# Using a Leadership Framework to Increase Competencies in Interprofessional Education and Practice

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## Introduction

Student and professionals in healthcare and public health are regularly called upon to exercise leadership. One of the Core Competencies for Interprofessional Collaborative Practice (IPEC) is to "Apply leadership practices that support collaborative practice and team effectiveness." This project uses online curriculum strategies to develop and teach adaptive leadership (AL) principles to increase both public health and IPEC competencies. Public Health leadership (COL) focuses on basic leadership and systems thinking concepts that are seen in AL.

## Methods

An undergraduate university course in Health Leadership was developed based on the Kansas Leadership Center's (KLC) curriculum and other AL original works (Heifetz, Grashow, Linsky 2009). The online course utilized a variety of teaching methods that were 100% online.

Students completed both pre-test and post-test surveys using QUALTRICS online survey tool where they self-rated knowledge of leadership skills as well as IPEC skills. It was predicted that adaptive leadership training would significantly increase both leadership and IPEC skill levels.

## Results

All the following areas had significant increases in self-reported skill level (p<.05)
Rating Scale: 1 = Not at all; 2 = Very Low; 3 = Somewhat; 4 = Quite High; 5 = Very High

| Paired Samples T-Test | Pre-test Mean | Post-test Mean | t-score | df | Sig. (.05) |
|---|---|---|---|---|---|
| **WHAT IS LEADERSHIP** | **3.68** | **4.36** | **-3.813** | **21** | **.00** |
| • Leadership Is An Activity That You Engage In | 3.64 | 4.27 | -4.734 | 43 | .00 |
| • Importance Of Working Below The Neck | 3.27 | 3.91 | -3.693 | 43 | .00 |
| **ADAPTIVE LEADERSHIP COMPETENCY DOMAINS** | | | | | |
| **1. DIAGNOSE SITUATION** | **3.55** | **4.05** | **-3.169** | **21** | **.00** |
| • Distinguish Technical And Adaptive Work | 3.41 | 3.98 | -3.778 | 43 | .00 |
| • Test Multiple Interpretations And Points-Of-View | 3.50 | 4.14 | -4.262 | 43 | .00 |
| • Explore Tough Interpretations | 3.32 | 3.82 | -3.045 | 43 | .00 |
| • Understand The Process Challenges From Content Challenges | 3.55 | 4.02 | -3.095 | 43 | .00 |
| • Take The Temperature/ Read The Temperature In The System | 3.41 | 3.98 | -3.339 | 43 | .00 |
| **2. MANAGE SELF (SEE YOURSELF AS A SYSTEM)** | **3.55** | **4.14** | **-2.751** | **21** | **.01** |
| • Know Your Strengths, Vulnerabilities And Triggers | 3.98 | 4.34 | -2.233 | 43 | .02 |
| • Know The Story Others Tell About You | 3.86 | 4.23 | -2.435 | 43 | .01 |
| • Choose Among Competing Values/ (Immunity To Change) | 3.64 | 3.95 | -1.891 | 43 | .03 |
| • Get Used To Uncertainty And Conflict/ Raise Or Lower The Heat | 3.45 | 3.93 | -2.464 | 43 | .01 |
| • Experiment Beyond Your Comfort Zone | 3.63 | 4.02 | -2.129 | 42 | .02 |
| **3. ENERGIZE OTHERS** | **3.86** | **4.32** | **-2.887** | **21** | **.00** |
| • Engage Unusual Voices / Find You Allies | 3.48 | 4.14 | -3.644 | 43 | .00 |
| • Work Across Factions | 3.27 | 3.86 | -3.149 | 43 | .00 |
| • Start Where They Are/Not Where You Are | 3.41 | 4.02 | -4.198 | 43 | .00 |
| • Inspire A Collective Purpose/ Infuse The Work With Purpose | 3.75 | 4.45 | -4.777 | 43 | .00 |
| • Create A Trustworthy Process/ Discover Connecting Interests | 3.84 | 4.25 | -2.285 | 43 | .01 |
| **4. INTERVENE SKILLFULLY** | **3.50** | **4.00** | **-1.979** | **21** | **.03** |
| • Make Conscious Choices About Interventions | 3.82 | 4.14 | -1.824 | 43 | .03 |
| • Raise The Heat | 3.05 | 4.21 | -5.750 | 42 | .00 |
| • Give The Work Back | 3.34 | 4.23 | -4.299 | 43 | .00 |
| • Hold Relentlessly To Purpose | 3.55 | 4.41 | -4.222 | 43 | .00 |
| • Speak From The Heart | 4.14 | 4.59 | -2.718 | 43 | .00 |
| • Act Experimentally | 3.56 | 4.23 | -3.439 | 42 | .00 |
| **UNDERSTANDING OF  ADAPTIVE LEADERSHIP** | **5.23** | **8.30** | **-8.442** | **42** | **.00** |
| **ABILITY TO ENGAGE IN ADAPTIVE LEADERSHIP** | **5.79** | **7.93** | **-6.142** | **42** | **.00** |
| **INTERPROFESSIONAL EDUCATION (IPE) COMPETENCY DOMAINS** | | | | | |
| **1. Understanding Of "Teamwork" In Interprofessional Collaboration** | **3.93** | **4.44** | **-3.831** | **44** | **.00** |
| **1. Understanding Of The Values And Ethics** | **3.91** | **4.38** | **-3.023** | **44** | **.00** |
| **1. Basic IPE Communication Skills to Provide Person-Centered, Quality Care** | **3.60** | **4.40** | **-5.546** | **44** | **.00** |
| **1. Comfort Level In Communicating With other Health-Care Professionals when Conflict Exists** | **3.57** | **4.11** | **-3.622** | **43** | **.00** |

## Results & Discussion

Qualitative evaluations primarily indicated course strengths. The MANAGE-SELF competency modules & assignments were the most noted strength of the course. This included: self-assessments, activities, assignments, metaphor story telling, self-reflection paper, discussion boards, & videos. Specifically, the self-assessment assignments (tools and reflection papers) were the most frequently noted learning method indicated as a strength. Students expressed both professional and personal growth and development through this process.

Limitations of this project is use of self-reported measures and small sample size. However, next steps include additional objective measures such as actual course performance indicators and increased sample will provide clarity to these preliminary, but promising results.

Implications for this project suggest that adaptive leadership skills can benefit students from a variety of health professions in making progress towards Interprofessional Collaboration & Practice.