Executive Summary: Center for IPE Strategic Retreat – Awareness, Action, Alignment

On December 7, 2023, The Center for IPE brought together our Executive Committee, committee and workgroup leaders, and partners from Michigan Medicine and the university for a strategic retreat. The timing of this retreat was exactly two years after the strategic retreat that launched our “Next Phase” strategic blueprint. During these two years, we’ve celebrated significant progress and successes, and have also unearthed new challenges. The retreat provided a moment to pause and dedicate focus and energy to the theme of awareness, action and alignment. We dedicated time to deepen the Awareness of work happening across all of our groups, define the priorities and resources for Actions that we will be doing together and ensure that what we do Aligns with our mission and our defined strategy. Across the retreat theme, we also overlaid the concept of value. What value do we bring to our most important stakeholders: patients/community, learners, and health improvement systems?

We were intentional about inviting participants beyond our IPE Executive Committee, because our work with and in support of the health science schools depends on and impacts several partner departments and units across campus and Michigan Medicine. We were also deliberate in organizing the retreat to provide adequate background information in order for participants to be able to guide us into the next steps. No one is more or less prepared to guide the next steps as this work has not been successfully done before, therefore diversity of perspective was key and ultimately led to the retreat pushing us further out of our comfort zone than ever before. As one retreat participant said, “IPE is both an innovation and pioneering - we must drive change through an entrepreneurial spirit.”

Copious data from the retreat are provided in the full report. Key takeaways are summarized here:

- **We must define and effectively communicate our value proposition** to learners, systems that improve health, patients/communities, and educators – we must ensure that we leverage our value proposition towards a more sustainable future.

- **We must work strategically through a more streamlined and efficient organizational structure**, and also launch a clear, easily accessible, low effort entry point for people interested in this work to engage through a vibrant “Community of Practice.”

- **We must deliberately consolidate our work** for each strategic initiative to prioritize our energy on what can be scaled, have the broadest reach and the most important impact at this time.

- **We must make our work visible and recognized**, aligned with benefits for learners, educators, patients and practitioners, alike.

- **We must measure and evaluate the impact of all that we do** with accepted tools and metrics that are shared across the systems of learning and practice, and also drive better understanding of the relationship to health.

- **We must communicate our work in ways that help all stakeholders understand** our value in relation to their priorities.

- **We must rebrand our Center** and our public-facing efforts to better align with our present and future work, adjusting our publicized mission to reflect this new alignment.
All of these key takeaways culminated in a plea in the final minutes of the retreat, where participants were unified and passionate in their push for the Center to re-envision itself as an influencer of high-quality team-based practice, resulting in an optimal environment for our students to learn in. While this is not substantially different from what we’ve been doing, it articulates our work in a way that is more concise and focused than ever before.

Our next step will be to organize deep collaborative work in articulating value-add across our identified stakeholders: patients/community, learners and health improvement systems. This clarity on value will lead to organizational restructuring, communications efforts, partnerships and a rebranding of the Center for IPE. This future we are working towards is inspirational and hopeful, but it will not be easy work. While our team and community are dedicated and seemingly unflappable, these next steps will require courage, support and confidence from all of our partners and leaders across campus and Michigan Medicine. We are confident that, together, we can improve the quintuple aims of health by building better teams.

With humility and appreciation,

Raj & Vani
Our mission and goals are grounded in building better teams. Health Outcomes, Patient Experience, Cost, Provider and Team Well-Being, Health Equity

### Progress Timeline

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<td>Strategic Blueprint developed, formation and launch of workgroups</td>
<td>Community gathering and retreat, U of Toronto consultation</td>
<td>Workgroup progress and coordination</td>
<td>Definition and endorsement of the Core IPE Curriculum</td>
<td>Stage 2 operational plan, stakeholder engagement</td>
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### Key Progress to Date

**Curriculum Committee**
- Determination and EC Endorsement of Recommendation for IPE Core Curriculum to prepare relevant students to effectively participate in practice-level experiential IPE.
- Utilization of Data Visualization to review IPE curricula in each school for gaps, redundancies, and optimize use of resources.
- Expansion of criteria for experiential IPE to be inclusive of student-professional interactions.

**Core Curriculum**
- **Revised Introduction to IPE** to consolidate introductory curriculum and integrate content on social determinants of health and intercultural humility. We are taking steps towards further integrating anti-racist pedagogy and content.
- First-time curricular integration of the Longitudinal Interprofessional Family-based Experience (LIFE).
- Team-Based Clinical Decision Making course revised to optimize learning impact and sustainability.

**Experiential Innovation**
- Launch of Interprofessional Community Health Collaborative (ICHC), including 5 community health events.
- Launch of TEAMS (Teams Engaged to Acquire Meaningful Skills) activities Levels 1 (Observe) and 2 (Analyze) across 7 programs (and counting!).

**Intentional Measurement and Research**
- Thorough review of literature yielding identification of observational tools to be used to measure teamwork: PACT and TOSCE.
- In process of proposal development for overarching blueprint with research questions and infrastructure.
Educator Development
- Developed an intervention framework to systematically improve interprofessional teamwork for health systems and other health venues.
- In process of revising Introduction to IPE to be suitable for educators.

Curriculum Leadership Advisory Group / Systems-based Problem Solving
- Determination of first priority: the need to showcase the IPE efforts and experiences for faculty, staff and students across all collaborating units (1) by making them VISIBLE, and (2) through deliberate TRACKING.
- Development of IPE Instructor Report to showcase IPE efforts and experiences related to teaching. To be piloted in spring 2024.

Student Advisory Committee (SAC)
- Integration of students into key activities such as LIFE, Intro to IPE revision, ICHC and HPE Day planning.
- Launch of communication structures for disseminating opportunities to students across the health science schools and IPE student organizations.

C-IPE Discussion Group
- Launch of the “discussion group” consisting of administrative leaders from the Office of Patient Experience, Office for Health Equity and Inclusion, Office of Well-being, and Quality/Safety Department.
- Steps taken towards developing a shared vision and demonstration project.
- This work serves as a template/model for a partnership with C-IPE and other U-M entities, including current and future collaborations with CRLT, the Ginsberg Center, IHPI, CAI and others.

Stage 2 Signature Initiatives from the Center

“Evolving to become a driver of high-quality team-based practice, optimizing the environments where our students learn.”

Strategic Attention to our Stakeholder Groups:

- Educators and Practitioners
- Learners
- Patients/Communities
- Systems that Improve Health

Implement and Scale the Core Curriculum
Launch of the “Stadium” of IPE Community of Practice and Scholars
Enhanced Visibility of Educator and Learner Development and Engagement through Reports and Certification
Focused Innovation on Community Health, Research, Pre-Health Learners and Systems Transformation
Governance that reflects all of our Stakeholders and Key Partners