



Communities4Change Wales: Blueprint

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1 Purpose

1.1 Context

Collaborative, multi-and inter-sectoral approaches are regarded as beneficial for improving population health and reducing health inequities as strengths, skills and knowledge is combined to work towards a shared goal. The nature of public health issues are complex and involve a variety of different structures and systems. Multisectoral work aims to 'disentangle' these complex public health issues by bringing together and giving a voice to individuals from different backgrounds who might be able to offer new perspectives.

1.2 What is Communities4Change Wales?

'Temporary organisations (groups) which bring together individuals from multiple agencies with a common goal to enable and accelerate change to improve health and health equity'

1.3 Why do we need Communities4Change Wales?

The COVID-19 pandemic has exacerbated pre-existing inequalities in the determinants of health in Wales and there is now a firm commitment from Welsh Government to build back better. This will require greater collaborative working across all sectors to address a range of complex public health issues. The Communities4Change Wales approach was developed to facilitate cross sector working using a facilitated time-limited process to achieve an agreed goal(s).

1.4 Key principles

• Goal orientated and time-limited	• Voluntary collection of people acting without direct authority
• Intentional cross sectoral collaborative efforts to affect change	• Aligned with a public health strategic priority and operate at tactical or operational level
• Focus on population health gain rather than individual health	• Focus on changes in processes or behaviours within organisations, not structural (large scale) changes
• Focus on developing and delivering solutions from agreed priorities	• Facilitated by non-expert facilitators using evidence informed tools / frameworks
• Rely on distributed leadership to achieve required change	• Defining and assessing impact is a key requirement

1.5 Public Health Network Cymru's role

- The network team will support the facilitation of the process with nominated leaders and co-opt expertise when required.

2 Essential components for Communities4Change Wales approach

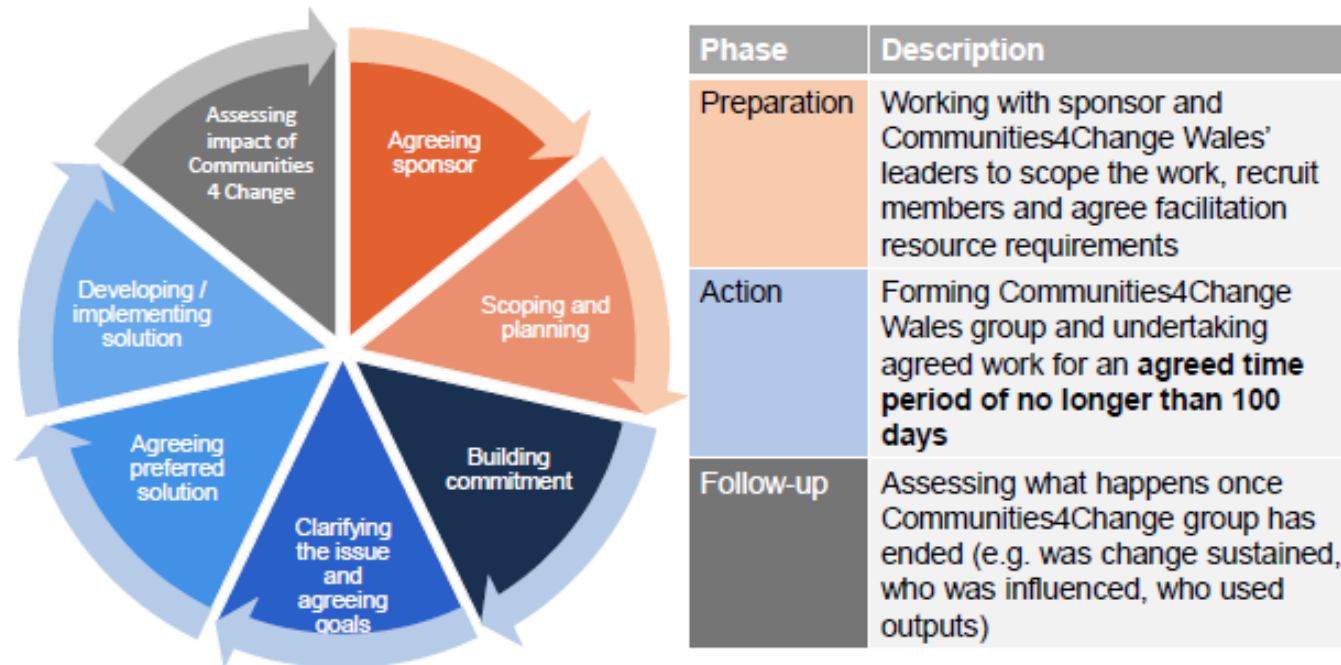


Condition/feature	Description
Sponsorship	Each Communities4Change Wales group should have a nominated sponsor or sponsor group. The sponsoring group should be a strategic leadership group who set the direction for the community and identify potential leaders.
Time-limited communities	The group come together for a pre-defined period to deliver on a mutually agreed goal(s). The life of the community should be no longer than 100 days to maintain focus and action.
Facilitated process	The Communities4Change Wales leaders should be supported by a non-expert facilitator to guide them through the change process and provide advice on tools which could be used in the group sessions. Depending on the nature of the change, coaching support may also be provided to the leaders.
Impact focus	During the formation stages of the Communities4Change Wales SMART goals and success factors should be mutually agreed between the members and the Sponsor. Success factors should focus on impact 'i.e. what will have changed as a result of the Communities4Change Wales?'
Insight driven	During the scoping and planning in the first Communities4Change Wales meeting, emphasis should be given to understanding the issue and defining the change required. Insights should be drawn from published sources, expert knowledge and members' collective insights and intelligence. It would be expected that insight gathering will be important throughout the action phase of the Communities4Change Wales lifecycle.
Adaptive and distributed leadership	Adaptive leadership requires leaders to focus on making sure all the members feel heard, valued and respected. Adaptive leadership is about distributing power and responsibility as well as the leader 'nursing'/nurturing ideas rather than dictating the direction of the community. In the Communities4Change Wales, leadership should also be distributed so that members representing different sectors take ownership and receive buy in from their organisations in developing the solutions and delivering impact.
Cross-collaboration	The Communities4Change Wales should be a highly collaborative multi-sectorial group where the skills and knowledge of each member of the group are acknowledged and a collective mindset for change is developed over time.
Iterative development of solutions	Dependent on the purpose and goal(s) of the Communities4Change Wales, there may not be a pre-defined solution. The Communities4Change Wales would be expected to develop, test and refine solutions during the action phase.
End user involvement	Consideration should be given to whom the change will affect and to give those individuals / populations a voice during the action phase.

These components were identified through a search of the grey literature and discussions with subject experts¹.

3 Communities4Change Wales Life cycle

- Communities4Change Wales follows a process with three distinct phases. The preparation phase is important and will allow the facilitator(s) and identified leader(s) of the community to establish rapport and agree on the specific form the community will take to deliver on the requirement outlined by the sponsoring group.



4 How to...

Agreeing sponsor



Purpose

To identify a sponsor for the Communities4Change Wales group, agree governance arrangements and develop an SBAR for Communities4Change Wales group leader(s)

Who does it involve

Facilitator, WDoH Unit lead, sponsor or sponsoring group

When

Community4Change Wales preparation phase

What does good look like

- Sponsor identified and engaged with Communities4Change Wales approach as a way of delivering impact
- Sponsor can clearly articulate area of focus for Communities4Change Wales group and why it is important to accelerate action in this area
- Sponsor can identify passionate and informed leaders who would be committed to the Communities4Change Wales approach to deliver impact
- Sponsor has agreed governance arrangements and timescales for Communities4Change Wales group.

Key questions

- Who is the sponsor or sponsoring group?
- What is the sponsor's goal(s) for the Communities4Change Wales group?
- What are the timescales for delivering change?
- What is the mechanism for reporting back to the sponsor?
- Who does the sponsor feel should be represented on the Communities4Change Wales group?
- Who does the sponsor recommend as leader(s) for the Communities4Change Wales group?
- What does success look like for the sponsor / sponsoring group?

Tools

- Situation, Background, Assessment, Recommendations (SBAR template)
- Communities4Change Wales approach briefing and slides

Suggested activities

- Presentation on Communities4Change Wales approach to sponsor
- Complete SBAR and agree governance arrangements

Further reading and resources

[Partnerships; Principles and Practice of Health Promotion: Health Promotion and Intersectoral Working – Health Knowledge](#)

Scoping and planning



Purpose

To undertake scoping and planning with the Communities4Change Wales group leader(s) to define the purpose of the community

Who does it involve

Facilitator(s), Communities4Change Wales group leader(s)

When

Communities4Change Wales preparation phase

What does good look like

- Purpose, proposed goals and exit strategy for Communities4Change Wales group have been articulated by leader(s) and facilitator(s)
- Leaders understand Communities4Change Wales process, facilitation requirements agreed and representation on group agreed.

Key questions

- Given the SBAR from the sponsor, what is the purpose of the Communities4Change Wales group?
- What are the range of organisations that need to be represented in the community?
- How will permission be agreed with the organisation for the member to attend the community and contribute outside of meetings?
- Who are the key influencers in those organisations?
- What contribution is required from members?
- What is the method of communication (e.g. in-person vs. virtual via a digital platform?)
- How many times should the group meet collectively to review progress and learning? What is the exit strategy?
- What type of facilitation or coaching is required and what tools could aid the facilitation?
- What does the leader want to achieve in the first session?

Tools

- Facilitation and coaching requirements checklist
- Member commitment (resources, time, energy)
- Communities4Change Wales approach briefing and slides
- Key influencer mapping

Suggested activities

- Presentation by facilitator and Q&A session with leader(s) on Communities4Change Wales process and requirements
- Facilitator completes checklist
- Brainstorming exercise on Communities4Change Wales members

Further reading and resources

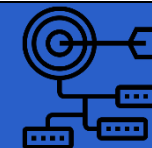
[Improvement Collaboratives in Healthcare – Health Foundation](#)
[Leading Large Scale Change – NHS](#)

Building commitment



Purpose	
To build engagement, release intrinsic motivation and maintain commitment of Communities4Change Wales group' members	
Who does it involve	When
Facilitator(s), Communities4Change Wales leader(s), Communities4Change Wales group members	Communities4Change Wales group action phase
What does good look like	
<ul style="list-style-type: none"> Members have a clear understanding of the process, made a formal commitment to contributing to the process within an agreed timescale and have permission from their organisation to contribute. Adaptive leadership style enabling member engagement and motivation. 	
Key questions	Tools
<ul style="list-style-type: none"> How and when will the Communities4Change Wales approach be communicated to participants? How will the purpose and goals of the group be framed? How will the proposed goals be agreed with the group? What are the group's values? What are group member's hopes and fears for the community? What skills and knowledge does each member bring to the group? How will commitment be maintained during the Communities4Change Wales group challenge period? 	<ul style="list-style-type: none"> Goal mapping (from Q Community) Hopes and fears (from Q Community) Skill swap (from Q Community) Commitment contract
Suggested activities	Further reading and resources
<ul style="list-style-type: none"> Use goal mapping tool to discuss with group how they can achieve the overall goal. During the initial session ask people what their hopes and fears are for the community During the initial session record the different skills and knowledge members bring to the group 	The Facilitator's Toolkit – NHS Creative Approaches to Problem Solving - Q Community

Clarifying the issue and agreeing goals – diagnostics



Purpose

To clarify the issue, identify and address any knowledge gaps. Agree Communities4Change Wales group goals and success factors

Who does it involve

Facilitator(s), Communities4Change Wales leader(s),
Communities4Change Wales members

When

Communities4Change Wales action phase

What does good look like

- Community members have a grasp of the issue and have agreed the proposed goal(s) for the community and what success would look like
- Different perspectives on the issue are discussed and encouraged by the facilitator and leader(s)
- Existing data and insights are considered and knowledge gaps are identified.

Key questions

- What do we already know about the issue or priority?
- What are the factors which cause or contribute to the issue?
- What additional information or insights do we need to know to refine our goal(s) for the group?
- What is already happening to address the issue?
- What would success look like (i.e. how would we know we have made an impact?)
- What has been tried in the past? What has not worked?
- What elements have worked?

Tools

- Framing
- Six Thinking Hats (from Q Community)
- Lateral Thinking Prompts (from Q Community)
- Circles and soup (from Q Community)
- Theory of Change
- Driver Diagram

Suggested activities

- Dependent on problem, facilitator should help leader select appropriate tools for engagement activities

Further reading and resources

[Leading Large Scale Change – NHS](#)
[Creative Approaches to Problem Solving - Q Community](#)

Agreeing preferred solution



Purpose

To generate a range of solutions, identify their benefits and disbenefits and agree preferred solution with Communities4Change Wales group members

Who does it involve

Facilitator(s), Communities4Change Wales group leader(s), Communities4Change Wales group members, sponsor/sponsorship group

When

Communities4Change Wales action phase

What does good look like

- Everyone is comfortable with the solution – 100% agreement across the community is not necessarily achievable/necessary.
- Reaching consensus means no members are blocking the solution but there may be some reservations.

Key questions

- What are the range of solutions for addressing the issue or priority?
- What are the benefits and disbenefits for each solution?
- What are the criteria for deciding a preferred option?
- What are end users views on the range of solutions?
- Do we need to prototype or test an option or is there a clearly defined product(s)?
- What additional resources do we need?
- How will we present the preferred solution (s) to the sponsor / sponsoring group?

Tools

- Lateral Thinking Prompts (from Q Community)
- Minimum Specs (from Q Community)
- Logic Model
- SWOT analysis
- Falling forward
- Stepladder technique
- Nominal group technique
- Consensus Decision Making framework

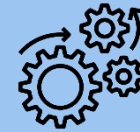
Suggested activities

- Describe solutions and record groups' views on benefits and disbenefits
- Falling forward – why might a solution fail? When developing/discussing solutions, think about why it would not work. What challenges might occur? How would you solve those potential problems?
- Test for agreement; any blocks, stand-asides, reservations or consensus?

Further reading and resources

[Creative Approaches to Problem Solving - Q Community](#)
[Introduction to consensus decision making – Seeds for Change](#)

Developing and / or implementing solution



Purpose

Using an iterative process to develop and / or implement solution

Who does it involve

Facilitator(s), Communities4Change Wales group leader(s),
Communities4Change Wales group members

When

Communities4Change Wales action phase

What does good look like

- Solution is clearly described and members understand their roles in developing or implementing the solution
- Solution has been tested for success and approved or amended where necessary

Key questions

Solution development

- Who is responsible for each task in developing the solution
- If required, how will we prototype, test and refine the solution?
- How will end users be involved in the development of the solution?
- How will leaders maintain momentum and a sense of urgency in developing the solution?
- How will we know the solution works or fulfils its aims and objectives?

Solution implementation

- Who is responsible for each task in implementing a solution?
- Have end users contributed to developing the solution?
- How will we know the solution has been successfully implemented?

Tools

- 30/60/90 day challenge(s)
- PDSA cycle
- Model for Improvement
- End user engagement/involvement – feedback

Suggested activities

- Depending on the goal of the community and nature of the solution, choose appropriate testing and implementation methods

Further reading and resources

[The Quality Improvement Guide: The Improving Quality Together Edition – NHS Wales](#) (PDSA cycles)
[The Quality Improvement Guide – NHS Wales](#)

Assessing impact of Communities4Change Wales



Purpose

Executing exit strategy and evaluating and assessing the outcome and impact of a community

Who does it involve

Facilitator(s), Communities4Change Wales leader(s), Communities4Change Wales members, sponsor/sponsorship group

When

Communities4Change Wales follow-up phase – the duration of the follow-up phase should be agreed during the preparation phase

What does good look like

- Undertaking initial assessment: was goal achieved?
- Undertaking follow up assessment: was the outcome sustained?

Key questions

- What was the outcome at the end of the action phase? What has the community achieved?
- Is the sponsor satisfied?
- Has the sponsor been influenced to affect further system change, make the case for further resources or commission another community?
- Has there been any unintended consequences (both positive and negative) as a result of the Communities4Change Wales group's work?
- Have changes been sustained or has any further work been undertaken during the follow-up phase?

Tools

- Rainbow Framework (to plan evaluation)
- 'Life after the community' assessment

Suggested activities

- Feedback from Communities4Change Wales leader(s) on the structure and process of the community
- Feedback from members in the form of online / telephone survey or a focus group.
- End of community report and briefing to sponsoring group on outcome and impact of the community and next steps (if applicable)
- 'Life after the community' assessment

Further reading and resources

[Evaluation: what to consider. Commonly asked questions about how to approach evaluation of quality improvement in health care – Health Foundation](#)

[The Evaluation Cycle – NHS Evaluation Works](#)

[Rainbow Framework - BetterEvaluation](#)

4.1 Ending the Communities4Change Wales' groups

- End of community report. A report that states what was done and why as well as outcome and solution (or reasons for no outcome/solution).
- Immediate assessment of the Communities4Change Wales by Public Health Network Cymru – was the goal achieved?
- Feedback from members to refine the process and improve future Communities4Change Wales' groups.
- 'Life after the community'. Follow up assessment/evaluation: what happened to the outcome/solution? Was it implemented?

5 Supplementary resources

To support facilitators and leaders during the preparation phase please refer to:

- Communities4Change Wales Facilitation Guide
- Communities4Change Wales Evaluation Guide

6 Reference

1. Heathcote-Elliott, C and Winding, C. Communities4Change Wales – Scope and Development. 2021. Public Health Wales NHS Trust.