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.

Session Four aimed to help participants formulate ideas around making initial change in a way that helps shift thinking towards longer term goals. The session introduced the Three Horizons model of system change which is designed to support planning within complex systems. There was discussion to outline what we see as the current state and norms, along with what the vision is. This then supported conversations about how we might slowly shift system thinking to support the development of integrated, joined up services that meet complex needs.

Session Purpose

• Discuss the relationships between current ways of working and future ways of working
• Identify ‘emerging patterns of behaviour’ that can support change
• Think critically about transitional activities and approaches

Intended Learning Outcomes

• Understand the role of the ‘transitional phase’ or ‘messy middle’
• Be able to analyse and identify key drivers and enablers of change
• Have engaged with the specifics around the implementation of MAT Standard 9
The Three Horizons Model is a tool that can help conceptualise change within complex systems. Complex systems in health and social care are characterised by a multiplicity of actors or services, supporting people with varied, dynamic and intersecting needs. This can make change difficult as it requires alignment and coordination over a wide range of services, and often centres on long term, outcome based goals which can be hard to ‘translate’ into organisational plans or traditional change programmes.

By introducing the idea of a transitional period – or Second Horizon – the Three Horizons Model encourages people to think about what needs to happen in the medium term to start to move towards the ideal state. These are usually things that are unlikely to be the ‘final change’ but shift perceptions or relationships in a way that can help inspire activity to reach the desired state.

**The Three Horizons**

*Horizon One* – This is the current state of things, ‘business as usual’. Exploring the First Horizon is about identifying key practices and cultures, and acknowledging how they are losing fit with emerging conditions.

*Horizon Two* – This is the transitional phase or ‘the messy middle’. Exploring this Horizon is about looking at where there are new practices, as well as identifying additional activity, that can help people navigate between the First and Third Horizon.

*Horizon Three* – This is where we would like to get to. Exploring the Third Horizon is about identifying emerging thinking, noting aspirational strategies and legislation.

**Mental Health and Substance Use Context**

*The First Horizon mode of service delivery was described as:*

- Condition/Diagnosis based services
- Paternalistic
- Disjointed
- High pressure environment with capacity and scrutiny
- Third sector innovating under the radar
- Risk averse/Primacy of clinical risk

*The Third Horizon mode of service delivery was described as:*

- Condition/Diagnosis based services
- Paternalistic
- Disjointed
- High pressure environment with capacity and scrutiny
- Third sector innovating under the radar
- Risk averse/Primacy of clinical risk

What is the Second Horizon?
What the Three Horizons look like in Tayside

**Key reflections:**

Cultural changes are required to move policy and practice towards an integrated, needs based system of care for people – by exploring options that are not the completed product but can help change cultural frames and practices (such as structured paper/verbal information sharing), the infrastructure can be developed in a more sustainable way.

System change is likely to result from the momentum of a range different changes. To ensure that these changes are ‘bigger than the sum of their parts’ there needs to be strong strategic oversight to ensure that changes are complementary and that they connect with each other.
Towards Implementing MAT9

Implementation of the Medically Assisted Treatment (MAT) Standards is a national and local priority. MAT Nine aligns with the aims and objectives of the Healthcare Improvement Scotland Pathfinder and Working Better Together Programmes. There is an opportunity to take the ongoing work of these programmes and refocus current progress and resources on the implementation of MAT Nine. Within MAT Nine, there are some clear criteria that will need to be met by all Tayside HSCPs; and will require collaboration with NHS Tayside. These will benefit from collective discussion and external support, specifically with regards to some key decisions that will need to be made.

MAT9 implementation is an opportunity to use a high profile, high priority area to build a programme of work around. Further to this, it will provide a tangible area of focus for starting to make change.

This will work to provide a catalyst for more joined up governance and provide a focal point for activity and a place to apply the findings and insights from work to date.

Feedback on the approach

• “MAT 1-5 can be seen as similar to 6-10 overall but MAT 9 might be better as new strategy”
  - It will involve shifting whole system alignment to a different way of thinking – there needs to be something around broader bits of MAT 9
  - Governance and leadership needs joining up too

• “MAT 9 seems to have the scope to go beyond MAT, the criteria suggests encompassing a broader population of substance use and other issues and immediate priorities”
  - Not just mental health, but all support needs seem to be included and what Alcohol and Drugs Partnerships should be developing anyway
  - People who use substances have mental health problems and complex issues = poor outcomes and this is visible with mental health e.g. they stop attending appointments
  - We should have ‘person-centred’ workers to place services around the person to ensure personalisation

There are lessons from the pandemic in innovation and partnership

These are not new – can we try and understand why things haven’t worked before?

Joint decision making and risk taking at the centre of this

There are still significant vacancies

How do we support staff to change in a high pressure environment?
Next Steps

Offer of support – We are able to support at an organisational, service or team level and can provide the follow input/support:

- Creating space for collective reflection and facilitating conversations around:
  - Opportunities for new ways of working – taking a strengths based approach and looking to unlock or enhance capacity/practice
  - Introducing some of our practical tools to build understanding/engage critically with issues

- Analysis and problem solving – helping you understand barriers, undertaking research to bring in solutions/ideas

- Project/change support for new initiatives – holding some of the planning and project management for small pieces of work bringing services together

Next Session - Session Five: Creating a System for Recovery – 6 June 2023

Reflecting on what we have discussed so far, this session will look at system change from both a process and human point of view. The session will explore how leaders can make person centred decisions within complex systems and complex needs. The focus will be on discussing and sharing ideas around joining up agendas, and the role of leaders in system change.

Past Sessions

Session Two

Our second session focused on developing enabling leadership, where participants were introduced to the Human Learning System. This model aims to support and empower leaders take steps forward alternative approach to public management which embraces the complexity of the real world.

Red Rules / Blue Rules was introduced a tool to help people understand system barriers, which are often seen as ‘rules’. Participants discussed problems or opportunities they have at the moment in their workplace, identifying the rule that was either causing the problem or stopping participants from making change

You can read move about this session here.

Session Three

This session focused on different commissioning models. Participants discussed their own experiences with commissioning models and what makes a ‘good’ model – with a focus on how to provide flexible services to meet complex needs.

As an example participants heard from the cross-sector strategic partnership, the Dundee Alliance, which shares learning, training, experiences, and resources in support of the shared aspiration of co-design.

You can read more about this session here.

Get in Touch

We are in the process of planning the next phase of the Leadership Development Programme and would value your thoughts and ideas around what you would like to see from the Programme. Please get in touch by emailing: his.mhportfolio@nhs.scot