

*Perioperative Care for Older People  
undergoing Surgery  
The (POPS) Network  
Cohort Two  
Core Event*

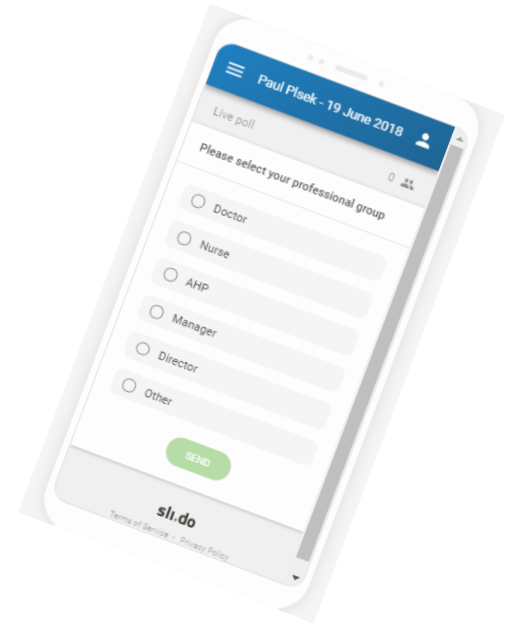


June 2022

# sli.do

Open a browser on any laptop, tablet or smartphone

- Go to [www.sli.do](http://www.sli.do) or scan the QR code below
- Enter the event code **#POPS2-JUNE**
- Use the polls to give us feedback about the day



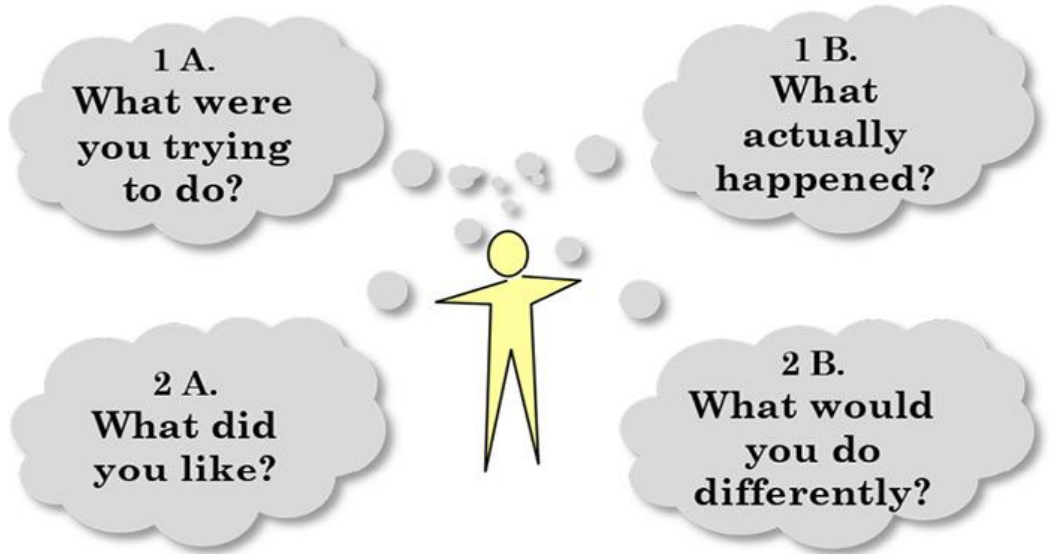


# *Sharing our progress*

**Simon Griffiths, Director NHS Elect**

An 'After  
Action Review  
Process'

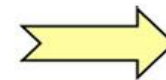
## Individual Reflections



## Group Insights



## Recommended Improvements



## Actions For Change

**Individual Reflections**

1 A.  
What were you trying to do?

1 B.  
What actually happened?

2 A.  
What did you like?

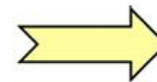
2 B.  
What would you do differently?

**Group Insights**


What lessons have we learnt?

Facilitator


**Recommended Improvements**




**Actions For Change**




What is your project focused on?



What progress have you made?



What challenges do you have?



How can we help?

An update from each site:

- Swansea Bay University Health Board
- Barts Healthcare NHS Trust
- UCLH NHS FT
- West Suffolk NHS FT
- Royal Devon & Exeter NHS FT
- King's College NHS FT
- Lewisham & Greenwich NHS Trust



Elect



# *Managing change: introduction to Kotter*

**Lisa Godfrey, Director NHS Elect**

# Leading Change

## June 2022

Lisa Godfrey

[www.nhselect.nhs.uk](http://www.nhselect.nhs.uk)  
Twitter @NHSElect



## In the next 50 minutes...

What we will cover:

- Some tools and approaches to help you lead change
- The importance of connecting to people's emotions
- How to sell your change

# GETTING PEOPLE ON BOARD WITH CHANGE

There are .....

- Lots of theories
- Lots of books
- Lots of ideas



# Q: Why does change often fail?!

The logo for sli.do, featuring the text "sli.do" in a bold, sans-serif font. The "i" in "sli" has a green dot, and the "o" in ".do" is also green. The logo is set against a light green, tilted rectangular background.

Use the QR code above, or go to [www.sli.do](http://www.sli.do) and use the code: **#POPS2-JUNE**

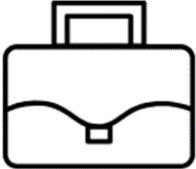
## Rick Maurer's change cycle...



# Common Themes



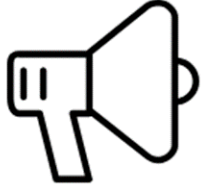
Leadership



Making the case for change



Relationships



Communication



Resistance



Sustaining





Based on the work of Rick Maurer “Change without migraine” and John Kotter’s change principles

Over four decades, Prof John Kotter observed countless leaders and organisations as they were trying to transform or execute their strategies.

He identified and extracted the success factors and combined them into a methodology, the award-winning 8-Step Process.





# Kotter's 4 Principles

|  |   |   |   |
|--|---|---|---|
| <p><b>SELECT FEW + DIVERSE MANY</b></p> <p>More people need to be able to make change happen – not just carry out someone else's direction</p>     |  |  | <p><b>HAVE TO + WANT TO</b></p> <p>Those who feel included in a meaningful opportunity will help create change in addition to normal work.</p>                        |
| <p><b>HEAD + HEART</b></p> <p>Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger case.</p> |  |  | <p><b>MANAGEMENT + LEADERSHIP</b></p> <p>Leadership is paramount. It's about vision, action, innovation and celebration, as well as essential managerial process.</p> |

4 Principles to power lasting change. © Kotter 2021



# Kotter's 4 Principles

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# Key Relationships



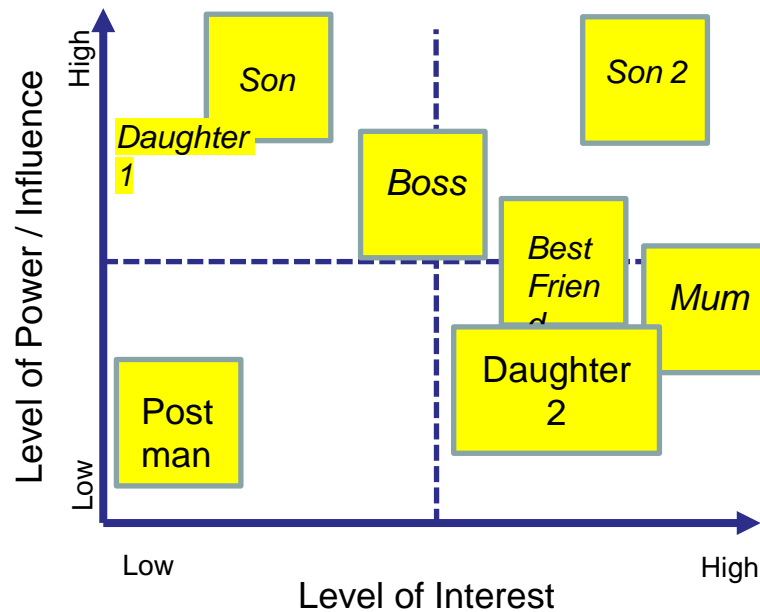
***Putting together a group with a enough power to lead the change.***

***Ensuring there is a powerful group, with the appropriate leadership skills, credibility & authority to guide the change process***



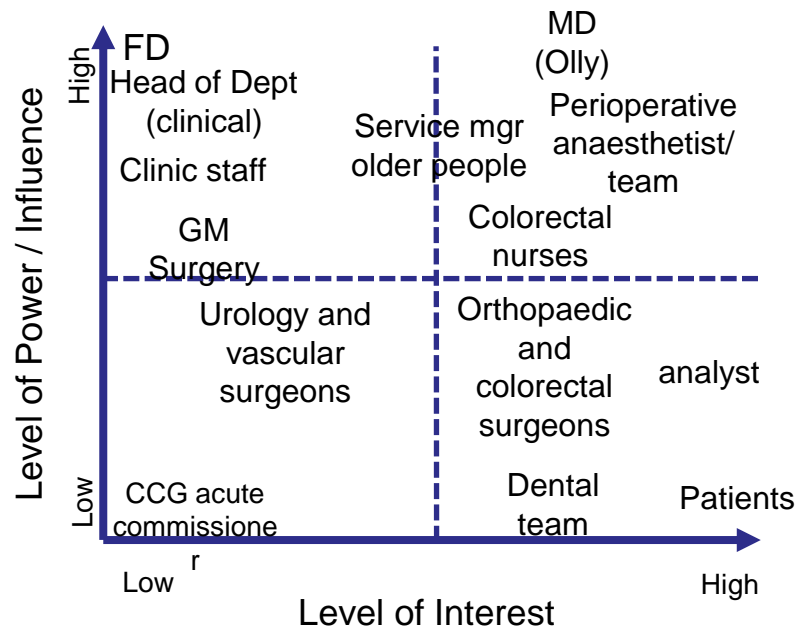
**Who's on your side?  
Mapping it out....**

# Stakeholder Mapping – project ‘my life’

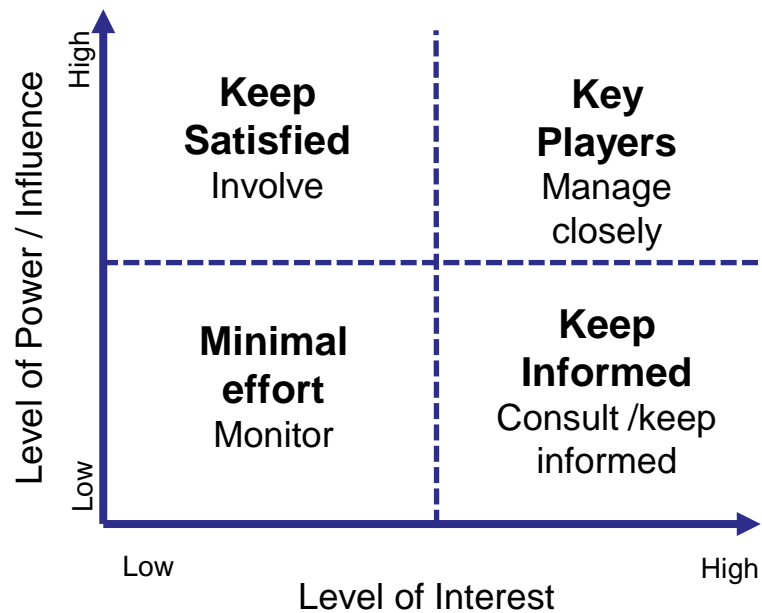


- Boss
- Best Friend
- Postman
- Mum
- Son
- Son 2
- Daughter 1
- Daughter 2

# Example Stakeholder Map – ProKare, Kings

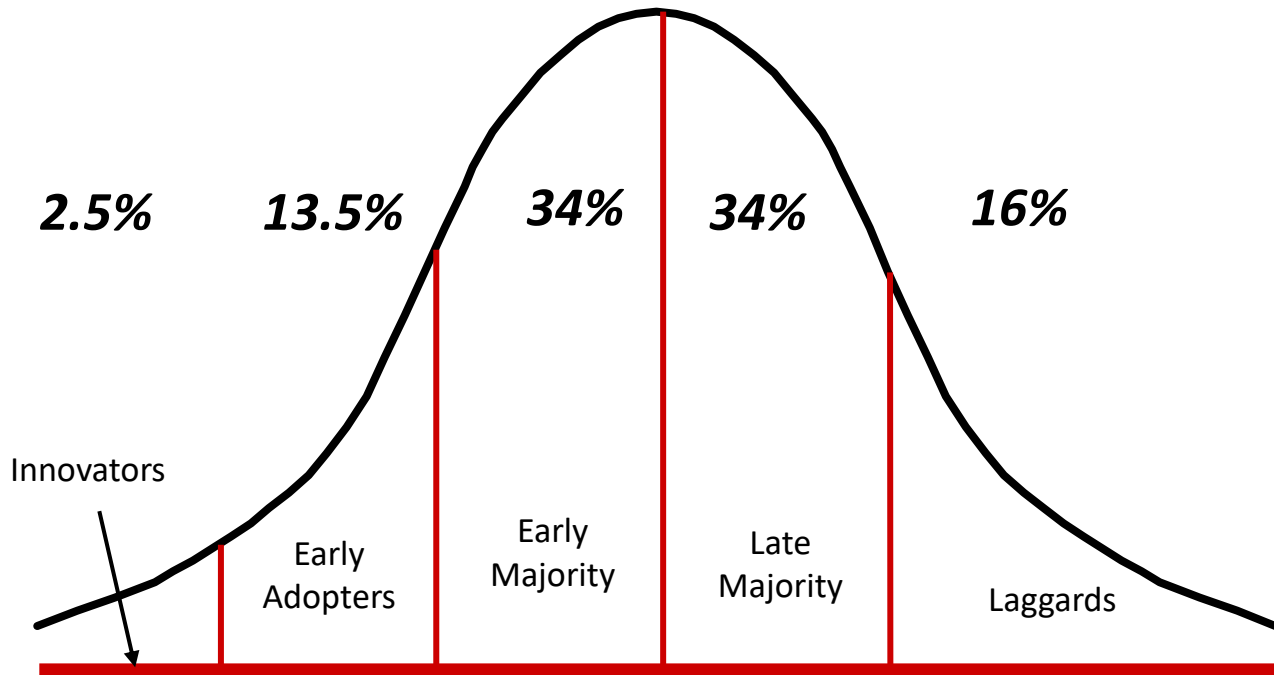


# Stakeholder Mapping



# Adopter Categories

Source: Rogers



## Values likely be seen in healthcare and social care professionals (P Plsek, 2010)

**Altruism**

**Service & Quality**

**Mastery**

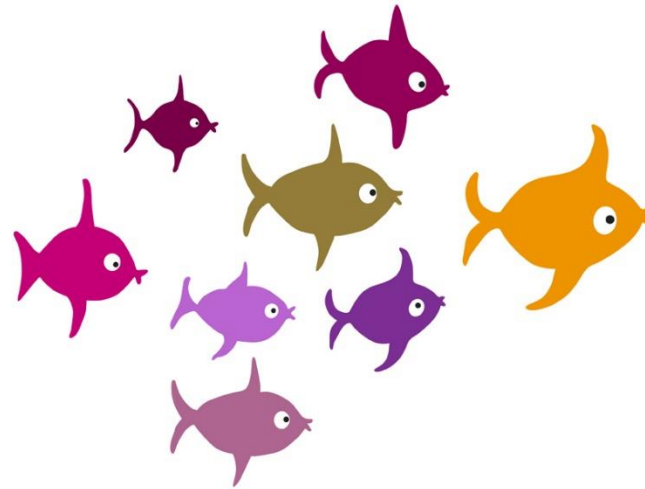
**Autonomy**

**Comfort & Control**

**Affiliation**

**Recognition**

**Survive & Thrive**





## Focus on the bright spots and identify change champions

- Where are the successes? Where are the bright spots? What can we replicate?
- What went or is going well rather than what went wrong
- What we can learn and copy from
- The more we see it, say it and hear it, the more we are inclined to think and act in the way we desire



<https://planet-lean.com/focus/lean-healthcare/>

*“if you want to go fast, go alone. If you want to go far, go together”*

African proverb quoted by Al Gore



# Kotter's 4 Principles

|  |   |   |  |
|--|---|---|--|
| <p><b>SELECT FEW + DIVERSE MANY</b></p> <p>More people need to be able to make change happen – not just carry out someone else's direction</p>     |  |  | <p><b>HAVE TO + WANT TO</b></p> <p>Those who feel included in a meaningful opportunity will help create change in addition to normal work.</p>                       |
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## HAVE TO + WANT TO

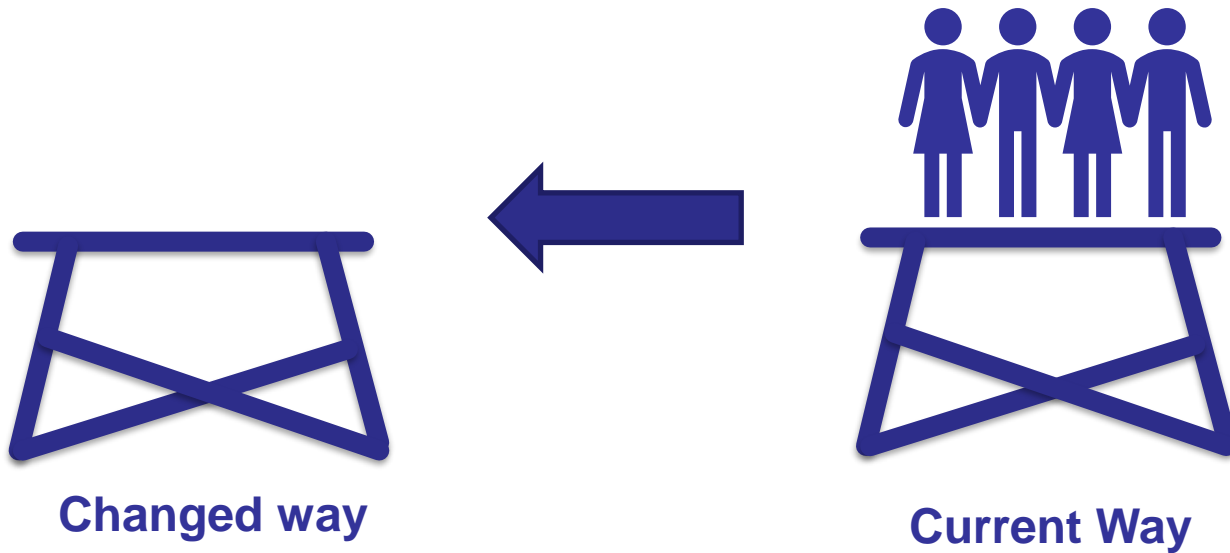


How do you respond to being told you have to do something?

Being told.....will it work?!

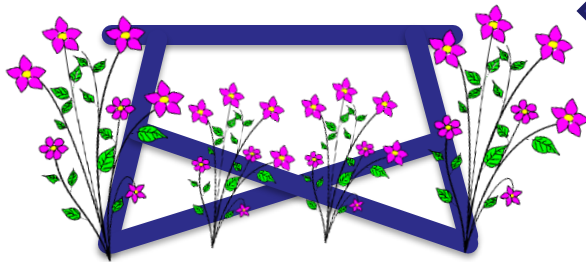


Creating a desire to change 



## Creating a desire to change

How is this different to the past?  
Why do I want to go here?  
What are the benefits?



**Changed way**

What will happen if we stay here?  
What's going wrong?  
What are the threats?



**Current way**

## HAVE TO + WANT TO



There are some things that just ***have to*** get done – but how can you spark ***want to***?

Change of any magnitude is about changing behaviours.

Change from a desire to change is more likely than change from mandate.





The more buy-in the more likely the change is to stick



This Photo by Unknown Author is licensed under CC BY-ND



# Kotter's 4 Principles

|  |   |   |  |
|--|---|---|--|
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## HEAD + HEART



“Most people aren’t inspired by logic alone, but rather by the fundamental desire to contribute to something bigger than themselves”



*4 Principles to Power Lasting Change,  
Kotter 2021*

## Creating a desire to change...

**Simple**

**Vivid**

**Repeatable**

**Inviting**



## Keep it simple: the rule of 3

The rule of three suggests that when words, phrases and sentences are written in threes they are more memorable, satisfying and persuasive than any other number

- *Blood, sweat & tears*
- *Cool, calm & collected*
- *Rock, paper, scissors*
- *Stop, look & listen*



**REUSE**   
**REDUCE**  
**RECYCLE**

## Rule of 3 trying to affect change!



**Connect To Their Emotions, Not Rationale!**

## Rule of 3 trying to affect change POPS!

### **Pre-operatively...**

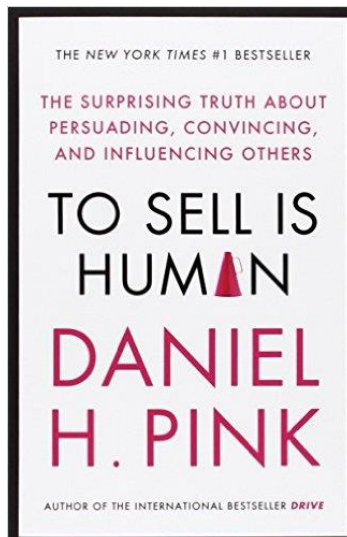
- **Assess**
- **Optimise**
- **Do shared decision-making...**

### **Post-operatively...**

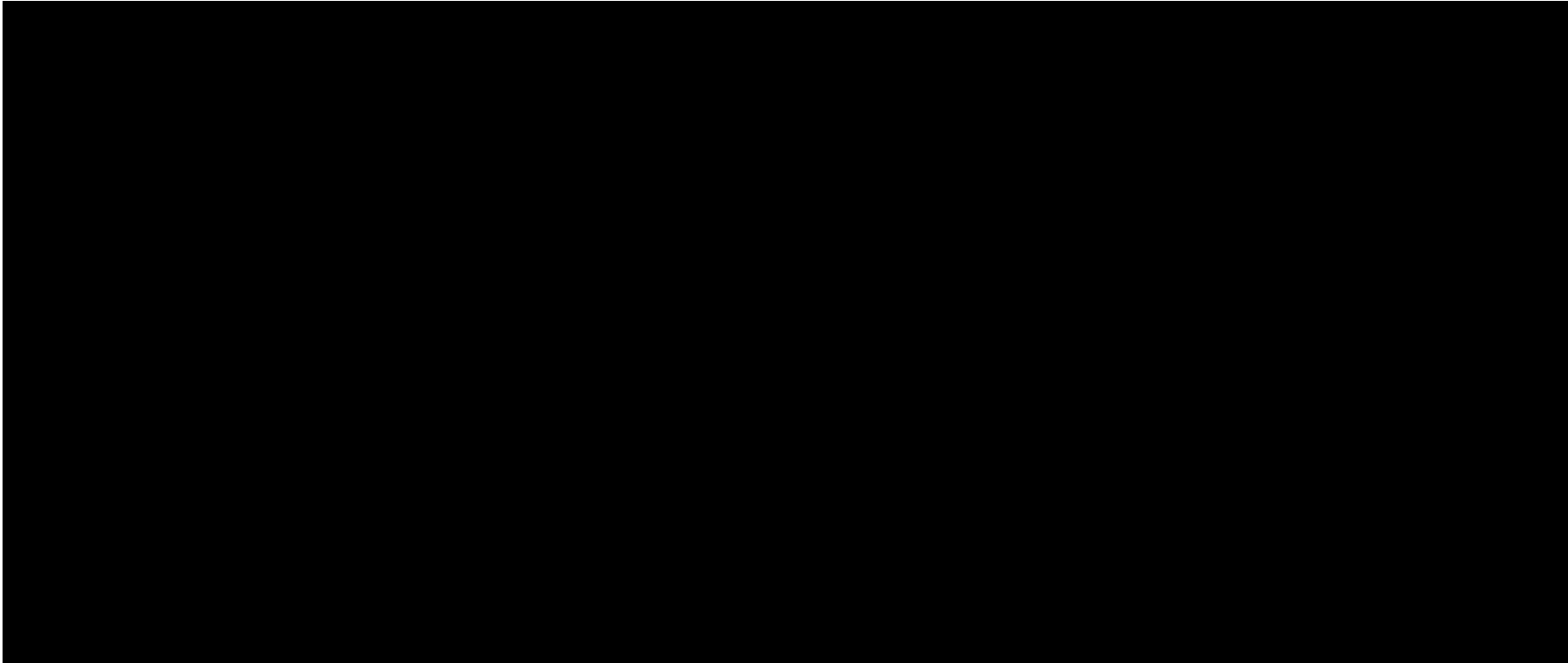
- **Medically manage**
- **Rehabilitate**
- **Do discharge planning...**

**Connect To Their Emotions, Not Rationale!**

# To Sell is Human



- We're all in sales now
- Over 40% of most jobs spent on selling – influencing, persuading and convincing



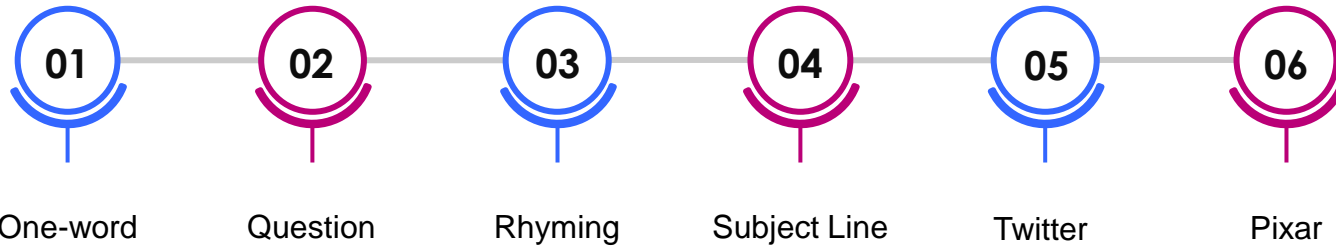
**NHS**

Elect



# The six pitches

## SIX TYPES OF PITCHES



## BEFORE YOU DO ANY OF THEM

What do you want them to know ?

What do you want them to feel ?

What do you want them to do ?

## Rhyming pitch



“Do what you ought'a, get your patients to drink water!”

Ensuring patients comply with fluid fasting guidance



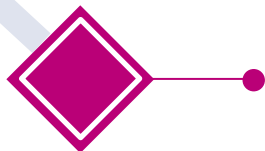
“Red to Green gets you seen”

Reducing hospital length of stay on hospital ward



“No Joke if you choke”

Speech and Language Therapy – Swallow assessment training



“Space on the Plate is Great”

Dietitians work on not overwhelming patients with food on a Dementia care ward

# Subject line

- 
- Most important thing is who sent it
  - Next the subject line
  - Research found 3 reasons how people prioritise:
    - Utility
    - Curiosity
    - Specificity



01 Once Upon A Time 02 Every Day 03 One Day

Until Finally 05 & Because Of That, & Because Of That 04



## The Pixar Pitch: 'Alan' (integrated acute & community provider)

- Once upon a time There was a young patient called Alan. He had mental health issues, was lonely and was desperate to interact with other patients
- Every day, he wandered, trying to find someone to talk to.
- One day he went into a lady's room, which upset the patient and resulted in a complaint.
- Because of that, Gerry, the nurse had a lightbulb moment, and the effect of not having somewhere for patients was clear.
- Because of that, an environment/dayroom was created
- Until finally it became the norm for patients to use the day room and interact. It became clear to everyone that this shouldn't be taken away again. Alan was now a happy man.

# The six pitches

## SIX TYPES OF PITCHES



One-word



Question



Rhyming



Subject Line



Twitter



Pixar

## BEFORE YOU DO ANY OF THEM

What do you want them to know?

What do you want them to feel?

What do you want them to do?

# Kotter's 4 Principles

## SELECT FEW + DIVERSE MANY

More people need to be able to make change happen – not just carry out someone else's direction



## HAVE TO + WANT TO

Those who feel included in a meaningful opportunity will help create change in addition to normal work.



## HEAD + HEART

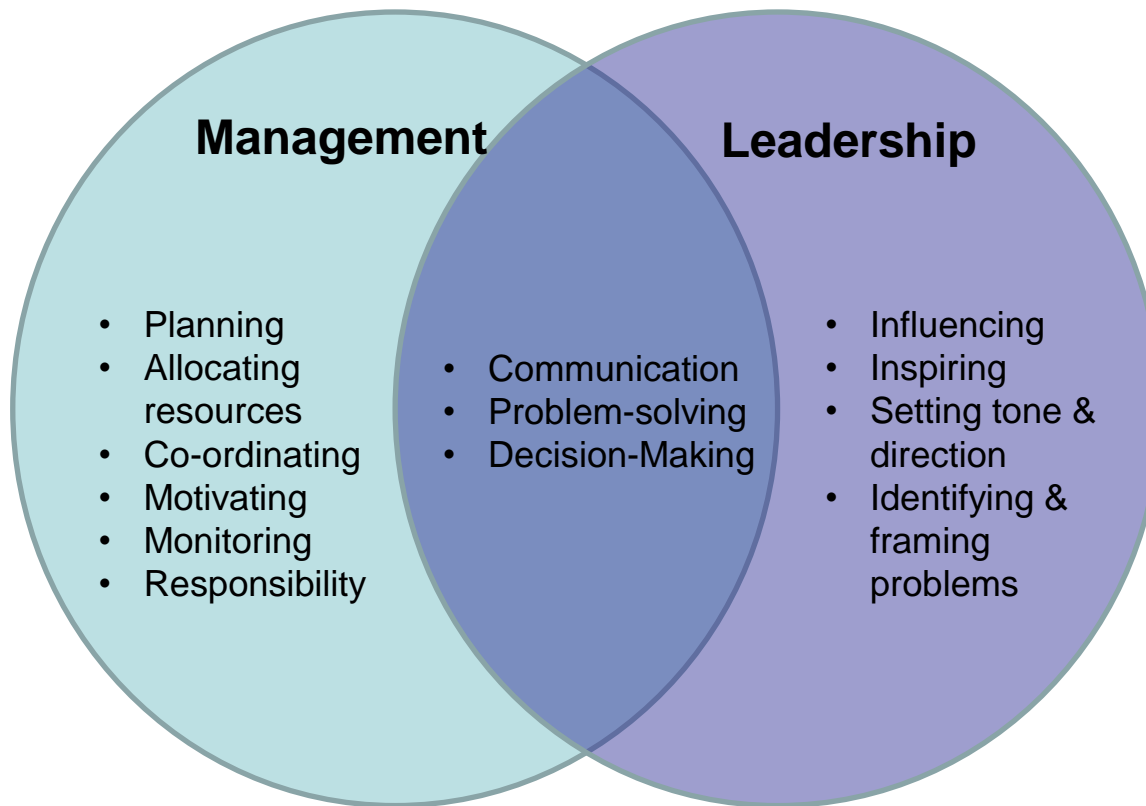
Most people aren't inspired by logic alone, but rather by the fundamental desire to contribute to a larger case.



## MANAGEMENT + LEADERSHIP

Leadership is paramount. Its about vision, action, innovation and celebration, as well as essential managerial process.





*Health Foundation, Strengthening NHS Management and Leadership, Feb 22*



## Management and Leadership

*‘much more leadership, not just more management. Both are crucial but the latter alone will not guarantee success in a turbulent world.’*

‘vision, opportunity, inspired action, innovation and celebration alongside project management, budget reviews and accountability for a plan...’

## A quick breakout conversation

*What will you take forward from today?*

|   |   |
|---|---|
| 3 | Three things you have learnt or been reminded of that could help overcome barriers/progress the project |
| 2 | Two concepts or ideas that you intend to start or continue using  |
| 1 | One thing that had the most impact/could make the biggest difference.                                   |

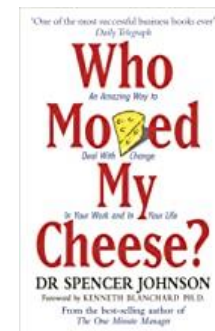
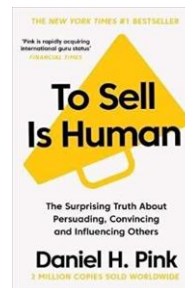
**In breakout rooms – 10 minutes...**

# References

<https://www.kotterinc.com/8-steps-process-for-leading-change/>



[https://www.danpink.com/about/?gclid=EAlaIQobChMlwdbbme7J6gIVzbHtCh0glAIMEAAYASAAEgKUTfD\\_BwE](https://www.danpink.com/about/?gclid=EAlaIQobChMlwdbbme7J6gIVzbHtCh0glAIMEAAYASAAEgKUTfD_BwE)



<https://www.england.nhs.uk/improvement-hub/wp-content/uploads/sites/44/2017/11/NHS-Sustainability-Model-2010.pdf>

# *Comfort Break*



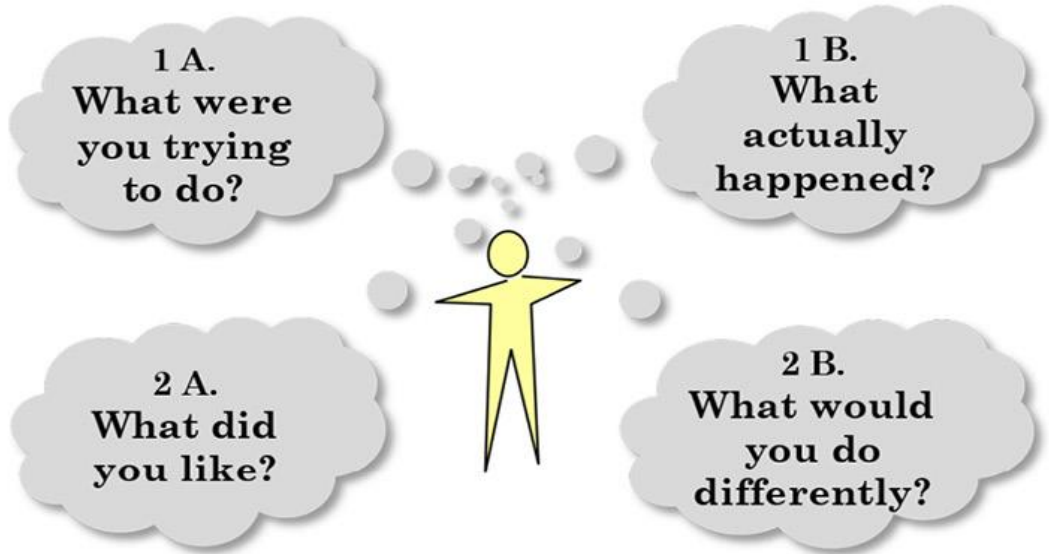


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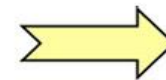
## Individual Reflections



## Group Insights



## Recommended Improvements



## Actions For Change

**Individual Reflections**

1 A.  
What were you trying to do?

1 B.  
What actually happened?

2 A.  
What did you like?

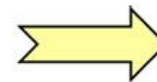
2 B.  
What would you do differently?

**Group Insights**


What lessons have we learnt?

Facilitator


**Recommended Improvements**




Actions For Change




What is your project focused on?



What progress have you made?



What challenges do you have?



How can we help?

## An update from each site:

- Swansea Bay University Health Board
- Barts Healthcare NHS Trust
- UCLH NHS FT
- West Suffolk NHS FT
- Royal Devon & Exeter NHS FT
- King's College NHS FT
- Lewisham & Greenwich NHS Trust



Thank you for sharing



# *The Power of Many*

**Deb Thompson, Director of Improvement Networks, NHS Elect**



# *The Power of Many*

**Deb Thompson, Director of Improvement Networks, NHS Elect**



*Institute for Innovation  
and Improvement*

# THE POWER OF ONE, THE POWER OF MANY

BRINGING SOCIAL MOVEMENT THINKING TO HEALTH  
AND HEALTHCARE IMPROVEMENT

Dr Jo Bibby  
Dr Helen Bevan  
Elizabeth Carter  
Prof Paul Bate  
Dr Glenn Robert



A voluntary collective of individuals committed to promoting or resisting change through co-ordinated activity.

## Current approach

- Inconsistent implementation
- Dissipated
- Top down
- Not core
- Observe from the top
- Reactive, crisis
- Stop/start
- In silos

## Movement approach

- Passion, energising
- Everybody's business
- Input from staff
- Proactive
- Preventative
- Spread throughout health community
- Multi-disciplinary
- Constant, gathering pace
- Personal responsibility (are you passing the bug on?)
- Practical, e.g. patient focus

# The 5 principles of a social movement

1. Change as a personal mission
2. Frame to connect with hearts and minds
3. Energise and mobilise
4. Organise for impact
5. Keep forward momentum.

*“The biggest untapped resources in the health system are not doctors but users. We need systems that allow people and patients to be recognised as producers and participants, not just receivers of systems... At the heart of the approach, users will play a far larger role in helping to identify needs, propose solutions, test them out and implement them together.”*



# The spectrum of involvement



Complaining

Giving  
Information

Listening &  
Responding

Consulting &  
Advising

Experience-based  
design

Networks are crucial mechanisms for building collective identity that fulfil three crucial roles in social movements:

- information:** capacity of networks to create opportunities for participation
- identity:** social ties to 'significant others' create and reproduce solidarity
- exchange:** informal circulation of social approval, reward and sanction

# ***POPS Network Sites***

## **Cohort One:**

- University Hospital of Wales, Cardiff
- York and Scarborough Teaching Hospitals NHS FT
- Frimley Health NHS FT
- Wirral University Teaching Hospital NHS FT
- Northwick Park Hospital (LNWH)
- Cambridge University Hospitals NHS Foundation Trust
- Dartford & Gravesham NHS Trust

## **Cohort Two:**

- Swansea Bay University Health Board
- Barts Healthcare NHS Trust
- UCLH NHS FT
- West Suffolk NHS FT
- Royal Devon & Exeter NHS FT
- King's College NHS FT
- Lewisham & Greenwich NHS Trust

*The Power of One, the Power of Many concludes: “..the movement approach is not something that can be meaningfully ‘taught’ in a technical way; rather it is something to be experienced, with people using the ideas themselves in order to become competent in facilitating others.”*

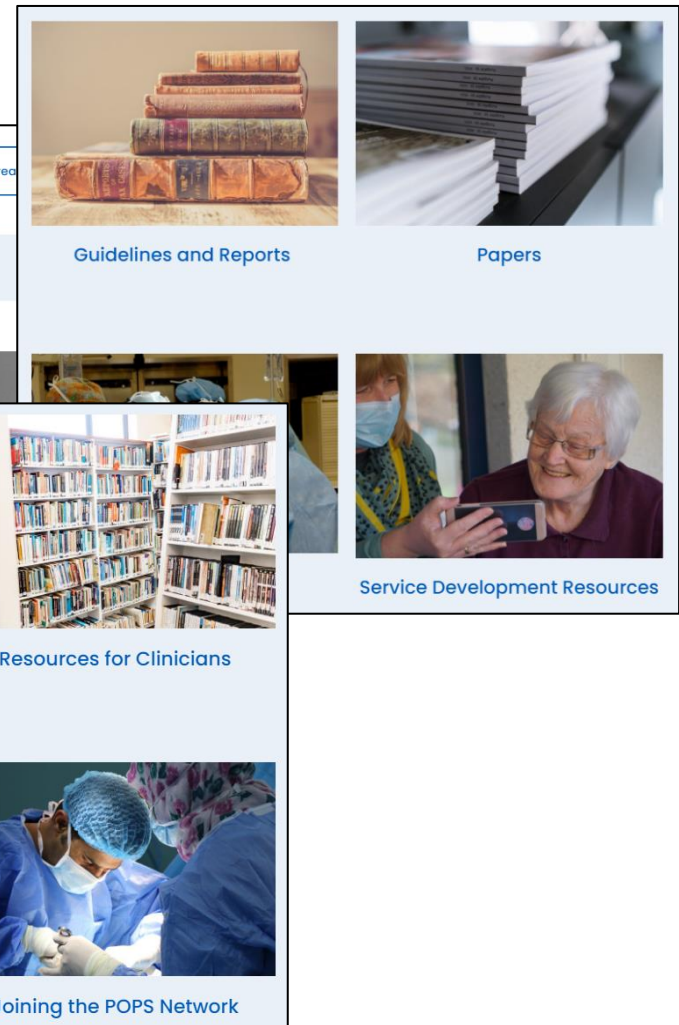
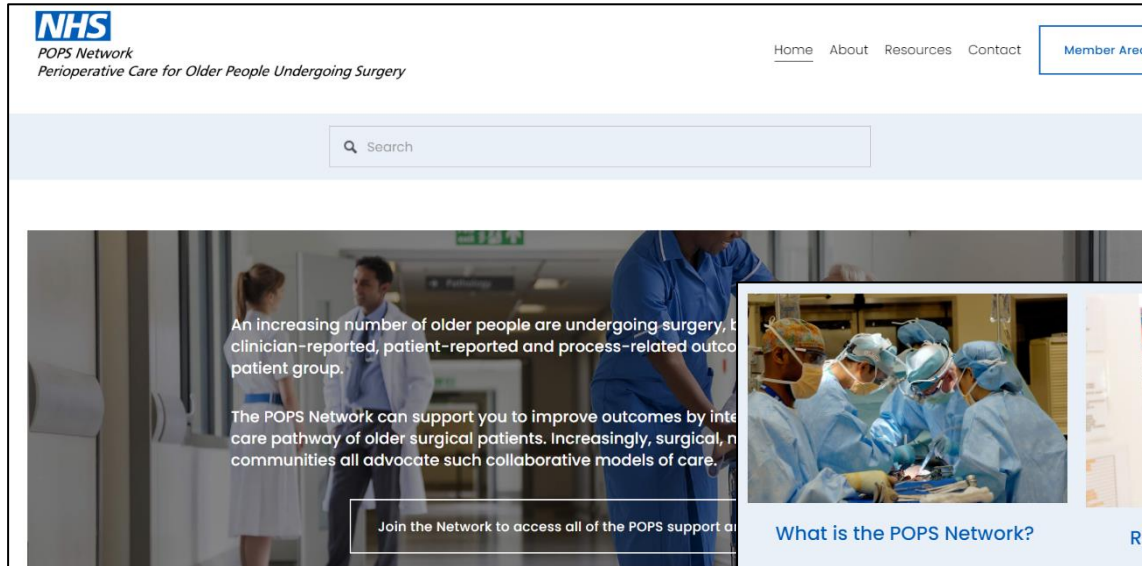
Thank you for listening  
[deborah@nhselect.org.uk](mailto:deborah@nhselect.org.uk)



# *Summary and closing remarks*

**Dr Jugdeep Dhesi**

# The POPS website has been refreshed....



[www.popsolderpeople.org](http://www.popsolderpeople.org)

- Easier to navigate
- Same address
- Same Member Area password

# Next steps

Access the refreshed POPS website [www.popsolderpeople.org](http://www.popsolderpeople.org)

The password for the pages in the Members Area is still:  
**POPSNetwork2021**

*Let us know what you think about the new format and send us resources to share!*

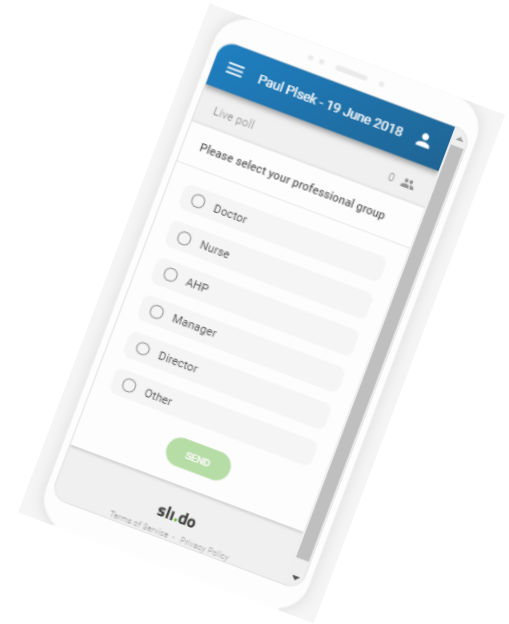
- Watch out for the new and improved **Frailty Newsletter**, now combining POPS with our other frailty networks for better networking and learning opportunities. If you're not on the mailing list, let us know. Next edition due late June.
- **Register for the next event on Thursday 7 July at 09:00-11:30**
- As a reminder, all teams have been sent a data submission request ahead of the next event. However we have decided to extend the deadline for submission to **31 August**.
- If you need any support with this, please let us know and the Measurement team is happy to help.



# sli.do

Open a browser on any laptop, tablet or smartphone

- Go to [www.sli.do](http://www.sli.do) or scan the QR code below
- Enter the event code **#POPS2-JUNE**
- Use the polls to give us feedback about the day



*Think about the support you  
want/need and let the  
programme team know at*

[networksinfo@nhselect.org.uk](mailto:networksinfo@nhselect.org.uk)