GOVERNANCE DILEMMAS IN INTEGRATED CARE NETWORKS

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CONTEXT

- Increasing number of people with multiple complex care needs

- Wicked problems need multiple disciplines and expertises

- Integrated care networks of people and organizations

- Important to organize governance

- However, that is still a struggle …

METHODS

-   Five case studies of inter-organizational integrated care networks

-   Focus: challenges and underlying dilemmas when organizing network governance.

-   For data collection we:
    -   interviewed 62 key stakeholders;
    -   observed 37 meetings;
    -   analyzed 22 documents, and;
    -   conducted two focus groups with key stakeholders and experts.

-   All qualitative data were coded and analyzed in coding software.
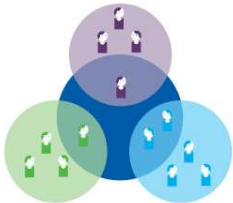
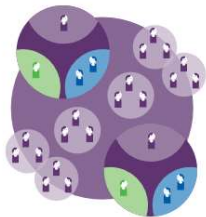#EHMA2020

DILEMMAS ON FOUR NETWORK LEVELS
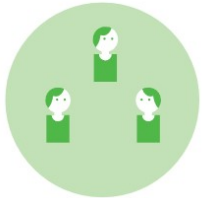
(1) between participants of an individual platform or working group within a network,

(2) between multiple groups or platforms in a network,

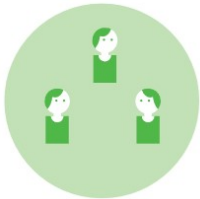(3) between a network and the individual organizations participating in it, and;

(4) between a network and other collaborative initiatives working in the same region.

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INCLUSIVENESS VS. EFFICIENCY

Manager of the largest organization in the network: "We need a culture of teamwork; in plays a major role in this". But how does this work in a network with many different parties, especially when firm decision-making is needed?

When we asked about a decision in which not all partners were involved, she states: "This sometimes happens when we need to act quickly [...] We also a need to make progress." Does it ever happen that smaller, less influential partners are overshadowed by the larger, central players in the network? "Perhaps sometimes," she admits, "but we don't want that."

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INSIDE VS. OUTSIDE
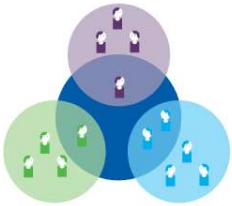
Manager from a large provider: "It often takes more time and energy to get things organized internally than in the network. Within the network, this regularly causes inconvenience, especially in relation to smaller organizations. Often everything is fully thought out and the entire club [in the network] is eager to get started. Then I notice that they become impatient."

The central challenge, according to her: "always organize internal mandate and support for decisions in the network on time. But without letting the internal hectic from your organization get in the way of the network."

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LESSONS LEARNED

1. Developing a network is not synonymous for doing everything together.

2. The space for flexibility that is required and created for ongoing 'horizontal' alignment is just as easily narrowed down again.

3. The growing importance of network governance does not imply that 'internal' governance within organizations becomes any less relevant.

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