



Executive Doctorate in Business Administration Council

Research Paper

An Ethnography of Care Coordination in an
Integrated Practice Unit for Ventilator
Dependent Patients

EMS Conference 2024

Dr. Shelly Disser



Agenda

Problem Statement

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Problem Statement

- Healthcare delivery in the US is siloed around providers, not patients
- No clear understanding of how providers coordinate care
- Need to understand how different care delivery models can have an impact

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Area of Concern:

Integrated Practice Units

Porter and Teisburg, 2006

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What we know:



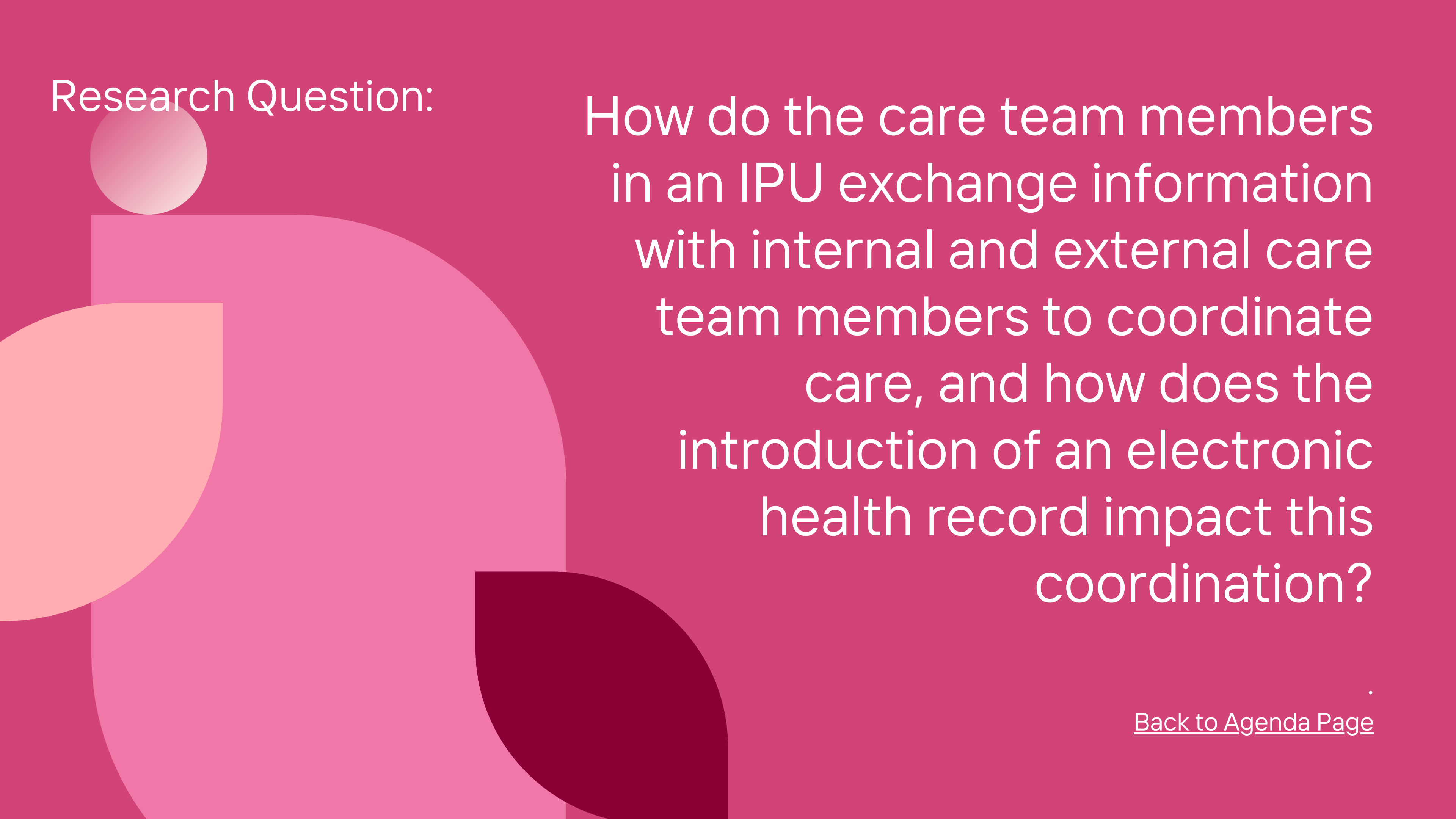
Teams responsible for complex, interdependent tasks can be successful when they coordinate.

Care Coordination is shown to reduce costs and improve the patient experience and outcomes.



Care Coordination has been studied using various methods.

There are no studies of care coordination in a functioning IPU.



Research Question:

How do the care team members in an IPU exchange information with internal and external care team members to coordinate care, and how does the introduction of an electronic health record impact this coordination?

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Theoretical Framework

OVERVIEW

Relational Coordination (Gittell, 2000) -
Measures the “network of communication and
relationship ties engaged in a common task”
(Gittell 2013).

RC Dimension	Definition	Sample Observable Activities
Communication Frequency	Number of times participants communicate or interact; creates familiarity	Number of Interactions between team members
Communication Timeliness	Timing of communication interactions	Delays between sharing of information that causes care coordination issues or impacts the patient or care team
Communication Accuracy	Communication that is without error	Exchanges between care team members that involve inaccurate information
Communication Problem Solving	Communication activities where the participants are solving problems together	Discussions between care team members regarding patient treatment plans or patient social issues
Relationship Shared Goals	Participants have a high level of shared goals for the work process	Articulation of shared goals for patient outcomes
Relationship Shared Knowledge	Participants have a high degree of shared knowledge about each other's tasks and how they fit together.	Care team members articulations of other team members roles and tasks
Relationship Mutual Respect	Respect between team members	Observe team members avoiding communication with other team members, body language; outright articulations of disrespect

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Methodology and The Case

Single Case

Qualitative Study

Ethnographic Research

Clinic Immersion over 4 month period

Extensive Field Notes, typed and
coded using NVIVO

Judston Hawk Clinic at CHOA

Patient-Centered Clinic Design - IPU

Ventilator-dependent Pediatric
Patients

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Findings

- High degree of relational coordination activities were observed
- Communication - Frequent and Timely
- Common goals were expressed
- Interactions accurate and problem-solving in nature
- Knowledge was demonstrated about work and roles
- Absent team members caused disruptions
- Multi-disease patients' care was NOT coordinated
- Mutual respect most impacted by absent team members or process deviations
- Disruptive events like EHR install had a negative impact on care coordination activities

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IPU Design encourages and facilitates care coordination.



IPU design has organizational challenges for healthcare particularly around disruptive events.



Calls into question how efficiency should be measured in healthcare.



Relational Coordination can be used to evaluate workflow, organizational design, and environmental changes.



Relational Coordination can be used to document the impact of EHRs on care coordination activities.



Documents the workflow and organization of an IPU

Discussion and Contribution

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Limitations and Future Research

- Studied only one clinical disease state at Judson Hawke
- Study could be expanded to include non IPU clinic structures for vent patients
- Update the research to investigate any other existing IPUs that may now be in existence
Extend RC to include non-clinical caregivers and their impact

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Contributors

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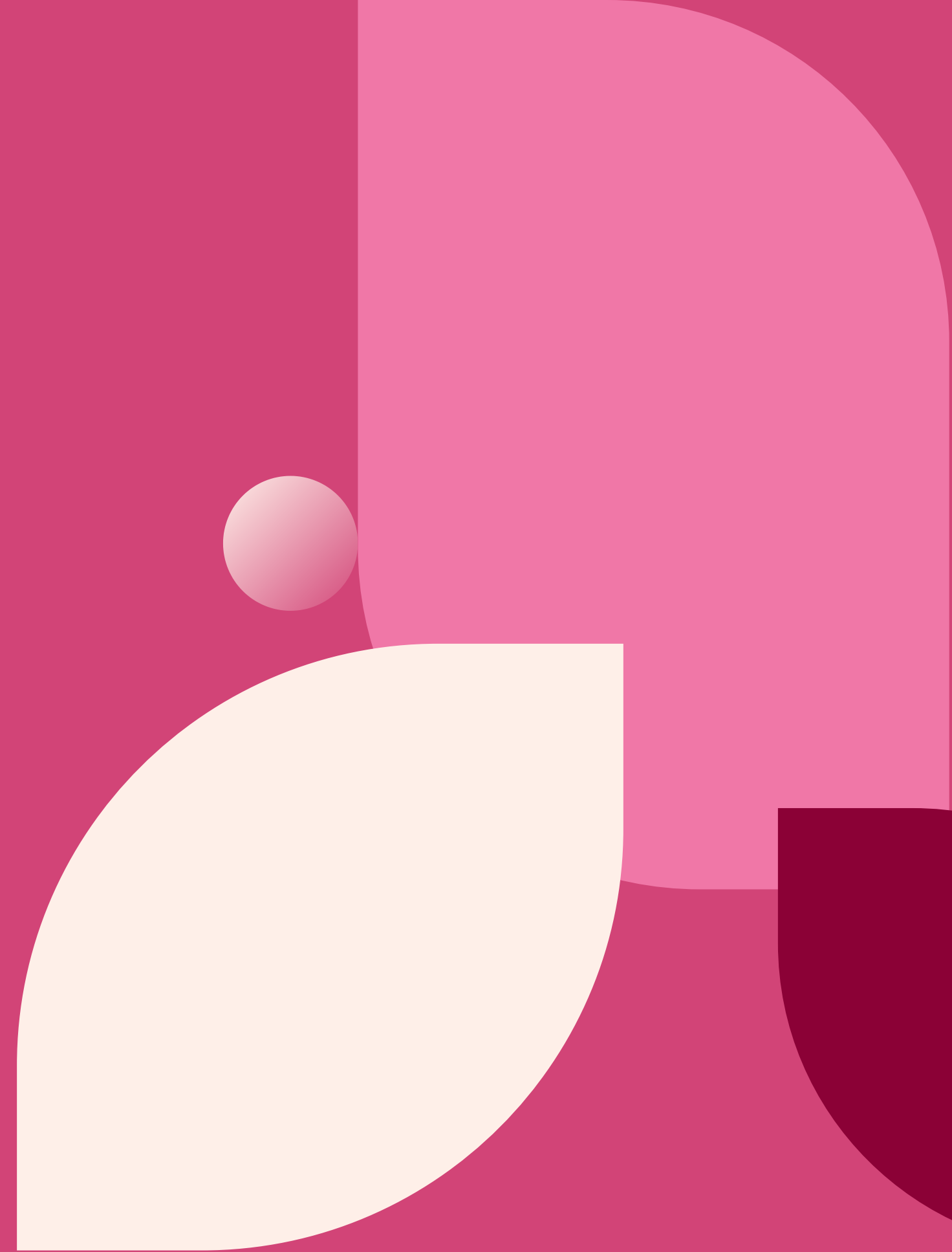
Dr. Dan Robey, PhD



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Thank you!

Do you have any questions?



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