



National Institute  
on Aging

# Mechanisms for Organizational Behavior Change to Address the Needs of People Living with Alzheimer's Disease and Related Dementias

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# About the NIA and DBSR

- **NIA** is one of the 27 institutes and centers of the National Institutes of Health - understand the **nature of aging** and **extend the healthy, active years of life**.
- BSR is one of four extramural divisions of NIA focusing on social, behavioral, and economic **research**, research **infrastructure** and research **training** on the processes of aging at the individual and societal level.
- **Cross-disciplinary** research at **multiple levels** from genetics to **cross-national comparative research**, and at stages from basic through translational.
- One focus is **Alzheimer's disease and Alzheimer's disease-related dementias (AD/ADRD)** research in addition to **life course health and aging** research.
- BSR Science managed across two research branches:
  - [Population and Social Processes](#): Demographic, institutional, and other factors at the population level including health systems, Medicare, and Medicaid, and other nationally representative longitudinal studies.
  - [Individual and Behavioral Processes](#): Psychological, behavioral, and interpersonal processes at the individual and dyadic level; interventions.
- More about us: <https://www.nia.nih.gov/research/dbsr>

## Relevance to NIA

- As an extramural program, we receive input from experts.
- Every five years, National Advisory Council on Aging (NACA) recommends future directions.
- 2019 NACA Review recommended:
  - Supporting individual and organizational change research
  - Supporting research improving care for AD/ADRD patients and caregivers

## Objective

- The purpose of this workshop is to identify mechanisms in the health system to improve care of those with AD/ADRD.
- While many health systems, public health, and social service systems are re-designing their programs and processes to address the current siloed nature of care and service delivery, there remains a gap in understanding how to reliably implement organizational change initiatives to better serve people living with AD/ADRD.

# Donabedian Model of System Function

- Systems receive inputs, follow processes, and produce outcomes.
- Organizational behavior (OB) is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work.

Inputs		Processes		Outcomes
Individual Level <ul style="list-style-type: none"> <li>• Diversity</li> <li>• Personality</li> <li>• Values</li> </ul>		Individual Level <ul style="list-style-type: none"> <li>• Emotions and moods</li> <li>• Motivation</li> <li>• Perception</li> <li>• Decision making</li> </ul>		Individual Level <ul style="list-style-type: none"> <li>• Attitudes and stress</li> <li>• Task performance</li> <li>• Prosocial behavior</li> </ul>
Group Level <ul style="list-style-type: none"> <li>• Group Structure</li> <li>• Group roles</li> <li>• Team responsibilities</li> </ul>	→	Group Level <ul style="list-style-type: none"> <li>• Communication</li> <li>• Leadership</li> <li>• Power and politics</li> <li>• Conflict and negotiation</li> </ul>	→	Group Level <ul style="list-style-type: none"> <li>• Group Cohesion</li> <li>• Group Functioning</li> </ul>
Organizational Level <ul style="list-style-type: none"> <li>• Structure</li> <li>• Culture</li> <li>• <b>Payments</b></li> </ul>		Organizational Level <ul style="list-style-type: none"> <li>• Human resource management (payment)</li> <li>• Change practices</li> </ul>		Organizational Level <ul style="list-style-type: none"> <li>• Productivity</li> <li>• Survival</li> </ul>



## Payment: Central to Inputs and Processes

All available evidence suggests that how care is paid for influences processes and outcomes that organizations produce.

- Accountable Care Organizations
- 30-day re-admissions penalty
- Bundled payments for joint replacements
- Observational stays

Unknown directionality of such payment policies for people with AD/ADRD.

# Thank you!

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