Mental Health and Substance Use Pathfinder Programme

Leadership Development Programme
Session 2

21st September 2022
About the Session: Overview

The purpose of this Programme is to support leaders to gain a whole system perspective on some of the work they are doing and provide tools that can support improvements across a variety of workstreams. Part of this is the development of a peer network of leaders across Tayside to share experiences and ideas with regards to making change.

The first session saw the introduction of the Good Practice Framework for Strategic Planning as a tool to support reflecting on current strengths and practice, as well as identifying opportunities for development. At this session people highlighted where they would like to see change in the system and discussed how to move from the current activity towards the aspirational future state. You can read more about this session [here](#).

Session Two was shaped by the conversations and feedback gathered in the last session.

Session Purpose – in this session you will:

- Critically engage with identified system barriers
- Discuss the role of leadership in enabling system flexibility
- Reflect on different approaches to leadership
- Plan relationship building activities

Learning Outcomes – by the end of this session you will:

- Be able to use new methods for analysing and addressing barriers
- Understand the role of leadership within complex systems
- Have a greater awareness of your role as a change agent

Discussion Topics

- Choice – a risk worth taking
- Discussion One - Understanding your problem?
- Discussion Two – How might we?
- Introduction to the Human Learning Systems

### Participants by place of work

<table>
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<tr>
<th>Place of Work</th>
<th>Participants</th>
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<tbody>
<tr>
<td>NHS Tayside</td>
<td>5</td>
</tr>
<tr>
<td>Third Sector</td>
<td>6</td>
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<tr>
<td>Local Authority</td>
<td>3</td>
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<td>HSCP</td>
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[Number of participants]
Choice – a risk worth taking

Des McCart – Senior Programme Manager, Strategic Planning

This talk challenged participants to 'turn the lens upside down' on our decision making practices. People live complex lives but we also have very complex systems, which we have to break down for people to access supportive systems.

The Three Horizons model was presented to participants as a model which can help people to think and plan for the longer term rather than being 'stuck in the here and now'. Systems are often stuck on Horizon one, which the model assumes that this way of working cannot last. It recognise that the system is failing and things will need to adapt and change to improve. The model shows Horizon 1 way of working declining over time.

Activity: Seeing in Multiple Horizons: Connecting Futures to Strategy

Participants were encouraged to think of their own personal notions of risks in the workplace and in their personal lives. We all have a personal awareness about what we mean by the term “risk”, which we all use and interpret differently. However, uncertainty of the causes around risk may cause us to take more precautions in the workplace, than maybe we would in our personal lives.

By reflecting on our own risk scale, we challenged participants to speculate if their ability to make change in the workplace is due to perception of uncertainty around outcomes.
Red Rules / Blue Rules: Understanding the problem

Red Rules / Blue Rules is a tool to help people understand system barriers, which are often seen as ‘rules’. Rules are either enforced by legislation (red) or things like culture and practice (blue) in the workplace. When thinking of rules in their local context, some ‘rules’ perceived as red rules are actually more blue (changeable under the right circumstances). This tool can help our understanding of rules and what and who is required to change or ‘break’ them.

We asked participants to discuss in groups what kind of problems or opportunities they have at the moment in their workplace. Each group identified the rule that was either causing the problem or stopping participants from making change, and where the problem would sit on the Red Rule/ Blue Red scale. It was reflected that when participants identified one problem, when breaking the problem down it becomes much boarder, some of which is in the power of the participants to make small changes.

Existing challenges highlighted:

- Community pharmacies not given ability to prescribe MAT in many cases
- MAT Standard One – same day prescribing. Implementation requires electronic prescribing but requirements around ‘main prescriber’ means that people are reluctant to let community pharmacy do it.
- Funding stream criteria which results in year to year contracts with no stability, and short term employment
- Treating people as individuals in more resource intensive
- Focus on MAT Standards whilst also needing to support people with alcohol and cocaine use
How might we...

Following on from the above discussions, participants discussed the actions that would be required to resolve the problems noted above. This included who would need to be involved and who would need to be influenced to endorse the change. Participants discussed potential solutions to for the above problems. This included:

- Creation of evidence based offers
- Provider forums to support collaboration
- Shift to collaborative, provider led decision making

Unintended consequence - reduction in prevention and early intervention focus

Outdated referral processes

Challenges around shared care with GPs for substance use due to old legislation embedded in culture

Year to year contracts
  - No stability
  - Short term employment

People have to be free from substances in order to gain access to some MH services

Information sharing - Data protection vs willingness to find a way

Not allowed to hold MAT drugs in stock due to English legislation and lack of clarity of implication in Scotland
Human Learning Systems: creating outcomes in the real world

It is recognised that real outcomes in people’s lives aren’t delivered by organisations but are in fact created by the hundreds of different factors in the unique complex system that is each person’s life. This session thus discussed the implications on public management by measuring performance and success by outcomes.

The image below shows a system map based on obesity and the variables that can directly or indirectly influence an individual accessing support. The image demonstrates that outside healthcare, there are many other key enablers and barriers that can affect the system. Therefore a delivery mindset is not helpful for creating outcomes. An organisation, project, or programme cannot be expected to deliver an outcome which holds people accountable for things they cannot control. We live within a complex system and people have complex lives within that system.

Therefore, it is people that are able to create outcomes in their own lives with the assistance of friends, family, organisations and other factors. Our planning and organisations structures must change to allow continuous exploration, experimentation and learning so that workers can understand the complexity of people’s real lives and learn together with those people what will make a positive difference to them.

Key Link: The Plymouth Alliance - The Plymouth Alliance embraces the Human Learning System, operating on the basis of listening, learning and experimenting to improve services.

Participants were introduced to the above diagram of the Human Learning Cycle to help plan and manage this work which focuses on providing bespoke public services. The Learning Cycle exists at different system scales: people, team, organisation, place, country. It was noted that although services have many things that are working well, the system does not change from this practice. Therefore, we as leaders need to stop thinking of change as performance standards but as evidence and data which informs learning.

The Learning Cycle works best when we as leaders create connected Learning Cycles from the ground up which enables real outcomes to be created in people’s lives. This then requires not just a change in management practice, but a change in the purpose of management to empower individuals and share learnings across their all organisations which can create multidisciplinary care.

The Human Learning System supports and empowers leaders take this step forward by making learning and testing the key force driving our work.

Participants were given a template to take back to their workplace to begin to explore changes that can be made, actions required to make the change and who is needed to help make the change. We hope that by attending this session participants will use this tool to inspire themselves and others to make real change in their workplace.

You can find out more about the Human Learning System Approach by downloading the ‘guide for the curious’: Human Learning Systems: A practical guide for the curious

5 elements of the Learning System:
- Understand the system
- Co-Design of experiments/explorations
- Experimentation/exploration
- Embedding and influencing
- Managing and governing
- Learning Cycles
Next Steps

From the conversations stimulated at the session the project team will hold an additional session in the coming weeks as an opportunity for participants to reconnect, get a refresher on the sessions held so far and hear from each other about what you’re thinking. We will also be interested in hearing how our team might be able to support you in making any of these changes – through practical support, additional coaching or making connections.

Next Session - Commissioning Differently - 7 December 2022

Bringing together challenges and discussions from different areas, this session will explore how different commissioning models can be used to improve outcomes and support culture change. We will be hearing examples of how different areas have approached commissioning in a way that supports whole system collaboration and helps address very complex issues.

Get in Touch

We are hoping that these conversations stimulate thoughts and ideas that we can further explore and develop together. So if there are particular topics or issues you would like to discuss then please contact us his.mhportfolio@nhs.scot

What is your main takeaway from the session?

"How to navigate issues and barriers in order to improve ways of working and meeting people's needs"
"Keep working at complex challenges in systems - don't give up!"
"Outcomes are not delivered by organisations!"
"How to challenge the rules using the “Blue” and “Red” rules"
"Design services to have constant learning and adapt"