

Silly RULES

Breaking the rules for better care

Resource Guide

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Your Invitation to Break *Silly* Rules

A Message from the Bevan Commission & Llais

Dear Colleagues,

In 2016, the Institute of Health Improvement in the US launched a 'Breaking the Rules for Better Care' Campaign (also known as "Silly Rules"), which was led by Professor Don Berwick (Bevan Commissioner). This work aimed to identify "unhelpful rules" or "administrative barriers" that contribute little or no value to care, impede the work of clinicians, frustrate patients and families, and waste time and other resources across healthcare settings. Since then, due to its great success and impact, the "Silly Rules" initiative has continued to expand across the world.

The Bevan Commission, working in partnership with Llais and the Institute for Healthcare Improvement now wants to extend this across Wales. The survey available in the QR code sets out the key question to help us identify the views of health and care professionals and the people who access health and care services on unnecessary rules that get in the way of good health and care across Wales.

We encourage you to be part of this important work to help eradicate unnecessary rules that get in the way of better health and care. Please share this work and the resource pack with your colleagues and networks to ensure we maximise the opportunity to collate the views of as many people as possible. The survey will be live until the end of the year following which we will compile the results nationally and locally to inform opportunities to take action.

Should you have any questions or require support, please get in touch:

bevan-commission@swansea.ac.uk or enquiries@llaiscymru.org

Sincerely,



Dr Helen Howson
Director
Bevan Commission



Alyson Thomas
Chief Executive
Llais

What is *Silly* Rules?

The “Silly Rules” initiative is based on “Breaking the Rules for Better Care” programme of work which was developed and initiated by the Institute for Health Improvement (IHI) Leadership Alliance in 2016. It identifies “silly rules” that offer little or no value to the care experience for the public and staff. As health and social care leaders, we aim to provide positive experiences for people who access health and care and staff. However, sometimes we may inadvertently create processes or policies that have an unintended impact on the people we work to serve and support.

In 2017, 10 members of the IHI Health Improvement Alliance Europe (HIAE) conducted their own “Breaking the Rules for Better Care” week, amassing 500 proposed “silly rules” by means of feedback boxes in cafeterias, postcards, stickers, comment boards, and staff brainstorming sessions. One organisation even ran an underground “guerilla campaign”, covering its hallways and doorways with red masking tape to illustrate “breaking the rules” in action. To view the existing system with a new lens, organisations from these two IHI networks have been asking: “If you could break or change one rule in service of a better care experience for patients or staff, what would it be and why”?

In February 2023, the IHI Leadership Alliance, IHI Healthcare Improvement Alliance Europe, and global members led the third iteration of the “Breaking the Rules for Better Care” initiative. Over 100 organisations participated in the Breaking the Rules for Better Care coalition, and in one week over 1200 ‘silly rules’ were identified. Their collective efforts allowed redesigning, and reimagining to thrive. If we get it right, our work to remove barriers, improve engagement with those who access care and staff, and innovate in system improvement will be an oasis for some, and the spark many of us need for the work ahead.

The Bevan Commission and Llais has prepared this resource guide to help your organisation fully participate with the “Silly Rules” initiative being carried out across Wales. The resource information has been drawn from the IHI “Breaking the Rules for Better Care Resource Guide.”

Step 1

Planning Your Participation

A suggested timeline for organisation involvement is outlined in the table below.

Proposed Activity	Description	Timescale
Sharing the Silly Rules survey with your colleagues and networks	<p>The survey can be accessed by a QR code on the Silly Rules poster and flier available as well as the Silly Rules web page.</p> <p>The survey will be shared across health, social care and the public domain to gain all perspectives.</p>	Up to the 31st December
Collate and analyse results	Results will be collated and analysed by the Bevan Commission who will produce reports for the key organisations.	January 2025
Feedback with executive teams	The Bevan Commission will share results with executive teams and identify rules that can be addressed.	February – March 2025

Step 2

Mobilise & Share

Your support and communication is key to the success of the initiative.

To spread the word about Silly Rules and engage the views of staff and those who access healthcare, you can:

- Share your participation on social media and connect with others using the #SillyRules.
- Share the Silly Rules survey through your communication channels.
- Include an announcement about the Silly Rules initiative and available supporting resources in staff emails or news bulletins.
- Display Silly Rules posters around your organisation e.g. waiting areas, staff rooms, wards, canteens, toilets etc., with the Silly Rules survey QR code and link to the supporting web page.
- Encourage public engagement leads to share the survey with those who access healthcare.
- Include a Silly Rules survey link in email signatures, screensavers, and pay stubs as an example.
- Review IHI's ['New Rules for Radical Redesign'](#) to get your staff thinking creatively about care redesign.
- Read the JAMA Viewpoint article ['Breaking the Rules for Better Care'](#).

The Bevan Commission and Llais have provided the following resources to support communication:

- Silly Rules digital poster and flyer
- Silly Rules sample tweets
- Silly Rules information web page on the Bevan Commission website

The involvement of staff and the public including the provision of updates and outcomes is vital to this piece of work.

Step 3

Analysis & Feedback

Once the survey closes, the submissions will be analysed by the Bevan Commission and shared and discussed with organisational leads and Llais, along with an offer to work through the results and determine what actions can be taken and how this will be fed back to staff and patients. Previous analytical efforts from the IHI identified three broad categories in which suggested “silly rules” broadly fell into, as shown below:

Category	Definition	Potential Action
Rules that need clarity	<p>Myths that are perceived to be rules.</p> <p>Habits that reflect “the ways we do things around here”.</p> <p>Unclear interpretation of policies, regulations, or the influence of local culture.</p>	<p>Debunk organisational myths.</p> <p>Tie the rationale back to the rule.</p> <p>Seek clarification from the entities that put in place the rules.</p>
Rules that need redesign	<p>Administrative rules that we, as leaders, have the power to change.</p>	<p>Select rules to revise and connect with colleagues through professional associations or other affiliations about how they may have tackled similar challenges.</p>
Rules that need advocacy	<p>Rules that are in place due to regulations or policies beyond organisational control.</p>	<p>Either independently or with professional networks, use the power of collective voice to engage the appropriate entities and advocate for rules to be changed.</p>

Frequently Asked Questions (FAQ)

1. What is the 'Silly Rules' initiative?

- The 'Silly Rules' initiative, formally called 'Breaking the Rules for Better Care,' began in 2016 by the Institute for Healthcare Improvement (IHI) in the United States, led by Professor Don Berwick. It aims to identify 'unhelpful rules', ways of working or 'administrative barriers' that hinder care, frustrate staff, and waste resources. The goal is to address these barriers to improve care and support, staff efficiency, and identify potential cost and resource-saving opportunities.

2. Why are the Bevan Commission and Llais running the 'Silly Rules' campaign in Wales?

- We are bringing this campaign to Wales to gather insights from health and social care staff, as well as the public, on any 'silly rules' that may obstruct effective and safe care. The feedback will help identify changes that could lead to system-wide improvements in health and social care in Wales.

3. What type of 'rules' are we being asked to identify?

- The campaign is looking for 'silly rules', policies or ways of working that people feel get in the way of good, safe, and efficient care. These could be outdated policies, unnecessary administrative processes, or other rules that add little value and create inefficiencies.

4. Who can participate in the survey?

- The survey is open to all health and social care professionals and members of the public in Wales. Everyone's experiences and opinions are valuable, as they offer diverse perspectives on the barriers to effective care.

5. Is the survey anonymous?

- Information used and shared from the survey will be anonymous.

6. What question will I be asked in the survey?

- The primary question is: "If you could break or change any rule in service of a better care experience for those receiving care and support or staff, what would it be?" This open-ended question allows participants to reflect on any barriers they believe impede good care.

FAQ Continued

7. When does the survey close?

- The survey will remain open until the end of the year, giving participants plenty of time to share their insights and suggestions.

8. What will happen after the survey closes?

- Following the survey's closure, the Bevan Commission will review the feedback to identify opportunities for action and impactful changes and explore collaborative solutions for improved and more efficient care in Wales. The findings will be shared with all participants and key stakeholders and any appropriate representations will be made by Llais.

9. How will this campaign benefit the health and social care system in Wales?

- By identifying and addressing 'silly rules,' the campaign aims to support a review of ways of working and policies, to streamline processes, improve public and staff experiences, and create cost and resource-saving opportunities within the health and social care system in Wales. This collaborative approach could lead to a more responsive and efficient health and social care system.

10. How can I participate in the survey?

- Simply follow the link provided to access and complete the survey. Your insights are crucial in driving improvements across the health and social care system.

11. Can I share this survey with others in my network?



- Absolutely! The more responses we receive from varied perspectives, the richer the insights will be. Feel free to share the survey link with colleagues, friends, and anyone involved in or impacted by the health and social care system in Wales.



Have your say and help improve care for Wales by sharing your experiences and ideas!

Promotional Materials



On the following page, you will find a Silly Rules awareness poster for staff containing a QR link to the survey. Please share this widely with your colleagues and networks!

Spread the word about your involvement in the Silly Rules initiative! The below can be added to screen savers, signatures or be tweeted!

 We're excited to announce our participation in the #SillyRules campaign led by the Bevan Commission and Llais! Let's break down barriers to better healthcare. What rule would you change to improve patient and staff experience? Share your thoughts [Silly Rules Survey](#)  @BevanCommission @LlaisWales

 Join us in the #SillyRules movement! We're joining forces with the Bevan Commission and Llais to rethink and redesign healthcare rules. Your feedback can help create a more positive experience for all. Share your ideas! [Silly Rules Survey](#)  @BevanCommission @LlaisWales

 Exciting news! We're joining forces with the Bevan Commission and Llais for the #SillyRules campaign. Let's dismantle barriers to better care together. What rule would you change to enhance patient and staff experiences? Share your ideas with us - [Silly Rules Survey](#)  @BevanCommission @LlaisWales

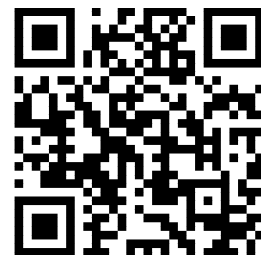
 Be part of the #SillyRules movement! We're teaming up with the Bevan Commission and Llais to challenge and reshape healthcare rules. Your insights are crucial for fostering a better experience for everyone. Share your thoughts! [Silly Rules Survey](#)  @BevanCommission @LlaisWales

Tired of 'silly' rules?

Report unhelpful rules for better healthcare

Some rules or work practices are created with good intentions but don't actually help patients or staff. The Bevan Commission and Llais, in partnership with the Institute for Health Improvement, have launched the 'Silly Rules' campaign. We want your input on 'unhelpful rules' or 'administrative barriers' that hinder care, frustrate those who access or provide care, and waste resources. Share your ideas to help improve the experience and make healthcare more efficient across Wales.

SCAN ME



Complicated Communication

Overcomplicated or outdated ways of communicating.

Staff must use fax machines to send documents instead of email, delaying important patient information.



Pointless Paperwork

Repetitive forms of paperwork when there are better solutions available.

Staff having to fill multiple forms with the same information.



Annoying Approval

Requiring approval for simple tasks.

Staff need managerial approval to reorder basic medical supplies like gloves and bandages.



Silent Standards

Unspoken cultural norms causing inconvenience.

Staff feel they must skip breaks to keep up, even though breaks are allowed, leading to burnout.



Silly Schedules

Illogical or impractical timetables.

Staff are scheduled to attend two different surgeries with no time to travel.



Strange Systems

Inefficient or convoluted processes that complicate tasks.

Staff must complete a lengthy checklist involving multiple departments, turning a simple process into an all-day affair.



Ridiculous Rules

Rules that don't make sense.

A rule prevents patients from bringing their own crutches, requiring them to use hospital issued ones even if unnecessary.





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