

NATIONAL CONSORTIUM OF CLINICAL EDUCATORS

Education Leadership Conference 2019

4th annual regional networking session

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ACAPT

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ELC 2019 SESSION OBJECTIVES

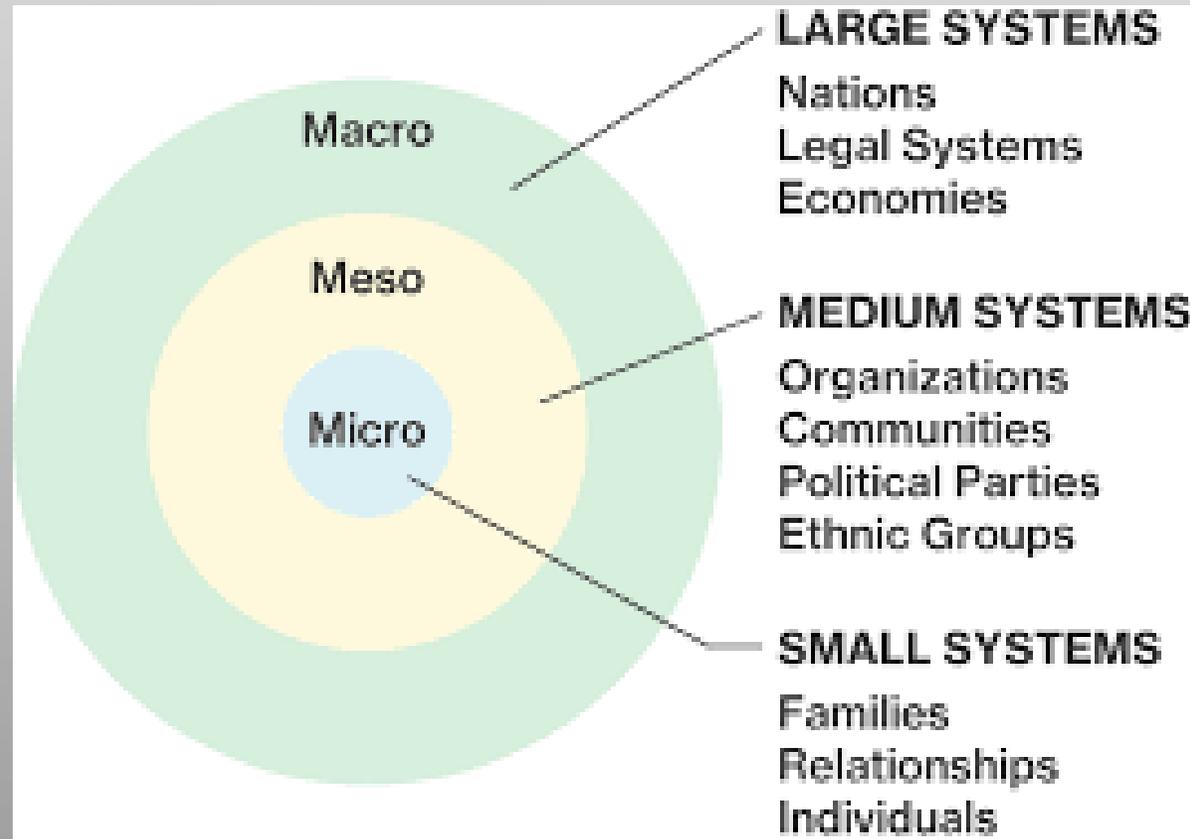
During this session, participants will:

- Build on previous work to identify opportunities for improving communication through development of an effective CE network structure that:
 - Conforms to organizational principles (ie: centralized vs decentralized, network management, formalization, trust...)
 - Is efficient, cost-effective, user-friendly & sustainable
 - Could support other functions if needed in the future
- Suggest strategies for moving from discussion phase to development phase

THINK BIG PICTURE

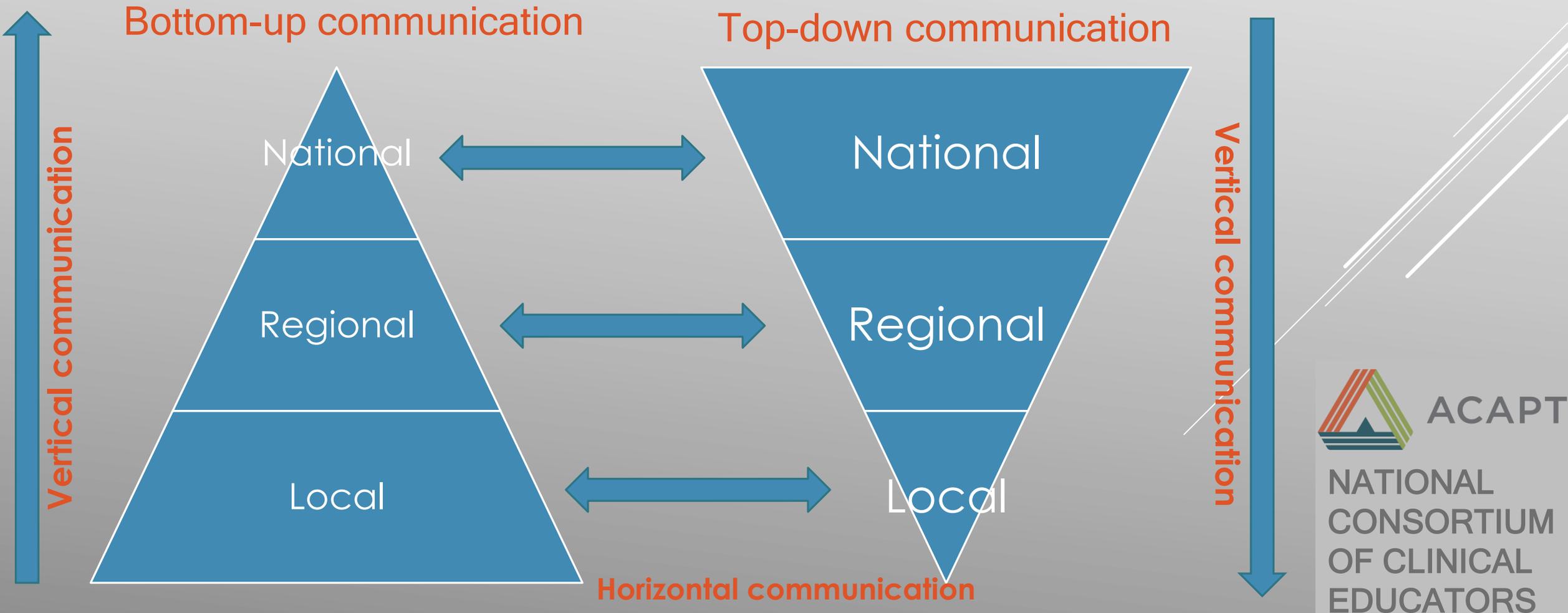
A clinical education ecosystem?

- Macro - national CE network
- Meso - regions/consortia
- Micro - academic program-clinic site relationships



THE WHO

Consider horizontal and vertical communication needs



CURRENT COMMUNICATION AMONG STAKEHOLDERS

Horizontal & vertical communication effectiveness - ELC 2018

Horizontal

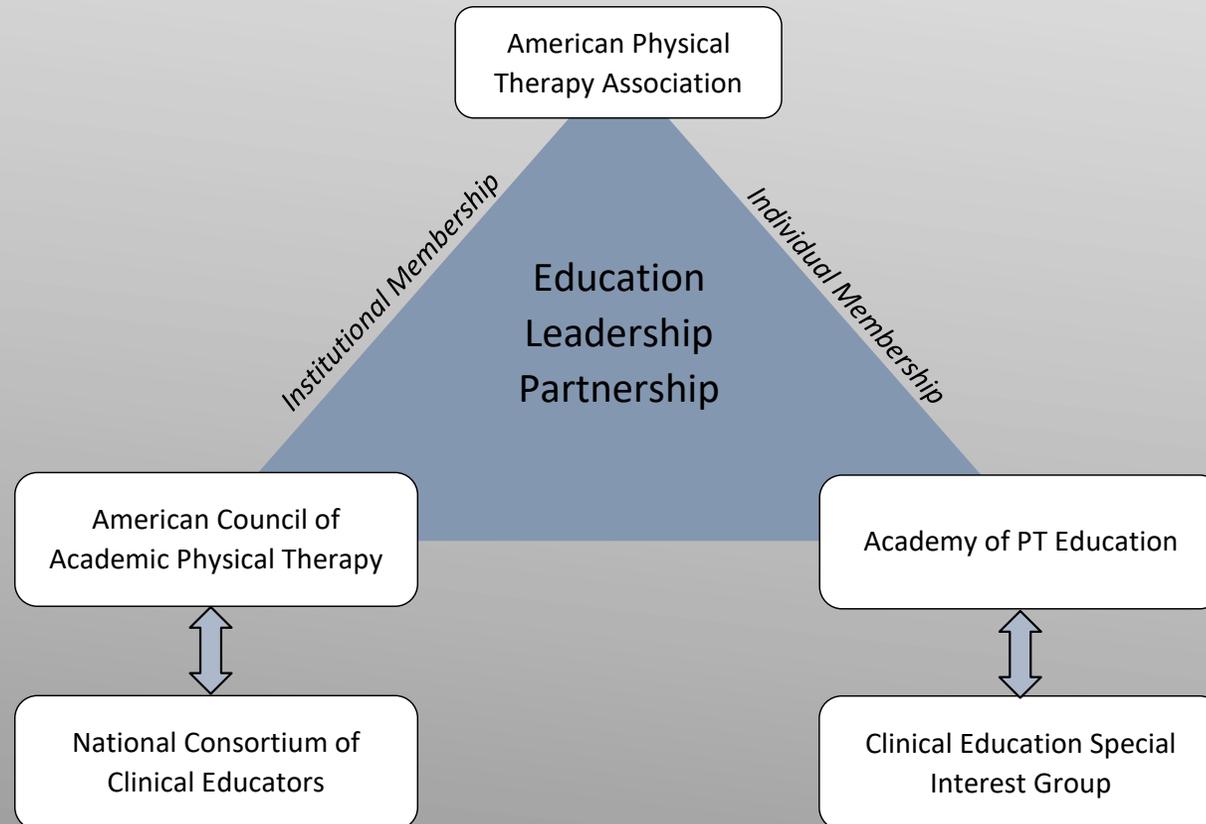
LEVEL	RESULTS
National – National	Mixed (yellow & green)
Regional - Regional	Mostly red
Local level:	
*Clinic Site – Clinic Site	Mostly red
*Acad Prog – Acad Prog	Mostly green
*Acad Prog – Clinic Site	Mixed (yellow & green)

Vertical

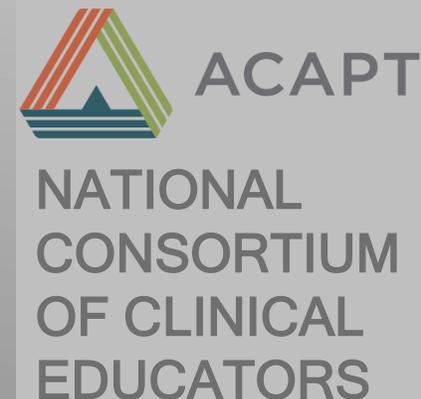
LEVELS	RESULTS
National - Regional	Mixed (red, green & yellow)
National - Individual	All red
Regional – Acad Prog	Mostly green
Regional – Clinic Site	Mostly yellow

THE WHO

Recognize both organizational and individual stakeholders



NOTE: we need to also conceptualize organizational and individual stakeholder relationships at regional and local level



Picture from Howman, Wilkinson, Engelhard, Applebaum. Collaborations in clinical education: Coordinating top-down and bottom-up efforts to advance best practices in physical therapist education. *Journal of Allied Health*. 2018;47(3):67E-74E.

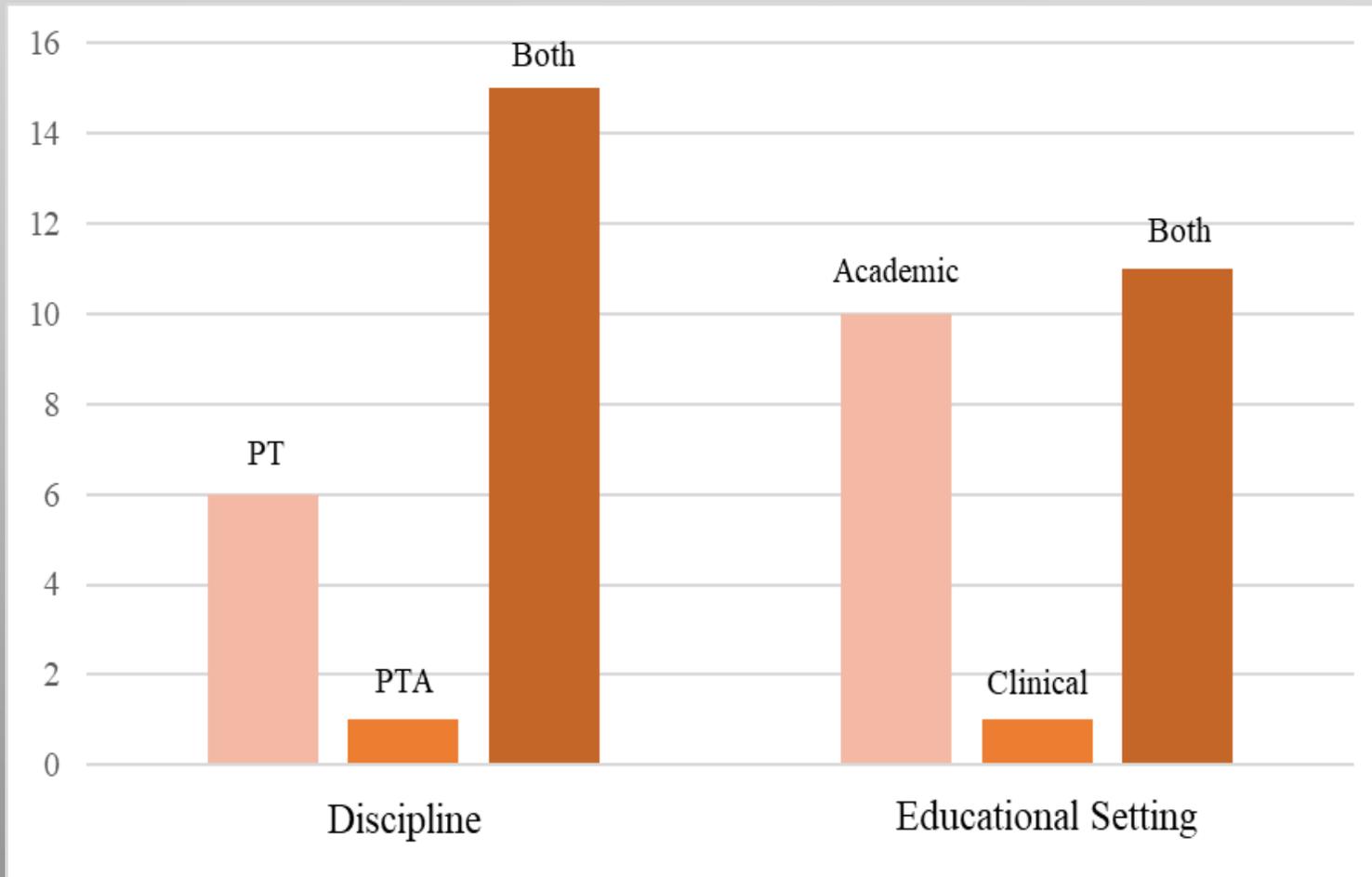
THE WHO

Consider organizational and individual needs/value at all levels

- Organization needs/value
 - APTA, ACAPT, APTE
 - NCCE, CESIG
 - Regional Consortia
 - Academic programs
 - Clinical sites
- Individual needs/value
 - SCCEs
 - CIs
 - Managers/Administrators
 - Program Directors/Deans
 - DCEs
 - Students

THE WHO - REGIONAL LEVEL

Membership make-up of regional consortia - ELC 2016



FACT FINDING POLL

Organizational vs individual membership/representation (current status)

Organizational representation

- Is your consortium representative of all programs in your region?
- Is your consortia representative of all contracted clinical sites in your region?

Individual representation

- Does your consortium represent all individual CE stakeholders in your region (ie: DCEs, SCCEs, CIs, etc)?

FACT FINDING POLL RESULTS

Is your consortium representative of all programs in your region?



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FACT FINDING POLL RESULTS

Is your consortia representative of all contracted clinical sites in your region?



FACT FINDING POLL RESULTS

Does your consortium represent all individual CE stakeholders in your region (ie: DCEs, SCCEs, CIs, etc)?



BREAK OUT #1 - discussion and top 2 themes

Organizational vs individual membership/representation (ideal representation)

Organizational representation

- Should consortia represent ALL programs/clinic sites in their region?

Individual representation

- Should consortia represent ALL individual stakeholders in their region?

What are the benefits and challenges to inclusive membership and/or representation?

THE WHAT

Functions of a clinical education network (examples)

➤ COMMUNICATION

- Routine information sharing, giving/receiving input, urgent notices, etc.

➤ Collaboration

- Education, training, research, shared resources, placement process, etc.

➤ Decision-making

- Sharing data, mentorship, etc.

➤ Outreach

- Connect to those not engaged, to managers/administrators, etc.
- While reducing redundancy

➤ Others??

THE WHAT

Regional consortia functions - ELC 2016

	Peer Network	Clinical Faculty Development	Disseminate CE Resources	Clinical Faculty Recognition	Collaborative Research Projects	Mentor Clinical Faculty	Regional Policy-Setting	Student Placements
% of consortia collaborating on:	90.9%	77.3%	77.3%	59.1%	45.5%	40.9%	36.4%	22.7%

BREAK OUT #2

Consider individual and organizational needs

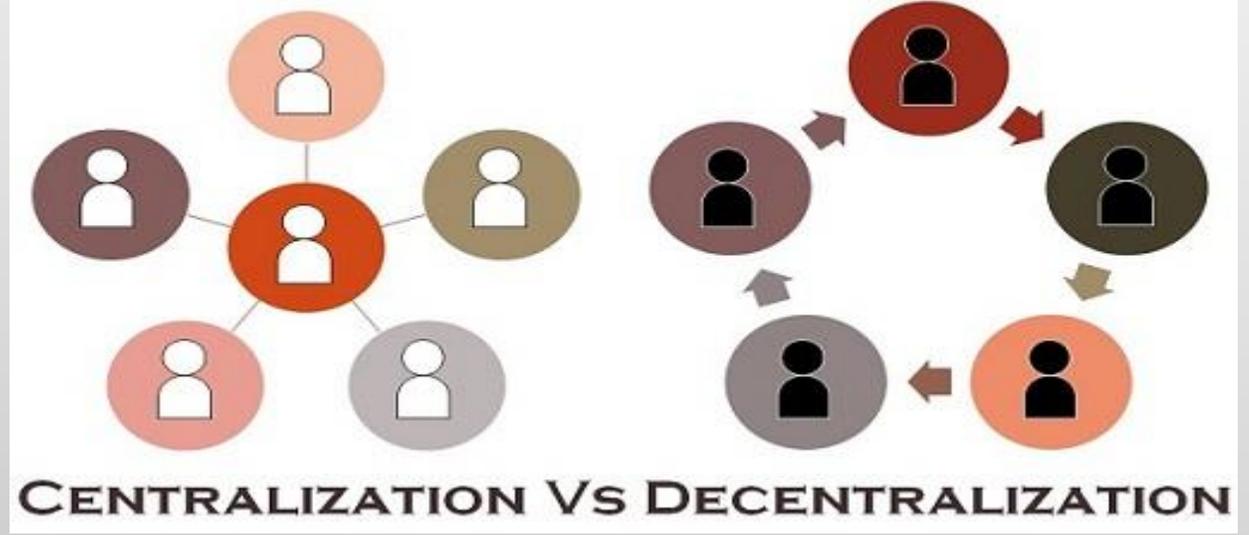
- What functions can be served or enhanced by improved vertical communication?
- What functions can be served or enhanced by improved horizontal communication?

- Using color-coded post-it notes
 - Identify functions that may be served or enhanced in each quadrant

Dark Blue	Yellow	COMMUNICATION	HORIZONTAL
Pink	Light Blue		VERTICAL
CE STAKEHOLDERS			
INDIVIDUAL	ORGANIZATIONAL		

THE HOW

Network structures



Centralized

- Hierarchical governance
- More network management
- Less formal P&P
- More informal relationship

Decentralized

- Shared governance
- Less management, more power sharing
- More formalization
- Strong trust

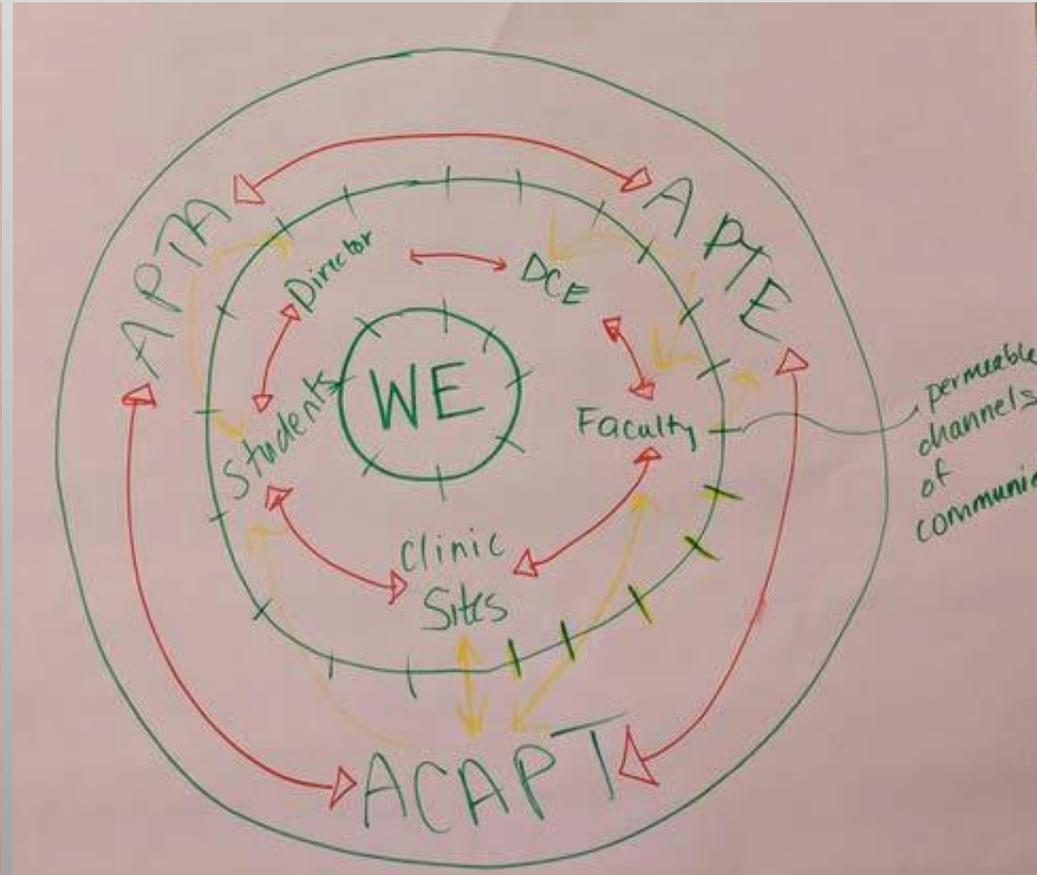
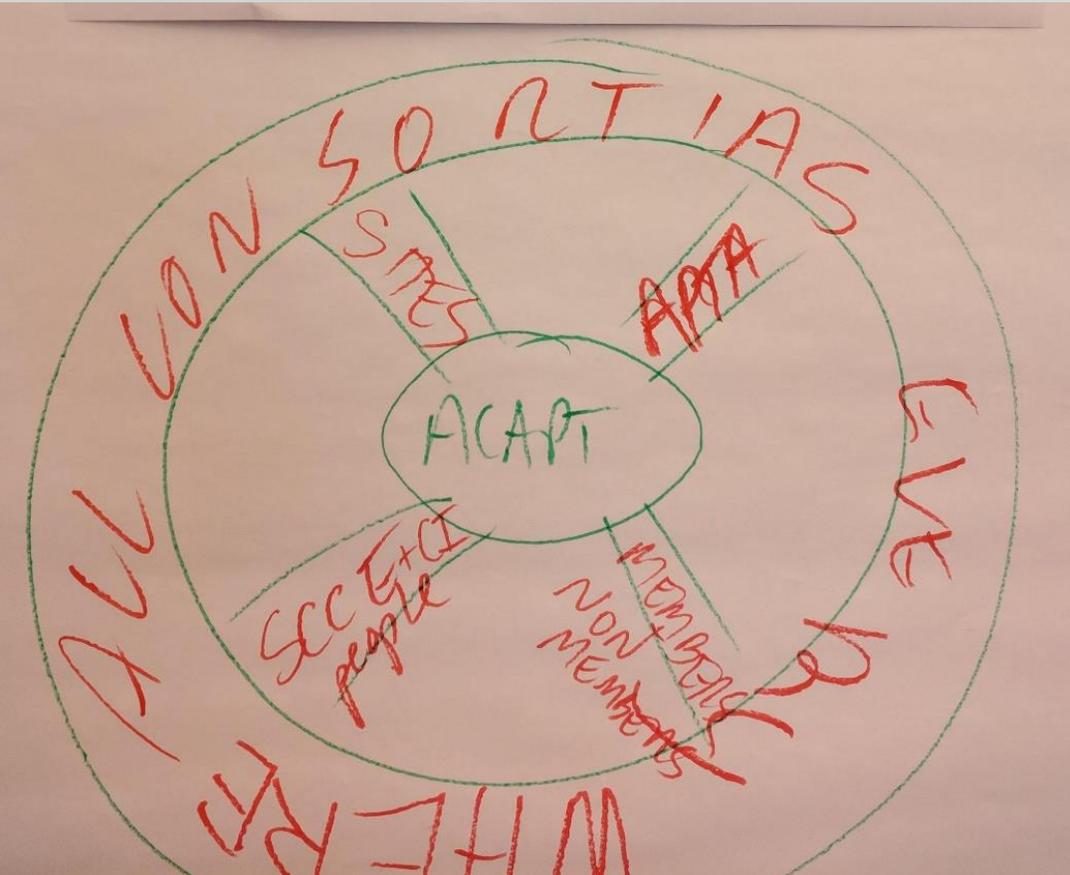
STRUCTURE

Blending centralized & decentralized features

- Best of both worlds?
 - Centralized units promote consistency, compliance, “one-stop shop”
 - Decentralization allows autonomy, room for individualization, unique cultures

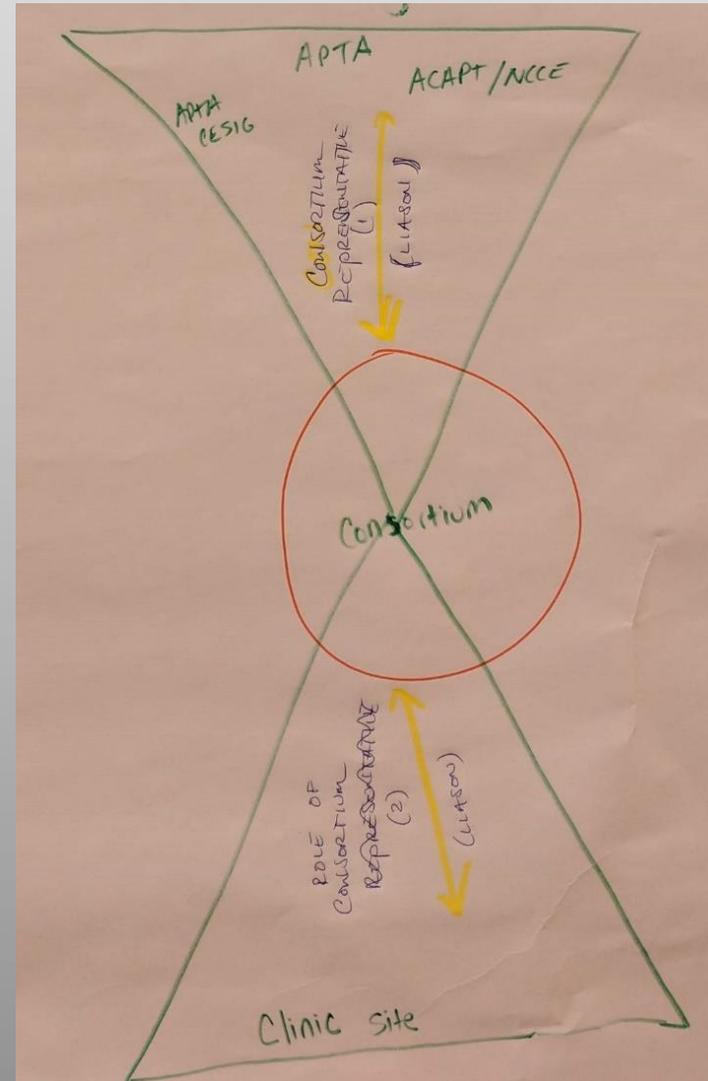
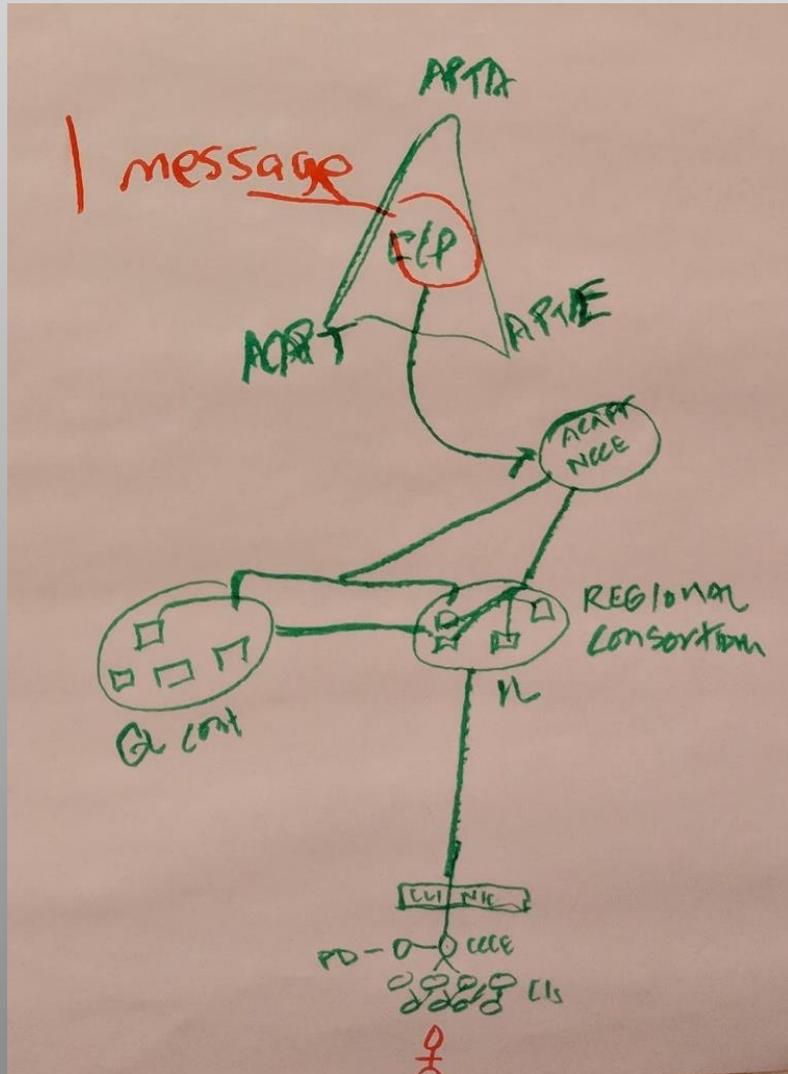
STRUCTURE IDEAS FROM ELC 2018

Circular design - centralized or blended



STRUCTURE IDEAS FROM ELC 2018

Linear design - centralized or blended



BREAK OUT #3 - discussion and top 2 themes

Centralized, de-centralized, or blended

Considerations

- From a regional consortia perspective:
 - What issues and/or needs should be considered to determine the best structure for a CE network?
 - What information should be gathered to determine the best structure for a CE network?

OPINION POLL

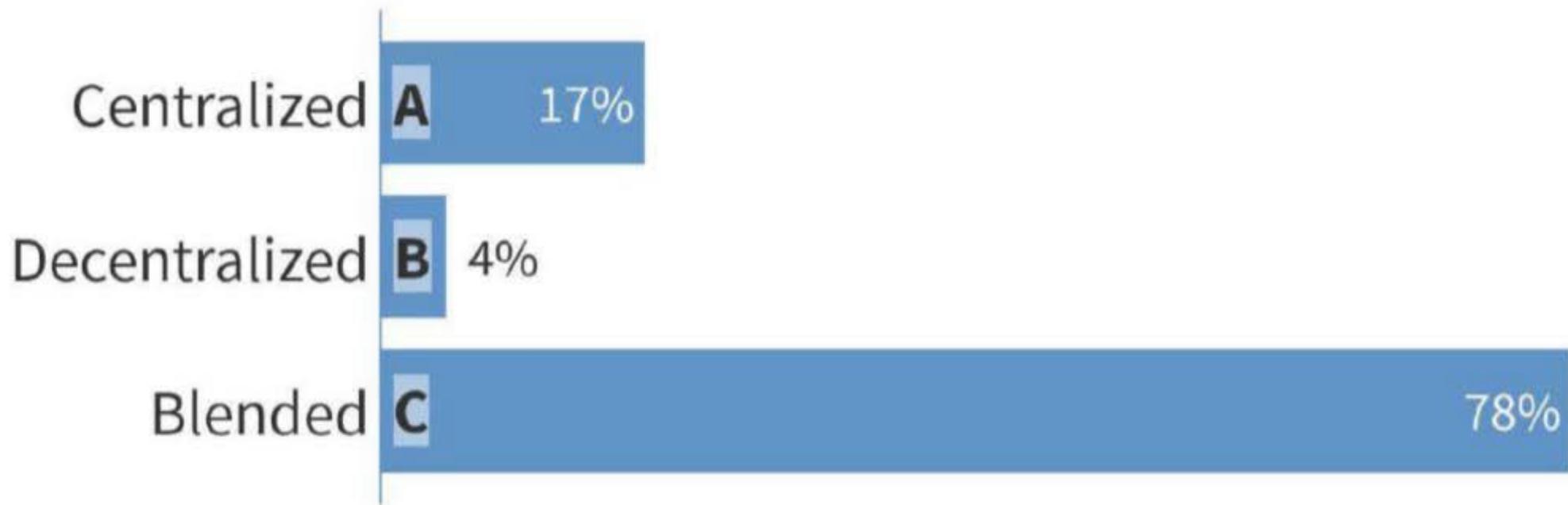
Centralized, de-centralized, or blended

Impressions

- Opinion poll: What is your initial impression of structure based on discussion/pictures?
 - Centralized
 - De-centralized
 - Blended

OPINION POLL RESULTS

What is your initial impression of structure based on discussion/pictures?



THE HOW

Role of regions in network - ELC 2018 results

More Positives

- Stronger partnerships
- More connections
- Improved uniformity
- More sharing
- Improved efficiency

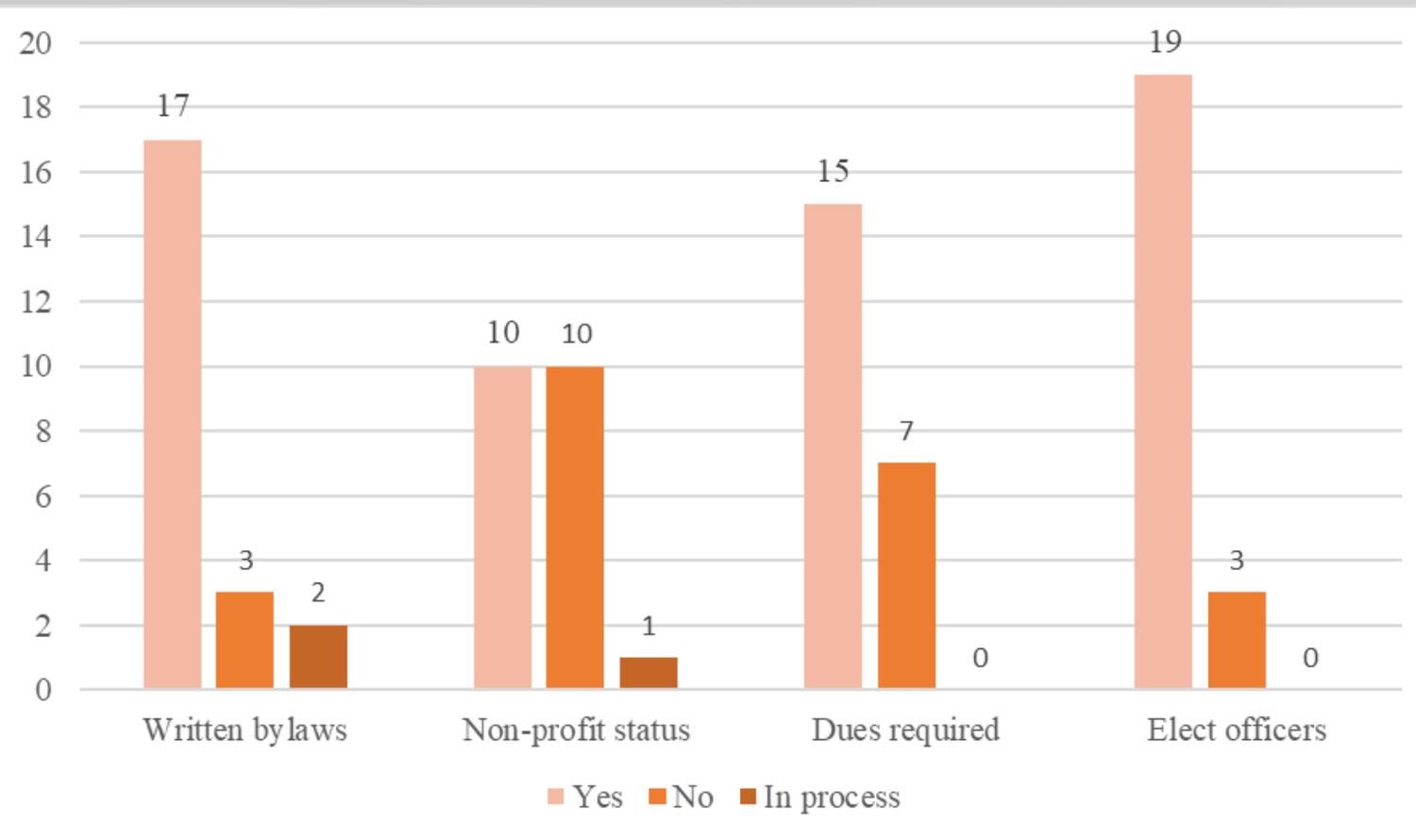
But Some Concerns Expressed

- Competitiveness
- Equal representation
- Trust issues
- National oversight
- More “layers”

THE HOW - ELC 2016 RESULTS

Regional variability - structure & geographic distribution

Organizational structure



West Mountain (1)

- * NW Intermountain Consortium

West North Central (3)

- * Central Coordinators of Clin Ed
- * Northern Plains Consortium
- * Iowa Consortium

Great Lakes (5)

- * Central Indiana Consortium
- * Illinois PT Association CE SIG
- * Michigan PT Consortium
- * Ohio Kentucky Consortium
- * Wisconsin PT Association CE SIG

New York/New Jersey (1)

- * NY/NJ Consortium

North East Coast (1)

- * New England Consortium

Middle Atlantic (4)

- * Philadelphia Area Consortium
- * Pocono Susquehanna Consortium
- * Three Rivers Consortium
- * Mid-Atlantic Consortium

South Atlantic (4)

- * Carolina Consortium
- * Florida Consortium
- * Tennessee Consortium
- * Georgia Coalition of PT Educators

Pacific (2)

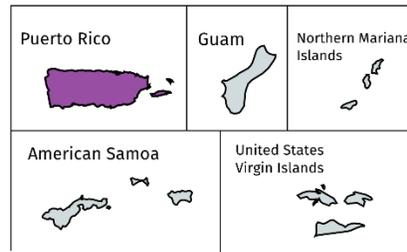
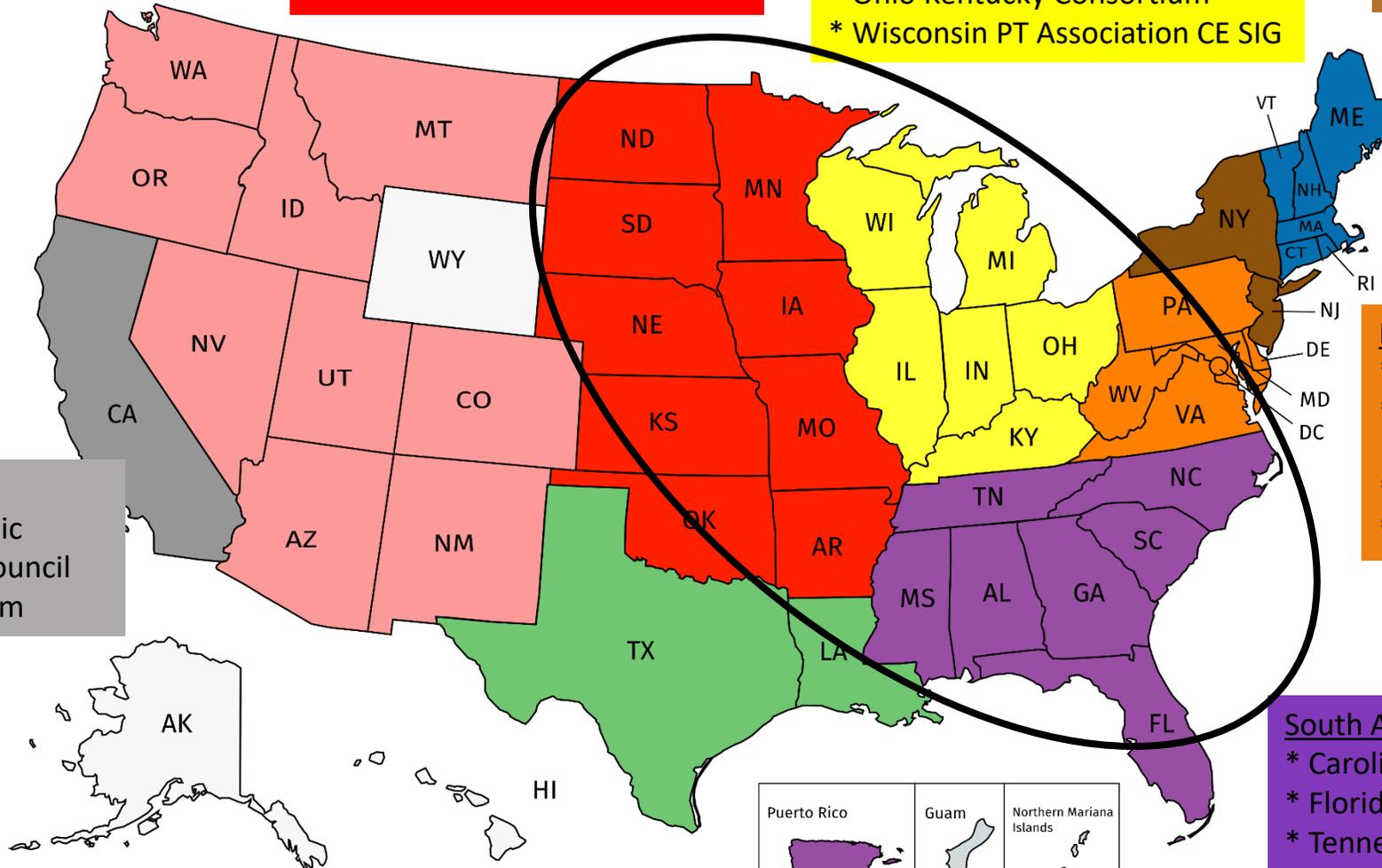
- * Intercollegiate Academic Clinical Coordinators Council
- * Northern CA Consortium

West South Central (1)

- * Texas Consortium

States/areas without consortia (7)

- * AL – LA – MS – Puerto Rico
- * AK – HI - WY (no PT program in state)



BREAK OUT #4 - discussion and top 2 themes

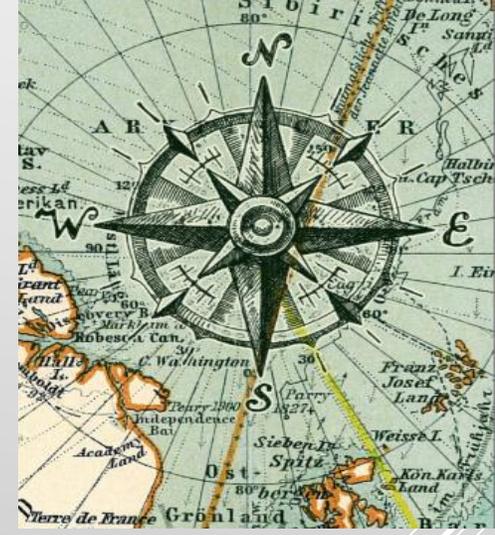
Precursors to developing a network

- Is more uniformity in structure and distribution of regional consortia needed before a national network can be developed?
 - If so, how do individual and organizational stakeholders maintain their uniqueness while embracing the opportunity for increasing uniformity?
- What are the opportunities and challenges to developing inter-consortia collaboration and communication?

THE WHY

The view from 30,000 feet

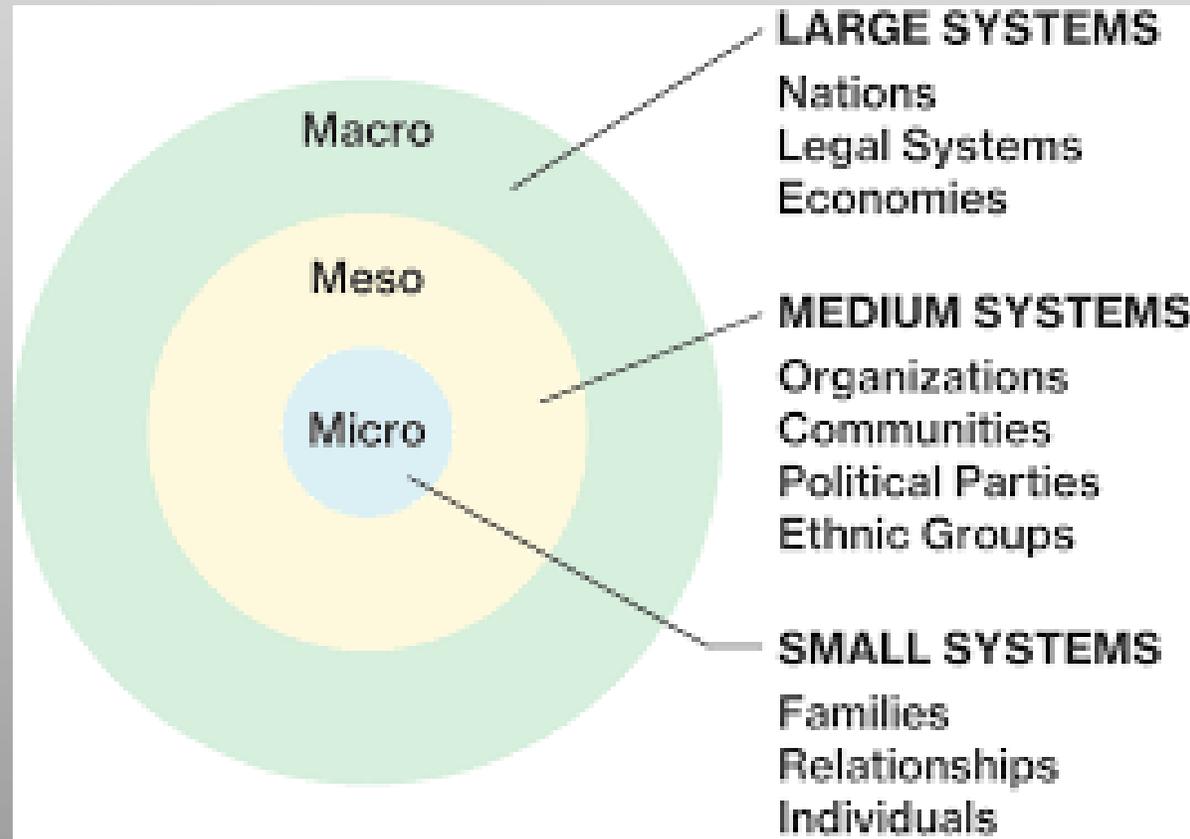
- Call for communication structure coming from:
 - National organizations
 - Task forces
 - Strategy meetings
 - Regional networking session
- Need to be mindful of other functions that could evolve in future
 - Resource sharing (one-stop shop)
 - Research
 - Placement process



THINK BIG PICTURE

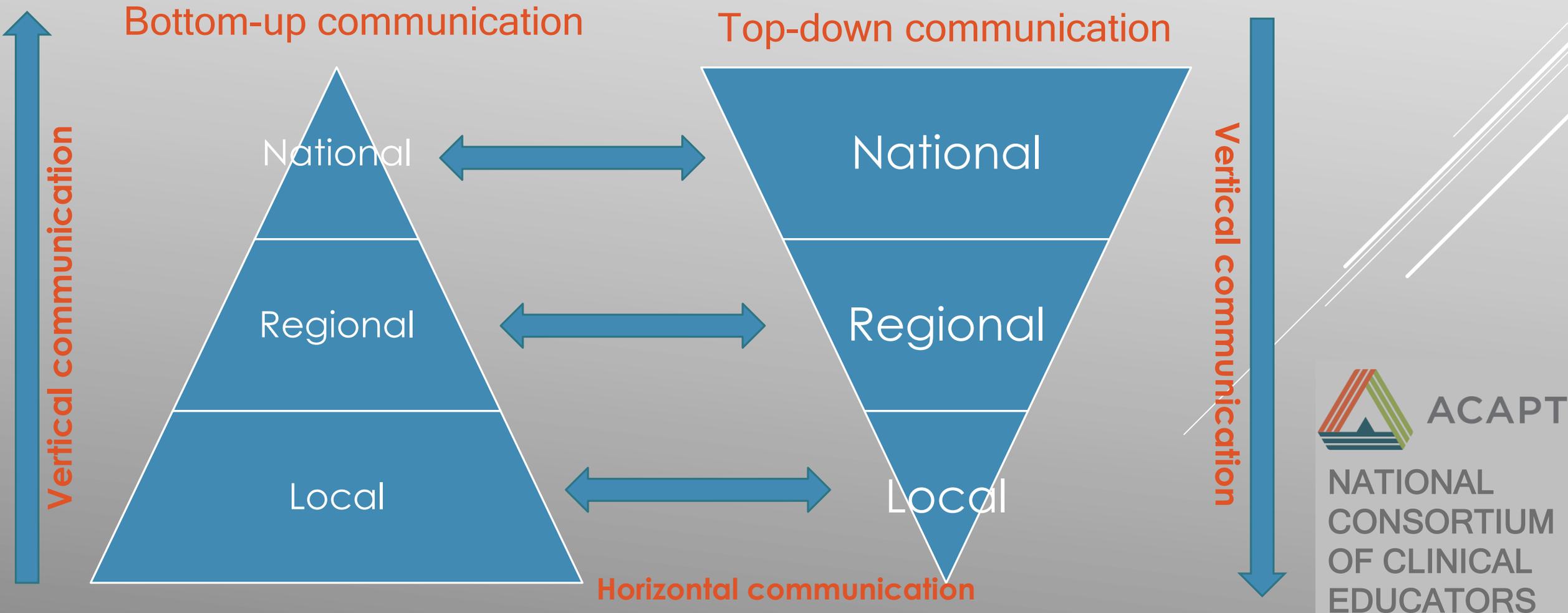
A clinical education ecosystem?

- Macro - national CE network
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THE WHO

Consider horizontal and vertical communication needs



SUMMARY FROM EARLIER DISCUSSIONS WITH CONSORTIA LEADERSHIP

- Consortial representation of organizations (academic programs, clinic sites) and individuals (DCEs, SCCEs, CIs, managers, etc.) in their region - top themes:
 - Geography / Mechanics for Engagement
 - Defining Value and Purpose
 - Inclusivity of Stakeholders/ Having a Voice - Climate Change
 - Resources / Academic Programs

SUMMARY FROM EARLIER DISCUSSIONS WITH CONSORTIA LEADERSHIP

- Considerations/information needed to determine best structure for CE network - top themes:
 - Infrastructure - Resources and Centralization
 - Ownership / Stakeholders - Trust and Locus of Control
 - Communication - Engaging and Sharing Bi-directionally
- Initial impressions of structure needed:
 - Centralized = 19%
 - Decentralized = 5%
 - Blended = 76%

SUMMARY FROM EARLIER DISCUSSIONS WITH CONSORTIA LEADERSHIP

- Considerations about uniformity among consortia; opportunities and challenges - top themes:
 - Uniqueness and Uniformity
 - Culture Change
 - Ensuring Representation
 - Relying on Work of Others

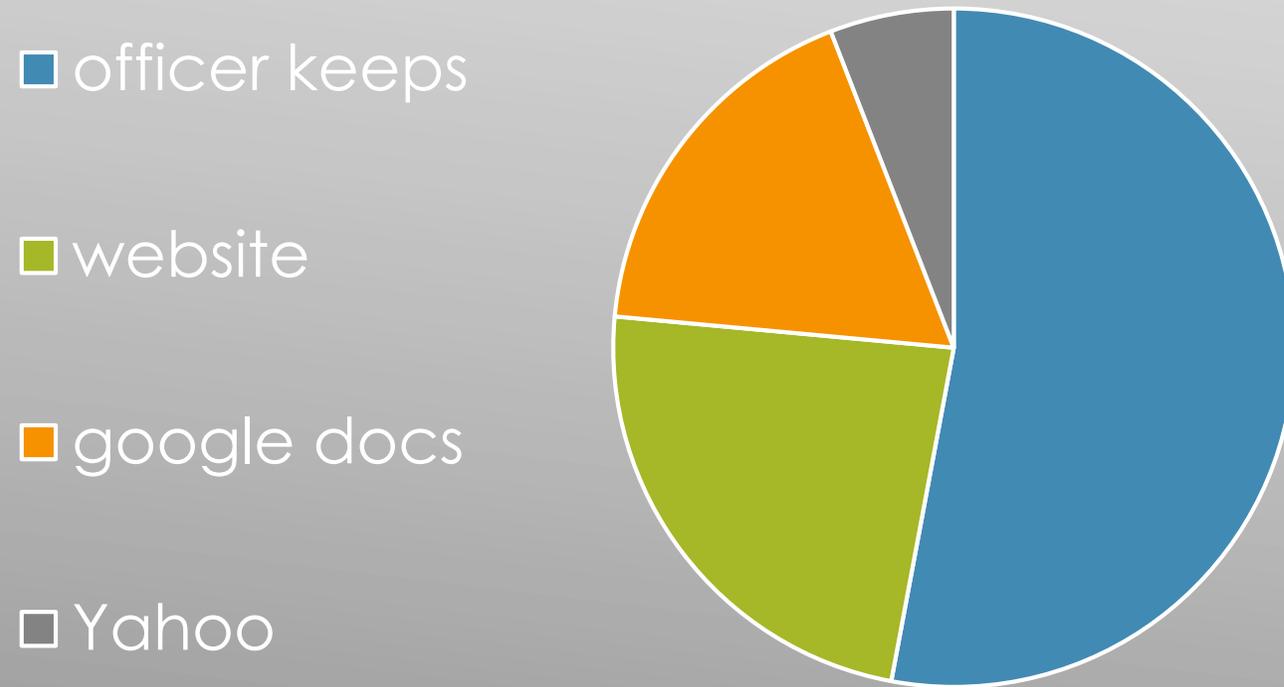
IMPROVING CE COMMUNICATION (network or not)

Use of information and communication technology (ICT)

- ICT = all technologies used to record, store and communicate information (ie: internet, cell phones, computers, video conferencing, social networking, etc.)
- Effective ICT in a CE network will:
 - Increase/improve communication among all stakeholders
 - Will support a “one-stop shop” (thus increasing access to and efficiency in obtaining resources)

WHAT WE KNOW FROM ELC 2016

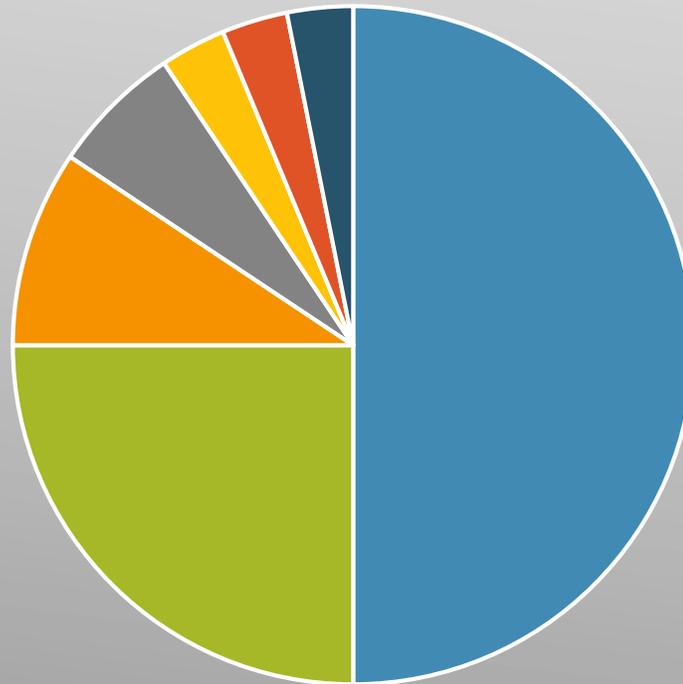
Use of ICT for consortium document storage



WHAT WE KNOW FROM ELC 2016

Use of ICT for consortium communication

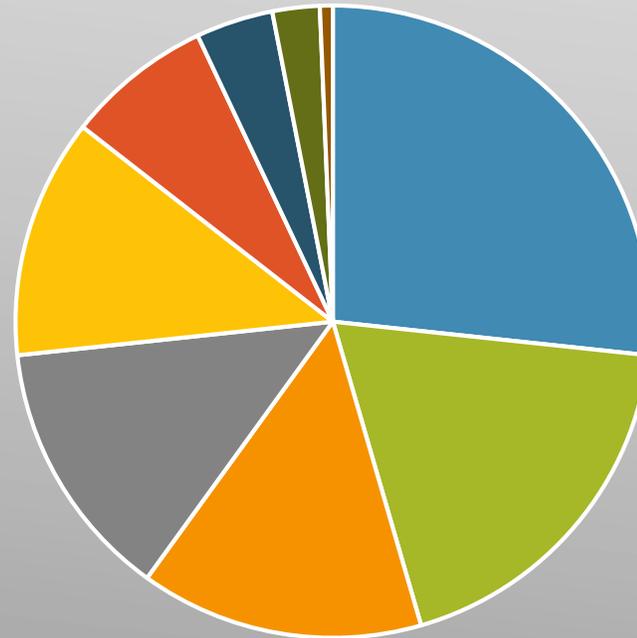
- email
- website
- phone
- video conference
- Blackboard
- Facebook group
- web blasts



WHAT WE KNOW FROM ELC 2018

Use of ICT for CE communication

- email
- face-to-face meetings
- phone/video conferencing
- web-based databases
- website
- regional and/or national listserves
- informal social gatherings
- social media
- Other



BREAK OUT #5

Brainstorming ICT needs of network

- Using color-coded post-its
 - What ICT challenges need to be addressed at the different network levels?
 - What ICT/platforms are best suited for the different network levels?

Dark Blue	Yellow	COMMUNICATION	HORIZONTAL
Pink	Light Blue		VERTICAL
CE STAKEHOLDERS			
INDIVIDUAL	ORGANIZATIONAL		

SUMMARY FROM EARLIER DISCUSSIONS WITH CONSORTIA LEADERSHIP

- Functions that can be served or enhanced by CE network

Dark Blue	Yellow	COMMUNICATION	HORIZONTAL
Mentoring Resource Sharing Infrastructure	Efficiencies / Resource Allocation Relationship Building Resource Sharing		VERTICAL
Pink	Light Blue	CE STAKEHOLDERS	
Credibility and Trust Shared Perspective Awareness of Roles and Challenges	Infrastructure Transparency and Trust Knowledge and Credibility	INDIVIDUAL	ORGANIZATIONAL

ICT WRAP UP DISCUSSION

Brainstorming ICT needs of network

- How/what ICT can help us reach those individuals and organizations not currently engaged?



RECOMMENDATIONS FOR NEXT STEPS

- What do we need to do to move from discussing development of CE communication network to actually begin developing the network and ICT foundation?
 - What expertise is needed?
 - What financial support is needed?
 - What stakeholders need to be involved?

**THANKS FOR NETWORKING WITH US!!
ENJOY THE REST OF YOUR ADVENTURES AT ELC**



NCCE Business Meeting

- Fri 5:15-7:15 pm in Hyatt Regency Bellevue - Regency EFG

Clin Ed SIG meeting

- Sat 8-10am in Hyatt Regency Bellevue - Evergreen A-F

