West Kimberly Service System // Child and Family Wellbeing & Youth Justice & Wellbeing

Overview





Project objective

How can we create better systems level visibility and accessibility of Child and Family Wellbeing and Youth Wellbeing services and programs according to the needs of children, young people and families in the the West Kimberley so that everyone can be better supported?





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Key outcomes of this project



Design a service system framework through a participatory process that builds trust and improves adoption



Support building out long term community priorities and joint decision making process



Give visibility to delivering child, youth and family services in a 'whole' of context systems approach



Support greater collaboration between community, service providers and other stakeholders



Develop service system maps that identify gaps, interdependencies, blockers and new opportunities for targeted service provision.



Develop a baseline of service information with a capacity to update and evaluate it over time





tamily's mean's Everything

Recommendations

- More locally designed and locally-led services, especially for communities located outside of the centralised service access point of Broome
- Family-centred models of care should be prioritised
- Communities want visibility of the programs and services that are available to them communicated in a clear and accessible manner
- Currently there is a significant gap between services who say they provide outreach/deliver and those who are consistently doing so.
- Connection to culture and country is essential and must be embedded across the map throughout all support stages.
- Service/program gaps and barriers in prevention and early needs stages mean that crisis is normalised and often experienced as the primary access point to services.



Recommendations

- The sessions gave us a very comprehensive and detailed view of the system over the different locations and topics.
- Really great conversations with everyone and clear understanding of what needs to happen and what the system is.
- Validation of map for everyone we spoke to.
- We heard it would be helpful for multiple scenarios finding services, services working better together, and using as a bridge to inform government decision making.
- Everyone agreed we should come back to run design sessions with the map.





6 key focus areas

The design research insights were synthesised into this model according to 6 key areas and through the lens of multiple sub-domains/service modalities

These are:

- Training, livelihood and local economy
- Family safety and stability
- Young people and risk taking behaviour
- Childhood and early development
- Service models and implementation (within this power and funding)
- Service accessibility for people

The model works to place any subdomain such as housing, disability or mental health through these lenses and interconnectedness of these issues. You can also place a wellbeing paradigm such as Social and Emotional Wellbeing, or 'no wrong door model' at the centre.



Project overview



Phases

Phase 1

Phase 2

Phase 3

Phase 4

Baseline

Definition of the system, baseline mapping and identifying stakeholders

Participatory Research

Understand the experience of community and services moving through the system

Systems Design

Develop the system structure including needs, service steps, services, programs; gaps, barriers, strengths and enablers.

Designing together

Develop the tool with community and service providers according to different scenarios of use.



Dont Wait For Change

BE the change!



Engagement by location





Diagram // Key deliverables

Insights report Strengths, enablers Service system gaps and barriers maps map **Decision making** tool: Services and programs Backend service directory [Overtime] Map update Evaluation tool: function Systems health



Key deliverables



Service system maps

Visualisation of services according to the service user's experience

Database of service providers *Airtable*

Service database of information







GBSE maps

Gaps, barriers, strengths and enablers at a systems level and strategic recommendations on how to enact systems change

Insights report

Insights gathered from the fieldwork process.





: Baseline



Setting us up for engagement

Phase 1 involves understanding the system and setting us up for effective community engagement.

Assets developed include:

- Communication artefacts for engaging with community
- Codesign guides / cultural engagement guidelines aligned with best practice
- Fieldwork research plan
- Initial contact and scheduling.





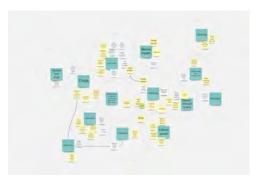
Understanding the system

To establish a baseline understanding of the system, we:

- Defined the system parameters
 (domains, boundaries, and lenses to understand how we will evaluate the system and the depth of engagement)
- **Developed a service provider matrix** (a database of providers
 within the West Kimberley to
 baseline the service system)











Yarning + Journey Mapping



Phase 2: Journey Mapping.

70+ interviews/group sessions - 120 people. 40+ polaroids.

7 group workshops with over 80+ people attending.

Locations: Broome, Derby, Pandanus Park, Fitzroy Crossing, Wangkatjungka, Bidyadanga, Beagle Bay "We are asking for help and they are not giving it."





All participants validated the map would be helpful in multiple scenarios

"Validated Map - definitely where we service - helping people in coming, now we are coming out." "Would put it up in the office. Help to link people into services. Use it with people during meetings."

"The tool would be most useful for onboarding new staff, established staff already have a good lay of the land."

"Having a visual - people are visible, means they can advocate for themselves."





Key takeaways

- The sessions gave us a very comprehensive and detailed view of the system over the different locations and topics.
- Really great conversations with everyone and clear understanding of what needs to happen and what the system is.
- Validation of map for everyone we spoke to.
- We heard it would be helpful for multiple scenarios finding services, services working better together, and using as a bridge to inform government decision making.
- Everyone agreed we should come back to run design sessions with the map.







What people told us

"Don't talk about us, talk to us"

- Community member

"The funding model undermines local employment"

- Service provider

"Everyone has a can't attitude - instead "how can we make it happen" attitude is needed"

- Community member

"We are asking for help and they are not giving it."

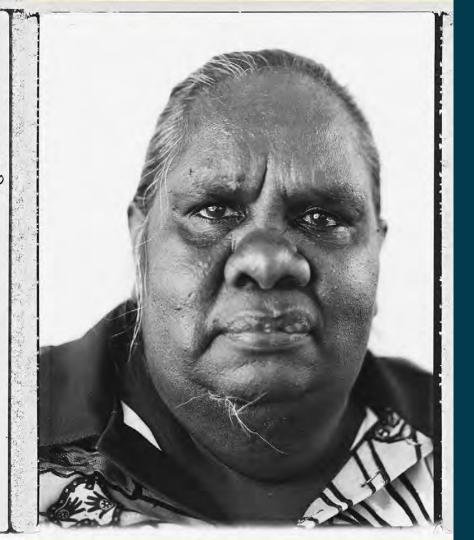
- Service provider

"Drive in, drive out service - culturally inappropriate and therapeutically inadequate"

- Community member

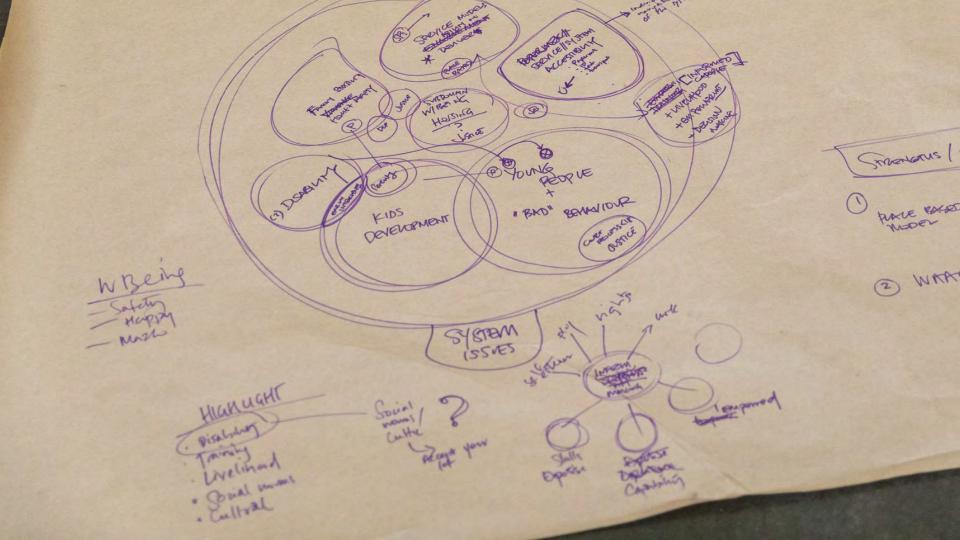


WHEN IMET MY HUSBAND LINDSAY EVERETT! BAVE UP THE ALCOHOL AND STARTED RESPECTING MYSELF NOW I AM TEACHING THE KIDS AT SCHOOL AND HELPING THE COMMUNITY



Systems Design





100+ place based key service based insights across 8 locations. Over 20+ themes.





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Example of key insight

Lack of ID creates barriers to access across many services throughout a person's life.

Lack of identification is due to cultural and practical inaccessibility of paperwork and bureaucratic processes. This creates barriers to accessing fundamental services, such as Centrelink, banking, Medicare and postal services.

The impacts are far-reaching, and can perpetuate cycles of poverty and make it near impossible for people to access finances, medical services, employment, utilities, appropriate legal intervention and ability to provide family kinship care.



government. We need resources and support to make our own way."

"We don't need the

Designing the systems framework





From the insights gained in Phase 2 developing the first version of the systems framework.

This include the first iteration of the life phases and identification of community needs.



Designing Together





Designing Together sessions // Process

230+ people participated in 18 open forum or group sessions across 8 locations and helped to test and iterate the framework, identify gaps, barriers, strengths and enablers.



with all of our Volces being heard brings us all together



Designing Together sessions

In each Designing Together session we:

- Presented the draft maps to unpack and test the different phases, needs for support, and language used.
- Identified different service gaps, barriers, strengths, and enablers that the community experience and unpacked how they relate.
- 6 REPRINTED REVISIONS of the framework We created multiple iterations of the maps based off community input.
- Discussed and identified how and where people will use it and where it needs to be placed to be helpful



Designing Together sessions

- More locally designed and locally-led services, especially for communities located outside of the centralised service access point of Broome.
- Family-centred models of care should be prioritised.
- Communities want visibility of the programs and services that are available to them communicated in a clear and accessible manner
- Currently there is a significant gap between services who say they
 provide outreach/deliver and those who are consistently doing so.
- Connection to culture and country is essential and must be embedded across the map throughout all support stages.
- Service/program gaps and barriers in prevention and early needs stages mean that crisis is normalised and often experienced as the primary access point to services.



"Before you are a teenager you need access to teenage services"

- young community member



What people told us

"Ensure larger orgs partner with locally led orgs & initiatives. They are at a disadvantage for getting funding, but deliver better quality and value for money."

- Service provider

"People don't even know if they are ok"

- Community member

"It's good, what currently exists is not working."

- Community member

"So many things that should be assessed as crisis are normalised. ... put up with it for so long that you explode."

- Community member

"Use it [map] to advocate for what community needs using innovative best practice models"

- Service Provider

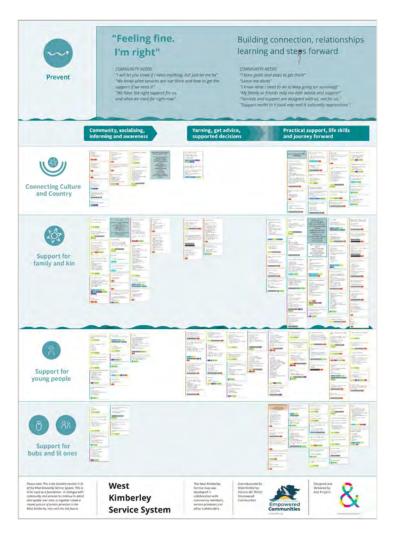


Systems map



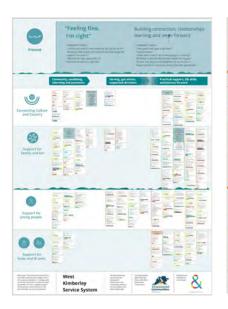
From our participatory research and designing together sessions, we built the Service System Maps.

It helps us see what services are available so that the community are better supported, strategically empowered and informed and so that service providers can collaborate more easily and community and services know what is available.

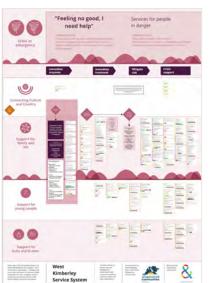




These are the 4 maps that form the West Kimberley Service System Design











There is one map per life phase/set of key needs



Prevent





Survival



Crisis



Heal





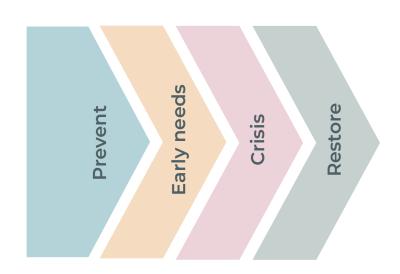
Responding to community needs at each step

Survival Prevent "I'm struggling, not "Feeling fine, I'm right" feeling so good" Crisis Heal "Things are "Feeling no good, I

need help"

getting better"

And aligned with a best practice family care model





Each map is vertically structured according to different cohorts.

Each section is organised according to the four cohorts shown below with all relevant services and programs listed horizontally.





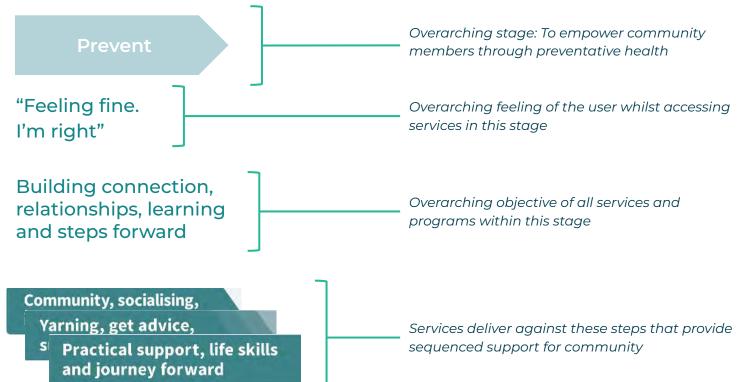


Each phase has a series of core service steps that are commonly needed across services





Each poster is structured according to these key elements





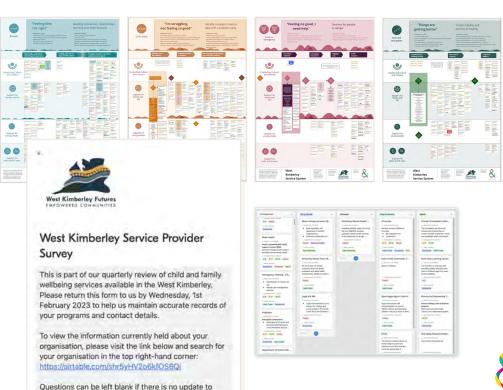
Map updates



Included in this section

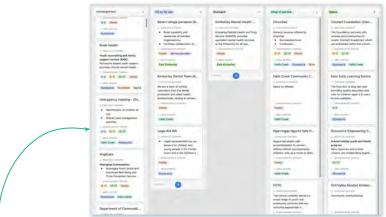
We have developed a simple assessment tool that allows for ongoing updating, evaluation, and decision-making to support collaboration for collective impact.

This presentation provides an overview of the different tools and assets, why the tools are useful, and how to use them for different purposes and audiences.





Tools provided for you



Database of service providers

Airtable

Service database of information

Service system map

Visualisation of services according to the service user's experience





When to use the tools

Service providers (or funders) looking to retire or initiate services

Provide a tool to support key decisions within organisations around what and how to deliver services.

Measuring system health over time

These tools provide a way for us to continually monitor the health of the system over time, measuring our ability to respond to existing and future community needs. Capturing the evolution of the system will provide us a holistic view of social impact.

System evaluation to remove barriers, fix gaps or strengthen social fabric

Ability to look at the service system as a whole and develop outcomes that support long term system health at a meta level and build towards long term outcomes for communities.



Why use the tools

Evidence-based decision making

Evidence and analytics provide us with the confidence to accurately identify gaps within the system, address redundancies, and reallocate resources to enhance the effectiveness and impact of the system.

Alignment and collaboration between service providers

Visualisation of the service system creates alignment and shared understanding of the interconnectedness between service providers according to the community's experience. The tools facilitate commitment to collective impact through shared ownership of community outcomes.

Community members seeking support

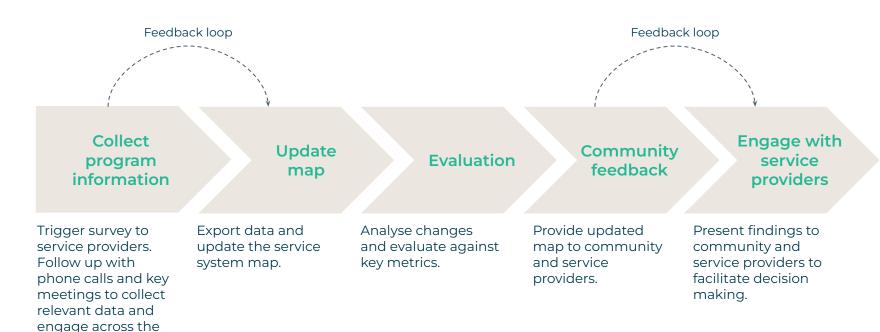
Provide visibility of services according to the user's needs to better provide appropriate support and understanding of the system for community members and empower community-led decision making.





Monitoring & evaluation process

sector.





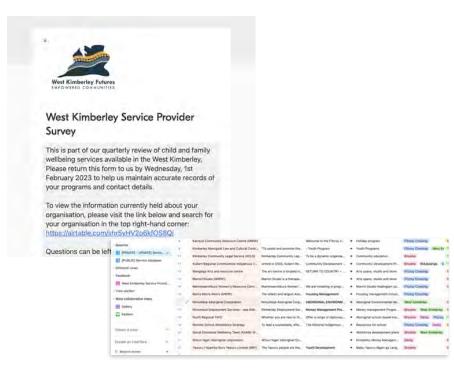
Every 3 months: Collect program information

- Send out the survey via Airtable

AIRTABLE: PRIVATE base

As surveys are completed and returned, responses will be automatically added to the bottom rows of Airtable. .

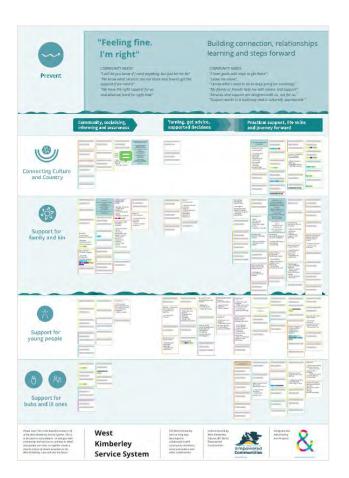
- Follow up with calls or meetings to ensure their programs and support services are included.
- Review, update and merge entries
 - Tag entries for ease of filtering
- Codify entries according to stages and cohorts (so can easily place them on the map)





Miro: Visualise data

- Use the Airtable data of changed services to update the map in Miro
- Search the maps for each service provider
- Update the programs





Evaluation

Use Airtable's filtering, sorting, and grouping functions to analyse the new data.

Collective impact should be tracked through a variety of metrics and indicators to evaluate change at program, service, and system levels.

These metrics should be determined and agreed on by service providers and community members, to ensure that we are evaluating Child and Family Wellbeing in a contextually and culturally relevant way.

Over time, indicators and methodologies should evolve to match changes in the system and changes in community needs.

Potential indicators for evaluation

At the user level, we could track the ability to meet the needs of each demographic in each journey stage or user scenario.

Accessibility could be evaluated by tracking barriers removed, funding secured, or increased access to services.

Indigenous relevance could be evaluated by the number of services informed by Indigenous culture or education, local employment or Indigenous managed and/or owned.

Whole system health could be evaluated by tracking the number of services changing and how, or the number of service gaps bridged or addressed to determine the degree of whole system change and progress over time.



Evaluation - understanding the results

Once we've gathered the raw data and identified changes within the system, we need to identify patterns and evaluate the significance of these changes to understand how they are informing the health of the system.

This data could be cross referenced with other data sources (e.g. funding streams, stakeholder relationships) for deeper system analysis.

Potential results to consider

An influx of programs for certain providers could indicate changes in funding streams or changes in strategic priorities in order to address existing or anticipated gaps.

A decrease in the number of providers may be due to a reduction in funding streams, or may be due to increased collaboration, cross sector coordination, and service providers combining their efforts to maximise impact.

A shift in the number of programs per cohort may indicate more targeted program delivery to better meet the needs of each user group.

A shift in the number of services per support stage may indicate a whole system shift away from reactive towards preventative services.



Community evaluation

 \rightarrow \rightarrow \rightarrow

Provide the updated link for Airtable (public view) and the updated map to stakeholders. Re-publish this on your web platform.

Use the updated service system map as a way of communicating, and building shared alignment and understanding of the system.

Use this map with community to determine if the system is working, evaluate the effectiveness of systems change, and determine if previously identified gaps or barriers have been addressed.

Responses should be fed back to service providers to ensure that decision making respects the needs and lived experiences of community members.





Engage with service providers

Distribute the updated service mapping to service providers (preferably in print).

Present analyses and community research findings to service providers, and collectively evaluate and prioritise next steps.

Decisions should be documented so that future rounds of evaluation can reflect on prior decisions and observe their effectiveness and impact. This will embed a longitudinal lens on the evaluation, and recognise the ongoing commitment and time needed to achieve systems change.

This engagement phase is necessary to ensure that a collective vision is created and maintained amongst service providers, while generating cross-sector coordination and alignment.









Strategic recommendations



Recommendations USING THE MAPS

Put the maps up in public places

Particularly in the smaller communities ensure that the maps are visible and can continue to create a dialogue, spread organically and evidence that community has been heard and represented within the map.

Loop back with each community engaged

There was a large momentum built around the project and the process and much positive feedback. Ensure each community has copies of the map and has been spoken to (to close the loop).

Take the maps to other communities to continue to validate

Use the maps to engage other communities in mapping the system and validating how it can be used in their community.



Recommendations USING THE MAPS

Embed the maps in shared decision mapping

Encourage the map being used in different ways - coordination between service providers, community decision making, embedding within funding decisions and government dialogue.

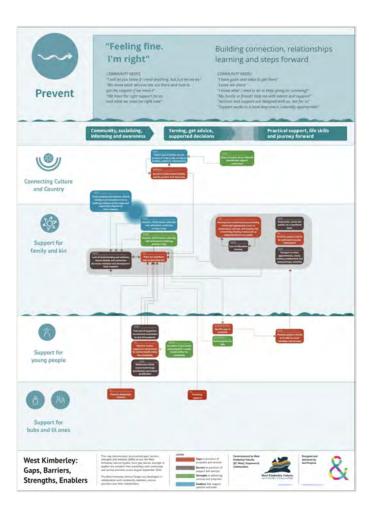
Collect information on how, when and where the map is being used

To continue to better the outcome, collect verbatim data on how the map is being used, where it is being put up and any other feedback so it can be developed further in the next iteration.



Maps: Gaps, barriers, strengths enablers.

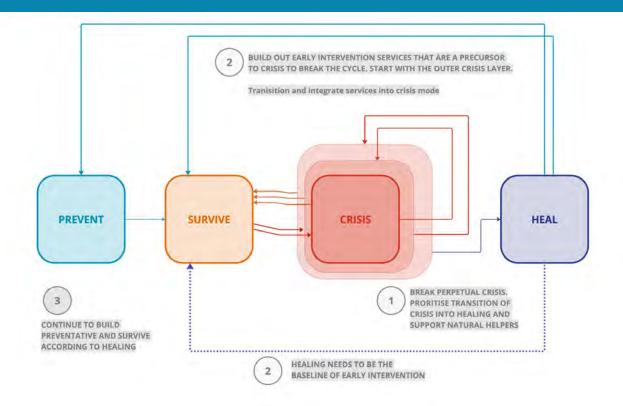
As an overlay to the programs and services map there is also a clear view of the gaps, barriers, strengths and enablers across the system and the relational dynamics between different points within the system.





Gaps, barriers, strengths and enablers

RELATIONAL MODELLING: LIFE PHASES





Prevent

PRIORITY GAPS, BARRIERS, STRENGTHS + ENABLERS

REDUCE BARRIER

Lack of social bonding and cohesion, shared identity and connection decreases resilience and disempowers local response

INCREASE

Inclusive, family based, culturally safe and holistic wellbeing practice is key

INCREASE ENABLER

Increase Culture based identity and the practice of it day to day to building resilience and wellbeing

ADDRESS

Practical aspects need to be addressed:

- Transport services
- Food access, pricing and quality
- Local employment priority
- More housing (that is flexible)

BUILD

Structural responses to practical issues that are locally appropriate together



ENABLER

- Social bonding and cohesion, shared identity and connection is key to building resilience at this stage and supporting local response

Survive RITY GAPS, BARRIERS,

PRIORITY GAPS, BARRIERS, STRENGTHS + ENABLERS

ENABLER

- Natural helpers are a key support mechanism

BARRIER

- External cultural, social and economic forces (language, technology, corruption, land use, environmental protection) limit a way forward
- Social and cultural norms impacting accessing and identifying needs early, including judgement, beliefs, normalisation of crime and poverty, social expectations, jealousing, or local dynamics
- Natural helpers are a key support mechanism however are unsupported in their roles [leading to burnout]

BARRIER

- Understanding services and what is out there
- Having supported and informed access to services according to needs in multiple ways
- Exploring needs at the right time
- Appropriate health access and other contributing aspects to accessing health services

BARRIER

- Current service provision is late, inefficient, inadequate and not localised
- Service delivery issues including timely access to maintenance, dealing with housing issues and housing demand



STRENGTH

- Practical wellbeing exercises and support and getting out on Country (especially to identify issues)



STRENGTH

- Having a self identified key person to talk to or place to go

GAP

There are obvious program gaps in current services that are know however remain unaddressed such as practical access to applications, forms, online etc; basic personal care; lack of affordable housing





Social bonding and cohesion, shared identity and connection by building family based solutions

MORE

Natural helpers and informal supports

Trips to Country support exploring ongoing needs and healing

INCREASE

BUILD

Early intervention to stop it rolling everything into crisis mode

DECREASE

The majority of services that are late, inadequate and not localised and/or culturally appropriate; to increase support quality and decrease other issues

BREAK

The cycle. Crisis leads to being in larger, ongoing crisis when issues are not dealt with effectively

BREAK

The cycle. Crisis is then the norm... that feeds further crisis

DECREASE

Shame, mistrust, anger, fear, pride, discrimination and lack of knowledge of healthy boundaries stops people reaching out

ADDRESS

Multiple gaps in family and young people services that mean issues aren't fully addressed in the window and therefore the issue becomes amplified



Crisis

PRIORITY GAPS, BARRIERS,

STRENGTHS + ENABLERS

Survive PRIORITY GAPS, BARRIERS, STRENGTHS + ENABLERS

BUILD

- Trust and feeling safe is key to healing
- Community led, place based solutions
- Culture and Country is key to healing

BUILD

A comprehensive response to turning it around at a systems level across providers

DECREASE

Lateral undermining of empowered local response that is continuous over time

DECREASE

Cultural deterioration underlies issues with paths to healing

Economic priorities in conflict with local culture, ecology and wellbeing

INCREASE

- Sophisticated local understand of systems design and how to change
- Support empowered local response and community led or joint decision making
- Social bonding and cohesion, shared identity and connection is key to building solutions
- Support natural helpers
- Social bonding and cohesion, shared identity and connection is key to building solutions



DEVELOP AND ADOPT A PILOT METHODOLOGY +
SERVICE INNOVATION CAPACITY INCLUDING
GOVERNMENT

Although many service providers are creating 'band- aids' or trying to solve these problems themselves a more targeted and aligned approach is needed across infrastructure and government.

- Work with key government departments directly
- Develop the solution
- Build Pilots of the solution
- Test and measure
- Scale

Align all providers and services to the Systems Framework.

2 INTEGRATE AND AMPLIFY CULTURAL FRAMEWORKS TO CREATE SERVICE PROVIDER GUIDELINES AND TRAINING

Utilise the great work done by local organisations to build cultural informed practice and translate this into guidelines for service and program design provision across the Kimberley.

SHARE + SCALE

Share strengths and what is working well between service providers and community ensure a coordinated response and developing and amplifying proven solutions through shared funding and other collaborative structures.



- BUILD THE NETWORK OF NATURAL HELPERS AND SUPPORT THEM
 - Natural helpers are a proven method of support and working towards longer term outcomes. Support them
 - Support them through incremental training, carer payments or subsidies and removing barriers to providing support in their community. Listen to their lived experience as to how to build communities back
 - Standardise self identified support and better connect these people into service supports.
- HOUSING AND MAINTENANCE NEEDS A CROSS GOVERNMENTAL APPROACH (THAT IS NOT LED BY STATE HOUSING)
 - Lobby for a system level approach to housing that is cross government agency and is a shift to service design
 - Adopt a pilot approach to solution development.

- 5 CONTINUE TO USE THE SYSTEMS FRAMEWORK TO REDUCE BARRIERS TO ACCESS AND NAVIGATING THE SYSTEM
 - Continue to develop the maps, the interactions around them, other tools and support greater adoption
 - Align all program design to the Systems Framework to ensure it meets ongoing needs and navigate/test with community and providers as you go.
- FORM A WORKING GROUP TO DEAL WITH SHARED PRACTICAL ISSUES
 - Use current strengths of individual programs or current collaborative approaches to further engage with shared practical issues.



BREAK THE SLIDE INTO PERPETUAL CRISIS

- Collectively focus on early interventions directly related to pre-crisis care with clear (and measurable) outcomes and set requirements as to how this will divert people from crisis.

B DESIGN INITIATIVES THAT ENABLE + ADOPT A SHARED CONTINUITY OF CARE

- Initiatives that enable continuity of care between statutory and non statutory services within crisis
- Build a shared standard of care
- Develop clear transitions between services linking through early intervention and healing.

2 LACK OF TRUST IS THE STARTING POINT, ACKNOWLEDGE THIS AND WORK TO BUILD IT BACK

- Acknowledge the lack of trust and design this into the way services engage and programs are built. Start from this point, not from an assumed 'fresh' start of a new program or service.

SYSTEMS FRAMEWORK EDUCATION AND AWARENESS

- Education and awareness about breaking cycles of crisis, life phases and program/service availability.

11 COORDINATION OF SERVICE RESPONSES

- Coordinated response between services according the systems map to ensure a future coordinated service system.





CONTINUE COMMUNITY LED DECISION MAKING

- Build out the process for community led decision making and the actions from it, and continue to build this process across communities
- Continue to work together to build a comprehensive system level response.



INTEGRATE COUNTRY FURTHER INTO ALL PROGRAMS

- Integrate and add to all trips to Country, and environmental based programs and experiences across all life phases
- Ensure this is a consideration across any program design or key decision
- Build cultural protocols with users to build cultural resilience and pride



LOBBY FOR COHESIVE PROGRAMMING AND A CROSS AGENCY APPROACH AROUND LARGER ECONOMICS

Feed larger economic considerations up to government and lobby for a cross agency approach.



CONTINUE TO DEVELOP USES FOR THE SYSTEM FRAMEWORK AND THE MAPS

Develop methods of visibility and ease of adoption (including the overall Systems Framework and the series of maps)



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