National Health Leadership Programme Norway

Exploring a new model for value driven partnership between academia and government

EFMD CASE 2019

BI NORWEGIAN BUSINESS SCHOOL

HELSE- OG OMSORGSDEPARTEMENTET

KS

Helsedirektoratet

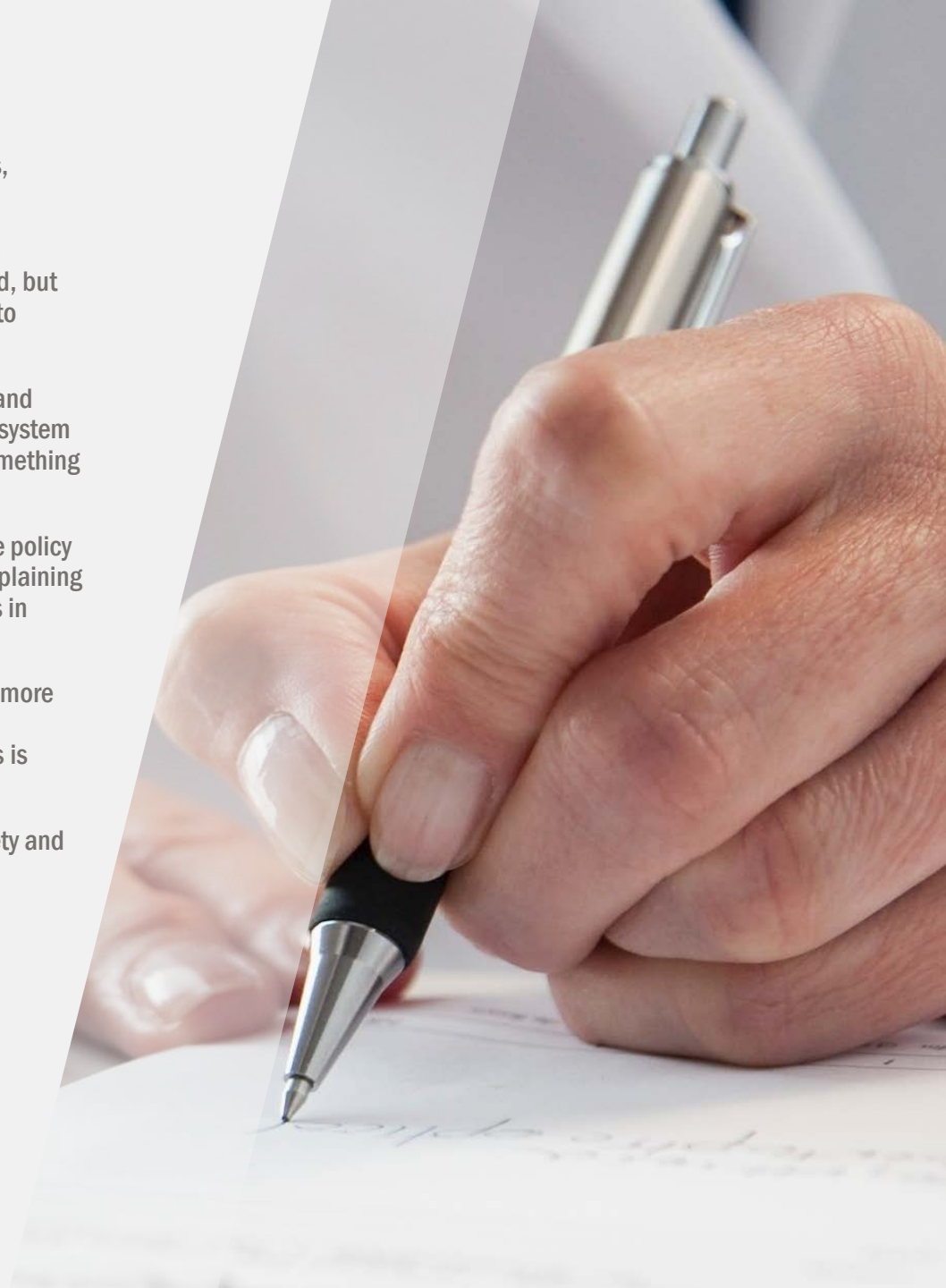
SUMMARY

Governments makes laws and policies and attempt to implement change in society from the top. By law, funding, ministries, directorates and the public system changes are made and implemented across countries.

However, change of ecosystems is never easy. Policy level and professional unions tend to see the world different. There are different view of problems and how to solve a challenge. So many government policies and ideas are proclaimed and funded, but never effectively implemented. Not because they are wrong, but because the system and society have a build-in resistance to change.

One such case is the Norwegian healthcare system where basically all governments the last 30 years have made decisions and policies of developing a more patient centric healthcare system. It has proven very difficult to make changes to the build-in system logic of hospitals and healthcare professionals. This type of change is almost impossible to make top down by enforcing something on the healthcare system.

This case is a story about how government and academia can work together in order to change ecosystems. How to combine policy level with bottom-up impact initiatives on a large scale to implement change and innovation in society. This case aims at explaining to policymakers how they should cooperate with academia and to academia how they can contribute to play important roles in changing society.

In this case government spend the limited amount of 20 MNOK, they procure not only leadership training, but get delivered more than 230 change- and innovation projects across the kingdom of Norway, all focusing on some aspects of improved patient experience. The combined value of this large-scale bottom-up mobilisation of initiatives within the health- and care services is already paying off and will continue to do so as the volume and scale grows.

This project has been a pilot and an experiment on how government and academia can work together to bring value to society and improve the healthcare system. It is by the vision and dedication of the policy level, directorate health and the Norwegian association of local and regional authorities that this has been possible.