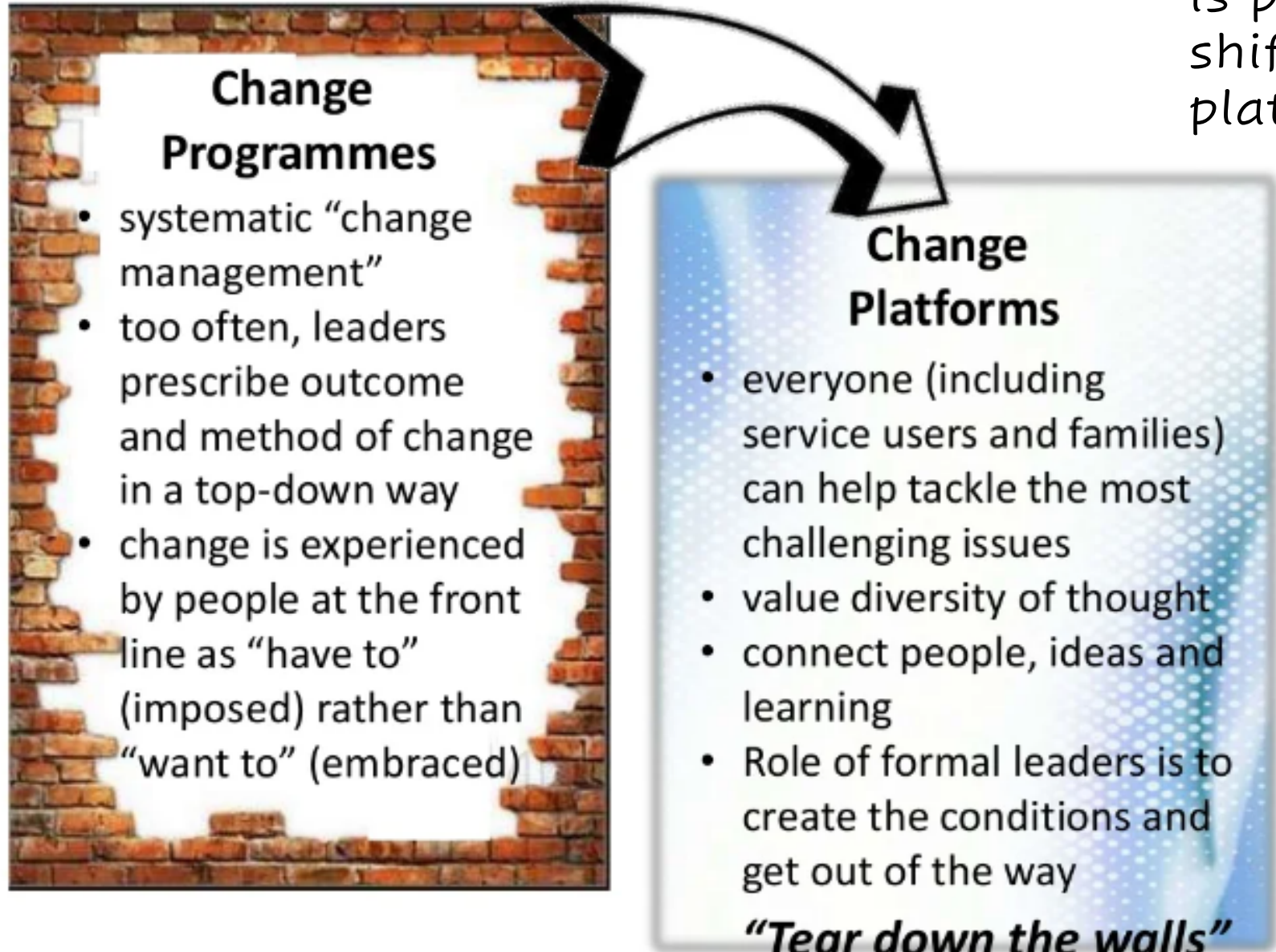




**Hilary Baker**, National Institute for Health and Care Excellence, England, with a commentary by **Helen Bevan**

# The world of change is changing

Crowdsourcing is part of the shift to change platforms



## Change Programmes

- systematic “change management”
- too often, leaders prescribe outcome and method of change in a top-down way
- change is experienced by people at the front line as “have to” (imposed) rather than “want to” (embraced)

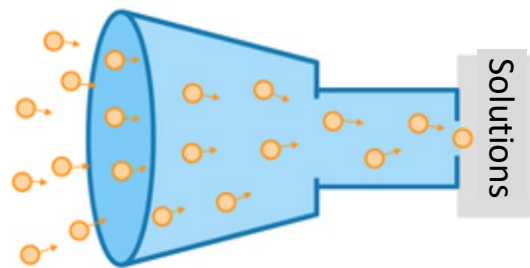
## Change Platforms

- everyone (including service users and families) can help tackle the most challenging issues
- value diversity of thought
- connect people, ideas and learning
- Role of formal leaders is to create the conditions and get out of the way

***“Tear down the walls”***

# Crowdsourcing

The practice of obtaining ideas, solutions or content by getting contributions from a large group of people online

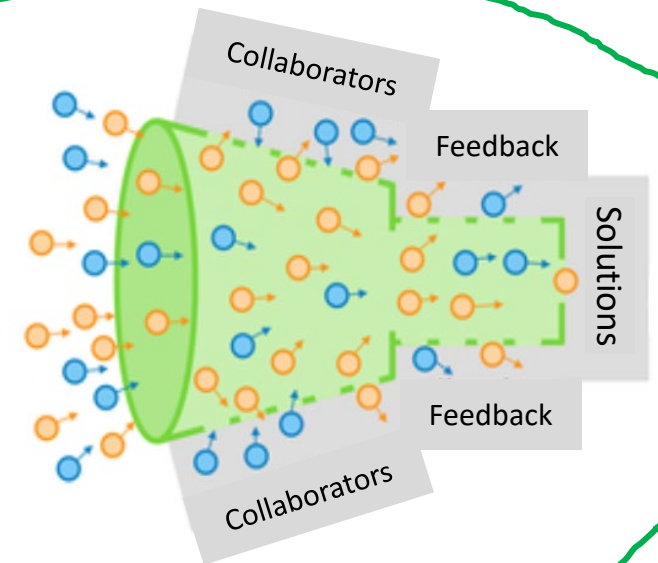


Small, closed group of "experts"

Typical innovation funnel

VERSUS

The wisdom and experience of many



Crowdsourced innovation funnel

# When would you use crowdsourcing?

When:

- you want to get lots of ideas or hear about a lot of experiences
- You seek divergent thinking, not convergent
- You want to get lots of people engaged in change
- You are confident that leaders will follow things up

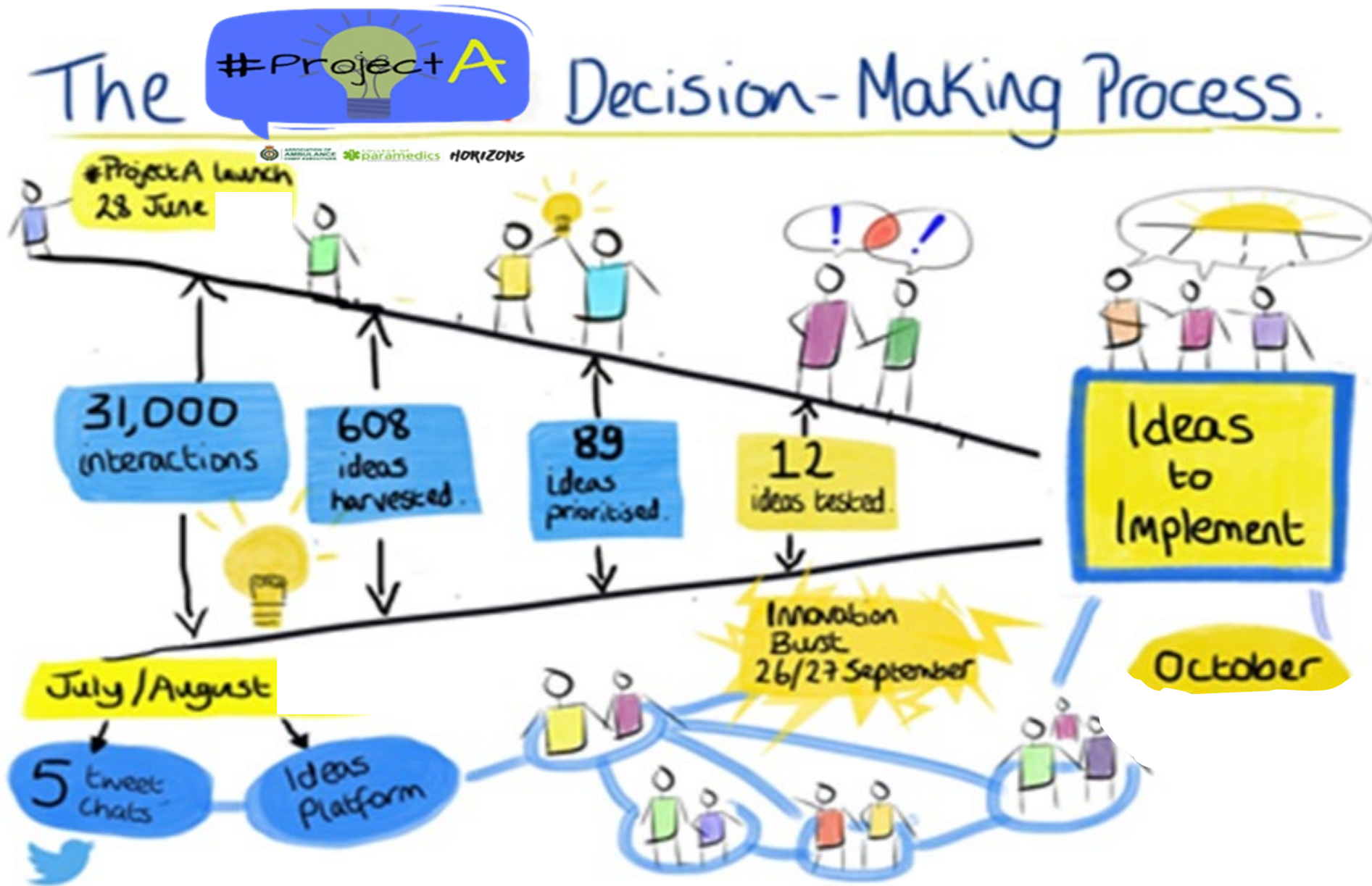


# When not?

When:

- You need to move quickly
- You want to work with a smaller group
- The knowledge is already available and you need to take things to the next stage rather than opening them up

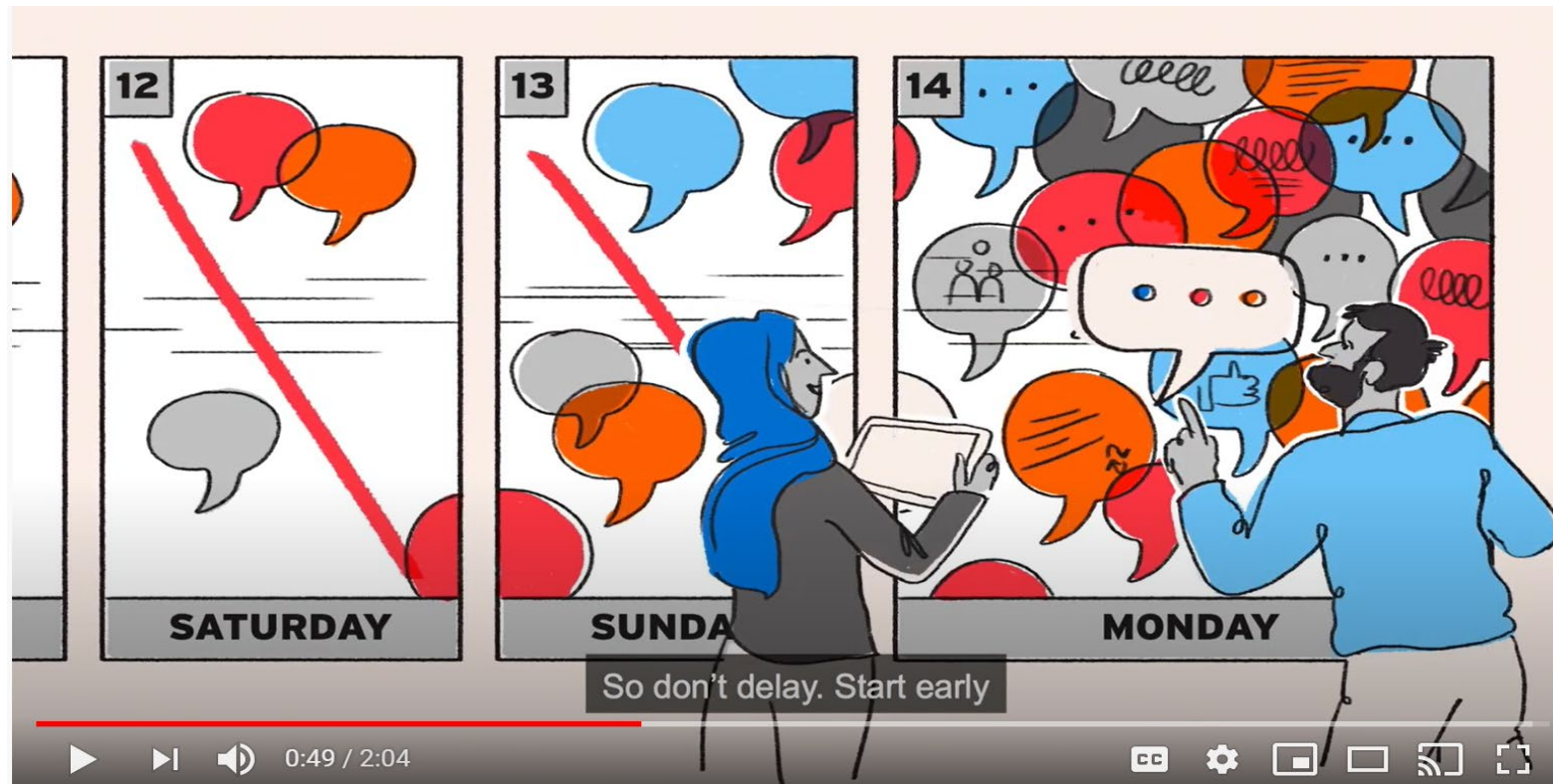
# Typical crowdsourcing process #ProjectA



# A crowdsourcing animation

<https://www.youtube.com/watch?v=YKWIfMrV9>

2c



Let your project find strength in numbers... with crowdsourcing!

# The five stages of crowdsourcing in health and care



## 1. Make strategic decisions

Work through the problems you are seeking to solve. Are there other less intensive and resource heavy methods for getting the desired outcomes?

## 2. Create the conditions

So people to feel safe and confident to get actively engaged and say what they think takes time and planning

## 3. Get prepared

Build the crowdsourcing platform, create the challenges that you want people to respond to in co-production, identify roles & plan for engagement

## 4. Engage and deliver

Go live with the crowdsourcing platform, build the community every day, engage people to get involved and apply active community management

## 5. Follow up & follow through

Acknowledge all contributions, theme and prioritise the ideas, demonstrate that the ideas have led to action, feed back to the community

So how did we get here?



**NICE** National Institute for  
Health and Care Excellence



# NICE is a world -class organisation, but the world is changing. We need to transform with it



# Our principles for transformation

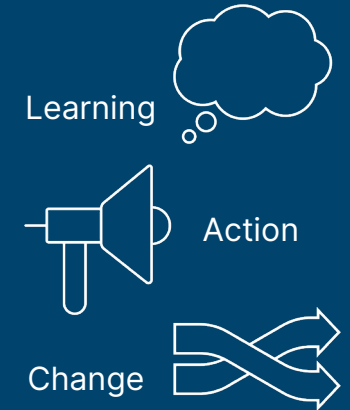
1

People own what they help create



2

Real change takes place in real work



3

The people who do the work do the change



4

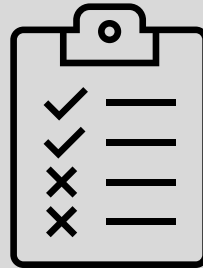
Connect the system to more of itself



# How we started the transformation journey

1

NICE ambition tested internally and externally



2

3 questions asked so people could connect with the ambition



3

“Randomised *fika* trials” for staff to discuss the questions



4

4 crowdsourcing challenges identified



**The need most commonly expressed was for autonomy and control**

## Autonomy

The need to have control over one's work life, and to be able to act consistently with one's values

## Belonging

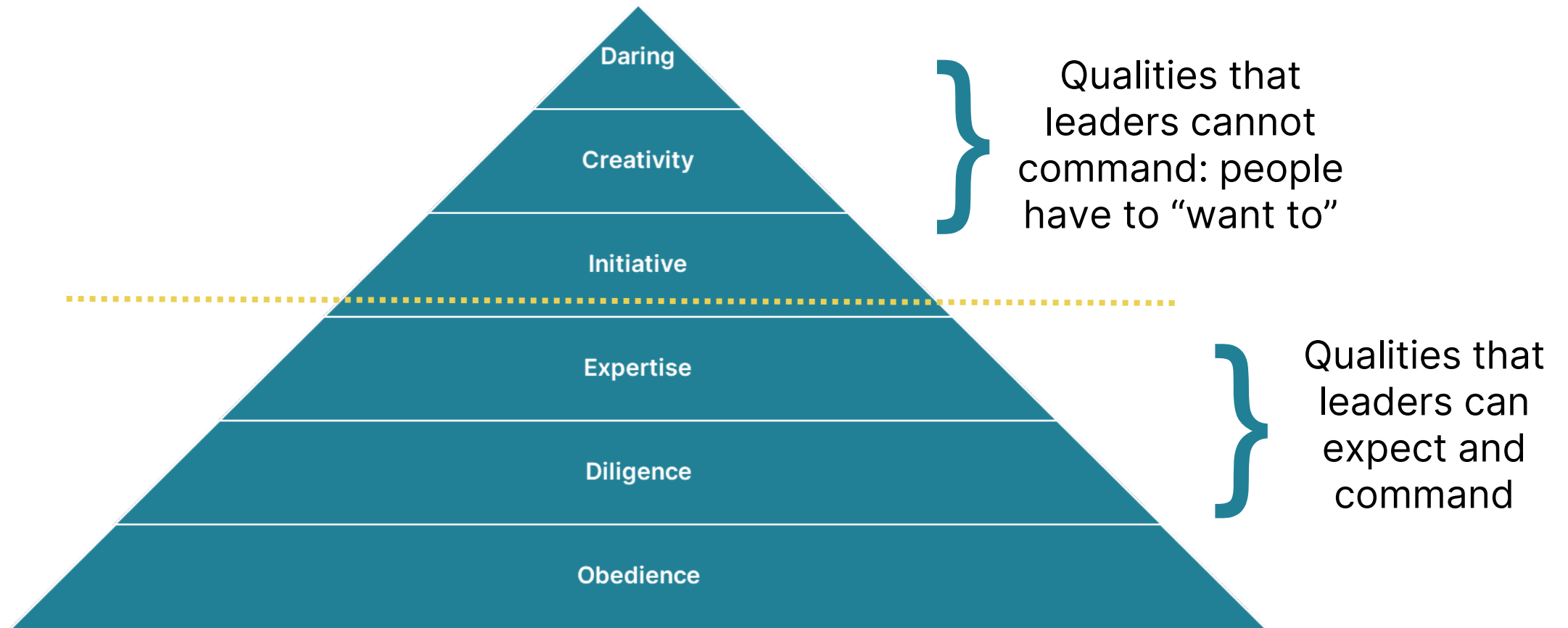
The need to be connected to, cared for by, and caring of colleagues, and to feel valued, respected and supported

## Contribution

The need to experience effectiveness in work and deliver valued outcomes

People wanted to move further up “*capabilities*”

*the hierarchy of*



Source of model: Gary Hamel, Michele Zanini (2020) *Humanocracy: creating organisations as amazing as the people inside them*

# Our approach

- Project team, supported by an expert adviser
- Influence
  - Top down – executive team
  - Middle out – staff networks and champions
  - Bottom up - community managers
- Diverse involvement
- Communication, communication, communication
- Codesign and empowerment

# The platform:

Our crowdsourcing platform - Fulfilling our future ambitions - YouTube

# Crowdsourcing results

- 82% of staff participated
- 325 ideas generated
- 2745 comments received
- 10,932 votes submitted
- 21 active and engaged community managers
- 90% of ideas being taken forward





# Idea categories

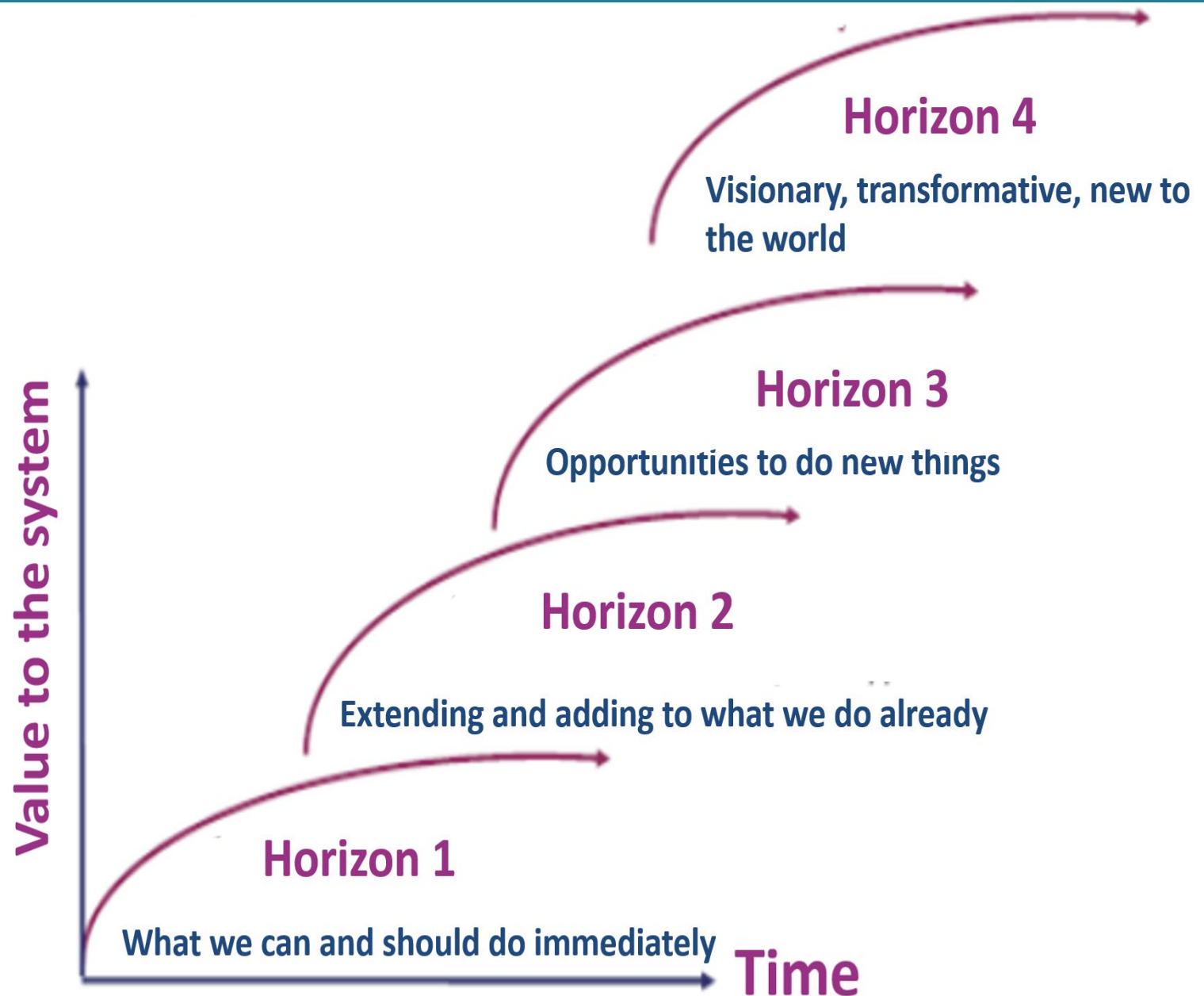
Evaluation of ideas to incrementally take us from now, to delivering the ambitions for NICE in the future.

**Horizon 1** – quick wins

**Horizon 2 & 3** – included in business plans

**Horizon 4** – innovative ideas for testing

**NICE**



# Quick wins directory:

[Crowdsourcing quick wins directory \(nice.org.uk\)](http://nice.org.uk)

# Key lessons learned

1

Trust and transparency is key



2

Adapt approach – academic and neurodiverse workforce



3

Include in corporate and strategic plans



4

Make time and resource available



So where are we  
now?

**NICE** National Institute for  
Health and Care Excellence

