



IMVR-Kolloquium

forschen – vernetzen – lernen

Prof. Jane Banaszak-Holl, Ph.D.

Department of Health Management and Policy
University of Michigan, Ann Arbor



Zur Person:

Jane Banaszak-Holl has studied organizational change and the impact of business strategy, implementation processes, and managerial culture on health outcomes of health delivery organizations for almost 20 years. She is Associate Professor of Health Management and Policy and Associate Research Scientist in the Institute of Gerontology at the University of Michigan. She has published broadly in health services and management literature, reviews grants for US funding agencies, and has served in past leadership roles at the Academy of Management. She currently sits on the Board of Trustees for a U.S. community nonprofit providing housing and health services to the elderly.

Titel des Vortrags:

Valuing organizational culture in care for the elderly: An application of the competing values framework to U.S. nursing facilities

Inhalt des Vortrags:

Culture change initiatives propose to improve care by addressing the lack of managerial supports and prevalent stressful work environments in health care; however, little is known about how much change this requires in how facilities operate or how much employees are affected by the cultural differences associated with the new focus on resident-centered care and employee empowerment. Our study evaluates representation of organizational culture values within a random sample of U.S. nursing home facilities using a survey including the Competing Values Framework (CVF) and determines whether values are related to membership in resident-centered Culture Change initiatives and staff turnover. U.S. nursing homes are renown for poor quality of care and their employees face substantial daily stresses in the workplace. Employee-focused values were substantially high in the industry while only facilities emphasizing innovation actually participated in culture change movements. We also found that an employee focus in organizational values led to lower turnover rates among the lower levels of nursing staff, including nursing assistants but did not affect turnover of skilled RNs. The only facility cultural value that affected RN turnover was an emphasis on bureaucratic and rigid rules in the facility, with a greater focus on rules leading to higher RN turnover rates. Overall, we conclude that the industry emphasizes employee-focused values already and may face other structural barriers to transforming the industry.

Vortragort:

IMVR, Raum Experiment 1+2 (Erdgeschoss)
Universität zu Köln, Eupener Str. 129, TechnologiePark Braunsfeld

Zeit:

4. Februar 2013, 14:00 Uhr