

You can lead a horse to water

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



EBHC International Joint Conference 2019

Assoc. Professor Geoffrey Smith

**Office of the Chief Psychiatrist, Western Australia
Division of Psychiatry, University of Western Australia**

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.



Professor Jeffrey Braithwaite
Changing how we think about
healthcare improvement. *BMJ* 2018



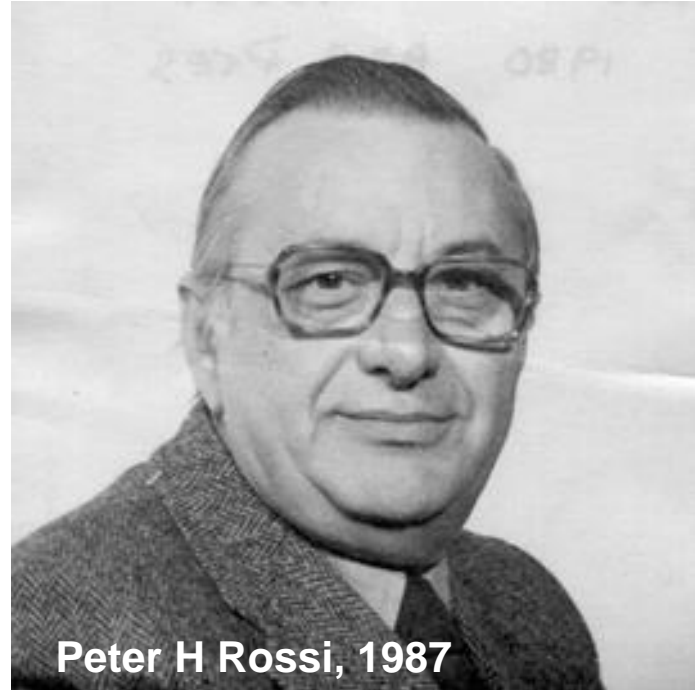
Prevailing strategies for tackling quality and safety in healthcare all too often rely on a **top-down approach, with increasing standardisation and control**



Shibuya Crossing

The 'Iron Law' of Evaluation

TOWARDS
ZERO
IMPACT



As a new model is implemented widely across a broad range of settings, the effect will tend toward zero

THE IKEA EFFECT



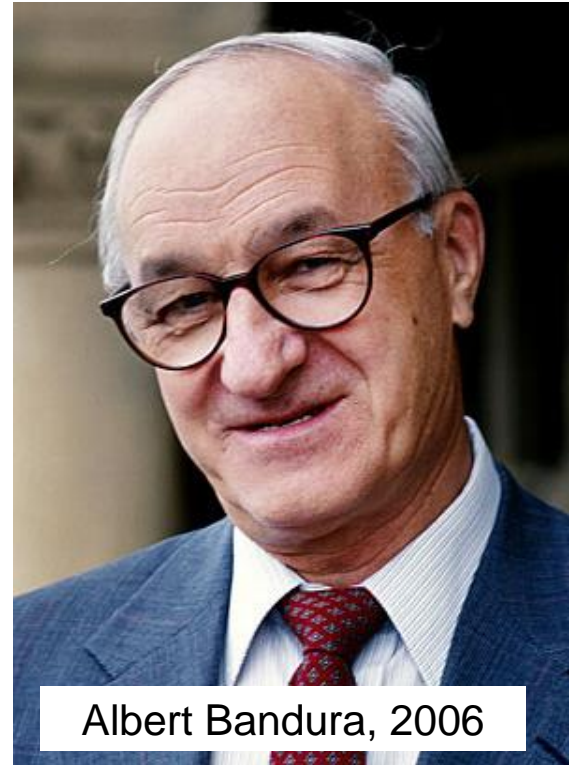
Not invented here syndrome

cognitive bias towards
e has to cross disciplinary,
organisational boundary,
n suboptimal utilisation

A cognitive bias in which people place disproportionately high value on products they partially created.



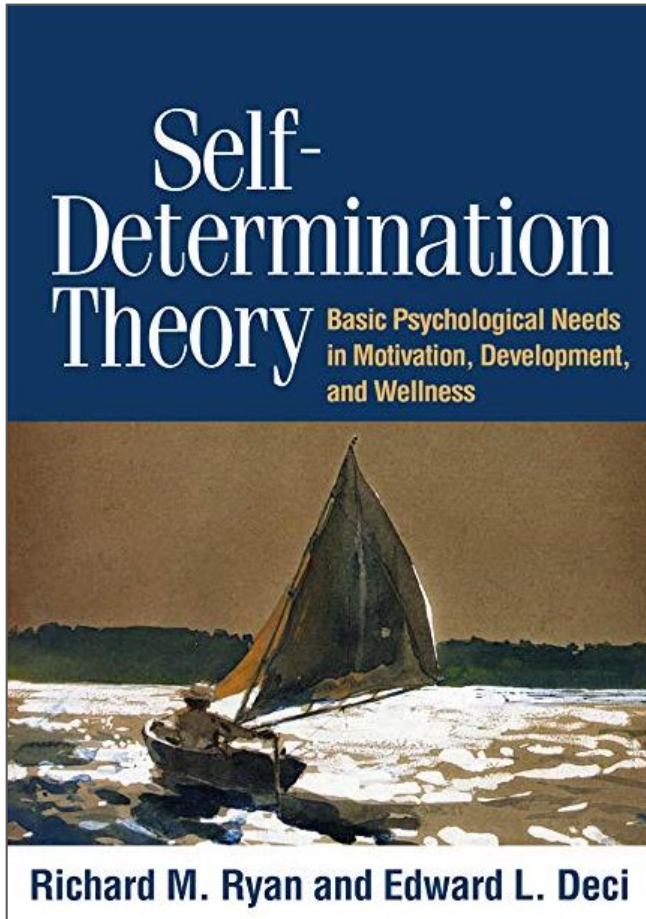
Towards a psychology of human agency



Albert Bandura, 2006

“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.”***



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

Mediator external di

Intrinsic Motivation

Interest & enjoyment of the task

Controlling workplace

Autonomy supportive workplace

Psychological needs not met

Psychological needs met

Not simply 'how much' but 'typ

External Regulation

Internalised Regulation

Feeling pressured to behave in particular ways

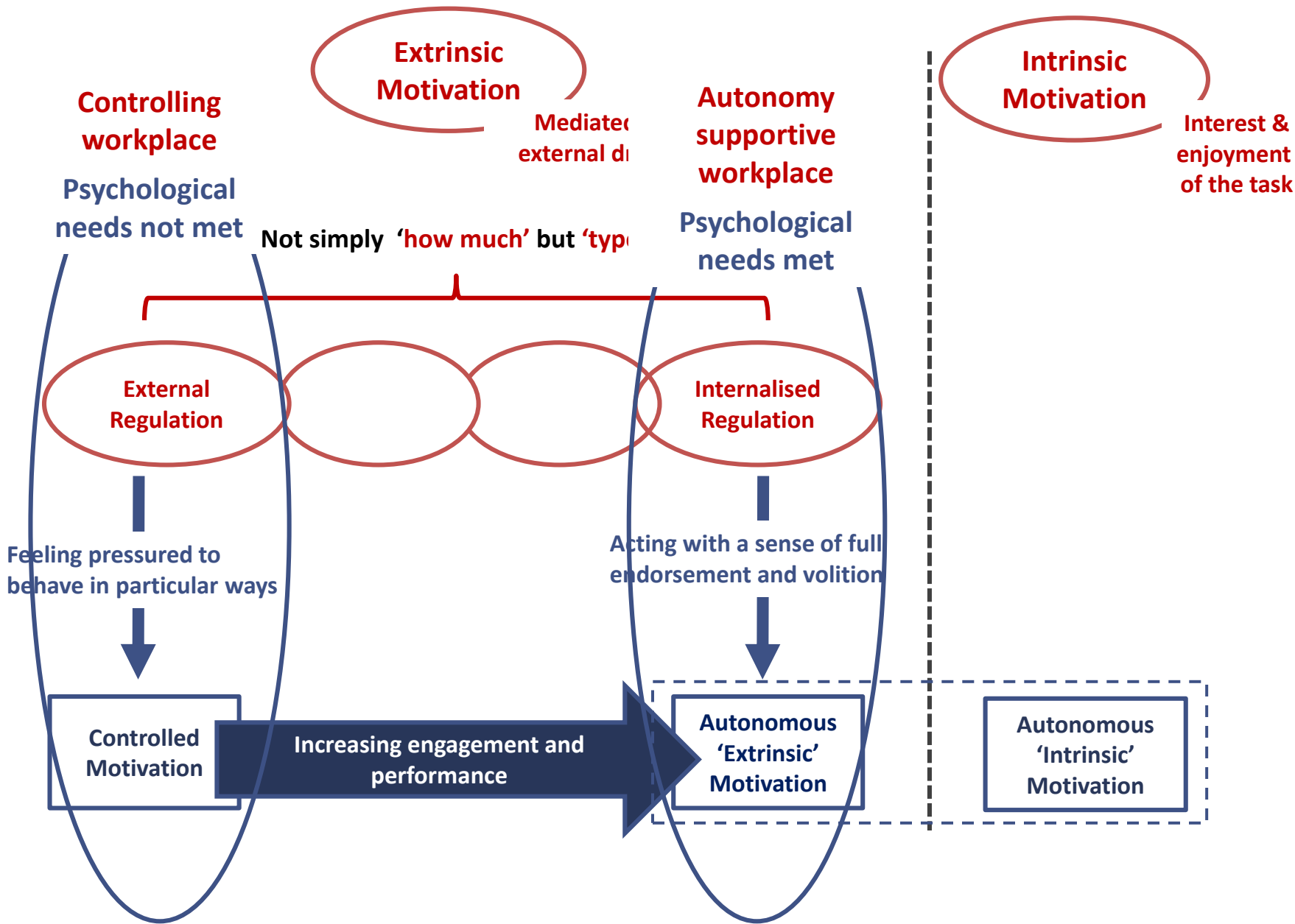
Acting with a sense of full endorsement and volition

Controlled Motivation

Increasing engagement and performance

Autonomous 'Extrinsic' Motivation

Autonomous 'Intrinsic' Motivation



Impact on practice change

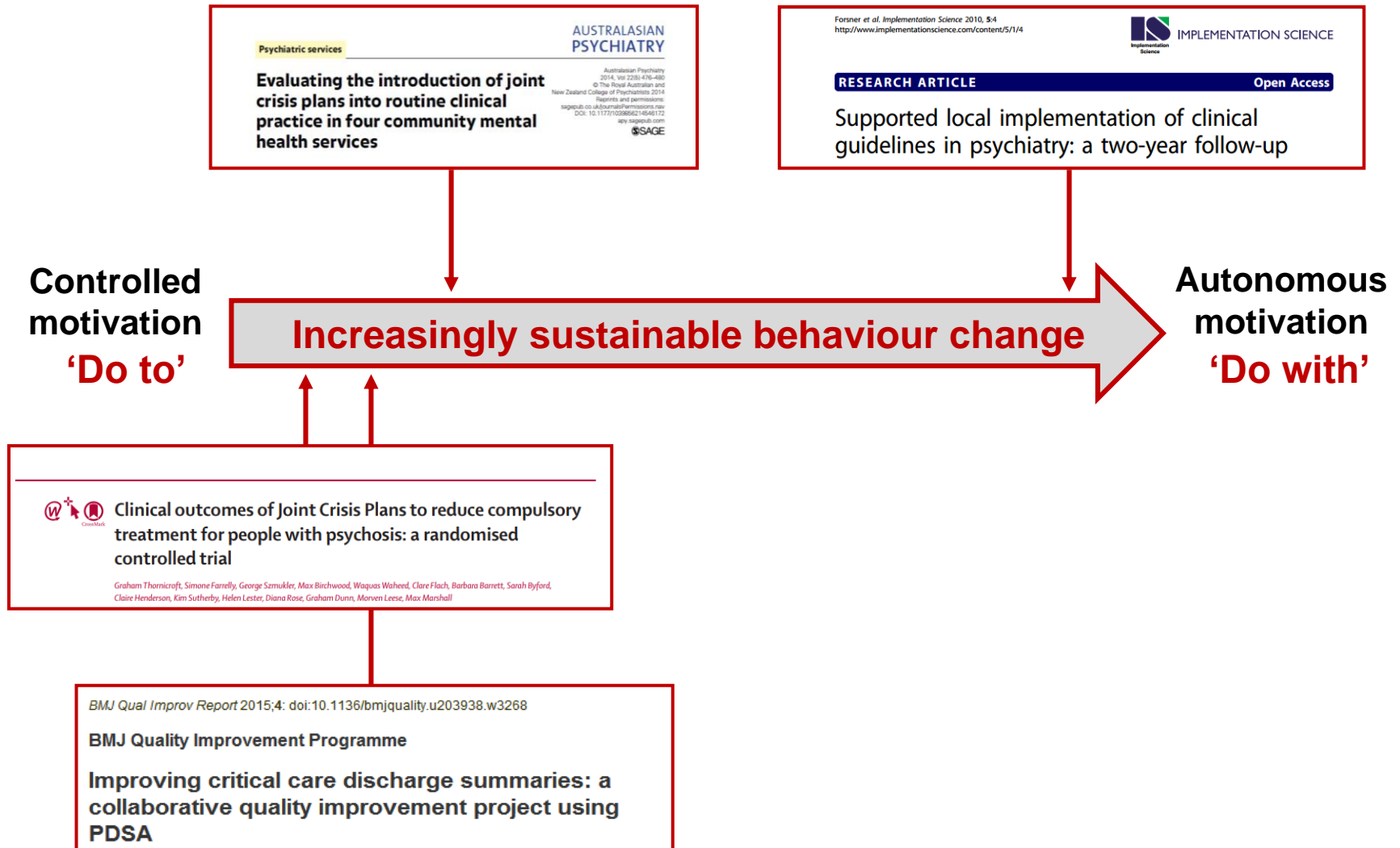
Substantial body of research :

- 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



“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.”



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

We first need to recognize the **centrality of people 'pre-creators'** **psychological needs** in the implementation process - working with, rather than struggling to overcome these deep human drives.



Thank you



Essay

**You can lead a horse to water . . . what
Self-Determination Theory can
contribute to our understanding of clinical
policy implementation**

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