

**Rocking the boat and  
staying in it:  
being an NHS change agent**

**Helen Bevan**

**Chief Transformation Officer,  
NHS Horizons Team**

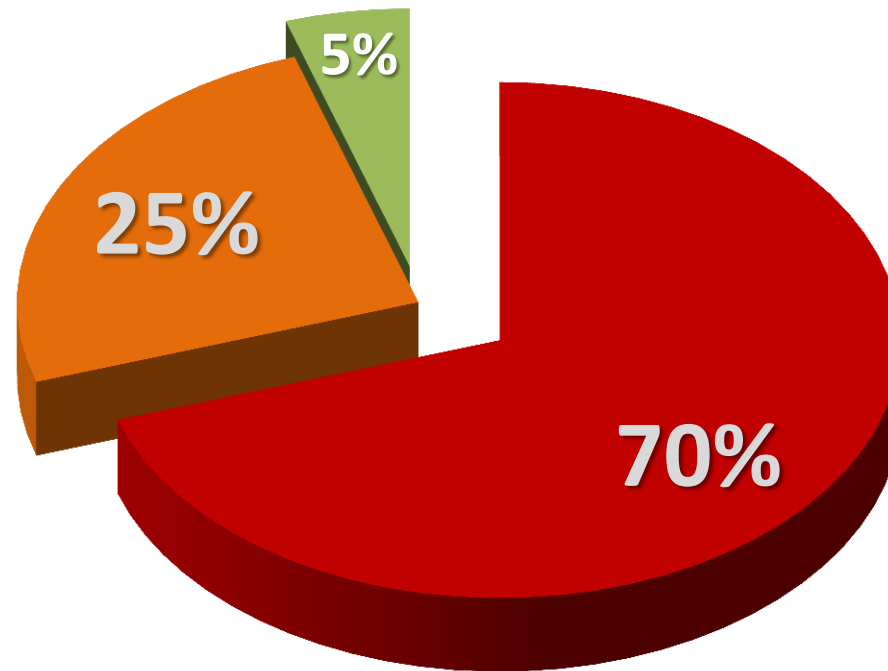
**@helenbevan**

# Task

Talk to the people around you:

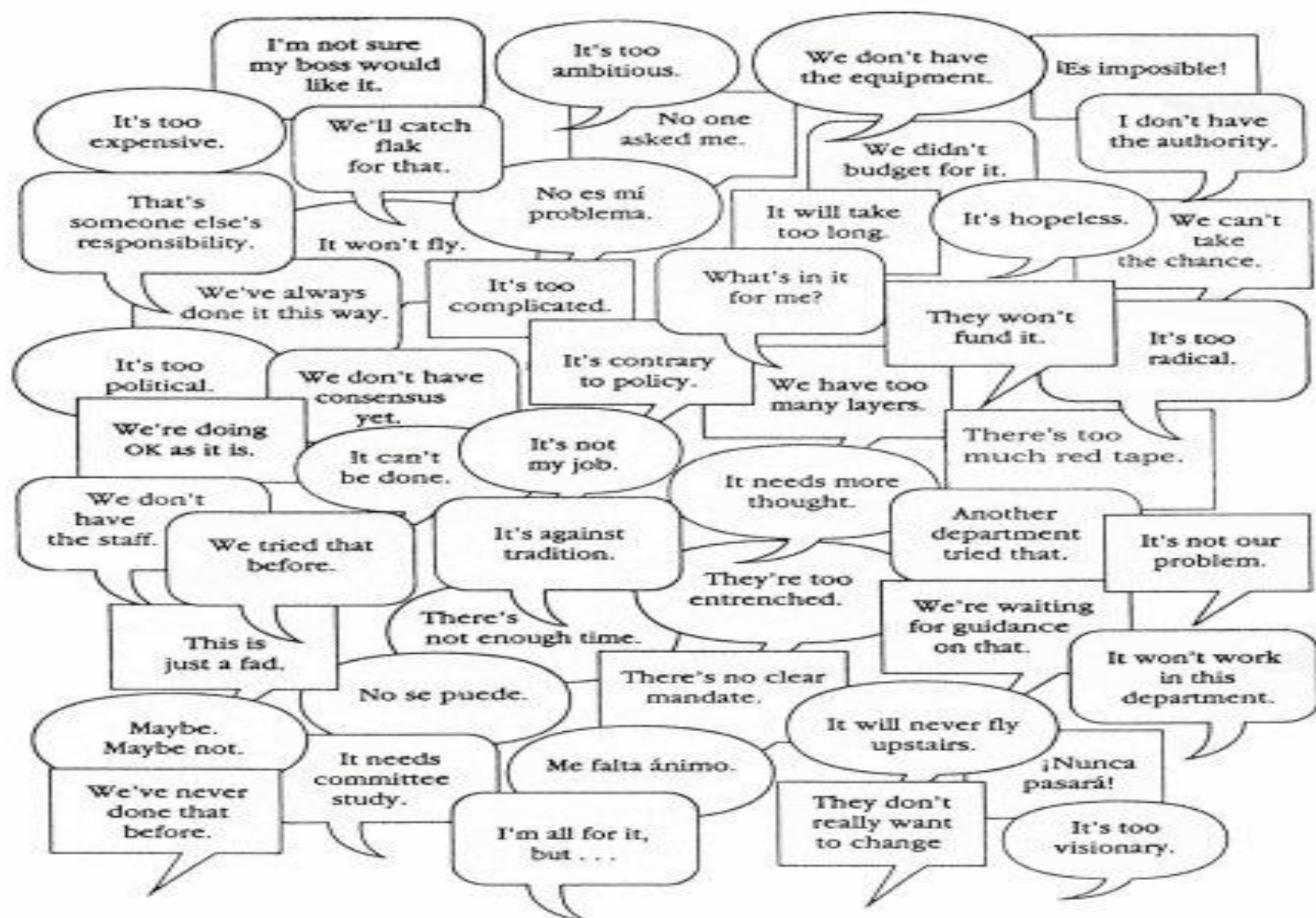
- What improvement activities are you working on at present?
- What is your role as a change agent?

# Most large scale change fails to achieve its objectives



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

# 50 Reasons Not To Change



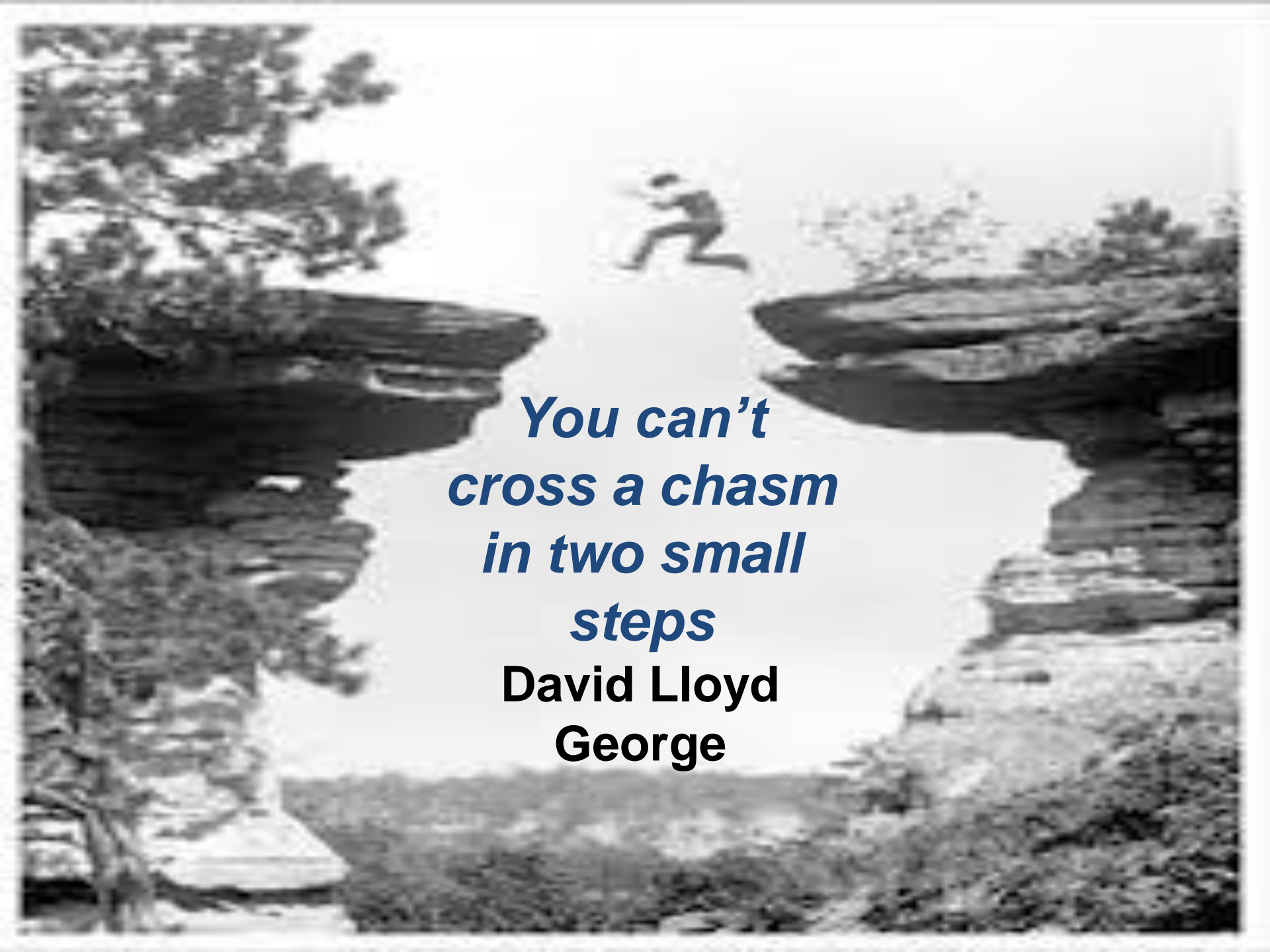
*“There’s no denying it—we’re knee-deep in an era of radical change that may well transform the way our world works”*

*Gina Amaro Rudan*

FOR ME, A REVOLUTIONARY  
SIMPLY MEANS RADICAL  
CHANGE.

ALUNG SAN SUM KYI



A black and white photograph showing a person in mid-air, jumping across a gap between two large, flat rock formations. The person is positioned in the upper center of the frame. The rock formations are dark and textured, with some vegetation visible on the left and right sides. The background is a bright, overexposed sky. The overall scene suggests a metaphorical leap or a significant risk.

***You can't  
cross a chasm  
in two small  
steps***

**David Lloyd  
George**

# Emerging themes in large scale change

## Dominant approach

Power through hierarchy

Mission and vision

Making sense through rational argument

Leadership-driven (top down) innovation

Tried and tested, based on experience

Transactions

## Emerging direction

Power through connection

Shared purpose

Making sense through emotional connection

Viral (grass-roots driven) creativity

“Open” approaches , sharing ideas & data, co-creating change

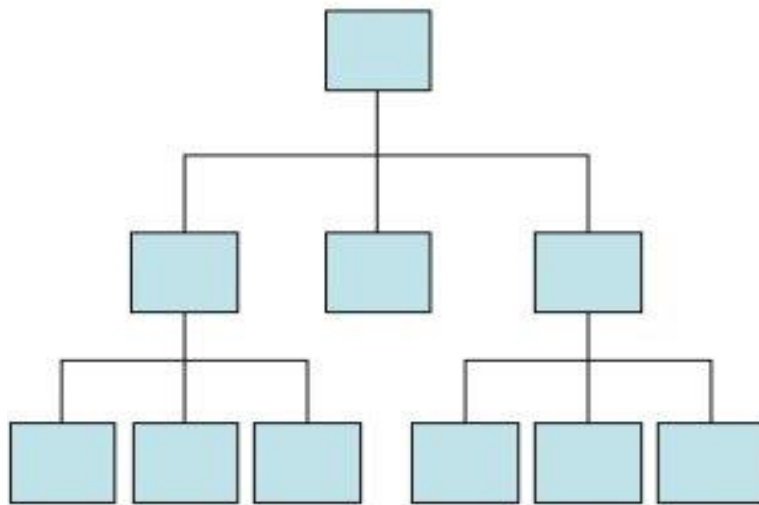
Relationships





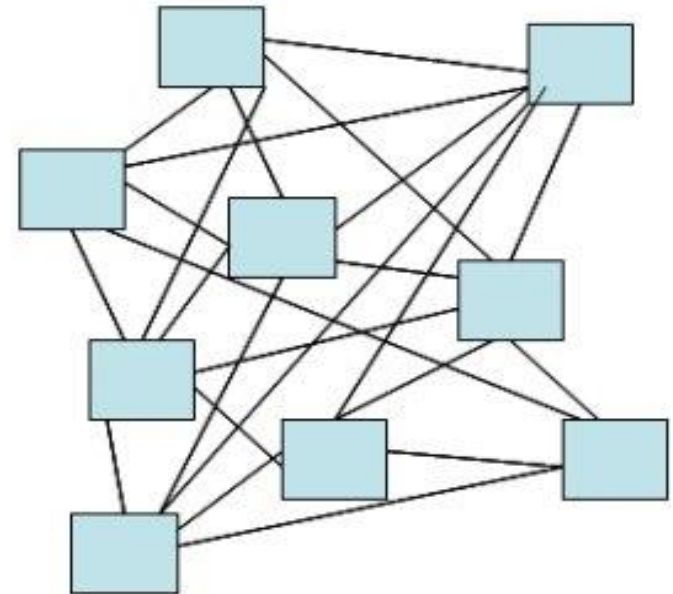
# A polarity (not either/or)

**Hierarchical organisation structure**



- manage
- ...er... that's it!

**Social network**



- do
- create
- innovate
- change





# John Kotter: “Accelerate!”

- Dual operating systems: the hierarchy AND the network
- Many change agents, not just the usual few
- A “want-to” - not just a “have-to” - mind-set

The spirit of volunteerism - the desire to work with others for a shared purpose – creates the energy to power the network

- Head and heart, not just head

People won't want to do a day job in the hierarchy and a night job in the network if we appeal only to logic with numbers, contracts and business cases



# The Network Secrets of Great Change Agents

Julie Battilana and Tiziana Casciaro

## Place in the network

As a change agent, my **centrality in the informal network** is a far more important factor than my **position in the formal hierarchy**

## *Bridge networks* versus *cohesive networks*

Change agents who **bridge disconnected groups/individuals** more likely to deliver **big change**

Change agents with **cohesive networks** more likely to deliver **minor incremental changes**





# We need three kinds of people to transform healthcare

## 1. Patients/people who use services



@HelenBevan

Source: Lucien Engelen



# We need three kinds of people to transform healthcare

## 2. Professionals



Source: Lucien Engelen

# We need three kinds of people to transform healthcare

## 3. Pirates



What happens to  
heretics/radicals/rebels/mavericks  
in organisations?





## Valuing radicals

- “*New truths begin as heresies*” (Huxley, defending Darwin’s theory of natural selection)
- big things only happen in organisations because of heretics and radicals



# We need to be boatrockers!

- Walk the fine line between difference and fit, inside and outside, rock the boat but manage to stay in it
- Able to challenge the status quo when we see that there could be a better way
- Conform AND rebel
- Capable of working with others to create success NOT a destructive troublemaker

Rock the boat!  
Rock the boat!  
Rock the boat!  
Rock the-...

Don't rock the boat baby  
Don't tip the boat over  
Don't rock the boat baby



# Sometimes leaders see radicals as troublemakers

Troublemaker	Radical
complain	create
me-focused	mission-focused
anger	passion
pessimist	optimist
energy-sapping	energy-generating
alienate	attract
problems	possibilities
alone	together





**Most people rewarded for keeping the trains running. Not critical thinking.**

Source: Fogh

# Four tactics for change agents

1. Start with myself
2. Build alliances
3. Work out what might help others to change
4. Don't be a martyr

A stylized logo on a black background. The word 'Rebels' is written in a large, white, cursive script. Below it, the words 'WITH A CAUSE' are written in a smaller, white, sans-serif, all-caps font. The entire logo is framed by a thin white line that curves around the text.

Rebels  
WITH A CAUSE

*"There's only one corner of the universe you can be certain of improving, and that's your own self."*

Aldous Huxley





**YESTERDAY**  
**I WAS CLEVER,**  
**SO I WANTED TO**  
**CHANGE THE WORLD.**

**TODAY**  
**I AM WISE,**  
**SO I AM CHANGING**  
**MYSELF.**

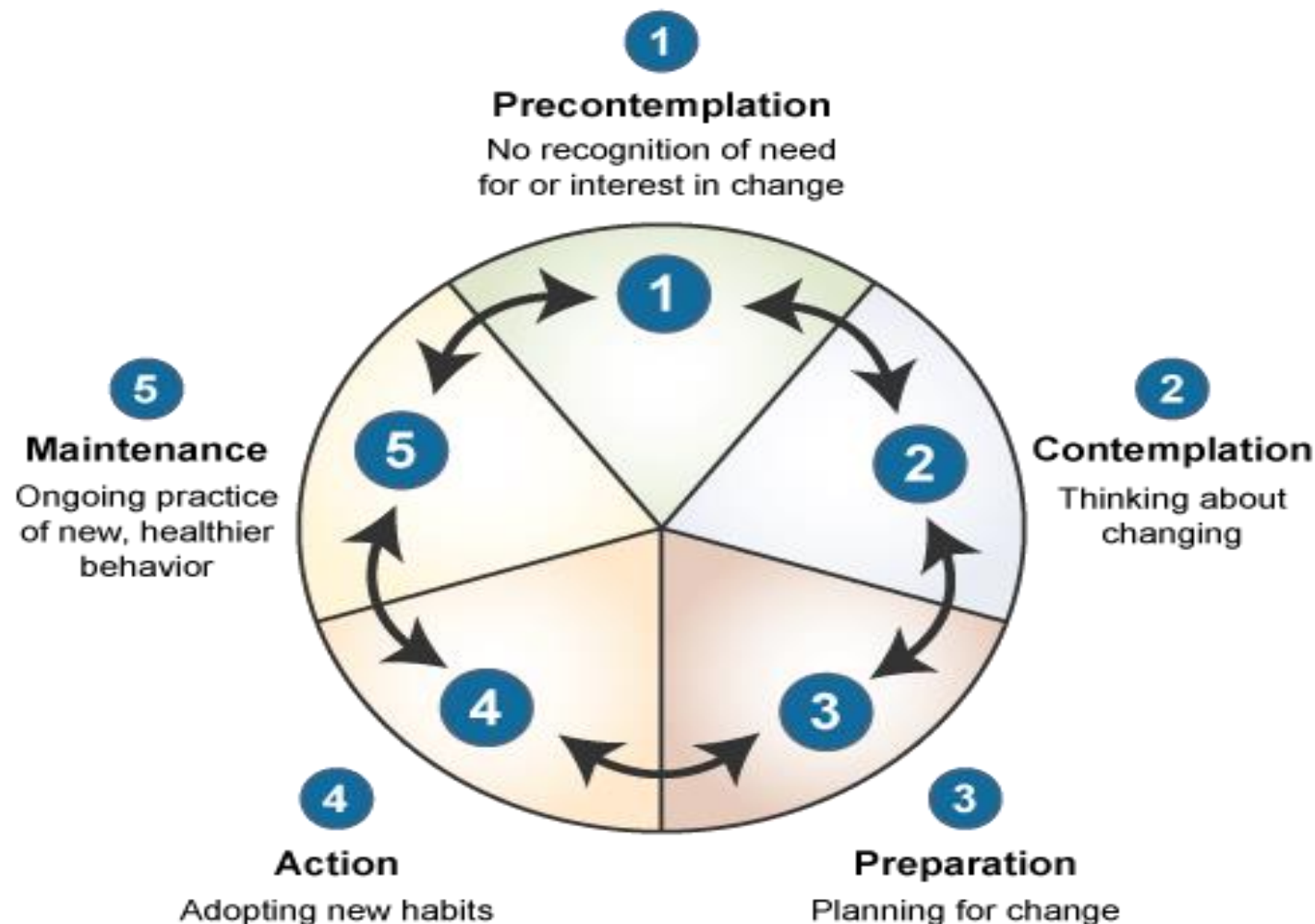


If one is truly to succeed in leading a person to a specific place, one must first and foremost take care to find him where he is and begin there.

Søren Kierkegaard  
Danish existentialist

# “Stages of change”

## Transtheoretical model of behaviour change



# The model is mostly used around health-related behaviours

- smoking cessation
- exercise adoption
- alcohol and drug use
- weight control
- fruit and vegetable intake
- domestic violence
- HIV prevention
- use of sunscreens to prevent skin cancer
- medication compliance
- mammography screening



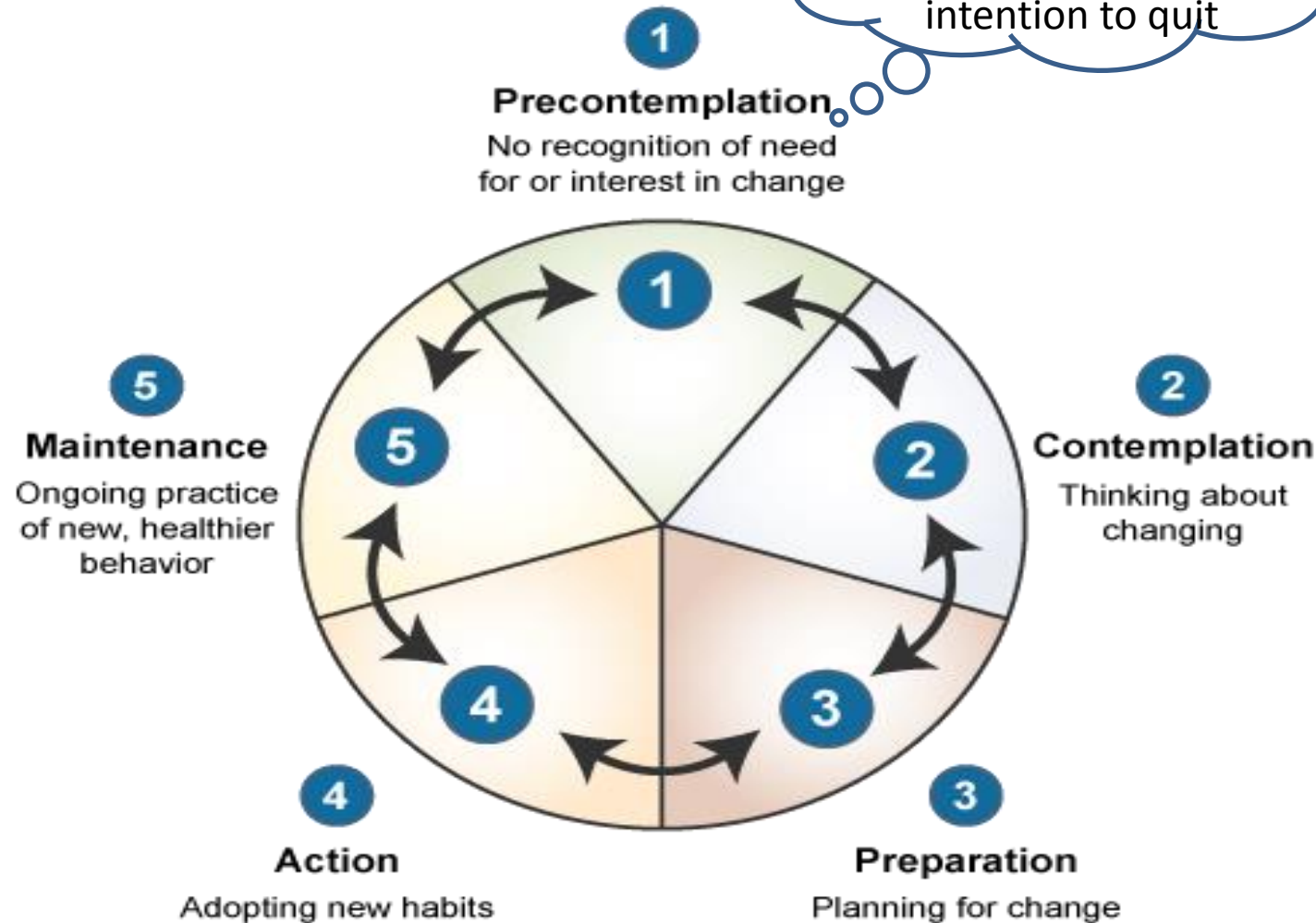
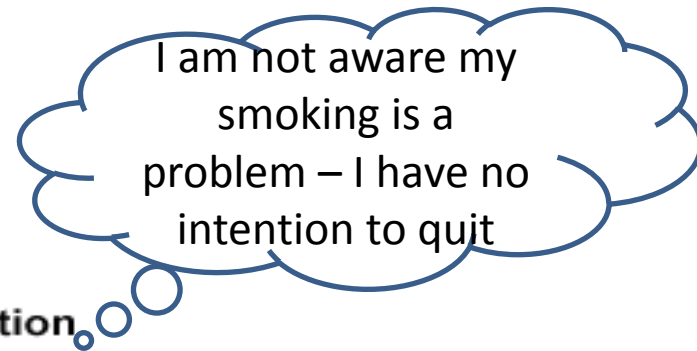
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**It works for  
organisational and  
service change too!**

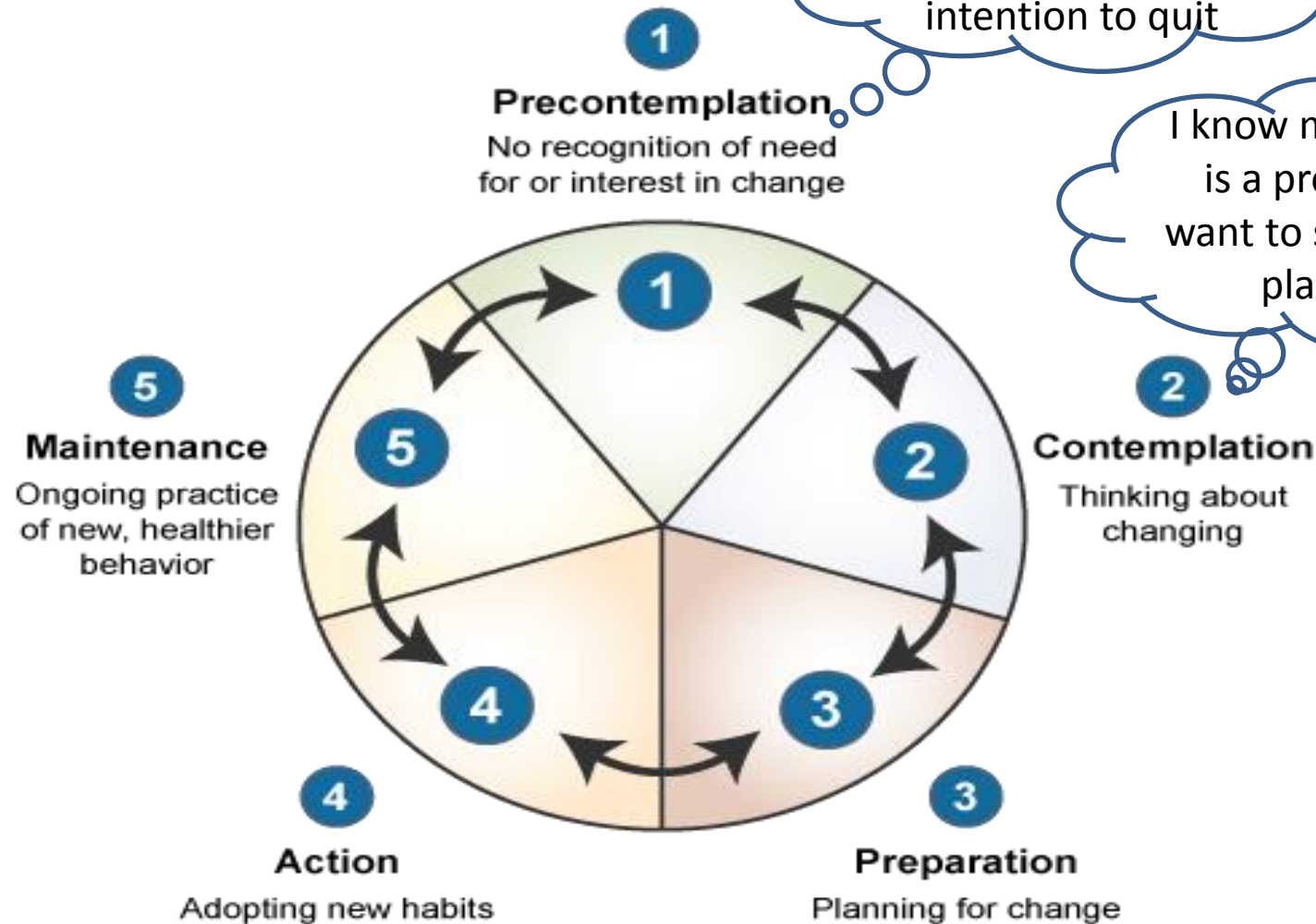


# “Stages of change” Smoking



Prochaska, DiClemente & Norcross (1992)

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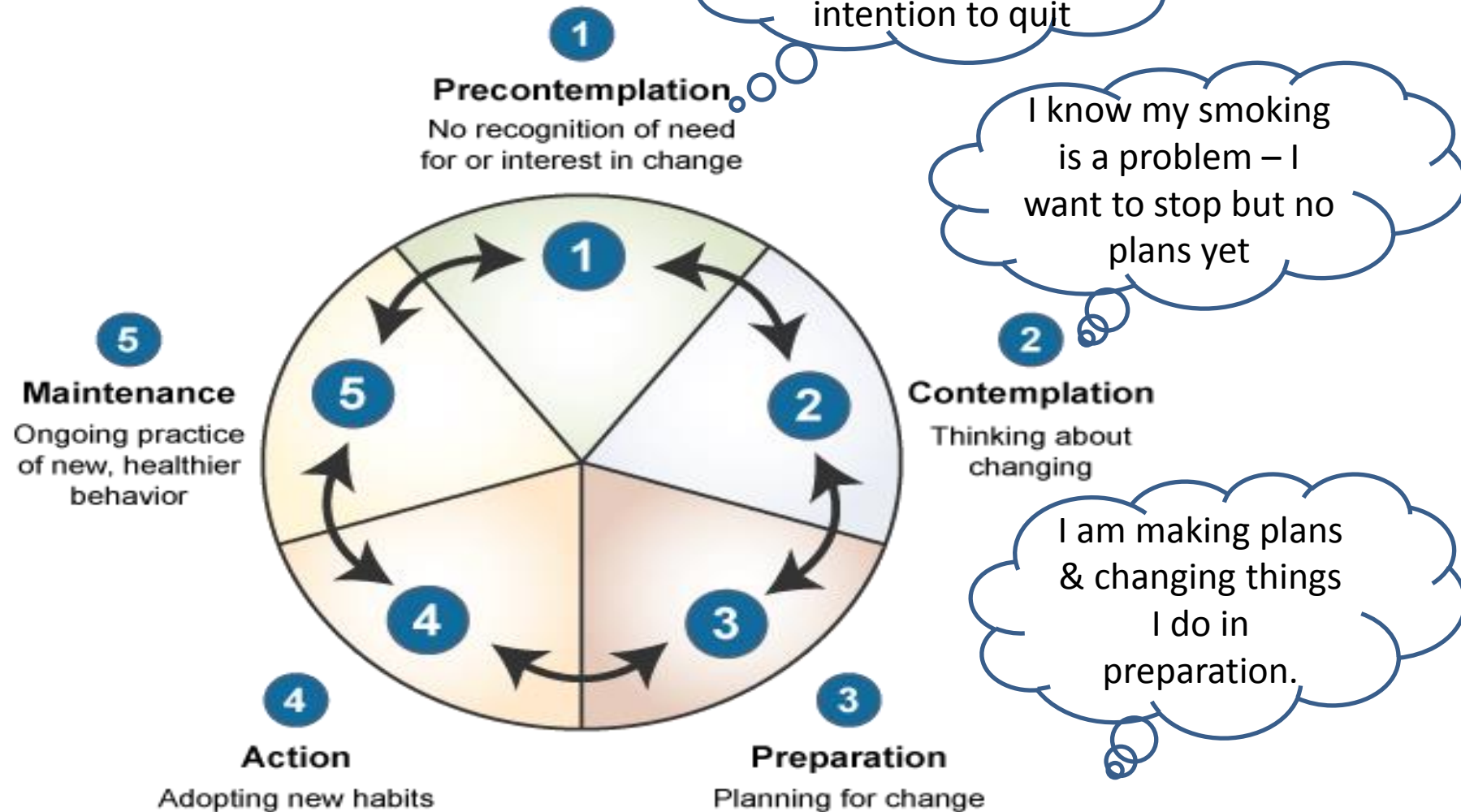


I am not aware my smoking is a problem – I have no intention to quit

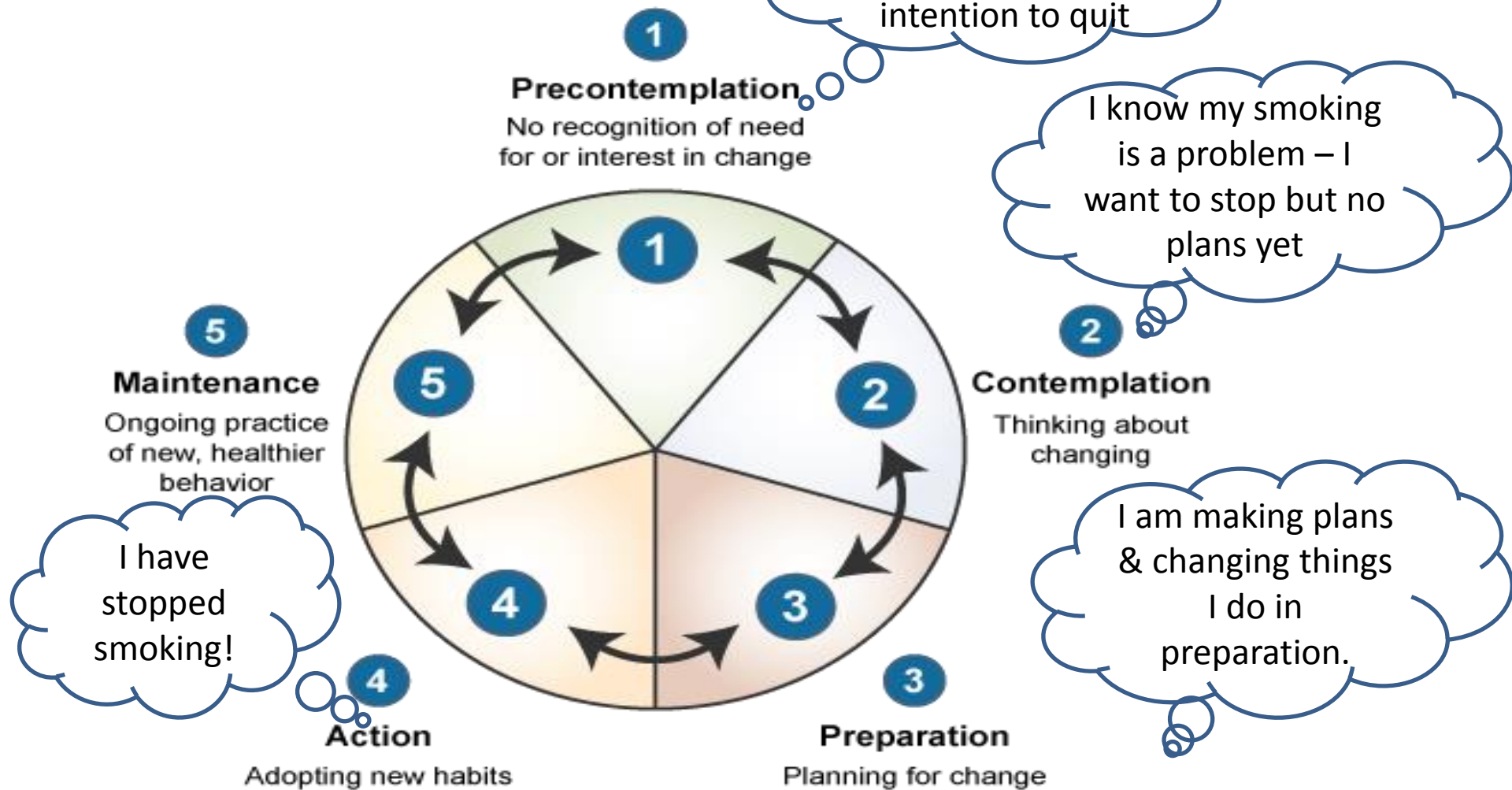
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# “Stages of change” Smoking



# “Stages of change” Smoking



# “Stages of change” Smoking



I am continuing to **not** smoke.  
I sometimes miss it  
– but I am still not smoking

5

## Maintenance

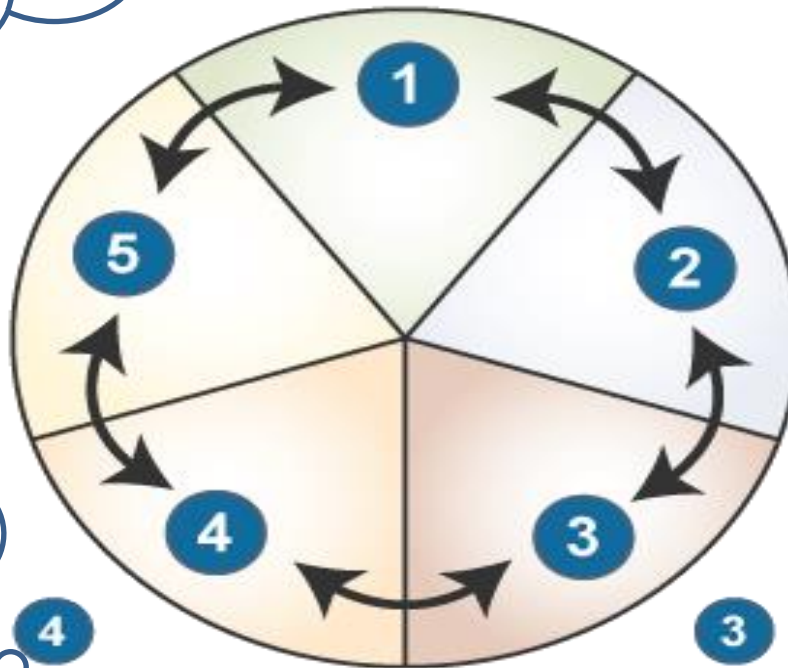
Ongoing practice  
of new, healthier  
behavior

I have  
stopped  
smoking!

4

## Action

Adopting new habits



1

## Precontemplation

No recognition of need  
for or interest in change

I am not aware my  
smoking is a  
problem – I have no  
intention to quit

2

## Contemplation

Thinking about  
changing

I know my smoking  
is a problem – I  
want to stop but no  
plans yet

3

## Preparation

Planning for change

I am making plans  
& changing things  
I do in  
preparation.

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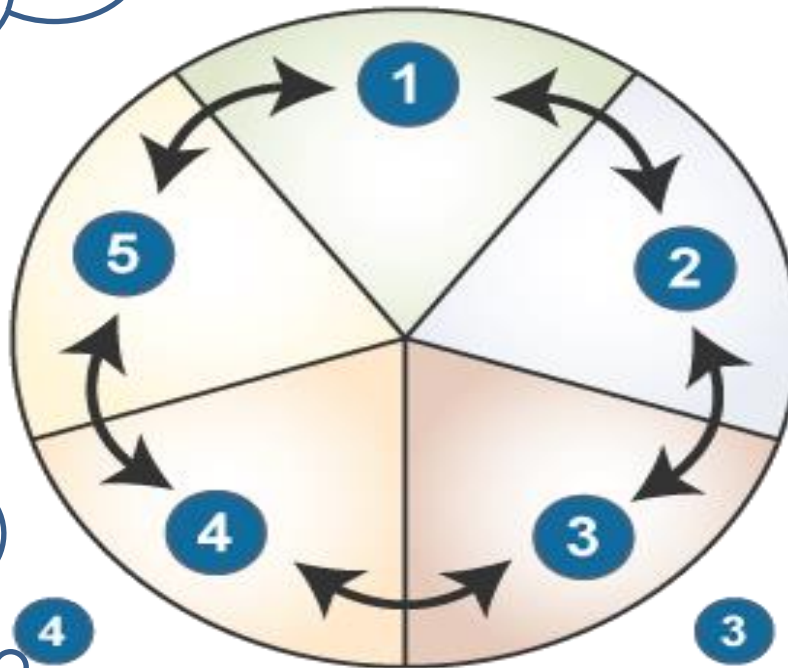
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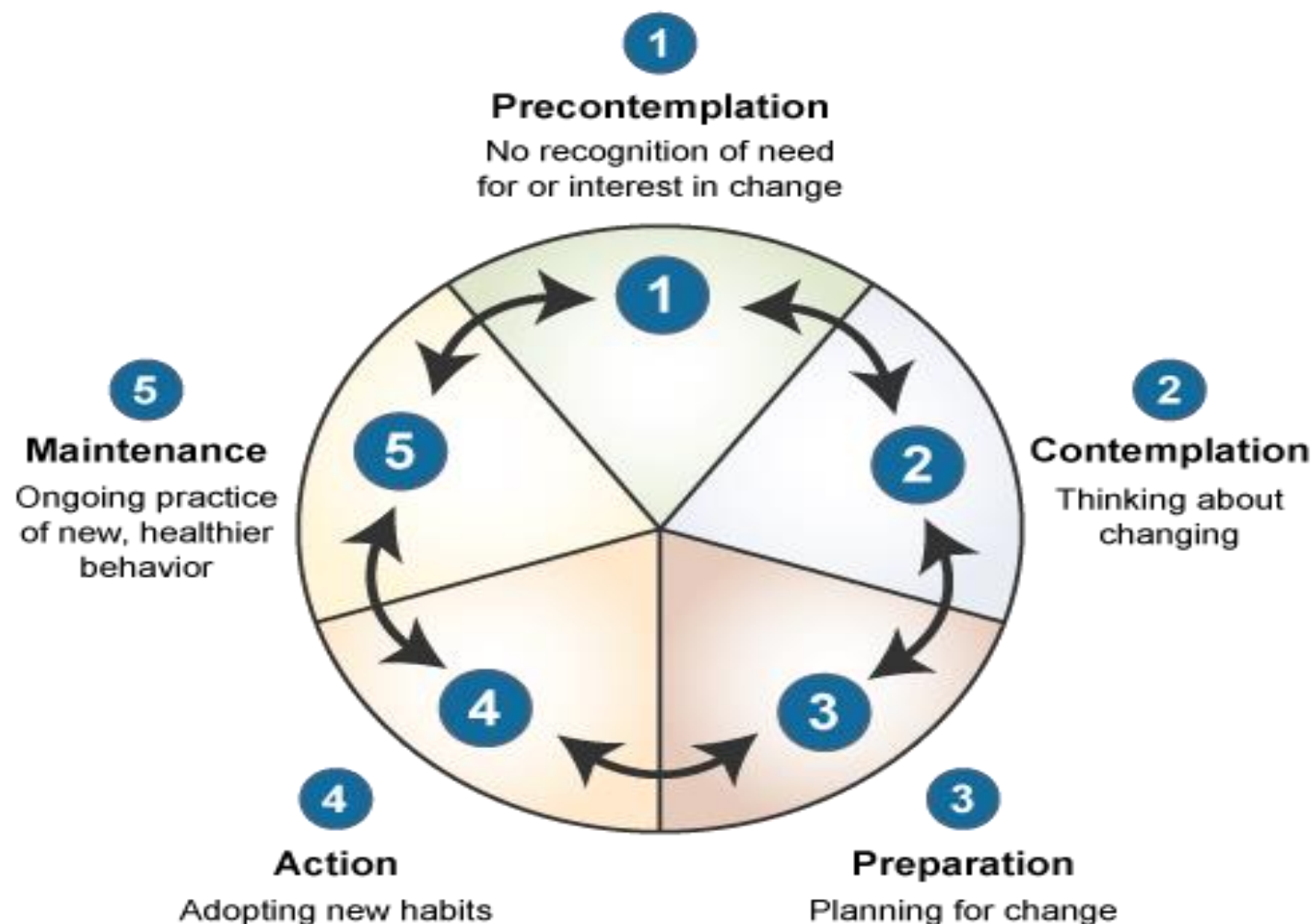
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# “Stages of change”

## Transtheoretical model of behaviour change






## 90% of our change efforts are aimed at the “action” stage

- Our tools are often not effective at the stage of change that most people we work with are at
- It's hard to engage people in change
- It's hard to get people to make the changes we want them to make
- People get irritated, defensive, irrational
- We feel powerless in our ability to make the change happen





World Health Organization

# SURGICAL SAFETY CHECKLIST (FIRST EDITION)

Before induction of anaesthesia

Before skin incision

Before patient leaves operating room

SIGN IN

☐ PATIENT HAS CONFIRMED
 

- IDENTITY
- SITE
- PROCEDURE
- CONSENT

☐ SITE MARKED/NOT APPLICABLE

☐ ANAESTHESIA SAFETY CHECK COMPLETED

☐ PULSE OXIMETER ON PATIENT AND FUNCTIONING

DOES PATIENT HAVE A:
 

KNOWN ALLERGY?
 

☐ NO
 ☐ YES

DIFFICULT AIRWAY/ASPIRATION RISK?
 

☐ NO
 ☐ YES, AND EQUIPMENT/ASSISTANCE AVAILABLE

RISK OF >500ML BLOOD LOSS (7ML/KG IN CHILDREN)?
 

☐ NO
 ☐ YES, AND ADEQUATE INTRAVENOUS ACCESS AND FLUIDS PLANNED

TIME OUT

☐ CONFIRM ALL TEAM MEMBERS HAVE INTRODUCED THEMSELVES BY NAME AND ROLE

☐ SURGEON, ANAESTHESIA PROFESSIONAL AND NURSE VERBALLY CONFIRM
 

- PATIENT
- SITE
- PROCEDURE

ANTICIPATED CRITICAL EVENTS
 

☐ SURGEON REVIEWS: WHAT ARE THE CRITICAL OR UNEXPECTED STEPS, OPERATIVE DURATION, ANTICIPATED BLOOD LOSS?
 ☐ ANAESTHESIA TEAM REVIEWS: ARE THERE ANY PATIENT-SPECIFIC CONCERNS?
 ☐ NURSING TEAM REVIEWS: HAS STERILITY (INCLUDING INDICATOR RESULTS) BEEN CONFIRMED? ARE THERE EQUIPMENT ISSUES OR ANY CONCERNS?

HAS ANTIBIOTIC PROPHYLAXIS BEEN GIVEN WITHIN THE LAST 60 MINUTES?
 

☐ YES
 ☐ NOT APPLICABLE

IS ESSENTIAL IMAGING DISPLAYED?
 

☐ YES
 ☐ NOT APPLICABLE

SIGN OUT

NURSE VERBALLY CONFIRMS WITH THE TEAM:
 

☐ THE NAME OF THE PROCEDURE RECORDED
 ☐ THAT INSTRUMENT, SPONGE AND NEEDLE COUNTS ARE CORRECT (OR NOT APPLICABLE)
 ☐ HOW THE SPECIMEN IS LABELLED (INCLUDING PATIENT NAME)
 ☐ WHETHER THERE ARE ANY EQUIPMENT PROBLEMS TO BE ADDRESSED

☐ SURGEON, ANAESTHESIA PROFESSIONAL AND NURSE REVIEW THE KEY CONCERNS FOR RECOVERY AND MANAGEMENT OF THIS PATIENT

-  @HelenBevan



*“One key issue is that many doctors already feel that they are delivering patient centred care – unfortunately that is not what patients report.”*

Dr Nigel Mathers, Vice Chair, Royal College of General Practice

# So what do we *TEND* to do?

- Lower our ambitions for improvement
- Put negative labels on those who are not yet at the action stage such as “blocker” or “resister” or “laggard”
- Blame “the management” for not enforcing change

# So what *SHOULD* we do

- Listen and understand
  - appreciate others' starting point for change
- Recognise that the people who are resisting might have a point
  - Don't argue against it
  - Understand why people are resisting the change
    - What makes it so hard?
    - What would help?
- Build shared purpose based on what we want for our patients



# NHS CHANGE DAY

*Do something better together*

A photograph of a diverse group of NHS staff members in a meeting. On the left, two men in suits are engaged in conversation. In the center, a woman in a green NHS uniform and a man in a light blue shirt are looking towards the right. On the right, a man in a grey suit is speaking to a group of people, including a woman with glasses and a man in a dark suit. The background is a green wall with a large white arrow pointing right and some papers pinned to it.

## Leaders Everywhere

### The story of NHS Change Day

A learning report 2013

[www.changeday.nhs.uk](http://www.changeday.nhs.uk)

#NHSChangeDay

*By Kate B. Hilton & Chris Lawrence-Pietroni*

NHS Change Day is supported and coordinated by NHS Improving Quality.

# A 189,000 pledge mountain!





HARVARD BUSINESS REVIEW / MCKINSEY  
M-PRIZE FOR MANAGEMENT INNOVATION

**WINNER**

**LEADERS  
EVERYWHERE**  
CHALLENGE

Probably the only winner of a global challenge to develop leaders in the corporate world that names Saul Alinsky and Marshall Ganz as major influencers

[www.changeday.nhs.uk](http://www.changeday.nhs.uk)



## **Stuart Sutton** GP Tollgate Medical Centre

"It makes me feel part of a mass movement of people with shared values - we want to do the best we can for patients. I feel proud."

#NHSChangeDay



[www.changeday.nhs.uk/healthcare radicals](http://www.changeday.nhs.uk/healthcare%20radicals)

....the last era of management was about how much performance we could extract from people

.....the next is all about how much humanity we can inspire

Dov Speidman

