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FRAMING A RESEARCH AGENDA ON TEAM-BASED CARE

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October 23, 2012**

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A Potential Typology of Team-Based Care to Structure the Work on an Agenda

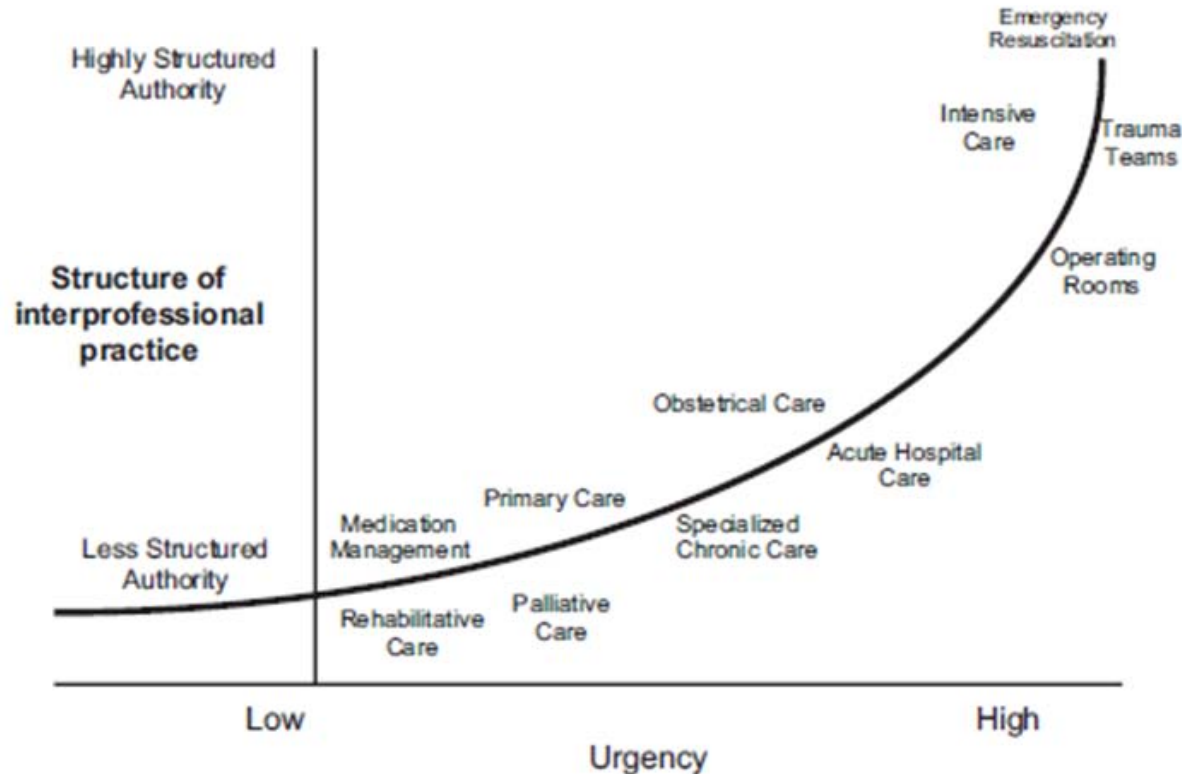


Figure 1 Degree of structured authority of interprofessional care according to urgency.

Retchin SM. A conceptual framework for interprofessional and co-managed care. Academic Medicine. 2008;83(10):929-933.

An Additional Consideration in Developing a Research Agenda on Team-Based Care

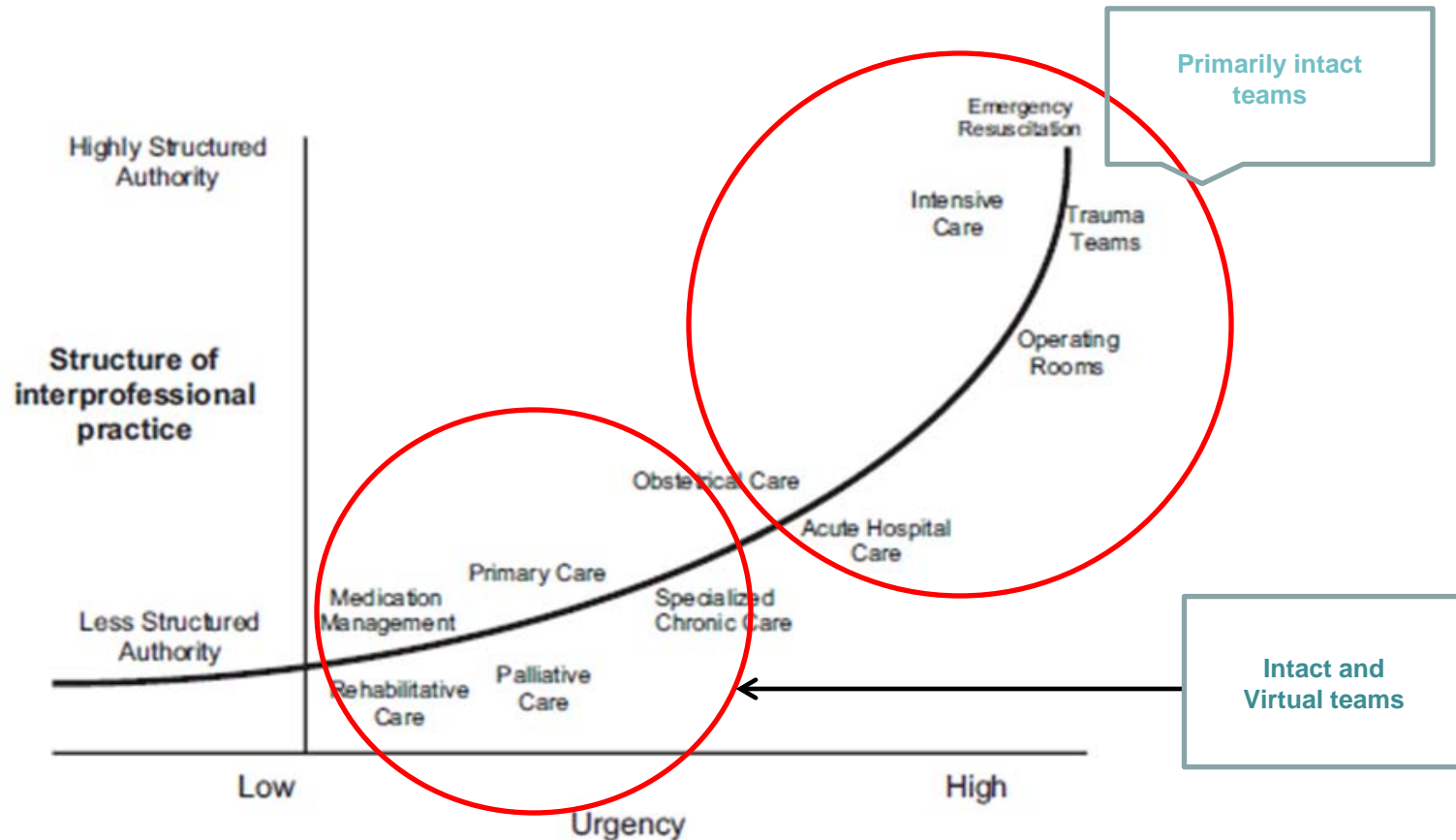
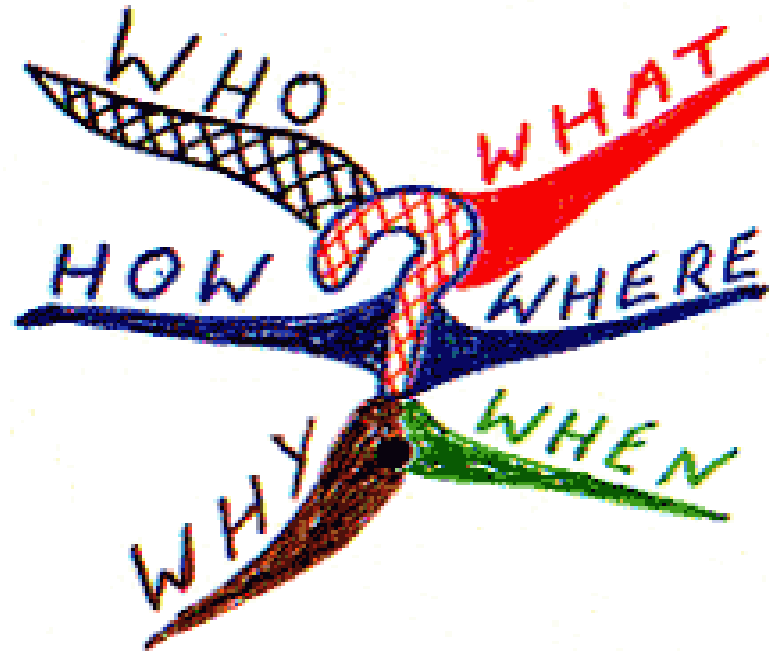


Figure 1 Degree of structured authority of interprofessional care according to urgency.

Retchin SM. A conceptual framework for interprofessional and co-managed care. *Academic Medicine*. 2008;83(10):929-933.

Traditional Research Questions



And importantly for health care: with what result/outcome?

Research Questions:

- **Who*** = team composition & roles
- **What*** = services provided
- **Where*** = health care setting, home, or community environment
- **How*** = teamwork model employed, including methods of communication, conflict resolution, etc

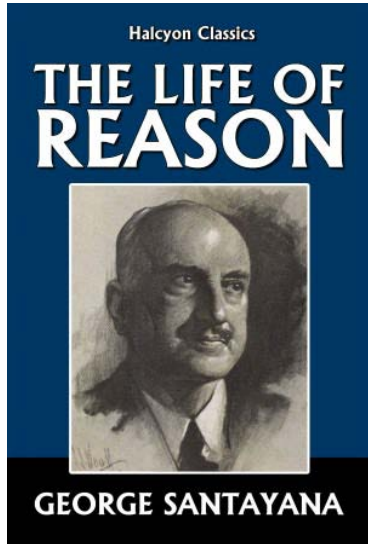
- *When = when are teams more effective than individuals*
- *With what result = broad assessment of outcomes including effectiveness, efficiency/cost-effectiveness, and sustainability*

* = highlighted in the discussion paper, p.24

Some Types of Research

- **Basic Research**
 - Understand principles, mechanisms
- **Translational Research**
 - Determine how principles & mechanisms can be incorporated in practice
- **Implementation Research**
 - Develop methods & systems for institutionalizing principles & mechanisms in practice as well as methods for effective dissemination, widespread implementation, and sustainability

Seek Efficiency in Research



(1863 - 1952)

- **Review what has been done in the past**
 - Those who cannot remember the past are condemned to repeat it.
 - Santayana, 1905
- **Review relevant research on teams in a variety of fields**

Review Relevant Work from a Variety of Fields

- **Examples:**

- See: Murnighan JK, Conlon DE. The dynamics of intense work groups: a study of British string quartets. *Administrative Science Quarterly* 1991;36(2):165-186



The Amadeus Quartet
1947-1987

- See:

Grubb G, Morey JC, Simon R. Sustaining and advancing performance improvements achieved by crew resource management training. *Available at:*

<http://frontpage.okstate.edu/coe/toddhubbard/CRM%20stuff/CRM%20FAA%20Training/Grubb.pdf>

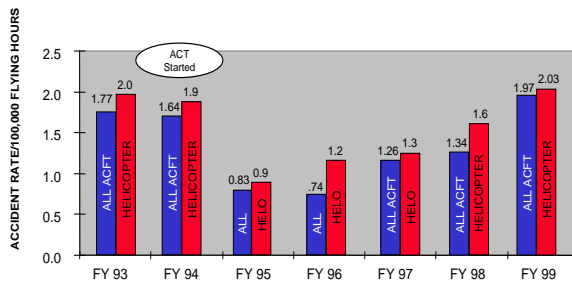
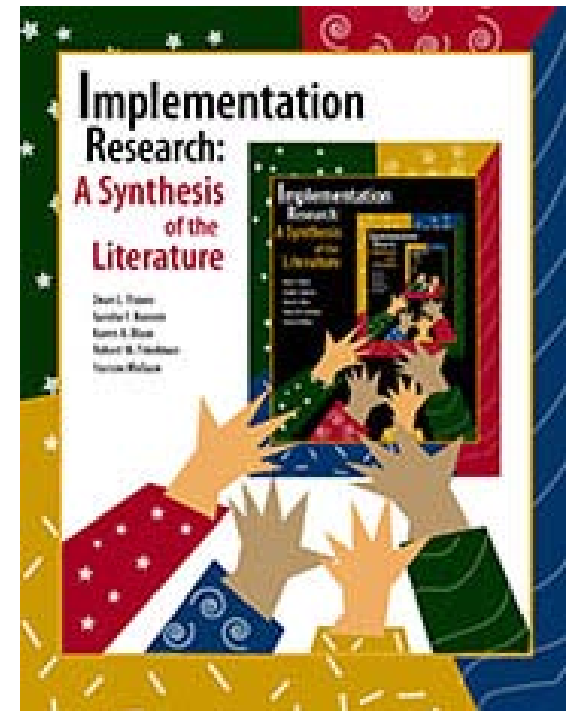


Figure 2. Army aviation Class A accident trend.

Organize Review of the Past by Types of Research and Types of Team

- For instance:

- See: Fixsen, D. L., Naoom, S. F., Blase, K. A., Friedman, R. M., & Wallace, F. (2005). *Implementation research: A synthesis of the literature*. Tampa, FL: University of South Florida, Louis de la Parte Florida Mental Health Institute, The National Implementation Research Network.
- Available at:
http://cfs.cbcs.usf.edu/docs/publications/NIRN_Monograph_Full.pdf





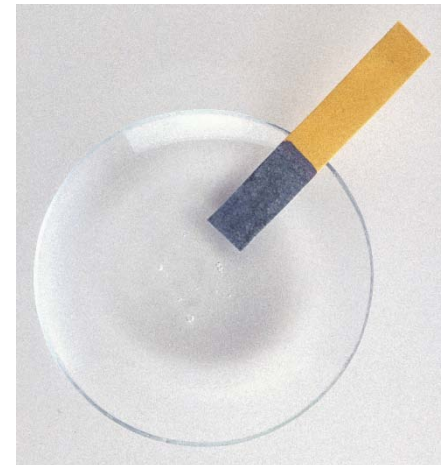
Start with a Broad Brush: Consider Multiple Research Methods

- **Quantitative**
 - Epidemiologic (*observational studies = cohort, case-control, cross-sectional*)
 - Interventional (*trials*)
- **Qualitative – multiple overlapping methods**
 - Phenomenologic (*“identify phenomena as perceived by the actors in a situation”*)
 - Ethnographic (*“exploration of cultural phenomena”*)
 - Hermeneutic (*“interpretation” of observations/phenomena*)
 - Symbolic interactionism (*“study of patterns of communication, interpretation and adjustment between individuals” – verbal and non-verbal*)

The Sky Was the Limit...



- **Now....Prioritize!!**
 - Consider carefully why a specific area needs to be explored or a particular study needs to be done
 - Litmus test: “The first main purpose of research about team-based care is to determine the specific practices that achieve the best outcomes and cost-savings for particular patients in a given setting.”*



* = taken from the discussion paper, p.24

And...



- **Consider *and cultivate* potential funding sources**
 - **Ask: who might fund what needs to be done or fund particular areas/types of work that need to be done?**

Thanks!

- **Jeffrey B. Cooper, PhD**
 - **Founder, Executive Director
Center for Medical Simulation**
 - **Professor of Anesthesia Harvard
Medical School**
 - **Winner - 2003 John M. Eisenberg
Award for Lifetime Achievement in
Patient Safety from the National
Quality Forum and the Joint
Commission on Accreditation of
Healthcare Organizations, and the
2004 Lifetime Achievement Award
from the American Academy of
Clinical Engineering.**

