

Developing a Sustainable Model for Institutionalizing Interprofessional Health Care across Pre-Professional Programs: A Complex Leadership Paradigm

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Complexity Leadership Theory

- An alternative to traditional administrative leadership
- Stems out of complexity science and the Cynefin Framework
- Recognizes that administrators negotiate *simple, complicated, complex* and *chaotic* environmental contexts
- Emphasizes the importance of adaptive and emerging leadership
- Requires innovative problem-solving and ownership by stakeholders at all levels
- A natural fit for application within a university context
- A natural fit for healthcare education and healthcare practice



Traditional vs. Complexity Leadership

Traditional Leadership

- Industrial era
- Hierarchical organizational structure
- Leaders influence others to desired outcomes for efficiency, simplicity, and control
- Order is predetermined
- Ideal for technical problems that can be solved with available information, and standard operating procedures.

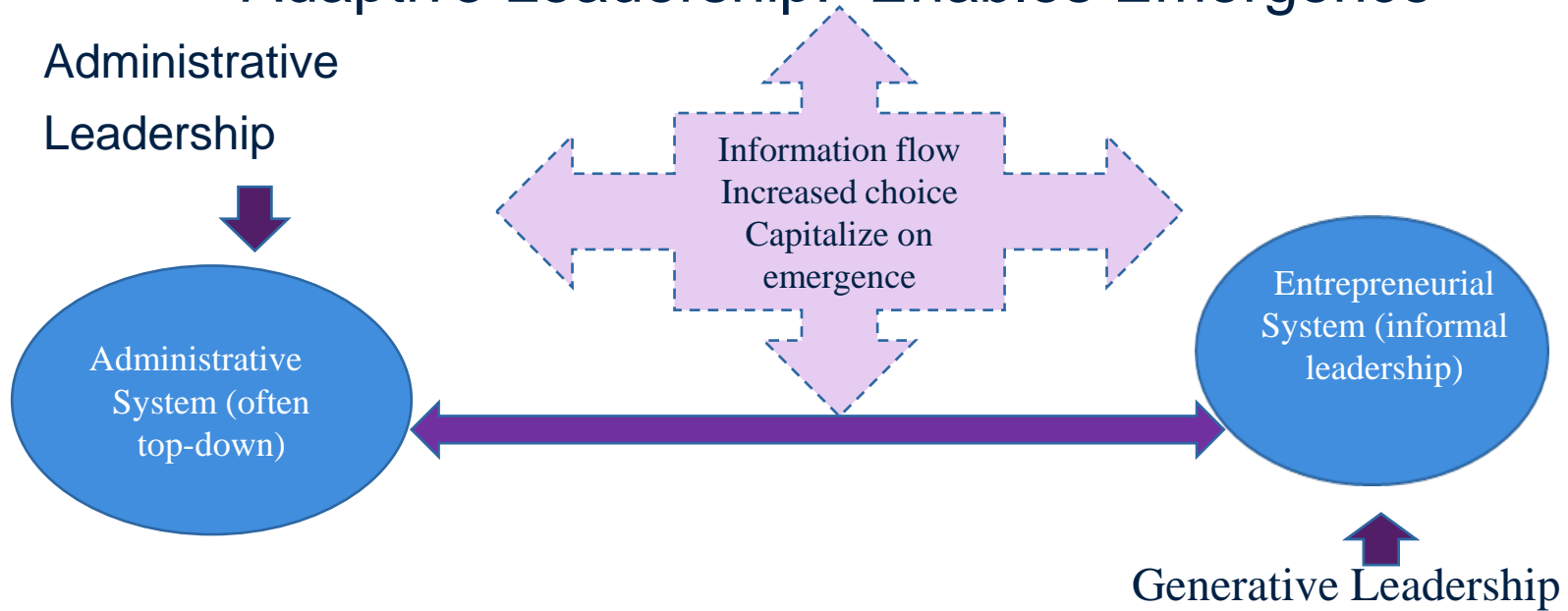
Complexity Leadership

- Knowledge era – contemporary work environment. Fast paced, volatile parts. Uncertain future.
- Leaders enable other to interact creatively with uncertain outcomes.
- Order is emergent
- Ideal for challenges that require adaptive learning, innovation or behaviors.
- Requires speed, flexibility, and adaptability.



What Does Complexity Leadership Theory Look Like

Adaptive Leadership: Enables Emergence



How does this theory relate to IPEP?

- Path to IPE success at an institution can not be forged from the top-down
- Challenges that complexity leadership can help with are;
 - Competing ideas of preferred IPE learning activities
 - Reporting structures and roles/responsibilities of leaders and administrators in different programs.
 - Various accreditation standards
 - Scheduling conflicts
 - Financial/funding challenges



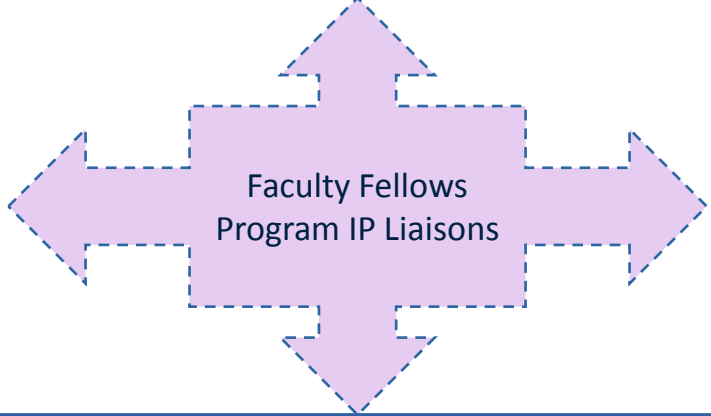
Organizational Structure: Building Leadership

Director Center for IPHE

Administrative
Leadership



Deans Health
Sciences,
Medicine and
Nursing
Provost



Faculty Ideas
Student Ideas
Community
Partnerships



Generative Leadership



Organizational Structure: Building Leadership

Positives

- Builds capacity at multiple levels
- Incredible number of ideas
- Enables emergence
- Meets multiple accreditation standards

Considerations

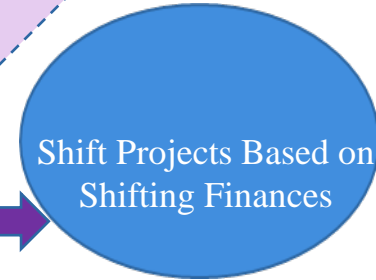
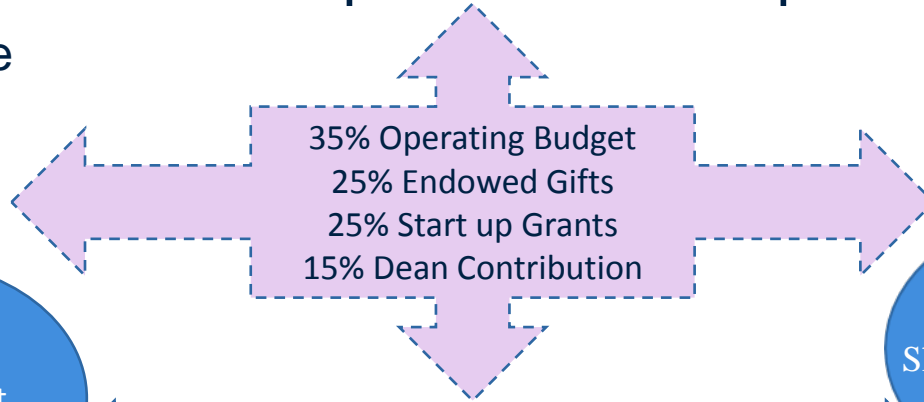
- ❑ Communication structures
- ❑ Overwhelming the system
(Houchlin and MacLean, 2005)
- ❑ Director needs many interaction points (Boisot & McKelvey, 2010)



Financial Structure: Building Sustainability

Adaptive Leadership

Administrative
Leadership



Generative Leadership



Financial Structure: Build Sustainability

Positives

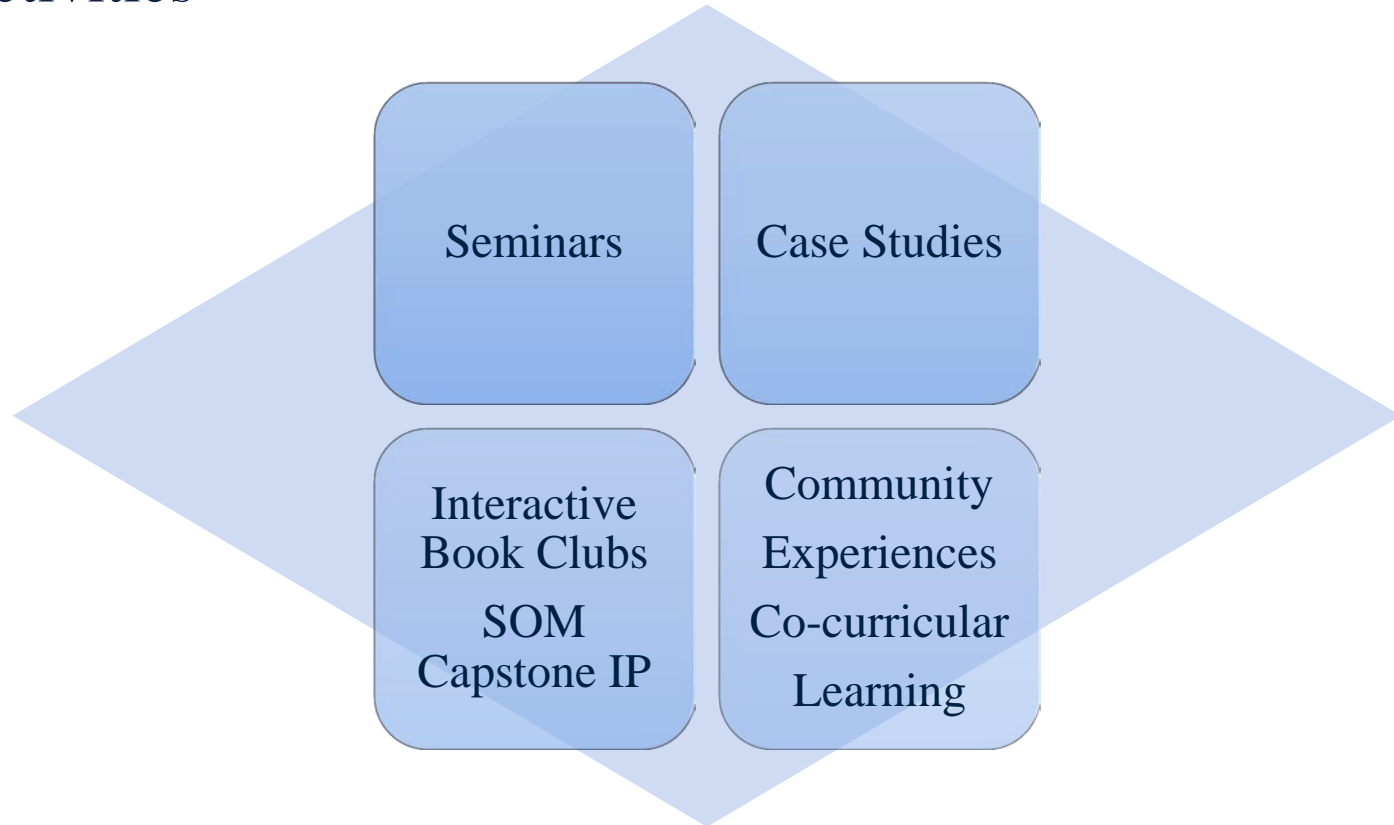
- Building operational budget over time
- Decreased reliance on grants
- Building community partnerships with endowed gifts

Considerations

- ❑ Accountability to internal and external sources-takes time!
- ❑ Balance generative ideas of faculty/students with funding sources-compromise
- ❑ Back off and push ahead ideas based upon funding
- ❑ Faculty time and incentives



Integration Complexity Leadership and IPE: Learning Activities



Integration of complexity leadership and IPE: Learning Activities

Positives

- Drop and add learning activities as environment shifts
- Satisfy stakeholders
- Pulls from successful strategies in literature

Considerations

- ❑ Do not let ego hold on to behavior
- ❑ Promote organic emergence of ideas
- ❑ Guidance to maintain only one concept- IPEC, 2016
- ❑ Promote and build connections (law, business, clinics)
- ❑ Interact and enable (Boisot & McKelvey, 2010; Garud et al., 2006; Uhl-Bien, 2012)



Conclusions

- ❖ Complexity leadership matches the complexity of higher education in a private tuition driven university; healthcare; and interprofessional healthcare education
- ❖ Supports and enables emergent leaders, financial strategies and learning programs
- ❖ Complexity leadership may not be a “feel good” model for leaders as it goes against traditional managerial concepts
- ❖ Complexity leadership can move a system toward a new equilibrium with building capacity of people, programs, finances
- ❖ “Rubber Band” effect: snap back against the leaders when the system gets pulled too much.....the rubber band needs to be stretched gently from the front so that the system is moved forward (Uhl-Bien & McKelvey, 2007).



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