

A HISTORY OF THE CENTRE FOR THE ADVANCEMENT OF INTERPROFESSIONAL EDUCATION (CAIPE) 1987 - 2003

by John Horder (first Chairman)

Introduction

In putting together a short account of the history of the Centre for the Advancement of Interprofessional Education, I have been much helped by a document from Ann Loxley, the first honorary secretary of CAIPE Council.

Ann, then a medical social worker, a Senior Lecturer at the Middlesex Polytechnic and a Health Authority member, was one of the three people who planned a conference at Enfield in 1983. The others were Michael Carmi, a general practitioner of medicine with responsibility for postgraduate vocational training in Enfield and Haringey, and Valerie Packer, a health visitor and Director of Nursing Services in the same area. These three people had together been organising short interprofessional courses during the previous three years for general practitioners, nurses and social workers in Enfield. They saw a need to share their experience in interprofessional education with others involved in other parts of the country.

The conference, which attracted about 40 people from different parts of the United Kingdom, including Scotland, was chaired by Marion Strehlow, a senior nurse with the English National Board. The speakers were Judith Cheetham, then Lecturer in Social Studies at Barnet House, Oxford and a Fellow at Green College, and myself.

I regard that conference as the start and those who organised it as initiators of the Centre and its network. But all three of them were in full-time employment. Meanwhile I had recently completed my term as President of the Royal College of General Practitioners and had, prior to that, left my practise after suffering a coronary occlusion. I had been lucky to have been taken on at the Royal Free Hospital Medical School as a Visiting Professor and the King's Fund as a Visiting Fellow. Both organisations gave complete freedom to choose my own work and I was in fact looking for a role. The participants in the discussions which followed the Enfield conference agreed that the time had come to try to set up a new national organisation and to develop the ideas which had emerged from the conference. I was attracted to the idea because of my parallel experiences in the previous 30 years (1) in helping to develop a multiprofessional team at the Kentish Town Health Centre and (2) in being involved in the development of the Royal College of General Practitioners at its headquarters from the third year in its history. This history showed very clearly the value of a national network in changing the behaviour of a large group of professionals.

A steering group was set up, which met at King's Fund College from 1984 to 1987.

The steering group established a vision and organised three conferences at the King's Fund Centre. The vision was:

- 1) that health and social care required a greater degree of collaboration from professionals than had been evident hitherto and
- 2) that effective collaboration would be enhanced by interprofessional education.

It was agreed that a new organisation would be established. Its aims would be, first, to foster and improve collaboration in the interests of a comprehensive and effective service for patients and clients; secondly to promote development, practice and research in interprofessional education and training for practitioners associated with primary health and social care (extended later more widely within medicine than primary care alone). The necessary structure would be a regional network with representation on a national, coordinating Council. Funding would be needed to support a central office with paid staff, which would carry out functions required of it by the Council.

The work of the organisation would be:

- 1) to coordinate interprofessional educational activities
- 2) to promote exchange of information
- 3) to promote research
- 4) to develop opportunities for shared learning
- 5) to strengthen the interprofessional perspective of the training bodies of individual professions.

It was realised that there had been many efforts, at least in the last 25 years, to pursue the same aims, but almost all of them had been local or transitory or pursued by organisations which also had other additional aims. What was needed was an organisation at national level which devoted continuing effort to these aims and which would, above all, be neutral between professions and independent of government.

The Early Years: 1987 - 1993

The first Council of the Centre was brought together in 1987. It was drawn from medicine (general practitioners), nursing, social work and education (28 members in all). The Chairman was John Horder, the Honorary Secretary was Ann Loxley and the Honorary Treasurer was Michael Carmi.

The Council rapidly organised a national survey to find out how much interprofessional education in health and social care already existed. Money was obtained from the Nuffield Provincial Hospitals Trust and the work was carried out by the Institute of Community Studies. The survey showed that there were already at least four hundred places in the country where some effort was being made to offer interprofessional education and it provided details about what was being offered.

The first Bulletin appeared in January 1990, by which time the Centre had obtained £20,000 from the Department of Health and £20,000 from the King's Fund, with a view to setting up an office.

The first office was organised at the London School of Economics (LSE) in 1991, with the help of Professor Brian Abel-Smith. Shortly afterwards Dr Patricia Owens was appointed its first Director. Starting as a nurse, she had become a social worker and, after that, a research student at the London School of Economics.

Over the next two and half years, Dr Owen organised one very large conference at the School, two more at Cumberland Lodge, Windsor, and a particularly successful one at Magdalene College, Cambridge, which included demonstrations by a multiprofessional group of students from Sweden undertaking problem-based interprofessional learning (University of Linkoping). Dr Owens resigned as Director in 1994.

It was extremely valuable to the Centre to have an office in central London which was neutral between professions. The members of the Department of Social Science and Administration at the LSE were always helpful. However, after two and a half years, the need for CAIPE to contribute financially to the School could not be fulfilled.

The Centre had become a Charitable Trust in October 1992. The first Trustees were Dr John Horder (Chairman), Mr Peter Funnell (Honorary Secretary), Dr Michael Carmi (Honorary Treasurer), Baroness Julia Cumberledge and Mr Richard King CBE. From this point the Trustees had financial responsibility for the running of the Centre, and the Council became an advisory body, meeting less frequently, but appointing a small executive committee which met every month. The Trustees, the Council and the executive committee all had the same Chairman. This continued to be so until 1997, when the Centre's constitution changed from being a charitable Trust to a charitable Company limited by guarantee.

1994 - 1999

The Centre moved to 344 Gray's Inn Road in January 1994. The building housed the London offices of the Open University and also contained three or four national academic organisations as "lodgers". It proved to be highly convenient for CAIPE, which had one large room as an office and the use of seminar and lecture rooms of various sizes.

Lonica Vanclay became director in March 1994. Her background was in social work. She had recently come from leading a unit at Coram's Fields, dealing with children in homeless families. The speed with which she grasped a complicated scene and the energy which she put into the work were remarkable. She made a particular success of the Bulletin, and initiated several regional groups.

In June 1995 a second national survey was undertaken. Some of the findings were valuable, but the response rate was disappointing and it proved difficult to make comparisons with 1988.

While Lonica was Director, ongoing seminars were started. One was concerned with needs for research and with research in progress. Another was concerned with interprofessional education before qualification (particularly in medical and nursing schools). On this subject four national seminars were held between 1996 and 2000.

Baroness Cumberledge resigned as Trustee in 1993, when she became government spokesman for health in the House of Lords. She was succeeded by Mr Robert Maxwell, Chief Executive of King Edward's Hospital Fund for London. Mr David Gupsall became Trustee when he assumed the role of Honorary Treasurer (he resigned in 1997). His background had been in banking and he exerted an extremely efficient control of the Centre's finances. He was succeeded by Julie Josey, who was also extremely efficient and helpful in many ways.

John Horder resigned as chairman in the summer of 1994 and was succeeded by Sir Michael Drury (who had also been a President of the Royal College of General Practitioners). He particularly concerned himself with the reorganisation of CAIPE and with mobilising support from larger and older institutions which might prove a continuing source of money in exchange for representation on the Council/Board. Success in the second aim was limited.

John Horder was asked to remain as Life President.

In 1999 Dr Paul Thomas and Dr Rosemary Field summarised CAIPE's success in clarifying and communicating the nature and significance of interprofessional education as follows:

1. providing a network for information exchange through:
 - holding conferences and seminars
 - publishing a Bulletin and Occasional Papers;
 - promoting research;
 - representing members' views at national and international fora;
2. becoming an organisation of international standing and respect
3. engaging the support of influential sponsors
4. raising the profile of interprofessional education in primary health and social care and involvement in a culture of change
5. involvement in the setting up of the Journal of Interprofessional Care.
6. fundraising to support and maintain the office and the organisation's activities

The main problem at that time was and had always been lack of funding. It was seldom possible to plan for more than nine months ahead and the Director felt obligated to undertake projects herself, as well as doing everything else, in order not to have to employ an extra staff member and lose most of the money from the project. The arrangements for obtaining money and attracting members required constant re-consideration. However the organisation had by now survived for 13 years, despite a period of recession.

In 1997, for unrelated personal reasons, Sir Michael Drury and Lonica Vanclay retired almost at the same time. Quick replacement seemed essential. Professor Ian Cameron, then Vice-Chancellor of the University of Wales College of Medicine, accepted the chairmanship and Lyn Smith was appointed Director.

Unfortunately Professor Cameron's many other commitments left him with little time and it had been accepted that Lyn Smith was already committed to working for a PhD. Despite this, she devoted work to CAIPE for 2 years and during that time a valuable national conference was held at Cumberland Lodge, attended by a number of influential people. However, during these two years it became even more difficult to attract financial support.

1999 – 2002

The situation began to change with the appointment of Professor Hugh Barr as Chairman of the Board in March 1999. He had first to oppose the view of his predecessor and of the Vice-Chairman, Dr John Carrier (from the London School of Economics and Chairman of the Royal Free Hospital), that CAIPE should close down. He had the unanimous support of the Board to continue. Emergency funding was obtained and hopes rose further when the King's Fund, a long-term supporter, offered the help of its own fundraiser and encouraged an application to itself for a very large sum which would have established CAIPE in a very much larger style. But when the millennium distribution was announced early in 2000, there was nothing for CAIPE.

This was a major crisis. It was Hugh Barr above all who decided to continue, but he had the immediate support of the other officers (Barbara Clague, now Chief Executive, Julie Josey, Treasurer and myself). The next Board meeting again supported continuance.

The following year was very different. A number of efforts to obtain projects were successful, mainly due to Barbara Clague, who introduced a more business-like approach in winning contracts and generating income. Within two years CAIPE soon found itself with more money in the bank than ever before, despite increasing difficulty in obtaining any core funding from grant giving bodies. Barbara Clague's past and present experience within the health and social services and in education has added credibility to the organisation. Julie Josey who had been a particularly efficient treasurer resigned as in 2001 when she left London. She was succeeded by Basil Henson

CAIPE had been self-supporting financially since 2000, despite that the number of individual and corporate members was only 311 at the end of 2002. Proposals for a membership drive during the previous three years had not resulted in a significant effort.

From 2001, the organisation of the office, the accounts and the membership was very efficiently conducted by Jennie Rainsford, as Administrator. Helena Low, who had long been one of the representatives of the nursing profession on the CAIPE Board, was appointed as Development Manager in 2002.

However, all these appointments, including the Chief Executive were and remain, part-time. The work which CAIPE needed to do continued to be restricted by the insufficient office staff time which could be paid for. Until 2002, much still depended on the unpaid chairman, who despite other duties, repeatedly needed to fill gaps.

A Summary of CAIPE's achievements, February 2003

Despite the ups and downs of nearly twenty years, the original aim of CAIPE – to promote interprofessional education for the health and social service professions – seemed essentially to have been achieved. It had widespread support in principle – including from the government (although no longer with any money). Major experiments had started at universities and colleges throughout the United Kingdom. There were many parallel developments in places of work at the post-graduation level.

To date (February 2003), there remains a weakness (always declared by CAIPE) in the limited formal evidence (a) of the benefits of interprofessional collaboration to patients and clients and (b) about the extent to which interprofessional education can be shown not only to improve interprofessional collaboration, but also to benefit service users. The task of evaluating benefit from any new educational initiative is always difficult. It is especially difficult to evaluate benefit from one which requires reliable evidence about a chain of outcomes. CAIPE, as a partner with the British Education Research Association in the “JET” group (Interprofessional Education Joint Evaluation Team), has continuously monitored the world literature and the results are gradually giving support to the beliefs of the founders.

A summary of CAIPE's achievements at this time include the following: it has

- been the first independent organisation in the United Kingdom to have devoted its work entirely and continuously to the promotion of interprofessional education within health and social services;
- clarified basic issues in this field and created a relevant database;
- brought together a national network of interested individuals and organisations; maintaining contact with them and others through its Bulletin, occasional publications, website, conference and seminars;
- established partnerships with other like-minded organisations;
- identified and helped to prepare trainers for interprofessional learning both before and after qualification;
- emphasised repeatedly the need for evaluation, itself responding openly and consistently to this need.

John Horder, February 2003