

Interprofessional HIV/AIDS Care

St. Paul's Hospital HIV Program

IDC Team

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content...

- why interprofessional care in HIV?
- what is interprofessional health care?
- teamwork in health care – team in name only?
- essential ingredients of teamwork

interprofessional HIV/AIDS Care

- HIV as specialized health care delivery
- emergence as interprofessional collaboration, innovation, desperate times
- rapid changes and shifts in epidemic
- rapid changes in treatment and care
- complex patients

- HIV/AIDS care emerged and has developed as interprofessional care.

what is interprofessional health care?

- team of individual professional members have specialized body of knowledge
- professionals share their knowledge to work towards a specific goal – patient-centered care
- individual team members collaborate to deliver care to patients

- Health professionals have knowledge based on theory and research. They typically have long periods of education and training. They are expected to use the training to benefit individuals and society.
- When professionals work towards a common goal by sharing information, it does not mean that the professions are interchangeable.
- The quality of relationships among professionals affects their capacity to form effective relationships with patients/clients.
- Collaboration may be viewed differently by different professions.

why?

- overall reforms aimed at improving health care delivery
- attempts to cut costs
- manage chronic illness and complex patients
- attempts to promote self management
- attempts to coordinate care
- facilitates knowledge and information flow
- facilitates intra-agency/institution communication and collaboration

does it work?

- it depends...
- difficult to evaluate re: patient outcomes
- clinician and patient satisfaction
- widely accepted as standard of practice
- requires education and training of professionals

- Interprofessional care is a difficult model to evaluate. The emphasis, thus far, has been on educating and training professionals.

types of teams

- single profession
- multi-professional
 - different professions work with same clients
 - remain autonomous and make decisions independently
- interprofessional
 - different professions collaborate and arrive at goals together
 - team coordinates activities to implement plan
 - increased interdependence of team members

- Single profession teams include members of the same profession.
- Multi-professional teams work together with the same patient or client but remain relatively autonomous and make decisions about the care provided. This is a more common type of health care team.
- Interprofessional teams include members from different professions who work together for a common goal. Members collaborate and arrive at goals together. Team members then cooperate and coordinate their activities to implement the team's plan and achieve the goals.

Knowledge skills roles and responsibilities of the members often overlap. Routine discussion and clarification of these issues helps prevent role conflict.

Interprofessional team work increases the interdependence of team members and is more difficult to achieve.

how to build/sustain team

- who is included?
- create and nurture identity (culture, values, structures)
- size?
- boundaries as stable, workable and permeable
- facilitate communication – tasks vs. process issues
- negotiate roles and leadership
- work through power differences among professionals

- To build a health care team it is necessary first to create the identity which includes appropriate people and agencies and to define the culture, values, and structures.
- Boundaries around a group give it an identity. Boundaries need to be open so that information and resources can be exchanged freely.
- A stable and predictable organization allows members to feel secure.
- Structure includes allocating roles and functions of the group and within the group. Defining roles relates to leadership and how power is to be shared. Professionals with higher status are likely to assume leadership even though other members may be more skilled.

essential ingredient...

- commitment to interprofessional care at the organizational level
- provision of necessary resources, especially adequate time for team process goals

successful collaboration...

- individual team member views collaboration as opportunity, not loss of power or autonomy
- feels a sense of accountability for the whole process
- feels they have a stake in the outcome
- feels the result of collaborative efforts matter
- sees his/her role within the context of the larger system

- The individual feels he/she have a stake in the outcome. The individual feels a sense of accountability for the whole process of client care.
- The group's uniting vision is the client/patient. Clear and realistic expectations for each person's contribution to reach the end point are made through a joint process.
- Successful collaborations are able to work through conflict and achieve consensus. In the process of addressing conflict they are able to harness the creative potential inherent in group diversity.
- In participatory decision making all voices are listened to and valued.

Committed leadership that values the collaborative process is required at the organizational level. Successful collaborations have leaders that promote openness and candor at all levels in the organization.

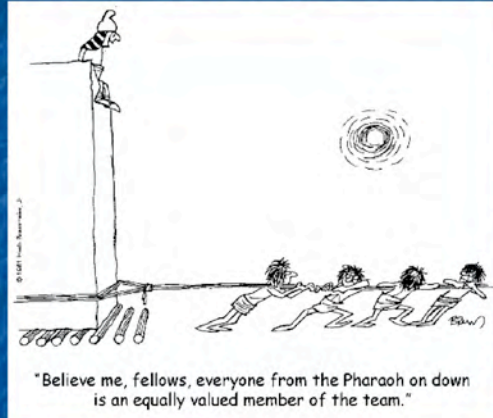
The organization has a measurement system that links practice behaviours with outcomes.

Adequate resources are allocated for successful collaboration. Time is one of the most important resources that needs to be allocated for collaboration. In the cost containment environment of health care, time that is not spent on direct patient contact is often the first thing to be cut back.

successful collaboration...

- group has a united goal re: patient care
- clear and realistic expectations –understanding of each others' contributions
- able to use conflict constructively
- every member participates in decision making
- all voices are valued and listened to

- Including all members in the process of decision making is often difficult due to power dynamics, however, it is essential.
- It is important for all members to understand the responsibility that lies on each member of a team.



communication works to

- inform – decide how—meetings, documentation, etc.
- improve quality of care
- provide accountability
- maintain team structure, culture, ability to carry out tasks
- strengthen relationships
- resolve conflict

- Communication is integral to teamwork. Communication can be used to integrate the individual's and organization's goals.
- Communication should be purposeful

conflict resolution

- positive aspects – can stimulate change and strengthen teams
- ignoring conflict can undermine team interactions and affect patient care delivery
- uncomfortable and challenging for most of us
- lack of skills in resolving conflict effectively
- meetings can be emotionally charged – facilitation and management

- Conflict can be positive. It can stimulate change, strengthen teams and improve service. Overlooking sources of potential conflict can undermine the effectiveness of team interactions and may damage patient care delivery.
- Dealing with conflict is one of the most difficult areas of team work. Most people do not have the skills to do so effectively. Having a safe environment where there is willingness on the part of all the parties involved to communicate and negotiate will facilitate resolution. Sometimes a facilitator skilled in team dynamics will make things go more smoothly.
- Agreement will not always be reached but the team members will have a greater understanding of each other's position.
- There are many challenges to resolution of team conflicts. It requires time to be dedicated to the process and willingness on the part of all the members. Some individuals may find it hard to give up an advantage of power and meetings can be emotionally charged. Working on conflict requires self awareness.

framework for conflict resolution

- willingness of all parties to participate
- self-awareness of individuals
- safe environment including ground rules
- identification of issues
- negotiate area where agreement can be reached
- agreement may not be reached but team members will have a greater understanding of each other's position
- identify commonality

challenges to interprofessional teamwork

- lack of knowledge of other disciplines and roles
- lack of appropriate resources
- lack of preparation, education specific to teamwork
- professional identities, understandings of role
- patient-professional relationship differences
- relationships between professions, status/privilege differences

• One of the biggest barriers to forming effective health care teams is the traditional hierarchical system of health care delivery where the doctor is the leader. Changing roles and attitudes is difficult and requires constant negotiation. Lack of knowledge and understanding of other disciplines affects the internal process of teams.

successful teams

- common understanding and goals
- clear jargon-free communication
- effective leadership
- regular interaction between members
- equal participation and valuing of all members
- collaborative planning & evaluation
- clear decision making processes
- workable size
- open acknowledgement and resolution of conflict

- Many factors influence the successful working of a team. Most teams do not succeed at all levels, but acknowledgement that these factors are important for success can guide the teams progress.
- The dynamics of teams change when members change., especially if new members are not used to the team environment. Teams are always a work in progress and require constant attention.

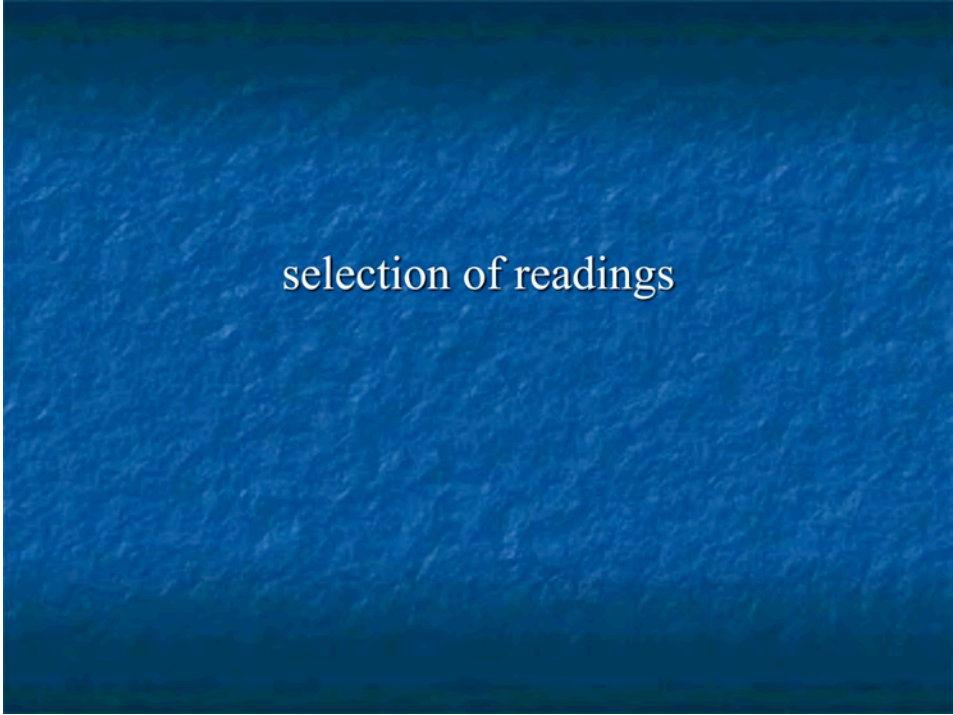
works in progress...

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conclusions...

- HIV primary care and other complex patient care requires interprofessional approaches.
- Collaborative health care teams work to provide holistic patient-centered care.
- Interprofessional teams need to be created and nurtured through process work.
- Collaborative teamwork requires commitment at the individual, group and organizational level.
- Like any good relationship, teamwork is challenging, sometimes painful, but helps us grow.

- HIV infection presents a chronic complex disease with complex medical, nutritional and social issues. PLWHA experience stigma and may have difficulty dealing with the health care system.
- Health care teams improve care because collaboration between professionals provides client-centered holistic care.



selection of readings

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