

# Narrative Report

25 August 2022

## Service Transformation Journeys Programme

Humanly was contracted by NZDSN to deliver a leadership development programme from July 2021 to June 2022, with workforce development funding from MOH, MSD and Careerforce.

### Programme Overview

The Service Transformation Journeys programme was delivered in two 4-phase programmes from July 2021 to December 2021 (2021B) and February 2022 to June 2022 (2022A). This 4-phase programme represents our current best thinking after delivering a 5-phase programme (MidCentral) and a 3-phase programme (Auckland, Hastings, Nelson and Christchurch) in the 2020-2021 year. The four phases are based on change leadership and change management processes, combined with the levels of work theory, for the purpose of enabling good lives.

Phase	1 <b>Engaging with Change</b> <i>Leading and managing change</i>	2 <b>Transforming Strategy</b> <i>Aligning philosophy and practice</i>	3 <b>Transforming Systems</b> <i>Growing infrastructure capacity</i>	4 <b>Transforming Service</b> <i>Embedding quality practice</i>
Topics Covered	<ul style="list-style-type: none"> <li>format and approach of programme</li> <li>context for service transformation</li> <li>frameworks to lead and manage change</li> <li>philosophy and principles for enabling good lives</li> </ul>	<ul style="list-style-type: none"> <li>baseline assessment of organisational status</li> <li>evaluation and multiple measurements</li> <li>stakeholder planning and analysis</li> <li>human side of change</li> </ul>	<ul style="list-style-type: none"> <li>impacts of change on people and processes</li> <li>quality practice framework</li> <li>change planning components</li> <li>barriers and risks to change</li> </ul>	<ul style="list-style-type: none"> <li>priority actions for transformation</li> <li>stories as evidence of quality practice</li> <li>learning and development</li> <li>reward and recognition</li> </ul>
Delivery Format (per phase)	<ul style="list-style-type: none"> <li>1 x 1-day Workshop (in-person with whole cohort)</li> <li>2 x 90-min Learning Community sessions (online in two groups)</li> <li>2 x 1-hr Implementation Conversation (online with each service transformation team)</li> </ul>			
Purpose	<b>Collective Language &gt; Collective Action &gt; Collective Impact</b>			

### Programme Cohorts and Participant Demographics

The programme cohorts were identified through an expression of interest, opt-in, process hosted by NZDSN. The 2021B cohorts were located in Auckland, Christchurch and Invercargill, and the 2022A cohorts were located in Cambridge, New Plymouth and Whangārei.

Each organisation identified the role of their Service Transformation Team members as part of the registration process. Participants whose role was identified as a person with lived experience or a whānau/family member are included in the table below. The number does not include participants who were registered as staff or trustees of organisations, and who also identify as a person with lived experience and/or a whānau/family member, as this demographic information was not collected in any intentional or consented way, although many participants self-identified throughout the programme. Kaupapa Māori and Pacific organisations self-identified in the whakawhanaungatanga process in Phase 1.

Cohorts Dates + Locations	Participants Total	Participants Persons	Participants Whānau	Organisations Total	Organisations Māori/Pacific
2020B MidCentral	51	0	0	9	0
2021A Auckland, Christchurch, Hastings, Nelson	106	14 14.8%	4 4.2%	18	1 5.55%
2021B Hamilton	25	0	0	7	0
2021B Auckland, Christchurch, Invercargill	90	3 2.7%	4 3.6%	19	0
2022A Cambridge, New Plymouth, Whāngarei	96	0	0	20	3 15%

For a complete list of participant organisations, please see the attached document Current Status of 2021B and 2022A Programme Participants.

## Programme Inputs

The programme's current delivery format and core content has been informed by the previous cohorts and the Humanly Advisory Team for Service (representatives from multiple rightsholder and stakeholder groups with diverse perspectives).

The customised co-created content of each programme event emerges in real-time, based on the questions and reflections raised by participants, as well as the responses in the feedback and feedforward survey, which is completed by each participant in each workshop. The survey enables Team Humanly to see what is working well and what participants identify would support their learning journeys. Examples of verbatim responses are below:

- Throughout the few months of our journey with Team Humanly... I didn't understand at the beginning why certain resources, even sentences, thoughts were repeated and revisited from one get together to the next, and the next. By the end it crystallised into an understanding. All the parts of a service transformation are connected and for a lot of the necessary changes to take place the same tools/resources may be used.
- It has been wonderful to be able to expose the team to different ways of thinking and working. We just need to keep it all front of mind.
- This course is stretching my team and we are having some good conversations particularly after sessions. After our last facilitated conversation we had a big win with a family member around expectations. Wouldn't have happened without

our session but we all did an about turn when considering the mother's perspective.

- Thank you all for allowing us to learn from all the amazing people, its good to hear we are not alone. Great templates, and tools that we can use.
- The break out group really helped set the vision that we need to create at Sport Taranaki and where we need to start - i.e. at an educational level to get all staff/governance on board. The project roles made me think more about who else we will need to pull into this transformation project - and to treat this transformation as a project.

For more examples of feedback and feedforward responses, please see the attached document.

## Programme Outputs

The 2021B and 2022A cohorts were significantly impacted by Covid-related events, including lockdowns and loss of staff following the vaccination mandates, in addition to the decrease in capacity due to Covid illness itself. This meant that the 2021B programme was only able to be delivered in-person for Phase 1 before being migrated online for Phases 2, 3 and 4. The 2022A programme commenced and continued online for Phases 1, 2 and 3 until we were able to deliver in-person for the first time in Phase 4.

Despite the challenges, the statistics for outputs of the participant organisations are:

- 40 Teams from 39 Organisations enrolled in the programme from July 2021 to June 2022
- 39 Teams from 38 Organisations participated in the programme - 1 Team/Organisation did not attend any part of the programme
- 36 Teams from 35 Organisations completed the programme - 4 Teams/Organisations withdrew prior to completion
- 32 Teams from 31 Organisations have created and are implementing project plans, 3 Organisations are implementing plans at a national level, 2 Organisations are implementing a combined plan, and the status of implementation is unsure for 4 Organisations (for various reasons, including we have been unable to contact for an update).

For more details of each participant organisation, please see the attached document, Current Status of 2021B and 2022A Programme Participants.

## Programme Outcomes

At the completion of the programme, Service Transformation Team Leads were invited to provide a testimonial of their experience and provide examples of the programme outcomes from an organisational perspective. The following two testimonials are from a large 'traditional' disability service provider and a service transformation collaboration with a mainstream community organisation that wants to improve how it is being of service to the disability community:

As the Disability sector now looks to the future with the establishment of the new Ministry and commitment by government that the enabling good lives approach

and philosophies are to be the way we operate, it was critical from my perspective that I needed to be equipped with all the information, tools and strategies to lead Community Living into the future. Although we believed we had started the journey of organisational transformation the ability to join the Humanly training, and reflect, learn and use the tools offered has been of huge value.

As part of the journey with Humanly I was impressed with the knowledge, passion and desire they have to help make a real difference for disabled people and support organisations to understand and actually drive the changes needed. It is great to be able to bounce ideas off Lisa, Nellie and Logan to check our thinking and strategies. An awesome training programme to be involved in, thanks to you all. I know the Board was also impressed with the information session provided to deepen their understanding.

***Warren Herring, Chief Executive, Community Living***

These workshops were great to understand the enabling good lives history and principles and how we need to change the culture in our communities to be more inclusive and accessible. The tools for changes I can see will be very valuable to use on our change journey with the various sports codes.

I think this was a very valuable course, I am looking forward to connecting back in once we are further forward in our journey for the red Ferrari.

***Tracy Coker, Advisor, Parafed+Sport Taranaki***

For more examples of testimonials (text and video), please see the attached document.

## **Programme Impact**

As a social enterprise with a double-bottom-line impact (our everyday transforming service work strengthens the connection culture of the organisations we work with to enable good lives for everyone; and our pro-bono facilitation and sponsorship of events strengthens the communities we live in to value diversity, equity and inclusion), Humanly engaged Impact Hub Waikato to complete an independent evaluation of the social impact that the Humanly programme has had. The key findings of the evaluation were:

- Humanly's programmes are focused on what is most important to transforming organisations. Measurement determined that Hope – defined as the belief that transformation is possible, that a shared vision can be a shared reality, and that people can live their self-determined good life – has a strong positive relationship with measured factors of workplace transformation.
- Understanding the importance of change first is critical to the change journey. Senior leaders in the disability sector, including those who were involved in the development and early stages of the Enabling Good Lives principles, gained a deeper understanding of what enabling good lives can be.
- The change process can be overwhelming on both a personal and professional level. Individuals in the disability sector need to be well supported so that they in

turn can best support the persons they serve, and their families and whānau. Humanly has a positive impact on overall Wellbeing of Humanly programme participants. Holistic Wellbeing is both predictor of Wellbeing and a priority need for Humanly programme participants.

For the complete Social Impact report, please see the link in the covering email.

## Humanly's Transforming Service Approach

### Strengthening Capability in Support Services

Humanly's Transforming Service approach is based on a continuing spiral that starts with an element of learning, which is followed by an intentional embedding of that learning, and then continues with further learning and embedding of learning.

At a micro level, each Humanly event includes learning about enabling good lives, which is then followed by the embedding of the learning with facilitation of visioning "what is possible?" and planning "what will it take to make that happen?".

At a macro level, the programme provides a holistic learning experience for the cohort that an individual organisation can then embed with follow-up customised presentations, workshops and programmes delivered to their wider organisation.

Several organisations have committed to multi-stage service transformation journeys, either by having multiple teams complete the cohort programme, or embedding the learning with their wider organisation and community, or a combination of both.

### Strengthening Capability in the Disability Sector

Humanly is committed to strengthening the capability in the disability sector through the Humanly Alumni Events and the inaugural upcoming Community of Practice, which join up participants from across the country. The Alumni Community now has 444 members who have access to the sharing of information, inter-organisational connections, and the ongoing Transforming Service approach.

Humanly is establishing relationships with a growing number of allies, with whom we facilitate connections with our participants, with the aim that everyone can meet their current and developing needs through an intentional network of allies who are committed to enabling good lives.

**Thank you for the opportunity to be of service to the disability sector.**

**Team Humanly**