

Richard Vize

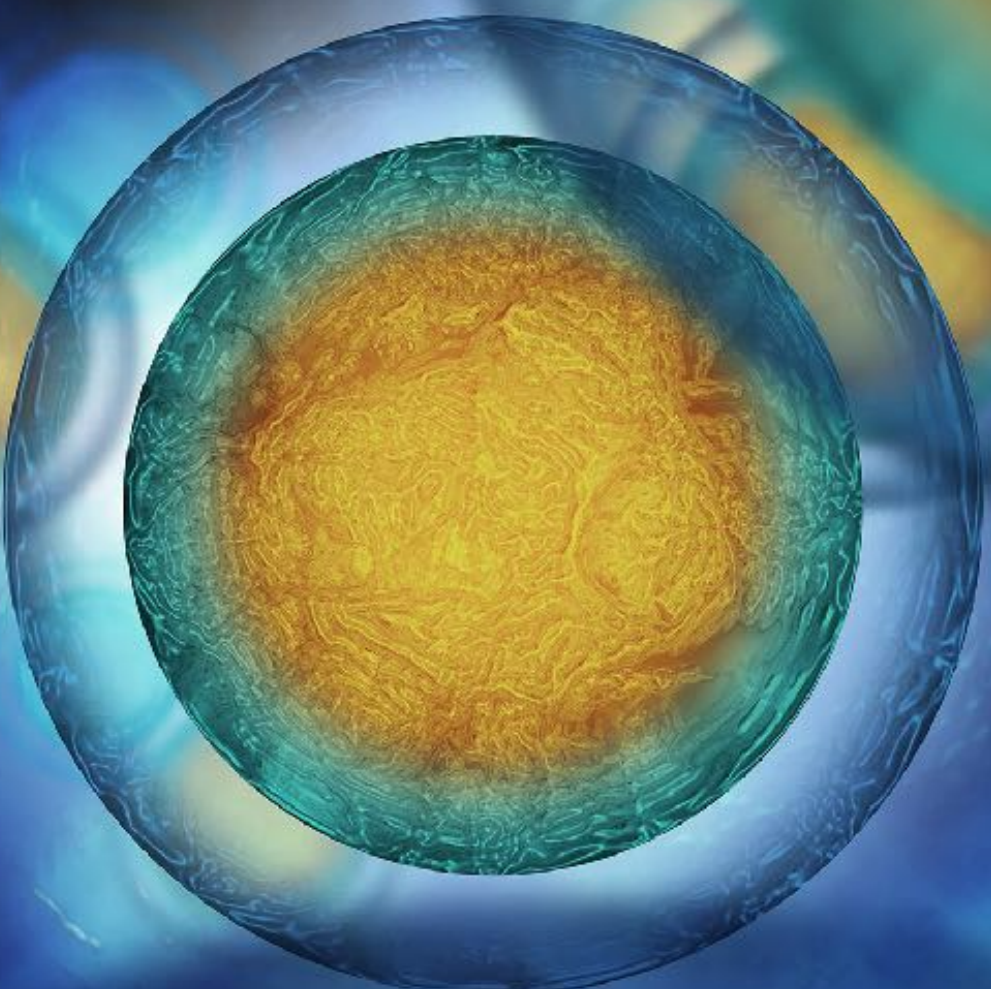
**FAB**

**CHANGE**

**WEEK**

2017 Up-Close

'...giving enthusiasts a chance to have their say, giving us all an insight into their thinking and the impact that taking part in Change Week can have...





Our thanks to everyone who took part in FabChangeWeek and a special thanks to our sponsors [IMSMaxims](#).

Also to Richard Vize who wrote this independent report, giving enthusiasts a chance to have their say, giving us all an insight into their thinking and the impact that taking part in FabChangeWeek can have.

FabChangeWeek has come a long way since the ember of an idea was fanned into life by the enthusiasm of the original Hubbies, whose idea Change Day was.

Thousands of ideas and pledges were made and we have carefully collated them and made them available for the wider NHS to develop, share and benefit from.

Terri, Jon, Roy and Jane

The Academy of Fabulous Stuff

April 2018



# CHANGE WEEK

- Better Care
- Motivate colleagues
- Share ideas

**“Fab Change Week is coming, liberating the energy of staff to provide better care for patients, motivate colleagues and share ideas.”**

Last year thousands of NHS staff across the country signed Fab Change Week pledge cards to put their great ideas into action, and then delivered. The biggest beneficiaries are the patients, but the impact on individuals, teams and organisations is substantial and enduring.

More than 5,300 people tweeted using the hashtag #FabChangeWeek, sending almost 45,000 tweets.

# PLEDGES


- Patient safety
- Patient experience
- Service improvements
- Staff well-being
- The Fab-Fringe

The pledges were publicised around the five themes - patient safety, patient experience, service improvements, staff well-being and the FabFringe, which was everything else.

**Participation reached as far as Canada and Australia.**

The [Fab Change Week website](#)


captured why people were motivated to make a pledge - touching on their inspiration, purpose and values - as well as how they made it happen and what they achieved.



FabChangeWeek has grown out of the inspiration of the originators, The Hubbies; NHS, front-line staff convinced the solution to so many of the NHS' problems could be found by asking the people actually 'doing the job'.

This approach to improvement had been developed by the [Academy of Fabulous Stuff](#), a Community Interest Company, who now provide the infrastructure to collate the ideas and pledges and help to turn them into action.

In the words of the Academy founder Roy Lilley, "*aims to put a smile on the faces of the people working right across the NHS*" by publicising and celebrating the myriad of fantastic ideas developed by frontline NHS staff.



... **based on the simple notion** that the best solutions come from the frontline, and whatever challenge you are facing, someone in the NHS will have already found a great way to tackle it.

Hundreds of ideas covering all aspects of healthcare are promoted on the Academy's website and on social media.

### **More than 2000 people search the website every day.**

The highlight of the Fabulous Stuff year, 2016, was FabbChangeDay, a concerted push across the NHS to encourage staff to make pledges to improve services, give patients a better experience and make the NHS

a more joyful and energised place to work.

In 2016 thousands of staff [made pledges](#), many of them focused around that year's themes of dementia, patient experience, sepsis, leadership and treating at home first.

FabbChangeDay was so successful that in 2017 it was expanded to FabbChangeWeek...

.. again, thousands of staff made pledges, and it was striking how many NHS leaders saw FabbChangeWeek as an opportunity to enthuse and empower their staff, pushing the message that they could drive service improvement from the frontline.



**A major focus** of FabChangeWeek is not just making pledges, but delivering on them. Encouragement and support in seeing the pledges through is provided by around 120 FabAmbassadors – volunteers around the country who encourage colleagues to participate and provide practical advice.

skills, feel supported, recognised and encouraged, and have satisfying jobs, notably by being able to see something through from beginning to end.

**Among a myriad** of other activities

promoting improvements across the NHS, FabChangeWeek 2018 will be documenting the personal and organisational benefits of participating. NHS staff instinctively know that feeling empowered, motivated and listened to helps them provide better, safer care, and this is backed up by plenty of evidence.

**These are precisely** the values which underpin the FabChange philosophy and which are promoted among staff and leaders during FabChangeWeek.

**[A King's Fund study of leadership](#)** and staff

engagement highlights research among both doctors and nurses which shows that staff who feel highly engaged provide safer care.

**The study says** engaged staff have autonomy, are able to use a wide range of

# THE FAB EFFECT

**Jennie Negus, Deputy Chief Nurse at United Lincolnshire Hospitals NHS Trust, says Fab Change has;**

*“become an annual exciting project. All things Fab are incredibly motivating”.*

*“In a job that’s pressured and relentless, Fab has been a bit of an aphrodisiac to get me going again. It has been a really good tool to inspire people and have a celebration.”*

Jennie is one of around 120 Fab Ambassadors - staff who have volunteered to spread the Fab word, share ideas within their organisation and support staff in delivering on the pledges they make during Fab Change Week.

Fab Ambassadors work in all sorts of roles, from students to Directors.



# PASSION AND DRIVE

**The Fab Ambassadors personify the qualities of everyone who gets involved in Fab Change - passion, drive and determination to see the project through. Those qualities are essential in getting people fired up to participate.**

Jennie says:

*"You have to be a genuine champion and believe in it, because the NHS is so busy that people coming in with something new or something that might need a bit of work can be really hard for staff to get a hold of. So to get people on board you have to be incredibly enthusiastic, you have to motivate people."*

At the Princess Alexandra Hospital in Harlow, Essex,

*"our Quality Improvement Team were out and about dashing around for the whole of Fab Change week - they pretty much dropped everything else",*

... says Chief Executive **Lance McCarthy**.

*"They were full of life, full of beans, very persuasive, passionate about healthcare and passionate about Princess Alexandra. It really boosted morale. You could see people walking around with smiles on their faces."*

**Kenny Gibson**, Head of Public Health

Commissioning for London, works in Skipton House, also home to the NHS England leadership. He says:

*"We've never felt so much passion. People are constantly coming down and saying can I be involved? People are getting a real sense that they can use this to celebrate things. We're raising the energy. Sometimes a building like ours can feel a little bit bureaucratic."*

**Natasha Rolls**, Stoma Care Nurse Specialist

at Bristol Royal Infirmary, believes Fab Change has encouraged staff to be persistent when they feel changes being blocked:

*"It encourages you to keep going. People have felt powerless for a long time"*

# KRYPTONITE FOR THE INSPECTION AND TARGET CULTURE

Inheriting an 'inadequate' CQC rating, **Lance McCarthy** was determined that the hospital's improvement journey would be about patients, not getting NHS Improvement off their backs:

"All of a sudden the dialogue changed, so it wasn't about where are we going as an organisation to get ourselves out of special measures, it was what do you want to do to make your patient experience or patient's outcomes better? We had had that conversation with senior professionals, but not with the whole organisation. It enabled us to put the patient back at the centre."

**Jennie Negus** encouraged colleagues to see Fab Change Week as an antidote to the difficulties of Lincolnshire being in special measures:

"As a senior leader I see it as an important part of my role to focus on

and celebrate the good. It's infectious. It's lifted spirits. It motivates people more than beating them up."

When Trusts are in difficulties...

*"the media are all over you, the CQC are breathing down your necks, and your staff ultimately get into victim mode. What used to upset me, and why I jumped on the Fab bandwagon, was that I used to see some exceptional work, fabulous staff and fabulous care, but it never got seen because it didn't make the headlines. So I used that spin to publicise Fab Change Week. 'Come and show off what you're doing'."*

# SEEING THE WORLD THROUGH PATIENTS' EYES

Many of the changes stimulated by Fab Change Week would never be a priority for managers, but matter to patients.

Bristol Royal Infirmary is typical – ITU staff analysed the impact of sleep deprivation on patients disturbed by the constant activity, while A&E improved psychological support for adults who were self-harming.

*“The culture of the NHS is so performance led and target driven that those staff who remember the patient experience are the ones that make a difference,”*

## **Natasha Rolls says.**

*“Those are the things that should be celebrated – when someone tries to make it ok to be on an emergency pathway or a cancer pathway. That’s what I see Fab Change as being about.”*

# EMPOWERING STAFF AND TEAMS TO CHANGE THE SYSTEM

One of the biggest barriers to improvement is staff feeling they can't make changes without management permission. The Fab ethos is to empower change from the ground up.

As the Advancing Quality Case Manager at Wirral University Teaching Hospital,

**Leanne Lockley;**

*".. encouraged a passion and energy for change. You don't need permission, you don't need to ask a senior leader. If you don't think something is working, change it".*

**Lance McCarthy** is determined to empower staff:

*"The CQC slammed us for poor morale and engagement. When I started there was very much a feeling that it was top-down, that people couldn't make their own decisions.*

*"So I have been on a big drive to make it a more open and honest culture, and importantly a culture where people take responsibility and accountability for their own areas. I thought Fab Change Week would be an ideal opportunity to do that. [We want] a whole organisational strategy that's driven from the bottom up.*

*That linked in really neatly with Fab Change Week and the pledges. I've had junior staff saying 'this is marvellous,*

*I felt able to do things I was never able to do before.'"*

# SMALL CHANGES MAKE A BIG IMPACT

Change “doesn’t have to be something huge - it doesn’t have to be a change in an IT system.

At Lincolnshire we really wanted to drive the message that we can all make a difference, it doesn’t have to be major transformation work,” says **Jennie Negus**.

Some of the pledges have been as simple as changing information for patients.

**Lance McCarthy** says:

*“I’ve had four or five members of staff come up to me and say actually a small change makes a big difference doesn’t it?”*

*Can I make another one?*

*Once you make a change you have to make another one, because you see the benefits and think ‘ah, if I made another change I can improve it a bit more.’”*

*It’s enabled me to say that every major change is actually many small changes.*

# THERE'S NO BACK ROOM, ONLY THE FRONT LINE

# 1

Staff from every part of the NHS get involved in Fab Change, from A&E to the finance department.

For those staff who don't traditionally see themselves as being on the front line of delivering patient services, it helps them reconnect with why they wanted to work in the NHS and reaffirms the importance for patients of what they do.

At Princess Alexandra, Consultant Clinical Biochemist **Dr Marie Parsons** set up a project to ensure someone checked every 10 minutes for blood samples coming through from A&E, and put them straight through for processing.

This improved the turnaround time for A&E samples from 90% being analysed within an hour to 96%. Patients are being discharged more quickly.

*"I could see that by making this small process improvement we had the potential to make real change. So*

*with my team's agreement I said let's trial it for a month. When performance went up they were really enthused.*

*Since then there has rarely been a month when the times have dropped because they take pride in it.*

*They learned that by taking that little bit of extra responsibility for what they do they make a significant change to patients.*

*We deal with blood specimens but there is a patient at the end of every bottle.*

*What we do has real impact out on the wards and in A&E."*

# THERE'S NO BACK ROOM, ONLY THE FRONT LINE

## 2

**Jennie Negus** says:

*"My drive is that no matter what job you're in, we all do it for the patients."*

*Many of our staff are not patient facing and it can be hard for them to see how the things they do in support services relate directly to patient care.*

*One of the best senior leader examples of this was our director of finance with her pledge to understand [getting the trust's finances in order] from the point of view of the clinical staff on the shop floor, so she has been out and about on the wards.*

*When issues come up in a performance meeting she knows about it because she's seen that group of patients."*

At **Princess Alexandra**, one of the finance team set up a Noel Edmonds-style Deal or No Deal stall, getting staff to guess the cost of everything from loo rolls to hip replacements to promote the importance of using resources wisely.

# IT'S FAB FOR TEAMS

While a lot of the Fab Change work is led by individuals, whole teams get involved.

At **Princess Alexandra** the Pharmacists had a different theme each day, such as talking with Junior Doctors about how they could help tackle antimicrobial resistance, aided by countless plasticine bugs they had made overnight.

Fab encourages teamwork across the organisation, as people make contact with like-minded souls and share their energy and ideas.

At **Wirral** the leading group is nicknamed the *Fab Underground*, and meet regularly for coffee to share what they're all up to across the Trust.



# THE BOARD CAN TAKE PART, TOO

The power of Fab comes from the grassroots, but leadership teams are now throwing their weight behind it, demonstrating trust in their staff and determination to improve.

**Jennie Negus** says;

*"I got the Executive Team involved. I knocked on the Chief Executive's door and asked him if he had five minutes, took in a pledge form with me and explained what we were doing,"*

*"The trust included Fab Change Week in board reports and we got him and the other executives to state a pledge and let them know that we would be coming back during Change Week to see how they had got on."*

The COC had encouraged the Trust's leadership to be more visible, so chief executive **Jan Sobieraj** pledged to go to a

different clinical area every week to talk with the staff.

**Lance's McCarthy's** executive team supported a Physiotherapist leading the charge against 'PJ paralysis', by handing out free teas and coffees in the canteen to any patient who walked down, while Physiotherapists offered massages...

*"Other staff were thinking 'what on earth is going on over there?'*

*... by Wednesday we had loads of people who wanted to find out more about what was going on with Fab Change Week."*

# A WEEK THAT LASTS ALL YEAR

Fab Change Week is not a one-off burst of activity, but the culmination of weeks of preparation to sell the idea, encourage staff to make pledges, and then do the hard work to deliver them.

Many NHS organisations capitalise on that energy to drive further changes throughout the year.

*"As change agents it's important to recognise that there isn't an end point for it. It creates a new beginning,"*

...**Jennie Negus** says.

Lincolnshire is now building Fab into its quality improvement programme.

*"We want it to become part of our DNA. There is a real vibe from the board about 'let's celebrate the fabulous stuff we're doing'."*

At **Princess Alexandra**, the Quality Improvement Team used FabChangeWeek

to fire up staff about the potential to improve the service to patients:

*"We've got a young, dynamic team who were desperate to make a positive mark, so they got really engaged, running round the organisation, setting up stalls, talking to people, buoying them up to pledge things,"*

... says **Lance McCarthy**.

At Skipton House, **Kenny Gibson** has continued their work from Fab Change Week by different teams delivering presentations in the atrium of Skipton House every two or three months to celebrate the work of Public Health staff:

*"FabChangeWeek was just the start of what we intended to do. It does instil you with a sense of change management."*

# IT'S GOOD TO SHARE

We are always hearing that the NHS needs to do more to share good ideas.

The sharing of ideas across the trust has helped people feel part of a wider team.

Fab Change Week is all about sharing – with conversations, events and publicity on site, and across the country on social media and the Fab Change Week website.

Social media has played a big part, with many departments and wards opening up Twitter accounts to promote what they do and share ideas.

In London, the Public Health teams have so far shared about 50 projects. **Kenny Gibson** says that for every post they have shared, they have had at least 10 people from across the NHS get in touch.

At **Lincolnshire**, social media was important, with publicity on Twitter and on the Trust's Facebook page, used by 3,500 staff:

“It was a welcome relief in between the bemoaning about car parking. It reved people up.”

# LEARNING, LEADING AND DEVELOPING

# 1

Everyone who has championed FabChangeWeek learns something about their own leadership skills.

*celebrated and feel good about what they do."*

**Kenny Gibson** says:

For **Lance**, the week;

*"It is raising the profile of some junior staff. We have a lot of women and ethnic minority staff who have never been given the chance to shine."*

*"...reinforced the importance of*

A management student presented on mental health:

*"She overcame her anxiety about presentation skills and her journey was so powerful to listen to, so that was a bit of career development. It's a project journey and a personal journey."*

*listening to the staff. I enjoyed getting out and about and talking with people. It also taught me to have the courage of my convictions a bit more just to allow people to get on with it. By the end about 10 per cent of our staff and felt able to write down a pledge, which encouraged me to tap into that [energy] more".*

**Natasha says:**

*"I now see myself as a transformational leader. I thoroughly enjoyed motivating people who would not normally get to be*

FabChangeWeek has led to a great piece of personal development for two staff in particular - they have been appointed the Trust's Freedom to Speak up Guardians:

*"Fab Change gave them the confidence to do it. They have absolutely the right skill set."*

# LEARNING, LEADING AND DEVELOPING

## 2

**Marie** learned that leadership...

*"...is very much an ongoing process. You can't go in and lead the change on a particular project and then back away from it. True leaders stay there in the background and keep driving it and keep improving it".*

**Leeanne** reached a similar conclusion:

*"it has taught me about building relationships and trust and seeing through your actions. If you say you are going to do something then do it. You don't take your foot off the gas, you have to be on it."*

She describes Fab as:

*"... a school for change agents"; I am a very positive person, passionate to empower people to make small changes. I've encouraged others to do that: if you can pass that on, that's what changes the culture. I couldn't*

*do it without the team, who have the same passion."*

**Leeanne** says she is proud to have brought Fab into her Trust.

She has just moved on to a management role at the UK Renal Registry, and was delighted when a colleague told her "you have left a legacy".

# THE POWER OF FAB

At a time when everyone in the NHS feels under relentless pressure, Fab Change Week offers a chance to liberate people's energy and reignite their passion.

Making Fab Change Week a success takes massive commitment, but the rewards are worth it.

**Lance** says:

**Natasha** believes the health service

*"... sorely needs Fab Change at the moment, and the wider it goes and the bigger it goes the better for the NHS and its staff".*

*"It requires a lot of energy, with the right people with the right drive. But this simple idea has been a massive help and support around our change programme and we're going to use it this year to continue that journey."*

**Marie** says the impact of Fab around the hospital was amazing:

*"Despite all the problems everyone at the hospital pulls in the same direction and Fab Change Week absolutely highlighted that. It provided a focus for the intention that was already there. We'll definitely take part next year and looking for more improvements."*

# STAFF SURVEY

The annual NHS staff survey - the largest workforce survey in the world - reveals how much more the health service could achieve if every single member of staff felt empowered and motivated.

In the latest survey only 70 per cent of staff felt able to contribute to improvement.

The staff engagement score declined for the first time since 2014.

Similarly, the scores for motivation, satisfaction with the quality of work they were able to deliver, satisfaction with levels of responsibility and involvement, recommending the organisation as somewhere to work or be treated and recognition by managers and the organisation all declined.

Supporting, publicising and participating in FabChangeWeek is a way for organisations to demonstrate their determination to liberate the talents and energies of their staff.

FabChange is a chance to show staff that each of them is a trusted leader in the organisation with the power to drive improvement.

In a system under pressure it is an opportunity to celebrate success, strengthen an organisation's values and improve the experience and quality of care.

**Richard Vize**

London  
April 2018