



SAMHSA-HRSA CENTER for INTEGRATED HEALTH SOLUTIONS

Breakout 3: Guiding Principles for an Integrated Workforce

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Primary and Behavioral Health Integration: Guiding Principles for Workforce Development



- ✓ Expand the role of consumers and their families to participate in, direct, or accept responsibility for their own care
- ✓ Expand the role and capacity of communities to identify local needs and promote health and wellness
- ✓ Implement systematic federal, state, and local recruitment and retention strategies
- ✓ Increase the relevance, effectiveness, and accessibility of training and education
- ✓ Actively foster leadership development among all segments of the workforce
- ✓ Enhance available infrastructure to support and coordinate workforce development efforts

CIHS & Workforce

Workforce development is an essential element of sustainable health delivery changes

Focused on the workforce development issues related to the integration of primary and behavioral health care

- Guiding principles for workforce development
- Curriculum development
- Core competencies
- Dissemination of practical resources and tools

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The Business Case for the Integration of Behavioral Health and Primary Care

> Download the planning tool for behavioral health integration.

1 2 3 4 5



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Medicaid Spending Trends and Cost Drivers: A 50-State View
MARCH 07-07, 2014

ABOUT CIHS

SAMHSA-HRSA Center for Integrated Health Solutions

CIHS promotes the development of integrated primary and behavioral health services to better address the needs of individuals with mental health and substance use conditions, whether seen in behavioral health or primary care provider settings.

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TOP RESOURCES

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FEBRUARY 24, 2014

Integrating Physical and Behavioral Health Care: Promising Medicaid Models



FEBRUARY 21, 2014

February Is American Heart Month!



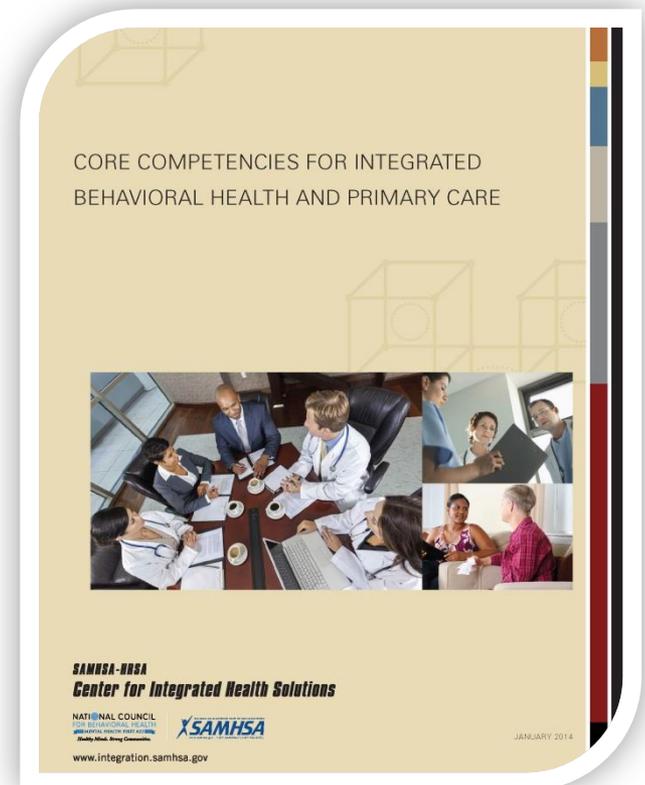
Four reasons a provider might access workforce resources on the CIHS website

- A community health center contracts/hires a Licensed Clinical Social Worker to join the primary care team
 - Teams
 - *Essential Elements of Effective Integrated Primary & Behavioral Healthcare Teams*
 - Teams / Social Workers
 - *Interventions in Integrated Healthcare*
 - Recruitment and Retention
 - *Job Descriptions*
 - Supervision
 - *Mental Health Partners Shadowing Tool*

Core Competencies for Integrated Behavioral Health and Primary Care

A resource for primary and behavioral health care organizations as they shape job descriptions, orientation programs, supervision, and performance reviews for workers delivering integrated care.

- ✓ Interpersonal Communication
- ✓ Collaboration & Teamwork
- ✓ Screening & Assessment
- ✓ Care Planning & Care Coordination
- ✓ Intervention
- ✓ Cultural Competence & Adaptation
- ✓ Systems Oriented Practice
- ✓ Practice- Based Learning & Quality Improvement
- ✓ Informatics

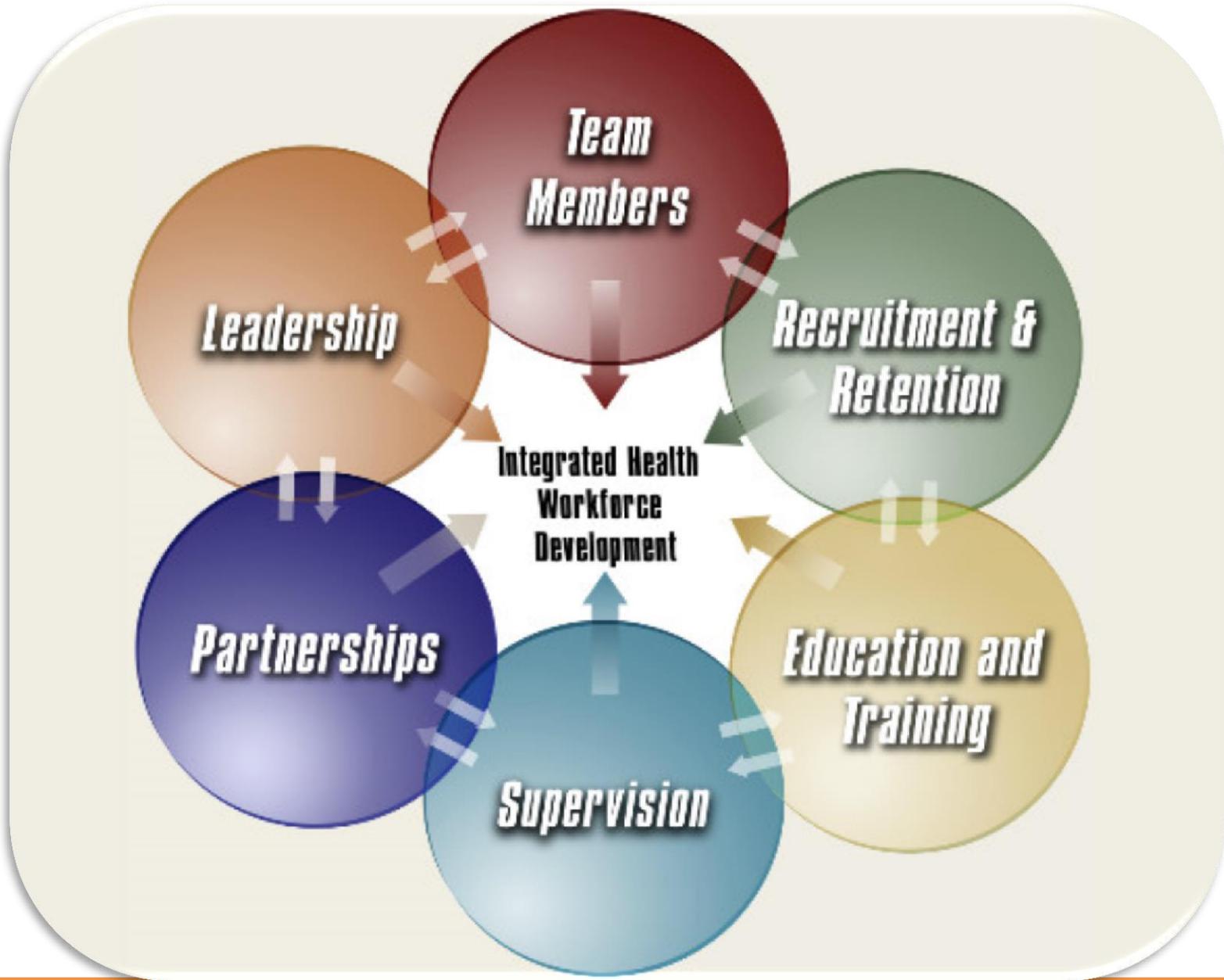


Preparing and Developing Your Workforce to Deliver Integrated Care



Use Core Competencies to:

- Shape Your Workforce Training
- Inform Job Descriptions
- Educate candidates during your recruitment process
- Inform your new employee orientation
- Incorporate competencies into employee performance assessments



Team Members



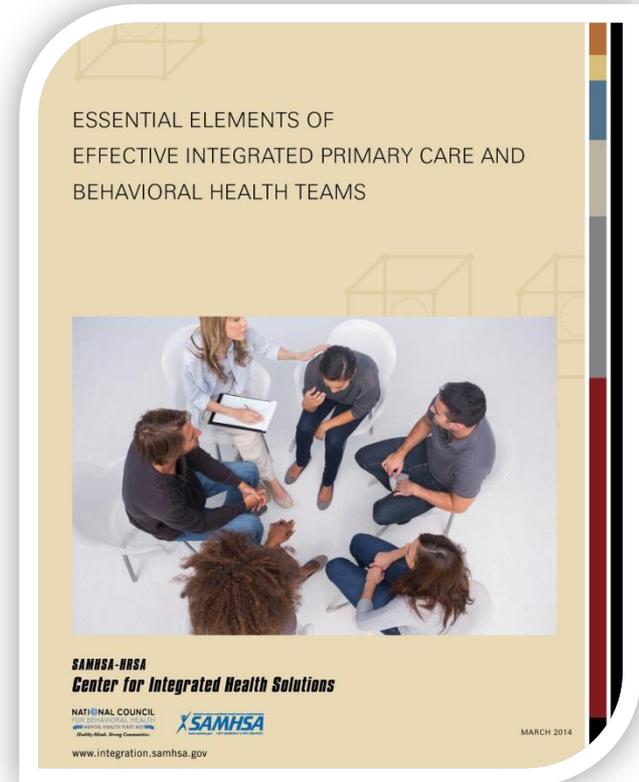


Lathan Medical Group – Times Union Blog

Essential Elements of Effective Integrated Primary & Behavioral Healthcare Teams

Based on interviews with integrated teams within primary care settings, this resource explores four essential elements for effective integrated behavioral health and primary care teams and provides a roadmap for organizations designing their own teams, using examples from these best practices.

- ✓ Leadership & Organizational Commitment
- ✓ Team Development
- ✓ Team Process
- ✓ Team Outcome



Essential Elements for Integrated Behavioral Health & Primary Care Teams

1. Leadership & Organizational Commitment

- Leaders that are willing to allocate resources to the developmental process, including the time needed for cultural shifts, changes to practice, and team process

2. Team Development

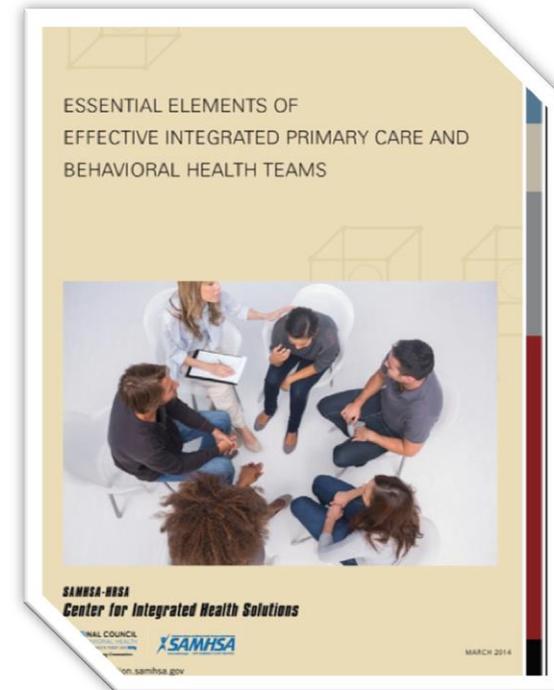
- Providers are given clear expectations regarding team-based care, roles, and responsibilities

3. Team Process

- The team continuously reexamines team functioning and dynamics as the team grows

4. Team Outcomes

- Integrated teams track and monitor patients' treatment through objective measures



NCQA Standard 2: Team-Based Care

2B: Medical Home Responsibilities: Inform patients about...

- Care teams include BH providers
- Integrated care plans
- Access to BH appointments
- Self management support for behavioral change

2C: Culturally and Linguistically Appropriate Services

- Assess diversity of patient population
- Track care for underserved individuals:
 - Severe and persistent mental illness
 - Substance use disorders

2D: The Practice Team

- BH provider - an integral member of care team
- Team *trained* to manage care of vulnerable populations:
 - Engage patients in care and behavioral change
 - Person-centered, integrated care plans

Staff Recruitment & Retention



Staff Recruitment and Retention

- Right People on the Bus
 - Transparent Model at Entrance
- Monetary Incentives and Rewards
 - National Health Service Corps
- Non-Monetary Incentives & Rewards
 - Development of Model
 - Job Satisfaction
- Supervision and Support



HEALTH MANAGEMENT ASSOCIATES COMMUNITY STRATEGIES

National Health Service Corps



- A network of primary health care professionals that provide medical, dental, and mental and behavioral health services.
- In exchange for their service, the NHSC provides clinicians with financial support in the form of loan repayment and/or scholarship.
- NHSC clinicians fulfill their service requirement by working at NHSC-approved sites.

NHSC Supported Disciplines



Primary Care

- Physicians MDs/Dos
 - Family Medicine, Internal Medicine, Geriatrics Pediatrics, Psychiatrist & OB/GYN
- Nurse Practitioners
- Physician Assistants
- Certified Nurse Midwives

Mental & Behavioral Health

- Health Service Psychologist
- Licensed Clinical Social Worker
- Licensed Professional Counselor
- Marriage & Family Therapist
- Psychiatric Nurse Specialist

Oral Health

- Dentist
- Dental Hygienist

Quick Tips: 5 Easy Steps Toward Joining NHSC

- ✓ Read CIHS' manual [Understanding the National Health Service Corps](#) to learn about the program and its application process.
- ✓ Determine if you are located in a Health Professional Shortage Area (HPSA) by entering your address in HRSA's [HPSA Locator](#).
- ✓ Contact your [State Primary Care Office](#) (PCO). Your PCO will walk you through the application process and answer any of your questions.
- ✓ Review the [NHSC Service Site Reference Guide](#) for details about what it means to be an NHSC site before you begin the application process.
- ✓ [Apply online at the NHSC website](#) (you must first create an online account).

Education & Training



Current and Future Workforce

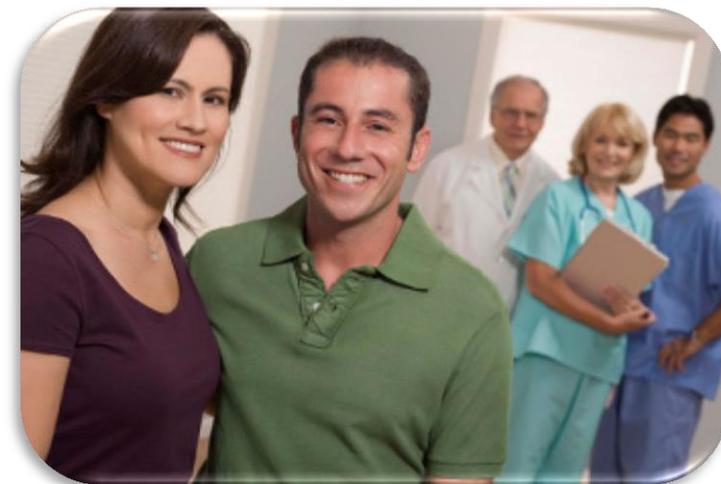
- Graduate Education
- Professional Certificates
- National Training Resources
- Onsite Training Components
- Patient Education of Model of Care
- Cultural Competence and Adaptation



Integrated Health Workforce Training

Producing and implementing integrated health education curriculum and resources for:

- **Psychiatrists** working in primary care
- **Consumers** serving as peer educators
- **Case managers** as health navigators
- **Addiction professionals** working in primary care
- **Primary care clinicians** working in behavioral health settings
- **Care management** in primary care for current behavioral health workforce
- **Mental Health First Aiders** in rural communities
- **Social workers** standard of practice and field placement

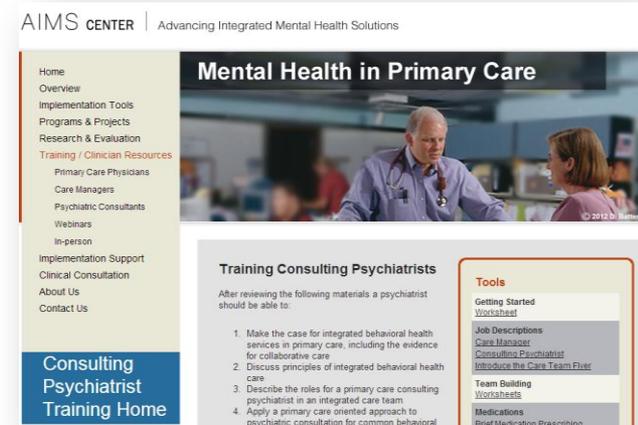


Psychiatrists

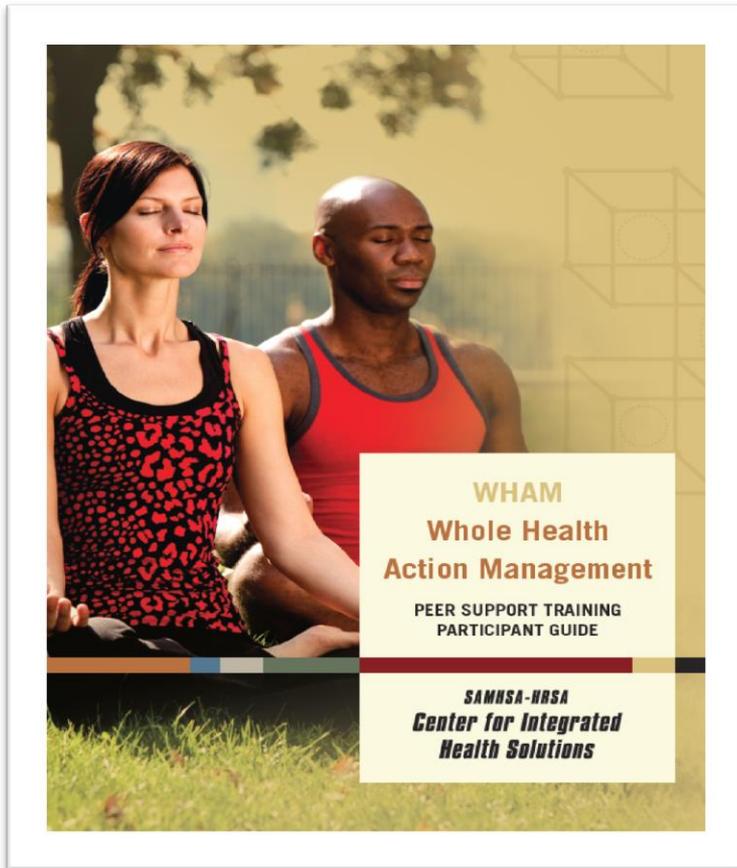
Psychiatric Consulting in Primary Care:

A 6 module curriculum is designed to increase psychiatrists' capacity to practice and/or consult in integrated health settings.

- Module 1: Introduction to Primary Care Consultation Psychiatry
- Module 2: Building a Collaborative Care Team
- Module 3: Psychiatrist Consulting in Primary Care
- Module 4: Behavioral Health in Primary Care
- Module 5: Medical Patients with Psychiatric Illness
- Module 6: The role of the Psychiatrist in the Public Mental Health System



Mental Health Consumers



Preparing consumers to serve as health educators and coaches. WHAM guides participants through a person-centered planning process to set a whole health and resiliency goal and implementing a weekly action plan for success

FIVE KEYS TO SUCCESS ARE:

1. Person-Centered Goal
2. Weekly Action Plans
3. Daily/Weekly Personal Log
4. One-on-One Peer Support
5. Weekly Peer Support / WHAM Group

Addiction Professionals

Primary Care for SU Professionals 5-hour Online Course:

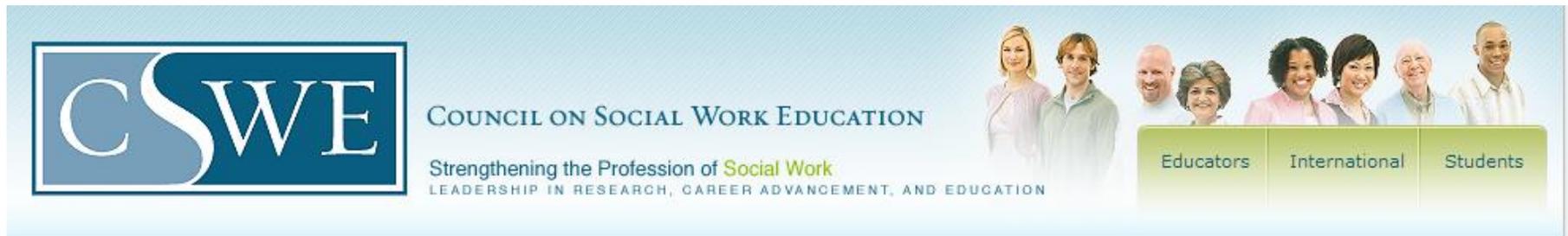
A 5-hour self-paced online course for addiction treatment professionals considering career opportunities in primary care in order to provide professionals with resources and information to help them decide whether working in a primary care setting is right for them.



Social Workers

Integrated Healthcare Curriculum for Schools of Social Work:

- A competency-based curriculum and curriculum modules to prepare Masters of Social Work students for behavioral health practice focused on integrative and collaborative primary/behavioral health care.
- Will prepare future MSWs to enter the workforce with the needed competencies to provide and lead integrated healthcare. Curriculum offerings will be paired with field placement opportunities committed to integration and collaboration.



Care Management in Primary Care

Care management is central to the success of the Patient-Centered Medical Home (PCMH) and to be successful, care managers working in primary care settings need to develop general skills at:

- engaging patients
- promoting their activation to improve their own health
- general medical and behavioral health skills to be able to connect them to appropriate services
- capacity to address questions, to teach healthy living, and support treatment plans



Primary Care Providers

The Primary Care Provider Curriculum is intended for primary care clinicians working in public mental health settings, which is a growing trend across the country, to deal with the concerns with the health disparity experienced by patients with serious mental illnesses.

Module 1: Introduction to Primary and Behavioral Health Integration

Module 2: Overview of the Behavioral Health Environment

Module 3: Approach to the Physical Exam and Health Behavior Change

Module 4: Psychopharmacology and Working with Psychiatric Providers

Module 5: Roles for PCPs in the Behavioral Health Environment

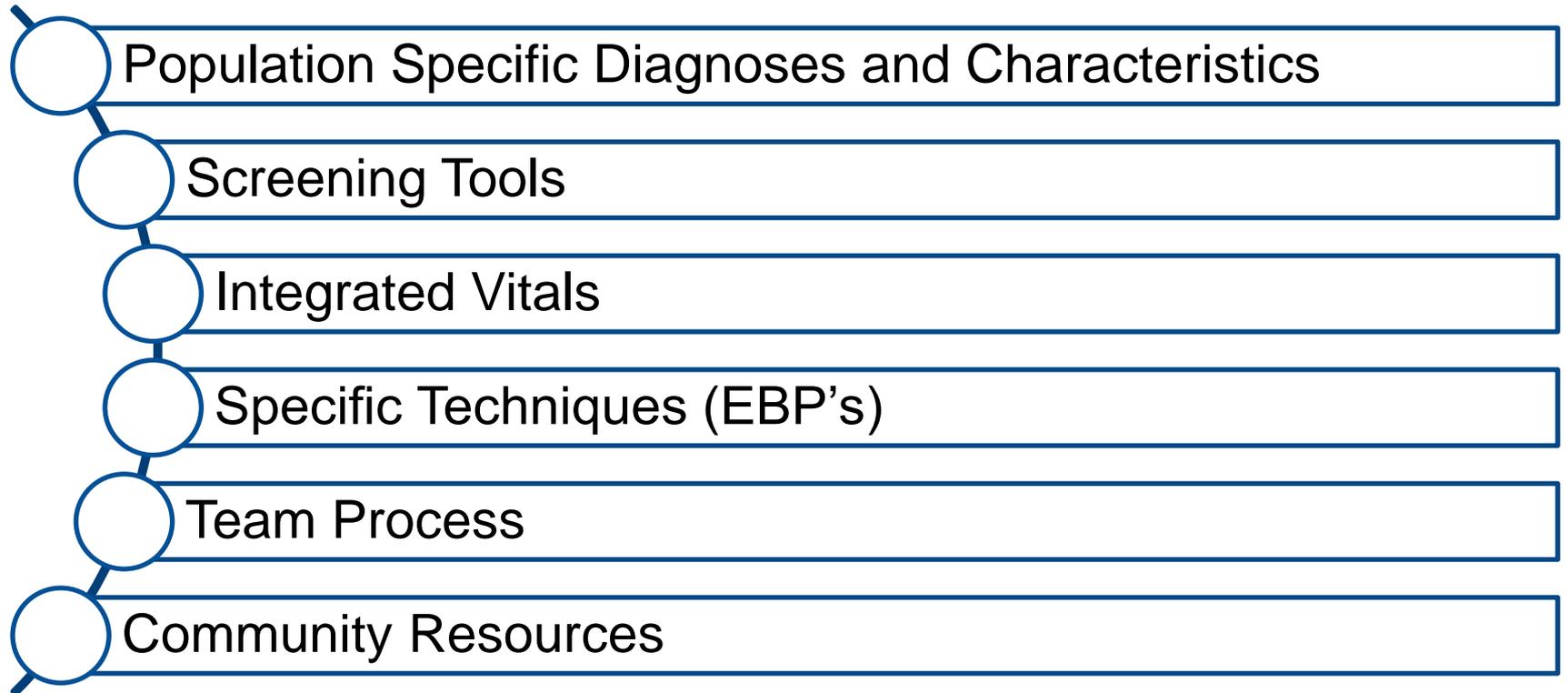
Communities

Mental Health First Aid training

- Creates capacity within the public to identify, understand, and respond to signs of mental illnesses and substance use disorders.
- Introduces participants to risk factors and warning signs of mental health problems and substance use disorders, builds understanding of their impact, and overviews common treatments.
- CIHS focuses its Mental Health First Aid efforts on:
 - Rural Communities
 - Primary Care
 - Spanish Adaptation



Cross-Training is Essential



Supervision



Example of Onsite Training - Shadowing

- ✓ BHC obtains information about a individual (apt schedule, medical chart, huddle, case conference, etc.)
- ✓ BHC is able to describe how and when a BHC charts an encounter with a patient in a timely, efficient matter including concurrent computer EMR charting during a visit.
- ✓ BHC provides appropriate triage, consultation, or actions when the BHC is unavailable to see a individual at the time of the request.

Partnerships



The Courtship and the Honeymoon: Primary & Behavioral Health Care Partnerships

- ✓ Establish the partnership's mission
- ✓ Identify a common language
- ✓ Maintain pacing, flexibility and capacity
- ✓ Develop shared solutions
- ✓ Determine expectations
- ✓ Delegate trust
- ✓ Create empowerment
- ✓ Measure outcomes



Coalitions & Community Health: Integration of Behavioral Health and Primary Care

Substance abuse coalitions bring unique strengths to local efforts to integrate behavioral health and primary care, including:

- Experience using a public health framework to address substance use concerns
- Ability to ensure representation of diverse sectors, as it is essential to ensure that integrated healthcare meet the unique needs of all community members
- Access to a wealth of local data to understand the conditions that contribute to a community's substance abuse and knowledge of how and where to access additional data when needed
- Skill in developing and implementing comprehensive community-wide plans, in collaboration with a variety of community sectors and stakeholders
- A broad membership of volunteers representing the community's diverse sectors with varied backgrounds, expertise, and community connections.

Leadership



Collaboration
across functions



Empowering employees
at all levels



Developing cross-organizational
learning capabilities

Leading Healthcare Integration: A Change Leadership Guide for MH/PC Integration

Step one: Generate a compelling future vision •

Step two: Reveal the current reality

Step three: Secure promises for action

Step four: Support/coach

Step five: Follow-up on promises



Any Questions?

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