



HMI<sup>í</sup>

Health Management Institute of Ireland

[www.hmi.ie/conference/](http://www.hmi.ie/conference/)

Faster horses: change we  
want, change we need,  
change that is best

Professor Emma Stokes

*Associate Professor and Deputy Head of  
Physiotherapy, Trinity College Dublin*

GA/1/10/51

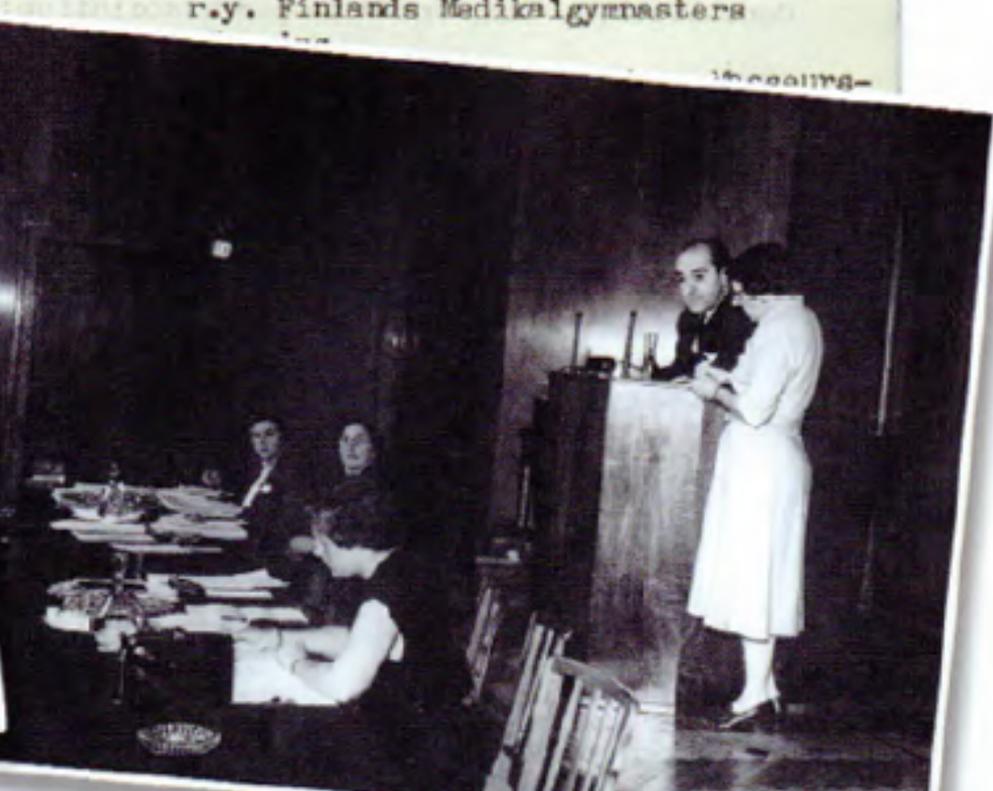
WORLD CONFEDERATION FOR PHYSICAL THERAPY

MINUTES of the Inaugural Meeting of the World Confederation for Physical Therapy held in the Ingeniorhuset Restaurant, Copenhagen, at 10 a.m., on Saturday, September 8th, 1951.

THE FOLLOWING DELEGATES WERE PRESENT:

Miss M. Elson (in the chair)	U.S.A.	American Physical Therapy Association
Miss M.D. Verco	Australia	Australian Physiotherapy Association
Mlle A. Pernalosa	Belgium	Fédération Belge des Kinésistes
Miss M. Spence	Canada	Canadian Physiotherapy Association
Mrs. R. AgerSnap	Denmark	Den Almindelige Danske Massageforening
Miss A. Wilskwan	Finland	Suomen Lääkintövoimistelijain Yhdistys r.y. Finlands Medikalgyrnaster

Monsieur André Nicolle



United Nations Consultative status  
1958



**World Health  
Organization**

Official relations 1952

Registered charity, United Kingdom

# WCPT's aims: 1951

To promote the interchange  
of professional and  
scientific knowledge in  
physical therapy



Make better and closer  
links between countries  
and within the  
profession itself



Provide on an international  
scale many of the services that  
professional associations  
offered at a national level



A global community  
where every PT feels  
connected

An organisation that:

influences health policy  
& decision makers

promotes the value of  
PT

shares knowledge

is fit for purpose



WCPT 2016-19  
*Move Forward Together*

- No increase in subscriptions - main source of income
- Key issues - Governance - Communication
- New board
- New CEO after 20 years
- Significant staff turnover
- Strategic plan – global consultation
- Membership engagement
- Organisational culture



*Look in, look out, look to the future*

‘If I’d ask people what they  
*wanted*



they would have said  
*faster horses*’

- Henry Ford

Change  
we  
want?



Is the change we want the change we need?

Will the change we want enable the change that is needed?



Reframing how we can think  
about change

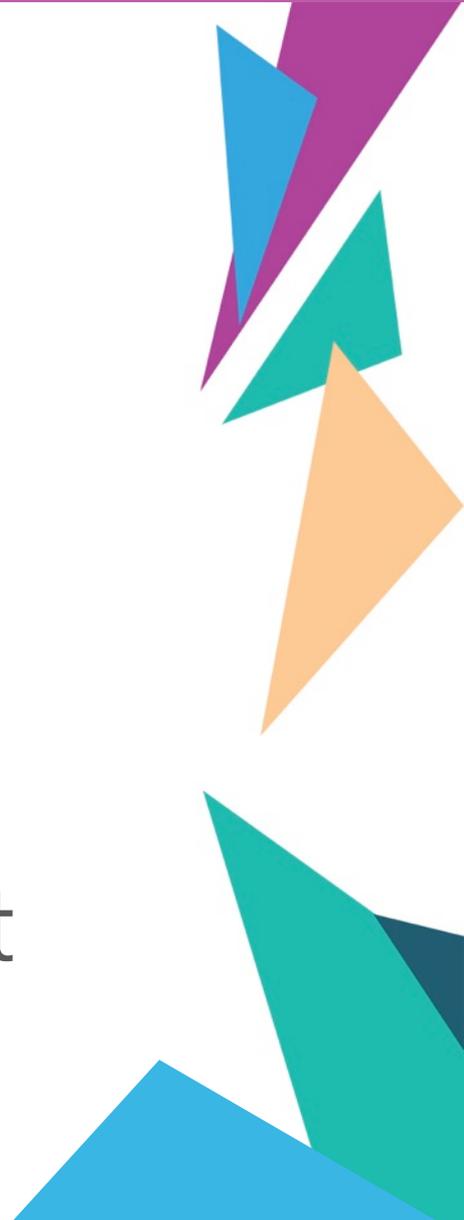
Joy

A whole new mind

Influence

Space

Marvellous & matter of fact

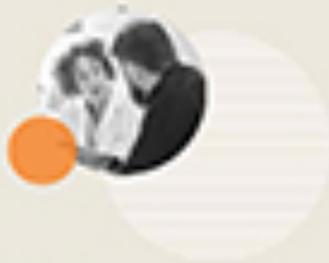


# Institute for Healthcare Improvement



WHITE PAPER

## IHI Framework for Improving Joy in Work



2017.06.01

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Perlo et al.  
(2017)

The gifts of hope, confidence, and safety that health care should offer patients and families can only come from a workforce that feels hopeful, confident, and safe.

Joy in work is an essential resource for the enterprise of healing.



‘You cannot give what you do not have’

What matters to you?

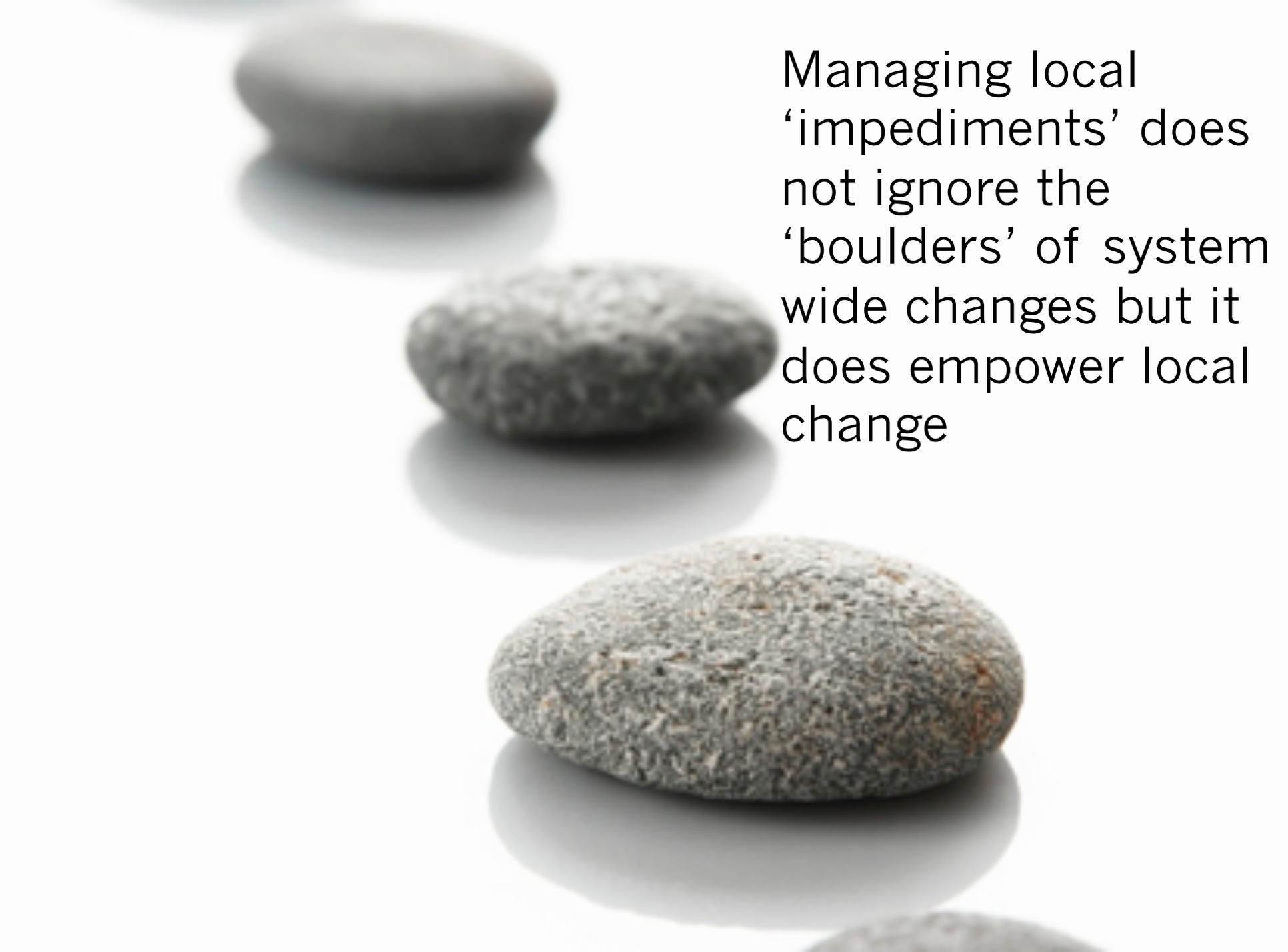
What makes for a good day for you?

What makes you proud to work here?

When we are at our best, what does that look like?



Identify the impediments to joy in work – the ‘pebbles in your shoes’



Managing local  
'impediments' does  
not ignore the  
'boulders' of system  
wide changes but it  
does empower local  
change

# DESIGN



*not only function*

# STORY



*not only argument*

# SYMPHONY



*not only focus*

# EMPATHY



*not only logic*

# PLAY



*not only seriousness*

# MEANING



*not only accumulation*

## 5 enablers of change

- Activate the disrupters
- Lead transformation from the edge
- Change your story
- Curate rather than create
- Build bridges



## DOMINANT APPROACH

Power through hierarchy

Mission and vision

Making sense through rational argument

Leadership-driven (top down) innovation

Tried and tested, based on experience

Transactions

## EMERGING DIRECTION

Power through connection

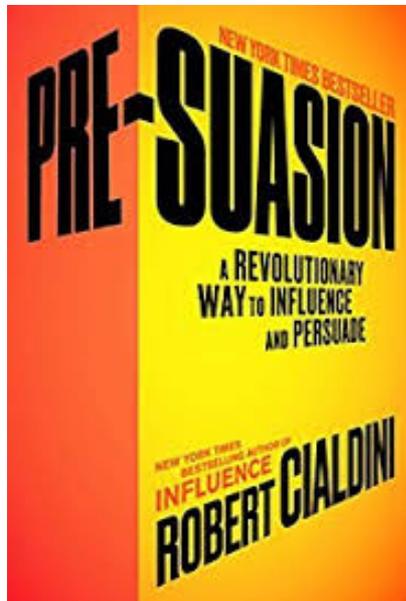
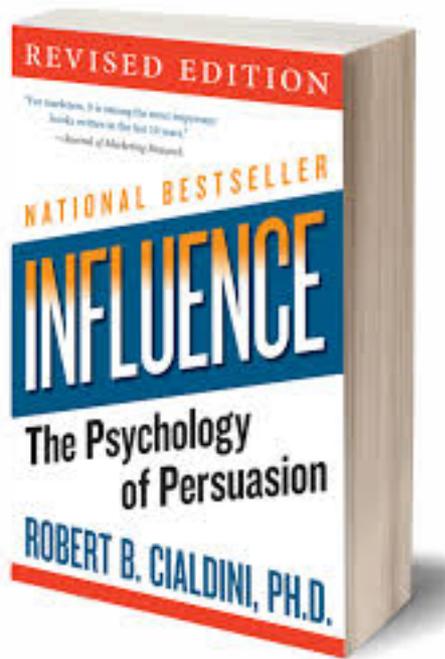
Shared purpose

Making sense through emotional connection

Viral (grass-roots driven) creativity

'Open' approaches, sharing ideas  
≠ data, co-creating change

Relationships



<http://www.kapitalust.com/mental-model-thoughts-notes-influence-robert-cialdini/>



Creating space?

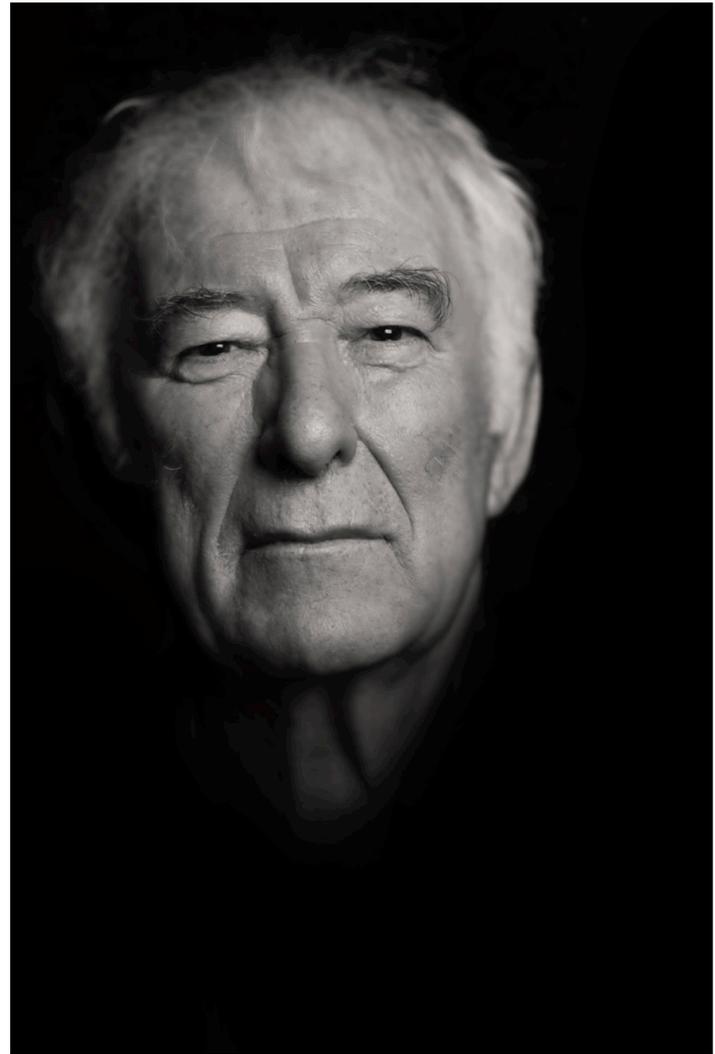
Hope lies in dreams, in imagination and in the courage  
of those who dare to make dreams into reality  
Jonas Salk

The marvellous was as  
permissible as the  
matter of fact

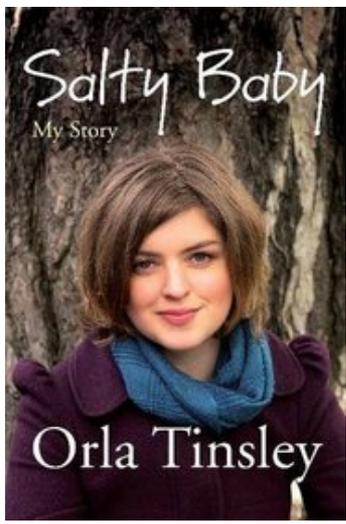
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Seamus Heaney

<http://www.thecrimson.com/article/2008/10/8/15-questions-with-seamus-heaney-seamus/>



## Reaching for the marvellous...



‘Sometimes in science it can be hard to reach for the marvellous. We are taught that science is a place of precision & parameters when really these are the elements we need to step into the space of the marvellous.’

Once we know the rules we must not be afraid to push forward and learn how to bend and even break them in ways that can be calculated and revelatory. Having the courage and the compassion to do that is my challenge to you. These are the actions that will change the world.’

*Faster horses,  
or change that is wanted, needed &  
for the best?*





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