



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin



The key challenges of moving to an integrated care model of healthcare

14th National Health Summit, Croke Park, 8th February 2018

Dr Sarah Barry

Assistant Professor of Health Services Management

Centre for Health Policy and Management, Trinity College Dublin

Pathways to UHC in Ireland, HRB Funded

Co-authors: Sara Burke, Maebh Ni Fhallúin, Steve Thomas

Centre for Health Policy and Management, Trinity College Dublin

Collaborator: PJ Harnett, National Programme Integrated Care Older Persons

The main message ...



**Integrated Care =
Disruption**



DISRUPT

Integrated Care - What?



‘Integrated care has the **patient perspective** as an **organising principle** of service delivery ... based on principles of illness prevention, patient empowerment, multidisciplinary **cross-service care planning and delivery**.

Where all health and social care **services work together to provide a flexible network of care** responsive to the changing needs of patients and their families.

Achieving this will involve public and private providers, patient groups, clinicians and the voluntary sector - indeed **all healthcare stakeholders**’

Tony O’Brien, Oct. 2015

Integrated Care WHO - person centred ...



WHO, 2015

Integrated Care - Why?



- **Why relevant now?**

- Population health demand creating pressure given existing:
 - Rising costs and fundability
 - Spend model (resource allocation)
 - Model of care
 - Model of service delivery

- **A system unfit for purpose**

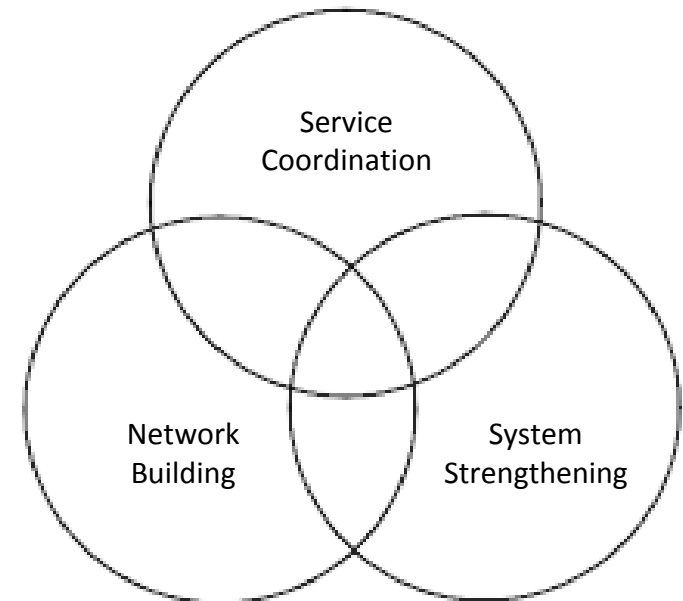
- Increasingly unfit for purpose given demographic/health-profile projections

- **The vision of integrated care ...**

- Better care pathway and patient experience
- System coordination
- Reduction of costs (given high inappropriate service utilization)
- Community-based care
- Capacity management - new sources of capacity?
- Better provider experience (health & social care givers across all sectors, professions etc)

Integrated Care & Sláintecare

- **System Strengthening** (system integration)
 - e.g. mgt. systems, eHealth
- **Service Coordination** (service integration)
 - e.g. care pathways, MDTs
- **Network Building** (community integration)
 - e.g. ICP OP 10 Step Framework, LICCs
- Models integrated care using the:
WHO System Building Blocks #6



Service integration - more than 'care'



- **What does service integration look like?**
 - Single point of entry
 - Care coordination
 - MDTs that span sectors
 - Self-management support
 - Smooth transitions across care sectors
 - Effective information management ...
- **Resulting in:**
 - Reduced inappropriate healthcare utilization
 - Improved patient health
 - Improved patient and caregiver experience etc.
- **Integrated care programme 'mechanisms' generating best outcomes**
 - Multidisciplinary team relationships characterised by trust
 - Provider understanding of and commitment to the programme model

(Kirst et al. 2017)

So what's the problem in Ireland?

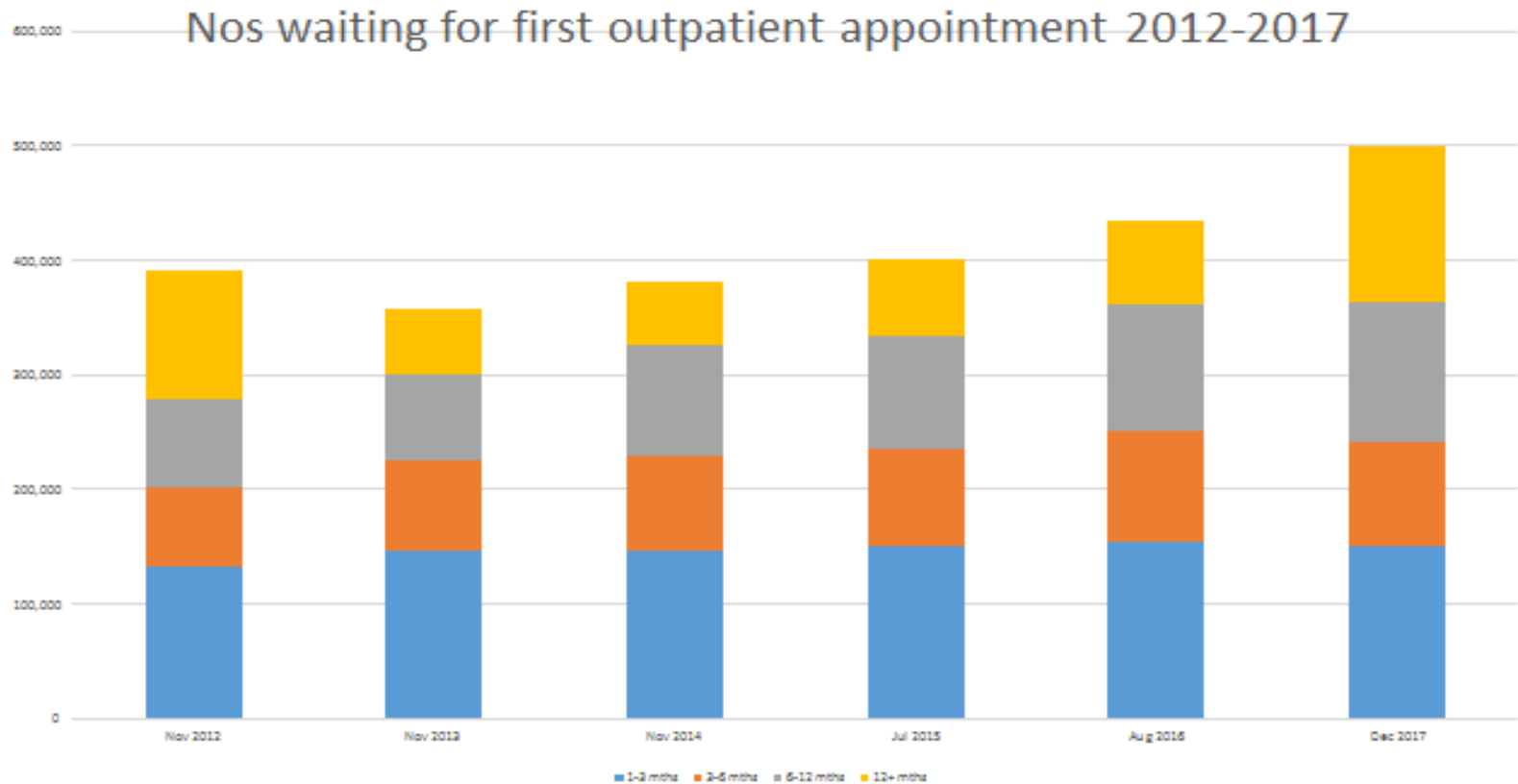
Sláintecare identifies six critical challenges as barriers to UHC

- Improve population health
- Care at the lowest level of complexity
- Diagnostic services in the community
- Disentangle private/public care
- System-wide response to ED waiting times
- Legislative underpinning for maximum waiting times

i.e. A 'system' of designed bottlenecks that inhibit access to healthcare



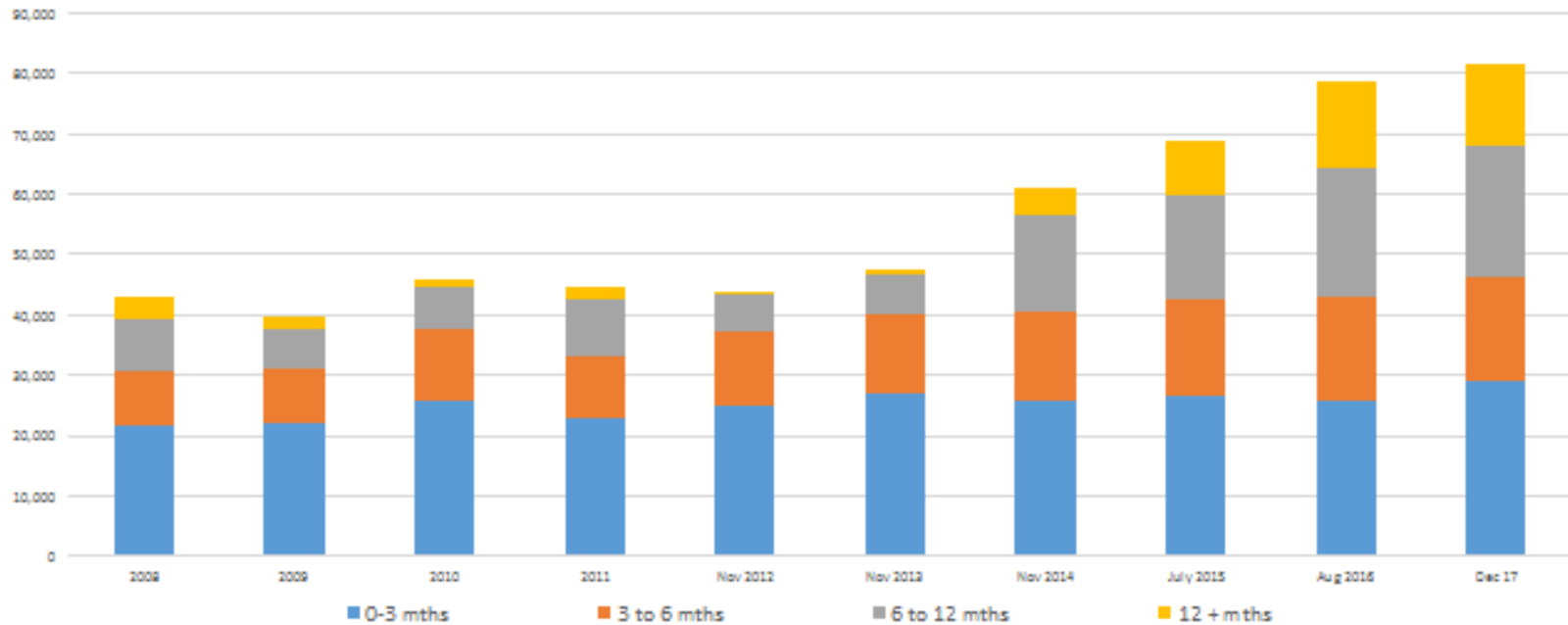
Wait times indicating system capacity



© Centre for Health Policy and Management, Trinity College Dublin

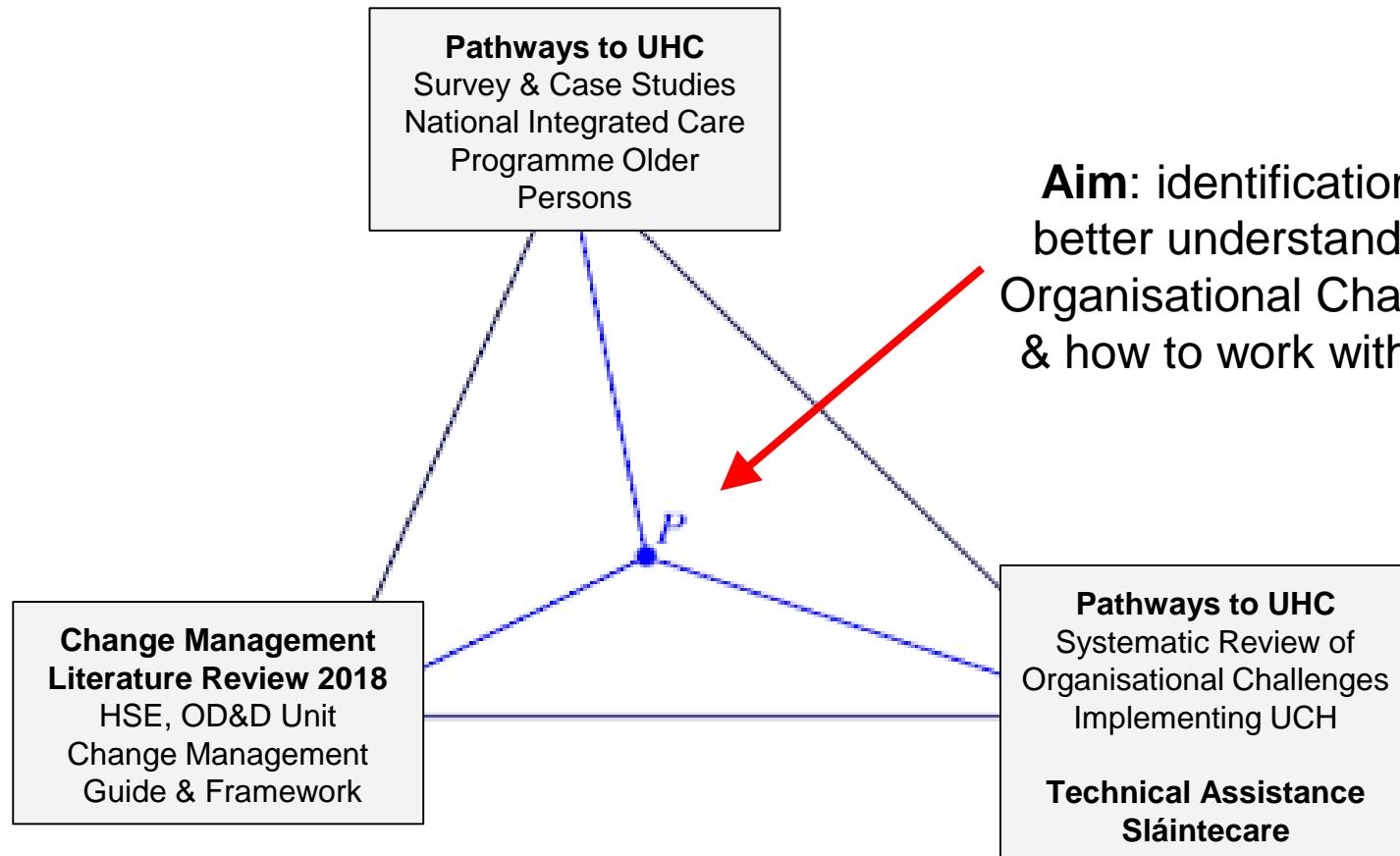
Wait times indicating system capacity

Nos of adults waiting for elective inpatient & daycase hospital treatment
2008 to 2017



© Centre for Health Policy and Management, Trinity College Dublin

What are the challenges? Sources ...



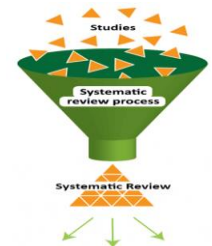
International & emerging evidence on challenges

- Systems are complex, adaptive ...
- Context is critical for change, implementation ...
- Implementation science - early stage & problematic



Literature Review

- Scant literature on 'organisational challenges of implementing universal health care' - UHC/IC



- Survey & Case Studies 2018
 - Integrated Care Programme Older Persons
 - First flavour of the survey data



Challenges of moving to integrated care model

- Sláintecare - holistic implementation approach
- Working with context - skills/understanding/new science
- Believe in/commit to what's working - methodology of participation, co-design, local empowerment
- Listen to 'cognitive dissonance' ... integrated care as 'disruptor' ... what mechanisms make a difference?
- Seriously work with organisational culture - for hearts & minds as sustaining enablers



References

Barry, S.; Burke, S.; Boyce, M., Eustace-Cook, J.; Normand, C.; Thomas, S. 2016. Mapping the organisational challenges of implementing universal health care/coverage policies for health systems in countries with a GDP per capita greater than \$22,000. PROSPERO International prospective register of systematic reviews. CRD42015020373

Barry, S. & Dalton, R. (2018) A review of the literature on change management in health and social care commissioned by the Organisation Development and Design, HSE Office to accompany the *Health Services Change Guide, 2nd Ed. 2018* - forthcoming

KIRST, M.; IM, J; BURNS, T.; ROSS BAKER, G.; GOLDHAR, J.; O'CAMPO, P.; WOJTAK, A.; WODCHIS, W.P. (2017) What works in implementation of integrated care programs for older adults with complex needs? A realist review. *International Journal for Quality in Health Care*. 29(5), 612-624

WORLD HEALTH ORGANIZATION 2007. Everybody business : strengthening health systems to improve health outcomes : WHO's framework for action. Geneva, Switzerland: World Health Organization.

WORLD HEALTH ORGANIZATION 2010. Monitoring the building blocks of health systems: a handbook of indicators and their measurement strategies. Geneva, Switzerland: World Health Organization.

WORLD HEALTH ORGANIZATION 2015. WHO global strategy on integrated people-centred health services 2016-2026 Draft for Consultation. *Placing people and communities at the centre of health services*. Geneva, Switzerland: World Health Organization.

WORLD HEALTH ORGANIZATION 2015. WHO global strategy on people-centred and integrated health services Interim Report 2015. Geneva, Switzerland: World Health Organization.



Trinity College Dublin

Coláiste na Tríonóide, Baile Átha Cliath

The University of Dublin

Many thanks for listening

contact me at: barrys6@tcd.ie