



# Good Fortune

*“Good fortune often happens when opportunity meets  
with preparation.” –Thomas Edison*

UT Health San Antonio’s Quality Enhancement Plan Emerges as National Model in 2022

# From the LINC Director

*“Good fortune often happens when opportunity meets with preparation.” –Thomas Edison*

In 2022, UT Health San Antonio’s Quality Enhancement Plan (QEP)—Linking Interprofessional Networks for Collaboration (LINC)—emerged as a nationally recognized model to advance university-wide interprofessional education (IPE). The most prominent evidence of this accomplishment was our 2022 Award for Institutional Excellence and Innovation in IPE and Collaborative Health Care from the Association of Schools Advancing Health Professions (front cover and page 6).

An expanding list of impactful scholarship (page 3) underpins our excellence. Chief among these was “A Hidden Crisis” (page 4), a pedagogical tool published in the *New England Journal of Medicine* that leverages our strength and innovation in case study development using graphic novel-style storytelling. Numerous invited presentations this year elevated our national reputation, as well, including from prominent IPE organizations such as the Interprofessional Education Collaborative (page 5). And a best poster award from the American Association of Colleges of Nursing was icing on the cake (back cover).

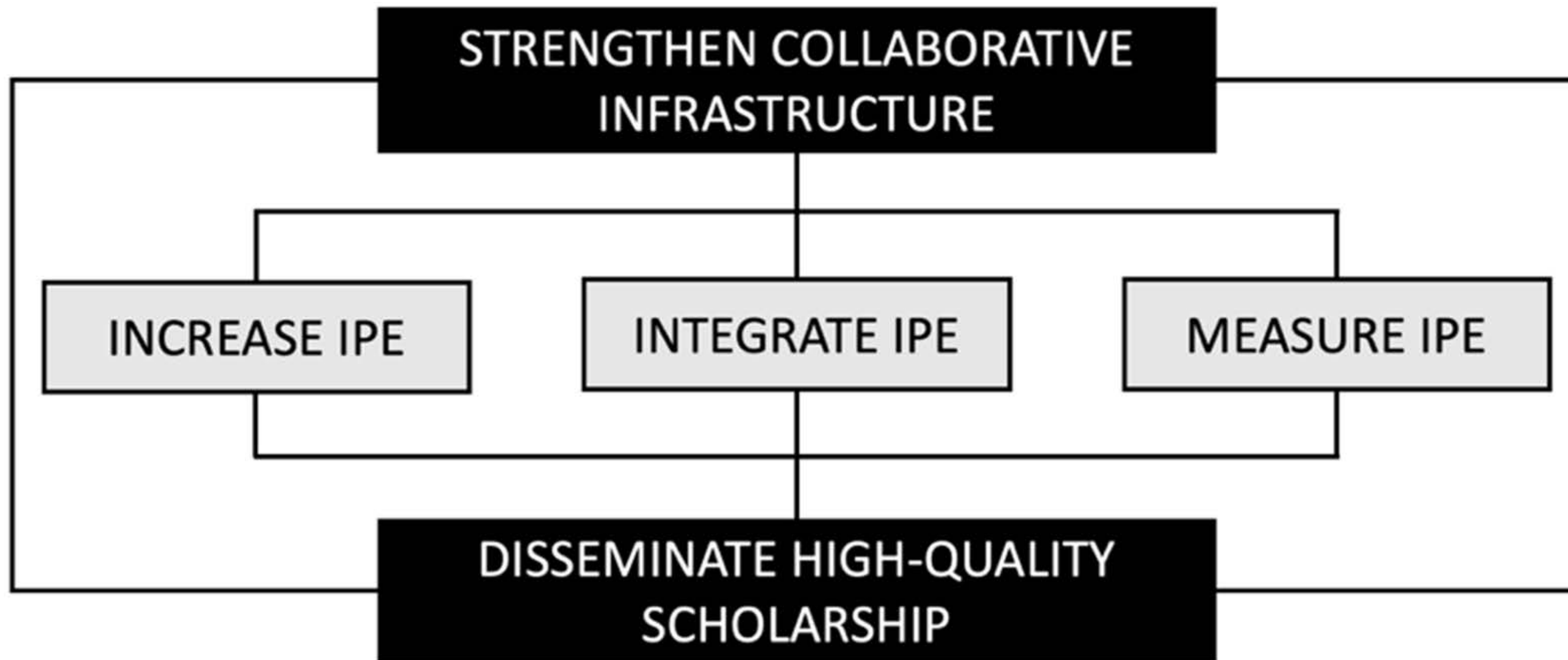
As we reflect on our good fortune, I am reminded of Thomas Edison's quotation above that serves as this annual report’s namesake. LINC contributors—administrative leaders, faculty, staff and students from all of our schools—expended countless hours of planning and preparation this year to capitalize on the opportunities that have materialized through our commitment to the LINC operating model (page 2). I feel a deep sense of pride in our accomplishments, immense gratitude for all of the individuals who contributed, and genuine optimism for the future of interprofessional teamwork at UT Health San Antonio.

In addition to celebrating 2022’s successes, *Good Fortune* includes updates on transitions within LINC (page 7), new IPE programs and events (pages 8 and 9), and a hint of things to come in 2023 (pages 10 and 11). We hope this annual report inspires you to partner with interprofessional colleagues to advance IPE—whether here at UT Health San Antonio or beyond.



**Joseph A. Zorek, PharmD, BCGP, FNAP**  
Director, Linking Interprofessional  
Networks for Collaboration (LINC)  
Associate Professor, School of Nursing

# LINC Operating Model

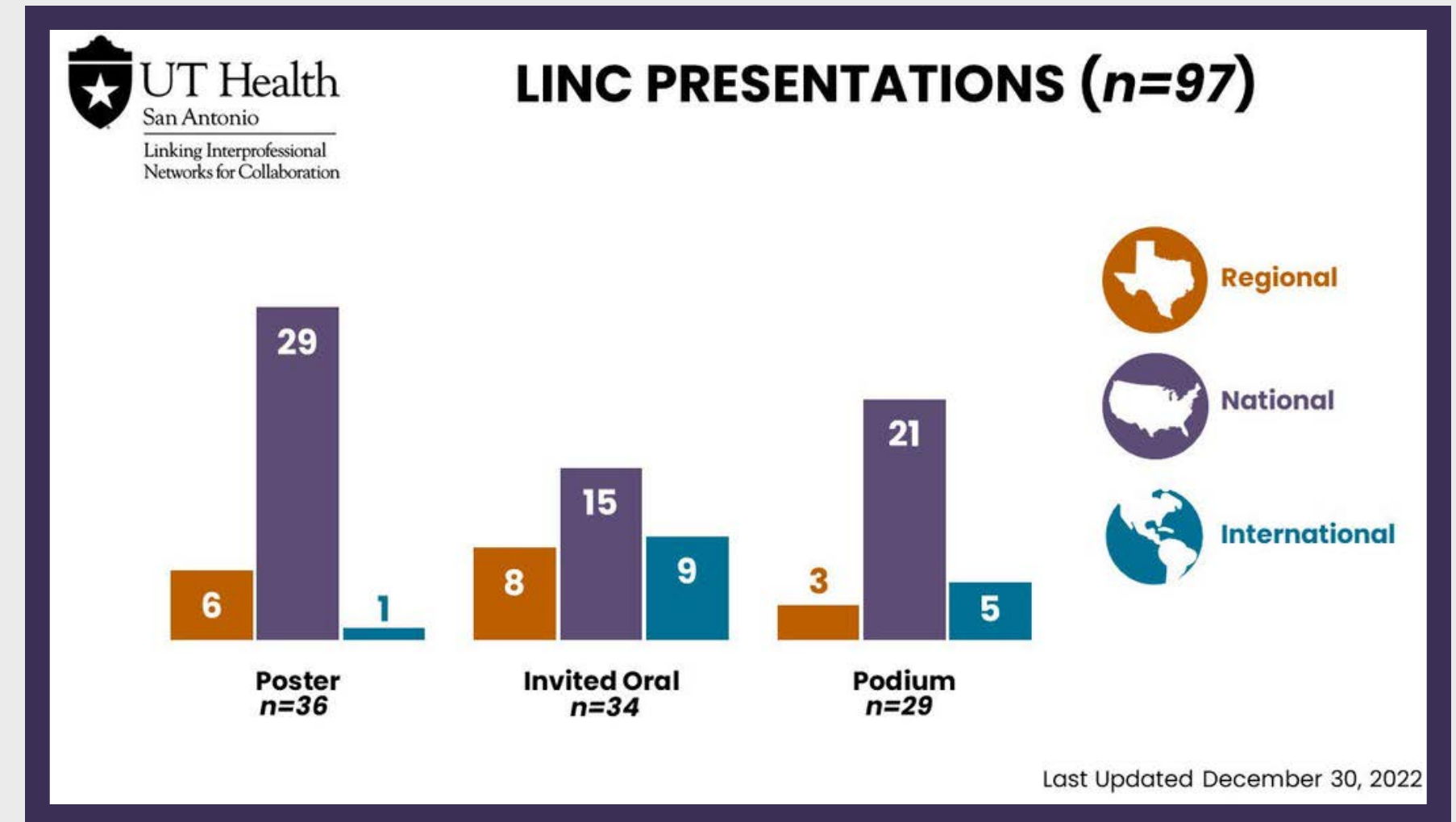
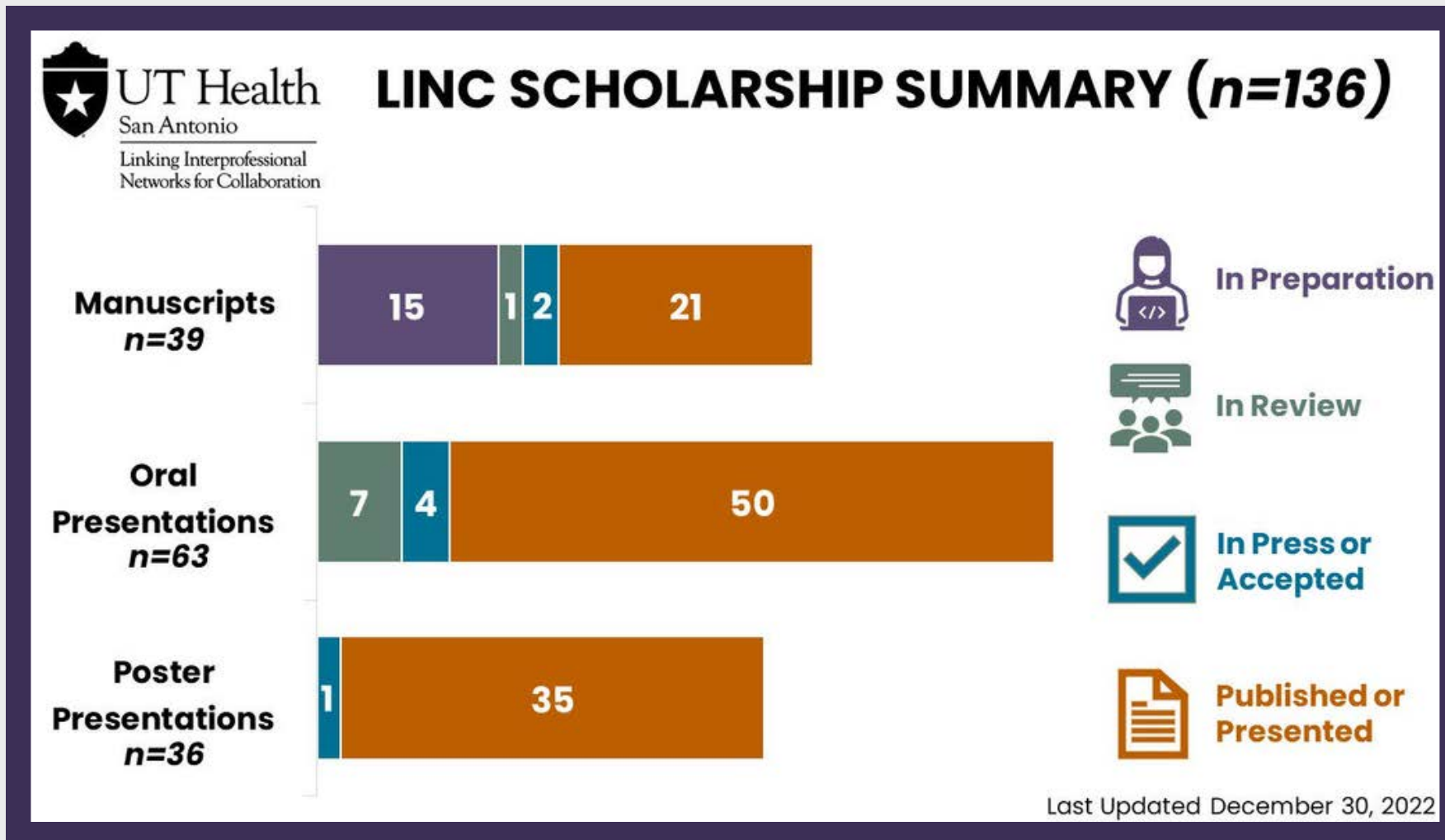


© 2022 UT Health San Antonio

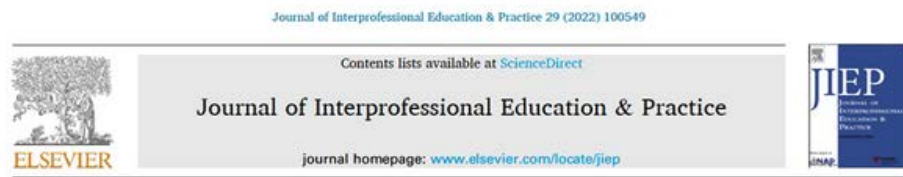
# Collaborative Scholarship

This year marked an impressive milestone for scholarly productivity within LINC, as many of our interprofessional teams transformed oral and poster presentations into peer-reviewed publications. The figures below provide a summary of collaborative scholarship since our inception in 2018. For a more granular breakdown across LINC Councils, Initiatives, and programs, including team members and lists of citations, we encourage you to explore the scholarship pages on our website:

<http://wp.uthscsa.edu/linc/linc-scholarship/>



# Exemplary 2022 Publications



Journal of Interprofessional Education & Practice  
 Contents lists available at ScienceDirect  
 journal homepage: [www.elsevier.com/locate/jiep](http://www.elsevier.com/locate/jiep)

Review  
**Addressing health inequities through co-curricular interprofessional education: A secondary analysis scoping review**  
 Pamela Recto<sup>a,b</sup>, Janna Lesser<sup>a,b</sup>, Moshtagh R. Farokhi<sup>b,c</sup>, Jeff Lacy<sup>b,d</sup>, Irene Chapa<sup>b,e</sup>, Sean Garcia<sup>b,f</sup>, Michael Geelhoed<sup>b,g</sup>, Le'Keisha Johnson<sup>b,h</sup>, Melanie Stone<sup>b,i</sup>, Heidi Worabo<sup>a,b</sup>, Joseph A. Zorek<sup>a</sup>

**ARTICLE INFO**  
 Keywords: Interprofessional education, Co-curricular, Health inequality, Social determinants of health, Scoping review

**ABSTRACT**  
 This secondary analysis scoping review sought to examine co-curricular IPE activities with inequity content. A search was conducted in MEDLINE/PubMed, Academic Search Complete, CINAHL, and Scopus databases. A total of 49 articles were included. We found that 19 of the 49 articles included patient and community outcomes. Given the importance of the social determinants and health inequity, the inclusion of patient and student outcomes is promising in moving forward objectives of the Interprofessional Education Collaborative (IPEC) to show the positive impact of collaboration on patient health. While IPE has been suggested as a mechanism to improve collaboration, more evidence is required linking interprofessional collaboration to outcomes and health inequity in vulnerable populations. As IPEC reviews and updates the IPEC framework, we recommend considering the inclusion of health inequity content as a vital component of IPE.

In the United States (U.S.), the burdens of illness and poor health, as well as the benefits of well-being, are disproportionately distributed.<sup>1</sup> Health disparities, which are differences in health between groups, stem from broader inequities.<sup>2</sup> Social, economic, environmental, and structural factors and the unequal distribution of resources contribute to differences in health outcomes among populations.<sup>2</sup> The social determinants of health (SDoH) are the terrain on which the factors mentioned above produce health disparities.<sup>3</sup> Across the U.S., there are communities with insufficient access to jobs, affordable housing, healthcare, transportation, food, and high-quality education; all of which are necessary conditions and opportunities to thrive and have optimal health.<sup>3</sup> Health inequity refers to differences in among populations to achieve health, and is due to unequal allocation of power, opportunities, and resources.<sup>4</sup> The allocation of resources and lack of opportunity is evident throughout in health among groups of people and are reflected in rates of disease, life expectancy, disability, and.<sup>5,6</sup>

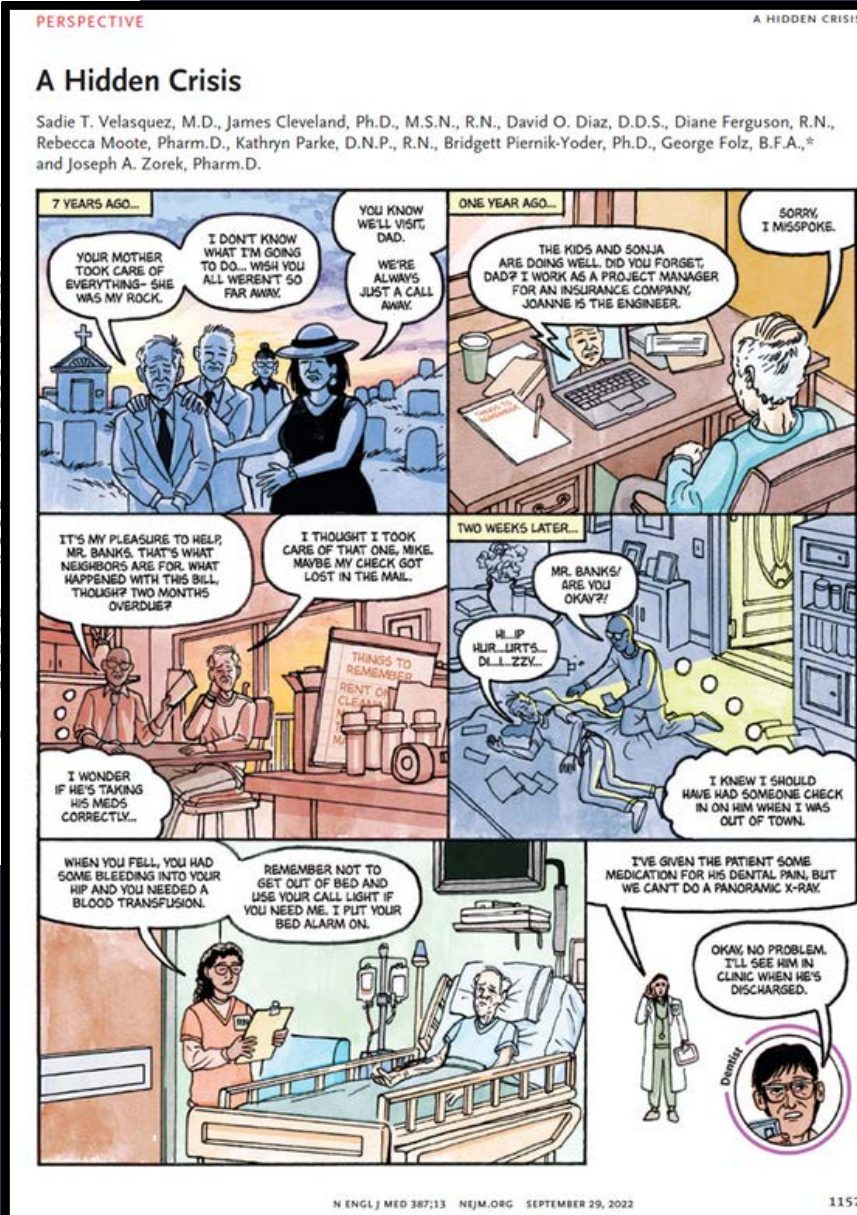
The factors underlying health inequities that lead to disparities are pervasive.<sup>7</sup> More than ever, it is crucial that a community of health professionals work together to combat inequities with health inequities. The WHO proposed an approach to collaboration as a model that could strengthen health.

\* Corresponding author. Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty & Student Affairs, University of Texas Health Science Center at San Antonio, 7703 Floyd Curl Drive, Mail Code: 7720, San Antonio, TX, 78229, USA.  
 E-mail address: [zorek@uthscsa.edu](mailto:zorek@uthscsa.edu) (J.A. Zorek).  
<https://doi.org/10.1016/j.jiep.2022.100549>  
 Received 6 October 2021; Received in revised form 3 August 2022; Accepted 30 August 2022  
 Available online 13 September 2022  
 2405-4526/© 2022 Elsevier Inc. All rights reserved.

<https://doi.org/10.1016/j.jiep.2022.100549>

From the LINC Co-Curricular IPE Initiative, *Journal of Interprofessional Education & Practice*

From the LINC Simulation IPE Initiative, *New England Journal of Medicine*



DOI: 10.1056/NEJMp2209491

ISSN 2641-1148  
**A Locally Developed Pilot Writers' Workshop Encourages Scholarly Dissemination of Interprofessional Education Projects**

Gretchel Gealogo Brown PhD, RN, MHR, MSN School of Nursing & Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs, The University of Texas Health Science Center at San Antonio  
 Moshtagh R. Farokhi DDS, MPH School of Dentistry & Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs, The University of Texas Health Science Center at San Antonio  
 Keith A. Krolick PhD Graduate School of Biomedical Sciences & Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs, The University of Texas Health Science Center at San Antonio  
 Rebecca Moote PharmD, MSc, BCPS College of Pharmacy, The University of Texas at Austin & Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs, The University of Texas Health Science Center at San Antonio  
 Temple A. Ratcliffe MD, MS-HPED Joe R. and Teresa Lozano Long School of Medicine & Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs, The University of Texas Health Science Center at San Antonio  
 Joseph A. Zorek PharmD, BCGP, FNAAP Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs & School of Nursing, The University of Texas Health Science Center at San Antonio

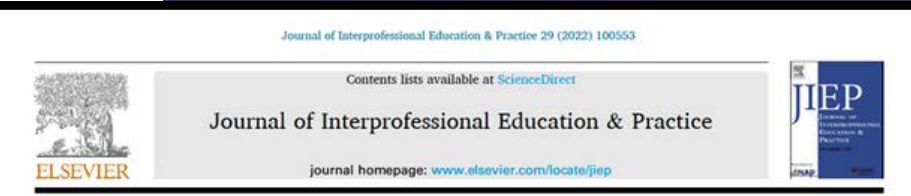
**Abstract**  
**INTRODUCTION** The interprofessional education (IPE) community has long recognized that scholarly output study design, outcomes, and evaluation is needed to strengthen the IPE evidence base. We developed, implemented, and evaluated a locally developed pilot writers' workshop to address this need.  
**METHODS** Awardees of the Linking Interprofessional Networks for Collaboration (LINC) Seed Grant Program received financial support for innovative IPE projects at the University of Texas Health Science Center at San Antonio, participated in a month-long writers' workshop that included asynchronous online modules and live programming exploring IPE publication. A qualitative descriptive approach was used to analyze free-text entries from module surveys and transcripts of workshop participants (n=10) and faculty (n=6) during live programming to identify themes and sentiment.  
**RESULTS** Four main themes emerged: workshop design, rationale for participation, making scholarly writing trends in the IPE literature. Barriers to IPE research and barriers to writing for publication had the highest frequency of codes associated with negative sentiment; participating in IPE and lessons learned from workshop participation had the highest frequency of codes associated with positive sentiment.  
**DISCUSSION** The inaugural LINC Writers' Workshop pilot was perceived as a helpful first step for encouraging publication of designs, findings, and lessons learned in peer-reviewed journals, and for promoting an extended network in IPE scholarship. Findings will be used to improve future iterations of the workshop, strengthen IPE project design, and build a community of local authors who can support and hold one another accountable to their publication goals.

Received: 05/06/2022 Accepted: 09/16/2022  
 © 2022 Gealogo Brown, et al. This open access article is distributed under a Creative Commons Attribution License (CC BY-NC-ND) 4.0 International license, and reproduction in any medium, provided the original author and source are credited.  
 Health, Interprofessional Practice & Education | [hipe-pub.org](http://hipe-pub.org)

DOI: 10.7710/2641-1148.2246

From the LINC Office, *Journal of Interprofessional Education & Practice*

From the LINC Faculty & Staff Development Initiative, *Health, Interprofessional Practice & Education*



**Development and validation of the IPEC Institutional Assessment Instrument**  
 Joseph A. Zorek<sup>a,\*</sup>, Kelly Ragucci<sup>b,c</sup>, Jens Eickhoff<sup>d</sup>, Ghaida Najjar<sup>e</sup>, James Ballard<sup>f</sup>, Amy V. Blue<sup>g</sup>, Laura Bronstein<sup>h</sup>, Alan Dow<sup>i</sup>, Tina P. Gualardo<sup>j</sup>, Heather Hageman<sup>k</sup>, Kelly Karpa<sup>l</sup>, Barret Michalec<sup>m</sup>, Devin Nickol<sup>n</sup>, Janice Odiaga<sup>o</sup>, Patricia Ohtake<sup>p</sup>, Andrea Pfeifle<sup>q</sup>, Janet H. Southerland<sup>r</sup>, Frances Vlases<sup>s</sup>, Veronica Young<sup>t</sup>, Meg Zomorodi<sup>u</sup>

**ARTICLE INFO**  
 Keywords: Expert consensus, Infrastructure, Institutional assessment, Interprofessional education, Interprofessional learning, IPEC, Instrument

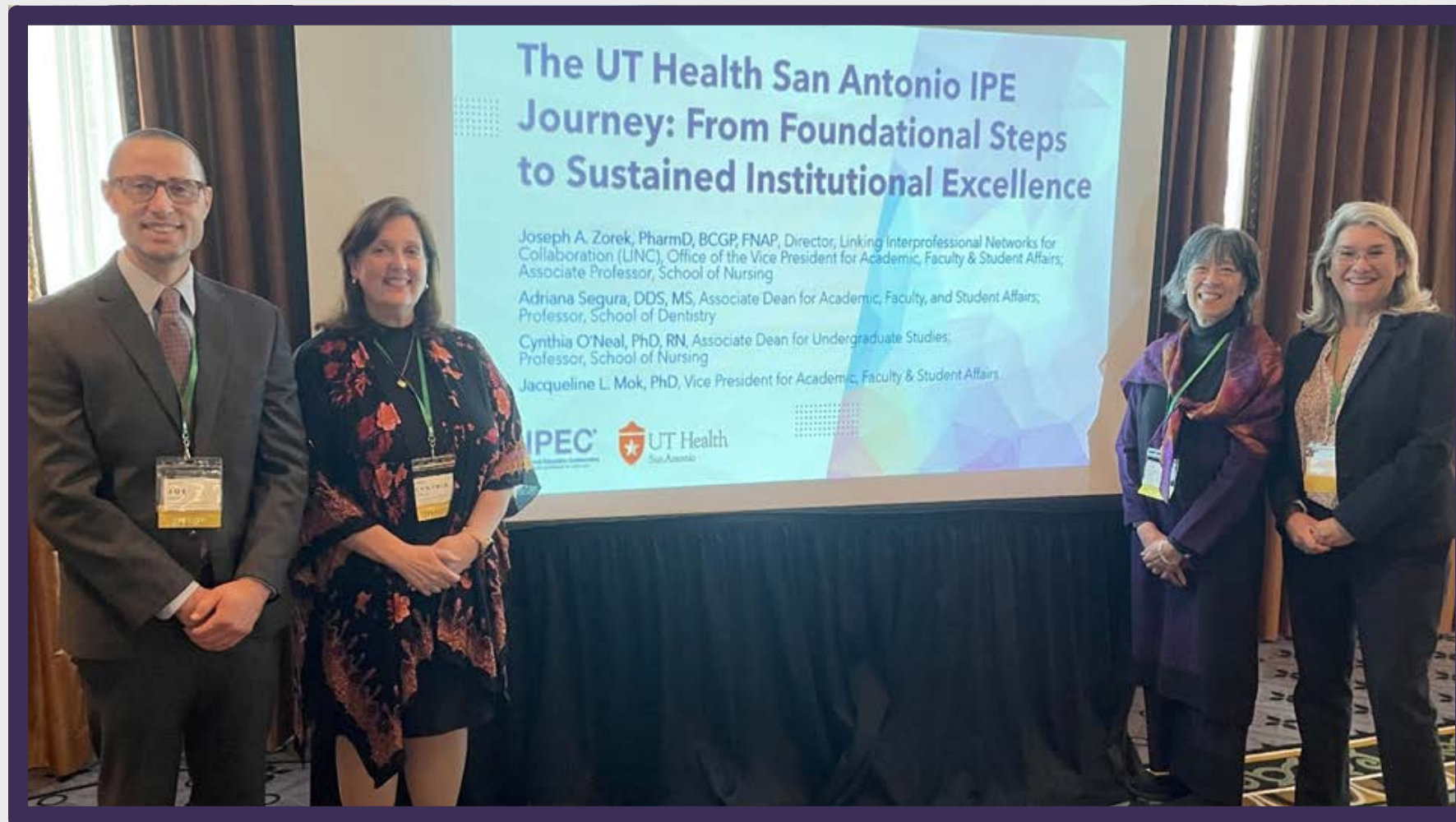
**ABSTRACT**  
**Background:** Variability in the widespread utilization and implementation of the Interprofessional Education Collaborative's (IPEC) competency framework has highlighted the importance of institutional characteristics that serve as barriers and/or facilitators to progress, as well as the absence of evidence-based assessment instruments designed to measure related constructs.  
**Purpose:** Develop and validate an assessment instrument that leverages the IPEC competency framework to identify institutional characteristics associated with successful implementation of high-quality programmatic interprofessional education (IPE).  
**Method:** A 16-member expert panel used a modified Delphi technique to generate consensus statements regarding institutional characteristics associated with high-quality programmatic IPE, which were converted into a pool of items for potential inclusion in the instrument. A convenience sample of individuals who serve as the designated IPE leader at their academic institutions voluntarily submitted responses to these items on behalf of their institutions, and exploratory factor analysis (EFA) was utilized to identify a preliminary model structure for the instrument.  
**Result:** 105 consensus statements across eight categories – culture, leadership, financing, infrastructure, partnerships, faculty affairs, curricular affairs, and IPEC competency framework – were developed by the expert panel.

\* Corresponding author. Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty and Student Affairs & School of Nursing, The University of Texas Health Science Center at San Antonio, 7703 Floyd Curl Drive, M/C 7909, San Antonio, Texas, 78229-3900, USA.  
 E-mail address: [zorek@uthscsa.edu](mailto:zorek@uthscsa.edu) (J.A. Zorek).  
<https://doi.org/10.1016/j.jiep.2022.100553>  
 Received 30 June 2022; Accepted 18 September 2022  
 Available online 22 September 2022  
 2405-4526/© 2022 The Authors. Published by Elsevier Inc. This is an open access article under the CC BY-NC-ND license (<http://creativecommons.org/licenses/by-nc-nd/4.0/>).

<https://doi.org/10.1016/j.jiep.2022.100553>

# National Recognition

In addition to publications, invited presentations serve as an important indicator of our national impact and recognition. The images below capture our most prominent invited presentation this year at the Interprofessional Education Collaborative's Fall Faculty Development Institute—an in-depth exploration of LINC's collaborative infrastructure, university-wide processes to operationalize the Health Professions Accreditors Collaborative guidance, and insights for administrative leaders.



**Photo (from left to right):** Dr. Joseph Zorek, Dr. Cynthia O'Neal, Dr. Jacqueline Mok, Dr. Adriana Segura

DAY 3 • FRIDAY, SEPTEMBER 30, 2022	
7:00 - 8:00 A.M. ET	COLLABOREAT! Breakfast Forums and Light Continental Breakfast
8:00 - 8:15 A.M. ET	MORNING DEBRIEF: Reflect on IPE Kelly R. Ragucci, PharmD, FCCP, BCPS
8:15 - 9:30 A.M. ET	<b>CLOSING PANEL:</b> <b>The UT Health San Antonio IPE Journey: From Foundational Steps to Sustained Institutional Excellence</b> Joseph A. Zorek, PharmD, BCGP, FNAP, Director, Linking Interprofessional Networks for Collaboration (LINC), Office of the Vice President for Academic, Faculty & Student Affairs; Associate Professor, School of Nursing, University of Texas Health Science Center at San Antonio Adriana Segura, DDS, MS, Associate Dean for Academic, Faculty, and Student Affairs and Professor, School of Dentistry, UT Health San Antonio Cynthia O'Neal, PhD, RN, Associate Dean of Undergraduate Programs and Associate Professor, School of Nursing, UT Health San Antonio Jacqueline L. Mok, PhD, Vice President for Academic, Faculty, and Student Affairs, UT Health San Antonio
9:30 - 10:00 A.M. ET	STRETCH BREAK AND HOTEL CHECK-OUT
10:00 - 11:15 A.M. ET	TEAM MEETING #5: Communicating
11:15 - 11:50 A.M. ET	COHORT BUILDING: Sharing Elevator Pitches and Take Aways Lisa Howley, PhD, MEd, Senior Director of Strategic Initiatives & Partnerships in Medical Education, Association of American Medical Colleges <i>Join your cohort colleagues in sharing team elevator pitches about your educational program or curricula.</i>
11:50 A.M. - 12:00 P.M. ET	FINAL DEBRIEF: Summary of Phase I and Tools for Your IPE Journey Kelly R. Ragucci, PharmD, FCCP, BCPS <i>Join your cohort colleagues and IPEC leaders to review lessons learned, tools and resources, and next steps for Phase II.</i>

# Institutional Excellence



**Photo (from left to right):** Dr. David Henzi, School of Health Professions; Dr. Joseph Zorek; and School of Health Professions Dean, Dr. David Shelledy—who accepted the award on behalf of the university.

Chartered in Washington, DC in 1967, the Association of Schools Advancing Health Professions (ASAHP) is a national professional association that represents allied health programs and colleges/schools across the United States.

True to its decidedly interprofessional mission, vision, and values, the ASAHP Award for Institutional Excellence and Innovation in Interprofessional Education and Collaborative Health Care annually recognizes a member institution and/or industry member for outstanding achievement in interprofessional education and interprofessional collaborative practice.

Award criteria include:

- Comprehensive scope in the preparation of collaboration-ready professionals
- Strong commitment to assessment of outcomes and scholarly dissemination
- Strong connection to institutional mission and culture
- Connection to external stakeholders in the community
- Promotion of personal, community, and population health
- Advocacy for social justice and addressing of social determinants of health

This year, alongside Winston-Salem State University, UT Health San Antonio—for our work through LINC—was the proud co-recipient of this prestigious national recognition of institutional excellence at the ASAHP Annual Meeting in Long Beach, California on October 19, 2022. Past recipients include the University of North Carolina at Chapel Hill (2021), Seton Hall University (2020), Indiana University–Purdue University Indianapolis (2019), and Texas Tech University Health Sciences Center (2018).

# LINC Transitions

## UT School of Public Health San Antonio



Dr. Vasan Ramachandran  
(Deans Council)

## School of Nursing



Dr. Sonya Hardin  
(Deans Council)



Dr. Kathleen Stevens  
(LINC Faculty Council)

## Graduate School of Biomedical Sciences



Dr. Rekha Kar  
(LINC Faculty Council)

**Photos (top row):** We welcomed new leadership within LINC this year in Dean Vasan Ramachandran and Dean Sonya Hardin, as well as Dr. Kathleen Stevens and Dr. Rekha Kar.

**Photos (bottom row):** Dean Eileen Breslin and Dr. Keith Krolick retired in 2022, and Dr. Gretchel Gealogo Brown transitioned to new responsibilities. Their contributions to our success are greatly appreciated and all will be missed.



Dr. Eileen Breslin  
(Deans Council)



Dr. Gretchel Gealogo Brown  
(LINC Faculty Council)



Dr. Keith Krolick  
(LINC Faculty Council)



# LINC Writers' Workshop

Launched in January 2022 as a pilot for past LINC seed grant awardees, the inaugural LINC Writers' Workshop introduced participants to various publication opportunities for IPE projects—including commentaries, case reports, systematic reviews, scoping reviews, quality improvement articles, and hypothesis-driven research.

Following completion of LINC Faculty Council-developed online modules aimed at transforming IPE projects into peer-reviewed publications, participants augmented their learning through dialogue with, and live instruction from, IPE journal editors Dr. Tina Gunaldo (*Health, Interprofessional Practice & Education*) and Dr. Devin Nickol (*Journal of Interprofessional Education & Practice*) [both pictured left], as well as collaborative writing experts Dr. Kathrin Eliot (University of Oklahoma) and Dr. Anthony Breitbach (St. Louis University) [both pictured right].



A presentation slide with a white background. At the top left is the University of Oklahoma logo. The main title is "Interprofessional Collaborative Scholarship Keys to Success". Below the title are the names "Kathrin Eliot, PhD, RDN" and "Anthony Breitbach, PhD, ATC, FASAHP, FNAP". Underneath is "Linking Interprofessional Networks for Collaboration (LINC)" and "UT Health – San Antonio". At the bottom left is the UT Health San Antonio logo, and at the bottom right is the BE Collaborative logo. On the right side of the slide, there is a vertical strip of video conference thumbnails showing participants.

# Inaugural LINC IPE Symposium



**Photo Caption:** LINC Student Council members Tommye Panuska and Katherine Loftus (nursing students [left]), and Jacob Buatti and Carolyn Notzon (graduate school and dental hygiene students, respectively [right]), assist with registration efforts. Dr. Lucinda Maine [center]—founding member of the Interprofessional Education Collaborative (IPEC) and chair of the IPEC Board of Directors—delivers her keynote address.

Serially postponed by the COVID pandemic, we were proud in 2022 to finally launch the inaugural LINC IPE Symposium. This event, led by the LINC Student Council with support from School of Dentistry representative to the LINC Faculty Council, Dr. Moshtagh Farokhi, took place April 18-20, 2022. 263 faculty, staff, and students registered for the event, which featured student- and faculty-led IPE activities alongside a thought-provoking keynote address.

# 2022 Workplan & Priorities



**Photo (from left to right):** Members of the LINC Academic Affairs Council at their annual retreat on November 10, 2022—Dr. David Henzi, School of Health Professions; Dr. Adriana Segura, School of Dentistry; Dr. Joseph Zorek; Dr. Deborah Conway, Long School of Medicine; Dr. Cynthia O’Neal and Dr. Sara Gill, School of Nursing; and Dr. Timothy Raabe, Graduate School of Biomedical Sciences.

Utilizing national guidance from the Health Professions Accreditors Collaborative, the LINC Academic Affairs Council annually develops 12 school/program-specific IPE Plans, which they leverage to identify opportunities to strengthen LINC and advance IPE at UT Health San Antonio.

This process yielded the group’s inaugural workplan and priorities document, published in January 2022. Five priorities emerged, including the ambitious goal to:

*“. . . initiate development of a longitudinal series of IPE activities intended for all students that progresses along a continuum of learning from basic to intermediate to advanced.”*

The LINC Simulation IPE Initiative was formed in 2022 under the leadership of Dr. Sadie Trammell Velásquez to initiate development of the intermediate IPE activity, and the LINC Clinical IPE Initiative—led by Dr. Temple Ratcliffe—stepped forward to build the advanced one.

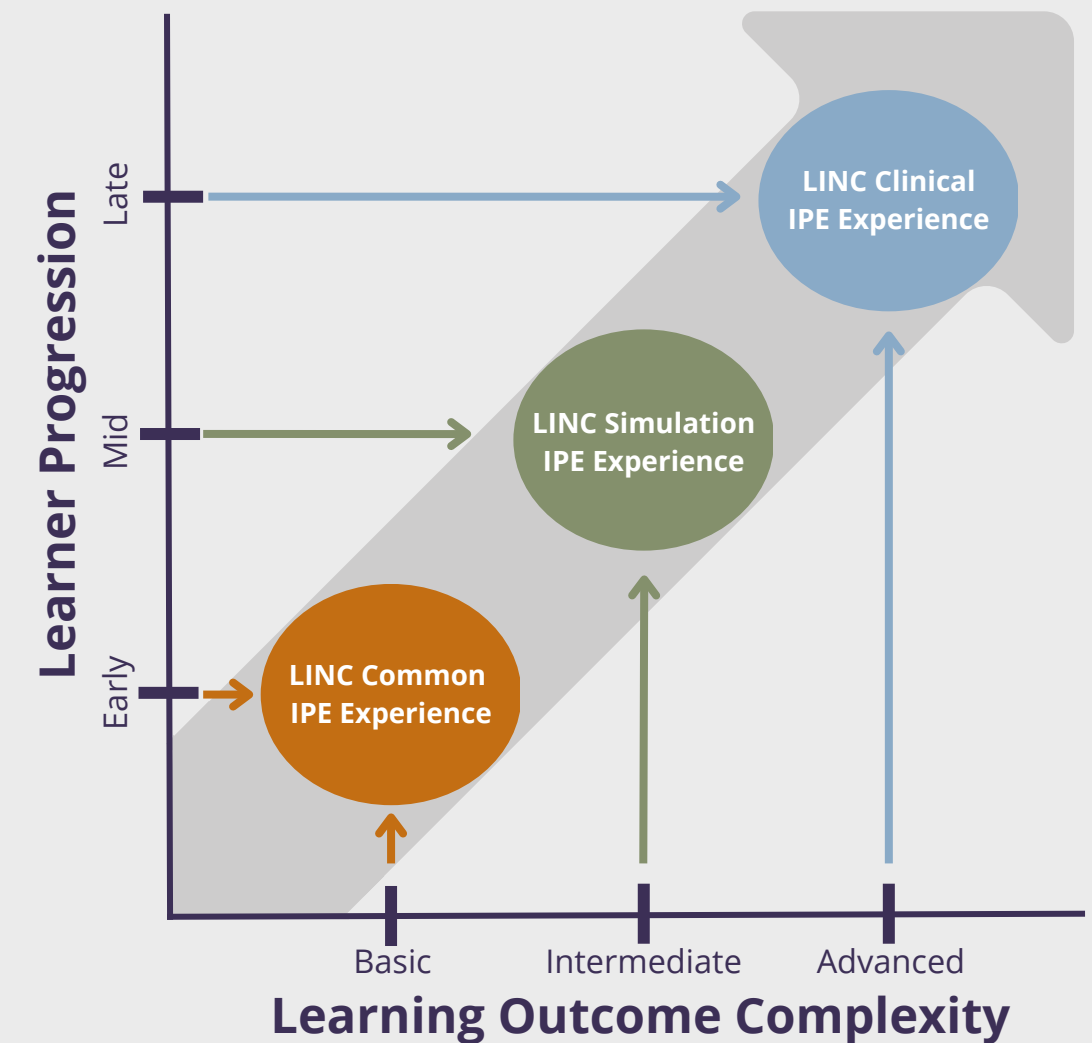
# LINC Longitudinal IPE Program



**COMING IN 2023!**

In 2022, three LINC teams agreed to develop a longitudinal IPE program intended for all learners at UT Health San Antonio. As depicted in the figure to the right, this series of progressively developmental IPE activities will include didactic, simulation, and clinical IPE experiences.

**Photo (clockwise):** Dr. Temple Ratcliffe (☆) and members of the LINC Clinical IPE Initiative (blue); Dr. Sadie Trammell Velásquez (☆) and members of the LINC Simulation IPE Initiative (green); and Dr. Meredith Quinene (★) and members of the LINC Didactic IPE Initiative (orange).



# 2022 By the Numbers

**1057 Students** from **25 Programs** participated in the LINC Common IPE Experience

**41 Students** participated in the LINC Interprofessional Case Competition

**40 Faculty and Staff Members** participated in the LINC IPE Faculty & Staff Development Program

**21 Students** from **9 Programs** participated in the LINC Simulation IPE Experience Pilot

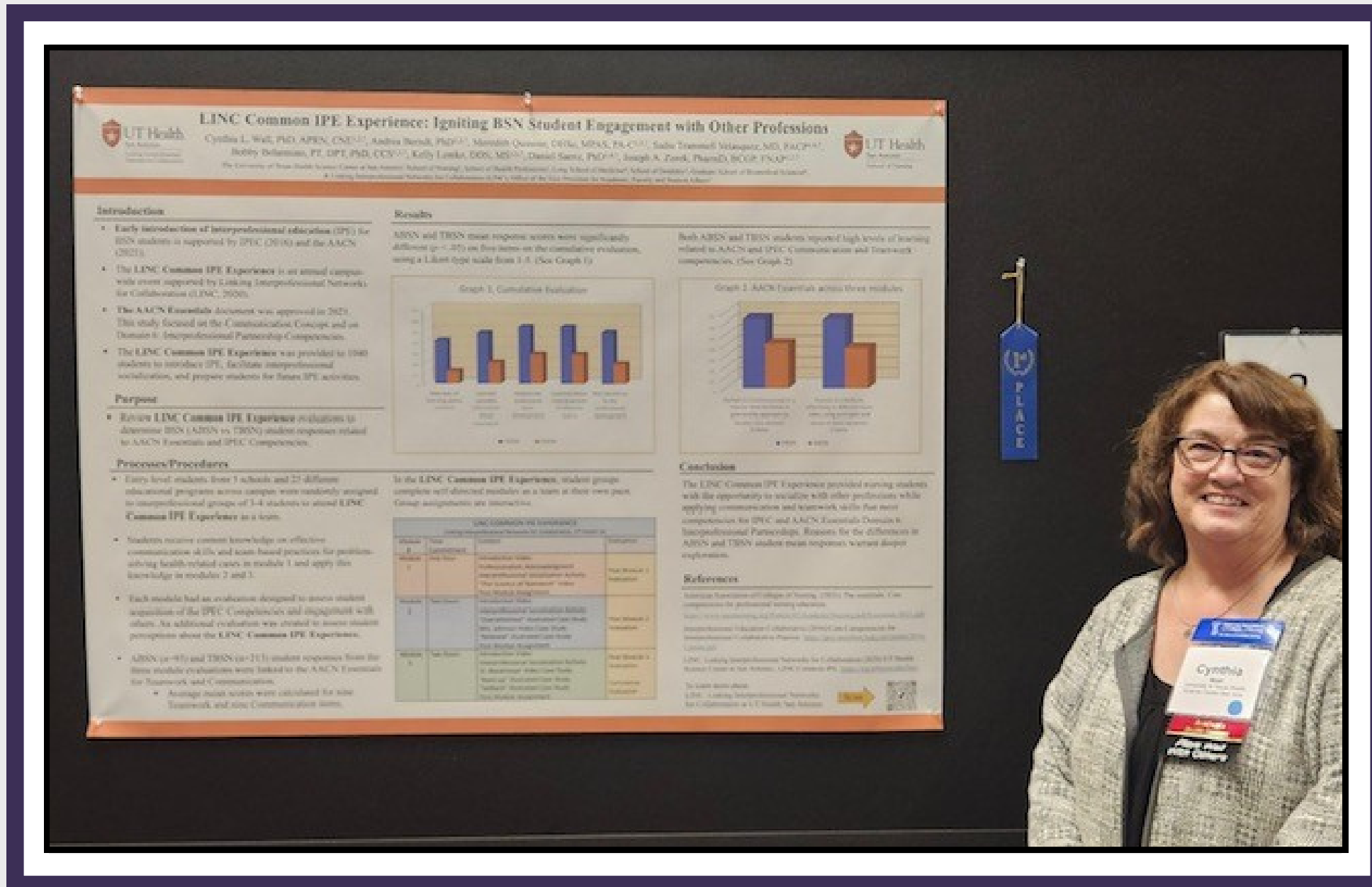
**16 Investigators** from **4 teams** were awarded LINC seed grants totaling **\$20,000**

**14 Manuscripts** published/in press

**12 Poster & 11 Oral Presentations** delivered

**3 Extramural Grants** submitted

**2 National Awards** received



**Writing**

Joe Zorek, Meagan Rockne & Casey Redish  
LINC Office

**Editing**

Jeff Lacy  
Briscoe Library

**Design**

Casey Redish  
LINC Office

**Back Cover Photo:** Dr. Cynthia Wall, Associate Professor/Clinical, School of Nursing & Member, LINC Didactic IPE Initiative, presenting her team’s first place award-winning poster at the American Association of Colleges of Nursing Annual Meeting in Chicago, Illinois on December 1, 2022.