



## QPS TalkTime



A community of quality and patient safety improvers

Thursday, 5 October from 13.00 - 13.45

# IADNAM Conference special

*“Creating tomorrow today:  
how to prepare for a radically different future”*



with Dr Helen Bevan



An Stiúrthóireacht um Ardchaighdeán  
agus Sábháilteacht Othar  
Oifig an Phríomhoifigigh Cliniciúil

National Quality and  
Patient Safety Directorate  
Office of the Chief Clinical Officer



## QPS TalkTime



A community of quality and patient safety improvers

- **Network of Nursing and Midwifery Leaders established to develop promote and support excellence in health care in partnership with recipients, professional practitioners, regulatory bodies and policy makers.**
- **A high profile energetic body and a locus of expertise for access by all healthcare professionals which is available to policy leads to seek the advice and participation of Nurse and Midwife Leaders on policy, practice, operational and investigative matters.**

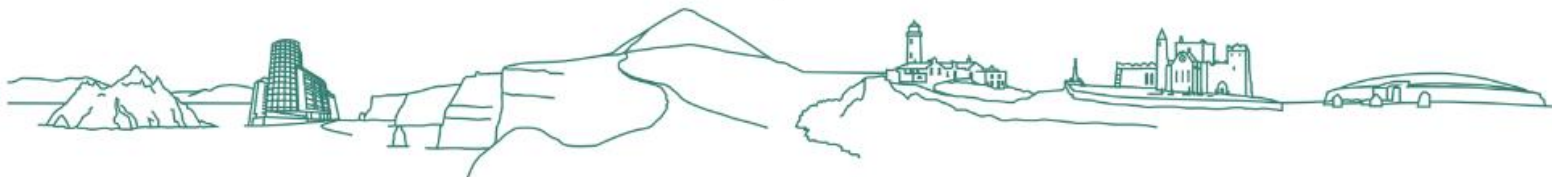


Scan to find out more



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National Quality and  
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Office of the Chief Clinical Officer



# Speaker today



## **Dr Helen Bevan**

Professor of Practice in Health and Care Improvement at Warwick Business School, University of Warwick and a Strategic Advisor to the NHS Horizons team

## In conversation with



## **Fiona Hanrahan**

Executive Irish Association of Directors of Nursing and Midwifery (IADNAM)  
Director of Midwifery & Nursing  
Honorary Clinical Associate Professor (RCSI) The Rotunda Hospital,



## **Dr. Orla Healy**

National Clinical Director,  
National QPS Directorate

## Co-hosted by



## **Maureen Flynn,**

Director of Nursing, QPS  
Connect Lead with the  
National Quality and  
Patient Safety  
Directorate





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## What the session is about?

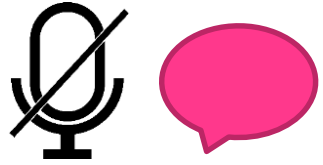
The speed and complexity of change is increasing exponentially.  
Yet many of the methods and approaches we use to enable change aren't getting the results we need as quickly or as widely as we need them.

### Helen Bevan will help us

- Focus on how we mobilise people around the potential for a radically different future so that we are better prepared for that future.
- Gain some fresh perspectives on creating and sustaining change
- Give us ideas on how we build capacity for change



# How we are running today's session



- You will be muted but the chat is open throughout - please post any questions or comments there and we will address them after the presentation.



- If your tech fails, don't worry – we're recording it so you can watch back on the NQPSD YouTube channel and access the slides at your convenience.



- Audio is available via your PC or dial in:  
+353-153-39982 Ireland Toll  
+353-1526-0058 Ireland Toll 2  
**Access code:** 2734 860 8306



Please feel free to continue the discussion on Twitter / X: **@QPSTALKTIME**

| @NationalQPS | @HelenBevan | @mapflynn | @IADNAM1 | @NurMidONMSD  
| #QIreland | #patientsafety |



- Please help us to improve our QPS TalkTime Webinars by completing a short feedback form (pop up window before you log out)



- You will receive an email from QPS TalkTime confirming your attendance

# To get started ... we invite you to

Share using the chat box

- Your name, work and where you are joining us from ...
- Finish this statements:

***“The magic ingredient to energizing change is ...”***



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IADNAM Conference  
Thursday 5<sup>th</sup> October 2023  
Radisson Blu – Co. Sligo

Healthcare at a Crossroads;  
Leadership, Integration and Consensus for the future

# ***Creating tomorrow today:*** **how to prepare for a radically different future**

Dr Helen Bevan, OBE

Professor of Practice, Warwick Business School, UK

Strategic Advisor, NHS Horizons, UK

Based on collaborative work with Goran Henriks,  
Jönköping Region, Sweden



# What kind of system do we want for the future?

Every system is perfectly designed to get the results it gets

*"For a good life  
in an attractive  
region"*



REGION JÖNKÖPINGS LÄN

**Our success is  
measured in lives  
and health**



Continuously improve daily work and invest in innovation;  
Innovate and learn everywhere at the same time – we need simple  
rules to unite people in systems thinking



Health in  
daily life



Support  
and  
rehab



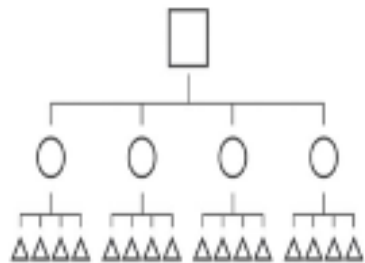
Primary  
care



Specialised  
care

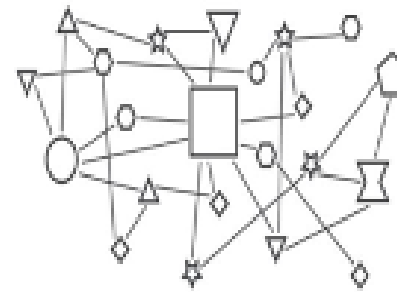
# If we want to get a large group of people to behave differently, with everyone moving in a coherent direction, there are at least two approaches we can follow

## 1. Policies, approvals and top-down cascade



Create clear policies and operating systems & hold formal leaders to account

## 2. Alignment through simple rules

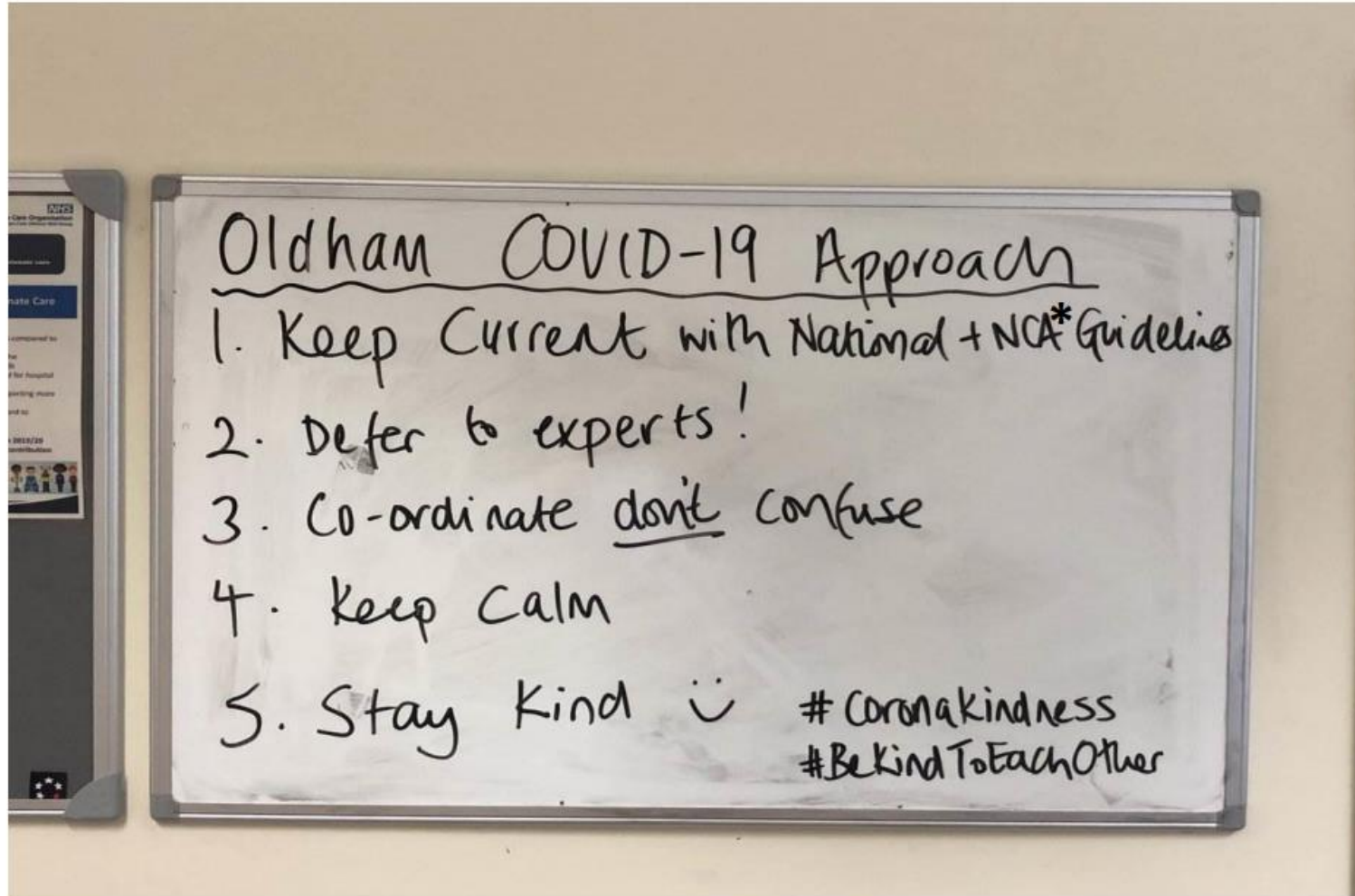


Identify a few simple rules that everyone is accountable for, operating in conditions of greater individual freedom

“A set of several simple rules leads to complex, intelligent behaviour. A set of complex rules often leads to a dumb and primitive behaviour.” Michael Dubakov



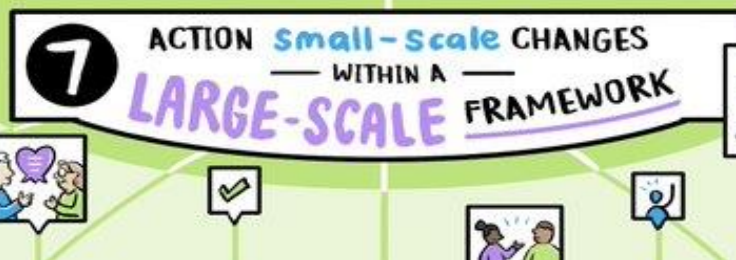
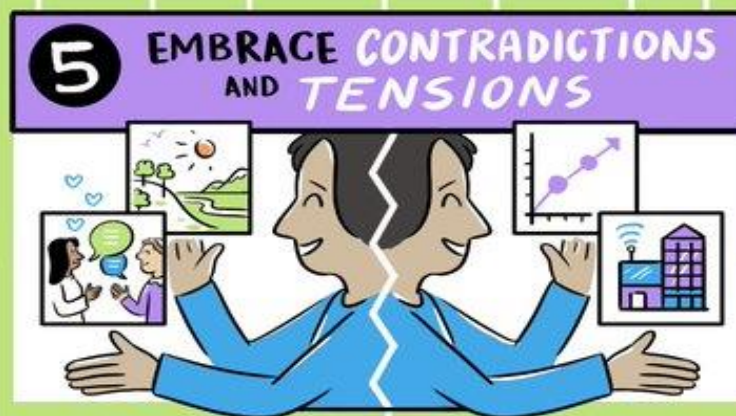
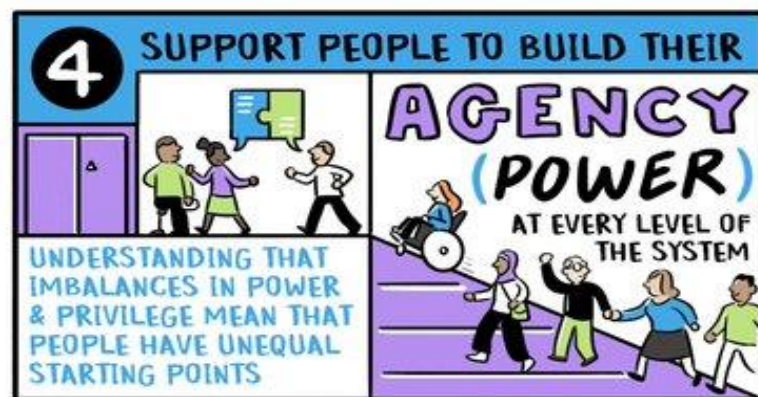
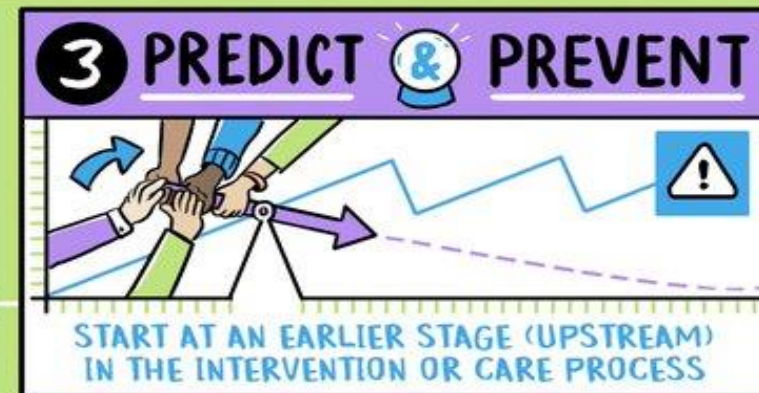
# Oldham's simple rules for managing COVID



\*Note: the NCA is the Northern Care Alliance, the local NHS system of which Oldham is part



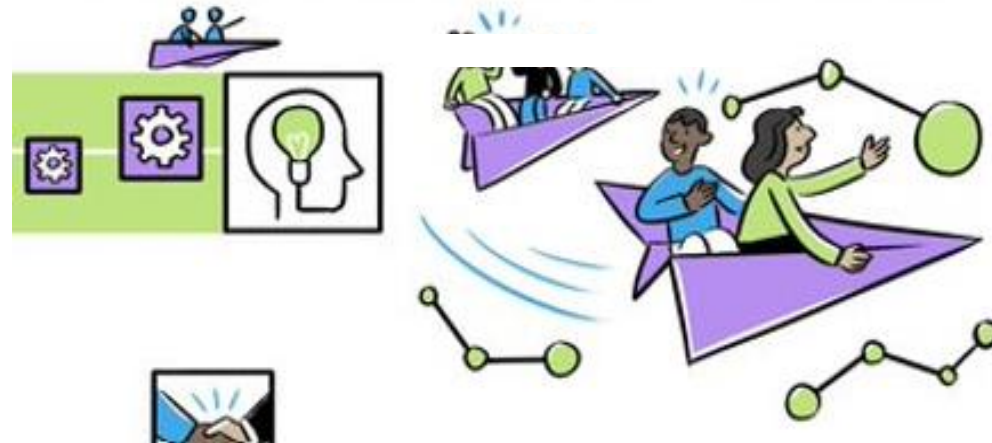
# CREATING TOMORROW TODAY: SEVEN SIMPLE RULES FOR LEADERS



GRAPHIC PRODUCED BY  
Scriberia

HELEN BEVAN AND  
GÖRAN HENRIKS  
#CreatingTomorrowToday

## 6 UNLEASH LEARNING AS A POWER FOR TRANSFORMATION







Source: @NHSChangeDay



# What is psychological safety?



“A shared belief held by members of a team that the team is safe for interpersonal risk-taking”.

“It describes a team climate characterised by interpersonal trust and mutual respect in which people are comfortable being themselves.”

Amy Edmondson

*The Fearless Organisation*

# The psychological safety scan



## Willingness to help

The degree to which people are willing to help each other.



## Inclusivity & diversity

The degree to which you can be yourself, and are welcomed for this.



## Attitude to risk & failure

The degree to which it is permissible to make mistakes.



## Open conversation

The degree to which difficult and sensitive topics can be discussed openly.

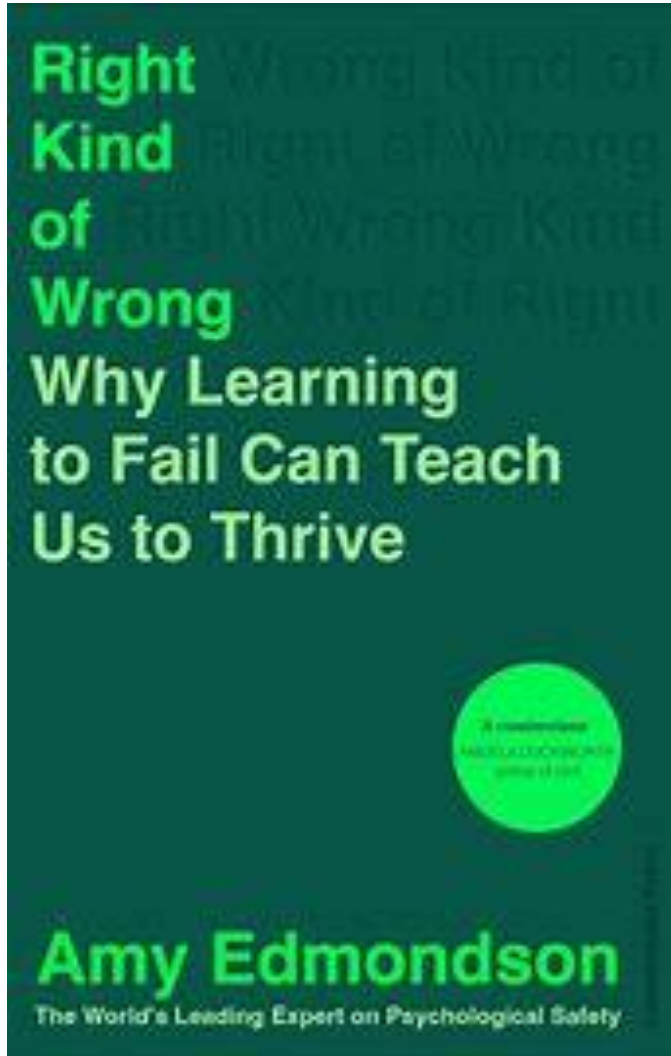
The hierarchy of capabilities: the further up the pyramid people go, the more we maximise the contribution everyone can make



Source of model: Gary Hamel, Michele Zanini (2020)

*Humanocracy: creating organisations as amazing as the people inside them*

# Embracing failure: “The right kind of wrong”



Failure: “an outcome that deviates from desired results”

**Basic failure:** caused by carelessness or ignorance.

**Complex failure:** caused by multiple factors, none of which would have caused the failure on its own. Often the result of a complex system that is difficult to understand or manage.

Minimize the chances of both occurring by paying close attention and catching mistakes before they spiral out of control, e.g. checklists, teamwork, applying principles of psychological safety

**Intelligent failure:** arises from thoughtful actions or experiments and result in useful learning, allowing us to move forward

Summary of the book from [Harvard Business School Working Knowledge](#)



# Criteria for “intelligent failure”



## TAKES PLACE IN A NEW TERRITORY

Curiosity in an uncertain  
territory with no  
readymade answers



## OPPORTUNITY DRIVEN

Intelligent failure is a  
part of meaningful  
opportunity  
towards a valued  
goal

## INTELLIGENT FAILURE

one that leads to  
unexpected discovery,  
doesn't cause harm and  
generate useful new  
learning

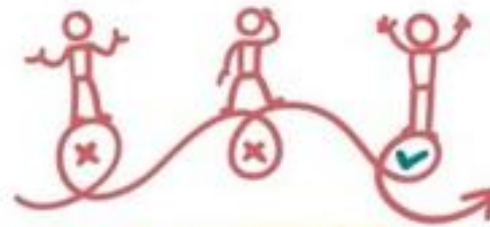
Occurs when answers  
are not knowable in  
advance

Intelligent failures are  
not errors



## INFORMED BY PRIOR KNOWLEDGE

Hypothesis driven.  
Based on sound  
homework and informed  
mental model to notice  
anomaly



## AS SMALL AS POSSIBLE

Design smart pilots  
to test new ideas  
before full scale  
launch



## YOU LEARNED FROM IT

Failure's lessons  
learned and used to  
guide next steps

# Could we develop a "Trojan mice" strategy?

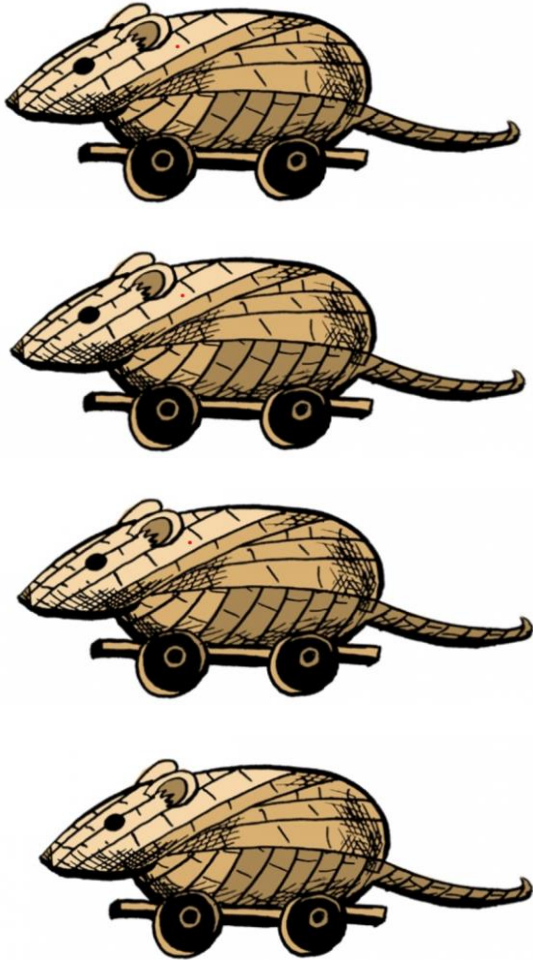
Having many people across the system who have the skills and agency to test out small, well focussed changes to address complex problems (Trojan mice) nearly always works better than large pilot and roll out projects (Trojan horses).



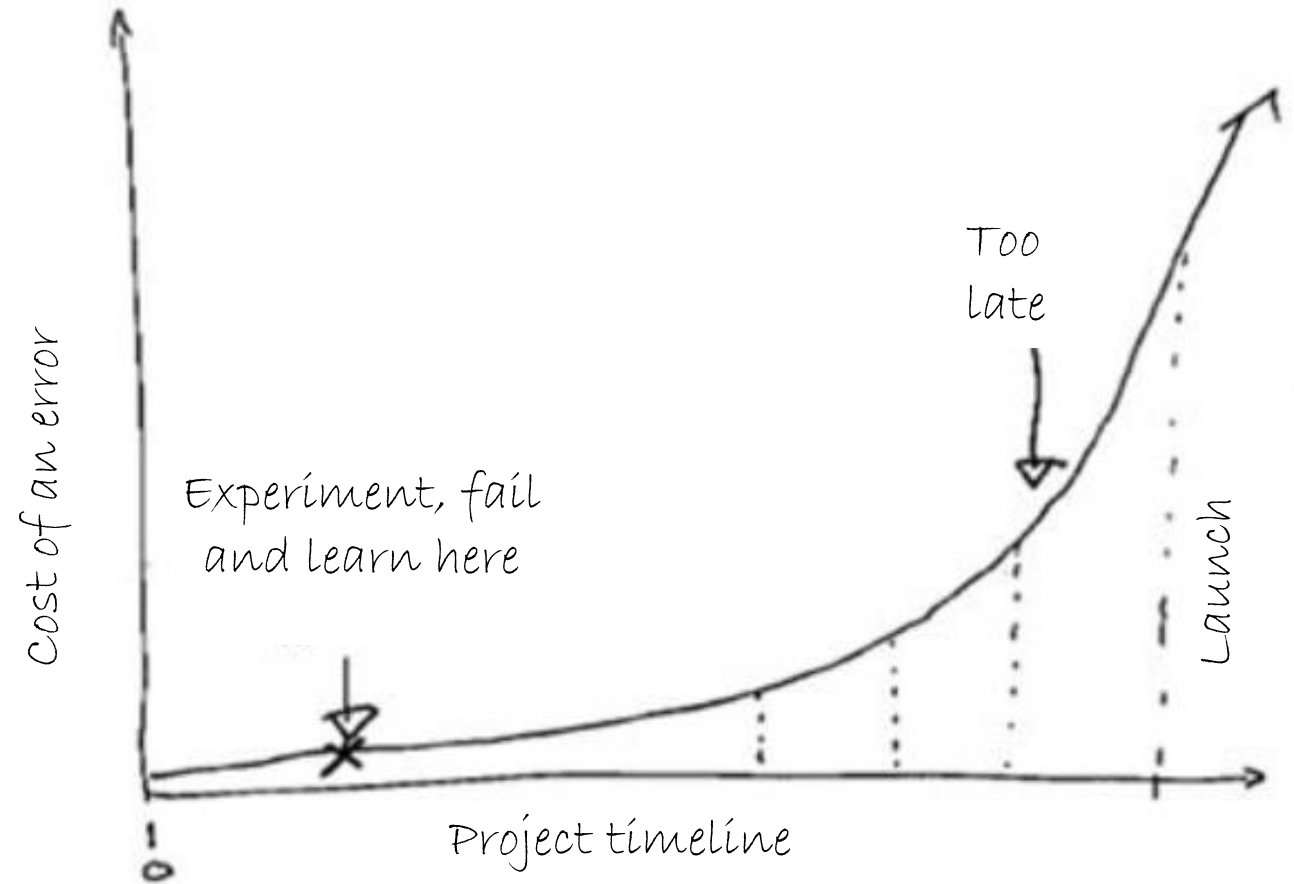
*"Trojan mice... are small, well focused changes, which are introduced on an ongoing basis in an inconspicuous way. They are small enough to be understood and owned by all concerned but their effects can be far-reaching. Collectively a few Trojan mice will change more than one Trojan horse ever could."*

*(Jarche, 2012).*

# Trojan mice fail often, fail early and learn greatly



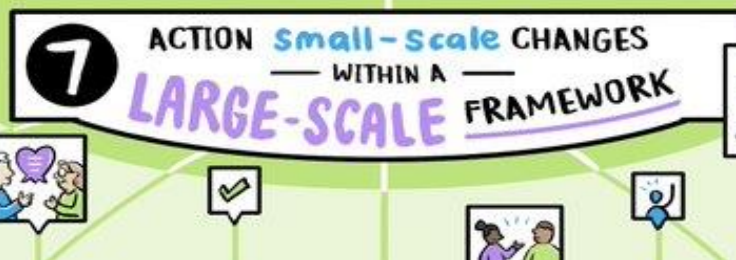
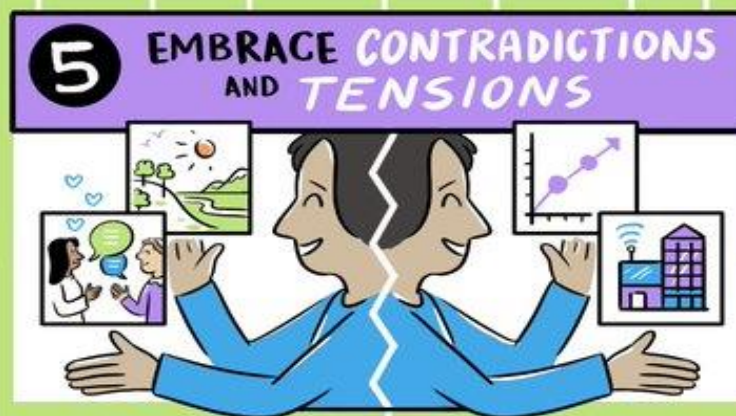
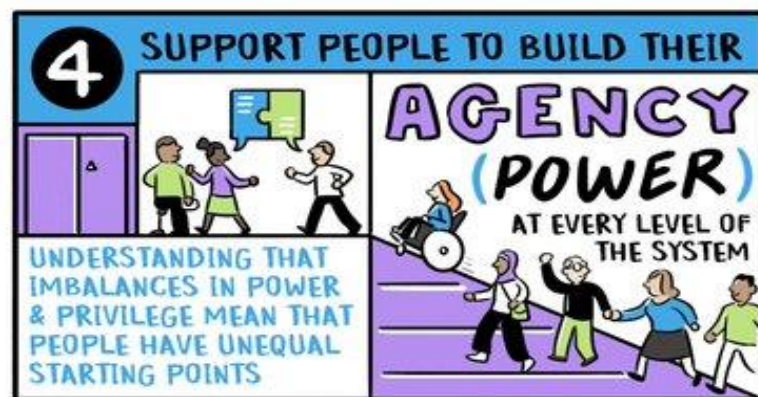
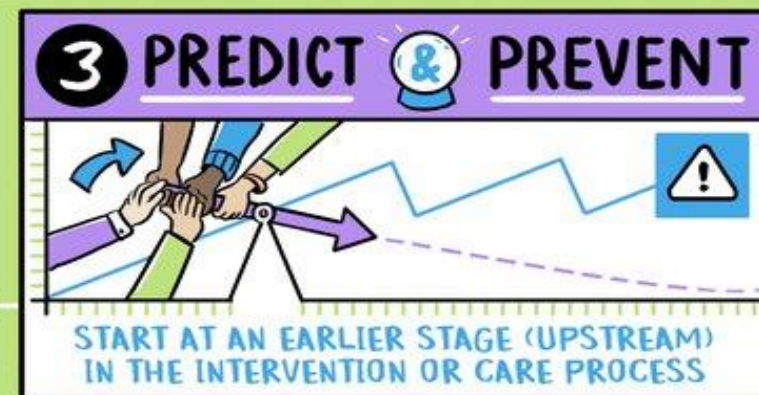
(Illustration by Elizabeth Beier)



[https://ssir.org/articles/entry/wheeling\\_in\\_the\\_trojan\\_mice#](https://ssir.org/articles/entry/wheeling_in_the_trojan_mice#)



# CREATING TOMORROW TODAY: SEVEN SIMPLE RULES FOR LEADERS



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# Connect with us



 **YouTube**  
**HSE National QPS**  
*@NationalQPS*



# Dates for your diary....

**Special**

**QPS TalkTime**



A community of quality and patient safety improvers

**Thursday, 19 October from 13.00 - 14.00**



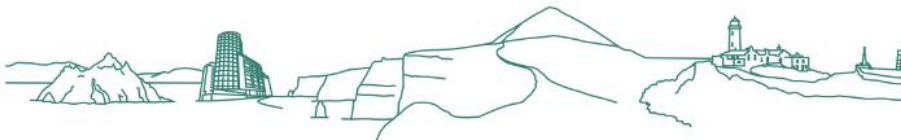
## **NPSO Conference special**

**Live from the Printworks in Dublin Castle**



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**Scan me!**



# Let us know how we did today ....

**Reminder:** Short questions (pop up) as you sign off, please help us to improve our QPS TalkTime Webinars by sharing your feedback

We really appreciate your time, thank you.

*Thank  
you*

**Contact:** [Kris.Kavanagh@hse.ie](mailto:Kris.Kavanagh@hse.ie) to be included on our mailing list to receive QPS TalkTime invitations