



Core competencies for front-line complex care providers

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Human complexity and context

Delivering effective complex care requires an understanding that the human experience is complicated; poor health and inadequate living conditions have multiple causes including an interplay of physical and behavioral health, structural and social conditions, and bias.

1. Obtain and apply foundational knowledge in:
 - a. Physical and behavioral health knowledge relevant to the discipline and context
 - b. Social drivers of health
 - c. Interplay and compounding effects of multiple health and social needs
 - d. Frameworks used in the care of people with complex needs such as recovery model, strengths-based practice, resilience, and person-in-environment
 - e. Trauma-informed care, including the impact of historical trauma and structural oppression (e.g. racism, sexism, ableism, colonialism)
 - f. Philosophy and practice of harm reduction
 - g. Models and techniques of behavior change
2. Evaluate, respect, and incorporate the diversity of values, strengths, culture, and personal preferences among individuals, families, and colleagues.
3. Apply tenacity, ingenuity, and divergent thinking to disrupt complex and deeply ingrained individual and community-level health disparities.

Personal and professional commitment and ethics

Complex care practitioners are deeply and ethically committed to improving the lives of the most vulnerable, believe in transformative change at the individual and system levels, engage in continuous learning and self-improvement, and serve as examples of hope and ingenuity.

1. Develop, implement, and evaluate innovative approaches to supporting individuals and families.
2. Champion hope and optimism for individuals, families, communities, teams, and systems.
3. Identify and develop strategies of self-care to avoid provider burnout and foster joy in work.
4. Employ the skills and perspective of self-reflection, cultural humility, anti-racism, and unconditional positive regard to mitigate personal biases and stigmas.
5. Understand and maintain appropriate professional boundaries and limitations within relationship-delivered care.
6. Educate individuals after evaluating the risks and benefits of gathering and sharing sensitive personal information, including health and social data and personal stories.

Person-centered, relationship-powered care

Complex care values the autonomy and agency of individuals and families and recognizes the importance of authentic healing relationships that support efforts to improve health and well-being.

1. Build healing authentic relationships that prioritize self-determination and encourage bi-directional feedback to inform goal setting and care delivery.
2. Create and maintain relevant care plans that reflect the goals and priorities of the individual and family.
3. Anticipate and address challenges in implementing care plans, including navigating complex systems and nonlinear pathways.
4. Employ counseling techniques to meet people where they are, create safety and explore behavior change.
5. Coordinate access to social and medical care and supports with continuity.
6. Cultivate individuals' resilience in high-stakes moments and ability to navigate setbacks, barriers, and complex systems.

Integrated team collaboration

Complex care relies on high functioning, collaborative care teams coordinating across multiple settings and in partnership with individuals and families.

1. Understand and respect the distinct role of each care team member, including the individual/family.
2. Develop mutual trust, support, and shared identity among care team members to build resiliency.
3. Communicate clearly and directly, orally and in writing, to coordinate activities and collaborate with the individual, family, and service partners.
4. Employ techniques of conflict resolution, bi-directional feedback, and active listening to responsibly build, sustain, and repair relationships with colleagues.
5. Contribute to collaborative decision making and collective leadership within flexible non-hierarchical care teams.

Diverse information management

Complex care values quantitative and qualitative sources of information (including the individual and family themselves) to identify clients, assess needs, adapt best practices, and continuously improve the delivery of care and supports.

1. Assess root cause of individual health needs and population disparities to inform care, programmatic, and systems-level decisions.
2. Carefully evaluate and implement the current available evidence base to inform care appropriate for each individual's context, programmatic interventions, and systems-level policy.
3. Continuously collect, use, and evaluate information to drive resource allocation and improve the quality of care.
4. Disseminate lessons, resources, and best practices to individuals, colleagues, community partners, policy makers and others in the field.

Systems complexity and context

Individuals with complex needs interact with multiple, often incongruous systems that can contribute to the challenge of improving health and wellbeing. The complex care workforce analyzes individual problems from a systems' perspective and advocates system and policy reform to foster whole-person health.

1. Understand essential elements of healthcare, human services, and public health sectors and strategies for sharing information and integrating service delivery across sectors.
2. Understand basic elements of the local, state, and federal civic processes.
3. Collaborate and organize with members of the health and social sectors to build and maintain coalitions and collaborative structures.
4. Use collective power, privilege, and access to question the status quo and advocate for policy change.
5. Influence others' understanding of challenges and potential system-level solutions by synthesizing personal narratives and aggregate information.
6. Recognize and adapt to the current processes and structures of organizations, systems, and policies while seeking to effect positive and aspirational change.

About the Camden Coalition of Healthcare Providers

We are a multidisciplinary nonprofit working to improve care for people with complex health and social needs in Camden, NJ, and across the country. The Camden Coalition works to advance the field of **complex care** by implementing person-centered programs and piloting new models that address chronic illness and social barriers to health and wellbeing. Supported by a robust data infrastructure, cross-sector convening, and shared learning, our community-based programs deliver better care to the most vulnerable individuals **in Camden** and **regionally**.

Through our **National Center for Complex Health and Social Needs** (National Center), the Camden Coalition works to build the field of complex care by inspiring people to join the complex care community, connecting complex care practitioners with each other, and supporting the field with tools and resources that move the field of complex care forward.

For more information about the Camden Coalition, visit www.camdenhealth.org.