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## Cross sector and interdisciplinary cooperation in brain injury rehabilitation

*Introducing an Organization Education approach*

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# Cross sector and interdisciplinary cooperation in brain injury rehabilitation

## - introducing an Organization Education approach

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### Introduction

The coordination of efforts across sectors, disciplines and administrative units is a necessity for coherent rehabilitation but by no means easy.

In a recent review-based report, the Danish National Board of Health (2011) strongly recommended improvement of coordination in brain injury rehabilitation. The analysis recommended a more formalized structure for collaboration between administrative levels and units in order to ensure coordination and integration of services across disciplines and areas. This requires early communication between the parties involved and relevant transfer of knowledge. It may be achievable by further development of current means of coordination such as coordination committees and health contracts between municipalities and their administrative region.

The main recommendations from the Danish Board of Health are:

- Interdisciplinary collaboration between professionals, in collaboration with the person with acquired brain injury (ABI) and his or her relatives
- In the municipality, establish a coordination function of brain injury rehabilitation in order to coordinate efforts in relation to the individual person with ABI
- Differentiated rehabilitation services in both hospitals and at the municipal level, with gradual transfer of knowledge and services to ensure that people with ABI receive the level and kind of services that are appropriate to their individual need.

Rehabilitation of people with ABI was given priority and some development projects were funded by the Danish Government.

### Objectives

We report from the KORE/REKO project of Aalborg Municipality/North Denmark Region and this presentation focus on 1) establishing new ways of working together across disciplines and sectors from doctors and neuropsychologists to home health care workers and 2) joint rehabilitation plans.

### Methods

Procedures for coordination were constructed through dialog and workshops that mobilized representatives of all stakeholders.

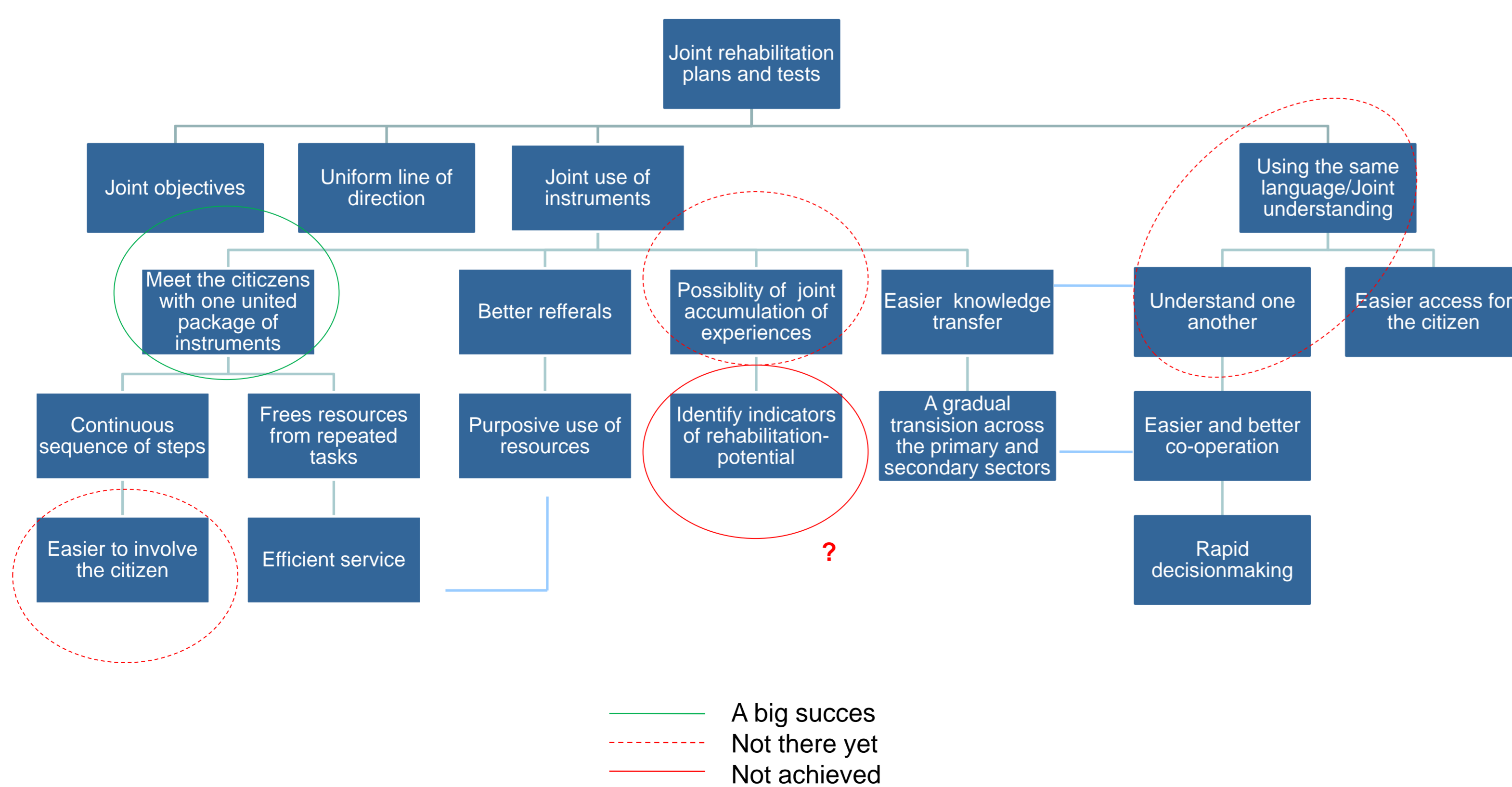
Through participation in these workshops (action research) we are developing and testing an *Organization Education* approach that adapts tools from organizational psychology and cognitive therapy. The aim is to help the organization develop and make explicit a conceptual framework that link rehabilitation activities to projected outcomes ("articulated logic"), and which enhances insights and shared goals across the organizations in all phases of the project.

### Organization Education

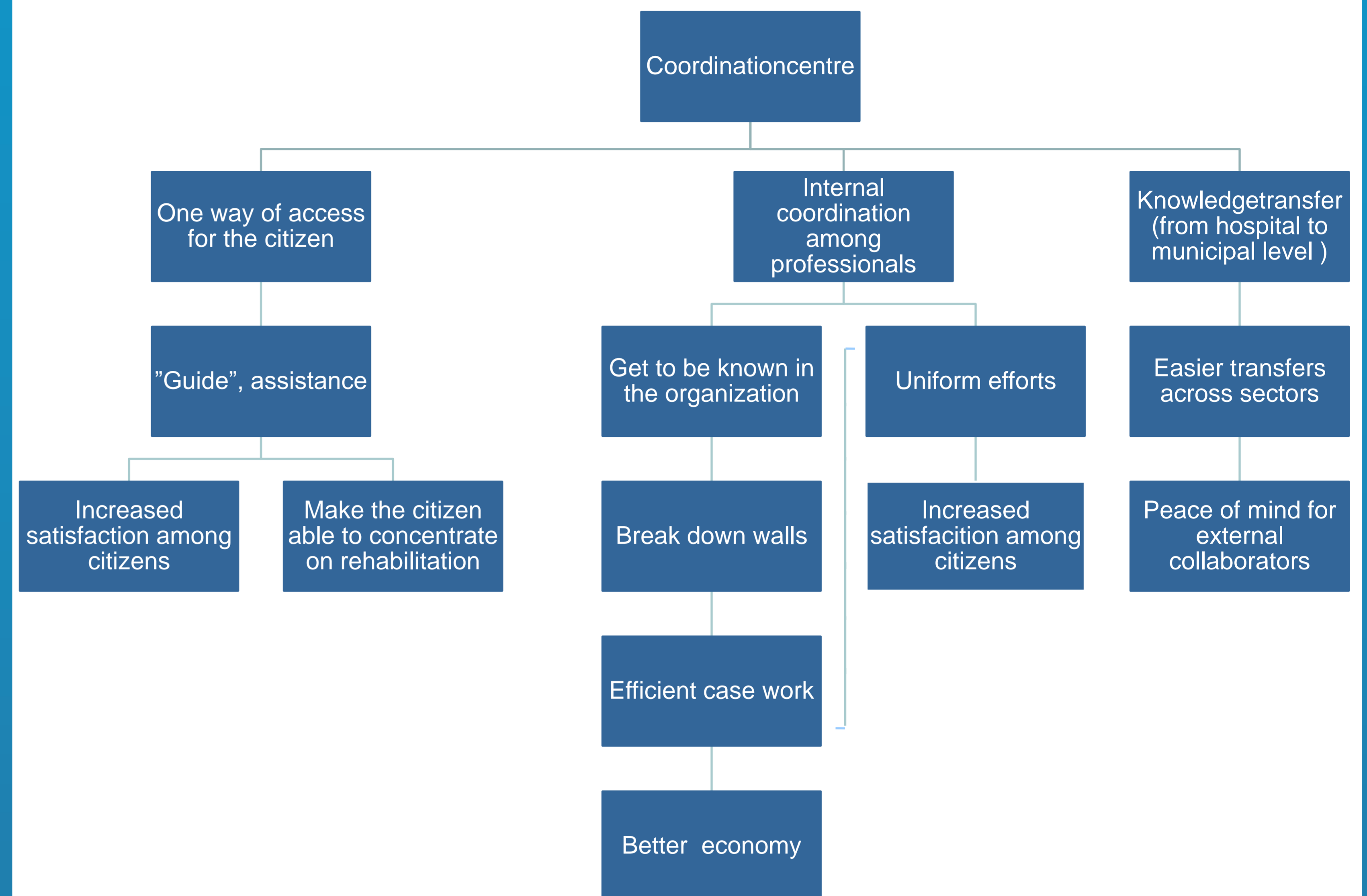
- Provides the stakeholders with educational information to facilitate the process of working together on their joint assignment
- May take many forms depending on the organizations presenting concerns, from defining and identifying tacit assumptions to understanding the impact of these cognitions
- Involves the formal application of theoretical and empirically supported psychological principles to facilitate a desired development within ethical and professional practice standards
- Is used most extensively during early sessions and may be supplemented with reading materials and other educational resources

### Results from the first workshops and a halfway evaluation in the implementation phase

#### 1) Articulated logic of establishing joint rehabilitation plans and tests



#### 2) Articulated logic of establishing a coordination centre in Aalborg



### The resulting benefits of Organization Education

The municipality becomes able to:

- ✓ Clarify their assumptions and implicit theories
- ✓ Detect implausible assumptions
- ✓ Use the resulting theory or model to choose the criteria which are to be measured and that will indicate successful implementation and desirable outcomes in an ongoing evaluation or organizational development process
- ✓ Identify the intermediate results rather than just the final outcome.

### Results of the project of Aalborg Municipality/North Denmark Region

- ✓ A coordination center to strengthen coordination within the municipal level has been established
- ✓ Interdisciplinary coordination of processes across primary and secondary sectors to ensure differentiated rehabilitation services and gradual transfer has been established
- ✓ There is agreement on united efforts (joint rehabilitation plans and tests)
- ✓ There is agreement on a collaboration accord (new ways of working together)

### Conclusions

The articulated logic of the coordinated rehabilitation program has been unfolded through Organization Education and the halfway evaluation indicates successful implementation in Aalborg Municipality and the North Denmark Region.

### References

[Danish Board of Health] Sundhedsstyrelsen (2011): *Hjerneskaderehabilitering – en medicinsk teknologivurdering*. <http://sundhedsstyrelsen.dk/publ/publ2011/MTV/Hjerneskaderehabilitering/Hjerneskaderehabilitering.pdf>

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