



**Transnational
Leadership
Program
Between
Germany
and Canada:**

Increasing Innovation Through
Leadership in Public Funded
Expert-Organizations –
Finding a Road to Resilience



Background

The many challenges in health care today create a special need for advanced effective leadership strategies (Stoller 307-28; 876-78). Leadership development in healthcare includes principles of competency-based development, interdisciplinary, team learning and continuous assessment (Leatt and Porter 14-31). Progressive health systems that invest in leadership development for the entire senior management team will have the more significant return on investment in terms of organizational effectiveness (Leatt and Porter 14-31).

There have been a range of networks and programs developed related to education involving specific aspects of healthcare such as technology assessment (Kristensen et al. 107-16) and interprofessional education (Liaskos et al. S43-S47), as well as medical practice (Williams, Blomkalns, and Gibler 203-09; Wilkerson and Irby 387-96; Schwartz and Pogge 187-92; Poorman and Mastorovich 142-43; Kristensen et al. 107-16). Additionally, a range of pedagogical strategies have been proposed (Wilkerson and Irby 387-96; Kumm and Fletcher 82-89; Jones and Sackett 204-08; Grossman 72-75; Copp 236-41; Burdick et al. 414-21). One of the most innovative to date has been the AFWI¹, which is provided a contemporary approach to the translation and mobilization of scientific knowledge into practice in the Transnational Leadership Program (TNLP) (Bomke 66-69).

Method

Once established, the international relationship initiated a three-year program implementation phase. This phase required identification of participants, definition of roles, curriculum outline, timelines, processes, objectives and goals. In situ across the program a continuous reflective process was enacted for the purpose of feedback and goal correction at each step. The implementation process involved three international excursions and a summative symposium.

Results

The program was well accepted within the health service networks of both countries. Participants were able to use the program to enhance local projects designed to innovate and improve service delivery, which were component prerequisites and goals of their roles in the leadership program. Furthermore, the international context was identified as a highly useful and novel learning space. While all aspects of the project were conducted in English, the fact that English was not the first language for half the group resulted in the simplification of concepts and principles that were to be communicated within and between groups and within and between the different professions of the participants.

Last but not least, the program is the base of the ongoing prevention-initiative in the palatine region, called "roads to resilience" (Bomke, Kendall-Taylor and Cawthorpe 2014; Bomke and Kendall-Taylor 2014).

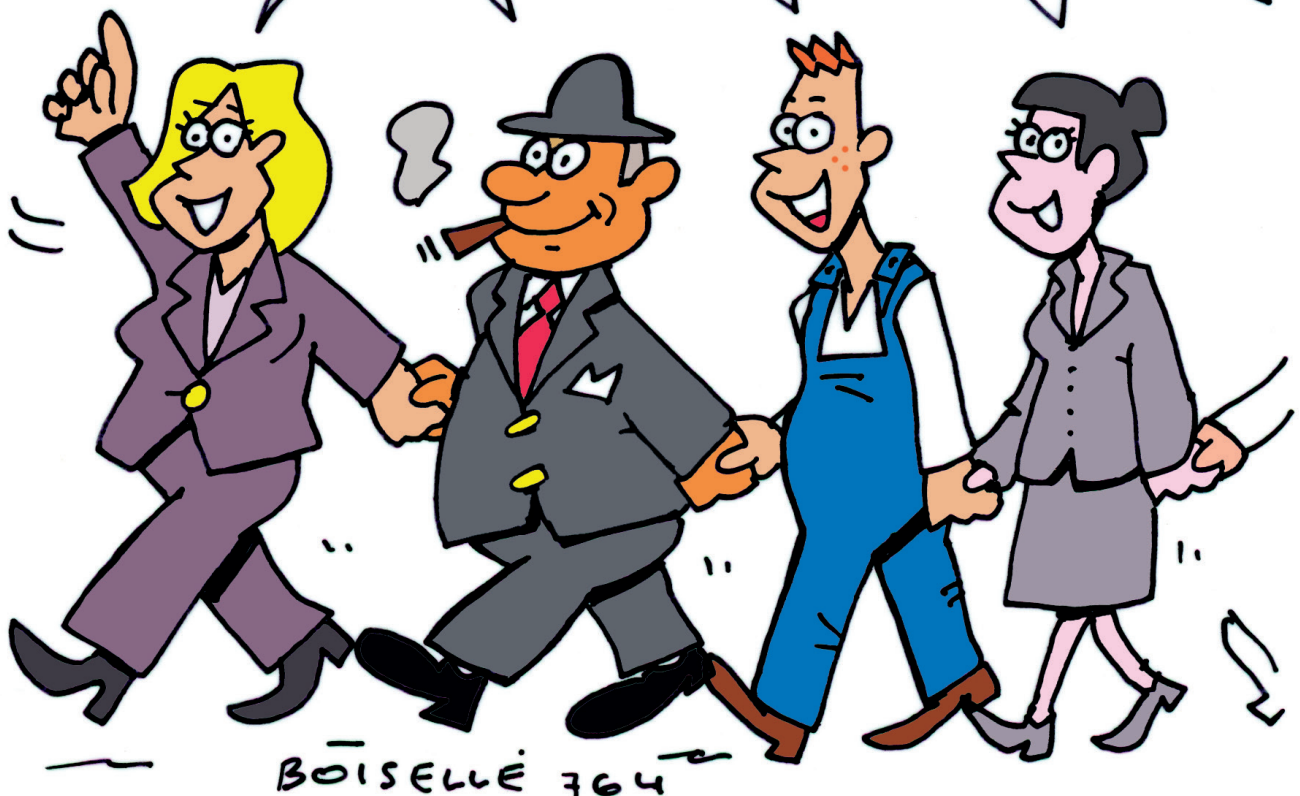
¹ Alberta Family Wellness Initiative; <http://www.albertafamilywellness.org/>

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Conclusions

1. The requirement to simplify language in the international context was directly related to the ability to simplify language and concepts in the communication of innovation within the responsible organization.
2. The international context also highlighted leadership is a learning process related to both others and the self.
3. The international context provided an atmosphere that was directly related to the ability of participants to identify foci for innovation, strengths and weaknesses within their own organizations.
4. The long-term nature of the program was a cornerstone of its success in relationship to participants' realizing their organizational goals and objectives and to improve the social skills of the participants

On going ... going ... going ... going ... go



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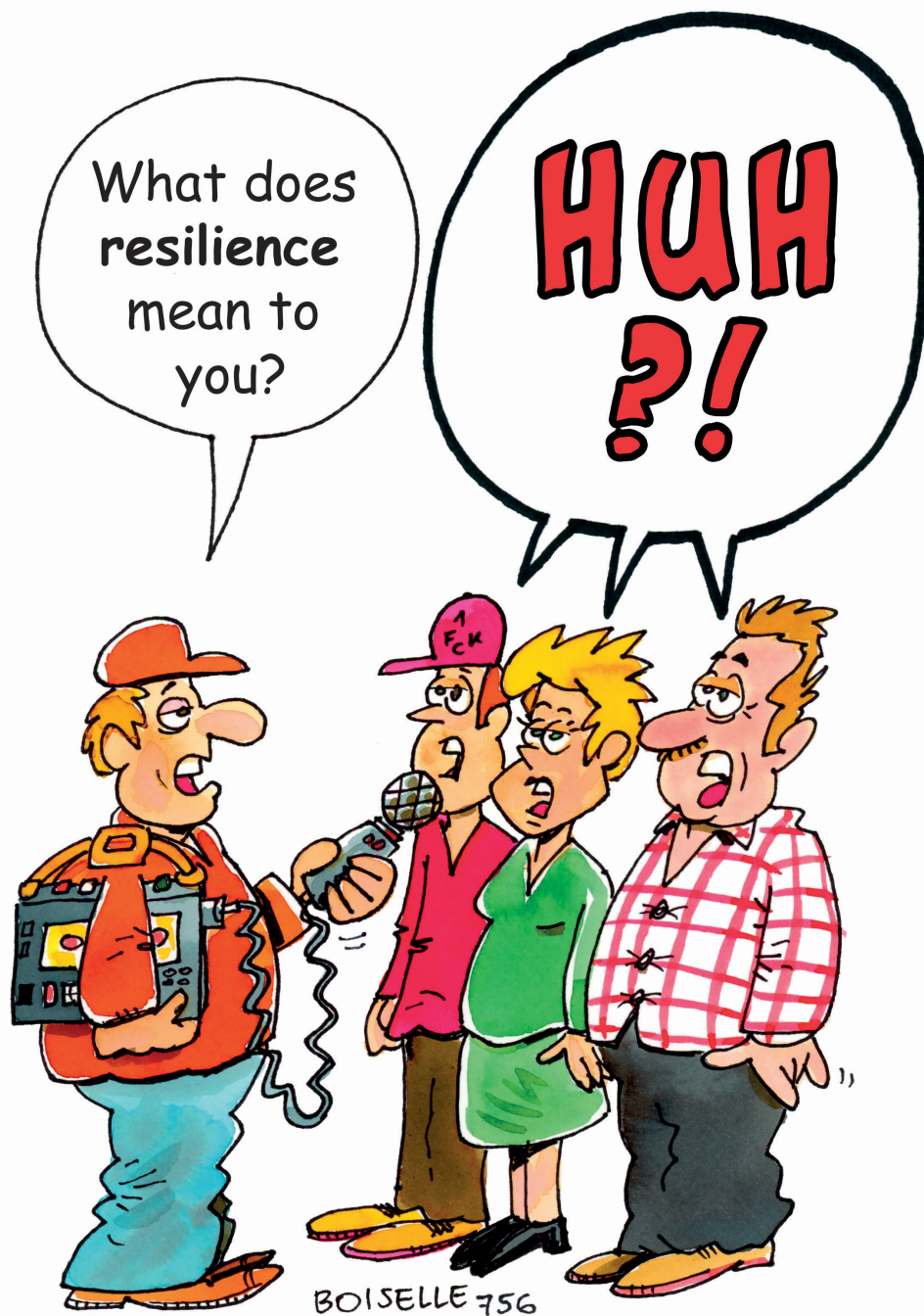
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**Building
a Road to
Resilience**

Building a Road to Resilience

By: Paul Bomke, Nathaniel Kendall-Taylor and David Cawthorpe



The on-going need to improve mental health globally and in Germany places significant pressure on service organizations to design and implement innovative approaches.¹ In an attempt to meet needs with resources that are increasingly limited, the Pfalzkrankenhaus has implemented a novel, international approach to learning and capacity development called the Transnational Leadership Program (TNLP).^{2,3,4} The TNLP team aims to identify, enable, and support professionals at different mental health services to lead their organizations in the design, implementation and evaluation of innovative ways of addressing social issues. One goal of the TNLP group is to move beyond one-off conferences and meetings (a dominant model of international learning) to a deeper, sustained collaborative way of supporting multi-disciplinary problem solving. Key to this model is sustaining collaboration between disciplines that do not typically come together to achieve a common perspective and plan actions on improving social outcomes.

In the initial phase of work, TNLP was designed and implemented as a single curriculum and a shared understanding of good management and leadership, without a common project⁵. After more than four years of collaborating on this process while working on individual projects, the opportunity for the group to come together around a common issue presented itself. Through established TNLP relationships came the invitation to participate in the Alberta Family Wellness Initiative (AFWI) – The Accelerating Innovation Symposium, 2013 in Edmonton, Alberta.⁶ This enabled the German members of TNLP to work on a common project based on the AFWI work and aimed at using similar empirical communications research to promote policy change at regional, provincial and state levels.⁷

During the AFWI symposium, the German members of the TNLP, now called the “German Learning Team”, identified prevention as a cornerstone of their innovative mental health strategy⁸.

¹ Bomke, P./Kendall-Taylor, N. (2014) *Framing Change - The System of mental health Care in Germany requires more the medical-technical innovation*, in: *Pan European Networks: Government 11, 2014*, pp. 178 – 179, WWW.PANEUROPE-ANNETWORKS.COM; Bomke, P. (2014) *A new approach to transnational leadership in mental health*, in: *Pan European Networks: Government 10, 2014*, pp. 214 – 215, WWW.PANEUROPEANNETWORKS.COM; Bomke, P. (2013) *Innovating mental healthcare*, *International Innovation: Health*, December 2013 (Research Media, UK), pp. 66 - 69: ISSN 2051-8501

² Cawthorpe D. (2012) *Confronting stigma*. WWW.RESEARCHMEDIA.EU: Summer 2012: p 67

³ Cawthorpe D. (2012) *The real cost of mental health*. WWW.RESEARCHMEDIA.EU: Summer 2012: p 68-69.

⁴ http://www.pfalzkrankenhaus.de/fileadmin/pfalzkrankenhaus/Dokumente/TNLP_Artikel_Innovating_mental_healthcare_Paul_Bomke.pdf

⁵ Bomke, P. (2014) *A new approach to transnational leadership in mental health*, in: *Pan European Networks: Government 10, 2014*, pp. 214 – 215, WWW.PANEUROPEANNETWORKS.COM; Pfalzkrankenhaus (2014) *A New Leadership Strategy in Mental Health*, in: www.adjacentgovernment.co.uk/stakeholders/pfalzkrankenhaus-a-new-leadership-strategy-in-mental-health/

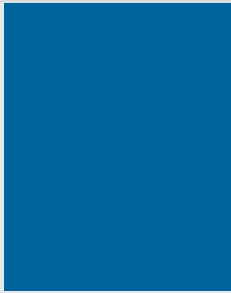
⁶ Mannix, N. (2014) *Alberta Family Wellness Initiative*, Norlien Foundation, in: *International Innovation: Health*, August 2014 (Research Media, UK), pp. 34 - 37: ISSN 2051-8501; <http://www.internationalinnovation.com/alberta-family-wellness-initiative-norlien-foundation/>

⁷ <http://www.internationalinnovation.com/pfalzkrankenhaus-service-provider-for-mental-health/>

⁸ Bomke, P./Kendall-Taylor, N. (2014) *Framing Change - The System of mental health Care in Germany requires more the medical-technical innovation*, in: *Pan European Networks: Government 11, 2014*, pp. 178 – 179, WWW.PANEUROPE-ANNETWORKS.COM; Bomke, P. (2014) *A new approach to transnational leadership in mental health*, in: *Pan European Networks: Government 10, 2014*, pp. 214 – 215, WWW.PANEUROPEANNETWORKS.COM; Bomke, P. (2014): *Pfalzkrankenhaus – Service Provider for Mental Health*, in: *International Innovation: Health*, August 2014 (Research Media, UK), pp. 38 - 39: ISSN 2051-8501 (2014b)

**Building
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Upon considering a wide range of potential prevention strategies, the focus on resilience emerged as a uniquely effective way of approaching a prevention agenda. Resilience, both as an inherent and contingent concept, which operates at individual and systemic levels was the key concept. The project, “Building Roads to Resilience” is designed to capitalize on existing assets, whilst leveraging systems and individuals to gain skills and abilities in support of resilience-fostering processes and outcomes.

Based on dialogue with AFWI, the German learning team realized the importance of joining a wide range of capacities and perspectives in their work. As a result, members from the Ministry of Health and Social Welfare, the state owned Organization for Health Promotion, the Institute for Technology and Labour (ITA) and the American-based FrameWorks Institute⁹ joined the German team. This collaborative group is currently building an empirically-based communications platform to shift public and policy-maker concepts underpinning understanding of mental health and prevention approaches. As AFWI built the “Building Better Brains” story, the German team is adopting the same model to build a Core Story about the importance of prevention and of the potential for a strategy based on building resilience to dramatically improve mental health and well-being in Germany.¹⁰

What is a core story?

A Core Story is a set of communication tools including values, metaphors and other frame elements that can be combined to create narratives that help people think in new ways about an issue, how it works and how it can best be addressed. The FrameWorks Institute has developed Core Stories with partners in the US¹¹ and Canada¹² about early child development and with a group of leading foundations working on education in the U.S.¹³ A core story is designed and tested to address the fundamental features of public understanding about an issue in a way that increases access to new information and perspectives and expands public discourse.

Having common elements and a shared narrative structure, but one that has the flexibility to be told in different ways by different groups, has several strategic advantages. First, having a common story provides shared language that can bring disparate groups of communicators together around shared issues and priorities. By having a commitment to a common story and a common language to discuss their work, members of a field can come together and forge new partnerships, coalitions and synergies. Second, adopting a common story eliminates message competition, which can stall public mobilization and short-circuits political will. In short, one concerted story can be a more effective way of moving public opinion than having many dissonant voices in the crowd. When delivered across organizations, sectors and platforms, the empirically tested narrative is amplified, increasing the chances that it will widen the public discourse and create space for and will behind new ways of using public policy to improve social outcomes.

Social movement and framing scholars have found that having a common but flexible and empirically tested narrative can drive social change by bringing together fields around a message and delivering frames in a way that has the best chance of creating political will and mobilization around an issue.

⁹ <http://www.frameworksinstitute.org>

¹⁰ <http://frameblog.org>

¹¹ <http://developingchild.harvard.edu/>

¹² <http://www.albertafamilywellness.org/>

¹³ <http://www.frameworksinstitute.org/k-12-education.html>

Building a Road to Resilience

The following graphic provides a more detailed view of the untranslated set of messages that the arrived at as result of its work:

The Power of Prevention

What is the story about?

- Preventative approaches have the power to dramatically improve a wide range of outcomes for individuals and society
- Building resilience is a promising prevention concept

What is resilience?

- The ability for individuals and systems to cope with change
- The ability for individuals and systems to flexibly respond to challenges to maintain positive functions for individuals and systems
- Enviro factors can increase or decrease resilience
- Two important systems are organizations and communities

How does resilience work?

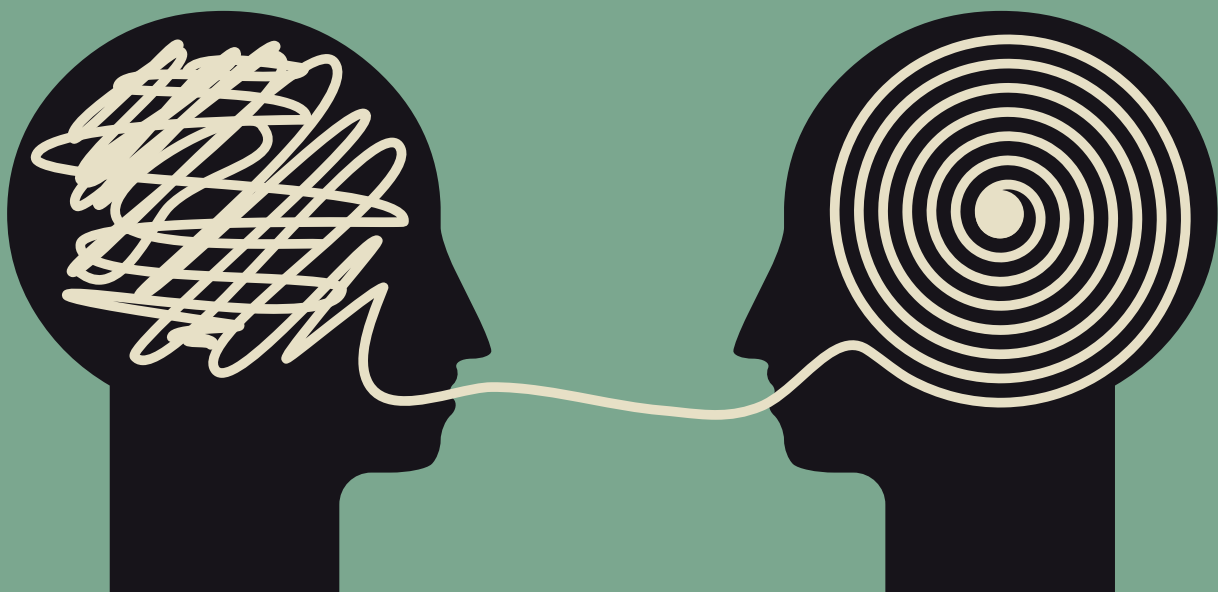
- Resilience develops and changes over time
- Resilience is shaped by interaction between genes and experiences
- Resilient individuals can contribute to resilient systems and resilient systems can increase the resilience of individuals (for example, workplaces and systems are important systems)

What is the *problem*?

- Too few public resources are spent on prevention
- Current approaches are narrowly individually focused
- Current approaches are remedial/reactive
- Building resilience is an underused prevention concept

What are the *solutions*?

- Invest in prevention approaches
- Leverage existing individual resources/skills
- A two pronged approach—build resilience + improve contexts
- Building a preventative approach requires fostering resilience at the individual and systems levels (family, workplace, community)



How do you build a core story?

FrameWorks' approach to building a core story is a multi-step empirical process. It begins with gathering and distilling a set of "untranslated" messages that represent the content that the core story will be designed and tested to communicate. Establishing this untranslated set of messages involves expert interviews, literature and materials reviews and, importantly, feedback sessions that give experts the opportunity to check and refine emerging messages.

Once the target messages are established, researchers explore the dominant patterns of understanding—or cultural models—that members of the messages' target population bring to bear in understanding the issue. This process consists of long-form, person-centered interviews designed to gather large amounts of discourse in which informants explain, narrate and reason about the target issue. Analysis of these data reveal shared, deeply held assumptions and implicit foundational patterns of reasoning—what anthropologists call "cultural models". This culture mapping process might also consist of guided focus groups designed to arrive at an understanding of how social norms and expectations mediate the expression of these cultural models.

The untranslated story and the set of default cultural models are then compared in a process that FrameWorks calls "mapping the gaps". This comparative analysis reveals the primary areas where expert and public thinking on the target issue do not align and where framing work is required to improve the accessibility of expert messages for non-expert audiences.

Armed with a systemic analysis of the locations and features of the gaps in understanding, researchers begin to design framing strategies and test them for their ability to improve understanding of specific components of the untranslated messages. The result is a set of empirically-tested strategies demonstrated to accurately "translate" the target messages distilled at the beginning of the process.

The process of building a core story does not end with research, but continues with training would-be-messengers in effective framing practices as well as in how to use specific communications strategies particular to a target issue.

This is the process that the German learning team began in September 2014, when we grappled with developing a set of untranslated messages around prevention and resilience. The cornerstone of the untranslated story that emerged is the idea that focusing on prevention can help systems shift from disease to health frameworks and dramatically improve a wide range of outcomes. Building resilience is an underused, but potentially effective prevention strategy. In this context, we refer to resilience not as an individual trait or exclusively at the individual level. Instead we conceptualize resilience as features of individuals, communities and systems that can be built to improve the ability of populations to respond positively in the face of adversity.

The goal is to translate this content in a way that will help decision-makers and members of the public incorporate these points into how they think about policies and practice in the areas of mental health and beyond, resulting in a shift in understanding and behavior permitting improvement across a wide range of key health and well-being dimensions. The task ahead is to explore the culture into which we will be communicating these ideas and to develop and test communication strategies that can effectively help people incorporate this perspective into how they think about their socio-political worlds.

**Palatinate
Roads to
Resilience:
A Dual-Core
Initiative**

Palatinate Roads to Resilience: A Dual-Core Initiative



After the German wings tragedy we all realize that coping with these kinds of problems need a multi agency and preventive approach.

Wishing to strengthen the Palatinate region, experts from Pfalzkrlinikum, science and health and social policy want to point out roads to resilience with the region and for the region. At Kurhaus Trifels in Bindersbach they continued working on an innovative approach to mental health for three days in March.

In doing so, the group aims at taking fundamentally new roads. Instead of merely concentrating on the treatment of already ill people the future focus shall be on prevention. The key to it is resilience. That is the skill to cope with changes and the ups and downs of life and develop also under adverse conditions. We must not only build strengthening factors and reduce risks for individuals, organizations (companies, schools,...) and communities or cities can promote resilience, too. In groups the participants of the Bindersbach workshop discussed their ideas of what the resilient Palatinate region would look like in 2025. With this vision in mind, they collected ideas for possible activities, target groups and concepts. The common initiative is supposed to bring all activities under one umbrella. In addition to these projects the resilience initiative has a second core interest: A different public opinion on mental health and prevention is needed to be able to change the health system and society in a really sustainable manner. Therefore the group cooperates with FrameWorks Institute from the USA. The research institutes helps nonprofit organizations to find the strategically appropriate messages in order to draw the citizens' as well as the politicians' attention to important subjects. This method has been used successfully in North America and, since the end of 2014, also in Europe, in Blackpool (Great Britain). The idea of a Palatinate Resilience Project emerged from the international networking of the Pfalzkrlinikum in the Transnational Leadership Program (TNLP) and the cooperation with the Canadian Norlien Foundation. In the end, the attitudes and structures concerning the subject of mental health shall have undergone measurable and noticeable changes and preventive and health-preserving measures shall have been expanded. The initiative is still in its infancy and so it is necessary to take many steps, continue networking and find sponsors. Already today, however, a number of activities, particularly in the field of initiatives for mental health at work have been started in the region.

And the frameworks concept shows the power of "social communication" for an innovative preventive concept. So social communication can be preventive communication.

Paul Bomke
CEO Pfalzkrlinikum
Project leader "roads to resilience"

**Tracking
down the
Effect of
Resilience -
A Systemic
View Helps**

Tracking down the Effect of Resilience - A Systemic View Helps

Why can some people cope better with stress, permanent pressure, emotional distress or traumatic experience than others?

What capabilities do you need to emerge from crises as a strengthened person?



The fact that some people like weebles quickly get back on their feet again even after important mental distress leads to the conclusion that their mental protective and self-healing mechanisms simply work better. Strengthening the mental power of resistance (resilience) is supposed to be a promising and sustainable strategy of prevention. Someone who has learned to cope successfully with challenges will also be able to handle similar situations better in future. Therefore many experts are working at full speed to reveal the secret of the decisive factors and develop effective measures to be taken to prevent mental crises.

This development is still quite new. For a long time research in psychiatry and psychotherapy was focused strongly on disease pattern and hardly on prevention. However, diseases such as depressions, anxiety disorders or addictions often have long lead times during which chronic stress situations or critical incidents in life undermine the resilience of the persons concerned bit by bit. Here, preventive measures concerning the topic of resilience could take effect at an early stage and fight efficiently against the development of a disease.

Today, it seems to be certain that resilience is a skill which can be built and trained by any person at any time in life – regardless of the genetic predisposition. It is mainly a question of helpful psychological factors such as positive thinking and the capability to respond flexibly to stressful incidents in life. Further characteristics of resilience are the capability to control one's own emotions and impulses and to build a strong network of social ties.

In the meantime these psychological protective measures for mental health have been well researched and accepted. Adequate methods have been applied successfully in the field of stress management for a long time. So in special resilience training programs such as the MBSR program according to Jon Kabat-Zinn, cognitive re-structuring and mindful self-observation can be practiced in daily life. Regular meditation and concentration exercises of zen buddhism also have a positive effect on our mental skills and the inner power of resistance (resilience).

Preventive measures concerning this topic are very important in working life and in daily social situations but also in the context of professional training and leisure activities. Especially at work there is a high risk that, due to permanent excessive demand, you are trapped in a vicious circle of chronic stress and the resulting risk of a mental disorder. Stressful working conditions can even make those people ill who are very robust by nature since innate and acquired stress protection can also fail under permanent stress. Therefore it is the responsibility of almost all social institutions and employers to create healthy social conditions and labor practices as well as positive environmental factors.

This aim is also pursued by the dedicated initiative “Die Pfalz macht sich/Dich stark – Wege zur Resilienz” (The Palatinate region braces itself /you - building a road to resilience).

“Resilience is not only a matter of each individual it must be realized on all social levels. Enterprises, schools and communities should also promote mental health as a preventive measure and network their activities”, the group around the Pfalzlinkum, the initiative's initiator says. Together experts from medicine, health, work and social policy are looking for ways to promote a sustainable change towards prevention in the health system in the Palatinate and are cooperating closely with international initiatives, such as the Council in Blackpool and the think tank “Framework Institute, Washington, D.C.” The vision is to build a resilient Palatinate until 2025 where mental health will be high on the citizens', enterprises' and politicians' agenda.

