It’s time to rewrite the rules of change in healthcare

Helen Bevan
@HelenBevan
Change is changing
We rarely see two, three or four year change projects anymore. Now it’s 30-60-90 day change projects.

Kinthi Sturtevant, IBM

13th annual Change Management Conference June 2015
### Tests vs. Pilots

<table>
<thead>
<tr>
<th></th>
<th>Tests</th>
<th>Pilots</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RAPID!</strong></td>
<td>Speed to mobilize</td>
<td>Slow!</td>
</tr>
<tr>
<td><strong>WEEKS!</strong></td>
<td>Duration</td>
<td>6-24 Mths!</td>
</tr>
<tr>
<td><strong>TEENY!</strong></td>
<td>Cost</td>
<td>BIG!</td>
</tr>
<tr>
<td><strong>BARELY ANY!</strong></td>
<td>Resources required</td>
<td>LOADS!</td>
</tr>
<tr>
<td><strong>PALETABLE!</strong></td>
<td>Data required</td>
<td>EYE WATERING!</td>
</tr>
<tr>
<td><strong>LIGHT TOUCH!</strong></td>
<td>Management needed</td>
<td>SPOON FEEDING!</td>
</tr>
<tr>
<td><strong>A-OK!</strong></td>
<td>Risk</td>
<td>DANGER HIGH VOLTAGE!</td>
</tr>
</tbody>
</table>

Source: Bromford P (2015), "What’s the difference between a test and a pilot?"

@HelenBevan #Quality2016
Change is changing

Acceleration of connectedness
The modern conference table. No one looking at the screen, they are all on social media! #fabambassador @FabNHSStuff
Digital Practitioners will Lead, Plan and Execute Change

September 19, 2015 David H Deans

We knew this day would come, where the leading enterprise industry analysts would all acknowledge that business technology has evolved. Moreover, the integration of digital requirements into most work processes has resulted in a world where every capable employee is potentially a skilled digital practitioner.

"Today's employees possess a greater degree of digital dexterity," said Matt Cain, research vice president at Gartner. "They operate their own wireless networks at home, attach and manage various devices, and use apps and web services in almost every facet of their personal lives. They participate in sharing economies for transport, lodging and more."

Gartner believes that the traditional IT organizations must figure out how to effectively utilize all employee 'digital dexterity' - regardless of their primary role and responsibilities.

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How does the NHS improvement community prefer to communicate?

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Change is changing

Acceleration of connectedness

Hierarchical power
The radical shift in communication paradigm:

Clay Shirky

From
one-to-many standard
top down diffusion

To
many-to-many
networked
communication


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Change is changing

- Acceleration of connectedness
- Hierarchical power
- The Maker Movement
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

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

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

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

Acceleration of connectedness

Change from THE EDGE

Hierarchical power

live on the edges or not at all.
Emerging practice

Policy Lab UK
Read more openpolicy.blog.gov.uk

On the edge
We experiment here. If it works we bring it into government and then try to increase its use in departments...

http://www.slideshare.net/Openpolicymaking/policy-lab-slide-share-introduction-final

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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
Jeremy Heimens  TED talk “What new power looks like”
https://www.youtube.com/watch?v=j-S03JfgHEA
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As a change agent, my centrality in the informal network is more important than my position in the formal hierarchy.
People who are highly connected have twice as much power to influence change as people with hierarchical power

Leandro Herrero

http://t.co/Du6zCbrDBC
Is your change process a cathedral or a bazaar?

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http://www.unterstein.net/su/docs/CathBaz.pdf
We have a lot of cathedrals

Source: Sewell (2015): Stop training our project managers to be process junkies
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WHO makes change happen in health and care?

List A

• The Transformation Programme Board
• The programme sponsor
• The Programme Management Office
• The leads of the [insert number] transformation work streams
• The Clinical Director
• The Team Leader /Unit Manager
• The Change Facilitator

Source: adapted by Helen Bevan from Leandro Herrera
WHO makes change happen in health and care?

<table>
<thead>
<tr>
<th>List A</th>
<th>List B</th>
</tr>
</thead>
<tbody>
<tr>
<td>• The Transformation Programme Board</td>
<td>• The mavericks and rebels</td>
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<td>• The deviants (positive). Who do things differently and succeed</td>
</tr>
<tr>
<td>• The Programme Management Office</td>
<td>• The contrarians, because they can</td>
</tr>
<tr>
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<td>• The nonconformists who see things through glasses no one else has</td>
</tr>
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<td>• The Clinical Director</td>
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</tr>
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<td>model at a scale, set mountains on fire and multiply anything they</td>
</tr>
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<td>• The Change Facilitator</td>
<td>get their hands on</td>
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<tr>
<td></td>
<td>• The hyper-trusted. Multiple reasons, doesn’t matter which ones</td>
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Source: adapted by Helen Bevan from Leandro Herrera
WHO makes change happen in health and care?

**List A**

- The Transformation Programme Board
- The programme sponsor
- The Programme Management Office
- The leads of the [insert number] transformation streams
- The Project Manager
- The Team Leader/Unit Manager
- The Change Manager
- The Change Facilitator

**List B**

- The mavericks and rebels
- The deviants (positive). Who do things differently and succeed because they can see things no one else can.
- The nonconformists who see things differently and succeed because they can
- The leads of the [insert number] transformation work streams
- The nonconformists who see things through glasses no one else has. They spread behaviours, role model, set mountains higher, multiply anything they do, and this can lead to them becoming hyper-trusted. Multiple reasons, doesn’t matter which ones

People who perform and live in formal organisation land and people who have make or break power for change are two different lists.

Source: adapted by Helen Bevan from Leandro Herrera
The essential flaw of quality improvement approaches

The essential flaw of [quality improvement ] is that, when implemented, it tends to reinforce the mechanistic and hierarchical models that are consistent with the mental maps of most managers

Chris Argyris, *Flawed advice and the management trap*

Source of image: www.biblicalcreation.org.uk

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Read more at: http://www.slideshare.net/jurgenappelo/management-30-workout
“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


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**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”
Why platforms?

Platforms today power learning and innovation at the speed of change by providing collaborative and sometimes exponentially productive spaces for people to create value.

John Hagel

Source of image: Pinipa
Evolving kinds of change platforms:

1. Connecting platforms
2. Mobilising platforms
3. Learning platforms
4. Knowledge platforms
5. Crowdsourcing platforms

They overlap!
Example platforms

Source of image: @JenniferClemo
MOODOCs
(Massive, Online, Open, Disease Oriented Communities)

http://biggerboat.org/exploring-moodocs/
@HelenBevan #Quality2016

60,000 online diabetes communities and around 80 million online patient communities
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
OpenIDEO is a global community working together to design solutions for the world’s biggest challenges.

Subscribe for the latest OpenIDEO news:

Enter Your Email Address

GO

https://youtu.be/eUApgJBZU8M
How might we reimagine the end-of-life experience for ourselves and our loved ones?

Source: OpenIDEO https://challenges.openideo.com/challenge/end-of-life/refinement
Honestly..... go ahead

Do we really have permission?
Connectivism

Learning is nurturing connections among a diversity of views

Source: http://www.slideshare.net/alwynlau/learning-theories-learner-needs
@HelenBevan #Quality2016
Nearly 10,000 enrollees across 40 countries
The School was formally evaluated by the Chartered Institute for Personnel & Development

How has the School for Health and Care Radicals made a difference?

#EdgeTalks WebEx


HelenBevan #Quality2016
The School was formally evaluated by the Chartered Institute for Personnel & Development

Statistically significant positive effect on at both individual and organisational level

- Change knowledge
- Sense of purpose & motivation to improve practice
- Ability to challenge the status quo
- Rocking the boat & staying in it
- Connecting with others to build support for change

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Nearly 100,000 connections
(defined as a viewing, a download of material or an original tweet)

- Latest no-cost solutions
- 150 speakers
- 28 topics
- Live broadcast and on-demand
SEVEN DAY SERVICES / WHAT CAN WE LEARN ABOUT INTRODUCING SEVEN DAY SERVICES FROM ANOTHER SYSTEM A...
Should we undertake routine radiology investigations overnight for all our inpatients?
Rather than a consultation exercise that can take weeks, we set up a crowdsourcing platform to get an answer in an hour

- Platform established and presented to global audience in less than three days
- 60 minute sprint followed by a two week window for further ideas and discussion
- 3,000+ connections
- Good level of support for a 24/7 service for inpatients
- Consensus that the decision to receive a scan during unsocial hours was patient led
- Yet many participants commented that it should be a joint decision between clinician and patient
- Panel at Nottingham University Hospitals is reviewing findings, ideas and agreeing next steps for implementation

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The Change Challenge

Tapping the collective brilliance of the NHS

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14,000 contributions identified
10 barriers to change:

- Confusing strategies
- Over controlling leadership
- One way communication
- Poor workforce planning
- Stifling innovation
- Playing it safe
- Poor project management
- Undervaluing staff
- Inhibiting environment
- Perverse incentives

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14,000 contributions identified
11 building blocks for change:

- Inspiring & supportive leadership
- Collaborative working
- Flexibility & adaptability
- Smart use of resources
- Autonomy & trust
- Challenging the status quo
- A call to action
- Fostering an open culture
- Nurturing our people
- Long term thinking
- Thought diversity

After years of intensive analysis, Google discovers that the key to high performing, innovative teams is psychological safety.
Some lessons

1. You can’t control the outputs of the crowd
2. People want a relationship
3. Always, always, follow up

Lessons Learned

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The Natural Environment Research Council asked the crowd to name its new £200 million polar research vessel.

Aurora, Titan & Orca are just some of the names that you have suggested already.

#NameOurShip

socsi.in/NameOurShip_PO…

@HelenBevan #Quality2016
Our current top 4 #NameOurShip suggestions. Have you voted yet?
nameourship.nerc.ac.uk/entries.html

RRS BOATY MCBOATFACE
James Hand

RRS HENRY WORSLEY
Bernie Jones

RRS DAVID ATTENBOROUGH
Elizabeth Jones

RRS PILLAR OF AUTUMN
Havelock Vetinari

TEN TIMES as many votes as the next most popular answer
THINK OUTSIDE THE BIN

GREAT BLUE SKY THINKING!
NOW, SORT YOUR IDEAS
AND GET BACK TO YOUR DESKS.

TOO RISKY
OUT OF SCOPE
NEVER WILL FLY
KILL BY COMMITTEE
WE’VE TRIED THAT BEFORE
NOT A SNOW BALL’S CHANCE

© 2009
TOM FISHBURNE.COM

@HelenBevan #Quality2016
Once you start down this path, you have to follow up and continue

“If people give to a cause, they expect a relationship, not a transaction”

Nilofer Merchant
This talk is bought to you by the Horizons team

A small team of people within the English NHS who support improvement and 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

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Ways to connect!

1. Follow us on Twitter
   @HelenBevan  @TheEdgeNHS  @School4Radicals

2. Subscribe to THE EDGE
   theedge.nhsiq.nhs.uk

3. Get materials from School for Health and Care Radicals
   theedge.nhsiq.nhs.uk/school

...and sign up for our monthly #EdgeTalks
   theedge.nhsiq.nhs.uk/edgetalks

Or email me at helen.bevan2@nhs.net

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