Symphonic Strategies
Seminar Series

Leading the Future of Health

A Blueprint for Constructing Collective Action
Great Achievement and Great Strategies

Nelson Mandela
1918-2013
Increasing Complexity and New Opportunities

Understanding the Health Care Ecosystem

**The Old-World System**
The old world is a system of health care that is fragmented with the key players looking out for their own self-interest. It is a system that is disjointed and hard for patients to navigate. In this environment, the patient is left to access affordable, quality health care which is difficult for the poorest residents.

- The shortage of general practitioners reduces primary care options for all patients, especially the uninsured. Many general practitioners feel they have no choice but to limit the number of uninsured because of inadequate reimbursement rates.
- “Brick and mortar” establishments focused on a geographic territory, many community health centers vary from one to another in quality, breadth, and depth of services. Minorities who are uninsured or who are either Medicare or Medicaid recipients are among the patients most likely to visit.
- Some state health departments question whether they can continue providing direct services because they can’t show broad and positive health outcomes that justify the high cost.

**The New-World System**
The new world is a system that levels the playing field for the patient, who now sits squarely in the center of the ecosystem. Most patients will have access to affordable insurance, and all patients are treated equally because all of the players in the ecosystem have a greater incentive to go after their business.

- Key players work together to address the non-clinical forces that influence a patient’s health care decisions and health care outcomes.
- Through policy, regulation, and enforcement the federal government levels the “cost curve” and creates incentives that shift behavior and expand access to those historically left out of the health care consumer pool.
- Patients from all walks of life with access to insurance see community health centers as leaders and innovators in a more holistic system that is focused on prevention, as well as treatment.
- State policy makers regularly consult their health care counterparts to assess the health implications of significant public policy decisions.

**KEY ISSUES**

**RISING COSTS**
There are storms brewing in the old world—driven by rising health care costs, fewer places for people to go to get primary care, increasing numbers of companies who can no longer afford Cadillac health care policies, etc.

**CHRONIC ILLNESS**
The rate of chronic illnesses and diseases that are preventable continues to increase, placing additional strain on a system already at capacity.

**LEFT BEHIND**
Some people in the old world are making their way to the new world. But, there will be people in the ecosystem who are left behind. They either don’t see the need to change or they don’t have a path to change.

**PREVENTION**
The focus is on altering the system for patients in ways that prevent illness and curbs chronic disease rates. Employers, government agencies, and insurance companies all support prevention as a form of primary care.

**A HOLISTIC APPROACH**
Our understanding of health expands to encompass mental health, as well as the role of family and friends on health care outcomes. Patients and their ecosystem are diagnosed and treated in a way that is designed to be comprehensive and balanced.

**GREATER COMPETITION**
New business models that are customer focused and centered on providing innovation and exceptional services that differentiate your health center in the marketplace are a must.
About Us
1 **Symphonic Mindset.** Develop a new way of thinking about leadership that is based on seeing the impossible, playing from the soul, and moving the crowd.

2 **Symphonic Leadership.** Develop leadership behaviors that inspire loyalty beyond reason.

3 **Symphonic Performances.** Design flexible blueprints that construct theaters that are conducive to collective action.

4 **Symphonic Strategies.** Implement tactics and strategies that mobilize people toward extraordinary collective achievements.
Playbooks

Symphonic Performances™: Constructing Collective Action © 2014 Symphonic Strategies, Inc. All rights reserved.
The Symphonic Performances™ Framework

1. Context matters. Human behavior is influenced by our environment. In most cases, our behavior is a response to our theater (context) and to those (performers) around us.

2. Identity matters. The context in which we perform and the individuals with whom we have to perform shape our social identity in powerful ways.

3. Interaction matters. The manner by which we negotiate our agendas is influenced by written and unwritten rules.


5. Achievement matters. Achieving something extraordinary with others is contagious and reinforces the value of collective action.

### Steps of the Symphonic Performances™ Framework

1. Assess the theater and the performers
2. Identify the agendas and potential sources of noise
3. Manage competing agendas and reduce the noise
4. Inspire loyalty to shared goals, ideals, and purpose
5. Mobilize the group toward an extraordinary achievement

Context matters.
Identity matters.
Interaction matters.
Loyalty matters.
Achievement matters.
Current Example (MH Flight 370)
Context matters

The characteristics of the surrounding environment influence human behavior and collective action.

Example: EDIE (Emergency Department Information Exchange)

Before 2012, the context for collaboration and partnership in Washington was hostile and tumultuous. After a series of contentious battles, the State of Washington, the Washington State Hospital Association, the Washington State Medical Association, the Washington Chapter of the American College of Emergency Physicians, and others found a way to come together to implement a mandatory, statewide EDIE that appears to be improving performance and delivering results.

How to assess your theater and its performers

**Step 1**
Know your history

How has history shaped where we’ve been and where we are?

- Seminal moments
- Past battles

**Tools:** The Historical Timeline

**Step 2**
Observe the rules of the “game”

How are the rules communicated and reinforced?

- Written vs. unwritten
- Word choice
- Tone, emphasis, style

**Tools:** Dos and Don’ts List

**Step 3**
Pay attention to symbols and rituals

How are symbols and rituals used to convey meaning?

- Meaningful occasions, events, and activities
- Costumes and masks

**Tools:** Seasonal Calendar

**Step 4**
Listen to the narration

What messages are playing in the background?

- Cultural narratives
- Influential narrators

**Tools:** Contextual Storyboard

Profile

In an effort to reduce the number of patients who die, unnecessarily, due to infections acquired as a result of hospital visits, Johns Hopkins Hospital attempts to implement a simple, cost-effective solution—a checklist that reminded physicians to wash their hands.

But before doctors and nurses would embrace the intervention, they had to do some work to reconstruct the social context in which they interacted.