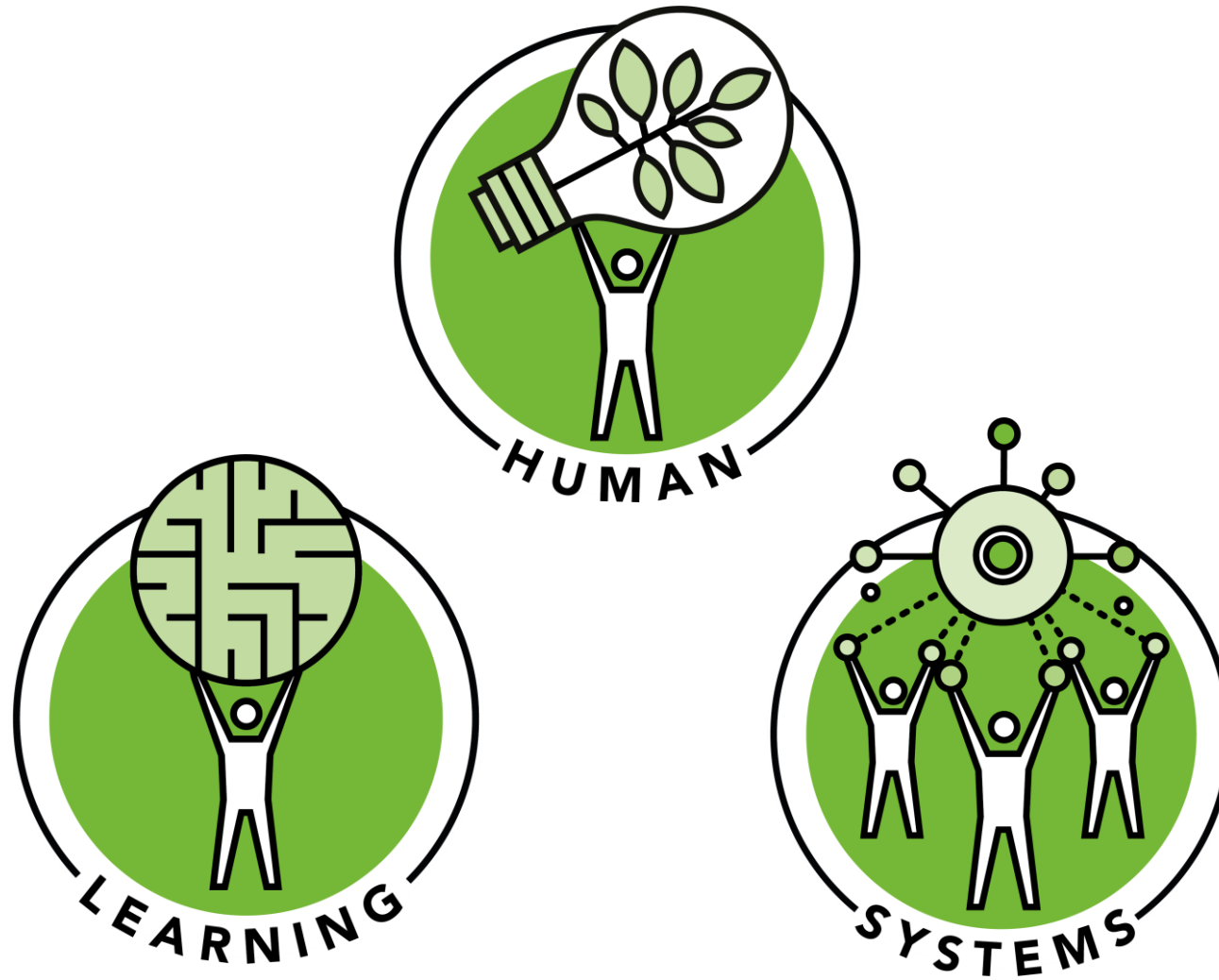


Human Learning Systems

**Embracing the complexity of
the real world!**

Lou Woolway, Deputy Director of Public Health

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www.humanlearning.systems

Key ideas

Funding, Commissioning and Managing in complexity involves:



Human: Meeting **Human strengths & needs:** Respond to the variety of human need and experience. Use empathy to understand the lives of others. View people from a Strengths-based perspective. Trust people with decision-making.



Learning: Focus of management is creating conditions for **learning** and **adaptation** - learning is a continuous process; there is no such thing as “what works” – because “what works” is always changing.



Systems: Healthy systems produce better outcomes Nurture healthy Systems to create positive outcomes – the role of leaders is to be a **System Steward**.

Plymouth Alliance

An alliance of 70 organisations covered by one contract covering substance misuse, mental health, homelessness, offending, domestic abuse

Principles:

- to assume collective responsibility for all of the risks involved in providing services under this Agreement;
- to make decisions on a 'Best for People using Services' basis;
- to commit to unanimous, principle and value based-decision making on all key issues; to adopt a culture of 'no fault, no blame' between the Alliance Participants and to seek to avoid all disputes and litigation (except in very limited cases of wilful default);
- to adopt open book accounting and transparency in all matters;
- to appoint and select key roles on a best person basis; and
- to act in accordance with the Alliance Values and Behaviours at all times. together the "Alliance Principles".



Where Plymouth started: The System Optimisation Group

Membership:



1. Commissioners from primary care, social care, public health and housing and all services in scope plus people using services.



2. Services also represented at different levels: managers, clinicians, practitioners.



3. Service users with lived experience.
4. Open discussion with a rotating chair and a shared agenda.

Homes and Horizons: an example



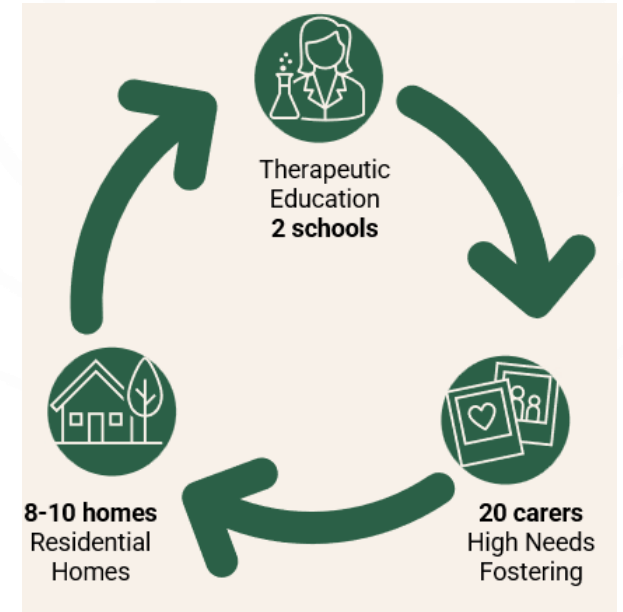
A key part of the Partnership is placing people at the centre of our purpose, principles and ways of working



Review and ongoing review to improve the ways we work together and support young people is at the heart of the Partnership from the outset.



Started by designing our system with identifying our key principles of care which are embedded across the partnership, with a focus on 'stickability', where we will support and hold onto young people throughout difficult patches they might be going through.



First steps for a group:

1. Start with purpose 'What is this system set up to do, is it doing it?' – often obvious from data
2. Take time to understand and expose conflicts, tensions, opinions.
3. Listen to everybody in the system – this builds shared endeavour
4. Create, iterate and value learning spaces – continuous learning is crucial – no learning, no change
5. Be bespoke – what you did in one system might not be salient in another
6. Take a curatorial role, rather than command and control
7. Focus on 'value' rather than targets
8. Focus on assurance, rather than performance management



Recommendations:



1. A multi-agency working group begins work to define and develop what this means for the Somerset system.



2. Once defined and approved by the Somerset Board the group identifies opportunities to implement the approach.



3. That Board members will consider themselves to be 'system stewards' and facilitate the implementation of the approach through their leadership: shaping the strategic direction; creating space for learning from staff and setting the pace for change.