Bridging the Divide: Designing and Implementing Interprofessional Education and Collaborative Practice in an Academic Health System

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Welcome and Introductions

• Workshop agenda
  – Overview of Framework
  – Who are we?
  – The big picture of the Nexus
  – Learning activity
  – Case example
  – Learning activity
  – Closing and questions
By the end of this presentation, participants will be able to:

• Identify elements of culture change critical to support interprofessional education and collaborative practice using Bolman and Deal’s Four Framework for Leadership

• Describe both successes and challenges that occur in the building of a culture of collaboration both in academic and health care contexts
Bolman and Deal’s Framework

Managerial effectiveness

Structural

Human resource

Political

Symbolic

Leadership effectiveness
• Goal setting
• Accountability
• Policy generation
• Relationships
• People focused – how to ensure a fit between people and organization
• Addressing conflict
• Building collaboration
• Negotiation
• Culture
Who are we? An academic health system

Creighton
- Jesuit institution
- 8 health professions

CHI Health
- Nebraska / Iowa Market of CHI
- Network of 15 Hospitals
- 2 Physician Organizations
A little history lesson

Center for Interprofessional Practice, Education and Research (CIgPER)

“Collaborative practice happens when multiple health workers from different professional backgrounds work together with patients, families, carers and communities to deliver the highest quality of care.”

(World Health Organization, 2010)

The real story...

1999
IRSA funding

2001
CIgPER founded

2013
CHI Health and Creighton become academic health partners
IPE Steering Committee

2015
IPE and CED 400

2016
CDU
CIgPER established
Accreditation Interprofessional grant

2017
University Campus spaces
Transition to Bergan Campus

2018
Collaborative Care Complex

987 students completed IPE 400

172 faculty and staff completed CED 400

Creighton UNIVERSITY
Center for Interprofessional Practice, Education and Research

CHI Health
Imagine better health™
The Big Picture: IPE and IPCP
Education: Learners to Clinicians
Core Competencies

Talk to a neighbor:
What opportunities and challenges do the Core Competencies bring to education?
To Practice?
How can you apply Bolman and Deal’s Framework?
Our Experience

Divergent accreditation requirements
Complexity – multiple professions
lots of students, distance learners
Siloes
What is the best learning experience?

RVU model
Training for clinicians
Pressure for outcomes
Leadership unclear
Practice: Learners to Clinicians

Talk to a neighbor:
What opportunities and challenges do the Triple Aim bring to education?
To Practice?
How can you apply Bolman and Deal’s Framework?
Our experience

How do you advance IP learning?
Are we building “collaboration ready” professionals?

How do we prove IP is the answer? Is it even the answer?
Quadruple Aim?
Bringing Education and Practice Together

Talk to a neighbor:
What opportunities and challenges do the Nexus bring to education?
To Practice?
How can you apply Bolman and Deal’s Framework?
Our Experience

• Start with easy wins
• Start simple!
• Build the culture
• Address systems issues
• Training is critical
The Interprofessional Learning Continuum (IPLC)
# Learning Activity

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<th>Enabling Factors</th>
<th>Interfering Factors</th>
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Bringing the Enablers Together

• Our new mottos created by the individuals during training
  – “Everyone teaches, everyone learns”
  – “Assume positive intent”
Potential interfering factors

- EHR
- Billing
- Interfering factors
- Academics vs clinical assignments
- Partnership
- Unclear/undefined roles

Revenue
Systems can be moved!
Outcomes

• Huddles and pre-visit planning
• Implement collaborative care process
  – Identify patients with high ED utilization, hospital readmissions and high A1Cs
  – Identify patients for collaborative care planning process with interprofessional team
• Metrics plans
  – Plan in place
    • One for clinicians and students
    • One for patient outcomes
  – IRB approved
What have we learned?

• Culture is EVERYTHING
• Champions at many levels are necessary
• Grit and determination matter
• Creativity and innovation are a must
• Living in uncertainty must be acceptable
Your Turn!

Choose one of the four frames that is your most challenging to reflect upon

Bolman & Deal's Framework Worksheet

- Structural
- Human Resources
- Political
- Symbolic
Closing and Reflection
References


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