

Changing Futures Programme Sussex

System Change Strategy

Version: V9 - July 2024



Background

Changing Futures (CF) is a Pan Sussex Local Authority-led programme focussing on improving the often multiple systems for people experiencing multiple disadvantage. It is funded by DLUHC (Department for Levelling Up) and NLCF (National Lottery) until March 2025.

The key delivery principles of the programme are to:

1. Work across local services and the voluntary and community sector, building strong cross-sector partnerships at a strategic and operational level that can design and implement an improved approach to tackling multiple disadvantage.
2. Coordinate support, and better integrate local services to enable a 'whole person' approach.
3. Create flexibility in how local services respond to the people who use them, taking a system-wide view with shared accountability and ownership leading to better services and a 'no wrong door' approach to support.
4. Involve people with lived experience of multiple disadvantage in the design, delivery and evaluation of services and in governance and decision making.
5. Take a trauma-informed approach across the local system, services and in the governance of the programme.
6. Commitment to drive lasting system-change, with sustainable changes to benefit people experiencing multiple disadvantage beyond the lifetime of the funding.

What is Systems Change?

There are a wide variety of definitions and models for systems change. There is no single correct way to define or do systems change.

The working definition which was co-created by Changing Futures stakeholders in 2022 is the following;

"a continuous, collaborative response to the changing needs of people that need/use services. It involves changes in the people, processes, organisations, beliefs, and cultures that make up the system. Without it, resources are wasted, and people die early of preventable deaths."

The following from the Q Foundation

"An intentional (or unintentional) press to alter the status quo and bring about lasting change by altering the underlying structures and supporting mechanisms which make the system operate in a particular way."

The focus is on changes in people, organisations, policies, processes cultures, beliefs and environments. Concepts and language may be new to some but acting systemically is something that many in the social sector already do.

If we think about the 3 layers individual, organisation and system an example might be an individual taking forward learning from trauma informed training and now writes case notes co-productively and thinks differently about the difficulties in delivering enabling services. An organisation may have developed a new referral protocol that enables their staff to engage more easily with neighbouring teams such as PCN or Adult Social Care by committing to sharing data. A systems change might be the formation of a multiple compound need board where partners are consolidated together and committed to work together to overcome system barriers, another could be the setting up of temporary accommodation action groups to tackle multi organisational failures in accommodation provision.

Why is Systems Change important to Changing Futures?

Public services including health and Social Care do not work equally for everyone and many people experiencing multiple disadvantage are failed by the current system such as inaccessible services inequity of esteem and this leads to more critical care needed, health deterioration or recovery interventions failing. The complexity and number of interdependencies means a systemic approach is essential in order for us to understand more clearly the benefits of interventions and support and effects on other parts of the system such as criminal justice .

In order to respond systemically to individuals experiencing multiple disadvantage, we need to take a holistic approach to look at the interconnected challenges and opportunities within the system such as a supported housing or lack of access to Mental health support whilst people are recovering from drug and alcohol use

Why?

- To save lives
- Increase efficiency
- Improve outcomes
- To be better equipped to deal with crisis
- Improve access to services

Driving systems change to address multiple disadvantage requires an adaptable approach that involves collaboration, innovation, data-driven decision-making, and continuous learning. By following this strategy, stakeholders can work together to create lasting and impactful change across diverse sectors, improving outcomes for communities facing complex challenges.

Moving from 'what do I need?' as an individual, team or organisation to 'how can I help?'

We aim to build a curiosity and empathy with our system partners and teams to create new structures and ways of working that establish connectivity, trust and safety as underpinning principles of service delivery. We will do this by sharing knowledge, enabling spaces outside of usual practice to think and plan together such as our learning labs and networks. To build networks and bring similar conversations together in the system.

System Change Goals

Services

- 1. Increase and improve the service offer for individuals experiencing multiple disadvantage across the whole of Sussex: High quality seamless services = 'no wrong door', swifter and safer outcomes and build evidence of what works

Governance and commissioning

- 2. Robust multi-agency strategic and operational partnerships with clear leadership and accountability structures leading to more coordinated Pan Sussex commissioning activity for multiple disadvantage

Data

- 3. A fully costed data transformation programme for Sussex authorities to be underway
- 4. Better understanding of prevalence and needs leading to more targeted service responses

Co- Production

- 5. Embedded lived experience in local governance and decision-making structures
- 6. Increased co-production activity within local organisations
- 7. Peer support a regular part of the multidisciplinary offer in Sussex

Learning and Development

- 8. Trauma-informed system of care and embedding a culture of system-wide curiosity to learn from each other through groups and forums - building 'systems thinking' capacity across Sussex

Systems Change Model and Overall Approach

We need to understand the interconnected nature of multiple compound needs and identify their root causes. We will do this by continuing conversations with all stakeholders and increase the communication between client, service provider and strategic leader.

We have identified key stakeholders and will continue to involve them in the problem analysis process to gain diverse perspectives. We will continue to build this coalition which includes lived experience experts, organisations, commissioners, and third sector organisations.

We will:

- Foster an inclusive environment for curiosity, dialogue, co-creation, and shared ownership of the systems change initiative by developing networks and bringing system conversations together and supporting system leads We also need to ensure we develop learning loops, so the learning is returned to the providers and Lived experience.
- Use tools (see below) that are easily accessible and drive the conversations forward in a way that converges the learning into clear ambitions over time.
- Continue to develop a shared vision that aligns all stakeholders toward a common goal and together define measurable outcomes that signify progress and success in addressing the identified compound needs.
- Use data from multiple sources such as case studies and journey maps which will help us gain insights into the challenges and potential solutions for individuals. We will use data to track progress, identify emerging trends, and adjust strategies accordingly.

There are a multitude of models and methods for working to achieve systems change.

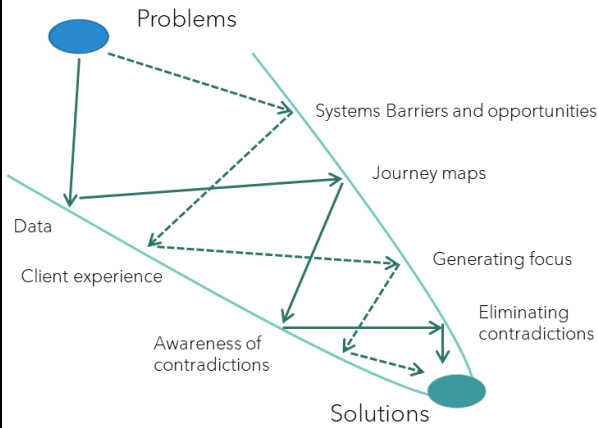
The model that the Changing Futures programme has adopted is [TRIZ](#) adapted with the [Q foundation](#)

A major feature of this model is the underlying assumption that 'this has happened somewhere before' and seeking that out. To learn from existing knowledge and grow from there. 'Someone has already solved this;' therefore, the starting position is not new. Linking up and partnering with people on a similar journey will help to support sustainability, especially in a complex system.

Another key element of this model is the searching for and understanding of contradictions in the system. For example, these might be fiscal tendering and short-term contracts that prevent partnership working and establishing mechanisms for long term goals. This can be a difficult process. We need to understand what stops us from progressing and these can be known or unknown so there is a need for constant reflection and curiosity when a barrier exerts itself to understand its meaning.

- Problems and solutions are repeated across the health and social care system especially for those experiencing multiple disadvantage.
- By representing a problem as a "contradiction" you can predict creative solutions to that problem.
- Patterns of improvement tend to repeat themselves across health and social care services.
- Creative innovations often use ideas from other parts of the system.

Adapted TRIZ model



The diagram [left] depicts the adapted Triz model which shows the process of solution finding; using data initially, but also relying heavily on insights from the stories we can bring. We use client experiences for this in a live way and also by using journey maps to document journeys over time. We can use analogies to try and help us understand the problem, increasing the awareness of contradictions.

We then work towards eliminating those contradictions, (and some of those can be really powerful).

The aim is that this process will help us towards much clearer solutions.

A second element to the model is Nudge or Incremental Change.

[Thaler, Sunstien; Nudge - Improving Decision about Health, Wealth and Happiness, 2008, also Organisational Development Judge, Yan, 2002]

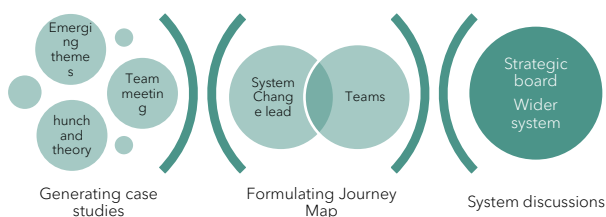
This would look to each part of the puzzle being aware of the other parts and requires constant curiosity. It works on an improvement cycle and focusses on small incremental changes in the knowledge that often it's the small changes that make big differences, the importance of continuing momentum and acknowledging distance travelled in any piece of change work. For example, working towards patient owned data and the "golden spine" where data is accessible for the right parts of the system to enable the right type of support would mean each part of the system being aware of the needs of other actors in the system and most notably, the client in the system.

Who do we need?

Systems Change is everyone's business; however, our starting point for change in Changing Futures needs to have the commitment and buy-in from senior leaders across the health and care system in each Sussex locality. We will assemble our initial discovery within establishing or established Multiple Compound Needs Boards or Steering Groups that have decision-making power and enough system influence to elicit change in the system. Projects that form from the discovery phase will be attached to working groups. We will use the expertise of the Strategic Sponsors and wider Stakeholders of the Changing Futures programme but will also look for actors and agents in other areas to support the necessary work.

Systems Change Methodology for Changing Futures - Journey Maps and Learning Labs

"If we put people at the heart of services, and work together across a wide range of needs, we can help more people live more fulfilling lives." ([thinknpc](#))



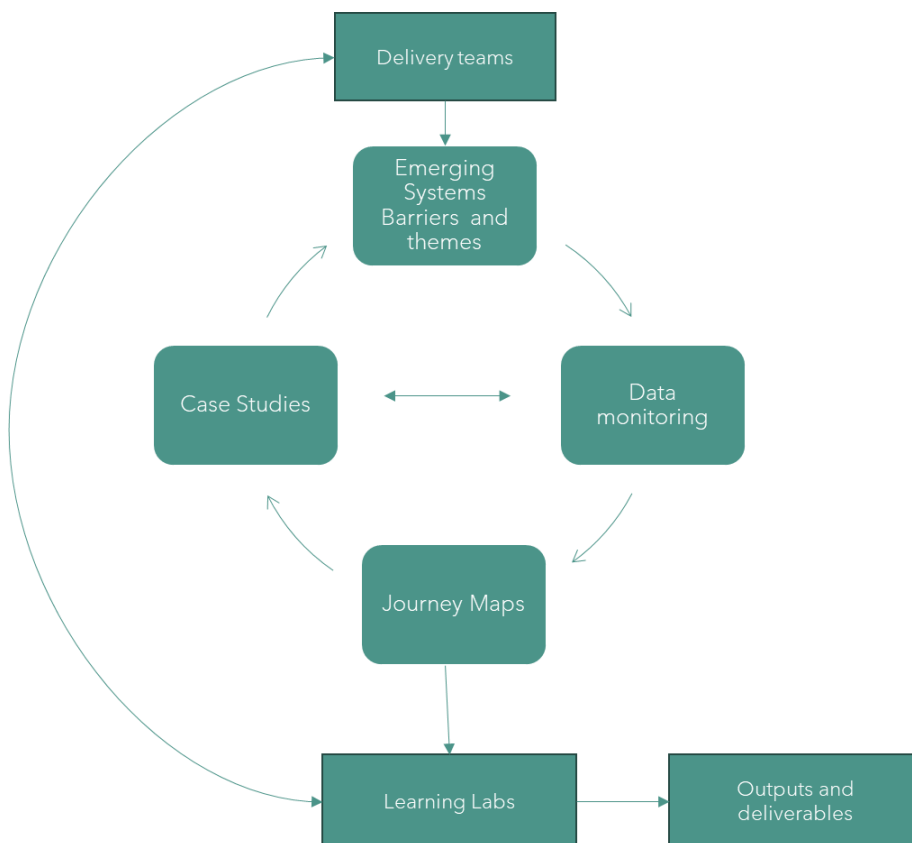
The process is displayed in the figure [left].

We capture qualitative and quantitative data from Changing Futures delivery teams across Sussex. The data will be collated and cross-referenced with case studies and feedback from the lived experience network. This information will be used to generate Journey Maps that we will use to highlight and illustrate specific barriers and opportunities in the system for change.

This process is a cycle of learning where Delivery Teams and the Programme Team look for emerging barriers and themes from the case studies and data monitoring.



The *Learning Labs* will be embedded into strategic multi-agency partnership groups in each locality with some being focused on pieces of emerging work regarding barriers and opportunities. A key element of this is working in collaboration towards an active response to a complex problem where there is connectivity between all elements of the learning participants in the process. The process will look to include co-production at all levels of the process.



Key deliverables will emerge from the Learning Labs and become Systems Change projects that are clear and discernible in the system to determine impact and meaningful change. We will seek to be creative about the way we monitor and evaluate projects to keep the overarching vision of the Changing Futures Programme.

Examples of the tools we will use for this work are summarised in another document. All this work will be carried out with a trauma informed lens of Trust, Safety and Collaboration.

