

Disruption of Healthcare: Rising power of patients and impact on leadership

Lecture Hauptstadtsymposium

Berlin, April 20th, 2018

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www.publicspace.nl

Public SPACE Foundation (since 2002) (www.publicspace.nl/english)

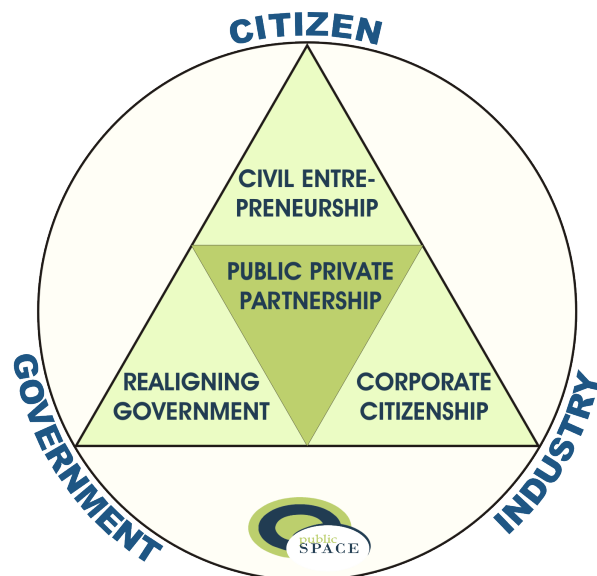
ThinkNetwork

ThinkTank has evolved into a Think Network. Prominent executives, academics, opinion leaders and decision makers operating in strategic frontiers of public/private corporations

Mission

'Winning strategies for the common good'. Open non-ideological inquiry, active international outlook for best practices and interdisciplinary approach.
The **main mission is promoting active citizenship and social entrepreneurship in public services**

Core concept since 2002



Opinion, blogs and archive on website



The screenshot shows the Public SPACE website with a blog post titled "Boeklancering 'Burgerkracht met Burgermacht' in Dudok". The post includes a photo of a man speaking and text about the book launch. To the right is a Twitter feed with tweets from Steven de Waal. The website footer shows navigation links and social media icons.

Outline

1. Common knowledge: disruption is the most strategic phenomenon in markets
2. Surprise: same technologies also have disruptive impact on politics and public services through increasing power of citizens
3. Disruptive Citizenship: mentality, powertools and organization capacity
4. Revolutions already visible in healthcare
5. Big impact on leadership in healthcare. Main direction: Civil Leadership*

Warning: this lecture is a paradox: you can't learn strategy and leadership in college.

Leadership and strategic management is personal and in context.

Only your personality, your open thinking and leadership capabilities and your personal efforts in your circumstances count!

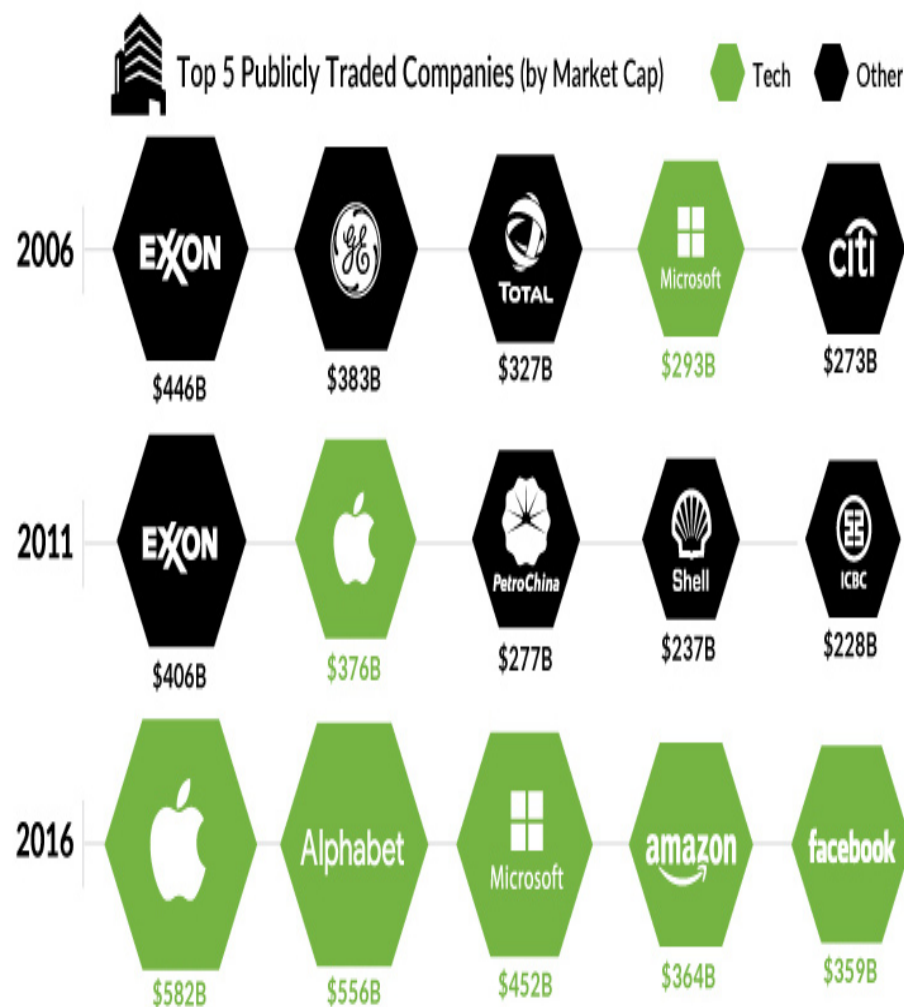
** Dr. S.P.M. de Waal 'The Value(s) of Civil Leaders', Eleven 2014*

Most important strategic issue in markets: Disruption

- Recent definition:
Rise of new and unexpected competitors, from outside current market, disruptively innovative in and through their direct access to and exchange with and between customers
- Common conclusion until recent: CEO's see it latest. First phase: denial, ignorance, defensive (seemingly rational) critique. This is proof of the real powershift
- **Direct exchange and real time information & communication is key;** Economy and competition dominated and dictated by **platforms**
- **Competition between platforms** is on:
sympathy, belonging, community-feeling, hands-on service, feeling of being 'in charge' and easy tools for self-steering

The market now teaches customers these tools, these values & this attitude: the right to choose, to exchange opinions and assets, to participate & value the effort.

Platformeconomy has already won

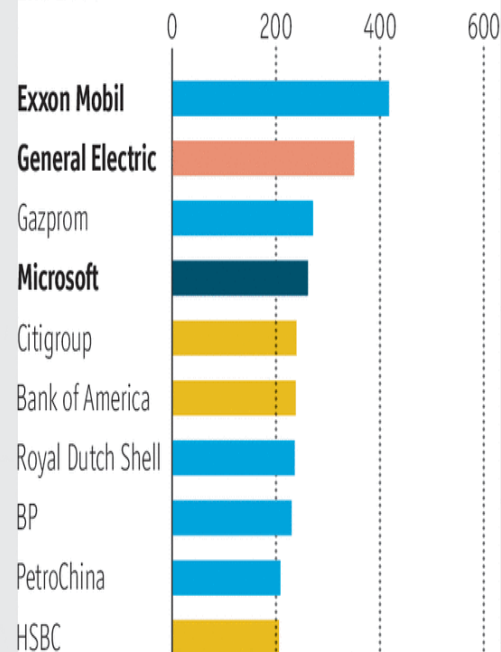


A virtually new world

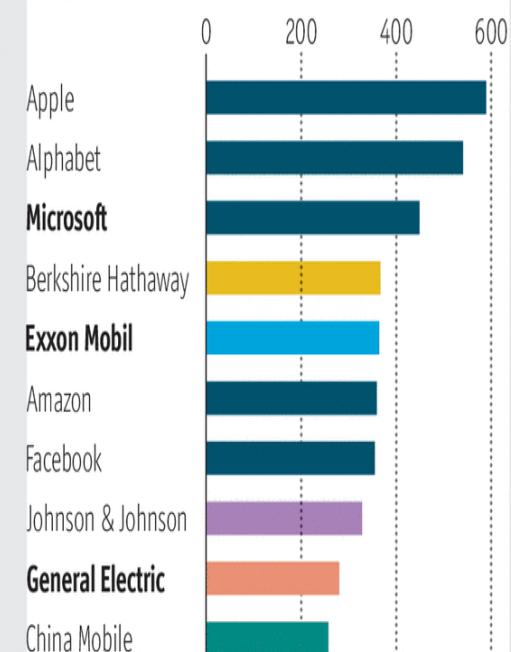
World, largest listed companies by market capitalisation, \$bn

Sector:  Energy  Financials  Health care  Industrials  IT  Telecoms

End 2006



2016*



Source: Bloomberg

*At August 24th 2016

Economist.com

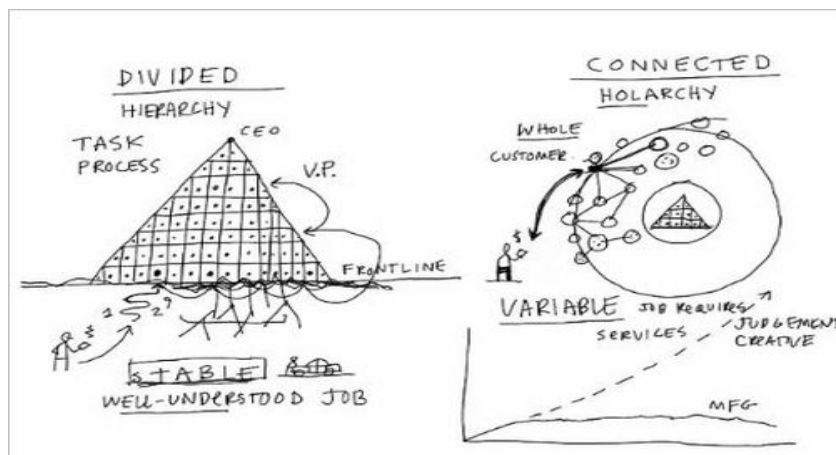
Also theme Issue of Harvard Business Review, April 2016

PLATFORM CATEGORIES AND COMPANIES

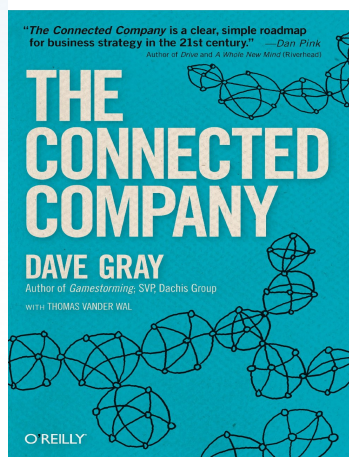
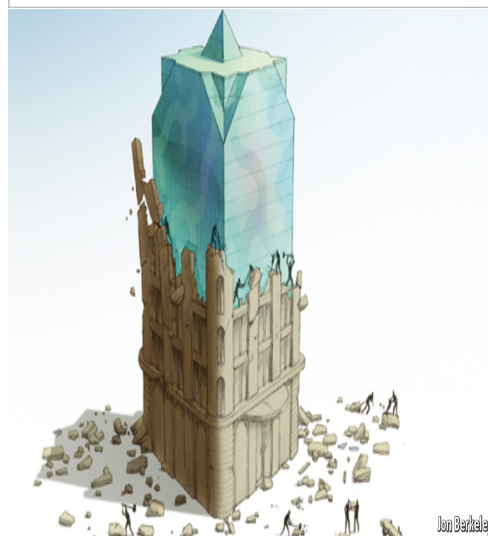


Organizations also becoming platforms

The same ICT technologies replace management



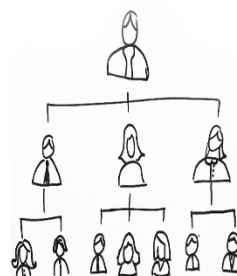
Transforming towards social organizing



Jon Berkeley

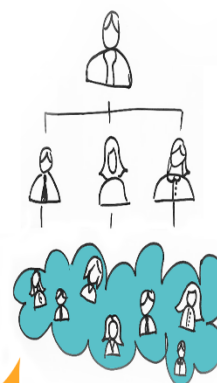
Traditional Hierarchy

1.0



Self-organizing teams

2.0



Optimizing

Achmea, PGGM, Department of Health (VWS), 7 municipalities, ... Over 40 organizations use Part-up to make the most out of internal talent.

Self-steering organization

3.0



Innovation

Kentalis, MEE, GGD and 25 health organizations transform their way of working with Part-up: clients and (external) professionals in the lead!

Swarm organizing

4.0



Disruption

Vivent Omzorgen, Innovationnetwork Youth, Permanent Future Lab, Working in Networks and over 100 communities organize themselves fluidly with Part-up.

© Part-Up 2018

As always: real strategists are scarce

Disruption and powershift are real, how to react?

- a. **New technologies and their impact are here to stay, ignoring and reframing will not work.**
- b. **Politicians are professionals within representative democracy, they will lose position in direct democracy: of course they are against or want to ignore this revolution!**
- c. **Of course these new direct channels are manipulated by the ‘facilitators’ who want to earn money, like Facebook, and we need government regulation (now coming from the EU).**

Good to know that:

- **Many of the seemingly ‘rational’ and ‘reasonable’ critics of the new channel are personally motivated by losing their public influence.**
- **Of course there was also manipulation in the old channels (newspapers, radio, television), which was denied and is now in the open. The old ‘filters’ are now distrusted: experts, journalists, professors etc.**

My introduction of 'Disruptive Citizen' in Dutch Financial Times, August 2015 (Public services in housing and neighbourhoods)



Disruption of politics!

Essay (January 20, 2018) in Dutch Financial Times:

‘Disruption of democracy: the direct channel - While television is still bringing nonsense quotes from professional politicians, the citizen already has its own information- and opinionpower’

18 **Opinie & Dialoog**

Zaterdag 20 januari 2018 | Het Financieel Dagblad

REFERENDA

Disruptie van de democratie: het directe kanaal

Waar de tv nog steeds onzinquotes van politici brengt, heeft de burger allang zelf informatie- en opiniemacht

Steven de Waal

In politiek Den Haag woedt discussie over referenda. In het nieuwe regeringsakkoord is het afschaffen van de huidige referendumwet opgenomen, onder verwijzing naar het 'mislukken' van het laatste referendum, over Oekraïne. De politieke vraag is of deze politieke partijen sowieso tegen referenda zijn en dus gemakshalve vergeten dat deze 'mislukking' aan eigen politiek nu nog nagelinkt ligt. Of dat de negatieve uitkomst van deze volksraadpleging de nieuwe coalitie niet bevalt en deze dan maar van referenda in het algemeen af wilt. Maar uiteindelijk is dit allemaal oude politieke strijd volgens ouderwetse patronen.

Het opvallendste voor degenen die de 'disruptie' in de markt volgen en begrijpen, is dat politiek Den Haag meent dat het nog steeds zeggenschap heeft over directe democratie. Men beseft niet dat er door de moderne ICT- en sociale media-technieken en toepassingen in de vorm van apps, websites en platformen een nieuw direct en onafhankelijk kanaal is ontstaan. Een kanaal van, voor en tussen burgers. Hierlangs kunnen burgers te allen tijde en over ieder issue — en soms voor een belangstellend en groot publiek — hun persoonlijke mening delen en daar steun voor verwerven.

De publieke opinie is voor het eerst werkelijk publiek. De impact ervan zit niet alleen in de nog steeds voortgaande technologische vernieuwingen, maar vooral in de verbondenheid van heel veel mensen via hun pc en mobiele telefoon. Zo heeft Facebook wereldwijd circa 1,8 miljard maandelijkse gebruikers, van wie 1,2 miljard dagelijks. Dit is veel meer dan nationale politieke bereiken. Densamen heeft dat wel ingezien en heeft inmiddels een 'techno-ambassadeur' naar Silicon Valley afgevaardigd.

Illustratief voor dit negeren van de nieuwe technologie was het gedrag van de Binnenhofers tijdens de onderhandelingen rond het nieuwe kabinet. Journalisten hingen met camera en microfoon op het Binnenhof rond, op zoek naar quotes van niets zeggende politici. Het verbazingwekkende was dat de pers dit nog dagelijks bleef uitzenden ook.

Het nieuwe directe kanaal is een directe concurrent van dit soort onzinberichterij. De nieuwe slag in het medialandschap en de platformeconomie is immers die om de schamele aandacht van iedere burger, die inmiddels vele alternatieven heeft voor deze schamele en saai berichtgeving.

Politiek is uiteindelijk een gewicht om de macht om de wereld in te kunnen richten naar jouw perspectief, belangen en normen. Het volk zit tegenwoordig online, komt elkaar daar tegen, kent elkaar, vormt 'community's', wisselt meningen en standpunten uit, komt tot consensus, die openlijk wordt gecommuniceerd. Vanuit het perspectief van dat nieuwe directe kanaal is dus de revolutionaire disruptieve vraag hoeveel volksvertegenwoordiging in formele democratische instituties een echte demo-



den door een persoonlijk appel tegen die beslissing via een website. Door een paar honderd Zutphenaren werd die afwijzing openlijk zichtbaar gesteund. De fractievoorzitters in de gemeenteraad draaiden vervolgens als een blad aan de boom; eerst steunden ze het besluit wel.

De nieuwste technologie laat ook toe dat we, voorbij het simpele like/dislike van Facebook en het even simpele ja/nee van referenda, collectieve opinies kunnen vormen. Online kunnen ingewikkelde discussies en uitwisseling van argumenten met zeer grote groepen burgers direct plaatsvinden, zoals sommige gemeenten nu toepassen. Het in conservatieve retoriek veel aangehaalde beeld van dommingheid van volksraadplegingen wordt hier doorbroken juist dankzij nieuwe technologie. Dan blijven juist de bestaande referenda dommig.

Dit leidt ten slotte tot publicatie-macht: die ingewonnen informatie, verzamelde opinies en beledende observaties worden ongecensureerd en ongefilterd gepubliceerd op een voor iedereen toegankelijk kanaal.

Die politieke impact wordt natuurlijk ook aangetoond door het onderzoek in de Verenigde Staten naar de invloed van Russen op de uitslag van de verkiezing van Donald Trump tot president. Het nieuwe directe kanaal is blijkaar ook heel geschikt voor politieke manipulatie. Gelukkig is die manipulatie niet alleen in handen van vermogenden of politici met een grote campagnekas, zoals de succesvolle acties van #MeToo en #POinActie laten zien.

Een deel van de strijd om de macht wordt dan ook toemend een strijd tussen deze kanalen. Alle openlijke discussies hierover moeten dus met een flinke politieke korrel zout worden genomen.

Daarom begon Trump meteen na zijn verkiezing over 'fakenews', terwijl hijzelf een van de producerende partijen van veelvuldig fakenews is en wellicht zijn verkiezingsoverwinning erop gebaseerd is. Pas dus ook op voor de ogenschijnlijk genuanceerde en deskundige kritiek op het nieuwe directe kanaal, zoals het verwijt van tribunegedrag of demagogie. Dit blijkt vaak te komen van degenen die een positie hadden in de oude kanalen.

De disruptie in de markt heeft inmiddels de zakenwereld geleerd dat alleen het omarmen en naar je toe halen van dit directe kanaal je voortbestaan veilig stelt. Politici moeten ook de macht van het directe kanaal niet als bedreiging zien, maar als kans en aanvulling. Een tijdige omarming van deze nieuwe technologische werkelijkheid dicht bij de leef- en informatiewereld van burgers zal verhouden dat gekozen democratie wordt ondermijnd en alleen nog een bordkartonnen toespelstukje in Den Haag is, waar dan onderwetse tv nog over bericht. Nog een lange weg te gaan, maar: revolutie komt altijd sneller dan je verwacht.

De zakenwereld weet: alleen het omarmen en naar je toe halen van directe kanalen stelt je voortbestaan veilig

Steven de Waal, oud-voorzitter van Boer & Croon, is oprichter van de denktank Public Space Foundation.

Big impact on public services

Technological revolution also leads to disruptive citizenship

It's not just technology ('stupid'), it's power- and information-tools and their impact on mentality!

- a. Shift in real power:** direct access to data, experts and knowledge, peer-communication, peer-reviews and **peer-organization** and direct, quantitative and explicit **public opinion** (permanent polling)
- b. Shift in soft power:** communitybuilding, public debate, dialogue between directly related citizens
- c. Shift in mentality:** I personally can gather information and opinions, steer, choose, organize, manage and consult peers

Public services have more time to adjust by protection of politics, laws, public finance and lobby's, **but ignoring is not the right answer. Not sustainable:**

- **Traditional politics will learn quickly:** no re-election without listening to the new public power and public channels
- **Customers of public service will demand change and right to choose** and have a direct and public channel to voice their opinions (reputation!)

Main powertools for citizens

Public platform

Direct and public exchange on all issues and attitudes, including amount of support
(permanent public polling):

- classic political issues and pressure (passive in modern culture)
- new issues not on agenda or covered scandals or personal proof of scandal
- reputation and complaints about individual organizations, even professionals by name

Faster and bigger mutual organization*

Linking peers (same situation, same needs, same opinions) and exchange & organization:

- on neighbourhood issues (e.g. safety alerts, neighbourhood watch)
- in assets (like housing, gardens, cars) and help (like care, shelter, repair)
- in health care related activities, like elderly care, volunteering, home care

* Mutualities were once the basis under health insurance and longterm care in parts of Europe!

Impact on public services

Public services are still delaying impact by using protection of state, laws and lobbies

Not sustainable: traditional politics will learn quickly: **no re-election without listening to new civil channel and power**

- 1. Need/demand for co-production and co-creation;** no longer just voice and passive consumer service, but co-choice, co-production, partnering with 'amateur'-cooperatives
- 2. Reputation based on peer-reviews on direct channel, be there!**
- 3. Monopoly is gone:** civil initiatives and cooperations are here to stay; simple supplyside attitude won't work
- 4. Quality standards are not only based on technical/professional and bureaucratic paradigm, add peer-review and reputation**

NEW CIVIL LEADERSHIP

Main impact disruptive patients on healthcare

A. New power:

1. Independent information gathering (knowledge about disease and treatments, personal data & medical files)
2. Choice between providers and even individual professionals based on peerreviews
3. Self-diagnosis & shared decisionmaking & individual co-producing

B. New mentality:

4. Self-monitoring & personal management of chain organization (from home to hospital and vv)
5. Collective patient and family organizing & pressure for co-production

New processing and access to files



FACTS ABOUT PATIENT EDUCATION

50% OF PATIENTS
walk out of the physician's office
NOT KNOWING
what they were told or are supposed to do.



RESEARCH SHOWS THAT:

- Physicians often over estimate the topics and duration of what they have talked about with their patients
- Telling patients once... is usually not enough to get the patient's attention or buy-in
- Patients filter what they hear from their doctor in a variety of ways that physicians usually know nothing about, i.e., the patient's health beliefs, values, previous experience and illness explanatory models.



www.alamy.com - JDT4XF

Direct access patientdata, before the doctor

Patientenportal

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[Meine Gesundheit](#)
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Übersicht

gehen Sie zu:

[Community für Koronare Herzkrankheit](#)

[Community für Diabetes mellitus](#)



Omron ICK Classic, Blutdruckmessgerät zur

Holen Sie sich die neuesten iPhone Programme zum Thema Gesundheit

Medikamente einnehmen!

Kostenlos:
Erinnerung Ihre

Studie räumt mit Vorurteilen auf:
Betablocker schützen Herz vor Stress
Eine große Patientenstudie belegt, dass Betablocker ein bewährtes Herz-

 Bilder

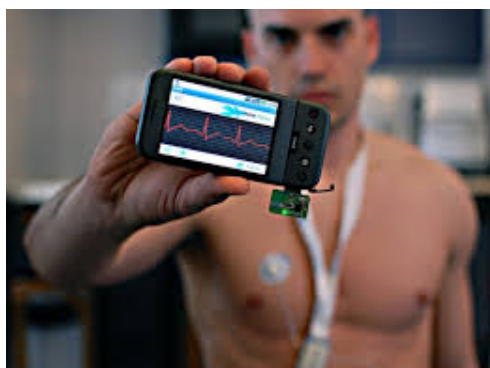
Sie haben **5** Bilder






 Bild Hinzufügen

Self-monitoring leads to minimum of ambulant care and maximum at home digitalization

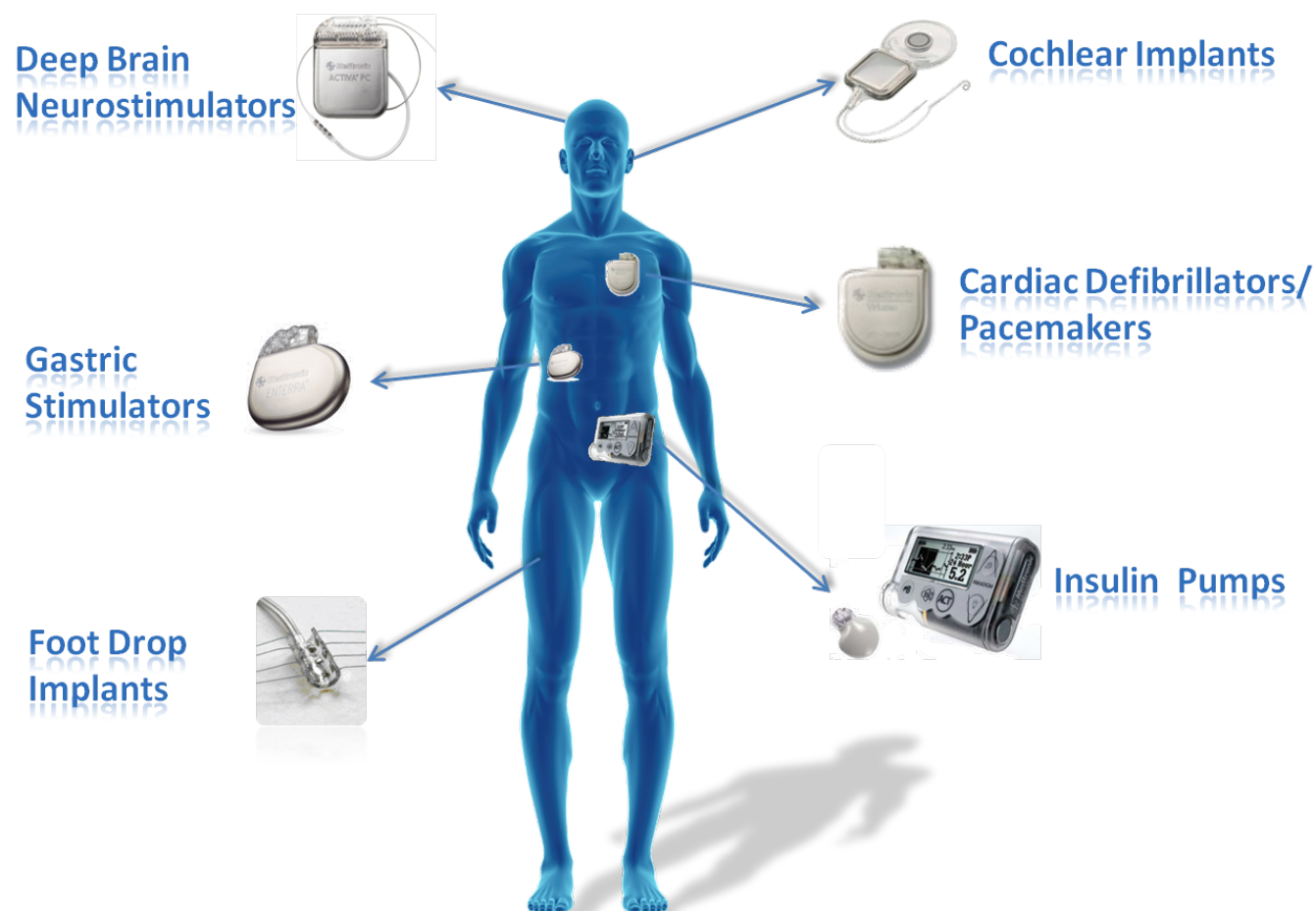


This means enormous logistical centres to manage and plan the total chain



Even patient bodies become machine park

WIRELESS IMPLANTABLE MEDICAL DEVICES



Or their homes

Long Reach

Wireless devices for remote patient monitoring

Blood-pressure monitor >>



Digital scale >>



Telestation >>

Patients use the buttons to answer questions on their condition.



EKG recorder >>



Pulse oximeter >>

A noninvasive check of blood oxygen level.



In love with the new doctor?



This changes leadership to Civil Leadership

Leadership

Leadership is about:

- **Authority** (not formal power or (management-) position)
- **Character and capacities**
- **Rhetorics and charm** (spontaneous followers)

Roots for leadership: personal passion, values and biography

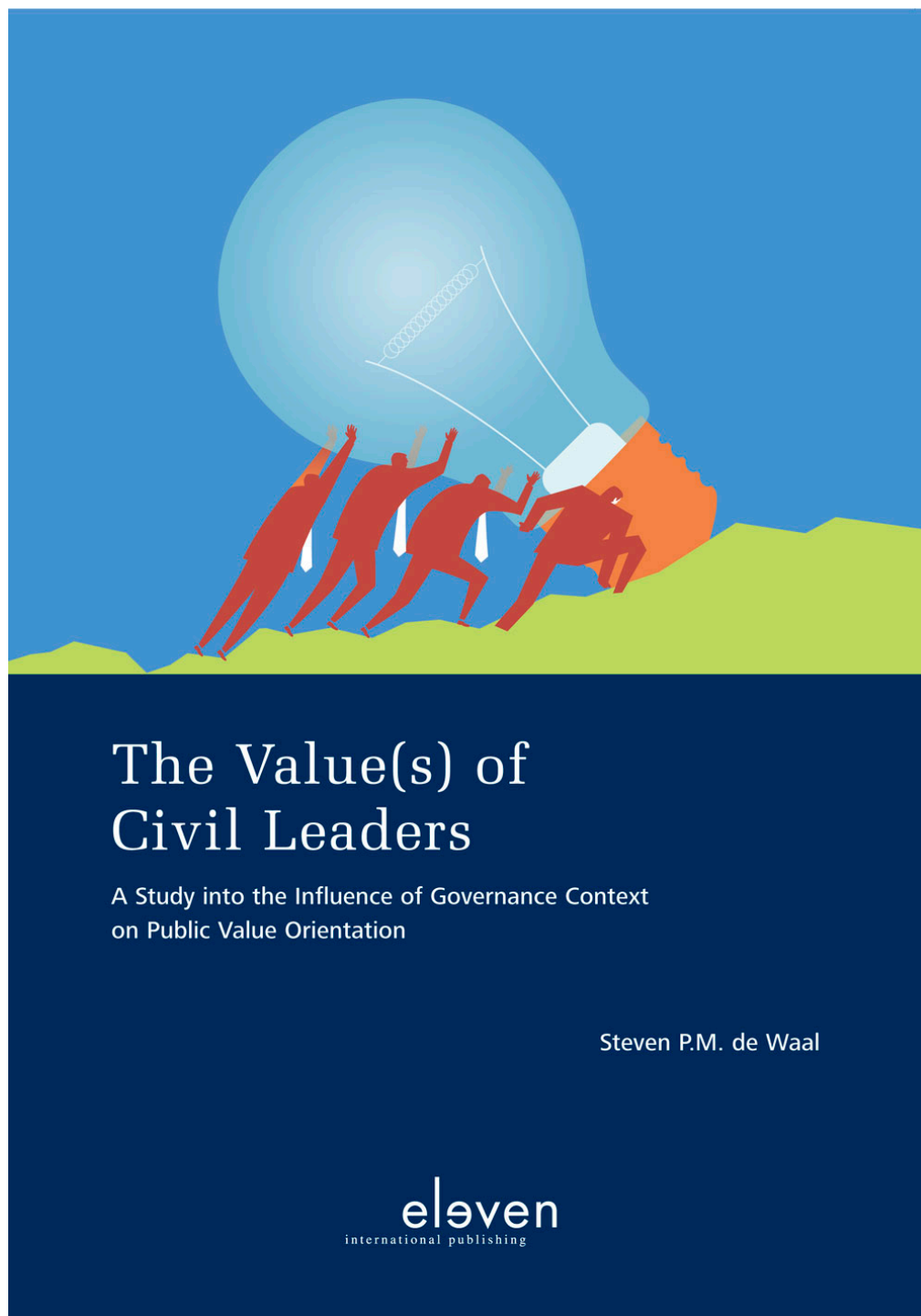
- a. No leadership without context and reasons: resistance is normal
- b. Leaders must be as clever in powergames as anybody with a vision or position (good character and good intentions are not enough)
- c. Rules, codes, protocols are not enough to get the right things done; hiding behind them is often first step in resistance

Disruption: impact on leadership in healthcare

MAIN impact: domain of your leadership (authority, character, followership) is patients and their families as much as your professional personnel and protocols!

- A. Treating them equally: bridging instead of opposition, hierarchy or neglect**
- B. Learn to be as supportive AND critical towards civil action and self-organization as to the professional organization**
- C. Partnership is necessary: less professional power: knowledge and references are shared and publicly available; shared decisionmaking**
- D. Values and trust crucial:**
 - Do we see a public passion? Or just private or organizational interest?
 - Are you one of us in values and attitude? A citizen? Not a bureaucrat? Not just a rulebased professional?

**Addendum 1:
Summary of dissertation
‘The Value(s) of Civil leaders’
(in English)(Eleven 2014)**



My dissertation, PhD in October 2014

Research on 30 selected civil leaders and a websurvey on app. 200 executives with experience in different governance context.

- a. How values and value orientations differ between governance contexts (for-profit, non-profit, informal active citizenship) and influence leadership
- b. What the value patterns are of these civil leaders and how it is influenced by their governance context.

Important concepts outlined in the study: Values, Civil Society, Valuepatterns of Market, State and Civil Society, Public Value, Governance Contexts and Leadership.

Main results

- Yes, the value patterns of the three governance contexts (for-profit, non-profit, active citizenship) differ substantially and probably influence leadership
- No, the value pattern of these civil leaders doesn't differ accordingly
- Amazing: there is a common value pattern for all civil leaders, they are 'a breed of their own'

Side-results:

- Civil leaders, despite their citizenship, are often seen as competitors by politicians (who claim a monopoly on public debate about public issues)
- Civil leaders are often challenged and have the competence to be active in public debate
- In most cases of executive positions there was a tension between civil leaders and their non-executive boards, basically on the managerial technical attitude versus their own value based attitude. They are not 'easy' executives.

Civil leaders in my study have a value pattern of their own (a breed of their own)

Freedom of Choice (13)	Sustainability/ stability (11)	(Social) Justice (9)	Solidarity (8)	Independence (7)
<i>and</i>	<i>and</i>		<i>and</i>	<i>and</i>
Entrepreneurial spirit (13)	Respect (11)		Self-actualization (8)	Bonding & Bridging (7)

They have a value-pattern with two tracks:

On the one hand: **entrepreneurial**, selfsteering, autonomous, pigheaded,
independent

On the other: socially committed and passionate about **societal results** for
targetgroups and vulnerable citizens or changing failing public
services

We found four key dimensions of civil leadership style

Together these key dimensions define the style of a civil leader

Every civil leader has to make choices on these key dimensions to establish his/her typical style and operate in a way that he/she feels it makes him/her credible and effective as a civil leader

- 1. The value-driven-instrumental-neutral value stance**
- 2. Backstage to front stage**
- 3. Elitist to common touch**
- 4. Legitimization to innovation**

Handling the public debate is crucial for civil leader. The public domain is not just for politicians anymore.

The civil leader's approach, style and character in these public debates are as important, both for the public acceptance of their innovative work as for the possibility of further institutionalizing this innovation, as the actual public value of their effort.

Other lessons can be drawn:

- *Any issue can be charged with values*
- *Purely private initiatives with positive public value generate little public debate*
- *The public debate is a special arena with little control*

So, the public debate can hit hard, affecting civil leaders personally as well as their organizations/networks, with little opportunity to control the result.

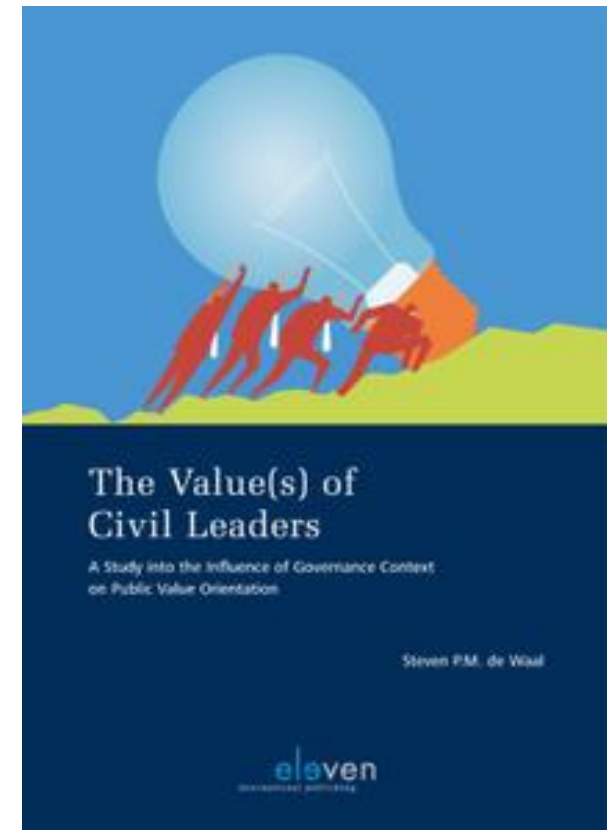
Main impact of civil leadership on healthcare leadership

Power of disruptive citizenship will come closer and change roles:

- Frontline professionals need more decision power in their interaction with patients
- The question will increasingly be: who knows patient's opinions best (written surveys will not help)?
- How to provoke and evaluate this information?
- Bureaucratic attitudes in interaction with citizens change to commitment and value driven character. It is real partnership
- How to choose between upcoming civil initiatives? And between them and current supply in healthcare?

Main point that will create unrest and insecurity about jobs:

- A. Threat to professionals and professionalism
- B. Threat to the current monopoly



Addendum 2: Focus Public SPACE Foundation

Main-topics Public SPACE in lectures and literature

Citizenforce (has a historical right as the private basis for much of public sector, 2000) **to be extended with citizen power** like: 'right to challenge', 'vouchers' and preference for social enterprises (2015)

Citizen disruption of Democracy: There is already a direct and open information- and mediachannel for citizens. It threatens to disrupt representative democracy if not used and embraced by current politicians (2014)

Citizen disruption of public services by rise of self-organization, demand for co-production and influence of peer-reviews & own choice (2015)

ChinaHealthcare: The Dutch healthcaresystem is hardly marketlike, but very government steered in finance, services, innovation and structure. Main fault is that patients do not have much influence and hardly any choice in provider (since 2011)

Strategy: 'Beating the odds'

Aristoteles: Virtues, Character, Balance of middle in strategic context, Practical Wisdom. Governance codes must be principle-based not rules-based

Civil Leadership: persons and personal behaviour more important than institutes or structures. Citizenship can and must be in the boardroom (2014)



Latest book (in Dutch), May 2015

Title translation:

Citizen initiatives with Citizen power

Presented to Director of Social Cultural Planbureau, a major adviser for central government on health and social issues and policies.

Based on large debates, physical and virtual and literature study.

Main message:

Positive about recent political attention to active citizenship in health, social welfare and social security, but:

- too political top down and too much linked to political agenda (budget cuts)
- naive about powershift
- doubts if municipalities are closer to citizen force

Previous publications Public SPACE (Dutch)

