



# REGISTRATION NOW OPEN!

## Networks as Balancing Acts: Managing Inherent Tensions?

Networks Leadership Symposium  
Westin Bayshore Hotel, Vancouver, BC  
March 19 – 20, 2018

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Join us for the eighth Networks Leadership Symposium in March 2018 at the Westin Bayshore Hotel in Vancouver, BC. This symposium will focus on *networks as balancing acts: managing inherent tensions*.

### Why participate in NLS 2018?

Participants will explore a broad range of network tensions and how, or if, they can be managed.

**NLS 2018 will embrace an interactive, inquiry-based approach to encourage dialogue. Our objectives are to:**

- examine how working in networks often requires a balancing act
- explore if and how inherent tensions in networks can be practically managed
- discuss the key characteristics of highly functioning networks
- share lessons learned and realities of networks from different sectors and locations
- explore the importance of a developing a collaborative culture as key to growth and sustainability
- review recent innovations in network research, practice and evaluation.

**Preliminary program** ([click here](#))

**Confirmed speakers** ([click here](#))

### Who should attend?

Practitioners, researchers, policy or decision makers, and funders from diverse fields and members of the public who have an interest in supporting or exploring the value of networks as vehicles for change in the service of the public good. **Registration is limited to encourage active participation among registrants and with presenters. Register early to avoid disappointment!**

**Register Here:** <https://www.eply.com/NLS2018>

### Accommodations

The Westin Bayshore is the conference hotel. A special rate of \$179/night plus tax is available for Symposium delegates. **Book your accommodation here: Symposium March 2018** (OR copy and paste the following link into a web browser)

<https://www.starwoodmeeting.com/events/start.action?id=1711237099&key=2A47B230>

## Preliminary program

<b>MONDAY, March 19, 2018</b>	
7.30am – 8.30am	<b>Registration and Breakfast</b>
8.30am – 8.45am	<b>Welcome and symposium overview</b>
8.45am – 10:15am	<p><b>Keynote Panel: Networks as Balancing Acts: Managing Inherent Tensions?</b>  <i>Keynote speakers, Angel Saz-Carranza and Brint Milward, will open the conference by delving into what the evidence base tells us about inherent tensions in networks, the impact of tensions on network development and governance, and how (or if) they can be resolved or strategically managed. Are there times when tensions are a sign of network health or should be encouraged? When should tensions be tackled or let go by leaders? The speakers will share their insights concerning the balancing act facing network leaders and the risks and rewards of efforts to address network tensions.</i></p>
10:15am – 10.30am	<b>Networking break</b>
10.30am – 12.00pm	<p><b>Balancing Network Tensions – What are the Real Life Experiences?</b>  <i>This panel will present practice examples from a number of networks from the health sector in Canada (Ontario, Alberta and British Columbia) and the National Health Service in the UK describing their real life experiences of network tensions, the dilemmas these can pose for network leaders, and lessons learned from attempts to manage them (successful or not).</i></p>
12.00pm – 12.30pm	<p><b>Table Talk and Report Out</b>  <i>Interactive dialogue reflecting on panel content (what? so what?) and roll up of dialogue high points and insights from participants and panelists</i></p>
12.30pm – 1:15pm	<b>Lunch</b>
1.15pm – 3.15pm	<p><b>What are the Tensions in Building the Culture and Quality of Collaboration?</b>  <i>Developing a culture of collaboration is key to network success, but fraught with challenges. For example, what do you do if you have a “toxic node”? Panelists will draw from research and practical experiences in the public, private and not-for-profit sectors to discuss effective ways of building the collaborative culture in networks and ensuring that the quality of collaboration is high, along with the tensions involved in doing so and what this requires of network leaders.</i></p>
3.15pm – 3:30pm	<b>Summary of day and introduction of day two themes</b>

<b>TUESDAY, March 20, 2018</b>	
8.30am – 9.00am	<b>Continental Breakfast</b>
9.00am – 9.15am	<b>Welcome to symposium day two</b>
9.15am - 10.45am	<p><b>Citizen/stakeholder Engagement in Networks: Does it Matter?</b></p> <p><i>Successful networks are often ‘invisible’ to the key beneficiaries even when some of those networks are supposed to be citizen-based. How necessary is it to engage expected beneficiaries in the development and governance of an inter-organizational network and what are the best ways to do that? What tensions arise in doing so or not? Panelists will provide their perspectives on these questions, as well as discuss how supporting the social networks of key beneficiaries contributes to stronger outcomes for inter-organizational networks.</i></p>
10.45am - 11.30am	<p><b>Table Talk and Report Out</b> (Includes short break)</p> <p><i>Interactive dialogue reflecting on panel content (what? so what?) and roll up of dialogue high points and insights from participants and panelists</i></p>
11.30am – 12.15pm	<b>Lunch</b>
12.15pm – 2:30pm	<p><b>What is the Future for Networks?</b></p> <p><i>Where is the field of networks going? How do we answer the value proposition question for networks? How is value defined and by whom? Do networks as a way of organizing have a future in the public realm? What innovations are on the horizon? How do we put the science into networks? Panelists will provide their perspectives on these questions as academics involved in teaching and studying about networks.</i></p>
2:30pm – 2:45pm	<b>Networking Break</b>
2.45pm - 3.45pm	<p><b>Bear Pit Panel</b></p> <p><i>In a final energetic, highly interactive 'bear pit' session panelists will revisit the question of networks as balancing acts managing inherent tensions and offer up key messages or controversies; the audience will have an opportunity to challenge the panelists and offer additional insights from their perspectives.</i></p>
3.45pm – 4.00pm	<b>Wrap up and closing remarks</b>
4:00pm	<b>Symposium adjourns</b>

## Confirmed speakers

### Keynote Speakers



#### **Angel Saz-Carranza, ESADE Business & Law School**

Angel Saz-Carranza (Barcelona, 1976) is Director of ESADEgeo Center for Global Economy and Geopolitics in addition to being Associate Professor of the Department of Strategy and General Management. He earned a PhD in Public Management from ESADE as a Visiting Scholar at Wagner School of Public Service (New York University) where he spent three years. Previously he earned a Master's degree in Aeronautical Engineering from Imperial College (University of London). A beneficiary of La Caixa and Fulbright scholarships, he has managed several European Framework Program research grants. His research has been published in the Journal of Public Administration and Theory, Public Administration Review, Administration & Society, International Journal of Public Sector Management, Public Management Review, Sage 21st Century Reference Series, Routledge Studies in Business Organizations and Networks and Palgrave Macmillan and in numerous Spanish-language publishers and journals. Additionally, he also works and consults with several non-profit and governmental institutions in Europe, Africa, Latin America and Asia.




#### **Brint Milward, University of Arizona**

Brint Milward is the Director of the School of Government and Public Policy at the University of Arizona. He holds the Melody S. Robidoux Foundation Fund Chair in Collaborative Governance. He was Director of the National Institute for Civil Discourse, which is co-chaired by President George Herbert Walker Bush and President Bill Clinton. He has been elected president of two national associations in his field. He is a Fellow of the National Academy of Public Administration and in 2010 won the NASPAA/ASPA Distinguished Research Award. Milward's research interests revolve around networks and collaboration. For over thirty five years he has focused his work on understanding how to efficiently and effectively manage networks of nonprofit and for profit organizations that jointly produce public services like health and human services. He has conducted studies of what happens when governments privatize public services, which he terms "governing the hollow state." Several of these articles are classics in public administration and have been cited over a 1000 times with one named as one of the most

	<p>influential articles published by Public Administration Review in its 75 year history. In addition, since 9/11 he has studied illegal and covert networks that pursue grievances or greed. His articles on "Dark Networks," have been widely cited for their application of network analysis and management theory to terrorist networks, human trafficking, and drug smuggling. This work on "dark networks" has led to his participation in federal research grants worth over \$10,000,000 since 2009. Milward received his Ph.D. from Ohio State University.</p>
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**Panel Speakers** (listed alphabetically)

	<p><b>Jim Christenson, BC Emergency Medicine Network</b></p> <p>Dr. Jim Christenson is an emergency physician at St. Paul’s Hospital in Vancouver. He is a clinical researcher, Professor and the Head of the Department of Emergency Medicine in the Faculty of Medicine at the University of British Columbia. As a strategy to fulfill the vision and mission of the academic department he has been working on the development of the BC Emergency Medicine Network for the past 4 years. It launched on September 12, 2017. Jim admits that he is definitely not an academic when it comes to Networks but has tried to develop the BCEMN according to true network principles. He has enjoyed working with emergency practitioners and organizations across British Columbia to design and implement the BCEMN and is excited to see it grow stronger day by day.</p>
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	<p><b>Jocelyne Daw, JS Daw &amp; Associates</b></p> <p>Jocelyne Daw is a leading expert in authentic cross sector partnerships and the integration of collaboration and social innovation. Jocelyne is an Accredited Partnership Broker and Authorized Partnership Practitioner Trainer through the global Partnership Brokers Association. She is an internationally published author and speaker on partnership and social innovation. As the founder and principal of JS Daw &amp; Associates she leads a boutique consultancy that works with leading organizations to design community strategies and partnerships that create shared prosperity.</p>
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**David Micah Greenberg, MDRC**

David Micah Greenberg’s research and practice has focused on community development, affordable housing, and community organizing. At MDRC, a non-profit, non-partisan social policy research organization, he directs research on neighborhood networks in Chicago, comprehensive community initiatives in New York City, and public housing redevelopment and job training initiatives around the country. Before joining MDRC, he directed policy and advocacy for a coalition of 90 community housing organizations in New York City and organized with homeless men and women in the municipal shelter system. He holds a PhD in urban and regional planning from MIT, where he received a National Science Foundation fellowship and a dissertation award from HUD. He is currently a part-time faculty member at Milano, the New School for Management and Urban Policy.



**Darrin Hicks, University of Denver**

Dr. Darrin Hicks is a Professor in the Department of Communication Studies at the University of Denver. He teaches courses in and conducts research on community collaboration as well as political argumentation. His collaboration research focuses on the design of planning and decision-making processes and how those designs influence the quality of program implementation and drive community-level outcomes. Much of this research has focused on evidence-based public health and education programs, such as the Nurse Family Partnership and Incredible Years Program. Dr. Hicks, with his research partner Carl Larson, has developed a scale for assessing the quality of collaborative processes, the Process Quality Scale, which has recently been incorporated in network analysis tools. Current research projects in collaboration focus on identifying the features of authentic collaboration and how emotional energy is produced by and spread throughout collaborative networks.




### **Gail MacKean, Citizen Representative**

Gail's longstanding commitment to patient and family-centred health systems, and to patient and family engagement in health, health care and health research has come from her varied and lifelong experiences with health, illness and the health care system. Gail is a founding member of IMAGINE Citizens Collaborating for Health, an Alberta-based citizen-led initiative supported by the O'Brien Institute for Public Health at the University of Calgary. She recently spent a year as patient lead of the Alberta SPOR patient engagement platform. Gail has a PhD in Community Health Sciences (Health Services Research) from the University of Calgary. Her interest in Networks began many years ago when she was involved as a parent in the planning for the New Alberta Children's Hospital, and the initiation of the Southern Alberta Child and Youth Health Network.



### **Liz Maddocks-Brown, National Health Service, UK**

Liz Maddocks Brown has over 30 years' experience in the public and commercial sector, as a senior manager specialising in business management, organisational change, innovation and improvement learning and development. Over the last 25 years, her career in the NHS has focused on leading major organisational change at national, regional and local level, both in a range of organisation. Her current portfolio working in the Sustainable Improvement Team, NHS England, consists of network development to support the NHS transformational change agenda, large and small scale event facilitation, OD consulting, capability building design and delivery, leadership development, coaching and action learning for senior leaders. Leading a national programme of support for network leadership development, Liz is currently working in partnership with the London South Bank University to provide the Source4Network Platform, a comprehensive evidence based online resource, designed to improve the value and impact of networks for health and care. [www.source4networks.org.uk](http://www.source4networks.org.uk).

	<p><b>Barb Riley, Propel Centre for Population Health Impact</b></p> <p>Barbara Riley, PhD is a health geographer, and currently serves as the executive director of the Propel Centre for Population Health Impact, hosted by the Faculty of Applied Health Sciences, University of Waterloo in Ontario Canada. Propel is a national research program of the Canadian Cancer Society and exists to prevent cancers, other chronic diseases and their environmental and behavioural causes. Propel leads and catalyzes relevant and rigorous studies, and moves evidence into action. An engaged scholarship approach and collaboration are central to achieving the centre’s mandate. Dr. Riley specializes in evaluating multi-site and multi-sector programs launched by leading government and non-government organizations in Canada and worldwide – the Movember Foundation’s Social Innovators Challenge, and the Public Health Agency of Canada’s Multi-sector Partnership Initiative are two examples. She brings a network lens to understanding the design, implementation and outcomes of these programs, and is eager to learn with and from others about different perspectives on ‘collaborative value’.</p>
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	<p><b>Kathryn Todd, Alberta Health Services</b></p> <p>Kathryn Todd, PhD is Vice President, Research, Innovation &amp; Analytics; Community, Seniors, Addiction &amp; Mental Health; Alberta Health Services. Kathryn is an experienced leader and researcher, her passion is using research and innovation to improve quality of care and health outcomes. In her current role Kathryn is responsible for providing provincial leadership of the <i>Strategic Clinical Networks</i><sup>TM</sup>, innovation, research strategy and operations, knowledge management, analytics, and provincial programs for Community, Seniors, Addictions and Mental Health.</p> <p>Kathryn is an active researcher at the University of Alberta, where she continues to investigate the central nervous system response to disease and injury. She is a full Professor of Psychiatry and Neuroscience, and an Adjunct Professor in the Departments of Biomedical Engineering, Pediatrics and Medicine (Neurology). She has received numerous awards from provincial and national funding organizations, including the Heart and Stroke Foundation of Canada and the Canadian Institutes of Health Research, and team grants from Alberta Innovates and the Canada Foundation for Innovation. She has published over 200 manuscripts, abstracts and book chapters.</p>
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**Mary Wiktorowicz, York University**



Mary Wiktorowicz is Professor of Health Policy, Director and Special Advisor to the Dean for Global Health, Community Partnerships and Strategic Projects in the Faculty of Health, York University. As Associate Dean, Community and Global (2014 – 2017) she supported the launch of the Dahdaleh Institute for Global Health Research and served as Interim Director (2016 - 2017). Professor Wiktorowicz adopts a comparative lens to study mental health, pharmaceutical and global health governance and policy. A recent study focused on *mental health governance* compared the governance models ten local health networks used to address the challenge of coordinating mental health care in Ontario, Alberta, Quebec and New Brunswick. She has advised the Canadian Senate Standing Committee on Social Affairs, Science and Technology, the House of Commons Standing Committee on Health, the Ontario Local Health Integration Network Collaborative on Mental Health, and the Ontario Ministry of Health and Long Term Care. She was a CIHR Best Brain advising on mental health policy and coordination.