

**420: ORGANIZATIONAL LEARNING CAPACITY AND LABOR-MANAGEMENT CLIMATE:
ASSESSING THEIR IMPACT ON NURSING HOME PERFORMANCE**

Authors:

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Objective:

The purpose of this study is to determine if long-term care organizations that develop strong learning cultures perform better than organizations with weaker learning orientations. Furthermore, for heavily unionized settings that predominate in long-term care settings, how does labor-management climate and learning orientation impact nursing home performance?

Methods:

Today, health care organizations are recognizing the need to become true learning organizations in order to successfully implement continuous quality improvement (CQI) and to achieve their valued performance objectives. For unionized environments, adversarial labor-management relations can impede the ability of organizations to adopt stronger learning orientations. Thus, there is a need to learn more about how organizational learning and labor-management climate impact the performance of health care establishments. Data collected for this study was obtained by means of a survey questionnaire of long-term care organizations. Learning orientation, labor-management climate and organizational performance was assessed in a sample of 231 Canadian nursing homes. Using a modified balanced scorecard that comprises customer, employee, operational and financial measures of organizational performance, categorical regression analysis was performed to assess the combined and independent effect of labor-management climate and learning orientation on nursing home performance outcomes.

Results:

Results show that nursing homes in our study that demonstrate higher capacities for organizational learning are perceived to perform better on a number of customer, employee and operational measures of nursing home performance. No significant relationships were observed between learning orientation and most measures of nursing home financial performance. In long-term care organizations with strong learning cultures that have less positive (more adversarial) labour-management climates, these customer, employee, and operational performance enhancements were reduced or eliminated.

Conclusions:

Long-term care organizations that seek to achieve augmented performance need to increase their capacity to learn. High performing nursing homes pursue a strong commitment to organizational learning while creating a favorable labor-management climate.