

# What it takes to create meaningful & lasting change in complex systems

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NOSM 2019 Palliative Care Conference

Sault Ste. Marie. Friday, October 25, 2019



# 50 Reasons Not To Change



Why I got into  
palliative care research









# My research to date

- Quantitative large database analysis
- Quality indicator development and measurement
- Qualitative interviews
- Patient-Reported Outcome symptom research
- CaregiverVoice Survey development



My research dream is to change the way patients and families experience serious illness.

How will research support this dream?





# Limitations of research for change





# Helen Bevan from NHS



## Helen Bevan

Chief Transformation Officer at NHS Horizons

Coventry, United Kingdom

<http://theedge.nhs.uk/horizons/>



### About Me

Helen Bevan is acknowledged globally for her expertise and energy for large scale change in health and care. During her 25 years as a change leader in the English National Health Service, Helen has been at the forefront of many NHS improvement initiatives that have made a difference for thousands of patients and for the staff who care for them.

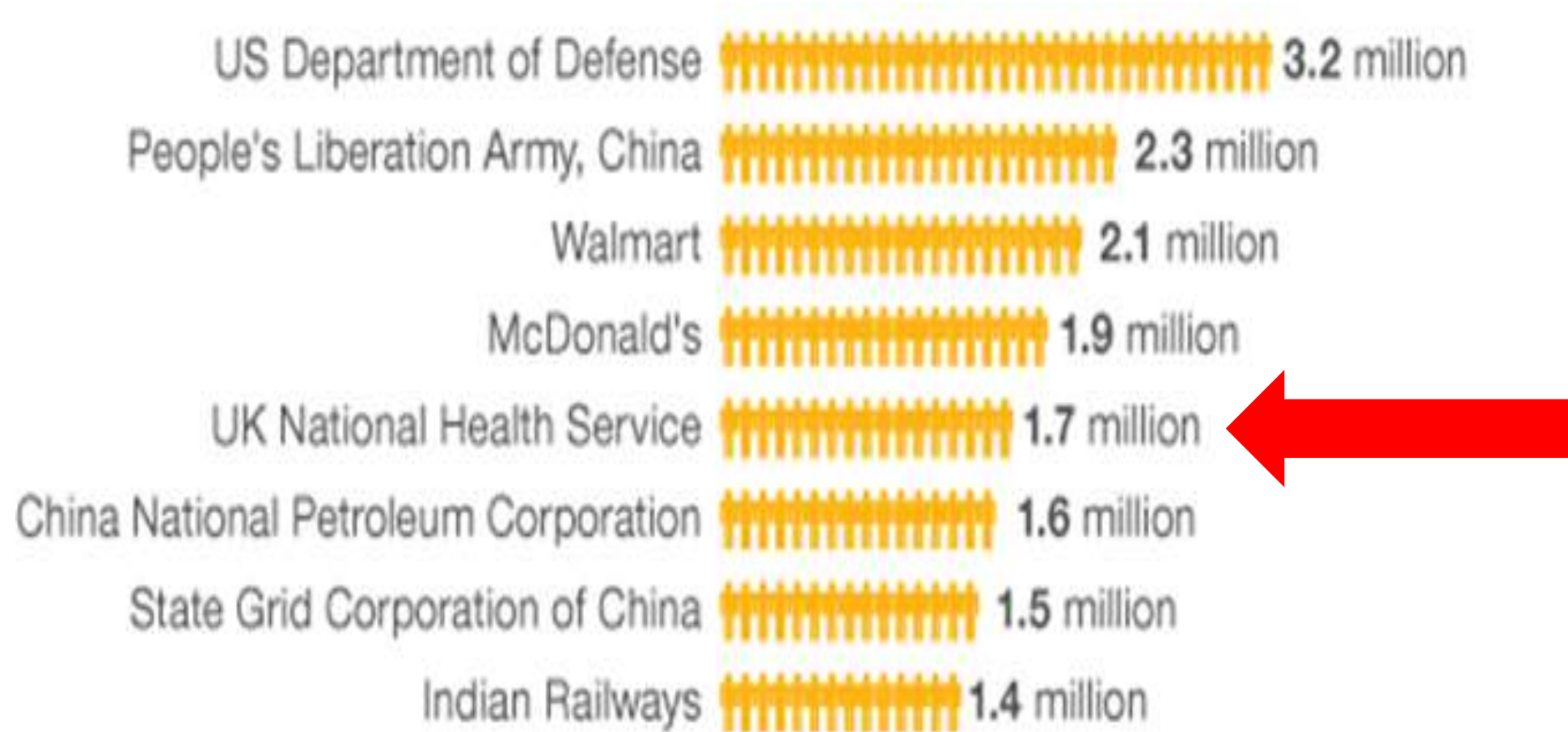
Helen currently leads the Horizons team, which is a source of ideas and knowledge to enable the spread of improvements at scale. The

### Most Popular

“Change agency” - the power to make a positive difference: some reflections



# The **NHS** is the 5<sup>th</sup> biggest employer on the globe



 = 100,000 employees

Source: BBC





3 BIG ideas:  
to create large scale  
system change



3 BIG ideas:

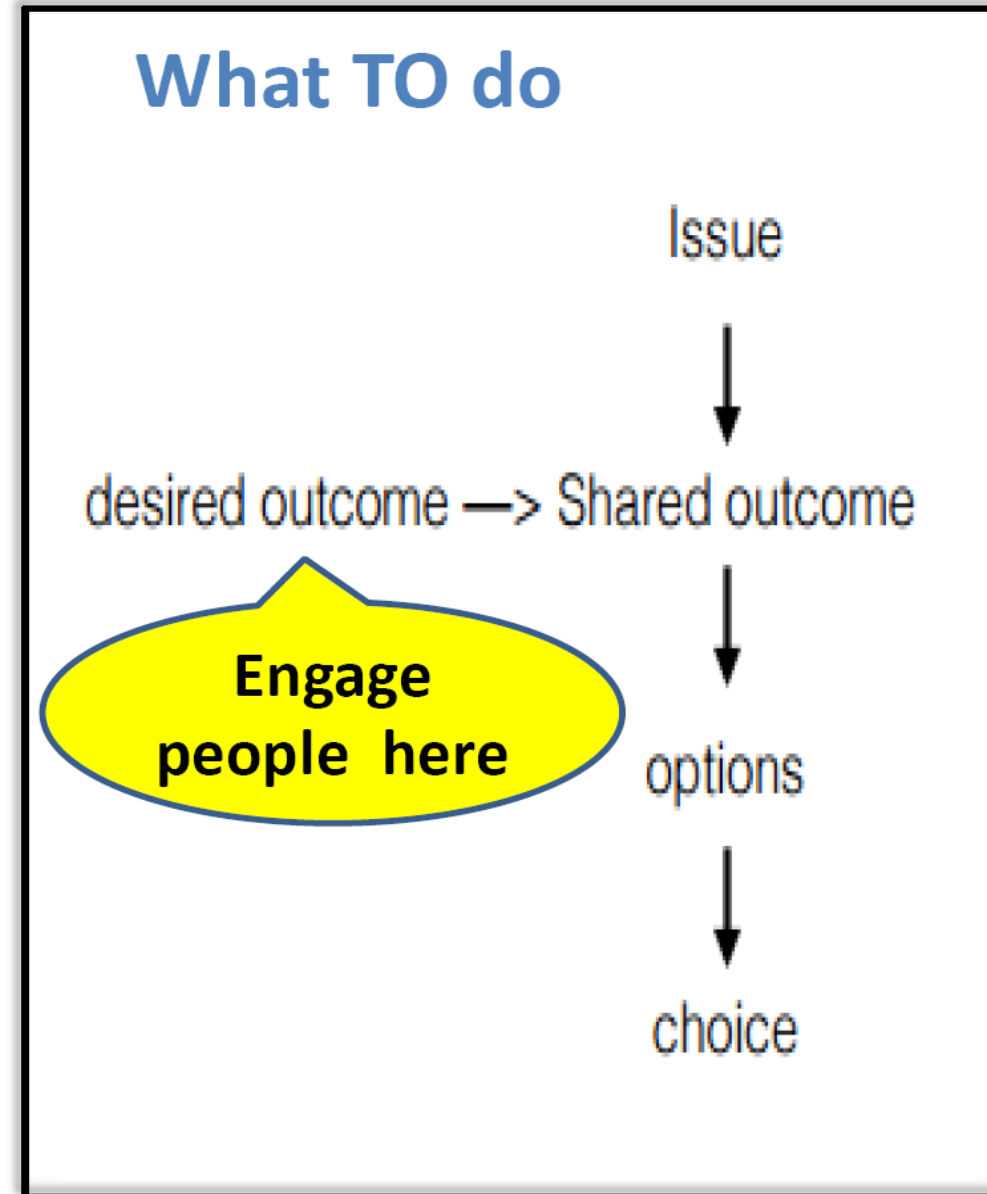
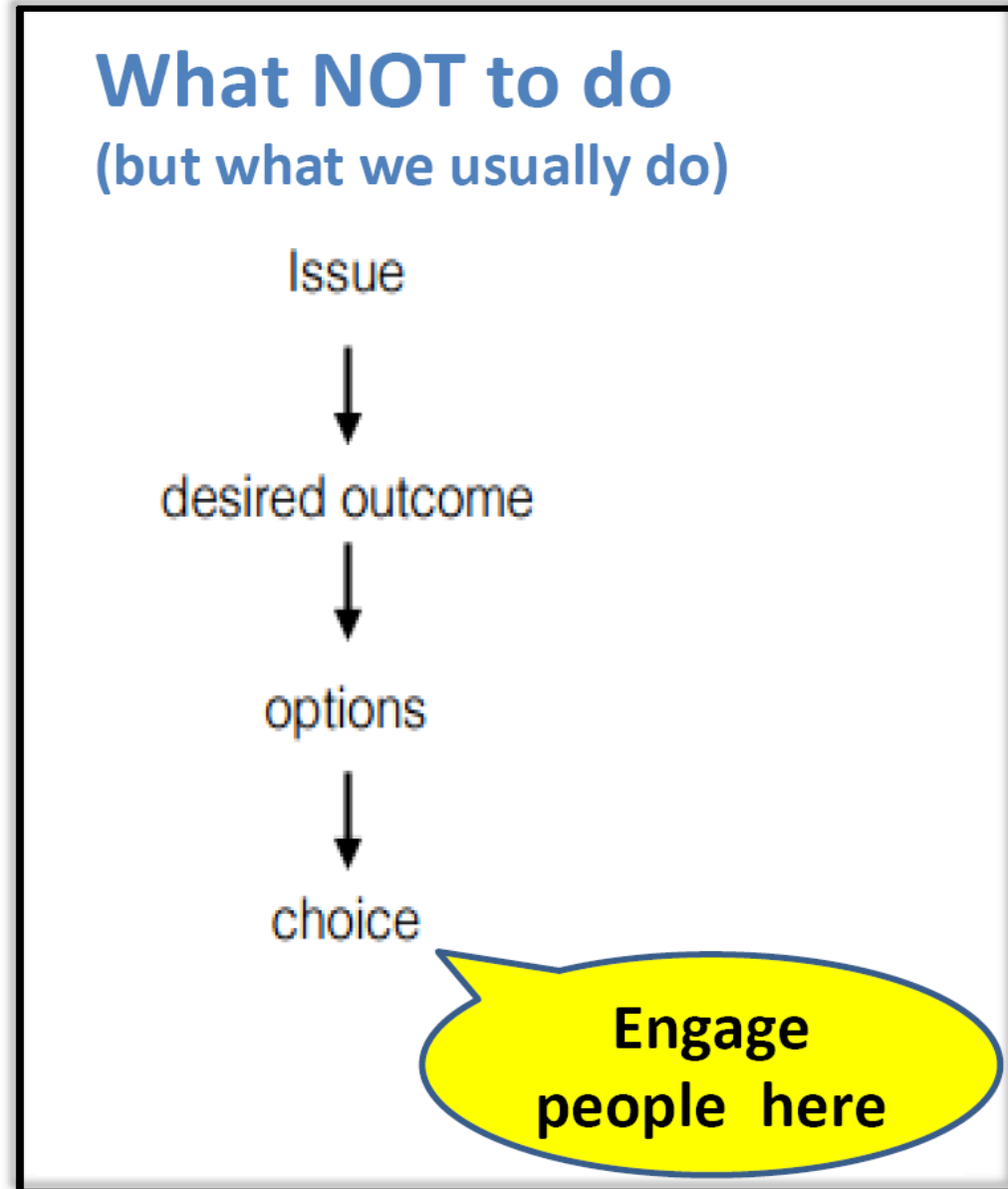
to create system change

**#1**

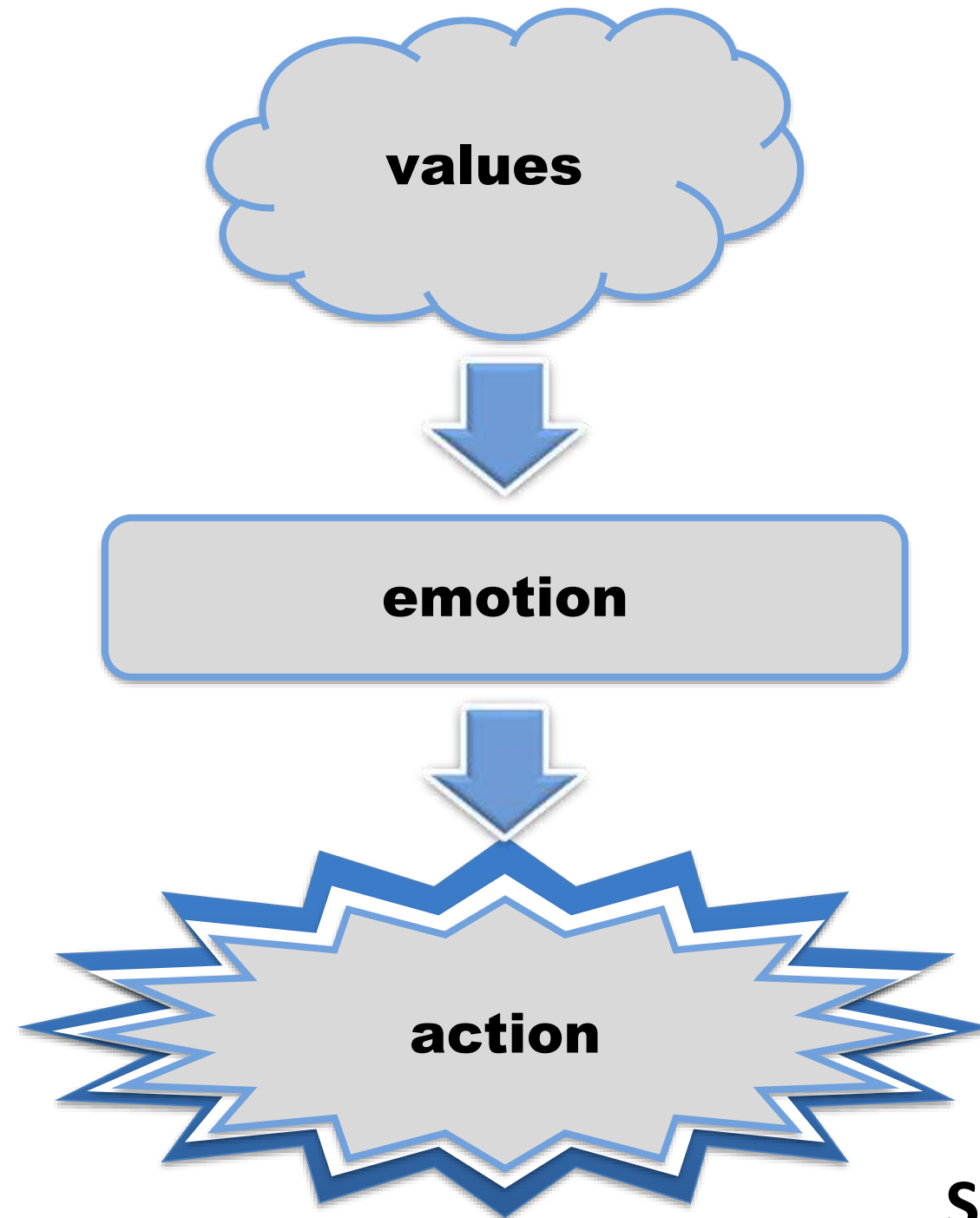


# #One: We don't need buyers (who "buy-in" to change) We need investors

Mark Jaben on the science behind resistance to change



**If we want people to take action, we have to connect with their emotions through values**



**Source: Marshall Ganz**



# Don't assume that facts & data change minds

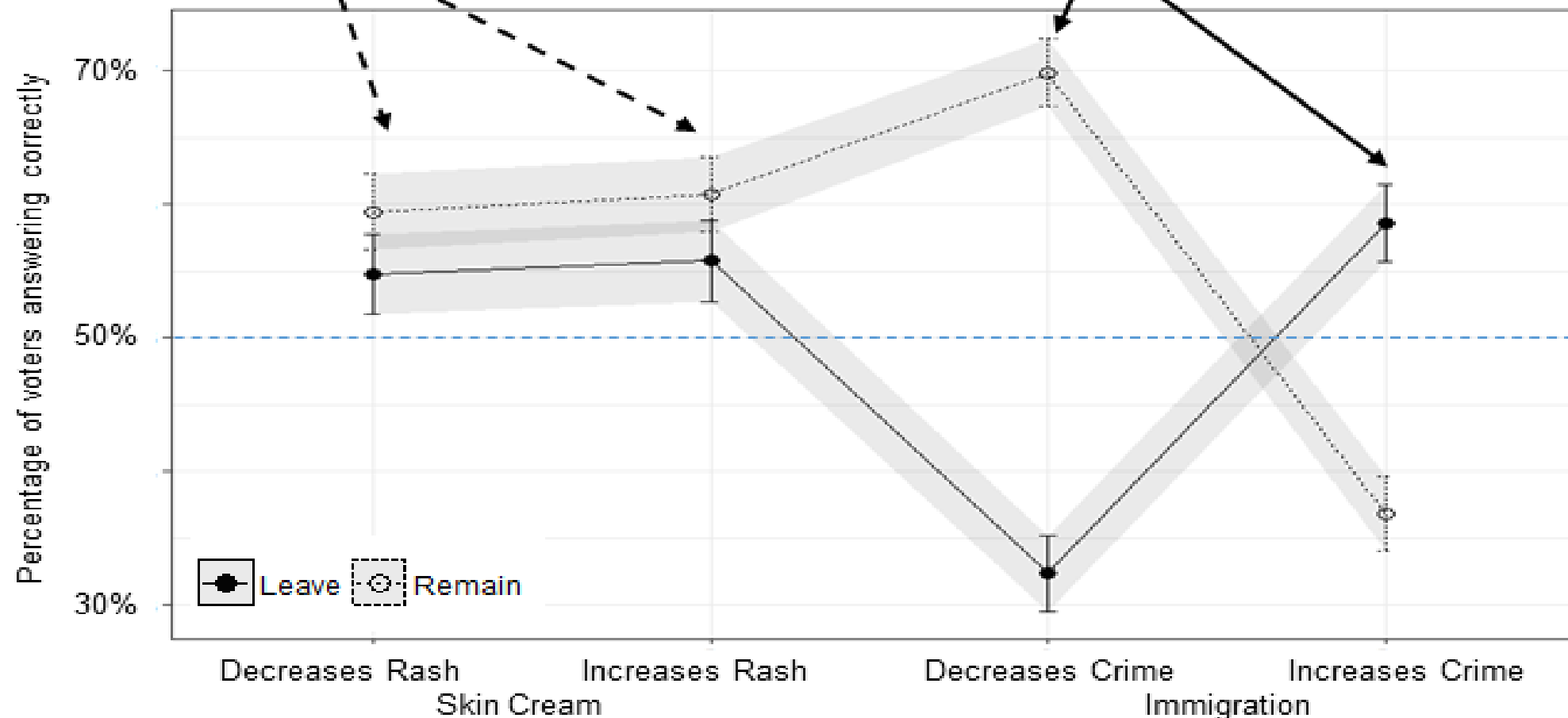
## Interpreting statistics about Skin Cream

When voters were asked to interpret statistics about whether a skin cream increases or decreases a rash, they were able to interpret them correctly roughly 57% of the time.

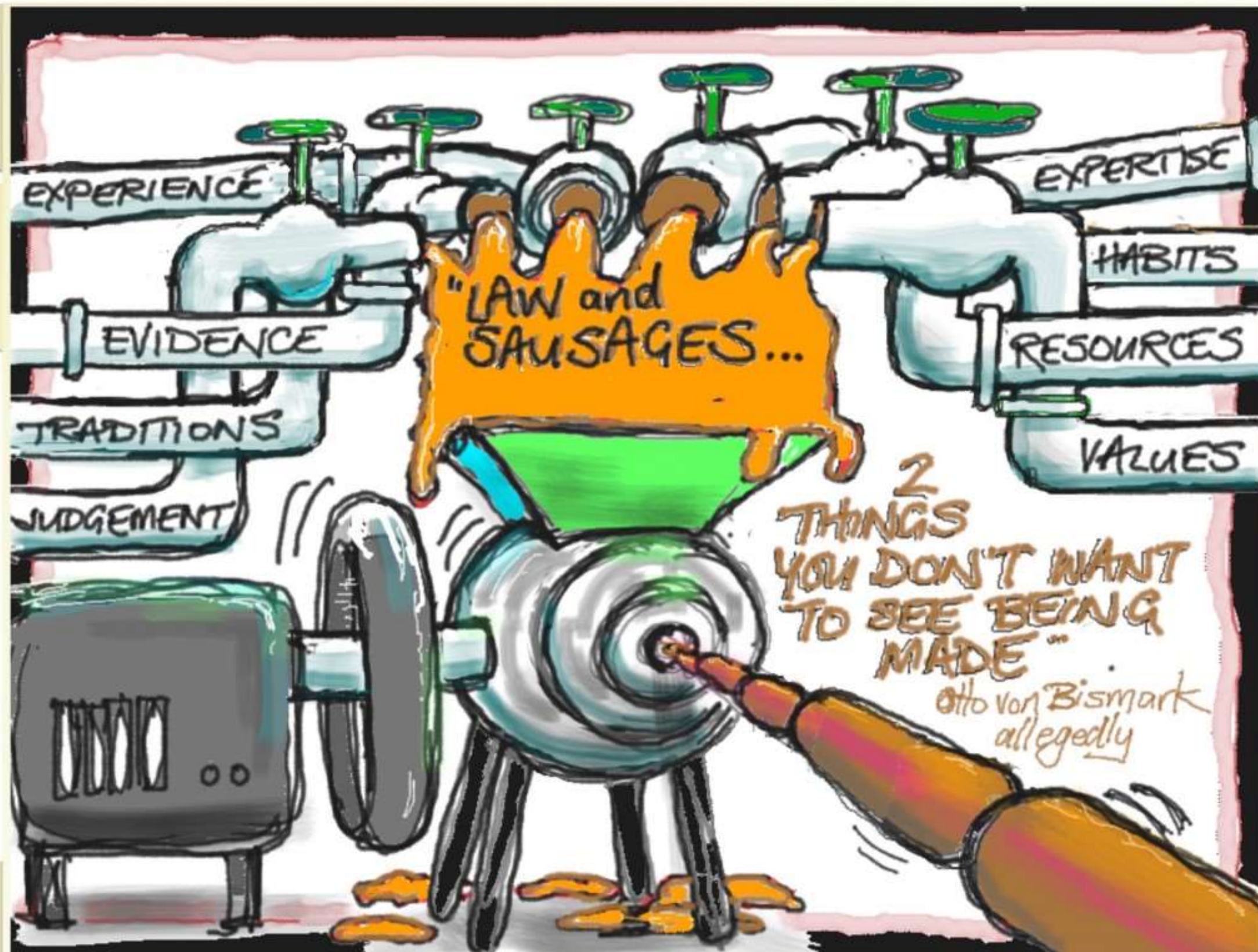
## Interpreting statistics about Immigration

BUT, when voters were asked to interpret the same set of statistics, but told they were about whether immigration increases or decreases crime, something disturbing happened.

If the statistics didn't support a voters view, their ability to correctly interpret the numbers **dropped**, in some cases, by almost a half.



Source: [The Online Privacy Foundation](https://www.onlineprivacyfoundation.com)



"LAW and SAUSAGES..."

2 THINGS YOU DON'T WANT TO SEE BEING MADE"

Otto von Bismark allegedly







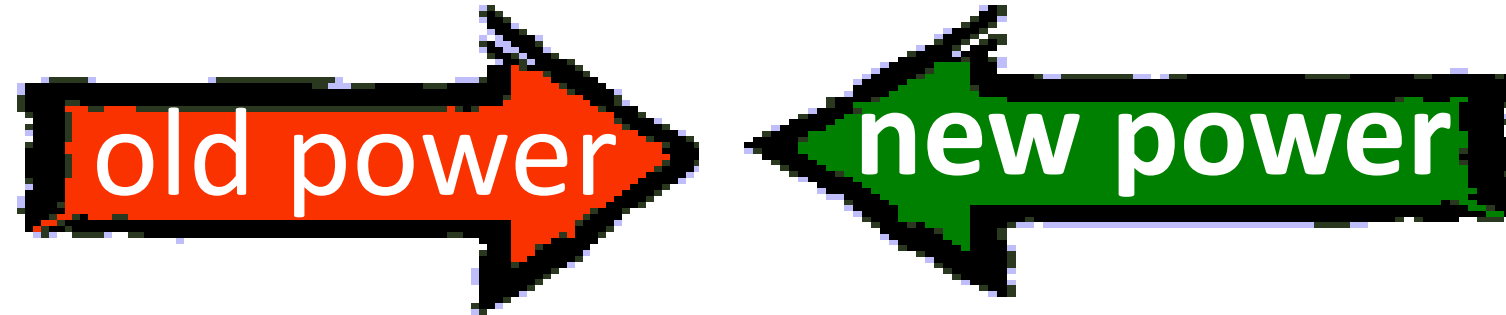


3 BIG ideas:

to create system change

#2

# #Two: System leadership means shifting power



**Currency**

**Current**

**Held by a few**

**Made by many**

**Pushed down**

**Pulled in**

**Commanded**

**Shared**

**Closed**

**Open**

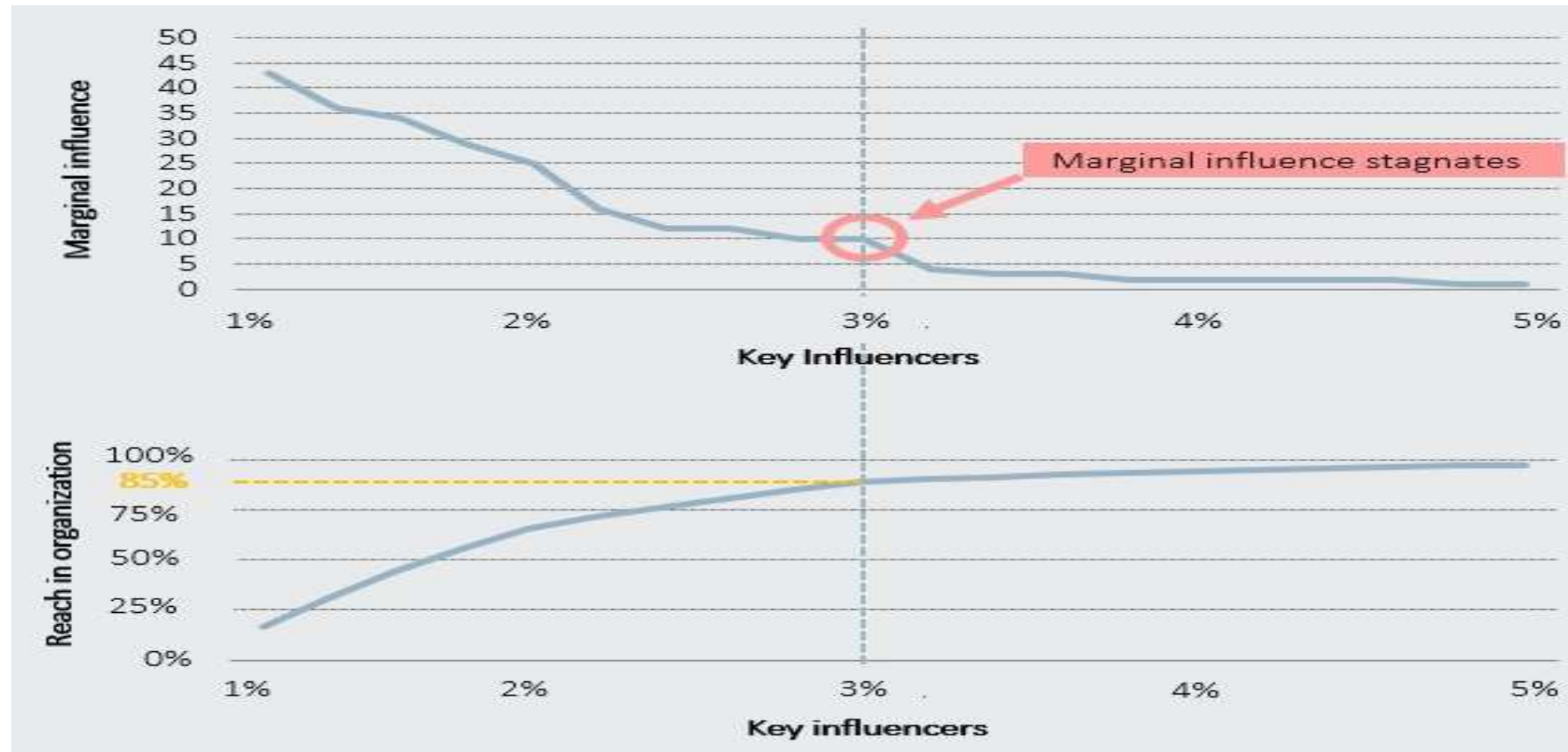
**Transaction**

**Relationship**



# To enable change, connect with the 3%

Just 3% of people in the organisation or system influence 85% of the other people



Source: research by Innovisor