

2016

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

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Suggested citation:

Rodrigues, Vanessa and Vink, Josina (2016) Shaking up the status quo in healthcare: Designing amid conflicting enacted social structures. In: Relating Systems Thinking and Design Symposium (RSD), 13-15 Oct 2016, Toronto, Canada. Available at <http://openresearch.ocadu.ca/id/eprint/1928/>

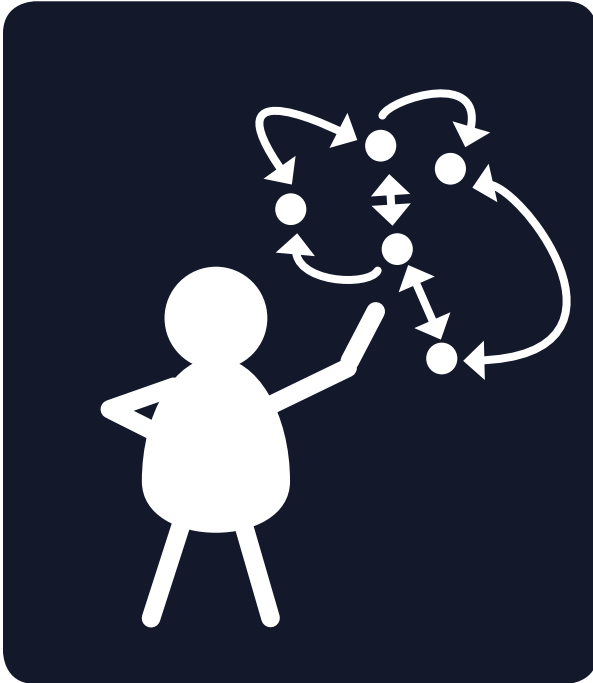


Shaking
Up the Status Quo
in the Healthcare System

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

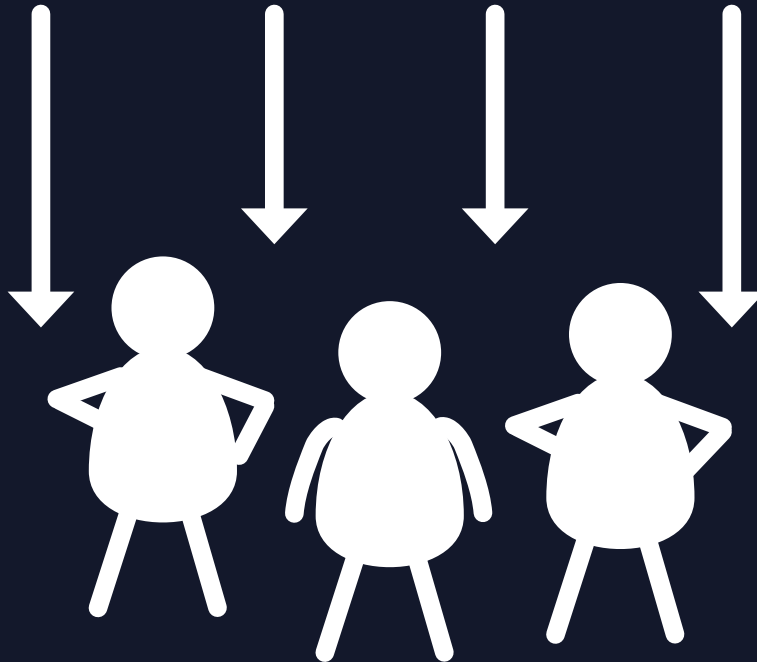


We are separate from the system.



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**

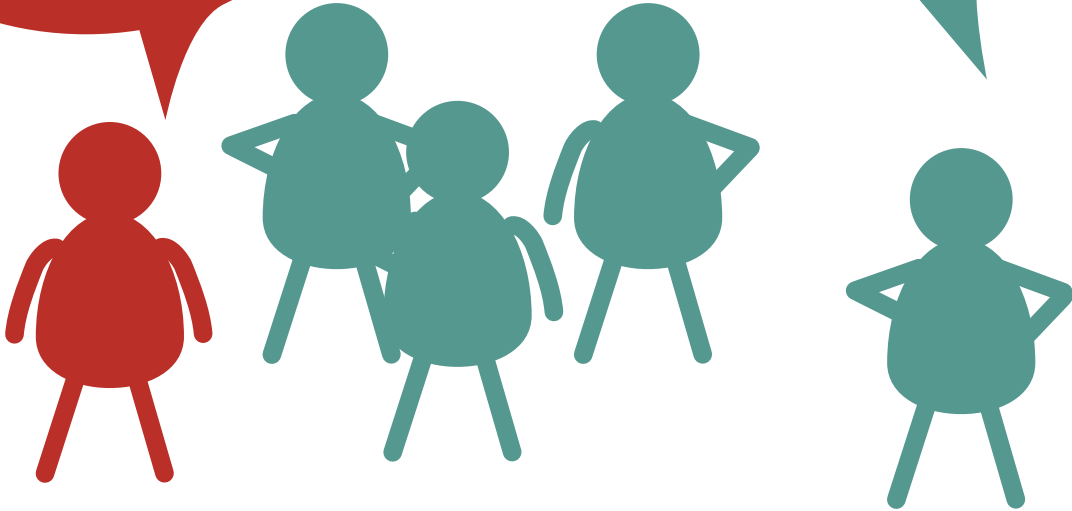
**Test Tube
Trip**

**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.**



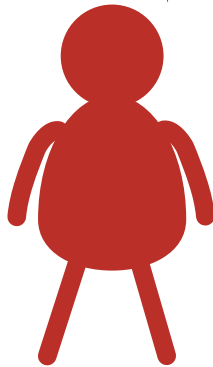
The Experio Way

Enacting new
social structures:

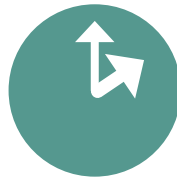
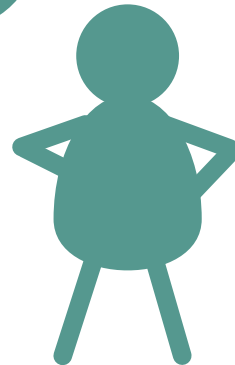
- **People-centric**
- **Change-oriented**
- **Collaborative**
- **Participatory**



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.”

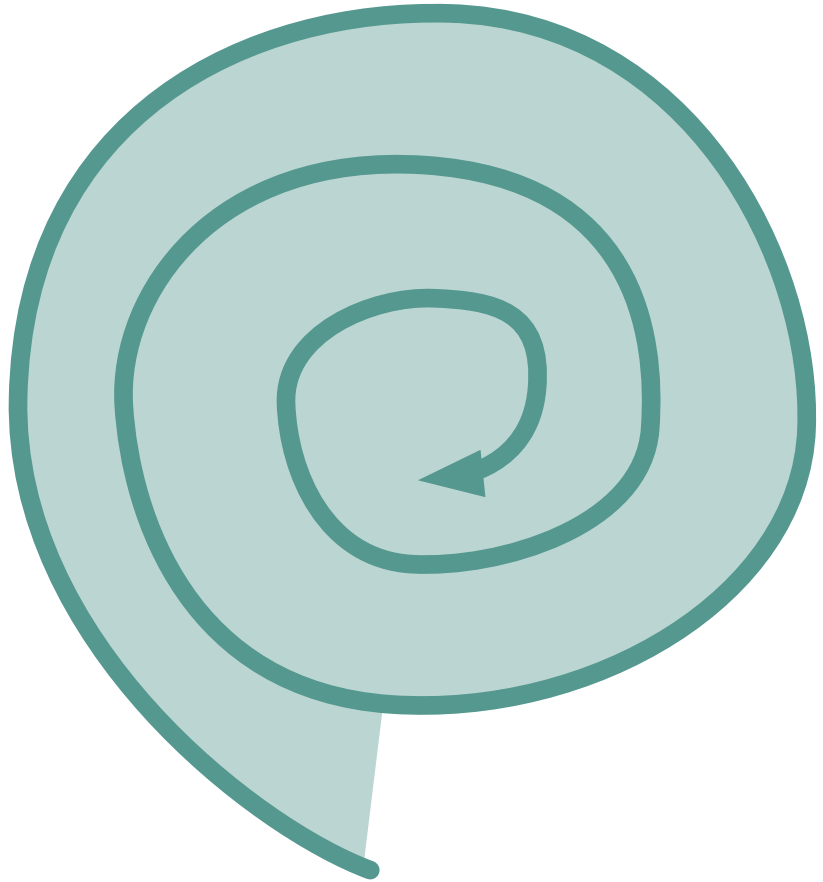
“People just go, ‘Nice work . . . but who asked you? That doesn’t fit into my everyday work.’ We learned that we need to have someone order our projects.”



“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**

The Experio Way

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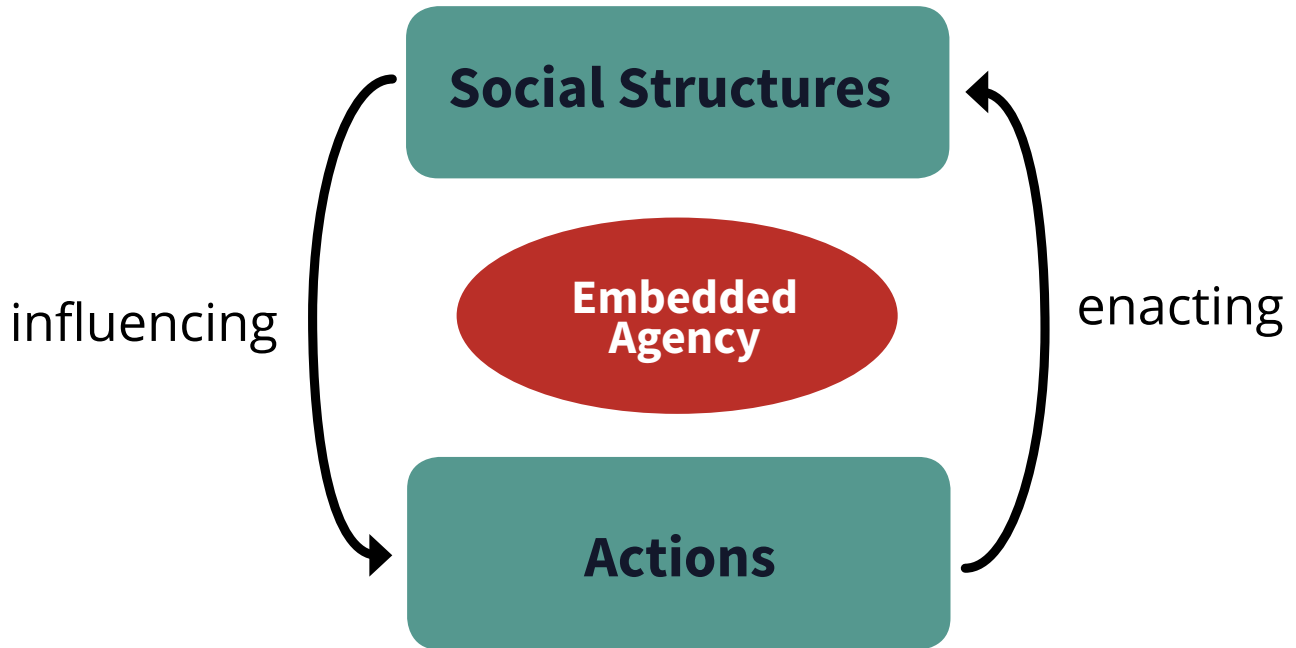


The Status Quo

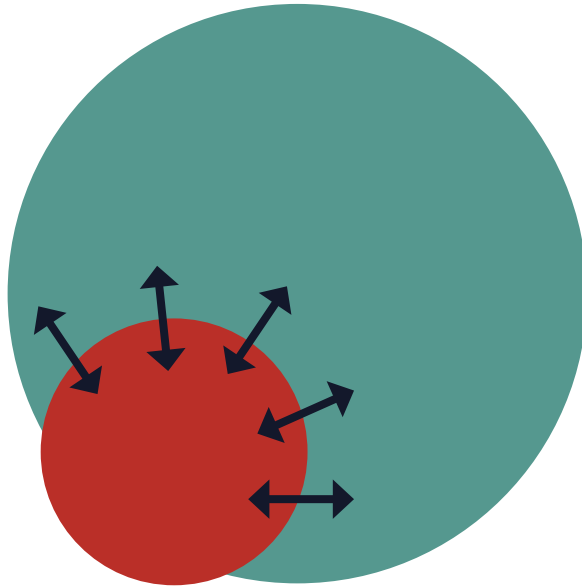
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Embedded Agency

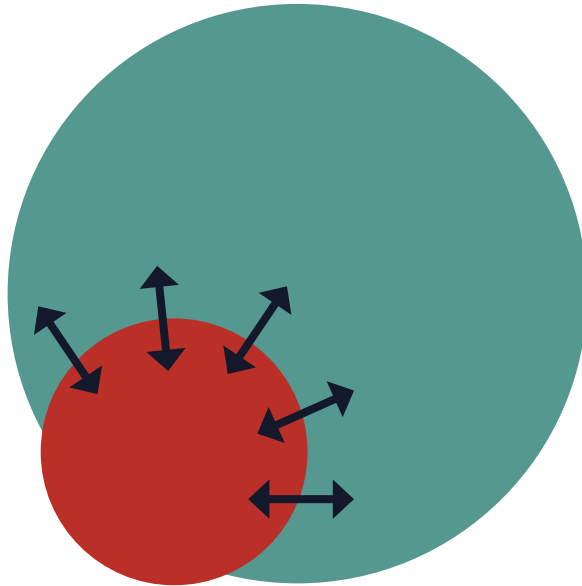


Incumbants vs. challengers



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

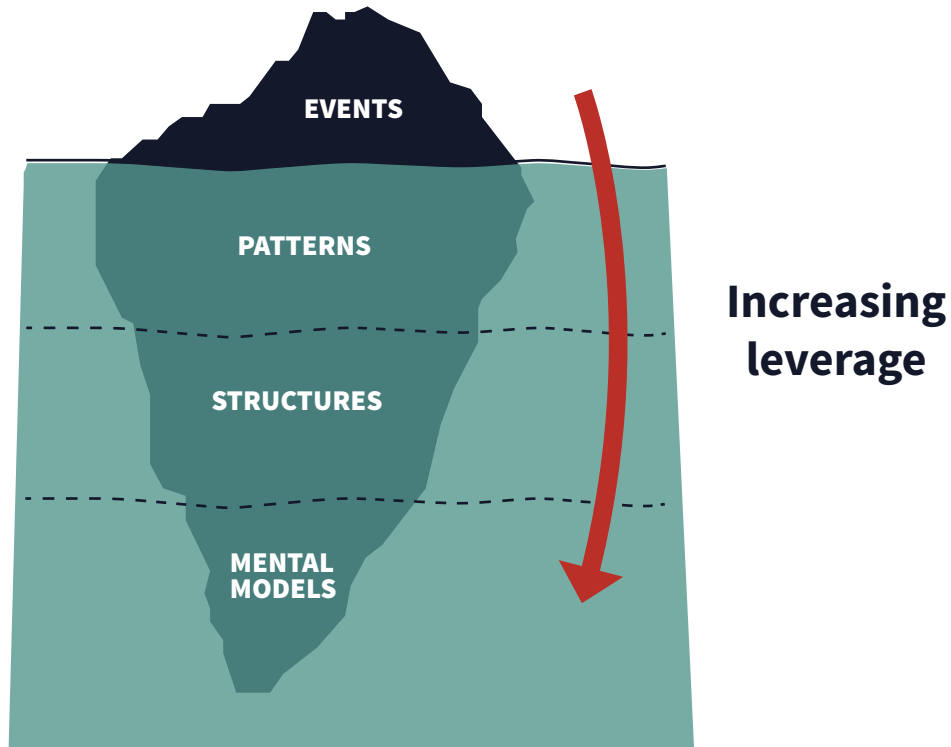
2. Mindset or paradigm of the system
1. Power to transcend paradigms



**in increasing
order of
effectiveness**

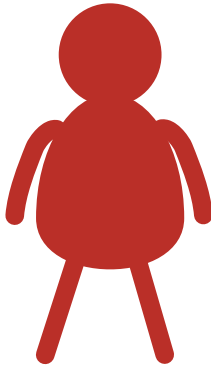
Meadows (2008)

Shifting mental models

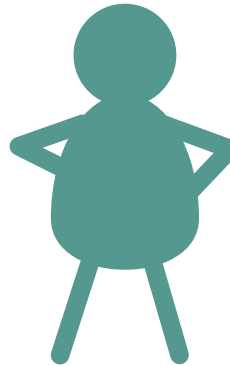


Meadows

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

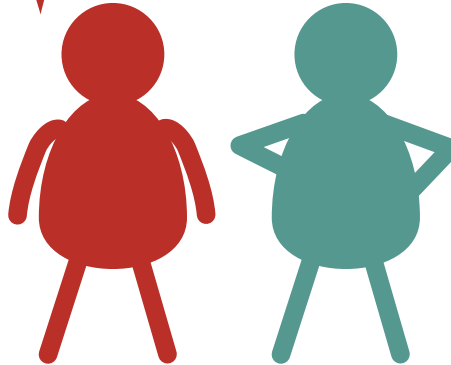


Sometimes you just have the solutions in your mind and it is kind of controlling your mindset.



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?