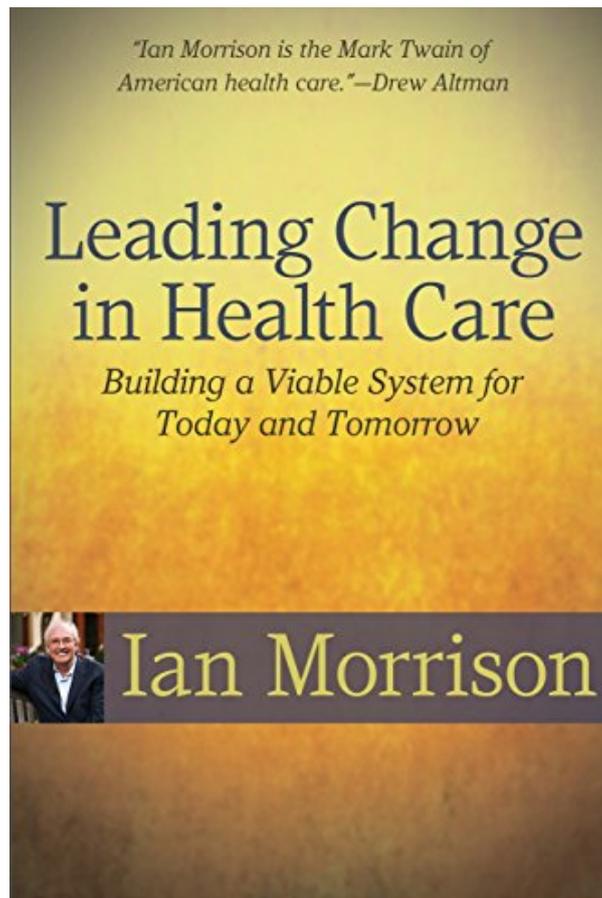


# LEADING CHANGE IN HEALTH CARE: BUILDING A VIABLE SYSTEM FOR TODAY AND TOMORROW BY IAN MORRISON



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*"Ian Morrison is the Mark Twain of  
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# Leading Change in Health Care

*Building a Viable System for  
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Ian has a gift for pithy phrases that are both shockingly true and funny. I quote him more often than I quote Winston Churchill, Oscar Wilde, Mark Twain, and Mickey Mouse combined. --Richard Smith, former editor, *British Medical Journal*

...a must read for policy wonks who need to explain health policy to normal people and valuable to the rest of us who think something important might be going on in health care but are not sure what. ... a half joking, full serious skewer that makes abstract concepts memorable, human and humorous. --David Cochran, M.D., President and CEO, Vermont Information Technology Leaders, Inc., Montpelier, VT

Ian Morrison has an unerring ability to crystallize the big, hairy, complex issues in health care in a clear, straightforward way. Oh, and he's devastatingly funny. --Mark D. Smith, M.D., MBA, President and CEO, California Healthcare Foundation, Oakland, CA

## About the Author

Ian Morrison is an internationally known author, consultant, and futurist specializing in long-term forecasting and planning, with a particular emphasis on health care and the changing business environment. He combines research and consulting skills with humor to help public and private organizations plan their longerterm future. Morrison has written, lectured, and consulted on a wide variety of forecasting, strategy, and health care topics for government, industry, and nonprofit organizations in North America, Europe, and Asia. He holds an interdisciplinary Ph.D. in urban studies from the University of British Columbia; an M.A. in geography from the University of Edinburgh, Scotland; and a graduate degree in urban planning from the University of Newcastle-upon-Tyne, England.

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## **PDF**

An updated collection of short essays written by Ian Morrison for Hospitals and Health Networks magazine and its online editions. The essays tell important stories that address the current environment and are organized around overarching themes on how to build viable systems in health care finance and delivery. Fans of Ian's incisive Scottish wit will enjoy having these new, updated thoughts and insights in a portable and accessible format. New readers will find his analysis entertaining, irreverent, thoughtful and inspiring.

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Health care is in a massive transformation - you can either lead or get out of the way

By Brian Ahier

Drew Altman has called Ian Morrison "the Mark Twain of American health care." His wisdom and wit are evident in his latest book. Ian is a brilliant health care futurist and this book outlines what he sees in the future for health care. This is a series of essays which tell stories that address the current health care environment and are organized around important themes on how to build sustainable systems in health care delivery and payment models. Readers will find his insights entertaining, thoughtful, inspiring and sometimes cheeky. He takes on sacred cows in a humorous and intellectually challenging manner. If you are a decision maker, policy analyst, or just a health care geek like me you will find this book to be a treasure. *Leading Change in Health Care: Building a Viable System for Today and Tomorrow*

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Not a book on Leadership

By Evan E. Fusco MD

?

Ian Morrison is a well-regarded writer and futurist known internationally for his edgy Scottish wit and his focus on the issues of health care. He has written several books on health care as well as other topics. *Leading Change in Health Care* was published in 2011 and is a collection of selected essays written by Morrison between approximately 2000-2010. These essays were originally published by *Health Forum* (owned by the American Hospital Association) in several formats for *Hospitals & Health Networks* in both its traditional magazine and several online formats. I found the collection to be interesting and insightful. And, with the benefit of hind sight, he was remarkably accurate in his prognostications. However, the title is a bit of a misnomer as there is little in the book about leadership.

Prior to reading this book I don't know that I'd ever really heard the term "futurist" used in any way except to refer to authors of science fiction novels talking about an apocalyptic future and aliens from other worlds with cool space ships and lasers. As it turns out, there are real futurists who get paid to think about specific topics and make predictions about what will happen in the world. They use historical facts, some statistical analysis, and a good bit of observational skill combined with a background in human behavior to make their projections. That is Ian Morrison's job. *Leading Change in Health Care* begins most of the essays with a short informational tidbit such as "This was written the day Obama was inaugurated" prior to the chapter on what President Obama would need to accomplish to get reelected for a second term. He then goes on to outline several key elements of health care reform that will be necessary including coverage expansion, affordability, delivery reform and payment reform, as well as administrative simplicity. With the benefit of where we are now, since the passage of the ACA, it is notable that in all but administrative simplicity Obama seems to have met those key elements and did, indeed get reelected.

In the section "On Structural Change", there is some effort to outline important leadership components for the success of health care reform. One paragraph emphasizes the high priority leaders should put on clinical process improvement through a focus on patient safety, quality, and outcomes. Morrison points out that a commitment to a complete redesign of the care processes with a focus on delivering higher quality care while reducing unnecessary costs is what he feels to be the common element for successful healthcare leadership. That same essay goes on to point out the importance of looking outside of traditional health care personnel by highlighting one CEO who hired systems engineering experts to help redesign their health care delivery

system. Also important, however, Morrison feels that success should be celebrated. He mentions that physicians, in particular, are interested in data driven feedback.

As a futurist, Morrison is cautionary about how leaders should view change. He points out how it is easy to fall in to the trap of seeing "early adopters" as the main stream when, in reality, it is the fringe. He calls this phenomenon "premature extrapolation". He points out how prior projections of capitation taking over health care in the past caused some organizations to completely restructure, only to have those forecasts not come to fruition. The strategic behavior of CEOs must be to prepare for potential change, but not to overreact to elements that are on the fringe as some will become main stream, but most of those predictions will not. He points out how you must be honest and clear in your language and thinking about the future. He points out how good metrics are important to determine when those "edge" predictions are starting to become the new median. Finally, he mentions that leaders must be able to look for the "tipping point" for trends becoming main stream. It is important to be on the lookout for these new trends by attending conferences, reading journals and networking with experts so that you know where to look and what to measure to start with.

Leading Change in Health Care, in the end, is not a book about leadership, but more a book for health care leaders. It is simultaneously reflective and projective with insightful commentary about the mistakes and successes of various aspects of our health care system. It compares several non-US health care systems and what elements have been successful and why in other countries. The book is blunt in its criticism of the massive growth of health care and the associated costs in the US. He points out the importance of health care leaders not focusing solely on the privately insured because private insurers of the future will not be the richly paying private insurers of the past. The key point reiterated is that health care systems must be high performers, true Accountable Care Organizations in every sense of the term. By learning from prior history of health care during economic boom or bust leaders can anticipate and adjust to stay viable. Apparently listening to futurists like Ian Morrison is a good idea too.

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