



# SEMINAR



## Social Dimensions of Health Institute

in partnership with the School of Management, University of St Andrews

**Tuesday 8th October, 2013  
at 3pm**

led by

**Karen Harlos**

Associate Professor and Inaugural Chair  
Department of Business and Administration  
University of Winnipeg

**MINING THE MANAGEMENT  
LITERATURE TO  
IMPROVE HEALTHCARE**

This seminar (which is FREE to attend)  
will be held in

**The Boardroom  
Gateway Building  
University of St Andrews**

**ALL WELCOME**



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Social Dimensions of Health Institute

**Dr Karen Harlos** is Associate Professor and Inaugural Chair, Department of Business and Administration, University of Winnipeg (PhD, Commerce; MA, Industrial/Organizational Psychology). Her field is organizational behaviour and she conducts research on workplace mistreatment and responses of employee silence and voice, healthcare workplace issues, and quality of worklife. Her work has appeared in *Human Relations*, *Research in Personnel and Human Resource Management*, *Journal of Management Education*, *Journal of Applied Behavioral Science*, *Healthcare Policy*, *Journal of Health Organization and Management*, *Advances in Qualitative Organizational Research*, and *Canadian Journal of Behavioural Science*. She has presented numerous academic papers in Europe, Australasia and North America and served on the editorial board of *Journal of Management*. She has also served on executive committees of the International Association of Conflict Management and the Western Academy of Management (elected). Prior to joining the University of Winnipeg, Professor Harlos was a professor of organizational behaviour at McGill University, Montreal, and the University of Otago, New Zealand and has held adjunct appointments at the University of Northern British Columbia (Nursing) and McGill University (Management).

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Management knowledge is gaining recognition as an important source of insights into improved functioning of healthcare organizations, quality of care, and patient outcomes. Yet, healthcare professionals are less exposed to research findings from organizational and management literatures as they might be, thereby limiting the successful implementation of evidence into practices, policies and decisions. Given that processes and conditions in healthcare organizations now are seen as sources of errors in patient care as well as high turnover of skilled professionals, and given that organizational factors are seen as key levers for health system improvement, this knowledge needs to be identified, analyzed, and applied to move knowledge to action. In this talk, I sketch the state of organizational research in the context of healthcare, outlining current challenges and responses to them. I then draw on my own and others' work to explore evolving implications for policy and practice in healthcare organizations. The talk concludes with a look ahead at closing the gap between clinical and managerial research, on the one hand, and actual healthcare practices, on the other, through work underway by our interdisciplinary team to increase healthcare managers' and leaders' access and use of management research.

**SDHI 10<sup>TH</sup> ANNIVERSARY**

*SDHI is celebrating 10 years of producing and facilitating innovative cross-institutional and multidisciplinary research in St Andrews and Dundee*