Leading Innovation: Navigating Healthcare's Paradigm Shift

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“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

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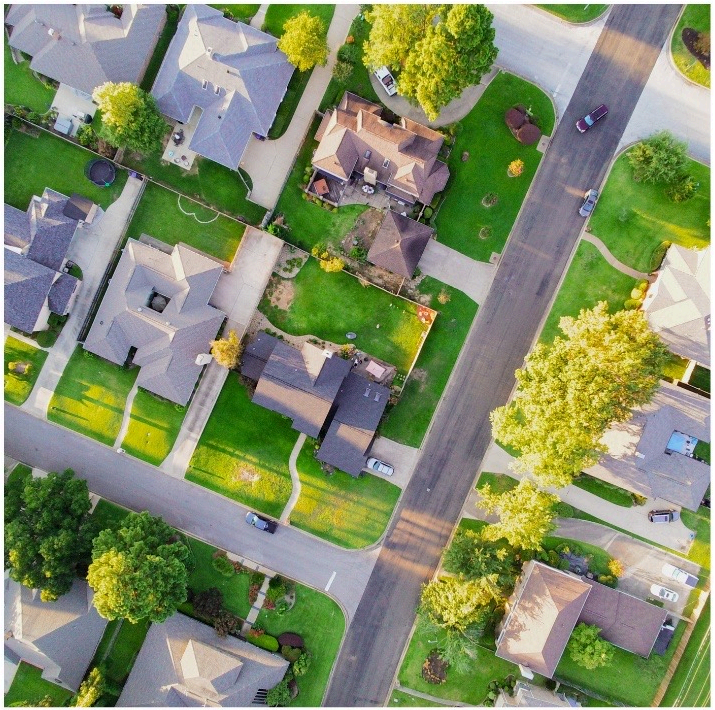
Imagine Care Anywhere



- **Everyday life is the new context of care**
- **Integrated care teams linked to people, not to places**
- **Personalized health experiences enabled with technology**

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Consumer Demands Better Experiences

1. Effective
2. On Their Time
3. Cost

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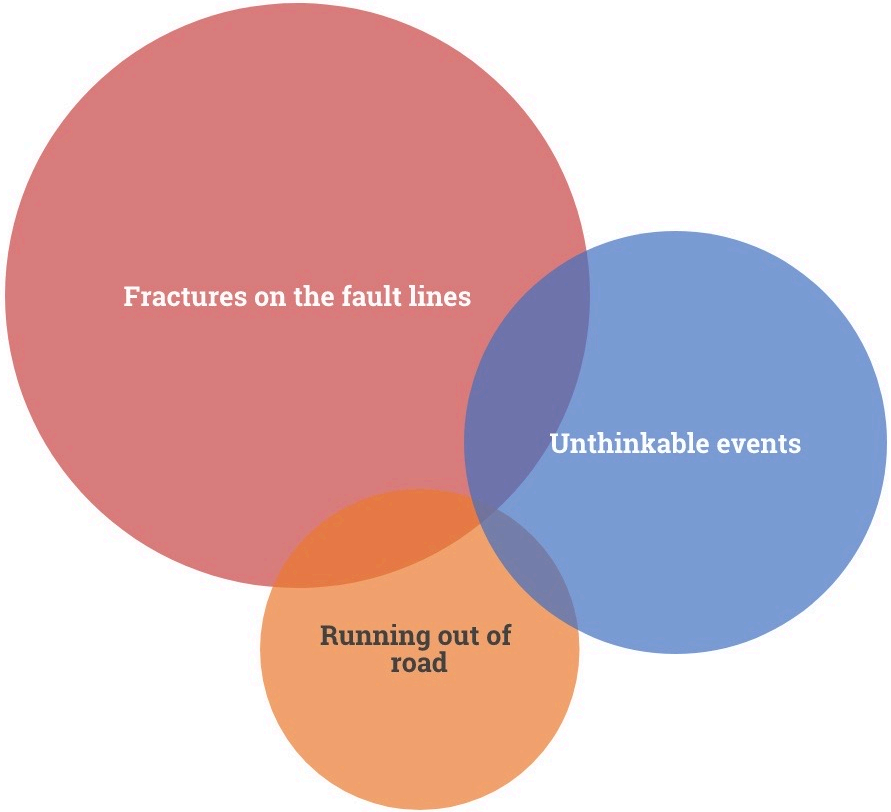
The Case for Innovation

Catalysts of Change in Markets

The market and the product are not in perfect alignment



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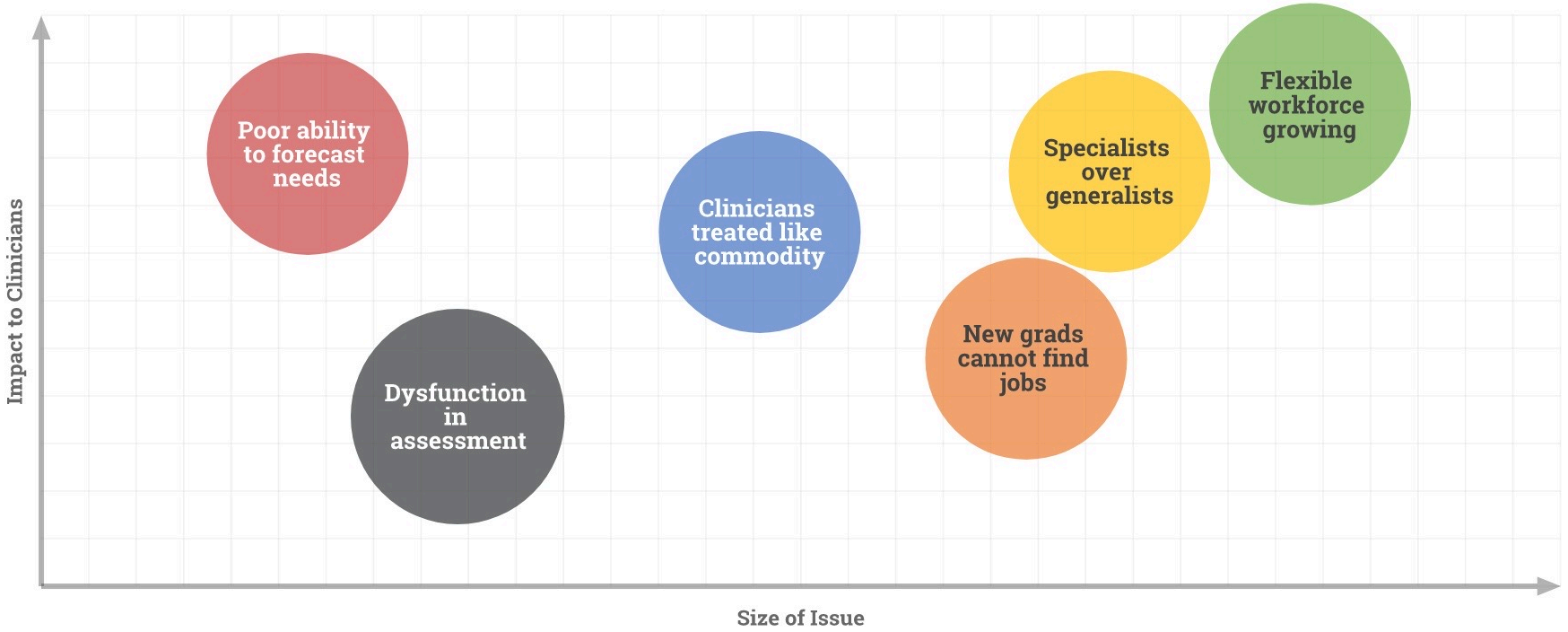
Fractures on the Fault line: The Broken System



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Unthinkable Events

Challenges our assumptions

Forces adaptation despite past restrictions

Shifts priorities for laggards

Diminishes bureaucracy

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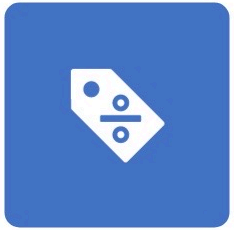
Running Out of Road: Issues Impacting Home Health

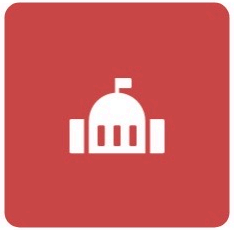


Cost of Care

The cost of home healthcare services is rising, making it difficult for many to access the care they need.

Staffing Shortages

The shortage of qualified home healthcare staff is a major challenge for many providers.



Regulatory Challenges

Regulatory changes are making it difficult for home healthcare providers to keep up with the latest standards.

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Are We in Chaos?

Taking Advantage of the Chaos

Amazon

Supply chain

Google

Everything Big Data

Apple

Wearables and Privacy

Walmart et al.

Partnerships to Challenge the Market

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Constraints Breed Innovation

Types of Innovation

Product

Care Delivery

Process

Care Experience

Position

Perception of Brand

Paradigm

Care Models

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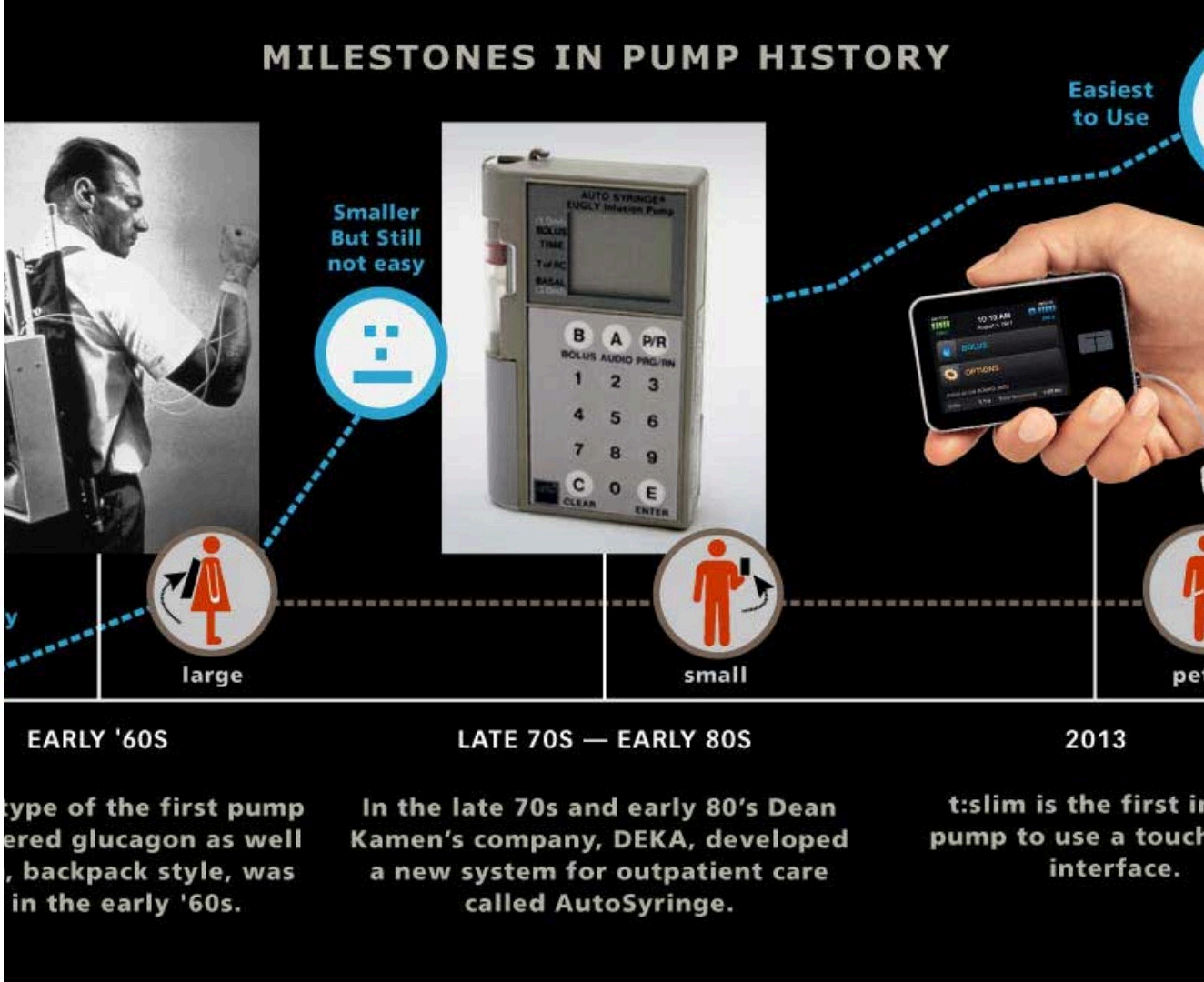
Product Innovation

Insulin pump



Process Innovation

Cirque Du Soleil

Position Innovation

Tesla, Google

Paradigm Innovation

Lyft, Airbnb, Khan Academy

This is not Innovation

Rule #1

You Don't Need To Be an Innovator To Lead Innovation

Current Change Framework for Healthcare

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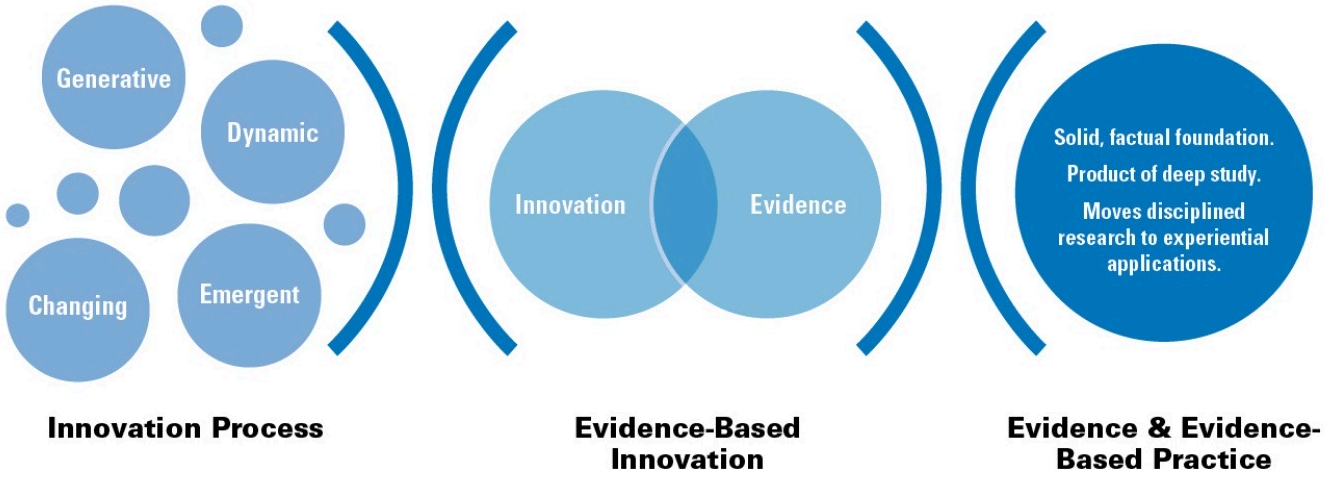

High-Performing Teams Use Evidence Based Innovation

Thriving Systems: Creating Environments for Change

- **Autonomy**
  Removal of decision-making
  Increase in needed approvals
- **Reproduce**
  No succession plan
  Mentoring nonexistent
- **Repair**
  No recovery from stress and conflict
- **Survival Instinct**
  Individual self-preservation vs team support
- **Adaptation**
  Change behaviors are discouraged and limited
- **Evolution**
  Decreased connections with other teams removes the ability for teams to learn

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Innovation is Directly Impacted by Leaders

Failure Must Be Tolerated

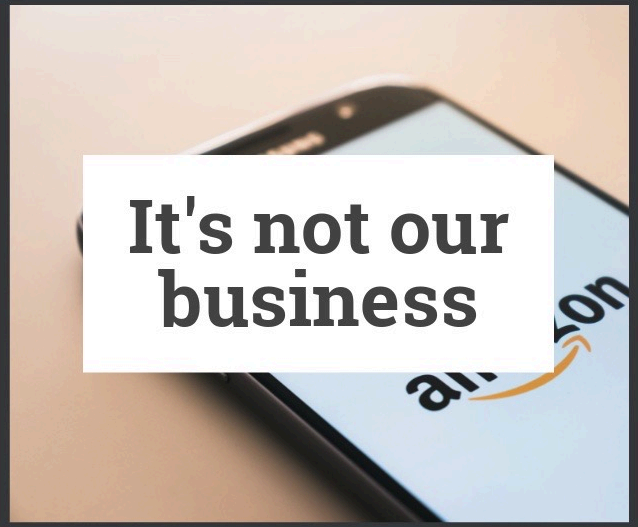
Innovation Is Misunderstood in Health Systems

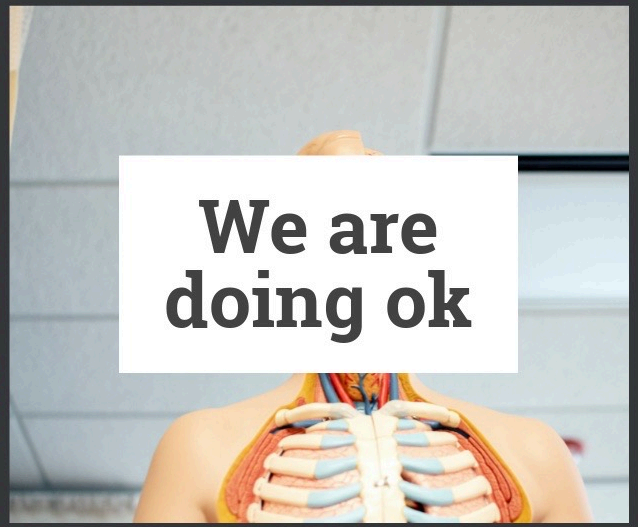
Managers Are Barriers to Change

Team Interaction Predicts Innovation Ability

Innovation Is Not Evidence-Based

Reasons organizations reject change





Successful Innovators

Nokia and [Toilet] Paper

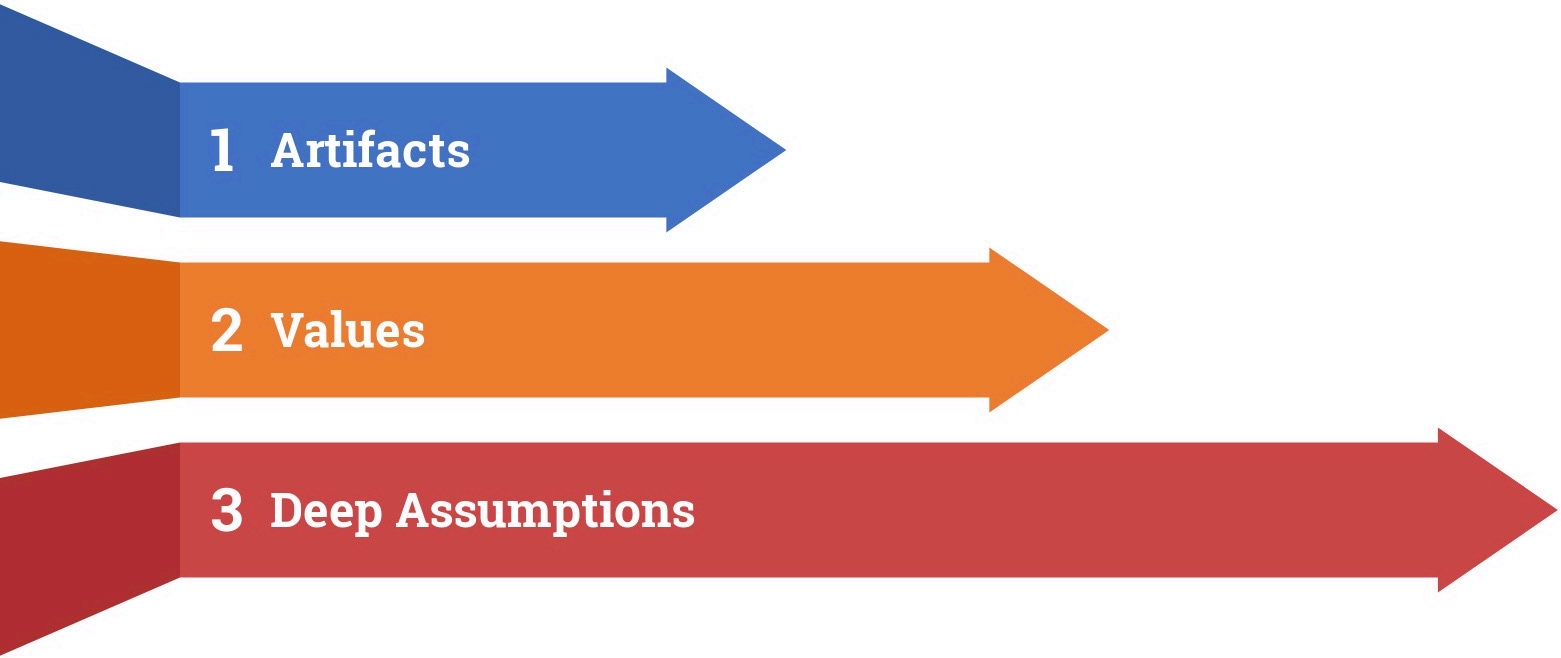
The definition of value changed as the office evolved.

Unsuccessful at Adapting

The Fatal Flaw:

Blockbuster doubled down on the past

Creating a Culture Change



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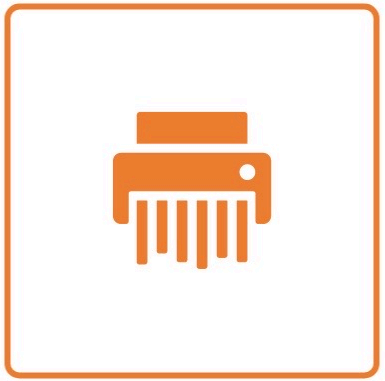
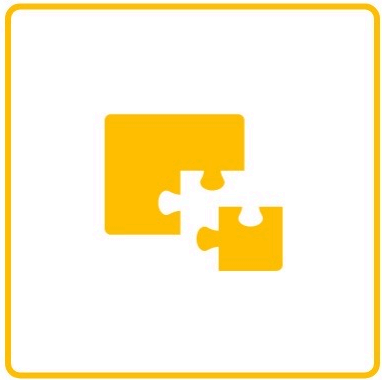
Challenge Your Own Assumptions

Outcome over ego



Tough conversations

Flex and partner



Model innovation behaviors

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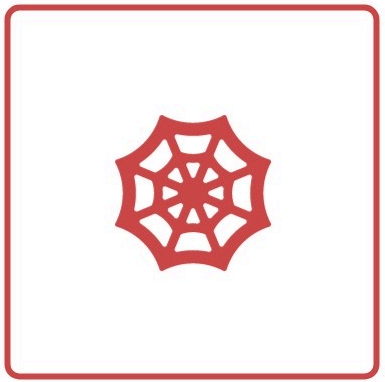
Powered With the Right People

Positive Deviance

Thrives in systems that are failing

Systems Thinking

Navigates organizations with ease



Network Engineering

Master of information sharing

Operations Mindset

Uses operations to catalyze the next step in innovation

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The Innovation Essentials: Teamwork + Leadership

Build Connections

Embrace the human side
Never “too busy”
Micro-interactions are reinforcing of goals

Cultivate Relationships

Foster trust through transparency
Take ownership of outcomes

Live on the Edge of Chaos

Crisis is the exception
Look for patterns
Embrace the messy

Dismantle Stagnation

Information is shared
Clear strategic plans and goals
Clear priorities and expectations

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Top Causes for Innovation Uncertainty

Celebrating unimportant projects

- Takes focus and recognition from priorities and hard problem solving

No limits on the number of projects

- The more you have, the less energy and focus will occur

Reluctance to kill an idea

- The goal is to fail early and fail gloriously

Weak selection criteria

- Vetting projects impact and mission

Weak decision criteria

- Qualitative and quantitative metrics with defined timelines

Treating innovation as a “side gig”

- Teams feel left out, expendable, and defeated.

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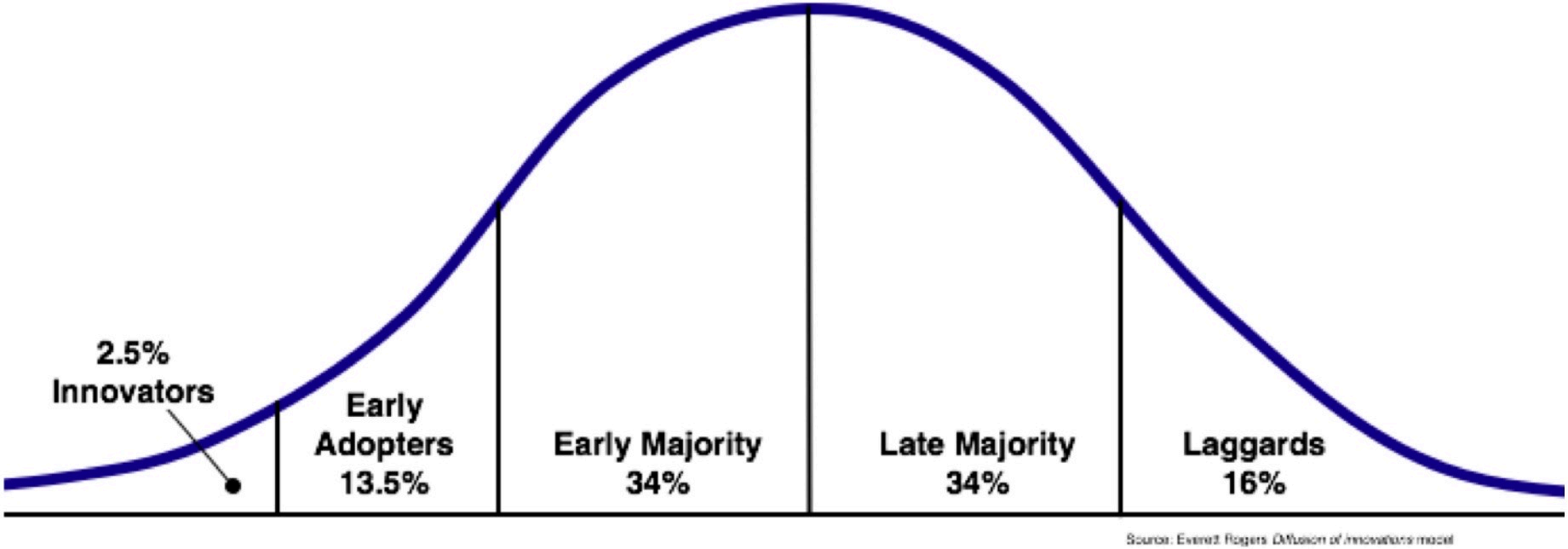
Don't Worry About the Laggards



Source: Everett Rogers *Diffusion of Innovations* model

Start With One!

Learn One Technology

Modify Team

Create One New Partnership

Worry about One less Laggard

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