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# Shaking up the status quo in healthcare: Designing amid conflicting enacted social structures

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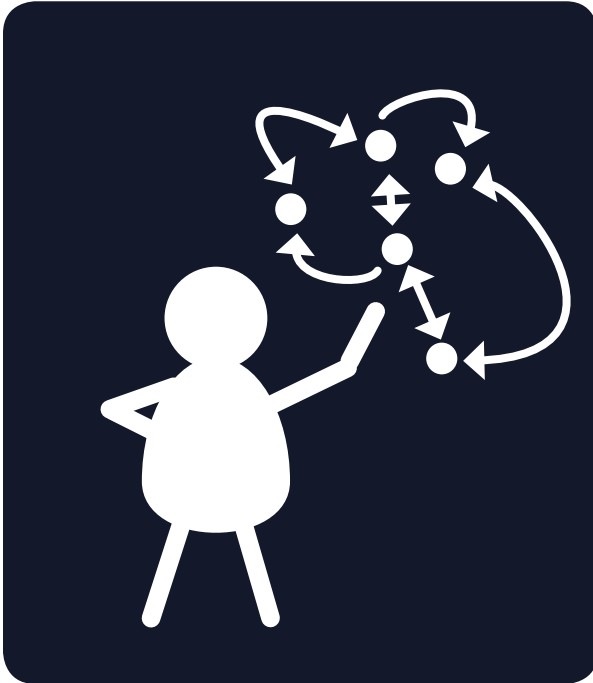


**Shaking**  
**Up** the Status Quo  
in the Healthcare System

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# We talk about designing onto systems, not *within* systems . . .

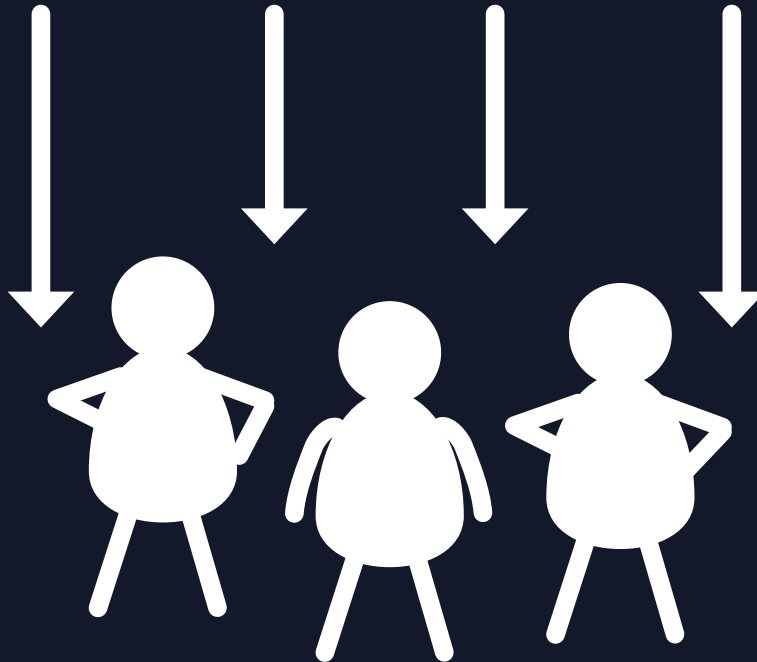


We are separate from the system.



We are embedded in the system.

**Inside healthcare you feel the pressure of the status quo. . .**



## Case Study: **Experio Lab**



Experio Lab is a national centre for patient-focused service innovation in Sweden.

The Experio Way involves:

- **Curiosity** and **empathy** for people's everyday lives
- **Courage** to dream of a better future
- **Co-creation** to make it happen

**“We were born as a project with a certain task to change and to provoke and challenge. It is built into the construction and DNA.”**

**- Experio Team Member**



## Projects - Examples

**Open 4  
Citizens**

**Mental  
Health for  
Youth**

**Chronically  
Engaged**

**Hand  
Hygiene**

**The  
Patient  
Journey**

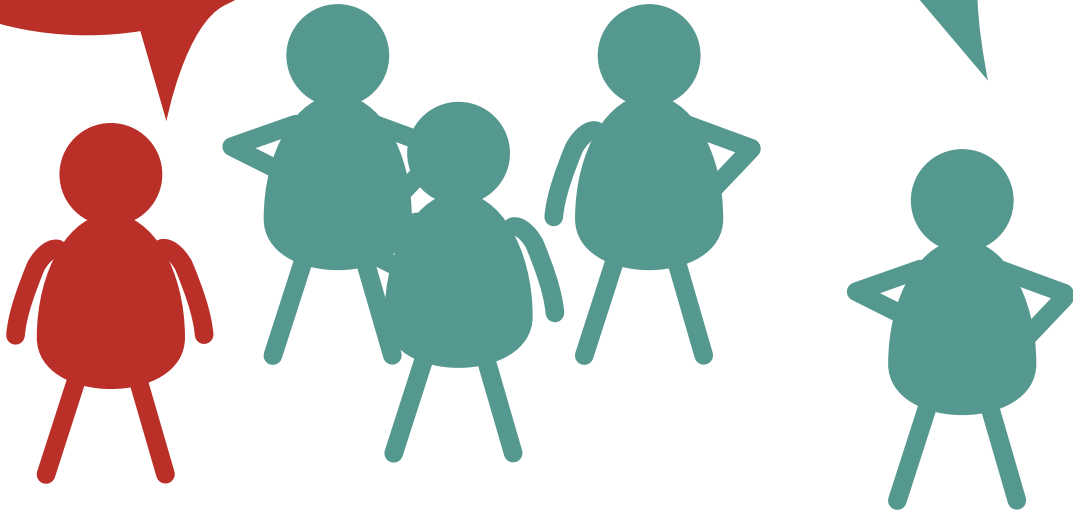
**Test Tube  
Trip**

**The Gender  
Lab**

**Seniors  
Centre 2.0**

**We're breaking  
down silos by  
bringing all  
stakeholders  
together.**

**It shifts perspectives  
to see things from the  
patients` point of view.**





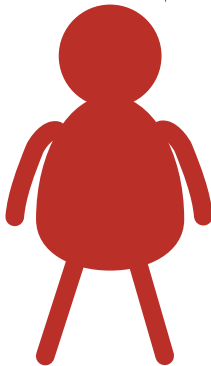
# The Experio Way

Enacting new  
social structures:

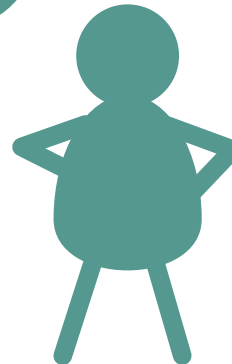
- **People-centric**
- **Change-oriented**
- **Collaborative**
- **Participatory**



**Something that  
we have to struggle  
with now is other  
people`s time.**



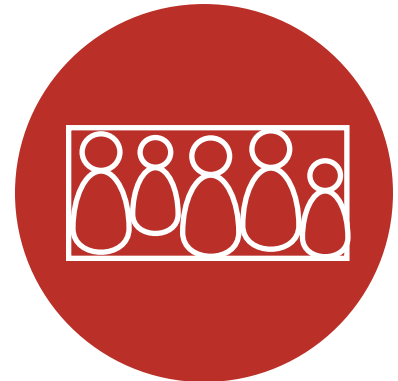
**Every minute  
we put in this project,  
our visitors have to  
stand back.**





**“We need leadership that understands innovation and there are not so many.”**

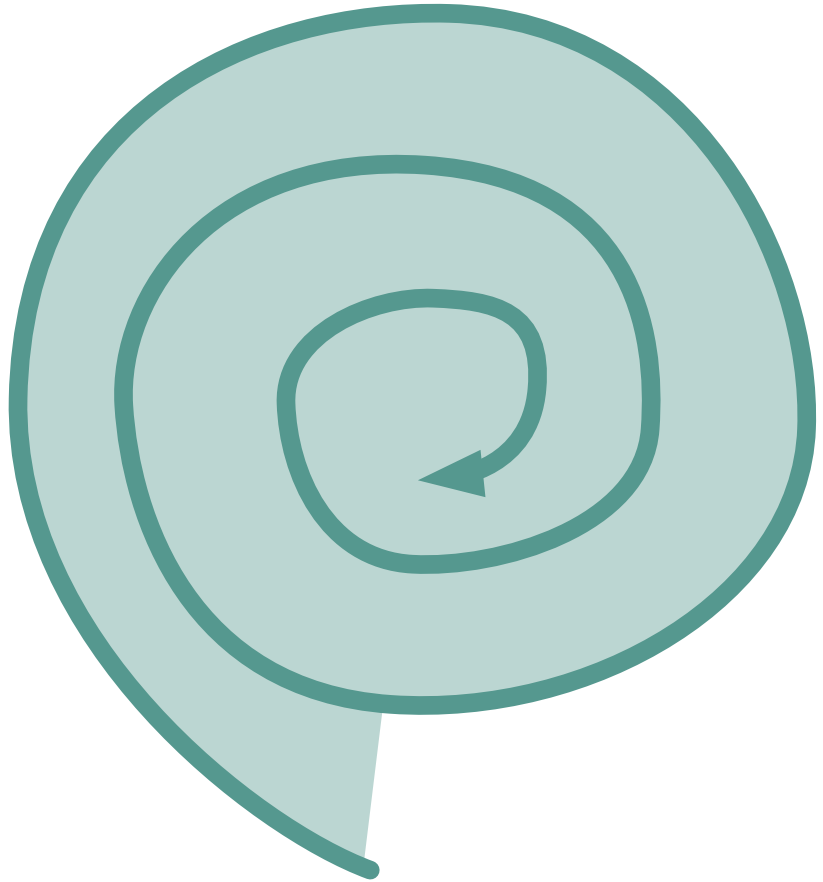
**“People just go, ‘Nice work . . . but who asked you? That doesn’t fit into my everyday work.’ We learned that we need to have someone order our projects.”**



**“We have been told that we shouldn` t be limited by what is possible, but . . . ”**



**“The core is like a black hole. It has a gravitational pull. I have to do this; I have to do this. And it is getting worse and worse now. We are in a situation where we have a lot of patients and the resources are diminishing.”**





# The Status Quo

Maintaining old social structures:

- **Provider-centric**
- **Risk averse**
- **Hierarchical**
- **Expert-driven**

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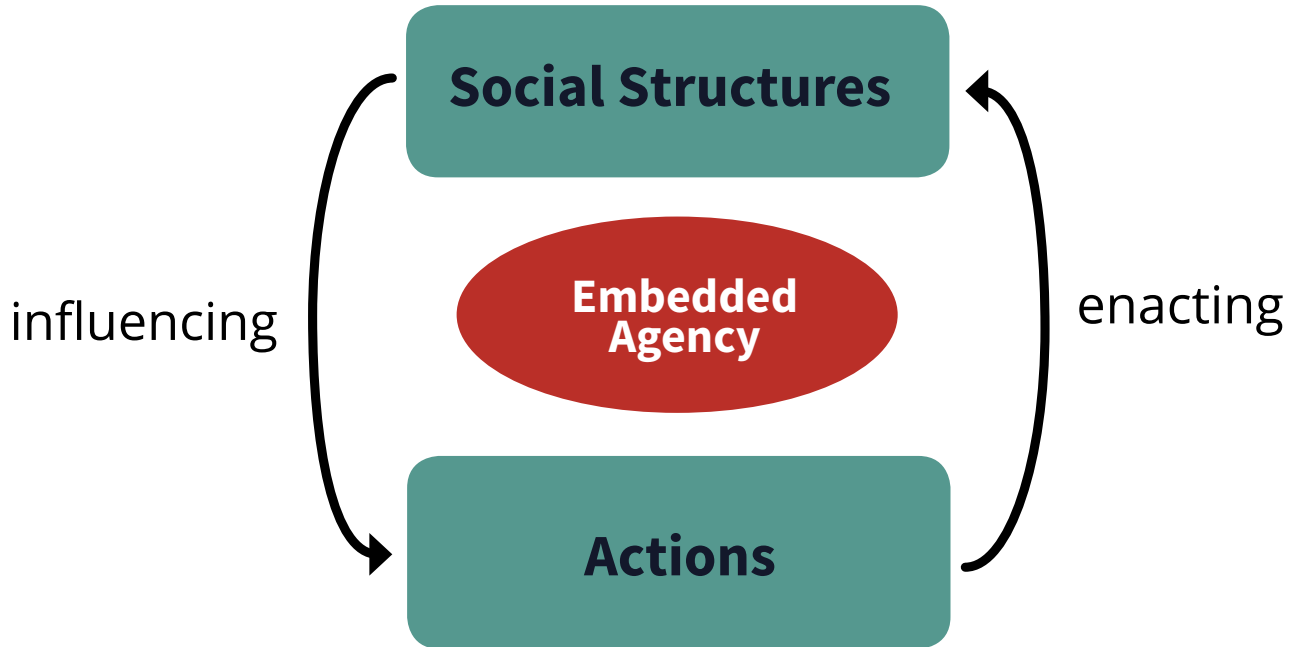


# The Status Quo

Maintaining old social structures:

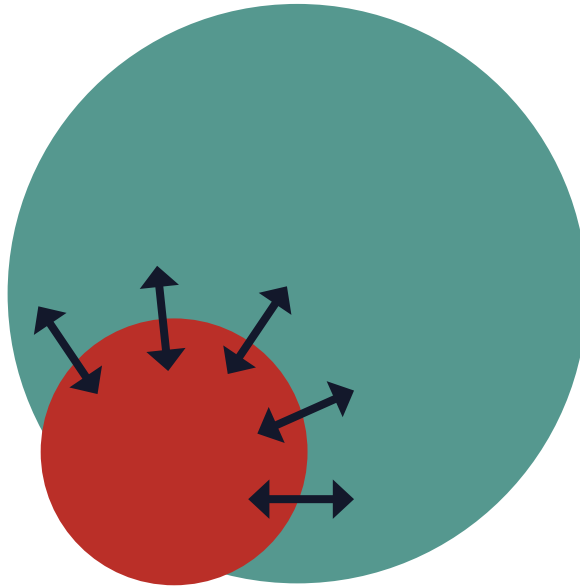
- **Provider-centric**
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# Embedded Agency



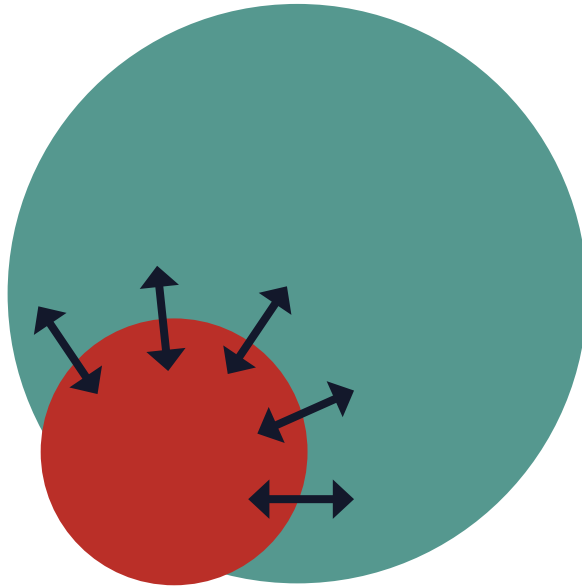


# Incumbants vs. challengers



**tensions!**

# Incumbants vs. challengers



**How can systems theory help the challengers  
to shake up the status quo?**

# Leverage points

12. Constants, numbers
11. Size of buffers
10. Stocks and flows
9. Lengths of delays
8. Negative feedback loops
7. Positive feedback loops
6. Information flows
5. Rules of the system
4. Power to change structure
3. System goals

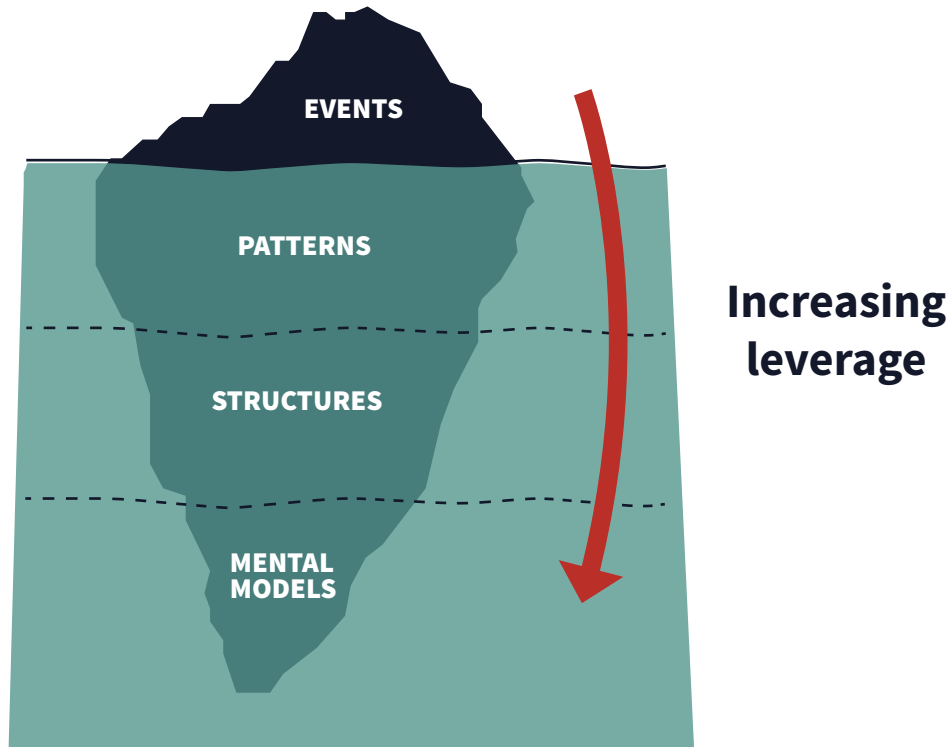
2. Mindset or paradigm of the system
1. Power to transcend paradigms



**in increasing  
order of  
effectiveness**

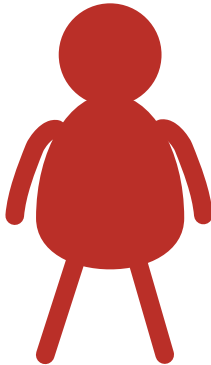
*Meadows (2008)*

# Shifting mental models

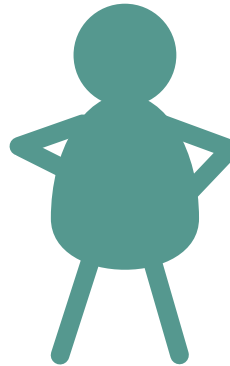


*Meadows*

**They have a mindset that is - we are the experts, we know what they should do, they over there must do it.**

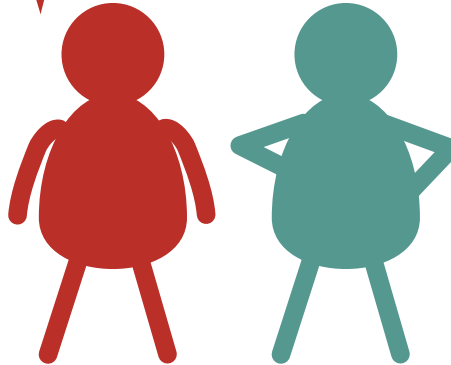


**Sometimes you just have the solutions in your mind and it is kind of controlling your mindset.**



**We give people the opportunity to see their own work from another perspective.**

**I am ashamed that I haven't understood the real needs of the patients. I thought I knew.**



**“I will make sure that I have these coaches for each moment. They need someone to inspire them or guide them . . . .”**



**“It is a powerful way to explain what you mean to a large group, to do it in a physical shape.”**





**“If a factory is torn down but the rationality which produced it is left standing, then that rationality will simply produce another factory. If a revolution destroys a government, but the systematic patterns of thought that produced that government are left intact, then those patterns will repeat themselves... There’s so much talk about the system. And so little understanding.”**

- Robert Pirsig, Zen and the Art of Motorcycle Maintenance



**Questions?**