



**FLORIDA ATLANTIC UNIVERSITY.**

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# *Advancing Interprofessional Practice: How to Navigate the Impact of Hidden Curriculum*

*A workshop developed by:*

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## **All workshop participants:**

- Scan your badge barcode or sign in to each workshop
- Complete workshop evaluations (paper) and end-of-Summit evaluation (electronic)

## **Those who purchase CE credit:**

- MUST sign in to receive credit
- Will be sent a certificate after the Summit

\*\*\*\*If you would like CE credit but have not purchased it, see Registration

# Participants will be able to:

- Develop an awareness of how Hidden Curriculum influences interprofessional practice.
- Identify barriers that can impede the resiliency of the health care team.
- Practice techniques to overcome barriers and to foster professional practice.

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# Language for Understanding

- Is your understanding of the term interprofessional the same as your colleagues?
- We went to the Journal of Interprofessional Care...

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# Interprofessional Teamwork Differs from Multidisciplinary Teamwork

- A multidisciplinary team work alongside one another in a parallel manner rather than work closely together.
- Interprofessional teams share a team identity & work closely together

*Journal of Interprofessional Care*

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# Hidden Curriculum



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# *The Hidden Curriculum in Health Professional Education* (Hafferty & O'Donnell, 2014)

- Unwritten & unofficial values and perspectives that student's learn in school.
- Hierarchical nature of the workforce
- Roles and responsibilities of the team

One dictionary term describes collaboration “as working with the enemy.”

(Thistlewaite's chapter in Hafferty & O'Donnell, 2014).

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# What are Potential Barriers to IP Practice?

- Fear of conflict
- Inability to engage in crucial conversations
- Lack of role understanding & valuing of shared knowledge
- Need for a shared Mental model

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# Tools & Techniques to Dismantle Barriers and Obstacles

- Developing Shared Mental Models
- Humble Inquiry: The Gentle Art of Asking Instead of Telling by Edgar Schein
- Ladder of Inference

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# Mental Models

- A mental model is fueled by past experiences and view of the world
- Cognitive lens through which we view
- Can see the same situation-if MM differ then will describe differently

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## **Desire for a Shared Mental Model was a foundational theme for our work.**

“You want everybody on the same page.” (CM)

“Have medical residents and new nurses come spend time in the pharmacy to actually see ... One team, one mission ... talk about your role. (Pharmacist)

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# Creating Shared Mental Models

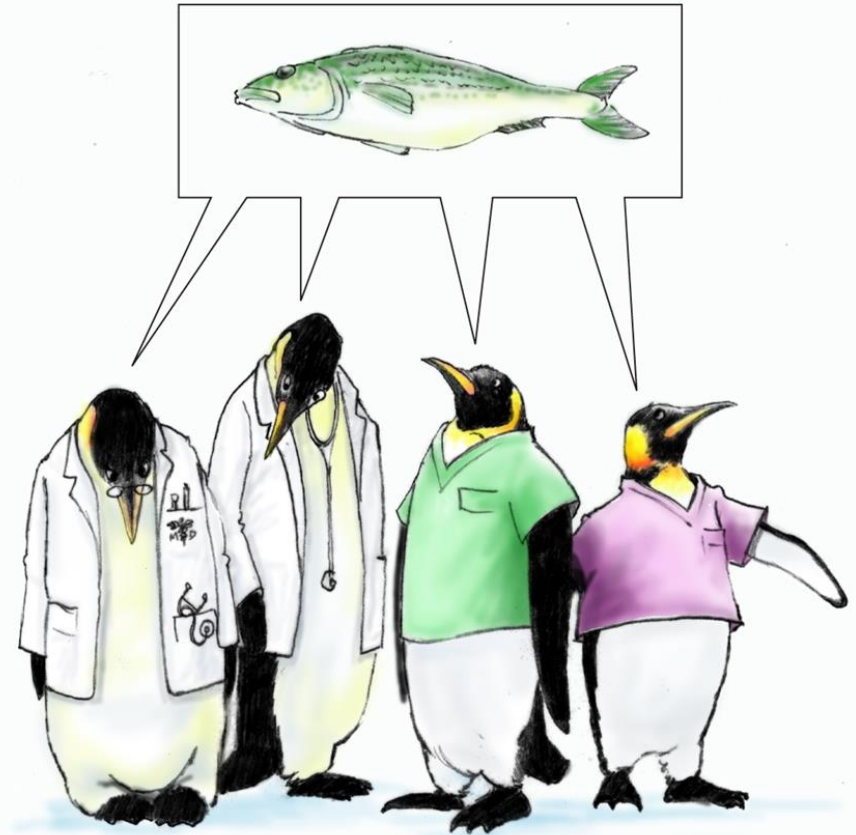


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# A Shared Mental Model is...

- The perception of, understanding of, or knowledge about a situation or process that is shared among team members through communication.
- *“Teams that perform well hold shared mental models.”*
  - *Rouse, Cannon-Bowers, and Salas (1992)*



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# Creating Shared Mental Models

- Having dialogue
- Understanding perspectives
- Imparting IP competencies
- Gaining trust
- Learning about roles of the team
- Shared knowledge

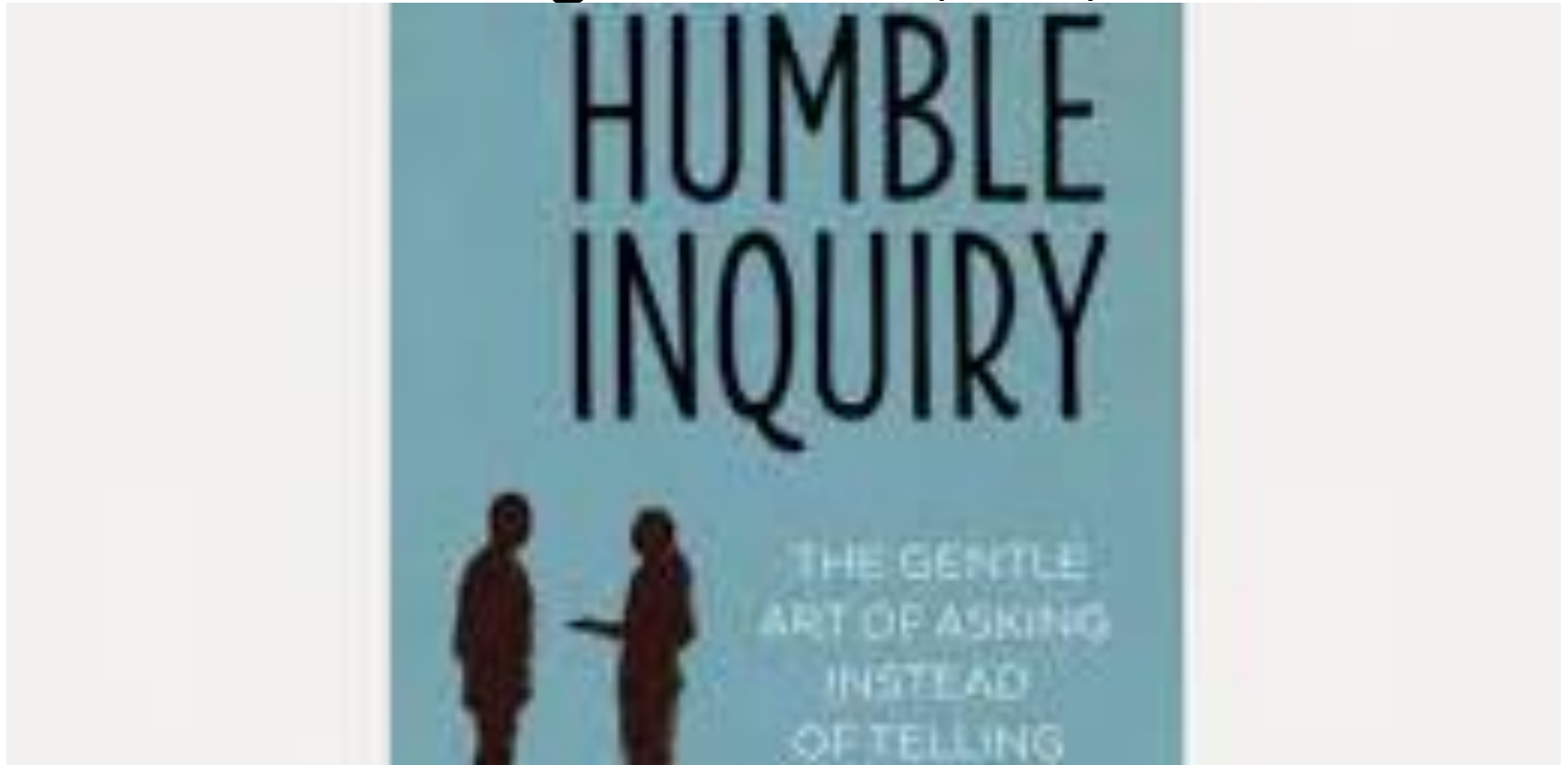


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# More Ways to Dismantle Barriers and Obstacles

Edgar Schein (2013)



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# Humble Inquiry

- Asking questions in a way that is genuine, shows respect, reflects interest in the other person, and relays that the person asking truly does not know the answer
- Am I doing this correctly? What may have caused this? Why do you suppose that happened? What have you tried so far?

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# Humble Inquiry

- Good Communication requires building trusting relationships and building these relationships require Humble Inquiry
- Most of us want to be seen as wiser, setting direction & articulating values—However, there are times when do not know the answer and you must ask a question
- Good relationships & communication across hierarchical boundaries are crucial

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## Relationships established through Humble Inquiry can decrease the danger of hierarchical boundaries

- Need to create psychological safety (PS) by using humble inquiry
- If no PS then likely to avoid sharing information that could have prevented an error but was not passed upward, or ignored, or overridden



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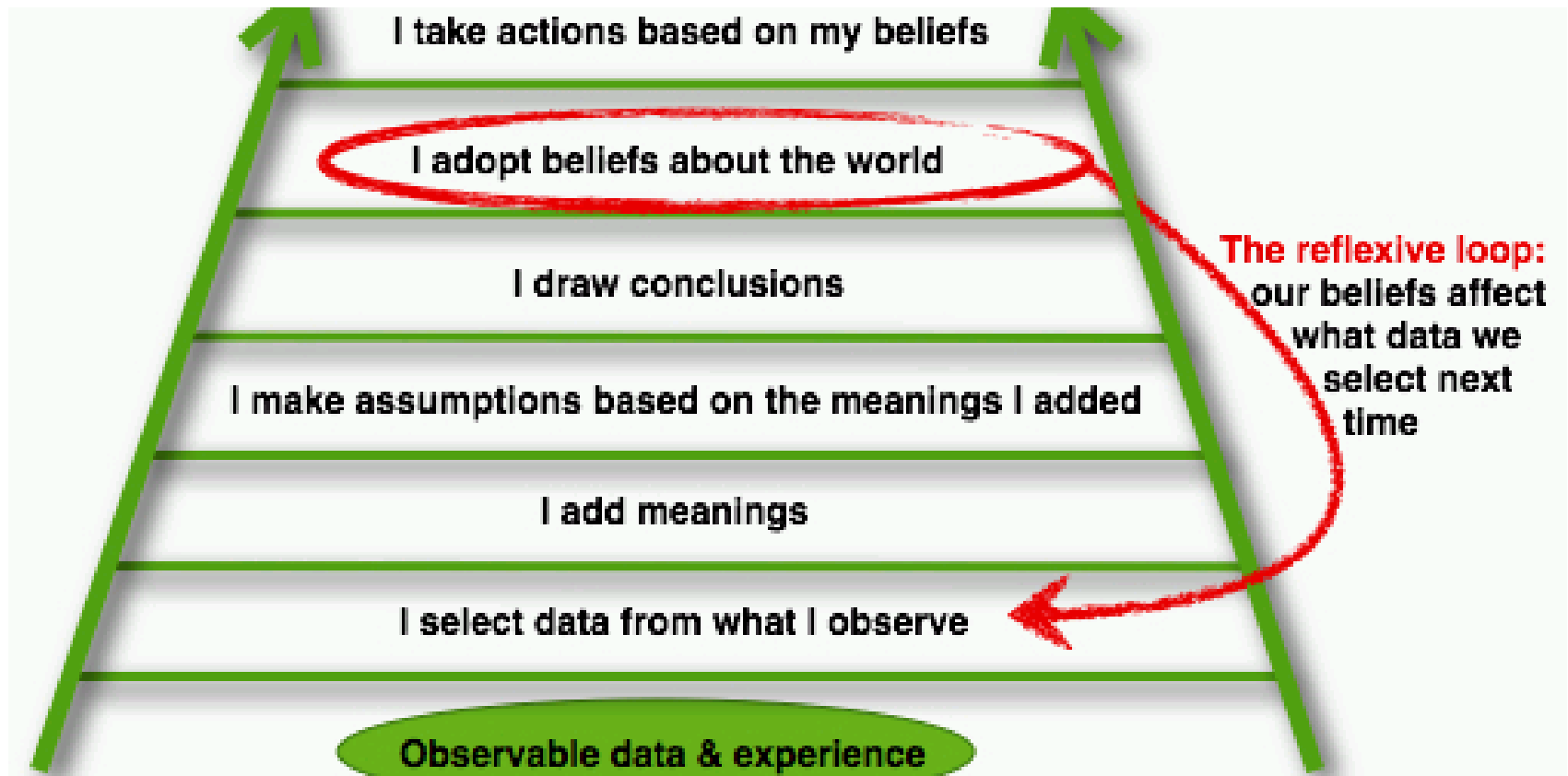
# Strengthen Shared Mental Models

- By using:
- Reflection to slow down thinking and increase awareness
- Inquiry to share learning about each others assumptions
- If do not reflect or inquire may only see one interpretation....

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# Ladder of Inference



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# Rethinking Thinking: Ladder of Inference (Trevor Maber)

- The Ladder of Inference was first put forward by organizational psychologist Chris Argyris and used by Peter Senge in *The Fifth Discipline: The Art and Practice of the Learning Organization*



Link [here](#).

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## Begin at Bottom Rung of Ladder

- Actions-I will not work with this person and will replace at first opportunity
- Assumptions-If people don't care they are not contributing to the team
- Add meaning-When someone is late and does not contribute—they do not care
- Observable data-Comes in late keeps looking at phone

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# Ladder of Inference

- Share the story you are telling yourself
- Share your thought process and make it visible to others by clarifying your assumptions, interpretations, & conclusions
- Use respectful inquiry to assist in making their thought processes visible as well
- Use open-ended & nonjudgmental questions
- Explore differing points of view or roadblocks

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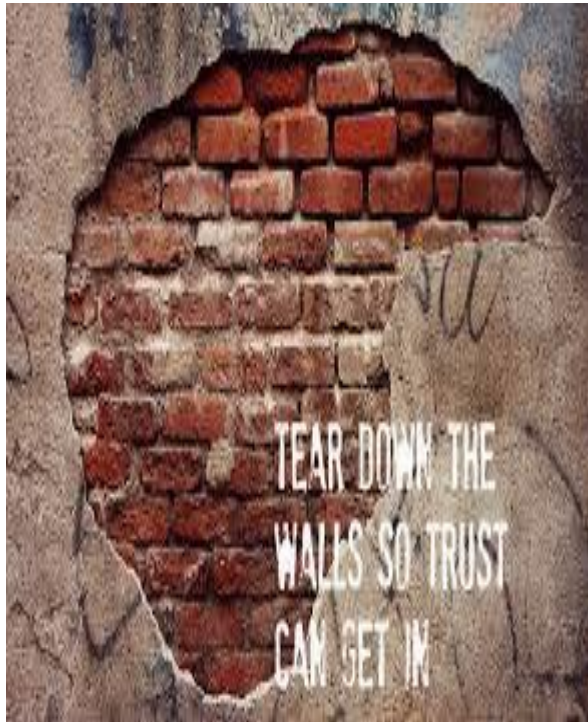
# How can we break down the *Hidden Curriculum* and promote interprofessional practice?



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# How we Began Tearing Down the Walls: Addressing Silos



Imparting IP competencies  
Having dialogue  
Understanding perspectives  
Sharing mental models  
Building trust  
Combining efforts

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# Conquering Hidden Curriculum by Changing the Culture of Colleagues

- Cultural Norms (Onboarding)
- Communication (TeamSTEPPS, IP rounds)
- IP Competencies
- Courage to Change and use tools to develop Conflict resolution skills

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# Gaining Momentum



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# Some of the ways our team influenced change

- Focused on a process across groups
- Mapping of a process
- Walking IP rounds
- Video scripting
- Dialogue in Champion Development sessions across professions is key

All of this increased shared understanding

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- Do you have an understanding of how mental models can be influenced by the Hidden Curriculum?
- Could you use Humble Inquiry and Ladder of Inference to overcome barriers and alter mental models?

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# Group Work

- Determine group members and break into small groups (4-6)
- Identify spokesperson & recorder
- Apply techniques to scenarios
- Share examples of Hidden Curriculum observed in practice
- Report back, Debrief, Q&A

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