



**GLOBAL  
SUMMIT  
FOR EYE  
HEALTH**

# **LEADERSHIP FOR EYE HEALTH SERIES**

**PART OF** **ADVOCACY  
TO ACTION**

# LEADERSHIP FOR EYE HEALTH SERIES

Webinar 2 / Set 1 - Foundations of Leadership and Advocacy

# SYSTEMS THINKING FOR SUSTAINABLE CHANGE



**TUESDAY  
JUNE 24<sup>TH</sup>**

**WELCOME**



# **Leadership for eye health series**

- **Creating a Shared Vision for Advocacy and Action 1<sup>st</sup> July**
- **Mobilisation and Coalition Building 8<sup>th</sup> July**
- **Advocacy and Influencing Strategies 15<sup>th</sup> July**
- **Leadership for Lasting Impact 22<sup>nd</sup> July**

**Completion of one webinar – social media tile**

**Completion of all webinars - certificate**

# This session

WHAT	HOW LONG
What is systems thinking	10 mins
Understanding complexity	10 mins
Discussion and Q&A	10 mins
Activity – thinking about root causes	20 mins

**Download the tools we are exploring today – link in the chat**

# Objectives

**Strengthen  
leadership capacity**

**Develop  
practical skills**

**Foster  
collaborative networks**

## **This session:**

- **Explore** systems thinking and its relevance to eye health systems
- **Reflect** on how various actors, interdependencies, and power dynamics influence eye health outcomes
- **Apply** systems approaches to navigate and influence complex systems.

# What is a system

An interaction of **parts** and their **interconnections** that come together for a **purpose**.

- A set of interconnected parts
- Parts operate towards achieving a purpose
- Changing one part or connection affects other elements of the system



# What is a health system

Any system that has a purpose related to health

“all the activities whose primary purpose is to promote, restore or maintain health” \*(WHO, 2000)

# Characteristics of a system

- Multiple interdependent parts
- Adaptation
- Unpredictable interactions
- Emergent behaviour
- Constant change



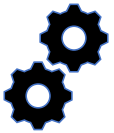
# **Why use systems thinking?**

Because we use it all the time!

**Helps us to see how things are connected to each other for a purpose**

- Design an intervention
- Grow / Scale a programme
- Sustain a programme
- How best to intervene in a complex system

# Systems systems systems...



**Systems change** - the fact we are trying to change systems

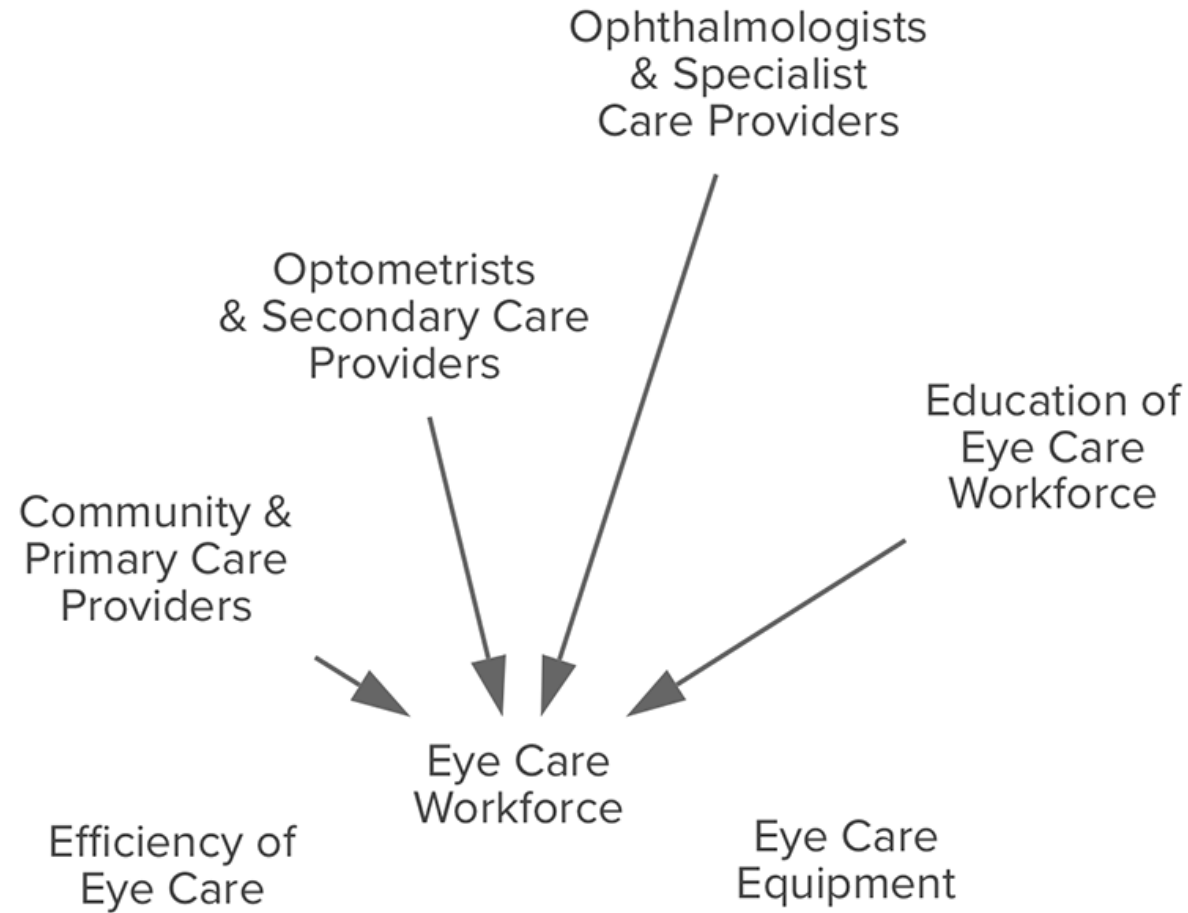


**Systems thinking** - the mindset and approach required

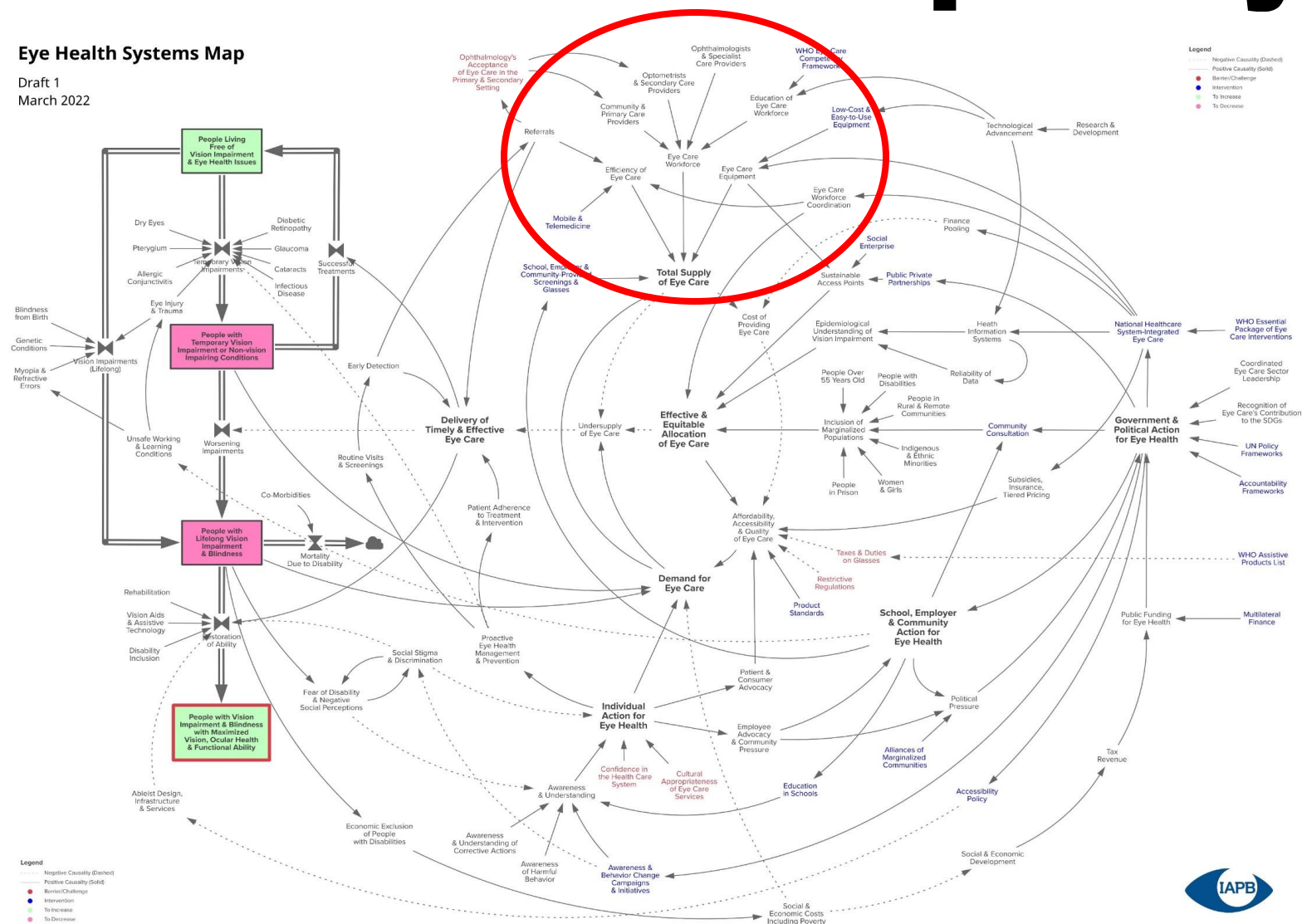


**Systems leadership** - the behaviours and actions that enable us to create change in complex systems

# Eye health system



Draft 1  
March 2022



# What is complexity

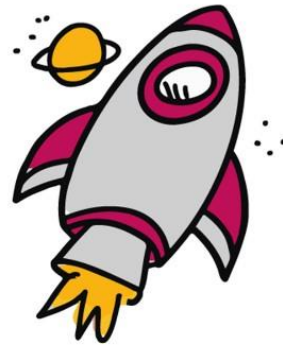
SIMPLE

CAKE



COMPLICATED

ROCKET



COMPLEX

CHILD



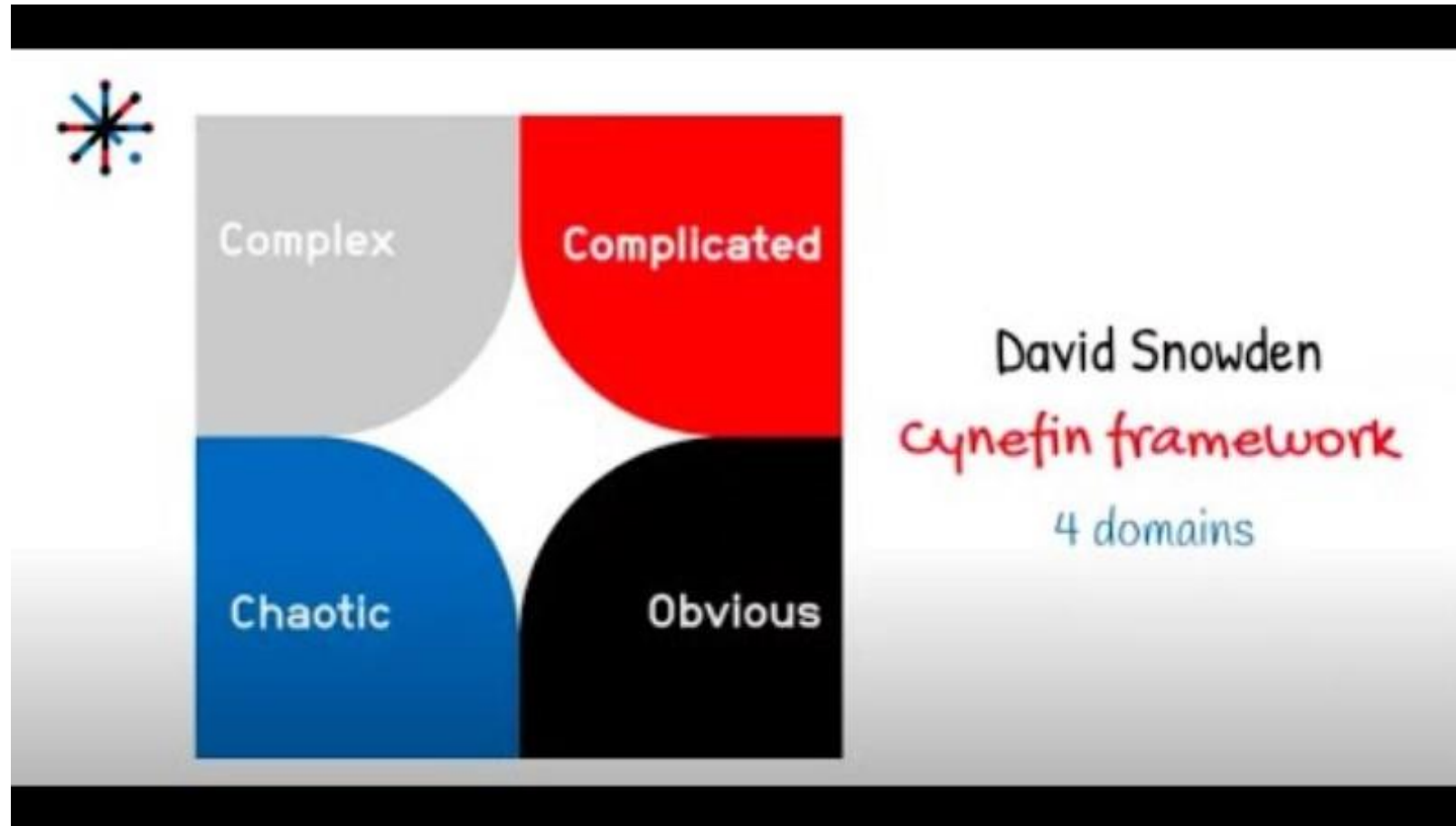
Problem

Clear

Some uncertainty

Lots of uncertainty

# Thinking about complexity



# How do you respond?

## Complex

Connection between cause and effect only seems clear in hindsight.  
Only emergent practices

*Probe, sense, respond*

## Complicated

Connection between cause and effect is less clear. Requires expertise to figure it out. Good practices exist.

*Sense, analyse, respond*

## Chaotic

No connection between cause and effect. Novel practices exist.

*Act, sense, respond*

## Obvious / simple

Connection between cause and effect is clear, best practices exist

*Sense, categorise, respond*

# Discussion

- *What are your reflections on the framework?*
- *How do you typically respond to situations or problems?*
- *How much do you tailor your response to the problem or situation you encounter?*



# **Systems leadership for eye health**

***A process through which an individual or organisation inspires and mobilises collective action to drive change within and across complex systems so that everyone, everywhere can access the eyecare they need.***

# Key systems leadership skills



**AWARENESS AND  
UNDERSTANDING OF SYSTEMS  
AND THEIR ACTORS**



**STRATEGIC  
VISION**



**COLLABORATION AND  
COALITION BUILDING**



**ADVOCACY AND  
INFLUENCING**

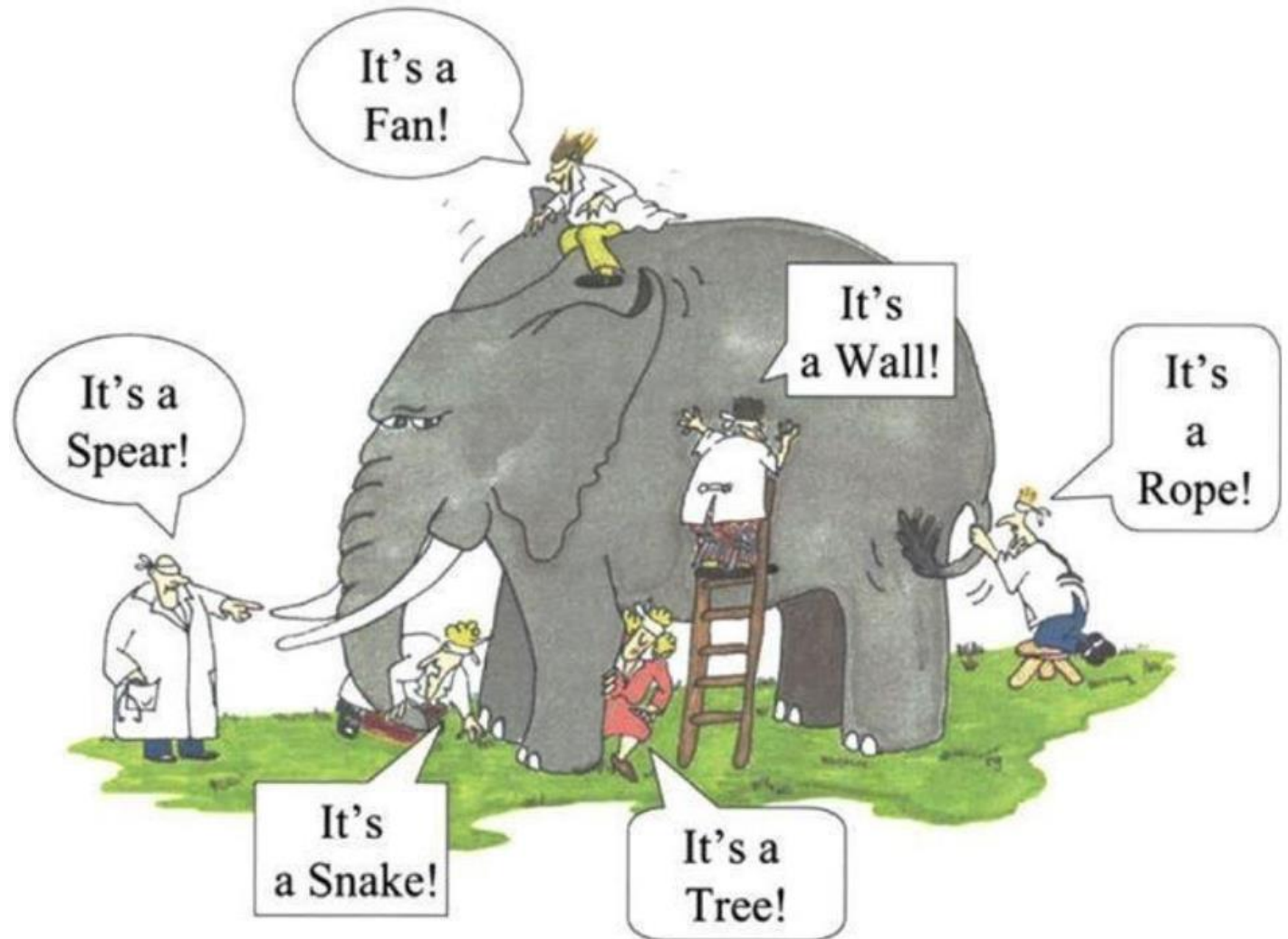


**DEVELOPING YOURSELF,  
OTHERS AND NURTURING  
A LEARNING CULTURE**

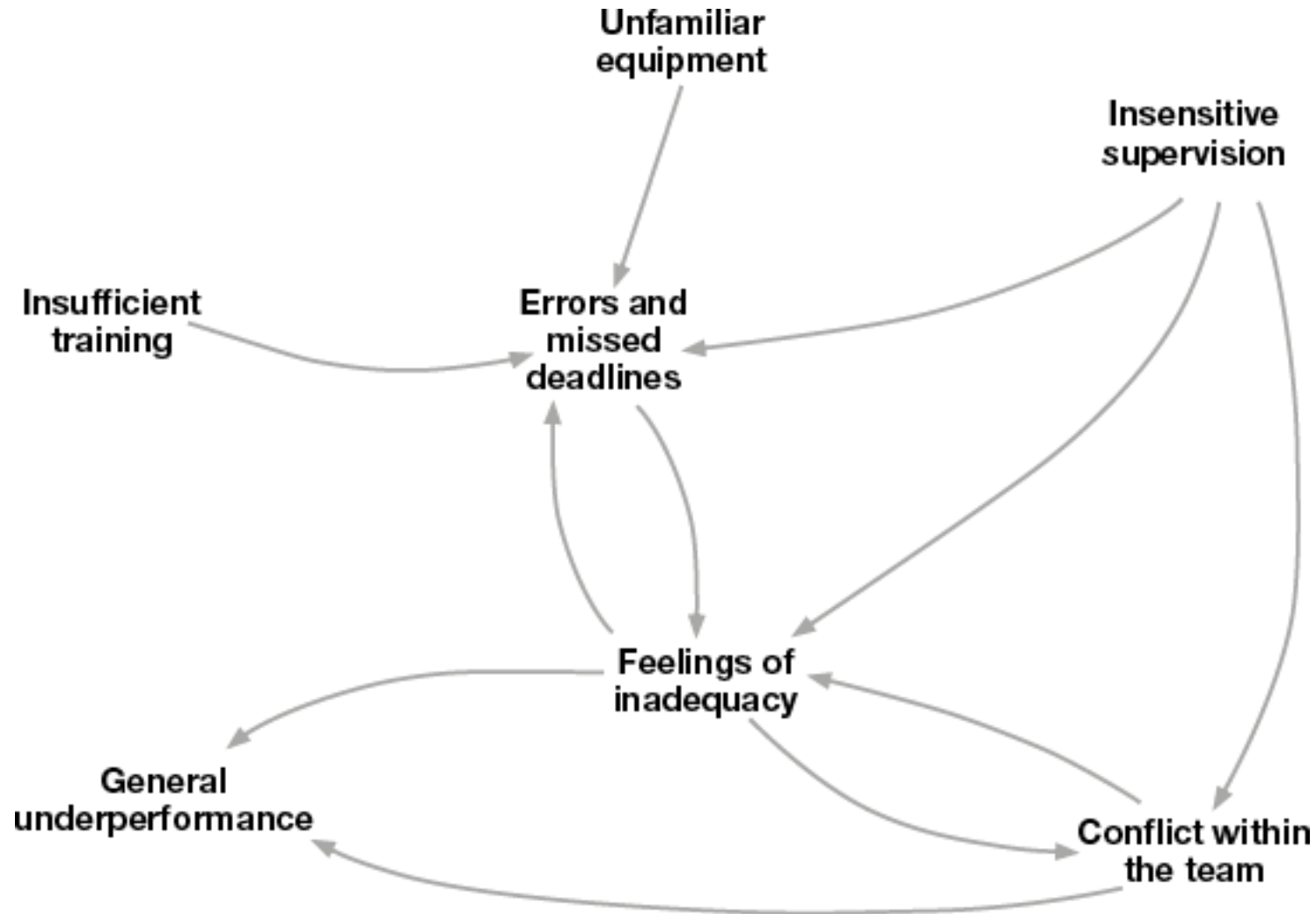
# Seeing the whole system

**Why is this wall moving???**

Working together to identify root causes of problems



# Multiple cause diagram



# Multiple cause diagram

## Ask “Why is this happening?”

- 1) Write your problem down in the middle of the sheet
- 2) Ask “why is this happening?”
- 3) Connect your answer to the problem with an arrow
- 4) Think about the cause of the answer you just wrote



Repeat until there are no more answers to the question why!

# Multiple cause diagram

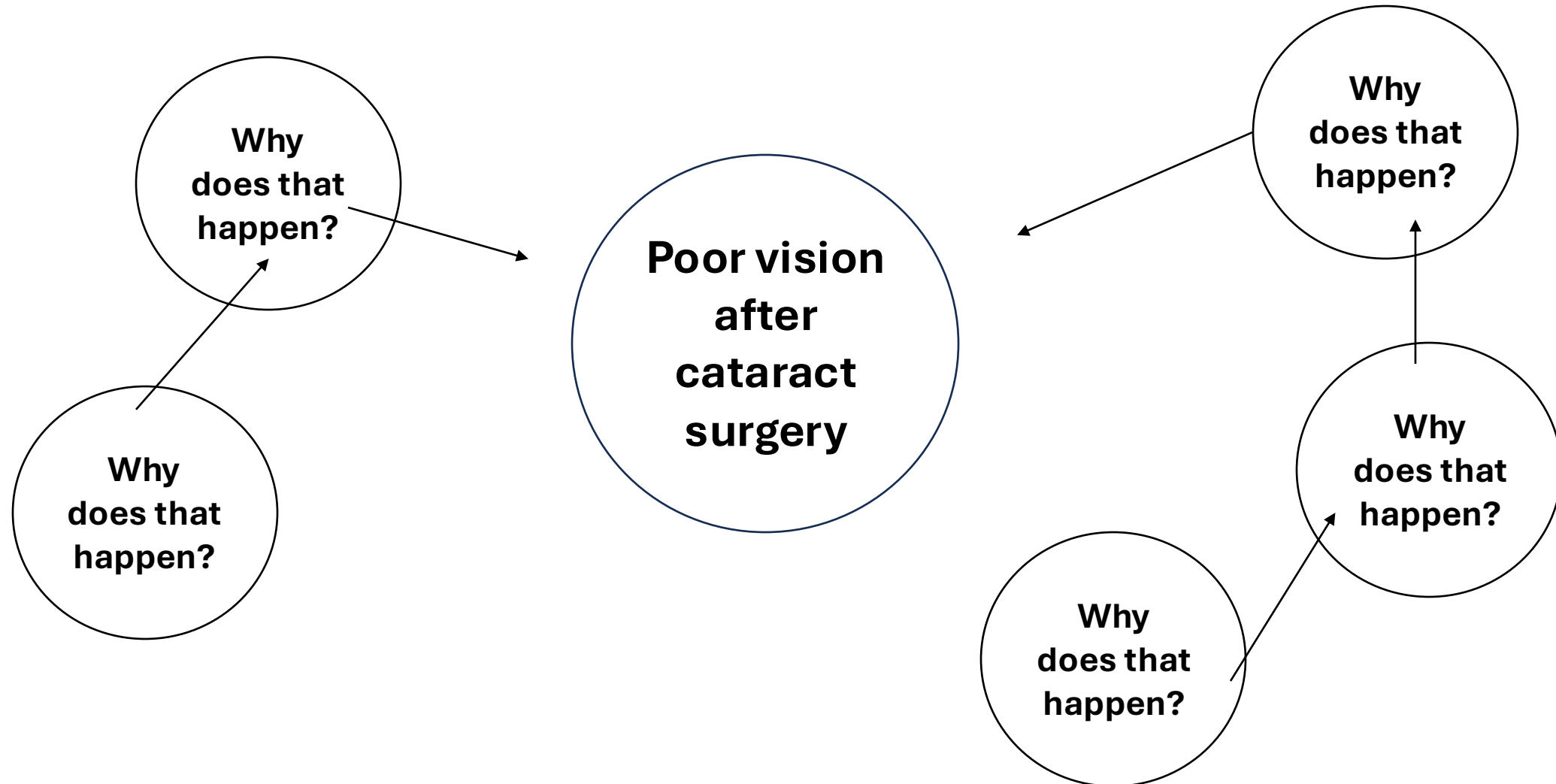
- Review the diagram and discuss what's going on
- Highlight what you think are the most important paths
- Don't ask how you can solve the problem
- Ask “where can we begin”
- Consider which points would be most effective for an intervention.

# Activity – multiple cause diagram

**Problem:** Cataract quality challenges

**Context:** a recent survey at district level showed that many patients who had undergone cataract surgery were still struggling with poor vision. Despite additional training of ophthalmologists and clinical teams to ensure successful procedures, patients were reporting blurred vision some weeks later.

# Asking why!





# Activity – multiple cause diagram

- Download the Multiple Cause Diagram tool.
- Think about the problem and brainstorm “why is this happening”
- Each group will be asked to share **ONE** insight or idea

## TIPS

- ✓ *Introduce yourselves*
- ✓ *Choose a note-taker*
- ✓ *Keep it grounded – talk about practices, not theory*
- ✓ *Don't worry about finishing the whole activity*

# THANK YOU HIGH IMPACT PARTNERS



THE CHEN YET-SEN  
FAMILY FOUNDATION  
陳一心家族慈善基金



The **Fred Hollows**  
Foundation



# **LEADERSHIP FOR EYE HEALTH SERIES**

A series of 60-minute interactive, practice-focused webinars designed to develop critical skills for advancing eye health sector goals.