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Welcome to the Webinar

- ▶ All attendees are on mute - to ask a question, please type it into the Q&A box in the control panel on your screen
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Catalyzing a Culture of Interprofessional Collaboration

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About CFAR

CFAR is a private **management consulting firm** that spun off from The Wharton School in 1987.

Our mission is to **help clients achieve their highest aspirations by unlocking the potential in their organizations.**

We leverage our academic roots in strategy, finance and the social sciences to help clients manage complex issues in the areas of **strategy, cultural change, collaboration and governance.**

Our clients are **mission-driven organizations**—including health systems, academic medical centers, family enterprises, universities, foundations, associations and professional societies.

We **partner with our clients** to understand obstacles to their success and offer ideas, tools and approaches that improve outcomes and performance.

Named one of **America's Best Management Consulting Firms** for the second year in a row by Forbes





Our focus for today...

- The Value of Interprofessional Collaboration (IPC)
- Findings from a RWJF-funded national study to identify promising practices for interprofessional collaboration that model things you can do in your own organizations

We're facing a big shift in the way organizations function and the environment in which they function.

From...

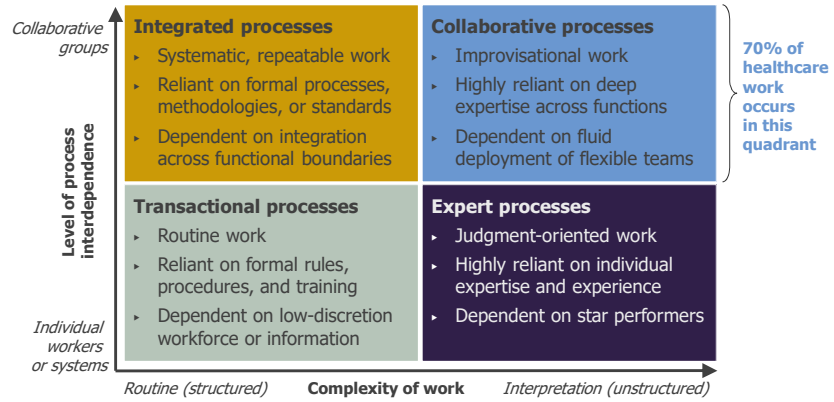
- ▶ Command and control ("I")
- ▶ Hierarchy
- ▶ Extrinsic motivation
- ▶ Silo care management
- ▶ Episodes of care
- ▶ Volume-based



To...

- ▶ Distributed decision-making ("We")
- ▶ Collaboration
- ▶ Intrinsic motivation
- ▶ Enterprise care management
- ▶ Coordinated care
- ▶ Value-based

Particularly in healthcare environments, an increasing percentage of workers must collaborate.



Source: Adapted from Davenport, Thomas H. *Thinking for a Living: How to Get Better Performance and Results from Knowledge Workers*. Boston: Harvard Business School, 2005.

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Thinking about how teams work is also changing.

Amy Edmondson's work on successful **teaming** calls out five important behaviors:

- **Speaking up**—Communicating honestly and directly with others by asking questions, acknowledging errors, raising issues, and explaining ideas.
- **Experimenting**—Taking an iterative approach to action that recognizes the novelty and uncertainty inherent in interactions between individuals and in the possibilities and plans they develop.
- **Reflecting**—Observing, questioning, and discussing processes and outcomes on a consistent basis to reflect the rhythm of work.
- **Listening intently**—Working hard to understand the knowledge, expertise, ideas and opinions of others.
- **Integrating**—Synthesizing different facts and points of view to create new possibilities.

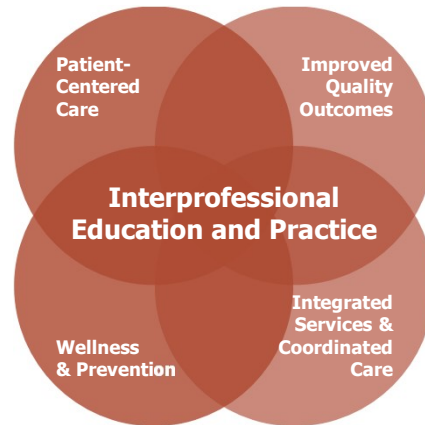
Source: Edmondson, Amy. "Teamwork on the Fly: How to Master the New Art of Teaming." *HBR*, April 2012.

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Why should we care about IPC?

“ As the delivery of care becomes more complex across a wide range of settings, and the **need to coordinate care among multiple providers becomes ever more important**, developing well-functioning teams becomes a crucial objective throughout the healthcare system.



Source: Institute of Medicine (2011). *The Future of Nursing: Leading Change, Advancing Health*.

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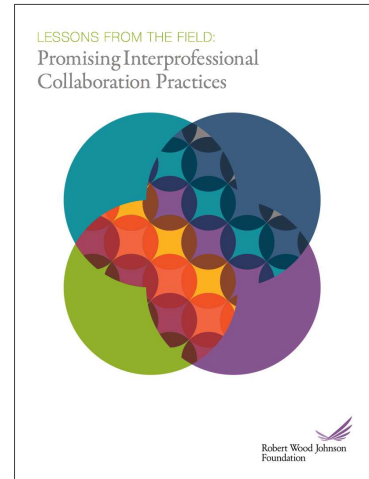
Those who use IPC describe the following benefits...

- ▶ Improves patient satisfaction
- ▶ Improves provider satisfaction
- ▶ Improves provider retention
- ▶ Creates a safer environment
- ▶ Enhances quality of care (reduced LOS, improve quality metrics)
- ▶ Creates alignment in a way that helps you get things done faster

And the research base continues to grow.

The purpose of this project...

To explore the **factors that facilitate and challenge** interprofessional collaboration in healthcare settings in order to **develop a set of promising practices** that healthcare organizations can use to **catalyze their collaboration efforts**.



These shifts influenced how we defined IPC...

“ Effective interprofessional collaboration **promotes the active participation of each discipline in patient care**, where all disciplines are working together and **fully engaging patients and those who support them**, and leadership on the team adapts based on patient needs.

Effective interprofessional collaboration enhances patient and family centered goals and values, provides mechanisms for continuous communication among caregivers, and optimizes participation in clinical decision making within and across disciplines. It **fosters respect for the disciplinary contributions of all professionals**.

Creating a culture of IPC requires an understanding of practice.

“ The way we do things around here.
— *A definition of culture*

Practice = Behavior + Support/Infrastructure

Supports come in many forms, but their purpose is to make new behaviors easier to implement.

Research shows that at least “three out of eight” of these infrastructures need to be aligned in order to see significant changes in behavior.



Copyright: Shea & Associates, Inc. / Source: Shea, Gregory P., and Cassie A. Solomon. *Leading Successful Change 8 Keys to Making Change Work*. New York: Wharton Digital Press, 2013.

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If you want to **change the culture**—
you need to **change practice**.

Promising practices

1. Put patient first

2. Demonstrate leadership commitment

3. Create a level playing field

4. Cultivate effective team communication

5. Explore the use of organizational structure

6. Train different disciplines together

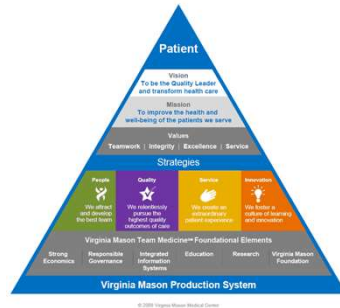
Source: Tomasik, Jennifer and Caitlyn Fleming. *Lessons From the Field: Promising Interprofessional Collaboration Practices*. The Robert Wood Johnson Foundation (March 2015).

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1. Put patients first

- ▶ Patient-centeredness serves as an **equalizer** across teams.
- ▶ Most powerful when **alignment** around patients starts at the Board level and reaches through to the front line of care.




**Intermountain
Primary Children's
Medical Center**

**"The child first
and always."**

2. Demonstrate leadership commitment to interprofessional collaboration as an organizational priority through words and actions

- ▶ Foster **trust** and a culture of **mutual respect**.
- ▶ Provide **resources** to develop teams, including time, support, attention, and **recognition**.
- ▶ Include CMO/CNO pairs, but also other members of **senior leadership**.



The CMO/CNO Alliance meets at UPHS

3. Create a level playing field that enables each team member to work at the top of their license, know their role, and understand the value they contribute

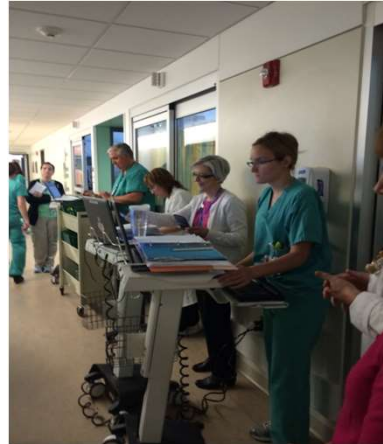
- ▶ **Look beyond silos** and history of professional training and identity.
- ▶ Engagement in **quality improvement and safety** projects.
- ▶ **Understand each member's role**, value, and contribution.



Cincinnati Children's IPC Model and Patient Care Governance Council (PCPG) support a "level playing field."

4. Cultivate effective team communication

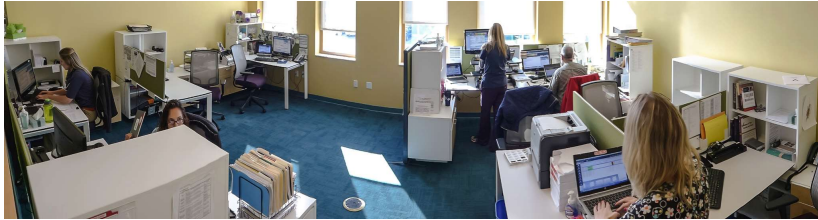
- ▶ Each **profession brings its own language** and way of communicating.
- ▶ Leaders should both role model and enable team members with **shared language and tools**.
- ▶ **Overcome barriers** associated with different communication expectations
- ▶ Creates an opportunity for each team member to **demonstrates their value to the team**.



Interdisciplinary rounds at Women and Infants Hospital

5. Explore organizational structure to hardwire interprofessional practice

- ▶ **Necessary, but not sufficient.**
- ▶ From front line teams to **purposefully designed** leadership structures.
- ▶ Creates an opportunity for **shared leadership and decision-making.**
- ▶ Numerous types of **practices and structures** in place.



Work in a clinical pod at Community Health Center in Middletown, CT

6. Train together to learn to work together

- ▶ **Overcome barriers created by current education/training silos.**
- ▶ Team members learn **new language, skills, and expertise** together.
- ▶ Establish behaviors and promote strong relationships early so they can be **strengthened over time.**



Simulation Lab at Cincinnati Children's



Simulation Lab at W&I

In the end, IPC promotes new ways of working:

The old way...

Discipline-based silos

Fragmented care

Patient as the recipient of care



The new way...

Interprofessional teams

Coordinated care

Patient at the center of the care team



You don't stop your day to be interdisciplinary, that's how it becomes a part of the culture."
— Community Health Center, Inc.

Advice to those starting their IPC journey

“ Collaboration starts at the top... We need to continue to **work on our relationship and be role models for rest of the organization.**”

— Aurora

“ Create opportunities for people to have a chance to **share and solve problems together.**”

— UPHS

“ You have to **change the culture.** That’s where leadership is important. **Teamwork has to become the norm.**”

— Women and Infants

Thank you!



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Thank you for joining us today

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