Healthcare Improvement Scotland’s ihub is committed to equality. We have assessed the accreditation function for likely impact on equality protected characteristics as defined by age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation (Equality Act 2010). You can request a copy of the equality impact assessment report from the Healthcare Improvement Scotland Equality and Diversity Advisor on 0141 225 6999 or email contactpublicinvolvement.his@nhs.net
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Introduction

Healthcare Improvement Scotland

Healthcare Improvement Scotland’s (HIS) aim is:

‘Better quality health and social care for everyone in Scotland’

We deliver this through a powerful combination of skills and experience that:

• empower people to participate in decisions about the design and delivery of health and care services
• support our partners in the work of improvement
• help develop a robust evidence base for change, and
• assure the public about the quality of their care.

Key to our success is working in partnership with our health and social care delivery partners and other national and international organisations.

Improvement Hub

Our Improvement Hub (ihub) sits within this wider HIS organisational context with a focus on supporting the health and social care system to:

• redesign systems, services and processes so they enable people to receive the right support and care, in the right place, at the right time whilst also reducing harm, waste, duplication, fragmentation and inappropriate variation, and
• develop cultures of continuous quality improvement so that every person working in health and social care is engaged in the work of improving their day to day practice.
Health and Social Care Delivery Plan

The ihub plays a key role in supporting services to deliver the vision outlined in the Health and Social Care Delivery Plan (Scottish Government, 2016) whereby the people of Scotland can live longer, healthier lives at home or in a homely setting and we have a health and social care system that:

- is integrated
- focuses on prevention, anticipation and supported self-management
- will make day-case treatment the norm, where hospital treatment is required and cannot be provided in a community setting
- focuses on care being provided to the highest standards of quality and safety, whatever the setting, with the person at the centre of all decisions, and
- ensures people get back into their home or community environment as soon as appropriate, with minimal risk of re-admission.

The ihub’s focus on building the capacity of the system to do the work of improvement recognises the commitment in the Health and Social Care Delivery plan to:

‘build on the extensive investment in improvement skills and capacity across the health service to continue testing and measuring changes to improve care, supported by the dedicated expertise of Healthcare Improvement Scotland.’

Sitting as part of Healthcare Improvement Scotland, the ihub is able to develop offerings which integrate and align with the evidence and assurance functions and, through strong partnership working with the Scottish Health Council, enable the voice and experience of those using services and their families to inform the design and delivery of health and social care services.

It works at every level in the health and social care system in Scotland from:

- supporting tests of innovative practice directly with a care delivery team
- to working with organisations and systems governance bodies to support them to develop the cultures and infrastructures which enable improvement,
- through to influencing policy at a national level.

A footprint in every level of the system means we are able to ensure policy is informed by the experience of frontline delivery as well as enabling the delivery of key policy into everyday practice.

Our connections into every NHS Board and Health and Social Care Partnership mean we are well placed to identify common challenges across Scotland that would benefit from collective advocacy and/or action.
Our delivery partners

The ihub has been created to support those who are delivering integrated health and social care across Scotland, including Health and Social Care Partnerships, Local Authorities, NHS Boards, third and independent care sector organisations, and housing organisations. The ihub also provides national improvement support for NHS Boards.

In recognition of the vital role of local authorities in the work to integrate health and social care, we work in close partnership with the Improvement Service – the national improvement support organisation for local authorities. Further, in recognition of their role in supporting improvement across social care, we work closely with the Care Inspectorate.

“We believe that all our work should be co-designed, co-owned and co-delivered with our delivery partners. With this in mind, we deliver interventions in a manner that works with rather than does to with the aim of building local improvement capacity, which over time will become more self-sustaining.”

– Ruth Glassborow, Director of Improvement Support and ihub

Focus on continual improvement

The work of improvement is complex and if the ihub tries to be all things to all people it will fail. The ihub focuses on:

• creating the context and cultures for improvement to happen
• building the knowledge and skills to do the work of improvement
• providing expertise in evidence, evaluation and knowledge exchange, and
• supporting innovation.

In delivering these functions, we will continue to develop strong and effective relationships with a wide range of other national organisations that bring a complementary range of knowledge and skills to the challenge of redesigning and continuously improving health and social care. And in recognition of the vital role that workforce and digital technologies have in enabling the redesign of services to better meet the changing needs of our populations, we will have a particular focus on developing strong strategic partnerships with workforce and digital technology partners.

The ihub also has strong international connections which enable us to ensure our work in Scotland is informed by the wider international thinking and experience and we play an important role in enabling adaptation into the Scottish context.
Our programmes of work

The following diagram summarises our programmes of work for 2017–2020:

**National Improvement Programmes**
- Care Delivery
  - Living Well in Communities
  - Primary Care
  - Mental Health
  - Acute Care
  - Focus on Dementia
  - Place, Home and Housing
  - Maternity and Children’s

**System Enablers**
- Strategic Planning
- Outcomes-based Commissioning
- Scottish Approach to Strategic Commissioning Design
- Third and Independent Sector Engagement
- Board and Partnership QI Development
- Evidence, Evaluation and Knowledge Exchange
- Person-Centred Health and Care

**Tailored and Responsive Improvement Support**

**Grants and Allocations**
Our high level approach to improvement

1. National Improvement Programmes

- **Care Delivery** – these are programmes which focus on supporting delivery partners to improve key aspects of their care delivery system. They are built around key themes that are a priority for the care delivery system in recognition that, where more than one area is working on an issue and looking for external support, there are considerable gains to be made by working together.

- **System Enablers** – these are programmes focused on supporting delivery partners to develop the knowledge, skills, cultures and infrastructures that enable the work of improvement.

Although these are national programmes of work, every programme works from a philosophy of adapting to local context where needed. Further, a current development priority is to ensure capacity is built into the programmes to allow those working on these programmes to provide tailored support on priority issues relevant to only one or a few areas.

2. Tailored and Responsive Improvement Support

Our Tailored and Responsive Improvement Support Team (TRIST) responds to requests from health and social care organisations to support them in making improvements against key local strategic priorities. The intensity of support will range from a one-off consultation session through to a longer term package of improvement input. The nature of the support offered will be negotiated in agreement with the service making the request.

3. Grants and Allocations

We provide grants and allocations to enable work to happen locally. The Improvement Fund currently provides small grants (from £5,000 to £75,000) for NHS Boards, Health and Social Care Partnerships, third and independent sector, and housing organisations to design and test ideas for improving care and/or produce resources to support spread. All awards are aligned to the national health and wellbeing outcomes. We also provide a relatively small allocation to NHS Boards that supports them to develop their quality improvement infrastructures. From 2017, the focus of this allocation is to support organisations that deliver health and care services to strengthen their capacity and capability to implement improvements, in order to support the nine Health and Wellbeing Outcomes.
Separate but interconnected approaches

Having these three high level approaches increases our flexibility to design a response that is appropriate to the need presenting. Further, for any given area of work, we may deploy more than one approach. For instance, we may have a planned programme of work focused on improving the quality of care for individuals with dementia. As part of that work we may use the Improvement Fund to commission an organisation to produce guidance or tools that support the work of improvement. Alternatively, we may be asked to support some dementia improvement work in a particular partnership through TRIST and identify an issue that we suspect is a common problem across Scotland. Through our planned programme, we would then check with a range of partners to assess the level of priority and need and adapt the planned programmes remit to work on the identified issue.

Our detailed offerings will adapt over time in response to stakeholder needs and changes to context. We will also review the 16 areas annually to ensure we remain aligned to the key priorities of the health and social care system for improvement support.
Our priorities 2017–2020

The ihub priorities are to support the design and implementation of a health and social care system that:

• works together in a co-ordinated way with individuals to understand what matters most in their lives and builds support around achieving the outcomes that are important to them
• focuses on prevention, anticipation and supported self-management
• enables independent living for longer in a home environment that supports independence, health and wellbeing
• enables greater self-determination and choice
• recognises the importance of community connectedness, place-based approaches and working with local people to design and deliver care
• uses and generates evidence about what works in improving outcomes
• works to actively rebalance/address inequalities of access and outcomes
• delivers the maximum impact for each pound invested, and
• has embedded cultures of continuous quality improvement.

We do this through:

• supporting services and systems to understand their high impact opportunities for improvement
• assisting in the design of processes, care models and systems which will improve outcomes
• providing practical support to enable organisations to implement changes that will lead to improvement, and
• supporting services and systems to evaluate the impact of their changes, embed successful change and spread the learning about what has and hasn’t worked.
All our work is underpinned by a focus on:

• putting people at the heart of everything we do
• collaborating with our delivery partners and national and international organisations
• recognising that high quality care happens when we have people with the right skills and attitudes working in systems and with processes that are designed to support them to do the right thing
• applying systems thinking through recognising that any individual or team is embedded as part of a wider system and hence the need, when undertaking change, to consider the wider system factors
• recognising the vital importance of local context
• outcomes using quantitative and qualitative data to demonstrate impact, and
• a commitment to continually improving the quality of our offerings.