Organizational Factors in Integrated Healthcare Delivery Models: A Review of Measurement Tools

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1. Background

The mixed performance outcomes of integrated care models may be explained partly by differences in organizational context. We define ‘organizational context’ as anything internal to the organization, but not directly a part of integrated care processes or practices. This definition encompasses a wide range of factors from organizational structures and governance, to social and psychological elements, and process capabilities. Despite widespread recognition of the influence of such factors on the success of integrated care initiatives, we lack clarity on when and how these factors matter. Both researchers and managers require guidance and tools to systematically examine and compare the context and capabilities of organizations involved in delivering integrated care to shared patient populations. This requires the use of common instruments and consistent data collection methods across sites, which raises the question, ‘What measures are currently available to assess the organizational conditions for integrated care delivery?’

2. Methods

Development of the Context for Integrated Care (CIC) Framework

- Searches the integrated care literature to identify enablers and barriers
- Organized and categorized enablers and barriers
- Cross-checked the results with review papers on innovation implementation, quality/performimce improvement, and organizational change

Instrument Search Strategy

- Conducted independent searches for each construct in the CIC Framework using Medline and Google Scholar. Inclusion criteria for papers:
  - Describes the development and/or use of a quantitative instrument (or scale)
  - The instrument measures one or more constructs in the CIC Framework
  - The instrument has been used in a healthcare setting

3. Summary of Results

Over 110 quantitative instruments and scales were identified across the diverse constructs, primarily self-administered questionnaires with Likert-type scales. Psychometric properties and empirical use varied widely with the majority of instruments requiring further use and testing.

The instruments measures organizational readiness to change, and inter-organizational collaboration. The CIC Framework depicts the planning, implementation, and evaluation stages of integrated care initiatives could yield new insights on their outcomes and performance. In particular, we suggest that explicit measures of integrated care be supplemented by measures of the context for integrated care such as work climate, leadership style, quality improvement capabilities and practices, organizational learning climate, and readiness for change.

4. Conclusion & Next Steps

Framework Validation with Key Informants

To validate the framework and to help prioritize important factors, focus groups will be conducted with leaders from purposefully sampled Health Links in Ontario.

Development of a Case Study Guide

Based on instrument profiles and a prioritized list of factors from the focus groups, the research team will select instruments for inclusion in a Case Study Guide. Quantitative instruments will be supplemented by semi-structured interview guides as well as document review procedures. The Guide can be used to collect data across multiple integrated care initiatives.

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