



Health  
and  
Everything

# Healthcare Summit

**Freeport Health Centre  
Kitchener, Ontario  
November 12, 2003**

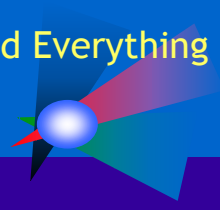


- No need to take notes
- This Presentation will be available on our web site when I return
  - [www.healthandeverything.org](http://www.healthandeverything.org)
- For more information you can write to me at
  - [sholom@glouberman.com](mailto:sholom@glouberman.com)



# Hobbes

- Hobbes view is that the world is in a natural state of war.
- Every person is at risk
- We contract with others to protect us and give them authority over us
- But if they are more loathsome than the state of war, we rebel.



# The Jungle

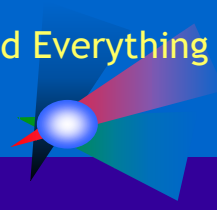


- No rules
- Chaotic
- Uncontrolled competition
- Dangerous
- Wild



# The Old Physics

- The Baconian Revolution
- Unlocking the secrets of the universe
- The Clockwork Universe
  - Animals as mechanisms
- Determinism and Laplace's Demon
  - The single pendulum
  - Universal laws are timeless
- Explanation, Causal links and Prediction



# Old Organizations

- The Taylorian Revolution
- Unlocking the secrets of work
- The clockwork factory
  - workers as machines
- Determinism and the Management Demon
  - The Pyramidal Command Control Organization

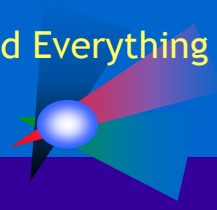


# Frameworks

Frameworks for understanding organizations do not merely describe them. They invariably indicate what a “well-functioning” organization is like. And so they place a value on certain structures and behaviours.

As our theories change, so do our views of what is good. The “well-functioning” organization of 1935 would be seen as dysfunctional today.

Sholom Glouberman



# Organizations (1935)

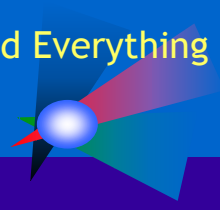
<b>P a c e</b>	<b>M e a s u r e d</b>
<b>S t r u c t u r e</b>	<b>C o m m a n d C o n t r o l</b>
<b>S t r a t e g y f r o m</b>	<b>T h e T o p</b>
<b>A c t i o n</b>	<b>B o s s d e c i d e s</b>
<b>W o r k T y p e</b>	<b>S u p e r v i s e d</b>
<b>W o r k e r</b>	<b>M a c h i n e E x t e n s i o n</b>
<b>V a l u e s</b>	<b>S m o o t h r u n n i n g</b>
<b>S u r v i v a b i l i t y</b>	<b>S t a b i l i t y</b>
<b>M o t i f</b>	<b>T r a d i t i o n</b>
<b>P l a n n i n g S t y l e</b>	<b>J u s t d o i t</b>





# Health Care Organizations (1935)

<b>Hospital Type</b>	<b>General</b>
<b>Who Knows</b>	<b>Doctors</b>
<b>What they know</b>	<b>General knowledge</b>
<b>Distribution of knowledge</b>	<b>Clinical experience</b>
<b>Main success factor</b>	<b>Access and authority</b>
<b>Management</b>	<b>Administrator supports superintendent</b>
<b>Authority</b>	<b>Medical superintendent</b>
<b>Boundaries</b>	<b>No internal, high external</b>
<b>Network</b>	<b>Hospital led</b>



# The Apple Orchard (1935)

- The medical superintendent decides
- The orchard is planted
- The apple crumble is made
- Apples cannot be stolen
- Traditions are created



# What It Was Like to Work in Them

- Obedience. The Boss is right
- Don't make waves, do your job
- Keep your head down
- Learn your place and stay in it
- Contribute to smooth running

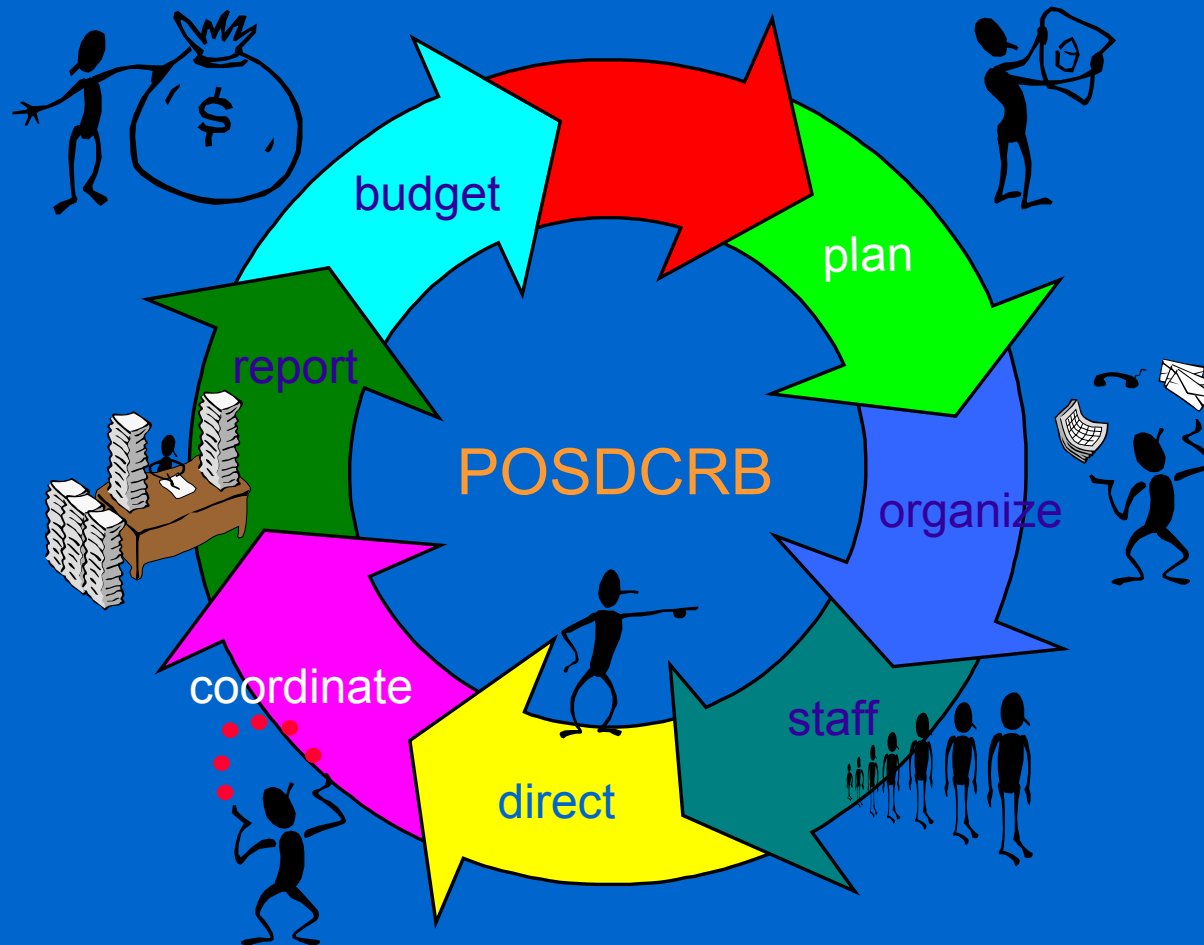


# Organizations (1985)

<b>P a c e</b>	<b>F a s t e r</b>
<b>S t r u c t u r e</b>	<b>F u n c t i o n a l C h i m n e y s</b>
<b>S t r a t e g i c D i r e c t i o n</b>	<b>E x e c u t i v e b o a r d</b>
<b>A c t i o n</b>	<b>S t a n d a r d s</b>
<b>W o r k T y p e</b>	<b>D i v i s i o n o f L a b o r</b>
<b>W o r k e r</b>	<b>S k i l l e d</b>
<b>V a l u e s</b>	<b>E x a c t k n o w l e d g e</b>
<b>S u r v i v a b i l i t y</b>	<b>C o s t e f f i c i e n c y</b>
<b>M o t i f</b>	<b>C h a n g e</b>
<b>P l a n n i n g S t y l e</b>	<b>S t r a t e g i c p l a n n i n g</b>



# The Rational Planning Cycle





# Health Care Organizations (1985)

<b>Hospital Type</b>	<b>Specialty</b>
<b>Who Knows</b>	<b>Many specialists</b>
<b>What they know</b>	<b>Niche knowledge</b>
<b>Distribution of knowledge</b>	<b>Scientific journals</b>
<b>Main success factor</b>	<b>Diagnostic accuracy and medical outcome</b>
<b>Management</b>	<b>Specialized functions with central control</b>
<b>Authority</b>	<b>Your own silo</b>
<b>Boundaries</b>	<b>High in and out</b>
<b>Networks</b>	<b>System planned</b>



# 75 Professional Groups RCN

Mental Health  
 Mental Health Nursing Society  
 Community Mental Health Nursing  
 Forum  
 Psychodynamic Nursing Forum  
 Substance Misuse Nursing Forum  
 Forum for Nurses Working in a  
 Controlled Environment  
 Child and Adolescent Mental Health  
 Nursing Forum  
 Cognitive and Behavioural  
 Psychotherapy  
  
 Occupational Health  
 Cancer Nursing Society  
 Leukaemia and Bone Marrow  
 Transplant Nursing Forum  
 Palliative Nursing Group  
 Breast Care Nursing Forum  
  
 Women's Health  
 Midwifery Society  
 Family Planning Nursing Forum  
 Gynaecological Nursing Forum  
 Fertility Nurses' Forum  
  
 Nursing Practice  
 Cystic Fibrosis Nurses' Forum  
 Diabetes Nursing Forum  
 Ophthalmic Nursing Forum  
 Critical Care Nursing Forum  
 Accident and Emergency Nursing  
 Association  
 Rheumatology Nursing Forum  
 Society of Orthopaedic Nursing  
 Stoma Care Nursing Forum  
 Radiology/Cardiology Nursing Forum  
 Respiratory Nurses' Forum  
 Blood Transfusion Nursing Forum  
 Dialysis and Transplant Nurses'  
 Forum  
 Haemophilia Nurses' Association  
 Transplant Nurses' Forum  
 Continence Care Forum  
 HIV Nursing Society  
 Ethics Forum  
 Rehabilitation Nurses' Forum  
 Perioperative Nursing Group  
  
 Children  
 Society of Paediatric Nursing  
 Paediatric Community Nursing Forum

Paediatric Intensive Care Nurses'  
 Forum  
 Paediatric Nurse Managers' Forum  
 Paediatric Oncology Nursing Forum  
  
 Community  
 Health Visitors' Forum  
 Practice Nurses' Association  
 School Nurses' Forum  
 Community Practice Teachers' Forum  
 Community Nursing Association  
 District Nurses' Forum  
 Liaison and Discharge Planning  
 Nurses' Association  
 TB Nurses' Forum  
 Nurse Practitioner Forum  
  
 Education  
 Association of Nursing Education  
 Higher Education Forum  
 Education Support Nurses' Forum  
 Community Health Tutors' Forum  
 Continuing Education Teachers'  
 Forum  
  
 Elderly People  
 Association for the Care of Elderly  
 People  
 Focus on Older People, Nursing and  
 Mental Health  
 Society of Nurse Inspectors and  
 Registration Officers  
  
 Management  
 Nurses in Management  
 Hospice Nurse Managers' Forum  
 Forum for Independent Nurse  
 Managers (INFORM)  
 Occupational Health Managers' Forum  
 Residential Care Managers' Forum  
 Nursing Agencies Administrators'  
 Forum  
 Chief Nurses to Health Authorities  
 NHS General Managers' Forum  
 Community Nurse Managers' Forum  
  
 People with a Learning Disability  
 Society of Nursing for People with a  
 Learning Disability  
 Community Nursing Forum for People  
 with a Learning Disability



# 99 Clinics at Toronto Hospital

Cardiac/Vascular Centres  
 General Cardiology  
 Congenital Cardiac Centre  
 Hypertrophic Cardiomyopathy  
 Cardiovascular Surgery  
 Cardiac Rehabilitation  
 Hypertension  
 Vascular Centre  
 Neurosciences  
 Peripheral Nerve  
 Brain Tumour  
 Brain Arterio-Venous Malformation  
 Spinal Cord  
 General Neurology  
 Neuro-Otology  
 Neuro-Ophthalmology  
 Neuro-Pharmacology  
 Movement Disorders  
 Swallowing Centre  
 Neuro-Laryngology  
 Neuro-Physiology (EEG, EMG, and Evoked Potentials)  
 Transplantation  
 Renal  
 Liver  
 Lung  
 Heart  
 Oncology and Haematology  
 Lung Cancer  
 Breast Cancer  
 Leukemia  
 Multiple Myeloma  
 Lymphoma  
 Coagulation Disorders  
 Melanoma  
 Autologous Blood & Marrow Transplant  
 Genito-Urinary Cancer  
 Head and Neck Cancer  
 Gynaecological Cancers  
 Brain Tumours  
 GI Cancer  
 General Surgery  
 Gastroenterology  
 Therapeutic Endoscopy  
 Asthma Centre  
 Cardio-Respiratory Sleep Disorders  
 Obstetrics & Gynaecology  
 Obstetrics  
 Pre-Natal Diagnosis  
 Special Pregnancy  
 Reproductive Biology  
 In-Vitro Fertilization  
 Therapeutic Abortion  
 Gynaecology  
 Gynaecology Research Clinic  
 Urology  
 General Urology  
 Oncology

Impotence  
 Prostate Centre  
 Renal Transplantation  
 Stone  
 Voiding Dysfunction & Incontinence  
 Plastic Surgery  
 Hand Program  
 Plastic Surgery Clinics  
 Orthopaedics  
 Fracture Clinic  
 Rheumatology  
 Endocrinology  
 General Endocrine  
 Diabetes Clinic  
 Lipids  
 Bone Disease  
 Endocrine Oncology  
 Thyroid  
 Pituitary, Adrenal, or Ovary  
 Anaesthesia  
 Pain  
 Malignant Hyperthermia  
 ENT  
 ENT Clinics  
 Neuro-Laryngology  
 Ophthalmology  
 Dentistry  
 Psychiatry  
 General Psychiatry  
 Medical Psychiatry  
     Assessment Clinic  
     Psycho-Pharmacology  
     Competency  
     Group Program  
 Portuguese Community Mental Health Centre  
 Kensington Clinic  
 Neuro-Psychiatry  
 Neuro-Pharmacology & Epilepsy  
 Tourette's Syndrome  
 Sleep Disorders  
 Women's Clinic  
 Schizophrenia  
 Other Medical Clinics  
 General Internal Medicine  
 Medical Consultation  
 Dermatology  
 Family Medicine Centre  
 Immuno-deficiency  
 Travel  
 Tropical Disease  
 Chiroprody  
 Thalassemia/Sickle Cell  
 Rehabilitation  
 Sexually Transmitted Disease  
 Herpes Info Line  
 Weight Control  
 Detoxification





# 105 Unions at MUHC

Association des Techniciennes et Techniciens en Diététique du Québec (ATDQ) (CEQ)  
 Association des Employé(e)s en Service Social de la Province de Québec (AESSPQ)  
 Association des Pharmaciens des Établissements de Santé du Québec (APES)  
 Association des Résident(e)s de McGill  
 Association Professionnelle des Inhalothérapeutes du Québec (APIQ)  
 Association Professionnelle des Technologistes Médicaux du Québec (APTMQ)  
 Association Professionnelle des Technologues Diplômé(e)s en Electrophysiologie  
 Conseil des Syndicats Hospitaliers de Montréal (CSHM)  
 Fédération des Infirmières et Infirmiers du Québec (FIQJ)  
 Fédération des Médecins Résidents et Internes du Québec (FMRO)  
 Le Syndicat des Infirmières et Infirmiers de l'Hôpital de Montréal Pour Enfants (SIHME)  
 Le Syndicat des Infirmières et Infirmiers de l'Hôpital Royal Victoria (SIHRV)  
 Les Infirmières et Infirmiers Unis (IU)  
 Syndicat Canadien de la Fonction Publique, Section Locale 2962 (FTO)  
 Syndicat Canadien des Officiers de la Marine Marchande (SCOMM)  
 Syndicat des Professionnell(e)s et Technicien(ne)s de la Santé du Québec (SPTSQ)  
 Syndicat des Coordonnateurs d'unité de l'Hôpital Général de Montréal (CSN)  
 Syndicat des Employés de l'Hôpital Général de Montréal (CSN)  
 Syndicat des Employés de l'Hôpital Royal Victoria (CSN)  
 Syndicat des Ergothérapeutes du Québec (CPQ)  
 Syndicat des Physiothérapeutes et des Thérapeutes en Réadaptation Physique (SPTRPQ)  
 Syndicat des Professionnelles et Professionnels des Affaires Sociales(SPPASQ) (CSN)  
 Syndicat des Professionnelles et Professionnels en Gestion de Projets de Montréal (CEQ)  
 Syndicat des Technologues en Radiologie du Québec (STRO)  
 Syndicat des Travailleuses (eurs) de L'Hôpital de Montréal Pour Enfants (CSN)  
 Syndicat National des Employés de l'Hôpital de Montréal Pour Enfants (SNEHME)  
 Syndicat National des Employés de l'Hôpital Neurologique de Montréal (SNEHNM)  
 Syndicat Professionnel des Diététistes du Québec (SPDQ)  
 Syndicat Québécois des Employés de Service (FTQ)  
 Union des Employés de Bureau des Hôpitaux (CSHM)  
 Association des Techniciennes et Techniciens en Diététique du Québec (ATDQ) (CEQ)  
 Association des Employé(e)s en Service Social de la Province de Québec (AESSPQ)  
 Association des Pharmaciens des Établissements de Santé du Québec (APES)  
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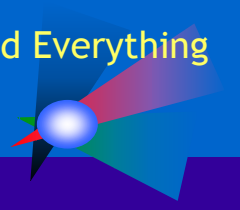
# 420 Job titles: Sunnybrook-Women's College

Accountant	Data Co-ordinator	Laundry Helper 2	Psychologist
Accounts payable Clerk	Data Entry Co-ordinator	Laundry Helper 3	Psychometrist 1
Acting	Department Clerk	Liaison Officer	Psychometrist 2
Administrative Analyst	Department Head	Librarian	Public Affairs Officer
Admin. Asst	Department Manager	Library Assistant	Public Information Asst
Admin. Asst I	Deputy Director	Library Technician	Pulmonary Function Tech
Admin. Asst II	Development Officer	Library Technician 2	Quality Assurance Admin
Administrative Clerk	Dialysis Technician	Maintenance Helper	Radiation Physicist
Admin. Co-ordinator	Director	Maintenance Mech	Receptionist
Admin. Director	Dir. Research Trans Unit	Maitre d'(Vaughan Estate)	Records Clerk
Admin. Secretary	Discharge Planner	Manager	Recreation Therapist
Admitting Clerk	Dispatcher	Mgr Communications	Reg. Orthopaedic Technol
Adolescent Worker	Doppler Technician	Manager, Computing	Registry - Attendant
Agency -attendant	Driver	Mgr Constitution	Registry - Nurse
Agency - nurse	Driver Mechanic	Mgr of Accounts	Registry - RNA
Agency -RNA	ECC Technician	Mgr Policy & Implementation	Rehabilitation Aide
Aide	Educator	Mgr Research Coordinators	Rehabilitation Counsellor
Aide lead hand	EEG Technician	Mgr Technical Team	Remedial Assistant
Aircond/Vent Mach.	Electrician	Materials Hand	Research Analyst
Ambibus driver	Electronics Tech	Materials Lead Hand	Research Assistant
Animal facility Attn.1	Electronics Technol	Materials Handler 1	Research Associate
Animal facility Attn.2	EMC Technician	Medical Artist	Research Co-ordinator
Animal Health Technol.	Employee Services Rep.	Med Transcriptionist	Research Database Developer
Ann. Giving Telemrktg Officer	Engineering Assistant	Menu Clerk	Research Fellow
Appointments Clerk	Epidemiologist	Morgue Attendant	Research Tech 1(jr)
Apprentice	Executive Assistant	Neurophysiologist	Research Tech 2(inter)
Assembly Technician	Executive Chef	Non Registered Nursing Asst.	Research Tech 3(sr)
Assistant	Executive Secretary	Nurse Clinician	Research Technol 1(jr)
Assistant Bichemist	Expeditor	Nurse Researcher	Research Technol 2(inter)
Asst Campaign Dir.	Facilities Planner	Nursing Admin	Research Technol 3(sr)
Asst Co-ordinator	Financial Analyst	Nursing Mgr evening	Resource Centre Co-ordinator
Asst Department Head	Financial Analyst III	Nursing Oncology	Respiratory Assistant
Assistant Director	Food Service Cashier	Nutrition Systems Tech	Respiratory Therapy Asst
Assistant Supervisor	Funding Officer(I/II)	Nutrition Technician	Restorative Pros. Asst
Asst Systems Manager	G.U. Orderly	O.R. Booking Clerk 2	Restorative Prosthetist
Asst Teaching Chaplain	Garbage Handler	O.R. Booking Clerk	S.S.R. Attendant
Assistant to Chief	Gardener	O.R. Technician	S.S.R. Attendant Ld. Hand
Assistant to Director	Gardener/Grounds Person	Occupational Health Doctor	S.S.R. Lead Hand
Associate Dept Head	General Artist	O.T. 1	Safety Advisor
Asso Executive Dir.	General Manager	O.T. 2	Safety Assistant
Associate Manager	Geriatrician	Oper. Engineer class 2	Sales Representative
Asst Banquet Serv. Mgr	Graduate Psychologist	Oper. Engineer class 3	Scientist
Attendant	Graphic Artist	Oper. Engineer class 4	Scry to Exec.V.P.
Audiologist	Graphic Designer	Operations Coordinator	Scry Stenographer 1
Audiologist III	Grounds person	Order Processing Clerk	Scry Stenographer 2
Autopsy Room Tech	Head Teacher	Pacemaker Tech II	Scry to Asst V.P.
Banquet Services Mgr	Health Care Aide	Painter	Scry to Director
Bar Attendant	Health Educator	Pastry Chef	Scry to Director
Behavioural Therapist	Health Record Admin	Pathology Assistant	Scry to Head of Serv
Biochemist	Health Record Tech	Patient Care Mgr I	Scry to Medical Staff
Biomedical Engineer	Hearing Aid Dispenser	Patient Care Mgr II	Secretary to V.P.
Biomedical Ethicist	Helper Power Plant	Patient Rel. Officer	Section Leader
Biostatistician	Host/Hostess	Patient Rep.	Security Officer
Biostatistician 2	Hotel/Receptionist	Payroll Clerk	Sr. Accounting Clerk
Buyer	House Manager (S. Estates)	Payroll Officer	Sr. Accounts Payable Clerk
Capital Equipment Clerk	Human Resource Asst	Perfusionist	Senior Admin. Clerk
Carpenter	I.V. Technician	Pharmacist 1	Sr. Admitting Clerk
Catering Office Asst	Ice - Fee for Service	Pharmacist 2	Senior Audiologist
Charge Nurse	Infection Control Nurse	Pharmacist 3	Senior Billing Clerk
Chart Abstractor	Informatics Officer	Pharmacy Technician	Senior Biostatistician
Chief Artist	Information Centre Specialist	Photographer	Senior Clerk/Cashier
Chief of Service	Information Co-ordinator	Physio Training Instruct.	Sr. Neurophysiologist
Chief Operating Engineer	Ins. Fixed Assets Analyst	Physiotherapist 1	Sr. Nursing Orderly
Chief Perfusionist	Installer (Life Style)	Physiotherapist 2	Sr. Pharmacy Tech
Claims Analyst	Instructor	Plastering Assistant	Sr. Programmer Analyst
Cleaner	Insurance Clerk	Plaster Room Tech	Sr. Research Asst 1
Cleaner Lead Hand	Inter. Research Asst 1	Plasterer	Sr. Research Co-ordinator
Clerk Cashier	Inter. Research Asst 2	Plumber	Sr. Research Technol
Clerk Messenger	Inter. Research Tech	Pool Attendant	Senior Scientist
Clerk Receptionist	Inter. Research Technol	Porter	Sr. Speech Pathologist
Clerk Typist	Interior Designer	Porter Escort	Sr. System's Analyst
Clinical Admin	Intermediate Accountant	Print Machine Oper. Helper	Senior Technol
Clinical Data Co-ordinat	Intermediate Clerk	Print Machine Oper. Lead hand	Senior Technician
Clinical Dietitian	Intermediate Programmer	Print Machine Operator	Senior Technologist
Clinical Engineer	Inter. Scientist	Prof. Practice Leader/CNS	Sr. Telephone Clerk
Clinical Expert	Intern Resident	Prof. Practice Leader/Elect.	Sr. Urology Tech
Clinical Nurse Specialist	Interviewer	Professional Practice Leader	Sr. Vascular Technol
Clinical Researcher	Jr. Research Asst 1	Program Assistant	Server
Clinical Researcher (ICES)	Jr. Research Asst 2	Program Director	Service Assistant
Co-op student	Jr. Research Tech	Program Planner	Social Worker 1
Co-ordinator	Jr. Research Technol	Program Specialist	Social Worker 2
Communications Officer	Jr. Sous Chef	Programmer Analyst	Social Worker 3
Computer Operator	Junior Bookkeeper	Programmer Analyst I	Sous Chef
Conference Asst 1	Junior Buyer	Programmer Analyst II	Special Events Co-ordinator
Conference Asst 2	Junior Clerk	Project Accountant	Special Project Researcher
Consultant	Junior Clerk Typist	Project Devt Nurse	Specialist
Controller	Junior Programmer	Project Engineer	Speech Pathologist
Cook 1	Junior Scientist	Project Leader	Spiritual Care Program Nurse
Cook 2	Kitchen Helper	Prosthetic/Othotic Uncertified	Sr. Pedorthic Tech
Cook Lead Hand	Laboratory Assistant	Prosthetic/Othotic Tech.	Senior Prosthetist/
Cook's Assistant	Laboratory Helper	Prosthetist/Othotist	Othotist
Croche Aide	LAW Administrator	Psychiatric Worker	Sr. Med Photographer
Data Analyst	Laundry Helper 1		



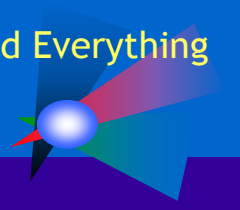
# The Apple Orchard (1985)

- The director of estates calls the kitchen
- The cook agrees
- The bill is presented and delivery denied
- Richard James steps in
- The director of estates finds a solution
- The nurses save the orchard



# What it was like to work in them

- Understand your area
- Find a niche that no one else does
- Contribute your expertise to the strategic plan
- Learn your place and stay in it
- Listen to your boss



# The New Physics

- What we see and how we explain
  - There are lots non-forecastable phenomena
  - Long term stockmarket, weather, the next throw of the dice
- Heisenberg's Uncertainty Principle
- Complexity Theory
  - Attack/Escape uncertainty
  - Butterflies and Hurricanes
- Instability and Stability go together

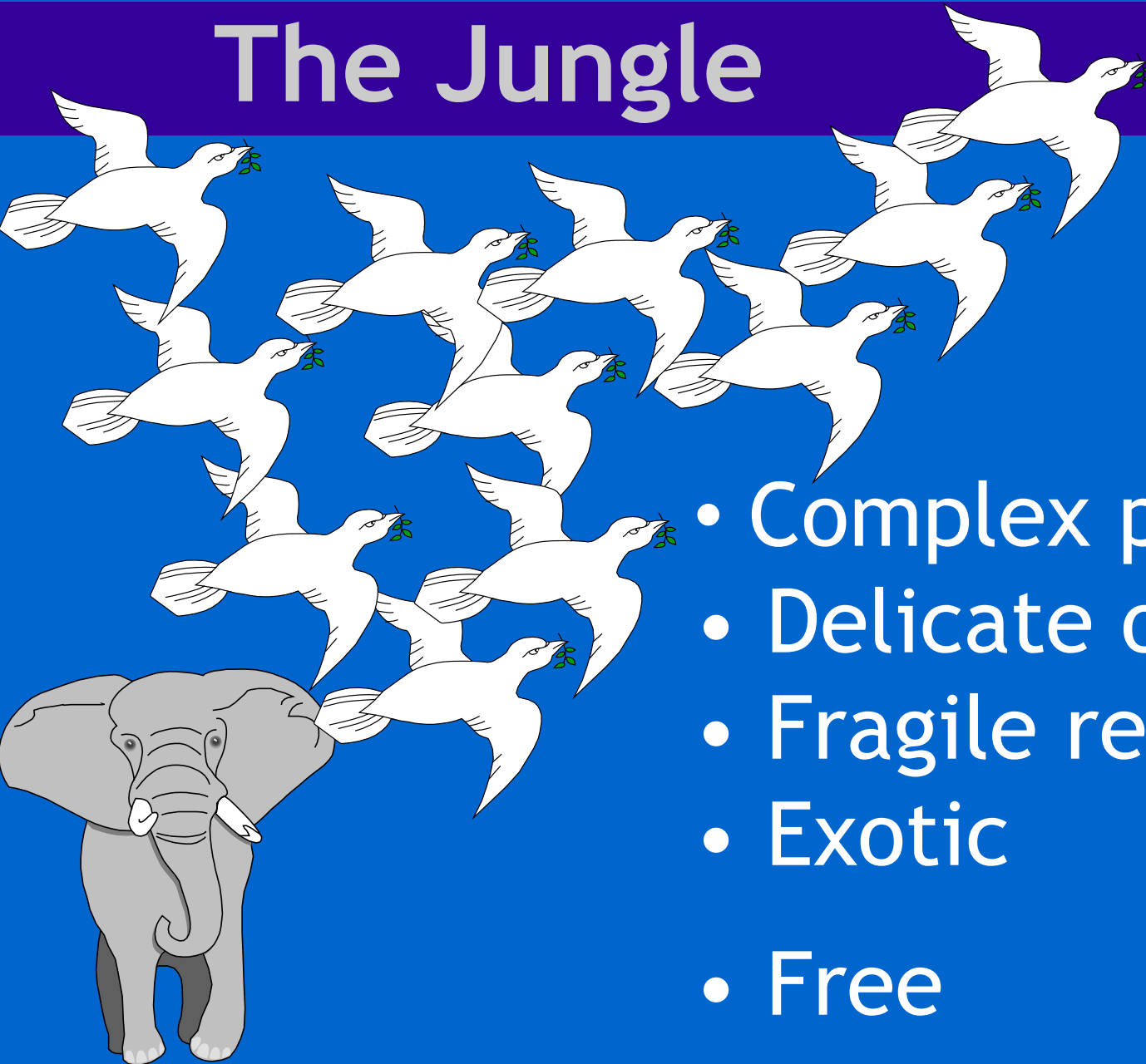


# Reframing Hobbes

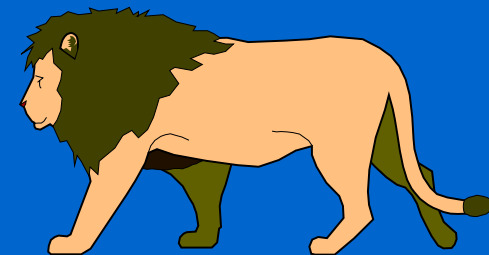
- The world is always at the edge of chaos
- we must cooperate to reduce chaotic behaviour
- we cooperate until the pressure becomes too great, or our anxiety overwhelms us.
- then chaos sets in once more



# The Jungle



- Complex patterns
- Delicate order
- Fragile relationships
- Exotic
- Free





# The Jungle

- No rules
- Chaotic
- Uncontrolled
- Dangerous
- Wild
- Complex patterns
- Delicate order
- Fragile relationships
- Exotic
- Free







# Respect Not Control

- “The world is unstable - this is not a capitulation, but on the contrary an encouragement to combine new experimental and theoretical research which takes account of this unstable character. The world is not a victim offered up for us to dominate; we must respect it.”

*Ilye Prigogene*



## The Machine Organization

- Based on 19th C. physics
- People identical
- No externalities
- Elements are tasks and skills
- No dynamics everything is at equilibrium
- Viewed as essentially simple

## The Complex Organization

- Based on biology
- People are different
- Externalities are the driving force
- Elements are patterns and relationships
- On the edge of time - Suddenly spurts, coalesces, changes, decays
- Viewed as complex



# Organizations (to come)

<b>P a c e</b>	<b>U n s t a b l e &amp; U n p r e d i c t a b l e</b>
<b>S t r u c t u r e</b>	<b>S e l f o r g a n i z i n g</b>
<b>S t r a t e g y f r o m</b>	<b>P r o j e c t t e a m</b>
<b>A c t i o n</b>	<b>C u s t o m i z a t i o n</b>
<b>W o r k T y p e</b>	<b>M u t u a l a d j u s t m e n t</b>
<b>W o r k e r</b>	<b>A d a p t a b l e p r o f e s s i o n a l</b>
<b>V a l u e s</b>	<b>L e a r n i n g</b>
<b>S u r v i v a b i l i t y</b>	<b>A d a p t a b i l i t y</b>
<b>M o t i f</b>	<b>O r d e r f r o m M e s s e s</b>
<b>P l a n n i n g S t y l e</b>	<b>R e l a t i o n s h i p b u i l d i n g</b>



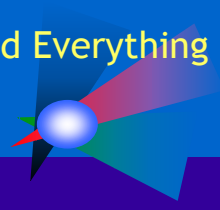
# Health Care Organizations (to come)

<b>Hospital Type</b>	<b>Networked</b>
<b>Who Knows</b>	<b>Multiple holders</b>
<b>What they know</b>	<b>Vertical and Horizontal</b>
<b>Distribution of knowledge</b>	<b>Electronic Networks</b>
<b>Main success factor</b>	<b>Quality of life Outcome</b>
<b>Management</b>	<b>Decentralized functions, local competency</b>
<b>Authority</b>	<b>Support for and from others</b>
<b>Boundaries</b>	<b>Crossboundary management</b>
<b>Networks</b>	<b>Self-organized</b>

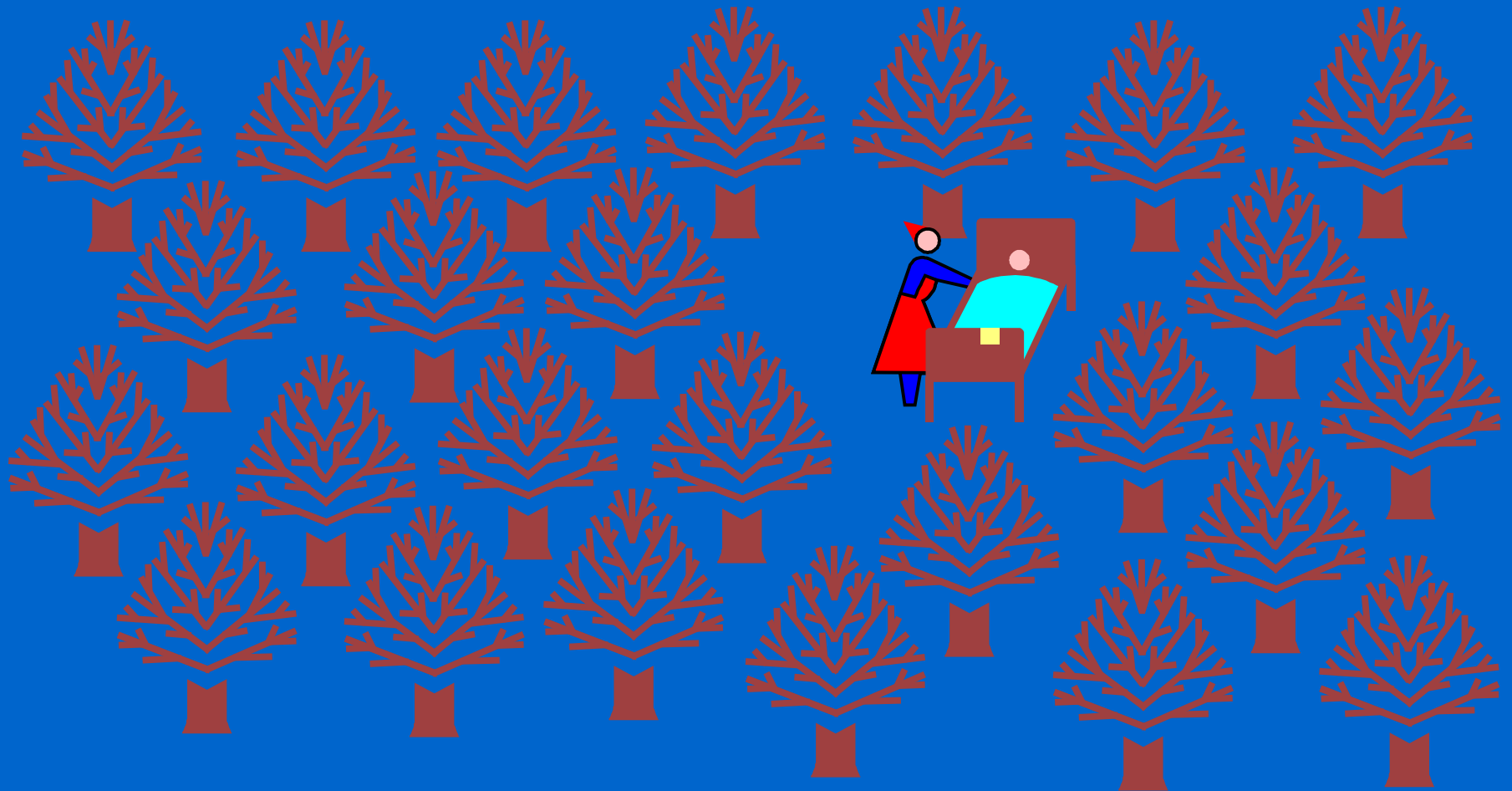


# The Apple Orchard to Come?

- Local conditions provide the best basis for planning
- External factors make full prediction impossible
- We can consider many possibilities and develop preferences
- We must plan so as to maximize the probability of our preferred futures
- But we must always be prepared for unexpected outcomes



# The Therapeutic Orchard?





# 3 Stages of Organizations

	1935	1985	To come
<b>Pace</b>	<b>Slow</b>	<b>Faster</b>	<b>Unstable and unpredictable</b>
<b>Structure</b>	<b>Command Control</b>	<b>Functional Chimneys</b>	<b>Self Organizing</b>
<b>Strategic Direction</b>	<b>The Top</b>	<b>Executive Board</b>	<b>Project team</b>
<b>Action</b>	<b>Boss</b>	<b>Standards</b>	<b>Customize</b>
<b>Work Type</b>	<b>Supervised</b>	<b>Division of Labor</b>	<b>Mutual adjustment</b>
<b>Worker</b>	<b>Hired hand</b>	<b>Skilled</b>	<b>Adaptable professional</b>
<b>Values</b>	<b>Loyalty</b>	<b>Exact knowledge</b>	<b>Learning</b>
<b>Survivability</b>	<b>Stability</b>	<b>Efficiency</b>	<b>Adaptability</b>
<b>Motif</b>	<b>Tradition</b>	<b>Change</b>	<b>Order from messes</b>
<b>Planning Style</b>	<b>Just do it</b>	<b>Strategic Planning</b>	<b>Relationship Building</b>



# 3 Stages of Healthcare Organizations

	<b>1935</b>	<b>1985</b>	<b>To come</b>
<b>Hospital Type</b>	<b>General</b>	<b>Specialty</b>	<b>Networked</b>
<b>Who knows</b>	<b>Doctors</b>	<b>Specialists</b>	<b>Collaborative groups</b>
<b>What they know</b>	<b>General knowledge</b>	<b>Niche knowledge</b>	<b>Vertical and horizontal</b>
<b>Knowledge distribution</b>	<b>Clinical experience</b>	<b>Scientific Journals</b>	<b>Electronic networks</b>
<b>Success factors</b>	<b>Access &amp; authority</b>	<b>Diagnosis &amp; Clinical outcome</b>	<b>Quality of life outcomes</b>
<b>Management</b>	<b>Administrator as aide</b>	<b>Special Functions</b>	<b>Local competency</b>
<b>Authority</b>	<b>Medical Director</b>	<b>Your own Silo</b>	<b>Support for and from others</b>
<b>Boundaries</b>	<b>High outside none inside</b>	<b>High in &amp; out</b>	<b>Cross boundary management</b>
<b>Networks</b>	<b>Hospital centred</b>	<b>System planned</b>	<b>Self-organized</b>



# Simple

# Complicated

# Complex

## Following a Recipe

- The recipe is essential
- Recipes are tested to assure replicability of later efforts
- No particular expertise; knowing how to cook increases success
- Recipes produce standard products
- Certainty of same results every time
- Optimism re results

## A Rocket to the Moon

- Formulae are critical and necessary
- Sending one rocket increases assurance that the next will be ok
- High level of expertise in many specialized fields plus coordination
- Rockets similar in critical ways
- High degree of certainty of outcome
- Optimism re results

## Raising a Child

- Formulae have only a limited application
- Raising one child gives no assurance of success with the next
- Expertise can help but is not sufficient
- Every child is a unique project
- Uncertainty of outcome remains
- Optimism re results

*Complicated*

## Acute Diseases



*Complex*

Health and Everything



## Chronic Diseases

- Abrupt onset
- **Often all causes can be identified and measured**
- Diagnosis and prognosis are often accurate
- **Specific therapy or treatment is often available**
- Technological intervention is usually effective: cure is likely with return to normal health
- **Profession is knowledgeable while laity is inexperienced**

- Gradual onset over time
- **Multivariate cause, changing over time**
- Diagnosis is uncertain and prognosis obscure
- **Indecisive technologies & therapies with adversities**
- No cure, pervasive uncertainty: management, coaching & self care over time is needed to improve health
- **Profession & laity must be reciprocally knowledgeable to improve health**

Adapted from: Halstead Holman, MD (Stanford)

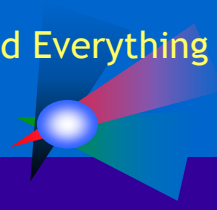


# Frameworks

Frameworks for understanding organizations do not merely describe them. They invariably indicate what a “well-functioning” organization is like. And so they place a value on certain structures and behaviours.

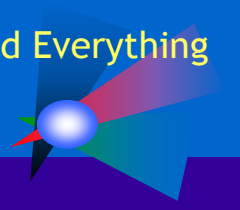
As our theories change, so do our views of what is good. The “well-functioning” organization of 1935 would be seen as dysfunctional today.

Sholom Glouberman



# Tips For the Future

- Recognize that no one can do it alone
- Believe most people want to do quality work
- Engage people to struggle through and resolve issues
- Provide resources to support such inquiries
- Expect many parallel efforts
- Support developing relationships with other institutions, experts, suppliers and customers



# How to Make the Transition

- Stabilize the system to reduce change anxiety
- More secure institutions can begin to be more collaborative
- Recognize where working relationships are already networked
  - In some areas of shared expertise
  - Among particular groups to get needed support
  - Between individuals who act as bondroids
    - Rewarding Romeo and Juliet in the next iteration
- Pilot new ways of working on a small scale
- Learn from other networked organizations