

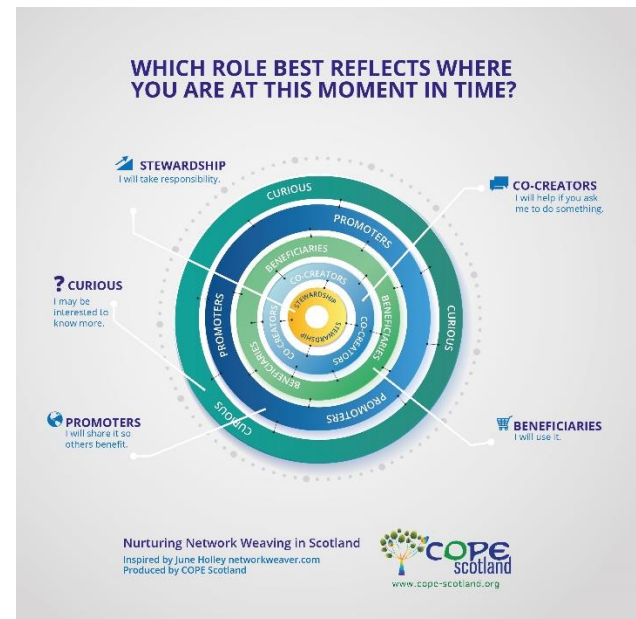
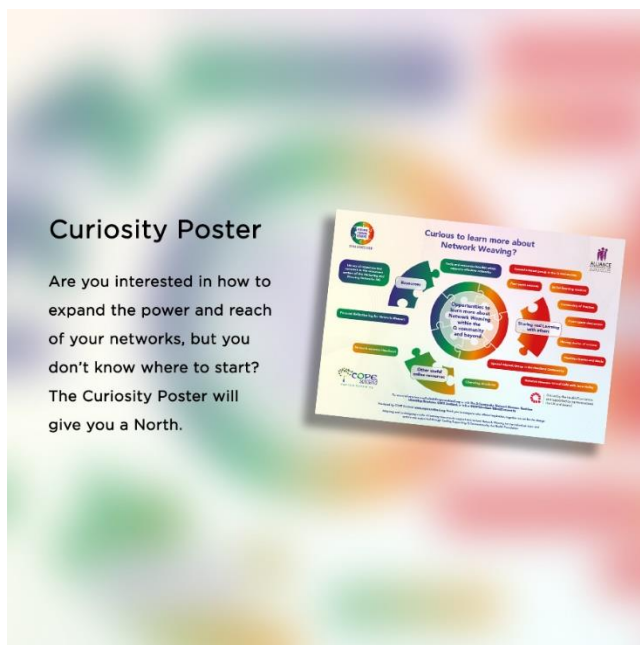


Q is led by the Health Foundation
and supported by partners across
the UK and Ireland

How to be an
Effective Network
Weaver
Flash report from
Workshop held 23rd
Jan 2024

Background

How to be an effective Network Weaver was the third in a series of four workshops looking at how to build and lead effective networks and communities [Link](#)



Join Q

If you are not already a member of Q and would like to find out more, please use this QR code. Join Q and be a part of driving sustainable improvement in health and care.



You can also create a guest account [Link](#).

Mindful moments in meetings

The session started by sharing a simple tool which can be used on any occasion where people get together to share, learn, and plan action. It is called '*Which role best reflects where you are at this moment in time.*' For more information [Link](#) This is a useful resource for managing expectations of ourselves and others.

Network Weaving value in supporting integrated care pathways.

What makes Network Weaving different from other gatherings with common interests and goals?

A meeting

"An assembly of people for a particular purpose, especially for formal discussion"

A forum

"A meeting or medium where ideas and views on a particular issue can be exchanged."

A Network

'A group or system of interconnected people or things' Intentionally building effective relationships towards a shared goal or to build a movement.'

Network weaving

*'Is carried out by people **who take responsibility** for helping the networks around them become more effective, including helping network members to become network weavers'.*

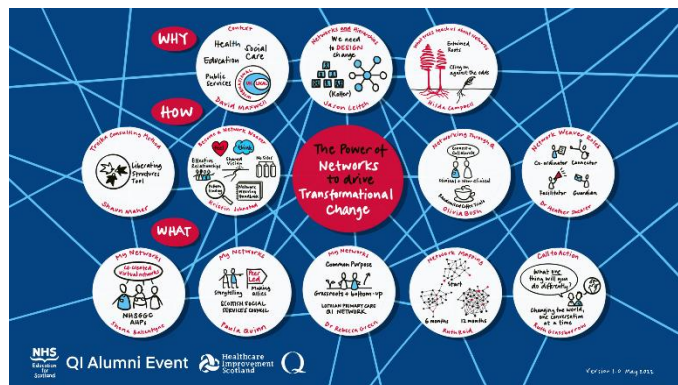
"A Network Weaver is someone who is aware of the networks around them and explicitly works to make them healthier (more inclusive, bridging divides). Network Weavers do this by connecting people strategically where there is potential for mutual benefit, helping people identify their passions, and serving as a catalyst for self-organizing groups."

June Holley



The power of networks to drive transformational change.

There are many challenges facing the health and social care system currently. There are also new ways of working including integration and working with new stakeholders and partners, including those with lived experience of using health and social care systems and their carers. Those who are leading this change recognize something transformational is needed. This requires paradigm shifts if that transformation is to be successful. While Network Weaving alone will not be enough to drive transformation change, it does offer new ways of collaboration and connection and building relationships across diverse stakeholders which can support these shifts and make transformation more likely,



Network Weavers the new form of leadership

Transformation requires new forms of leaders to emerge and be nurtured. The characteristics of Network Weavers motivate and inspire others. The focus is on what we achieve together as opposed to 'see me and what I have done.' This doesn't mean individual contributions are not acknowledged or valued, simply the focus is on collective action and celebration of success.



The characteristics of Network Weavers

1. Focus on the positive, are optimistic
2. Ask questions
3. See problems and needs as opportunities
4. See every new relationship as an opportunity to connect that person to others
5. Are comfortable with uncertainty
6. Are persistent in making things happen
7. Share information and resources freely
8. Have big dreams; want to make a difference
9. Enjoy people who are “different” and people with different perspectives
- 10 Are unique, considered a “character”, but do not have a big ego.

It can be difficult when things are challenging to remain energetic and enthusiastic, this is also true of our networks. The resource in this link may be of interest around exploring the energy levels in your networks and collectively sharing ideas for maintaining and using energy to its best effect. [Link](#) You may also be interested in the Q community special interest group Improving Joy in Work [Link](#) This [Link](#) takes you to the IHI Framework for Improving Joy in Work

Roles within Networks

There are key roles in networks which have key tasks, all of which are important for that network to succeed. These roles and tasks are as follows:

Weaver or connector

- Mapping Networks
- Analysing maps
- Closing triangles
- Building trust

Collaborative project coordinator

- Forming action groups
- Setting up coordination systems
- Helping others form action groups
- Sharing back learning to the larger Network

Network Facilitator or Organiser

- Convening people to organise an intentional Network
- Helping Networks determine purpose and structure
- Setting up agendas and facilitating meetings for intentional Networks
- Fluency in facilitating in-person and virtual spaces.

Network Guardian

- Identifying what a Network needs
- Setting up communications systems and platforms
- Helping people use social media and the social web
- Setting up Innovation Funds
- Setting up evaluation and reflection
- Support and provide training for Network Weavers

Page 20 of the reflective workbook understanding my networks and my roles within them offers a self-assessment which helps you identify the role you have currently, it may also offer ideas for areas you would like to develop further.

Reflective Practice Workbook

Understanding my Networks and my roles within them

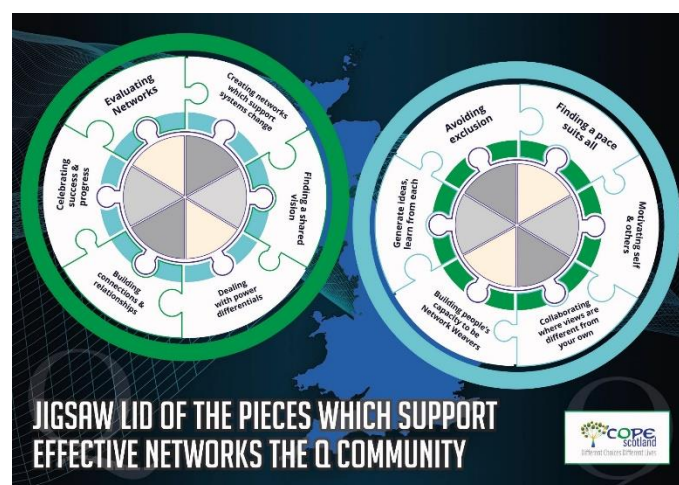


SEPT 2023

A copy of this workbook can be downloaded [Here](#) This slide deck may also be useful [Link](#) to run your own Network Roles workshop with your team or networks.

Breaking down the complexity of Network Weaving and the ripple effect of small but consistent habits

COPE Scotland created the concept of the 'Jigsaw lids' with partners and the public during a collective piece of action around primary care transformation. For more information [Link](#) The success of this approach has led to further developments of the Jigsaw lid concept, including considering the pieces needed for effective networks.

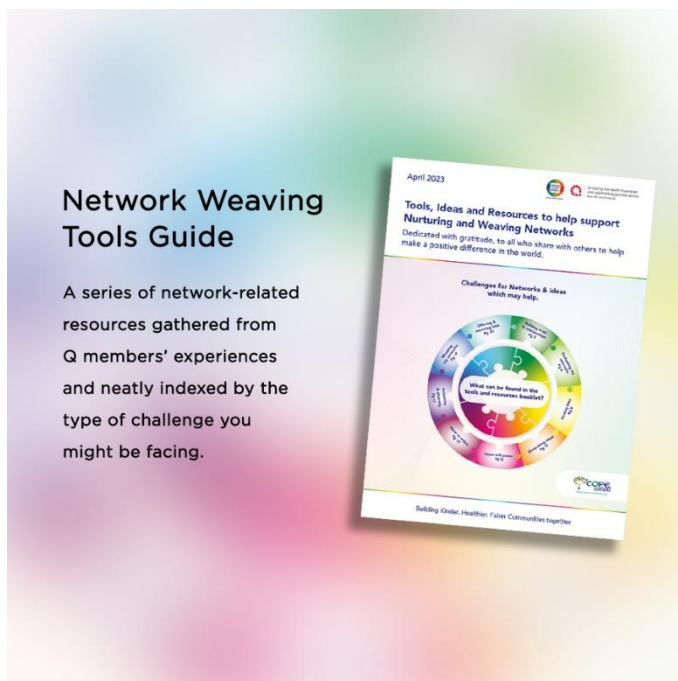


This offers a place for network members to begin to consider the pieces they feel would make their network more effective. To ensure all voices are heard, there are many liberating structures which can support this process e.g. 1-24-All [Link](#) There is also a liberating structures users group within the Q community which offers a safe space to learn and practice using liberating structures [Link](#) For more information and a copy of the resource please visit [Link](#)

Network Weavers require tools.

The Q Community ran a Network Weavers Learning series sharing the work of June Holley and colleagues [Network Weaver. com](https://networkweaver.com).

Following this June gave permission for these materials to be adopted and adapted. With the support of Network Weaver Kirstin Johnstad and members of the Q community and with thanks to the Supporting Q connections fund [Link](#) a new suite of contextualized resources was created. [Link](#) The focus of these materials was on the areas identified through many co design sessions with colleagues.



Validated self-assessment.

At the launch of the materials in June 2023, we were asked, how do you know where to get started. This led us to codesign a validated self-assessment. This link takes you to that assessment as well as a podcast on Network Weaving and more about the suite of resources [Link](#) The online assessment can be downloaded and is editable.

SELF-ASSESSMENT QUESTIONNAIRE

Please Circle the Answer best reflects your opinion.
(We may have different experiences in different networks. Use this questionnaire to focus on a specific network you want to develop)

Q1. I feel comfortable asking others for support for my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q2. There is a high level of trust in my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q3. I have the knowledge and skills to support the effectiveness of my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q4. I find it easy to make time to invest in my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q5. My network finds it easy to generate ideas.	Strongly disagree	1	2	3	4	5	Strongly agree
Q6. Power is balanced within my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q7. My network move easily from ideas to action.	Strongly disagree	1	2	3	4	5	Strongly agree
Q8. My network is inclusive and diverse.	Strongly disagree	1	2	3	4	5	Strongly agree
Q9. I am confident in mapping and assessing my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q10. My network has a clear vision.	Strongly disagree	1	2	3	4	5	Strongly agree
Q11. I understand and am confident in my role as a network weaver.	Strongly disagree	1	2	3	4	5	Strongly agree
Q12. There are strong healthy relationships within my network.	Strongly disagree	1	2	3	4	5	Strongly agree
Q13. I and other network members are energetic and motivated.	Strongly disagree	1	2	3	4	5	Strongly agree
Q14. I am mindful of my own self-care requirements.	Strongly disagree	1	2	3	4	5	Strongly agree

Anything else you would like to add:

My initial priorities are:

I have chosen this as a priority because:

Produced by COPE Scotland www.cope-scotland.org @COPEScotland
Registered Charity No SC022807

With thanks to members of the Q Community, Healthline, NES, HSE National QPS Directorate and the Nurturing and Weaving Networks SIG who kindly offered their thoughts and suggestions in helping design this resource. Working together we do achieve more!

Psychological safety

We need to feel safe to move out of our silos and do things differently. It also matters that we are respectful to each other's views as we do not all take the same approach, and a healthy network has a diverse membership. Building relationships which enable respectful debate and trust are important for networks and the tools and resources offer exercises which can be of value. Page 45 of the reflective practice workbook begins to explore trust and creating psychologically safe spaces. [Link](#)

This session may be of interest where you can hear about a practical framework for fostering team connection, compassion, and psychological safety. [Link](#)

What does Network Weaving offer?

- a shift in how we relate to each other from hierarchy to peers working together to co-create a world that works for all.
- a shift from pressures for conformity to a deep appreciation of our differences and the ability to use those differences to make breakthroughs in our co-creative processes.
- a shift from a control mentality to the creation of a web of support that enables us to find others, communicate easily, access resources and reflect on our work.

June Holley 2011

Network Weaving in Practice

The workshop then moved to hearing examples of Network Weaving in practice. From.

Maureen Flynn, Director of Nursing, QPS Lead, Office of the Nursing and Midwifery Services Director, Health Service Executive, Ireland X @mapflynn

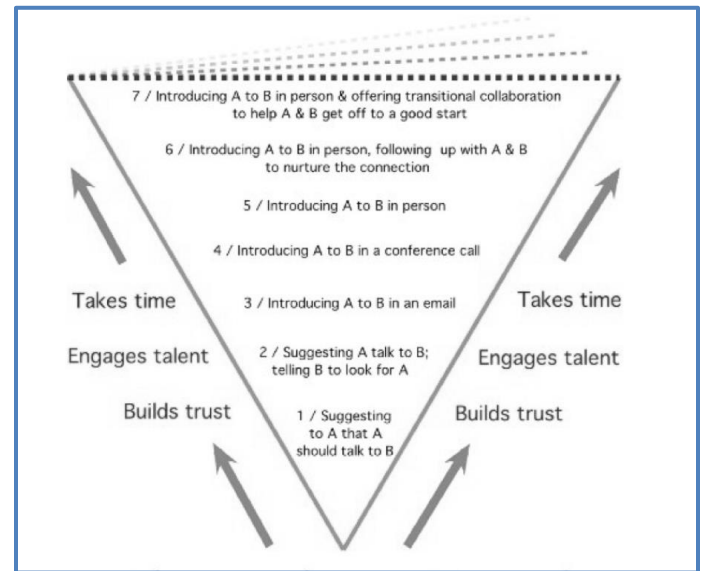
Róisín Egenton, Programme Manager, National QPS Directorate, Health Service Executive, Ireland X @RoisinQPS

Maureen spoke about 'Connecting Triangles.'

This is when one person knows two other people who don't know each other, and the person who knows them both can see the value in them connecting as they share a common vision, idea, or interest.

Source: Network Weaver Handbook (Holly, 2012, pp 103-114)
<https://networkweaver.com/product/network-weaver-handbook-pdf/>

The handbook describes this as seven different levels of activity. From suggesting A talk to B or the other way around, making introductions by email, going further, and setting up a conference call, to introducing A and B in person, checking back in following up etc. This builds trust, engages talent, and takes time....Maureen shared two stories of this in action.



Story One

'I was invited to chair a session at the 10th Annual Lean Healthcare Symposium in Dublin on 10th November 2023, in Croke Park – in the national GAA stadium.

During the session four presenters shared their research on researching lean healthcare improvement.

At this I meet Elaine Mead, Executive Director at Improving Care and Compassion from the highlands in Scotland. Elaine is a PhD student at UCD Dublin, and her passion is investigating how environmental protection can be included in Lean improvement work in healthcare. When I heard her speak - I immediately thought of my former colleague in the HSE who I know had a

passion for QI - Roisin Breen –Roisin is now leading the development and implementation of the HSE Climate Action Strategy. Following a round of emails, we arranged a video call on Friday 8th December 2023. Elaine and Roisin have arranged further calls, and I am linking back to meet in person when Elaine is next in UCD. Roisin is extending the Twosie by introducing Elaine to more people in Ireland who will potentially be partaking in her research. “

Story two

“----started at the Q community annual event 16 November 2023 this year. The day one event began with an optional networking opportunity, using the liberating structure, impromptu networking. [Link](#)

At this I met with Tracy Broom also a nurse and Q member. She is Lead for Care Pathways and Service Delivery Transformation with the Isle of Man, Government, Cabinet Office. We shared experiences and identified that we were both working on enabling improvement using QI methods in national health systems for an Island community”.

This time Tracey had the idea of introducing me to her colleague (although they had not yet met). A number of emails and false starts (never give up), we had a video call together on the 19th of December.

Paul Moore - Director of Nursing and Governance at Manx Care established in April 2021 by the [Government of the Isle of Man](https://www.gov.im/about-the-government/statutory-boards/manx-care/) to deliver health and social care to the almost 90,00 people on the Island.

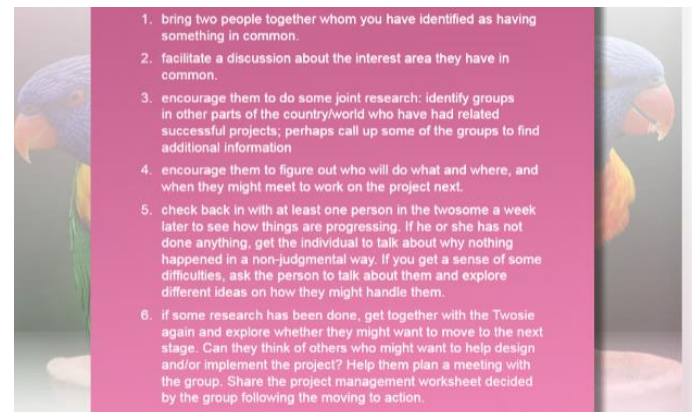
Source: Manx Care <https://www.gov.im/about-the-government/statutory-boards/manx-care/>

Paul is passionate about quality improvement and embedding this in how healthcare is

provided. We discovered Irish connections and that we had in fact met many years ago when he presented at a conference in St Vincent's hospital. Paul and Tracey now have further calls scheduled. Learning from our experience in Ireland they are going to explore how they might become more involved with the Q Community.”

These two short stories show how to operate Twosies’ as a simple technique for network weaving.

There is a checklist on pp 43 and 44 of the reflective workbook understanding my networks and my roles within them.”



Róisín shared experiences of connecting people across boundaries in a region and then across a nation.

First example

“Moving slightly bigger to a regional focus, Róisín shared involvement in a Regional Experiential Change Programme. This is the first collaborative experiential programme on building change capacity as the Northwest acute and community services transitions into one integrated Health Region as part of Sláintecare reforms.

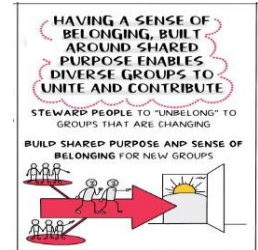
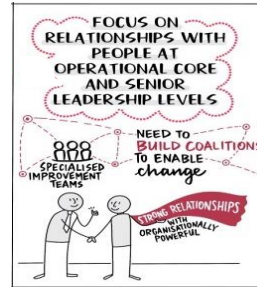
The Delivering Change Together programme brings together Organisation Development,

Programme and Project Management with a focus on action learning and quality improvement in an integrated way.

The programme is supported by senior leaders across the region; Nursing and Midwifery Planning & Development Unit; Quality & Patient Safety; Human Recourses; and Organisational Development. It is an example of how pooling expertise and integrating resources can support change and service improvement practices at regional and local level.

Over 150 multidisciplinary healthcare colleagues from across the West and Northwest regions were involved in a networking workshop and masterclass early last year, at which Helen Bevan attended and facilitated. Key messages on the day focused on the important of relationships in managing change, and that Relationships make the biggest difference when it comes to our ability to deliver change and improvement. For example:

- That relationships aren't just a priority for large-scale change, they are a pre-condition for change.
- The Trojan "mouse" vs Trojan "horse" idea - Having many people across the system who can test out small, well focussed changes to probe complex problems (Trojan mice) nearly always works better than large pilot and roll out projects (Trojan horses).
- That we need to focus on relationships with people operational core as well as at senior leadership levels, to build coalitions to enable change.
- Finally, having a sense of belonging, built around shared purpose, enables diverse groups to unite and contribute. And we discussed how we can build that sense of belonging.

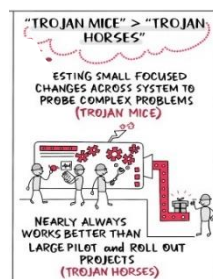


(Images thanks to Helen Bevan "10 things I have learned about making large scale change happen")

One of the principle objectives of the programme is to enable relationships and networks including Communities of Practice, which will further enable the development of the Health Region.

The Community of Practice (COP) model provides a platform for connecting people in the spirit of learning, knowledge sharing, and collaboration as well as individual, group, and organisation development which enables them to practice the coordination skills that will be required to enable the Health Regions in the future. There are 8 communities of practice made up of 59 participants across the region, from a range of healthcare professions and backgrounds. The COP convenors were self-selecting.

COP convenors were trained in a range of liberating structures, some of which were used at the networking workshop and masterclass last year, including Impromptu Networking; 25 / 10 Crowdsourcing, as well as Open Spaces. These tools have enabled them to build and weave relationships across their COP, moving from traditional silos of professions and geography."



For more information on liberating structures (LS) please visit [Link](#) Remember, the Q's LS community meets every first Thursday. of the month to test one or more of the 33+ structures

Second example

"Our National QPS Directorate coordinates and co-hosts a bi-monthly teatime catch-up for Q Community members who are based in Ireland. The idea for the Teatime catch-up came about because of a suggestion by one of the Q members from Ireland at an online event in June 2021 when we celebrated a year of Q in Ireland. We followed up on the suggestion from that Q member for a facilitated get-together and we asked for the help of Q members in Ireland to codesign it with us.

At the teatime session, participants are encouraged to connect – and, importantly, to offer, ask for, and receive support. An infographic is developed by one of our team members, and shared with all members of the Q Community in Ireland so that even people who could not attend can still benefit from the information and connections.



The teatime session is a great example of actively network weaving at a national level. The teatime session creates improved connectivity through an iterative process of knowing the network and knitting the network. As people join the teatime sessions, they are more like to return as they can see the benefit of participating and connecting. As we know, networks are all about relationships, and relationships can take time to build."

Time to pause and reflect.

The session took a moment to pause and invite people to reflect on the following with an invitation to complete these sentences.

I currently create space to nurture my networks by.....

I currently nurture myself as a network leader by.....

One thing I may change following this session would be....

Social Network Webbing

Joriam Ramos SIG support and catalyst for the Q Community, then led us into a session on social network webbing.

Social Network Webbing quickly illuminates for a whole group what resources are hidden within their existing network of relationships and what steps to take for tapping those resources. It also makes it easy to identify opportunities for building stronger connections as well as new ones.

The inclusive approach makes the network visible and understandable to everybody in the group simultaneously. It encourages individuals to take the initiative for building a stronger network rather than receiving directions through top-down assignments.

Informal or loose connections—even your friends' friends—are tapped in a way that can have a powerful influence on progress without detailed planning and big investments.

Attribution and in gratitude for being able to share: Liberating Structure developed by Henri Lipmanowicz and Keith McCandless. Inspired by June Holley, network weaver.

The activity used breakout rooms of no less than 3 people and no more than 4 people and jam boards. This video by Joriam offers ideas on how to facilitate a session [Link](#)

Questions

There was a question around evaluating networks. There are several resources which can be used. Page 7 of the Network Weaving tools and resources booklet offers ideas which may be helpful.

Invitation to write a Blog if you are a member of Q.

Are you a member of Q ? Would you like to write a blog about your experience at today's workshop? Contact katie.young@health.org.uk who can also connect you with an organisation who can offer support to copy edit blogs if that was helpful.

Thank you.

We are grateful to Q creating this space and the Q team for their support in enabling the session to happen, we are also grateful to the speakers and to everyone who attended on the day. We were pleased in feedback that people found it to be a good/very good use of their time. Please remember there are many opportunities to become involved with Q,

Events coming up in Q.

Q Liberating Structures user group: Users Experience Fishbowl: <https://q.health.org.uk/event/q-liberating-structures-user-group-19/>

How can we do environmentally sustainable health care? <https://q.health.org.uk/event/how-can-we-do-environmentally-sustainable-health-care/>

Systems Convening: leading social learning to transform your system
Systems Convening: leading social learning to transform your system
<https://q.health.org.uk/event/systems-convening-leading-social-learning-to-transform-your-system/>

Interested in hearing about a practical framework for fostering team connection, compassion, and psychological safety?
<https://q.health.org.uk/event/start-well-end-well/>

Networking with other Q members: 'Dive into Q: meaningful connections': <https://q.health.org.uk/event/dive-into-q-meaningful-connections/>

Peer Assist: brainstorming personal and team wellbeing at work: <https://q.health.org.uk/event/peer-assist-brainstorming-our-personal-and-teams-wellbeing-at-work/>

Peer Assist taps into Q's collective intelligence - exchange strategies around improving our networks and collaborative efforts.
<https://q.health.org.uk/event/peer-assist-networks-and-collaboration/>

Flash report produced by Hilda Campbell
Convenor of the Nurturing and Weaving Special Interest Group.

For more information on this session please email hilda@cope-scotland.org