Leading Innovation and Creating Cultures of Change

Dan Weberg, PhD, RN, MHI
Head of Clinical Innovation, Trusted Health
Founding Assistant Professor, KP School of Medicine
Faculty, Masters in Healthcare Innovation Program, The Ohio State University College of Nursing
Chief Provocation Officer
And Everywhere :)
“The dogmas of the quiet past are inadequate to the stormy present.

The occasion is piled high with difficulty, and we must rise with the occasion.

As our case is new, so we must think anew and act anew. We must disenthrall ourselves, and then we shall save our country.”

--Abraham Lincoln
You Don't Need to be an Innovator to Lead Innovation
The Sharing Economy

The world’s largest taxi company owns no vehicles,
The world’s most popular media owner creates no content,
The most valuable retailer has no inventory,
The world’s largest accommodation provider owns no real estate.

Future ?
New Entrants Shifting the Landscape

Amazon
Leveraging data and supply chain

Google
Everything Big Data

Apple
Wearables and Privacy

Walmart et al.
Partnerships to Challenge the Market
Culture Clashes

Policy Restricting Information Access

Training Methods Not Matching Practice Environment

Work is Flexible, Mobile, and Tied to Passion not Pension
Constraints Breed Innovation
Imagine Care Anywhere

- Everyday life is the new context of care
- Integrated care teams linked to people, not to places
- Personalized health experiences enabled with technology
Consumer Needs are Changing
Clinicians Needs are Changing
## Our Health Systems Are Straddling Two Eras

<table>
<thead>
<tr>
<th></th>
<th>Old Approach</th>
<th>New Approach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Care</td>
<td>Episodic visits</td>
<td>Continuous relationship</td>
</tr>
<tr>
<td>Management</td>
<td>Clinician</td>
<td>Clinical team</td>
</tr>
<tr>
<td>Decision-making</td>
<td>Training and experience</td>
<td>Evidence</td>
</tr>
<tr>
<td>Control</td>
<td>Care system</td>
<td>Patient</td>
</tr>
<tr>
<td>Variability</td>
<td>Clinician autonomy</td>
<td>Patient needs, preferences</td>
</tr>
<tr>
<td>Information flow</td>
<td>Restricted</td>
<td>Encouraged</td>
</tr>
<tr>
<td>Process visibility</td>
<td>Secrecy</td>
<td>Transparency</td>
</tr>
<tr>
<td>Safety</td>
<td>Responsibility of clinician</td>
<td>Responsibility of system</td>
</tr>
<tr>
<td>Needs</td>
<td>System reacts</td>
<td>System anticipates</td>
</tr>
<tr>
<td>Financial goal</td>
<td>Reduce cost</td>
<td>Reduce waste</td>
</tr>
</tbody>
</table>
Symptoms of Fragmentation

Leaders are Barriers to Change
Change Science Missing
Technology Adoption is Slow and Fragmented
Evidence is Misunderstood in Health Systems

17 Years Bench to Bedside
Results of Misaligned Leadership and Innovation Efforts

- Burnout
- Turnover
- Failed Onboardings
- Workarounds
- Increased Cost
- Wasted Time
- Organizational Stress
- Toxic Teams
This is not Innovation
INNOVATION
They're not all good ideas
How we lead change in healthcare

Performance Improvement 25%
Innovation 5%
Throw things are wall and see what sticks 70%
Evidence and Innovation Skills Connected to Health Systems
Leadership Skills for Revolutionary Teams

**Positive Deviance**
“Thrives in systems that are failing”
-Changes within a culture-

**Systems Thinking**
“Sees and makes connections across complex relationships”
-Navigates organizations with ease-

**Network Engineering**
“Master of information sharing”
-Builds a Co-Conspiracy network to overcome resistance to change-

**Operations Mindset**
“How does it look in the real world”
-Uses operations to catalyze the next step in innovation-
High Performing Systems

- Explore and Exploit
- Have diverse members focused on conflict and outcomes
- Leverage systems resources over local resources
You must walk in both worlds
WHAT IF I TOLD YOU
SOMETIMES THE WORKAROUND IS THE SOLUTION
Don't Worry About the Laggards

- Innovators: 2.5%
- Early Adopters: 13.5%
- Early Majority: 34%
- Late Majority: 34%
- Laggards: 16%

Source: Everett Rogers, Diffusion of Innovations
WHAT IT TAKES TO SPREAD INNOVATION

OPERATIONAL READINESS

PEOPLE READINESS

RETURN ON INNOVATION

ORGANIZATIONAL WILL

FUNDING

SPONSORSHIP

TECHNOLOGY FIT
Eventually We Need a Culture Change

1. Artifacts
2. Values
3. Deep Assumptions
Cultures of Innovation

Companies display different innovation cultures.
Most large companies have a little bit of everything. Still, one culture tends to predominate.

- Discover New Knowledge
  - Invent
    - Prize Novelty
    - Ensure Slack & Support
    - Competitive Play
    - Regiment
    - Nike
    - 3M
  - Explore
    - Prize Learning
    - Discovery & Variation
    - Psychological Safety
    - Assume Outcome
    - Google
    - Pixar

- Use Existing Knowledge
  - Execute
    - Prize Efficiency
    - Train & Measure
    - Reliability & Integrity
    - Reinvent the Wheel
    - Zara
    - FedEx
    - GE
  - Apply
    - Prize Roll-Out
    - Create Buy-In
    - Engagement
    - Over-engineer the System
    - P&G
    - McDonald's
    - Virgin

Jump Associates Confidential
Innovation Killers - Toxic Leaders and Teams

- 12% of victims quit
- 63% lost time avoiding toxic person
- 48% decreased their work effort
- 78% reported decreased organizational commitment
Innovation Killers- Toxic Leader Behaviors

- An informal/impulsive style that is disruptive and dysfunctional.
- Avoiding Conflict
- Personal Agendas
- Poor management of people networks, especially superiors and peers.
- Creation of disruptive “in group/out group” rivalries.
- Alternation between idealizing and devaluing others particularly direct reports.
- Failure to manage details and effectively act as an administrator
Change Culture

- Influence Information Flow through the Organization
- Create Connections throughout the Network
- Build Relationships to share Trust and Information
Interprofessional Teams Look Different

Computer Science/Information Technology
Technology enabled research, Data, Design Mindset

End Users
Patients, Clinicians, Families, Care Team

Operational Leaders
Improve feasibility and translation

Informatics
Link evidence to decision support
Story: A Super Alert but no Trust

- 100s of data points
- Passed through machine learning algorithm
- Provided statistically significant improvement
- Nurses did not trust it

Learning: Inter-Professional Teams + Tech + End Users Needed from Beginning
Embed Co-Conspirators into the System you are Changing

Leadership Positions at all Levels
Front Line Evidence Champions
Informatics Competency and Leadership
Education Department Disrupter

You must partner across organizational boundaries
Build your Innovation Competencies

Train Differently
- Change Science
- Diffusion of Innovation
- Leadership Behaviors
- Managing the Network

Accountability
- Poor leadership kills

Value Innovation
- Change and adaptability is the key to leadership
We Need to Shift Our Paradigm

Measure impact

Organize with system in mind

Collaborate Differently

Prepare for our disrupted future
Request a Review Copy

- Request an Instructor Copy Today:
go.jblearning.com/LEBI2e

- Dan Weberg:
danweberg@gmail.com

- Sandra Davidson:
Sandra.Davidson@ucalgary.ca

- Contact Your Account Manager:
www.jblearning.com/contact