



Are We Really all in This Together?

Challenging Assumptions About Collective Leadership in Integrated Care

Our Guest Expert – Dr. Aine Carroll



ALIGN Webinar – June 3, 2025

ALIGN Program
Advancing Leadership and Integrated Governance Networks



Welcome!

Please introduce yourself in the chat!

(e.g. Name, OHT or organization)

To submit a question for the presenter, please use the Q&A function!

Land Acknowledgement

We wish to acknowledge this land on which the University of Toronto and Sinai Health System operate.

For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca, and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Meet the ALIGN Team



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University of Toronto
Senior Associate,
International Foundation of
Integrated Care and Co-
Editor in Chief - IJIC



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Angela Freeman, RM,
MSc
ALIGN Associate,
University of Toronto and
Sinai Health System



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Challenging Assumptions About Collective Leadership in Integrated Care



Prof Áine Carroll

Chair; International Foundation for
Integrated Care (IFIC)

Co-Director; IFIC Ireland

Professor; University College Dublin

Consultant in Rehabilitation Medicine

ALIGN Program

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Are We Really all in This Together? Challenging Assumptions About 'Collective Leadership' in Integrated Care

ALIGN program: 3rd June 2025

Áine Carroll

Professor of Integrated Care and Improvement/ Consultant in Rehabilitation
Medicine, UCD/NRH

Chair IFIC

Co-Director IFIC Ireland

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Navigating the Tension Between Collective Leadership and the Legal Accountability of the Named Consultant in Healthcare

Á. Carroll

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2. School of Medicine, University College Dublin, Belfield, Dublin 4, Ireland.

Introduction

In recent years, healthcare systems have increasingly embraced collective leadership as a model to enhance patient outcomes, foster interdisciplinary collaboration, and create more adaptable, resilient healthcare teams ^{1, 2}. Collective leadership encourages shared responsibility across team members, aligning well with the principles of integrated care and complex adaptive systems thinking. However, healthcare's legal framework, particularly in Ireland, often mandates that a single designated individual, the named consultant, holds ultimate legal accountability for patient care and outcomes. This dual structure of accountability presents an inherent tension that raises critical questions about safety, fairness, and efficacy in healthcare leadership.

The Shift Towards Collective Leadership in Healthcare

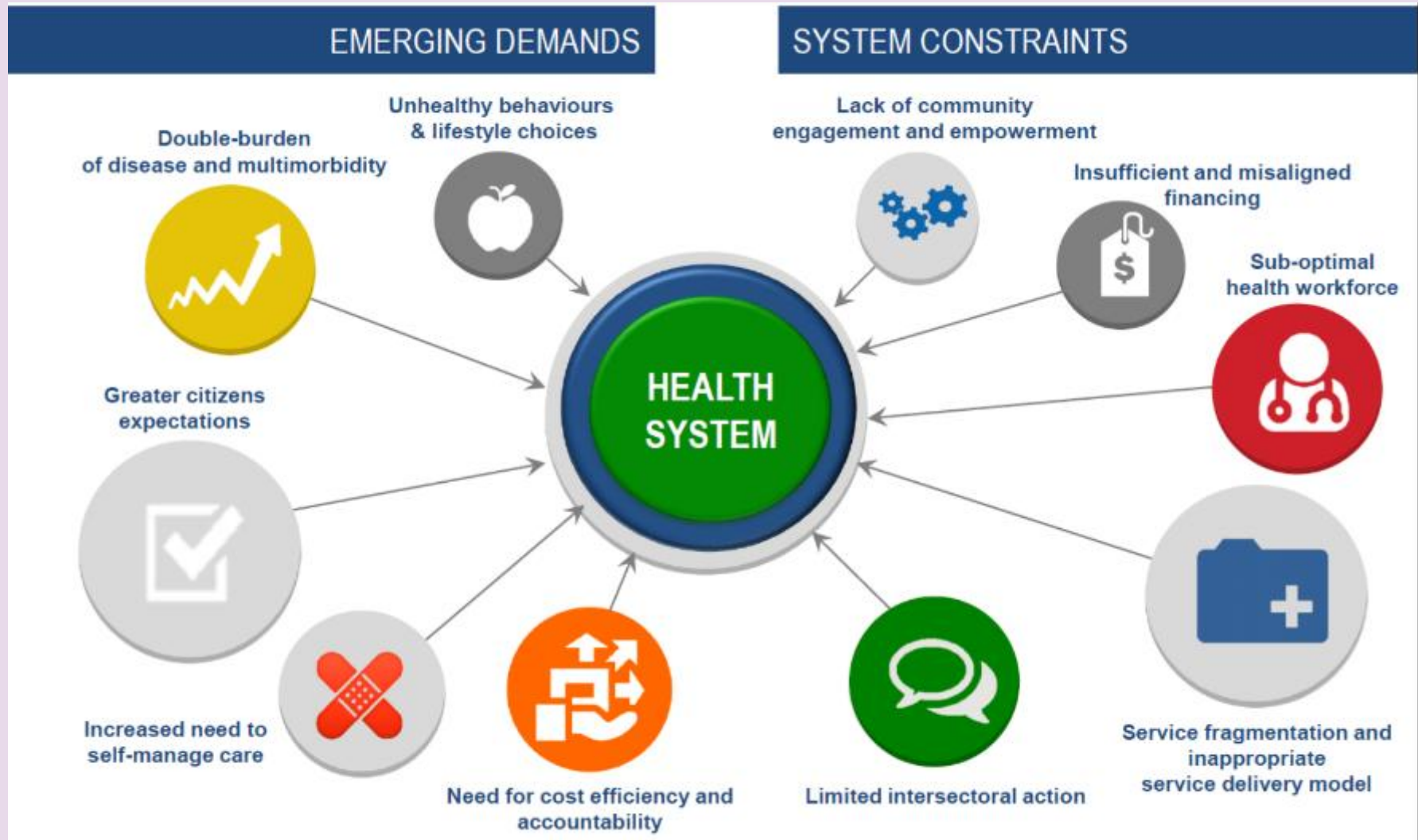
The concept of collective leadership is rooted in the understanding of healthcare delivery as a complex adaptive system, where patient outcomes depend on a range of interactions among healthcare professionals. Collective leadership allows healthcare teams to share responsibility, with leadership roles shifting according to expertise, knowledge, and situational needs. Studies have found that collective leadership can improve patient outcomes by fostering a culture of inclusion, accountability, and continuous improvement ^{3, 4}.

In a study by Aufegger et al., researchers explored attitudes and barriers to shared leadership within the UK's integrated care system ⁵. They found that both clinical and non-clinical managers recognize the benefits of collective leadership for integrated care. However, barriers such as role ambiguity, lack of clarity in accountability, and insufficient resources persist. These findings highlight the broader challenges of implementing shared leadership in systems traditionally rooted in hierarchical models. In Ireland, integrated care is promoted through the Sláintecare strategy, which advocates for team-based approaches and collaboration across disciplines to enhance health and social care integration ⁶. Collective leadership aligns well with Sláintecare's objectives, as it encourages contributions from all team members, enhancing the decision-making process and reducing the risk of adverse outcomes.

The Legal Role of the Named Consultant in Ireland

- Written to address a highly contextualized issue
- “Collective” leadership and legal accountability

DOES LEADERSHIP MATTER?



Nurses to vote on strike action as overcrowding becomes 'unmanageable'

Hospital's overcrowding continues at record level

Charity founder slams conditions in UHL emergency department



Who is Grace and why was a report on her care needed?

Grace was one of 47 children placed with a foster family and stayed there for 20 years despite credible allegations of abuse at the home

Adults placed in paediatric wards due to overcrowding, consultant claims

The Irish Times view on the spinal surgery report: a complete systems failure

A series of internal controls inexplicably failed to stop the use of unapproved metal spring implants in operations on three children with scoliosis



HSE sorry over man's death after 'appalling' treatment at UHL

Updated / Wednesday, 9 Apr 2025 23:06



Michael Cuddihy's family said he was 'treated appallingly and allowed to die when he had so much to live for'

Elderly woman on trolley at University Hospital Galway for 70 hours

CervicalCr
AN CLÁR NÁISIÚNTA SCAGHÁSTÁLA
THE NATIONAL CERVICAL SCREENING



METAL HIP INJURIES
Cobalt Poisoning
Metallic
Osteomyelitis
Fractures
YOU MAY BE ABLE TO RECOVER FOR
Lost Income
Loss of Caregiver if needed
Wrongful Death if applicable

THE IRISH TIMES
HSE heading for 'mindblowing' €1.5bn deficit by end of year

TD tells committee of his shock scenes of violence in hospital including one incident where man wrapped a crutch around head of another



Patients cannot continue for days on trolleys

SH TIMES

LATEST NEWS MOST READ MEDIA

More than one million people on hospital waiting lists, say consultants

Acute hospitals face 'horrendous flu' hits Ireland, conference



Dr Donal O'Hanlon, president of the Irish Medical Association

Whistleblower medic sues HSE over claims he was 'ostracised' after Kerry CAMHS doctor exposé



THE IRISH TIMES
Two hospitals performed unnecessary child hip surgeries

Sláintecare council members express concern over resignations



Patients cannot continue for days on trolleys

Journal.ie

Part into Kerry CAMHS services 'shocking', Taoiseach as nationwide audit ordered

306 children who attended the HSE-run South Kerry CAMHS found 46 of them suffered 'big

THE IRISH TIMES
Emergency department delays worst on record with seriously ill waiting 13 hours for admission

HSE figures show 40% of patients in State wait 12 hours or more for hospital admission



Irish Times Politics @IrishTimesPol

Concerns about NMH ownership 'comprehensively addressed' - Taoiseach

irishtimes.com/news/politics/via @IrishTimesPol

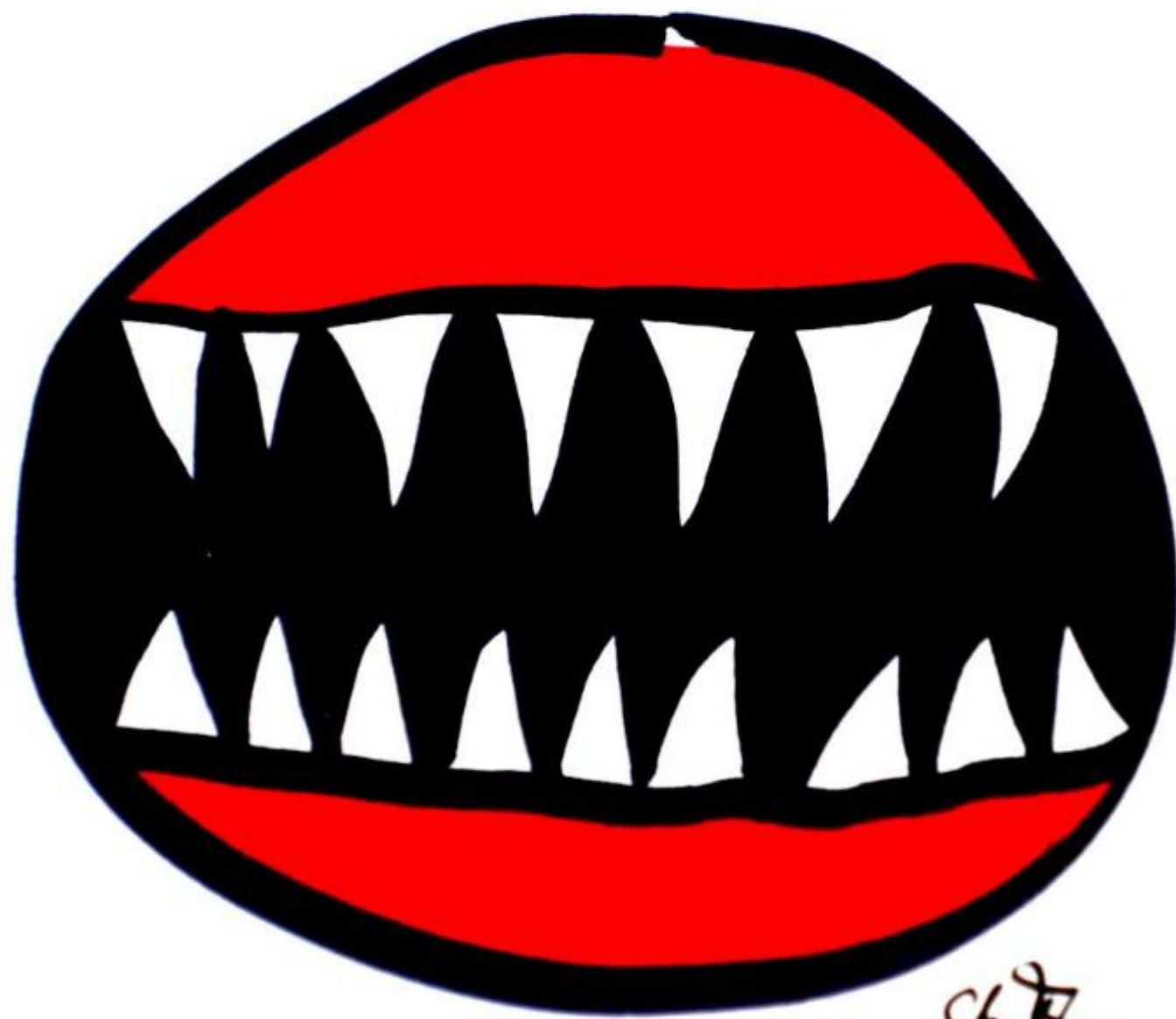


irishtimes.com
Concerns about NMH ownership 'comprehensively addressed' - Taoiseach

Why can't the HSE find more staff?



irishtimes.com
'There aren't enough good people out there': Why can't the HSE find more...



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The Legal Role of the Named Consultant in Ireland

- **Consultants' Accountability:**
 - Rooted in common law (Dunne v. NMH, 1989) and guided by the Medical Practitioners Act 2007.
- **Professional Standards:**
 - Emphasize oversight and ultimate responsibility, even in interdisciplinary contexts.
- **Implications:**
 - Consultants bear legal risk for team decisions, which can undermine shared leadership and innovation.
- **Policy Reform:**
 - Introduce distributed accountability where all team members are legally responsible for their roles.
 - **Legal Adaptation:**
 - Use Civil Liability Act (1961) and legal precedent to support shared decision documentation and role clarity.
 - **Cultural Change:**
 - Train healthcare professionals in collective leadership competencies and shift the system from blame to learning.
 - **Conclusion:**
 - Bridging the gap is essential to realizing integrated care goals and safeguarding both patient outcomes and professionals.

Let me tell you a story...



THE 9 PILLARS





Who am I and
how did I get
here?

Leadership roles

- Medical Union (BMA) representative (LAN and POWAR)
- UK Regional then National Specialist registrar representative, RCP
- National Specialty Director, RCPI
- Chair Medical Board NRH
- President IARM
- Clinical Lead RMP, HSE
- National Director CSPD, HSE (developed the integrated care programmes)
- Academic Consultant UCD/NRH (complexity theory; integrated care)
- Co-Director of IFIC Ireland
- Chair IFIC
- DBA in Complexity leadership, Henley Business School, UK 2023



What word do you
think of when you
think of leadership?



Definition of leadership



About 1,480,000,000 results (0.26s) April 2025

About 2,990,000,000 results (0.35 seconds) November 2023

About 2,790,000,000 results (0.35 seconds) September 2023

About 2,500,000,000 results (0.36 seconds) May 2023

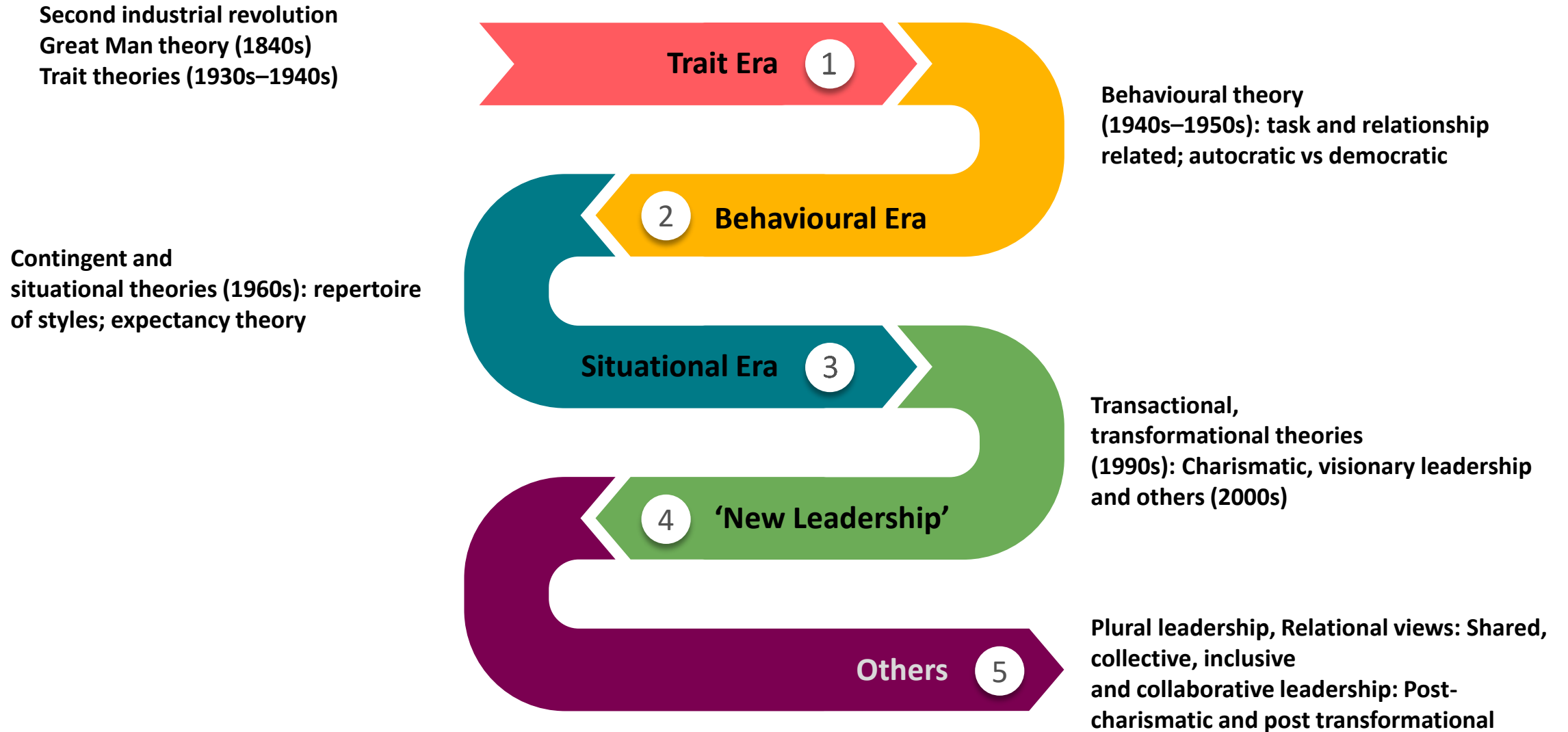
About 4,520,000 results (0.7. secs) May 2022

Leadership definition

“Almost as many different definitions of leadership as there are people who have tried to define it”

Stogdill 1974 Handbook of Leadership

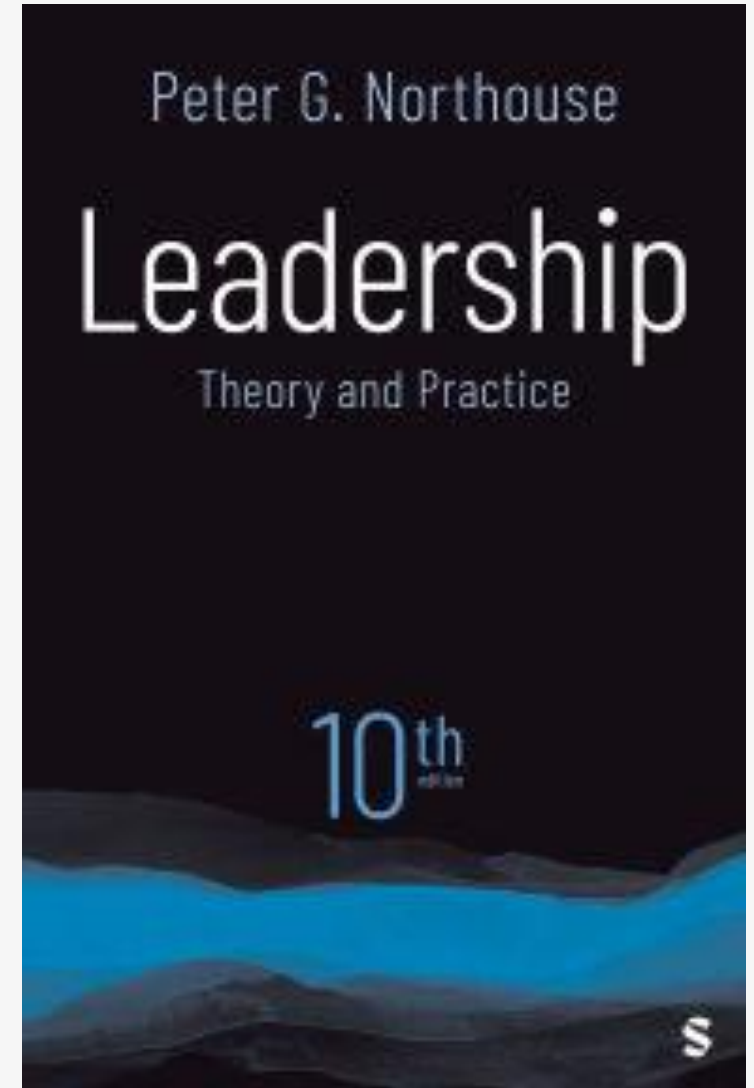
The evolution of leadership theory



Definition

- Leadership is a process whereby an individual influences a group of individuals to achieve a common goal
- 4 components
 - Process
 - Involves influence
 - Occurs in groups
 - Involves common goals

Northouse P. Leadership: Theory and Practice - 10th edition Sage 2025



Followership

- The process of leading requires the process of following.
- Leaders and followers together create the leadership relationship, and without understanding the process of following, our understanding of leadership is incomplete.
- However, it is seen as a negative and this negativity is engrained from childhood
- Definition: a process whereby an individual/s accept the influence of others to accomplish a common goal

2 forms of leadership



Assigned



Emergent



The major problems in the world are
the result of the difference between
how nature works and the way
people think.

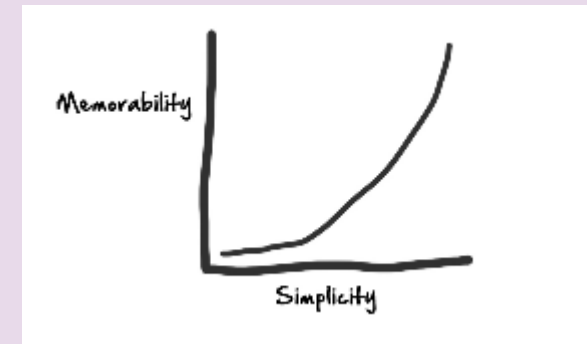
— *Gregory Bateson* —

“For every complex problem,
there is a solution that is
simple, obvious, and wrong”

Mencken (cited in Ciotti, 1983, p.37)

The allure of simplicity

With thanks to Dr Ben Knight



- **Anthropological basis:**
 - simplicity goes back a long way in human cultures, Taylor calls the reduction of complexity to simplicity ‘one of mankind’s most ancient dreams’ (2001, p.137)
- **Perceptual/conceptual basis:**
 - humans streamline perceptual information into manageable conceptual categories. ‘An efficient means of representing and storing experience (obviating the need to track each and every individual interaction or encounter)’ (Gelman & Kalish, 2006, p.688)
 - For all intents and purposes the urge for simplicity is hardwired in human beings (Knight, 2022, p.50)
- **Political/activist basis:**
 - ‘(...) anything beginning with “This is a complex issue” is likely to result in most people ceasing to pay attention’ (Levin, 2004, p.278).

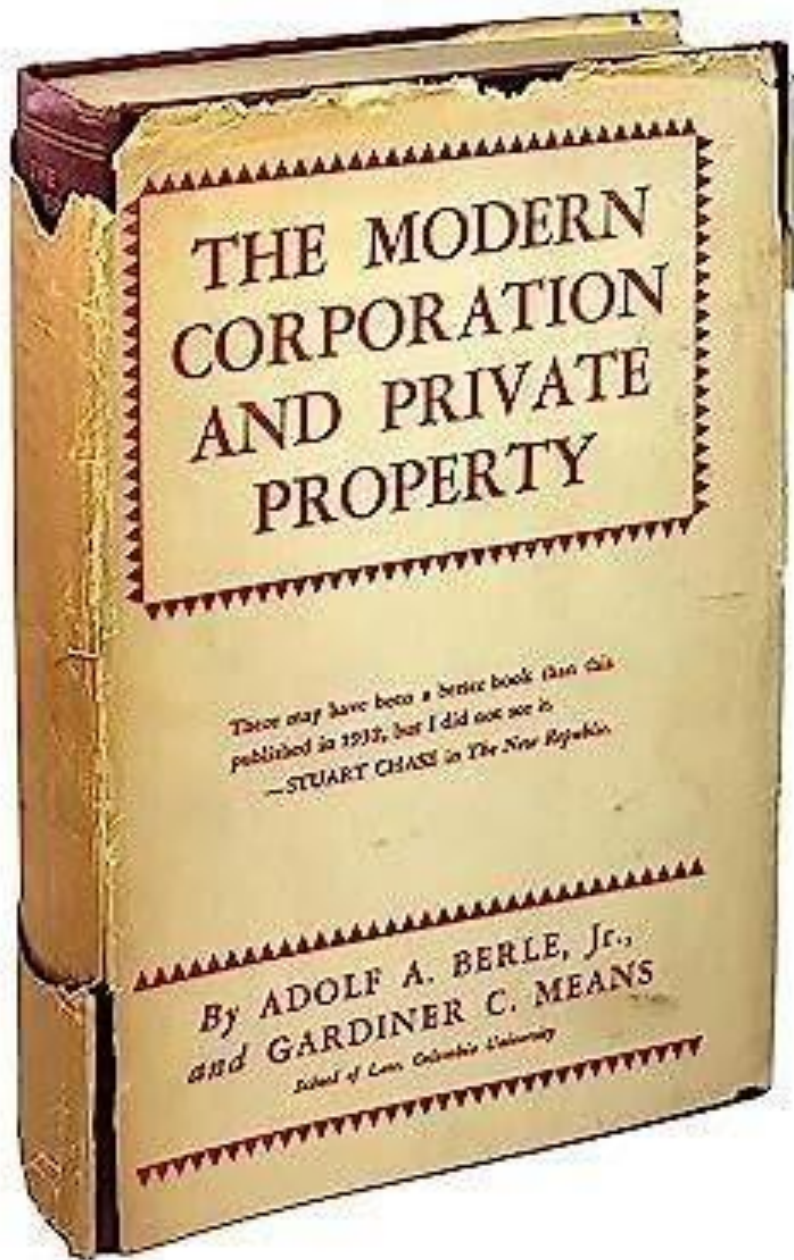
Governance

- Although the word governance has its roots in many places, the Greek derivation dates back to Plato in his 'Ship of State' parable, where he used the term 'kubernan' and determined that the most appropriate person to steer a vessel (the state), is the person who understands navigation
- Plato also refers to the wide variety of competing interests that desire to steer society.
- So, the word governance has its roots in the concept of steering rather than controlling.



Brief history of Corporate Governance

- Bubble act 1720 (also Royal Exchange and London Assurance Corporation Act 1719)
 - Recognised the moral hazard of the principle-agent relationship
 - Directors are accountable to shareholders
- Companies Act 1884
 - Required an annual balance sheet
- Companies Act 1856
 - Audit provision removed
- Companies Act 1900
 - Audit reintroduced
- Companies Act 1929
 - Qualified auditor and disclosures
- Companies Act 1981
 - Aspects of GAAP introduced into law
 - Directors report to be audited
- Companies Act 1985, 1989, 2006
 - Mainly consolidation
 - Director Duty of competence
- Governments' role
 - To protect the public interest
 - Most statutes as a result of a scandal



- As an area of study, corporate governance is much younger commencing in 1932 with the publication of the book by Berle and Means 'The Modern Corporation And Private Property', although the intellectual roots of these ideas predated this publication.

Reports

- Cadbury 1992 (codification of what was considered good practice)
- Greenbury 1995
- Hampel 1998 (combined code)
- Turnbull 1999
- Higgs 2003
- Tyson 2003
- Smooth 2003

What is corporate governance?

- Corporate governance is the system by which companies are directed and controlled.

(Cadbury Report, 1992)

- Governance involves a “system of rule, as the purposive activities of any collectivity, that sustain mechanisms designed to ensure its safety, prosperity, coherence, stability and continuance”

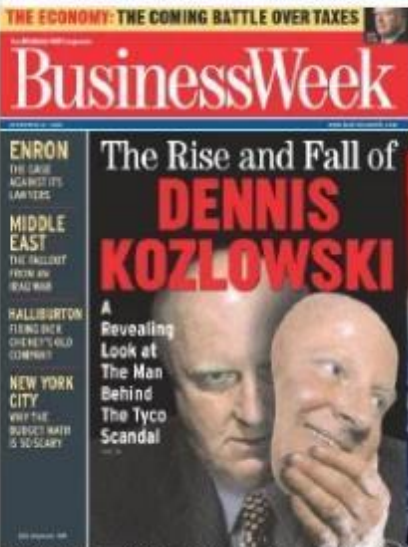
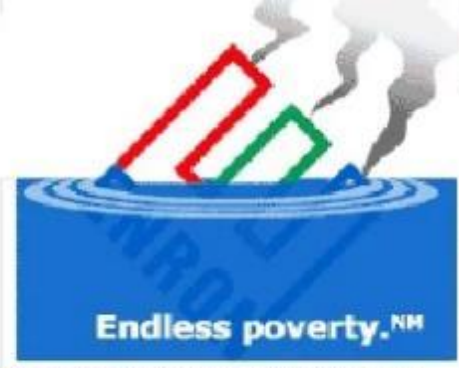
(Rosenau 2000:171)

Corporate Governance Theories



Network governance theory

- a form of collaborative governance in which diverse actors, including public and private organizations, civil society groups, and individual citizens, work together to address complex governance challenges.

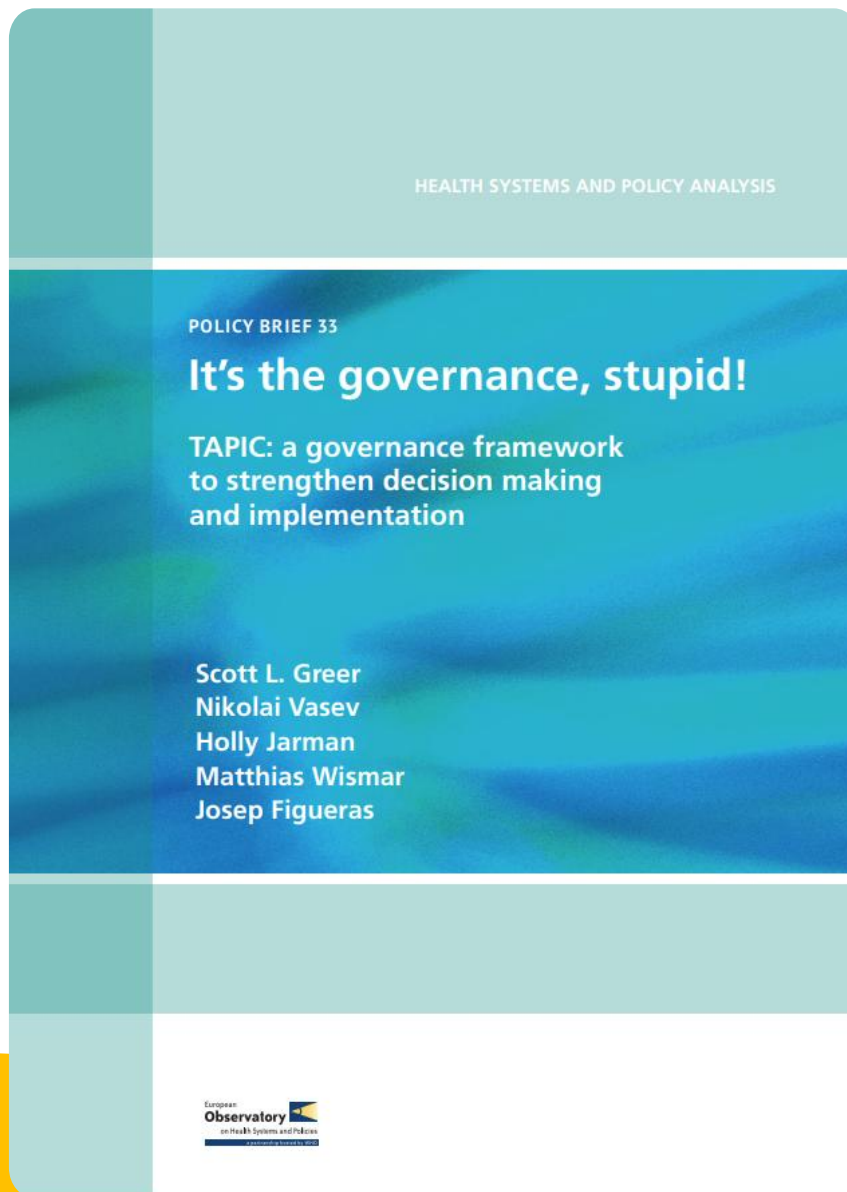


The World Health Report 2000

- Introduced the notion of a government's responsibility for the 'stewardship' of the health system
 - “encompasses the tasks of defining the vision and direction of health policy, exerting influence through regulation and advocacy, and collecting and using information”.
- The notion was subsequently refined and characterized by the World Health Organization as 'leadership and governance',
 - “involves ensuring strategic policy frameworks exist and are combined with effective oversight, coalition building, the provision of appropriate regulations and incentives, attention to system-design, and accountability”
- Leadership and governance are generally considered to be the most complex but also the most important function of government in relation to its health system.

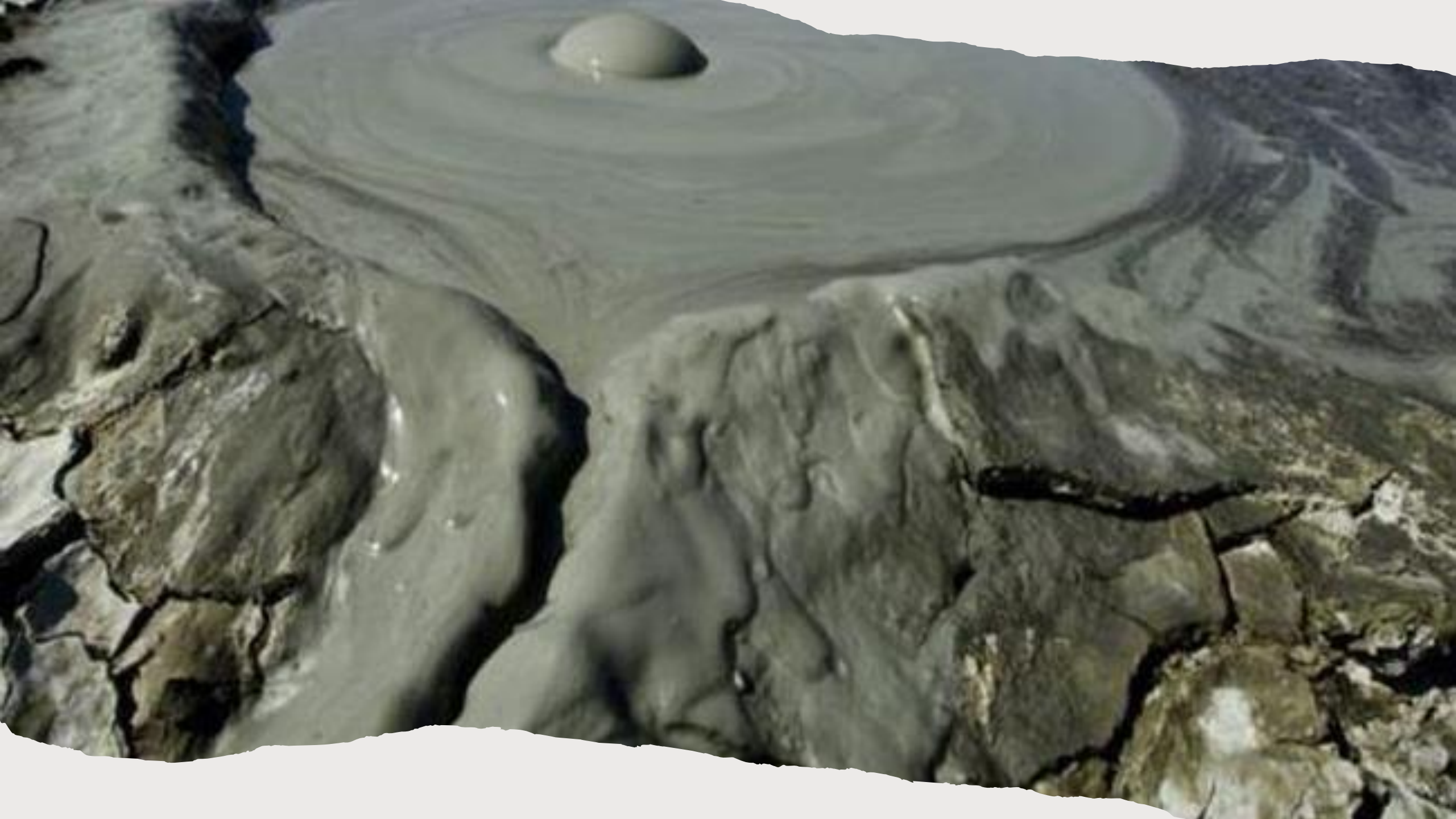
Box 1: Possible frameworks for assessing health system governance		
<i>WHO's domains of stewardship [14]</i>	<i>PAHO's essential public health functions [28,29]</i>	
	Function	Description
Generation of intelligence	EPHF 1	Monitoring evaluation and analysis of the health situation of the population
Formulating strategic policy direction	EPHF 2	Public health surveillance, research and control of risks
Ensuring tools for implementation: powers, incentives and sanctions	EPHF 3	Health promotion
Building coalition/building partnership	EPHF 4	Social participation in health
Ensuring a fit between policy objectives and organizational structure and culture	EPHF 5	Development of policies and institutional capacity for planning and management in public health
Ensuring accountability	EPHF 6	Strengthening the institutional capacity for regulation and enforcement in public health
	EPHF 7	Evaluation and promotion of equitable access to necessary health services
	EPHF 8	Human resource development and training in public health
	EPHF 9	Quality assurance in personal and population-based health services
	EPHF 10	Research in public health
	EPHF 11	Reducing the impact of emergencies and disasters on health (prevention, mitigation, preparedness, response and rehabilitation)
<i>World Bank's governance indicators—three clusters and six basic aspects of governance [31]</i>	<i>UNDP's five principles of good governance [3]</i>	
	Principles	Thematic areas
Process by which those in authority are selected and replaced	Legitimacy and voice	Participation
Voice and accountability		Consensus orientation
Political instability and violence	Direction	Strategic vision
Ability of the government to formulate and implement sound policies	Performance	Responsiveness
Government effectiveness		Effectiveness and efficiency
Regulatory burden	Accountability	Accountability (decision-makers in government, the private sector and civil society organizations)
Respect of citizens and the state for institutions which govern their interaction		Transparency
Rule of law	Fairness	Equity and inclusiveness
Graft (control of corruption)		Rule of law

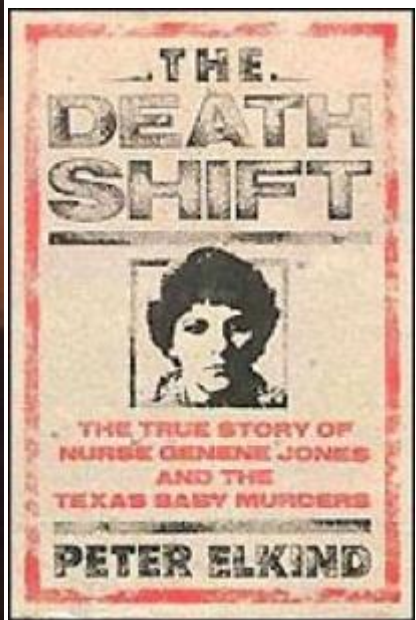
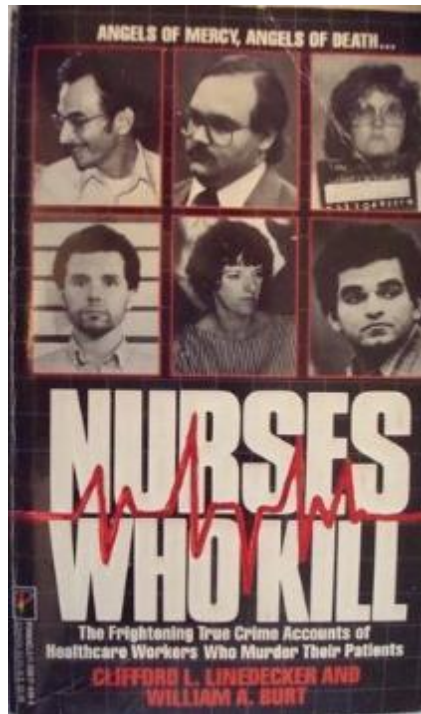
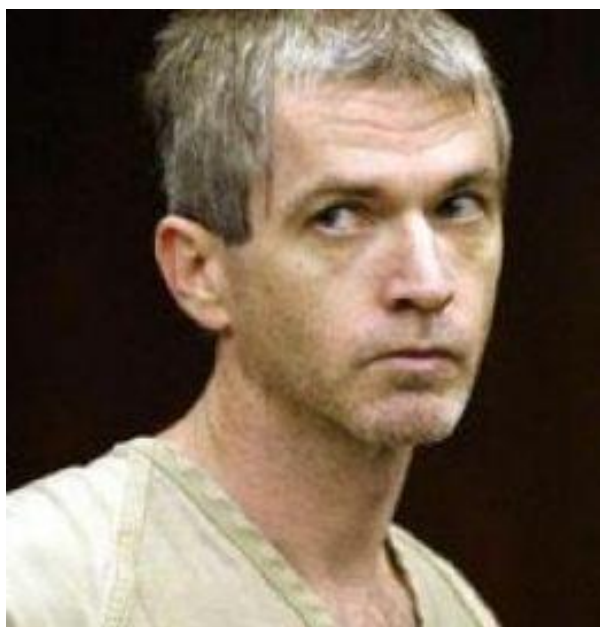
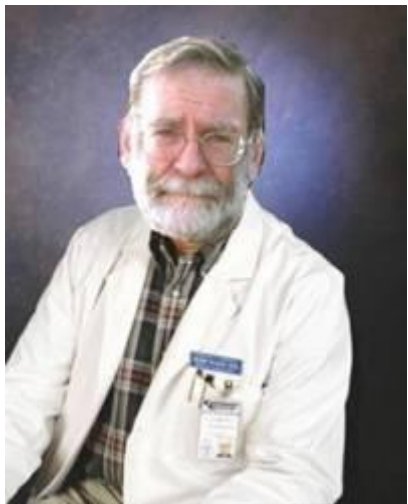
Siddiqi, S., Masud, T.I., Nishtar, S., Peters, D.H., Sabri, B., Bile, K.M. and Jama, M.A., 2009. Framework for assessing governance of the health system in developing countries: gateway to good governance. *Health policy*, 90(1), pp.13-25.



TAPIC

- T is for Transparency – making clear decisions, their grounds and the decision-makers.
- A is for Accountability – ensuring that anybody who acts must account for their actions to appropriate other actors who can reward or punish them.
- P is for Participation – ensuring that people who are affected by a decision can express their views about it in a way that ensures they are at least heard.
- I is for Integrity – a system in which organizations and jobs have clear definitions, and procedures such as hiring and contracting are regularized and clear.
- C is for policy Capacity – employing the necessary expertise to assist policy-makers in avoiding, diagnosing and remedying policy failures and unintended consequences





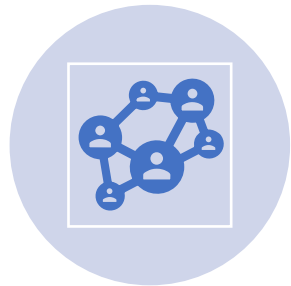
Integrated governance process (governance and leadership)



An integrated governance approach erodes the traditional boundaries that exist within the complex healthcare system.



Allows for a greater understanding of healthcare strategies and organisational objectives, and the dissemination of these throughout the organisation.



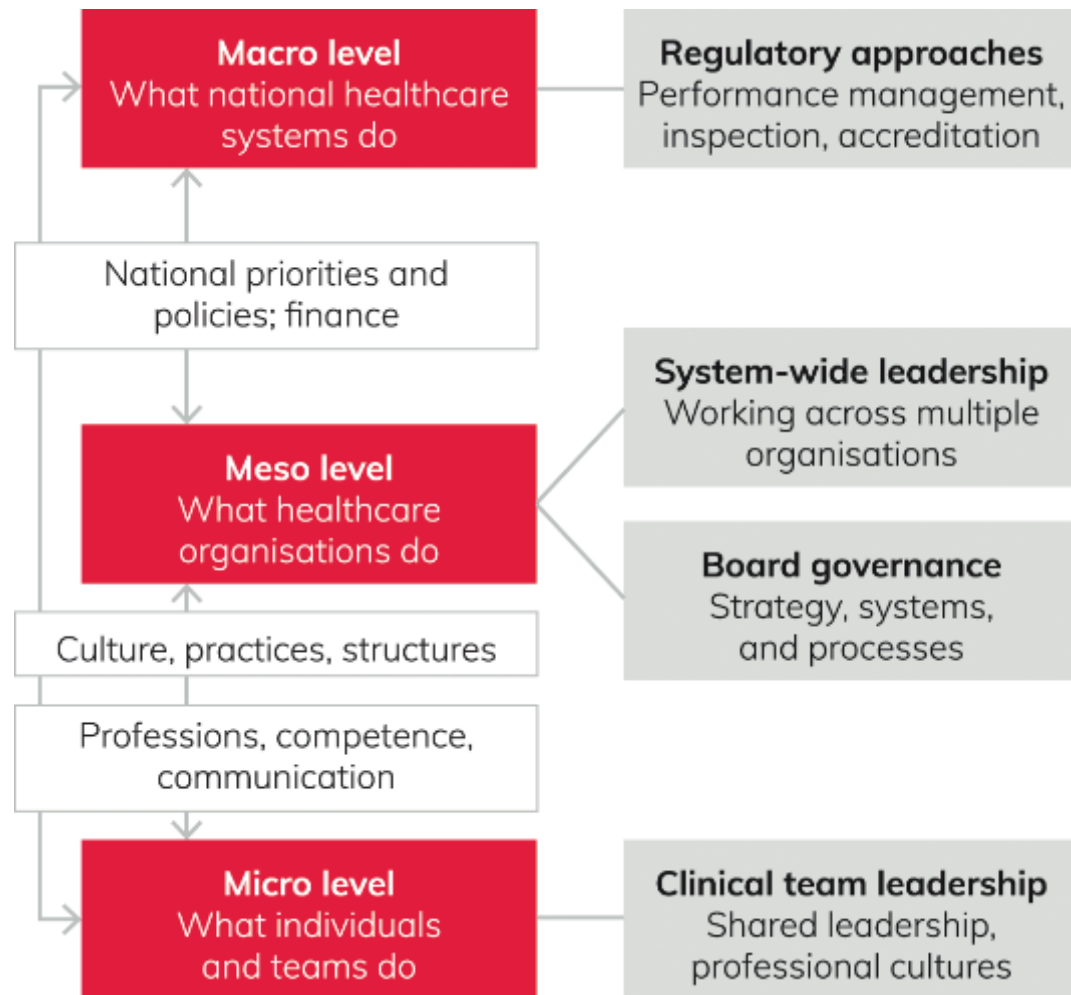
Further, enhancing awareness within the clinical setting of the core attributes of the organisation and for the upper echelons of management to have a greater understanding of the clinical issues.



Integrated governance acknowledges the contribution of all stakeholders including consumers in safeguarding the delivery of healthcare and its standards.



Different levels that are entangled



- Governance at macro, meso, and micro levels
- The figure draws on work by Fulop and Ramsay.

• Fulop NJ, Ramsay AIG. Governance and Leadership. Cambridge University Press; 2023

Leadership for Integrated Care: Results of Mapping exercise (Yukl's taxonomy)

		Micro	Meso	Macro
Task orientated	Clarifying	2	3	6
	Planning	1	1	3
	Monitoring Operations	1	4	1
	Problem solving	2	4	4
	Sub Total	6	12	14
	Total	32		
Relations orientated	Supporting	3	5	2
	Developing	2	5	2
	Recognising	5	5	7
	Empowering	1	3	7
	Sub Total	8	18	18
	Total	44		
Change-orientated	Advocating change	3	4	3
	Envisioning change	1	4	6
	Encouraging innovation	2	5	3
	Facilitating collective learning	4	2	3
	Sub Total	7	15	15
	Total	37		
External	Networking	1	10	9
	External monitoring		3	2
	Representing	2	3	5
	Sub Total	3	16	16
	Total	35		
Other	Determination		1	
Total		24	62	63
Total		149		

Mirela Minkman IJIC

- “I define governance as the total package of leadership, accountability and supervision in the local setting in an area or region”



Minkman, MMN 2017 Longing for Integrated Care: The Importance of Effective Governance. *International Journal of Integrated Care*, 17(4): 10, pp. 1–2, DOI: <https://doi.org/10.5334/ijic.3510>

EDITORIAL

Longing for Integrated Care: The Importance of Effective Governance

Mirella M.N. Minkman^{*,†}

Keywords: alignment of integrated care; collaborative governance; research agenda

Last March I had the honour to do my inaugural lecture at the University of Tilburg/TIAS Business School, where I have held since 2016 my chair called 'Innovation of the organization and governance of integrated care' [1]. For me it was a day to remember. In the Netherlands it is also a very formal and traditional ceremony where family, friends, colleagues and other relations are invited to share this moment. The inaugural lecture and the related book were a perfect reason for me to take some time for reflection on how to bring integrated care further and what challenges there are for a research agenda. This editorial is a pleasant invitation to share some of my ideas with the readers of our Journal.

traditional governance which is mostly focusing on expanding or maintaining organizations or is professionally driven. Accountability is mostly targeted at 'those who pay and those who can punish' like health care insurers, policy makers and health care inspectorates. I expect that the era in which being mostly accountable towards clients, the community and the society will be on the rise.

Growing interest in integrated care

Interest in integrated care is growing. This is reflected in the rising numbers of scientific publications and is manifest in both IJIC's increased impact factor and the increasing number of participants at IFIC's international

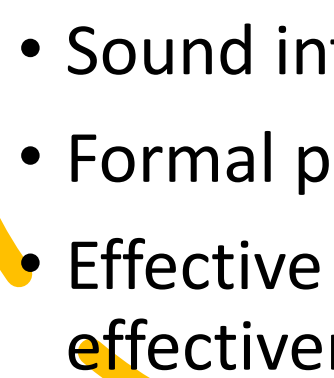


Where I've got to

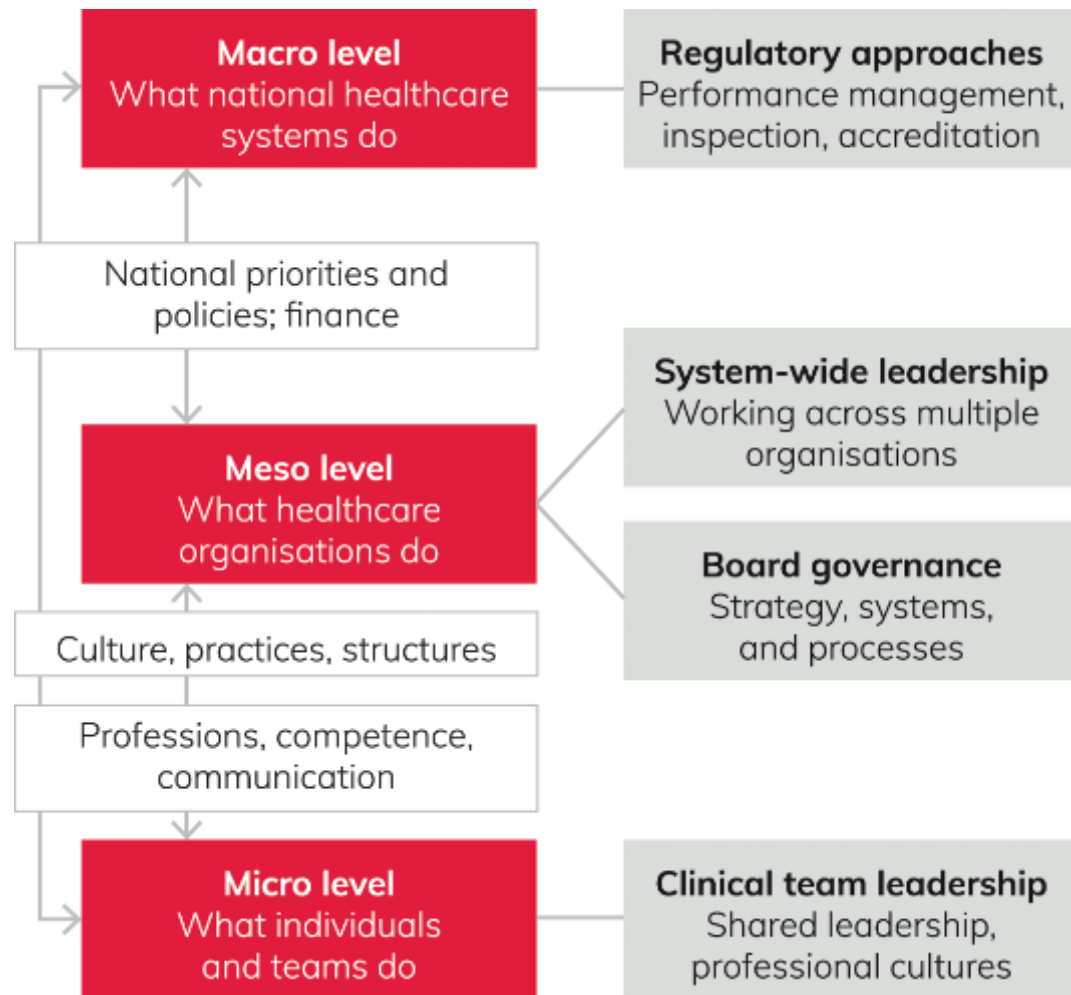
- Good governance (leadership and followership) is an emergent process generated through the (relational) interaction of multiple stakeholders, facilitated (?) by enabling constraints, the creation of adaptive space and adaptive processes (feedback loops, sensemaking, reflection and reciprocity)
-



Key elements that have engendered good governance and performance:

- Good statutes (rules), with clear objectives (vision) and accountability mechanisms (what happens)
 - Clearly stated & understood roles for all participants (consensus and participation; equity and inclusion) including how we lead and follow
 - Operational and financial independence
 - Sound internal ethical decision-making processes informed by data
 - Formal plans and budgets
 - Effective senior management and board monitoring (efficiency and effectiveness)
- 

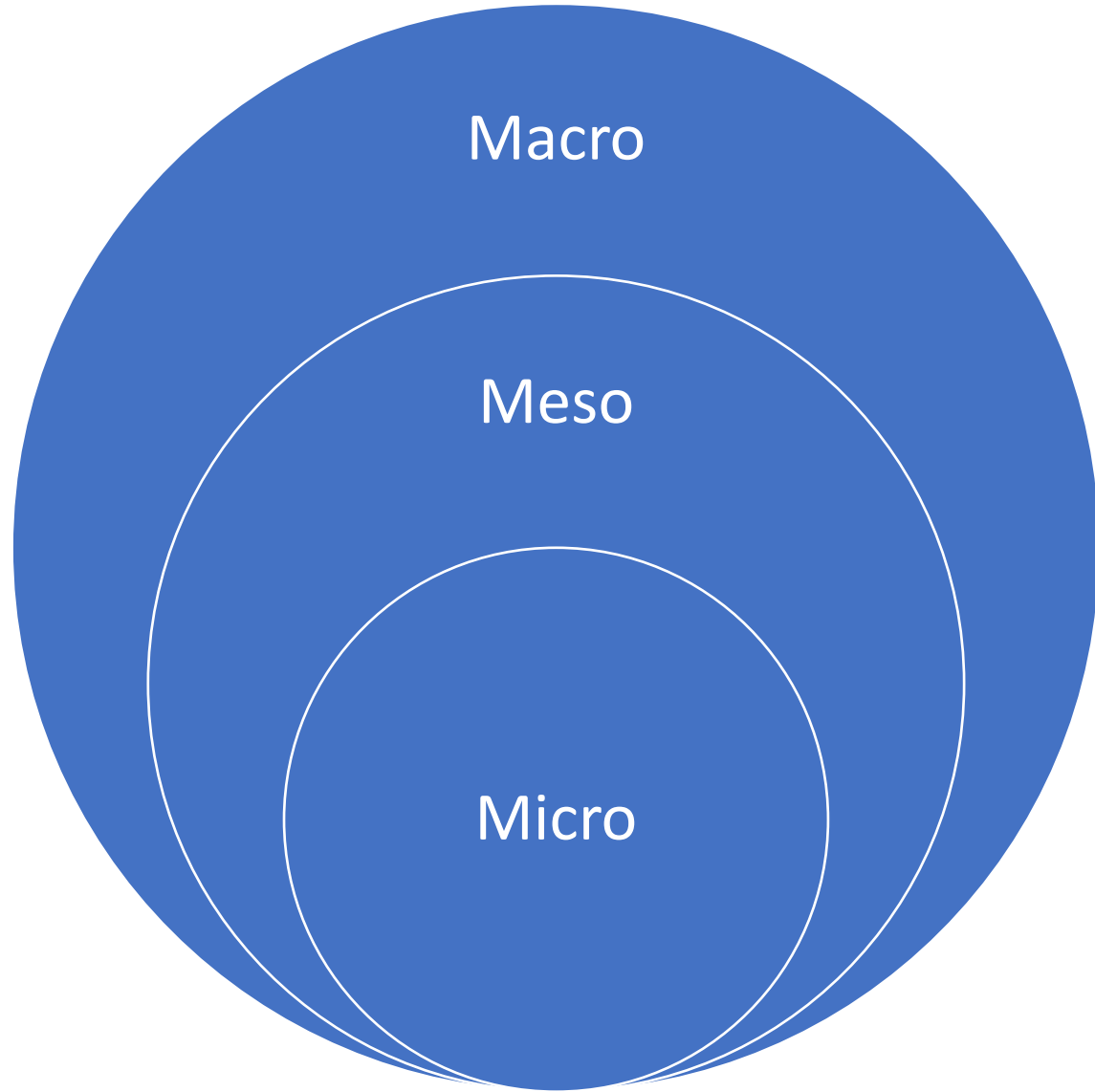
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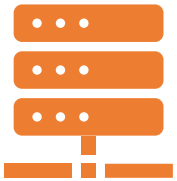
https://www.cambridge.org/core/services/aop-cambridge-core/content/view/9FBFA3C48A57CCB5B97F5899895D011D/9781009462587AR.pdf/Governance_and_Leadership.pdf?event-type=FTLA



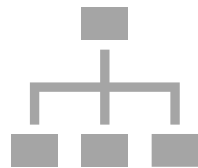
Questions at every level:

1. What are the rules? How about shared goals, mutual respect, trust and communication
2. Is there a clear vision?
3. Is there clear understanding of accountability and consequences?
4. Are there clearly stated & understood roles for all participants
5. Are we guided by ethical principles and how might we know?
6. Are we efficient and effective and how might we know?

Why Rethink Leadership and Governance in Integrated Care?



Integrated Care Systems (ICSs) operate in complex, dynamic environments



Traditional hierarchical models struggle with:

- Fragmentation across sectors
- Accountability mismatches
- Innovation bottlenecks



Need for a model that reflects real-world complexity and fosters collaboration

Theoretical Foundations:

- Leadership Theory: Complexity Leadership Theory (CLT)
 - Leadership is emergent, adaptive, and distributed
 - Focuses on enabling innovation and learning through "adaptive space"
- Governance Theory: Network Governance
 - Emphasizes collaboration across boundaries
 - Uses soft power (relationships, trust, shared norms) over command-and-control
 - Appropriate for cross-sectoral, multi-actor systems

The Adaptive Stewardship Model



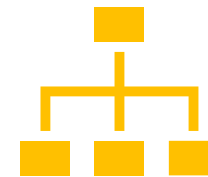
Purpose:

Align leadership and governance for integrated care systems



Key Idea:

Combine distributed leadership with shared accountability and flexible governance



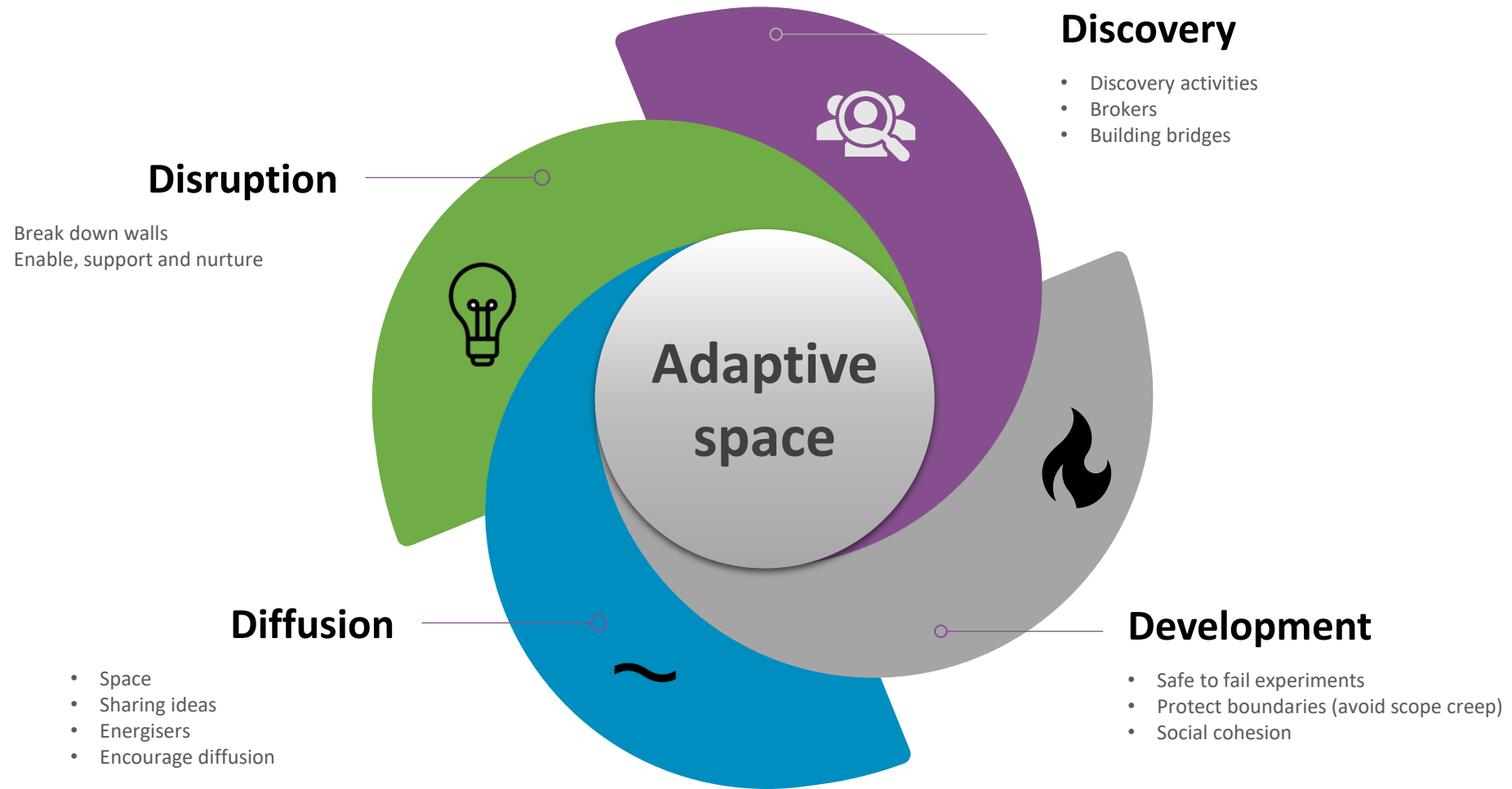
Design Principles:

Stewardship, not control
Adaptive structures, not rigid hierarchies
Shared decision-making, not top-down mandates

Adaptive Stewardship model

Component	Description
Distributed Leadership	Leadership shared across disciplines, organizations, and sectors
Named Leaders as Stewards	Clinicians and managers facilitate collaboration, not just manage risk
Shared Governance	Joint boards with statutory, voluntary, and community actors
Adaptive Structures	Flexibility to respond to local needs while aligning with system-wide goals
Transparent Accountability	Role-based, team-informed accountability with documentation and feedback
Embedded Learning	Ongoing cycles of reflection, quality improvement, and co-design

Creating adaptive space



Implications for Policy and Practice



LEGAL FRAMEWORKS NEED TO
EVOLVE TO SUPPORT SHARED
ACCOUNTABILITY



LEADERSHIP AND FOLLOWERSHIP
DEVELOPMENT SHOULD FOCUS
ON ADAPTIVE, COLLABORATIVE
COMPETENCIES



GOVERNANCE REDESIGN MUST
INCLUDE ALL ACTORS:
STATUTORY, VOLUNTARY, AND
LIVED EXPERIENCE



EMPHASIS ON LEARNING
CULTURE OVER PUNITIVE
CULTURE

Thank you!