A Whole System Approach to Improving Care for All

Developing our future strategy
Stakeholder Update
Introduction

Healthcare Improvement Scotland is the national improvement agency for health and social care. We will soon be consulting on our 2022-2027 strategy.

Our purpose is to ensure that the people of Scotland experience the best quality health and care services. Our strategy will seek to continue to grow on our success in embedding sustainable improvements in the quality of health and social care.

As Scotland recovers from the pandemic, Healthcare Improvement Scotland will be bold in its actions to improve health outcomes for people and to tackle deep-rooted inequalities. Our actions will remain firmly rooted in the ambitions of Scotland’s Healthcare Quality Strategy – to deliver safe, effective and person-centred care.

Over the past 10 years, our organisation has grown in confidence, scale and reach. We are also learning how to blend the use of our skills and expertise to sustain longer-term improvements.

We know there are major challenges facing the health and care system in the years ahead. In redefining our strategy we have the opportunity to reflect where our organisation fits in the context of these challenges and work with stakeholders to understand for the future:

- what more can we do that is uniquely ours to deliver, or in collaboration with others?
- which are the possible new areas of work in which stakeholders would value our contribution? And –
- are there aspects of our work we should do less of, in order to focus on something else?

The 10 year history of Heathcare Improvement Scotland gives us a solid base from which to develop our strategy, as illustrated in the timeline below.
Establishment of Healthcare Improvement Scotland (including SMC, SIGN, SHC, SPSP and SAPG) to improve the quality and safety of healthcare for the people of Scotland. It has a duty of co-operation to work with other scrutiny bodies including the Care Inspectorate.

- 2011
  - (1 April)
  - Establishment of Healthcare Improvement Scotland

- 2012
  - SPSP Mental Health launched.
  - Start of Older People in Acute Hospitals (OPAH) inspections.

- 2013
  - Public Bodies Act: provision for HIS and the Care Inspectorate to jointly conduct inspections in relation to integrated health and social care services.
  - Provision also for the conduct of joint inspection with other bodies including Her Majesty’s Chief Inspector of Prisons, Education Scotland and the Mental Welfare Commission.
  - Early Access to New Medicines Scheme (EAMS) established.

- 2014
  - Death Certification Review Service established.

- 2015
  - Improvement hub (ihub) established.
  - Sharing Intelligence for Health and Care Group (SIHCG) Inaugural Report.
  - Healthcare Improvement Scotland takes on the regulation of independent clinics.

- 2016
  - (1 April)
  - NMAHP Directorate established.
  - 10 years of SPSP
  - Quality Management System developed.

- 2018
  - Healthcare Staffing Programme established.

- 2019
  - HIS Community Engagement became the operational delivery arm for the Scottish Health Council.
  - COVID-19 response.

- 2020
  - 10 years of HIS:
    - Emerging from Covid: Essentials of Safe Care, Virtual Visiting and new ways of working.

- 2021
  - 10 years of HIS:
    - Emerging from Covid: Essentials of Safe Care, Virtual Visiting and new ways of working.
Our focus is on the challenges facing health and care over the next five years, including:

- Long term consequences from the pandemic;
- An increasingly older population;
- Disease trends towards longer term conditions;
- Increasingly complex health care needs;
- Overall trends in population health and inequalities;
- Increasing pressure on public funding;
- Increasing demand and changing expectations from the public;
- Workforce and recruitment;
- Enabling sustainable improvement and change;
- Adapting to new developments in technology, medicines and digital healthcare.

**Meeting these challenges**

There is not one single step to achieving higher quality care. It is about balancing different dimensions and actions that help to make improvements. By having a range of responsibilities for improvement within Healthcare Improvement Scotland, we can make the most appropriate choices about how to tackle the problems or challenges that confront those who provide or require care, striking an appropriate balance between both supporting improvements on the care frontline and in making the necessary larger scale changes across Scotland.
We already know what works in successfully implementing large scale improvement. For more than a decade, our leadership of the Scottish Patient Safety Programme, has been an internationally recognised example of success in reducing harm and saving countless lives.

Over the next five years we want to build on successes like this in supporting the recovery and ensuring that everyone has swift, seamless and safe care. At the heart of that will be our Quality Management System – a deliberate, systematic and co-ordinated approach to improving the quality of care.

Collaboration has been at the heart of the response to the pandemic. Organisations, communities and individuals have worked together to support each other in responding to the greatest peacetime emergency the world has seen.

Healthcare Improvement Scotland has also changed and adapted in response to the pandemic. It has required us to be even more flexible and agile, and to be clear and focused about our purpose.

Our strategy will ensure that we retain that clarity of purpose and guide us in making the right future choices.

**Where are we now?**

We are already working towards:

- a more **connected** and **digitally-enabled** organisation;

- an **integrated response** to the major health and social care priorities;

- a **national evidence and intelligence base** to support decisions regarding the future design and delivery of care;
• ensuring **consistent and meaningful engagement** of people in the design and delivery of their care

• supporting the **acceleration of further improvements** in how care is provided;

• embedding a systematic approach **to the scaling up and spread** of what is found to work well across Scotland.

A critical step in the past year has to apply our blend of skills to maximise our impact on a number of priority areas. We want to sustain that in our next strategy and expand on it where needed.

In addition to our statutory responsibilities, we have increasingly focused on seven key delivery areas which support national priorities as the health and social care system recovers and continues to redesign how services are delivered.

Our core functions will complement and in places contribute to these areas, for example quality assurance reviews or the development of advice on health technologies can be deployed in direct response to quality issues identified within these areas.

All of our work will be underpinned by the Quality Management System and a number of key drivers.
Seven key delivery areas
- Safety
- Older people
- Mental health
- Primary and community care
- Unscheduled / urgent care
- Access
- Children and young people

Key drivers
- Understanding and using the evidence
- Reducing inequalities
- Involving people and communities
- Whole system approach

Core/statutory functions, including:
- Inspection / regulatory activity
- Sharing intelligence
- Advice on new medicines and technologies
- Death Certification Review Service
- Healthcare Staffing Programme / Excellence in Care
- Improvement support
- Statutory Accounts
Why Develop our Strategy Now?

Over the last five years Healthcare Improvement Scotland has increased the range of partner organisations we work with, including health and social care partnerships, third sector organisations and NHS boards. We also work with national UK and international organisations. Over the last year we have continued to evolve at pace to the changing needs of the health and care landscape.

By building on all of this, we can do even more for Scotland.

We aim to deliver a whole system approach to improving care for all.

We draw from a broad range of skills and experience in quality improvement, service redesign, assurance and scrutiny, community engagement, intelligence gathering and evidence-based knowledge and research.

We invite our partners and stakeholders to work with us in shaping our future strategy.

Tell us:

- what more can we do that is uniquely ours to deliver, or in collaboration with others?
- which are the possible new areas of work in which stakeholders would value our contribution? And –
- are there aspects of our work we should do less of, in order to focus on something else?

Please send any initial comments to:

Jane Illingworth, Head of Planning and Governance, Healthcare Improvement Scotland

The next steps:

- We’re beginning this conversation with stakeholders as part of our initial work to understand the needs and challenges of the system and what you see as the priorities for HIS;
- We will work with our Board and staff to develop our thinking over the summer;
- We intend to have a formal consultation towards the end of the year, with the aim to have a new strategy in place for 2022 onwards.