Interprofessional.GLOBAL

Global Confederation *for* Interprofessional Education & Collaborative Practice

(Formerly known as All Together Better Health World Coordinating Committee)

Report of the strategic planning workshop
held at the Waipuna Hotel, Auckland, New Zealand
6-9 September 2018

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2   ABBREVIATIONS AND TERMS

Abbreviation	Term
ATBH	All Together Better Health
IPC	Interprofessional collaboration
IPE	Interprofessional education
IPECP	Interprofessional education and collaborative practice
WCC	World Coordinating Committee
WHO	World Health Organization

3   PARTICIPANTS

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A Belbin Team profile of the INTERPROFESSIONAL.GLOBAL Team was done. See Appendix D.

4   WORKSHOP AIMS

The partners of INTERPROFESSIONAL.GLOBAL, the Global Confederation for Interprofessional Education & Collaborative Practice (formerly known as World Coordinating Committee of All Together Better Health), met in Auckland, New Zealand, for a 3-day Partnership Development Workshop with the following aims and expectations:

- To build trusting relationships and mutual concern for one another and for the international interprofessional education and collaborative practice (IPECP) movement,
- To expand the organisation by forming a confederation of worldwide IPECP networks, which include the participation of service users and students,
- To reach consensus on the vision, mission, and objectives of the confederation
- To develop a strategic workplan for the organisation ensuring sustainability, which includes, among others,
    - the development of a communications strategy to promote IPECP globally, and
    - the establishment of stronger links with other international organisations like WHO, UNESCO, etc.

View the full list of aims and expectations in Appendix A.

5   PARTNERSHIP DEVELOPMENT PRINCIPLES FOLLOWED DURING THE WORKSHOP

Partnership comes straight from the heart of interprofessionalism. Working in partnership reflects the unity we see in working with, for and between service providers and service users. Partnership is one important way in which the unity of a bio-psycho-social-spiritual approach is demonstrated to the world. The following principles have been observed to be important in the development of effective partnerships and they are wholly consistent with Interprofessional Education and Collaborative Practice. We followed these principles during our deliberations.

Leadership

1. **Effective Partnerships seek the direction from each other in all they do**

    Partners are refreshed and empowered by sharing and caring together for one another's personal needs as well as for the work.

2. **Effective Partnerships have a Facilitator or a Facilitation Team**

    Partnership does not just *happen.* It takes a person or a team of people committed to partnership and acceptable to all the partners. They serve the whole partnership, enabling it to function.

Direction

3. **Effective Partnerships have a clear Purpose**

    Only a partnership that is formed to fulfil a specific vision is likely to be effective. Partnership for partnership's sake spells failure.

4. **Effective Partnerships start by identifying Needs before shaping Structure**

    An effective partnership starts by identifying barriers to progress and from these agree on priorities for action; it doesn't try to establish conditions for membership or write a common Statement of Incorporation! *Function* (what the partnership can do) should always come before *Form* (how the partnership is structured). Consensus is usually better than Constitution.

5. **Effective Partnerships have clear, well-defined Objectives**

    In the early days, objectives will be limited and achievable. However, they must be significant enough to provide motivation for the partnership. As the partnership experiences progress, the objectives that are set become more challenging.

6. **Effective Partnerships keep their eyes on the Ultimate Vision**

    It is easy to focus on the "means" rather than the "end". An effective partnership keeps focused on the long-term vision and does not get distracted by day-to-day operational demands.

Effective Working

7. **Effective Partnerships are built on relationships of trust, openness and mutual concern**

   Partnership is more than coordination and planning. The heart of the partnership is restored relationships, demonstrated as well as proclaimed. Developing such relationships requires time and intentional effort. Effective partners are especially sensitive towards those from cultures and backgrounds other than their own.

8. **Effective Partnerships focus on what the partners have in common rather than on what makes them different**

   Unity is encouraged by sharing things of the heart like vision, values and common goals. Discussing differences in philosophy, history and work experience divides. However, it is important to acknowledge – even celebrate – these differences from time to time.

9. **Effective Partnerships maintain a high level of Participation and Ownership by the Partners**

   Ownership and commitment to the process are encouraged by wide participation of all the partners in decision-making.

10. **Effective Partnerships impart the vision and skills for partnership development to all the partners continuously**

    It is important for partners to catch the vision for partnership and to develop skills in partnering. This may include training in partnership development on occasions when the partnership meets. An effective partnership expects problems, especially at times of leadership change, and develops processes for managing them.

11. **Effective Partnerships do not come Free of Charge**

    Just participating costs time and money so all partners are investing in some way. Deeper commitment involves an even greater investment, but the benefits more than outweigh these costs.

12. **Effective Partners recognise that Partnership is an on-going process, not an event**

    The early stages of developing a partnership take time. Call a meeting too soon and the process is likely to fail. The development of trust is essential before the potential partners come together. Later, time for nurturing trust and processing issues is equally important. It is even more challenging to maintain a partnership than to launch one.

13. **Effective Partners recognise that they have various constituencies whose needs must be acknowledged and whose contributions must be valued**

    There are more people and interests involved in a partnership than those that sit around the table. The constituencies involved include the leaders and staff of the partner organisations, the supporters of these organisations, the people we are seeking to serve and the partnership itself. Effective partners understand the needs of each of these groups and seek to meet them. They also acknowledge and value the contributions each makes.

14. **Effective Partners celebrate**

    It is important for partners to frequently celebrate the achievements of individual partners and the partnership as a whole.

Effective Partners

14. **Effective Partners have an 'Advocate' for Partnership in their own Organisation**

    This is a person who sees how their own organisation can benefit from practical cooperation and who will share this vision with their colleagues. Without such a person, the commitment of the organisation to the partnership is likely to be half-hearted at best.

15. **Effective Partners have clear identities and visions**

    Partners who have a strong sense of their own identity and calling are most likely to be effective. If the individual partners do not have a clear vision for their own organisation, they will have difficulty seeing where they can contribute to the overall picture or benefit from the joint effort.

6 OVERVIEW OF IPECP: GLOBAL TO REGIONAL

John Gilbert (WHO) provided a global overview of IPE. He also referred to Hugh Barr's (2015) publication "Interprofessional Education - The Genesis of a Global Movement".

Each region provided feedback regarding their organisation, its strategy, plans, breakthroughs and stumbling blocks:

1. Africa Interprofessional Education Network (AfrIPEN): Report | PowerPoint
2. American Interprofessional Health Collaborative (AIHC): PowerPoint
3. Asian Pacific Interprofessional Education Collaboration Network (APIPECnet): PowerPoint (including the Philippines)
4. Australasian Interprofessional Practice and Education Network (AIPECPN): PowerPoint
5. Canadian Interprofessional Health Collaborative (CIHC): PowerPoint | Report
6. Centre for the Advancement of Interprofessional Education (CAIPE): PowerPoint | Report
7. Indian Interprofessional Education Network (INDIPEN): PowerPoint
8. IPE in German-speaking countries: PowerPoint
9. Nordic Interprofessional Network (Nipnet): PowerPoint
10. Qatar (host of ATBH 2020): PowerPoint
11. Regional Network for IPE in the Americas (REIP) Report | PowerPoint

7 SOAR ANALYSIS

Following the exercise getting to know each other better and to get a clearer understanding of the global and regional status of IPECP (including breakthroughs and stumbling blocks) a SOAR analysis was undertaken (Strength – Opportunities – Aspirations – Results). A SOAR analysis is based on Appreciative Inquiry, which enables organizations to build their own generative theory for enabling transformational shifts by learning from their most positively exceptional moments. The traditional approach to change is to look for the problem, do a diagnosis, and find a solution. The primary focus is on what is wrong or broken; since we look for problems, we find them. By paying attention to problems, we emphasize and amplify them. Appreciative Inquiry suggests that we look for what works in an organization. It is an alternative to SWOT in the strategic planning process, focussing on the positive rather than insurmountable problems, and on 'what should be' rather than 'what is'.

STRATEGIC INQUIRY	STRENGTHS What are our greatest assets	OPPORTUNITIES What are the best possible market opportunities
APPRECIATIVE INTENT	ASPIRATIONS What is our preferred future	RESULTS What are the measurable results

8 SETTING PRIORITIES AND ACTION PLANS

Taking all these factors from our analysis (See above) into consideration, i.e. the overview of current activities, breakthroughs, facilitators, barriers (Appendix C) and the SOAR analysis (Appendix B), the group then went through a process to prioritise realistic action steps for the next 2 years.

The following priorities were agreed upon:

- To develop a strong confederation to serve the international IPECP movement
- To increase the visibility of INTERPROFESSIONAL.GLOBAL and awareness of IPECP through effective communication
- To inform policy by developing a briefing note on IPECP, updating the WHO Framework for Action on Interprofessional Education & Collaborative Practice and Sydney Declaration
- To conduct a global situational analysis on IPECP
- To support interprofessional development for individuals and regional networks
- To develop and provide a data repository

- To obtain funding to ensure INTERPROFESSIONAL.GLOBAL is sustainable

9 ORGANISATIONAL DEVELOPMENT

The following decisions were taken regarding the organisational development of INTERPROFESSIONAL.GLOBAL.

9.1 NEW NAME AND DOMAIN NAMES

The new name for the All Together Better Health World Coordinating Committee (ATBH WCC) is:

INTERPROFESSIONAL.GLOBAL
Global Confederation for Interprofessional Education & Collaborative Practice

The new domain name for the organisation is: www.interprofessional.global. The current domain name (www.atbh.org) will be pointed to www.interprofessional.global.

9.2 VISION, MISSION AND OBJECTIVES

9.2.1 VISION

Better health for all through interprofessional education, practice and research

9.2.2 MISSION

To serve as agents of change in providing global leadership to advocate for, collaborate on, promote, develop, and research IPECP innovation.

9.2.3 OBJECTIVES

The objectives of the INTERPROFESSIONAL.GLOBAL are:

1) To develop a strong confederation to serve the international IPECP movement,
2) To increase awareness of IPECP through effective communication and the visibility of INTERPROFESSIONAL.GLOBAL,
3) To inform IPECP policy development,
4) To provide information on the global status of IPECP
5) To support interprofessional development for individuals and regional networks, including the biennial All Together Better Health conferences,
6) To develop and provide a data repository, and
7) To obtain funding ensuring the sustainability of INTERPROFESSIONAL.GLOBAL.

9.3 AFFILIATION: MEMBERS, COLLABORATORS AND SUBSCRIBERS

The issue of membership was referred to the Finance & Funding Working Group to deliver suggestions by 6 December 2018.

9.4 LEADERSHIP

9.4.1 INTERPROFESSIONAL.GLOBAL TEAM

The following persons will serve on the INTERPROFESSIONAL.GLOBAL team:

- Facilitation Team
- Regional Network Facilitators (including emerging networks countries)
- The host of the next ATBH conference

- Working group facilitators
- Representative of WHO
- Student representative

The Facilitation Team for the period September 2018 to September 2020 is

- Chairperson: Johanna Dahlberg
- Vice-chairperson: Ruby Grymonpre
- Secretariat: Sundari Joseph (until March 2019); Barbara Maxwell (possibly from April 2019)
- Treasurer: Stefanus Snyman

The role of the Facilitation Team will be to:

1. Encourage effective collaboration between Working Groups
   a. Via monthly Zoom meetings
   b. At least one member of the Facilitation Team will be attending Working Group meetings
2. Monitor progress of the implementation of the Strategic Work Plan by:
   a. Conducting monthly Zoom meeting with the whole team
   b. Finalising and updating the Strategic Work Plan
   c. Receiving quarterly updates from working groups
3. Fulfil the role of secretariat and treasurer. In this regard
   a. CAIPE will continue to provide the secretariat for INTERPROFESSIONAL.GLOBAL until March 2019 in the person of Sundari Joseph. AIHC (Barbara Maxwell) is requested to fulfil this role from April 2019.
   b. Partners are requested to consider providing INTERPROFESSIONAL.GLOBAL with a bank account / cost point
4. Liaise with the organising committee of the next ATBH conference
5. Grow the membership of the organisation
6. Manage our Google Drive. View here

9.4.3   THE SEVEN WORKING GROUPS

Seven Working Groups were formed to develop and implement an achievable and realistic work plan for the next 2-year period addressing the identified priorities:

1. Partnership Facilitation Working Group (Johanna Dahlberg)
2. Communications Working Group (Richard Pitt)
3. Policy Development Working Group (José Rodrigues & Barbara Maxwell)
4. Research Working Group (Daniel Kambey)
5. Academic and Workforce Development Working Group (Ciraj Ali Mohammed)
6. Data Repository Working Group (John Gilbert)
7. Finance and Funding Working Group (Stefanus Snyman)

Regional networks are encouraged to invite their members to get involved as collaborators in the various Working Groups. A link to sign up will be available on the new website.

The role of the Working Group facilitators:

1. Organise Working Group meetings when and where needed.
2. Recruit collaborators from networks for the Working Groups
   a. People will be able to enrol to a Working Group on the new website. The description section of the form will be used to inform people about what they are expected to do
   b. Working Group facilitators are encouraged to have one-on-one meetings with those who sign up.
3. Follow a partnership development process within each working group
4. Report quarterly to Open Meeting and by updating the website
5. Keep Working Group documentation on our Google Drive.

Meetings for 2018/19

9.4.4 OPEN MEETINGS

An open INTERPROFESSIONAL.GLOBAL Zoom meeting will take place every 3 months. Everyone on the INTERPROFESSIONAL.GLOBAL database is invited to these meetings at 20:00 GMT:

- 6 December 2018
- 7 March 2019
- 13 June 2019
- 12 September 2019
- 12 December 2019

9.4.5 TEAM MEETINGS

The INTERPROFESSIONAL.GLOBAL Team will meet once a month on Zoom (Second Thursday of the month at 20:00 GMT) (except in months when there is an open meeting). These meetings may be replaced by specific Working Group meetings where needed

- 19 October 2018
- 8 November 2018
- 17 January 2019
- 7 February 2019
- April 2019
- May 2019
- July 2019
- 8 August 2019
- October 2019
- 7 November 2019

Standard agenda items

1. Feedback from Networks
2. Feedback from Working Groups
3. Feedback from Students
4. Feedback from next ATBH conference organisers
5. Collaboration between Working Groups
6. Facilitation Team:
    a. Membership
    b. New networks
    c. International liaison
    d. Database
    e. Finance and funding
7. Other

10 DETAILED WORKING GROUP PLANS

10.1 PARTNERSHIP FACILITATION

See Organisational Matters, p6.

10.2 COMMUNICATIONS WORKING GROUP

Description	To increase awareness of IPECP and the visibility of INTERPROFESSIONAL.GLOBAL the Communication Working Group are establishing and maintaining a web and social media presence, together with other communication efforts (e.g. newsletters, podcasts, webinars and newsletters) to • Communicate INTERPROFESSIONAL.GLOBAL'S vision, mission and objectives, • Report on the progress made regarding the implementation of our strategic work plan, • Grow membership and collaboration in Working Groups, • Promote ATBH conferences and other events, • Provide clarity on interprofessional education, collaborative practice and research and its role to address health needs and deliver health for all.
Objective	To increase awareness of IPECP through effective communication and the visibility of INTERPROFESSIONAL.GLOBAL: The short-term objectives are: • Develop a new website • Obtain a new URL • Develop a new logo • Create a social media presence Medium-term objectives: • Develop a communication strategy that is culturally appropriate to various contexts • Regularly distribute a newsletter/podcast/blog • Produce a biennial report to be presented at the ATBH conference
Working Group	**Facilitator:** Richard Pitt **Current team members:** John Gilbert, Barbara Maxwell, Marion Jones, Sundari Joseph, Stefanus Snyman, Ciraj Ali Mohammed, Markus Melloh

Plans	Responsible person(s)	Actions / Plans	Target date (313 hours)
	John	Design a logo	30 October 2018 (16h)
	Richard	Create Twitter/ Facebook/ LinkedIn/ Instagram for INTERPROFESSIONAL.GLOBAL	22 October 2018 (2h)
	ALL	ALL start to contribute to these pages to get activity going before the launch of the new website	16 November 2018
		Website development	**16 November 2018**
	Richard	• Identify Budget	30 September 2018 (2h)
	Richard / Ciraj / Stefanus	• Identify navigation structure and features of the new website	15 October 2018 (3h)
	Richard	• Develop a template for the content of the website	1 October 2018 (2h)
	Richard et al.	• Finalise text and images for website	15 October 2018 (24h)
	Ciraj / Stefanus	• Appoint web developer	15 October 2018 (8h)
	Graphic artist	• Launch new website	16 November 2018 (40h)
	Marion / Sundari	Compile a database for the distribution of the first newsletter	16 November 2018 (6h)
	Richard / Sundari	Send out first HTML Newsletter to coincide with the launch of the website	19 November 2018 (16h)
	Stefanus / Sundari	Make recommendations regarding the mode of regular communication to stakeholders, e.g. newsletters, podcasts, webinars, blog and provide a schedule for the next 2 years in collaboration with Faculty and Workforce Development Working Group	28 February 2019 (4h)
	Markus / Marion / Sundari	Develop communication strategy	30 January 2019 (16h)
	WHOLE TEAM	Revisit Communications Strategy in collaboration with other stakeholders	28 February 2019 (8h)
Outputs	Website; Social media presence; Regular communication to stakeholders		
Outcomes	Stakeholders informed about the activities of INTERPROFESSIONAL.GLOBAL		

Description	Policy is a bedrock for system change. The system change that we are trying to inform concerns IPECP. For example, at the present time we do not have a clear consensus statement about IPECP. IPECP has been a nebulous notion leading to multiple interpretations of its applicability. It has also been some time since the Framework for Action on Interprofessional Education & Collaborative Practice and the Sydney Declaration have been revisited and updated. Therefore, the working is tasked with developing a briefing note, i.e. a short paper that quickly and effectively inform decision-makers about IPECP, and updating the documents mentioned to serve as the guideline for IPECP implementers.
Objectives	To inform IPECP policy development the objectives of this Working Group are: 1. To seek representation from each member network to form a horizontal Policy Development Working Group. 2. To develop a briefing note about IPECP that aligns with existing policy statements regarding the health of populations. For example, the statement might include an overarching description of the problem (current state and desired state), definitions, and longitudinal evaluation metrics. 3. To update the Framework of Action on Interprofessional Education and Collaborative Practice (2010) and the Sydney Declaration.
Working Group	Facilitator: José Rodrigues & Barbara Maxwell Team members: Ruby Grymonpre, Johanna Dahlberg, Daniel Kambey, John Gilbert

Plans	**Staff member / Item**	**Actions / Plans**	**Target date (1152h)**
	José	Identify Working Group of 6	30 October 2018 (8h)
	José & Barbara	Release letter of intent with first INTERPROFESSIONAL.GLOBAL newsletter	16 November 2018 (4h)
	Working Group of 6	Do literature review and a scan of the literature including grey literature to ensure that we have current evidence	31 August 2019 (320h)
	Working Group of 6	Revisit and review the WHO Framework for Action (2010) and the Sydney Declaration to align with more recent documents and developments such as Workforce 2030	30 November 2019 (320h)
	Working Group of 6	Develop an INTERPROFESSIONAL.GLOBAL Policy Briefing Note in consultation with member networks (horizontal working group) and other relevant stakeholders (This is a short note that is used to provide decision-makers with knowledge about an issue or a topic. To inform policy, an IPECP briefing note will have recommendations that are crucial in addressing and solving the issues or providing additional information about the IPECP topic).	30 June 2020 (80h)
	Working Group of 6	In consultation with INTERPROFESSIONAL.GLOBAL member networks update relevant documents, such as publications produced by the World Health Organization (WHO), Pan American Health Organization (PAHO), CAIPE and others that present the policy approach to implementation of IPECP.	30 September 2020 (320h)
	Working Group of 6	Reporting at Qatar INTERPROFESSIONAL.GLOBAL meeting / ATBH conference workshop (1½ hours)	31 October 2020 (20h)
	Working Group of 6	Publish the result in JIC and add the report to the INTERPROFESSIONAL.GLOBAL website	30 November 2020 (80h)

Outputs	Policy Briefing Note; updated WHO Guidelines & Sydney Declaration; Report for Qatar; Journal article
Outcomes	Clarity about the concept of IPECP; Updated documents to inform IPECP policy

Description	To inform the priorities and actions of INTERPROFESSIONAL.GLOBAL, the current situation of IPECP globally needs to be known. Along with the rapid growth and setbacks of IPECP around the globe, the current condition of the IPECP movement has changed a lot since the previous effort to conduct a situational analysis. Therefore, to define the strategy to move forward, a global situational analysis of IPECP implementation will be completed as a high priority. This working group will be responsible for conducting such a situational analysis. Close collaboration with GRIN2Theory will be sought to conduct this research and to inform and encourage other research priorities.	
Objective	In order to provide information on the global status of IPECP the objectives of the Research Working Group are • To conduct a global situational analysis by means of a survey through our member networks • To foster close collaboration with GRIN2Theory to conduct and encourage IPECP research.	
Working Group	Facilitator: Daniel Kambey Working group members: Ruby Grymonpre, Barbara Maxwell, Stefanus Snyman, Hiromitsu Shinozaki	

Plans	Responsible person(s)	Actions / Plans	Target date (1768 hours)
	Daniel / Barbara	Identifying stakeholders in each network and inviting them to be part of the Working Group. Send an invitation with the first INTERPROFESSIONAL.GLOBAL Newsletter on 16 November 2018	16 November 2018 (1h) 30 November 2018 (8)
	Ruby / Daniel	Reach an understanding how INTERPROFESSIONAL.GLOBAL can collaborate with GRIN2Theory on this and other research projects	30 November 2018
	Representatives of each partner network and GRIN2Theory	The working group will liaise with the other working groups by	
		• Developing a research protocol, including a survey tool to collect a common data set across all networks	October 2018 - March 2019 (80h)
		• Submitting a protocol to local ethics committees for approval	March - May 2019 (20h x12)
		• Collecting Data	June - December 2019 (80h x 12)
		• Analysing data	January - May 2020 (160h)
		• Reporting the results at ATBH Qatar 2020. Liaise with the Policy Development Working Group on releasing a combined report	June - October 2020 (160h)
		• Publish article in JIC	December 2020 (80h)
		• Produce a video on the state of IPECP	December 2020 (80h)

Outputs	• Printed report for Qatar • Article in JIC • Report for each region • Video on the global state of IPECP
Outcomes	Stakeholders around the globe will have a clearer perspective of what is the current state of IPECP. Interprofessional.global will also have a better understanding of how to effectively support regional networks so they can plan for the future. We will have data to help inform funding applications and to present to WHO

Description	In order to build and sustain a culture of interprofessional collaboration, faculty and practitioners must have avenues for enhancing their knowledge, skills, and attitudes in the field of IPECP. There is also a need to foster new interprofessional leaders for advancing and sustaining IP initiatives globally. This can be achieved through mentoring and systematic continuing professional development plans.		
Objective	To support interprofessional development for individuals and regional networks, the Academic and Workforce Development Working Group's objectives are to: • Facilitate activities of scholarship among IP practitioners • Assist IP practitioners in disseminating their scholarly work • Provide details on IP academic/research programmes available globally for personal and professional development • Mentor junior and mid-career faculty in developing research competencies in IPECP • Support the biennial All Together Better Health conferences.		
Working Group:	Facilitator: Ciraj Ali Mohammed Group members: Johanna Dahlberg, Richard Pitt, Markus Melloh, Alla El-Awaisi , Sundari Joseph, Marion Jones		
Plans	**Responsible person(s)**	**Actions / Plans**	**Target date (hours)**
	Ciraj	Create signpost to courses, fellowship and PhD programmes/examiners, as well as links to IPE research.	February 2019
	Alla / Marion / Sundari	Liaise with Communications WG to develop and run webinars/ Zoom meetings and signpost to other webinars	February 2019
	Markus / Johanna	Develop an awards programme to include best practices in IP education and research	March 2019
	Richard / Ciraj	Dissemination of knowledge transfer and exchange using the website as a nodal point	March 2019
	All	Seek out existing organisations for information in their repositories related to IPE	March 2019
	All	Identify topics for webinars and sharing best practices in IPE and IPP	February 2019

Outputs	• Framework for CPD in IPECP • E-Portfolios to document professional accomplishments • Database of IP courses/programmes, webinars and PhD examiners
Outcomes	IP practitioners will have opportunities for their empowerment through the design and sharing of plans for professional and personal development. Besides sharing best practices, this working group will also detail opportunities for building and dissemination of interprofessional scholarship and leadership. Empowerment will be achieved through consultation, mentoring and through the creation of a community of practice.

Description	The Data Repository Working Group will provide a global data repository to the global IPECP community. Identify "what is out there" around IPE/IPL/IPP/IPC. Build model of what could constitute big date in those areas. Literature scans to identify e.g. numbers of person publishing in those areas; geographic areas from which they come; background as identified in their affiliation in publication. Establish a data bank of all audio and videotapes IP interventions with patients/clients/etc as a resource for secondary analyses.		
Objective	The objectives of the Data Repository Working Group are to: • Provide a global data repository to the global IPPE community • Identify "what is out there" around IPE/IPL/IPP/IPC • Build a model of what could constitute big data in those areas • Scan literature to identify, e.g. numbers of persons publishing in those areas; geographic areas from which they come; background as identified in their affiliation in publication. • Establish a data bank of audio-visual resources of IP interventions with patients/clients/etc as a resource for secondary analyses. • Build an evaluation framework		
Working Group:	Facilitator: John Gilbert Group members: Richard Pitt, José Rodrigues, Ciraj Ali Mohammed, Marion Jones, Johanna Dahlberg		
Plans	Responsible person(s)	Actions / Plans	Target date (12 hours)
	John	Identify what is out there- Nexus; Big Data and how we can perhaps piggyback on them	30 November 2018 (8h)
	All	Complete the planning for this working group in March 2019	31 March 2019 (4h)
Outputs	• Reports, briefing notes, data tables, summary documents, establish a permanent home for the data repository. • Data bank • Infographics		
Outcomes	• Assessment strategy • Evaluate effectiveness		

Description	The Finance & Funding Working Group is responsible for the budget of Interprofessional.global, to find sponsorships and donations, identify grant opportunities, coordinate grant applications and to develop a sustainability plan (which could include membership fees) for the confederation.		
Objectives	The objectives of the Finance & Funding Working Group are: 1. To determine the budget, virtual office and bank account 2. To identify sponsorship and funders 3. To identify and apply for grants 4. To grow the membership and determine membership fees		
Working Group	Facilitator: Stefanus Snyman Group members: Ruby Grymonpre, Daniel Kambey, Barbara Maxwell, Sundari Joseph, Markus Melloh		
Plans	**Responsible person(s)**	**Actions / Plans**	**Target date (240 hours)**
	Stefanus	Determining a budget to deliver on INTERPROFESSIONAL.GLOBAL's plans for the next 2 years, both operational and per project.	30 November 2018 (4h)
	Barbara / Sundari	Obtaining a partner organisation to serve as our virtual office, "bank account" and auditors (CAIPE or AIHC)	30 November 2018 (4h)
	Sundari	Obtaining sponsorship for INTERPROFESSIONAL.GLOBAL (e.g. Taylor & Francis could sponsor a Scott Reeves award). Liaise with the Faculty and Workforce Development Working Group	31 March 2019 (16h)
	Markus / Ruby	Identify potential grant applications for our research projects.	30 November 2018 (16h)
	All	Apply for funding	As needed (120h)
	All	Develop a sustainability plan for INTERPROFESSIONAL.GLOBAL, which may include membership fees	30 April 2019 (80h)
Outputs	1. Infrastructure to receive funds and pay invoices 2. A budget for the period 2018-2020 3. Sponsorship 4. A list of potential funding applications and submitted funding application(s) 5. A sustainability plan		
Outcomes	Short-term funding to enable the organisation to function and a sustainability plan.		

The following aims and expectations were listed at the beginning of the workshop

Topic	Item	Specific Suggestions
Group Collegiality	Friends; wine & fun; walk together; open mind; trust; respect; confidence; learning from others; networking; remain connected	Extend reach of WCC as a committee
Website	Structure; New name; New URL; Visibility	Ensure website is active and effective; Develop database; Develop links with media
Membership	Strategies to grow membership; include students as members	Support the development of new networks; With EIPEN's exit ensure Europe is represented in WCC
Vision/Mission	Global interprofessionalism; Identify principles and values; Purpose and Aims	Sign up to Sydney declaration Identify a new name for the WCC
Strategy	Set the future direction; Strategy for next 5 years; How to move forward; ensure sustainability; communication strategies; consider non-English speaking world	Revisit the Guidelines for the purpose and Management of the WCC; Devise a strategic plan;
Links with WHO & UNESCO	WCC voice within other organisations	Define roles for WCC in global context
Action Plans	Develop Action Plans; Prioritise tasks; Identify working groups; Clarify roles; delegation of tasks; Identify new IPE champions and networks; Timeline for Actions; Financial development	Assignment of projects to working groups; Utilise Sydney Declaration to influence actions; 2-year plan

Following the exercise getting to know each other better and to get a clearer understanding of the global and regional status of IPECP (including breakthroughs and stumbling blocks) a SOAR analysis was done (Strength – Opportunities – Aspirations – Results). A SOAR analysis is based on Appreciative Inquiry, which enables organizations to build their own generative theory for enabling transformational shifts by learning from their most positively exceptional moments. The traditional approach to change is to look for the problem, do a diagnosis, and find a solution. The primary focus is on what is wrong or broken; since we look for problems, we find them. By paying attention to problems, we emphasize and amplify them. Appreciative Inquiry suggests that we look for what works in an organization. It is an alternative to SWOT in the strategic planning process, focussing on the positive rather than insurmountable problems, and on 'what should be' rather than 'what is'.

STRATEGIC INQUIRY	STRENGTHS What are our greatest assets	OPPORTUNITIES What are the best possible market opportunities
APPRECIATIVE INTENT	ASPIRATIONS What is our preferred future	RESULTS What are the measurable results

STRATEGIC INQUIRY	STRENGTHS **Our greatest assets:** People, people, people; passion; presence; professionalism; awareness of patient-centredness; expansion; collaboration; communities; hands-on; resilience; friendship; realistic; open-minded; mixed methods; student engagement; common direction; influence; trust; networking; evidence-based; common voice; advocacy	OPPORTUNITIES **Best possible market opportunities:** Brand; single voice; change name; confederation vs networks; we are global; can influence policymakers (e.g. WHO); momentum; movement; action; increased energy of network; growing and emerging networks; engaged learners; practice; patients; policymakers; timely; diversity; innovation; clear direction; dedicated office/hub to secure funding; global consensus; curriculum reviews
APPRECIATIVE INTENT	ASPIRATIONS **Our preferred future:** Language-appropriate; access; resource building; electronic presences; practice dedicated; global presence; knowledge transfer & exchange; transformation; confederation; global authority; equity; standards; clarity; mentoring-succession planning	RESULTS **The measurable results** Interprofessional.global guidelines/recommendations/policy; practice; uniform definition of IPE; Funding office; REIP example; data analysis; Horizon 2020; Dedicated contact in WHO/UNESCO; database within Interprofessional.global; Increase number of networks (China, Central Asia); Sydney declaration informs standards and provides clarity; Emphasis on IPE or IPC; Interprofessional.global practice networks; student and patient networks; WHO has health outcomes data; provide platform to link database with members networks

Partnership Facilitation (Johanna Dahlberg)

- It is going to take time….
- Leave no one behind
- WHO involvement important
- WHO listens to global federations
- Importance of federation vs network vs partnership
- Engage Jim Campbell around workforce
- Link up with Embassies
- IPE global ambassadors (e.g. John, Daniel, etc.)
- FAIMER relationship
- Network affiliations with WHO?
- Engage other international organizations (TUFH, International Network for Health Workforce Education, UNESCO, WHO, Nexus, other regional networks not part of WCC)
- How can IPE filter up from LMICs to HICs
- Don't forget the PRACTITIONER
- Link with WHO CC's
- Draw in bigger Europe
- Draw in Asia
- Members also affiliated with ministries of health
- Who are the practice groups (WONCA, ICF, WHO-FIC)?

- Relationship with Global Research Interprofessional Network
- Consultation with professional boards / confederations
- "infiltrate" professional organisations
- Health professions legislation to include IPECP
- Corporate links
- Student affiliation
- Student members
- Service user members
- Lead for accreditation for all professions
- Accreditation of IPE in curricula
- IPE standards
- **Structure/Function spanning multiple priorities**
  - Dedicated people needed
  - Annual report by working groups
  - Annual report
  - Horizontal working groups
  - Paid administrator
  - Web manager
  - Media consultant
  - French speaker to WCC
  - Research working group
  - Theme for Qatar

Policy Development (José Rodrigues & Barbara Maxwell)

- Ministers of Health /Education should hear it from "above" (WHO)
- Policy reviewers
- Get the report on World Health Assembly Agenda
- Revisit the Sydney Declaration
- Revisit WHO report
- Review and update WHO publication
- ASSAF Report
- How can we help to address Healthcare 2030 through Centre for Health Workforce Research (WHO CC)
- How to reach policy makers?
- Alignment with SDGs
- Get IPE into health workforce planning documents of WHO regions
- Joining HPE associations as IPE technical groups

- Influence workforce policy and practice
- National policies support
- Reviewing policies
- "WCC one sentence" to inform policies
- Policy – support for policy development
- White paper on IPE (post-Sydney?)
- Published paper on IPE definition and descriptions
- Horizon 2020 /Erasmus and grants {EU} – also with LMICs
- Link to Social Determinants of Health
- Link to human resource planning
- Position IPE in movement re: UHC, SDGs, SDH, patient safety / QI
- Quality Improvement is part of IPE course
- National Academies Global Forum
- AfrIPEN & AFREhealth

Faculty and Workforce Development (CirajAli Mohammed)

- Education & Practice
- Research & Practice & Education (theory)
- Driving innovation in community
- What is IPE? Need to have common understanding
- IPE video
- Framework for IPE competencies
- "Pedagogy and learning" as IPE competency
- Online educational resources
- Faculty development
- IPE development workshop
- Special interest groups
- Opportunities for dialogue
- Community of practice
- Blueprint for development of IPE Centre
- Curriculum development
- Pre-licensure: integrate IPE into curricula longitudinally
- Central platform for resources
- Hub of information
- Find pockets of excellence
- Start small!
- Importance of conferences for network formation / planning

- CAB Conference
- ATBH abstract publication on website
- Practitioner challenge before conference (free access to ATBH)
- Offering right study to right people @ right time
- Award for committed people
- "Fellowship"
- IPE PhD club
- Small IP learning programmes (plugins)
- Provide examples for IPE training settings
- IP Training wards
- NB Training wards
- PhD programmes
- PhD cooperation & examiners
- Global PhD online course
- Sponsor students
- Student membership for CVs
- Undergraduate research project prize
- Online IPE Course
- Regular webinars
- Case writing sharing

Communications (Richard Pitt)

- Promotion working group
- Serve as advocate, catalyst, change agent
- We must show it is global involvement to move forward
- IPE Advocacy
- Value! – perceptions of value of IPE
- Not duplicating Nexus
- "talk up" IPE at various WHO regions
- Talk IPE in "their "language
- Get governments to host IPE strategy meetings for health planning
- New logo
- Publish stories in newspapers or @

- Share stories on WHO website
- WHO site /press release
- Publish stories on WHO website
- Regular newsletter
- Website
- Website/newsletter focus should not be narrow-minded
- Tweet chats
- Tweet strategy
- Website analytics (for policy)
- Website- multi-lingual
- Instagram
- LinkedIN

Research (Daniel Kambey)
- Survey: What is going on
- Resources available
- How evaluate

- Indicator: 'How much money is your region spending on IPE?"
- Focused evaluation 1st 1,000 days
- Map IPE activities per country in REIP format (for global reports)

Funding (Stefanus Snyman)

- Money generating committee Get more than soft money
- Grant applications
- Membership fee
- Fee structures
- Advocate for research funds
- by public funds (government)

- Sustainability model
- Collaborative research plan
- Nationwide studies re: IPE (same protocol) to collate
- REIP funded

Data repository (John Gilbert)

- Data
- repository (with Nexus)
- Evaluate effectiveness
- Evaluation framework
- Competency Framework

- IPE infographics
- Assessment strategy
- Big data on IPE engagement

14   APPENDIX D: BELBIN TEAM ROLES

PLANT
Stefanus, Sundari

IMPLEMENTER
Johanna, Barbara,
Sundari, José

CO-ORDINATOR
Barbara, Ciraj, José,
Richard

TASK   PEOPLE

↑ Ideas ↓

COMPLETER
-FINISHER
Alla, Ruby,
Johanna, Sundari

← Information →

RESOURCE
INVESTIGATOR
Ruby, Richard, Daniel,
Markus, José

← Control →   ← Process →

SHAPER
Alla, Stefanus,
Markus

TEAM WORKER
Barbara, Sundari, Ciraj,
Richard, Daniel

MONITOR -EVALUATOR