

# Designing for an Interprofessional Clinical Learning Environment



Kristen K. Will, PhD(c), MHPE, PA-C  
Director, Clinical Programs and Accreditation  
Clinical Associate Professor  
Arizona State University, College of Health Solutions



Morgan Passiment, MS  
Director of Institutional Outreach and Collaboration  
Accreditation Council for Graduate Medical Education (ACGME)

# Designing for an Interprofessional Clinical Learning Environment

AIAMC National Initiative Meeting VII

October 8, 2020

# Guest Presenters

## **Morgan Passiment**

Director, Outreach and Collaboration  
Accreditation Council for Graduate Medical Education

## **Kristen K. Will, PhD(c), MHPE, PA-C**

Director, Clinical Programs and Accreditation  
Clinical Associate Professor  
Arizona State University | College of Health Solutions

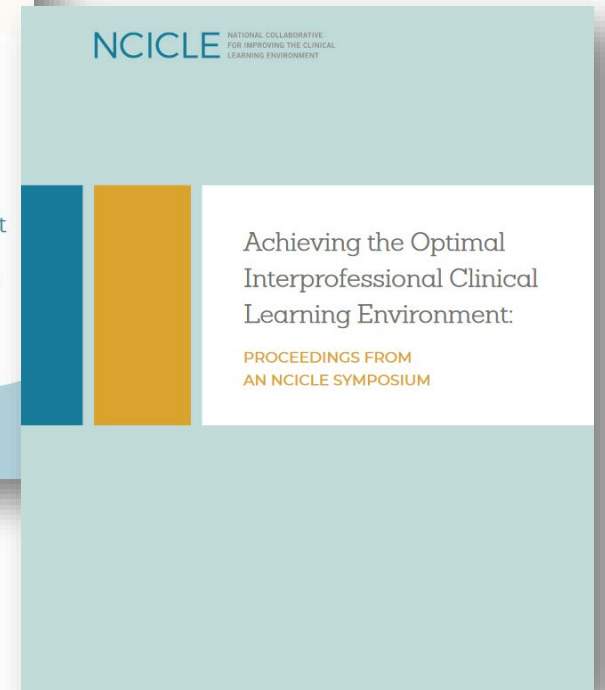
# Disclosures

Neither presenter has any disclosures

## **The National Collaborative for Improving the Clinical Learning Environment (NCICLE)**

provides a forum for organizations committed to improving the educational experience and patient care outcomes within clinical learning environments. NCICLE seeks to simultaneously improve the quality of learning and patient care within CLEs through shared learning and collaborative practice among its member organizations.

NCICLE.org



NCICLE

# 37 Member Organizations

Accreditation Council for Continuing Medical Education (ACCME) Association for Nursing Professional Development (ANPD)  
Accreditation Council for Graduate Medical Education (ACGME) Association of American Medical Colleges (AAMC)  
Accreditation Council for Pharmacy Education (ACPE) Association of Post Graduate APRN Programs (APGAP)  
Alliance of Independent Academic Medical Centers (AIAMC) Association of Post Graduate PA Programs (APPAP)  
American Association for Physician Leadership (AAPL) Council of Medical Specialty Societies (CMSS)  
American Association of Colleges of Nursing (AACN) Council on Social Work Education (CSWE)  
American Association of Colleges of Osteopathic Medicine (AACOM) Health Professions Accreditors Collaborative (HPAC)  
Health Resources and Services Administration (HRSA)  
American Association of Colleges of Pharmacy (AACP) Institute for Healthcare Improvement (IHI)/National Patient Safety Foundation (NPSF)  
American Board of Medical Specialties (ABMS) Institute for Safe Medication Practices (ISMP)  
American Dental Education Association (ADEA) Liaison Committee on Medical Education (LCME)  
American Hospital Association (AHA) National Board of Medical Examiners (NBME)  
American Medical Association (AMA) National Center for Interprofessional Practice and Education  
American Nurses Credentialing Center (ANCC) Organization of Program Director Associations (OPDA)  
American Organization for Nursing Leadership (AONL) Quality and Safety Education for Nurses (QSEN) Initiative  
American Osteopathic Association (AOA) The American Red Cross  
American Society of Health-System Pharmacists (ASHP) The Joint Commission  
Assembly of Osteopathic Graduate Medical Educators (AOGME) Veterans Health Administration (VA)  
Association for Hospital Medical Education (AHME) Vizient, Inc.

## Definition:

# Clinical Learning Environment

Hospitals, medical centers, ambulatory care centers and other clinical settings in which clinicians train and practice.

Weiss K, Passiment M, Riordan L, Wagner R. Achieving the Optimal Interprofessional Clinical Learning Environment: Proceedings From an NCICLE Symposium.; 2019. 221 doi:10.33385/NCICLE.0002



# Definition:

## Interprofessional

**Interprofessional education.** “[W]hen two or more professions learn with, about, and from each other to enable effective collaboration and improve health outcomes.” *Takes place in preprofessional and undergraduate health professions training programs.*

**Interprofessional collaboration.** “[A] type of interprofessional work involving various health and social care professionals who come together regularly to solve problems, provide services and enhance health outcomes.”

**Interprofessional learning.** “[L]earning arising from interaction involving members or students of two or more professions.” *Takes place in clinical learning environments and other care settings as part of the continuum of learning.*

**Interprofessional teamwork.** “[A] type of work involving different health or social care professionals who share a team identity and work together closely in an integrated and interdependent manner to solve problems, deliver services, and enhance health outcomes.”

World Health Organization. Framework for Action on Interprofessional Education and Collaborative Practice. Geneva, Switzerland: Author; 2010.

Institute of Medicine. Measuring the Impact of Interprofessional Education on Collaborative Practice and Patient Outcomes. Washington, DC: National Academies Press; 2015.

# IP-CLE Symposium 2017



# Symposium Goal

A series of discussions that would lead to a shared understanding of:

- The value of optimizing IP-CLEs
- The characteristics of optimal IP-CLEs
- The role of leadership in various environments of health care systems (i.e., macro, meso, micro)
- The role of other stakeholders in promoting IP-CLEs
- Potential timeline and next steps

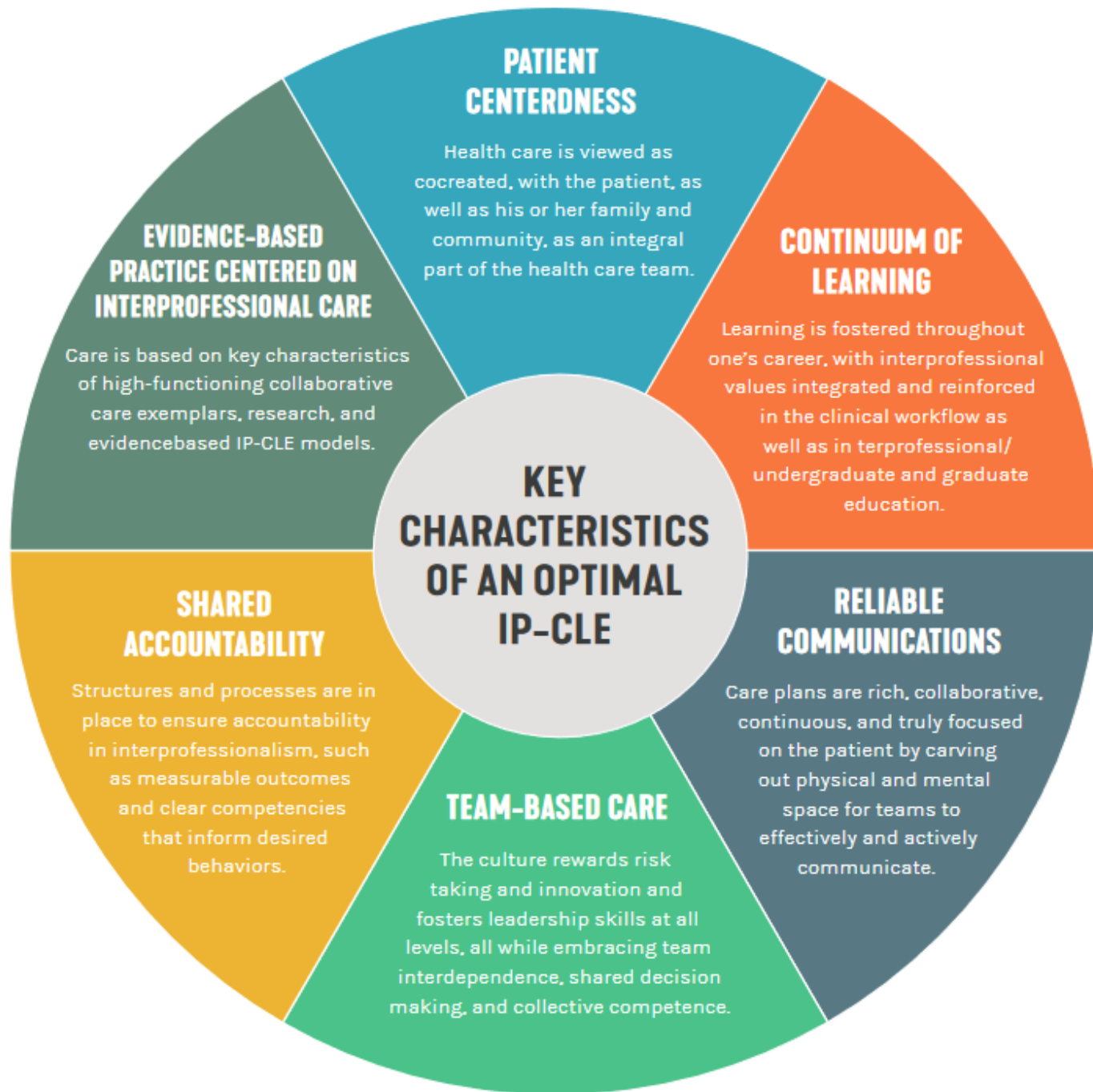


FIGURE 4:

Optimal IP-CLE Characteristics for Leadership in the Macro, Meso, and Micro Health Care Environments<sup>3</sup>

## Macro

- Modeling a Team-Oriented Approach
- Allocating Resources
- Advocating for Interprofessional Learning and Collaborative Practice

## Meso

- Ensuring Ongoing Interprofessional Input
- Integrating Interprofessional Learning and Collaborative Care into the Strategic Plan
- Building Team-Oriented Infrastructures

## Micro

- Practicing Optimal Team Behaviors
- Promoting Shared Decision Making
- Fostering Distributed Team Leadership

FIGURE 4:

Optimal IP-CLE Characteristics for Leadership in the Macro, Meso, and Micro Health Care Environments<sup>a</sup>

## Macro

- Modeling a Team-Oriented Approach
- Allocating Resources
- Advocating for Interprofessional Learning and Collaborative Practice

## Meso

- Ensuring Ongoing Interprofessional Input
- Integrating Interprofessional Learning and Collaborative Care into the Strategic Plan
- Building Team-Oriented Infrastructures

## Micro

- Practicing Optimal Team Behaviors
- Promoting Decision-Making

# Meso Environment

Hospitals & Clinics

Ensuring Ongoing Interprofessional Input

Integrating Interprofessional Learning and Collaborative Care Into the Strategic Plan

Building Team-Oriented Infrastructures

Leadership

Symposium

2017

IP-CLE Workshop

2019

NCICLE

## Workshop Goal

- Convene multiple health and health care professional organizations and their constituents to collaboratively **clarify interprofessional, systems-based approaches to optimizing clinical learning environments (CLEs) for health care's future.**
- Through structure, process, and outcome guidance, **inform how leaders may best serve learners, educators, care teams, and patients to achieve an optimal IP-CLE** through organizational strategy and operational structures.

# Activities

## **Integrating into the Strategic Plan**

- TRIZ

## **Ensuring Ongoing Interprofessional Input**

- Fishbowl

## **Building Team-Oriented Structures**

- Moving from What to How



## Objectives

# Integrating into the Strategic Plan

- Describe ways that current practices (behaviors, structures, incentives, etc.) preclude or diminish the likelihood that interprofessional practice and collaborative care will be realized within our institutions.
- Discredit several myths related to strategic planning at local healthcare organizations.
- Design steps for ways to increase the likelihood IP and CP will be reflected on the strategic plan of the local healthcare organization.

# Outcomes

## Integrating into the Strategic Plan

### Emerging Themes from Activity One

1. Buy in from leadership on the benefits of interprofessional learning and collaborative care.
2. Identify interprofessional learning and collaboration champions on the leadership team.
3. Create innovative ways to track team member attribution and incentivize team-based care.
4. Leverage the work of accreditors and regulatory bodies to promote further interprofessional learning and collaboration.

## Objectives

### Ensuring Ongoing Interprofessional Input

- Discuss the actual experiences, both successes and failures, of interprofessional input into the governance, oversight and planning of the organizations represented at the workshop.
- Identify patterns that emerge from discussions that characterize the successful and failed experiences.
- Create new ideas and strategies for ensuring ongoing interprofessional input into the governance, oversight and planning at their own institution.

# Outcomes

## Ensuring Ongoing Interprofessional Input

### Exploratory Questions:

- How to differentiate structural challenges from cultural differences of professions?
- What can be done to mitigate cultural dissonance when merging disparate organizations to streamline operations?
- What skills are needed to facilitate effective collaborative engagement of individuals across multiple teams and organizational structures?
- What could move interprofessional structures from being ad hoc and lacking in effective communication?

# Outcomes

## Ensuring Ongoing Interprofessional Input

### Recommended Strategies:

- Develop a formal structure that provides oversight for interprofessional education and collaborative practice throughout the institution (practice, education, and research).
- Continue to leverage outcome data to reinforce the importance of interprofessional education and collaborative practice across the institution by creating common goals and embedding into current metrics.
- Promote equitable methods of representation for all health professions in the co-creation of the interprofessional clinical learning environment.

# Objectives

## Building Team-Oriented Structures

- **Identify actionable strategies** for building and supporting team-oriented structures
- **All org levels:** Enabled from above, built from below
- **Time Frame:** Today, near term and long term

# Outcomes

## Building Team-Oriented Structures

Team-Oriented Structures	Recommendations		
	Today	Near Term	Long Term
<b>Flattened Organizational Structure</b>	<ul style="list-style-type: none"> <li>Develop leadership capacity through awareness and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>At every leadership level, draw together an interprofessional coalition to discuss ways to improve the CLE allowing everyone to have a voice</li> </ul>	<ul style="list-style-type: none"> <li>Co-design shared structures</li> <li>Formalize new structure</li> </ul>
<b>Shared Accountability</b>	<ul style="list-style-type: none"> <li>Identify and convene stakeholders to inform and design</li> </ul>	<ul style="list-style-type: none"> <li>Establish common language</li> <li>Define and implement a plan for shared accountability</li> </ul>	<ul style="list-style-type: none"> <li>Establish shared accountability with aligned interprofessional incentives</li> </ul>
<b>Protected Time</b>	<ul style="list-style-type: none"> <li>Support individuals time for teamwork and education</li> </ul>	<ul style="list-style-type: none"> <li>Create time for cultivating relationships and developing collaborative behaviors as part of business and educational practices</li> <li>Develop evaluation criteria and outcomes based on expected interprofessional behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Trend and report outcome analysis</li> </ul>
<b>Shared Decision Making</b>	<ul style="list-style-type: none"> <li>Develop a process to engage a diverse group with an organization-wide focus to inform the process</li> <li>Provide training on listening &amp; educating</li> </ul>	<ul style="list-style-type: none"> <li>Co-create guidance for shared decision making</li> </ul>	<ul style="list-style-type: none"> <li>Build accountability into organizational goals and processes</li> </ul>
<b>Physical Space</b>	<ul style="list-style-type: none"> <li>In consultation with staff reorganize existing space to encourage collaboration</li> <li>Create common spaces</li> </ul>	<ul style="list-style-type: none"> <li>Conduct workflow analysis to identify opportunities to enhance collaboration and interprofessional learning</li> <li>Train preceptors on how to use space with learners</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate interprofessional education and practice into renovation and new space design (i.e. eye to eye contact, documentation efficiency, interprofessional team access, spaces that accommodate tea uses)</li> </ul>
<b>Tools and Technology</b>	<ul style="list-style-type: none"> <li>Meet with CIO/CMIO to discuss technology collaboration opportunities in clinical and educational tools</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a needs assessment for team and collaboration</li> <li>Working with stakeholders, identify strategies and resources to integrate tools and technology that support team and collaborative practice (including patients)</li> <li>Develop an implementation plan</li> </ul>	<ul style="list-style-type: none"> <li>Orient, educate and implement on tools and technology in support of organizational collaboration expectations</li> <li>Implement in accordance with</li> </ul>

# Outcomes

## Building Team-Oriented Structures

Team-Oriented Structures	Recommendations		
	Today	Near Term	Long Term
<b>Flattened Organizational Structure</b>	<ul style="list-style-type: none"> <li>Develop leadership capacity through awareness and capacity building</li> </ul>	<ul style="list-style-type: none"> <li>At every leadership level, draw together an interprofessional coalition to discuss ways to improve the CLE allowing everyone to have a voice</li> </ul>	<ul style="list-style-type: none"> <li>Co-design shared structures</li> <li>Formalize new structure</li> </ul>
<b>Shared Accountability</b>	<ul style="list-style-type: none"> <li>Identify and convene stakeholders to inform and design</li> </ul>	<ul style="list-style-type: none"> <li>Establish common language</li> <li>Define and implement a plan for shared accountability</li> </ul>	<ul style="list-style-type: none"> <li>Establish shared accountability with aligned interprofessional incentives</li> </ul>
<b>Protected Time</b>	<ul style="list-style-type: none"> <li>Support individuals time for teamwork and education</li> </ul>	<ul style="list-style-type: none"> <li>Create time for cultivating relationships and developing collaborative behaviors as part of business and educational practices</li> <li>Develop evaluation criteria and outcomes based on expected interprofessional behaviors</li> </ul>	<ul style="list-style-type: none"> <li>Trend and report outcome analysis</li> </ul>
<b>Shared Decision Making</b>	<ul style="list-style-type: none"> <li>Develop a process to engage a diverse group with an organization-wide focus to inform the process</li> <li>Provide training on listening &amp; educating</li> </ul>	<ul style="list-style-type: none"> <li>Co-create guidance for shared decision making</li> </ul>	<ul style="list-style-type: none"> <li>Build accountability into organizational goals and processes</li> </ul>
<b>Physical Space</b>	<ul style="list-style-type: none"> <li>In consultation with staff reorganize existing space to encourage collaboration</li> <li>Create common spaces</li> </ul>	<ul style="list-style-type: none"> <li>Conduct work to enhance collaboration</li> <li>Train precepto</li> </ul>	
<b>Tools and Technology</b>	<ul style="list-style-type: none"> <li>Meet with CIO/CMIO to discuss technology collaboration opportunities in clinical and educational tools</li> </ul>	<ul style="list-style-type: none"> <li>Conduct a need collaboration</li> <li>Working with s resources to in support team a patients)</li> <li>Develop an im</li> </ul>	

### Team-Oriented Structures...

#### Flatten Organizational Structure

##### Today

Develop leadership capacity through awareness and capacity building

##### Near Term

At every leadership level, draw together an interprofessional coalition to discuss ways to improve the CLE allowing everyone to have a voice

##### Long Term

Co-design shared structures  
Formalize new structures



# Take-aways

## **Integrating into the Strategic Plan**

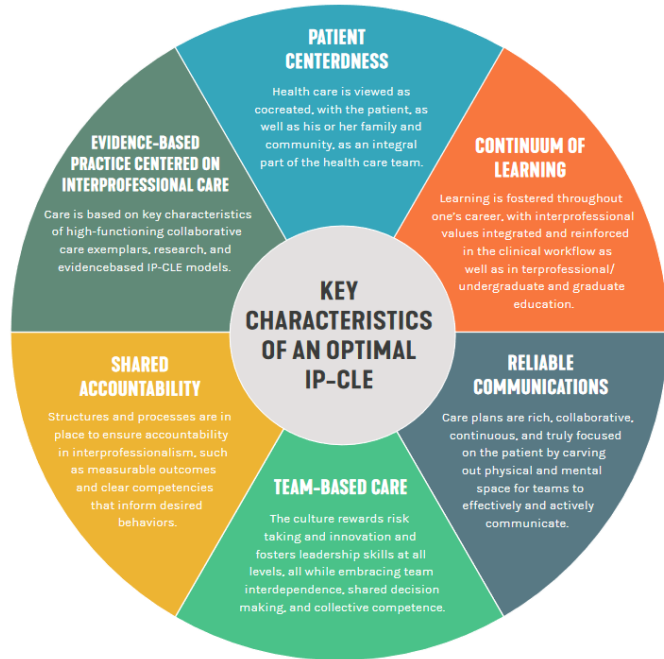
Leadership at all levels can apply a collaborative, interprofessional lens to goals while recognizing cross-cutting opportunities.

## **Ensuring Ongoing Interprofessional Input**

Knowing you are creating structures and measurement that will support strategic goals.

## **Building Team-Oriented Structures**

There are many structures that can support creating a collaborative interprofessional environment we envision. Recognize culture change take purposeful effort and time to build.



National Collaborative for Improving the Clinical Learning Environment. Achieving the Optimal Interprofessional Clinical Learning Environment 2017 (layout by the SmithGroup)

6 Characteristics of an Optimal CLE	Integrating into the Strategic Plan	Ensuring Ongoing Interprofessional Input	Building Team-Oriented Structures
Patient Centeredness		X	X
Continuum of Learning	X		X
Reliable Communications		X	X
Team-Based Care	X		
Shared Accountability	X	X	
Evidence-Based Practice Centered on IP Care	X	X	

# Thank you

Learn more at [NCICLE.org](https://ncicle.org)

Contact: [info@ncicle.org](mailto:info@ncicle.org)

**NCICLE** NATIONAL COLLABORATIVE  
FOR IMPROVING THE CLINICAL  
LEARNING ENVIRONMENT