Alison Redpath
Data and Measurement Advisor
Healthcare Improvement Scotland
First Law of Improvement

‘Every system is perfectly designed to achieve exactly the results it gets’
Tools exist to support change

- Assess the conditions for change in your system, and target your efforts accordingly

- Dissatisfaction with status quo + Perceived better alternative + Ability to action the change
There are different types of demand:

- **Actual demand**: What we have been asked to do / known to do list.
- **Failure demand**: What we have to do again as we didn’t get it right.
- **Created demand**: Anything extra we do.
- **Hidden demand**: What we need to do that hasn’t presented yet.

**Total demand = Actual + Failure + Created + Hidden**
Identify the demand in your frailty pathway
Capacity

• Capacity is the total resource you have available to do the work
  – This includes staff with the right skills and any equipment needed (such as rooms)
• Can measure it in different ways, e.g.
  – How many service users you can see
  – How many hours you have available for face to face work
  – How many operations you can perform
  – How many beds you have
  – How much budget you have
  – What area is available for storage
Exercise

Capacity calculator
Activity

• Activity is the actual work done
• There are many ways to measure activity
• Or you can measure the opposite (non-work)
Queues are the mismatch between demand and activity