Developing Productive Research Collaborations with Health Care Organizations

NANCY PANDHI, MD, MPH, PhD  SARAH DAVIS, JD, MPA

Agenda
- Context
- Roadmap for Developing Health Systems Collaborations
  - Applying Tools to a Case Study

Next session: Panel of Experts

Context
- Multi-site, multi-system interventions are desirable
- Rapidly transforming health system dynamics can challenge sustained research buy-in
ROADMAP

Before Funding is received

- Identify an inside contact
- Develop one page project info sheet
- Identify leadership sponsor and grassroots project champion
- Begin organizational assessment

Adapt as you go!

After Funding

- Develop a project charter
- Perform stakeholder analysis
- Develop communication plan
- (Implement project)
- Closure

Adapt as you go!
Tools

• Project One-pager Template
• Organizational Assessment Improvement Framework
• Stakeholder Mapping

BEFORE FUNDING

Identify an Inside Contact

• Through formal organizational relationship
• Through own networking
### One Page Project Sheet

- **Project goal**
- **History**
- **Timeline**
- What we would ask of you if the grant is funded
- Resources we will provide

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### Leadership Sponsor and Project Champion

- Multiple level buy-in critical
- Overlapping and distinct roles

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### Distinct responsibilities

<table>
<thead>
<tr>
<th>LEADERSHIP SPONSOR</th>
<th>GRASSROOTS CHAMPION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reach agreement on the aim for the research project</td>
<td>Share clinic priorities</td>
</tr>
<tr>
<td>Assist the PI in connecting the research to organizational priorities</td>
<td>Relevant workflow</td>
</tr>
<tr>
<td>Help select best clinic(s)</td>
<td>Concerns about project</td>
</tr>
<tr>
<td>Support resource acquisition</td>
<td></td>
</tr>
</tbody>
</table>
Four Levels of Transformation

Organizational Assessment Improvement Framework

Apply Organizational Assessment Improvement Framework
TO CASE STUDY
After Funding

- Develop a project charter
- Perform stakeholder analysis
- Develop communication plan
- (Implement project)
- Closure

Adapt as you go!

Project Charter

What: Overview of the Project
How: Collaboratively created
Purpose:
- Buy-in
- Ensure mutual understanding
- Useful summary
Project Charter

- **Scope**
  - In Scope
  - Out of Scope
- **History**
- **Risks**
- **Resources**
- **Safety, Quality, Security, and Confidentiality**
- **Key Milestones/ Timeline**
- **Team Members and Roles**
- **Measures of Success**

Stakeholder Analysis

**Stakeholder:** Any person or entity with a declared or conceivable interest in your project

**Purpose:**
- To identify key people who should be involved in your project
- Sift and winnow
- Create a plan to meet stakeholders' needs

Stakeholder Mapping Steps

1. Identify potential stakeholders
2. Categorize them
3. Evaluate them
4. Develop communication plan
STEP 1: Identify stakeholders

- Environment
- Organization
- Microsystem
- Patient

Source: GM 2001, Crossing the Quality Chasm

STEP 2: Categorize possible stakeholders

- Affecting
- Affected
- Interest
- Influence
- Critical to Success

STEP 3: Evaluate stakeholders intensity of their involvement with Power-Interest Grid

- High Interest: Keep Satisfied
  - $100
  - $110
- Moderate Interest: Monitor
  - $120
  - $150
- Low Interest: Keep Informed
  - $130
  - $115
- Power: Manage Closely
  - $140
  - $170
Apply Stakeholder Mapping
TO CASE STUDY

The Stakeholders

The Director of Technology at
WHO
- He wants WHO to be on the
cutting edge
- He has switched the EHR
before and thinks users need to
be more adaptable to change

The New CEO
- While she is supportive
of a Learning Health System, her priority is
current cash flow and
financial stability

A Provider at a Rural Clinic
- They are short staffed in
her clinic
- She is overworked and is
concerned about the
amount of time the
research will take

The Diabetes Educator
- He serves as a
community rep on
the UW-Madison
Health Sciences
Institutional Review
Board (IRB)

STEP 4: Communication Plan

Goal: to ensure a successful project implementation

Two plans:
- Organizational Buy-in
- Research Project Status

Address: What, Why, Who, When
### STEP 4: Organizational Buy-in Plan

<table>
<thead>
<tr>
<th>Activity</th>
<th>Communicator</th>
<th>Audience</th>
<th>Channel</th>
<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Project Kick-off</td>
<td>Principal Investigator / Research Program Manager</td>
<td>All affected stakeholders</td>
<td>Meeting</td>
<td>At beginning</td>
</tr>
<tr>
<td>Leadership check ins</td>
<td>P/RPM</td>
<td>Leadership champions, site directors/ managers</td>
<td>Email, phone follow up if needed</td>
<td>TBD</td>
</tr>
<tr>
<td>Project Closure &amp; Celebration</td>
<td>P/RPM</td>
<td>All affected stakeholders</td>
<td>Variable</td>
<td>At end</td>
</tr>
</tbody>
</table>

Adapted from: [bulletsheath](#)

### STEP 4: Research Project Status Plan

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<th>Timing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Status Report</td>
<td>Principal Investigator</td>
<td>All direct participants</td>
<td>Email</td>
<td>Every other week</td>
</tr>
<tr>
<td>Project Status Meeting</td>
<td>Research Program Manager</td>
<td>Participants</td>
<td>In-person meeting</td>
<td>As needed; more at the beginning of the project</td>
</tr>
</tbody>
</table>

Adapted from: [bulletsheath](#)

### Implementation checklist to “see” progress

**Scheduling**
- Reserve meeting space/joining for group
- Patient reminder call 3 days in advance
- Obtain snack in morning
- Schedule next visit
- Follow up with no-shows
Trajectory and Adaptation

- Have a plan for the project pace
- Adjust
- Share changes in communications

Closure

- Thank everyone who contributed
- Share results of study

QUESTIONS