


**Innovation and Improvement:  
Turning Challenge on its Head**

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President, Stackpole & Associates, Inc.

*November 8, 2010*

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**Overview**

*In the context of budget cuts, increasing options for consumers and commissioning changes – there are multiple, major challenges.*

**What's a manager to do?**

- “Leadership” may start at the top, but it’s the **day-to-day manager** who has the responsibility for, and the practical need to make change happen.
- Wave after wave of initiatives at the government & regulator level

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**Overview**

***Innovation or Implementation?***

- “Change” may start anywhere, and the **day-to-day manager** who has the responsibility for change, and she is in the best position to innovate.
- Managers who craft and deploy innovation must recruit the support and drive of others, but;
- They **start with themselves!**

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**CHANGE - 4 Phases + 4 Steps**

<b>Phases <u>of</u> Change</b>	<b>Steps <u>for</u> Change</b>
Phase 1 - Denial	Step 1 - Get a Grip
Phase 2 - Resistance	Step 2 - Get Smart
Phase 3 - Exploration	Step 3 - Get a Plan
Phase 4 - Commitment	Step 4 - Get Going

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**Phases of Change**

Phase 1 - Denial  
 Phase 2 - Resistance  
 Phase 3 - Exploration  
 Phase 4 - Commitment

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**Denial?**

- Might look OK to *you*, but it isn't pretty!
- ICD-10
- Cranio-rectalitis
- Symptoms:
  - Loss of energy
  - If-only-ism
  - Stenotic attitude




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**Denial-itis**

**Treatment Options**

- Immediate removal of the additive substance – Fantasy
- Treatment with facts
  - Supply & demand
  - Demographics
- Carefully avoid rebound - Despair

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**Resistance?**

- Staff
- Local Authorities
- Personal




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Are we “hiding out”?

Hunkering Down?

Avoiding the heavy stuff?

**OPTIONS**

**Carrot**  
and  
**Stick**



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“Ninety percent of what we call “management” consists of making it difficult for people to get things done.” –  
*Peter Drucker*

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**(A relevant aside)**



**“As leaders, women rule:**  
 New studies find that female managers outshine their male counterparts in almost every measure”

Title, Special Report, *BusinessWeek*, 11.20.00

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**More relevant marketing facts**



1. Men and women are different.
2. Very different
3. VERY, VERY DIFFERENT
4. Women & Men have a-b-s-o-l-u-t-e-l-y nothing in common
5. Women buy lotsa stuff
6. WOMEN BUY A-L-L THE STUFF
7. Women’s Market = Opportunity No. 1
8. Men are (still) in charge
9. Men are ... totally, hopelessly, clueless about women.
10. Women’s Market = Opportunity No. 1

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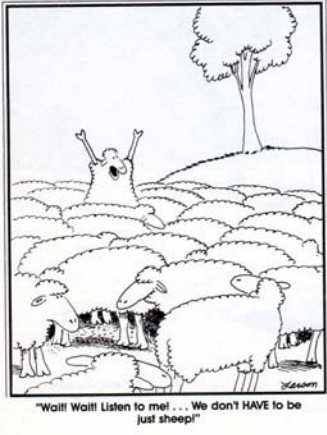
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**Exploration**

- Change the steps of the dance
- What's possible
- The Media




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The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.

*Michelangelo*

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**Commitment**

Organization &  
 Personal



"You have a 30 year mortgage, a 5 year car lease, and a lifetime gym membership...but you're afraid of commitment?"

Copyright 2006 by Randy Glasbergen.  
 www.glasbergen.com

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### 4 Steps in a Personal Journey

A formula for fantastic results in these uncertain times includes 4 Key Steps...

**Steps *for* Change**  
**Step 1 – Get a Grip**  
**Step 2 – Get Smart**  
**Step 3 – Get a Plan**  
**Step 4 – Get Going**

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### Key Steps



**#1. Get a grip.**

- > Are you ready – fit for purpose?
- > A kind, but realistic audit of attitude, skills and energy is needed.
- > Where are your gaps? (And what will you realistically do to remediate them?)
- > Eliminate the “f” word
  - > It’s not “fair”

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 THE NATIONAL CARE FORUM

“If one didn’t know better, one might think that providers set out to design systems that provide the most sophisticated care, but deliver the worst possible experience to sick people.”

*Putting Patients First, Susan Frampton Laura Gilpin, Patrick Charnel.*

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## 4 Key Steps

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### #2. Get smart.

- Are there resources available – human, technological, educational and functional – that you haven't harnessed?

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## Getting Smart

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- Grocery stores have better technology than we do.
- What are you reading every day?
- What are your learning objectives?
- Role of NCF

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## 4 Key Steps

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### #3. Get a plan.

- OVERWHELM must not be your normal state.
- Having a plan – even if it breaks down – is far better than no plan.
- If you don't know where you're going, any road will get there and the destination might be the state of confusion.
- Write objectives down – Use the SMART model.

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What are you going to do?

### #3. Some plan ideas

- Provide what they need
  - Reduce cost to the system
  - Improve coordination
- Rehabilitation / Intermediate Care
- Enterprise initiatives

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- **UK carers 'desperately worried about finances'**  
23 September 2010 – BBC News  
A survey by Princess Royal Trust for Carers has found 45% of carers it questioned wanted to run away or felt depressed and that they could not cope.
- **Appropriateness of acute medical admissions and length of stay.**  
**RESULTS:** [University of Southampton Study] identified 51/821 (6%) admissions and 2,195/4,885 (45%) days of care as inappropriate. Over half the patients had a hospital stay in which at least half the days were judged inappropriate. The commonest reason for inappropriate days was remaining in hospital after the medical purpose for admission had been accomplished.
- **Readmissions within 30 days cost NHS £1.6bn a year**  
[Susie Sell](#), [healthcarepublic.com](#), 24 June 2010.



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**Doctors sceptical about benefits of health reforms**  
The King's Fund survey among Doctors (DNUK) has revealed significant scepticism about the government's proposed reforms.

- Less than 1 in 4 doctors believe that the government's proposed reforms will improve patient care.
- Just over 1 in 5 doctors believe that the NHS will be able to maintain its focus on improving efficiency while implementing the proposed reforms.
- Over 60% of GPs believe there are GPs in their area with the capacity to lead new GP consortia.

The survey, which was undertaken before the Spending Review announcement, also sought views about how to improve efficiency in the NHS. It asked respondents to identify the three most effective ways of improving efficiency from a list of options.

- Over 60% chose improved collaboration between health services and other professionals

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### 4 Key Steps

#### #4. Get going!

- Motivation and action should flow from steps 1, 2 and 3.
- **Massive action** is needed to turn a challenge on its head.
- Building and maintaining energy are not "nice", they're absolutely *essential*.
- "Hope" is not a strategy, or a tactic.

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### Let us know...

#### How can we help?

#### How might you help?

- National Care Forum
  - "Bold" initiatives called for
  - Get smart / stay informed / get "committed"
- Access this presentation:

[www.StackpoleAssociates.com/resources/presentations](http://www.StackpoleAssociates.com/resources/presentations)

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### Thank You!

(Forgive the cheap subliminal suggestion)



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