



All that glitters isn't gold

Examining how and why organizations collaborate to address wicked problems in healthcare

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Wicked problems/Grand challenges



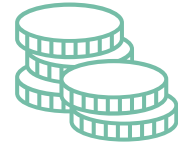
Increasing
demand
for care



Workforce
shortages



Growing
waiting-
lists



Escalating
costs for
care

Hefner & Nembhard (2021)

The solution:

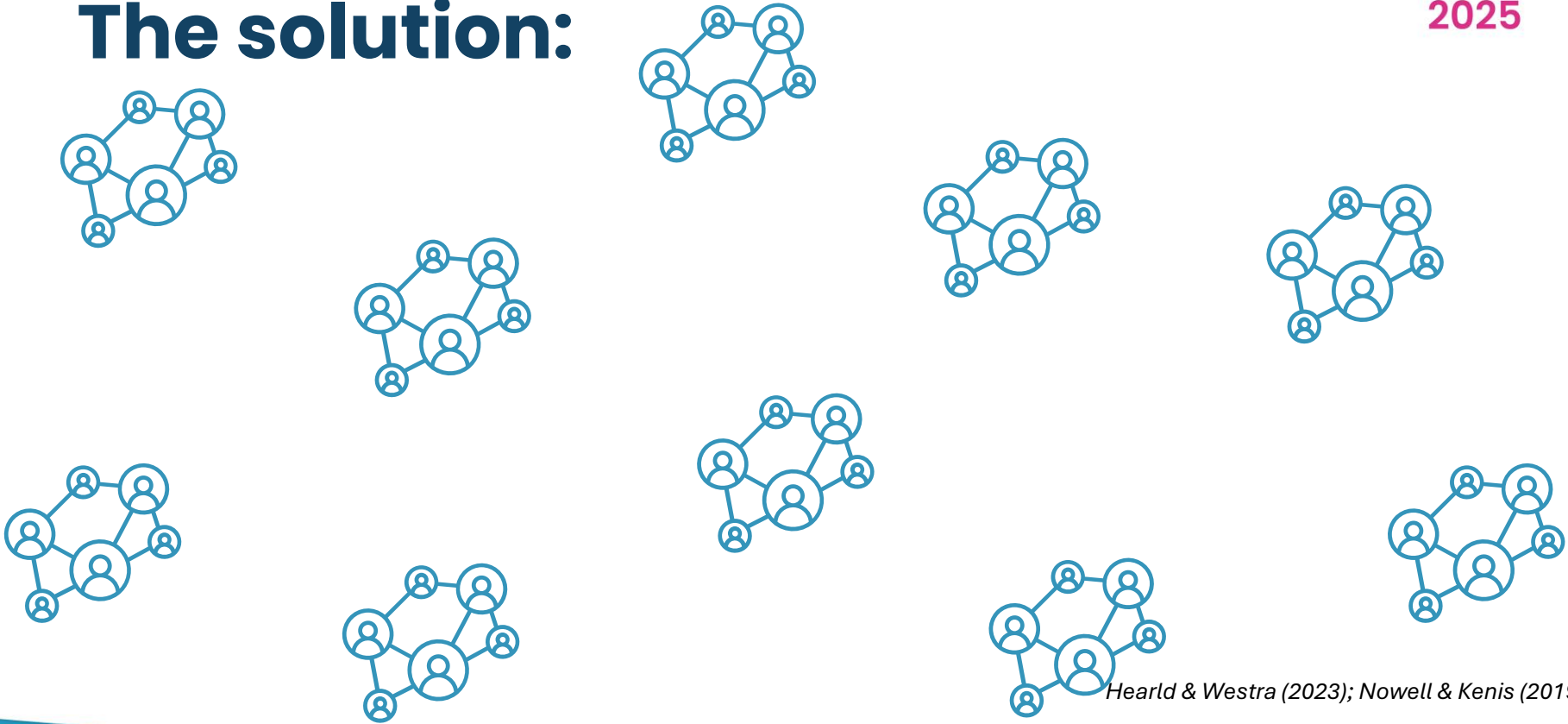


Purpose-oriented networks:

Three or more autonomous organizations that work together deliberately to solve challenges

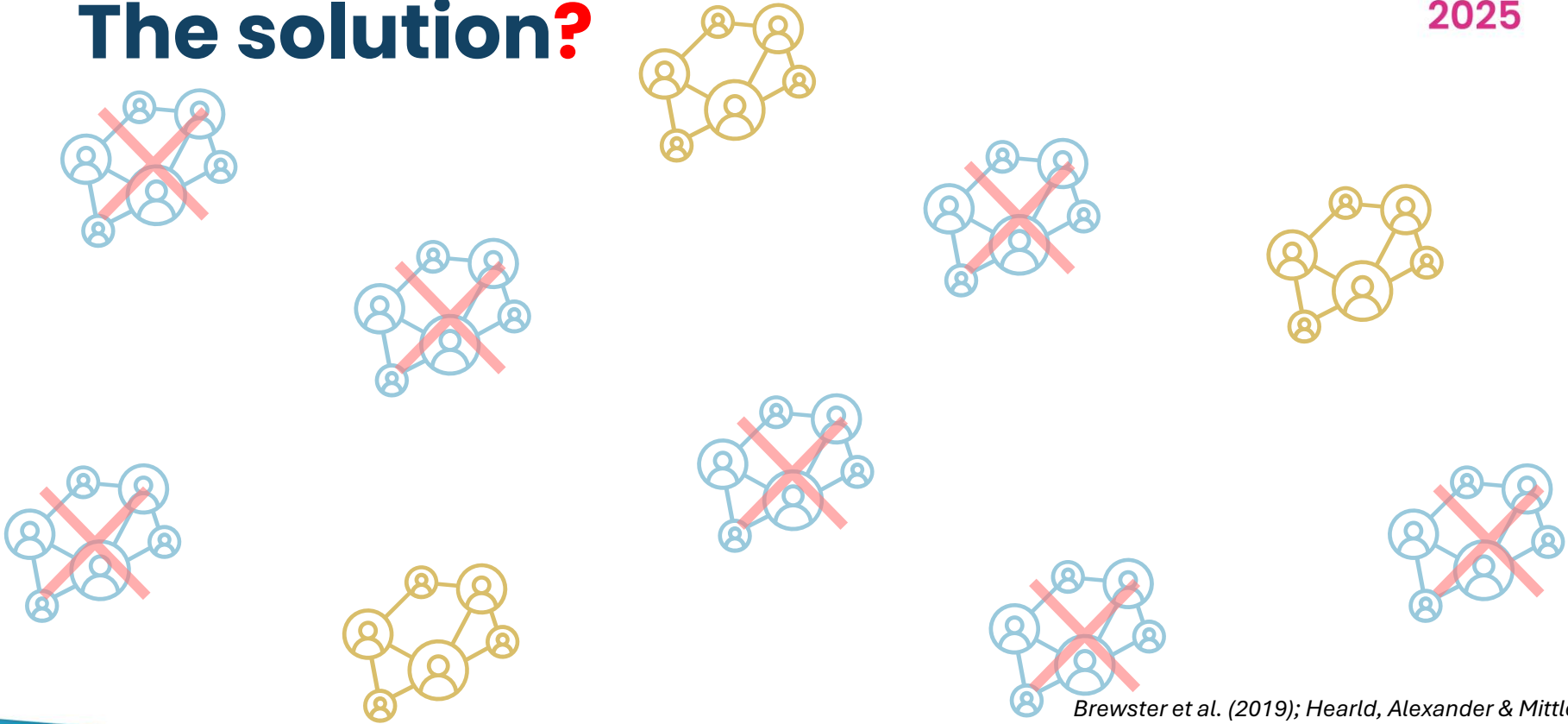
Based on Nowell & Milward (2022)

The solution:



Hearld & Westra (2023); Nowell & Kenis (2019)

The solution?



*Brewster et al. (2019); Hearld, Alexander & Mittler
(2012); Perkins et al. (2019) Prashant & Harbir*

(2009);

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Aims

- 1 What do we already know about determinants of network effectiveness?
- 2 How can we systematically measure these determinants?
- 3 How do certain determinants influence network effectiveness in practice?

Methods

1

Two elaborate (systematic) literature reviews

2

- Systematic searches in Pubmed, CINAHL, and PsycInfo
- Expert consultation

3

Methods

1

Longitudinal, in-depth case study:

- Regional, cross-sectoral network
- 5 years
- 43 interviews
- 46 hours of observations
- 2.110 pages of documents

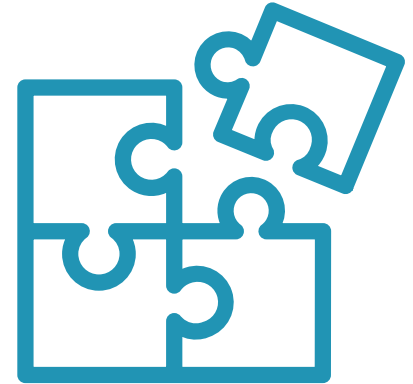
2

3

Results and key messages of the dissertation

Networks are very complex – organize networks in a conscious and competent way

- 283 determinants – 30 themes
- Context, structure, processes
- Leadership transitions can be very impactful – organize a network to decrease this impact



Results and key messages of the dissertation

And study them using methods that fit this complexity

- Unvalidated scales, single-use questionnaires
- Even though many are available
- Ability to learn across contexts



Results and key messages of the dissertation

Aim at understanding (determinants of) goal attainment instead of only perceived effectiveness

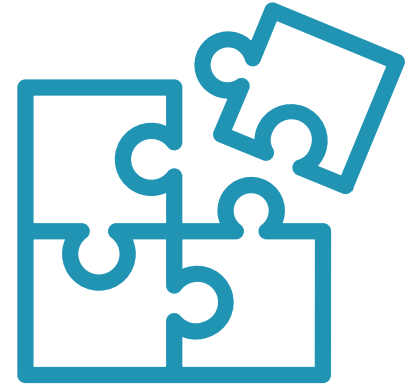
- Studies mostly measure perceived outcome measures
- Participating in networks is institutionalized and perhaps an institutional myth
- Role for policy to encourage effective collaboration



Results and key messages of the dissertation

Aim at understanding (determinants of) goal attainment instead of only perceived effectiveness

- Studies mostly measure perceived outcome measures
- Participating in networks is institutionalized and perhaps an institutional myth
- Role for policy to encourage effective collaboration and monitoring/evaluation





THANK YOU

Questions?

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