

## Complex Systems Management: Why Isn't Health Care Safer?

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## Conflict of Interest Disclosure

Lee Erickson, MD, LSSMBB reported no relevant financial relationships or relationships she has with ineligible companies of any amount during the past 24 months.



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COMPLEX SYSTEMS MANAGEMENT  
WHY ISN'T HEALTHCARE SAFER?

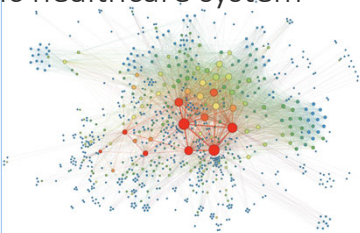
Lee Erickson, MD, LSSMBB  
CEO, Adaptient, LLC

The slide features a complex network diagram with numerous nodes of various colors (blue, green, yellow, red) connected by thin lines. A prominent blue banner with white text is centered over the diagram. The text reads 'COMPLEX SYSTEMS MANAGEMENT' and 'WHY ISN'T HEALTHCARE SAFER?'. Below the banner, the name 'Lee Erickson, MD, LSSMBB' and title 'CEO, Adaptient, LLC' are displayed. The network diagram is dense, with a central cluster of red nodes and many smaller blue nodes radiating outwards.

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## TODAY'S OBJECTIVES

1. Understand the inherent complexities of healthcare systems and the limitations of conventional management models
2. Recognize the pressing need for a transformative management model that leverages the dynamic nature of healthcare to achieve high reliability
3. Explore innovative management strategies that can facilitate a seamless transition towards a more efficient, patient-centric healthcare system



The slide contains a list of three objectives under the heading 'TODAY'S OBJECTIVES'. The objectives are: 1. Understand the inherent complexities of healthcare systems and the limitations of conventional management models; 2. Recognize the pressing need for a transformative management model that leverages the dynamic nature of healthcare to achieve high reliability; 3. Explore innovative management strategies that can facilitate a seamless transition towards a more efficient, patient-centric healthcare system. In the bottom right corner, there is a smaller version of the network diagram seen in slide 3, showing a cluster of nodes with some red nodes at the center.

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## WHO AM I?

Primary care physician  
Teaching faculty  
Quality & Patient Safety Officer  
CMO for Performance Improvement  
DPIC for Clinical Operations  
Chief Quality Officer  
CEO



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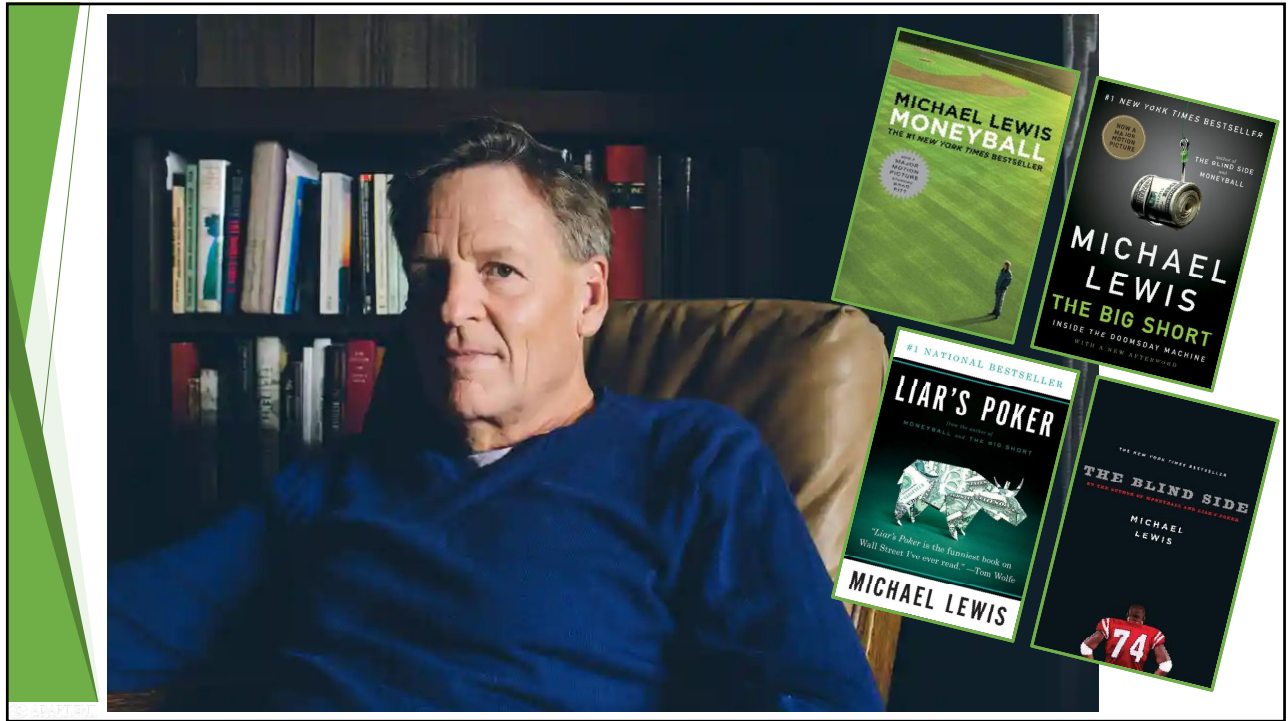
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## CHANGE AGENT



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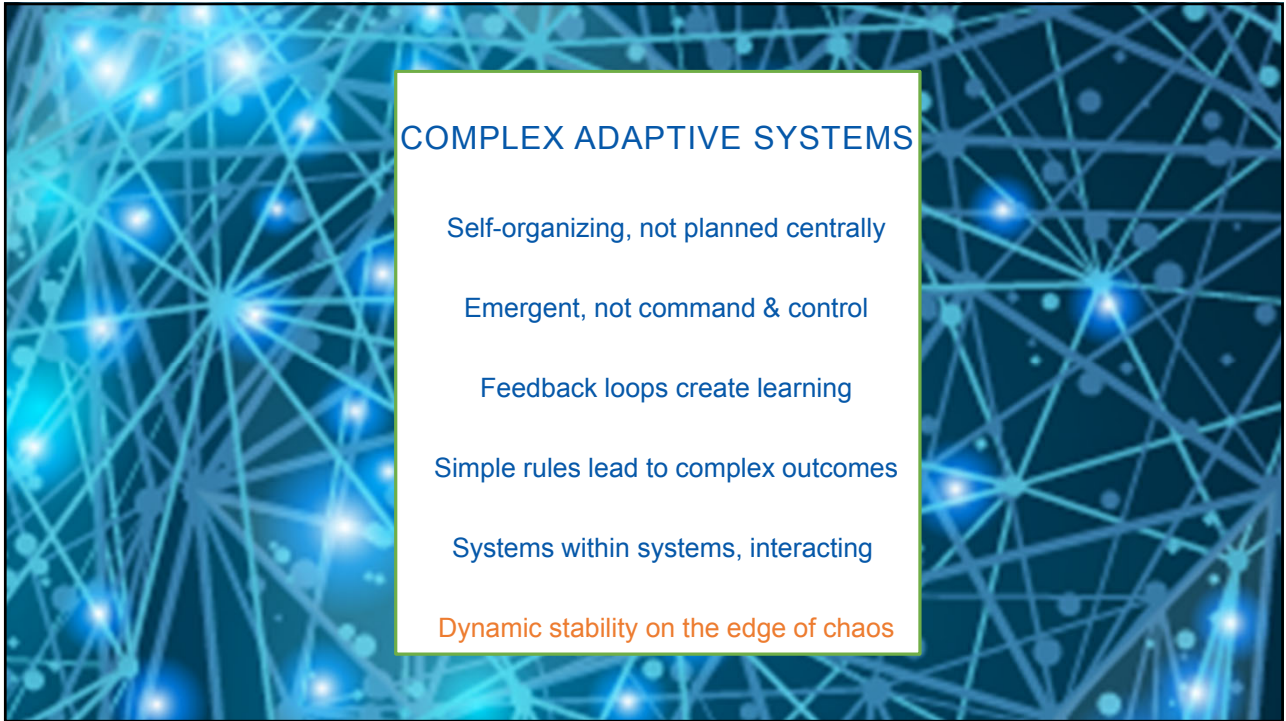




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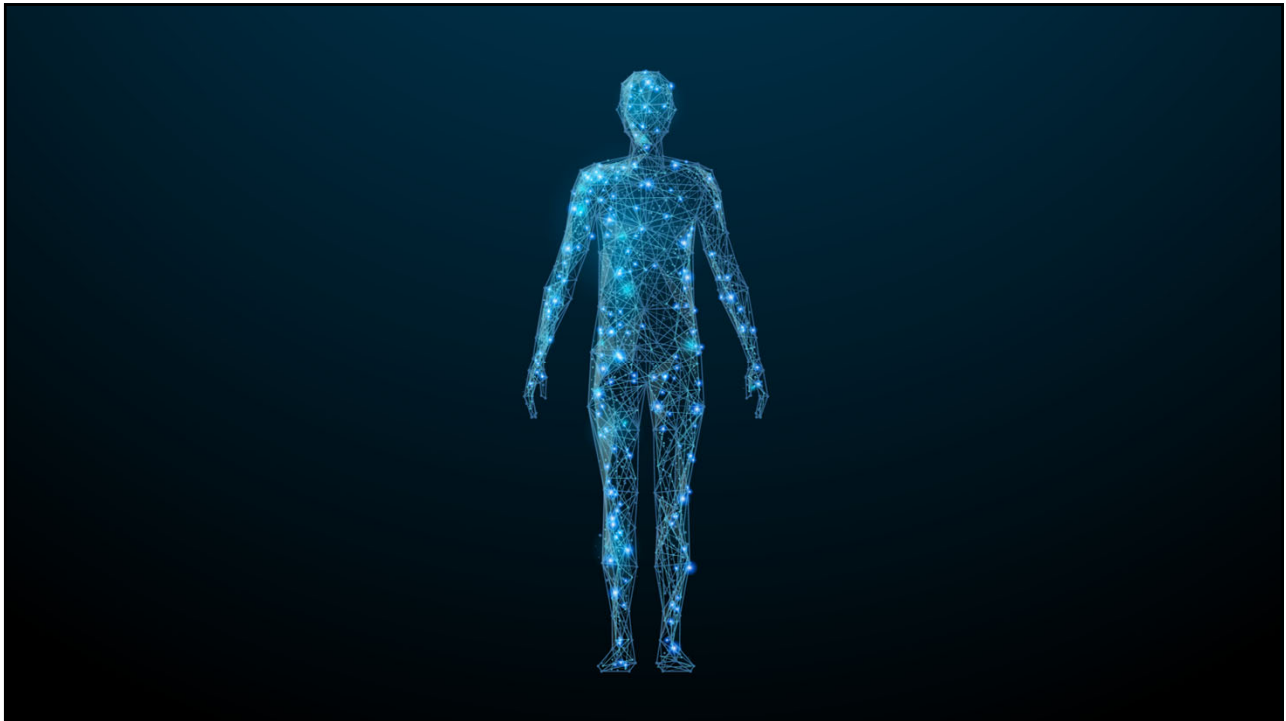
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**COMPLEX ADAPTIVE SYSTEMS**

- Self-organizing, not planned centrally
- Emergent, not command & control
- Feedback loops create learning
- Simple rules lead to complex outcomes
- Systems within systems, interacting
- Dynamic stability on the edge of chaos

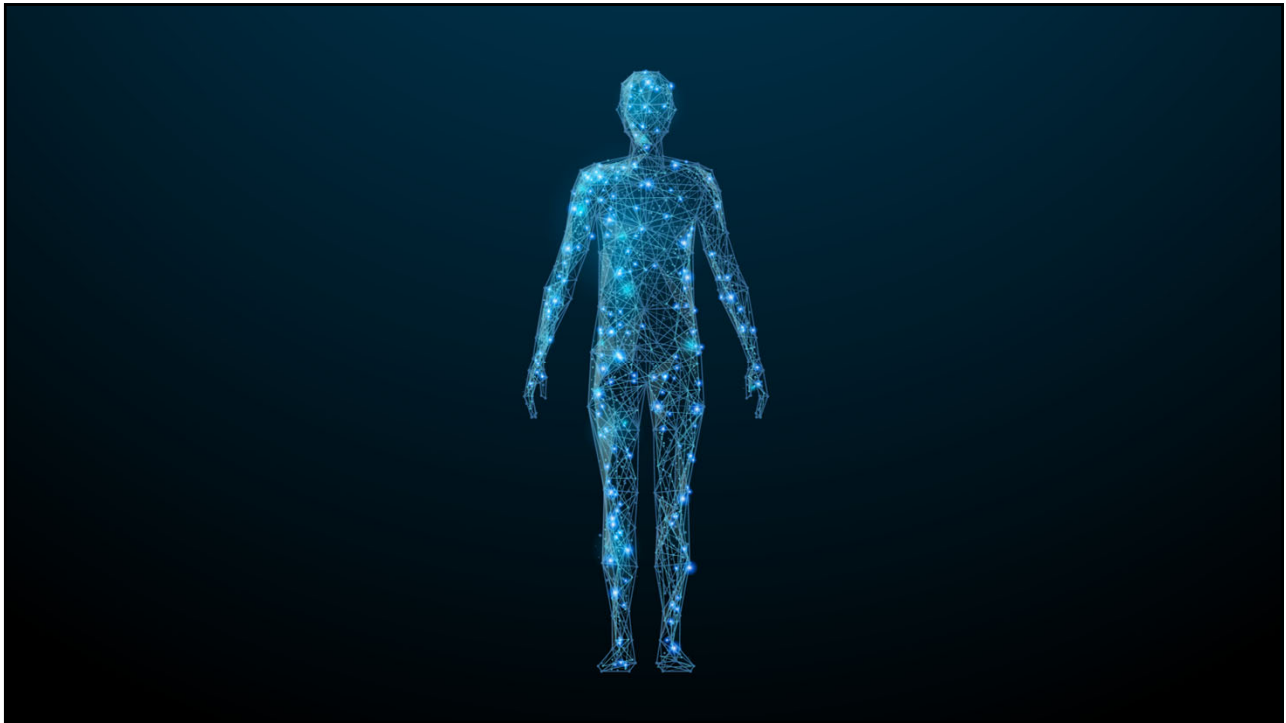
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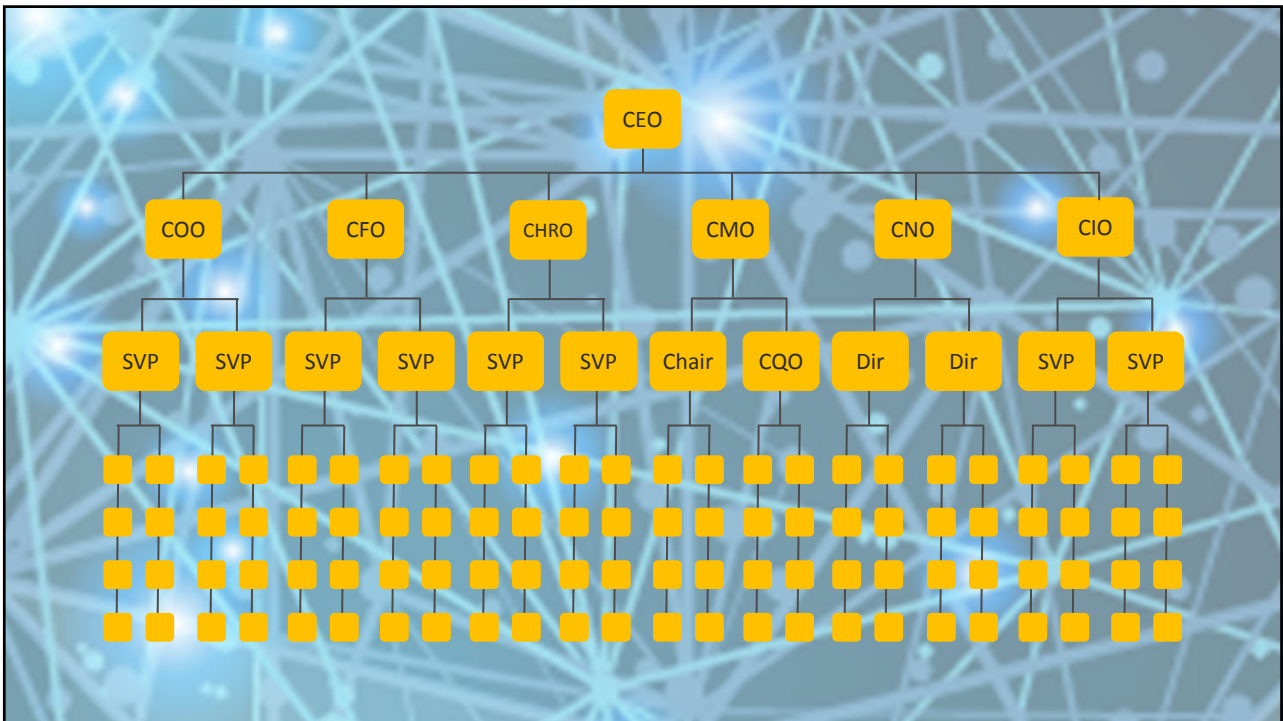


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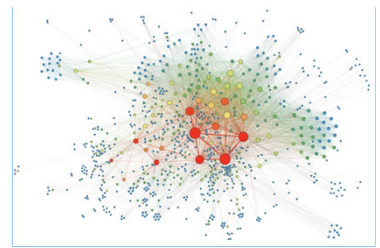
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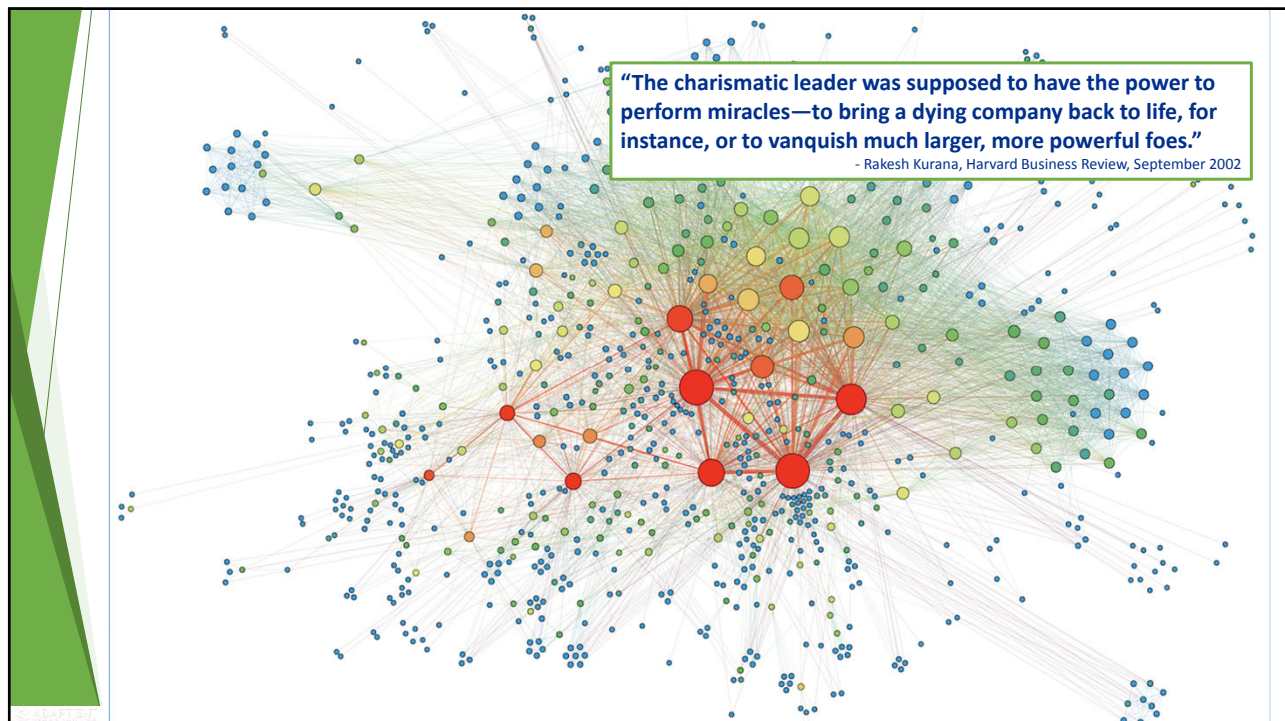
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1. Understand the inherent complexities of healthcare systems and the limitations of conventional management models
2. Recognize the pressing need for a transformative management model that leverages the dynamic nature of healthcare to achieve high reliability




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**“The charismatic leader was supposed to have the power to perform miracles—to bring a dying company back to life, for instance, or to vanquish much larger, more powerful foes.”**  
- Rakesh Kurana, Harvard Business Review, September 2002



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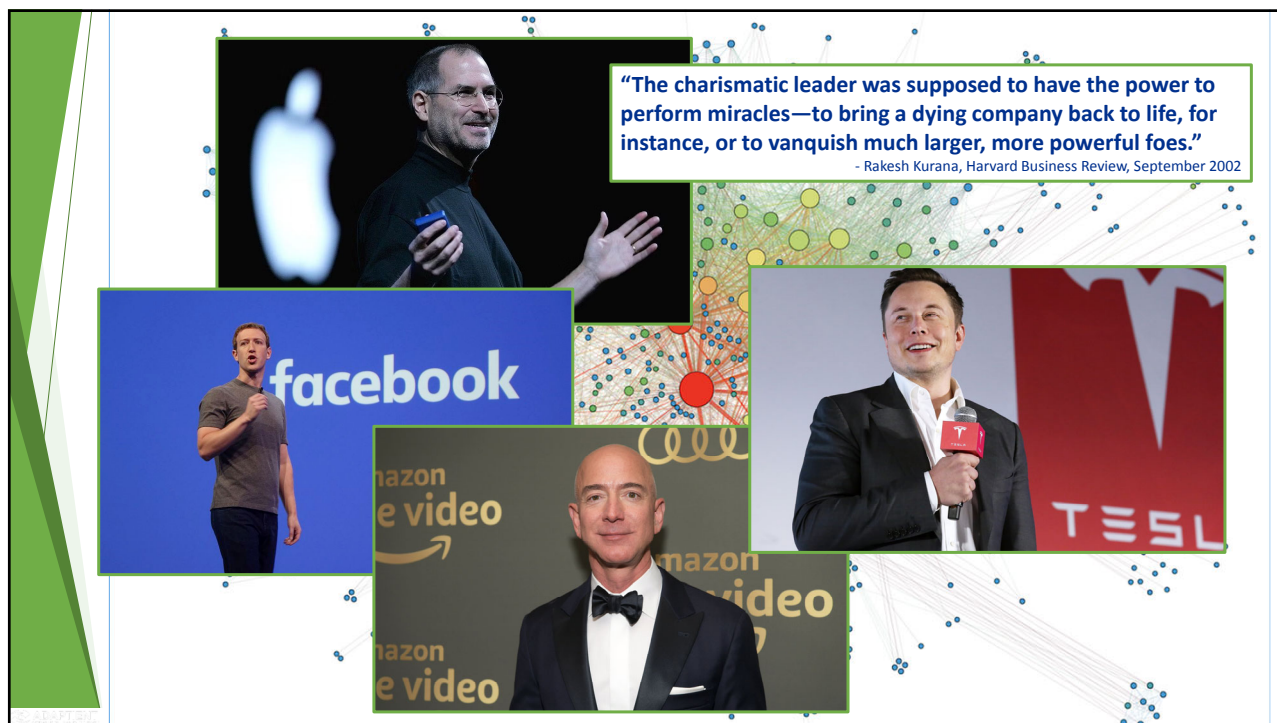
**“The charismatic leader was supposed to have the power to perform miracles—to bring a dying company back to life, for instance, or to vanquish much larger, more powerful foes.”**  
- Rakesh Kurana, Harvard Business Review, September 2002



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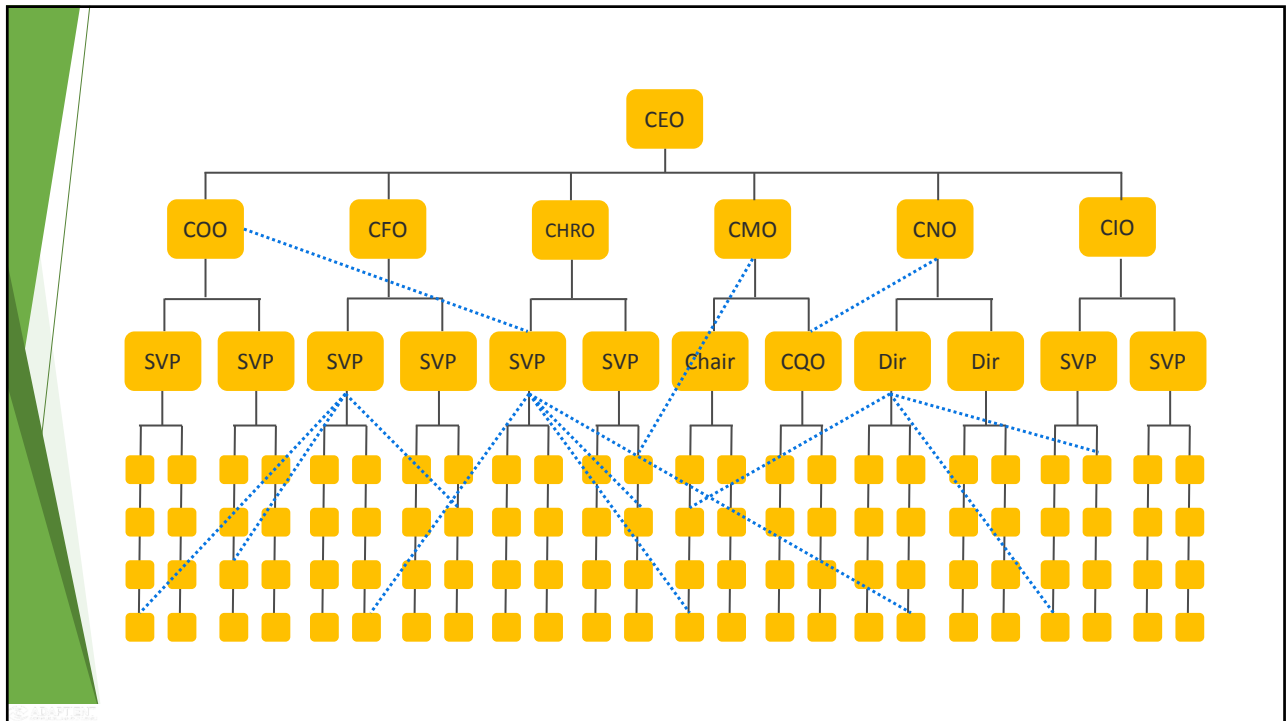


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PARALLEL PLAY

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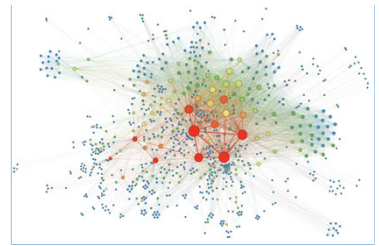


COLLABORATIVE  
PLAY

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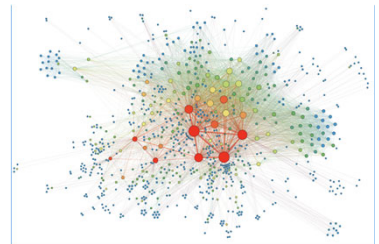
2. Recognize the pressing need for a transformative management model that leverages the dynamic nature of healthcare to achieve high reliability

## ACTING LEADS TO CHANGE IN THINKING



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3. Explore innovative management strategies that can facilitate a seamless transition towards a more efficient, patient-centric healthcare system



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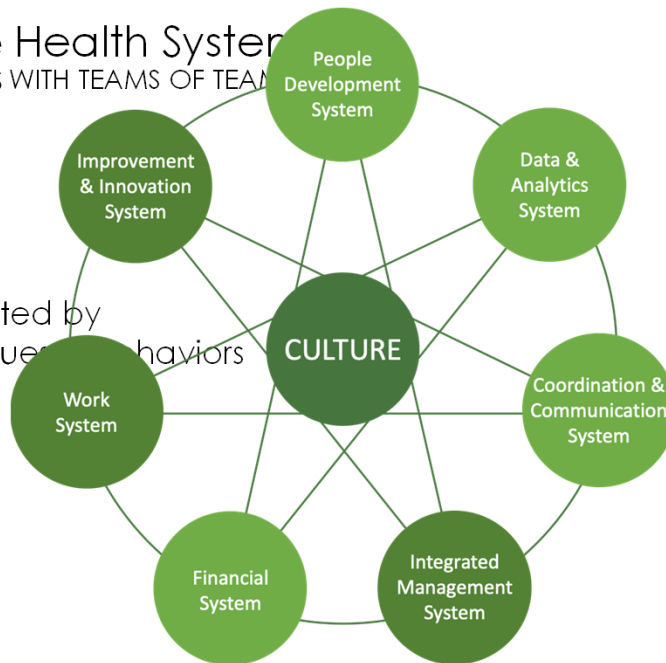


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## The Adaptive Health System

A SYSTEM OF SYSTEMS WITH TEAMS OF TEAMS

7 systems connected by vision, mission, values, and behaviors



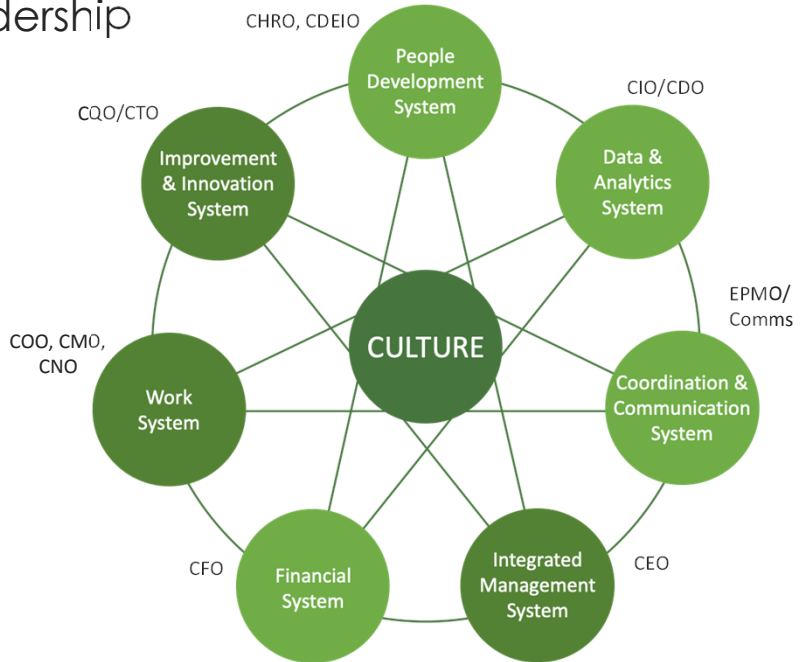
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HEALTH SYSTEMS

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# Cross-Functional Leadership

SHARED & FLUID

Everyone has a role  
All functions participate



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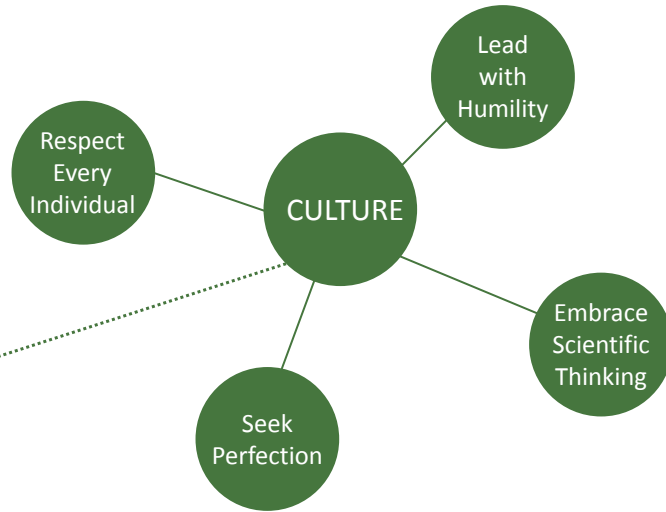
Value **CULTURE** by the patient, not us

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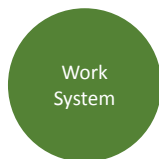
# Vision, Mission, Values, and Behaviors

NECESSARY PRINCIPLES



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PROVEN RESULTS

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Designed by the people who do the work

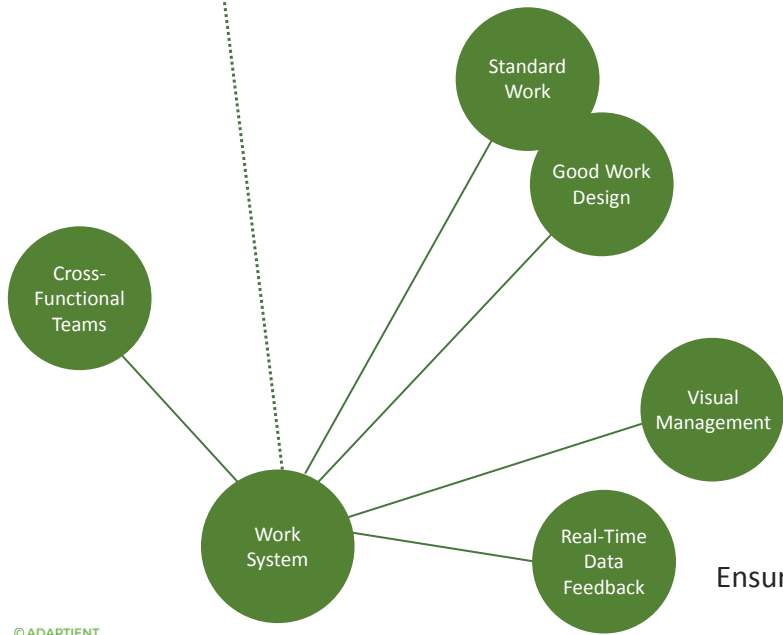
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PROVEN RESULTS

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# Work System

FRICIONLESS ENGINEERING



Ensures reliability and efficiency

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# Improvement & Innovation System

UNIFIED FRAMEWORK

Improvement  
& Innovation  
System

Simplifies quality, safety, operational improvement, and innovation

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ADAPTIVE RESILIENT  
PROVEN RESULTS

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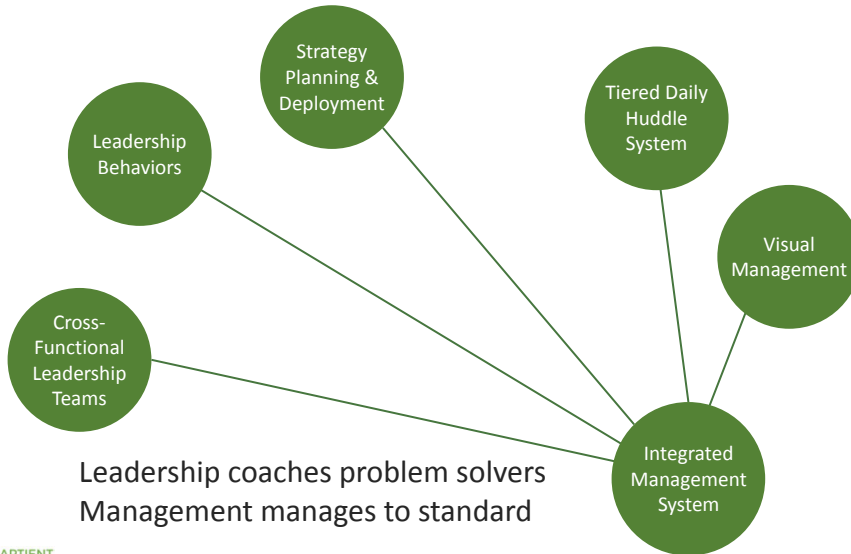
Integrated  
Management  
System

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ADAPTIVE RESILIENT  
PROVEN RESULTS

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# Integrated Management System

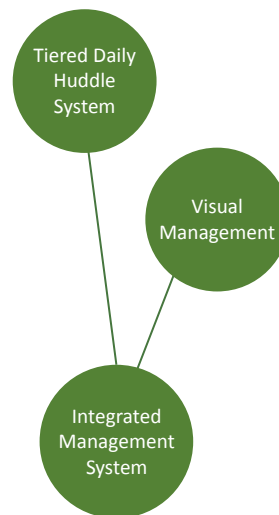
THE GLUE THAT CONNECTS EVERYTHING



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# Tiered Huddle Systems & Visual Management

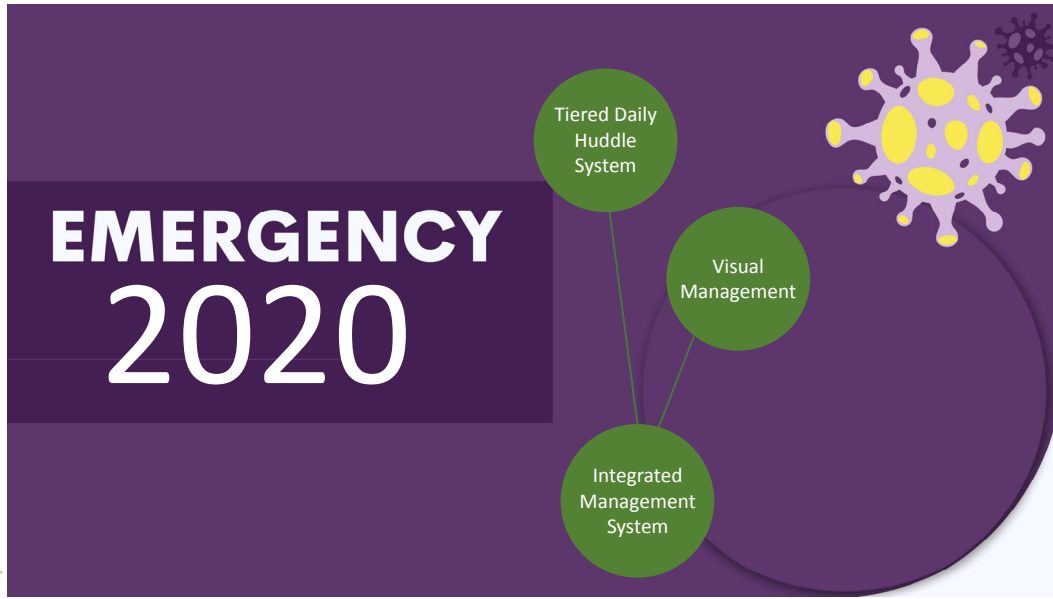


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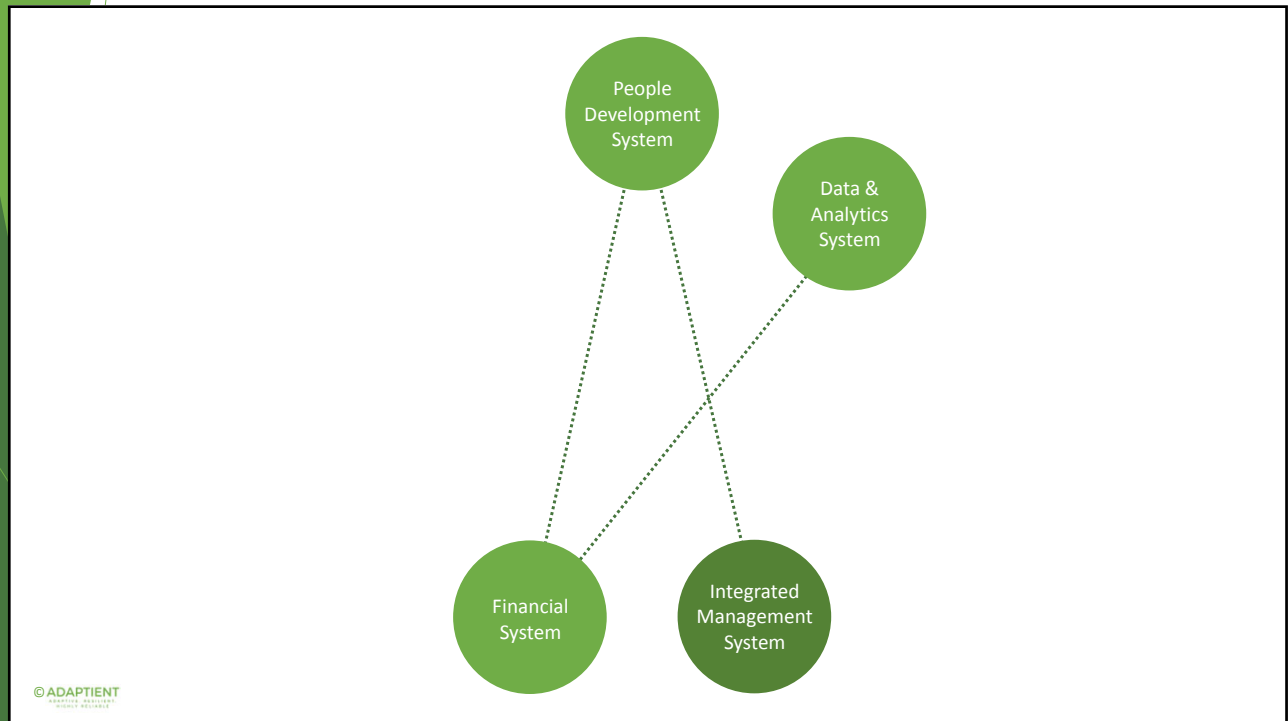
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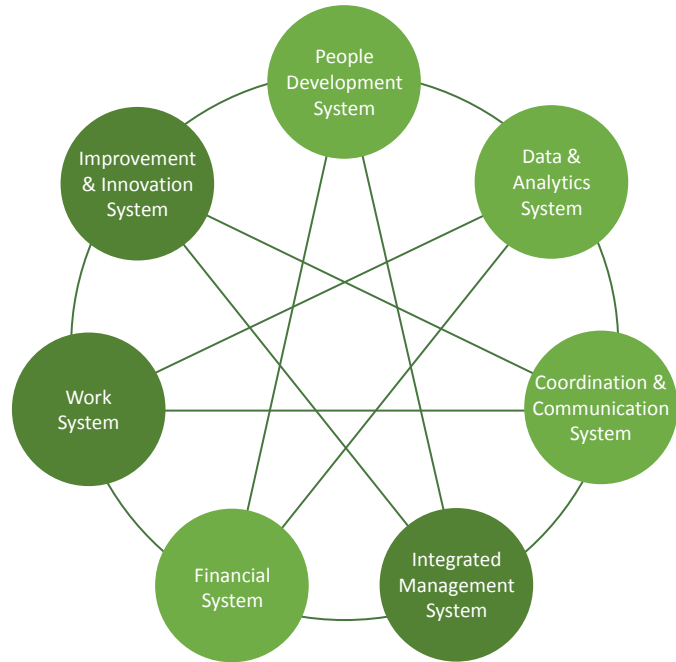
## Tiered Huddle Systems & Visual Management



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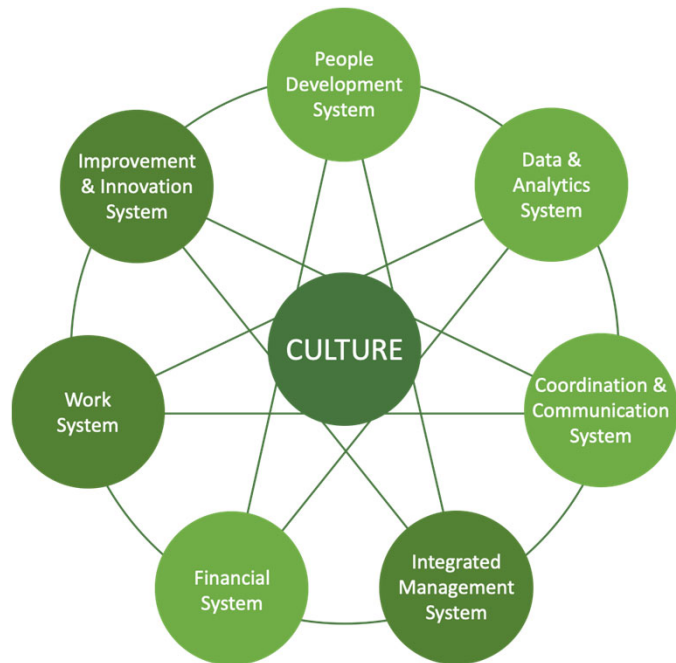


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Project management  
Change management  
Internal communications

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PROJECT DELIVERY



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# Questions?

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