



Shona Robison MSP
Cabinet Secretary for Health and Sport
The Scottish Government
St Andrew's House
Regent Road
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Dear Shona

Recently, the Health and Social Care Academy of the Health and Social Care Alliance Scotland (the ALLIANCE) and The Royal College of Nursing Scotland hosted a round table debate, chaired by Hugh Henry, former MSP for Paisley South, on changing our targets culture. We engaged with stakeholders across the third and public sectors, professional bodies and MSPs. Using the RCN's publication [Measuring Success](#) and the Academy's [Five Provocations](#) to prompt discussion, our debate focused on how to turn our aspirations for a new way forward into practical action.

Given you have committed to a review of targets - and we understand that this is still being scoped - we thought it would be helpful to share some of the key issues addressed at the event and from our own discussions, which relate to the establishment of the review. These specific points on scope sit within the wider context of our individual publications on this issue.

- If the review is to contribute to the public sector transformational change agenda, we urge that it does not simply jump to amending existing targets or creating new ones. We are keen to see the review focus its first stage work on defining what success should look like across our health and care services and setting out the principles for how we want to set, measure and report on that success. Knowing what matters most to people is a crucial first step to set direction.
- In keeping with other Scottish Government policy, we would wish to see the review shape its work through a human rights based approach, which focuses

on the right to attain the highest standard of health and rights to full participation and inclusion in society.

- Language is clearly an issue in helping us move to a shared understanding of what success is and how we measure it. We ask that the review clearly sets out how it intends to use terms like “outcomes”, “targets”, “indicators” and “measures”.
- We urge that nothing is “off the table” for the review, as this risks skewing the debate and limiting the ability of the review group members to be aspirational and genuinely innovative in finding new solutions across the whole system. A single, streamlined approach across all health and care provision will be key to success, particularly in the light of integration.
- Collaborative ownership and delivery of future success will be crucial to embedding radically new ways of working and changing service culture. We ask that the review, in its own work, models a commitment to co-producing a new way forward with genuine engagement of the public and of staff from across all sectors.
- Cross party support will be required to ensure political backing for a change in approach and confidence in the future accountability of publicly funded organisations. We ask that the government review works to actively engage with partners across the political spectrum and build consensus.
- We do not underestimate the scale of task the review group will need to undertake to effect genuine change. To complete its work effectively it will need the time and resource to shape and communicate transformation across sectors based on a new model of success.

We are pleased to see that the Scottish Government, like our respective organisations, sees the need to explore new ways forward. We are both committed to continuing our work to reshape how we measure success across sectors and hope that the points raised above will support your work in scoping this important review.

With kind regards



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