



Boston

Center of Excellence

Director: Martin P. Charns, DBA

Executive Summary for Fiscal Year 2011

During the fiscal year 2011, the Center for Organization, Leadership and Management Research (COLMR) again achieved new highs in funding, number of projects, number of new projects started, and number of investigators. COLMR's unique research focus is to investigate and apply knowledge of innovative organization and management practices to improve the effectiveness and efficiency of health care services for our nation's Veterans and the larger health care community. This research focus is the basis for extensive collaboration and support of other VHA offices, medical centers and VISNs.

COLMR's three research foci are:

- 1) organization and management practices that result in higher quality of care,
- 2) organization and management practices that promote successful organizational change, especially change to implement evidence-based clinical practices, and
- 3) organizational health and its effects on quality of care.

Key accomplishments this year include a continuing increase in the number of HSR&D- funded projects for the Boston COE from 31 in FY2010 to 35 in FY2011. Total HSR&D-funded research projects also increased from \$3,002,178 in FY2010 to \$3,426,643 in FY2011. In addition, the Boston COE conducted six QUERI-funded projects in FY2011. This reflects the commencement of 10 HSR&D -funded projects. Of these newly-funded projects, VA Boston Investigators were PI on 9 of the projects. COLMR also conducted 6 technical assistance, evaluation and consultation projects for VHA offices, medical centers and VISNs.

COLMR staff has grown with the recruitment of 3 new core investigators. This reflects development of COLMR fellows and project managers into investigators.

COLMR investigators continue to have significant local and national roles in VA through which they can influence policy and practice. These include Dr. Charns' role as co-chair of the Organizational Assessment Subcommittee of the VHA Human Resource Committee; Drs. Charns', Meterko's, Mohr's and Ms. Nealon Seibert's roles in design, administration and analysis of the annual VA all-employee survey; and Dr. Meterko's role in the VA Nursing Outcomes Database (VANOD) annual, national survey of all RNs in VA. These surveys are both part of the regular practice in VHA, their results have been used to address performance areas in many medical centers, and the databases have been used in several research projects. In addition, COLMR's work on 6 technical assistance and evaluation projects has direct impacts on VHA management and delivery of care. These include the evaluation of the Office of System redesign's Improvement Capability Grants, in which COLMR is providing formative feedback to both OSR and the 30 individual grantees, and Amy Rosen's work on patient safety indicato