

## CONFERENCE ABSTRACT

### **The creation of an adaptive space in a healthcare system: a retrospective organisational analytic autoethnography.**

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#### ***Introduction***

The Health Services Executive (HSE) in Ireland was established in 2005 and is responsible for the provision of public health services in hospitals and communities in Ireland. In 2010, the Clinical Strategy and Programmes Division (CSPD) was created with the aims of transforming the Irish healthcare system by improving quality, access and cost. As healthcare is a complex adaptive system, key to successful transformation is the creation of a dynamic adaptive space to allow interaction, innovation, creativity, testing, knowledge generation and adaptation.

#### ***Aims Objectives Theory or Methods***

The purpose of this organisational autoethnography is to share my lived experience as a National Director in a National Health service so that it might be used to inform future initiatives.

Retrospective analytic organisational autoethnography is the research method and examines the relationship between the individual and the organisation and allows for insightful and emotionally-rich assessments of organisational life[1].

Using Arena and Uhl-Biens '4Ds' of adaptive space as a scaffolding around which to build the autoethnography, the author describes her experience of leading CSPD and the creation of an adaptive space and reflects on the enablers and challenges [2].

#### ***Highlights or Results or Key Findings***

Within CSPD, the author created an adaptive space through the development of rich connections across the '4D' connections of adaptive space: discovery, development, diffusion, and disruption. Together, these 4D connections facilitated the human interactions necessary to generate innovative ideas and concepts that were necessary for positive disruption. Although any connections were successful, some were not and the author reflects on possible reasons why. The author found retrospective analytic autoethnography was an effective tool for describing the creation of adaptive space. Using multiple data sources enabled a more analytic and objective analysis without losing the sense of self. Organizational autoethnography has the potential to be a powerful tool for capturing the authentic lived experiences of employees within organisations, yet is a tool seldom utilised in organisational development literature.

### ***Conclusions***

This account provides an insight into the author's lived experience as a senior leader within a national public healthcare organisation as she endeavoured to create an adaptive space within the organisation and concludes with some reflections about the gap between innovation and practice in healthcare transformation.

### ***Implications for applicability/transferability sustainability and limitations***

Organizational autoethnography has the potential to be a powerful tool for capturing the authentic lived experiences of employees within organisations. This account is one person's reflections but using multiple data sources has minimised bias.