



INNOVATION ADVISORY COMMITTEE

# **New Care Delivery Models (Nursing & APRN)**

# Vision

Our committee is the premier outlet to drive nursing innovation by developing and showcasing unconventional care delivery models across the care continuum.

Care delivery of the future will be led, transformed, and informed by nurses in all spaces and places thereby improving access to care. When nurses collaborate with community partners to address social determinants of health, quality of life, health equity and life expectancy are improved.

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In compiling these innovation resources our goal was to ensure unique information across all eight resource guides and to avoid redundancy. You may find additional content around **New Care Models (Nursing & APRN)** in the general resource guide. We thank the New Care Model (Nursing & APRN) committee for contributing content to advance nurse-led innovation.



# General resources

## Healthcare Delivery & Nursing Trends

- Automation is the Key to Eliminating Waste [[📄 article](#)]
- Big Tech in Healthcare: Here's Who Wins and Loses as Alphabet, Amazon, Apple, and Microsoft Target Niche Sectors of Healthcare [[📄 article](#)]
- Clinicians of the Future [[📄 report](#)]
- Eight Digital Health Technologies Transforming the Future of Nursing [[📄 article](#)]
- Estimating the Health-Related Costs of 10 Climate-Sensitive U.S. Events [[📄 website](#)]
- Four Ways Strategic Partnerships Will Drive Transformation [[📄 article](#)]
- How Amazon is Working to Disrupt Healthcare [[📄 article](#)]
- How Video is Shaping the Future of Telemedicine [[📄 website](#)]
- Shift Away from Inpatient Care Will Continue to Shrink Hospital Margins [[📄 article](#)]
- Top 16 Nursing Trends That Will Shape Healthcare in 2022 [[📄 article](#)]
- What is Telehealth? [[📄 website](#)]

## Tools

- Quality Improvement Essentials Toolkit [[📄 website](#)]
- 5 Steps for Creating Value Through Process Mapping and Observation [[📄 website](#)]
- Public Health Workforce Calculator [[📄 website](#)]
- Calgary Family Assessment Model [[📄 website](#)]



# Government

## Government

- AHRQ: Will It Work Here? A Decisionmaker's Guide to Adopting Innovations [[🔗 website](#)]
- Center for Care Delivery and Research Outcomes [[🔗 website](#)]
- CMMI: An Introduction to Capability Maturity Model Integration [[🔗 website](#)]
- HHS Gov [[🔗 website](#)]
- Maryland Innovation [[🔗 website](#)]
- Massachusetts Innovation Network [[🔗 website](#)]
- National Cancer Institute [[🔗 website](#)]



# Legislation & Policy

## Legislation & Policy

- Can New Players Revive US Primary Care? [[🔗 article](#)]
- Employers Need to Start Expecting More from The Health System [[🔗 article](#)]



# Universities & Academia

## Universities and Academia

- Center for Research and Innovation in Systems Safety [[🔗 website](#)]
- Wond'ry the Center for Innovation and Design [[🔗 website](#)]



# Justice, Equity, Diversity & Inclusion (JEDI)

## JEDI (Justice, Equity, Diversity, Inclusion)

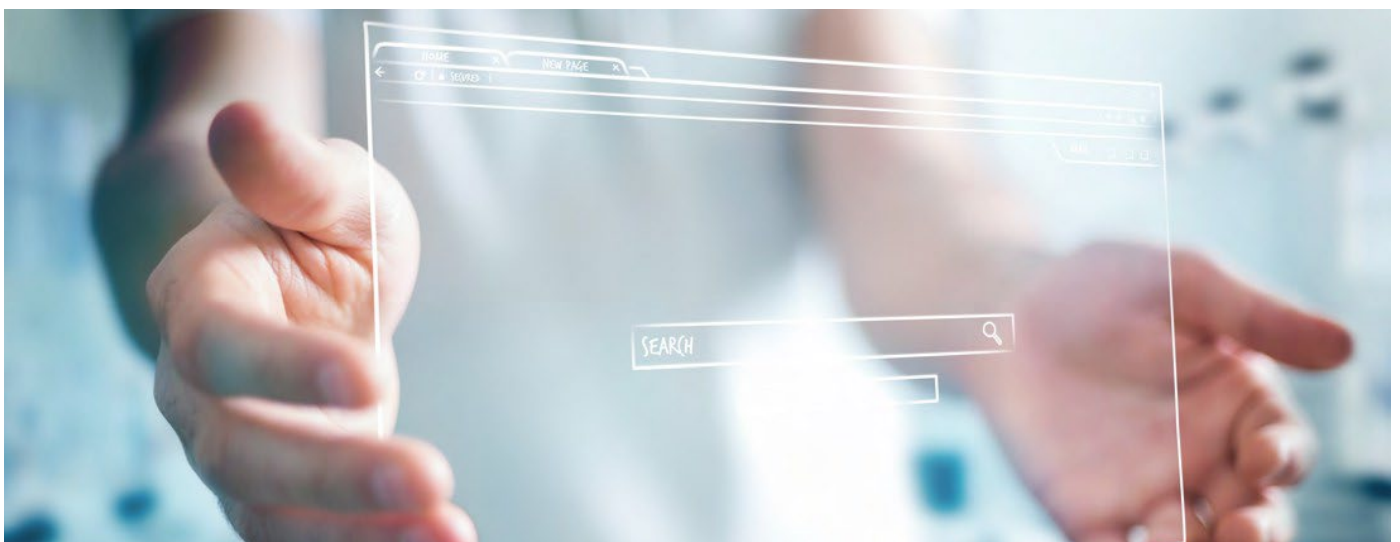
- Diversity, Equality, and Inclusion in Health Care Innovation: Considerations for Future Research, Policy, and Practice [[🔗 website](#)]
- Korn Ferry Turn talk into action: Becoming a leader in DE&I [[🔗 website](#)]
- How Women Are Reimagining The Field of Health Tech [[🔗 article](#)]



# Websites

## Websites

- AHA Innovation/New Models of Care [[🌐 website](#)]
- AHRQ Learning Systems [[🌐 website](#)]
- ANA [[🌐 website](#)]
- ANPD [[🌐 website](#)]
- AONL [[🌐 website](#)]
- Center for Care Innovations [[🌐 website](#)]
- Center for Research & Innovation in System Safety [[🌐 website](#)]
- ECRI [[🌐 website](#)]
- IHI [[🌐 website](#)]
- Institute for Advancing Health Value [[🌐 website](#)]
- Institute for Public Health Innovation [[🌐 website](#)]
- Mt. Sinai Institute for Health Care Delivery Science [[🌐 website](#)]
- National Database of Nursing Quality Indicators® [[🌐 website](#)]
- Nurse Entrepreneur Network LinkedIn [[🌐 website](#)]
- The Levy Incubator [[🌐 website](#)]
- Virtual Nursing [[🌐 website](#)]



# Organizations

## Organizations

- American Academy of Ambulatory Care Nursing [[🌐 website](#)]
- American Association of Nurse Practitioners (AANP) [[🌐 website](#)]
- American Academy of Nursing (AAN) [[🌐 website](#)]
- American College of Nurse Midwives (ACNM) [[🌐 website](#)]
- American Nursing Informatics Association [[🌐 website](#)]
- American Nurses Credentialing Center (ANCC) [[🌐 website](#)]
- American Telemedicine Association [[🌐 website](#)]
- National Association of Clinical Nurse Specialists [[🌐 website](#)]
- National Council of State Boards of Nursing [[🌐 website](#)]
- Nursing Alliance for Quality of Care (NAQC) [[🌐 website](#)]
- National League for Nursing [[🌐 website](#)]



# Conferences

## Conferences

- American Nursing Informatics Association (ANIA) [[🌐 website](#)]
- American Nurse Credentialing Center Magnet Pathway to Excellence [[🌐 website](#)]
- American Organization for Nursing Leaders [[🌐 website](#)]
- NAHQ [[🌐 website](#)]



# Education & Training

## Education and Training

- Population Health Models & The Profession of Nursing [[report](#)]
- QSEN Population Health Management (PHM): Registered Nurses' Essential Role in Value-Based Care [[website](#)]



# Articles & Research

## Articles & Research

### Business Care for New Care Models

- Creating a Business Case Template for Care Coordination and Transition Management [[website](#)]
- St. Lukes Health Kansas City [[article](#)]
- The elevator pitch: A 60-second advocacy tool for nurses [[website](#)]
- Tips on making the business case [[website](#)]

### Healthcare & Nursing Workforce

- Accelerating Nursing, Transforming Healthcare [[white paper](#)]
- American Nurses Foundation Direct-Reimbursement Nursing Model [[website](#)]
- Clinician of the Future: a 2022 report [[report](#)]
- How the Right Digital Health Tools Can Help Providers Operate at The Top of Their License [[article](#)]
- Alleviate Provider Burnout: How Digital Care Technology Can Help [[article](#)]
- Pulse on the Nation's Nurses Survey Series: COVID-19 Two-Year Impact Assessment Survey [[report](#)]
- Strategic Planning for a Very Different Nursing Workforce [[article](#)]
- Stakeholders share solutions to nurse staffing challenges [[article](#)]
- Work and Worker Health in the Post-Pandemic World [[article](#)]

### Mental Health of Workforce & Pandemic

- COVID-19 Two-Year Impact Survey [[research](#)]
- Impact of the COVID-19 Pandemic on the Future of Nursing Education [[article](#)]
- Isolation Hotels: A Community-Based Intervention to Mitigate the Spread of the COVID-19 Pandemic [[article](#)]
- New Nursing Trends & Roles In A Post Covid World [[article](#)]
- The Essential Role of Population Health During and Beyond COVID-19 [[article](#)]
- Trauma Levels of Health Care Workers are Comparable to Those of Veterans [[article](#)]



# Articles & Research (cont.)

## Articles & Research

### New Care Model & Design

- Advancing nursing participation in user-centered design [[📄 article](#)]
- Applying a Human-Centered Design to Develop a Patient Prioritization Tool for a Pediatric Emergency Department: Detailed Case Study of First Iterations [[📄 article](#)]
- JHU CAPABLE Model [[🌐 website](#)]
- Hospital at Home Program Improve Outcomes, Lower Costs But Face Resistance from Providers and Payers [[📄 article](#)]
- National Center for Human Factors In Healthcare [[🌐 website](#)]
- Paving the way for value-based care using human-centered design [[📄 article](#)]
- Planning Patient Care Areas Using Simulation [[📄 article](#)]
- How Design Thinking Revolutionized Nurse Retention at Vidant Health [[📄 article](#)]

### New Models & Outcomes

- Community Health Workers as An Extension of Care Coordination in Primary Care [[📄 article](#)]
- Community Health Workers: Recommendations for Bridging Healthcare Gaps in Rural America [[📄 article](#)]
- Hospital at Home Program Improve Outcomes, Lower Costs but Face Resistance from Providers and Payers [[📄 article](#)]
- Introduction of a Team-Based Care Model in a General Medical Unit [[📄 article](#)]
- Innovative Models of Care Delivery [[📄 article](#)]
- Mall-to-Medicine Transitions Make Health Care More Convenient for Suburban Patients [[📄 article](#)]
- Mind the Gap: Improving Care Delivery and Patient Outcomes [[📄 article](#)]
- Team-Based Care and Patient Satisfaction in the Hospital Setting [[📄 article](#)]
- Treat-to-Target Model of Care [[🌐 website](#)]
- Transitioning to Value Based Care While Reducing Risks [[📄 article](#)]



# Articles & Research (cont.)

## Articles & Research

### Nurses Navigating New Care Models

- A critical gap: Advanced practice nurses focused on the public's health [[📄 article](#)]
- Breaking Down Institutional Barriers to Advanced Practice Registered Nurse Practice [[📄 article](#)]
- Effectiveness of team nursing compared with total patient care on staff wellbeing when organizing nursing work in acute care wards: a systematic review [[📄 article](#)]
- Nursing contributions to virtual models of care in primary care: a scoping review protocol: [[📄 article](#)]
- Implementation of dynamic nursing care model during global pandemic [[📄 article](#)]
- The effect of nursing care delivery models on quality and safety outcomes of care: A cross-sectional survey study of medical-surgical nurses [[📄 article](#)]
- The role of registered nurses in primary care and public health collaboration: A scoping review [[📄 article](#)]
- Controlling Hypertension Requires a New Primary Care Model [[📄 website](#)]
- Nursing in a Transformed Health Care System: New Roles, New Rule [[📄 article](#)]
- Preparing Nurses for New Roles in Population Health Management [[📄 report](#)]
- Direct-Reimbursement Nursing Model – Reimagine Nursing Initiative [[📄 website](#)]

### Outcomes & Nursing

- Effectiveness of Team Nursing Compared with Total Patient Care on Staff Wellbeing in Acute Care Wards [[📄 article](#)]
- Introduction of a team-based care model in a general medical unit [[📄 article](#)]
- The Effect of Nursing Care Delivery Models on Quality and Safety Outcomes of Care [[📄 article](#)]

### Outcomes & Healthcare Workforce

- Trauma levels of health care workers are comparable to those of veterans, study says [[📄 article](#)]
- Work and worker health in the post-pandemic world: a public health perspective [[📄 article](#)]



# Articles & Research (cont.)

## Articles & Research

### Work Environments

- Hospitals are among the most violent workplaces in the US, and it's getting worse [[🔗 article](#)]
- Exploring the technology trends that will define the future of healthcare [[🔗 article](#)]
- How the U.S. Health Care System Contributes to Climate Change [[🔗 article](#)]
- How to address healthcare's climate emergency [[🔗 article](#)]
- The Impact of Climate Change on Our Health and Health Systems [[🔗 article](#)]



# Interprofessional & Transdisciplinary

## Interprofessional & Transdisciplinary

### Interprofessional

- Integrating Community Health Workers on Clinical Care Teams and in the Community [[📄 article](#)]
- National Center for Interprofessional Practice & Education [[📄 website](#)]

### Transdisciplinary

- Learning Health Systems [[📄 website](#)]
- AMIA Discovering Health Insights. Accelerating Healthcare Transformation [[📄 website](#)]
- Population Health Innovation Lab [[📄 website](#)]
- The Accelerating Quest to Cross-Train Nurses as Innovative Bioengineers [[📄 article](#)]

### Care Delivery Model Examples

- Providence Hospital Pilots Virtual Nurses in Inpatients Setting: Using nurses that can remotely call in through televisions in patient's rooms, to help with admissions, discharges, patient education and more, this new care delivery model is starting to see signs of early patient and nursing satisfaction while continuing to study other metrics such as length of stay. [[📄 Providence forges a new path with a virtual nursing unit | Healthcare IT News](#)]
- Advent Health – LPNs in acute care were used in a team based nursing model to address staffing shortages, and improve patient care [[📄 Genigraphics Research Poster Template 36x48 Tri-Fold \(catalystlearning.com\)](#)]
- Diffusion of a Nurse-led Healthcare Innovation by Miriam Bender: The nursing profession created a new certification for master's prepared nurses – Clinical Nurse Leader. This paper describes a study on the characteristics of the Clinical Nurse Leader across various health settings, to better understand the professions response to a need in healthcare delivery. [[📄 Diffusion of a Nurse-led Healthcare Innovation Describing Certified Clinical Nurse Leader Integration Into Care Delivery on JSTOR](#)]
- New Transitional Care Clinical Pathway to Improve Health Equity – The THRIVE clinical pathway provides intensive case management, care coordination, continuity of care, and communication across acute and community settings. They receive home health support within 48 hours of discharge, social work support and more. Participants had fewer 30-day ED visits than those not enrolled in the program. [[📄 New transitional care clinical pathway improv | EurekAlert!](#)]



# Person, Patient, And Families

## Patients and Families

- How The Cystic Fibrosis Foundation Was Created [[website](#)]



# FAQ's

**Q: I am interested in learning more about care delivery models, but I don't know where to start.**

**Where can I learn more?**

A: In 2022, the ANA Innovation Advisory Committee for New Care Models developed a toolkit. This toolkit is designed to be the premier outlet to drive nursing innovation by showcasing unconventional care delivery models across the care continuum. [[🔗 toolkit](#)]

**Q: What are some new and emerging care delivery models?**

A: The American Academy of Nursing (AAN) has an initiative called Edge Runners which recognizes nurse-designed models of care that reduce cost, improve health care quality, advance health equity, and enhance consumer satisfaction. This website is a good starting place to identify innovative models of care that are transforming healthcare today in a scalable way. The Articles & Research portion of the New Care Models IAC Toolkit has additional resources for you to explore other care models that are starting to come to light in recent years. [[🔗 website](#)]

**Q: How will AI and new technology impact the future of care delivery models and how nursing care is delivered?**

A: Artificial and augmented intelligence has become a hot topic lately. When thinking about the impact of any novel technology particularly as it relates to nursing scope of practice, it's essential to consult the American Nurses Association (ANA) for a position statement. In 2022, The ANA shared a position statement entitled The Ethical Use of Artificial Intelligence in Nursing Practice which outlines at a high level some of the practical implications of AI on nursing practice. The American Academy of Nursing is currently developing emerging work in this area, so stay tuned for these developments. [[🔗 website](#)]



# FAQ's (cont.)

**Q: What are the nursing trends that are influencing how care delivery models are created and changed?**

A: Please refer to General Resources: Healthcare Delivery & Nursing Trends in the IAC NCM toolkit for more information on this focus area. [[🔗 website](#)]

**Q: What are the skills and/or education nurses need to help design new care delivery models?**

A: While formal education may be helpful in building specific skills or gaining confidence in skills, it isn't necessary to be a key stakeholder in building new care models. The most important skills for nurses interested in this area include:

- Communication skills – learning how to tailor messaging to various stakeholders and how to address and inspire different motivations (i.e. what is at stake). [[🔗 website](#)]
- Business acumen to partner with internal stakeholders such as finance who will want to understand how to scale a cost-effective care delivery method. [[🔗 website](#)]
- Maintain a flexible mindset that is open to disruption, change, or reimagining what could be
- Change management to help maintain a positive culture and get buy-in from those most impacted

**Q: What structural role does policy and advocacy play in advancing care delivery innovation?**

A: Please refer to the resources in the Government section of the IAC Need to Know Innovation Resources and NCM toolkits for more information on this focus area.



# Definitions

Term	Definition
Social Determinants of Health (SDOH)	Social Determinants of Health are the conditions in the environments where people are born, live, learn, work, play, worship, and age that affect a wide range of health, functioning, and quality-of-life outcomes and risks. SDOH can be grouped into 5 domains: Economic Stability, Education Access and Quality, Health Care Access and Quality, Neighborhood and Built Environment, and Social and Community Context. [ <a href="#">source</a> ]
Health Equity	Health equity means the attainment of the highest level of health for all people, where everyone has a fair and just opportunity to attain their optimal health regardless of race, ethnicity, disability, sexual orientation, gender identity, socioeconomic status, geography, preferred language, or other factors that affect access to care and health outcomes. [ <a href="#">source</a> ]
Quality Improvement	Quality improvement is the framework used to systematically improve care. Quality improvement seeks to standardize processes and structure to reduce variation, achieve predictable results, and improve outcomes for patients, healthcare systems, and organizations. Structure includes things like technology, culture, leadership, and physical capital; process includes knowledge capital (e.g., standard operating procedures) or human capital (e.g., education and training). [ <a href="#">source</a> ]
Care Delivery Model	On a fundamental level, the definition of nursing care delivery model is how patient care is organized or how nurses are assigned to provide patients with nursing care in health care settings [ <a href="#">source</a> ]

# Definitions (cont.)

Term	Definition
Reimbursement Models	<p>Reimbursement models are the ways that the healthcare system compensates providers for patient care services. The traditional payment model is fee-for-service. Other payment models include Medicare, Medicaid, Inpatient Prospective Payment System (IPPS), Outpatient (PPS), MACRA &amp; Other Physician Payment, Inpatient Rehabilitation Facility PPS, Home Health PPS, Hospital-Acquired Condition Reduction Program, Hospital Readmission Reduction Program, Hospital Value-Based Purchasing, Bundled Payment, Accountable Care Organizations, Patient- Centered Medical Homes, Program Integrity, Psychiatric PPS, and Federal Capital Financing. [<a href="#">source</a>]</p>
Professional Practice Model	<p>The American Nurses Credentialing Center Magnet Application Manual defines a professional practice model as “the overarching conceptual framework for nurses, nursing care, and interprofessional patient care. It is a schematic description of a system, theory, or phenomenon that depicts how nurses practice, collaborate, communicate, and develop professionally to provide the highest-quality care for those served by the organization (e.g., patients, families, communities).” [<a href="#">source</a>]</p>
Patient and Family Centered Care	<p>Patient- and family-centered care is an approach to the planning, delivery, and evaluation of health care that is grounded in mutually beneficial partnerships among health care providers, patients, and families. It redefines the relationships in health care by placing an emphasis on collaborating with people of all ages, at all levels of care, and in all health care settings. In patient- and family- centered care, patients and families define their “family” and determine how they will participate in care and decision-making. A key goal is to promote the health and well-being of individuals and families and to maintain their control. [<a href="#">source</a>]</p>

# Definitions (cont.)

Term	Definition
Telehealth	Telehealth is defined as the delivery and facilitation of health and health-related services including medical care, provider and patient education, health information services, and self-care via telecommunications and digital communication technologies. Live video conferencing, mobile health apps, “store and forward” electronic transmission, and remote patient monitoring (RPM) are examples of technologies used in telehealth. [ <a href="#">source</a> ]
Mobile Health	Mobile Health “mHealth” stands for mobile health which is an important part of eHealth (electronic health) where mobile phones and personal digital assistant (PDA) communication devices are used to deliver various diagnostic information to doctor, patient, and researchers. [ <a href="#">source</a> ]
Remote Patient Monitoring	Remote patient monitoring (RPM) is the collection of a wide range of health data from the point of care, such as vital signs, weight, and blood pressure. The data is transmitted to health professionals in facilities such as monitoring centers in primary care settings, hospitals and intensive care units, and skilled nursing facilities [ <a href="#">source</a> ]
Wearable	In healthcare, the Wearable IoT (WIoT) is a network of patient-worn smart devices (e.g., electronic skin patches, ECG monitors, etc.), with sensors, actuators and software connected to the cloud that enable collection, analysis and transmitting of personal health data in real time. Wearable technology is widely used in healthcare to enable patient condition monitoring, therapy delivery, and more. [ <a href="#">source</a> ]

# Definitions (cont.)

Term	Definition
Value Based Care	Value-based healthcare is a healthcare delivery model in which providers, including hospitals and physicians, are paid based on patient health outcomes. Under value- based care agreements, providers are rewarded for helping patients improve their health, reduce the effects and incidence of chronic disease, and live healthier lives in an evidence-based way. [ <a href="#">source</a> ]
Process Improvement	Process improvement involves the business practice of identifying, analyzing and improving existing business processes to optimize performance, meet best practice standards or simply improve quality and the user experience for customers and end-users. [ <a href="#">article</a> ]
Telehealth Nursing Practice	Telehealth Nursing Practice is defined as the practice of nursing delivered through various telecommunications technologies, including high speed Internet, wireless, satellite and tele video communications. [ <a href="#">article</a> ]
Virtual (Nurses) Nursing	Virtual nurses work in remote centers with videoconferencing technology to observe and answer questions from patients, speak with family members and ease the burden on bedside nurses by performing tasks that don't require physical proximity, such as conducting admissions interviews and providing discharge instructions. [ <a href="#">article</a> ]



**New Care Models (Nursing & APRN)**

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<b>Resource Guide Updates Log</b>		
<b>Date Last Updated</b>	<b>By Who?</b>	<b>What was updated?</b>
06/07/2025	Shannon Gahagan, Graphic Designer	Cover, pagination, and margins
03/30/2025	Shannon Gahagan, Graphic Designer	New brand colors, logos and fonts, re-formatted layout and stylization of hyperlinks, updated subheaders, corrected spelling and grammar errors

INNOVATION ADVISORY COMMITTEE  
**New Care Models (Nursing & APRN)**

These are resources, content, including organizations that are beneficial for nurse innovators to know about no matter their area of interest or focus.

These resources have been compiled into our New Care Models (Nursing & APRN) Resource Guide.

Our goal when creating these resource guides was to avoid redundancy and ensure unique content across all eight resources.

The creation of the New Care Models (Nursing & APRN) Resource Guide is a compilation of content from all seven innovation advisory committees. We thank each committee for contributing to the advancement of nurse-led innovation.

***The views and opinions expressed within these resources may not reflect the positions or policies of the American Nurses Association. The resources are provided for the sole purpose of highlighting innovative work across the nursing profession.***

***Listing of links to organizations or groups shall not be construed as an endorsement of said organizations or groups. If you have any questions or concerns, please contact us [here](#).***

