



The 5 Immutable Laws of Systems Change

MDH Partners in Public Health Conference
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Why Should You Listen to Me?

- Done this work in multiple industries
- Done this work with multiple health organizations and agencies
- Helped organizations and teams:
 - Improve performance, culture, engagement, and impact
 - Reduce: stress, burnout, turnover, and people costs
- Academic backgrounds:
 - educational psychology, community engagement, & qualitative research
 - leadership strategy, organizational culture, & change management



Goals & Notes

Goals

1. Balance the theoretical with tactical
2. You leave with a wireframed systems change plan ready to implement

Notes

1. You are already a systems thinker! (*Social determinants of health? Bureaucracy?*)
2. Attendance + systems change work is incredibly diverse, excuse my generalities
3. Follow up: business card, sign up sheet, slide deck, personal follow up
4. Have mercy on the ugly slides!

Exercise





Part I

System Centered Design Theory

5 Immutable Laws of Systems Change

1. The natural law of **interdependence** governs the process.
2. All **stakeholders** must understand the systems being changed.
3. If stakeholders **co-create** the desired outcome, success rates increase.
4. A **systematic** approach is essential to the process of success.
5. **Adaptation** will be required in the form of negotiation or compromise.

Bonus: It will be messy so have some fun!



3 Levels of Systems Change

Why are you?



Macro

How are you ?



Meso

What are you?



Micro



5 Stages of Systems Change

Frame

Scope

Strategy

Execute

Document



Bonus: 5 Stages of Organizational Systems

Market

Sell

Onboard

Deliver

Offboard





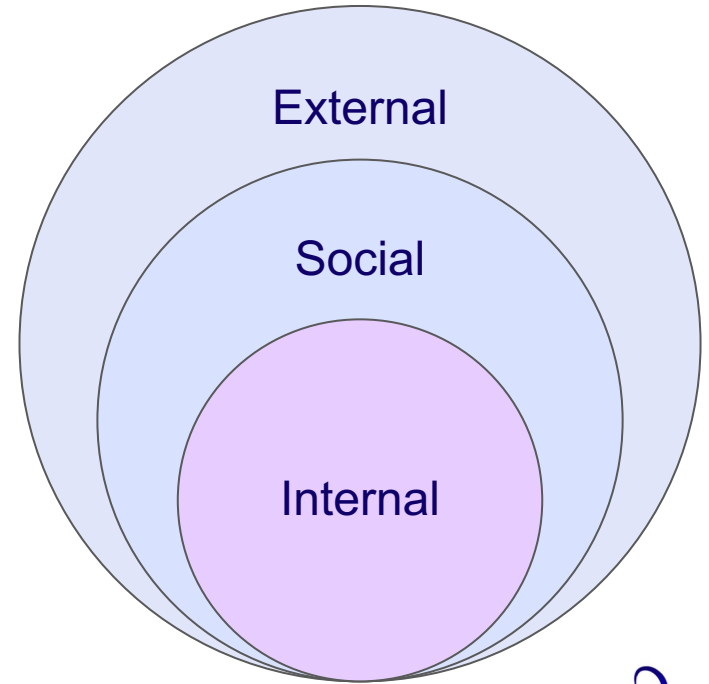
Part II

Tactical System Mapping

Step 1: Take Inventory via Constraint Mapping

B.O.P. It

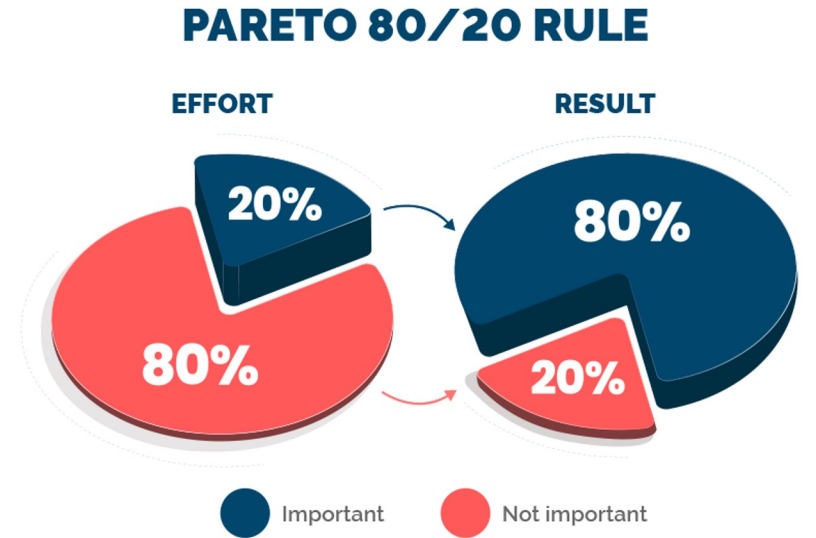
1. List all the constraints *inside* your organization.
1. List all the constraints *between* your organization and other agencies.
1. List all the constraints *between* you and the community you serve.



Step 2: Prioritize Constraints

B.O.P. It

1. **Pareto's Law:** run the 80/20 to identify key leverage points within categories.
1. Identify **ONE** system in each category that, if optimized, would move you closest to your desired outcome.



Step 3: Articulate the Dream State + *K.I.S.S.*

In plain English, craft a simple narrative that frames what you hope to accomplish.

E.g. “Current system struggles to X. We will change Y in order to improve Z.”

- *We will change clinician support process to improve retention.*
- *We will refine patient onboarding to improve patient experience*
- *We will establish formal communication systems with partner agencies to accelerate decision making.*
- *We will improve the billing process to shorten the reimbursement cycle.*

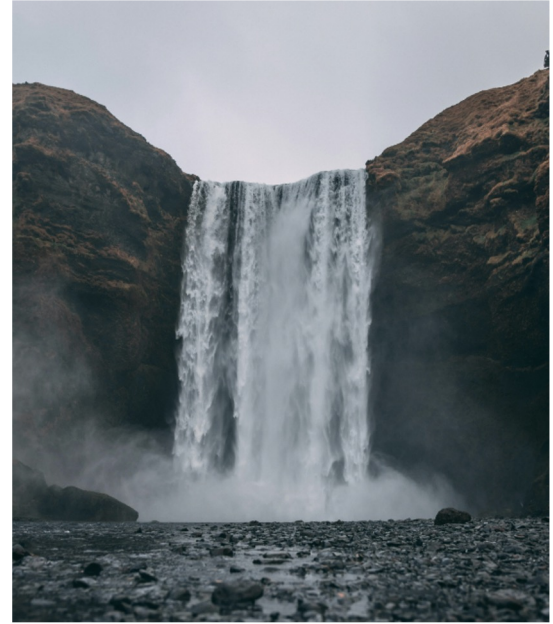


Step 4: Select ONE System

What is the ONE system, if addressed and improved, would have the biggest impact?

Techniques:

- Waterfall vs. Snowball
- The 5 Whys

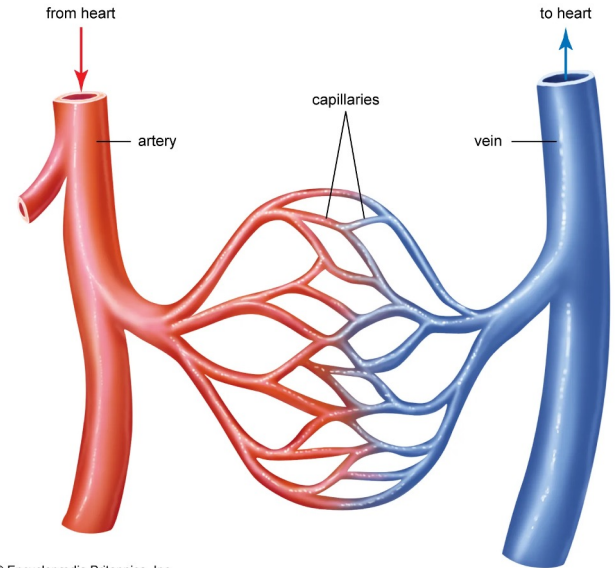


Step 5: Dissect Your ONE System

Brainstorm the specific constraints of your system.
Is it people, process, and/or purpose related?

E.g.

- **People:** key stakeholders, partner agencies, leadership, care providers, patients, etc.
- **Process:** bureaucracy, built infrastructure, communication, workflows and business processes, software, institutional knowledge, etc.
- **Purpose:** strategy, alignment, understanding, buy-in, etc.



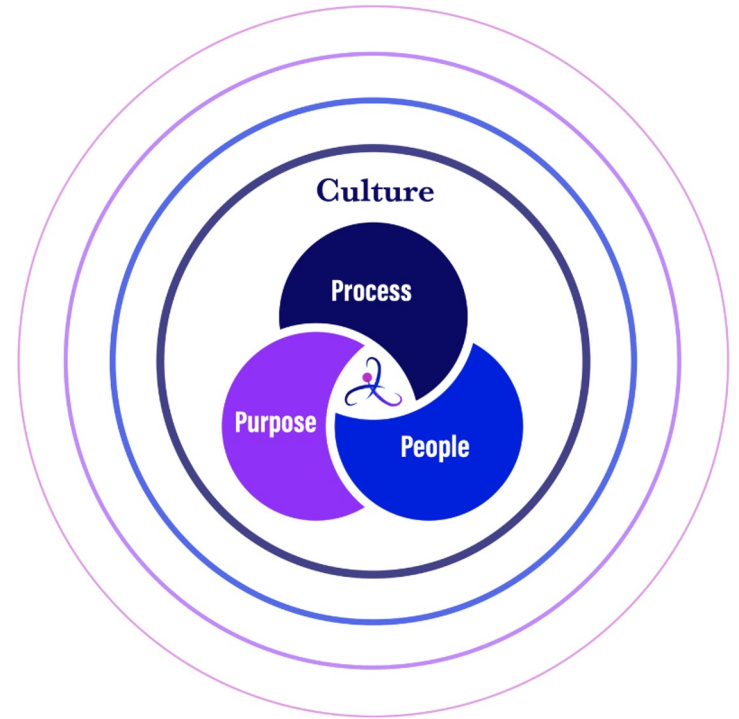
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Step 6: Solution Your ONE System

List **at least 10 ideas** to alleviate constraints and improve the system.
Think people, process, purpose.

****The part of the brain that thinks creatively is NOT the part of the brain that thinks concrete sequentially.*



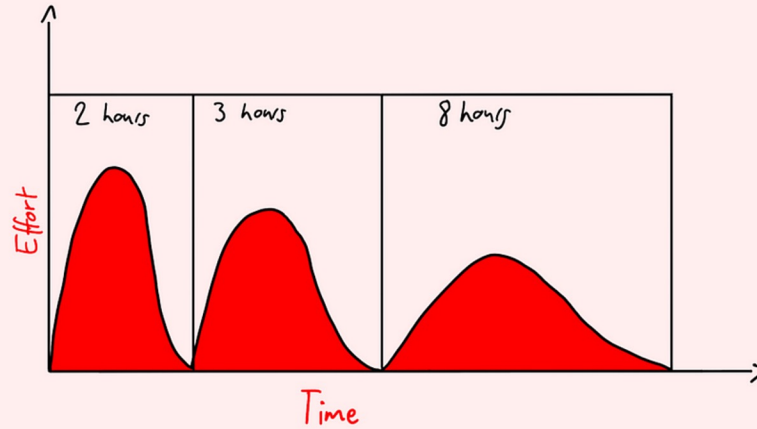
Step 7: Consolidate Your ONE System Strategy

1. Pick your **ONE** most important system to change.
2. List the **primary constraints** within that system (think 80/20).
3. List your **best ideas** to alleviate those constraints (80/20 + CBT technique).
4. List the **key stakeholders** to engage to increase probability of success.
5. Determine your projected **timeline** to have changes completed by.
6. Determine the start date and regular **coworking cadence**.



Step 8: Communicate the Timeline + Transparency

PARKINSON'S LAW



Prajula Ravichandran





Part III

Review

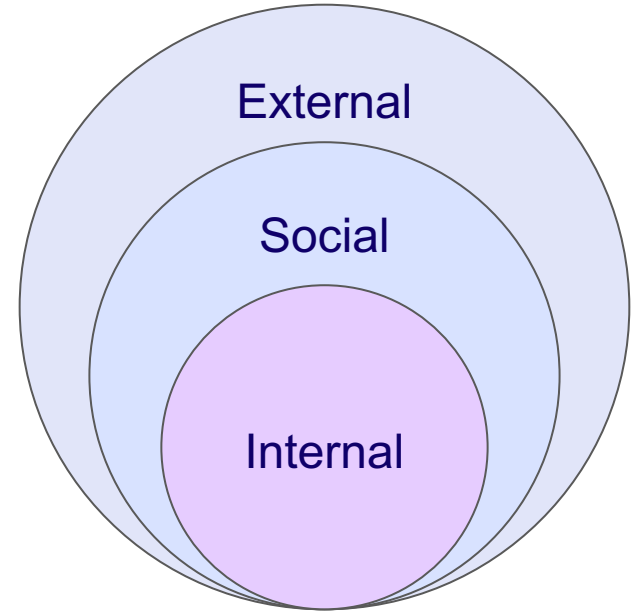
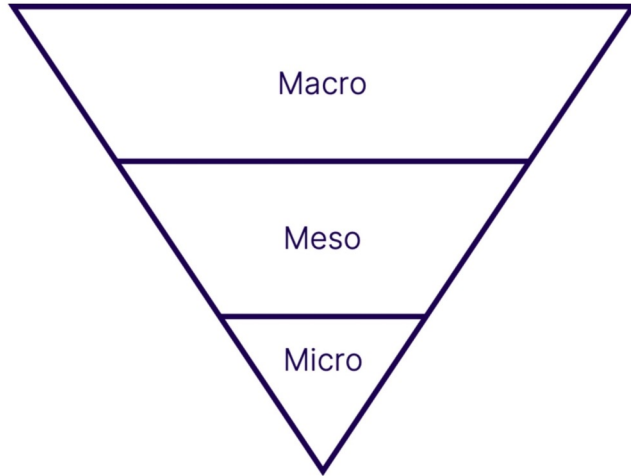
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Interdependence Governs the Process



Frame

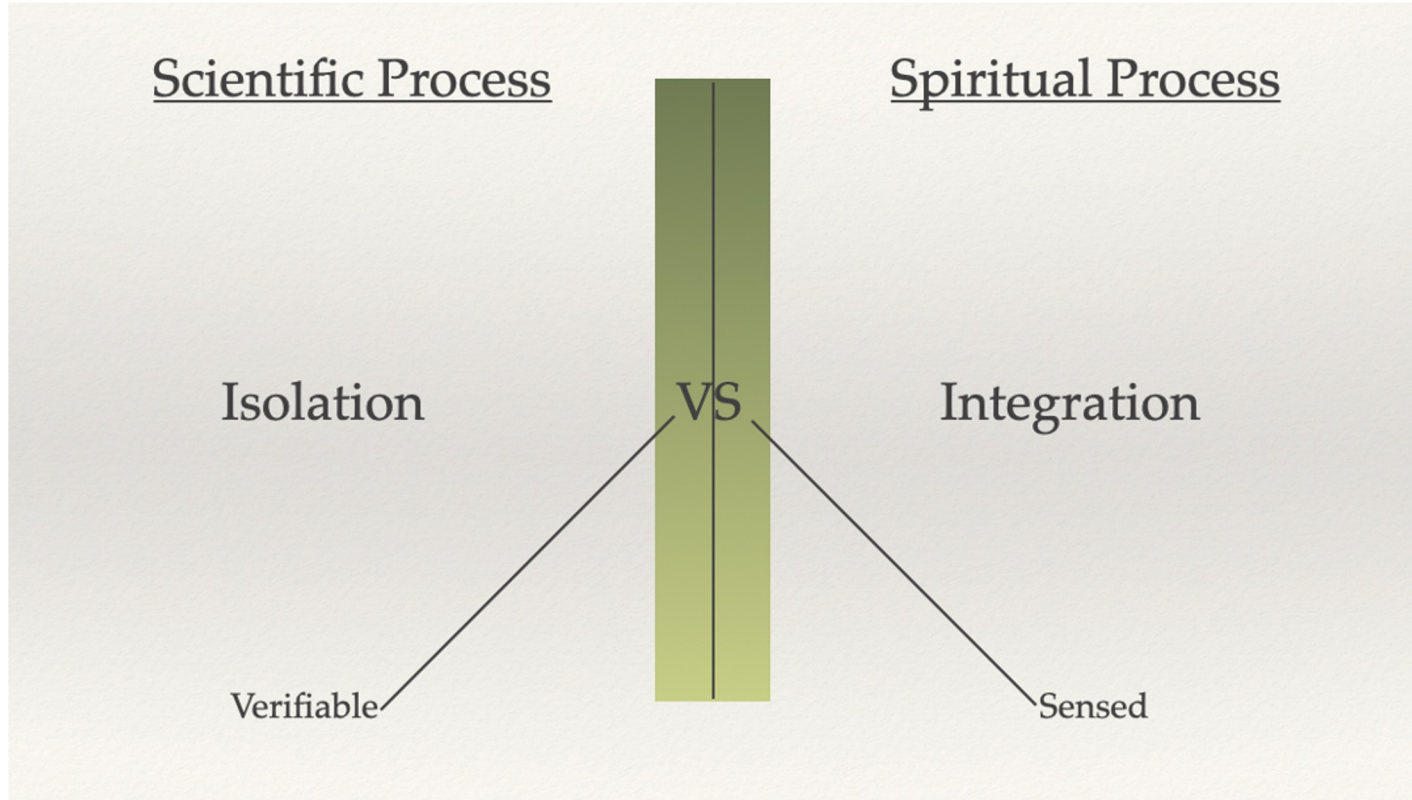
Scope

Strategy

Execute

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Systems Change & Edge Zones





Thank You + Q&A

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