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Nottinghamshire Healthcare
NHS Foundation Trust



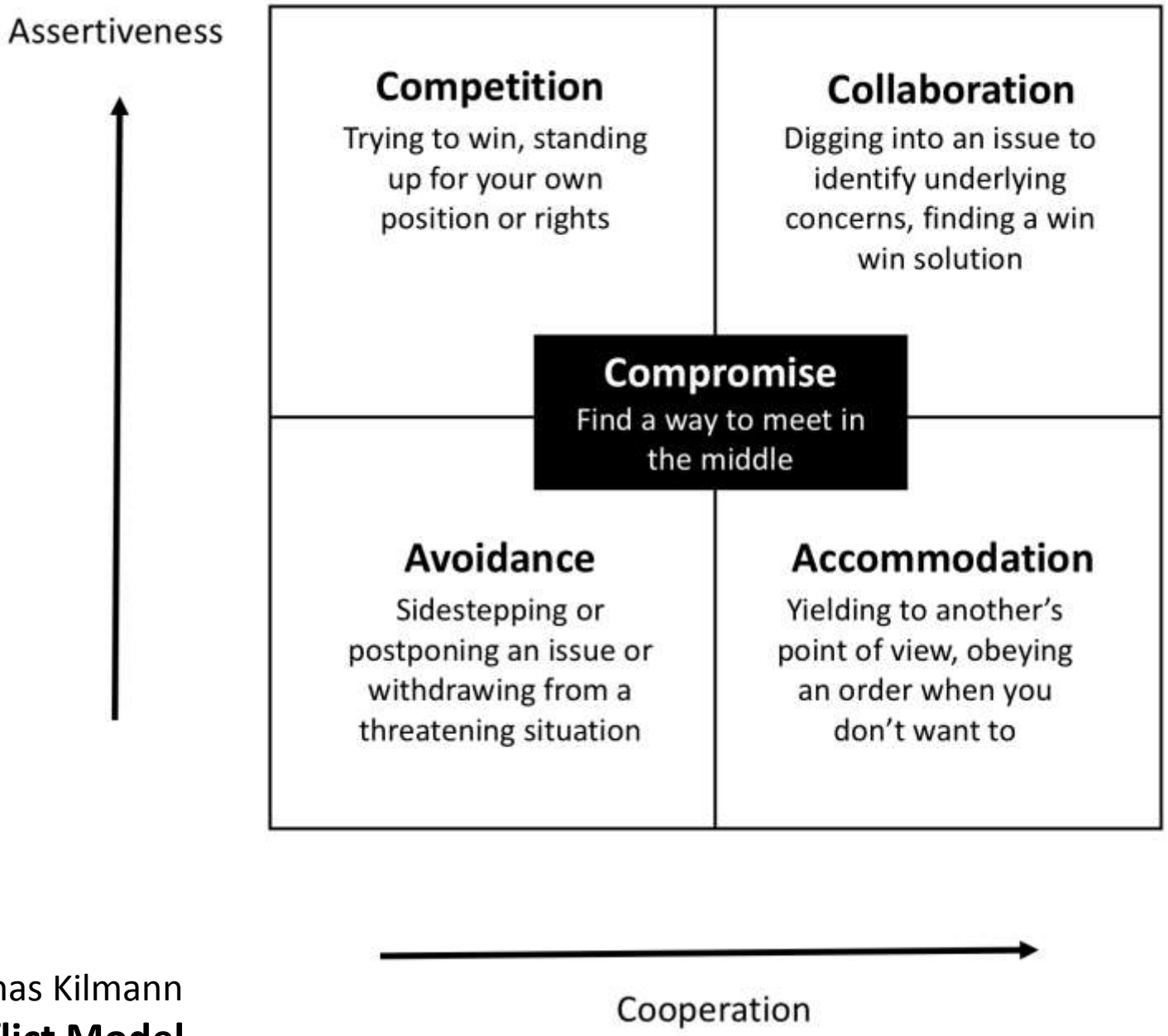
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#CollaborativeNotts
@involveT1

We’re working collaboratively…

- **Structure** – getting the right people in the room
- **Process** – focus on how the right people in the room then communicate with each other

The Collaborative Challenge
https://www.youtube.com/watch?v=iN_A7keXtVg



Thomas Kilmann

Conflict Model

Changing Our Services Collaboratively

This is a guide to how Nottinghamshire Healthcare works collaboratively with our communities, our staff and our partners to develop and change services. It outlines the principles and processes so we can work successfully together. We will use all our skills, knowledge, experience and learning to develop the best services possible within the finances available.



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Principles

Nottinghamshire Healthcare will:

- **Work in a partnership** with patients, carers, staff, local statutory and voluntary organisations and communities throughout service changes. The partnership will:
  - **Listen to and understand others' views and agendas**
  - **Build mutual trust and respect**
  - Work in a way that **emphasises dialogue** (assuming answers are arrived at collectively) rather than debate (assuming someone has the right answer)
  - **Think, talk, plan and reflect together** throughout the work to build relationships and learning
- **Be open, honest and clear on the scope and purpose** of the service change and **what people can influence** and how and by whom and by when decisions will be made. This means telling people the reasons for the service change as well as if any money is being invested or disinvested
- **Make communications simple, accessible and inclusive** to our people and communicate regularly about the service change, how it is progressing and feedback about the outcomes
- **Ensure the partnership will actively listen to the views of the communities we serve** and represent those voices in its decision making

The Big Idea



Is the idea for service change from:

- Commissioners
- Staff
- Service users/carers
- Policy change
- Investment/disinvestment

The idea can be about a specific service, a group of services, Trustwide or across an area.

Decision Panel



With a group of people (including service users and carers) decide if the idea can be done as a collaborative service change project or if not can you make it more collaborative. You will need to consider these questions:

Are you clear on the purpose and scale of the service change?	☑	☒
Is there the time and resources to build and sustain a collaborative partnership and work in partnership on the service change?	☑	☒
Will the collaborative partnership be able to influence the service change?	☑	☒
Will you be able to follow the collaborative service change principles?	☑	☒
Are you clear on who should be involved in the collaborative partnership – this should include patients, carers, staff, local statutory and voluntary organisations as appropriate?	☑	☒
If you are not able to undertake the service change collaboratively have you identified how you can involve service users, carers and other organisations in a meaningful way?	☑	☒
Have you identified a Collaborative Partnership co-ordinator or lead?	☑	☒
Is there a person who is ultimately responsible for the service change and approves the collaborative approach?	☑	☒

Building the Team



To build a diverse team with a common purpose you will need to consider:

Have you identified the skills, knowledge and experiences (including from different communities) that will be needed by the collaborative partnership?	☑	☒
Have you invited patients, carers, staff, local statutory and voluntary organisations that reflect the service and the communities it serves to be part of the partnership?	☑	☒
Will you spend time making sure the aims, purpose, timescales, decision making process etc are clear?	☑	☒
Will you spend time to build relationships, dialogue, agree principles and ways of working and skills needed to ensure the partnership can work effectively to a common purpose?	☑	☒
Have you ensured you are open to differing and challenging views?	☑	☒
Are you all clear about how you are going to work collaboratively?	☑	☒

Understand What's Around



Gather information from as many sources as possible in order to understand the context.

Do you know plans for the service in the future?	☑	☒
Is the Partnership aware of what might impact on the service in the next 3 years?	☑	☒
Do you understand the needs of the community you serve?	☑	☒
Does the Partnership understand the service you provide?	☑	☒
Is the Partnership aware of the finances available in order to deliver a changed service?	☑	☒
Do you know feedback themes in the last year for staff?	☑	☒
Do you know the feedback themes in the last year from service users?	☑	☒
Does the Partnership understand national policy and guidance?	☑	☒

Gather Ideas



Seek out feedback and ideas, and listen to different communities.

Have you identified everybody you need to talk to?	☑	☒
Have you discovered where people are doing this type of change well?	☑	☒
Have you a clear plan of how you are going to talk and listen to people?	☑	☒
Do you know which teams might be able to support you with the change?	☑	☒

Make the Change



Doing it! Co-produce the change in your service.

Have you worked collaboratively in the design of the service?	☑	☒
Have you worked collaboratively in the set-up and implementation of the service?	☑	☒
Have you continued to use an approach based on the dialogue model?	☑	☒
Are you including expert teams e.g. Quality Improvement, Learning and Organisational Development, HR to help you make the change?	☑	☒

Keep the Conversation Going



From the start have an open mind and honest dialogue with all of your communities about challenges and changes and keep it going.

Have you a clear plan of how you are going to continually feedback and update the people you have listened and talked to?	☑	☒
Have you maintained a regular conversation with everybody you've talked to?	☑	☒
Have you provided regular updates on progress?	☑	☒
Have you provided regular updates on your thinking?	☑	☒
Have you provided further opportunities to be involved in the change?	☑	☒

Checking the Impact



How are you going to measure the impact and capture the learning?

Have you agreed what is important to measure from the start?	☑	☒
Do you know what can stay the same and will be ok if it does?	☑	☒
Do you understand what hasn't worked and why?	☑	☒
Have you shared the difference the change has made?	☑	☒
Are you continually capturing your own learning from the process?	☑	☒

This model has been collaboratively developed and produced with staff at Nottinghamshire Healthcare, service users, carers, volunteers, Nottinghamshire County Council, Framework Housing Association, Turning Point and The Kings Fund.

The Noble Purpose Paradox

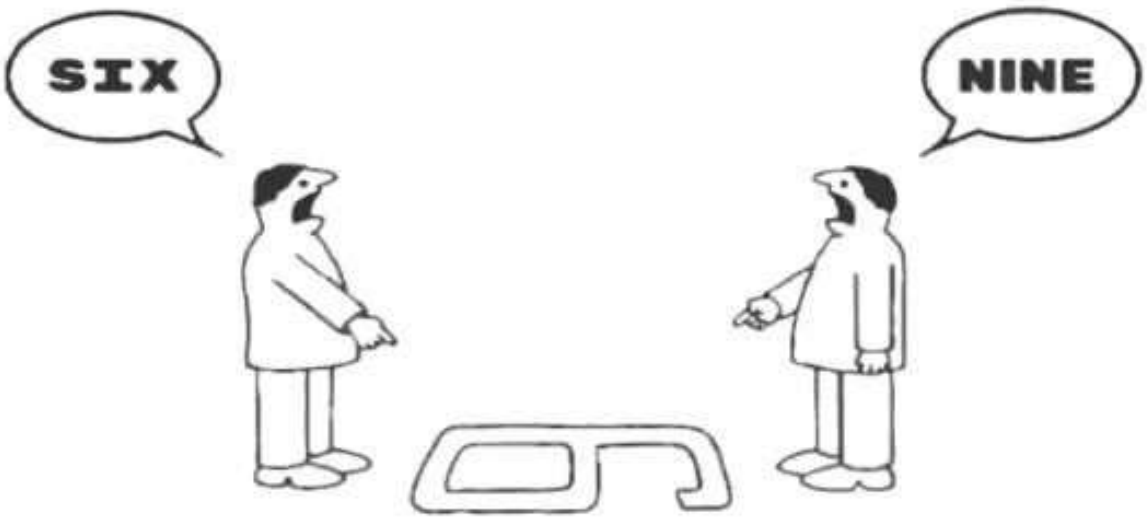


"Why is it that the more compelling the mission, the more tricky it can be to get the best collaborative behaviours and the necessary focused action?

And how can some places that are trying to achieve the most crucial and needed changes to the world we live in be riven with petty politics and driven by individuals sometimes ruthlessly pursing their own agendas?"

Philip Hadridge

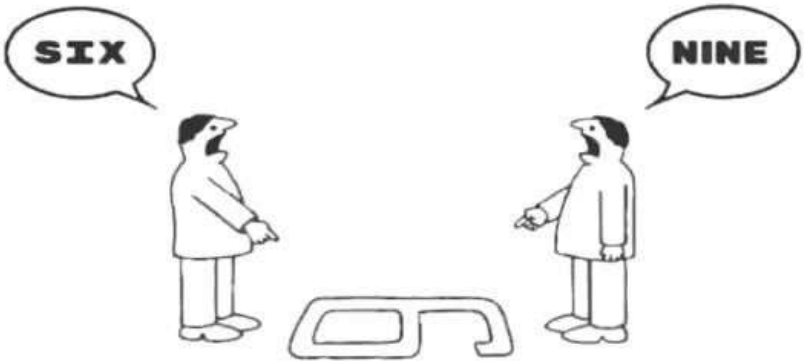
http://www.idenk.com/business_briefing/2013_april.shtml



Just because you are right,
does not mean, I am wrong.
You just haven't seen life
from my side.

Debate v Dialogue

The object of a dialogue is not to analyse things, or to win an argument, or to exchange opinions. Rather, it is to suspend your opinions and to look at the opinions—to listen to everybody's opinions, to suspend them, and to see what all that means.... We can just simply share the appreciation of the meanings, and out of this whole thing, truth emerges unannounced—not that we have chosen it.



Just because you are right,
does not mean, I am wrong.
You just haven't seen life
from my side.

Debate v Dialogue

Assumes that there is one answer and that you have it.
Assumes that many people have a part of the answer.

Tries to prove others wrong.
Tries to work with others to find common understanding.

Listens to find flaws and make counter arguments.
Listens to understand and seek agreement.

Defends assumptions as truth.
Reveals assumptions for examination.

Seeks closure around own view.
Seeks to discover options.

The King's Fund
Ideas that change health care

When do I use dialogue?

1. To explore an issue or proposed course of action.
2. To test your thinking, our ideas, beliefs and assumptions
3. To understand the thinking (ideas, beliefs and assumptions) of others particularly when you need to gain support and collective agreement
4. To build common understanding of an issue with a group.

How do I use it?

1. Connect.
2. Be curious, Listen.
3. Suspend judgement, come with an open mind
4. Inquire, ask good questions

   You do this by:

   - Becoming as good at listening as talking.
   - Asking inviting questions to reveal thinking.
   - Suspend beliefs and judgement to understand another persons point of view.

Examples of questions

- “Can you help me to understand your thinking here?”
- “What leads you to conclude that?”
- “What data do you have for that?”
- “What do you assume is true in that?”
- “Where does your reasoning go next?”

The King's Fund Ideas that change health care

https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation?language=en

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What is a Crisis Café/ Mental Health Sanctuary?

- What is each person's definition?
- Find the things you agree on and be interested in the differences.

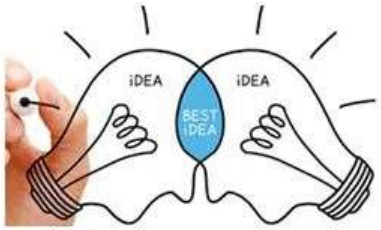
Capture discussion on paper provided

Why have you chosen these things in your definition?

- What need do you think it provides for?
- What's its purpose; what would outcomes be for people, individuals, services, system?
- Did you limit your thinking, and why?
- Who would the service be for?
- Find the things you agree on and be interested in the differences.

Capture discussion on paper provided

Collaborative



Change

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www.nottinghamshirehealthcare.nhs.uk/collaborative-working

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