



NETWORKS

Keeping the Momentum Going



**BC PATIENT SAFETY
& QUALITY COUNCIL**
Working Together. Accelerating Improvement.



Interacting in WebEx

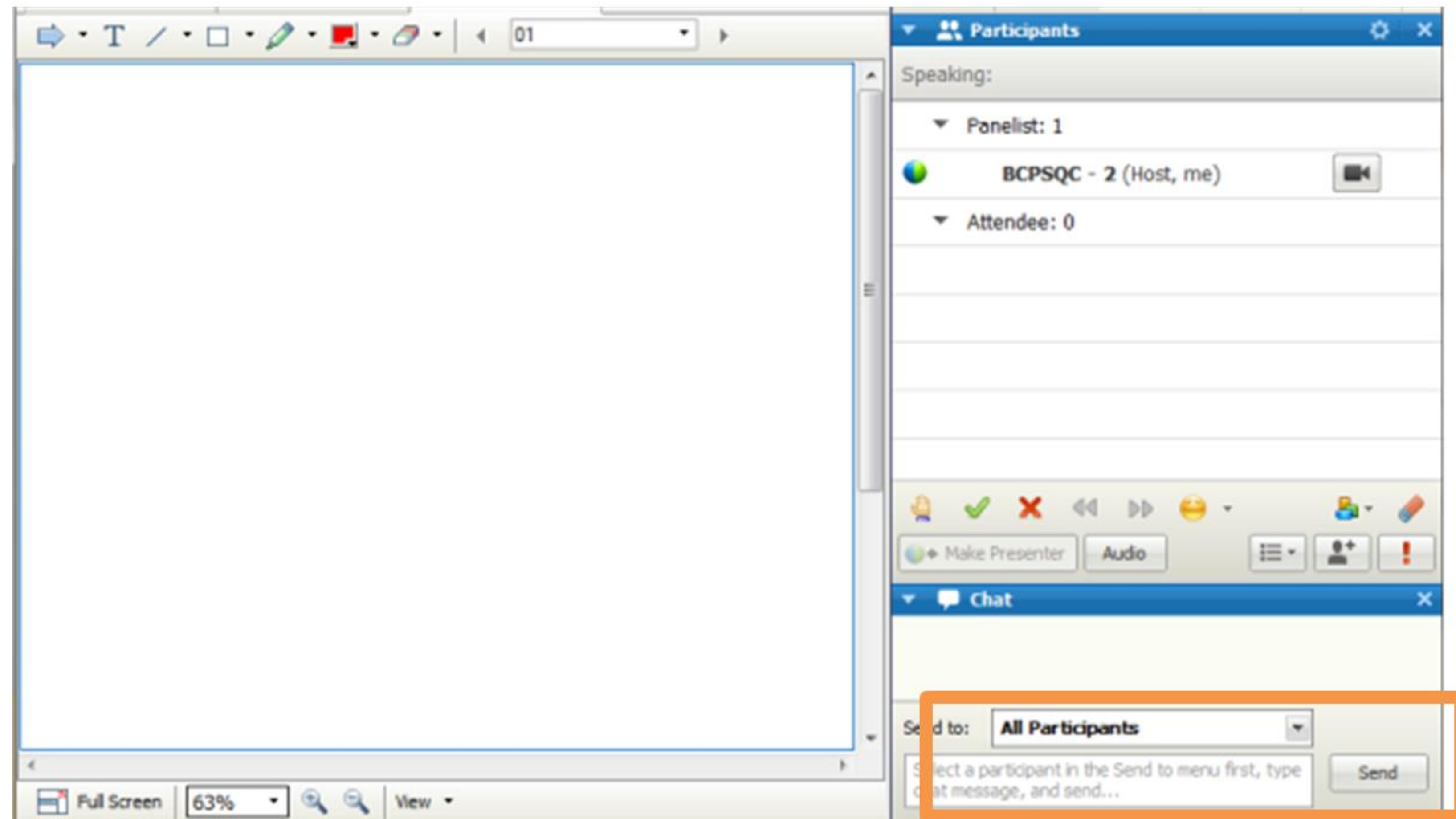
The screenshot displays the WebEx interface with several key components highlighted by orange boxes:

- Top Toolbar:** The Pointer tool (blue arrow) and the Text tool (letter 'T') are highlighted.
- Main Content Area:** A list of Webex Tools is shown:
 - 1. Pointer →
 - 2. Raise Hand 🙋
 - 3. Yes ✓ / No ✗
 - 4. Text tool
 - 5. ChatBelow this list, the text "Hello Everyone!" is displayed in green.
- Participants Panel:** Located on the right, it shows the current session details:
 - Speaking:
 - Panelist: 1
 - BCPSQC - 2 (Host, me) with a video icon
 - Attendee: 0
- Bottom Interaction Bar:** Contains icons for Raise Hand, Yes, and No, along with an Audio button.
- Chat Panel:** At the bottom right, it includes a "Send to:" dropdown menu set to "All Participants", a text input field with placeholder text "Select a participant in the Send to menu first, type chat message, and send...", and a "Send" button.



WebEx Chat

- We invite you to introduce yourself in the chat panel (all participants)
- Let us know your name and where you are from!



We Are Recording!

- This session is being recorded



Slides and Recording

- The link to the recording and slides will be distributed via e-mail to all participants and posted on the Council sites



We Want to Hear from You!

- Before we get started, we want to hear from you!
- Poll Question: Where Are You At in Creating your Network?
 - I've started thinking about it
 - I haven't taken any action, but I want to
 - I've started early actions such as engaging people in conversations
 - I've got a clear plan and next steps
 - My network is already fully operational!!



What Immediate Next Steps Do You Need to Take (or Have You Taken) to Action This Work?

Utilizing linked in, participating in talent management program and intentionally staying engaged with other participants

Or maybe what steps have you taken to get this far?



Agenda for Today

- Predictors of success
- Tensions in networks
- Assessment and evaluation of networks
- Key considerations for building resilient networks



Health Care Networks

PREDICTORS OF SUCCESS



Predictors of Success

- Resource availability
- Centralization of network structure
- Formalization of coordination mechanisms
- Network management
- Distributed leadership

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Resource Availability

- Resource availability is a critical success factor for networks.
 - Budget
 - Resources in kind (webhosting, member contributions of time)

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Networks in Action



**CHANGE AMBASSADORS
NETWORK BC**



Networks in Action



Patient
Voices
Network



Network Structure

- How much are network member organizations connected to each other?
- To be successful
 - Centrally integrated network
 - Strong connection between all organizations
 - Strongly integrated overlapping subgroups
 - Strong connection between sub-groups

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Networks in Action



PROVINCIAL LEAN NETWORK



Coordination Mechanisms

- Coordination mechanisms to maintain partner interaction is critical
- This can be either formalized or through informal/spontaneous agreements

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Networks in Action



Patient
Voices
Network



Network Management

- Networks are complex animals with evolving characteristics
- Overall management of the network is required
 - Organizing meetings, actions, follow-up, etc.
 - Recruitment and orientation of new members
 - Communication support

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Networks in Action



Patient
Voices
Network



Distributed Leadership

- Creating the conditions for distributed leaders to work in their own context
- Providing/sharing the materials to enable their local success

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Networks in Action



**CHANGE AMBASSADORS
NETWORK BC**



Discussion on Predictors

- Considering the predictors of success:
 - Resource availability
 - Centralization of network structure
 - Formalization of coordination mechanisms
 - Network management
 - Distributed leadership
- Please place a dot where you need to focus your energy to ensure your network's success



Navigating and Managing

TENSIONS



Governance

- Centralized versus decentralized leadership
- Influenced by:
 - Trust
 - Accountability
 - Size
 - Goal consensus
 - Nature of tasks

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Complexity

- Networks are complex
- You don't want complexity overwhelming the network

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Participation

- Mandated versus voluntary participation
- Mandated are often more similar to a hierarchy
- In networks we have carrots but few sticks!

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Loyalty

- Tension between loyalty to the network and loyalty to the member organization
- Doesn't need to be an either/or but rather and/both

Cristofoli & Markobic, 2016; Provan, Huang & Milward, 2009



Discussion on Tensions

- Of the various network tensions, where do you think you will struggle most?
 - Centralized versus decentralized control
 - Complexity versus simplicity
 - Mandatory versus voluntary membership
 - Loyalty to the network versus loyalty to the member organization

Province and regional tension



Network Questions and Challenges

ASSESSMENT AND EVALUATION



What Should Assessment and Evaluation Focus on?

- Connectivity
- Health
- Results

Center for Evaluation Innovation, 2014



Connectivity

- Membership:
 - The people or organizations that participate in a network
- Structure:
 - How connections between members are structured and what flows through those connections

Center for Evaluation Innovation, 2014



Health

- Resources:
 - The material resources a network needs to sustain itself (e.g., external funding)
- Infrastructure:
 - Internal systems and structures that support the network (e.g., communication, rules and processes)
- Advantage:
 - The network's capacity for joint value creation

Center for Evaluation Innovation, 2014



Results

- Interim Outcomes:
 - Results achieved as the network works toward its goal or intended impact
- Goals or Impacts:
 - The ultimate goal or results the network is after



Assessment and Evaluation in Stages

1. Catalyze

- What issue/problem will the network address?
- Who are the key stakeholders?
- What is the networks initial vision and purpose?

2. Launch

- Who are the network's members?
- How are they connected?
- What are the network's initial value propositions?
- What strategies will the network pilot?
- What resources does the network have?



Assessment and Evaluation in Stages

3. Organize

- What infrastructure is in place to support the network and how well is it working?
- How are the members working together to meet shared goals?
- Is the network beginning to deliver on key value propositions?
- What are the networks initial activities and outputs?

4. Perform/Adapt

- Is the network spreading and deepening effective strategies and structures?
- Is the network diversifying and delivering on key value propositions?
- Are collective results being achieved?
- Is there a sound sustainability plan?

Center for Evaluation Innovation, 2014



Assessment and Evaluation in Stages

5. Transition or Transform

- If transitioning: How will network assets (including knowledge and social capital) be re-deployed?
- If transforming: How are network value propositions being redefined?



Assessment and Evaluation

- Quantitative and qualitative evaluation of networks
- Any time something changes, performance will deteriorate for awhile
- Will take time for results

Milward, 2018



Assessment and Evaluation

- While you await the evidence – power of creating a different kind of evidence
 - Share work happening
 - Share progress
 - Share steps to date
- Process changes are meaningful markers of change
 - Be proactive in taking charge of this narrative

Milward, 2018



Networks in Action



BC Sepsis *Network*

Best Care, **No Matter Where.**



BC Sepsis Network Evaluation

- Two phases:
 - Phase 1
 - Semi-structured interview questions centred on relationships, perception of leadership, and the network's ability to achieve its goals.
 - Phase 2
 - A social network analysis, 20-question survey using PARTNERTool software was conducted to map the network's connections.



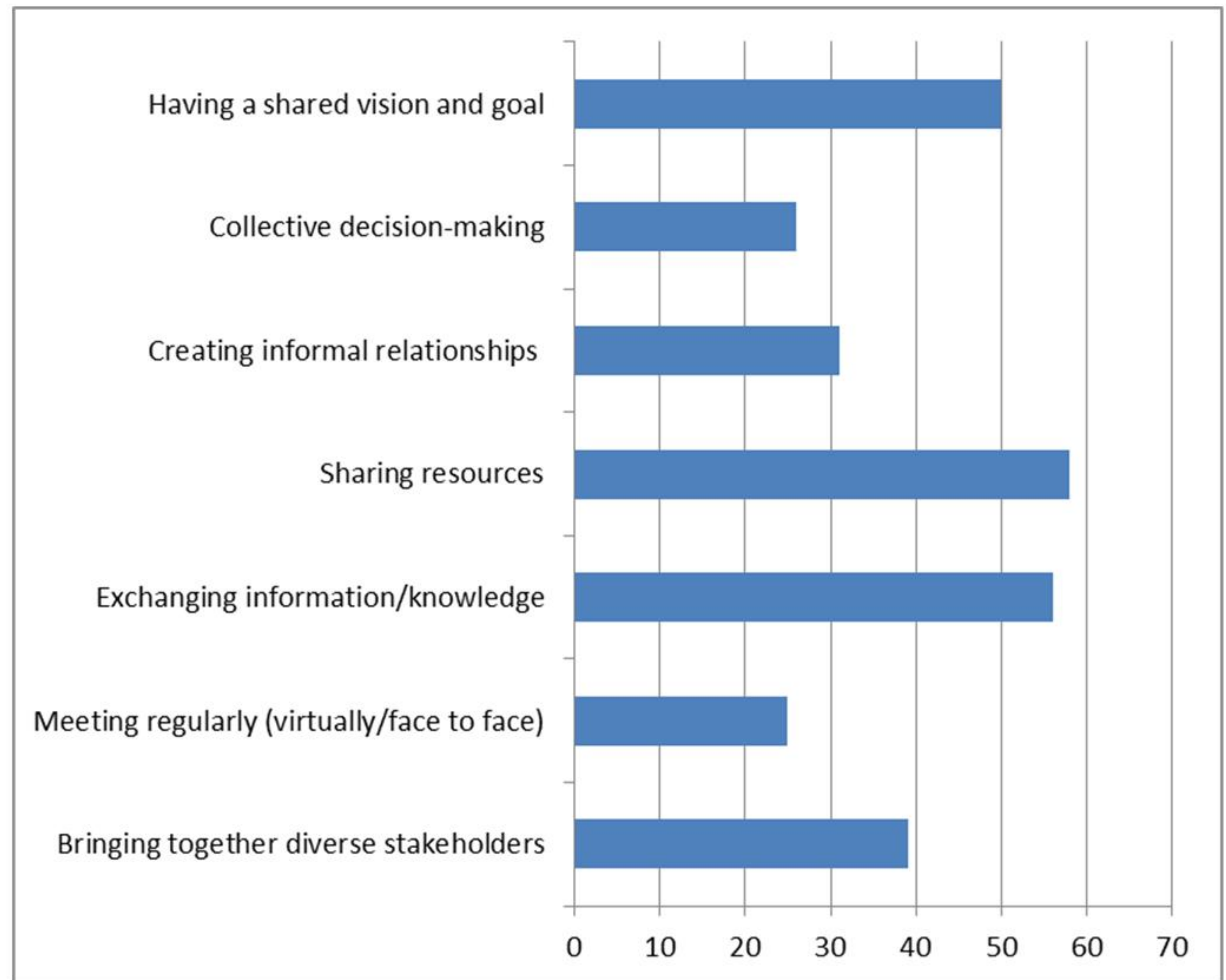
Goal: Success Towards Reducing Sepsis Mortality

- 37% responded Successful
- 29% said Somewhat Successful
- 19% responded Very Successful
- 15% responded Don't Know

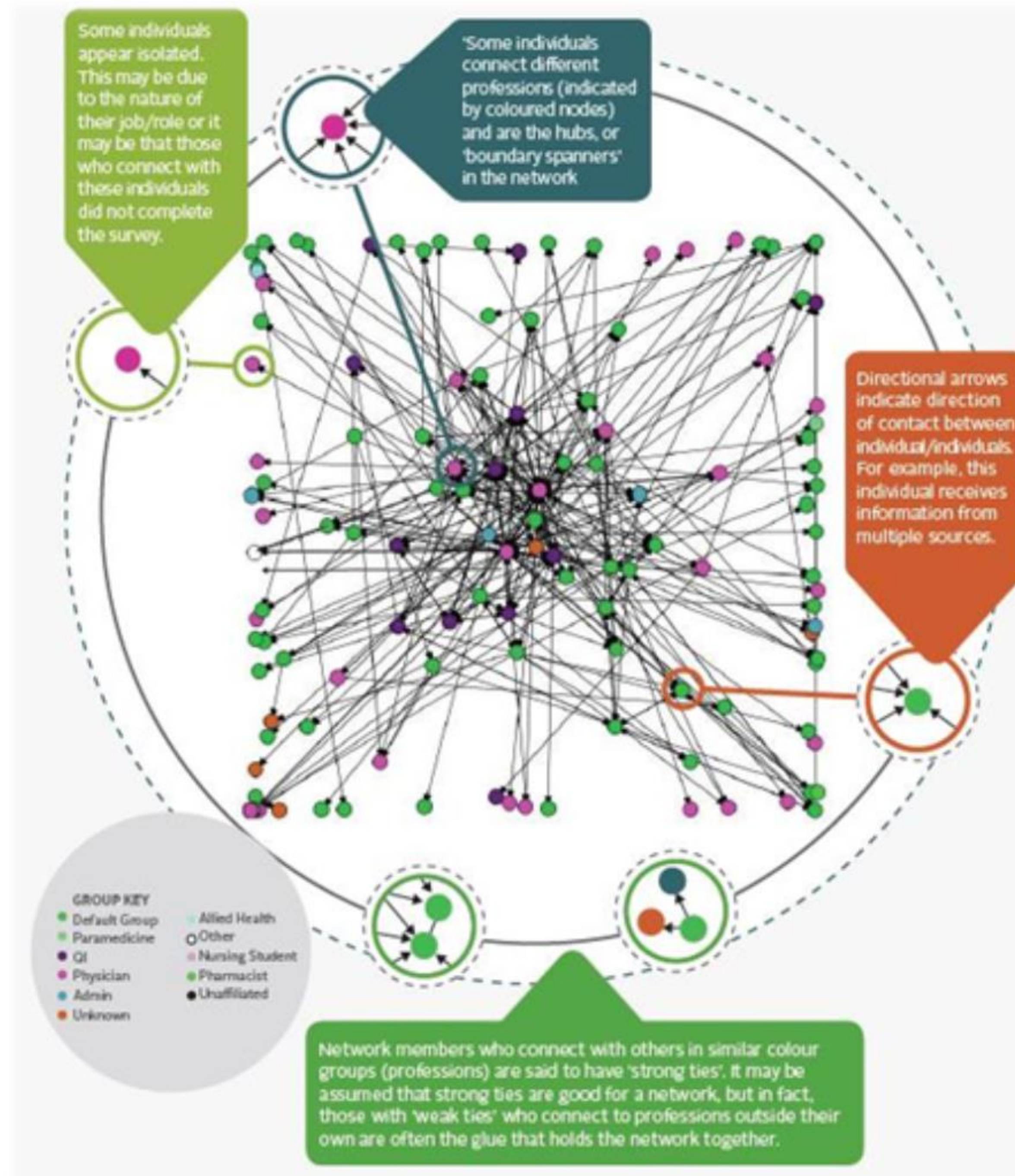


Goal Success: Contributing Factors

- The top three responses:
 - Sharing resources
 - Exchanging Information/knowledge
 - Having a shared vision and goal



Network Mapping



Key Considerations

BUILDING RESILIENT NETWORKS



Building Resilient Networks

- Continuing attention to maintaining the network
 - Reaffirming shared purpose
 - Adapting to changing circumstances
 - Responding to emergent needs
 - Always fostering the relationships!



Networks in Action



BC Sepsis *Network*

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Developing and Maintaining Your Networks

QUESTIONS/DISCUSSION

