Leading change in complex health environments
What can you change?  
(introducing the elephant and the rider)

Does one size fit all?  
(Stages of cultural maturity)

How do you lead in elephant country?

What’s next in the digital health revolution?
Does the rider control the elephant?

the rational brain

the emotional brain
1. Muddling through
2. Transactions management
3. Systems discipline
4. Systems integration
5. Dynamic learning system

LEADERSHIP AND PERFORMANCE PRACTICES

MANAGING THE ‘COMPLEX’

LEADERSHIP

All-hands-on-deck
Leadership Pipeline
Role clarity
Systems thinking

SYSTEMS PRACTICES

MANAGING THE ‘COMPLICATED’

Focus on the Elephant
Focus on the Rider

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6 common reasons health change programs fail:

1. We take a primarily **rational** approach, rather than accounting for the emotions
2. We assume people will do what’s good for them
3. We underestimate the amount of **effort, time and resources** needed to get the outcome we’re looking for
4. We underestimate the role of **internal politics** in the process
5. We build group-based strategies around **organisational structure**, rather than motivation (or aligned interests)
6. We assume that one size fits all in change programs and methodologies and don’t take into account legacy issues and the level of maturity of the particular group that will be changing
How technology is driving health care - essential reading for leaders:
Three horizons of change for health services

**HORIZON ONE**

Digital Hospital (Building to baseline)
- Patient-centered, integrated care

**HORIZON TWO**

The 'sensor' revolution
- (Autonomous, commoditised diagnostics)
- Personalised medicine

**HORIZON THREE**

Massive Open Online Medicine
- ('My tech, my data, my care')
- Democratised medicine

Small Data (Quality) vs Big Data (Quantity)

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During this phase

- Use the implementation of Digital Hospital to build new cross-speciality relationships at all levels
- Enthusiastically break down the barriers that have historically prevented integrated care
- Set yourself up to leverage from the second horizon

HORIZON ONE
Digital Hospital

- Standardisation
- Control
- Integration across different silos of care

During this phase

- Enables patient-centered integrated care
Smartphones and personal health devices will change the way people think and act ("Do it WITH me")

During this phase

- Personal devices like 'fit-bits' give patients full access to their own deep, longitudinal health-related data
- Machine learning and rapid advances in algorithms mean that well over 50% of presenting issues will be able to be diagnosed and treatment plan established with little-to-no clinical contact

• Deep, small data, collected daily by the patient
• Machine diagnosis delivered in personalised apps
• Enables the gamification of health
Massive data sets converge to identify new drivers and barriers to health ("Help me DO IT MYSELF")

During this phase focus on:

- Driving the integration of health into every aspect of life through evidence-based analysis and the application of rigorous methodology
- Supporting patients to make the right inferences and learn the right things

- Enables integration of health with every aspect of life
- Leads to widely accessible, affordable health care, self-managed by the patient
Your role as a clinical leader
(should you choose to accept it!)

Get on the front foot:
Understand and embrace the technology trends and work with your team to anticipate how you can use this technology to help you deliver improved patient outcomes

Use, rather than serve, the tech:
Identify the pain points, inefficiencies and frustrations that you and the patient experiences (they don’t have to be the same) and be an active voice in looking at how to use IT to resolve those issues

Don’t let others get hypnotised:
The technology needs to stay in the service of the patient. Your job is to keep funders, tech-people and clinicians focused on enabling patient-centered care
And now...

Questions, comments, observations and/or theories