You can lead a horse to water ….

Can motivational theory contribute to our understanding of professional behaviour change?

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Reflecting on the lack of progress in reducing rate of adverse events and uptake of consensus-based clinical practice guidelines, concluded:

“For all the talk about quality healthcare, systems performance has frozen in time.”

He argued we needed to tackle this stagnation in new and more effective way.
Prevailing strategies for tackling quality and safety in healthcare all too often rely on a top-down approach, with increasing standardisation and control.
As a new model is implemented widely across a broad range of settings, the effect will tend toward zero

Peter H Rossi, 1987

The ‘Iron Law’ of Evaluation

TOWARDS ZERO IMPACT
A cognitive bias in which people place disproportionately high value on products they partially created.
Towards a psychology of human agency

“People are self-organizing, pro-active, self-regulating and self-reflecting. They are not simply onlookers of their behaviour. They are contributors to their life circumstances, not just products of them.”

Albert Bandura, 2006
Links human motivation, optimal functioning and personality, takes an agentic perspective of human development, adaptation and change.

Three innate psychological needs

**Autonomy**
Sense of volition, endorsement, willingness and choice

**Competence**
Sense of proficiency and effectiveness in mastering environment

**Relatedness**
Sense of belonging and social connectedness
Extrinsic Motivation

Intrinsic Motivation

Interest & enjoyment of the task

Mediated by external drivers

Not simply ‘how much’ but ‘type’

Feeling pressured to behave in particular ways

Autonomous ‘Extrinsic’ Motivation

Autonomous Motivation

Autonomous ‘Intrinsic’ Motivation

Increasing engagement and performance

External Regulation

Internalised Regulation

Autonomy supportive workplace

Psychological needs met

Controlling workplace

Psychological needs not met

Controlled Motivation

Increasing engagement and performance
Impact on practice change

Substantial body of research:

- Staff more willing adopt and assimilate policies and practice change in environment meets their basic psychological needs

By contrast:

- Environments characterised by greater external control may produce level of compliance, but fails to build commitment to sustainable change

Review of implementation approaches

Increasingly sustainable behaviour change

Controlled motivation
‘Do to’

Autonomous motivation
‘Do with’

Psychiatric services
Australasian Psychiatry
Evaluating the introduction of joint crisis plans into routine clinical practice in four community mental health services

Implementation Science
RESEARCH ARTICLE
Open Access
Supported local implementation of clinical guidelines in psychiatry: a two-year follow-up

Clinical outcomes of Joint Crisis Plans to reduce compulsory treatment for people with psychosis: a randomised controlled trial
Graham Thomas, Calum Stott, Georgia Samuels, Max Richwood, Marquis Moham, Clare Netch, Barbara Berntt, Sarah Ryford, Cliven Sanderson, Ken Stewart, Helen Leeder, Graham Davey, Graham Done, Simon Long, Max Marshall

BMJ Qual Improv Report 2015;4: doi:10.1136/bmjquality.u203938.w3268

BMJ Quality Improvement Programme
Improving critical care discharge summaries: a collaborative quality improvement project using PDSA
“We can tighten the ropes …. and achieve a modicum of standardisation and stop there, small improvements at a high price in spirit.

Or …. invest in a workforce of imaginative, inspired, capable, and (dare I say it) joyous people invited to use their minds and their wills to cooperate in reinventing the system itself.”

Berwick D, 2003
Creating an autonomy supportive workplace

- **Autonomy**
  - Engaging local work groups in co-creation (design and production) of change initiatives
  - Greater choice and control, giving work groups flexibility to tailor solutions to local conditions
  - Minimal specifications, leaving room for local creativity and innovation

- **Competence**
  - Support for continuous learning and development
  - Providing tools to enable services to manage own performance – culture of continuous improvement

- **Relatedness**
  - Building high quality leader-member relationships
  - Emphasizing teamwork, collaboration and trust
The implementation challenge

Concepts and methodologies and the use of tools and strategies are important and necessary.

But...

From passive ‘receivers’ to active ‘co-creators’

We first need to recognise the centrality of people’s psychological needs in the implementation process - working with, rather than struggling to overcome these deeply embedded human drives.
Thank you