

**DARING to Succeed**  
**Delivering EXCELLENCE through**  
**REFORM**

**Newsletter Issue 4: June 2020**

**Here To Serve: our Purpose, our Privilege and our Responsibility**



**Ayrshire and Arran  
Health and Care System**



**south ayrshire**  
health & social care  
partnership



North Ayrshire  
Health and Social Care Partnership



**EAST AYRSHIRE**  
**Health & Social Care**  
Partnership

**NHS**  
Ayrshire & Arran

# Welcome

to the June issue of Ayrshire and Arran's regular **Daring To Succeed' Newsletter**

The theme of this month's newsletter is:

“ **Here To Serve:  
our Purpose, our  
Privilege and our  
Responsibility** ”



*Message from John Burns,  
our Chief Executive*

In the last few weeks we have faced a challenge that has changed the world as we know it. As we move into our next phase of work and stop to reflect on what we have learned, we can feel proud of what we have delivered. We have worked together to think, plan, organise and respond to events in ways we have not done before, and shown ourselves what we are made of in terms of our energy, creativity and resilience. We are now in a position to move into our future with strength and confidence.

Our work as a public service organisation is both a responsibility and a privilege. Together we are tasked with shaping the health and care services that will serve our citizens into the future, and with deploying our resources in the most considered, creative and effective ways we can.

The work we have already done to reform our health and care system through *Daring To Succeed* uniquely positions us to capitalise on what we have delivered in response to the pandemic. As a dual operating system we have structures in place to continue liberating ourselves to think, innovate and work at pace, at the same time as ensuring that we keep ourselves and our patients safe and respect the public money with which we are entrusted. Now is the time to trust the work we have done, and keep the momentum we have built.

**In the last few weeks we have shown ourselves what we can do.  
Together we have moved mountains, and it is in our gift to protect and  
sustain our work into the future.**

**As the world continues to change we can stay on  
our path – of learning, discovery and excellence –  
and 'dare to succeed'.**

# Here To Serve:

## our Purpose, our Privilege and our Responsibility

As a health and care system our purpose is to serve the health and care needs of our citizens, now and in the future. We have set out what this looks like for Ayrshire and Arran in our ambition, Caring for Ayrshire. And in our response to Covid-19 we have shown how powerful our sense of purpose is in being able to come together, mobilise, and deliver excellent results.

**A strong sense of shared purpose transcends the unpredictability of our context and our lives. It is our 'home base', the place to which we consistently return, so that we can decide what is most important and what we need to do.** During our response to Covid-19 our immediate purpose was to keep our citizens and our staff safe. Through our clarity and focus in the short term, we aligned much of our work with our long term ambition, for example by delivering care as close to home as possible, and supporting our citizens to self-manage. This is why we are now in such a powerful position to reform our system at pace.

Part of being here to serve is about emphasising the good of the many rather than the good of the few. This principle of 'service before self' is part of how we think about excellence at Ayrshire and Arran. In our ongoing work to distil the right thing to do, and to put the conditions in place to make it possible, it is therefore important to understand and embrace the reality of the context in which we work.

We are a public service organisation that is directly accountable to Parliament, our Board, and our citizens.

We are entrusted with, and accountable for, £850m of public money. We are also entrusted with ensuring the safety of our citizens, our staff and our organisation through good governance. This means that there will always be multiple dimensions we need to respect, and take into account, in how we go about our business.

“ The best way to find yourself is to lose yourself in the service of others.  
Mahatma Gandhi ”

**When we accept the reality of our context, our responsibility to our citizens, and our accountability for the resources with which we are entrusted, we embrace our privilege to serve and free ourselves to make our purpose a reality.**

“ Definiteness of purpose is the starting point of all achievement

W Clement Stone ”



**All future possibilities start off as an idea. We see how something could be better, or changed, or taken in a new direction. We imagine the benefits of change, and often start talking about them and building a picture of what is possible in the minds of those around us.**

**It is our willingness to act on our ideas that makes the difference.**

In 2014 **Stuart Buchan**, Clinical Lead for Physiotherapy in our East Health and Social Care Partnership, saw just such a possibility. "Back at the start of this project the musculoskeletal physiotherapy waiting times were noticeably on the rise. "The data showed service users being referred to both physiotherapy and surgical pathways simultaneously resulting in unnecessary waits for those requiring self-management advice and condition specific exercises to assist with their symptoms. Something fundamentally had to change in how we were working".



**A core principle of our vision for health and care at Ayrshire and Arran is to respect and support our citizens' independence and quality of life. Self-management is at the heart of this.** "The Scottish Government publication on the Modern Outpatient struck a cord with me as the approach advised services needing to make the best of their resources in face of rising demand. As a result I felt strongly that service users of MSK needed the right information at the right time as close to home as possible", says Stuart. "With quicker access to the right evidence-based information patients can then start their recovery faster and may not need a face-to-face attendance at clinic. This is where use of digital comes into its own".

In collaboration with colleagues both locally and nationally, Stuart began to open digital doors for physiotherapy patients. A new Ayrshire and Arran musculoskeletal condition management website was created that hosted tailor-made evidenced exercise videos for common conditions. This was followed by a MSK Facebook page.

Patients were signposted to these resources, and this generated a 29.4% reduction in knee referrals into MSK services. "Both digital platforms have been incredibly popular. The website has received 49,515 hits in the first 9 months since the re-launch and the Facebook posts have reached nearly 2 million people since its creation. It is amazing that so many people are reading, learning and engaging with the musculoskeletal physiotherapy. We have also seen an increase in website users (32.4%) over the Covid-19 pandemic".

facebook



Effective use of digital is an art and a craft. "We have found that digital content has to be visually appealing and easy to use", says Stuart. "Unique content appeals to people, but we have to continually pay attention to what our service users evolving needs are and therefore the creation of management content for the website is a never-ending task".

**Through the work of Stuart and his colleagues, Ayrshire and Arran has set a national standard for digital support of MSK self-management in Scotland.** "We now need to be thinking of future generations and how they use digital", says Stuart. "**We have to keep listening to our patients, studying the data, and evolving what we do**".



# Ayrshire and Arran's Digital Services Team Takes the Stage in Holyrood

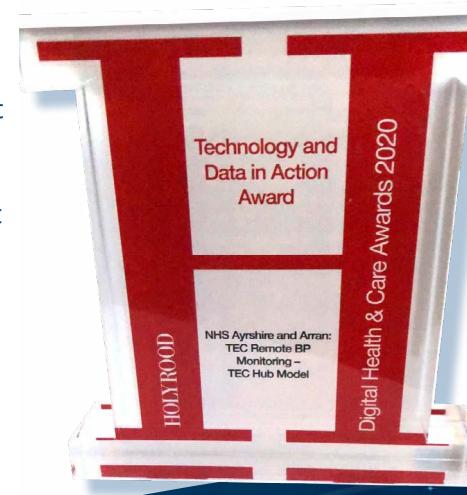
Sometimes the opportunity we are looking for is staring us in the face, but we can't see it because of what we believe about it. **"A common myth about digital technology", says Sharon Callaghan, "is that it replaces people. There's this fear that we won't have relationships any more, and that everything will be automated and we'll lose what we most care about. Nothing could be further from the truth".**

Sharon is Project Manager for TEC Digital Services at Ayrshire and Arran. She and the team have been promoting the role of digital in delivering excellent health and care across Ayrshire and Arran for some years. "It's a game-changer for our reform agenda and for the quality of health and care we want to deliver", she says. "It's also a no-brainer. Once our teams see what it has to offer and how it will

radically accelerate the changes we know are important, they won't look back. We're seeing that now as a result of COVID-19".

Where does our fear come from? "Clinicians and patients can sometimes be reluctant to think differently about health and care delivery and to change from the way we have always done things. There can also be a real fear of learning new Digital skills", says **Nicola Robinson**, also a Project Manager in the team. "'Being Digital' is not just about the technology, it is also about the people! Using it well is dependent on our relationships. As another tool in the clinicians' toolbox, its purpose is to enable what we want – the right care in the right place at the right time. Digital makes this possible in ways that are more creative, flexible and sustainable than we can possibly imagine. Indeed it has become necessary at this time of uncertainty. This is what reform is all about".

**Ayrshire and Arran is at the forefront of digital innovation in Scotland. In February 2020 the TEC Digital Services Team won one out of the two awards they were shortlisted for at the Holyrood Digital Health and Care Awards, soon after having been awarded Quality Improvement Top Team locally.**



The Technology and Data in Action Award celebrated their success in Remote BP Monitoring via the TEC Hub model, which has enabled 4000+ citizens to monitor their blood pressure at home over the last two years. As well as saving clinicians' and patients' time the regularity and reliability of the data enabled more accurate, timeous and appropriate diagnosis and treatment decisions with patients self-managing and away from hospital. The TEC team has recently been shortlisted for a further 4 national Holyrood Connect awards. Although the TEC Digital Services Team is small, Sharon and Nicola together with **Karen Baker** (Programme Manager), **Gillian Cottingham** (Facilitator) and **Michelle Hales** (Co-ordinator) support most of the Long Term Conditions services including Respiratory, Cardiology, Mental Health, Diabetes as well as services like MSK, Quality Improvement, Addictions, and more. "This is just the beginning", says Sharon. "Digital is already opening so many doors for us, and people get good at using it so much quicker than they think. After COVID, we have a running start for reform that we couldn't have imagined. We're all really excited!"

**A cornerstone of our approach to reform at Ayrshire and Arran is our freedom - no matter our role or position in our system – to think, create, innovate and make decisions, so that we can do the right thing in the right place at the right time. This is what will make us agile and flexible as a health and care system.**

We all desire this freedom to do what we think is right. It is energising and motivating, and we feel the satisfaction that comes with being able to make a difference. This is one of the most common learning points from our work to respond to the Covid-19 pandemic.

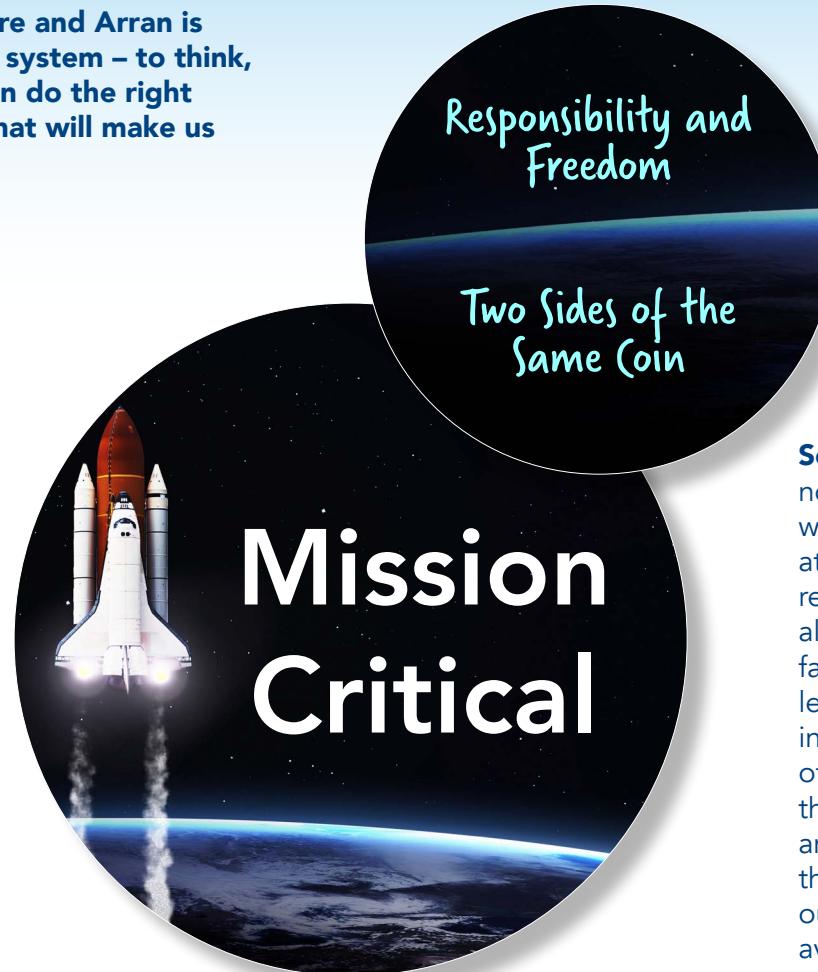
As members of a health and care system, however, this freedom comes with responsibility. All organisations have structures, no matter what sector they are in. And all contexts in life have parameters, limits and boundaries that we need to take into account. If you think about it, it is the same for our lives at home too. This is part of the reality we require to navigate.

So if we are here to serve others, we work in an organisational setting, and we are publicly funded, how then do we mobilise our freedom to act at the same time as being responsible and accountable for what we are doing?

We do this by being clear and thorough in our thinking - and this is where Ayrshire and Arran's 'four pillars' of **people, service, quality and finance** come in. This simple framework is our shared language for thinking, in a flexible and balanced way, about what we are doing. By helping us to think in different yet equally important ways about something it enables us to 'show our working' to ourselves and each other, and to hold ourselves to account.

## Quote of the Month

"I slept and dreamt that life was joy.  
I awoke and saw that life was service. I acted,  
and behold, service was joy".  
Rabindranath Tagore



**So, what are the 'four pillars'?** They are not 'things'. They are different lenses or windows through which we need to look at our work, to make sure that we have really considered and thought through all the different questions, angles and factors involved. No one pillar is more or less important than any other, yet they are interdependent and all impact on each other. The issues and questions we raise through any pillar will shine light on issues and questions in the other three. It is in this way that we will open up our thinking, our perspectives, and the options we have available to us.

**We are always free to think.  
It is in our thinking –  
both individually and together –  
that our creative ideas are born.**

# Open Doors and Open Hearts in North Ayrshire's Anam Cara

Deep in the Garnock Valley the vitality of childhood knocks on the door of loneliness, and magic happens.

**"Very young children don't know their own power", says Clare Mills. "Children don't see dementia, or age, or worry about whether they can communicate or not. They see a person, and they respond. It's as simple as that".**



CLICK  to play short video



Clare manages Anam Cara, a community-based respite facility for older people living with dementia. Since 2015 Clare and **Sarita Taggart**, Senior Practitioner at St Bridget's Early Years Centre in Kilbirnie, have been bringing together very young children and older people living with dementia to build relationships that are mutual, authentic and transformative. "It's amazing what we end up doing", says Clare. "It can be anything from physical and creative arts, to singing together, to sharing poems and playing games. Our guests and their wee pals celebrate festivals and customs together throughout the year.

**This work isn't a project, really. It's a way of living, and we cherish it".**

Anam Cara's guests and 'wee pals' meet every second Thursday either at Anam Cara itself, or at the school, community hub or local library, depending on what they are going to do together. "Once a girl brought a hula hoop", says Clare. "Kids have no inhibitions whatsoever. She saw no reason why our guests could not hula hoop. She was right. They ended up having a competition with the kids. I had no idea that so many of our guests could be that limber!"

Clare goes on to describe a moment of connection between a guest and a wee pal that shatters any assumptions about what is possible between people. "One of our wee pals is a boy who is severely autistic and really doesn't want to be touched", she says. "As we see it, he

lives in his own world of carefully constructed rules and manages everything from there.



One of our guests, who you might also describe as living in her own world, was upset and crying. He saw her, came over to her and began touching her face and cuddling her. Then he climbed on her lap. She hugged him, and was soon laughing and her face full of joy. His mum couldn't believe it. I will never forget it".

Clare and Sarita have been recognised for Excellence in Intergenerational Work by Generations Working Together, a charity dedicated to this work across Scotland. "The results speak for themselves", says Clare. "Evaluation shows that our guests have improved mobility and flexibility, reducing the incidence of falls. They laugh and sing, revive old skills, learn new skills, and have fun. All of this reduces isolation and improves wellbeing".

What about the wee pals? "It's a really mutual relationship", Clare reflects. "The kids benefit equally. Their physical and motor skills improve, as well as their confidence and ability to connect with others. This work has a life of its own now. We are excited about the future and where we will go from here!"

## Excellence Comes First for Ayrshire and Arran's Catering Team

Pride and joy in what we do are infectious. **Janice Gillan**, Head of Clinical Support Services, is talking about what really matters about providing food and drink for our patients, staff and visitors, and she radiates enthusiasm.

**"We believe that going to a coffee shop or a dining room is something to enjoy", she says. "Convenience and speed can be important to people, but they're not enough on their own. We've put excellence and enjoyment first, and our decisions have set Ayrshire and Arran apart in Scotland".**

Janice uses the four pillars of people, service, quality and finance to describe what she means. "We believe that the right thing is to serve our people fresh food, cooked on the day", she says. "And so we have retained our service model of 'cook-serve'. There was a strong drive nationally to remove kitchens altogether and go for a 'cook-freeze' model where you provide food brought in from centralised units. This is the direction most Boards have taken. It isn't for us. We have kept our kitchens, and we continue to cook – and for that we are unique in Scotland".

Uniqueness doesn't stop there. Janice's team has also established Ayrshire and Arran's own brand of coffee shops. "We weren't content with the national model", says Janice. "So we created our own, 'Bramble'. It's equivalent to a high street coffee shop. The quality is all in the detail. We have arranged lovely seating so that people can relax and feel comfortable. We serve good quality, barista-standard coffee and delicious cakes. Your home-made cream of broccoli soup comes with croutons and herbs. It's proper food – pure and simple".

Doesn't all this cost more money? "Funnily enough, it doesn't", says Janice. "We have the lowest food costs in Scotland. Our dining rooms also have one of the best trading models, where we break even, or contribute to overheads, more than many other NHS Boards".

**Excellence is all about improvement, and Janice's team are continually questioning how they do things.** "We were the only Board in Scotland to be part of a re-usable cup trial", says Janice. "We learned a lot from the experience and have taken the ethos and principles into how we work. There is now a price differential for customers who bring their own cups or use the reusable mugs. This approach has been promoted and able to be rolled out across Scotland".

Excellence doesn't stop at coffee shops and dining rooms, however. "Our Chief Executive brought the catering in-house for our annual "Ayrshire Achieves" awards", says Janice. "This makes the event truly Ayrshire's own. We make it so special! – everything from sparkly screens, lovely big tables and a red carpet to delicious canapes, a three-course dinner and a piper. Everyone gets dressed up. It's wonderful!"



It has become a habit in our organisational culture to think about money as the reason we cannot do something, or something that is put in our way to obstruct what we think is right. The most common complaint we make is that there is not enough, and that there isn't any point making change because there won't be the money to fund it or sustain it anyway.

When we do this, we build the idea that money is an impediment – something that is used to get in the way of what is most important and to stop us from being free to get on.

This is a myth. It isn't money, in and of itself, that is getting in our way.

*It's how we are thinking about it that is getting in our way.*

Money is a resource that is available to us to make something real. It can't, and doesn't, do this in and of itself. If you think about it, all money can do by itself is sit on the page as a set of figures. **The actual value of money is in how we choose to spend it. And how we spend it is a consequence of our thinking, planning, decision-making, and willingness to take account of all the angles and considerations that are part of doing the right thing.**

## Myth-Busting!

“ The money gets in the way ”

Just like our people, our buildings, our equipment, our knowledge, our experience, our time, our energy and our skills, money is an asset and an enabler. It is available to us, in combination with all these other things, to be utilised, directed and transformed into the activity that we believe is right. As leaders we need to be discerning, considered and creative in how we make these judgements and decisions. In this way we will work creatively and purposefully with the range of assets we have available to us.

**There will always be times, no matter how much resource we have, that certain options turn out not to be possible in the form we envisage. The question for us, then, is not “what can't we do?”, but “what can we do?”**

When we think like this we discover that there is always a way, and often several ways, to move forward – and that sometimes, what we discover is better than what we know.

“To give real service, you must add something which cannot be bought or measured with money”.

Douglas Adams

# Ayrshire and Arran Breaks New Ground with Best Medical Workforce

"You're not just recruiting someone to a job", says Claire Gilroy, Specialty Doctor in Emergency Medicine. "It's not even about a job, in the end. It's about a person, a doctor – who they are, what they want, what they bring, and how they can make their unique difference in the world. No standardised process does justice to that. So we have developed our own approach".

**Ayrshire and Arran's ambition is to build the best medical workforce for the future.** "There are a lot of factors to take into account", Claire explains. "A strong medical workforce is about excellence, sustainability and strong mutuality of relationship. When someone comes to work with us they are also coming to support our community. Our ambition therefore needs to reach beyond our own doors and build connections in the community, for example by attending and participating in local sports events or helping out in community pulmonary rehab classes".

Ayrshire and Arran's programme of Clinical Development Fellowships provides tailor-made opportunities for professionals to join our medical workforce and become the best they can be. "People have lives", explains Claire. "For all sorts of reasons, they want to take time out of training. This can be to enhance their CV, do research, do sports or music at an elite level or simply to spend more time with their families. Our ambition is to get every doctor onto the next step of their career whilst helping them achieve work life balance."

There are other benefits to doctor to doctor recruitment. "People can have gaps in their training", explains Claire. "Prolonged maternity leave or not getting the FY2 rotations they require to get into their specialty of choice. We have shown that none of that is a problem. **When you look at the person as a whole you enter into a dialogue, and you work out together how to create the best fit job and what needs to happen on both sides to make it work.** We have seen excellence, ambition and growth in our Fellows that shatters any belief that 'one size fits all' posts work".

Ayrshire and Arran's CDFs participate in outreach work, building relationships in schools and working with young people to inspire interest in a career in medicine. "It's not just what we talk about that has an impact", says Claire. "It's how we are. In our behaviour and attitude we model the benefits of an active life and meaningful work. We hope young people will associate us with health and wellbeing and look to carve out a career at Ayrshire and Arran".

A commitment to someone's development, success and ambition means being willing to let them go. "No-one forgets the experience of being respected, valued, and welcomed", says Claire. "We are happy to see our CDFs flourish and follow their own path, whatever that is. The wonderful thing is, so many of them want to continue here at Ayrshire and Arran, or come back after going to work somewhere else. Or they share their experience here with others. Either way, it's a success".



## Spotlight on...

Psychological Safety

Purpose,  
Pace and  
Permission:

The Power of  
Extreme Teaming



Our work to deliver our response to Covid-19 is rich with learning and discovery.

One of the many things we are reflecting on is the power of extreme teaming to deliver excellent thinking, problem-solving and innovation.

As you will remember, extreme teaming is part of our 'dual operating' approach at Ayrshire and Arran. Its purpose is to liberate, and draw on, the diversity of our system to tackle complex challenges in a non-hierarchical setting. In the months before Covid-19 arrived we had several extreme teams in place working on a range of mission critical challenges. The experience of these teams generated huge learning for us, enabling us to improve our approach so that it fits our work and context, and becomes part and parcel of our modus operandi at Ayrshire and Arran.

The work of these teams is what made it possible for us to deploy extreme teaming to excellent effect during Covid-19.

**In a very short timescale indeed we saw brand new groups come together and rapidly generate exemplary thinking, results and high-performing teamworking. This enabled us as a system to deliver solutions to challenges for which there was no existing blueprint.**

In order to solve complex challenges at pace our extreme teams needed to hold course through very robust discussions. They had to be prepared to stick for some time with tensions and disagreements about what was the right thing, until resolution took shape between them. They also had to stay patient in order to cultivate the way forward whilst managing the pressure of the situation.

This exemplary quality of work is built on a strong sense of purpose, and a foundation of respect, trust and psychological safety. This is the bedrock of our approach to reform at Ayrshire and Arran.

With this as our ground to stand on, our potential for success is inestimable.

*"To begin to think with purpose is to enter the ranks of those strong ones who only recognise failure as one of the pathways to attainment"*  
James Allen

# Daring To Succeed

*Do you have questions?*

*Want to learn more about Daring To Succeed?*

*Would you like to share a story,  
your reflections, your thoughts and ideas?*



If you are participating in an extreme team or other reform activity, delivered improvement for our citizens or staff, made a difference that you think others can learn from, or done a piece of work to balance the four pillars, we would love to include your story in an edition of Daring To Succeed.

**All you need to do is to email us, and we will arrange for 20 minutes of your time so you can tell us your story. We will do the rest.**

## Contact Details

To connect with us, please email us at:

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You will also find back issues of this Newsletter, Chief Executive Blogs, Ayrshire and Arran Guides and Handbooks, and other information and resources related to our reform agenda on our Daring To Succeed Athena page:

<http://athena/corporate/Pages/Default.aspx>

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