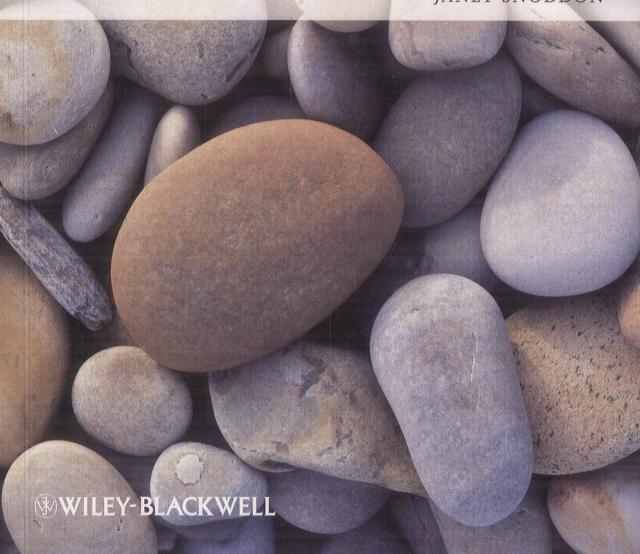


Principles and Practice for Nurses

JANET SNODDON



Contents

Introduction		
1	Background to the Implementation of Case Management Models for Chronic Long-Term Conditions within the National Health Service	1
	Introduction	1
	Primary care management of long-term conditions	2
	How management approaches have been developed	3
	Developing and delivering care	4
	Future of care	5
	The impact and cost of chronic disease	6
	Identifying patients who require case management	7
	National guidelines and evidence-based practice	8
	Embedding evidence in practice	8
	Making progress in the management of chronic conditions	9
	Modernising care in the National Health Service	10
	Developing case management and care delivery	10
	Case management in the National Health Service	11
	Promotion of self-management and self-care	13
	Partnerships and expectations	13
	Conclusion	15
	References	15
2	Case Management Models: Nationally and Internationally	18
	Introduction	18
	The context for case management in the NHS	20
	Impact of managed care models	21
	International models of care reviewed	22
	The Alaskan Medical Service	22
	Kaiser Permanente (North California)	24
	Group Health Cooperative (Seattle, Washington)	25
	HealthPartners (Minnesota)	25
	Touchpoint Health Plan (Wisconsin)	26
	Anthem Blue Cross and Blue Shield (Connecticut)	26
	UnitedHealth Europe Evercare	26
	Amsterdam HealthCare System (the Netherlands)	27
	Outcome intervention model (New Zealand)	28
	National model of chronic disease prevention and control (Australia)	28

iv Contents

	Guided Care (United States)	28
	PACE (United States)	28
	Veterans Affairs (Unites States)	29
	Improving Chronic Illness Care (Seattle)	29
	Expanded Chronic Care Model (Canada)	29
	Pfizer (United States)	29
	Green Ribbon Health: Medicare in health support (Florida)	30
	What do these models provide?	30
	Models in use in England	30
	Care management in social care	32
	Case management models in the NHS	32
	Joint NHS and social care	36
	Data for case management	38
	Evaluation	38
	Conclusion	40
	References	4 1
3	Competencies for Managing Long-Term Conditions	43
	Introduction	43
	Development of the competency framework	44
	What the competencies are expected to deliver	46
	The competencies: what are they?	46
	Domain A: advanced clinical nursing practice	47
	Domain B: leading complex care co-ordination	49
	Domain C: proactively manage complex long-term conditions	52
	Domain D: managing cognitive impairment and mental well-being	52
	Domain E: supporting self-care, self-management and enabling	
	independence	55
	Domain F: professional practice and leadership	57
	Domain G: identifying high-risk people, promoting health	
	and preventing ill health	58
	Domain H: end-of-life care	59
	Domain I: interagency and partnership working	60
	What the competencies aim to do	61
	Developing educational models to develop competencies	62
	Conclusion	64
	References	64
4	Outcomes for Patients – Managing Complex Care	66
	Introduction	66
	The areas of competence and deliverables for patients: Leading	
	complex care co-ordination	66
	Identifying high-risk patients, promoting health and	
	preventing ill health	74

Contents v

	Interagency and partnership working	77
	Conclusion	82
	References	82
5	Outcomes for Patients - Advanced Nursing Practice	85
	Introduction	85
	Advanced clinical nursing practice	85
	Proactively manage complex long-term conditions	91
	Professional practice and leadership	94
	Managing care at the end of life	97
	Conclusion	101
	References	102
6	Outcomes of Case Management for Social Care and Older People	105
	Introduction	105
	Policy drivers for the care of older people	105
	Health and social care integration	108
	Cost of care for older people	109
	What do people expect in old age and how will these	
	services be commissioned?	111
	What does case management offer to older people?	112
	Integrated models of care	114
	Impact of case management on older people	114
	Managing resources	118
	Outcomes for older people	118
	Conclusions	119
	References	120
7	Outcomes for Patients – Cancer Care and End-of-Life Care	123
	Introduction	123
	Gold Standards Framework for Palliative Care	125
	Integrated Cancer Care Programme	125
	Preparing for the pilot programmes	127
	Delivering the pilots	129
	Programme outcomes	130
	Case Management and ICCP	131
	Case management competencies - what can/should	
	patients expect?	132
	The real need for competencies	137
	Advanced care planning	139
	Preferred place of care and delivering choice programmes	140
	Conclusion	140
	References	142

vi Contents

o	Leadership and Advancing Fractice	149
	Introduction	144
	What is leadership?	144
	What does leadership provide?	145
	Leadership framework in the NHS	14ϵ
	Skills in leadership	147
	Political understanding and functioning	148
	Setting targets and delivering outcomes	148
	Empowerment and influencing	149
	Levels of competence	150
	Other leadership frameworks	150
	What does good leadership do?	153
	Impact on organisations	153
	Leadership in case management	154
	Leadership and change	155
	Leadership is in every role	156
	Advanced practice	157
	Prescribing	158
	Advanced practice in long-term conditions	159
	Conclusions	160
	References	161
9	Self-Care and Patient Outcomes	164
	Introduction	164
	What is self-care?	164
	Self-care and practitioners	167
	Systems for self-care	168
	Expert Patient Programme	168
	Effectiveness of self-care programmes	169
	Promoting self-care: staff role	170
	Self-care: models	171
	Self-care: the evidence base	173
	Using information and technology for self-care	175
	How do we engage patients in self-care?	179
	Conclusions	180
	References	183
10	What Does This Mean for Patients?	185
	Introduction	185
	Government expectations	186
	What do patients want from care?	. 186
	Reported outcomes from management of long-term conditions	187
	Modernisation to enable outcomes for users of services	188

Contents	vii
Do patients really see improvement?	188
Understanding the patient experience, how we find out?	190
Public Service Agreement targets	192
Other assessments of user/patient experiences	192
Patient-centred care	195
Allowing patients to tell their tale	195
Outcomes of care and patient experience	195
Experience in case management	197
Partnerships with patients: impact on experience	199
Quality for patients	200
Impact of the provision of information on patients'	
views and outcomes	201
Conclusions	201
References	203
ndex	207