



# INTERPROFESSIONAL COLLABORATION



## Creating a Culture of Interprofessional Collaboration: Structure and Roles Matter



### **Collaborating Across Borders V Conference**

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## Our Journey

- Principles for advancing our Interprofessional Collaboration Strategy through structure, strategy and leadership
- Change concepts and the importance of a cohesive leadership team
- Clarity, clarity, clarity
- Preliminary impacts and change
- Lessons learned



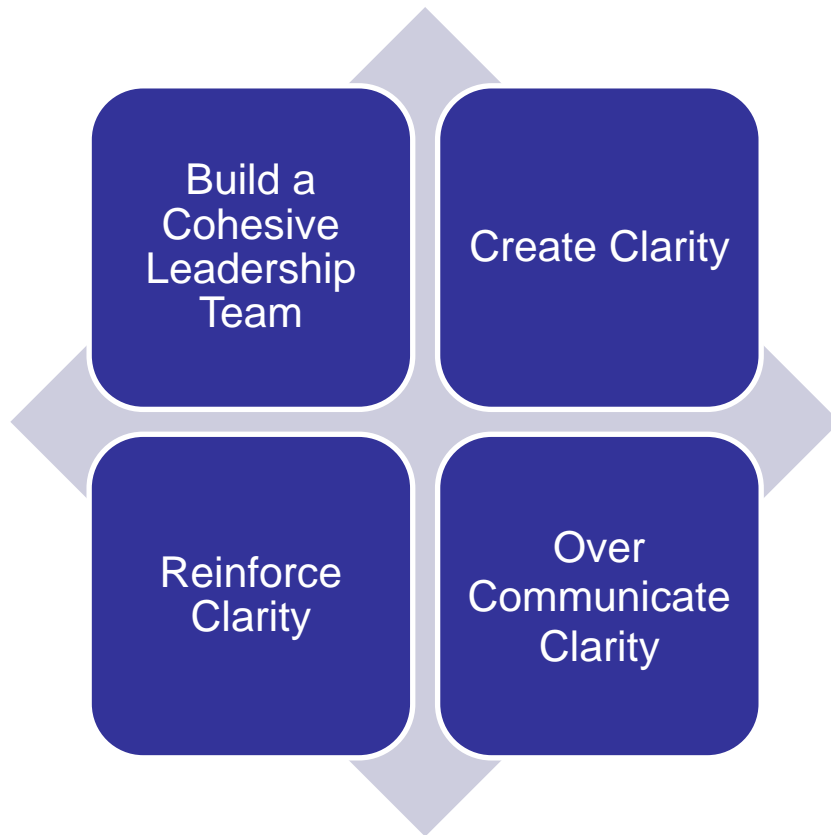
# The Foundation

An organization has integrity when it is whole, consistent, and complete, that is, when its management, operations, strategy, and culture fit together and makes sense.

*Patrick Lencioni, The Advantage, 2012*



# Key Change Concepts



Patrick Lencioni, The Advantage, 2012

# Create Clarity

## 1. Why do we exist?

- Purpose is grounded in meaning and aspiration

## 2. How do we behave?

- Core values guide behaviour at all levels

## 3. What do we do?

- Care for people *when it matters most*

## 4. How will we succeed?

- Person Centred Care, IP Collaboration, Quality and Academic Practice
- Partnering in practice, education, research, leadership and care

## 5. What is most important, right now?

- Three priorities

## 6. Who must do what?

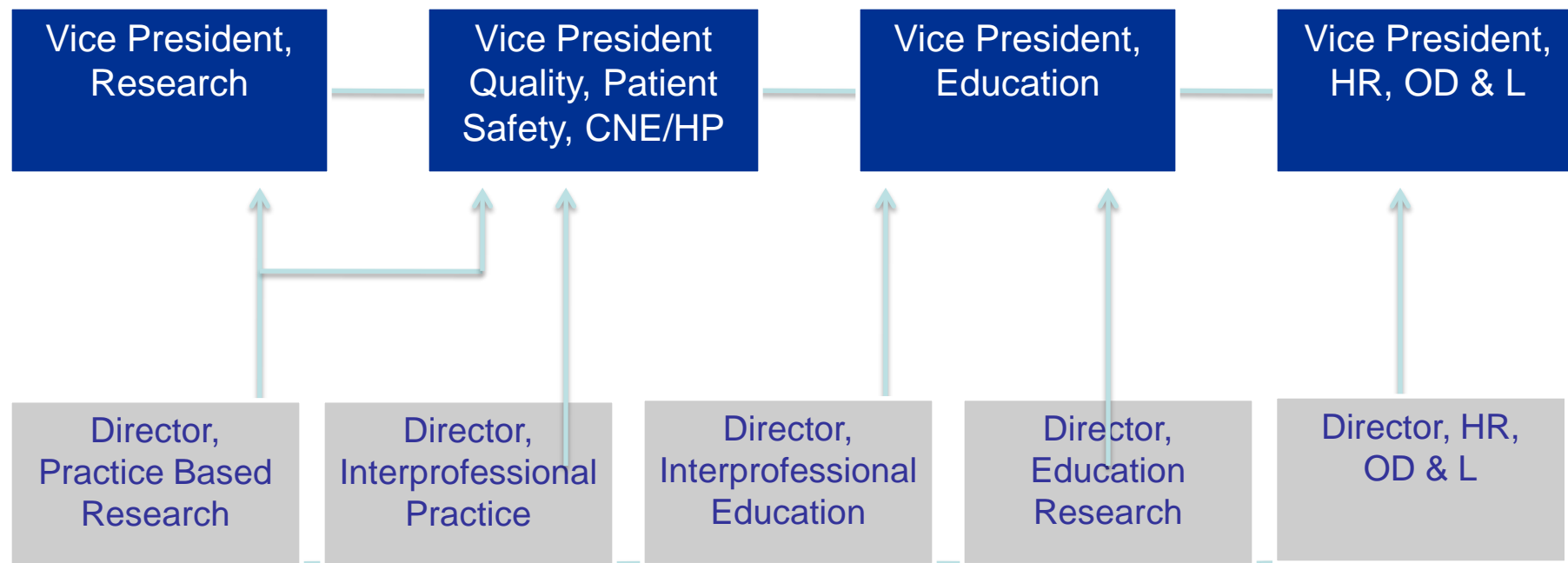
- Role clarity and structures



## Our First Steps....

- Build a **cohesive leadership team** and leverage the expertise of ALL team members
- Create the **right structure and leadership**, aligned with strategic priorities to foster organizational health and culture change
- Create and achieve **mutual goals** that improve quality of care, interprofessional collaboration, patient experience and outcomes, and supports our academic mandate
- **Innovate** at the interface of education and care
- **Partner** in unprecedented ways

# Creation of a new Leadership Structure



## Requires:

- Clear vision and priorities
- High performance values and capacity to change
- Cohesive leadership team



# Creation of a New Interprofessional Structure

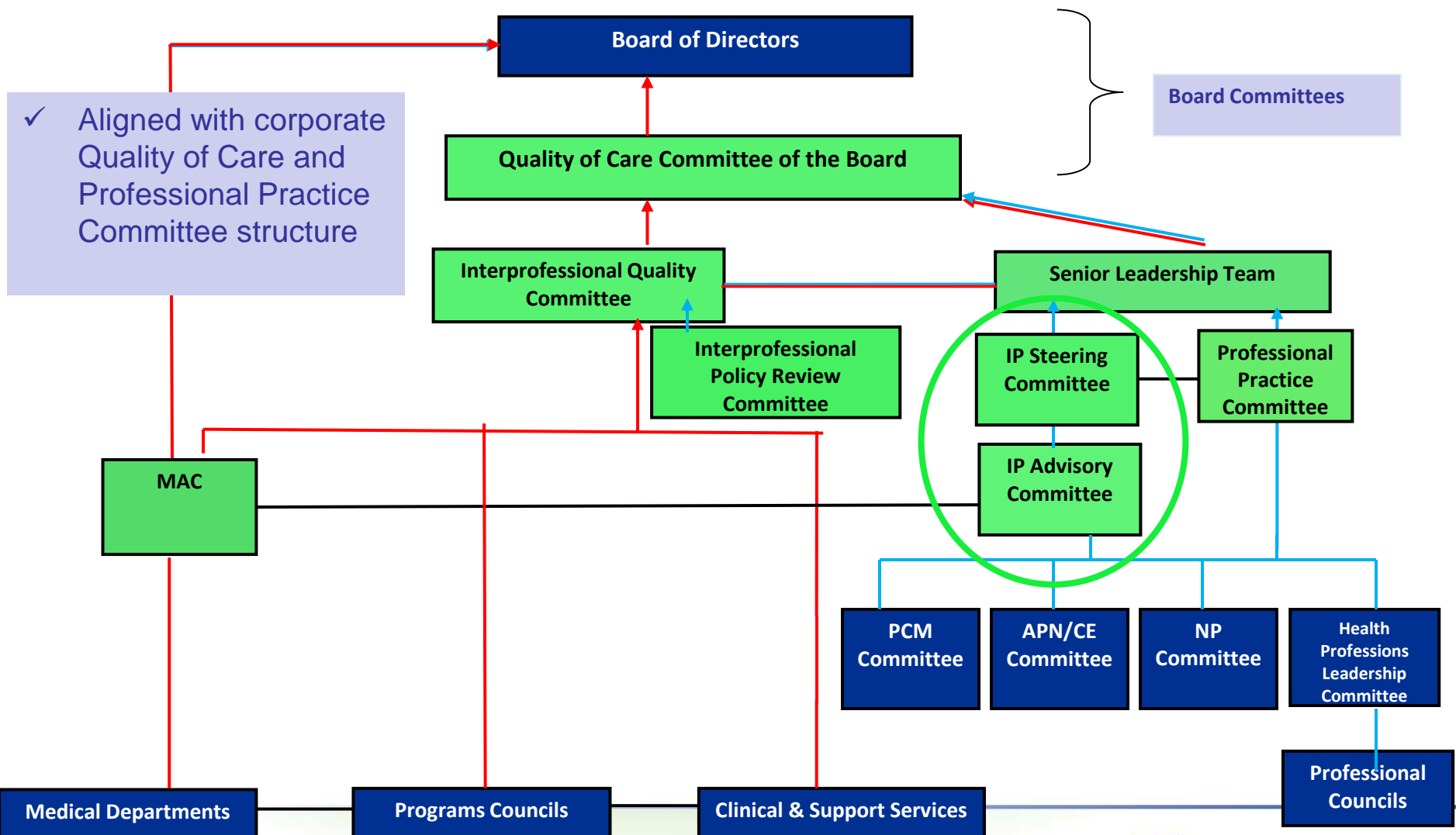


## Restructured governance and administrative roles:

- ✓ Executive sponsor leadership
- ✓ Steering Committee (*oversight*)
- ✓ Advisory Committee (*champion*)
- ✓ Three priorities each supported by working groups
- ✓ Partnered with OD & L

A cohesive leadership team shares a collective responsibility to achieve a common goal.

# Integration within existing Corporate Committee Structures



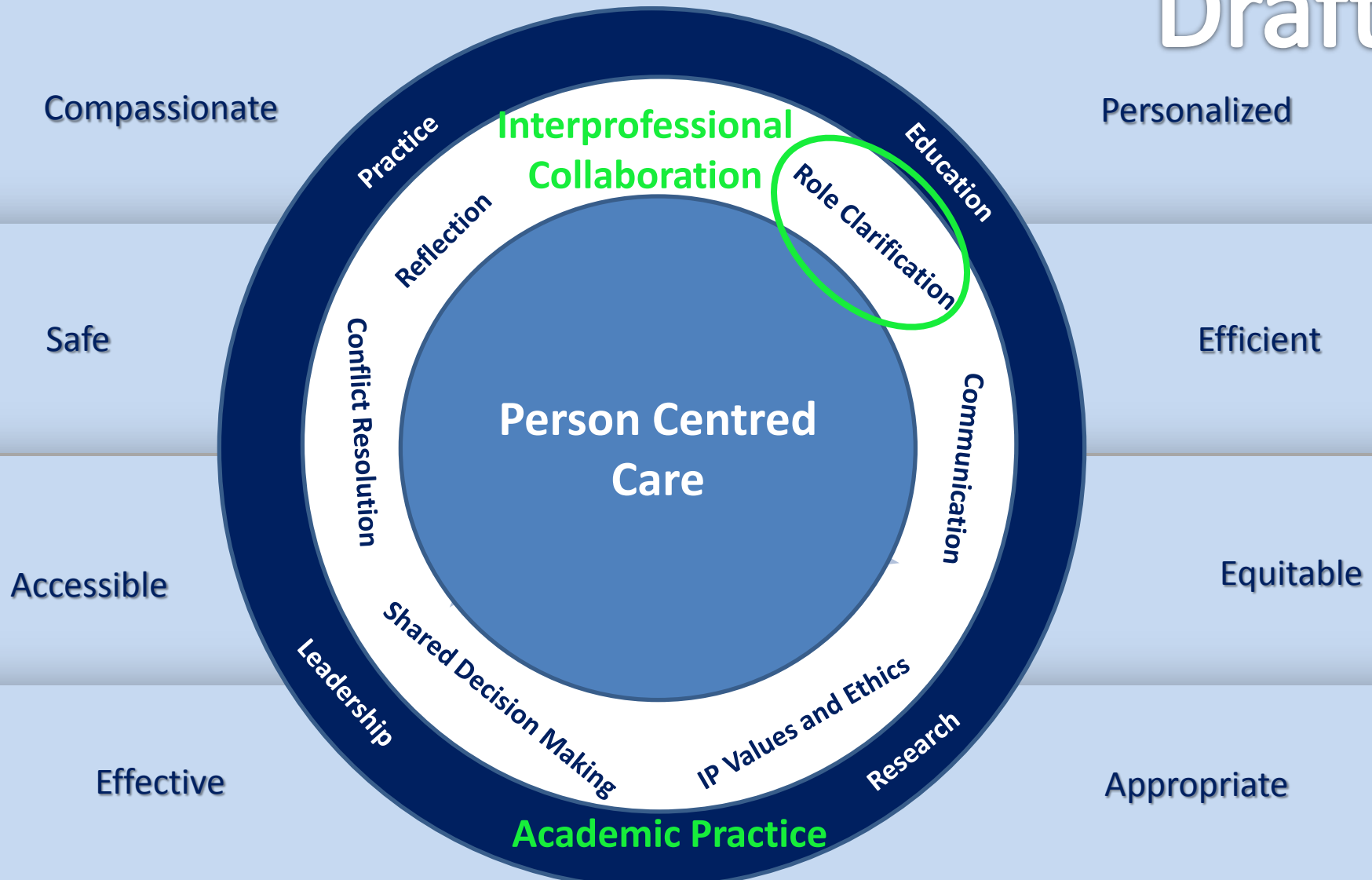
- Reference: Section 34 (1) and Section 34(7) *Public Hospitals Act* regarding direct reporting to the Board

Quality of Care Information

Profession – specific information

To be a system wide leader in advancing a culture of the highest quality person centred care.

Draft


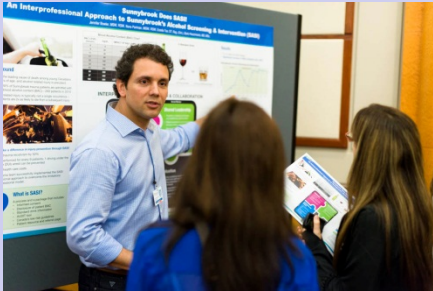


Our Values: Excellence, Collaboration, Accountability, Respect, Engagement

## Enhancing Organizational Capacity

Activity	Outputs To Date	Outcomes/Impacts
Introductory IP Education	<ul style="list-style-type: none"> <li>•Leader retreats</li> <li>•New IP Orientation – Best Practice Link</li> </ul>	<ul style="list-style-type: none"> <li>•144 attendees</li> <li>•289 attendees (since May 2014)</li> <li>Created baseline for IP education</li> </ul>
Management Excellence Program	<ul style="list-style-type: none"> <li>•IP Curriculum developed</li> <li>•Cohort 1 pilot underway</li> </ul>	<ul style="list-style-type: none"> <li>•(12 attendees; average rating 3.75/4)</li> <li>Created baseline for leader education</li> </ul>
Champion Development (Certificate Programs)	<ul style="list-style-type: none"> <li>•Collaborative Change Leadership</li> <li>•EHPIC</li> <li>•Michener IP Certificate program</li> </ul>	<ul style="list-style-type: none"> <li>•5 attendees 2014/15 (2 in 2013/14)</li> <li>•8 attendees since 2006</li> <li>•70 attendees since 2012/13</li> <li>Cadre of champions being developed</li> </ul>
Corporate Events	<ul style="list-style-type: none"> <li>•IP Grand Rounds (new in June 2014)</li> <li>•IP Showcase introduced in 2011 (CME/CIPE accredited in 2014)</li> </ul>	<ul style="list-style-type: none"> <li>•250+ attendees over 4 sessions; average overall rating 4.1/5)</li> <li>•392 attendees in last 3 years; 97% agreed/strongly agreed 'excellent' CEPD = knowledge &amp; culture change</li> </ul>
Core IP Team Competencies	<ul style="list-style-type: none"> <li>•Competencies Developed (*circulated)</li> </ul>	<ul style="list-style-type: none"> <li>•6 competencies &amp; 19 behaviours</li> <li>Common language for IPE/IPC</li> </ul>
Team assessment	<ul style="list-style-type: none"> <li>•3 teams identified for pilot</li> <li>•Education research grant acquired</li> </ul>	<ul style="list-style-type: none"> <li>•Corporate composite metric TBD</li> <li>•\$7138 funding</li> </ul>
Student IPE (UofT Curriculum)	<ul style="list-style-type: none"> <li>•Structured IPE Placements</li> <li>•Elective credit opportunities</li> <li>•TAHSNe IPE metric</li> </ul>	<ul style="list-style-type: none"> <li>•40% increase</li> <li>•200% increase</li> <li>•6% increase (favourable rating)</li> <li>Capacity for student IPE extended</li> </ul>

# Enhancing Organizational Capacity

Activity	Outputs To Date	Outcomes/Impacts
Introductory Education	<div>  <h2>Sunnybrook Annual IPE/IPC Showcase</h2> <p>This year <b>40</b> Sunnybrook teams submitted abstracts, highlights of their local accomplishments, bridging the interface between education and care.</p> <p>33% increase from last year !!</p>  </div>	
Marketing & Executive Programs	<ul style="list-style-type: none"> <li>• Elective credit opportunities</li> <li>• TAHSNe IPE metric</li> </ul>	<ul style="list-style-type: none"> <li>• 200% increase</li> <li>• 6% increase (favourable rating)</li> </ul>
Charter Development (Central Programs)		Capacity for student IPE extended
Corporate Communications		
Teaching		
Student (UofT Curriculum)		

## Over Communicate....

- Set the direction and communicate clarity
- Over-communicate answers to the six key questions
  - Over, and over, and over again
- **Role of leaders** to communicate cascading and consistent messages
- Create and celebrate opportunities for upward and lateral communication



Clarity



# Change the Culture by Reinforcing Clarity

Partnering in unprecedented ways...

- Recruit talent based on organizational values
  - Role postings, behavioural based interview tools, role profiles
- Build commitment in new staff, beginning with orientation
  - Introduce and communicate six elements of clarity
  - Integration
- Create learning environment to support ongoing staff development
  - Partnership with Organizational Development and Leadership and Human Resources
  - Leverage system and organizational learning opportunities
  - Individual performance goal setting and evaluation
- Reward and recognition systems in place and aligned with organizational values and goals

# What are we seeing, hearing, noticing?

- Together we are creating a shared direction and story of Interprofessional Collaboration, *highest quality person centred care*
- The vision is becoming palpable and real
- We are “bending” the notion of team, truly partnering with staff, patients and families
- The language of Interprofessional Collaboration is embraced and is being spoken at all levels of the organization
- Leadership, relationships, trust and connections are integral to our transformation
- We will continue to communicate with clarity, clarity and more clarity
- The pace of change is no longer incremental
- We are excited for what the future holds!