

Project Update

National Board Collaboration for Transformational Redesign

February 2019

Background and Scope

In order to support system-wide transformation within health and social care it has been agreed that there is a need for a coordinated approach to transformational change.

The National Board Collaboration for Transformational Redesign is being led by Healthcare Improvement Scotland (HIS) and NHS National Services Scotland (NSS) on behalf of all National Boards.

Summary of Sprints 1-3

SPRINT 1

Sprint 1 reviewed over 120 published plans, strategies and policies and identified 19 key themes which need to be addressed in the work to transform health and social care. These 19 themes are mapped against the four pillars of the Christie Commission and could provide a useful framework to support the work going forward.

Sprint 1 also highlighted that the different National NHS Boards had different views on the nature of the transformation challenge. This led to a decision to reframe Sprints 2 and 3 to initially focus on developing a better shared understanding across the National NHS Boards before further engagement with the potential 'customers' and/or 'commissioners' of support.

SPRINT 2

Sprint 2 took the form of one-to-one stakeholder interviews, primarily with the national partners. These highlighted the need to collaboratively create a collective proposition to inform and direct the model of support for system-wide transformational change.

SPRINT 3

The collective proposition was drafted and developed further in Sprint 3 in a workshop

attended by the Chief Executives and senior teams from the National NHS Boards and the Improvement Service and Care Inspectorate. Initial actions were agreed to progress the development of a co-ordinated model of national support for transformational redesign.

Two key paradigms emerged: 'individual sports' i.e. where a National NHS Board should work independently and 'team sports' where the National NHS Boards should work fully collaboratively.

Outputs

A final report for Sprints 1-3 was delivered to the National NHS Boards Collaborative Programme Board in January 2019.

The report provided an outline of:

- Current evidence and emerging thinking about transformational change and how this might be achieved.
- A report on sprints 1-3 (as described above).
- A review of learning from the project, based on reflection by the project team, providing key insights for taking this work forward.
- A number of capabilities and enablers which should underpin the development of a coordinated national offer of support for transformation.
- A high level model for commissioning and delivering collaborative transformation support, based on the outputs and learning from Sprints 1-3, which will require intensive development through testing and prototyping.
- Proposed next steps.

Next Steps

For this work to progress at pace it is proposed to take forward the next stage of co-design work in parallel with practical prototyping. Identified next steps for the project include:

- Further developing and validating the proposed approach through engagement with the Integration Authorities, NHS Boards, NHS Regions and Scottish Government.
- Agreeing the mechanism and dedicated resource to map out the different capacity and capability held across National NHS Boards that could be deployed as part of collaborative models.
- Testing delivery of a more co-ordinated and aligned bespoke support offering in partnership with one health and social care system.

- Progressing work with Primary Care and Mental Health to develop and test practical approaches to better aligning the existing National NHS Board offers.
- Testing work with Primary Care and Mental Health against the framework identified to ensure there is appropriate focus on a combined approach across system/process redesign, technology, workforce and culture.

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