



We are not alone: How are other jurisdictions managing change?

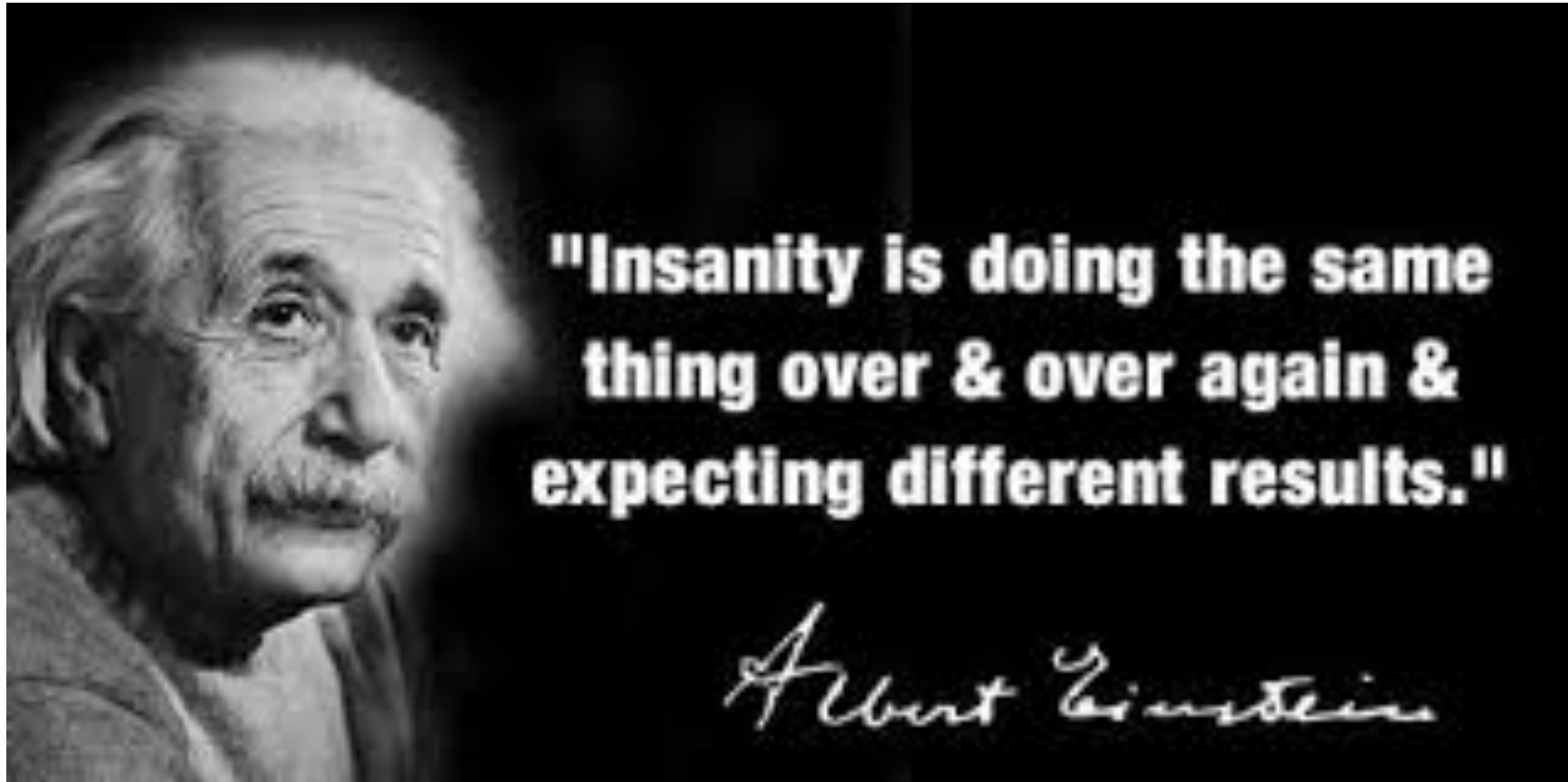
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Canada 2020 Healthcare Summit

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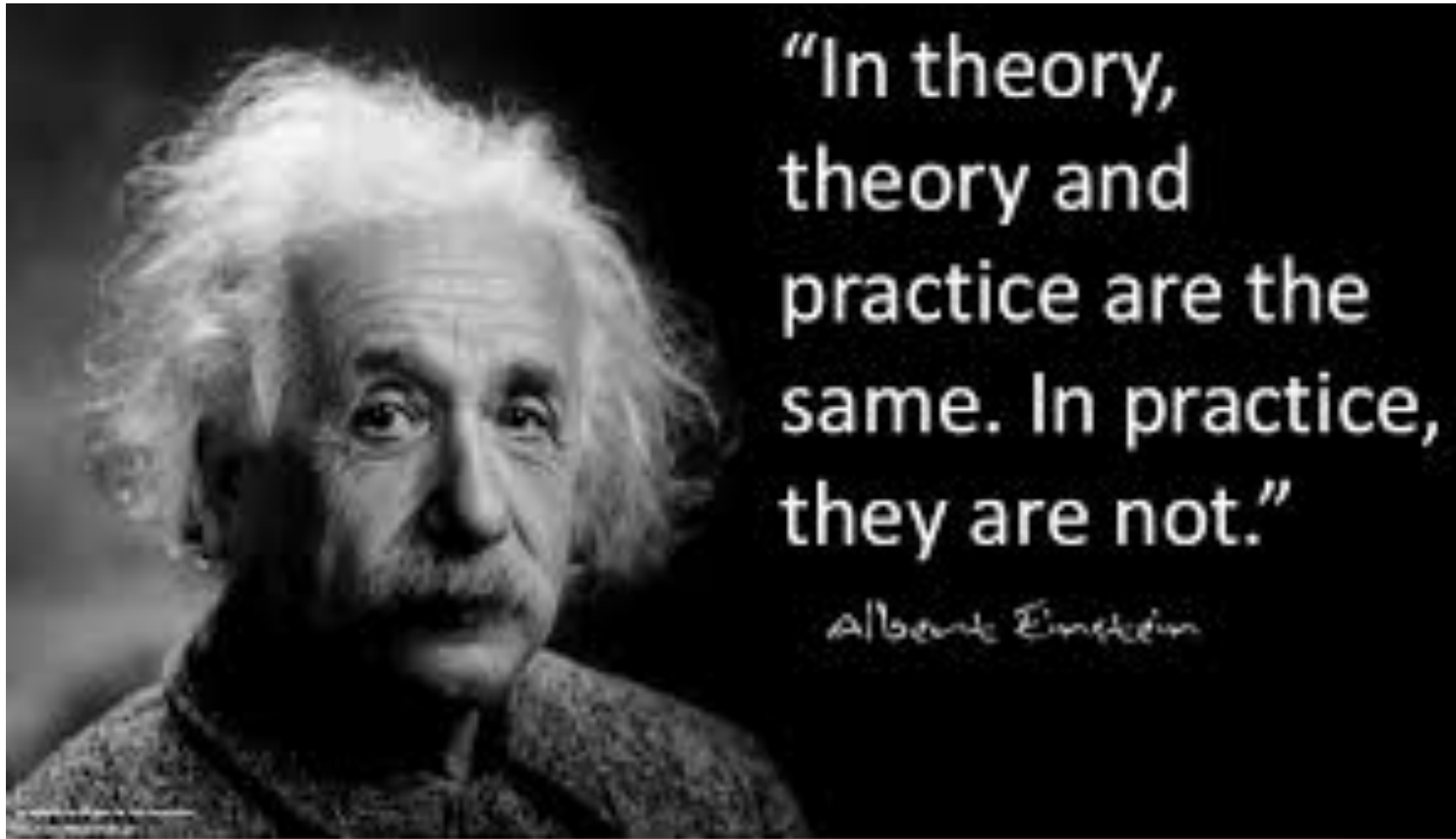
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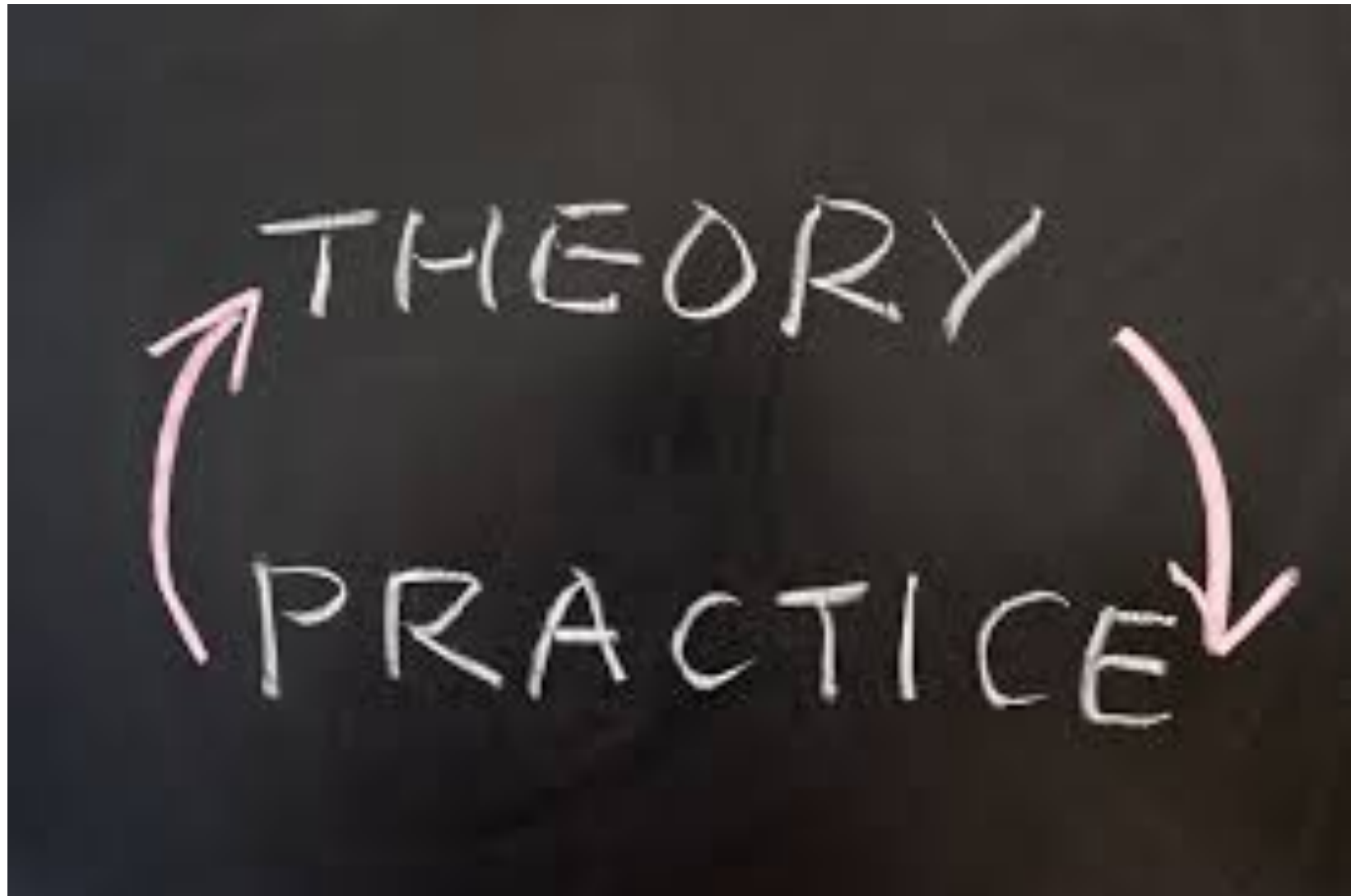
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We are not managing it. We try to rule, react, and then realize that change happens when we don't expect it and that we expect change when it does not happen.







- Germans love rules. Rule-based law versus case law (“half-way competition”). Prefer the macro perspective. Throw some money in the game, but please don’t make me talk to a provider/stakeholder. Set a rigid framework, but don’t get involved in strategy and implementation.
- As a result, incentives on the policy level have evaporated. Some players have reaped the benefits and took off with the pockets full of cash.



- We need help on the implementation side. Innovation has gained steam and change has happened on the micro level. Draw attention to micro level and then scale up successful models as well as compare sites in various countries to learn from each other.
- For example: match a healthcare organization in Germany with one in New York State that faces the same challenges. But make sure you have a clear business plan and the right partners on board. This works particularly well in fragmented countries, like Germany or Canada or the US or... is there any non-fragmented country? Is there systemness at all and on what level?

**IF THE FACTS DON'T
FIT THE THEORY,
CHANGE THE FACTS.**



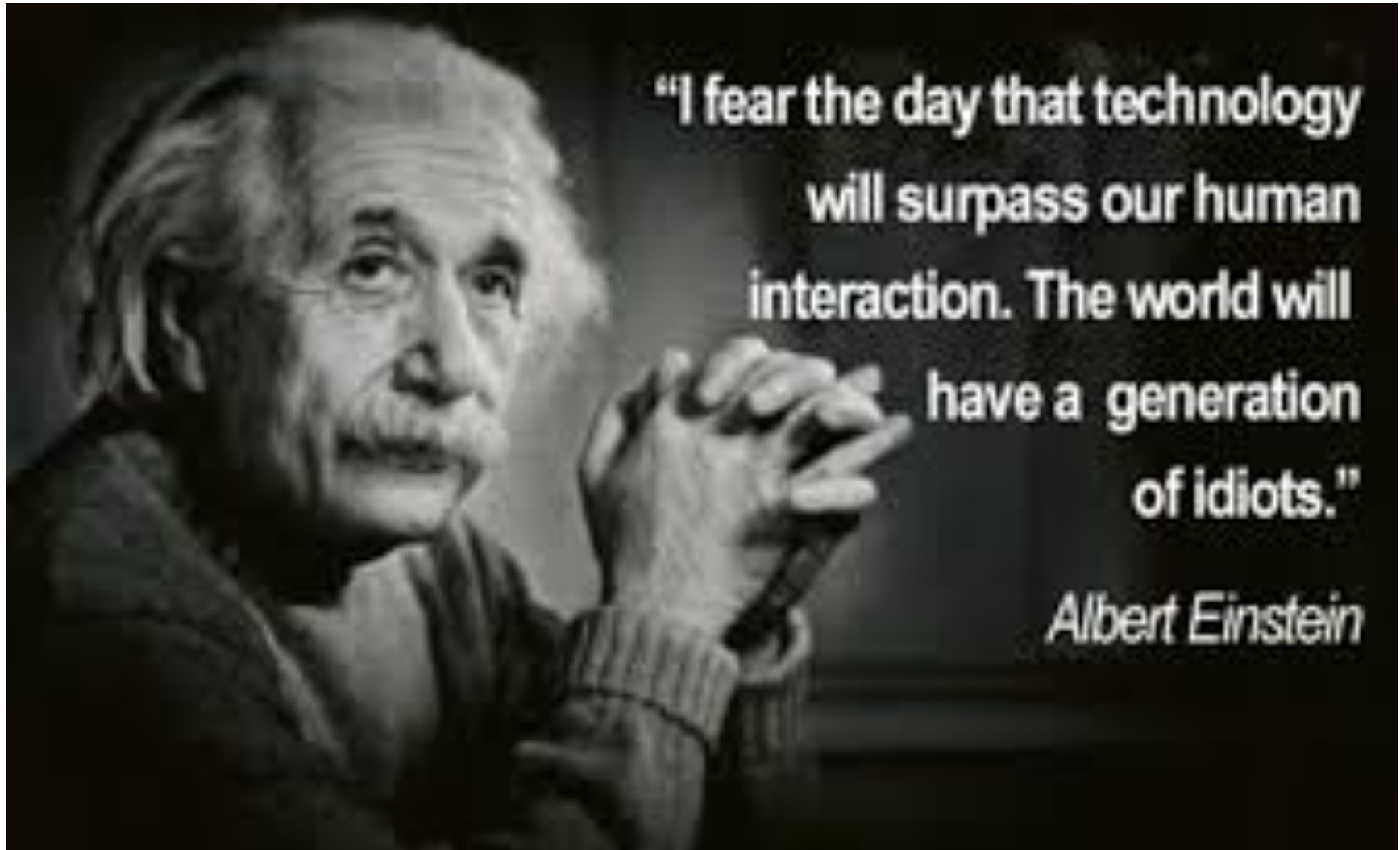
Albert Einstein

German Theoretical-Physicist
(1879-1955)

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- Create pilots (pilots are not all the same) with a clear strategic plan and budget. Then franchise the successful models while ensuring continuous communication between policy and management, aka theory and practice.
- Talk to the people involved – being a helicopter mum does not help here. Try to understand their needs (for support i.e. etc.) before creating incentives. Talk to their “egos” and strengthen professional ethics. Then support them, so that they can do a great job.





- Creating a rule or simple legislation is not enough. We need to communicate to better understand. We need to talk to the people involved before we establish a new framework/theory and spend money.
- Keep in mind that there is usually no funding to do that kind of qualitative market research! So this might be a first step.
- Stories, not science, explain the world. If you have no money you need a good story. And if money flows in the right direction stories can spread the world.



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