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Inspiring educational topics for health care management.
Stress & burnout, leadership, workforce, innovation, restructuring...

Symposia

Day 1 | May 14, 2018
3:30 – 5:00 PM
Parallel Symposia (International I & Cartier I)

The Application of Lean Research in Health Care: Lessons Learned and Future Directions (International I)
Stephen Shortell, G. Ross Baker, Jami L. Jones

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

Day 2 | May 15, 2018
3:30 – 5:00 PM
Parallel Symposia (International I, Cartier I & II)

Physicians’ Health and Well-being: Determinants and Consequences of Burnout Syndrome (International I)
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 Gandelmer, 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 (Cartier I)
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 (Cartier II)
Pascal Beauchamp, Émilie Fortin, Marjolaine Gascon-Depatie, Cécile Lagoutte, Marie Raedecker

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

Organizational Behaviour in Health Care Conference.
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 involvement, 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, and the United States.

Day 1 | May 14, 2018
09:00 - 10:30 AM (International I & II)

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 (International I & II)

CROSSING PROFESSIONAL BOUNDARIES:
NEW PERSPECTIVES ON INTERPROFESSIONAL RELATIONS
Chair: Peter Nugus

Daniel Weinstock: “Straddling the normative/empirical divide: 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”

Day 3 | May 16, 2018
09:00 - 10:30 AM (International I & II)

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”

register here.
## Oral presentations at a glance

### Monday May 14th 2018

#### Care Coordination (Mansfield 7)
**Chair:** Stephen Peckham

- In and out of the mainstream: Coordinating inclusivity across organizational boundaries and borders
  **Anna Horton & Tom Shakespeare**
- Reducing social health inequalities: A balancing act between cross-sectorial coordination and influencing individual health behavior
  **Cro Kvåle, Charlotte Kiland & Dag Olaf Torjesen**
- Negotiating professional and organizational boundaries of emergency care in the Netherlands
  **Peter Nugus, Anne Schoenmakers, Maryse Fröling, Odaily Augustuszon & Cordula Wagner**

#### Transforming Healthcare (Mansfield 5)
**Chair:** Eivor Oborn

- 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, Tom Powell, Aled Jones & Daniel Kelly**
- Health System Transformation in the UK: Implementing the New Care Models in the NHS
  **Gregory Maniatopoulos, David J Hunter, Jonathan Erskine & Bob Hudson**

#### Pathways (Mansfield 8)
**Chair:** Thim Praetorius

- Road to nowhere? A critical consideration of the use of the metaphor ‘care pathway’ in health service organisation and delivery
  **Katherine 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-Sébastien Marchand**

#### Interprofessional Coordination (Cartier II)
**Chair:** Rod Sheaff

- 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 Praetorius, Peter Hasle & Anders Paarup Nielsen**
- Wait, the baby could die! Integrating expertise differences in a hospital merger
  **Karla Sayegh & Samer Faraj**

#### Information for Improvement (Mansfield 5)
**Chair:** Ian Kirkpatrick

- Crystallizing management: The institutionalization of kaizen in Ethiopia’s sugar factory campuses
  **Gordon Shen, Peter Martelli & Fekadu Deresse**
- Losing the battle and winning the war? How change leader receptivity and responsiveness to resistance affect change targets’ engagement
  **Kelly Thomson & Maitreya Coffey**
- The public’s trust and information brokers in health care, public health and research
  **Jodyn Platt, Minakshi Raj & Sharon Kardia**

#### Mental Health Services (Mansfield 8)
**Chair:** Helen Dickinson

- Killing time: Professionals, patients and long-term care
  **Ruth McDonald & Marianna Fotaki**
- Dynamic risk in mental health services
  **Agnieszka Latuszynska, Eivor Oborn & Patricia Reay**
- Framing Contests and Legitimacy: Compromises and Settlements in an Integrated mental health service
  **Tom Forbes & Robin Fincham**
Wait, the baby could die! Integrating
Paarup Nielsen
Thim Praetorius, Peter Hasle & Anders
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coordination and influencing individual
A balancing act between cross-sectorial
Anna Horton & Tom Shakespeare
organizational boundaries and borders
Coordinating inclusivity across
Chair: Vinh-Kim Nguyen

May 14th | 10:45 AM - 12:15 PM
Centre Mont Royal
Cartier I & II,
Mansfield 2, 3, 5, 7 & 8

Space
(Mansfield 2)
Chair: Ann Langley
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
(Mansfield 3)
Chair: Jeffrey Braithwaite
Quality improvement interventions and the transformation of organizational practices: What role for theory?
Olivier Saulpic, Emilie Berard, Jean-Louis Denis & Philippe 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 Capellos Barbosa, Stephen Morris & Naomi Fulop

Leadership 1
(Cartier I)
Chair: Samer Faraj
Intentional Partnering: A grounded theory study on developing effective partnerships among nurse and physician managers as they co-lead in an evolving health-care 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

New Public Management
(Cartier II)
Chair: Jean-Louis Denis
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?
Mark Exworthy, Simon Bailey, Damian Hodgson, Paula Hyde, John Hassard & Mike Bresnan
Network governance in Dutch healthcare
Andrea Frankowski

Materiality and Boundaries
(Mansfield 2)
Chair: Vinh-Kim Nguyen
The role of objects in sustaining and disrupting professional jurisdictions in health care
Bjørn Erik Mørk, 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
Implementing best practice: The challenge of reworking boundaries in order to scale innovation
Graeme Currie, Eivor Oborn, Careth Owen, Karl Prince & Giovanni Radaelli

Patient Safety
(Mansfield 3)
Chair: Denis Chênevert
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 (presented by Martin Kitchener)
Organisational communication as trespass: A patient safety perspective
Deborah Debono, Joanne Travaglia & Hamish Robertson

Leadership 2
(Mansfield 7)
Chair: Charo Rodriguez
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

Governance
(Cartier I)
Chair: Mark Exworthy
Are 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-Sébastien Marchand, Dominique Tremblay & Jean-Louis Denis

May 14th | 3:30 - 5:00 PM
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<td><strong>Collective Learning</strong> (Mansfield 7)</td>
<td>Davide Nicolini</td>
<td>Jenna Evans, Agnes Grudniewicz &amp; Peter Tsakis</td>
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<td>Trial and error, together: Divergent thinking and collective Learning in the implementation of</td>
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<td>integrated Care Networks</td>
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<td>The role of teams’ social capital on employees’ knowledge sharing: A cross-level investigation</td>
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<td>Enacting care in healthcare teams: Developing knowledge and expertise from lived experience</td>
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<td>10:45 AM - 12:15 PM</td>
<td><strong>Nursing Practice</strong> (Mansfield 8)</td>
<td>Davina Allen</td>
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<td>Coordinating compassionate care across nursing teams: The implementation journey of a planned</td>
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<td>From the classroom into the fire: Learning the reality of nursing through rotation programmes</td>
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<td>Rowan Myron, Healther Loveday &amp; Claire Anderson</td>
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<td>TOOLS (Mansfield 2) Chair: Jamie DeMore</td>
<td>QUALITY OF CARE (Mansfield 3) Chair: Katherine Checkland</td>
<td>HRM (Cartier I) Chair: Aoife McDermott</td>
<td>PUBLIC-PRIVATE INTERFACE (Cartier II) Chair: Anna Horton</td>
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<th>HEALTH PROMOTION (Mansfield 3) Chair: Peter Nugus</th>
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| **Navigating Boundaries**  
Cartier I  
Chair: Élise Paradis | **Public and Patient Partnerships**  
Cartier II  
Chair: Lorelei Jones |
|---|---|
| **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 | **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 |
| **Opportunities and challenges in the collaboration and organization of acute care: Can emergency physicians and general practitioners bridge the gap between primary and secondary care?**  
Anne Schoenmakers | **Creating patient and public involvement strategies: Enabling participatory working or reinforcing organisational boundaries?**  
Meerat Kaur, Rachel Matthews & Catherine French |
| **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 Bartlett |
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| Violence against child protection workers: A study of workers’ experiences, attributions, and coping strategies  
Josianne Lamothe, Amélie Couvrette, Gabrielle Lebrun, Gabrielle Soullière-Yale, Camille Roy & Steve Geoffrion | 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 |
| Unmasking or reproducing abuse? Elaborating truth-telling processes through ‘dark-side’ field research  
Diane Burns | Coordination in cancer care: Case studies in patient handovers  
Paul Gemmel, Bert Meijboom, Bo Edvardsson, Jeroen Akkermans & Titia Debergh |
| Emotional labour in the ED: Feeling rules, gender stereotypes and emotional stoicism  
Kate Kirk, Laurie Cohen, Stephen Timmons & Alison Edgley | Work organization in breast cancer centers: Do hospital structures account for differences?  
Lena Ansmann, Christoph Kowalski & Holger Pfaff |

**Location.**

Centre Mont Royal  
2200 Rue Mansfield  
Montréal, QC H3A 3R8

CONFERENCE DINNER  
L’Auberge St-Gabriel  
426 St Gabriel St,  
Montreal, QC H2Y 2Z9
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