

# Leading for a better future, from revolution to evolution

Prof Jason Leitch, IHI Senior fellow



# REvolution!

Digital

Upstream health

New competencies

Compassion

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***“How does a man go bankrupt?”***



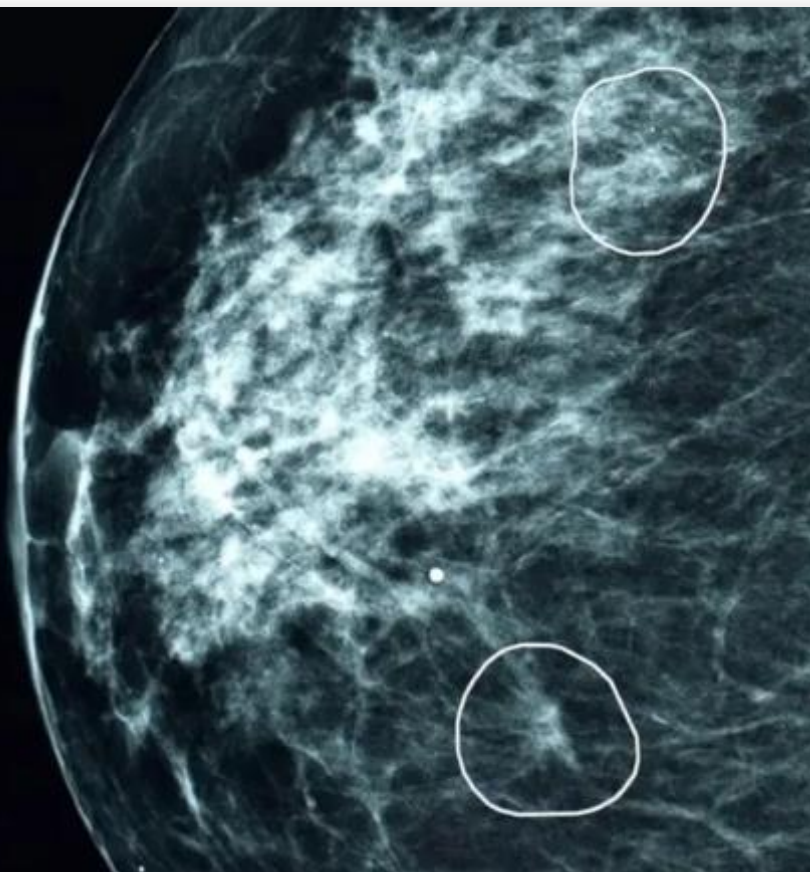
***“Two ways.  
Gradually, then suddenly”***

Ernest Hemingway,  
*The Sun Also Rises*, 1926

## Growth in telehealth usage peaked during April 2020 but has since stabilized.

Telehealth claims volumes, compared to pre-Covid-19 levels (February 2020 = 1)<sup>1</sup>





# The Newest “Gamechanger”: GenAI

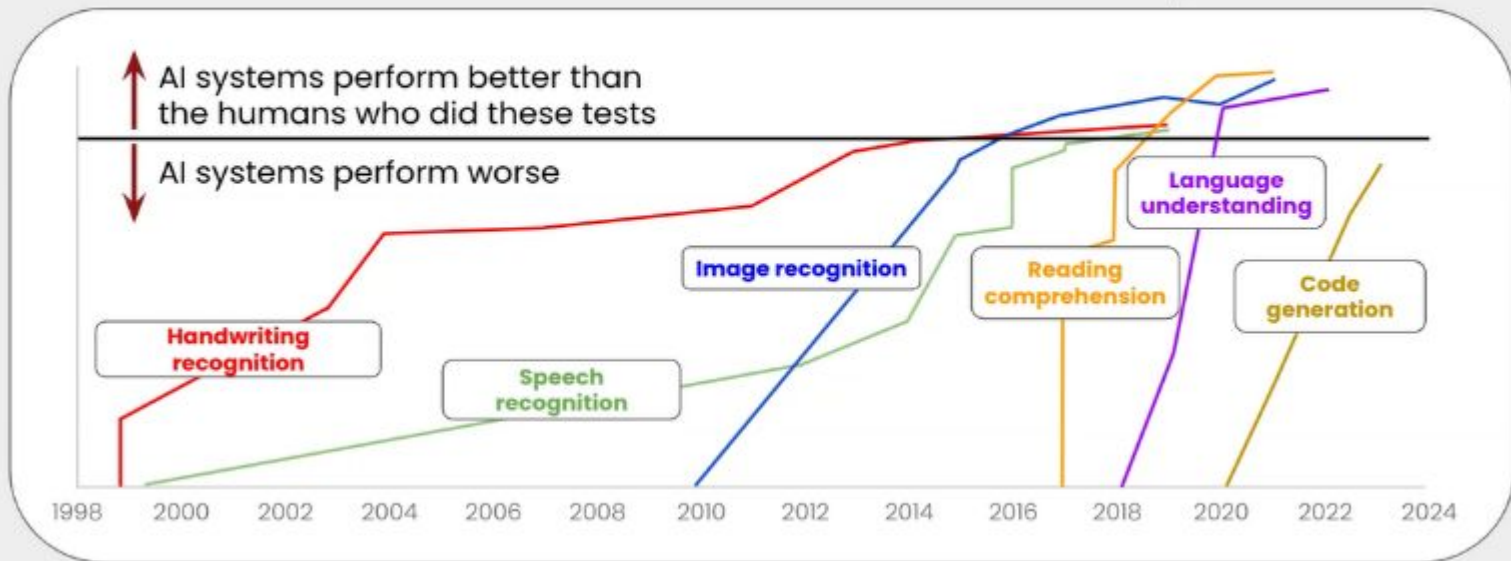
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# The Next Hemingway Moment?

What's new: Generative AI **outperforms humans** on numerous tasks



Adapted from *Our World In Data*



# Write an introduction for Jason Leitch

“Jason Leitch is a prominent figure in the Scottish Government, known for his role as the National Clinical Director. He has been a key public health advisor, particularly during the COVID-19 pandemic. With a background in dentistry and public health, he has become a familiar face in Scotland, often appearing in media briefings and public communications to provide guidance on health matters. Leitch is recognized for his clear communication style, expertise, and commitment to improving public health in Scotland.”



# Now in a country music style...

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## (Verse 1)

Well, let me tell you 'bout a man from the  
Scottish land,

He's got a steady hand, and he's in high  
demand,

Jason Leitch is his name, keeping us all safe  
and sound,

With a smile on his face, he's the best around.

## (Chorus)

He's the National Director, keeping health on  
track,

Guiding Scotland through the storm, never  
looking back,

With a touch of country and a kilt so fine,

Jason Leitch, y'all, he's the best of our time.



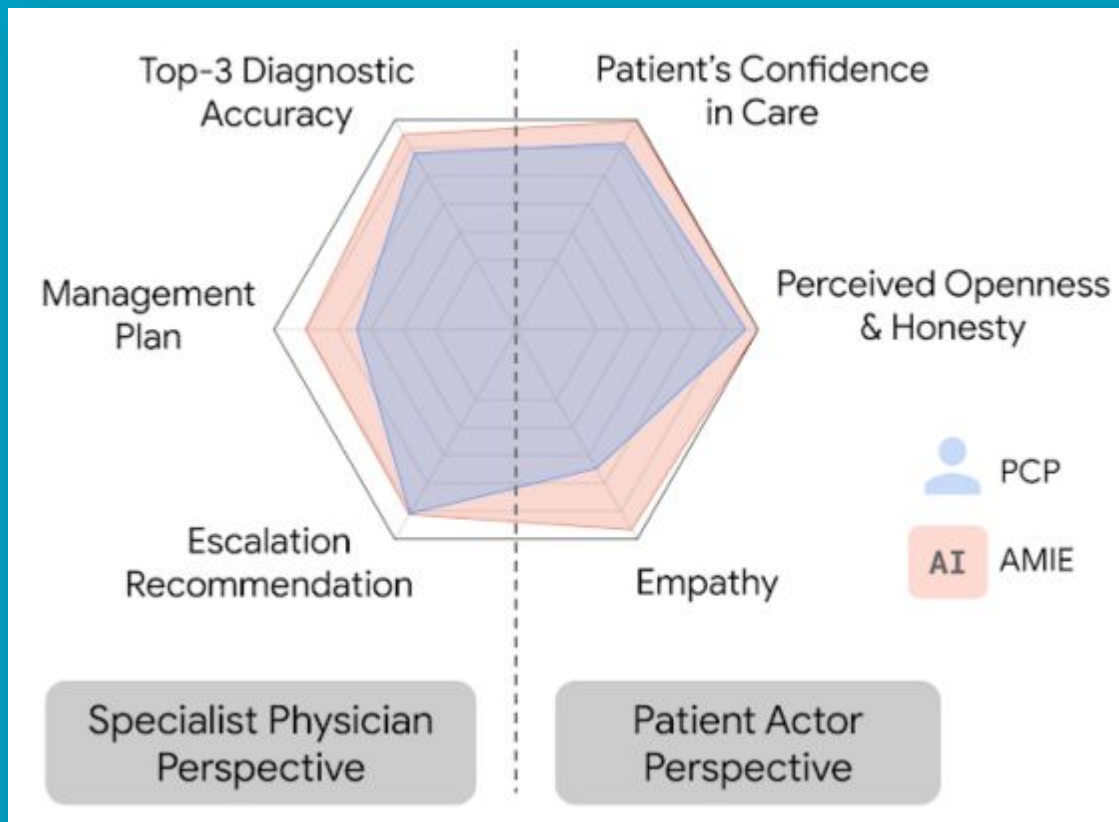


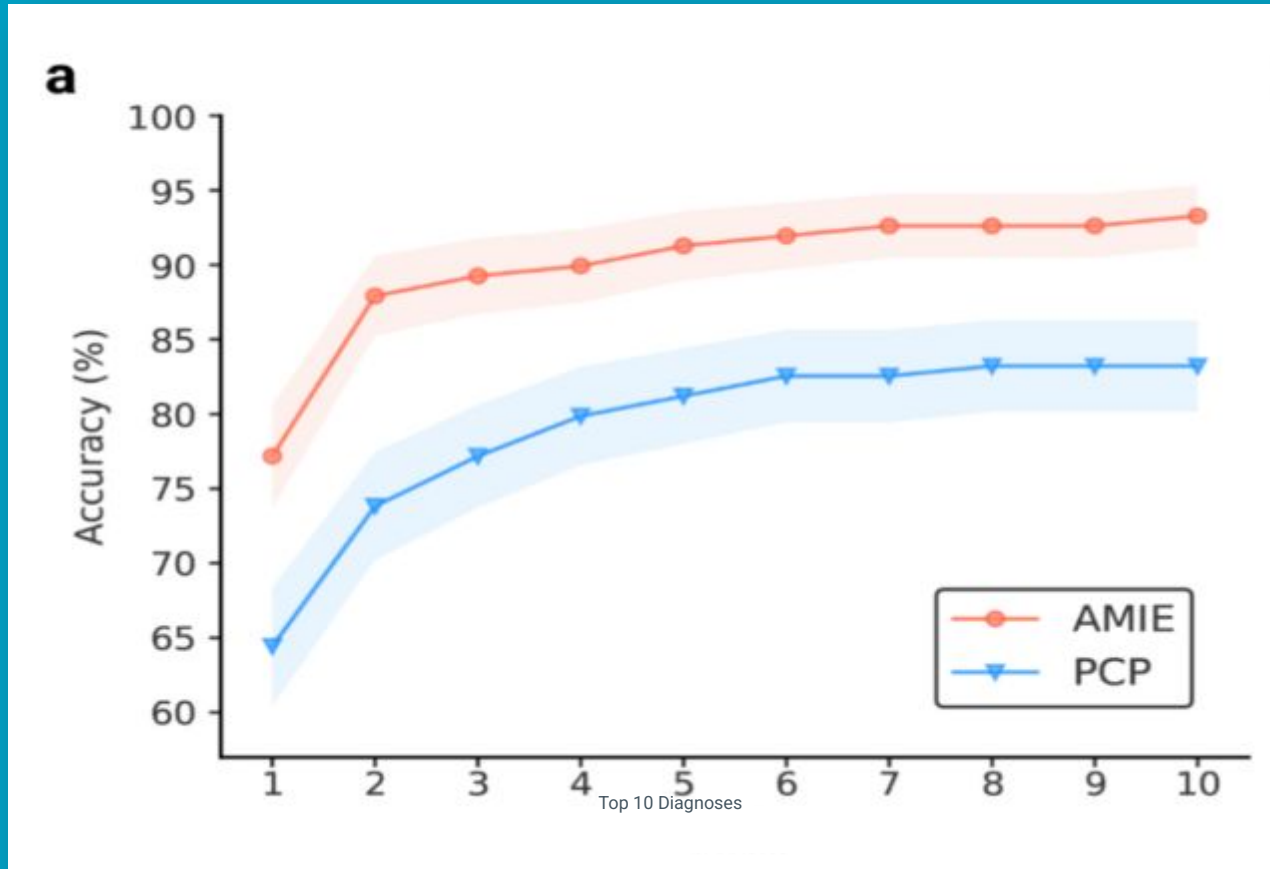




cortina





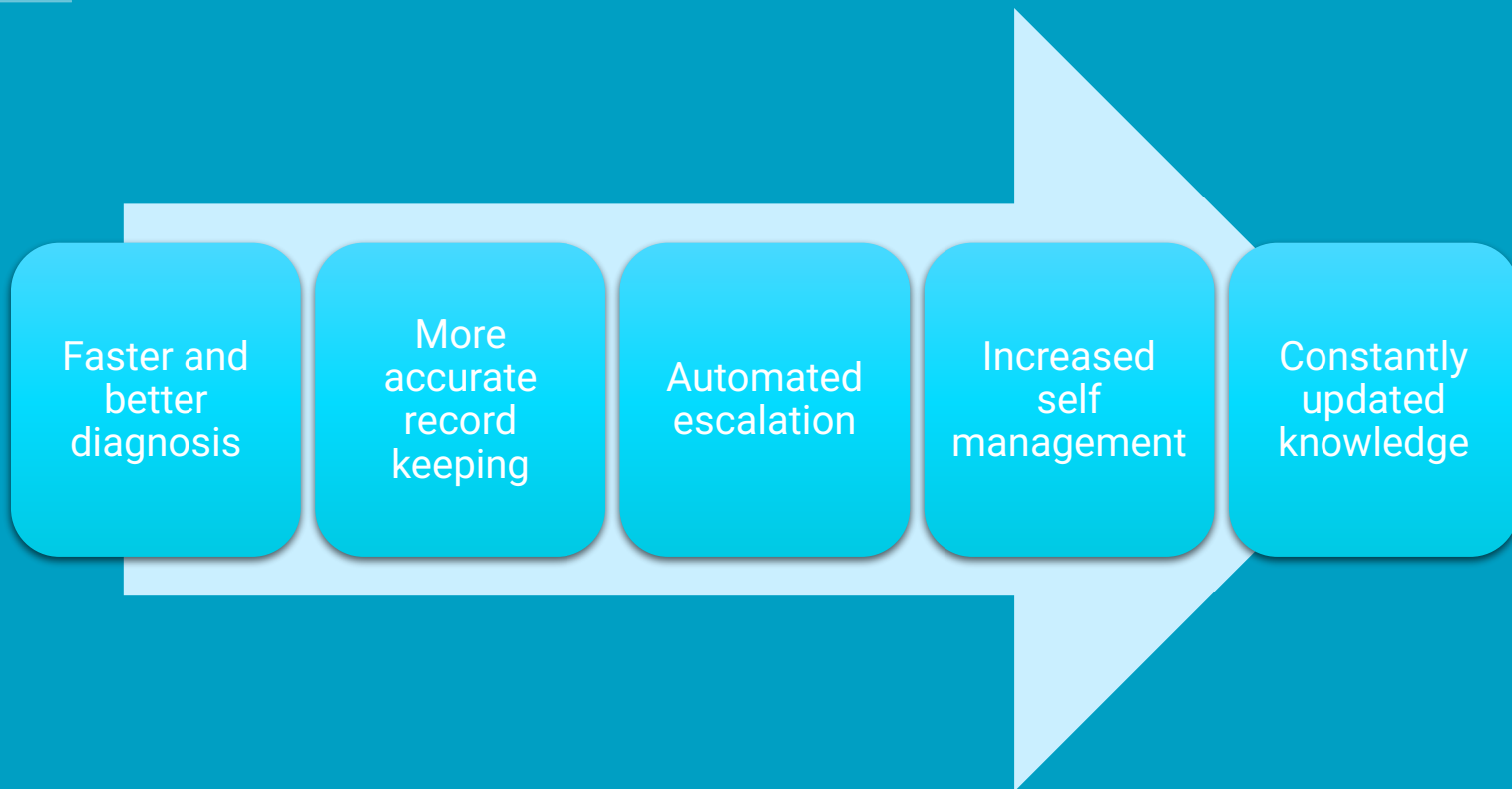


AMIE: A research AI system for diagnostic medical reasoning and conversations. Google blog, Jan 12, 2024. [https://blog.research.google/2024/01/amie-research-ai-system-for-diagnostic\\_12.html](https://blog.research.google/2024/01/amie-research-ai-system-for-diagnostic_12.html)



# Use cases of GenAI for quality & safety

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# Use cases of GenAI for quality & safety?

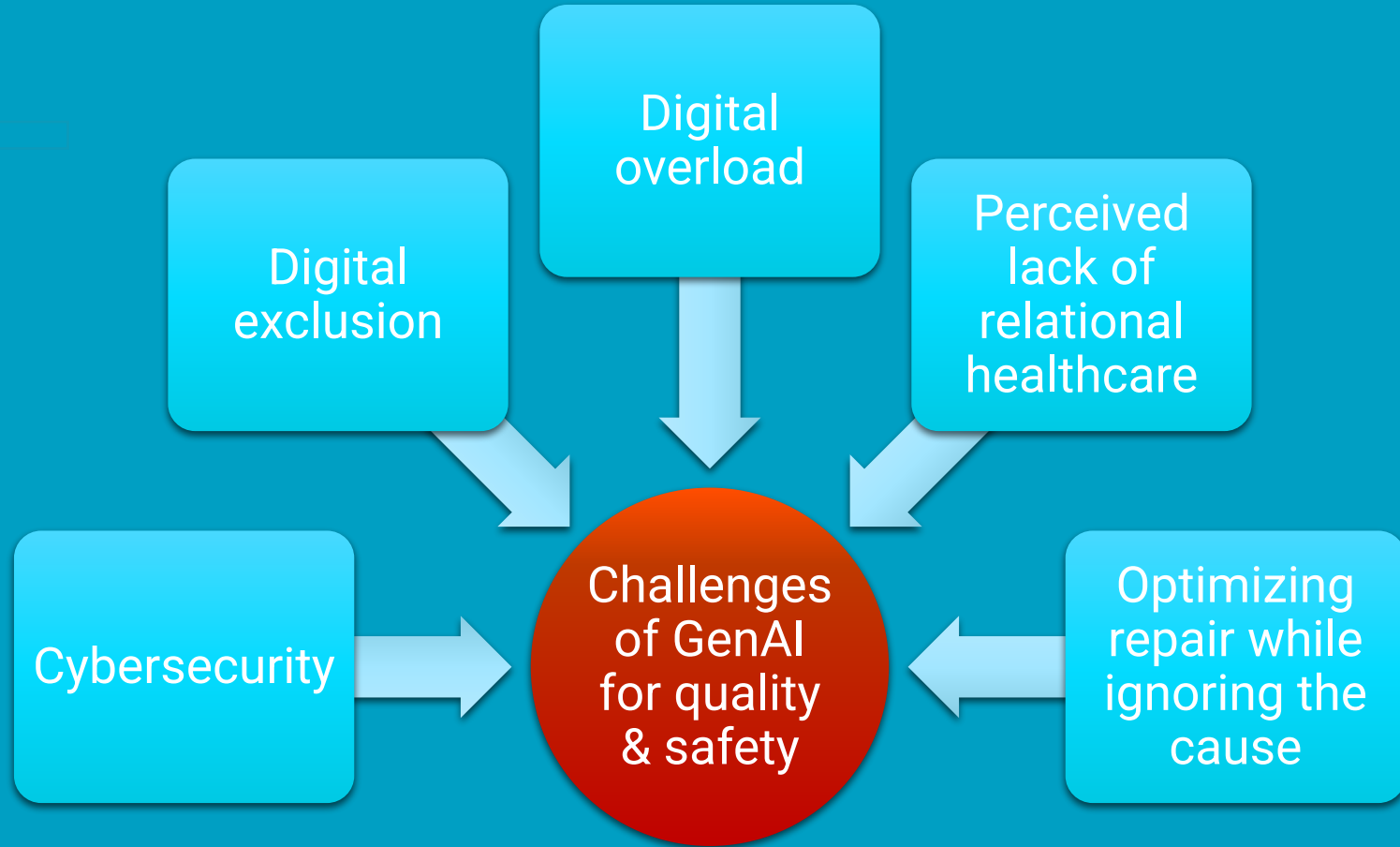
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Replace  
healthcare  
workers...

Replace  
hospitals

Replace  
healthcare



# ***“How did we improve after AI?”***



*“Two ways.  
Gradually, then suddenly”*

Ernest Hemingway,  
*The Sun Also Rises*, 1926

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# Scotland: The next 20 years...

Population  
down 1.8%

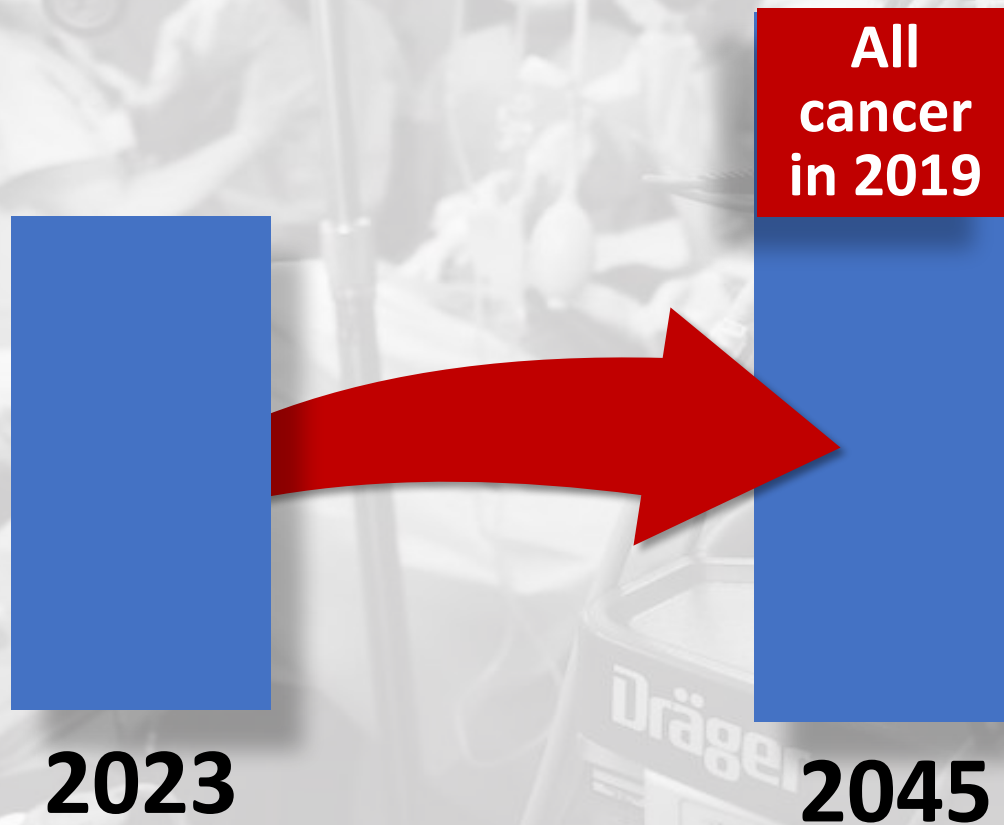
Over 65s  
up 22%

Over 75s  
up 25.4%

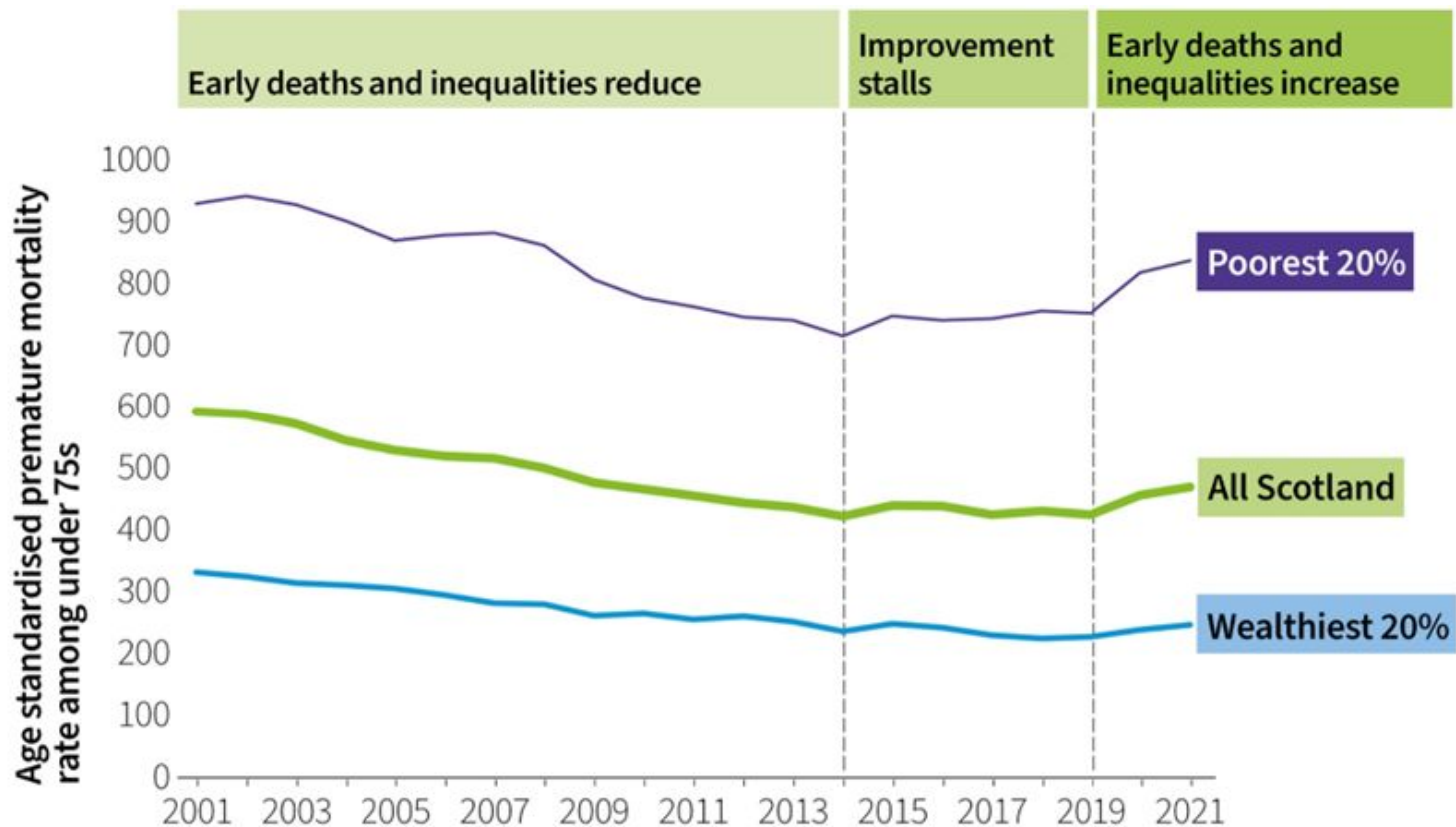
Disease  
burden up  
21%



# The Scottish Burden of Disease



# Scotland's health is worsening

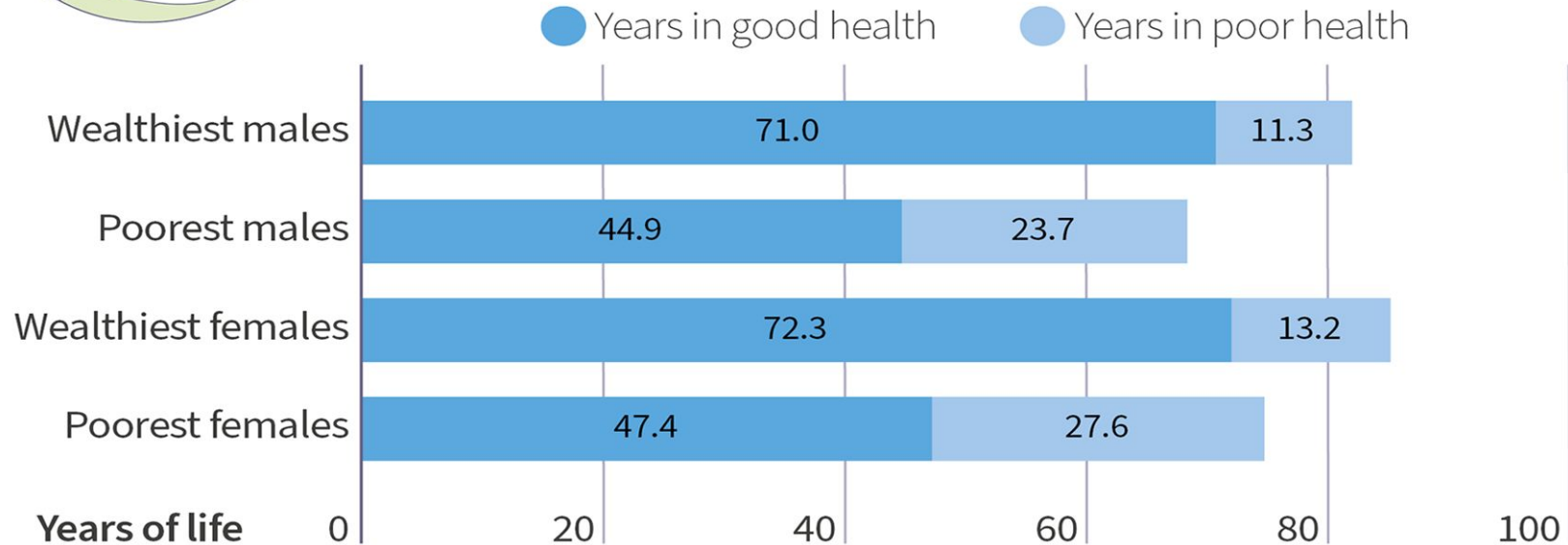


Source: National Records Scotland

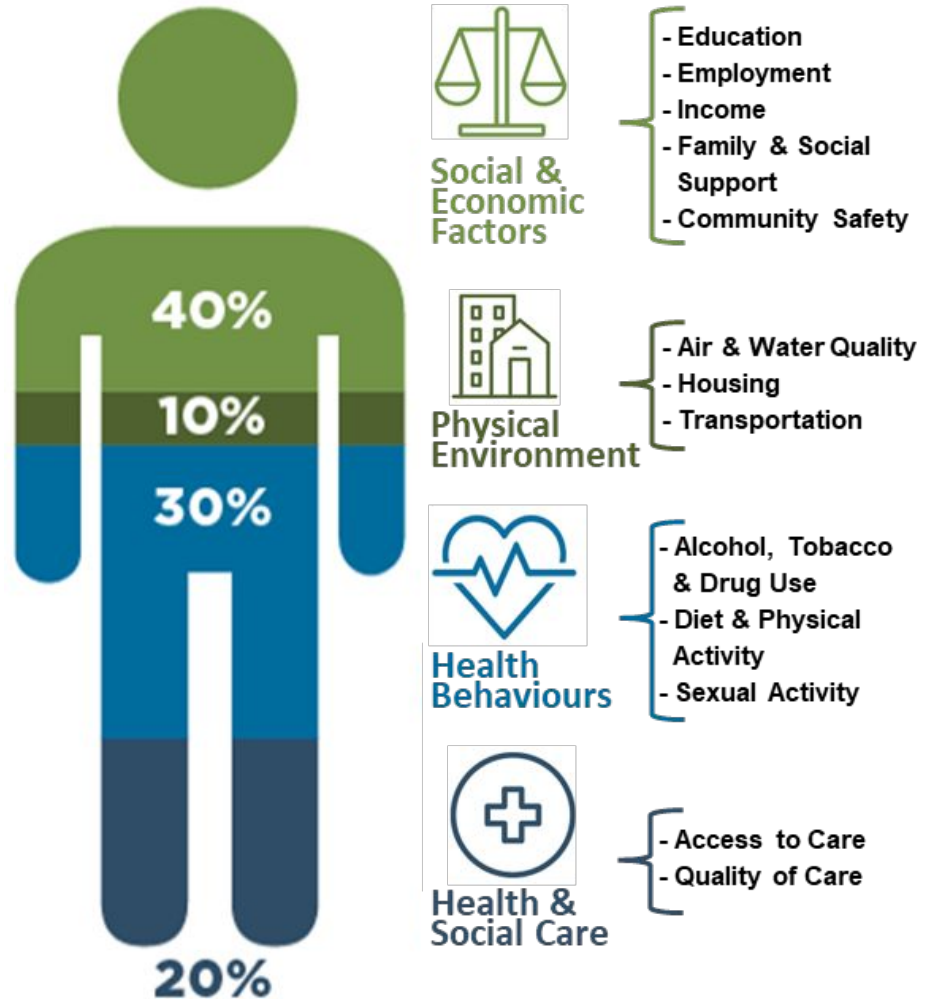
# Inequalities are widening



People in the poorest areas live more years in poor health and die younger.



# Michael Marmot's Social Determinants of Health







**Macro level**

# Investment in universal prevention



HPV Vaccine



Minimum Unit Pricing



Childsmile



Hepatitis C Prevention



Covid-19 vaccines



Smoking Ban

# Alcohol: Minimum Unit Pricing



Alcohol-attributable  
deaths down 13.4%



Likely reduction of  
hospital admissions 4.1%



Biggest impact among  
men in deprived areas





**Meso level**



## Childsmile

Improving the oral health of children in  
Scotland

**Childsmile is reducing inequalities in oral health and ensuring  
access to dental services for every child across the country.**



## Toothbrushing



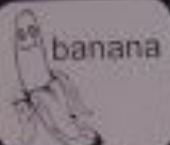
## Community & Practice



## Fluoride Varnish



apple



banana



strawberry

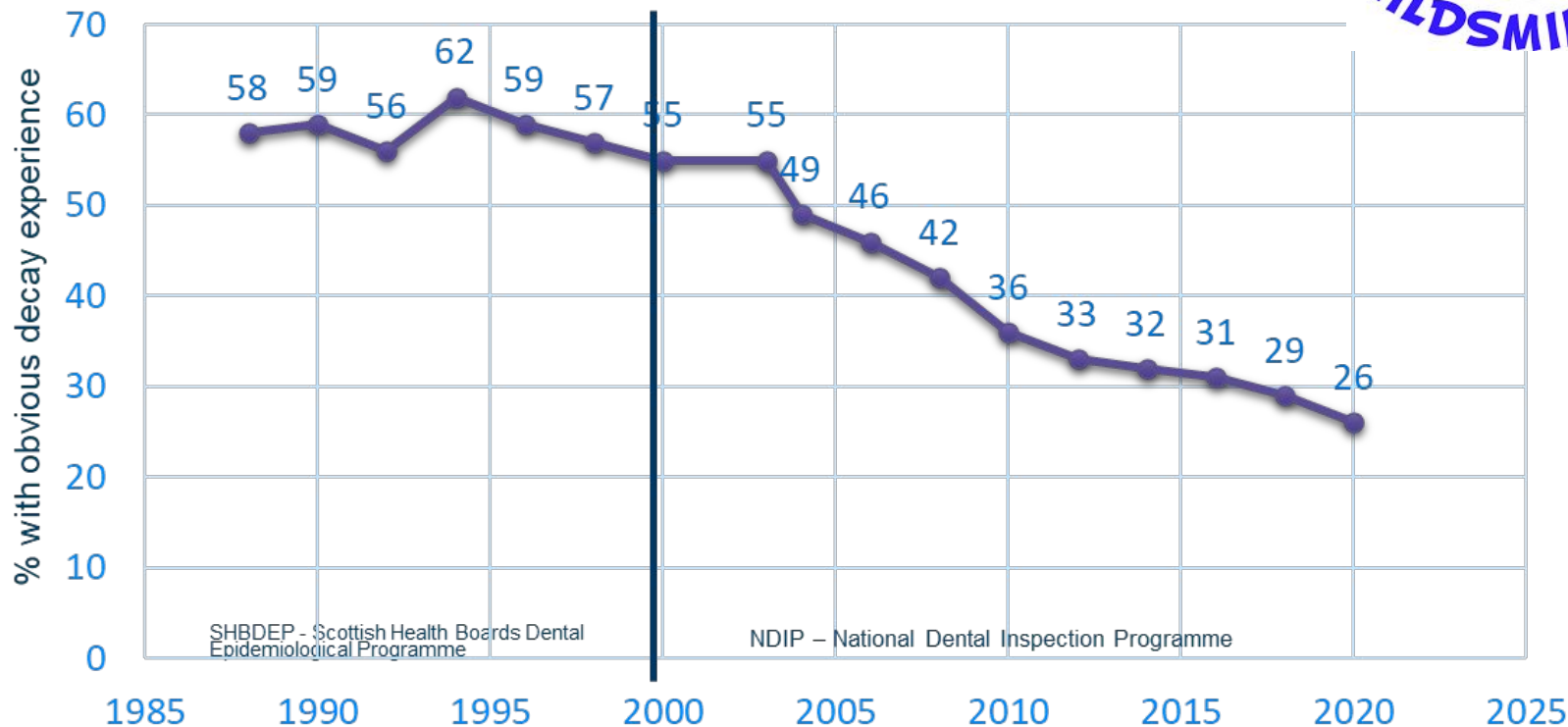


carrot



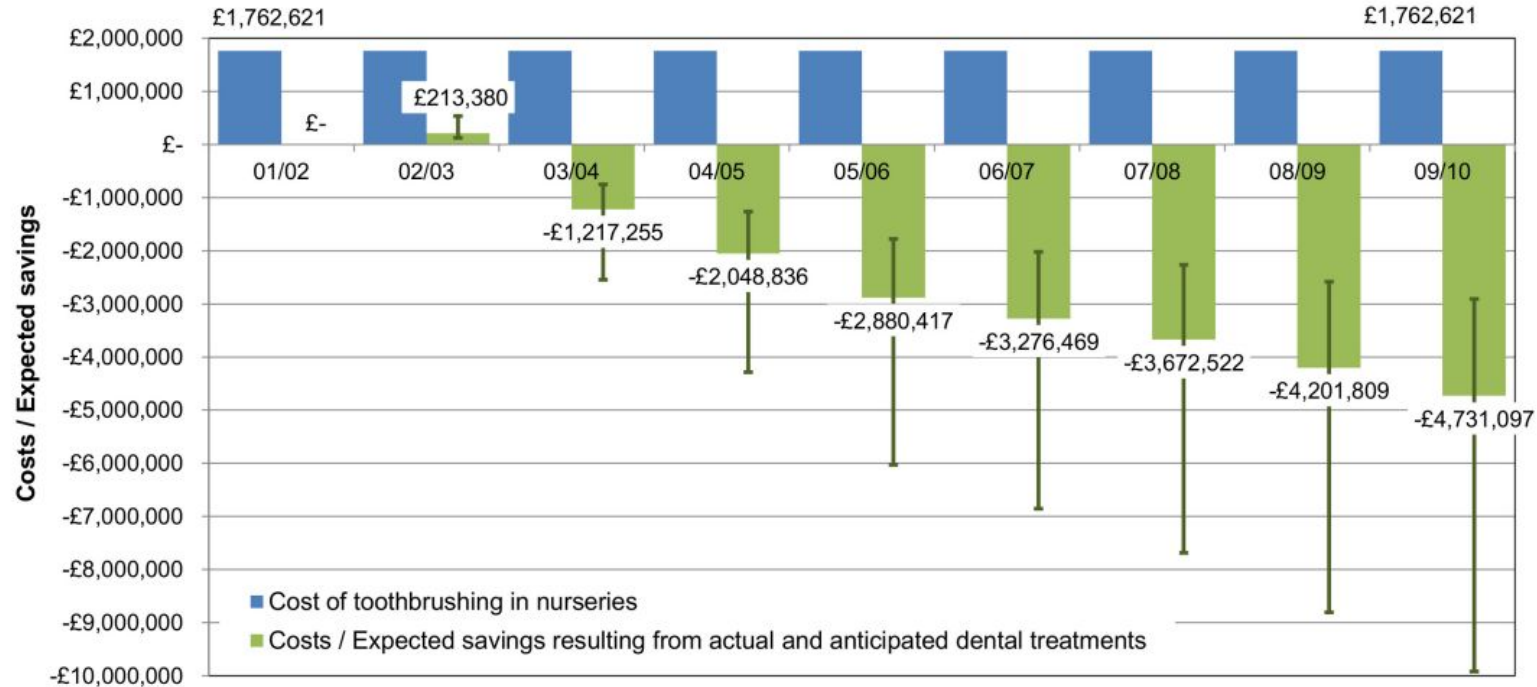
hot  
drink

# Trends in prevalence of tooth decay in Primary 1 children in Scotland



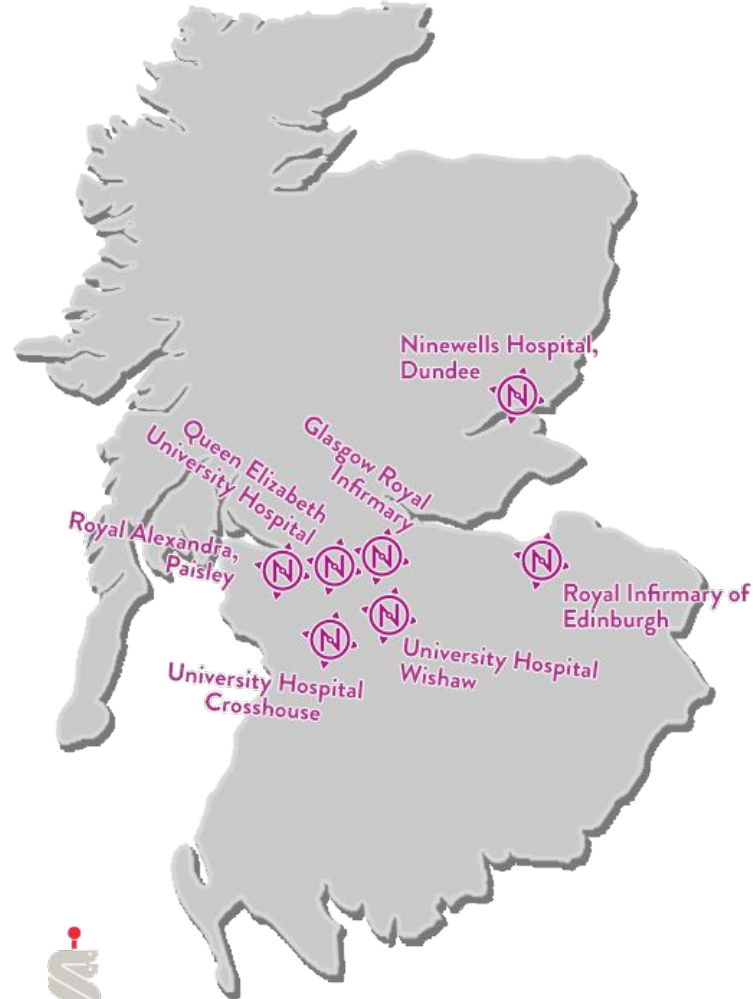


# Annual cost of nursery toothbrushing and expected savings from actual & anticipated dental treatments





**Micro level**





# REvolution!

Digital

In-the-stream health

New competencies

Compassion



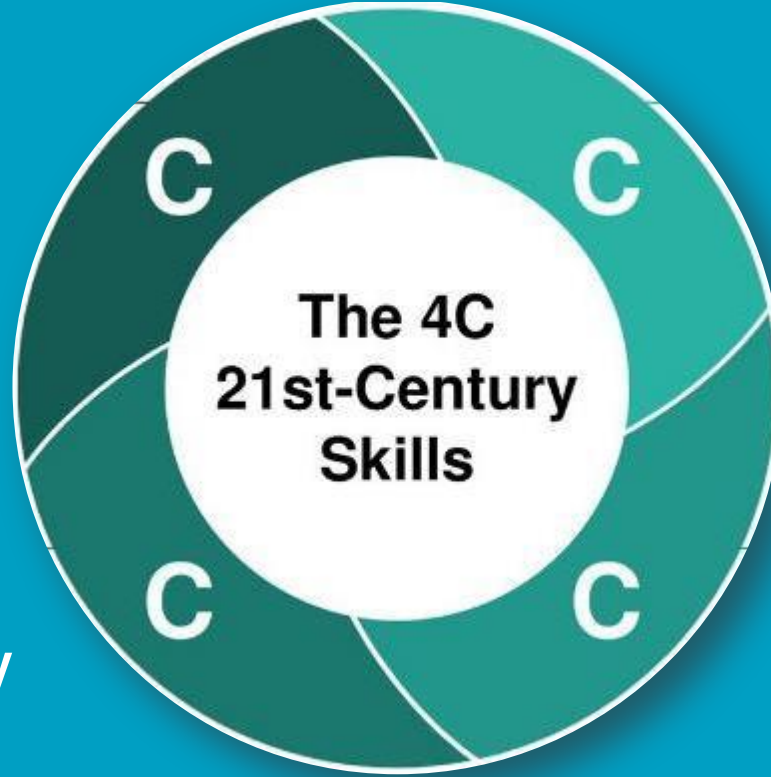
# The New Competencies

Collaboration

Critical Thinking

Creativity

Communication



# The New Competencies

Collaboration

Critical Thinking

Our ability to  
deal with  
**Change**

Creativity

Communication



# Skeiðará Bridge, Iceland

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# Þórsmörk, Iceland

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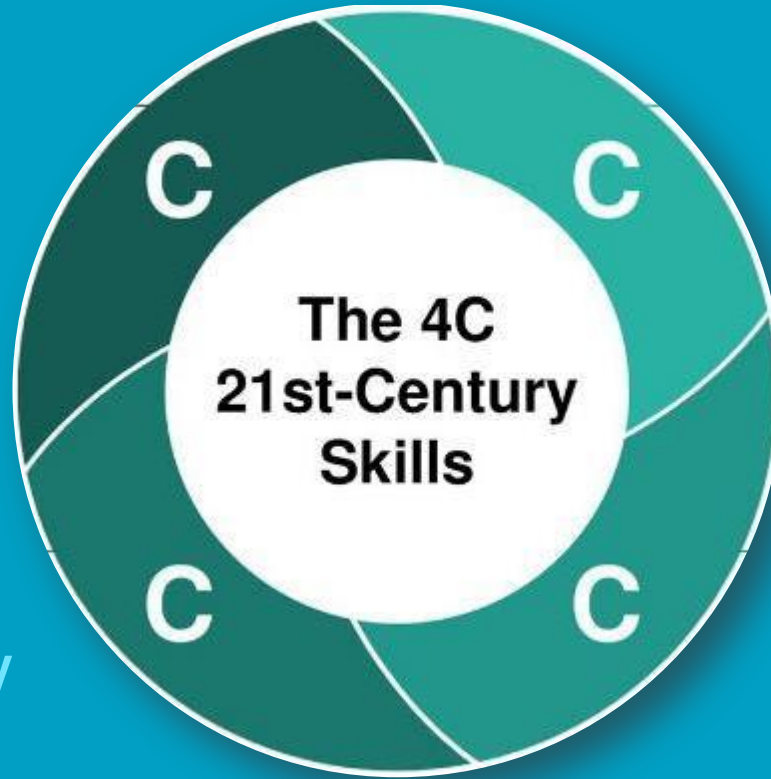
# The New Competencies

**Collaboration**

Critical Thinking

Creativity

Communication





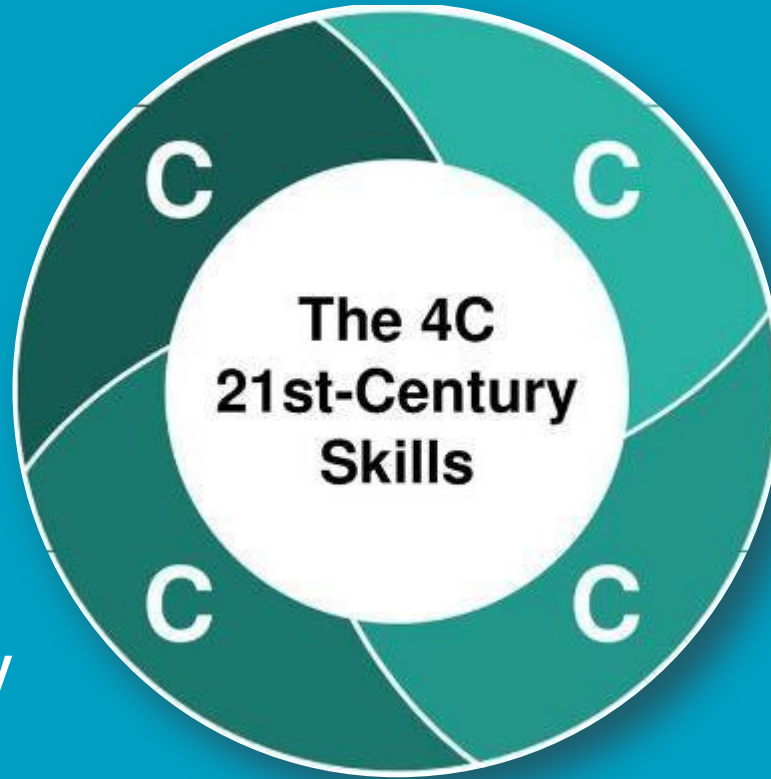
# The New Competencies

Collaboration

Critical Thinking

Creativity

Communication





## Near Me





# The Barbers of Saxmundham



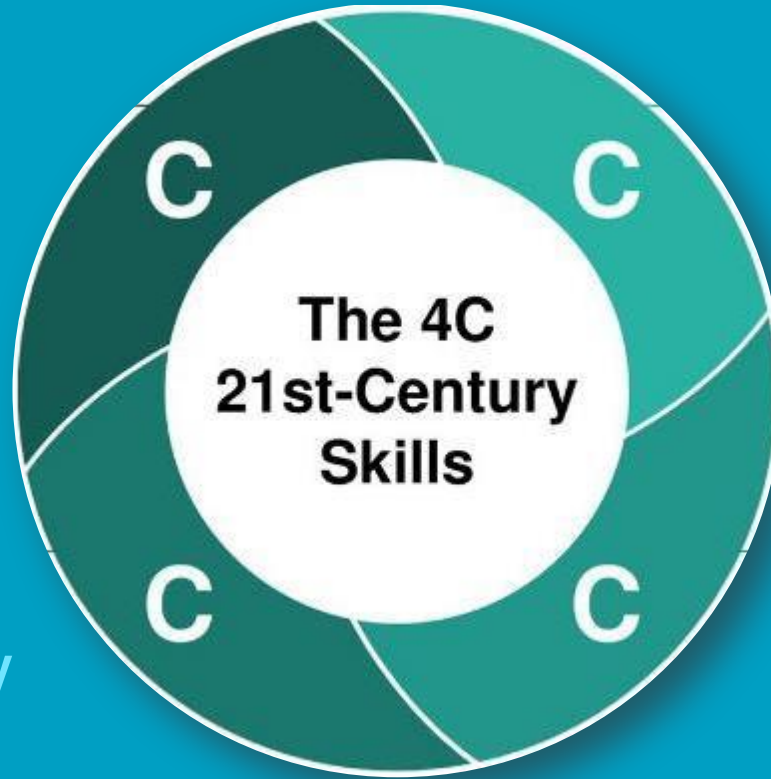
# The New Competencies

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COVID 19

VACCINATION

= DEATH



youngscot.net



Scottish Government  
Riaghaltas na h-Alba  
gov.scot



young.scot

f TheScottishGovernment  
t @ScotGov  
www.gov.scot





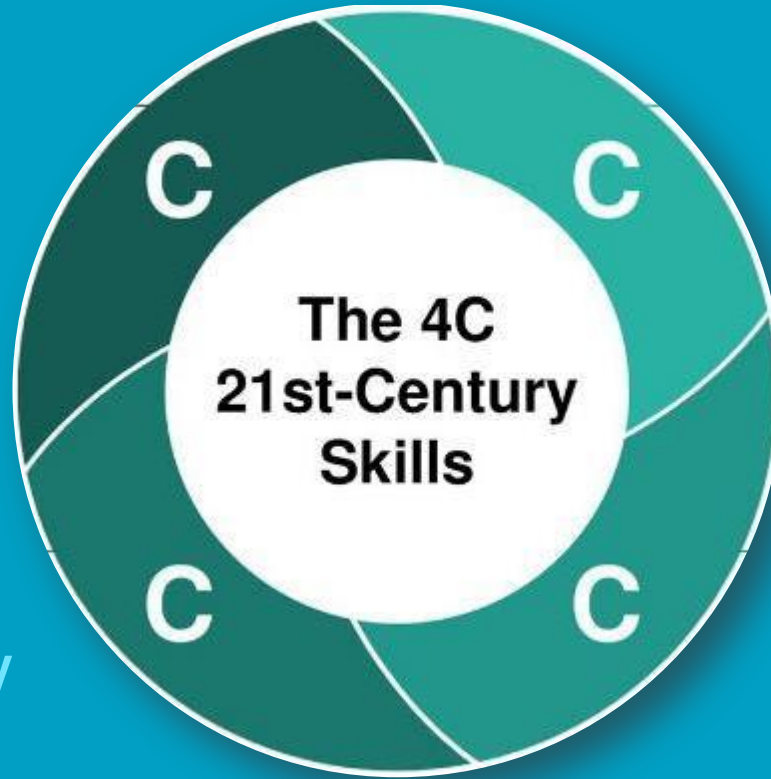
# The New Competencies

Collaboration

Critical Thinking

Creativity

Communication





**JAMBO!**  
**RADIO**

the  
**goodmorningservice**  
Est.2000



# REvolution!

Digital

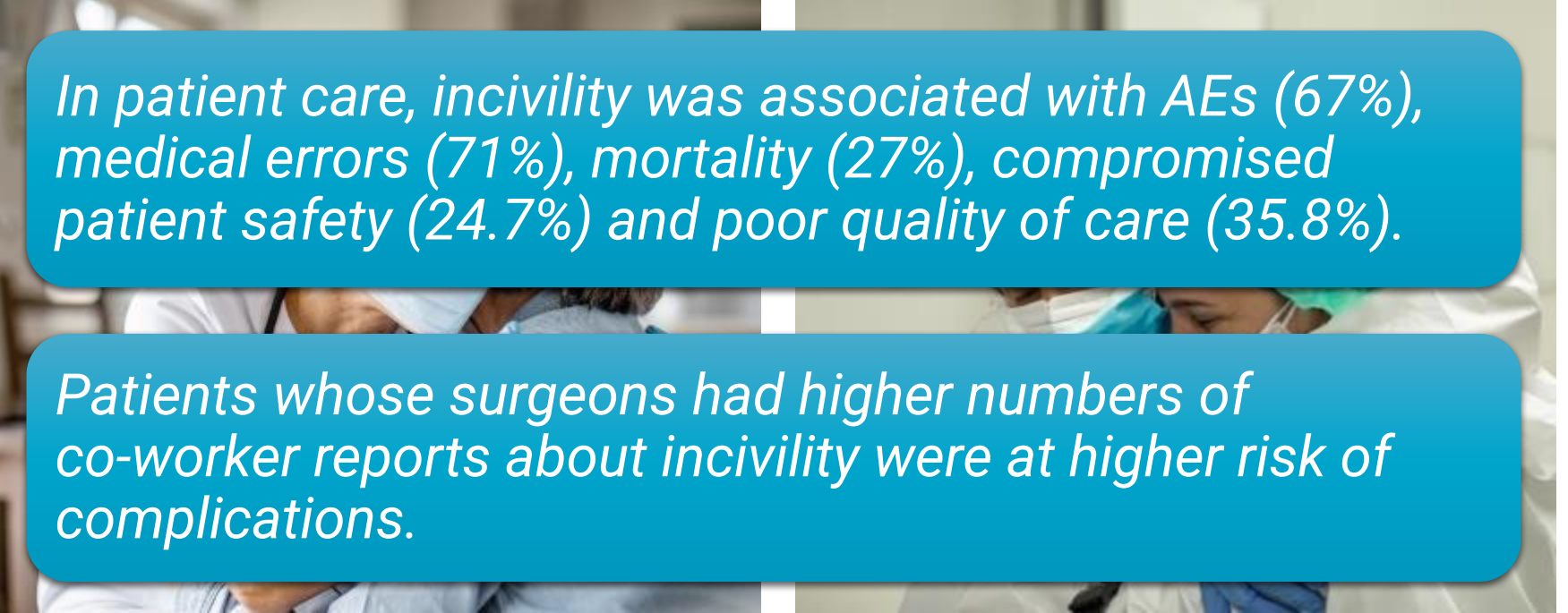
In-the-stream health

New competencies

Compassion

# Kindness in teams is essential for patient safety.

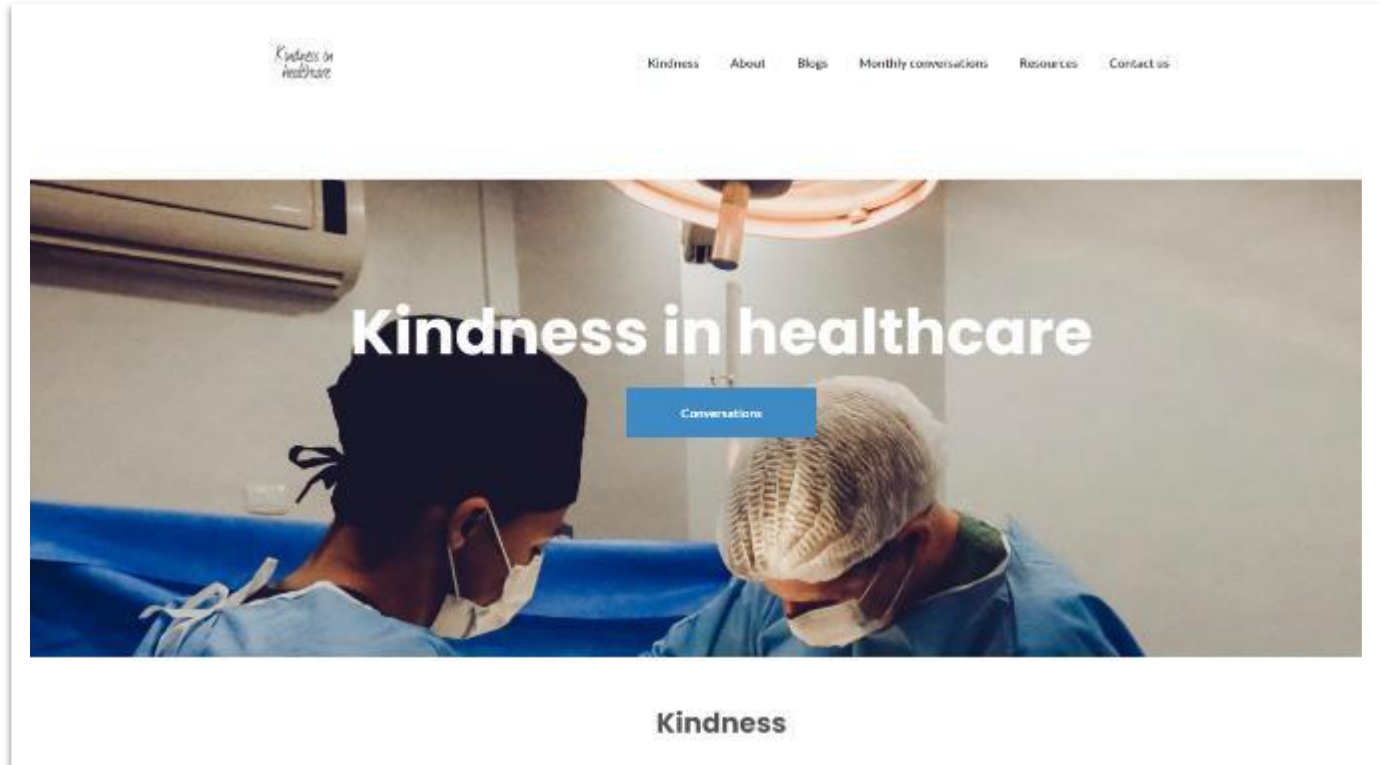
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*In patient care, incivility was associated with AEs (67%), medical errors (71%), mortality (27%), compromised patient safety (24.7%) and poor quality of care (35.8%).*

*Patients whose surgeons had higher numbers of co-worker reports about incivility were at higher risk of complications.*

[www.kindnessinhealthcare.world](http://www.kindnessinhealthcare.world)



# Over 1400 contributors from 34 countries so far

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Denmark, Saudi Arabia, Norway, Singapore, England, Faroe Islands, Italy, USA, Scotland, Canada, Northern Ireland, Ireland, Sweden, Belgium, Netherlands, Iceland, Australia, Wales, Germany, Hong Kong, Spain, Slovenia, Malta, Brazil, Philippines, New Zealand, Portugal, Switzerland, China, Kenya, South Africa, Mexico, UAE



# What Matters to Staff

## Royal Free Hospital @ IHI International Forum

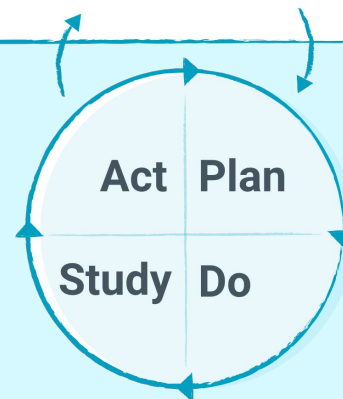


## Model for Improvement

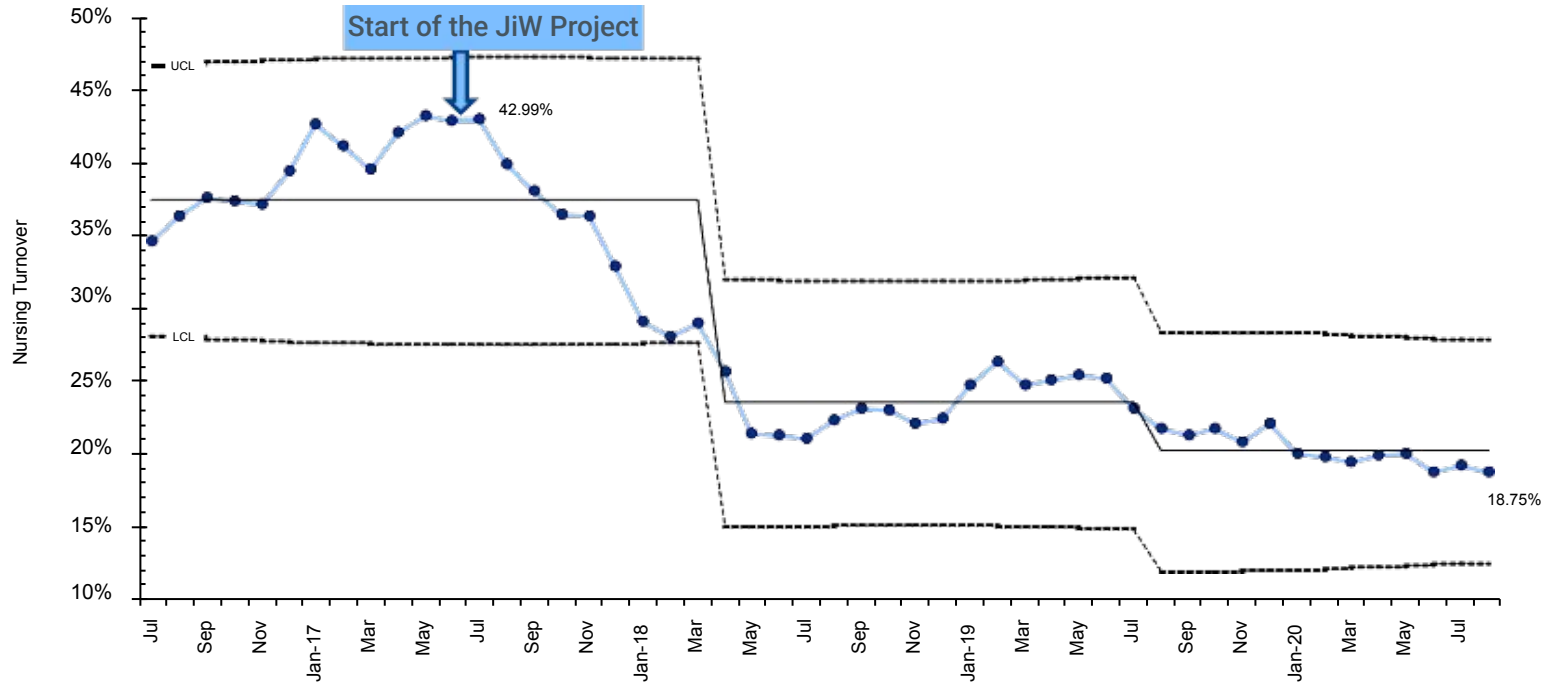
What are we trying to accomplish?

How will we know that a change is an improvement?


What change can we make that will result in improvement?



# ICU Nursing Turnover at the Royal Free and Barnet Hospital in London







From...  
“What’s the matter?”  
to  
**“What matters to you?”**

Never  
Assume  
Anything



# REvolution!

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In-the-stream health

New competencies

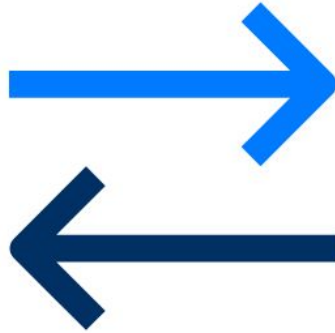
Compassion

# REvolution!

## REVERSE MENTORING



JUNIOR EMPLOYEE



SENIOR EXECUTIVE

# REvolution!

Digital



Ask a member of your family:

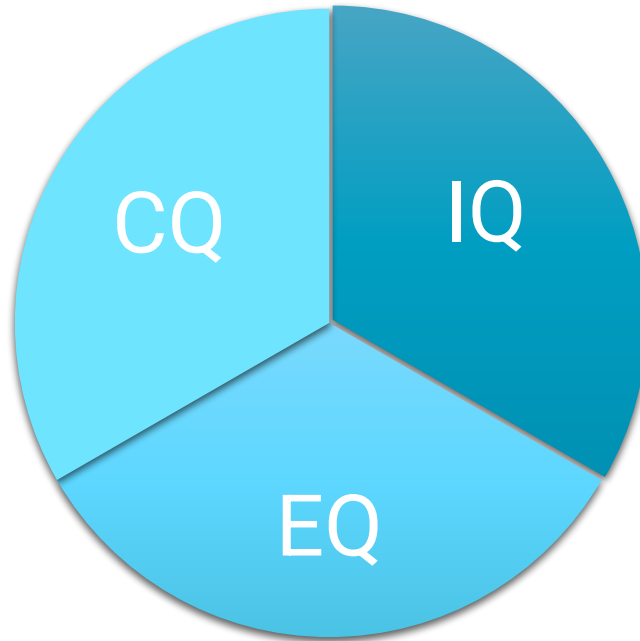
When was the last time you went to a dentist?

When was the last time someone asked you about your mental health?

Compassion



# REvolution!



# REvolution!


## Write your 'Reach List'.....



# A better future?

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Innovation is not the result of  
chance, it's the result of action.

It's not a thing to wait for, it's a  
thing to do.

Phil McKinney  
CEO of CableLabs