

A person is shown from the chest up, completely entangled in a complex web of thick, light-colored ropes. The person's arms and legs are spread out, and they appear to be struggling or trapped. A single, bright red rope cuts through the network of grey ropes, extending from the top right towards the person's chest. The background is dark and indistinct.

# Experimentation to help people to thrive in Gateshead

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Putting People First – Part II

How health and care in Scotland  
can be different

December 9, 2021

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SRO, Changing Futures Northumbria

Director - Public Service Reform, Gateshead Council

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# Summary of contents

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## **Part One – Doing and Debriefing**

- To prototype or not, and if not, what?
- Essential design features for any experiment
- Rules and principles
- Effective -> Efficient -> Sustainable
- From ADR to URM
- P.L.A.N
- Measures framework
- Debriefing, confirmation practices

[Q&A]

## **Part Two – Learning and Sense Making**

- Learning-and-doing governance
- Designing for frequency
- Cost/consumption: history and trajectory
- The power of stories – telling and selling
- Legacy – points of leverage and taking action

[Q&A - BREAK]

A dramatic, low-key photograph of a person's torso and limbs entangled in a complex web of thick, light-colored ropes. A single, vibrant red rope cuts through the tangle, extending from the top right towards the center. The background is dark, and the lighting highlights the textures of the ropes and the person's skin.

# Experimentation to help people to thrive in Gateshead

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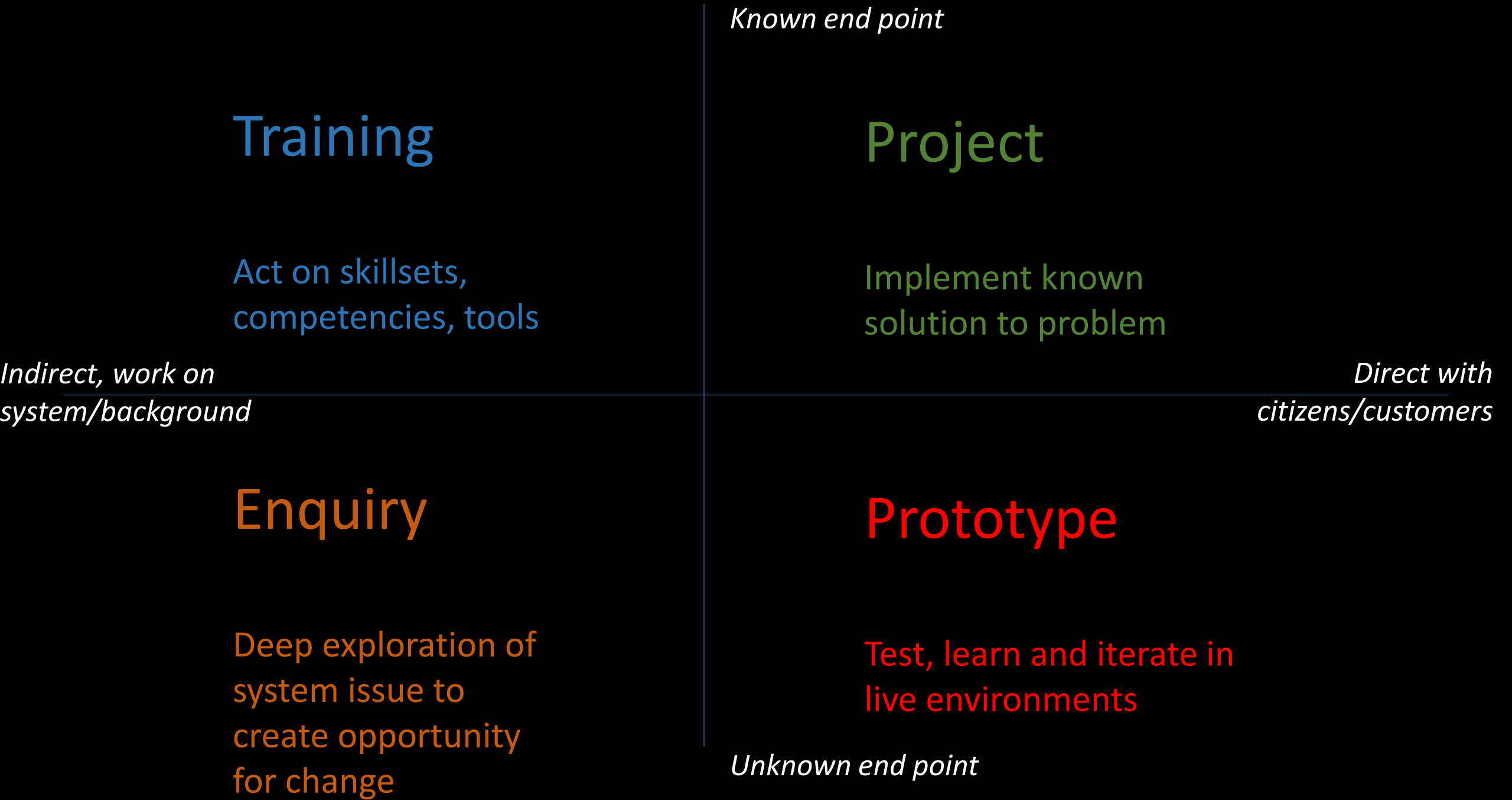
## PART ONE

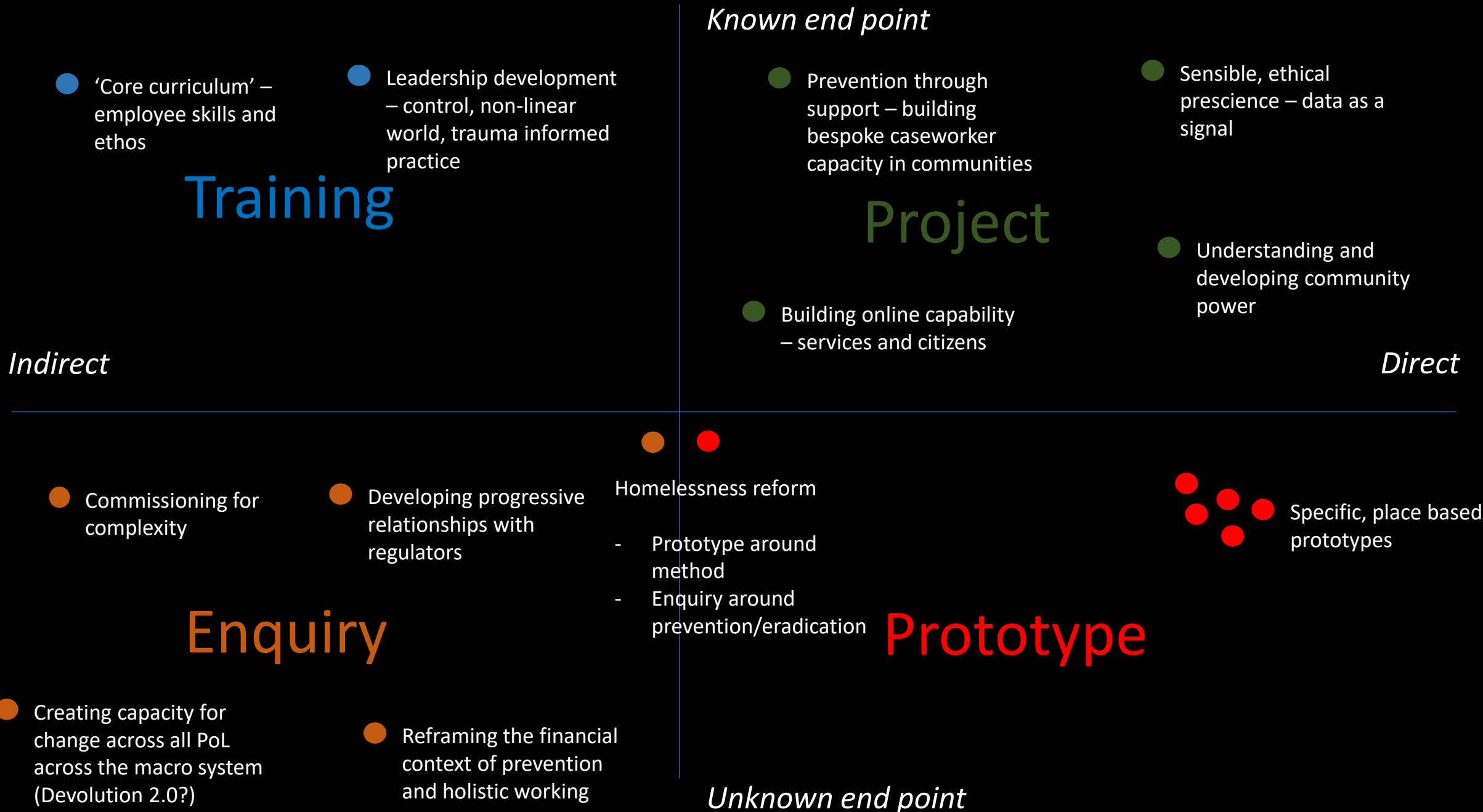
Doing experiments and  
debriefing about them

Mark Smith

SRO, Changing Futures Northumbria

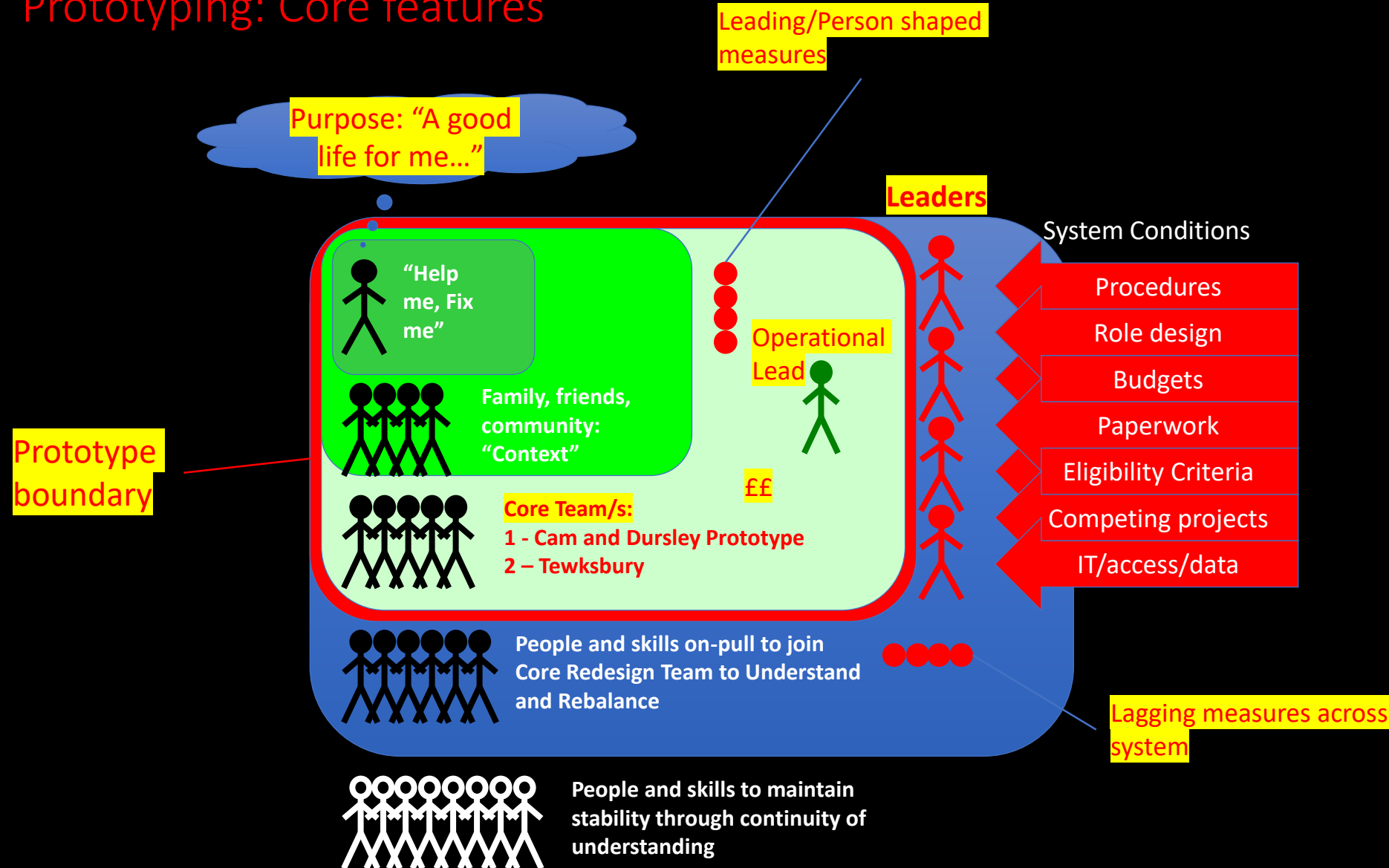
Director - Public Service Reform, Gateshead Council







# Prototyping: Core features



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# Rules and Principles

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- Second only in importance to PURPOSE
- Rules: binary, sacrosanct, unambiguous, means of control
- Principles: guiding, clear, multiple manifestations, up for negotiation
- Too many rules – stymie creativity and harder to absorb variety
- Too few/no rules – laissez faire, risky, learning unclear
- Develop these from experiences of staff and citizens – important groundwork

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# Rules and Principles

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## RULES

- Do no harm
- Don't break the law
- (Do IT last...)

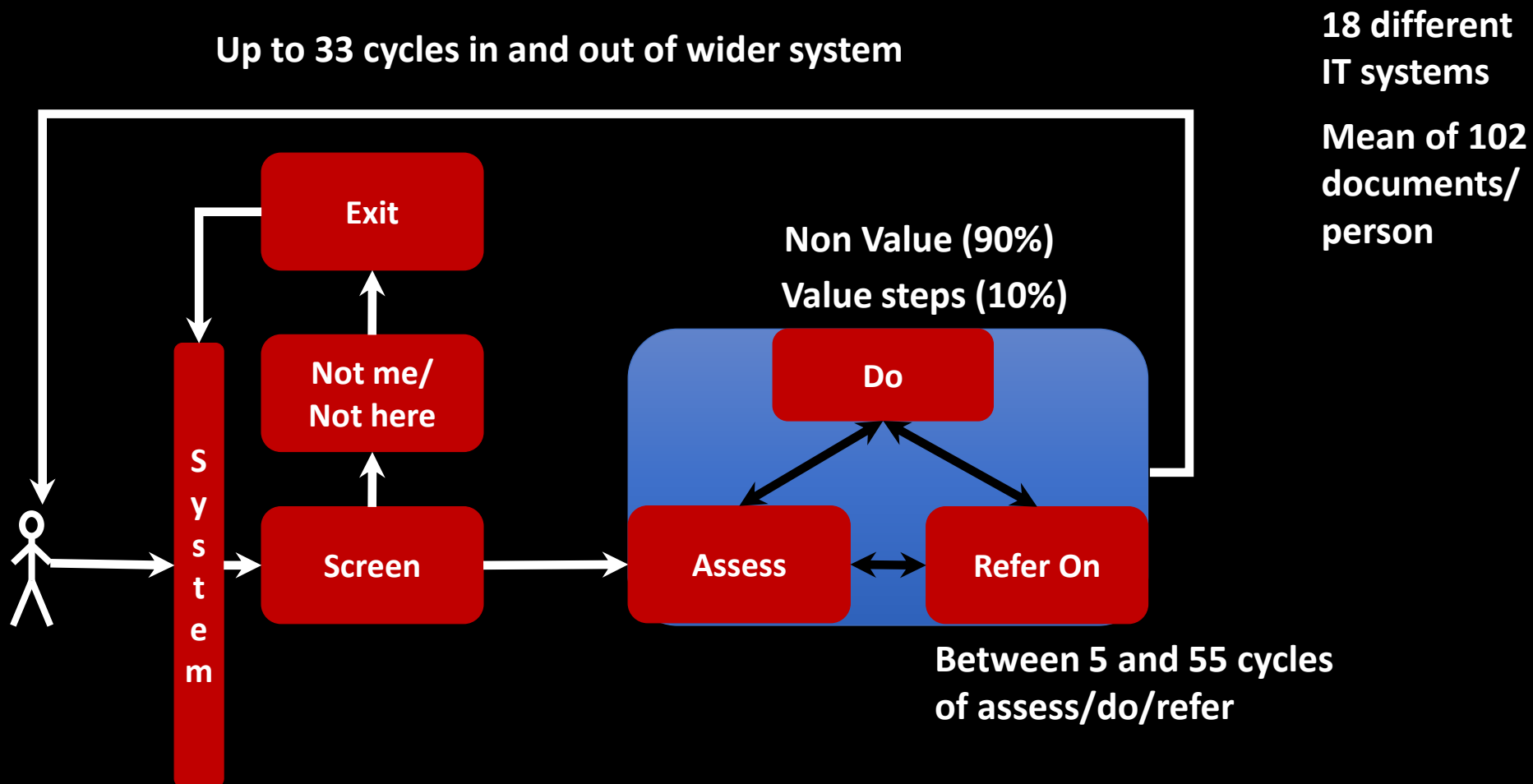
## PRINCIPLES

- Understand, not assess
- Pull, not refer
- Decisions in the work, not the leader's office
- No such thing as 'out of scope', no eligibility criteria
- Measures to learn and improve (rather than to keep score)



What do we really want to know?	The focus of the measures?	What measures should we learn how to develop and use?
Is it effective?	Citizens	<ul style="list-style-type: none"> <li>- “What matters to me?”</li> <li>- “Is this helping me to lead a better life?”</li> </ul>
Is it efficient?	Services Employees Volunteers	<p>How easy/difficult was it for me to do the right thing for the person I am trying to help?</p> <p>What helps? What hinders? Why?</p>
Is it sustainable?	System Resources Structures Culture/Power	<p>How might what hinders be removed? Can it be?</p> <p>How might what helps be increased? Can it be?</p> <p>What features of the system need the most work? (e.g. commissioning, regulation, roles?)</p>

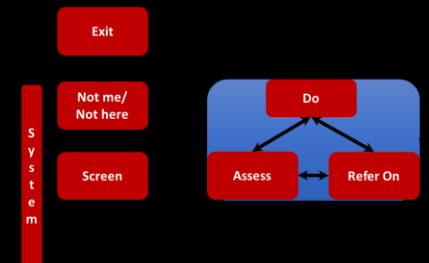
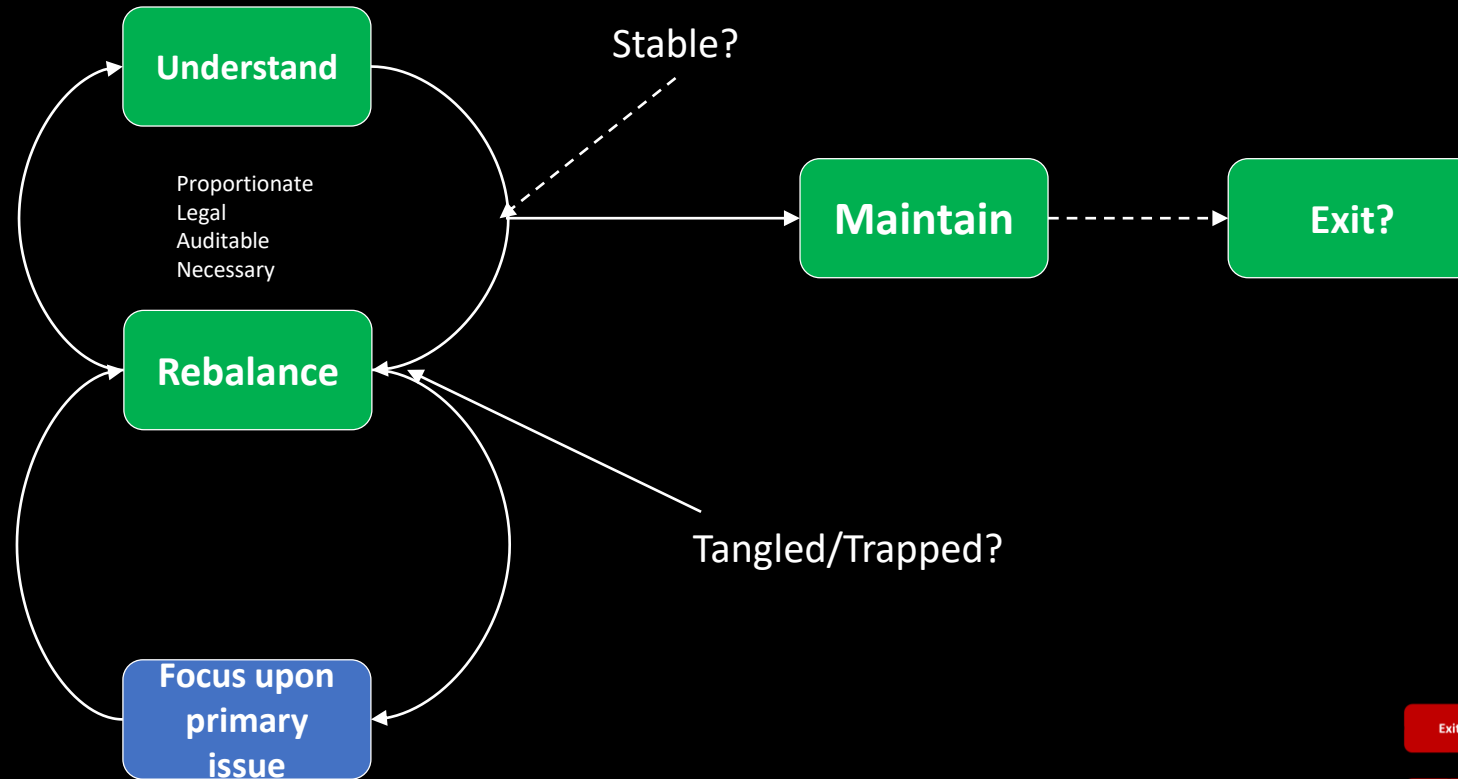
## Starting with efficacy...



Three years back story....

Do things better ✗

Do better things ✓



# Good measures come from good questions...

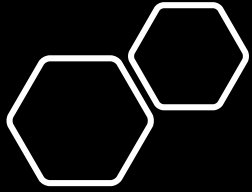
Central Questions	Impact on Citizens	Efficiency	Cost	Morale	
Teams	What will have the best impact upon those we're supporting?	How easy/difficult is it to work upon what matters to people?	What has it already cost to get to where as citizen is now?	What would make this work great to do for staff and volunteers?	<small>This is information required to focus work done in locality teams, aka <i>leading measures</i>. They are 'leading' as they guide the work but do not assess it.</small>
Leadership	How well is our work working for citizens? Why?	What makes it difficult and how can we change that? What good can we build upon?	What has it cost to do what we're doing? What cost did this potentially prevent?	What impact is what's happening having on staff and volunteers? Why?	<small>Information required to focus work for system leaders, aka <i>lagging measures</i>. They are 'lagging' as they evaluate the consequences of the work after the fact, so improvement and focus is where it is needed.</small>

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# Debrief

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- Regular and planned – daily at first
- ‘Hot’ debriefs for major learning that cannot wait – single issue, callable by anyone
- Sandwich structure : pragmatic, reflective, pragmatic
  - Where are you up to/what’s happening?
  - What do you need?
  - How’s it going for you, those you’re helping, colleagues?
  - What did you learn? What needs to be figured out?
  - RIP AOB – Your belief in the mission, the experiment, your contribution
  - What happens now? Staff, Op Lead, Leaders, others?
- Specific role needed to record this and to populate the measures
  - Specific 1:1 debriefs key for measures and welfare issues too



# Debrief

