

# External and Internal Supervision Methods and Modalities for Organizational Networks addressing complex societal issues (EISON)

Developing supervisory arrangements for integrated care  
networks: Preliminary insights and findings

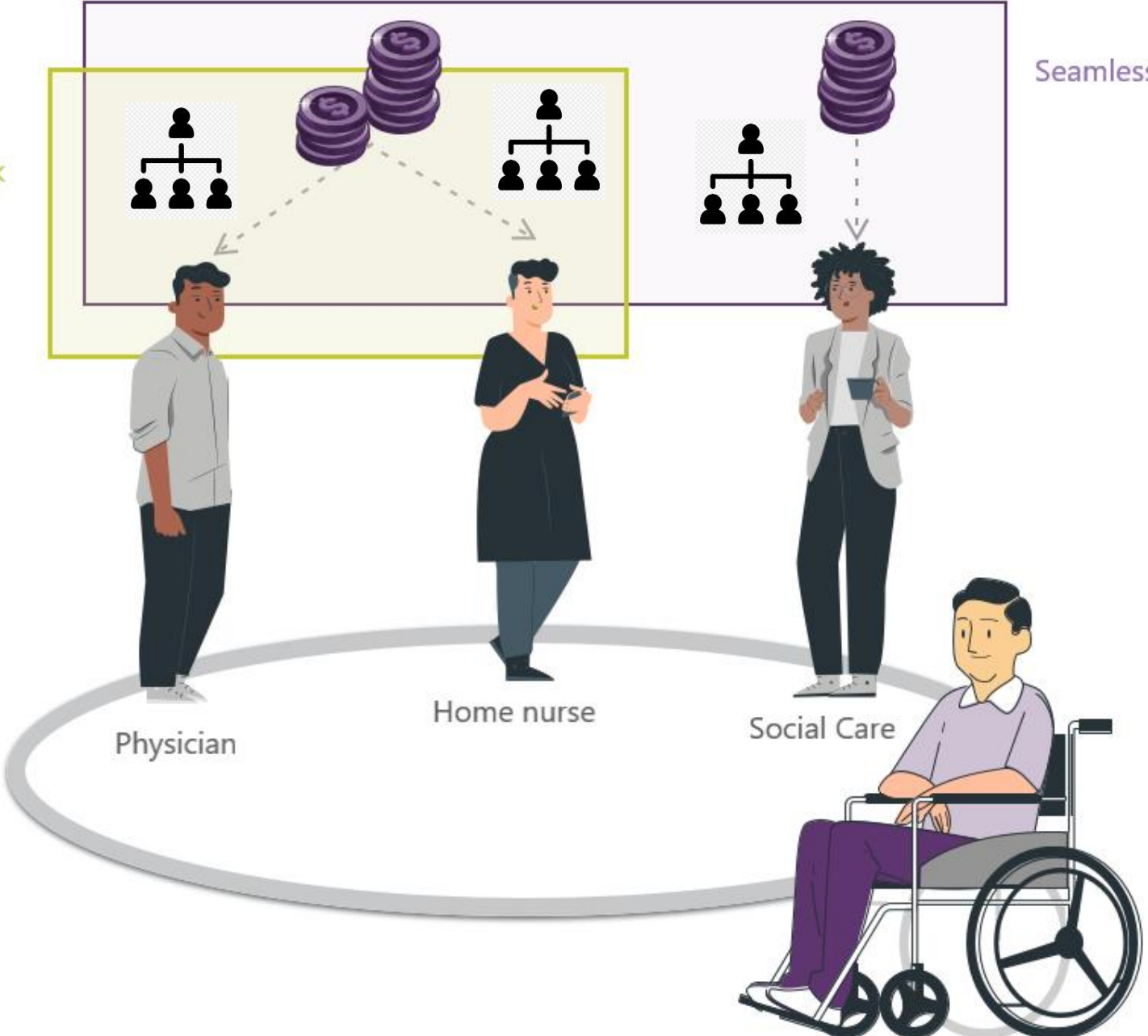
*Dr. Sander Merkus*



NWA Thema: Vernieuwing van toezicht



Integrated care network



Seamless Care

Physician

Home nurse

Social Care

# EISON: External & Internal Supervision on Organisational Networks

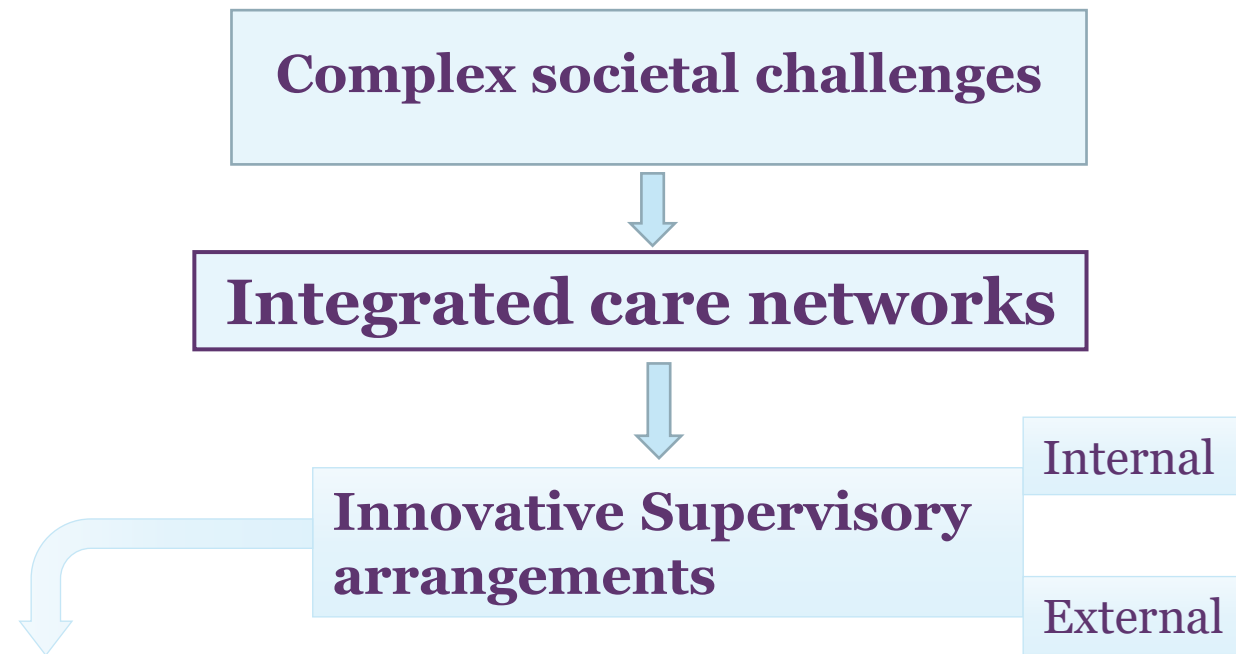
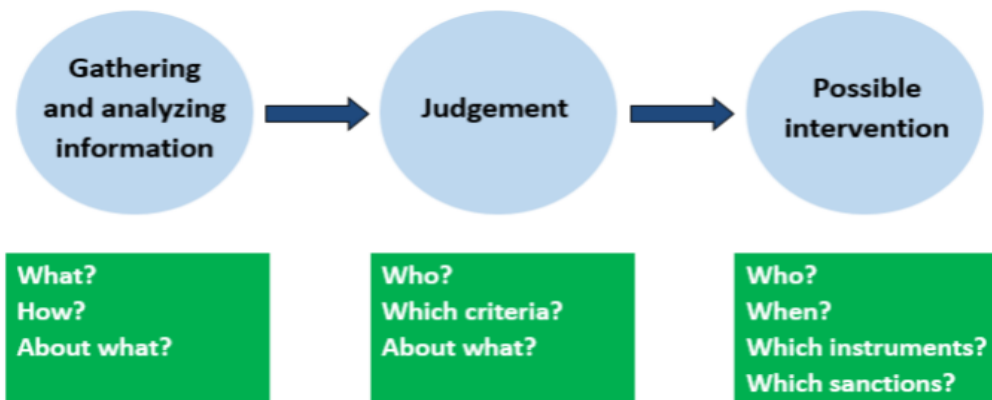


Figure 1 Phases of supervision

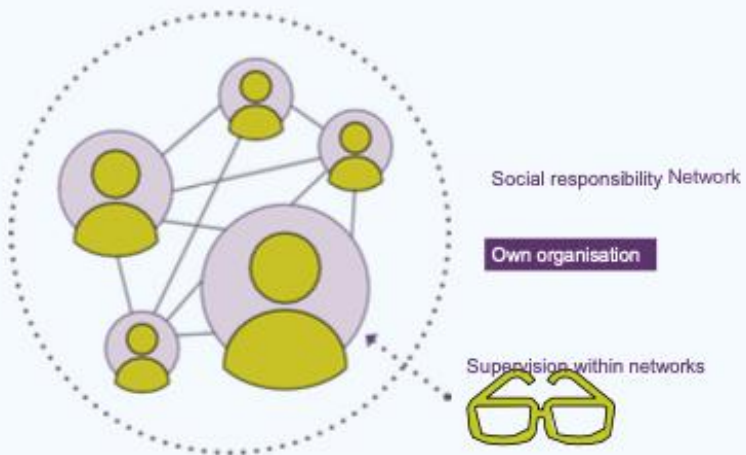


Source: Algemene Rekenkamer, 2002, p. 29.

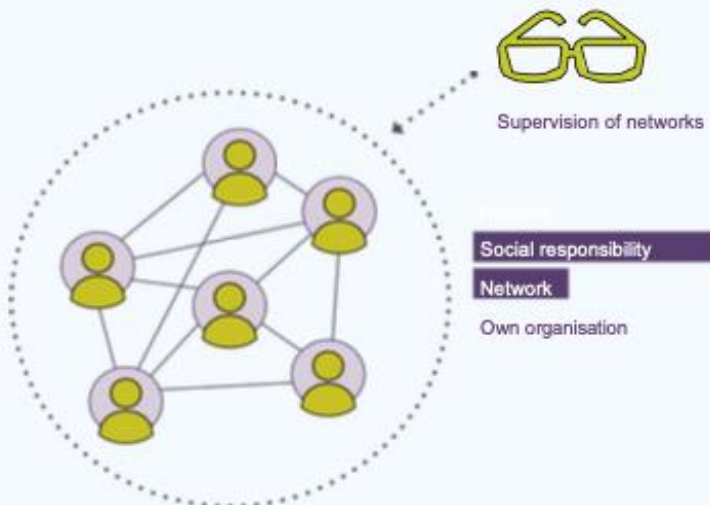
## Research problem

- How can external regulation and internal supervision be more tailored towards integrated care networks, thereby aiding supervisors & regulators to respond to complex societal issues of cure, care and wellbeing?

Ego-governance perspective: own organisation within the network



Eco-governance perspective: network as a whole



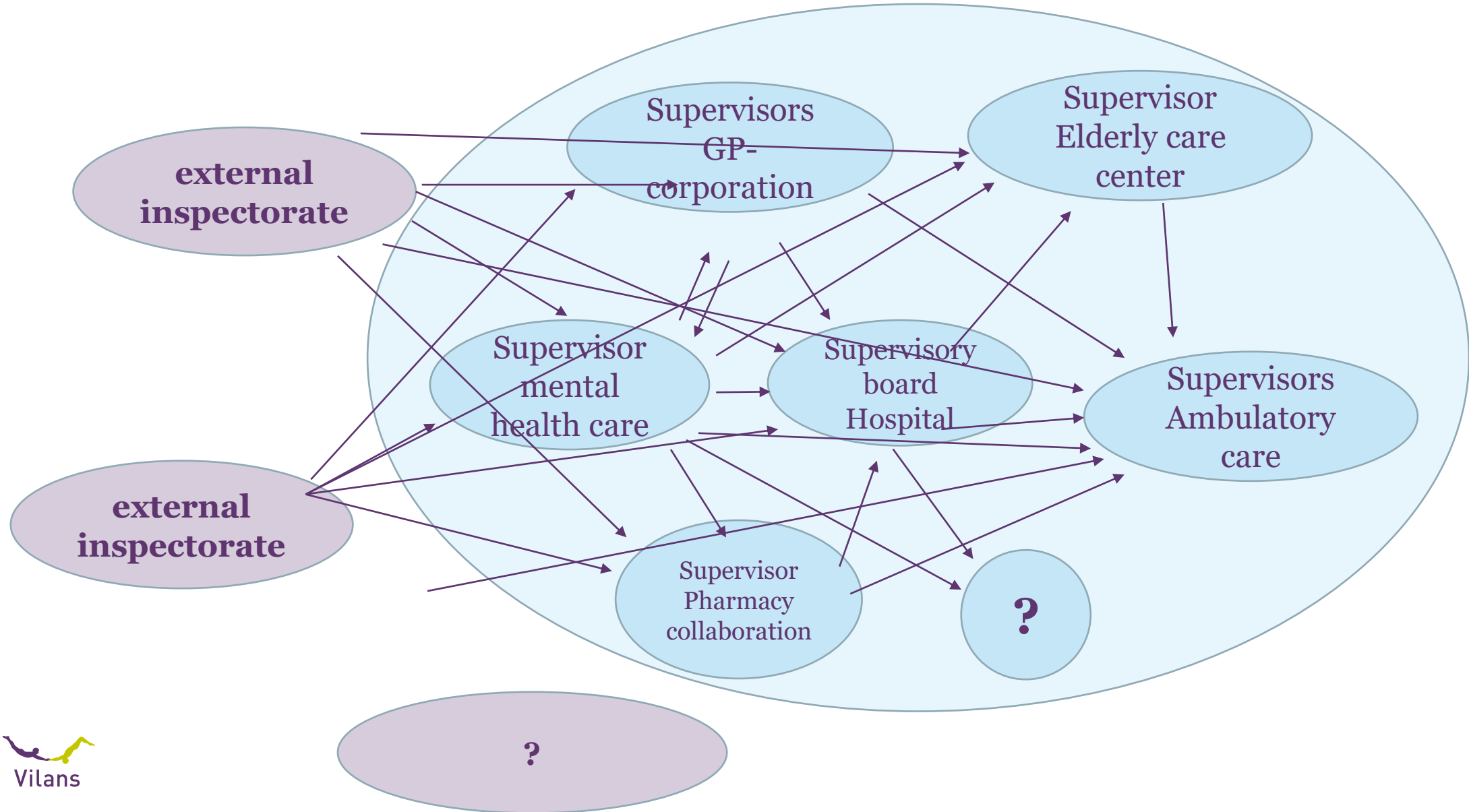
## Learning to balance

### Supervision challenges

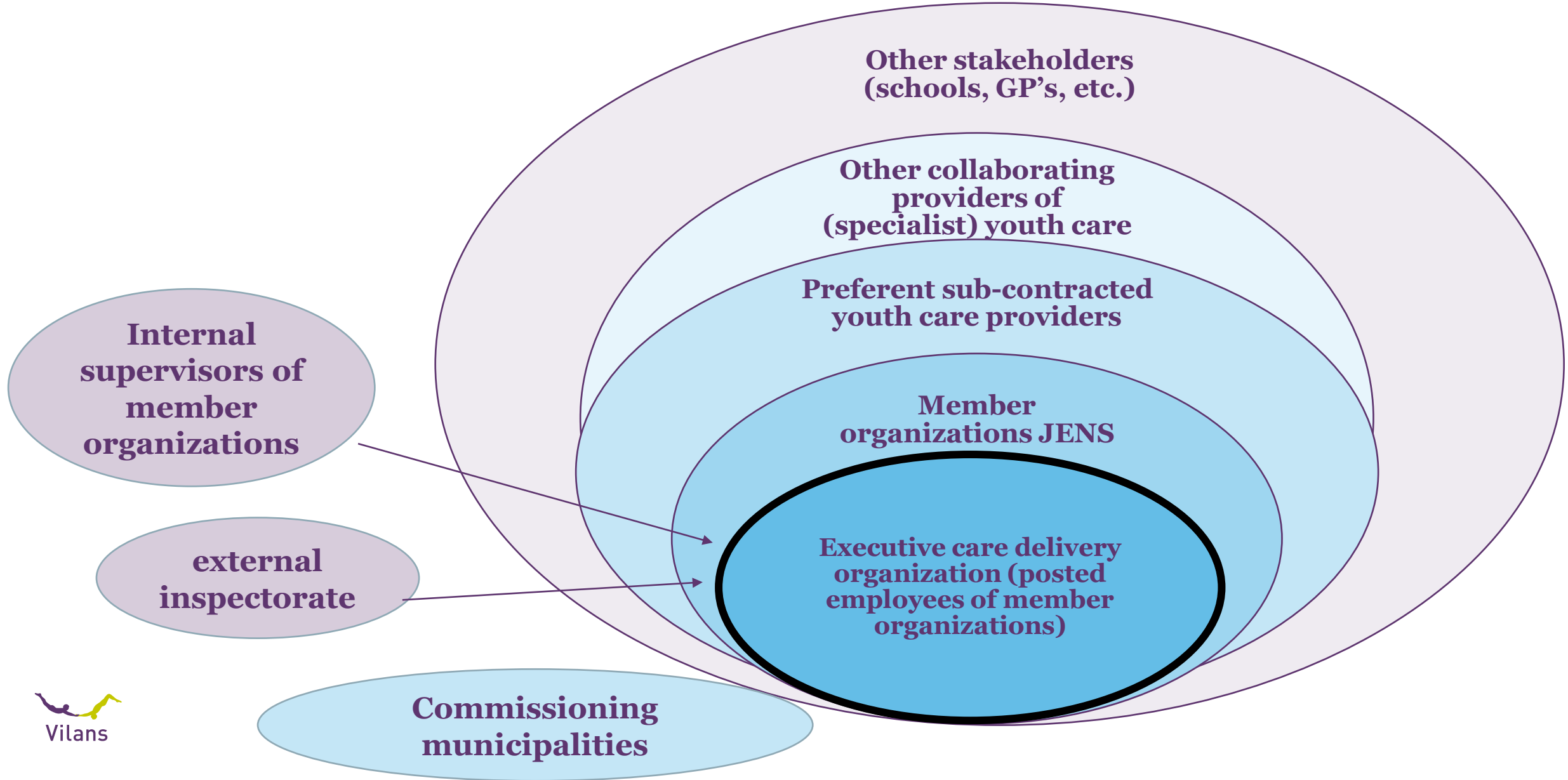
Social goal-setting organisation	↔	Shared social responsibility
Organisational interest	↔	Network interest
Organisational values	↔	Network values
Compliance	↔	Social returns
Goal attainment	↔	Movement, environment/ opportunities
Control	↔	Reflect, learn and develop

Tabel 2: Leren Balanceren, (Barbara Geurtsen, Levinas Instituut)

# Who is supervising the network (subject of supervision)?



# What is exactly the network (object of supervision)?



# Co-creating suitable arrangements for internal and external supervision for integrated care networks

- Experiments together with network participants and in- and external supervisors in a co-creative fashion to test innovative supervisory arrangements for integrated care networks.

**4 societal domains** (Healthcare, Education, Security, Housing) with each **two networks**:

2023/2024: Existing supervisory arrangements and frameworks/preconditions/design criteria for innovation

2024/2025: Co-creation of innovative supervisory arrangements, inspired by:

- Qualitative data from case studies in integrated care networks
- Insights and (potential) arrangements within different domains
- Literature study

2025/2026: Experimental testing in integrated care networks of innovative supervision

# Some preliminary insights and potential arrangements

- Trimester Monitoring reports submitted to all supervisory boards (including City Council) with the same information at the same moment (instead of Director Network briefs CEO's of network partners who brief their own supervisory board)
- Director of integrated network organisation incidentally joins supervisory board meeting of member organizations
- Annual/bi-annual live meetings of members of supervisory boards in the network (or members of those boards dedicated to the theme 'integrated care')
- A group of neutral ambassadors who are experts in the care sector and familiar with region and network
- External network audit focused on collaboration and development of the network (also based on evaluation experience of care delivery by clients)



# Some preliminary insights and potential arrangements

- ‘Conseil Locale’ – mandating local citizens by random selection to supervise and monitor the quality of integrated care delivery in a network
- Regulators/inspectional bodies can focus on criteria belonging to integrated care: is there a multidisciplinary training program? Are there integrated case managers? Etc.
- Joint inspection by combined relevant inspectorates leads to integrated combined norms/indicators
- Productive and positive supervision: granting space for innovative experiments and enacting and accelerating a common network perspective instead of maintaining fragmented organization perspectives
- ‘No old wine in new bottles: no ‘stacking’ or extra supervision and no optimisation but alternative and innovative arrangements
- *‘Which inspection arrangements based on which norms and indicators are needed to facilitate successful development of integrated care networks?’*

To be continued...

Thank you for your attention!