

EASTERN CONNECTICUT STATE UNIVERSITY
FALL 2013/SPRING 2014
APPLICATION FOR REASSIGNED TIME FOR RESEARCH

Name: NITI PANDEY

Date: FEBRUARY 1, 2013

Rank: ASSISTANT PROFESSOR

Department: BUSINESS ADMINISTRATION

Title of Project: Antecedents of Expertise Recognition and Communication in Healthcare Teams: Implications for Quality of Patient Care

Indicate the number and distribution of credits requested for reassigned time for research. Reassigned time may be up to three (3) faculty load credits in one academic year.

Semester FALL Year 2013 Credit Hours 3 FLCs

Semester _____ Year _____ Credit Hours _____

Have you been granted previous reassigned time for research? If so, how many faculty load credits and when?

NO

Is the current project directly related to your previous work during reassigned time for research, sabbatical leave, or other paid leave? If yes, please elaborate.

N/A

Do you expect any external support for this project?

No external support is sought for this project.

I plan on applying for the CSU-AAUP Research Grant.

Submit the following:

1. Completed application form
2. Curriculum vita
3. Narrative that provides the following (no more than five double-spaced pages)
 - a. Project Objective: A clear statement of the research question or premise of the creative work as well as the methodology used to complete the project
 - b. Expected Outcomes: A clear description of the activities that will be completed with the reassigned time as well as the expected outcome of the project (publication, performance, exhibition, literature review, data collection, data analysis, etc.)
 - c. Project Significance: A clear statement of how the project will contribute to the applicant's academic field, to Eastern, or to some other community group
 - d. Project Feasibility: A clear statement demonstrating that the applicant possesses the resources (knowledge, skills, facilities, etc.) to complete the project successfully. This should include evidence of previous research or creative work, where appropriate, and documentation that resources required to complete the proposed project successfully are available to the applicant.

If granted reassigned time, I agree to allow my proposal to be viewed as a model by future applicants. Yes ___X___ No _____

CURRICULUM VITAE

Niti Pandey, Ph. D.

Assistant Professor
Department of Business Administration
Eastern Connecticut State University

83 Windham Street, Willimantic, CT 06226
Phone: 860-465-5048
Email: pandeyn@easternct.edu

Education:

Ph.D.	Human Resources and Industrial Relations	University of Illinois Urbana Champaign, 2008
MHRIR	Human Resources and Industrial Relations	University of Illinois Urbana Champaign, 2003
MA	Psychology (Industrial/Organizational)	University of Delhi, India, 1998
BA	Psychology	University of Delhi, India, 1996

Academic Positions:

Assistant Professor	Business Administration Department Eastern Connecticut State University	August 2012 To Present
Visiting Assistant Professor	Krannert School of Management Purdue University	July 2009 – June 2012
Visiting Assistant Professor	School of Labor and Employment Relations University of Illinois Urbana Champaign	June 2008 – May 2009
Instructor	School of Labor and Employment Relations/ College of Business University of Illinois Urbana Champaign	2006 – 2007
Research Associate	Indian Institute of Management Ahmedabad, India	1999 - 2001

Courses Taught:

<i>Eastern Connecticut State University</i>	<i>Purdue University</i>	<i>University of Illinois Urbana Champaign</i>
*Principles of Management	*Human Resource Management	*Individual and Group Behavior
*Organizational Behavior	*Labor Relations	*Organizational Fundamentals for HR/IR Professionals
*Industrial Labor Relations	*Human Resource Systems	*Designing High Performance Work Systems
*Seminar in Business: Negotiation	*Organizational Behavior	
	*Negotiation	
	*Corporate Social Responsibility	

Publications:

Pandey, N., Deborah E. Rupp, & Thornton, M. (2013). The morality of corporate environmental sustainability: A psychological and philosophical perspective. In Huffman, A. H. and Klein, S. R. (eds.), *Green Organizations: Driving Change with IO Psychology*. Routledge.

Avgar, A., **Pandey, N.**, & Kwon, K. W. (2012). Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions. *Industrial Relations*, 51, 1, 106-128. (Industrial Relations Impact Factor – 1.477)

Avgar, A., Kwon, K. W., & **Pandey, N***. (2010) Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions. *Academy of Management 2010, Best Paper Proceedings*. (* equal authorship)

Pandey, N. (2009). The psychology of employee benefits. In Joseph J. Martocchio, *Employee Benefits: A Primer for Human Resource Professionals* (4th ed.), Irwin: McGraw Hill.

Joshi, A., **Pandey, N.**, & Han, G. (2009). Bracketing team boundary spanning: An examination of task-based, team level, and contextual antecedents. *Journal of Organizational Behavior*, 30, 731-759. (Nominated for Best Paper Published in JOB in 2009) (JOB Impact Factor – 3.854)

Pandey, N. & Martocchio, J. J. (2008). Healthcare and retirement costs spiraling uncontrollably: What are employers to do? *International Journal of Human Resource Management*, 19(8), 1515-1533. (IJHRM Impact Factor – 1.043)

Pandey, N. (2008). Global employee benefits at a glance. In Joseph J. Martocchio, *Employee Benefits: A Primer for Human Resource Professionals* (3rd ed.), Irwin: McGraw Hill.

Martocchio, J. J. & **Pandey, N.** (2008). Employee benefits outside the United States. In Gomez-Meija, L. & Werner, S. *Global Compensation*. United Kingdom: Routledge.

Vohra, N., Rawat, A., & **Pandey, N.** (2003). Review of organizational behavior research in India: Journey from 1990-2002. *Indian Psychological Abstracts and Reviews*, 10, 221-313.

Ramnarayan, S. & **Pandey, N.** (2000). Creating greater capacity for learning and adaptation. *Vikalpa: The Journal for Decision Makers*, 25(2), 65-69.

Working Papers:

Pandey, N. Work-family practices and the war for female talent in emerging economies.

Pandey, N. Multidisciplinary patient care teams: A framework for identifying relevant antecedents to expertise recognition and communication.

Pandey, N. Impact of corporate social responsibility on employee attitudes.

Pandey, N. Demographic characteristics and employee preferences for **rewards** and benefits.

Conference Participation and Presentations:

Pandey, N., Rupp, D. E., & Thornton, M. The morality of corporate environmental sustainability: A psychological and philosophical perspective. Paper to be presented at the Society for Industrial Organizational Psychology, Houston, April 2013.

Pandey, N. Participant in Krannert Executive Conference for HR Professionals, September 2012, Purdue University.

Pandey, N. "Expertise Recognition and Communication in Multidisciplinary Healthcare Teams: A Status Characteristics and Transactive Memory Conceptualization." Paper presented at Krannert School of Management, OBHR Faculty Seminar, Purdue University. April 2011.

Avgar, A., Kwon, K. W., & **Pandey, N.** Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions. Paper presented at the HR Division, Academy of Management, Montreal, August 2010.

Pandey, N. & Barrett, B. Virtually there: A team simulation in and out of the HR classroom. HR Division PDW, Ideas for the Classroom – HR Teaching Workshop, Invited Panelist (one of three of the best session presenters from the Fifth Innovative Teaching in HRIR Conference – see below), Academy of Management, Anaheim, August, 2008.

Pandey, N. Transactive memory as a shared mental model for teams in crisis: A theoretical understanding. Paper presented at the Managerial and Organizational Cognition division, Academy of Management, Anaheim, August 2008.

Ahn, J. & **Pandey, N.** TMT horizontal pay disparity as an indicator of status and power differences. Paper presented at the Human Resources division, Academy of Management, Anaheim, August 2008.

Pandey, N. & Barrett, B. Virtually there: A team simulation in and out of the HR classroom. Paper presented at the Fifth Innovative Teaching in HRIR Conference, Minneapolis, April 2008.

Pandey, N. & Martocchio, J. J. Pressure points and pressure sores in multifunctional healthcare teams. Paper presented at the Organizational Behavior division, Academy of Management, Philadelphia, August 2007.

Dencker, J., Joshi, A., Martocchio, J. J., & **Pandey, N.** Generational dynamics in the workplace: HR professionals' career paths. Paper presented at Symposium at the Conflict Management Division, Academy of Management, Philadelphia, August 2007.

Pandey, N., Martocchio, J. J., & Joshi, A. Employee cultural values and organizational commitment: Do employee benefits matter? Paper presented at the Society of Industrial-Organizational Psychology, New York, 2007.

Pandey, N. & Martocchio, J. J. Expertise recognition, communication, and knowledge sharing in multifunctional patient care teams. Paper presented at the Healthcare Management Division, Interactive Paper Session, Academy of Management, Atlanta, Georgia, 2006.

Rupp, D., **Pandey, N.,** Wadlington, P., & Wadlington, E. Dyslexia, prejudice, and justice: An investigative study. Paper presented at the Conflict Management Division, Academy of Management, Atlanta, Georgia, 2006.

Pandey, N., Joshi, A., & Martocchio, J. J. Multidisciplinary Healthcare Delivery Teams: Factors Affecting Successful Patient Care. Paper presented at the LER faculty-doctoral student seminar series, Fall 2005.

Joshi, A., **Pandey, N.**, & Han, G. Where do a team's networks come from? Towards an integrative framework. Paper presented at the Organizational Behavior Division, Academy of Management, Honolulu, Hawaii, 2005.

Pandey, N. & Joshi, A. Exploring the Group Social Capital of R&D Teams: Rewards and Challenges of a Qualitative Inquiry. Paper presented at the LER faculty-doctoral student seminar series, Fall 2004.

Understanding Complex Systems: Networks, May 17-20, 2004. Department of Physics, University of Illinois at Urbana-Champaign. Symposium participant.

Professional Service:

Honors Thesis Mentor: Maura McCabe, Eastern Connecticut State University

Advisor: Eastern Connecticut State University Student Chapter of Society for Human Resource Management

Editorial Board Member: Journal of Organizational Behavior (Impact Factor 3.854)

Ad Hoc Review: Journal of Management (Impact Factor 4.595)

Reviewer: HR and OB division, Academy of Management Annual Meeting, 2006, 2007, 2008, 2009; Academy of International Business, 2009

Professional Membership:

Academy of Management (AOM)

Labor and Employment Relations Association (LERA)

Society for Human Resource Management (SHRM)

Human Resource Leadership Association of Eastern Connecticut (HRLA)

Dissertation Committee Member: Erica Anthony, PH.D., 2012, Purdue University. Currently a faculty member in the School of Business and Management, Morgan State University, Baltimore, Maryland.

EASTERN CONNECTICUT STATE UNIVERSITY
FALL 2013/SPRING 2014
APPLICATION FOR REASSIGNED TIME FOR RESEARCH

Project Title:

Antecedents of Expertise Recognition and Communication in Multidisciplinary
Healthcare Teams: Implications for Quality of Patient Care

Project Objective:

Between 2006 and 2008, across five thousand U.S. hospitals, one million patient safety incidents occurred over the course of forty million hospitalizations among Medicare patients (HealthGrades Report, 2009). The costs associated with these incidents were in excess of nine billion dollars, thus making patient safety an expensive issue. According to the Joint Commission on Accreditation of Healthcare Organizations, the leading cause of preventable patient injuries and death is communication failure (JCAHO, 2005).

Effective healthcare delivery increasingly depends on multidisciplinary teams since the complexity of healthcare issues requires different types of expertise (Solheim, McElmurry, & Kim, 2007). These teams are often comprised of physicians, nurses, pharmacists, case managers, social workers, physical therapists, and other caregivers who must coordinate with each other for the best possible patient outcomes. The intent behind using such teams is to allow diverse members to contribute expertise-based knowledge and information according to specific task demands (Vinokur-Kaplan, 1995).

Evidence suggests that medical mishaps and poor quality of patient care can be attributed to communication problems inherent in multidisciplinary teams. These problems occur due to hierarchical differences (Edmondson, 2003), conflicting roles and interpersonal conflict (Sutcliffe, et. al., 2004), and fatigue and patient load (Rogers, et al., 2004; Jagsi & Surender,

2004; Sochalski, 2004). Yet, team dynamics in the healthcare setting are relatively under-researched in management literature and the field lacks theoretically derived frameworks for understanding how these teams may achieve effective performance.

For teams that have diverse members who represent distinct professions, expertise recognition and communication are critical for successful outcomes (Salazar, 1996). Expertise recognition is defined as team members' knowledge about who is good at what (Austin, 2003). Additionally, this knowledge needs to be accurate to ensure better team functioning (Hollingshead, 2000). If the rationale for using multidisciplinary teams in the healthcare setting is to allow the coordinated utilization of individual expertise, then it stands to reason that accurate expertise recognition is critical to team success. In addition to expertise recognition, communication between various members of the team in order to share knowledge is also critical. Communication in healthcare teams is defined as including any information exchange of professional knowledge, pertinent patient information, or the specific facts surrounding an individual patient's care (Sutcliffe, 2005).

This research project seeks to understand *how* and *under what conditions* the processes of expertise recognition and communication unfold in healthcare teams. In order to do so, this research project seeks to identify a) the antecedents that lead to accurate expertise recognition and effective communication in multidisciplinary patient care teams; b) contextual or situational variables particular to healthcare organizations that determine how these antecedents influence expertise recognition and communication; and c) the impact of the resulting teamwork on critical outcomes such as patient safety, quality of care, and patient satisfaction.

Prior to joining Eastern Connecticut State University in 2012, I had conducted an initial round of interviews and observations in several units of a large hospital in Illinois. These data,

along with an extensive review of both healthcare and management literatures, have allowed me to develop a theoretical model of expertise recognition and communication in healthcare teams. My theoretical model is a new contribution to the field of team research in management and healthcare. Through its various stages of development, I have presented this theoretical model at peer reviewed conferences and invited talks and received extremely positive feedback and peer recommendations. Thus, it is my intention to collect data in the field to build support for my theoretical model and/or refine it. I plan to collect empirical field data in two regional hospitals in order to test my theoretical model. I am building connections with administrators in these hospitals in order to identify opportunities for data collection. I will be collecting both quantitative (surveys) and qualitative (interviews and focus groups) data.

Expected Outcomes:

During late summer of 2013 I expect to establish access to the targeted hospitals and identify potential samples. I will then develop my survey instruments and interview questionnaires and apply for IRB approval.

During fall semester 2013, the activities that I expect to be engaged in during my reassigned time are as follows:

1. Visits to the sites for data collection - two rounds (August and October/November)
2. Data entry and analysis
3. Manuscript development – research paper targeted at top tier journal

I plan on submitting my manuscript in January 2014 to the premier conference in my field – the Academy of Management. I expect to have the results of this research project, in the form of a formal manuscript, to be in the publication process in a top tier journal in my field by summer of 2014.

Project Significance:

Significance for Academic Field

In spite of the severity of outcomes associated with ineffective teamwork by patient care teams, there is very little research in management that systematically examines how teams function specifically in the context of hospitals. Management literature provides well-tested models of team effectiveness. However, research has not yet examined how these models can be applied within the context of healthcare decisions and the constraints that patient care teams work under. My theoretical model is innovative and creates new knowledge in the field of team research. Additionally, my research seeks to bridge the disciplines of general management and healthcare management by examining work from both these areas. Healthcare is the largest sector of the U.S. economy, employs millions of workers, and is expected to be one of the industries that continue to add jobs to the economy. My research project has important implications for improving work processes in such organizations.

Significance for Eastern Connecticut State University

In pursuing my research project I foresee establishing strong ties with personnel in the two regional hospitals I am targeting. I believe these network ties can be very beneficial for my students as well. I can see a potential for invited speakers, field trips, and student involvement in future research projects.

Project Feasibility:

I have several years of experience in collecting field data for research projects that have resulted in publications in top journals and presentations at preeminent peer reviewed conferences. I collected interview data from research and development teams at a multinational agricultural biotechnology corporation. My colleagues and I published this research in the Journal of

Organizational Behavior (Social Science Citation Index impact factor 3.854) and our paper was nominated for Best Paper Published in Journal of Organizational Behavior in 2009 (Joshi, Pandey, Han, 2009). Since then it has been cited several times in team research papers in top tier publications. For my dissertation I collected field survey data from 600 workers in the factories and offices of a large manufacturing firm, traveling to Los Angeles, Chicago, Hammond (IN), and New Jersey. I was also part of a research team that examined data collected from over 1000 nurses from New York nursing homes as part of a large study conducted by Cornell University. While I was not personally involved in this data collection, my colleagues and I developed a new theoretical model and conducted data analysis on a segment of the data. We published our findings in the journal Industrial Relations (Social Science Citation Index impact factor 1.477) and the Academy of Management Best Paper Proceedings (Avgar, Pandey, Kwon, 2012; Avgar, Kwon, Pandey, 2010).

My CV demonstrates that I have a strong educational and professional background in conducting research using multiple methodologies in different field settings. I have developed expertise in studying teams as well as in the healthcare context. I plan to target the results of this research project at top tier journals in my field, particularly the Academy of Management Journal and the Journal of Management (Social Science Citation Index impact factor 6.169 and 4.595, respectively). I am confident that my research will contribute new knowledge to the field of management and healthcare research and help advance our understanding of effective team performance in healthcare organizations.

Bibliography:

Austin, J. R. (2003). Transactive memory in organizational groups: The effects of content, consensus, specialization, and accuracy on group performance. *Journal of Applied Psychology*, 88(5), 866-878.

Avgar, A., Pandey, N., & Kwon, K. W. (2012). Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions. *Industrial Relations*, 51, 1, 106-128.

Avgar, A., Kwon, K. W., & Pandey, N. (2010) Discretion in context: A moderated mediation model of the relationship between discretion and turnover intentions. *Academy of Management 2010, Best Paper Proceedings*.

Edmondson, A. C. (2003). Speaking up in the operating room: How team leaders promote learning in interdisciplinary action teams. *Journal of Management Studies*, 40, 1419-1452.

HealthGrades Report. (2009). <http://www.iienet2.org/details.aspx?id=20368> Retrieved, January 31, 2013.

Hollingshead, A. B. (2000). Perceptions of expertise and transactive memory in work relationships. *Group Processes and Intergroup Relations*, 3, 257-267.

Jagsi, R., & Surender, R. (2004). Regulation of junior doctors' work hours: An analysis of British and American doctors' experiences and attitudes. *Social Science and Medicine*, 58, 2181-2191.

Joint Commission on Accreditation of Healthcare Organizations. (2005). *Sentinel Events Statistics*. Oak Brook, IL.

Joshi, A., Pandey, N., & Han, G. (2009). Bracketing team boundary spanning: An examination of task-based, team level, and contextual antecedents. *Journal of Organizational Behavior*, 30, 731-759.

Rogers, A. E., Hwang, W., Scott, L. D., Aiken, L. H., & Dinges, D. F. (2004). The working hours of hospital staff nurses and patient safety. *Health Affairs*, 23, 202-212.

Salazar, A. J. (1996). Ambiguity and communication effects on small-group decision-making performance. *Human Communication Research*, 23, 155-192.

Sochalski, J. (2004). Is more better? The relationship between nurse staffing and the quality of nursing care in hospitals. *Medical Care*, 42, 67-73.

Solheim, K., McElmurry, B. J., & Kim, M. J. (2007). Multidisciplinary teamwork in US primary health care. *Social Science and Medicine*, 65, 622-634.

Sutcliffe, K. M., Lewton, E., & Rosenthal, M. M. (2004). Communication failures: An insidious contributor to medical mishaps. *Academic Medicine*, 79, 186-194.

Sutcliffe, K. M. (2005). Information handling challenges in complex systems. *International Public Management Journal*, 8(3), 417-424.

Vinokur-Kaplan, D. (1995). Treatment teams that work (and those that don't): An application of Hackman's group effectiveness model to interdisciplinary teams in psychiatric hospitals. *Journal of Applied Behavioral Science*, 31, 302-327.