

Appendix A: Rainbow Model of Integrated Care Source: Valentijn et al. (2015) (pp. 8-10)

Items	Definitions
CLINICAL INTEGRATION	
The coordination of person-focused care in a single process across time, place and discipline.	
1) Centrality of client needs	The principle of care is to address the needs of clients in terms of medical, psychological and social aspects of health.
2) Case management	Coordination of care for clients' with a high risk profile (e.g. identifying risks, developing policies and guidance).
3) Patient education	Education for clients is focused on medical, psychological and social aspects of health.
4) Client satisfaction	User satisfaction of the individual client is central to the organisation of care.
5) Continuity	The organisation of care aims to provide fluid care delivery for an individual client.
6) Interaction between professional and client	Attitude and behavioural characteristics between professional and client regarding all health needs of the client.
7) Individual multidisciplinary care plan	Implementation of a multidisciplinary care plan at the individual client level.
8) Information provision to clients	Provide unambiguous and understandable information at the individual client level.
9) Service characteristics	Provision of services is focused on medical, psychological and social aspects of health.
10) Client participation	Clients are (pro)actively involved in the design, organisation and provision of care at the operational level.
11) Population needs	The interdisciplinary approach is consistent with the dominant needs of the population.
12) Self-management	Tailor-made support of self-management at the individual client level
PROFESSIONAL INTEGRATION	
Inter-professional partnerships based on shared competences, roles, responsibilities and accountability to deliver a comprehensive continuum of care to a defined population.	
13) Inter-professional education	Inter-professional education for professionals focused on interdisciplinary collaboration.
14) Shared vision between professionals	A shared vision between professionals focused on the content of care.
15) Agreements on interdisciplinary collaboration	Agreements on the establishment of interdisciplinary cooperation at the operational level.
16) Multidisciplinary guidelines and protocols	Multidisciplinary guidelines and protocols are implemented in coherence with the operational level.
17) Inter-professional governance	Inter-professional governance is focused on openness, integrity and accountability between professionals at the operational level (e.g. joint accountability, appeal on pursued policies and responsibilities).
18) Interpersonal characteristics	Interpersonal characteristics of the professionals involved in the partnership (e.g. trust, equality, respect, values).
19) Clinical leadership	Accepted leadership with power and influence at the operational level (e.g. professional status characteristics such as reputation, specialization, position and seniority).
20) Environmental awareness	Environmental awareness of professionals with regard to economic, social and political developments.
21) Value creation for the professional	Value is added for the individual professional through interdisciplinary collaboration.
22) Performance management	Performance management at the operational level is focused on improving health outcomes for the individual client and the population.
23) Creating interdependence between professionals	Creating mutual interdependencies between professionals regarding interdisciplinary collaboration.
ORGANISATIONAL INTEGRATION	
Inter-organisational relationships (e.g. contracting, strategic alliances, knowledge networks, mergers), including common governance mechanisms, to deliver comprehensive services to a defined population.	

24) Value creation for organisation	Value is added through the collaboration of each involved organisation.
25) Inter-organisational governance	Inter-organisational governance is focused on openness, integrity and accountability between organisations at the strategic level (e.g. joint responsibilities, strategy and policy).
26) Informal managerial network	Informal network of managers within the collaboration.
27) Interest management	A climate that attempts to bridge the various interests (e.g. social, organisational and personal) at the operational, tactical and strategic level.
28) Performance management	Collective elaborated performance management between organisations within the collaboration.
29) Population needs as binding agent	The needs of the population are central in the collective policy of the various organisations in the collaboration.
30) Organisational features	Organisational features of inter-organisational collaboration (e.g. legal structure, number of organisations, profit vs. non-profit).
31) Inter-organisational strategy	A collective elaborated strategy exists between the organisations within the collaboration.
32) Managerial leadership	Leadership with power and influence at a strategic level (e.g. reputation, seniority and formal position).
33) Learning organisations	Collective learning power between the organisations within the collaboration (e.g. joint research and development programs).
34) Location policy	A collective location policy between the organisations within the collaboration (e.g. coordinated housing and facilities).
35) Competency management	Collectively utilize and select competencies of professionals and staff to the greatest possible extent for the objectives of the collaboration.
36) Creating interdependence between organisations	The organisation of the collaboration aims to create mutual interdependencies between organisations (e.g. multiyear rental agreement).
SYSTEM INTEGRATION	
A horizontal and vertical integrated system, based on a coherent set of (informal and formal) rules and policies between care providers and external stakeholders for the benefit of people and populations.	
37) Social value creation	Value is added through the collaboration of social objectives and interests.
38) Available resources	Available resources in the environment of the collaboration (e.g. usable buildings, (over)capacity, professionals and funding streams).
39) Population features	Health determinants of the population in the environment of the partnership (e.g. population composition and use of care).
40) Stakeholder management	Engagement of various stakeholders (e.g. municipality, patient organisations and health insurance companies).
41) Good governance	Creating trust towards external stakeholders (e.g. municipality and health insurance companies) based on working method, reputation, management, control and/or supervision.
42) Environmental climate	Political, economic and social climate within the environment of the collaboration (e.g. market characteristics, regulatory framework, competition).
FUNCTIONAL INTEGRATION	
Key support functions and activities (i.e. financial, management and information systems) structured around the primary process of service delivery to coordinate and support accountability and decision-making between organisations and professionals in order to add overall value to the system.	
43) Human resource management	Aligned Human Resource Management within the collaboration (e.g. joint staffing and personnel).
44) Information management	Aligned information management systems accessible at an operational, tactical and strategic level (e.g. monitoring and benchmarking systems).
45) Resource management	Coherent use of resources (e.g. collective real estate and funding).
46) Support systems and services	Aligned support systems and services at the operational level (e.g. facility management and secretarial support).
47) Service management	Aligned service management for the client (e.g. collective telephone numbers, counter assistance and 24-hour access)
48) Regular feedback of performance indicators	Regular feedback of performance indicators for professionals at the operational level to enable them to improve their performance.

NORMATIVE INTEGRATION

The development and maintenance of a common frame of reference (i.e. shared mission, vision, values and culture) between organisations, professional groups and individuals.

49) Collective attitude	Collective attitude within the collaboration towards open communication, sincerity and respect at operational, tactical and strategic levels.
50) Sense of urgency	Awareness regarding the need and purpose to collaborate at the operational, tactical and strategic levels.
51) Reliable behaviour	The extent to which the agreements and promises within the collaboration are fulfilled at operational, tactical and strategic levels.
52) Conflict management	The ability to effectively manage interpersonal conflicts within the collaboration.
53) Visionary leadership	Leadership based on a personal vision that inspires and mobilizes people.
54) Shared vision	A collectively shared long-term vision within the collaboration at the operational, tactical and strategic levels.
55) Quality features of the informal collaboration	Effectiveness and efficiency of the informal collaboration at the operational, tactical and strategic levels (e.g. group dynamics and attention to the undercurrent).
56) Linking cultures	Linking cultures (e.g. values and norms) with different ideological values within the collaboration at the operational, tactical and strategic levels.
57) Reputation	Individual reputation of those people involved in the collaboration.
58) Transcending domain perceptions	The ability to transcend one's own professional domain within the collaboration at the operational, tactical and strategic levels.
59) Trust	The extent to which those involved in the collaboration at operational, tactical and strategic levels trust each other.