OBHC 2018

Montreal, QC, Canada
Centre Mont Royal
May 13-16, 2018

Renowned guest/plenary speakers: Jeffrey Braithwaite, Samia Chreim, Scott Garrison, Pascale Lehoux, Henry Mintzberg, Davide Nicolini, Vinh-Kim Nguyen, Stephen Peckham, Trish Reay, Eric C. Schneider, Stephen Shortell, and Daniel Weinstock.

Symposia, plenaries & oral presentations.

École de santé publique
Université de Montréal

Healthcare Management **Hub**
HEC MONTRÉAL

Society for Studies in Organizing Healthcare

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Inspiring educational topics for health care management.

Stress & burnout, leadership, workforce, innovation, restructuring...

Keynote Speaker
Day 1 | May 14, 2018
5:00 – 6:00 PM
HENRY MINTZBERG
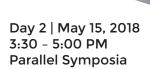« Managing the myths of healthcare – Lessons from Henry Mintzberg »

Symposia

Day 1 | May 14, 2018
3:30 – 5:00 PM
Parallel Symposia

The Appliction of Lean Research in Health Care: Lessons Learned and Future Directions
-Stephen Shortell, G. Ross Baker, Jami Dellifraine Jones

Experiencing the Boundaries and Characteristics of the Complex Adaptive System (CAS): A Complexity Simulation Game
-Jeffrey Braithwaite, Kate Churruca, Louise A Ellis, Janet Long, Jessica Herkes, Russell Mannion, Catherine Pope, Paula Hyde, Anne Killett

Day 2 | May 15, 2018
3:30 – 5:00 PM
Parallel Symposia

Physicians' Health and Well-being: Determinants and Consequences of Burnout Syndrome
-Denis Chênevert, Kevin Johnson, Patrick Flood, Janine Bosak, Steven Kilroy, Sandra Roman, Claude Prévost, Philippe Colombat, Julien Lejeune, Hélène Coillot, Séverine Chevalier, Nicolas Gillet, Virginie Gandemer, René Mokounkolo, Jean Michon, Évelyne Fouquereau

Organizing the Scale and Spread of Integrated Community-Based Primary Health Care: Insights from the iCOACH study in Canada and New Zealand
-James Shaw, Carolyn Steele Gray, Mylaine Breton, Jennifer Gutberg, Paul Wankah-Nji, G. Ross Baker, Jean-Louis Denis, Yves Couturier, Walter Wodchis

Beyond Moving: Practicing Organizational Development in a Construction Zone to Nurture Health Service Transformation
-Pascal Beauchamp, Émilie Fortin, Marjolaine Gascon-Depatie, Cécile Lagoutte, Marie Raedecker

Organizational Behaviour in Health Care Conference.

Day 1 | May 14, 2018
09:00 – 10:30 AM

Crossing paradigmatic boundaries :
revisiting methods for health care
research
Chair: Jean-Louis Denis

Scott Garrison: "Mind the Gap – The methods and case for making clinical research more pragmatic"
Davide Nicolini: "Healthcare Ethnography: What, why, where next and for whom?"
Pascale Lehoux: "Innovative approaches in health organizational research: Where are we going? And how do we know whether it is worth getting there?"

Day 2 | May 15, 2018
09:00 – 10:30 AM

Crossing professional boundaries:
new perspectives on interprofessional
relations
Chair: Peter Nugus

Daniel Weinstock: "Interdisciplinarity as a foundation for health organizational research"
Vinh-Kim Nguyen: "Crossing boundaries of social science, clinical practice and medical education"
Samia Chreim: "Paradoxes of interprofessional boundaries, identities and collaboration"

Plenaries

Day 3 | May 16, 2018
09:00 – 10:30 AM

Crossing national boundaries:
comparative perspectives on primary
care
Chair: Ann Langley

Trish Reay: "Funding, challenges and opportunities in primary care in Canada"
Eric C. Schneider: "Funding, challenges and opportunities in primary care in the US"
Stephen Peckham: "Funding, challenges and opportunities in primary care in the UK"

Early bird registration
until April 13th, 2018
register here.

Stimulating educational sessions related to: Care pathways, collective learning, new public management, quality improvement, mental health, coordination, leadership, transforming health care, patient safety, quality of care, interprofessional coordination, governance, materiality of objects and space, tools, patient and public involvment, professional engagement, nursing practice, boundary-crossing, public/private partnerships, HRM and professionals, partnerships, health promotion, workers' experience, structuring collaboration, complexity, practice improvement, stress and burn-out, workforce, restructuring, innovation, on-site teaching and learning, education-practice interface, policy reforms chronic disease management, vulnerability, integrated care, management, human-technology interface, research-practice interface, and policy-practice interface.

Speakers from Australia, Belgium, Canada, Denmark, France, Germany, Israel, Italy, Netherlands, Norway, Sweden, United Kingdom, United States

Oral presentations at a glance.

Care Coordination	Transforming Healthcare	Pathways
Reducing social health inequalities: A balancing act between cross-sectorial coordination and influencing individual health behavior Gro Kvåle, Charlotte Kiland & Dag Olaf Torjesen *In and out of the mainstream: Coordinating inclusivity across organizational boundaries and borders* Anna Horton & Tom Shakespeare *Institutional logics of emergency medicine in the Netherlands* Peter Nugus	*Major system transformation and the public voice: Conflict, challenge or complicity?* Graham Martin, Pam Carter & Mike Dent *Organizational change capability: The role of HR support and the value of an OD orientation* Aoife McDermott & Louise Fitzgerald *Health System Transformation in the UK: Implementing the New Care Models in the NHS* Gregory Maniatopolous, David J Hunter & Bob Hudson	*Road to nowhere? A critical consideration of the use of the metaphor 'care pathway' in health service organisation and delivery* Kath Checkland, Jon Hammond, Pauline Allen, Anna Coleman, Lynsey Warwick-giles, Alex Hall, Nick Mays & Matt Sutton *Care trajectory management: A conceptual framework for the institutionalisation of emergent organisation in health and social care* Davina Allen *Increasing the internal and external coordination of a health organization through users' participation in the implementation of care pathways: Multiple issues of adaptation and coherence* Lara Maillet, Georges-Charles Thiebaut, Marie-france Duranceau, Luiza-maria Manceau, Mylaine Breton & Jean-Sebastian Marchand

Interprofessional Coordination	Service Improvement 1	Mental Health Services
Coordinating care across boundaries in mental health facilities: A qualitative approach to understanding perceptions of fit at work Jessica Herkes, Kate Churruca, Louise A. Ellis & Jeffrey Braithwaite *Let's have a meeting: How hospitals use scheduled meetings to support cross-boundary collaboration* Thim Praetorious, Peter Hasle & Anders Paarup Nielson *Wait, the baby could die! Integrating expertise differences in a hospital merger* Karla Sayegh & Samer Faraj	*Crystallizing management: The institutionalization of kaizen in Ethiopia's sugar factory campuses* Gordon Shen, Peter Martelli & Fekadu Deresse *Knowledge Mobilisation and Lean Thinking: Case Studies from an Australian Improvement Program* Ian mcloughlin, Prue Burns, Evelyn Looi, Amrik Sohal & Helena Teede *Reducing elective surgery cancellations: From problem identification to implementation readiness and getting that fuzzy bit in the middle right* Mila Obucina, Peter Bartels, Anneke Fitzgerald & Jennifer Kosiol	*Killing time: Professionals, patients and long-term care* Ruth McDonald & Marianna Fotaki *Dynamic risk in mental health services* Agnieszka Latuszynska, Evior Oborn & Patricia Reay *Framing Contests and Legitimacy: Compromises and Settlements in an Integrated mental health service* Tom Forbes & Robin Fincham

	SPACE	QUALITY IMPROVEMENT	LEADERSHIP 1	NEW PUBLIC MANAGEMENT
May 14th | 10:45 AM - 12:15 PM	*Hierarchies of space and the boundaries to care in the Intensive Care Unit* Elise Paradis, Warren Liew & Myles Leslie *An ethnographic study exploring top team use of work and social space to enact strategic activities at a university teaching hospital in the English NHS* Sarah Woolley, Graeme Currie & Charlotte Croft *Know your place: A comparative case study of how place, people and effort shape innovation and coordination of healthcare delivery* Rosemary Hollick, Alison Black, David Reid & Lorna McKee	*Quality improvement interventions and the transformation of organizational practices: What role for theory?* Olivier Saulpic, Emilie Berard, Jean-Louis Denis & Phillippe Zarlowski *Developing pragmatic boundary capabilities: A micro level exploratory study of boundary work for quality improvement* Catherine French, Laura Lennox & Julie Reed *What shapes the organisational response to a board-level quality improvement intervention in public sector hospitals?* Lorelei Jones, Linds Pomeroy, Glenn Robert, Susan Burnett, Janet Anderson, Estela Capelas Barbosa, Stephen Morris & Naomi Fulop	*Frontstage and backstage influences on collective leadership: Vehicles for collaboration or instruments of inertia?* Charlotte Croft, Gerry McGivern, Dimitrios Spyridonidis, Graeme Currie & Andy Lockett *Intentional Partnering: A grounded theory study on developing effective partnerships among nurse and physician managers as they co-lead in an evolving healthcare system* Christina Clausen, Melanie Lavoie-Tremblay, Margaret Purden & Lise Lamothe *Beyond hybridity in clinical leadership: A case study of medical curriculum change* Simon Moralee & Simon Bailey	*Public hospital reforms in China: Towards a model of New Public Management?* Ian Kirkpatrick *Reforming health care from within: The rise of the entrepreneurial NHS?* Marck Exworthy, Simon Bailey, Damian Hodgson, Paula Hyde, John Hassard & Mike Bresnan *Network governance in Dutch healthcare* Andrea Frankowski
	MATERIALITY	**Patient Safety**	**LEADERSHIP 2**	**GOVERNANCE**
May 14th | 1:30 - 3:00 PM	*The role of trust in boundary objects when innovating across organizational and professional boundaries in healthcare* Jannie Kristina Bang Christensen *The Role of objects in sustaining and disrupting professional jurisdictions in health care* Bjorn Erik Mork, Davide Nicolini & Jasmina Masovic *A pebble in still water: How implementing 3D printing reconfigures boundary relations in a UK hospital* Stavros Polykarpou, Michael Barrett & Samer Faraj	*Strengthening a climate of safety following a Never Event* John Richmond *How does context explain variations in the implementation of patient safety programmes?* Simon Cooper & Martin Kitchener *Organisational communication as trespass: A patient safety perspective* Deborah Debono, Joanne Travaglia & Hamish Robertson	*Too many hands on the wheel? The impact of leadership churn on quality of care in public hospitals* Sandra Leggat & Cathy Balding *Tempered tenacity: The leadership required to work across boundaries* Liz Wiggins & Janet Smallwood *Exploring the contribution of middle managers to strategic processes in healthcare organizations: A scoping review* Jennifer Gutberg, Whitney Berta, Tyrone Perreira & G. Ross Baker	*Are public sector managers a 'bureaucratic burden'? The case of english public hospitals* Gianluca Veronesi, Ian Kirkpatrick & Ali Atlanlar *Coordinating the oversight of care across public governors and executive boards: A deliberative analysis of hospital governance in England* Ross Millar, Tim Freeman, Russell Mannion & Huw Davies *Governmentality as a relevant idea for the study of healthcare networks: A scoping review* Jean-Sebastien Marchand, Dominique Tremblay & Jean-Louis Denis

Collective Learning

Trial and error, together: Divergent thinking and collective Learning in the implementation of Integrated Care Networks
Jenna Evans, Agnes Grudniewicz & Peter Tsasis

The role of teams' social capital on employees' knowledge sharing: A cross-level investigation in healthcare operations
Giovanni Radaelli, Emanuele Lettieri, Matteo Mura & Nicola Spiller

Enacting care in healthcare teams: Developing knowledge and expertise from lived experience
Elivor Oborn, Michael Barret, Steven Gillard & Sarah Gibson

Service Improvement 2

A dynamic capabilities view of improvement capability
Joy Furnival, Ruth Boaden & Kieran Walshe

Accomplishing reform and systems improvement in international context: Learning about change within and across the borders of 60 countries
Jeffrey Braithwaite, Kristiana Ludlow, Wendy James, Jessica Herkes, Louise A. Ellis, Kate Churruca & Elise McPherson

A qualitative exploration of sustainability processes for improvement: The role of structured sustainability tools
Laura Lennox, Catherine French & Julie Reed

Nursing Practice

Coordinating compassionate care across nursing teams: The implementation journey of a planned intervention
Jacky Bridges, Carl May, Peter Griffiths, Alison Fuller, Jane Frankland, Wendy Wigley, Lisa Gould, Hannah Barker & Paula Libberton

How nurses practice informal inter-organizational coordination
Anne Doessing

From the classroom into the fire: Learning the reality of nursing through rotation programmes for newly qualified nurse
Rowan Myron, Healther Loveday & Claire Anderson

Hybridity

Hybrid professionals in healthcare: How managerial training can promote their boundary-spanning role
Giogio Giacomelli, Francesca Ferre, Manuela Furlan & Sabina Nuti

Strategies of the underdog: How lower status hybrid managers influence strategy for an organization wide service improvement effect
Nicola Burgess & Graeme Currie

Leading through boundaries: Medical managers performing boundary work
Mathilde Berghout, Lieke Oldenhof, Isabelle Fabbricotti & Carina Hilders

Evidence Base

From research evidence to 'evidence by proxy'? Organisational enactment of evidence-based healthcare in four high-income countries
Roman Kislov, Greta Cummings, Anna Ehrenberg, Wendy Gifford, Gill Harvey, Janet Kelly, Alison Kitson, Lena Pettersson, Lars Wallin & Paul Wilson

Implementing best practice: The challenge of reworking boundaries in order to scale innovation
Graeme Currie, Eivor Oborn, Gareth Owen, Karl Prince & Giovanni Radaelli

Reconsidering the role of evidence in diffusion of innovations: A qualitative study of decision-making on innovation in the UK National Health Service
Simon Turner, Danielle D'Lima, Jessica Sheringham, Nick Swart, Emma Hudson, Stephen Morris & Naomi Fulop

Professional Engagement

Emerging approaches, processes and practices on physician engagement: A rapid review
Graham Shaw, Asif Khowaja, Neale Smith, Craig Mitton, Jean-Louis Denis & Chris Lovato

The 'Nurse-Doctor': Nurse Practitioners, Disruption and Identity Threat
Karen McNeil, Brendan Boyle, Tony Smith, Nola Ries & Rebecca Mitchell

Team-based improvement work, physician engagement and the development of transformative capacities in healthcare organizations
Susan Usher & Alexandra Sasha Dubrovsky

Navigating Boundaries

Driving change across boundaries: Eliminating crusted scabies in Northern Territory, Australia
Helen Dickinson, Karen Gardner, Michelle Dowden, Naomi van der Linden, Hanna Woerle, Meg Scolyer & Irene O'Meara

Task-shifting, overlapping or complementing? Perspectives on GP-EM integration in the Netherlands
Anne Schoemakers

Understanding how professional cultures impact implementation for a pediatric oncology genomic test: The use of ethnographic participant observation in deliberative stakeholder consultations
Justin Gagnon, Vasiliki Rahimzadeh, Cristina Longo, Peter Nugus & Gillian Barlett

Public and Patient Partnerships

Understanding the boundaries of urgent and emergency healthcare: Findings from citizen panels with diverse publics and healthcare providers in England.
Joanne Turnbull, Gemma Mckenna, Jane Prichard, Anne Rogers & Catherine Pope

Creating patient and public involvement strategies: Enabling participatory working or reinforcing organisational boundaries?
Meerat Kaur, Rachel Matthews & Catherine French

The public's trust and information brokers in health care, public health and research
Jodyn Platt, Minakshi Raj & Sharon Kardia

TOOLS	QUALITY OF CARE	HRM	PUBLIC-PRIVATE INTERFACE

TOOLS

Modernising chronic care: Algorithms as a megaphone for patient voice
Anna Essen, Eivor Oborn & Michael Barrett

The means not the end: Stakeholder views of toolkits developed from healthcare research
Charlotte Sharp, Ruth Boaden, Will Dixon & Caroline Sanders

Electronic information sharing to improve post-acute care transitions
Dori Cross, Jane Banaszak-Holl, Julia Adler-Milstein & Jeffrey McCullough

QUALITY OF CARE

Walking the tightrope: How quality rebels 'do' quality of care in healthcare organizations
Iris Wallenburg, Anne Marie Weggelaar & Roland Bal

How occupational community shapes the quality of care coordination
Nikolas Krachler

Inter-professional teamwork and well-being of staff members and their impact on patient satisfaction and treatment success in medical rehabilitation
Lena Ansmann

HRM

Enacting HRM beyond the line manager in professional organisations: The role and status of quality managers in HR interventions
Giovanni Radaelli & Graeme Currie

Redefining professional autonomy in health care organizations
Domenico Salvatore, Giovanni Fattore & Dino Numerato

The impact of non-monetary recognition sources on nurses' turnover intentions: The mediating role of stress
Steven Kilroy, Janine Bosak, Denis Chenevert & Patrick C. Flood

PUBLIC-PRIVATE INTERFACE

The relationship between hospital participation in medicare shared savings, readmission rates and the quality of hospital care transitions
Sunny Lin, Julia Adler-Milstein, John Hollingsworth & Andrew Ryan

Repositioning the boundaries between public and private healthcare providers in the English NHS
Rod Sheaff, Mark Exworthy, Alex Gibson, Pauline Allen, Jonathan Clarke, Sheena Asthana & Russell Mannion

Understanding how values of US community foundations guide their programmatic funding choices: A discrete choice experiment
Jane Banaszak-Holl, Michael Rozier, Kara Kiessling & Simone Singh

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COMPLEXITY & CRITIQUE	HEALTH PROMOTION	PRACTICE IMPLEMENTATION	PARTNERSHIPS

COMPLEXITY & CRITIQUE

Where theorists and empiricists fear to tread: Comparing and contrasting the interplays between complexity science and organisational cultural accounts of health care organisation
Jeffrey Braithwaite, Jessica Herkes, Kate Churruca, Chiara Pomare, Louise A Ellis, Janet Long, Kristiana Ludlow Luke Testa & Gina Lamprell

Acting scientifically in complex social systems: The reality of using Plan-Do-Study-Act cycles in health care
Julie Reed & Chris McNicholas

Explaining change through generative mechanisms: The promise of critical realism for policy analysis
Antoine Malone

HEALTH PROMOTION

Risk work or resilience work? A situated interview study with community health workers negotiating the tensions between biomedical and community-based forms of health promotion
Nicola Gale & Manbinder Sidhu

A contingency model to answer the mismatch between what PPI policy makers want and what they get
Yaru Chen, Graeme Currie, Sophie Staniszewska & Magdelena Skrybant

Building resilient and healthy cities: Complements to a scoping review
Marie-Christine Therrien & Iseut Beauregard-Guerin

PRACTICE IMPLEMENTATION

Application of psychological theories to organizational behavior: The case of tailoring interventions to promote health care professionals' adherence to hand hygiene guidelines
Thomas von Lengerke

Implementation of genomics into clinical practice: A service level view
Stephanie Best

An empirical comparison of theory versus reality in health care coordination
Monica Sianez, Rebecca Wells, Loida Tamayo, Ellen Breckenridge & Cara Pennel

PARTNERSHIPS

Buddies, mergers, and regimes: Reassessing inter-organisational partnerships in the English National Health Service
Ross Millar & Robin Miller

Expanding the academic mission across boundaries in healthcare: A realistic evaluation of institutional work dynamics
Elizabeth Cote-Boileau, Marie-andree Paquette & Jean-Louis Denis

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	WORKERS' EXPERIENCES		STRUCTURING COLLABORATION

WORKERS' EXPERIENCES

Violence against child protection workers: A study of workers' experiences, attributions, and coping strategies
Josianne Lamothe, Amelie Couvrette, Gabrielle Lebrun, Gabrielle Souliere-yale, Camille Roy & Steve Geoffrion

Unmasking or reproducing abuse? Elaborating truth-telling processes through 'dark-side' field research
Diane Burns

Emotional labour in the ED: Feeling rules, gender stereotypes and emotional stoicism
Kate Kirk, Laurie Cohen, Stephen Timmons & Alison Edgley

STRUCTURING COLLABORATION

Bridging the safety net: A case study of how the MAP clinics use collaboration as a catalyst to meet the needs of vulnerable Patients
Deborah Goldberg & Akhilesh Mohan

Coordination in cancer care: Case studies in patient handovers
Paul Gemmel, Bert Mejiboom, Bo Edvardsson, Jeroen Akkermans & Titia Debergh

Work organization in breast cancer centers: Do hospital structures account for differences?
Mirjam Körner

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