Care, Costs, and Sustainability:

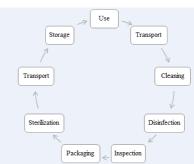
A comparison of non-profit and commercial healthcare organizations

Marleen Ungerathen

Introduction

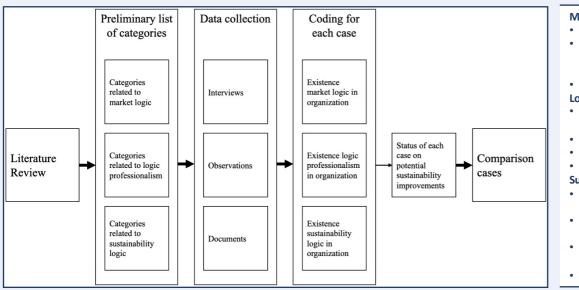
- Healthcare organizations have to balance different demands:
 - Care, quality and safety
 - Costs
 - Sustainability
- Applying institutional theory: demands can be translated to institutional logics, defined as the underlying principles and values used to make sense of the world and guide action^{1,2}. Relevant logics in this context are:
 - Logic of professionalism (care, quality, safety in healthcare)³
 - Market (costs, efficiency)³
 - Sustainability (support for environmental goals)⁴
- General differences exist between non-profit and commercial organizations⁵

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



Preliminary Findings & Conclusion

motivation and sustainable behavior

Fremmary Findings & Conclusion		
Logics	Non-profit hospitals	Commercial companies
Market logic	Ambiguous role of money	Financial information base of decision- making
	Saving costs	Maximizing profit & reducing costs
	Sustainability as balancing between costing and saving money	Sustainability as business opportunity but not costing money
Logic of	Core values of quality & safety	Core values of quality & safety assurance
professionalism	Providing healthcare	Providing service
	Professional authority by doctors	Professional authority by experts
	Dependence on hospital and doctors for actions	Dependence on management and customers for actions
Sustainability	Begin to consider sustainability in last years	Begin to consider sustainability recently
logic	Based on ongoing trend and individuals	Based on customers' demand
	Organization wide sustainability strategy	No explicit sustainability strategy but
	and requirements, although not truly effective	sustainability
Practical findings. • Unclarity about the • Need to raise		
Employees of CSSD perceive their concept of sustainability, awareness and		
department as disregarded and overlooked. need to create		create a more educate employees
Yet, it plays an important role to reduce, approa		hable and about sustainability
reuse, and recycle. Stressing the importance pr		definition that in their work and
of the department could contribute to en		es can use to get their personal

Market logic

- Role of profit and costs Sustainability as business opportunity, instrument to create profit/competitive advantage
- Costumers 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

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

References. 1: Greenwood, R., Diaz, A. M., Li, S. X., & Lorente, J. C. (2010). The multiplicity of institutional logics and the heterogeneity of organizational responses. *Organization Science*, 21(2), 521–539. 2:Lounsbury, M. (2008). Institutional rationality and practice variation: New directions in the institutional analysis of practice. *Accounting, Organizations and Society*, 33(4–5), 349–361. 3: Thornton, P. H. (2002). The rise of the corporation in a craft industry: Conflict and conformity in institutional logics. *Academy of Management Journal*, 45(1), 81–101. 4:Kok, A. M., de Bakker, F., & Groenewegen, P. (2019). Sustainability Struggles: Conflicting Cultures and Incompatible Logics. *Business & Society*, 58(8), 1496–1532. 5: Bergfeld, A., Plagmann, C., & Lutz, E. (2021). Know Your Counterparts: The Importance of Wording for Stakeholder unication in Social Franchise Enterprises. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 32(1), 104–119. Comn

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possibilities