

Enhancing Interdisciplinary Collaboration and Team-Based Care in the Times of COVID-19 The Role of Relational Coordination

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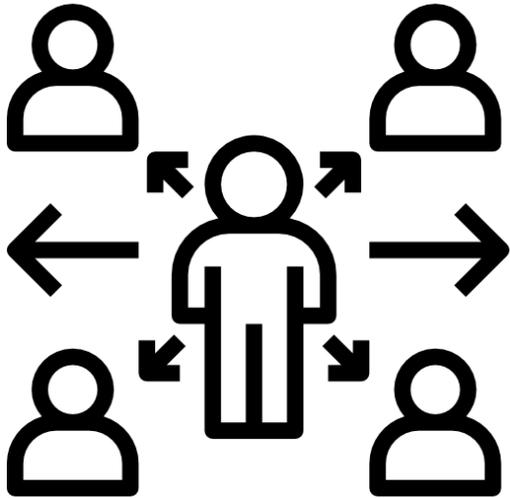
Disclosures

The following speakers disclose no actual or potential conflicts of interest in relation to this program/presentation:

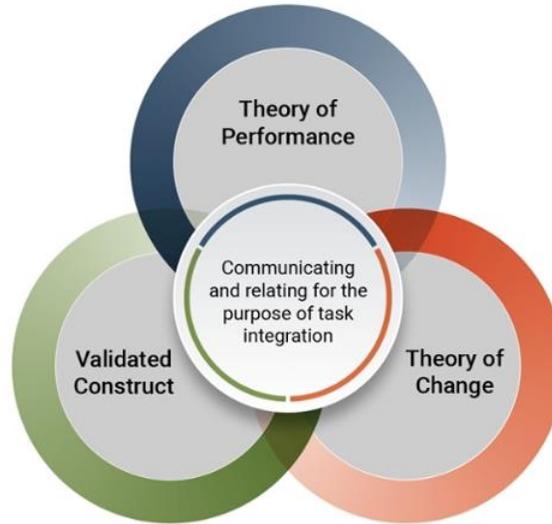
- Brigid Connelly
- Heather M. Gilmartin
- Christine D. Jones

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Workshop Objectives



Interactive



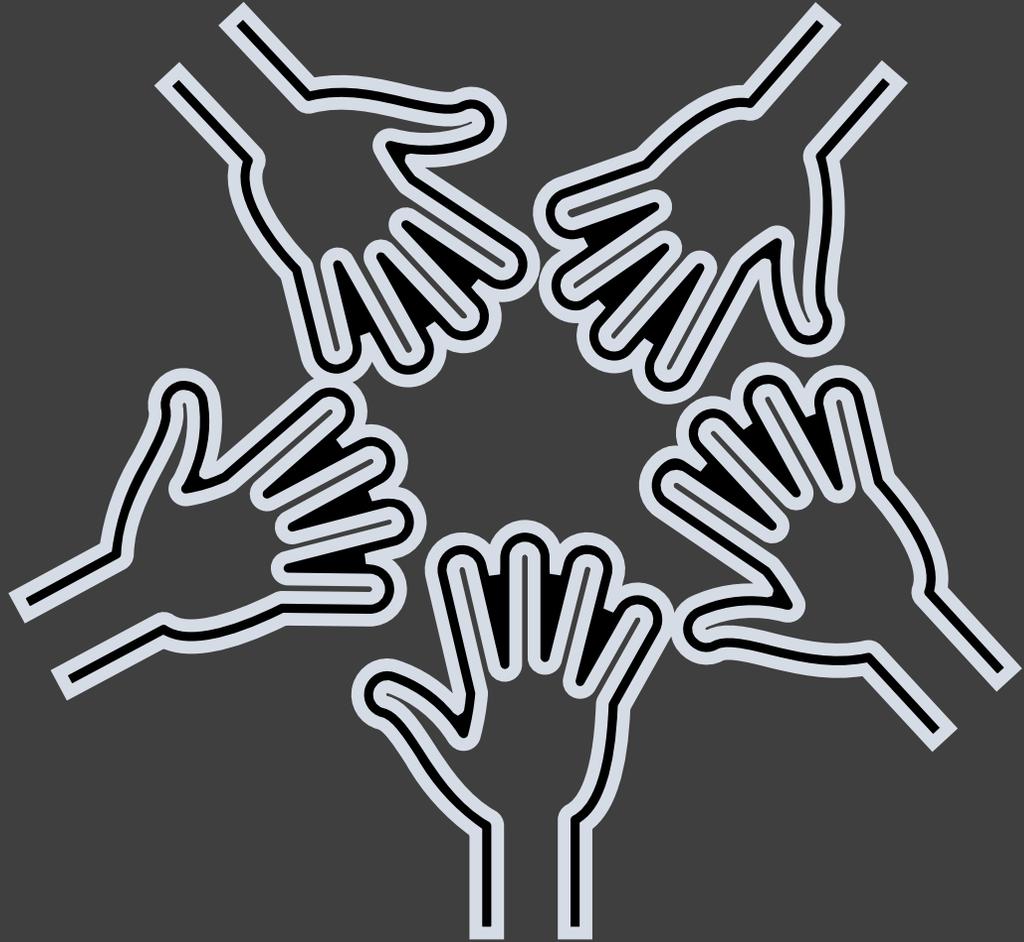
Relational Coordination



Relational
Coordination in
Practice

Introductions





Interdisciplinary Collaboration & Team-Based Care

Christine D. Jones, MD, MS

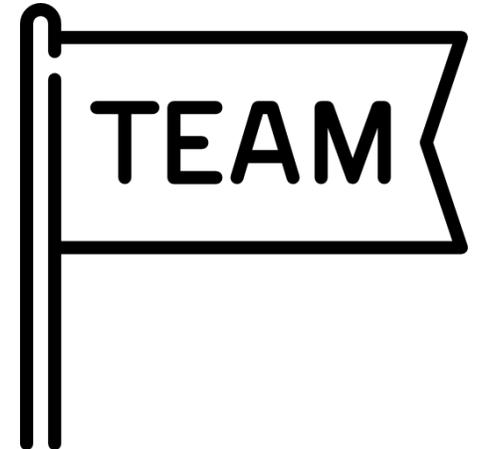
Investigator, Hospitalist

Rocky Mountain Regional VAMC

University of Colorado

What is a Team?

- A team is a group of individuals working together to achieve common goals.
- Ideal teams consist of members with complementary skills that generate synergy through a coordinated effort
- Allows each member to maximize their strengths and minimize their weaknesses.



Independent v. Interdisciplinary Work

Independent Work



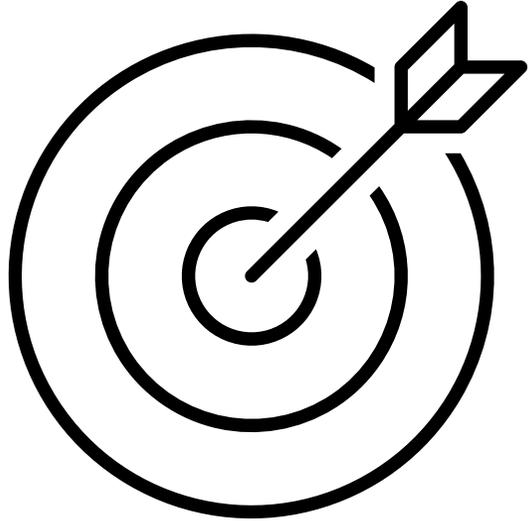
- Solo Activity = Triathlete
 - Tasks and projects are completed
 - Every person in the job performs the same tasks – standardized and structured work
 - Individual success is primarily due to individual effort
 - How one person performs has no direct effect on others

Interdisciplinary Work



- Medical Team = Soccer Team
 - No important task can be accomplished without the help of another
 - People specialize in different tasks (hospitalist, nurse, lab tech, housekeeper)
 - Success of every person is bound to the success of the entire team
 - **No medical team, no matter how talented, has ever cared for a hospitalized patient alone**

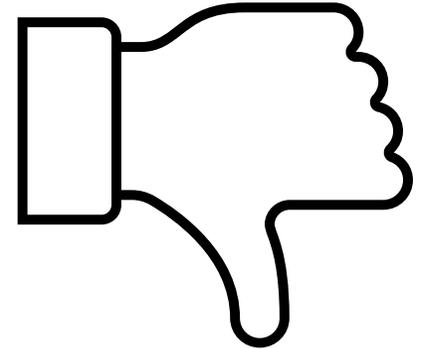
Impacts of High Performing Teams



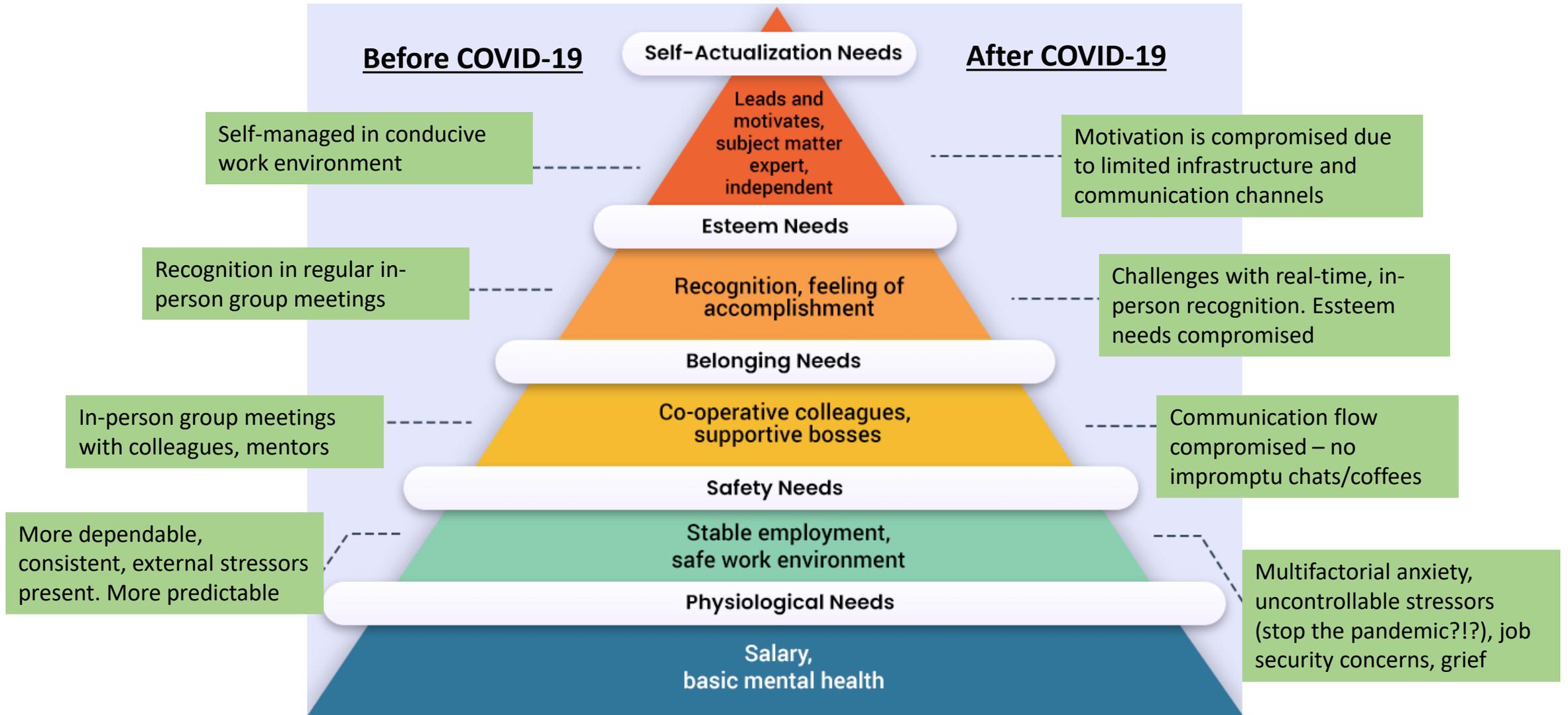
- High performing teams can collaboratively:
 - Increase productivity
 - Efficiently implement resources
 - Make better decisions
 - Actively problem-solve
 - Provide better quality service
 - Successfully innovate
 - Contribute to the personal well-being and growth of its members
 - Deliver high quality and safe patient care

Challenges to Interdisciplinary Collaboration

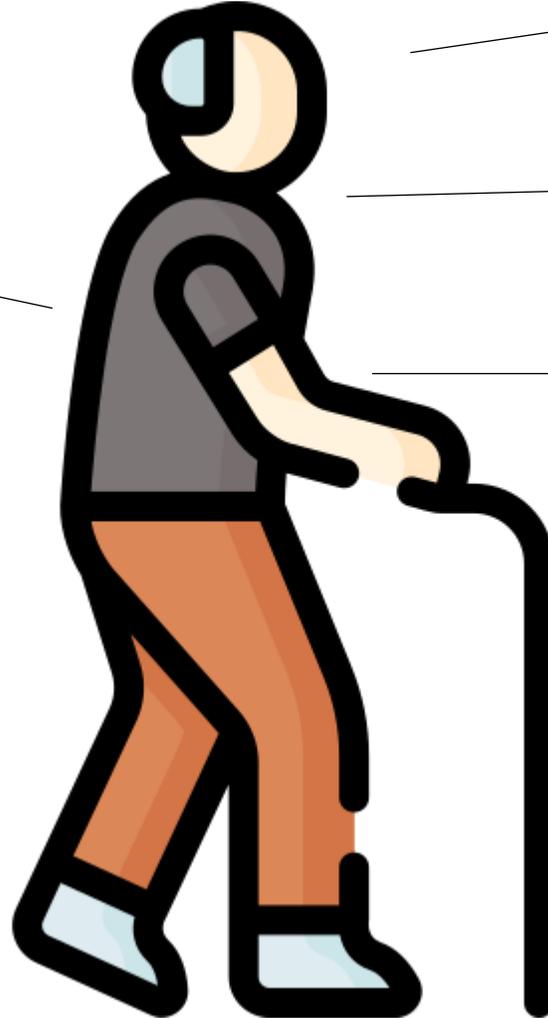
- COVID-19 as an example
 - Inability to meet
 - No in-person meetings = fewer chances to collaborate
 - Anxiety, Stress & Grief
 - Multifactorial causes + uncertainty + loss of control + security concerns
 - Real-time recognition of interdisciplinary teams



Maslow's Hierarchy of Needs



Case Presentation



Moderate dementia

Small prior strokes

Aspirin

Statin

Could benefit from PT/OT

Wife has a progressive medical condition

Open Discussion

Does this case sound familiar?

What team members would you work with to support this Veteran?

Inpatient

Outpatient

What challenges to you anticipate?



Relational Coordination

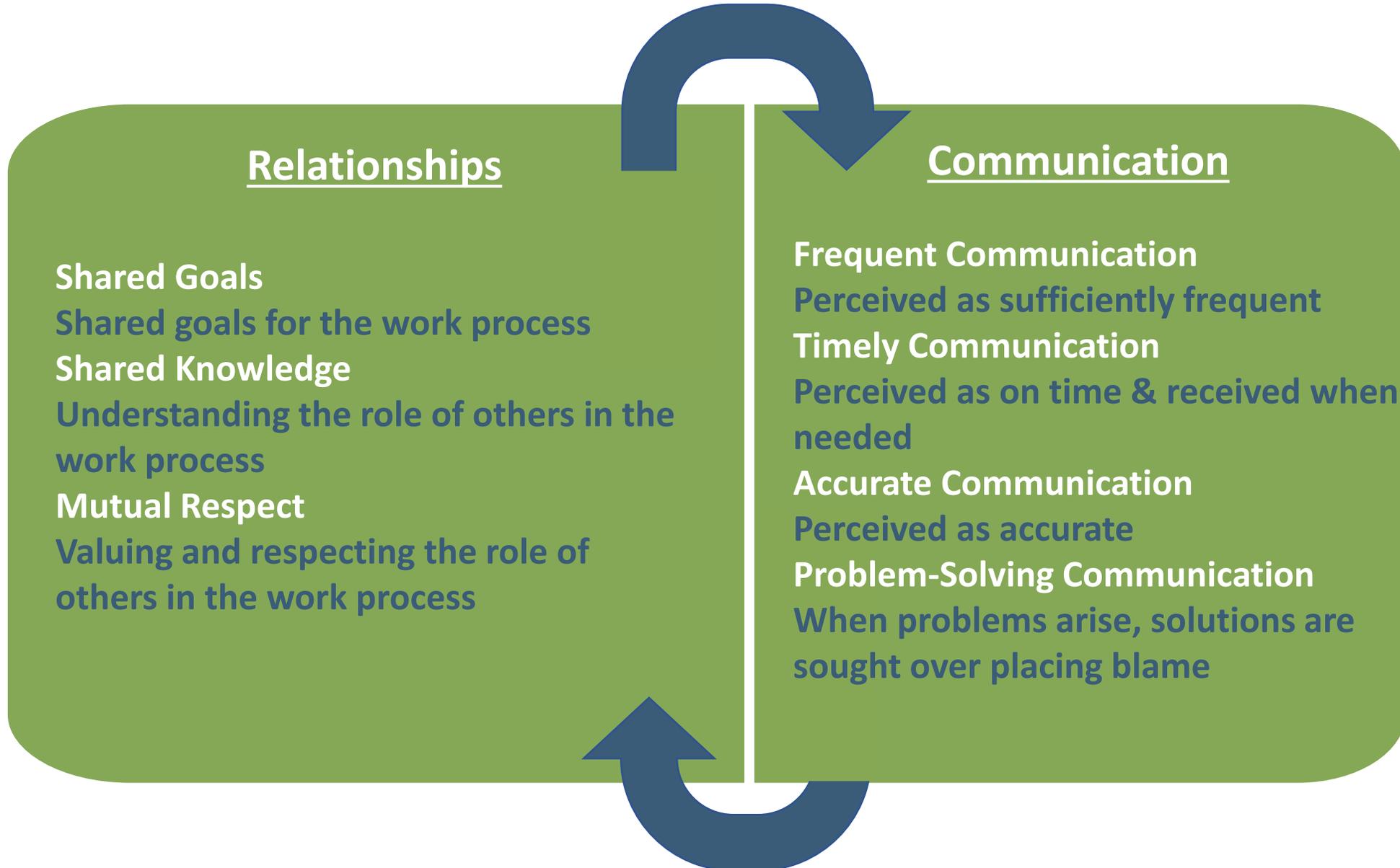
Brigid Connelly, BA

Professional Research Assistant

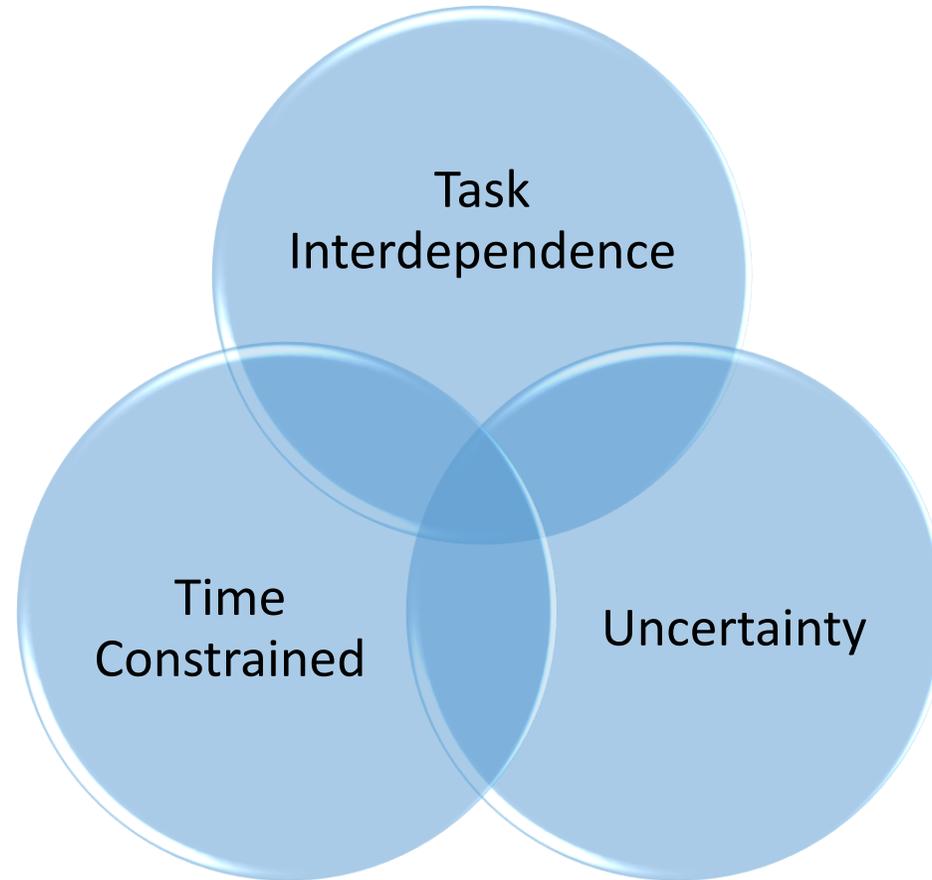
Program Manager

Denver/Seattle Center of Innovation

Relational Coordination

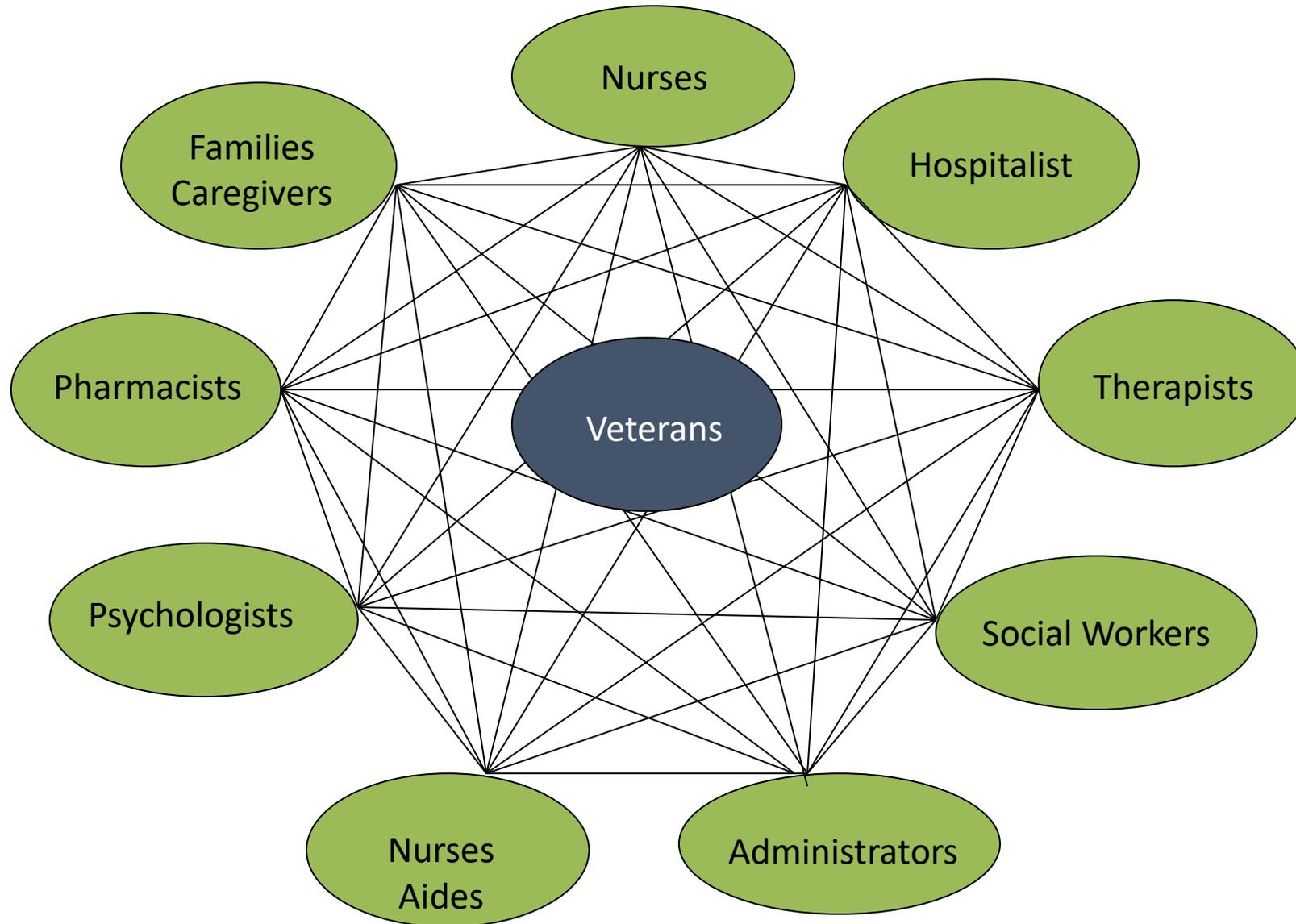


A Relational Theory of Performance



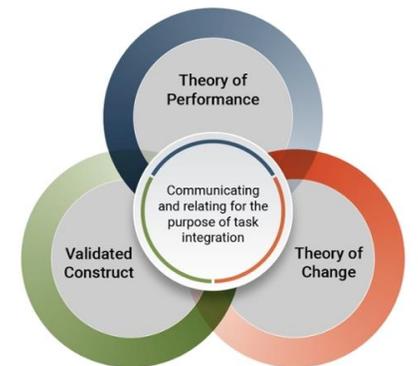
RC matters most for work that is complex, uncertain and time constrained

VA Inpatient Care



Relational Coordination for High Performance

- ◆ Culture that supports process improvement
- ◆ Visualization of connections
- ◆ Relationships = positive emotions



Performance Outcomes

Quality

- Increased patient satisfaction with care
- Reduced family complaints
- Reduced medication errors
- Reduced hospital acquired infections
- Improved on-time performance

Efficiency

- Reduced turnaround time
- Increased employee productivity
- Increased profits, sales and market share
- Reduced length of hospital stay
- Reduced total cost of hospital care
- Reduced costs of chronic care

Worker Engagement

- Increased job satisfaction
- Reduced burnout/emotional exhaustion
- Increased work engagement

Client Engagement

- Increased family preparation for caregiving
- Increased family engagement in evaluation and retention
- Increased trust and confidence in care team

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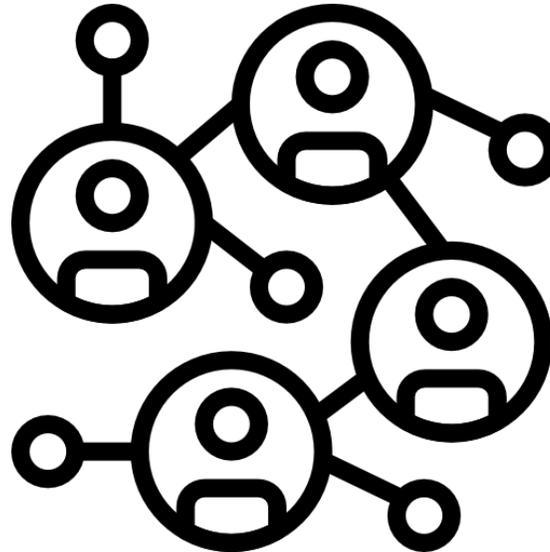
Health Care Management Review

Impact of relational coordination on staff and patient outcomes in outpatient surgical clinics

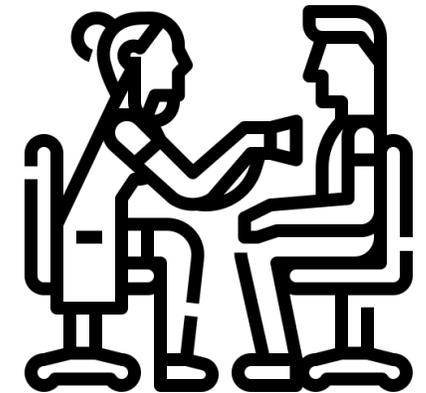
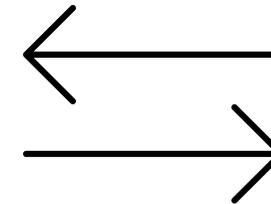


Job Satisfaction
Work Engagement
Burnout

($p < 0.01$)
($p < 0.01$)
($p < 0.05$)



Relational Coordination



Patient Satisfaction

($p < 0.01$)
($p < 0.01$)
($p < 0.01$)

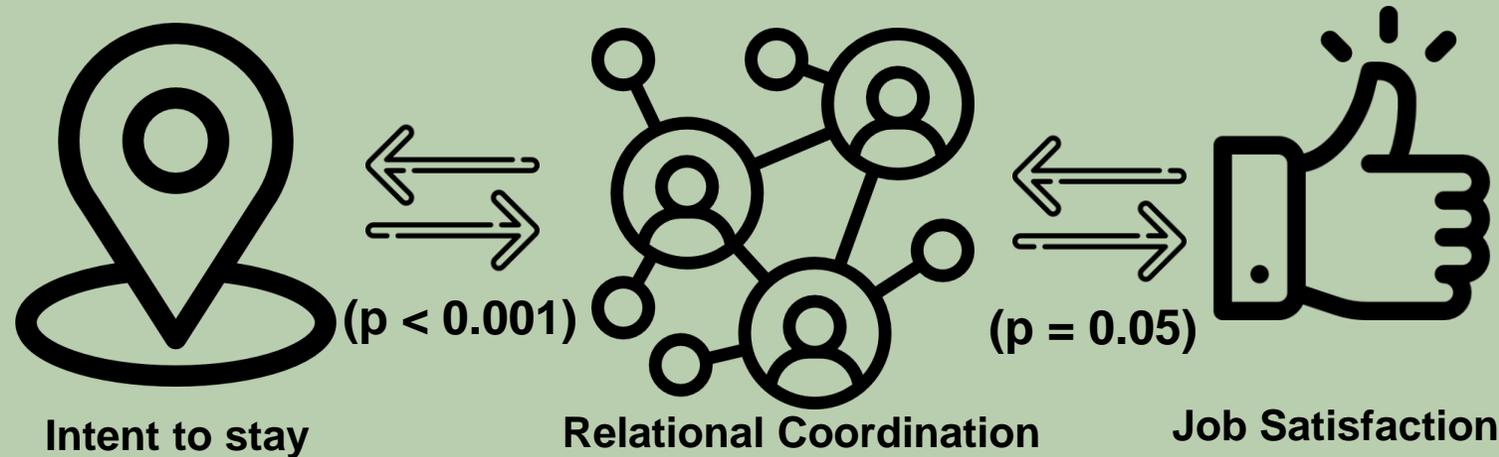
Satisfaction with staff
Satisfaction with provider
Satisfaction with overall visit

Relational Coordination as a Predictor of Job Satisfaction and Intent to Stay Among Nurses and Physicians in the Military Health System

This study sought to explore relational coordination (RC) as it relates to job satisfaction and retention in a military context



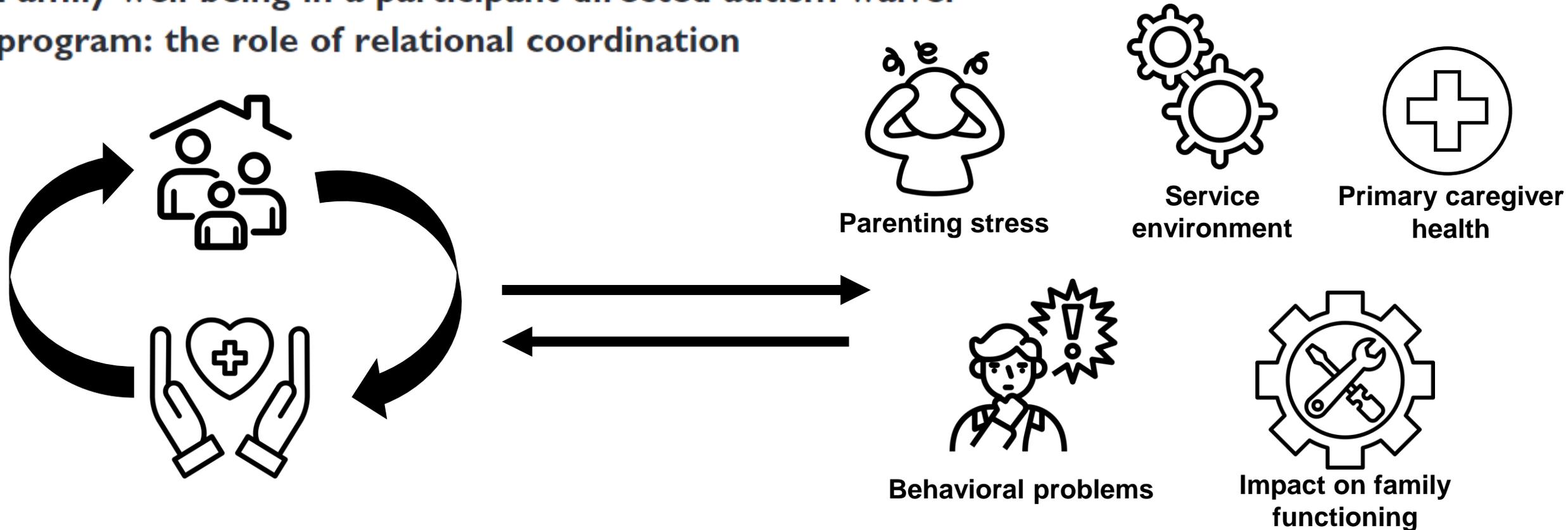
289 military and civilian nurses, residents, and physicians at military treatment facilities (MTFs) surveyed



RC levels within and between roles were significantly positively associated with job satisfaction and a higher intent to stay

Authors recommend hospital leaders in MTFs explore interventions to strengthen RC as part of any strategy to retain military healthcare professionals

Family well-being in a participant-directed autism waiver program: the role of relational coordination



Open Discussion

What do you like about the relational coordination framework?

What do you wish you knew more about?

How do you see relational coordination being used in practice?

RC-based Email Communication – Hospitalist & Primary Care

Thank you for working with Mr. Smith in your primary care practice. I am an attending hospitalist at the Denver VA. The goal of this email is to coordinate care for Mr. Smith as we are planning to discharge him with home health care services tomorrow.

During this admission, [medical information]

Problems we anticipate post-discharge include:

- The family's uncertainty about their ability to continue caring for him at home long-term for his wife is having her own healthcare issues.
- They want to honor the patient's wishes to go home.
- They will need support with a Medicaid application for possible nursing home placement

To address these issues:

- Our social worker met with the family and reviewed the Medicaid paperwork

If you have additional ideas or concerns, please send me a Teams message (Christine.Jones17@va.gov).

I appreciate your help and look forward to working with you to ensure a safe transition for Mr. Smith.



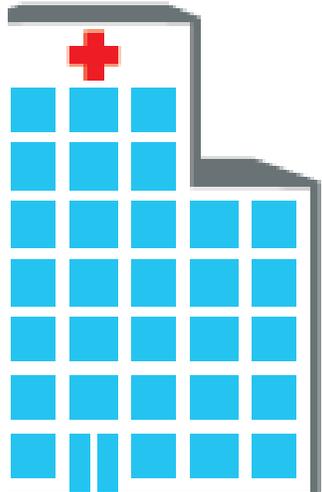
Relational Coordination in Practice

Heather M. Gilmartin, PhD, NP

Investigator, Nurse Scientist

Denver/Seattle Center of Innovation

University of Colorado



Relational + Structural Interventions = Outcomes

Relational Interventions

- Relational assessment
- Assess current state
- Identify desired state
- Experiment to close the gap
- Coaching/facilitation

+

Structural Interventions

- Relational Job Design
- Select for Teamwork
- Train for Teamwork
- Shared Accountability
- Shared Rewards
- Shared Conflict Resolution
- Boundary Spanner Roles
- Shared Meetings & Huddles
- Shared Protocols
- Shared Information Systems

=

Outcomes

- High fidelity
- High relational coordination
- Increased access to care
- Increase Veteran satisfaction
- Increased provider satisfaction
- Mortality Reduction

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Relational Coordination Survey

COMMUNICATION

Frequent Communication

How *frequently* do people in each of these groups communicate with you about [focal work process]?

Timely Communication

Do they communicate with you in a *timely* way about [focal work process]?

Accurate Communication

Do they communicate with you *accurately* about [focal work process]?

Problem Solving Communication

When there is a problem in [focal work process], do people in each of these groups blame others or work with you to *solve* the problem?

RELATIONSHIPS

Shared Goals

Do people in each of these groups *share your goals* for [focal work process]?

Shared Knowledge

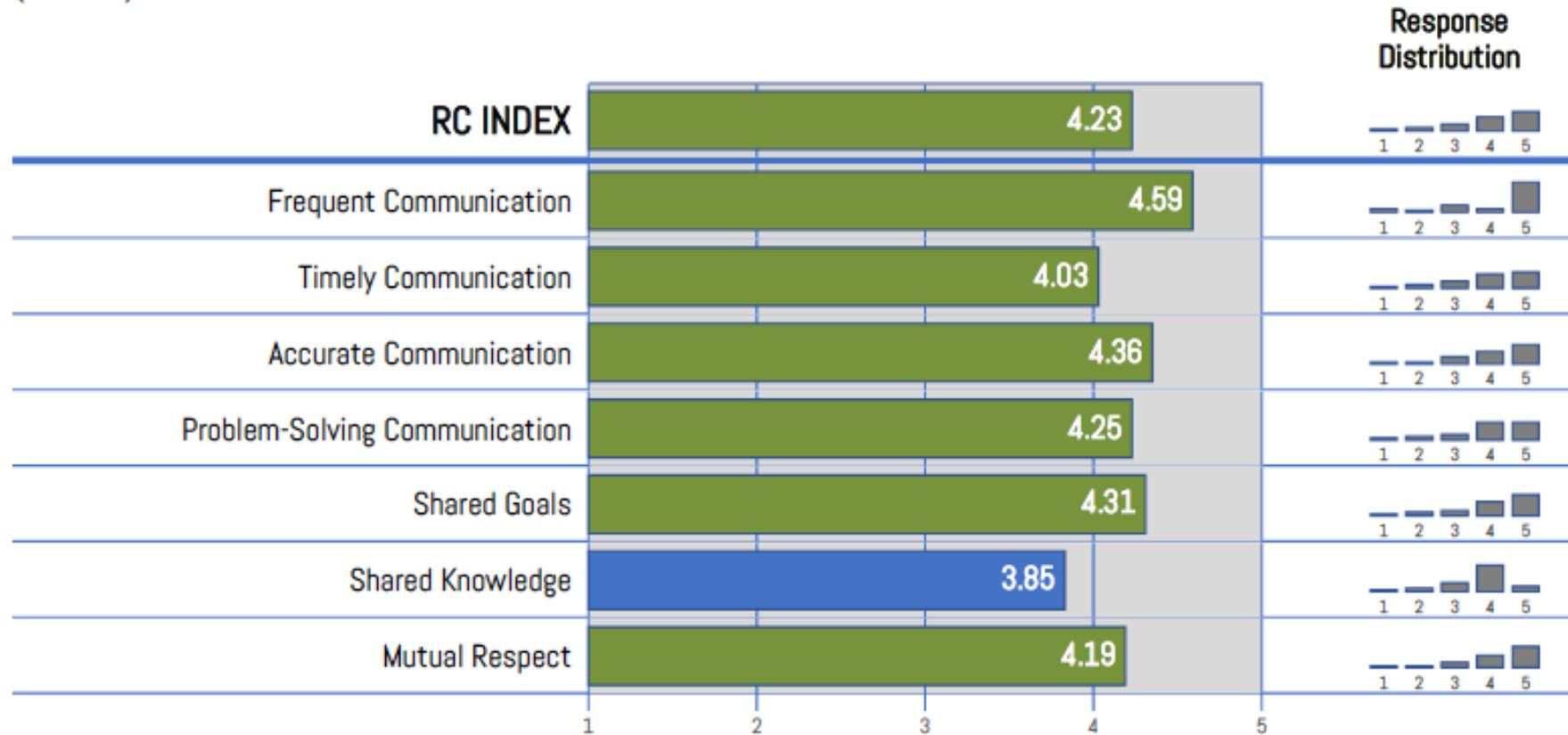
Do people in each of these groups *know* about the work you do with [focal work process]?

Mutual Respect

Do people in each of these groups *respect* the work you do with [focal work process]?

TNP Relational Coordination Results

RC TeamScore™
(N = 56)



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Structural Interventions

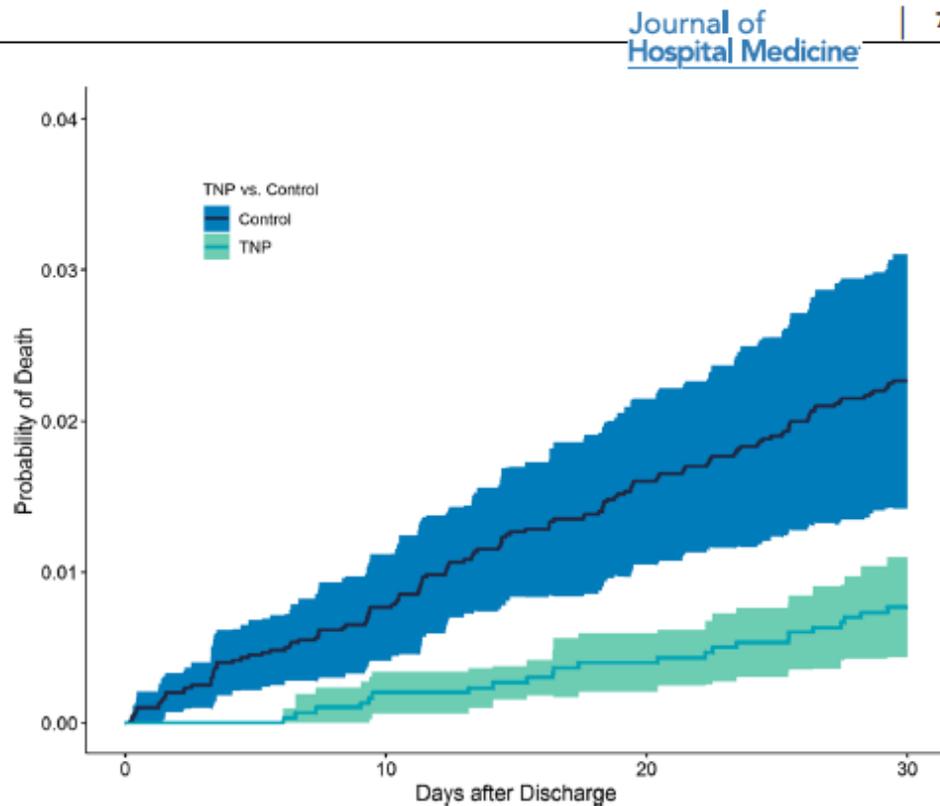
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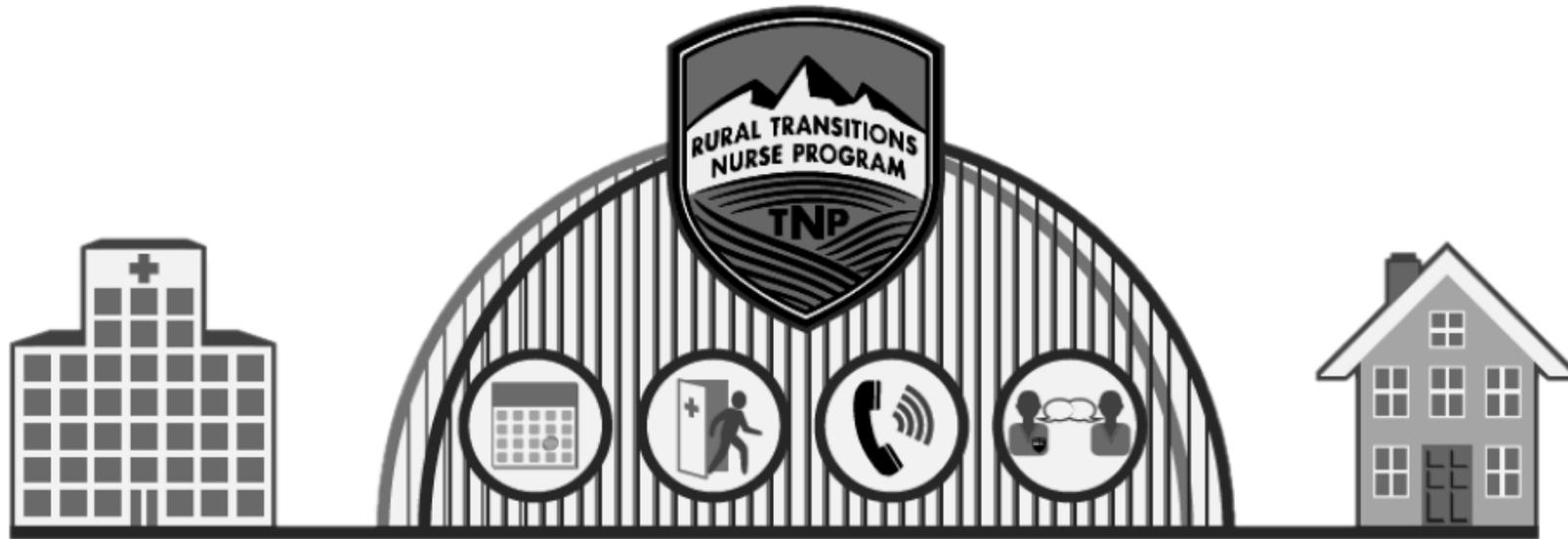
Effectiveness of the rural transitions nurse program for Veterans: A multicenter implementation study



Study Findings (n = 3,001 TNP, 6,002 controls)

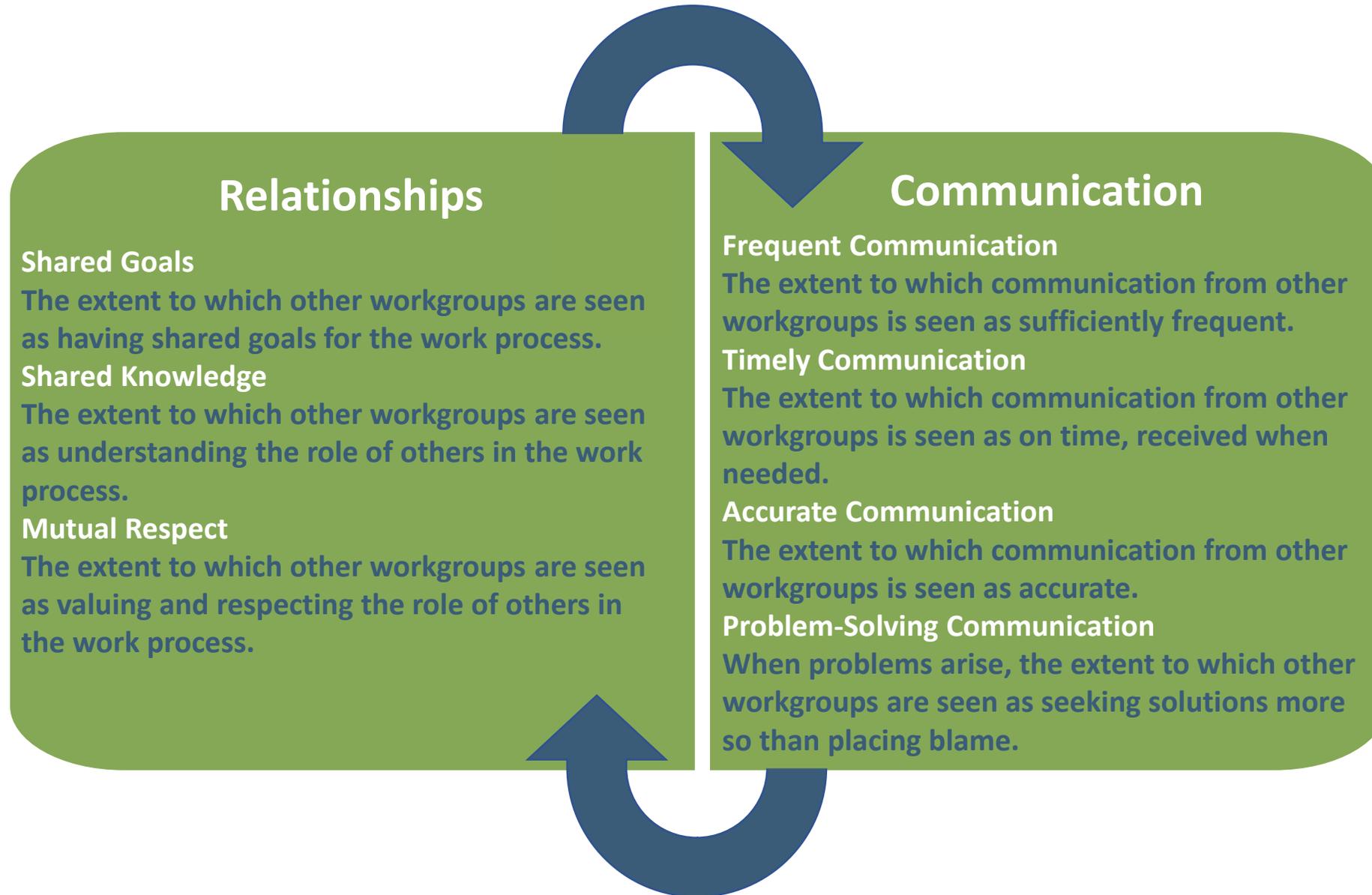
- Positive impact TNP enrolled Veterans:
 - Greater 14-day follow-up
 - [OR 2.24, 95% CI 2.05-2.45]
 - Reduced 30-day mortality
 - [HR 0.33, 95% CI 0.21-0.53]
- No impact between TNP and controls:
 - 30-day ED visits
 - 30-day readmissions

Transitions Nurse Program for Home Health Care



Opportunity for VAMCs to improve care transitions using relational coordination – email Christine.jones@cuanschultz.edu or Christine.jones17@va.gov to learn more!

Relational Coordination





Relational Coordination in the VA Program

Relational Coordination in the VA

Now Accepting Applications to Use Survey Through End of 2022!

Is your workplace like this?

PATIENT: Why hasn't anyone told me when I'll be discharged?

PROVIDER: Why hasn't this patient been discharged yet?

Or is it like this?

PROVIDER: I'm really happy to be a part of this team!

CAREGIVER: My mom's care team has been so coordinated!

Performance Outcomes of Relational Coordination



Quality



Worker Engagement



Financial



Patient Engagement



Safety



Learning and Innovation



**THANK
YOU**

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