



Don't forget to join in the
conversations on twitter
Tweet us at #quality2019

C1 #qfc1

Using virtual collaboration methods to

UNLEASH

the collective brilliance of people in healthcare

Helen Bevan

Bev Matthews

Kate Pound

Jodeme Goldhar

@HelenBevan

@BevMatthewsRN

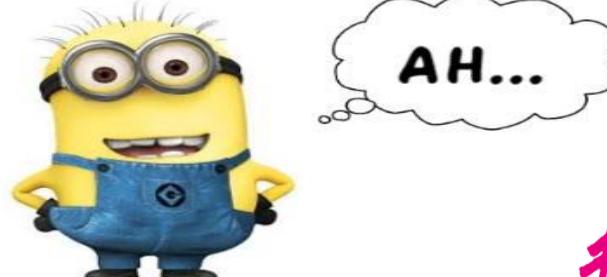
@KateSlater2

@JodemeGoldhar

COMFORMITY ZONE?



UNLEASH YOUR
SUPER POWER



Source of image:vivianaandrew.com

#VirtualCollaborate
Health and care improvement in a virtual world

What we will cover



- Why we need virtual collaboration methods
- Four case studies:
 - #ProjectA
 - Nursing Now England
 - The NHS Continuing Healthcare Virtual Collaborative
 - International Foundation for Integrated Care
- What the future holds

1 PEOPLE own what they HELP CREATE

We create spaces where people with a diversity of views and experiences can come together and co-create the future so we get...



2 REAL CHANGE

takes place in REAL WORK

We support the frontline staff who do the work to share ideas, experience and operational practise to speed up...



3 The people who do the work do the CHANGE

We help people, staff and patients to build their POWER to make a difference



The HORIZONS TEAM

This is what we do



4 CONNECT the system to more of itself

We connect thousands of people to each other, through social networks, virtual communities and social media



Principles taken from Myron Rogers: "Myron's Maxims"



www.sli.do

Enter event code

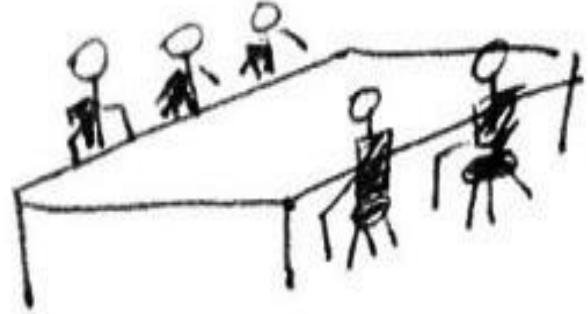
JOIN

Today's event code is...

#Quality2019

Go to Hall 3

A poll



Do you know :

- **The person to the right of you?**
- **The person to the left of you?**
- **The people on both sides?**
- **Neither of them?**

www.slido.com

#Quality2019

Hall 3

Question 1



Which platforms do you usually use at least once a day, at least five days a week?

Facebook

Face to face meeting

WhatsApp

Virtual (video) meeting

Telephone conference call

Twitter

Yammer (or similar Enterprise Social Network)

LinkedIn

Slack

Instagram

Email

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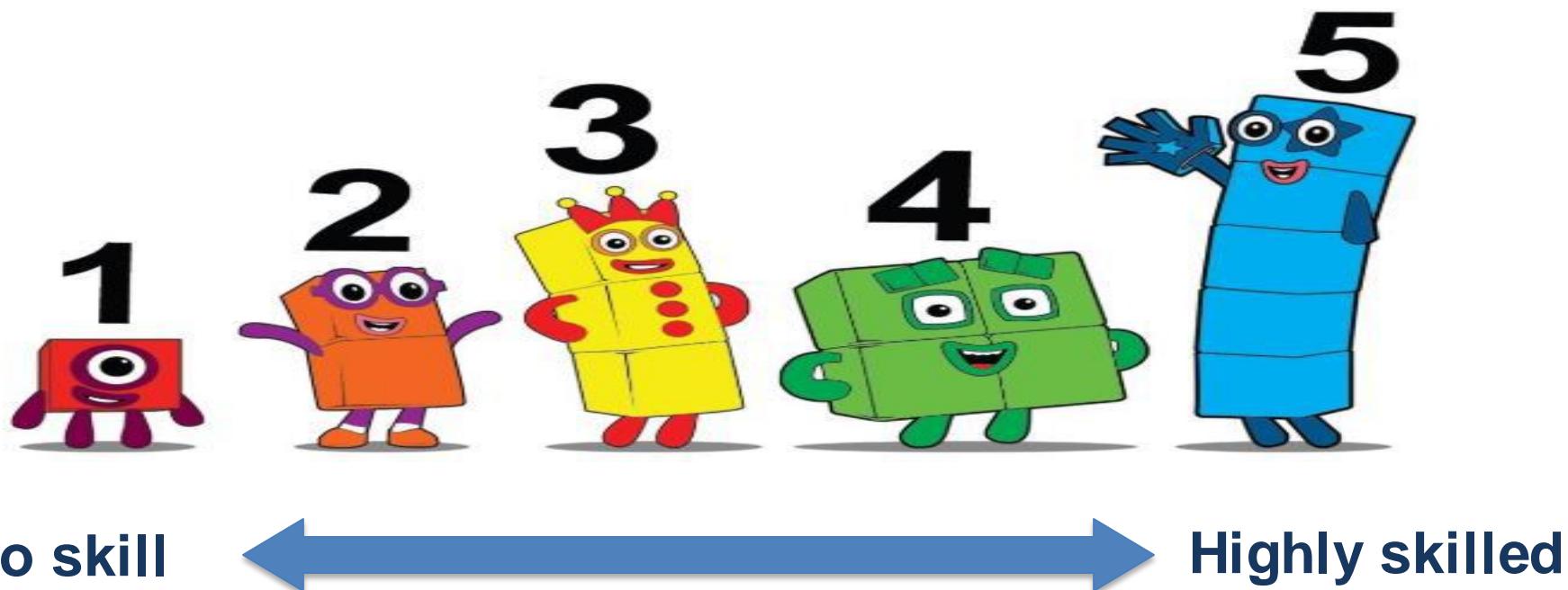
#Quality2019

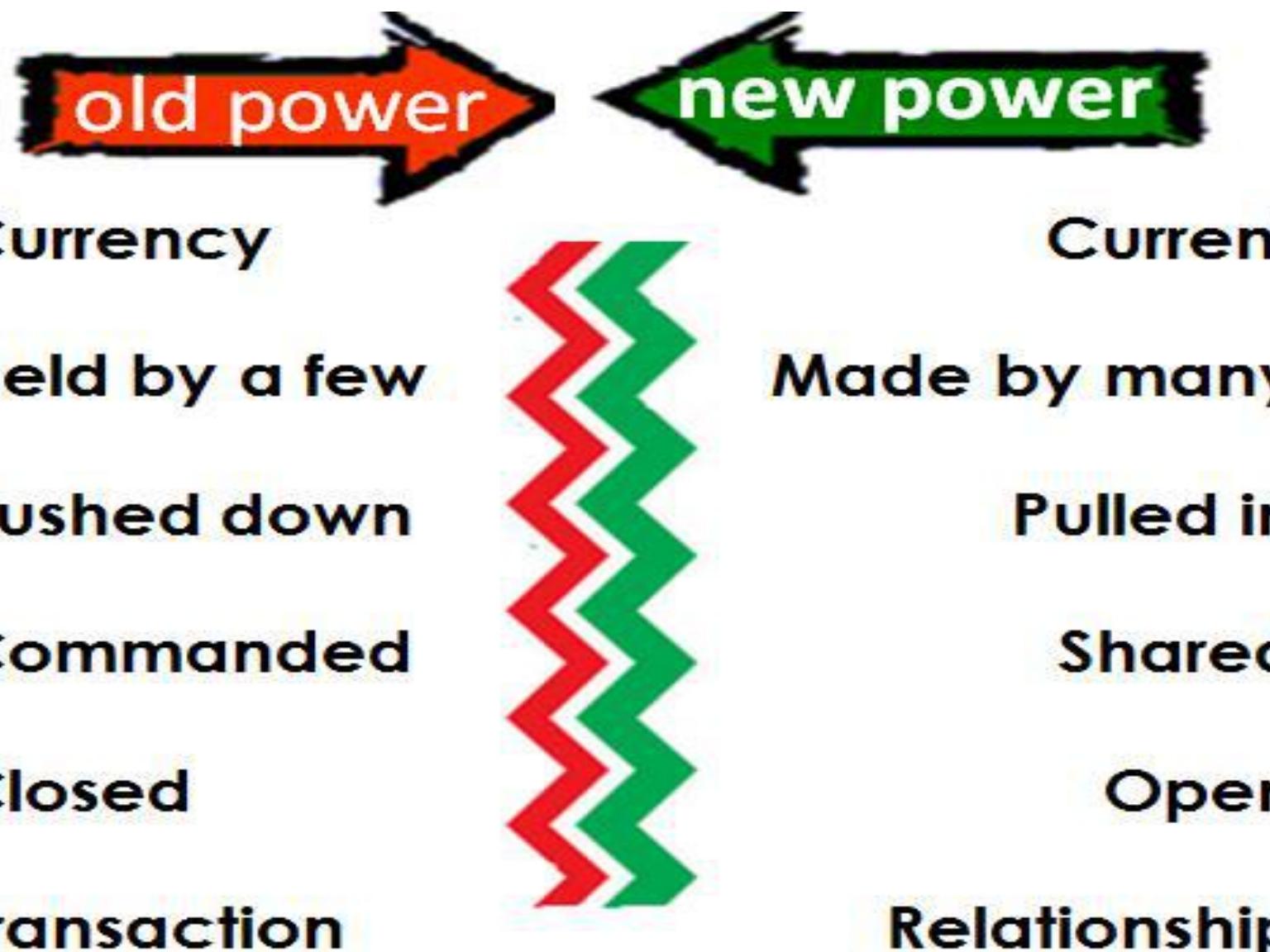
Hall 3

#VirtualCollaborate
Health and care improvement in a virtual world

A poll

What is your level of skill in collaborating for improvement through virtual systems?





old power

new power

Currency

Current

Held by a few

Made by many

Pushed down

Pulled in

Commanded

Shared

Closed

Open

Transaction

Relationship

Jeremy Heimens, Henry Timms
This is New Power

Tomorrow

The old paradigm of work is fading away...

The future is about accelerated delivery, fuelled through relationships and connections at minimal cost

*“Virtual collaboration opens significant opportunities on the time ratio of
INPUT (dead time)
to
OUTPUT (impact)”*

Mohammed Tanweer, economist

More FOCUS on



Networks



Communities



Informal
Power

Directions in Making



LARGE SCALE CHANGE HAPPEN

Less Formal Change Management

More Choreography

More VIRTUAL CONNECTION



Identifying and working through SUPER CONNECTORS



MORE

30, 60, 90

DAY CHANGE CYCLES

YOUNG LEADERS at the HEART of CHANGE



Less CHANGE Programmes

More Platforms

Less "TOP-DOWN BOTTOM UP"

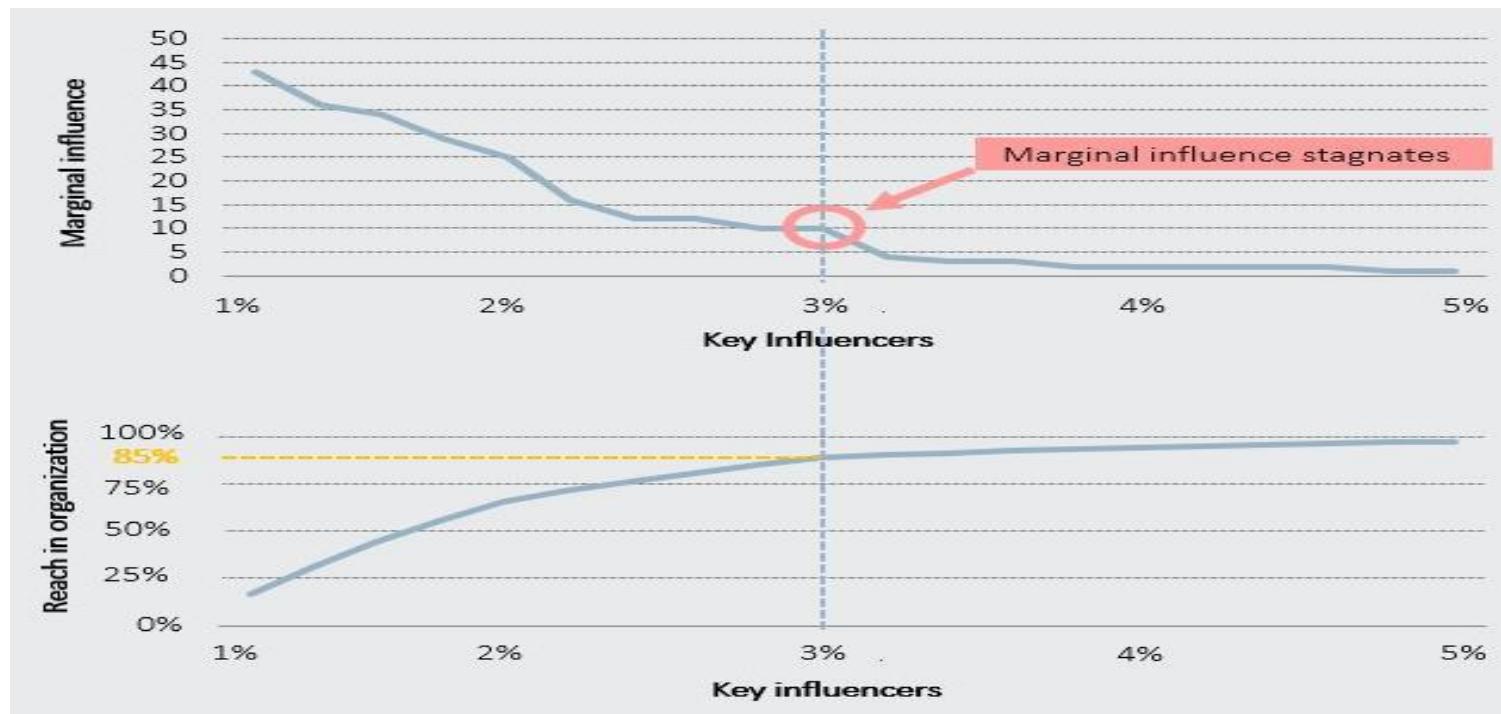
More "INSIDE-OUT, MIDDLE-LED"

LESS

ONE OR TWO YEAR Change Programmes

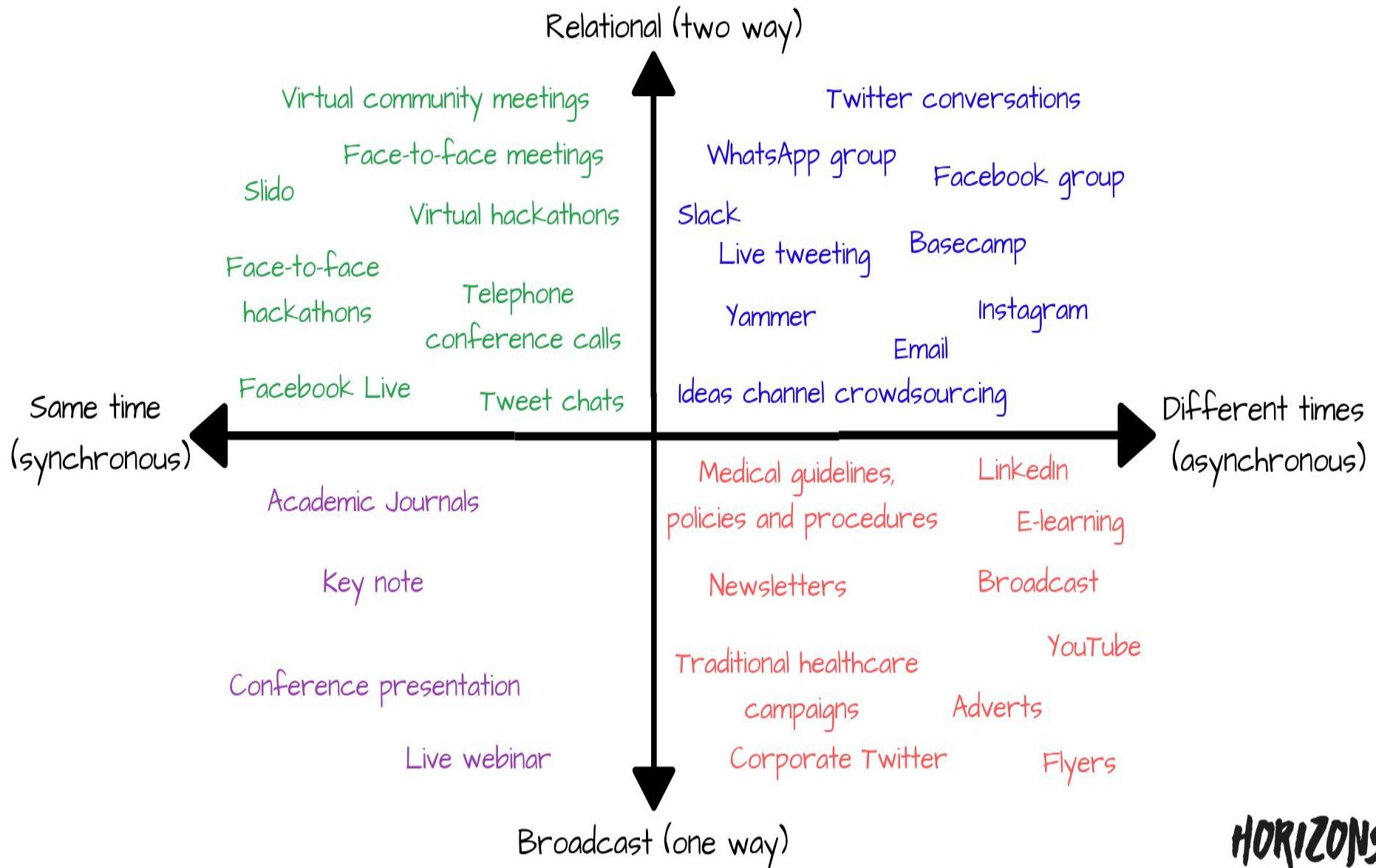
Find the 3%!

Just 3% of people in the organisation or system typically influence 85% of the other people



Source: Organisational Network Analysis by Innovisor

Connecting, Communicating, Collaborating



#ProjectA: the starting point



What happened next.....



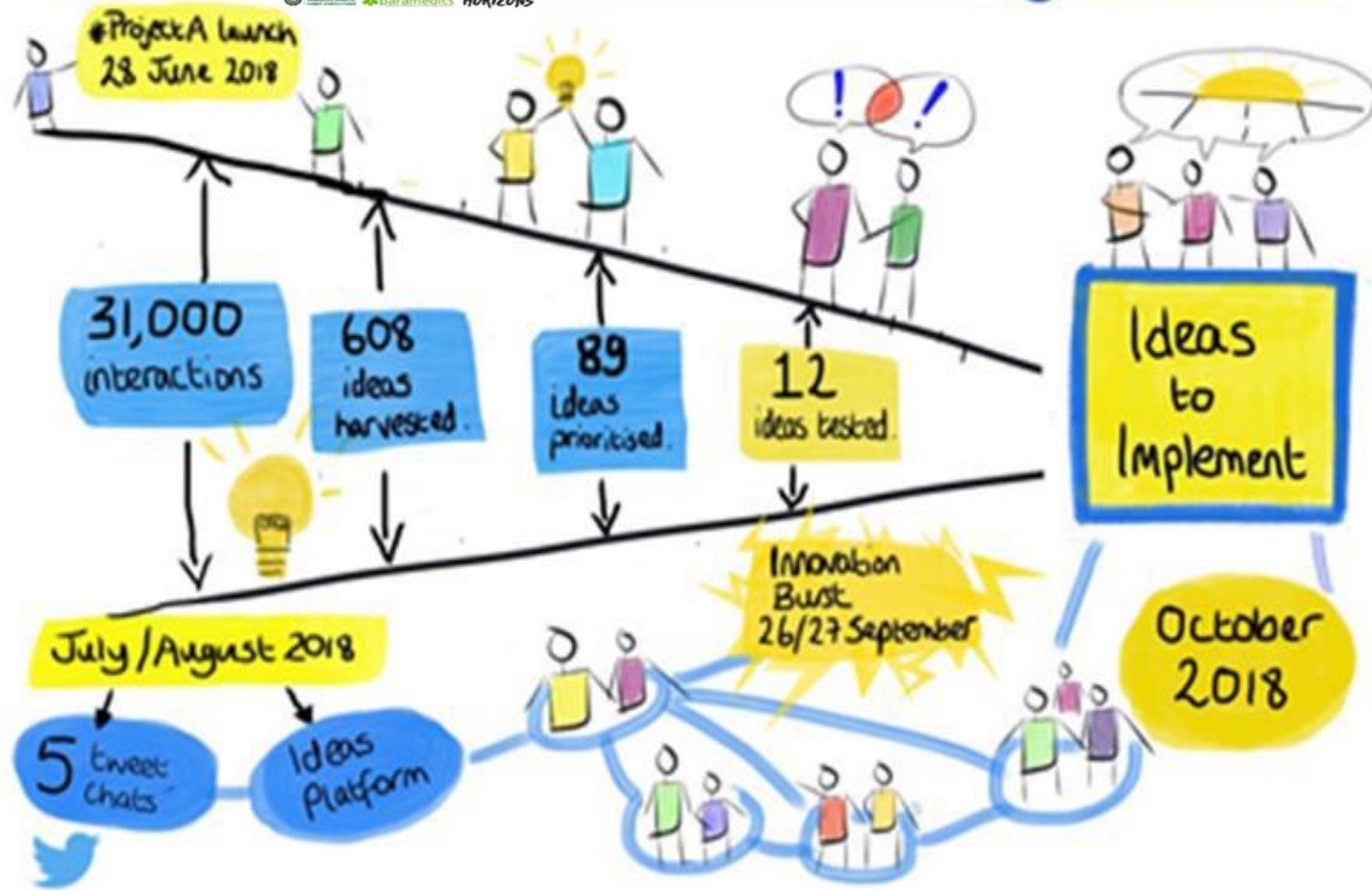
Hilary Pillin
@HilaryPillin

Following

@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

1:28 PM - 21 Mar 2018

The Decision-Making Process.



Ideas platform 12th July to 5th September

NHS70

Welcome Challenges People News and updates About #ProjectA Contact us



HORIZONS

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

30



The roles, practices,
Investing in a healthy wor



Activity

Ian Baines has commented on "Mental Health Assessment Car" 44 minutes ago

Michael Gaga-Hale has commented

Leaderboard

Newbies

Latest

Top voted

Random



Tyler Fawthrop

363

1

Mental Health Assessment Car

Posted in
The patient pathways challenge



Dan R

301

2

Specialisation in Mental health

Posted in
The roles, practices, well-being and car

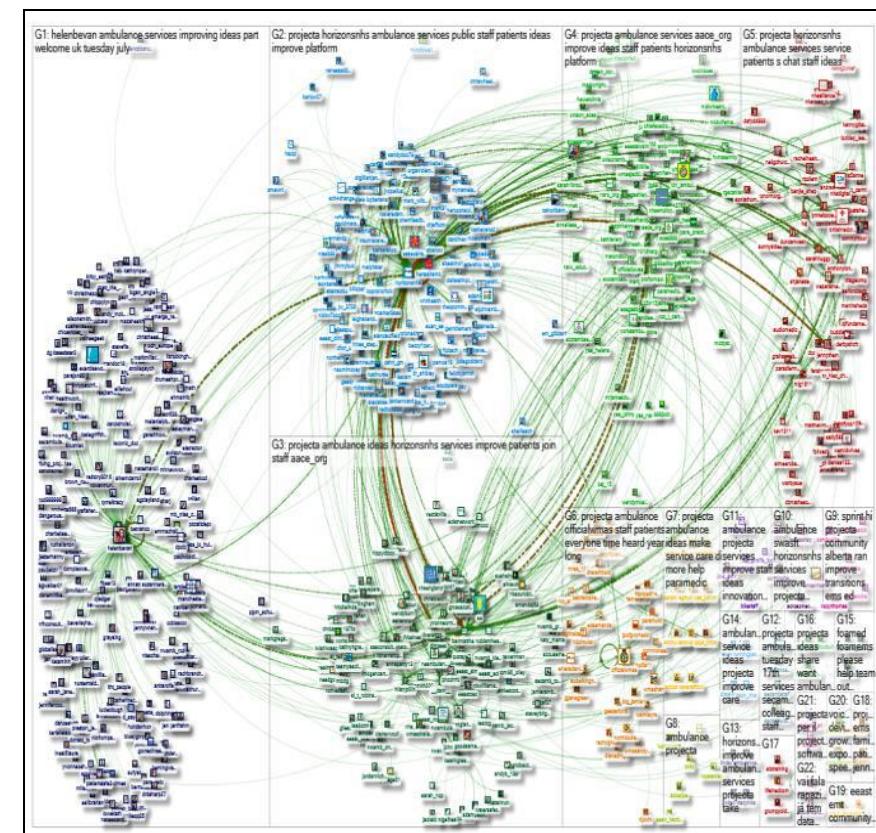
<https://projecta.crowdicity.com/>

Summer 2018

Five tweet chats

- Partnerships with patients and the public
- Wellbeing and career progression
- Patient pathways
- Partnership working
- Thinking the unthinkable

921 people participated
3211 tweets
326 new ideas generated



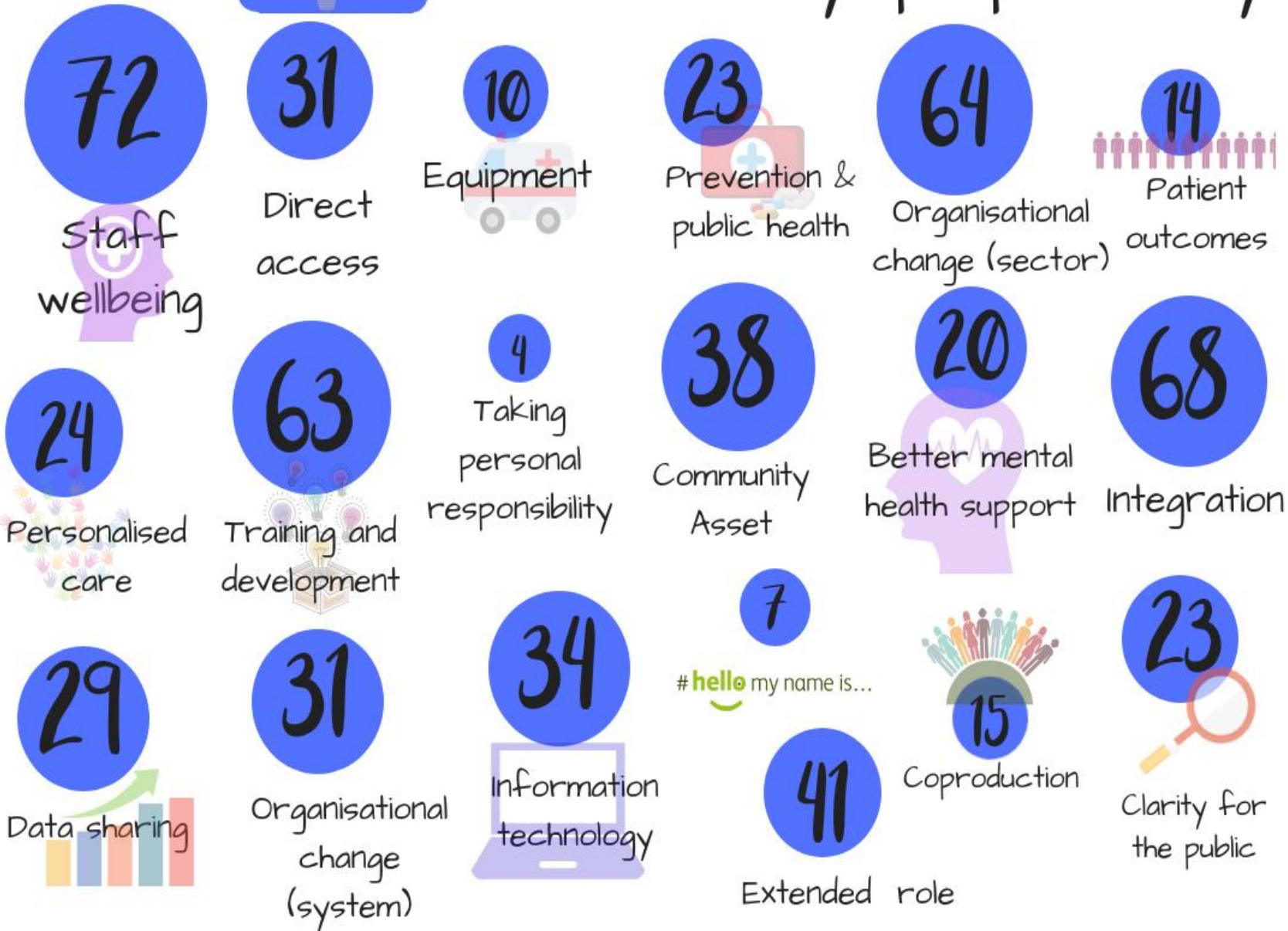
NodeXL from the first tweet chat

MOST ACTIVE	Total tweets	RETWEETERS	Retweets	ORIGINAL TWEETS	Tweets
 @horizonsnhs NHS Horizons	1,372	 @djmtees Dave	528	 @horizonsnhs NHS Horizons	1,001
 @djmtees Dave	677	 @horizonsnhs NHS Horizons	371	 @bevmatthews_ Bev Matthews RN MSc #...	229
 @bevmatthews_ Bev Matthews RN MSc #...	410	 @bevmatthews_ Bev Matthews RN MSc #...	181	 @ihbaines Ian Baines	170
 @aace_org The AACE	312	 @aace_org The AACE	172	 @djmtees Dave	149
 @ihbaines Ian Baines	252	 @kathlavery Kathryn Lavery	133	 @aace_org The AACE	140
 @oliverevans79 Oliver Evans	176	 @sasconsultpara Paul Gowens	96	 @oliverevans79 Oliver Evans	124
 @leighakendall Leigh Kendall FRSA	152	 @leighakendall Leigh Kendall FRSA	94	 @lizharrisfcpara Liz Harris	90
 @kathlavery Kathryn Lavery	135	 @hilarypillin Hilary Pillin	85	 @ebellnurse Libby Bell RN	81
 @lizharrisfcpara Liz Harris	123	 @ihbaines Ian Baines	82	 @nwamb_kieran Kieran Potts	78
 @_danr_ Dan R	114	 @sparklescot Pat OConnor	81	 @leighakendall Leigh Kendall FRSA	58

The

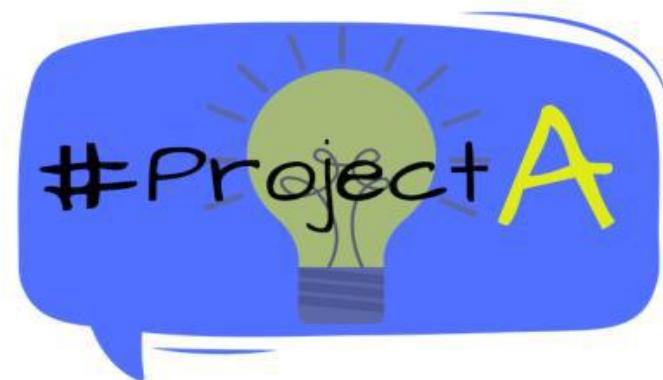


Ideas - by popularity



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 staff wellbeing
- A directory of good ideas
- Virtual collaboration



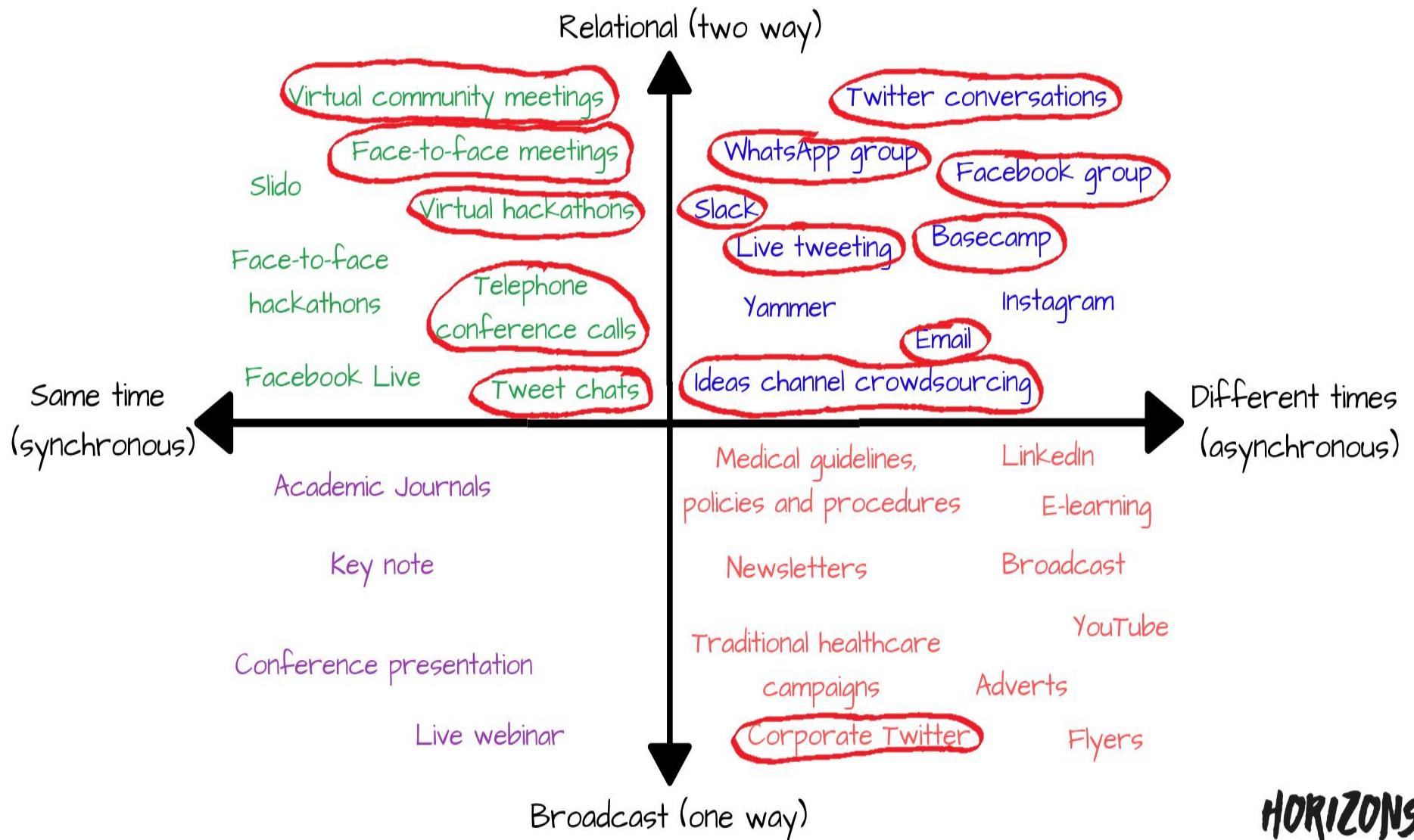
The process has been 90% virtual



The Ambulance Chief Executives are embracing the opportunity



#ProjectA (for ambulance)



NHS Continuing Healthcare (CHC) Strategic Improvement Programme

Improvement Collaborative

Learning with each other

March 2019

What is NHS Continuing Healthcare?

- A process for funding vulnerable people with an ongoing healthcare need
- 100,000 people a year receive CHC funding
- It costs the NHS nearly £5 billion a year (a billion is a thousand million)
- Complex system with significant challenges
- Managed by 150 specialist CHC teams across England



Better outcomes, better experience, better use of resources

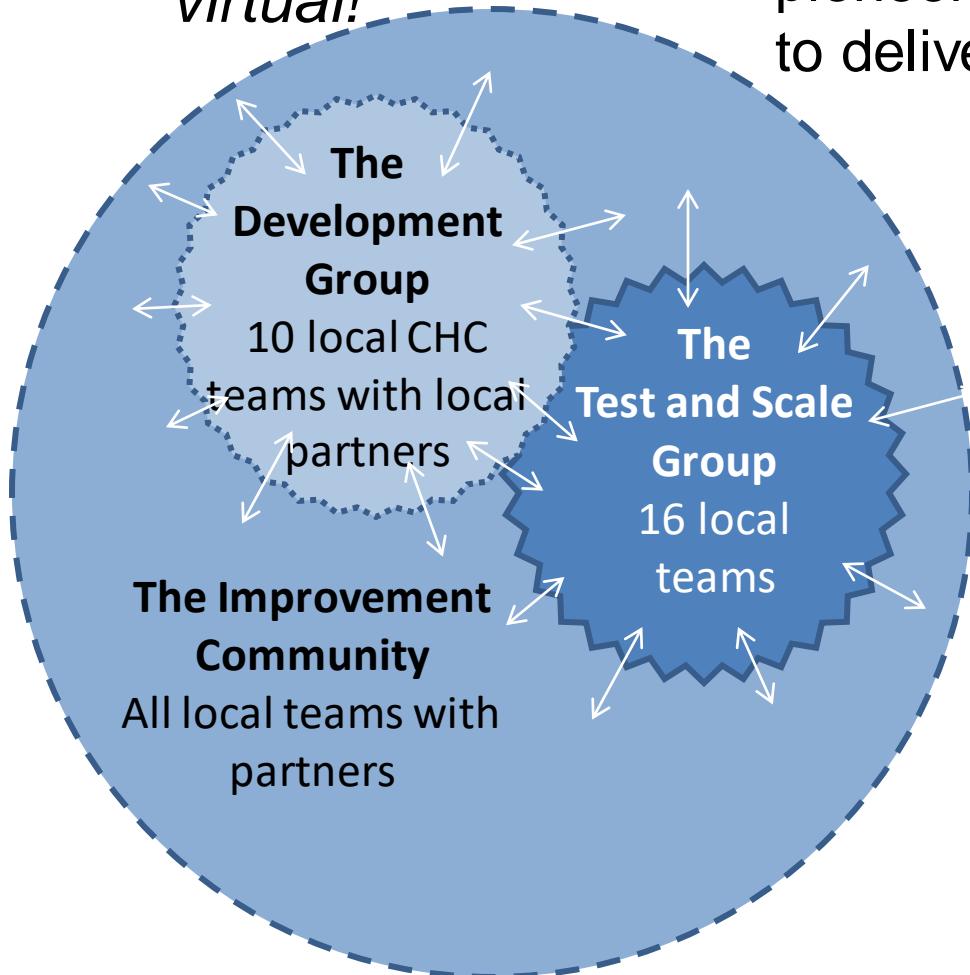
The NHS CHC Collaborative

- A connective community to support the co-production of solution and change
- 1,000 members from local CHC teams
- Regular virtual meetings via WebEx with high levels of engagement:
 - Up to 650 people actively taking part at the same time
 - Owned by and co-created with the community
 - We can get up to 800 ideas in a 60 minute meeting
- After two years, the community is still growing; the Facebook group started 8 weeks ago & has 250 members



NHS CHC Collaborative: model of change

*More than 90% of
the interaction is
virtual!*



The development group: testing
pioneering new ways
to deliver CHC

The test and scale group group: testing
the fidelity of new
ways of working in
different contexts

The improvement community: Engagement of other local teams right from the start, so relationships are built, all are contributing, sharing and learning and the optimal conditions for spread are being created.

The collaborative worked to develop and deliver

- Revised national framework which involved staff, patients and carers
- Improved commissioning
- Training programmes for current and new staff
- A network of change agents
- Improved well being for all
- Reduction in growth of costs delivered two years ahead of programme



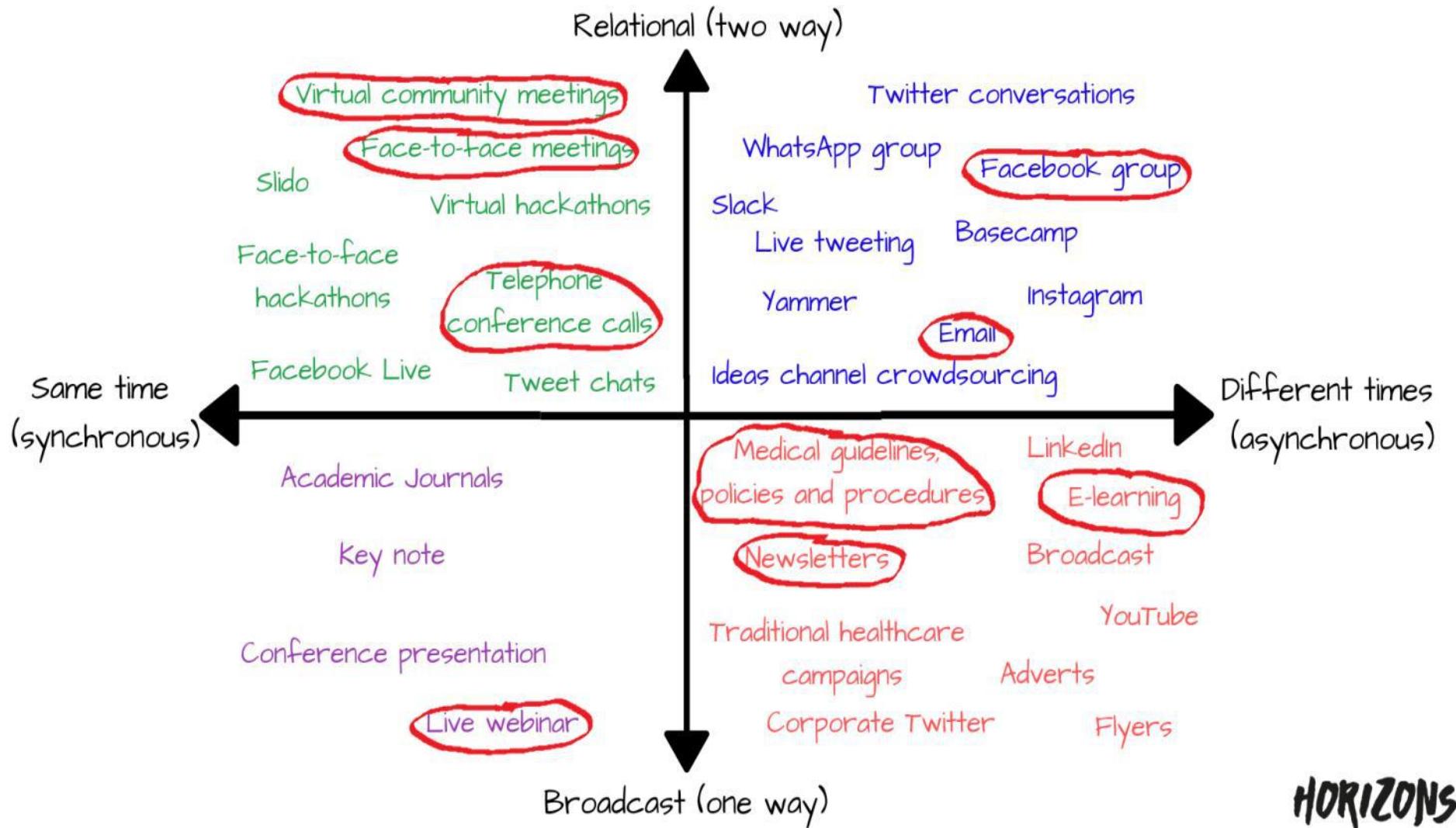
Better outcomes, better experience, better use of resources

'The CHC Collaborative has given us a voice for the first time ever. We have felt listened to and you have given us a fire in our bellies to make us want to change and improve the care for our patients.... Don't disappear and let the fire go out this work must not stop.'

I'm going to have a t-shirt made that says:
I WAS IN THE WAY AND
NOW I AM THE WAY

I am so proud to be making a change when teams have shared purpose for the first time in my career

NHS CHC Collaborative



Developing a virtual Ambassador community with 30 Day Challenges

Transforming PERCEPTIONS of NURSING and MIDWIFERY



JUNE 2018	JULY	AUGUST	SEPTEMBER	OCTOBER
Sign up to the TWELVE 30 DAY CHALLENGES & become an ambassador 	Write a blog to celebrate achievements and innovation in nursing and midwifery  SHOWING YOUR PRIDE IN THE PROFESSIONS	Run a "BREAKING the RULES" meeting to promote positive perceptions for nursing and midwifery  GIVE EVERYONE A VOICE	Add your title and qualification to your email signature and social media bio  #hello my name is...	Celebrate the diversity of people who are nurses and midwives  Valuing Diversity
NOVEMBER	DECEMBER	JANUARY 2019	FEBRUARY	MARCH
The senior nurse and midwife challenge: conversations with every nursing & midwifery team  INSPIRING & SUPPORTIVE LEADERSHIP	Mentor a junior colleague or student or reverse-mentor a senior nurse or midwife  TALENT PIPELINE	Give a talk to young people about what extraordinary careers NURSING & MIDWIFERY are  An EXTRAORDINARY CAREER for YOUNG PEOPLE	Run a "great ideas" challenge for tackling unwarranted Variation  INVESTING -IN- INNOVATION	Run a local randomised coffee trial across health and care  UNITING across BOUNDARIES
APRIL	MAY	JUNE	30 DAY challenges	
Arrange a meeting with your MP  SHOWING YOUR PRIDE IN THE PROFESSIONS	Share the story of nursing & midwifery for your organisation to celebrate the professions  CONNECTING WITH VALUES	Reflect on your ten 30 day challenges as part of your REVALIDATION 		

Google image search using the word ‘nurse’



Google image search using the word ‘doctor’



Creating the conditions ...

Timeline

March 2017

Recognition of problems to solve:
40,000 vacancies
Lack of influence

Dec 2017/
Jan 2018

Crowdsourcing ideas
250 ideas from over 25,000 interactions

Feb/Mar
2018

Convergent Divergent thinking
10 Building Blocks and 10 Enemies

Apr/May
2018

Develop 30 Day Challenges

June 2018

Launch 30 Day Challenges

Transforming PERCEPTIONS of NURSING and MIDWIFERY

Nursing now
England

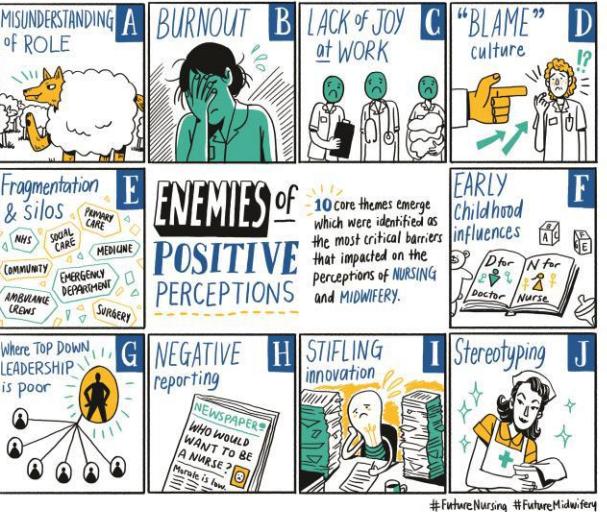
BUILDING BLOCKS for positive perceptions

Thousands of nurses, midwives, and patients have designed these building blocks.



Transforming PERCEPTIONS of NURSING and MIDWIFERY

Nursing now
England





Virtual Forums



Virtual Hackathon

Do YOU want to help shape the perception of nursing and midwifery for the future?

**Top improvement leaders will offer you support
and advice - and there are
amazing prizes for the winning team!**

Find out more and register your
interest here:
<https://nhs70.crowdcity.com>



Crowdsourcing

Current Nurses and
Midwives

Share your ideas for innovation and stories (actions you have already taken) in response to these two questions: How might we encourage

33 202 148 56

Decision makers in the health and care system

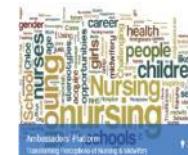
Share your ideas for innovation and stories (actions you have already taken) in response to these two questions: How can we change the way

19 84 46 39

Virtual Collaboration

Virtual networking

Sign up



Perceptions Platform



Facebook



Current Workforce

Joanne Mohammed RN



@JoanneMohammed2



- Headsets for zoom
- Inclusion Festival
- Schools volunteers
- Ambassador coordinator
- Network for nurses with hearing impairment
- Trust website for nurses stories

Transforming the Perceptions of Nursing and Midwifery

Engagement Activity

2018/2019

A thriving community of activist nurses and midwives challenging the status quo and creating a different future.

2,200 Ambassadors

Representing the professions in a positive light, and creating bridges between the national campaign and their local work.



#FutureNursing (until Dec '18)

#FutureMidwifery

#NursingNowEngland (since Dec '18)



Fortnightly

Ambassadors' Facebook page

Forums

300 members in the group

#FutureNursing

#FutureMidwifery

23,812 tweets by

7670 contributors

11,130,508 reach

in 2018

Joanne Mohammed RN Dip He BSc Hons @joannemohammed2 · 44m

As an ambassador I have met and worked with fab leaders and role models, participated in fantastic learning opportunities and been encouraged to speak to young people about nursing as a career. The support and guidance from the team is phenomenal #NursingNowEngland #TeamCNO

We set up a digital platform to capture ideas on how about transform perceptions of nursing and midwifery

It was live for five weeks, supplemented by Twitter chats.

Crowdsourcing Engagement

More than 1,000 nurses and midwives took part in virtual and face-to-face hackathons to deliver, test, and prototype ideas for change.

1,900 participants

6,000 tweets

29,900 million impressions

The Ideas Channel

17,500 interactions

257 Ideas

12,355 views

50,000 interactions to create

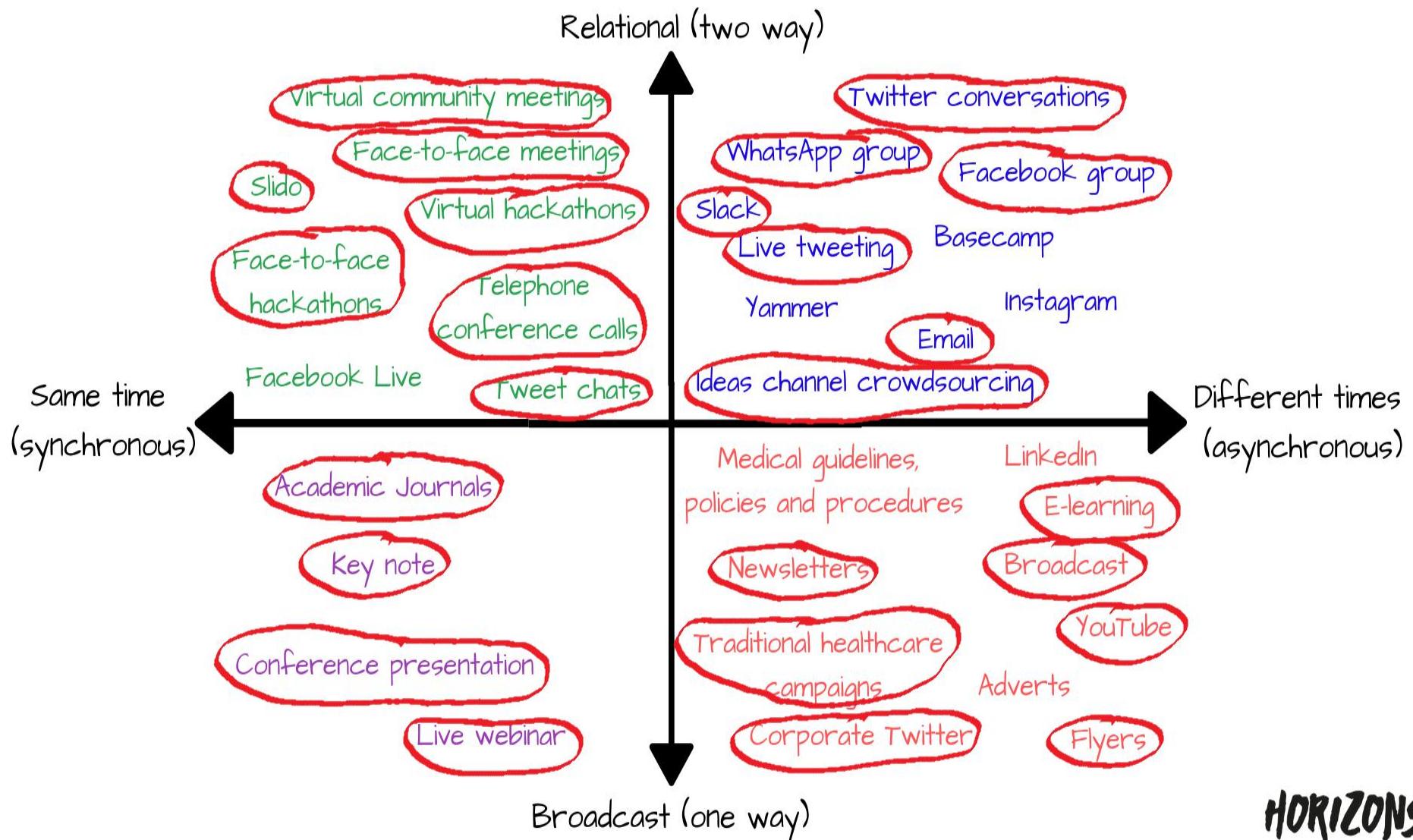


July

625 Blogs published



Nursing Now England



Integrated Health Systems

A global movement

“My care is planned with people who work together to understand me and my carer(s), put me in control, co-ordinate and delivery services to achieve my best outcomes”

(National Voices, 2012)

Many health systems see integration key to achieving radical improvement.

How do we realize the potential of integration?

How do we support individuals, teams, organizations, partnerships to thrive and work in shared purpose ways?

How do we co-design the answers with patients and their carers?

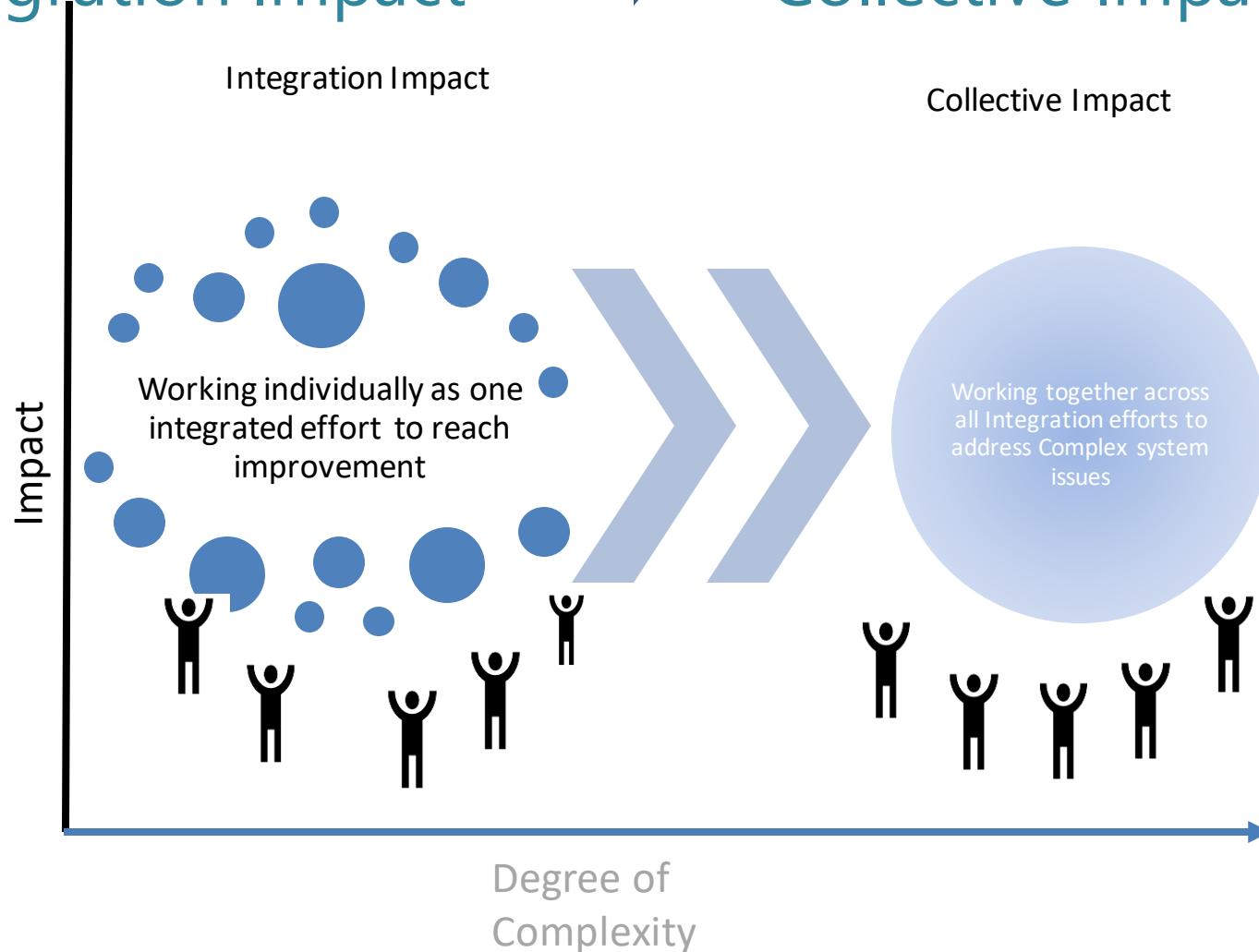
How can we have mass participation while connecting directly?

To realize the potential of integration, we need to work in new power ways

Integration Effort
Integration Impact



All Integration Efforts
Collective Impact



Integrated health systems

A global movement

To accelerate integrated care we need to iterate the narrative together and we can only do this by being part of the conversation together.

Imagine for a moment doing this face to face with hundreds of people all across North America every month?

Virtual allows for this.

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No problem



International Foundation
for Integrated Care
IFIC Canada

IFIC Canada

IFIC Canada, the North American Centre of Excellence for integrated care, is a platform for individuals and organizations to share knowledge, resources and best practices, and to co-design and support the implementation of people-centred, sustainable and inclusive health systems.

The international IFIC network will develop through the expertise of global leaders in healthcare, including patients, families, caregivers, patients, clients and caregivers.

IFIC Canada is currently in the build to the 1st North American Conference on Integrated Care (NACIC2020), to be held in Toronto, October 5th-7th 2020.

The main objectives of IFIC Canada are to:

- Connect the community to local and global experts, through webinars, video conferences, interviews, international knowledge exchanges and online resources
- Allow members to identify the gaps and learning needs of the integrated care community, empowering you to guide the development of the network
- Use learnings from your colleagues to help you implement your integrated care projects
- Create opportunities for peer to peer mentorship

Upcoming Activities

Launched yesterday
First Virtual Integrated Care
Community in North America



International Foundation
for Integrated Care
A movement for change

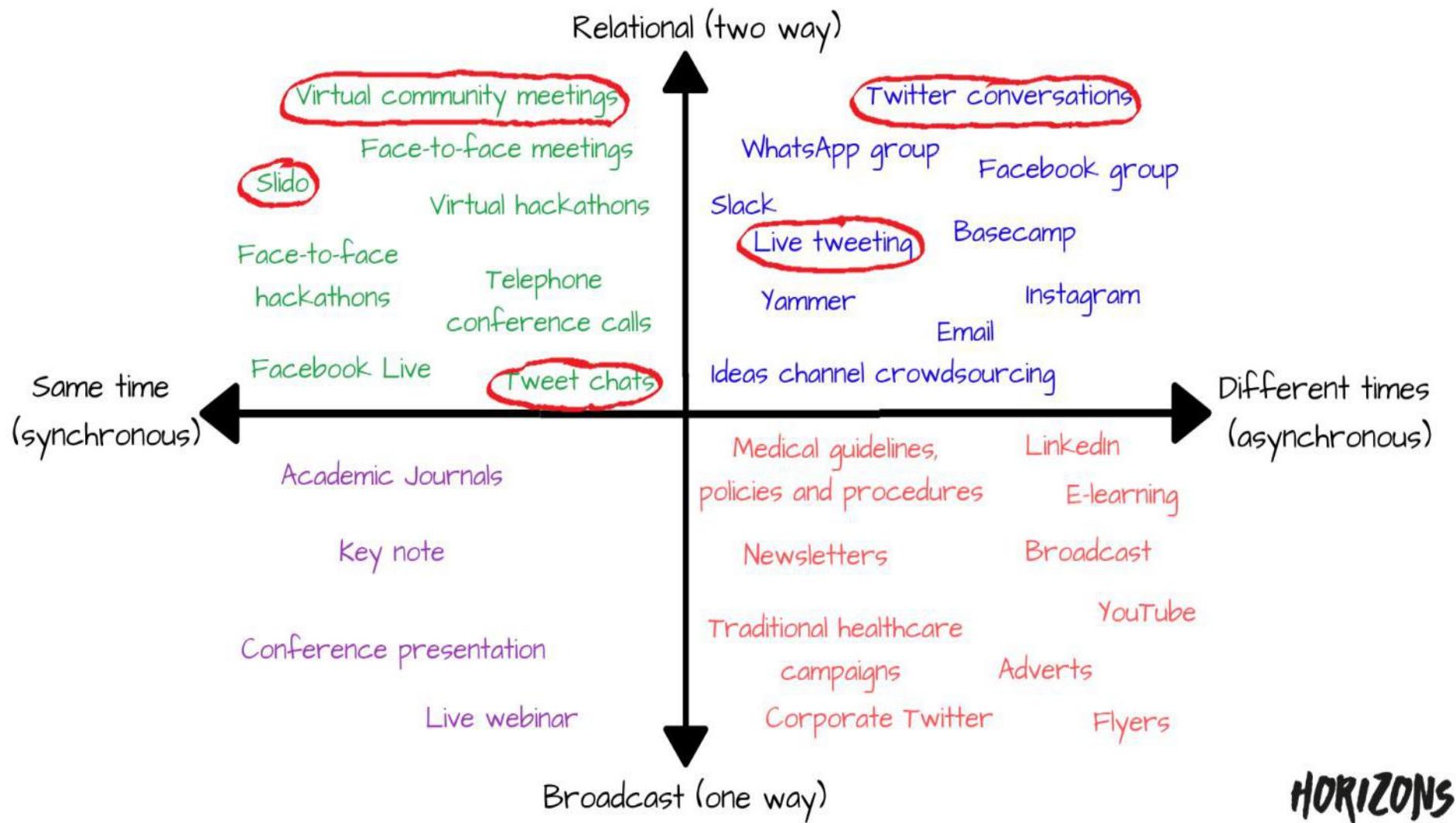
ZOOM



Who can join? Anyone who says integration is important to them



International Foundation for Integrated Care



Friday 29th March at 08:00

BR4: How to create a virtual collaborative for wider, faster and more sustainable change

Room Alsh

Our Breakfast Session is officially “SOLD OUT” but the Conference organisers have kindly offered more space.

If we’re over-subscribed again we will run a satellite session nearby.

Friday 29th March at 08:00

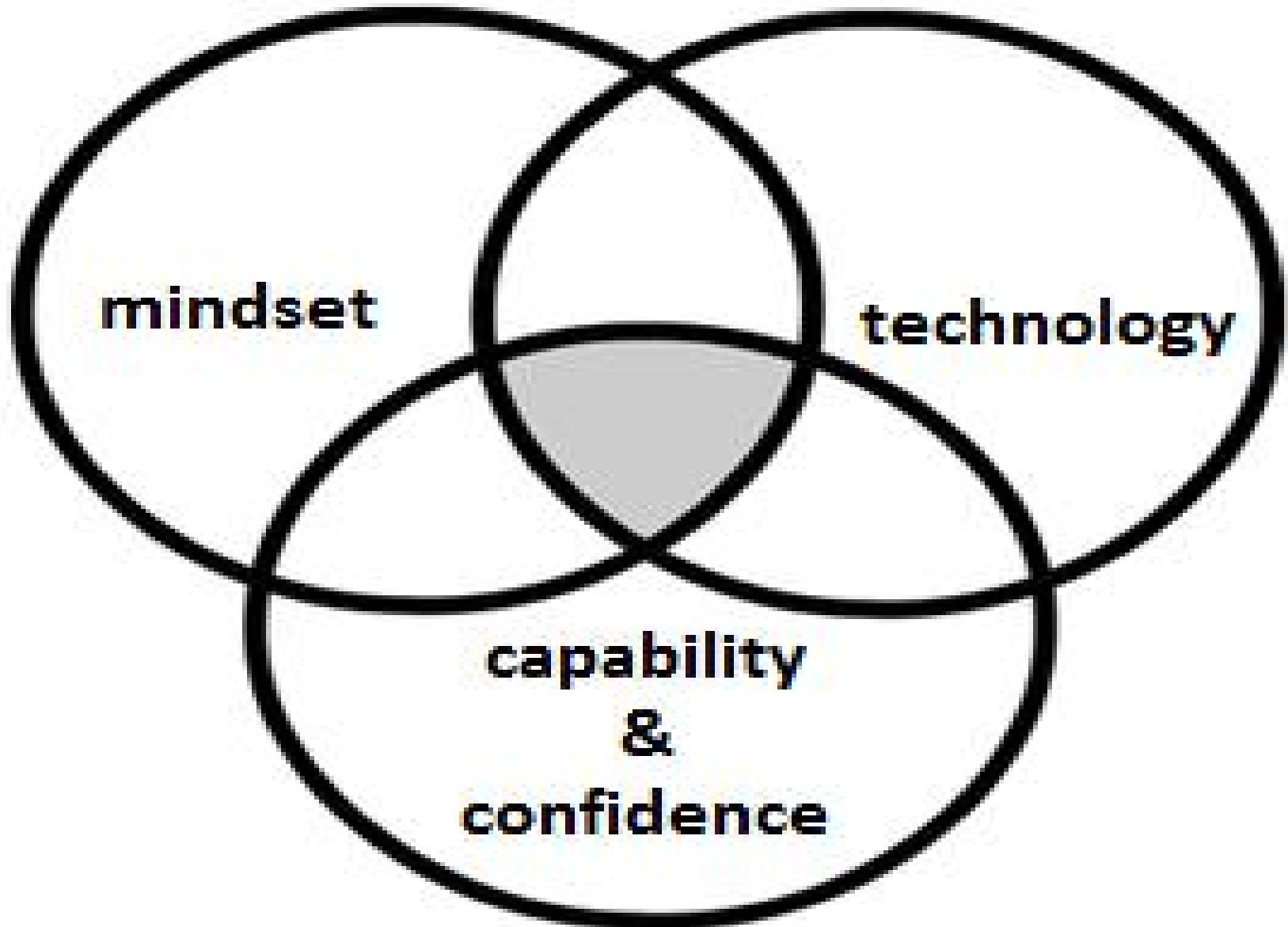
BR4: How to create a virtual collaborative for wider, faster and more sustainable change

Room Alsh

To get the most out of the session, please connect to **Zoom** in advance.

Members of our team can help you to do this after today's session.

What we need





Almost all forms of meeting and interaction can be moved to a virtual format with no loss of effectiveness, if trust and good relationships are established and sustained.

Van Loon, Andersen and Larsen

‘New era’ collaboration health and care improvement in a virtual world

People tend to jump to “opportunity-cost” as the primary benefit

- Time ratio of input (“dead time”) to output (impact)
- Average cost reduction by using virtual design teams is 73%
- Emerging analysis of NHS England’s virtual Continuing Healthcare Collaborative - Input opportunity cost for the system of £1.5 million, Achieved goals for changing the growth of spending trajectory two years early Human Impact: From unconnected to connected community leading change and ‘they don’t want to stop’

'New era' collaboration health and care improvement in a virtual world

The actual benefit is the speed and quality for people (patients/carers, staff and leaders) :

- More about values than process: 90% relational 10% technical
- Scale up (mass participation) and scale down (direct with individuals and teams)
- Anywhere, anytime: fits around the 'real work' of diverse participants



Question: What key insights did you take from this session?

slido

#VirtualCollaborate HORIZONS
Health and care improvement in a virtual world