

Click button to  or  this page.



AcademyHealth 2009 Annual Research Meeting

June 28-30  
Hilton Chicago

## ABSTRACT POSTER POS6292-4

# Call for Posters Abstract Submission Form View

### Poster Session Selected: generalposter

**Abstract Title** Effects of director professionalism on management styles in community health centers

**Presenter (not necessarily lead author; only presenter will be contacted)**

First Name Blossom Yen-Ju

Last Name Lin

Degree(s) Ph.D.

E-mail yenju1115@hotmail.com

Job Title associate professor

Organization China Medical University

Department Health Services Administration

Address No.91 Hsueh-Shih Road

City Taichung

State

Country TW

Zip 404

Telephone 886-922-709359  
e.g., (555) 555-5555

Fax 886-4-22076923  
e.g., (555) 555-5555

**Lead Author (if not presenter)**

First Name Cheng-Chieh

Last Name Lin

Degree(s) MD, PhD

E-mail

**Co-Author(s)**

Full Name Yung Kai Lin Degree(s) MD, MBA

Full Name Blossom Yen-Ju Lin Degree(s) PhD

Full Name Degree(s)

Full Name Degree(s)

Full Name Degree(s)

Do not bold, or underline, or use symbols (i.e., parentheses, quotes, etc.), charts or graphs.

**Research Objective:**

Based on the national regulation on qualification of director professionalism in the public health centers in 2000, medical physicians have not been the only medical professionalism to qualify for the position of director of public health centers in Taiwan. The potential director candidates also include those in the professionalisms of nursing, pharmacy, and medical technology. However, few studies have been explored the leadership effectiveness of various director professionalisms in public health centers. Therefore, this

study was aimed to explore how directors in the public health centers with different medical professionalisms, named as physicians, nurses, pharmacists, and medical technologists were related to their leader styles and effectiveness.

**Study Design:**

This was a mailed survey study with individual public health centers as the unit of analysis. The directors and staff in the individual public health centers were surveyed by the structured questionnaires in terms of director personal and professional backgrounds, organizational strategy, communication, and coordination, organizational congruent with national health policy, employee empowerments, and employee satisfaction. In addition, public health centers' service population and service location (rural vs. urban) were also collected. Descriptive analyses and structural equation modeling was performed. Data were collected through multiple stages to get all the needed information in 2005 and all the data were aggregated into the level of individual public health centers.

**Population Studied:**

There were 230 health centers responded our study with 66% (230/347) response rate.

**Principal Findings:**

The results revealed that there were not statistical significance in leadership styles and effectiveness including organizational strategy, communication, and coordination, organizational congruent with national health policy, employee empowerments, and employee satisfaction among the various medical professionalisms of directors in the public health centers. However, it was found that the directors ever trained and having research experiences in the discipline of public health would empower their employees with less extent and dominate more in the business activities in the public health centers, be more active in service creations, and be more sensitive to external environments. And the directors with longer position duration would empower their employees with less extent. Moreover, elder directors involved less in communication and coordination in the management of public health centers. The overall model was shown as a moderate fit in this study.

**Conclusions:**

The different medical professionalisms in the directors of the public health centers were not related to their leader styles and effectiveness. However, the directors' personal backgrounds such as ages, position length, and trained and research experiences in public health played important roles in their leader styles and effectiveness.

**Implications for Policy, Delivery or Practice:**

Medical professionalisms were not related to the leader styles and effectiveness in managing public health centers. However, we did find the role of education, that is, directors' trained and research experiences in public health did make the directors to be different in their leader styles and effectiveness. The value of education of training program in public health discipline might be better criteria for recruiting, selecting, or training the potential director candidates in the public health centers than the criteria of just focusing on the specified medical professionalism.

**Primary Funding Source Selected: Other**

Other: Taiwan Bureau of Health Promotion, Department of Health, ROC