Tasmanian School of Business and Economics

BAA752
FOUNDATIONS OF INTEGRATED CARE

Semester 1, Year 2019
Unit Outline

Dr Nazlee Siddiqui
CONTACT DETAILS

Unit coordinator

Unit coordinator: Dr Nazlee Siddiqui
Email: Nazlee.siddiqui@utas.edu.au
Consultation hours: By appointment

Lecturers

Dr Nazlee Siddiqui (nazlee.siddiqui@utas.edu.au)
Dr. Maria Agaliotis (maria.agaliotis@utas.edu.au)

Consultation hours: By appointment
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NOTICE

This Unit Outline refers to the Unit Outline Essential Information resource which includes information, policies and requirements relevant to this unit. You must read the Essential Information resource as it is considered part of this Unit Outline.

WHAT IS THE UNIT ABOUT?

Unit description

The unit enables students to examine the foundation of integrated care in Australian health services and communities. There is a specific focus on management theory and practices that can guide inter-professional collaborative aspect of integrated care. Students will evaluate and prioritise integrated care models and their suitability for different healthcare contexts. Students will also critically appraise integrated care key performance indicators (KPIs) to achieve objectives of multidisciplinary stakeholders, addressing the whole systems perspective. This unit will allow students opportunities to hear from experts across Australia and participate in analysis of national and international industry case studies.

Intended Learning Outcomes

On completion of this unit, you will be able to:

1. Analyse theories that guide practices of integrated care in the delivery of health services across Australian communities.
2. Identify, evaluate and prioritise integrated care models for healthcare settings of different contexts.
3. Assess and improve KPIs for integrated care from the perspective of different stakeholders.
4. Appraise the management challenges and opportunities associated within inter-professional collaborative practice across the continuum of care.
5. Judge future practices, theories and challenges for integrated care within the whole systems perspective.

Alterations to the unit as a result of student feedback

This is the first time the unit is being offered.
**HOW WILL I BE ASSESSED?**

### Assessment schedule

<table>
<thead>
<tr>
<th>Assessment task</th>
<th>Date due</th>
<th>Percent weighting</th>
<th>Links to Intended Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment Task 1: Evaluation (Report)</td>
<td>Monday 1 April 2019, 2pm AEDT (week 6)</td>
<td>35%</td>
<td>1, 2 and 5</td>
</tr>
<tr>
<td>Assessment Task 2: Critical Analysis (Report)</td>
<td>Friday 31 May 2019, 2pm AEST (week 13)</td>
<td>35%</td>
<td>3, 4 and 5</td>
</tr>
<tr>
<td>Assessment Task 3: Critical Argument (power-point presentation)</td>
<td>Monday 29 April 2019, 2pm AEST (week 9)</td>
<td>20%</td>
<td>2 and 4</td>
</tr>
<tr>
<td>Assessment Task 4: MyLO discussion forum (Online)</td>
<td>Friday 8 March 2019, 2pm AEDT (week 2)</td>
<td>10%</td>
<td>1 and 5</td>
</tr>
</tbody>
</table>

### Assessment details

**Assessment task 1 – Evaluation Report**

<table>
<thead>
<tr>
<th>Task description</th>
<th>Identify an initiative of integrated care in your healthcare organisation. Evaluate the initiative from the perspective of an operations manager of chronic and complex care service, examining:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Suitability of the integrated care initiative to the context, including an analysis of matching the need of the targeted patient cohorts against the integrated care fundamentals such as the characteristics (e.g. scope and types of integration), and desired outcomes (e.g. person centred, integrated people centred health services, and continuous and coordinated care); and</td>
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<tr>
<td></td>
<td>• Role of management practices in developing context-suitable integrated care initiative. This section can be structured according to domains from González-Ortiz et al (2018); this includes domains such as leadership, organisational culture, social capital, governance, performance and quality. domains such as leadership, organisational culture, social capital, governance, performance and quality; and</td>
</tr>
</tbody>
</table>
• Summarise the core learnings and implications for context-suitable initiative of integrated care.

This report should include the following main sections:

1. **Executive Summary** (Approx. 200 words): This includes succinct summarising of the purpose, the contextual background and highlighting the main points from section 3 of the report.

2. **Introduction** (Approx. 250 words): This includes the purpose and structure of the report. Additionally, this section provides relevant contextual background of the chosen integrated care initiative.

3. **Body** (Approx. 2100 words):
   3.1 Suitability of the integrated care initiative to their context (Approx. 850 words).
   3.2 The role of management dimensions in developing a context-suitable integrated care initiative (Approx. 750 words).
   3.3 Summary of the core learnings and implications for context-suitable initiative of integrated care (Approx. 500 words).

4. **Conclusion** (Approx. 100 words): This includes succinctly summarising insights that addresses the purpose of the report and the key take-away messages in the report.

Note: As per the AIHSM writing and presentation style guide’s general report format, this report can include title page, Table of Contents, glossary of terms, references and appendices (if necessary). However, as an exception to the AIHSM guide, the report does not include the “recommendation” section.

A number of inter-related assessment criteria, including quality of presentation and academic writing will be applied to judge this task. Some of the relevant major criteria are provided below. A copy of the final version of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion 1</strong></td>
<td>Evidence driven description of contextual background to an integrated care initiative, from an operations Manager's perspective in a chronic and complex Australian (public or private) health setting.</td>
</tr>
<tr>
<td>Criterion 2</td>
<td>Analysis of suitability of integrated care initiatives to relevant contexts.</td>
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<td>---------------------</td>
<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Criterion 3</td>
<td>Analysis of the role of management practices in a context-suitable initiative of integrated care.</td>
</tr>
<tr>
<td>Criterion 4</td>
<td>Summary of the core learnings and implications for context-suitable integrated care initiatives.</td>
</tr>
<tr>
<td>Task length</td>
<td>2650 words (10% +/- word count). Any other variance will attract a penalty. The word count includes such items as headings, quotes and in-text citations. It does not include such items as any appendices and reference list at the end of the assignment.</td>
</tr>
<tr>
<td>Due by date</td>
<td>Monday 1 April 2019, 2pm AEDT (week 6)</td>
</tr>
</tbody>
</table>

**Assessment task 2- Critical Analysis (Report)**

**Task description**

Your organisation’s integrated care strategy is being developed (or reviewed, if the integrated care strategy is already developed).

To support this task, you are to: critically analyse aims of integrated care and suggest KPIs to drive the integrated care strategy. In this assessment, you need to refer to: either **Triple Aim objectives** i.e. “improve patient experience, improve health of populations and reducing the per capita cost of care” or the “**Quadruple Aim in the NSW Health Strategic Framework for Integrated Care** i.e. improved experiences for people, families and carers, improved experiences for service providers and clinicians, improved health outcomes for the population and improved cost efficiency of the health system”.

This report should include the following main sections:

1. **Executive Summary** (Approx. 200 words): This includes succinct summarising of the purpose, the contextual background and highlighting the main points from section 3 of the report.

2. **Introduction** (Approx. 250 words): This includes purpose and structure of the report. Additionally, this section provides relevant contextual background of integrated care in your health organisation.

3. **Body** (Approx. 2100 words): Describe and critique the integrated care aims and key performance indicators:
3.1 What should be the aim/s of integrated care strategy in your organisation? Who are the core stakeholders that the aim/s should cater to?

- Identify the strength and weaknesses of Triple/Quadruple Aim to address overarching need of the above core stakeholders in your organisation? (Approx. 800 words).

3.2 Suggest four KPIs of integrated care, two from patient perspective, and the other two that can facilitate inter-professional collaboration across the continuum of care. These KPIs should be driving your organisation’s integrated care strategy.

- Analyse the KPIs using criteria such as SMARTER (Specific, Measurable, Attainable, Relevant, Time-bound, Evaluated and Reviewed) and structure-process-outcome provided in the unit readings.

- Is there any specific program of integrated care in your organisation that could meet these KPIs? Why or why not? (Approx. 950 words).

3.3 Future directions for improved integrated care: This section draws on the analysis of the above sections (3.1 and 3.2) and discusses scope for better strategic directions (Borgermans & Devroey 2017) for integrated care initiatives in your organisation (Approx. 350 words).

4. Conclusion (Approx. 100 words): This includes succinctly outlining the key take away messages in the report.

Note: As per the AIHSM writing and presentation style guide’s general report format, this report can include title page, Table of Contents, glossary of terms, references and appendices (if necessary). However, as an exception to the AIHSM guide, the report does not include the “recommendation” section.

A number of inter-related assessment criteria, including quality of presentation and academic writing will be applied to judge this task. Some of the relevant major criteria are provided below. A copy of the final version of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Criterion 1</td>
<td>Evidence driven description of contextual background of integrated care strategy in health organisations.</td>
</tr>
</tbody>
</table>
### Assessment task 3 – Critical Argument (power-point presentation)

**Task description**

You are to critically review the Canterbury District Health Board (CDHB)’s integrated care approach, following the chronic care model (see the module 2 readings in the unit). CDHB is a district health board that provides care to the Canterbury regional area in New Zealand.

The purpose of the review is to argue whether CDHB is a successful case of integrated care in the health system. Present the review and argument to your management team, with a 10-12 minutes power-point presentation and embedded voice recording. The presentation must have the following main sections:

- **Overview of the CDHB’s integrated care approach; articulating the goals, the key interventions and the management challenges and enablers (Approx. 4 minutes).**
- **Overview of the six domains in the Chronic Care Model (CCM), reflecting how CDHB’s integrated care approach fits the elements of these domains (Approx. 4 minutes).**
- **Conclude whether CDHB is a successful case of integrated care in the health system, justifying the**

| Criterion 2 | Critical analysis of aims, stakeholders and KPIs of integrated care strategy, clarifying concepts of patient outcomes/experience and interprofessional collaboration | 3 and 4 |
| Criterion 3 | Reflect upon practices of specific integrated care initiatives and the contribution of such initiatives in achieving KPIs for integrated care. | 3, 4 and 5 |
| Criterion 4 | Discuss future directions for improved integrated care | 5 |

**Task length**

2650 words (10% +/- word count). Any other variance will attract a penalty. The word-count includes such items as headings, quotes and in-text citations. It does not include such items as any appendices and reference list at the end of the assignment.

**Due by date**

Friday 31 May 2019, 2pm AEST (week 13)
progresses made and further areas of improvement (Approx. 4 minutes).

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Note: This presentation can follow AIHSM writing and presentation style guide’s presentation format. Feel free to adjust the labels of the standard headings in the guide as necessary. A number of inter-related assessment criteria, including quality of the content of the presentation, oral presentation style and designing of power-point slides will be applied to judge this task.</td>
<td>2 and 4</td>
</tr>
<tr>
<td>Please refer to the assessment criteria and marking scheme published in the assessment area in MyLO.</td>
<td></td>
</tr>
</tbody>
</table>

**Task length**

Power-point presentation with voice over for 10-12 minutes

**Due by date**

Monday 29 April 2019, 2pm AEST (week 9)

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### Assessment task 4 – MyLO discussion forum (Online)

**Task description**

This online discussion forum on Mylo is designed for students to share the critical argument of key concepts introduced in the readings. This discussion forum is related to the unit’s curriculum concepts and include issues of continuity of care, triple aim objectives, cross-sectoral (e.g. health and housing sectors) collaboration and associated management implications.

You are required to participate in this forum by the date listed in the Unit Schedule. The due date for this forum will also be published in MyLO discussion forum section.

The forum will ask a student to select one of three questions and make critical arguments to answer the question in 750 words. You are encouraged to draw on your own professional experience and reflect critically on the readings being covered in this unit, supporting your answer with credible evidence (and applicable in-text citations and a reference list). The exact questions for this forum will be published in the MyLO discussion forum section.
A number of inter-related assessment criteria, including quality of presentation and academic writing will be applied to judge this task. Some of the relevant major criteria are provided below. A copy of the final version of the assessment criteria and marking scheme will be available through the Assessment area in MyLO.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Measures Intended Learning Outcome:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Criterion 1</strong></td>
<td>Respond to one question in the forum with succinct arguments, reflecting understanding of the fundamentals of theory and practices of integrated care in Australian health services.</td>
</tr>
<tr>
<td><strong>Criterion 2</strong></td>
<td>Answer to the question articulates the opportunities and challenges of contemporary and futuristic integrated care practices.</td>
</tr>
<tr>
<td><strong>Criterion 3</strong></td>
<td>Engage in well-reasoned discussion of fundamental issues in integrated care, that is evidence-driven and reflective of work practices in health organisations</td>
</tr>
<tr>
<td><strong>Task length</strong></td>
<td>750 words (10% +/- word count). Any other variance will attract a penalty. The word count includes such items as headings, quotes and in-text citations. It does not include such items as the reference list at the end of the assignment.</td>
</tr>
<tr>
<td><strong>Due by date</strong></td>
<td>Friday 8 March 2019, 2pm AEDT (week 2)</td>
</tr>
</tbody>
</table>

For this Discussion Forum, you will have to complete the following two steps:

1. Post your answer in the MyLO Discussion Forum (Communication > Discussion).

2. Submit two separate documents in the “Assessment 4 Discussion Forum” folders (Assessments > Assignments), which are:
   - A completed assignment cover sheet.
   - A Word version of the answer that you posted in the MyLO Discussion Forum (Step 1 above). Also include the selected question in the Word version.
WHAT LEARNING OPPORTUNITIES ARE THERE?

Resources

Required readings
There is no prescribed text or software for this unit. The learning materials of the unit will be drawn from publications, journal articles and other credible sources/websites. You will be able to access the learning materials through the Learning Content section of the MyLO unit. Journal articles and other readings will be made available throughout the semester via MyLO.

Recommended readings
There is a set of lecture slides, recommended and supplementary readings available in the Learning Content section of MyLO.

In addition to these readings on MyLO, you are also expected to be familiar with the key academic journals in the discipline from which useful insights may be derived. In particular, you are encouraged to review regularly the relevant papers that are published in:

Australian Journal of Primary Health
British Medical Journal
BMJ Quality and Safety
BMC Health Services Research
Health Systems and Reform
Health Affairs
Health Policy
International Journal of Care Coordination
international Journal of Integrated Care
International Journal of Healthcare Quality Assurance
Journal of Health Organization and Management
Journal of Patient-Reported Outcomes
Journal of Health Services Research & Policy
The New Zealand Medical Journal

Please also review regularly the relevant reports that are published the following websites:

International integrated care

The King’s fund at https://www.kingsfund.org.uk/

International foundation of integrated care at https://integratedcarefoundation.org/


Integrated care in Australia

https://ahha.asn.au/tags/integrated-care

Equipment, materials, software, accounts

At UTAS, we use Turnitin and Grademark software to provide feedback on the assessments. Please visit the “useful resources for assessment” section on MyLO for more details on the use of software in this unit.

EndNote X8 will be required for managing references. A guide for downloading and using EndNote is available on the UTas Library website: http://utas.libguides.com/endnote

Activities

Details of teaching arrangements*

Master-class

There is an intensive one-day master-class incorporated into this unit. Master-classes are voluntary. They are designed to expose students to industry leaders in
their field and are highly valued. The lecturers will employ a range of teaching techniques to foster participation and critical and applied thinking around the topic. There will be a particular emphasis on practical and problem-based-learning. Class discussions will begin with practice examples and then apply critical and theoretical reasoning to the problems faced. Master-classes are not specifically designed to address the assessment tasks. The topics, format and guest lecturers will be announced early in the session.

The Master-class will be held on **Friday 22 March** at the Rozelle Campus, University of Tasmania, Sydney. Details of the class will be posted via MyLO once semester has started. Students should make arrangements to attend the Master-class as soon as possible.

**Online lectures**

There will be online lectures arranged around the learning modules. These will be held using the web conferencing facility available in MyLO and will be on nominated **Tuesdays at 5.15 pm AEST** (or ADST where applicable), except where this falls on a public holiday. Some lectures may include a guest speaker whilst others will focus on an upcoming assessment. Whilst these are not compulsory and are recorded, in the event that no student attends the live session, the tutorial will be closed for that session. Low attendance will reduce the value of the discussion. Attendance allows you to ask any questions you have and receive an immediate response. The dates and times for these online lectures can be found in the Study Schedule at the end of this unit outline. Please note that the online lecture dates may change to accommodate guest presenters.

**Specific attendance/performance requirements***

As the average study time recommended for a unit in the Master program is approximately 10 hours per week (though this can vary considerably from student to student), you might expect to devote around 130 hours during the semester. The master-class represents 8 hours of this total. This means that the remaining time should be allocated to reading, participating in MyLO discussion forum, and completing assessment tasks. Some of the expectations we have of you as a student enrolled in this unit are; engaging with the readings provided on MyLO, participate in or listen to recorded online lectures and regularly monitor MyLO announcements.

In this unit, your active engagement will be monitored in the following way:

1. Submission of assessments.
2. Weekly access in the MyLO site.

If you do not demonstrate evidence of having engaged actively with this unit by completing these two activities by Week 4 of semester, your enrolment may be cancelled or you may be withdrawn from the unit.
## Unit schedule

<table>
<thead>
<tr>
<th>WEEK</th>
<th>WEEK BEGINNING</th>
<th>MODULE</th>
<th>ONLINE LECTURE (TUESDAY 5:15 -6:15PM)</th>
<th>DUE DATES</th>
</tr>
</thead>
<tbody>
<tr>
<td>O-Week</td>
<td>Monday 18 February</td>
<td>Orientation – log into MyLO and familiarise yourself with the unit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Monday 25 February</td>
<td><strong>Module 1:</strong> What is integrated care?</td>
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<tr>
<td>2</td>
<td>Monday 4 March</td>
<td><strong>Module 2:</strong> Models of integrated care.</td>
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<td>3</td>
<td>Monday 11 March</td>
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<td>4</td>
<td>Monday 18 March</td>
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<td></td>
<td><strong>MASTER CLASS Friday 22 March</strong></td>
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<td></td>
<td>Specialisation: Integrated Care</td>
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<td></td>
<td>BAA752 Foundations of Integrated Care &amp; BAA750 Delivering Integrated Care</td>
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<tr>
<td>5</td>
<td>Monday 25 March</td>
<td><strong>Module 3:</strong> KPI’S of integrated care</td>
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<tr>
<td>6</td>
<td>Monday 1 April</td>
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<td>7</td>
<td>Monday 8 April</td>
<td><strong>Module 4:</strong> Inter-professional dynamics</td>
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<td>8</td>
<td>Monday 15 April</td>
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<td></td>
<td><strong>MID-SEMESTER BREAK 18 April - 25 April 2019 (INCLUSIVE)</strong></td>
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<tr>
<td>Week</td>
<td>Date</td>
<td>Event</td>
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<tr>
<td>8</td>
<td>Monday 22 April</td>
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<tr>
<td>9</td>
<td>Monday 29 April</td>
<td>Module 5: Implications of integrated care for various stakeholders</td>
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<tr>
<td>10</td>
<td>Monday 6 May</td>
<td>Online lecture 5: Module 5: Future of integrated care</td>
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<tr>
<td>11</td>
<td>Monday 13 May</td>
<td>Online lecture 6: Module 6: Future of integrated care</td>
<td></td>
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<tr>
<td>12</td>
<td>Monday 20 May</td>
<td>Assessment 3: Power-point presentation Monday 29 April 2019</td>
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<tr>
<td>13</td>
<td>Monday 27 May</td>
<td>Assessment 2: Report Friday 31 May 2019</td>
<td></td>
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</table>

### ACCREDITATION

#### AACSB Accreditation

The Tasmanian School of Business and Economics (TSBE) is currently in the process of applying for business accreditation with the Association to Advance Collegiate Schools of Business (AACSB) – the lead program for accrediting business schools globally. AACSB seeks to connect educators, students, and business to achieve a common goal – to create the next generation of business leaders.

By joining AACSB and going through the accreditation process, TSBE is joining a global alliance committed to improve the quality of business education around the world, and to share the latest innovations in business education. Gaining Business Accreditation with AACSB is a multi-year process involving TSBE demonstrating our performance against the 15 accreditation standards.

Once complete, TSBE will join a select community of accredited business schools, with only 7% of all business schools globally having completed the AACSB process. This will further enhance the reputation of TSBE, and further enhance the global recognition of your qualifications. To find out more about AACSB click [here](#).