

Building a pathway into the future

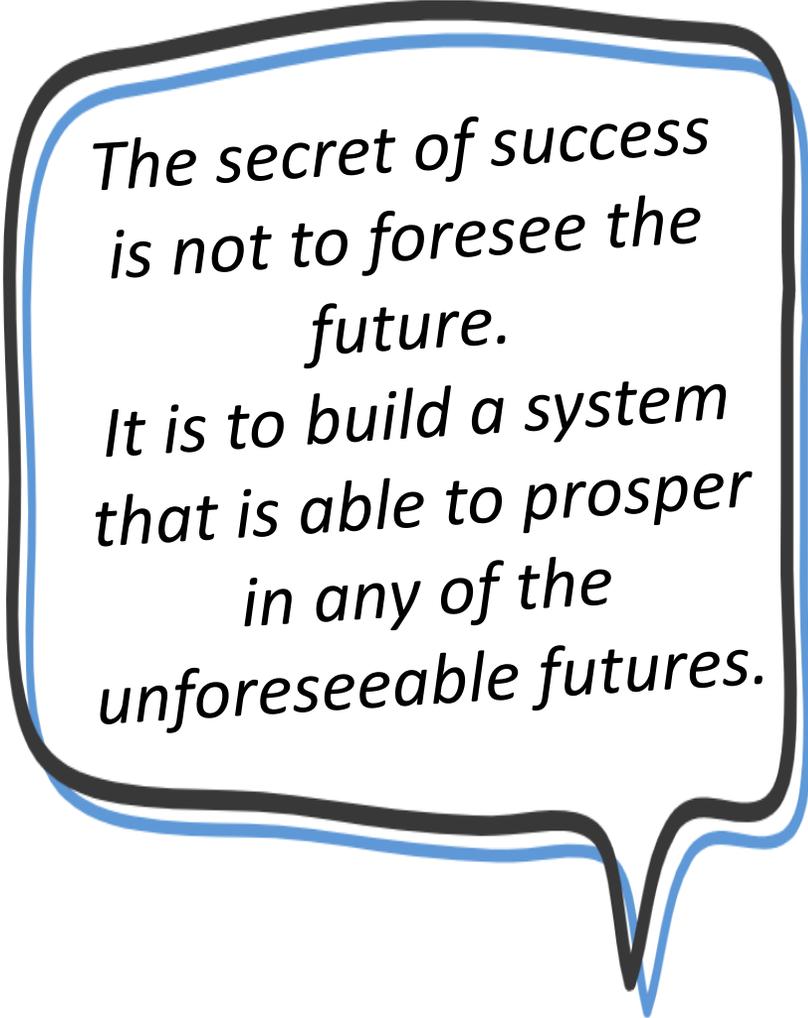
with

Dr Helen Bevan

Chief Transformation Officer, NHS Horizons, England

Based on work with **Goran Henriks**

Chief Executive of Learning, Jonkoping Region, Sweden



*The secret of success is not to foresee the future.
It is to build a system that is able to prosper in any of the unforeseeable futures.*

Michael Hammer, 1993

What kind of system do we want for the future?

Every system is perfectly designed for the results it gets



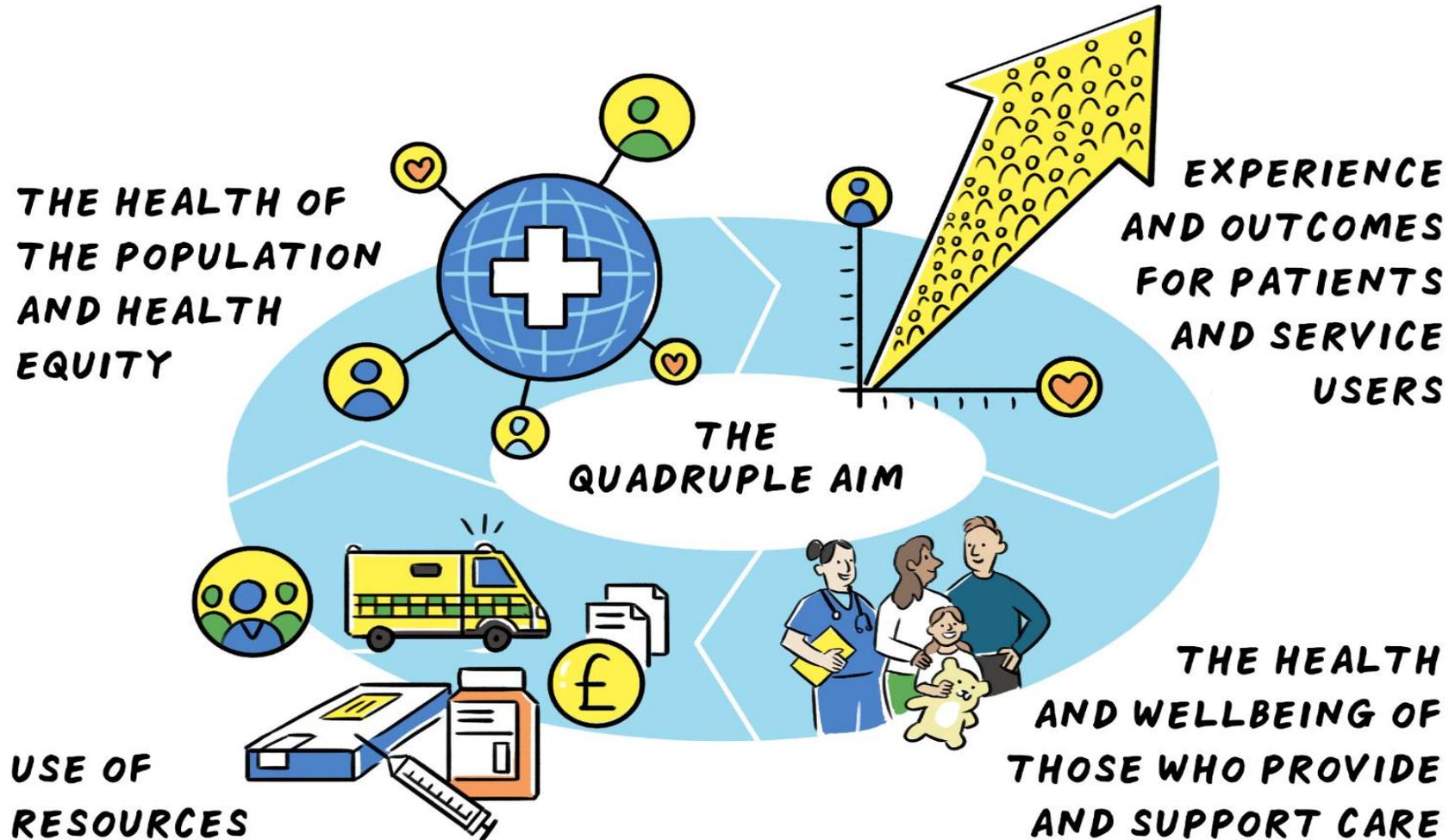
*"For a good life
in an attractive region"*



REGION JÖNKÖPINGS LÄN

**Our success is
measured in lives
and health**

The quadruple aim



Source: Improvement Directorate, NHS England and NHS Improvement, from a model created by the Institute for Healthcare Improvement

Simple Rules

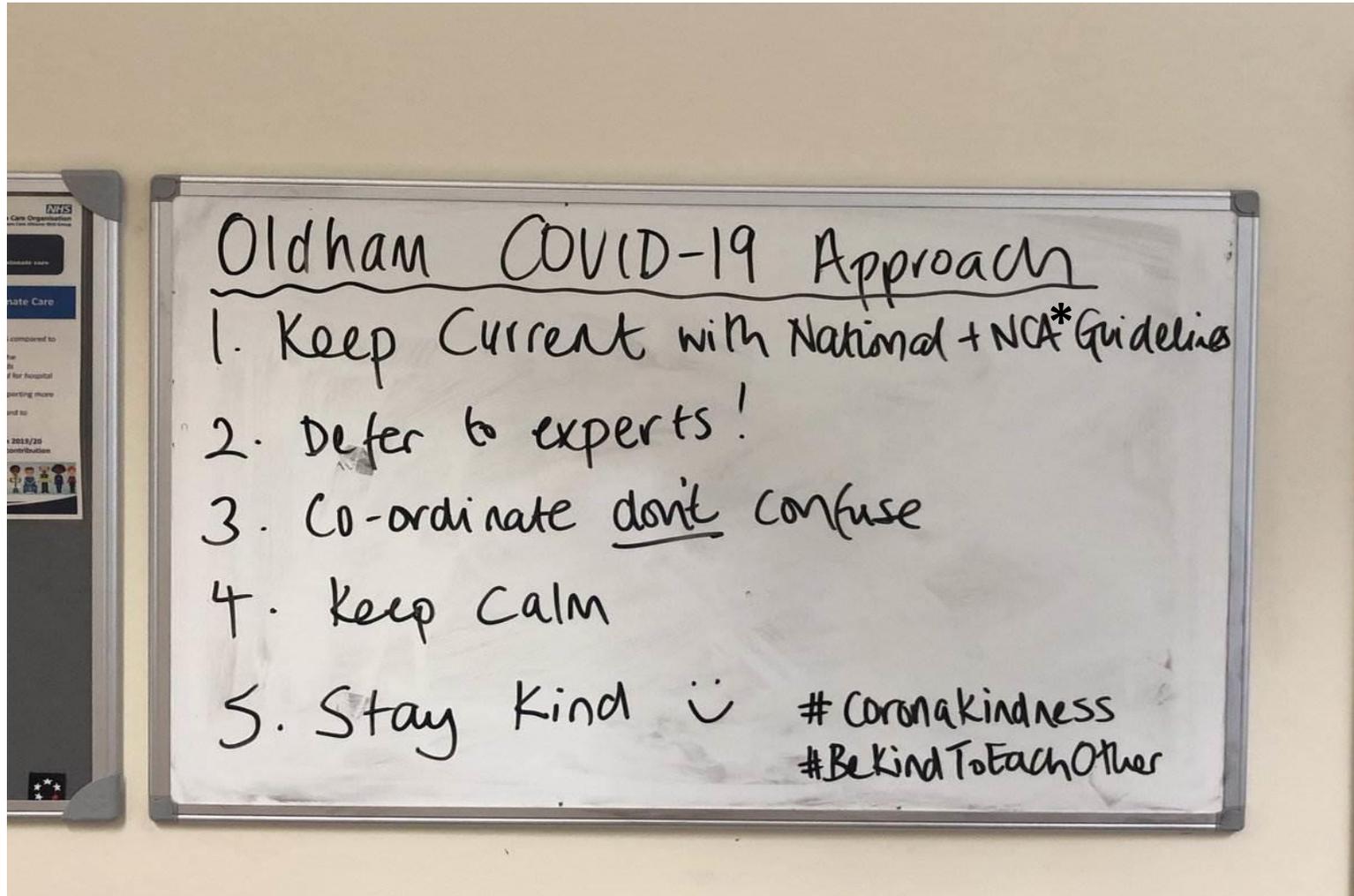
Simple Rules are sets of underlying principles or ways of thinking and behaving that govern the way that things operate



“A set of several simple rules leads to complex, intelligent behaviour. A set of complex rules often leads to a dumb and primitive behaviour.”

Michael Dubakov

Oldham: simple rules for Covid-19 response

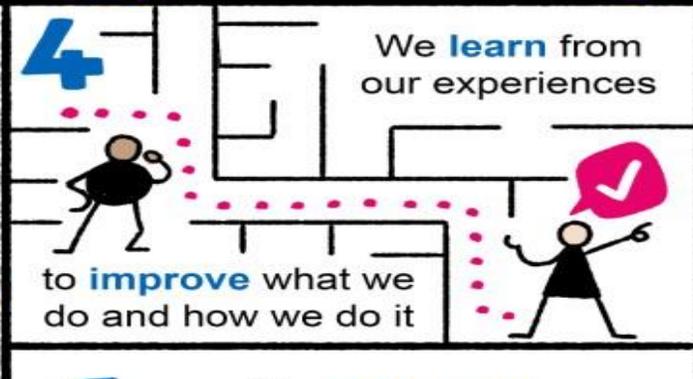


*Note: the NCA is the Northern Care Alliance, the local NHS system of which Oldham is part

NHS ENGLAND AND NHS IMPROVEMENT

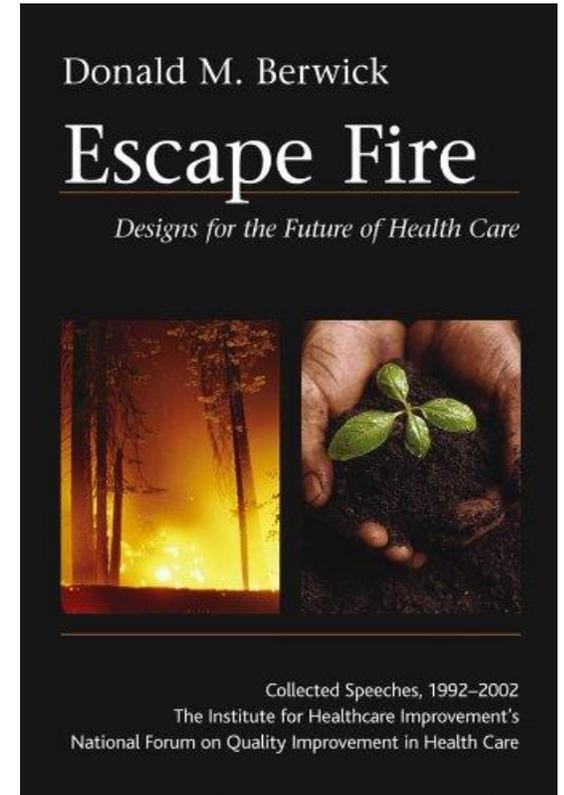
SEVEN WAYS FOR HOW WE WANT TO WORK TOGETHER



<p>1 We speak up especially when we see injustice and unfairness</p>  	<p>2 We celebrate the unique backgrounds and talents each colleague brings</p> 	
<p>3 We care about ourselves and others</p>  <p>and show this by our actions</p>	<p>4 We learn from our experiences</p>  <p>to improve what we do and how we do it</p>	<p>7</p>  <p>We work in smart ways valuing everyone's time</p>
<p>5 We actively seek out others to</p>  <p>collaborate in delivering our goals</p>	<p>6 We encourage people to make decisions</p> 	<p>Created by our workforce 2020 through eXchange</p>

8 simple rules for designing the future of health care

1. Name the problem
2. Build on successes
3. Take leaps of faith
4. Look outside medicine
5. Set aims and show constancy of purpose
6. Understand systems
7. Make action lists
8. Never, ever, lose sight of the patient as the central figure



Source: Frank Davidoff : summarising the underlying in principles in the book [Escape Fire](#) by Don Berwick, 1992-2002

Simple Rules

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CREATING TOMORROW TODAY: SEVEN SIMPLE RULES FOR LEADERS

1 DEFINE OUR SHARED PURPOSE

FIRST THE WHO. THEN THE WHAT

WHAT UNITES US?

2 ROOT OUR TRANSFORMATION EFFORTS IN A SENSE OF BELONGING

3 PREDICT & PREVENT

START AT AN EARLIER STAGE (UPSTREAM) IN THE INTERVENTION OR CARE PROCESS

4 SUPPORT PEOPLE TO BUILD THEIR AGENCY (POWER) AT EVERY LEVEL OF THE SYSTEM

UNDERSTANDING THAT IMBALANCES IN POWER & PRIVILEGE MEAN THAT PEOPLE HAVE UNEQUAL STARTING POINTS

5 EMBRACE CONTRADICTIONS AND TENSIONS

6 UNLEASH LEARNING AS A POWER FOR TRANSFORMATION

7 ACTION Small-scale CHANGES WITHIN A LARGE-SCALE FRAMEWORK

GRAPHIC PRODUCED BY Scriberia

HELEN BEVAN AND GÖRAN HENRIKS
#CreatingTomorrowToday

1

DEFINE
OUR
SHARED
PURPOSE

FIRST THE WHO.
THEN THE WHAT



WHAT
UNITES
US?

Why shared purpose?

[Shared] purpose goes way deeper than vision and mission; it goes right into your gut and taps some part of your primal self. I believe that if you can bring people with similar primal-purposes together and get them all marching in the same direction, amazing things can be achieved.

Seth Carguilo



@HelenBevantweet

OUR

Who are the people who will be impacted by the change?

Who will need to be part of the change?

Who has power to help make change happen?

SHARED

We come from different backgrounds, have diverse views and unequal levels of power and privilege..... but what unites us?

PURPOSE

Why are we taking action?

How does it connect to the things that really matter to us?





HOSPITAL

Campaign to 'end PJ paralysis' saved 710,000 hospital days

21 AUGUST, 2018 | BY JO STEPHENSON

A national campaign to end “pyjama paralysis” has helped reduce falls and pressure ulcers and cut the length of time people spent in hospital, according to an evaluation.

Our shared purpose: #EndPJParalysis

Our

Patients
Nurses
Families
Physios
Senior Leaders
Doctors
Care Assistants
Students

Shared

Anger and outrage at older patients deteriorating when we can do something about it.

Purpose

To make sure that every person in a hospital bed gets mobilised when they are ready (clinically and personally) and that every person gets choice and a chance for the future life they want.

#EndPJParalysis
HORIZONS

2

ROOT OUR TRANSFORMATION
EFFORTS IN A SENSE OF

BELONGING



Building belonging: a critical task for improvement leaders

How are you creating a sense of **belonging** so that everyone is seen and valued for our own **unique and authentic selves**?

Belonging counts more than diversity (the facts) or inclusion (a choice)

When we **feel** we belong, we thrive, and so do the people around us.



Anita Sands <https://anitasands.medium.com/diversity-and-inclusion-arent-what-matter-belonging-is-what-counts-4a75bf6565b5>

Belonging

A **feeling** of being accepted, included, respected, listened to and fully involved by those around you: in the team, organisation, improvement initiative, family, network or community



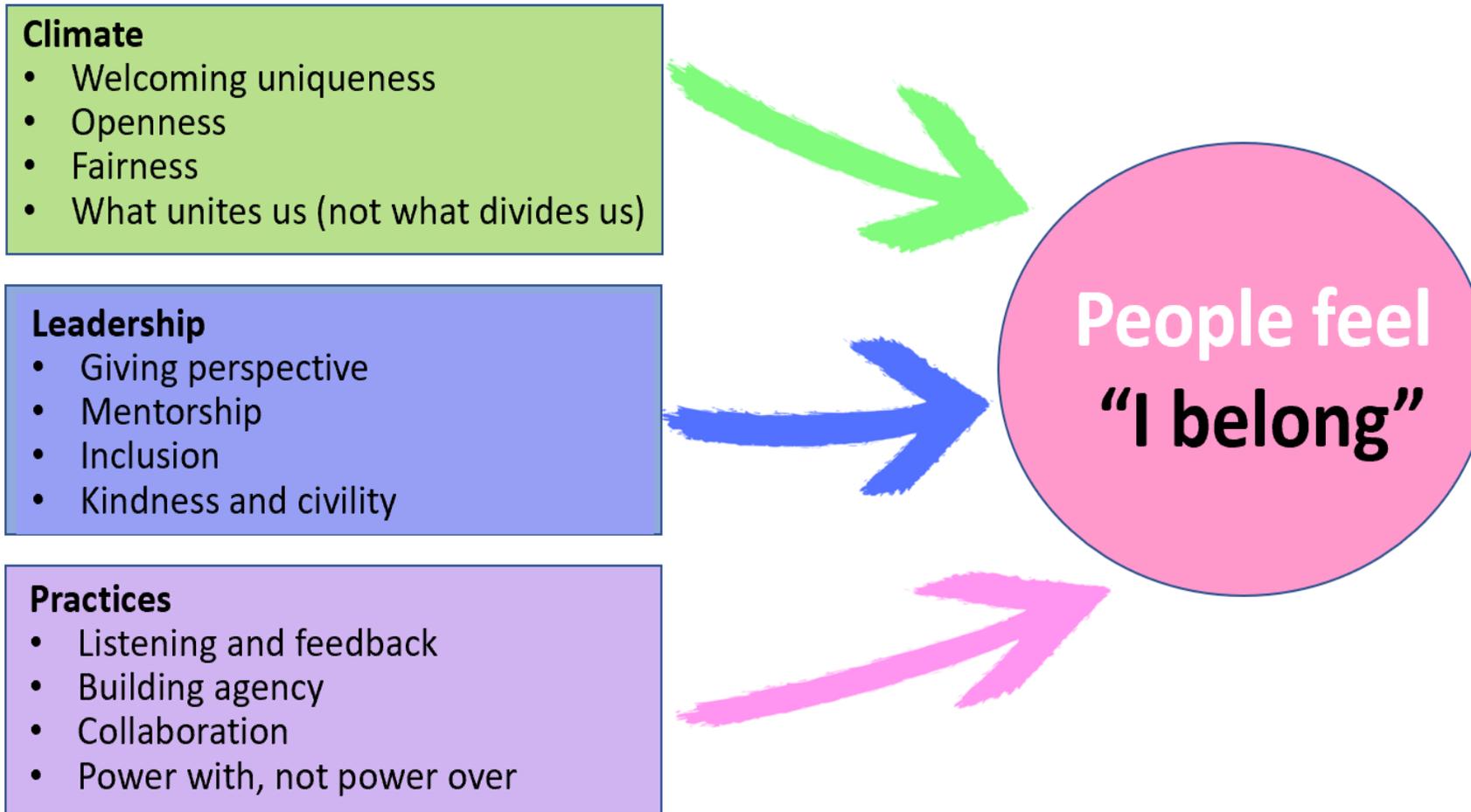
@LIZANDMOLLIE

Belonging: aim for the top right box

	Low belongingness	High belongingness
Uniqueness is valued	DIFFERENTIATION I am different I am uncomfortable	INCLUSION I belong I can be myself
Sameness is valued	EXCLUSION I do not belong I am not welcome	ASSIMILATION I can fit in I have to be guarded

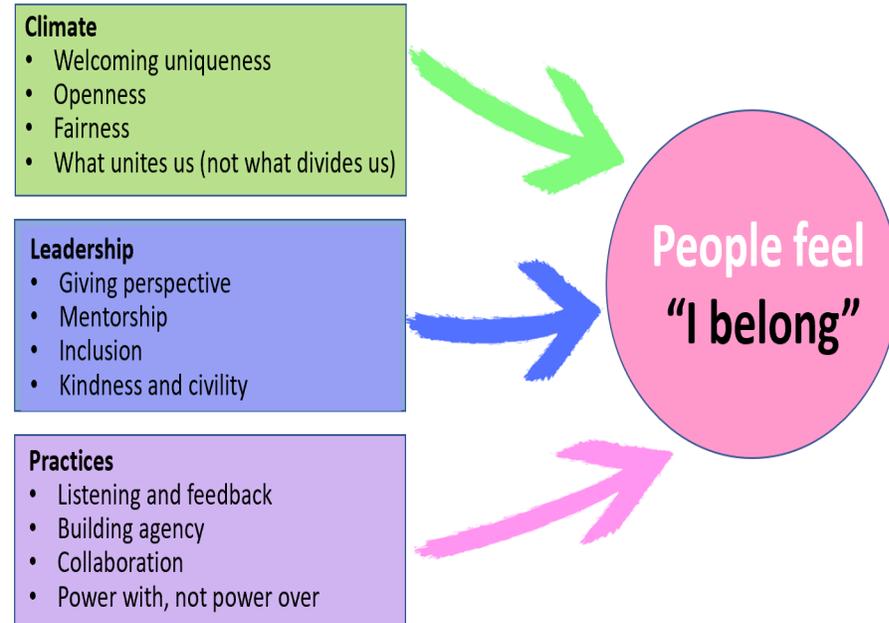
Sources: [Inclusion and Diversity in Work Groups: A Review and Model for Future Research](#) (2010) Lynn Shore and colleagues and [Why belonging is such a big issue in business today](#) (2020) Josh Bersin

How do we build belonging?



Belonging: questions to reflect on

- To what extent are we really getting to know the people in our teams and understanding the unique gifts that each person brings?
- Are we making the space in a virtual world (where the lack of direct contact makes feelings, emotions and reactions harder to gauge) to build belonging?
- Are we asking people if they *feel* they are included, *feel* they have power over the work or role they are allocated, *feel* they are in the know, and *feel* that their ideas are valued?



<https://joshbersin.com/2020/08/why-belonging-is-a-big-issue-in-business-today/>

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START AT AN EARLIER STAGE (UPSTREAM) IN THE INTERVENTION OR CARE PROCESS

4 **SUPPORT PEOPLE TO BUILD THEIR AGENCY (POWER) AT EVERY LEVEL OF THE SYSTEM**

UNDERSTANDING THAT IMBALANCES IN POWER & PRIVILEGE MEAN THAT PEOPLE HAVE UNEQUAL STARTING POINTS

5 **EMBRACE CONTRADICTIONS AND TENSIONS**

6 **UNLEASH LEARNING AS A POWER FOR TRANSFORMATION**

7 **ACTION** *Small-scale CHANGES* **WITHIN A** *LARGE-SCALE* **FRAMEWORK**

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Agency: The power and ability to make choices and act on them

Change agent: Someone who is actively developing the skills, confidence, power, relationships and courage to make a positive difference



Ten ways to build agency

1. Create **small Changes**
One step at a time.



2. Emphasise **progress**

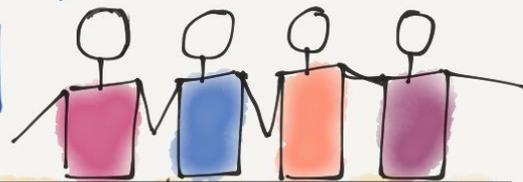
3. Reframe your **Thinking**

- failed attempts are **Learning opportunities.**
- Uncertainty becomes **Curiosity.**



4. Find your **Crew** (a group unified by a provocative idea)

5. Get **social support.**



You can't be a great change agent on your own!

6. Make Change **ROUTINE**
(rather than an exceptional activity)



7. Learn from the **Best!**

8. Think **STORY**



What are we/I doing? Why?
How do we/I tell our story?

9. Build a **Spectrum of allies.**
(not just people who support what you do!)

10. **PERSIST!**

"First they ignore you,
then they laugh at you,
then they fight you,
then - you WIN." Gandhi.



List created
by members of
@HorizonsNHS

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Questions for your breakout group

- Which of the seven simple rules speaks to you and why?
- What action can we take?

Time available 15 minutes

Nominate someone to make a key point from your group conversation in the chat box when we get back to the main room