

Mapping the Path to 21st Century Healthcare

The Ten Transitions Workbook

Scott Goodwin



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To God for His grace to me in my Lord and Savior, Jesus Christ,
and
to my wife, BJ, for her love and support through the years

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Author

Scott Goodwin, MBA, D.A., CPHQ, LSSBB, has more than 20 years' experience as a healthcare quality professional that includes hospital senior quality leadership positions and quality consulting with multiple hospitals. He is currently the owner/chief innovation officer for AWLG Healthcare Consulting, LLC. Since 2013, he has been an adjunct professor at New England College in Henniker, New Hampshire, where he teaches healthcare quality and Lean and organizational ethics. In 2014, he received the Innovator's Award from the New Hampshire Foundation for Healthy Communities, which celebrates extraordinary ingenuity, creativity, and skill in improving health and healthcare access, delivery, or quality. Over the past 10 years, he has studied the influences shaping American healthcare organizations and healthcare quality improvement. As a result of his studies in these areas, he determined that American healthcare is progressing from its current 20th century phase to the 21st century phase by passing through a period of industrialization and a series of ten transitions. He currently assists healthcare organizations in recognizing these phases within their own operations and in supporting them as they map their transitions to 21st century healthcare. He is the author of *Transition to 21st Century Healthcare: A Guide for Leaders and Quality Professionals* (CRC Press, 2015).

Introduction

Everyone involved in American healthcare today wonders what the future will be like. The multitude and magnitude of the changes affecting this vital part of American life create a blur that seems designed to resist any attempt to see what lies ahead. While acknowledging the inherent dangers in predicting the future of healthcare in America, this book offers eyeglasses to see the reference points and the tools to map the path that leads to that future. The endpoint in the journey has not appeared yet because it is still being created. Recognizing the signs from the past and following the paths that lead to the future offer the best hope for organizations seeking to move forward on the journey.

The book *Transition to 21st Century Healthcare: A Guide for Leaders and Quality Professionals* (CRC Press, 2015) provided a high-level view of American healthcare as transitioning through a period of industrialization, breaking down the familiar but fading structures of 20th century healthcare and paving the way for the rapidly emerging but unfamiliar 21st century healthcare. A part of this view of the overall transitional state of American healthcare included initial guidance in assessing the status of healthcare organizations relative to the ten transitions that appear out of the conflict between industrialization and 20th century healthcare. This book offers a review of the fundamentals of the transitional structure presented in the first book but shifts the focus to a much more intensive discussion of industrialization, the ten transitions, and the way to use these transitions to create a vision to move healthcare organizations into the future.

For healthcare organizations, the term “transition” has become a familiar expression today that points to passage or movement from one state, stage, or place to another (Merriam-Webster Online Dictionary). Recognizing that the seemingly stable institutions of the past no longer characterize the nature of healthcare in America today opens the way to recognizing that transitions define the path to the evolving future of healthcare. This future offers hope for healthcare to become the service that takes care of patient–customers in all aspects of their lives rather than a healthcare production industry built on costly hospital-based technology, questionable quality, and limited options. By thinking in terms of transitions, the perspective shifts from the fading fortresses of healthcare’s past to the natural state of healthcare as a continuously evolving complex system

serving the changing needs of patient–customers through innovative processes that adapt to deliver higher quality at a lower cost.

Section I, *The Guide to Mapping the Path to 21st Century Healthcare*, offers an introduction to the concepts that underlie the structure and methodology of the book. It provides the rationale for viewing the development of American healthcare through the three metaphors of 20th century healthcare, industrialization, and 21st century healthcare as points of reference for understanding and recognizing the path to the future. Building on this structure, it points to the future of healthcare as arising out of the unanticipated results of applying industrial quality to a healthcare industry still based in the 20th century. This industrialization process breaks down the structures, values, and traditions of the past and leads to the emergence of ten transitions that serve as generative metaphors in the creation of the new vision of healthcare that leads into the future.

Section II, *American Healthcare Development*, offers a historical view of American healthcare that highlights the fundamental distinctions between 20th and 21st century healthcare and the role of industrialization in the transition from one century to the other. Though not intended to be comprehensive, it draws on the key aspects of American healthcare history that led to industrialization and the appearance of the transitions to 21st century healthcare. Recognizing the three developmental periods in American healthcare and the dynamics that shape them leads to the next steps of understanding the industrialization of healthcare.

Section III, *Preparing to Transition to 21st Century Healthcare*, narrows the focus to the vital role that industrialization plays in revealing the transitions from 20th to 21st century healthcare. Industrialization in the form of industrial quality and industrial operational concepts conflicts with the assumptions that constitute 20th century healthcare. As industrialization progresses, it breaks down the vestiges of the 20th century that remain within healthcare organizations. This leads to the formation of the ten transitions as the initial images of 21st century healthcare appear, and the final traces of 20th century healthcare that no longer fit begin to fade. This section explains the significance of fully implementing industrialization in all areas of healthcare organizations as the means for initiating the transition to 21st century healthcare. Without it, the transitions may not be recognized, and organizations may fail to progress toward the future.

Section IV, *Mapping Your Organization's Transition to 21st Century Healthcare*, presents the structure of the transitions. This section describes the groups of transitions and the categories and characteristics that form the transitions. Within each transition, a continuum exists that begins with a category or an important aspect of healthcare organizations from the 20th century and ends with a category that converts that 20th century aspect of healthcare into a vision or image of how it will be in the 21st century. Moving from the 20th to 21st century end of the continuum is the basis for the transition, and this movement appears as the characteristics of organizations change through transitions. This section offers

tools to assess progress through the transitions and guidance in recognizing the characteristics of 20th and 21st century healthcare.

Section V, Mapping the Ten Transitions, offers an in-depth look within each of the ten transitions and explains how they provide an understanding of the movement of healthcare from the 20th to 21st century. Understanding the ten transitions by contrasting the categories reflecting 20th century healthcare and the categories that envision 21st century healthcare pulls back the curtain to reveal the past that shaped much of healthcare today and the future that incorporates its highest aspirations as expressed within healthcare organizations. The broad sweep of this section incorporates the four organizational transitions, the four process transitions, and the two cultural transitions. Finally, Section VI, Following the Map to 21st Century Healthcare, closes the book with an explanation of the value of the generative or guiding and motivating metaphors in the transitions formed through the contrast between the 20th and 21st century categories. With the metaphors as motivation, the final section encourages healthcare organizations to use the tools and to begin their intentional journey to 21st century healthcare.

It may be helpful to think of this book as eyeglasses with three lenses like trifocals. As you put on these glasses, they make the blurred, chaotic images of healthcare in America clearer by enabling you to see it through the metaphors. As you look through one focus on the glasses, you are able to see 20th century healthcare and the important aspects that shaped healthcare during that period and that continue today. Shifting your focus to the next lens shows you the elements of industrialization that are currently working their way through American healthcare and creating the environment that brings out the ten transitions. Finally, as you look up through the glasses, you are able to focus on the 21st century, and the future images created by the ten transitions appear.

The terms “leader,” “leadership,” and “position power or positional power” are important in understanding organizational changes in healthcare between the 20th and 21st centuries. The definition for leader in this book is “someone who leads” (Merriam-Webster Online Dictionary) as a simple way of indicating that it may be what someone does (functional) or what someone is. “Position power” and “positional power” in this book refer to “authority and influence bestowed by a position or office on whoever is filling or occupying it” (BusinessDictionary.com). “Manager” and “management” or the specific title (e.g., CEO) will refer to “someone who is in charge of a business or department” (Merriam-Webster Online Dictionary) by the position that they hold. “Administrator” is often used to designate the top management position in a hospital and “administration” is used as a term for the top management of a hospital. In the leadership transition, an additional perspective on leadership referred to as “relational leadership” will be presented (Uhl-Bien 2006).

As a new set of glasses, this workbook offers you a new perspective on American healthcare that gives you greater insight into what is happening and helps you to see the paths that lead to the future. Using the new trifocal

perspectives, you can understand the origins and the transitions occurring in American healthcare and begin to participate in the realization of the 21st century healthcare that we all aspire to achieve. This workbook serves to focus your attention on those areas of healthcare and healthcare organizations that are most useful for you to consider for your own understanding of healthcare and for the work of helping healthcare organizations to progress into the 21st century. Please put on your glasses, and join me as we map the path to the future of American healthcare.

Scott Goodwin

THE GUIDE TO MAPPING THE PATH TO 21ST CENTURY HEALTHCARE

I

Chapter 1

Understanding American Healthcare Development

It may surprise you, but making sense of American healthcare today requires metaphors. You probably noted in the title of the book terms like “mapping,” “path,” and “21st century.” These are metaphors. Taking these familiar terms that usually refer to people finding their way and applying them to healthcare create a new perspective for you. As you looked at the title, you may have read “healthcare,” but you also read “mapping” and “path,” which you do not usually associate with healthcare. The familiar images of maps and paths brought to mind past experiences or thoughts of yourself looking at maps to try to find the path to a destination, and you applied them as metaphors to 21st century healthcare. You applied your sense of mapping and paths and created a mental image that made sense to you. That is essentially how metaphors work to help us interpret our world and healthcare. Now that you know what metaphors are—the application of familiar words, concepts, and images to something else that is unrelated in order to use that familiarity to interpret and create new understanding (Lakoff and Johnson 1980; Goodwin 2013)—you are ready to use them to explore the map of healthcare and to find the path to the future.

In this book, as in my previous book, an important metaphor is the word “transition” applied to organizations so you can visualize changing over time from one state to another. By using the word “transition” as denoting change over time, it brings to mind images of other things that change over time such as children or plants, and you apply those images to the idea of healthcare organizations. Transition in this case, then, refers to the development of American healthcare from one state to another.

In the case of the transition of healthcare organizations, it starts in the time roughly between 1900 and 1999 that we commonly call the “20th century.” The end of this particular transition is sometime in the future that falls within the period we can call the “21st century” or prior to January 1, 2100. In your mind, then, you can imagine healthcare organizations as transitioning or changing

between these two periods. To simplify it, when I refer to “20th century healthcare,” I am referring to healthcare organizations with characteristics common in the 20th century. When I refer to “21st century healthcare,” I am referring to healthcare organizations as they will be in the future. These metaphors help us to talk about healthcare because they enable us to think about large, complex things using simple phrases that we understand.

I realize that using a phrase like “20th century” to talk about organizations that were part of that century or that reflect characteristics of that century combines a multitude of important and unique things under a common phrase. This is part of the value and danger of metaphors. By applying a familiar expression like “20th century” to healthcare organizations, it brings to mind the nature and characteristics of healthcare organizations during the period without having to name all those characteristics individually. This makes it much easier to talk about the nature of organizations in that period. At the same time, it lumps many things from the period together that are very different. To help with this possibility, I provided specific chapters on 20th and 21st century healthcare to clarify the particular aspects of each century’s healthcare that the metaphor encompasses.

Another important part of using the familiar 20th century as a metaphor for healthcare during that period and 21st century as the metaphor for healthcare in the future is the way that phrase makes you feel and gives you a sense of direction. You may have had personal experiences that occurred in the 20th century that come to mind when you think of that period. Some of those memories may be about healthcare. You may remember a particular physician who managed your healthcare as part of a close personal relationship. The image of a personal relationship with an individual physician who treated you in the office or hospital and perhaps came to your home represents the image many people associate with American healthcare in the 20th century. By using 20th century healthcare as a metaphor, images like this may come to your mind and help you to understand the changes occurring in healthcare in a richer way.

In the same way, by using the image of 21st century healthcare, different feelings and mental images come to mind. Though the future is unknown in a total sense, you can project current trends into the mists ahead and see what may be likely. Most of us would agree that the close personal relationship with an individual physician that characterized the 20th century is not likely to be the same for the 21st century. In place of the individual physician relationship of the past, you may associate a recent healthcare experience with new technology and with many different types of professionals managing your care as 21st century healthcare.

By placing the two metaphors of 20th and 21st century healthcare side by side in this book, the metaphors enable you to begin to recognize how they are different. Through your experiences that occurred during the two periods, you may also have feelings and memories that help to shape your understanding of the differences. You also have a strong sense of the direction of healthcare. You see 20th century healthcare as the past and what remains of it as old or fading. You

recognize 21st century healthcare as the future. By placing these two metaphors together, you can feel the past slipping away and the pull to the future, and you experience in your mind the transition of American healthcare as personal and real.

Once you have in your mind the sense of the transition of American healthcare from the 20th to 21st century, there is one other metaphor that helps to make this transition meaningful by answering the question “why.” When you see changes around you, you try to figure out why the changes occurred. Changes such as transitions usually happen because something sets them in motion. The word “industrialization” will serve as the metaphor for influences that set the transition of American healthcare in motion and to describe the period in which it influenced healthcare. As you think about industrialization, you probably go back in your mind to your classes in school and pictures of iron blast furnaces glowing in dark factories with chimneys belching smoke. Placing those images of the Industrial Revolution in the midst of healthcare images can be startling and disorienting. Though the metaphor of industrialization as applied to healthcare is not about iron furnaces, your sense of disorientation in trying to apply it to healthcare is actually useful to help you understand how industrialization is the source of the transition between 20th and 21st century healthcare.

If you think of the 20th century as the past and the 21st century as the future of healthcare, the industrialization period is happening now. Beginning in the 1980s and continuing into the near future, industrialization serves as the reason that 20th century healthcare is breaking down and fading away, and 21st century healthcare is taking shape and becoming clearer. This metaphor of industrialization signifies the introduction into American healthcare of the concepts and methods that transformed American industry in the 1980s and 1990s. In simple terms, this metaphor is about changes in American healthcare produced by introducing industrial techniques for measuring and improving quality and for reducing costs. The motivation for introducing industrial quality methods into healthcare resulted initially from the high costs of healthcare and secondarily from questions about quality. In the 1980s, questions about costs drew blank stares from American healthcare, and questions about quality drew loud protests. No one seemed to have answers. Since American industry found ways to reduce costs and improve quality to compete with Japan in the 1990s, the answers from industry became the route for the industrialization of healthcare that continues today.

The introduction of industrialization into healthcare came only after no other options appeared, and costs continued to rise to the point that people were willing to try whatever might work. By introducing industrialization into healthcare, however, the essential nature of American healthcare as it developed in the 20th century began to change. Though it is still in its early stages, industrialization breaks down the basic assumptions underlying 20th century healthcare because they are inconsistent with industrial methods. To achieve cost reductions and to improve quality, the structures, practices, and values of 20th century healthcare

must change. Since 20th century healthcare remains the metaphor for most of American healthcare, this represents a significant change and the reason for the transition to 21st century healthcare. As industrialization advances in healthcare organizations across America and breaks down the essential structures of 20th century healthcare, it sets in motion the transition to 21st century healthcare.

The metaphors of 20th century healthcare, industrialization, and 21st century healthcare serve to define the basic structure for understanding what is happening in American healthcare as it transitions from the 20th to 21st century. In Chapter 2, the focus shifts to the important active role of metaphors in the transition process. Using the three period metaphors already discussed as contexts, other metaphors serve to motivate and guide healthcare organizations as they seek to make the transition. They map the path to the future by describing specific changes in organizations as they move through the transition and work to achieve the vision of 21st century healthcare that is just beginning to appear.