

# TOWARD COMPREHENSIVE CARE INTEGRATION IN CANADA: DELPHI PROCESS FINDINGS FROM RESEARCHERS, CLINICIANS, PATIENTS AND DECISION MAKERS

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## APPENDIX 2. OPERATIONAL DEFINITIONS OF PRIORITY SERVICES IN PRIMARY HEALTHCARE

The table below contains the definition for each service and program featured in the article’s priority service lists. It also contains some key activities and services administered through the service or program and, finally, a few examples of concrete programs and services.

SERVICE OR PROGRAM CATEGORY	DEFINITIONS	EXAMPLES
<p><b>Chronic Disease Management programs and/or services</b></p>	<p>Chronic Disease management programs are designed to improve the health of persons with specific chronic health conditions and to reduce healthcare service use and costs associated with avoidable complications, such as emergency room visits and hospitalizations. They do so by teaching and coaching patients and their families about the patient’s disease, healthy behaviour change and skills for self-management of chronic conditions. These programs can support patients with illnesses such as diabetes, hypertension, and heart failure, or a mix of conditions. They can be delivered in a variety of healthcare settings. They usually involve a multidisciplinary team of providers, such as: physicians, nurses, pharmacists, dieticians, psychologists, physiotherapists and occupational therapists.</p> <p><b>Services and activities</b> may include: resources and information about the chronic disease(s) and recent studies; counselling; education on tools and strategies to manage the chronic disease(s) (e.g., nutrition, medication management; exercise); regular follow-up with healthcare provider(s); support in managing multiple chronic health conditions.</p>	<ul style="list-style-type: none"> <li>• <i>The Wellness Institute (Winnipeg) and its Get Better Together Program</i></li> <li>• Mobile Clinics</li> </ul>
<p><b>Telehealth</b></p>	<p>Telehealth is designed to enhance healthcare, public health, and health education delivery and to deliver virtual medical, health, and education services using electronic information and</p>	<ul style="list-style-type: none"> <li>• The <i>Ottawa Hospital</i> uses telemedicine</li> </ul>

telecommunications technologies. Telehealth is not a service *per se*, but involves different strategies that use technology to enhance health and health outcomes. It can be used for a wide range of services and across diverse settings, including: health clinics; community health centres; hospitals; dentistry; counselling; physical and occupational therapy; home health; disaster management; and consumer and professional education.

**Services and activities** may include: live video (synchronous); store-and-forward (asynchronous); remote patient monitoring (RPM); mobile health; video/teleconference; computers; remote technology; telephone health assistance lines.

technology to do pre-admission work for surgical patients, decreasing the need for patients to travel or miss time from work/school.

- TeleLink Mental Health, *SickKids.ca*
- Telepsychiatry Program, *CAMH*
- *mHealth*
- E-consult services

**Health Information Systems**

Health information systems are designed to capture, store, manage and/or transmit information related to the health of individuals and/or the activities of organizations that work within the health sector in a timely, pertinent and confidential manner. They facilitate the aggregation of patient information and the capacity of a variety of health and social care providers who are involved in the coordination of care and well-being of the individual to access the information in a timely manner and therein enhance the provision of quality care. These systems are generally available in health-related facilities and can be accessed remotely by health and social providers.

**Services and activities** may include: electronic medical records and patient portals; friendly printout of electronic medical records.

- Patient electronic medical records
- Patient portals

**Mental Healthcare and Addictions Services**

Mental healthcare and addictions services are designed to aid in the prevention and treatment of mental health disorders and addiction. These services are usually designed in recognition of various determinants of health, including social and environmental. They are offered with the awareness that social and economic factors can affect the mental health of a person. These services are tailored to children, youth and adults of all ages. They can be delivered by governmental and/or community-based (non-governmental) organizations and/or centres, and they benefit from governmental funding

- *Addictions Foundation (Manitoba)*
- Guide to mental health services (Manitoba)
- *Geriatric Mental*

support. These services are generally provided by a multidisciplinary team that involve health professionals, including psychotherapists, psychologists, psychiatrists, social workers, nurses, and consultants.

**Services and activities** may include: assessment; crisis intervention; counseling; consultation; referral; case management; rehabilitation; education services; support for emotional and behavioral issues (e.g., anxiety, depression); suicide prevention; cognitive decline follow-up; programs for concurrent mental health and substance abuse; transition services (e.g., between medical facilities; from medical facility to home; between services; between geographical locations; educational); individualized learning plans; autism assistance; treatment for individuals with gambling problems.

- *Health Teams (GMHT) (Manitoba)*
- Continue tobacco prevention/cessation service provision within PHC
- *The Adverse Childhood Experience Assessment Questionnaire*

**Acute care and Emergency care**

Acute care and emergency services are services designed to provide immediate (and often unscheduled) services that aim to assess and treat an urgent medical need. Services are typically provided by physicians, nurses, paramedics and other healthcare providers within the emergency department or urgent care setting. Following assessment (and treatment, if relevant), patients receive follow-up care from another provider (e.g., inpatient, rehabilitation, long-term care, or primary care).

**Services and activities** may include: triage and assessment; treatment; consultation; referrals to other services.

- Emergency department
- Urgent care

**Pre-Post Natal Care**

Pre- and post-natal care programs are designed to optimize healthy pregnancies, deliveries and infant care. They provide preparatory and follow-up services and care. These services are generally provided in hospitals, birth clinics, or at home by teams of health professionals, including nursing staff and midwives.

**Services and activities** may include: breastfeeding support and preventative care for postpartum depression and for infants at risk for brain-based disabilities; newborn follow-up; post-partum depression assessment and/or referral; premature birth care; FASD (Fetal Alcohol Spectrum Disorder) evaluation.

- *CHANCES* Parenting programs (e.g., Best Start) (PEI)
- Breastfeeding support groups

**Education**

Education support programs and services are designed to promote academic success by reducing

- *Education and*

**Support Programs and Services**

barriers associated with an individual’s physical or behavioural conditions. These services are generally provided in education establishments (e.g., primary or secondary schools, colleges, universities or learning centres) or disability centres, and are provided by counsellors, psychologists and tutors.

**Services and activities** may include: educational assistant services; guidance counsellors and psychological school counselling; social and developmental support; summer tutoring programs; assistive technology services for students with special needs; personal care assistants; disability resources, centres and/or services; student housing support; social clubs and societies (e.g., student unions); transition services between academic years (e.g., daycare to public school, high school to university, etc.); tutoring services; social development for children; peer-support groups; domestic violence support and education; prevention programs.

*Advanced Learning (Manitoba)*

- *St. Amant’s Freeing the Spirit, Fulfilling Potential, Together*
- *Transition Guide to Postsecondary education and employment for students and youth with disabilities*

**Health Education, Healthy Living and Disease Prevention Programs and Services**

Health education, Healthy Living, and disease prevention programs and services are designed to promote healthy behaviours by improving health literacy and knowledge of areas related to mental, physical, social, emotional and spiritual health. These educational initiatives aim to improve individual and community health. These services can be provided by community organizations and centres and community health centres. They can be delivered on site or in public establishments (e.g., schools; community centres; community health centres). Services are generally administered by a multidisciplinary team composed of health professionals, including doctors, nursing staff, dietitians; psychologists and psychotherapists; dentists; counsellors.

**Services and activities** may include: education (e.g., workshops; printed material; classes) assessment and referrals around the issues of body image, eating disorders, nutrition, substance abuse, stress management, sexual assault, relationship violence, stalking, pregnancy, and overall health and wellness; programs to promote behaviours towards a healthy lifestyle; management of chronic disease’ prevention of injury and illness; linkages to health programs; tools to promote independent living; promoting physical activity; nutrition promotion.

- Support services to seniors (e.g., in Manitoba: [example 1](#))
- **Health**
- *The Heart Health Program (Ontario)*
- **Physical activity**
- *Summeractive Campaign (Ontario)*
- *BestStart (Ontario)*

**Community Pharmacy Programs**

Community pharmacy programs aim to provide medication management and health promotion and prevention education to individuals in the community-setting. These services are generally provided by pharmacists and community retail pharmacies working as part of a multidisciplinary team.

- *Diabetes Canada*

**Services and activities** may include: helping individuals manage medications (while also managing and/or decreasing polypharmacy); delivery of vaccinations/immunizations; and providing education and resources to support individuals with self-managing their health.

**Home care**

Homecare programs aim to provide healthcare services to a patient within their home to support independent living and/or family-centred care. Service providers include nurses, healthcare aides, home support workers, and social workers.

**Services and activities** may include: personal care services; assessment for long-term care and other services (day program, supportive housing); care planning; service coordination; after-hours response; case management; referral; educational support for families and patients; nursing care; rehabilitation services; home assistance (e.g., cleaning, errands, shopping); public health nursing.

- *Home care for the Elderly* (Quebec)
- *We Care Home Health Services* (many provinces)
- *Earth Angels Home Care* (Nova Scotia)

**Respite Care**

Respite care services and programs provide temporary relief to caregivers who care for at-home patients. These services are offered by health professionals who stay at the patient’s home, or *via* temporary in-patient care in a health facility.

**Services and activities** may include: personal care services; service coordination; after-hours response; case management; referral; educational support for families and patients; nursing care; rehabilitation services; home assistance (e.g., cleaning, errands, shopping); public health nursing; in-home respite; respite (out-of-home) services; group homes and respite; emergency respite; therapeutic adult day care.

- *Senior In-Home Respite Care Comfort Keepers* (Quebec; Ontario)
- *Assurance Home Care* (Ontario) offers respite care services
- *Bruyère Continuity Care* (Ontario)

**Services to Address the Social Determinants of Health: Material Deprivation**

**Housing Programs and Services**

Housing programs and services aim to assist individuals in finding and obtaining affordable, sustainable and appropriate housing. Services are typically provided by governmental organizations.

- *360 Kids* (extended Transitional Housing for youth) (Ontario)
- *YWCA Canada*

<b>Community Nutrition Services</b>	<p><b>Services and activities</b> may include: community and subsidized housing (including supportive housing); shelters for at-risk populations (e.g., victims of domestic assault); supportive housing; Co-Op housing; rental housing.</p>	<ul style="list-style-type: none"> <li>• <a href="#">House Marie-Rollet</a> (Quebec)</li> <li>• Coopératives d’habitation (Quebec)</li> </ul>
<b>Transportation Services</b>	<p>Community nutrition services are designed to provide therapeutic counselling and healthy eating education, and/or services and programs that are committed to providing nutritional support and food services to patients and individuals living in the community. These services can be delivered by nutritionists, dietitians, in collaboration with other health professionals, therapists, psychologists and social workers, and through community centres.</p> <p><b>Services and activities</b> may include: health promotion; disease prevention; therapeutic groups and meetings (e.g., diabetes support); workshops; education and educational materials; self-management tools and plans; and counselling.</p>	<ul style="list-style-type: none"> <li>• Meals on wheels (many provinces)</li> <li>• <i>Dial-a-dietician</i> (Manitoba; many provinces)</li> <li>• <i>Health Eating Program</i> (Ontario)</li> <li>• <i>Food Steps</i> (Ontario)</li> </ul>
<b>Labour, Employment and Income Services</b>	<p>Transportation services aim to provide safe, affordable, timely and appropriate transportation for patients and their families and the general public. They generally include services and programs provided at the government (e.g., municipal, provincial, and federal) and community levels. These services may be provided by professionals, such as Handi-Van drivers, or by community volunteers.</p> <p><b>Services and activities</b> may include: public transportation systems (e.g., busses, light rail systems, subways); dedicated transportation for individuals with limitations, physical or social (e.g., lack of social support/network); transportation services to and from medical appointments; and financial subsidies for transportation.</p>	<ul style="list-style-type: none"> <li>• <i>Handi-Transit</i></li> <li>• Public transit</li> <li>• Transportation Options Network for Seniors (TONS)</li> </ul>
<b>Labour, Employment and Income Services</b>	<p>Labour, employment and income services aim to help individuals secure employment by facilitating interviews with potential employers and providing funding for job creation opportunities. Resources and training may also be provided to ensure the rights and wellbeing of both employers and employees are protected. Services are provided by all levels of governments (municipal, provincial, federal) and also by community-based centres and organizations.</p>	<ul style="list-style-type: none"> <li>• Income security</li> <li>• Tax support services</li> <li>• Rent Assist (and subsidized housing)</li> <li>• Cost assistance (to</li> </ul>

**Services and activities** may include: financial aid and income assistance (e.g., social assistance, employment insurance benefits); interview preparation; resources and training; government programs aimed at lessening the costs associated with aging and with the ability for seniors to take advantage of programs and services available to maintain independence; pensions; tax credits and benefits; programs to support low-income seniors; benefits for veterans; financial resources and support programs for parents with children (e.g., single parent families; children with special needs; children with a disability).

assist with costs for equipment, technical aids)

- Employment counselling
- Job creation agencies

## Services to Address the Social Determinants of Health: Social Deprivation

### Community and Recreational Activities

Community and recreational programs aim to encourage the maintenance of health through social stimulation, physical activity, and emotional regulation. Recreational activities provided in the community setting may serve as a means of stress relief, enjoyment, or bonding opportunity for families and the greater community.

**Services and activities** may include: sports and physical activities (e.g., family skates, fun runs, walking groups); arts and music (e.g., concerts, dance classes, community choirs, pottery and painting); cultural celebrations (e.g., holidays); youth programs (e.g., Cadets Canada, church groups); and adult hobby programs (e.g., knitting, woodworking); peer-support groups; social development for children; translation services//interpreters (e.g., ESL-FSL services).

- Seniors' Centres programming
- Virtual seniors' centres (by phone, internet)
- Volunteer visitors and callers
- Safety and security programs
- Counseling and support services
- *Council on Aging*
- Non-profit centre programming
- Churches; religious organizations
- Adult Day Programs (*PRIME*, a Program of Integrated Managed Care of the Elderly)

## Adult Day Programs

Adult day programs are designed to provide daily, drop-in (non-residential) programming for dependent older adults that is focused on physical wellbeing and nutritional, social, recreational and physical activities. Adult day programs usually occur within the nursing home environment or similar community setting and typically involve nurses, healthcare aides, recreation facilitators, and social workers in addition to physiotherapists, occupational therapists, and physicians, depending on the individual program and may be specific to a particular disease or condition (e.g., Alzheimer's, Developmentally Disabled). These programs are generally offered by long-term care facilities (i.e., nursing homes), health community centres; hospice care hospitals; and community care access centres.

**Services and activities** may include: health monitoring; personal care; meals/snacks; transportation to and from program; socialization and recreational activities; respite for caregivers.

- Home and Community Care Support Services' Adult Day Programs (Ontario) (<https://www.healthcareathome.ca/supportive-living/adult-day-programs/>)
- Brecken House Adult Day Health Program (Government of PEI) ([http://www.gov.pe.ca/photos/original/doh\\_brecken\\_day.pdf](http://www.gov.pe.ca/photos/original/doh_brecken_day.pdf))

## Outreach programs to identify marginalized people or people with a limited support network

Outreach programs aim to identify marginalized people or people with a limited support network to optimize uptake of already established community-based activities and programs by populations that are unable to engage due various barriers, such as cost, time management, transportation needs (rural areas) or caregiving responsibilities.

**Services and activities** may include: income support; transportation services; and the mobilization of care to these populations directly (e.g., directly to a shelter or disadvantaged area).

- Health Mission Outreach Canada (Charity)
- Street Health (Toronto, non-profit, community-based agency)

## Child Development Services

Child development services are designed to provide assistance for children (birth to 18 years of age) and their families who are experiencing complex developmental and behavioral challenges. These services are generally delivered through a collaborative team approach that may include family

- The *Children's Therapy Initiative* (CTI)
- Child Development



members, medical professionals, and community health workers.

**Services and activities** may include: medical care and follow-up; evaluation; assessment; treatment; referral; family counselling services; and health and nutrition support.

Clinic

- Early development parenting programs offered by *CHANCES*
- Autism Outreach Team
- Child Care Behaviour Support Services
- Integrated Children's Services Team/Children's disability Services – Centralized Services

**Navigational Services // Patient Navigators**

Navigation services aim to provide a patient and his or her family and/or caregivers with information and logistical guidance to obtain needed services, treatments, clinical interventions and/or programs. Navigation services can also be offered at the community level and are not necessarily health specific. Navigators work with patients to identify the right services and work towards removing barriers to access. Where appropriate, navigation services may be targeted to specific populations, such as Indigenous populations. Services and activities may be provided in the hospital, in the community, or virtually, or by a combination of these settings. They may also be given by caregivers and by community health representatives.

**Services and activities** may include (but are not limited to): case management; communication with care providers and between care providers and other providers; helping patients define healthcare goals; patient advocacy; facilitating movement through the healthcare system and with services across sectors; assistance with making appointments; assistance and support in using technology, such as patient portals and accessing electronic medical patient records; patient education; support in decision making; peer-support; transition support (e.g., from school settings; new providers; geographically); support with healthcare directives; translation services or support/referral (e.g., ESL-FSL services, or support); referral to accessibility-related

- Privately owned CAREpath (Toronto) and Nurse on Board (Ottawa)
- Geriatric Program Assessment Teams (Manitoba)
- Aboriginal Health Programs
- The Hospital for Sick Children (*SickKids*)
- Indigenous Women's Health (BC)
- Aboriginal Patient Liaison (BC)

services, such as transportation, translation services/interpreters).

**Disability resource centres and organizations**

Disability resource centres and organizations aim to offer support services to individuals with disabilities. Services may be provided by a range of healthcare and social workers to support the needs of individuals with intellectual disabilities, long-term mental illness, and physical disabilities and their families. Support may be provided through a range of community-based, residential, and/or vocational day programs.

**Services and activities** may include: needs/condition assessment; audiology and speech language therapy; advocacy; peer support groups; adaptive technology supports; career support programs; and services for children with disabilities; accessibility support and services (e.g., to facilitate accessibility; support funding opportunity or referral to funding opportunities for accessibility improvement; referral to accessibility related services such as transportation, translation services/interpreters).

- *Canadian National Institute for the Blind*
- *Disability Related Employment Supports (Alberta)*
- *Persons with Developmental Disabilities Program (Alberta)*
- *Family Support for Children with Disabilities (FSCD) (Alberta)*
- *Developmental Disabilities Resources Foundation (DDRF)*

**Legal Services**

Legal services aim to provide professional legal advice, counselling, assistance and/or services to individuals who are facing legal issues. These services can also be offered to individuals who need support in navigating legal situations, such as completing governmental forms or procedures for a private organization. These services can be delivered by community legal clinics, lawyers and attorneys, and provincial legal aid offices. They can be offered by governmental agencies and/or community and non-governmental organizations.

**Activities and services** may include: public defenders; legal aid clinics; family, immigration, and civil attorneys; pro bono services; social justice organizations; probation and parole; toll-free information phone numbers; education; information; counselling; referral to interpreters.

- *Legal Help Centre (Manitoba)*

**Child and Family Services**

Child and Family services are designed to ensure the safety and well-being of children, particularly those considered to be in at-risk situations, who live in unstable conditions, or are transitioning

- *Child Protection Agencies*

between households. These services can be offered voluntarily through community (non-profit) organizations, or through governmental agencies to assist families, but can also be mandated by the judicial system in situations of abuse or neglect. These services are generally delivered by social workers, counsellors, children therapists, psychologists, psychiatrists.

- Family Care Centres
- Adoption Agencies

**Activities and Services** may include: child protection agencies; family care centres; adoption agencies; toll-free information and support phone numbers to provide assistance, counselling, and answer questions; First National Child and Family Services; referral (notably for children and youth mental health and addiction services and legal counselling); and family support services.

### **Palliative care**

Palliative care programs aim to improve the quality of life of patients facing the problems associated with a life-limiting illness and their families through the prevention and relief of pain and suffering. Care is provided by a multidisciplinary team, such as physicians, nurses, healthcare aides, and social workers.

**Services and activities** may include: early identification; comprehensive interdisciplinary assessments; and appropriate palliative interventions; assisted death.

- In-patient palliative care units
- Community hospice setting
- In-home palliative care plus home care
- *Palliative Care Regional Program* (Manitoba)
- *10 Specialists Palliative Care Programs* (Nova Scotia)

### **Cultural Safety programs and services**

Cultural safety programs and services moves beyond cultural sensitivity and cultural competence (i.e., having knowledge about the culture of “the other”) in that it enhances healthcare delivery by identifying power imbalances in society, empowers the users of the healthcare services and prepares healthcare providers with the understanding of the inherent diversity among those that they care for. Services can be offered by community-based services and resources; Aboriginal Health Organizations.

**Services and activities** may include: cultural safety employee training delivered to healthcare

- [National Collaborating Centre for Aboriginal Health \(NCCA\)](#)

providers (doctors, nurses, social workers, rehabilitation care providers); teachers; and health liaison workers.

### **Dental Services**

Dental services aim to provide dental care to patients who are unable to visit or have difficulty visiting a regular fee-for-service dental clinic. These publically-funded programs integrate oral healthcare into overall healthcare by providing services in the community, senior citizen residences, long-term care facilities, and hospitals. Services are provided by dentists, hygienists and dental assistants.

**Services and activities** may include: diagnostic and preventative dental services.

- *Centre for Community Oral Health* (many provinces)
- *Home Dental Care Program* (Manitoba)
- Dental services in school and educational programs for children in school settings

### **Geriatric Day Hospital Programs**

Geriatric day hospital programs provide outpatient services that aim to improve the mobility and autonomy of elderly patients living in the community through the provision and coordination of medical, physical, and social interventions. They generally use an integrated and interprofessional approach. The interprofessional team can consist of: geriatricians, nurses, social workers, pharmacists, physiotherapists, occupational therapists, dieticians, recreational therapists, rehab therapists, healthcare aides, and administrative support.

**Services and activities** may include: physical rehabilitation; medical and personal care; and social and/or recreational services for older adults.

- Health Services on Elgin Day Hospital (Ontario)
- *Deer Lodge Day Hospital* (Manitoba)