

# Summary of Recommendations

We have organized these recommendations according to the key concepts of the Healthy Work Environments Framework:

- System-based recommendations
- Organizational recommendations
- Individual/Team recommendations

## System-Based Recommendations

### 1.0 System-wide partnerships

- 1.1 Leaders of key agencies (governments, academic institutions, regulatory bodies, professional associations, and practice-based organizations) collaborate to make interprofessional care a collective strategic priority.
- 1.2 Agencies in the health-care system strategically align interprofessional care with their other initiatives for healthy work environments.
- 1.3 Interprofessional care partnerships across organizations agree on an evidence-based approach to planning, implementation, and evaluation for joint activities.

### 2.0 Power and hierarchy in systems

- 2.1 Show willingness to acknowledge and share power across organizational boundaries by:
  - a. Talking about power: be open to constructive and courageous conversations that examine inequities, privilege and power differentials;
  - b. Building a collaborative inter-organizational environment by recognizing and understanding your power and its influence on others around you;
  - c. Creating balanced power relationships through sharing leadership, decision making, authority and responsibility;
  - d. Including diverse voices in collaborative decision making;
  - e. Sharing knowledge with each other, not withholding or hoarding information; and
  - f. Creating safe collaborative spaces where everyone feels welcome.

### 3.0 Academic organizations

- 3.1 Academic organizations build interprofessional care knowledge and competencies<sup>g</sup> into their curricula.
- 3.2 Academic organizations prepare students to work in interprofessional teams by:
  - a. Instilling values, skills and professional role socialization that will support interprofessional care;
  - b. Developing, implementing and evaluating education models that foster interprofessional values and skills; and
  - c. Enhancing educational and clinical opportunities for health professions to study and learn together.

#### **4.0 Research recommendations**

- 4.1 Researchers partner with decision makers to conduct research examining the impact of interprofessional care teams on both patient/client outcomes and on health-care teams<sup>G</sup>.
- 4.2 Health research granting agencies develop and maintain a focus on Interprofessional care research priority areas.
- 4.3 Researchers use knowledge translation strategies to encourage action on research findings by funders, government, professional associations and regulatory bodies, as well as by unions, health-care organizations, educational institutions, study participants and other stakeholders.

#### **5.0 Professional associations, regulatory bodies and unions**

- 5.1 Professional associations, regulatory bodies and unions can support interprofessional care by:
  - a. Including it in legislation and policies for their members;
  - b. Working together to develop joint competencies and standards for interprofessional care;
  - c. Working together to add interprofessional care principles to approval standards for education programs; and
  - d. Including interprofessional care as a competency for licensure.

#### **6.0 Accreditation<sup>G</sup> organizations**

- 6.1 Accrediting bodies for organizations and education programs develop standards and performance indicators for interprofessional care.

#### **7.0 Government**

- 7.1 Governments can support the culture required for interprofessional care by:
  - a. Making interprofessional care a priority, and evaluating its impact; and
  - b. Providing health-care organizations with the fiscal resources required to develop, implement and evaluate interprofessional care.