

Some might have thought it a crazy idea...

...to try to get thousands upon thousands of frontline staff across the NHS to commit simultaneously and publicly to change and improvement for no reward other than recognition and support.

But, as one famous agent for change once observed
“Here's to the crazy ones...because they change things.
They invent. They imagine. They heal. They explore. They create. They inspire.
They push the human race forward.
And while some may see them as the crazy ones, we see genius.
Because the ones who are crazy enough to think
that they can change the world, are the ones who do.”ⁱ

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A message from the Change Day team

In mid 2012, a group of emerging clinical and managerial leaders stepped up to be at the forefront of change by launching the very first “NHS Change Day”, to take place on 13th March 2013.

They were seeking to harness the creativity, innovation and energy of people who work for and with the NHS and patients in a single day of collective action. The shared purpose of Change Day was to mobilise a grass roots movement of people to gain 65,000 pledges – 1,000 for each year since the NHS was established.

This would make it the single largest simultaneous improvement event in the history of the NHS and, therefore, one of the largest of any organisation in the world.

This interim report shares some examples of the difference made and the initial story of the first NHS Change Day and its team – when the NHS stepped out together and we not only reached the 65,000 target, but smashed it, receiving a staggering 189,000 pledges.

Change Day 2013 was an extraordinary moment in the history of the NHS. It taught us that large-scale improvement is possible in the NHS and that the best way to do it is through collective commitment, action and by keeping it simple. It was about making big change happen, not just thinking about it or analysing it or suggesting how to do it but by simply doing something better together.

Right from the moment we started talking about NHS Change Day, the most common piece of feedback we got was “why hasn’t anyone thought of doing this before?” It was people taking action on a collective basis that led to the creation of the NHS 65 years ago. Since that time, people who have cared passionately for the ideals of the NHS have played their part in changes to take the service and its values forward.

Today, we are at a point in NHS history when there is a greater need than ever for those who value the NHS to contribute to making it fit for the future. NHS Change Day and the change movement it has sparked shows we can rise to that challenge.

President John F Kennedy once quipped that “victory has 100 fathers and defeat is an orphan”ⁱⁱ. In the case of NHS Change Day, it is a victory for a burgeoning social movement for change owned not by hundreds but by tens of thousands across the entire NHS and beyond.

We cannot name all of them individually here, but each and every one of them can be found on our Pledge Wall at www.changemodel.nhs.uk/changeday. To them all we offer our heartfelt thanks and appreciation for taking part. Anyone can join them by getting in touch with us and joining our change movement via any one of our social media channels.

The birth of a social movement

It started with a tweet.

Early in March 2012, a group of front-line clinicians and NHS improvement leaders began to exchange ideas and a vision about

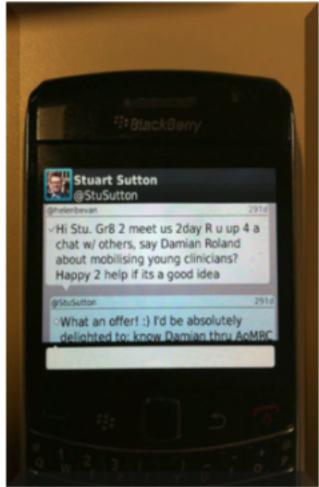


Figure 1: Where it all began - the first Change Day tweet

how they could bring together staff across the NHS and its supporters in positive change and improvement.

They took their initial inspiration from Earth Hourⁱⁱⁱ, a worldwide event organized by the World Wide Fund for Nature (WWF) and held towards the end of March annually, encouraging households and businesses to turn off their non-essential lights for one hour to raise awareness about the need to take action on climate change. The event,

conceived by WWF and *Leo Burnett*, first took place in 2007, when 2.2 million residents of Sydney participated by turning off all non-essential lights. Following Sydney's lead, many other cities around the world adopted the event in 2008. By 2012, it was taking place in more than 7000 cities and towns across 152 countries and territories.

Like many change initiatives, at the start some of the fundamental questions considered were:

- What are we asking people to do?
- How will we measure the outcomes and impact?
- Should we give people themes to pledge about?
- What is our objective?
- What shall we use as our goal?
- Who owns Change Day - how do we keep it grassroots?
- How will the change be sustained beyond a single day?

Initially they thought of asking everyone to develop an improvement project inspired by the introduction of the NHS change model. Some thought a target of 500 projects might be reasonable. Others thought it could be more ambitious. At a strategy meeting, the goal of achieving 65,000 online pledges was agreed – 1,000 for every year of the NHS.

After brainstorming various ways in which this social movement could be brought about, they developed the concept of a single day of action. A core leadership team was established within the change model team to provide central co-ordination and specialist support to enable their vision from concept to implementation.

The foundations of Change Day were built around a grass roots shared purpose - creating a mass movement of people working in and with the NHS and demonstrating the difference they could make by one simple act each for sustainable improvement. The only condition for participation was a willingness to publicly make a pledge and to register on the site before doing so.

What difference did the day make?

Change Day would be nothing without pledges for improvement and innovation from NHS staff, patients' organisations and beyond to make a real difference for real patients and staff in real locations.

Whilst the central team were bowled over by the headline 182,000 pledge total, they were equally impressed by the sheer quality and imagination shown by people and organisations making them.

Pledges were grouped into 6 categories. The breakdown across each category is shown here. More than two thirds of pledges (68%) were in the categories pledging Better Patient Care or Spreading Innovation.

Pledges could be made by individuals, involving a personal action taken just by themselves. Other pledges could involve a larger number of people across an organisation taking collective action.

Within the largest category of pledges of better patient care some of the most popular pledges were the simplest, for example to smile with patients or take more time to listen with patients, showing what really matters to patients and staff. The pledge involving the most people was to show that "we can all get through distress & suicidal thoughts - there is hope/help via U Can Cope". This was submitted by Alys Cole-King of the U Can Cope campaign, in partnership with the Royal College of Psychiatrists. ^{iv}

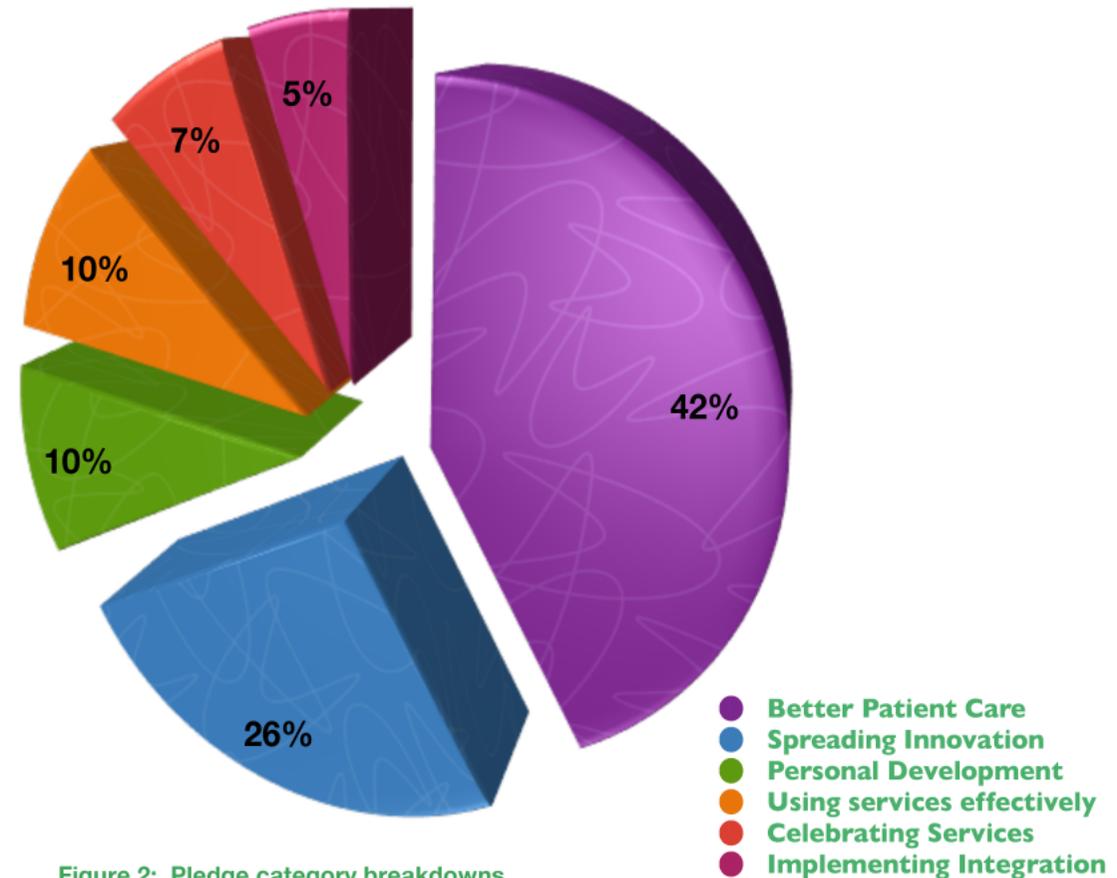


Figure 2: Pledge category breakdowns

There is no doubt that Change Day was a genuine mass movement. The vast majority of pledges were received from individuals pledging to take action themselves or small groups of individuals pledging together.

The majority (54%) of pledges involved a single person pledging to take action. Three quarters of pledges (77%) involved less than 10 people. More than 9 out of 10 pledges (94%) involved less than 50 people.

Some pledges involved very simple actions that would make a small but direct, personal and immediate impact. For example, 36 separate pledges involving almost 3,500 people involved simply “smiling” with fellow staff or patients, including at:

- Newcastle Upon Tyne NHS Trust;
- Birmingham Children’s Hospital;
- Oxford Health NHS Trust;
- The Christie Hospital;
- Basildon and Thurrock NHS Trust;
- Northampton General NHS Trust;
- Worcestershire Hospital NHS Trust;
- Shropshire Community NHS Trust; and
- Chesterfield Royal Hospital.

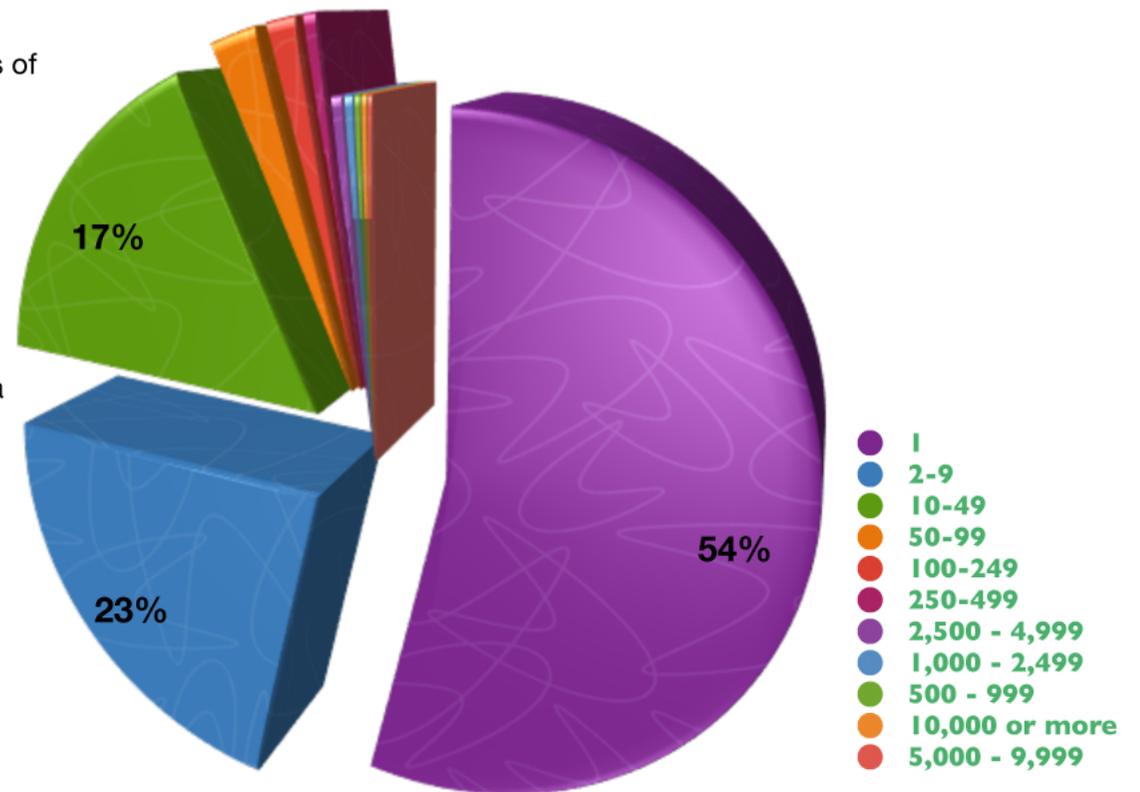


Figure 3: Pledge breakdown by number taking part

A group of second year student nurses at **the University of York** pledged to create a mock-ward, with students playing the role of patients. Viewing the ward through a patient's eyes, the students quickly realised how disorientating and frightening a ward can become for patients when they don't understand what is happening around them. For nurses used to the jargon and processes of a hospital setting, such lessons are easy to forget. The University found it so useful they plan to make the exercise a core part of the curriculum.

This was the brainchild of Louise Towse, who said “My vision was that seeing through the eyes of a patient in a ward would allow us, as students, to reflect on our experiences in order to make changes that we felt were really important to patients.”

“We wanted to show that we care about our patients, and to highlight that what is important to our patients is also important to us as nurses. It also gave us the opportunity to show that degree graduate nurses are not ‘too posh to wash’ and ‘too clever to care’ and do approach nursing care with care and compassion.”

“The students who were involved have all said that they learned a lot about themselves as nurses and feel far more self-aware. There are lots of changes that individual students want to make, however one of the common themes arising from the day was the importance of communicating with and understanding the needs of the patient.”

“I think that the students will benefit greatly from this experience and, because of this heightened self-awareness within the nurses themselves, the patients that they care for in years to come will be the ones who truly benefit.”



Tollgate Medical Centre, Beckton pledged to switch off the electronic notice board: all clinicians would personally welcome and 'meet & greet' patients from the waiting room on NHS Change Day. An unexpected positive for the staff was seeing the rest of the team during surgery meeting and collecting their patients where they would normally be sitting in their rooms alone. Apart from this minor challenge, the staff found it was easy to get everyone engaged with Change Day. The idea of making small changes to improve the NHS was so compelling.



Derbyshire Community Health Services NHS Trust organised over 130 pledges involving over 400 staff. One of the biggest was the mobilisation of over 220 local Innovation Scouts. They also included plans to undertake a 'mystery shopper' approach in service areas and make suggestions on how to improve the patient experience; to obtain patient questions via video and play them back at team meetings to discuss feedback and communication with patients and service users; spending more time each week talking to patients, service users and front line colleagues to understand their experiences and concerns and 'keeping people motivated during these times of change'.

All pledges have been logged locally by the Innovation Hub who will follow up on all pledges within 3 months. The Chief Executive has pledged to report back to the whole organisation on the progress and sustainability of her pledges, leading by example.



In **University Hospitals of Leicester Trust**, the Procurement & Supplies team pledged to clear out redundant and out of date paper documents in their offices from previous managers and procurement archive area to clear space for operational work. This made a huge difference in the receipts and distribution area within the Trust. 200 archive boxes were taken away and confidentially destroyed.



Russell Mayne from **Cerner** organisation held an event for 55 people titled "Disrupt the Status Quo" on March 25th for his pledge for NHS Change Day. The event focused on people involved in clinical transformation and the feedback was overwhelmingly positive about the lessons learned about transforming care in clinical practice.

In **Arden Clinical Commissioning Group**, a fifty-strong NHS Change Day team of staff, lay members and patients took the message out to communities and subsequently reached thousands of people. They combined this with local press and social media. Around 450 people also completed detailed surveys about local health services in their local area. Over a hundred have agreed to engage with them on a regular basis and have signed up as local Health Champions.

The public valued having an opportunity to share their views, knowing what they said on the day will genuinely help to make a change for the better. In addition, more than a hundred patients will be sharing their views with the Commissioning Group on a regular basis from now on in their role as health champions. Analysis from feedback on the day will help inform the Clinical Commissioning Group as they plan local health services in the future. The staff feedback was extremely positive and the event was really valued by those who might not usually be in a public-facing role.



East Cheshire Commissioning Consortium pledged to create a weekly opportunity for all staff to ask the question “what have I done to help a patient this week?”

As the Consortium is not a ‘frontline’ / provider organisation, its daily contact with patients is minimal when compared to a hospital or primary care – however as commissioners of services, it believes wholeheartedly that it commissions for its patients/public. Staff can sometimes get caught up in process and doing the job and might not necessarily have chance to recognise the impact that they have on individuals, group or community. Therefore it wanted to reinforce the opportunity for people to think about what they do and how they make an impact – but also what forum they can use to identify what it is they have done.

Simple things often work the best and therefore the Consortium placed a large sheet of A4 paper headed “what have you done to help a patient this week?” above the tea and coffee which is the area which gets the most footfall from its teams.

What is happening now is that each week on a Friday the team writes down what it is they have done. Examples do not just include what they have done directly as a result of the work that they are ‘employed’ to do but also recognise what they do when they do come into contact with a patient – and that can be a family or friend – be it in the car park, supermarket or on the street.

In Wolverhampton a member of the public, Jeharna South, pledged to go to the children's ward in her local hospital and sing for the children there. In September of 2012 her little brother was knocked over by a car. The way he was looked after by the NHS staff was just brilliant and Jeharna wanted to say thank you.

The same family friend that had first told Jeharna about Change Day also suggested the idea for her to sing as part of her pledge. She says she felt moved by the event, especially when she saw the children she was singing to. They were in a similar position as her brother last year and she knew it is not easy on the families or the children alike.



Other examples of pledges involving personal impact include:

- I pledge to make my work colleagues feel supported and valued. To remind them of the great jobs they are doing everyday^v;
- I pledge to take part in Tea 4 two - sitting with a patient on a regular basis who doesn't have visitors and enjoy a cup of tea and a chat^{vi}; or
- As a nurse I pledge to say thank you to the healthcare assistant I work with; asking her what more I can do to support her in her work^{vii}.

Other pledges involving large numbers of participants included:

- I will 're-humanise' my practice of medicine by always using patients' names when talking about them as a constant reminder of individuality^{viii}; and
- I pledge to taste a variety of paediatric medications I prescribe to my patients^{ix}.

Other pledges involved more substantial action. For example:

- A pledge by staff at Queen's Hospital, Romford, to create a Wellbeing Centre^x; or
- University Hospitals, Leicester pledging to introduce a more accountable electronic record-keeping system in their dermatology department^{xi}.

Some pledges involved non-NHS staff doing something that would benefit health outcomes and the NHS from outside, for example a pledge by staff at market research agency MRUK to set up a computer for the day where staff could sign up to become blood, marrow and platelet donors, and place themselves on the organ donation register^{xii}.

Just a few further examples of thousands of pledges are on the following pages.



Figure 4: Alix and Julie's pledge to create a Wellbeing Centre



The ThankU4 grass roots campaign pledged on Change Day to seek to boost the morale of healthcare staff by encouraging people to thank each other^{xiii}, saying:

“We are a group of doctors/health professionals who believe passionately in the values of the NHS. We feel that everyone working in the NHS deserves to feel appreciated for the work that they do. It doesn't take much to do this, just a simple “thank you”!”

Blackpool Hospital's Sheena Cottam, Infection Prevention Nurse, pledged to ensure hand hygiene is promoted to patients^{xiv}.



NHS staff in Coventry and Warwickshire went into shopping centres, supermarkets, hospitals, GP surgeries and onto the streets to ask patients and public for their views and ideas.

The event lasted from 9am to 7pm at 17 different locations across the 2 counties and involved around 50 NHS Arden Commissioning Support staff, lay members and patients who formed the NHS Change Day team. ^{xv}



A group of staff at St Oswald's Hospital in Ashbourne pledged to get more active in the workplace, as part of their health and wellbeing, and kicked off their efforts by staying late to do a Harlem Shake^{xvi}.



Many had their own Pledge Walls (for example East of England Training Board and Ipswich Hospitals). Sheffield Teaching Hospitals went one better and had its own Pledge Tree.



University Hospitals of Leicester went out into the streets to ask the public for their ideas for improving patient care.



Julian Hartley, Managing Director of NHS Improving Quality, gave his views at Expo on how change can be embedded in the NHS.

“The way that real change happens is through engagement of people at the sharp end, working day in day out with patients, ensuring there’s a momentum for change and that we develop a culture and a spirit of improvement that runs through the whole of the service.”



Delegates from the Department of Health, NHS and the voluntary sector explained why Equality and Diversity must be at the core of Change Day, directly involved with communities and patients at the local level.

One member went onto the street around the Department’s Richmond House HQ in Whitehall, handing out 65 copies of the NHS Constitution whilst engaging with members of the public about how we can improve the NHS. ^{xvii}



The story behind a social movement for change

From the start, the underlying principles of Change Day and the Change Movement were understood to be those of social movement and community action.

It was to be a movement owned by and derived from the frontline. The purpose of the central support team would not be to direct, audit or instruct members of the movement or their actions – but to facilitate, enable, support and connect.

The community-based approach recognised the futility of seeking to artificially ‘create’ communities – either Communities of Practice or Communities of Interest – and particularly between geographically and organisationally dispersed individuals.

The role of the core leadership team would be to organise and mobilise people and the support team to put in place a range of channels, activities and platforms – particularly harnessing social media – to enable existing communities of like-minded individuals amongst the NHS and its supporters to come together for common purpose.

These communities were not simply to be supported or enabled simply as ends in themselves. Neither was the fact of taking part to be an end in itself. Instead, they were to be brought together to harness ideas and energy specifically to achieve the goal of improvement in patient care.

With five weeks to go, the overall online pledge total stood at 5,000. Although the team knew that a host of organisations and individuals were standing ready to make pledges before or on the day itself, and therefore the 65,000 target was probably achievable, nothing could have prepared them for what subsequently happened.



Figure 5: A full suite of Social Media channels was deployed

In the final month before 13th March, NHS Change Day - and the social movement it sought to build and inspire - took off.

Feedback and requests for support began to pour in from organisations and individuals, wanting to make their own pledge or support others to do so. Social media channels began to build significant traction and traffic.

The online pledge total began to build spectacularly. On 14th February, the total was at 5,000. By 21st February it had grown to 43,000 and by 1st March it stood at 80,169 – breaking through the 65,000 target with still a fortnight to go to the event.

The 100,000 pledge mark was broken at lunchtime on Monday 11th March. By the morning of Change Day itself it stood at 130,000 – double the target.

2,000 pledges had been received for every year of the NHS' existence.

Liz Saunders from the Kings Fund on the eve of the day itself blogged and tweeted:

“If ever you're losing faith that there is the energy to make a difference in the NHS...there are more than 130,000 pledges on there, people actively choosing to make a difference to the services they provide and to patient care. It's uplifting.”^{xviii}



Figure 6: Pledge Total 14th Feb to 13th March

NHS Change Day 13.3.13

Part of the advance planning for Change Day was for it to be aligned with wider NHS initiatives and events. In particular, the date for Change Day was chosen to coincide with the first day of Healthcare Innovation Expo^{xxix}, the largest event of its type in Europe.

Expo attracts more than 10,000 delegates from the public, private, academic, scientific and business communities. Over 250 UK and international organisations use Expo to showcase what is brightest and best about innovation in healthcare. Change Day had a major presence at Expo, in the form of exhibition space within the NHS Improving Quality stand, as well as a dedicated 'Graffiti Wall' in a prominent location at the centre of the Exhibition.

The investment in this presence paid dividends. The Graffiti Wall was constantly in use, with delegates and dignitaries visiting Change Day to find out more about the initiative and make their own pledges online if they hadn't done so already. These included members of the Ministerial Team, Permanent Secretary, NHS Chief Executive, Chief Medical Officer, Chief Nursing Officer, Chief Scientific Officer and Lord Adebowale.

The Guardian Healthcare Network chose to embed in its online site one of the Change Day YouTube video clips of a young delegate from Whizz-Kidz.^{xx} This was accompanied by an article by Damian Roland explaining how Change Day would benefit patients.^{xxi}

Some humour was injected by the presence of CBeebies star and paediatrician, Dr Ranj Singh, joining Change Day's Damian Roland and Stuart Sutton at the Graffiti Wall as they fulfilled a pledge to try out medicines prescribed to children.^{xxii}



Figure 7: Dr Ranj joins Change Day's Damian Roland and Stuart Sutton at the Expo Graffiti Wall

Change Day pledges poured into the online site throughout the day, both from delegates at the event, from across the wider NHS and even from sister organisations in Ireland. By the end of the day itself, a staggering 182,000 pledges had been received. Over 50,000 had come in on Change Day itself. A further 1,000 were added the day afterwards and a further 7,000 before the end of March – hitting a final total of 189,000 pledges.

The enthusiasm and energy unleashed by Change Day was infectious. One YouTube film captured delegates from 5 Boroughs Partnership NHS Trust going online to take Change Day through the 182,000 pledge mark even as the events organisers were packing away the venue around them at the end of Expo.^{xxiii}

The success of the Day led well-known NHS commentator, Roy Lilley, to declare

“Sometimes an event comes along that simply and fundamentally changes things. They call it a “gamechanger”. The dictionary definition is “*a newly introduced element or factor that changes an existing situation or activity in a significant way*”. Well, I think we have a new Gamechanger. It’s called NHS Change Day - it happened this week and it came from the NHS grassroots.”^{xxiv}



Figure 8: 5 Boroughs Partnership take us through the 182,000 pledge mark

Social Media

Given the essentially social nature of the movement for change underpinning Change Day, it is perhaps no surprise that social media was able to provide a powerful role in its development and success.

The team put in place a full suite of social media channels covering written, audio and video capture and share.

A YouTube channel^{xxv} was established both to broadcast videos created centrally and to be a central point of sharing material created by NHS organisations on the ground. It proved to be highly effective both in building community identity and demonstrating the breadth and diversity of involvement in Change Day. In just 20 days before the Day itself this channel built an audience of over 3,000 views for over 25 videos.

The Change Day Twitter Feed^{xxvi} reached over 12 million twitter impressions. A Facebook^{xxvii} community built up to over 33,000 extended audience.

A Podcast channel^{xxviii} – with material available on the web, by smartphone app or via iTunes was created and quickly attracted over 1,000 visits

A high degree of social capital was invested via personal and professional contacts throughout the NHS and wider healthcare networks and communities, to build ground level participation and credibility

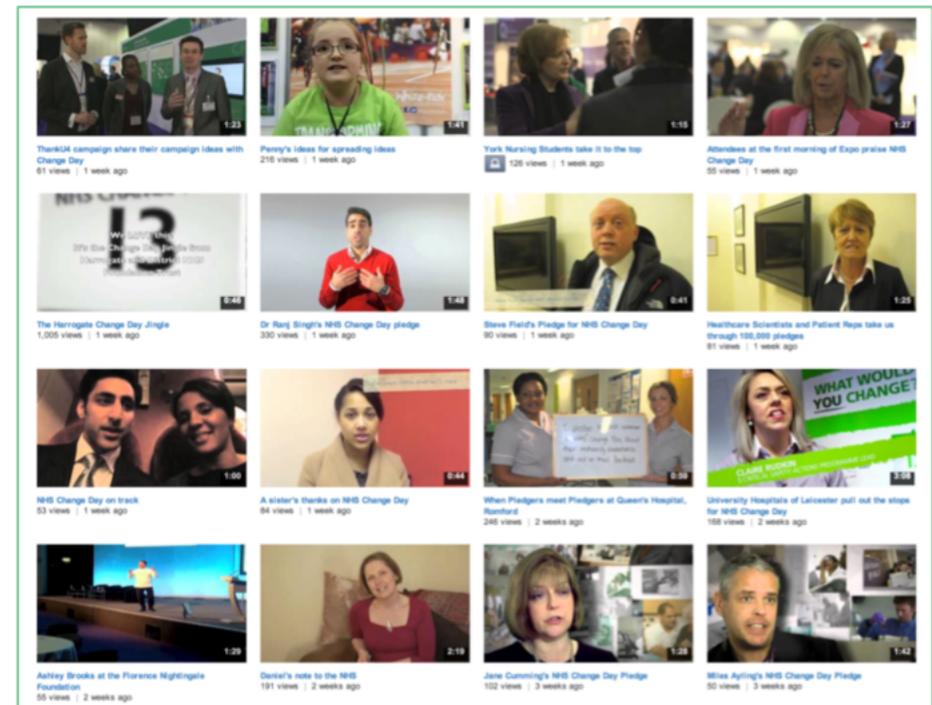


Figure 9: YouTube Channel built community identity and profile

The social media channels put in place by the Change Day support team were testament to interest in its shared purpose and unifying force and to a desire that the potential unleashed by the day itself should not simply dissipate or fade away after the event itself.

In the days following Change Day, traffic to Twitter, YouTube and Facebook continued to grow. For example, by the end of March, the YouTube channel had grown to over 6,000 views and 7,200 minutes.

Interest on YouTube was particularly high for examples of specific pledges rather than generic messages of support, including:

- Damian Roland's child medicine pledge (875 views);
- Derbyshire's Harlem Shake (529 views);
- Dr Ranj's youth self-harm pledge (485 views);
- Queen's Hospital's pledges (251 views).

The most popular YouTube video (1,272 views) was a Change Day jingle written and performed by staff at Harrogate Hospital, which reportedly had staff dancing in the corridors when it was broadcast on hospital radio^{xxix}.



Figure 10: Views on Change Day YouTube channel

Led by the grassroots and supported from the top

From the outset, the vision for Change Day was that leadership for change could be generated from the grassroots and, given support, could lead to meaningful impact and transformation across the NHS. As Damian Roland observed "Change can begin with very simple ideas. One innovative suggestion can lead to a new way of thinking, which could transform the way we work. If the simple changes made on Change Day have a real impact, they will become part of the way we work in the future."

Throughout the day itself, and perhaps even more strikingly in its immediate aftermath, it became apparent that Change Day had become a unifying force by unearthing a quite remarkable convergence of shared purpose across senior NHS leaders and policymakers, and local managers and ground level staff.

This shared purpose was a desire for improvement in the way the NHS provides care, coupled with a willingness and determination to work together collectively to make that improvement happen in thousands of ways, small and not so small.

Chief Nursing Officer, Jane Cummings commented on her visit to the Change Day Graffiti Wall "I think what's really fundamental about Change Day is that it's taking stuff from staff all over the place. They're not being asked to do it. They want to do it. And having that individual motivation to make that pledge, to make a difference, I think, is much more powerful than being told that's what they need to do."^{xxx}

David Nicholson echoed Jane's enthusiasm, saying: "Increasingly we've got to see people like me saying 'We're here to help you do your job better'. So we're there to take away the obstacles that stop you doing it. And if we see our job like that, it's a completely different way of thinking about how the system operates."^{xxxii}

Bruce Keogh observed "I've never known change not to occur when enough people want it to happen. Change Day will bring a critical mass of endeavour to change in the NHS."^{xxxiii}



Figure 11: David Nicholson at the Graffiti Wall, Expo

What did we learn?

It is still early days since the results of Change Day 2013, but even at this early stage, it is possible to look back over a year-long initiative and consider lessons learned. These include:

1. There is much to be gained through giving staff encouragement and support to have the courage to challenge the 'status quo' and suggest ways in which the NHS could do things differently and better;
2. Seeking forgiveness opposed to permission meant we were able to take decisions rapidly on what mattered to staff and would benefit patients first;
3. Staff don't need to be given direction to initiate or publicly suggest change. Given the opportunity and freedom they will actively and enthusiastically choose to do so;
4. At the core of the NHS is a strong commitment to shared values. Connection with staff is strongest when framed around those core values;
5. Staff repeatedly tell us that they have 'change fatigue' however change framed in a way which redefines who is instigating the change had a empowering impact;
6. Knowing that everyone is doing something together on a single day had a huge unifying impact;
7. It is important that NHS leaders visibly support frontline staff and a culture which challenges the status quo and empowers staff to drive the change they want to see;
8. Accountability for change and improvement needn't be through rigid audit or top down performance management;

9. A culture can be built in which collective responsibility can be brought to bear, with staff across the NHS visibly and publicly holding each other to account;
10. A social movement for change and improvement in the NHS can be built through an enabling culture rather than one of instruction;
11. Strength in using a model of dispersed leadership across the NHS, bound together through a commitment to shared purpose and actively connected and sustained;
12. Using social media created a powerful and agile way to reach communities of people and maximise reach
13. When given a choice to change something for what matters to staff, a large amount of pledges related to changing the culture of the NHS and social interaction with patients; and
14. Leadership within this social movement cannot rely on a presumed monopoly of ideas by senior management, but by listening – and being seen to listen - to staff and patients.

Above all else, Change Day has shown that the time is right to create a mass movement of people across and alongside the NHS – enthused by the transferability of ideas and energy, bound by shared purpose and willing to commit to common endeavour to improve patient care.



Quote from artist Hugh Macleod

Next Steps

This interim report on 'The difference a day makes' is one of a number of steps being taken to rise to the challenge of inspiring people. The Change Day team will be taking the following additional steps in the immediate coming period:

1. Lessons learned report

A full lessons learned report will be completed and published later in 2013, in partnership with an organisation who understands social movement thinking to provide a deep dive into the themes of the pledges made, further insights of lessons learned, how we overcame challenges, ideas for taking NHS Change Day 2 forward including global partners and crucially what difference it made through a variety of in depth and mini case studies. This report will be published on the web.

2. Eight in depth case studies

Eight cases will be developed from different pledges and followed through in year to show progress and impact

3. Mini case studies

As many as possible will be invited to share the difference their pledge made in mini case studies and published on the web.

4. Follow through on pledges and share the difference it made

The use of social media will be deepened to continue to enable the entire community brought together for Change Day to follow through on their own and others' pledges, visibly and publicly holding each other to account.

5. Recognition of specific pledges that have significantly improved patient care

We will be following through with specific pledges that have significantly improved patient care to spread recognition and awareness of the benefits and impacts they have brought about.

6. Accelerate the time between idea and adoption

We will be investigating how we can rise to the challenge set in his pledge by Miles Ayling, Director of innovation and Service Improvement at NHS England, to accelerate the time it takes for new ideas to be adopted in the NHS.



7. Future Change Days

The ambition is to have future change days in the NHS and support more patients and key partners to join us. Already we have had many approaches globally to include other countries which could keep a locally focussed campaign but with collective action globally.

“People are ready to be inspired”

Helen Bevan reflected in the immediate aftermath: “It’s been phenomenal. We’ve seen matrons in Swindon doing tea rounds to aid hydration, dancers in Derbyshire, singers in Harrogate. We’ve seen the human face and the heart of the NHS. There are loads of ideas for next year. I really look forward to hearing all of the stories of 2013. It’s really important that we’ve pledged, we follow up, take the action, learn from the action. And I think next year, we’ll be going global. So watch this space.”

Jackie Lynton commented “We must share our inspiration visually, when people see it they buy into it. Most of us want to feel like they are part of something bigger than themselves. Pushing people to do things that don’t have a shared purpose is harder to move along, but if we help staff and patients to feel they also benefit personally they are likely to join in, and their reasons are almost always tied to what matters to them and their values.

The author Studs Terkel gave an indication of where inspiration may be derived: “Most of us are looking for a calling not a job and most of us have jobs that are too small for our spirit!”

Sometimes an initiative can be summed up best by someone observing from the outside. Visiting the Graffiti Wall at Expo on Change Day itself, Victor Adebowale shared his thoughts:

“I’ve got to do a piece on innovation tomorrow and I’m going to be asking people what their best example of innovation is. And for me personally, it’s this (Change Day). I’ve got every confidence in the NHS. But there’s a real risk we don’t build on that. We don’t trust people who work in the NHS to know what’s best for patients. What I’m interested in is what happens next? All of these people who have made pledges are part of the NHS. It makes sense to connect with that...We need to build on this to create a movement that holds us to account in a much more direct way. This is a signal about where the answer may be found. People are ready for a shift. They’re ready for a vision. They’re ready to be inspired and this is inspirational.”

Ultimately Change Day is about making a real difference for patients, so it is fitting that the last word goes to a patient. Cynthia Harris from Keresley was full of praise for NHS Arden’s commitment to go out to talk to patients and the public, saying: “It was nice to be able to share my views to NHS staff on how I think local health services are working. It’s really important that the public gets to have a say on NHS services; we’re the ones that use them so it’s only right that we have a chance to help improve them.”

If you want to inspire and be inspired, join us for Change Day 2014.



Figure 12: The Change Day Leadership Team at the end of Expo

Acknowledgements

The NHS Change Day core leadership team was a group of committed individuals that came together with a shared goal for improving patient care and sustaining the NHS. Most had never met before the initial idea for Change Day but what held them together was a shared purpose of doing something better together and commitment to each other to create a social movement to make it happen.

The team worked by pairing the emerging clinical and managerial leaders with experienced change leaders to enable the young leaders to flourish, as the next generation of leaders. In total we had:

1. 1 half-day strategy session to agree; goal, shared purpose and campaign plan
2. A weekly 1hour webex to agree tactics and actions
3. Hours of coaching and support to each other
4. Copious amounts of encouragement and support to keep our energy up and motivate each other
5. Support from an expert oversight group made up of senior leaders

As one member of the core team put it ***“At no point did it feel like a talking shop, we were focused, energised and by keeping it simple I believed it could happen”***

Finally, we would like to thank all our colleagues who gave a small group of change agents the space, encouragement and funding to try something new.

CORE LEADERSHIP TEAM

- Damian Roland - Paediatric Junior Doctor
- Stuart Sutton – GP – East London
- Helen Bevan - *Chief of Service Transformation
- Jackie Lynton - *Lead Associate
- Jo Allen – *Administrator
- Stuart Hill, Alan Nobbs, Michaela Firth – *Associates
- Rachel Douglas-Clark- *Campaign Manager
- Kat Trimble - PR and Communications Lead
- Jacqui Fowler - *Associate, Social Media and knowledge management
- Joe McCrea- Social media strategy and channels

*NHS Institute for Innovation and Improvement

Special thanks to:

- NHS Change Model Team and NHS Improving Quality
- Ashley Brooks - Patient Champion
- Nicola Mann & Team - Straker Films
- James Haddow - Surgeon
- Pollyanna Jones - NHS Graduate Trainee
- Miles Ayling – Director of Innovation and Service Improvement – NHS England
- Carol McAlister, Jackie Adams, Sarah Bernley and Andrew Nicholls – Support Team
- Jeni Cadman and Steve Hibberd – IT and web support
- Members of an Expert Oversight Group (we wont list them!)
- Steve Fairman - Director of Improvement - NHS England

How to join up with Change Day

If you're interested in joining up with NHS Change Day or simply want to be kept abreast of developments, we'd love to see you and hear from you on any of our social media channels:

View pledges on the pledge wall and find resources on the website @ www.nhschangemodel.nhs.uk/changeday



Follow us on: [#nhschangeday](https://twitter.com/nhschangeday)



Like us on: www.facebook.com/nhschangeDay



<http://www.youtube.com/user/NHSChangeDay>



<http://www.linkedin.com/company/2783192>



NHS Change Day on iTunes or at <http://nhschangeday.podbean.com>



share stories on Patient Opinion



Join the community forum on the website

Notes

Front cover image of wordle produced from Change Day pledges and comments kindly provided by Derbyshire Community Health Services NHS Foundation Trust

ⁱ Text for 1997 Apple Campaign ‘Think Different’, written by Rob Siltanen and Ken Segall

ⁱⁱ Comment to journalists by President Kennedy at the President’s News Conference April 21st 1961
<http://www.presidency.ucsb.edu/ws/index.php?pid=8077>

ⁱⁱⁱ See www.earthhour.org

^{iv} See Alys Cole-King’s pledge at
http://www.changemodel.nhs.uk/pg/cv_blog/content/view/53966/42298

^v See http://www.changemodel.nhs.uk/pg/cv_blog/content/view/55911

^{vi} See http://www.changemodel.nhs.uk/pg/cv_blog/content/view/48843

^{vii} See http://www.changemodel.nhs.uk/pg/cv_blog/content/view/51636

^{viii} See http://www.changemodel.nhs.uk/pg/cv_blog/content/view/43856

^{ix} See http://www.changemodel.nhs.uk/pg/cv_blog/content/view/43055

^x See film “When pledgers meet pledgers at Queen’s Hospital Romford” at <http://youtu.be/yLTefPADnBg>

^{xi} See film “University Hospitals of Leicester pull out the stops for NHS Change Day” at http://youtu.be/0LW_MR7MwWo

^{xii} See film “Why not give blood for Change Day?” at <http://youtu.be/YZywTKoNYkw>

^{xiii} See film “Thanku4 share their campaign ideas with Change Day” at <http://youtu.be/S-qHm3gfNyQ>

^{xiv} See <http://on.fb.me/10e4fZ9>

^{xv} See <http://on.fb.me/10c4Evg>

^{xvi} See film “Derbyshire’s Harlem Shake for NHS Change Day” at <http://youtu.be/2EDW2uVHFfw>

^{xvii} See film “Equality, Diversity, Communities and Patients” at <http://youtu.be/lLEbqSfDF78>

^{xviii} See Liz Saunders Kings Fund blog - <http://www.kingsfund.org.uk/blog/2013/03/change-believing-impossible>

^{xix} See www.healthcareinnovationexpo.com/

^{xx} For Guardian Healthcare Network rolling coverage, including Whizz Kidz video, see <http://www.guardian.co.uk/healthcare-network/2013/mar/13/today-in-healthcare-13-march-nhs-change-day>

^{xxi} See Damian Roland’s article at www.guardian.co.uk/healthcare-network/2013/mar/13/nhs-change-day-benefit-patients

^{xxii} See film “Change Day takes its own medicine” at <http://youtu.be/Jvf-9ykgnQM>

^{xxiii} See “The last pledge of Expo 2013” - <http://youtu.be/n1eqFYJ04j0>

^{xxiv} See Roy Lilley’s blog at

<http://archive.constantcontact.com/fs136/1102665899193/archive/1112752663601.html>

^{xxv} See www.youtube.com/NHSChangeDay

^{xxvi} Follow us on Twitter - @nhschangeday

^{xxvii} Like us at <http://www.facebook.com/NHSChangeDay>

^{xxviii} Subscribe to podcasts at <http://nhschangeday.podbean.com> or via the iTunes Store

^{xxix} See film “The Harrogate Change Day Jingle” at <http://youtu.be/Dl-l4quG860>

^{xxx} Comments filmed at the Change Day Graffiti Wall Expo Day 1

^{xxxi} Comments filmed at the Change Day Graffiti Wall Expo Day 1

^{xxxii} See film “Sir Bruce Keogh’s NHS Change Day Pledge” at <http://www.youtube.com/watch?v=-wdDoOJTG-8>