

Nesta's

People Powered Results

100 Day
Challenge

nesta
Health Lab

Nesta is a global innovation foundation. We back new ideas to tackle the big challenges of our time.

We use our knowledge, networks, funding and skills - working in partnership with others, including governments, businesses and charities. We are a UK charity but work all over the world, supported by a financial endowment.

We see Making sense of opportunities and challenges.

We spark Generating new ideas.

We shape Helping to test, grow and adapt promising solutions.

We shift Changing whole systems.

The kinds of big challenges we tackle include ageing; stretched public services; a fast changing jobs market and people feeling disempowered. We focus on areas where the combination of digital technology, empowered individuals, and better use of data and evidence can have the biggest impact.

People Powered Results sits within Nesta's Health Lab. The Health Lab is a centre of expertise on people-powered and data-driven health. We work with partners from the health, care, voluntary and social enterprise sectors to test and scale new ideas.

The **100 Day Challenge** methods highlighted in this booklet were originally developed by the Rapid Results Institute and customised jointly with Nesta for use in advancing Nesta's programmes.

How Nesta is tackling the big challenges of our time: Our People Powered Results '100 Day Challenge' method.

A '100 Day Challenge' accelerates the pace and achievement of change in complex systems. It is a structured innovation method that unlocks the knowledge, experience and skills of frontline practitioners and citizens to achieve better results.

Traditional top-down approaches to change have, on their own, struggled to keep up with the pace at which change needs to happen, and often don't tap into the passion, energy, and wisdom of those closest to delivery. Frontline staff and citizens have unrivalled expertise and understanding of how a system operates, and insight into where the potential for change exists.

The People Powered Results '100 Day Challenge' complements traditional top-down approaches to change efforts. The method works with leaders of a system to mobilise those closest to the action - driving change from the bottom up, in real time and at pace.

100 Day Challenges are intensive periods of action and collaboration where longer-term strategies are broken down into tangible challenges with specific performance and learning objectives. Frontline practitioners and citizens from across a system come together as a team to set ambitious goals, and develop and test creative solutions with real people, in real time.

People Powered Results '100 Day Challenges' create the conditions for frontline collaboration and innovation at pace.

Coaching

We provide coaching and facilitation support to teams, managers and leaders throughout the challenge. Our approach to coaching is adaptive and responds to the changing needs of teams and individuals throughout the 100 Day Challenge.

Data

We encourage teams to use existing data and information to shape their thinking at the launch, and encourage them to develop real-time data and insight to continually shape their solutions as they are tested throughout the 100 days. As teams prepare for the end of the 100 Day Challenge, we help them consolidate their data, learning and insight to inform their sustainability and scale ambitions.

Experimentation

We bring a focus on action, testing and iterating ideas in real time, with real people. Teams develop and test ideas, often based on strategic themes which system leaders have invited them to explore.

Urgency

100 days creates a sense of urgency and momentum over a short timeframe. This gives teams enough time to create ambitious levels of impact on the ground whilst building pace and energy for the work.



Sponsorship

We work alongside leaders to help them step into new sponsor roles for cross-system teams. This is often about leading across organisational boundaries and networks, to help unblock the inevitable barriers faced by frontline teams. The team sponsor is the connection to the system leadership group - ensuring learning and insight from the frontline can directly inform longer-term plans.

Permission

We give ownership of system problems to practitioners on the frontline, with the permission to experiment with ideas that achieve impact and learning. Our approach flips on its head the tendency for problems to be tackled by those furthest away from the delivery.

Diverse place-based teams

We mobilise teams from across organisations and communities to work together in new ways. Bringing together individuals with varying backgrounds and perspectives adds robustness to the work, and empowers teams to directly address the problems.

Goals

We support teams to create their own highly ambitious goals, focusing on specific population groups and results - for example reducing unplanned hospital admissions for the frail elderly. This allows teams to create the space where those working to support individuals are all united and motivated around the same common outcome.



What does a 100 Day Challenge look like?

Each 100 day effort typically runs through three stages:

Phase 1: Create the conditions and mobilise the teams

Working with a system leadership group to design the focus of the challenge; gather the information to support data-driven rapid testing; and design the team composition and support network which includes dedicated coaches and sponsors.

Phase 2: Take action, experiment and learn

The frontline and leadership teams come together for the launch of the 100 Day Challenge, after which Day 1 of 100 begins. Throughout the 100 days the teams are self-organising, but encouraged to meet regularly. All teams come together at Day 50, to re-energise, review progress and adjust their ideas and plans if needed.

Phase 3: Grow the ideas and build the movement

Following the end of the 100 days, the leadership group and teams reconvene to share learning and results, and to work together to shape their sustainability and scaling plans.

Within 100 days, the method:

-  Provides insight into the feasibility and impact of longer-term thinking.
-  Accelerates the pace and achievement of change.
-  Stimulates new ways of working and relationships, building a resilience and energy for change and innovation across a system.

From our work within the health and care system the 100 Day Challenge method has been adopted to tackle some of the most complex challenges such as:

-  Improving care for frail older people to reduce unplanned hospital admissions.
-  Improving approaches to hospital discharge to reduce avoidable delays.
-  Supporting areas to develop proactive approaches for those at risk of developing long-term conditions.
-  Working nationally to find better ways to reduce the rising demand for elective care.
-  Supporting health systems to develop and scale person and community-centred approaches.

What types of challenges does the method work best on?

The 100 Day Challenge method is highly adaptable and has been tried and tested in a variety of contexts, and focused on different purposes. It works best when:

- The challenge you face is inherently complex and requires a collaborative response from a range of organisations and professional groups.
- You can frame a challenge with a focus on people and place, rather than an abstract problem and solution....the real world is much more interesting and complex.
- Your challenge is as much about the adoption of known solutions as it is generating new ideas - which requires local ownership and adaptation, together with changes in thinking, practice and behaviour.

From our experience, there are other change methods more suited to:

- Purely technical problems which require a known solution from a single organisation or professional group.
- Challenges which focus purely on incremental improvements, rather than something which needs a little creativity and radical thinking.

A note from people who have been involved in the challenges so far.

"It's honestly the best thing I have ever been involved with in my professional life as a GP, not just because it's so patient-centred, but also because it feels like the wheels are in motion and it keeps getting stronger and stronger."

Team member, Mid Essex

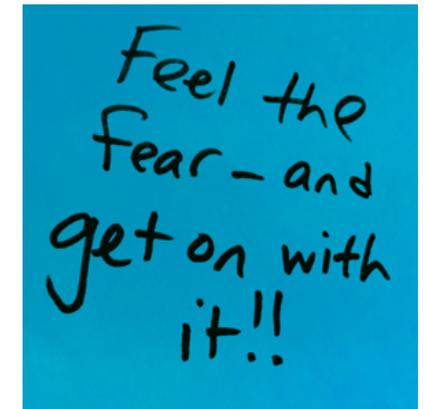
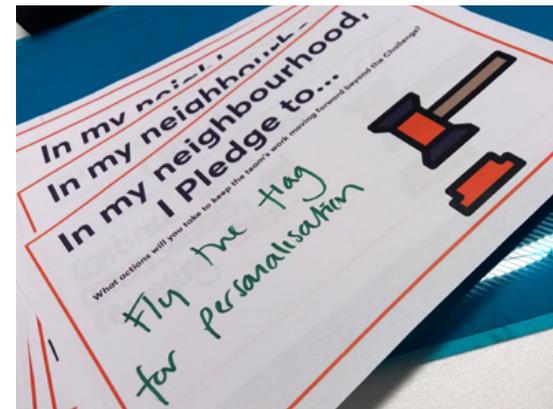


"What we needed to do was take a step back, ask the person what they wanted to achieve, and as professionals look at what we could offer them"

Stockton Team Member

"In somerset there's a real desire to take this as a methodology and to spread it out and use it as a way that we make rapid change in the county."

Jonathan Higman, Director of Strategic Development, Yeovil District Hospital, Somerset



Transformation only happens at the speed of trust.

"The bit that I've really enjoyed about being part of this programme is actually being able to let go and entrust some of the local clinical experts in each of the four areas that we've worked with to come up with ideas that they think will make a real difference to patients in the communities that they work in, but being able to make sure that that is translated into national policy"

Jonny Cotton, Senior Strategy Advisor, NHS England



"It genuinely enables the sharing of skills, ideas and passions to improve outcomes for vulnerable families and children."

Team member, West Essex

If you'd like to find out more about the 100 Day Challenge method or Nesta's People Powered Results approach, please contact peoplepoweredresults@nesta.org.uk or visit: www.nesta.org.uk/project/people-powered-results

For more information on Nesta's work in health, visit: www.nesta.org.uk/areas-work/health



58 Victoria Embankment
London EC4Y 0DS

+44 (0)20 7438 2500

information@nesta.org.uk

 [@nesta_uk](https://twitter.com/nesta_uk)

 www.facebook.com/nesta.uk

www.nesta.org.uk

May 2018

Nesta is a registered charity in England and Wales with company number 7706036 and charity number 1144091. Registered as a charity in Scotland number SCO42833. Registered office: 58 Victoria Embankment, London, EC4Y 0DS.

