

# Sustainable Health Care Change Lab – Feasibility Study

## Challenge

- We have no health care “system”
- What we do have is not sustainable
- Every party feels like a victim
- No one feels empowered to act (on changing the whole)

## Initial Question

- What is required to create health care for all people in Franklin County that is affordable for individuals and sustainable for our community?

## Overall Purpose

- To create the conditions necessary to envision and realize health care for all people in Franklin County that is affordable for individuals and sustainable for our community?

## Why Columbus?

- No sustainable solutions from state or federal governments
- Columbus is big enough, small enough, we are representative of the U.S.
- Presence of Access HealthColumbus
- The conversation needs to start somewhere, Why not here?

## Why now?

- Access HealthColumbus has gained credibility in the community for creating health care opportunities for people
- Leadership in Columbus is ready
  - Columbus Medical Association and Foundation
  - Local political and civic leadership is aligned
- Health care issue is acute in our community and our country
  - Labor issues related to health care
  - Growing number of uninsured and underinsured

## Who will help us?

- Generon: an international consulting company focused on solving complex problems in the world (Adam Kahane, Joseph Jaworski, Otto Scharmer)

## Where have they worked?

- Royal/Dutch Shell
- South Africa (Mandela & deKlerk)
- Guatemala
- Colombia
- Other Fortune 100/500 corporations

## What is Generon doing now?

- Targeting 10 world problems
  1. Sustainable Food Lab —to shift the global food system so that it can produce enough food to feed people affordably, nutritionally, and safely, while sustaining our economic, environmental, and social systems
  2. Partnership for Child Nutrition in India—to exceed the UN’s Millennium Development Goal for reducing malnutrition in children
  3. Aboriginal Lab—To reduce the suicide rate among Aboriginal youth in Canada
  4. Sustainable Health Care in U.S. (starting in Columbus, Ohio?)
  - 5 – 10. TBD

## Funding Partnership



Columbus  
Medical  
Association  
Foundation



*Access*  
HealthColumbus



THE COLUMBUS  
FOUNDATION  
*The Center for Charitable Giving\**

## Feasibility Study Purpose

- Assess our community's readiness for change to create the conditions necessary to envision and realize health care for all people in Franklin County that is affordable for individuals and sustainable for our community?

The Feasibility Study will determine whether there is sufficient readiness to move forward with a Change Lab. Each Change Lab is convened around a particular problem that appears to be hopelessly stuck with no obvious solution in sight. Such problems are typically characterized by a lack of ownership (no single entity is responsible for the problem), paradox (lose-lose), and/or by deeply entrenched and antagonistic positions. The longer such problems remain "stuck" the more damage they do—which, in theory at least—leads to an over-whelming need to resolve or somehow shift the problem. Due to their complexity, such problems are known as systemic problems which require systemic change in order to be resolved. The Change Lab can be thought of as an innovation process that leads to systemic change.

In evaluating the need for a Change Lab, it is imperative to establish if the problem is genuinely stuck, that is, all involved parties agree that they have tried every to them conceivable solution without success and are open to something different. The Change Lab process requires large commitments of time and resources and thus is not a commitment that should be taken lightly. If the feasibility study shows us that involved parties believe that a less intensive process might yield a solution then it seems sensible to first attempt an alternative, less resource-intensive process. The Change Lab makes use of a tri-sector approach, involving government, civil society and businesses as equal partners in an on-going process. This means that at some level the parties involved from these three sectors must, at least in principle, be willing to initiate a process together—even if their continued engagement might be dependent on initial results. If one of the three sectors is unwilling to even engage in the process, then this is a clear signal that a Change Lab is not the right vehicle in this particular context.

The Feasibility Study will make clear the next steps.

## Feasibility Study Process

- Strategic conversations with key stakeholders including those directly involved in health care delivery and other community representatives

## Feasibility Study Objectives

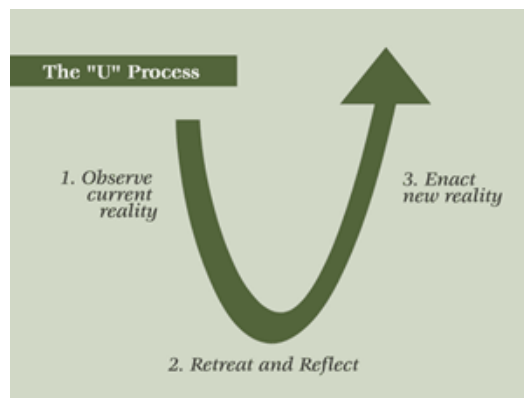
- To determine the current reality of health care delivery in Franklin County, Ohio
- To determine the readiness for a Change Lab in Franklin County, Ohio
- To identify at least one less intensive process that might yield a solution, along with a professional opinion on its potential for success (compared to a change lab)
- To determine who the Change Lab participants should be if/when the process moves forward.

## Feasibility Study Deliverables

- Initial planning/launch meeting with stakeholders
- Approximately 20 Deep Structure Interviews with formal and informal leaders of the Ohio health care system.
- Approximately 20 diagnostic interviews with insightful observers of the Ohio health care system
- Desk research
- Synthesis/analysis of the findings
- Presentation of the findings in both a half-day dialogue and a written report.

## Potential Future Phase: Health Care Change Lab

- A group of people working together to affect change



## Bibliography

- The Fifth Discipline: The Art & Practice of the Learning Organization. Peter M. Senge
- Synchronicity: The Inner Path of Leadership. Joseph Jaworski
- Presence: Human Purpose and the Field of the Future. Peter Senge, C. Otto Scharmer, Joseph Jaworski, Betty Sue Flowers
- Solving Tough Problems: An Opening Way of Talking, Listening, and Creating New Realities. Adam Kahane
- [www.generationconsulting.com](http://www.generationconsulting.com)
- "The U-Process: A Social Technology for Addressing Highly Complex Challenges" Zaid Hassan and Adam Kahane, 2005
- [www.glifood.org](http://www.glifood.org)

*"Never doubt that a small group of thoughtful committed citizens can change the world;  
indeed it's the only thing that ever has.*

-- Margaret Mead --

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