

A note on this workshop

This workshop or session can be quite demanding to run – but we’ve laid out the steps here to follow. If you do it with colleagues, explain that you want to enter into this in a spirit of discovery (!) – And it’s simply been designed to help everybody involved think more about the challenge in question.

If you don’t feel able to, or don’t have an opportunity to do something like this – remember, you can do something in a working session with a couple of colleagues for an hour or so – you can still try the process out.

Good luck!

The workshop should be structured in 3 sections:

- 1) Explore the challenge from 4 different points of view, putting yourself in their shoes regardless of your own role.
- 2) Discuss the tensions created from each point of view.
- 3) Debate what the impact will be on you as individuals, a team, department or service, including what the implications are for leadership.

Patients	Healthcare professional (what if it’s not a clinical area? Might be better to make this “Clinicians or other professionals”, or just ‘professionals’.
Managers (‘Managers’ might be more consistent?)	Finance

The challenge

Ok, so you have the overall structure, let’s run through each section in detail.

- 1) Set up a flip chart as above, with the challenge you’ve chosen in the centre and the perspectives in the corners.
 - a. Open the discussion by explaining what this challenge is and finding out what it means to them as individuals.
 - b. Next, ask the question, what would be the patients (or the clinicians, etc.) view of this challenge? Repeat for each perspective.
 - c. Next, explore with the group, what would excite and concern each group about this particular challenge.
 - d. Finally, ask the group what would be the implications of this challenge on these groups and how might they gain/benefit from addressing it?

- 2) Get a fresh flip chart and get the group to reflect on what tensions are created by those different perspectives.
- 3)
 - a. Collectively make a list of all the tensions created between what different stakeholders want. For example – if clinicians want more freedom to develop step change solutions and the organisation wants to make sure it is making the best use of clinical resources to support patients, how does the organisation allow them freedom whilst still delivering the required service?
 - b. Start your discussion on tensions by listing as many as you can, after you have done this, discuss whether you can combine any of these into a shorter list of big themes.
- 4) Now you have your list of big tensions this challenge creates, you can move into discussing the impact it will have on you and your team/service.
 - a. Key questions for discussion with the group in relation to this challenge:
 - i. What am I going to have to do differently in my role?
 - ii. How am I going to have to adapt to changing circumstances?
 - iii. What is going to stay the same about what I do?
 - iv. In what ways does each of us need to show leadership in order to meet this challenge?

Remember to keep an open mind to all responses. Your team will no doubt be full of ideas and you want to harness their enthusiasm so you can all feel excited about the future. Challenges and changes have been faced before and met with a great response from clinicians and non-clinicians alike, all which have driven us towards our great health service today.

Conclusion – Individual work

When you've gone through this activity, we want you to come back to this page and share whatever you've discovered through the exercise on the discussion forum. This will give you a chance to share your ideas with other participants and also see what they've been discussing.

Hints and tips for a successful workshop

Think this would be best done as an animation, with graphics picking up on the individual points and illustrating them.

Now you know what you've been asked to do. Let's cover some hints and tips of what you could do before, during and after the workshop to make it a success. You might never have done anything like this before and it could seem quite daunting at first.

Before the workshop

What should you bear in mind before the workshop?

- Make it clear why you want people there. This workshop is designed to help you all think about the future of healthcare and what role you can all take in shaping it.
- If you prefer you could chunk up the activity and do it in 3 parts over a number of meetings.

- Why not run this workshop with another colleague? You could even find another participant from the programme and bring both your teams together.
- Have you been to a workshop run by a colleague, where you were really impressed by how they handled it, why not speak to them to get some ideas?
- Who is going to be in the room? What are their roles? From working with them, how are they feeling about the future? You could have one to one conversations beforehand to introduce what you are going to do and discuss anything they expect or are concerned about in advance.

During the workshop

Now, what about during the workshop? As we've pointed out, this is a little different from your usual meetings, here are some things to keep in mind:

- Make it clear what you want at the beginning – set an agenda and some group expectations, for example: confidentiality, mutual respect for ideas (Ask the group what they would like to feel comfortable). You want to create an environment where people want to share their ideas. Make it clear where what you discuss will be shared (on the learning portal, as overall themes) and that you'll feedback from what you've seen happen in other participant's teams.
- Silence is ok! Your role in this workshop is to help the group come up with ideas. You might start off with lots coming out and then everyone gets a bit stuck. Relax and give them time to think. If everyone seems really stumped, why not summarise all the things you've captured already, this may spark some new thinking.
- People are busy! As no doubt you are as well. Bear that in mind, this workshop is a great opportunity to reflect away from the day to day. However your commitment to patients or colleagues may get in the way, so be flexible.
- Thinking about how you might have to adapt to the future is personal, even if you know each other really well. Keep this in mind, you may want to ask people to write down their thoughts on a post-it to stick up on a chart, rather than share with everyone.
- You aren't looking for the right answer! Everyone's in a unique situation and their view might be different from yours, that's ok.
- Reflect back what you've heard as a question. For example, you might say "I think I heard you say x, y and z, does that summarise what you think?" This will make people feel heard.
- People might be having a tough time, or feel a bit negative about the future. The challenges are tricky. Try and flip the question around to get ideas flowing. For example, someone might say "we could never afford that", say, "what if we had no money constraints?"

After the workshop

- Follow up with people. After you've been on the discussion board to share your group's ideas, read what others have done and share with the team.

- Ask for some feedback from individuals, how did they find the experience? What did they think you did well? What could you do more of next time?
- Talk to a trusted colleague about how you found running the workshop and what you've had to think about for the future.

Prompt Questions for different stakeholders:

These are some prompt questions to ask the group from different perspectives.

Patients

- How will this impact on the care I receive in the future?
- Will it mean I have to wait more or less time?

Healthcare professionals

- Am I going to be able to make better informed decisions?
- Does this mean I'll be able to get more of the resources I need and improve patient and/or service outcomes?

Managers

- How are we going to be organised in the future to address this challenge?
- How are people going to have to work differently across organisations?
- How will being organised like this help our patients?

Finance

- What is this going to cost us?
- How are budgets going to be organised in the future?
- How can we deliver savings and still improve services?