



ENGAGING THE DISENGAGED

SQAN: Advancing the Surgical Quality Agenda
February 8, 2019



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

SQAN
SURGICAL QUALITY ACTION NETWORK
Led by the BC Patient Safety & Quality Council



Presenter Disclosure

Faculty: Colleen Kennedy

Relationships with commercial interests:

- Nothing to disclose



Embracing Resistance

Resistance is the most common reason cited for the failure of big organizational change efforts.



Source: Keller & Price, 2011

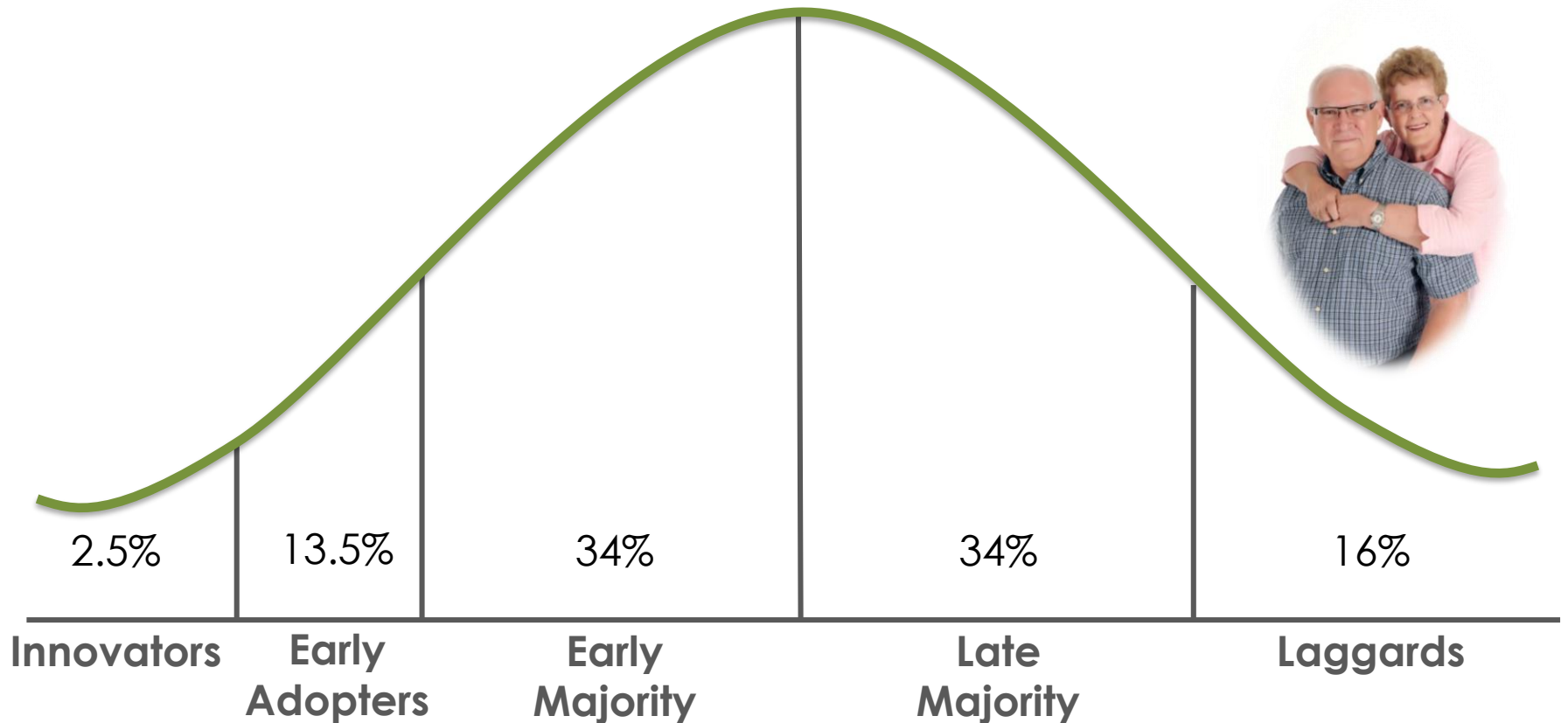


**ALL CHANGE
MEETS
RESISTANCE...**

**IF THERE IS NO
RESISTANCE,
THERE IS NO CHANGE.**



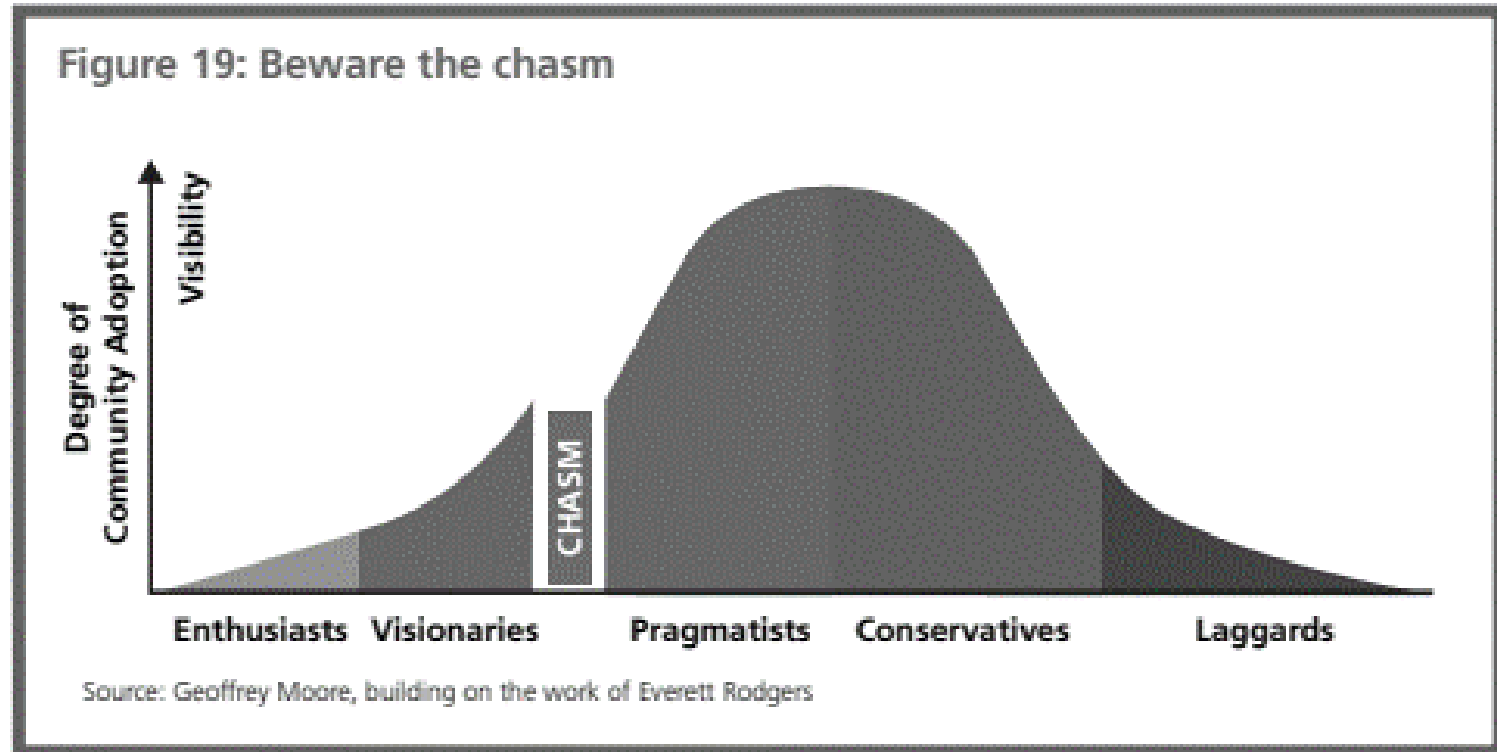
Spread of Change



Rogers' Diffusion of Innovation



Beware of the Chasm



[Sustainable Improvement Team and the Horizons Team – NHS England \(April 2018\).
Leading Large Scale Change: A practical guide](#)

Engaging **the Disengaged**

- Put as much momentum, energy and forethought into spreading and scaling change
- Stand in the shoes of the people impacted by the change
- Understand that change is most likely to spread through commitment rather than relying on compliance

*Sustainable Improvement Team and the Horizons Team – NHS England (April 2018).
Leading Large Scale Change: A practical guide*



Compliance Vs Commitment

Compliance





- Minimum performance standards
- Uses hierarchy, systems and standard procedures for co-ordination
- Delivered through formal command and control
- Threat of penalties, sanctions or shame, creates momentum for delivery
- Based on organizational accountability

Commitment

- States a collective improvement goal that everyone can aspire to
- Based on shared goals, values and sense of purpose for co-ordination and control
- Delivered through voluntary connections and teams
- Commitment to a common purpose creates energy for delivery
- Based on relational commitment



Building Commitment and Connection

Key Players	No Commitment	Let It Happen	Help It Happen	Make It Happen
Unit Clerks		X 		O
Administration		X 	O	
QI			X 	O
etc		XO		
etc	X 	O		
etc			XO	

Three Strategies:

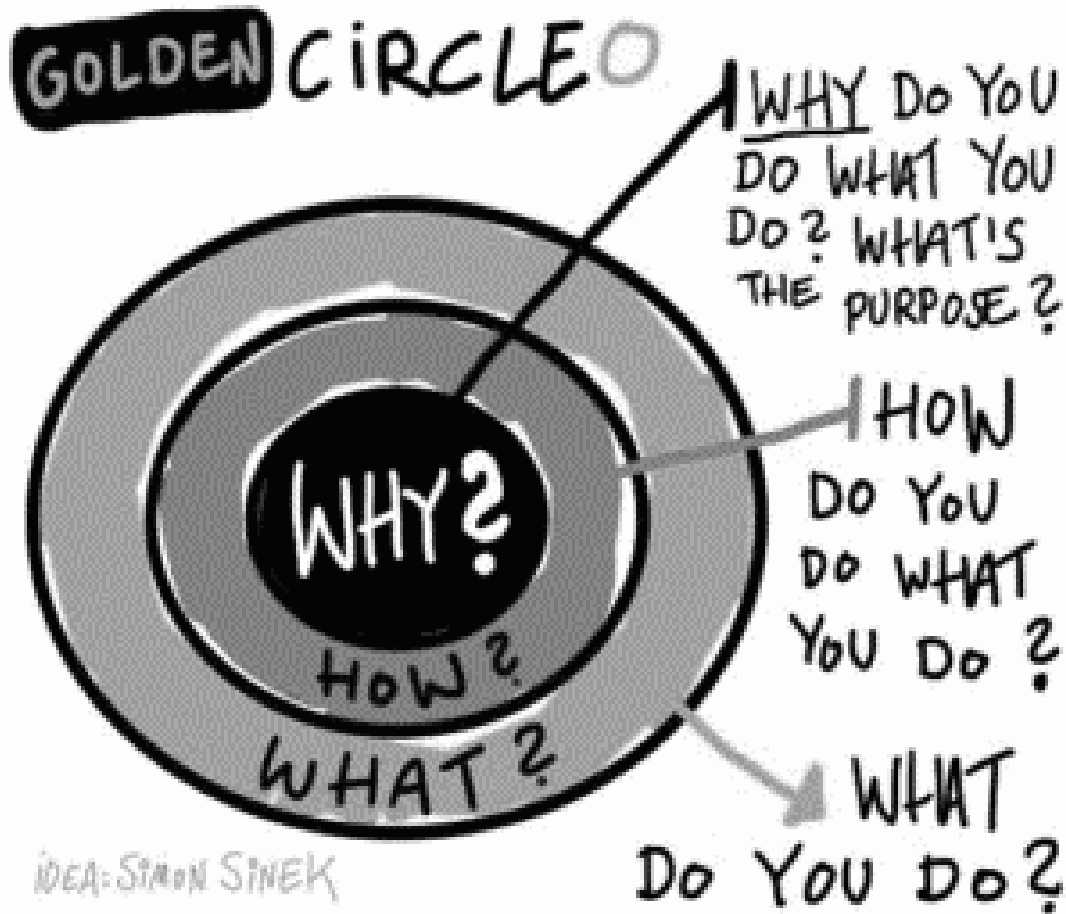
1. Mobilizing narratives
2. Authentic Voices (e.g., Patients for Patient Safety Canada)
3. Hot-housing (e.g., energizing meetings and events out of usual environment)

Building Commitment and Connection

Key Players	No Commitment	Let It Happen	Help It Happen	Make It Happen

1. List the key stakeholders that you need to engage in your work.
2. Mark an “X” to reflect current status
3. Mark an “O” to reflect where you need them to be

Start with Why!



Our Shared Purpose



*Sustainable Improvement Team and the Horizons Team – NHS England (April 2018).
Leading Large Scale Change: A practical guide*



Our Shared Purpose



Consider the questions

Discuss how you could use them moving forward in your work

[Sustainable Improvement Team and the Horizons Team – NHS England \(April 2018\).
Leading Large Scale Change: A practical guide](#)



Our Shared Purpose



DEBRIEF

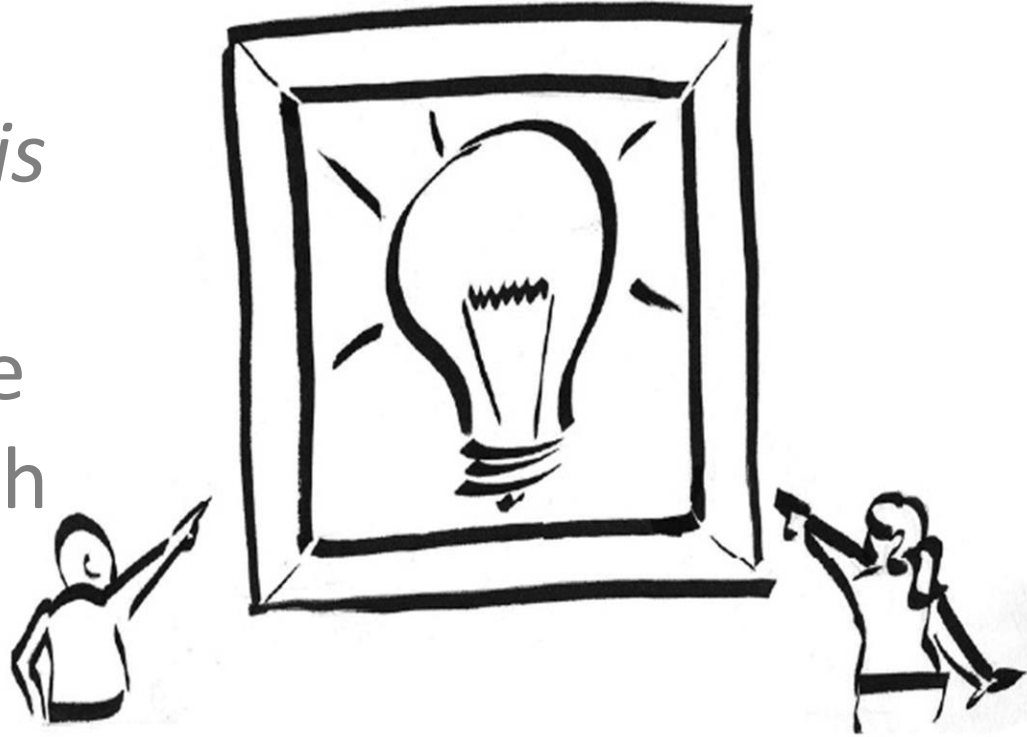
Emotional Connection

- Ignite the motivation for change
- Call people to take action



Framing for Action

“People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown* a truth that influences their *feelings*.”

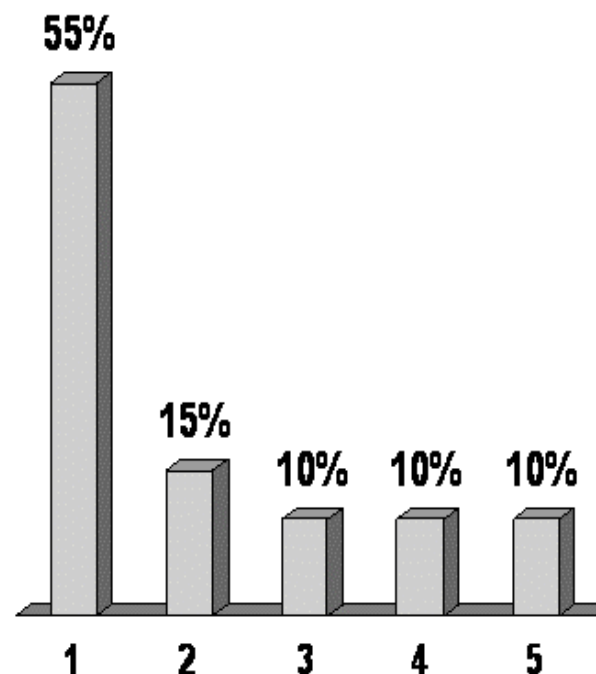


(John P Kotter (2002), *The Heart of Change*)

GPs only

2a. We should offer extended hours because Ministers are pushing for it

1. Disagree strongly
2. Disagree
3. Neutral
4. Agree
5. Agree strongly



GP only

3a. We should offer extended hours because Patients are asking for it

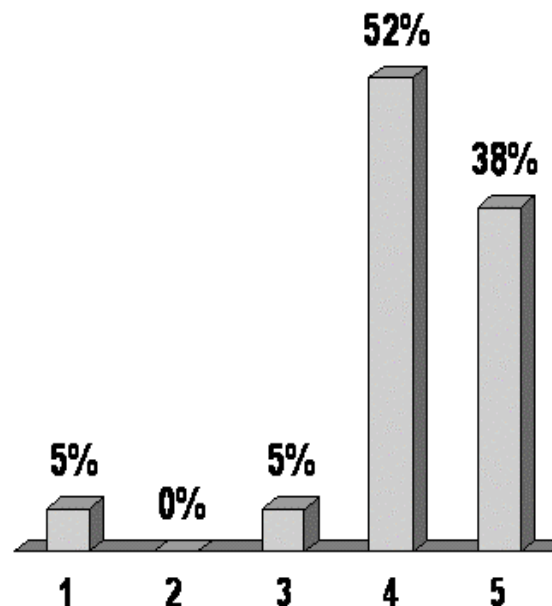
1. Disagree strongly

2. Disagree

3. Neutral

4. Agree

5. Agree strongly



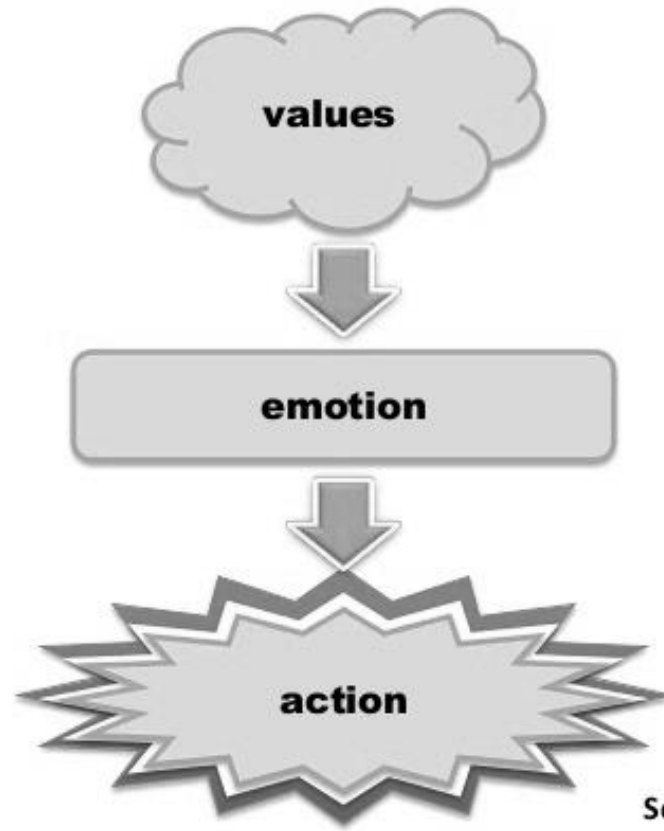
Framing for Action

Aim:			
Priority	Key individuals or groups to engage in this process or system	Framings of the topic I feel will engage them to action	<i>What am I asking them to commit to?</i>



Emotional Connection

If we want people to take action, we have to connect with their emotions through values



Source: Marshall Ganz

Emotional Connection

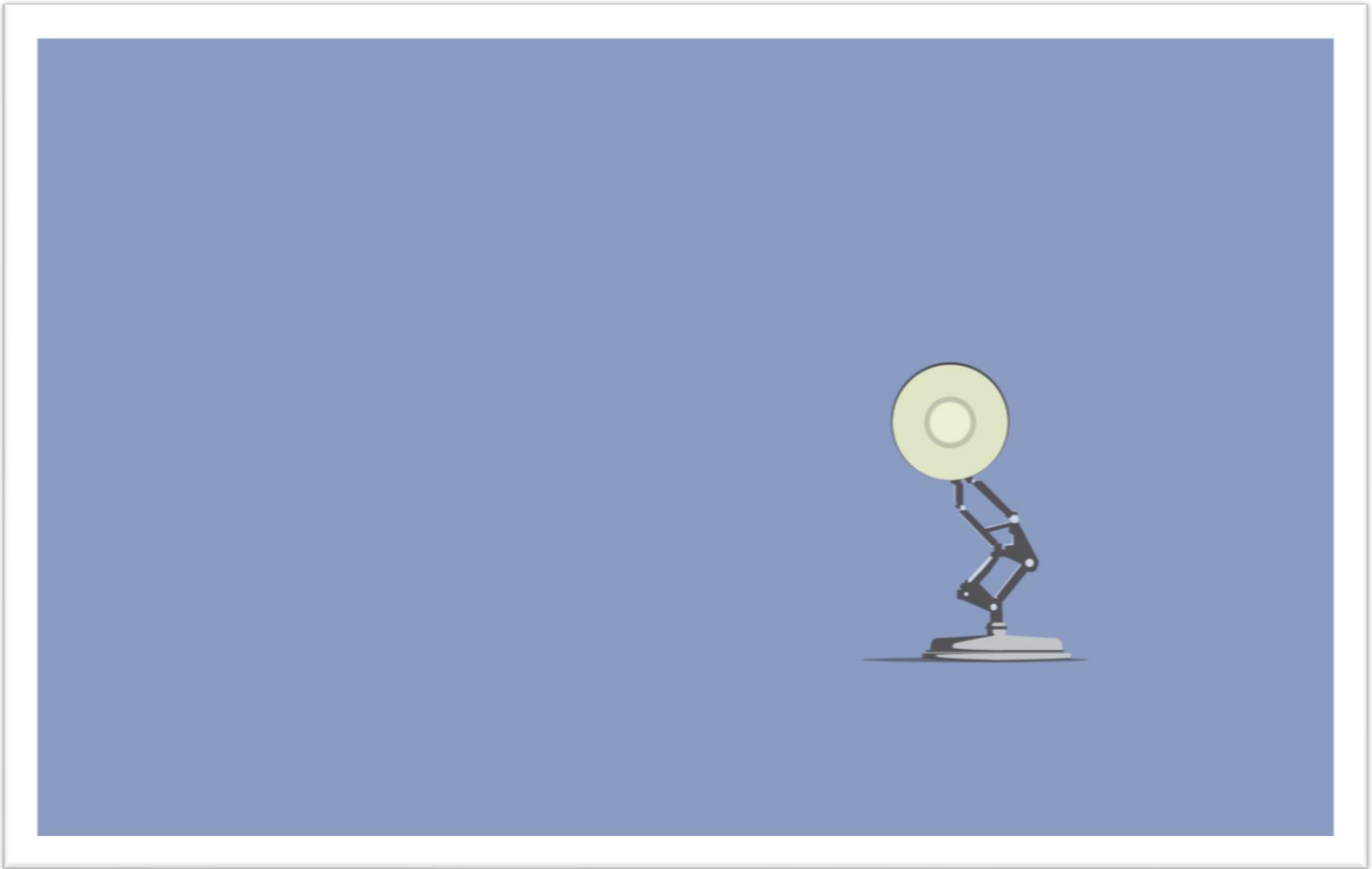
- Emotions inform us of what we value
- They are what actually move us to action
- Because stories allow us to express our values not as abstract principles, but as lived experience, they have the power to move others to action



Motivating Action



Who Tells a Good Story?



Pixar Storytelling Framework

Once upon a time ...

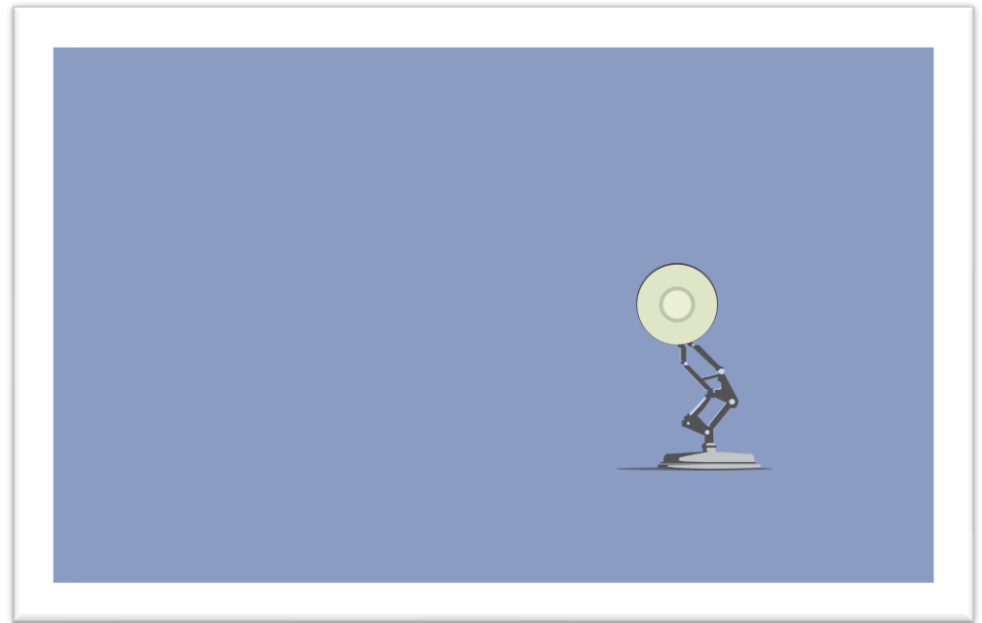
Every day ...

One day...

Because of that ...

Because of that ...

Until finally ...



Case Study



England

HORIZONS



Structuring Your Narrative

	Finding Nemo	The value of the new case manager posts in complex rehabilitation in the South West of England
Once upon a time CONTEXT	There was a widowed fish named Marlin who was extremely protective of his only son, Nemo.	Patients who are admitted to acute hospital following brain or spinal cord injury require specialist inpatient rehab to treat and manage their complex disabilities. In the South West of England, over recent years the demand for these services had continued to grow, resulting in patient flow pressures within the region's specialist hospitals.
Every day BASELINE	Marlin warned Nemo of the ocean's dangers and implored him not to swim too far away.	Although the number of beds had increased, problems with flow continued, and there was little real understanding of the root cause of the problem and whether the capacity issues were real or apparent.



Structuring Your Narrative

One day AIM STATEMENT	In an act of defiance, Nemo ignores his father's warnings and swims into the open water.	In January 2017, Rosie Yarnall and Sally Plumb, two case managers in complex rehab services were appointed on fixed term contracts until Dec 2017. Their job was to unpick the issues leading to the pressures, tackle the waiting time and address patient flow.
Because of that ... PRIMARY/SECONDARY DRIVERS	He is captured by a diver and ends up as a pet in the fish tank of a dentist in Sydney.	They did this by working with the region's acute trusts and specialist rehabilitation providers, to provide robust clinical support and guidance to colleagues who oversee services in the South West NHS England, to better understand the challenges.



Structuring Your Narrative

Because of that ... PRIMARY/SECONDARY DRIVERS	Marlin sets off on a journey to recover Nemo, enlisting the help of other sea creatures along the way.	Key organizations in the region are collaborating better to ensure rehab is being delivered in the right place, at the right time and for the right patient. This is benefitting patients and their families by reducing their waiting times to access specialist rehab.
Until finally NEXT STEPS or RESULTS	Marlin and Nemo find each other, reunite, and learn that love depends on trust.	Rosie and Sally can show that referral processes are now simpler, and organizations are working together to reduce delays in transfers of care and blockages in the system. Rosie and Sally were able to evidence the impact they had made over an initial ten month period. Their posts have now been extended until Dec 2018.



Structuring your narrative worksheet

Finding Nemo		
Once upon a time	There was a widowed fish named Marlin who was extremely protective of his only son, Nemo.	
Every day	Marlin warned Nemo of the ocean's dangers and implored him not to swim far away.	
One day	In an act of defiance, Nemo ignores his father's warnings and swims into the open water.	
Because of that...	He is captured by a diver and ends up as a pet in the fish tank of a dentist in Sydney.	
Because of that...	Marlin sets off on a journey to recover Nemo, enlisting the help of other sea creatures along the way.	
Until finally	Marlin and Nemo find each other, reunite, and learn that love depends on trust.	

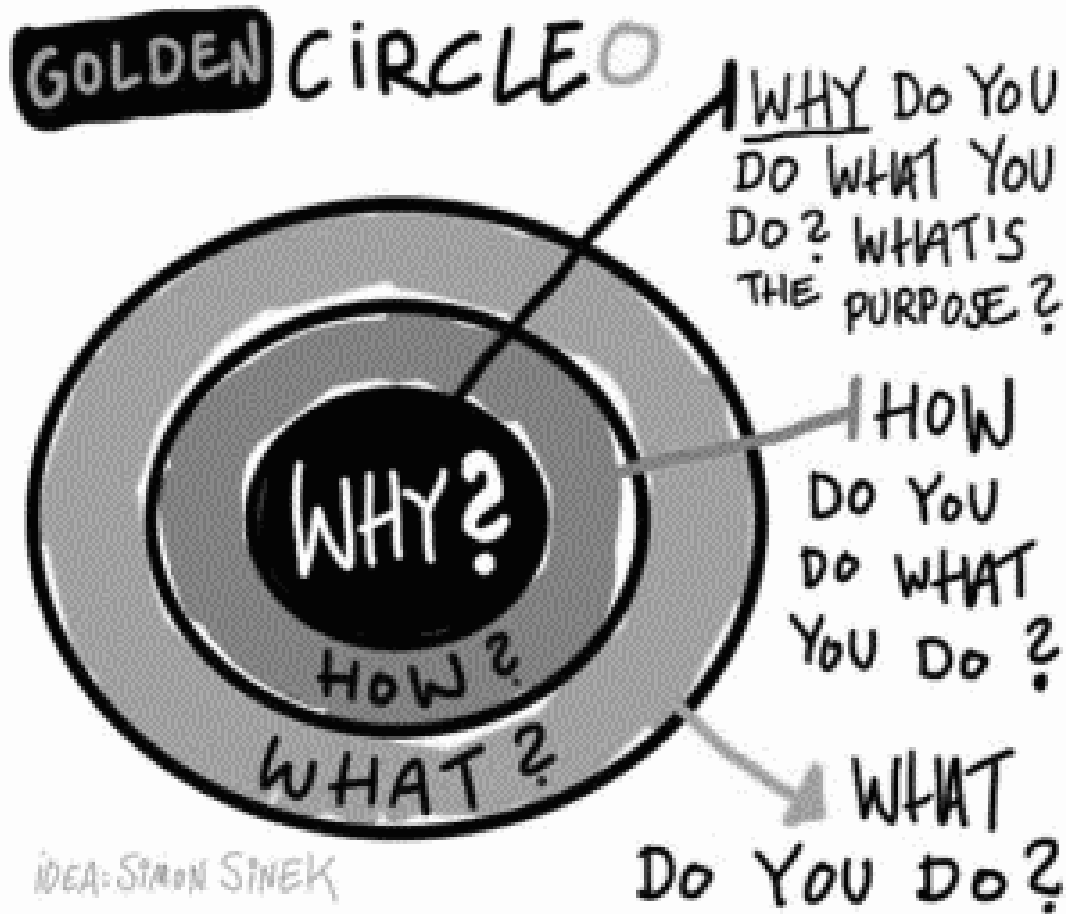
Structuring your narrative, Impact Framework



Structuring Your Narrative



Start with Why!





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