



Divisions Learning Session

Vancouver, BC

“Networks: Transforming the Power of Relationships in Primary Care”

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Declaration of Conflict of Interest



I am engaged and remunerated as a evaluation consultant by the Rural Coordination Centre of BC (RCCbc).

Management of Potential Bias



These consulting activities are facilitated through and approved by RCCbc.

Outline of session

- PART 1: KEY NETWORK CONCEPTS
- PART 2: TYPES OF NETWORKS
- PART 3: NETWORK GOVERNANCE,
LEADERSHIP, AND MANAGEMENT
- PART 4: NETWORK EVOLUTION
- PART 5: NETWORK EVALUATION
- SUMMARY
- TABLE TALK + Q & A



Part 1: Key network concepts

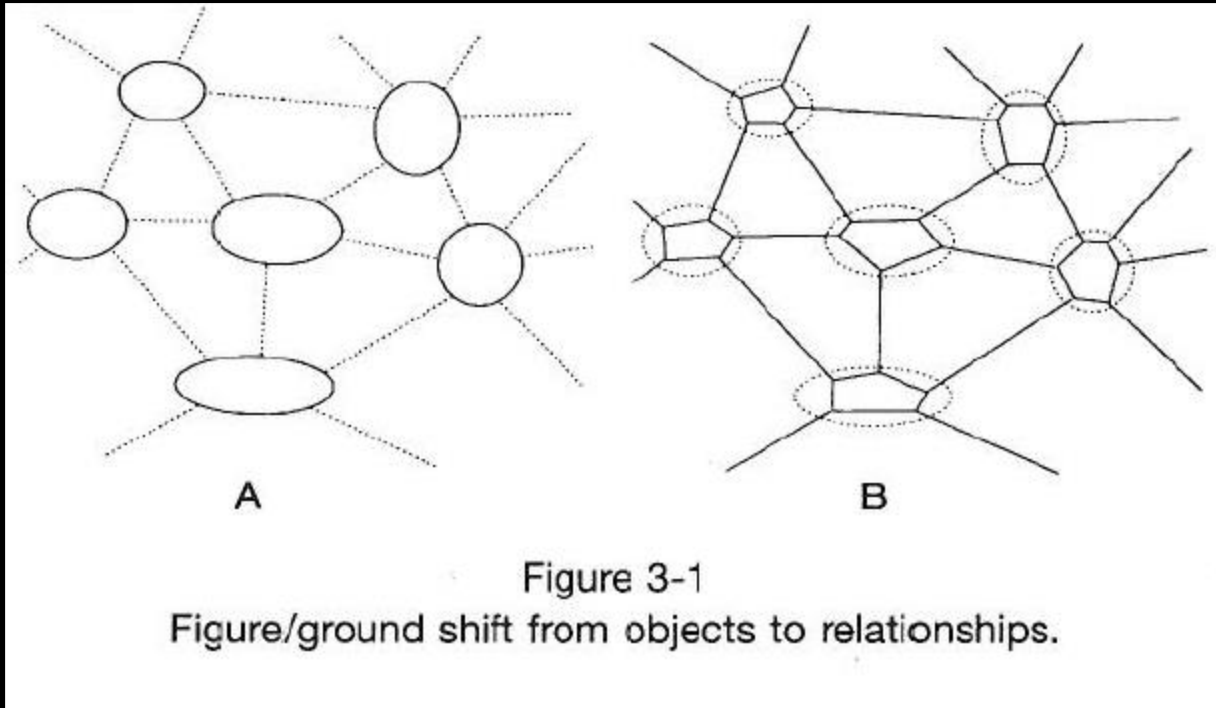


Figure 3-1
Figure/ground shift from objects to relationships.

From: Capra, F. (1996). *The web of life: A new scientific understanding of living systems*. New York: Anchor.

What is a network?

Some definitions:

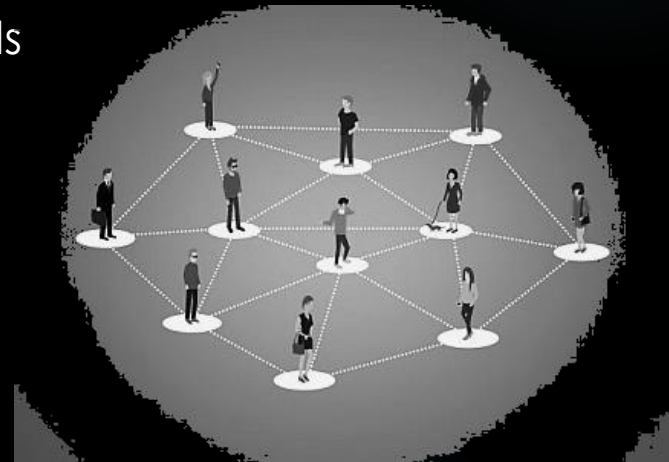
“...a set of autonomous organizations that *come together* to reach goals that none of them can reach separately.”

(Chisholm, 1998, p. xxi)

“...a group of three or more autonomous organizations *working together* across structural, temporal and geographic *boundaries*...”

(Huerta, Casebeer, & VanderPlaat, 2006, p. 13)

“...the structure of *relationships* between individuals or organizations...that [allow] greater ease of movement beyond professional, disciplinary, and organizational *boundaries*.... context is the key to success.” (CHSRF, n.d., p.1)





When you've seen one
network,...you've seen one network.

Learning from Aristotle

(Flyvbjerg, 2001, 2004; Greenwood & Levin, 2005; Van de Ven, 2007;
Van de Ven & Johnson, 2006; Schram, 2012)

- EPISTEME
- TECHNE
- PHRONESIS



Phronesis

- ▶ Original concept has vanished from contemporary terminology
- ▶ Value-focused; context-dependent
- ▶ Respects knowledge of other, incl. lay stakeholders
- ▶ Moves from collective knowing to collective action
(Greenwood & Levin, 2005)
- ▶ Power is explicitly addressed, especially how it is exercised
(Flyvbjerg, 2001, 2004)



Networks are a means to address the ‘institutionalization’ of *power* and *distance* created by “professionalism”:

(Chambers, 1997)

- ▶ *power* conditions our perceptions and prevents us from learning*
- ▶ *distance* can be physical, organizational, social, & cognitive

* “*path dependency*” (powerful people reusing common knowledge) prevents others from addressing novelty

Learning from living systems

(Capra, 1996, 2004)

- NETWORK IS BASIC PATTERN
FROM CELLS TO ECOSYSTEMS
- “NETWORK OF RELATIONSHIPS”
- “WEB OF LIFE”




Learning from nature – Slime mold

Fuligo septica



(Photo courtesy of Alison Rimmer, 2013)



Part 2: Examples of network types

Service delivery

(Milward & Provan, 2006)

- ▶ GOVERNMENT TYPICALLY FUNDS VIA CONTRACTS
- ▶ JOINT PRODUCTION OF SERVICES
- ▶ SEEKS TO INTEGRATE SERVICES
- ▶ COLLABORATION IS KEY
- ▶ EG, SACYHN (2001 – 2009)

Clinical

(McInnes, et al, 2012; 2015)

- ▶ VOLUNTARY; MULTI-DISCIPLINARY
- ▶ CLINICIAN-DRIVEN; COLLABORATIVE
- ▶ STRUCTURED FOR INTER-ORGANIZATIONAL LIAISON
- ▶ BASED ON LOCAL NEEDS
- ▶ WORKS TOWARD SYSTEM-WIDE IMPROVEMENTS AND INNOVATION
- ▶ EG, BC EMN

Information sharing/ Knowledge mobilization


(Milward & Provan, 2006; Popp, et al, 2014)

- ▶ 'HIGH UNCERTAINTY' PROBLEMS, EG, DISASTER PREPAREDNESS
- ▶ SHARE KNOWLEDGE/INFORMATION ACROSS BOUNDARIES
- ▶ SHAPES COMMUNICATIONS & COLLABORATIVE RESPONSE
- ▶ EG, BCEMS

Capacity building

(Milward & Provan, 2006; Popp, et al, 2014)

- ▶ FOCUS ON BUILDING SOCIAL CAPITAL IN COMMUNITY
- ▶ BOTTOM-UP (PARTICIPANTS) OR TOP-DOWN (FUNDERS) APPROACHES
- ▶ BROAD RANGE OF ORGANIZATIONS + EMERGENT SUB-NETWORKS TO ADDRESS CHANGING NEEDS
- ▶ EG, BCAHL



“Whether it be the sweeping eagle in his flight, or the open apple-blossom, the toiling work horse, the blithe swan, the branching oak, the winding stream at its base, the drifting clouds, over all the coursing sun, **form ever follows function**, and this is the law...

(Sullivan. 1800s)

Vision -> Mission -> Goals -> Objectives



Part 3: Network governance, leadership & management

Network governance models (1)

(Milward & Provan, 2006)

SELF-GOVERNED

- NO ADMIN ENTITY; MANAGED BY ALL PARTNERS
- FEW PARTNERS
- DECENTRALIZED DECISION-MAKING
- ADVANTAGE: PARTICIPATION/COMMITMENT
- PROBLEM: REACHING CONSENSUS

Network governance models (2)

(Milward & Provan, 2006)

LEAD ORGANIZATION

- ADMIN ENTITY/MANAGER IS MAJOR MEMBER
- MANY PARTNERS
- CENTRALIZED DECISION-MAKING
- ADVANTAGE: EFFICIENT
- PROBLEM: POSSIBLE DOMINATION BY LEAD ORG

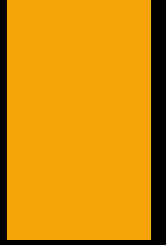
Network governance models (3)

(Milward & Provan, 2006)

NETWORK ADMINISTRATIVE ORGANIZATION (NAO)

- SEPARATE ADMIN ENTITY
- MANY PARTNERS
- MIXED DECISION-MAKING
- ADVANTAGE: EFFICIENT; SUSTAINABLE
- PROBLEM: POSSIBLE PERCEPTION OF HIERARCHY; COST

Effective leadership & management



Complexity leadership

(Ford, 2009; Marion & Uhl-Bien, 2001; Osborn, et al, 2002; Zimmerman, et al, 2013)

- ▶ Health system is a complex adaptive system (CAS)
- ▶ Leadership is highly context-dependent
- ▶ Foster “enabling structures”; inclusivity; adaptability, relationships; differences; exposing and working through issues together
- ▶ Shift from determining to enabling

Distributed leadership

(Bennett, et al, 2003; Bolden, 2011; Leithwood, et al, 2009 [as cited in Bolden, 2011])

- ▶ Ancient concept (1250 BC)...is new again!
- ▶ Aka: shared leadership; collective leadership; collaborative leadership; emergent leadership
- ▶ Works through *relationships*, rather than individually
- ▶ Important to consider power and influence, ie, while leadership may be distributed, power may not be

The problem with problems

- ▶ "...the world does not issue problems in neat disciplinary packages. Problems come up as complex, multidimensional, and often confusing congeries of issues. To deal with them, their multiple dimensions must be understood, as well as what holds them together as problems..." (Greenwood & Levin, 2005)
- ▶ This is the "Humpty Dumpty" problem:
ie, fragmented professions with limited specialized knowledge trying to put broken humpty back together without knowing what he actually looks like...
(Waddock & Spangler, 2000, as cited by Greenwood & Levin, 2005)



Inherent tensions & paradoxes in networks (1)

- ▶ The most serious issues in the health system are not problems, but paradoxes
- ▶ We fragment (reduce) things to understand them, but we need to understand holistically
(Bohm, 1996)
- ▶ Organizational thinking v. “networked thinking”
(*vernetztes Denken*)



Inherent tensions & paradoxes in networks (2)

- ▶ Scarcity v. redundancy

- redundancy is key to living systems (eg, human body), but we are preoccupied with efficiency in social constructs

Inherent tensions & paradoxes in networks (3)

- ▶ Time cycle v. life cycle
 - Pilot/project mentality with funding timelines that are prematurely cut short
 - or*
 - programs that live on without clear benefits
 - Need to think in terms of 'ecocycles'

Inherent tensions & paradoxes in networks (4)

- ▶ Hierarchical training/practice v. network 'nebulosity' (Popp, et al, 2005)
- ▶ Allegiance to one's organization v. the network
- ▶ "Managing...relies on trust to make reciprocity do the work of hierarchy" (Milward, NLS 2018)

Inherent tensions & paradoxes in networks (5)

Managing a network with “toxic nodes” (Milward, NLS 2018)

- ▶ Free rider – wants benefits, no burdens
- ▶ Transactions hound – process, process, process
- ▶ Double agent – trades in indiscretion
- ▶ Saboteur – booby traps projects
- ▶ Kidnapper – keeps raising the ransom
- ▶ Arsonist – constantly starting fires
- ▶ Suicide bomber – personally and organizationally destructive



Part 4: Network evolution

(Agronoff & McGuire, 2001; Networks Leadership Symposium, 2011; Popp, et al, 2014)

Formation

- ▶ Confirm need for a network -> vision first
- ▶ Context
- ▶ Timing
- ▶ Resource availability – human & fiscal
- ▶ Design -> scope, values, norms
- ▶ ‘Network orchestrator’ *relationships
- ▶ Spend time understanding the ‘network way’

Growth



- ▶ Management *of* the network v. management *in* the network
- ▶ Demonstrate value
- ▶ Show trust
- ▶ Address power
- ▶ Use positive deviance
- ▶ Ensure fair outcome attribution

Maturation

- ▶ Evaluation, esp of *relationship* development
- ▶ Internal legitimacy (more impt. earlier)
- ▶ External legitimacy (more impt. later)
- ▶ Network learning (premised on trust)
- ▶ Resilience

Death/transformation



- ▶ Dearth of research on life cycle of networks
- ▶ ? Eco-cycle (continuously adapting/re-inventing) v. life-cycle (natural lifespan)



Part 5: Network evaluation

Gaps in research on networks

(Provan & Lemaire, 2012)

- ▶ Whole network effectiveness
- ▶ Network outcomes
- ▶ Optimal network integration (structural holes & weak ties)
- ▶ Network governance
- ▶ Network evolution
- ▶ Mandated v. voluntary networks
- ▶ Comparisons of networks

What contributes to network success?

(Provan & Lemaire, 2012; Randall, 2013; Varda & Retrum, 2015)

- ▶ Shared purpose; goal congruence
- ▶ Effective network governance & leadership
- ▶ Diverse, durable, trusted & valued relationships
- ▶ Securing resources
- ▶ Optimal integration
- ▶ Meeting members' needs
- ▶ Internal & external legitimacy
- ▶ Stable core; flexible periphery

What contributes to network failure?

(Provan & Lemaire, 2012; Randall, 2013)

- ▶ Failing to reach common understanding of purpose and/or goals
- ▶ Culture clash
- ▶ Reduced accountability, eg, 'free riders'
- ▶ Over-management; coordination fatigue
- ▶ Failing to attend to initial design and/or evolution
- ▶ Unrealistic expectations of members' ability to collaborate
- ▶ Inequitable prioritization of members' interests
- ▶ Failing to acknowledge different kinds of knowledge brought by diverse members

Mixed methods approach



- ▶ Quantitative
- ▶ Qualitative

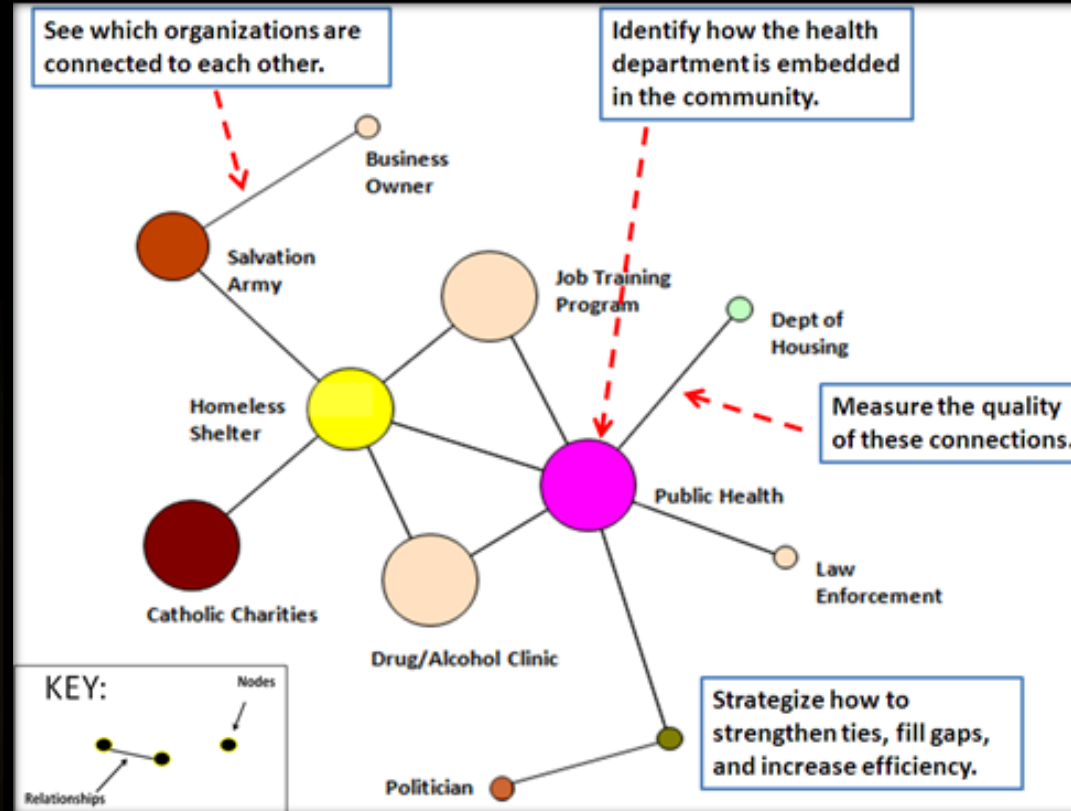
Quantitative – PARTNER tool

(www.visiblenetworklabs.com/partnertool)

- ▶ Customized on-line survey + data analysis program
- ▶ Measures, maps and monitors relationships
- ▶ Visually and numerically demonstrates levels of inter-personal trust and value
- ▶ Helps to identify strengths, gaps, and strategies to improve the collaborative/network

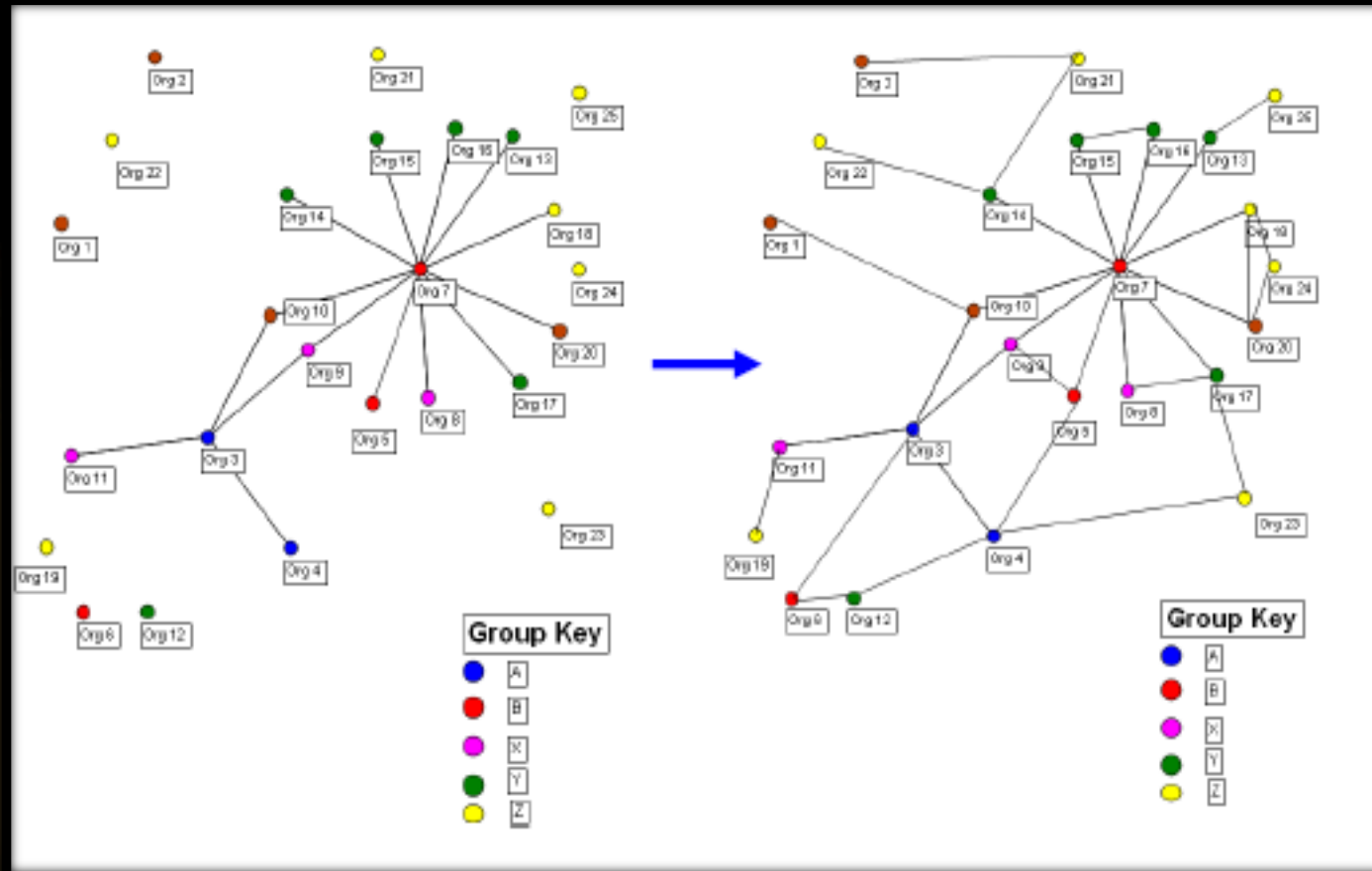
PARTNER tool

(Used with permission: www.visiblenetworklabs.com/partnertool)



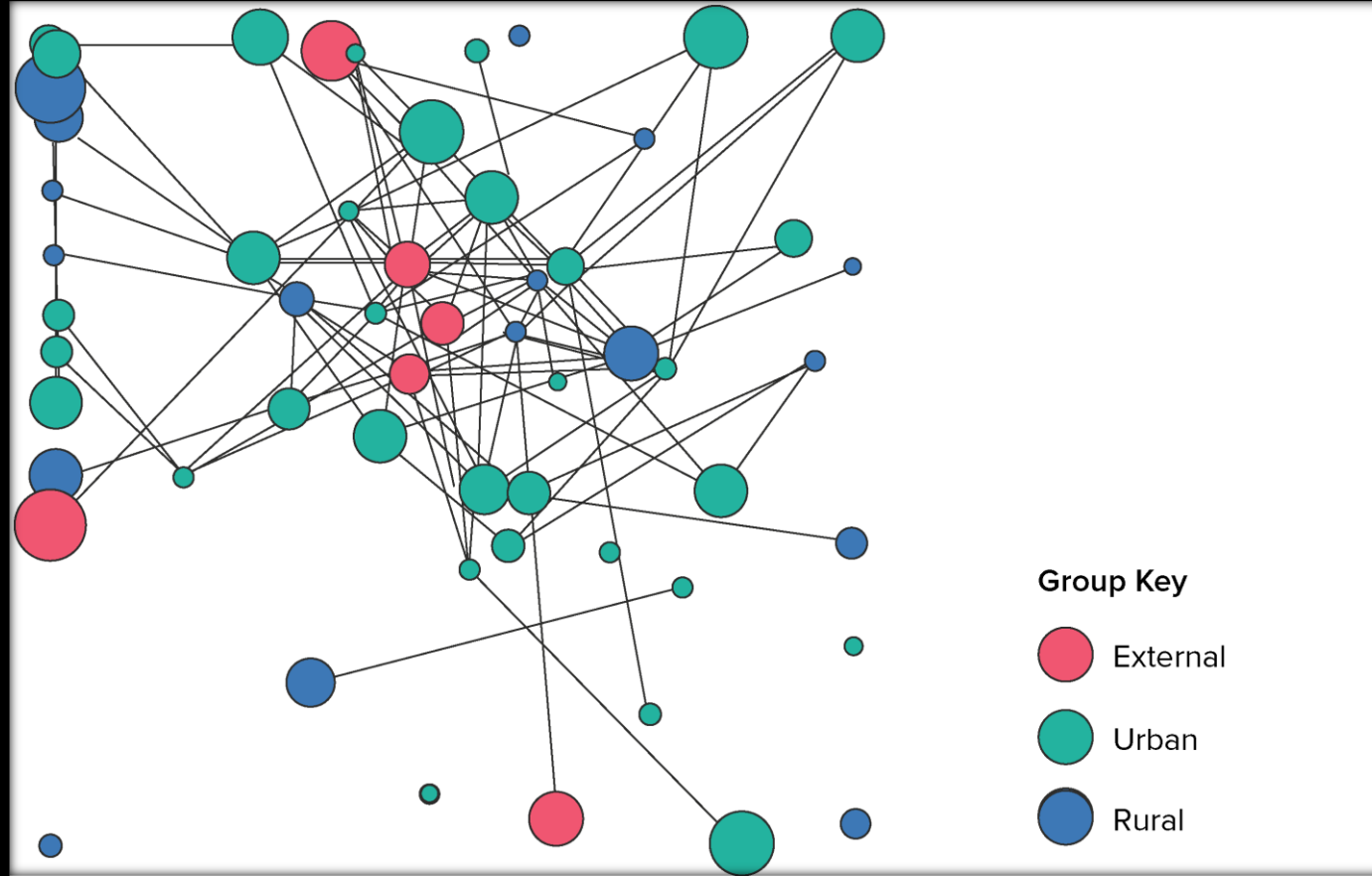
PARTNER tool

(Used with permission: www.visiblenetworklabs.com/partnertool)



PARTNER tool

Overall value of network members as perceived by others in the network.
(Used with permission: BC Emergency Medicine Network)



Mixed methods approach (2)

(BC EMN Draft Evaluation Framework 2017; Popp, et al, 2005)

Qualitative – 4 key questions:

- ▶ What is the network trying to do? **(Purpose)**
- ▶ Is the network organized appropriately to do this? **(Structure)**
- ▶ Are the network members working well together? **(Process)**
- ▶ Are the network members supported in their work? **(Service delivery)**

Summary

- ▶ Networks = structure + process
- ▶ Durable relationships over time are paramount
- ▶ Think and act more horizontally, not vertically
- ▶ Networks evolve – think in terms of ‘eco-cycle’
- ▶ Evaluate often, learn, and course-correct
- ▶ Conduct and share more network research and practice

Questions?



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