



Improving Physician Engagement in Interprofessional Collaborative Practice in Rural Emergency Departments

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BACKGROUND & SIGNIFICANCE

- Poor communication and collaboration in Emergency Departments (EDs) have been linked to negative outcomes:
 - Overcrowding
 - Long wait times
 - Patients leaving without being seen
 - Delays
 - Clinical errors
- The chaotic, stressful, and busy nature of ED environments makes them particularly susceptible to problems with communication and collaboration
- Improvements to Interprofessional Collaborative Practice (IPCP) have been identified as a solution

Interprofessional Collaborative Practice

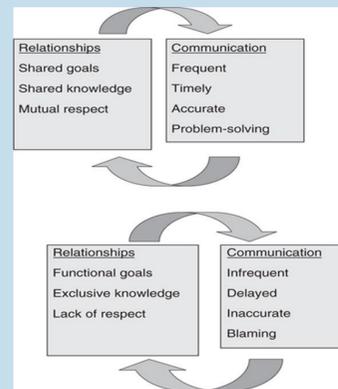
When **multiple health workers from different professional backgrounds work together** with patients, families, and communities **to deliver the highest quality of care**

-World Health Organization, 2010

CONCEPTUAL FRAMEWORK

Relational Coordination

- Explains how effective collaboration works
- Serves as both a guide and a goal for efforts to improve IPCP



Gittell (2012)

PROBLEM

- Low levels of physician engagement are a barrier to improving IPCP

PURPOSE

- Identify and synthesize challenges, needed resources, and successful strategies used to improve physician participation in IPCP

METHODS

STUDY DESIGN

- Exploratory multi-case study using qualitative data to examine and report on physician engagement in IPCP

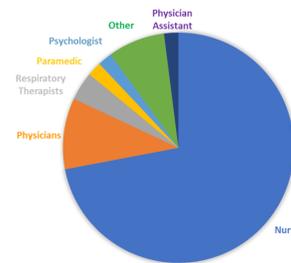
SETTING

- Shaping Systems project
- A quality improvement collaborative designed to promote nursing's capacity to develop IPCP in four rural North Carolina EDs



PARTICIPANTS

- Approximately 45-50 total
- Each hospital formed their own Shaping Systems site team
- Teams varied in size and composition



DATA COLLECTION

- 11 Observations: Eight 2-day collaborative learning sessions and 3 site visits
- 8 in-depth phone interviews
- Data Analysis: Content analysis followed by cross-case analysis

RESULTS

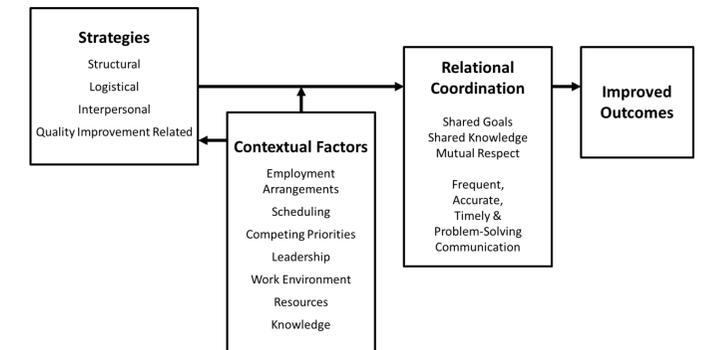
CONTEXTUAL FACTORS INFLUENCING PHYSICIAN ENGAGEMENT

- Scheduling**
 - Pulling physicians from patient care
 - Location
 - Aligning schedules
- Employment Arrangements**
 - Investment
 - Accountability
 - Time allotment & compensation
- Competing Priorities**
 - Multiple commitments
 - Different responsibilities
- Leadership**
 - Level of support
 - Absence and turnover
- Work Environment**
 - Physical layout
 - Work flow
 - Electronic health record systems
 - Culture or climate
- Resources**
 - Lack of needed resources
 - Outside resources
- Knowledge**
 - Physician knowledge of patient care issues
 - Site team members' knowledge of physician employment arrangements

STRATEGIES THAT IMPROVE PHYSICIAN ENGAGEMENT

- Structural**
 - Involving physicians in structures already in place at the hospital
 - Meetings
 - Huddles
 - Education
 - Policies or processes
- Logistical**
 - Making it as easy as possible for physicians to participate
 - Distance technology
 - Schedule/timing
 - Location
 - Managing & communicating requests
- Interpersonal**
 - Working to promote & facilitate physician participation
 - Building personal relationships
 - Working with leadership
 - Working with others
 - Using Appreciative Inquiry
- Quality Improvement Related**
 - Working with physicians on patient care improvement efforts
 - Share data and goals
 - Share success
 - Participation in specific projects or initiatives
 - Include goals in physician contracts

FRAMEWORK FOR IMPROVING PHYSICIAN ENGAGEMENT



IMPLICATIONS FOR PRACTICE

- Physician engagement in IPCP is important for improving health care delivery systems
- Nursing leaders might use study findings to
 - Replicate strategies
 - Recognize and address barriers & leverage facilitators

A Toolkit was created to help nurses and others who may find this information useful for improving physician engagement in IPCP in their settings

Getting Physicians Involved

Ideas for improving physician engagement in interprofessional collaborative practice efforts in your ED to provide high quality patient care

- Include physicians in structures already in place at your hospital
- Make it as easy as possible for physicians to participate
- Think about who and how you work with others to promote & facilitate physician participation
- Work with physicians on patient care improvement efforts

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