

## CASE MANAGEMENT AS A CARE MODEL: THINKING FROM THE PERSPECTIVE OF IMOGENE KING'S THEORY

Maria de Fátima Mantovani\*  
Ângela Taís Mattei da Silva\*\*  
Elis Martins Ulbrich\*\*\*  
Juliana Perez Arthur\*\*\*\*

### ABSTRACT

**Objective:** To think on the points of intersection between the Theory of Goal Attainment and the case management model. **Methods:** A literature review on case management and the Imogene King nursing theory was carried out based on the understanding that both have common points for improving health quality, of goals. **Results:** It was observed that there are convergent points such as: the interaction between the actors of the care process that enables the individual's literacy and the search for autonomy, the initial encounter between nurse and patient that seeks the development of the bond, communication and goals in order to improve health. **Conclusions:** It is considered that the theory, although it was published in the 1980s, remains current for Nursing and is related to models used contemporaneously in health care, such as case management.

**Keywords:** Goals. Nursing Theory. Nursing Care. Case Management.

### INTRODUCTION

Nursing, as a care science, seeks from its beginning to base its practice on scientific knowledge, leaving behind the intuitive and empirical feature. Thus, in view of the need to describe, explain, predict or control phenomena that belong to the field of Nursing, from their own references, Nursing theories were developed, with knowledge capable of supporting and subsidizing the practice<sup>(1)</sup>.

The Theory of Goal Attainment was published in 1981 by Imogene King and assumes the patient-nurse interaction through three open and interacting systems: personal, interpersonal, and social; it presents and defines as metaparadigms: health, nursing, human beings and environment<sup>(2)</sup>.

The author considers that the nursing professional can contribute to the individual to keep or improve his/her health condition, promoting group counseling and interacting with the patient and/or family members to achieve specific and directed purposes<sup>(3)</sup>. The Theory of Goal Attainment enables the implementation of a practice based on theory and the development of quality care for patients in hospital, outpatient clinic or community settings<sup>(4)</sup>.

The theory assumes the need for the interaction of nurse-patient to establish and achieve health goals, which allows the development of the individual's capacity to self-manage his/her condition<sup>(3)</sup>. Thus, this theory is in line with the care model/method "Case Management", which allows the nurse case manager to establish a care plan according to the agreement between the parties (nurse/patient).

Therefore, the case management proposal foresees in its stages the inclusion of the environment in which the individual is inserted, the bond with the patient and family, the agreement of goals to each health objectives and the development of a care plan that takes into account the person's uniqueness, a fact that makes it possible for the nurse to use this model/method to improve the care provided<sup>(5)</sup>. This action proposal has convergence points with the Theory of Goal Attainment.

In view of the above, it is intended to think on the points of intersection between the Theory of Goal Attainment and the case management model.

### METHODOLOGY

\*Nurse. Doctorate in Nursing, Federal University of Paraná. Full Professor of the Graduate Nursing Program, Federal University of Paraná, Curitiba, PR, Brazil. E-mail: mfatimamantovani@ufpr.br ORCID iD: <https://orcid.org/0000-0001-7961-8273>.

\*\*Nurse. Doctorate in Nursing, Paraná Regional Nursing Council. Londrina, PR, Brazil. E-mail: angelataismattei@gmail.com ORCID iD: <https://orcid.org/0000-0002-4927-3806>.

\*\*\*Nurse. Doctorate in Nursing, Federal University of Paraná. Curitiba, PR, Brazil. E-mail: lilaulbrich@yahoo.com.br ORCID iD: <https://orcid.org/0000-0001-8466-3335>.

\*\*\*\*Nurse. Master in Nursing, Federal University of Paraná. Curitiba, PR, Brazil. E-mail: julianaperez.4@gmail.com ORCID iD: <https://orcid.org/0000-0002-1465-0202>.

It is a theoretical thinking, which was developed through the analysis of Imogene King's Nursing Theory and the literature that underlies the case management model. After reading the material, an analysis of its content was carried out, looking for converging points between the model and the theory. In order to present the results, we opted to make a brief description of the model and theory and to elaborate a scheme with the elements analyzed and the common points.

### CASE MANAGEMENT AND THEORY OF GOAL ATTAINMENT

Case management was instituted in the United States in 1970 because of the need to reduce discontinuity of care and its fragmentation. This model of care is mainly used for chronic diseases and complex health conditions<sup>(6)</sup>.

According to "The Case Management Society of America", case management is defined as a collaborative process of evaluation, planning, facilitation, coordination of care, evaluation and advocacy of options and services to meet the health needs on behalf of the patient and the family resources through communication and resources available to promote patient safety, quality and cost-effectiveness<sup>(7)</sup>.

Case management has seven stages. The first is the commitment, which aims to develop the professional-patient relationship, family or caregivers. In this, interaction occurs between those involved in care and is a moment of information exchange that enables the nurse to know the individual and his/her group of social support<sup>(7,8)</sup>, which is part of the social system of the Theory of Goal Attainment<sup>(3)</sup>. Communication is a component of the interaction and supports the transaction and, consequently, the achievement of goals, as proposed by the theorist<sup>(3)</sup>.

In the second and third stage of case management, care evaluation and planning are developed. Evaluation is a dynamic and continuous process in which information is gathered and allows planning to be carried out through the agreement of goals, actions and deadlines<sup>(3,7,8)</sup>.

Other stage of case management are implementation, monitoring, review, and closure. In the implementation, the objective is to put into practice the plan developed by the case manager with the patient, his/her family and/or caregiver, helping them to achieve the established goals<sup>(7,8)</sup>, which is the focus of the theory<sup>(3)</sup>.

At the monitoring step, the planning and implementation phases are reviewed to identify any changes in the person or environment that may need adjustments. The review allows you to think on all the elements of the plan, including goals, strategies and results. Finally, closure is when goals have been reached for a given problem and there is no need for the case manager to remain continually next to the patient. This stage may involve future planning for the patient and family, on how they can perform care and changes in habits, stimulating self-management of their condition, mainly through health education<sup>(7,8,9)</sup>.

In case management, health professionals need to establish a partnership with the patient, recognizing their peculiarities, difficulties and needs in order to allow the development and use of a unique care plan, in addition to monitoring the responses and progress of the treatment<sup>(5)</sup>. The definition of case management in its entirety meets the assumptions of the Theory of Goal Attainment, which is based on the structure of open systems that interact with each other with the constant intention to achieve health goals<sup>(3)</sup>.

For the theorist, individuals present themselves in the environment as what she calls personal systems, they interact to form dyads, triads or groups that comprise another type of system, called the interpersonal system. Forming groups with similar needs and interests, it is developed the organizations that make up the communities and societies, these are the social systems<sup>(3)</sup>.

These three systems are dynamic and interactive, each one of them has relevant concepts and should be considered in care planning. The personal system encompasses perception, ego, body image, growth and development, time and space definitions<sup>(4)</sup>.

As in King's theory, all of these concepts are employed in case management, since, for its

accomplishment, it is necessary for the health professional to know and understand that each person experiences the disease in a singular way and that their actions are based on these experiences. In addition, each one occupies a space, where it develops over time. These individuals comprise a system of ideas, attitudes, values and a perception about their body image, which influence the way they take care of themselves<sup>(4)</sup>.

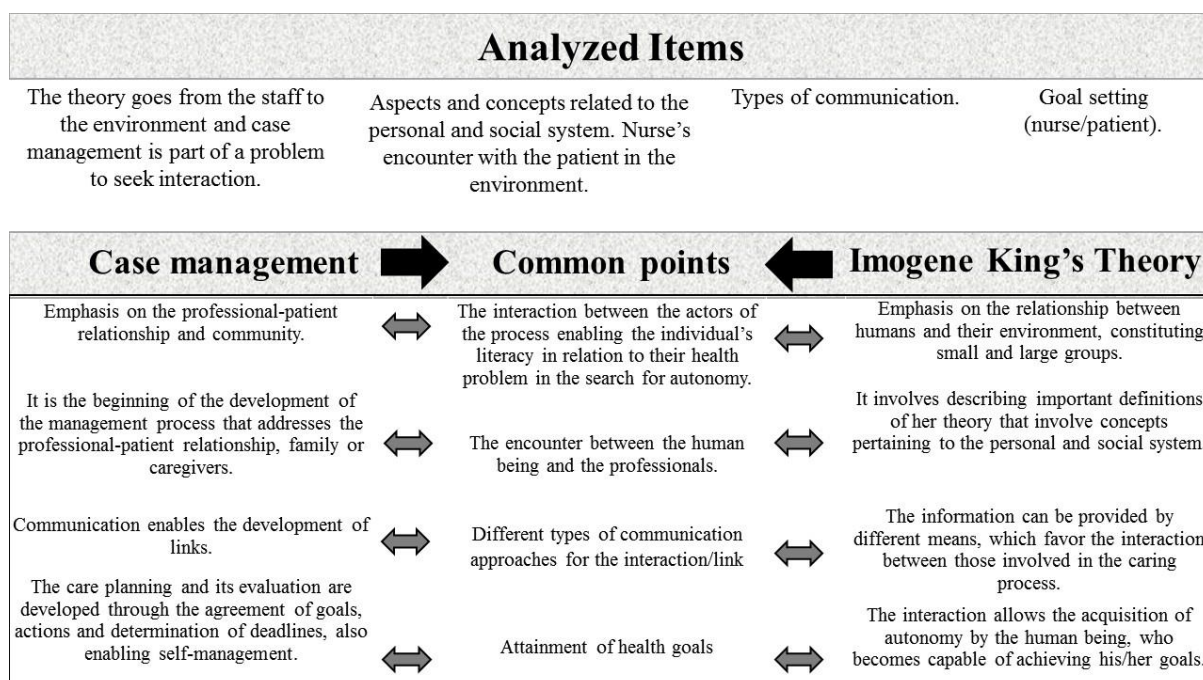
In the interaction of individuals in dyads, triads or groups there is the development of an interpersonal system, which is believed to be the basis of case management. This system, according to King, is composed of definitions of roles, interaction, communication, transaction, and stress.

In addition to being strongly related to case management, this system covers the main concepts of the Theory of Goal Attainment. Interaction is a process of perception and communication between one individual and another, or with the environment, and each brings different ideas, attitudes, and perceptions in this process, which will make him/her act in one way or another. Communication is an

important element of the interaction process and it is through this that interpersonal relationships and the professional-patient bond are established<sup>(10)</sup>.

In case management, the concepts of the interpersonal system are linked with the stages for its development. When approaching the problem and identifying needs, it is crucial that health professionals interact with the patient, considering the different ways of thinking and acting, which will cause the individual to assume different postures<sup>(5)</sup>.

Goal agreement and its scope are the basis of King's theory and one of its assumptions is that, if transactions are performed between nurse and patient, goals are reached<sup>(3,4)</sup>. Humans interacting can gain autonomy and be able to set their own goals<sup>(3,4)</sup> and these concepts are predicted by the case management model during the stages of care planning and review. The use of case management promotes the creation of a close relationship between patients and health professionals, promoting the development of patient autonomy to perform care<sup>(11)</sup>.



**Figure 1.** Representative scheme of the common points between the case management care model and the Theory of Goal Attainment. Curitiba/PR, Brazil (2018)

Moreover, this model provides advocacy, which is a key role of the case manager, which

enables interdisciplinary collaboration, communication and cooperation, with the

purpose of meeting and respecting the patient's needs, desires, interests and preferences <sup>(12)</sup>.

The social system proposed by Imogene King's theory involves the concepts of organization, authority, power, status, and decision-making<sup>(3,4)</sup>. These include, among others, families, religious groups, educational systems and work systems, which influence the entire process of care of an individual, since, to formulate and reach a goal, nurses need to know and understand social support that each individual has, and include them if necessary, in the planning of care.

This system permeates all case management in which bonding with the family and social support networks is of utmost importance because they directly or indirectly influence how patients perform care and therefore should be included in the process.

Given this analysis, we present below a scheme on the main concepts of the theory and

the care model related to each other (Figure 1)

## FINAL CONSIDERATIONS

Based on this analysis, it is possible to say that both in theory and in the case management model, a nurse with knowledge and skills and a person in need of care find themselves as strangers. They interact, identify problems, set goals, and work reach them, influenced by the social systems that surround them.

It is considered, therefore, that there are convergent points of theory and model, whose purpose, for both, is to achieve better health condition using tools that propitiate the autonomy of the human being. The theory of Imogene King is useful to support nursing care, even though it was published more than 40 years ago, because it has aspects that connect with currently used models.

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## GERENCIAMENTO DE CASO COMO MODELO DE CUIDADO: REFLEXÃO NA PERSPECTIVA DA TEORIA DE IMOGENE KING

### RESUMO

**Objetivo:** Refletir sobre os pontos de intersecção entre a Teoria do Alcance de Metas e o modelo de gerenciamento de caso. **Métodos:** Realizou-se uma reflexão com base na análise da literatura em relação ao gerenciamento de caso e na teoria de enfermagem de Imogene King, partindo da compreensão de que ambos possuem pontos em comum para melhoria da qualidade de saúde, destacando-se a pactuação de metas. **Resultados:** Observou-se que há pontos convergentes como: a interação entre os atores do processo de cuidado que possibilita a literacia do indivíduo e a busca pela autonomia, o encontro inicial entre enfermeiro e paciente que buscam o desenvolvimento do vínculo, a comunicação e a pactuação de metas com o intuito de melhoria na saúde. **Conclusões:** Considera-se que a teoria, embora tenha sido publicada nos anos de 1980, continua atual para a Enfermagem e tem relação com modelos utilizados contemporaneamente no cuidado à saúde, como o gerenciamento de caso.

**Palavras-chave:** Metas. Teoria de Enfermagem. Cuidados de Enfermagem. Administração de caso.

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## MANEJO DE CASO COMO MODELO DE CUIDADO: REFLEXIÓN EN LA PERSPECTIVA DE LA TEORÍA DE IMOGENE KING

### RESUMEN

**Objetivo:** reflexionar sobre los puntos de intersección entre la Teoría del Logro de Metas y el modelo de manejo de caso. **Métodos:** se realizó una reflexión con base en el análisis de la literatura respecto al manejo de caso y en la teoría de enfermería de Imogene King, partiendo de la comprensión de que ambos poseen puntos en común para la mejoría de la calidad de la salud, señalando el acuerdo de metas. **Resultados:** se observó que hay puntos convergentes como: la interacción entre los sujetos del proceso de cuidado que posibilita el conocimiento del individuo y la busca por la autonomía, el encuentro inicial entre enfermero y paciente que buscan el desarrollo del vínculo, la comunicación y el acuerdo de metas con el objetivo de mejora de la salud. **Conclusiones:** se considera que la teoría, aunque haya sido publicada en los años de 1980, continúa actual para la Enfermería y tiene relación con modelos utilizados contemporáneamente en el cuidado a la salud, como el manejo de caso.

**Palabras clave:** Metas. Teoría de Enfermería. Atención de Enfermería. Manejo de Caso.

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**Corresponding author:** Ângela Taís Mattei da Silva, Avenida Prefeito Lothário Meissner, 632 - Jardim Botânico, Curitiba, Brasil, CEP 80210-170. E-mail: [angelataismattei@gmail.com](mailto:angelataismattei@gmail.com)

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