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Poster Abstract

## Public sector integration: an exploration of reciprocal interdependence and organisational culture

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### Abstract

**Introduction:** Innovative leaders and strategists are traditionally entrusted with developing integrated care models. Less is known about the role of middle managers during innovation other than their responsibility for implementation. This is an emerging finding from the PhD study, "Public sector integration: an exploration of reciprocal interdependence and organisational culture". Some policy makers regard organisational culture as key to achieving successful service integration. Reciprocal interdependence is based on the premise that a relationship is mutually beneficial to organisations seeking to achieve service integration, including the sharing of risks.

**Methods:** This study uses a multiple exploratory case study design. It utilises a theoretical framework on reciprocal interdependence to explore three innovative case studies; two in Wales and one in the Netherlands. Data has been collected from in-depth and semi-structured interviews, documentary analysis, a survey, the observation of meetings and a physical artefact (produced item).

**Conclusion:** Emerging findings indicate that policy makers need to engage with middle managers at the onset of innovation. These posts can be potential accelerants to the pace of change. Middle management engagement strategies need to include an assessment of challenges and support mechanisms.

### Keywords

innovation, integrated care models, middle managers, Wales, The Netherlands

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### Powerpoint presentation:

<http://www.integratedcarefoundation.org/content/posters-oral-presentations-session-2>