

Promoting and assessing value creation in communities and networks



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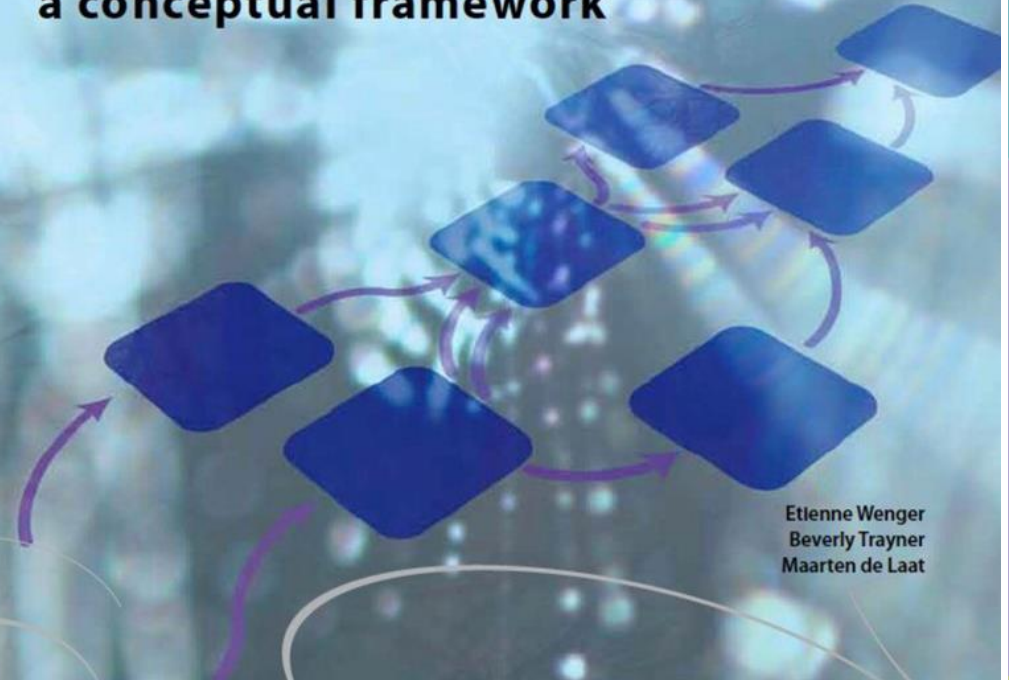


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Recognising Value

In order to appreciate the richness of value created by communities and networks, it is useful to think about it in five cycles

Promoting and assessing value creation in communities and networks: a conceptual framework



Citation

Wenger, E., Trayner, B., and de Laat, M. (2011) Promoting and assessing value creation in communities and networks: a conceptual framework. Rapport 18, Ruud de Moor Centrum, Open University of the Netherlands.

Immediate Value
Activities and Interactions

Potential Value
Knowledge Capital

Applied Value
Changes in Practice

Realised Value
Performance Improvement

Transformative Value
Redefining Success



World Bank report and recommendations

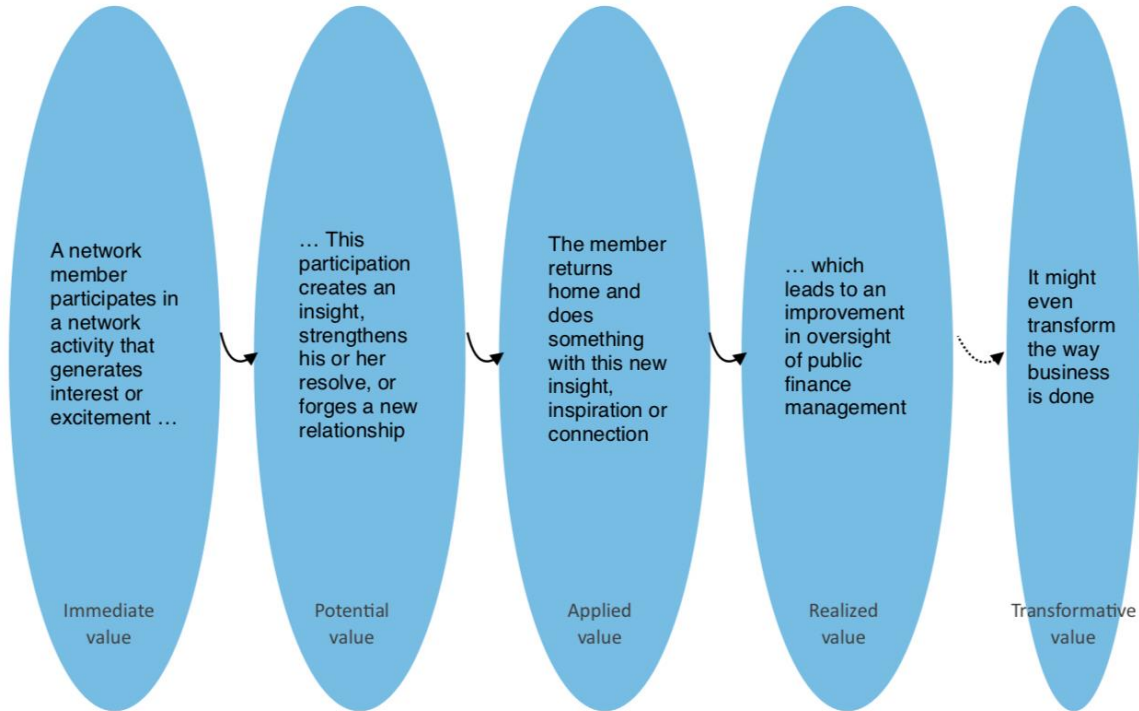
Learning partnerships in the program for capacity building to strengthen good financial governance in Southern and Eastern Africa

2010 - 2014



The framework

The framework proposes an underlying theory of change for how social learning in networks makes a difference in the world:



¹ An earlier version of this framework was published as Wenger, E., Trayner, B., and de Laat, M. (2011) Promoting and assessing value creation in communities and networks: a conceptual framework. Rapport 18, Ruud de Moor Centrum, Open University of the Netherlands. The new version of the framework presented here is the topic of an upcoming book to be published in 2015.

Creating Value

Each of these steps in the process creates a certain type of value for members and stakeholders. For instance:

- CoP members and guests find value in engaging in activities such as peer reviews, workshops, and social events with other people who share similar concerns (*immediate value*)
- They produce insights, resolutions, action plans, new relationships, and resources which could be helpful to them and others in the future (*potential value*)

- These resolutions, plans, relationships and insights might inspire, inform or motivate members to change the way they do things in their work (*applied value*)
- And the patients are served by improvements in care (*realised value*)
- In some cases, the way in which care is delivered may even be transformed more broadly (*transformative value*)

Capturing Value

Each cycle of value creation suggests a series of questions to investigate as a way to reflect on the value that communities and networking produce...



What were the significant events?

What happened?

Immediate value:
*What happened and
what was my
experience of it?*

What was the quality of the mutual engagement?

Which connections are most influential on your development?

How relevant to you was the activity/ interaction?

How has your participation changed you?

How has your participation changed your social relationships?

Potential value:
What has all this activity produced?

Do you feel more inspired by the work you do?

What access to resources has your participation given you?

Where have you used the products of the community/network?

Applied value:
What difference has it made to my practice/life/context?

Were you able to enlist others in pursuing a cause you care about?

When did you leverage a community connection in the accomplishment of a task?

How was the idea or suggestion implemented? At what level?

Are you more successful generally? How?

What effect did the implementation of an idea have?

Realised value:
What difference as it made to my ability to achieve what matters to me or other stakeholders?

What has your organisation been able to achieve because of your participation in community/network

Did any of this affect some metrics that are used to evaluate performance?

Has this new understanding translated into institutional changes?

Does this suggest new criteria and new metrics to include in evaluation?

Transformative value:
Has it changed my or other stakeholders understanding and definition of what matters?

Has this process of social learning led to reflection on what matters?

Has this changed someone's understanding of what matters?

Real enthusiasm
and opportunity
to share... it gave
me goose bumps!

Immediate value:

*What happened and what
was my experience of it?*

People have
responded saying
that they have a new
sense of purpose,
they are more
hopeful, and feel
more connected.

Some very talented
and experienced
people - excellent

We spent time getting to
know each other, this
was very enjoyable and
members still talk about
what they learned about
each other.

I have learnt to throw the net widely... and how just one conversation can be hugely powerful and impactful.

Potential value: *What has all this activity produced?*

Reassuring that others are struggling! Good to share good practice and share ideas

Do I feel more inspired?

People are connecting outside the CoP and sharing resources with each other.

We have lived experience at the heart, we spent time to hear from them what mattered and used their words to encourage others to join.

My confidence to be a bit disruptive has grown.

There is more trust in the team and also more commitment.

Applied value:

What difference has it made to my practice/life/context?

Trying out new ideas and ways of working and recognising what a positive difference this can make

I can support clinical staff to come together and tackle some of the tricky problems, that often they face on their own.

This play is now on the curriculum for budding health care professionals.

I created a report that demonstrated new learning and am now updating national guidance.

Realised value:

What difference as it made to my ability to achieve what matters to me or other stakeholders?

When we enabled a gentleman to be discharged home to die. Without the CoP this wouldn't have happened.

Without this work, we would not have ideas about how to spread quality improvement in our Trust.

We could use the collective voice to influence practice and make change.

Thoughtful and kind people, who see this as vital to achieving joined-up care. They come from all walks of life and sometimes astonish themselves.

Transformative value:

Has it changed my or other stakeholders understanding and definition of what matters?

I had a sudden realization to just do it, it's easier to ask for forgiveness, not permission

We have a community that has come together across a region to focus on the same issue.

Figure 1. The Value Creation Matrix for the CoPs supported by the HIN (Ashtami Bharathan)

Cycle 1 Immediate Value	Cycle 2 Potential Value	Cycle 3 Applied Value	Cycle 4 Realised Value	Cycle 5 Reframing Value
It's a safe space	Newfound perspectives in other clinical areas and from academia	Staff were reactive and now more proactive by using social networks	Clinicians with new roles (not in every trust) able to connect via the CoP, group able to leverage influence for consistency in roles	Addition of a health economist to membership to assess economic argument to the new knowledge produced
It's fun and inspiring	Members have increased confidence	Unique dragons den style method to share information about technologies available in an interactive setting with community members	Following policy change, waiting times to clinic is reduced and diagnosis is quicker	Restructuring CoPs with small more focused groups feeding into a bigger community
People help each other with problems	Members feel empowered	Session with an academic, resulted in a collaborative piece of work in producing a screening tool	Screening tool still under evaluation	Use of technology to communicate and share with members outside of the CoP
Creative conflict	Members can and know who to contact for help	Cross organisation policy changes following discussions at the CoP	Unsure of how many trusts are pursuing new technologies following Dragons Den Event	Leadership development programme
People share their experiences	Documents like guidance being developed, tools and audits			CoP included in organisational structure
Continuous contact outside of events	Collective voice and authority			
Members trust	Presentations at national conferences of new knowledge			
It's unique				
There is an energy that recharges you				
People are passionate about the domain				

Telling the story of value creation

Usually those who can tell the story are the people involved in networking and communities. They are the ones who have both done the learning and taken it into practice.

1. What meaningful activities did you participate in?	
2. What specific insights did you gain? What access to useful information or material?	
3. How did this influence your practice? What did it enable that would not have happened otherwise?	
4a. What difference did it make to your performance? How did this contribute to your personal/professional development?	
4b. How did this contribute to the goal of the organization? Qualitatively? Quantitatively?	
5. Has this changed your or some other stakeholder's understanding of what matters?	

Sample questions for data collection

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effectiveness of
our COPs through
Value-creation
stories**

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Appreciative Interviews

Think of a **gathering** that you attended recently

1. What specific insights did you gain?
(Immediate Value)
2. How did this influence your practice? What did it enable that would not have happen otherwise? (Potential Value)
3. What difference did it make to your performance? How did this contribute to your personal / professional development? (Applied Value)
4. How did this contribute to the goal of the organisation? Qualitatively? Quantitatively? (Realised Value)
5. Has this changed your or some other stakeholder's understanding of what matters? (Transformative Value)

