

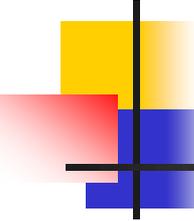
Building Leadership for Health

Leading Innovation in Health



Note for course leaders

- This material is a toolkit from which you can develop your own course.
- To develop ideas about leading innovation and improvement.
- You can use your own case studies.
- Slides are points for discussion not lectures.



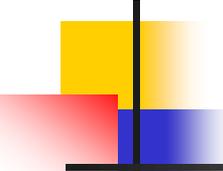
Innovation in Health: Agenda

- Warm up session 30 minutes
- Introduction and learning objectives 30 mins
- Discussion innovation challenges 30 mins
- Coffee 15 mins
- Case study 1 60 minutes
- Feedback session 30 minutes
- Lunch 45 mins
- Discussion: The big challenge 30 minutes
- Case study 2 60 minutes
- Coffee 15 minutes
- Feedback 30 minutes
- Reflections and learning logs 20 minutes



Warm Up Session

- Before the introduction session try this exercise to warm up your creative muscles
- As you do so think about how this applies
 - To health improvement
 - To other aspects of your life
- Then when you introduce yourself give an example of a large or small problem where you have applied innovative thinking.

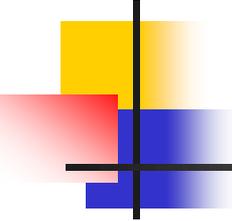


Look at this chap



When did you see the girl?

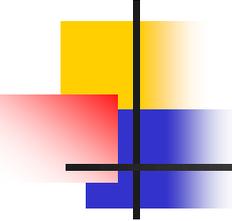
Now look again when do you see her?



What do you see

A cow





What do you see?



A spotty dog



What do you see?



The face

**No actually it is an
Aerial view of the alps**

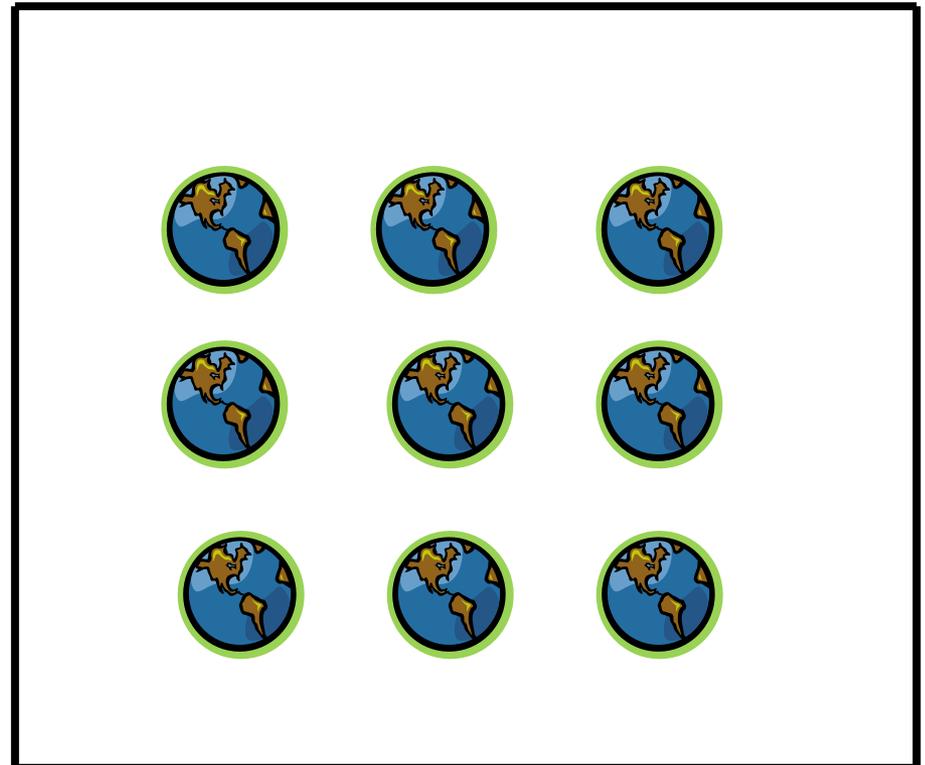


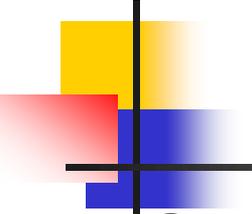
Why the pictures

- We are trained to look for familiar patterns,
- We persist in seeing things in familiar ways even if they are not there
- One of the hardest things about innovation.. is to change our way of seeing things
- To look for new patterns and new ways of doing things – have you experienced this?

Rethinking your solutions

- Connect the worlds without taking your pen from the paper
- With 4 straight lines
- With 3 straight lines
- With 2 straight lines
- With 1 straight line
- And again
- And again



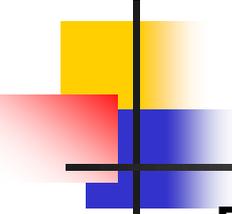


Lessons/clues: Think.....

- Outside the box – question your assumptions
- Practically- impossible in theory not in reality
- Think around the problem - bend a little – having the picture on a flexible card or paper will help see the solution
- Broader – look for really big solutions – look for different ways of approaching the problem.
- Think in another dimension - can you adjust the problem- maybe by changing it to meet possible solutions – can you cut through the problem?
- Keep thinking – there is always another way

Some possible answers

- Note for course leaders if you click on this you will get to the answers, but remember the aim is to give as many clues as possible so that course members solve the problems.
- You will probably find some know the first answer because they have seen that problem before
- But these are the people who will have greatest problems finding other solutions
- Think about why this happens



Why the puzzles?

- Because we accept self imposed rules and limitations far too readily in health planning
- Innovation requires playfulness and fun to create the freedom to try out new ideas
- Innovative thinking requires us to:
 - **Forget easy assumptions**
 - **Take a wider look at the issues**
 - **Adopt new perspectives (reframe the question)**
 - **Challenge barriers**
 - **Share ideas**
 - **Learn as we go**
 - **Persist in looking for new solutions**



Learning Objectives

- Group learning objectives are to understand how best to support innovation for health
- Discuss :What are your personal objectives for this session?



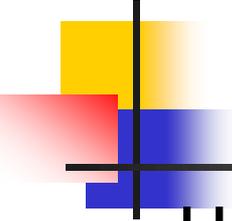
Leading Innovation

- A leader creates a climate for innovation by:
 - **Seizing opportunities for innovation**
 - **Building trust and Encouraging diversity**
 - **Listening for new ideas and**
 - **Empowering people to try out ideas**
 - **Challenging teams to innovate**
 - **Rewarding innovative thinking and**
 - **Learning from success and good attempts**
 - **Creating opportunities for innovation**
- Discuss why these factors are important (see next)



Why are these factors important to support innovation?

- **Trust**
 - You don't share ideas with people you don't trust
- **Diversity**
 - New ideas often come from differences of approach
- **Listen and empower**
 - It is important to give people licence to express new ideas
- **Challenge and reward**
 - Setting an innovation challenge can release ideas
- **Create opportunities**
 - To enable people to stand back from daily pressures



Opportunities for Innovation

- Health service reforms
 - Bringing new ideas and options and maybe
 - New contracts with the health market
- Information and communications technology
 - Not just supporting existing processes but
 - Allowing you to do things differently
- Public and Patient Engagement
 - Expressing new needs and demands
 - As health consumers
- Discuss your opportunities for innovation

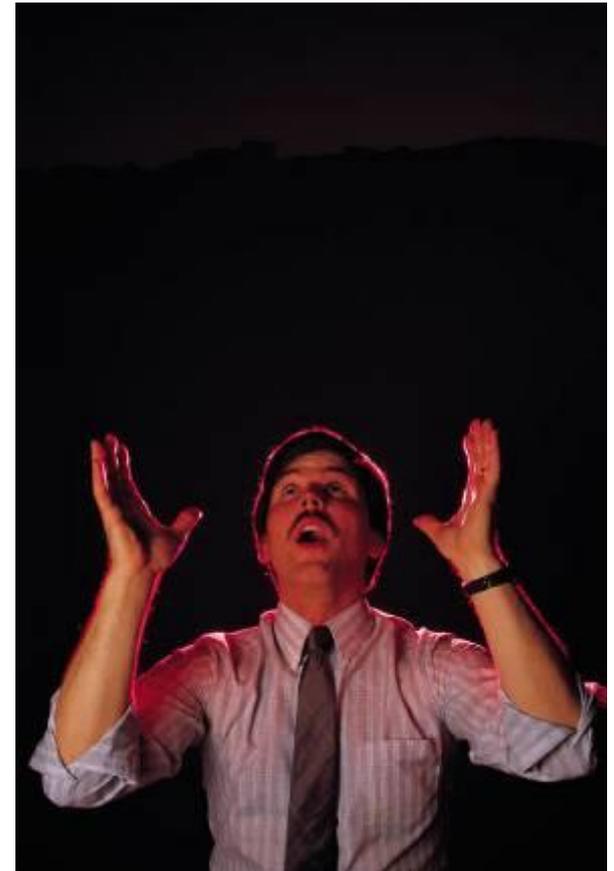
Innovation Laboratory

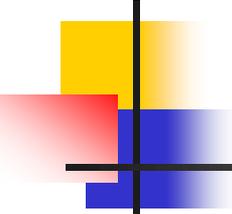


- A room for innovation meetings
 - A safe place to exchange ideas
 - Time set aside for innovative thinking
 - Diagrams of patient pathways
 - Exercises and computer support
 - A place to play with new ideas should be fun!
 - Can also be supported by a wiki internet site
- Discuss the advantages and disadvantages

Innovation techniques

- Brainstorming
 - Brainstorming
 - Six thinking hats
- Idea generators
 - Using images
 - Mind mapping
- Problem solving
 - Fishbone analysis
 - Patient Pathway analysis





Note to course leaders

- You need to define problems relevant to your health service
 - How to improve information for patients on discharge or
 - How can we integrate chronic treatment for diabetes patients or
 - How do we deliver basic health knowledge to villages.
- You need to choose from the examples given here to give exercises to working groups of between 5 and 8. Ask each group to use a different technique.
- Organise two group sessions in the morning and afternoon – the grand challenge session breaks this up
- Give each session 1 hour plus ½ an hour for feedback
- You may need to make coloured hats or obtain magazines

Brainstorming

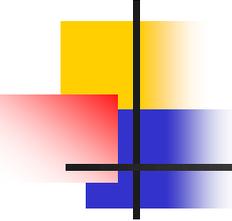
- The three principles are
 - Be positive involve everyone
 - Build on one another's ideas
 - Don't judge ideas as they are generated
- The three steps are
 - Define the issue – write on the flip chart
 - Generate ideas - write on the flip chart
 - Evaluate – establish criteria then apply



Edward De Bono's 6 Hat Thinking



- Six hats represent different perspectives (as below)
- Participants are given a hat and must adopt the perspective allocated to their hat.
- Different “hats” lead different stages of discussion
- Address the problem in the following order:
 - **White – neutral, sets out the facts**
 - **Green – creative, generates ideas**
 - **Yellow – positive, sets out benefits**
 - **Black – judgement, lists drawback**
 - **Red – emotion, group feelings on options**
 - **Blue – control of process, summarize conclusion**



Imagineering

- To demonstrate the benefits of right brain thinking i.e. the side that deals with images and feelings
- Use pictures (either drawn or cut from magazines)
- Start with very little talking to produce a collage
- To describe
 - The problem
 - What they hope to achieve
 - Solutions
- Later the group discuss why they chose the images

The Product of Imagineering

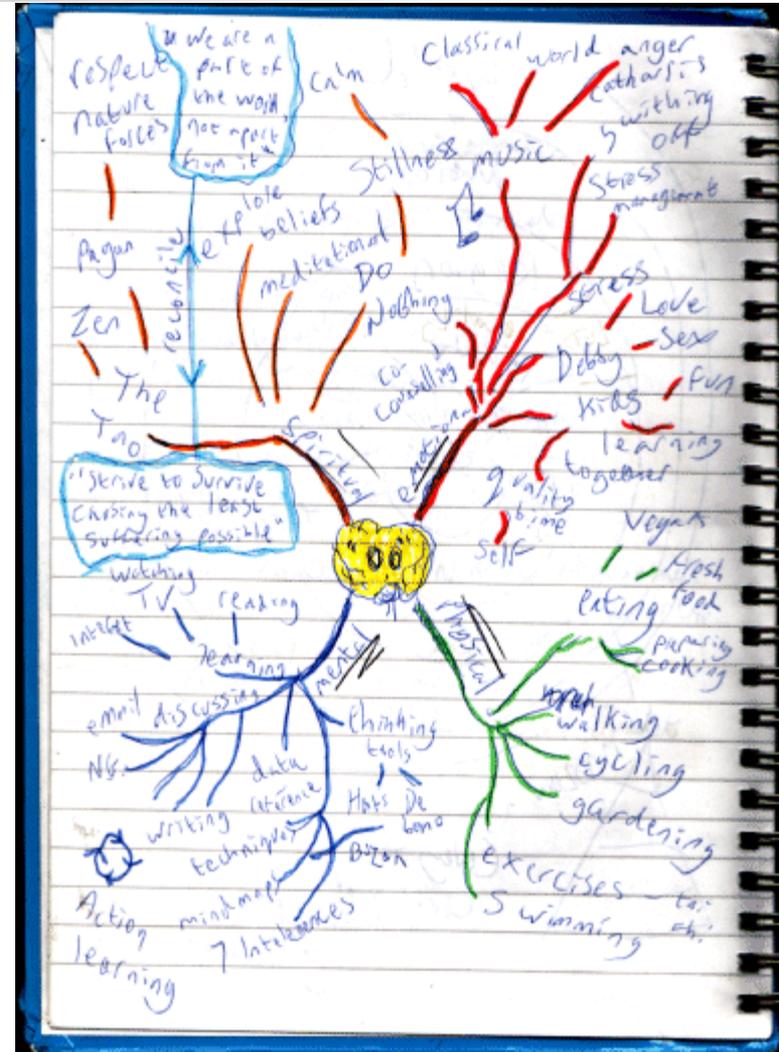
- Probably makes no sense
- Except to those who produced the image
- And generate new ideas



A Mind Map

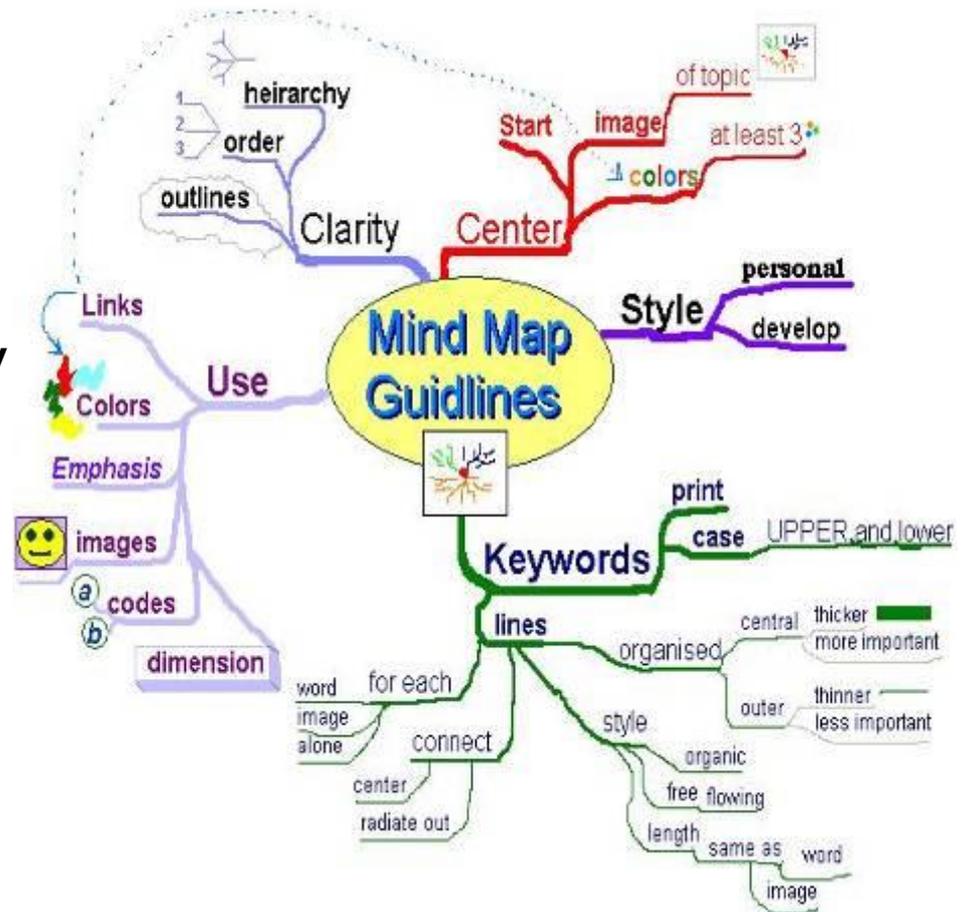
- Helps generate ideas -
 - Start with central image of issue
 - Set out key words on different coloured branches
 - Link to ideas generated by key words and then to other ideas
 - Generate links between ideas across branches
 - Use colours and images

Mind map by Graham Burnett in Wikipedia



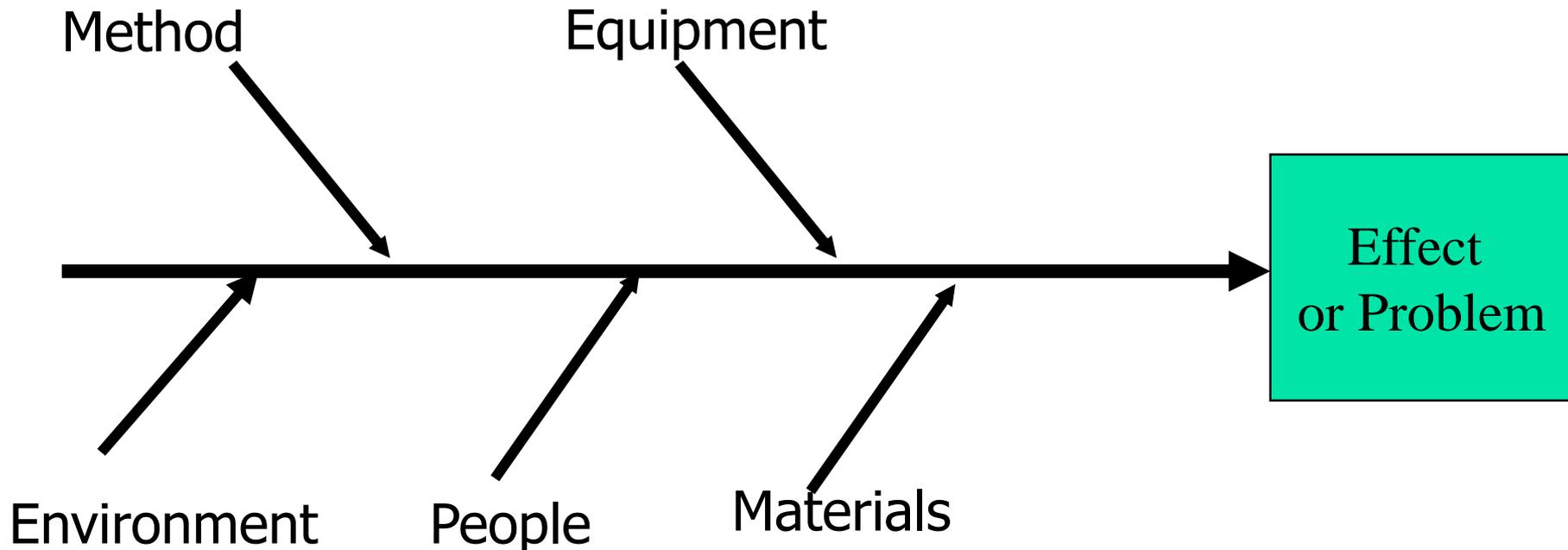
Mind Mapping

- You can use software
 - To generate maps
 - And to link to files
 - Look at Wikipedia entry for Mind Mapping



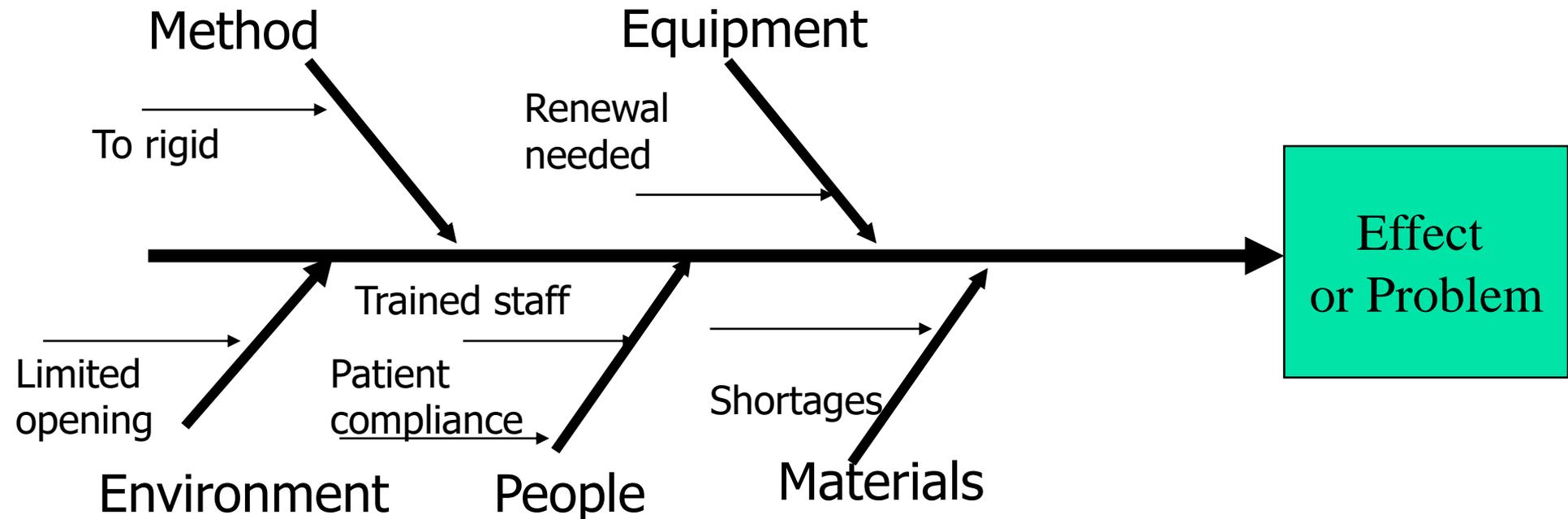
Problem solving using Fishbone analysis of cause and effect

- First establish the effect or problem you wish to solve
- Then examine the causes under relevant headings
- Set out "fishbone" diagram developed by Kaoru Ishikawa



Fishbone analysis

- Now brainstorm causal factors under each heading

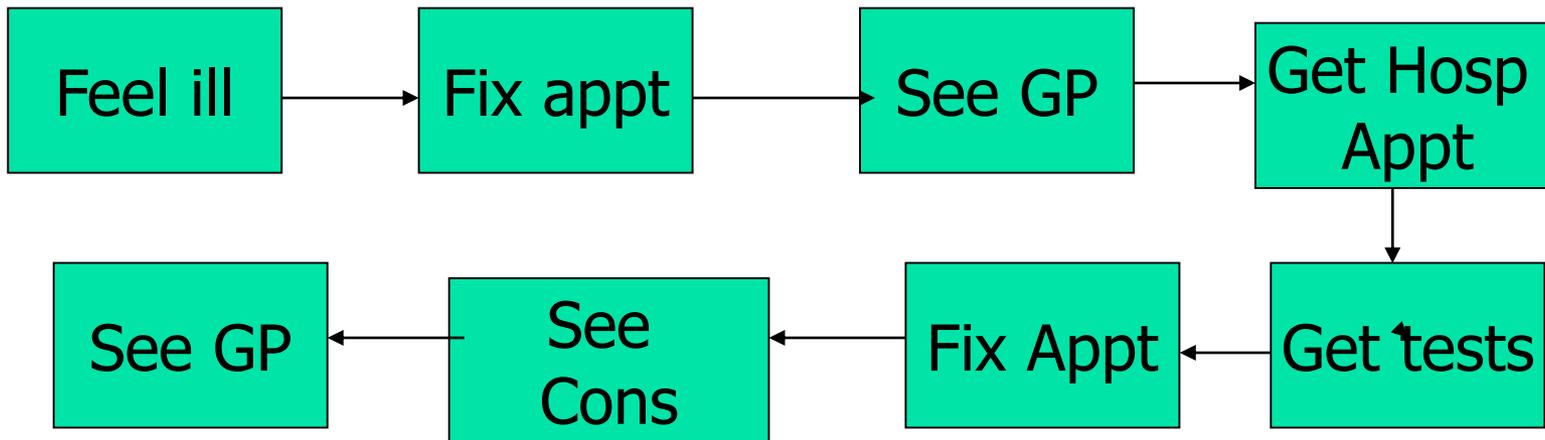


For more detail look at [this](#)

Patient Pathway Analysis



- Discuss and draw the treatment process from the patient's perspective, better still ask a patient:



- Elaborate in detail – what is patient's experience – why are they waiting- how are they feeling
- Discuss how could the process be improved

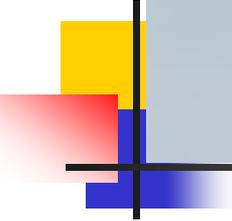
Patient Pathway Analysis: Health Process redesign



- Review value and cost of each stage and ask
 - Why is it done that way?
 - Where is it done, could it be done elsewhere?
 - Who does this process, could someone else do it?
 - When is it done, could it be better timed?
 - What is done could it be simplified?
 - How can it provide better value for the patient?
- To redesign the process around the patient

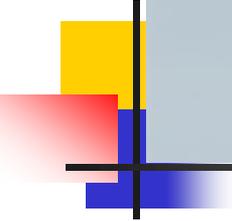
Causal Chain Map : Intended and unintended consequences





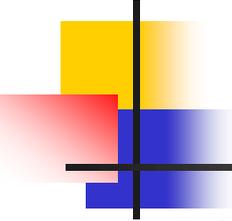
Blue Skies Thinking

- Take a radical new look at an old problem
 - Start from first principles
 - Redefine the issue
 - Forget everything that has been done
 - Reframe the question
 - Search for a different solution
 - For the moment forget practical constraints
 - Be brave!



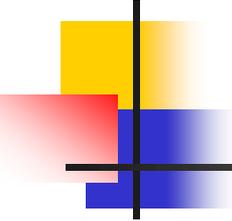
Blue Skies Thinking: The Big Challenge

- How would you provide healthcare?
 - With a budget set at 10% of your current level
 - Oman provides health care at 10% UK costs
 - WHO rate them 1st in the world for cost effectiveness
- If you are in Africa you may be providing healthcare at 1% of UK costs
 - One of the benefits of twinning and exchanges is that it opens mind to new possibilities.
- Discuss



Note to course leaders

- This is one example of a big picture issue to put to the course participants, you could also try:
 - How will climate change affect health provision in 50 years.
 - What can artificial intelligence do for health.
 - Redesign a health workforce without terms like doctor or nurse.
- Try to choose a big picture issue relevant to your health system, to promote “blue skies thinking”
- If it is a fine day you may combine this session with a walk in the open air. The rule for this is that during the walk everyone talks to everyone else and by the time the group returns they must answer the question.
- The point of this is that new environments and different ways of working stimulate new thinking



Reflections Learning Logs and Feedback

- What lessons do you take from today?
 - What will you do differently at work?
 - When you lead this session what will you improve.
-
- Thank you

Module Contributed by Graham Lister

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 - 30 years experience in management consultancy and training with health services in UK, Europe, Africa, Asia, Australia
 - Worked with the Netherlands School of Public and Occupational Health in EU accession countries and with Nuffield Trust: on Global Health Issues and Health Leadership and Management
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