International Forum on
QUALITY & SAFETY
in HEALTHCARE
LONDON

10-12 April 2024
ExCeL London
London, UK

X/Twitter: #Qualityforum

Institute for Healthcare Improvement

BMJ

https://bit.ly/49F9bfX

The future of change

Leading big change: what does it take to deliver at large scale?

Strategic Translation

Emergence over three days

Created By: Helen Bevan, Goran Henrick, Jodeme Goldhar, Sasha Karakusevic

"Tomorrow belongs to those who can hear it coming"

500 people over 3 days

Today's session is the culmination of the "Change" theme at the International Forum

The "Change Rebels Salon" each day

16:45-17:45 M14 Wednesday

12.30- 1300 L5 Thursday

12.30- 1300 L12 Friday

Thursday

1100-1215: Nuka – 25 years of community-driven transformation: remarkable clinical, cost, and happiness achievements A1

1100-1215*: Enabling change across a whole system* A2

1315-1430: Breaking the rules and co-developing better care systems from the inside out B2

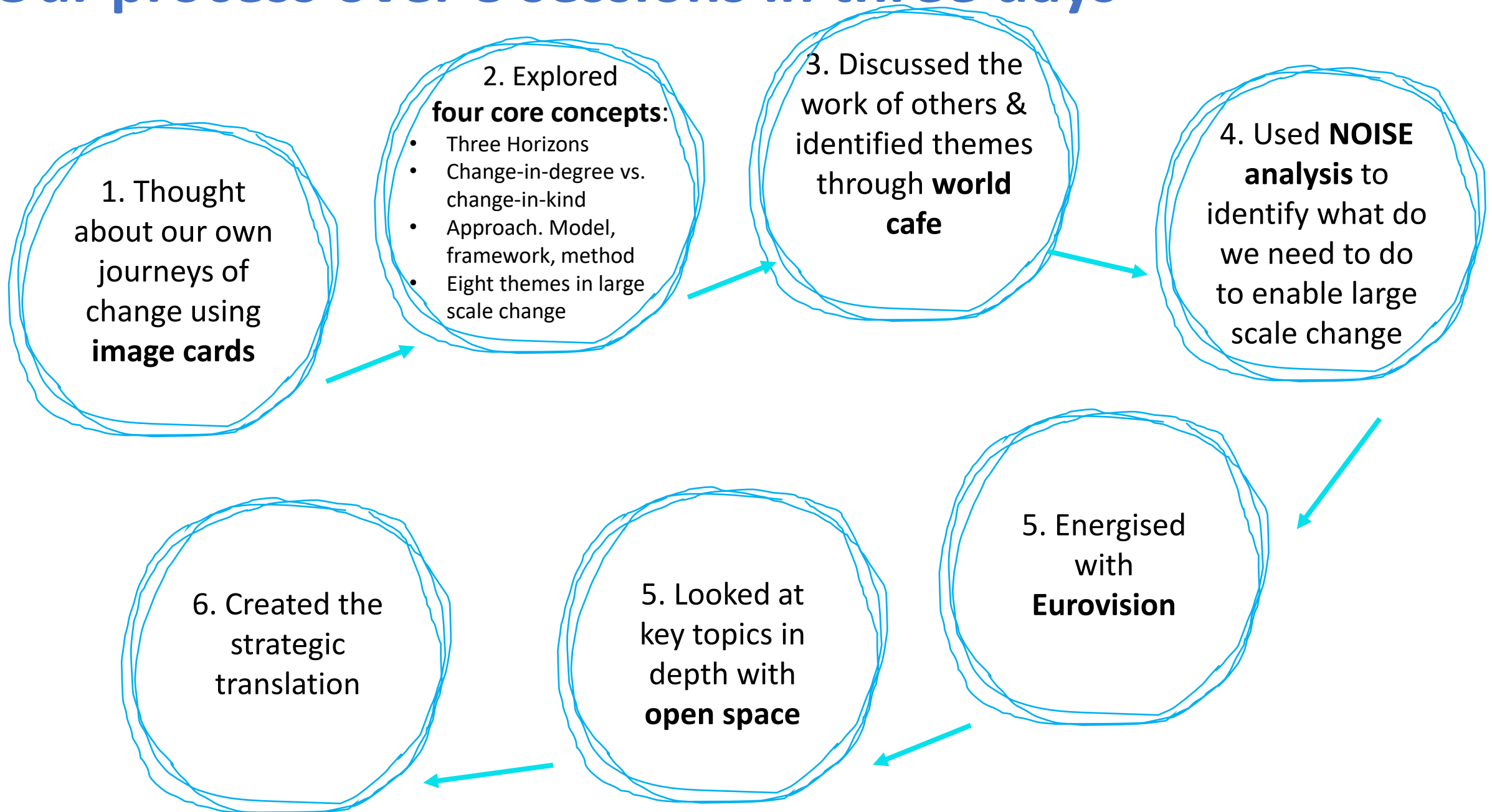1500-1600: *Creating a culture that fosters creativity and new approaches to quality improvement* C2

Friday

1100-1215*: Change happens one person at a time* D2

1315-1430*: Creating change together* E2

1500-1600*: The future of change* F2

Our process over 8 sessions in three days

1. Thought about our own journeys of change using **image cards**

2. Explored **four core concepts**:
- Three Horizons
- Change-in-degree vs. change-in-kind
- Approach. Model, framework, method
- Eight themes in large scale change

3. Discussed the work of others & identified themes through **world cafe**

4. Used **NOISE analysis** to identify what do we need to do to enable large scale change

5. Energised with **Eurovision**

5. Looked at key topics in depth with **open space**

6. Created the strategic translation

Much of our current change practice is designed for *"change-in-degree"* when we also **need** *"change-in-kind"*

Source: Emergent Futures Lab (2024) The new cannot be seen or thought
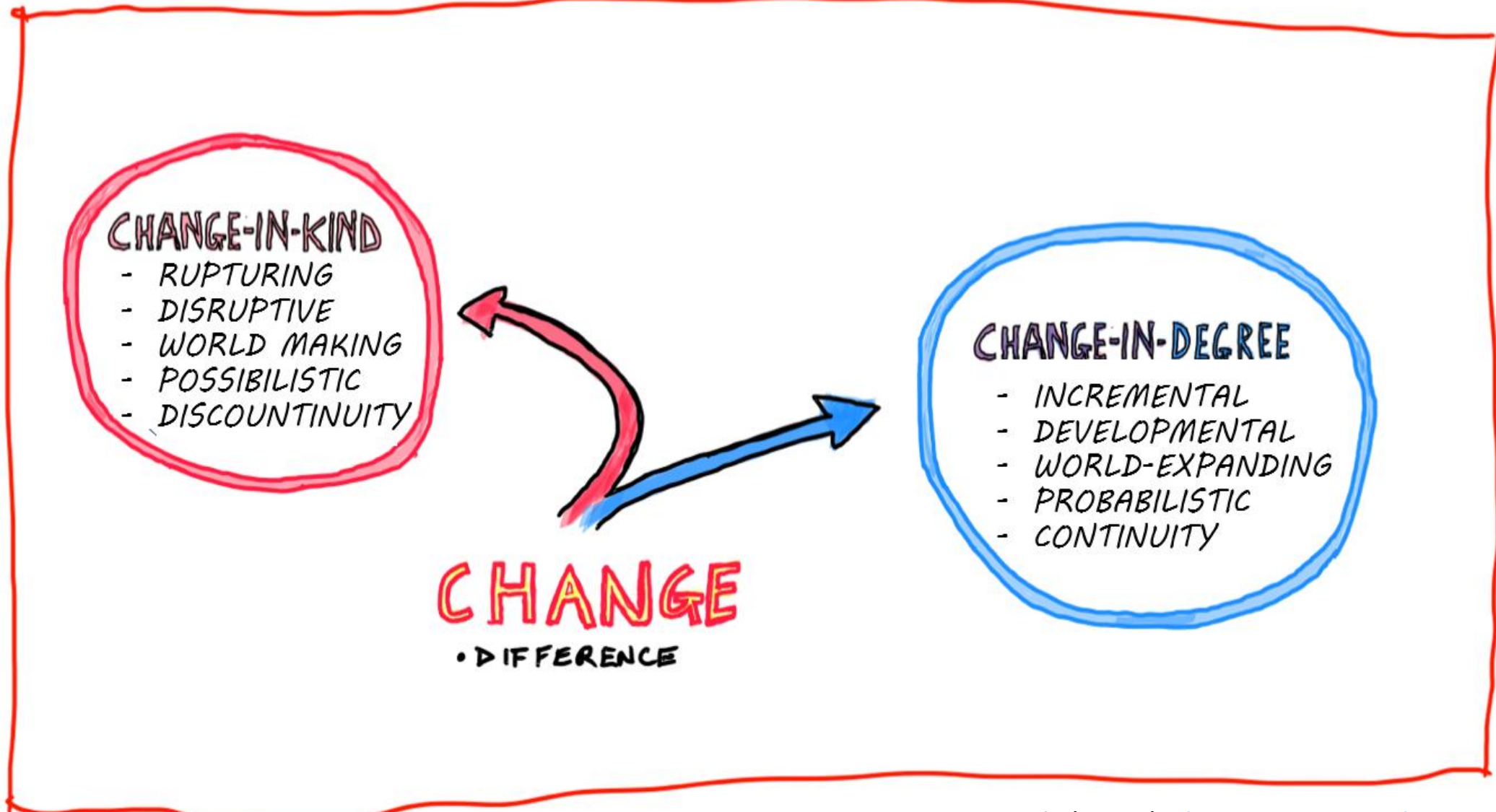
Thinking about our future direction using Bill Sharpe's "Three Horizons" model

- **Horizon 1:** What are our current ways of working (context, focus, methods, patterns, structures etc)? What is viable/not viable for the future?

- **Horizon 3:** What could we do differently in the future in radically different ways to achieve our ambitious goals? Where are the emerging opportunities?

- **Horizons 2:** How can we build a path between where we are now and where we would like to be in future? What actions should we take?

From: ***Three horizons: a pathways practice for transformation*** Bill Sharpe and colleagues
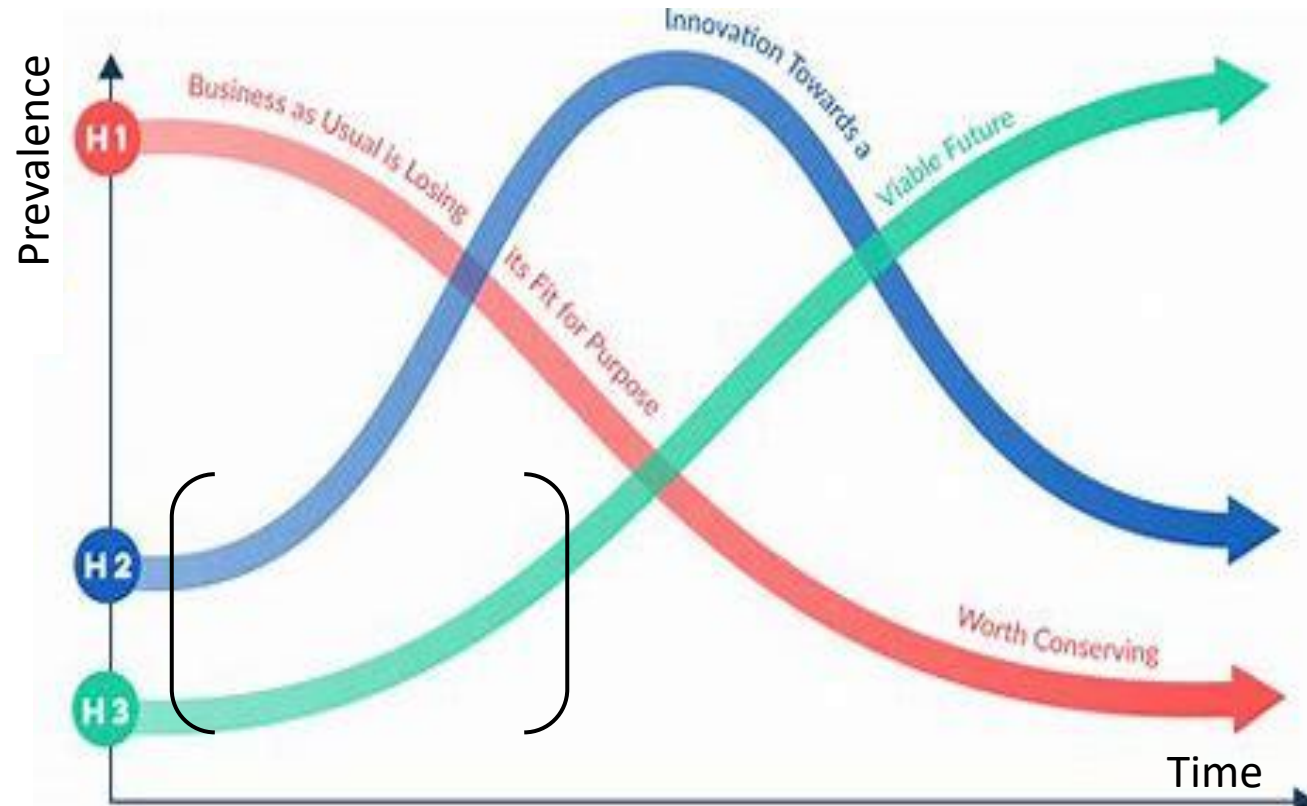
Recurring (& interconnected) themes in approaches to making large scale change happen

Moving together towards a shared direction

Changing yourself as a resource for change

Co-producing change: "with" & "by", not "to" or "for"

Setting up systems for experimental learning & unlearning: "doing the right next thing"

Developing leaders everywhere: sustainable systems of distributed leadership

Creating the conditions for emergent change

Leading transitions through uncertainty

Shaping networks to shape opinions

Building power: a spectrum of allies AND working through pillars of formal power

Source: Concept... ...Bevan and Goran Henriks

Recurring (& interconnected) themes in approaches to making large scale change happen

Design Components and Questions Showing The Way

Inspired by Change Rebels

Moving together towards a shared direction	Changing yourself as a resource for change	Creating the conditions for emergent change	Co-producing change: "with" & "by", not "to" or "for"	Shaping networks to shape opinions	Developing leaders everywhere: sustainable systems of distributed leadership	Setting up systems for experimental learning & unlearning: "doing the right next thing"	Building power: a spectrum of allies AND working through pillars of formal Power
• How do we build shared purpose, values and direction together? • How do we build capability for collective leadership? • How do we think systemically by default ? • How do we create radical structural change that embodies a community development approach? • How do we create the space for shared purpose to emerge?	• How do we change ourselves to be resources for change? • How do we build skills for collaboration and facilitation? • How do we unlearn? • How might we shift from a scarcity to an abundance mindset? • How do I know myself? • How do we create space to learn about each other? • How do we move from knowing what to do to actually doing it?	• What are the optimal conditions, for instance, is there an optimal size • What are the ways to create 'community' across a whole system/community • We talk about 'spaces for change'…What are the spaces for change? • How do we create protected time to do this together? • How do we shift from incremental to radical change? • How do we prioritize the time and headspace for change?	• How do we design and drive change with community? • How do we co design in a way that builds reciprocal trust ? • How do we focus on community as a whole while we also co produce change with segments of the community? • How can we do both lived experience co design or where you live co design • How do we advance authentic co-production? • How might we support citizens and carers to be leaders of change	• How do we work collectively across boundaries? • When we talk about involvement, who do we need to involve and how? • How do we leverage our informal networks for change? • How so we build a spectrum of allies for change?	• How do we create teams that are strong together for change? • How do we build the skills and profile of future leaders for change? • How do we sustain change when there are leadership changes? • How do we sustain capacity and practice for change? • How do we bring multigeneration of leaders together and understand different needs and perspectives to influence large scale of	• How do we learn from excellence? • How can we organize a safe place where we can dream and explore? • How to bring hope, optimism, energy and fun into the workforce? • How do we lead in the current context while leading for the future • How do we rid of status quo maintaining practices and be rebels to advice collective change	• How do we rebuild trust • How do we build trust for change? • How do we create the business case for change? • How do we navigate the tension between 'risk' and 'learning from failures'?

Examples of simple rules for large scale change

Simple rules are
**how WE
go about changing
what WE care about**

Inspired by change rebels

Simple rules

Simple Rules are sets of underlying principles or ways of thinking and behaving that govern the way that things operate

Effective simple rules are:
- Few (5-7)
- Generalisable
- Positive
- Active

"A set of simple rules lead to intelligent behaviour in complex situations"
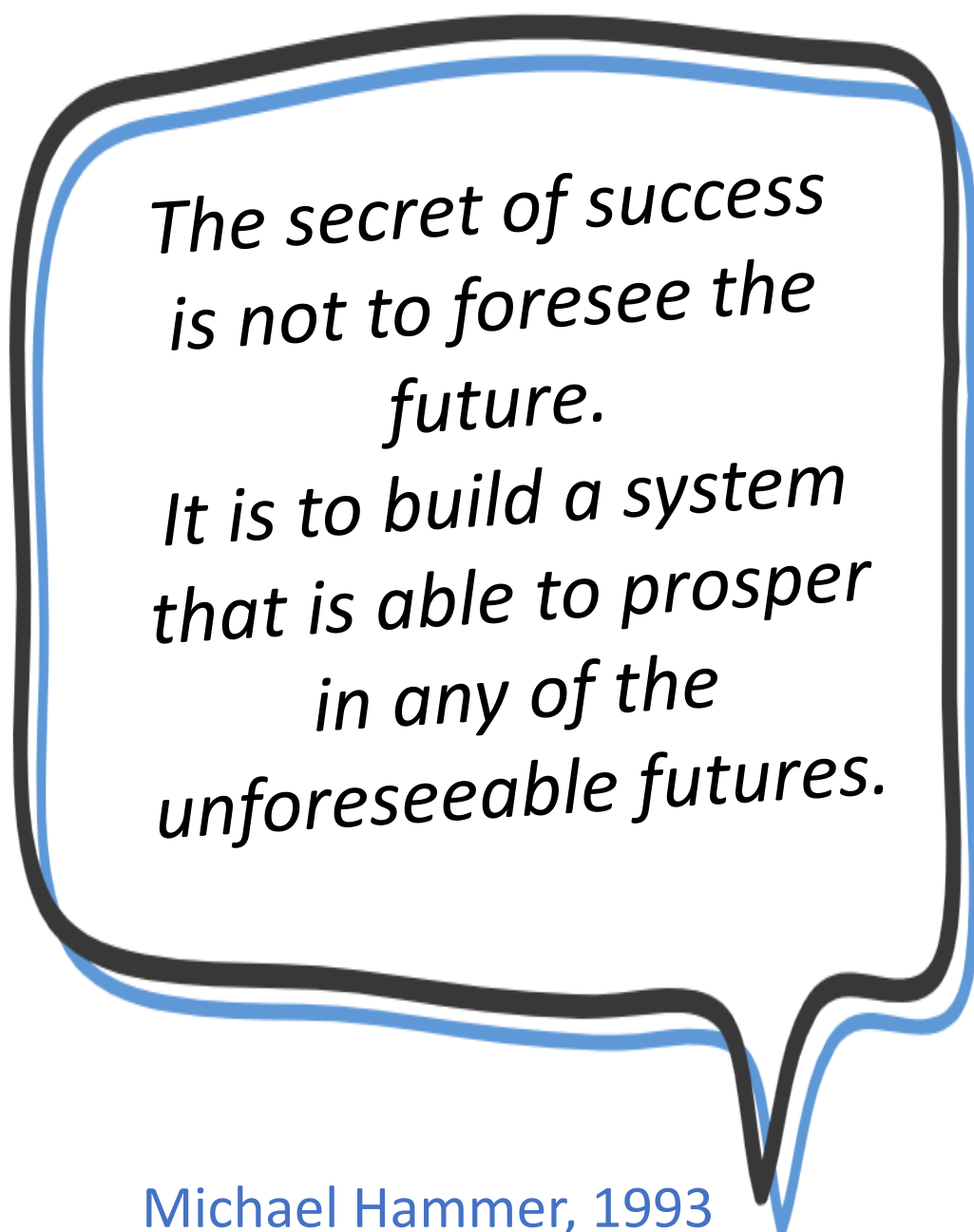Michael Dubakov

Simple Rules
How WE go about changing what we care about

- **Invest in creating** *collective shared purpose*

- **Work at the level of** *community and system*

- **Build** *collective power and movement through relationships*

- **Share progress, success and learning (failure)**

- *Be and stay well* **and support everyone to be well**

- **Respect the past,** *let go of what doesn't work* **and** *be bold and brave about the future* **together**

- **Energise, have fun and** *hold HOPE*

Lessons to embrace moving forward

1. Change leadership is a collective effort

2. Change leaders work with social and technical approaches

3. Formal leaders and boards use approaches fit for complex health and care systems.

4. Change leaders create space for moving forward