Whole Systems Healing
BIG IDEAS

• Wicked Problems
• Connectivity – learning from complexity science
• Building capacity for adaptability, learning and innovation.
• Examples of Innovations – Whole Systems Perspective
• Advancing wellbeing – societal transformation that goes beyond health care.
NEW CONTEXT: THE CHANGING NATURE OF WORK SETTINGS

• Ideas about leadership are changing dramatically including perceptions about what makes a good leader.
• What did we used to believe the characteristics of a good leader were?
OLD VIEW OF A “GOOD” LEADER

• In charge
• Tell people what to do
• Maintain stability
• Create the vision
• Have all the answers
WHETHER THIS APPROACH EVER WORKED EFFECTIVELY IS OPEN TO DEBATE!
LEADERSHIP

“The days of command and control leadership have evaporated.”

David Gergen
Director, Center for Public Leadership at Harvard University
WICKED PROBLEMS

- Not just complicated or messy.
- Complex, driven by forces we often cannot see or control.
- Not resolved by routine or predictable solutions or fixed trajectories of pre-existing research pathways.
WICKED PROBLEMS

• Examples – climate control, health disparities, failing schools, decaying cities, economic instability of global markets,
• Health care – epidemic of lifestyle-related disease, enormous uncertainty as to which models and reimbursement structures will endure.
TAME PROBLEMS

• May be complicated.
• Occurred before.
• Known or routine and predictable solutions can be readily applied to resolve them.
PERMANENT WHITEWATER – PETER VAIL
POURING MORE MONEY AND RESOURCES INTO EXISTING SYSTEMS IS UNLIKELY TO PRODUCE DIFFERENT RESULTS.
CALL FOR LEADERSHIP

• Systematic – not divided into silos.
• Participative- involving many people’s ideas, energy, talent and expertise.
• Emergent – able to move and adapt nimbly in minefield of uncertainty.
A “WHOLE SYSTEMS” PERSPECTIVE

- Complexity/Chaos Theory
- Gentle Action
- Sustainability
COMPLEXITY/CHAOS THEORY

• Everything is connected.
• Change in one part of the system, causes a change in the whole system.
• Simple interactions between parts lead to the emergence of a new order and coherence.
COMPLEXITY/CHAOS THEORY

- Order and chaos are mirror images.
- There is order in chaos and chaos in order.
- When systems dissipate, new forms emerge.
- Fluctuations are the primary source of creativity.
GENTLE ACTION

• Small changes can have large effects.
• Turbulent systems may be very sensitive to change. Stable ones are highly resistant.
• Great power – small, collaborative and highly coordinated actions.
SUSTAINABILITY

• Capacity to endure.
• Meeting the needs to the present without compromising the needs of future generations.
WHOLE SYSTEMS HEALING AND CARE MODEL INNOVATION

- Revolution in the Netherlands
- Buurtzorg Nederland
Buurtzorg Nederland

• 2007 with 1 team of 5 nurses
• 2013 — 550 teams with 6,500 nurses
Buurtzorg Nederland

- Patient empowerment
- Self-directed Teams
- RN staff
- Integrative Care
- Networks
- Sophisticated IT
- Administrative support and coaching
Buurtzorg Outcomes

- Patient satisfaction
- Improved clinical outcomes
- Cost savings
- Employee engagement
- “Best employer of the year x 3 years”
Buurtzorg Philosophy

• Humanity over Bureaucracy
• Keep it simple.
• Don’t do useless things.
Integrative Nursing

- A way of being, knowing and doing that advances the health and wellbeing of people, families and communities through caring and healing relationships.
• A whole person, whole systems perspective that including integrative/complementary therapies and healing practices.

• Health promotion, lifestyle change, disease prevention and chronic disease management.
PRINCIPLES OF INTEGRATIVE NURSING

• People are whole systems inseparable from their environments.
• People have the innate capacity to heal across all dimensions – (bodymindspirit).
• Nature has healing and restorative properties.
• Patient-centered and relationship-based.
• Informed by evidence and uses the full range of therapeutic modalities to support and augment the healing process.
• Moves from least intensive and invasive to more depending on need and context.
• Caregiver wellbeing.
WHOLE SYSTEMS LEADERSHIP BEHAVIORS AND COMPETENCIES

• Leadership is a behavior, not a position.
• It is not tied to having a role with authority.
• Informal leaders can be as or more impactful and effective as formal leaders.
• Leadership is what happens when people step forward to make a difference for the issues they care about.
DEEP LISTENING

• Requires suspension of judgment and a willingness to receive new information.

• Key Practices:
  • Listen to learn
  • Listen for understanding rather than agreement
  • Ask powerful questions
AWARENESS OF SYSTEMS

• Even when you cannot predict or control behaviors in a complex system, you can recognize and influence their patterns.

• Key Practices:
  • Look for patterns in systems.
  • Pay attention to what has gone on before and the unfolding future.
  • Recognize the strengths and assets with a system.
  • Encourage group process.
AWARENESS OF SELF

- Leadership is not just what you do, it is who you are.
- Your interior condition has a great influence on your communication with others. It is the place from which you operate and the source from which all actions originate.
- Self-awareness is fundamental to leadership in changing conditions.
Self-Awareness generates possibilities.
When you are aware of your motivations, feelings and beliefs, you can make choices about how to behave.
KEY PRACTICE: MINDFULNESS

- Paying attention on purpose.
- In the present moment
- Non-judgmentally
SEEKING DIVERSE PERSPECTIVES

• Conflicting opinions do not present a problem but are a potential resource that can sharpen thinking and lead to innovative options.
• Diversity is creativity. Can keep groups honest. Avoid group think. Reveals more about the system.
• By pushing our differences, we can make our similarities even more apparent.
SEEKING DIVERSE PERSPECTIVES

• Key Practices:
  • Encourage contributions from everyone.
  • Acknowledge the impact of power and privilege.
  • Practice respect for others.
  • Appreciate the constructive value of conflict.
  • Be open to breaking the rules and stepping outside the norm.
  • “Positive Deviance”
SUSPEND CERTAINTY AND EMBRACE UNCERTAINTY

- Enables you to see beyond your habitual lenses.
- Creates room for diverse views.
- Opens up the space for creative ideas and innovative pathways.
- Helps you avoid pitfalls that come with misguided assumptions.
SUSPEND CERTAINTY KEY PRACTICES

• Be willing to let go of the belief that you are right.
• Avoid jumping to solutions.
• Use critical thinking to identify your own assumptions.
• Solicit a multiplicity of voices.
• Develop a purposeful yet flexible relationship with outcomes.
• Expect the unexpected.
BE AWARE OF YOUR OWN ASSUMPTIONS AND JUDGMENTS. CHANGE ASSUMPTIONS AND JUDGMENTS INTO QUESTIONS.
ADAPTIVE ACTION

• A way of working effectively in changing and unpredictable circumstances.

• Iterative process

• No linear, prescribed sequence of steps.
REFLECTIVE PRACTICE

Seeing Patterns
(What?)

Taking Action
(Now What?)

Generating Options
for Action
(Now What?)

Interpreting Their
Meaning
(So What?)
ADAPTIVE ACTION KEY PRACTICES

• Balance reflection with a bias towards action.
• Step back and see patterns.
• Step forward to try out new strategies.
• Keep an eye on preferred future knowing that small steps can have big impacts.
• Recognize when it is time for closure.
• Learn from everything.
What's Inside

- Gentle Action
- Reflective Practices
- Restorative Dialogue
- Social Entrepreneurship
- Sustainability
- Understanding Complex Systems
- Whole Systems Leadership
- Interviews with WSH Leaders
- WSH Collaborators

Whole Systems Healing

What Is Whole Systems Healing?

Whole Systems Healing is a way of cultivating the health and well-being of individuals, communities, organizations, societies, and the environment by living and acting with awareness of the wholeness and the interconnectedness of all living systems.

Whole Systems Healing is a perspective; a way of thinking, leading, and healing. It prepares us to be agents of individual growth, social change, and environmental restoration.

Framework within Modern Complexity Theory

Whole Systems Healing operates within the framework of modern complexity theory, which uses scientific methodology to demonstrate the interconnectedness and interdependence of every part of a complex system.

Complexity theory offers a new perspective for looking at contemporary problems, which are characterized by unprecedented levels of intricacy and interdependence.
ADVANCING WELLBEING
THE CASE FOR WELLBEING – SOBERING REALITY

+ Spend More $
+ Poor Outcomes
+ Limited Access to Care
+ Role of Lifestyle Choices
SICKNESS > HEALTH
DISEASE > WELLNESS
Wellbeing
Beyond Health Care......
Role of the Community
DEFINING WELLBEING

- Happy, healthy and prosperous
- A state of being in balance or alignment
- Content
- Peaceful
- Connected to purpose
- In harmony, happy, prosperous and safe
What Impacts your Wellbeing?
DETERMINANTS OF WELLBEING

+ Whole person
+ Increase capacity and expanding potential
+ Possible even with chronic illnesses and maturing bodies
+ Individual, family, organization, community
Physical Activity and Fitness
Diet & Nutrition
Sleep
Thoughts and Emotions
Stress Mastery

“Health is in your hands.”
What gets you up in the morning?

Aim
Direction
Different from job or career

“Purpose matters.”
Close connections between people, formed by emotional bonds and interactions.

Health risks of being alone are comparable in magnitude to the risks associated with cigarette smoking, high blood pressure and obesity.

“Isolation is fatal.”
People living in American cities with low wellbeing are twice as likely to have a heart attack as those who live in a city with high wellbeing.

“Community nurtures and sustains us.”
Personal Environment
Global Environment
Access to Nature

“Nature heals.”
Basic Human Needs
Job
Finances
Safety and Prevention

“Fear immobilizes.”
CREATING A CULTURE OF WELLBEING

+ Individual Assessment
+ Organizational Assessment
INDIVIDUAL WELLBEING ASSESSMENT

- Individual Needs and Interests
- Strengths
- Capacity
- Potential for Future Improvement
- Basis for *Personal Plan for Wellbeing*
TAKING CHARGE OF YOUR HEALTH & WELLBEING

Tips for change  Health conditions  Glossary  Our experts  About us

ENHANCE your wellbeing  NAVIGATE the healthcare system  EXPLORE healing practices

ADVANCE YOUR WELLBEING through integrative health and healing
Learn, engage, act

TIPS for Change

1. Doing Good: Improving Your Community with Social...
ORGANIZATION WELLBEING ASSESSMENT

+ Mission/Vision – clarity of purpose
+ Alignment of Strategic goals and resources
+ Employee Wellbeing – health, safety and security, purpose, relationships, community
+ Environment – commitments and stewardship