Unleashing the transformational power of staff and patients

Helen Bevan
@helenbevan
#ALF2019
#ProjectA

"The most common way people give up their power is by thinking they don't have any."
-Alice Walker
@AACE_org #ALF2018event Simon Stevens @NHSEngland - “I will fund a 12 month programme within @horizonsnhs led by @helenbevan, to allow a cross section of frontline staff to share their experiences and gather a reflection of insights into the way #UEC is working on a daily basis.
The starting point
#Project A
UNLEASH

the collective brilliance of people who work in ambulance services
(with the help of a few critical friends)

COMFORMITY ZONE?

UNLEASH YOUR SUPER POWER

HUUH...

AH...
always

Starts on the fringe

Starts with the activists

Gary Hamel

@helenbevan #ALF2019 #ProjectA
We still organise health and care like the Tabulating Machine Co. of 1917
People who are highly connected have **twice as much** power to influence change as people with formal authority

Leandro Herrero

http://t.co/Du6zCbrDBC
Find the 3%!
Just 3% of people in the organisation or system typically influence 85% of the other people

Source: Organisational Network Analysis by Innovisor
Find the 3%:
meet Mandy Carney, Head of Patient Flow at Yeovil Hospital

• “Knows everyone in the hospital”
• “Everyone follows Mandy on Facebook”
• The go-to person for advice
• Mandy makes sense of things and reduces ambiguity for people
• Mandy presents her own monthly award “the Carney cup”
As senior leaders, we may be less influential than we think.

If we want to get the same level of influence through top-down change as the 3% get, we need **four times** more people.

Source: Jeppe Hansgaard
The 3% rule also appears true for social media

In health and healthcare globally, tweets by 3.3% of tweeters accounted for 85% of retweets

Source: research by Graham MacKenzie using NodeXL
The powerful clinical “superconnectors”

Source: NodeXL analysis @gmacscotland
The #ProjectA Decision-Making Process

- **ProjectA launch**: 23 June 2018
- **31,000 interactions**
- **608 ideas harvested**
- **89 ideas prioritised**
- **12 ideas tested**
- **July/August 2018**
- **Innovation Burst**: 26/27 September
- **October 2018**
- **5 Tweet chats**
- **Ideas Platform**

**Ideas to Implement**
Launch Event 28\textsuperscript{th} June
Film making in action!
Ideas platform 12th July to 5th September

Welcome

#ProjectA (for ambulance) is a year-long NHS project to implement the ideas of frontline ambulance staff in order to improve services across England. We would like to hear your ideas about improvements that would improve care to patients, help solve operational issues, and/or make working life better for... more

View challenges

The patient pathways challenge
How can we redesign pathways for specific groups of patients

The roles, practices, investing in a healthy work

Activity

Ian Baines has commented on "Mental Health Assessment Car" 44 minutes ago
Michael Gaga-Hale has commented

Leaderboard

1. Tyler Fawthrop
   363
2. Dari R
   301

Latest

1. Mental Health Assessment Car
   Posted in The patient pathways challenge
2. Specialisation in Mental health
   Posted in The roles, practices, investing in a healthy work

https://projecta.crowdicity.com/
Summer 2018

Five tweet chats

- Partnerships with patients and the public
- Patient pathways
- Wellbeing and career progression
- Partnership Working
- Thinking the Unthinkable

921 people participated
3211 tweets
326 new ideas generated

NodeXL from the first tweet chat
11,773
TOTAL TWEETS 🎉

57,972,594
Potential impacts 🎉

5,673,029
Potential reach 🎉

2,677
Contributors 🎉

4.40
Tweets/contributor 🎉
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<th>Total tweets</th>
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The Ideas - by popularity

- Staff wellbeing (72)
- Direct access (31)
- Equipment (10)
- Prevention & public health (23)
- Organisational change (sector) (64)
- Patient outcomes (14)
- Personalised care (24)
- Training and development (63)
- Taking personal responsibility (4)
- Community Asset (38)
- Better mental health support (20)
- Integration (68)
- Data sharing (29)
- Organisational change (system) (31)
- Information technology (34)
- #hello my name is... (7)
- Coproduction (15)
- Extended role (41)
- Clarity for the public (23)
What we are working on now

• Action on responding to people who fall
• Action on responding to people in mental health crisis and emotional distress
• Action on partnership: people, families and the wider community:
• Action on staff wellbeing
• A directory of good ideas
• Virtual collaboration
Everyone is working in silos. Need to join up more.

There is a person behind the mental health story/experience.

Mental health

Metamorphosis through positive outcomes from difficult experiences. We are better people.

There are blurred lines between our personalities, life experiences, coping strategies, and our mental wellbeing.

Mental health can unite or divide us.

We've all seen gardening, parks, places and can tell the tale of experience with a desire to open doors.

WAST framework presents WAST framework at #ProjectA Falls collaborative. @WAST #ProjectA
The process has been 90% virtual
The Ambulance Chief Executives are embracing the opportunity
We take steps forward every day.

Thanks for letting @AnnaParry12 and I talk you through #ProjectA and for QGARD members stepping forward in wanting to support the Improvement Leaders network that is developing @horizonsnhs @AACE
The NHS Long Term Plan

4.44 The best solutions come from staff themselves. Talk Health and Care allows staff to post ideas, questions and challenges, and is already providing useful insights into the experiences of our people. NHS England is also backing #ProjectA, a 12-month, staff-led engagement exercise with 2,000 staff across all 10 ambulance trusts in England. Teams of ambulance staff and patients identified six priorities to be implemented across the country, including how to reduce stress and isolation for frontline staff.
Mark Jaben on the science behind resistance

But what we do do

What NOT to do

- Issue
  - desired outcome
  - options
  - choice

Engage people here
Mark Jaben on the science behind resistance

What NOT to do
(but what we usually do)

- Issue
- desired outcome
- options
- choice

Engage people here

What TO do

- Issue
- desired outcome → Shared outcome
- options
- choice

Engage people here

We don’t need buyers (who “buy-in” to change)
We need investors
People engage because they want to, not have to
Understand the power of informal influence
Find your superconnectors
It doesn’t always have to be face to face
Create investors not buyers
Never underestimate the power and potential of frontline staff

@HelenBevan ALF2019 ProjectA
Join the School for Change Agents

2019 live webinar dates:
Five modules over five weeks:

16 May
23 May
6 June
13 June
20 June

at 3pm UK time.

Recordings will be available.

(note: there is no live webinar on 30 May)

Why join The School for Change Agents?
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