Building Interprofessional Team Skills for Collaborative Practice

Joy Doll, OTD, OTR/L
Associate Professor and Program Director of Health Informatics, Creighton University

Vivian Campagna, DNP, RN-BC, CCM, ICE-CCP
Chief Industry Relations Officer, the Commission for Case Manager Certification
Welcome and Introductions:
  • Commission for Case Manager Certification

Presentation:
  • Joy Doll, OTD, OTR/L
    Associate Professor and Program Director of Health Informatics, Creighton University
Exam Prep Resources

Quiz App

Practice Exam

Glossary App

Certification 360 Virtual Workshops

Printable Glossary

Exam Prep References

8-Week Prep Circuit

Proprietary to CCMC®
If you’re watching this webinar and do NOT need CE credit, please take a moment to complete our survey found here:


Your feedback helps us provide speakers and topics most relevant to you and the important work you do!
Proprietary to CCMC®
Interprofessional Collaborative Care

Vivian Campagna, DNP, RN-BC, CCM, ICE-CCP
Chief Industry Relations Officer, the Commission for Case Manager Certification
The Need for Interprofessional Care

Poor communication among health care professionals

Higher mortality

Longer hospital stay lengths

More hospital readmissions

Interprofessional care prioritizes:
- Communication
- Collaboration & mutual respect
- Education: Interactive learning outside of individual professions
- Patient- and family-centered care

Poor communication among health care professionals leads to:
- More hospital readmissions
- Longer hospital stay lengths
- Higher mortality
- More hospital readmissions

Communication

Collaboration & mutual respect

Education: Interactive learning outside of individual professions

Patient- and family-centered care
How Interprofessional Care Works

- Interprofessional education
- If trained in siloes, learn best practices
- Similar to sports team:
  - Communicate clearly
  - Set aside ego
  - Foster respect
  - Focus on goal — better client care
Building Team Skills for Collaborative Practice

Joy Doll, OTD, OTR/L
Associate Professor and Program Director of Health Informatics, Creighton University
Building Team Skills for Collaborative Practice
A little about me....
Session Objectives

After this presentation, the successful participant will be able to:

1. Define interprofessional collaboration;

2. Identify the role of case managers and disability management specialists in interprofessional collaboration;

3. Describe how interprofessional collaboration is important for assuring client safety; and

4. Explain how interprofessional collaboration occurs when communication occurs using technology.
Interprofessional education: “When students from two or more professions* learn about, from and with each other to enable effective collaboration and improve health outcomes.” (WHO 2010)

Interprofessional collaborative practice: “When multiple health workers from different professional backgrounds work together with patients, families, [careers], and communities to deliver the highest quality of care.” (WHO 2010)
Case Management is Interprofessional!

Your role calls you to interact and engage with other team members. I am sure you have some success stories and some miserable failures.

Every team I have been a part of realizes the importance of your role!
EXHIBIT 1. OPPORTUNITY FOR IMPACT: CURRENT US HEALTHCARE EXPENDITURE (IN $BN)

2017 EXPENDITURE = $3.5 T

Source: National Healthcare Expenditure Data for 2017 from CMS

By dissecting today’s $3.5 trillion healthcare economy and mapping potential opportunities to specific areas of spend and consumer hassles, as much as 30 to 35 percent total cost improvement opportunity can be credibly identified.
EXHIBIT 2. THE IMPACT YARDSTICK: 30 TO 35 PERCENT HEALTHCARE SPEND SAVINGS

1. Holistic, proactive care models
2. Reimagined sites of care
3. A new care utilization outlook
4. Reining in overhead costs
5. Shedding light on price normalization
6. Reinventing pharmacy services
7. Taking on “peripheral” cottage industries
8. Rethinking the framework of demand
9. Achieving personalization and interaction
10. Extending into the consumer’s daily life

Source: National Healthcare Expenditure Data for 2017 from CMS | Oliver Wyman analysis
According to some, teamwork is **SURVIVAL!**

### EXHIBIT 1. INNOVATION FOR SURVIVAL

A Redesigned Model to Engage Populations, Align Provider Incentives, and Spark Profitability and Innovation

<table>
<thead>
<tr>
<th>PROVIDER INNOVATIONS</th>
<th>PAYER INNOVATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Needs-based primary care models that allow the care team – physicians, advanced practice providers, nurses, and assistants – to have deeply engaging interactions, in-person or virtually</td>
<td>Continued benefit innovation, including supplemental benefits (such as meals, transportation, and over-the-counter prescriptions) and value-based insurance design (like differential co-pays for select network participants)</td>
</tr>
<tr>
<td>Implementation of a “team-based care model” where the team constantly (re)aligns itself based on patient and staff need</td>
<td>Developing purpose-built Medicare Advantage networks that motivate and reward providers for managing Medicare Advantage members’ care</td>
</tr>
<tr>
<td>Continuous focus on key measures – like engagement, experience, clinical outcomes, coding, and financial results – to support risk adjustment, Stars performance, and patient value</td>
<td>Engagement programs that complement provider efforts to identify and close gaps in care</td>
</tr>
<tr>
<td>Focus on helping patients achieve their health goals through ongoing engagement, monitoring, and compliance</td>
<td>Embracing the notion that innovation is a team sport, which can come from anywhere, at anytime</td>
</tr>
</tbody>
</table>

Source: Oliver Wyman Health | #OWHealth
What our patients want....

**FIGURE 5-1** What patients believe will help them improve their health.

Is there a solution?
Collaborative Care as a Solution

Top 5 in patient engagement in health system

Top in employee engagement

Significant reductions in Emergency Department visits, hospitalizations, hemoglobin A1C

Cost avoidance of over $4 million in 1 year on ~275 high utilizers
Trust in Teamwork Supports Clinicians

The Power of Trust

As noted, the share of employees who are fully engaged more than doubles if they are on a team. It more than doubles again if they strongly trust the team leader.

- Employees who are not on a team: 8% are fully engaged.
- Employees who are on a team: 17% are fully engaged.
- On a team, and have deep trust in their team leader: 45% are fully engaged.

Source: ADP Research Institute, 2019
If collaboration is the answer, why is not the norm?
# Seven Dirty Words That Undermine Interprofessional Collaboration and Team-Based Care and Possible Cleaner Alternatives

<table>
<thead>
<tr>
<th>Dirty word</th>
<th>Cleaner alternative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Allied</td>
<td>Health professionals</td>
</tr>
<tr>
<td>Clinical</td>
<td>Experiential placement</td>
</tr>
<tr>
<td>Doctor</td>
<td>Physician&lt;sup&gt;a&lt;/sup&gt;</td>
</tr>
<tr>
<td>Interdisciplinary</td>
<td>Interprofessional&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Medical</td>
<td>Health&lt;sup&gt;c&lt;/sup&gt;</td>
</tr>
<tr>
<td>My</td>
<td>Our</td>
</tr>
<tr>
<td>Patient</td>
<td>Participant</td>
</tr>
</tbody>
</table>

<sup>a</sup>When referring to a medical doctor as an abstract role. For other doctorally prepared members of the care team, use the name of their profession (e.g., nurse).

<sup>b</sup>Just where “interdisciplinary” is serving as a synonym for “interprofessional.”

<sup>c</sup>Where it is appropriate to do so (i.e., where the medical model is not the only approach involved).
Interprofessional Communication
Teams/Teamwork
Roles/Responsibilities
Values/Ethics
What is this?
If we change our perspective, can we change the world?
Remember... the Eiffel Tower was not built in a day!
Set the stage:
YOU be the change!
But there is an “I” in interprofessional
HOW IS A TEAM DIFFERENT THAN A GROUP?

Group - people who come together with like interests

Team - people who have to come together with a common goal but are not necessarily possessing similar interests
I to We
Set the Tone

CIPER Team Ground Rules

- Have fun
- Assume positive intent
- Promote psychological safety to allow everyone to have a voice at the table
- Become a supporter of other team members and ideas
- Reflect on what we learn from our failures
- Be flexible and transparent
- Engage in active listening
- Step up to support the team goals when your skillset is needed
Set the Tone

- Gratitude
- Team naming
- Team motto
- Reflection
- Team building
Know thyself, know thy team!

- Bolman and Deal Four Framework of Leadership
- DISC
- Strengths
- Conflict styles
- Implicit bias
Interprofessional Communication
Does it ever feel like this on a health care team?

https://www.youtube.com/watch?v=B7UmUX68KtE
What happens if health care teams play telephone?

- Errors
- Missed opportunities
- Mistakes
- Re-admissions
- Emergency department visits

Interprofessionalism supports safety and quality of care.
How do we bridge interprofessional communication?
“Yes, and” language

“We” and “our” language

What we call ourselves
EHR Example
What does it take for a team to become high performing?
Um....being a good human

- Trust people – show them and tell them
- Care for one another
- Appreciate diverse perspectives
- Be okay with asking questions
- Vulnerability – both for yourself and others
Don’t dismiss the Debbie Downers...
GET OVER YOURSELF – EGO DOWN or EGO UP
“You are never just a just”
Teams need to... Innovate and then course correct
(source: Dr. Amy Edmondson)
DEFINE THE CULTURE

“Assume positive intent”

“Everyone teaches, everyone learns”

“Personal mantra (what’s yours?): Work hard, play hard, learn hard, love hard”
Embrace the challenge and ambiguity!

<table>
<thead>
<tr>
<th>Myth</th>
<th>Reality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health care teams should avoid conflict.</td>
<td>Conflict helps teams grow and become high performing.</td>
</tr>
<tr>
<td>Being an effective team member is an inherent skill</td>
<td>Skill development is required especially in complex, health care teams</td>
</tr>
<tr>
<td>Conflict should be resolved</td>
<td>Conflict should be embraced</td>
</tr>
<tr>
<td>Interprofessional = collaboration</td>
<td>Interprofessional = presents many challenges to collaboration</td>
</tr>
<tr>
<td>Major differences lead to conflict</td>
<td>Minor concerns lead to conflict</td>
</tr>
<tr>
<td>Power hierarchies are a norm</td>
<td>Democracy helps aid in effective teamwork</td>
</tr>
</tbody>
</table>
Current State of Case Management

- Value-based payment
- Data
- Social care
YOU'VE ALWAYS HAD THE POWER
MY DEAR, YOU JUST HAD TO
LEARN IT FOR YOURSELF.

~GLINDA~
WIZARD OF OZ
Joy Doll, OTD, OTR/L
Associate Professor and Program Director of Health Informatics, Creighton University

Vivian Campagna, DNP, RN-BC, CCM, ICE-CCP
Chief Industry Relations Officer, the Commission for Case Manager Certification
Thank you!

- Please fill out the survey after today’s session
- Those who signed up for continuing education will receive an evaluation from the Commission.

Commission for Case Manager Certification
1120 Route 73, Suite 200, Mount Laurel, NJ 08054
1-856-380-6836 • Email: ccmchq@ccmcertification.org
www.ccmcertification.org