

# Care, Costs, and Sustainability:

## A comparison of non-profit and commercial healthcare organizations

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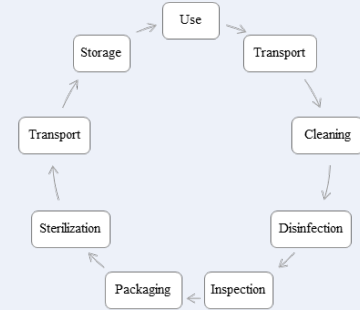
### Introduction

- Healthcare organizations have to balance different demands:
  - Care, quality and safety
  - Costs
  - Sustainability
- Applying institutional theory: demands can be translated to *institutional logics*, defined as the underlying principles and values used to make sense of the world and guide action<sup>1,2</sup>. Relevant logics in this context are:
  - Logic of professionalism (care, quality, safety in healthcare)<sup>3</sup>
  - Market (costs, efficiency)<sup>3</sup>
  - Sustainability (support for environmental goals)<sup>4</sup>
- General differences exist between non-profit and commercial organizations<sup>5</sup>

### Context: Central Sterile Services Department

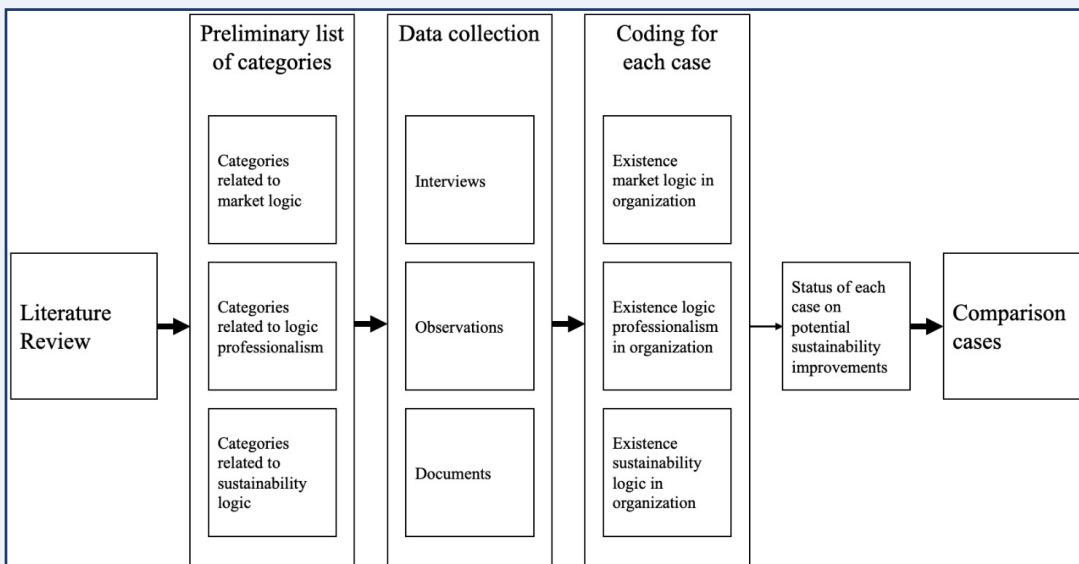
Sterilizes medical instruments for reuse.

Sterilization can be performed inhouse at non-profit hospitals or outsourced to companies



How do the institutional logics of the market, professionalism, and sustainability affect the implementation of environmental sustainability differently in non-profit and commercial healthcare organizations?

### Methodology



### Market logic

- Role of profit and costs
- Sustainability as business opportunity, instrument to create profit/competitive advantage
- Customers as defined by organization

### Logic of professionalism

- Core values & beliefs regarding care, provision of services
- Authority
- Role of regulations
- Membership in associations

### Sustainability logic

- Organizational support for environmental goals
- Strategy regarding environmental sustainability
- Personal commitment of employees to sustainability
- Research sustainability

### Preliminary Findings & Conclusion

| Logics                          | Non-profit hospitals   | Commercial companies  |
|---------------------------------|--|---|
| <b>Market logic</b>             | Ambiguous role of money<br><br>Saving costs<br>Sustainability as balancing between costing and saving money  | Financial information base of decision-making<br><br>Maximizing profit & reducing costs<br>Sustainability as business opportunity but not costing money   |
| <b>Logic of professionalism</b> | Core values of quality & safety<br>Providing healthcare<br>Professional authority by doctors<br>Dependence on hospital and doctors for actions                                       | Core values of quality & safety assurance<br>Providing service<br>Professional authority by experts<br>Dependence on management and customers for actions |
| <b>Sustainability logic</b>     | Begin to consider sustainability in last years<br>Based on ongoing trend and individuals<br>Organization wide sustainability strategy and requirements, although not truly effective | Begin to consider sustainability recently<br>Based on customers' demand<br>No explicit sustainability strategy but sustainability                         |

### Practical findings.

- Employees of CSSD perceive their department as disregarded and overlooked. Yet, it plays an important role to reduce, reuse, and recycle. Stressing the importance of the department could contribute to motivation and sustainable behavior
- Unclearly about the concept of sustainability, need to create a more approachable and practical definition that employees can use to get inspired and enthusiast
- Need to raise awareness and educate employees about sustainability in their work and their personal possibilities

### Practical recommendation

- Make employees aware of the impact they have with their work regarding sustainability
- For instance, develop a scoreboard with some key indicators connected to performance and sustainability (number of sets sterilized this month, number of disposables that were not bought because of the CSSD)

This might contribute to

- sustainable behavior across the organization
- awareness about the importance and impact of reusing & reducing
- awareness about the value of the CSSD, potentially better understanding
- sustainability recommendations initiated from the work floor