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Conference Abstract

Inter-organizational management and coordination in Danish health care

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Abstract

Promoting coordination between primary and secondary health care has been a great challenge and at the core of Danish health policy for decades. The latest and most comprehensive Danish administrative reform (2007) trying to address grey zones, silo-style-thinking and unclear division of responsibility can hardly be labeled as any sort of resounding success in terms of improving the coherence in the health system. Coordination of health care cannot be solved simply by administrative restructuring.

In Denmark we must experience the limits of an advanced and developed welfare state, where the dysfunctions take the form of:
Complexity, opacity, silo barriers, underutilization of the working and learning environments for knowledge workers, and low total performance.

As a result we need a massive strengthening of the development of cross-cutting organization and management in health care. In short it means some important implications for interorganizational management, which among others emphasize:

- The absence of positional power and management of many dilemmas
- The managing of horizontal processes
- The creation of trust and appropriate formalization

This implies a boundary-transgressing organizational logic that can contribute to second order development of existing hybrid organizational and management forms and that have the potential to become the cornerstone of the organizations of tomorrow. The paper will further explore these inter-organizational implications for managing health care cross sectors, professions and political levels with a point of departure in several of our own current and previous studies.

Keywords

integrated care, Denmark, health reform, Inter-organizational management

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