



Advice Seeking Networks

IN LONG TERM CARE

Harnessing Your Professional Networks for Care Improvement

Carole Estabrooks, PhD, RN • Jim Dearing, PhD
Janice Keefe, PhD • Stephanie Chamberlain, MA

brainXchange, Alzheimer Society of Canada, & CCNA Webinar
December 8, 2016

Presenter Introductions



Carole Estabrooks, PhD, RN
Professor
Tier 1 Canada Research Chair
Faculty of Nursing
University of Alberta



Jim Dearing, PhD
Professor & Chair
Department of
Communication
Michigan State University



Janice Keefe, PhD
Jodrey Chair in Gerontology
Director
Nova Scotia Centre on Aging
Mount St Vincent University



Stephanie Chamberlain, MA
Alzheimer Society Doctoral
Fellow
Faculty of Nursing
University of Alberta

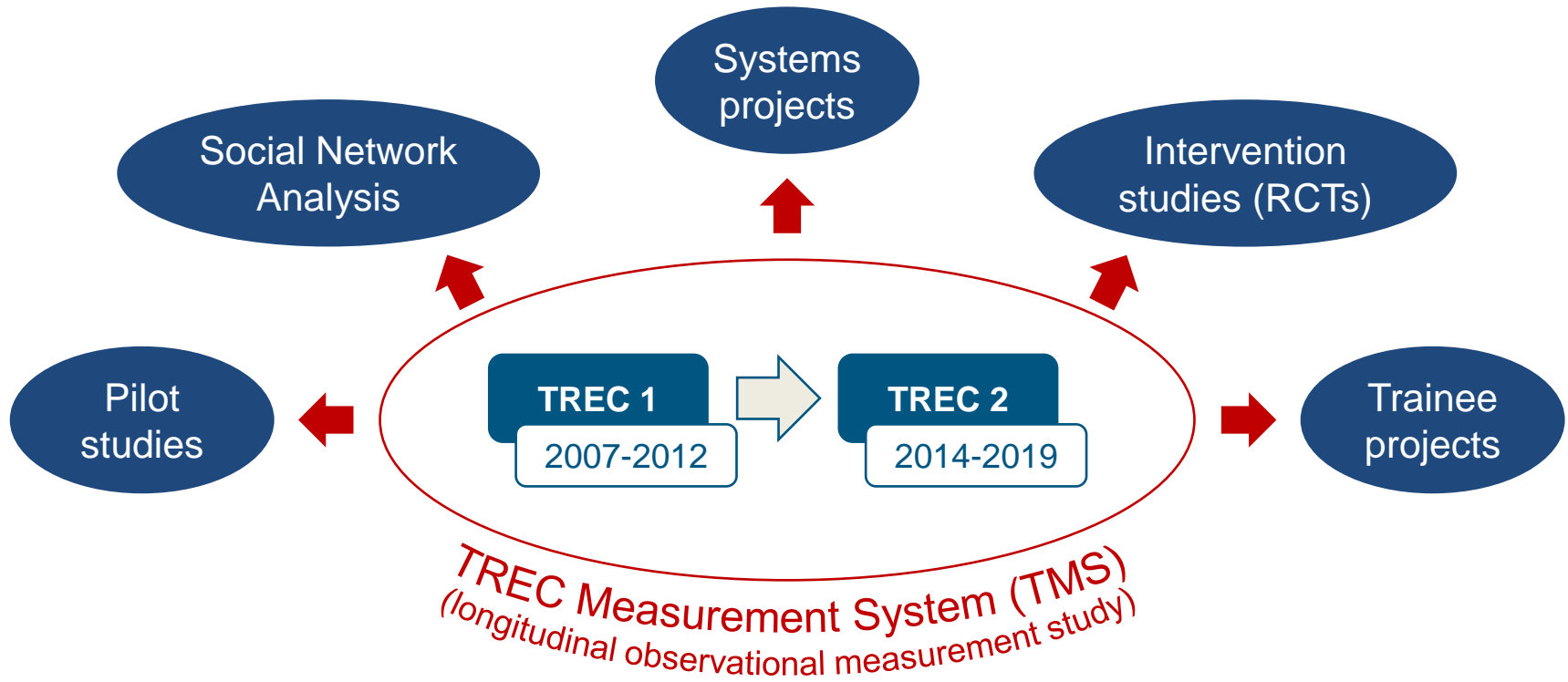


Amanda Beacom, PhD
Postdoctoral Fellow
Faculty of Nursing
University of Alberta

Presentation Overview

- **Introduction**
 - Carole Estabrooks
- **How Can You Harness Your Professional Networks for Care Improvement?**
 - Jim Dearing
- **The Advice Seeking Networks in Long Term Care Study**
 - Janice Keefe
- **Linking Networks to Organizational and Clinical Outcomes**
 - Stephanie Chamberlain

TREC: Translating Research in Elder Care



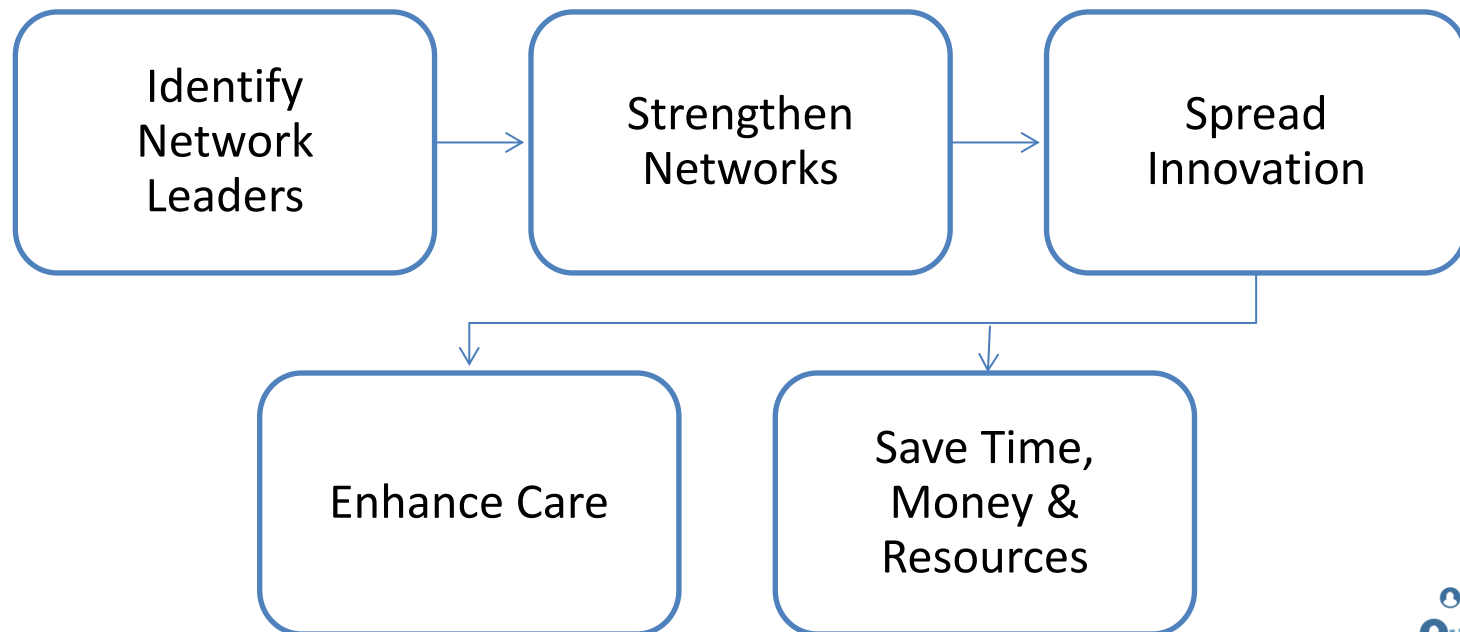
Longitudinal, applied health services research program

Partnered model (iKT) – researchers and stakeholders

Also an umbrella, an opportunity, an idea, a transactional space

Objectives of the Advice Seeking Networks in Long Term Care Study

- Identify and understand the structure of advice seeking networks among leaders of nursing homes across Canada.
- Use networks to develop more effective strategies to disseminate innovations throughout the LTC sector.



Study Contributors

Funders: CIHR, Alberta Innovates Health Solutions, Michael Smith Foundation for Health Research, Nova Scotia Health Research Foundation, Research Manitoba

Lead Investigators: Carole Estabrooks, Heather Cook, Jim Dearing, Janice Keefe

Co-Investigators: Jennifer Baumbusch, Whitney Berta, Lisa Cranley, Greta Cummings, Malcolm Doupe, Liane Ginsburg, Les Hayduk, Jennifer Knopp-Sihota, Margaret McGregor, Jingbo Meng, Peter Norton, Joanne Profetto-McGrath, Colin Reid, Malcolm Smith, Janet Squires, Deanne Taylor, Gary Teare, Genevieve Thompson, Adrian Wagg

Decision Makers: Carol Anderson, Marian Anderson, Karen Bloemink, Debra Boudreau, Marlene Collins, Lorraine Dacombe Dewar, Heather Davidson, Yvette Deleff, Hana Forbes, Jodi Hall, Heather Hanson, Cheryl Holt, Victorine Lafferty, Lori Lamont, Don McLeod, Cathy Morton-Bielz, Leanne Rein, Linda Resteau, Eleanor Risling, Perry Sankarsingh, Corinne Schalm, Irene Sheppard, Gina Trinidad

Trainees: Amanda Beacom, Stephanie Chamberlain, Lauren MacEachern, Erin McAfee

Key Messages

1. Knowledge of professional networks can be used to understand how influence and expertise operates in a particular group of people, to target dissemination of best practices, and to change network structure to improve communication.
2. The distribution of key roles in the network, such as opinion leaders and boundary spanners, varies from one network to the next and affects overall network structure and functionality.
3. Job title, nursing home ownership, and geographic proximity also affect advice network structure.
4. LTC advice networks may influence a facility's organizational context and quality of care.

How Can You Harness Your Professional Networks for Care Improvement?

Jim Dearing

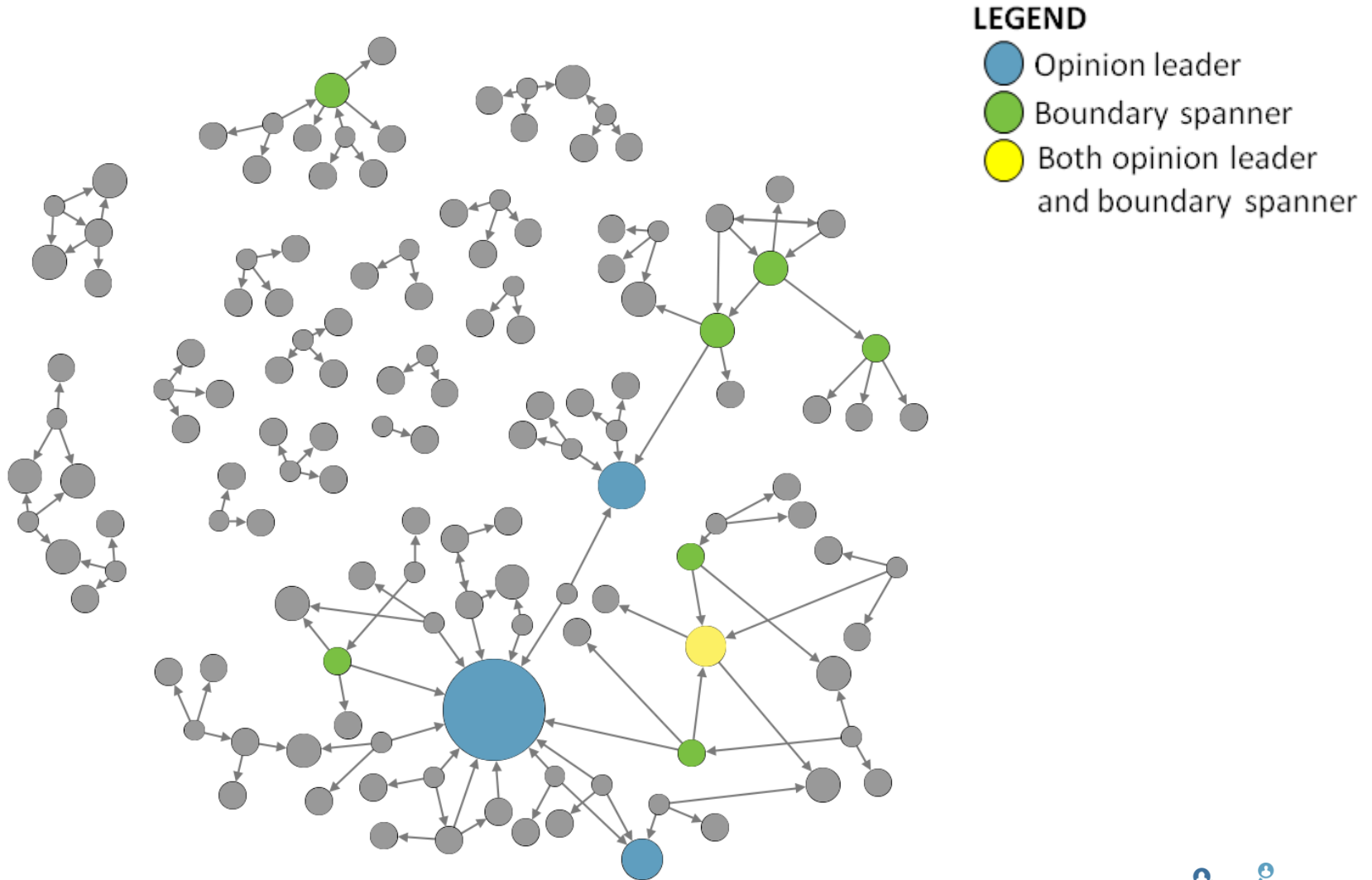
Analyzing Professional Networks

- Social network analysis focuses on the power of **relationships** to influence outcomes such as health care improvement and the diffusion of innovations
- Types of professional networks:
 - **Interpersonal** networks of people and **inter-organizational** networks of organizations
 - **Formal** networks and **informal** networks
- Common influences on professional networks:
 - **Geographic proximity**
 - **Homophily**: birds of a feather flock together

Steps in Network Analysis

1. Identify the people or organizations that play 3 types of roles in the network:
 - **Advice seekers:** those who ask the opinion and monitor the actions of credible others
 - **Opinion leaders:** most popular sources of advice that are accessible, expert and trusted
 - **Boundary spanners:** connect diverse groups in a larger network
2. Characterize the overall structure of the network
 - How **dense and interconnected** is the network?
 - Are individuals or small groups **isolated** from the larger community?
 - What is the **distribution of opinion leadership**?

What Do the Results of a Social Network Analysis Look Like?



Ways to Use Network Results

1. Gain an understanding of how influence and expertise operates in a particular group of people, organization, or sector.
2. Identify opinion leaders and boundary spanners who can facilitate the dissemination of a particular best practice.
3. Change the overall structure of the network to improve communication and diffusion.
 - Add **people**
 - Add **relationships**

Example 1: Mapping Expertise at Procter & Gamble



Example 2: Empowering Opinion Leaders at Kaiser Permanente



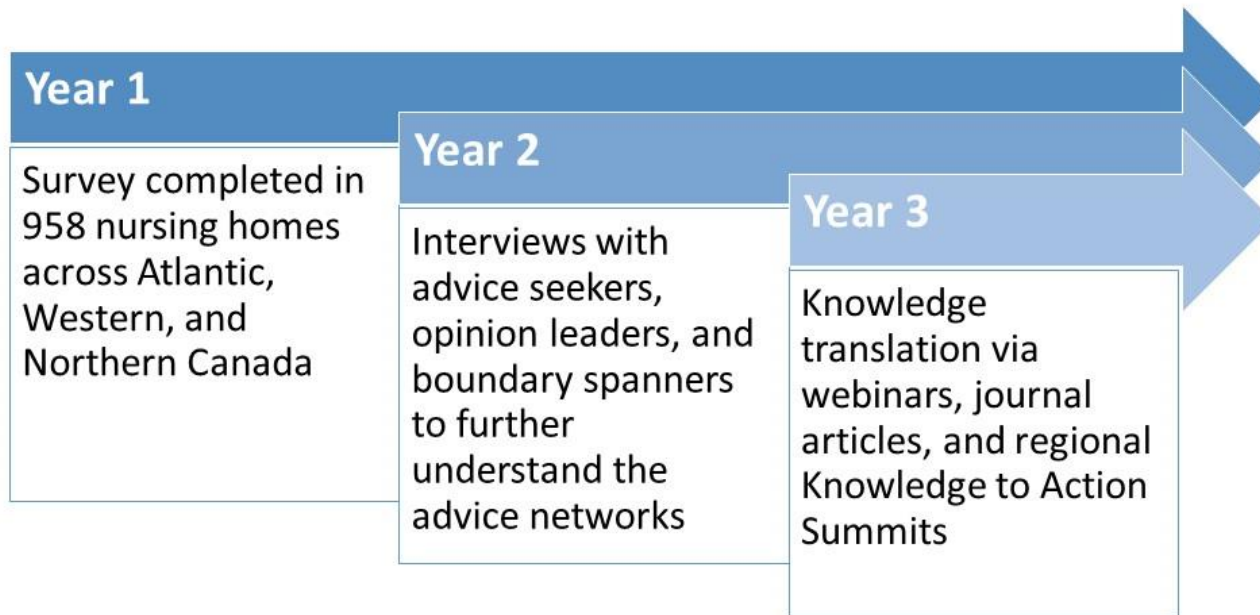
Example 3: Building Links Between Rural Health Clinics



The Advice Seeking Networks in Long Term Care Study

Janice Keefe

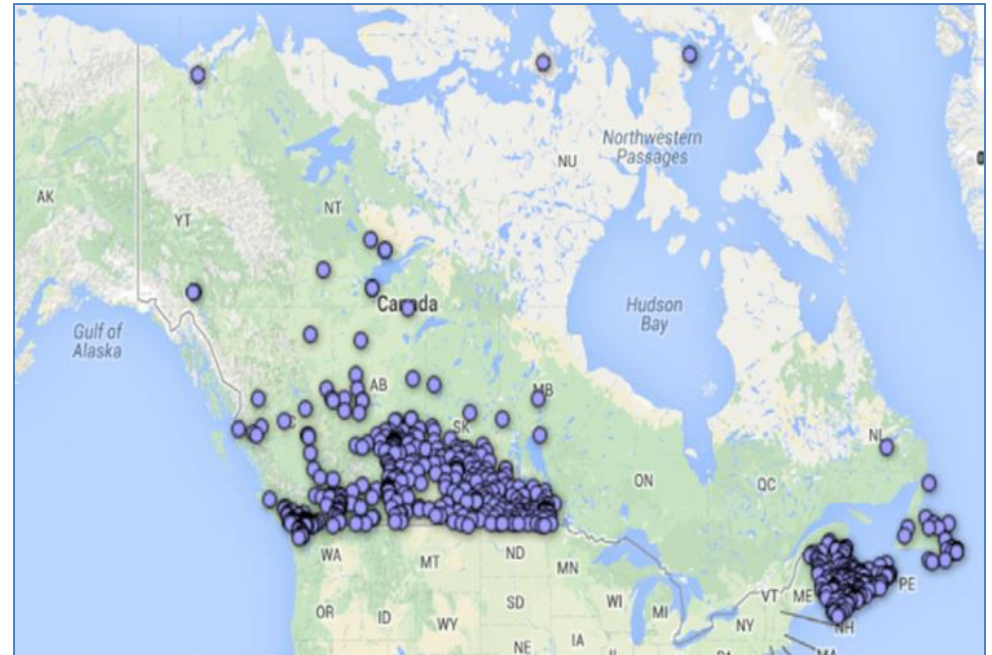
Timeline



Survey Methods (I)

We distributed a survey to 958 senior leaders of nursing homes in 8 provinces and 3 territories in Atlantic, Western, and Northern Canada

- Overall response rate: 52%
- Range: 25% - 100%



Survey Methods (II)

We asked 2 questions about advice networks:

- Q1: “Name **3 individuals** whose advice you most value about delivery of quality care, care improvement, and innovation”
 - **Interpersonal** advice network of senior leaders
- Q2: “Name **3 nursing homes** whose example you follow with respect to delivery of quality care, care improvement, and innovation”
 - **Inter-organizational** advice network of nursing homes

Interview Methods

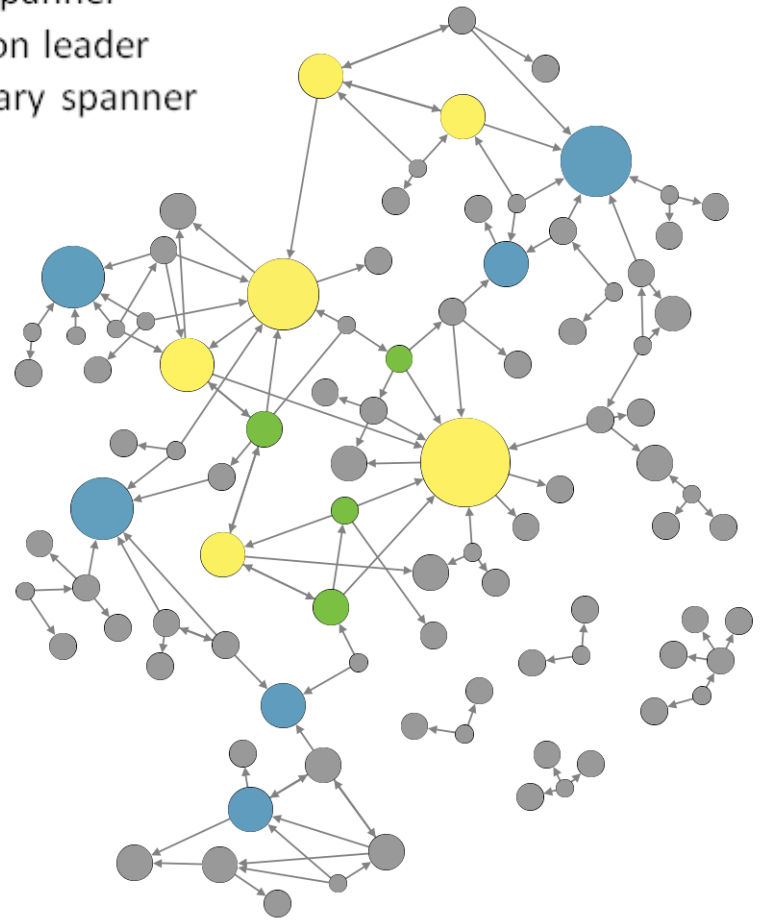
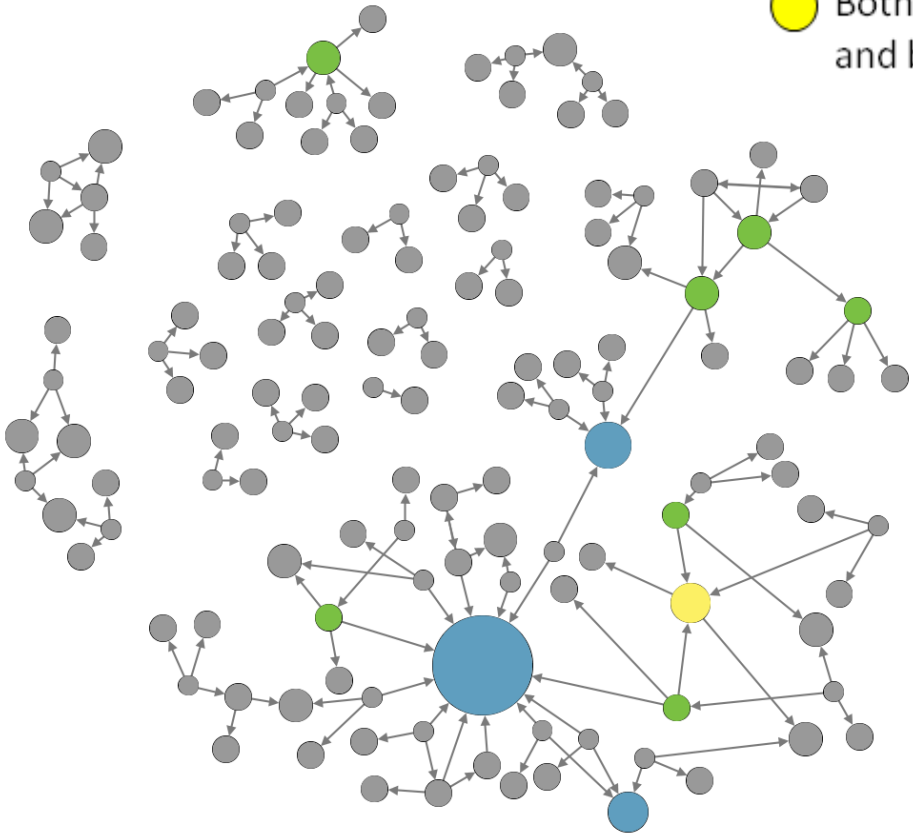
We conducted 39 interviews of people who were identified as advice seekers, opinion leaders, and boundary spanners in the survey. Interview questions focused on:

- Motivations for seeking and providing advice
- The nature of the advice that was shared
- The forms and evolution of advice relationships
- Key characteristics of opinion leaders and boundary spanners

Identifying Opinion Leaders & Boundary Spanners

LEGEND

- Opinion leader
- Boundary spanner
- Both opinion leader and boundary spanner



Opinion Leader Characteristics

Approachable

Credible

Lifelong Learner

Resourceful

Passionate

Heightened Sense of
Accountability &
Commitment to LTC

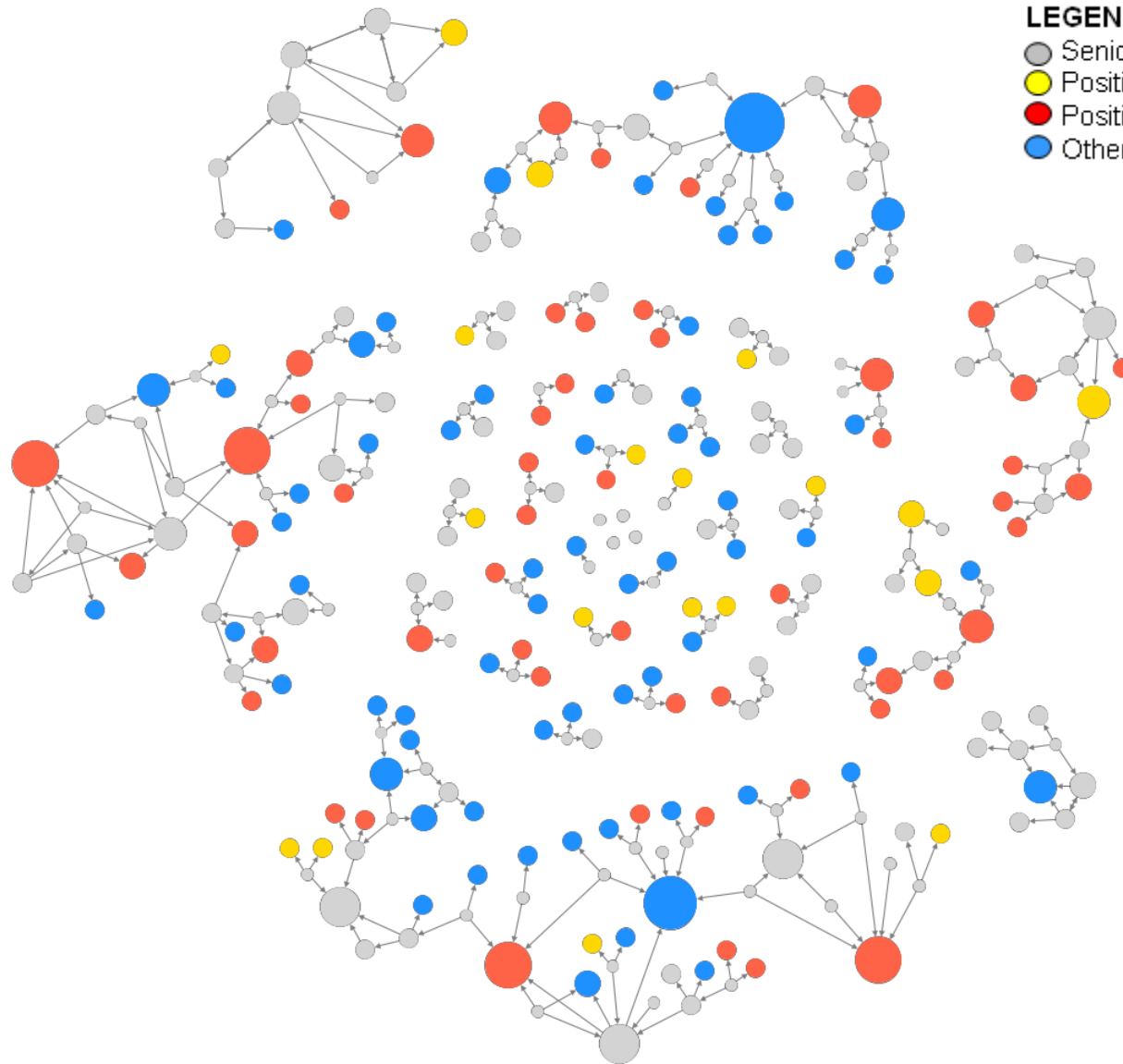
Heightened Sense of
“Systemness”

Sustained Interest in
Relationship Building

History of Collaboration

Broad & Deep Network
Linkages

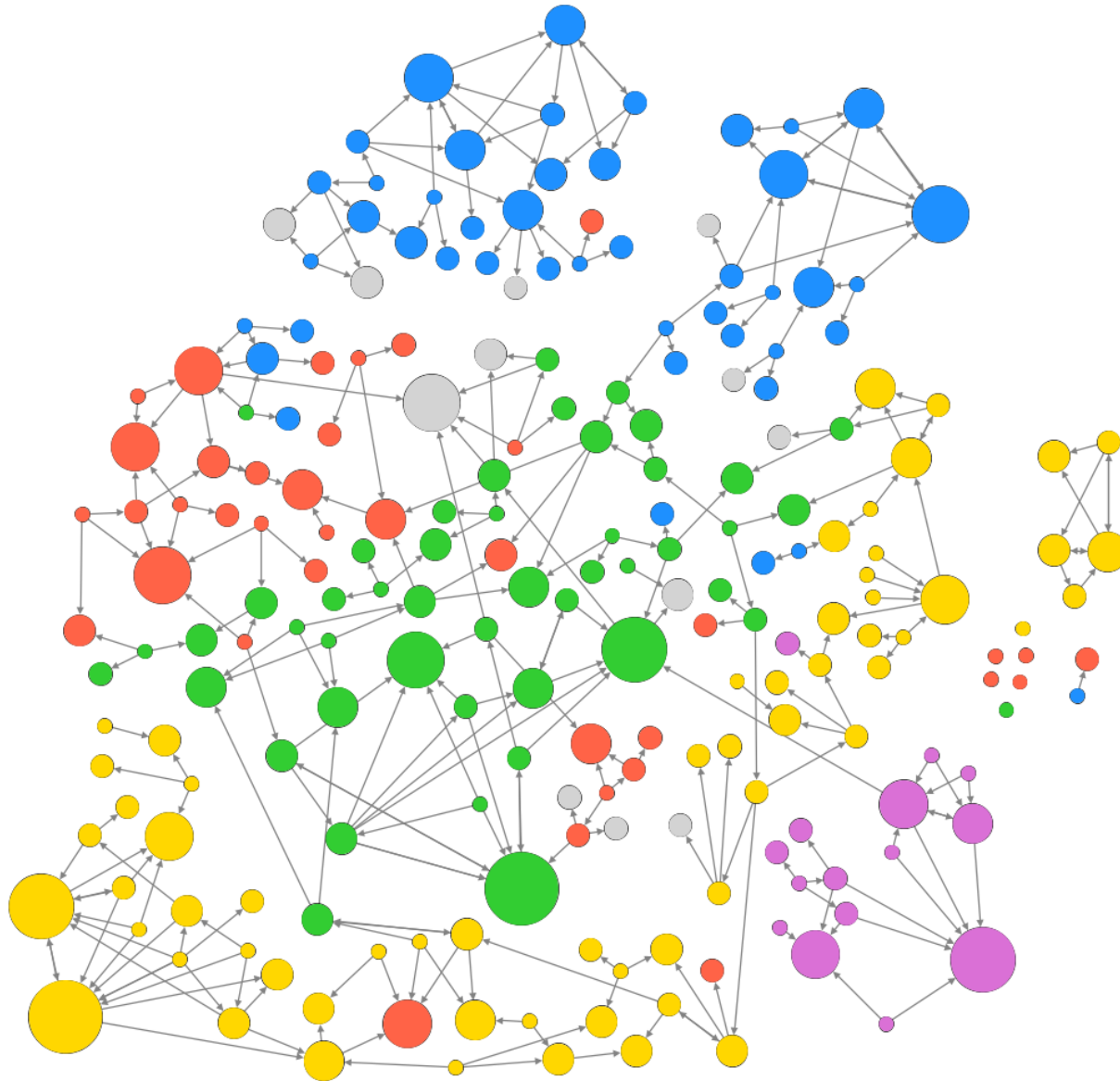
The Role of Job Title



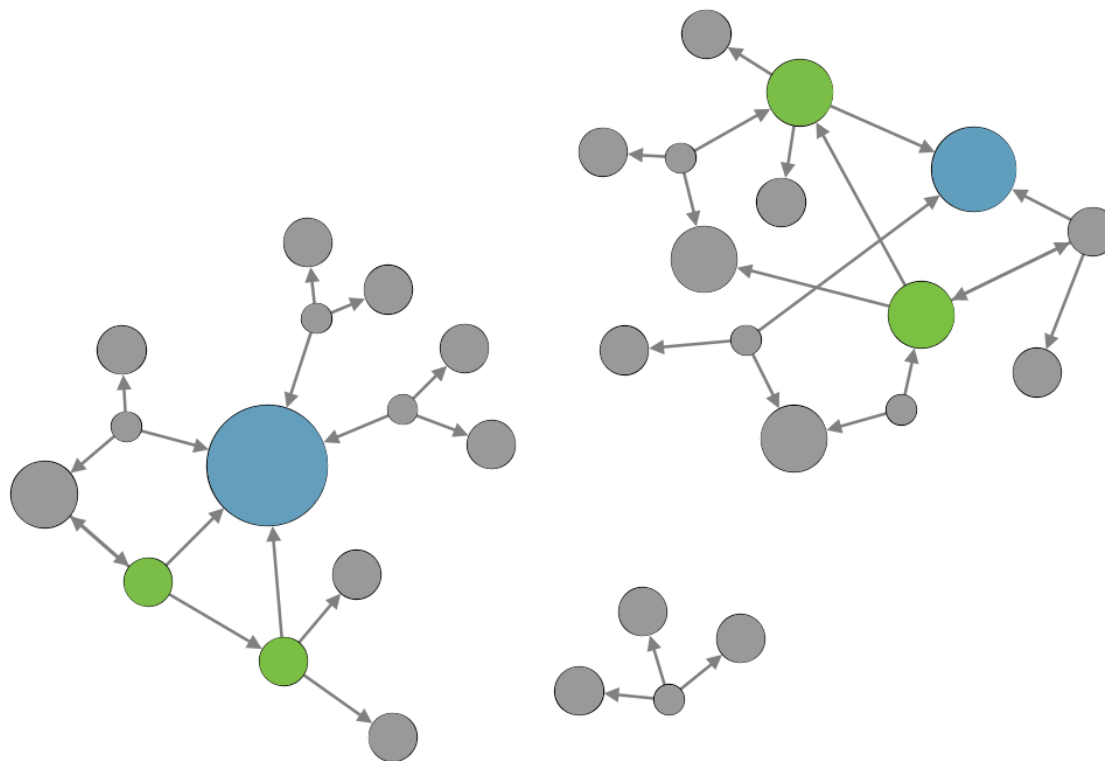
LEGEND

- Grey: Senior leader in nursing home
- Yellow: Position in health authority/government
- Red: Position in corporate LTC
- Blue: Other position

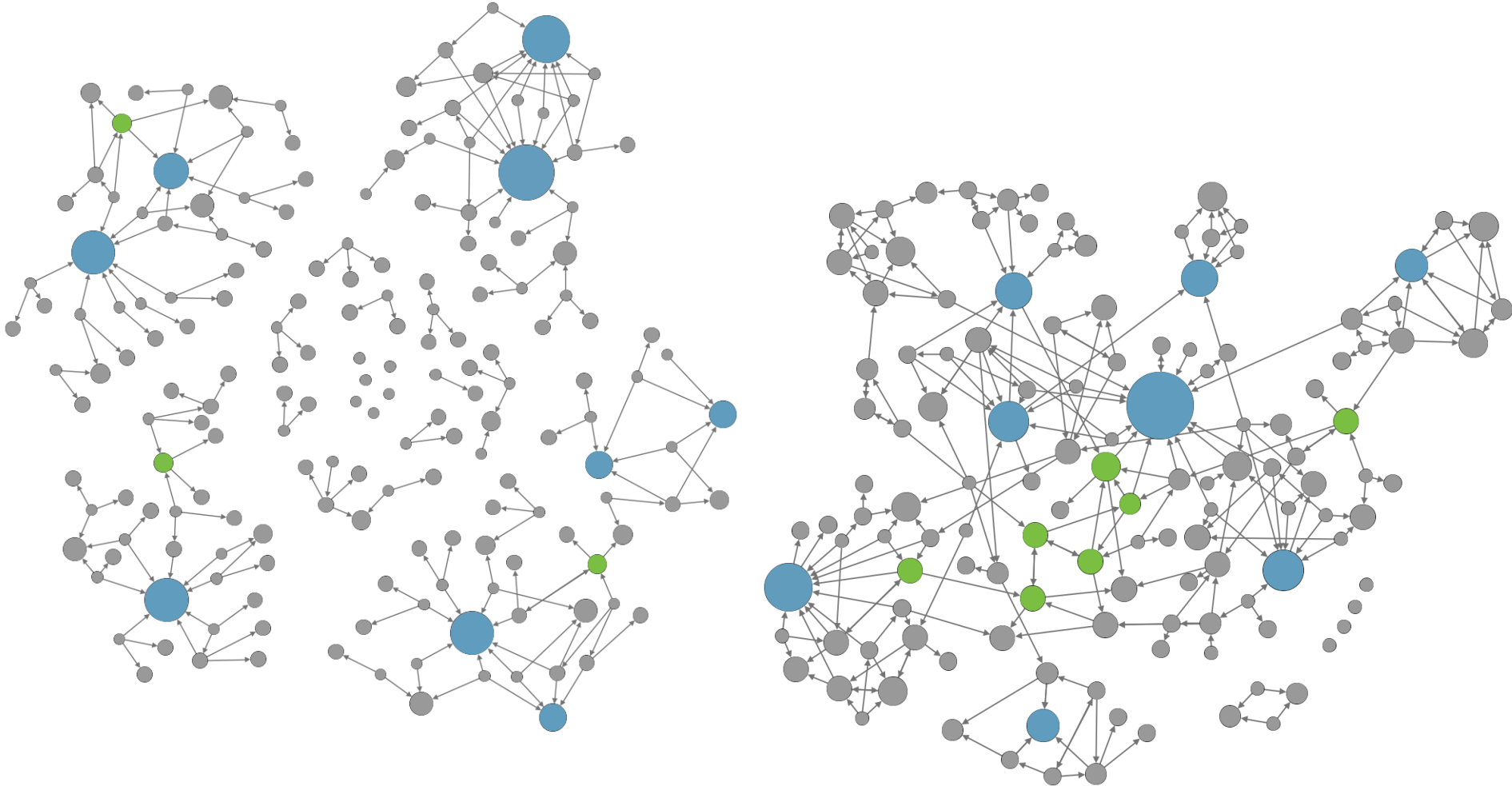
The Role of Geography



The Role of Nursing Home Ownership



Comparing Interpersonal & Inter-organizational Networks



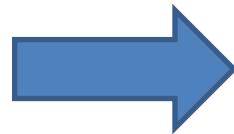
Linking Networks to Organizational & Clinical Outcomes

Stephanie Chamberlain

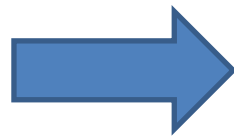
Measuring organizational context

The Alberta Context Tool (ACT)

- Leadership
- Culture
- Evaluation
- Formal Interactions
- Informal Interactions
- Resources
- Social Capital
- Organizational Slack
 - ✓ Staffing
 - ✓ Space
 - ✓ Time



- Care Aide Job Satisfaction
 - Care Aide Burnout
- Resident Symptom Burden at End of Life



- Opinion Leadership?
- Number of Network Ties?
- Isolation in Network?

Linking Networks to Quality

CIHI Quality Indicators

- Falls
- Pressure Ulcer
- Potentially Inappropriate Use of Antipsychotics
- Restraint Use
- Pain
- Depression

The screenshot displays the CIHI website's search interface for health system indicators. At the top, the CIHI logo and tagline 'Better Data. Better Decisions. Healthier Canadians.' are visible, along with navigation links for 'In Brief', 'In Depth', 'Insight', 'Help', 'Contact Us', and 'Français'. Social media icons for Twitter, Facebook, and Email are also present. The main heading is 'Your Health System', followed by the sub-heading 'Explore your health system'. Below this, a text box explains: 'Explore indicators to better understand your health system and the health of Canadians. Search by hospital, long-term care organization, city, health region, province or territory.' A search input field contains the placeholder text 'Please enter 2 or more characters...'. Below the search field are buttons for 'Select', 'Indicator Results', and 'Overall Results'. The background is a map of Canada with several location pins. At the bottom, there are social media icons for Twitter, Facebook, YouTube, and Pinterest, and a footer with 'Terms of Use | Privacy | Accessibility' and '© CIHI 1996 - 2016'.

Key Messages

1. Knowledge of professional networks can be used to understand how influence and expertise operates in a particular group of people, to target dissemination of best practices, and to change network structure to improve communication.
2. The distribution of opinion leaders and boundary spanners varies from one network to the next and affects overall network structure and functionality.
3. Job title, nursing home ownership, and geographic proximity also affect advice network structure.
4. LTC advice networks may influence a facility's organizational context and quality of care.



Thank you!

TREC: Translating Research in Elder Care
Faculty of Nursing, University of Alberta
www.trec.ualberta.ca