

# What's left to be discovered in health services and policy research?

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Organizational practices & processes

strategy

structure

culture

systems:  
QI &  
information

leadership

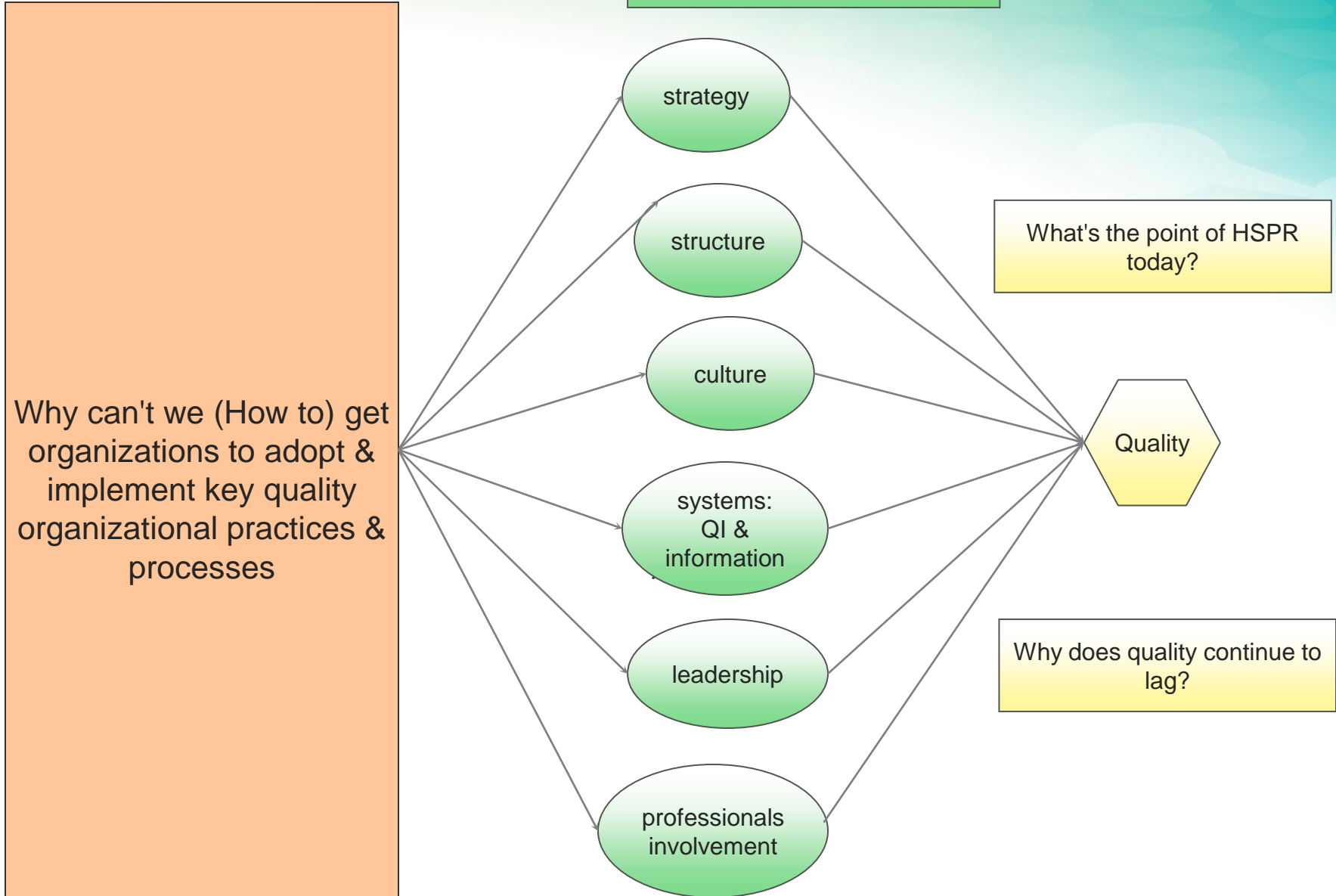
professionals  
involvement

What's the point of HSPR today?

Quality

Why does quality continue to lag?

Why can't we (How to) get organizations to adopt & implement key quality organizational practices & processes



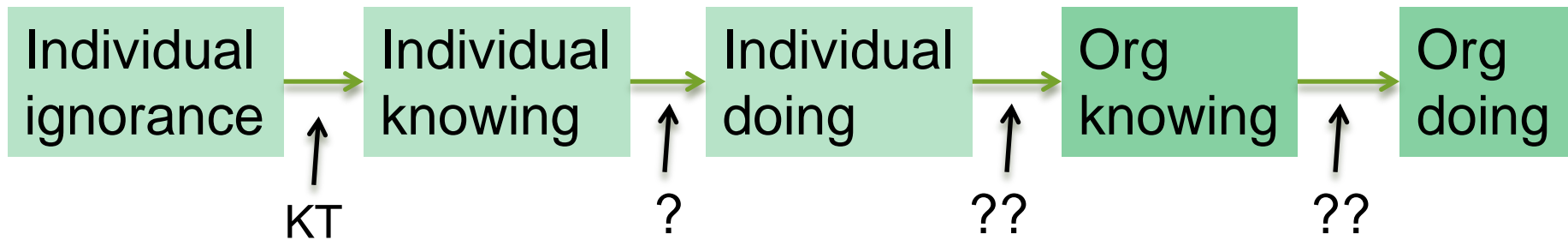
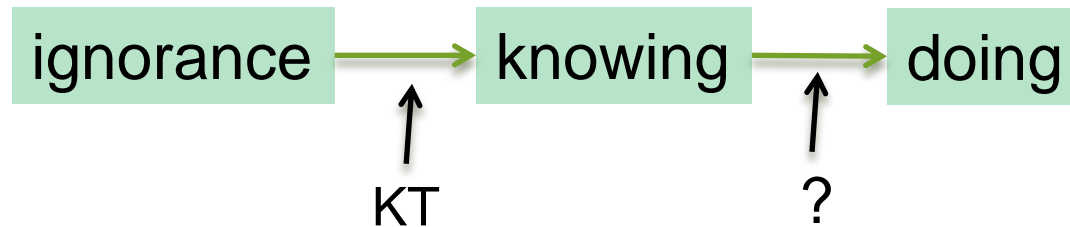
# Organizational failures (1)

- Frozen in antiquated business models: appropriate to intuitive medicine, i.e. problem-solving through pattern recognition and intuitive experimentation – at most 16 to 20% of cases (Groopman 2007)
- Solution shops: low quality high cost for empirical (use of data providing evidence on average effectiveness) and precision medicine (with precise diagnosis, development and standardization of therapy predictably effective for each patient)

→ What delivery models are most appropriate to different levels of understanding of diseases and precision of treatment?

# Organizational failures (2)

- Failure of KT in organizations



→ How to convert individual knowledge about quality into organizational practices & processes?

# Governance and management failures (1)

## Failure of incentive systems

- Incapable of getting rid of perverse incentives
- Incentives for performance is limited to payment. Very little knowledge about intrinsic motivation of professionals and managers

————→ What makes people tick?

# Governance and management failures (2)

Need further understanding of particular governance and management issues in complex adaptative systems whose production system is based on professional work

————→ How can complex adaptative systems be better managed?

- Clinical governance: the influence of meso (org) processes on micro-systems of care
- The management of professional engagement
- The management of paradoxical performance

# Why can't we provide higher quality health care? (top 1 + 4)

How to get organizations to adopt & implement key quality organizational practices and processes?

- What delivery models are most appropriate to different levels of understanding of diseases and precision of treatment?
- How to convert individual knowledge about quality into organizational practices and processes?
- What makes people (providers & managers) tick?
- How can complex adaptative systems be better managed?