

Leading Health Care

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MIND THE GAP: HOW DO WE MAKE THINGS HAPPEN IN (HEALTH)CARE?

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THE LEADING HEALTH CARE FOUNDATION

Leading Health Care

Disclosure of speaker interests

Event: Kennisfestival Anders werkt beter
Session title: Mind the gap: how do we make things happen in (health)care?
Speaker: Hans Winberg
Date: 19 June 2026

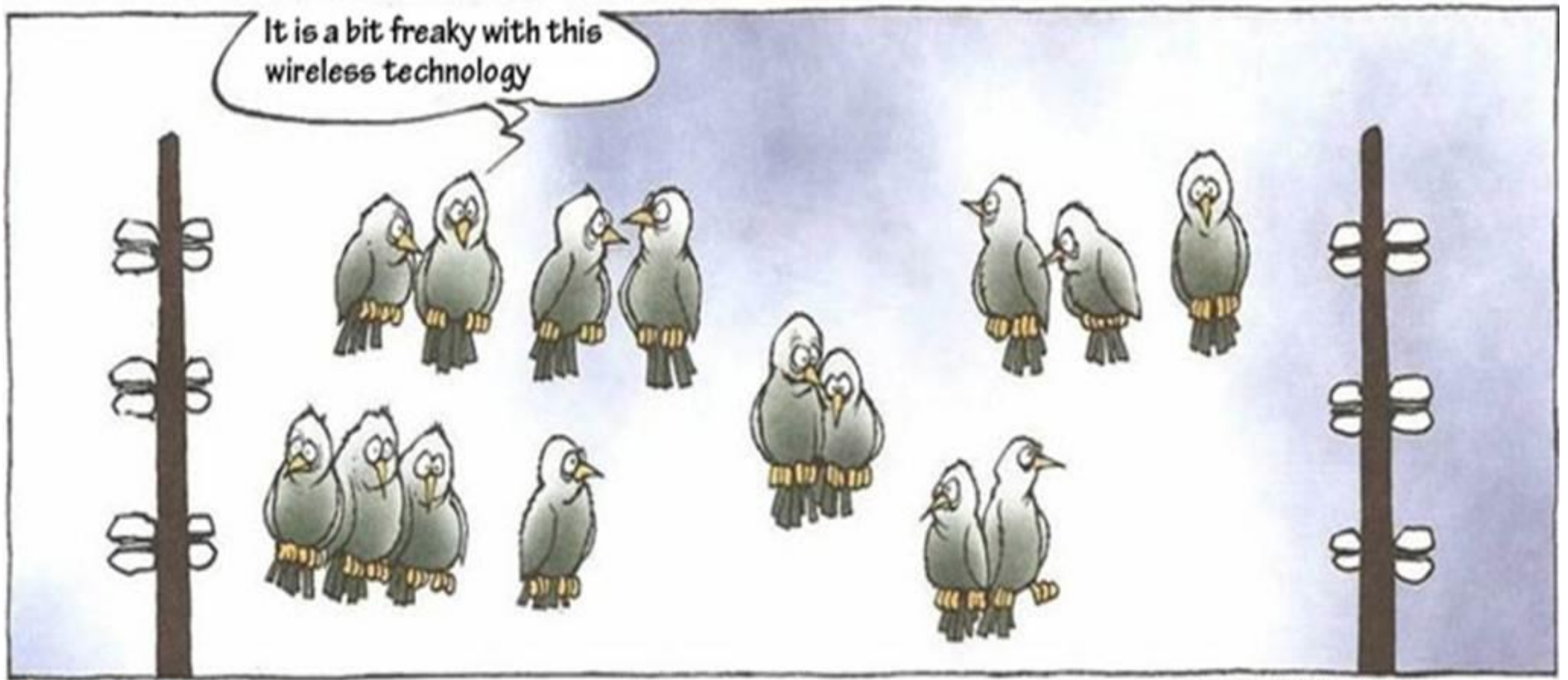
Potential conflicts of interest:

There are no potential conflicts of interest for this event.



MEDICAL REVOLUTION DIGITALISATION ORGANISING





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Economy is more than money



Splitting the bill – Multiple values at stake



In my circle, **it depends.**

If we have **all had roughly the same thing** - i.e. shared wine, had the same number of courses from a menu with very little price variation - **we split the bill.**

With my very **closest friends, one of us will usually pay,** because we know that someone else will get the bill next time.

In more **varied circumstances, I keep a close watch** and make sure that people who don't drink/are on a tight budget don't end up having to pay an equal share of the bill.

When **someone else is paying for my meal, I never, ever order anything more expensive than that ordered by the host.**



Economic distribution

Comfort

Inclusion

Friendship

Fairness

Solidarity

Not embarrassing

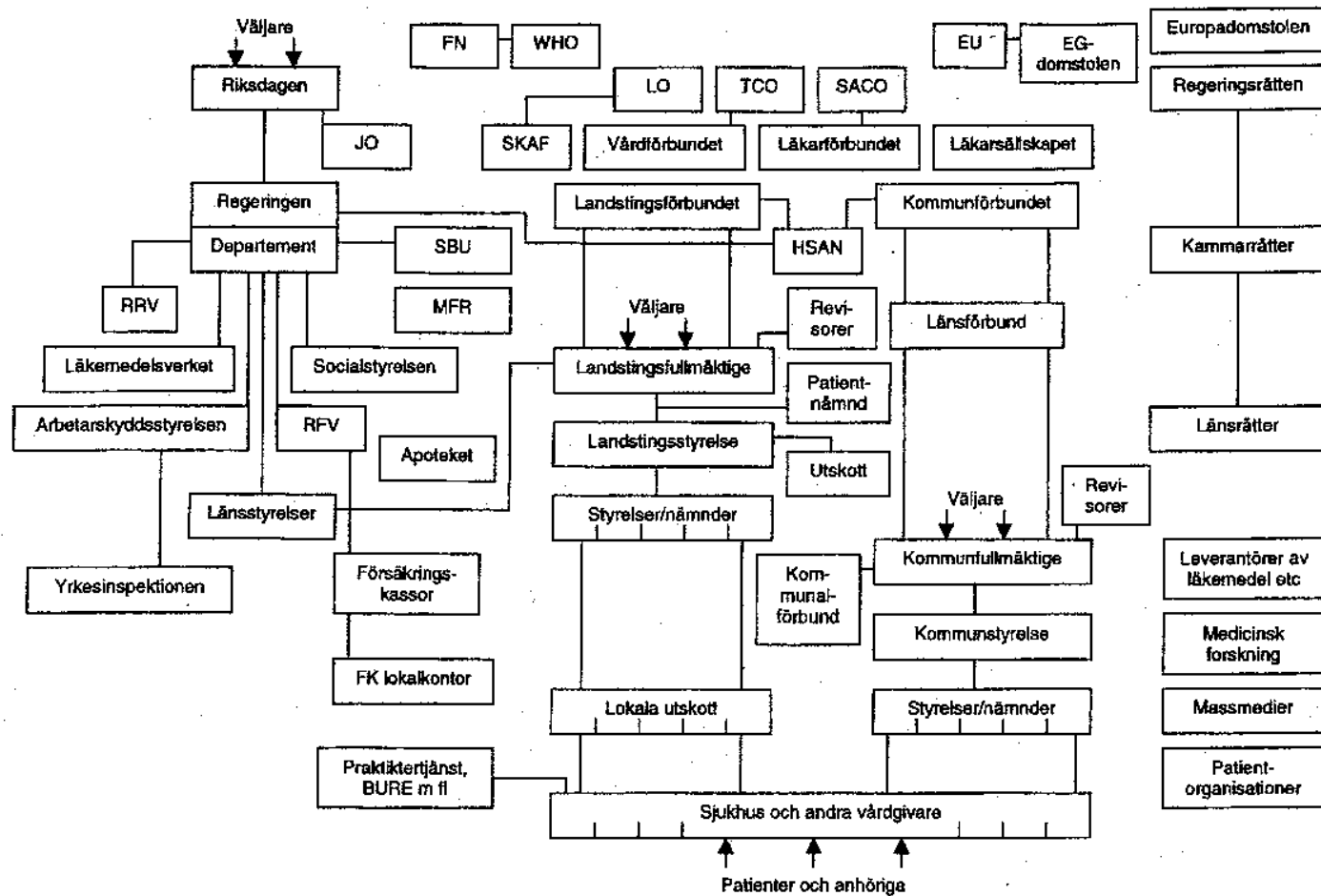


TO SPLIT THE BILL...

- A simple problem of cost distribution without a standard solution – since:
 - Situations vary
 - Co-ordination between different actors is required
 - Multiple values are at stake



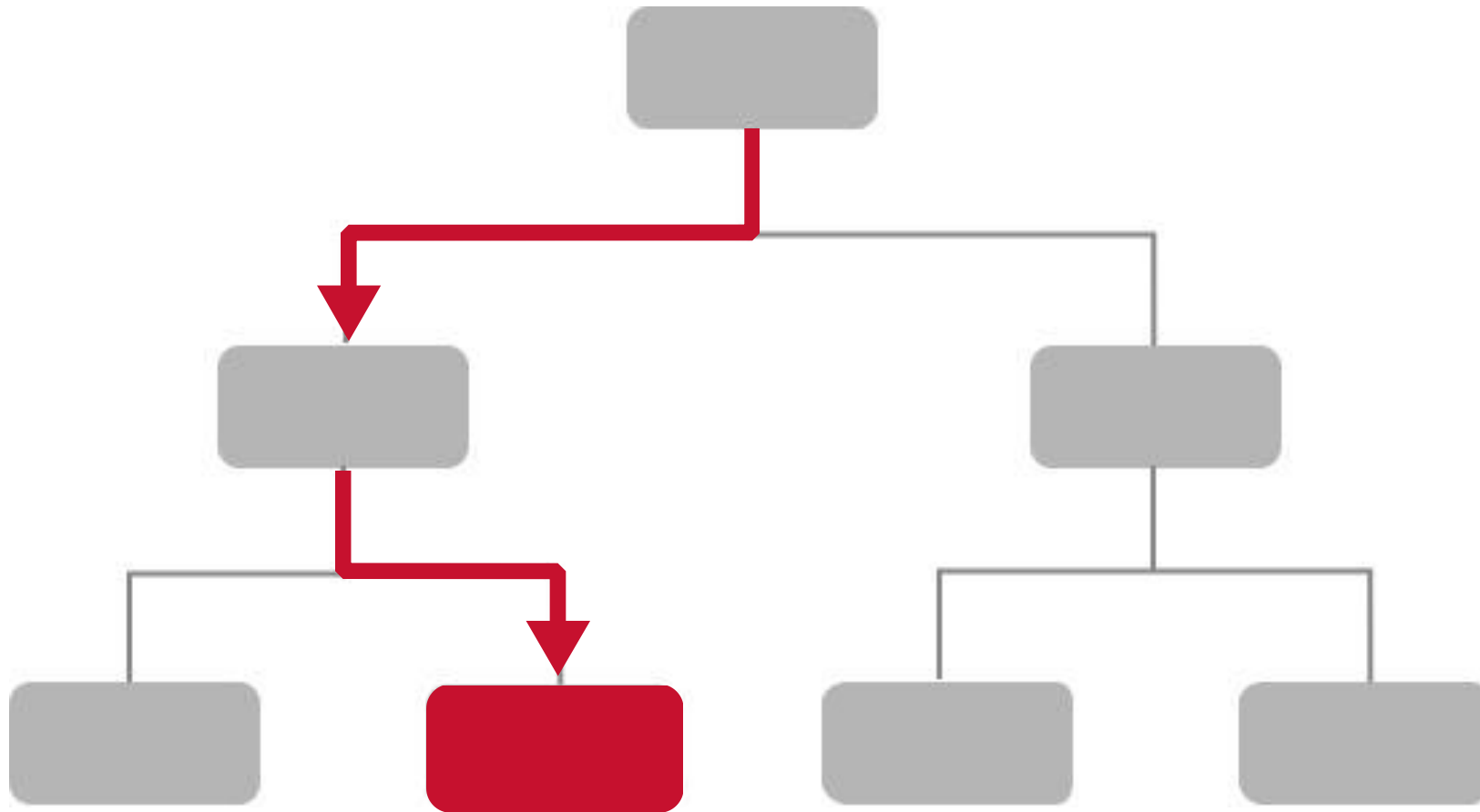
ORGANOGRAM...



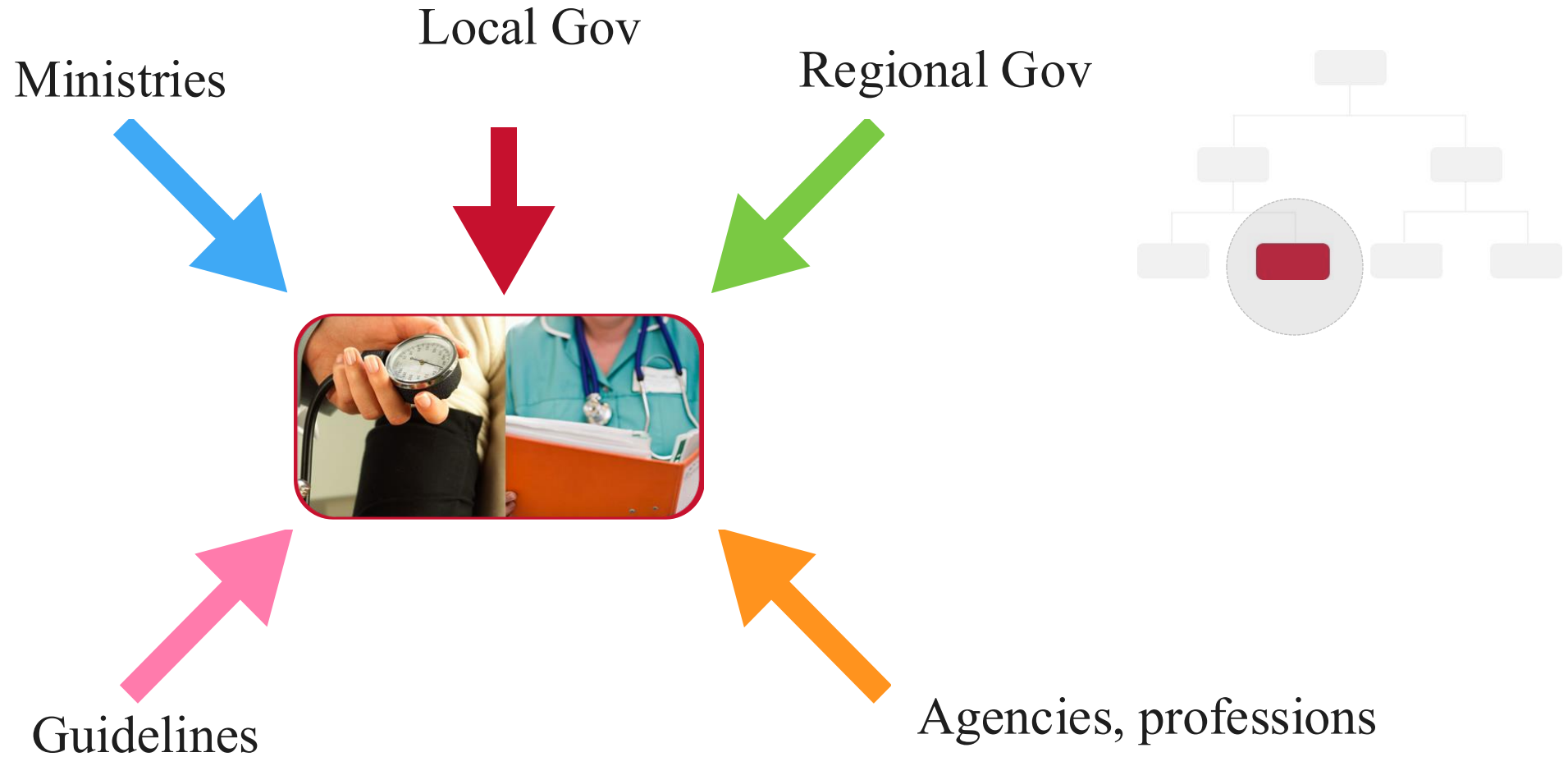
FIGUR 4.2. Den svenska hälso- och sjukvårdens organisering (förenklad skiss).



CLASSIC VERTICAL CHAIN OF COMMAND



MULTIPLE SIGNALS AND VALUES



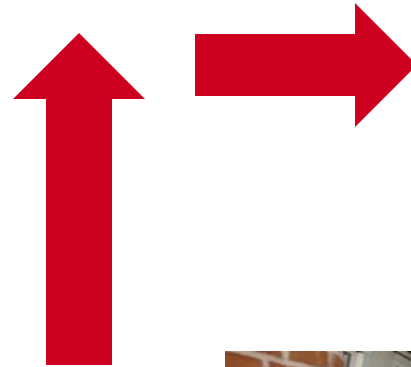
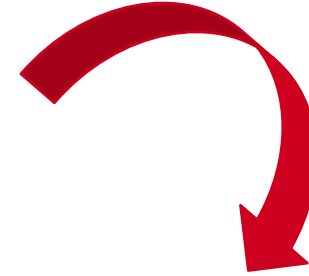


»Leading from a distance is like running a kids party through texting.«

HELGESSON, KROHWINKEL OCH WINBERG, DAGENS SAMHÄLLE



GAPS IN ORGANISATION AT SAHLGRENKA UNIVERSITY





TOWARDS NEW WAYS OF ORGANISING

ADDING: RELATIONAL TAYLORING

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INTEGRATION MODELS

Hierarchic integration (1900's)



Network & project integration (2000's)



INTEGRATION MODELS

Hierarchic integration (1900's)

"Divide" → Units → Borders

Organisational gaps

Network & project integration (2000's)

"Piece together" → Relations → Context

Potential room for organisational innovation!



INTEGRATION MODELS

Hierarchic integration (1900's)

"Divide"



Units



Borders

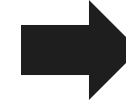
Organisational gaps

Network & project integration (2000's)

"Piece together"



Relations



Context

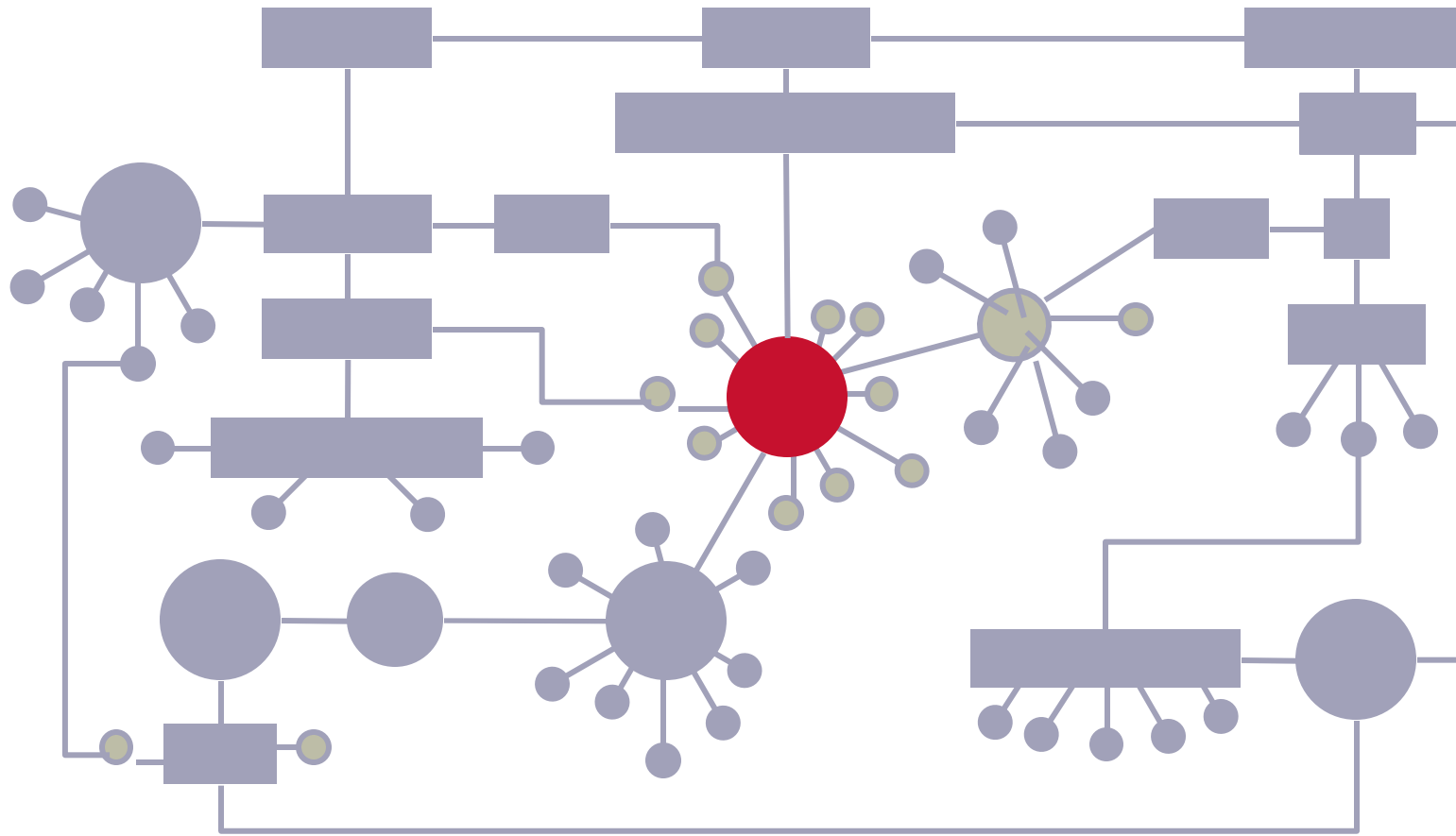
Potential room for organisational innovation



COMPLEX SERVICES



...IN A COMPLEX CONTEXT



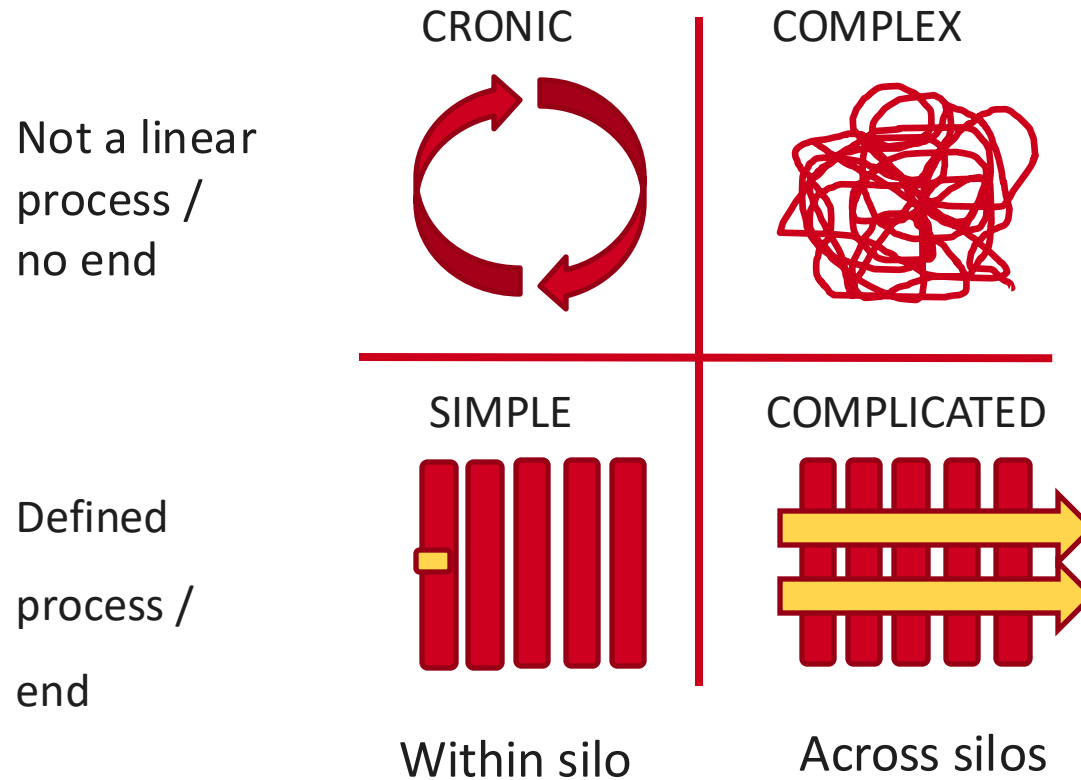
A NETWORK PERSPECTIVE

- Mutual interdependencies
- Relational ties
 - Knowledge
 - Social
 - Legal
 - Economical
 - Technical
- Trust and stability a strong source of innovativity
- Important to understand your indirect relations

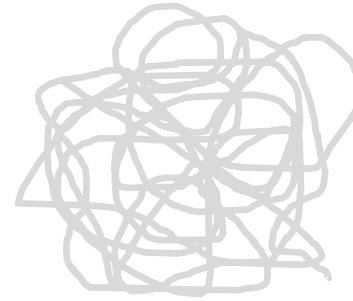
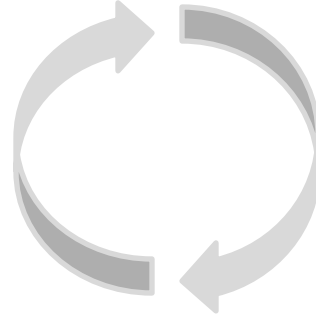




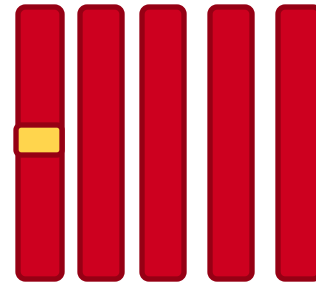
CARE SEGMENTATION



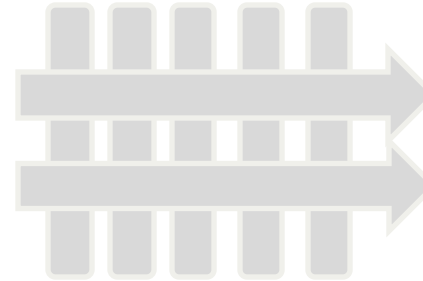
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process /
no end



Defined
process /
end



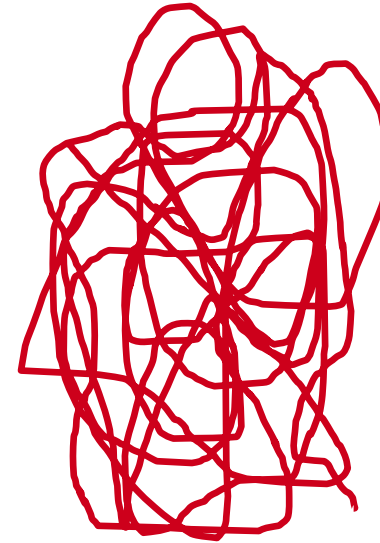
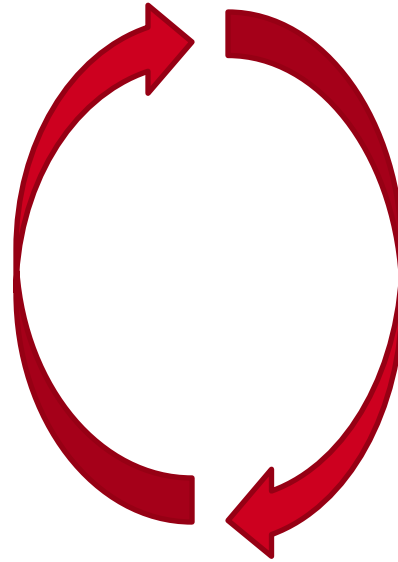
Within silo



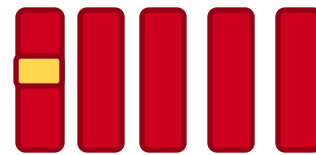
Across silos



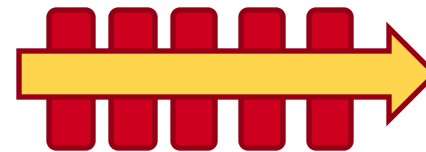
Not a linear
process /
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Defined
process /
end



Within silo

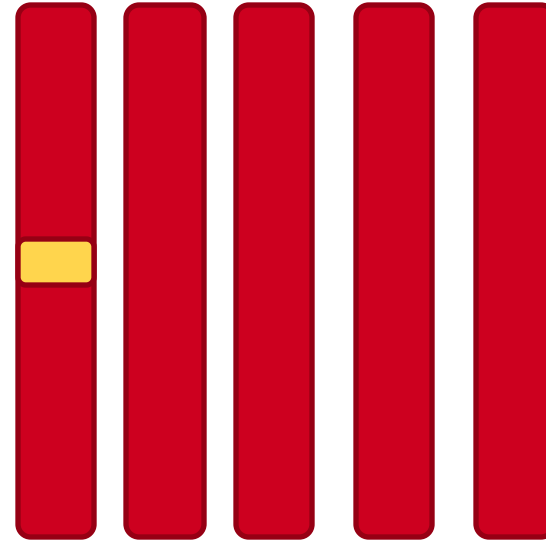
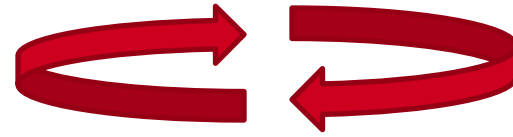


Across silos

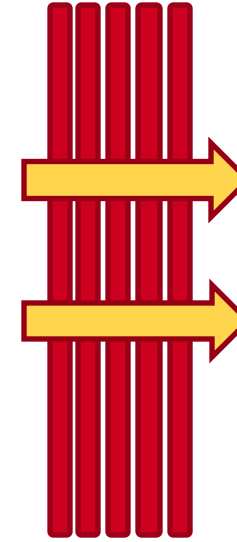


Not a linear
process /
no end

Defined
process /
end



Within silo



Across silos



SOME CLOSING REMARKS



PARADIGM SHIFT: TAKE-HOME MESSAGES

- Approximately right is better than exactly wrong
 - be careful with what you standardize and at which levels
- CONFORMANCE is often the result, not PERFORMANCE
- Local development needs local DATA – not generalized INDICATORS
- ORGANIZE networks around patients – STRUCTURE comes second
- You can't OPTIMIZE incoherent values – they need to be BALANCED
- UNIVERSAL models have a bad fit everywhere - LOCAL context eats strategy for lunch



»Without doubt
you are not
wise.«

TAGE DANIELSSON, SWEDISH COMEDIAN POET AND AUTHOR



Dank u wel!



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