



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

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**COMFORMITY ZONE?**



**UNLEASH YOUR  
SUPER POWER**



Source of image: [vivianaandrew.com](http://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

# —The— HORIZONS TEAM

This is what we do



## 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...

BETTER, QUICKER, OUTCOMES

## 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...

LEARNING

ACTION

& CHANGE



## 3 The people who do the work do the CHANGE

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



## 4 CONNECT the system to more of itself

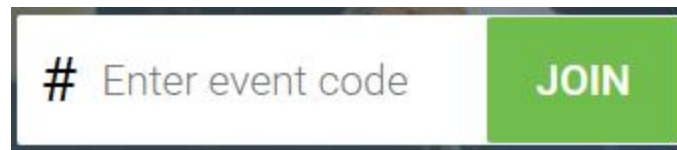
We connect thousands of people to each other, through social networks, virtual communities and social media



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

# sli.do

www.sli.do

A screenshot of the sli.do website's event code input field. It consists of a white rectangular box with a thin black border. Inside the box, on the left, is a grey hash symbol followed by the text "Enter event code" in a light grey font. To the right of this text is a green rectangular button with the word "JOIN" in white capital letters.

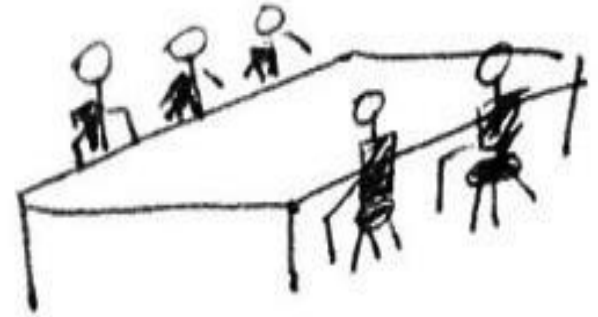
# Enter event code JOIN

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](http://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

[www.slido.com](https://www.slido.com)

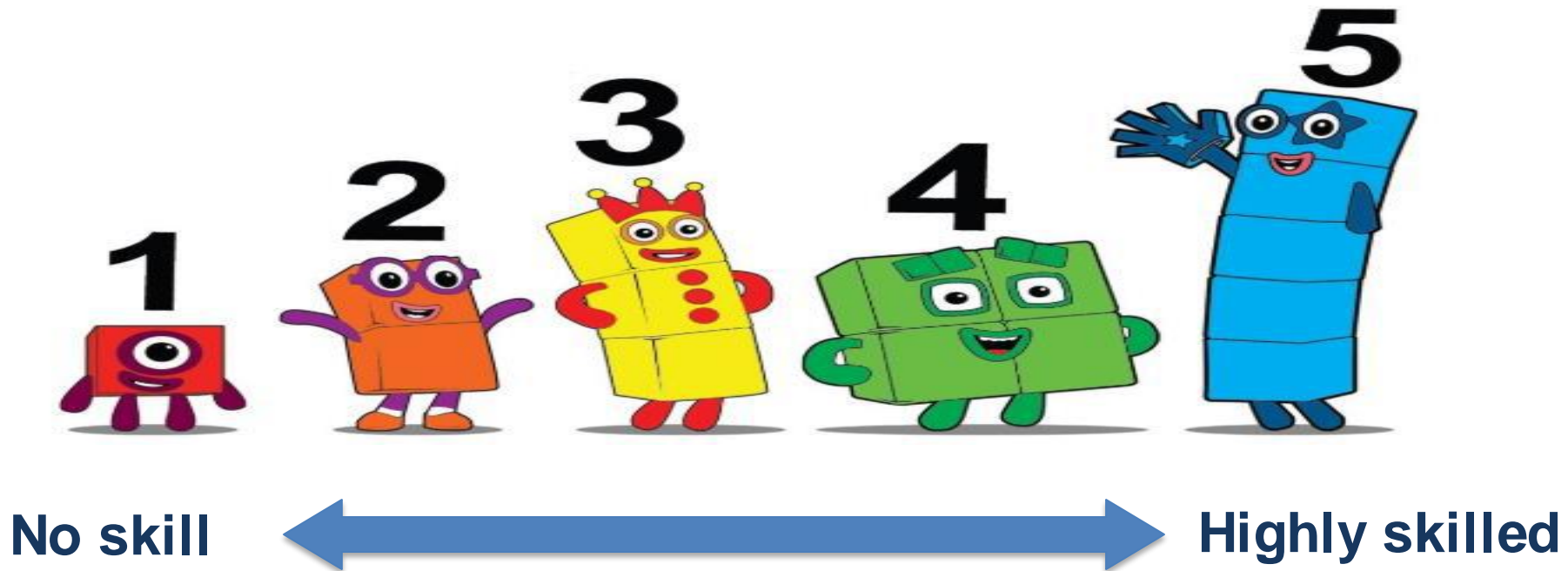
#Quality2019

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?



Twitter: #VirtualCollaborate  
#Quality2019

*#VirtualCollaborate* HORIZONS  
Health and care improvement in a virtual world





**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

**CHANGE**

Platforms

Less



"TOP-DOWN  
BOTTOM UP"



More

"INSIDE-OUT,  
MIDDLE-LED"

**LESS**

ONE or TWO

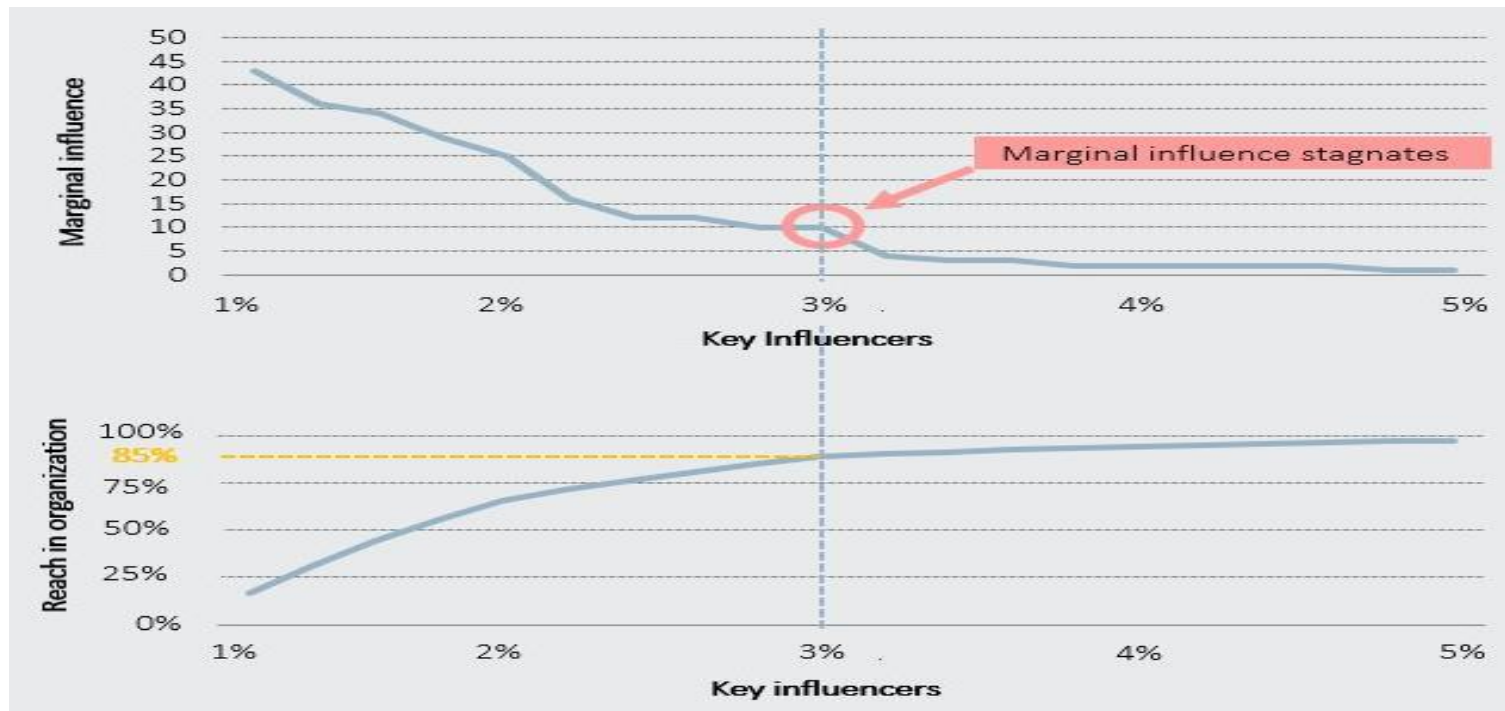
**YEAR**

Change Programmes



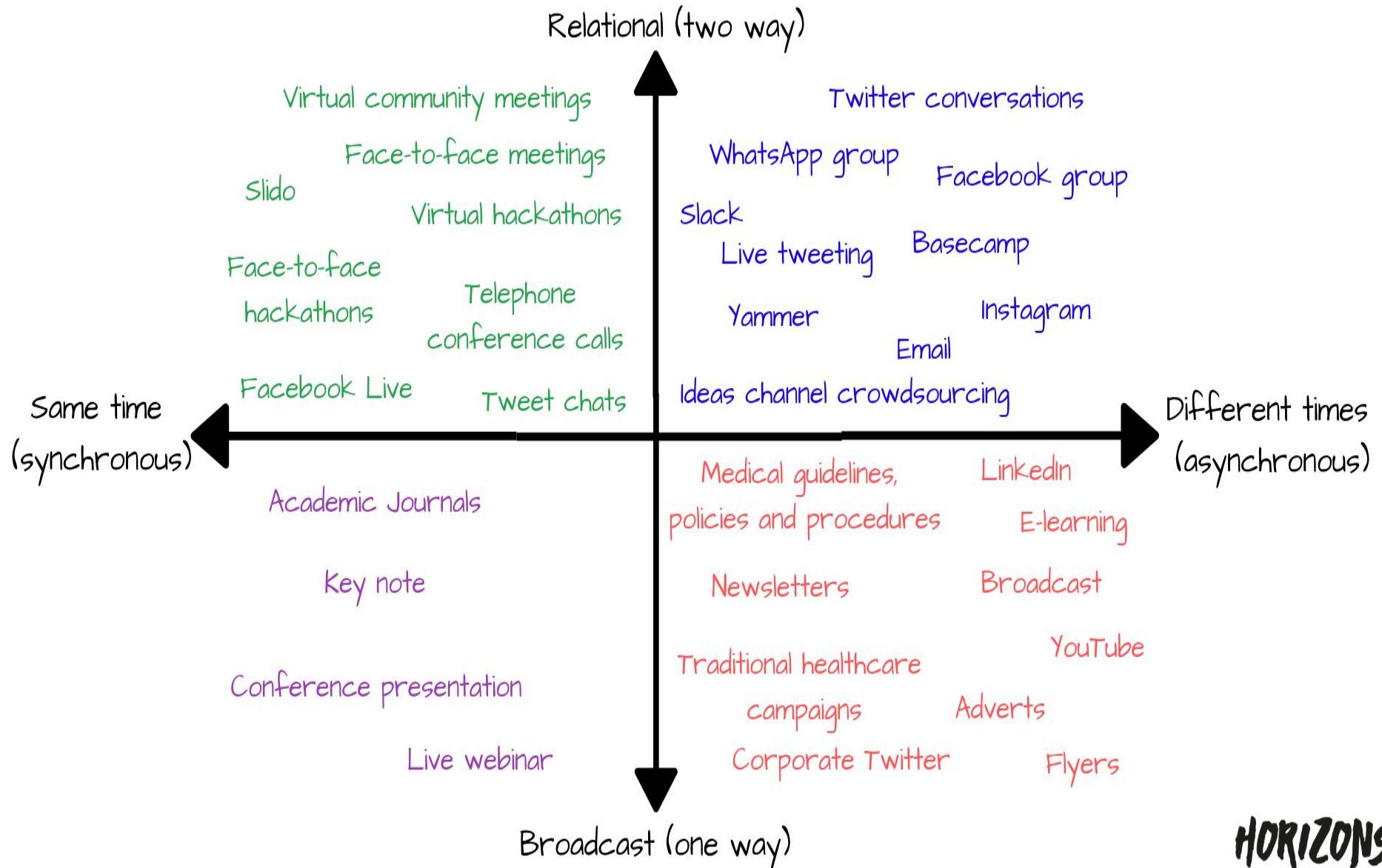
# Find the 3%!

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.....

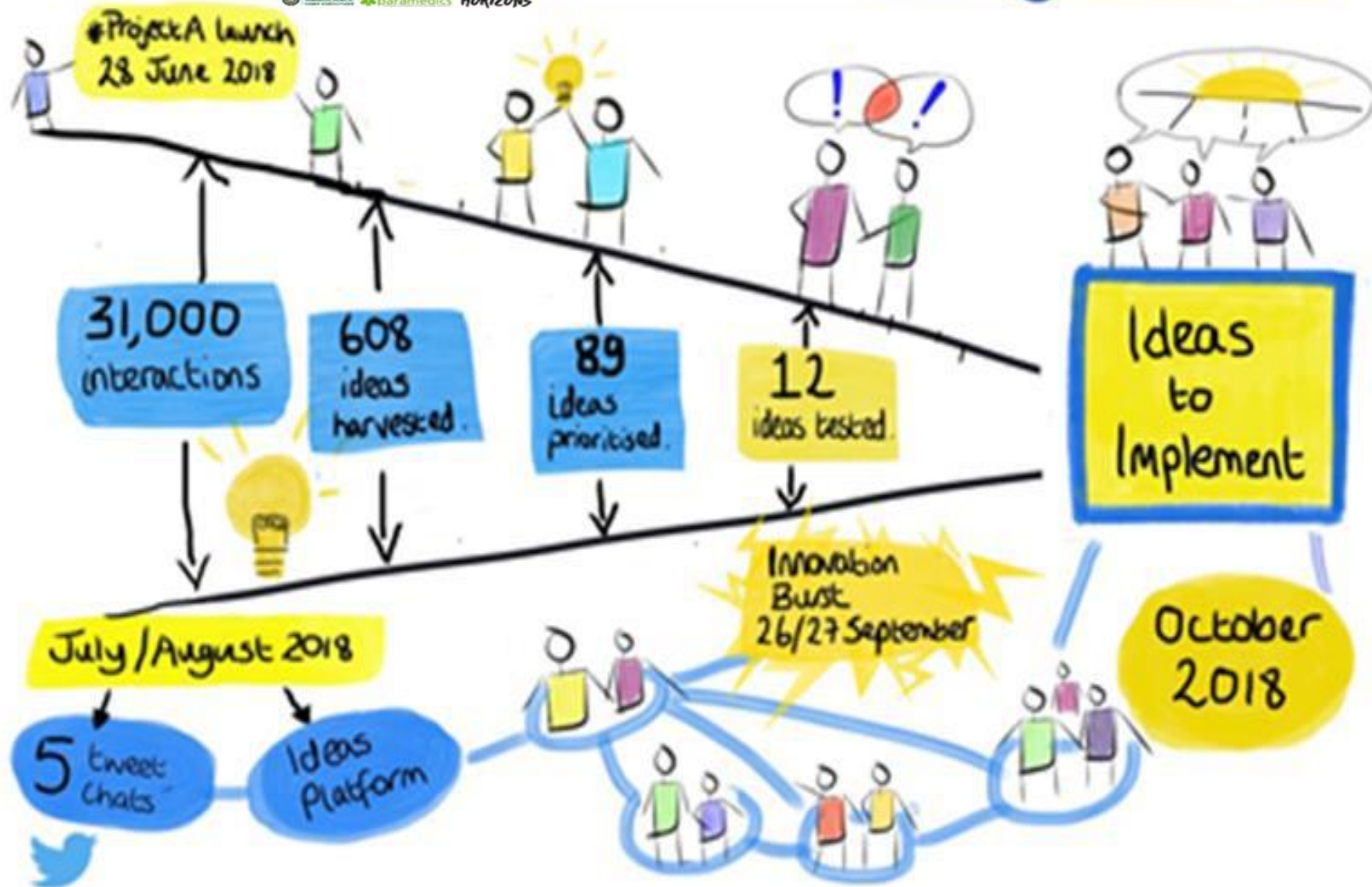


# The

#ProjectA

# Decision-Making Process.

AMERICAN SOCIETY OF  
PARAMEDICS HORIZONS



# Ideas platform 12<sup>th</sup> July to 5<sup>th</sup> September



## 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 work



### Activity

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

**Michael Gaga-Hale** has commented

### Leaderboard

Newbies

1.	 Tyler Fawthrop	363
2.	 Dan R	301

### Latest

Top votedRandom

1	<b>Mental Health Assessment Car</b> Posted in The patient pathways challenge
2	<b>Specialisation in Mental health</b> Posted in The roles, practices, well being and car



# Summer 2018

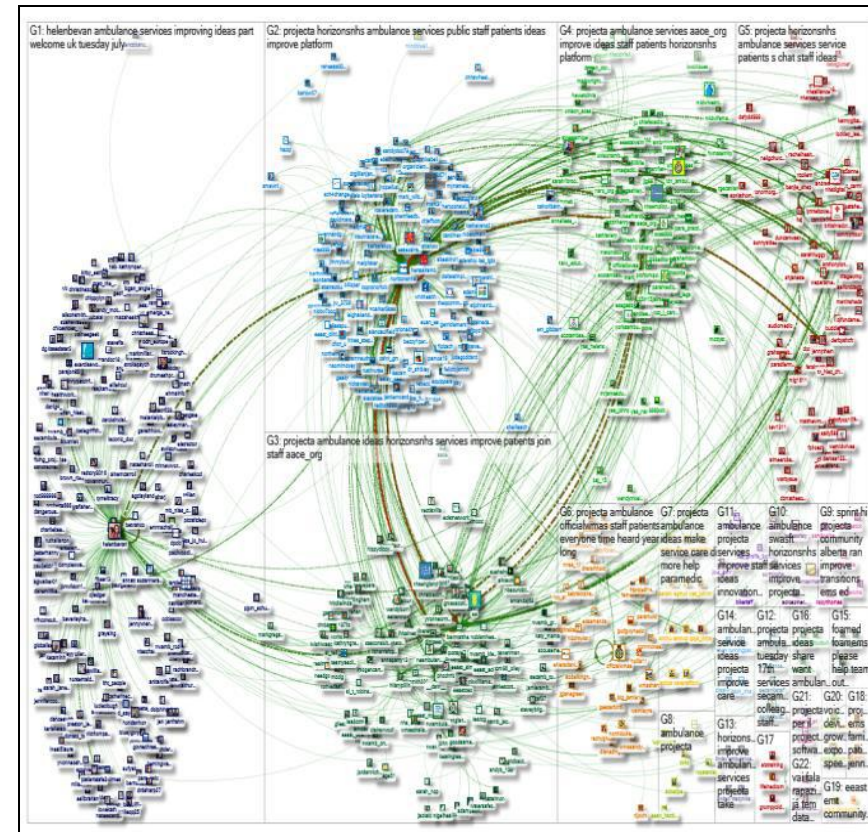
## Five tweet chats

- 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

	<b>@horizonsnhs</b> NHS Horizons	1,372
	<b>@djmtrees</b> Dave	677
	<b>@bevmatthews_</b> Bev Matthews RN MSc #...	410
	<b>@aace_org</b> The AACE	312
	<b>@ihbaines</b> Ian Baines	252
	<b>@oliverevans79</b> Oliver Evans	176
	<b>@leighakendall</b> Leigh Kendall FRSA	152
	<b>@kathlavery</b> Kathryn Lavery	135
	<b>@lizharrisfcpara</b> Liz Harris	123
	<b>@__danr__</b> Dan R	114











## RETWEETERS ?

Retweets

	<b>@djmtrees</b> Dave	528
	<b>@horizonsnhs</b> NHS Horizons	371
	<b>@bevmatthews_</b> Bev Matthews RN MSc #...	181
	<b>@aace_org</b> The AACE	172
	<b>@kathlavery</b> Kathryn Lavery	133
	<b>@sasconsultpara</b> Paul Gowens	96
	<b>@leighakendall</b> Leigh Kendall FRSA	94
	<b>@hilarypillin</b> Hilary Pillin	85
	<b>@ihbaines</b> Ian Baines	82
	<b>@sparklescot</b> Pat OConnor	81

## ORIGINAL TWEETS ?

Tweets

	<b>@horizonsnhs</b> NHS Horizons	1,001
	<b>@bevmatthews_</b> Bev Matthews RN MSc #...	229
	<b>@ihbaines</b> Ian Baines	170
	<b>@djmtrees</b> Dave	149
	<b>@aace_org</b> The AACE	140
	<b>@oliverevans79</b> Oliver Evans	124
	<b>@lizharrisfcpara</b> Liz Harris	90
	<b>@ebellnurse</b> Libby Bell RN	81
	<b>@nwamb_kieran</b> Kieran Potts	78
	<b>@leighakendall</b> Leigh Kendall FRSA	58

# The



# Ideas - by popularity

72

Staff wellbeing

31

Direct access

10

Equipment

23

Prevention & public health

64

Organisational change (sector)

14

Patient outcomes

24

Personalised care

63

Training and development

4

Taking personal responsibility

38

Community Asset

20

Better mental health support

68

Integration

29

Data sharing

31

Organisational change (system)

34

Information technology

7

#hello my name is...

41

Extended role

15

Coproduction

23

Clarity for the public

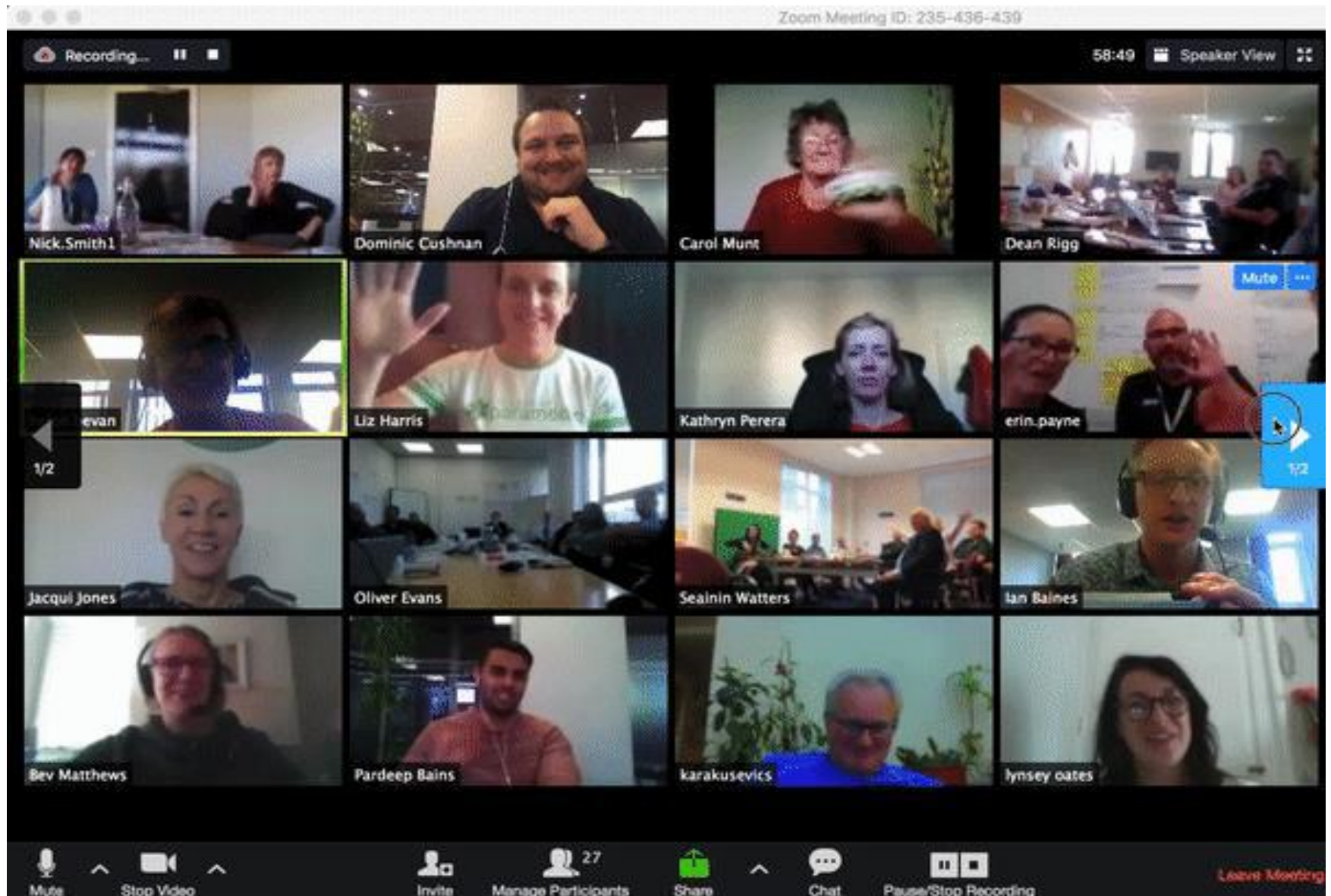


# What we are working on now

- 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

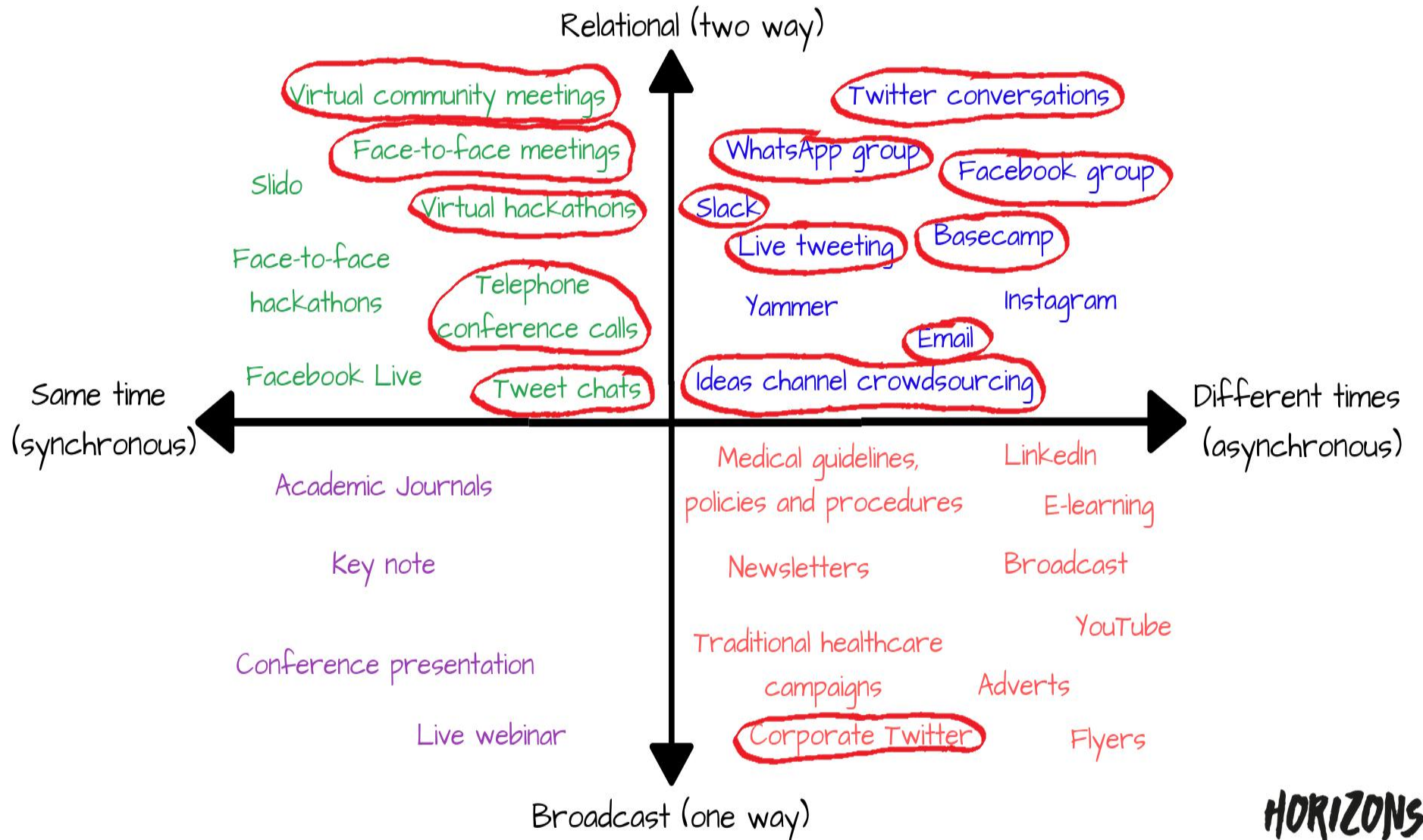


# The Ambulance Chief Executives are embracing the opportunity





# #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



# 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



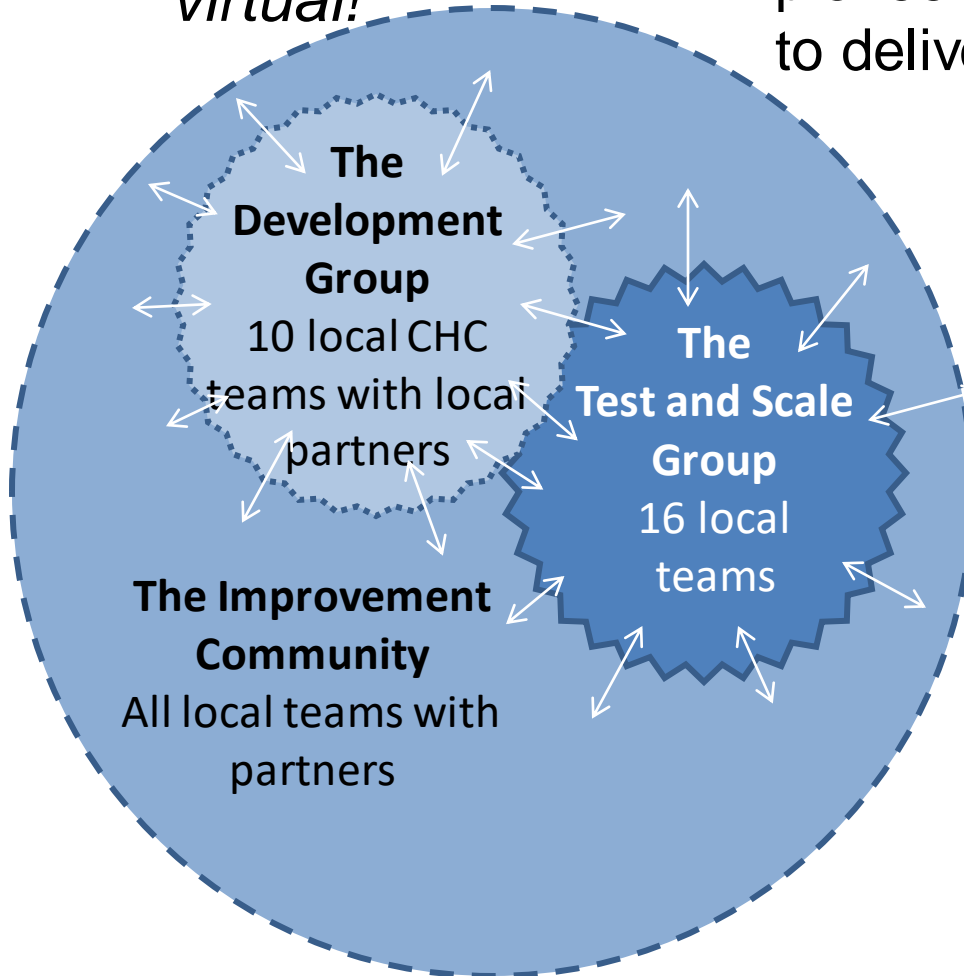
Better outcomes, better experience, better use of resources

# 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

I am a  Change Agent



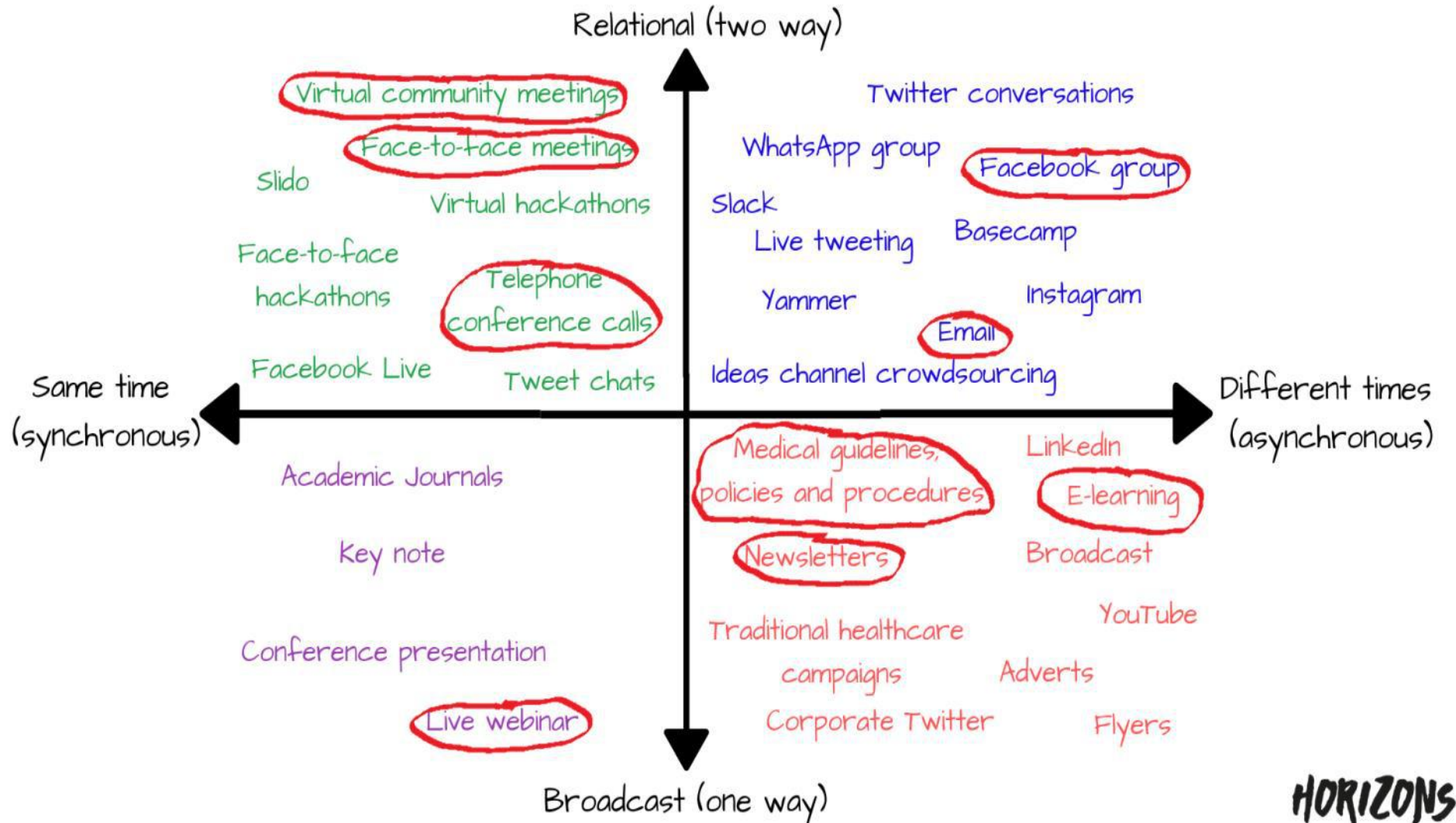
Better outcomes, better experience, better use of resources

*'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



HORIZONS



# 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 <i>SHOWING YOUR PRIDE IN THE PROFESSIONS</i> 	Run a "BREAKING the RULES" meeting to promote positive perceptions for nursing and midwifery <i>GIVE EVERYONE A VOICE</i> 	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 <i>Valuing Diversity</i> 
NOVEMBER	DECEMBER	JANUARY 2019	FEBRUARY	MARCH
The senior nurse and midwife challenge: conversations with every nursing & midwifery team <i>INSPIRING &amp; SUPPORTIVE LEADERSHIP</i> 	Mentor a junior colleague or student or reverse-mentor a senior nurse or midwife <i>TALENT PIPELINE</i> 	Give a talk to young people about what extraordinary careers NURSING & MIDWIFERY are <i>An EXTRAORDINARY CAREER for YOUNG PEOPLE</i> 	Run a "great ideas" challenge for tackling unwarranted variation <i>INVESTING -IN- INNOVATION</i> 	Run a local randomised coffee trial across health and care <i>UNITING across BOUNDARIES</i> 
APRIL	MAY	JUNE		
Arrange a meeting with your MP <i>SHOWING YOUR PRIDE IN THE PROFESSIONS</i> 	Share the story of nursing & midwifery for your organisation to celebrate the professions <i>CONNECTING YOUR VALUES</i> 	Reflect on your ten 30 day challenges as part of your REVALIDATION 		





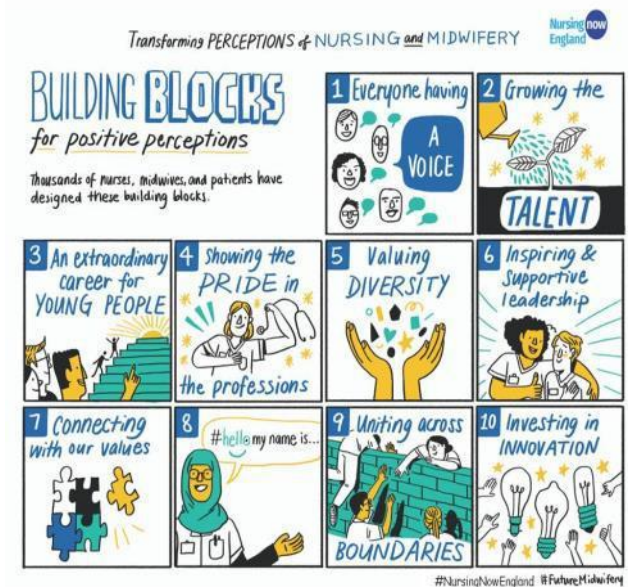
Google image  
search using the  
word 'nurse'



# Creating the conditions ...

## Timeline

March 2017	Recognition of a problems to solve: <b>40,000 vacancies</b> <b>Lack of influence</b>
Dec 2017/ Jan 2018	Crowdsourcing ideas <b>250 ideas from over 25,000 interactions</b>
Feb/Mar 2018	Convergent Divergent thinking <b>10 Building Blocks and 10 Enemies</b>
Apr/May 2018	Develop 30 Day Challenges
June 2018	Launch 30 Day Challenges







### Young People in Education

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



### Current Nurses and Midwives

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

31 158 83 50



### 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 Hackathon

## Crowdsourcing

## Virtual Forums



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

Join our virtual hackathon on  
Monday 14 and Tuesday 15 May

A virtual hackathon is where people collaborate on a practical project, using online platforms.

You don't need to have done a hackathon before!

All you need is lots of enthusiasm, and a team passionate about making a difference!

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.crowdicity.com>

#FutureNursing #FutureMidwifery

# Virtual Collaboration

## Virtual networking

[Sign up](#)



[Perceptions Platform](#)



[Facebook](#)



[Twitter](#)



# 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.



Fortnightly  
Ambassadors'  
Forums



Facebook page  
300 members in the group



**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

#FutureNursing (until Dec '18)  
#FutureMidwifery  
#NursingNowEngland (since Dec '18)



#FutureNursing  
#FutureMidwifery

23,812 tweets by  
7670 contributors  
11,130,508 reach  
in 2018

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

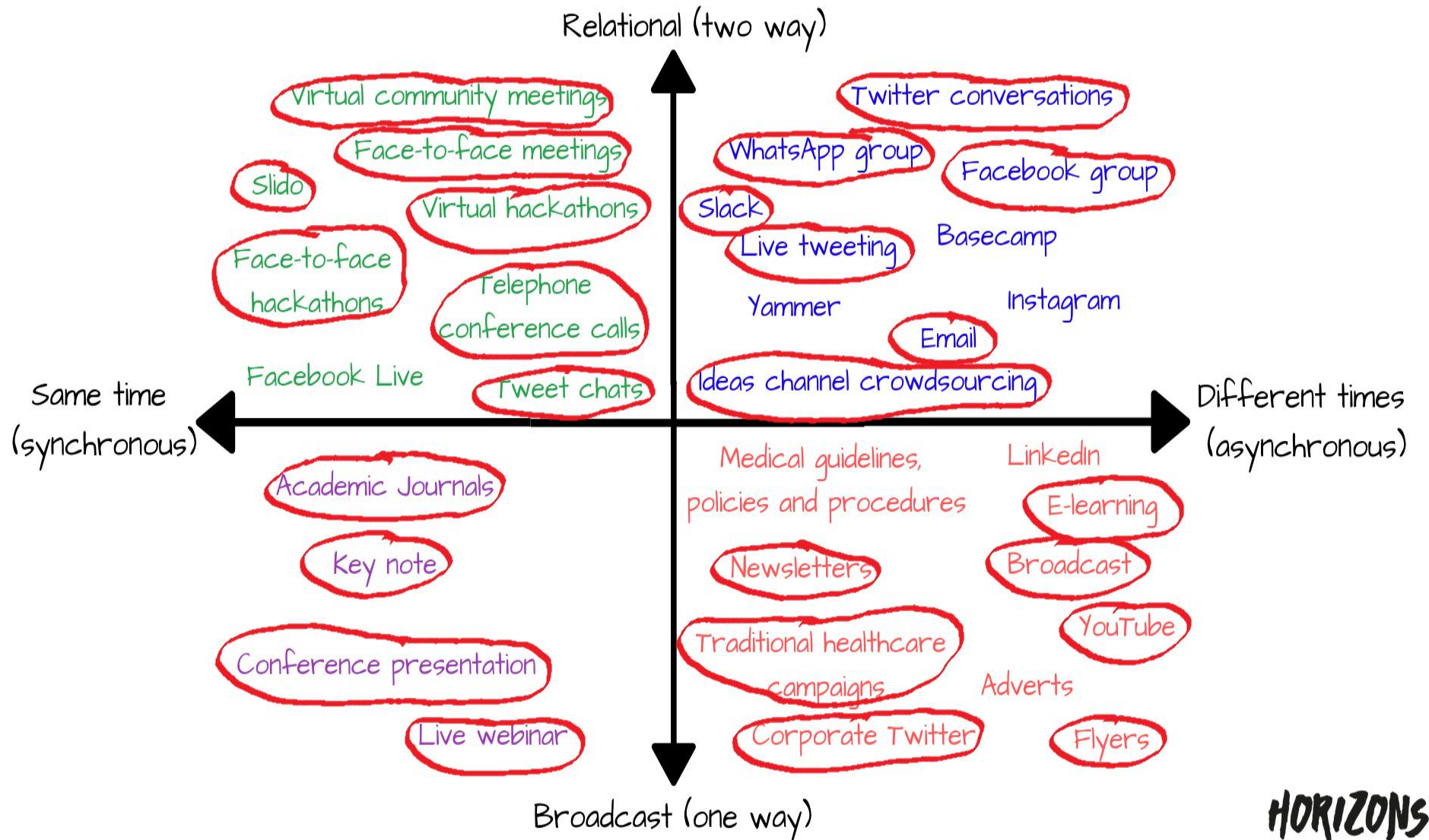
625

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?

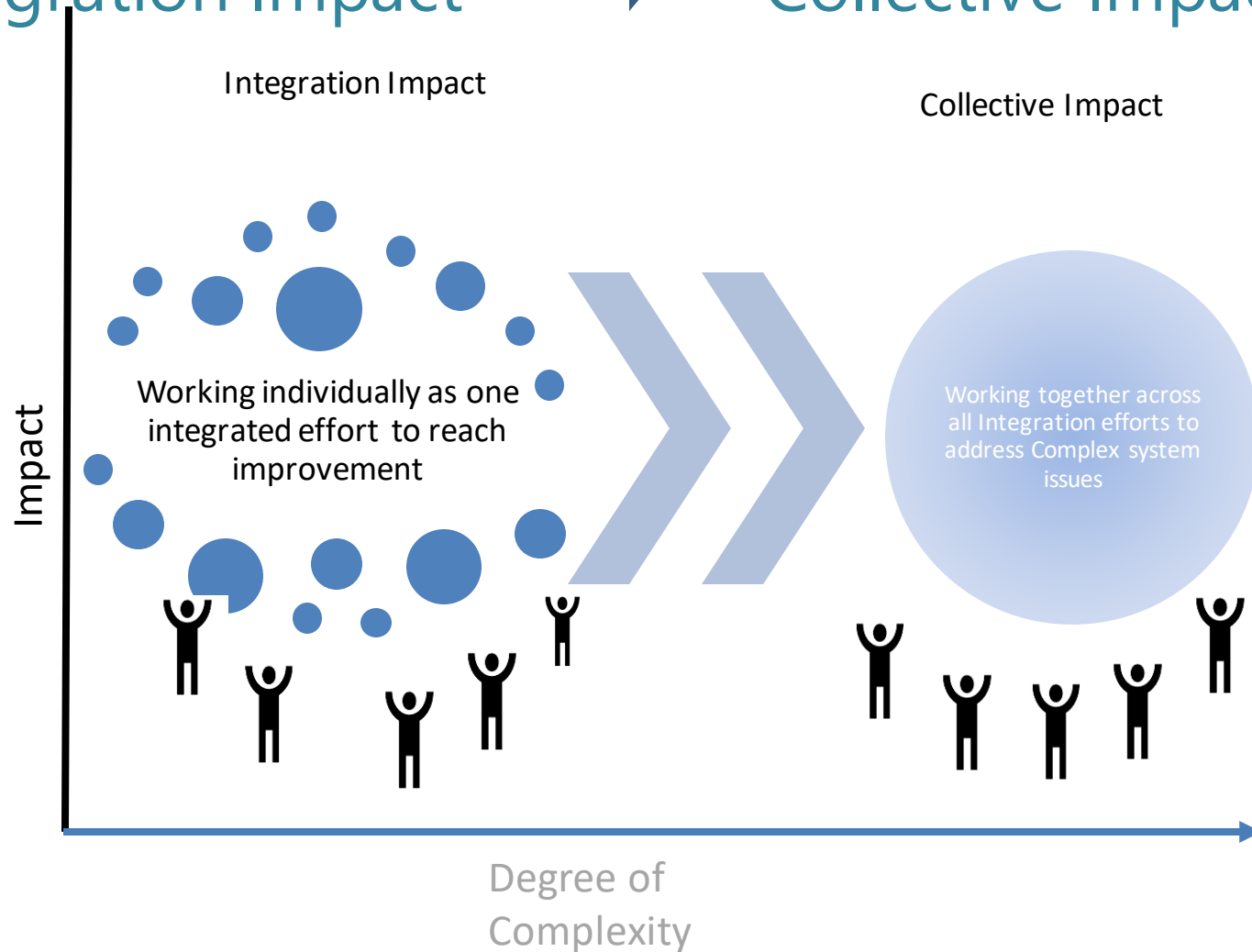


# To realize the potential of integration, we need to work in new power ways

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.*



International Foundation  
for Integrated Care  
*IFIC Canada*

**Launched yesterday**

# First Virtual Integrated Care Community in North America

**ZOOM**

IFIC Canada, the North American Centre for Integrated Care, is a virtual community of individuals and organizations working together to advance the science and practice of people-centred, co-designed integrated care.

The community will develop through the expertise of global leaders in healthcare inclusiveness, patients, clients and caregivers.

IFIC Canada supports 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



International Foundation  
for Integrated Care  
*A movement for change*



THE **CHANGE**  
FOUNDATION  
ENGAGE, EXPLORE, EVOLVE

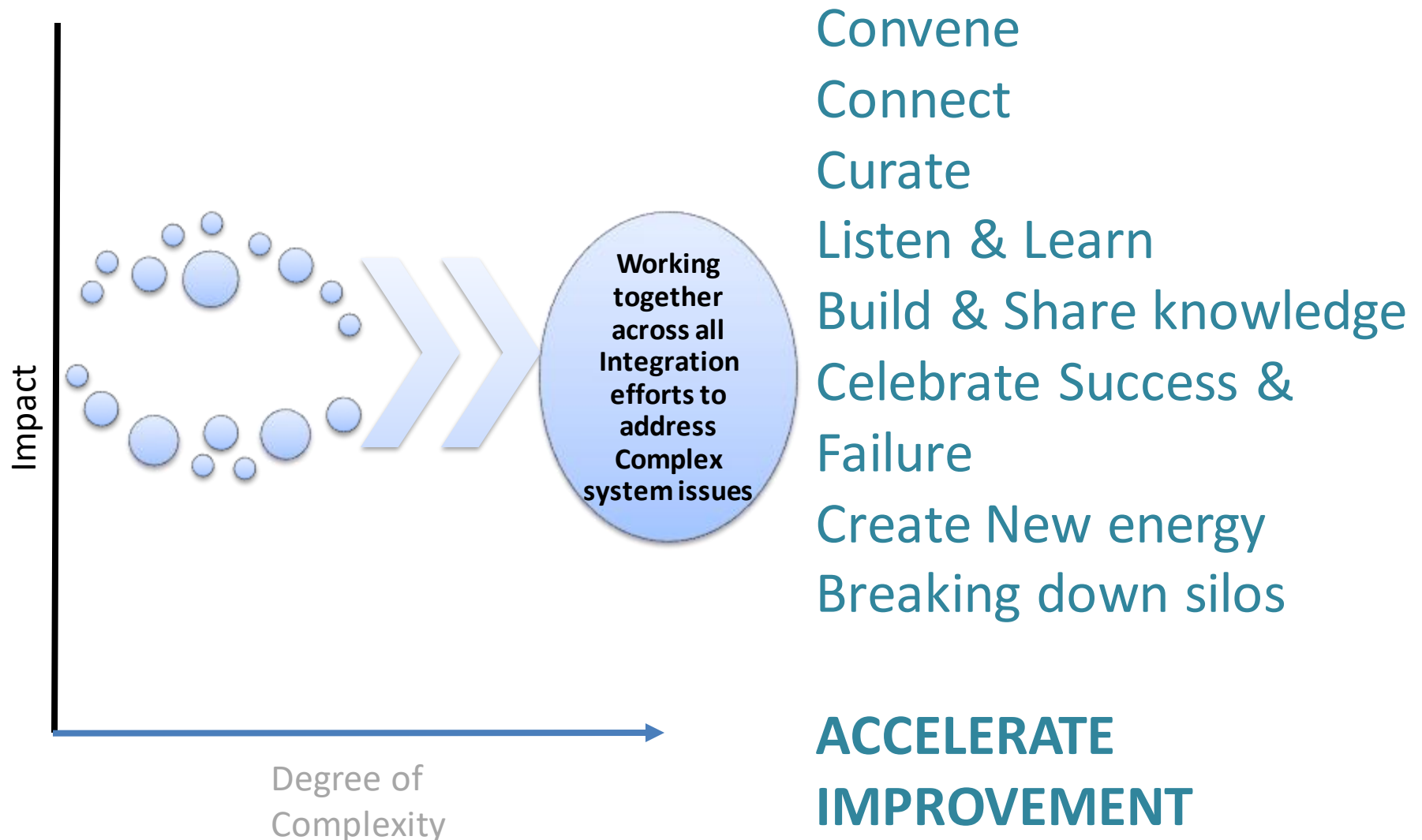


Institute of Health Policy, Management & Evaluation  
**UNIVERSITY OF TORONTO**



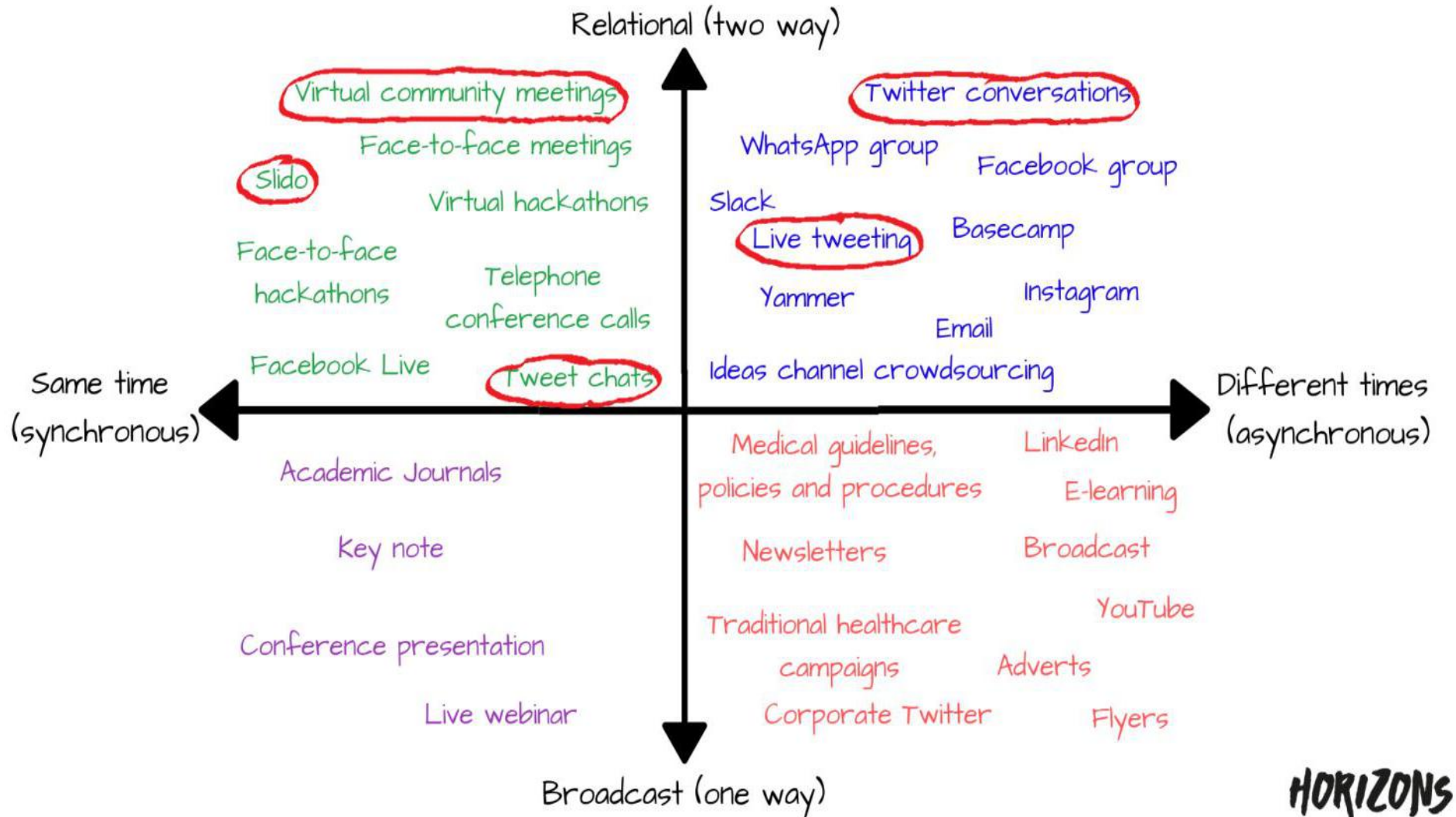
**UNIVERSITY OF TORONTO**  
DALLA LANA SCHOOL OF PUBLIC HEALTH

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





# International Foundation for Integrated Care



Friday 29<sup>th</sup> 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.

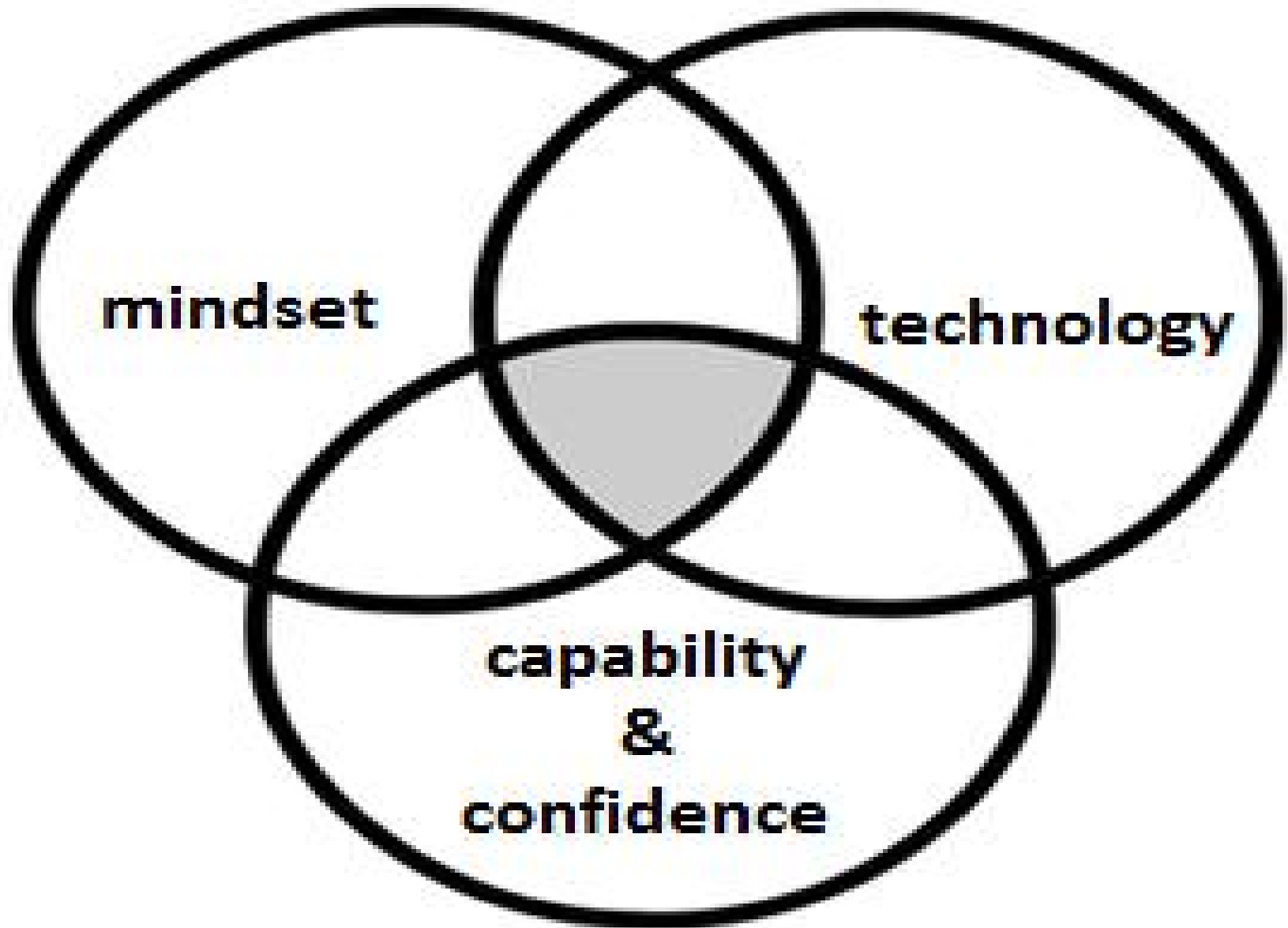
Friday 29<sup>th</sup> March at 08:00

**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’

**#VirtualCollaborate** HORIZONS

Health and care improvement in a virtual world

# **‘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