



30 DAY CHANGE CHALLENGE GUIDE

The 30 day challenge: form a team and take action to make a difference.



*'All things must change
To something new, to something strange.'*
Henry Wadsworth Longfellow

<http://www.theedge.nhs.uk/school/>



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WELCOME!

Introduction

'How can I change the world?' Westlife

Welcome to the first *30 Day Change Challenge* from the School for Health and Care Radicals!

This year we are hoping to connect people together and, through the five modules provided in the School for Health and Care Radicals (see Appendix 1), equip and help you to work towards leading change and improvement.

Don't worry – your *30 Day Change Challenge* doesn't have to be a big change, as this is more about exploring ways of working with other radicals to make a difference and sharing your stories of change to inform and inspire others to follow.

We at the school will be supporting you and your team to use the 30, 60 or 90 day change cycle approach to your work as we believe this methodology is very effective in increasing the pace of change.

You can find out more about this approach in *Leading large scale change: A practical guide* by Helen Bevan, Paul Plsek and Lynne Winstanley.



This guide is downloadable for free from the NHSIQ website at:

<http://theedge.nhsiq.nhs.uk/2821-2/>

In addition, we hope that the efforts of you and your team will be submitted for recognition of your achievements – but more of that later!

Getting ready to take the *30 Day Change Challenge*

'You can change the world, if you can change yourself.' Los Lonely Boys

The *30 Day Change Challenge* is based on the 30 day change cycle and supported by the modules provided as part of the School for Health and Care Radicals (see Appendix 1). A simple set of preparatory steps will ensure you're ready to start the first stage of the challenge.

Step 1 Consider your timeframe

For the *30 Day Change Challenge*, we would suggest splitting the time into three stages. This guide will take you through the activities required to complete each of these stages:

Stage 1 Ten days to plan and connect, beginning with an initial workshop

Stage 2 Ten days to undertake the change

Stage 3 Ten days to evaluate the impact of your change.

Step 2 Build your team

We suggest you work in a team of two to five people. Your team does not need to be made up of people who are part of the School for Health and Care Radicals, but this would give them a deeper understanding of what we hope to achieve and the techniques we will use. If members of your team are not currently part of the School, maybe you would like to invite them to the next session or signpost them to the School resources.

Step 3 Organise a meeting space

Choose a location where your team will have adequate space and won't disturb others around you. Think about using a ward office, the staff dining room, a meeting room or a coffee shop. If your team members don't work in the same physical location, you could meet virtually via Google Hangouts or Skype.

Step 4 Confirm that everyone can make the workshop

If some members of the team are unable to make it, consider rescheduling (you might consider setting up a quick Doodle poll to identify best dates) or have a plan in place to go forward with a smaller team for the challenge.

Step 5 Print out one copy of this guide

We suggest you print at least one copy of this guide. Don't worry if you can't – we understand that this can be tricky when organisations are trying to be paperless! If you are unable to print the guide, please ensure that you have the electronic version available to you where you are meeting.

Step 6 Requirements for the workshop

For this workshop, you'll need pens, felt-tip markers, Post-it® notes and paper. It would also be helpful to have access to a computer with internet access during your workshop as there are electronic links to follow in this guide.

Step 7 Leading the workshop

You will need to agree a leader for the workshop – this doesn't need to be the most senior person in the group. This *30 Day Change Challenge* guide will steer the leader through facilitating the activities, discussions and assignments for the team. We suggest the leader reviews the guide before the meeting so that he/she can lead the team more effectively.

Stage 1: Planning and connecting

'We've got a plan – a new one.' The New Cities

So, what's going to be your challenge?

Your team change challenge should be kept simple as this is really about gaining confidence and learning new skills. Discuss and agree on a problem that needs to be solved, or think about an aspiration you have for the service you are connected to. You may want to run an exploratory workshop to help define your challenge.

Running an exploratory workshop

Every well-planned journey begins with some understanding of its desired destination and purpose, and running an effective exploratory workshop will get you off to a great start. Your first action in the *30 Day Change Challenge* could be a workshop to share expertise, experience and build consensus on your challenge. Here are some ways you might shape that workshop.

Introductions and Icebreakers

Introduce yourselves to the team and tell the others:

- What excites you most about coming to work?
- What is your hope for this *30 Day Change Challenge*?

The challenge of change

In Module 1 of the School for Health and Care Radicals, *Being a Health and Care Radical: change starts with me*, we learnt about what it can mean to lead change from different positions or levels in an organisation and how our leadership approach could impact on our ability to implement the changes we hope to make.

REFLECTION: WHAT IS CHANGE FOR ME?

One valuable reflection to carry out at the start of a *30 Day Change Challenge*, both individually and as a team, is on what change and the change process mean to you.

A good prompt is to complete this sentence:

In my role, leading change means....

In Module 1 of the School for Health and Care Radicals, *Being a Health and Care Radical: change starts with me*, Helen Bevan talks about 'old power' and 'new power'.

'Old power' refers to leading through hierarchy and fear, and change can feel like it is forced upon you. New era change is now moving more towards a 'new power' approach, where change comes about as a result of good relationships and people *wanting* to deliver change.

ACTIVITY: OLD POWER, NEW POWER

Think about the areas covered in Module 1 of the School for Health and Care Radicals, and how they relate to the power you have, the power you need, and the power you can use.

- What are the key characteristics of old and new power leaders?
- Can you think of times when the old power approach is required?
- Can you think of times when the new power approach is required?
- If we are to increase change from the frontline of organizations, what should you consider in your approach?

For more information about front line change, have a look at the following links which detail the barriers and building blocks to change:

<http://www.hsj.co.uk/topics/technology-and-innovation/change-challenge/the-crowd-speaks-top-10-barriers-to-change/5081962.fullarticle>

and

<http://www.hsj.co.uk/5081960.article>

How to overcome barriers to change and some of the techniques that can help are covered in the School, in Module 3: *Rolling with resistance*.

You may also find it valuable to link through the School to others who are making change, and to learn from – and possibly inform – them!

Exploring the change you want to see

In the space below, write down a value statement. Your statement should be clear and easy to understand: you might like to frame it as a hypothesis. Here's an example.

An example value statement

If we: *freed ward staff from XXXX at meal times they could help patients with XXXX*

This would enable:

- 1. patients to feel more cared for*
- 2. patients to have an improved nutritional status*
- 3. time for staff and patients to build a rapport, have meaningful conversations and XXX*

This will have the benefit of: *improving their recovery and their health outcomes.*

What would your statement be?

Fill it in below:

My value statement

If we:

This would enable:

This will have the benefit of:

Keep your ideas simple, as it can be the simple things that offer the biggest benefits. The Nottingham University Hospital *Just Do It* programme may offer you some inspiration: <http://www.nuh.nhs.uk/about-us/about-us/better-for-you/>

Understanding others

In your *30 Day Change Challenge*, we would like you to consider the views of others and how they view the change you are planning to undertake.

Step 1 Who will be affected by my change?

On Post-it® notes, list of all the key people who will be affected by your proposed change. Write each name or role on a separate Post-it® note.

Step 2 How will they react to it?

Place each Post-it® on a scale of 'Love it', 'Don't mind' or 'Hate it'.

Step 3 How am I going to win them over?

It is important to understand that different views from a range of people will offer new thinking to your challenge, ideas and proposed solution. So you will need to have conversations with everyone you have listed on your Post-it® notes. Don't be put off talking to the 'hate it' zone - these people are often missed out of communication loops to avoid conflict, but they will provide you with a different view point and areas of risk. When you get these people on board, you're likely to have a better success rate.

1. Plan what you are going to tell the different groups. What are your messages?
2. Plan how you are going to communicate with the different groups. You will need to communicate differently to the different groups. Conversations are a more effective way of building relationships than group email.
3. Agree who is going to talk to each group.

Step 4 What have I learnt from them?

How many people have you communicated with? _____

List three new facts or pieces of information you have gained from talking to new people.

- 1.
- 2.
- 3.

Stage 2: Undertaking change

'Don't just talk, make it happen.' Blue

Now it is time to start thinking about how you are going to make your change.

Step 1 What is the task/job?

Write on Post-it® notes all the tasks you think you need to do to achieve your change successfully.

Step 2 When will it be done?

Now take the Post-it® notes and put them in time order of when tasks/jobs need to happen.

Step 3 Who will do it?

Write down who is going to undertake each task.

Step 4 Completion date

When should the task be completed?
Give yourselves workable dates and always allow 'just in case' time, as we all know our work environments can get very busy!

You could use a grid like this:

What is the task/job?	When will it be done?	Who will do it?	Completion date?

Stage 3: Evaluating the impact of your change

'So what difference does it make?' The Smiths

Once you have completed your *30 Day Change Challenge*, you need to know if it has made a difference, and to assess the learning that you have gained from the process.

Module 5 of the School for Health and Care Radicals, *Moving beyond the edge*, talks about how to move towards sustainable change and shared learning. Key elements of sustaining change and sharing learning are evaluation of your *30 Day Change Challenge* work and dissemination of your findings, learning and recommendations.

Go back to the first value statement you made in Stage 1 and look at the benefit you had hoped for.

ACTIVITY: EVALUATING YOUR 30 DAY CHANGE CHALLENGE

Here are some questions that will help you to evaluate the effectiveness of your *30 Day Change Challenge*, and reflect on and identify some of the learning you have gained ready for next time!

- Have you achieved your change challenge?
- How do you know?
- What worked well?
- What would you change in your approach next time?

Change works best when the stories of, and learning from, change programmes are shared with other change agents. You may want to use the poster template in Appendix 2 to summarise and disseminate your actions, achievements and learning.

Once you've reflected on and summarised your outcomes what next?

ACTIVITY: RECOGNISING YOUR 30 DAY CHANGE CHALLENGE TEAM EFFORT

If you've summarized your outcomes in the poster template, why not submit it to the School for Health and Care Radicals for sharing with other Change Agents?

We will recognise your team's efforts with a *30 Day Change Challenge* certificate. You can find details on the School website.

Hopefully, this *30 Day Change Challenge* will have given you an opportunity to go on a small personal learning journey of your own, whilst you were working with your team. Change Agent certification is one way to gain recognition for your own efforts.

ACTIVITY: RECOGNISING YOUR OWN EFFORTS

In order to recognise and mark the efforts of those who are striving to make a change, the School for Health and Care Radicals offers the opportunity to become a certified Change Agent.

Having run your *30 Day Change Challenge* and evaluated your results, you might like to consider using your project as the basis of your submission for Change Agent certification.

More information about what and how to submit is available on the School website.

Appendix 1: The School for Health and Care Radicals

The School provides study guides, weekly webinars, Tweet chats, online discussion and school learning groups and an international community of learning and practice. There are opportunities for you to connect with others from around the world. We encourage the establishment of local School Learning Groups, where change agents can connect.

The School Programme consists of five modules. Some are referred to explicitly in this guide, but all provide skills, support, connections and a community that will help you meet your own *30 Day Change Challenge*.

You can find out more, and join the School, at <http://www.theedge.nhsiq.nhs.uk/school/>

Module 1: Being a Health and Care Radical: change starts with me

The first module invites you to continue or embark on your journey as a change agent and offers some new ways of thinking about how you work to bring about change. The module highlights learning from some of the most effective change agents across the globe, explores the differences between troublemakers and rebels and helps us to understand how to 'rock the boat and stay in it'.

Module 2: From me to we: creating connections and building communities

The golden rule for change activists is: 'You can't be a radical on your own'. This module gives us an understanding of the power of working together by exploring communities of practice and social movements. We identify techniques for connecting with our own and others' values and emotions to create a call for action.

Module 3: Rolling with resistance

It is natural to resist change. Rather than seeing resistance as something negative, here we shift our perspective so that we see dissent, diversity and disruption as essential components of effective change. However, we need to build resilience in order to work effectively with resistance. This module offers some tools and techniques to ensure that we remain strong, adaptable and able to continue our work as change agents.

Module 4: Making change happen

This module will help us create and sustain the energy we need to make change happen. We will look at a number of practical ideas, tools and resources to help us change the way we do change.

Module 5: Moving beyond the edge

Change always starts at the edge and always starts with activists. This module will help you move closer to the edge and towards sustainable change; it will help you take your learning from the School for Health and Care Radicals forward, think about what you might do next and where else you might get support/resources.

Appendix 2: Spreading the word

Using your reflections on, and evaluation of, your *30 Day Change Challenge* you might want to use the next page as the basis for a poster sharing your learning with others.

Simply fill in the details of your change in the pale boxes, and save the page as a PDF file or print it.

School for Health and Care Radicals



We are:

What we needed was:

What we did was:

What changed was:

What we learned was:

30 Day Change Challenge 2016