



Health  
and  
Everything

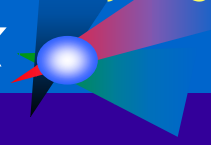
# Complexity and Nursing Futures: The Nurse's Dilemma

Montréal, Québec  
April 2, 2004

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



## 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 next will be ok
- High level of expertise in many specialized fields + coordination
- Rockets similar in critical ways
- High degree of certainty of outcome
- Optimism re results

### Raising a Child

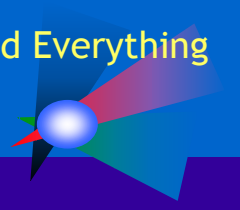
- Formulae have only a limited application
- Raising one child gives no assurance of success with the next
- Expertise can help but is not sufficient
- Every child is unique
- Uncertainty of outcome remains
- Optimism re results

*Complicated*



*Complex*

Health and Everything



## Acute Diseases

## 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)



# Four Cultures in Health Care

Inside/Outside Divide



*Hospital: Trustees*

*Hospital: Managers*

Community

UP

Control

Clinical Divide



OUT

IN

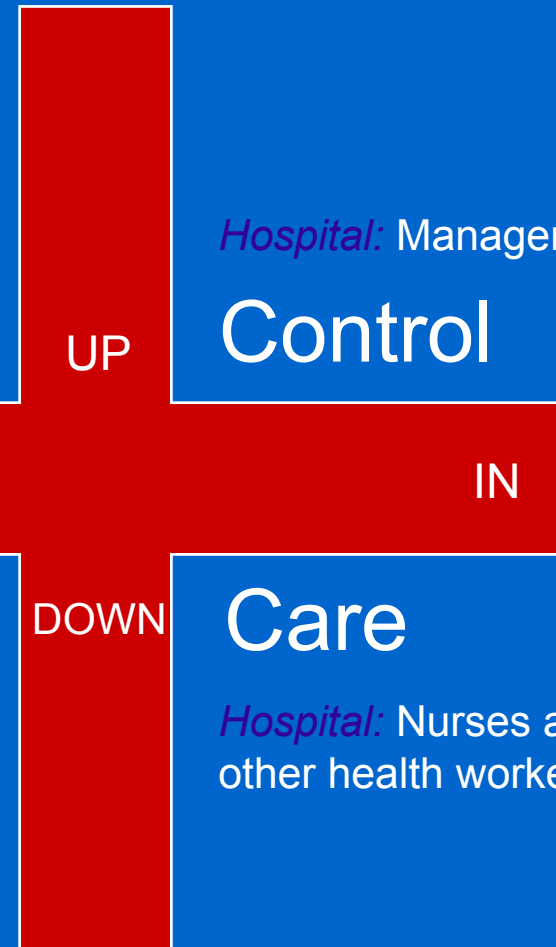
Cure

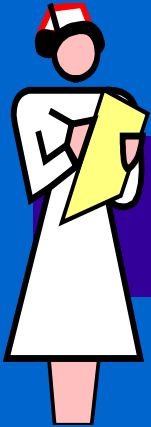
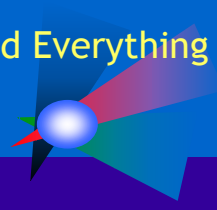
DOWN

Care

*Hospital: Doctors*

*Hospital: Nurses and other health workers*





# Nurses

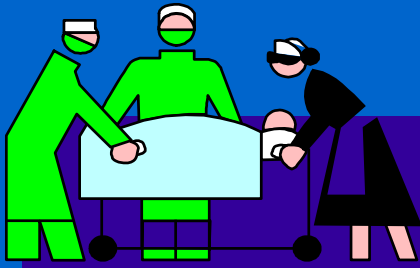
<b>Career path</b>	<b>Up or out</b>
<b>Jobs in career</b>	<b>Two</b>
<b>Organisational type</b>	<b>Military</b>
<b>Value base</b>	<b>Professionalism</b>
<b>Status</b>	<b>Staff Size</b>
<b>Currency</b>	<b>Hours of Nursing</b>
<b>Job Security</b>	<b>Job Market</b>
<b>Reason for entry:</b>	<b>Altruism</b>
<b>Work Activity</b>	<b>Process: Touching Medicating Talking</b>



# The Nursing Struggle

"For the last Hundred years the general hospital has been the key battleground for the various forces arrayed in the division of labour in health care. There seems no reason why this should change now."

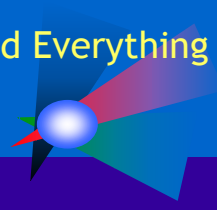
*A Social History of Nursing*  
Dingwall, Rafferty, et al.



# Doctors

<b>Career path</b>	<b>Steady State</b>
<b>Jobs in career</b>	<b>One</b>
<b>Organisational type</b>	<b>Practice in Chimney</b>
<b>Value base</b>	<b>Proficiency</b>
<b>Status</b>	<b>Specialty, Rank, Empire</b>
<b>Currency</b>	<b>Time</b>
<b>Job Security</b>	<b>Virtual Tenure</b>
<b>Reason for entry</b>	<b>Altruism</b>
<b>Work Activity</b>	<b>Intervention: Cutting, Medicating Talking</b>





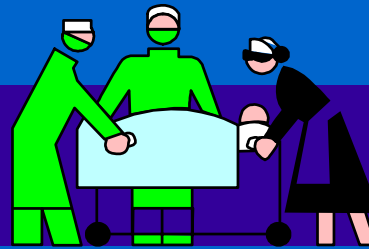
# Managers

<b>Career path</b>	<b>Spiral</b>
<b>Jobs in career</b>	<b>Five to Seven</b>
<b>Organisational type</b>	<b>Corporate Hierarchy</b>
<b>Value base</b>	<b>Efficiency</b>
<b>Status</b>	<b>Title, Budget, Span of Control</b>
<b>Currency</b>	<b>Money</b>
<b>Job Security</b>	<b>Contractual</b>
<b>Reason for entry</b>	<b>Altruism</b>
<b>Work Activity</b>	<b>Allocation: Talking</b>



# Trustees

<b>Career path</b>	<b>Transitory</b>
<b>Jobs in career</b>	<b>Many</b>
<b>Organisational type</b>	<b>Committee</b>
<b>Value base</b>	<b>Access to the Best Fiscal Responsibility</b>
<b>Status</b>	<b>Role in the <i>Real</i> World</b>
<b>Currency</b>	<b>Quality and Money</b>
<b>Job Security</b>	<b>Time Limited</b>
<b>Reason for entry</b>	<b>Altruism</b>
<b>Work Activity</b>	<b>Meeting: Talking</b>



	<b>Nurses</b>	<b>Doctors</b>	<b>Managers</b>	<b>Boards</b>
<b>Career path</b>	Up or Out	Steady State	Spiral	Transitory
<b>Jobs in Career</b>	Two	One	Five – Seven	Many
<b>Organisational Type</b>	Military	Practice in Chimney	Corporate Hierarchy	Committee
<b>Value Base</b>	Professional	Proficiency	Efficiency	Access to the Best, Fiscal Responsibility
<b>Status</b>	Staff Size	Specialty, Rank, Empire	Title, Budget, Span of Control	Role in the <i>Real</i> World
<b>Currency</b>	Hours of Nursing	Time	Money	Quality and Money
<b>Job Security</b>	Job Market	Virtual Tenure	Contractual	Time Limited
<b>Reason for entry</b>	Altruism	Altruism	Altruism	Altruism
<b>Work Activity</b>	Process	Intervention	Allocation	Meeting



# Health Care Professionals at Baycrest

1. Arts and Crafts Specialist
2. Audiologist
3. Behavioural Neurologist
4. Chaplain (Rabbi)
5. Chiropodist
6. Client Financial Services Accountant
7. Clinical Nurse Specialist
8. Competency Assessor
9. Cultural and Heritage Specialist
10. Dance Movement Therapist
11. Day Care Specialist
12. Dentist
13. Diagnostic Imaging
14. Therapeutic Dietician
15. Ethicist
16. Family Medicine Practitioner
17. Fitness and Health Promotion
18. Greenhouse Programme
19. Laboratory Services
20. Legal Counsel (Competency)
21. Physician
22. Music Therapist
23. Nurse Educator
24. Nurse Clinician
25. Nurse
26. Occupational Therapist
27. Pharmacist
28. Physiotherapist
29. Psychiatrist
30. Psychologist
31. Research Scientist
32. Social, Cultural and Educational
33. Social Worker
34. Speech Pathologist
35. Therapeutic Recreationist
36. Midwives??



# 57 Union Presidents at McGill

HME	Association des Techniciennes et Techniciens en Diététique du Québec (ATDQ) (CEQ)
HME	Association des Employé(e)s en Service Social de la Province de Québec (AESSPQ)
HME	Association des Résident(e)s de McGill
HME	Association Professionnelle des Inhalothérapeutes du Québec (APIQ)
HME	Association Professionnelle des Technologistes Médicaux du Québec (APTMQ)
HME	Conseil des Syndicats Hospitaliers de Montréal (CSHM)
HME	Le Syndicat des Infirmières et Infirmiers de l'Hôpital de Montréal Pour Enfants (SIHME)
HME	Syndicat Canadien des Officiers de la Marine Marchande (SCOMM)
HME	Syndicat des Ergothérapeutes du Québec (SEQ)
HME	Syndicat des Physiothérapeutes et des Thérapeutes en Réadaptation Physique du Québec (SPTRPQ)
HME	Syndicat des Technologues en Radiologie du Québec (STRQ)
HME	Syndicat des Travailleuses (eurs) de L'Hôpital de Montréal Pour Enfants (CSN) - Téléphonistes
HME	Syndicat National des Employés de l'Hôpital de Montréal Pour Enfants (Magasiniers)
HME	Syndicat National des Employés de l'Hôpital de Montréal Pour Enfants (SNEHME)
HME	Syndicat Professionnel des Diététistes du Québec (SPDQ)
HME	Syndicat Québécois des Employés de Service (FTQ)
HME	Union des Employés de Bureau des Hôpitaux (CSHM)
HNM	Association des Techniciennes et Techniciens en Diététique du Québec (ATDQ) (CEQ)
HNM	Association des Employé(e)s en Service Social de la Province de Québec (AESSPQ)
HNM	Association Professionnelle des Inhalothérapeutes du Québec (APIQ)
HNM	Association Professionnelle des Technologues Diplômé(e)s en Electrophysiologie Médicale (APTDEPM)
HNM	Fédération des Infirmières et Infirmiers du Québec (FIQ)
HNM	Syndicat des Professionnel(le)s et Technicien(ne)s de la Santé du Québec (SPTSQ)
HNM	Syndicat des Professionnelles et Professionnels des Affaires Sociales du Québec (SPPASQ) (CSN)
HNM	Syndicat National des Employés de l'Hôpital Neurologique de Montréal (SNEHNM)
HNM	Syndicat Professionnel des Diététistes du Québec (SPDQ)
MGH	Association des Employé(e)s en Service Social de la Province de Québec (AESSPQ)
MGH	Association des Résident(e)s de McGill
MGH	Association Professionnelle des Inhalothérapeutes du Québec (APIQ)
MGH	Association Professionnelle des Technologistes Médicaux du Québec (APTMQ)
MGH	Les Infirmières et Infirmiers Unis (IU)
MGH	Syndicat Canadien de la Fonction Publique, Section Locale 2962 (FTQ)
MGH	Syndicat Canadien des Officiers de la Marine Marchande (SCOMM)
MGH	Syndicat des Coordonnateurs d'unité de l'Hôpital Général de Montréal (CSN)
MGH	Syndicat des Employés de l'Hôpital Général de Montréal (CSN)
MGH	Syndicat des Ergothérapeutes du Québec (CPO)
MGH	Syndicat des Physiothérapeutes et des Thérapeutes en Réadaptation Physique du Québec (SPTRPQ)
MGH	Syndicat des Professionnelles et Professionnels des Affaires Sociales du Québec (SPPASQ) (CSN)
MGH	Syndicat des Professionnelles et Professionnels en Gestion de Projets de Montréal (CEQ)
MGH	Syndicat des Technologues en Radiologie du Québec - Radio-oncologie (STRQ)
MGH	Syndicat des Technologues en Radiologie du Québec - Médecine Nucléaire (STRQ)
MGH	Syndicat Professionnel des Diététistes du Québec (SPDQ)
RVH	Association des Techniciennes et Techniciens en Diététique du Québec (ATDQ) (CEQ)
RVH	Association des Employé(e)s en Service Social de la Province de Québec (AESSPQ)
RVH	Association des Pharmaciens des Établissements de Santé du Québec (APES)
RVH	Association Professionnelle des Inhalothérapeutes du Québec (APIQ)
RVH	Association Professionnelle des Technologistes Médicaux du Québec (APTMQ)
RVH	Conseil des Syndicats Hospitaliers de Montréal (CSHM)
RVH	Fédération des Médecins Résidents et Internes du Québec (FMRO)
RVH	Le Syndicat des Infirmières et Infirmiers de l'Hôpital Royal Victoria (SIHRV)
RVH	Syndicat Canadien des Officiers de la Marine Marchande (SCOMM)
RVH	Syndicat des Employés de l'Hôpital Royal Victoria (CSN)
RVH	Syndicat des Physiothérapeutes et des Thérapeutes en Réadaptation Physique du Québec (SPTRPQ)
RVH	Syndicat des Professionnelles et Professionnels des Affaires Sociales du Québec (SPPASQ) (CSN)
RVH	Syndicat des Technologues en Radiologie du Québec - Radio-oncologie (STRQ)
RVH	Syndicat des Technologues en Radiologie du Québec - Médecine Nucléaire (STRQ)
RVH	Syndicat Professionnel des Diététistes du Québec (SPDQ)



# 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

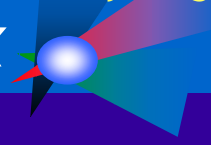
Impotence  
 Prostate Centre  
 Renal Transplantation  
 Stone  
 Voiding Dysfunction & Incontinence  
 Plastic Surgery  
 Hand Program  
 Plastic Surgery Clinics  
 Orthopaedics  
 Fracture Clinic  
 Rheumatology  
 Endocrinology  
 General Endocrine  
 Diabetes Clinic  
 Lipids  
 Bone Disease  
 Endocrine 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



# 420 Job Titles: Sunnysbrook & Women's

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	Mgr Construction	Recreation Therapist
Admitting Clerk	Dispatcher	Mgr Communications	Reg. Orthopaedic Technol
Adolescent Worker	Doppler Technician	Manager, Computing	Registry - Attendant
Agency - attendant	Driver	Mgr of Accounts	Registry - Nurse
Agency - nurse	Driver Mechanic	Mgr of Accounts	Registry - RNA
Agency - RNA	ECO Technician	Mgr Policy & Implement	Rehabilitation Aide
Aide	Educator	Mgr Research Coordinators	Rehabilitation Counsellor
Aide lead hand	EEO Technician	Mgr Technical Team	Remedial Assistant
Air cond./Vent. Mech.	Electrician	Materials Hand	Research Analyst
Ambulance driver	Electronics Tech	Materials Lead Hand	Research Assistant
Animal facility Attn. 1	Electronics Technol	Materials Handler 1	Research Associate
Animal facility Attn. 2	EMG Technician	Medical Artist	Research Co-ordinator
Animal Health Technol.	Employee Services Rep.	Med Transcriptionist	Research Database Developer
Ann. Giving Telcmktg 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(jr)
Assistant	Executive Secretary	Nurse Clinician	Research Technol 1(jr)
Assistant Biomechan	Expeditor	Nurse Researcher	Research Technol 2(inter)
Asst Campaign Dir.	Facilities Planner	Nursing Admin	Research Technol 3(jr)
Asst Co-ordinator	Financial Analyst	Nursing Mgr eve/night	Resource Centre Co-ordinator
Asst Department Head	Financial Analyst III	Nursing Orderly	Respiratory Assistant
Assistant Director	Food Service Cashier	Nutrition Systems & Tech	Respiratory Therapy Asst
Assistant Supervisor	Funding Officer(c/ll)	Nutrition Technician	Restorative Pros. Asst
Asst Systems Manager	G.U. Orderly	O.R. Booking Clerk 2	Restorative Prosthettist
Asst Teaching Chaplain	Garbage Wandler	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	Sctry to Exec. V.P.
Audiologist	Graphic Designer	Operations Coordinator	Sctry Stenographer 1
Audiologist III	Groundsperson	Order Processing Clerk	Sctry Stenographer 2
Autopsy Room Tech	Head Teacher	Performer Tech II	Sctry to Asst V.P.
Banquet Services Mgr	Health Care Aide	Painter	Sctry to Director
Bar Attendant	Health Educator	Pastry Chef	Sctry to Directory
Behavioural Therapist	Health Record Admin	Pathology Assistant	Sctry to Head of Serv
Biochemist	Health Record Tech	Patient Care Mgr I	Sctry 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	Hostel Receptionist	Payroll Clerk	Sr. Accounting Clerk
Buyer	House Manager (G. Estates)	Payroll Officer	Sr. Accounts Payable Clerk
Capital Equipment Clerk	Human Resource Asst	Perfusionist	Senior Admin. Clerk
Carpenter	I.V. Technician	Personnel Rep.	Sr. Admitting Clerk
Catering Office Asst	Ice - Fee for Service	Pharmacist 1	Senior Audiologist
Charge Nurse	Infection Control Nurse	Pharmacist 2	Senior Billing Clerk
Chart Abstractor	Informatics Officer	Pharmacist 3	Senior Biostatistician
Chief Artist	Information Centre Specialist	Photographer Technician	Senior Clerk Cashier
Chief of Service	Information Co-ordinator	Photographer	Sr. Neurophysiologist
Chief Operating Engineer	Ins./Fixed Assets Analyst	Physio Training Instruct.	Sr. Nursing Orderly
Chief Perfusionist	Installer (Life Style)	Physiotherapist 1	Sr. Pharmacy Tech
Claims Analyst	Instructor	Physiotherapist 2	Sr. Programmer Analyst
Cleaner	Insurance Clerk	Planning Assistant	Sr. Research Asst 1
Cleaner Lead Hand	Inter. Research Asst 1	Plaster Room Tech	Sr. Research Co-ordinator
Clerk Cashier	Inter. Research Asst 2	Plumber	Sr. Research Tech
Clerk Messenger	Inter. Research Tech	Pool Attendant	Sr. Research Technol
Clerk Receptionist	Interior Designer	Porter	Senior Scientist
Clerk Typist	Intermediate Accountant	Porter Escort	Sr. Speech Pathologist
Clinical Admin	Intermediate Clerk	Print Machine Oper. Helper	Systems Analyst
Clinical Data Co-ordinat	Intermediate Programmer	Print Machine Oper. Lead Hand	Senior Teacher
Clinical Dietitian	Inter. Scientist	Print Machine Operator	Senior Technician
Clinical Engineer	Inter/Resident	Prof. Practice Leader/CNS	Senior Technologist
Clinical Expert	Interviewer	Prof. Practice Leader/Ed/ct	Sr. Telephone Clerk
Clinical Nurse Specialist	Jr. Research Asst 1	Professional Practice Leader	Sr. Urology Tech
Clinical Researcher	Jr. Research Asst 2	Program Assistant	Sr. Vascular Technol
Clinical Researcher (ICES)	Jr. Research Tech	Program Director	Server
Co-op student	Jr. Research Technol	Program Planner	Service Assistant
Co-ordinator	Jr. Sous Chef	Program Specialist	Social Worker 1
Communications Officer	Junior Bookkeeper	Programmer Analyst	Social Worker 2
Computer Operator	Junior Buyer	Programmer Analyst I	Social Worker 3
Conference Asst 1	Junior Clerk	Programmer Analyst II	Sous Chef
Conference Asst 2	Junior Clerk Typist	Project Accountant	Special Events Co-ordinator
Consultant	Junior Programmer	Project Director	Special Project Researcher
Controller	Junior Scientist	Project Lead Hand	Specialist
Cook 1	Kitchen Helper	Project Engineer	Speech Pathologist
Cook 2	Laboratory Assistant	Project Leader	Spinal Cord Program Nurse
Cook Lead Hand	Laboratory Helper	Prosthetic/Orthotic Uncertified	Sr. Pediatric Tech
Cook's Assistant	LAN Administrator	Prosthetic/Orthotic Tech.	Senior Prosthettist/
Cranes Aide	Laundry Helper 1	Prosthettist/Orthottist	Orthottist
Data Analyst		Psychiatric Worker	Sr. Med Photographer





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- 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 unique
- Uncertainty of outcome remains
- Optimism re results





## Differentiation: Integration or Fragmentation

**"The greater the differentiation between different components of the work, the more need there is for the integration of the entire process. Without such integration work becomes fragmented with increased risks of gaps, duplications and mistakes."**

**Sholom Glouberman**

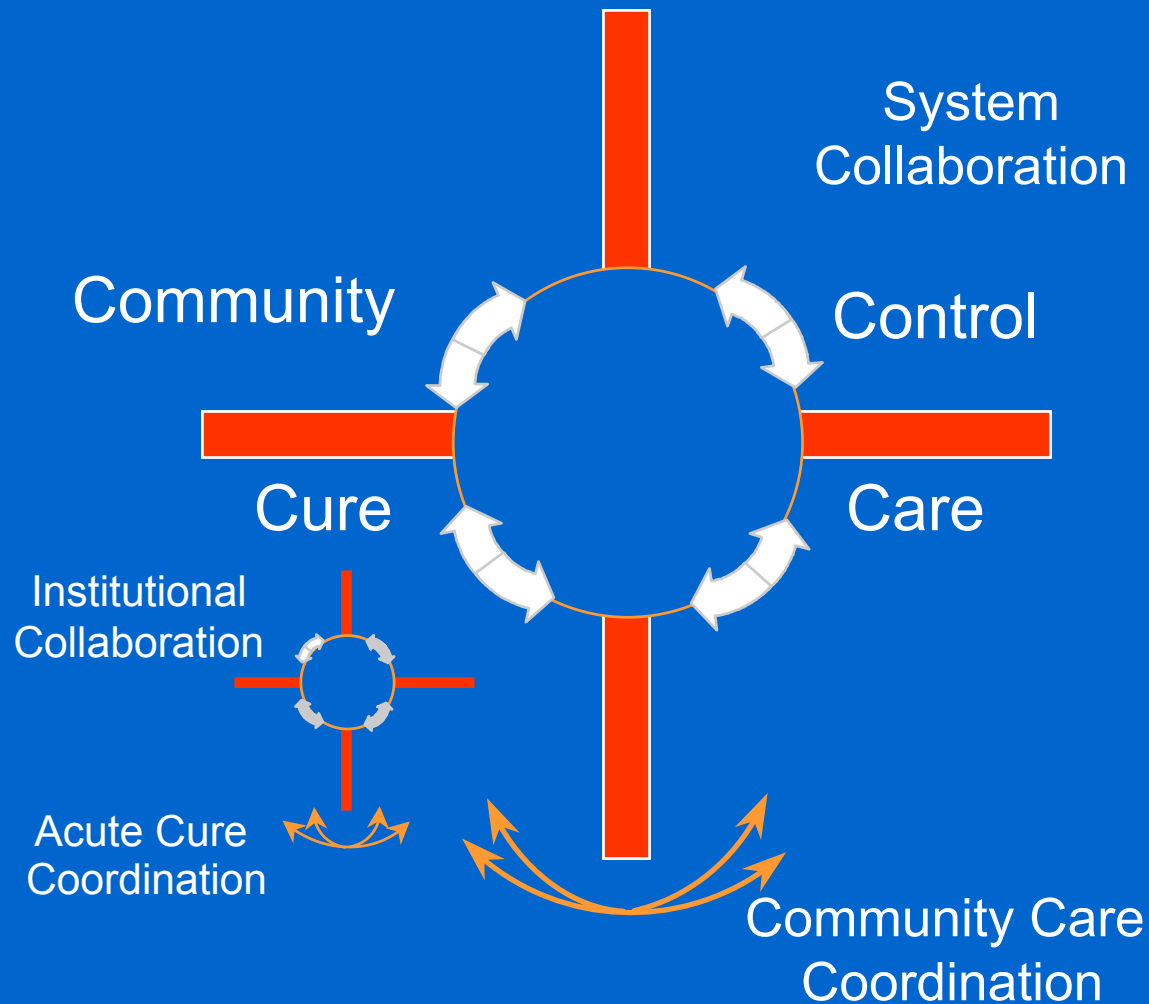


# Differentiation

<b>Fragmentation</b> 	<b>Differentiation</b>	<b>Integration</b> 
<b>Distinct records</b> <b>Data disagreements</b> <b>Cost duplication</b>	<b>Information Systems</b>	<b>Shared records</b> <b>Agreed data</b> <b>Cost savings</b>
<b>Hidden agendas</b> <b>Disagreements</b> <b>Disguised activities</b>	<b>Mission</b>	<b>Agreement about agenda</b> <b>Identify similarities and differences</b>
<b>Fragmented management</b>	<b>Clinical Directorates</b>	<b>Devolve responsibility</b>
<b>Sewer pipes for chimneys</b>	<b>Program Planning</b>	<b>Responsiveness to clinical needs</b>
<b>Nurses do it alone</b>	<b>Quality Improvement</b>	<b>Shared work review</b>
<b>No room for the sick</b>	<b>Managed Care</b>	<b>Promote good health</b>



# The Four Major Issues



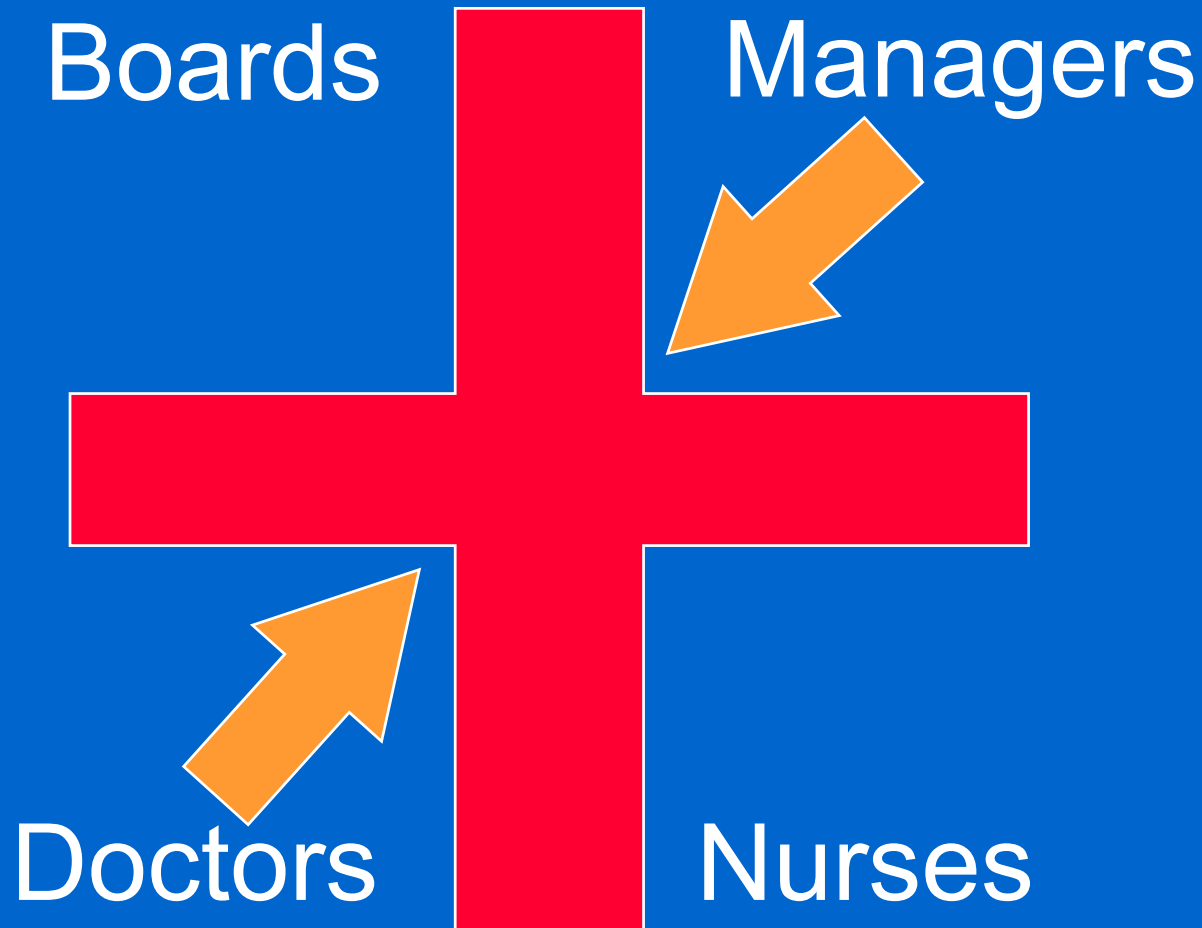


# Myths about Structure

- If we get it right everything will be OK
- Managing structural change as a defense against the primary task
- All conflicts are caused by structural dysfunction
- We must keep adjusting it until we get it right

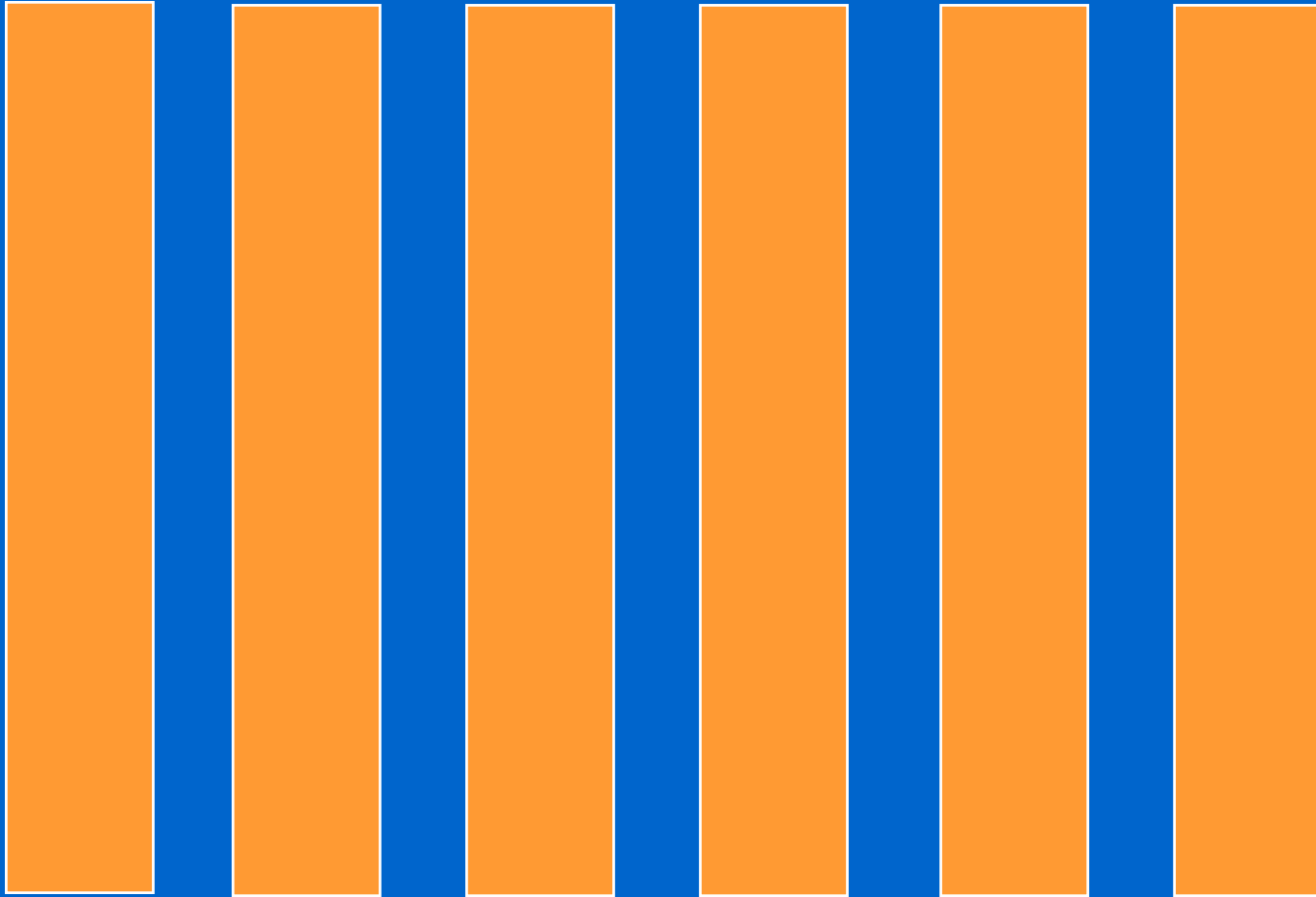


# Clinical Directorates





# Functional Chimneys





# Programmatic Sewer Pipes

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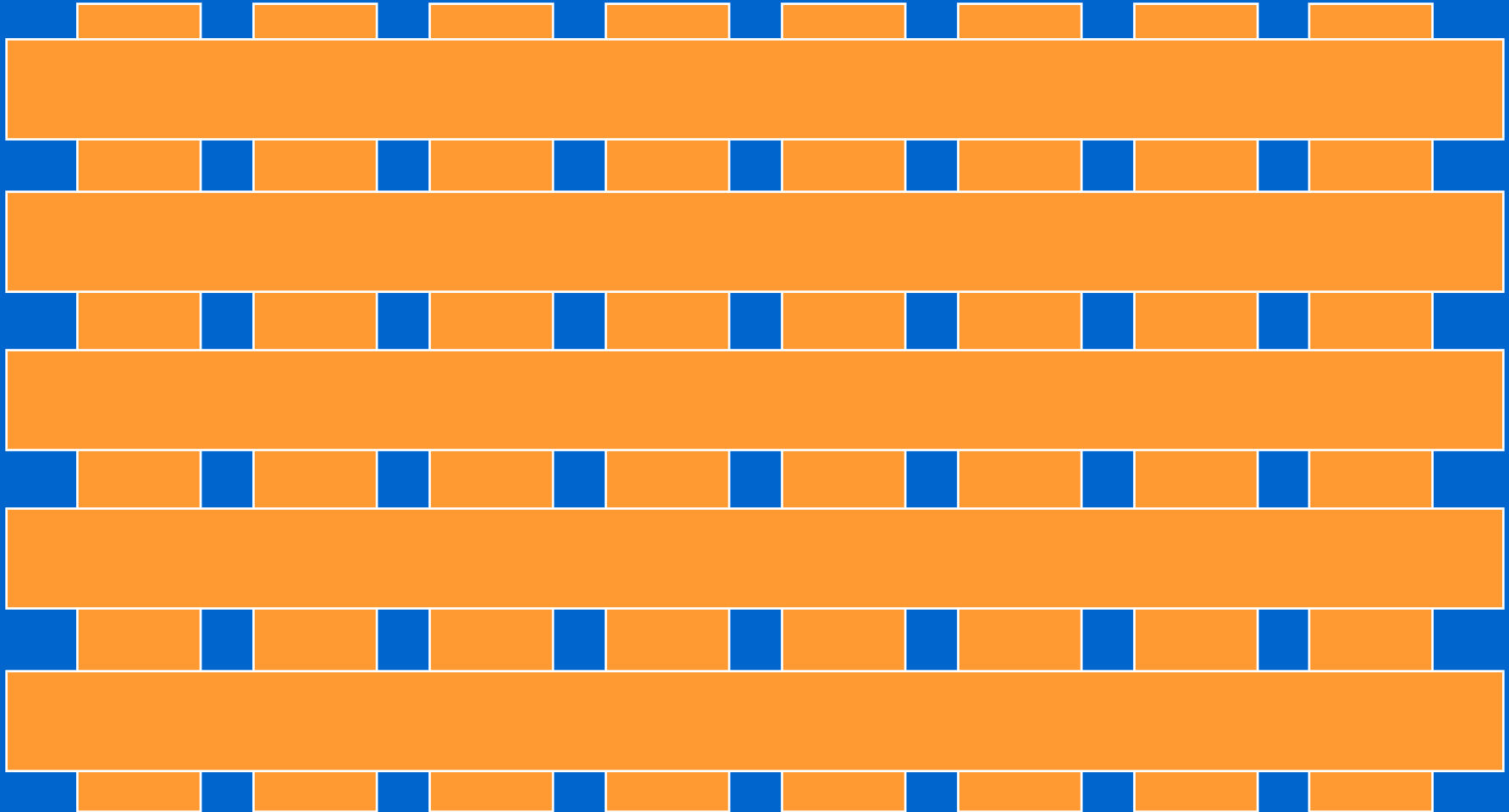
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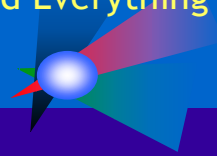
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# When you try to change





# Boundroids

- Mind the Gaps
- Respect differences
- Seek horizontal & vertical knowledge
- Appreciate others' contributions
- Develop existing relationships
- Identify new partners



# Myths about Processes

- We must keep adjusting them until we get them right
- If we get them right everything will be OK
- Managing change in dynamics as a defense against the primary task
- All conflicts are caused by dysfunctional dynamics



# An Old Problem

There seems to be something radically wrong with the trained nurse of to-day – the medical profession says there is something wrong; the thinking women at the head of training-schools say there is something wrong; and the lay public finds something radically wrong. Not all of these elements agree as to just what the trouble is, in fact, they all seem to differ.

The doctors say the nurses who are being graduated from the training-schools are not efficient, and a great many thinking members of the medical profession say that the nurses are being trained to too fine a point, but not in the right direction. The heads of training-schools think the nurses are not being sufficiently trained. The public does not seem to care to analyze the situation, but merely finds fault with the nurse as an individual.

**Hornsby, John Allan, and Richard E. Schmidt. *The Modern Hospital*. Philadelphia: W.B. Saunders Co. 1913.page 304**



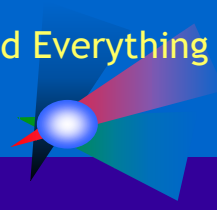
# Some Directions For Nursing

- Present trends continue
- A massive shift toward community and primary care
- A rethinking of how health care work is done



# Present Trends Continue

- Current patterns of power remain
  - Doctors raise boundaries
- Technology drives change
- Funding problems increase
- Constant restructuring



# Present Trends Continue

<i>Work Activity</i>	<b>Assessment Care Plan Preparation</b>	<b>Junior doctor functions</b>	<b>Supervised Direct Care</b>
<i>Profession Types</i>	<b>Broker</b>	<b>Doctor extender</b>	<b>Pink Collar</b>
<i>Authority</i>	<b>Nurse hierarchy</b>	<b>Medical</b>	<b>Nurse hierarchy</b>
<i>Control</i>	<b>Fiscal</b>	<b>Fiscal</b>	<b>Fiscal</b>
<i>Quality Measures</i>	<b>Nursing Standards</b>	<b>Medical Standards</b>	<b>Nursing Standards</b>
<i>Career Path</i>	<b>Up or Out</b>	<b>Up or Out</b>	<b>Limited</b>
<i>Organizing Structure</i>	<b>Officers only</b>	<b>Professional Chimney</b>	<b>Troops</b>
<i>Value Base</i>	<b>Professional Boundaries</b>	<b>Professional Boundaries</b>	<b>Vocation</b>
<i>Job Security</i>	<b>Market</b>	<b>Tenure?</b>	<b>High</b>



# Shift To Community and Primary Care

- Ever shorter institutional stays
- Increased care in community
- Primary care strengthened
- Growth of multi-service community clinics
- More alternative therapies





# Community Based Health Care

	<i>Community Based Health Care</i>	
<i>Work Activity</i>	Nursing	Health Care
<i>Profession</i>	General Practice	Consulting
<i>Authority</i>	Professional	Community org
<i>Control</i>	Community	Community
<i>Quality Measures</i>	Outcome	Community
<i>Career Path</i>	None	Lateral
<i>Organizing</i>	Practice	None
<i>Value Base</i>	Health gain	Healthy
<i>Job Security</i>	Self employed	Little



# Rethinking Health Care Work

- More relationship building
  - Inside and outside nursing
  - Need for multi-disciplinary teams grows
- A more stable environment
  - 3 year funding
  - Job security for nurses
  - No major restructuring
- Focus on patient outcomes
  - Increased citizen involvement



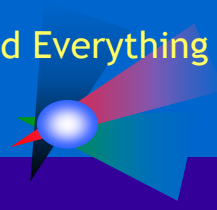
# Coordinating Mechanisms

- Direct Supervision
- **Mutual Adjustment**
- Standardization of Process
- Standardization of Output
- Standardization of Skills
- **Standardization of Norms**



# Rethinking Health Care Work

	<i>Rethinking Roles and Relationships</i>
<i>Work Activity</i>	Patient Care as member of team
<i>Profession Types</i>	Specialty group practice
<i>Authority</i>	Shared Governance
<i>Control</i>	Patient
<i>Quality Measures</i>	Clinical Audit
<i>Career Path</i>	Clinical Ladder
<i>Organizing Structure</i>	Team
<i>Value Base</i>	Outcome
<i>Job Security</i>	Team



# Summary of Scenarios

	<i>Present Trends Continue</i>			<i>Community Based Health Care</i>		<i>Rethinking Roles and Relationships</i>
<i>Work Activity</i>	Assessment Care Plan Preparation	Junior doctor functions	Supervized Direct Care	Nursing Practice	Health Care Projects	Patient Care as member of team
<i>Profession Types</i>	Broker	Doctor extender	Pink Collar	General Practice	Consulting	Specialty group practice
<i>Authority</i>	Nurse hierarchy	Medical	Nurse hierarchy	Professional Organization	Independent	Shared Governance
<i>Control</i>	Fiscal	Fiscal	Fiscal	Community	Community	Patient
<i>Quality Measures</i>	Nursing Standards	Medical Standards	Nursing Standards	Outcome	Community Demands	Clinical Audit
<i>Career Path</i>	Up or Out	Up or Out	Limited	None	Lateral	Clinical Ladder
<i>Organizing Structure</i>	Officers only	Professional Chimney	Troops	Practice	None	Team
<i>Value Base</i>	Professional Boundaries	Professional Boundaries	Vocation	Health gain	Healthy Community	Outcome
<i>Job Security</i>	Market	Tenure?	High	Self employed	Little	Team