The Implementation of Learning Organization in the Integrated Planning for Healthcare Programs: A Narrative Review

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Abstract. Integrated planning is a critical step in the successful implementation of healthcare programs. However, this process often encounters obstacles such as hero cultures and silo mentalities. Effective integrated planning requires systems thinking, a shared vision, sound mental models, and cohesive teamwork in a learning organization framework. This study aims to explore the implementation of learning organizations in the integrated planning for healthcare programs. This study employed a literature review method with a narrative review approach, with data collected from scholarly articles accessed via Google Scholar, ProQuest, and Scopus using keywords and search strategies such as "health program AND learning organization," "health program AND mental model," "health program AND personal mastery," "health program AND team building," "health program AND systems thinking," and "health program AND shared vision." The findings indicated that an adaptable mental model is essential for addressing evolving recent health problems. Strong personal mastery is also crucial for adapting to new regulations and technologies, as well as enhancing resilience in problem-solve. A shared vision is fundamental for fostering collaboration and discussion among program planners across departments. Systems thinking enables a comprehensive approach to problem-solving, moving beyond a fragmented view. Finally, a learning-oriented team is vital for ensuring effective planning, built on trust and a shared vision. Learning organizations should be cultivated in healthcare institutions to improve the effectiveness of integrated planning for health programs.

1 Introduction

Planning and budgeting are critical phases prior to the implementation of any program. Without effective planning and budgeting, the implementation cannot be successfully achieved. This situations holds true for healthcare programs as well [1]. However, many obstacles hinder the development of sound planning and budgeting. For example, many urgent health issues require immediate attention, yet available budgets are often limited [2]. In such cases, prioritization should be handled with care. Another common issue is the overlap and lack of synchronization between programs, which poses a significant challenge for health program implementers. At times, one program may conflict with another due to a lack of prior coordination. Additionally, many programs are redundant or overlap, leading to inefficiencies and confusion among target audiences.

A study conducted in Nigeria identified several challenges in implementing integrated health planning at primary, secondary and tertiary levels. These challenges include an inadequate health management information system (HMIS), a dysfunctional financial management system (FMS), and an unreliable resource management system (HRMS) [3].

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Similarly, in Kenya, the healthcare sector continues to face challenges in aligning planning and budgeting processes. Contributing factors include weak management at the Ministry of Health, fragmentation among institutions involved in planning and budgeting, rapid environmental changes, a lack of reliable data for decision-making, and low participation from key stakeholders [4].

Effective planning and budgeting in health programs require collaborate not only in the health sector but also across multiple sectors, including the government, private sector, and communities. However, several barriers impede such collaboration, such as the presence of hero cultures and silo mentalities [5]. Hero culture refers to a dominant, conventional organizational culture that prioritizes competition and individual performance over teamwork. In contrast, silo mentality arises when organizations are divided into departments or units that restrict communication, information sharing, and collaboration [6].

Developing a learning organization may offer a solution to overcoming the challenges posed by silo mentality and hero culture in healthcare programs [7]. Therefore, this study aims to explore and identify the role of the implementation of learning organization in integrated planning for healthcare programs.

2 Methods

This study employed a literature review method with a narrative review approach. Narrative reviews synthesize knowledge on a particular topic or theme from both theoretical and contextual perspectives. Unlike systematic reviews, narrative reviews do not specify the databases or methodological approaches in a rigid manner. Instead, they focus on the critical analysis of literature published in books and electronic journal articles related to health planning and learning organizations [8]. The data were collected from journal articles indexed in the Google Scholar, ProQuest, and Scopus databases using keywords and search strategies such as “health program AND learning organization,” “health program AND mental model,” “health program AND personal mastery,” “health program AND team building,” “health program AND system thinking,” and “health program AND shared vision”. The articles included were published in Indonesian or English between 2000 and 2023. This study was conducted between July and October 2023. The steps of the narrative review process are described in the following figure.

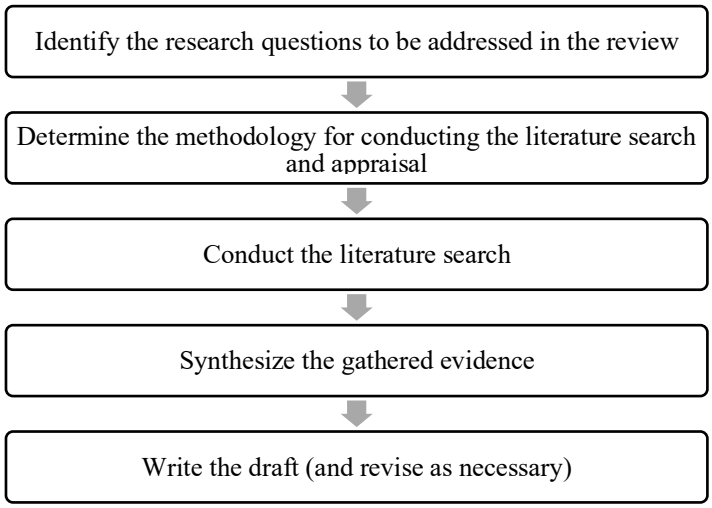

Figure 1. The steps of the narrative review process

3 Results and Discussion

According to Peter Senge, a learning organization is one that continuously engages in self-learning, enabling it to develop adaptable thinking and behavior in response to changing circumstances [9]. This concept is built on five pillars: systems thinking, mental model, personal mastery, learning team, and shared vision [10]. The research related to mental model synthesized in this study includes the following.

Table 1. Article Summary

Author	Title	Year of Publication	Research Summary
McNab, S., Scudder, E., Syed, U., & Freedman, L. P.	Maternal and newborn health for the urban poor: the need for a new mental model and implementation strategies to accelerate progress.	2022	New innovative and paradigm shifts are necessary for improving maternal and child health in Bangladesh, particularly through communications, outreach, and the use of technology.
Farrell, R., Collart, C., Craighead, C., Pierce, M., Chien, E., Frankel, R., ... & Rose, S	The successes and challenges of implementing telehealth for diverse patient populations requiring prenatal care during COVID-19: qualitative study	2022	Effective strategies or a shift in mental models is required to solve maternal health problems during the COVID-19 pandemic through the implementation of telehealth services.
Lassi, Z. S., Naseem, R., Salam, R. A., Siddiqui, F., & Das, J. K	The impact of the COVID-19 pandemic on immunization campaigns and programs: a systematic review. International journal of environmental research and public health	2021	New strategies or alternative mental models are essential for managing COVID-19 in child immunization programs.
Tam, C. C., Qiao, S., Garrett, C., Zhang, R., Aghaei, A., Aggarwal, A., ... & Li, X.	Substance use, psychiatric symptoms, personal mastery, and social support among COVID-19 long haulers: A compensatory model	2023	Personal mastery and social support is crucial for navigating the challenges posed by the COVID-19 pandemic.
Kohli, N., Nguyen, P. H., Avula, R., & Menon, P.	The role of the state government, civil society, and programmes across sectors in a stunting reduction in Chhattisgarh, India	2020	A multisectoral approach was adopted to reduce the stunting incidence in India.

Author	Title	Year of Publication	Research Summary
Fernandes, D., Niga, J. D., & Klau, R. S. (2022).	Collaborative Governance In The Handling of Stunting Program In East Flores District	2022	A multisectoral approach was adopted to combat stunting in East Flores Regency.
Wahyudianto, H., Prasetyo, A., Fuada, N., Hariastuti, I., Kurnianto, E. A., Asis, A., ... & Sumarno, S	Synergies To Address Stunting In Papua: A Multisectoral Approach And Improving People's Quality Of Life	2023	A multisectoral approach was adopted to reduce stunting in Papua.
Prasetyo, A., Noviana, N., Rosdiana, W., Anwar, M. A., Harwijayanti, B. P., & Fahlevi, M	Stunting Convergence Management Framework through System Integration Based on Regional Service Governance	2023	Systems thinking is necessary to reduce stunting.

3.1 Implementation of Mental Model in Integrated Planning for Healthcare Programs

Mental models refer to the way individual perceive and interpret situations, shaped by their self-assessments, understandings, assumptions, beliefs, and prejudices [11]. In healthcare planning, mental models are essential for enabling teams to adapt and shift their perspectives as needed.

For instance, in Bangladesh, traditional mental model were insufficient to address maternal and newborn health problems. To improve maternal and child health outcomes, new, innovative approaches, including those involving communications, outreach, and technology, were required [12].

The COVID-19 pandemic, caused by the SARS-CoV-2 virus at the end of 2019 revealed numerous weaknesses in healthcare systems worldwide and impacted economies globally. Addressing this problem required an idealized mental model. Program planners should learn about COVID-19, its transmission, and methods of prevention and control.

For example, during the pandemic, antenatal care (ANC) programs for pregnant women required alternative strategies due to heightened vulnerability of pregnant women to COVID-19. ANC is a vital program aimed at monitoring pregnancies and reducing maternal morbidity and mortality rates [13]. New strategies, such as telemonitoring, telemedicine, and door-to-door ANC services, had to be developed to address these challenges [12,14].

Effective adaptation in such situations is possible when program implementers possess a good or idealized mental model, one that is responsive to changing conditions and capable of formulating relevant strategies and solutions. Conversely, if program planners hold flawed mental models, such as denying the seriousness of COVID-19 or viewing it as a conspiracy, they may continue to implement ANC programs without restrictions, thereby harming pregnant women.

Another example is the implementation of child immunization programs. Immunization is a crucial program that cannot be postponed as delays could lead to outbreaks

of preventable diseases. However, children are also vulnerable to COVID-19 transmission. Addressing this challenge required moving beyond traditional mental models and adopting new approaches and innovations [15].

In other words, the success of integrated healthcare planning depends on the use of an idealized mental model. Strategies for program implementation must be relevant to the current challenges, aiming to minimize negative impacts while maximizing positive outcomes.

3.2 Implementation of Personal Mastery in Integrated Planning for Healthcare Programs

Personal mastery refers to the ability to continuously improve one's understanding in order to maintain an objective view of reality. This concept must be supported by a strong resilience or adversity quotient [16]. In a learning organization, it is essential for team members to possess adequate competencies that enable them to adapt to changing demands, especially those related to technological advancements and shifts in business paradigms from physical strength to knowledge-based paradigms [17].

In recent years, there has been significant technological development, especially in the healthcare sector. This development is considered one of the pillars of health transformation in the Indonesian Ministry of Health's program [18]. The use of various technologies in health program can solve many problems, enhance procedural efficiency, and facilitate the collection of health, which is crucial for informed policy-making or strategic planning. To develop evidence-based policies and plans, program planners must cultivate open-mindedness and a strong commitment to their objectives.

Resilience is important for overcoming health problems, especially during crises such as the COVID-19 pandemic. High resilience enables healthcare professionals to delve deeper into health problems and identify alternative solutions. Additionally, personal mastery significantly benefits policy implementation, especially in motivating and shaping the dispositions of policy implementers, allowing them to adapt affectively to contemporary challenges

3.3 Implementation of Shared Vision in Integrated Planning for Healthcare Programs

An organization comprises team members with diverse interests and backgrounds. Therefore, a shared vision is needed, serving as a commitment to exploring and aligning the future goals of all members. Without a shared vision, organizations with varied educational, experiential, and cultural backgrounds may struggle work collaboratively [19].

A shared vision also helps mitigate silo mentality within departments. For example, in the context of stunting reduction acceleration programs, this problem is not solely he responsibility of the nutrition department, but also involves other departments such as maternal and child health, sanitation, and environmental health [20]. Addressing this problem transcends the health sector, necessitating cross-sector collaboration with entities such as environmental agencies, the Ministry of Religious Affairs, the Ministry of Social Affairs, women's empowerment agencies [21].

This strategy has been implemented in many areas. In East Flores Regency, a task force team that consisted of bureaucratic and non-bureaucratic elements was established to reduce stunting [22]. In Papua, a multisectoral approach has been adopted to reduce stunting, engaging local government, non-governmental organizations, the private sector, and civil society. Initiatives such as high-nutrition feeding programs and community awareness campaigns have been undertaken [23].

A shared vision is vital for establishing a common understanding, perception, and planning of programs across different agencies, ensuring that efforts are complementary rather than overlapping [24].

3.4 Implementation of Systems Thinking in Integrated Planning for Healthcare Program

In organizations, problem-solving should not be approached from a singular perspective. Rather, it must be viewed holistically. Organizations are required to collaborate to achieve optimal performance. Strategic thinking and comprehensive solutions among organizational members are essential for fostering synergistic relationships within the organization. In this context, both individuals and organizations must engage in ongoing learning [25].

Employing systems thinking is crucial for addressing problems thoroughly to prevent the emergence of new problems in the future. For example, when tackling the stunting problem, the solution cannot be limited to merely enhancing nutrition; it requires intervention beginning from pregnancy. Furthermore, efforts to prevent stunting must extend to adolescence, as young women should receive iron supplement tablets to prevent anemia and improve nutrition aimed at mitigating energy and nutritional deficiencies during future pregnancies [26].

Other interventions are also carried out, such as promoting clean and healthy lifestyles and improving environmental sanitation to prevent diseases such as diarrhea, which can exacerbate energy and nutritional deficiencies in children [27].

3.5 Implementation of Learning Team in Integrated Planning on Healthcare Program

In the development of a learning organization, the role of learning teams is crucial. Various insights within the team are vital for enhancing the organization's intellectual capacity. The ability to synergize these activities is determined by the presence of a shared vision. The establishment of a learning team does not occur spontaneously, but it requires progression through various stages [28].

Learning teams are critical for fostering cohesion, enabling the sharing of vision and aligning perceptions. Without effective learning teams, the creation of integrated planning and systems thinking becomes unfeasible. Therefore, capacity building is essential to enhance the effectiveness of learning teams. In the absence of learning teams, the shared vision cannot be implemented effectively, ultimately hindering integrated planning and budgeting.

4 Conclusion

The implementation of learning organization characterized by systems thinking, mental model, learning team, shared vision, and personal mastery is essential for integrated planning for healthcare programs. These characteristics foster an environment that mitigates hero culture and silo mentality within organizations. Developing learning organizations within the healthcare sector is crucial for enhancing the effectiveness of integrated planning for health programs.

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7 Conflict of Interest Statement

The authors declare no conflict of interest in this study.

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