

# Spreading improvement: when, how and who

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Both Scottish Quality & Safety Fellows, cohort 8

# Agenda

Introduction and an overview of Near Me

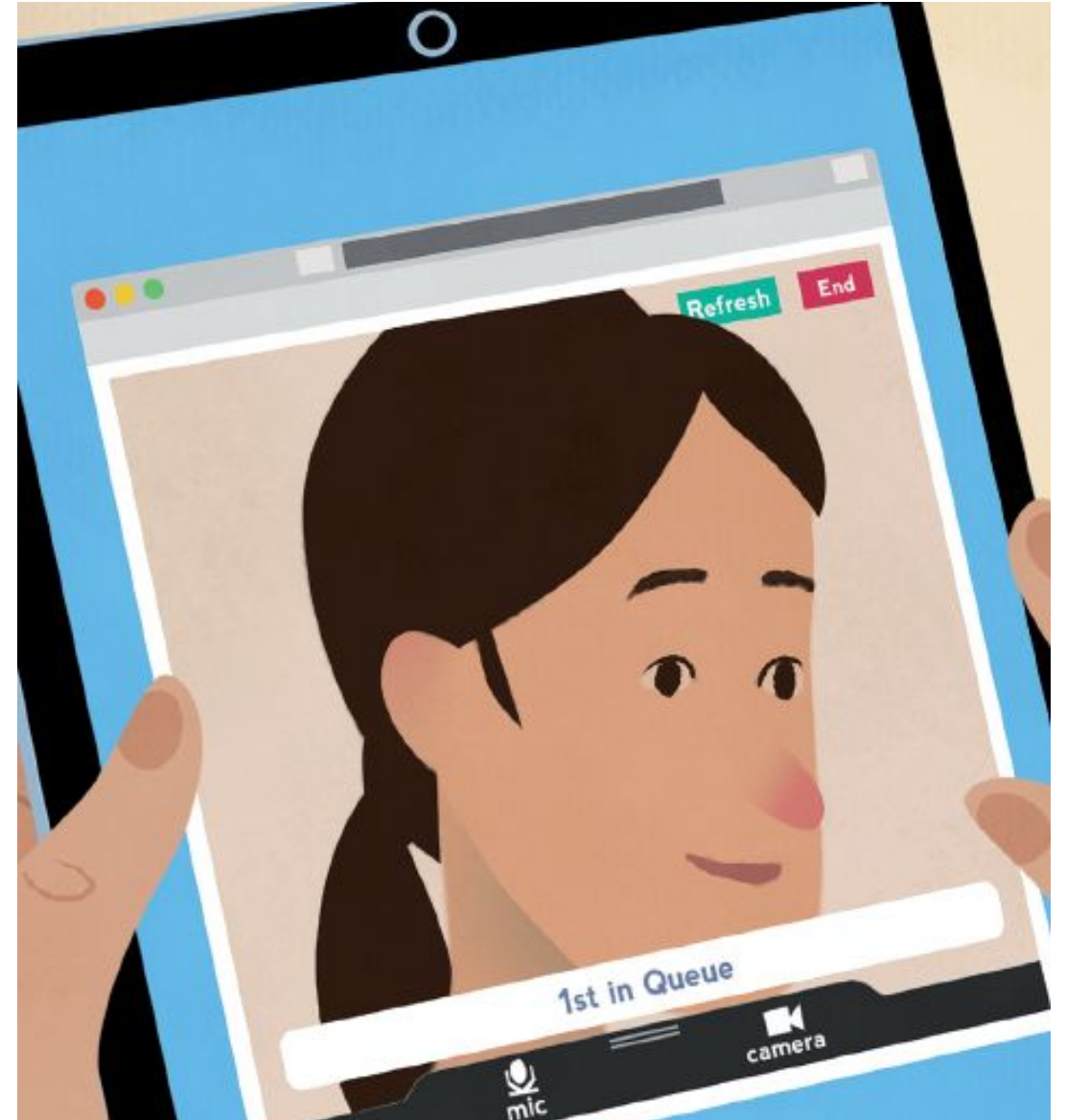
3x 20-minute interactive workshops:

- The building blocks
- The methodology underpinning the spread
- Sustaining and embedding change

Summing up and key messages



# Introduction to Near Me

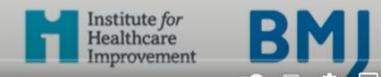


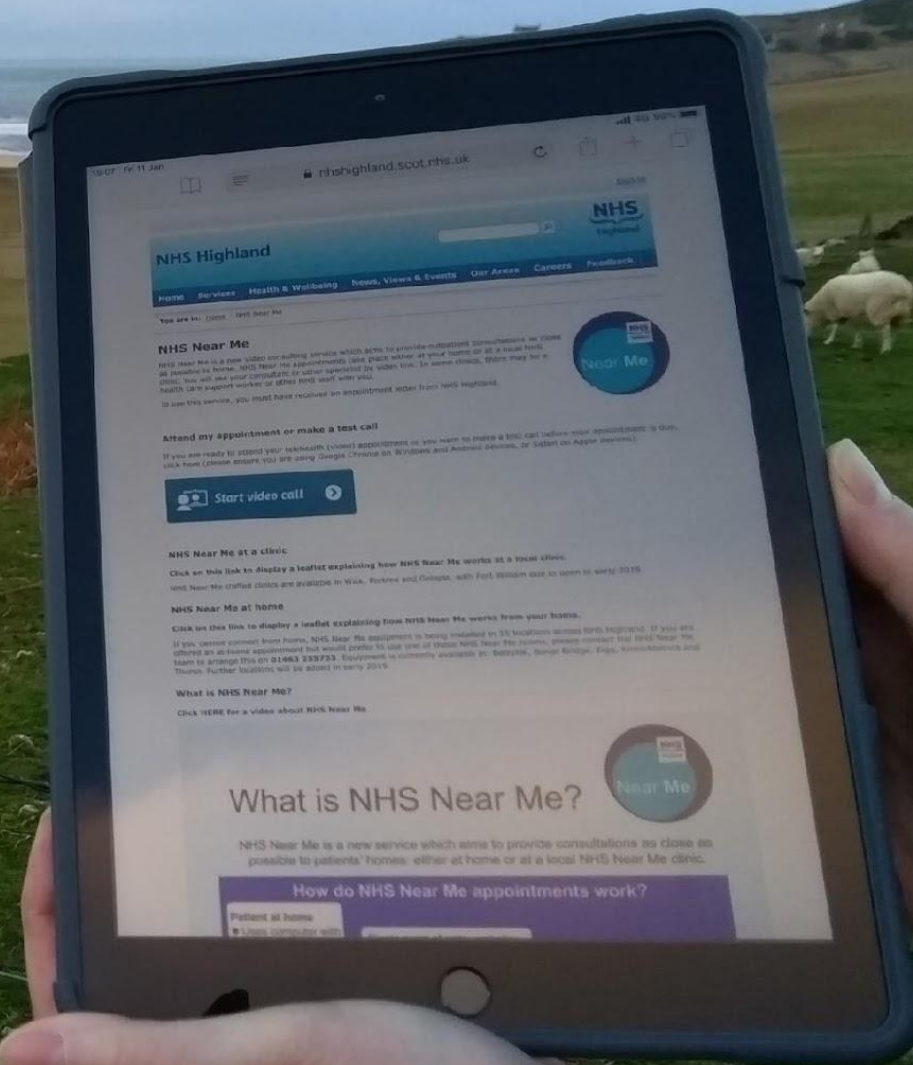
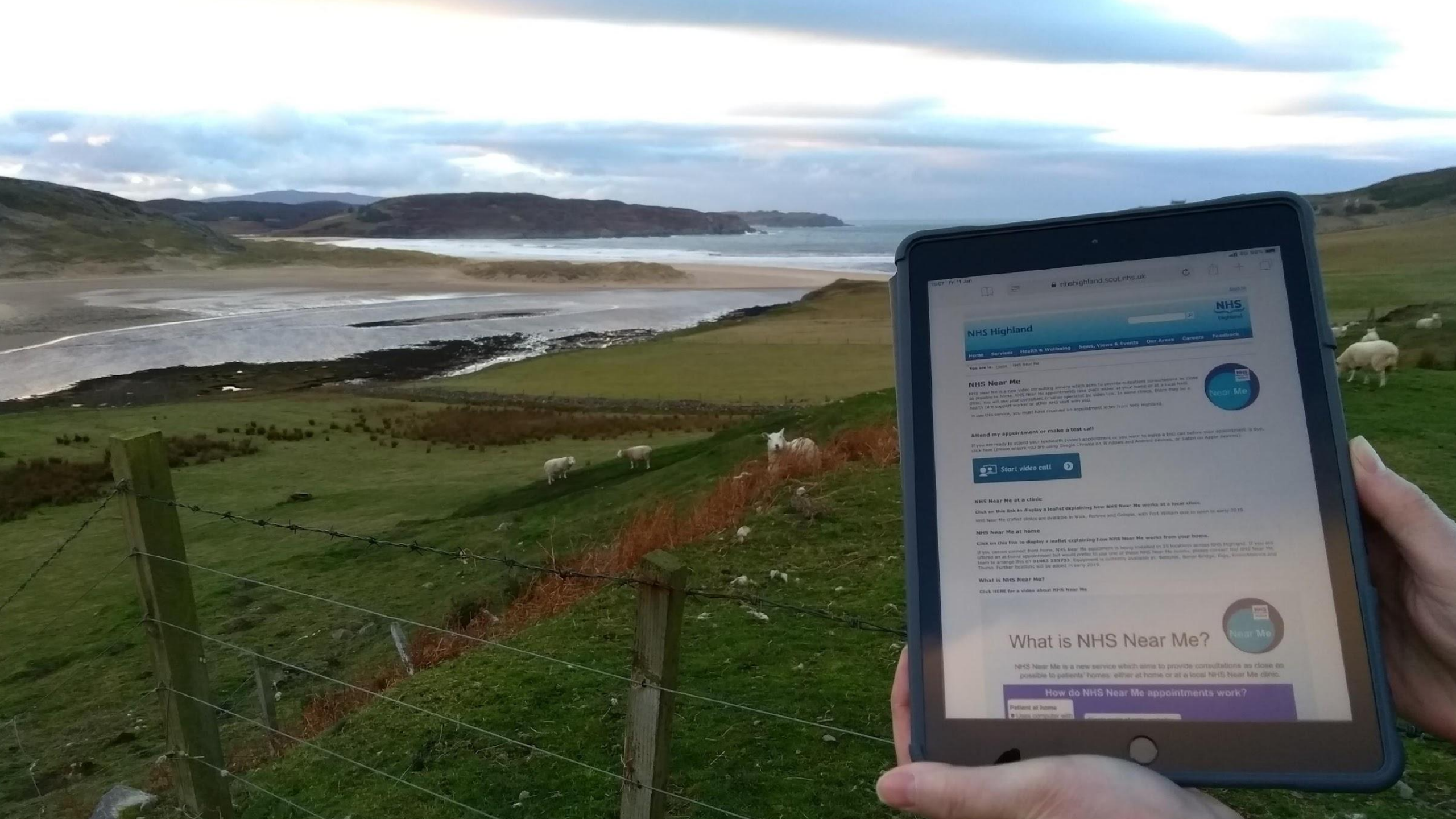




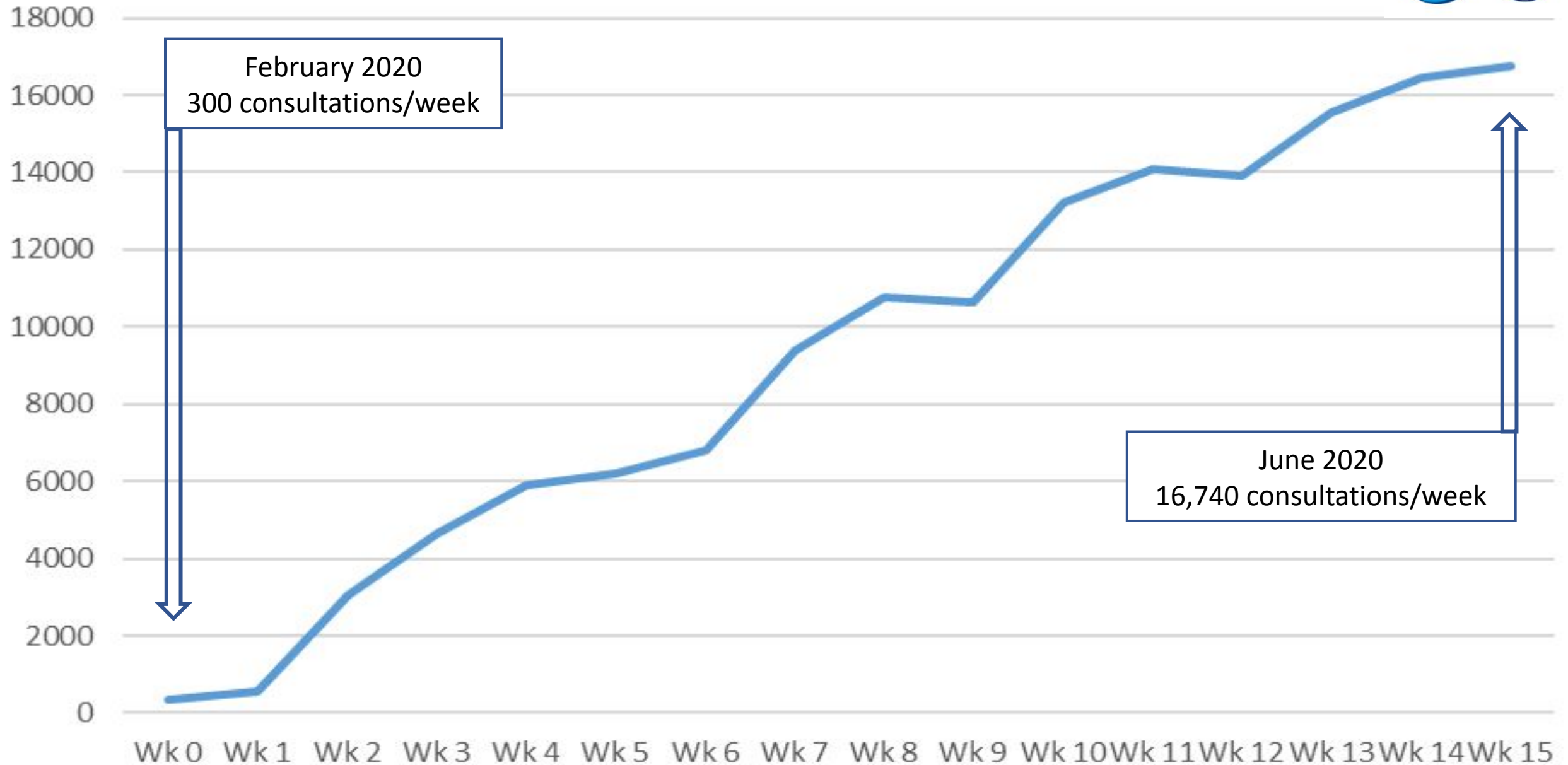
People make... it happen

**Derek Feeley**, CEO, President, IHI; USA  
**Jason Leitch**, National Clinical Director,  
Scottish Government; Scotland



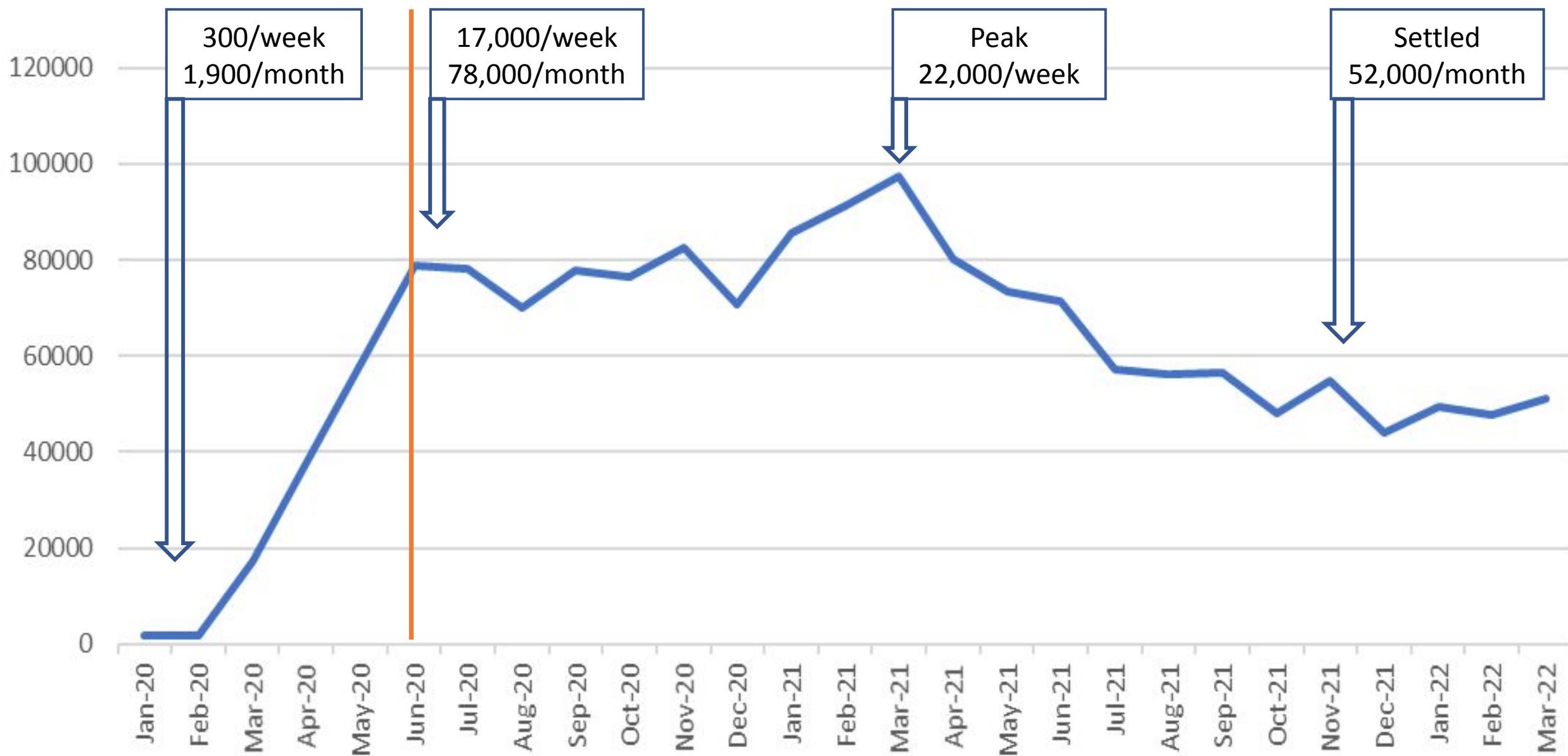


# Near Me Consultations by Week from March 1st





# Consultations Jan 2020 - March 2022





# Workshop 1: Building blocks



# **Discussion**

How do you create a service ready to spread?

What approaches should you take?

**Key words/phrases onto Slido**



# Building blocks from Near Me







# Every journey has a carbon footprint



## Reduce travel by using NHS Near Me







Check before you travel

† East Ham  
No step-free access to the eastbound District line from Tuesday 23 July 2019 until early January 2020.

† Heathrow  
TfL Rail customers should change at Terminals 2 & 3 for free rail transfer to Terminal 5.

† Hounslow West  
Step-free access for manual wheelchairs only.

† Services or access at these stations is subject to variation.  
To check before you travel, visit [tfl.gov.uk/plan-a-journey](https://tfl.gov.uk/plan-a-journey)

Key to lines

- Bakerloo
- Central
- Circle
- District
- Hammersmith & City
- Jubilee
- Metropolitan
- Northern
- Piccadilly
- Victoria
- Waterloo & City
- DLR
- Emirates Air Line cable car (special fares apply)

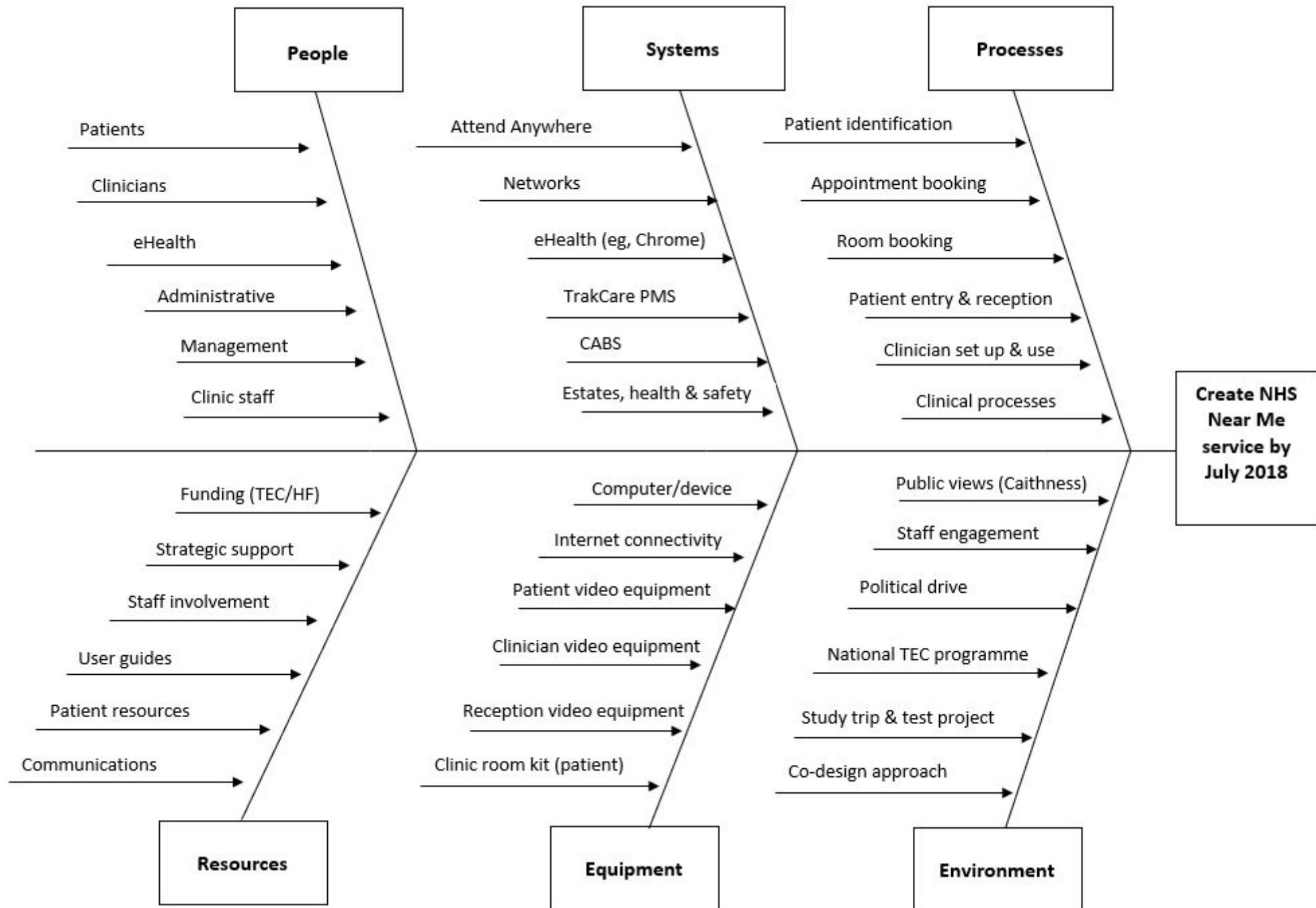
Key to symbols

- Interchange stations
- Internal interchange
- Under a 10 minute walk between stations
- Step-free access from street to train
- Step-free access from street to platform
- National Rail
- Airport

Explanation of zones

- Station in Zone 9
- Station in Zone 8
- Station in Zone 7
- Station in both zones
- Station in Zone 6
- Station in Zone 5
- Station in Zone 4
- Station in both zones
- Station in Zone 3

London Trams fare zone













BMJ Open Quality

# Testing and implementing video consulting for outpatient appointments: using quality improvement system thinking and codesign principles

Clare Morrison,<sup>1</sup> Michelle Beattie,<sup>2</sup> Joseph Wherton,<sup>3</sup> Cameron Stark,<sup>4,5</sup> Julie Anderson,<sup>6</sup> Carolyn Hunter-Rowe,<sup>7</sup> Nicola M Gray <sup>8</sup>

**To cite:** Morrison C, Beattie M, Wherton J, *et al.* Testing and implementing video consulting

## ABSTRACT

Increasing demand for outpatient appointments (OPA) is a global challenge for healthcare providers. Non-attendance

appointments (OPAs) in NHS Highland are delivered in a single urban centre (Inverness), which places the burden of travel mostly on



Building blocks

Understand the problem

System-wide thinking

Co-design and co-production





# Workshop 2: Methodology underpinning spread





# Discussion

What do you need for successful spread?

What methods do you use?

Who is involved?

**Key words/phrases onto Slido**

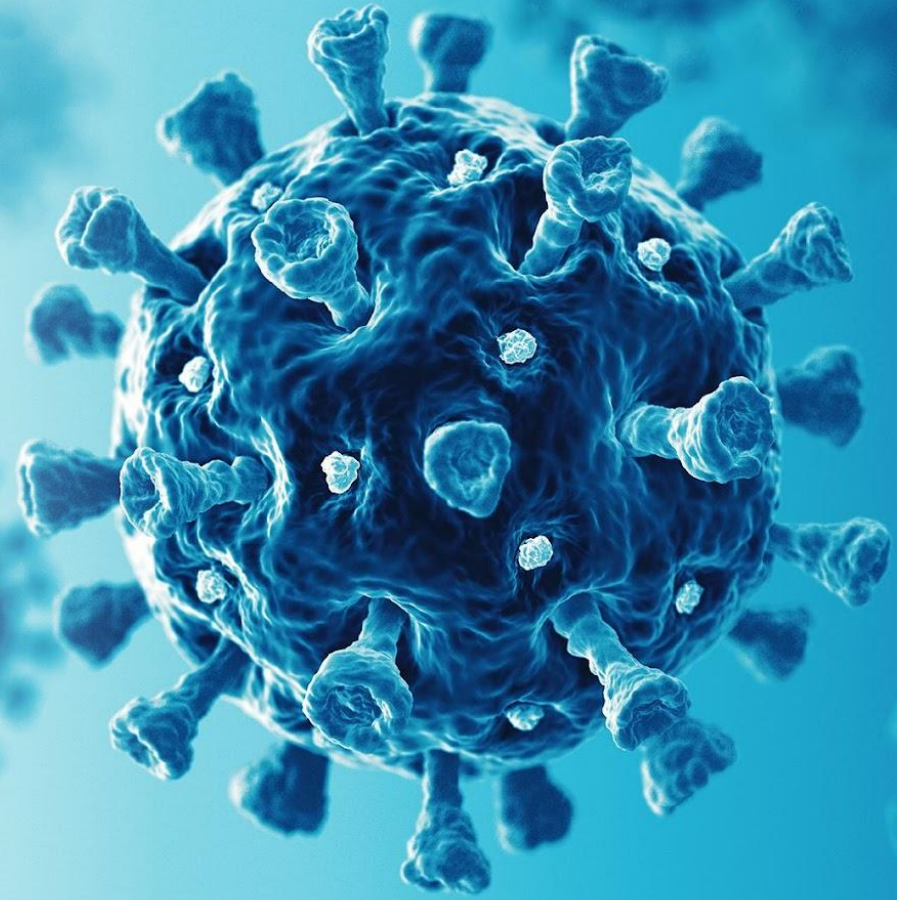


# Spread of Near Me

# March 2020

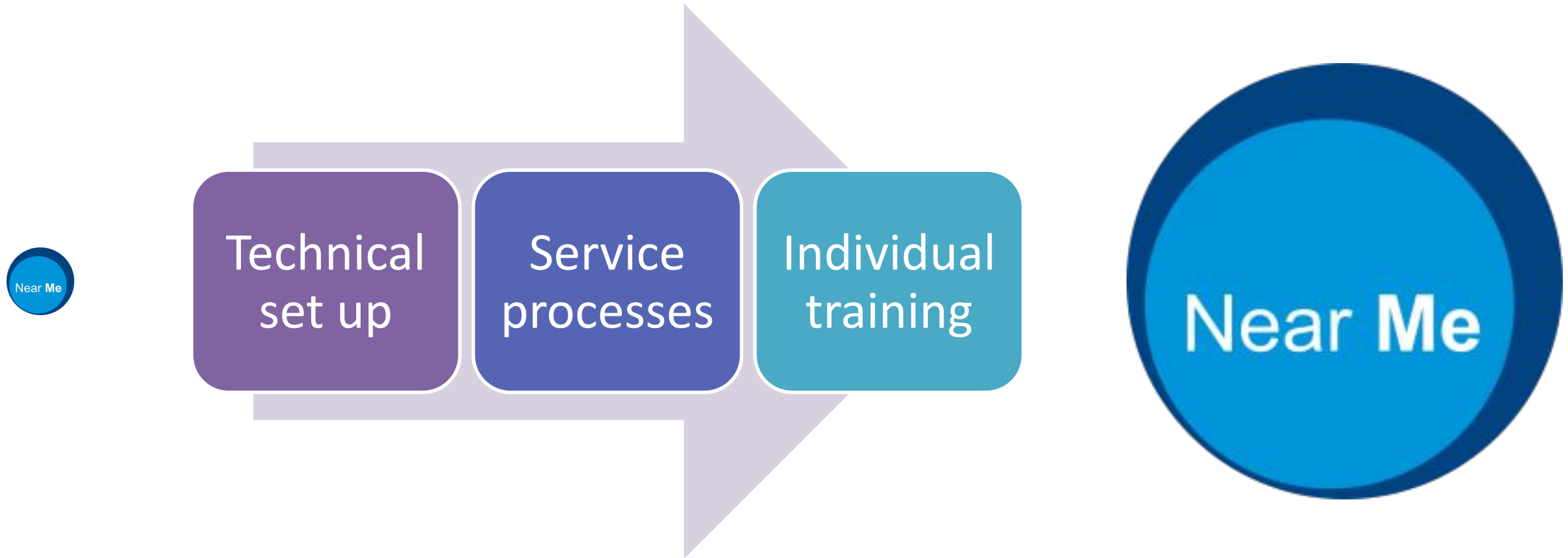
*“Suddenly the relative advantage of virtual consultations has changed dramatically”*

Professor Trisha Greenhalgh  
University of Oxford

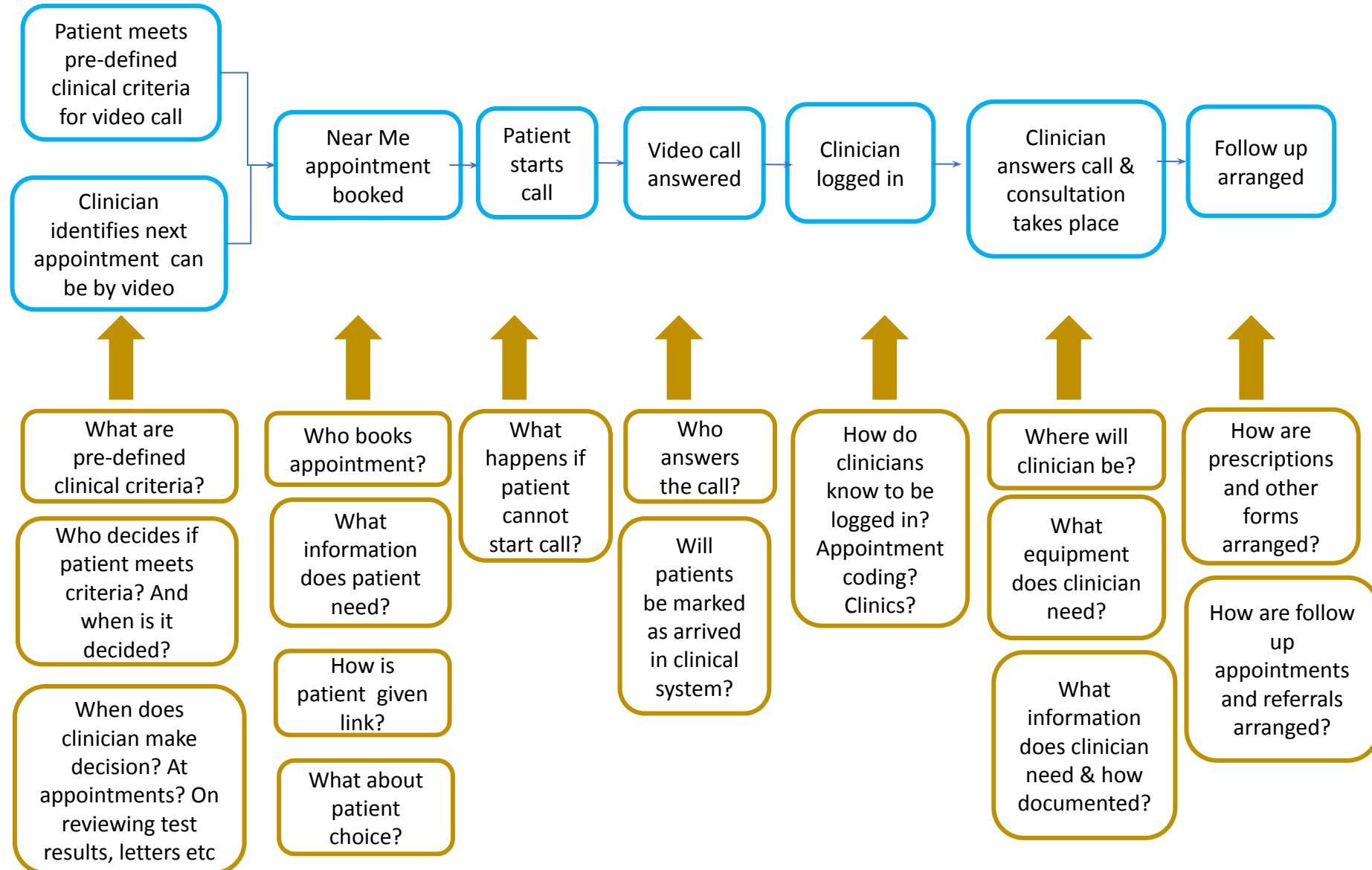




# 12-week scale up in Spring 2020: clear process for spread



# Focus on process



# Spread team

Near Me Leads in Boards

Core Near Me team

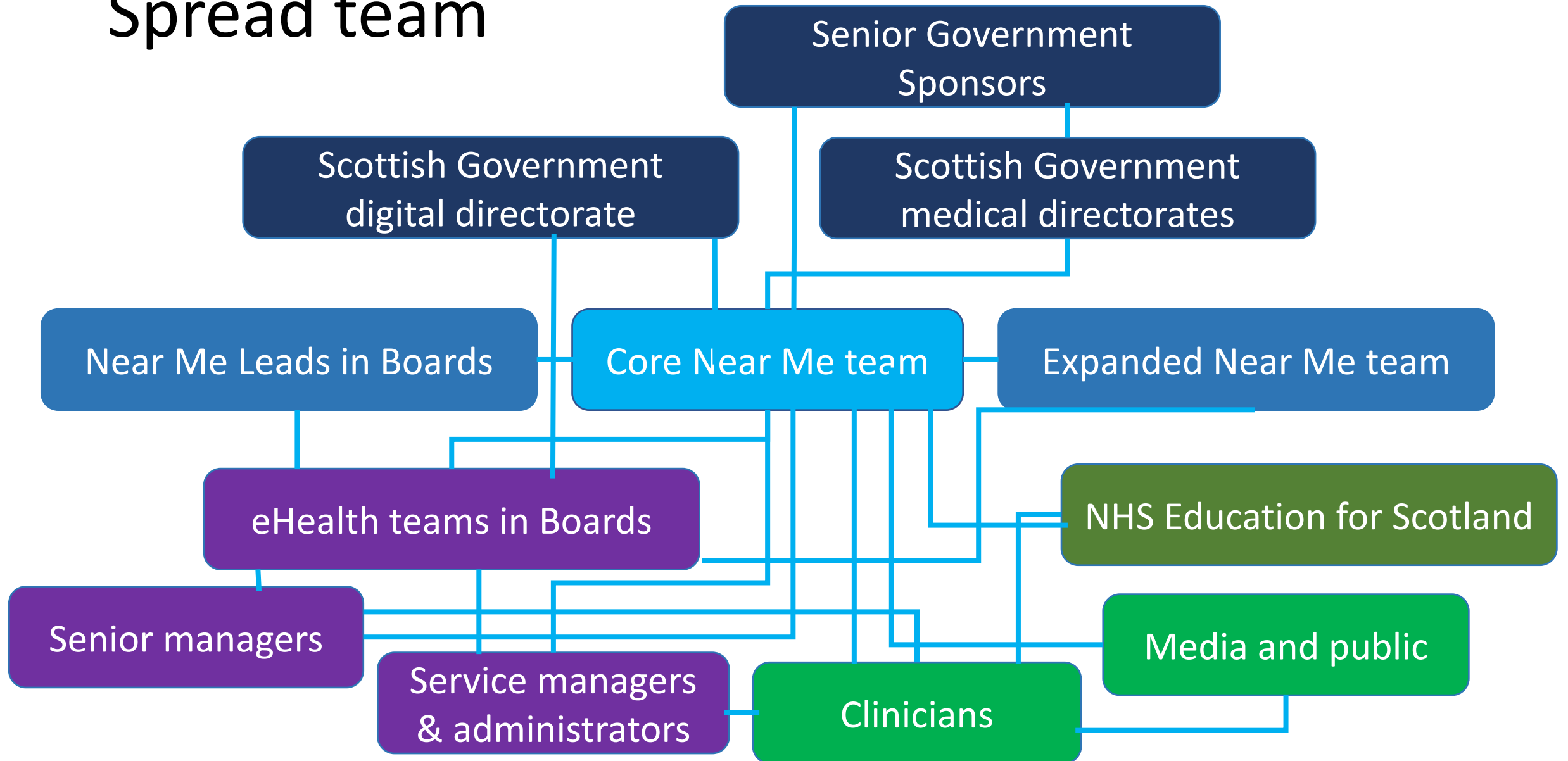
Expanded Near Me team

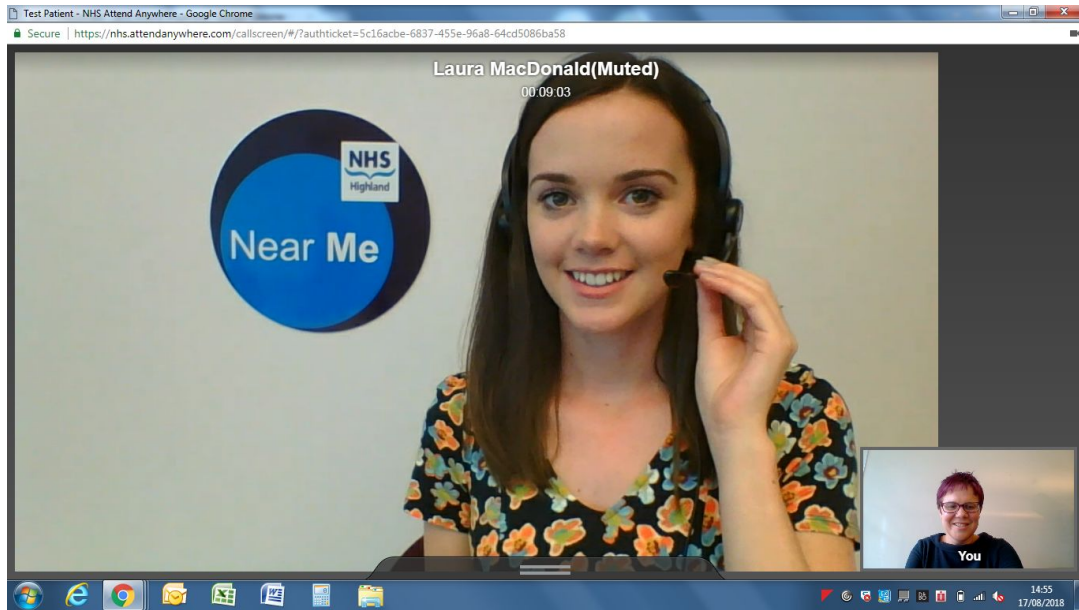
eHealth teams in Boards

NHS Education for Scotland

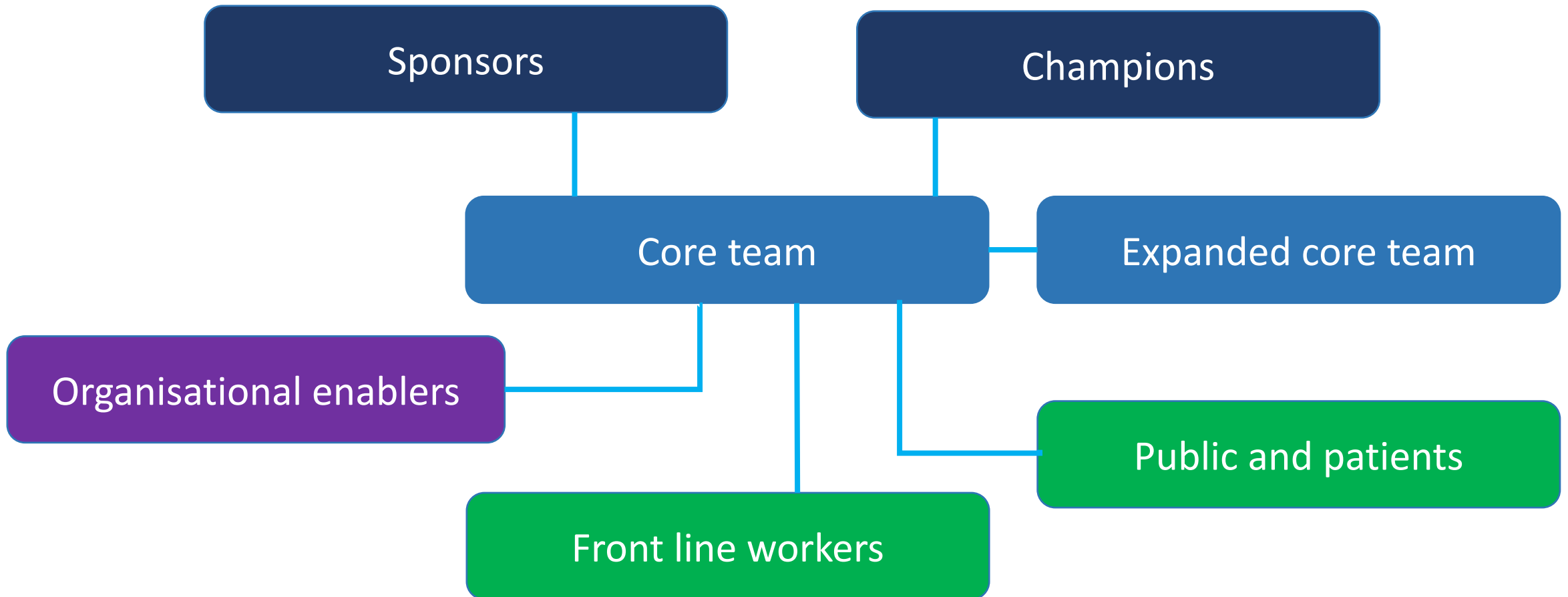


# Spread team





# Spread team





Underpinning  
methodology

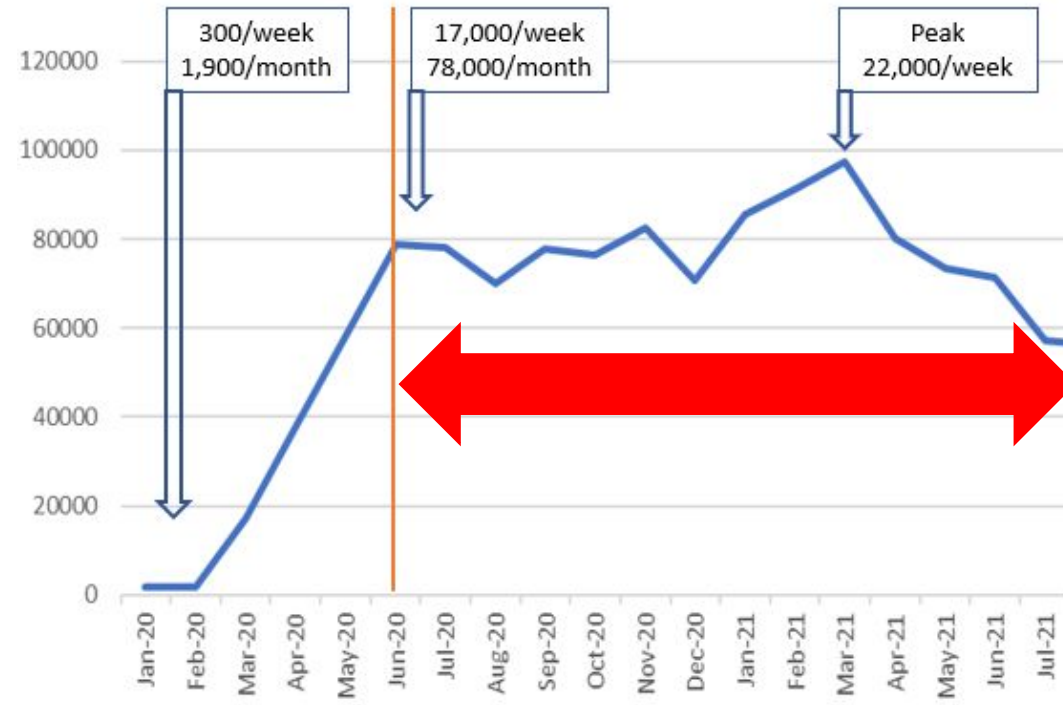
Burning platform

Structured approach: tools,  
people, processes

Spread team



# Workshop 3: Sustaining & embedding change





# Discussion

How do you embed change?

What methods do you use?

Who is involved?

**Key words/phrases onto Slido**



# Embedding Near Me



## **Evaluation of the 12 weeks: recommendations**

1. Create a vision for Near Me, and encourage NHS boards to prioritise it.
2. Develop a clear plan for provision of national Near Me support, ensuring it is co-ordinated with NHS boards.
3. Use short, regular, scheduled meetings, with a clear purpose and anticipated outcomes.
4. Develop a national data and reporting system.
5. Develop a learning system or national network to share learning and best practice, both technical and clinical.
6. Establish a dedicated Near Me website to house resources. Continue to develop national guidance, training resources, case studies and best practice.

These recommendations have informed the Near Me work plan

# The vision for Near Me

Public Engagement  
29 June – 24 July 2020

Tell us your views by going to:  
**[nearme.scot/views](https://nearme.scot/views)**



Near **Me**

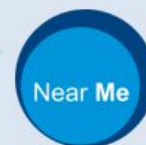


# Vision

## Near Me in the “new normal” health and care service

### Vision

To deliver safe, person-centred and sustainable care through video consulting



### Introduction

Near Me is transforming the way people are engaging with health and care services. As part of the immediate response to COVID-19, the Near Me programme, working with local boards, has enabled video consulting to be available in nearly every GP practice and many secondary care teams in Scotland.

Prior to March, there were around 300 Near Me consultations a week in Scotland: by mid May, that figure had risen to over 13,000 a week. An external evaluation has been positive. But there is still much work to do. This paper describes the vision for how Near Me can be embedded within the new norm.

### Rationale for use

The key reasons for maximising use of Near Me across Scotland are:

- **Enables physical distancing:** Near Me enables services to continue to be provided without potential exposure to COVID-19 and reduces footfall in NHS and social care premises.
- **Delivers person centred and convenient care:** Near Me enables people to attend appointments from the location of their choice. This can reduce travel, minimise time taken off work or school, or avoid the need for carers to support.
- **Addresses environmental imperatives:** by reducing travel, Near Me improves the move towards net zero and the carbon footprint of services.

### Aim

All health and care consultations are provided by Near Me whenever it is clinically appropriate

### Policy context

*Protecting Scotland's Future: the Government's Programme for Scotland 2019-2020:*  
“Attend Anywhere [which powers Near Me] ...will now roll out to primary care and social care services so more services can be delivered closer to people's homes.”

*Personalising Realistic Medicine* (April 2019):

“NHS Near Me enables us to provide appointments where patients want them, rather than expecting patients to fit their lives around the NHS. It reduces health inequalities related to access and limits the detrimental effects of having to travel for appointments - for frail patients and relatives, it is less exhausting; for others, less time needs to be taken off work or school.”

*Digital Health and Care Strategy* (April 2018):

“Spread the use of video consultations direct from people's homes (including care homes).”

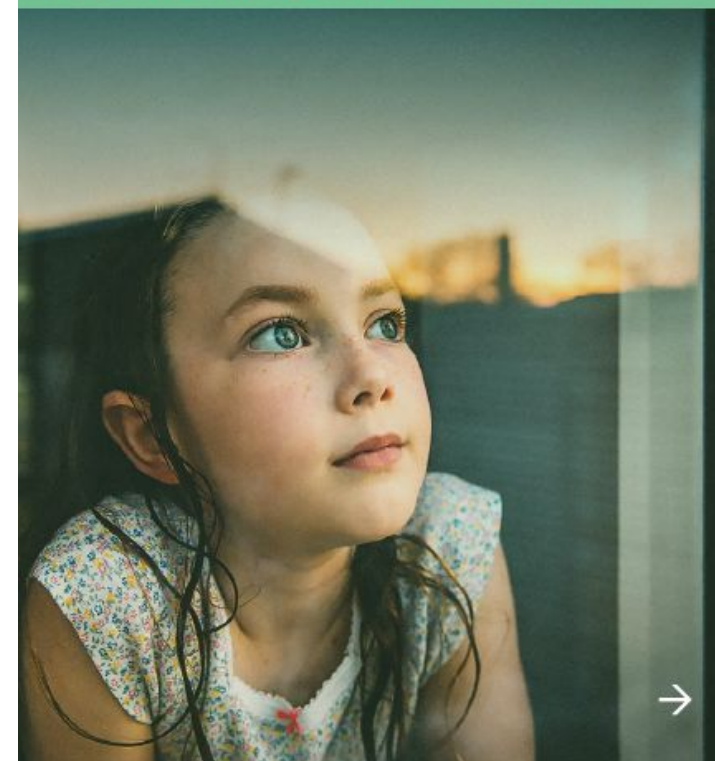


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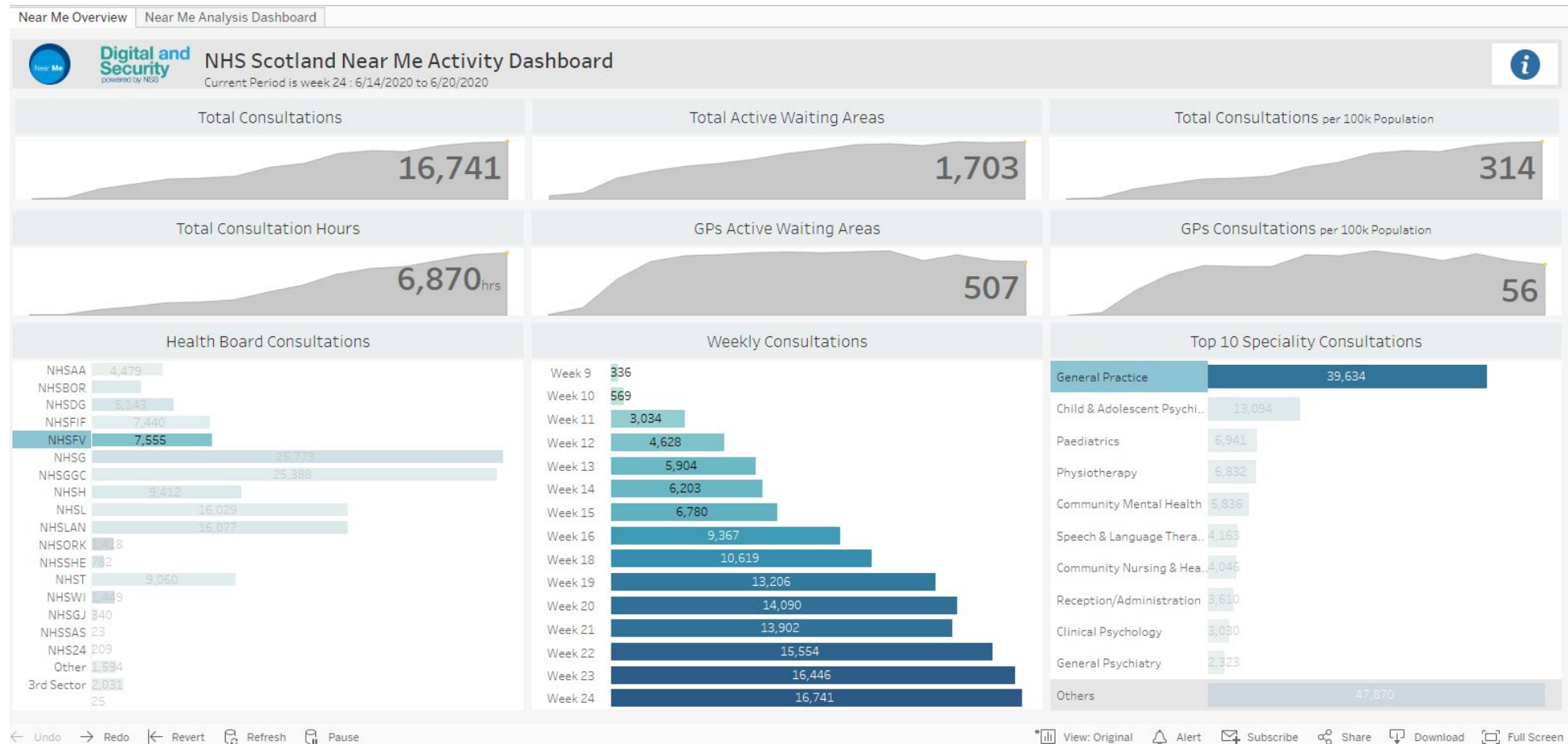


Scottish Government  
Riaghaltas na h-Alba  
gov.scot

## PROTECTING SCOTLAND, RENEWING SCOTLAND



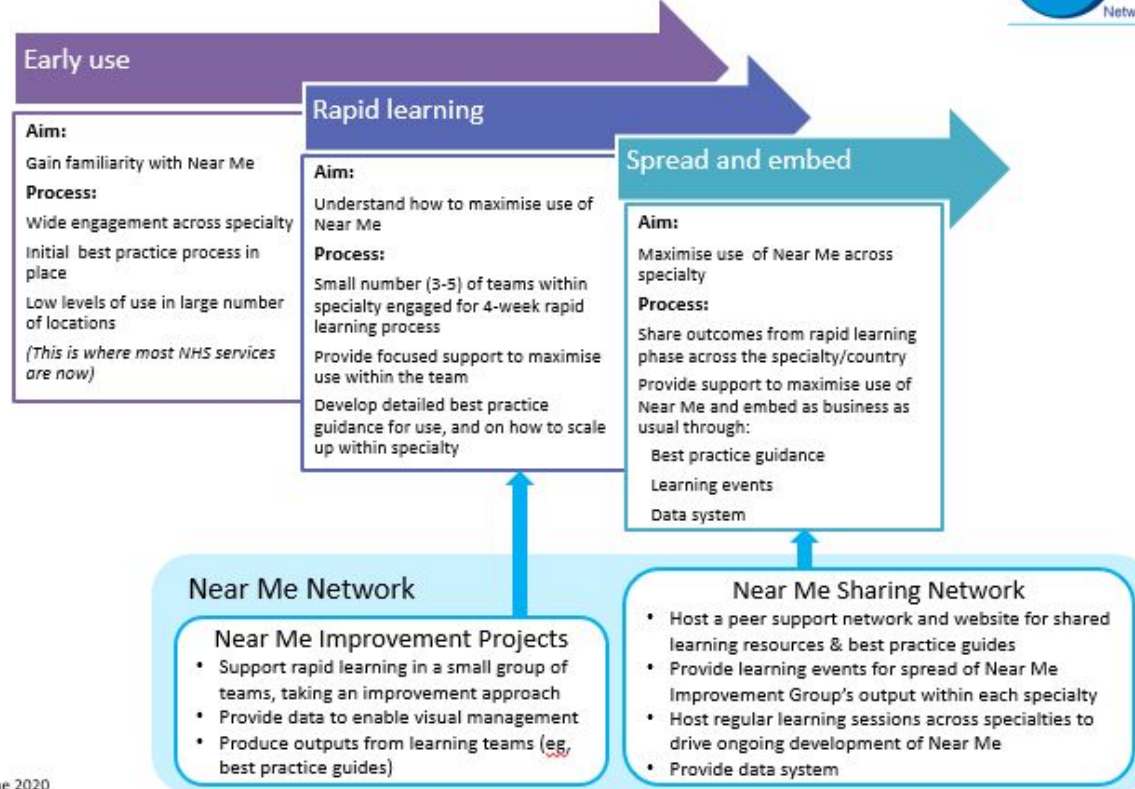
# National data system



# Forming the Near Me network

## Development of Near Me: establishing a Near Me Network

Rapid learning on a specialty by specialty basis, with peer support across all specialties





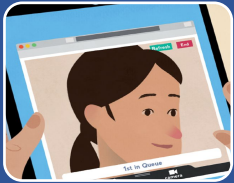
# Taking forward the network - where is Near Me is now?



# Near Me as a digital enabler in other programmes



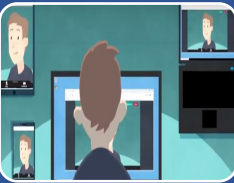
Redesign of Urgent Care



Realistic Medicine



Women's Health Plan



Centre for Sustainable Delivery



# The shift from “Digital First” to “Digital Choice”

Remobilise  
Recover  
Redesign



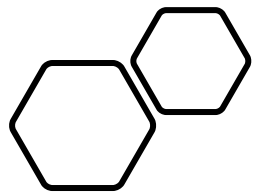
# Continuous Quality Improvement



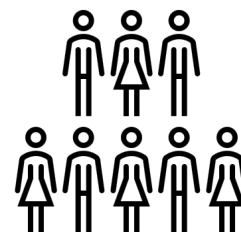
Data  
Informed

Clinician &  
Service  
Informed

Public &  
Service User  
Informed



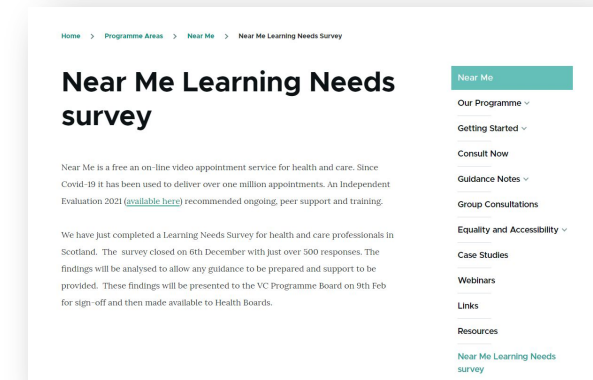
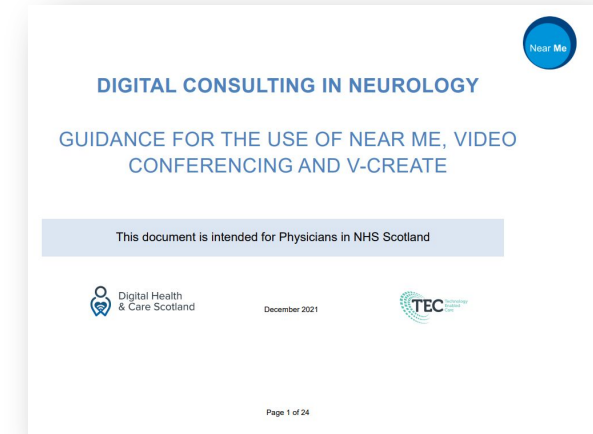
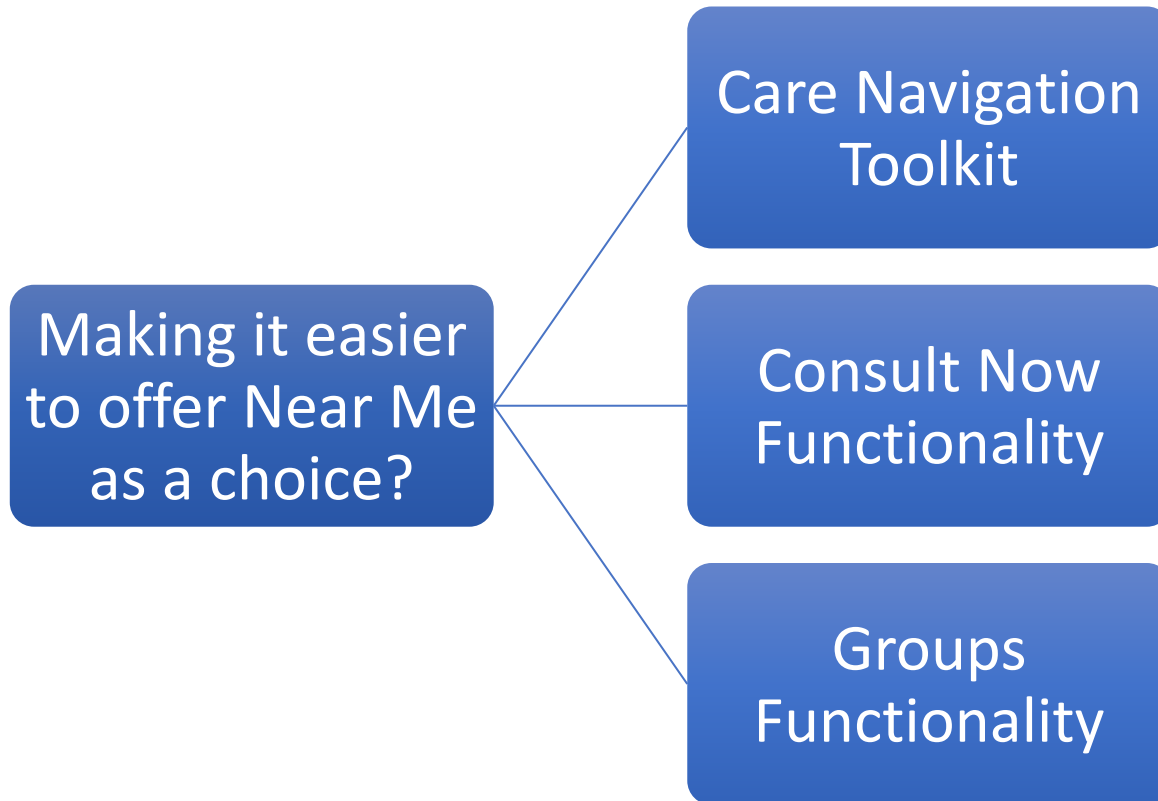
# Data informed



# Clinician & Service Informed



## Speciality Guidance



Improving access to services by consistently offering people choice

# Public & Service User informed

## Improving Accessibility

Making it easier to choose to use Near Me.



Videos & leaflets



Addressing the digital divide



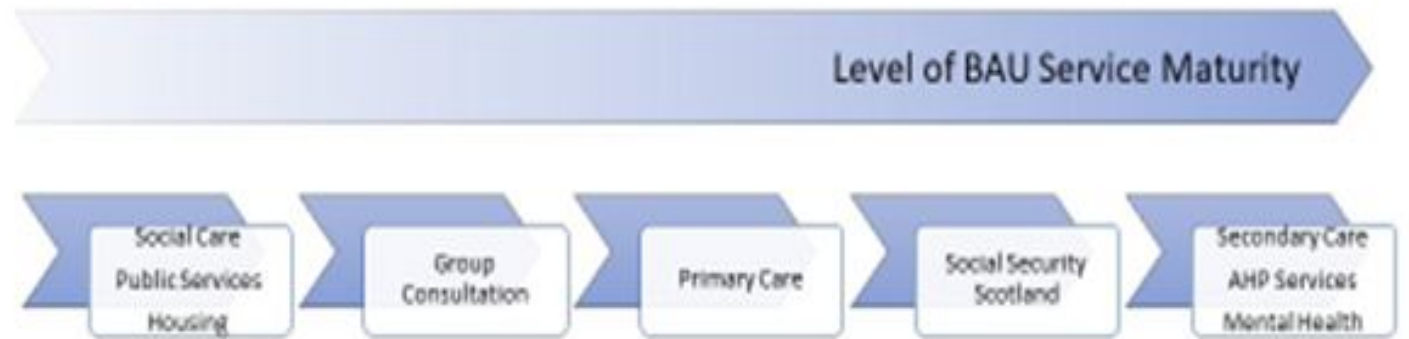
Hubs





# What Next?

Sustainability as “Business as Usual”  
Level of maturity?





Sustaining &  
embedding

Continuous co-production

Person-centred approach

National data system

Improvement network





Summing up: successful spread

# Every journey has a carbon footprint



## Reduce travel by using NHS Near Me









# The vision for Near Me

Public Engagement  
29 June – 24 July 2020

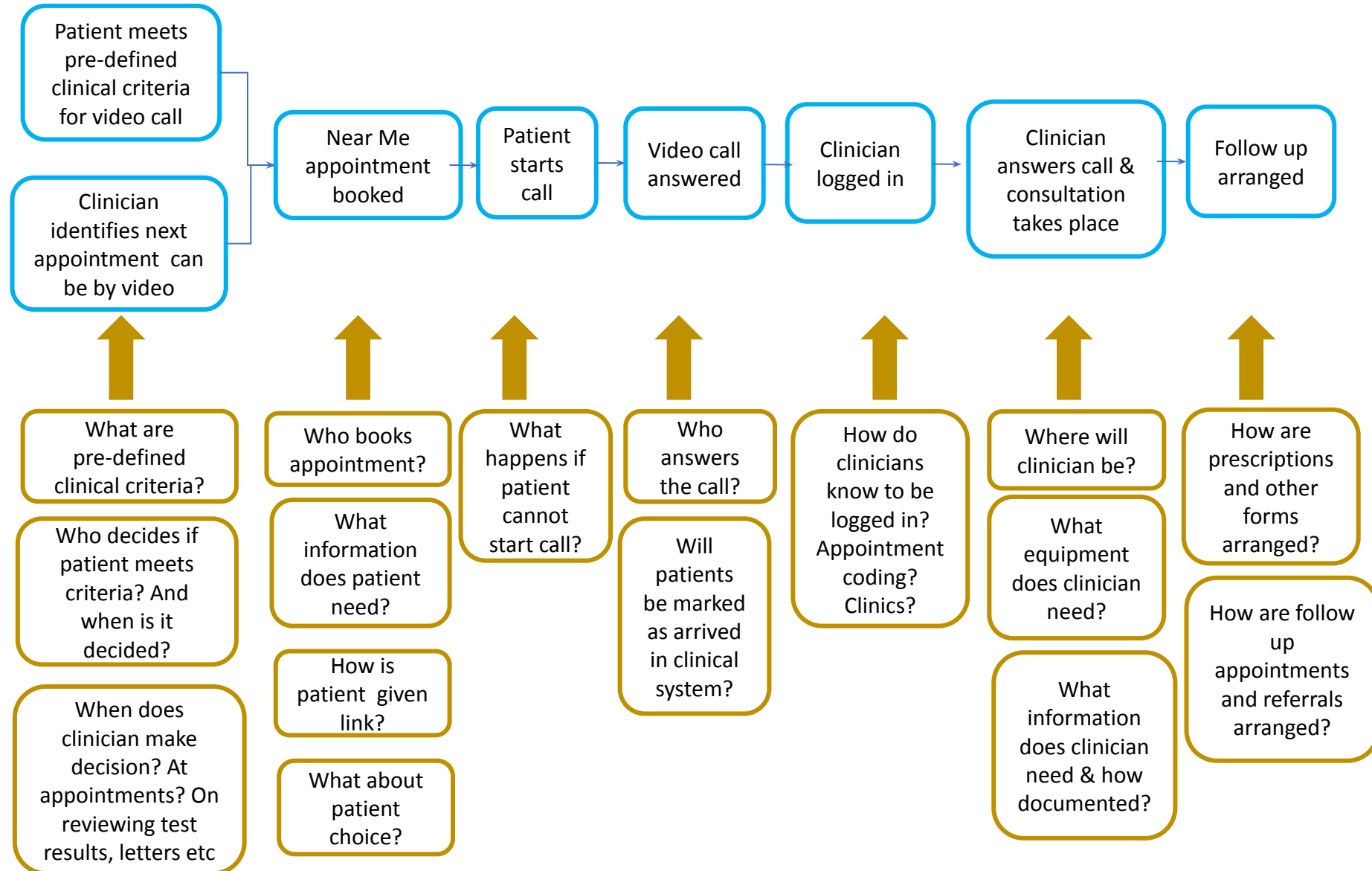
Tell us your views by going to:  
[nearme.scot/views](https://nearme.scot/views)



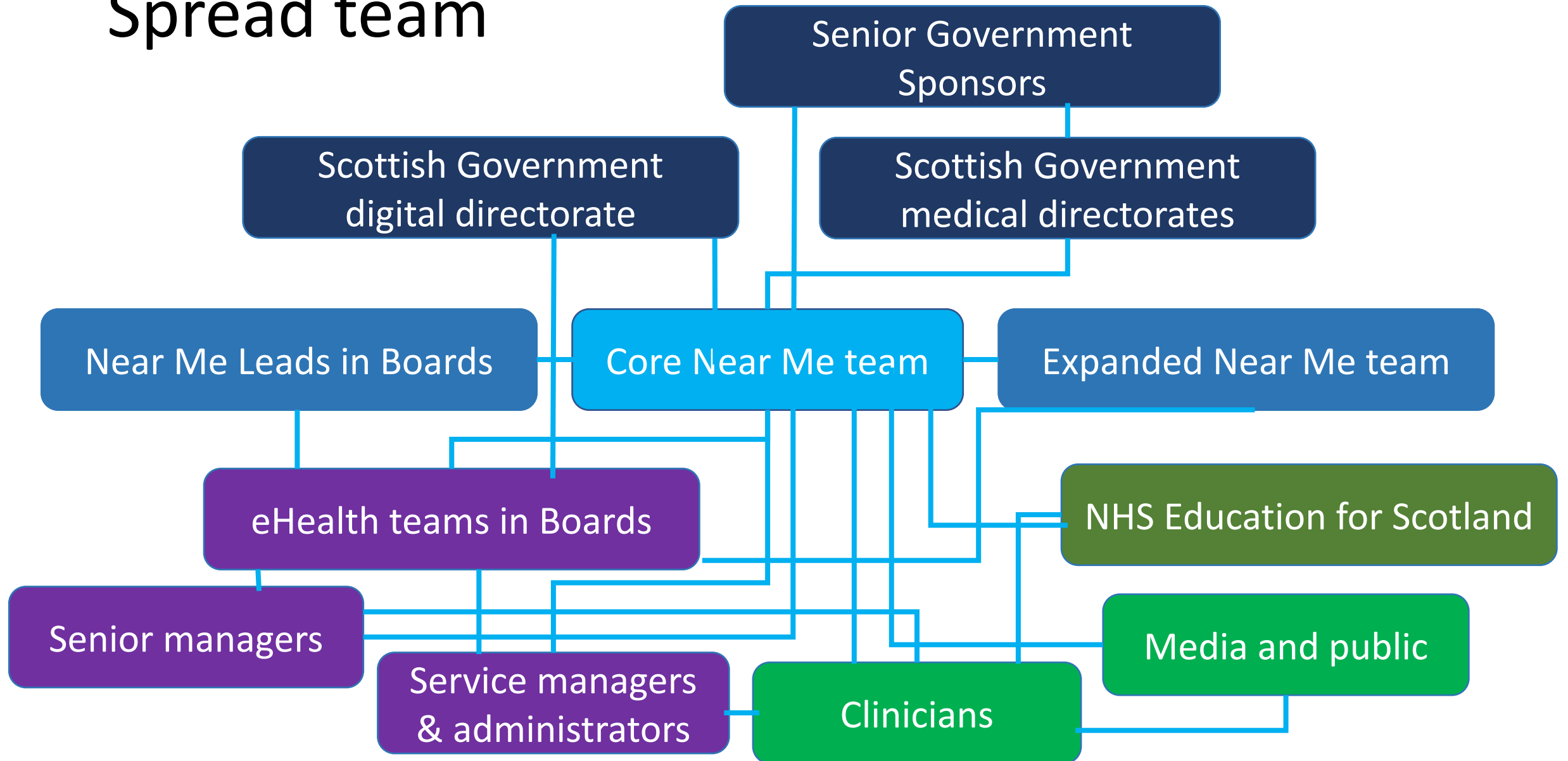
Near **Me**



# Focus on process



# Spread team





Successful  
spread

Really understand the  
problem

Continuous co-design

Person-centred choice

Focus on processes

Extent of spread team

**Thank you**



@clareupnorth @rosie00005