

## Transforming the Culture of Healthcare: Doing Our Part



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\*Photos included are from  
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## Health & Population Health

“state of complete physical, mental  
and social well-being & not merely the  
absence of disease or infirmity”

- WHO, 1948

*Individual as our patient & partner!*

“health outcomes of a group of  
individuals, including the distribution  
of such outcomes within the group”

- David Kindig, MD, PhD;  
<http://healthaffairs.org>

*Community as our patient & partner!*

## The Triple Aim

1. Improve quality of  
care experience for  
patients, families,  
community & learners
2. Improve the health of  
populations & reduce  
disparities
3. Reduce per capita  
cost of healthcare



- [ihl.org](http://ihl.org); [ipcc.org](http://ipcc.org); [nexusipe.org](http://nexusipe.org)

## Professional Education has Not Kept Up with These Aims!

- Glaring gaps
- Inequities
- New challenges

- Frenk J. Chen L., et al. *Health professionals for a new century:  
transforming education to strengthen health systems in an  
interdependent world*, 2010 [www.thelancet.com](http://www.thelancet.com)



“... same old routines are  
perfect ways to go nowhere.”

What worked before—  
professionally or personally—  
no longer gets results.”

- Jeff DeGraff, Clinical Professor,  
U Michigan, [www.JeffDeGraff.com](http://www.JeffDeGraff.com)

## A Vision for 21<sup>st</sup> Century Health Education Reform

Providers competent to participate  
in patient- & population-centered  
**health systems** as members of  
locally responsive & globally  
**connected teams**



- Frenk J. Chen L., et al. *Health professionals for a new century:  
transforming education to strengthen health systems in an  
interdependent world*, 2010 [www.thelancet.com](http://www.thelancet.com)

## Our Collective Role: Invigorate Healthcare Education

Educational institutions are critical to  
transforming **health systems** through:

- Transformative learning  
(outcome of change in instructional design)
- Interdependence in education  
(institutional reform)



- Frenk J. Chen L., et al. *Health professionals for a new century:  
transforming education to strengthen health systems in an  
interdependent world*, 2010 [www.thelancet.com](http://www.thelancet.com)

## Interdependence

A concept not unique to healthcare

Quote from *Shark Tank's*, Lori Greiner:

“We’re all intertwined. We’re responsible to make the world a better place for each other.”

- Hochwald L. *Lessons from a Shark*, *Parade Magazine*, 9/17/17

## Interprofessional Practice, Education & Research (IPER)

IPER is an evidenced-based vehicle for improving healthcare, but it is

not the “end game.”



## The Goal: The End Game

Improving the culture of healthcare!

(And Forgetting Politics)

This is **our** responsibility.

- David Nash, MD, MBA, Dean, College of Population Health, Jefferson University, Philadelphia, PA

## Barriers & Challenges

- Rigid, outdated, static curricula
- Accreditation issues (HPAC has 23 bodies)
- Competencies mismatched to patient & population needs
- Poor teamwork
- Lack of leadership to improve health-system performance & provide central coordination
- Reluctance to serve marginalized communities
- Narrow focus w/o broader context
- Personal agendas, professional turf & competition
- Time, resources, academic schedules
- Cost of education/student debt
- Unprepared faculty
- Clinician and faculty burnout
- Etc.

## Can't See Future of Healthcare, but Can See Trends

CURRENT	TRENDING
Fee-for-Service	Value-based & Bundled Payments
Acute Conditions	Chronic Conditions
Rural Population	Urban Population
Younger Population	Older Population
Assisted Living	Aging in Place
Continuing Education	Performance-based Competencies
Hospitalization	Hospital at Home
Care of Individuals	Health of Populations
Diagnosis & Treatment of Disorders	Preventing Disorders/Promoting Health
Episodic Care	Health happens at home, work, community environments

## Innovate!

“Change requires innovation. It is about crossing boundaries & connecting dots.”

“Clear goal, **shared values**, diverse opinions can drive curricular innovation & overcome barriers.”



- Jeff DeGraff, Clinical Professor, Business Administration, U Michigan, [www.JeffDeGraff.com](http://www.JeffDeGraff.com)

## Models of Team Healthcare

IPE is also **NOT**:  
Parallel  
Consultative  
Coordinated  
Multidisciplinary  
Interdisciplinary

It **IS**:  
**Integrative!**



- Boon H, Verhoef M, et al., *From parallel practice to integrative health care: a conceptual framework*. BMC Health Services Research, 2004  
@ <http://biomedicalcentral.com/1472-6963/4/15>

## IPER Requires *Intentional* Learning

- Experiential
- Context relevant
- Competency- & Problem-based
- Patient, Learner & Population-centered
- Interactive & reflective
- Modeled
- Interprofessional & Team-based
- IT-empowered
- Policy & management leadership skills



- Groer AG, Clay MC. *J Allied Health*, 2010  
- Cox M, Blouin AS, et al., *NAM Perspectives*, 2017

## Collectively Doing Our Part: The 10 C's

Care	Champion
Communicate	Collaborate
Contextualize	Coordinate
Challenge	Conceive
Commit	Craft



Our new 21<sup>st</sup> Century Curriculum *with* our Collaborative Interprofessional Teams

## Our Charge; Our Focus

- Who we are
- What we have (*not what we don't*)
- Where we are
  - Think broadly, *act locally*
  - Measure outcomes
  - Communicate results
  - Transform policy

ALONE WE  
ARE SMART.  
TOGETHER  
WE ARE  
**BRILLIANT.**

- Steven Anderson



**Thank You**