

Becoming a Jedi Master of Change

Navigating the invisible forces
at play in healthcare



Dr. Janet Reynolds, Medical Director
Jake Jennings, DBA, Executive Director

Disclosure of Financial Support

This program has not received any financial or in-kind support

Mitigating Potential Bias

The scientific planning committee has contributed to the consideration of learning needs, the determination of learning objectives, the development of program content, and the choice of speakers or presenters.

No sponsorship funds have been received.

The scientific planning committee has reviewed the content of the presentations and ensured that content presented is evidence-based and free of undue influence.

Faculty/Presenter Disclosure

Faculty: Dr. Janet Reynolds

Relationships with financial sponsors: N/A

Grants/research support: N/A

Speakers Bureau/Honoraria: N/A

Consulting Fees: N/A

Other: Medical Director of both Calgary Foothills PCN, Medical Director Crowfoot Village Family Practice, Family Physician & Primary Care Co-lead Choosing Wisely Canada

Faculty/Presenter Disclosure

Faculty: Jake Jennings

Relationships with financial sponsors:

Grants/Research Support: N/A

Speakers Bureau/Honoraria: N/A

Consulting Fees: N/A

Patents: N/A

Other: Executive Director of Calgary Foothills PCN, board member of Safer Spaces Training Global Inc.

Reflect on a time you were involved in the implementation of change at work...

Write down as many things as you can remember ...

You won't be asked to share .



Questions to be explored...

1. What are the invisible forces?
2. What is a dyad relationship?
3. How do you enact an effective dyad relationship to support change?

Intent...

To support the **agency** of healthcare leaders to lead change, together



The invisible force(s)

The Unwritten Rules of the Game
(Institutional Logics)





Medical professionalism

- Autonomy
- Advocacy
- Expertise
- Ethical Duty



Managerial professionalism

- Accountability
- Efficiency
- Standardization
- Resource
Optimization



Consumer

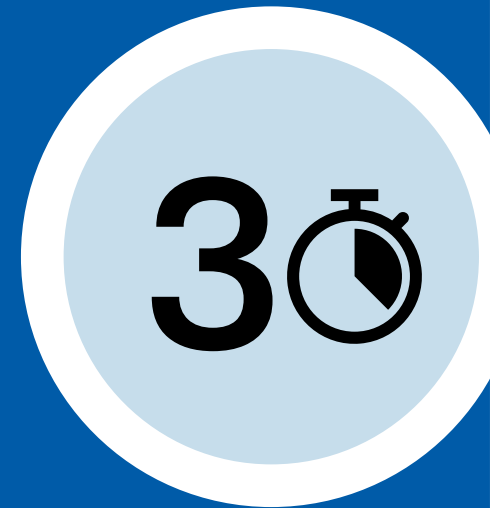
- Patient as consumer
- Choice
- Cost, quality & convenience
- Competition



**Patient
centered**

- Empowerment
- Holistic care
- Shared decision-making

**With a partner, talk how you
have seen these forces
manifest at work?**



Mastering the Force(s)

The work we do to manipulate the Force(s)

(Institutional Work)



The work we do, whether we know it or not...

- Advocacy
- Defining – rules, boundaries, roles, status
- Policing – enforcement, auditing & monitoring
- Deterring – establishing barriers
- Bypassing – implementing ‘work arounds’
- Repairing breaches – restoring integrity of roles, identities or practices
- Embedding & routinizing
- Educating – provide knowledge & skills to work differently
- Undermining assumptions & beliefs
- Contextualizing



How we work with the force(s) — Physicians



Creating new ways

- Physician-led innovation in care models (e.g., creating patient-centered medical homes to shift from volume to value)

Maintaining the status quo

- Reinforcing professional norms through mentoring, education, and clinical guidelines

Disrupting the status quo

- Whistleblowing or public critique of harmful institutional norms

How we work with the force(s) — Administrators



Creating new ways

- Establishing new performance metrics and governance structures to support integrated care delivery

Maintaining the status quo

- Sustaining bureaucratic routines and accreditation processes that support existing institutional frameworks

Disrupting the status quo

- Challenging professional dominance through cost-containment policies or managerial controls

How we work with the force(s) — Patients



Creating new ways

- Patient advocacy and activism (e.g., HIV/AIDS activism creating new norms of patient involvement)

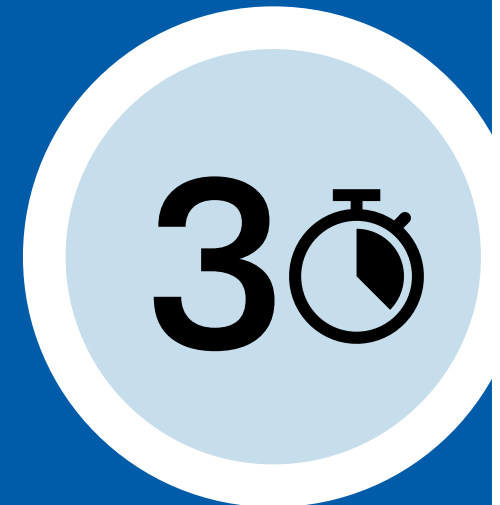
Maintaining the status quo

- Conforming to expected roles by adhering to provider instructions, reinforcing traditional hierarchies

Disrupting the status quo

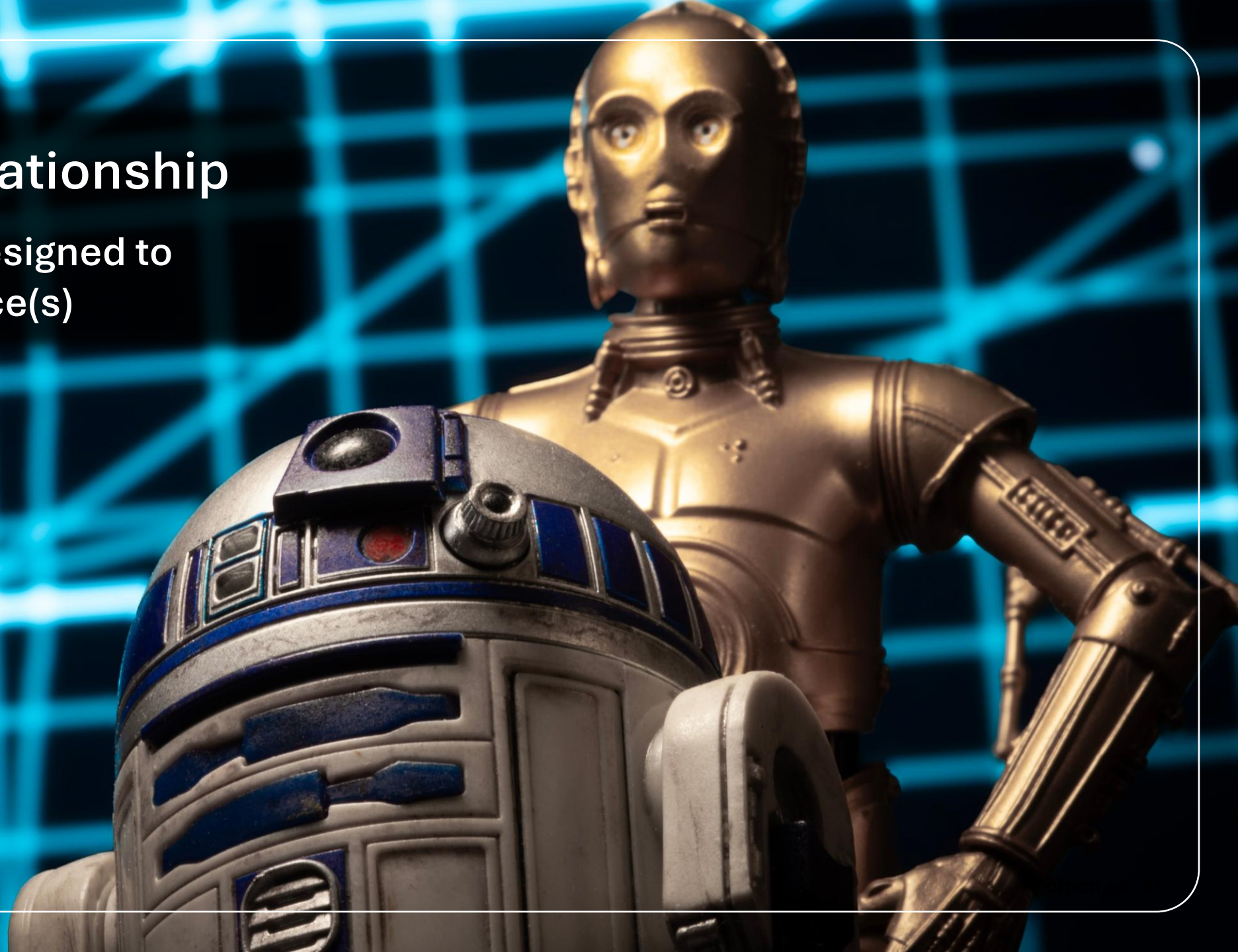
- Using digital platforms to challenge traditional expertise (e.g., sharing alternative treatments online)

With a partner, identify other examples of how people work with the force(s)?



The dyad relationship

A partnership designed to navigate the force(s)

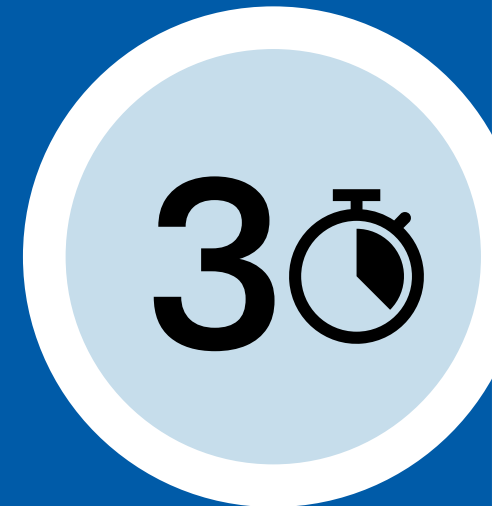


Negotiating the relationship

Purpose +
Principles +
Place =
Alignment



**You are about to meet
your new dyad partner;
create a list of questions
you would ask them to
negotiate this relationship**

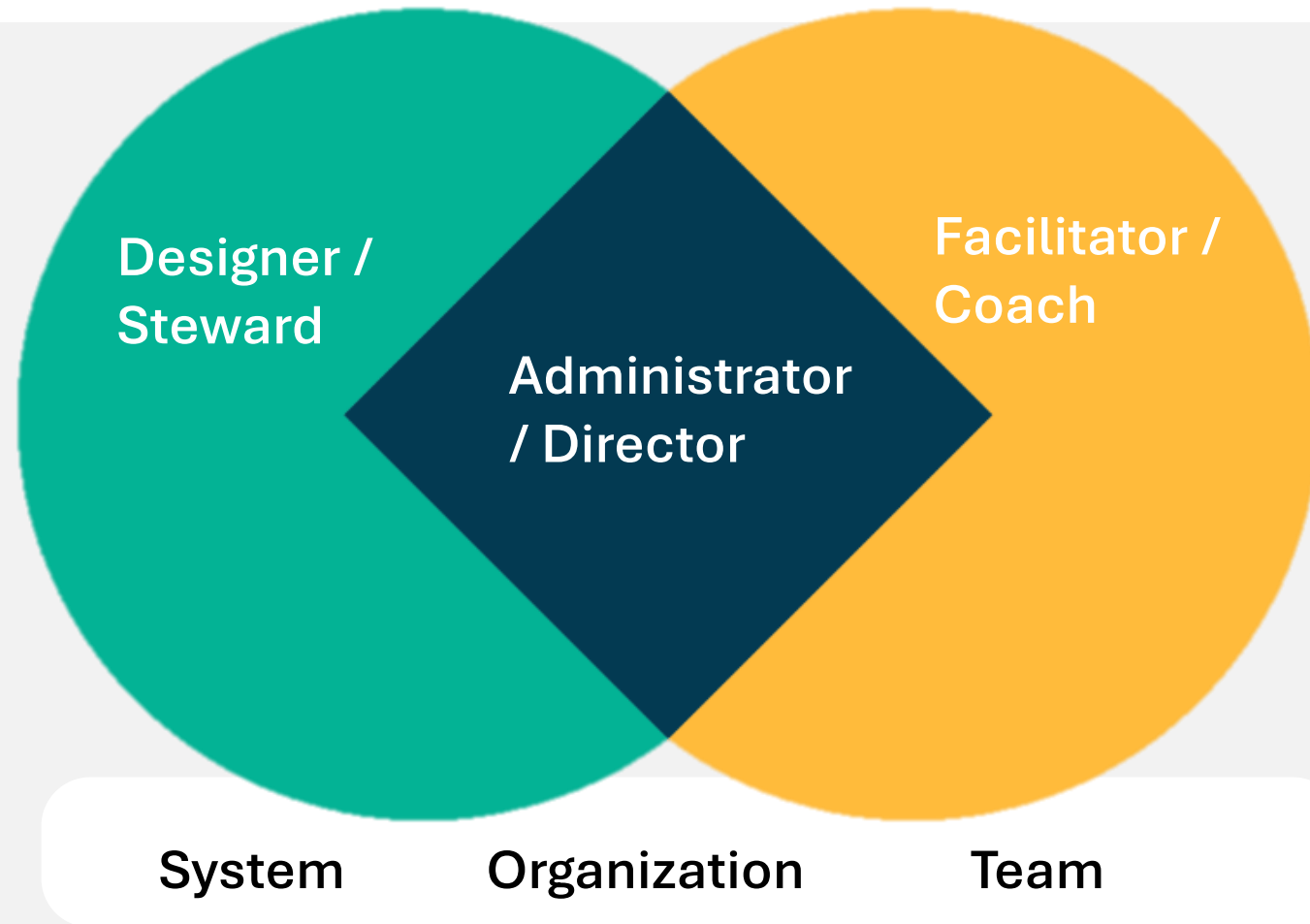




The Archetypes

The roles/functions of dyad partners

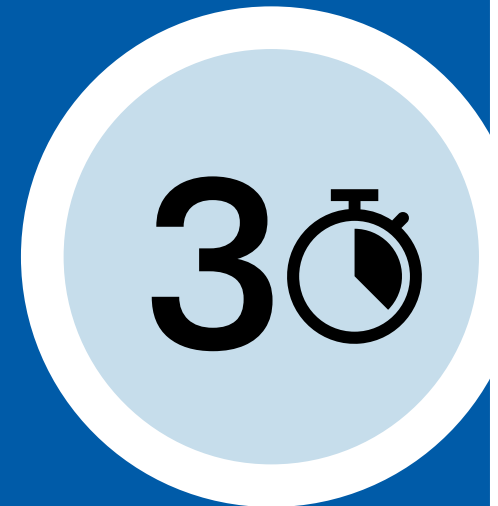
Leadership Roles



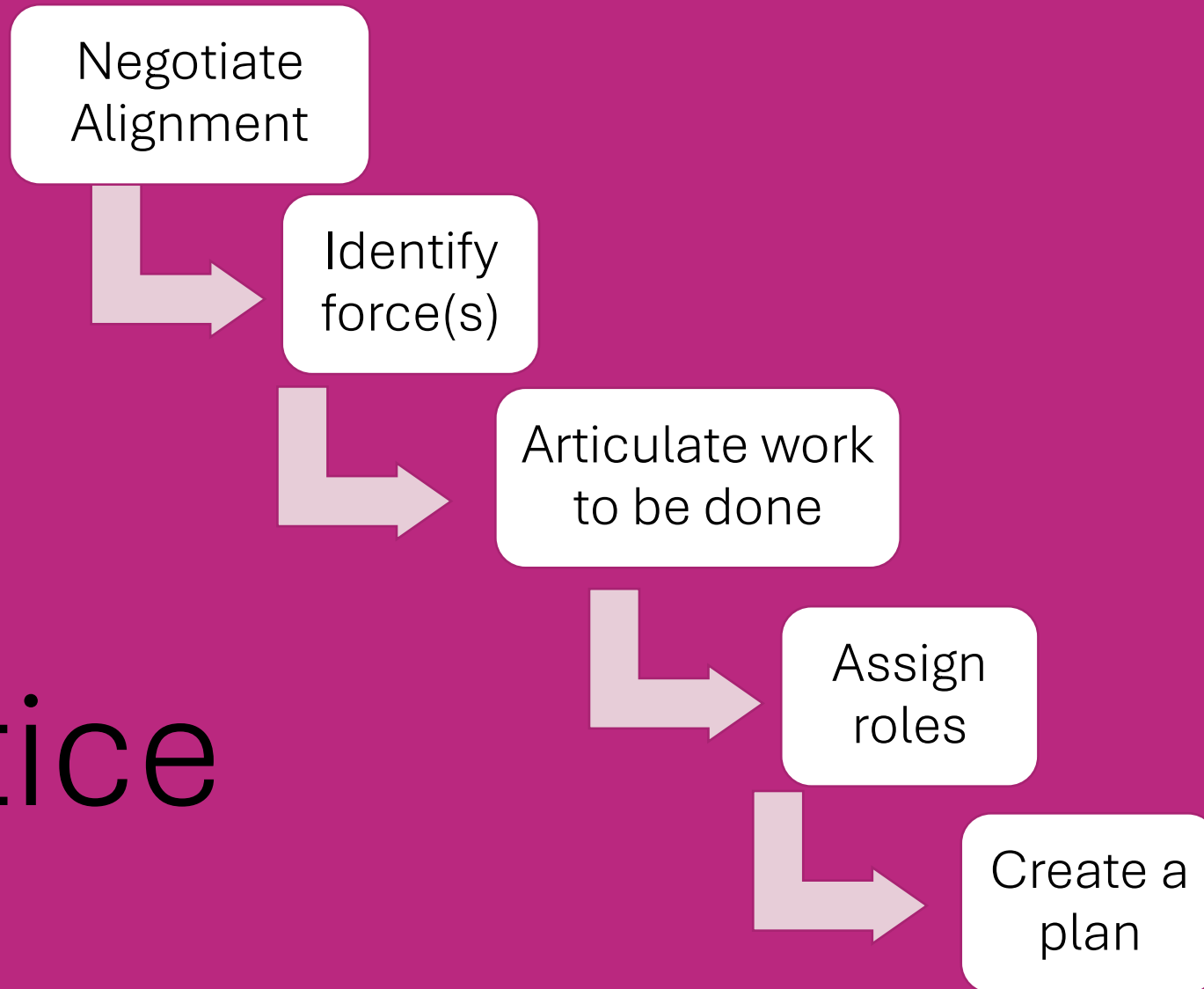
**“Do or Do Not...
There is No Try”**



**With a partner, take turns to discuss which archetypes resonate with you most?
Which would be difficult for you to enact?**



The Practice





Your Health,
Your Team,
Your Community



Thank you
for attending



**Primary Care
Strategic Forum**
The Path Ahead