### 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 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. |