

Design Community of Practice

27 August 2025

Learning Together: Transformational change through a whole-system, person-centred approach



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**University
Health & Social Care**
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Everything everywhere all at once

Morag Dendy

Head of Planning, Performance and Quality Assurance

Too complex to change?



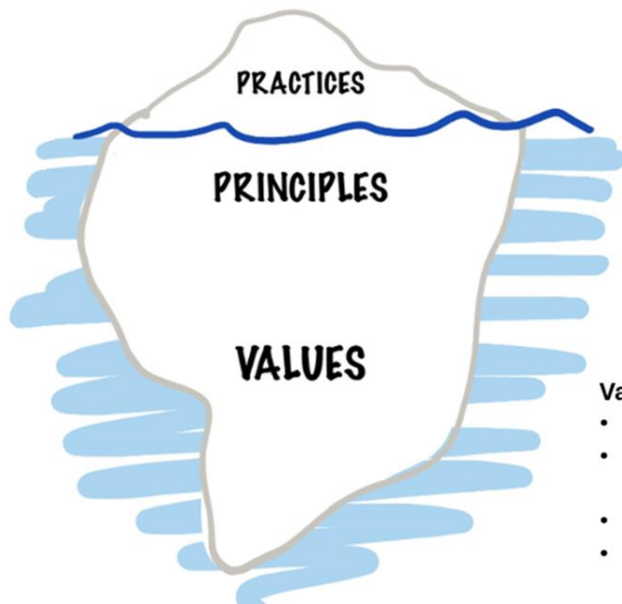
October 2023 to date.....



**EVERYTHING
EVERYWHERE
ALL AT ONCE**

Human Learning Systems





People and families to live the life they want



Staff feel they have done a good day's work

Practices

- Assessment
- Planning
- Intervention / delivery
- Review

Principles

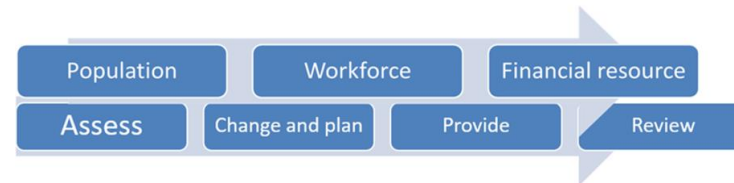
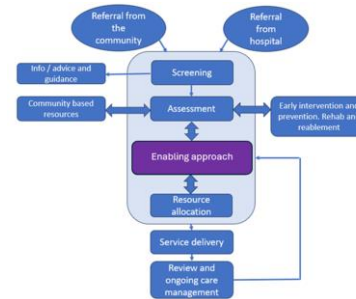
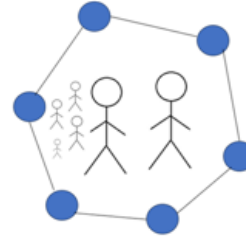
- Do no harm
- Home first
- Empower people
- Focus on prevention
- Whole system
- No waits

Values

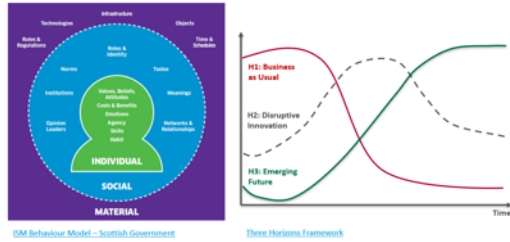
- I have the information I need to make decisions about my own life
- The people who support me take the time to listen and understand me
- What matters to me and my choices will be respected
- Kindness, dignity and respect are the foundation of my health and social care
- People work together with me to share information and understand how to support me well

2024: Back to basics

- Sticky person
- Enabling Approach
- Locality / place-based approach



Frameworks for this analysis

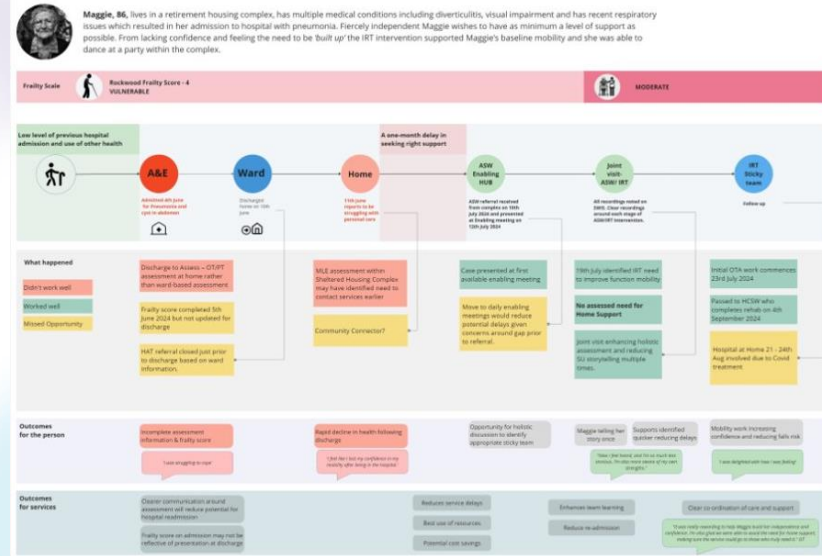
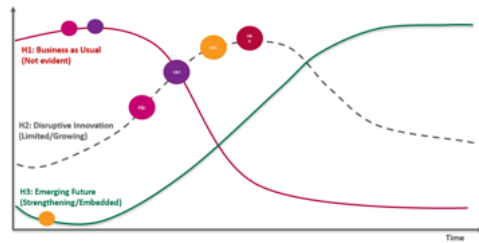


HIS Supporting Change

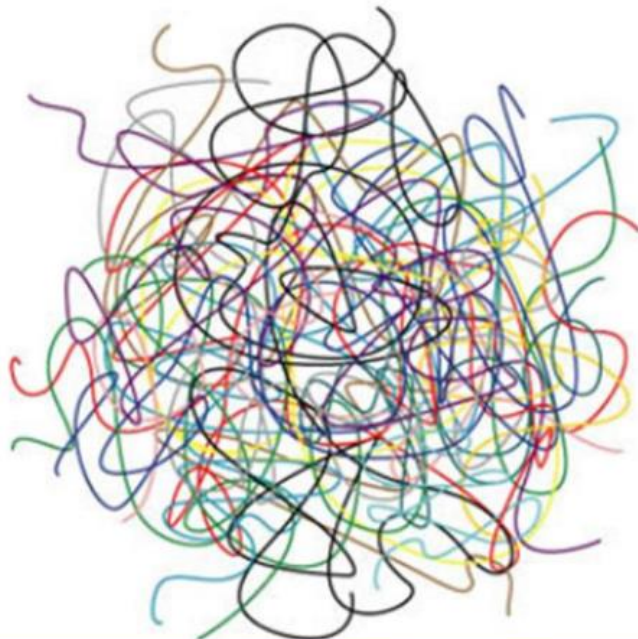
Last time...



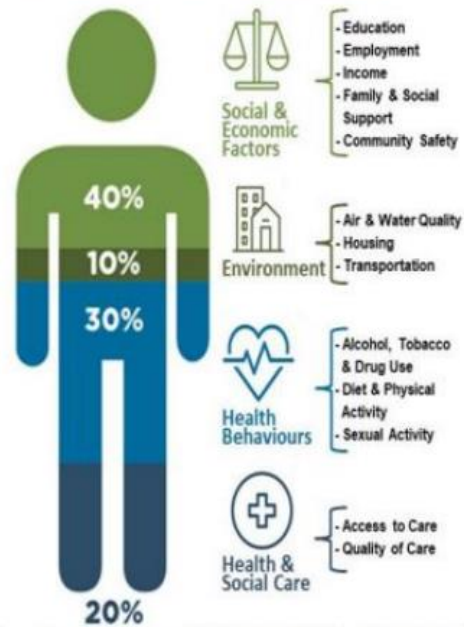
Our Analysis



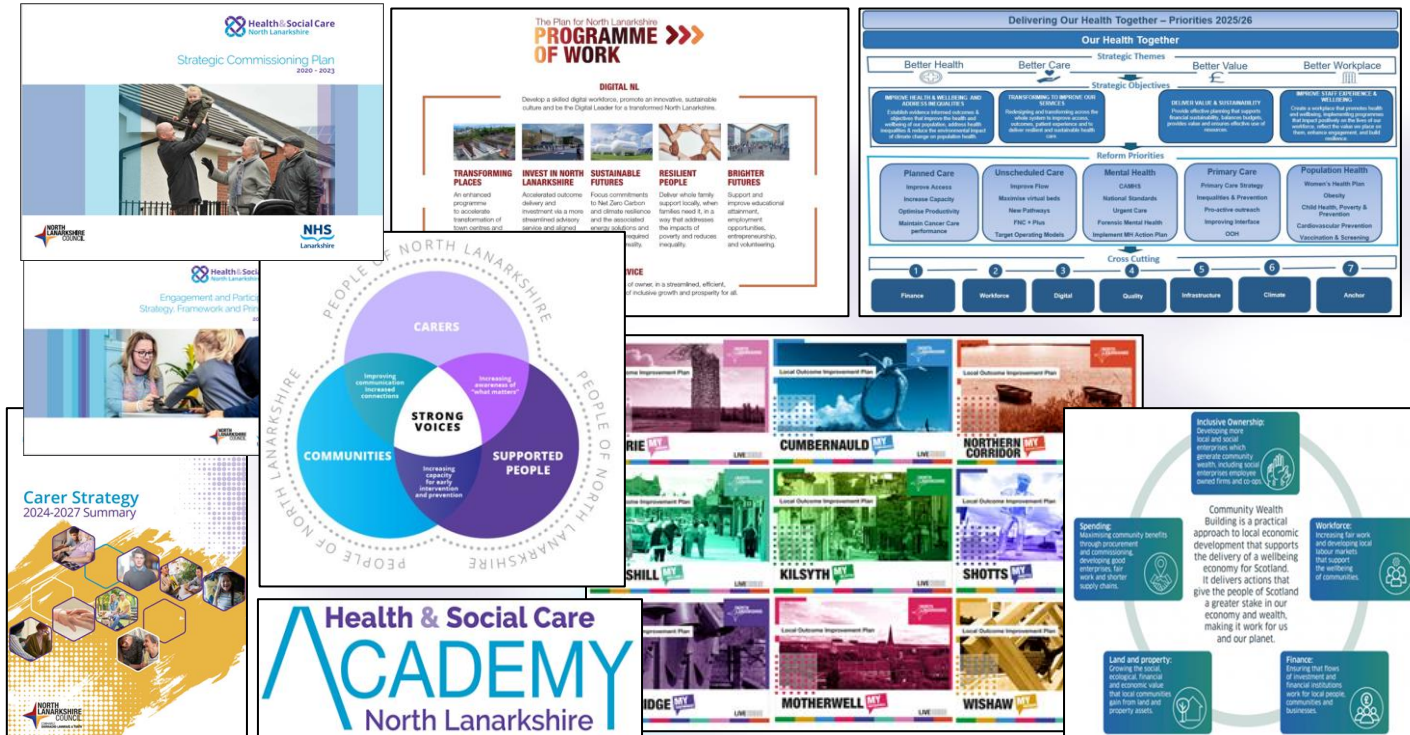
If this was easy, we would be doing it already!



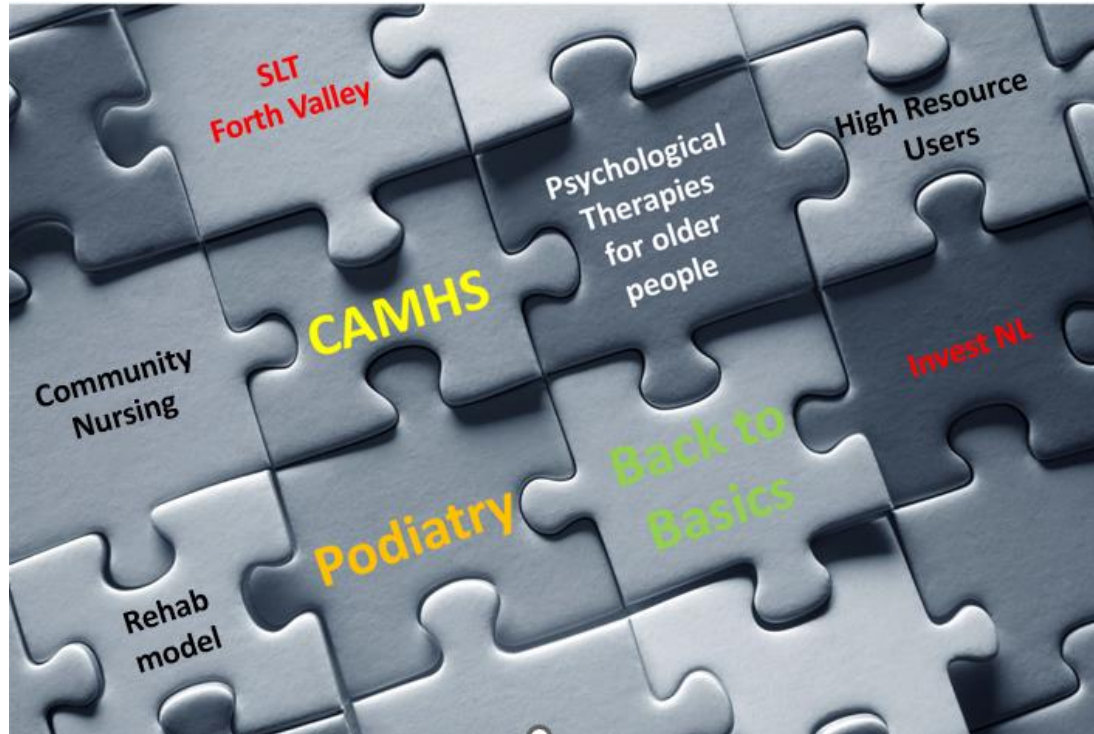
Drivers of health and wellbeing



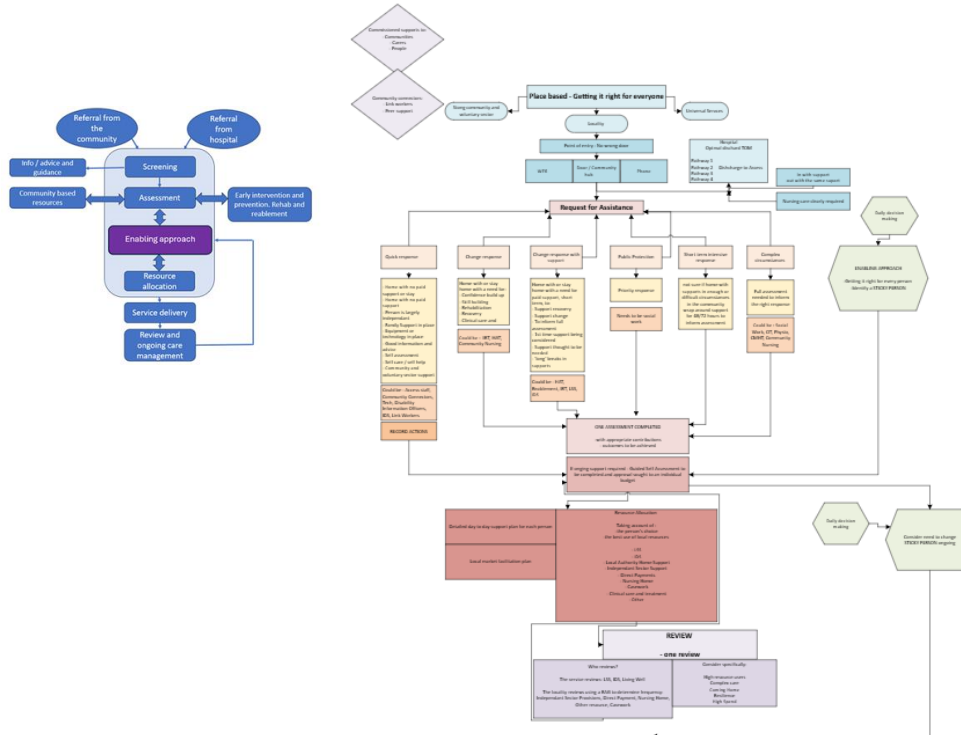
Source: Scottish Government (2023), Realistic Medicine: Doing the Right Thing:
Chief Medical Officer for Scotland, Annual Report 2022-2023, June 2023



Building a picture



2025: Getting it right for everyone Operating Model



Robust **whole system** approach

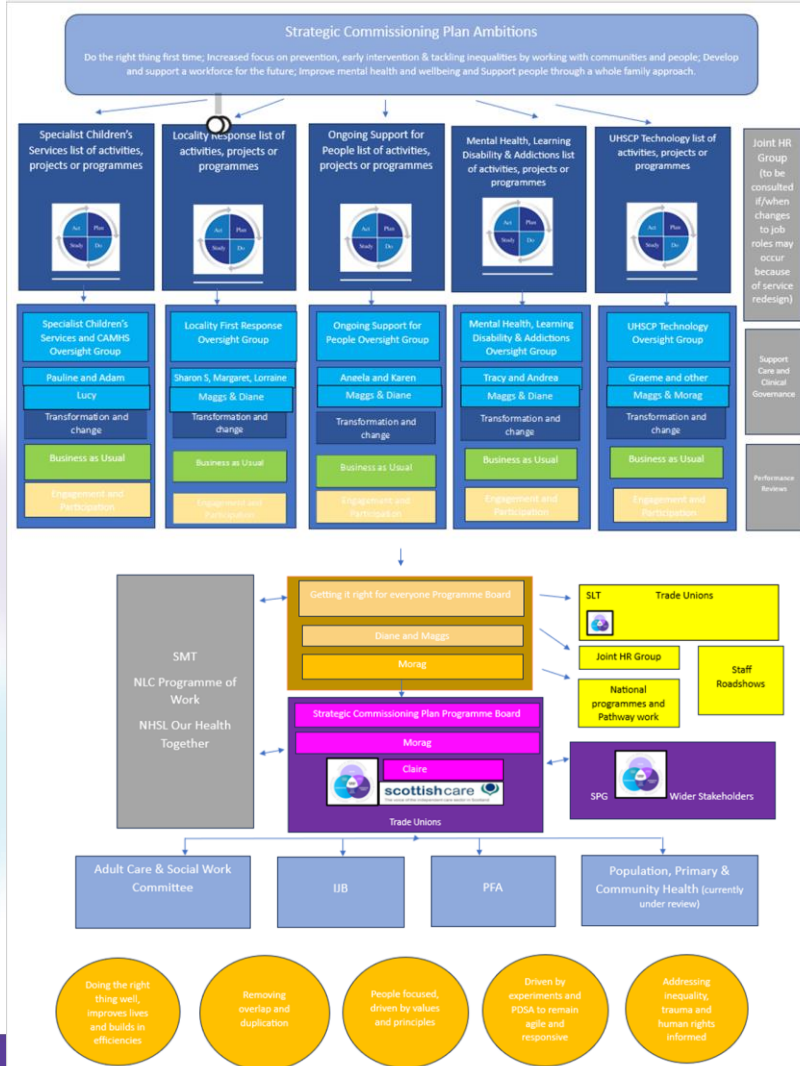
Request for assistance

One **assessment**
At home
Led by a sticky person

Intervene positively

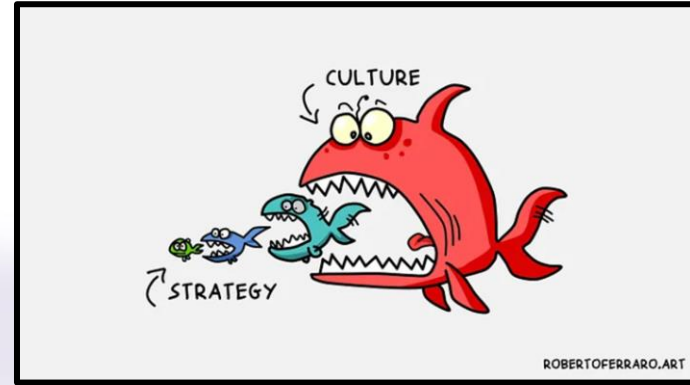
One **review**
Led by a sticky person

Embedding learning

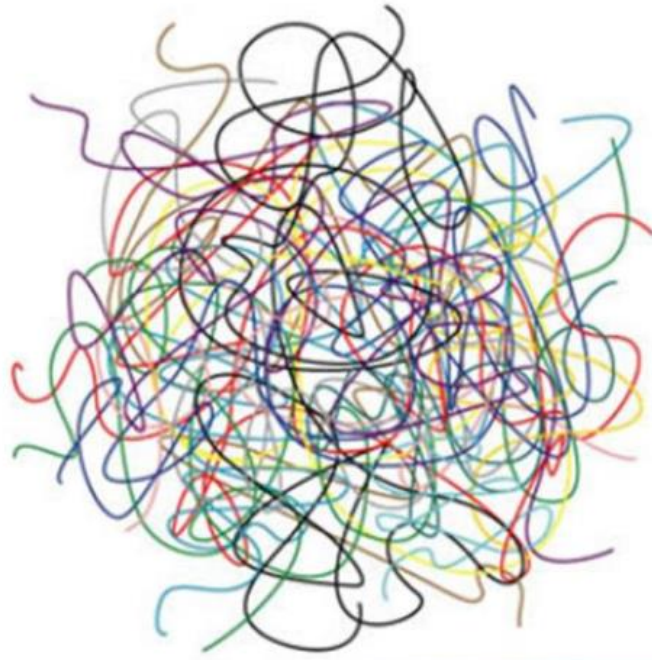


Working on

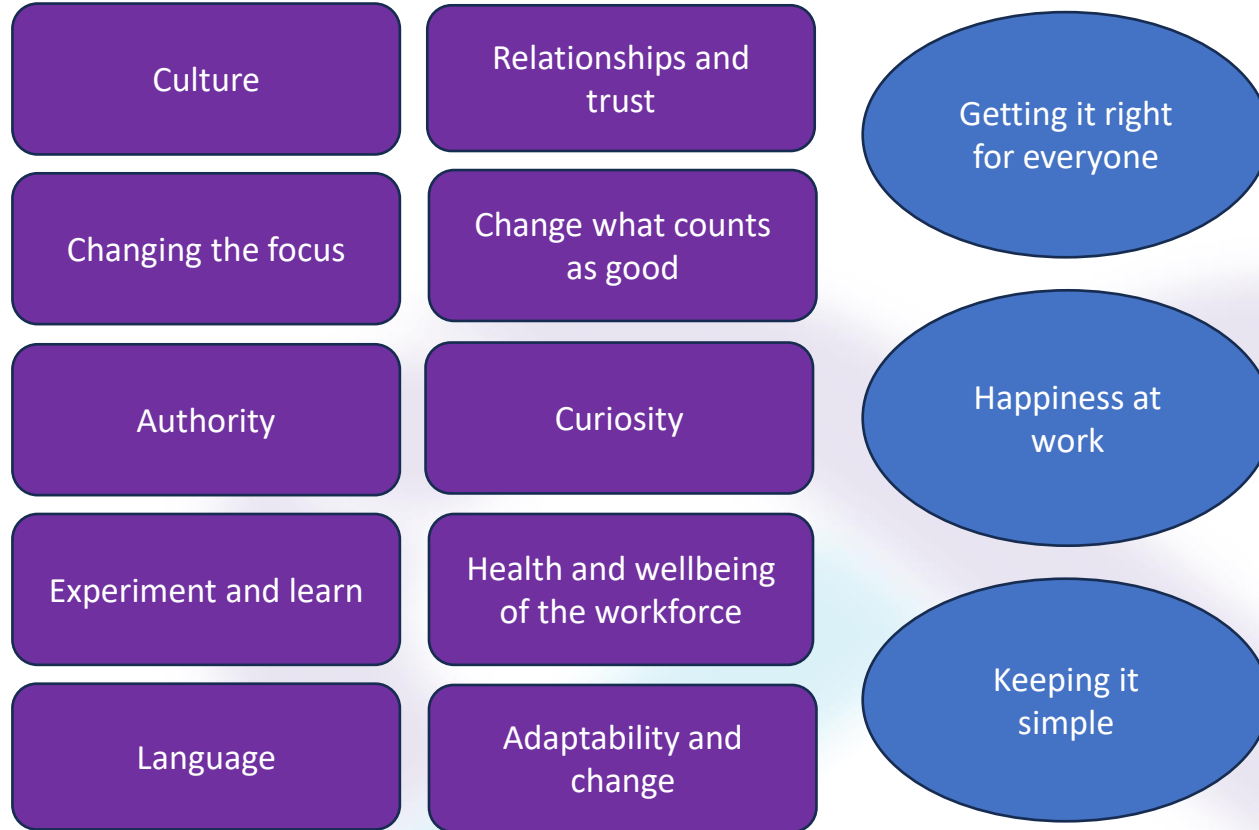
- Culture
- Communications
- Supporting change
- Real no wrong door, open and accessible
- Revised governance and performance framework
- Revised outcomes and satisfaction framework
- Whole system – everything, everywhere



Complexity



- We can envisage the future rather than predict it
- We can design and redesign rather than control
- We can expect and learn from surprises
- We can listen to what the system is telling us
- We can discover how system properties and our values can work together to bring something much better
- We can't control systems or figure them out. But we can dance with them!



Enabling hubs –
fantastic for
partnership working

Motivated staff
who want to make
changes

Staff becoming
more curious
and having
more
discussions

Learning forum
for practitioners
to build
confidence and
experience

We felt better
prepared for
winter

There is better
decision making

Good to be at
hubs – quick
decisions –
good for
families



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