

Our Contribution to Delivery 2021-22



“
**We are now faced with the fact that tomorrow is today.
We are confronted with the fierce urgency of now”**

The Reverend Dr Martin Luther King Jr.

Introduction and Contents

With thousands of our NHS colleagues, in 2021-22 we worked on some of the biggest challenges facing the health and care system; from the ongoing COVID-19 pandemic response to tackling emerging priorities to improve health and healthcare services for citizens and our populations.

We recognise the need to respond to today's realities AND radically rethink future approaches. Our work with health and care systems has shown that mobilising our NHS people around the potential for a radically different future better prepares them for what comes next.

The Horizons team is small by design; our 2021-22 contribution was achieved with and through other health and care teams. We know our commissions make a difference through collaborating with others. And while every commission is meaningful, this summary captures highlights of the last 12 months.

Some key personal highlights include coaching new-mum service users to use the public narrative methodology to affect change as well as leading a national maternity summit. Another highlight included guiding large scale learning of a community of international recruits through novel adoption of the use of a positive deviance approach, with remarkable results.

We hope you enjoy this snapshot of how we have contributed to the work of the NHS over the last 12 months.

Helen Bevan and Kathryn Perera
June 2022

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We are NHS Horizons

We are a deliberately small, specialist team that support leaders, teams, organisations and systems to think differently about large-scale change, improving collaboration to accelerate change.

We are part of the Transformation Directorate of NHS England and NHS Improvement and work with the health and care system, the wider public sector and publicly-funded healthcare systems globally.

Our core team make a big impact through connections, networks and partnerships and are supported by secondees and international sabbaticals.

Our purpose

Driven by our deep connection to the founding principles of the NHS, the purpose of the Horizons team is to amplify and boost the efforts of others to deliver transformation and large scale improvement, and to accelerate new change thinking and practices in line with the priorities of the NHS and its people.



What we share in common



An ambition to work with partners to deliver large scale continuous learning and change.

A restlessness with how change is done, curiosity and quest to do things differently for better, quicker, wider outcomes.

Confidence in tech-enabled connections that give voice and power to many.

A belief that it is better when people lead their own change.

An energy and pace to operate as change agents within the formal systems.

We achieve this by...

Crowdsourcing
and virtual
collaboration

Delivering tech-enabled,
large scale change.

Creating spaces to
share learning.

Leveraging social influence to
enable learning.

Virtual
Accelerated
Design Events

Building the capability of
change agents
across the system.

Promoting the spread and
scale of specific innovations,
methods and frameworks for
change.

Convening and growing
networks and
communities of action.

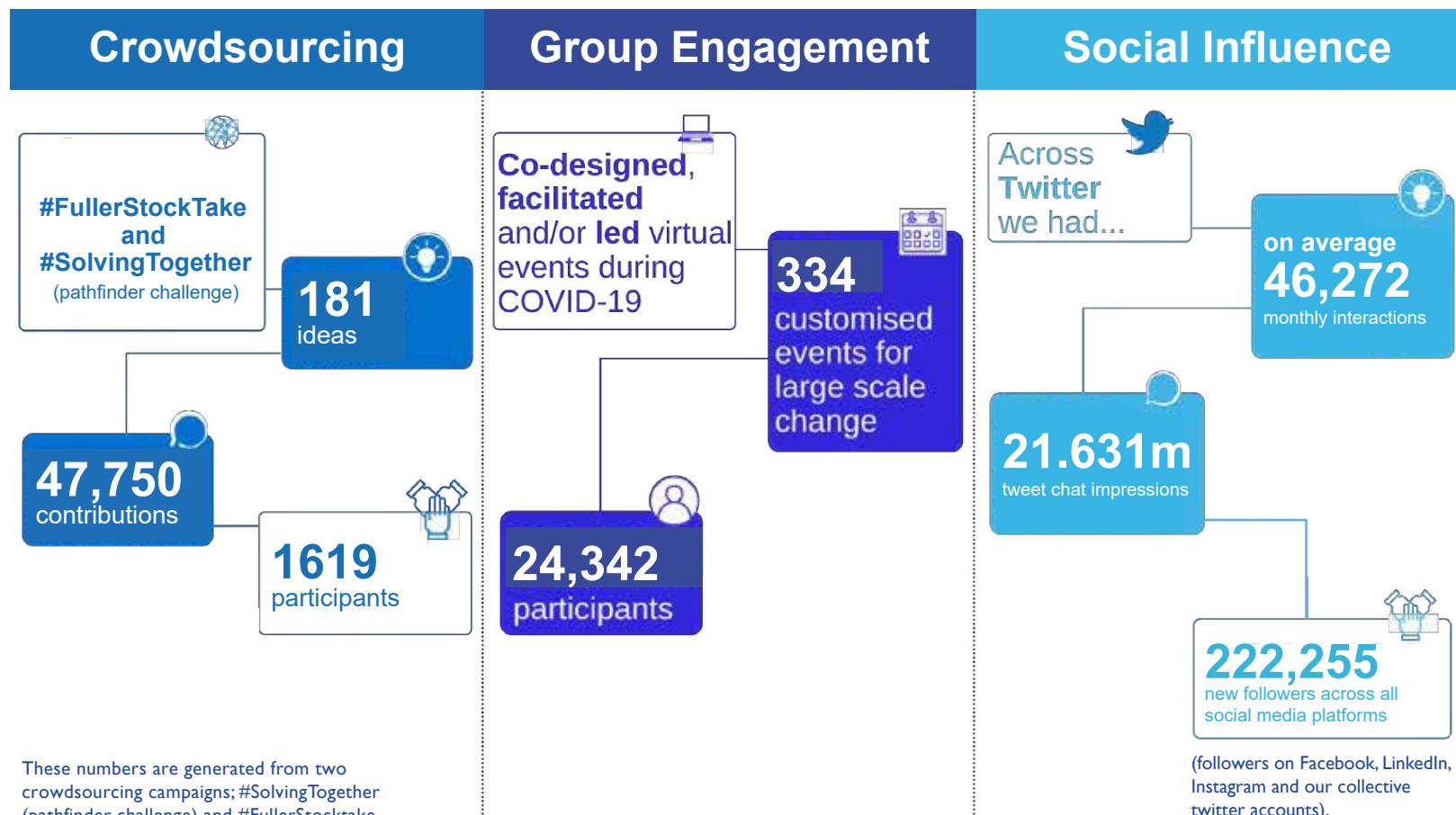
Thought
Leadership

Social
Influence

Our Reach and Influence

From April 2021 to March 2022, The Horizons team worked to deliver a number of initiatives, events and platforms, to convene and engage a diverse range of people to drive forward positive, sustainable change. During the first year of the pandemic we were well placed to support in delivering large scale virtual events with mass engagement. During the last 12 months, our support has helped deliver more focused events as the emphasis has shifted to finding and implementing recovery approaches.

Through our work, we have the ability to reach and connect into many different communities and networks. In doing so, we are able to bring a diversity of perspectives and insights on shared challenges, leading to better solutions and an increased energy for change.



Responding to Workforce Challenges

Our NHS people show huge commitment and resilience but endemic skill and workforce shortages are limiting the ability to tackle the huge care and treatment backlog.

The NHS People Plan and the elective recovery plan both recognise international recruitment of clinicians as a key strategy to addressing the workforce challenge. Attention also needs to be paid to improving the experience for internationally recruited staff to ensure retention; large numbers of employees report burnout and intend to leave. During 2021-22, the Horizons team supported the NHS to respond to workforce challenges by creating a deliberative community to help re-imagine a future approach to workforce planning, and creating a strong and vibrant #StayandThrive community, committed to addressing workforce retention.

Workforce planning: forecasting into foresight

The Horizons team helped Health Education England (HEE) to convene a cross system deliberative community of more than 250 people to reimagine the future workforce and inform the development of Framework 15: Shaping the future workforce

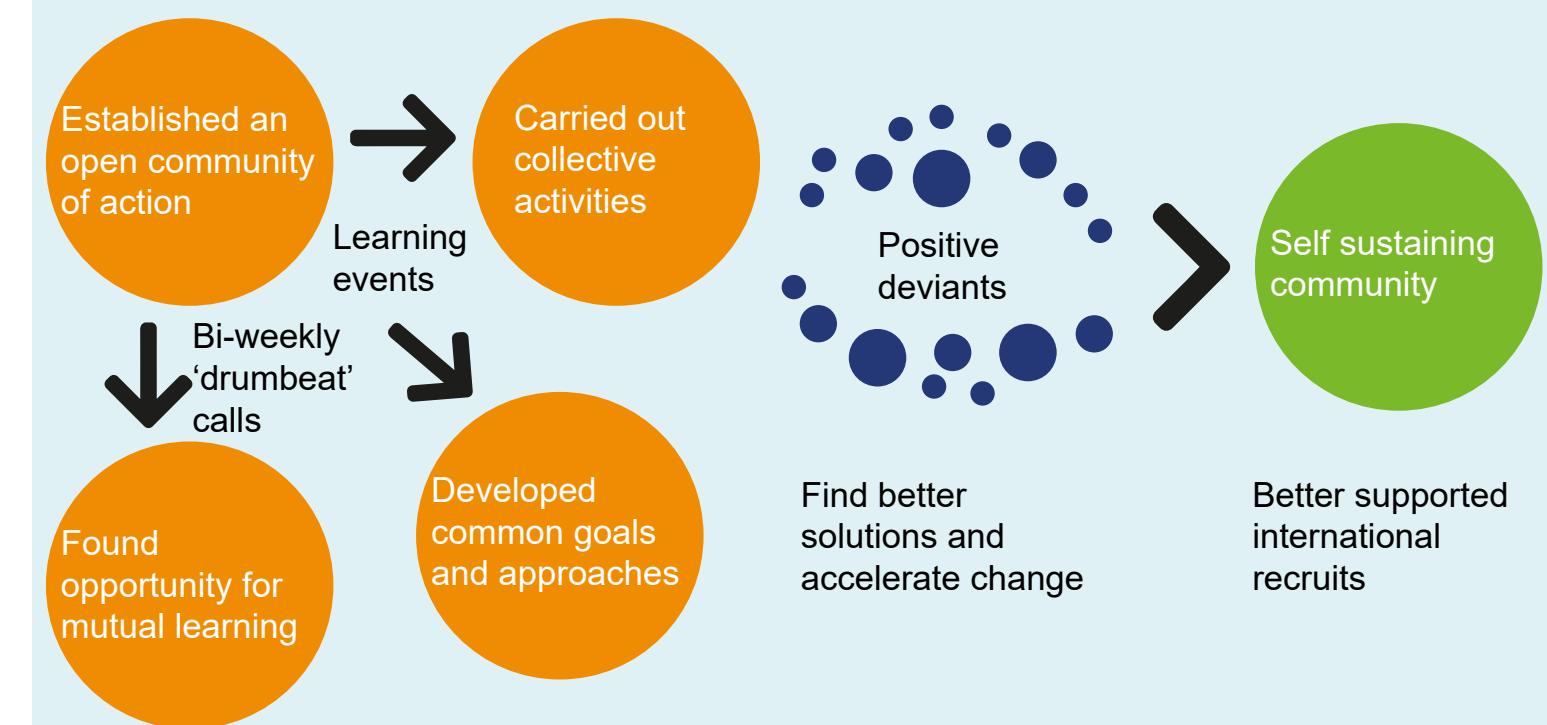


Outcomes:

- A renewed sense of confidence in our collective ability to arrive at the best solutions.
- An innovative approach to developing rapid insights enabling collective sensemaking to support HEE and the 25 foresight groups to reflect deeper.
- Consensus and key insights on priority themes to address in a 15-year framework.
- What next?** We are looking forward to hosting a launch event for the new framework in the summer.

#StayandThrive

The Horizons team supported fourty three organisations across two regions to develop the #StayandThrive programme to encourage a welcoming and nurturing NHS to attract and retain overseas nurses. The graphic below describes what we did...



Outcomes:

- The programme has helped the regions we work with to build the resilience and strength of staff who have given so much through the pandemic to meet the challenges of the future.
- Better supported clinical staff from all around the world feeling welcome, valued and included.
- What next?** We know our work has been successful because they are a self-sustaining community. This provides a model for other regions who are looking to adopt the approach. We are proud that #StayandThrive has also been nominated for a parliamentary award.

Promoting Wellness and Improving Health Outcomes

NHS Horizons is committed to improving how the NHS shares learning and best practice, scales and spreads good ideas and builds commitment and energy for new systems to tackle old problems. We do this by bringing the right people together for designed and facilitated conversations that lead to real change and improvement. This year, we have convened crucial conversations aimed at promoting health and wellbeing for our NHS people and the communities they serve.



Promoting physical activity as a route to wellbeing

Working with the physical activity team in the Office for Health Improvement and Disparities (OHID), the Horizons team was asked to support improving the prominence of physical activity as an intervention in the management of long-term conditions.

The Horizons team made connections across interested networks and facilitated conversations that captured huge amounts of work already being undertaken. This included research, network brokering, design and delivery of events and a round table of NHS leaders chaired by Yvonne Doyle (Medical Director for Public Health).

The work delivered a groundswell of collaborators invested in the work, NHS leaders bought into making changes and a set of actions designed to address the opportunity to join work together to progress NHSEI's approach towards physical activity.

As a result, the promotion of physical activity is a key part of conversations about the development of Integrated Care Systems and the delivery of the Long Term Plan.



vector created by pikisuperstar - www.freepik.com

Supporting the Health and Care Response and Recovery

Health and care teams have provided expert care to hundreds of thousands of people with COVID-19 over the last 2 years, but adapting services to deal with the pandemic has meant longer waits for many people. Continuing to deal with COVID-19 while recovering and transforming the way the NHS delivers planned care is going to require a huge, collective effort from a range of key partners across the system. The Horizons team are well placed to support innovation, facilitate accelerated change and build connections and learning across systems by taking a leading role in convening networks, such as the Improvement Directors Network and COVID-19 vaccination uptake and learning networks to address key challenges.

Working with the IDN to transform care

Hugh McCaughey (National Improvement Director until March 2022) established the Improvement Directors' Network (IDN) to provide a trusted space for senior improvement leaders to learn, share and act together. The Horizons team support the Improvement Directors' Network to:



The Horizons team has facilitated the development of the network to move from connecting and sharing to driving change.

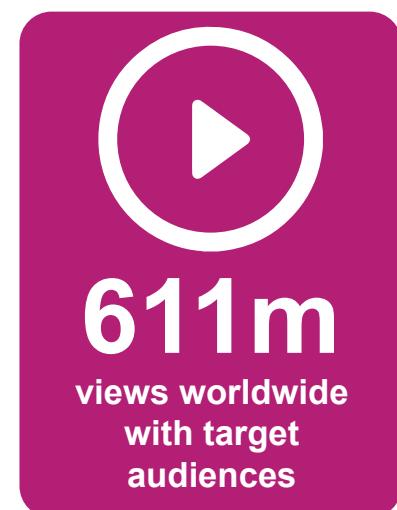
We worked with the Improvement Directors' Network to apply improvement science to deliver virtual wards, a key component in rebuilding post-pandemic delivery of care. Our work focused on establishing confidence in the model, working through uncertainty about current approaches and adopting an improvement approach to building solutions. We developed integrated working between Improvement Directors and CIOs and showcased how this can be role modelled for other programmes.

"In the UK...our biggest failing is our inability to share what works so that others can do it; ...when something works in one part of the country, we are incredibly bad at spreading and adopting it because there's an attitude of 'it won't work for us because it wasn't invented here'. Horizons, the learning network, is a really good example within the vaccine cell of a solution to a wider problem, which is sharing what works and helping it to be adopted..."

Fighting COVID-19 with learning

The Horizons team worked with the Vaccine Equalities and Staff COVID-19 Vaccination Teams to increase COVID vaccine uptake by establishing learning networks focused on improving equity of access and rapid mobilisation of large scale vaccination centres. We used our tech-enabled community building platforms to facilitate learning network spaces to energise, promote creativity, connect with experts and accelerate design solutions.

Horizons partnered with Team Halo (a United Nations initiative) and the Vaccine Confidence Project to deliver:



We supported networks to become self-organised online communities able to design, create and scale innovative solutions. Horizons use rapid design methodologies to condense planning cycles and supported local teams to establish and optimise vaccination centres in just days. People delivering the vaccine programme reported improved confidence and connectedness, a shifted mindset and better dialogue across services.

Equity of access to vaccination across all communities is vital to reducing transmission. The Horizons team led 25 virtual events designed to help vaccination teams understand, share ideas and learning about how to improve accessibility to groups including Traveller communities, ethnic minority groups disproportionately impacted by the pandemic, people with disabilities and clinically vulnerable. Our learning network approach was so successful that the community continued through 2021 into March 2022.

Safer Maternity Services

Several major reports have raised significant safety concerns about NHS maternity services. National maternity transformation initiatives have delivered positive change but unwarranted variation persists. Evidence shows variation across services and disparities in outcomes are often due to teamworking and culture, staff and patient experience and over the last 12 months the Horizons team has been supporting the CQC with a deeper exploration of these relational issues.

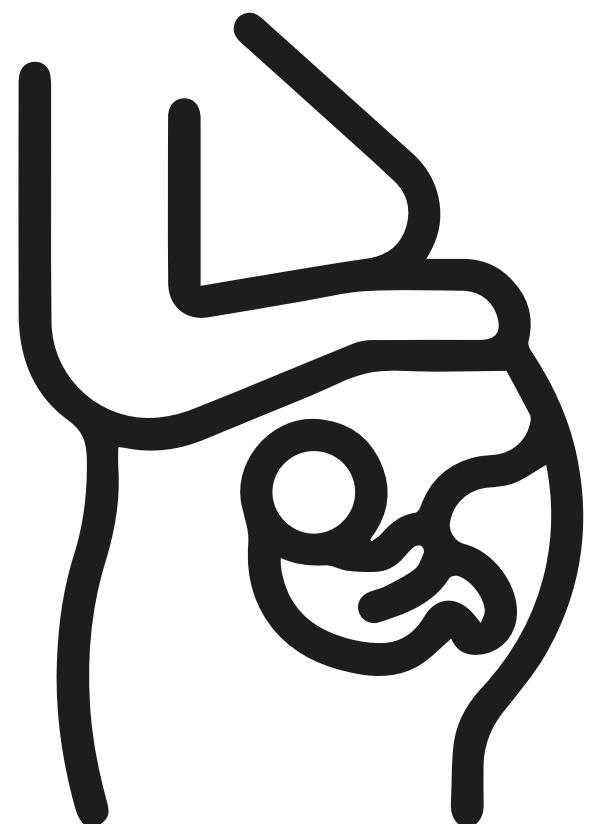
Maternity services provider engagement project

The Horizons team supported the design and facilitation of an event to generate deep insight into the issues and barriers to improving maternity safety. We created a psychologically safe space to capture the perspective of front-line maternity professionals, managers, and senior leaders.

We ensured that the learning from the event was shared widely and holistically, engaging with all stakeholders with a role to play in the provision of safe maternity care.

"We contacted the Horizons team to help with the facilitation of a high-level roundtable discussion with key stakeholders across the healthcare system. The team worked with us to understand the needs of the project and the key aims and desired outputs of the session. The Horizons team helped plan the session and structure the event to ensure maximum engagement with participants. On the day, the facilitation from the Horizons team was first class and all the technical aspects of running a large virtual event taken care of. The structure of the session worked really well with effective breakout groups discussions and rich feedback captured."

Sascha Wells-Munro OBE, Deputy Chief Midwifery Officer for England: Maternity Safety and Quality Improvement



NHS Maternity Summit

The Horizons team supported stakeholders including NHSEI, Maternity Voices Partnership (MVP) and staff groups to convene a virtual NHS Maternity Summit 2021. This milestone opportunity for a national conversation with those delivering and receiving maternity services catalysed improved alignment of current and future work to support services to be effective, safe and joined up. We used the Accelerated Design methodology SCAN-FOCUS-ACT to co-design the summit to ensure the useful conversations led to meaningful actions.

Outputs for Maternity Safety & Quality Assurance Board

- An overview of current national activities and collaboration ideas to support positive change at national, regional and system level maternity services.
- A co-produced summary of consensus points, proposed outcomes with key recommendations and commitment to actions on behalf of the wider sponsors, shared with all participants.

Outcomes

- Increased understanding of each other's work at a national level as it impacts on maternity services, and a fresh commitment to align efforts.
- Breakthrough thinking on practical, implementable ideas that effect positive change in the health and care systems as they impact on maternity services.
- Specified and shared commitments from national leaders to abandon previous practices which have prevented positive long-term changes to maternity services.

What next? NHS Horizons has since led a perinatal equity learning session, creating a safe space for women to share their stories for change. A rapid evaluation highlighted the benefits of creating a space between service users and providers. The stories are being used to support reflection for purposes of re-validation reports and further opportunities are being identified to reach broader audiences.

The Power of the Community and the Wisdom of the Crowd

NHS Horizons used crowdsourcing approaches to capture, assess and test learning and ideas to support priorities across health and care. We work on specific topics to co-create and spread high value changes making connections and amplifying local and national initiatives; this year we have worked on the pathfinder challenge of #SolvingTogether in preparation for a phase on elective recovery



The challenge

At the beginning of 2022 the Horizons team support the development of Tim Ferris's vision for #SolvingTogether. Crowdsourcing was used to focus on Supporting People Waiting for Hip and Knee Replacement Operations, an area of health and care worsened by the Covid 19 pandemic

What we have done...

The Horizons team established a team of community managers to curate and encourage people to respond to the pathfinder challenge by responding and encouraging conversations to ideas, solutions and good practice posted by "the crowd". This was supported by engagement approaches which generated significant participation through virtual ideas-storming connect sessions and tweet chats.

To provide strategic oversight and direction we established a national team of #SolvingTogether champions (including national clinical directors for elective care, people with lived experience and leaders in health inequalities and regional leads) to assess, test and prototype the ideas in to actions.

The outcomes...

The #SolvingTogether pathfinder challenge for supporting waiting has had an outstanding response with almost 90 ideas generated. The idea that received the most interaction was focused on developing a comprehensive approach to accessing online information, including regular health coaching, nature walks & mindful movement. This is now being prototyped across teams in three regions.

During the pathfinder challenge 1,279 people registered on the #SolvingTogether platform generated more than 30,000 interactions to date. Tim Ferris, Director of Transformation, formally launched the next six #SolvingTogether challenges for supporting the recovery of NHS elective care in April. Over the coming months many tens of thousands more interactions and hundreds of ideas are anticipated as the crowdsourcing gathers momentum. Our aim is for #SolvingTogether to become a sustainable platform for crowdsourcing by NHS England and NHS Improvement for the long term; making services fair, accessible and inclusive for all. crowdsourcing gathers momentum.

About crowdsourcing...

A method used to intentionally build collaborative communities of champions and experts to gather and develop ideas with people leading change. Features include sharing learning, rapid prototyping and agility.

About prototyping techniques...

Teams are supported in a share learning environment to rapid test the scale and spread of themes which came through the crowdsourcing phase.

Other crowdsourcing projects include the #FullerStocktake which undertook a national stocktake on how systems work with primary care and others to improve integration of patient care. More than 300 people got involved, creating 30,000 interactions and generating 80 ideas



The School for Change Agents

Over the last 12 months NHS Horizons has been at the heart of leadership networks, convening important conversations and taking a structured approach to crowdsourcing ideas and community building to support improvement and change. But we know improvement happens best when mobilising and energising large numbers of people, giving them the power and skills to learn how to create positive change. After a pandemic pause we decided it was time to bring back Horizons' flagship School for Change Agents (#S4CA) offer. 8,835 people signed up to the movement wanting to play their part in making a difference as the service continued to respond to the challenges after a pause for the Covid pandemic.

How does the School work?

In 2021-22 Horizons ran School for Change Agents three times with 8,835 people signing up. Delivered by influential thought leaders in transformation and improvement #S4CA aims to support participants to:

★ Develop confidence and skills
Lead and create change

Connect with the Community

The run is fully virtual, open to all and designed to be consumed in bite sized chunks.

#S4CA promotes engagement, independent learning and collaboration to build communities of practice.



How does the School deliver change?

Participants tell us they find #S4CA fresh, exciting and inspiring;

★ They love how it builds the confidence and skills to 'Rock the Boat' but with a focus on standing 'with' others rather than 'against' them.

Participants describe having their passion to improve services ignited alongside feeling they no longer need to seek permission to initiate change.

Communities don't just happen, the Horizons team works hard to build that connection in every run of School using their expertise, resources and passion for supporting grass roots change movements.

"It has been a catalyst; it's helped me understand how historically I've hit barriers and how I need to change my approach. As opposed to shouting all the time; it's about talking with the right people and creating the right conversations"

Tony (NHS Leader)

"I saw School for Change advertised on Twitter... and thought that that sounds like a really great starting point just in terms of this new world that we were entering into. I was kind of aware that we were going to need to start changing the way that we did things because of, you know, backlogs and just because we had naturally changed some of our processes. And I just wanted to keep that momentum going and didn't want to lose it."

Amy (Commissioner)

"School showed me how to connect with people, create a movement and to engage with others so we could do it together"

Joan (Nurse)

"If you've got something that's bothering you or you're not quite sure, just put it out on Twitter with the hashtag #S4CA and it's amazing the response you get"

Danni (Nurse)

Working with us in 2022-23



The year ahead...

I feel huge pride to be leading NHS Horizons: a small team whose collaborations make a big impact. Yet I know that we can do more. In the year ahead, we are setting out to develop new methods and approaches for leading change and will share our insights far more widely.

My work with NHS Horizons builds on Dr Helen Bevan's visionary leadership and it's my privilege to continue to work alongside Helen, and the whole team, as we continue to play our part in building a thriving, sustainable and effective NHS.

Kathryn Perera
Director

Why work with us?

We can provide new and fresh perspectives, supporting organisations to adopt more systematic approaches to change that develop a stronger sense of shared purpose and agency.

We are trusted for our effective and unique approaches and have a great record of growing confidence in working through collaboration to accelerate change at scale.

What people say about working with us...

“From the very start, the team worked with us to understand the needs of the project and the key aims and desired outputs of the session. The Horizons team were able to help plan the session and structure the event to ensure maximum engagement with participants.

“On the day, the facilitation from the Horizons team was first class and all the technical aspects of running a large virtual event taken care of. The structure of the session worked really well with effective breakout groups discussions and rich feedback captured.”

Sascha Wells-Munro OBE, Deputy Chief Midwifery Officer for England: Maternity Safety and Quality Improvement

Adrian Bartlett, Senior Policy Lead – PCNs Primary Care Strategy and NHS Contracts Group Strategy and Innovation Directorate

“Horizons colleagues were absolutely pivotal in making our ambitious approach to engagement for the Fuller Stocktake such a success – with nearly 1,000 people engaged directly across 9 workstreams, 4 task & finish groups and professional roundtables underpinned by over 12,000 visits to the fantastic crowd-sourcing platform, Crowdicity, and over 1.5 million twitter impressions of #FullerStocktake.

Their design, set up and facilitation of the Crowdicity platform, as well as their social media expertise and broader change management support transformed our engagement strategy – I would recommend them without hesitation.”



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