Learning and innovation over time.

Change management from projects to changing everything at the same time

http://www.dartmouth-hitchcock.org/
Has Sweden got more to share than Ikea and Abba?

https://carolinesqualityimprovementjourney.wordpress.com/2018/01/03/has-sweden-abba/

Permission to innovate was a strong theme and using small tests of change to try things, it isn’t an issue if it doesn’t work but there is an expectation that everyone is trying to improve what they do.

The staff at the Qulturum all come from different occupational backgrounds and from many different nations. This brings together a plethora of knowledge and experience, both professionally and personally.

Rn. Caroline Greenhalgh

Autonomy och authority
Meaningfullness in Japan

Ikigai
A JAPANESE CONCEPT MEANING "A REASON FOR BEING"

PASSION
What you LOVE
Delight and fullness, but no wealth

MISSION
What the world NEEDS
Excitement and complacency, but sense of uncertainty

PROFESSION
What you are GOOD AT
Comfortable, but feeling of emptiness

VOCATION
What you can be PAID FOR
Satisfaction, but feeling of uselessness

https://twitter.com/GarethPresch
Today’s tomorrow ambitions

- Co learning
- Co llaborating
- Co creating
- Co nnectivity

Many year’s of experience

- The system is complex
- The patient moves horizontally, we think vertically
- Large variety can be found in need and capacity in each step
- The variation grows in each step of a patient flow
- Queues are the result of a "mismatch"
- Management of availability is to conquer each day’s needs and capabilities - never let go or give up.
Olika syn på hur verkligheten är beskaffad
In order for clinical improvements to be anything but just a fashion fly, the improvements we achieve must be lasting.
Predictions for the world in 2030

- All products have become services
- There is a global price on carbon
- US dominate is over. We have a handful of global powers
- Farewell hospitals, hello home-spital
- We are eating much less meat
- Today’s Syrian refugees, 2030 CEO:s
- The values that built the West have been tested to breaking point
- By the 2030s we’ll be ready to move humans to the red planet


The need for welfare services will increase BUT the labour force will not

Source: SKL
Roger Molin
To take perspective:
to take charge of tomorrow

Perspective-taking:
where the act of viewing
is a situation or an
understanding of a
concept from an alternate
point-of-view

You do not see something
until you have the right
metaphor
to let you perceive it.

Thomas Kuhn
The Fourteen Obligations of Top Management

1. Create constancy of purpose for improvement of product and services.
2. Adopt the new philosophy.
3. Cease dependence on inspection to achieve quality.
4. End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost by working with a single supplier.
5. Improve constantly and forever every process for planning, production, and service.
6. Institute training on the job.
7. Adopt and institute leadership.
8. Drive out fear.
9. Break down barriers between staff areas.
10. Eliminate slogans, exhortations, and targets for the work force.
11. Eliminate numerical quotas for the work force and numerical goals for management.
12. Remove barriers that rob people of pride of workmanship. Eliminate the annual rating or merit system.
13. Institute a vigorous program of education and self-improvement for everyone.
14. Put everybody in the company to work to accomplish the transformation.

Dr. W. Edwards Deming

From George Washington University - Books and Video - Deming Seminar - 1986
Deming’s “System of Profound Knowledge”

W. Edwards Deming

The New Economics

Appreciation of a System

Theory of Knowledge

Understanding Variation

Psychology

Deming’s “System of Profound Knowledge”

The Machine That Changed the World
How Lean Production Revolutionized the Global Car Wars

Balanced Scorecard

Robert S. Kaplan
David P. Norton

Translating Strategy into Action

Region 2
Nov 1990, Womack

1992, 1993
We focus on Learning and innovation more than the other three perspectives!

Patient/ Customer/Citizen

Learning and innovation

Process

Finances

This will spread and effect the other perspectives!
Visst händer det spännande saker och tänk när vi kan lova...

...hälso- och sjukvård som är

• säker
• kunskapsbaserad och ändamålsenlig
• patientfokuserad
• effektiv
• jämlik
• i rimlig tid

Learning organization
Our learning system has transformed

A common platform
Exnovation

bottom-up systematization - ‘innovation from within’.

A collective sense-making of practice. The principal entry point for exnovation is the creation of ‘forums of engagement’.
Exnovation is about...reflections

- being moved by what might otherwise appear to be mundane and taken as given.
- *affect*—knowing differently by making things visible in different ways.
- learning and change among the players
- observing and appreciating the way things *are*
- confronting clinical work in all its complexity

Learning and change among the players, and growth in their sophistication about each other, about the issues, (Innes and Booher, 1999: 12).
We want to achieve an optimal balance between best possible health, positive patient experiences and cost per capita.
Do we need a new way of thinking about microsystems and teams?

Ref: Team of teams, McChrystal
Before

Microsystem
Patients and professionals

Meso
Primary care
Medicine
Surgical
Psychiatric

Makro
Governance

Tomorrow

Change everything at the same time

nyteknik.se/bygg/masken-styr-armeringen-pa-ess-bygget-60495
Different value logistics

1. Shops, ("Wealthies")
2. Individualized care process
   (value chains)
3. Facilitating networks

Reference: Lifvergren, Batalden, Fjelstad
Project ECHO

Mission: To democratize medical knowledge and get best practice care to underserved people all over the world

Right Knowledge. Right Place. Right Time.

A model for developing communities of learners and scaling best practices

*Supported by New Mexico Department of Health, Agency for Health Research and Quality, New Mexico Legislature, the Robert Wood Johnson Foundation, the CZ Foundation, and the Holmby Charitable Trust*
Why are we here - Ubuntu: ‘I am because we are’