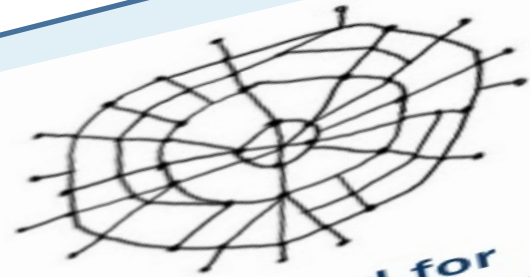


Disruption, an agent of constructive change



Designed for
DIVISIONS



Designed for
CONNECTIONS

Jackie Lynton @Jackie Lynton

Horizons Group



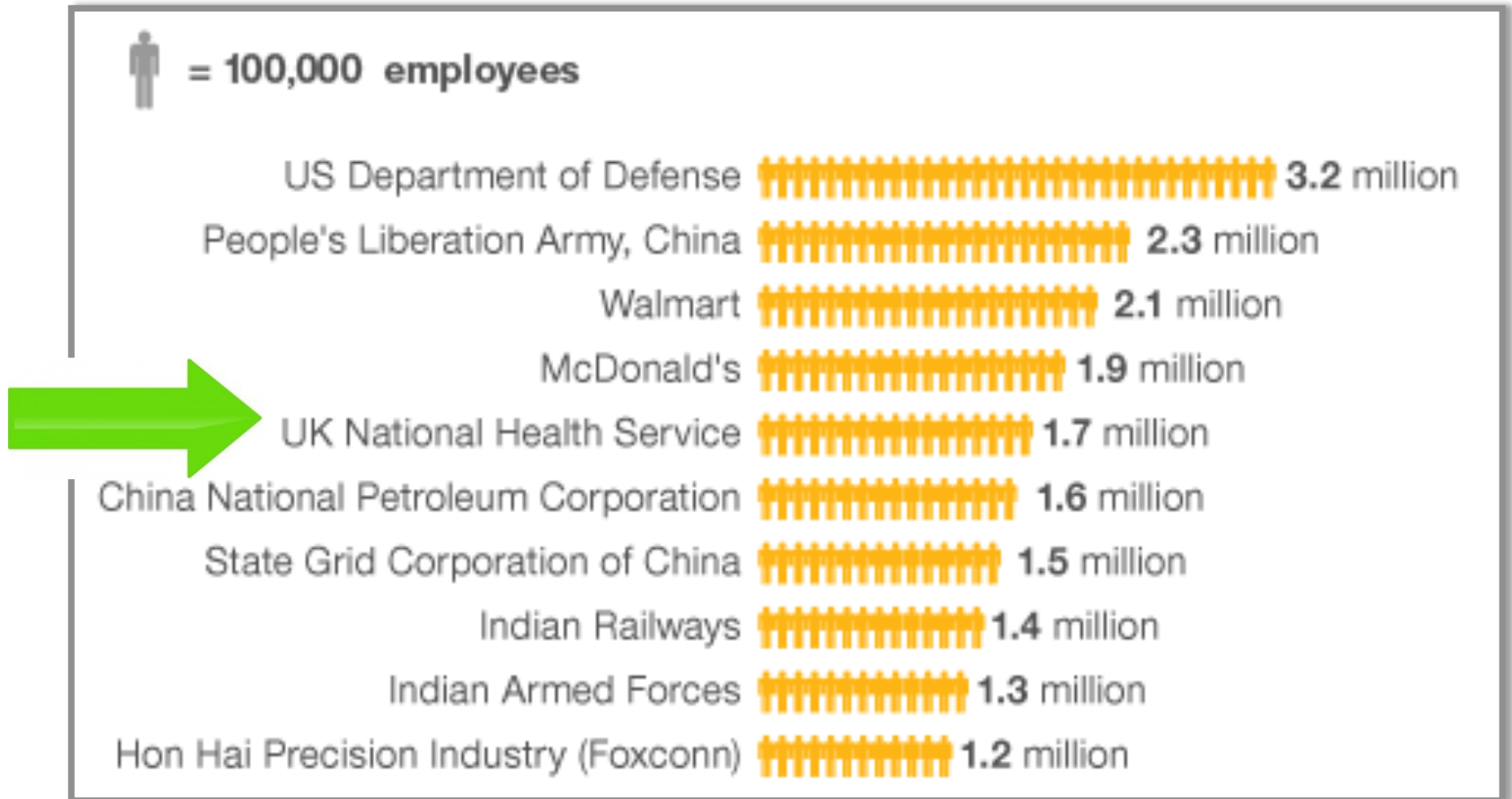
Small team

Operate at the edge of current thinking and change

Share the disruptive power of connecting, leading edge knowledge, transformation and innovation

Connect people to empower them, to help health and care to think differently about the rules of change and make sense of it in their own context

The NHS is the 5th biggest employer in the world



NHS: facts and figures

- Provides comprehensive healthcare to **54** million people
- Sees a million patients every **36** hours
- Dramatic improvements in care over **15** years
- Ranked the highest performing health system of 11 industrialised countries (Commonwealth Fund, USA)
- **Three giant challenges:** Five Year Forward View
 - The health and wellbeing gap
 - The care and quality gap
 - The funding and efficiency gap



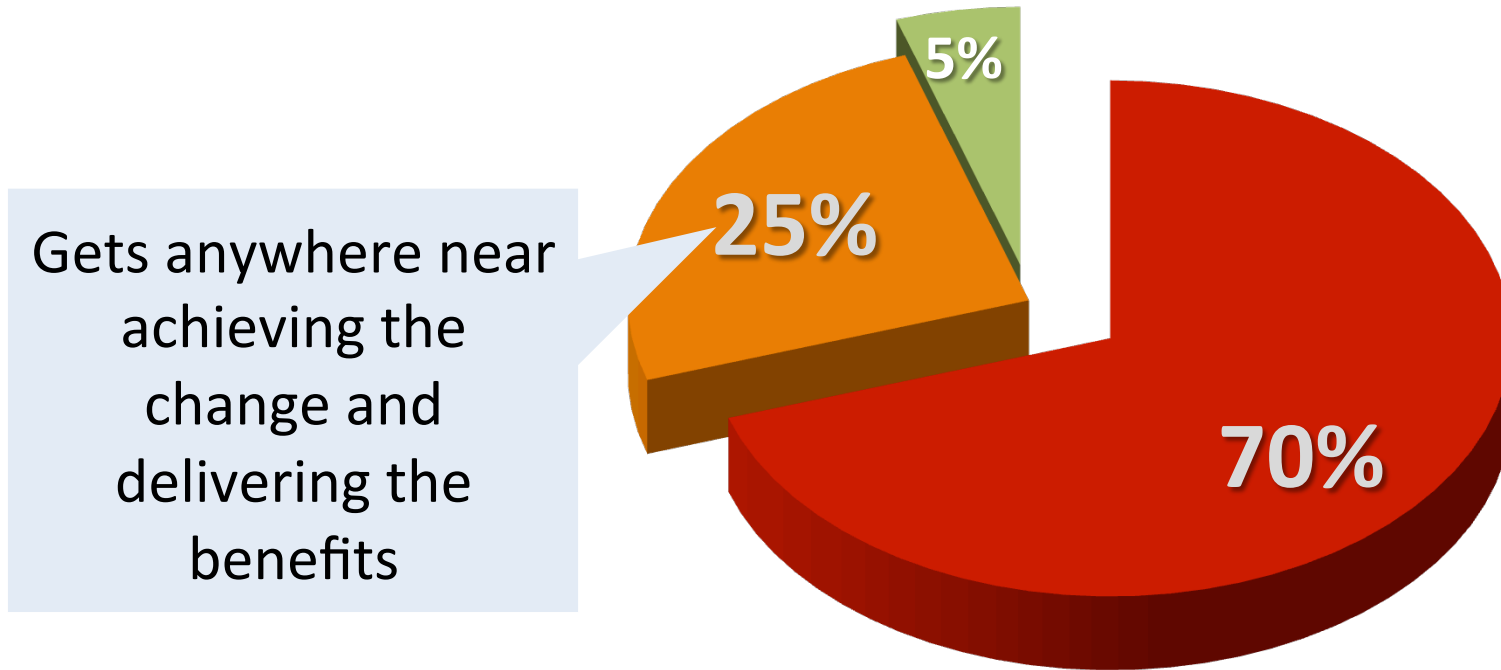
Where are we?

“The dominant NHS approach [to leadership] is typified by laying down demanding targets, leading from the front, often being reluctant to delegate, and collaborating little – and is the consequence of the health service focusing on process targets, with reward dependent on meeting them.”



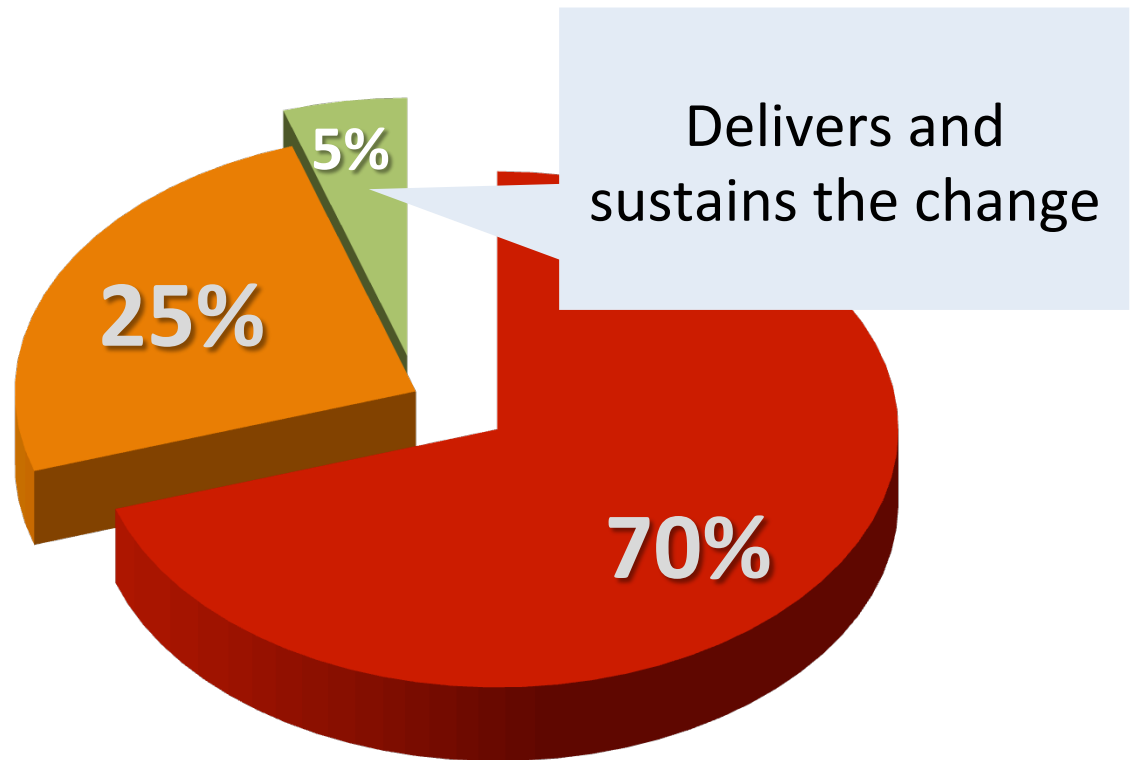
Source: Kings Fund *Leadership for engagement and improvement in the NHS*
http://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/leadership-for-engagement-improvement-nhs-final-review2012.pdf

Most large scale change doesn't fully deliver its objectives



Source: *McKinsey Performance Transformation Survey*, 3000 respondents to global, multi-industry survey

Most large scale change doesn't fully deliver its objectives



Source: *McKinsey Performance Transformation Survey*, 3000 respondents to global, multi-industry survey

Building on a legacy of social movement thinking for the NHS

NHS
Modernisation Agency

'TOWARDS A MILLION CHANGE AGENTS'
A REVIEW OF THE SOCIAL MOVEMENTS LITERATURE: IMPLICATIONS FOR LARGE SCALE CHANGE IN THE NHS

Paul Bate¹, Helen Bevan², Glenn Robert³

Institute for Innovation
and Improvement

THE POWER OF ONE, THE POWER OF MANY

BRINGING SOCIAL MOVEMENT THINKING TO HEALTH
AND HEALTHCARE IMPROVEMENT

Jo Bibby
Helen Bevan
Elizabeth Carter
Paul Bate
Glenn Robert



MANCHESTER
1824

The University of Manchester
Manchester Business School

NHS

Improving Quality

Mobilising and organising for
large scale change in healthcare

**'The Right Prescription: A Call to Action on the use
of antipsychotic drugs for people with dementia'**

November 2013

**QUALITY AND SAFETY
IN HEALTH CARE**

Current TOC | Instructions for authors

Qual Saf Health Care. Feb 2004; 13(1): 62-66.
doi: [10.1136/ashc.2003.006965](https://doi.org/10.1136/ashc.2003.006965)

**The next phase of healthcare improvement: what can we learn from social
movements?**
P Bate, G Robert, and H Bevan

PMCID: PMC1758052

Bringing Social Movement Theory to Healthcare Practice in the English National Health

Paul Bate

Glenn Robert

A disruptive case study:



Creating a mass movement of people working together in and with the NHS demonstrating the difference they can make, by one simple act for sustainable improvement



Probably the biggest day of collective action for improvement in the history of the NHS

“The audacity to imagine.....”

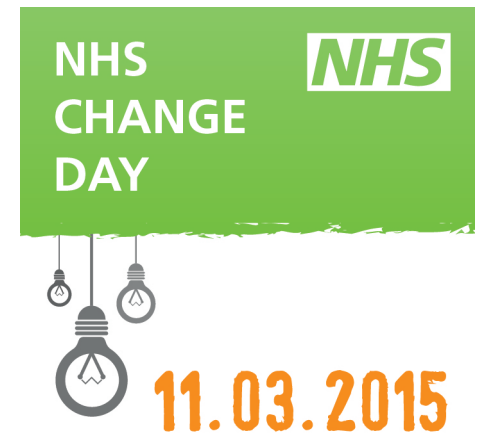
2013



2014



2015





**Have to
do**

**Shared purpose
Goal – 65,000 pledges
Core leadership team
Set a date
Website
Personal pledge
Social media
Took risks
Courage & belief
Kept it simple!**



**Want to
do**

NHS CHANGE DAY
Do something better together

NHS CHANGE DAY
Do something better together

NHS CHANGE DAY
Do something better together

NHS CHANGE DAY
Do something better together

Care

Maker

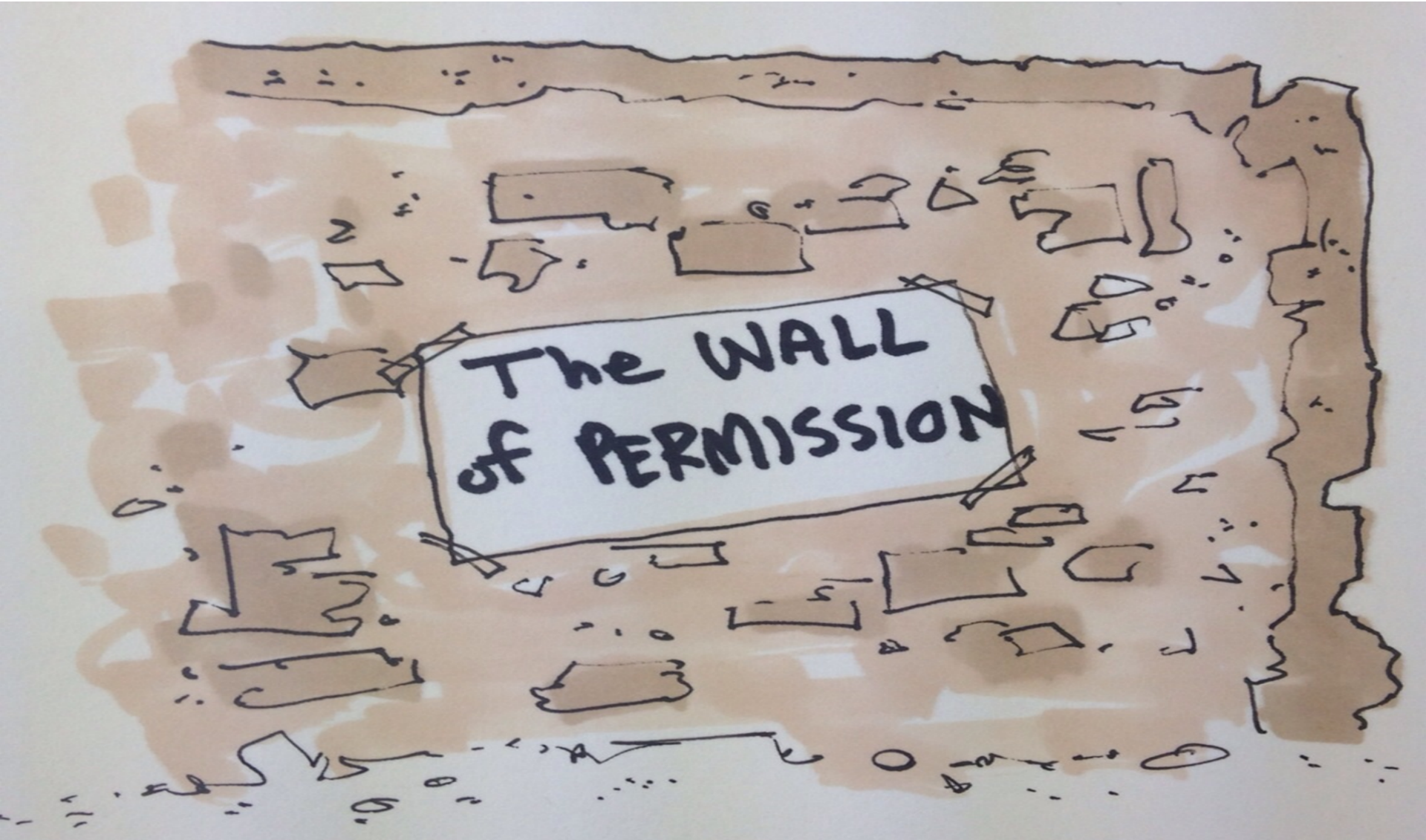
Change
starts
with
me..

...Making
a
difference

Change
Activist

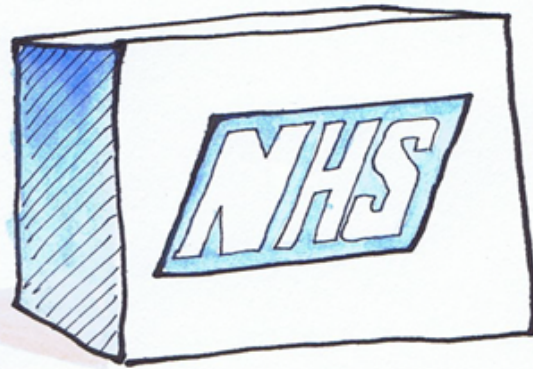
Anyone can pledge – it's personal to you!

What was happening in 'the system' at the time that resonated and enabled Change Day to happen?

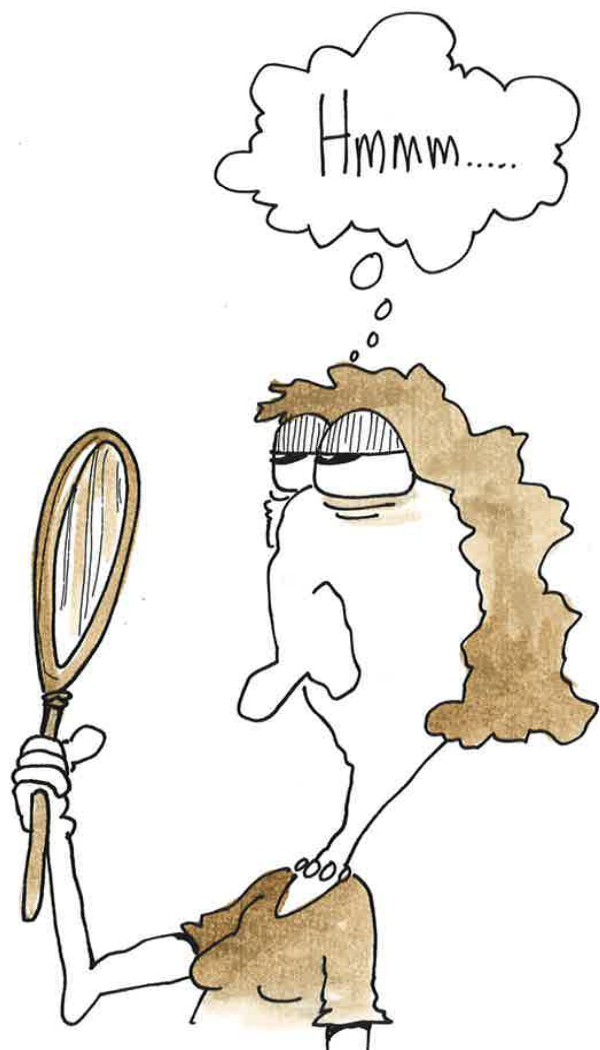


Honestly.....
go ahead

Do we really
have permission?



**‘Can I really make
the change?’**



**Will ‘the system’ really
ALLOW me?**



Owned by the grassroots

Unleashing the energy



Vs



The more you do what you love the more energy you have
Leadership Freak

Volunteers – leaders everywhere

NHS CHANGE DAY

Do something better together

98% of activity via volunteers

www.changeday.nhs.uk

#NHSChangeDay

Do something better together



**Holding each
other to
account
rather than
performance
management**



Bottom up approach with top down support

I urge as many people as possible to give their support"

Jeremy Hunt
Secretary of State for Health

"NHS Change Day is a fantastic opportunity to join a movement of young leaders who want to make a difference in the NHS

It's especially an opportunity for the next generation of junior doctors to effect change in a practical and sustainable way"

Professor Sir Bruce Keogh
National Medical Director

Jane Cummings
Chief Nursing Officer England



13th March 2013



**189,000
actions**

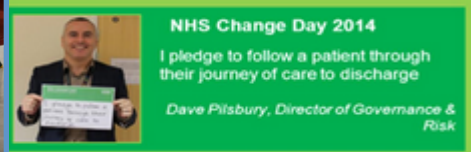
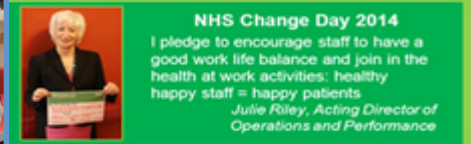
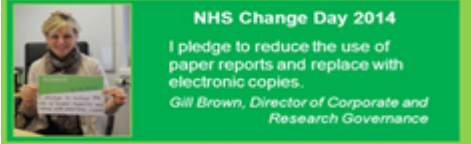
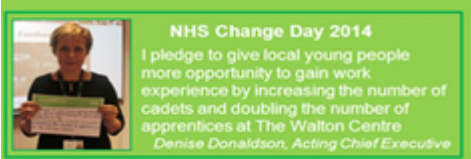
13th March 2013

Change Day 2014:

hello my name is...

more than 800,000 pledges to take action

- 81 separate Campaigns
- 86 million twitter impressions
- 35,400 video views
- 95,000 daily reach on Facebook



NHS CHANGE DAY
Do something better together



I pledge to...

Undergo the same preparation that my patients do for CT colonography so that I have a better understanding of how it feels.

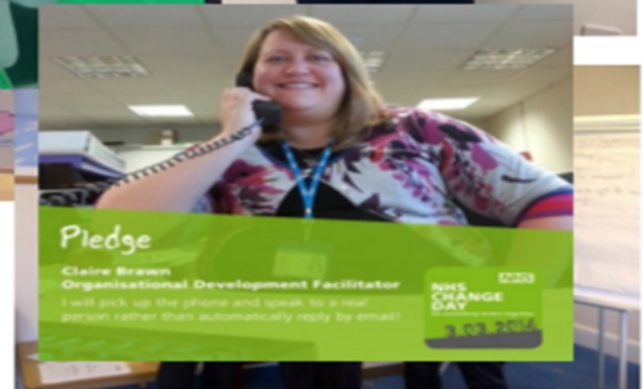
Dr Vikas Shah | Consultant Radiologist | Leicester



Change Day pledges and stories

PLEDGE

'...the floodgates of change open'



My pledge.....



*Don't let hierarchy
get in the way of
patient care*

What I did

**Worked with senior
leaders at an early stage,
seeking their support with
an explicit understanding
that they respected the
grassroots nature of
Change Day**

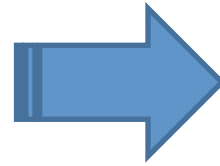
**Fun day for children
with a stomas**



Support group



NHS CEO national pledge



National campaign to get speedy access to NHS wheelchairs for those with complex needs



30% improvement in staff survey to question: 'Would you feel confident your hospital would address your concern?'

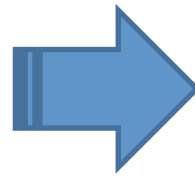


***Ashley Brooks
Patient Champion***

A promotional poster for 'The Guardian Service' at Barking, Havering and Redbridge University Hospitals NHS Trust. The poster features a stylized blue logo of a person with wings. A blue circular badge in the top right corner says 'Starts 27th June 2013'. The text reads: 'THE GUARDIAN SERVICE PROTECTING YOUR CONFIDENTIALITY ADVOCATING PATIENT CARE HERE TO LISTEN'. Below this, it states: 'We are launching the Guardian Service, a new private and confidential service, all staff can use, when raising any issues and concerns. Now, as well as talking to your supervisor, line manager or following the Speak up for a Healthy Trust, whistleblowing policy you can use the new Guardian Service.' Contact information is provided: 'Contact the Guardian Service: Phone or text: 07966 508604 Email: guardianservices@bhrhospitals.nhs.uk Post: Send to Guardian Service via the post room'. A note says: 'Drop in sessions are available, to find out session times and additional details visit the intranet.' At the bottom, it quotes 'IT'S EVERYONE'S RESPONSIBILITY...' from the FRANCIS REPORT 2013. The NHS logo and hospital name are at the bottom right.

'Change Day gave me the permission to use my energy in the direction I wanted to use it'

Students swap places with patients in a mock nursing unit

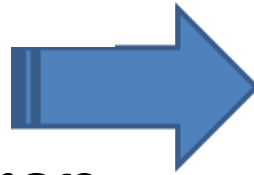


Change in University nursing curriculum



Louise Trowse – Second year student

**Tasting common
medicine for children**



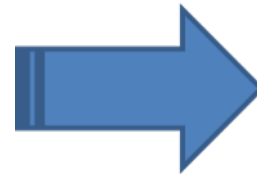
**Discussing pharmacy
methods of improving
the taste**



“The single most important skill I learned from improvement leaders was narrative. It connects us to the reasons we were called to work for the NHS. It will stay with me the rest of my career.”

Dr Damian Roland

Jeharna sings for children in hospital to say thank you



Staff feel appreciated



'I wanted to say thank you to NHS staff for the way my brother was looked after when he got knocked over,'



A global movement was born



<http://youtu.be/g8nJ0-bDF5I>

What have we learnt?

- We must activate the mavericks, radicals, rebels and heretics
- From the top of the hierarchy:
 - You CAN support and enable a social movement
 - You CAN join forces to achieve shared purpose
 - You CAN utilise movement principlesBUT you CANNOT lead or drive it
- It's not enough to mobilise, we have to organise
- There is a massive untapped reservoir of energy and talent out there and the potential is outstanding



Four ways to connect with us!

1. Follow on Twitter
[@Jackie Lynton](#)

2. Subscribe to  TheEdge.nhsiq.nhs.uk

3. Enrol for *The School for Health and Care Radicals*: next term starts 30th January 2015

4. Engage with *NHS Change Day 2015*: 11th March
www.ChangeDay.nhs.uk