a strategic repertoire to stimulate transition in the mental healthcare sector

supporting redesigning psychiatry in moving towards a new system for mental healthcare

Redesigning Psychiatry

the assignment

The mental healthcare system in the Netherlands is in dire need of an update. With 90,000 people on the waiting list, an urgent shortage in staff, regular occurrence of 'incorrect' diagnoses, and a persistent stigma on mental health, this was exactly what was on Redesigning Psychiatry's mind. Steering clear of the problems of today and rather focusing on a desired future, they crafted a vision for mental healthcare in 2030. The purpose of this project is to support Redesigning Psychiatry in their efforts to move towards the mental healthcare system they envisioned.

the approach

A thorough literature study enabled an understanding of how societies and their functional systems transition, and how this phenomenon can be influenced. Based on this, a theoretic framework depicting societal change was developed. In parallel, the mental healthcare system was studied in order to identify the main factors that influence change. The theoretic framework could be used to analyse these factors, and identify detailed blockers and enablers to change.

the identified problem

Mental healthcare institutions experience difficulty in innovation and improvement, due to the pressure the organisations are under. However, being able to innovate and improve is what can relieve pressure from the organisations. Next to this problem, there were three other important factors influencing change. As this one was the most pressing, it is addressed in this project

the strategy

Finding ways to relieve immediate pressure seems like the obvious solution, but attempts at that have not yet been successful. Therefore, this strategy aims to create capacity for innovation and organisational learning, enabling organisations to address systemic problems in both the short and long term. It aims to do this by creating (semi-)separate spaces for innovation, reflection and learning. The idea behind this is that these spaces can operate without the presence of disabling pressure, creating room for reflective practice and creativity. See the rest of this poster for more details
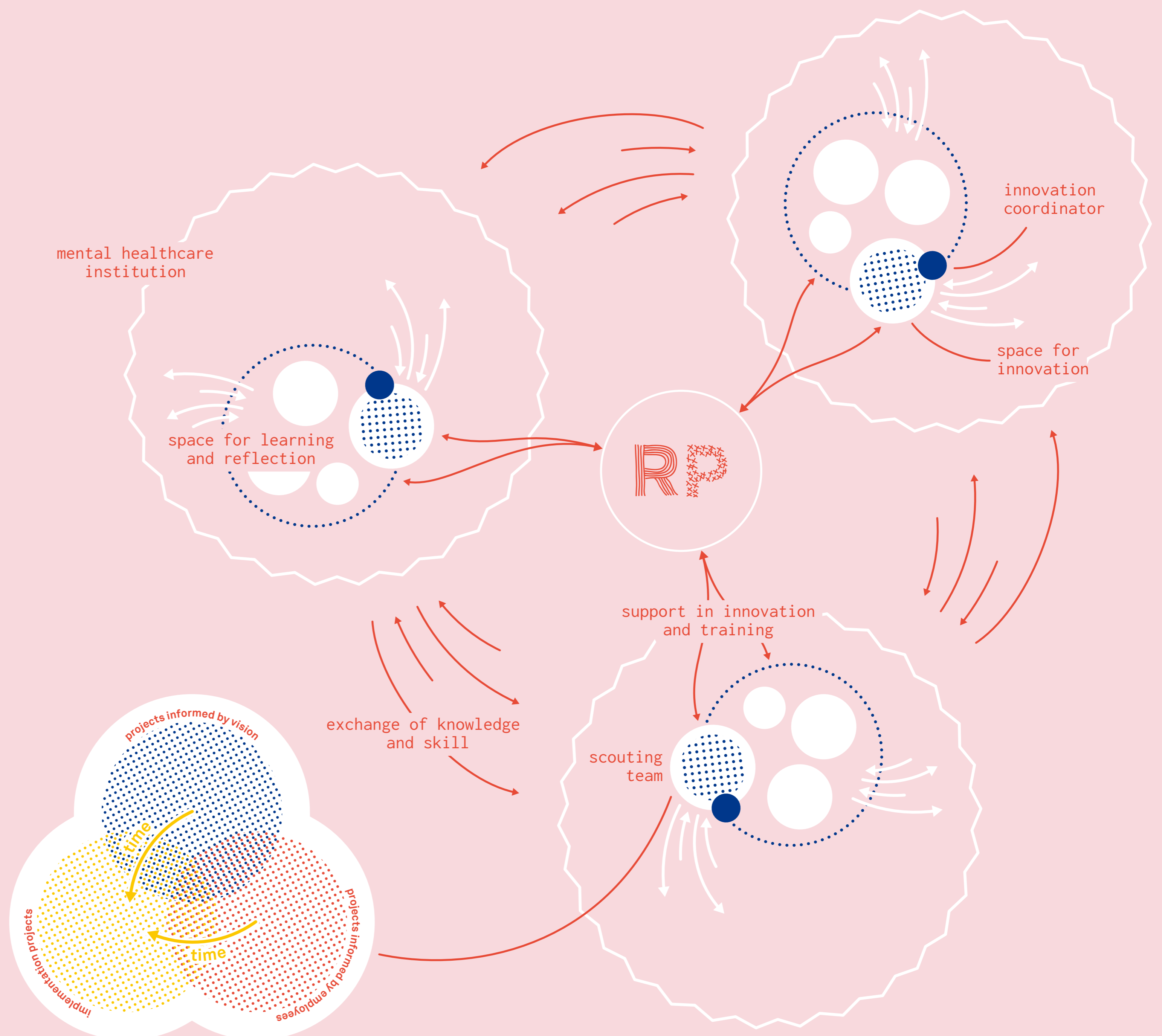
space for innovation

In this space, innovation projects can be performed independently from day-to-day routines and mindset. The space has a three-fold purpose:
1) Performing projects with the rationale to achieve long-term system change; these projects are mostly informed by the Redesigning Psychiatry vision and have a significant impact on the organisation and mental healthcare in general;
2) Performing projects to improve daily practice; these projects stem from ideas brought forward by organisation members;
3) Performing projects with the goal to successfully implement new interventions in the organisation.

space for reflection and learning

Reflection and learning is necessary to overcome inertia and open employees up to change. The space for reflection and learning is a means to this end, and is closely connected to the space for innovation. The space has three main functionalities, that can sometimes overlap: a place for reflection on mental models, a learning environment, and a test environment.

Diagram labels: mental healthcare institution; space for learning and reflection; innovation coordinator; space for innovation; RP; support in innovation and training; exchange of knowledge and skill; scouting team; projects informed by vision; projects informed by employees; implementation projects; time

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