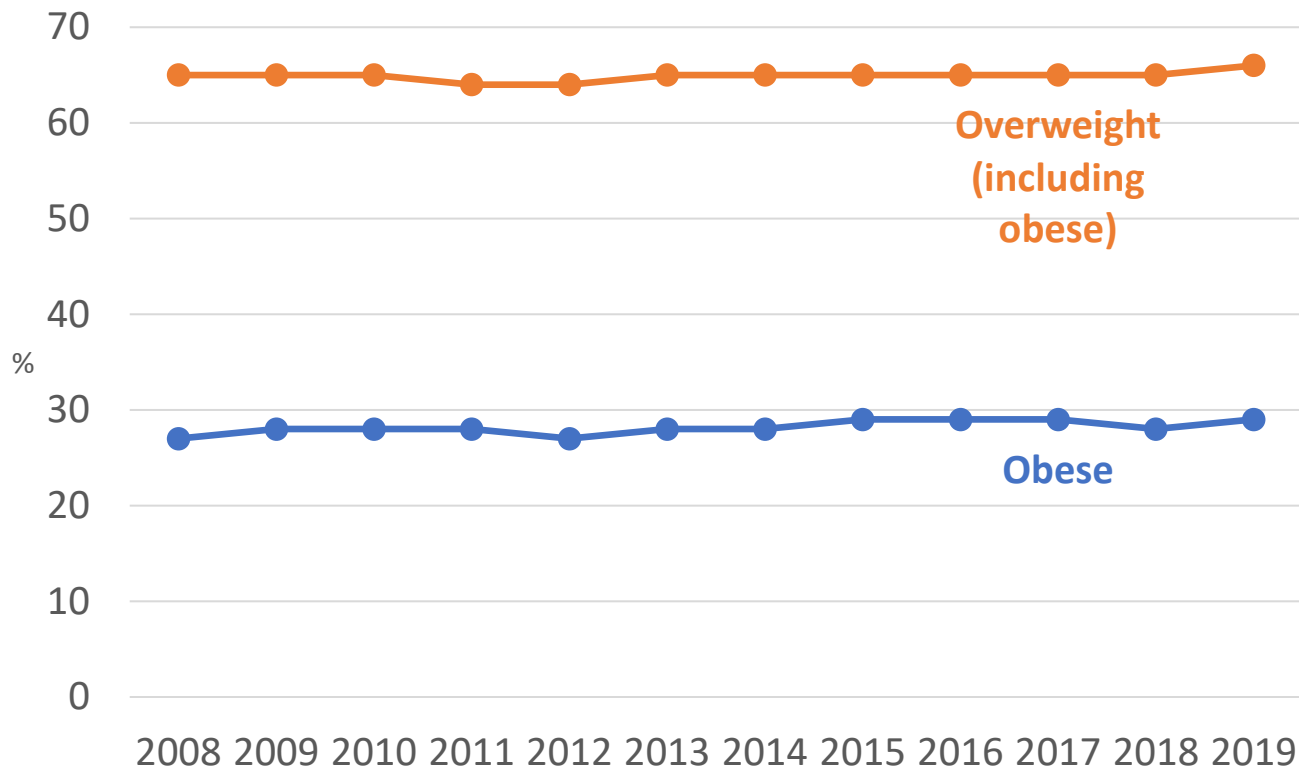
Alcohol specific deaths registered in Scotland (1979-2021)



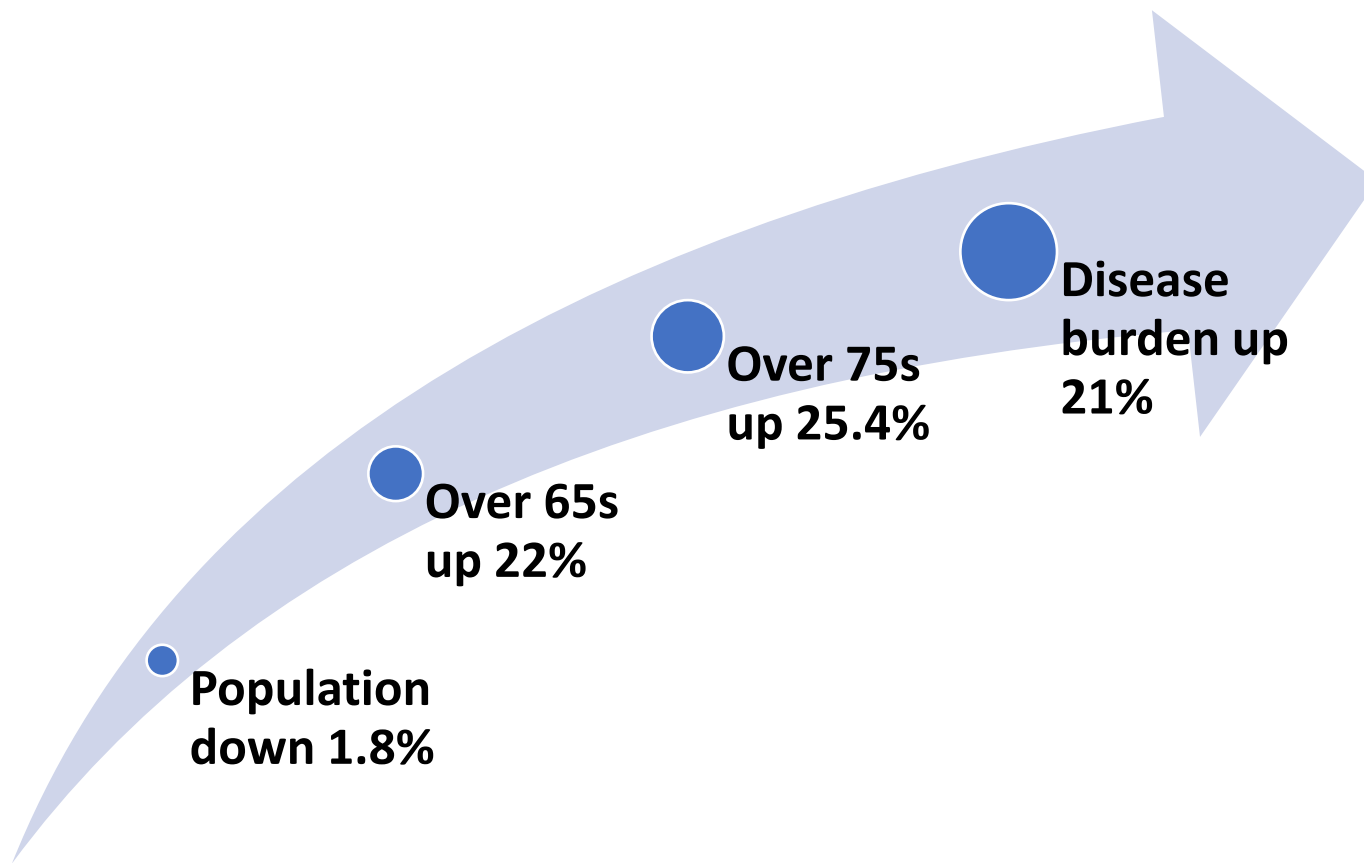
Number of drug misuse deaths registered in Scotland (1996 – 2022)



% of adults overweight & obese in Scotland 2008-2019



Scotland: The next 20 years...

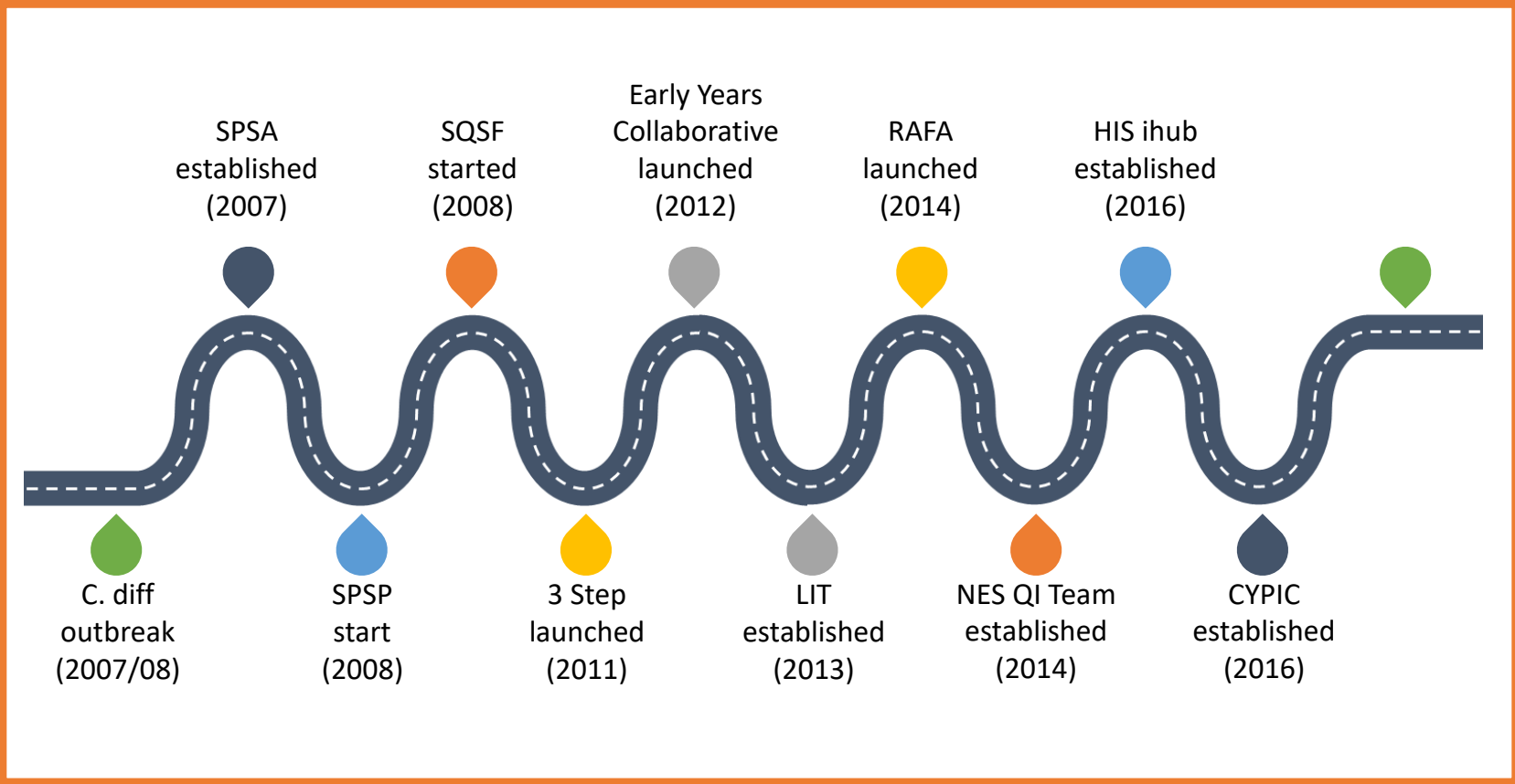




08:08 29/09/2022



Our Journey

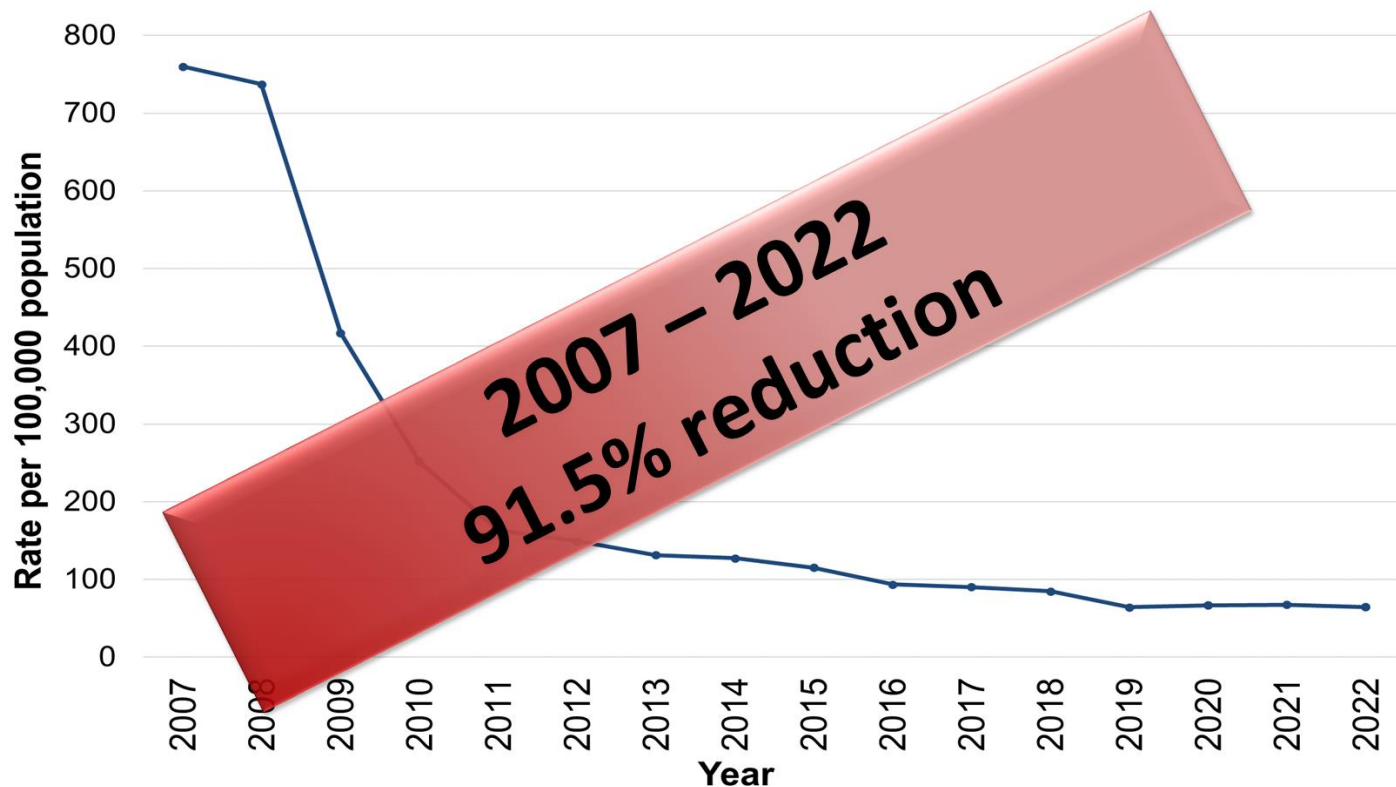




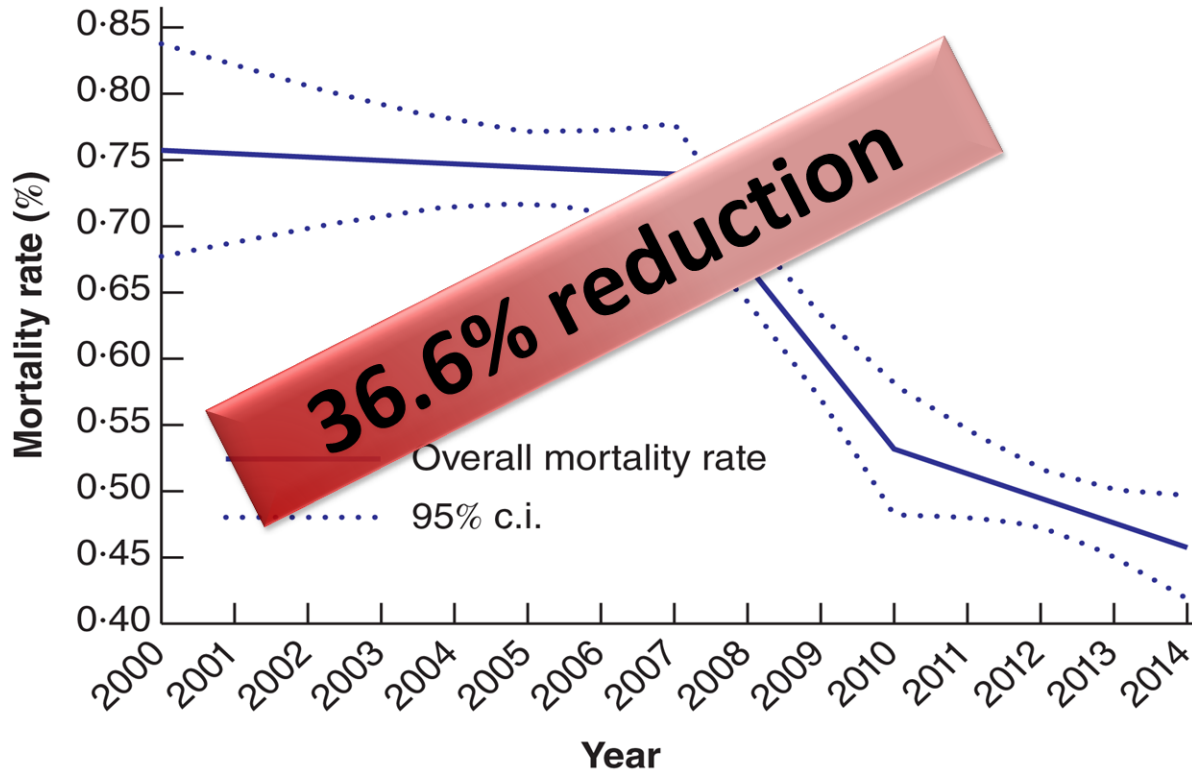
2008-2018

Ten years of
improving safety

Annual rates of all C. difficile (age 65+ per 100k)



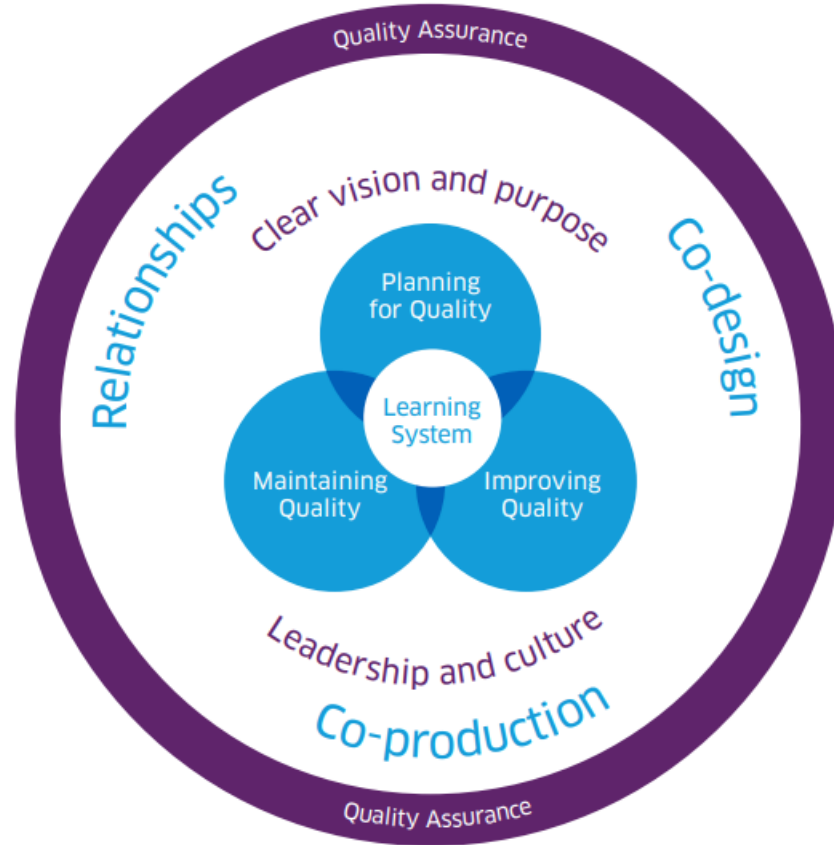
Reducing surgical mortality in Scotland by use of the WHO Surgical Safety Checklist



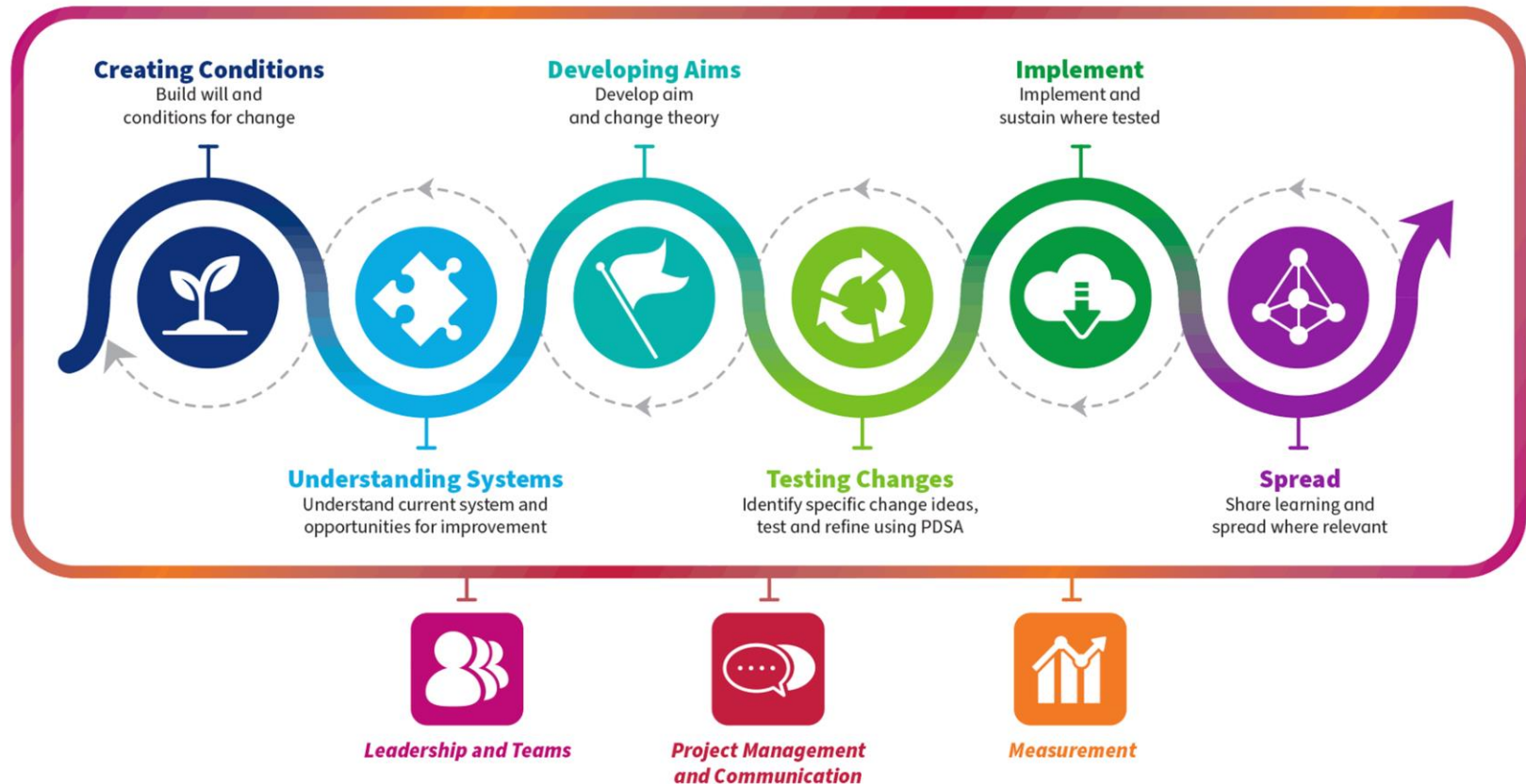
“All improvement happens
project by project and in
no other way.”

Joseph Juran

High-level Quality Management Framework



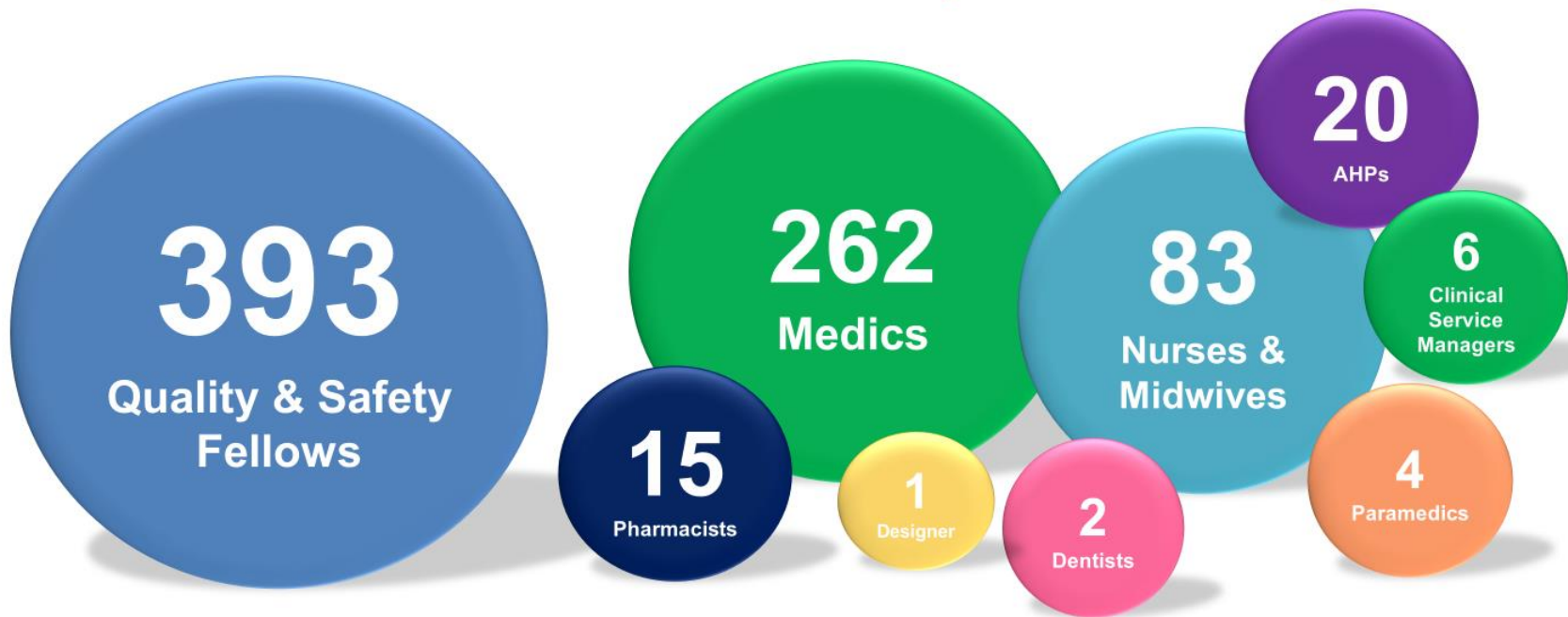
The Quality Improvement Journey













A blue and white flag is waving against a clear blue sky. The flag has a white diagonal stripe running from the top-left to the bottom-right. The text "Building capability" is overlaid in the center of the flag.

**Building
capability**

QUALITY & SAFETY FELLOWS (COHORTS 1-15)



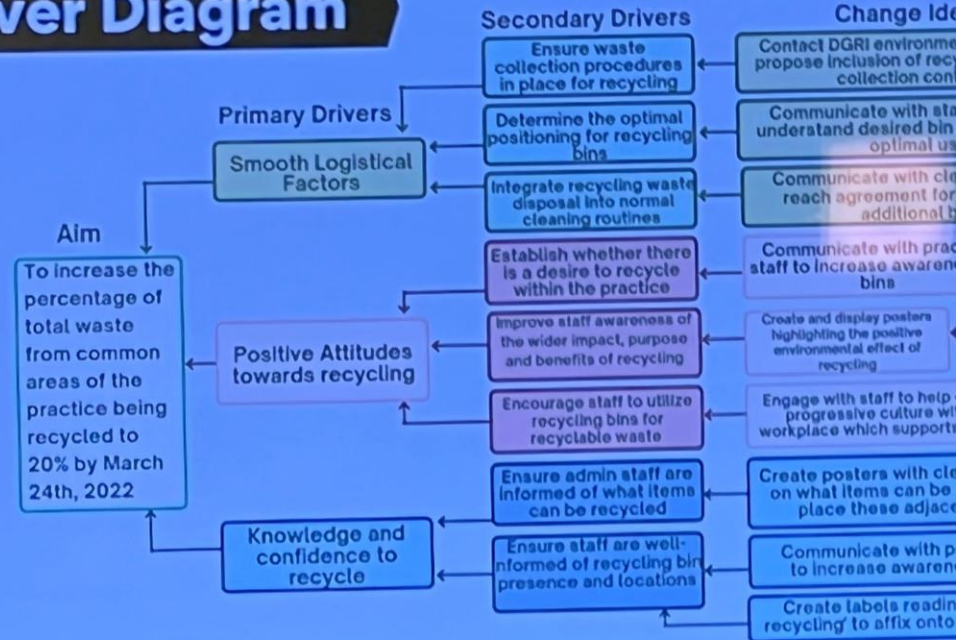
									
232	62	46	32	14	3	1	1	1	1
Scotland	N Ireland	Norway	Denmark	Ireland	Canada	Wales	England	New Zealand	Australia

SCOTTISH IMPROVEMENT LEADERS (COHORTS 1 – 49)



				
927	211	71	3	1
Scotland	N Ireland	Wales	England	Canada

Driver Diagram





Beyond Healthcare



**Children and
Young People
Improvement
Collaborative**

Partnership working

Education

Social care

Health

Justice

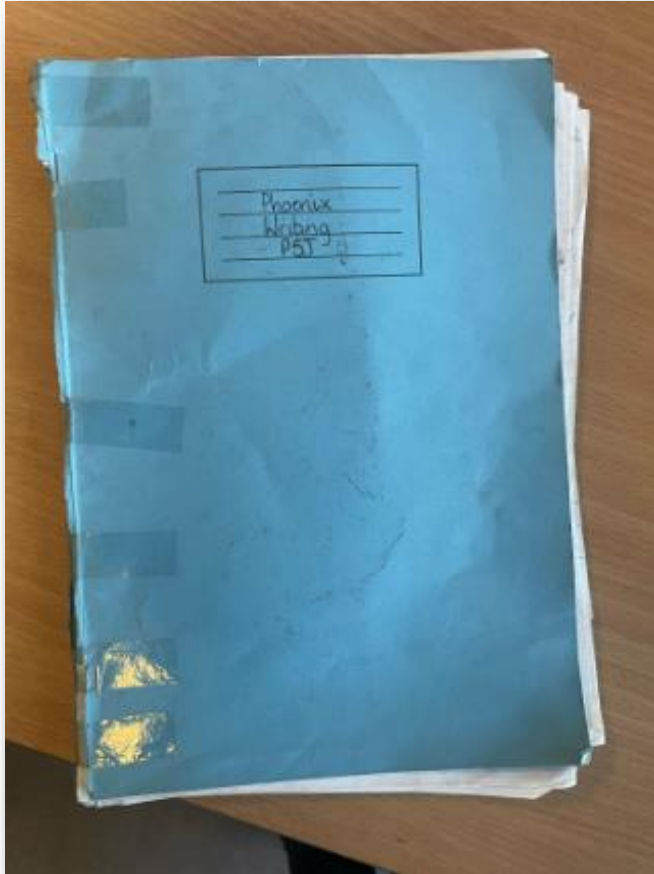
Families

Police

Third Sector



Focus + Connection + Method = Improving Writing



“Children love data and find it very motivating. My attitude to teaching writing has changed entirely. I look forward to it each day”

“It has changed the way I teach for the better. No going back for me. This is the way forward in writing.”

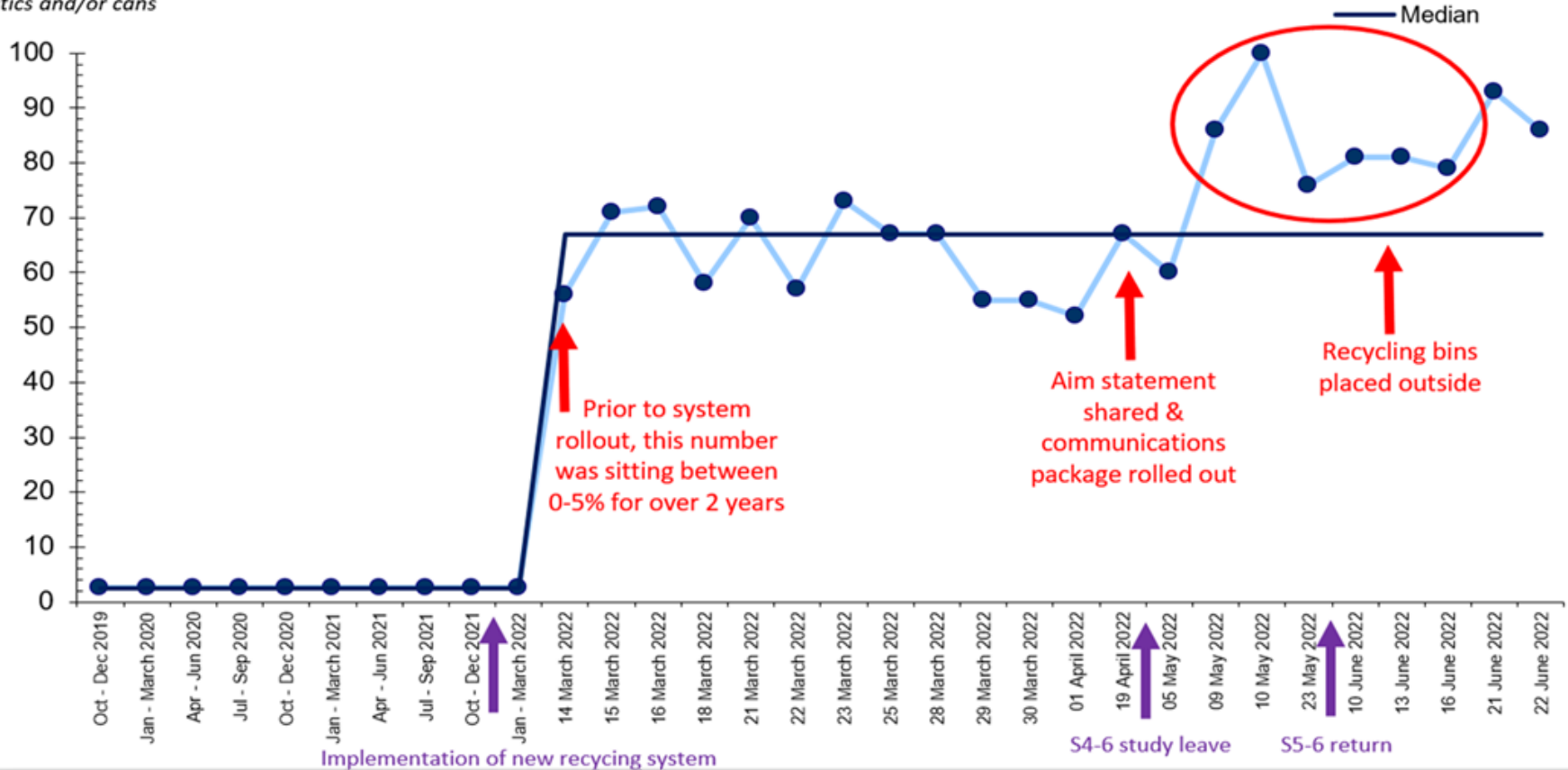




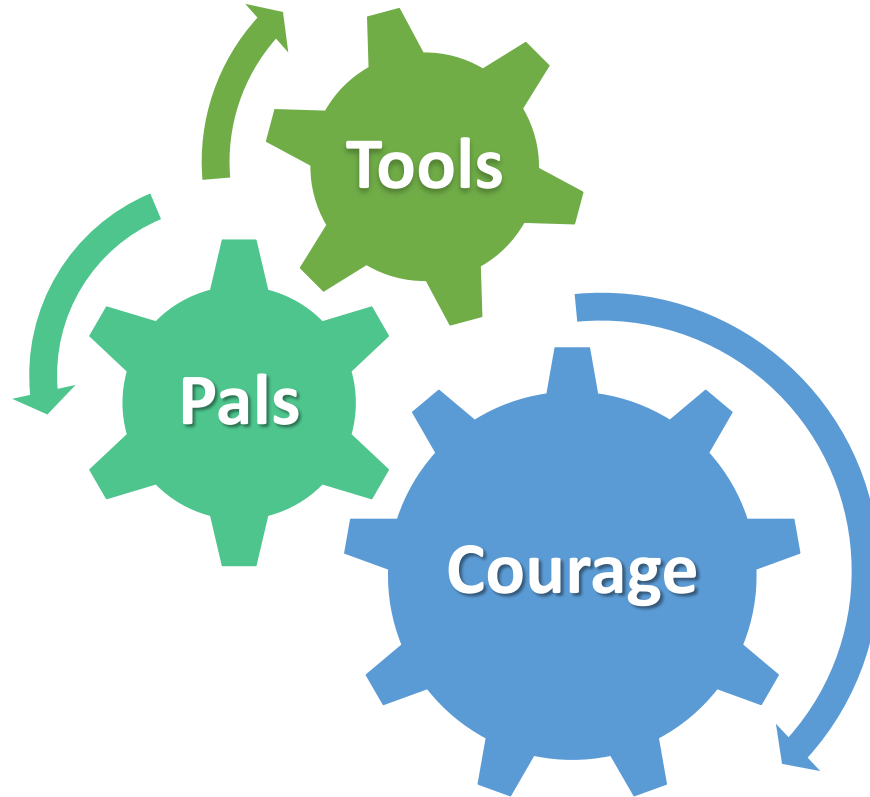
McLaren High School, Callander

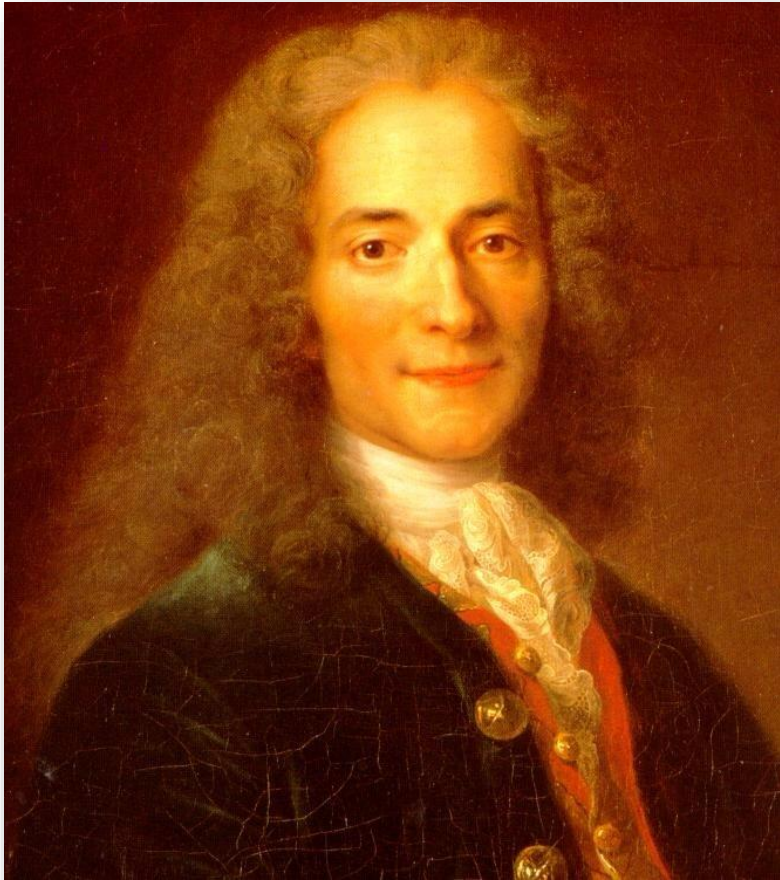
Plastic & Can recycling (Oct. 2019 – Jun. 2022)

% that recycled all plastics and/or cans



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





**“We look to
Scotland for all
our ideas of
civilisation.”**

Voltaire c 1750

Our journey to improving population health and equity

Dr Dominique Allwood

Director of Population Health, Imperial College Healthcare NHS Trust

@DrDominiqueAllw

Dominique.allwood1@nhs.net

“

We know what creates health and well-being. It's not the healthcare repair shop
— Don Berwick ”



Health care professionals can, and should, play a major role in seeking to improve health outcomes for disadvantaged populations.”

”

[Home](#) < [Learning & Networking](#) < [Health Inequities](#) < [Berwick: US Health System Still Too Focused on Being a 'Repair Shop'](#)

Berwick: US Health System Still Too Focused on Being a 'Repair Shop'

Post Date: June 2, 2021



Our vision Better health, for life

Our values

Kind Expert Collaborative Aspirational

Our strategic goals



To help create a *high quality integrated care*

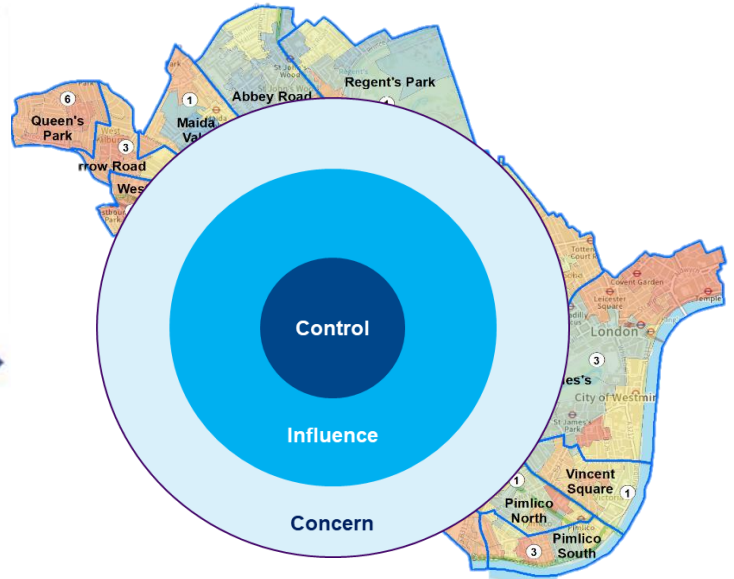


To develop a *sustainable portfolio*



To build *learning, improvement and*

One of the safest hospitals in the country but.....



Aim: To improve health, wealth, wellbeing and equity within our local communities

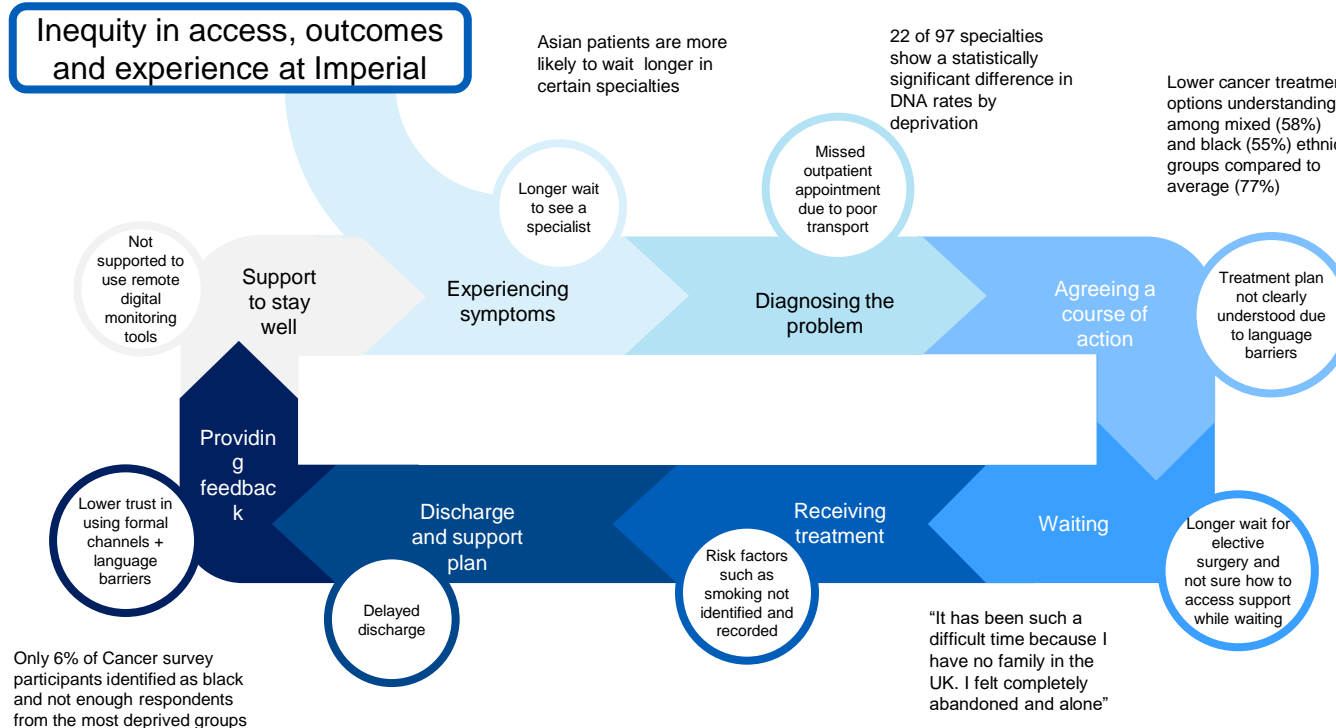
Embed health and equity in our core activities

Integrate care around the needs of local communities through place-based partnerships

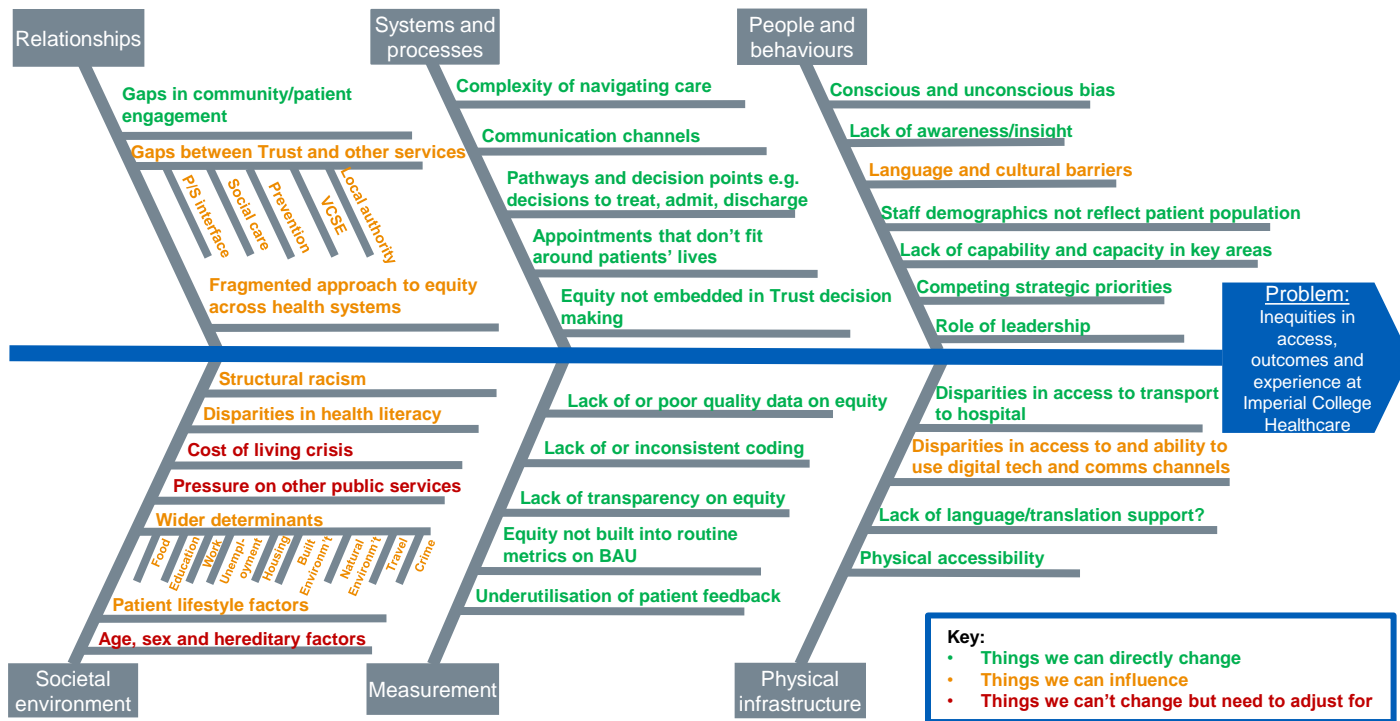
Focus on our staff as a key part of our local population

Maximize our impact as an 'anchor' organization in our local communities

Mapping inequities across our organisation



Using a fishbone to look at causes & opportunities for action





Equity of Access: First Outpatient Attendance

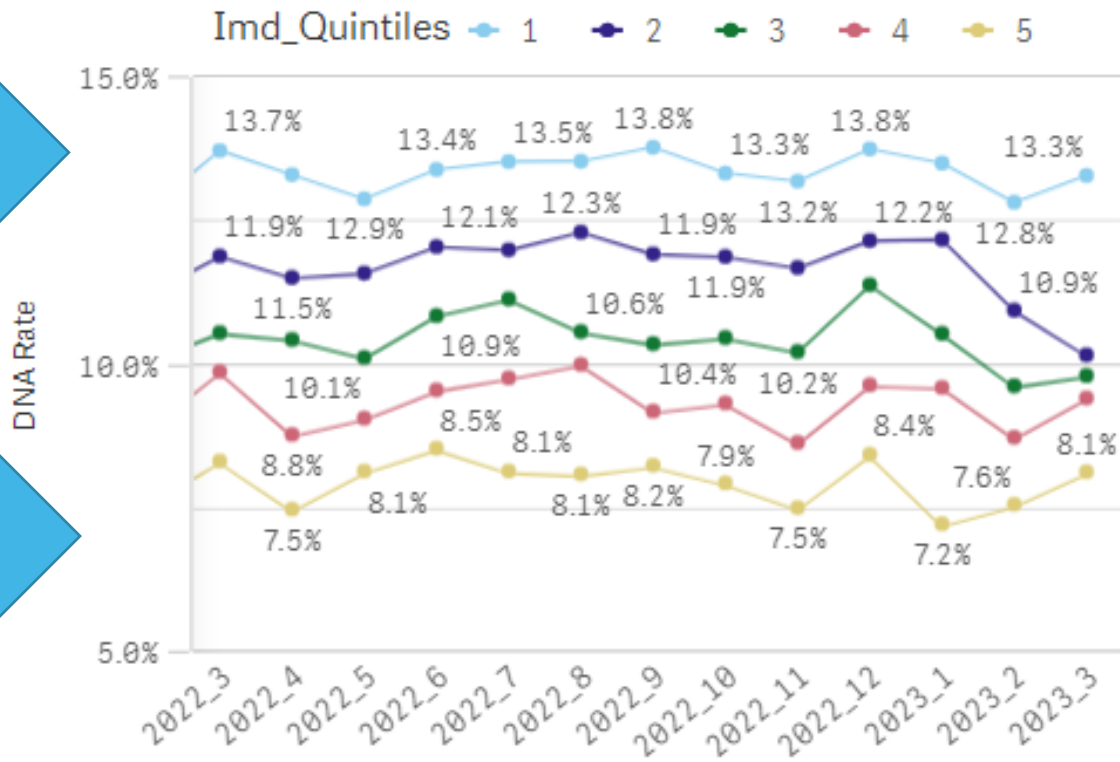
DNA Rate by Deprivation

Patients from our most deprived communities are more likely to not attend their appointment

13% vs **8%**
average

If we could bring the DNA rate of IMD1 patients down to the Trust average DNA rate we could convert

4500 DNAs per annum into active appointments



Our approach to reduce inequity in DNAs

Helix Centre Project



DrDoctor AI algorithm



Maternity 'Big room' – co-creating improvements



“ In contrast to previous engagement events I had run by video link, where we really struggled to get ethnic minority women to turn their cameras on and speak, most of the champions and mums were people of colour.

Blog post - 03 Mar 2023

Co-creating a Big Room with families in west London

How do we harness the power of community partnership and bring together primary and secondary care with the third sector and community members to improve the health of a local population? Sabrina uses the Big Room method in the Golborne Estate in West London.

[Read comments](#) (2)



Sabrina Das


Adding to our QI tools

citizens UK


Imperial College Healthcare
NHS Trust

Community Organising Toolkit



A toolkit to develop engagement and leadership in improvement




Imperial College Healthcare
NHS Trust



We have had **around 1000** conversations between December and April

Conversations with staff :	Conversations with patients :	Community groups :
102 Face to face conversations	75 St Mary's Hospital	230 <ul style="list-style-type: none">• Newman Catholic College• London Interfaith Centre• The Al Manaar Islamic Centre• The Abbey Centre• Community Champions providers meeting• Refugee Group, Ealing Council• HM Prison Wormwood Scrubs• Westminster Mind
165 Focus <u>groups</u>	15 Western Eye	
244 Survey	75 Charing Cross Hospital	
	110 Hammersmith Hospital	
	And Queen Charlotte's and Chelsea Hospital	



Social Determinants of Health

What Impacts Your Health?



Our role as an anchor institution.....



Local
purchasing



Using buildings and
spaces to support
communities



Working
closely with
local partners

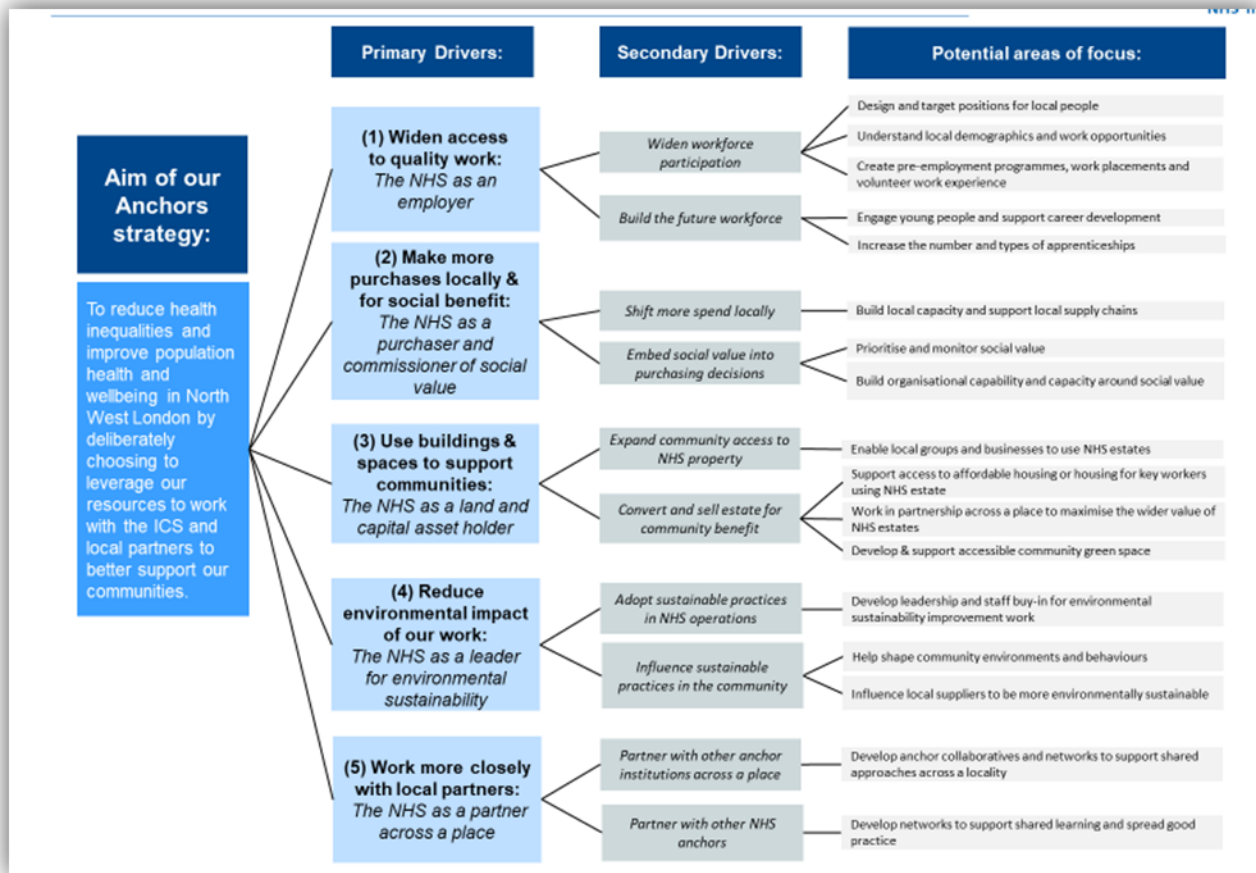


Access to quality
work



Reducing
environmental
impact

Developing our role as an anchor organisation



Some of our anchor work.....

Widening access to quality work



Insourcing hotel services staff
Moved 1000 staff from Sodexo contracts to Agenda for Change in April 2020, providing sick pay and pensions for lower paid staff

New community recruitment partner
A dedicated role for Westminster who will tailor local recruitment opportunities and remove barriers to employment at the Trust

Purchasing more locally for social benefit



Reviewing onsite food & shops
Procurement for new suppliers completed with consideration of sustainability and local sourcing, with plans for local suppliers to sell their wares within the restaurant space

Renewing major suppliers
For both the linen and staff hopper / taxi service retendering a local focus and social value is being built into the procurement including use of renewable energy and recyclables and local employment and ethical workforce practices

Using buildings and spaces to support communities



Opening doors to engage
Use of hospital buildings for co-production work and patient engagement sessions

Establishing a 'community lab'
A new physical space in the St Mary's locality for community focussed events, learning and collaborating

Reducing the environmental impact of our work

Launch of Trust Green Plan
Initiatives including PC power down solution reducing electricity emissions, ensuring Trust fleet are all ultra-low emissions or EV cars and promoting less polluting staff commuting

Applying technical solutions to St Mary's
Bringing a new nitros oxide approach by 2023 to reduced carbon emissions and developing new hospital design principles and priorities with staff which will support our net-zero targets

Working more closely with local partners



Compassionate Communities
Grant funding programme with Imperial Health Charity to support 20 local organisations most impacted by Covid

#2035 collaborative
A new way of working between the Trust, WCC and other cross-sector partners to tackle health inequalities

Changing culture: Staff community walks & Induction



Staff visiting Westminster Wheels, a social enterprise that trains previously unemployed residents to achieve a City & Guild level 2 certificate in cycle mechanics and provides work placements.

I've worked for the Trust for almost 15 years and been based at St. Mary's for the past 9 or 10 years and had no idea this community was just on our doorstep. Thank you'

Front of House manager

Learning from others and partnering for equity

NEJM Catalyst
JOURNAL ▾ EVENTS ▾ INSIGHTS COUNCIL ▾ TOPICS ▾ ABOUT ▾ Q

IN DEPTH f t in e

Health Equity as a System Strategy: The Rush University Medical Center Framework

Authors: David A. Ansell, MD, MPH, Darlene Oliver-Hightower, JD, Larry J. Goodman, MD, Omar B. Lateef, DO, and Tricia J. Johnson, PhD [Author Info & Affiliations](#)

Published April 21, 2021 | NEJM Catal Innov Care Deliv 2021;2(5) | DOI: 10.1056/CAT.20.0674 | [VOL. 2 NO. 5](#)

The illustration shows five silhouettes of diverse individuals (a woman, a man, a person in a wheelchair, a child, and another man) standing on a bar chart with five bars of increasing height from left to right. The background is a grid with icons for a house, a person, a wheelchair, a child, and a person, representing different aspects of health equity.

TODAY ...

A baby boy born in the North of the Borough has an average life expectancy of 76

A baby boy born at Knightsbridge and Belgravia has a life expectancy of almost 94

This is a life expectancy gap of 18 years difference

#2035



Aim: To improve health, wealth, wellbeing and equity within our local communities

Embed health and equity in our core activities

Integrate care around the needs of local communities through place-based partnerships

Focus on our staff as a key part of our local population

Maximize our impact as an 'anchor' organization in our local communities

Trust blog



Improving health and equity – everybody's business

29 Jul 2022

For long-standing observers of healthcare policy, rising interest in population health and health inequalities may feel like Groundhog Day. But it has to be different this time, argue Dr Bob Klaber, paediatrician and Imperial College Healthcare director of strategy, research and innovation, and Dr Dominique Allwood, public health consultant and director of population health. They explain the approach they are leading across Imperial College Healthcare and call on everyone in the NHS – including in our acute hospitals – to be part of the change.

Covid-19 shone a stark light on inequalities within our populations, highlighting underlying disparities in health outcomes.



@DrDominiqueAllw

Dominique.allwood1@nhs.net



East London
NHS Foundation Trust

Population Health at ELFT



Population Health at ELFT

Anchor
Institution

Marmot Trust

Using QI

Building
capability in
population
health

Accessible Data



We care
We respect
We are inclusive

Strategic Priority

East London NHS Foundation Trust provides community health, mental health and primary care services to a population of around 1.8 million people across Bedfordshire, Luton, Richmond and East London. Our strategy takes into account the changing needs and assets within our local populations, the impact of the pandemic on our communities, greater collaborative working between

Mission

What is our role in society

Strategic Outcomes

What are the biggest factors that will help us achieve our mission?

Specific Objectives

What do we need to work on, for each of our strategic outcomes, to achieve our mission?

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
- Support service users, carers and the communities we serve to achieve a healthy standard of living
- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and fully commit to tackling racism and other forms of prejudice

Improved population health

- Prioritise children and young people's emotional, physical, social and learning development
- Support service users, carers and the communities we serve to develop skills & to access meaningful activity and good quality employment
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- Contribute to the creation of healthy and sustainable places, including taking action on climate change
- Champion social justice, and fully commit to tackling racism and other forms of prejudice
- Prioritise prevention and early detection of illness in disadvantaged groups

Improved staff experience

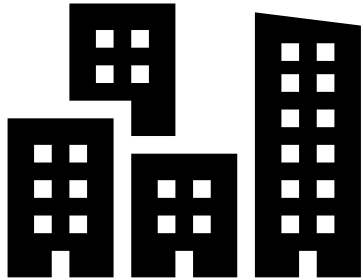
- Prioritise quality of care and develop our patient safety approach, applying quality improvement to all that we do
- Enhance our digital and data infrastructure so it works effectively in service of our teams
- Get the basics right through supporting our staff and teams to thrive and be happy and healthy, including work-life balance
- Develop and grow our workforce, offering lifelong learning, professional development and creating new and exciting opportunities for staff, service users, carers and local communities

Improved value

- Extend the financial viability programme, engaging all in reducing waste, improving financial and environmental sustainability
- Work collaboratively across the system with our partners to improve value and reduce waste



Anchor Organisation



Created space at several ELFT sites for the charity MIND

Buildings and Land



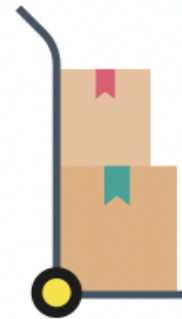
11% reduction in emissions caused by ELFT or via the energy we buy

Sustainability



72 local residents employed into HCA and admin roles

Employment



61% of suppliers pay the living wage

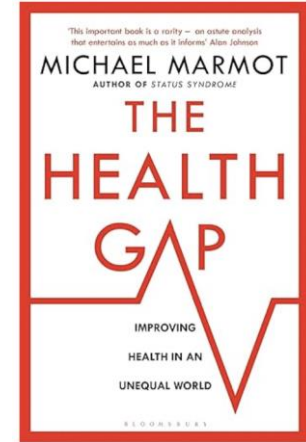
Procurement

Newham
Healthier
Wealthier
Families

Employment

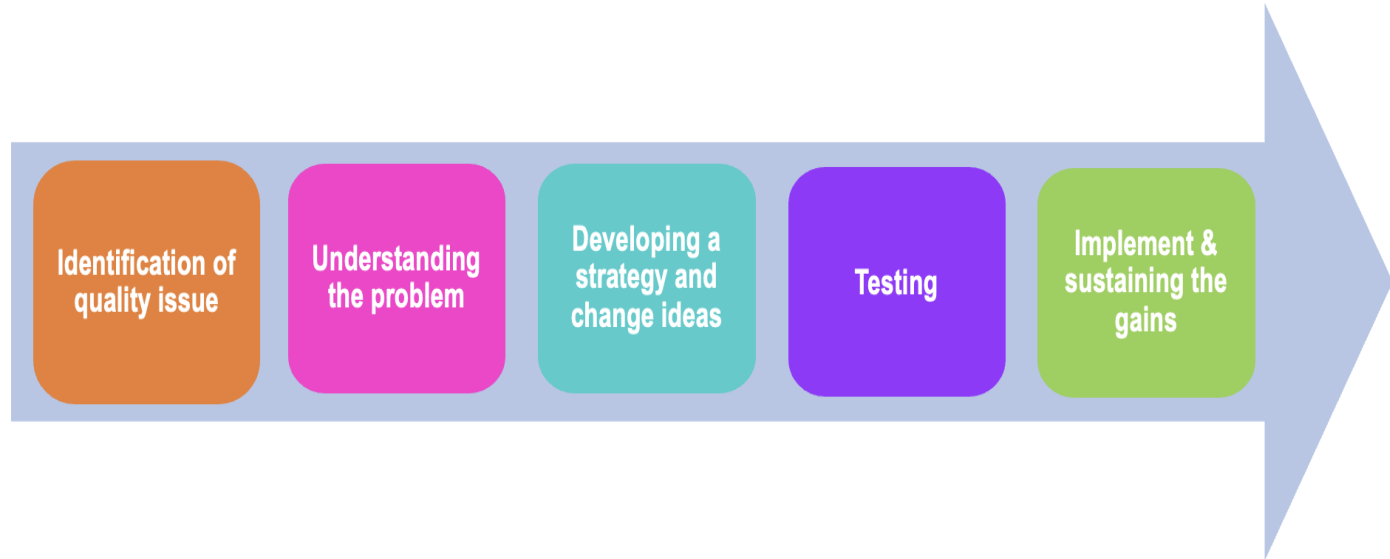
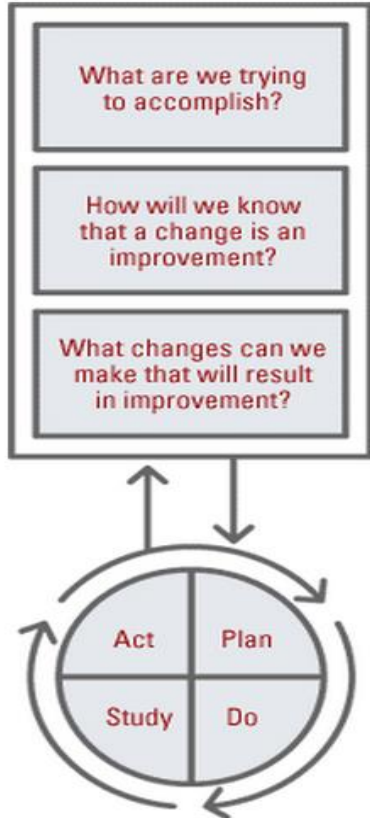
£172,454 in benefits
identified for the first 23
families

110 local service users
offered full time
employment

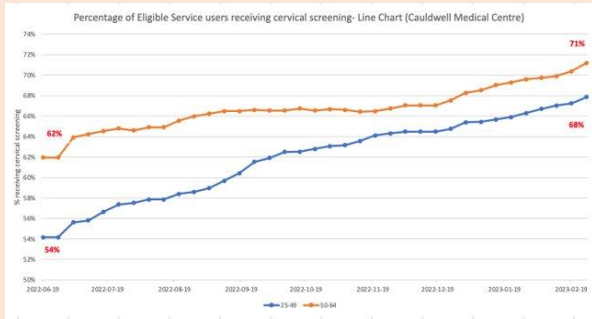


We care
We respect
We are inclusive

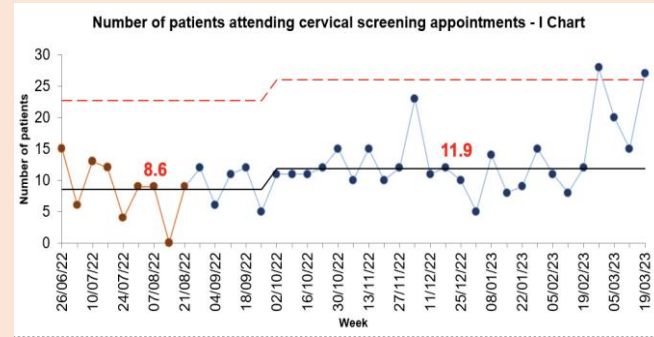
Using QI to Pursue Equity



Cauldwell Medical Centre

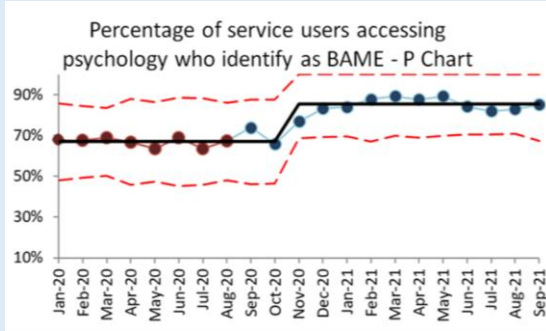


↓
Gap in screening reduced to 3%
↑



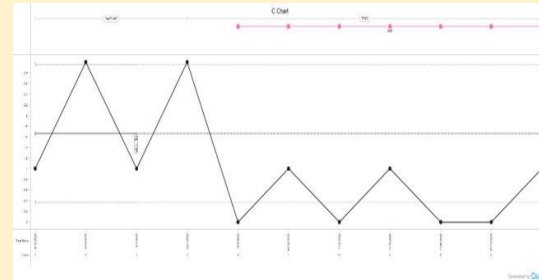
↑
38 %
Increase in appt attendance

Tower Hamlets EIS



↑
27 %
Increase in Access for BAME service users

East India Ward Forensics



↓
90 %
Reduction in racist incidents

Bow Ward Forensics

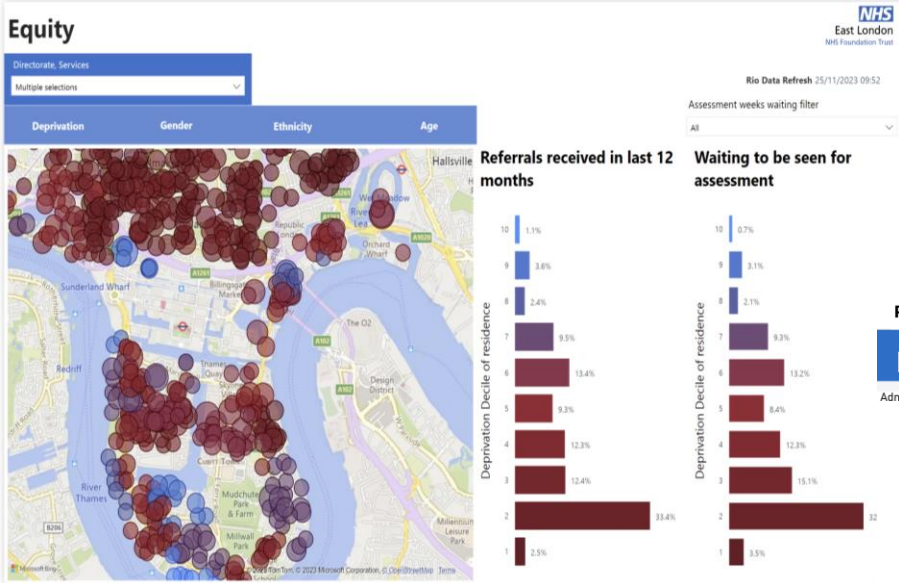
↑
15 %

Increase in Cervical Screening

↑
16.3 %

Increase in Breast Screening

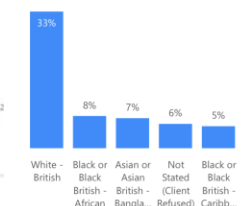
Making Data Accessible



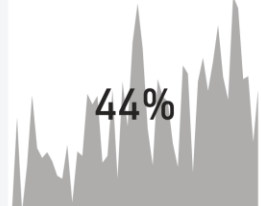
Population Health

Directorate: All | Ward: All | Consultant: All | Last Data Refresh 12/03/2024 23:5

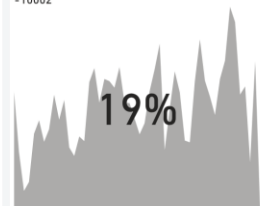
Admissions by Ethnicity - 10000



Admissions with 1-2 Risk Factors - 10001



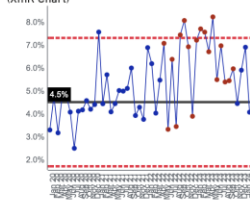
Admissions with more than 2 Risk Factors - 10002



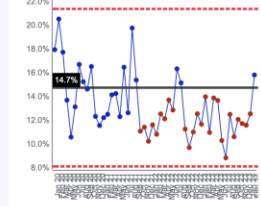
Service Users with Settled Accommodation - 10003 (XmR Chart)



Service Users with Paid Employment - 10004 (XmR Chart)



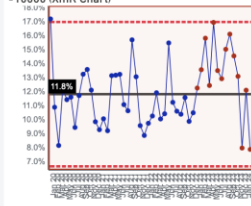
Interventions Offered - 10021 (XmR Chart)



Interventions Offered and Accepted - 10005 (XmR Chart)



Cardio Metabolic Assessments Completed - 10006 (XmR Chart)



Project : Improving End Of life Care For Bangladeshi And Other Ethnic Minorities' Communities

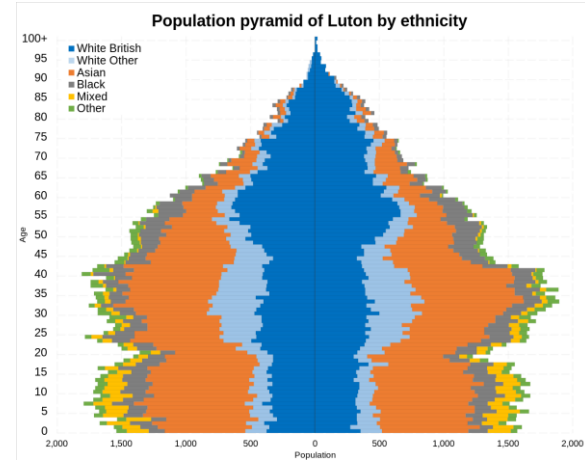


We care
We respect
We are inclusive





- Countywide Service Across Luton and Bedfordshire
- Supporting women and birthing people in pregnancy and up to 2 years post partum
- MBBRACE report shows increased maternal mortality rates for those from Black and Asian ethnic backgrounds
- Local project work to promote the service, especially in Luton with Roma, BAME and Black communities
- OCEAN project on Tokophobia



https://www.youtube.com/watch?v=V_WaqdIU_Nc



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Improving at
scale



Testing and
learning locally



We care
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We are inclusive

Other resources

Annual Population Health Report 2023

NHS
East London
NHS Foundation Trust



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