

New era, new methods for change



Helen Bevan
@HelenBevan

The Horizons team



- A small team of people within NHS England who support large scale change
- We tune into and engage with the best change thinking and practice in healthcare and other industries around the world and seek to translate this learning into practical approaches to change.
- The team has emerged through years of supporting change in the NHS and wider health and care system



What are the current big themes for change?



Change is changing





We rarely see two, three or four
year change projects any more.
Now it's 30-60-90 day change
projects

Kinthi Sturtevant, IBM

13th annual Change Management
Conference June 2015



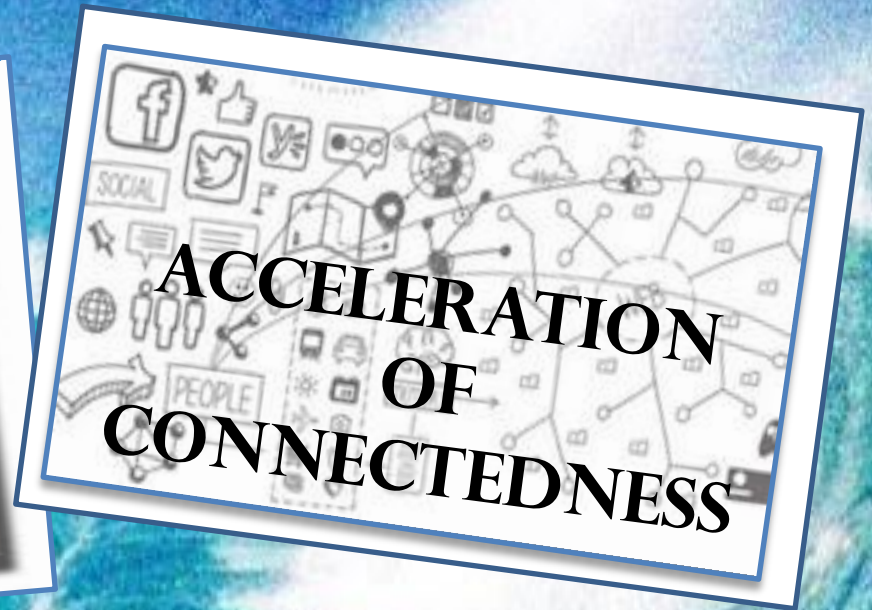
Pilots are being replaced by rapid tests and prototypes

Tests			Pilots
RAPID!		Speed to mobilize	 SLOW!
WEEKS!		Duration	 6-24 mths!
TEENY!		Cost	 BIG!
BARELY ANY!		Resources required	 LOADS!
PALETABLE!		Data required	 EYE WATERING!
LIGHT TOUCH!		Management needed	 SPOON FEEDING!
A-OK!		Risk	 DANGER HIGH VOLTAGE!

Source: Bromford P (2015), "[What's the difference between a test and a pilot?](#)"



Change is changing





Olly Benson @ollybenson · Jun 2

The modern conference table. No one looking at the screen, they are all on social media! #fabambassador @FabNHSSstuff



11



18



#ALF2017 @HelenBevan

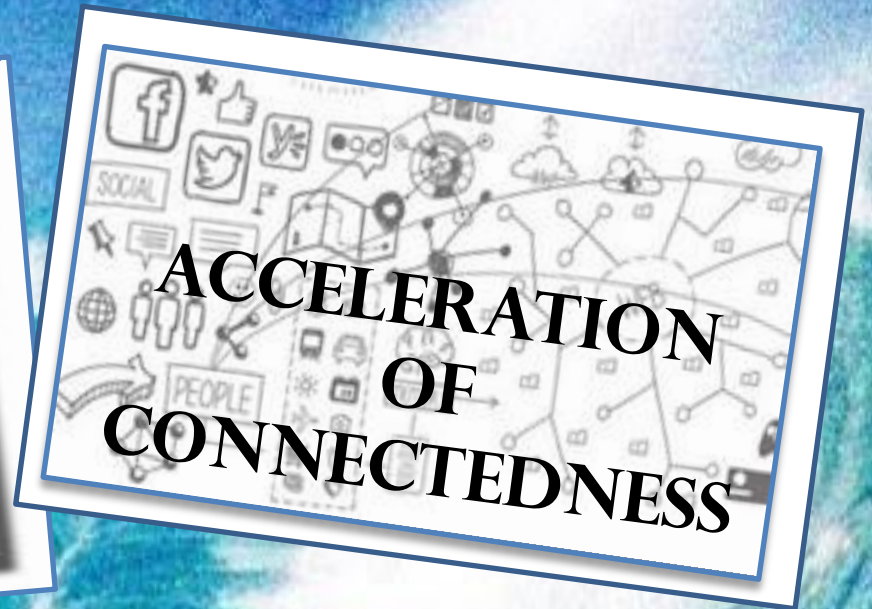
Empower your staff to be the voice of the organisation. They've got audience & credibility



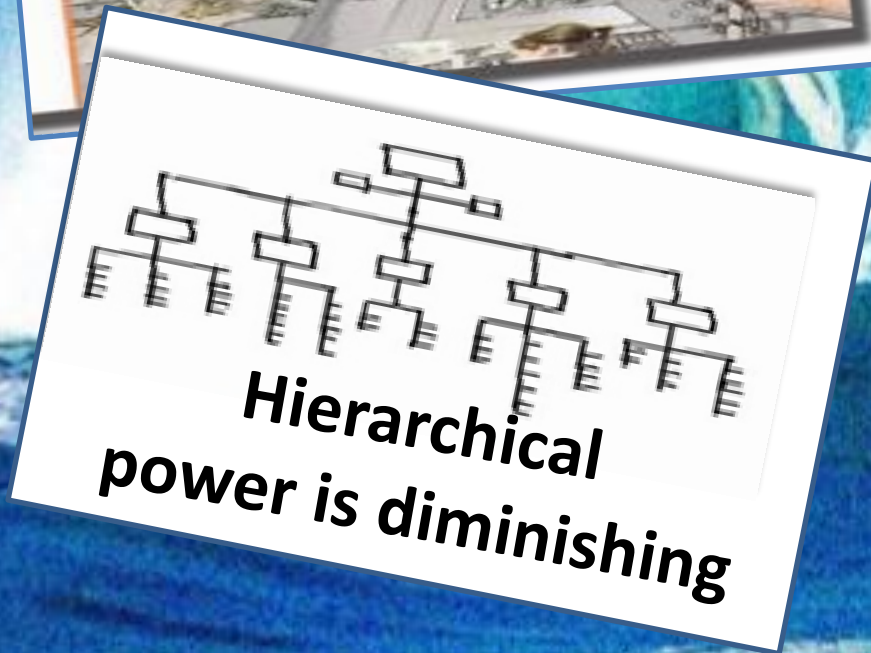
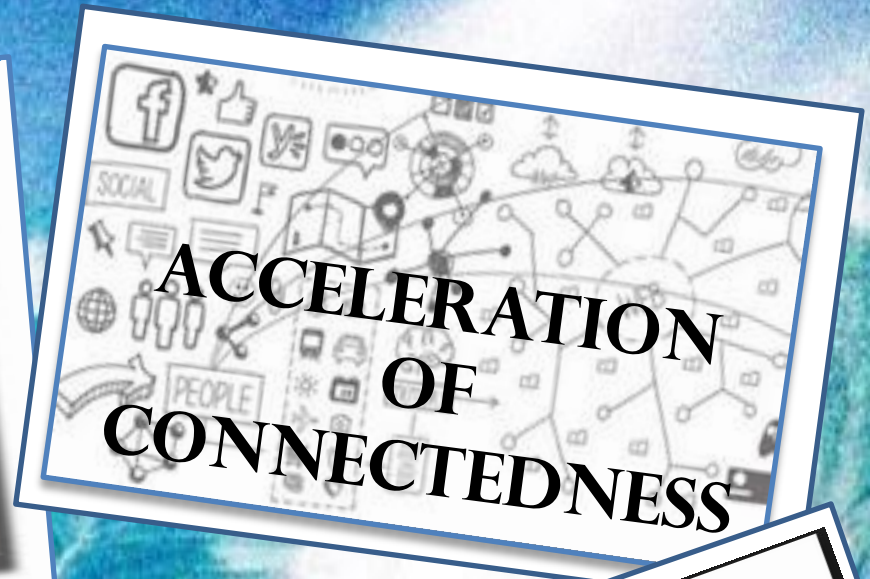
Employees have 10x more connections than corporate social accounts



Change is changing



Change is changing





Healthy & Fit Hackathon
Saturday 14 May 2016, 10am to 6pm



The Challenges

- How can healthy food be more accessible and popular?
- How could there be better participation in PE and sport – including use of green space?
- What could happen to help families with young children eat well and move more to build good habits for life?
- How can teenagers be more fit, healthy and body-confident?

THE NIGHTSCOUT PROJECT:

PATIENT AS EXPERT;
PATIENT AS MAKER;
PATIENT AS COLLABORATOR



John Costik
@jcostik



Following

Now getting all the important CGM data, and uploading to the cloud. 24x7 access to E's BG
#T1D @Integ_Diabetes

Welcome to Nightscout Setup Guides FAQs Troubleshooting Links Map Labs Privacy Nightscout Foundation Contact



NIGHTSCOUT

#WeAreNotWaiting

The Nightscout Project

Welcome



What is the Nightscout project?

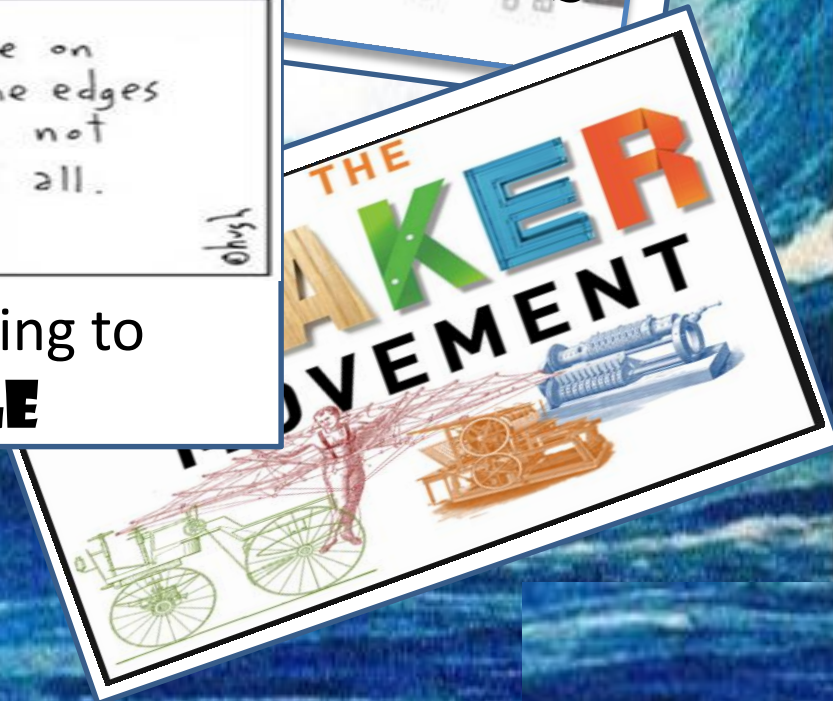
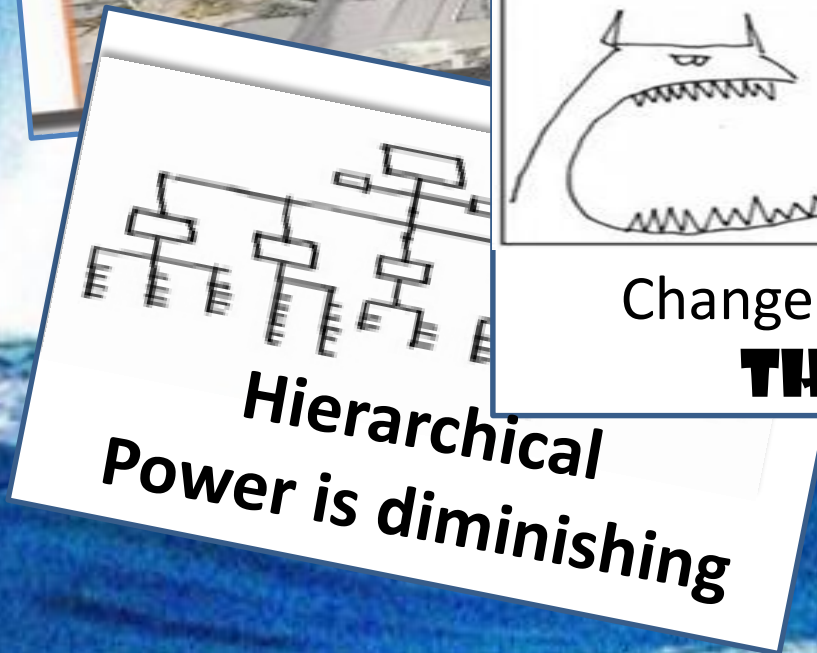
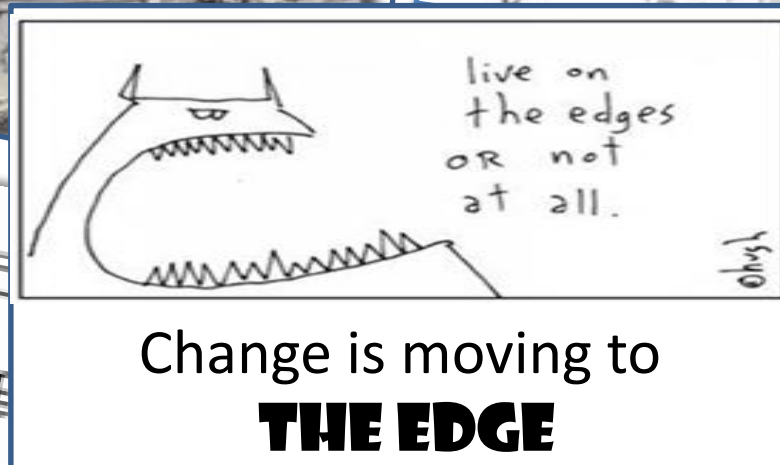
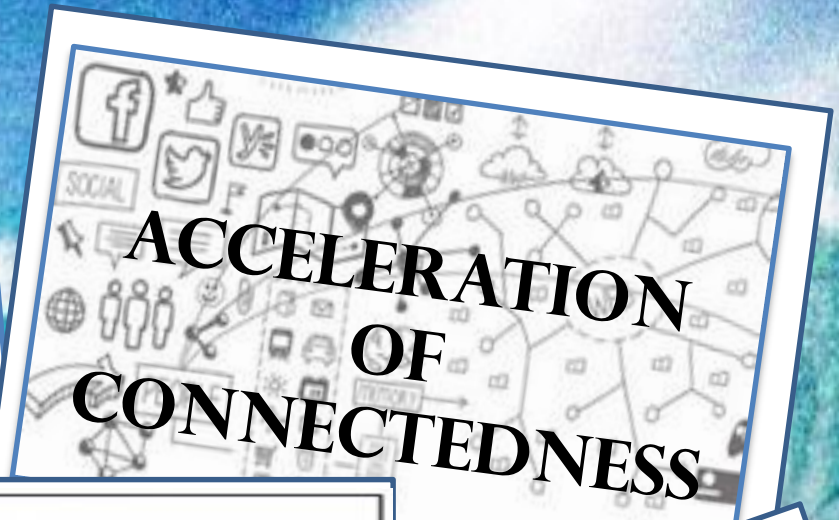
Nightscout (CGM in the Cloud) is an open source, DIY project that allows real time access to a CGM data via personal website, smartwatch viewers, or apps and widgets available for smartphones.

Connect with:

Welcome to the Nightscout Project



Change is changing



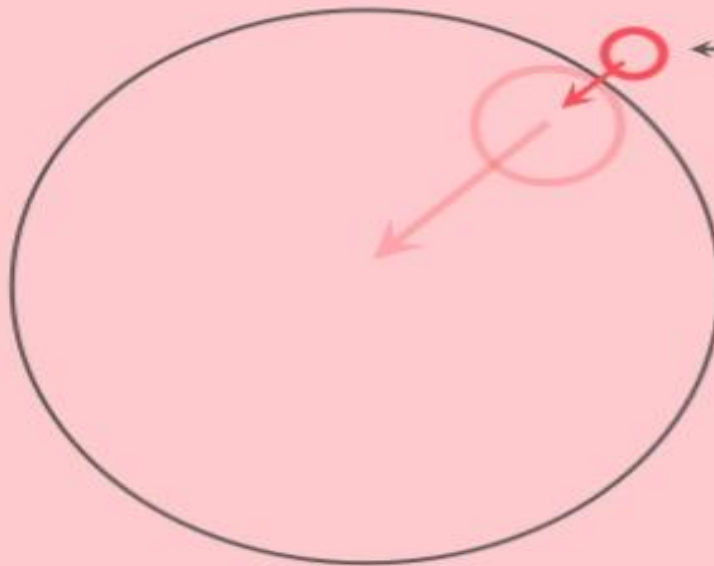
*←
We are on*

An example from the Cabinet Office

Policy Lab UK

Read more openpolicy.blog.gov.uk

We sit on the edge



We experiment here. If they work we bring them into government and then try to increase their use in departments...

Why go to the edge?



Leading from the edge brings us into contact with a far wider range of relationships, and in turn, this increases our potential for diversity in terms of thought, experience and background. Diversity leads to more disruptive thinking, faster change and better outcomes

Aylet Baron





Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship

Jeremy Heimens TED talk "What new power looks like"

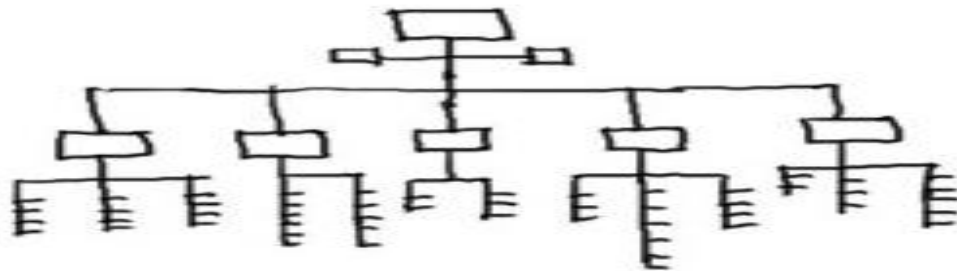
<https://www.youtube.com/watch?v=j-S03JfgHEA>



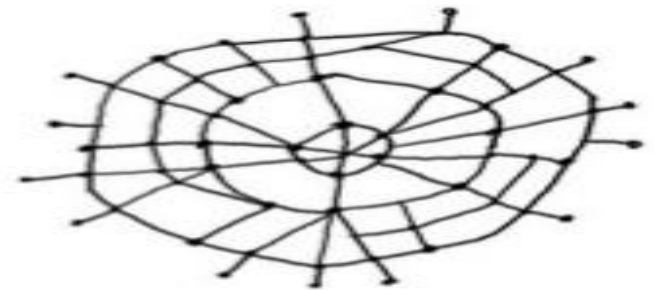
The Network Secrets of Great Change Agents

Julie Battilana & Tiziana Casciaro

As a change agent, my **centrality in the informal network** is more important than my **position in the formal hierarchy**



Designed for
DIVISIONS



Designed for
CONNECTIONS

WHO will make the change happen?

List A

- The STP Transformation Programme Board [or equivalent]
- The programme sponsors
- The Programme Management Office
- The [insert number] STP transformation work streams
- The Clinical Leads of workstreams
- The Directors of participating organisations
- The Change Facilitators



Source: adapted by Helen Bevan
from [Leandro Herrera](#)

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List B

- The mavericks and rebels
- The deviants (positive). Who do things differently and succeed
- The contrarians, because they can
- The nonconformists who see things through glasses no one else has
- The hyper-connected. Good or bad, they spread behaviours, role model at a scale, set mountains on fire and multiply anything they get their hands on
- The hyper-trusted. Multiple reasons, doesn't matter which ones

Source: adapted by Helen Bevan from [Leandro Herrera](#)

WHO will make the change happen?

List A

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- The Programme Manager's Office
- The [insert name] transformation
- The Clinical workstream
- The Director of organisations
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List B

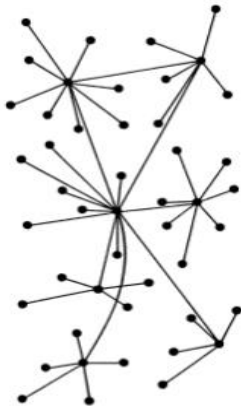
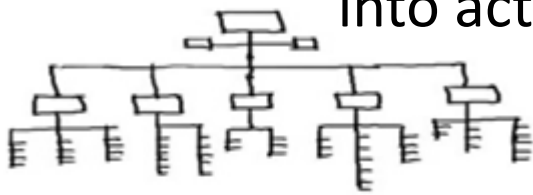
- The mavericks and rebels
- The innovators (positive). Who do things differently and succeed because they can
- The people who see no one else
- Good or bad behaviours, role models
- Mountains of anything they can do
- Multiple reasons, doesn't matter which ones

People who live and perform in formal organisation land and people with the power to make or break change are two different lists (and we need BOTH)



What's the evidence?

The failure of large scale transformational change projects is rarely due to the content or structure of the plans that are put into action



To make transformational change happen we need to connect networks of people who 'want' to contribute

It's much more about the role of informal networks in the organisations and systems affected by change

Source: David Dinwoodie (2015)

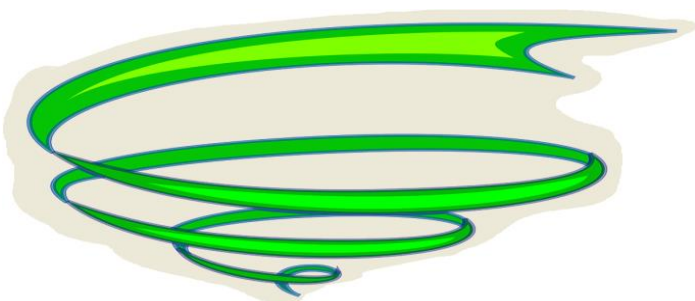
http://iedp.com/articles/vertical-leadership/?utm_source=Sign-Up.to&utm_medium=email&utm_campaign=13787-257163-Campaign++01%2F09%2F2016



Creating energy to drive transformation is a top priority

“Energy for change” defined as

“The capacity and drive of a team, organisation or system to act and make the difference necessary to achieve its goals



**Building and aligning
energy for change**

A review of published and grey literature,
initial concept testing and development

http://www.institute.nhs.uk/tools/energy_for_change/energy_for_change.html

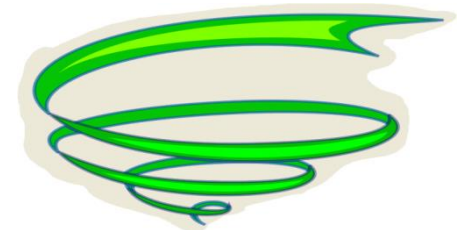


Why is energy for change important?

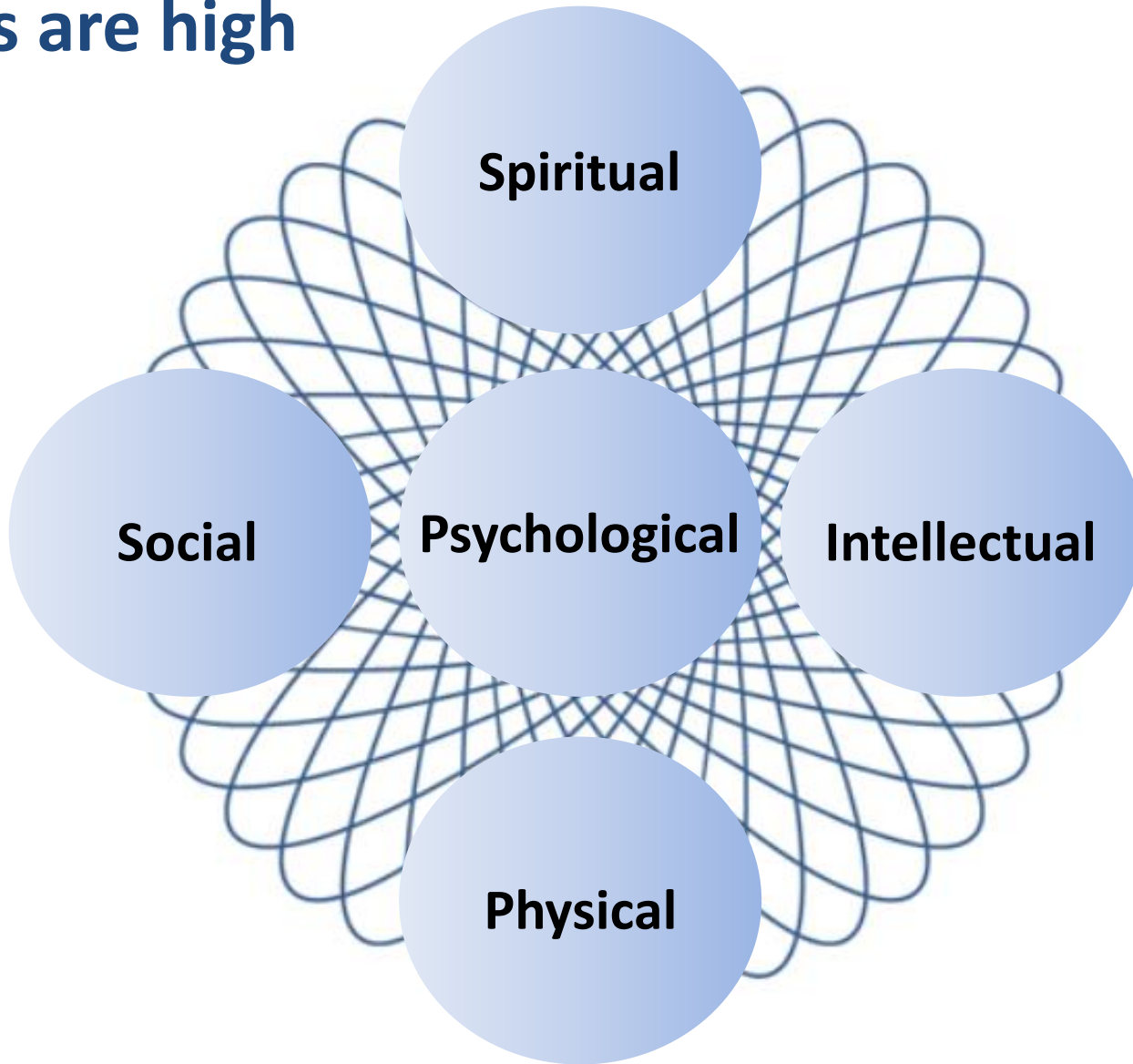
What happens to large scale change efforts in reality

In order of frequency:

1. the effort effectively “runs out of energy” and simply fades away
2. the change hits a plateau at some level and no longer attracts new supporters
3. the change becomes reasonably well established; several levels across the system have changed to accommodate or support it in a sustainable way



Change is most likely to happen when five energies are high



Social energy

*Energy of personal
engagement, relationships and
connections between people*

It's where people feel a sense of
“us and us”
rather than
“us and them”



Spiritual energy

Energy of commitment to a common vision for the future, driven by shared values and a higher purpose

Gives people the confidence to move towards a different future that is more compelling than the status quo



Psychological energy

Energy of courage, resilience and feeling safe to do things differently

Involves feeling supported to make a change and trust in leadership and direction



After years of intensive analysis, Google discovers that the key to high performing, teams that deliver change is
psychological safety



Project Aristotle: <http://qz.com/625870/after-years-of-intensive->

[analysis-google-discovers-the-key-to-good-teamwork-is-being-nice/](http://qz.com/625870/after-years-of-intensive-analysis-google-discovers-the-key-to-good-teamwork-is-being-nice/)



#ALF2017 @HelenBry

Physical energy

Energy of action, getting things done and making progress

The flexible, responsive drive to make things happen

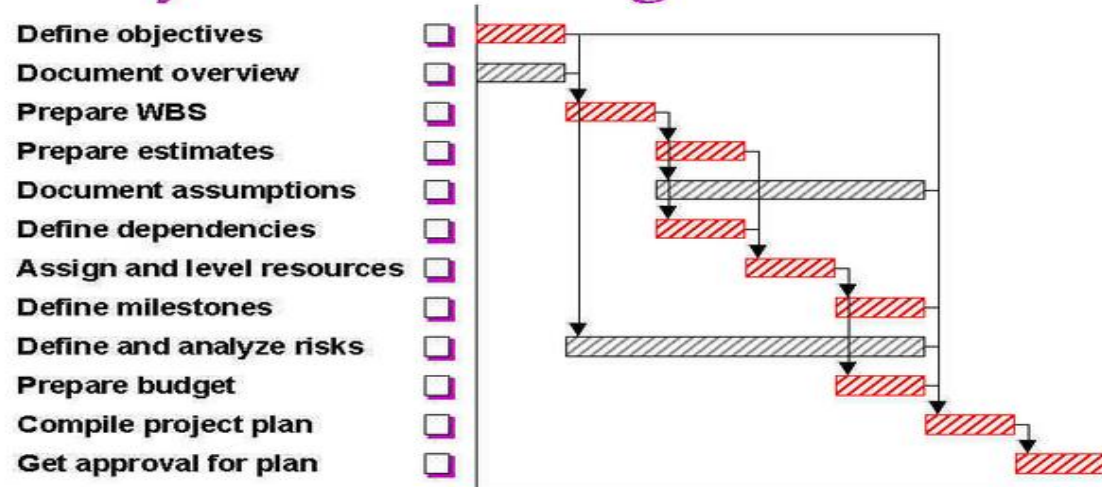


Intellectual energy

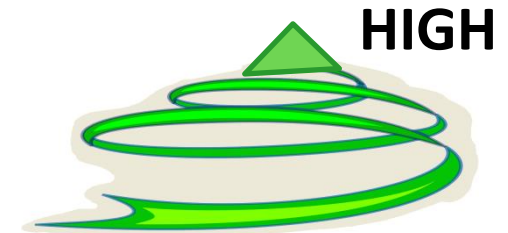
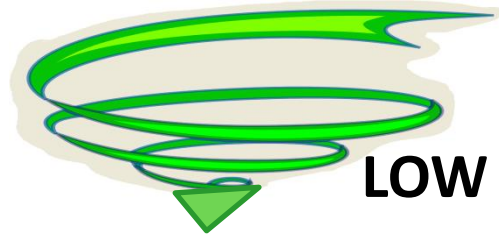
Energy of analysis, planning and thinking

Involves gaining insight as well as planning and supporting processes, evaluation, and arguing a case on the basis of logic/ evidence

Project Planning Chart



High and low ends of each energy domain



Social

isolated

solidarity

Spiritual

uncommitted

higher purpose

Psychological

risky

safe

Physical

fatigue

vitality

Intellectual

Illogical

reason



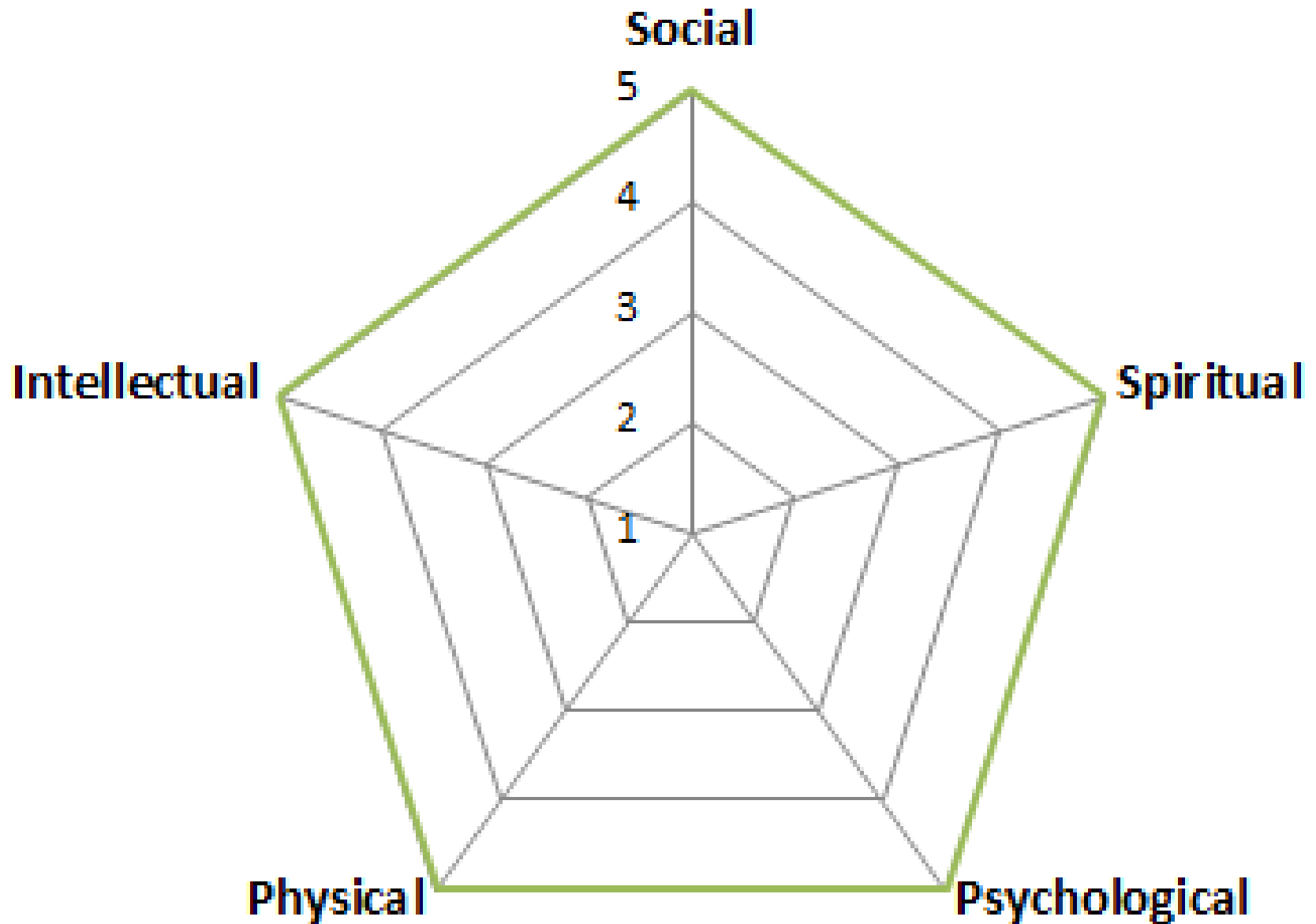
Some questions

- Which group likely to have higher spiritual energy scores:
 - clinicians
 - non clinicians
- Nearer to CEO in the structure:
 - higher or lower overall energy scores?

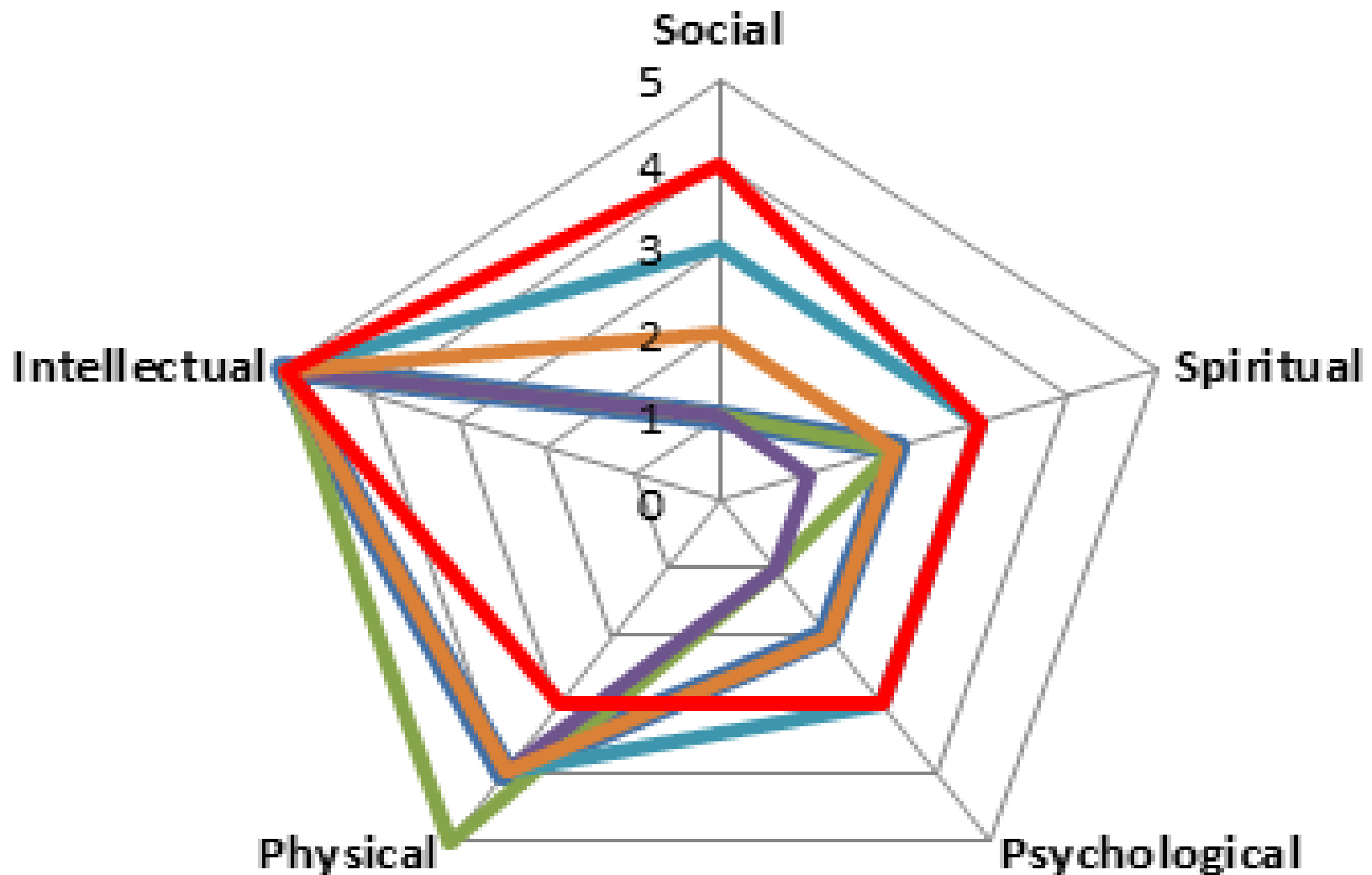
Source: Respondents to the energy for change questionnaire NHSIQ/Horizons team



Energy analysis of six STP plans

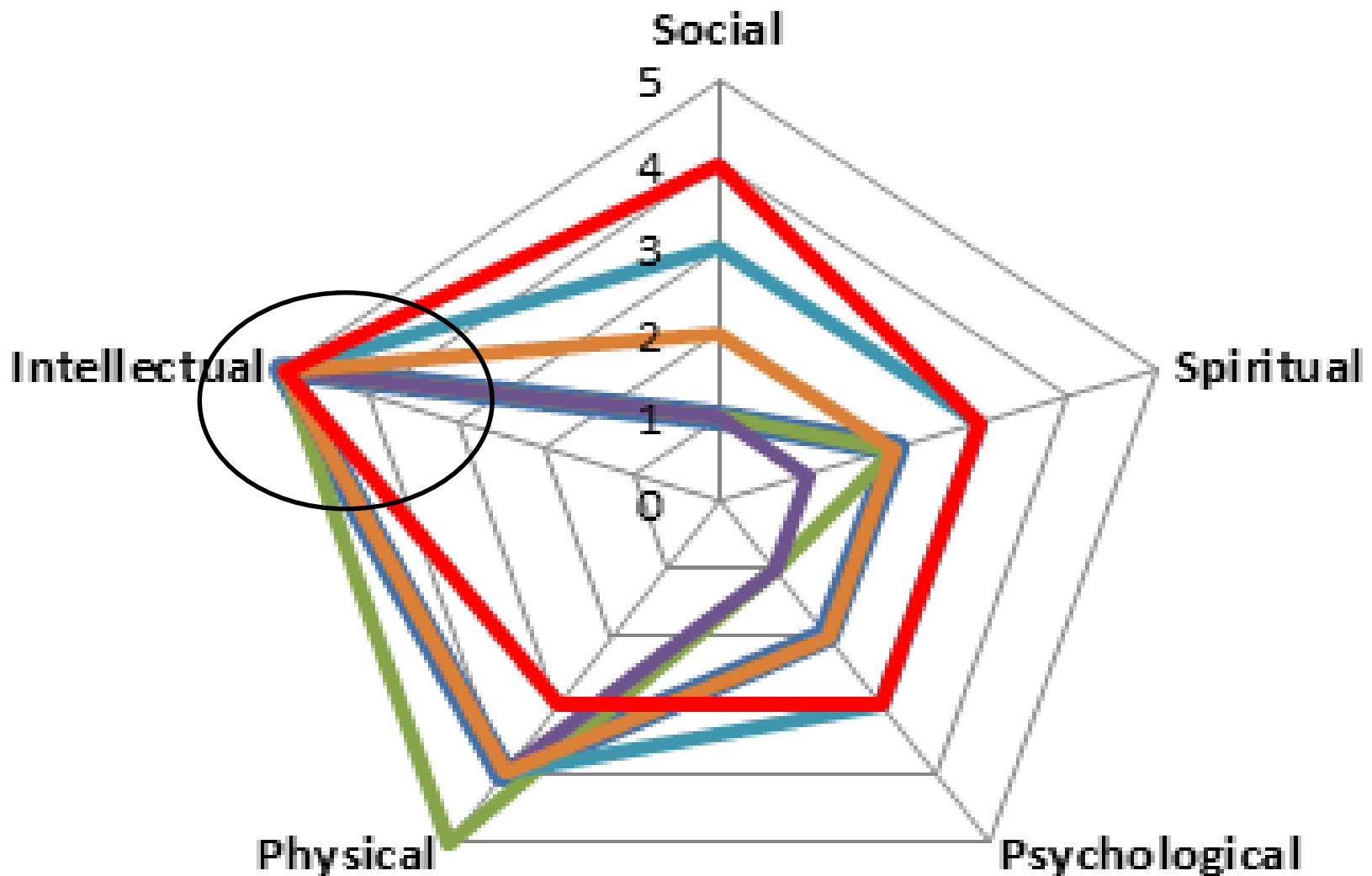


Energy analysis of six STP plans



Source: energy for change discourse analysis of six draft STP plans by the Horizons team September 2016

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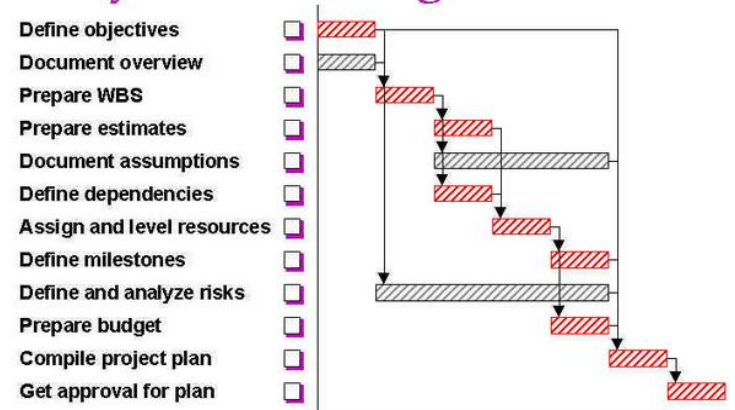
We won't deliver transformational change with disproportionately high intellectual energy

- Intellectual energy on its own isn't transformational
- It keeps leaders in their comfort zone (intellect to intellect)

“*Emotion is the fuel for change;
data and information provide
direction*

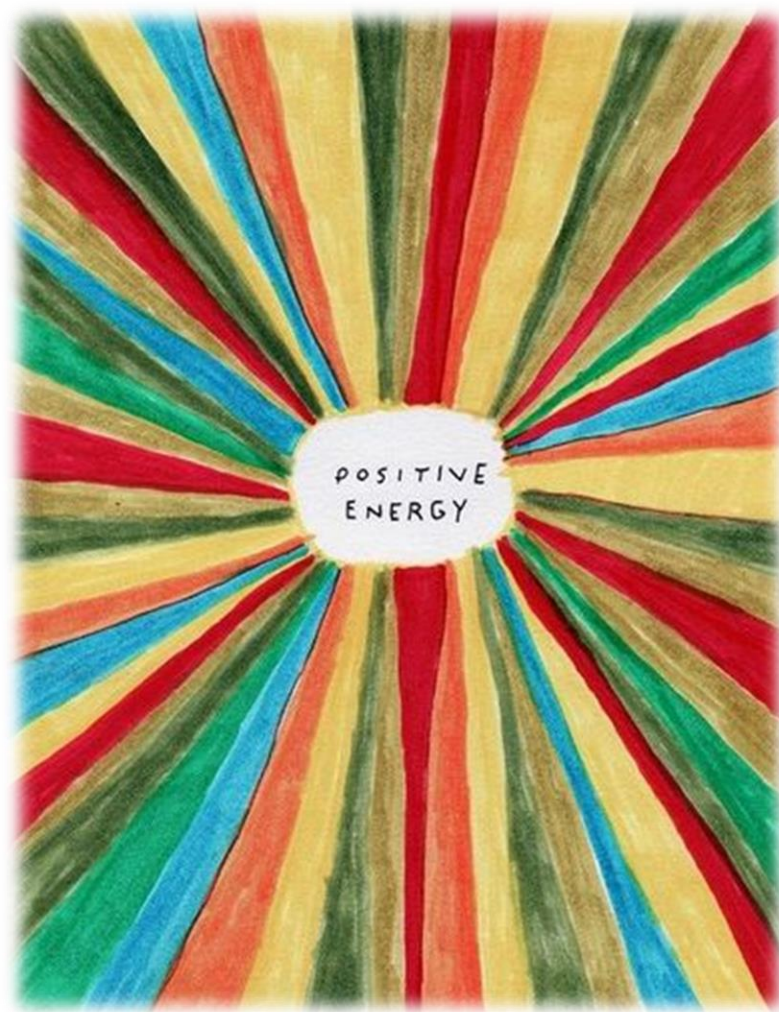
Dan Heath
(author of Switch)

Project Planning Chart



“Leadership is not about making clever decisions and doing bigger deals. It is about helping release the positive energy that exists naturally within people”

Henry Mintzberg



There has never been a time in the history of health and care when this advice has been more pertinent



The power of the platform

“Facebook, YouTube, Twitter and their lesser cousins have proved the power of the platform. They have shown that if your average 21st century citizen is given the tools to connect and the freedom to create, they will do so with enthusiasm, and often with an originality that blindsides the so-called creative industries.

Good leadership is no longer about ‘taking charge’ or imposing a strategic vision but about creating the platforms that allow others to flourish and create”

Ashoka

<http://www.virgin.com/unite/entrepreneurship/what-does-leadership-mean-in-the-21st-century>

Change Programmes

- systematic “change management”
- too often, leaders prescribe outcome and method of change in a top-down way
- change is experienced by people at the front line as “have to” (imposed) rather than “want to” (embraced)



Change Platforms

- everyone (including service users and families) can help tackle the most challenging issues
- value diversity of thought
- connect people, ideas and learning
- Role of formal leaders is to create the conditions and get out of the way

“Tear down the walls”



MOODOCs

(Massive, Online, Open, Disease Oriented Communities)



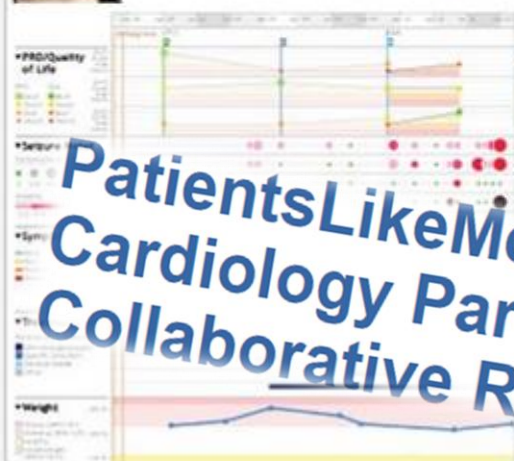
Share Your Health Profile



Sarah E
Female, 36 years
Atlanta, GA



Condition History
Diagnosis: 09/87
First Seizure: 06/97
Cause: Cortical dysplasia

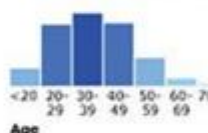


Find Patients Like You



You can search by epilepsy type, seizure symptoms, gender and age to more easily find patients like you.

2,354 total patients



The issues that are most important to our patients:



Tracy Oliphant
@TKO365

Follow

#blessed to be a part of the future of #MBC research
#mbcproject However long my future is!
twitter.com/aacrfoundation...

8:49 PM - 24 Mar 2016

2 4



PatientsLikeMe, American College of
Cardiology Partner on Diabetes
Collaborative Registry



<http://biggerboat.org/exploring-moodocs/>

60,000 online diabetes communities and
around 80 million online patient communities



#ALF2017 @HelenBevan

The Academy of Fabulous Stuff

- Half a million page views
- Over 700 fab shares
- 1,500 to 4,000 page views a day
- Nottingham Safe staffing app: 2,500 views
- Dovetailing vaccinations Scheme: 160 direct queries

*Don't reinvent the wheel
Reinvent the way we work...*

Together



SCHOOL FOR CHANGE AGENTS

For people who work in health or social care, who want to break the rules, make a change...but don't know where to start.

- Five modules
- Absolutely free
- Handbook and study guides
 - Guided Social Learning
- Meet fellow change agents from all over the world

More info:

<http://theedge.nhsiq.nhs.uk/school>

Email: england.si-horizons@nhs.net

Starts
Thursday 16
February,
3pm

Via live webinar (all webinars are recorded)



@Sch4Change #S4CA



Connectivism

Learning is nurturing *connections*
among a diversity of views

Source: <http://www.slideshare.net/alwynlau/learning-theories-learner-needs>



#ALF2017 @HelenBevan

What is the best way to spread new knowledge?

Social connection/discussion is
14 times more effective
than
written word/best practice
databases/toolkits etc.



Source of image: www.happiness-one-quote-time.blogspot.com

Source of data: Nick Milton
<http://www.nickmilton.com/2014/10/why-knowledge-transfer-through.html>



Q-Volunteering

Part of the Office for Civil Society's multimillion pound commitment to grow more opportunities for social action

**As part of NHS
Ambulance
Trusts by
2016/17.**

Growing quality
volunteering
opportunities with
people who want to
help improve the
health & lives of the
most vulnerable
people in their local
community

**In NHS Acute
Trusts
By 2017/16**

**In independent
care homes by
late 2017.**

**In Mental Health
Trusts by 2018.**

Working with partners to help sustain and spread the extraordinary success of Community First Responder schemes and local volunteer patient transport schemes

Ideas for ACTION

1. Frame the issues in ways that will engage and mobilise the imagination, energy and will of a large number of diverse stakeholders
2. Take steps to be social leaders, investing in digital skills and social connections and leading through networks as well as formal leadership systems
3. Find your B-listers and give them important tasks
4. Consider what/where your equivalent of 'the edge' is, so that you incubate radical and disruptive ideas and lead health and care from the future
5. Purposefully build social and spiritual energy for the long haul

