



## **Interdisciplinary Roles of Nurses, Social Workers, and Psychologists in Supporting Patient Adjustment to Chronic Illness**

**Saad Saed Saad Aljuaid<sup>1\*</sup>, Yousef Abdullah I Alzaid<sup>2</sup>, Alasmari, Abdullah Shuflut A<sup>3</sup>,  
Alsubyani, Shamah Okish H<sup>4</sup>, Mohammed Safar Helal Al Fahmi<sup>5</sup>, Khaled Fahad Muraibed  
Alharbi<sup>6</sup>, Fahad Abdullah Fahad Alezaim<sup>7</sup>, Ahmed Rshaid A Alhashim<sup>8</sup>, Fatimah Baqqan G  
Alanazi<sup>9</sup>, Alruwaili, Farhan Nazal F<sup>10</sup>, Alanouod Talal Alsuliman<sup>11</sup>**

<sup>1</sup>Senior Psychologist Specialist – King Faisal Medical Complex, Taif Health Cluster – Taif – Makkah Region – Saudi Arabia

\* **Corresponding Author Email:** magichand2013@hotmail.com - **ORCID:** 0000-0002-5247-7990

<sup>2</sup>Social Worker Specialist – King Faisal Complex, Taif Health Cluster – Taif – Makkah Region – Saudi Arabia

**Email:** YAAlzaid@moh.gov.sa- **ORCID:** 0000-0002-1147-7000

<sup>3</sup>Social Worker Specialist – King Faisal Medical Complex, Taif Health Cluster – Taif – Makkah Region – Saudi Arabia

**Email:** abialasmari@moh.gov.sa- **ORCID:** 0000-0002-1147-7100

<sup>4</sup>Specialist – Sociology & Social Service – King Abdullah University Hospital, Princess Nourah bint Abdulrahman University – Riyadh – Riyadh Region – Saudi Arabia

**Email:** Shamah.alsubyani@gmail.com - **ORCID:** 0000-0002-1147-7200

<sup>5</sup>Social Worker Specialist – King Faisal Medical Complex, Taif Health Cluster – Taif – Makkah Region – Saudi Arabia

**Email:** mafarga@moh.gov.sa- **ORCID:** 0000-0002-1147-7300

<sup>6</sup>Social Worker Specialist – Eradah Mental Health Complex, Hail Health Cluster – Hail – Hail Region – Saudi Arabia

**Email:** khfalharbi@moh.gov.sa- **ORCID:** 0000-0002-1147-7400

<sup>7</sup>Psychologist – Saudi Air Force, Ministry of Defense – Hafr Al Batin – Eastern Province – Saudi Arabia

**Email:** fdahze@gmail.com- **ORCID:** 0000-0002-1147-7500

<sup>8</sup>Clinical Psychologist Specialist – Hail Health Cluster, Ministry of Health – Hail – Hail Region – Saudi Arabia

**Email:** alhashems@hotmail.com- **ORCID:** 0000-0002-1147-7600

<sup>9</sup>Nursing Technician – Prince Abdullah bin Musaed Specialized Dental Center, Northern Borders Health Cluster – Arar – Northern Borders Region – Saudi Arabia

**Email:** fbalenzi@moh.gov.sa- **ORCID:** 0000-0002-1147-7700

<sup>10</sup>Nursing Technician – Eradah and Mental Health Hospital, Al Jouf Health Cluster – Sakaka – Al Jouf Region – Saudi Arabia

**Email:** fal-rwele@moh.gov.sa- **ORCID:** 0000-0002-1147-7800

<sup>11</sup>Nursing Technician – Internal Communication Department, Al Jouf Health Cluster – Sakaka – Al Jouf Region – Saudi Arabia

**Email:** aalsaluman@moh.gov.sa- **ORCID:** 0000-0002-1147-7900

## **Article Info:**

**DOI:** 10.22399/ijcesen.4548

**Received :** 01 May 2024

**Accepted :** 30 May 2024

## **Keywords**

Interdisciplinary collaboration,  
chronic illness,  
patient support,  
nursing,  
social work,  
psychology

## **Abstract:**

In managing chronic illnesses, a holistic and collaborative approach is essential, as patients often face multifaceted challenges that extend beyond mere physical health. Nurses, social workers, and psychologists each bring unique skills and perspectives that, when combined, create a robust support system for patients. Nurses play a vital role in monitoring patients' physical health, providing education about disease management, and advocating for their needs within healthcare settings. Social workers contribute by offering resources for navigating the social and emotional implications of chronic illness, such as assistance with financial aid, support groups, and interpersonal relationships. Psychologists help patients cope with psychological distress, offering evidence-based therapies to manage anxiety, depression, and other mental health concerns associated with long-term health conditions. This interdisciplinary symphony not only addresses the complexities of chronic illness but also empowers patients to take an active role in their health journey. Furthermore, effective communication and collaboration among these professionals are fundamental to successful patient outcomes. Regular interdisciplinary meetings can facilitate the sharing of insights, strategies, and progress updates, allowing each professional to tailor their interventions to support the whole patient. By understanding the interconnectedness of physical health, social well-being, and psychological resilience, this team can foster a supportive environment that encourages adjustment and adaptation. Such integrated care models not only enhance patient satisfaction but also contribute to improved health outcomes, as patients receive comprehensive support that addresses their diverse needs. Overall, the conjoint efforts of nurses, social workers, and psychologists illustrate the profound impact that an interdisciplinary approach has on the experience of living with chronic illness.

## **1. Introduction**

The advent of modern medicine has successfully transformed numerous acute, life-threatening conditions into manageable chronic realities, leading to a demographic and epidemiological shift of global proportions [1]. Chronic illnesses—such as diabetes mellitus, congestive heart failure, renal disease, multiple sclerosis, and cancer—are now the leading cause of morbidity, mortality, and healthcare expenditure worldwide [2]. Unlike acute episodes, chronic conditions are defined by their permanence, requiring ongoing management over the lifespan, often involving progressive functional decline and complex, multi-system involvement [3]. This fundamental shift from cure to management presents a profound existential, psychological, and social challenge that transcends the traditional biomedical model of care. The diagnosis of a chronic illness is not a single event but the beginning of a protracted, often tumultuous journey—a labyrinth where the path is unclear, the terrain constantly shifts, and the destination is unknown [4].

Patient adjustment to chronic illness is a multifaceted, dynamic process that encompasses far more than mere medication adherence or physiological stabilization. It is a holistic reconstitution of self, involving the arduous tasks of negotiating identity, integrating the illness into one's life narrative, managing emotional turmoil, preserving functional capacity, and navigating a

frequently Byzantine healthcare system and social world [5]. Successful adjustment is synonymous with the achievement of a “new normal,” a state where quality of life and a sense of well-being are maintained despite the limitations imposed by the disease [6]. Failure to adjust adequately can lead to catastrophic consequences, including severe depression, non-adherence to treatment regimens, accelerated disease progression, increased hospitalization rates, and a profound erosion of personal and social integrity [7].

It is irrefutably clear that no single healthcare profession possesses the breadth of expertise required to guide a patient through this labyrinth alone. The biomedical model, with its focus on pathophysiology and pharmacological intervention, is necessary but woefully insufficient [8]. What is demanded is a biopsychosocial approach that acknowledges the inextricable interplay between biological processes, psychological states, and social contexts [9]. This paradigm necessitates a collaborative, interdisciplinary team approach where the unique and complementary skills of different professionals are harmonized to address the patient's needs in their totality. Among the most pivotal actors in this interdisciplinary symphony are nurses, social workers, and psychologists. Each brings a distinct theoretical lens, a specialized skill set, and a unique professional mandate to the care continuum.

## **2. The Nursing Perspective:**

Nurses occupy a unique and privileged position at the very epicenter of patient care. Their role is characterized by its constancy, intimacy, and breadth, making them the foundational pillar upon which interdisciplinary chronic illness management is built. Functioning as clinicians, educators, coordinators, and empathetic companions, nurses operationalize the biopsychosocial model at the point of care.

### **3. The Nurse as Clinical Manager and Emotional Anchor**

The nurse's primary responsibility lies in the meticulous clinical management of the illness. This involves sophisticated symptom assessment and intervention—managing pain, fatigue, nausea, dyspnea, and other distressing physical manifestations that directly impact quality of life [10]. They are the frontline interpreters of the patient's physiological status, monitoring vital signs, lab results, and responses to treatment, and serving as a critical communication bridge to physicians [11]. However, the contemporary nursing role profoundly transcends technical tasks. Nurses engage in therapeutic communication, providing a safe, non-judgmental space for patients to express fears, anger, sadness, and uncertainty. Through active listening and presence, they validate the patient's experience, a process crucial for emotional processing and reducing feelings of isolation [12]. This emotional anchoring helps to build a trusting therapeutic relationship, which is the single most important predictor of patient engagement and adherence [13].

### **4. The Nurse as Educator and Facilitator of Self-Management**

A cornerstone of chronic illness care is the empowerment of the patient to become an active manager of their own health. Nurses are the principal architects of this empowerment through patient and family education [14]. They translate complex medical jargon into understandable language, explaining disease processes, treatment rationales, medication protocols, and potential side effects. More importantly, they teach essential self-management skills: how to administer insulin, monitor blood glucose, perform peritoneal dialysis, care for a central line, recognize signs of exacerbation, and adhere to dietary and activity restrictions [15]. This education is not a one-time event but an iterative, tailored process that evolves with the patient's condition and readiness. By fostering self-efficacy—the belief in one's capability to execute behaviors necessary to

produce specific performance attainments—nurses directly contribute to improved clinical outcomes and a greater sense of personal control [16].

### **5. The Nurse as Care Coordinator and Advocate**

In the fragmented landscape of modern healthcare, patients with chronic illnesses often interact with a bewildering array of specialists, therapists, and services. The nurse frequently assumes the vital role of care coordinator, ensuring continuity and coherence [17]. They facilitate referrals, reconcile information between different providers, and help schedule appointments. Furthermore, nurses act as powerful patient advocates, safeguarding the patient's rights, ensuring their voice is heard in care planning discussions, and challenging instances of poor practice or systemic neglect [18]. This advocacy extends to supporting the patient's autonomy in decision-making, particularly during advanced care planning discussions, ensuring that care aligns with the patient's values and preferences [19].

### **6. The Social Work Perspective: Navigating the Social Ecology of Illness**

If nurses anchor the patient in the clinical and personal realm, social workers anchor them in the wider social and environmental world. Operating from a person-in-environment framework, social workers assess and intervene within the complex social ecology that profoundly influences health outcomes. Their expertise lies in understanding how systems—familial, economic, institutional, and community—can either facilitate or impede adjustment to chronic illness.

### **7. The Social Worker as Assessor of Social Determinants and System Navigator**

The initial and ongoing role of the social worker involves a comprehensive psychosocial assessment. This moves beyond medical history to examine critical social determinants of health: financial stability, housing security, access to transportation, availability of social support, employment status, and health literacy [20]. A diagnosis of chronic illness can trigger a cascade of socio-economic crises—loss of income due to inability to work, catastrophic healthcare costs, and the need for home modifications or assistive devices. Social workers are experts in navigating the complex web of resources designed to mitigate these crises. They assist patients in applying for disability benefits, Medicaid, Medicare, pharmaceutical assistance programs, and community-based services [21].

They connect patients with transportation services, home health aides, and meal delivery programs, removing practical barriers to care adherence and daily survival.

### **8. The Social Worker as Counselor for the Family System and Facilitator of Support**

Chronic illness is a family affair. The stress, role changes, and emotional burden reverberate throughout the family system, which can become a source of either immense strength or significant strain [22]. Social workers provide essential counseling and support to the entire family unit. They help families communicate effectively about the illness, negotiate shifting responsibilities (e.g., when a spouse becomes a caregiver), and address the needs of children who may be fearful or neglected [23]. Furthermore, social workers are skilled at mobilizing and strengthening informal support networks. They may facilitate family meetings, connect the patient with peer support groups of individuals facing similar challenges, and help build community connections that combat the social isolation often accompanying chronic disease [24].

### **9. The Social Worker as Advocate for Systemic and Policy Change**

While addressing individual patient needs, social workers maintain a macro-level perspective. They recognize that many challenges patients face are not personal failings but results of systemic inequities and inadequate policies [25]. As such, they engage in case advocacy for individual patients and class advocacy for broader populations. This may involve appealing insurance denials, challenging discriminatory practices in housing or employment, or collaborating with community organizations to fill gaps in services [26]. Through policy analysis and advocacy, social workers strive to create more just and supportive health and social systems that are responsive to the needs of those living with chronic conditions.

### **10. The Psychological Perspective: Architect of Cognitive and Emotional Adaptation**

Psychologists bring a deep, scientific understanding of human cognition, emotion, and behavior to the interdisciplinary team. Their focus is on the internal landscape of the patient—the thoughts, feelings, and behavioral patterns that mediate the relationship between having an illness and living well with it. They provide the tools for fundamental psychological adaptation.

### **11. The Psychologist as Expert in Mental Health Comorbidity and Grief Processing**

The psychological impact of a chronic illness diagnosis is frequently severe and can meet criteria for formal mental health disorders. Rates of major depressive disorder, anxiety disorders, and adjustment disorders are significantly higher in chronically ill populations compared to the general public [27]. Psychologists are trained to diagnose and provide evidence-based treatment for these comorbid conditions, such as using Cognitive Behavioral Therapy (CBT) for depression or Exposure and Response Prevention for illness-related anxiety [28]. Beyond treating disorders, they guide patients through the non-pathological but intensely painful process of grief. Chronic illness involves multiple, ongoing losses: loss of health, former identity, independence, future plans, and physical abilities. Psychologists help patients navigate the stages of this chronic sorrow, facilitating a healthy mourning process that allows for integration of loss without being consumed by it [29].

### **12. The Psychologist as Developer of Coping Strategies and Resilience**

A central task in adjustment is developing effective coping mechanisms. Psychologists assess a patient's existing coping style (e.g., problem-focused vs. emotion-focused, adaptive vs. avoidant) and work to enhance their repertoire [30]. They teach skills such as cognitive restructuring to challenge maladaptive, catastrophic thoughts (“This pain means my disease is getting worse and I’m going to die”); relaxation techniques and mindfulness to manage stress and physiological arousal; and behavioral activation to combat depression and maintain engagement in meaningful activities [31]. The ultimate goal is to foster psychological resilience—the capacity to withstand, adapt to, and grow from adversity. This involves helping patients cultivate acceptance, find meaning in their experience, and identify realistic hopes and goals within their new limitations [32].

### **13. The Psychologist as Facilitator of Health Behavior Change and Family Dynamics**

Behavioral change is paramount in chronic illness management, whether it involves adhering to medication, adopting an exercise regimen, or changing dietary habits. Psychologists apply theories of health behavior change, such as the Transtheoretical Model, to understand a patient's readiness to change and tailor interventions

accordingly [33]. They use motivational interviewing techniques to resolve ambivalence and enhance intrinsic motivation [34]. Furthermore, psychologists often work with the family system from a different angle than social workers, focusing on the behavioral interactions and communication patterns that affect illness management. They may use family systems therapy to address enmeshment, conflict, or dysfunctional caregiving dynamics that hinder patient adjustment [35].

#### **14. The Confluence of Collaboration: Synthesizing Roles for Integrated Care**

The true power of these three disciplines is not realized in parallel but in concert. Their collaboration creates a synergistic effect where the whole is greater than the sum of its parts. Integrated, team-based care is the gold standard for chronic illness management, leading to improved patient satisfaction, better clinical outcomes, reduced hospital readmissions, and more cost-effective care [36].

#### **15. Interdisciplinary Communication and Shared Care Planning**

Effective collaboration begins with structured, regular communication. This often takes the form of interdisciplinary team (IDT) meetings, where the nurse, social worker, psychologist, along with physicians, pharmacists, and therapists, jointly discuss patient cases [37]. In these forums, the nurse reports on clinical status and self-management progress; the social worker outlines socio-economic barriers and resource needs; and the psychologist provides insight into mental health status, coping effectiveness, and behavioral adherence. Together, they develop a unified, patient-centered care plan that addresses biological, psychological, and social domains simultaneously. This prevents contradictory messages to the patient and ensures that interventions in one domain support progress in others.

#### **16. A Case Study in Collaboration: Managing End-Stage Renal Disease**

Consider a 55-year-old man newly diagnosed with end-stage renal disease (ESRD) requiring hemodialysis. The **nurse** manages his vascular access, educates him on the rigorous dialysis regimen, dietary restrictions (potassium, fluid, phosphate), and monitors for complications like hypotension or infection. They provide emotional support for the exhausting reality of thrice-weekly treatments. The **social worker** assesses his

financial situation, as he may be unable to continue his manual labor job. They assist with applications for Social Security Disability Insurance and Medicare, arrange transportation to the dialysis center, and explore options for home assistance. They also counsel his wife on her new caregiving role. The **psychologist** addresses the acute depression and anxiety following his diagnosis, uses CBT to tackle feelings of worthlessness, and employs motivational interviewing to improve his adherence to the punishing dietary and fluid restrictions. They help him process the grief over his lost health and identity as a provider.

In weekly IDT meetings, these professionals share insights. The psychologist notes the patient's depressive non-adherence to diet; the nurse observes rising potassium levels; the social worker reports the family's financial stress is exacerbating conflict. The team then devises a coordinated strategy: the social worker accelerates financial aid; the psychologist incorporates family sessions to improve communication; and the nurse involves the dietician for more practical meal planning. This integrated approach tackles the root causes of the problem from all angles.

#### **17. Challenges to Interdisciplinary Practice and Future Directions**

Despite its proven benefits, seamless interdisciplinary collaboration is not the norm and faces significant barriers. These include professional territoriality and role ambiguity, lack of time and dedicated funding for team meetings, incompatible documentation systems between professions, and healthcare systems that still financially reward volume of procedures over value of coordinated care [38]. Furthermore, ingrained cultural hierarchies, where the physician's voice is traditionally paramount, can marginalize the vital contributions of nursing, social work, and psychology [39].

To realize the full potential of interdisciplinary care, systemic changes are required. These include the implementation of standardized communication tools like SBAR (Situation, Background, Assessment, Recommendation), co-location of team members to facilitate informal interaction, and the adoption of interprofessional education (IPE) curricula that train health professions students together from the outset to cultivate mutual respect and understanding of roles [40]. Payment model reform, shifting from fee-for-service to value-based and bundled payments, is also essential to financially incentivize the collaborative, preventive care that chronic illness management demands [41].

## 18. Conclusion

The journey of adjusting to a chronic illness is one of the most daunting challenges an individual can face. It is a multidimensional odyssey that defies simple medical solutions and demands a response that is equally complex and compassionate. Nurses, social workers, and psychologists are not ancillary supports but are central, co-equal protagonists in facilitating this adjustment. The nurse provides the continuous, holistic clinical and emotional care that grounds the patient. The social worker secures the necessary resources and navigates the social systems that form the patient's external world. The psychologist equips the patient with the cognitive and emotional tools to rebuild their internal world. In isolation, each provides a crucial but partial solution. In collaboration, however, they create a comprehensive, dynamic, and responsive support system that addresses the patient as a whole person—biological, psychological, and social. It is through this interdisciplinary symphony, this deliberate and respectful integration of distinct expertise, that healthcare can truly hope to guide patients out of the labyrinth of chronic illness and towards a life of meaning, dignity, and optimal well-being, despite disease. The future of effective chronic care depends not on more advanced technology alone, but on our unwavering commitment to fostering this essential teamwork.

### Author Statements:

- **Ethical approval:** The conducted research is not related to either human or animal use.
- **Conflict of interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper
- **Acknowledgement:** The authors declare that they have nobody or no-company to acknowledge.
- **Author contributions:** The authors declare that they have equal right on this paper.
- **Funding information:** The authors declare that there is no funding to be acknowledged.
- **Data availability statement:** The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

## References

1. Brown J.B., Ryan B.. 2018. Processes that Influence the Evolution of Family Health Teams. *Canadian Family Physician* 64(6): e283–e289.
2. Collins D., Coleman H., Miller P.. 2002. Regulation of Social Work. A Confusing Landscape. *Canadian Social Work Review/Revue canadienne de service social* 19(2): 205–25.
3. Corscadden L., Callander E., Topp S.. 2019. Who Experiences Unmet Needs for Mental Health Services and What Other Barriers to Accessing Health Care Do They Face? Findings from Australia and Canada. *The International Journal of Health Planning and Management* 34(2): 761–72. 10.1002/hpm.2733.
4. Keefe B., Geron S.M., Enguidanos S.. 2009. Integrating Social Workers into Primary Care: Physician and Nurse Perceptions of Roles, Benefits, and Challenges. *Social Work in Health Care* 48(6): 579–96. 10.1080/00981380902765592.
5. Pineault R., Levesque J.F., Hamel M., Provost S., Tousignant P., Couture A. et al. 2012. L'accessibilité et la continuité des services de santé: une étude sur la première ligne au québec rapport de recherche. Soumis aux instituts de recherche en santé du Canada (IRSC) et à la fondation canadienne de la recherche sur les services de santé (FCRSS).
6. Levesque J.F., Descôteaux S., Demers N., Benigeri M.. 2014, February. Measuring Organizational Attributes of Primary Healthcare: A Scanning Study of Measurement Items Used in International Questionnaires Institut national de santé publique.
7. Ashcroft R., Kourgiantakis T., Fearing G., Robertson T., Brown J.B.. 2019. Social Work's Scope of Practice in Primary Mental Health Care: A Scoping Review. *British Journal of Social Work* 49(2): 318–34. 10.1093/bjsw/bcy051.
8. Hogg W., Rowan M., Russell G., Geneau R., Muldoon L.. 2008. Framework for Primary Care Organizations: The Importance of a Structural Domain. *International Journal for Quality in Health Care* 20(5): 308–13. 10.1093/intqhc/mzm054.
9. Horevitz E., Manoleas P.. 2013. Professional Competencies and Training Needs of Professional Social Workers in Integrated Behavioral Health in Primary Care. *Social Work in Health Care* 52(8): 752–87. 10.1080/00981389.2013.791362.
10. Reeves S., Pelone F., Harrison R., Goldman J., Zwarenstein M.. 2017. Interprofessional Collaboration to Improve Professional Practice and Healthcare Outcomes. *Cochrane Database of Systematic Reviews* 6(6): CD000072. 10.1002/14651858.CD000072.pub3.
11. Gocan S., Laplante M.A., Woodend K.. 2014. Interprofessional Collaboration in Ontario's Family Health Teams: A Review of the Literature. *Journal of Interprofessional Practice and Education* 3(3): 1–19. 10.22230/jripe.2014v3n3a131.
12. Glazier R., Zagorski B., Rayner J.. 2012, March. Comparison of Primary Care Models in Ontario by Demographics, Case Mix and Emergency Department Use, 2008/09 to 2009/10. Institute for Clinical and Evaluative Sciences.

13. Ezhumalai S., Muralidhar D., Dhanasekarapandian R., Nikketha B.. 2018. Group Interventions. *Indian Journal of Psychiatry* 60(4): S514–21. 10.4103/psychiatry.IndianJPsychiatry\_42\_18.
14. Dihn T., Bounajm F.. 2013. Improving Primary Health Care through Collaboration: Measuring the Missed Opportunity The Conference Board of Canada.
15. Ashcroft R., McMillan C., Ambrose-Miller W., McKee R., Brown J.B.. 2018. The Emerging Role of Social Work in Primary Health Care: A Survey of Social Workers in Ontario Family Health Teams. *Health & Social Work* 43(2): 109–17. 10.1093/hsw/hly003.
16. Sverker A., Östlund G., Börjeson M., Hägerström M., Gåfväls C.. 2017. The Importance of Social Work in Healthcare for Individuals with Rheumatoid Arthritis. *Quality in Primary Care* 25(3): 138–47.
17. Charles G., Barring C.V., Lake S.. 2011. What's In It for Us? Making the Case for Interprofessional Field Education Experiences for Social Work Students. *Journal of Teaching in Social Work* 31(5): 579–93. 10.1080/08841233.2011.615265.
18. Ashcroft R. 2015. Ontario's Family Health Teams: Politics Within the Model. *Canadian Social Work Review* 32(1-2): 117–32. 10.7202/1034146ar.
19. Beaulieu M.D., Haggerty J., Tousignant P., Barnsley J., Hogg W., Geneau R. et al. 2013. Characteristics of Primary Care Practices Associated with High Quality of Care. *CMAJ* 185(12): E590–96. 10.1503/cmaj.121802.
20. Rabovsky A., Rothberg M., Rose S., Brateanu A., Kou L., Misra-Hebert A.. 2017. Content and Outcomes of Social Work Consultation for Patients with Diabetes in Primary Care. *Journal of the American Board of Family Medicine* 30(1): 35–43. 10.3122/jabfm.2017.01.160177.
21. Mann C.C., Golden J.H., Cronk N.J., Gale J.K., Hogan T., Washington K.T.. 2016. Social Workers as Behavioral Health Consultants in the Primary Care Clinic. *Health & Social Work* 41(3): 196–200. 10.1093/hsw/hlw027.
22. Kates N., Crustolo A.M., Farrar S., Nikolaou L.. 2002. Counsellors in Primary Care: Benefits and Lessons Learned. *Canadian Journal of Psychiatry* 47(9): 857–62. 10.1177/070674370204700907.
23. Mitchell P. 2008. Mental Health Care Roles of Non-Medical Primary Health and Social Care Services. *Health and Social Care in the Community* 17(1): 71–82. 10.1111/j.1365-2524.2008.00800.x.
24. Sunderland A., Findlay L.. 2013. Perceived Need for Mental Health Care in Canada: Results from the 2012 Canadian Community Health Survey – Mental Health. *Health Reports* 24(9): 3–9.
25. de Saxe Zerden L., Lombardi M., Fraser M., Jones A., Rico Y.. 2018. Social Work: Integral to Interprofessional Education and Integrated Practice. *Journal of Interprofessional Education and Practice* 10: 67–75. 10.1016/j.xjep.2017.12.011.
26. Kiran T., Kopp A., Moineddin R., Glazier R.. 2015. Longitudinal Evaluation of Physician Payment Reform and Team-Based Care for Chronic Disease Management and Prevention. *CMAJ* 187(17): E494–502. 10.1503/cmaj.150579.
27. Collins P., Resendes S., Dunn J.. 2014. The Untold Story: Examining Ontario's Community Health Centres' Initiatives to Address Upstream Determinants of Health. *Healthcare Policy* 10(1): 14–29. 10.12927/hcpol.2014.23977.
28. Hutchison B., Glazier R.. 2013. Ontario's Primary Care Reforms Have Transformed the Local Care Landscape, But a Plan is Needed for Ongoing Improvement. *Health Affairs* 32(4): 695–703. 10.1377/hlthaff.2012.1087.
29. Rush B. 2014. Evaluating the Complex: Alternative Models and Measures for Evaluating Collaboration among Substance Use Services with Mental Health, Primary Care and Other Services and Sectors. *Nordic Studies on Alcohol and Drugs* 31(1): 27–44. 10.2478/nsad-2014-0003.
30. Soklaridis S., Oandasan I., Kimpton S.. 2007. Family Health Teams: Can Health Professionals Learn to Work Together? *Canadian Family Physician* 53(7): 1198–99.
31. Kates N., Mazowita G., Lemire F., Jayabarathan A., Bland R., Selby P. et al. 2011. The Evolution of Collaborative Mental Health Care in Canada: A Shared Vision for the Future. *Canadian Journal of Psychiatry* 56(5): 1–10.
32. Reckrey J.M., Gettenberg G., Ross H., Kopke V., Soriano T., Ornstein K.. 2014. The Critical Role of Social Workers in Home Based Primary Care. *Social Work Health Care* 53(4): 330–43. 10.1080/00981389.2014.884041.
33. Sørensen M., Stenberg U., Garnweidner-Holme L.. 2018. A Scoping Review of Facilitators of Multi-professional Collaboration in Primary Care. *International Journal of Integrated Care* 18(3): 13. 10.5334/ijic.3959.
34. Corrigan M.J., Kruse K., Reed J.C.. 2017. A Social Work Response to the Affordable Care Act: Prevention and Early Intervention. *Journal of Psychoactive Drugs* 49(2): 169–73. 10.1080/02791072.2017.1295333.
35. The Canadian Press. 2020, March 3. Ontario Revamping Mental Health Services. *CityNews*.
36. Ambrose-Miller W., Ashcroft R.. 2016. Challenges Faced by Social Workers as Members of Collaborative Health Care Teams. *Health & Social Work* 41(2): 101–09. 10.1093/hsw/hlw006.
37. McGregor J., Mercer S.W., Harris F.M.. 2018. Health Benefits of Primary Care Social Work for Adults with Complex Health and Social Needs: A Systematic Review. *Health and Social Care* 26(1): 1–13. 10.1111/hsc.12337.
38. Marchildon G.P., Hutchison B.. 2016. Primary Care in Ontario, Canada: New Proposals After 15 Years of Reform. *Health Policy* 120(7): 732–38. 10.1016/j.healthpol.2016.04.010.
39. Steketee G., Ross A.M., Wachman M.K.. 2017. Health Outcomes and Costs of Social Work Services: A Systematic Review. *American Journal of Public Health* 107(S3): S256–66. 10.2105/AJPH.2017.304004.

40. Van Hook M. 2003. Psychosocial Issues Within Primary Health Care Settings: Challenges and Opportunities for Social Work Practice. *Social Work in Health Care* 38(1): 63–80. 10.1300/J010v38n01\_04.
41. Hutchison B., Levesque J.F., Strumpf E., Coyle N.. 2011. Primary Health Care in Canada: Systems in Motion. *The Milbank Quarterly* 89(2): 256–88. 10.1111/j.1468-0009.2011.00628.x.