Change in complex systems

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In this talk, we want to build on the questions that Goran asked in his paper during the keynote yesterday

- Can we take perspective on microsystems in a fast-changing world?
- How can we combine the benefits of both micro and macro systems to create the value we seek for our patients and communities?
- What does the new perspective look like?

AND we want to ask some additional, special questions
Between us we have more than 50 years experience in leading change in health and care

• What advice would we give to our younger selves if we were starting again now?

• What are the biggest lessons that we have learnt about leading change in complex systems?
Those who forget the past are doomed to repeat it.

Sara Shepard
Those who forget the past are doomed to repeat it.

Sara S.

If there's one thing that a study of history has taught us, it is that things can always get worse.

Neil Gaiman
So Why Do We Keep Reinventing the Past and Calling it the Future?

Neil Gaiman

Those who forget the past are doomed to repeat it. Those who forget the past are doomed to repeat it. That's what history has always got.

If there's one thing that's ever taught us, it is that history can always get it wrong.
Those who forget the past are doomed to repeat it.

If there’s one thing that history has taught us, it is that history doesn’t repeat itself, but it often rhymes.

— Mark Twain
Taking "self-management" to the edge

Patrik Blomqvist, patientstödjare

Eje Grennborg, rehabinstruktör
Lesson #1

The people who lead formal organisational/system change and the people who make and break the change are different people.

We need BOTH
Starts on the fringe (at the edge)
Starts with the activists
Gary Hamel
WHO makes change happen?

List A

• The Transformation Programme Board
• The programme sponsor
• The Programme Management Office
• The leads of the [insert number] transformation work streams
• The Clinical Director
• The Team Leader /Unit Manager
• The Change Facilitator

Source: adapted by Helen Bevan from Leandro Herrera
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- The Clinical Director
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**List B**
- The mavericks and rebels
- The deviants (positive). Who do things differently and succeed
- The contrarians, because they can
- The nonconformists who see things through glasses no one else has
- The hyper-connected. Good or bad, they spread behaviours, role model at a scale, set mountains on fire and multiply anything they get their hands on
- The hyper-trusted. Multiple reasons, doesn’t matter which ones

Source: adapted by Helen Bevan from Leandro Herrera
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People who live and perform in formal organisation land and make or break change are two different lists (and we need BOTH)

Source: adapted by Helen Bevan from Leandro Herrera
What’s the evidence?

The failure of large scale transformational change projects is rarely due to the content or structure of the plans that are put into action.

To make transformational change happen we need to connect networks of people who ‘want’ to contribute.

Source: David Dinwoodie (2015)

Are we equipping change leaders for this reality?

Survey of 70 candidates for post of Head of Transformation, NHS Horizons team, July 2016:

- Most candidates educated to at least Masters level
- PRINCE 2 almost universal with Managing Successful Projects and Lean methods well represented
- Very few described strategic approaches to change or focussed on social methods of change
- Only limited descriptions of team/network based or facilitative approaches to improvement
- Most engaged in technostructure (technical advisory roles) – away from the locus of power in health organisations (Mintzberg typology)
- List A approaches predominated
The prevailing models of spread and scale of change are deeply flawed but we keep using them.

It is time for new and effective approaches.
The “classic” approach to spread – the jury is out!

- Results to motivate spread
- Develop experts and champions
- Document process changes that generate results
- Effective systems and tools for supporting change across many sites

Source: http://slideplayer.com/slide/9034724/
Because the reality is often different

With alarming regularity, many promising pilots in the health care improvement and implementation field have little overall impact when applied more broadly.”

Perla & colleagues, Health Affairs blog, April 2015
Why, after nearly two decades, haven’t we created an unstoppable, system-wide drive for improvement?

“Pioneering is the enemy of transformative and systematic change”

David Albury
The Innovation Centre
Beware the chasm

The typical effect sizes of spread activities are perhaps 10-20% at best (Grimshaw)

Source: Geoffrey Moore, building on the work of Everett Rodgers.
Emerging themes in spread

• Increasing attention to the demand side, to better understand the adopter’s point of view
• Coalition building (social movements and social media)
• Increasing attention to system conditions
• Acknowledgement of context sensitivity
• The importance of co-design for subsequent scaling

Source: David Albury
What is the best way to spread new knowledge?

Social connection/discussion is 14 times more effective than written standards/best practice databases/toolkits etc.

Source of data: Nick Milton
http://www.nickmilton.com/2014/10/why-knowledge-transfer-through.html

Source of image: www.happiness-one-quote-time.blogspot.com
<table>
<thead>
<tr>
<th>Closed innovation</th>
<th>Open innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>As a pilot test site, we want to be left alone for a period of time so we can work it out for ourselves</td>
<td>As a pilot test site, we seek to continuously get ideas and guidance from leading thinkers and practitioners outside our local area</td>
</tr>
<tr>
<td>We will test our new ways of working internally “to destruction”. When we are confident they will work, we will offer to share our “best practice innovations” with others</td>
<td>A wider group has contributed to the innovation process, beyond our host organisation; people from other localities already feel that they own it. Spread is more likely to be “done with” not “done to” and to be “pulled” not “pushed”</td>
</tr>
</tbody>
</table>
The power of co-creation

“people will support what they help create.”

post-it note at the front reception in Office Nomads, a coworking space in Portland, OR.
The evolving approach

An intensive approach to discovery, learning, testing and change with a small number of localities

The Development Group
10 local teams

The Virtual Improvement Community
All communities nationwide

Engagement of other localities right from the start, so that all are contributing, sharing and learning and the optimal conditions for spread are being created
Digital Practitioners will Lead, Plan and Execute Change
We need to move to “team of teams” to create the context where change can spread and scale.

Ref: Team of Teams, McChrystal
Lesson #3

You can’t be a world-changing leader of improvement on your own
old power

Currency
Held by a few
Pushed down
Commanded
Closed
Transaction

new power

Current
Made by many
Pulled in
Shared
Open
Relationship

Jeremy Heimens, Henry Timms
This is New Power
Across the world, the change agent movement is exploding!
“Without rebels, the storyline never changes”

@PeterVan http://t.co/6CQtA4wUv1

Source of image: scotteagan.blogspot.com
What happens to heretics/radicals/rebels/mavericks in organisations?

Source of image: findingmyself.net
Ostracism (utfrysning) is experienced in the brain as deeply as physical pain.
The easiest way to thrive as an outlier...is to avoid being one.

Seth Goodin
Which kind of activists are most successful at delivering change?

**Lone wolves**

Build power by expertise and information — through advocacy, oversight, contributing to committees, public comments and other forms of consultation.

Source: Hahrie Han. *How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century*
Patient leaders as “lone wolves”

“What I am ranting about is the way in which patients are being streamed into advisory sub committees, the way we are being used as tokens and to help tick off the right box..... Where is the attitude that patients are part of the team in healthcare, that we are partners? Why are we always asked to participate inside a pre-determined frame? When will we see co-design of new policies, and ultimately co-production?”

Annette McKinnon
Which kind of activists are most successful at delivering change?

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Build power by mobilising people – being able to call on large numbers of people to contribute, engage in change and take action.

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Organisers
Build power by growing leaders — identifying, recruiting and training future leaders in a distributed network: building a community and protecting its strength

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Source: Hahrie Han *How Organizations Develop Activists: Civic Associations and Leadership in the 21st Century*
Building leaders

Healthy Seniors

Special youth office

Supporting people into the work market

More to life-caféer

Dans for young girls

Culture on referrals

Workshop!
Tillsammans designar vi framtidens utbildning

Healthy Seniors

Learning café-model for both young and old

Culture on referrals
Focus on the “We”

“Great social movements get their energy by growing a distributed leadership”

Joe Simpson
Disruptive co-creation

Beyond top down and bottom up change…….
Beyond the service lens through which systems leaders typically conceive the problems we’re trying to solve....
Bringing positive disruption into the system for faster change & bigger outcomes

Adapted from SOLACE
One size, one perspective or one method doesn’t fit all
Ask Deming

1. Reduce waste
2. Reduce costs by increasing quality
3. New services/design to meet patient expectation and need
Nesta...

Clinical + tech innovation + Social innovation = Health innovation
Types of innovation model

**Model S – small innovations**
- Support the team (microsystem)

**Model R - repeatable**
- Design a process for idea testing and implementation (90 day model)

**Model C - customisation**
- Design a special team (redesign processes)
The essential flaw of quality improvement methods

The essential flaw of [quality improvement methodology] is that, when implemented, it tends to reinforce the mechanistic and hierarchical models that are consistent with the mental maps of most managers.

Chris Argyris, *Flawed advice and the management trap*

Source of image: www.biblicalcreation.org.uk

Read more at: http://www.slideshare.net/jurgenappelo/management-30-workout
Lesson #5

Out-love everyone else
Being a great change agent is about doing, seeing and being change
Ultimately, the secret of quality is *love*.

...... If you have love, you can then work backward to monitor and improve the system

Avedis Donabedian
After years of intensive analysis, Google discovers that the key to high performing, teams that deliver change is being nice.
Tactic for change agents:
Out-love everyone else

Source of image: Bradley Burgess
Lesson #6

Our most important job as improvement leaders is to build bridges for change.
Building bridges for change

• Emotional bridges
• Relational bridges
• Structural bridges

Daniel Gray Wilson, *Building bridges for change: how leaders enable collective change in organizations*

https://www.city.ac.uk/__data/assets/pdf_file/0008/108539/Building-Bridges.pdf
Building emotional bridges

It’s the emotional barriers that are often the biggest challenges for changes in collective action

Marshall Ganz
Emotion is the fuel for change; data and information provide direction

Dan Heath (author of Switch)
Building relational bridges

People who bridge disconnected groups and individuals are more effective at implementing dramatic reforms, while those with cohesive networks are better at instituting minor changes.

Battilano and Casciaro *The network secrets of the great change agents*
Building structural bridges

Leaders must avoid the simple theories of change that suggest it occurs from either a top-down or a bottom-up approach. It’s “both and”; social change occurs through institutions within the larger system that have the capacity to coordinate across levels simultaneously.

Theda Skocpol
Blind men on a log bridge

Hakuin Ekaku, 1685-1769
Building bridges to ignite energy

• In the powerful painting *Two Blind Men Crossing a Log Bridge*, Hakuin depicts two figures feeling their way across a bridge over a river chasm.

• It can be interpreted as a poignant analogy to the unenlightened seeking understanding.

• In order to make his religious teaching more relevant to his students, he depicted a steep ravine that was an actual site near his own rural temple of Shoin-ji at the top of the Izu peninsula in eastern Japan.
Both the health of our bodies and the fleeting world outside us are like the blind men’s round log bridge – a mind/heart that can cross over is the best guide

Hakuin Ekaku