

Welcome to a conversation about an evaluation tool used for a Strategic Systems Leadership Programme – evaluation in complex systems

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#WeCareTogether: Norfolk and Waveney People Plan

In response to the national plan, we have developed a local plan for Norfolk and Waveney - #WeCareTogether which mirrors the ambitions of the national plan

- **Launched August 2020**
- Developed over 18 months, with engagement from c1,000 people and stakeholder groups
- Alignment to the Interim NHS People Plan – but with whole workforce focus (Health, Social Care and VCSE)
- 5 year transformation plan:

Our vision is for N&W to be the best place to work

Happy, healthy staff providing excellent compassionate care

Our objectives are:

- Creating new opportunities for our people
- Promoting good health and well-being for our people
- Maximising the skills of our people
- **Creating a positive and inclusive culture for our people**



N&W Strategic Systems Leadership Programme For Directors 2020/2021 Overview

Systems leadership is essential for the successful delivery of integrated care and population health management across our system.

This programme is aimed at 30 systems leaders across the Norfolk and Waveney health and care sector, including local authorities and the voluntary sector.

Participants are working at an associate Director level and contribute to the strategic direction within their own organization and well as having an outward focus . These are sponsored by CEO's.

Participants are interested in personal leadership growth and development, understanding how to balance system and organisational priorities and exploring perspectives from different sectors around common issues.



N&W Strategic Systems Leadership Programme For Directors 2020/2021 Overview

Programme Context

The 2020/21 programme has been developed on the feedback from the 2019/20 programme and is line with the Long Term Plans ambition to support the next cohort of systems leaders by more systematically identifying, developing and supporting those with the capability and ambition to reach the most senior levels of the integrated service.

Results of all successful systems leadership programmes have shown the importance of equipping individuals with the right skills necessary to drive change and identify new ways of working and collaboration between health, social care and third sector organisations.

The programme will align to the ICS and PCN maturity frameworks, and support N&W's progression to a striving ICS.

Programme Objectives

This Programme is aligned to:

- The ICS Best place to work ambition
- The N&W People Plan ambition to create a positive and inclusive culture
- SC Workforce Plan

The programme will commence in late May 2021 Constitutes different phases:

- Understanding of own strategic leadership approach
- Insights
- Workshops – both face to face as well as virtual
- Webinars and knowledge clips
- Mentor from the 2019 programme alumni
- SenseMaker® evaluation through the programme

Programme Timeline



Benefits & Commitments

- Exposure to systems agendas
- Supporting the achievement of the ICS objectives
- Networking across the system
- Developing collaborative systems relationships
- Personal growth and development
- Access to national experts in systems leadership
- Exposure to the ICS executives and shaping the cultural changes within in the N&W system
- Attendance at all the workshops and insight events
- Contributions to the Sensemaker® evaluation process
- Participation in the feedback events

The context for systems working

The Cynefin Framework

Cynefin® is Welsh for a “Place of Your Multiple Belongings,” and the pragmatic framework that bears the name emerged in the late 1990s amid efforts to help decision makers locate themselves and their unique contexts. That was locating in ways which respected that many things have value so long as we attend to the boundaries within which they are valid, and respecting that we generally do well to embrace as much diversity as we can manage without fragmenting or becoming incoherent.

At its most basic, the Cynefin® framework allows us to distinguish between three different kinds of systems:

Ordered systems in which cause and effect relationships are either clear or discoverable through analysis (complicated and clear);

Complex systems in which the only way to understand the system is to interact;

Chaotic systems in which turbulence prevails and immediate stabilizing action is required.

The aporetic state (AC) represents a state of tension, where unanswerable questions abound and paradoxes present momentary obscurity.



The power of stories -What is Sensemaker®?

SenseMaker® is a narrative data capture tool. We use it to gather qualitative data pertaining to people's experiences of the topic under discussion.

On the online platform, we ask participants to share an experience they, or someone they know, has had in relation to a topic.

We then ask participants to *evaluate their own* experiences using anthro-complexity tools called “triads” and “dyads” and “stones”

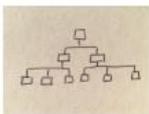
The tool allows us to extract positive vs. negative stories and what characterises effective environments for change.



Sensemaker Methodology

Design of the study included:

1. Seven images depicting themes relating to experiences of systems leadership: hierarchical” “complexity” “jigsaw” “collaboration” “lonely” “future” “uphill struggle”



2. The following instruction was given to evoke a story: “Please tell us about an experience you’ve had at work in the last month that reflects what it feels like for you at the moment bringing together different parts of the health and social care system

3. From the research questions, we abstracted core concepts from which the signifiers were developed – these are the modulators of experience. Seven signifiers were then developed. These take the form of geometric shapes (triads), which allow respondents to index and describe their story - this indexing provides a space for respondent- coding of the qualitative material, which in turn provides a layer of quantitative meta-data which allows for pattern-based visualisations.

4. Multiple choice questions measuring how positive/negative/neutral an experience was, as well as background demographics, how common the experience was and who should hear about the story.

5. Dyads were used to measure, on a scale, whether the environment of the story was characterised by authority and hierarchy vs. networks and communities and whether the individual felt Highly skilled with little challenge vs. challenged but lacking in relevant skills

6. An open-ended question: “If your story evokes any additional themes not captured by the themes in the triads above, please tell us here”

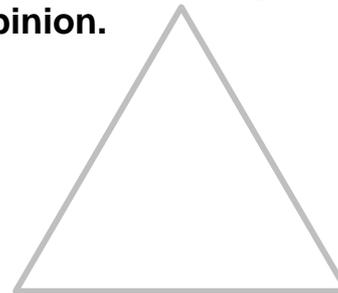


Storytelling Questions

- 1.2 Please tell us about an experience you've had at work recently that reflects what it feels like for you bringing different parts of the health and social care system together to facilitate positive change?
- 1.3 If you were to give your story a few key words, or a headline, what would it be?
- 1.4 Are you completing this survey...
- At the start of the programme

Insight Questions

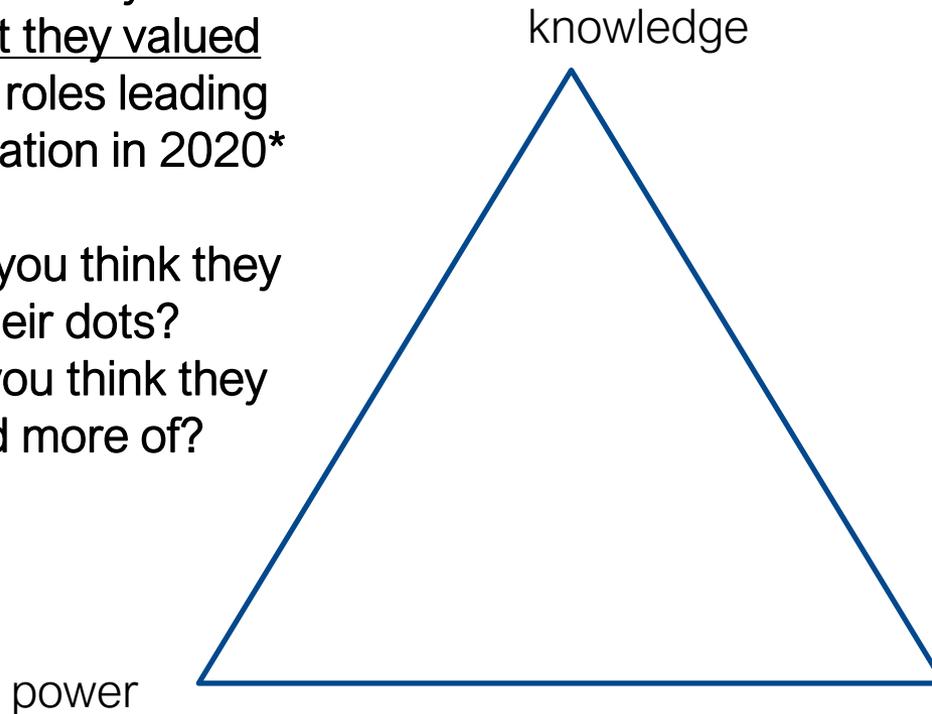
Thinking about this story, click and drag the marker to a position along the line that best reflects it. The closer the marker is to a corner, the stronger the opinion.



Workshop
questions

When we asked system leaders what they valued most in their roles leading system integration in 2020*

- a) Where do you think they put their dots?
- b) What do you think they wanted more of?



* Data was collected in January and June 2020 from participants on a System Leadership Development Programme including leaders from the NHS Social Care and the Third sector and all located in the Norfolk & Waveney area of the East of England

relationships
HORIZONS



What they said...

- a) What surprises you?
- b) Does this tell you anything you didn't know?



What they want more of...

A desire to move towards...

2.6 In this story, what was valued was...

We have had to focus on the crisis and be clear on priorities. Where we have collaborated across organisations it has worked brilliantly.

If we lift our heads, we can create a better journey for our patients...



* At a workshop with the participants in August 2020, we presented small groups with the stories and asked them to sort them into two piles – stories we want more of and stories we want less of – and these four stories were unanimously picked as examples of stories we want more of. The full stories are available on slide number

Workshop questions

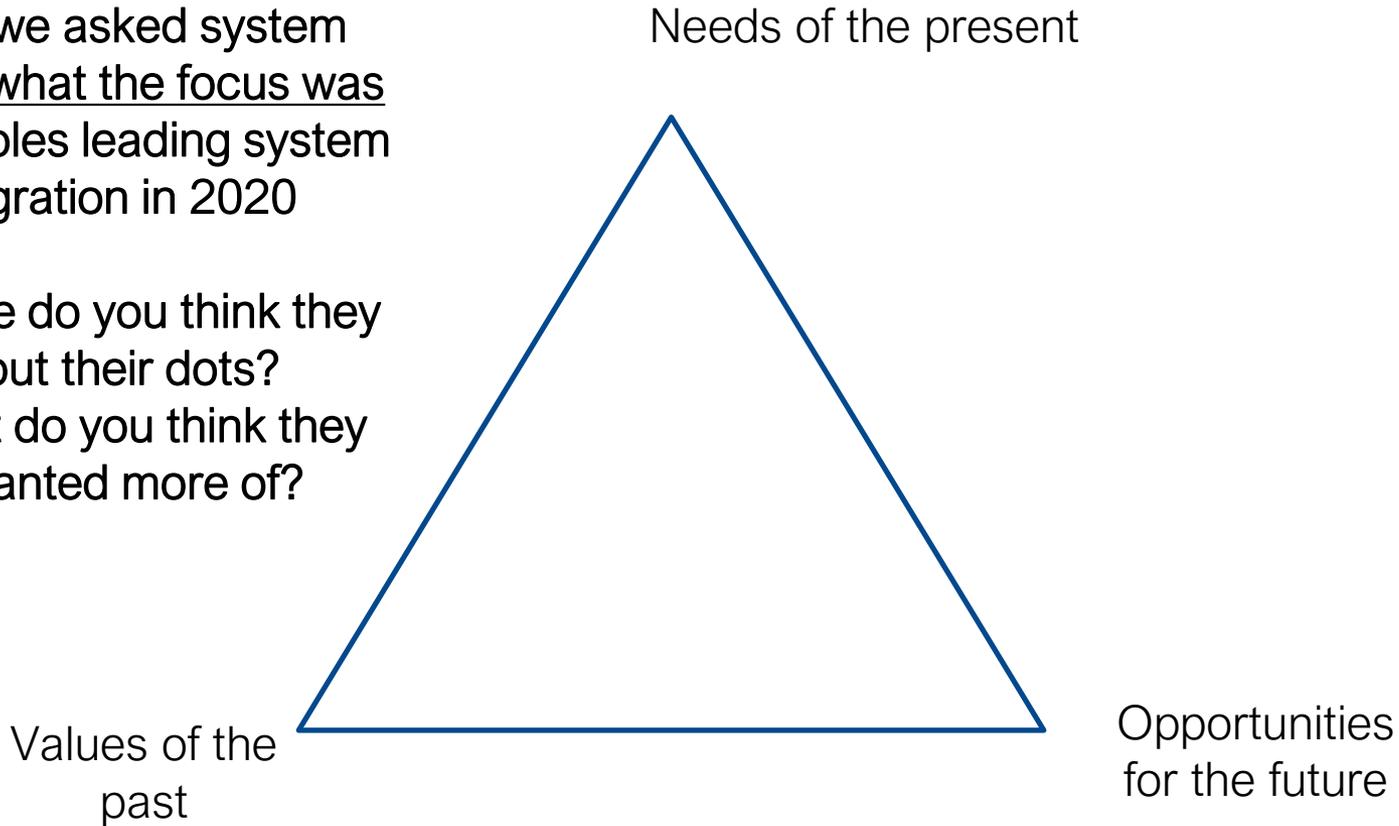
- a) What does this mean for
- Policy?
 - Governance?



Workshop
questions

When we asked system leaders what the focus was in their roles leading system integration in 2020

- a) Where do you think they put their dots?
- b) What do you think they wanted more of?



HORIZONS



What they
said...



Workshop
questions

- a) What surprises you?
- b) Does this tell you anything you didn't know?

HORIZONS



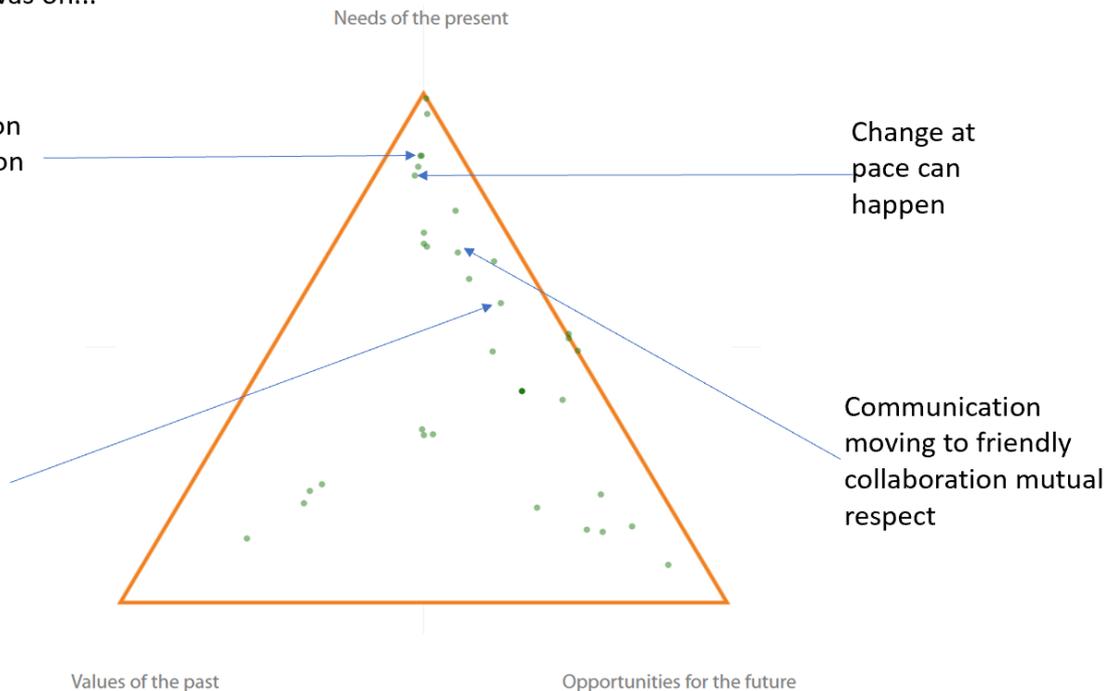
What they want more of...

A desire to move towards...

2.3 In this story, attention was on...

We have had to focus on the crisis and be clear on priorities. Where we have collaborated across organisations it has worked brilliantly.

If we lift our heads, we can create a better journey for our patients...



Workshop questions

Change at pace can happen

Communication moving to friendly collaboration mutual respect

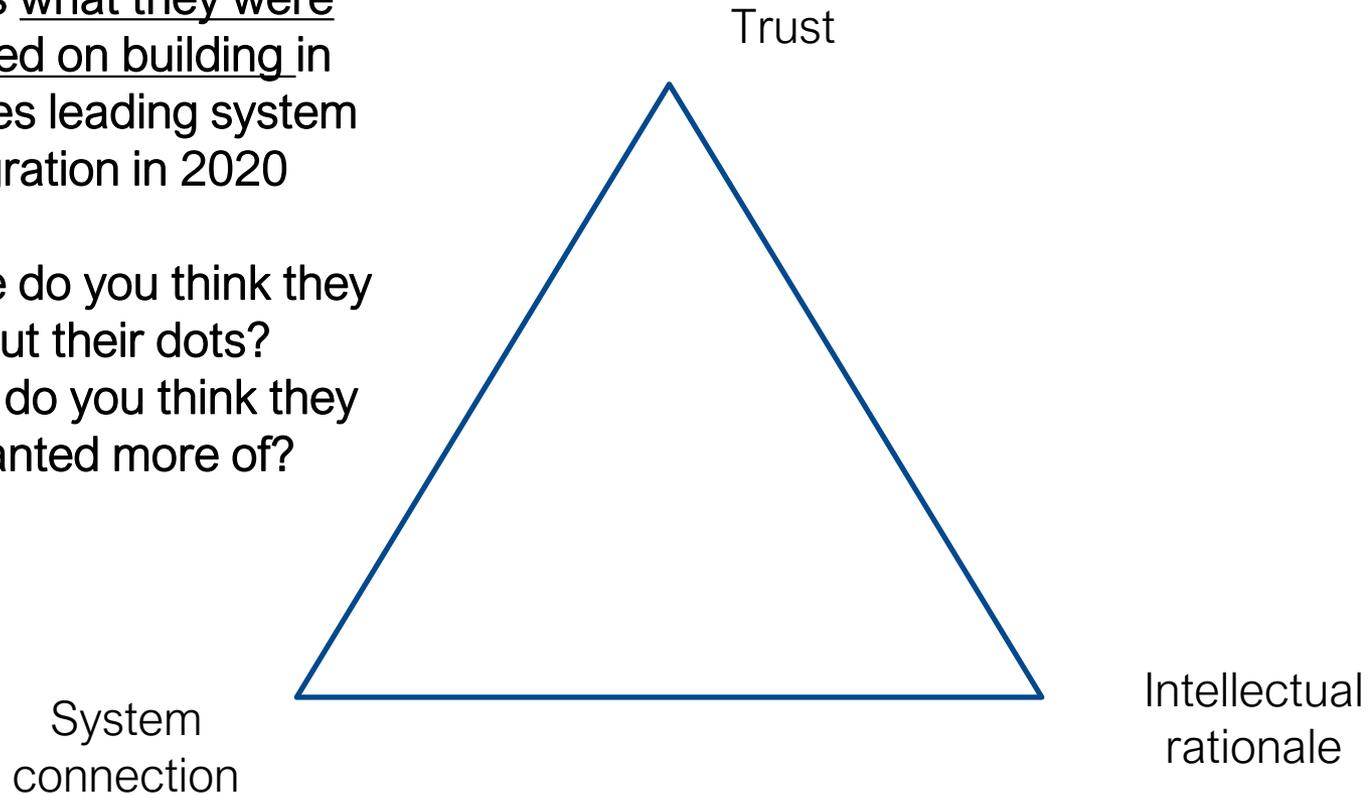
- a) What does this mean for
- Policy?
 - Governance?

HORIZONS



When we asked system leaders what they were focussed on building in their roles leading system integration in 2020

- a) Where do you think they put their dots?
- b) What do you think they wanted more of?



HORIZONS



What they said...



- a) What surprises you?
- b) Does this tell you anything you didn't know?

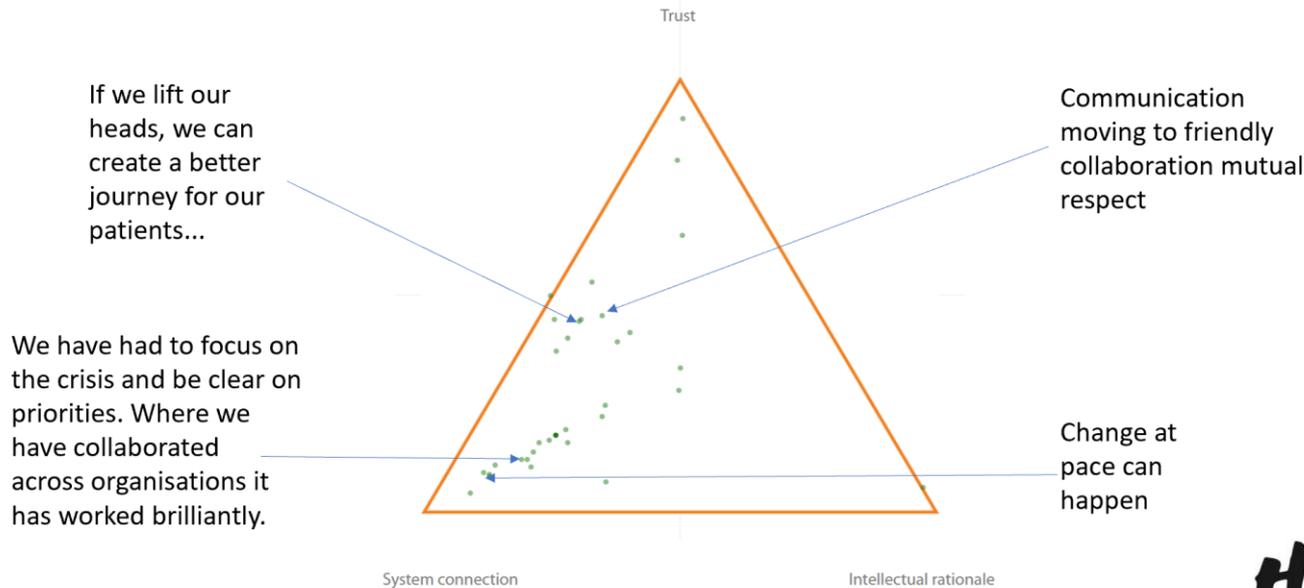
HORIZONS



What they want more of...

A desire to move towards...

2.2 In this story, the focus was on building...



HORIZONS



All 3 breakouts chose these four stories as the experiences system leaders want to move towards.....

9. If we lift our heads we can create a better journey for our patients...

It's been a very challenging time of year (as it is every festive period); I feel that there is a willingness to want to work together, but there are still some organisational boundaries that exist which does impact on getting things done for the good of the patient. There can be a tendency to only look within the confines of one's own organisation.

Some of this is regulator-drive, some is impacted by the different layers within an organisation i.e. what may be said at board or sub-board level, can we be sure that this translates to the hierarchical layers and down to the front-line? I believe that we want to do it, but I'm not that we know how?

21. Communication moving to friendly collaboration mutual respect

We have set up a WhatsApp groups for the practice managers and interested clinicians. This recently facilitated exchange of workplace risk assessment tools which we then discussed at a meeting and our non clinical development person is bringing them all together as one document for development of our resilience plan

22. We have had to focus on the crisis and be clear on priorities. Where we have collaborated across organisations it has worked brilliantly.

We are / were starting to work much more closely until the pandemic hit, this has forced us in one of two directions; either the past (linked to my chosen picture) behaviour of silo working where we have retreated and ceased discussions about collaborative working as things have had to be put on hold to focus on the crisis or very much a move to the future where we have been forced to open up communication channels and support each other through this crisis, eg by offering mutual aid, which I have seen in both sharing of resource (temporary redeployment) and sharing of PPE.

23. Change at pace can happen

COVID has changed everything - the boundaries have gone and every part of the system has worked together to make it right for patients and staff

HORIZONS

in good health

The Norfolk and Waveney Health and Care Partnership

#WE CARE TOGETHER



Participant Programme feedback

Through this leadership development programme we have explored many different topics and have learnt important lessons that we wanted to share with our system Execs and sponsors as we feel that taking collective action will improve how our system functions, how we support and lead our staff and ultimately how we provide better care in the future. We've collated our feedback across 4 themes.

The stories of
change
(sense-maker)

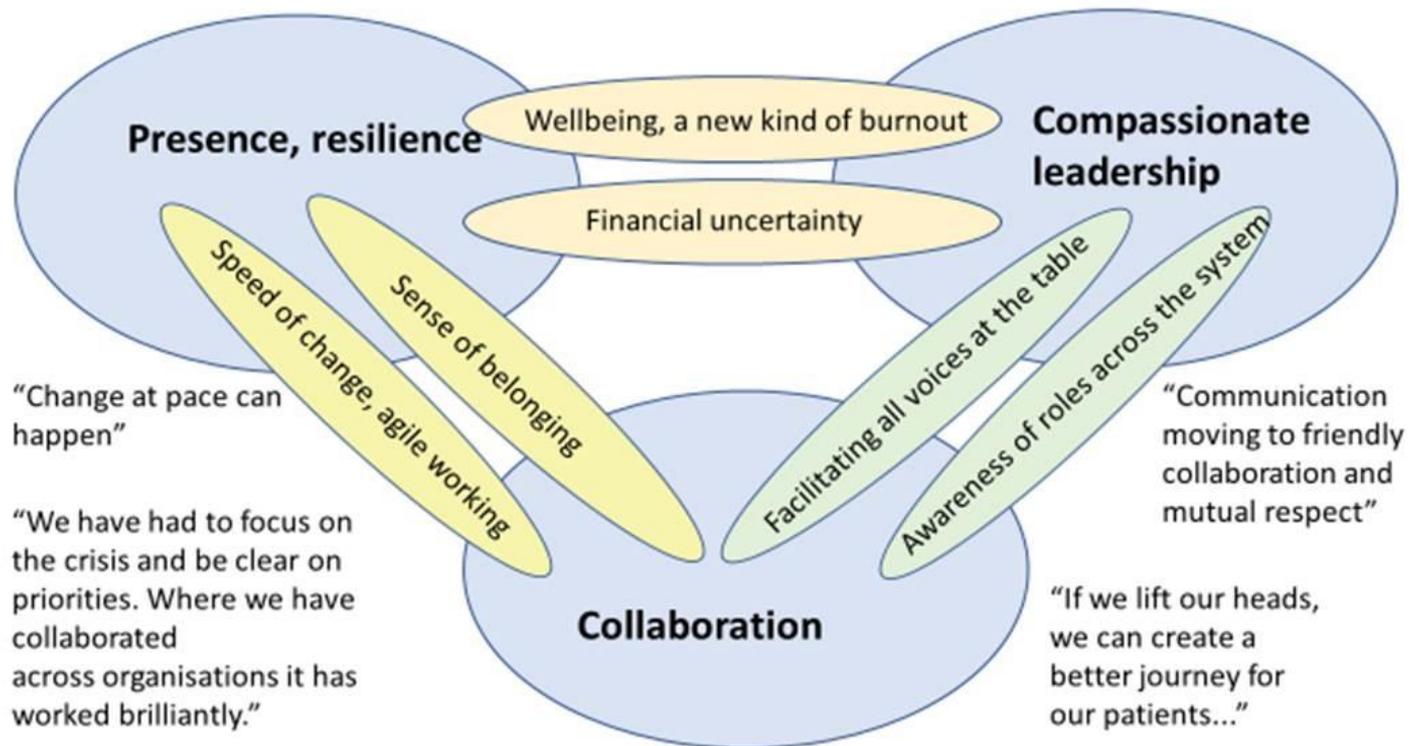
Making space
for innovation

Creating a
systems
culture

Learning
together as
system leaders



Themes from the Sensemaker workshop



Any questions ????????



In your break away groups take some time to reflect on what you have learnt today and how you can take action to accelerate change in your integrated system

- **How do your challenges fit with the cyefin complexity framework**
- **How could you use the power of a storytelling tool like Sensemaker to inform your approach and thinking about these challenges**

