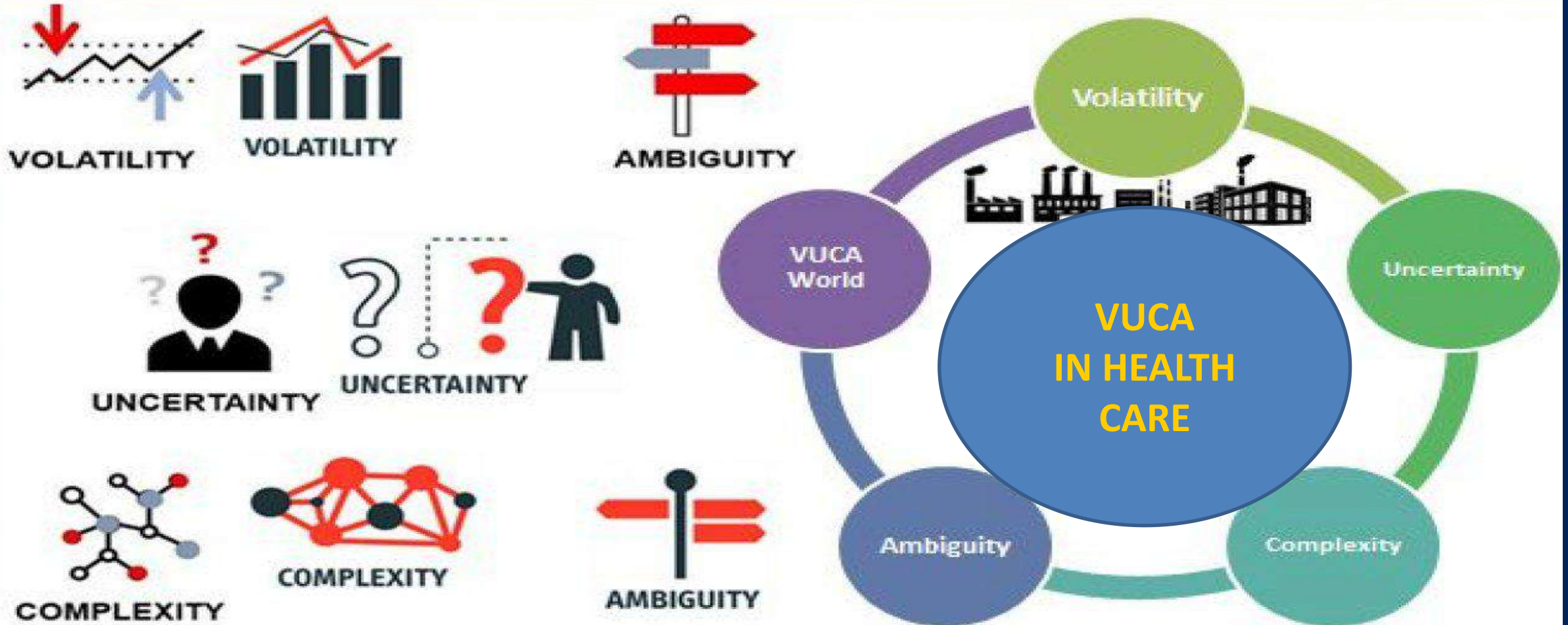


VUCA IN HEALTHCARE

Air Marshal (Dr) Pawan Kapoor (Retd)
Vice Chancellor Lincoln American University
Vice Chairman RusEducation

SATURDAY, 02 APRIL 2022

VUCA IN HEALTHCARE



Elements of the VUCA framework

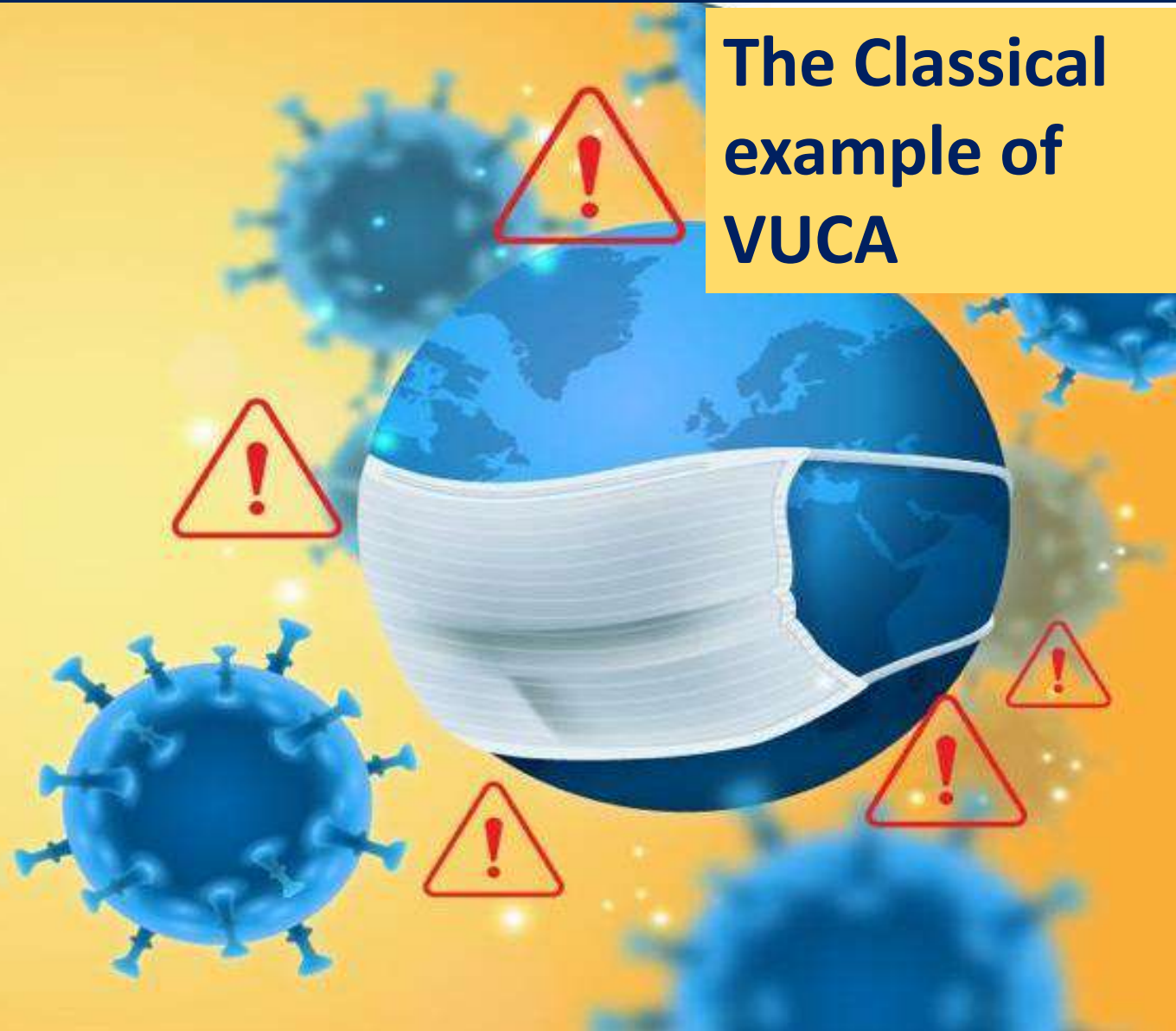
- **Volatility** - Rapid and frequent changes occurring over a period of time.
- **Uncertainty** - Lack of knowledge as to whether an event will result in a significant change.
- **Complexity** - Presence of an interconnected and convoluted network of information and procedures ie Multiple key decision factors and their interdependence.
- **Ambiguity** - Inability to understand cause and effect ie Lack of clarity on action to be taken

Is Healthcare A VUCA Environment ?!

- Rapid Mergers and Acquisitions
- Economic Environment
- Regulatory Mechanisms
- Accreditation Requirements
- Globalization
- Leading innovations
- Digitalisation

- Technological Advancements
- Pandemics
- Wider spectrum of diseases
- Changing Evidences
- Increasing clientele expectations & demands
- Information Explosion
- Demographics

***NAVIGATING
THROUGH THE
COVID-19 AND
VUCA WORLD***



**The Classical
example of
VUCA**



Effects of VUCA environment

- **Turbulent**
 - **Challenging**
 - **Increased Risks**
 - **Lack of Control**
 - **Delayed Decision Making and Actions**
 - **Doubts and Distrust**
 - **Inaction due to paralysis**
 - **Overwhelm leaders and organisation**
- “Leaders need to ‘see around corners’—to see something significant about the future that others don’t see”**


LEADERSHIP

V



Volatility

U




Uncertainty

C



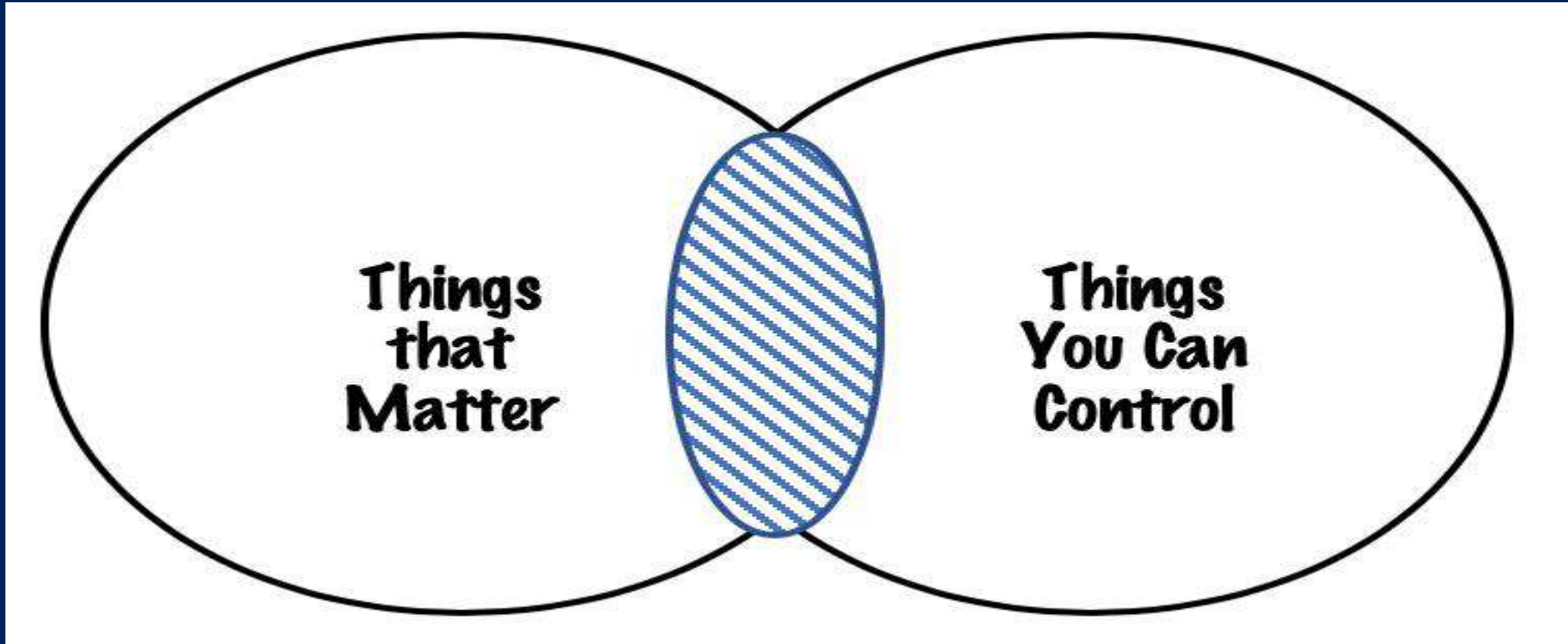
Complexity

A



Ambiguity





Leaders Must Be Like Lord Ganesha

- Big ears for listening.
- Small mouth for talking less.
- Small eyes for concentration.
- Long nose for poking around to learn more.
- Big head for storing good ideas.
- Big tummy for digesting criticism
- Small vehicle to smell risks in every nook and corner



- The blessing hand for supporting employees.
- Ladoos (sweets) in hand signifies reward and motivation.
- Perfume sprinkler in one hand reminds one to sincerely compliment others.
- Axe in Hand to admonish irresponsible behaviours and actions
- Crown on the head symbolizes self respect.

Quick Thinker

Problem solver

Obstacle Remover

Goal Oriented

Critical Factors for Successful Management of VUCA Times

- **Organizational Culture** - Human resource policies, leadership style, accountability, communication and relationships with partner organisations
- **Patient, staff health safety, clinical outcomes and quality improvement**- Patient Response Teams, Safety and Quality Improvement Huddles, Teamwork, Empowerment of staff

Critical Factors for Successful Management of VUCA Times

- **Clear, Consistent Communication**
- **Compassion and Empathy**
- **Building Partnerships**
- **Clear Strategic Intent** involving all stakeholders ie patients, populations(community), people (staff), physicians.
- **Transparency** in Decision Making
- **Ability to review and change plans**

The Way Forward

- To **understand and embrace** the VUCA concept
- **Believe** that VUCA **is inevitable** in a technologically driven world of healthcare
- New Challenges **need new and different innovations**
- **Converting** VUCA challenges into an opportunity needs a **transformative role of leadership**

The Way Forward

- **Healthcare expenditure** has to be increased
- **Develop New strategies in healthcare management.**
- As there is **rapid expansion of technology in healthcare settings**, every country needs **smart regulation** and
- An **implemented policy** for **patient safety, quality improvement ,data security and data protection.**

VUCA- Shifting Gears

Volatility



Vision

Uncertainty



Understanding

Complexity



Clarity

Ambiguity



Agility

Take Message

	Drivers	Impact	Needs
VOLATILITY	Change Nature, Dynamics, Speed Rate	Instability Loss of Control Increased Risk	VISION
UNCERTAINTY	Unpredictability Potential Surprises Unknown Impacts Unknown Outcomes	Indecisiveness Increased Analysis Delayed Action	UNDERSTANDING
COMPLEXITY	Task correlation Interdependencies Interoperability Inter relationships	Data Overload Decline in Productivity Mistakes	CLARITY
AMBIGUITY	Unclear Cause Unclear Aims Unclear Action Unclear Effect	Doubts Distrust Delays Lack of Trust	AGILITY

Take  Message



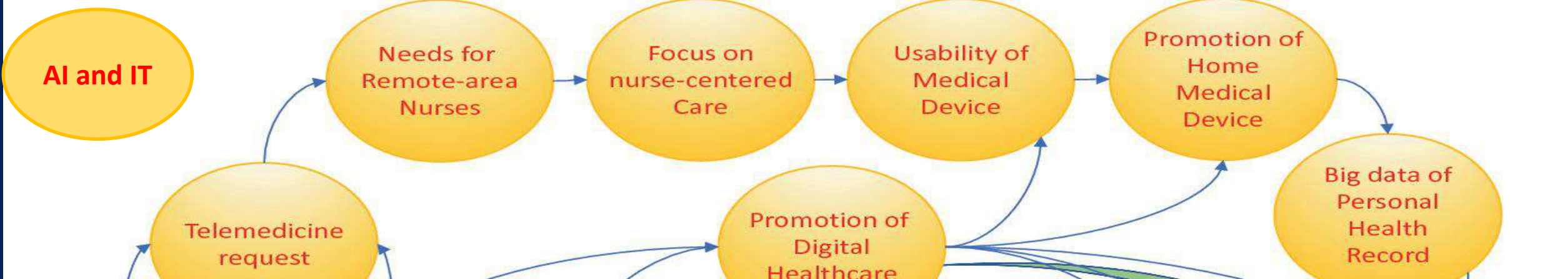
FRAGILE

VUCA 1.0

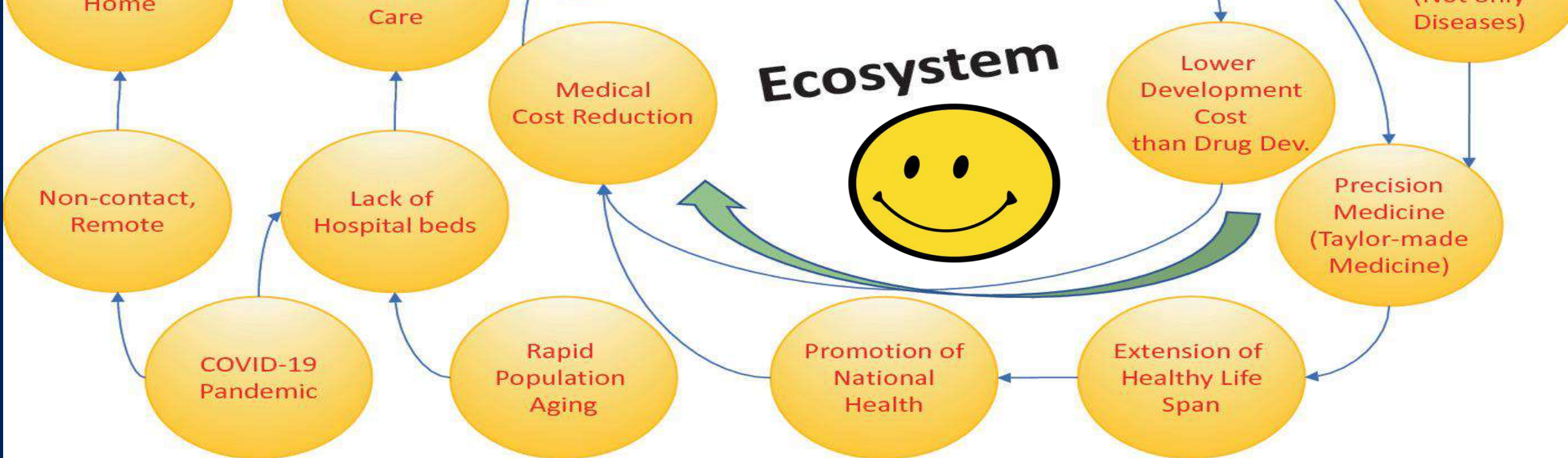


AGILE

VUCA 2.0



WELCOME TO THE VUCA WORLD





JAI HIND



THANK YOU