



Establishing Interprofessional Collaboration as Fundamental to Workforce Strength and Resilience

CIHC 5 Year Strategy

December, 2018

1. Needs and Overview

The Canadian Interprofessional Health Collaborative (CIHC) has been working for more than a decade to strengthen the knowledge base and practice for collaborative, patient-centred practice. Over that time, the landscape for IPE/C has undergone many shifts and waves, with interprofessionalism now embedded as an assumed part of practice and education in most environments.

On October 22nd and 23rd, 2018, the CIHC Board met for a retreat reflect on its strengths and accomplishments, explore the current environment and create a focused strategy for the next three to five years. At the retreat, the Board articulated its impact to date, and a deep need to deepen awareness across the health system of the value of IPC for quadruple aim outcomes – improving health outcomes, patient experience, the effectiveness of the system and the resilience of the workforce. The strategy was structured around the impact of strong collaborative practice in all of these domains.

2. CIHC Strategy, 2019 - 2024

The Board co-created a five year strategy with a strong vision, four overarching priorities and one primary enabler:

Vision	
We will be the pre-eminent voice for knowledge, advocacy, education and practice change for interprofessional collaboration that improves the health system, patient outcomes, population health and workforce resilience.	
Leadership	Integrate capacity for collaboration into health leadership
Knowledge	Strengthen evidence and research to building understanding of the value of IPE/C
Workforce	Establish IPC as fundamental for workforce strength and resilience
Advocacy	Advocate for system change through evidence
<i>Enabler: Build key relationships with partners and collaborators</i>	

The strategy is based on an aspirational guiding narrative that covers the full range of CIHC’s sphere of influence and builds on established strengths and relationships.

Aspirations for the Next Five Years

The CIHC will be a strong, cohesive voice to amplify and influence a national and global conversation that interprofessional collaborative practices are an essential element of health leadership, workforce strength and resilience, good health outcomes and fiscal accountability.

We will have a robust network of partners, leaders and collaborators, inside and beyond health disciplines, producing evidence and innovative resources that drive change in education, leadership, practice, policy, regulation and legislation.

By 2024, we will be seen as the “go to” place to understand the best, promising practices about how to make interprofessional collaboration truly work in health and social policy, practice and education, and as the pre-eminent source to draw on to influence regional and local issues as they arise.

With this expanded focus on advocacy and outcomes, the Board proposed refreshing the CIHC mandate to include:

The CIHC is the pre-eminent voice for Canadian interprofessional knowledge, education and practice. Our mission is to develop, share and advocate for the most promising practices for the value and effectiveness of interprofessional collaboration in health policy, practice, regulation and education.

3. Detailed Priorities, Goals and Actions

As the strategy was developed, specific five year goals, objectives and actions were identified for each priority, with a clear roadmap for year one outlined.

1. Leadership: Integrate capacity for collaboration into health leadership

Goal: Embed capacity for collaboration and shared practice into health leadership competencies and development to build understanding that collaboration is an integral part of health practice /education and is a driver of sustainable change in the quadruple aim domains.

Objectives and Actions

1. Refresh CIHC competencies to include leadership and workforce health, wellness and resilience
 - Tie refined competencies into existing leadership frameworks
 - Identify synergies with other strategic initiatives (e.g. patient safety, quality, equity and diversity)
2. Build capacity for collaborative competencies with emerging health leaders

Partners and collaborators:

- LEADS
- CANMEDS
- CSPL
- Accreditation Canada
- IHI/CFHI
- CCHL
- AFMC
- PLI(CMA)
- Emerging health leadership network

2. Knowledge: Build evidence and research to build the value of IPE/C

Goal: We will have a robust base of evidence and research and a strong force of scholars engaged in exploring diverse questions related to IPE/C, its value and innovative practice, and will be using the evidence to move policy proposals forward.

Objectives and Actions:

1. Build a knowledge base about the value and impact of IPE/C
 - Reconstitute the research committee
 - Identify big questions and methodologies and craft a research strategy
 - Identify a Fellow to do an impact analysis on IPE/P
 - Strengthen research and evaluation for bodies of evidence on collaborative competencies in leaders
2. Strengthen capacity for disseminating and integrating knowledge and promising ideas into practice
 - Amplify web site as a source of evidence to inform everything from practice to policy
 - Integrate with the work of Grin2Theory and WCC
 - Create communities of practice around key topics
3. Create a database for evidence and promising practices

3. Workforce: Establish IPC as fundamental for workforce strength and resilience

Goal: Build resources, evidence, advocacy and practice to support a cultural shift toward workforce wellness through strong teams and collaboration. The ultimate goal is for staff to feel healthy, happy and committed to their work, to feel mutually supported, and recognize each other and their patients as true partners in healthcare teams.

Objectives and Actions:

1. Create research, evidence and data synthesis of existing resources on workforces and collaboration from individual professions and fields outside healthcare
 - Conduct environmental scan and literature review
2. Integrate workforce wellness through collaboration into education curriculum across professions
 - Integrate with patient safety strategies and Can-MEDS

Partners and Collaborators:

Colleges, Associations, CPSI, HSO and Provincial Health Authorities, CMA, Can. HW Network

4. **Advocacy: Advocate for system change through evidence**

Goal: Through connections with members and partners across the world, CIHC will be the pre-eminent cohesive voice that synthesizes and translates knowledge to support the integration of interprofessional collaboration into policy, regulatory, legislative, practice and education frameworks.

Objectives and Actions:

1. Create an integrated communication and relationship strategy that incorporates decision-makers, members, potential members and partners connected to workforce resilience/wellness
 - Hold a major forum to launch our emerging themes and build relationships with members, partners and decision-makers
 - Develop advocacy statement that spells out our full intentions
 - Build visibility and presence in key conversations, including key committees in partner organizations, include CPSO and student organizations
 - Enhance our presence at CAB
2. Build relationships with decision-makers in policy, regulation, legislation and education
 - Create a jurisdictional IPE/C committee

Partners and Collaborators:

Accreditation Canada, NEUX, Canadian Healthcare Workforce Network

Snapshot of Five Year Strategy with Key Objectives

Integrate capacity for collaboration into health leadership

1. Refresh CIHC competencies to include leadership and workforce health, wellness and resilience
2. Build capacity for collaborative competencies with emerging health leaders

Build evidence and research to build the value of IPE/C

3. Build a knowledge base about the value and impact of IPE/C
4. Strengthen capacity for disseminating and integrating knowledge and promising ideas into practice
5. Create a database for evidence and promising practices

Establish IPC as fundamental for workforce strength and resilience

6. Create research, evidence and data synthesis of existing resources on workforces and collaboration from individual professions and fields outside healthcare
7. Integrate workforce wellness through collaboration into education curriculum across professions

Advocate for System Change through Evidence

8. Create an integrated communication and relationship strategy that incorporates decision-makers, members, potential members and partners connected to workforce resilience/wellness
9. Build relationships with decision-makers in policy, regulation, legislation and education

Project Plan for 2019

2019 Overarching goals:

Build the foundations for all four priorities by building communications and outreach and engaging key partners and collaborators in a National Forum to co-create a shared research, advocacy and education agenda

Objective	Actions	Who	Target: February	Target: May	Target: Dec 2019
1. Build relationships with possible collaborators and partners	<ul style="list-style-type: none"> Identify partners who care about the issues we are connecting with (E.g., Accreditation Canada, CPSI, CMA and physician burnout, Canadian Health Workforce Network, Federal/Provincial Partners, etc.) Determine if there is an existing Forum or gathering we can piggyback on Conduct regional consultations to frame Forum and begin to co-create purpose 				
2. Generate funding for regional consultation and Forum					
3. Develop overall advocacy statement		Ruby, Maria, Marie Claude			
4. Conduct environmental scan of health leadership frameworks and the link to workforce resilience to shape the forum and drive discussions with stakeholders	<ul style="list-style-type: none"> Conduct scoping review of key documents, surveys to identify the state of IPC in practice (data synthesis) Explore existing knowledge about resilience and workforce issues 				

5. Refresh core competencies for further development at the Forum					
6. Develop communication and membership strategy		Sharla to lead			
7. Revamp website	<ul style="list-style-type: none"> • Engage webmaster (October/November) • refine website for new language, limited access – to see examples of how this has been used, become a member • Add the additional tools/resources [inventory] to webpage as back page (e.g., IP compass) 	Hossein/Sharla			
Indicators of Momentum: what will you see that demonstrates movement?					