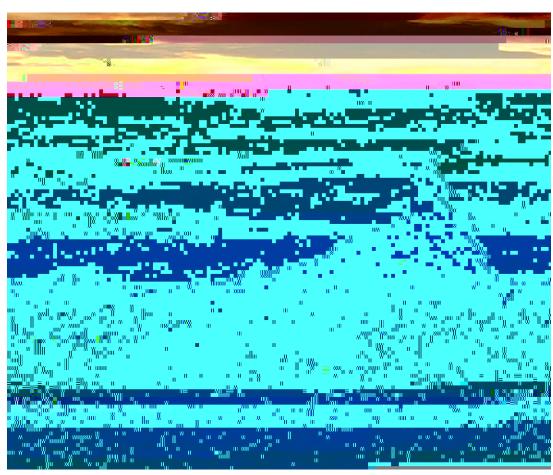
Building trust: Healthcare middle managers' experiences developing leadership capacity and capability in a publicly funded learning network





Background Aim

Methods

Results

Conclusions

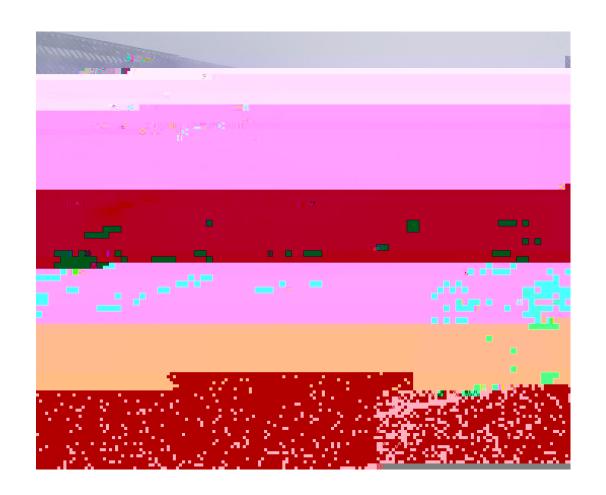
Picture: Trude A Hartviksen





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





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



a Marie





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



Two main themes:

- 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





■ BMC





- 1. Alvesson M, Sköldberg K. Tolkning och reflektion : vetenskapsfilosofi och kvalitativ metod. 2. uppl. ed. Lund: Studentlitteratur; 2008.
- 2. Briggs D, Tejativaddhana P, Cruickshank M, Fraser J, Campbell S. The Thai-Australian health alliance: Developing health management capacity and sustainability for primary health care services. Education for Health. 2010;23(3):457
- 3. Darr KJ. Management Education in Public Health: Further Considerations Comment on "Management Matters: A Leverage Point for Health Systems Strengthening in Global Health". International journal of health policy and management. 2015;4(12):861-3
- 4. Habermas J, Smith J-A, Smith J-H. Kommunikasjon, handling, moral og rett. [Oslo]: Tano Aschehoug; 1999.
- Hartviksen TA, Aspfors J, Uhrenfeldt L. Experiences of healthcare middle managers in developing capacity and capability to manage complexity: a systematic review protocol. JBI database of systematic reviews and implementation reports. 2017;15(12):2856–2860. doi: 10.11124/JBISRIR-2016-003286
- Hartviksen TA, Sjolie BM, Aspfors J, Uhrenfeldt L. Healthcare middle managers` experiences developing leadership capacity and capability in a public funded learning network. BMC Health Serv Res. 2018;18(1):433. Published 2018 Jun 8. doi:10.1186/s12913-018-3259





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



