

#EHMA2020



# Personalized care, personalized training? Challenges in tailoring nurses' training to meet the demands of personalized nursing home care

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dr. Marieke van Wieringen  
dr. Ludo Glimmerveen  
prof. dr. Henk Nies



# Background

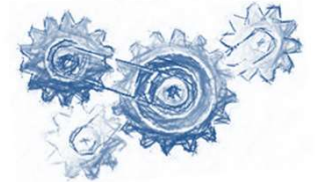
- Increasing calls for client-centered care...
  - by attending to the welfare, needs and values of clients
- Increasing calls for care professionals capable of delivering such care.
- Nursing training programs (in the Netherlands)...
  - focus mainly on ‘technical’ nursing skills...
  - and far less on social skills (Hamers et al., 2012; Oeseburg et al., 2015)

# Goals of a new nursing training program

- A personalized and flexible training program, following students' needs (learning questions).
- Relation-oriented training: students attending to individual clients' welfare, needs and values.
- Combing in-school and on-the-job training: close co-operation and alignment between vocational training institutes and care organizations.

# Goal of the present study

- Study the implementation and coordination process of the program.
- By focussing on the alignment...
  - between the different organizations participating in the program,
  - and within these organizations.



# Methods / data

## In-depth interviews with:

- 3 project leaders
- 8 on-the-job trainers in nursing homes
- 4 team managers
- 3 educators from vocational training institute
- 7 students



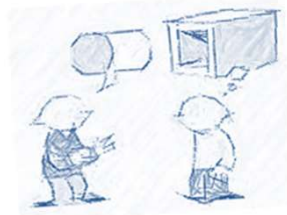
## Online questionnaire with open questions:

- Completed by 14 students.

## Observations during:

- Meetings between project leaders and project management;
- Meeting for new students

# Results



## Paradoxical dynamic

Wide support for programs' goals, but suboptimal relationships and lacking communication between on-the-job trainers and in-school educators.

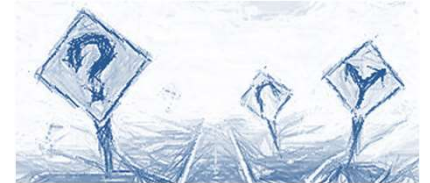


## Suboptimal implementation

- Misalignment of tasks and responsibilities *within* and *between* organizations...
- raised questions about 'ownership' of students' training in each organization...
- inhibited employees' to align their work with external partners...
- hampered the envisioned flexible adjustment to students' needs.

# Discussion / conclusion

**Challenges of implementing** a new training program that combines in-school and on-the-job learning.

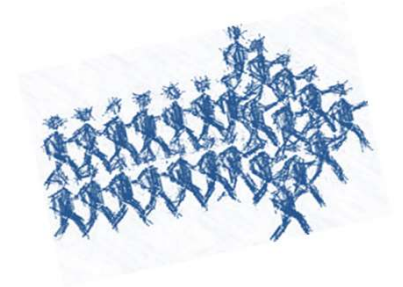


**Successful implementation requires...**

- *intra*-organizational alignment and *inter*-organizational alignment...
- prior and throughout implementation process.

**Role for managers...**

- Engage staff in program development.
- Align roles and perspectives *within* organization
- Facilitate and stimulate staff to coordinate and align work with external partners.



# Thank you for your attention!

Marieke van Wieringen  
Ludo Glimmerveen  
Henk Nies

[m.van.wieringen@vu.nl](mailto:m.van.wieringen@vu.nl)

