

Measuring Collaborative Capacity to Advance Cross-Setting Care D&I Research



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INTRO

Changes in payment policy and an increasing focus on achieving integrated care has profoundly altered what constitutes quality. **Collaboration in healthcare delivery is no longer optional and building collaborative capacity is critical for quality improvement and change leaders.** But how do we define, measure and build collaborative capacity. And, how can (D&I) science help?

METHODS:

Our research questions:

- Are there frameworks to measure collaborative capacity, and if so, what are the features we can measure to demonstrate association with implementation activities?
- We searched for theories and/or frameworks that define, measure, and/or provide best practices for creating, building, and measuring collaborative capacity in healthcare settings.



RESULTS

- We found no references to 'collaborative capacity' in healthcare or D&I literature.
- We found references to collaborative care and multi-disciplinary teams, but none discussed capacity or offered measurement frameworks.
- Other sectors yield more references to collaborative capacity, as in supply chain management and community coalition building.
- The few pertinent articles we found, made statements such as, *collaboration [or networks] are beneficial and the need for collaboration may seem obvious; but didn't offer definitions or measurement.*



Collaboration in healthcare is no longer optional.

So how do we define, build, and measure collaborative capacity?



KEY QUESTIONS

- How do we define collaborative capacity? How do we build and increase it over time?
- How do we develop, train, and measure the core skills of effective collaboration?
- What other sectors are doing this well? How can we learn from other sectors and apply to healthcare to build healthy communities?
- How can D&I science further study these questions?

DISCUSSION

- Collaborative capacity can be defined as the degree to which individuals, organizations, and/or groups are able to work together to achieve a common goal.
- And how do we teach these skills? How do we build collaborative capacity to facilitate dissemination and implementation, to increase the chances of success for ACOs, Shared Savings Plans, and Bundled Payment Programs?
- Community organizing presents a framework for measuring collaborative success, which we can use as the foundation for a collaborative capacity measurement framework:

| Aims | Capacity Built | Individual Growth |
|--|---|---|
| Is the group able to agree on shared aims? | Is the group building strong relationships, thus increasing the power to make change? | Are individuals & organizations growing over time? |
| Is the group able to achieve stated aims? | Is the group improving their ability to work together over time? | Are individuals improving their leadership skills? |
| Are the groups' aims contributing to the health of the community & the system? | Is the group able to scale &/or spread? | Are individuals increasing their collaborative skills? |
| | Is the group able to take on new projects/goals? | Is the group intentionally creating interdependent leadership among stakeholders? |

- This work presents an ideal opportunity for a partnership between quality improvement and D&I scientists to develop and test frameworks and strategies to measure collaborative capacity.

