

Building trust: Healthcare middle managers' experiences developing leadership capacity and capability in a publicly funded learning network



Presenter: PhD candidate Trude Anita Hartviksen, OT, MRSc¹

Co-authors: Lecturer Berit Mosseng Sjølie, MScN¹, Professor Jessica Aspfors, MSc, PhD², Professor Lisbeth Uhrenfeldt, RN, BA, MScN, PhD¹

¹ Faculty of Nursing and Health Sciences, Nord University ² Faculty of Education and Arts, Nord University

Objectives of the presentation



- Background
- Aim
- Methods
- Results
- Conclusions

Picture: Trude A Hartviksen

Background

- Healthcare middle managers
- Self-taught and to learn while working
- Increasing complexity
- New Public Management
- Relational skills
- Develop capacity and capability

Aim



To explore how healthcare middle managers, who participated in a learning network in rural northern Norway, experienced that this participation contributed to the development of capacity and capability for leadership

Picture: Anne Karine Statle

Methods and design

- Critical hermeneutic perspective
- Reflection and critical questioning in three focus groups
- December 2014
- Participants recruited from a learning network
 - User representative
 - Healthcare middle managers from a local hospital, municipal homecare and long-term care facility
- Critical hermeneutic analysis

Learning network 2012-2019

- Organized competence development across limited professional, or organizational, borders
- Increasing knowledge and shared experience
- Quality improvement collaborative
- Transformative learning
- Established in 2012, consisting of 54 participants, 3–4 times yearly
- Share development of leader and improvement knowledge, receive guidance in the practical performance of improvement practices and networking
- Short lectures and group workshops within and across organizational borders

Results

- Two main themes:
 1. Trusted interaction despite organizational and structural framing
 2. Knowledgeable understanding of a complex context
- Contrast:
 - Lack of trust both internally in their own organization and across organizational boundaries
 - The ways in which their learning network enhanced the feeling of trust among the participants



Conclusions

- Trust was experienced as a central part of healthcare middle managers' leadership capacity and capability in today's complex healthcare organizations
- This learning network enhanced trust by including relational components such as transformative learning, reflection, group work and knowledge sharing but also by facilitating informal networking

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Thank You for Your interest



Contact information:

Trude Anita Hartviksen
Nord University
Storgata 105
N-8370 Leknes
Norway

trude.a.hartviksen@nord.no

Tel: +47 95 72 31 74

Picture: Trude A Hartviksen