

Transforming PERCEPTIONS of NURSING and MIDWIFERY



A facilitator's guide to running a *“breaking the rules”* session

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BREAK THE RULES

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Why break the rules?



Rules are important. They keep us and our patients safe. Rules ensure fairness. They help make sure that everyone knows what to do. They keep the health and care system operating every day.

But there is a downside to rules. Often they have an unintended impact on us and the people we serve. They can make us feel that we cannot innovate or improve things because we don't have "permission". Rules sometimes contribute to a culture of conformity and get in the way of intelligent judgment and actually doing what is right.

So, in suggesting that you "break the rules" for the August 30 day challenge, we aren't asking you to create havoc in your organisation! Rather, we are asking you to think about the rules, customs, ways of working, habits, policies, and procedures that get in the way of great care and great team working. Rules that restrict more than they enable deserve to be broken.

Breaking the rules is about showing that nurses and midwives can lead the way to better care and better ways of working. Effective rules are not static—they evolve. But that evolution has to be driven by people who are willing to stand up for what is right, challenge the status quo and create a better future. Nurses and midwives can be these people.

Section A:

Preparing for the session

Resources required

- Slide set
- Post it notes
(ideally in 3 different colours or)
- Pens
- Dice
- Two large wall posters*
(4 sheets of flipchart sticky taped together)
- Personalised slide deck

Things to do

- Recruit 5-10 colleagues
- Book a room or workspace
- Invite your Chief Nurse or DoN or HoM to drop in
- Arrange refreshments
- Personalise the pre-prepared slide deck
- Printing:
 - Dice
 - Breaking the Rules Poster
 - Giving Permission Poster

A: Find your people

What to do

- Draft a letter for your DoN or HoM to send to all nurses and midwives inviting them to take part
- Put a notice on the staff intranet
- Consider how more people can get involved after the meeting by creating a physical or virtual display board

Are you ready to break the rules?

The **AUGUST** challenge for the Transforming Perceptions of Nursing and Midwifery Programme...

Hold a **breaking the rules meeting!**



Give yourselves permission to...do the things that will make a difference to you, your colleagues, and your patients.

It is about **PUSHING** the boundaries of **WHAT** is **POSSIBLE**, **QUICKLY** **MOBILISING OTHERS** AND MAKING **CHANGE** happen more

&



For more information:

Section B: Templates for a “break the rules” session



B. Sample text for an email or announcement

Feel free to adapt the following to raise awareness of your session and to invite other nurses and midwives to join in your “Break the Rules” 30 Day Challenge for building positive perceptions

{Your organisation name} is pleased to confirm that we are engaging in the Transforming Perceptions of Nursing and Midwifery 12 30 Day Challenges. August’s challenge is to host a “Break the Rules” session.

We aim to support our colleagues and patients to have positive experiences. However, sometimes we inadvertently create processes or policies that have unintended impact on the people in our care. To view the existing systems through a new lens, for August {insert your timeframe if different} we will encourage nurses and midwives, as well as our wider team colleagues across our Trust to answer this question:

If you could break, challenge or change rules in service of a better experience or outcome for patients and staff, what would they be?

The suggestions we receive will be used to improve care across our organisation {insert other words if needed}

{Insert how here}

To find about more, or to get involved please email {insert name and email address}

Kind regards

{insert names}

B. Poster

Are you ready to
break the rules?

The **AUGUST** challenge
for the Transforming Perceptions of
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Hold a
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Give yourselves
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It is about
PUSHING
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MOBILISING
OTHERS
AND MAKING
CHANGE
happen more

&

Everyone having



For more information:

B. Ice breaker

My proudest moment

I joined the profession because....

The leader who has inspired me the most

My superpower is....

What I love most about being a nurse or midwife

A challenge I faced as a nurse or midwife

B: Breaking the Rules

1

Habits or Myths

2

**Internal processes
e.g.
Administrative**

3

**External
processes e.g.
Regulations¹⁰**

B: Giving permission

Permission to



Permission to



Permission to



Permission to



Permission to




Permission to



Permission to



Permission to



Permission to



B: Action Plan

Activity	Action	By whom	By when
Breaking the Rules			
Giving Permission			
Sharing your session			

Section C:

Slide by slide facilitation guide for a “breaking the rules” session







Our starting point

- On your tables are some “introductions dice”
- Each person should introduce themselves to others on the table, roll the dice and answer the question they get from the dice
- Time: 5 minutes in total

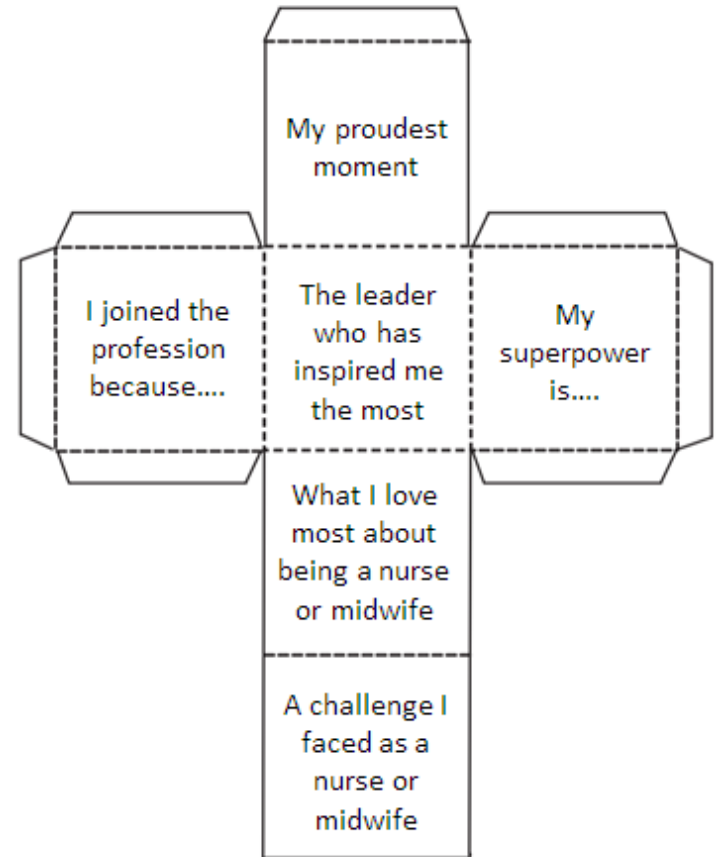
C: The Ice Breaker

This ice breaker will:

- Kick start your session
- Create a break from regular work
- Break down any existing barriers
- Encourage interactions that wouldn't usually take place

To play:

- Create the dice ahead of the session (one per group of 5)



Activity: Ask individuals on each table to role the dice and answer the question that they get.

5 mins

Transforming PERCEPTIONS of NURSING and MIDWIFERY



JUNE 2018	JULY	AUGUST	SEPTEMBER	OCTOBER
<p>Sign up to the TWELVE 30 DAY CHALLENGES & become an Ambassador</p>	<p>Write a blog to celebrate achievements and innovation in nursing and midwifery</p> <p><i>SHOWING YOUR PRIDE IN THE PROFESSIONS</i></p>	<p>Run a "BREAKING the RULES" meeting to promote Positive perceptions for nursing and midwifery</p> <p><i>GIVE EVERYONE A VOICE</i></p>	<p>Add your title and qualification to your email signature and social media bio</p> <p>#hello my name is...</p>	<p>Celebrate the diversity of people who are nurses and midwives</p> <p><i>valuing Diversity</i></p>
NOVEMBER	DECEMBER	JANUARY 2019	FEBRUARY	MARCH
<p>The senior nurse and midwife challenge: Conversations with every nursing & midwifery team</p> <p><i>INSPIRING & SUPPORTIVE LEADERSHIP</i></p>	<p>Mentor a junior colleague or student or reverse-mentor a senior nurse or midwife</p> <p><i>TALENT PIPELINE</i></p>	<p>Give a talk to young people about what extraordinary careers NURSING & MIDWIFERY are</p> <p><i>An EXTRAORDINARY CAREER for YOUNG PEOPLE</i></p>	<p>Run a "great ideas" challenge for tackling unwarranted variation</p> <p><i>INVESTING -in- INNOVATION</i></p>	<p>Run a local randomised Coffee trial across health and care</p> <p><i>UNITING across BOUNDARIES</i></p>
APRIL	MAY	JUNE	<p>30 DAY <i>challenges</i></p>	
<p>Arrange a meeting with your MP</p> <p><i>SHOWING YOUR PRIDE IN THE PROFESSIONS</i></p>	<p>Share the story of nursing & midwifery for your organisation to celebrate the professions</p> <p><i>CONNECTING YOUR WITH VALUES</i></p>	<p>Reflect on your ten <u>30 day challenges</u> as part of your REVALIDATION</p>		


#FutureNursing #FutureMidwifery







Sign up: bit.do/futurenursing

C: Setting the scene

This slide is to give an update on the background of the 30 Day Challenges:

- Programme launches by Professor Jane Cummings, Chief Nursing Officer for England in March 2017
- Ideas Channel was open for six weeks from December 2017 – it generated 250 ideas from 25,000 interactions
- 10 Building Blocks and 10 Enemies were developed from looking at what the ideas were telling us
- 30 Day Challenges were developed to respond to these findings and to build positive perceptions of the professions.

Transforming PERCEPTIONS of NURSING and MIDWIFERY 

JUNE 2018 Sign up to the TWELVE 30 DAY CHALLENGES & become an Ambassador 	JULY Write a blog to celebrate achievements and innovation in nursing and midwifery SHOWING YOUR PRIDE IN THE PROFESSIONS 	AUGUST Run a "BREAKING THE RULES" meeting to promote positive perceptions for nursing and midwifery GIVE EVERYONE A VOICE 	SEPTEMBER Add your title and qualification to your email signature and social media bio #hello my name is... 	OCTOBER Celebrate the diversity of people who are nurses and midwives valuing Diversity 
NOVEMBER The senior nurse and Midwife challenge: Conversations with every nursing & midwifery team INSPIRING & SUPPORTIVE LEADERSHIP 	DECEMBER Mentor a junior colleague or student or reverse-mentor a senior nurse or midwife TALENT PIPELINE 	JANUARY 2019 Give a talk to young people about what extraordinary careers NURSING & MIDWIFERY are AN EXTRAORDINARY CAREER for YOUNG PEOPLE 	FEBRUARY Run a "great ideas" challenge for tackling unwarranted variation INVESTING IN INNOVATION 	MARCH Run a local randomised coffee trial across health and care UNITING across BOUNDARIES 
APRIL Arrange a meeting with your MP SHOWING YOUR PRIDE IN THE PROFESSIONS 	MAY Share the story of nursing & midwifery for your organisation to celebrate the professions CONNECTING YOUR WITH VALUES 	JUNE Reflect on your ten 30 day challenges as part of your REVALIDATION 		

#FutureNursing #FutureMidwifery

Activity:

encourage all participants to become ambassadors and sign up to the 30 Day challenges

Honestly.....
go ahead



Do we really
have permission?



C: Setting the scene

This slide describes issues with permission that people often experience.

Too often staff feel unable to take the initiative and start even small improvements without filling in forms or asking for a decision from someone often more senior than them.

This is sometimes real, and sometimes a perception. When it is a perception, it is real to that individual, sometimes from historic relationships rather than the current environment.

Frontline NHS staff keep telling us that they don't feel able to make even small improvements in their services because "they haven't got permission"



Activity:

you may want to ask the group to share their experiences, which may be positive or negative

5 mins

Two kinds of people at work

The Compliant



- **Feel disconnected from purpose**
- **Controlled & coordinated through performance management and standardised procedures**
- **Hold back**
- **Resist change**
- **Work to a role specification**

Two kinds of people at work

The Contributor



- Feel connected to a higher purpose
- Direction set through shared goals & values (“magnetic north”)
- Collaborate
- Embrace change
- Work to who they are

The Compliant



- **Feel disconnected from purpose**
- **Controlled & coordinated through performance management and standardised procedures**
- **Hold back**
- **Resist change**
- **Work to a role specification**

Two kinds of people at work

The Contributor



- Feel connected to a higher purpose
- Direction set through shared goals & values (“magnetic north”)
- Collaborate
- Embrace change
- Work to who they are

The Compliant

- Gallup global research:**
- **Only 13% of the workforce are engaged (*Contributors*)**
 - ***Contributors* create six times the value to an organisation compared to the *compliant***

<http://www.gallup.com/poll/165269/worldwide-employees-engaged-work.aspx>

Adapted from The Emotional Economy <http://emotionaleconomy.com.au/papers-articles/why-the-winners-in-business-are-taking-the-time-to-build-a-positive-kind-social-culture/>

C: Two kinds of people at work

This slide is to start to get the group thinking about the two kinds of people at work.

The Compliant will appear first for the presentation and reflects a negative environment for change.

The Contributor will appear on the second click and reflects a different way of thinking that empowers colleagues and is inclusive of diverse views.

The next slide gives you a **Gallup Survey** quote.

Two kinds of people at work

The Contributor



- Feel connected to a higher purpose
- Direction set through shared goals & values (“magnetic north”)
- Collaborate
- Embrace change
- Work to who they are

The Compliant



- Feel disconnected from purpose
- Controlled & coordinated through performance management and standardised procedures
- Hold back
- Resist change
- Work to a role specification

Adapted from The Emotional Economy <http://emotionaleconomy.com.au/papers-articles/why-the-winners-in-business-are-taking-the-time-to-build-a-positive-kind-social-culture/>

Activity: you may want to ask the group to share experiences of working with (or for) both these types of people
5 mins

BREAK THE RULES

- What 'rules' get in the way and stop us being contributors?
- What 'rules' are barriers to us commissioning/supporting/delivering great care to every patient and citizen?
- What 'rules' would you like to break?

C: Break the rules: Slide 1 of 3

This slide starts to get the group into **thinking** about some of the things that get in the way of us being a contributor.

Here are some examples:

- Calling student nurses ‘the student’
- Not being allowed to have a bottle of water on the ward
- Only band 7 and above can use lifts
- Duplication of paperwork
- Flexibility of break times
- Planning off duty only a few weeks ahead

BREAK THE RULES

- What ‘rules’ get in the way and stop us being contributors?
- What ‘rules’ are barriers to us commissioning/supporting/delivering great care to every patient and citizen?
- What ‘rules’ would you like to break?

Activity:
on the next slide

BREAK THE RULES

If you could break, challenge or change any rules in service of a better experience and/or outcome for patients, population or staff, what would they be?

Discuss as a table and write each idea on a post it note

Time available: 20 minutes

C Break the rules: slide 2 of 3

This slide is to get the group **taking action**. Working as small groups of 4 to 5 ask the participants should start sharing the rules that they would like to break, challenge or change if they could. They can come up with as many as they like.

It's important that the ideas generated are written clearly on individual sticky notes.

You may want to use different colours for **break**, **challenge** and **change** rules.

BREAK THE RULES

If you could break, challenge or change any rules in service of a better experience and/or outcome for patients, population or staff, what would they be?

Discuss as a table and write each idea on a post it note

Time available: 20 minutes

Activity:

discuss as a table what rules the group would break, challenge or change if the could. Write ideas on a post-it.

20 mins

BREAK THE RULES

Kinds of rules:

1. Habits or myths that are perceived to be rules but might not be
2. Administrative rules or policies that your organisation has the power to change
3. Rules that are in place due to regulations or policies beyond the control of the organisation

Source: The IHI

C: Break the rules: slide 3 of 3

BREAK THE RULES

This slide is to set out the three kinds of rules that often appear to get in the way of giving great care:

1. Habit and myths

Often long held views, passed down from people who have since left the organisation

2. Administrative rules

Internal organisational policies and procedures

3. Regulations beyond the control of the organisation

Rules that require national input, influence or action to change

Kinds of rules:

1. Habits or myths that are perceived to be rules but might not be
2. Administrative rules or policies that CCG leaders have the power to change
3. Rules that are in place due to regulations or policies beyond the control of the organisation

Source: The IHI

Activity:

using the large poster (slide 8) agree together and place the post-its in the column that it best fits. See example slide

15 mins



Habits or Myths

**Internal processes
e.g. Administrative**

**External processes
e.g. Regulations**



“The action of officially allowing someone to do a particular thing; consent or authorisation”

C: Giving permission: slide 1 of 3

This slide is for you to start switching the 'can't do' to a 'can do' mind-set.

At this point you will make the declaration that you will start moving towards giving permission to yourselves individually, as well as your teams.



“the action of officially allowing someone to do a particular thing; consent or authorisation”

Activity: two slides ahead

C: Giving permission: slide 2 of 3

This slide gives some examples of what permissions you may like to take as a group.



Activity: on next slide

C: Giving permission: slide 3 of 3

This slide is for the group to **take action** and start coming up with 6 – 9 permissions that you want to agree to as a group

What “permissions” do we want granted to enable us to offer a better experience or outcome for patients and staff ?

Time available:
6 minutes



Activity: agree together the permissions that you want to work with together going forward
6 mins

C: Action Plan

This slide is a visual of the action planner. It is to ensure you leave the session with clarity on your next steps are and who will do what by when.

Activity: list the key activities in the different tasks from today's session and agree together what needs doing now to make this happen

Activity	Action	By whom	By when
Breaking the Rules 1. Insert rules to break	Add here what you will now to make this happen e.g who will you share this with? How will you share it	who will take the lead	When will this be done by
	2. Insert rules to challenge	who will take the lead	When will this be done by
	3. Insert rules to change	who will take the lead	When will this be done by
Giving Permission	Add here what you will now to make this happen e.g who will you share this with? How will you share it	who will take the lead	When will this be done by
Sharing your session	How will you share the outputs from your session across your organisations to include others	who will take the lead	When will this be done by

To ACT with AUTHORITY

To be ONE team

To VALUE ALL Contributions

To be OPEN and HONEST

To be OURSELVES

To be

SOCIAL

To ACT with AUTHORITY

- Clear outcomes to work to
- accountability
- process that allows contributions

To be ONE team

- all aligned to outcomes
- use diversity of views
- Value + seek contribution

To VALUE ALL

Contributions

- use expertise wisely
- being innovative
- open to new ideas

To be OPEN and HONEST

- OK to challenge
- speak our mind without consequence
- Permission not to know

To be OURSELVES

- share emotional response
- permission to laugh
- permission to be different

To be SOCIAL

- OK to have lunch!
- Not tied to 1 base
- Work flexibly

To ACT with AUTHORITY

- Clear outcomes to work to
- accountability
- process that allows contributions

To be ONE team

- all aligned to outcomes
- use diversity of views
- Value + seek contribution

To VALUE ALL Contributions

- Use expertise wisely
- being innovative
- open to new ideas

X Need to seek authority when I have accountability

X Not seen as 1 system

X People not listening

X less process/bureaucracy

X Rules/~~£~~ based

X Disconnection of senior team

X meeting for meetings sake

X less papers

X Right to fail

To be OPEN and HONEST

- OK to challenge
- Speak our mind without consequence
- Permission not to know

To be OURSELVES

- share emotional response
- permission to laugh
- permission to be different

To be SOCIAL

- OK to have lunch!
- Not tied to 1 base
- Work flexibly

X Unwritten rules

X outputs not hours

X no flexibility in work patterns/locations styles

X Directorates not projects

X no confidence, ownership or control

X no time...

X Information governance + sharing not clear

C: Thank you

This slide has some examples of 'thank you' images that you may like to use for your personalised slide deck if you don't have one already:



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you thank you thank you thank you thank you thank you thank you thank y



@gapingvoid

E: Resources

The following may be useful resources if you would like to read more about Breaking the Rules:

IHI “Breaking the Rules” resources guide

<http://www.ihl.org/Engage/collaboratives/LeadershipAlliance/Documents/Breaking-Rules-Better-Care-Resource-Guide.pdf>

Koen Smets “The rules illusion”

<https://medium.com/new-organizational-insights/the-rule-illusion-c692fb007fff>

The emotional economy

<http://emotionaleconomy.com.au/papers-articles/why-the-winners-in-business-are-taking-the-time-to-build-a-positive-kind-social-culture/>