



Development and Validation of the Models of Care Approach to the Design and Delivery of Cancer Services

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Introduction

The Models of Care program at Cancer Care Ontario was established in 2011 in response to the need to address the pressures of increasing demands on the cancer system in an environment of fiscal constraints and shortages of health care resources. The program's vision is for a sustainable, integrated, and patient-centred cancer system.

CCO's Models of Care Program Goals



GOAL 1 Develop and implement new models of care to promote value for money



GOAL 2 Identify and address regulatory, funding, and other policy changes to sustain new models of care



GOAL 3 Enhance the accuracy of HR planning by incorporating the impact of models of care

Objective

A 'models of care' approach refers to the design and delivery of cancer services. A framework was developed to help system planners and administrators conceptualize models of care. The framework outlines the goals of adopting a models of care approach, introduces the models of care work cycle, and provides a method to identify and describe models of care. The purpose of this work was to identify key concepts and processes required to define, evaluate, and sustain new models of care.

Methods

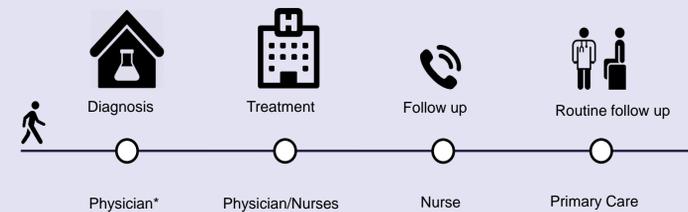
We conducted a review of published and grey literature to identify how other jurisdictions defined 'models of care', and their approach to implementing and evaluating new models. A series of stakeholder consultations with health services researchers, administrators, and clinicians were used to assess the face validity of the findings. The preliminary results were then validated through real-world model implementation projects, including: a model involving an advanced practice role in radiation treatment, a model to transition components of follow-up care from specialist to primary care, and a model focused on the role of nurses with respect to symptom management.

Results

What is a Model of Care?

A model of care describes the way health services are designed for a person as they progress through the stages of a condition, injury, or event¹.

Example



*Providers in the above example do not represent the full care team. This infographic represents opportunities for a change in models of care.

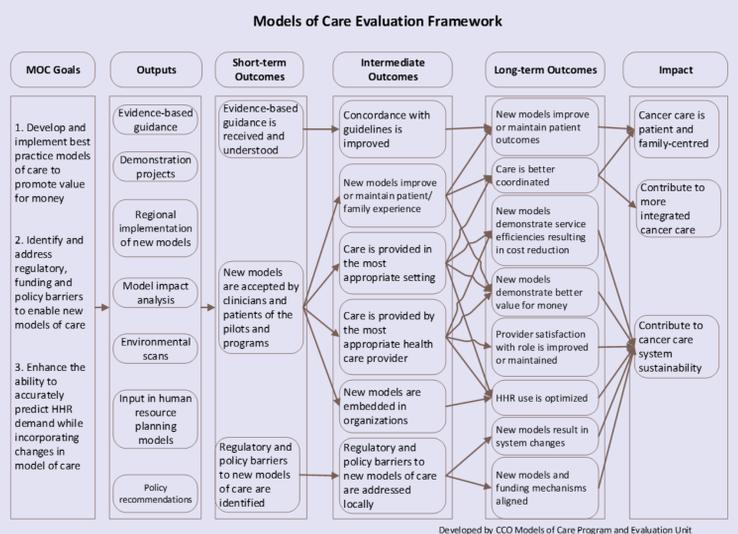
The models of care approach to the design and delivery of healthcare services uses information based on patient needs and clinical best practices to determine how services should be organized and integrated across sectors, professions, and settings (i.e. *what* type of care should be delivered, *where* that care should be delivered, and *who* should deliver that care). The expected impact of using a models of care approach is more efficient use of resources, while maintaining or improving patient outcomes.

How will we know that the models of care are successful?

To support the evaluation of new models of care, a program logic model was constructed. The overall framework and program logic model were developed to provide high level guidance on the outcomes that the new models are striving to achieve. Based on this framework, model-specific measures are developed to address specific outcomes.

How can the successful models be sustained?

Implementation of new models of care involves a complex change management process. A review of published and grey literature targeting theoretical frameworks and best practices was conducted and results were synthesized into a toolkit; Kotter's change management framework guided the overall approach². The Models of Care Change Management toolkit helps individuals and groups interested in implementing new models of care to develop a plan to identify and address the challenges of the change process upfront. It also guides the implementation teams through the process of clarifying and articulating the proposed change in the models of care. The toolkit includes: a matrix to help describe the change in the model of care; a stakeholder analysis template; a project work plan template; a checklist for formulating key messages; a communication plan template; a risk and issues log; a staff learning and development tracking tool; and a sustainability factors checklist.



Conclusion

Although the concept of models of care is not new, there is little guidance on how to describe, adopt and systematically evaluate new models of care in the cancer setting. Results of this work provide guidance and clarity related to the definition and approach to implementing new models of care. The evaluation framework articulates the short and long term outcomes that the new models aim to achieve. The described processes and concepts provide researchers and administrators with a consistent approach to studying new models of care.

References

1. Agency for Clinical Innovation (2013). Understanding the process to develop a Model of Care: An ACI Framework.
2. Kotter, J. (1995). Leading Change: Why Transformation Efforts Fail. Harvard Business Review.

