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Clinical governance and healthcare professionals' motivation to provide care

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Propositions
accompanying the PhD dissertation

Clinical governance and healthcare professionals' motivation to provide care.

A balancing act

Gepke Veenstra, 26 October, 2022

1. An autonomously motivated healthcare workforce is essential for the provision of high-quality care (this dissertation).
2. A balance between bottom-up and top-down clinical governance approaches strengthens healthcare professionals' autonomous motivation (this dissertation).
3. The traditional focus on the controlled motivation of healthcare professionals may actually do more harm than good. These approaches should be accompanied by aspects that support the satisfaction of workers' basic psychological needs for autonomy, relatedness and competence (this dissertation).
4. The effectiveness of top-down clinical governance approaches stands or falls with the culture of the organization; governance approaches such as the collection of quality information and reporting, learning and improving after incidents are supported by a safe culture (this dissertation).
5. The effectiveness of bottom-up clinical governance approaches stands or falls with support from the top in terms of resources and an environment for learning (this dissertation).
6. A mismatch between quality indicators and the practice of care provision might actually stifle rather than trigger quality improvements in clinical practice (this dissertation).
7. In the increasingly complex healthcare environment, the meaning of professionalism shifts from being autonomous to being a member of the care network (this dissertation).
8. The implementation of smart technologies to facilitate the work of healthcare professionals requires smart decision-making to make sure that they support, rather than overrule, clinical practice (this dissertation).
9. Ultimately, the secret of quality is love (Avedis Donabedian).
10. Healthcare is not a machine with simple coordinating mechanisms, whereby we can switch the quality button to 'on' (Braithwaite et al., 2020).
11. When writing a dissertation about work motivation, at times, one might struggle to put the theory to practice.