Shaking up the world of healthcare improvement

Helen Bevan
@HelenBevan
This talk is brought 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.
Change is changing
After World War 2, it took Japanese companies three decades to seize leadership roles in car making and electronics from their global competitors.

Source: P Choudray
In contrast, Uber, a little over five years old, competes around the world

Source: P Choudray
"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
Source: Bromford P (2015), "What’s the difference between a test and a pilot?"
Change is changing
Change is changing
“In a connected world, power no longer emanates from the top of the heap, but the centre of the network.”

Greg Satell, 2015

Change is changing

Hierarchical power

Disruptive Change

Digital Connection

The Maker Movement
Change is changing

Change from THE EDGE

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

Emerging practice

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-slideshare-introduction-final
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

old power

Currency
Held by a few
Pushed down
Commanded
Closed
Transaction

new power

Current
Made by many
Pulled in
Shared
Open
Relationship

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For more information/explanation visit: The Collaboration Pyramid revisited
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.
NHS England publishes ‘mixed’ picture of digital maturity

Image: NHS England has published a Digital Maturity Index
How does the NHS improvement community prefer to communicate?
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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“In a world of mounting performance pressure, [organisations and change processes] need to evolve...the most successful will be those that evolve into movements.

Success will be determined by their ability to mobilise, inspire and support an ever-expanding array of participants extending far beyond their own four walls”

John Hagel, SXSW 2015

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

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
What is a change platform?

“A space (physical or virtual) that is created so people get the choice and opportunity to collaborate without boundaries to achieve a common purpose, tackle a challenge or improve a situation.

Change platforms enable a diverse group of people to come to the table, share ideas, insight and learned experience, co-create solutions and launch experiments. Platforms thrive on trust, relationships and the collisions of minds. They build energy for change.

Definition by @JodiOlden & @HelenBevan 2015
“Change comes naturally when individuals have a platform that allows them to identify shared interests and to brainstorm solutions.”

Gary Hamel & Michele Zanini, 2014

Build a change platform not a change program
Platforms give access to resources

Joy’s Law: No matter who you are, most of the smartest people work for someone else

Bill Joy, Sun Microsystems

“It’s become a kind of ‘Joy’s Law’ for the networked era—the best resources and capabilities always lie somewhere else.”

Greg Satell

http://www.digitaltonto.com/2015/4-things-you-should-know-about-platforms/?ct=t%28Why_Some_Movements_Succeed_5_31_2015%29
Evolving kinds of change platforms:

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

They overlap!
Platform principles have long been part of change practice

• Building on traditions in the field of organisation development of *communities of interest* and *communities of practice*

• Technology enables us to connect more widely and at greater speed
Example platforms
MOODOCs
(Massive, Online, Open, Disease Oriented Communities)

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
The Academy of NHS 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
19th October 2016

NHS Change Day + Fab = #FabChangeDay

@HelenBevan

@fabchanceday
Flip the Clinic is an open experiment to transform the patient-clinician experience. Join in at FliptheClinic.org.

Get Tested! Clinicians share their own stories to encourage patients

By Whitney Bowman-Zatzkin

We’re all vulnerable at different points in our life, and sometimes we are lucky enough...

Build the future of clinical care

Join the Flip the Clinic Lab in Philadelphia on September 10, 2015

Submit a Flip

Have a new idea? Need the community to make your good idea even better? Submit a new flip »

Offer Feedback

Tell us what you think! Make the community’s ideas even stronger. Share your feedback »

Become an Ally

We’re constantly looking for fresh ideas and places to test the flips. Interested? Let us know »
A platform for system-wide transformation
Leeds Teaching Hospitals NHS Trust & Clever Together

WayFinder – a Crowdsourcing methodology and platform

• **Step 1:** 4,500 staff and stakeholders shared 45,000 contributions to
  • co-create The Leeds Way – a redefinition of their vision and their values
  • co-design a five year strategy – a shared agreement of what needs to happen to achieve their vision
  • co-define a new behavioural framework – a new agreement of the acceptable ways in which staff will live their values embedded into recruitment, induction, training and appraisals

• **Step 2:** WayFinder local – every department trained to use its own crowdsourcing platform
  • 19 clinical service units trained
  • A new way of working – online workshops – to ensure staff always have a say in what’s happening in the Trust, bringing people together to co-create solutions.

Examples of results:

• Staff satisfaction is up / buy-in to vision and values at an all time high / complaints down 17% / 18weeks RTT down by 66% / CQC acknowledgement of staff engagement and impact on quality and safety

@HelenBevan
Join the community to help solve this challenge

Welcome to the Horizons group improvement platform which will remain open until the 26th April. We want you to be part of an amazing global community of people who want to experience crowdsourcing at pace and contribute their individual insight and experience to a real-time issue for an acute teaching hospital in the United Kingdom. Help us challenge the status quo and capture a set of... more

View challenge
Knowledge platforms
Getting information off the internet is like taking a drink from a fire hydrant

Mitchell Kapor

Source of quote: Harold Jarche
Cyberchondria
(saɪbəˈkɒndrɪə)
noun

The unfounded anxiety concerning the state of one's health brought on by visiting health and medical websites

Google
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 data: Nick Milton
http://www.nickmilton.com/2014/10/why-knowledge-transfer-through.html

Source of image: www.happiness-one-quote-time.blogspot.com
Platforms as the new documentation
If you're a programmer, you don't even bother reading the manual, you simply use stackoverflow to answer all your questions”

Source: Oliver Benson
Is Kotter’s change management approach proven in real business life?

Can you answer this question?

3 Answers

Dawid Ciechanowicz, Change leader, consultant and trainer
106 Views

Yes. The steps in Kotter’s change management approach are valid and necessary for successful change. Other methodologies e.g. CAP or ADKAR have similar steps. The devil lies in execution and continuous communication. After implementing dozens of changes you will know not only what should be done but also how it should be done for a given change.

The steps in Kotter’s change management approach have solid foundation in research on human psychology (e.g. sense of urgency, short term wins) and a way of organization works (powerful coalition, anchoring the changes).
Honestly..... go ahead

Do we really have permission?
School for Health and Care Radicals

More than 8,000 enrollees across 40 countries

Certified Change Agent

[Map of countries with a legend indicating enrollment numbers]
Connectivism

Learning is nurturing connections among a diversity of views

Source: http://www.slideshare.net/alwynlau/learning-theories-learner-needs
1. Being a health and care radical: change starts with me
2. Forming communities: building alliances for change
3. Rolling with resistance
4. Making change happen
5. Moving beyond the edge
The School is being formally evaluated by the Chartered Institute for Personnel & Development

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

The School is being formally evaluated by the Chartered Institute for Personnel & Development

Statistically significant positive effect on EVERY dimension of impact 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
THINK OUTSIDE THE BIN

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

© 2009
TOMFISHBURNE.COM

@HelenBevan
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
NHS Transformathon: the maker movement
...a hub for activists in health and care to learn, connect and mobilise for transformational change.

theedge.nhsiq.nhs.uk @TheEdgeNHS
Activists from 120 countries

21,000 active users

Used by 5,000 people each month
The Change Challenge

Tapping the collective brilliance of the NHS
• The biggest-ever digital campaign for EMAP (Health Service Journal and Nursing Times)

• **14,000** contributors to the joint campaign to “challenge top down change”

• Ground-breaking: the *first-ever* crowd-sourced theory of change in the NHS
Reach and scale:

• Contributors from 45 different countries

• 13,895 ideas, comments and votes shared - collectively identifying:

Final outputs were
• 10 barriers
• 11 building blocks
• 16 solutions
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
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

We need your help to capture redesign principles for care models

Welcome to Care Design 2016: a community for people who want to use their individual insight, ideas and experience to help capture a set of 'redesign principles' to accelerate the implementation of new care models in the UK and across the globe.

We've proposed 10 draft principles (plus a wildcard option) to kick things off...what do you think?

Here's 10 suggested redesign principles for care models...what do you think?

#8 Purposefully focus on the design and improvement of the system

https://nhsiq.crowdicity.com/
How to create a change platform #1

• Be clear about your intention or goal:
  • Solve a problem?
  • Learn from others?
  • Create solutions?
  • Mobilise for change?
  • Spread innovation?

• Articulate your mission

• Design the stages in your process
  • Sprints and hacks
How to create a change platform #2

• Identify the people you want in your community
• Identify how to reach them
• Find a platform
  • Existing or new
  • Free or paid for
  • Virtual or face to face
• Measure the outcomes (all the way through)
• Engage your community
• Set their expectations
• Keep the connections flowing
• Convert ideas to actions
• Always, always follow up
Help create a change platform in an hour

How might we implement overnight radiology services in a safe and appropriate way?

Welcome to our experiment in crowd sourcing, our aim is to showcase the use of Crowdsourcing in a Healthcare environment to improve quality and patient care. This community is open until Friday 22nd April will be officially launched at the International Forum on Quality and Safety in Healthcare on Thursday 14th April 2016.

Delivering a safe and quality service for our patients is always at the heart of everything we do in the NHS, but hospitals are under increasing pressure to reduce costs and provide more timely care. It is difficult to balance efficiency targets while ensuring quality of care is maintained.

Radiology is a key step in many patient pathways and the department is under great pressure to deliver fast results. In the last financial year, the Nottingham University Hospitals NHS Trust (NUH) undertook 58,500 CT scans and the department also has some of the hospitals greatest capital infrastructure costs.

There is a genuine need to increase efficiency and value in the Radiology services at NUH and the trust knows that they could increase the use of equipment by using it through the night. The question that they’re asking is:

How might we implement overnight radiology services in a safe and appropriate way?

https://horizons.crowdicity.com/
Thursday 14th April, 8am to 9am    room 9    #qfhorizons

@HelenBevan
Some lessons

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

OUR NEW POLAR SHIP NEEDS A NAME

#NameOurShip
TEN TIMES as many votes as the next most popular answer.
Boaty McBoatface Top Crowdsourced Name for New British Ship

Sometimes crowdsourcing works well, but many times it fails miserably – like when NASA asked the public for help in naming an area of the International Space Station and “Stephen Colbert” had more than six times the number of votes than any other option.

Well England’s Natural Environment Research Council (NERC) is learning the crowdsourcing lesson the hard way. The organization, which conducts scientific research, asked the public to name their new 287-million dollar ship, and the people answered. The frontrunner: RRS Boaty McBoatface.
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
Platforms are only as good as the people leading them.

Source of image: www.activationjourney.com
Three ways to connect!

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

2. Subscribe to theedge.nhsiq.nhs.uk

3. Get materials from theedge.nhsiq.nhs.uk/school
   ...and sign up for our monthly #EdgeTalks
   theedge.nhsiq.nhs.uk/edgetalks
We can use platforms for many purposes:

- Scale participation and collaboration
- Facilitate social interactions
- Connect individuals to communities (often on a long term basis)
- Facilitate mobilisation and move people to act together
- Connect people with the most appropriate resources
- Improve performance (by focusing on what they do best)
- Grow their footprint (by leveraging capabilities that in the past they would have had to own)
- Innovate (drawing on that vast majority of clever people who don’t work for us)
- Tap into creative new ideas and problem-solving from a broad and diverse range of people
- Facilitate learning
- Capture more value

Source: John Hagel
The era of change platforms

From....to

• Getting buy-in to co-creation of change
• Resource control to resource orchestration
• Internal optimisation to external interaction
• Urgency to cause and purpose
• Overcoming resistance to embracing diversity and dissent
• Small number of leaders to many leaders
• Pipelines to platforms
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