

INTERNATIONAL MEDICAL WORKFORCE COLLABORATIVE 2007

**INTER-PROFESSIONAL COLLABORATION:
AN EFFECTIVE HEALTH CARE RESPONSE
IN THE 21ST CENTURY**

20 March 2007

**To be good is noble. To tell
others how to be good is even
nobler and a lot less trouble.**

Mark Twain

*The rules break like a thermometer ...
Quicksilver spills across charted systems.
We're out in a country that has no language,
no laws
Chasing the raven and the wren
through gorges unexplored since dawn.
Whatever we do together is pure invention.
The maps they gave us were out of date
by years.*

Adrienne Rich, Twenty-one Love Poems

MY REFLECTIONS

- ✓ **Setting the context in today's society**
- ✓ **Knowing changes in the health system**
- ✓ **Understanding Professionalism and Interprofessionalism**
- ✓ **Readying ourselves to be leaders and champions**

CHANGING SOCIETY

- ✓ Demographic shifts
- ✓ Cultural diversity
- ✓ Increasing urbanization
- ✓ Impact of technology
- ✓ Reality of poverty and violence
- ✓ Pollution of the environment
- ✓ Role of women
- ✓ Expectations of public service
- ✓ Declining deference to leaders and authority

CHANGING SOCIETY

Four generations of citizens and patients

- ✓ Elders/Traditionalists/Silent Generation (pre-1946)
- ✓ Boomers (1946-1965)
- ✓ Generation X (1965 - 1980)
- ✓ Millennials (1980 -)

Three generations of teachers

- ✓ Elders (pre-1946)
- ✓ Boomers (1946-1965)
- ✓ Generation X (1965 - 1980)

Three generations of students

- ✓ Boomers (1946-1965)
- ✓ Generation X (1965 - 1980)
- ✓ Millennials (1980 -)

GENERATIONAL VALUES

- ❄ **Elders:** Dedication, sacrifice, hard work, conformity, law and order, patience, respect for authority, duty before pleasure, adherence to rules, honour
- ❄ **Boomers:** Optimism, teamwork, personal gratification, health and wellness, personal growth, youth, work, involvement
- ❄ **Generation X:** Diversity, thinking globally, balance, techno-literacy, fun, informality, self-reliance, pragmatism
- ❄ **Millennials:** Confidence, civic duty, achievement, sociability, morality, diversity, street smarts

EMERGING NETWORK AGE

- From the **Industrial Age** to the **Information Age** to the **Network Age**
- **Network Age**
 - Distributed culture
 - Decentralized
 - Citizen-centered not institution-centered

TODAY'S CULTURAL MINDSET

- ❄ Computers are not technology but part of life
- ❄ Internet is better than TV
- ❄ Reality is no longer real
- ❄ Doing is more important than knowing
- ❄ Learning more closely resembles Nintendo than logic
- ❄ Multitasking is a way of life
- ❄ Typing is preferred to handwriting
- ❄ Staying connected is essential
- ❄ There is zero tolerance for delays
- ❄ Consumer and creator of information are blurring

UNDERSTANDING OF HEALTH

Health is a state of complete physical, emotional, social and spiritual well-being; it is a resource for everyday living.

Implications:

- ✓ Value of one's own experiences
- ✓ Social, psychological and spiritual factors
- ✓ Gender as health determinant
- ✓ Health of person, family, community, population and earth

SHIFTS IN HEALTHCARE SYSTEM

- ✓ Increased Government control with more complex policies and regulations
- ✓ Balance: community/home/institution
- ✓ Involvement of clients in decisions
- ✓ Focus on coordination/integration
- ✓ Governance restructuring
- ✓ Alternate therapies
- ✓ Focus on outcomes
- ✓ Ethical decision-making
- ✓ Accountability/transparency
- ✓ Increased levels of stress for professionals

EXPECTATIONS OF CITIZENS

- ✓ **Rights** - to health and health care
- ✓ **Balance** - individuals and populations
- ✓ **Comprehensiveness** - treat illness, ease suffering, minimize disability, prevent disease, promote health
- ✓ **Cooperation** - with those served, with each other, with those in other sectors
- ✓ **Improvement**
- ✓ **Safety**
- ✓ **Openness** = being open, honest and trustworthy

PROFESSIONALISM

- ✓ Professional status is given in trust by society
- ✓ Professions exist because society *needs* and *wants* them to exist
- ✓ Society must feel and see the profession's trustworthiness
- ✓ Professionalism is about both individuals and groups of professionals

CHANGING HEALTH PROFESSIONS

- ✓ *Move from traditional inward-looking, reactive culture to outward-looking, proactive culture*
- ✓ *Shift from profession-centred to patient-centred culture*
- ✓ Shift away from solo and independent practices
- ✓ Blurring professional boundaries
- ✓ Changes in law re scope of practice/responsibilities
- ✓ Increased expectations of interprofessional collaboration in education and practice
- ✓ Focus on evidence-informed practice
- ✓ Increasing demands for accountability/transparency
- ✓ Internationalization

IMPLICATIONS FOR MEDICAL PROFESSION

- ✓ Leadership no longer legitimated nor expressed through authority or dominance - being the boss does not make you the leader
- ✓ Independent-practice physicians no longer most effective model
- ✓ Interprofessional practice in health care a logical, feasible and effective response
- ✓ Interprofessional practice presumes interprofessional education & research
- ✓ Interprofessional practice/education/research still at elementary level of development

DESCRIPTION

Collaboration = an interprofessional process of communication and decision-making that enables the separate and shared knowledge and skills of health care providers to synergistically influence the client/patient care provided.

Way & Jones, 2000

DESCRIPTION

Collaborative patient-centered practice is designed to promote the active participation of several health care disciplines and professions. It enhances patient-, family-, and community-centred goals and values, provides mechanisms for continuous communication among health care providers, optimizes staff participation in clinical decision making (within and across disciplines), and fosters respect for the contributions of all providers.

Health Canada, 2003

SPECTRUM OF INTERPROFESSIONALISM

- ✓ **Climate of trust**
- ✓ **Cooperation**
- ✓ **Coordination**
- ✓ **Collaboration**

SPECTRUM OF INTERPROFESSIONALISM

- ✓ **Climate** of mutual respect and trust
- ✓ **Cooperation** = formal communication, independent decision-making
 - ✓ Shared information
 - ✓ Consultation
- ✳ **Coordination** = defined roles, some shared decision-making
 - ✳ Shared vision, goals and planning
 - ✳ Shared resources

SPECTRUM OF INTERPROFESSIONALISM

- * **Collaboration** = defined roles, frequent communication, shared decision-making, one system
 - * Teamwork - specific tasks, patient-centered
 - * Collective responsibility - organizational integration
 - * Shared leadership, control, risk and accountability

BARRIERS TO INTERPROFESSIONAL COLLABORATION

- ❄ Differences in history and culture
- ❄ Historical interprofessional and intraprofessional rivalries
- ❄ Differences in language and jargon
- ❄ Differences in schedules and professional routines
- ❄ Varying levels of preparation, qualifications and status

BARRIERS TO INTERPROFESSIONAL COLLABORATION

- ❄ Differences in requirements, regulations and norms of professional education
- ❄ Fears of diluted professional identity
- ❄ Differences in accountability, payment and rewards
- ❄ Concerns regarding clinical responsibility

Headrick, Wilcock & Batalden (1998)

CROSSING THE QUALITY CHASM: NEW RULES TO REDESIGN AND IMPROVE CARE (2001)

- ✓ Care and continuous healing relationships
- ✓ Customization re patient needs/values
- ✓ The patient as source of control
- ✓ Shared knowledge & free flow of information
- ✓ Evidence-based decision-making
- ✓ Safety as system property
- ✓ Need for transparency
- ✓ Anticipation of needs
- ✓ Continuous decrease in waste
- ✓ Cooperation among clinicians

RCPSK: CanMEDS 2000

- ✓ Medical Expert
- ✓ Communicator
- ✓ Collaborator
- ✓ Manager
- ✓ Health Advocate
- ✓ Scholar
- ✓ Professional



ROLES OF LEADERS

- ✓ Visionary
- ✓ Catalyst
- ✓ Decision-maker
- ✓ Inspirer
- ✓ Facilitator
- ✓ Partner
- ✓ Implementer
- ✓ Evaluator

RESPONSE FROM MEDICAL PROFESSION

- ✓ Have confidence that the profession is mature, competent and creative enough to be a leader in this new reality
- ✓ Re-think the strengths of the profession to ensure viability in this new reality
- ✓ Envision a new way of being as medical professions in an interprofessional reality

IMPLICATIONS OF FAILURE TO RESPOND

- ✓ No significant improvement of health outcomes in chronic disease management, continuity of care
- ✓ Continued major challenges re access to care
- ✓ Failure to achieve promises of health promotion and disease prevention
- ✓ Failure to emphasize population health
- ✓ Decreasing patient and provider satisfaction

IMPLICATIONS OF FAILURE TO RESPOND

- ✓ Continued challenges re recruitment and retention of all health care professionals
- ✓ Failure to effectively use the competencies and skills of all health professionals
- ✓ Failure of physicians to be valued and credible leaders in this changing health care environment
- ✓ Failure to create a truly responsive health system for the 21st century

I'm sittin' on my stage-head lookin' out at where Skipper Joe Irwin's schooner is ridin' at her moorin' ... thinkin' about how weak are the things that try to pull people apart - differences in colours, creeds and opinion - weak things like the ripples tuggin' at the schooner's chain. And thinkin' about how strong are the things that hold people together - strong, like Joe's anchor, and chain, and the good holdin' ground below.

Ted Russell, *The Holdin' Ground*^b

Beannacht ("Blessing")

On the day when
the weight deadens
on your shoulders
and you stumble,
may the clay dance
to balance you.

And when your eyes
freeze behind
the grey window
and the ghost of loss
gets in to you,
may a flock of colours,
indigo, red, green,
and azure blue
come to awaken in you
a meadow of delight.

When the canvas frays
in the currach of thought
and a stain of ocean
blackens beneath you,
may there come across the waters
a path of yellow moonlight
to bring you safely home.

May the nourishment of the earth be yours,
may the clarity of light be yours,
may the fluency of the ocean be yours,
may the protection of the ancestors be yours.

And so may a slow
wind work these words
of love around you,
an invisible cloak
to mind your life.

~ John O'Donohue ~

