

# **NOVEMBER 2019**

www.caipe.org

If you would like to submit any material, events, opportunities or reports for the next newsletter please email to:

bulletin@caipe.org

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# **CAIPE Activities**

### A message from the Chair



Dear CAIPE members

Our apologies for the delay in sending out this months Newsletter but we wanted to ensure that we shared with you the presentations from the CAIPE Symposium held on 29 November 2019.

As Chair I have continued this month to represent CAIPE's consensus partnership with Interprofessional.Global and InterprofessionalResearch.Global via Zoom meetings. In particular the development and promotion of next years ATBHX Conference in Doha, Qatar (<a href="https://www.atbhx.qa">https://www.atbhx.qa</a>) abstract submissions is open until 23 February 2020.

I attended the Education Inter-Regulatory Group meeting (Representation from NMC, GMC, GPC, GDC,GCC, GOsC, PSA, HCPC,) on 25 November and we discussed: Understanding our approach to requests for endorsement and inclusion of content in curricula and related resources; Personal beliefs update; Enhancing communication between education and training organisations and their regulators; Approaches to preceptorship/transition from student to registrant; Supporting and assessing students: shared terminology; followed by a Information sharing workshop.

I hope you have registered for the King's College London/CAIPE Conference " The Reduction of Harm through interprofessional education and collaborative practice', 18-20 June 2020, Somerset House, London. The planning team will be calling for abstract submissions in the New Year and this promises to be an interactive and discursive event.

Hopefully from the website you will have noticed that CAIPE is strengthening it's partnership with the Journal of Interprofessional Care and we are currently working on a new agreement for January 2020 to December 2024. Look out for further update in the New Year.

This months Guest Editorial is from our Board members Sharon Buckley, Nicola McLarnon and Laura Chalmers who lead on the CAIPE National Standards Working Group. CAIPE Board has tasked the Working Group to explore the development of National Standards for interprofessional education (IPE). This editorial provides CAIPE members with an introduction and outline of the Working Group proposal and the CAIPE Board are pleased to share this with you and welcome your feedback. This will help inform how we take this forward in the New Year.

May I on behalf of CAIPE wish you every happiness and enjoyment over the festive period and look forward to working with you for an active CAIPE 2020. In particular I would like to thank Emma, CAIPE Administrator for her continued dedication and

expertise in promoting CAIPE through the Newsletter and Web site development over the year.

Richard Pitt

Chair

Richard.Pitt@caipe.org



#### **GUEST EDITORIAL**

# A CAIPE project to develop UK national standards for the design, management and delivery of IPE.

Sharon Buckley, Laura Chalmers, Nicola McLarnon, CAIPE National Standards Working Group, December 2019.

In this editorial, we make the case for UK national standards for the design, management and delivery of Interprofessional Education. We describe a new CAIPE project to develop such standards and invite you to contribute to this exciting work.

In the UK, as elsewhere, the professionalisation of higher education teaching has led to the development of quality standards for its design, management and delivery. The UK Professional Standards Framework is in its second iteration (Higher Education Academy 2011); and the Universitas 21 collaboration has produced a framework that describes professional standards for university teachers at different stages of their career (U21 2018). In health and social care professions education, professional regulators have published standards for teaching design, management and delivery in their profession (HCPC 2017; GMC 2015, GDC 2015, GPhC 2011); and the Association for Simulated

Practice in Healthcare has produced standards and accompanying guidance for Simulation-Based Education (ASPiH 2017). These standards describe, not the outcomes that students should attain, but the quality indicators that educational institutions and individual teachers should meet if their students are to achieve their full potential. Evidence for the impact of standards on institutional and individual practice is emerging (Higher Education Academy 2013, Chambers et al 2016).

In IPE, there is a wealth of guidance about how to design, manage and deliver quality programmes for learning interprofessionally; and some progress towards developing quality standards. In the US, the Health Professional Accreditors' Collaborative has recently published guidance for its members (HPAC 2019); and McGill University in Canada has used existing literature and guidance to develop internal standards against which they can assess the quality of their IPE provision. Faculty at McGill have found these standards very helpful in requesting resources to support IPE development (Purden et al All Together Better Health IX, September 2018). In the UK, whilst the CAIPE guidelines (2017) share the accumulated wisdom and expertise from over 30 years of supporting IPE development, to our knowledge, there are, to date, no nationally agreed standards for the design, management and delivery of IPE in the UK.

We consider that evidence-based UK national standards, with accompanying guidance, are an important enabler that will help institutions and individuals meet the challenge of providing high quality IPE, at scale and in sustainable, cost effective ways. National standards will be a benchmark for UK accrediting bodies, to assess institutional IPE and to inform policy, commissioning choices and quality improvement. For institutional IPE champions, standards will guide programme design and management; bolster cases for adequate funding and resource; and provide evidence for external accreditation. As institutions bring their provision in line with national expectations, trainees will benefit from an enhanced ability to work in the effective multi-disciplinary teams so necessary for high quality safe patient care (Kent et al 2017). Standards will provide the basis for recognising the expertise and reflective practice of individual teachers and inform the design of faculty professional development programmes. Embedding of standards will benefit IPE research and evaluation by minimising variation due to sub-optimal management and delivery, allowing true variations between different pedagogical approaches to stand out.

To realise these benefits, UK National Standards will need to be based on thorough understanding of evidence of 'what works, for whom and in what circumstances' (Wong

et al 2012) and must achieve a balance between 'gold standard' aspiration and a realism that encourages continuous improvement. Extensive consultation with all stakeholders and agreement is essential to credibility and acceptance by the sector. As a well-respected arbiter of quality in IPE, with national and international reach and an extensive range of existing guidance and resources, CAIPE is well placed to undertake this work. Our project vision statement is to:

'develop and publish evidence-informed standards for the design, management and delivery of IPE in the United Kingdom that are realistic, widely supported by stakeholders, apply to pre and post registration training and provide a basis for accreditation of individual and organisational practice'.

Work is in its early stages, but is progressing well, with draft standards domains taking shape. In 2020, we will undertake first round consultations with CAIPE members, to inform Board before approaching professional accrediting bodies and other stakeholders, with a view to sharing prototype standards at the CAIPE/King's College, London conference in June 2020.

We are very keen to hear your views on the nature and utility of UK National Standards, on content that you think essential and on potential barriers to adoption. Whilst we will undertake formal consultations in the New Year, we welcome all contributions and warmly invite you to contact Emma Beal at <a href="mailto:admin@CAIPE.org">admin@CAIPE.org</a> to submit your ideas or to arrange a phone conversation with a member of the working group.

We look forward to hearing from you and to working with you to progress this exciting project.

#### References:

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Chambers M, Hickey G, Borghini G, McKeown R 2016 Preparation for practice: the role of the HCPCs standards of education and training in ensuring that newly qualified professionals are fit to practice. A study by the Faculty for Health, Social Care and Education Kingston University and St George's, University of London. Available at:

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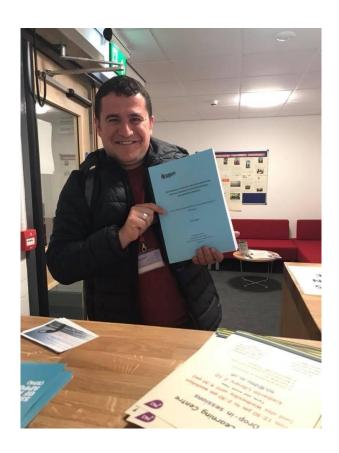
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Wong G, Greenhalgh T, Westhorp G, Pawson R 2012. Realist methods in medical education research: what are they and what can they contribute? Medical Education 46: 89-96 <a href="https://doi.org/10.1111/j.1365-2923.2011.04045.x">https://doi.org/10.1111/j.1365-2923.2011.04045.x</a>

#### **CAIPE MEMBER NEWS**

Congratulatons to Ali Yildirim who has recently completed his PhD. Ali would like to share his research work with you.



#### **Research Title:**

# THE EXPERIENCE OF RECENTLY QUALIFIED SPEECH AND LANGUAGE THERAPISTS IN INTERPROFESSIONAL COLLABORATIVE PRACTICE

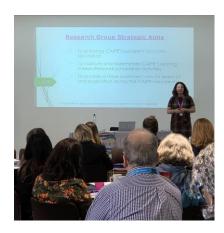
My PhD research was focused on SLTs experience in interprofessional education and collaborative practice. I have done 21 interviews with newly Qualified SLTs who had IPE at their Pre registration degree. To explore their lived experience into interprofessional education and interprofessional collaborative practice. Four major themes emerged from the interview data: 1) interprofessional team working, 2) interprofessional communication, 3) how it is feels to be an SLT and 4) IPE. Several subthemes also emerged from data: understanding of interprofessional team working, what makes teams work well, leadership and hierarchy, decision-making, barriers to interprofessional team working, communication types, communication skills, not being understood, what it is like to be an SLT, understanding of IPE, benefits of IPE, what participants learned from IPE, and IPE as preparation for practice. The findings lend valuable insights into IPCP in SLTs' early careers. It clearly illustrates the complex working lives of SLTs moving in and out of different teams with various leadership arrangements. The personalities of a range of professionals and the complexity of their work environments determined the effects on the SLTs' interprofessional relationships and IPCP. This resulted in a need for negotiation and for promotion of their role to other professionals. SLTs felt undervalued and little understood. SLTs also see IPE as important and as a preparation those for IPCP, although it does not necessarily reflect real world conditions. In this scenario, the study examines the implications of this research on pre-registration IPE in SLT and IPCP in the SLTs' current clinical practice.



### **CAIPE Symposium**

#### **'INTO RESEARCH'**

### Friday 29<sup>th</sup> November 2019 Friends House, Euston, London











Thirty-seven people attended the CAIPE Symposium in London to experience six oral presentations and three posters. This generated great critical discussion on research methodology and process which was enhanced by contributions from our CAIPE Fellows: Liz Anderson; Dawne Gurbutt; Lesley Diack; Susanne Linqvist and Richard Gray.

Click here for the full programme from the day.

Oral presentations:

Veronica O'Carroll - <u>Methodological approaches in IPE Research</u>

Dr Jaqueline Alcântara Marcelino da Silva - <u>Faculty development activities for</u> <u>Interprofessional Education: a systematic review.</u>

Hailah Almoghirah PhD Student - <u>A systematic review to investigate the forms and</u> outcomes of assessments employed in Interprofessional Education

Vikki Park PhD Student - <u>A Focused Ethnography of Interprofessional Learning Culture in Critical Care.</u>

Clare Walsh PhD Student - <u>Putting on a Show: Educator Experiences of facilitating interprofessional simulation, a grounded theory study.</u>

Jonathan Berry PhD Student - <u>Stereotypes in undergraduate IPE simulations: dangerous</u> or useful?

It was a fantastic day with passion, collaboration, constructive discussion and respect for the presenters work. If you are interested in joining the CAIPE Research Working Group please email Veronica O'Carroll <a href="mailto:vol@st-andrews.ac.uk">vol@st-andrews.ac.uk</a>

Many thanks to my Vice Chairs Maggie Hutchings and Sundari Joseph for organising and facilitating such a great event.

Richard Pitt, Chair



#### Use:

# #IPE #COLLABORATIVEPRACTICE #COLLABORATIVEWORKING #INTERPROFESSIONALLEARNING

Did you know that all tweets using the @CAIPEUK link, are shown on our news page on our website?

#### **CAIPE REGIONAL FORUM**



Friday 13th March 2020

Hosted by University of East Anglia.

#### Leading and championing IPL: the art of stepping back to move forward

The full details of the programme for the day will be sent in the new year but you can book your places now on our events page by <u>clicking here</u>.

10% discount for CAIPE members. To register <u>click here</u>.





A space for discussion

# KING'S CAIPE CONFERENCE 2020

The Reduction of Harm Through Interprofessional Education and Collaborative Practice

18-20 June 2020, London





A space for discussion

#### KING'S CAIPE CONFERENCE 2020

The Reduction of Harm Through Interprofessional Education and Collaborative Practice

18-20 June 2020, London

#### **TICKETS AVAILABLE NOW**

Interprofessional learning, collaborative practice and integrated care are now at the forefront of healthcare policy makers' priorities. However these policy priorities come with limited guidance supporting their practical realisation. New methods and approaches that scale the chasm between interprofessional aspiration and service reality are called for.

This conference will provide a forum that prioritises deliberations over presentations. Our principal aim is to take on the question of how to realise interprofessionalism and interprofessional learning in ways that impact on how care happens: what kinds of interprofessional learning and working are needed to tackle the increasingly complex circumstances that define the real world of care provision?

lickets available from

blogs.kcl.ac.uk/tbplhc

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### News

### **UK NEWS**



#### Medical students working as health care assistants: an evaluation

Elizabeth Davison and Susanne Lindqvist

Centre for Interprofessional Practice, Norwich Medical School, University of East Anglia, Norwich, UK

#### Purposeful involvement of experts by experience

Sarah Winn and Susanne Lindqvist

University of East Anglia, Norwich, Norfolk, UK





<u>Click here</u> to read the latest Genomics Education Programme Newsletter.

# The Kings Fund>

Click here for an update on news from The King's Fund.



Click here for an update on their latest news.



Click here for the latest news in IPB/VBP.

### **INTERNATIONAL NEWS**



Click here to read the lastet news from INHWE.

#### BRIGHAM HEALTH | BRIGHAM AND WOMEN'S HOSPITAL



- 15 Years of Stratus
- Farewell Steven Yule!
- Welcome to Stratus!
- Research Updates
- Simulation Educators Program
- Events & Opportunities

#### Read more here.



Revista Panamericana de Salud Pública abre convocatoria para artículos sobre Recursos Humanos en Salud

#### Leer más en Español

Mayor información:

Convocatoria de artículos: Recursos humanos para la salud universal (Español)

<u>Call for papers: Human Resources for Universal Health</u> (English)

Chamada para artigos: Recursos humanos para uma saúde universal (Português)

Colombia realiza el Tercer Taller Nacional de EIP y reconoce la importancia de la estrategia para garantizar el derecho a la salud

Colombia holds Third National IPE Workshop and recognizes importance of this strategy to ensure right to health

Colômbia realiza o Terceiro Workshop Nacional de EIP e reconhece a importância da estratégia para garantir o direito à saúde

Leer más en Español Read more in English

Leia mais em Português
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Representantes de instituciones de educación superior de Colombia, Chile y Argentina formalizaron la creación de la UNIRED-EIP y celebran la primera reunión de la Red
Representatives of educational institutions from Colombia, Chile and Argentina formalize the creation of UNIRED-EIP and hold the first meeting of the Network Colômbia realiza o Terceiro Workshop Nacional de EIP e reconhece a importância da estratégia para garantir o direito à saúde
Leer más en Español
Read more in English
<u>Leia mais em Português</u>
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## **Events**



Click here to view a list of The King's Fund upcoming events.







# Annual Conference 2020 Thinking Strategically

A day of strategic thinking around key issues and challenges for the health and higher education sectors

BMA House, London | 21 January 2020

#### **Book Online Now!**

participant.co.uk/codh\_annual\_conference\_2020

Speakers include
Sir David Behan, Chair, Health Education England
Professor Julia Buckingham CBE, President, Universities UK
Dr Jim Campbell, Director, Health Workforce, World Health Organisat





# Research Strategy Conference

A one-day event exploring research excellence, capacity building and research in a global and interdisciplinary context.

Woburn House, London | 19 February 2020

#### **Book Online Now!**

participant.co.uk/codh\_research\_conference\_2020

The Conference will be useful for research leads in nursing, midwifery and allied health faculties and those interested in strategic thinking around increasing health research capacity and fostering excellence in health research

Speakers and facilitators include

Professor Anne-Marie Rafferty CBE, Royal College of Nursing Professor Dame Jessica Corner, The University of Nottingham Professor Fiona Watt, Medical Research Council Professor Hugh McKenna CBE, Ulster University Professor Mary Renfrew, University of Dundee Professor David Jones OBE, NIHR Academy Professor Paul Boyle, Swansea University



events@cod-health.ac.uk



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#CoDHResearch



International Network for

#### Barcelona 2020





#### 3rd International Congress of Health Workforce Education and Research

As you probably read in our last newsletter, we are delighted to announce the details of the 3rd International Congress of Health Workforce Education and Research. The event will take place in Barcelona, Spain between Wednesday 2nd and Friday 4th September 2020.

#### Call for Sessions, Panels and Workshops

We would like to invite potential participants to submit proposals for Full Sessions, Panels and/or Workshops for the Congress in advance of our Call for Abstracts (which will be launched later this year). The deadline for submissions is **Monday 30th September 2019**. Please see the full Call for Session, Panel and/or Workshop for further details.

#### **Key Dates**

Monday 3rd June 2019 - Call for Sessions, Panels and Workshops Opens

Monday 30th September 2019 - Call for Sessions, Panels and Workshops Deadline

Monday 7th October 2019 - Call for Abstracts Opens

Monday 28th October 2019 - Notification of Acceptance or Rejection of Sessions, Panels and Workshops

Monday 6th January - Registration Opens

Monday 3rd February 2020 - Call for Abstract Deadline

Monday 17th February 2020 - Notification of Acceptance or Rejection of Abstracts

Monday 2nd March 2020 - Early Bird Registration Deadline

#### **Congress Theme - Interprofessional Education**

There is now significant evidence to indicate that effective interprofessional education is an innovative strategy that enables effective collaborative practice and improves healthcare systems. The 2010 WHO Framework states that "after almost 50 years of enquiry, the World Health Organization and its partners acknowledge that there is sufficient evidence to indicate that effective interprofessional education enables effective collaborative practice". Read more.

#### **Pre-Conference - SAFEMEDIC Project**

The SAFEMEDIC project aims to improve the workplace safety of healthcare professionals by increasing their skills and competences in dealing with difficult situations and runs from November 2018 to October 2020. The final conference of the project will be held as a preconference to the 3rd International Congress of Health Workforce Education and Research on **Wednesday 2nd September 2020**. Read more.

#### **Lots More Coming Soon...**

We've got lots more details so make sure you follow INHWE on <u>Twitter</u> and keep an eye on our website for all the latest news!



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# National Association of Educators in Practice Conference

24 April 2020

see: <a href="https://naep-uk.org/2019/11/22/save-the-date-naep-conference-on-friday-24-april-2020/">https://naep-uk.org/2019/11/22/save-the-date-naep-conference-on-friday-24-april-2020/</a>



29th April 2020

#### **AoME Spring Meeting 2020 Learning Together for Patient Care**

<u>Click here</u> for more information.

by Academy of Medical Educators

**Follow** 



# Leading the global movement for change

Registration for ICIC20 is now Open! Book Early for the Best Rate!



**Registrations are now open** for <u>ICIC20</u>, the <u>20th International Conference</u> taking place in Šibenik, Croatia from 27-29 April 2020! We encourage delegates to book early to avail of the early bird discount and take advantage of current low rates on flights to/from Split and Zdar!

Please note the following:

An early bird discount is available to everyone until 31 December offering 10% reduction on all rates by using the code EARLYBIRD

- Special subsidised rates are available for Croatian delegates and other countries in the region including lower and middle income (LMIT) countries
- Reduced rates are available to those working in the public sector and to students studying full or part-time in the field of integrated care
- Bursary places are available to patients, carers and citizens, contact us directly for more information
- Discounted rates for hotel accommodation have been negotiated and full details are available during the registration process
- If you have any questions relating to the registration process please contact Emma at <a href="ICIC20@abbey.ie">ICIC20@abbey.ie</a>

#### **REGISTRATION FEES**

Normal Rate - €999 (Central Government, International Agencies, Private Sector)

Discounted Rate - €938 (Academic, Public, Not for Profit, SMEs)

Student Rate - €388 (full or part-time study in field of Integrated Care)

Local and LMI Rate - €349\*

Local and LMI Student Rate - €250\*

Bursary - free to attend (available to patients, carers and citizens - contact us for more information)

\*Available to delegates from the following countries:

Croatia, Slovenia, Slovakia, Czech Republic, Hungary, Poland, Lithuania, Latvia, Estonia, Russia, Belarus, Ukraine, Moldova, Romania, Serbia, Bosnia and Herzegovina, Bulgaria, Greece, Turkey, North Macedonia, Albania.

These fees are available to all those from lower- and middle-income (LMI) countries. Click here to see if the country you live in falls under this group.

#### **REGISTER NOW**

#### Getting to Šibenik

This year's conference takes place in the beautiful UNESCO city of Šibenik. The Amadria Park is the largest convention centre in the Croatia and Adriatic region. The city lies equal distance between Split and Zdar and the distance from both airports is one hour. Coach transfers from Split and Zdar will be available to delegates direct to Amadria Park where all the hotels are located within walking distance from the conference venue. Note, there are direct flights to both Split and Zdar from a huge number of international cities or connections can be made via Zagreb or international hubs such as London, Amsterdam and Paris. Once the summer schedule of flights has been published we will post information to the conference website. If you have any questions about getting to the conference venue please contact us at ICIC20@abbey.ie

#### Paper Submissions Received Until 31 October



Thank you to all those who have supported us to extend our reach for the call for papers. The number of papers received has now passed the 400 mark but there are still some countries who have not been represented. We ask that you particularly share these details with your country networks so that the message is extended to the very best examples of integrated care.

We will continue to accept submissions until **Thursday, 31 October** but to support us to efficiently manage the reviewing process and programme design, please don't leave it to the last minute. **We appreciate you submitting your papers ASAP**. The paper is limited to 500 words and should relate to the conference themes and tracks. Instructions on how to submit a paper are available in the abstract tool once you have created an account.

#### **Key Steps for Submission**

#### Step 1 - Read the guidelines and understand the submission formats

- Visit the conference website and click on the submit an abstract button
- Create abstract submission account
- Register contact details please note these should be the contact details of the speaker where possible, if you do not have the speaker contact details already you will be asked to edit this contact form at a later date
- Upload the speaker biography and photo
- Consent to use of your data for conference organising and communication purposes
- Read the abstract submission guidelines

• Note there is a different structure for the paper depending on what type of presentation your are requesting

#### **Step 2 - Submit your abstract**

- Choose the title of your presentation. Please type the title grammatically correct as this is the way it will transfer to the programme
- Choose submission format (Oral Paper, Poster, Workshop of SIG Meeting only fully fledged workshops and SIG Meetings will be accepted for review)
- Choose the track(s) that best reflects your project or research. Your choices will help ensure the the Committee can allocate papers in appropriate groupings for inclusion in the program.
- Enter author details (NB put main presenter details to the top of the list if known)
- Copy and paste abstract in the correct structure summary (max 500 words)
- Read and agree to the publishing waiver
- Answer some final questions relating to the type of paper you are submitting
- Press review and submit (abstracts can be edited up until deadline 31 October)

#### Step 3 - Receive the review results and secure your place on the programme

- Results of the reviewing process will be available in late November and sent to the individual who registered as the submitter of the paper
- Presenters must register to attend the conference before formally being accepted to the programme
- Presenters can access the early bird discount of 10% off all rates until 31 December
- Presenter briefings will be available on the conference website
- Inquiries around presenter formats should be sent to ICIC20@integratedcarefoundation.org
- Confirm presenter details and submit photo and biography by briefing deadlines

#### **SUBMIT PAPER**

Put your Organisation on the Global Stage



Participation at ICIC20 and partnering can occur in several ways. The International Conference on Integrated Care provides partners with many opportunities to connect with policy-makers, practitioners and researchers working towards integrated care. Over 1,000 global health invested practitioners, academic, researchers and students from around the world are expected to participate in the Conference in Šibenik, Croatia in 2020.

In addition to connecting participants with the valuable resources your organisation provides, your support enables community based leaders and students to attend by offsetting travel and registration expenses. Support from establishments such as yours is critical to the success of the conference. All profit from the Conference will go to the International Foundation for Integrated Care (IFIC). We are a not-for-profit network that crosses organisational and professional boundaries to bring people together to advance the science, knowledge and adoption of integrated care policy and practice. IFIC is also the main supporter of the International Journal of Integrated Care (IJIC).

#### We are going green in 2020

At ICIC20 we will reduce our carbon footprint and become a greener conference. We will reduce the use of plastic, increase our digital offer over print and recycle where possible. This year's venue is in walking distance from all hotels and the social activities and we will provide shuttle bus links from the local airports. You will find a range of green sponsorship options and will be recognised from the podium for supporting a greener conference.

#### Extend your reach beyond the conference

By making the conference available to view live online we extend our reach to thousands of integrated care professionals around the world. By aligning your organisation to the live video stream you too can connect directly with potential customers and raise awareness of your brand and its work in the field of integrated care.

If you would like to find out more or are interested in developing a bespoke support package contact Fiona Lyne, Director of Communications.

#### PARTNERSHIP OPPORTUNITIES

#### **Cohosts**



Zagrebu

#### **Sponsorship**



If you would like to know more about the conference and ways to become involved please contact - Fiona Lyne

fionalyne@integratedcarefoundation.org

Follow us on Twitter <a>@IFICinfo</a> #ICIC20 #integratedcare

10% discount for CAIPE members. To register <u>click here</u>.

**LIBERTAS** 





A space for discussion

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#### **TICKETS AVAILABLE NOW**

Interprofessional learning, collaborative practice and integrated care are now at the forefront of healthcare policy makers' priorities. However these policy priorities come with limited guidance supporting their practical realisation. New methods and approaches that scale the chasm between interprofessional aspiration and service reality are called for.

This conference will provide a forum that prioritises deliberations over presentations. Our principal aim is to take on the question of how to realise interprofessionalism and interprofessional learning in ways that impact on how care happens: what kinds of interprofessional learning and working are needed to tackle the increasingly complex circumstances that define the real world of care provision?

lickets available from

blogs.kcl.ac.uk/tbplhc



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# **Opportunities**

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