Transformational Leadership: Creating a Culture of Cross-Institutional IPE Collaboration

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Transformational Leadership:
Creating a Culture of IPE/P at UNTHSC and TCU

- Transformational Leadership is a leadership approach that:
  - Supports change in individuals and systems.
  - Characterized by being:
    - Visionary
    - Inspirational
    - Innovative
    - Proactive
    - Adaptable
    - Trustworthy

TCU and UNT Health Science Center to Create New Medical School
Visionary

• Our Cross-Institutional Vision:
  • A Shared Culture of IPE/P at **UNT HSC and TCU**
  • Senior Administration Support
  • Institutional Department of IPE/P & IPREP (Now an Assistant Dean for IPE)
  • Support of the Deans
  • A model to sustain IPE/P initiatives
The Challenge: Historically the Health Professions have trained in silos with little emphasis on team dynamics. Healthcare Academic Institutions have also struggled to find a rationale and process for collaborating together.
2013

- **UNTHSC and TCU (Texas Christian University)** agree to collaborate on IPE/P
  - Medicine
  - Pharmacy
  - PA
  - PT
  - Public Health
  - Nursing
  - Speech Language Pathology
  - Dietetics
  - Biomedical Sciences
  - Social Work
  - Kinesiology
Inspirational

• Everyone has a personal story of when healthcare has been more harmful than helpful.

• We desire to improve healthcare delivery and we’re passionate in our belief that:
  
  • Effective collaborative healthcare teams are a factor in improving patient safety and the overall patient experience.

  • **IPE is an avenue** to help prepare a collaborative practice-ready health workforce.

  • Health professions students who have had **opportunities to train together** while students, are more inclined to collaborative practice.

  • Faculty and preceptors who **model interprofessional collaboration** strongly influence students’ attitudes toward collaborative practice.
• IPE is a priority in the UNTHSC & TCU Strategic Plans.

• IPE/P Strategic initiatives include:
  • IPE integrated curriculum and experiences are a part of each student’s experience.
    • Beginning in the initial year of a student’s healthcare education
    • Reinforced across all years of education and training.

• IPEC IPE Core Competency Domains are being integrated into the curricula.

• IPE outcomes are assessed for program effectiveness and program refinement
  • Developing IPE longitudinal assessment across the IPE/P program

• IPE faculty training for health professions faculty
Our IPE/P Initiatives:

Founded on a *unique spirit of teamwork* to prepare a “collaborative practice-ready” workforce.

**Interprofessional Culinary Medicine**
Dietetics Interns, Medical, Pharmacy and PA students

Improving the patient experience and allowing dietetics, medicine, and PA students to learn about, from, and with each other.

**Over 1,600 students** from medicine, pharmacy, nursing, physical therapy, physician assistant studies, SLP, public health, athletic training, social work, dietetics and counseling train together in Interprofessional teams on core IPE competencies.

**Collaborative Code Team Simulation**
3rd year family med
Senior nursing
Chaplaincy residents
3rd year Pharmacy

**Pediatrics Clinic Dietetic Internship**

UNT HEALTH SCIENCE CENTER

TCU
Interprofessional SAGE
(Seniors Assisting in Geriatrics Education)

Interprofessional student teams make home visits with geriatric volunteers and complete competency based assignments.

Interprofessional Student Teams train together with an Interprofessional Faculty in:
- Falls Risk
- Cognitive Assessment
- Medication Reconciliation
- Sensitivity to Sensory Changes in Aging
- Working as a collaborative healthcare team

An IPE collaboration between the UNTHSC Geriatrics Division, Department of IPE/P, and Institutional partner TCU.

788 Students/ 80 Teams/ 40 Faculty
TeamSTEPPS Training
For All Health Professions Students

Team Strategies and Tools
To Enhance Performance and Patient Safety
The Pediatric Mobile Clinic

- Travels to schools, community centers, churches and community organizations providing health care on board a state-of-the-art mobile medical unit.

- Medicine, PA, Public Health, PT, Dietetics and Nursing students have an opportunity to work collaboratively with each other and the mobile unit team to create a compassionate and welcoming environment for patients and their families.
• Medical, Nursing, Dietetics, Speech Language Pathology and Dental Hygienist students work collaboratively with each other and Pediatric Faculty to provide children with physicals, hearing, vision and oral screenings at local elementary schools.
Proactive

• Early Cross Institutional IPE partnership between **UNTHSC & TCU**
  • Created opportunities for medicine, pharmacy, nursing, physical therapy, physician assistant, social work, public health, dietetics, speech language pathology, and athletic training students to learn about, from and with each other.

• Faculty from both institutions participate in IPE/P faculty development together.
  • Development of IPE Faculty Development Modules

• 2 additional institutions have now joined our IPE partnership:
  • Texas Woman’s University
  • Texas Wesleyan University
We’re Training our Faculty in Collaborative Practice

- The majority of faculty were trained in professional silos.

- **UNTHSC** and **TCU** have partnered in sending collaborating faculty teams to IPEC and TeamSTEPPS

- Students, Faculty, and Practicing Professionals are being taught effective team strategies.

**TeamSTEPPS**  
*Team Strategies and Tools to Enhance Performance and Patient Safety*

A teamwork system designed for health care professionals by the Department of Defense's Patient Safety Program and the Agency for Healthcare Research and Quality.
Students receiving IPE training enter a practice world with few good models of collaborative practice.

2015 Interprofessional Practice Symposium:
**Putting Theory into Practice**

May 29, 2015
8 am - 4 pm
at UNT Health Science Center
Fort Worth, Texas

Collaboratively planned by:
UNT Health Science Center, Merritt Hawkins, Health Industry Council Foundation, TCU Harris College of Nursing, PwC, and Texas Woman’s University

2015 Primary Care Summit
Improving Patient Safety and Quality of Care: Effective Communication Strategies. Interprofessional Faculty and Interprofessional Participants.
Adaptable

- **Challenge:** No opportunity for faculty from various health professions to meet to discuss IPE/P opportunities.
- **Solution:** An institutional IPE/P curriculum committee

- **Challenge:** Diverse schedules across the health professions
- **Solution:** An institutional and cross institutional dedicated IPE calendar

- **Challenge:** Absence of key health professions at home institution
- **Solution:** IPE partnerships with neighboring institutions
Trustworthy
Creation of a Structure to Sustain Our IPE/P Efforts

- **UNTHSC Department of IPE/P**
  - Established 2012 to lead the Institution’s IPE/P strategic initiatives.

- **TCU IPREP Committee**
  - Assistant Dean position created in 2015 to lead IPE

- **IPE College/Program coordinators**
  - Representatives from each college/program
  - Work collaboratively with IPE coordinators from the other Colleges/Schools
  - Collectively discuss and plan shared/common IPE curriculum and IPE student activities
  - Meet weekly through IPE curriculum committee.

- **IPE coordinators work with their individual colleges/schools**
  - IPE coordinators communicate about the IPE initiatives with their colleges/schools
  - Recruit and help train IPE faculty facilitators
  - Assist the Director of IPE/P and IPREP Chair in successful implementation of institutional IPE strategic initiatives.
Facilitating Structures

- Engagement of senior leaders
- Mutual appointment to IPE leadership groups
- Memorandum of understanding
- Joint appointments
- Effective communication
- Collaboration as a value (Win/Win)
- Continuous improvement
Reflections on the IPE Journey

- With Collaboration **Challenges Can be Overcome!**
- Collaboration Must be **Win/Win**
- **Institutional Oversight** of IPE is Key
- It’s all About the **Relationships**
- Practice **Closed Loop Communication**
- Facilitator **Training is Vital**
- Identify an **IPE Coordinator** Within Each Program/School
- Must Take Calculated **Risks**
- **Adaptability & Flexibility** Work Best
- **Refinement** Must be Ongoing
- IPE Takes **Time and a Budget**
- Food is a Powerful Motivator
- **Have Fun!**
Your turn!

• What are the elements that frame your opportunities for collaboration across institutional boundaries?
  • Challenges
  • Potential Benefits
  • Success Strategies
Time to share

• Reflect on your own opportunities
• Share with those around you
• Identify “best practice” aspects of each element to share with larger group
  • Challenges
  • Benefits
  • Strategies
Questions?

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