

Welcome

Design Community of Practice

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Leading quality health and care for Scotland

Session hosts



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Recording



Share and contribute
respectfully



Questions are always welcome
and there will be plenty of
'discussion points'



All materials will be shared
We'll let you know when they're available to view online

Share your thoughts, ideas and questions



Raised hand



Chat box



Agenda



Combining service design and Improvement in Mental Health: How improving pathways of care has benefited from the use of pathway visualisation and user journey mapping

Q&A

Scottish Approach to Change update

Evaluation

Updates and closing remarks

Biographies

Ashley Hose



Senior Improvement Adviser in the Transformational Change Mental Health Unit in Healthcare Improvement Scotland. Ashley leads on the Reform in Mental Health programme which is about redesigning and developing pathways of care for people with complex mental health needs.

Dr Jackie Stirling

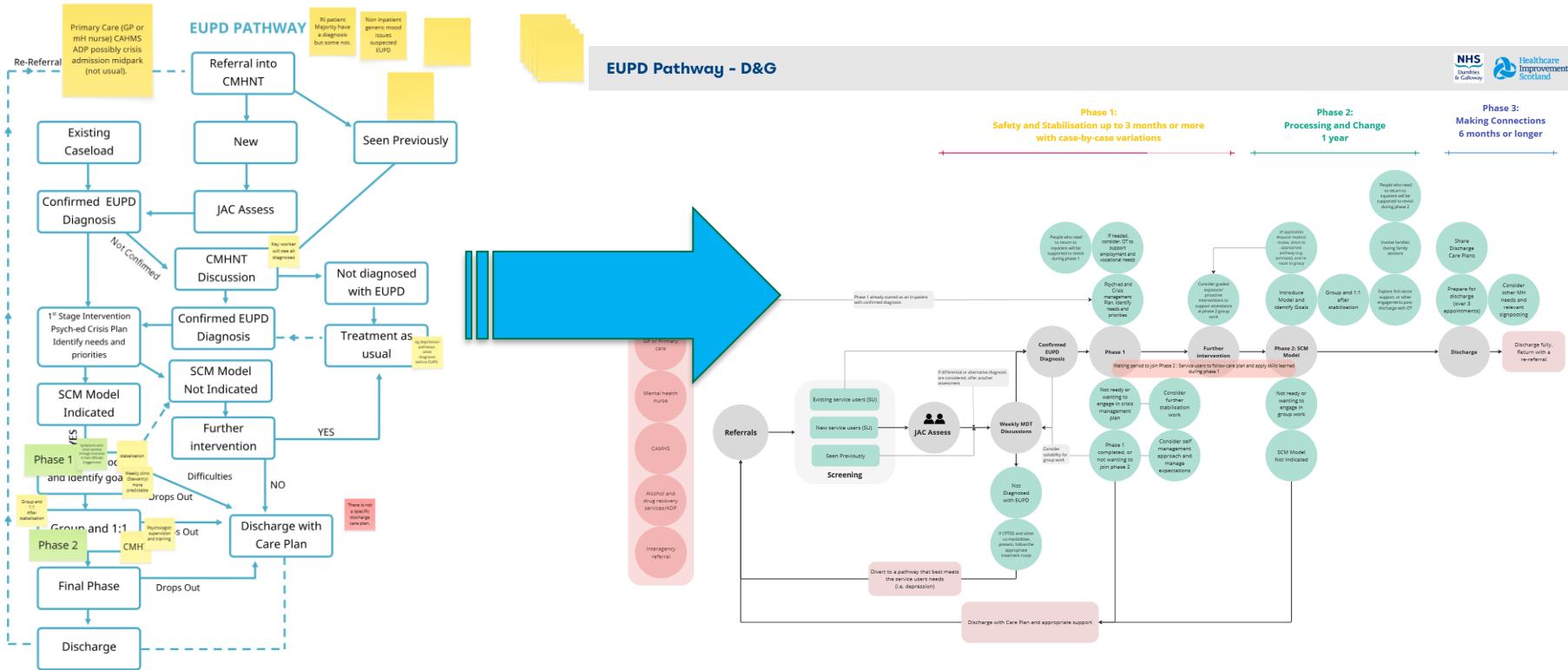


Clinical Psychologist working in Dumfries and Galloway Adult Mental Health Service. Jackie's role is split between managing and providing a psychology service within two community mental health team and co-leading in the development of an Emotionally Unstable Personality Disorder (EUPD) pathway and supporting the CMHTs implementation of said pathway.

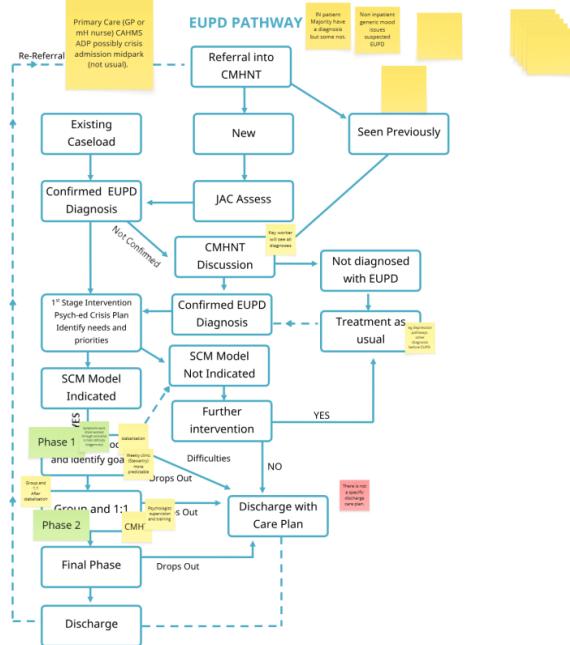
Combining service design and Improvement in Mental Health:

How improving pathways of care has benefited from the use of
pathway visualisation and user journey mapping

Pathway Visualisation

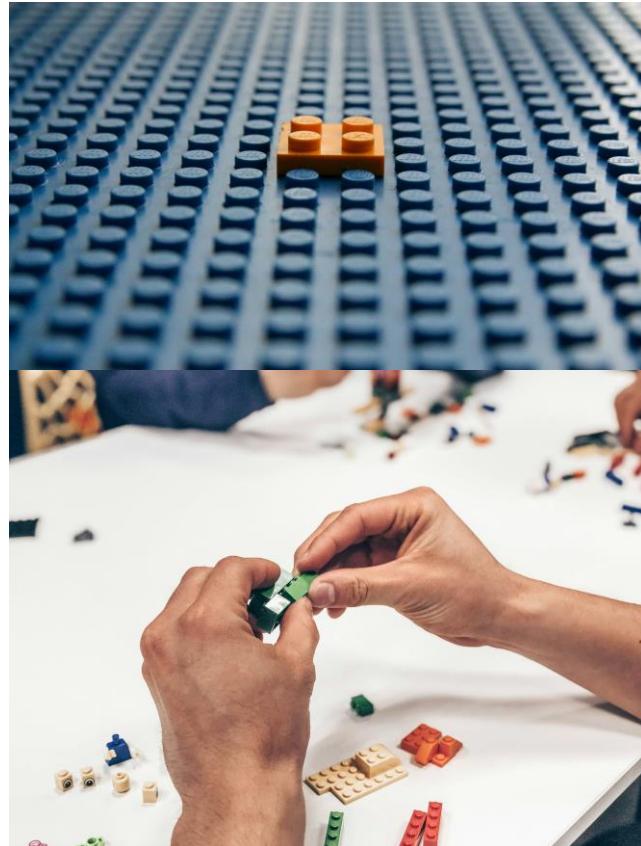
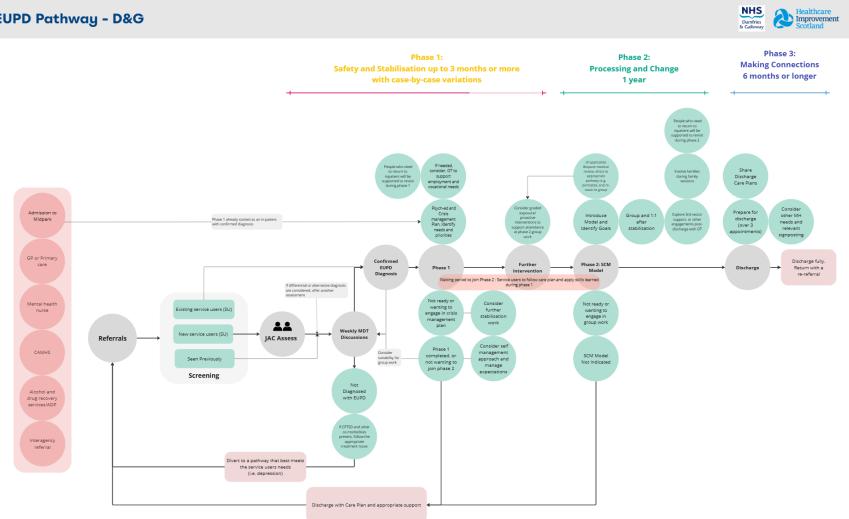


Pathway Visualisation



Pathway visualisation

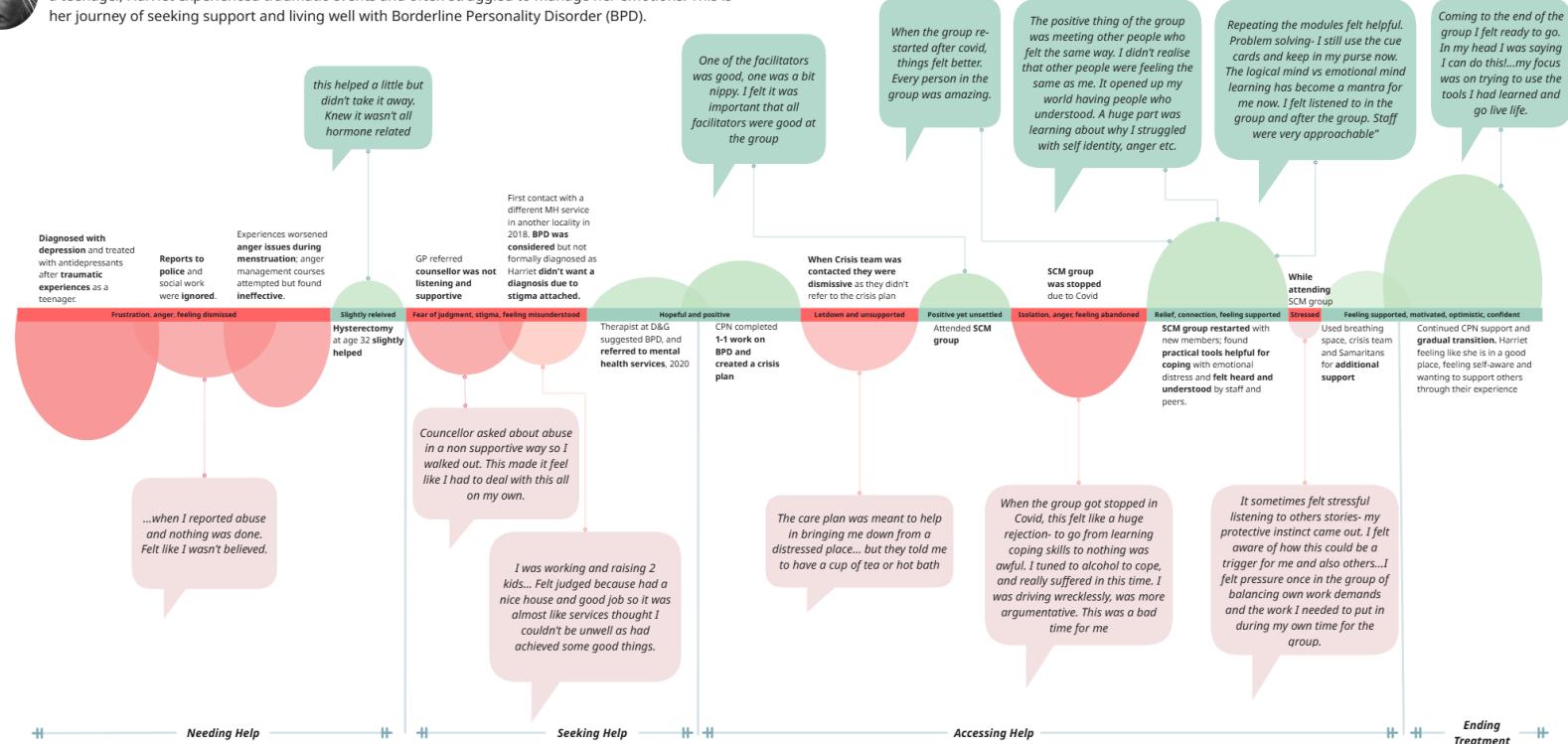
EUPD Pathway - D&G



Triangulating the pathway through a person's experience



Harriet, in her late 40s, is a mother of two children. She has a successful career and a well-paid job. As a teenager, Harriet experienced traumatic events and often struggled to manage her emotions. This is her journey of seeking support and living well with Borderline Personality Disorder (BPD).



Developing ideas



Structured Clinical Management – information for you

What is structured clinical management?

Structured Clinical Management (SCM) is a well organised effective intervention for people who have a diagnosis of Emotional Unstable Personality Disorder (EUPD).

Although EUPD is associated with enduring difficulties with the right help and support we now know that most people with this diagnosis can get better (recovery rates are better than for other mental health conditions).

What can I expect from SCM?

Initially your SCM practitioner will meet with you and:

- Develop a crisis plan
- Assist you to define your goals, short and long term
- Go through your diagnosis
- Assist you to identify problem areas

You will be offered the opportunity to attend a group. The evidence suggests that group work is crucial to giving you the best chance of improvement. Your SCM practitioner will prepare you to attend the group, within individual appointments that will run alongside the group. You will also be required to complete questionnaires and this helps you and us to monitor your progress.

Each group will last for one and a half hours. It focuses on your here and now problems.

Themes include

- Managing emotions
- Problem solving
- Managing impulsivity
- Managing relationships

You will be in the SCM programme for up to 18 months. We ask people to attend all sessions.

Reading level – Age 9 for accessibility

Q&A style format

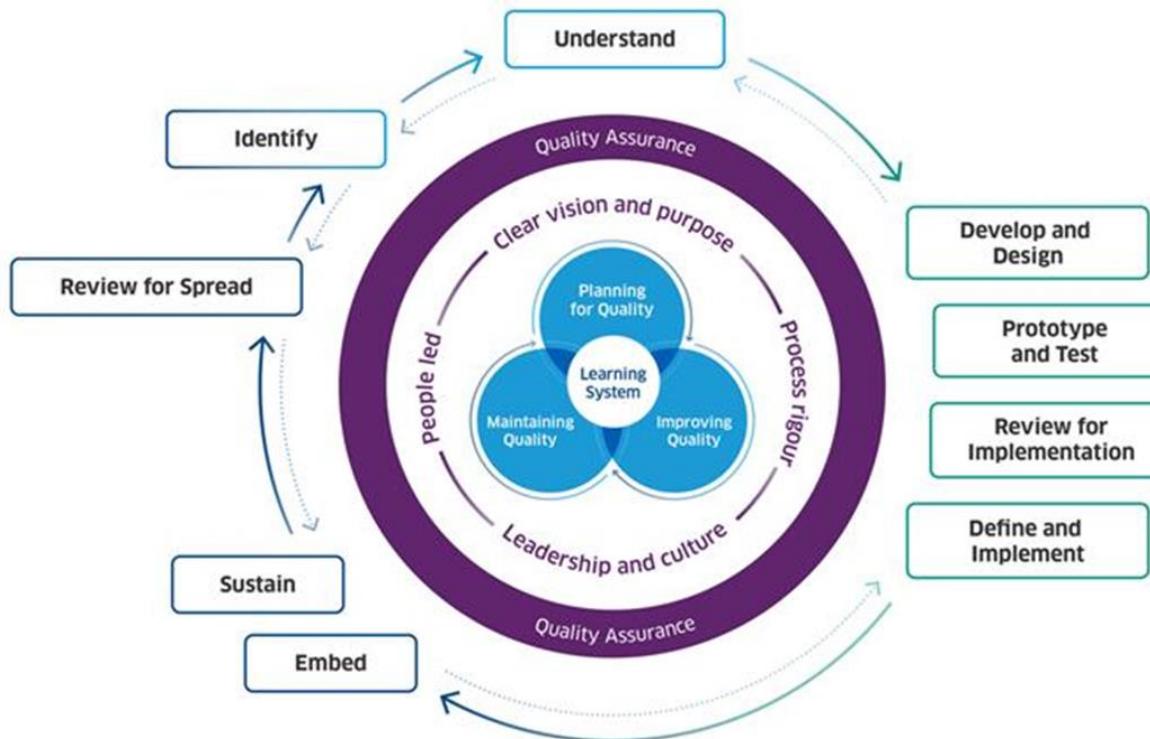
More person-centred and inclusive plain language

Easy presentation style

Background – Reform Mental Health

- Commission by the Scottish Government to reform mental health services for people who experience the most complex and enduring mental health conditions and who experience barriers to service access, poor care and poor mental/physical health and social outcomes
- The Personality Disorder Improvement Programme, as part of the Reform programme, has been commissioned from April 2024 to March 2026 to implement phase 2, building on previous work to improve the quality of care for those with a diagnosis
- Two areas: NHS Dumfries and Galloway and HSCP West Lothian

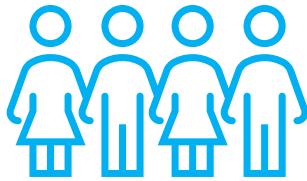
Why Improvement and Service Design



What we have done so far



Understand what the current pathway looks like through **Visualisation**



Understand how the pathway works for service users **from the perspective of the person**



Group facilitation to **design and develop** areas for improvement



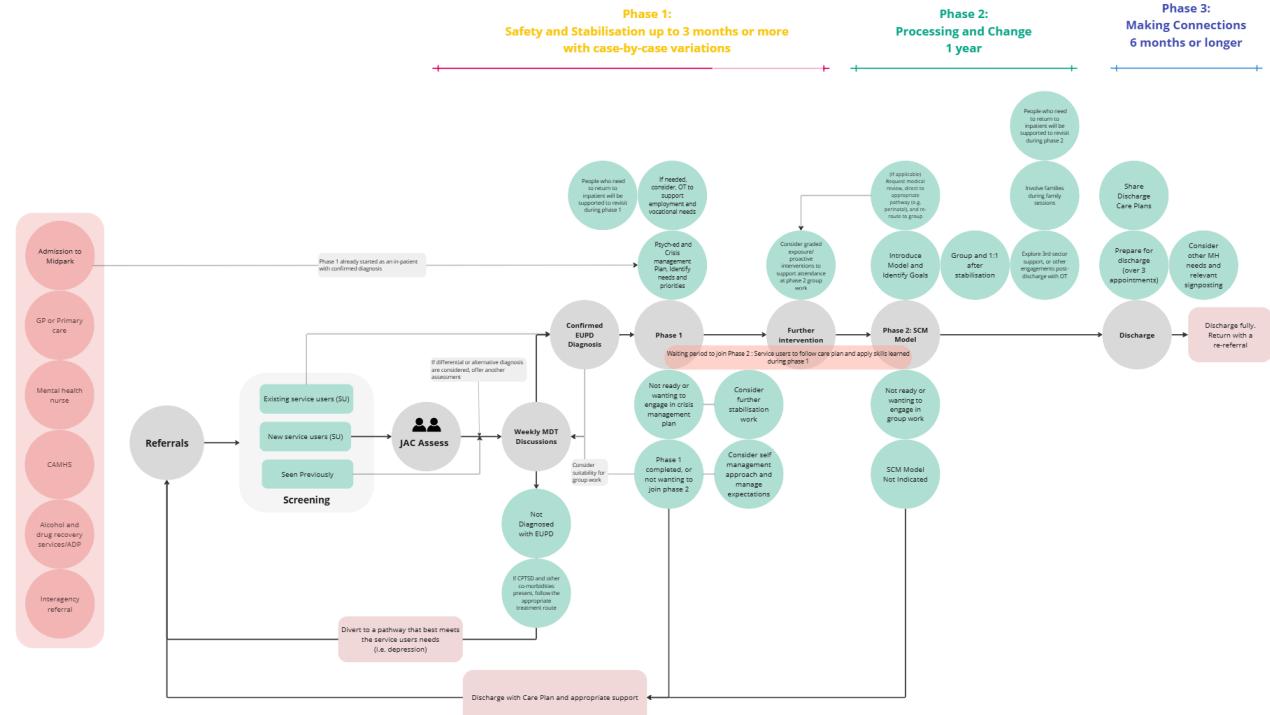
Prototype and Test ideas

Insights

- **Clear communication matters:** We need to explain the service in a simple consistent way, so other teams know when to refer people, and service users understand what support they'll get
- **Setting expectations helps people feel ready:** When people know what to expect, they can prepare, ask questions, and feel more confident about their care
- **Everyone's journey is different:** Recovery is not linear, and support needs to be flexible and person-centred

Pathway Visualisation

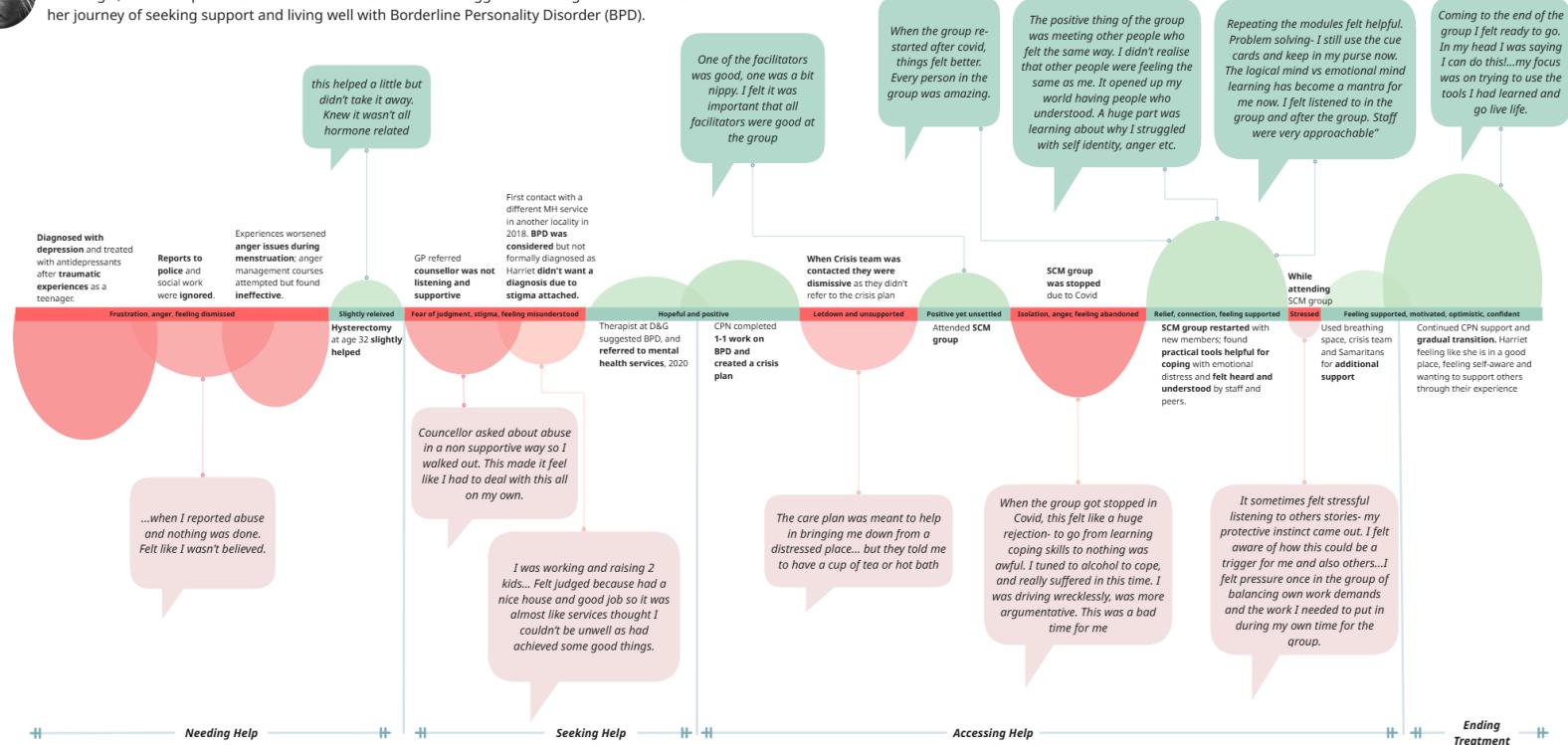
EUPD Pathway - D&G



How journey maps can be useful?



Harriet, in her late 40s, is a mother of two children. She has a successful career and a well-paid job. As a teenager, Harriet experienced traumatic events and often struggled to manage her emotions. This is her journey of seeking support and living well with Borderline Personality Disorder (BPD).



Prototyping and testing

First iteration



Reading level – Grade 9
for accessibility



Q&A style format



More person-centred and
inclusive plain language



Easy presentation style

EUPD Pathway: Information for you



What is the EUPD Pathway?

If you've been told you have Emotionally Unstable Personality Disorder (EUPD), this pathway can help you. It **uses something called Structured Clinical Management (SCM)**, which is a way to help you understand your feelings, learn ways to cope, and feel better over time.

With the right support, many people find that life can feel more stable and manageable. Positive change is possible, and everyone's journey moves at their own pace



What will this pathway help with?

It can help you:

- Feel more emotionally stable
- Have fewer mental health crises or hospital visits
- Cope better with daily life
- Feel less alone and more understood amongst other people



Is this pathway right for me?

It may help if you:

- have EUPD or think your difficulties might be linked to it
- want to feel more in control of your emotions and relationships
- open to talking with a SCM practitioner and joining group sessions
- ready to learn and try out new ways of coping

It doesn't matter how long you've been in mental health services to join this programme of support.



Who might it not help?

This pathway is designed to support people with EUPD, who feel ready for structured, skill – based sessions.

It may not be the best fit for people who have antisocial or narcissistic personality traits, as they may benefit from a different type of support that's tailored to their needs.

If this pathway isn't right for you, we'll help you find support that is.



What if I don't have a diagnosis yet?

That's okay. The team will:

- Talk with you about what you're experiencing
- Look at any assessments you've had
- Help decide the best support for you

Prototyping and testing – user feedback

Need to focus on hope and personal progress, and avoid comparative words

Reinforce recovery as an ongoing, supported process

Clarify the reasons for exclusion of some patient groups in a compassionate and transparent way

Use inclusive, empathic and empowering language and tone – need to avoid phrasing that defines people by their diagnosis or uses of clinical phrasings

Who might it not help?

This pathway is designed to support people in structured, skill – based sessions. It may not be the best fit for people who have certain personality traits, as they may benefit from something that's tailored to their needs. If this pathway isn't right for you, we'll help you find another one.

What if I don't have a diagnosis yet?

That's okay. The team will:

- Talk with you about what you're experiencing
- Look at any assessments you've had
- Help decide the best support for you

Consider accessible visual design – eg use visuals to show about the person's journey in an engaging way

Story board style patient information leaflet

Second iteration

EUPD Pathway: Information for you

1. When things feel hard	2. What the EUPD pathway is	3. Getting started	4. Meeting your SCM practitioner	5. Joining a group	6. When things don't go to plan	7. Time and commitment	8. Involving friends or family	9. Moving forward	10. Towards the end
									
<p>Sometimes things feel intense, confusing, or out of control.</p> <p>With the right support, many people find that life can feel more stable and manageable.</p>	<p>If you have been told you have Emotionally Unstable Personality Disorder (EUPD) or wonder if your experiences are linked to it, you can use this pathway.</p> <p>It uses something called Structured Clinical Management (SCM) - a practical way to understand feelings, learn ways to cope, and feel better over time.</p>	<p>This pathway can help you feel less alone and more understood.</p> <p>Talk to the team to see if this pathway is right for you. Sometimes another type of support might suit you better.</p>	<p>You'll meet regularly with an SCM practitioner on one-to-one as phase 1. Together, you'll talk about what matters most to you, set goals, and make a plan for when things feel tough.</p> <p>You'll learn skills to build new ways of coping.</p>	<p>Some people join a group in Phase 2 to learn more skills - managing emotions, solving problems, and building healthy relationships.</p>	<p>Everyone has ups and downs. If you miss a session or find it hard to attend, let the team know.</p> <p>They will support you to stay involved.</p>	<p>The pathway usually lasts up to 18 months and each session is about 1.5 hours.</p> <p>Attending regularly helps you get the most from it - ideally around 75% of sessions. This will give you the best chance to understand the materials and make full use of the support available.</p>	<p>Sometimes, friends and family sessions can be offered to learn how best to support you. This is optional and your choice.</p>	<p>Over time, many people feel more stable, confident and connected. Recovery looks different for everyone.</p> <p>You will fill in some simple questionnaires to help track how you're doing.</p>	<p>Near the end, the team will work with you to decide what's next. You will know where to go if you need support again.</p> <p>Everyone's journey is different, so the team will support you whichever path you take. Stay committed as this journey takes time.</p>

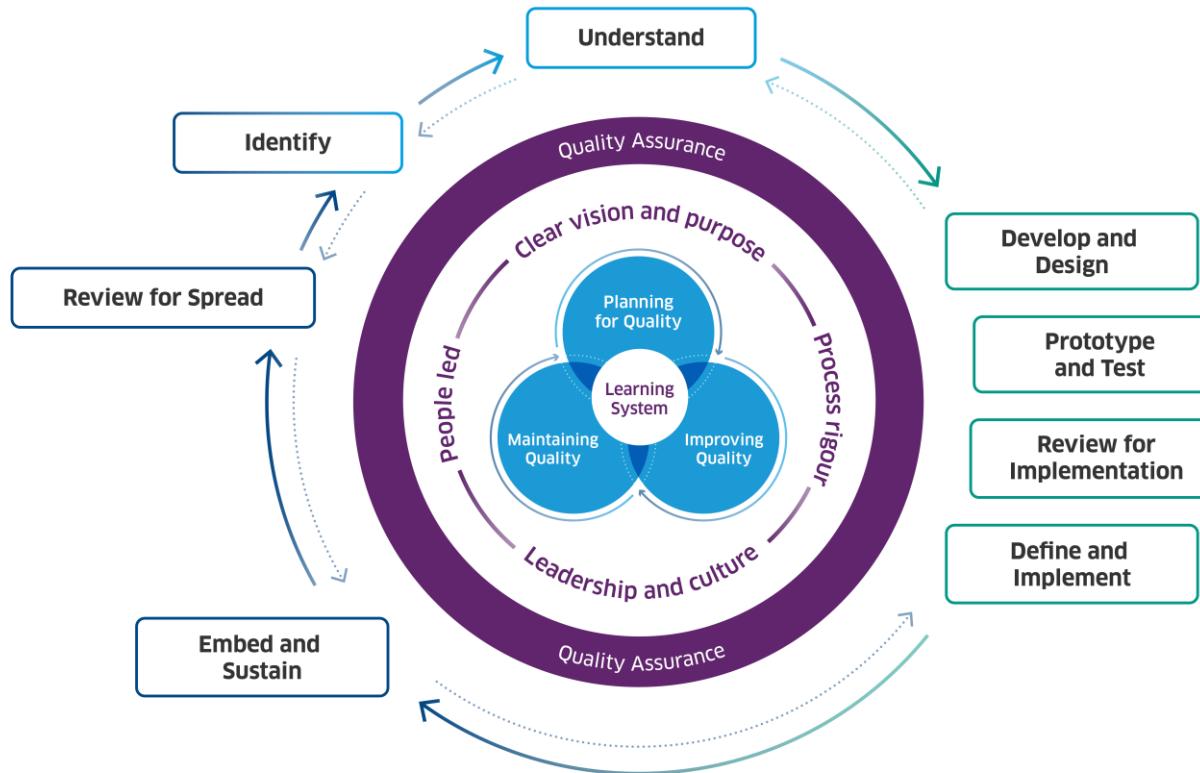
Reflections and learning

- **Powerful method for opening and engaging in conversation** – the process gave us space to think through and discuss the pathway and its complexities
- **Provides colour** - richness of information to aid development
- We all need a Chamithri

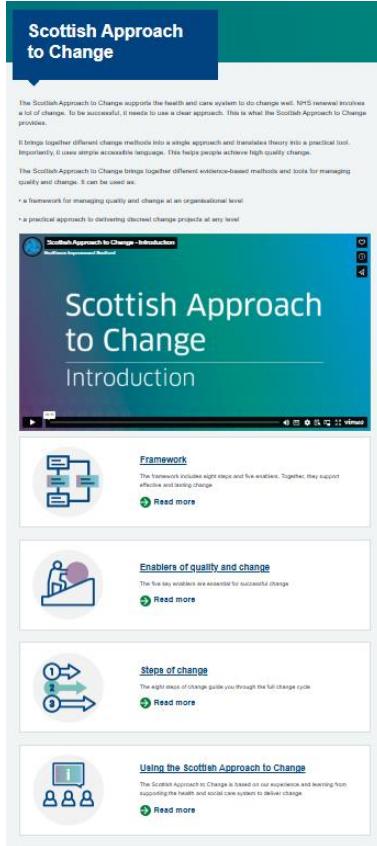
Scottish Approach to Change

Callum Alexander, Senior Strategic Planning Advisor

The Scottish Approach to Change



The Scottish Approach to Change – digital resource



Scottish Approach to Change

Introduction

Framework
The framework includes eight enablers and five enables. Together, they support effective and lasting change.

Enablers of quality and change
The five key enables are essential for successful change.

Steps of change
The eight steps of change guide you through the full change cycle.

Using the Scottish Approach to Change
The Scottish Approach to Change is based on our experience and learning from supporting the health and social care system to deliver change.

Video

Enablers of quality and change

The five enables of quality and change create the conditions that support successful and sustainable improvement. They do this by aligning people, processes, and leadership around a shared purpose. Evidence shows that without these enablers, change can:

- face more systemic challenges and organisational barriers
- struggle to gain support and make progress
- be more challenging to sustain over time

Successful change relies on having five enablers in place:

- Clear vision and purpose**
Define a clear vision and purpose that drives your change, outlining what you are trying to do and how you will get there.
- Process rigour**
Outline a rigorous approach on how you undertake change systematically across your organisation.
- Leadership and culture**
Create the conditions for change to thrive through setting the right culture and leadership.
- People-led**
Take a people-led approach by involving people to design and deliver change together.
- Learning system**
Embed a learning culture to support your change programme sustainably.

Tools and resources

Several tools have been selected to support the Scottish Approach to Change, with up to three recommended for each section as a starting point. To access a wider range of tools, guidance, templates, and improvement frameworks, our full library will be made available early October 2025.

Jump to section

Step of change: Identify

Strategic gap analysis	Three horizons	Comment cards
A tool that helps you find where to make a break or where you are now and where you want to be.	A tool that helps build a long-term vision for a system and the steps required to get there.	A tool that helps service users to write down and put their thoughts and feedback.
Learn more	Learn more	Learn more

Step of change: Understand

Journey mapping	Mapping your system	Last 10 pellets
A visualisation tool that helps you understand users' needs, emotions, challenges and opportunities.	A tool that helps to give you an overview of a system and how the parts interrelate to form the whole.	A TURAS Learn tool to help you identify variation in journey times using patient information.
Learn more	Learn more	Learn more

Step of change: Develop and design

Driver diagrams	Options appraisal	How might we elements
A driver diagram tool that helps to show you the plan for reaching an improvement goal.	Guidelines that help you to evaluate options. It helps you through each stage of a proposed process.	A tool that helps turn insights into opportunities for design and outcome evolution.
Learn More	Learn More	Learn More

Step of change: Prototype and test

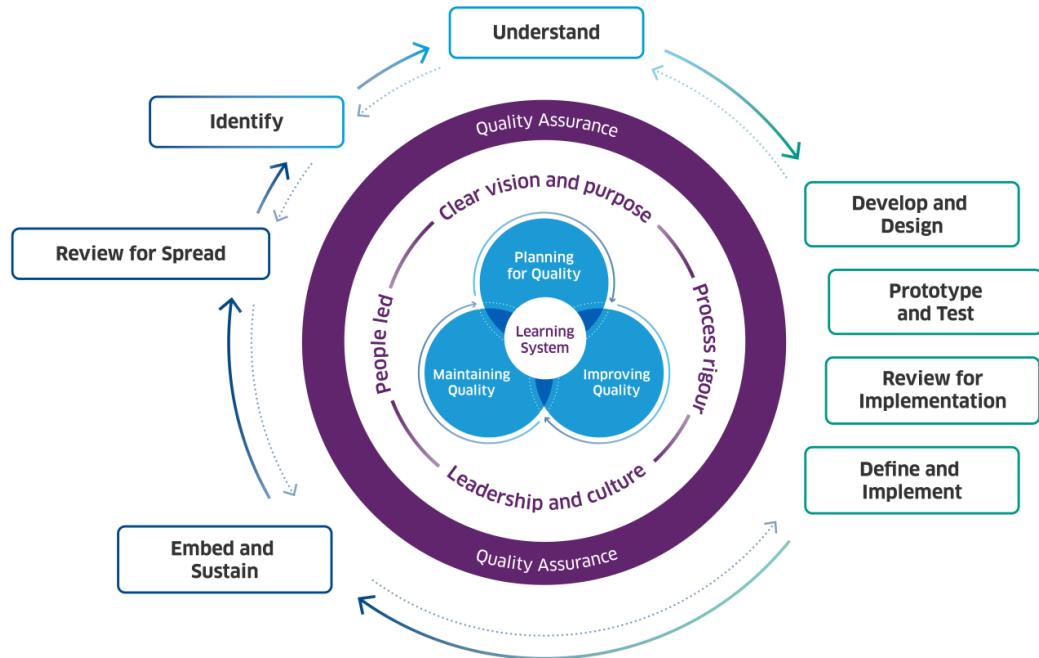
Plan do, study, act (PDSA)	Lessons learned logs	Mes generation
A TURAS Learn PDSA tool that helps to test an idea by making a change and assessing its impact.	A lessons learned log captures knowledge about what has worked and what could have gone differently.	An idea generation technique can help to explore and test solutions, and identify opportunities for design evolution.
Learn More	Learn More	Learn More

Step of change: Review for implementation

After action review	8 Holes
A tool that helps people review what happened, correct unanticipated outcomes, and identify what could have gone differently.	A technique that improves decision making by encouraging participants to explore a problem or a problem from multiple perspectives.
Learn More	Learn More

<https://www.healthcareimprovementscotland.scot/improving-care/scottish-approach-to-change/>

Check out more on the Online Resource



[Scottish Approach to Change – Healthcare Improvement Scotland](#)

Updates and closing remarks

If you're interested in learning more about the Scottish Approach to Change, a virtual session will be held on **Monday 19 January, 1.00pm-3.30pm**. Keep an eye on the DCOP Teams channel for joining details.

The next virtual DCOP will take place on **25 February 2026**.

Thank you



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