

Taking the  to change:

What we learnt from the pandemic

“*Power is the ability to
produce intended effects*

Bertrand Russell

Dr Helen Bevan

[@HelenBevan](#)

[#QF21](#)

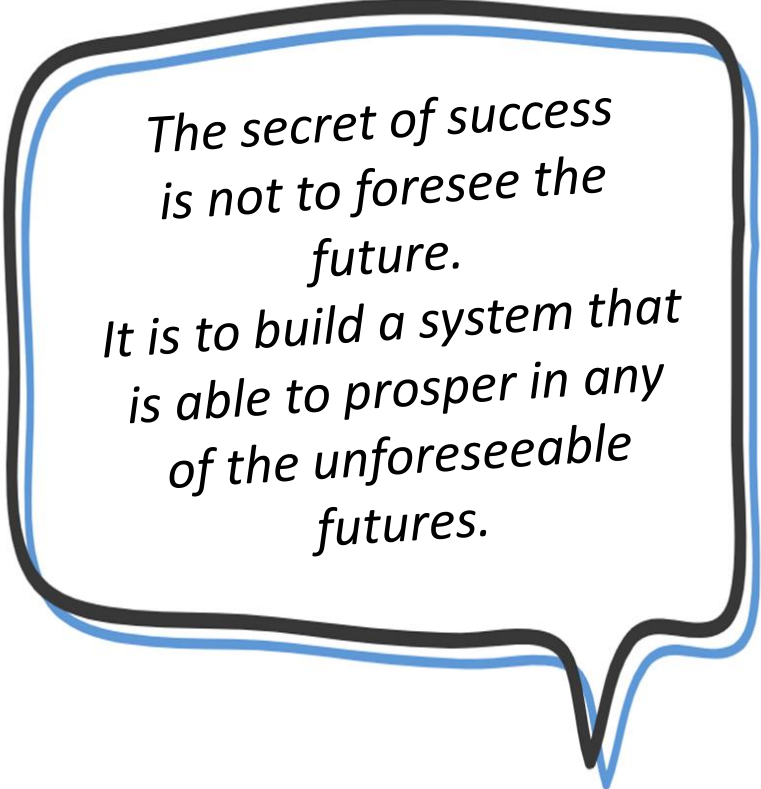
Learning from the pandemic

Methods for delivering health and care that we took for granted as the norm have been swept away in the Covid-19 response as people have responded in extraordinary ways.

Yet looking back over the last 30 years, the speed and complexity of change has been increasing all that time. Covid-19 has amplified what was happening already.

This is not about a pre or post-covid world; it's about a world that was already moving fast, got faster as a result of Covid-19 and will continue at speed.

The more we mobilise people around the potential for a radically different future, the better we prepare for the future.



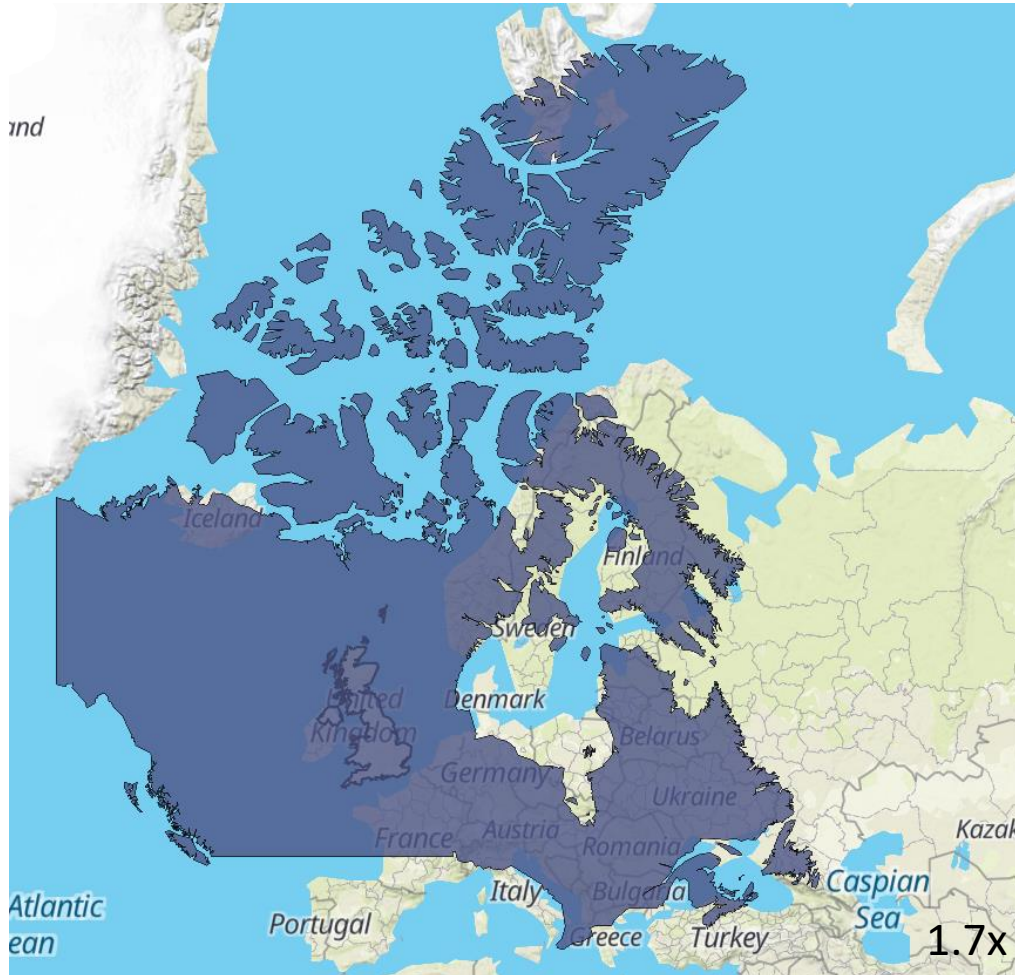
*The secret of success
is not to foresee the
future.
It is to build a system that
is able to prosper in any
of the unforeseeable
futures.*

Michael Hammer
1993

“*If you want to understand the world, try to change it*
Kurt Lewin



Geographically, the United Kingdom can fit into Canada **41** times



Population of Canada: **37.7** million

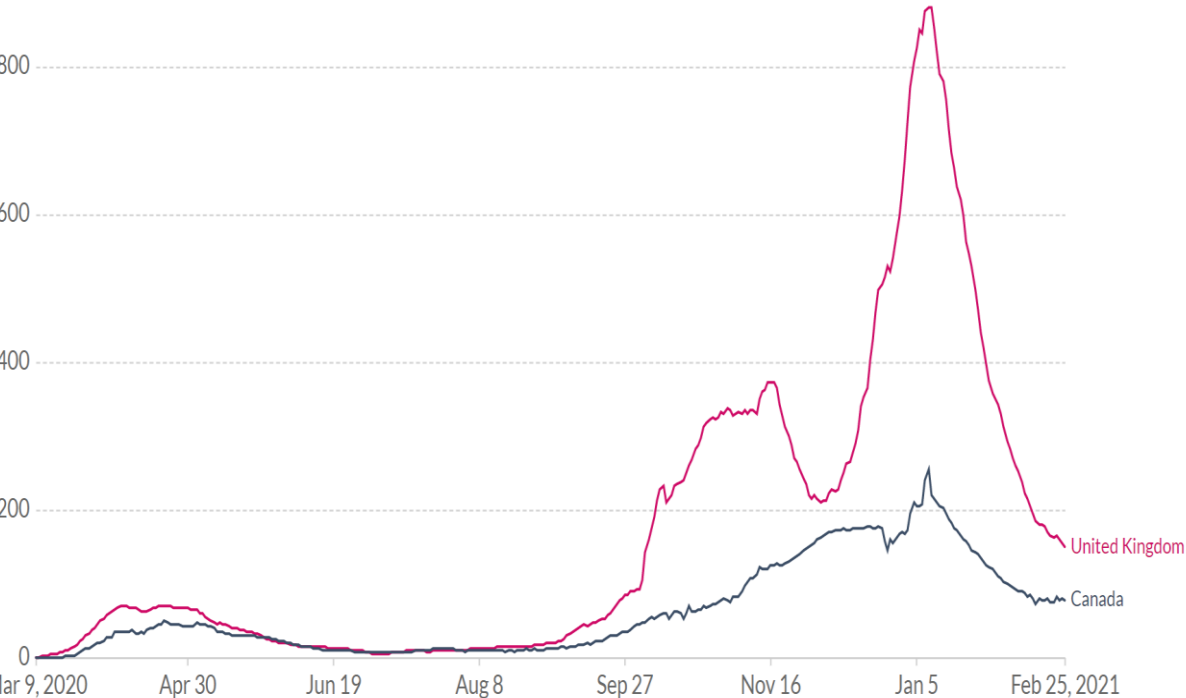
Population of the UK: **63.18** million

Covid-19: comparisons

Daily new confirmed COVID-19 cases per million people

Shown is the rolling 7-day average. The number of confirmed cases is lower than the number of actual cases; the main reason for that is limited testing.

LINEAR LOG



Covid cases

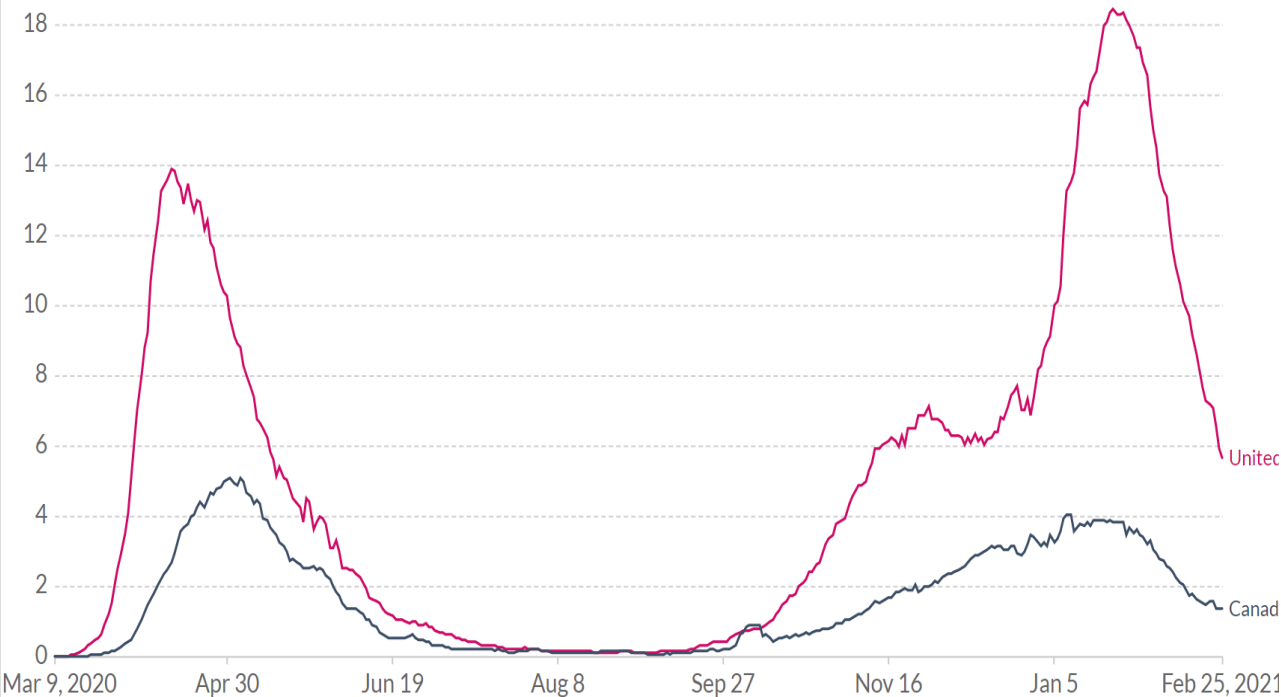
Canada: 863,500
UK: 4,170,000



Daily new confirmed COVID-19 deaths per million people

Shown is the rolling 7-day average. Limited testing and challenges in the attribution of the cause of death means that the number of confirmed deaths may not be an accurate count of the true number of deaths from COVID-19.

LINEAR LOG



Source: Johns Hopkins University CSSE COVID-19 Data - Last updated 26 February, 10:02 (London time)

Covid deaths

Canada: 21,868
UK: 122,303



Currency

Held by a few

Pushed down

Commanded

Closed

Transaction



Current

Made by many

Pulled in

Shared

Open

Relationship

Jeremy Heimens, Henry Timms [New Power: How it's changing the 21st Century and why you need to know](#) (2018)

Covid-19 metaphors

Metaphor

Comparing two things; saying one thing is the other

- The war, the fight, the battle against Covid-19
- Crime: “lockdown”; “curfew”; #covidiot “transgressors”
- Doctors and nurses as “superheroes”, “troops in battle”, “frontline”
- “Battening down”
- Needs command & control, top down leadership

- A journey with challenges and a hopeful destination
- Positive human actions based on shared purpose: “Building”, “forging” “reconstruction”
- Many people working together, each playing their part - inter-dependence
- Creating resilient, connected communities

Sources:

Ella Saltmarshe: <https://medium.com/@ellasaltmarshe/8-tips-for-framing-covid-19-f3c897c1ffa6>

Public Interest Research Centre: <https://publicinterest.org.uk/part-4-metaphors/>

The Workshop: https://mcusercontent.com/b0185015163b8400982fe50f3/files/5b54ba18-e698-4ee5-8c68-9d950d81b6db/The_Workshop_Covid19_Digital.01.pdf?mc_cid=620d8519d0&mc_eid=f7b8a6dd7c

The big shift in change

Structures and
systems

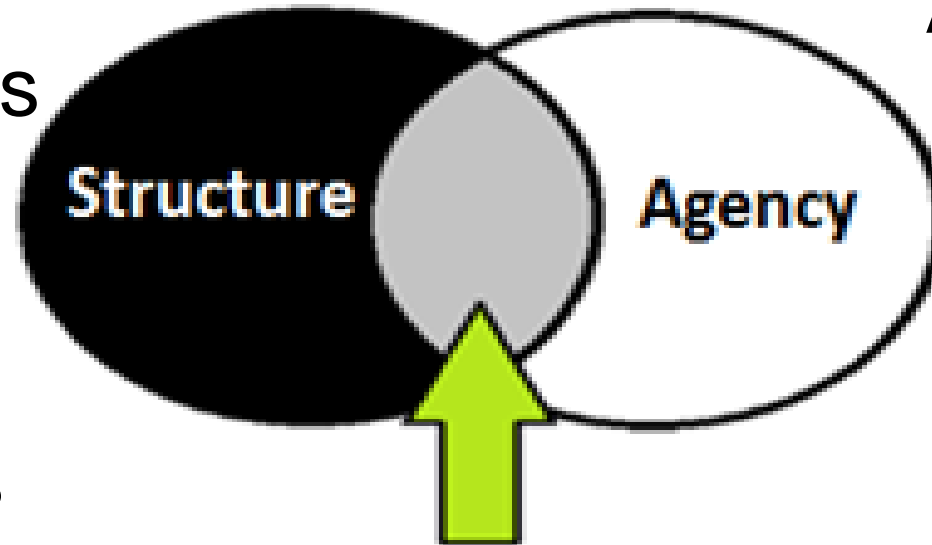
Performance goals

Compliance

Regulation

Policies

Incentive systems



We need both

Activation
Ability to make choices

Collective action

Leaders everywhere

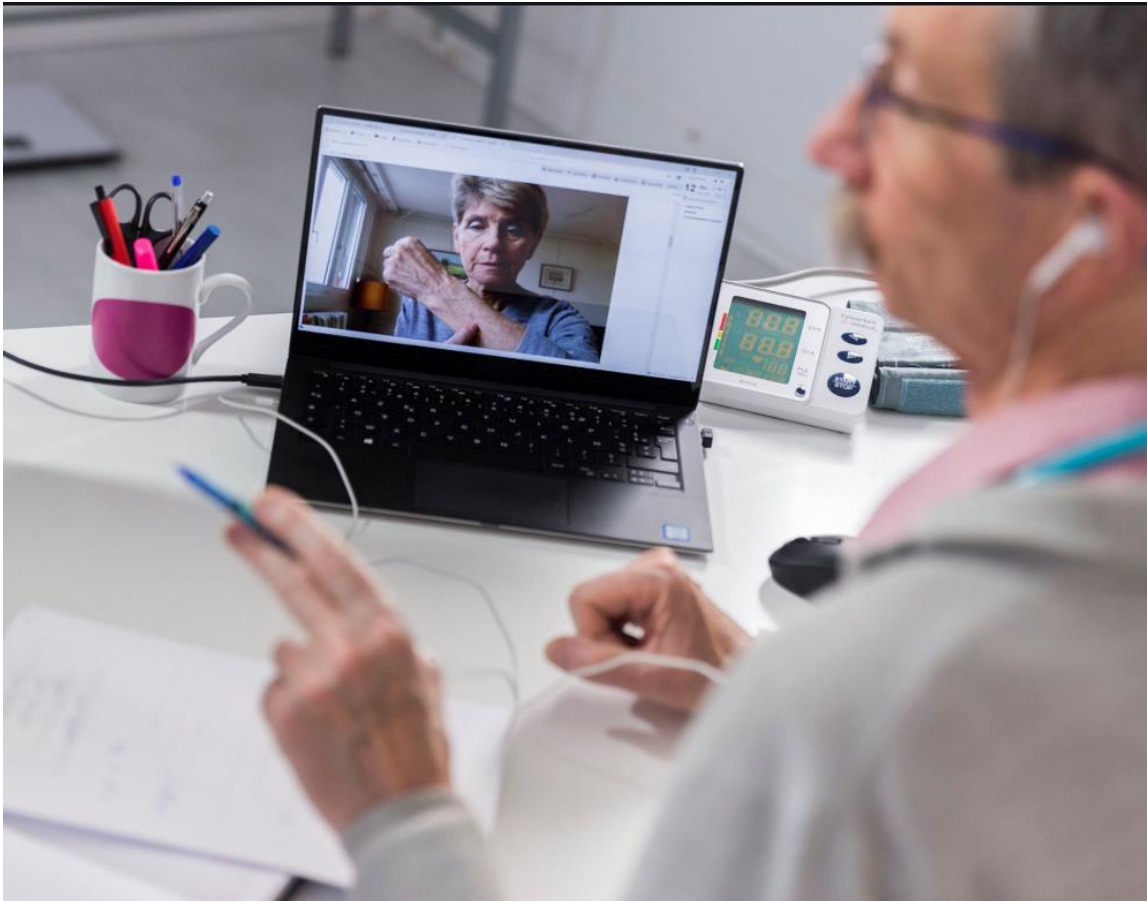
Social action

Solidarity

Social movements

The predominant approach in recent years has been
STRUCTURE but the Covid 19 response means a big shift
towards **AGENCY**

Agency: the power to make a positive difference



In Jönköping Sweden, the “living library”, a group of patient leaders, has supported thousands of service users to make the switch to virtual consultations during the Covid-19 pandemic



@HelenBevan #QF21

2x

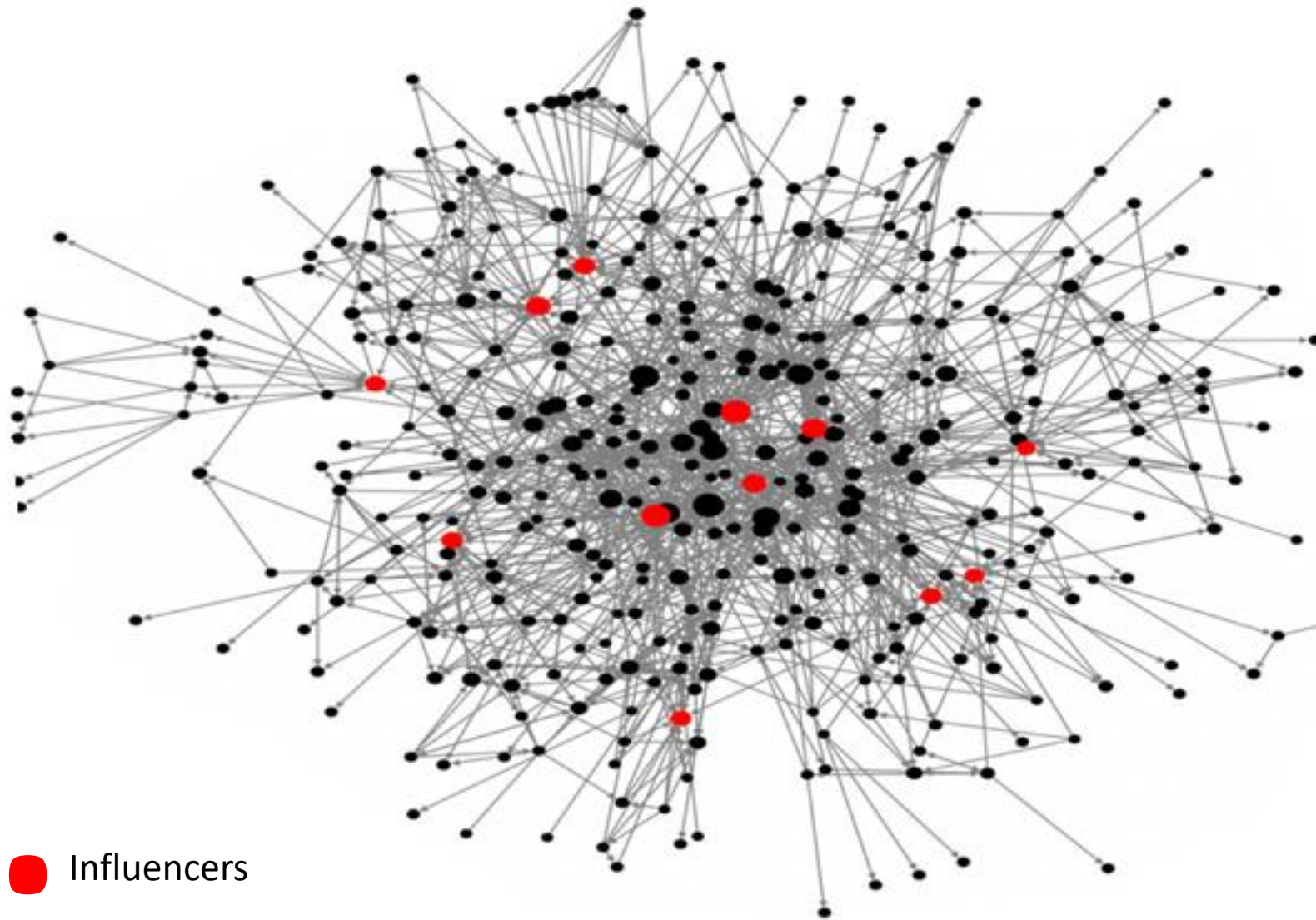
People who are highly connected have
twice as much power to influence
change as people with hierarchical
power

Leandro Herrero

<http://t.co/Du6zCbrDBC>



Find the 3% “super-connectors”!



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

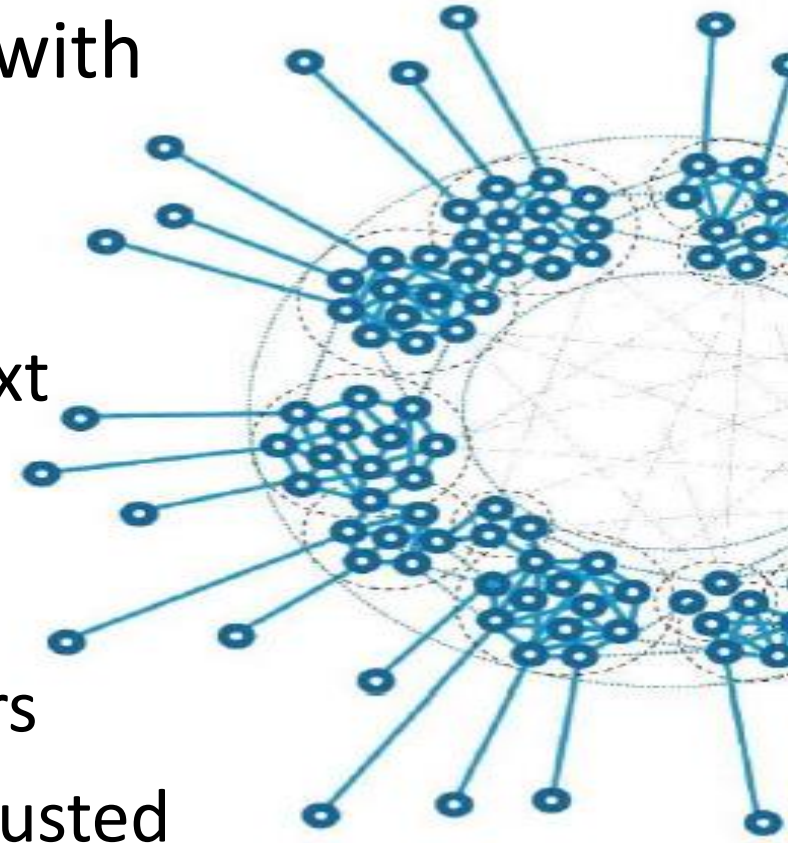
Source: Organisational Network Analysis by Innovisor

Why superconnectors?

A major cause of change failure is poor dialogue with the informal system

The 3% informal influencers:

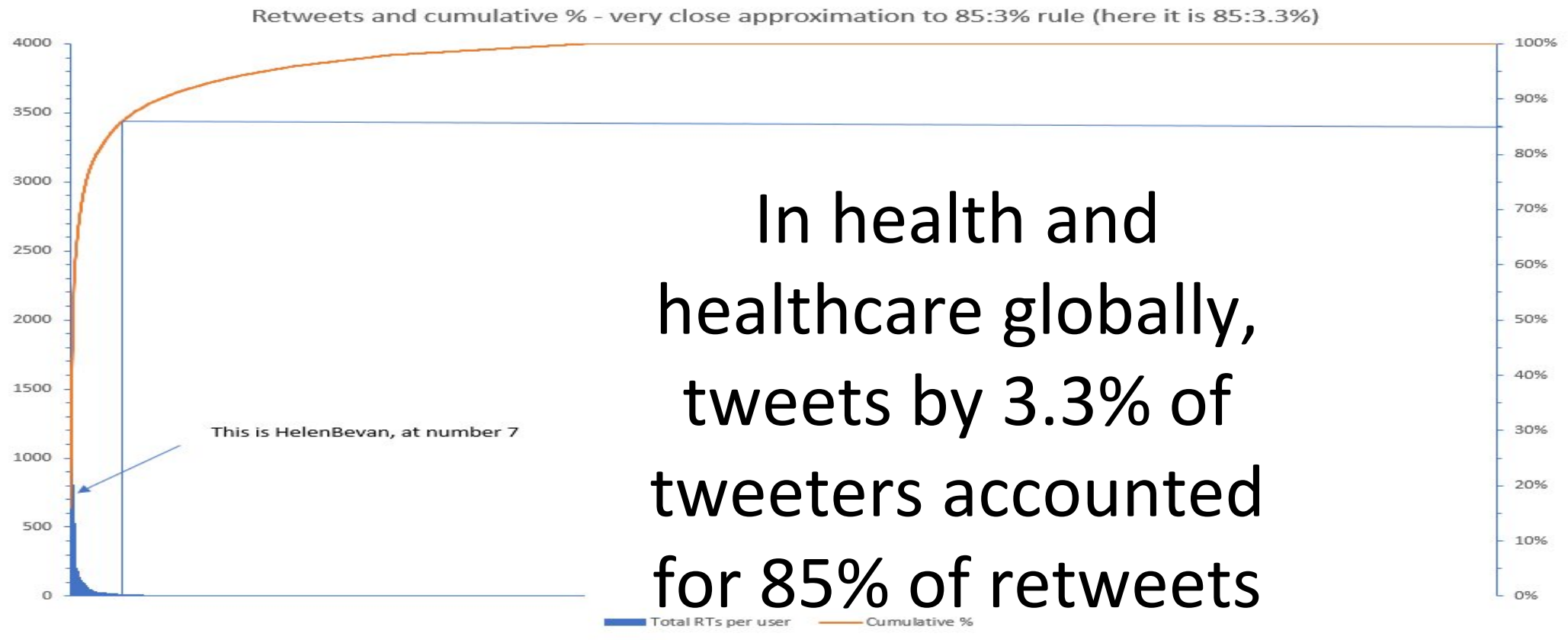
- Have the relationships, networks, content and context
- drive the perceptions of other people
- are the go-to people for advice
- make sense of things and reduce ambiguity for others
- Are trusted by peers more than formal leaders are trusted
- Are often unknown to formal leaders



Source of graphic:
The Strategy Group

Even more important at a time of ambiguity and uncertainty

The 3% rule also appears true for social media

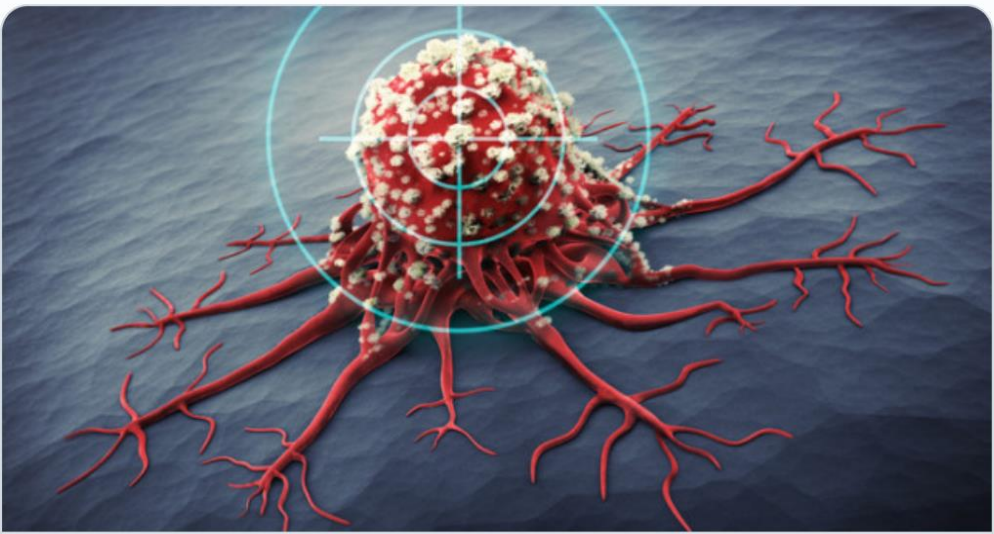


Source: research by Graham MacKenzie using NodeXL

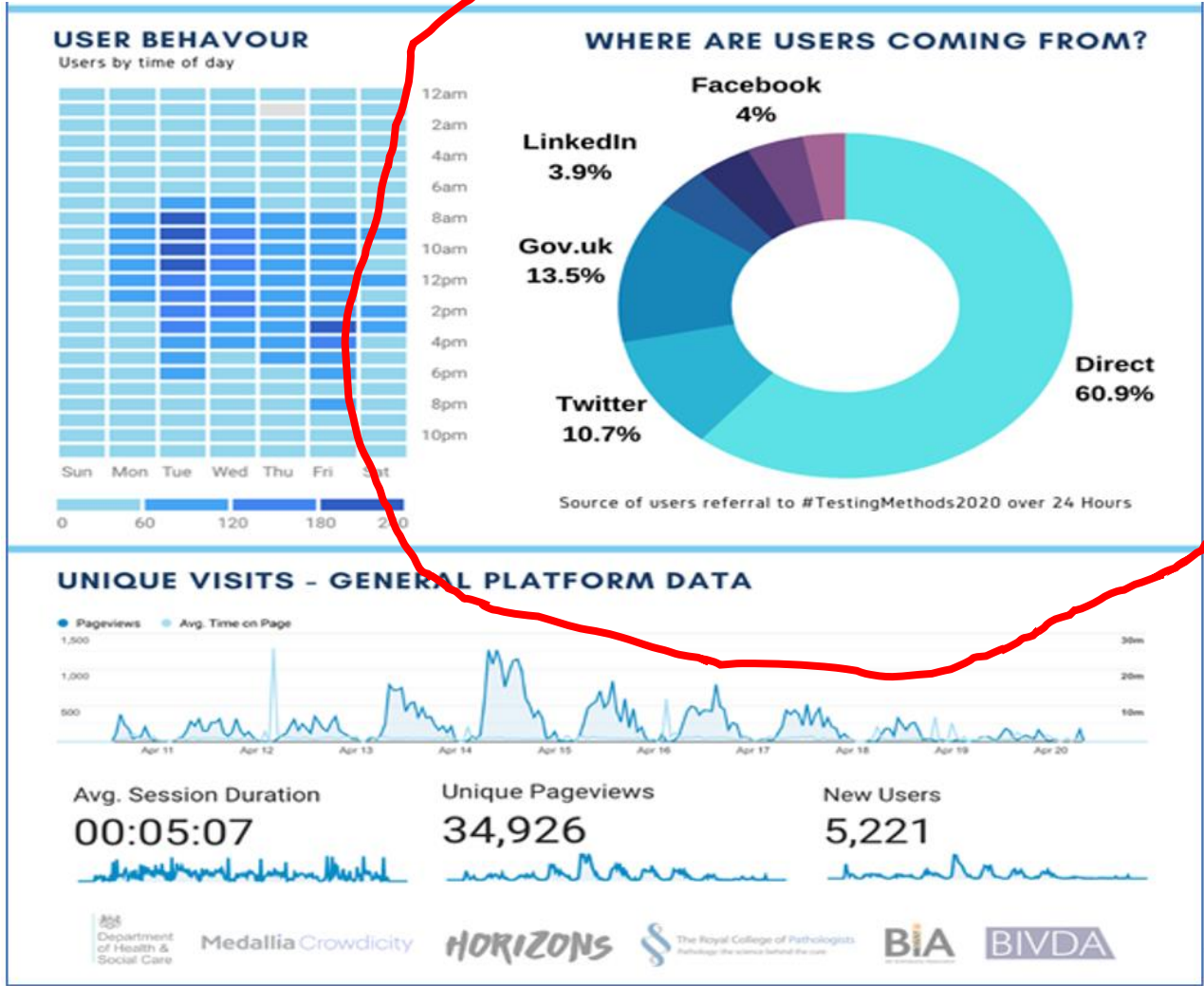
Don't underestimate the power of social as a source of information to drive change

 **Joseph Flaherty** @josephflaherty · Apr 12
"I actually think that twitter is probably the best source of medical information right now as an active oncologist."

Amazing note from a doctor on the @a16z podcast about treating cancer in the age of COVID-19.



Virtual Oncology
In this episode, Dr. Bobby Green, MD (Community Oncologist and Chief Medical Officer, Flatiron Health) and Dr. Sumit Shah (Oncologist and ...



The superconnectors become even more important at times of ambiguity and uncertainty



@davemorgan_NEAS

Trisha Greenhalgh 🤔 #BlackLivesMatter 🍷 Retweeted
Trisha Greenhalgh 🤔 #BlackLivesMatter @trishgreenh... · Sep 26
If your waiter/ress is wearing what @EdwardJDavey is wearing in this picture, they will be directing a powerful downward jet of exhaled breath right onto your plate of food. Send it back and ask for your waiting staff to wear a proper mask.



@trishgreenhalgh

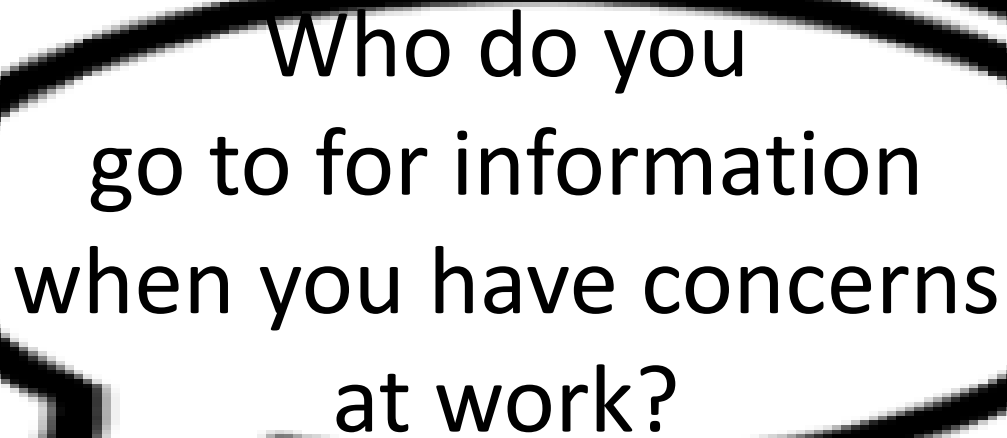
Rachel Clarke @doctor_oxford · 2h
No. Not again.
After 10 yrs serving in the British army, including Iraq & Afghanistan, Taitusi Ratucaucau has just been billed £27k by the NHS for an emergency operation to remove a brain tumour.
This is grotesque @pritipatel @ukhomeoffice. Fix it now.

British army veteran faces £27,000 NHS hospital bill
Fiji-born man told he is not eligible for free treatment after brain tumour surgery
theguardian.com
174 2.1K 3.8K

@doctor_oxford

How do you find your superconnectors?

Ask other people!



Who do you
go to for information
when you have concerns
at work?



Who's advice do you
trust and respect?

Innovisor [Evidence-based change](#)

McKinsey [Tapping the power of hidden influencers](#)

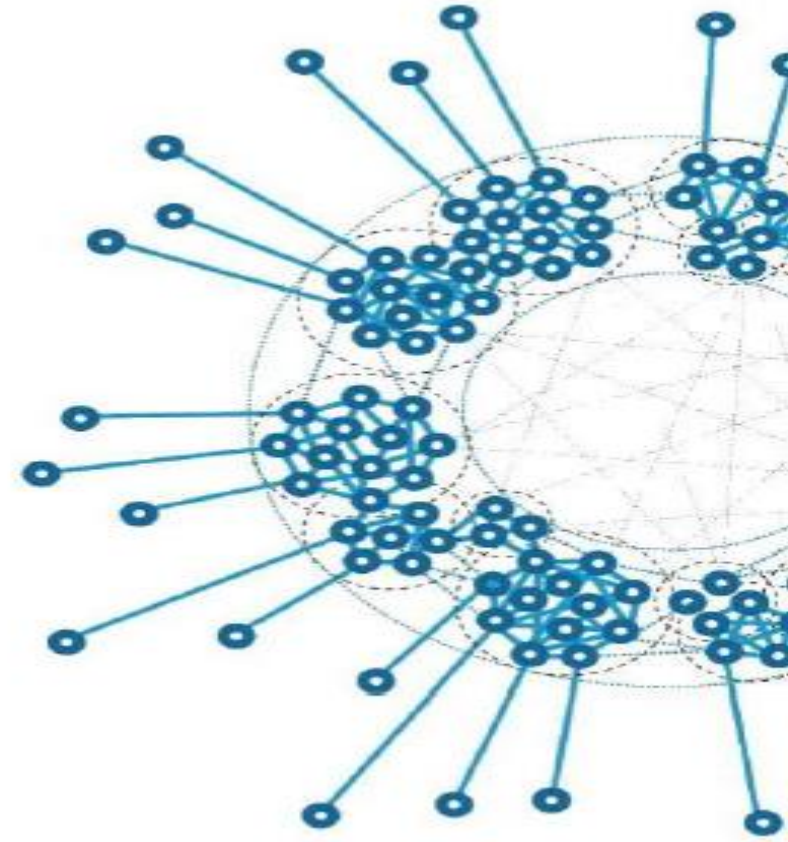
Mike Klein [Internal influencers: actionable and no longer optional](#)

What does this mean for me?

Be a

superconnector

- Build your connections and relationships
- Be a model of trust and positive behaviours
- Always, always follow up



Source of graphic:
The Strategy Group

What does this mean for me?

Be a superconnector

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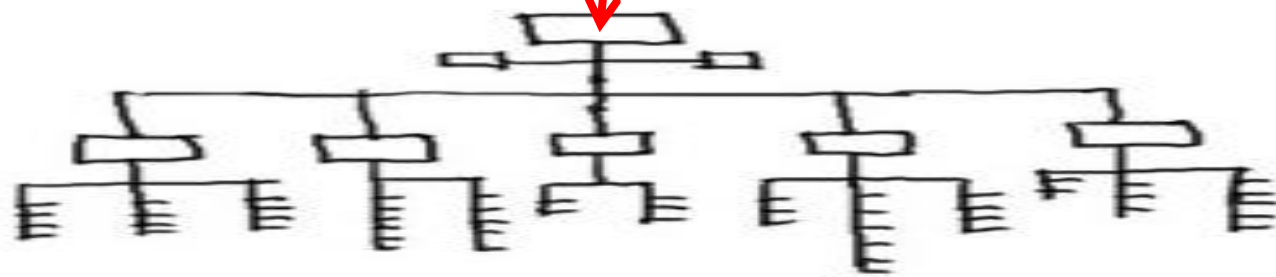
Find your superconnectors

- Get their insights
- Engage them in change
- Stay connected for the long haul

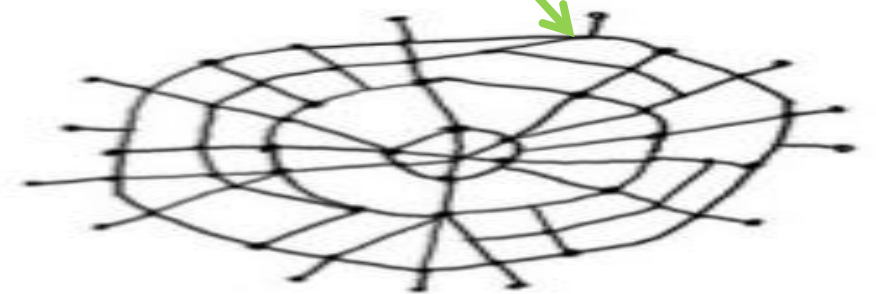
As senior leaders, we may be less influential than we think

Source:
Jeppe
Hansgaard,
Innovisor

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



Designed for
DIVISIONS



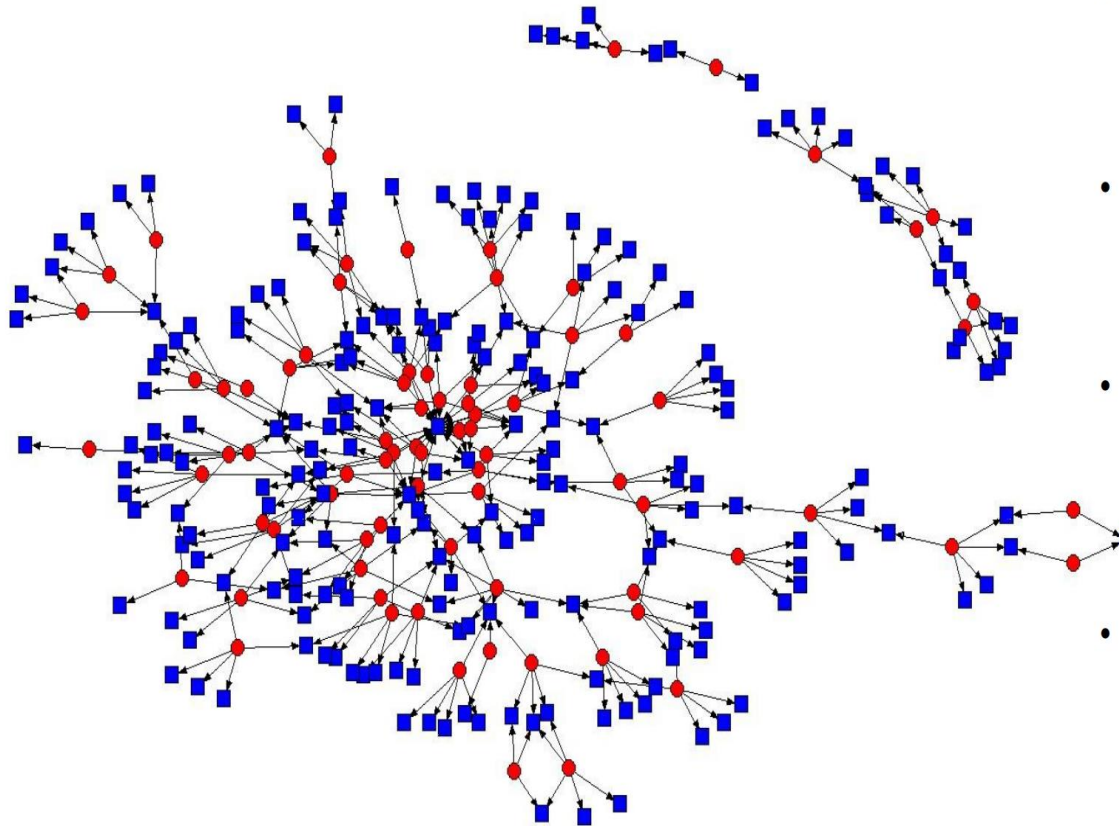
Designed for
CONNECTIONS

Relationships and building of community is more important in spreading change than any other factor

- Evaluation of NHS hospital systems that undertook comparable Lean initiatives with vastly different outcomes
- The difference? **The level of social connections between those working to lead improvement**

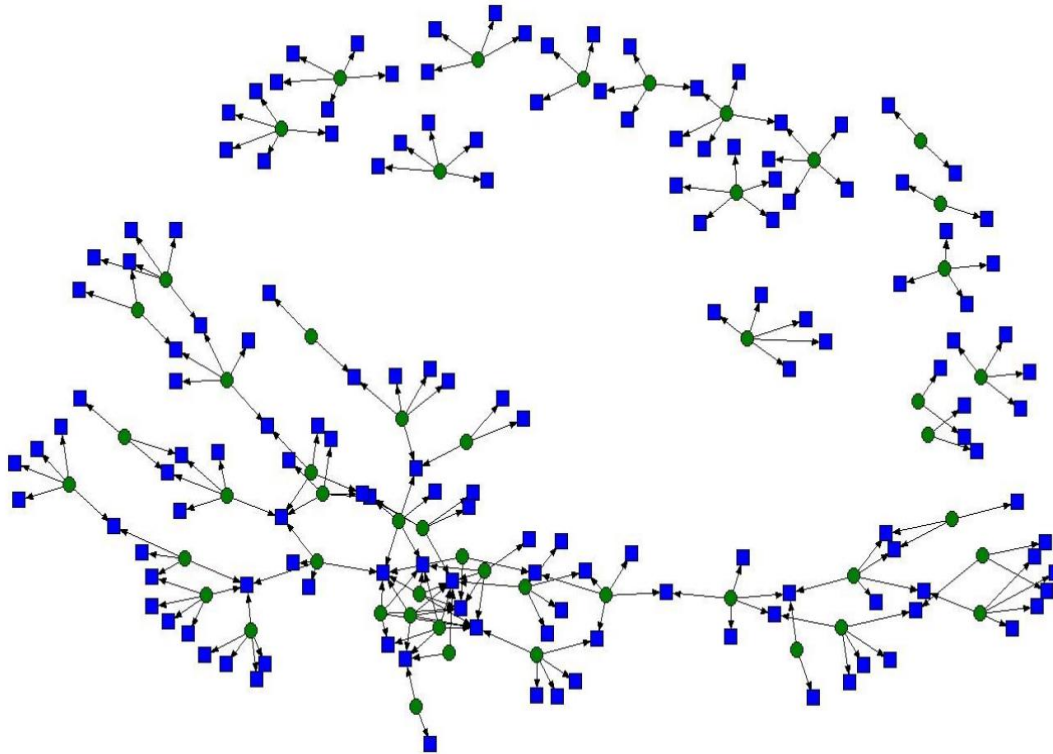
Source: Nicola Burgess, Warwick Business School, evaluation of the partnership between the NHS and Virginia Mason Institute

Hospital A: “Outstanding”



- Distributed Network – High Degree of Connectivity.
- High degree of interaction - everyone is talking to each other.
- Dense clusters and groupings also indicate high degree of collaboration.
- High degree of connectivity associated with high capacity to facilitate knowledge exchange and learning.

Hospital D: “Special measures”



- Two-thirds of the Core Network is decentralised and has Chain-like characteristics
- One small dense cluster, so some L4Ls are talking to each other and share collaborators.
- Third of the network disconnected with several 14 isolated components.
- Low to moderate connectivity indicates a low to moderate degree of interaction, engagement and knowledge sharing

10 Ways to Build Change Agency.

The **POWER** to make a **POSITIVE DIFFERENCE**.

1. Create **small** Changes
one step at a time.



2. Emphasise progress

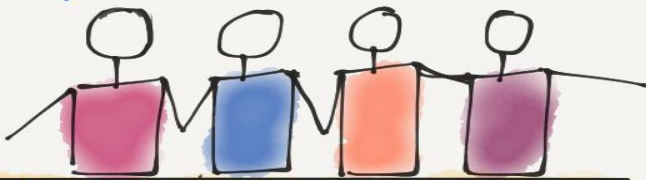
3. Reframe your **Thinking**

- failed attempts are Learning opportunities. - Uncertainty becomes Curiosity.



4. Find your **Crew** (a group unified by a provocative idea)

5. Get social support



You can't be a great change agent on your own!

6. Make Change **ROUTINE**
(rather than an exceptional activity)



7. Learn from the Best!

8. Think **STORY**



What are we/I doing? Why?
How do we/I tell our story?

9. Build a **Spectrum of allies**.
(not just people who support what you do!)

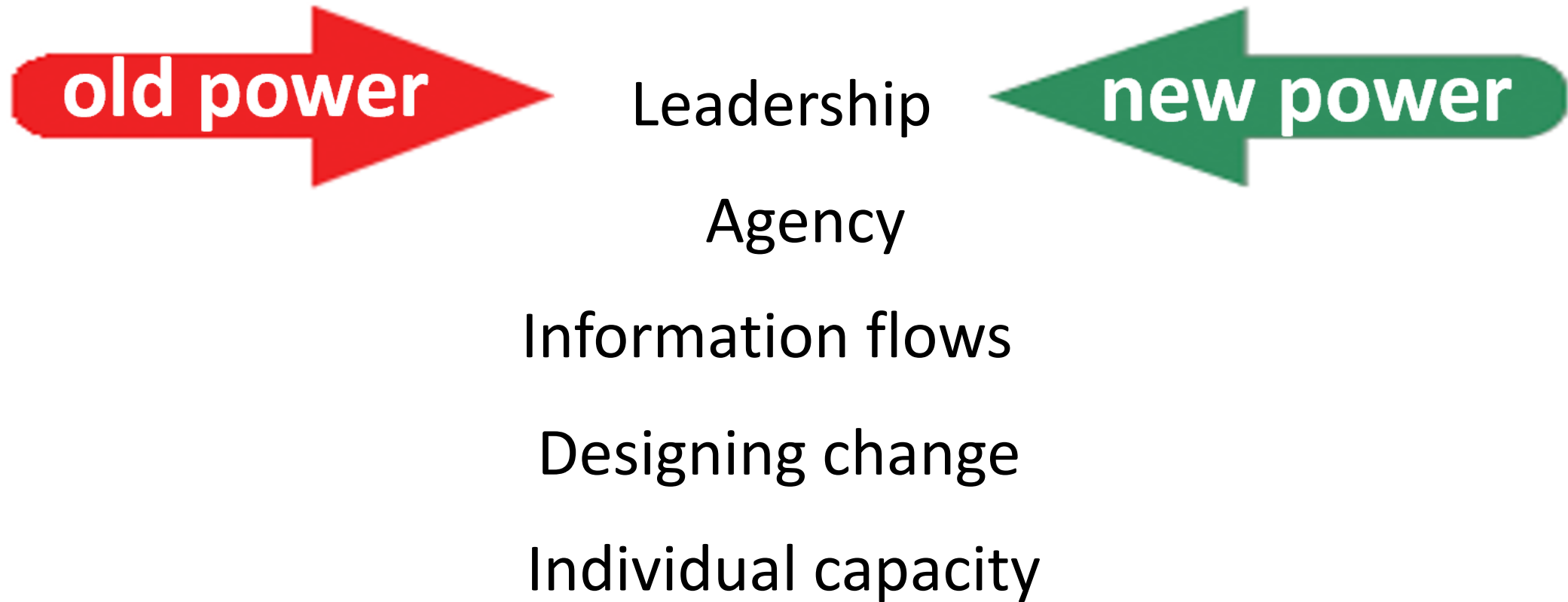
10. **PERSIST!**

"First they ignore you,
then they laugh at you,
then they fight you,
then - you WIN." Gandhi.



List created
by members of
@HorizonsNHS

The leaders who succeed in the future will be those who develop the ability to operate in new power ways



Modified from Donella Meadows adaptation of leverage points in
OECD '*A brief history of systems approaches*'

What next?

*“Whether we march with banners or without - the important thing is that we march together. All of us. That’s what this thing has been about from the beginning. And that is absolutely how it is going to end.
Together. Us. United”*

(Joe in *Pride* by Stephen Beresford)




**"SCHOOL IS GOING
TO HELP YOU
ACHIEVE THE
INCREDIBLE"**

- DANI, NURSE

**Starts
April
2021**

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horizonsnhs.com/school

 @Sch4Change #S4CA

Learn how to become an effective
change agent

Six weeks of content

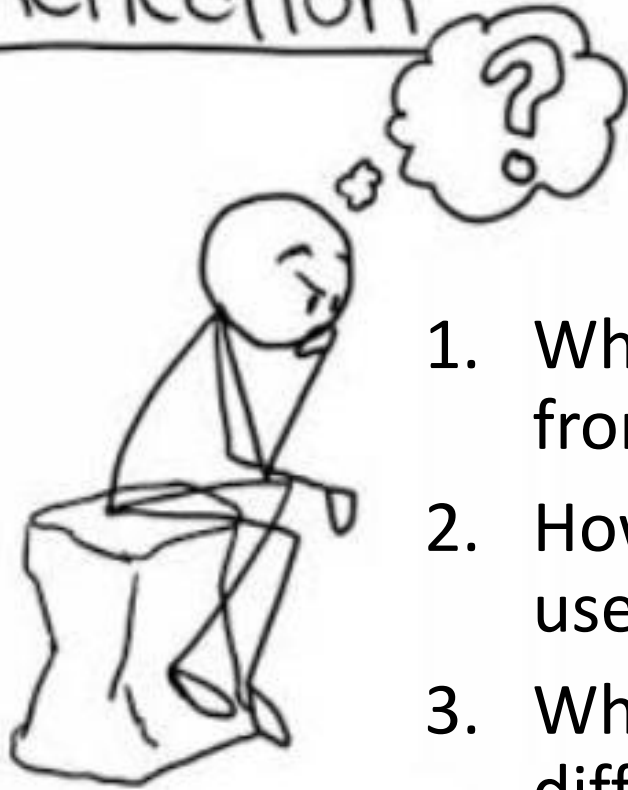
Open to anyone from anywhere in
the world

A global community of tens of
thousands in health and care

Free to take part

THE **SCHOOL**
FOR **CHANGE**
AGENTS

Reflection



1. What were the main things you learnt from this session?
2. How can the content of this session be useful to you?
3. What things are you going to do differently or additionally as a result?