A summary of @MarieMcInerney’s Twitter thread from a presentation by Helen Bevan and Jennifer Rodgers (@helenbevan, @jenfrodgers) at #GiantThreads19. Creating shared purpose.

This 15-page compilation was produced for Croakey News, November 2019.

Now at the session on Shared Purpose with @helenbevan @jenfrodgers at #GiantSteps19: Here's the slideshow:

Creating shared purpose

The slides that Helen Bevan and Jen Rodgers presented at #GiantSteps19 on 22 November 2019
slideshare.net
Big issue with change: the permission conundrum #GiantSteps19  @helenbevan
Many futurists predict the end of ‘old power’ but @helenbevan says it’s still alive and kicking in health - but there is possibility: “we have to learn to work with both (old and new). Increasingly in the world we’re seeing this tension between old and new power” #GiantSteps19
Rate, pace of change, complexity and breadth of work huge, but so many of the tools are the same: @helenbevan #GiantSteps19 - shared purpose a key mechanism for moving forward

Many of the ways we go about improving health and care were designed in a different mindset for a different set of circumstances.

We are often operating with 20th century change practice in a 21st century world.

Shared purpose becomes even more important in an increasingly complex world.

Source of images: http://www.slideshare.net/dachisgroup/dave-roev.html; oonnart.com/study
"We need to link all our improvement work back to the principles of social justice": @helenbevan #GiantSteps19

On resistance to change: @helenbevan - we engage people at the 'choice' moment, that's when we look for buy-in, but it works against our brains #GiantSteps19
If we engage earlier, the outcome is shared, the choices are shared. We should ban the word 'buy in' - it's too late when we start saying that, we don't need buyers we need investors, people who engage from the start:

Our first question shouldn't be 'what is our aim', says @helenbevan #GiantSteps19

Where do we start?

- In improvement methodology, our first question is “What is our aim”?
- In social movement practice and community organising, our first question is “who are our people?”

Too often is confusion between aim and purpose: they're two different things - purpose is "what is the reason we are doing this?" @helenbevan #GiantSteps19 (urges people who do posters to consider that for their projects)
Don’t confuse PURPOSE with AIM

• An **aim** is setting a determined course in order to achieve a set goal within a specific timescale
• **Purpose** seeks to make explicit the reason behind something that is being done. Purpose defines WHY we are doing what we are doing, and WHAT we hope to achieve from it

This is the NHS change model [https://england.nhs.uk/sustainableimprovement/change-model/...](https://england.nhs.uk/sustainableimprovement/change-model/...)
@helenbevan
#GiantSteps19 - "when we’ve done retrospective analyses, time after time hear people saying "wish we had put more focus on shared focus at the beginning"

The noble purpose paradox @helenbevan #GiantSteps19
A pattern that not only bewilders and frustrates long serving leaders but also comes as a shock to new recruits.

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?"

Source: Philip Hadridge Idenk.com

We have a particular challenge in creating shared purpose in a health and care setting......

@helenbevan - this is instructive for so many sectors and industries - also media @MelissaSweetDr @DrRuthAtLarge
The noble purpose paradox: how it manifests itself

- We question the motivations and actions of co-workers or other leaders and amplify differences in point of view
- Personal interpretations of right and wrong come to the fore
- We find it hard to present alternative points of view without arguments or undercurrents of resistance
- We find that raising some of the issues at work about power or ambition is almost impossible

Source: Philip Hadridge idenk.com

@helenbevan @jenfrodgers #GiantSteps19

Nov 22
Big results in @jenfrodgers case study at Glasgow neonatal intensive care unit
#GiantSteps19

You can check out all the slides in more detail here:
https://slideshare.net/HelenBevan/creating-shared-purpose... #GiantSteps19

Creating shared purpose
The slides that Helen Bevan and Jen Rodgers presented at #GiantSteps19 on 22 November 2019
slideshare.net
Nov 22
Glasgow neonatal intensive care unit installed fingerprint recognition access so parents could come and go more freely - that's being rolled out more widely now:

[@jenfrodgers](https://twitter.com/jenfrodgers)  
#GiantSteps19

Change and improvement is 80 pc relationships, says  
[@jenfrodgers](https://twitter.com/jenfrodgers) #GiantSteps19 "Nurses work as one team, nurses are happy, it's the place I worry least about. The KPIs manage themselves when you've got shared purpose."

Now back [@helenbevan](https://twitter.com/helenbevan)
who says case study shows how you can elevate things to a higher level when you start with 'purpose' not 'aim': #GiantSteps19

Nov 22  
"We need to understand what unites us and what are differences," says  
[@helenBevan](https://twitter.com/helenBevan)
mapping out shared purpose work - one of the most effective ways of doing it tell stories, starting with "what matters to me". #GiantSteps19

How do we create shared purpose?

1. Create a safe space
2. Look for commonalities and understand differences
3. Create a statement of purpose

@helenbevan @jenfrodgers #GiantSteps19

Our shared purpose: #EndPJParalysis

<table>
<thead>
<tr>
<th>Our</th>
<th>Shared</th>
<th>Purpose</th>
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</thead>
<tbody>
<tr>
<td>Patients</td>
<td>Anger and outrage at older patients deteriorating when we can do something about it.</td>
<td>To make sure that every person in a hospital bed gets mobilised when they are ready (clinically and personally) and that every person gets choice and a chance for the future life they want.</td>
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<tr>
<td>Nurses</td>
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<tr>
<td>Families</td>
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<td>Physios</td>
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<td>Senior Leaders</td>
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<td>Students</td>
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*EndPJParalysis Horizons*
How can we build a statement of purpose that we can all stand around: needs to be uniting, not use jargon. "We’re so trained to write end statements that we end up writing 'aims' not 'purpose' - aim doesn't come from a deep space."

Nov 22
Here's an example: #EndPJParalysis - driven by concern that many people stuck in hospital beds, not mobilised quickly, wearing bed clothes to significant detriment. We know for someone over 80, week's worth of bed rest = 10 years of muscle ageing
@helenbevan
#GiantSteps19
This isn’t about mobility, this is social justice - #EndPJParalysis “spread like crazy”. Something that started as a frontline initiative connected to leadership level. Chief Nurse launched 90 days of action - saved 710,000 hospital days & wellbeing!

We’re now searching for ‘Shared Purpose’ at #GiantSteps19 session led by @helenbevan and @jenfroggers - ‘it needs to be profound, about social justice, human rights, not like an improvement aim’ they’re urged.