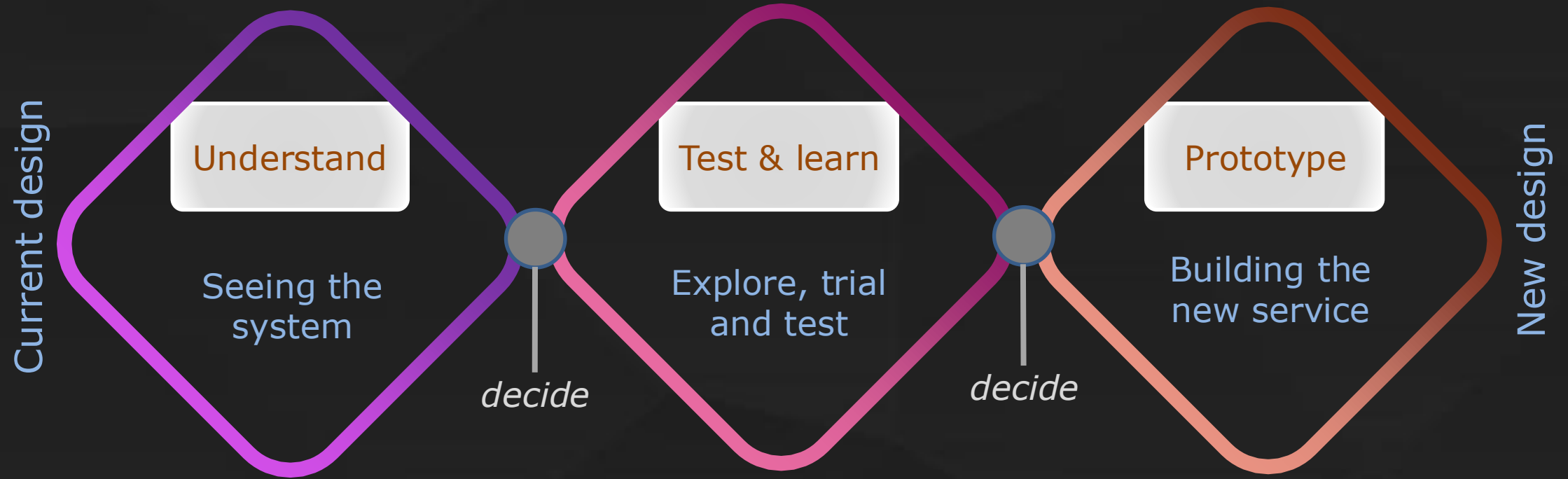


The systemic design method

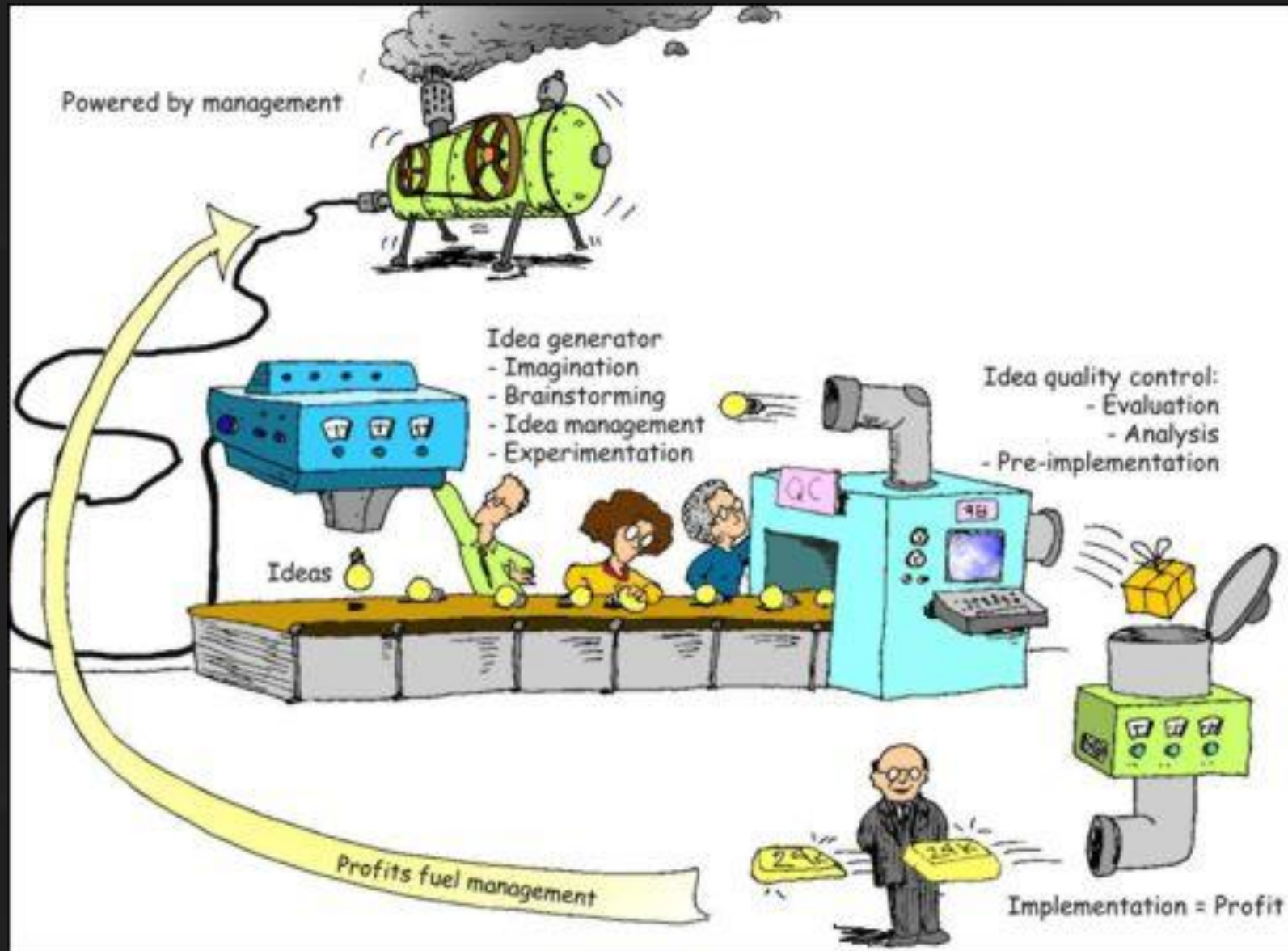


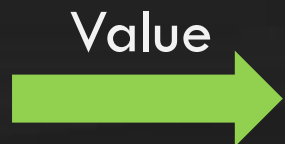
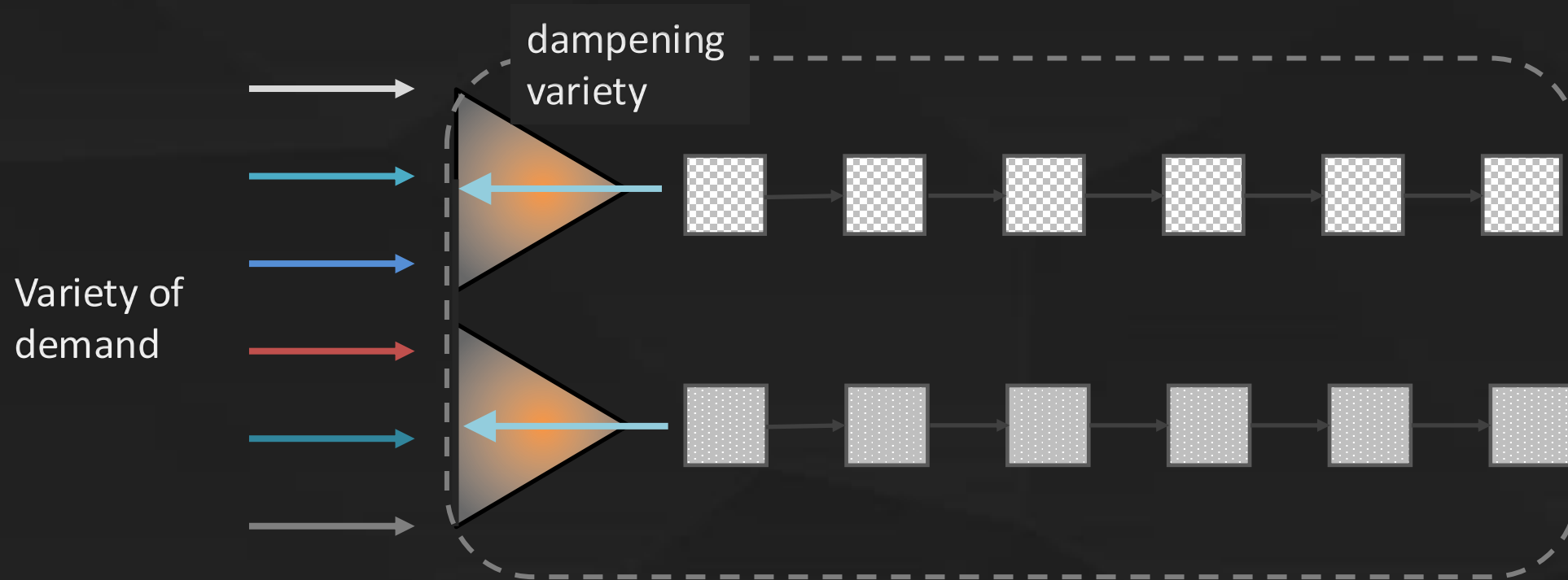
PURPOSE?

Give people a house

What is the demand into the system like
through a 14 page form?

Our view of an organisation...





Value

The demand the service is designed for



Failure

Demand due to the design of the system.

What matters

An outside – in perspective

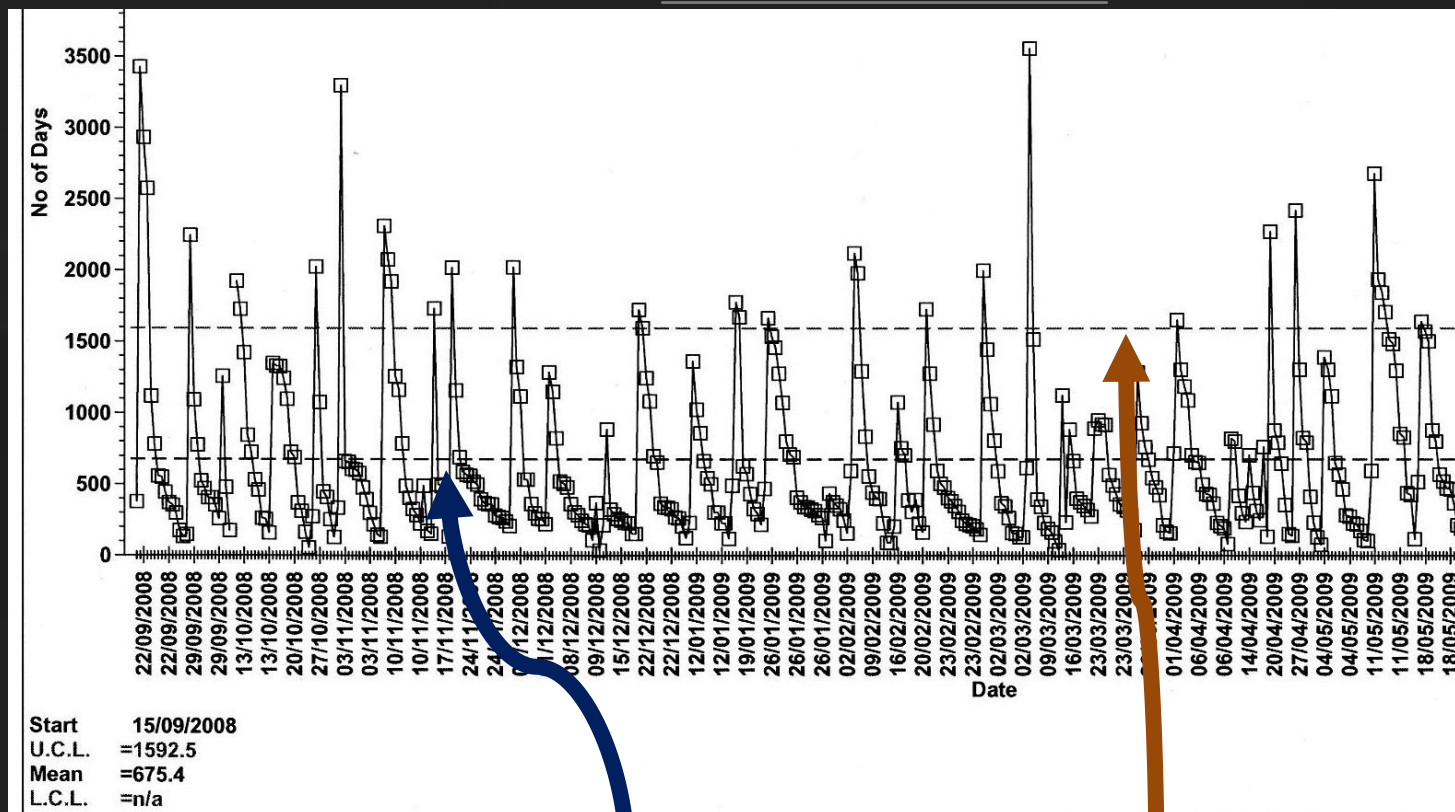
Purpose

Customer
derived
measure

Capability

- From when I apply to when I am housed./suitably.
- You have solved my problem

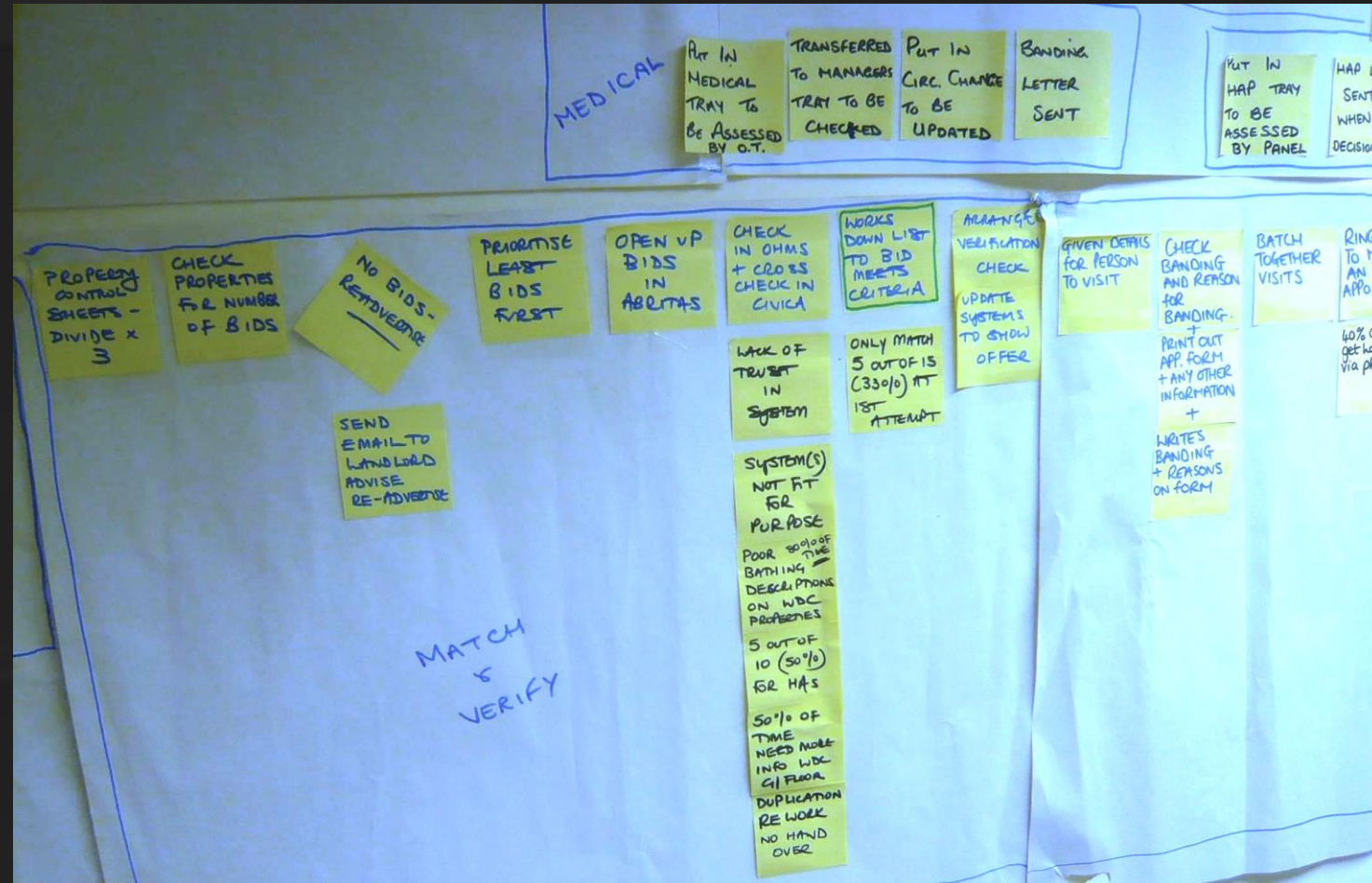
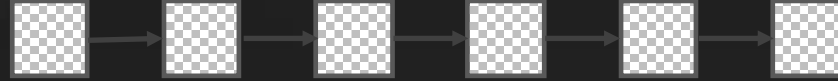
The measure of the customer purpose



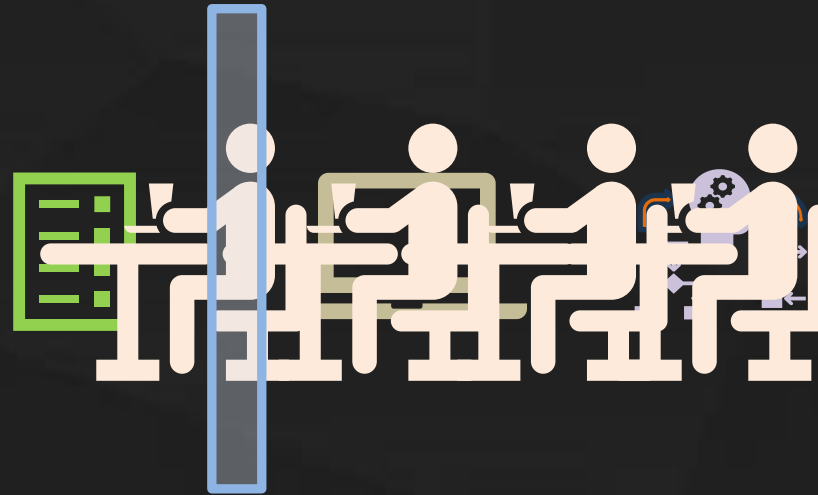
Bronze band mean = 655, UCL = 2316 days

Silver band mean = 750, UCL = 1960 days

Gold band mean = 675, UCL = 1592 days

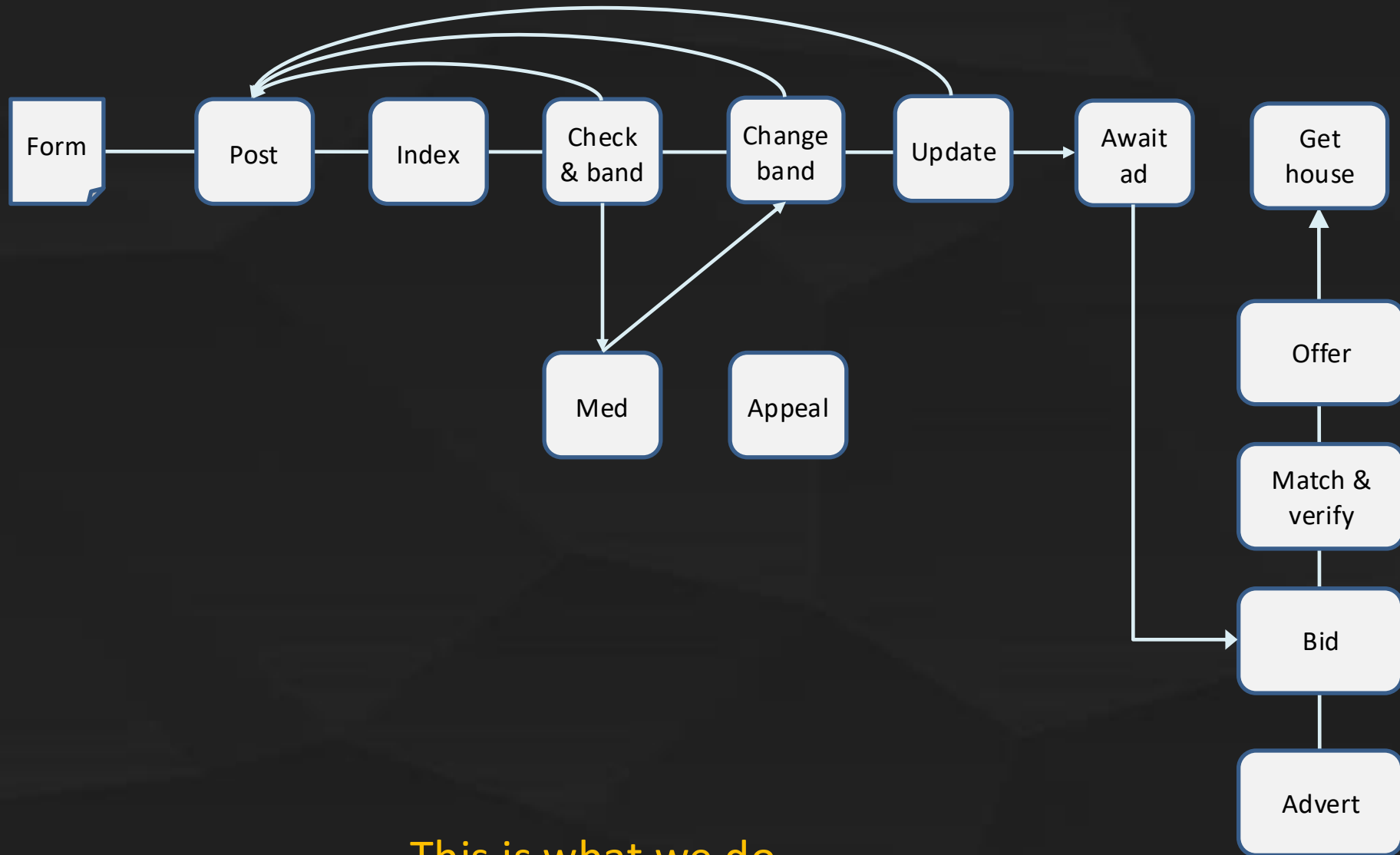


What it is like to work here



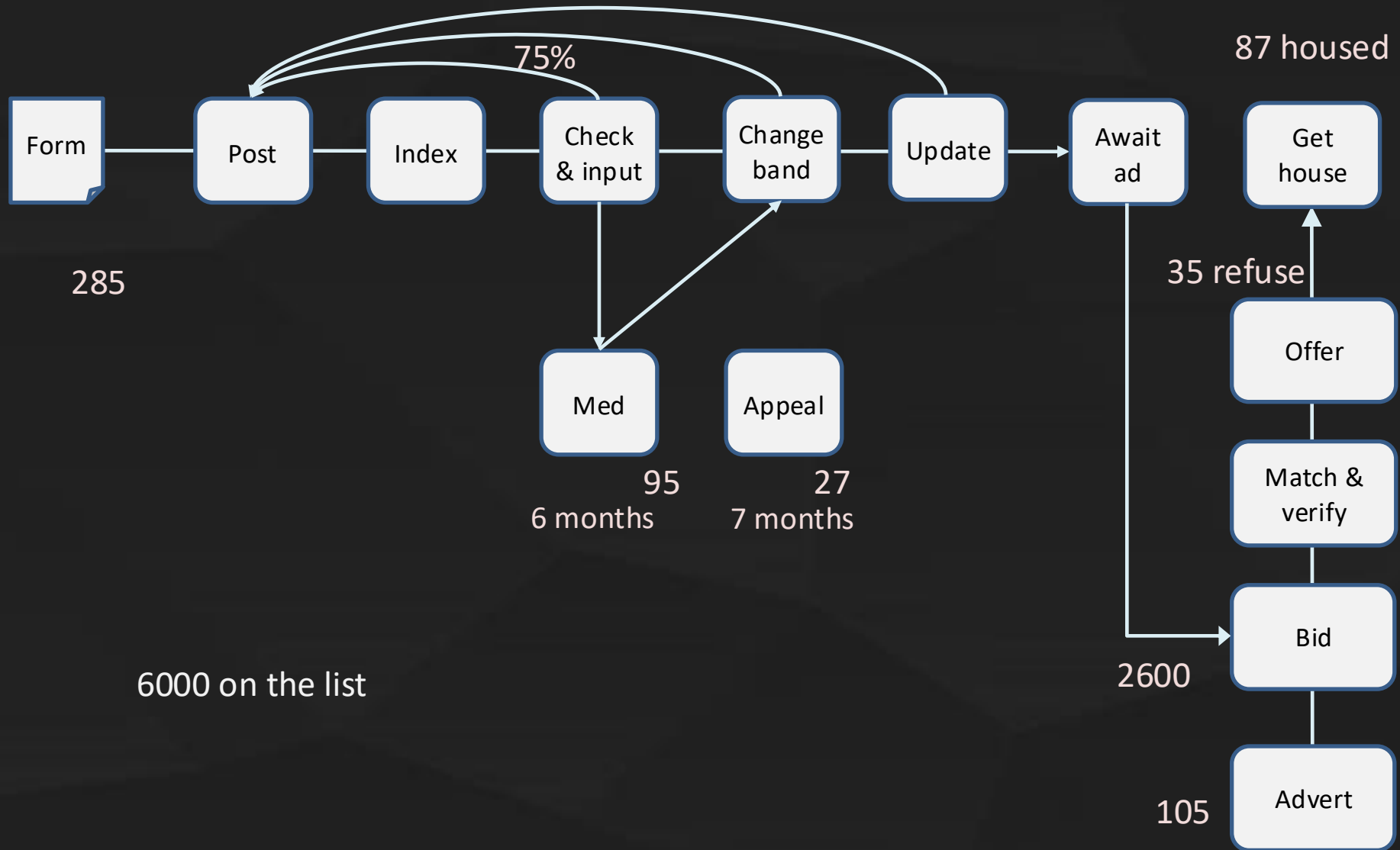


The System



This is what we do

What was hidden



6000 on the list

What are we here to do?

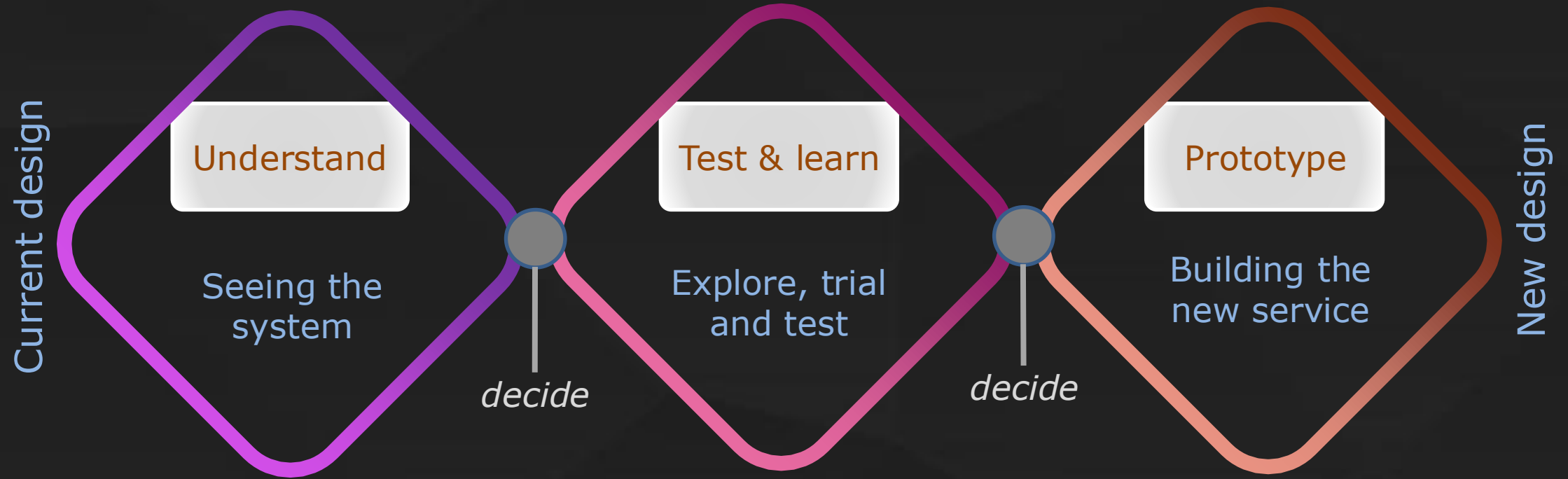
Purpose

We process application forms...

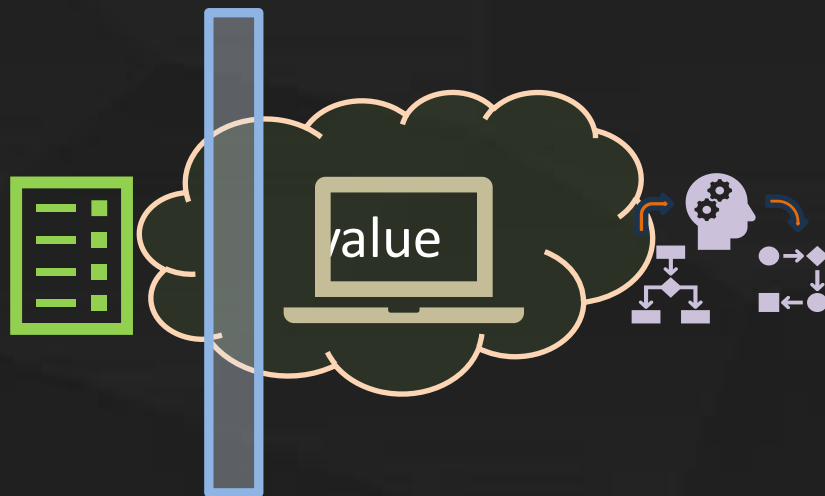


"We make it difficult for people to get houses"

The systemic design method



Permission to experiment



New principles

New Principles

- Mistakes are normal, learn from them.
(don't feel bad!)
- Take a case and work through it to completion.
- Base decisions on data instead of opinion
- Design to meet the demands.
(we can all do the same thing)
- Don't assume blockages can't be unlocked
- The customer's nominal value/what matters determines the flow.
- Just do value work.
- Use IT when it helps us.
- We don't break the law.
- Work as one.

1. - Understand what matters for each person, this determines the design.
2. - We make decisions based on knowledge and evidence, not opinion or standards.
3. - Only do what is needed to create value, enabling the person to gain control.
4. - Take ownership through the end to end journey with the person.
5. - Work as a team, without department barriers.
6. - We are here to learn, and improve.

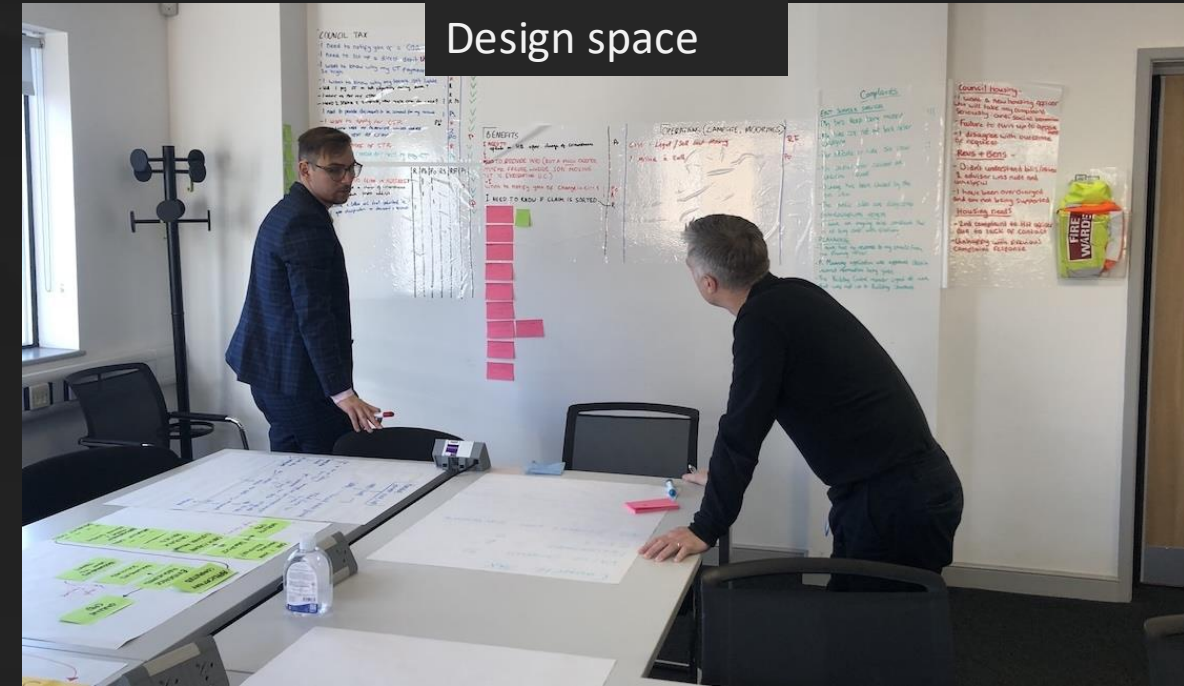
Rule 1 - do not break the law.

Rule 2 - do not make their situation worse.

NEED/WANT	PO/PB/R	Waste STEPS	WHAT WE DID	CUSTOMER EXPERIENCE
NEED	P.O. (H/O+WR)	13	ADVISED TO LOOK FOR PRIVATE RENT, BENEFIT CALCULATION - ADVISED TO TAKE NOTICE BACK TO H/OPTIONS	HAPPY WITH ADVICE
WANT	P.O. (EM)	13	CONTACTED WAVENEY (JAMES)	HAPPY WITH OUTCOME
WANT	PB (SAH+WR)	10	PROVIDED INFO RE SAFE AT HOME RE STIMULI PT	HAPPY WITH ADVICE
WANT	PB	7	ADVISED ABOUT HOUSE EXC	HAPPY WITH ADVICE
WANT	PO (H/O+HIS)	12	DISCUSSED REPLY DEPORT, PAY ARRANGS BEFORE LOOKING FOR ANOTHER PRIVATE RENT	HAPPY WITH ADVICE
WANT	PB	6	DISCUSSED WITH H/OPTIONS HELP WITH DEPOSIT TO PASS ONTO CUSTOMER - SENT LETTER AS NO RESPONSE TO OUR PHONE CALLS ASKING HER TO CONTACT US.	HAPPY AT POINT OF INTERVIEW
WANT	PO (H/O)	6	DUE TO FINANCIAL SITUATION PASSED ONTO SHARON IN H/O	"HAPPY WITH ADVICE NICE TO SPEAK TO SOMEONE"
NEED	PB	4	DISCUSSED OPTIONS IE. PRIVATE RENT, HOUSE EXCHANGE AND ALSO CURRENT DEMAND RE HOMeselect	HAPPY WITH ADVICE
WANT	PB (H/O+WR)	3	ADVISED ON BENEFITS, TENANCY AGREEMENT	HAPPY WITH ADVICE
NEED	PB	4	ADVISED TO CONTACT SOUTH NORFOLK COUNCIL TO UPDATE CIRCUMSTANCES	CUSTOMER SAID 'COOL'
WANT	PB (WR)	13	ADVISED ON BENEFITS AND DEPOSIT	HAPPY WITH ADVICE
WANT	PB	9	ADVISED TO LOOK FOR 3 BED PRIVATE RENT ADVISED ON H/B - GAVE COMPARISON OF LA/HA VERSES PRIVATE RENT	HAPPY WITH ADVICE
NEED	PB	13	ADVISED ON OTHER OPTIONS RE ST/AUG, OTHER SUITABLE PRIVATE RENTS / PURCHASE	HAPPY WITH ADVICE (NEUTRAL - TONE)

List of cases

NEED/WANT	PO/PB/R	WASTE STEPS	WHAT WE DID	CUSTOMER EXPERIENCE
NEED	P.O. (H/O) 13		ADVISED TO LOOK FOR PRIVATE RENT, BENEFIT CALCULATION - ADVISED TO PAUSE	HAPPY WITH ADVICE
WANT	P.O. (EM) 13			
WANT	PB (SAH+WR) 10		PROVIDES INFO RE SAFE AT HOME RE STIMULANT	HAPPY WITH OUTCOME
WANT	PB		ADVISED ABOUT HOUSE EXC	HAPPY WITH ADVICE
WANT	PO (H/O+HIS) 12		DISCUSSED REPAIR DEPOSIT, PAY ARRANGEMENTS, REMEDY WORKING FOR ANOTHER PRIVATE RENT	HAPPY WITH ADVICE
WANT	PB	6	DISCUSSED WITH H/O'S HELP WITH DEPOSIT TO PASS ONTO CUSTOMER - SENT LETTER AS NO RESPONSE TO OUR PHONE CALLS, ADVISING H/O TO CONTACT US	
WANT	PO (H/O) 6		DUE TO FINANCIAL SITUATION PASSED ONTO SHARON IN H/O	HAPPY AT POINT OF INTERVIEW
NEED	PB	4	DISCUSSED OPTIONS I.E. PRIVATE RENT, HOUSE EXCHANGE AND ALSO CURRENT DEMANDS RE HOMESSEE OF ADVISED ON BENEFITS, TENANCY AGREEMENT	HAPPY WITH ADVICE
WANT	PB (H/O+WR) 3			NICE TO SPEAK TO SOMEONE FACE TO FACE
NEED	PB	4	ADVISED TO CONTACT SOUTH NERBOL, COUNCIL TO UPDATE CIRCUMSTANCES	HAPPY WITH ADVICE
WANT	PB (WR) 13		ADVISED ON BENEFITS AND DEPOSIT	CUSTOMER SAID 'COOL'
WANT	PB	9	ADVISED TO LOOK FOR 3 BED PRIVATE RENT ADVISED ON H/O'S OFFER OF LAY/HAY HOUSES PRIVATE RENT	HAPPY WITH ADVICE
NEED	PB	13	ADVISED ON OTHER OPTIONS RE ST/AUG, OTHER SUITABLE PRIVATE RENTS / PURCHASE PROPERTY	HAPPY WITH ADVICE?
WANT	PB	8	SENT LETTER - ADVISED ON ADVISED ON PRIVATE RENT	(NEUTRAL - TONE)
WANT	PB	4	ADVISED ON HOUSE EXCHANGE	Neutral
WANT	PB	19	ADVISED ON PRIVATE RENT	HAPPY WITH ADVICE
WANT	PB	4	ADVISED ON HOUSE EXCHANGE	HAPPY WITH ADVICE
WANT	PB	4	ADVISED ON PRIVATE RENT	HAPPY WITH ADVICE
WANT	PB	4	ADVISED ON HOUSE EXCHANGE	HAPPY WITH ADVICE
WANT	PB	4	ADVISED ON PRIVATE RENT	HAPPY WITH ADVICE
WANT	PB (H/O) 3		GAVE ACCOMMODATION LIST (NON PRIORITY)	HAPPY WITH ADVICE
NEED	PO (H/O) 3		APPT WITH CASEWORKER IN H/OPTIONS	HAPPY WITH ADVICE
WANT	PB (H/O?) 3		ADVISED TO CONTACT US WHEN NOTICE ISSUED	HAPPY WITH ADVICE
WANT	PB (H/O) 3		GAVE ACCOMMODATION LIST (NON PRIORITY)	NOT HAPPY - ABUSIVE, ANGRY, THREATENING
WANT	PB	3	ADVISED ON EXCHANGE (HOUSE) + PRIVATE RENT, EXPLAINED SITUATION OF USED HOMES IN THIS AREA	NEUTRAL - TONE TO VOICE
WANT	PB	5	ADVISED TO LOOK FOR PRIVATE RENT + BENEFIT ADVICE + DEPOSIT	(NOT HAPPY BUT NOT UNHAPPY EITHER)
NEED	PB	5	ADVISED ABOUT HOUSE EXCHANGE, CHILD PROTECTION, NEED TO MEET TO PAYMENT	Didn't realise what help they could get with the advice we gave them - lots positive
WANT	PB	5	ADVISED ABOUT HOUSE EXCHANGE, CHILD PROTECTION, NEED TO MEET TO PAYMENT	HAPPY WITH ADVICE



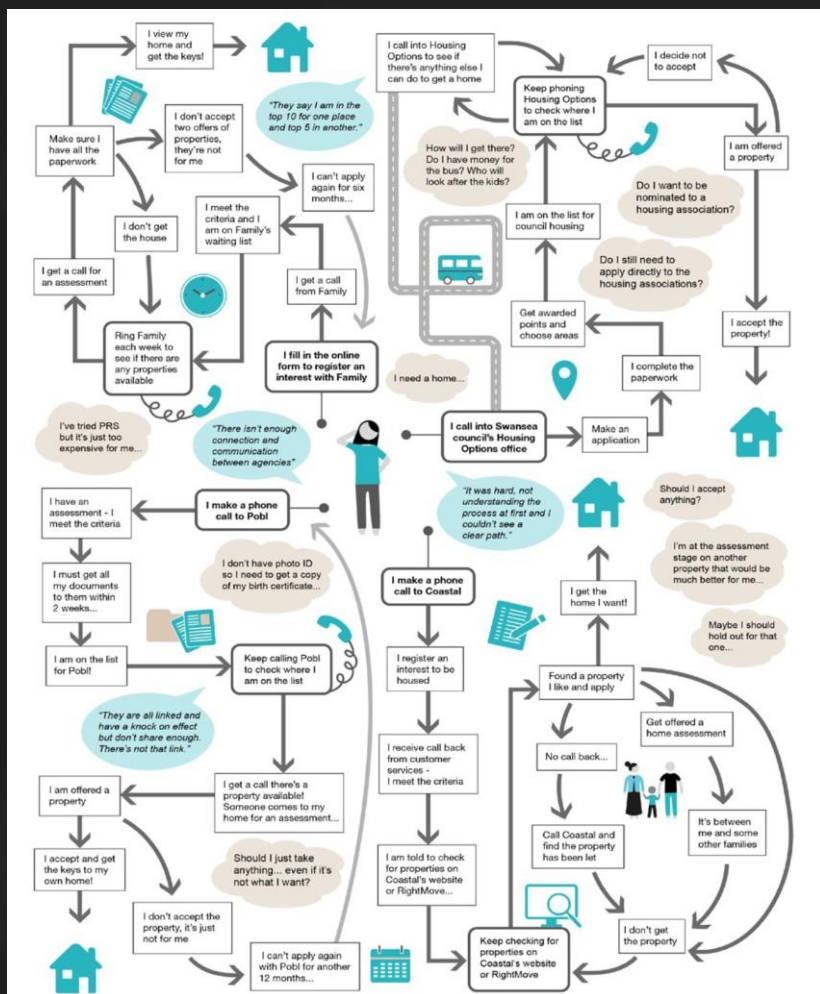
1 Go into the work. Watch, listen, ask.

2 What did you see, learn?
What are the implications?

3 Apply the new principles
and measure the outcomes

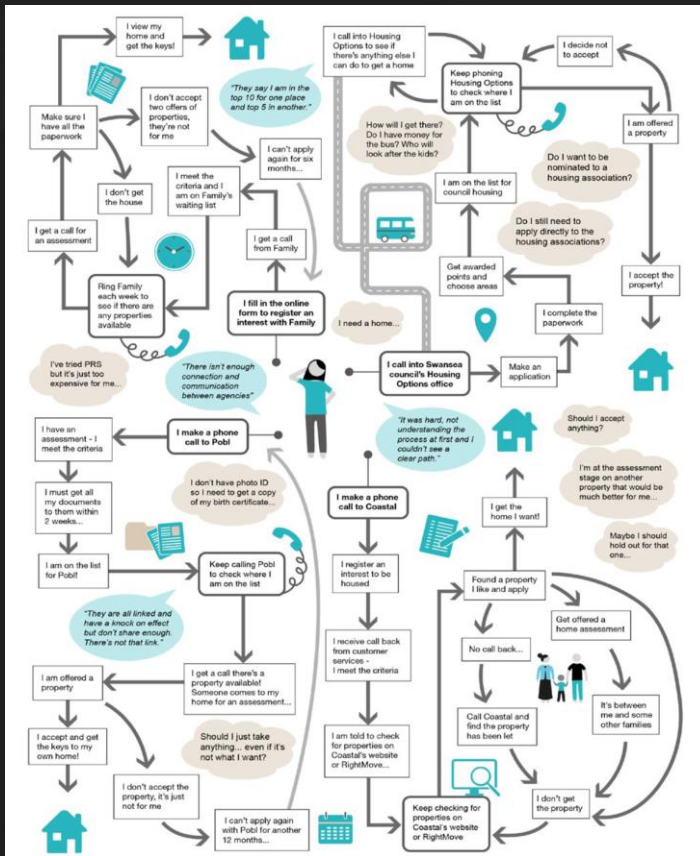


A row of terraced houses with brick walls and tiled roofs. The houses have white window frames and a small bay window on the right. A large tree is on the left, and a well-manicured lawn is in front of the houses. A large, rounded bush is in the foreground.



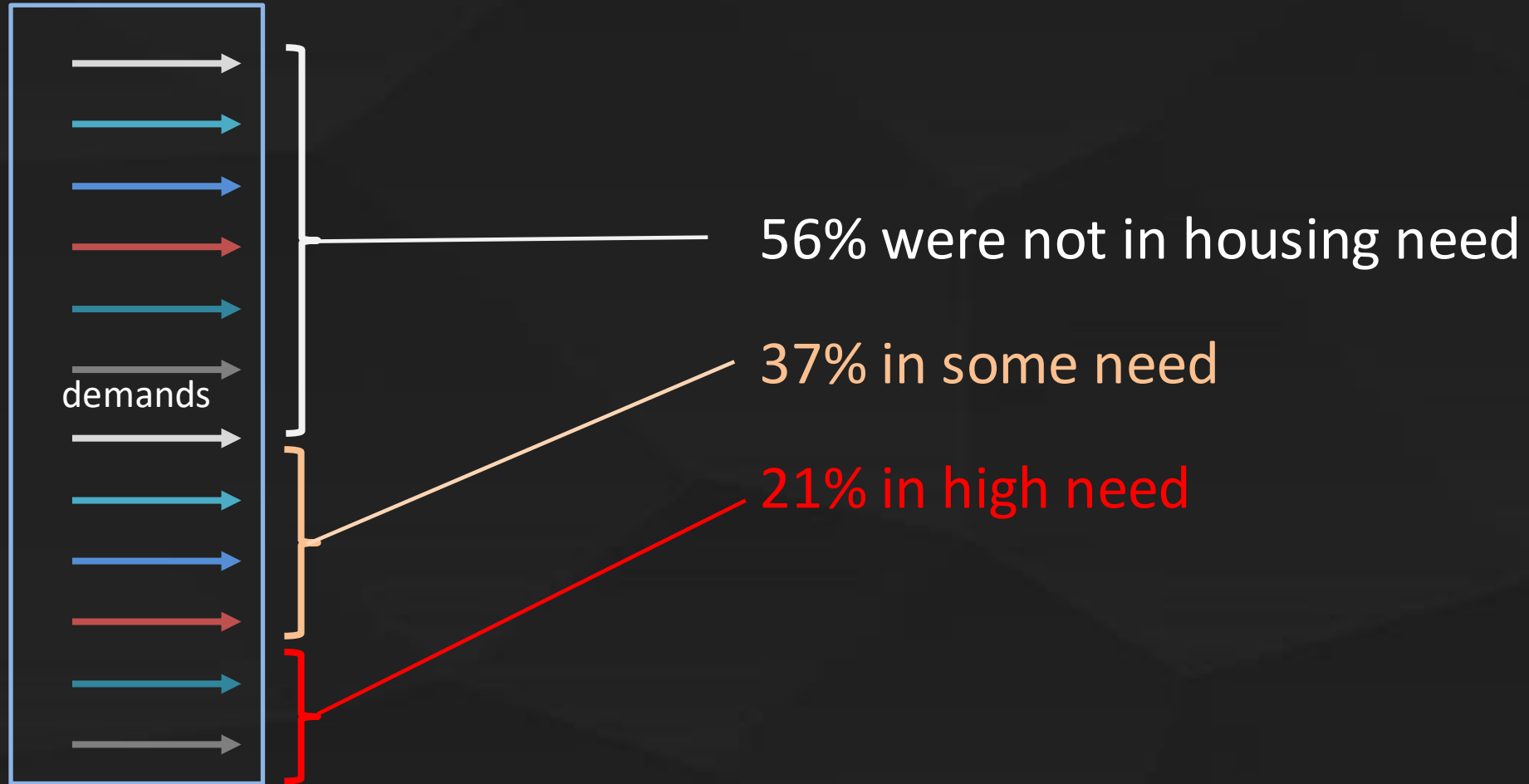
Giving people a house

Help me to solve my housing problem





Learning – the real need

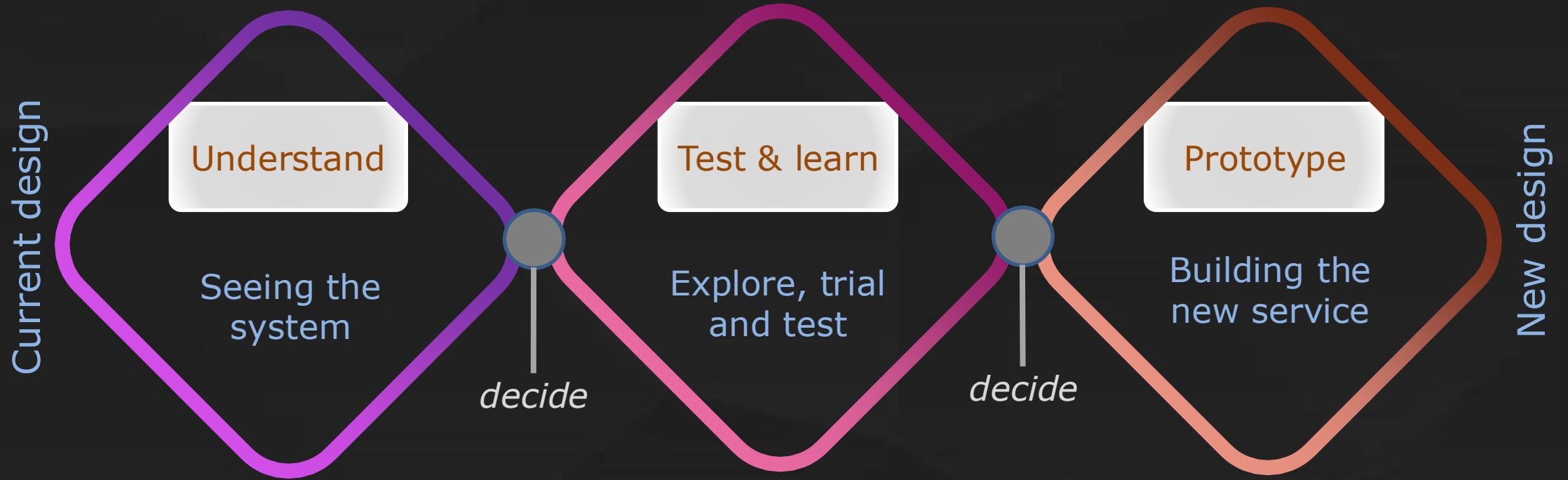


Reframing,
Outside-in
Purpose

Understand the purpose of the service,
as defined by the customer;
outside-in.

This defines the design of the workflow.

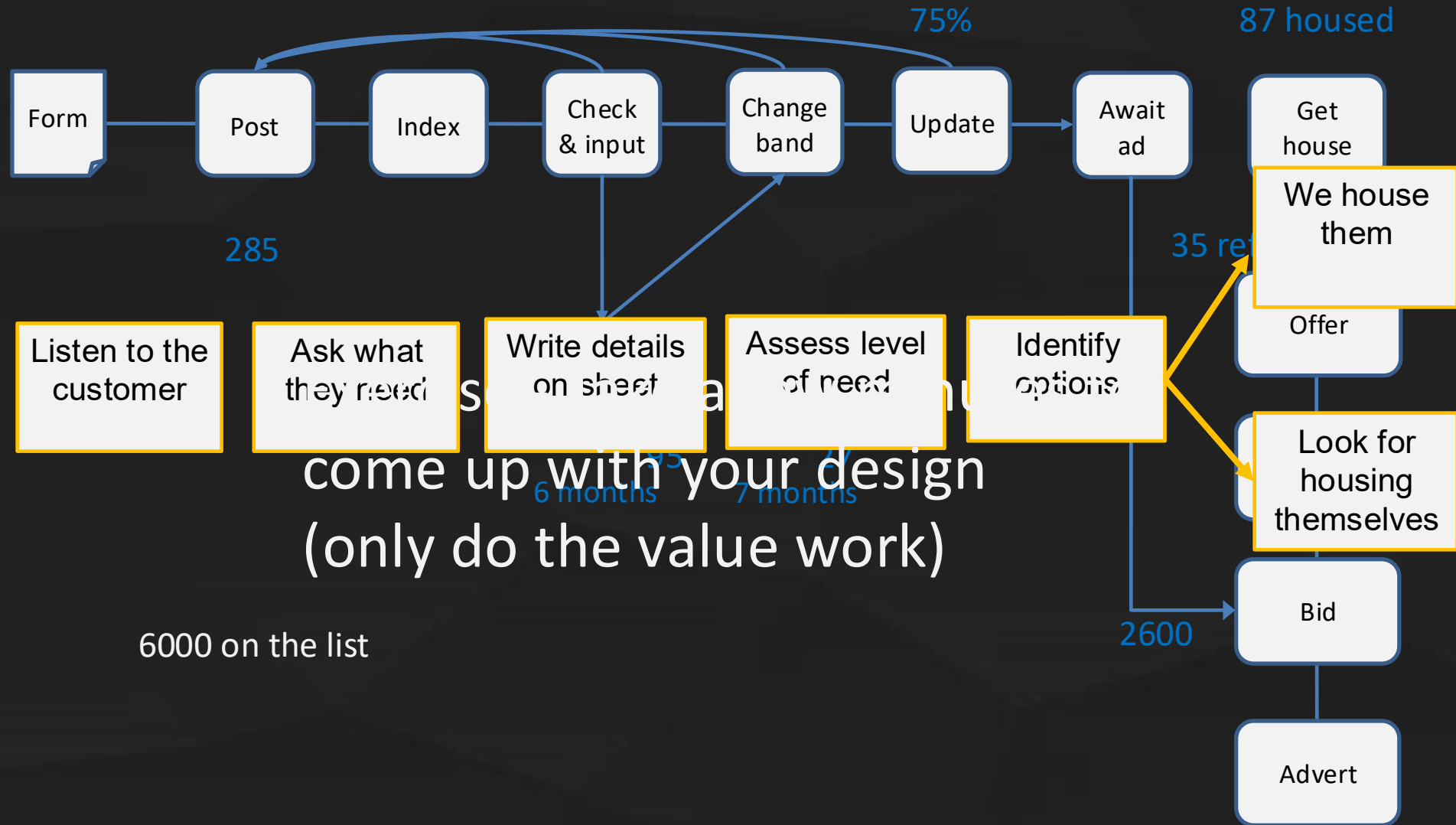
The systemic design method



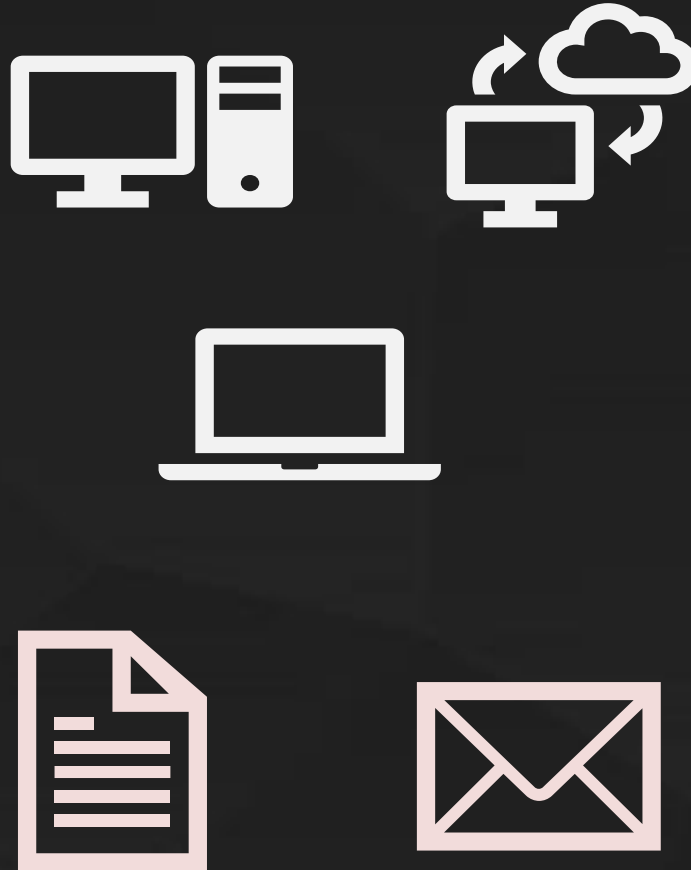




The old - new workflow



The new technology



PROMPT SHEET		Date:	24/3/10
Name:		Tel No:	C
Address:	RESIDENT	Case No:	ND0004 ✓
		Waste Steps	1

System thinking	Suggested questions	Comments
Demand Ask customer what they want ↓	How can we help you?	LIVES IN A 2 BED FIRST FLOOR FLAT WITH 2 GIRLS (AGE 1 + 3 YRS) + CARER LUCY GRADY (CARER ALLOWANCE CLAIM PENDING). IS GOING INTO HOSPITAL TO HAVE HER GREEN REMOVED 20/4/10 - HAS A SWOLLEN GREEN AT THE MOMENT WHICH MAKES IT DIFFICULT TO LOOK AFTER THE CHILDREN, GET UP STAIRS, BENDING OVER, WILL BE TAKING PENICILLIN FOR REST OF LIFE. ALSO HAS ASTHMA - 3 YR OLD DAUGHTER ALSO HAS BRONCHIAL ASTHMA, WILL NOT BE ABLE TO MANAGE STAIRS FOR 6mths after op.
Nominal value/ what matters What's important to you ↓	Can you give me details of your current situation? e.g. Type of property, size, household details, tenure	
Pyramid/ legislation Understand level of need ↓	What is important to you/what are you looking for? e.g. Type/size of property, area	
Understand how to help them ↓	Understand customer's level of need e.g. Medical, financial, housing conditions, local connection	
	Where are they in the pyramid, how can we help them?	RECEIVES INCOME SUPPORT £46.35 CHILD TAX CREDIT £98.00 CHILD BENEFIT £38.00 } pwk. 24/3/10 - SPOKE TO MARETH - CONFIRMED THAT THIS IS NOT A LONG TERM ILLNESS - IS BEING ADDRESSED BY SURGERY - RECOVERY PERIOD MAY NOT EVEN BE 3 MONTHS - SHOULD MAKE A FULL RECOVERY - NO INDICATION OF ANY UNDERLYING CONDITIONS WHICH HAVE CAUSED SWOLLEN GREEN AS POST TREATMENT IS ONLY PENICILLIN. HAS FRIEND (CARER) STAYING AT MOMENT TO ASSIST WITH CHILDREN AND/OR ANY DIFFICULTIES LEADING UP TO SURGERY AND DURING RECOVERY PERIOD. ∴ NO MEDICAL NEED.

<u>SHELTERED</u>	<u>1 Bed</u>	<u>2 Bed</u>	<u>3 Bed</u>
<u>LOCKLEY (CA) 1/2 Bed - ^{Rural} North</u>	<u>SCOTT (BS)</u> CN low	<u>COOK (KT) 2nd floor House</u> South, Lowestoft	<u>KENTON (EC) 3rd floor</u>
<u>COLEMAN (BS) MUG</u>	<u>CRIBB (EC) GY/GF</u>	<u>BURDE (KT) 1st - 2nd floor</u>	<u>PINION (KT) House / Lowestoft</u>
<u>RANSOME (KT) 1 BED - FLAT / BUNG</u> GORL / BRAD	<u>SCARLE + WOOD (KT)</u> GF flat GY area	<u>WODDS (EC) ^{Rural} North</u> Bungalow	<u>ORCHARD (KT) House / ^{Rural} North</u> Newtown
<u>CONSON (EC) Bungalow</u> 1st area - not essential water		<u>BOWEN (KT) ^{GF/SEA} GY/EN</u> ex: GY/SEA / middle E type / BUN MUG	<u>BIRCHAM (BS) GY/VOL / House</u>
<u>CRANE (EC) 1 bed GY GY /</u> Suffolk		<u>HUNT (KT) GY/F / HOUSE</u> GORL / BRAD	<u>WILKINSON (BS) North /</u> HOUSE CAISTER
<u>BROOKS (CA) 1 bed bung / H</u> GORL GY			<u>HARRISON (KT) GY - HOUSE</u>

PRINCIPLES FOR NEW SYSTEM

- IF YOU DON'T USE IT, LOSE IT!
- Don't Stray from the purpose
- Errors will be made but it is important we learn from them (Don't feel bad)
- Work on a case to completion but ask for assistance if necessary
- Base decisions on data instead of opinion
- Design to meet the demands
- Don't assume blockages can't be unblocked

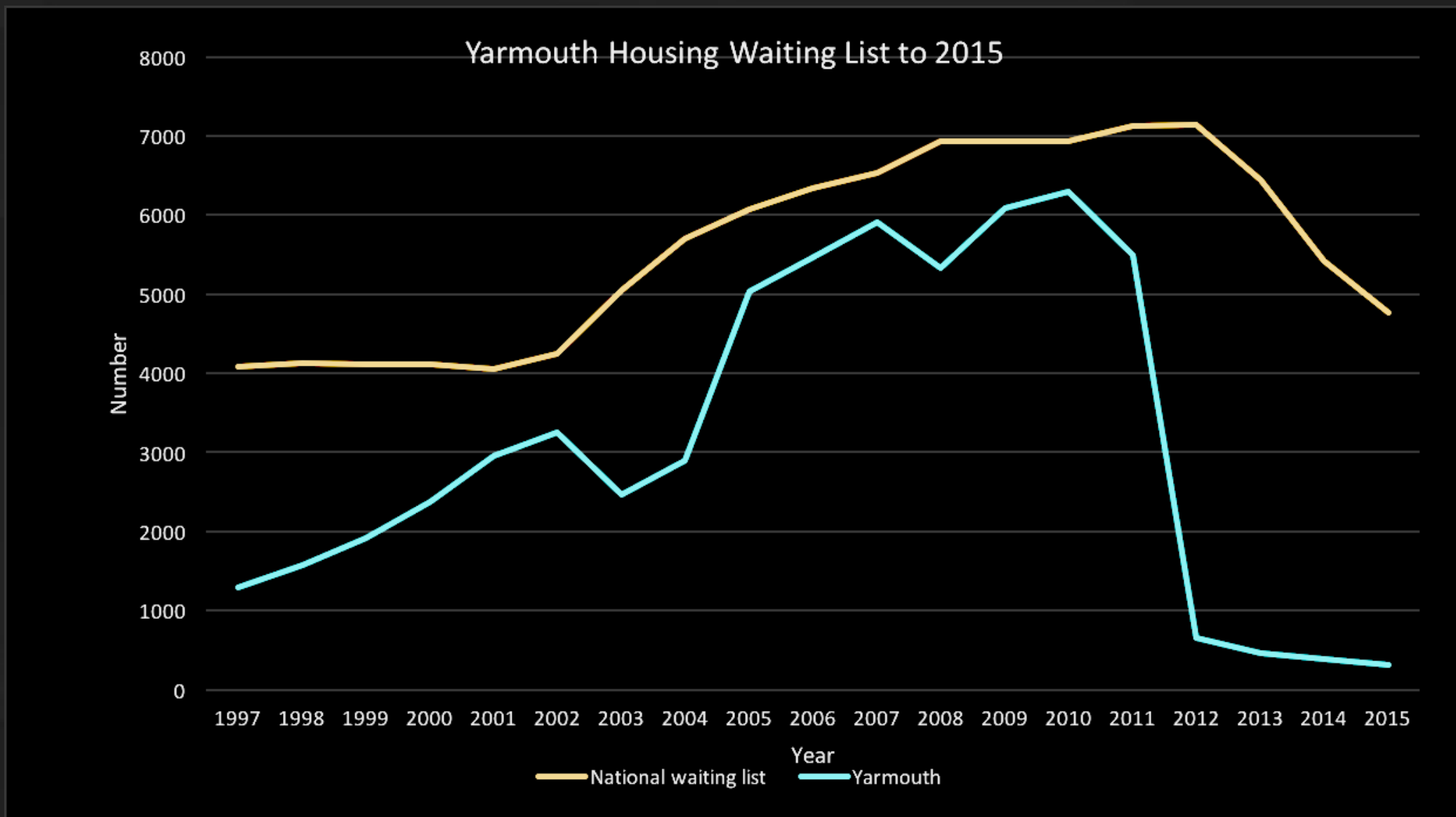
Old system:

1. 30% demand 'satisfied'
2. 3 IT systems
3. 27 appeals a month
4. static process
5. aggression and frustration
6. demoralised staff
7. unknown true cost to the overall social system
8. 22 fte
9. Create dependency
10. 6293 waiting list

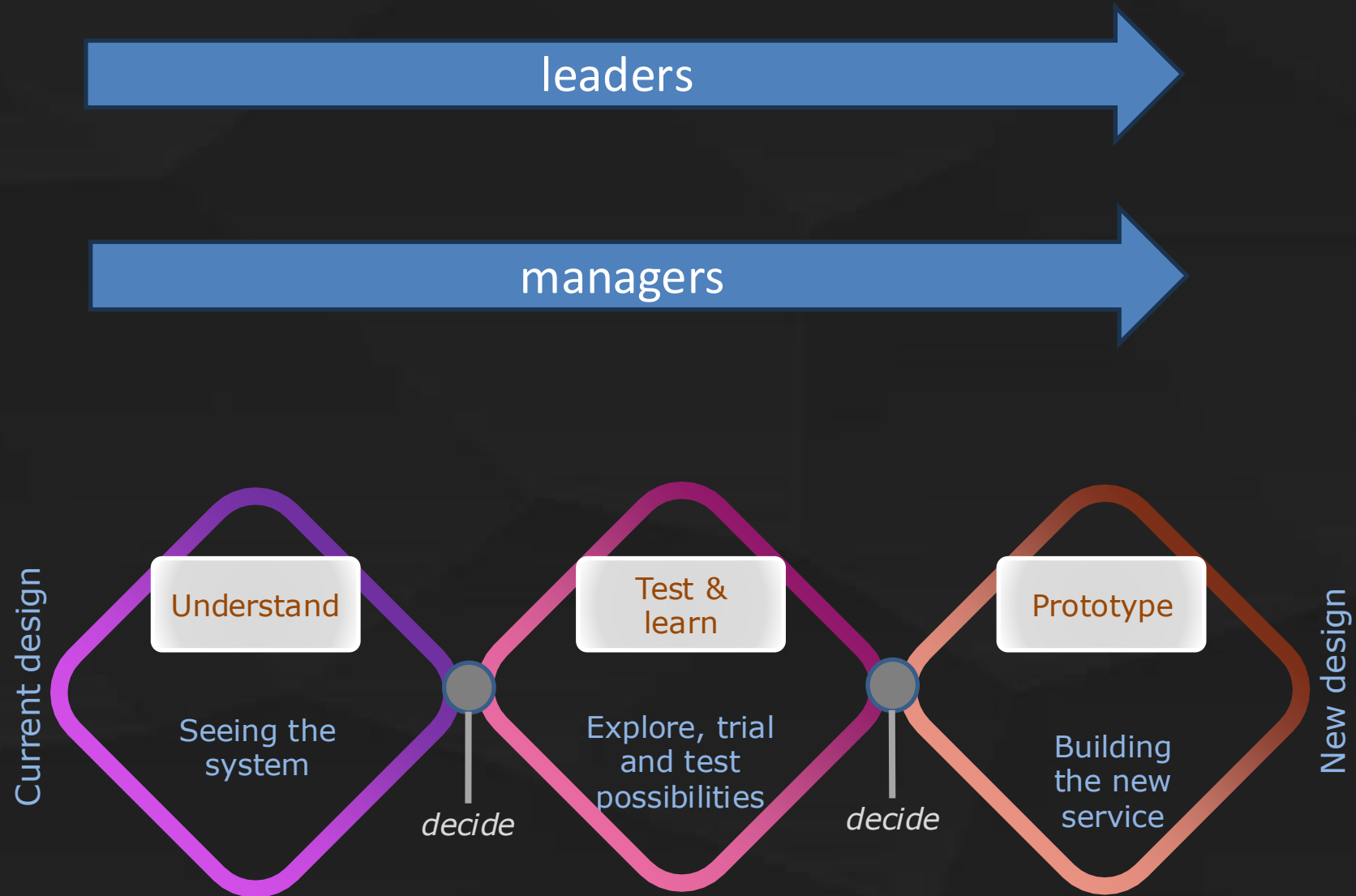
New system:

1. 80% demand satisfied
2. Excel + new system?
3. 1 appeal in a year
4. Continuous improvement
5. help people
6. very motivated staff
7. true links with other groups
8. 15 fte
9. Give responsibility back to the citizen.
10. 309 new pending list

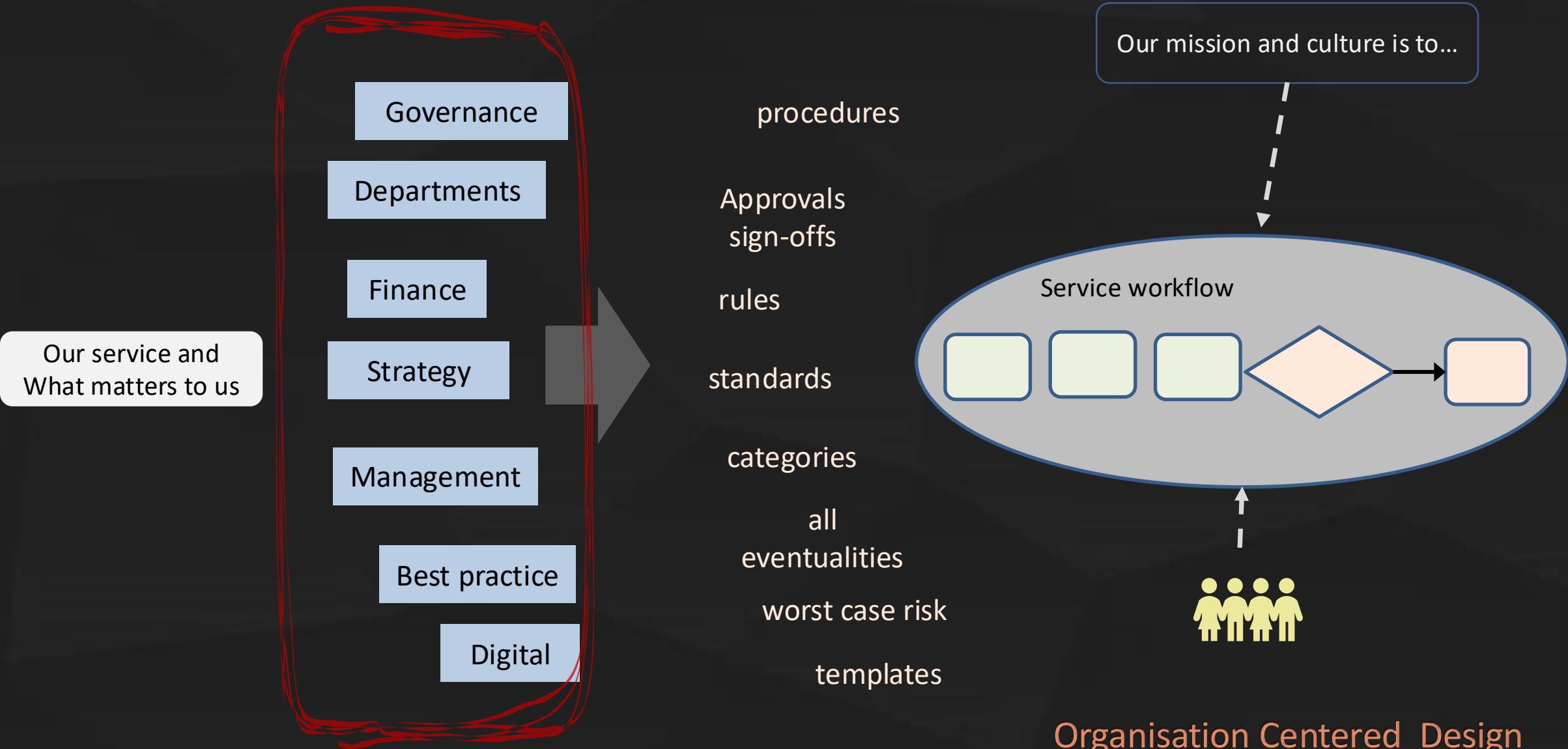
Impact on citizens



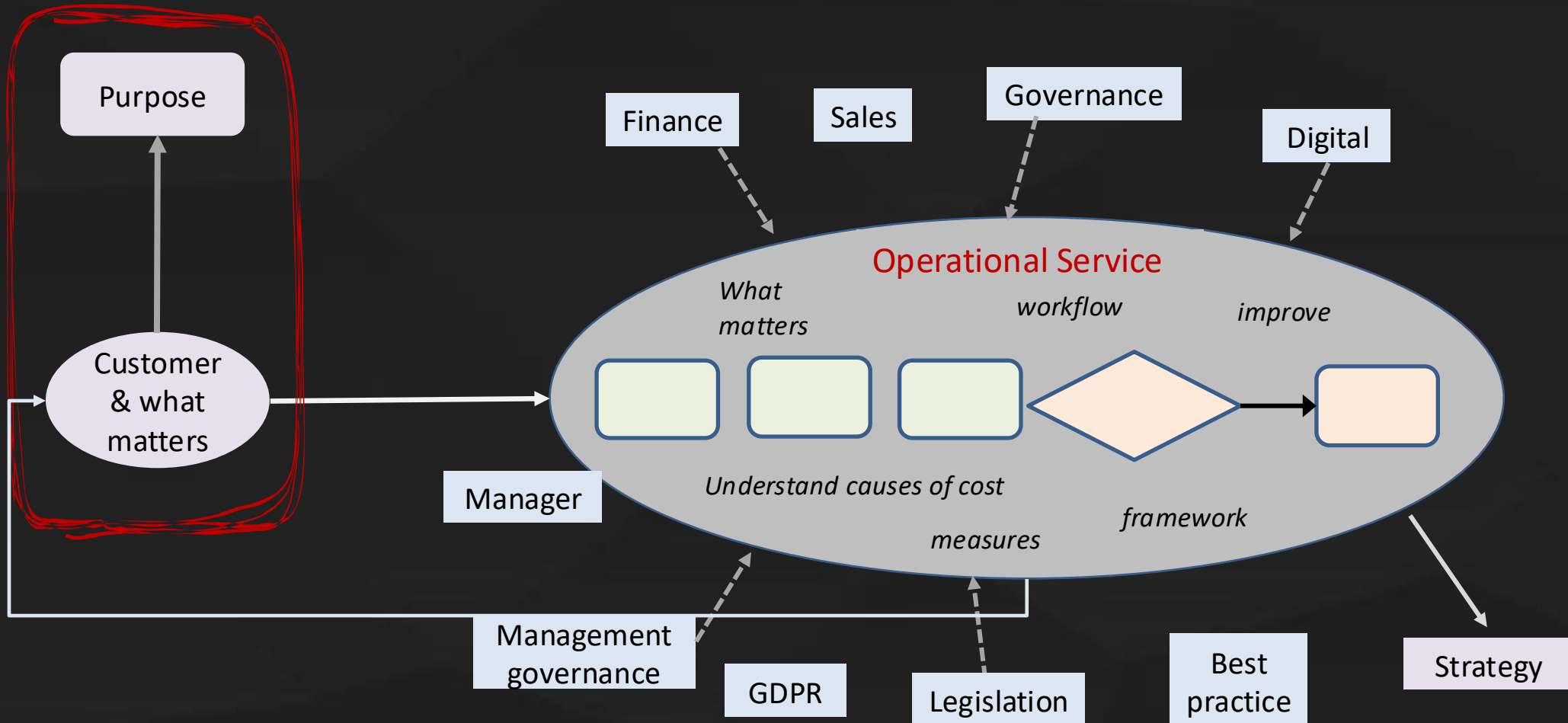
Shift the thinking



Traditional design of services...



Organisation Centered Design



animated



1. Building bridges
2. Rooted in systematic logic
3. Designed by experts
4. Designed in a room
5. Retain current thinking
6. Project & outcomes
7. Reductionist
8. Static until decisions

1. Iterative action learning
2. Rooted in people (complexity)
3. Co-design
4. Co-production
5. Shifts mindsets
6. Emergent
7. Systems thinking
8. Continuous improvement

