Complexity

In healthcare

In biological systems

Inside our cells....

Challenge of bringing order, whilst acknowledging complexity and context
Project INTEGRATE framework

- literature review – integrated care conceptual frameworks – 18 identified and analysed → new framework
- Framework validated for contextual independence
  - Across different health system environments and across target populations or groups.
  - Seven dimensions consistent with Rainbow Model of Integrated Care.

Project INTEGRATE framework

• best practice - sub-elements associated with successful implementation (four-year study of integrated care in Europe)

• framework enables reflection on the design and implementation of integrated care programs and comparison to other international initiatives

Analysis of context-dependence

Context-dependency in two ways:

- similarity/difference between contexts
- the connections between Framework dimensions (e.g. person-centred care as the outcome measure)

Positive scores on **clinical integration** (i.e. care coordination around people’s needs) - key factor associated with higher scores across the Framework when holding for context

Positive scores in **person-centred care** (as the outcome) was correlated most closely with functional dimensions

System-level factors seemed to be **negatively associated** with achieving person-centred care

Contextual Changes during Central Coast Integrated Care Program

Project INTEGRATE Framework

7 dimensions
Sub-elements within
Associated with successful implementation of integrated care
*irrespective of condition focus and country context*

1. Person-centred care
   Personal engagement & empowerment

2. Clinical integration
   Care coordination around needs of person

3. Professional integration
   Existence & support of teams/networks

4. Organisational integration
   Joined-up service delivery

5. Systemic integration
   Enabling platform

6. Functional integration
   Effective data & information communication

7. Normative integration
   Common frame of reference
Dimension 1 - Person-Centred Care

**service user engagement and empowerment**

1.1 Health literacy
1.2 Supported self-care
1.3 Carer support
1.4 Shared decision-making
1.5 Shared care planning
1.6 Feedback
1.7 Health data access

*This dimension of integrated care refers to the ability to empower and engage people in the improvement of their health and wellbeing. The approach supports a wide range of ‘service users’ (e.g. patients, people living with frailty or physical disabilities, carers, etc.) to become actively involved as partners in care.*
Dimension 2 – Clinical integration

Care coordination around patient needs

2.1 Multidisciplinary assessment and plan
2.2 Care coordinator
2.3 Care transitions management
2.4 Case management
2.5 Single point of entry
2.6 Community involvement
2.7 Integrated care pathways

This dimension of integrated care refers to how care services are coordinated and/or organised around the needs of service users.
Dimension 3 – Professional integration

Existence and support of teams/networks

3.1 Shared accountability
3.2 Collaborative agreements
3.3 Inter- and Multi-disciplinary teamwork
3.4 Continuous training
3.5 Collaborative attitude

This dimension of integrated care refers to the existence and promotion of partnerships between care professionals that enable them to work together (e.g., in teams or networks) and so promote better care co-ordination around the needs of the service user.
Dimension 4 – Organisational integration

Joined up service delivery

4.1 Performance assessment:
4.2 Incentive schemes
4.3 learning and quality improvement
4.4 shared strategic goals and policies

This dimension of integrated care refers to the ability of different providers to come together to enable joined-up service delivery (that helps to then support professional and clinical integration).
Dimension 5 – Systemic integration

Enabling platform

5.1 performance assessment
5.2 regulatory framework
5.3 Financing and incentive arrangements
5.4 Proactive policies
5.5 workforce
5.6 stakeholders involvement

This dimension of integrated care refers to the ability of the care system in providing an enabling platform for integrated care at an organizational, professional and clinical level (e.g. through the alignment of key systemic factors such as regulation, financing mechanisms, workforce development and training).
Dimension 6 – Functional integration

Effective data and information communication

6.1 single common identifier
6.2 stakeholder communication
6.3 shared decision making
6.4 shared care records

This dimension to integrated care refers to the capacity to communicate data and information effectively within an integrated care system.
Dimension 7 – Normative integration

Common frame of reference

7.1 vision

7.2 population health management

7.3 social capital

7.4 leadership

7.5 shared vision

7.6 trust

This dimension of integrated care relates to the extent to which different partners in care have developed a common frame of reference (i.e., of vision, norms, and values) in support of the aims and objectives of care integration.
Enablers

- Population health approach
- Outcomes-based commissioning
- Co-design
- Information sharing tools
- Multiagency Accelerated Implementation Methodology (AIM)
- International evidence and experts
Overall…

Valuable progress

- refocussing care to patient and family needs
- health literacy and self-management
- Increased interdisciplinary and collaborative care
- Capacity building – change management capabilities

Strong inter-disciplinary and interagency consensus about working together to meet population and client health needs.
Project INTEGRATE as a tool for reflection…

We learnt a lot from deploying Project Integrate as a survey tool

- Modified to increase clarity on what dimensions refer to (lay summaries and better layout)
- Still not an easy survey to complete, but necessary to retain complexity of integrated care – there are opportunities to transform the language for particular groups – consumers, clinicians etc…needs development

Used in IFIC Australia accelerated learning program last October and for upcoming; previously in March 2018 Summer School with Centre for Healthcare Knowledge and Innovation

- Value in aiding planning of models of integrated care – strengths, weaknesses and gaps can be identified and discussed
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