



Using Fair Process to Cross the Quality and Healthcare Chasm:

Eliciting the Perspective of Traumatic Brain Injury Survivors



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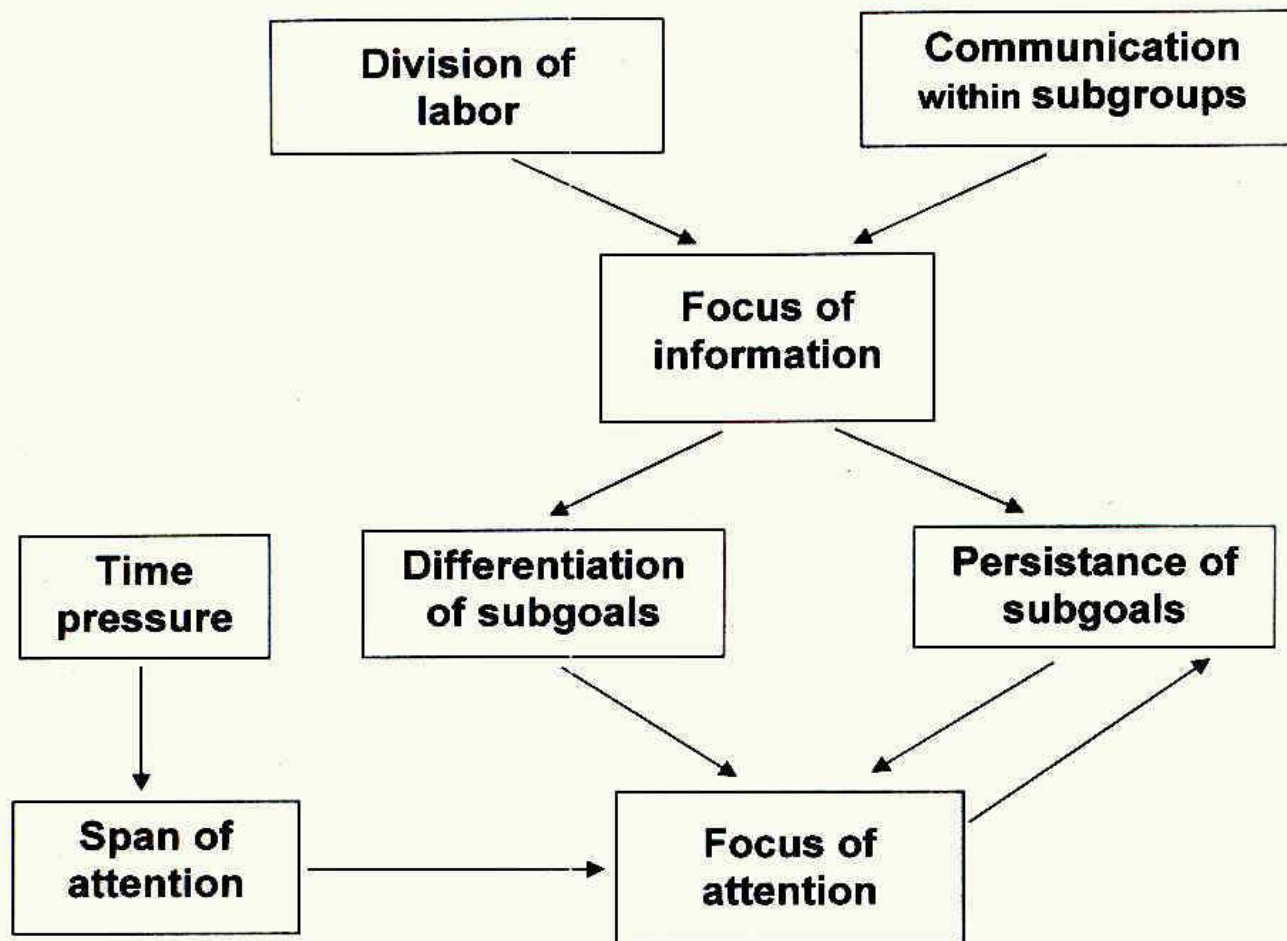
Background

- TBI is a serious public health problem in the U.S.
 - 1.4 million new injuries diagnosed each year
 - 80,000 to 90,000 new long-term disabilities
- IOM Report calls for providing patient-centered care that reflects patients' preferences and expressed needs
- TBI can affect cognitive functioning, self-esteem, and perception of self
- These consequences pose challenges to including the TBI survivor's perspective



Predicting Organizational Behavior

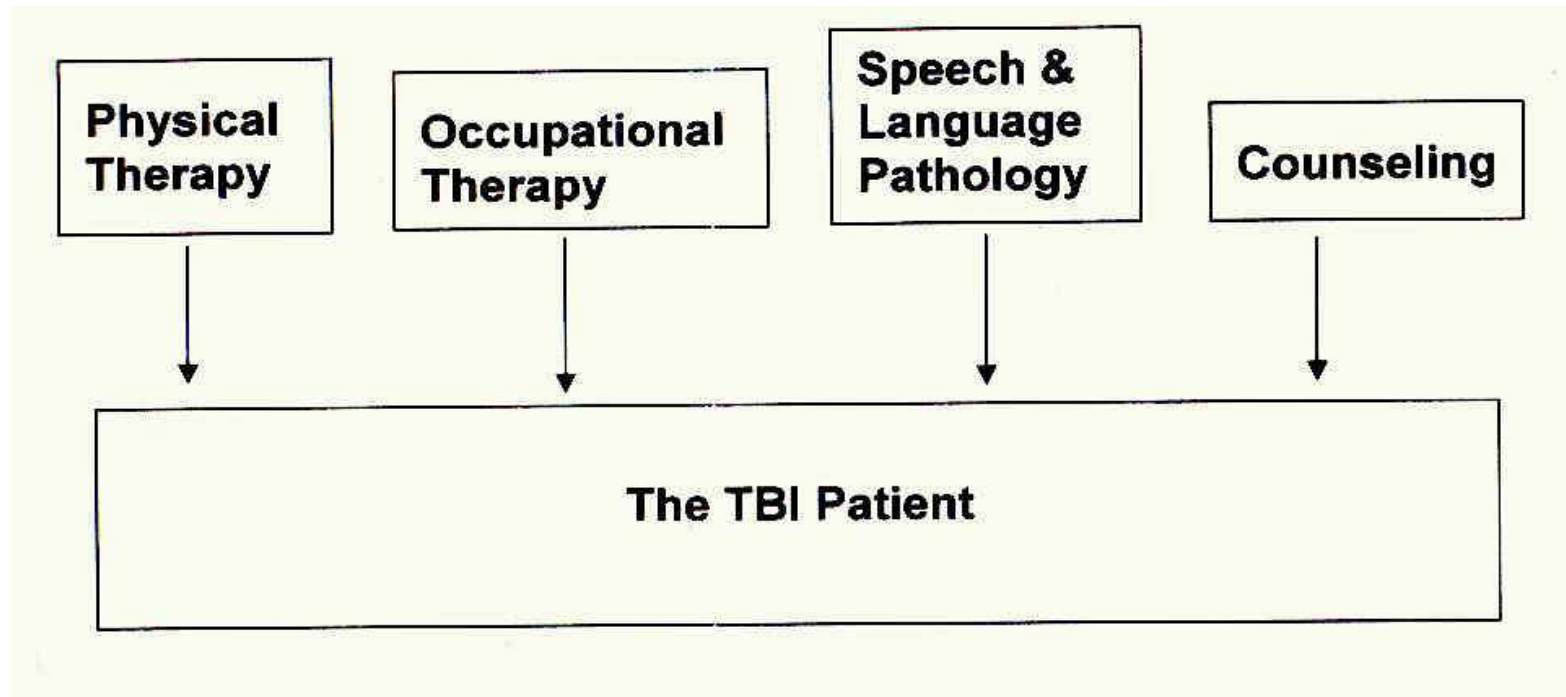
Focus of Attention



(March & Simon 1958)



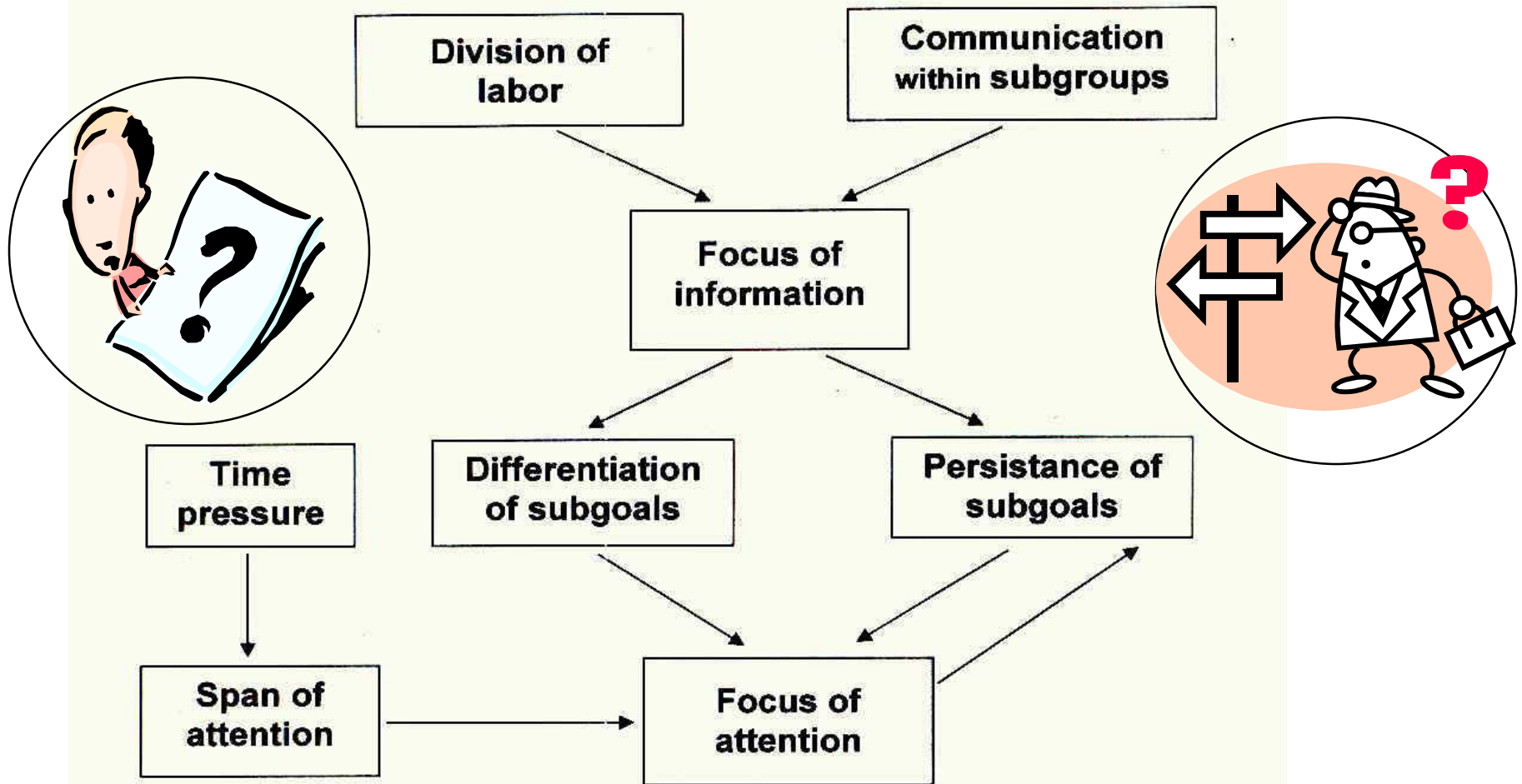
Behavior in Rehabilitation Organizations: Differentiated Subgoals & One-way Communication





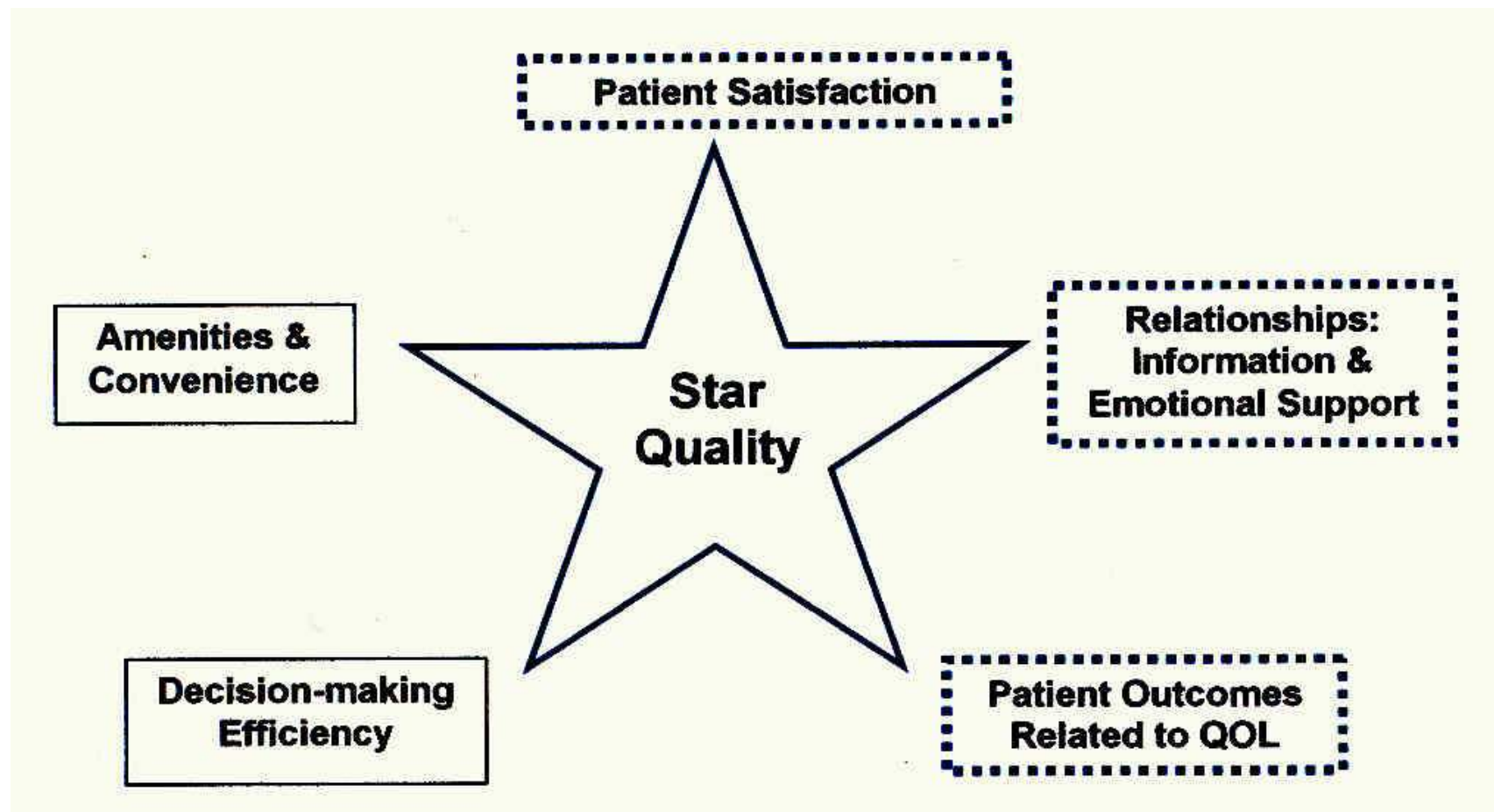
Predicting Organizational Behavior

Focus of Attention





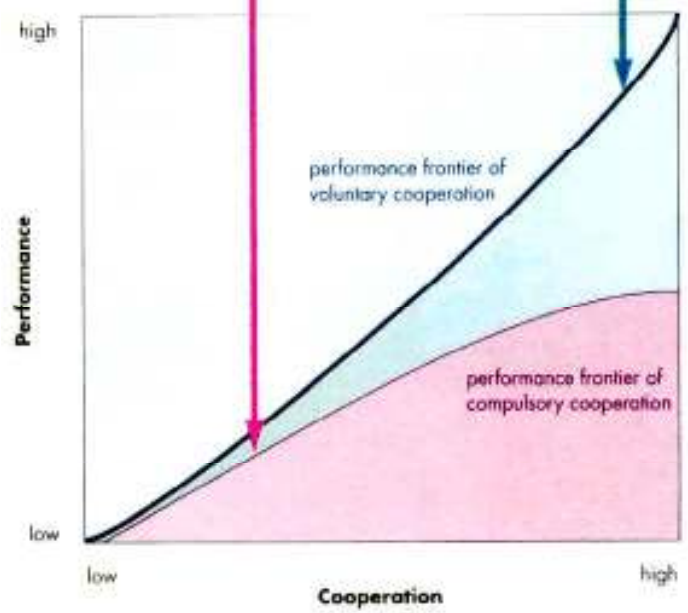
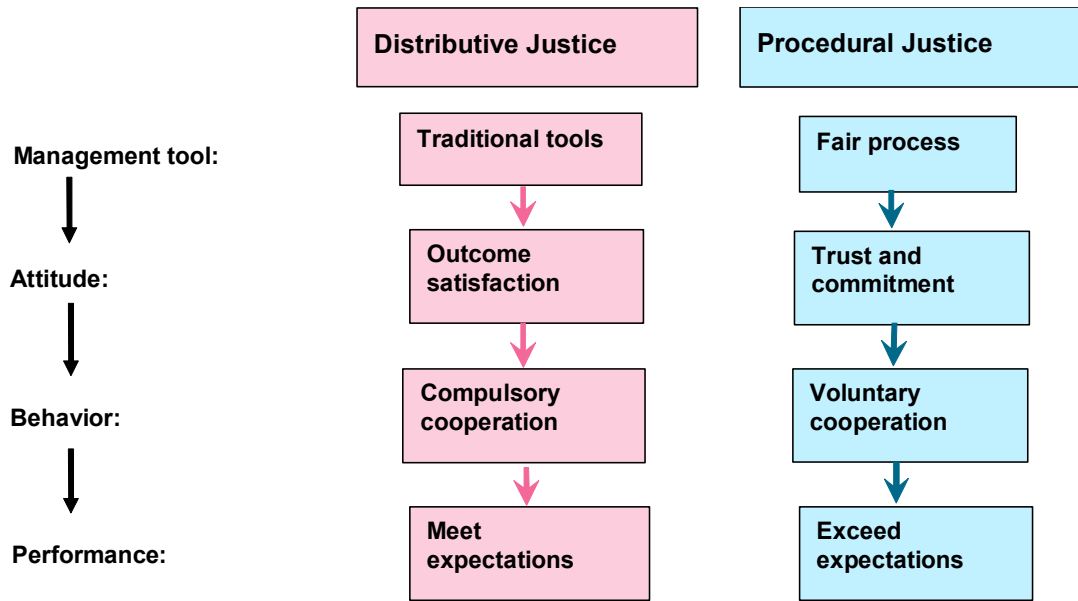
A Patient-Centered View of Quality: Satisfaction, Relationships, & Outcomes



(Chilingerian 2004)

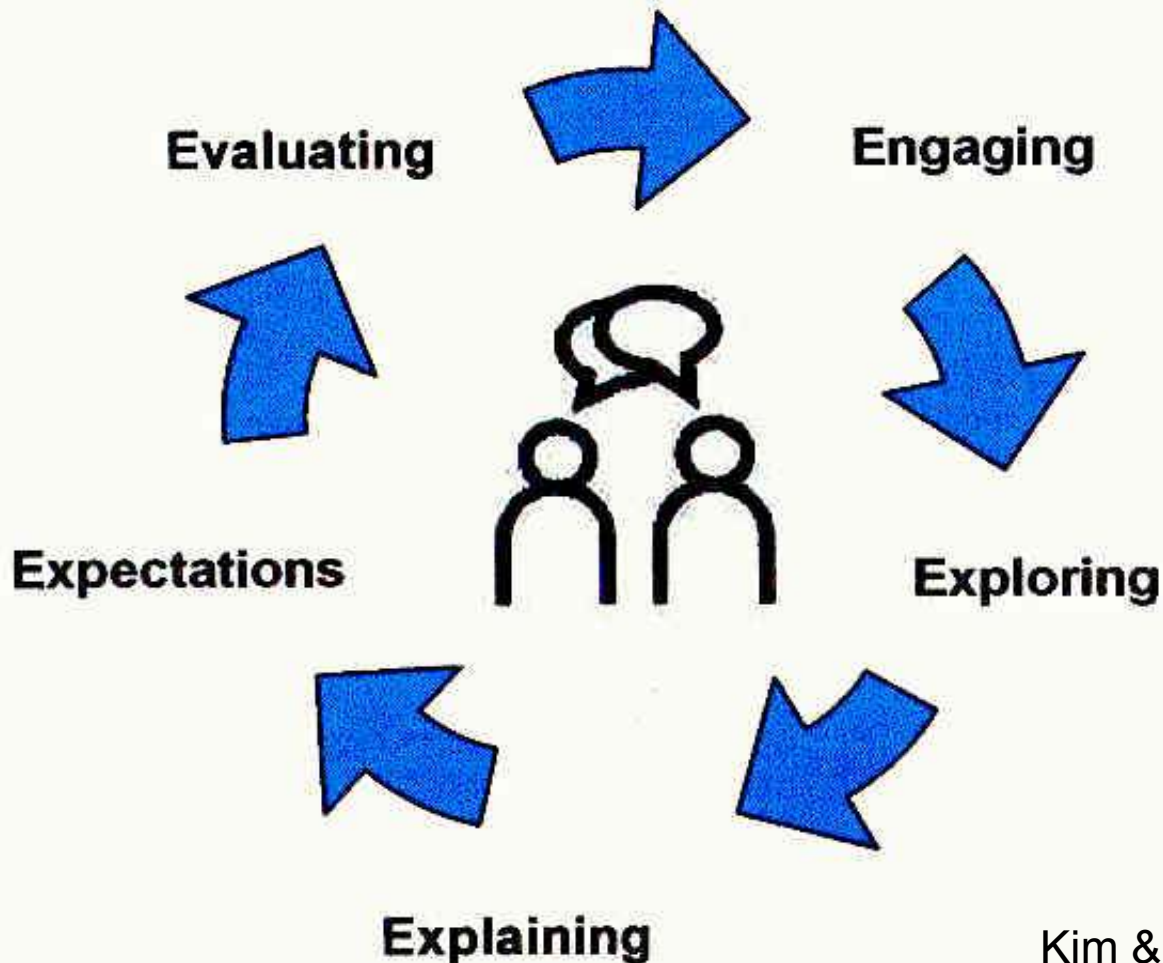


Two Complementary Paths to Performance





Fair Process & the Patient-Provider Interaction



Look at people as individuals

Individually tailored plans

Give and take

Activate patient motivation

Kim & Mauborgne 1997; Van der Heyden et al 2005; Chilingirian 2006



Research Questions

- What is the TBI survivor's perspective on living with this chronic condition?
- What does using an organizational theory lens contribute to our understanding of quality of care from the TBI survivor's perspective?



Study Population

- Photo-elicitation with 12 brain injury survivors
- Cognitive level of at least 7 out of 10 on the Ranchos Los Amigos Cognitive Scale Revised
- Recent survivors receiving outpatient services through a Boston rehabilitation hospital
- Long-term survivors participating in a state agency-funded support group



Analytical Methods: Narrative Analysis



Living without Connection

Part 1: Why I took this picture

Stanza 1: That's how I felt

Stanza 2: I thought that kind of depicted it

Coda: A lot of unsaid things there

Part 2: Everything was new

Stanza 3: It was like living in the middle of nowhere

Stanza 4: It was as though you were just born anew

Coda: Hard to explain

Stanza 5: I basically laughed through every day

Part 3: How I see it now in hindsight

Stanza 6: It all had to like be reestablished

Stanza 7: I had so many gaps in my brain

Stanza 8: My reaction was this laughter

Coda: A perfect way to sum it all up

Part 4: I couldn't feel really connected, in lots of ways

Stanza 9: Are you really, truly connecting

Stanza 10: That's what I meant

(Becker 1986, Gee 1991, Reissman 1993, Rose 2007)



Early Findings

- Respondents play a participant-expert role in this research
- The rehabilitation goal for long-term survivors may be healing, not recovery
- From the survivor's perspective, healing can continue for years beyond the acute rehabilitation phase
- This study is an example of fair process in action



Policy Implications of Fair Process

- Creates opportunities to engage with TBI patient's real lives and gain an insider's perspective on quality of care
- May align expectations about patient-provider goals, roles, and responsibilities
- Can promote interactional justice in patient-provider interactions and a more equal balance of power
- May activate patient motivation to adhere to rehabilitation strategies and take action to heal