

# Creating, nurturing and sustaining service improvement in Scotland's hospitals in the shadow of austerity & Covid

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The Building on the Best project's overarching aim was to improve palliative care in Scotland's hospitals. Between Jan 2020 and Aug 2022, we successfully engaged with clinical teams across the country, establishing SNAPC the Scottish Network for Acute Palliative Care (which supports information sharing and connecting teams to spread good practice) as well as facilitating local improvement QI projects.

During this period hospitals faced unprecedented pressure on services and constant change during the Covid-19 pandemic. Despite this, nine out of twelve funded projects successfully completed. The subsequent evaluation on Building on the Best identified five key factors that influenced success:



**Funding is important but not everything:**

While having resource to fund time and resources is valuable, staff capacity and support are also key requirements to successful outcomes



**Focus on locally identified areas for improvement:**

The driving force for change and improvement projects came from local discussions and experiences, not national drivers



**Engage & work with colleagues:**

Small project teams found their progress difficult while working within complex and siloed services. Building connections and relationships across the system enabled change faster.



**Connect with others:**

Connecting through SNAPC helped develop, strengthen and/or extend key relationships that supported shared learning



**Enable flexibility:**

Undertaking QI projects during a pandemic required responding to changing local contexts and capacity issues with timely responses and support

