

Preparing for integration: Tools for assessing organizational readiness, team building, and setting outcome goals



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March 21, 2013

Presentation Outline

- Overview of integrated care and the challenges of practice redesign
 - Five steps in the integrated mental health care team building process
 - Tools and worksheets for assessing readiness
 - Implementation plans, goals and timelines
 - Site consultation
 - Other available resources
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Moving towards integrated care



Key components of integrated care

- The patient's primary care physician works with a care manager to develop and implement a treatment plan (medications and/or brief, evidence-based psychotherapy)
 - Care manager and primary care provider consult with psychiatrist to change treatment plans if patients do not improve
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Team Care



Prepared, Pro-active
Practice Team

**Effective
Collaboration**



Informed, Activated
Patient



Practice Support



Care manager

This may be a nurse, social worker or psychologist and may be supported by a medical assistant or other paraprofessional.

The care manager:

- Educates the patient about disease
 - Supports psychotropic therapy prescribed by the patient's primary care provider if appropriate
 - Coaches patients in behavioral activation and pleasant events scheduling
 - Offer a brief (six-eight session) course of counseling, such as Problem-Solving Treatment
 - Monitors for treatment response
 - Completes a relapse prevention plan with each patient who has improved
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Designated psychiatrist/primary care

- Consults to the care manager and primary care physician on the care of patients who do not respond to treatments as expected
 - Or, in the case of bi-directional care, primary care physician consults to the CMHC on co-morbid physical health monitoring.
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Now that we have the team assembled. . .



Outcome measurement

Care managers measure symptoms at the start of a patient's treatment and regularly thereafter

Key elements:

- Screening (PHQ-9, OASIS)

- Tracking of outcomes (with quantitative instruments)

- Information tracking system / patient registry

- Specialty care - Psychiatric consultation

Stepped care – depression as an example

- Treatment adjusted based on clinical outcomes and according to an evidence-based algorithm
 - Only 30 – 50% of patients will respond to initial treatment
 - 50 – 70% will require at least one change in treatment to get better
 - Supporting patients through treatment changes.
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Treatment of depression in primary care

- Only 20-40% of those treated show substantial improvement over 12 months.
 - Wrong Rx?
 - Suboptimal dosing?
- Although use of anti-depressants is increasing, treatment is often not effective.
 - Early treatment dropout
 - Staying on ineffective medications too long
- Inadequate use of/access to evidence-based psychosocial treatments.

Use of Treatment Algorithms for Depression

- Treatment algorithms can help clinicians decide which treatment strategies to use.
- The data are fairly consistent in showing that algorithms result in not just better response rates, but improved patient satisfaction as well.
- An important factor may be that a care coordinator identifies patients who are not doing well and need to move to the next step in an algorithm.
- A critical question is whether the better outcomes are related to the use of the care coordinator.

The Chronic Care Model



Developed by The MacColl Institute
© ACP-ASIM Journals and Books

Effective integrated mental health treatment is chronic disease management

- Mental illness care as a core primary care service
 - Requires systematic clinical care management
 - Verbal or written communication about the clinical evaluation and treatment plan between the clinical care manager and the primary care provider.
 - Consultation between the primary care provider, the clinical care manager and a psychiatrist, if necessary.
 - Care management in the clinic or by telephone.
 - Psychotherapy that is evidence-based, such as CBT, Motivational Interviewing, Behavioral Activation.
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Challenges of practice redesign

- Where to start?
 - Operationalizing key components of integrated care.
 - Adapting key components to fit your organization
 - Engaging a psychiatric consultant, OR
 - Engaging a primary care physician consultant
 - Training the team
 - Measuring team goals and outcomes
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Implementation tools from the University of Washington

AIMS CENTER | Advancing Integrated Mental Health Solutions

<http://uwaims.org/implementation-tools.html>

Team Building



Integrated care team building process

1. Conduct a staff self-assessment with individual staff members.
 2. Identify gaps, duplicate services and training needs.
 3. Create a customized integrated behavioral health care work flow for your practice.
 4. Generate an implementation plan with specific, *realistic*, quantifiable goals for the program with a timeline.
 5. Track program outcomes.
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The purpose of the team building worksheets is to identify:

- how many of the key components of integrated care are already in place at your organization?
 - which components are missing?
 - which components may be duplicated across multiple team members?
 - which team member is best suited to be responsible for specific components?
 - do the team members feel they have the training and tools they need to be successful?
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Depression Substance Abuse
 Anxiety (e.g. PTSD) Other Mental Disorders

STAFF SELF-ASSESSMENT

Integrated Care Tasks	Is This A Priority Task?		Is This Your Role Now?		If No, Whose Role?	Your Organization's Capacity with This Task?		Your Level of Comfort with This Task		Would You Like Training on This Task?
	Yes	No	Yes	No		High	Med/Low	High	Med/Low	Yes
Identify and Engage Patients										
Identify People Who May Need Help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Screen for Behavioral Health Problems Using Valid Measures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Diagnose Behavioral Health Disorders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Engage Patient in Integrated Care Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Initiate and Provide Treatment										
Perform Behavioral Health Assessment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Develop & Update Treatment Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient Education about Symptoms & Treatment Options	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prescribe Psychotropic Medications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patient Education about Medications & Side Effects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Brief Counseling, Activity Scheduling, Behavioral Activation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Evidence-based Psychotherapy (e.g. PST, CBT, IPT)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Identify and Treat Coexisting Medical Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitate Referral to Specialty Care or Social Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Create and Support Relapse Prevention Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track Treatment Outcomes										
Track Treatment Engagement and Adherence using Registry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reach out to Patients who are Non-adherent or Disengaged	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track Patients' Symptoms with Measurement Tool (e.g., PHQ-9)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track Medication Side Effects & Concerns	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Track Outcome of Referrals and Other Treatments	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Adjust Treatment if Patients are Not Responding										
Assess Need for Changes in Treatment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilitate Changes in Treatment / Treatment Plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide Caseload-Focused Psychiatric Consultation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Provide in Person Psychiatric Assessment of Challenging Patients	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other Tasks Important for Our Program (add tasks as needed)										
Coordinate Communication Among Team Members / Providers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Administrative Support for Program (e.g., Scheduling, Resources)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clinical Supervision for Program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training of Team Members in Behavioral Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

AIMS TEAM BUILDING – TASK SUMMARY BY STAFF

STEP 2

Integrated Care Tasks <i>Please mark an x below where appropriate</i> <i>Name:</i>	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Staff 6	Staff 7	Partner Agency	Referral Agency	Total #	C
Identify and Engage Patients											
Identify People Who May Need Help											
Screen for Behavioral Health Problems											
Diagnose Behavioral Health Disorders											
Engage Patient in Integrated Care Program											
Initiate and Provide Treatment											
Perform Behavioral Health Assessment											
Develop and Update Behavioral Health Treatment Plan											
Patient Education about Symptoms & Treatment Options											
Prescribe Psychotropic Medications											
Patient Education about Medications & Side Effects											
Brief Counseling, Activity Scheduling, Behavioral Activation											
Evidence-based Psychotherapy (e.g. PST, CBT, IPT)											
Identify and Treat Coexisting Medical Conditions											
Facilitate Referral to Specialty Care or Social Services											
Create and Support Relapse Prevention Plan											
Track Treatment Outcomes											
Track Treatment Engagement and Adherence using Registry											
Reach out to Patients who are Non-adherent or Disengaged											
Track Patients' Symptoms with Measurement Tool (e.g., PHQ-9)											
Track Medication Side Effects & Concerns											
Track Outcome of Referrals and Other Treatments											
Adjust Treatment if Patients are Not Responding											
Assess Need for Changes in Treatment											
Facilitate Changes in Treatment / Treatment Plan											
Provide Caseload-Focused Psychiatric Consultation											
Provide in Person Psychiatric Assessment of Challenging Patients											
Other Tasks Important for Our Program (add tasks as needed)											
Coordinate Communication Among Team Members / Providers											
Administrative Support for Program (e.g., Scheduling, Resources)											
Clinical Supervision for Program											
Training of Team Members in Behavioral Health											
1.											
2.											
3.											

Step 3: Generate a work flow change plan

Systematically review - as a team - the results from the Team Building Worksheets and the Task Summary by Staff Worksheet, in order to set goals and plan for implementation:

- First, discuss the completed forms as a team. This discussion should be facilitated by the team member(s) taking the lead for this process.
- Second, discuss the “practical ideal” you are striving for in your organization to provide the most effective care for your clients.
- Third, systematically review the list of collaborative care tasks on the **Summary & Change Plan Worksheet**.

For each task:

document who, how, when, and where the task will be completed as part of your implementation plan. This worksheet documents your current situation plus your plans for change.

AIMS TEAM BUILDING – SUMMARY & CHANGE PLAN

STEP 3

IDENTIFY AND ENGAGE PATIENTS

Integrated Care Tasks	Who Name / Discipline	How Process (Including Hand-offs) & Communication Methods (e.g. telephone, mail)	When	Where
Identify People Who May Need Help				
Screen for Behavioral Health Problems				
Diagnose Behavioral Health Disorders				
Engage Patient in Integrated Care Program				
Needs for Implementation <input type="checkbox"/> Staff Hires <input type="checkbox"/> Staff Training <input type="checkbox"/> Clinical Supervision <input type="checkbox"/> Administrative Supervision <input type="checkbox"/> Other Resources needed	Notes			
Timeline:				

Examples of integrated tasks to initiate and provide treatment:

- Perform Behavioral Health Assessment
 - Develop and update Behavioral Health Treatment Plan
 - Patient education about symptoms and treatment options
 - Prescribe psychotropic medication
 - Patient education about medication and side effects
 - Brief counseling, activity scheduling, behavioral activation
 - Identify and treat co-existing medical conditions
-

Step 4: Create an implementation plan and timeline

- Create a quality improvement action plan with designated champions / sponsors, process owners, and a detailed timeline
 - Create materials to introduce the Integrated Care Team to patients (previously mentioned worksheets)
 - Create clinic-specific protocols for:
 - Psychiatric Emergencies (e.g., what to do if a suicidal patient presents in clinic)
 - Communication among team members (e.g., how will you ensure that recommendations from psychiatric consultants are effectively communicated to the primary care provider)
-

Step 5: Monitoring outcomes

- Set specific, quantifiable goals for the program and a plan for how you will collect that information
 - Revisit the Summary & Change Plan regularly (e.g., monthly) to review progress and make adjustments in the program as needed to get desired results.
 - This process often identifies issues that can be addressed early on before becoming institutionalized.
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How can a registry help?

- Keeps track of all clients
 - Up to date contact information facilitates engagement and follow-up
 - Tells you who needs additional attention
 - Who is improving or not improving
 - Reminders for clinicians & managers
 - Customized caseload reports
 - Facilitates mental health specialty consultation
 - Facilitates communication between treating providers
-

Workforce Issues

In general and especially in rural areas:

- Challenges finding qualified mental health providers
 - Social workers, therapists trained in evidence-based treatments, consulting psychiatrists (especially child psychiatrists)
 - Few providers are trained in effective ‘team-care’ which requires effective collaboration and ‘handoffs’
 - Primary care providers
 - are overextended and can be difficult to engage
 - may not always use social workers effectively
-

Workforce Issues

- Primary care-based mental health providers
 - don't all embrace the collaborative care / care management model
 - may see themselves as co-located therapists or more traditional social workers rather than care managers who work closely with PCPs and consulting psychiatrists
 - Consulting psychiatrists
 - Psychiatrists from CMHCs are often not familiar / comfortable with the consultation model and easily overextended
 - Telemedicine consultation can be helpful
-

What about training team members?

- University of Washington:

AIMS CENTER | Advancing Integrated Mental Health Solutions

Training programs include individual training, group-based learning, and tailored team building programs available in both in person and online formats: <http://uwaims.org/training.html>

- ***SAMHSA-HRSA Center for Integrated Health Solutions (CIHS)***

<http://www.integration.samhsa.gov/>

Additional resources

- SAMHSA-HRSA Center for Integrated Health Solutions at the National Council for Community Behavioral Healthcare

[http://www.thenationalcouncil.org/cs/center for integrated health solutions](http://www.thenationalcouncil.org/cs/center_for_integrated_health_solutions)

- Patient-Centered Primary Care Collaborative

<http://www.pcpc.net/behavioral-health>

- IMPACT Initiative:

www.impact-uw.org

- MacArthur Initiative

www.depression-primarycare.org

- Hogg Foundation for Mental Health

<http://hogg.utexas.edu>
