

# **Measuring Collaborative Integration to Inform Needs Assessment: The Massachusetts Medication Safety Alliance Promotes Responsive Regulation in Nursing Homes**

Teresa Anderson, Ph.D.,  
University of Massachusetts Medical School  
Michael S. Hutton-Woodland, Ph.D.,  
Woodland Associates

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Reference: Gajda, R. (2004). Utilizing collaboration theory to evaluate strategic alliances. *American Journal of Evaluation*, 25(1), 65-77.

# Medication Safety Alliance Purpose

Promote safe medication administration by nurses practicing in Massachusetts nursing homes

- Foster facility-based error recognition, disclosure and systems improvement
- Increase medication error reporting
- Plan, develop and implement Nurse Employer Medication Safety Partnership Model
- Increase Responsive Regulation Capacity

Reference: Anderson, T., Woodland, R., Silveira, C., Handler, S., & Hutton, M. (2011). Massachusetts Nurse Regulators Promote Safe Medication Administration. *Journal of Nursing Regulation*, 2.

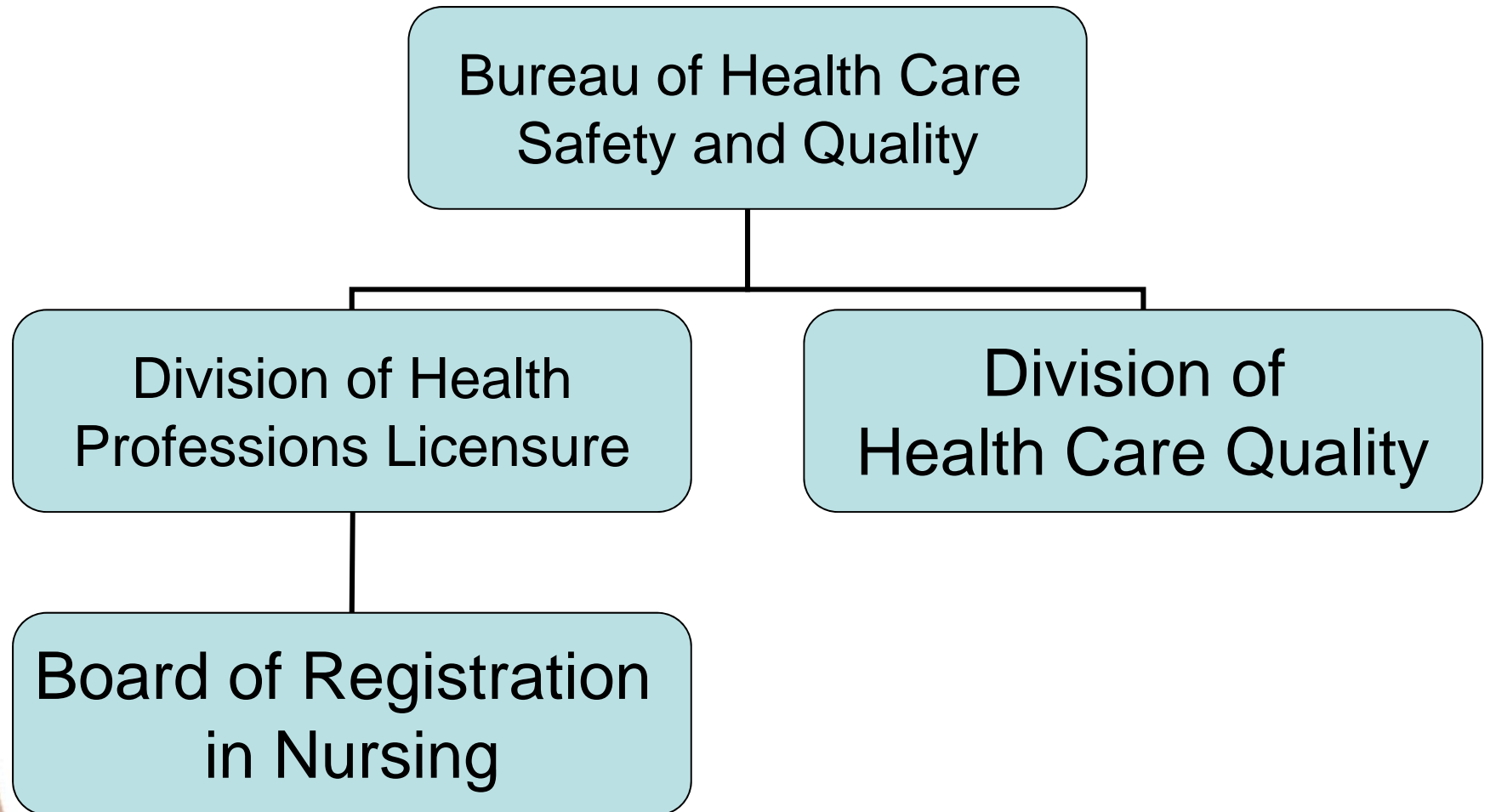
# Responsive Regulation

- Healy and Braithwaite's 'responsive regulatory approach' is reputed to promote safe health care.
- Provider self-regulation is its goal
- Responsive regulation relies on open communication, shared decision making and leadership.
- Medication Safety Alliance Strategic Plan Objective Three: "By June, 2012, begin exploration of a coordinated approach among the Boards of Registration in Nursing, Pharmacy, and Nursing Home Administration and the Division of Health Care Quality to the resolution of all complaints involving nursing home medication systems."

References: Healy, J., & Braithwaite, J. (2006). Designing safer health care through responsive regulation. *The Medical Journal of Australia*, 184 (10 Suppl), S56-59.

Massachusetts Board of Registration in Nursing (April, 2011). Promoting Safe Medication Administration in Massachusetts Nursing Homes Systematic Plan from Phase I Completion (request via [www.mass.gov/dph/boards/rn](http://www.mass.gov/dph/boards/rn))

# Department of Public Health Organizational Structure



# Collaboration Evaluation and Improvement Framework

- Collaboration is an imperative that can be systematically developed and monitored.
- The level of integration is determined by the group members' rating of purpose, strategies and tasks, leadership and decision-making, and interpersonal communication.
- Strategic Alliance Formation Assessment Rubric (SAFAR)
- 5 Levels of Integration: 'Networking' (1) to 'Unifying'(5).
- Baseline measures for two levels: current and projected.
- Monitor measures over time and make adjustments to project structure as needed.

Reference: Gajda, R. (2004). Utilizing collaboration theory to evaluate strategic alliances. *American Journal of Evaluation*, 25(1), 65-77.

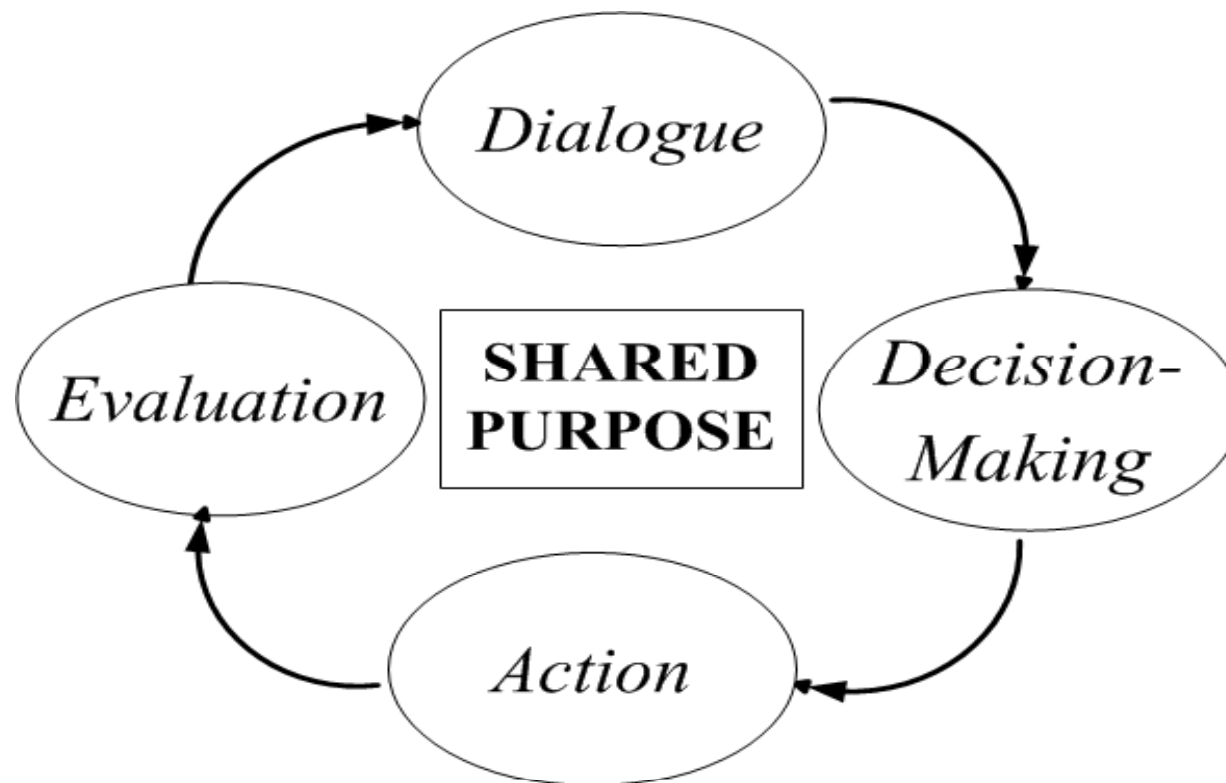
## 6 Principles of Organizational Collaboration

1. It is an imperative
2. It occurs in a complex context
3. There are stages of development
4. There are measurable levels of integration
5. A Human Endeavor
6. Cycle of Inquiry



# COMMUNITIES OF PRACTICE (Teams) ENGAGE IN A CYCLE OF INQUIRY (DDAE)

*They must do much more than **meet!***



# SIX CEIF STEPS

1. Increase Collaboration Literacy.
2. Identify and Inventory Communities of Practice members within the Medication Safety Alliance.
3. Formatively Assess the Need for Collaboration.
4. Assess Baseline and Project Levels of Integration.
5. Report Data to Stakeholders.
6. Monitor Levels of Integration over Time.

References: Gajda, R. (2004). Utilizing collaboration theory to evaluate strategic alliances. *American Journal of Evaluation*, 25(1), 65-77.

Gajda, R. and Koliba, C. (2007). Evaluating the imperative of Intraorganizational Collaboration: A School Improvement Perspective. *American Journal of Evaluation*, 28(1), 26-44.

# Medication Safety Alliance Needs Assessment

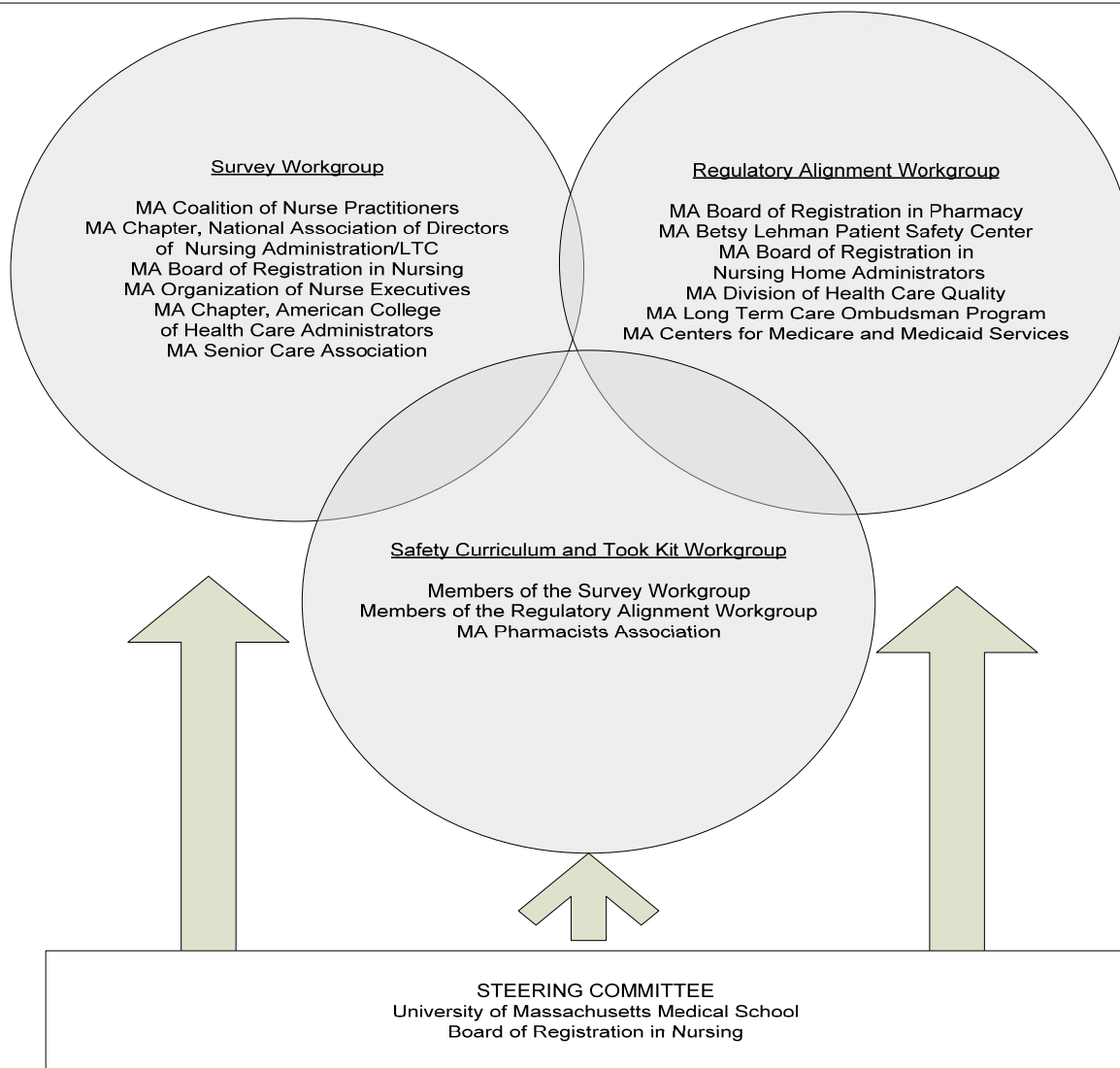
How do nurses working in nursing homes perceive medication error reporting and patient safety culture?

Why Collaboration?

Reference: Anderson, T., Woodland, R., Silveira, C., Handler, S., & Hutton, M. (2011). Massachusetts Nurse Regulators Promote Safe Medication Administration. *Journal of Nursing Regulation*, 2.

MA Board of Registration (BRN) Patient Safety Initiative:  
Promoting Safe Medication Administration in MA Nursing Homes Patient Safety Initiative Phase I

WORKGROUP STRUCTURE



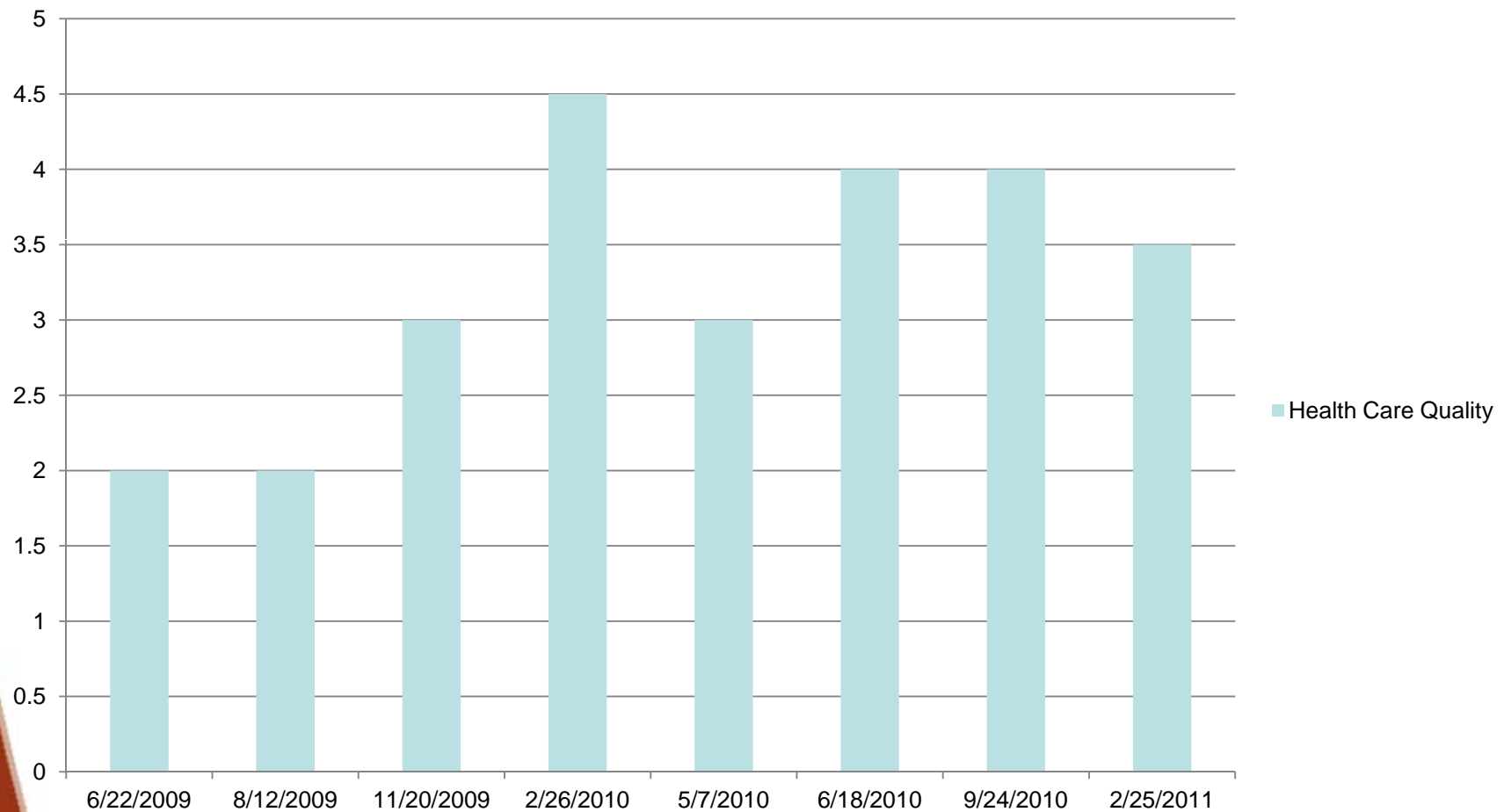
# Collaboration Quiz

- Importance of collaboration
- Current Inter-organizational Collaboration Description
- How should Collaboration look to ensure project success?
- Current rating on 5 elements
- A metaphor
- Describe in 20 seconds what you want to accomplish in this project.

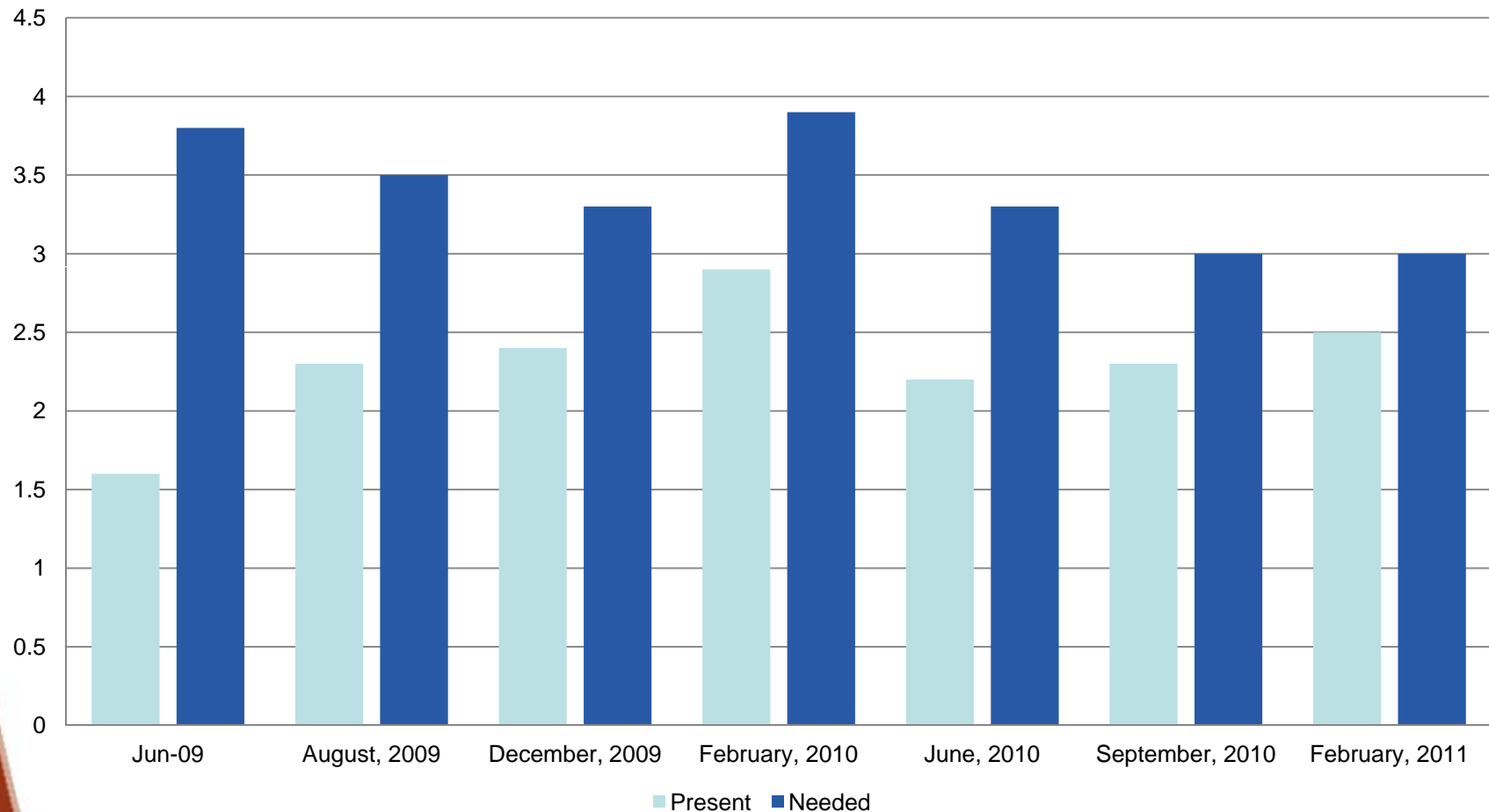
# Evaluation Question

What level of integration of collaboration is needed among Alliance members to implement and to sustain the NEMSP?

# Partnership Level of Collaboration Health Care Quality/Board of Nursing

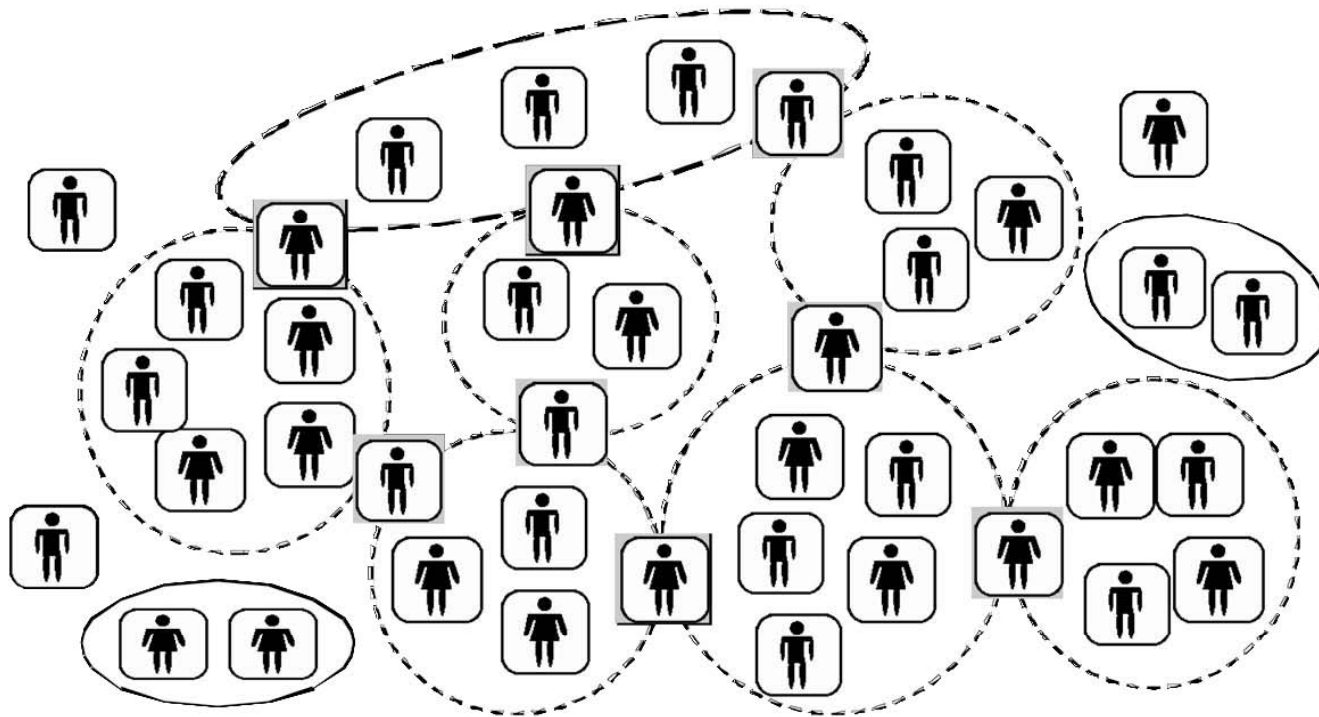


# SAFAR Results for Alliance





# Communities of Practice



## Summary and Contacts

- Assessing the need for collaboration is important.
- The CEIF can assist evaluators and stakeholders to identify the necessary level of collaborative integration.
- Teresa Anderson [terri.anderson@umassmed.edu](mailto:terri.anderson@umassmed.edu)
- Michael Hutton-Woodland:  
[michaelhuttonwoodland@gmail.com](mailto:michaelhuttonwoodland@gmail.com)