

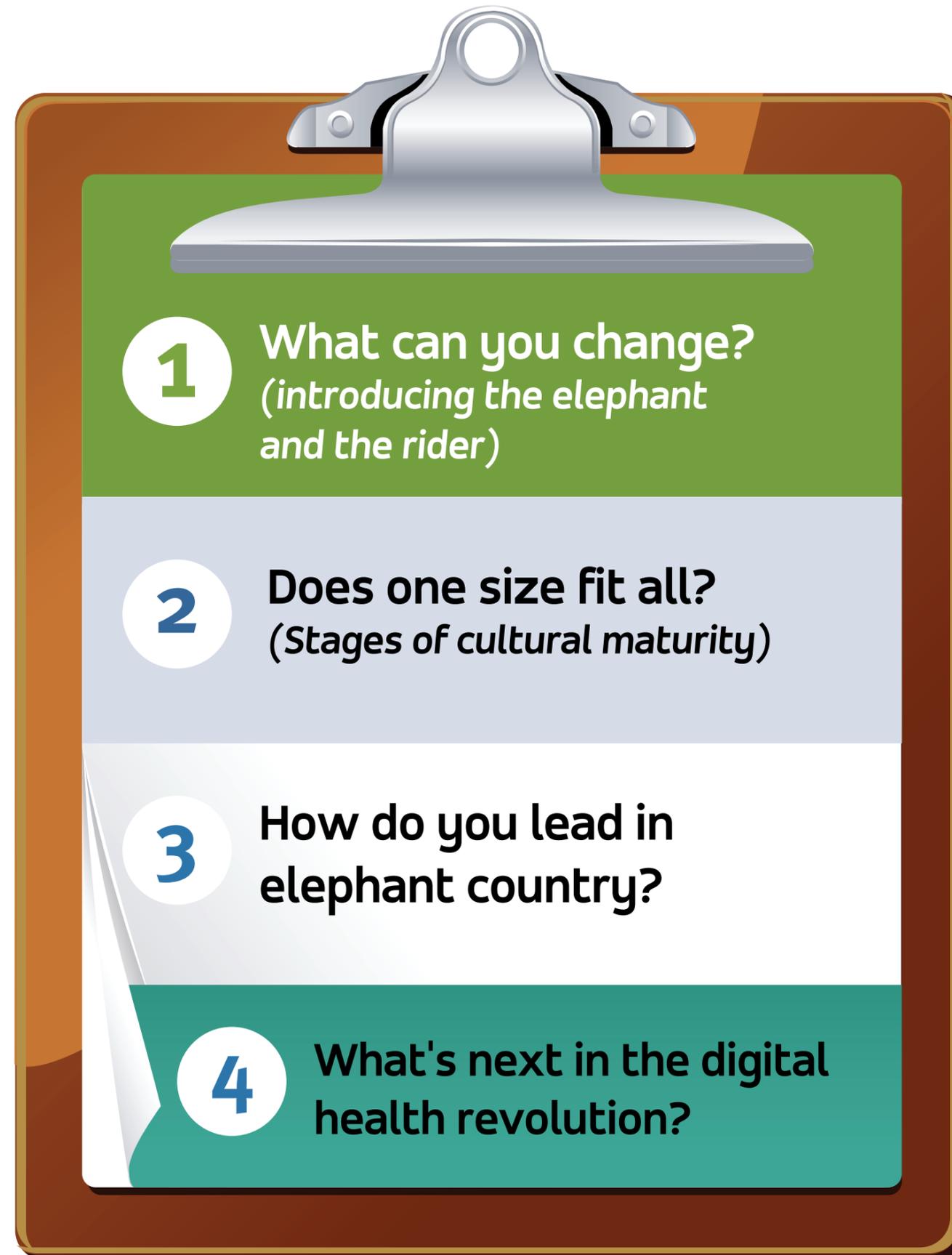
Leading change in complex health environments

Peter Burow

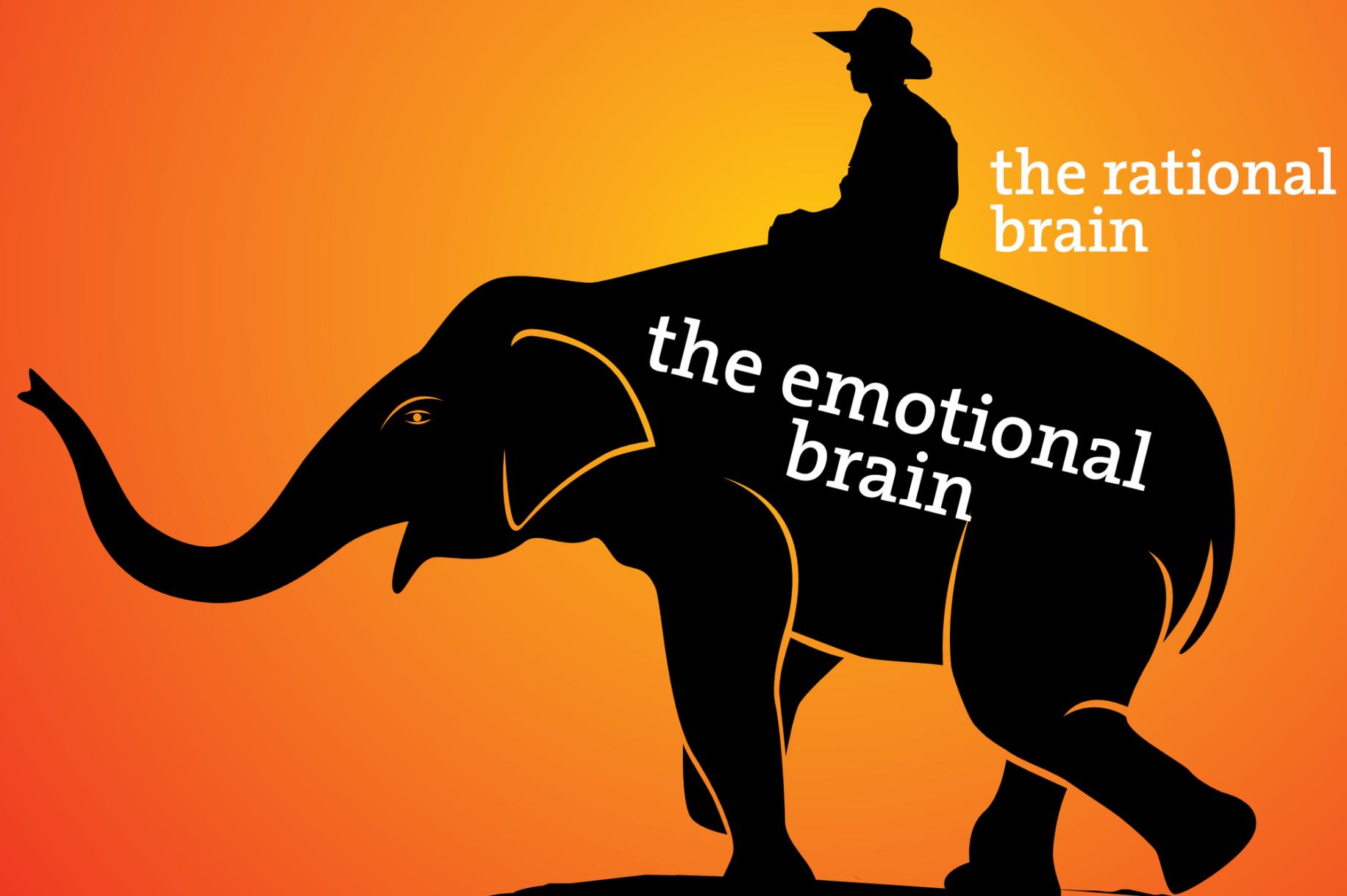
Executive Chairman,
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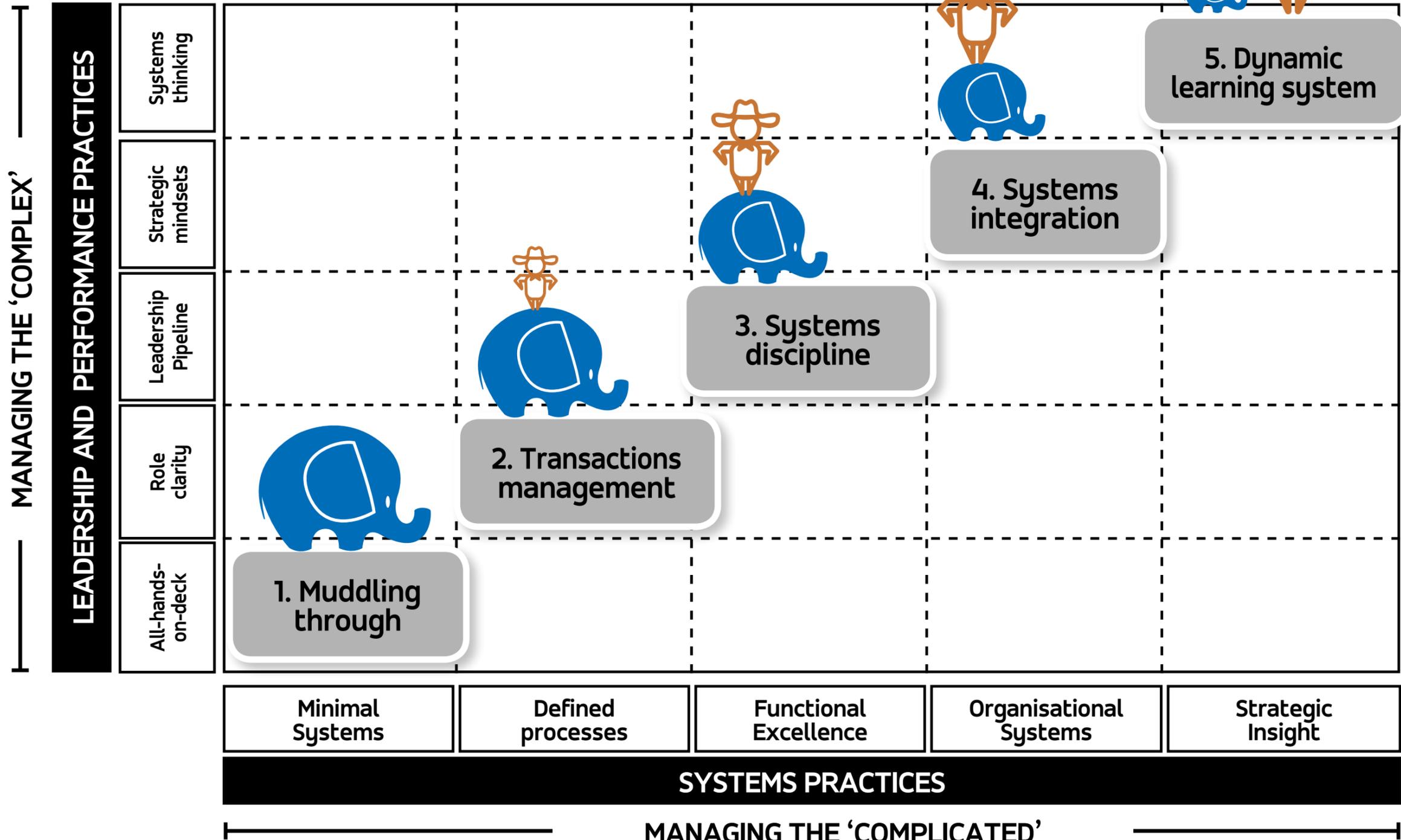
Partner,
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TODAY



Does the rider control the elephant?

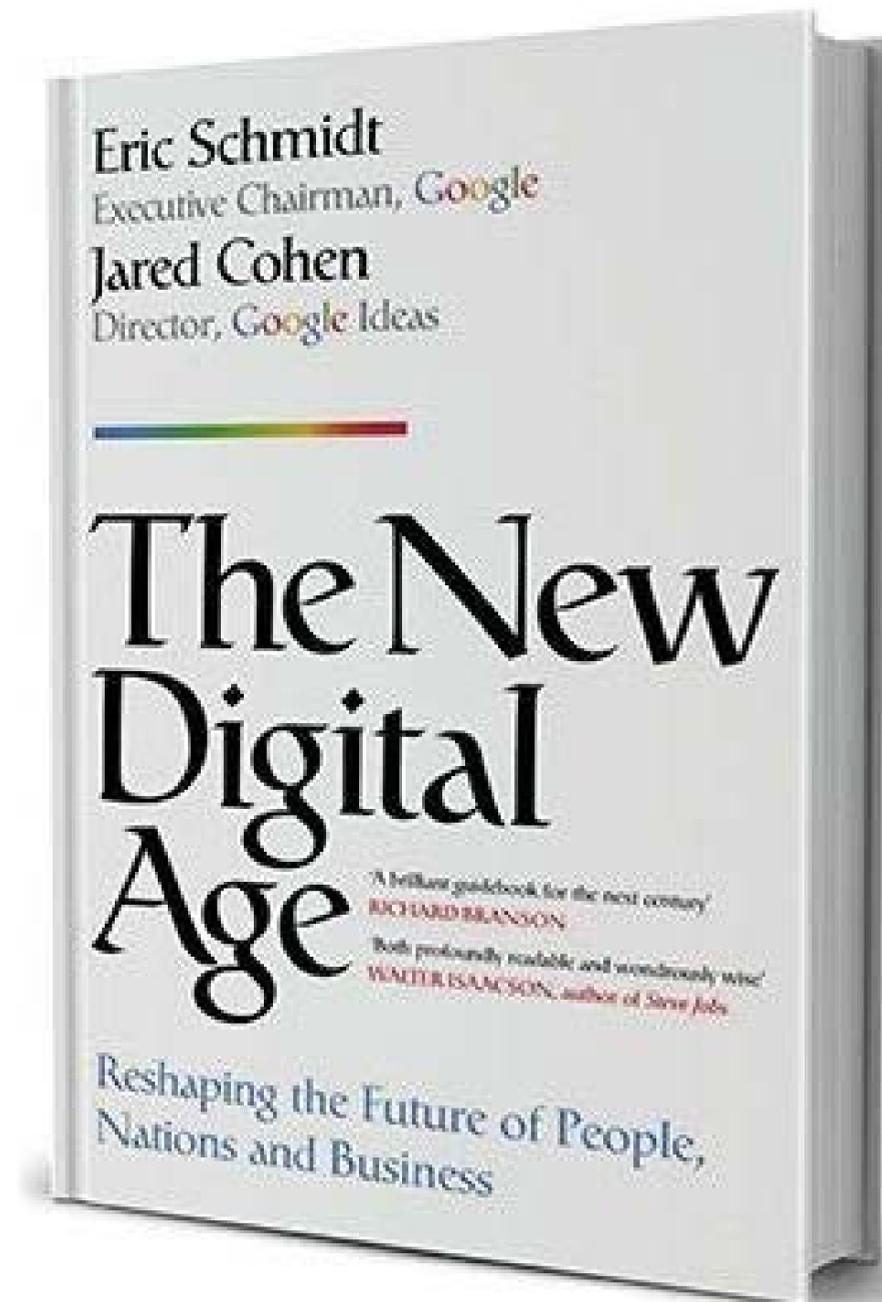
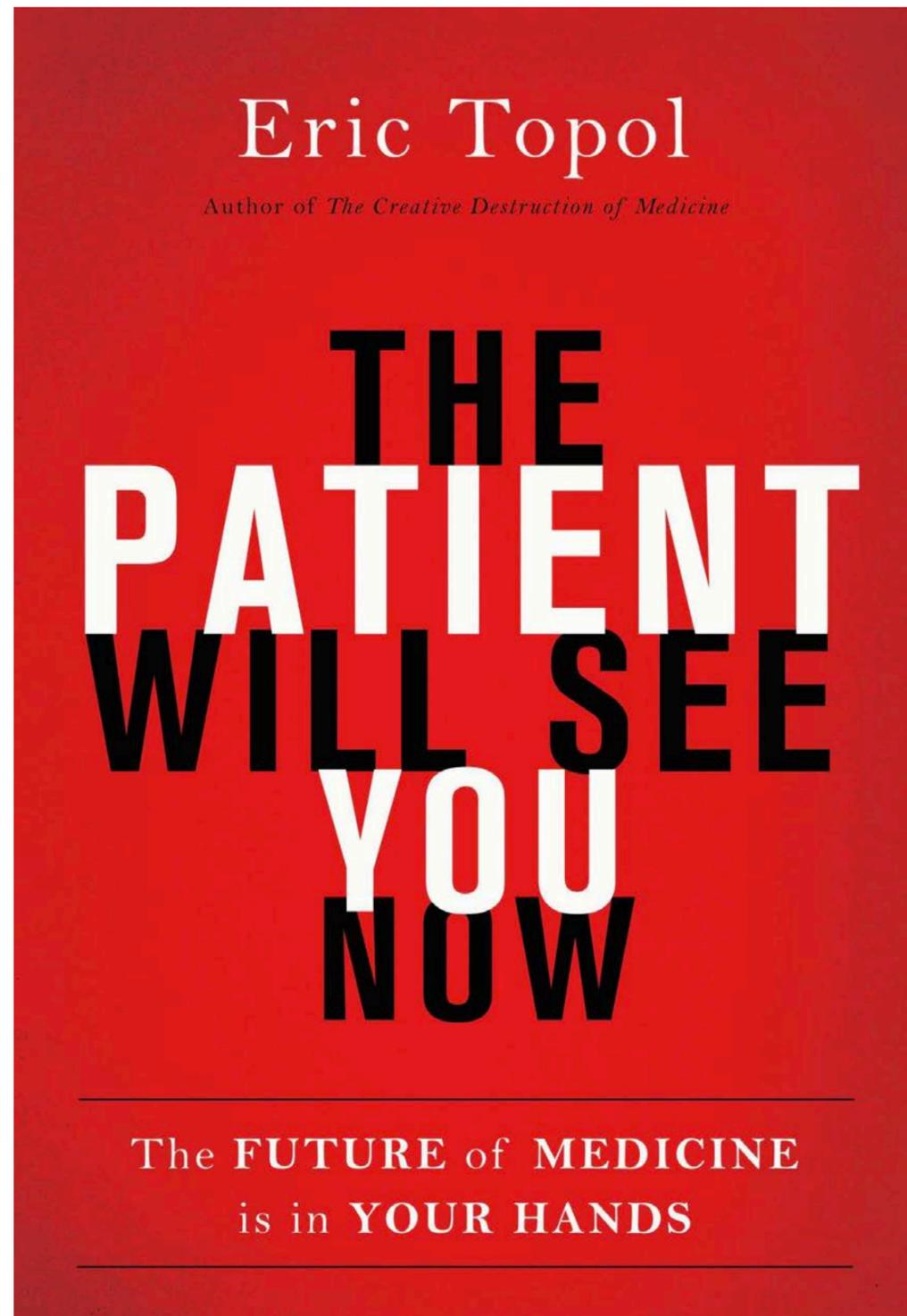




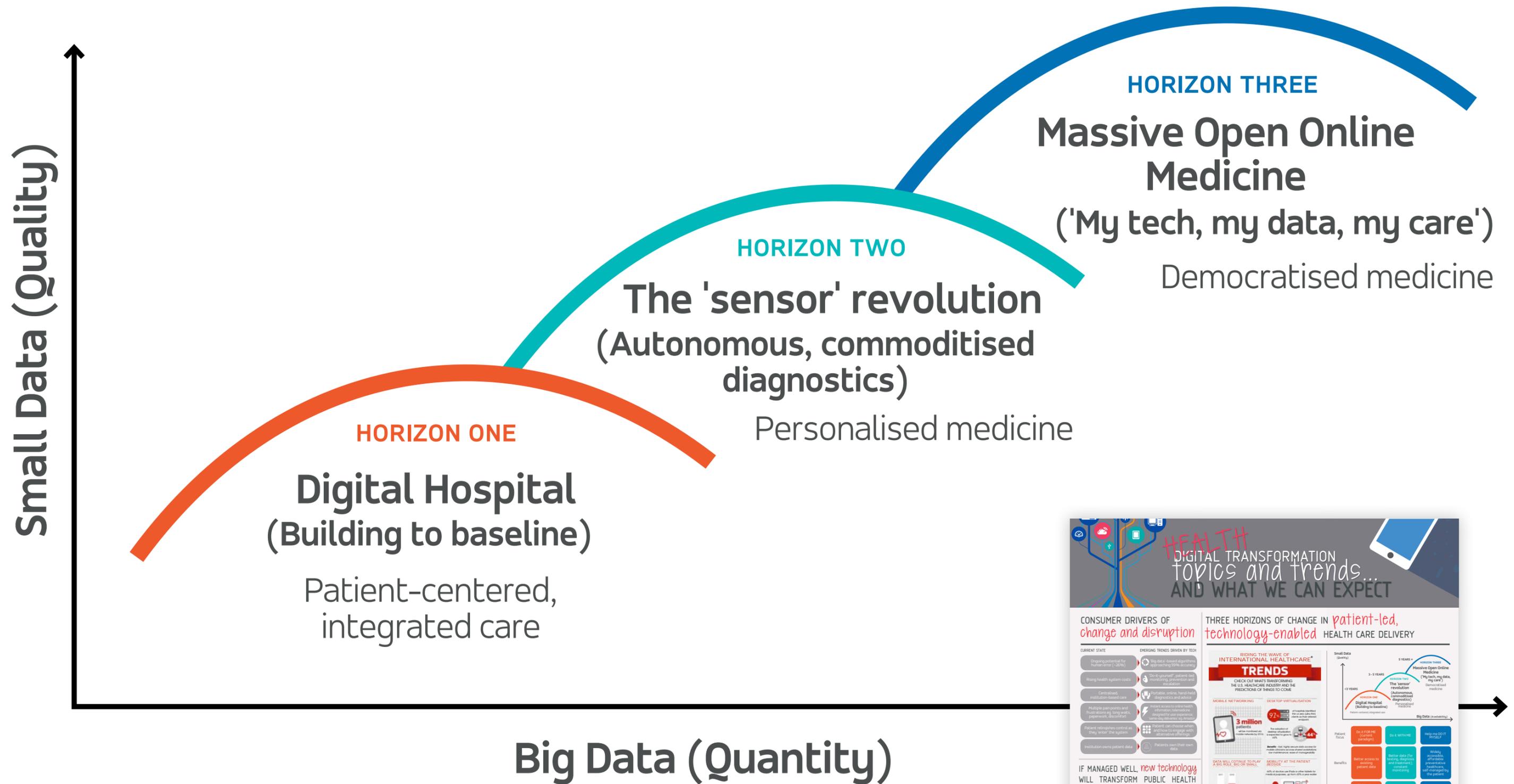
6 common reasons health change programs fail:

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



HEALTH DIGITAL TRANSFORMATION TOPICS AND TRENDS AND WHAT WE CAN EXPECT

CONSUMER DRIVERS OF change and disruption

EMERGING TRENDS DRIVEN BY TECH

THREE HORIZONS OF CHANGE IN patient-led, technology-enabled HEALTH CARE DELIVERY

RIDING THE WAVE OF INTERNATIONAL HEALTHCARE TRENDS

MOBILE NETWORKING

DESKTOP VIRTUALISATION

DATA WILL CONTINUE TO PLAY A BIG ROLE, BIG OR SMALL

TELEHEALTH REINS IN READMISSIONS

IF MANAGED WELL, new technology WILL TRANSFORM PUBLIC HEALTH

Small Data (Quality)

Big Data (Quantity)

Building to baseline

("Do it FOR ME")

HORIZON ONE Digital Hospital



- Standardisation
- Control
- Integration across different silos of care

- Enables patient-centered integrated care

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



Smartphones and personal health devices will change the way people think and act ("Do it WITH me")

HORIZON TWO The 'sensor' revolution

- Deep, small data, collected daily by the patient
- Machine diagnosis delivered in personalised apps
- Enables the gamification of health

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 means that well over 50% of presenting issues will be able to be diagnosed and treatment plan established with little-to-no clinical contact

HORIZON THREE Massive Open Online Medicine

- Enables integration of health with every aspect of life
- Leads to widely accessible, affordable health care, self-managed by the patient

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

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

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