



BUILDING EFFECTIVE NETWORKS

Foundations



**BC PATIENT SAFETY
& QUALITY COUNCIL**
Working Together. Accelerating Improvement.



Interacting in WebEx

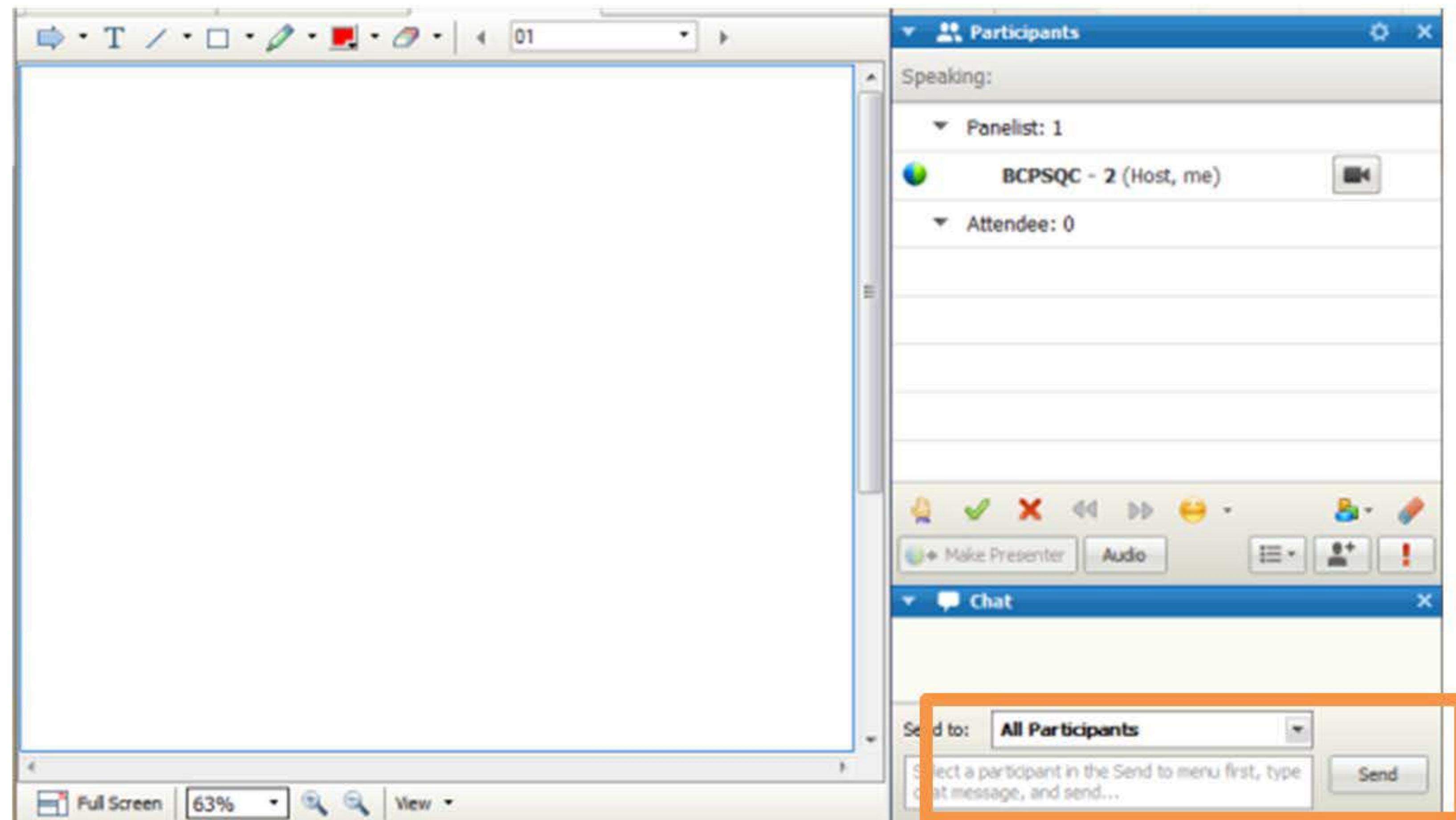
The screenshot displays the WebEx interface with several interaction tools highlighted by orange boxes:

- Top Left:** The Pointer tool (blue arrow icon) and the Text tool (blue 'T' icon) are highlighted.
- Main Content Area:** A list of Webex Tools is shown:
 - 1. Pointer →
 - 2. Raise Hand 🙋
 - 3. Yes ✓ / No ✗
 - 4. Text tool
 - 5. Chat
- Right Panel:**
 - Participants:** Shows the current session with "BCPSQC - 2 (Host, me)" as the host and 0 attendees.
 - Interaction Icons:** A box highlights the Raise Hand, Yes (green checkmark), and No (red X) icons.
 - Audio:** A box highlights the "Audio" button.
 - Chat:** A box highlights the chat input area, which includes a "Send to:" dropdown menu set to "All Participants", a text input field with placeholder text "Select a participant in the Send to menu first, type chat message, and send...", and a "Send" button.



WebEx Chat

- We invite you to introduce yourself in the chat panel (all participants)
- Let us know your name and where you are from!



We Are Recording!

- This session is being recorded

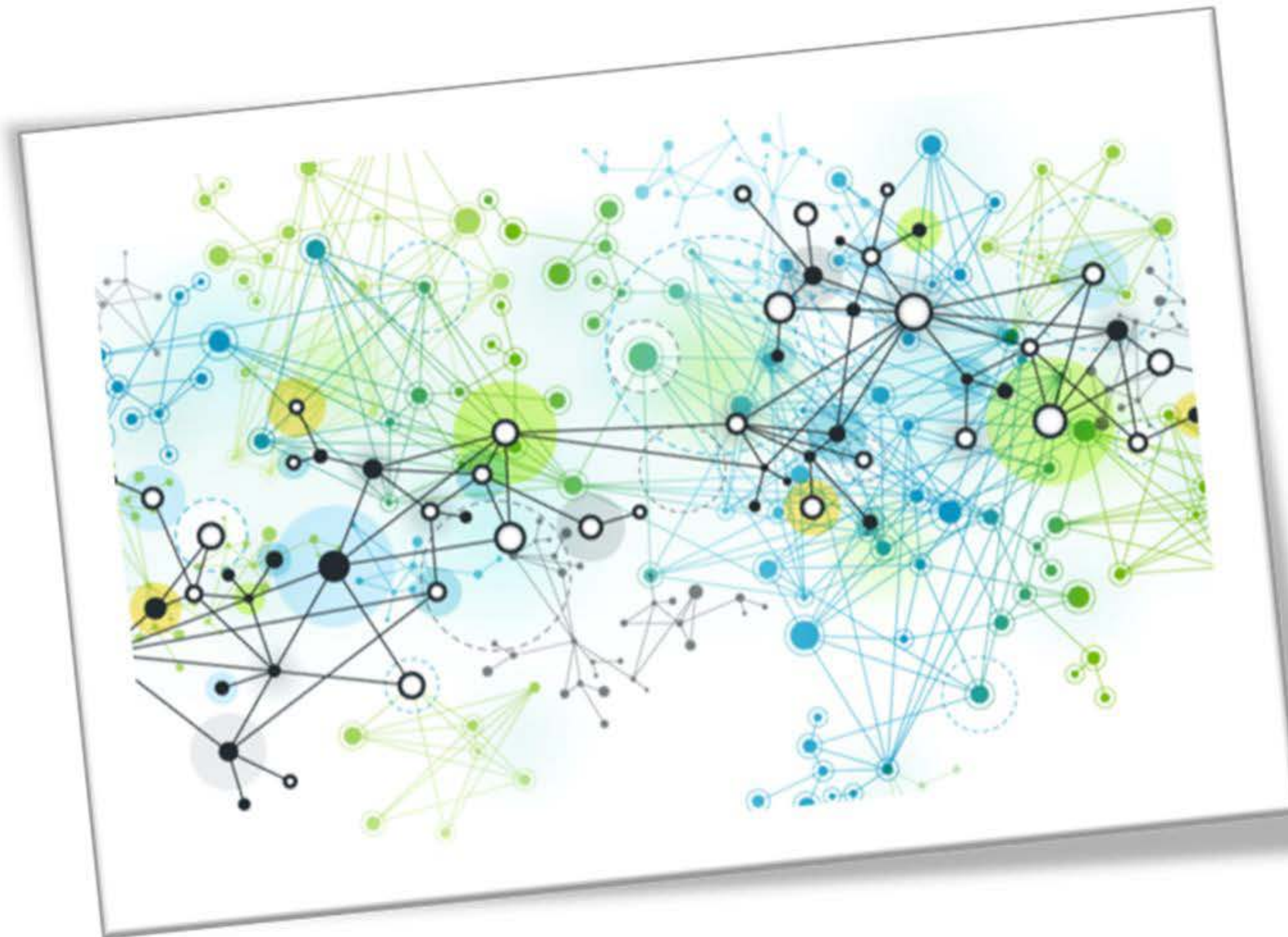


Slides and Recording

- The link to the recording and slides will be distributed via e-mail to all participants and posted on the Council sites



The Power of Connection



**Social connection
is 14 times more
effective
than written word/
best practice
databases/toolkits**

Nick Milton: <http://www.nickmilton.com/2014/10/why-knowledge-transfer-through.html>



Poll

What is your experience with networks?

- They are new to me
- I have heard about them in this context
- I have been a network member
- I have led a network
- I could probably teach this session



What Are They?

“Networks allow us to achieve something that is not possible to achieve as separate entities or, not possible to achieve as well.”

Huerta, Casebeer & VanderPlaat, 2006



What Are They?



"Networks are a powerful way of sharing learning and ideas, building a sense of community and purpose, shaping new solutions to entrenched problems, tapping into hidden talent and knowledge, and providing space to innovate and embed change."

The Health Foundation, 2013



Networks in Action



BC Sepsis *Network*

Best Care, **No Matter Where.**



Network Functions

- Community building
- Filtering
- Amplifying
- Facilitating
- Investing or providing
- Convening

Mendizabel & Hearn, 2011



What Do You Want?

All thoughts welcome!

Evaluation! Is it working? Is it useful?

Tools for connecting

building a network for those with limited access to resources

Making a network meaningful for members

How to get started!

I also want network for dummies

"Starting a Network for Dummies"



Key Considerations

EFFECTIVE NETWORKS



Network Mindset

Traditional Mindset	Network Mindset
Firmly controlled and planned	Loosely controlled and emergent
Strengthening individual efforts	Weaving connections and building networks
Procuring deliverables	Stimulating activity
Proprietary information and learning	Open information and learning
Decision making concentrated	Decision making shared
Insight from individual, “expert” actors	Collective intelligence
Effectiveness linked to concreted outputs (e.g., policy win, a measurable increase in community prosperity)	Effectiveness also linked to intangibles (e.g., trusting relationships, information flows)



Key Characteristics

- Distribution of power and leadership across members
- Reciprocity and exchange as the defining relationships
- Fluctuations in member engagement and impact
- Focus on generating and sharing knowledge

Health Foundation, 2013

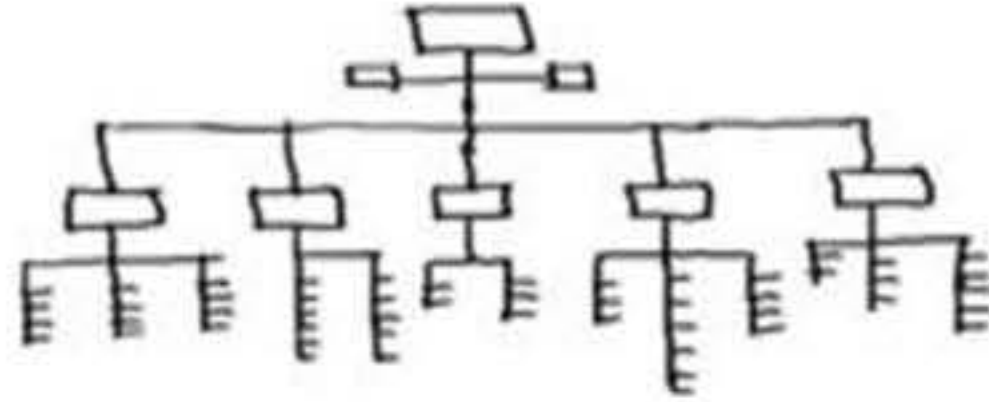


Value of Co-Design

NETWORK LEADERSHIP

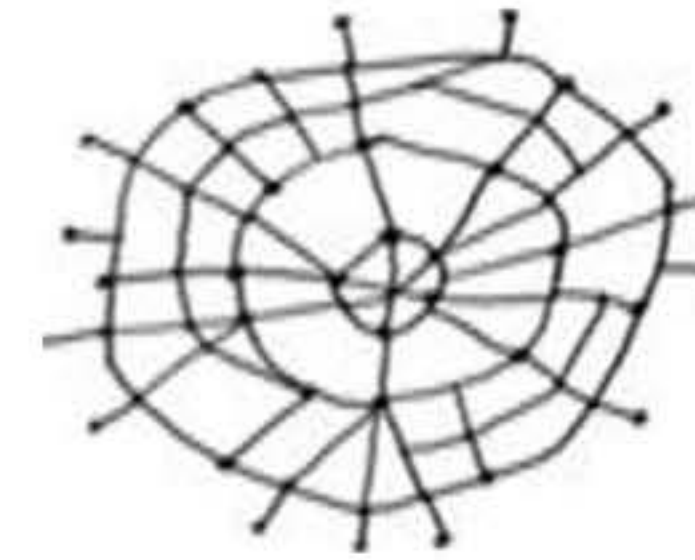


Hierarchy



- Power held by ***few***
- Engages ***with direct reports***
- Information ***pushed*** through the organization
- ***“Have to”*** change
- Attempts to **control** what is done
- ***Trust established*** through titles and prior accomplishments

Connection



- Power held by ***many***
- Engages ***at all levels***
- Information ***pulled*** through the network
- ***“Want to”*** change
- Lets the **network** do the work
- ***Trust inspired*** through transparency, communication and proactive engagement



Distributed Leadership

Encourage distributed leaders to take ideas back to their local networks and organizations where they can engage and further ideate, socialize and iterate these ideas to best fit the local context



Source: Mary Uhi-Bien, 2017



Distributed Leadership



Networks in Action



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Loyalty and Commitment

NETWORK MEMBERSHIP



Network Membership

- Cooperate around shared purpose
- Reciprocity and exchange
- Based on trust, respect and mutuality
- Requires representatives to see beyond the mission of their own organizations

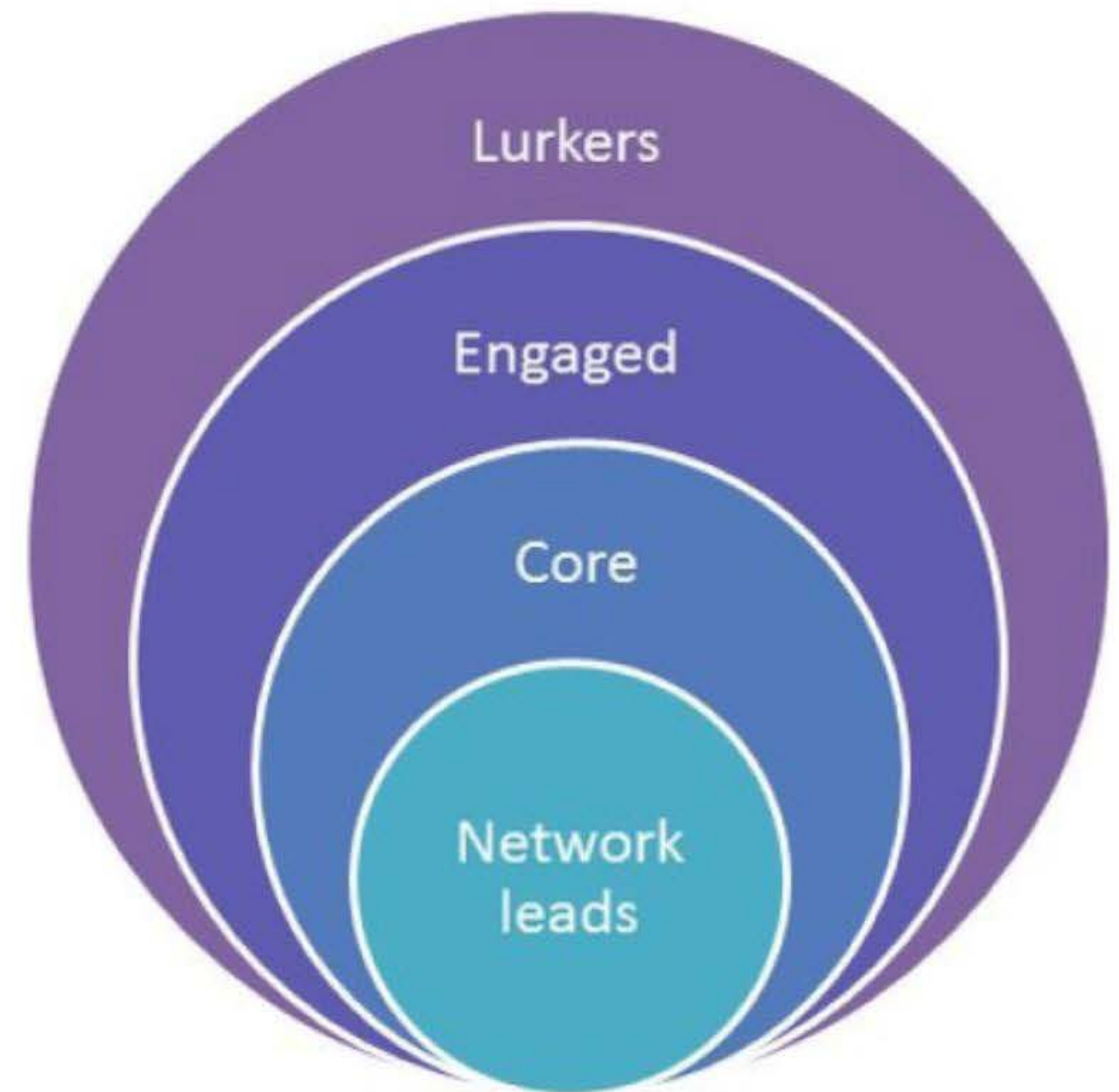
Health Foundation, 2013 | Huerta, Casebeer & VanderPlaat, 2006



Network Membership

Different levels of engagement and fluctuations over time

Key that we get the right people engaged at the right time



Networks in Action

UK's North East Shared Decision Making
Community of Interest



Identifying and Developing a Network

WHERE TO BEGIN?





“Change comes naturally when individuals have a platform that allows them to identify shared interests and to brainstorm solutions.”



Hamel & Zanini, 2014 | Slide: Helen Bevan, 2015

bcpsqc.ca



Key Steps

1. Clarify purpose
2. Embed the network
3. Convene the right people
4. Cultivate trust
5. Coordinate actions
6. Collaborate generously



Clarify Purpose

- What is the purpose of the network?
- What are the values and ambitions in common?
- What will hook the right people and encourage them to take action
- Need for ongoing attention to maintain focus on this purpose

Ehrlichman, 2011



Clarify Purpose

- Co-create the reason for being
 - Create a safe space
 - Look for commonalities
 - Design the network together



Networks in Action



**CHANGE AMBASSADORS
NETWORK BC**



What can is Your Shared Purpose?

Continuity of care for clients being released from corrections and transitioning back to the community
What is our priority - OAT therapy, communicable disease care, mental health care

Better community of quality work that is being undertaken across BC

establishing networks of OAT prescribers across the health authority to support their work



Embed the Network

- What gains can be achieved through partnership?
- How does networked leadership complement organizational structure?
- The key is in embed the network within broader strategies

Lemieux-Charles, 2006



Networks in Action



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How Can You Embed the Network?

Partnership between different services increases access to resources and project development

Provides members with different perspectives, helps understand barriers and problem solve together

Keep abreast of work to develop evidence based measures/tools/knowledge exchange

Have centralized communication. For example centralized Electronic Medical Records

Dedicate time for Network

Improve dissemination of evidence based tools/resources

Opportunities for members to connect with mentors and others with expertise



Convene the Right People

- Represent all parts of the system
- Elevate ability to get things done
- Cross boundaries and work with people who may have different perspectives and priorities

Ehrlichman, 2011



Networks in Action

UK's Child and Adolescent Mental Health
Services Evidence-Based Practice Unit



Who Are Your Right People?

engaging our frontline staff

Quality, Risk, cliniciand/Direct care, educators, patients, family
leaders

visionaries

government and policy makers

support staff

Learners, health care providers, people with lived experience and their support systems

Other allied organizations engaged in this work

Clients, non-profit care groups, aboriginal groups, RCMP, corrections, Probation, front line clinicians, c

OAT prescribers within Interior Health, or physicians with an interest in considering prescribing



Cultivate Trust

- Fostering trust for impact
- Willing to engage in authentic conversations about difficult topics
- Rooted in shared values and understanding

Ehrlichman, 2011



Cultivate Trust

- Fostered by:
 - Building a solid shared understanding of the system
 - Focusing attention towards the ways that people and organizations interconnect
 - Telling your story authentically
 - Sharing ‘the why’ behind actions
 - Modeling trust-building behaviours

Sawyer & Ehrlichman, 2016



Networks in Action



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Cultivate Trust

Make it safe for people to talk and raise their views

Respect ideas and stories, be transparent, be accountable

Be vulnerable and acknowledge where there are gaps in your knowledge



Coordinate Actions

- Identifying and coordinating work that is already happening
- Providing opportunities to leverage organizational resources, collaborate around common goals and avoid duplication of efforts
- Supporting coordination mechanisms
 - Can be formalized or less formal
 - Well-organized network meetings to sustain partner interactions

Ehrlichman, 2011; Cristofoli & Markobic, 2016



Networks in Action



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Coordinate Actions

Distributed, working with multiple organizations outside my organization.

Drop box
emails

Teleconferences

Community of knowledge website



Collaborate Generously

- Assuming positive intent
- Fostering a mindset of generosity
- Sharing resources broadly across network
 - Not counting transactions or asking for something in return
- Communicating frequently and openly
- Exploring opportunities to collaborate to advance shared goals

Ehrlichman, 2011



Networks in Action



**CHANGE AMBASSADORS
NETWORK BC**



Collaborate Generously

Connect people with my network within my organization



Developing Networks for Transformation and Change

QUESTIONS & DISCUSSION



Wrap-up

- Next webinar
 - Keeping the Momentum Going
 - Strategies for building and maintaining energy and action within the network
 - Managing tensions inherent in networks
 - Consultation time for people to bring forward questions or challenges they are having
 - Hold: October 29, 2018 @ 12:30
- Evaluation

