



Wellbeing Our Way

Impact Report 2016

79%

of participants report that Wellbeing Our Way has enabled them to increase their knowledge, skills, confidence and motivation.

75%

report that Wellbeing Our Way has helped, at least in part, their organisation develop a specific approach through their involvement in a community of practice (i.e. care and support planning, peer support etc).

64%

of individuals report that Wellbeing Our Way has enabled, or partly enabled, them to create change in their organisation.

100%

of participants rate Wellbeing Our Way's events as 'very good' or 'good' overall; and 97% of participants rate events as a 'very good' or 'good' opportunity to develop their understanding of a particular topic.

70%

of people involved in Wellbeing Our Way live outside of London; 46% live with long term health conditions; and 14% are from Black, Asian and ethnic minority groups (compared to 9% in the voluntary sector workforce).

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Overview



This report provides a valuable opportunity as Wellbeing Our Way reaches its two year milestone to reflect on our journey to date: what's working well, what we've learnt, and what's next for Wellbeing Our Way. It offers an overview of our activities and progress, and shares our impact as reported by those involved in the programme.

- Natalie Koussa, Wellbeing Our Way Programme Lead

Why Wellbeing Our Way matters

Many of us are living longer, and more of us are living with long-term physical and mental health needs. Often our health and care systems aren't set up to support us in the ways we want, leaving us to fit in with the 'system' rather than enjoying the lives we want to live.

Wellbeing Our Way was born from the belief that voluntary and community organisations, alongside people with long-term health needs, can play a powerful role in solving this problem.

Wellbeing Our Way brings together charities, community organisations and individuals. We work together to develop culture and practice across the voluntary sector to enable people with health needs to live well, in ways that matter to them.

We bring people together to build their knowledge, skills, confidence and motivation so they can develop person centred approaches within their own organisations.

There's increasing consensus that people and their communities need a new relationship with health and care services; one which recognises that people's own life goals are what count, and that wellbeing and independence need to be key outcomes of care¹. Wellbeing Our Way aims to support charities and community groups to play a significant role in this shift to person centred, community focused care.

Wellbeing Our Way is led by National Voices, the coalition of health and social care charities in England.

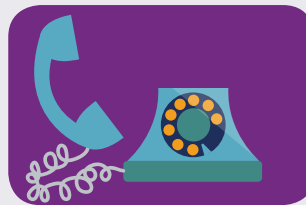
We focus on:



Engaging people in shaping health and care support



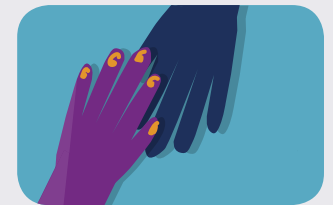
Care and support planning



Person centred information and helplines



Supporting self management



Peer support

¹ NHS Five Year Forward View (2014), p.12

Our approach

We aim to improve:



Knowledge



Skills



Confidence



Motivation

We believe that fostering people's knowledge, skills, confidence and motivation can be a powerful force for far-reaching, and lasting, transformation of culture and practice.

Our bottom-up approach brings people together to inspire and motivate each other, to share and develop new approaches, and to transform support for people with long-term health needs.

Our theory of change articulates Wellbeing Our Way's intended outcomes, and the steps we are taking to achieve them. Wellbeing Our Way's vision and outcomes were developed collaboratively with people with lived experience, those working within charities and a range of wider stakeholders; helping to ensure that the programme's strategic aims are based on the assets, needs and experience of the people it aims to engage and benefit.



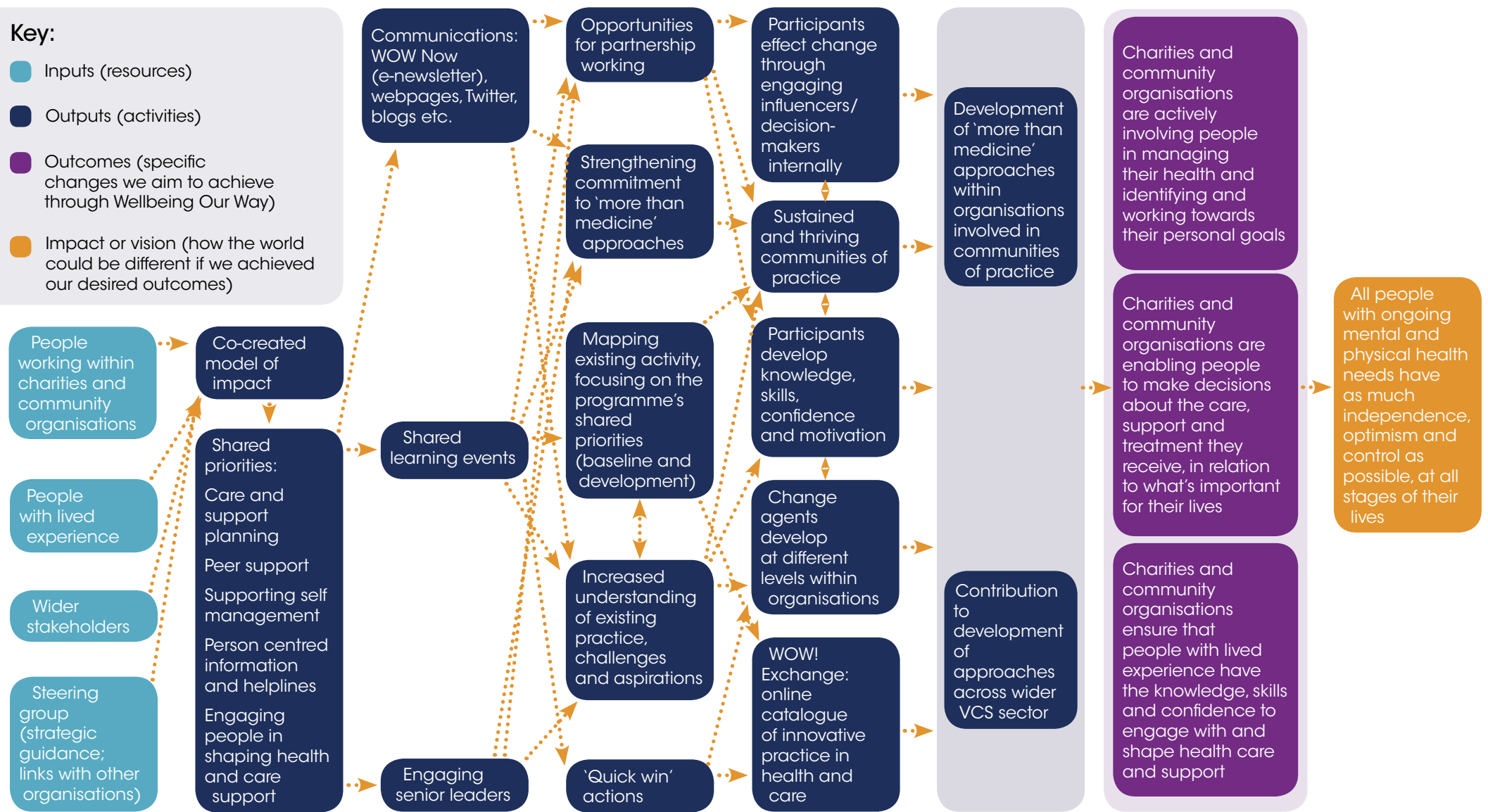
What we needed was a more detailed set of logical steps based on the available resources we had.... We gradually focused more on helping individuals to become change agents within their own organisations – being clear about how we support them and develop them – this became a more conscious need....It is not about us providing a set of outputs A,B and C - other stakeholders may be leading on this.

- Don Redding, National Voices' Director of Policy

Theory of change

Key:

- Inputs (resources)
- Outputs (activities)
- Outcomes (specific changes we aim to achieve through Wellbeing Our Way)
- Impact or vision (how the world could be different if we achieved our desired outcomes)



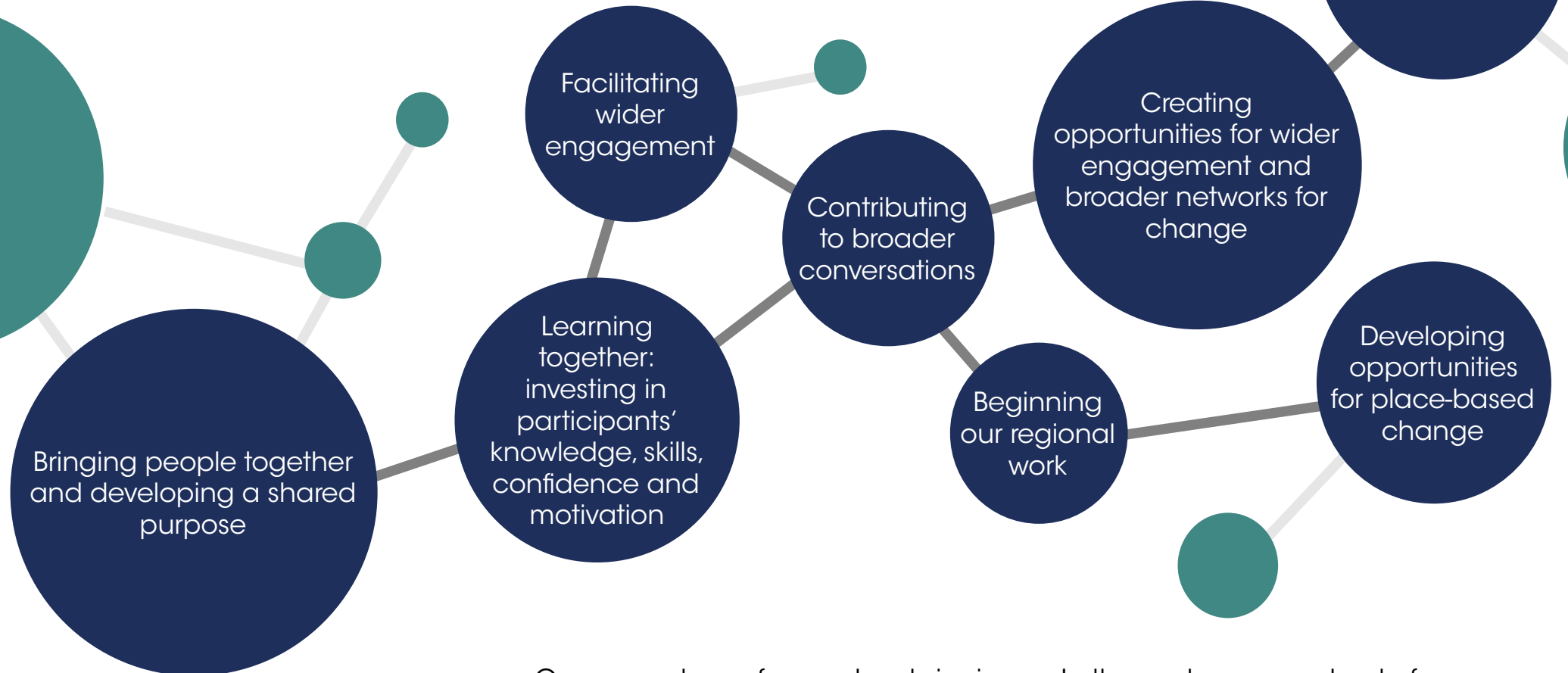
People with lived experience working alongside those from charity and community organisations throughout Wellbeing Our Way

Developing Wellbeing Our Way

Year 1

Year 2

Year 3



During Wellbeing Our Way's first year, we developed a collaborative theory of change and shared priorities. We also delivered a series of POW WOWs (shared learning events) based around these priorities.

Our second year focused on bringing people together through communities of practice, shared learning events and outputs like the [#PlanforLife](#) paper. We developed new partnerships, launched the WOW! Exchange, and began our regional work in Greater Manchester.

In the next year, we plan to focus on the contributions that the communities of practice make to the wider voluntary sector, build on our work in Greater Manchester, and create opportunities for wider engagement and broader networks for change.

What we're doing



Wellbeing Our Way is giving us an opportunity to be able to develop how we engage and empower people to help them to manage their long term conditions. This is being achieved through workshops - which include peer support and information sharing - and also through new networks and opportunities for communication with other organisations.

- Care and support planning community of practice member

Events



100% of participants rated events as 'good' or 'very good'.

97% of participants rated events as a 'good' or 'very good' opportunity to develop their understanding of a particular topic.

Curating high quality shared learning events has become a cornerstone of Wellbeing Our Way – bringing people together to share their experiences and challenges, to facilitate collective learning, and to enable people to develop their own practice.

We use a range of facilitation techniques to engage people with diverse learning styles and communication preferences, including World Café, roundtables and exercises to hone practical skills, alongside more traditional group discussions and plenary sessions.

Our events have included diverse stakeholders, including senior voluntary sector leaders, people working on the 'front line' delivering approaches like peer support and supported self management, and people with lived experience. The majority of our events have brought together people from across the voluntary sector based on shared interests; more recently we have hosted our first place-based events which have included people working within public services, alongside those from charities, community groups and people with lived experience.



I feel revitalised by so many like-minded people and will go back refreshed. I will share this agenda with my team and revisit my current workstream to apply the thinking and practice from today.

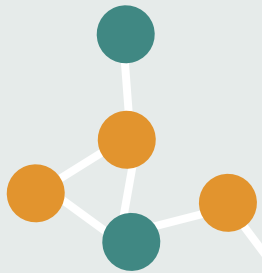
- Supporting self management POW WOW (shared learning workshop) attendee



Communities of practice

65 people

40 organisations



5 communities

+2 at early stages in Greater Manchester

Wellbeing Our Way's communities of practice bring together small groups of charities and community organisations, alongside people with lived experience. Each community aims to:

1. Enable people within the community to increase their knowledge, skills, confidence and motivation, in order to develop their own practice.
2. Make a contribution to the wider voluntary sector by sharing knowledge and expertise.

Highlights from the communities' wider contributions have included:

1. Sharing examples of great practice through the WOW! Exchange.
2. Delivering two Realising the Value workshops in partnership with Positively UK.
3. Publishing a discussion paper: 'What is the role of VCSE organisations in care and support planning?'





I think that Wellbeing Our Way's major strength is allowing these communities of practice to shape the direction of the discussions they have, while still being able to provide external input.

- Supporting self management community of practice member

WOW! Exchange

More than

100

examples of ways in which charities, community groups, and public services and their voluntary sector partners are enabling people to live well, in the ways that matter to them.

20 focusing on children and young people

35 focusing on supporting self management

45 focusing on people living with mental health problems

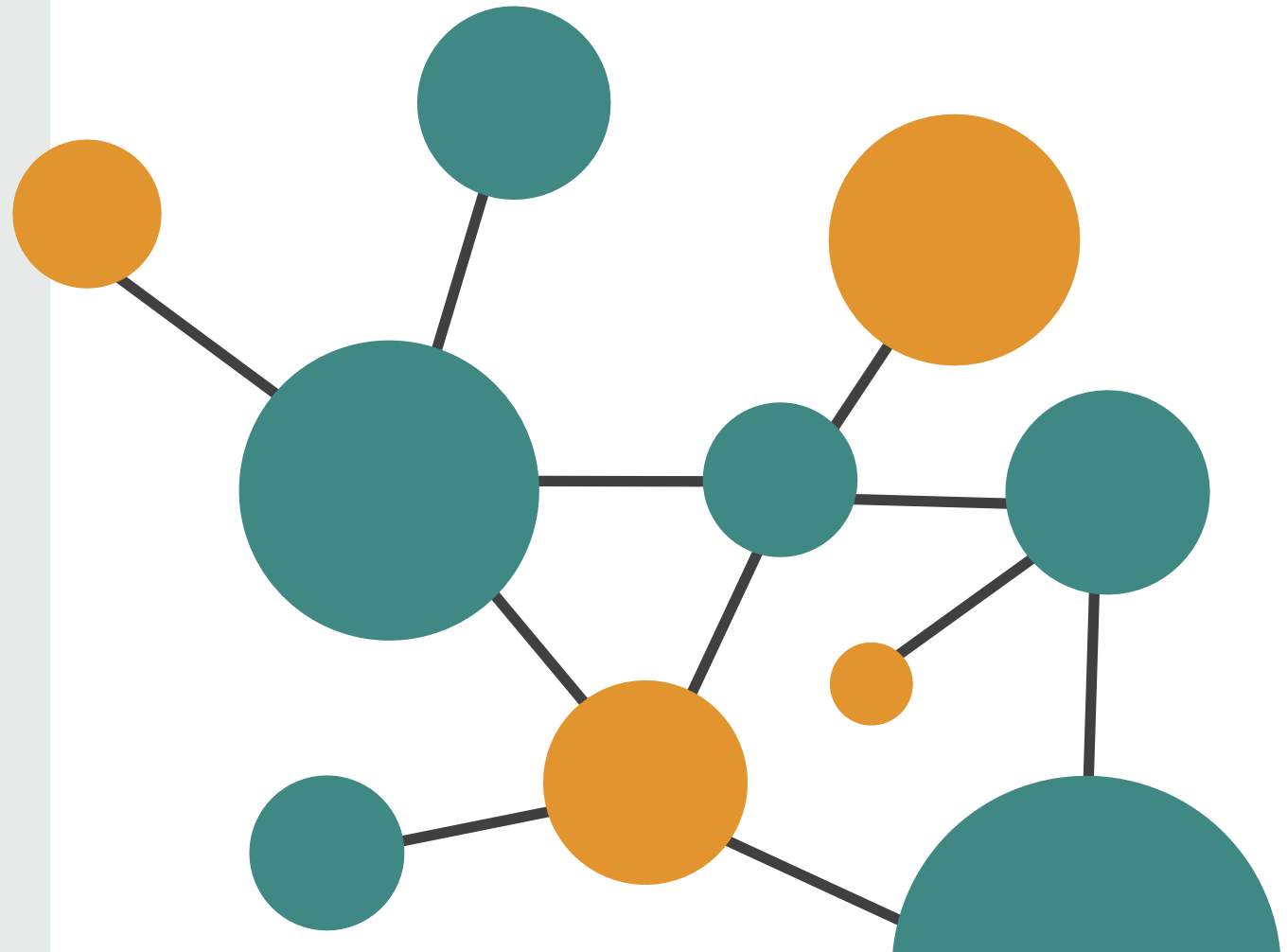
Take a look and add your projects: bit.ly/WOWexchange

Wellbeing Our Way's WOW! Exchange

is an online catalogue of innovative practice in health and care. The examples include projects by charities and community organisations, and between public services and their voluntary-sector partners.

The WOW! Exchange is open access

so anyone can use it to identify examples of great practice which may complement or inspire their own work. Charities and community groups can also add their own examples of enabling people to live well, using the simple 'share your projects' button.



Who's involved

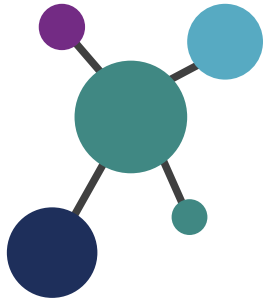


There is strength in breadth, in terms of organisation and service type. Improvement comes from the levels of commitment and investment by the participating organisations. National Voices and the Wellbeing Our Way team have done a great job out of all proportion to the scale of resources involved.

- Wellbeing Our Way Impact Survey respondent

Numbers

60



local organisations are directly involved in Wellbeing Our Way.

Reach

@ 3.8 million

impressions on Twitter for #WOWhealth.



1600

hits to Wellbeing Our Way web pages each month.

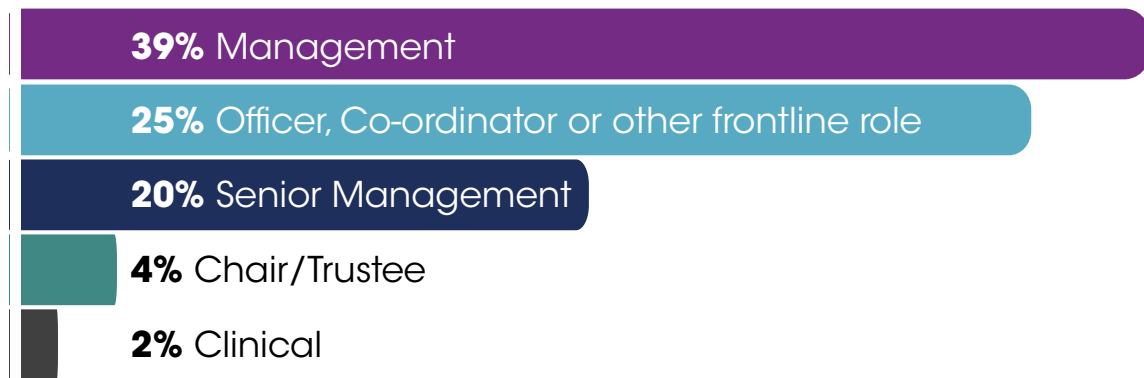
Location



70%

of those involved in Wellbeing Our Way live outside London.

People involved



Wellbeing Our Way has enabled us to connect our regional teams with others in Greater Manchester in order to build up a local community of practice for their area.

- Peer support community of practice member



Gender



67%

are female, reflecting the two thirds of women within the voluntary sector workforce².

Ethnicity

14%



are from Black, Asian and ethnic minority groups, compared to 9% in the voluntary sector workforce¹.

LGBT+ identity

19%



identify as LGBT+, compared to 1.5 - 6%^{3,4} in the general population (there is no data for the voluntary sector workforce).

Experience of health conditions

46%

live with long term health conditions.

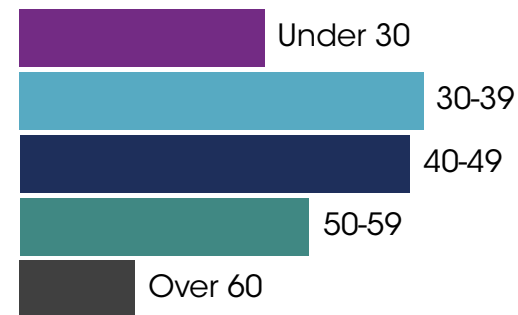
22%

consider themselves to have a disability.

34%

have, or have previously had, caring responsibilities.

Age



Religion

6

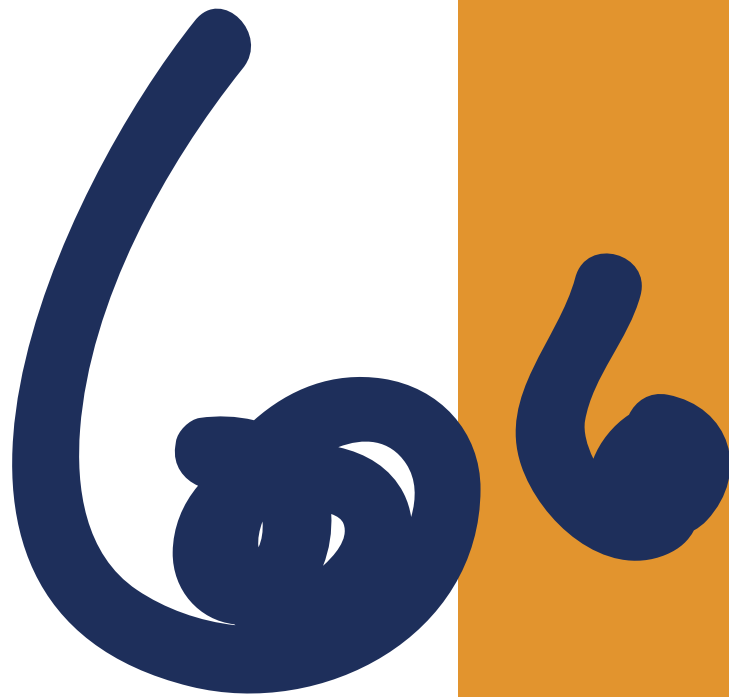
different religions and beliefs are represented.

² NCVO (2016) *UK Civic Society Almanac*

³ Chalabi, M. (2013) *Gay Britain: What do the statistics say?*, The Guardian

⁴ Campbell, D. (2005) *3.6m people in Britain are gay - official*, The Observer

Our impact



We approached Wellbeing Our Way with some ideas for developing new peer support based services. With this backing we gained the confidence and reassurance that we were going along the right lines. As a result this model has now been adopted within the organisation and is currently being rolled out.

- Peer support community of practice member

79%

of participants report that their involvement in Wellbeing Our Way has increased their knowledge, skills, confidence and motivation.

Measuring impact

Wellbeing Our Way aims to support participants to make significant and lasting change in their organisations, and focuses on developing their knowledge, skills, confidence and motivation in order to enable them to do so.

This section is informed by a survey completed by community of practice members across the five national communities, with a response rate of 43%.

Confidence



Communities of practice aim to move beyond sharing existing knowledge, to collective innovation and problem solving⁵. Many community of practice members reported sharing ideas, mutual reassurance, and thinking through alternative approaches as being fundamental to their increasing confidence.

This was the area in which people reported both the lowest starting point and the greatest increase.

Respondents described that the experience of sharing their work with others and receiving honest feedback gave them space to reflect on their progress, offered alternative solutions to consider, and invited them to feel part of a community striving towards similar goals.



Meeting other organisations who were further along in their approach to self-management was very useful particularly in terms of gaining confidence in our thinking around potential delivery methods. It was good to learn that there are already tools/platforms available to support a varied approach to delivery.

- Supporting self management community of practice member

⁵ Wenger-Trayner (2015) *Introduction to communities of practice: A brief overview of the concept and its uses*

Knowledge



Wellbeing Our Way's communities of practice offer opportunities for members to share their experience and expertise around topics of interest identified by the group. This approach stimulates high quality and challenging discussion, enabling members to share their knowledge and contribute to the developing knowledge of other members.

Communities of practice are a well-recognised means for sharing tacit knowledge (knowledge gained from personal experience; often described as knowing 'how' rather than 'what'⁶). Tacit knowledge can be successfully transferred within communities of practice as they are characterised by regular personal contact and high levels of trust.

Hearing from other organisations (warts and all) has been incredibly helpful. All those who have presented have been open about the challenges they have faced and willing to share their learning.

- Peer support community of practice member



Community of practice members often have knowledge which can be difficult to find externally, and which can help others to take approaches based in collective wisdom and experience, shortening the community's learning curve⁶.

Respondents commented that the following were helpful approaches in terms of developing their knowledge, and offering opportunities for solution-focused relationships:

1. Collectively agreeing priorities for the communities of practice.
2. Identifying and drawing on existing knowledge within the community.
3. Inviting external contributions in areas of specific expertise.

Tacit knowledge is understood by some as 'the most valuable knowledge for improvement and most likely to lead to breakthroughs in thinking and performance'⁷.

An inclusive, open and purposeful facilitation style can also support an ethos in which people feel able to share challenges and failures alongside their successes; this honest sharing is significant in terms of enabling the community to develop its knowledge.

⁶ Duguid, P. (2005) *The Art of Knowing: Social and Tacit Dimensions of Knowledge and the Limits of the Community of Practice*, The Information Society, Vol.21, pgs 109-118.

⁷ Bevan, H. and Fairman, S. (2014) *The new era of thinking and practice in change and transformation: A call to action for leaders of health and care*, NHS Improving Quality, p.10

Skills



Before becoming part of Wellbeing Our Way, I had a theoretical understanding of self-management principles but no 'real life' examples of what did or did not work in practice.

- Supporting self management community of practice member

⁵ Wenger-Trayner (2015) *Introduction to communities of practice: A brief overview of the concept and its uses*

⁸ Brake, J (2005) *Bridging the gap between knowledge and practice*, Journal of Diabetes Nursing, Vol 9, No 3

Participants rated their starting point in terms of skills as the lowest of the four domains, and despite reporting an increase in their skills through their involvement in Wellbeing Our Way, this domain remained the lowest in terms of participants' self reported scaling.

This is perhaps a reflection that it's relatively easy to develop knowledge, yet much more challenging to apply knowledge to practice. This 'theory-practice gap' is a well-known phenomenon in clinical settings, such as nursing⁸, but less considered within the context of voluntary sector practitioners.

Wellbeing Our Way aims to equip people with the skills they need to create change, and so we include sessions which share frameworks and practical approaches, and simulate real life conversations.

Our events and community of practice meetings have included practical exercises around theory of change, coaching and evaluation techniques.

People with lived experience are involved at every level of Wellbeing Our Way – in the steering group, as facilitators, and as participants – and this has been a valuable way of ensuring constructive challenge and collaborative learning.

Collective problem solving is at the heart of successful communities of practice⁵, so our communities often pick a particular question based on a shared challenge for consideration. Recent questions have included:

- How can we develop strengths-based approaches to evaluation?
- Which frameworks for community engagement may be most appropriate for engaging people in different types of work?

We will continue to explore ways of helping participants to develop the skills they need to create change in their organisations through practical exercises; sharing frameworks and useful approaches; and considering common challenges, alongside effective solutions.

Motivation



This is the area in which people reported the highest starting point and least significant increase. This may be a result of how we approached developing Wellbeing Our Way; through the collaborative development of a shared vision and programme objectives, as summarised by our theory of change.



I have gained confidence and motivation – knowing that other organisations have faced similar issues and challenges and how they have managed to overcome them.

- Supporting self management community of practice member

Shared values are often a powerful means for bringing people together to take action⁹. Wellbeing Our Way consciously uses this approach, so it's likely that we engaged people who shared the programme's broad values from the outset. It may also be that people who were less intrinsically motivated may have found the collaborative approach to developing the programme's priorities too time-consuming, or may not have been comfortable with the emergent process adopted.

Through offering a range of opportunities for people to come together to learn from and challenge each other, Wellbeing Our Way has made significant efforts to develop a sense of shared purpose amongst those involved.

Dan Pink's influential work identifies purpose - alongside autonomy (the desire to direct our own lives) and mastery (the urge to get better at something that matters) – as fundamental factors in developing intrinsic motivation¹⁰.

Despite people reporting relatively high levels of motivation at the outset, they did report an increase due to their involvement in Wellbeing Our Way, and attributed this largely to increasing autonomy when tackling challenges, and mastery in terms of developing their knowledge and skills.

⁹ Fickes, T. (2011) *Shared Values: Where Theory of Change meets Storytelling*

¹⁰ Pink, D. (2009) *The puzzle of motivation*

What are people doing differently?



Attending Wellbeing Our Way's peer support and demonstrating impact
POW WOWs (shared learning workshops) has given me the tools and language to overcome the challenges that my organisation has to providing valuable face to face peer support. By learning from others' experience and hearing how they have dealt with certain barriers I have been able to find my own solutions. We are now at an exciting period of development in this area of work and I look forward to the new challenges that lie ahead thanks to the experience, confidence and knowledge I have gained from these meetings.

- POW WOW (shared learning workshop) attendee

The change I created in my organisation has been down to me and a colleague who buys into the concept of supported self management. Barriers that exist to supported self management being embedded in the culture of the organisation (which I would like to see) would be staff perceiving that we are already doing fine as we are and it would be too much extra work. However, some of us see a thread of victim mentality among our end users and some volunteers and this has been noticed by external people. And some of us try to counteract this by embedding supported self management as part of our way of working.

- Supporting self management community of practice member

64%

reported that Wellbeing Our Way has enabled, or partly enabled, them to create change in their organisation.

What are people doing differently?



A small community group involved in Wellbeing Our Way is using its reward and recognition payments to fund a British Sign Language interpreter, enabling them to reach often excluded communities in their area.

Since being involved in Wellbeing Our Way, we have driven forward an approach to supporting self management and achieved funding in order to do so.

- Supporting self management community of practice member

Wellbeing Our Way has given us the confidence to take our campaign to local ombudsman when we have experienced health inequality.

- Engaging people community of practice member

We are reviewing the way we monitor the impact of our helpline and making sure our information is person-centred and accessible in light of learning from others.

- Person-centred information and helplines community of practice member

We have adapted one of the peer support models for carers for a restricted income funding bid in Scotland that should support carers of people with multiple sclerosis.

- Peer support community of practice member

75%

of respondents said that Wellbeing Our Way has helped, at least in part, their organisation develop an approach around one of the community of practice priorities (i.e. care and support planning, peer support etc).

Our future



Wellbeing Our Way is working towards a society in which all people with ongoing mental and physical health needs have as much independence, optimism and control as possible, at all stages of their life.

We're proud of what we're achieving together, and remain committed to using our learning to underpin Wellbeing Our Way's development in the coming year and beyond.

In Wellbeing Our Way's third year we will be exploring the potential for place-based communities of change - responding to the opportunities offered through devolution and localism - and will be enabling Wellbeing Our Way's communities to extend their reach, and collaborate in more diverse, creative ways.

- Natalie Koussa, Wellbeing Our Way Programme Lead

What we're learning

Shared purpose is everything. We know that shared purpose, creativity, connectivity and mutual relationships often achieve stronger outcomes when it comes to large scale transformational change⁷. Indeed, Simon Sinek, in his TED talk *How Great Leaders Inspire Action*¹¹, quips that Martin Luther King inspired people with his "I have a dream" speech, not his "I have a plan" speech. Sinek persuasively argues that it is shared purpose – not shared activity – which brings people together in order to create change.

That's why we invested time at the beginning of Wellbeing Our Way in collaboratively developing a model of impact, including a shared vision and priorities. By developing a direction for our work which was rooted in the contributions of those we wanted to engage, we ensured that Wellbeing Our Way was relevant and purposeful.

We've also seen how generously people commit their time and how honest and open they are about the challenges they're facing when they feel part of a powerful community for change, brought together through shared purpose.

We're proud of Wellbeing Our Way's diversity. We think a few key approaches have helped a range of people to become involved:

- Identifying 'less heard' groups and explicitly inviting them to share their experiences and expertise with others in the programme, through our events, communities of practice and steering group.

- Ensuring that our reward and recognition policy is fair and transparent, and that payments are processed in a timely way.
- Hosting events outside of London, in addition to our London-based work.
- Encouraging people to share their own experience of living with long term health conditions and/or caring responsibilities in an attempt to break down the artificial split between people working within organisations and those with lived experience. Informal feedback has been that the richest learning is coming from sessions which marry these experiences, alongside practical approaches, tools or frameworks.

⁷ Bevan, H. and Fairman, S. (2014) *The new era of thinking and practice in change and transformation: A call to action for leaders of health and care*, NHS Improving Quality, p. 10

¹¹ Sinek, S. (2009) *How Great Leaders Inspire Action*

What we're learning

At Wellbeing Our Way's heart is its collaborative ethos. Our community-led approach is underpinned by purposeful, inclusive facilitation which offers a range of opportunities for people to contribute, aiming to ensure that everyone is heard.

Our meeting agendas and event programmes are responsive to people's self-identified interests and learning outcomes, with an explicit focus on the connections and actions which enable people to learn and develop their work beyond the event or meeting. We've found that tools like SOAR¹² and small group discussions in which people are able to share their work have been effective enablers for new partnerships to develop.

We've trialled a range of hosting and facilitation techniques and have found that the most effective sessions have been ones in which we have allowed ample time for discussion (this is almost always more time than anticipated!) and where we've not been afraid to adapt the sessions part way through the event if this seems to fit the group's needs more effectively.

A collaborative approach isn't always easy. The balance between involving a diverse range of people in programme development, and creating programme outputs more quickly has been challenging throughout.

On balance, this approach has been an effective time investment in the longer term. Despite it being more time-consuming at the outset, it has led to high levels of meaningful engagement and the emergence of shared leadership within the programme, as shown by the myriad of ways people contribute to Wellbeing Our Way. Using design processes in which large numbers of people are able to contribute has been an effective means for increasing broad ownership of the programme, and is ensuring that Wellbeing Our Way is rooted in the strengths, needs and aspirations of its communities.



The facilitator was excellent - one of the best I have seen in terms of engaging a very diverse group of people.

- Firefly evaluation¹³

¹² SOAR stands for Strengths, Opportunities, Aspirations and Results and is an Appreciative Inquiry-based alternative to traditional SWOT analysis.

¹³ Firefly Research (2016) *Review of Wellbeing Our Way*

What's next for Wellbeing Our Way?

In our third year we will:



1.

Continue to invest in the communities of practice, focusing in particular on sustainability, effective shared learning, and their contributions to the wider voluntary sector.

2.

Develop opportunities for place-based change, building on our emerging communities of practice in Greater Manchester, and explore opportunities for developments in other regions.

3.

Create opportunities for wider engagement and broader networks for change, building on our momentum so far.

Opportunities to get involved

Come to an event

We host events across the country throughout the year, including shared learning workshops and 'masterclasses'. Our events are publicised at bit.ly/WOWevnt.



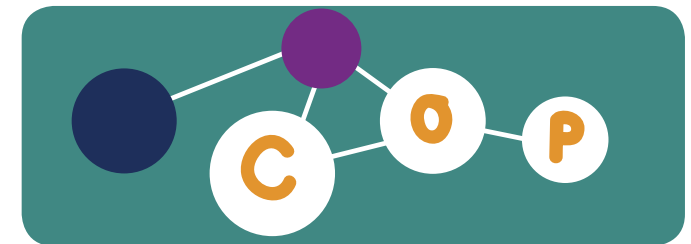
Sign up to WOW Now

Sign up to Wellbeing Our Way's e-newsletter, WOW Now, to receive regular progress updates, including blogs and upcoming events. Contact Holly at holly.dawson@nationalvoices.org.uk to sign up.



Share your projects

The WOW! Exchange is an online catalogue of innovative practice in health and care. It includes more than 100 examples of how charities and community groups are enabling people to live well. Be inspired and share your work: bit.ly/WOWexchange.



Join a community

Our communities of practice bring together charities and community organisations, alongside people with lived experience. To join, or find out more, contact Natalie at natalie.koussa@nationalvoices.org.uk.

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Words:

Natalie Koussa
Wellbeing Our Way
Programme Lead



Design:

Holly Dawson
Communications and
Membership Officer

Wellbeing Our Way

Wellbeing Our Way is supported by The Health Foundation, an independent charity committed to bringing about better health and health care for people in the UK.

If you are interested in partnering with Wellbeing Our Way, or supporting our work, find out more at:

- bit.ly/WOWhealth
- [@NVTweeting](https://twitter.com/NVTweeting)
- info@nationalvoices.org.uk

Thank you to everyone who has contributed their time, commitment and experience so generously to Wellbeing Our Way, either in their role within a charity or community group, or through their lived experience.

National Voices

National Voices is the coalition of health and social care charities in England.

Our vision is that all people with ongoing health and care needs have as much independence, optimism and control as possible, at all stages of their life. We work for a strong patient and citizen voice, and services built around people.

Our mission – the way we work to achieve our vision – is to promote person centred care.