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**Management Culture in the 21st Century**

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## **TRACK 34: Management of Culture and Change in Healthcare Organizations**

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**Abstract:**

Organizational culture can help healthcare organizations achieve desired outcomes, or can serve as a barrier that impedes innovation. Research is needed to address a number of questions. For example, to what extent can healthcare management develop interventions to reinforce the “safety culture” while downsizing services? Can healthcare organizations develop cultures within the communities they serve while reinforcing universal values such as patient safety, efficient service delivery, and equitable access to care? What changes have occurred in the cultures of Eastern European healthcare organizations as they move toward market economies? This track welcomes papers addressing these issues as Europe wrestles with budget shortfalls while hoping to maintain adequate levels of healthcare.

While the focus this year is organizational culture, an additional interest is in health system and organization change in Europe. Population aging is associated with a high prevalence of chronic diseases and high risks of poly-morbidities and adverse outcomes. Therefore, management and policy changes should more effectively integrate services to face these epidemiologic and demographic trends. Analyses could assess the impact of newly designed organizational models, organizational practices and work redesign, and the emergent patterns of action and clinical pathways on healthcare delivery. Implementation of large-scale management changes and their subsequent outcomes are another important topic of inquiry. Additionally, research on the evolving role of healthcare management is welcome. Specific interest is on the increased involvement of medical and nursing professionals in leadership of healthcare organizations.

Submissions can cover a wide variety of methods and research designs, including single case studies, conceptual papers, and large-scale empirical studies. Conceptual papers should make a clear link to healthcare problems and emphasize the types of situations covered by the theory. Papers that make advances in methodologies policy makers can use to improve the management and delivery of healthcare services are welcome.

**Keywords:** 3 keywords

Healthcare management, organization culture, integrated delivery