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

Presenter: PhD candidate Trude Anita Hartviksen, OT, MRSc

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

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
References

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