

K4: Really, Really Big Change:

How Leaps Happen When Steps Will Not Do

Donald M. Berwick, MD, MPP

President Emeritus and Senior Fellow; IHI

IHI-BMJ International Forum on Quality and Safety in Health Care

Copenhagen, Denmark: May 17, 2023



Ann Berwick



Success Factors for Ann's Heart Surgery

Common Systems

Common Knowledge

Unconditional Teamwork

Transparency and Communication

A Focus on “What Matters” to Ann

Technical Skills in All... Deference to Expertise

Roadmaps... All the Time

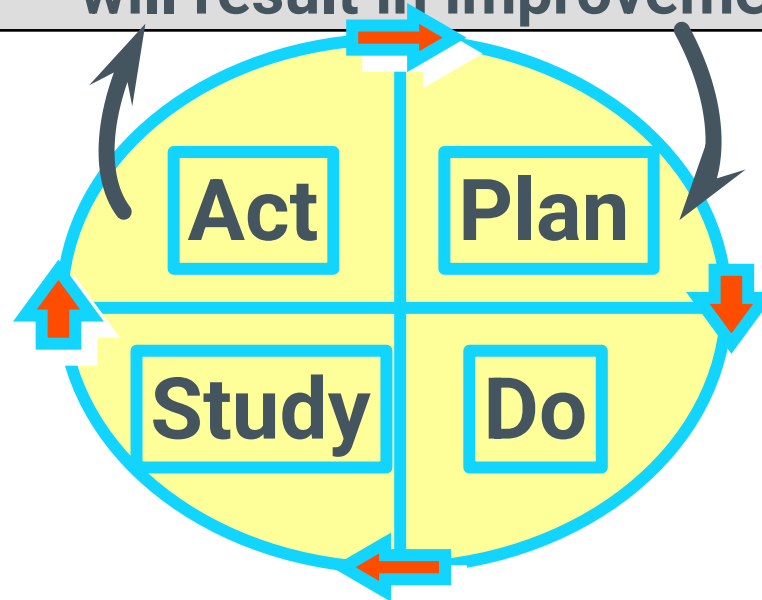


The Model for Improvement

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?



When you combine the three questions with the PDSA cycle, you get...

...the Model for Improvement.

A Model for learning and change.

“All improvement happens
through projects,
and in no other way.”

- Dr. Joseph Juran



2005



Luca Bruno / AP

2013



Michael Sohn / AP



Really, **Really** Big Change!



Joe Califano

<https://www.youtube.com/watch?v=w5cQTZjj7Vo>



LBJ PRESIDENTIAL
LIBRARY
Lyndon B. Johnson





“You cannot cross a chasm in two jumps. It has to be one jump. A single leap.

- David Lloyd George



Poor Performance of US Health Care

EXHIBIT 2
Comparative Health Care System Performance Scores

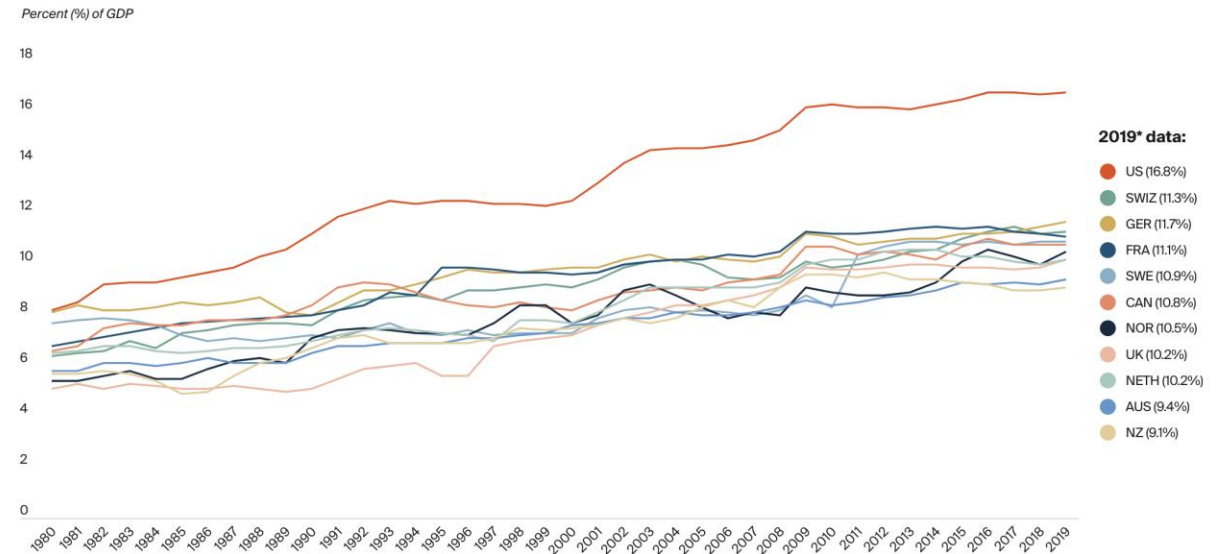


Note: To normalize performance scores across countries, each score is the calculated standard deviation from a 10-country average that excludes the US. See [How We Conducted This Study](#) for more detail.

Data: Commonwealth Fund analysis.

Source: Eric C. Schneider et al., *Mirror, Mirror 2021 – Reflecting Poorly: Health Care in the U.S. Compared to Other High-Income Countries* (Commonwealth Fund, Aug. 2021).
<https://doi.org/10.26099/01DV-H208>

EXHIBIT 3
Health Care Spending as a Percentage of GDP, 1980–2019

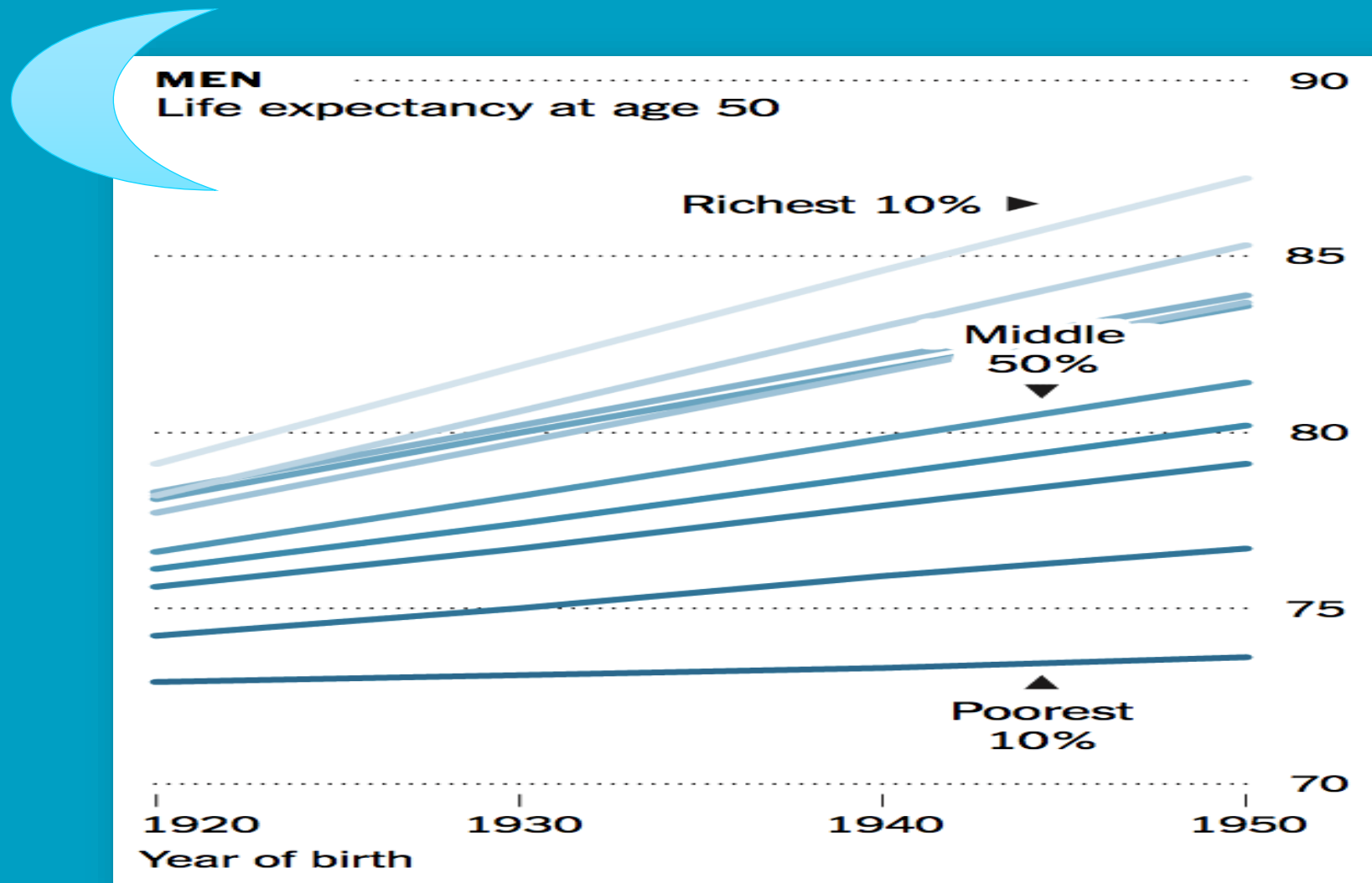


Notes: Current expenditures on health. Based on System of Health Accounts methodology, with some differences between country methodologies. GDP refers to gross domestic product.
* 2019 data are provisional or estimated for Australia, Canada, and New Zealand.

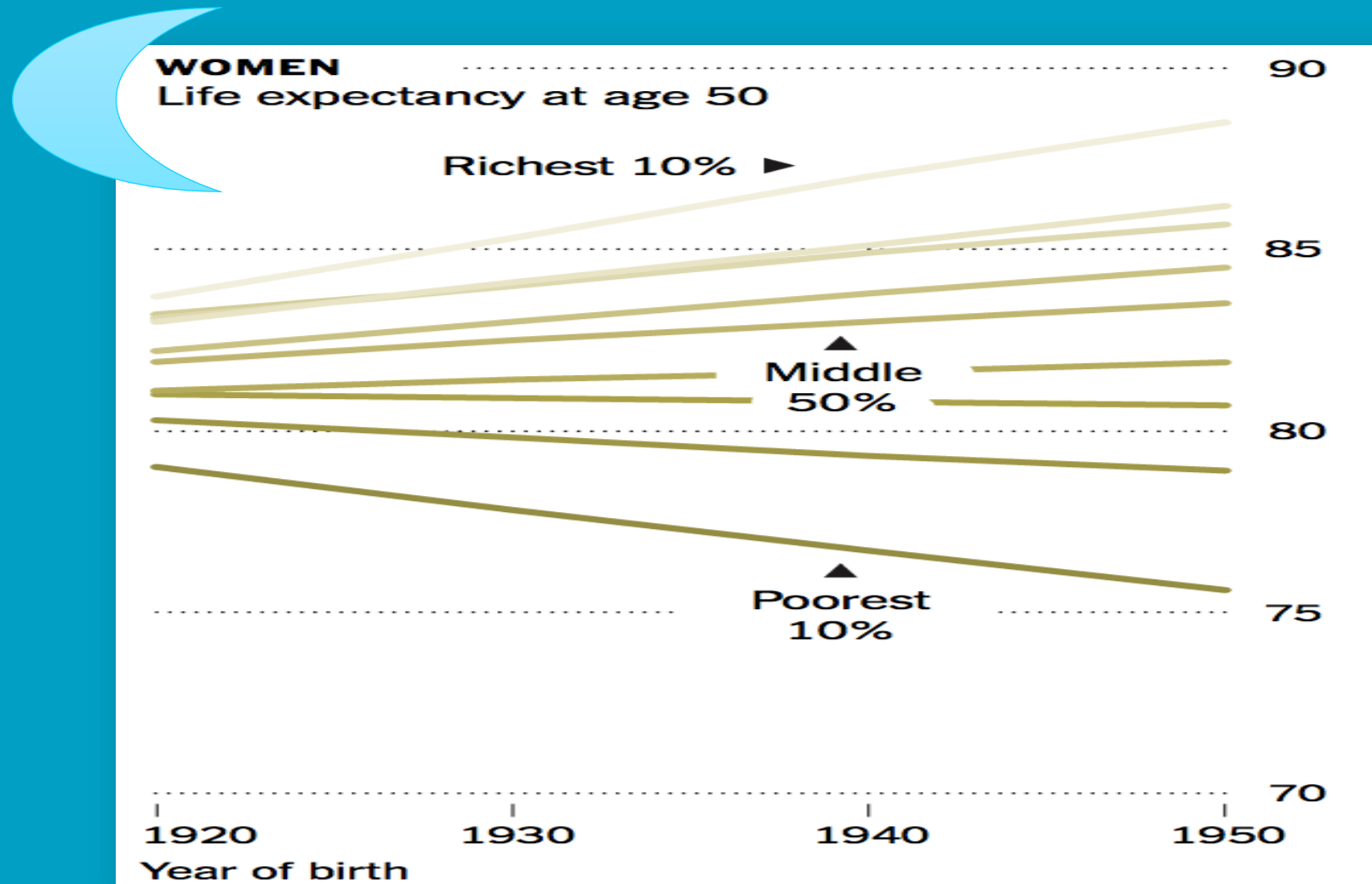
Data: OECD Health Data, July 2021.

Source: Eric C. Schneider et al., *Mirror, Mirror 2021 – Reflecting Poorly: Health Care in the U.S. Compared to Other High-Income Countries* (Commonwealth Fund, Aug. 2021).
<https://doi.org/10.26099/01DV-H208>

US Life Expectancy by Year of Birth



US Life Expectancy by Year of Birth



Needs Remain Unmet in the United States

Patient safety stalled— 24% injury rates

Waits and delays

Diagnostic error

Workforce burnout

Patients in distress – bankruptcy, medical debt

Costs out of control - \$4 trillion; 20% of GDP

Social Determinants of Health – Sir Michael Marmot

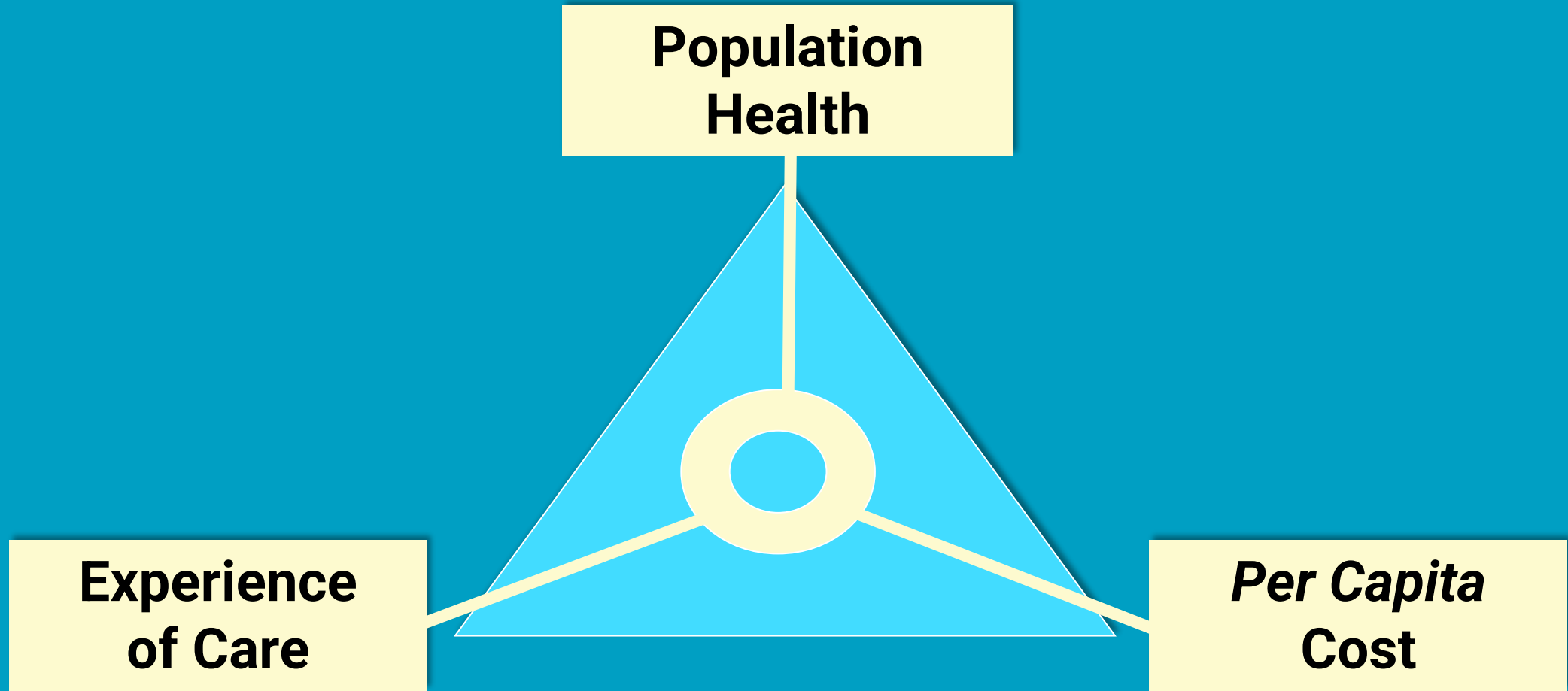
Measurement overload

AI breakthroughs – doubled edged

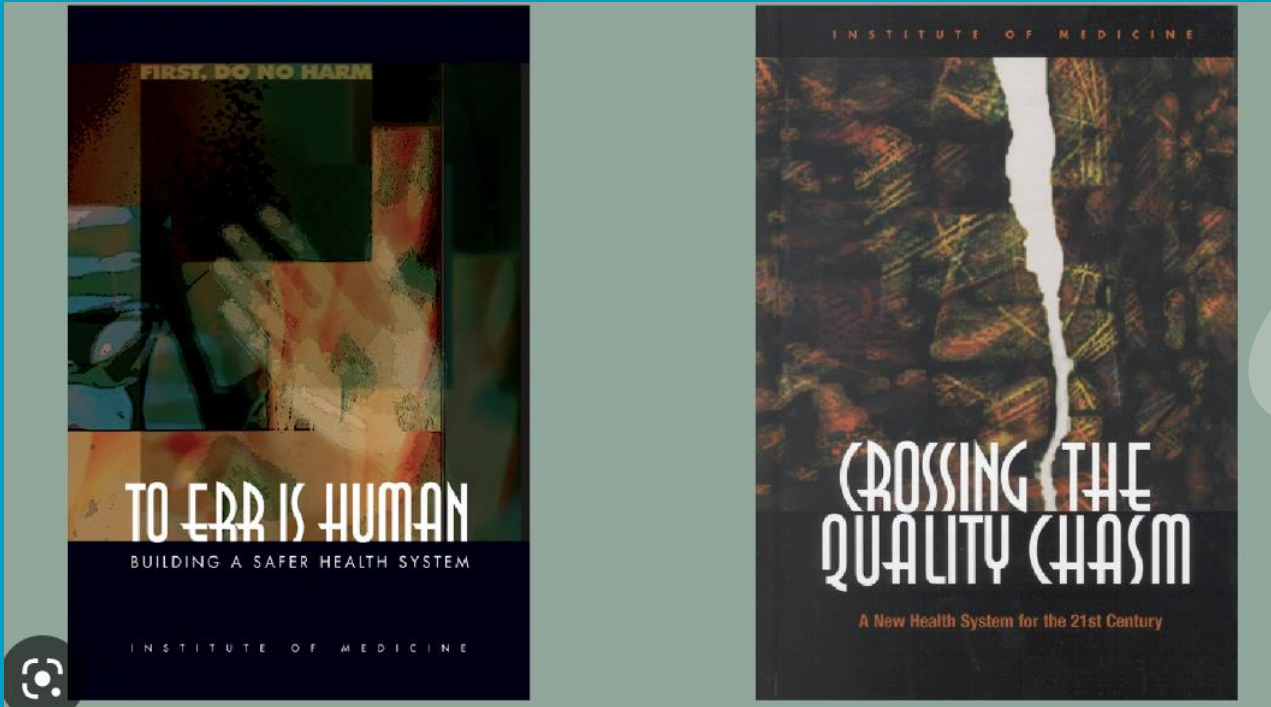
Mergers, acquisitions, and proletarianization of professions



The Triple Aim



Why “Transform”?



Only a thoroughly redesigned system to seek health care and health can achieve the Triple Aim.

“In its current form, habits, and environment, American health care is incapable of meeting the needs of the American people.”

- From “Crossing the Quality Chasm” (2001)



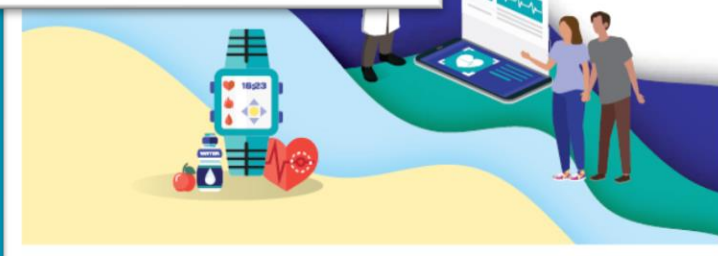
WHITE PAPER ON HEALTHIER SG



An initiative of

FORWARD SG

PUBLISHED SEPTEMBER 2022



Basic Principles

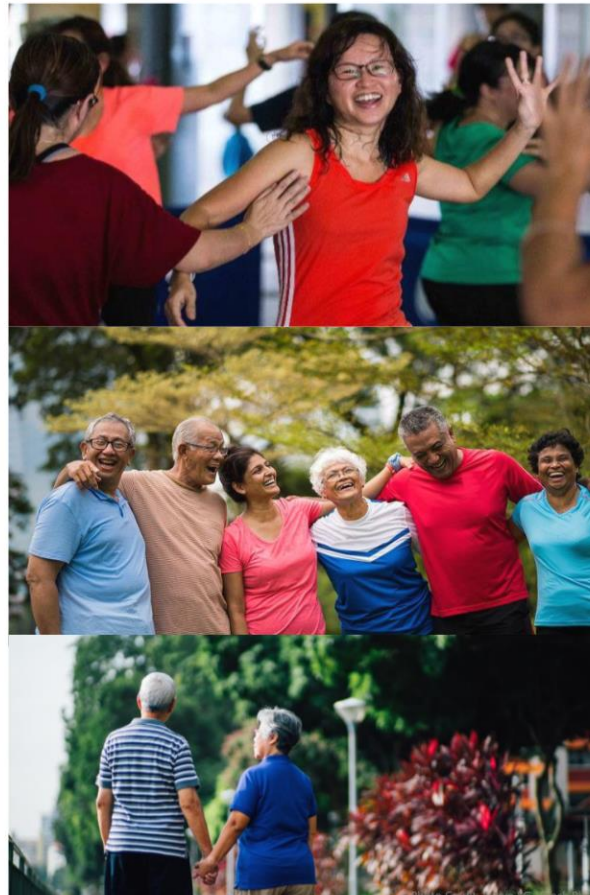
Healthier SG Strategy

*Health Care, **not** Sickness Care*

*Health Care in Community,
not Hospitals*

*Refreshing Activities,
not Painful Procedures*

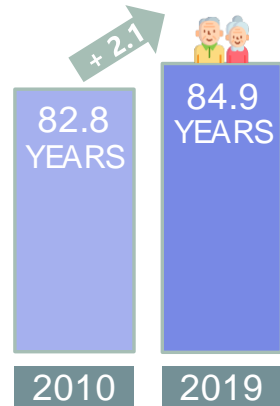
*Forging Memories,
not Fighting Illnesses*



...for Design
and Redesign

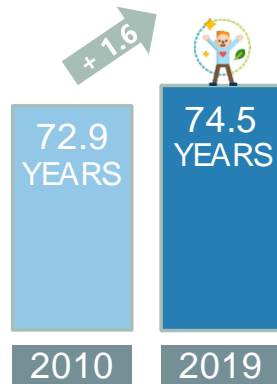
Establishing the Need for Change

Singapore has one of the highest life expectancies in the world



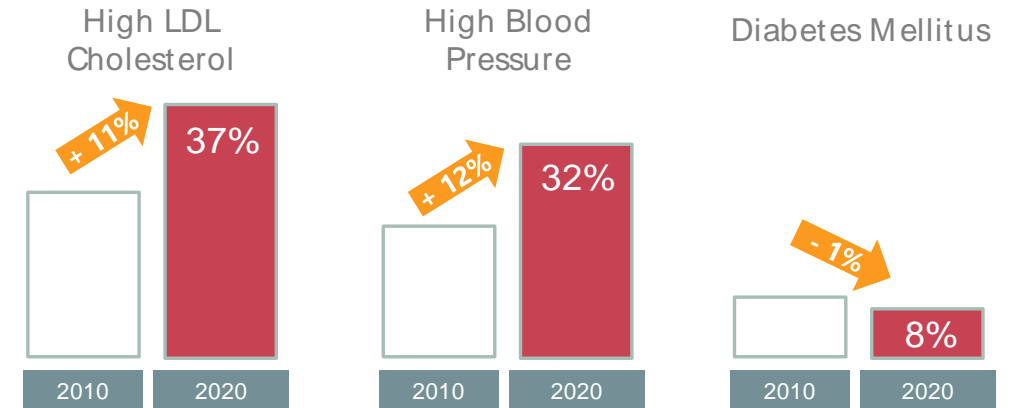
Life Expectancy at Birth

Source: 2019 Global Burden of Diseases Study



Health-Adjusted Life Expectancy

However, chronic diseases are on the rise



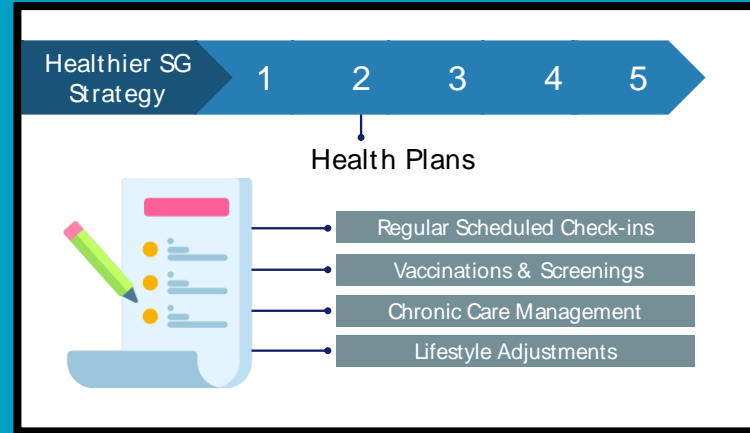
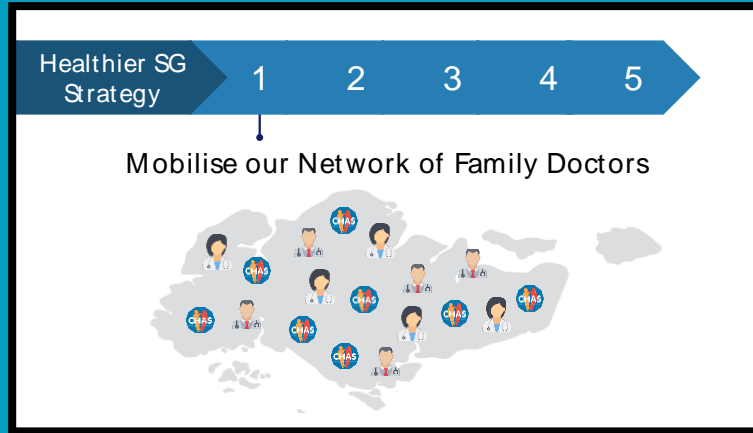
Age-standardised prevalence of chronic diseases among residents aged 18 to 74 years old

Source: National Health Survey 2010; National Population Health Survey 2020

"The Gap"



Components of Healthier Singapore Strategy



Seeing Healthier Singapore as a System

Healthier SG Strategy

Health Care, **not** Sickness Care

Health Care in Community,
not Hospitals

Refreshing Activities,
not Painful Procedures

Forging Memories,
not Fighting Illnesses



What's different under Healthier SG?



- Stronger accountability for population health as regional health managers

What's different under Healthier SG?



- Partner clusters and primary care providers to create effective lifestyle programmes
- Need to make a greater effort to make programmes inviting and accessible
- Make family doctors your partners
- Integration of programmes into Healthy365 app

What's different under Healthier SG?



- A new focus on anchoring well residents to primary care, even before they fall ill

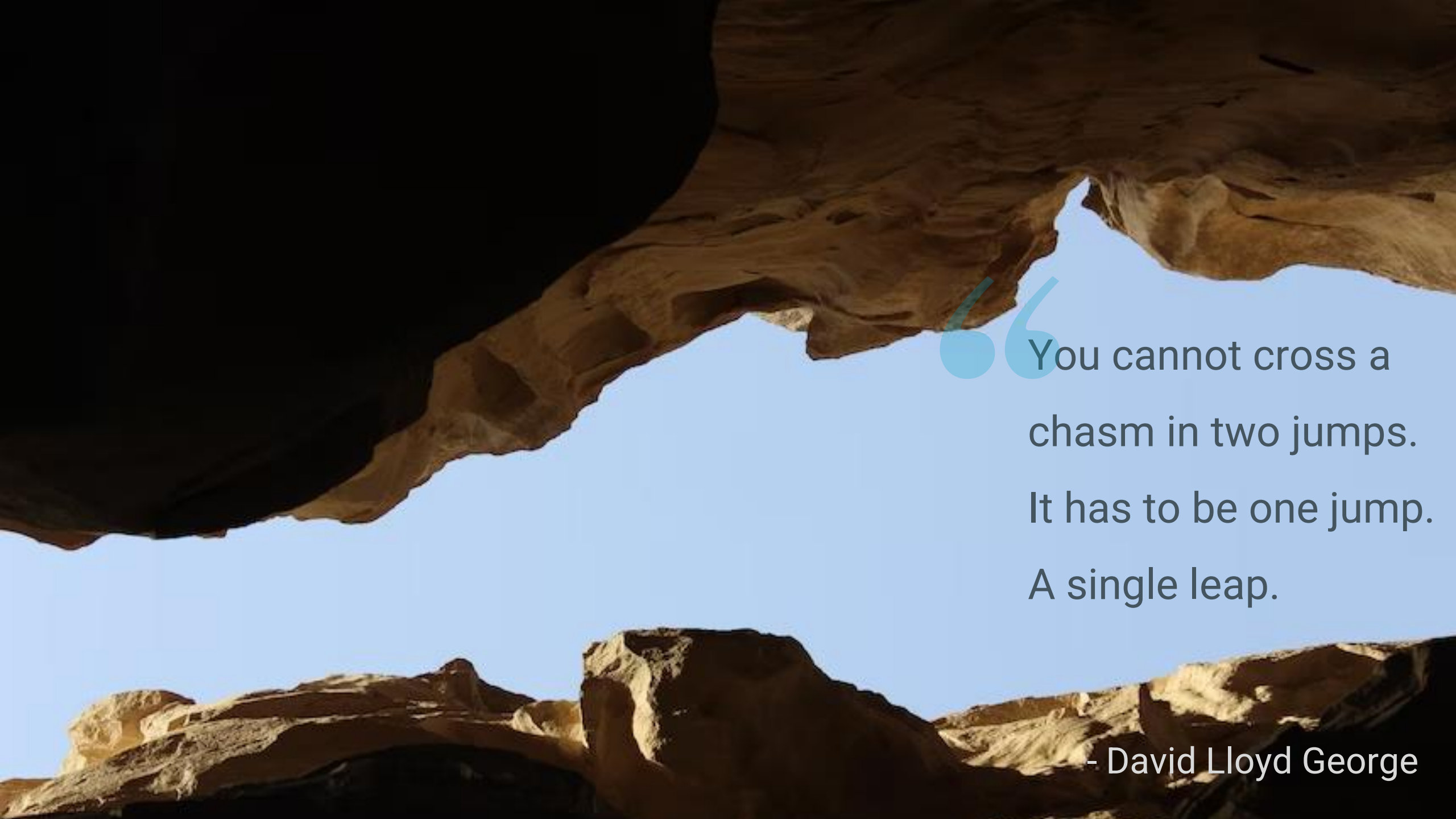
What's different under Healthier SG?



- Enrol and anchor with one family doctor
- Actively improve our health, instead of waiting for illnesses to surface passively
- Tap into community resources
- Use HealthHub and Healthy365 app to monitor health status and lead a healthy lifestyle

Everyone Has a Role as Part of the Transformation





“You cannot cross a
chasm in two jumps.
It has to be one jump.
A single leap.

- David Lloyd George

90 Days to Make a Plan for Victory



Albert C. Wedemeyer, principal author of the Victory Plan as a major in 1941, shown in 1943 as a general officer. (U.S. Military Academy)

AN UNKNOWN FUTURE AND A DOUBTFUL PRESENT WRITING THE VICTORY PLAN OF 1941

Charles E. Kirkpatrick

WORLD WAR II
50th Anniversary
Commemorative Edition

The Leap Needed – Estimates in 1941

Resource	What the US Had	What the US Needed
Army Personnel	335,000 (1939)	8,800,000
Divisions	33 (1941)	215
Shipping Tonnage	855,000 (1941)	10,000,000
Airforce Planes	1200 (1939)	60,000
Armored Divisions	4 (1941)	61

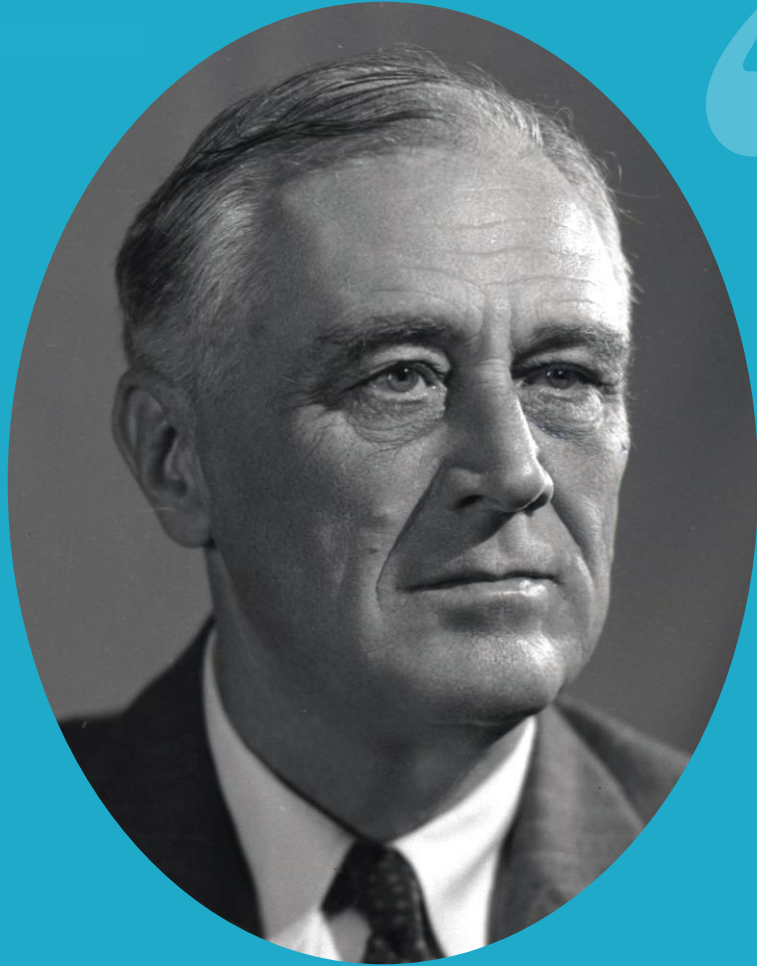


US MILITARY PERSONNEL (1939-1945)

Year	Army	Navy	Marines	Coast Guard	Total
1939	189,839	125,202	19,432		334,473
1940	269,023	160,997	28,345		458,365
1941	1,462,315	284,427	54,359		1,801,101
1942	3,075,608	640,570	142,613	56,716*	3,915,507
1943	6,994,472	1,741,750	308,523	151,167	9,195,912
1944	7,994,750	2,981,365	475,604	171,749	11,623,468
1945	8,267,958	3,380,817	474,680	85,783	12,209,238

**Coast Guard listed only as wartime strength*





“ But all our present efforts are not enough. We must have more ships, more guns, more planes—more of everything. This can only be accomplished if we discard the notion of "business as usual." This job cannot be done merely by superimposing on the existing productive facilities the added requirements of the nation for defense ... We must be the great arsenal of democracy.

- Franklin D. Roosevelt on December 29, 1940



Really, **Really** Big Change!



GLOBAL

THE UNLIKELYEST PANDEMIC SUCCESS STORY

How did a tiny, poor nation manage to suffer only one death from the coronavirus?

By Madeline Drexler

COVID Death Rate: 0.04% vs. WHO Global Case Fatality Rate 4.34%

Deaths since Beginning of the Pandemic: 21 (as of May, 2023)

COVID Deaths per Million: 27 vs US: 3302 (as of March, 2023)



Common Elements for Really, Really Big Change

1. A Sense of Emergency.... A Ticking Clock
2. A Single Leader
3. Thinking Out of Bounds
Not, “What can we do with the army we have?” But “What army do we need to get it done?”
4. Recruiting Public Sentiment
5. Enlisting Resisters – “We lined their mouths with gold.”
6. Action before Perfection ... Real Time Learning
7. Day-to-Day Execution --”Strategy is for amateurs. Logistics is for professionals.”



Interpretations by Helen Bevan

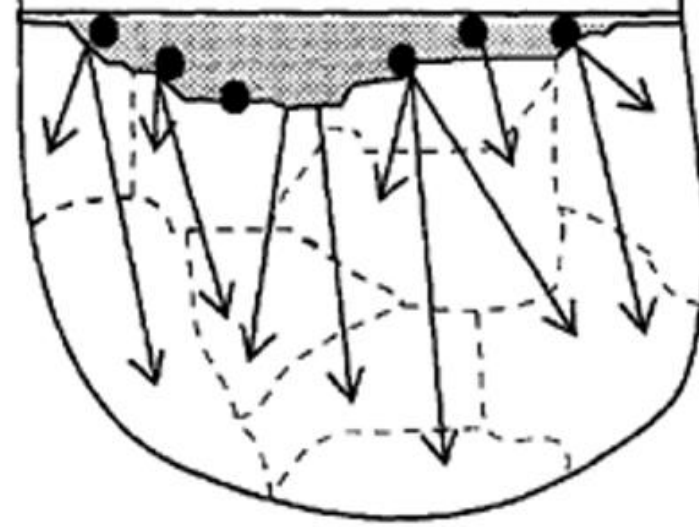
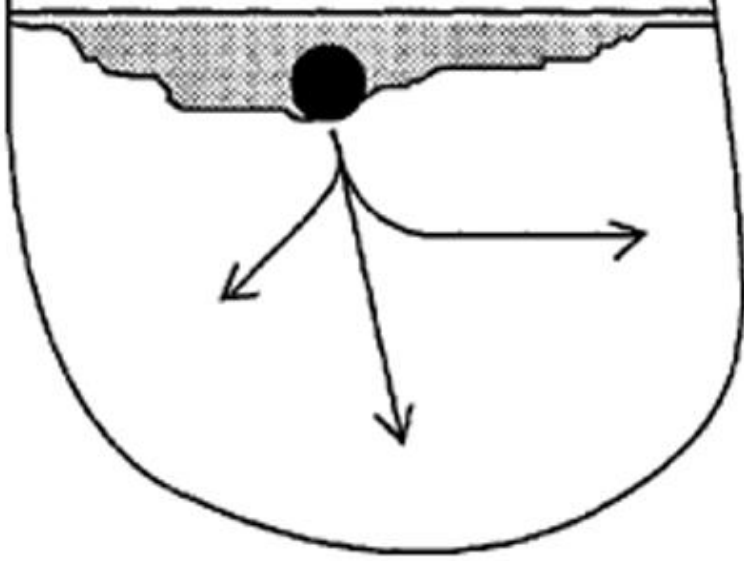
- Embracing Paradox and Contradiction
- Trojan Mice



From Greg Satell... A Rationale for Trojan Mice

“It is networks of unseen connections that lead to transformation and change. You can’t overpower, you need to attract small groups, loosely connected and united by shared purpose to achieve great things. That never happens in a straightforward manner. We live in a world not of linear cause and effect, but of complex ecosystems, which we need to grow and nurture if they are to achieve their full potential.”





*Large-scale problems do not require large
scale solutions;
they require small-scale solutions within a large
scale framework.*

David Fleming in “Surviving the future”

Trojan Mice Rather Than Trojan Horses

- Having many people across the system who have the skills and agency to test out small, well focussed changes to address complex problems (Trojan mice) nearly always works better than large pilot and roll out projects (Trojan horses).

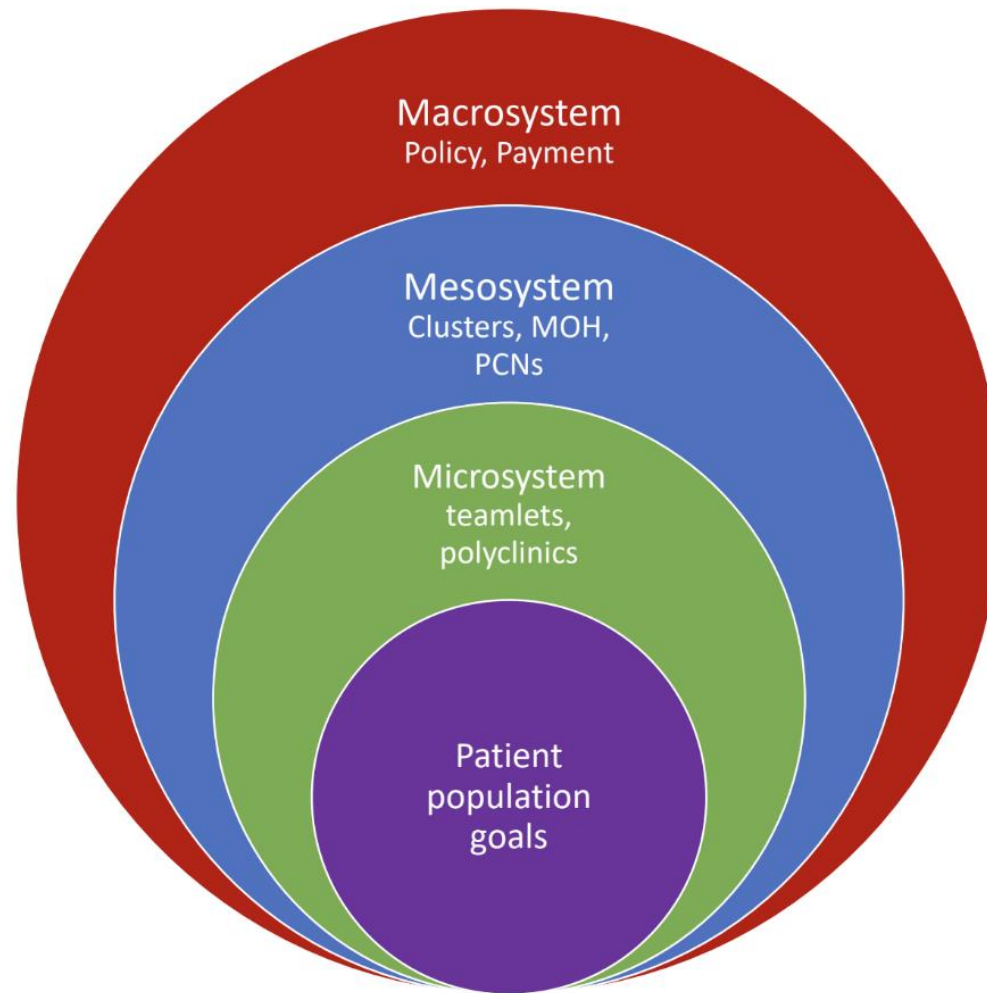
“Trojan mice... are small, well focused changes, which are introduced on an ongoing basis in an inconspicuous way. They are small enough to be understood and owned by all concerned but their effects can be far-reaching. Collectively a few Trojan mice will change more than one Trojan horse ever could.” (Jarche, 2012).



“To build something that isn’t necessarily grand, but rather light, lean, and quick – experiments that we can send off nimbly through the gates and learn from, regardless of what returns”. (Mahendra 2016)



A Systems Framework for Care



Infrastructure

- Information
- Funds Flow
- Consolidated leadership
- National Goals
- Learning system
- *Governance*
- *Workforce*
- *Regulation*





Really, **Really** Big Change!

A scenic view of a European canal, likely in Copenhagen, featuring colorful multi-story buildings with red-tiled roofs and white window frames. Several boats are docked along the canal. A semi-transparent wireframe drawing of a car is overlaid on the right side of the image. The text "Thank you." is written in a large, dark blue font across the middle of the image.

Thank you.

