



# Eliminating Health Disparities with Partnership-Based Health Care



**Teddie Potter PhD, MS, RN**



UNIVERSITY OF MINNESOTA

School of Nursing

**Driven to Discover<sup>SM</sup>**

# Objectives

- Describe cultural transformation theory and the significant differences between domination and partnership
- Discuss the impact that domination and partnership relationships have on health outcomes
- Analyze organizations for their place on the domination/partnership continuum
- Apply partnership-based resources to guide practice, research, and health education

# Defining Collaboration

Many health workers believe themselves to be practicing collaboratively, simply because they work together with other health workers. In reality, they may simply be working within a group where each individual has agreed to use their own skills to achieve a common goal...

Collaboration, however, is not only about agreement and communication, but about *creation and synergy*.

Collaboration occurs when two or more individuals from different backgrounds with complementary skills interact to *create a shared understanding that none had previously possessed or could have come to on their own*.

(World Health Organization, 2010, p. 36)

If efforts at creating successful teams are not accompanied by a shift from a dominator to a partnership way of relating, most efforts will in fact be doomed.

(Eisler & Montuori, 2001)



*Culture eats strategy for  
breakfast.*

-Peter Drucker

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**We often do not perceive that our organization has a unique worldview or culture. It's just the way things are.**



# The culture in the United States includes the tendency to rank or categorize into rigid hierarchies



MY CHILD  
IS AN  
HONOR STUDENT

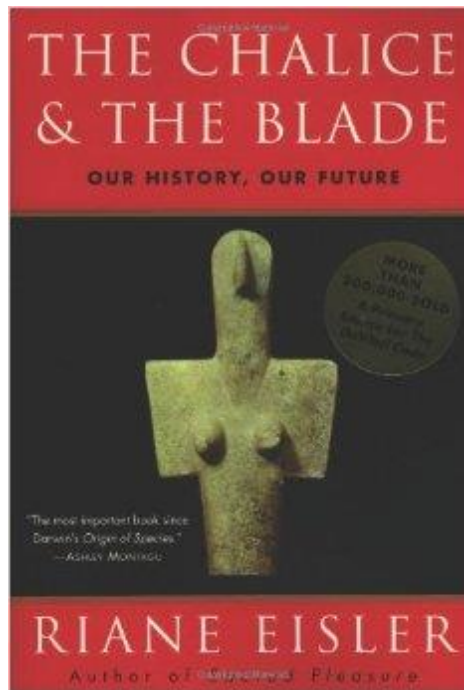




# This rigid ranking shapes our behavior.



# Cultural Transformation Theory



# Ranking in Health Care



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# Impact on the National Prevention Strategy





## Employees in Domination-Based Health Care:

- Fear being **shamed** so they may skip steps or cut corners in procedures to be able to finish work on time
- Worry about being **blamed** not tell management if a policy, procedure, or product is not working
- May not call to report changes in patient's status until they are extreme due to fear of being **bullied**
- **Do not participate** in innovation or creative problem-solving

## Employees in Partnership-Based Health Care:

- Know that **quality** is valued and feel supported to give their best
- **Feel safe** communicating opinions and observations to management.
- Know that their observations are **respected** and early detection of status changes is valued
- Have energy to innovate solutions and **create process improvements** for quality and safety.

## **Patients in Domination-Based Health Care:**

- Are treated like “cases” rather than people
- Feel afraid to disagree with their provider
- Are patronized when they raise a concern
- Are dismissed when they tell their story
- Are not offered clear choices
- When they are offered choices they often come with words like “Of course you know...”

## **Patients in Partnership-Based Health Care:**

- Are invited to be full partners in their health care Feel free to voice their opinions and views even when they are different from their provider's
- Are encouraged to raise concerns
- Their story is valued as the foundation of care
- Are offered clear choices
- Receive information at whatever depth is needed for full health literacy

# Where does your organization fall on the partnership/domination continuum?

Statement	1=never, 2=almost never, 3=sometimes, 4=almost always, 5=always					
I am encouraged to give feedback to my manager/supervisor about new initiatives or new policies.	1	2	3	4	5	N/A
I am treated with respect as a full partner when I participate on teams.	1	2	3	4	5	N/A
My supervisor/manager regularly encourages me to participate in initiatives that foster my personal and professional development.	1	2	3	4	5	N/A
My supervisor/manager and/or faculty that I work with encourage me to ask questions and treat me with respect when I have a viewpoint that differs from theirs.	1	2	3	4	5	N/A
I feel empowered to co-create solutions to the health disparities.	1	2	3	4	5	N/A
Patients and families are included in all discussions involving their care- “No decision about me, without me.”	1	2	3	4	5	N/A

(Potter, 2015)

# **How can we decrease health disparities?**

## **Transform cultures of domination into PARTNERSHIP**





# Partnership Resources

**IJPS** Interdisciplinary Journal  
of Partnership Studies



CENTER FOR  
Partnership Studies

# Speaker Contact Information

Teddie M. Potter PhD, MS, RN  
School of Nursing, University of Minnesota  
Weaver-Densford Hall  
308 Harvard Street SE  
Minneapolis, MN 55104  
[tmpotter@umn.edu](mailto:tmpotter@umn.edu)

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