Interprofessional Collaboration and the New Graduate Nurse

Are We Expecting Too Much?

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Learning Objectives

• The learner will be able to state the barriers to new graduate nurse engagement in interprofessional collaboration.

• The learner will be able to identify strategies to support new graduate nurse engagement in IPC through transforming nursing education and practice environments.
Interprofessional Collaboration

**What is IPC?**

- collaborative care
- collaborative practice
- interdisciplinary care
- interprofessional care
- interprofessionality
- multidisciplinary care
- transdisciplinary care
- teamwork
Interprofessional Collaboration

- Numerous Definitions

“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”

(World Health Organization, 2010, p. 13)
The Focus on IPC

- **IPC has seen recent investments:**
  - World Health Organization (2010)
  - Canadian Nurses’ Association (2008)

*In Canada, IPC is a requirement for responsible, accountable, ethical and knowledge-based practice!*
The Focus on IPC

**IPC is linked with:**

- Improvements in health care delivery
  - Decreased morbidity and mortality
  - Shorter lengths of stay
- Recruitment and retention of nurses

(Aiken, 2001; Aiken, Clark, Sloane, Sochalski, & Huber, 2002; Baggs, Ryan, Phelps, Richardson, & Johnson, 1992; Zwarenstein, Reeves, & Perrier, 2005)
The New Graduate Nurse

The Challenges:

• Reality shock & stress
  (Casey, et al., 2004; Duchscherer, 2001; Ellerton & Gregor, 2003; Gerrish, 2000; Kelly, 1996; Kramer, 1974; Thomka, 2001)

• Emotional stress is a barrier to IPC
  (Miller et al., 2008)

• New graduate stressors relate directly to IPC
Are We Expecting Too Much?

• **The Questions:**
  
  • Do new graduates successfully collaborate interprofessionally?
  
  • If so, is it realistic to expect the new graduate nurse to engage in IPC?
Finding the Answers

- A conceptual thematic analysis of the new graduate nurse literature using the conceptual basis of IPC as the lens

- The Concepts:
  - Sharing
  - Teamwork
  - Interdependence
  - Power
  - Process

The Attributes of IPC

- Sharing
  - Responsibilities, data, decision-making, planning, professional perspectives
- Teamwork
  - Collegial, authentic and constructive relationship, open & honest communication, mutual trust & respect
- Interdependence
  - Mutual dependence, collective action, synergy
- Power
  - Shared, not based upon functions or titles, based on knowledge & expertise
- Process
  - Evolving, dynamic, professional boundaries transcended
The Literature Search

- Comprehensive, systematic search of new graduate literature
- Peer-reviewed
- North America
- 2000 to 2010
- Outcomes reflected concepts of IPC
The Research Evidence

- N = 25
- Quantitative Studies
  - n = 6
- Qualitative Studies
  - n = 19
### Critical Appraisal

<table>
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<tr>
<th>Ranking</th>
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<tr>
<td>Strong</td>
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The Findings

• New graduates do engage in IPC
• It develops in a process manner over time
• It has challenges/barriers:
  • Lack of shared power
  • Hierarchical professional rivalries
  • Inexperience, lack of confidence and lack of knowledge regarding professional boundaries
Confidence, experience, awareness of professional boundaries, communication skills, respect, trust

Sharing

Partnership

Interdependency

Power

The new graduate nurse enters the IPC process
The Attributes of IPC

- **Sharing**
  - Responsibilities, *data, decision-making*, planning, professional perspectives

- **Teamwork**
  - *Collegial*, authentic and constructive relationship, open & honest communication, *mutual trust & respect*

- **Interdependence**
  - *Mutual dependence, collective action, synergy*

- **Power**
  - Shared, *not based upon functions or titles*, based on knowledge & expertise

- **Process**
  - *Evolving, dynamic, professional boundaries transcended*
The Thematic Findings

• **Four Themes:**
  
  1. “Overcoming the discomfort in sharing”
  2. “Unfolding relationships vs. being alone”
  3. “Teamwork vs. independence”
  4. “Power as a mediator of process”
Are We Expecting Too Much?

**Antecedents to Collaboration:**

- Individual readiness
- Prior experience
- Perceived confidence
- Recognition of boundaries of one’s discipline
- Communication
- Respect
- Trust

(Henneman et al., 1995)
Strategies for Engagement

- **Organizational Development:**
  - Shared professional decision-making
  - Healthy work environments
  - Empowerment
  - Support for new graduate nurses
Strategies for Engagement

• **Practice:**
  • Recognize the challenges
  • Examine orientation programming
  • Mentoring in IPC
  • Promote interdependence vs. independence
Strategies for Engagement

• **Education:**
  - Professional scopes of practice
  - Delegation
  - Shared educational responsibilities
  - Interprofessional education (IPE)