The ever-changing landscape to think globally is prompting all of us to rethink what we do. To achieve global health we must change from binary, linear and categorical to a new form of thinking. Developing our ability to think more broadly and see the whole requires learning to be a systems thinker. More specifically, in order for leaders to address global health challenges requires the development of systems thinking skills. Systems thinking helps us to better align how we think with how the real world works and to understand how to think better about real world systems and the real-world problems we face. Thus, the purpose of this paper is explore how ‘big picture’ thinking allows leaders to pick out meaningful trends from the mass of information around them to think strategically into the future. Two prerequisites to deeply understanding systems thinking are examined (mental models and complex adaptive system). At the heart of systems thinking is a common language and desire to work together toward a collective effort to better understand and address complex problems in the world such as the continuing problem of global healthcare quality. We will explore the four rules of systems thinking (distinctions, systems, relationship, perspectives) followed by a discussion of the power of these rules when adopted by many to lead to change. Systems thinking as a reflective practice is discussed for the requirement that we understand what is going on inside our minds... our understanding, meaning making, thinking, and the creation and development of knowledge in order to solve complex problems; reflective practice helps recall both knowledge and experience to inform changes in our actions to make better and more reliable choices. Therefore, the general and specific things systems thinkers do to develop expertise will be presented and practiced. We will refer back to the case study used in Paper 1 so that participants can apply the major points for better retention. Becoming a quicker and better systems thinker will help nurse leaders provide the leadership to address areas of greatest concern to achieve quality global health
Abstract Summary:
For leaders to address global health challenges requires development of systems thinking skills. To better align how we think with how the world works, we will explore how "big picture" thinking allows leaders to identify meaningful trends from the mass of information around them to think strategically into the future.

Content Outline:
Objective 1: Examine the changing landscape of healthcare for the need to rethink leadership skills needed
1. Changing landscape of healthcare
   a. Goal of global healthcare quality
   b. New ways of thinking: systems approaches
   c. Describe binary, linear and categorical thinking compared with systems thinking
2. Thinking broadly to see whole picture
   a. Systems approach expands mental models
   b. Address global challenges in quality improvement

Objective 2: Describe different ways of thinking to better understand the world around us to move purposefully into systems thinking
1. Aligning how we think with how the real world works to explore systems thinking
   a. Big Picture” thinking to identify relevant trends for futuristic applications
   b. Prerequisites for Systems thinking: mental models and complex adaptive systems
2. Characteristics of Systems thinking: distinctions, systems, relationship, perspectives
   a. Systems thinking as a reflective practice
   b. Understanding meaning making, thinking and knowledge development

Objective 3: Examine the role of reflective practice in systems thinking for sense making
1. Exemplars from the case study (paper 1): what do system thinkers do to develop expertise?
a. Language and terms to address complex problems illustrated in the case study
b. Molding leadership strategies based on systems thinking
c. Addressing complex problems that have defied solutions: global healthcare quality
d. What is the role of leadership in improving quality?

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