

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

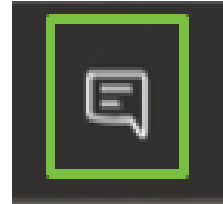
Share your thoughts, ideas and questions




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.

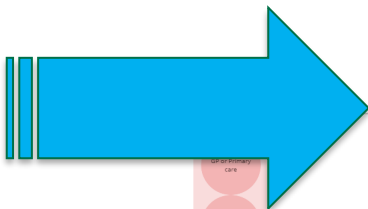
Dr Jackie Stirling



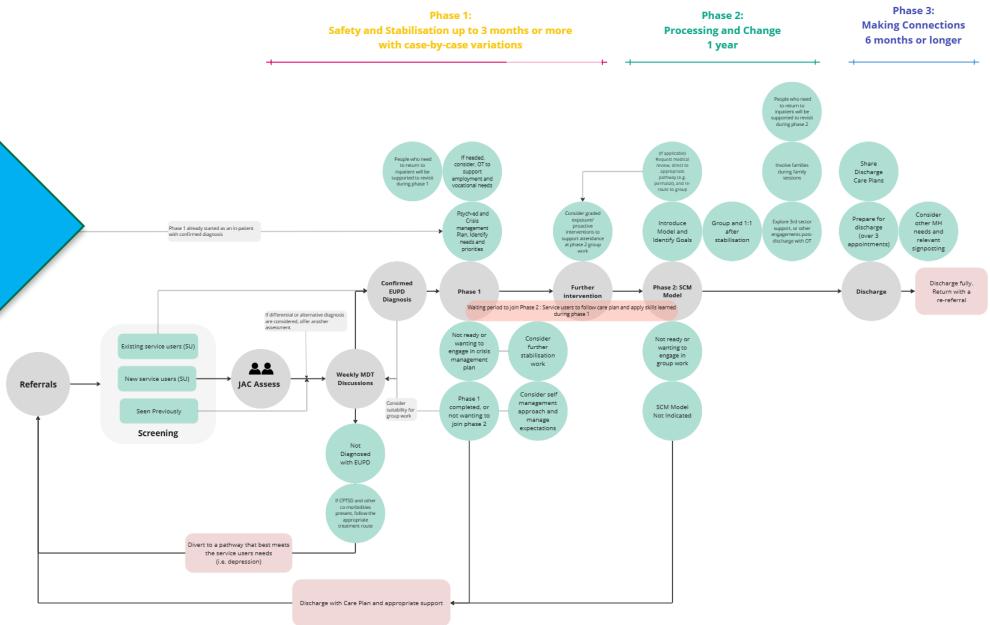
Clinical Psychologist working in Dumfries and Galloway Adult Mental Health Service. Jackie's role is split between managing and providing a psychology service within two community mental health team and co-leading in the development of an Emotionally Unstable Personality Disorder (EUPD) pathway and supporting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

Combining service design and Improvement in Mental Health:

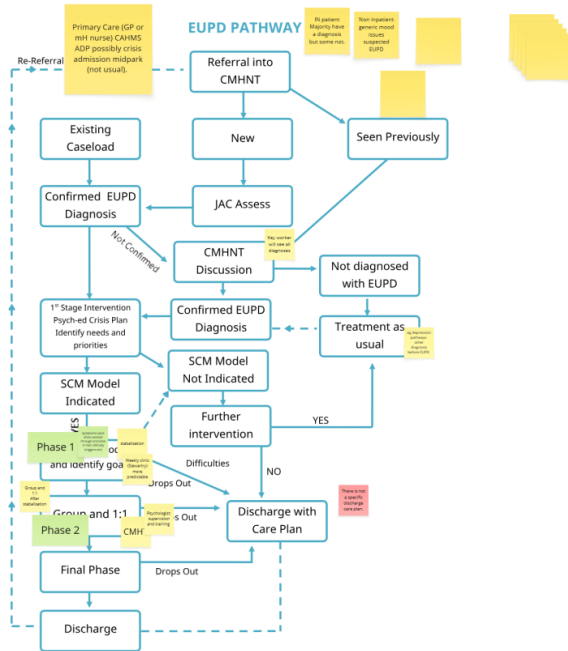
How improving pathways of care has benefited from the use of
pathway visualisation and user journey mapping



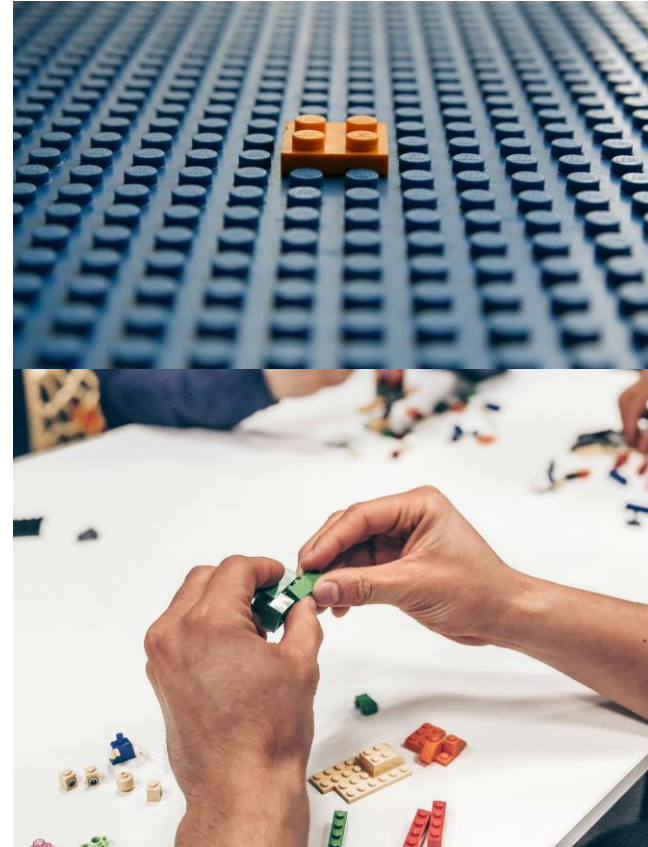
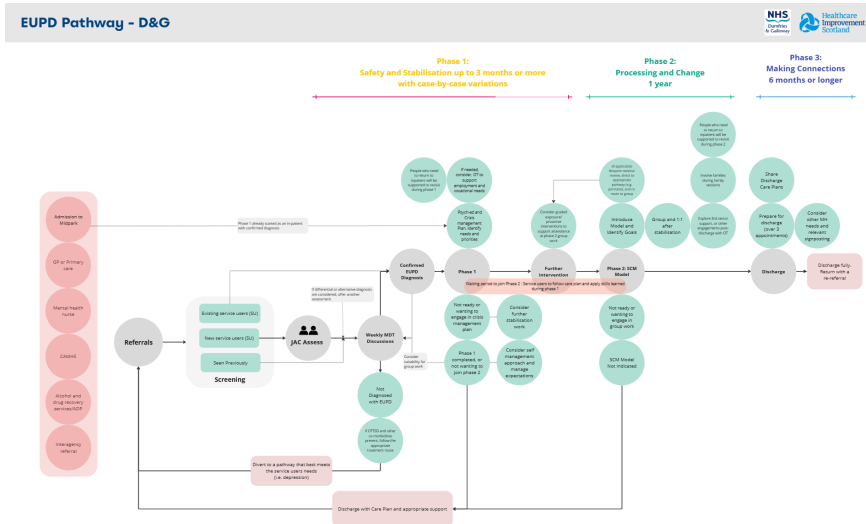
- Upstream primary care
- Mental health nurse
- CAMHS
- Alcohol and drug recovery services/ADP
- Interagency referral



Pathway Visualisation



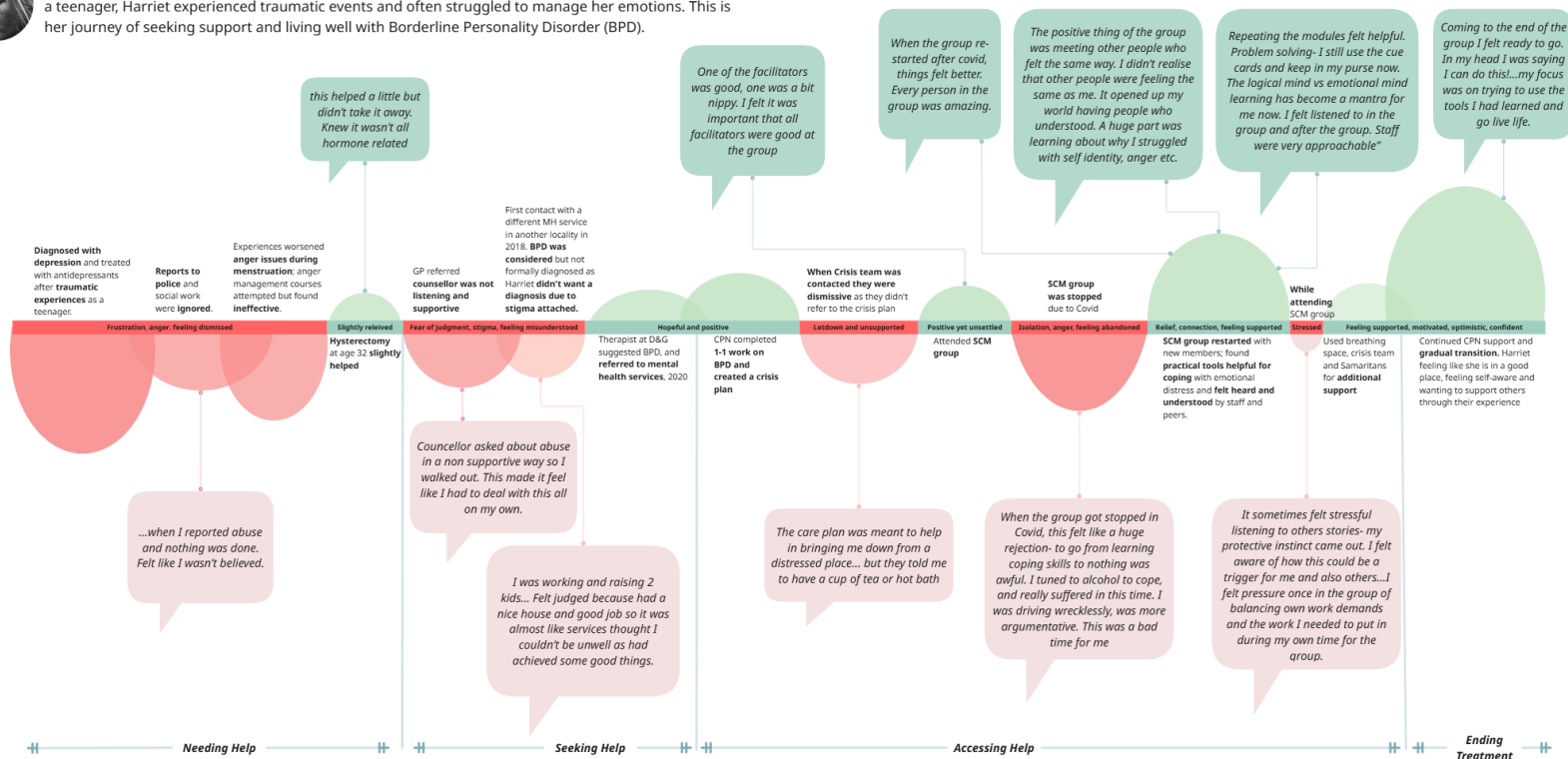
Pathway visualisation



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

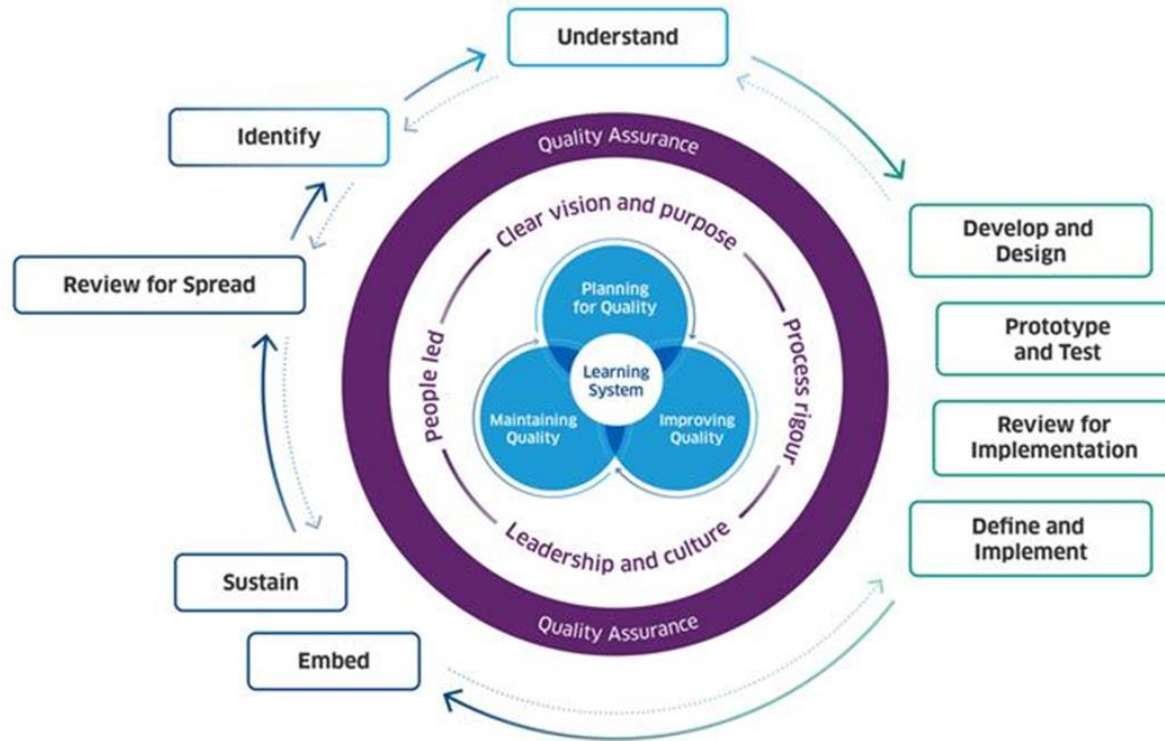
More person-centred and inclusive plain language

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



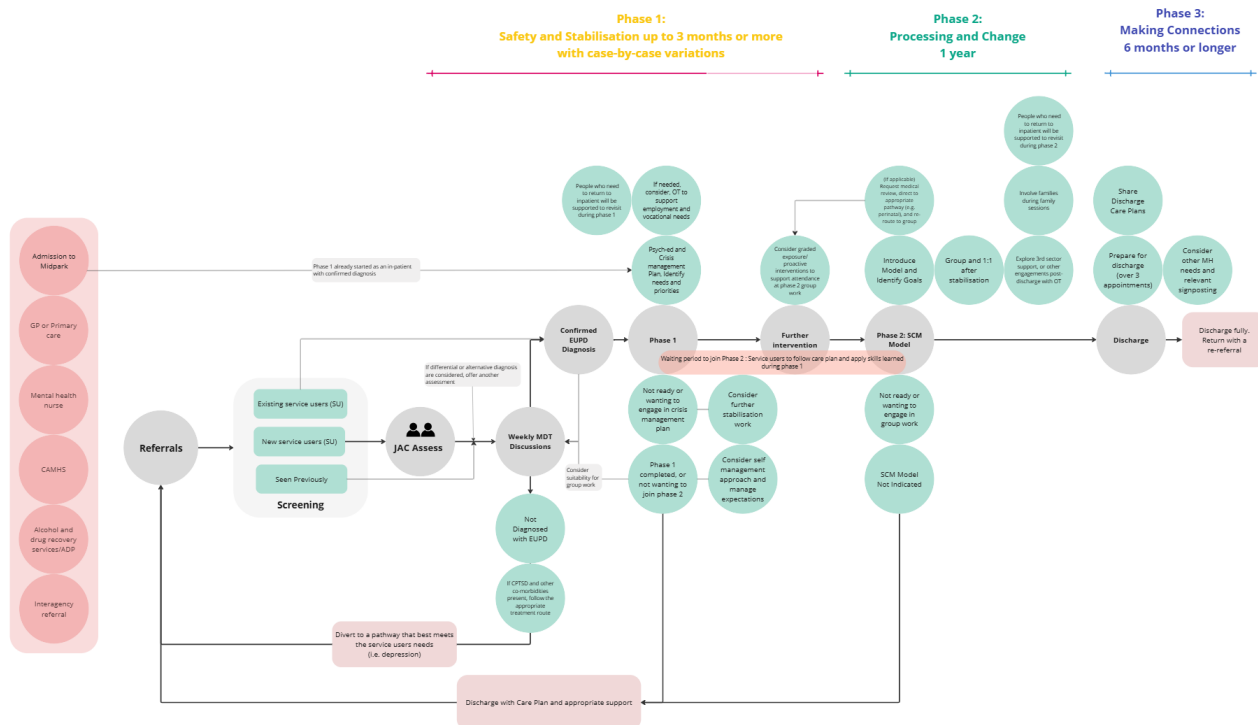
Prototype and Test ideas

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

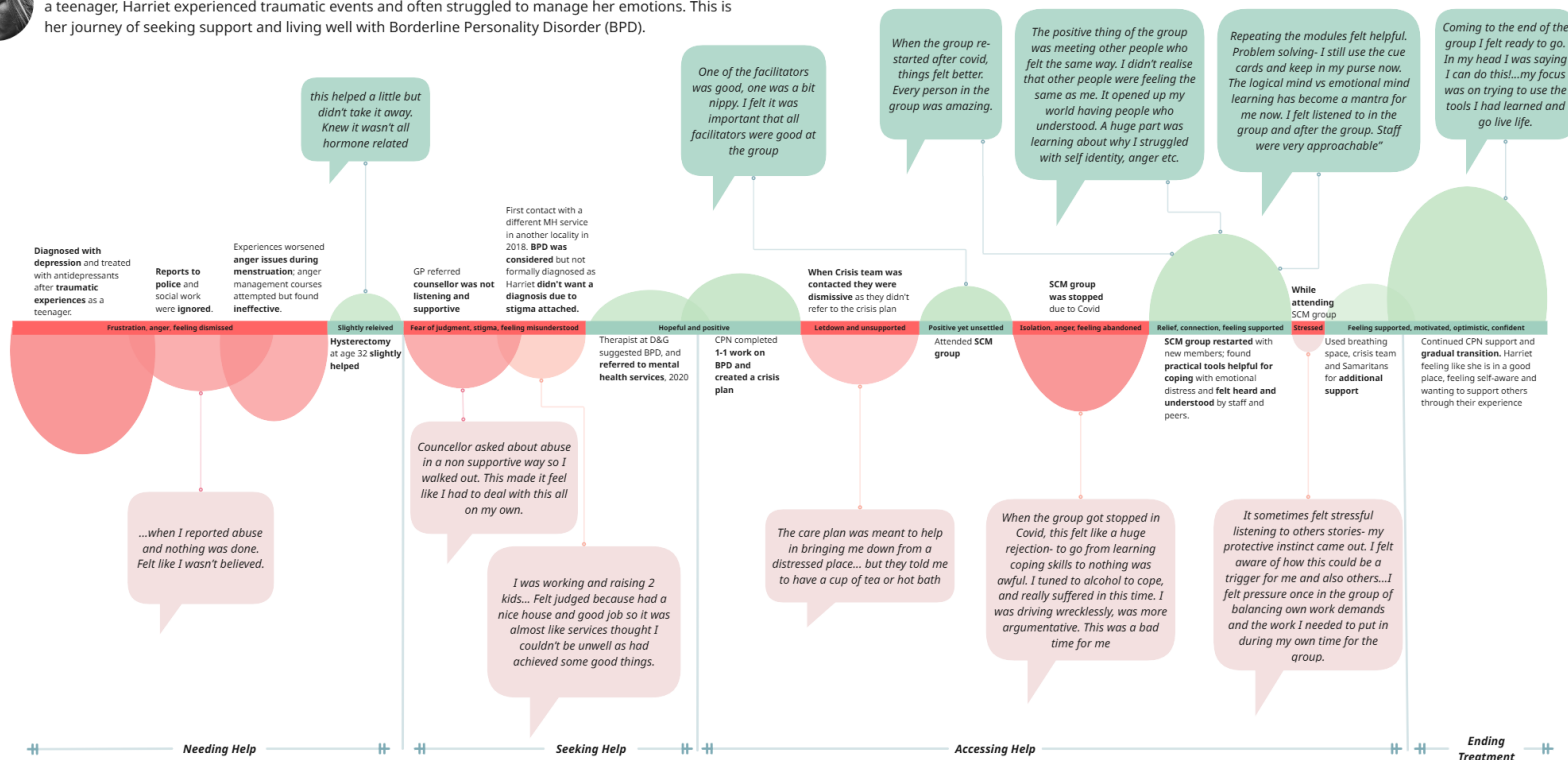
EUPD Pathway - D&G



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 through structured, skill – based sessions. It may not be the best fit for people who have complex personality traits, as they may benefit from a different approach that's tailored to their needs. If this pathway isn't right for you, we'll help you find a better fit.



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



Sometimes things feel intense, confusing, or out of control.

With the right support, many people find that life can feel more stable and manageable.

2. What the EPUD pathway is



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.

It uses something called Structured Clinical Management (SCM) - a practical way to understand feelings, learn ways to cope, and feel better over time.

3. Getting started



This pathway can help you feel less alone and more understood.

Talk to the team to see if this pathway is right for you. Sometimes another type of support might suit you better.

4. Meeting your SCM practitioner



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. You'll learn skills to build new ways of coping.

5. Joining a group



Some people join a group in Phase 2 to learn more skills - managing emotions, solving problems, and building healthy relationships.

You'll only be invited if you and your mental health team feel it's right for you. Not everyone needs group sessions.

6. When things don't go to plan



Everyone has ups and downs. If you miss a session or find it hard to attend, let the team know. They will support you to stay involved.

7. Time and commitment



The pathway usually lasts up to 18 months and each session is about 1.5 hours.

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.

8. Involving friends or family



Sometimes, friends and family sessions can be offered to learn how best to support you. This is optional and your choice.

9. Moving forward



Over time, many people feel more stable, confident and connected. Recovery looks different for everyone.

You will fill in some simple questionnaires to help track how you're doing.

10. Towards the end



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.

Everyone's journey is different, so the team will support you whichever path you take. Stay committed as this journey takes time.

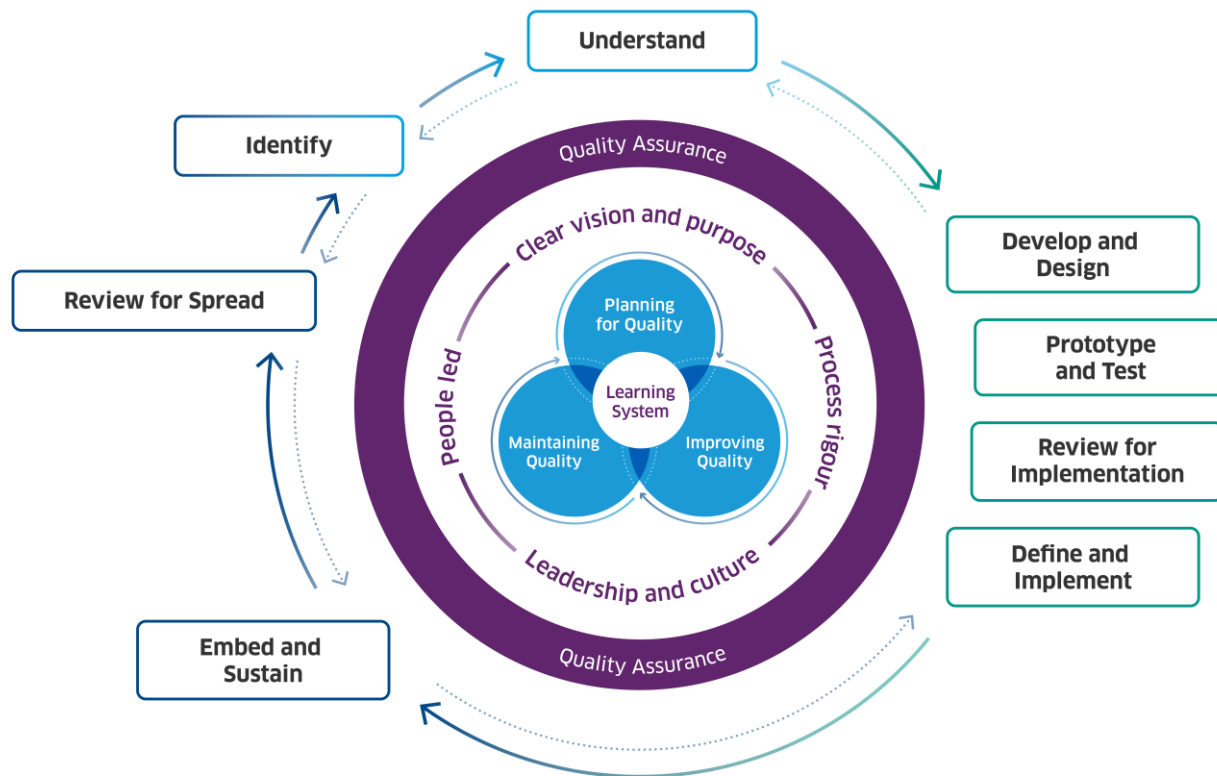
Reflections and learning

- **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

The Scottish Approach to Change supports the health and care system to do change well. NHS renewal involves a lot of change. To be successful, it needs to use a clear approach. This is what the Scottish Approach to Change provides.

It brings together different change methods into a single approach and translates theory into a practical tool. Importantly, it uses simple accessible language. This helps people achieve high quality change.

The Scottish Approach to Change brings together different evidence-based methods and tools for managing quality and change. It can be used at:

- a framework for managing quality and change at an organisational level
- a practical approach to delivering observed change projects at any level



Framework

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

[Read more](#)



Enablers of quality and change

The five key enablers are essential for successful change.

[Read more](#)



Steps of change

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

[Read more](#)



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.

[Read more](#)

Enablers of quality and change

The five **enablers 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, guiding what you are trying to do and how you will get there.

[Read more](#)



Process rigour

Outline a rigorous approach to how you undertake change systematically across your organisation.

[Read more](#)



Leadership and culture

Create the conditions for change to thrive through setting the right culture and leadership.

[Read more](#)



People-led

Take a people-led approach by involving people to design and deliver change together.

[Read more](#)



Learning system

Embed a learning culture to support your change programme sustainability.

[Read more](#)

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 2022**.

[Jump to section](#)

Step of change: Identify

Strategic gap analysis	Three horizons	Command cards
A tool that helps you find what is missing. It looks at where you are now and where you want to be. Learn more	A tool that helps build a long-term vision for a system and the steps required to get there. Learn more	A tool that helps service users to write down and post their thoughts and feedback. Learn more

Step of change: Understand

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

Step of change: Develop and design

Driver diagrams	Options appraisal	How might we statements
A TUSAC Learn tool that helps you show you the plan for reaching an improvement goal. Learn more	Guidance that helps you to make decisions. It takes people through each stage of a proposed process. Learn more	A tool that helps team insights on opportunities for design and explore solutions. Learn more

Step of change: Prototype and test

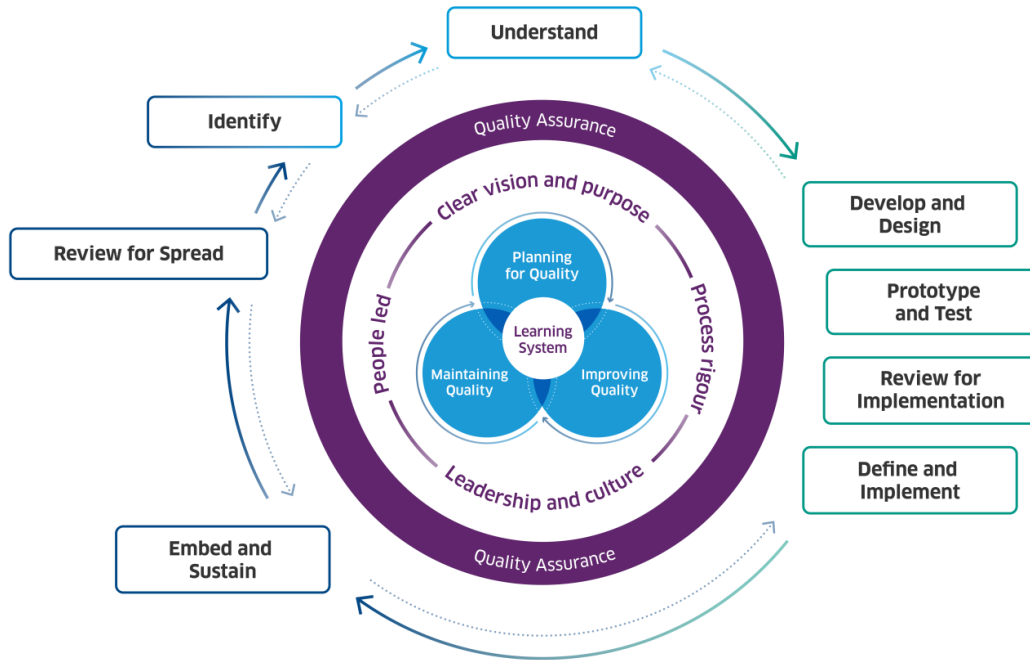
Plan, do, study, act (PDSA)	Lessons learned logs	Idea generation
A TUSAC Learn PDSA tool that helps to test an idea by testing a change and assessing its impact. Learn more	A lessons learned log captures knowledge about what has worked well and what could have gone differently. Learn more	An idea generation technique can help to explore and test solutions, and find out what works best before deciding. Learn more

Step of change: Review for implementation

After action review	8 hats
A tool that helps people review what happened, correct unintended effects, and capture recommendations for the future. Learn more	A technique that improves decision making by encouraging participants to systematically consider a problem from multiple perspectives. 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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