

INNOVATIE IN DE GEESTELIJKE  
GEZONDHEIDSZORG VOOR  
KINDEREN EN JONGEREN:  
(INTER)NATIONALE PERSPECTIEVEN

HET ONTWERP EN BESTUUR  
VAN ORGANISATIENETWERKEN

*Steven van den Oord  
Prof. dr. Bart Cambré  
Prof. dr. Patrick Kenis*

*20 oktober 2016  
Brussel*





CORTEXS  
integrating care

AGENTSCHAP  
INNOVEREN &  
ONDERNEMEN



Vlaanderen  
is ondernemen

AGENTSCHAP INNOVEREN & ONDERNEMEN



Vlaanderen is ondernemen

# STORYLINE

- ✓ Do we need collaboration?
- ✓ Goal-directed (inter)organizational networks as a way to get things done
- ✓ The core issue in effective goal-directed interorganizational networks

# DO WE NEED COLLABORATION?



▲ Daniëlla Priscilla van Bergen. © Privé/AD.

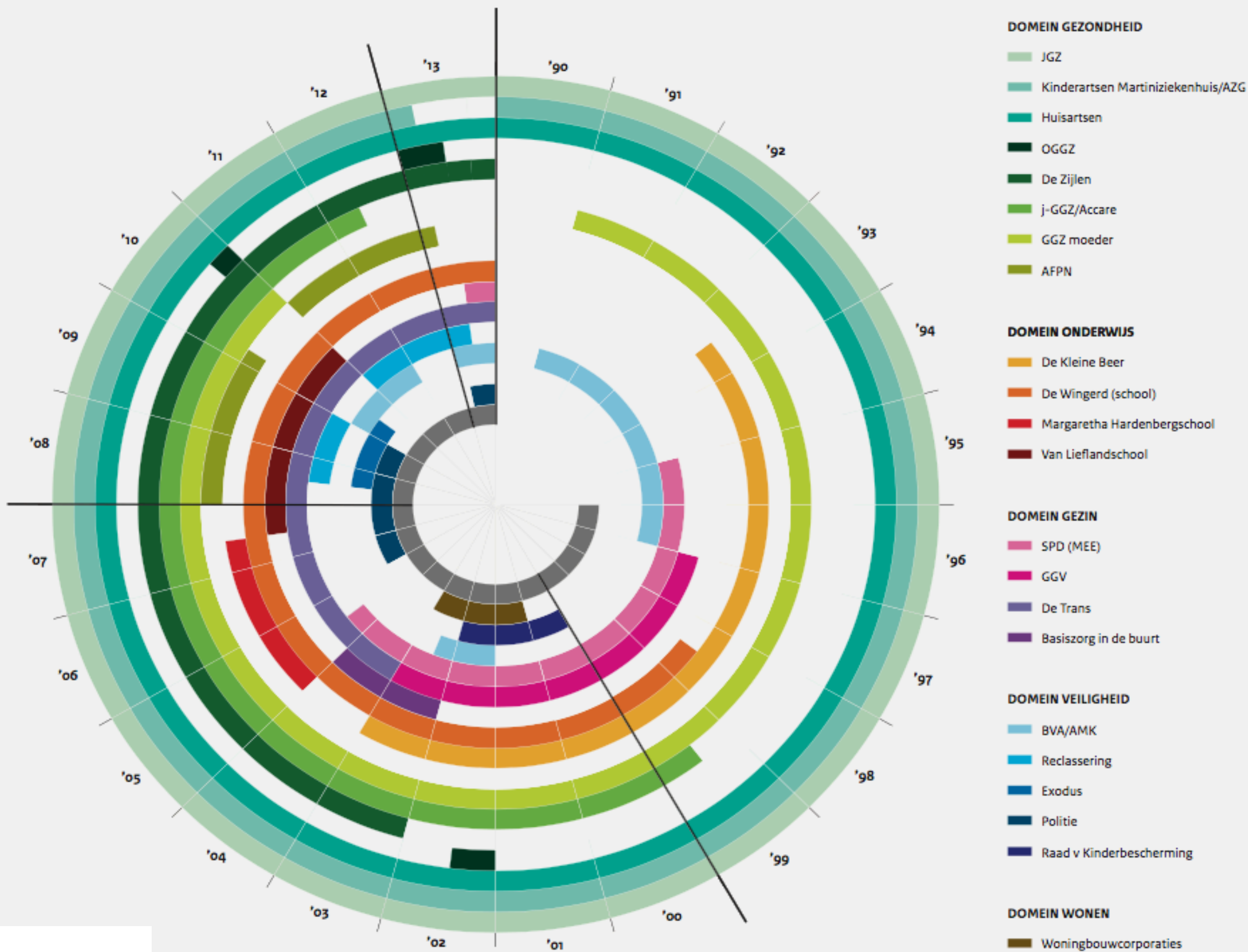
## **Gehandicapte Daniëlla uit Groningen stierf 'gruweldood'**

**De op 20 juli 'van de trap gevallen' verstandelijk gehandicapte Daniëlla (20) blijkt volgens het politiedossier onder de ogen van haar moeder een gruwelijke marteldood te zijn gestorven. Een veiligheidsplan van Jeugdzorg kon haar niet beschermen en het was haar eigen moeder die de voor een dubbele kinderverkrachting veroordeelde Geert W. in huis haalde.**

Redactie 15-10-13, 08:28 Laatste update: 19-02-16, 09:09 Bron: Algemeen Dagblad







# 4

## Samenwerking

Om zorg en ondersteuning effectief te laten zijn voor een gezin met geringe sociale redzaamheid is het belangrijk dat de problemen van het gezin in samenhang worden aangepakt. Het delen van informatie en het maken van en het werken volgens een gezamenlijk plan per gezin zorgen ervoor dat betrokken professionals bij het bieden van zorg en ondersteuning dezelfde doelen voor ogen hebben. Er dient hierbij één centrale persoon zijn die de zorg en ondersteuning op elkaar afstemt (de regisseur). Deze regisseur kan ervoor zorgen dat er een gemeenschappelijke analyse komt van alle problemen in een gezin, welke hulpverleners betrokken zijn en welke hulp in het verleden geboden is en wat de resultaten daarvan waren. De regisseur heeft bevoegdheden nodig om zijn verantwoordelijkheid waar te kunnen maken. Hij moet zelf beslissingen kunnen nemen over de zorg en ondersteuning (doorzettingsmacht). Als de zorg en ondersteuning desondanks stagneert moet hij kunnen opschalen.

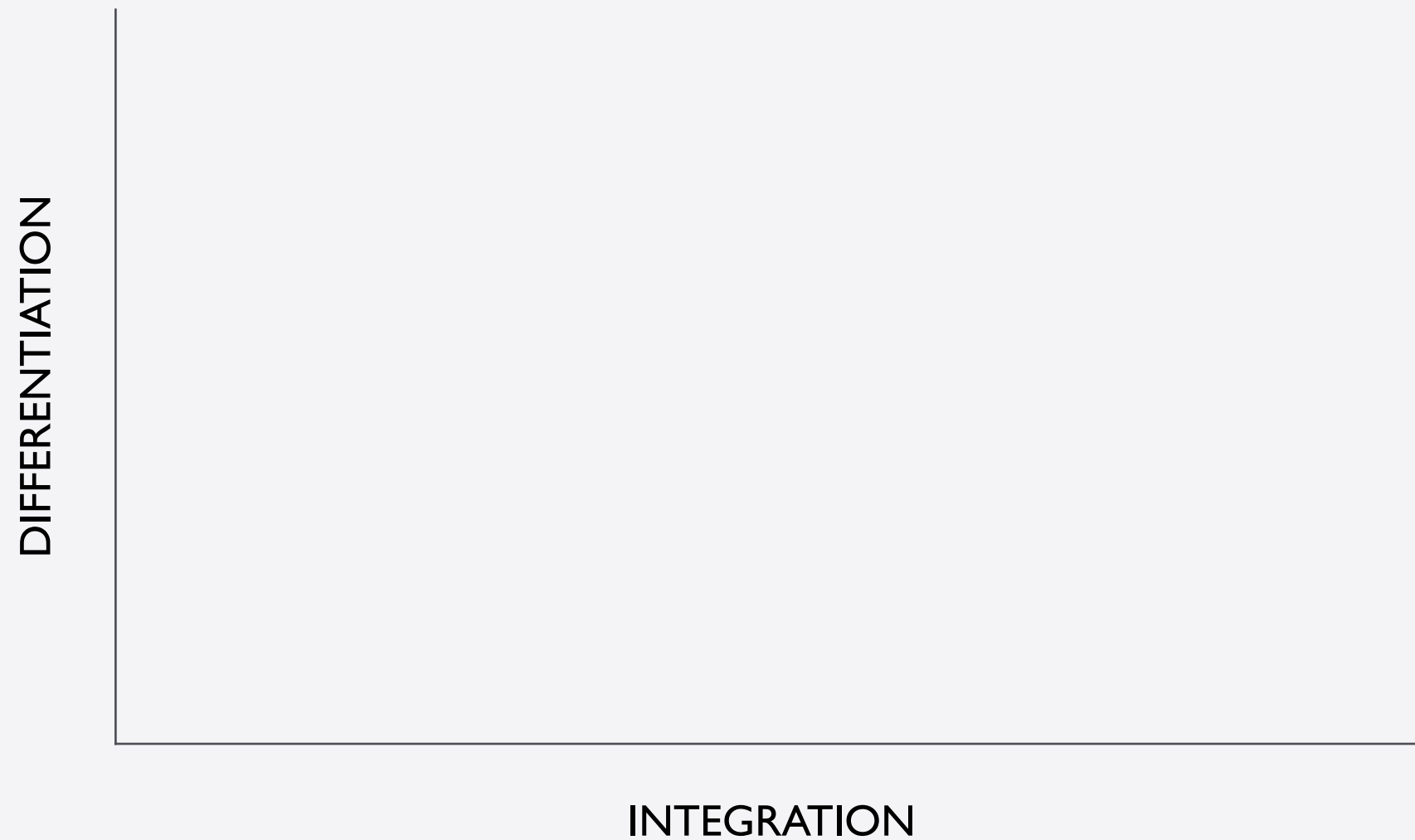
*Zie voor de gehanteerde criteria en normen de thema's 'Samenwerking' en 'Aanpak' en in het toetsingskader. STJ werkt in 2015 aan een bijstelling van het toetsingskader GGSR, waarin indicatoren over de competenties van de regisseur meer expliciet worden opgenomen.*



# DIFFERENTIATION VERSUS INTEGRATION

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in goal-directed organizational networks



# DIFFERENTIATION VERSUS INTEGRATION

in goal-directed organizational networks

DIFFERENTIATION

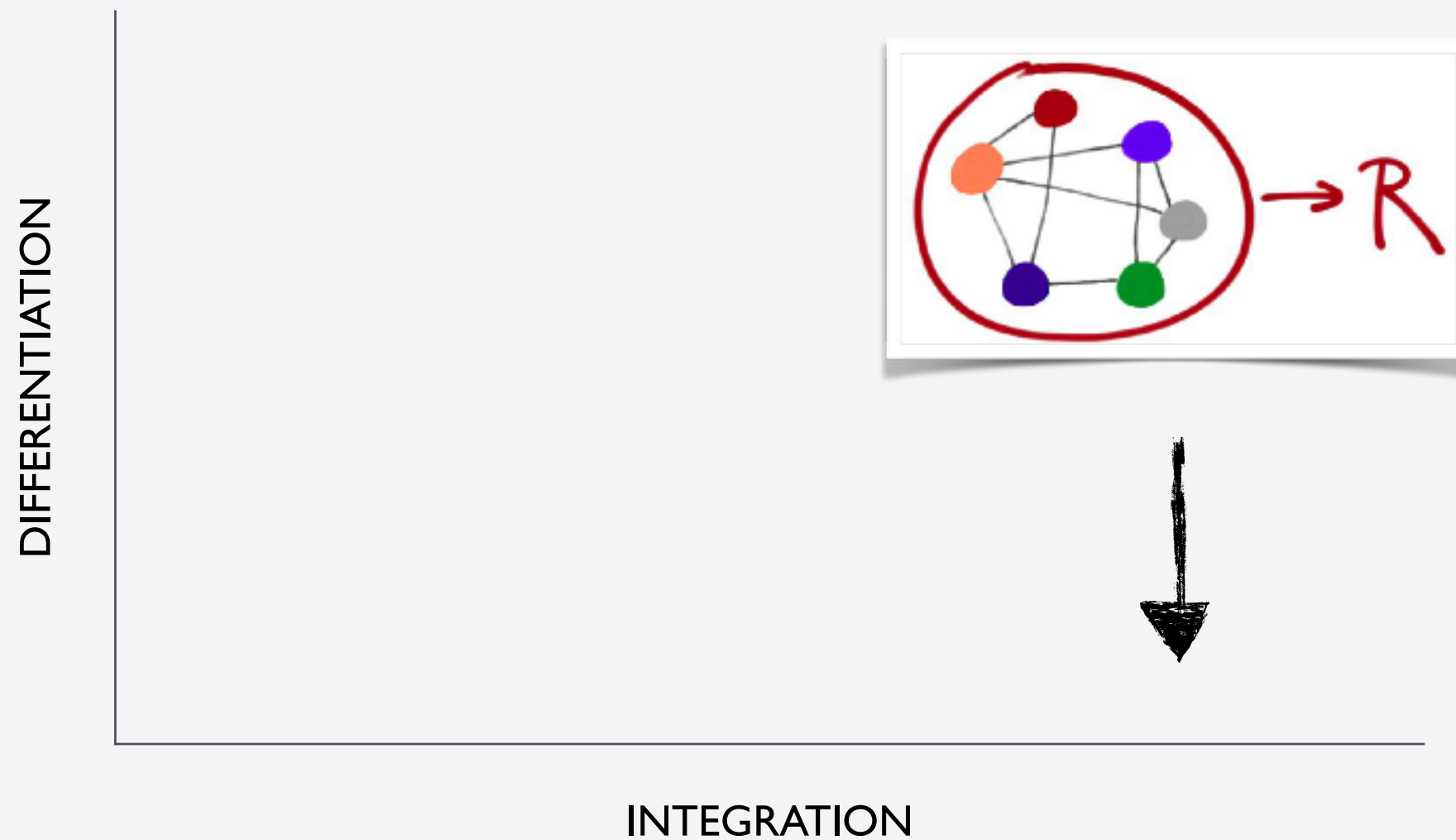


INTEGRATION



# DIFFERENTIATION VERSUS INTEGRATION

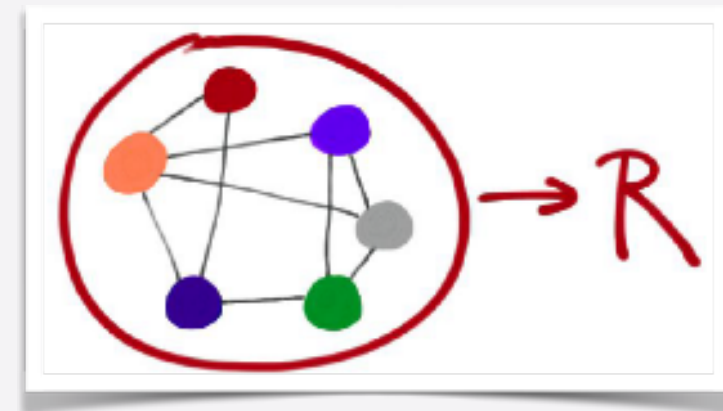
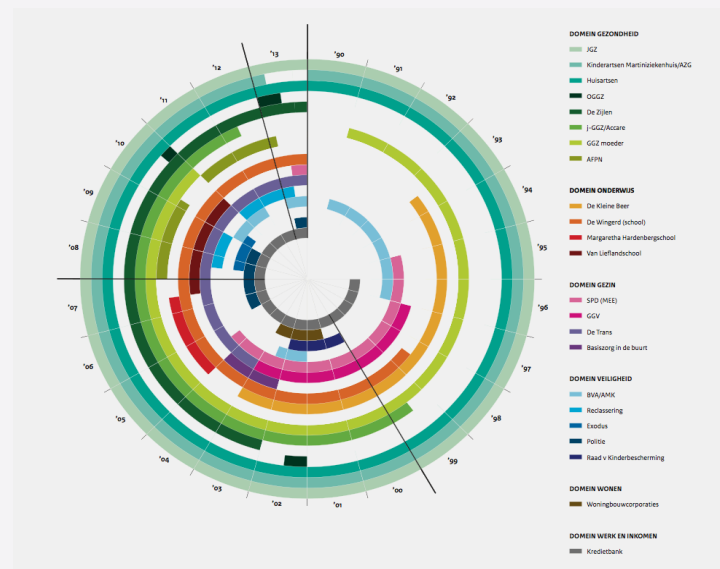
in goal-directed organizational networks



# DIFFERENTIATION VERSUS INTEGRATION

in goal-directed organizational networks

DIFFERENTIATION



INTEGRATION

## Collaborative networks and the need for a new management language

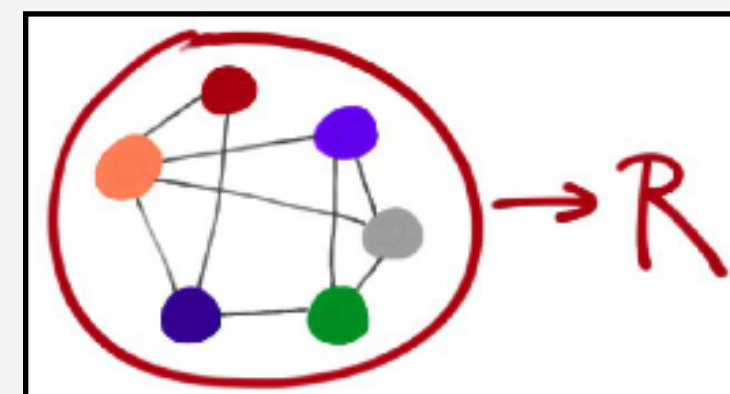
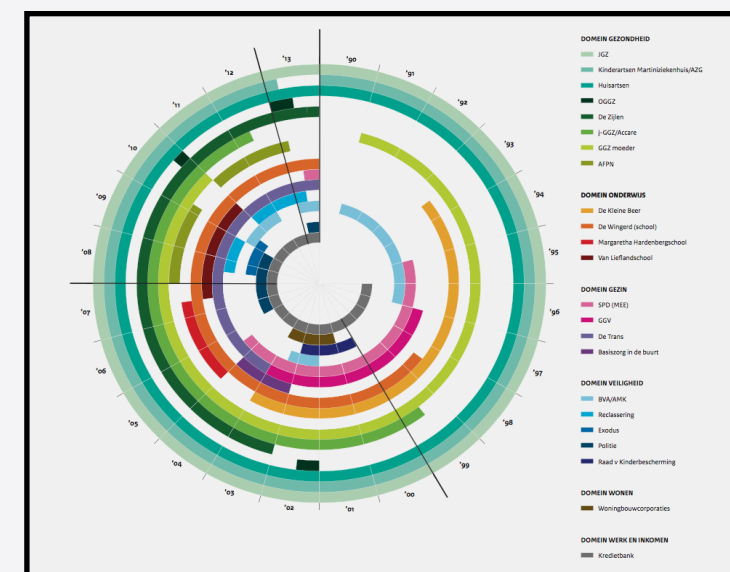
Myrna Mandell<sup>a</sup>, Robyn Keast<sup>b</sup> and Dan Chamberlain<sup>c</sup>

<sup>a</sup>Business School, California State University, Northridge, CA, USA; <sup>b</sup>School of Business and Tourism, Southern Cross University, Gold Coast, Australia; <sup>c</sup>Department of Public Health, La Trobe University, Melbourne, Australia

### ABSTRACT

Language is a key element for the formation of social identity and cohesion and is important for setting the tone for the way that people behave with and to each other. The aim of this paper is to highlight the need for a distinct language that better describes and shapes the thinking and practice of collaborative networks and collaboration generally. We argue that development of a specialized language for collaborative networks is necessary to better reflect their distinctive characteristics and operating logic, including higher levels of cohesion, communication and collective action. Using two collaborative case examples we specifically focus on how this new language engenders changed, more collaborative practice and relates to the unique way management and leadership are practiced in collaborative networks.

**KEYWORDS** Collaboration; networks; language; collective identity



# Beyond Differentiation and Integration: The Challenges of Managing Internal Complexity in Federations

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**Christine Oliver**  
York University, Canada

**Patricia Bradshaw**  
Saint Mary's University, Canada

## Abstract

In this paper we examine the management of internal complexity in federations as a means of shedding new light on how the challenges inherent in governing these forms of inter-organizational networks are managed. Our analysis reveals that these networked organizations differed as a function of their approach to four complexity management activities: *perspective shifting*, *shaping interactions*, *managing standards* and *constructing commitment*. Based on the use of these four activities we identify three approaches to complexity management in this study – *leveraging complexity*, *suppressing complexity* and *disengaging from complexity*. Each of these approaches differed in their focus on differentiation or integration in the implementation of complexity management activities. We found that only *leveraging complexity* went beyond separate management activities aimed at differentiation or integration and employed policies and activities that possessed the capacity to optimize both simultaneously. In doing so, our study highlights new possibilities for complexity management by revealing the ways in which management activities can be designed to optimize both integration and differentiation.

Organization Studies

1–25

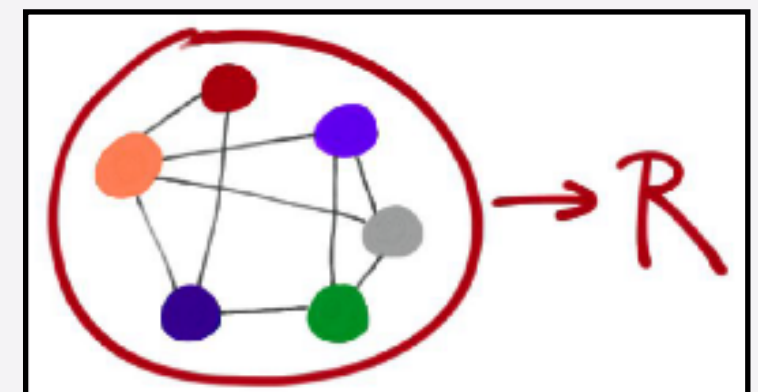
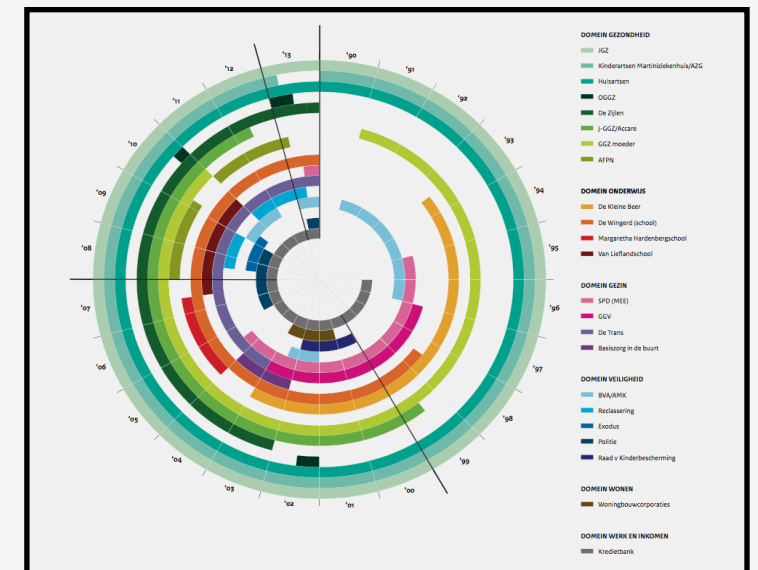
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# GOAL-DIRECTED ORGANIZATIONAL NETWORKS

- ✓ A group of three or more organizations connected in ways that facilitate achievement of a common purpose  
**(R)**
- ✓ a purpose **(R)** that none of the organizations can achieve independently
- ✓ which involves the use of institutions and structures of authority and collaboration to allocate resources and to coordinate and control joint action across the network as a whole

# GOAL-DIRECTED ORGANIZATIONAL NETWORKS



Bron f.l.t.r.

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- ✓ Service delivery to the severe mentally ill (EPA)
- ✓ Mental health care
- ✓ Youth and child care
- ✓ Intellectual disabled people

# GOAL-DIRECTED ORGANIZATIONAL NETWORKS



Bron f.l.t.r.

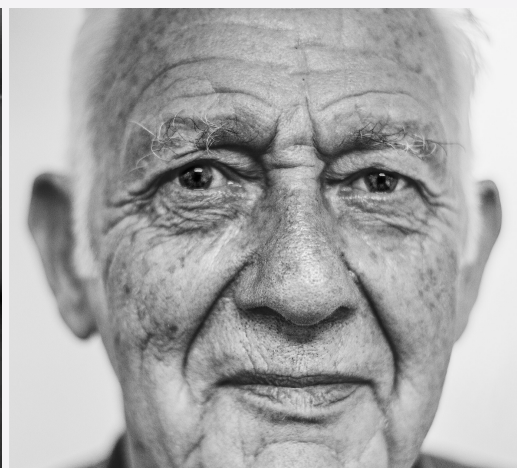
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Kumar

- ✓ Poverty, inclusion, health and wellbeing of community
- ✓ Emergency management / crisis response
- ✓ Chronic care / integrated care / people with multi-problems and/or co-morbidity
- ✓ Innovation / regional development

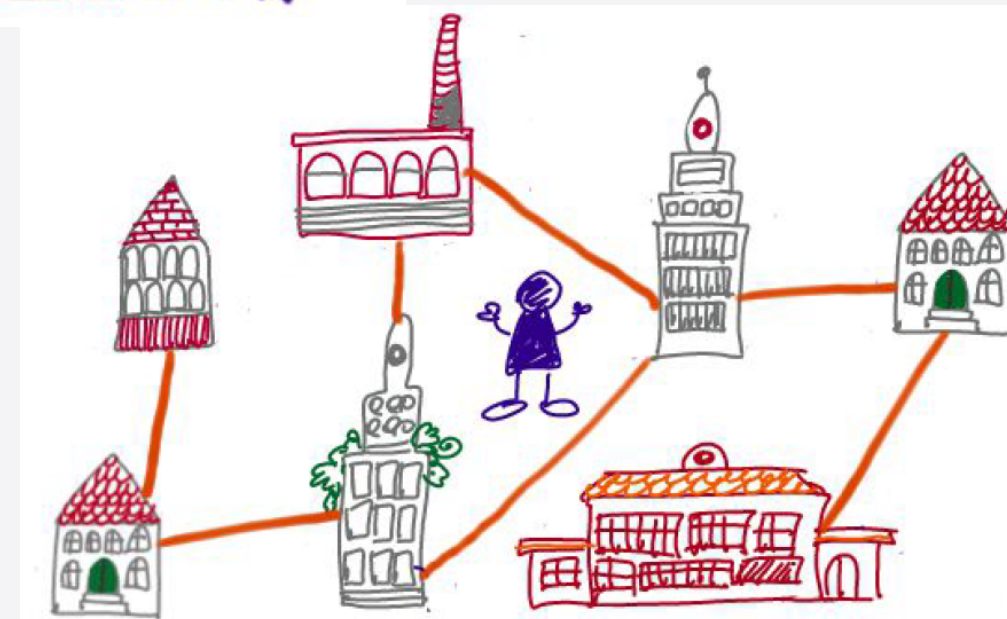
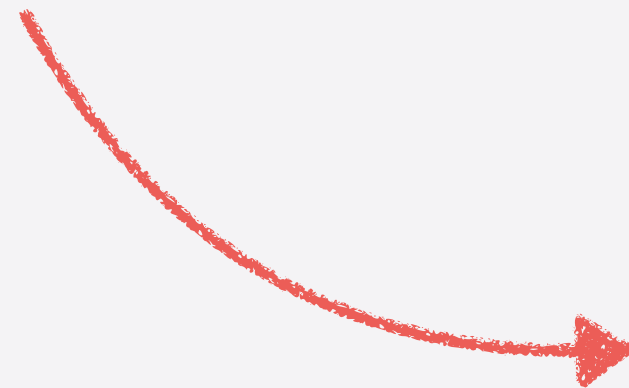
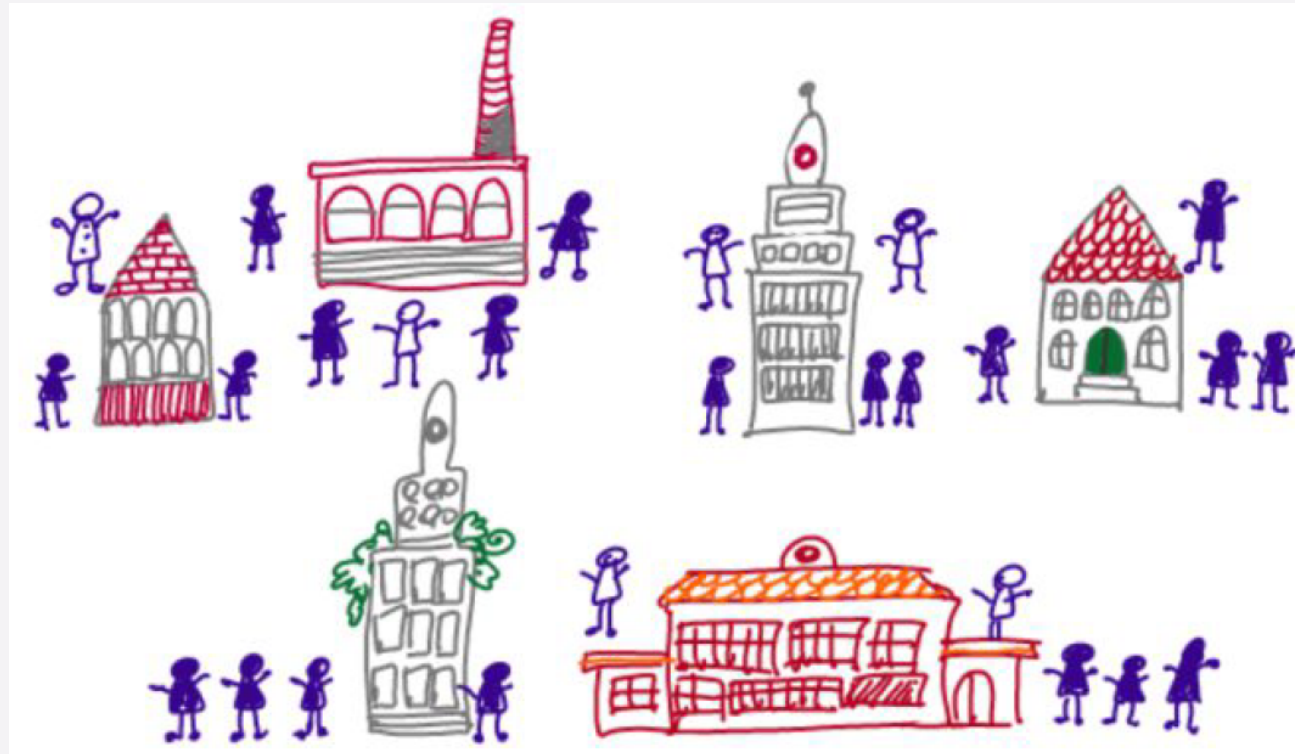
# GOAL-DIRECTED ORGANIZATIONAL NETWORKS



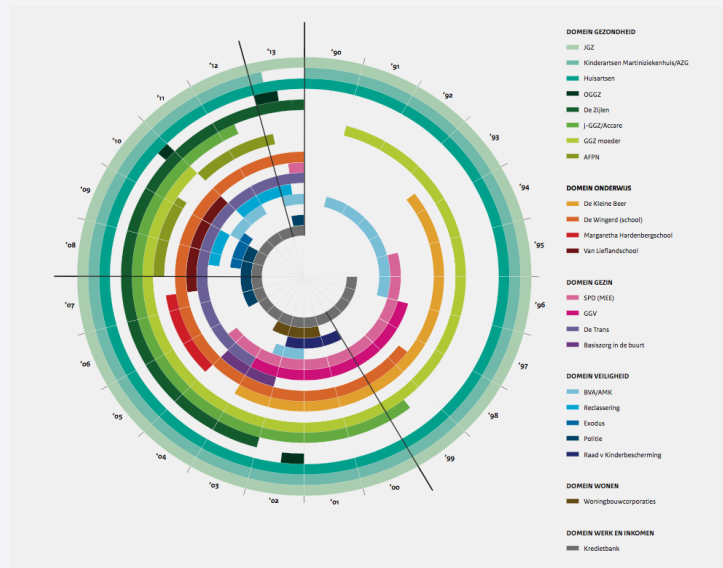
- ✓ are able to deal with wicked or complex (societal) problems
- ✓ have the capacity to provide tailor made service delivery
- ✓ In essence create **collaborative advantage** by creating opportunities to overcome limited resources by joining forces



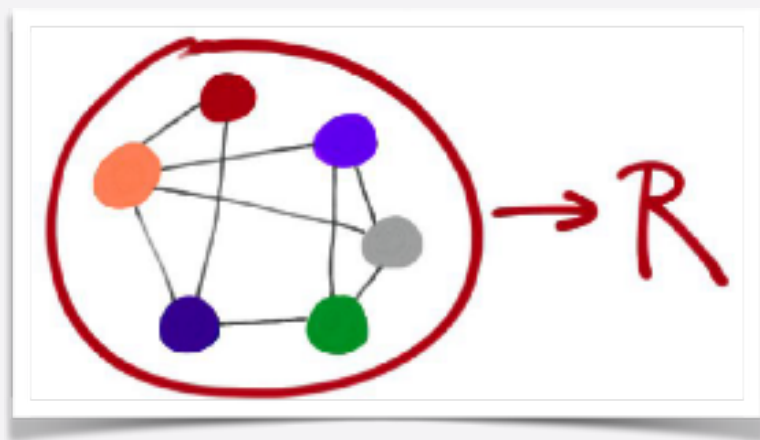
# GOAL-DIRECTED ORGANIZATIONAL NETWORKS



# INTEGRATION



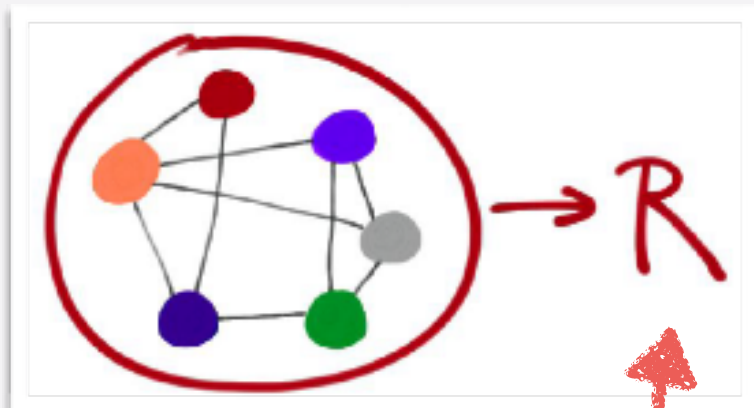
The distribution of differences among the network members with respect to organizational attributes present or accessible by the network



The process by the network to create a **unity of effort** among the various network members to accomplish the network purpose

# INTEGRATION

The process by the network to create a **unity of effort** among the various network members to accomplish the network purpose



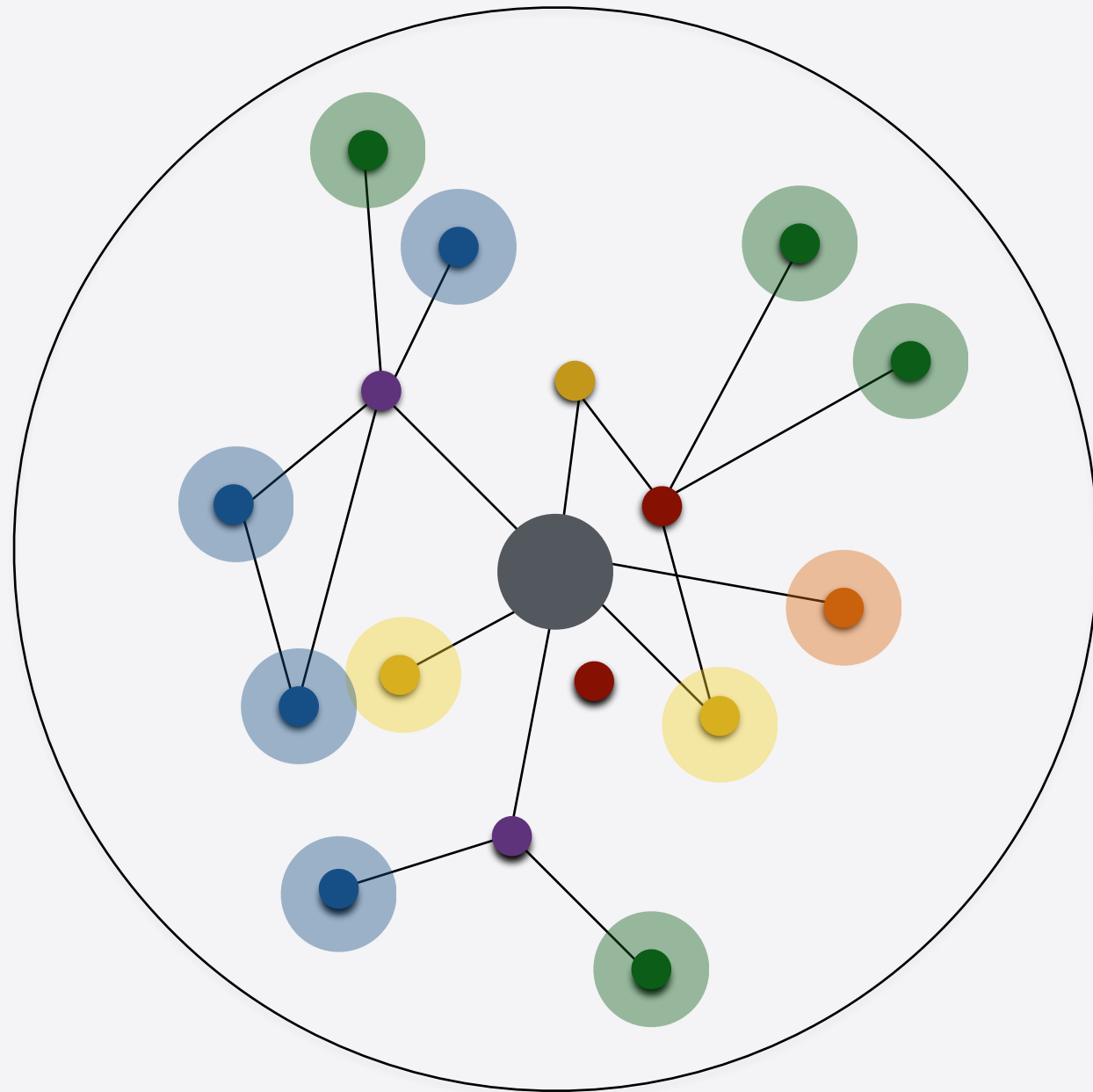
01

- ✓ Create consensus on both content and approach towards a common purpose

# INTEGRATION



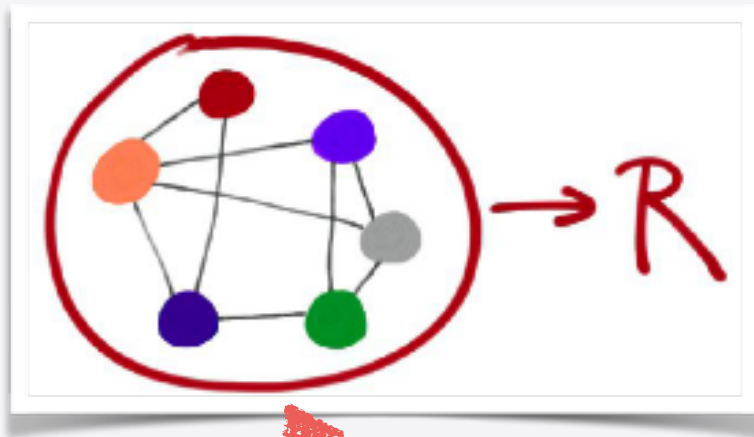
**R**ESULT





# INTEGRATION

The process by the network to create a **unity of effort** among the various network members to accomplish the network purpose



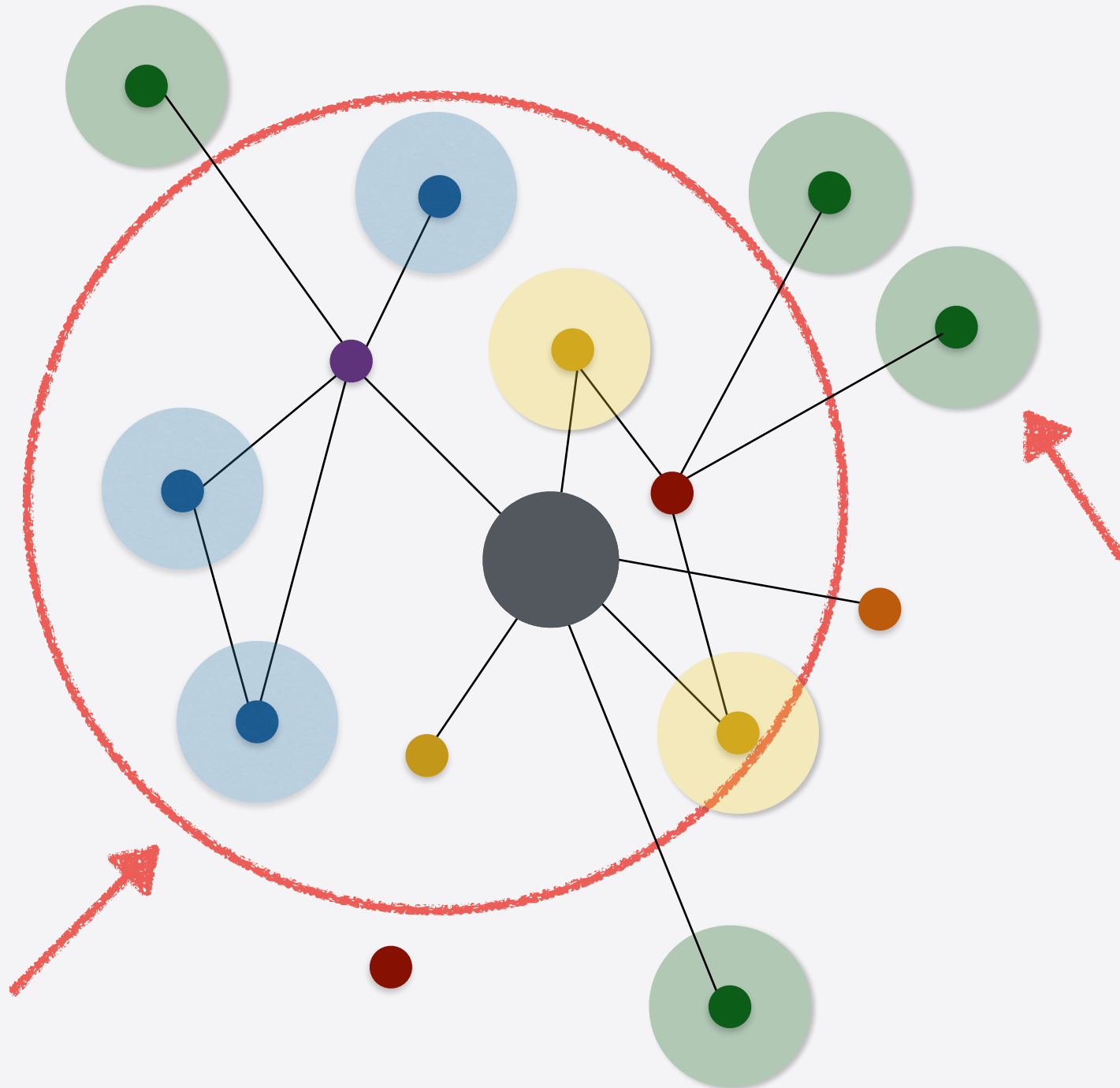
01

✓ Create consensus on both content and approach towards a common purpose

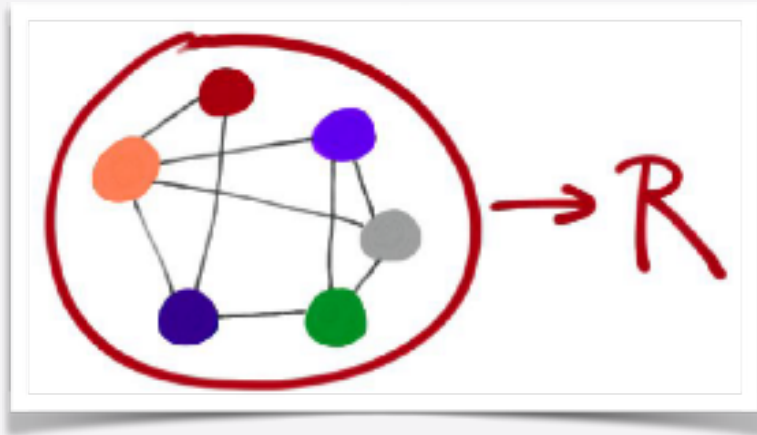
02

✓ Secure peer group support (internal / external legitimacy)

# INTEGRATION



# INTEGRATION



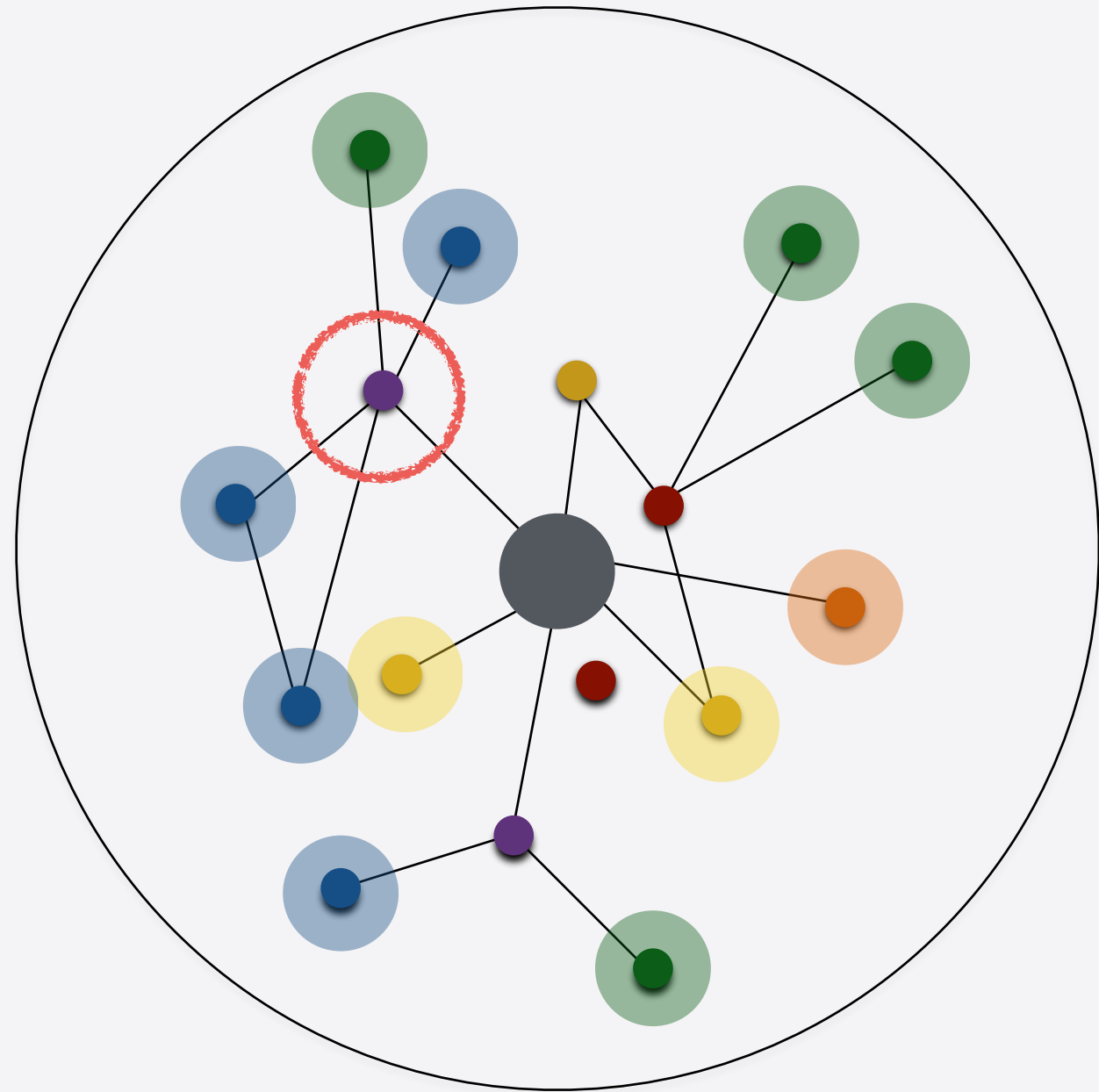
The process by the network to create a **unity of effort** among the various network members to accomplish the network purpose

- 01 ✓ Create consensus on both content and approach towards a common purpose
- 02 ✓ Secure peer group support of network efforts (internal & external legitimacy)
- 03 ✓ Make conflicting demands observable and accessible (compatibility & information )

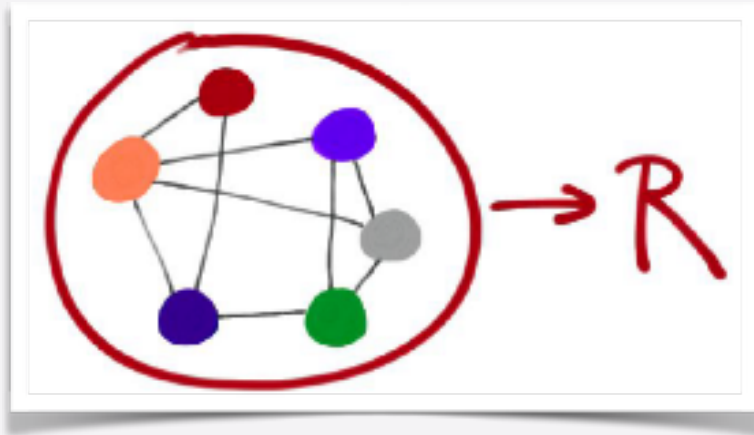
# INTEGRATION



**R**ESULT



# INTEGRATION



The process by the network to create a **unity of effort** among the various network members to accomplish the network purpose

- 04 ✓ Network governance forms - the management of design



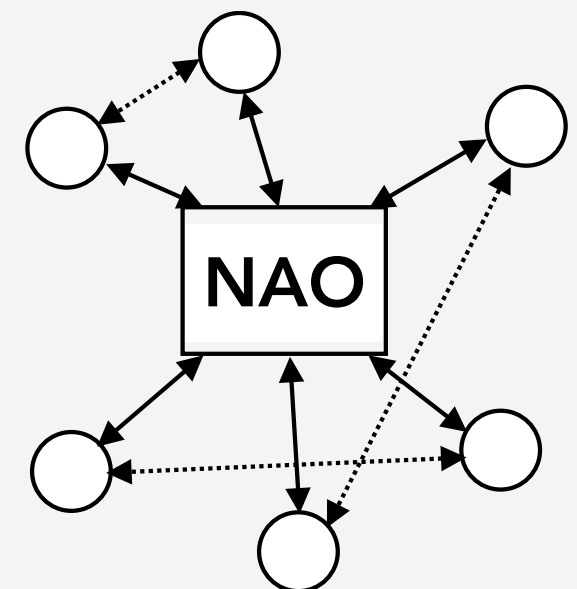
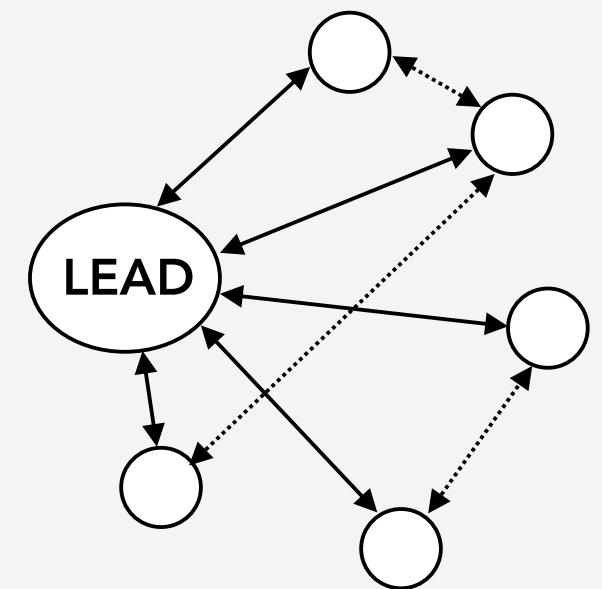
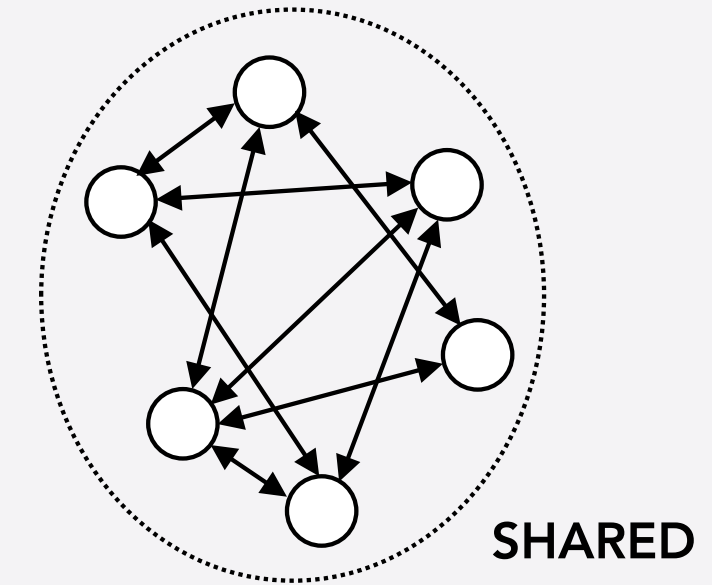
# Modes of Network Governance: Structure, Management, and Effectiveness

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University of Arizona

**Patrick Kenis**  
Tilburg University

## ABSTRACT

This article examines the governance of organizational networks and the impact of governance on network effectiveness. Three basic models, or forms, of network governance are developed focusing on their distinct structural properties. Propositions are formulated examining conditions for the effectiveness of each form. The tensions inherent in each form are then discussed, followed by the role that management may play in addressing these tensions. Finally, the evolution of governance is explored.



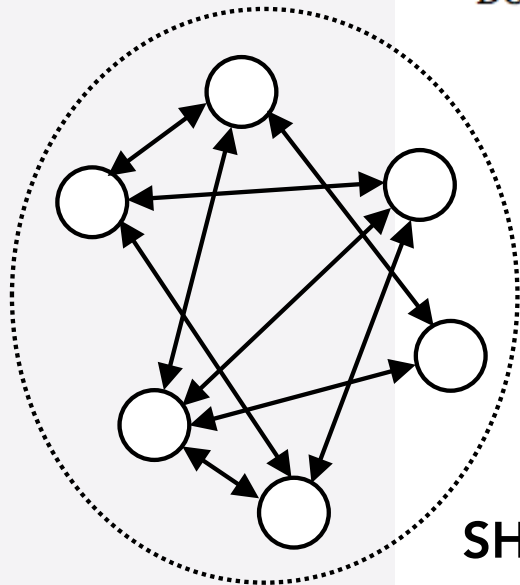
**Table 1**  
Key Predictors of Effectiveness of Network Governance Forms

Governance Forms	Trust	Number of Participants	Goal Consensus	Need for Network-Level Competencies
Shared governance	High density	Few	High	Low
Lead organization	Low density, highly centralized	Moderate number	Moderately low	Moderate
Network administrative organization	Moderate density, NAO monitored by members	Moderate to many	Moderately high	High

# INTEGRATION

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DOI: 10.1080/01488376.2013.775091

 **Routledge**  
Taylor & Francis Group



## From a Bird's Eye View? A Comparative Analysis of Governance and Network Integration Among Human Service Organizations

Peter Raeymaeckers

**ABSTRACT.** It is widely recognized by social workers and human service administrators that interorganizational networks are an important aspect of the everyday reality of human service organizations. A well-integrated network is defined as a network in which all organizations are connected and the resource exchange among all network actors is guaranteed. To analyze the integration of service networks, this study conducts a social network analysis of four networks among service organizations governed by a shared-participant type of governance. The results indicate that in networks in which the governance is more developed and mature, the structure shows a high level of integration. The analysis and results show that governance leads to an integration of the efforts of diverse service organizations, ultimately increasing the responsiveness of the entire network toward the complex problems of the target group. Future recommendations include discussing further qualitative and quantitative research efforts and the role of shared-participant governance.

**KEYWORDS.** Social network analysis, service organizations, governance, integration



# INTEGRATION

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University of Arizona  
**Kun Huang**  
University of New Mexico

## Resource Tangibility and the Evolution of a Publicly Funded Health and Human Services Network

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**Kun Huang** is assistant professor in the School of Public Administration, University of New Mexico. He holds a secondary appointment in the Department of Psychiatry. He is also a senior fellow in the Robert Wood Johnson Foundation Center for Health Policy at the University of New Mexico. Professor Huang's research interests focus on the use of organization theory and network analysis to study interorganizational collaboration in health and human services.

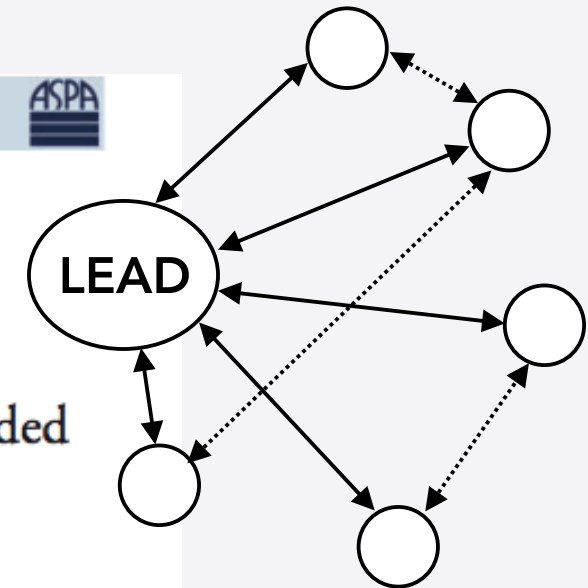
**E-mail:** khuang@unm.edu

*This article is a longitudinal examination of a publicly funded network of health and human services organizations that provide services to mentally ill adults. Data were collected at two points in time from a single network in a large U.S. metropolitan area: when the network was completely reorganized, and again when it had matured, four years later. Analysis focuses on changes in the patterns of interaction within and across five resource-based subnetworks. The authors argue that the structure of network relationships depends on the type of resources involved—whether tangible or intangible, the stage of network evolution, and whether macro- or micro-level interactions are considered. Implications for theory and for network management, governance, and policy are discussed.*

Organizational networks have been the focus of considerable interest and investigation by organization and management scholars since at least the early 1990s. However, as discussed in a review by Provan, Fish, and Sydow (2007), the vast majority of research in business has focused on the involvement of organizations in network arrange-

effectiveness (Provan and Milward 1995), the shortcomings of networks (Huxham and Vangen 2005; Teisman and Klijn 2002), network management and how it might differ from organizational management (McGuire 2002), and network governance (Provan and Kenis 2008). Despite considerable attention paid to whole networks in the public sector context, and some attention paid by general management scholars in other sectors (Koza and Lewin 1999; Powell et al. 2005), the topic is still new and remarkably underdeveloped, especially compared to the proliferation of egocentric organization-focused network studies over the past 20 years (see Brass et al. 2004 for a review). Even in the public sector, there is a significant lack of research on how whole networks evolve. Such an understanding is especially important to public policy officials, funders, and network managers, all of whom make decisions that are likely to have an impact on network outcomes, such as how information, funding, or clients are distributed throughout the network.

A second issue that often is neglected in the network literature is the different types of relationships that



# INTEGRATION

Public Management Review, 2015  
<http://dx.doi.org/10.1080/14719037.2015.1088567>

## Abstract

Collaborative public networks have become increasingly important as policy tools to address complex social and health problems. However, despite the broad literature on network effectiveness, there is still insufficient insight into the different determinants of whole network effectiveness, and particularly on how these determinants are related. Based on an empirical comparison of 13 mature networks, this study identified potential environment, structural, and management determinants. Moreover, configurations of the identified determinants leading to network effectiveness were generated using configurational comparative methods. We gained insights into how configurations of determinants impacted network effectiveness and found a dominance of structural and managerial determinants.

## Key words

Network effectiveness, configurational comparative methods, managing networks

## A COMPARATIVE STUDY OF HEALTH PROMOTION NETWORKS

### Configurations of determinants for network effectiveness

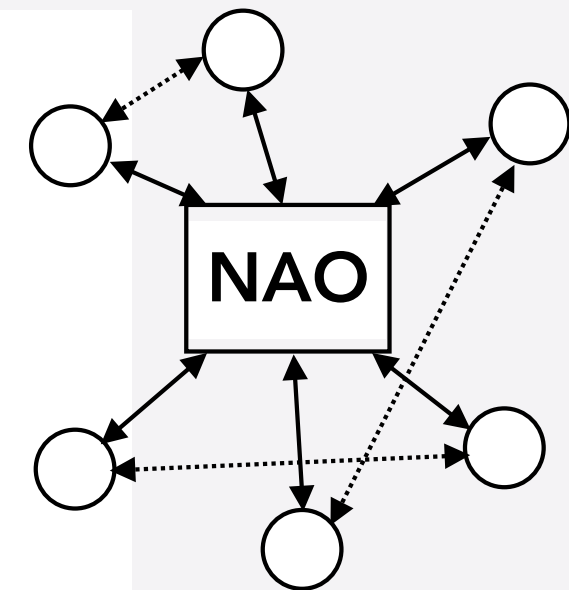
Steffie Lucidarme, Greet Cardon and Annick Willem

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# TAKE AWAY

- ✓ Do we need collaboration?
- ✓ Goal-directed (inter)organizational networks as a way to get things done
- ✓ The core issue in effective goal-directed interorganizational networks

# CONCLUDING REMARK

Essential to the survival of organization is:

- ✓ The willingness to cooperate
- ✓ The ability to communicate
- ✓ The existence and acceptance of purpose

– Chester Barnard

# OPENING MINDS TO IMPACT THE WORLD

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