

**The Call for Interdisciplinary  
Integration at the point of Care.**



Bonnie Wesorick, RN, MSN, DPNAP, FAAN  
bonniewesorick@cpmrc.com

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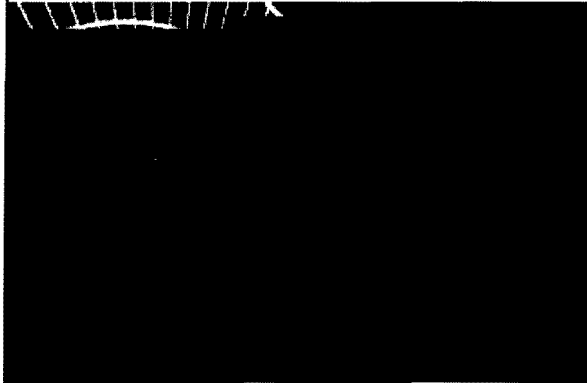
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**Did You Know**



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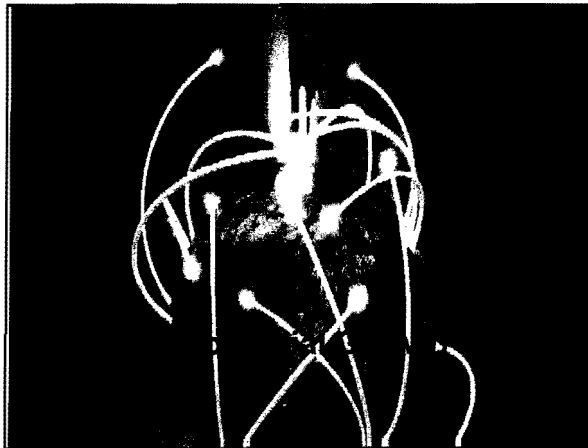
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**Technology is rapidly evolving in a revolutionary manner and provides us the opportunity for exponential growth. However culture is rooted in evolution.**

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**Critical lesson**

We cannot have exponential growth based on our present reality. It will have serious consequences.

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**Exponential Growth is determined by the strength of the platform ...the foundation for exponential growth.**

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**“The first accountability of a leader is to know reality.”**

Max Depree

What is the reality of today's practice platform?

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**“You Live a Lie”**

Each person in this room is accountable for today's reality

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**The Second Accountability: Clear Vision**

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**The Third  
Accountability: know  
the nature of the work  
to achieve vision**

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Truth Tellers

- Educators: your accountability is to prepare students for how it should be. Reality: you are preparing them for a world that does not exist.
- Clinical Settings: your accountability is to create an environment and infrastructure that supports interdisciplinary, evidence-based, integrated, individualized care. We are far from that reality.

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REQUIRED

- New ways of thinking
- New ways of relationships
- New ways of practice

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**When you are in deep trouble say nothing.  
(try to look like you know what you're doing)**



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**Lessons Learned...**

- Ancient wisdom says that when you discover you are **riding a dead horse**, *the best strategy is to **dismount!***



**Instead, we try:**

- A stronger whip to beat the dead horse.
- Appointing a committee to revive the dead horse.
- Arranging a visit to other sites to see how they ride *dead* horses.
- Changing the requirements so that the horse no longer meets the standard of death.
- Buying a computer program to enhance dead horse performance.
- Forming a work group to find uses for dead horses



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A LOOK AT REALITY

# Ray's Story

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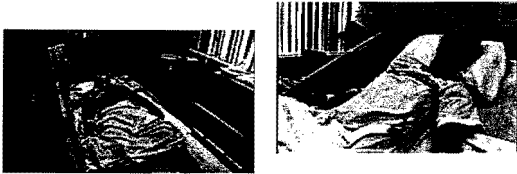
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Terry & Vicky Story

- Spinal Cord Injury (Vicky)
- Severe Traumatic Brain Injury (Terry – 1%)
- Multiple Complications (both)
- Lack of Care Coordination (family)



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Patient speaks:  
I Expect



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**ARE YOU COMMITTED  
TO HEALTHCARE  
TRANSFORMATION  
FOR THIS HUMANITY?**

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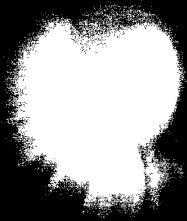
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How clear are you on the nature of the work to transform the culture and practice?  
How clear are you individually and collectively?



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Complex system



We have been able to uncover the depths of reality because of our long term partnerships over the last 25 years with over 300 rural, community and university settings and the feedback from colleagues in over 1000 organizations.

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### The Call for a Framework

**End the quick fix and the dominant project driven change patterns and create a framework that provides the base for practice and culture evolution that builds on its own increasing order to achieve our exponential growth.**

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## Why a Framework to guide transformation?

"I felt that in a world where events and ideas were analyzed to the point of lifelessness, where complexity grew by quantum leaps, where the information din was so high that one had to shriek to be heard above it, people were hungry for structure. With a simple framework, we could begin to make sense of the world. **And we could change the framework as the world itself changed.**"

- Naisbitt J.(2006) *Mind Set! Reset Your Thinking and See the Future.* New York, NY: Harper Collins Publishers.

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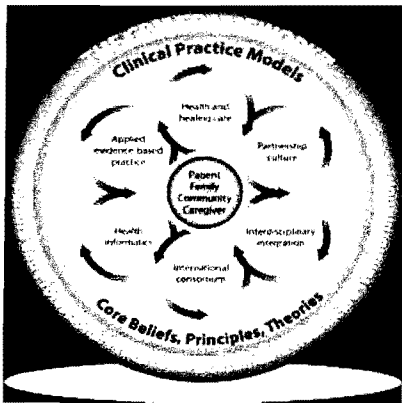
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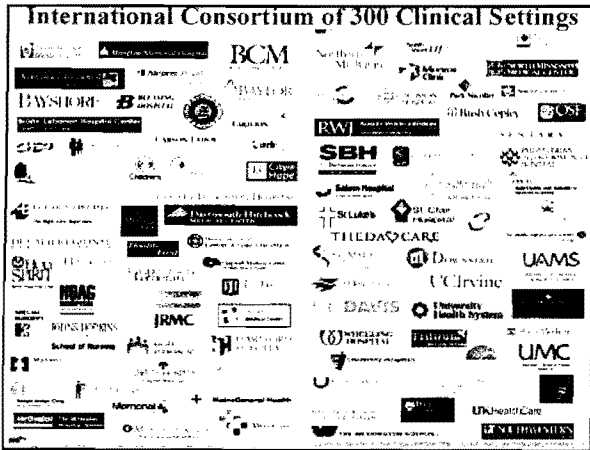
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**CPMRC Mission: Create the Best Places to Give and Receive Care**

**Reality shows we are far from it.**



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### Critical lesson

We cannot have exponential growth based on our present reality. It will have serious consequences.

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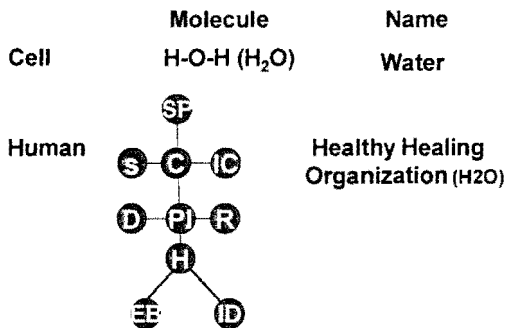
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**Molecular Metaphor:**  
Strategies to transform practice and culture at the point of care



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## Fundamental Elements to Create a Healthy Healing Organization(H20)

SP=Shared Purpose  
 S=Scope of Practice  
 C=Competency  
 IC=Integrated Competency  
 D=Dialogue  
 R=Healthy Relationships  
 PI=partnership infrastructure  
 EB=Tools and Resources  
 ID=Integrated Documentation  
 H=Hand-offs/professional exchange report

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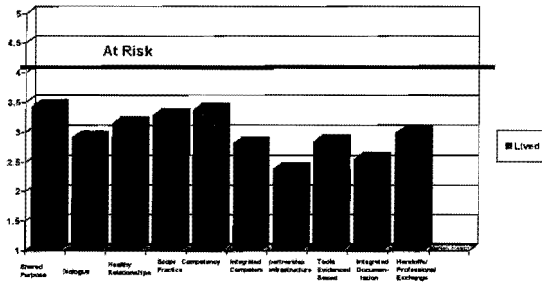
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A Stark Reality Check: 10 Fundamental Elements: 3126 Colleagues Perspectives




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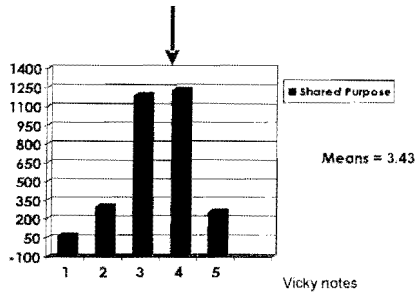
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Elements to Support Transformation Shared Purpose (What Matters Most)




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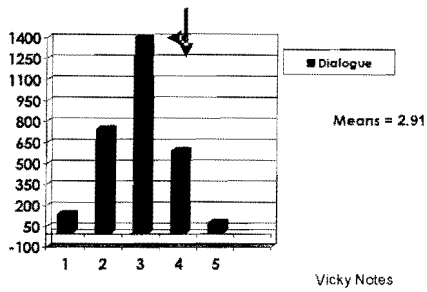
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Elements to Support Transformation Dialogue




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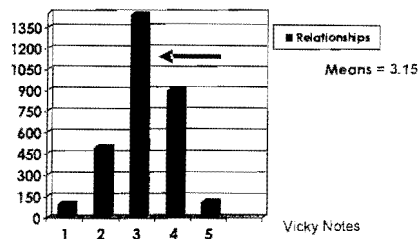
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Elements to Support Transformation Healthy Relationships




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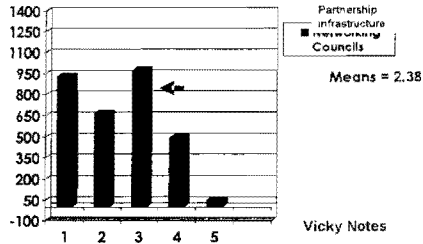
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Elements of Professional Practice-Partnership Infrastructure




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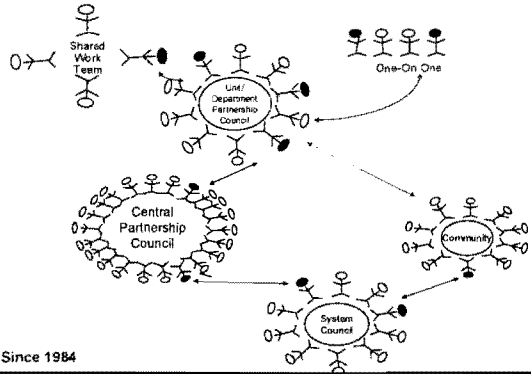
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Partnership Councils: Engage Point of Care Providers to do the work to create the best places to give and receive care




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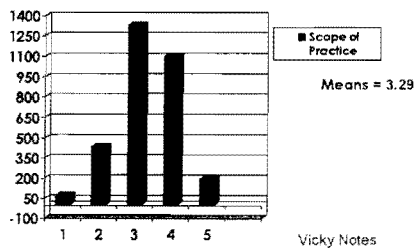
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Elements to Support Transformation Scope of Practice




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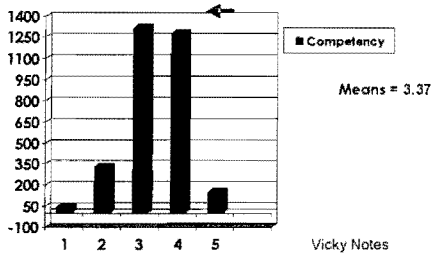
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Elements of Professional Practice-Evidence Based Competency



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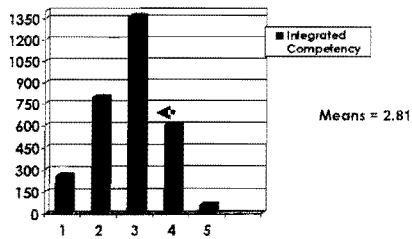
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Elements to Support Transformation Integrated Competency



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"If you want to teach people a new way of thinking, don't bother trying to teach them. Instead, give them a tool, the use of which will lead to new ways of thinking."

~ Buckminster Fuller

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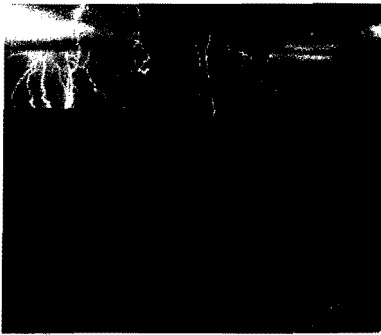
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### Intentionally Designed Automation to Help Us Remain Human

Based on:

- Integrated Professional Practice Framework
- Interdisciplinary Scope of Practice
- Point of Care Integration
- Embedded Evidence-Based Content
- Best Practice Workflow
- Updatable Versioning



Stops duplication, repetition, errors, omission and commission

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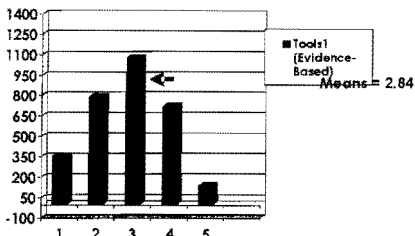
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### Elements to Support Transformation Evidence-Based Tools



Vicky Notes

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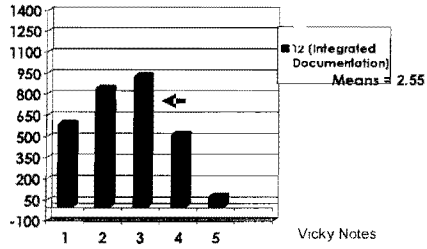
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Elements to Support Transformation Integrated Documentation Tools



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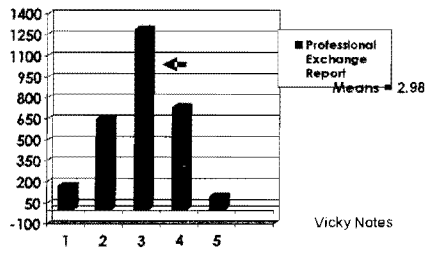
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Elements to Support Transformation Handoffs/Professional Exchange



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I Hope You Dance



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**“We Cannot Go ON  
We Cannot Stop  
We must Transform”**

*~ Alan Atkisson*

Email: [bonniewesorick@cpmrc.com](mailto:bonniewesorick@cpmrc.com)

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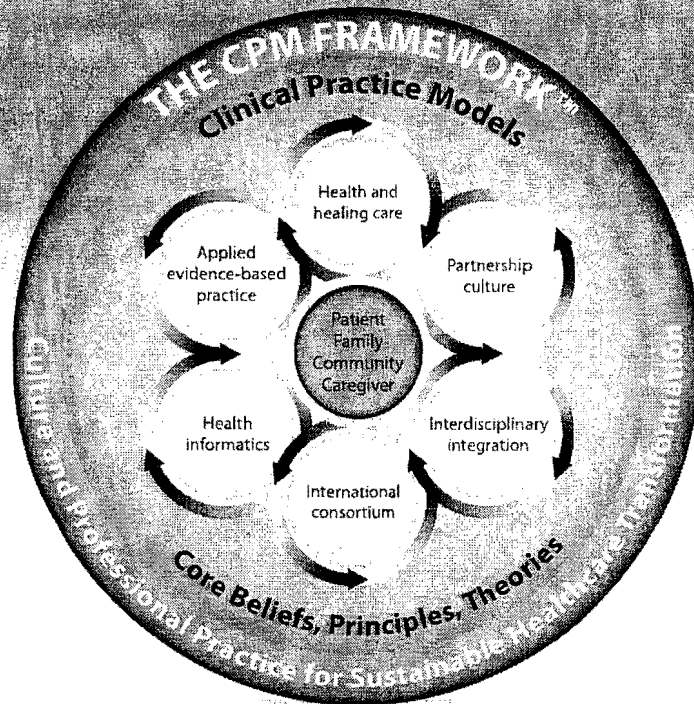
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Practical Expertise  
Proven Results



## THE CPM FRAMEWORK™

CULTURE AND PROFESSIONAL PRACTICE FOR SUSTAINABLE HEALTHCARE TRANSFORMATION

The CPM Resource Center and its International Consortium of hundreds of hospitals in the U.S. and Canada have been working to advance the art and science of patient care for over 25 years. The CPM Framework™, developed by CPM Resource Center and continuously tested, validated and refined in partnership with the Consortium, provides a scalable framework to guide healthcare transformation.

Both culture and professional practice must be attended to if there is any hope of sustaining meaningful change over time. Culture is a way of being together, and within the Framework™ and Models there are very clear indications that the culture must be safe, respectful, caring and support those who give and receive care. Professional practice is using knowledge in a professional field, and in healthcare it demands collaboration, communication and the use of evidence-based practice to obtain desired clinical outcomes.

The CPM Framework™ is grounded in The Core Beliefs™, three principles (Partnership, Dialogue and Polarities), and four theories (System Thinking, Complexity Science, Socio-technical and Quality).

### SIX CLINICAL PRACTICE MODELS

The Clinical Practice Models within the Framework support the patient, family, community and caregiver, to advance the culture and practice of care, and to guide and sustain healthcare transformation. Each model is action oriented, intentionally designed, evidence-based, outcome producing, replicable, capacity building and technologically enabled.

- > **Health and Healing Care Model** - This patient focused/family centered model of care supports health and healing across the life span and across all settings where healing occurs. The model assures a healthy, respectful, caring, safe environment which supports those who give and receive care.
- > **Partnership Culture Model** - The Council Infrastructure provides the place where a healthy culture is supported, thrives and serves as an example to other places in the organization. The Model exists to develop and enhance relationships and leaders, and facilitate meaningful conversation in order to achieve the shared vision and mission of best clinical outcomes for patients, families and the community.

*continued on back*



CPM Resource Center

An Elsevier Business

ELSEVIER

- > **Interdisciplinary Integration Model** - A model for integrating the professional processes of care that emphasizes individual and integrated practices at the point of care. This requires partnership between all members of the healthcare team to coordinate, integrate and deliver healthcare across the continuum.
- > **Applied Evidence-Based Practice Model** - An evidence-based professional interdisciplinary practice model designed to support care providers in clinical decision making (inquiry, reasoning and judgment) and applying best practice. The CPM Resource Center has over 200 Clinical Practice Guidelines designed to be used by clinicians at the point of care.
- > **Health Informatics Model** - This model brings the theoretical underpinnings of Data, Information, Knowledge, Wisdom concepts to the CPM Framework™, and provides the structure necessary to help organizations manage the practice-technology polarity. This model applies to healthcare documentation regardless of where the organization is on the journey to an electronic healthcare record.

- > **International Consortium Model** - The International Consortium is a group of organizations that unite around a common vision for sustainable healthcare transformation through the use of the CPM Framework™. Consortium organizations have the opportunity to participate in collective thought leadership, implementation science and clinical scholarship.

**The CPM Framework™** represents the most comprehensive system of proven clinical practice models available today for improving patient safety, enhancing the efficiency and effectiveness of the care process and building true interdisciplinary, evidence-based care. Our Framework and solutions offering includes the highest quality clinical content and documentation to support evidence-based practice transformation, in addition to offering organizational strategies and tactics to support healthy and sustainable cultural transformation.

About CPM Resource Center:

For over 25 years, the CPM Resource Center has been offering evidence-based, interdisciplinary clinical practice guidelines, care planning and documentation at the point of care. Based on the CPM Framework™, these EHR compatible and web-based solutions are developed and maintained by expert interdisciplinary colleagues, and tested/validated through a Consortium of hundreds of hospitals, health systems, and educational institutions across the U.S. and Canada. In addition, the company offers Practice Transformation services to assist organizations with clinical practice advancement and EHR implementation. CPMRC is a business unit of Elsevier, the world's leading provider of science and health information.

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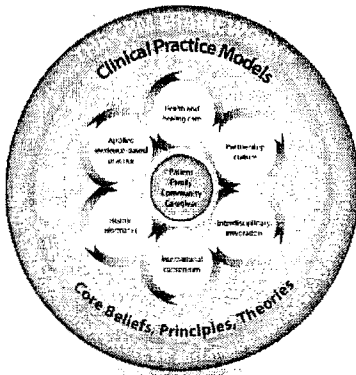
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**ELSEVIER**

# Fundamental Elements for Point-of-Care Transformation

*Co-creating and sustaining the best places to give and receive care*



## D: Dialogue or Meaningful Conversation

- Advances thinking, practice and relationships – prevents dehumanization.
- Taps collective wisdom.
- Increases awareness of sacredness of words.
- Requires skills based on principles.
- Invites diversity and polarities which keep learning alive.
- Invites others' voice and wisdom.
- Generates new knowledge.
- Shifts from telling to discovery, judgment to inquiry, blaming to uncovering, hiding to exposure and defending to exploring.
- Honors another's story.

## S: Scope of Practice

- Honors each individual's choice to serve.
- Clarifies the uniqueness of accountabilities.
- First step in assuring competency.
- Helps prevent variability of practice.
- Focuses not only on task but professional accountability.

## C: Competency

- Reflects scope of practice.
- Is evidence-based.
- Requires standardization and individualization.

## IC: Integrated Competency

- Individual competency is not enough.
- Competency must integrate with other disciplines.
- Know others scope of practice.
- Know how scope of practice impacts others.
- Know what you need from others to enhance services.
- Stops fragmentation, duplication and repetition.

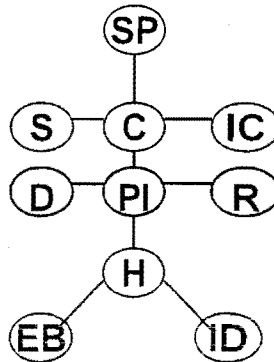
## SP: Shared Purpose

- Legacy work around what matters most.
- Unveils the capacity and connects souls.
- Shifts from doing to becoming.

## R: Healthy Relationships

- Rooted in honor and respect.
- Help one know self and others.
- Enhance leadership and followership skills.
- Requires forgiveness, compassion, vulnerability and trustworthiness.
- Live principles of partnership.

## Healthy, Healing Organization Molecule (H<sub>2</sub>O)



## EB: Evidence-based Tools and Resources

- Focus on professional accountabilities and processes.
- Stimulate critical thinking, mutuality and enhances outcomes.
- Brings evidence-based knowledge to the point-of-care to enhance critical thinking and work and thought processes.

## H: Hand-Off/Professional Exchange

- Standardizes processes.
- Honors the patient's story.
- Honors the team's contribution.
- Improves communication.
- Invites dialogue and healthy relationships with colleagues.
- Outcomes of care transparent
- Assures safety of those who give and receive care.

## PI: Partnership Infrastructure

- Breaks silos by connecting people across the system.
- Enhance safety for those who give and receive care.
- Place to develop dialogue, partnership and polarity management skills.
- Taps wisdom of other disciplines, roles, department or settings.
- Helps create and sustain healthy relationships/partnerships.
- Helps manage unsolvable problems or dilemmas/polarities.
- Stops dehumanization process.
- Support efficient and effective processes.
- Foundation for integration and innovation.

## ID: Integrated Documentation

- Helps live what matters most.
- Support individual and integrated scope of practice delivery.
- Includes patient story, plan of care, documentation and education.
- Stop fragmentation, variability, duplication and repetition.
- Organize and advance all steps of process saving time, money and lives.
- Meet legal, reimbursement and credentialing standards.
- Becomes a foundation for technology that supports transformation.