

Excluding the Islands – Policy in Practice in Orkney

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Orkney

Guernsey

Orkney



- One of 14 territorial health boards in Scotland
- Population : 21,500 with profile of aging population

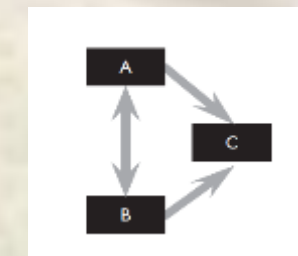
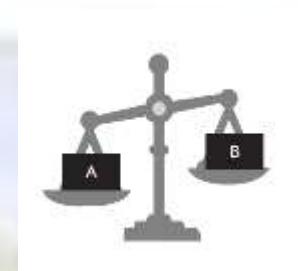
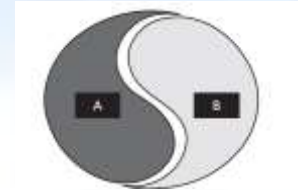


Excluding the Islands

- Informing investment in inequalities tool for Scotland – excluding the islands
- Trauma – response of medical team within 45 minutes – excluding the islands
- Primary care services – outer islands
- Prevention is important – but budget used to deal with acute hospital care needs

Options

- Paradox - goal a “both/and” solution that leverages synergies and distinctions of the opposite elements
- Trade off – select option that maximises advantages and limits disadvantages
- Compromise – blend option in to a single new alternative that leverages aspects of each opposing element



Paradox

- “para” meaning “contrary to” and “doxos” referring to “opinion or expectation”
- Paradoxes are “contradictory yet interrelated elements that exist simultaneously and persist over time” (Smith & Lewis, 2011: 382).
- paradox seeks “both/and” alternatives that may foster novelty, creativity, and long-term sustainability

Managing Paradox

Four ways of working with such paradoxes

- Acceptance
- Clarify levels of analysis
- Temporally separate the components
- Introduce new terms to resolve

Poole and van de Ven (1989) and Lewis (2000)

Representing paradox

- Utilise arithmetic symbols to represent that within and that without. Spencer Brown 1969
- The mark of distinction or cross is used mathematically both as an operator and operand, or the instruction to cross and the result of the instruction

marked state  unmarked state

Millennium Development Goals (MDGs)

Goal	Targets for 2015 (from 1990 level)
1 Poverty	<ul style="list-style-type: none">■ Halve the fraction of those with income < \$1/day■ Halve fraction of people who suffer from hunger
2 Education	<ul style="list-style-type: none">■ Universal primary schooling completion
3 Gender equality	<ul style="list-style-type: none">■ Eliminate gender disparity in schooling (preferably by 2005)
4 Child mortality	<ul style="list-style-type: none">■ Reduce the under-five mortality rate by 2/3
5 Maternal health	<ul style="list-style-type: none">■ Reduce the maternal mortality rate by 3/4
6 Disease	<ul style="list-style-type: none">■ Halt and begin to reverse spread of HIV/AIDS, malaria and other major diseases
7 Environment	<ul style="list-style-type: none">■ Halve the ratio of people without access to safe drinking water and basic sanitation
8 Global partnership	<ul style="list-style-type: none">■ 7 targets related to: trade, debt, youth, technology, drugs affordability, and special needs.

Representation of MDGs

Millenium
development goals

Human rights,
peace and
security

human well-
being goals

Planetary
sustainability

Millenium
development goal
partnerships

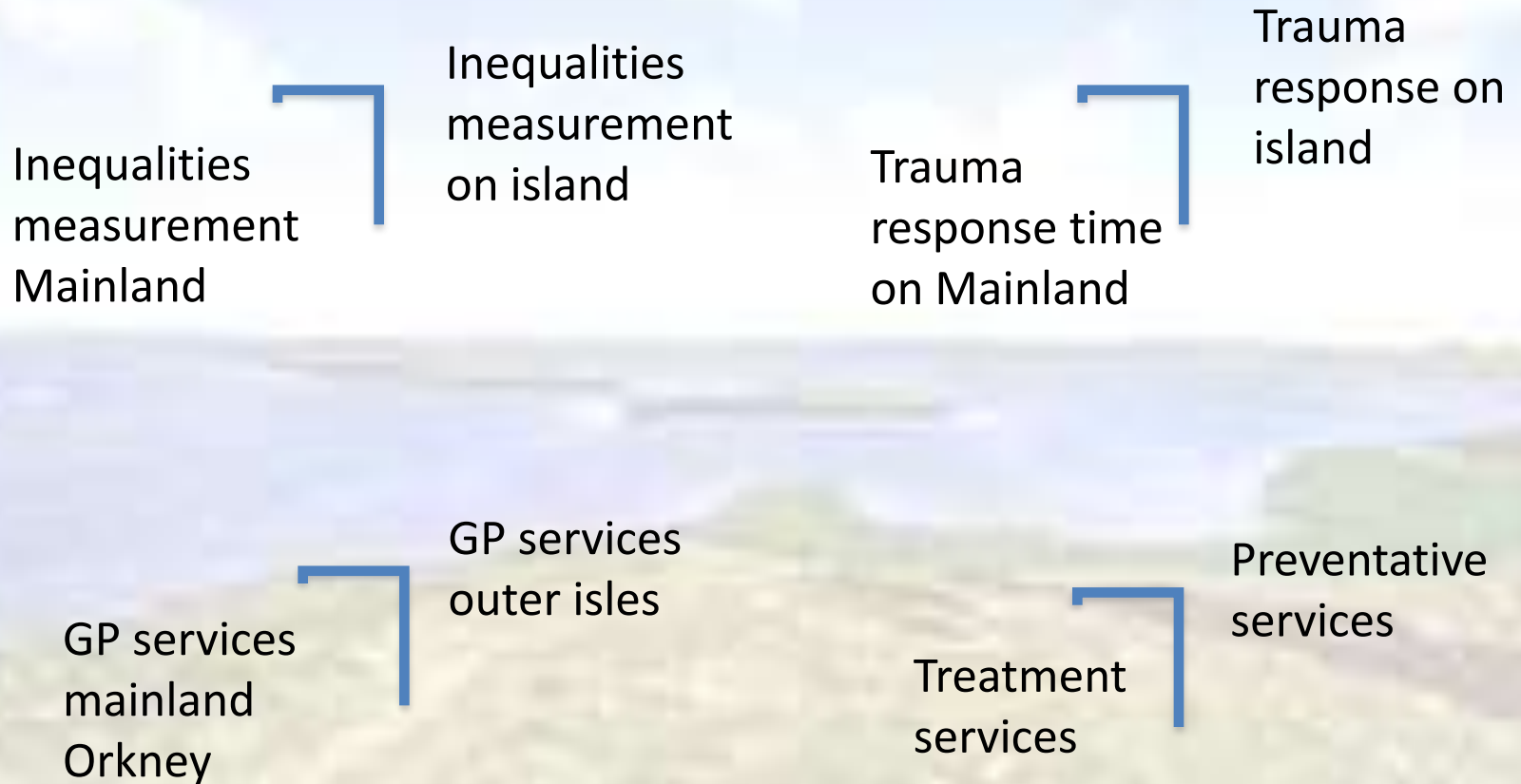
Market
approach

Managing paradox

“no either-or choice needs to be made or should be made.two apparent contradictory notions are held and worked with simultaneously”.

Storey and Salaman 2009

Representation of paradoxes



Implications for our island populations and their health (what's different)?

- Distance to travel (time and modes)
- Access to services
- Dispersed nature of inequalities / deprivation
- Confidentiality / anonymity
- Isolation
- Cost

Summary

- Analysis of paradoxes may help stimulate new approaches to tensions
- Avoid the “Tyranny of the Or” in favour of the “Genius of the And”.

A scenic landscape featuring a bright blue sky with scattered white clouds. Below the sky is a wide expanse of blue water, possibly a lake or a bay, with several small, green, grassy islands or peninsulas. In the foreground, there are rolling green hills with some brownish patches, suggesting a natural, possibly coastal or island environment.

Thank You