



Keeping the faith .... improving in the turmoil

Prof. Jason Leitch CBE  
FRCS

*Stabilise, Reform, Deliver*

*NIPEC Annual Conference  
2 December 2025*

# Keeping the faith...improvement in the turmoil

Prof Jason Leitch

## Write an introduction for Jason Leitch

“Jason Leitch is a prominent figure in the Scottish Government, known for his role as the National Clinical Director. He has been a key public health advisor, particularly during the COVID-19 pandemic. With a background in dentistry and public health, he has become a familiar face in Scotland, often appearing in media briefings and public communications to provide guidance on health matters. Leitch is recognized for his clear communication style, expertise, and commitment to improving public health in Scotland.”

## Now in a country music style...

(Verse 1)

Well, let me tell you 'bout a man from the  
Scottish land,

He's got a steady hand, and he's in high  
demand,

Jason Leitch is his name, keeping us all safe  
and sound,

With a smile on his face, he's the best around.

(Chorus)

He's the National Director, keeping health  
on track,

Guiding Scotland through the storm, never  
looking back,

With a touch of country and a kilt so fine,

Jason Leitch, y'all, he's the best of our time.







- Revert to the basics
- Ground yourself
- Learn
- Have a method

## Revert to the basics



# High Impact Leadership Behaviours

- Person Centeredness
- Front Line Engagement
- Relentless Focus
- Transparency
- Boundarilessness



## Person Centeredness

The image shows a patient information board form from the NHS. At the top, it has fields for 'Patient Name' and 'Consultant'. The NHS logo is in the top right corner with the tagline 'Create, Connect and Care'. The form is divided into several sections: 'Patient's Preferred Name', 'Date of Admission', 'EDC', 'Nutrition', 'Mobility', 'Bodily: Received' and 'Not Provided' (with checkboxes), 'Named Nurse' (with a photo placeholder), 'Active Care', and 'Other Information'. At the bottom, there are four large empty boxes and a central box with the text 'WHAT MATTERS TO ME'. The word 'BOARD' is printed at the bottom left of the form.



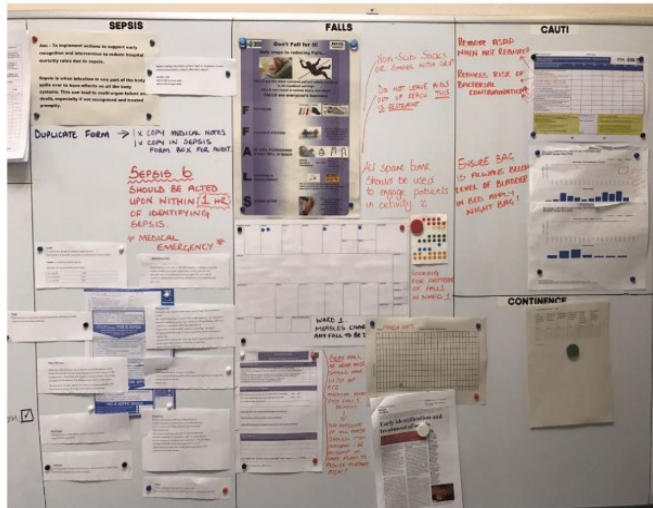
Front Line Engagement



Relentless Focus



## Transparency



## Boundarilessness



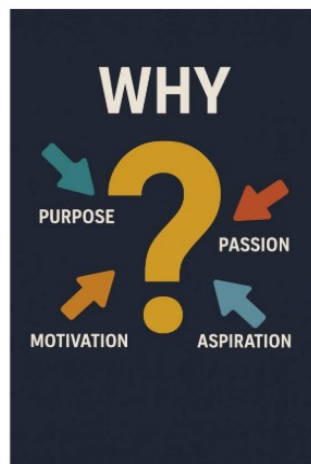


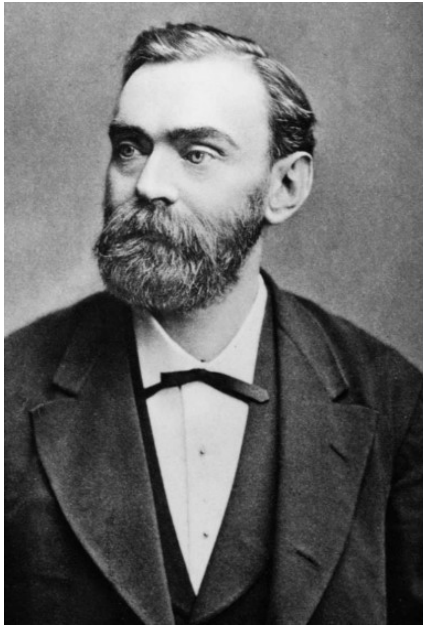
## Outcomes.....

- Overall reduction in episodes of incontinence
- 40% - 60% reduction in falls
- 50% reduction in UTI
- 30% reduction in skin damage
- 40% reduction in unplanned hospital admissions (falls & UTI)
- Potential for £250k savings in 9 months in nursing home



## Ground yourself





“The merchant of death is dead”

“Dr. Alfred Nobel, who became rich by finding ways to kill more people faster than ever before, died yesterday.”





## Learn



## The New Competencies

Collaboration

Critical Thinking

Creativity

Communication



National Education Association and the Partnership for 21st Century Skills

## The New Competencies

Collaboration

Critical Thinking

Creativity

Communication

Our ability to  
deal with  
**Change**

National Education Association and the Partnership for 21st Century Skills



Have a method...

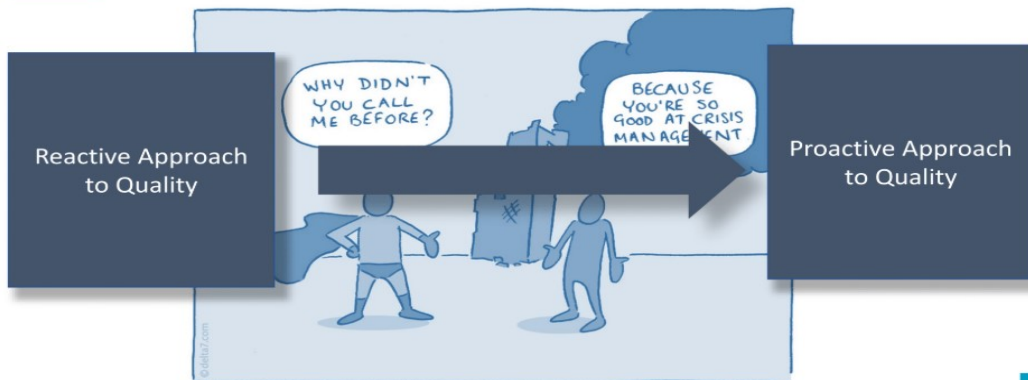
A clear and stretch goal  
A method  
Predictive, iterative testing

## Why Whole System Quality?

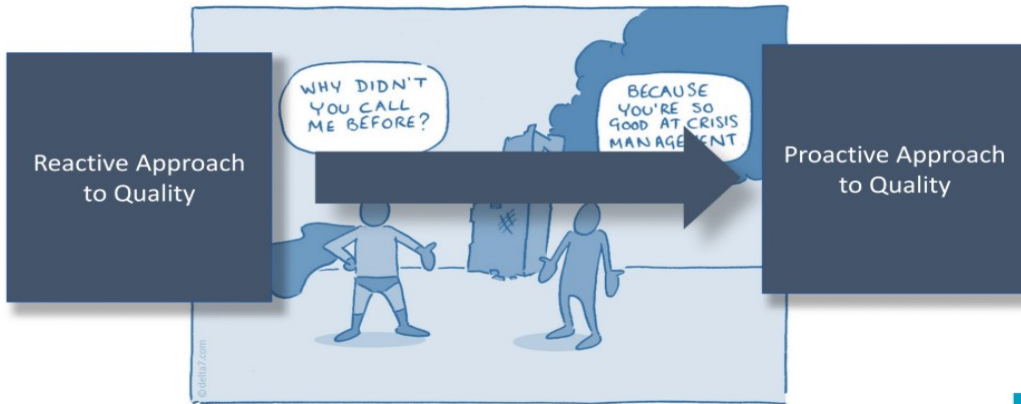


Source: delta7.com

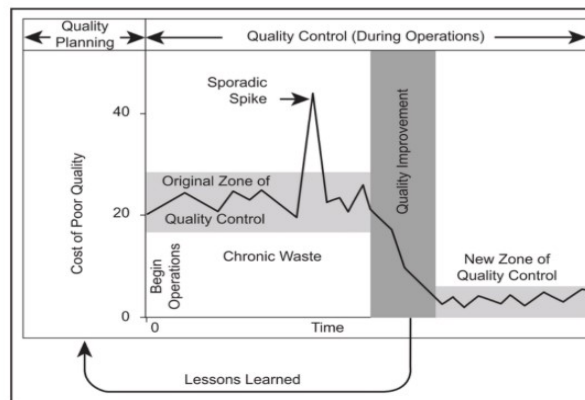
## Why Whole System Quality?



# Why Whole System Quality?



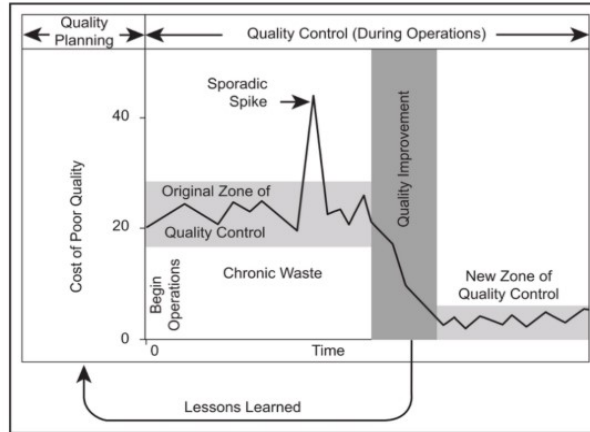
## Whole System Quality



Source: Juran.com



## Whole System Quality

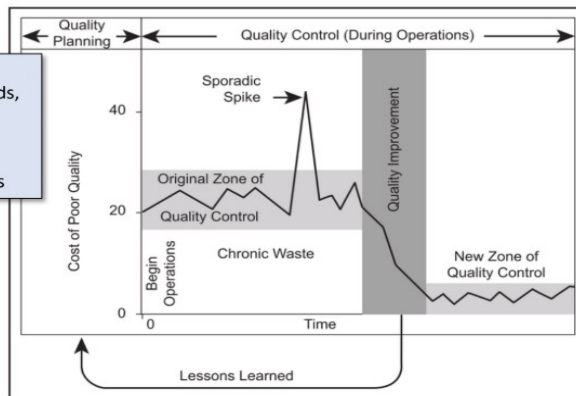


Source: Juran.com



## Whole System Quality

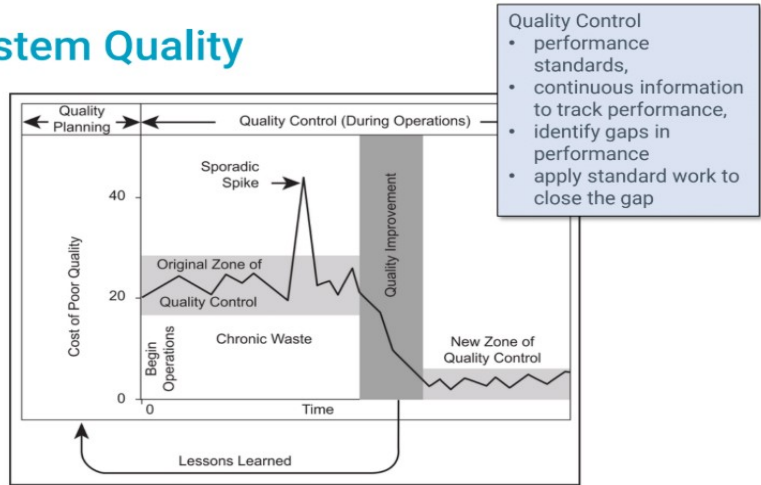
- Quality Planning
- identify customer needs,
  - define quality goals,
  - prioritized needs
  - design and deploy a strategy to meet needs



Source: Juran.com



# Whole System Quality

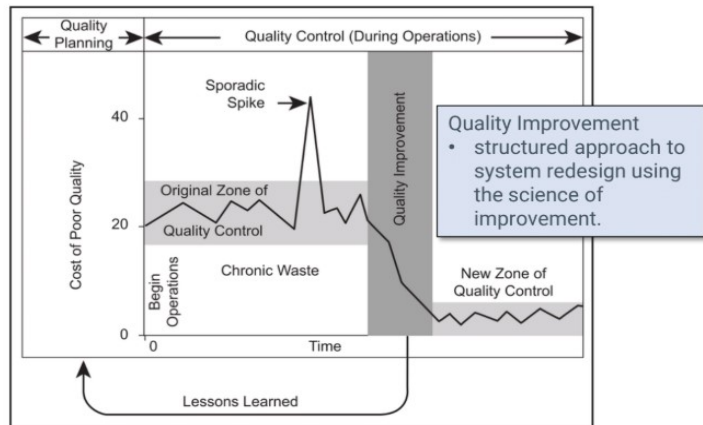


- Quality Control
  - performance standards,
  - continuous information to track performance,
  - identify gaps in performance
  - apply standard work to close the gap

Source: Juran.com



# Whole System Quality



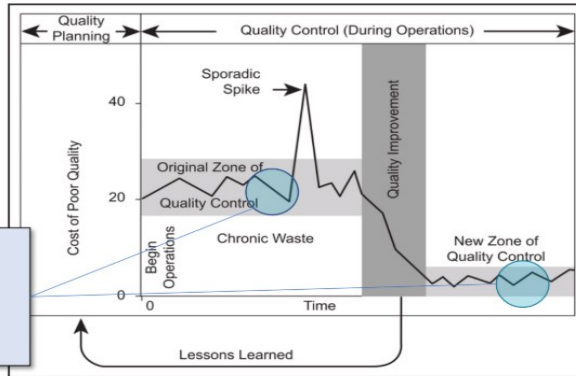
- Quality Improvement
  - structured approach to system redesign using the science of improvement.

Source: Juran.com



## Whole System Quality

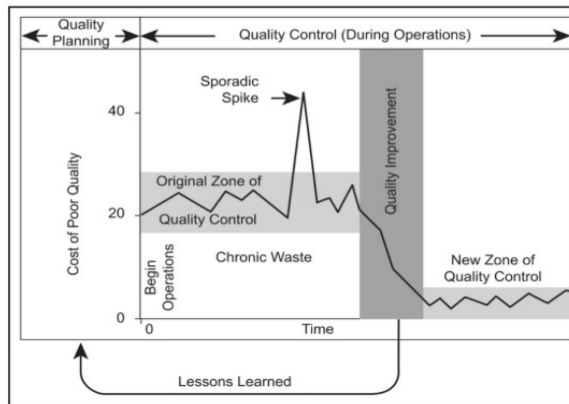
Quality Assurance  
 • external, intermittent assessment of the quality functions and the workforce capabilities.



Source: Juran.com



## Whole System Quality



Source: Juran.com



## The Break-Even Point: When Medical Advances Are Less Important With

“Society’s huge investment in technological innovations that **only modestly improve efficacy**, by **consuming resources** needed for improved delivery of care, may **cost more lives than it saves.**”

Steven H.

Robert E. Johnson, PhD<sup>2</sup>

<sup>1</sup>Departments of Family Medicine, Epidemiology, and Community Health, Virginia Commonwealth University, Fairfax, Va

<sup>2</sup>Departments of Medicine, Virginia Commonwealth University, Richmond, Va

“Health, economic, and moral arguments make the case for **spending less on technological advances** and more on **improving systems for delivering care.**”

Society invests billions of dollars in the development of new drugs and technologies but comparatively little in the fidelity of health care, that is, improving systems to ensure the delivery of care to all patients in need. Using mathematical arguments and a nomogram, we demonstrate that technological advances must

than could it of anti-chieve the eligible ly mod-elivery of s driven tite for technological breakthroughs, but health outcomes ultimately suffer. Health, economic, and moral arguments make the case for spending less on technological advances and more on improving systems for delivering care.

*Ann Fam Med* 2005;3:545-552. DOI: 10.1370/afm.406.

In patients who have had a stroke or TIA, aspirin reduces risk by 23%

100,000 patients...  
23,000 fewer strokes

**58%** of eligible patients receive aspirin = **13,340** fewer strokes

## Two options

### Fidelity

Increase aspirin to  
100% of eligible  
patients = a further  
**9,660** strokes  
prevented

### Efficacy

Requires a  
proportional  
improvement over  
aspirin of **74%**

**Clopidogrel = 10%** higher  
efficacy than aspirin

## The Typical Approach...

Conference Room

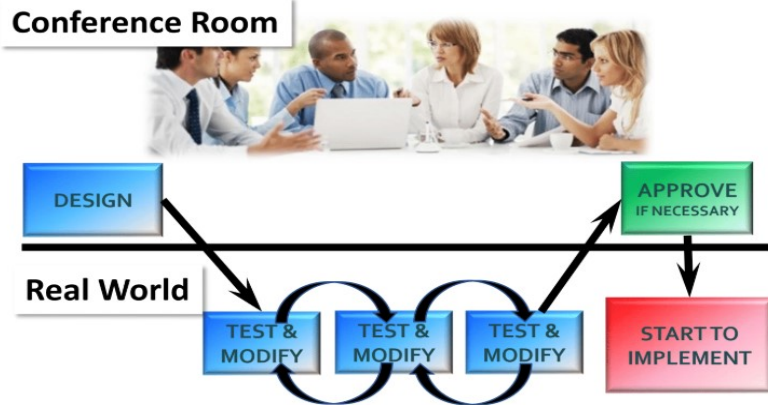


Real World

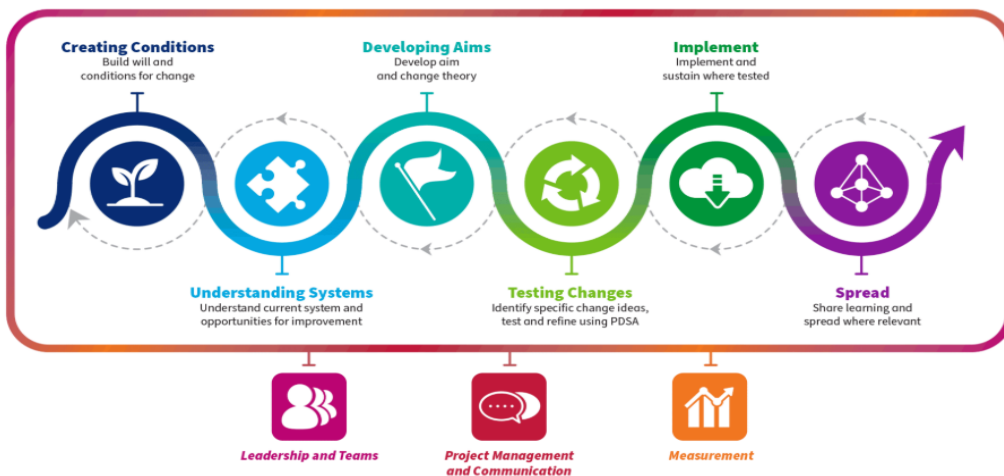


IMPLEMENT

## The Quality Improvement Approach



## Quality Improvement Journey



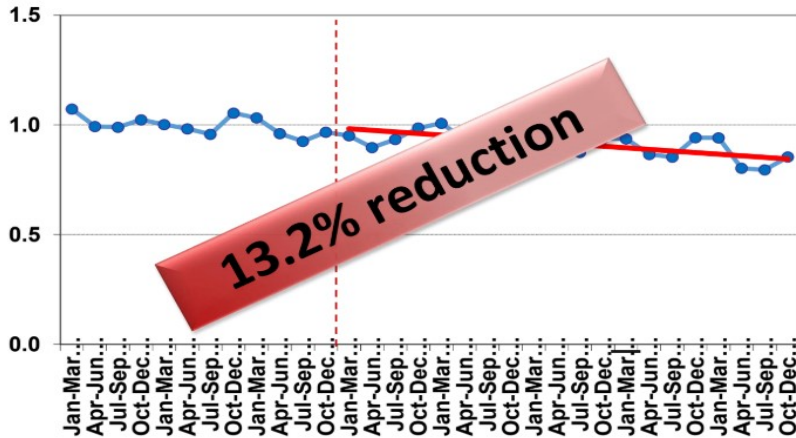


Ten years of  
improving safety

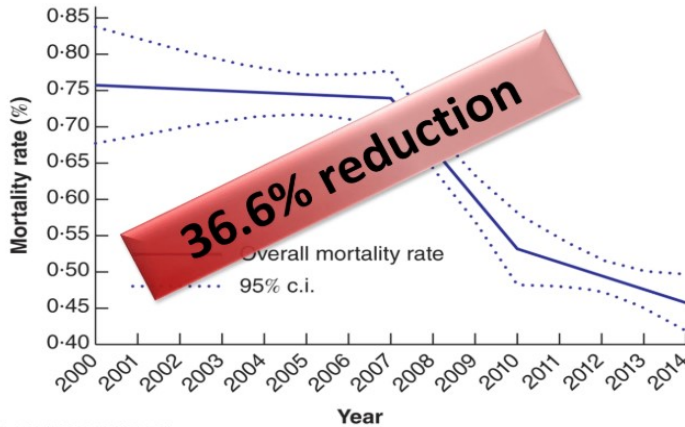


- 5.4 million people
- £19 billion +
- 14 Health Boards
- 8 Support Boards
- Health and social care integration since April 2016

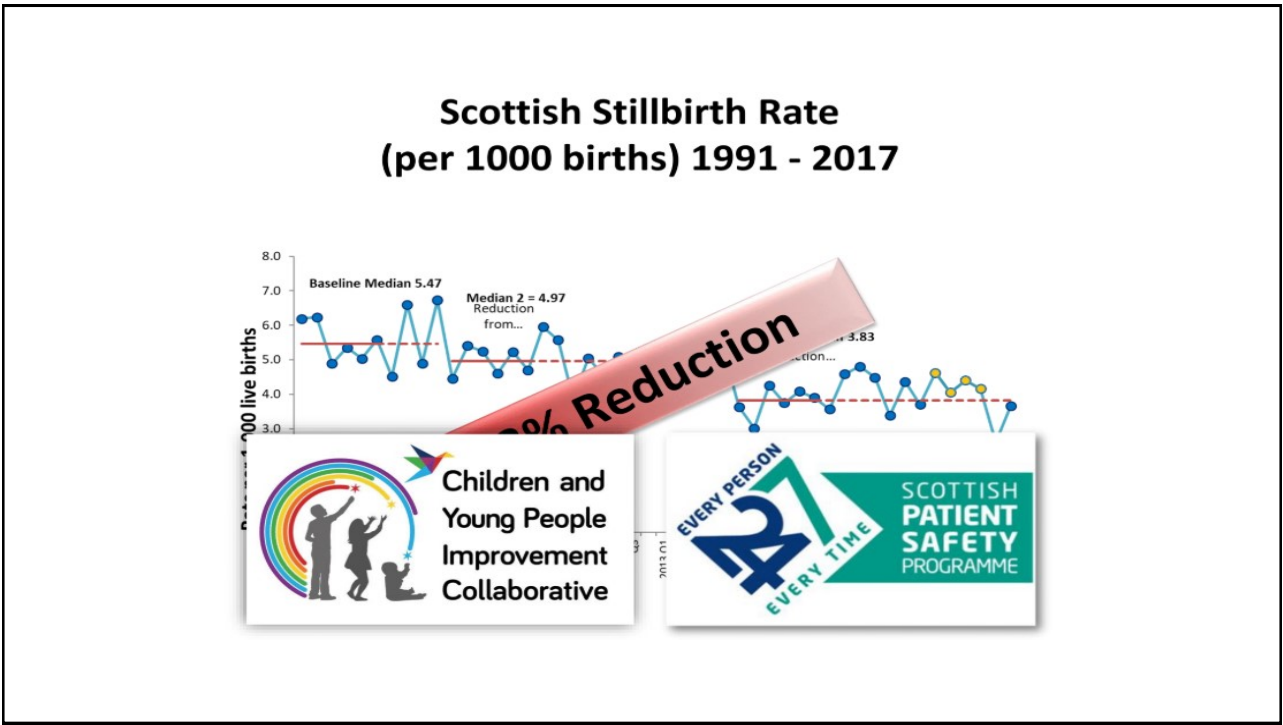
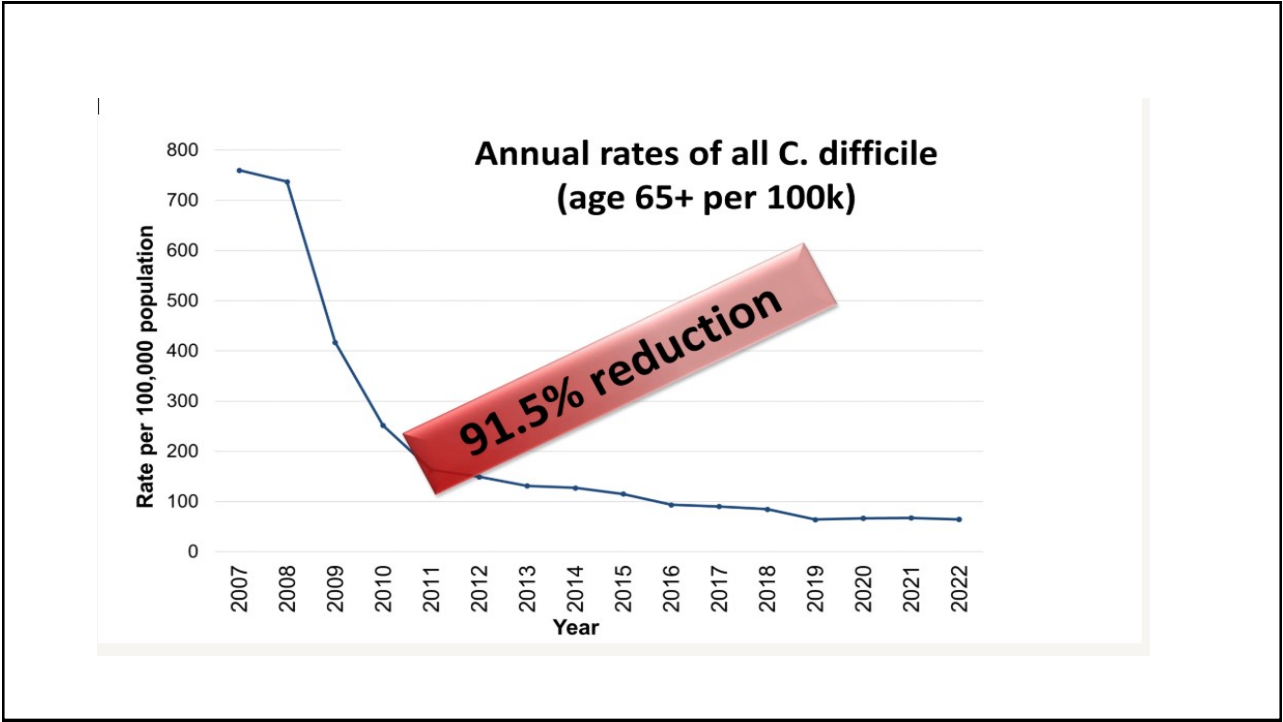
### Hospital Standardised Mortality Ratio January 2011 – December 2018

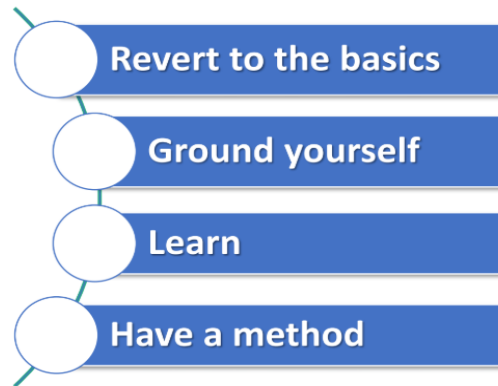


### Reducing surgical mortality in Scotland by use of the WHO Surgical Safety Checklist



BJS, First published: 16 April 2015, DOI: (10.1002/bjs.11151)





**“We look to Scotland  
for all our ideas of  
civilisation.”**

Voltaire c 1750