



2011 CBHC Annual Conference

# Tinkering, Tweaking, Change & Innovation



**Schulz Consulting**

*Corporate Psychologists*

8 Vinca

Littleton, Colorado 80127-4343

Phone: 303.904.0883

Fax: 303.904.1224

[www.SchulzConsulting.biz](http://www.SchulzConsulting.biz)

# What Does Innovation Mean to You?



# Workshop Goals

- To learn four types of innovation
- To learn what makes organizations really successful at innovating
- To learn about evaluating risks against rewards

# Stumbling Into Innovation

1979



1966



1981

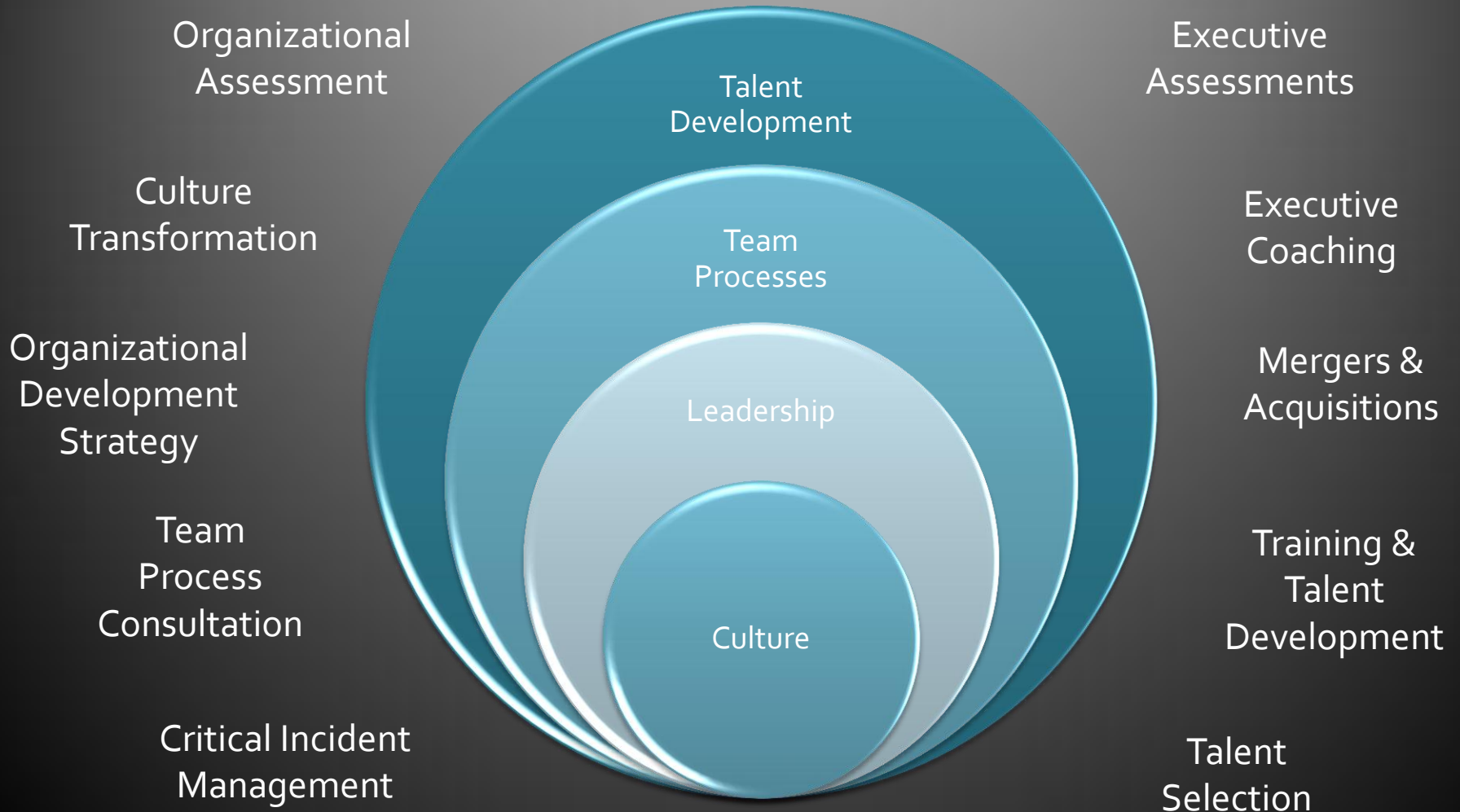


1998

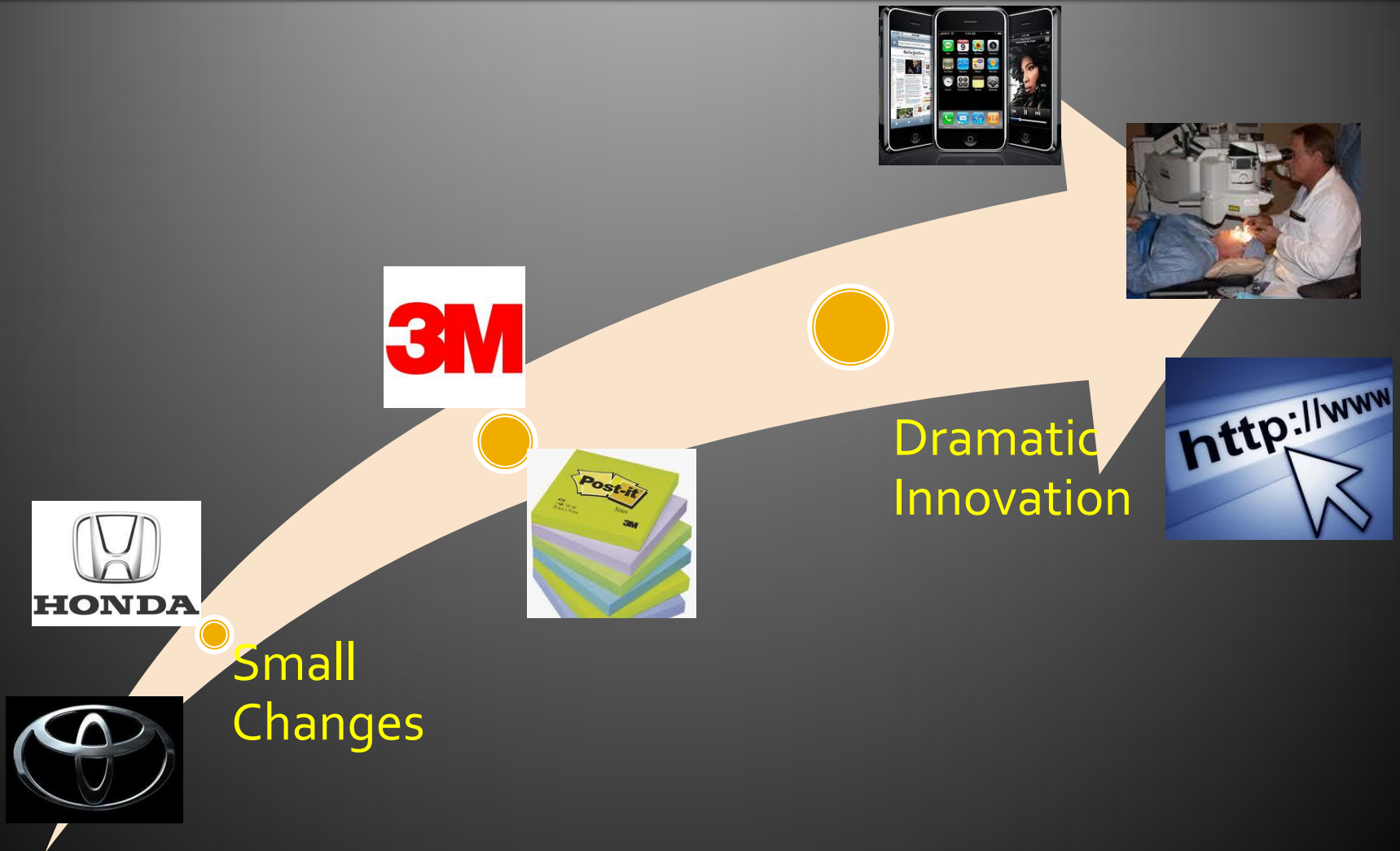


1988

# Corporate Psychology



# Innovation As a Continuum



# Types of Innovation

- Product
  - Wireless everything, EBP and better drugs
- Process
  - TQM, SBAR, Cockpit Management
- Market
  - Segmented Populations
- Business Model
  - Subscription video services, Capitation

# Tinkering

- Change for the sake of change
- Or, rearranging the deck chairs on the Titanic

# Tweaking

- Doing the same thing, but making small changes
- IDD
- The accounting office

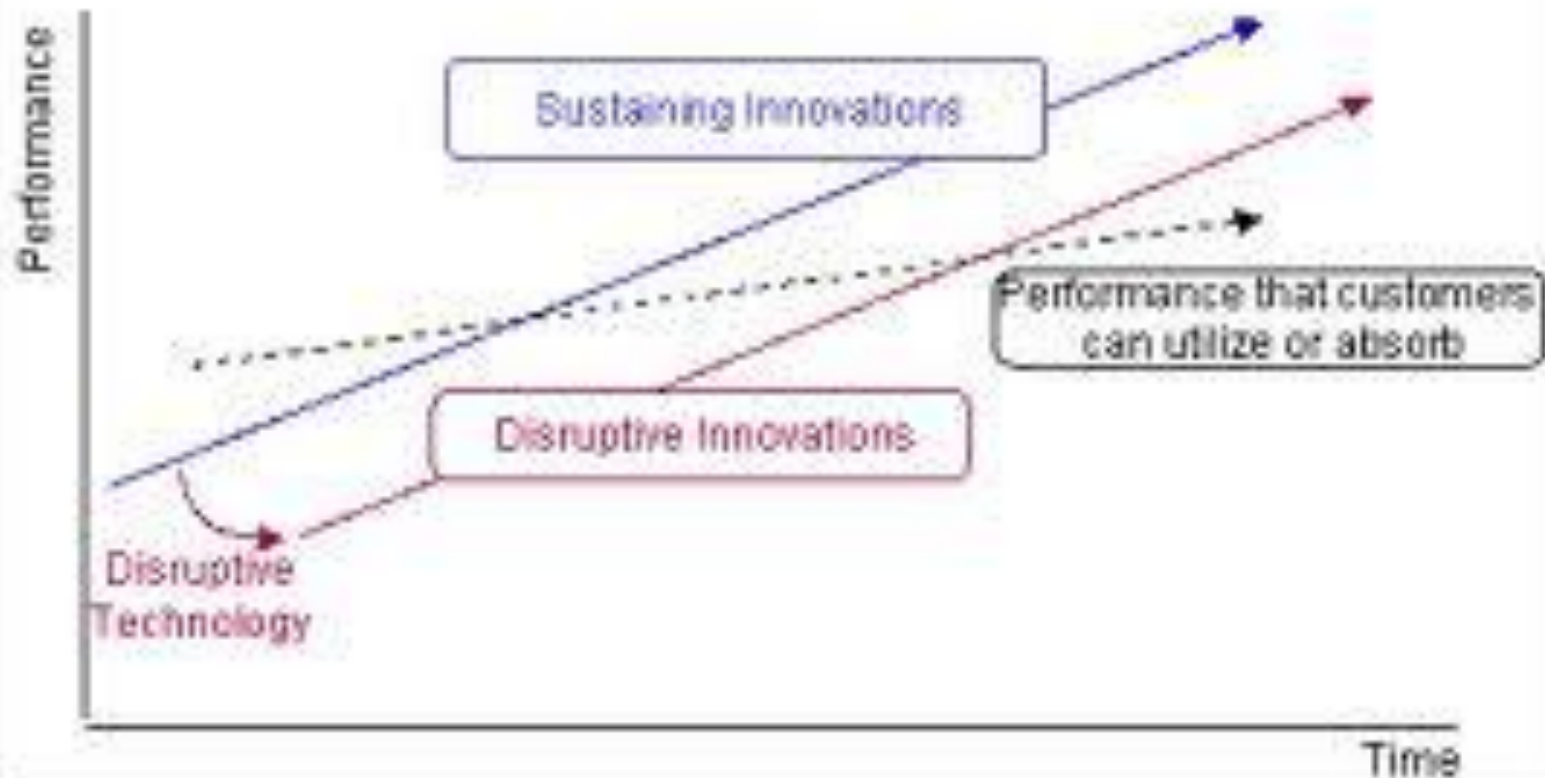
# Change

- TRIZ – The problem you want to fix has already been solved.
- Broaden your horizons, try looking somewhere new for answers.
- Plumbers and civil engineers, the unsung heroes of Population Based Care.

# Innovation

© 12manage.com

## Disruptive Innovation Clayton M. Christensen



# Test of Innovation

- Is the product or service significantly better?
- Does the cost per unit of benefit go down?

# Innovation Leaders

- Market driven, not product driven
- Do not try to be all things to all people
- Have a clear focus and are intensely driven to stay focused.
- It is what they do every day, not just from time to time.

# Can Healthcare Organizations Really Be Innovative?

- Healthcare has been dominated by tradition and custom rather than EBP
- We tend to be product driven, not market driven
- The nature of BH problems does not make BH a fertile ground for big innovation
- Organizational culture becomes a limiting factor

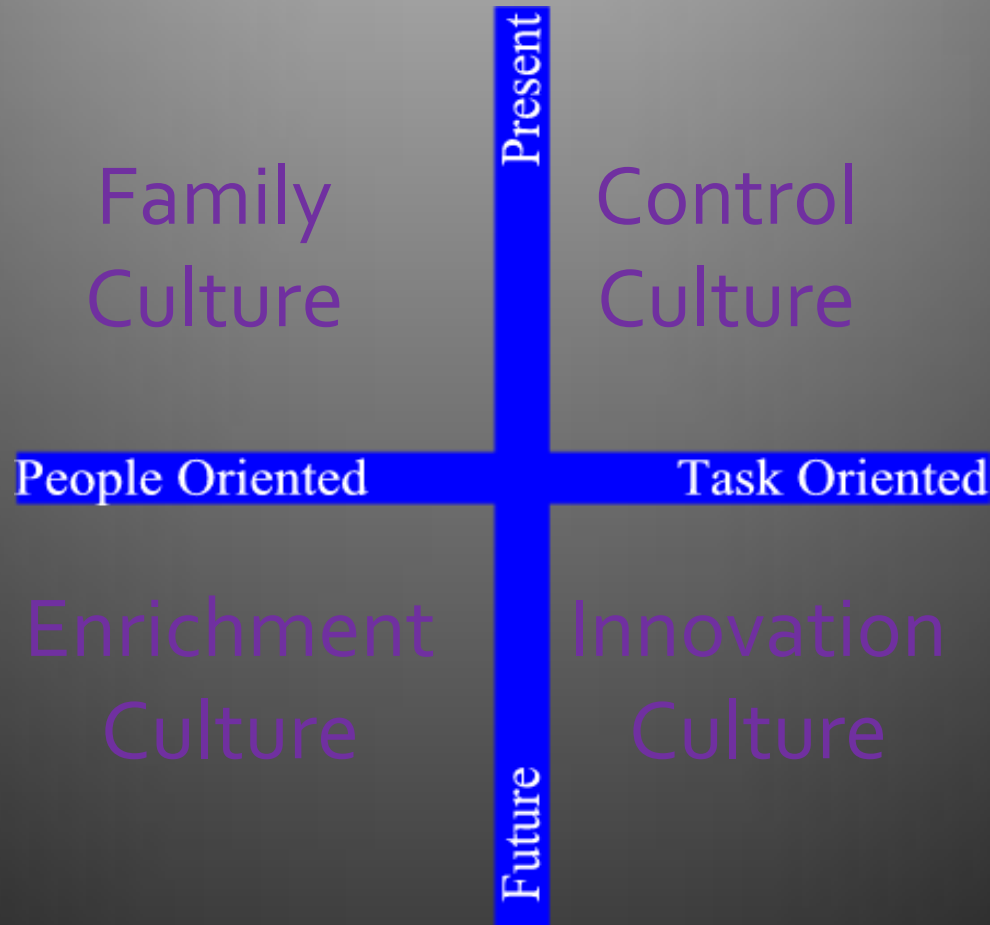
## The Healthcare Organization's Dilemma

Our time orientation is to the present.

But innovation is about the future.



# Organizational Culture and Innovation



# Risk

- Inaccurate recognition of risks
- Faulty assumptions
- Substantial investment with no alternate path if things go wrong
- Too slow or too fast
- Departs from our core competencies
- Lack organizational sophistication to manage complex and diverse activities

# A Rx for Change

- Don't be afraid to think small, but do it every day
- Be clear about the benefits or value you want to create for someone else
- Innovate from the bottom
- Steal liberally from outside BH
- Think beyond benchmarking or “best practices”
- Get energized doing it
- Only one radical or really big change at a time

# Modest Prediction

- Coopetition



- Future will go to the organizations with an Achievement driven leadership.

# Are Shrinks Obsolete?



BeyondAnorexia Step 1, Continued  
Identifying the Issue

If your anorexia were to go on and on and get worse and worse, how would you feel then?

Submit Entry Help



# For more information

Organizational  
Assessment

Executive  
Assessments

Culture  
Transformation

Executive  
Coaching

Organizational  
Development  
Strategy



**Schulz Consulting**  
*Corporate Psychologists*  
8 Vinca  
Littleton, Colorado 80127-4343  
Phone: 303.904.0883  
Fax: 303.904.1224  
[www.SchulzConsulting.biz](http://www.SchulzConsulting.biz)

Mergers &  
Acquisitions

Team  
Process  
Consultation

Training &  
Talent  
Development

Critical Incident  
Management

Talent  
Selection