Integrated Primary and Behavioral Health Care Management

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AGENDA

- The CoCM: Embedded in a PCMH Practice Context
- CoCM and Care Management: Critical New Team Roles
- Care Manager Core Competencies: Who Can Do It?
- From Concept to Reality: How Do You Adjust Your Practice Team?

PCMH PRIME Elements to be discussed:
- B1 or B2: Coordinating or Integrating with BH Providers
- C1: Practice has a Care Manager qualified to address BH needs
- F1: Practice has a process for identifying patients for care management that includes BH
KEY COMPONENTS OF THE COLLABORATIVE CARE MODEL

Effective Collaboration

Informed, Activated Patient

PCP supported by Behavioral Health Care Manager

PRACTICE SUPPORT

Measurement-based Treat to Target

Psychiatric Consultation

Caseload-focused Registry review

Training
### PCMH PRIME CRITERIA, COLLABORATIVE CARE AND CARE MANAGEMENT IMPLICATIONS

<table>
<thead>
<tr>
<th>PCMH PRIME Element A: NCQA PCMH Prerequisite</th>
<th>Transformation to team-based care and population management are pre-requisites</th>
<th>CoCM: Transformation to team-based care and population management are foundational</th>
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<tbody>
<tr>
<td>PCMH PRIME Element B: BH Integration and Referrals</td>
<td>Criteria: Coordinate with Internal or External BH Providers, Track Referrals</td>
<td>CoCM: Clearly define the roles of all team members, including stepped model for integrated care. Use registry to track all outcomes including referrals.</td>
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<td>PCMH PRIME Element C: The Practice Team</td>
<td>Criteria: BH Care Manager in practice; Provider for MAT</td>
<td>CoCM: Care Manager role includes brief intervention and registry tracking. Stepped Model helps define roles.</td>
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<td>PCMH PRIME Element D: Comprehensive Health Assessment</td>
<td>Criteria: Practice regularly screens patients for diverse BH history and conditions</td>
<td>CoCM: Practice regularly screens patients for range of BH conditions, sets goals based on results and does repeated screenings to measure progress toward target</td>
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<td>PCMH PRIME Element E: Evidence Based Decision Support</td>
<td>Criteria: Implements evidence-based clinical decision support for MH condition and SUD</td>
<td>CoCM: Model is evidence based, interventions tied to outcomes</td>
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<td>PCMH PRIME Element F: Identify Patients for Care Management</td>
<td>Criteria: Practice’s process for identifying patients who may benefit from care management includes considering BH needs</td>
<td>CoCM: Registry used to track values from screenings and identify patients for follow-up and intervention over time</td>
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CORE CoCM TASKS BUILD ON A PCMH FOUNDATION

- Patient Identification and Diagnosis
- Engagement in Integrated Care Program
- Evidence-Based Treatment
- Systematic Follow-up, Treatment Adjustment, Relapse Prevention
- Communication, Care Coordination and Referrals
- Systematic Case Review and Psychiatric Consultation
- Program Oversight and Quality Improvement
COMMON TOOLS AND APPROACHES: PCMH PRIME AND CoCM

+ Population health management
+ Registries
+ Care alerts and tracking systems
+ Care plans used by integrated care team
+ Protocols and treatment guidelines
+ Self-management skills and tools
+ PCMH team-based processes of care (e.g., huddles, systematic case reviews, etc.)
+ Measurement-based care with standardized tools, consistent methods
+ Care manager role
ADDED DIMENSIONS: THE CoCM MODEL FOR BH INTEGRATION

✚ Measurement/monitoring
  ❥ BH screening/data elements/use of registry

✚ Stepped care approach
  ❥ Intensify/modify based on BH supports/treatment needs

✚ Self-management skills
  ❥ Focus on recovery and relapse prevention

✚ Care manager

✚ BH care planning, care coordination, brief interventions

✚ Consulting psychiatrist
  ❥ Caseload review and primary care team support

*Based on the Collaborative Care Model for depression by Wayne Katon, MD and the IMPACT study by Jurgen Unutzer, MD as well as numerous other controlled trials.
OPERATIONALIZING THE CoCM – A “STEPPED CARE” APPROACH

Self-Management

1° Care

1° Care + BH CM

Psychiatric consult (Face-to-face)

Psychiatric consultation

Care management brief interventions

Psychiatric inpatient tx

BH specialty long term tx

BH specialty short term tx

BH specialty inpatient tx
CoCM DISTINCTIONS – THE TEAM ROLES AND RELATIONSHIPS

- **PCP**
- **Patient**
- **BH Care Manager**
- **Consulting Psychiatric Provider**
- **Other Behavioral Health Clinicians**
- **Substance Use Disorder Treatment, Vocational Rehabilitation, CMHC, Other Community Resources**

Core Program

Additional Clinic Resources

Outside Resources

New Roles
SHIFTS IN THE PRACTICE TEAM, ENVIRONMENT, PATIENT/CLIENT EXPERIENCE

- Scope of care management
- Nature of care coordination e.g., internal, external
- Consultation roles and processes
- Incorporating brief BH interventions in primary care/care management workflow
- Patient/client expectations and engagement
With fidelity to the CoCM, key care management functions and roles must be part of a practice-specific blueprint involving:

- BH care manager
- BH provider
- Primary care provider
- Consulting psychiatrist
- Telemedicine (as appropriate)

Consider what it takes to achieve true BH integration into primary care

- A significant number of your practice panel has co-occurring physical and mental health/substance use needs that are not identified or adequately addressed. Integration will help to better identify and address their existing BH needs.
- The size and nature of your practice will determine your blueprint, e.g., Who serves in the BH care manager role? Can one care manager provide complex care management including for BH? Is your consulting psychiatrist accessible via telemedicine?
CoCM DISTINCTIONS – THE TEAM ROLES AND RELATIONSHIPS

- **Core Program**
  - Patient
  - BH Care Manager
  - Consulting Psychiatric Provider
  - Other Behavioral Health Clinicians
  - Substance Use Disorder Treatment, Vocational Rehabilitation, CMHC, Other Community Resources

- **Additional Clinic Resources**

- **Outside Resources**

- **New Roles**

- **PCP**
ENHANCED ROLE OF THE PRIMARY CARE CLINICIAN

- Provide usual medical care with sufficient psychopharmacology knowledge
- Identify individuals who need BH support and engage them in the treatment model
- Collaborate and consult with psychiatric clinicians (behavioral health provider and/or psychiatric consultant) to enhance BH care
- Utilize screening tools to track progress related to BH (e.g., PHQ-9)
- Involve BHP and tiered workforce for chronic disease self-management techniques
CoCM DISTINCTIONS – THE TEAM ROLES AND RELATIONSHIPS

- **PCP**
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**Core Program**

**Additional Clinic Resources**

**Outside Resources**
NEW ROLE OF THE PRACTICE CONSULTING PSYCHIATRIST

<table>
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<tr>
<th>Timely Consultation (for Patients/Panel/Team)</th>
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<tr>
<td>• Diagnostic dilemmas</td>
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<td>• Education about diagnosis or medications</td>
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<tr>
<td>• Complex patients, such as pregnant or medically complicated</td>
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<td>• Pattern recognition</td>
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<tr>
<td>• Education</td>
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<td>• Build confidence and competence</td>
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<tr>
<th>Caseload Reviews</th>
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<td>• Scheduled (ideally weekly)</td>
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<td>• Prioritize patients that are not improving – extends psychiatric expertise to more people in need</td>
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<td>• Make recommendations – PCP may or may not implement</td>
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EXPERIMENTING WITH TELEMEDICINE FOR CoCM WHERE RESOURCES ARE LIMITED

FIGURE 1. Adjusted Depression Severity Scores for Patients Receiving Practice-Based or Telemedicine-Based Collaborative Care

* In this study, practice based means depression care delivered by onsite PCP and nurse care manager, no mental health providers present. Telemedicine based means depression care delivered by onsite PCP and tele-medicine based team.

Telemedicine-based team:
- Nurse care manager - phone
- Pharmacist – phone
- Psychologist – CBT - televideo
- Psychiatrist – televideo if did not respond to 2 antidepressants
- Weekly – whole team met to make recommendations

PSYCHIATRIC PROVIDERS SUPPORTING TEAMS

BH Care Manager 1

BH Care Manager 2

BH Care Manager 3

BH Care Manager 4

50-80 patients/caseload
2-4 hrs psych/week/care manager
= a lot of patients getting care
CoCM DISTINCTIONS – THE TEAM ROLES AND RELATIONSHIPS

- **Patient**
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Core Program

Additional Clinic Resources

Outside Resources

New Roles
A NEW OR ENHANCED ROLE: THE BH CARE MANAGER

✚ Conduct screening and assessment
✚ Provide education and support
✚ Monitor patient progress through standardized reassessment (PHQ-9 and other instruments) and using registry
✚ Problem solve with patient, monitor treatment adherence & side effects concerns
✚ Help patient set behavioral activation goals and promote self-management for recovery / preventing relapse
✚ Provide brief therapeutic interventions
✚ Coordinate referrals, other needed resources and/or coordinate (warm) hand-offs to next care giver on the team
✚ Communicate appropriately with PCP, BH Specialty Provider, and Psychiatry consultant, about concerns and progress of patients in your case load

PCMH PRIME Criterion C-1: Practice has a care manager qualified to identify and coordinate behavioral health needs.
CoCM DISTINCTIONS – THE TEAM ROLES AND RELATIONSHIPS

- **Patient**
- **BH Care Manager**
- **Consulting Psychiatric Provider**
- **PCP**
- **Other Behavioral Health Clinicians**

New Roles:

Substance Use Disorder Treatment, Vocational Rehabilitation, CMHC, Other Community Resources

Core Program

Additional Clinic Resources

Outside Resources
A NEW ROLE AND/OR RELATIONSHIP: THE BEHAVIORAL HEALTH PROVIDER

✚ Help patient set behavioral activation goals and promote self-management for recovery, to foster recovery and prevent relapse

✚ Provide brief therapeutic interventions

✚ Provides short term therapy

✚ May provide longer term therapy per practice capacity and patient needs (i.e. BH Department)

✚ May be an internal member of the primary care practice team

✚ May be an external provider engaged as needed based on the BH needs of the practice panel

✚ A BH Provider may serve a dual role as a BH Care Manager role

✚ A BH Provider for PCMH PRIME is distinct from non-licensed staff roles such as Community Health Workers that provide peer support

PCMH PRIME Criterion B-1 and/or B2: Practice coordinates, co-locates or is fully integrated with BH Providers
BH PROVIDERS IN A PRIMARY CARE SETTING – THE “RIGHT” PROVIDER

Who are the BH Providers?

• Role can change based on the skills, licensure of staff and needs of patients
• Typically LICSW, LCSW (with supervision), PhD, PsyD
• Brief intervention skills, short-term or long-term treatment, patient engagement

What makes a good BH Provider?

• Organization
• Persistence- tenacity
• Creativity and flexibility
• Strong communication skills
• Enthusiasm for learning
• Strong patient advocate
• Willingness to be interrupted
• Ability to work in a team
IMPLEMENTING NEW RELATIONSHIPS: FORMAL AGREEMENTS WITH BH PROVIDERS OUTSIDE THE PRACTICE

✚ Seek a BH provider with a shared vision for true BH integration into primary care

✚ Fidelity to the CoC model is key, but can be achieved with various team configurations

✚ Work to create an MOU (memorandum of understanding) or formal agreement with a BH provider, listing out expectations, roles, and metrics of success for each organization

✚ Be open to working with licensed behavioral health practitioners of varying backgrounds, based on local resources, or a telemedicine team.

✚ Agreement will vary based on whether BH practitioners are independent or part of a clinic or other organization.

✚ Terms of an agreement need to consider use of EHR and registry.

PCMH PRIME Criterion B-1 and/or B2: Practice coordinates, co-locates or is fully integrated with BHPs
OPERATIONALIZING THE CoCM – A “STEPPED CARE” APPROACH

1° Care
Self-Management

1° Care + BH CM

Psychiatric consult (Face-to-face)

Psychiatric consultation
Care management brief interventions

BH specialty short term tx

BH specialty long term tx

Psychiatric inpatient tx
CoCM CARE MANAGEMENT: WHO CAN PLAY THE CARE MANAGER ROLE?

- Expertise in behavior change
- Ability to work with data/registries
- Willingness, knowledge, skills, and experience working with PH-BH conditions and practice cultures

- Chronic Pain: 40-60%
- Cancer: 10-20%
- Depression
- Geriatric Syndromes: 20-40%
- Diabetes: 10-20%
- Heart Disease: 20-40%
THE BEHAVIORAL HEALTH CARE MANAGER – THE “RIGHT” PERSON

Who are the BH CMs?

- Typically MSW, LCSW, LICSW, MA, RN, LPN, CHW
- Variable clinical experience – need brief intervention skills
- Registry management skills

What makes a good BH CM?

- Organization
- Persistence- tenacity
- Creativity and flexibility
- Strong communication skills
- Enthusiasm for learning
- Strong patient advocate
- Willingness to be interrupted
- Ability to work in a team
THINKING ABOUT YOUR PRIMARY CARE PRACTICE

✚ Develop a thoughtful blueprint for your CoCM implementation
✚ Balance fidelity to the model with practical reality
✚ Take a resourceful approach
✚ Consider key factors
  ✚ Size and characteristics of your practice panel
  ✚ Maturity of your current PCMH model i.e., population health management, use of registry, screening tools, etc.
✚ Assess your current BH and care management assets
  ✚ Current workforce qualifications and interest
  ✚ Recruitment and hiring strategy
  ✚ Community partners (for psychiatry and BHP resources)
PRACTICE CHANGES TO SUPPORT THE COCM: ROUTINE WORKFLOW

Every contact – 3 absolutes

+ Review (administer if not already done) latest results from BH screening tools and how they compare to the historical scores

+ Discuss care plan/treatment plan, review meds and how patient is taking them, side effects, and coping mechanisms in order to follow care plan

+ Facilitate behavioral activation and setting of self-management (SM) goals; or review progress and stories around SM goals set previously and set next goals/actions accordingly – and document in EMR
BUILDING BLOCKS FOR CoCM CARE MANAGER SUCCESS

Visibility (location)

- Be available
- Have a few patients in mind at all times to update providers

Proactive readiness

- Be a part of the huddles and review daily schedules
- Know your team and who you can turn to for a question

Skill building and personal development

- Motivational interviewing
- Medication reviews
- Self-care & support
## Table 1. Factors Considered Important for Implementation of DIAMOND

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<thead>
<tr>
<th>Ranking</th>
<th>Implementation Factor</th>
<th>Definition</th>
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<tbody>
<tr>
<td>1</td>
<td>Operating costs of DIAMOND not seen as a barrier</td>
<td>The clinic has adequate coverage or other financial resources for most patients to be able to afford the extra operational costs.</td>
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<tr>
<td>2</td>
<td>Engaged psychiatrist</td>
<td>The consulting psychiatrist is responsive to the care manager and to all patients, especially those not improving.</td>
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<tr>
<td>3</td>
<td>Primary care provider (PCP) “buy-in”</td>
<td>Most clinicians in the clinic support the program and refer patients to it.</td>
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<tr>
<td>4</td>
<td>Strong care manager</td>
<td>The care manager is seen as the right person for this job and works well in the clinic setting.</td>
</tr>
<tr>
<td>5</td>
<td>Warm handoff</td>
<td>Referrals from clinicians to the care manager are usually conducted face-to-face rather than through indirect means.</td>
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<tr>
<td>6</td>
<td>Strong top leadership support</td>
<td>Clinic and medical group leaders are committed and support the care model.</td>
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<tr>
<td>7</td>
<td>Strong PCP champion</td>
<td>There is a PCP in the clinic who actively promotes and supports the project.</td>
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<tr>
<td>8</td>
<td>Care manager role well defined and implemented</td>
<td>The care manager job description is well defined, with appropriate time, support, and a dedicated space.</td>
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<tr>
<td>9</td>
<td>Care manager on-site and accessible</td>
<td>The care manager is present and visible in the clinic and is available for referrals and patient care problems.</td>
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DIAMOND indicates Depression Improvement Across Minnesota—Offering a New Direction.
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