

Thoughts on understanding & producing “high-performance health care”

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This is SO important!!!

- We are fortunate to have access to highly qualified health care providers and facilities
- Yet our health care system seems to be persistently disappointing despite all efforts to the contrary
- Health care organizations often don't seem to be able to communicate with one another
- Health care professionals appear to be overworked, discouraged and disillusioned
- Everyone has an “ain't-it-awful” story to tell....

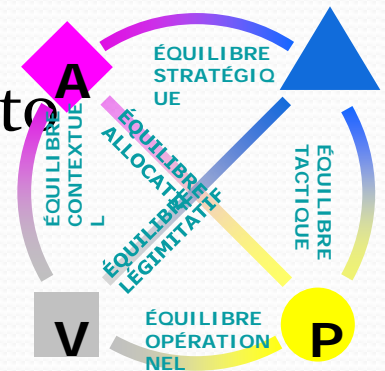
So how to help?

A. Offer evidence-based tools

- André-Pierre Contandriopoulos and François Champagne's EGIPSS performance model
- A sophisticated way to understand performance
- A much-needed rational basis for decision making

However, as shown by André-Pierre, measurement and evidence alone have limits

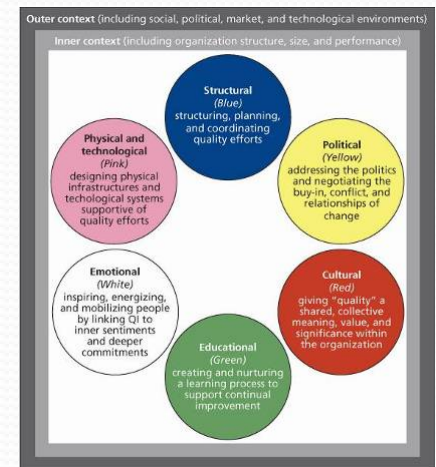
- To do their work, performance models need to mobilize multiple logics of action



So how to help?

B. Find the success factors

- Glenn Robert & colleagues, Ross Baker & Jean-Louis Denis
- Look at cases of high performers and (sometimes) contrast with low performers
- What do we find? (amongst other things)
 - Information systems and planning
 - Inspirational leadership at all levels
 - A culture supportive of learning and change
 - Teamwork and collaboration
 - Buy-in among clinical leaders
- The secret of success is success!



But how do we get there really?

A simplified view!

Performance as political football, distributed, contested, interested

Technical management
Providing a rational basis for decision making (the domain of evidence)

Performance measurement as a rational learning tool

Persistence
Long term perspective
Small wins

Political management
Constructing a favorable coalition for a decision (domain of power and interests)

Symbolic management
Influencing the meanings given to decisions (domain of values)

Performance as a highly ambivalent concept

Beyond evidence

- Evidence is good for resolving differences about facts
- Evidence cannot address differences in values.
Requires face to face interaction and discussions
- Evidence cannot address differences in interests.
Requires negotiation
- Evidence cannot fill a power vacuum.

Values, interests and power *must be understood and accommodated* to ensure that evidence can have an impact. “High performance” will be possible when values, interests and power converge around it.