Today's Agenda

**Topic: Developing our community of practice**

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and introductions</td>
<td>Claire Henry</td>
</tr>
<tr>
<td>Developing communities of practice</td>
<td>Rob Cockburn</td>
</tr>
<tr>
<td>Poole update</td>
<td>Clive Hunt</td>
</tr>
<tr>
<td>Birmingham update</td>
<td>John Speakman</td>
</tr>
<tr>
<td>Community of Practice - our curriculum</td>
<td>Anita Hayes</td>
</tr>
</tbody>
</table>

Developing communities of practice

**Rob Cockburn**

Improvement Manager
Transformation and Corporate Operations Directorate
NHS England

Source4Networks - setting up and strengthening the value and impact of your network with purpose
The underpinning literature, research and evidence base

Network typologies

Delivery and Developmental Networks
- Collaboration and Coordination
- Boundary Spanner
- Hub and Spoke

Learning & Support Networks
- Shared and New Knowledge
- Distributed Leadership
- Passion and Commitment

Agency/Advocacy Networks
- Amplification and Advocacy
- Dynamic Leadership
- Democratic engagement

Source4Networks

Welcome!
You have found the latest intelligence on networks, you can explore based on your own interests, by powerful visual and narrative elements that help you map the interconnection of cross-sectoral ideas and so you can be informed and even more effective to support and stimulate connectedness and capacity building. Read more to make your mark! Connect your friends for contribution to our networks.

Delivery/developmental networks

Learning networks

Agency networks

PARKINSON'S UK
CHANGE ATTITUDES. FIND A CURE. JOIN US.
Managed Networks
- Projects
- Coordination and brokerage
- Hierarchical leadership

Social Networks
- Community of interest
- No leadership

Diagnostics add value
Dialogue, shared purpose, engagement, distributed leadership, measurement of value & impact, stronger narrative & case for investment

S4N Diagnostics
- A set of evidence based tools for networks seeking to deepen their understanding of their development needs and improve their impact against their agreed and stated purpose
- Feedback to the whole network, stimulating agreement on any changes that the network members and leaders choose to make
- A systematic process designed to be repeated so that the network can adapt, comparing scores over time
- A framework for a robust conversation to take place which members may not have had before, to develop a level of shared understanding about how the network works now and how it can improve

Core Questionnaire Response
Network Overview
Purpose:
What is your overarching goal and what will it feel like when you are achieved?

The health services innovation lab brings together clinicians and our involvement driven conversations to examine questions about the network and how to adapt, change and evolve. The process is intended to ensure successful and effective leadership and management of networks.

Resources:
How is your network structured?
The Lab is owned by London South Bank University. We have members of the NHS, and partners internally, members and other connecting groups, such is a network structure, the network can be supported through training and events.

External Influences
What are the most powerful external influences on the network?
What causes do they have an impact on?

Artefacts
Core Questionnaire
Network Maturity Model
The Network Health Scorecard - for networks that have been in place for more than 8 months

Integrated health and social care on the Isle of Wight
Breaking through with integrated care, strengthening collaborations, and building common purpose - a GP’s story

"Networks bring very different people together with different backgrounds, and even professions, to work towards a common goal."

S4N Diagnostics
Maturity matrix – 8 dimensions of effective networks, 5 levels of maturity

1. Purpose and Direction
2. Governance and Structure
3. Leadership and Facilitation
4. Knowledge capture and Re-use
5. Integrity and Vitality
6. Learning and Improvement
7. Impact and Value
8. Sustainability and Renewal

Purpose...

- Fundamentally, why does the network exist?
- For whose benefit are all our efforts being made?
- What, in our eyes, is the end that we are working to rather than a means?
- What is the worthwhile cause to which we are all contributing?
- At the end of the day, what is the real point of all our activities?
- Who are we really working for?
- What is of highest value for us?
- What is our higher purpose?

Andrew Constable
2017
### Maturity matrix – Purpose & Direction

<table>
<thead>
<tr>
<th>Level</th>
<th>Maturity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>The network continually reviews its strategic focus, spawning additional groups to cover specific topics or actions as appropriate. Members share the same ambition for the network. They fully buy into the strategy and plans for the network, and are personally committed to its future. External drivers and influences on the network are fully understood.</td>
</tr>
<tr>
<td>4</td>
<td>All members are clear about the purpose of the network and its role in convening, amplification, and advocacy or community building. Deliverables for the community are well known and plans to achieve them are underway. The network charter is accessible to all, and used to induct new members.</td>
</tr>
<tr>
<td>3</td>
<td>The network has an agreed charter, clearly stating purpose, scope, and ways of working. Most members have a good understanding of the purpose of the network and could articulate it to others. There is an agreed plan for developing the network for the next year.</td>
</tr>
<tr>
<td>2</td>
<td>Network scope is loosely defined. Ways of working are emerging. The community is still forming and establishing groundrules. More time is required to converge on a shared agenda for all members. Short-term plans for the network may exist, but are not widely shared.</td>
</tr>
<tr>
<td>1</td>
<td>No sense of goals or plans – it’s all about the here-and-now. Focus not yet clear, exchanges often stray off-topic. Members learn about how the network works via osmosis and personal experience!</td>
</tr>
</tbody>
</table>

### Maturity matrix – Impact and Value

<table>
<thead>
<tr>
<th>Level</th>
<th>Maturity Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>The network is acknowledged by members and stakeholders alike for its impact. Members are proud of their accomplishments together, and tell stories of measurable impact and innovation. The network reviews the impact is it having in order to understand and repeat its successes. Specific external stakeholders and influencers are targeted with impact stories.</td>
</tr>
<tr>
<td>4</td>
<td>The network tracks, captures and shares success stories, with evidence of benefits and impact. These stories are celebrated and communicated to an external stakeholders and audiences. Stakeholders understand the impact the network is having, and actively promote this.</td>
</tr>
<tr>
<td>3</td>
<td>The network members have a shared understanding of the value they add. Some senior stakeholders visibly acknowledge this. Examples exist which clearly demonstrate clear impact, for example, on patient outcomes.</td>
</tr>
<tr>
<td>2</td>
<td>Some members can point to examples of value and impact, but nobody has the big picture. Some success stories may be captured, but in an ad-hoc manner. Senior stakeholders are aware of the impact, but lack passion to really promote this.</td>
</tr>
<tr>
<td>1</td>
<td>Impact is not really discussed. Members are comfortable just to ‘belong to the club’. Nobody takes responsibility for capturing and sharing successes or prompting the “Are we making a difference?” conversation.</td>
</tr>
</tbody>
</table>

### Three things to discuss

1. A Project Overview
2. Programme Overview (local projects)
3. Next Steps
Elevator Pitch – Bereavement Support Project

Key Initiatives (current)

- Bereavement Project
- Advance Care Plans
- TE-PAC (combining Treatment Escalation Plan/PEACE/ACP into one e-tool)
- Touching Lives – Patient & Public Representation Group Project
- D2A (Discharge to Assess)
- CCG Fast Track Review
- SWAN model of care (Salford Royal Foundation Trust)
- Electronic Special Message Form
- Gosport Inquiry

What Next?

- 650 beds
- 450 Adult Inpatients
- 22 Adult IP Wards

- 28% Last Year of Life
- 3.3% Dying
- 10% of patients with the longest length of stay (stranded & super stranded)
University Hospitals Birmingham Update

John Speakman and Fiona Dakin

Our Network

Anita Hayes

Shared Purpose

Through combined experience and expertise in end of life care, the community of practice will enable the support, knowledge and leadership required so that everyone in hospital approaching end of life (last year) and the bereaved receives high quality care that respects theirs and their loved ones personal wishes and needs.

Key components

- Completed series 1 for Building on the best teams
- Continuing to use ECHO principles
- Curriculum planning 6 monthly
- Continuous quality improvement and shared learning
- Peer to peer support
- Growing and developing the community of practice
- Facilitated learning
- Access to a shared resource bank
- Evaluation and feedback
Golden Threads
- National and local policy/strategy/regulation – what does this mean in practice?
- Patient and carer experience - stories (PIP)
- Quality improvement art and science – how can the community of practice help and support?
  - Case based discussion
  - Building the evidence

Our Shared Curriculum (Topics identified by you)
- Deteriorating patient
- Emergency care: facilitating the best place of care for patients
- Bereavement and care after death – practical and clinical considerations
- End of Life Care in ITU and critical care
- Implementation National Early Warning Score
- Sustainability team and system capability to sustain improvement

Format for presentations
1. The top three things we wish to discuss:
2. What we would like the community of practice to support us with:
3. Presentation
4. Discussion, questions, comments
Our next ECHO session…

Date: 25 October 2018

Topic: Deteriorating patient and clinical uncertainty of recovery

Presenters to be confirmed.

www.hospiceuk.org