

Medical Innovation 2010

**Changing the way we change
in a complex world**

Keith Ruddle
Fellow in Leadership, Organisation and Change
Saïd Business School
March 2010

Would you let this team run your country?



Would you get this team to run your country?



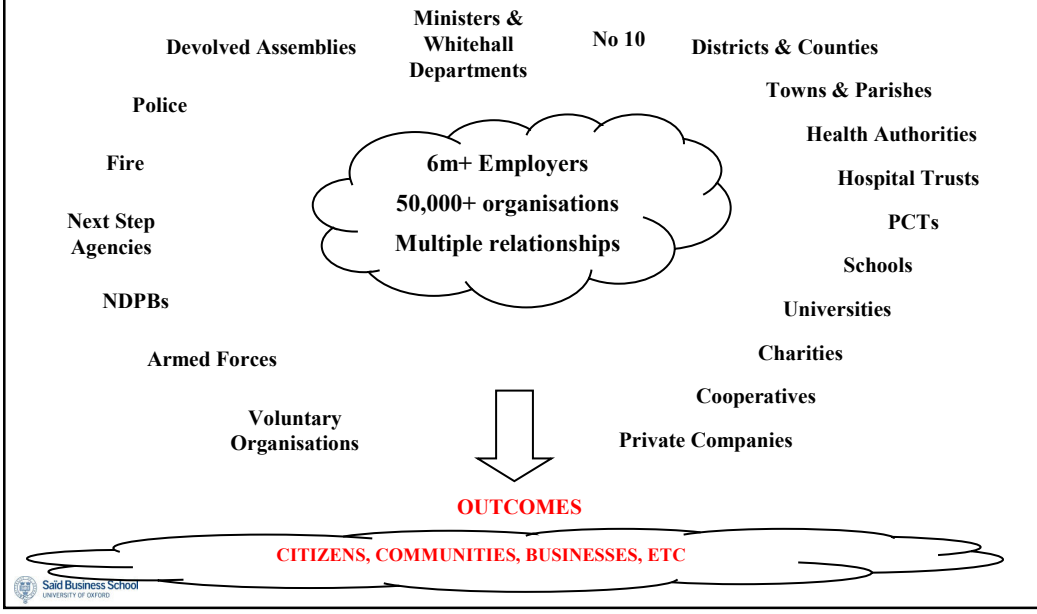
'I am always rather wary about discussing my time at Oxford'

Tony Blair to Oxford's student magazine

Agenda

1. Complex systems – where does change come from?
2. What kind of change?
3. Implications for 'systems leaders'?

**UK Public services - The Challenge of complexity and scale
Change from centre versus change 'out there'??**



Disturbance, deviants, and unholy alliances



Rebecca Hosking – aged 33
Born on a farm in Devon
Part of a BBC film camera crew



Making a BBC film in Hawaii in 2006, Rebecca found 1000s of albatross chicks, seals, whales, turtles dead with plastic in side them – toys, shopping bags, inhalers, toothbrushes and so on. She broke down in anger.



Making a BBC film in Hawaii in 2006, Rebecca found 1000s of albatross chicks, seals, whales, turtles dead with plastic in side them – toys, shopping bags, inhalers, toothbrushes and so on. She broke down in anger.

She went home to Modbury in Devon, she and some allies showed her film and in 1 month persuaded all 43 shops to replace their plastic bags



After a 6 months trial, 500,000 had been avoided - the town ban became permanent



Making a BBC film in Hawaii in 2006, Rebecca found 1000s of albatross chicks, seals, whales, turtles dead with plastic in side them – toys, shopping bags, inhalers, toothbrushes and so on. She broke down in anger.



She went home to Modbury in Devon, she and some allies showed her film and in 1 month persuaded all 43 shops to replace their plastic bags

After a 6 months trial, 500,000 had been avoided - the town ban became permanent



1000s wrote to Hosking asking how she did it. By October 2007, 80 towns in UK are planning full bans. 33 London Boroughs said they would use a law to ban them



Making a BBC film in Hawaii in 2006, Rebecca found 1000s of albatross chicks, seals, whales, turtles dead with plastic in side them – toys, shopping bags, inhalers, toothbrushes and so on. She broke down in anger.

She went home to Modbury in Devon, she and some allies showed her film and in 1 month persuaded all 43 shops to replace their plastic bags

After a 6 months trial, 500,000 had been avoided - the town ban became permanent



1000s wrote to Hosking asking how she did it. By October 2007, 80 towns in UK are planning full bans. 33 London Boroughs said they would use a law to ban them



In November 2007 PM Gordon Brown said he would call a meeting with all supermarkets to see how to make this national – stopping 13 billion single use bags per year



Making a BBC film in Hawaii in 2006, Rebecca found 1000s of albatross chicks, seals, whales, turtles dead with plastic in side them – toys, shopping bags, inhalers, toothbrushes and so on. She broke down in anger.



She went home to Modbury in Devon, she and some allies showed her film and in 1 month persuaded all 43 shops to replace their plastic bags



After a 6 months trial, 500,000 had been avoided - the town ban became permanent

1000s wrote to Hosking asking how she did it. By October 2007, 80 towns in UK are planning full bans. 33 London Boroughs said they would use a law to ban them



In November 2007 PM Gordon Brown said he would call a meeting with all supermarkets to see how to make this national – stopping 13 billion single use bags per year

Yesterday Rebecca was back at the beach picking up litter. Two thirds of it was plastic bottles..... watch this space

CHIPPING NORTON News

Issue 284 February 2006 50p

New hospital plans reveal 'exciting new building'

Plans and pictures of Chipping Norton's proposed new hospital and care home will go on show at the Town Hall

on Saturday 25 February. The London Road site layout, shows the new day hospital, maternity hospital, and intermediate hospital care beds – with their own entrances. All of this could be renamed as the new War Memorial Hospital. Connected to it is the new residential care home – with space nearby for a possible new GP surgery as well.



A great step forward

The Town Hall display should include a 3D model and computer plans showing rooms, access, parking, landscaping, hospital and care home gardens. Peter Holcroft, the Project Development Officer explained plans to the *News* and is seeking comments from the public. The local Chipping Norton Healthcare Users Group have reviewed the initial plans. HUG member Cllr Jo Graves said 'This new healthcare facility represents a great step forward for the people of Chipping Norton and District. With easier access for patients and better working conditions for staff, together with space for expansion, we hope it secures a good standard of service for our growing town into the foreseeable future'. HUG's Cllr Rob Evans was also pleased that the hospital and care home were distinct, commented on 'the exciting and extensive new building', but stressed that public transport issues needed addressing.

2007 timetable

The next step is to agree plans with all then submit a detailed planning proposal – aiming at a first phase of building in 2007. All existing facilities (hospital and care home) must stay open until the new buildings are available. For more details see the article and layout on Page 2.

FACES IN THE NEWS



see page 3



see page 6



see page 12



see page 24

Major News Stories

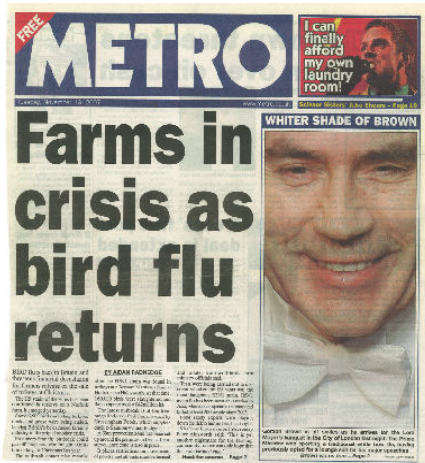
Gun raid at Co-op.
Rollright Stones attacked again
plus all the usual features



Agenda

1. Complex systems – where does change come from?
2. What kind of change?
3. Implications for ‘systems leaders’?

What kind of change for what kind of problem??



Two Imperatives for Change

1

Bird Flu hits UK

3 months to immunise the whole population

*Short term pressure
Major effort
Known solution
Predictable action
Bias to command and rules*

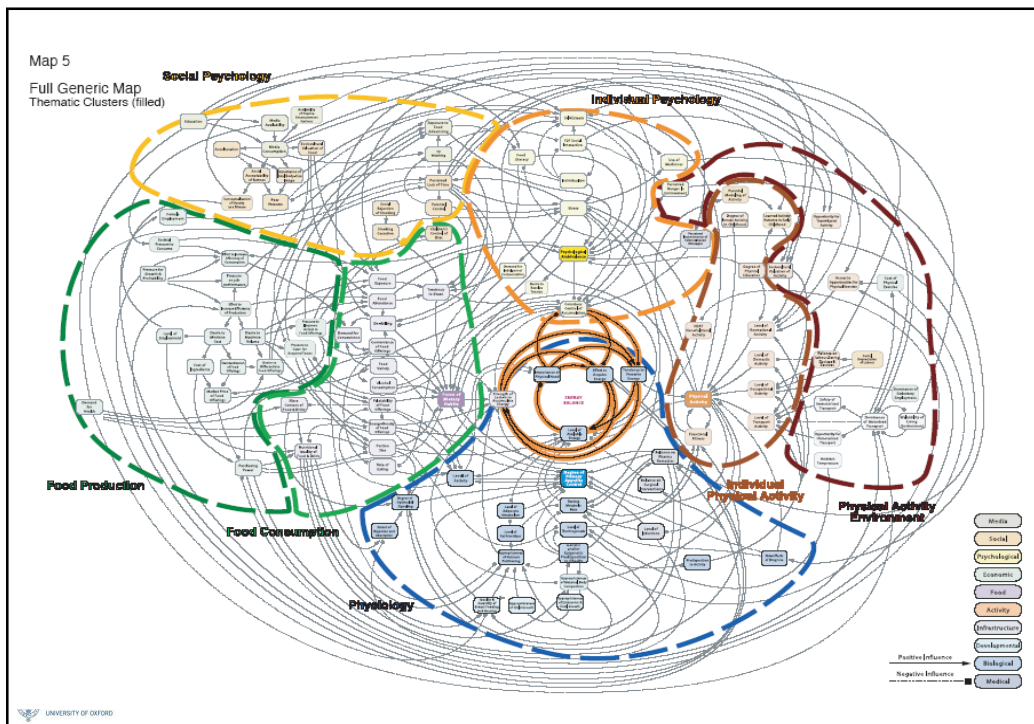
2

Eliminate obesity!!

1-20 years - Societal shift for national well-being

*Long-term purpose
Shift in mindsets
Many stakeholders, different solutions
Innovation and boldness
Local breakthroughs*

What change approach do you adopt?



Horses for courses – different styles of leadership

Technical/Programmatic

Crisis, incremental productivity, efficiency, process streamlining, transactions

Known knowledge

Standardisation and consistency

Teach solution and motivate

Type of change

Answers?

Focus of change

Leaders role

Adaptive/Transformational

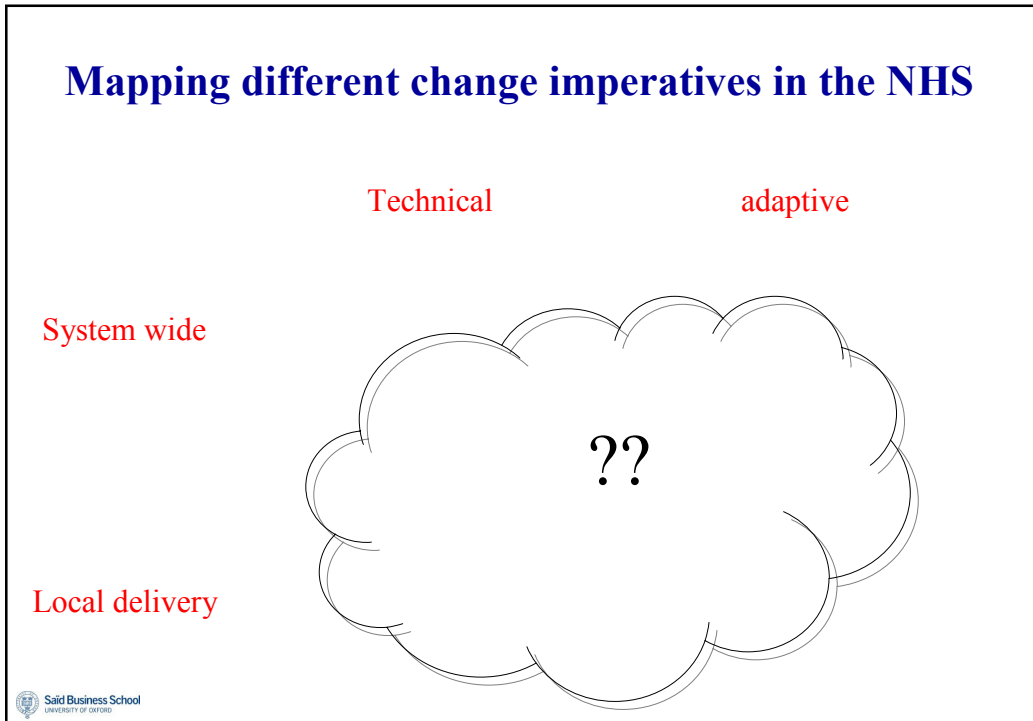
Radical service or business innovation, new propositions, transforming culture

Unknown and many solutions

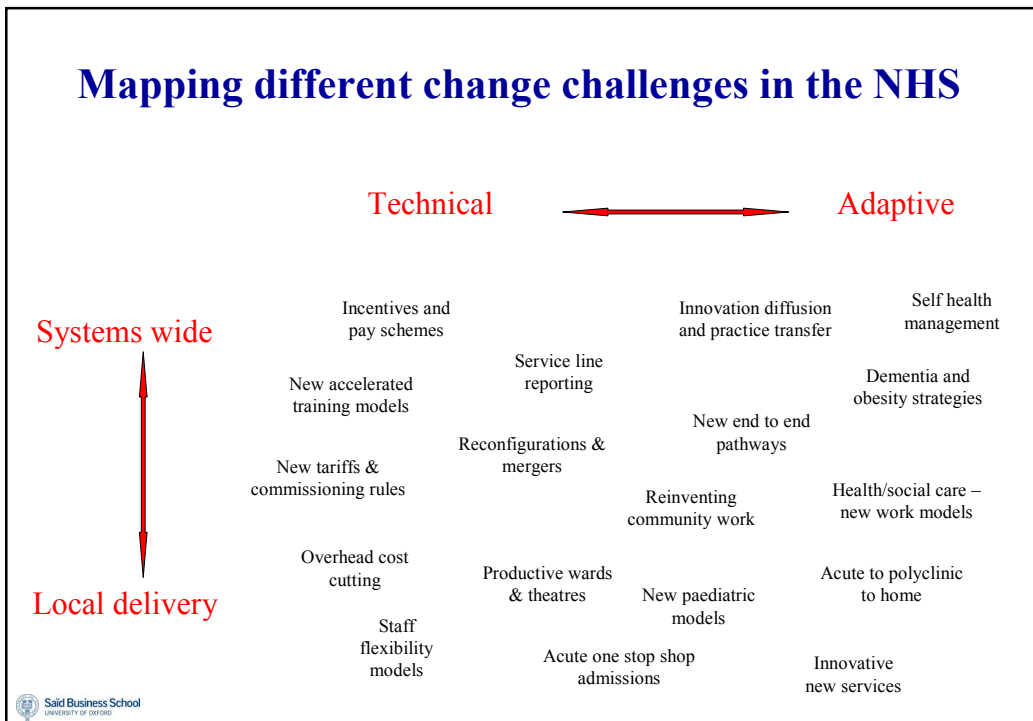
Innovation, diversity and deviancy

Set purpose, challenge and coach

Mapping different change imperatives in the NHS



Mapping different change challenges in the NHS



Agenda

1. Complex systems – where does change come from?
2. What kind of change?
3. Implications for ‘systems leaders’ and NHS?

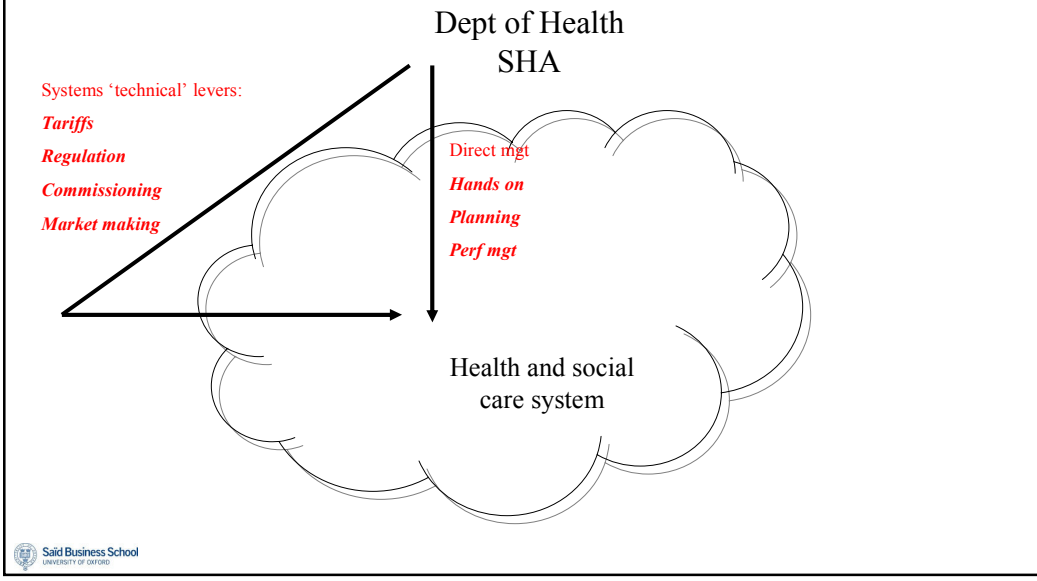
Systems leaders – different (political?) options for change

Dept of Health
SHA

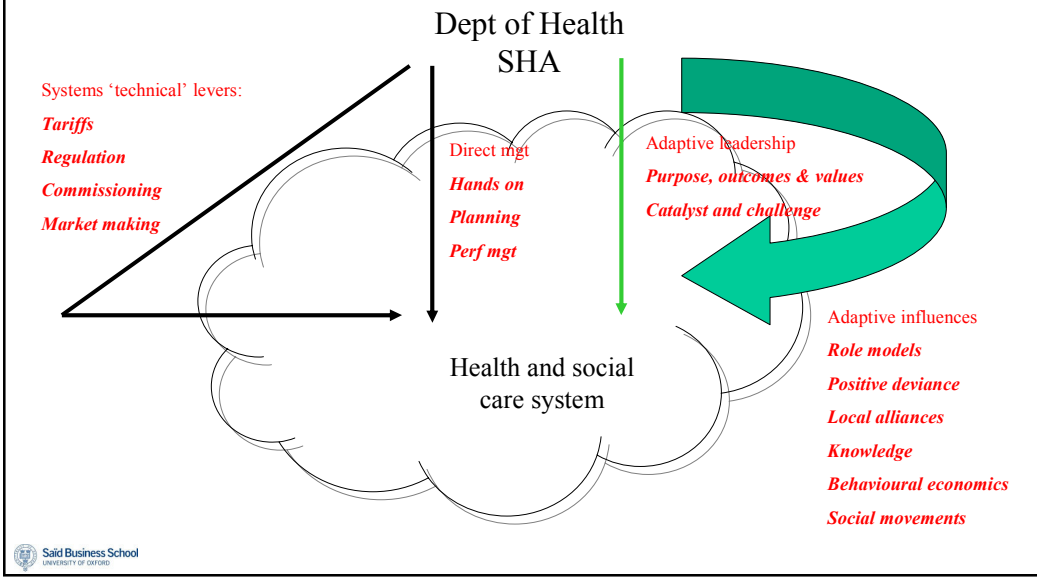
??

Health and social
care system

Systems leaders – different (political?) options for change



Systems leaders – different (political?) options for change



All of the above!!