



# Designing place-based health systems: *lessons from* Scotland



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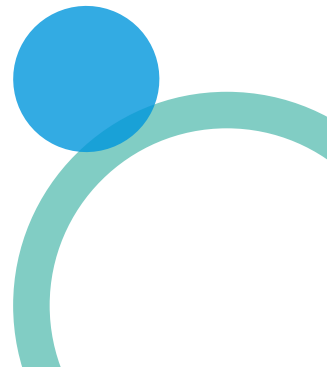
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# Context



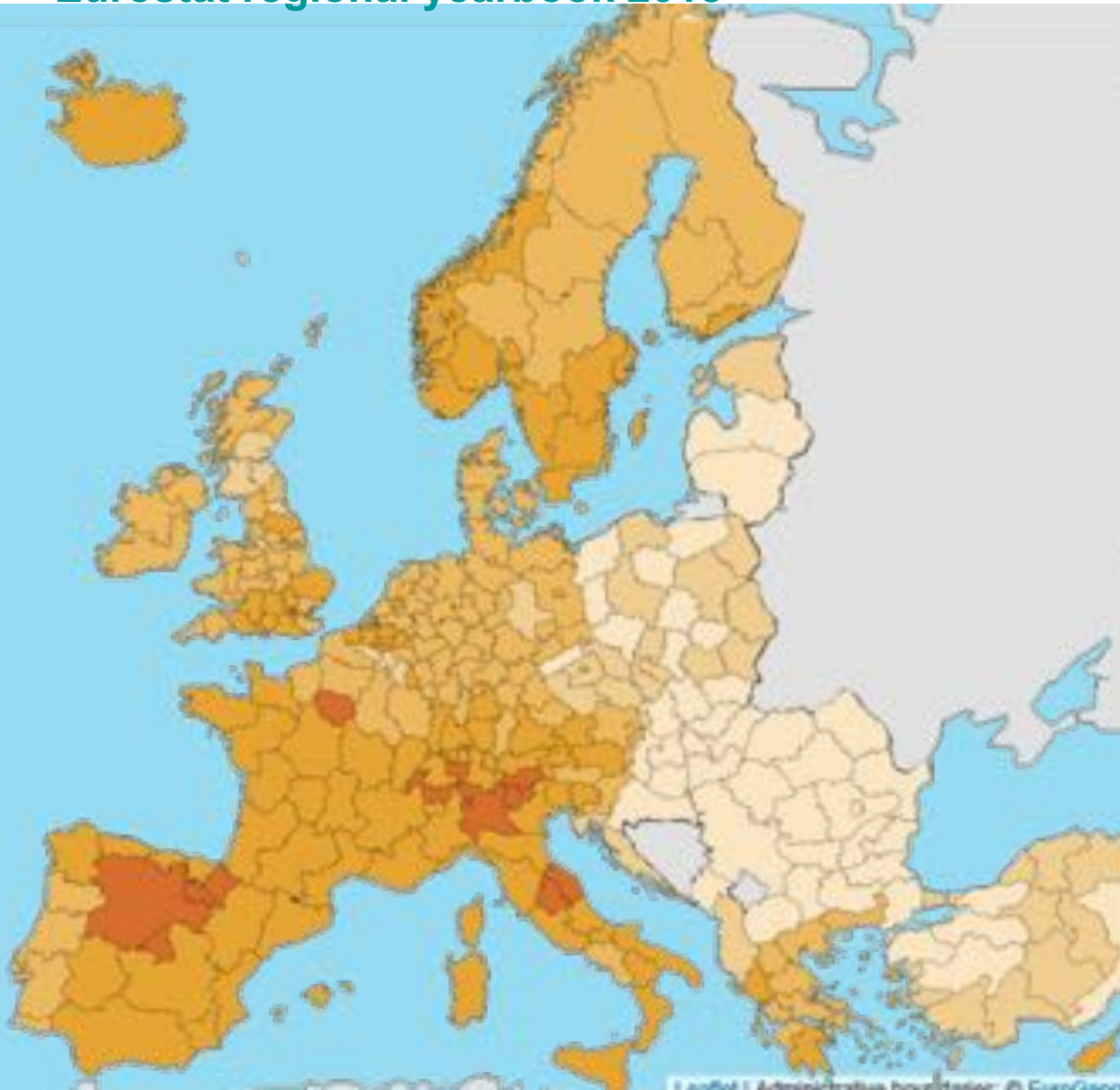
- Geographical context
- Political context
- Clinical context
- Place Based Approach
- Technological innovations

Highlands & Islands Medical Service –  
fore runner to 1948 UK NHS, set up 1913...



# Geographical context

## Eurostat regional yearbook 2018



### ▼ Eurostat regional yearbook 2018

#### ▼ Chapter 2: Population

2.1 Life expectancy at birth

2.2 Mean age of women at childbirth

2.3 Median age

2.4 Old-age dependency ratio

2.5 Total population change

#### ▼ Chapter 3: Health

### ▼ Legend Layer

Life expectancy at birth, by NUTS 2 regions, 2016 (years, EU-28 = 81.0)



Note: Albania and Serbia, national data. Mayrle (FRAS): 2015.



## SCOTLAND

Aberdeen  
Bundee  
Glasgow  
Edinburgh

<b>Area</b>	
- Total	30,981 square miles
- Land (%)	(80,240 km <sup>2</sup> )
- Water (%)	97%
	3%
<b>Coastline</b>	7,330 miles (11,800 km)
<b>Land borders</b>	England 96 miles (154 km)
<b>Highest point</b>	Ben Nevis 1,345 m (4,413 ft)
<b>Lowest point</b>	Atlantic Ocean, 0 m
<b>Longest river</b>	River Tay 120 miles (190 km)
<b>Largest inland body of water</b>	Loch Lomond 27 square miles (70 km <sup>2</sup> )
<b>Climate:</b>	Temperate, Subarctic, Tundra
<b>Terrain:</b>	mountains, hills, forest, bog, urban
<b>Natural resources</b>	iron, zinc, potash, silica sand, coal, fish, timber, wildlife, petroleum, natural gas, hydropower

# Political context



NHS Education for Scotland

NHS National Services Scotland

Healthcare Improvement Scotland

Scottish Ambulance Service

NHS Health Scotland

NHS National Waiting Times Centre

NHS 24

The State Hospitals Board for Scotland

NHS Western Isles

NHS Orkney

NHS Shetland

NHS Highland

NHS Greater Glasgow & Clyde

NHS Ayrshire & Arran

NHS Dumfries & Galloway

NHS Grampian

NHS Tayside

NHS Forth Valley

NHS Fife

NHS Lothian

NHS Lanarkshire

NHS Borders

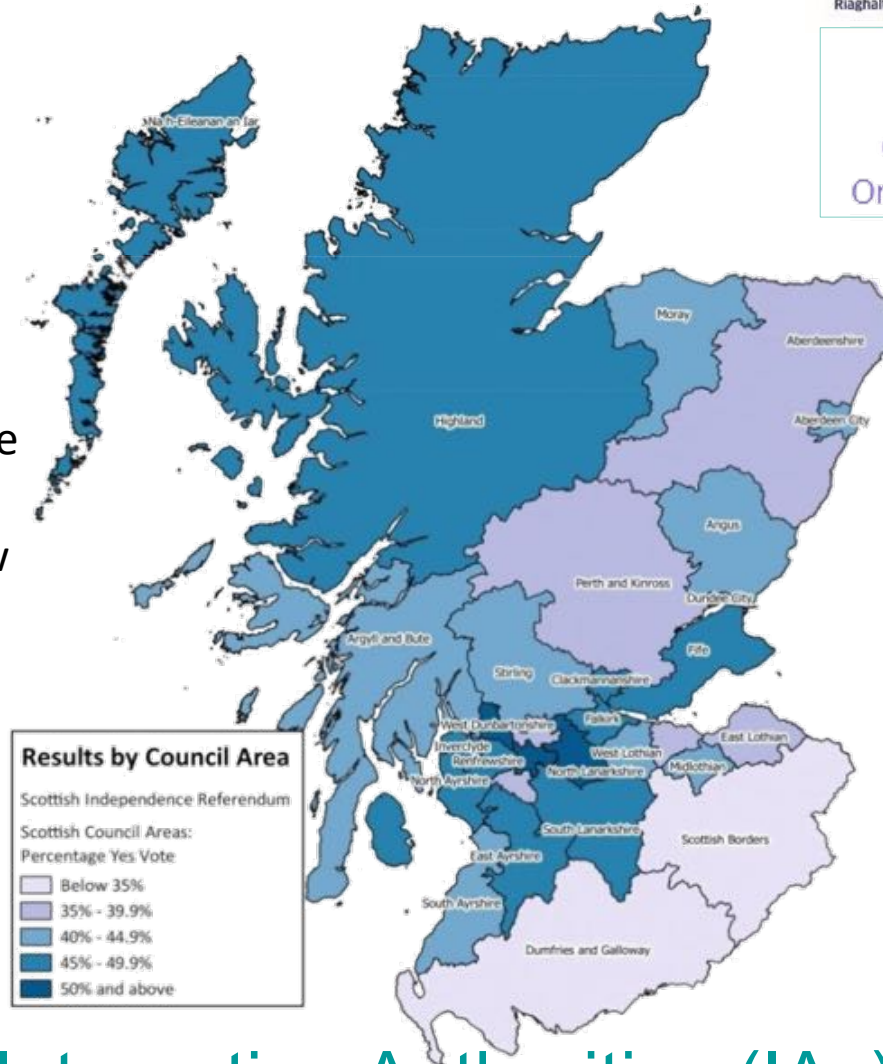
NHS Scotland's assets management rests with 14 geographical and 8 Special NHS Boards

# Political context

The size of IAs varies depending on council boundaries:

Most NHS boards have two or more IAs within their boundary, but there is a range up to six IAs for NHS Greater Glasgow & Clyde.

Clackmannanshire and Stirling councils have created a single IA with NHS Forth Valley.



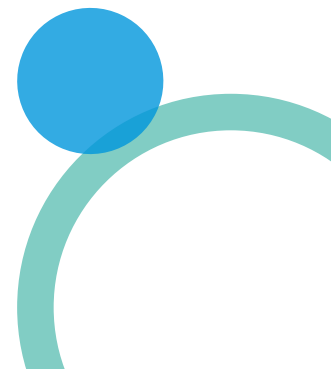
Orkney

NHS Shetland

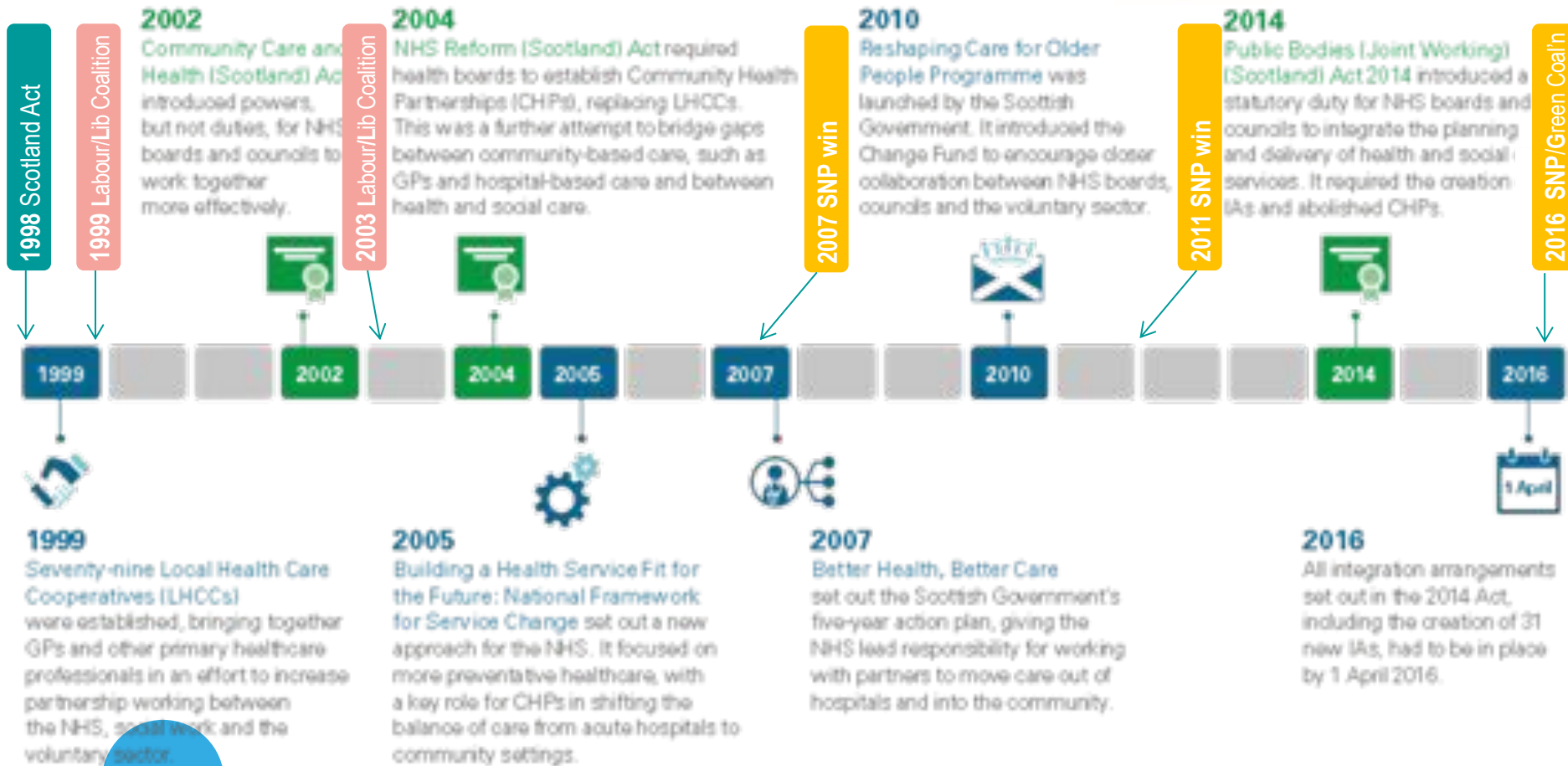
Six NHS boards have one single IA .

Highland are only area to use a lead agency model.  
 NHS leads on adult services and Council leads on children's services.

## Scotland's 31 Integration Authorities (IAs) responsible for local Health & Social Care



# Political context



1999 re-established Scottish Parliament... then consistently electing left-of-centre governments

# Political context



2010 everyone is able to live longer healthier lives at home, or in homely setting...



# Political context



Scottish Government  
Riaghaltas na h-Alba  
gov.scot

## NATIONAL PERFORMANCE FRAMEWORK



2019...live longer healthier lives supported by self-management in your local community...

# Clinical context



**“ NHS Scotland performed  
1.5 million hospital procedures  
4 million outpatient attendances,  
17 million GP consultations,  
employed 150,000 FTE staff  
in year 2016-17 ”**

# Place Based Infrastructure



**“ The assessment of design quality is an integral part of the business case approval process which aims to ensure that the outcomes of designed development projects meet the Government’s strategic objectives and expectations for public investment.”**

NHSScotland Design Assessment Process helps project teams maintain a line of sight between policy and places for people.

We help project teams establish a strategic brief based on service and local needs, capturing the voice of users to influence outcomes. This is the 'Design Statement' described above.

We can help in assessing early options and concepts for building and landscape. We provide assistance with setting sustainability and technical standards etc.

We can support teams in considering detailed design aspects, energy use etc.

We help learn lessons and celebrate successes, informing future projects.



A clear vision



Initial Agreement



Outline Business Case



Full Business Case



Better Places for People



NHSScotland Design Assessment Process

Part of the Business Case (Financial) Process since 2010

Applies to all physical investments over circa £2m

Single process, but establishes project specific standards based on local needs.

Staff & community engagement at its heart.

REVISED & EXPANDED EDITION

# *The* DESIGN *of* EVERYDAY THINGS

DON  
NORMAN



Pull out key  
Business Objectives

Walk through a  
'day in the life'

Capture short  
statements on key  
attributes

increase  
'bang for the buck'

find views of what  
success might look  
like

Map this into  
**YOUR**  
processes

# LOCAL PROJECT TEAM

Develop IA, business case & design proposals / check and approve / submit

## Initial Agreement

Develop IA :  
Clearly set out needs, benefits, objectives, priorities & benchmarks



Develop Design Statement



SUBMIT

## Outline Business Case

Develop OBC:  
Outline design that supports IA  
eg: Site, ADB, Layouts, Risks, BREEAM, Strategies



Self Assessment of Design



SUBMIT

## Full Business Case

Develop FBC:  
Detail design discharges IA & OBC recommendations  
eg: Fire, M&E, Health Promo, Derogations



Self Assessment of Design



SUBMIT

Scottish Government Capital Investment Group

Consider IA / Business Case including level of support from NDAP

## Eastwood Health & Care Centre



## Eastwood Health & Care Centre

1.3 On entering the facility through the public entrance(s) there must be an immediate point of welcome and onward direction with routes to services being clearly legible.

The experience should be 'uplifting' and stress free in order to enhance a sense of wellbeing and value.

The layout and use of reception points (both human and electronic) must:

- not require you to repeat the same information at more than one reception point.
- aid easy access to additional services whilst visiting the facility
- allow confidential discussions.
- provide distinct identity to places where help can be sought such that it is clear where to go, and the nature of the help available there.
- Feel personal, rather than part of a pre-determined and inflexible system

Some views of what success might look like



You should preferably be able to see your destination (service reception and/or waiting area) from the main entrance area with interim journeys being as short as possible. Depending on the number and variety of services incorporated, there is likely to be the need for more than one reception point as the nature of interactions varies from check-in for appointments, through straightforward discussions (such as reporting housing faults) to sensitive personal enquiries, and these are therefore best handled separately. However legibility of where you go for transactional or more sensitive discussions must be clear, and should not be confused by multiple choices of essentially similar functions in the same area.





## Eastwood Health & Care Centre



2.2 The layout of the facility must encourage close and easy working both within groups and between them, and flexibility in use to allow change over time.

Some views of what success might look like



- Working areas to be grouped by activity type (consulting/interview spaces together; desk based working together), rather than by service discipline, with spaces designed to be able to be used by a broad range of disciplines.
- Furniture and other storage systems (IT & physical storage) to be designed to support both data security, and the location flexibility required of staff such that they can be effective in their work environment "a place to store my stuff right by where I'm working".



- Circulation routes must be designed to allow staff to transfer easily and quickly between their work environments (consult to desk and back again) and to allow team's location to change over time as working groupings and the scale of groups change.
- Consulting zones to be designed such that consulting rooms grouped into variable configurations to accommodate changes in clinic size, and practice size.
- Social space (shared rest/lunch room) in particular must be located such that it's easily accessible to all staff and attractive enough to encourage use at meal times and other times.



# Eastwood Health & Care Centre



## Eastwood Health & Care Centre

note left on a wheelchair

*“To Centre Manager Best designed health centre I’ve ever seen. A real pleasure to be here. Congrats to Architects and all who assisted them in getting it right.”*

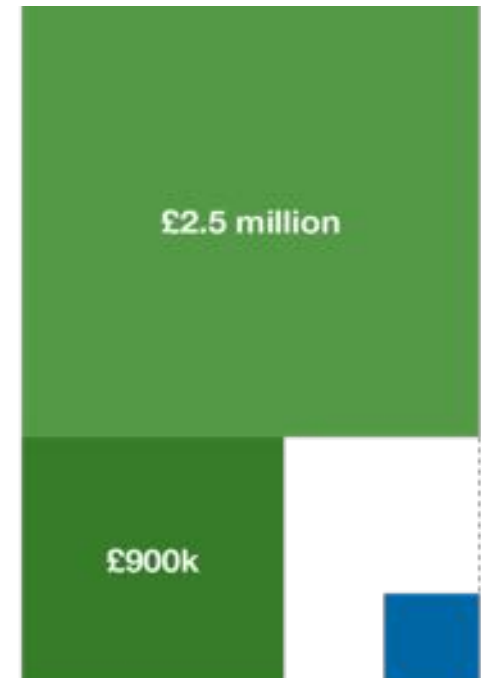


### Scottish Futures Trust

Cost & Area metrics to inform future projects

Design & Process lessons

Benchmarks for quality of place



**Design fees** in relation to potential Savings from good design

## Feedback



Exhibition: A picture of health –  
Watch the exhibition film – People

+ Add to Scrapbook



Clearer view of outcomes sought from investment.

Clearer view of what might work from range of perspectives, and consistency of this direction into design

Greater skills and confidence in project team to drive benefits

Quicker sharing of lessons between projects nationally

Greater confidence in investment decisions

<https://www.ads.org.uk/watch-the-exhibition-film-people/>

## NHS D&G Dumfries & Galloway Royal Infirmary

This handy guide is designed to help you with your move to the new hospital.

**Dumfries  
& Galloway**

- 1 Main Hospital Entrance
- 2 Wards
- 3 Outpatients
- 4 X-Ray
- 5 Theatres, Endoscopy & Short Stay Ward
- 6 Combined Assessment Unit
- 7 Emergency Department, Orthopaedic Outpatients, Out of Hours
- 8 Women & Children incl. Paediatrics, Maternity, Gynae, Neonatal
- 9 Residencies
- 10 Service Yard



# NHS Highland Community Hospital, Aviemore



# Technological solutions



eHealth 20:20 Vision: everyone's health can be better supported by smarter digital technology



# Technological innovation

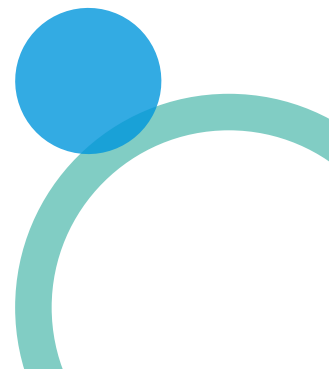
## NHS Highland “Near Me”



**NHS Near Me** is a new NHS Highland service which aims to provide NHS care close to patients' homes using telephone and video consultations.

In January 2018 the NHS Near Me service hosted its first clinics in Caithness.

<https://www.youtube.com/watch?v=njl-utBlh5g>



# Empathetic innovation

NHS GG&C “What Matters to Me”



YouTube

NHS What Matters to Me



Jason LEITCH  
“What Matters to Me” – a new vital sign | Jason Leitch | TEDxGlasgow

**What matters to Me**  
- a new Vital Sign.

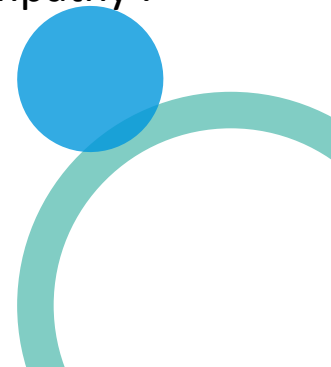
Vital Signs are taken to help assess a person’s health. It give clues to possible illnesses.

One of our biggest challenges in healthcare delivery is compassion. Focus is too often on new machines or drugs, at the expense of simple care, or empathy .

So, how would **you** answer?

“**What matters to you?**”

[https://www.youtube.com/watch?v=H\\_Z1ZvjIKDE](https://www.youtube.com/watch?v=H_Z1ZvjIKDE)



# Thank You

**Health Facilities Scotland**

[www.hfs.scot.nhs.uk](http://www.hfs.scot.nhs.uk)

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