PURPOSE

The American Interprofessional Health Collaborative (AIHC) Innovation Taskforce was established with the charge to strengthen the structure and function of AIHC as a sustainable community of interprofessional practice that embodies the NEXUS and can continue to grow, in collaboration with the National Center for Interprofessional Practice and Education. This document outlines the development and implementation of the new AIHC organizational framework.

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The AIHC is the professional community of the National Center for Interprofessional Practice and Education (National Center). AIHC inspires colleagues and creates opportunities to come together, learn and grow. AIHC members work locally, nationally, and internationally to influence policy, develop and share best practice and resources, conduct research, mentor and support colleagues, and remove barriers to effective action.

In Spring 2021, AIHC participated in the NEXUS Innovation Challenge where team members applied principles of Design Thinking to consider how AIHC can grow its membership base to include diverse perspectives with a focus on those committed to advancing how we learn about, from, and with one another to advance collaborative practice and improve health outcomes for those served. During the NEXUS Innovation Challenge, the team identified opportunities for improvement related to the current AIHC structure and function that needed to be addressed in order to grow membership.

The Phase I AIHC Innovation Taskforce was then established in Fall 2021 with the charge to strengthen the structure and function of AIHC as a sustainable community of interprofessional practice that embodies the NEXUS and can continue to grow in collaboration with the National Center. The NEXUS is designed to intentionally link health professions education and health systems for interprofessional workforce development of future and current health professionals to simultaneously demonstrate organizational, learning and health outcomes. The Phase I AIHC Innovation Taskforce developed new mission and vision statements, and also made recommendations for a new, team-based organizational structure which disrupts traditional hierarchy, focusing more on collaboration.

The following people were involved in the Phase I Taskforce:

Christine Arenson  
Jim Ballard  
Lorinda Coan  
Erika Erlandson  
Tina Gunaldo (Co-Chair)

Heather Hageman  
Lauren Herrmann  
Jennifer Kertz  
Sean Diego Johnson  
Kelly Lockeman (Co-Chair)

Barbara Maxwell  
Julie Ronnebaum  
James Ryczek  
Marty Sexton  
Kyle Warkentin

In May 2022, the Phase II AIHC Innovation Taskforce was established to continue advancing the work and recommendations from Phase I. Through 2022 and early 2023, the Phase II AIHC Innovation Taskforce updated the organizational structure, mapped out the work of AIHC to the proposed Collaboratives and Committees, and developed an implementation plan. The people involved in the Phase II Taskforce as listed at the end of this document. The AIHC community was invited to review and provide feedback on the proposed AIHC organizational framework and implementation strategy in April 2023. Revisions to this document were made following feedback from the AIHC community. The work of Phase I & II AIHC Innovation Taskforces are presented in this document.
NEW VISION & MISSION STATEMENTS

The Phase I AIHC Innovation Taskforce developed the following new mission and vision statements:

**Mission:**
To serve as a community for individuals who advance interprofessional education and collaborative practice to improve health outcomes and health equity in partnership with the National Center for Interprofessional Practice and Education.

**Vision:**
Health that is transformed through collaborations bridging practice and education.

NEW ORGANIZATIONAL STRUCTURE

From July 2023, AIHC will transition to a new, team-based organizational structure which disrupts traditional hierarchy, focusing more on collaboration. The new organizational structure is shown below in *Figure 1*.

*Figure 1. Proposed AIHC Organizational Structure.*
The AIHC Community of Practice, as noted by the outer blue circle, consists of all individuals who advance interprofessional education (IPE) and collaborative practice (IPCP) to improve health outcomes and health equity. It includes, but is not limited to: students, practitioners, health professionals, educators, researchers, administrators, and community members.

The work of AIHC is organized through four intersecting Collaboratives, a Membership Committee, a Communication Committee, and a Collaboration Hub.

The four Collaboratives represent and advance the four domains of the work of AIHC, and are intended to be inclusive, creative spaces for AIHC members to come together to advance our shared mission and vision.

- The Evidence Collaborative advances scholarship in interprofessional practice and education.
- The Learning Collaborative focuses on organized learning opportunities.
- The Mentoring Collaborative facilitates mentoring and leadership opportunities.
- The Innovating Collaborative focuses on new or emerging initiatives that highlight the NEXUS and strengthen interprofessional practice and education within communities and organizations.

The two committees are responsible for critical organizational infrastructure that ensures multidirectional communication across and among the Collaboratives, the full AIHC members, and interested colleagues, partners, and future members.

- The Membership Committee focuses on the strategic recruitment and retention of individual and institutional members with commitment toward diversity of persons, professions, and partnerships in coordination with Collaboratives, Committees, and the Collaboration Hub.
- The Communication Committee is responsible for the generation of communications in coordination with content generation from Collaboratives, Committees, and the Collaboration Hub.

The Collaboration Hub is responsible for facilitating the overall vision, work, and strategic priorities of AIHC. Rather than having an executive or leadership team, the Collaboration Hub connects the day-to-day work of AIHC and promotes collaboration across the Collaboratives and Committees. The National Center staff play an active role in the Collaboration Hub as well as the Collaboratives and Committees allowing for bidirectional communication in all areas of the new structure. Community and Student Representatives also provide important perspectives that support AIHC to better embody the NEXUS between practice, education, and improved health and learning outcomes.

**Member Engagement with Collaboratives and Committees**

Collaboratives are places where AIHC members can engage with others with similar interests. Each AIHC member can self-identify with any and all Collaboratives that resonate with them and their work. The Communication and Membership Committees have specific functions to advance the work of AIHC. All AIHC members can apply to serve on a Committee when there are calls for new Committee Members.
Collaborative Working Groups
Each Collaborative will be guided by a coordinating team as outlined below in Figure 2. Collaboratives will organize their work by creating Working Groups, which may be standing for long term projects, or ad hoc for shorter term projects. Members of each Collaborative have the opportunity to join Working Groups, if they are interested. Collaboratives will have flexibility to define the Working Groups and recruit members, as necessary. However, principles of transparency, diversity and creating opportunities for all interested persons to participate are expected.

KEY ROLES & RESPONSIBILITIES

Figure 2 outlines the Key Roles for each Collaborative, Committee, and the Collaborative Hub.

Figure 2. Key Roles in the new AIHC Organizational Structure.
The primary responsibilities shown in Figure 3 are a representation of where the current work of AIHC will be housed in the new structure. This is not a comprehensive list of all the potential work of the Collaboratives/Committees and will be updated as needed.
**Description of Key Roles**

The following are key roles that help to advance the work of AIHC. One person cannot hold more than one of these roles simultaneously:

**AIHC Co-Convenor** (2 positions)
The AIHC Co-Convenors have a national leadership and strategic role similar to the role of a President or Chair in other national professional organizations. They lead the Collaboration Hub. AIHC Co-Convenors are elected to two (2) year terms through an all-member vote. Election of the two positions will alternate years. For the initial implementation, one Co-Convenor will be elected for a three (3) year term, the other for a two (2) year term.

**Collaborative or Committee Co-Facilitator** (2 positions for each Collaborative/Committee)
The Collaborative/Committee Co-Facilitators lead their respective Collaborative/Committee and ensure its successful functioning. They serve on their respective Collaborative/Committee and the Collaboration Hub. Collaborative/Committee Co-Facilitator positions are two (2) year terms, and selection of the two positions will alternate years. For the initial implementation, one Co-Facilitator will complete a one (1) year term, the other a two (2) year term. Selection of the Collaborative/Committee Co-Facilitators will be decided by members of the respective Collaborative/Committee.

**Communication Representative** (1 position for each Collaborative)
The Communication Representative ensures effective communication of each Collaborative’s goals, ongoing work and successes to all other Collaboratives and the Communication Committee. They serve on both the Communication Committee and one of the Collaboratives or the Membership Committee. Communication Representative positions are two (2) year terms and are selected by the members of each Collaborative.

**Membership Representative** (1 position for each Collaborative)
The Membership Representative promotes membership and participation in Collaboratives based on goals, ongoing work and the strategic plan. They serve on both the Membership Committee and one of the Collaboratives or the Communication Committee. Membership Representative positions are two (2) year terms and are selected by the members of each Collaborative.

**Student Representative** (1 position)
The Student Representative promotes student involvement in activities, goals, and strategies within AIHC. They serve on the Collaboration Hub. The Student Representative position is a one (1) year term and is selected by the Collaboration Hub.
**Community Representative** (2 positions)
The Community Representative is a person who benefits from and contributes to interprofessional collaborative practice as a past or present patient, client, or consumer of healthcare services. Their role is to promote person- and community-centered activities, goals, and strategies within AIHC. They serve on the Collaboration Hub. The Community Representative positions are two (2) year terms, and selection for each position occurs in alternate years. Community Representatives are selected by the Collaboration Hub.

The following are roles that all AIHC members can engage with to the level of their choosing:

**Committee Members** (Multiple positions)
Committee Members work collaboratively to develop, implement, and monitor programs and functions of their respective Committee (Communication or Membership). Committee Member positions are three (3) year terms, renewable for one additional three (3) year term. All AIHC members in good standing are eligible to be a Committee Member. Calls for new Committee Members will be sent out to AIHC members on a yearly basis, and interested individuals have the opportunity to apply for positions.

**Collaborative Members** (open to all AIHC members)
All AIHC members have the opportunity to self-identify with any Collaborative at any time. They can engage with the Collaborative to the level of their own choosing.

**AIHC Community of Practice Members** (All AIHC Members)
As members of the AIHC Community of Practice, individuals can:
- Build relationships with others who are committed to interprofessional practice and education.
- Access AIHC resources that can enhance their career and support them in their workplaces.
- Participate in AIHC events and programming.
- Engage in opportunities to share knowledge and advance the field.
- Receive AIHC member communications.
- Receive AIHC member benefits such as conference/event discounts and opportunities to serve on national committees.

AIHC Community Members who are interested in a deeper level of collective engagement are invited to support the activities and work of the AIHC Collaboratives and Committees.
IMPLEMENTATION STRATEGY

AIHC will transition to the new organizational structure in July 2023. To achieve this, the following steps occurred:

**April 2023**
- The proposed AIHC organizational structure and implementation plan was made available to the AIHC community. All AIHC members were invited to review the proposal and provide feedback.
- An AIHC All-Member Meeting was held to discuss the work of the Innovation Taskforce and the implementation of the new AIHC organizational structure.

**May 2023**
- The Phase II AIHC Innovation Taskforce collated and reviewed feedback about the proposed AIHC organizational structure. Minor revisions to the organizational structure and implementation plan were made based on the feedback received.
- The existing AIHC committees and workgroups were asked to review their current work and identify which of the new Collaboratives and Committees each project should be allocated.
- Members of the existing AIHC committees and workgroups were able to identify which of the new Collaboratives or Committees they would like to join, with the hope that there are individuals with knowledge of each project in the respective new Collaboratives and Committees.
- The existing AIHC committees and workgroups were asked to identify potential or interim Co-Facilitators for the new Collaboratives and Committees.

**June 2023**
- Mapping of committee members across the new Collaboratives and Committees will be completed by the Phase II AIHC Innovation Taskforce to identify any needs or currently under-resourced areas.
- Co-Facilitators for the new Collaboratives and Committees to be identified through consultation with the existing AIHC committees.
- Election of AIHC Co-Convenors to occur through all-member voting.
NEXT STEPS

AIHC will transition to the new organizational structure in July 2023. This transition will be supported by the Phase II AIHC Innovation Taskforce to ensure a smooth transition to the new structure. Phase II AIHC Innovation Taskforce members will temporarily fill any gaps for 2-3 months during transition.

In the early stages of the transition, the following will occur:

**July 2023**
- Identified Co-Facilitators (including any interim Co-Facilitators) will commence facilitating new Collaboratives and Committees.

**August 2023**
- Committees and Collaboratives will select new Co-Facilitator/s for any available or interim positions by Sept 1, 2023.
- Committees and Collaboratives will select Communication and Membership Representatives by Sept 1, 2023.

**Sept-Oct 2023**
- New structure and positions will be announced at NEXUS Summit.
- Call for new Collaborative/Committee members will be announced at the NEXUS Summit.

Once established, the Collaboration Hub will begin leading the strategic and operational priorities of AIHC, including the development of Standard Operating Procedures including:
- Workflow / Process of communication (including between AIHC & National Center)
- Dues
- Awards
- Records Maintenance, Retention, Visibility, Access
- Social Media
- Meetings

The Collaboration Hub will continue to facilitate the strategic priorities and planning of AIHC. It is recommended that the Collaboration Hub does a post-implementation survey 12 months after initial implementation of the new organizational structure to assess the success of transition.
This implementation strategy for the new AIHC organizational structure was developed by the Phase II AIHC Innovation Taskforce involving the following people:

- **Christine Arenson**  
  National Center for Interprofessional Practice & Education

- **Jim Ballard**  
  Past Chair, American Interprofessional Health Collaborative  
  University of Kentucky

- **Gina Baugh**  
  West Virginia University

- **Amy Blue**  
  Chair, American Interprofessional Health Collaborative  
  University of Florida

- **Paige Brown**  
  Campbell University

- **Angela Cecil**  
  Texas Woman’s University

- **Lorinda Coan**  
  University of Southern Indiana

- **Erika Erlandson (Co-Chair)**  
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