Social circumstances and health
Coronary heart disease mortality rate ratios (least deprived quintile as baseline) for the period 1994 to 2008 by quintile of deprivation, Great Britain—women younger than 75 years.

David McCartney et al. BMJ Open 2012;2:e000737
Why is there no progress on health inequalities?

1. Our analysis of the problem is superficial – and wrong!
2. Accordingly the methods we have used to fix it don’t work
3. Fixing it requires radical change in the way we do things
4. Does it matter anyway?
Health is a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity.
WE CANNOT SOLVE OUR PROBLEMS WITH THE SAME THINKING WE USED WHEN WE CREATED THEM

-Albert Einstein
Salutogenesis

An assets approach

Gratitude
(McGullough)

Self-efficacy
(Bandura)

Hardiness
(Kobasa)

Empathy
(Eisenberg)

Humour
(Martin)

Coping
(Lazarus)

Learned resourcefulness
(Rosenbaum)

Learned optimism
(Seligman)

Learned hopefulness
(Zimmerman)

Sence of coherence
(Antonovsky)

Emotional intelligence
(Goleman, Akerjordet et al)

Cultural capital
(Bourdieu)

Quality of Life
(Lindström)

Connectedness
(Blum)

Social capital
(Putnam)

Resilience
(Werner)

Flourishing
(Keyes)

Empowerment
(Freire)

Will to meaning
(Frankl)

Ecological system theory
(Bronfenbrenner)

Action competence
(Bruun Jensen)

Interdiciplinarity
(Klein)

Attachment
(Bowlby)
Features of a salutogenic outcome

- Children grow up feeling their lives have purpose and meaning. They want to be engaged.
- They have a sense of autonomy and an internal locus of control. They feel resilient.
- They have a sense of personal growth and are always growing, evolving, and changing.
- They have access to external support, families, friends, supportive communities and, in turn, they support others.
Determinants of neighbourhood wellbeing
Changing complex systems

- The importance of instability
- Order generating rules
- Emergence of solutions
- Conditioning emergence
- “Deep structures and archetypes”
- Paradox and contradiction
A complex system
The obesity system map

Figure 8: The full obesity system map, which highlights how agents outside conventional mechanisms are key enablers of and barriers to change. Variables outside of coloured areas relate to social trends and interaction or human biology. Variables are represented by boxes, positive causal relationships are represented by solid arrows and negative relationships by dotted lines. The central engine is highlighted in orange at the centre of the map.
THE GOVERNMENT’S PURPOSE
To focus government and public services on creating a more successful country, with opportunities for all of Scotland to flourish, through increasing sustainable economic growth.
“Prosperity, fairness and participation”
Health or Wellness?

- We all have an interest in a world free from avoidable illness
  - a world free of alienation is a world free of crime and conflict
  - in which young people achieve their potential
  - in which older people live independent and fulfilling lives
Change in complex systems

- Destabilise the existing system
- Set simple order generating rules
- Accept emergence

-or

- Build the will for change
- Agree the direction of travel
- Accept emergence
What’s the direction of travel?

- The role of government should be to ensure that every citizen has the opportunities and support to develop to the full their talents and fulfil their human potential.
So, how do we do it?

- 1. Build the will
- 2. Generate ideas
- 3. Agree a method
- 4. Then get on and do it!
The Typical Approach...

Conference Room

DESIGN → DESIGN → DESIGN → DESIGN → APPROVE

Real World

IMPLEMENT
“You can’t impose anything on anyone and expect them to be committed to it”

Edgar Schein, Professor Emeritus
MIT Sloan School
The Quality Improvement Approach

Conference Room

DESIGN

Real World

TEST & MODIFY
TEST & MODIFY
TEST & MODIFY

APPROVE IF NECESSARY

START TO IMPLEMENT
This model is not magic, but it is probably the most useful single framework I have encountered in twenty years of my own work on quality improvement

Dr Donald M. Berwick
Former Administrator of the Centres for Medicare & Medicaid Services
Professor of Paediatrics and Health Care Policy at the Harvard Medical School
MRSA/MSSA infections per 1,000 occupied bed days in Scotland, 2006-2014
Large scale change in Early Years..... developing our thinking over time
The Early Years Collaborative - Aims

1. To ensure that women experience positive pregnancies which result in the birth of more healthy babies as evidenced by a reduction of 15% in stillbirths (from 4.9 per 1,000 births in 2010 to 4.3 per 1,000 births in 2015) and infant mortality (from 3.7 per 1,000 live births in 2010 to 3.1 per 1,000 live births in 2015).

2. To ensure that 85% of all children have reached all of the expected developmental milestones at the time of the child’s 27-30 month child health review, by end-2016.

3. To ensure that 90% of all children have reached all of the expected developmental milestones at the time the child starts primary school, by end-2017.
### Workstream 2

<table>
<thead>
<tr>
<th>Aim</th>
<th>Primary Drivers</th>
<th>Secondary Drivers</th>
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<tbody>
<tr>
<td>85% of all children have all the developmental skills and abilities <em>expected of a 27-30 month old</em> by the end of 2016</td>
<td>Societal Issues</td>
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<td>Child’s physical &amp; mental health and emotional development</td>
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<td>Carer’s physical &amp; mental health and skills</td>
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Scottish Stillbirth Rate (per 1000 births) 2000 - 2015

18% Reduction
90% of children at Grassmarket nursery school will receive a bedtime story.
Lochrin Nursery

Children receiving a bedtime story

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Day of the week

Parents survey

Grassmarket changes introduced.
Books available at collection time.
Weekly average displayed for parents.
Research information handed to parents.

Median
Goal

Percentage of childrenpen.
Nina and her bed time bear
Lanarkshire Referrals from Midwifery to Money Matters Advice Service: April 2014 – October 2015

- All four localities using new system
- Third team use new system (C/R)
- All Hamilton team use new system
- Carlisle team briefing new system in place
"Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives."

1941, William A. Foster
What do you mean, “it’s a bit muddy”?