CAMPUS AFFILIATION
Offices of the Provost and the Health Sciences Schools (School of Medicine and Public Health, School of Nursing, School of Pharmacy, and School of Veterinary Medicine)

CONTACT INFORMATION
University of Wisconsin–Madison Center for Interprofessional Practice and Education (UW CIPE)
Email: CIPE@wisc.edu
Phone: (608) 262-8017
Website: www.cipe.wisc.edu

LOCATION
3149 Signe Skott Cooper Hall
701 Highland Avenue
Madison, WI 53705
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Summary</td>
<td>4</td>
</tr>
<tr>
<td>IPE Student Town Hall</td>
<td>5</td>
</tr>
<tr>
<td>IPE Champions Retreat</td>
<td>5</td>
</tr>
<tr>
<td>Strategic Planning Workshop</td>
<td>6</td>
</tr>
<tr>
<td>UW CIPE 2019-2024 Strategic Directions</td>
<td>7</td>
</tr>
<tr>
<td>Vision &amp; Mission</td>
<td>8</td>
</tr>
<tr>
<td>Core Values &amp; Guiding Principles</td>
<td>9</td>
</tr>
<tr>
<td>Strategic Priorities</td>
<td>10</td>
</tr>
<tr>
<td>Glossary</td>
<td>13</td>
</tr>
<tr>
<td>References</td>
<td>15</td>
</tr>
</tbody>
</table>
Following the onboarding of Dr. Hossein Khalili, the new Director of the UW Center for Interprofessional Practice and Education (UW CIPE) on April 1st, 2019, the development of a 5-year Strategic Directions to guide the growth and advancement of the Interprofessional Practice and Education (IPE) at the University became a top priority for the UW CIPE. The timing was ideal considering the Health Sciences Leadership Council (HSLC), consisting of the Provost and the Deans of the Schools of Medicine and Public Health, Nursing, Pharmacy, and Veterinary Medicine, were seeking long-term plans for the UW CIPE. The UW CIPE was eagerly looking forward to such an opportunity in developing its Strategic Directions as Dr. Khalili was hired based on his vision and expertise in developing and implementing such strategic directions for IPE at the University of Wisconsin–Madison (UW–Madison).

One of the first steps in this process was for the UW CIPE to engage in dialogue with the HSLC, program/school administration, faculty, staff, students, and other stakeholders to learn more about their vision for IPE at the University and beyond. This was accomplished by having multiple meetings with individuals and groups representing the various schools and programs on campus, as well as with colleagues from IPE Centers from other universities. In addition, the UW CIPE hosted three campus-wide events to ensure we captured the important input from stakeholders across the university and the community to help shape the future directions of IPE at the UW–Madison. The highlights from these events will be included in the next few pages.
IPE STUDENT TOWN HALL

On May 6, 2019, UW CIPE held a student town hall to gather input from students in the health and social science schools/programs on campus to learn how the UW CIPE can be a resource to students at UW, and to understand what their expectations and vision are for the UW CIPE. Although we had a low turnout due to the time of year, we were able to gain some important insights and perspectives from students about UW IPE. Students are eager to learn and engage more in learning with, from and about each other to improve their understanding of, and be able to collaboratively provide care for human and animal clients. Students believe that if there is a will there is a way to incorporate IPE within the curriculum in all programs, including Veterinary Medicine, Accelerated Nursing and online opportunities. Students would like the UW CIPE to advocate for more experiential IPE learning opportunities and student-led IPE initiatives. UW CIPE will continue working and engaging with students through UW CIPE activities and Committees, as well as student organizations.

IPE CHAMPIONS RETREAT

On May 13, 2019, the UW CIPE hosted the IPE Champions Retreat at Cooper Hall. The purpose of the Retreat was to invite input from the many UW CIPE stakeholders across campus regarding what their expectations, hopes and goals were for the UW CIPE in moving IPE forward at UW and beyond. Attendees included about 50 faculty and staff from 11 different schools and programs, including the School of Medicine and Public Health, School of Nursing, School of Pharmacy, School of Veterinary Medicine, Genetic Counseling Program, Physician Assistant Program, Physical Therapy Program, Public Health Program, Occupational Therapy Program, the Center for Patient Partnerships, and the Wisconsin Area Health Education Centers (AHEC). Attendees were assigned to tables that included a mix of disciplines and participated in a few small group and large group facilitated discussions. The collected data from the event were thematically analyzed, and the emerging themes were used towards outlining and drafting the materials for the Strategic Planning Workshop held in June. An Executive Summary based on the thematic analysis of the collected data has also been produced which is available through the website at www.cipe.wisc.edu.
STRATEGIC PLANNING WORKSHOP

To consolidate all the data and feedback gathered into a draft of 5-year Strategic Directions, the UW CIPE held a 2-day workshop on June 25 and June 26, 2019. More than 35 faculty, staff, students and community representatives from 15 different schools, programs and community organizations, including the School of Medicine and Public Health, School of Nursing, School of Pharmacy, School of Veterinary Medicine, Genetic Counseling Program, Physician Assistant Program, Physical Therapy Program, Public Health Program, Occupational Therapy Program, Social Work Program, the Center for Patient Partnerships, Wisconsin AHEC, Wisconsin LEND, Global Health Institute, and the Wisconsin Council for Medical Education and Workforce (WCMEW), participated in the workshop.

The primary goals of the workshop included:

• Build relationships, team cohesion and commitment towards UW IPE.
• Articulate strengths and accomplishments of the UW IPE to date.
• Discover what is happening in the environment (i.e. national, international) that influences our work.
• Review and revise a strategy that includes a 5-year vision, priorities and initial goals and objectives.
• Develop an engagement strategy to involve stakeholders in fleshing out and bringing the strategy to life.
• Identify next steps to successfully launch the UW CIPE Strategic Directions.

A highlight of the Workshop was the participation of the Deans of the four Health Sciences Schools who joined participants at the start of the Workshop. Each Dean delivered their opening remarks highlighting their personal and school’s vision and perspectives for the future of IPE at the University. The remarks were highly regarded by the participants and were integrated in the Strategic Directions that the participants were working on. Several initiatives arose from the outcomes of the Strategic Planning Workshop, including the restructuring of the UW CIPE Committees, conducting the UW IPE Gap Analysis, and developing the final draft of the 5-year UW CIPE Strategic Directions.

The final draft of the Strategic Directions was presented to the UW CIPE Steering Committee for review. The Committee reviewed the Strategic Directions during their first meeting in August and provided excellent feedback for revision. The revised version of the Strategic Directions was then shared with the Steering Committee members through electronic communication in early September for their final review and feedback. As the final step, the Strategic Directions document was communicated with the Deans of the Health Sciences Schools for their review and approval.

This current document includes the final version of the UW CIPE 5-year Strategic Directions, based on all the feedback received, along with a Glossary of the terms used in the document.
**VISION**
Transforming healthcare through interprofessional practice, education, and research.

**MISSION**
To work collaboratively locally, nationally, and globally to champion, integrate, and advance Interprofessional Practice and Education (IPE) to achieve the Quadruple Aim: better health, better care, better value, and better work experience.
VISION

“Transforming health care through interprofessional practice, education, and research.”

MISSION

“To work collaboratively locally, nationally and globally to champion, integrate, and advance Interprofessional Practice and Education (IPE) to achieve the Quadruple Aim: better health, better care, better value, and better work experience.”
Be creative and innovative is instrumental in finding successful approaches to enhance IPE across programs/schools/clinical sites to improve quality of care.

Collaborating is essential for IPE to be effective within and beyond the university.

Engaging community in IPE promotes diversity and inclusion among healthcare teams and improve health equity.

Treating others with respect and compassion in all aspects of our work is our commitment.

Building a strong foundation and working continuously to improve our performance are vital to meet or mission and to strengthen our partnership.

Being creative and innovative is instrumental in finding successful approaches to enhance IPE across programs/schools/clinical sites to improve quality of care.

Integrate interprofessional practice, education, research, leadership, and service across the UW, Wisconsin, and the World to promote better health, better care, better value, and better work experience.

Strive to expand and offer ‘interprofessional practice and education for all’.

Produce and disseminate evidence-informed interprofessional practice and education through research and scholarship.

Provide students, educators, and providers the opportunity to collaborate to promote both person-centered and population-focused care.

Endorse the goals of ‘health in all policies’ to promote a collaborative approach to improving the health of all by incorporating health considerations into decision-making across sectors and policy areas.

Prioritize the sustainability of the UW CIPE and IPE programs by intentional design.
UW CIPE STRATEGIC PRIORITIES

EDUCATION

5-Year Goal:
• Support and make available educational programs and opportunities to advance interprofessional practice and education, and to support programs’/schools’ accreditation requirements.

Objectives and Overall Strategies:
• Establish a diverse and inclusive Education Subcommittee.
• Complete an IPE gap analysis at UW–Madison to:
  o Identify strengths and gaps in UW IPE offerings for future IPE development.
  o Create the UW IPE inventory list.
  o Make a contact list of faculty and staff involved in IPE.
  o Create a readily available database of the practice sites commonly used by different programs.
  o Identify practice sites for IPE clinical/community replacements.
• Develop and implement a formal criteria for IPE designation of UW courses and activities.
• Assist with the development and Implementation of a UW IPE faculty/staff recognition system.
• Develop and implement a continuous, progressive and theoretical-based IPE program integration using a two-tier IPE integration system.
  ▪ Tier 1: Establishment of seamless integration of IPE into all curricula
  ▪ Tier 2: Establishment of a Student IPE Portfolio
  o Assist with the integration of IPE offerings within and across theory, simulation and practice.
  o As appropriate, ensure to apply Exposure, Immersion and Mastery levels.
  o Underpin the IPE offerings with the IPEC Competencies (IPEC, 2016) and the Interprofessional Socialization Framework (Khalili, et al., 2013).
  o Develop, pilot and implement an IPE student track system.
• In collaboration with partners, develop and provide IPE Professional Development Series for faculty/staff/preceptors/facilitators.
  o Use train-the-trainer framework.
  o Collaborate with WI AHEC to help facilitate IPE class/activity.
• Develop and implement a menu of IPE opportunities for learners.
• Enhance Diversity and Inclusivity in IPE.

“If there is a will, there is a way to incorporate IPE within the curriculum in all programs”
- A SVM student -
UW CIPE STRATEGIC PRIORITIES

SCHOLARSHIP

5-Year Goal:
• Research, evaluate, and disseminate knowledge about the effect and impact of IPE on learner, patient, community, and population outcomes.

Objectives and Overall Strategies:
• Establish a diverse and inclusive Scholarship Subcommittee.
• Develop and implement an evidence-based systematic evaluative assessment of learners’ collaborative practice readiness, and on the Quadruple Aim in support of the activities designed by the Education Subcommittee.

• Disseminate the gained knowledge and best practices locally, nationally and internationally.
• Develop and implement IPE Summits and Knowledge Exchange Series.
  o Host (and/or support) quarterly IPE students/faculty Knowledge Exchange Series.
  o Host (and/or support) annual (state-wide) IPE Summit.
• Support the promotion and coordination of UW IPE Research and Scholarship
  o Build capacity in IPE research and scholarship through collaboration with our partners (e.g. InterprofessionalResearch.Global (IPR.Global): The Global Network for Interprofessional Education and Collaborative Practice Research).
  o Provide IPE seed funding to cultivate and build interprofessional research teams among students, faculty and staff.
  o Facilitate IPE research system at UW.
• Explore the opportunity and apply to potentially host the Collaborating Across Borders VIX Conference (2023) in UW–Madison.
**UW CIPE STRATEGIC PRIORITIES**

**PARTNERSHIP**
- **5-Year Goal:**
  - Serve as a central hub at UW and beyond through establishing broad partnerships to result in exemplary IPE.
- **Objectives and Overall Strategies:**
  - Establish a diverse and inclusive Advisory Council that includes academia, community, practice partners, and government representing the state of WI.
  - Develop and implement a robust communication and visibility plan to establish ongoing connections with stakeholders and partners.
  - Build strategic partnerships with internal and external stakeholders and partners to promote, integrate, and advance IPE in support of the Wisconsin Idea.
  - Maximize the utilization of online presence (e.g. the UW CIPE Website and social media, like Twitter, LinkedIn and Youtube) and information technology to connect with and serve the IPE needs of the stakeholders and partners.
  - Coordinate IPE resources at UW to support programs and services.
  - Seek and obtain outside funding.
  - Demonstrate good stewardship of financial resources.
  - Work towards revenue generating IPE offerings
    - Explore the possibilities of and implement Philanthropic approach and Fundraising Champions in collaboration with UW Foundation and schools' directors of development.
    - Explore and apply for opportunities to provide UW CIPE stand-alone credit courses/initiatives.

**SUSTAINABILITY**
- **5-Year Goal:**
  - Plan and implement a sustainable infrastructure for the UW CIPE and IPE programs that supports program continuation and expansion.
- **Objectives and Overall Strategies:**
  - Develop and implement a UW CIPE Quality Improvement and Sustainability Framework to ensure efficient and successful operations of the UW CIPE.
  - Coordinate IPE resources at UW to support programs and services.
  - Seek and obtain outside funding.
  - Demonstrate good stewardship of financial resources.
  - Work towards revenue generating IPE offerings
    - Explore the possibilities of and implement Philanthropic approach and Fundraising Champions in collaboration with UW Foundation and schools' directors of development.
    - Explore and apply for opportunities to provide UW CIPE stand-alone credit courses/initiatives.
    - Explore and apply for opportunities to provide UW CIPE certificate programs
    - Explore and apply for opportunities to provide UW CIPE summer camp for high school students Interested in Health and Patient Care
    - Continue the collaboration with partners (like IPR.Global) in developing a joint IPE Research Summer Institute.
Interprofessional practice and education (IPE)
A term used to describe the total scientific field of study encompassing interprofessional education and Interprofessional Collaborative Practice - as defined separately in this document.

Interprofessional practice and education at UW CIPE:
• reflects an approach and a philosophy of teamwork and collaboration across different professions, programs, institutions and sectors.
• is not the goal, nor the end, but rather the means to attain the goal of transforming healthcare education and practice.
• is well interweaved and the improvement of one without the other may not produce the desired outcomes in either the learner’s collaborative practice readiness or the Quadruple Aim.

Khalili, 2018/19

Interprofessional Education
Occasions when members or students of two or more professions learn about, with and from each other, to improve collaboration, and the quality of care and services.

CAIPE 2018

Interprofessional Education Designation
Refers to a formal ‘label’ assigned to the interprofessional education offerings that meet the criteria developed by the UW CIPE Education Subcommittee

Interprofessional Collaborative Practice
IPCP in health-care occurs when multiple health workers from different professional backgrounds provide comprehensive services by working with patients, their families, carers and communities to deliver the highest quality of care across settings.

WHO 2010

IPECP Research
The systematic investigation into and study of IPE science, materials and sources for the purposes of advancing the scholarly field in order to establish facts and knowledge and reach new conclusions in IPE.


Interprofessional Socialization (IPS)
IPS refers to the process in which individuals develop a dual professional and interprofessional identity (dual identity) through acquisition of both professional and interprofessional beliefs, values, behaviours and commitments to become ‘collaborative practice-ready’ to practice collaboratively with others to improve quality of care and services.

Khalili, 2018/19, Khalili et al. 2013
Team-based health care
Team-based health care is the provision of health services to individuals, families, and/or their communities by at least two health providers who work collaboratively with patients and their caregivers—to the extent preferred by each patient—to accomplish shared goals within and across settings to achieve coordinated, high-quality care.

Mitchell et al. 2012

Interprofessional collaboration
A type of interprofessional work that involves different health or social care professions regularly coming together to provide services. It is characterized by shared accountability and interdependence between individuals, as well as clarity of roles and goals.

Barr et al. 2005, Reeves et al. 2010

Interprofessional learners
Learners (students, educators, professionals) from two or more distinct roles/professions who learn from, about and with each to improve collaboration and the quality of care.

Barnsteiner et al. 2007

Collaborative Practice-Ready
Refers to individuals/learners who feel and demonstrate competence and confidence in collaboratively working within an interprofessional team, to improve quality of care and/or to address the quadruple aim.

Khalili 2018/19, WHO 2010

Evidence-based
Refers to situations where individuals conscientiously, explicitly, and judiciously use the current best evidence in making decisions about the work they are doing.

Woodbury & Kuhnke 2014

Evidence-informed
Refers to situations where individuals not only consider the current best evidence in making decisions about the work they are doing, but also, they utilize individual expertise, the resources, and the needs of the service users to draw sound judgment.

Woodbury & Kuhnke 2014

Quadruple Aim
Refers to an approach to optimizing health system performance through improving the health of populations (better health), enhancing the experience of care for individuals (better care), and reducing the per capita cost of health care (better value), improving the work life of health care providers (better work experience).

Institute for Healthcare Improvement 2017, Bodenheimer & Sinsky 2014

The Glossary is mainly developed based on the Proposed Interprofessional Lexicon Paper published by the IPR.Global and Interprofessional.Global in 2019 (Khalili et al., 2019).
REFERENCES


