Case Study

Leading Complex System Change Programme

The Advancing Quality Alliance (AQuA) were commissioned by the Scottish Government, NHS Education for Scotland and Healthcare Improvement Scotland on behalf of the Allied Health Directors Scotland Group to provide a six day development programme for up to six teams of allied health professions Directors and their system leadership partners.

Aims

The aims were to enable the teams to:

- Work collectively as a peer-learning network to lead transformational change at scale and pace, and to deliver an integrated care project identified in their locality as a strategic priority
- Understand their role as system leaders and how to approach the leadership of change in a complex adaptive system, through practical application of complexity science
- Build understanding in the application of improvement science and change management knowledge and skills

Our Work

The Leading Complex System Change programme was co-designed with the teams of Directors. AQuA and Paul Plsek, an international expert in complexity science, delivered the programme using a change model (Figure 1) that blended four change theories and improvement methods.

The sixth-month programme included:

- 2 x 2-day residential theory and practice workshops
- Sponsor masterclass and team celebration event
- Spread workshop
- Coaching and facilitation of each leadership team by NHS Scotland critical friends
- Client and peer learning community webinars
Customer Feedback

“AQuA and Paul Plesk have designed a programme of theory and practice that is highly relevant for managers and leaders in today's health and social care environment. Co-designing the programme with us to capture local context was a real benefit and from day one it felt like the programme was tailored to meet our needs.

“The delivery team are highly experienced and many of the examples and stories used by Paul have made a significant impact on participants as I hear them continue to use them in their daily practice.

“Working on real service issues enabled teams to make progress on some challenging improvement topics and I know that teams continue to work together in a way that was influenced by this programme.

“I think all managers and leaders in health and social care need to understand complexity science and this programme provides a great way for teams to learn while doing. It was a great experience working with AQuA and Paul and I was impressed not only by the course content but also by their attention to detail and customer care.”

June Wylie, Head of Improvement, NHS Scotland

How can we help you?

Aside from our work with members, we also undertake bespoke consultancy and grant work, both with members and other organisations across the UK.

This helps us to build new partnerships, and channel the skills and learning gained from these projects back into our core membership offers.

If you would like to speak to someone about how we could support your organisation with a bespoke piece of work, please contact Julie Cullen, our Consultancy Lead, on julie.cullen@srft.nhs.uk or call 0161 206 8025.

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