

A Behavioral Health Integration Primer for Health Centers

Amber Murray, RN, BSN, MA, PMP, Facilitator

Wednesday, August 13, 2025

2:00 to 3:00 p.m. ET

Session Three

Five Foundational Aspects to
Build an Effective, Sustainable,
and Integrated Care Model in
Your Health Center

Continuing Education (CE)

- We offer behavioral health (BH) continuing education units (CEUs) for participation in BH/substance use disorder (SUD) integration technical assistance (BH/SUD TA) events.
- You must attend the event and complete the online Health Center TA Satisfaction Assessment Form after the event (2–3 minutes).
- A link with instructions will be provided at the end of the session.
- CE certificates will be sent within 5 weeks of the event from the Health Center BH/SUD TA Team via Smartsheet <user@app.smartsheet.com>.



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Your CoP Facilitator & Presenter

Amber Murray, BSN, MA, PMP
Program Director &
Senior Technical Expert Lead
JBS International, Inc.



Session Objectives



Participants of today's session will be able to:

- Understand the five foundational aspects necessary for effective integrated care.
- Identify opportunities for incorporating the five foundational aspects of integrated care into your health center setting.
- Leverage resources and the Plan-Do-Study-Act (PDSA) worksheet to guide integrated care implementation and enhancement efforts at your health center.

Previous CoP Session Check-in

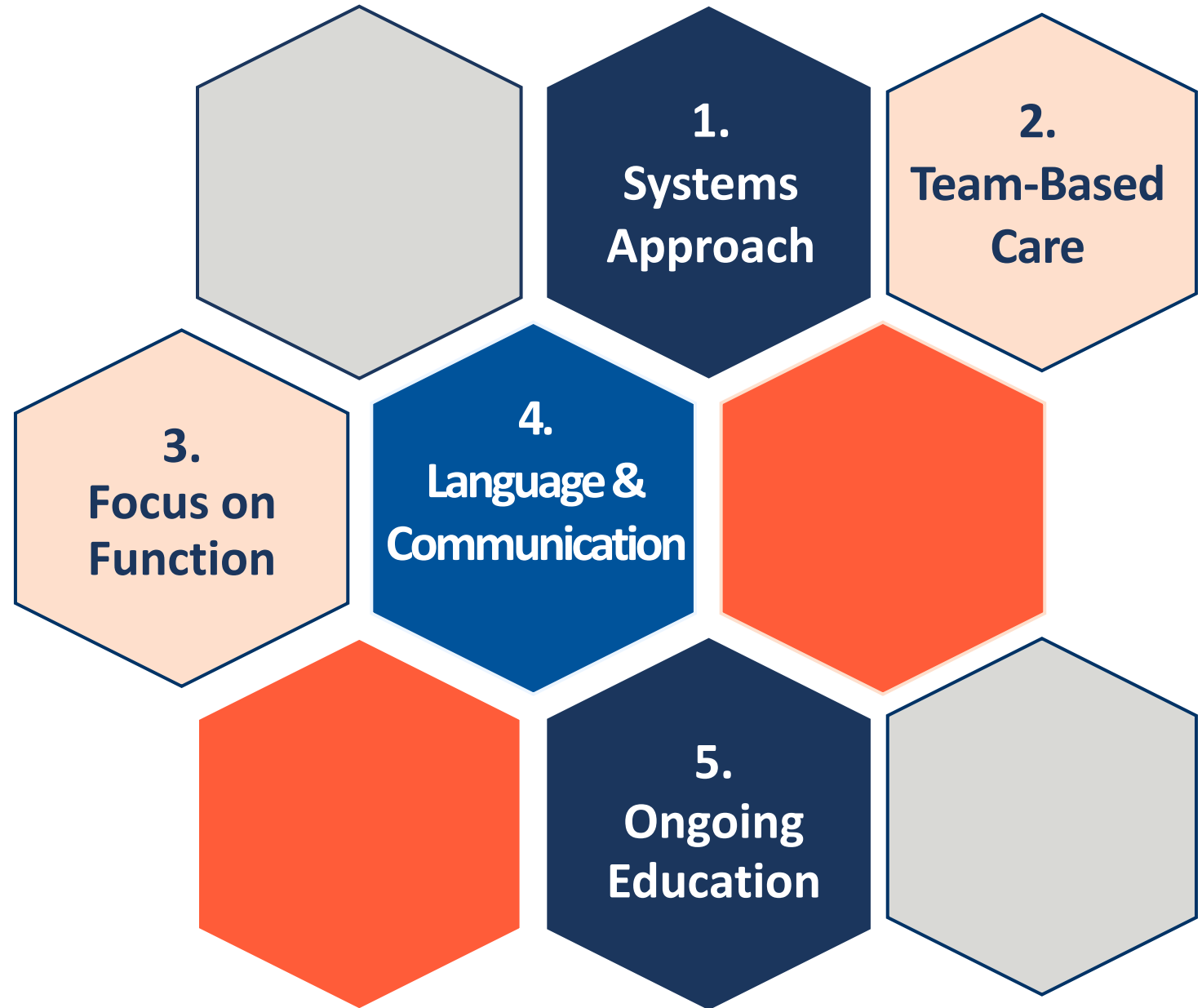
In the chat, please enter:

- What do you recall or remember most from the previous CoP session?
- What, if anything, did you take from the last CoP session that you've discussed or adopted in your health center?



Foundations of Integrated Care

Combined,
these foundations
build a **strong,
sustainable
integrated care
environment.**



1. A Systems Approach to Integrated Care



Integrated Care Systems Are Like a Chair

(or stool if that is your preference!)

Clinical System



Primary Care /
Medical

Support
Staff

Behavioral
Health

Administrative
& Operations

Health Organization System



Leadership

Revenue
Cycle

Human Resources
& Training

Quality &
Process

Health Information
Technology

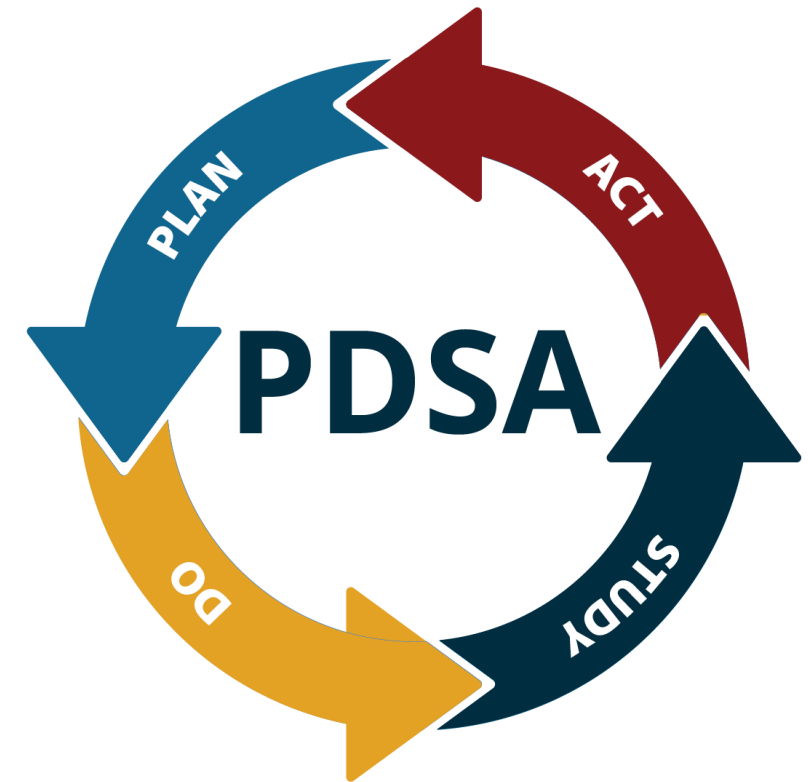
What Happens When One Leg is Missing?



“Every system is perfectly designed to get the results it gets”
- W. Edward Deming

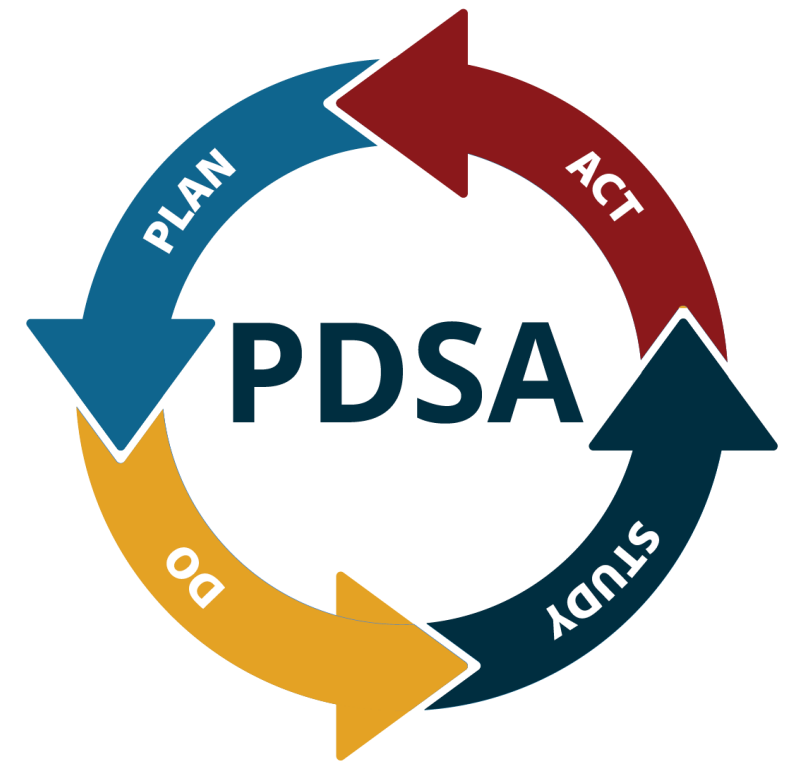
Systems Discussion for PDSA Planning (1)

- Thinking of the 'legs' of your clinical system:
 - Primary care/medical
 - Behavioral health
 - Other clinical specialties (e.g., dentists, optometrists, dieticians, etc.)
 - Clinical support (e.g., peers, care managers, patient navigators, etc.)
- Which of your clinical systems 'legs' is the strongest? Why?
- Which one may need some support or reinforcement? Why?



Systems Discussion for PDSA Planning (2)

- Thinking of the 'legs' of your health organization system:
 - Leadership
 - Administration & operations
 - Health Information Technology & Electronic Health Record
 - Quality & evaluation
 - Human Resources & training
 - Revenue cycle
- Which of your health organization system 'legs' is the strongest? Why?
- Which one may need some support or reinforcement? Why?



Team-Based Integrated Care Is Collaborative

- There are multiple, established, and frequent, utilized pathways for closed-loop communication and collaboration.
- Collaboration with the care team is the expectation, not the exception.
- Health center operations provide resources to support communication and collaboration.



2. Team-Based Care

- ALL clinical and clinical care support staff have a valued voice to inform patient care.
- Team members are flexible and focus on function above title or 'working at the top of their scope.'
- Medical providers lead the care team, but patients do not 'belong' to them; patient care responsibilities belong to the team.
- Your patient becomes your most valued resource for care and treatment planning.

How do you know when you have an effective integrated care team?



* Registered nurses (RNs),
medical assistants (MAs)

3. Focus on Function

Shared Roles of an Integrated Care Team: Mutual Responsibilities

Manage care complexity – patient and population coordination.

Influence motivation for patient-level behavior changes.

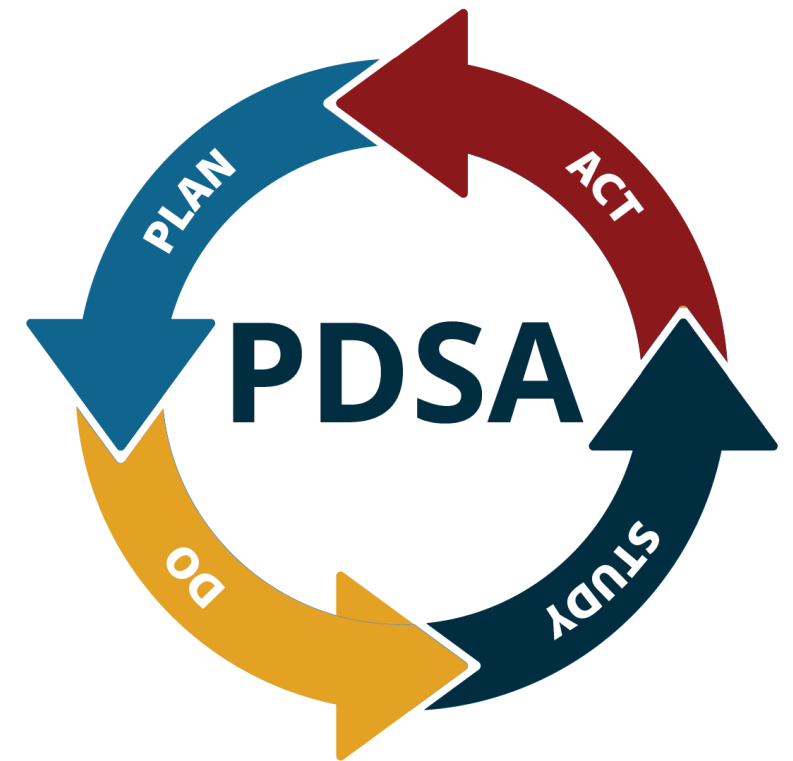
Support health behavior change: self-management, goal-setting, education, motivation.

Engage in evaluation, process improvement, and quality efforts.

Remember: A focus on function is a focus on addressing immediate patient needs.

Team & Function Discussion for PDSA Planning

- In what ways does your clinical team demonstrate team-based care?
- Is your clinical environment more focused on roles/titles or function?
- In what ways could your health center foster a more function-oriented approach to care delivery?



4. Using Language/ Communication to Create Shared Values

A) Patients and providers have the same care expectations and know what integrated care is.

B) All care team staff and patients use a common language.

C) There are frequent, ongoing, cross-departmental education and information-sharing opportunities.

D) An integrated care environment is a deeply engrained mindset and approach, the North Star toward which all care decisions are made.

Using Language to Build An Integrated Care Environment (1)

Front Office – Describing Integrated Care

“Our clinic has a team of primary care staff, who partner to address your health care needs. Assessing and treating medical and behavioral health (*or mood*) concerns are a regular part of the care we offer to every single patient we see.”



Scripts used with permission from Cherokee Health Systems.

Using Language to Build An Integrated Care Environment (2)



Nurse – Describing Integrated Care

“Our care model treats the entire patient, both mind and body. Our primary care team partners with you to treat your health conditions. Just as we take your blood pressure each time you come for a visit, we’ll ask you questions about your behavioral health (*or mood*) and healthy behaviors. These screenings help us identify and address all your concerns.”

Scripts used with permission from Cherokee Health Systems.

Using Language to Build An Integrated Care Environment (3)

Primary Care Provider (PCP) –
Introducing Integrated Care

“I have a primary care team partner who is an expert in (*insert patient concern here*). I’d like you to meet with them when we’re done so they can help me help you.”



Scripts used with permission from Cherokee Health Systems.

Using Language to Build An Integrated Care Environment (4)



Behavioral Health Consultant – Introducing Yourself

“Hello, my name is (*insert name*). I am a behavioral health consultant and part of the primary care team. I work with Dr. (*insert PCP name here*) and any patient to help manage chronic health conditions, improve mood, or (*whatever the patient’s concern is per the PCP consult question*). When we all work together, we are better able to provide you with the best quality of care.”

Scripts used with permission from Cherokee Health Systems.

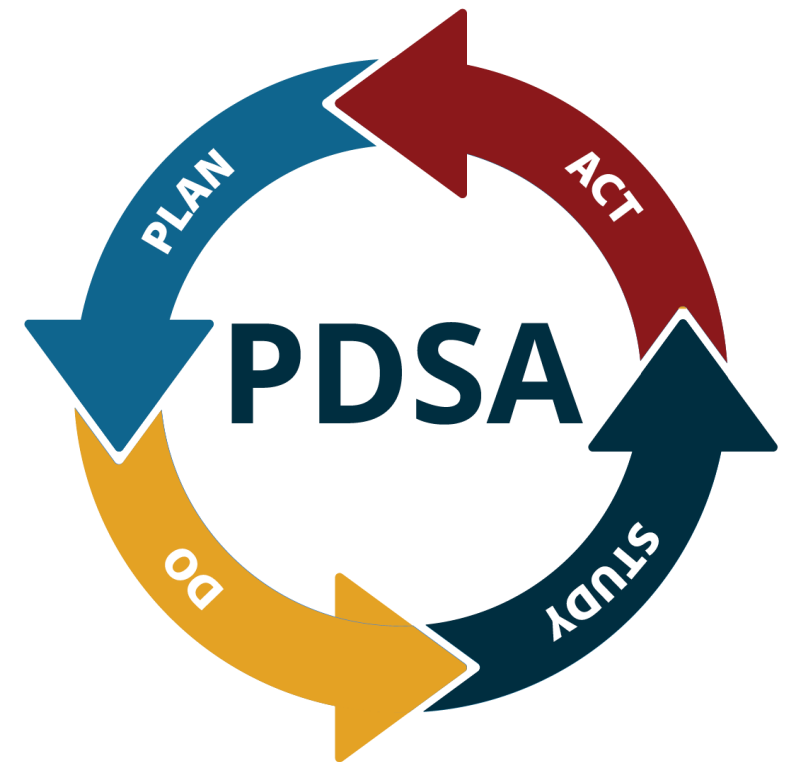
Language/Communication Discussion for PDSA Planning (1)

What language do you use in your health center to describe or introduce your care team and team members?

- Is there consistency among all members of the team?

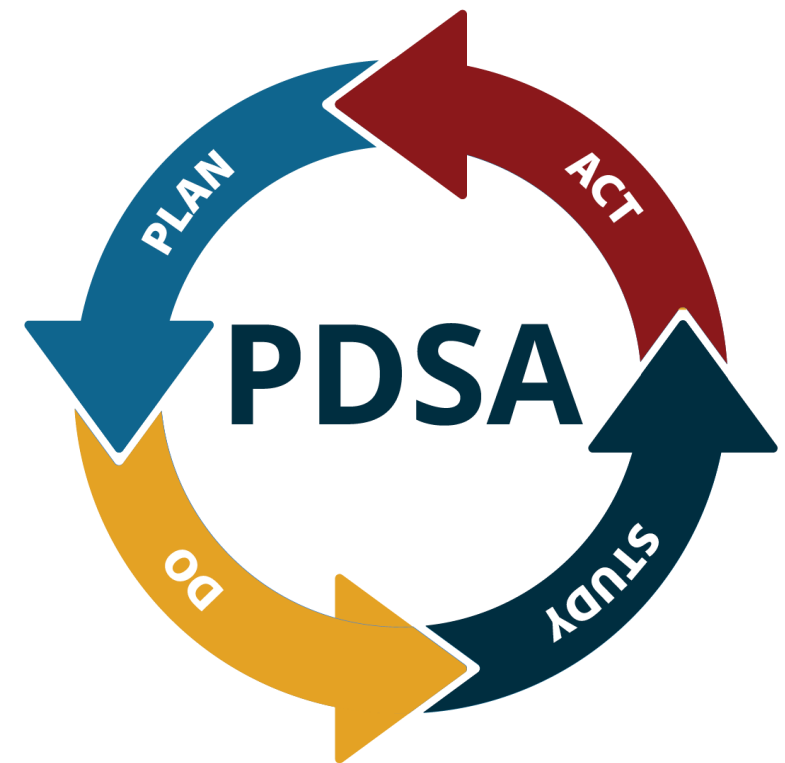
What workflow processes or systems are in place to support frequent communication?

- What might you implement to improve communication?



Language/Communication Discussion for PDSA Planning (2)

- What mechanisms are in place to promote sharing of knowledge among care team members, *including patients?*



5. Ongoing Training & Education

Ongoing Training & Education Supports Creating an Integrated Care Environment

Know that training begins with the hiring process.

Develop & require onboarding training in your integrated care model.

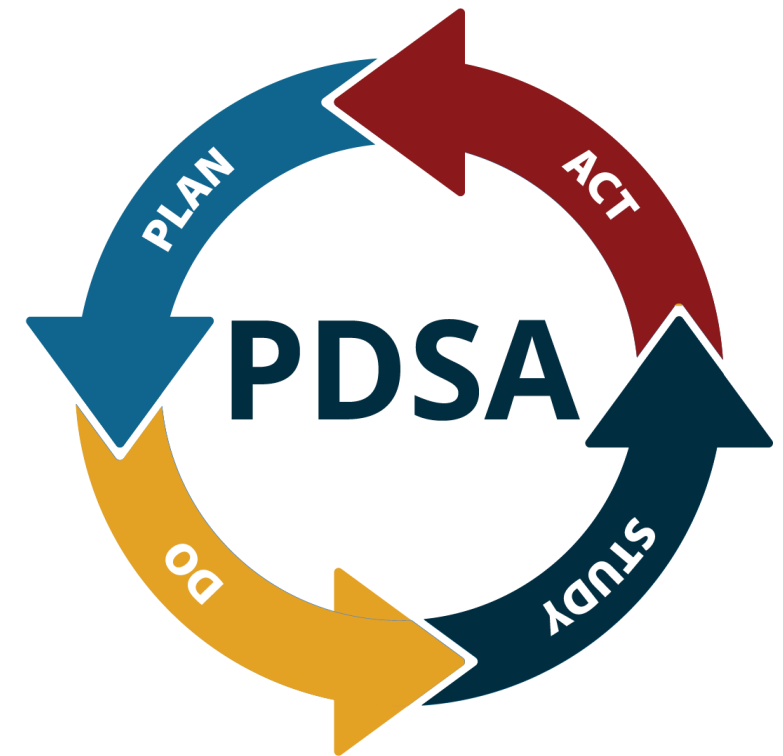
Provide ongoing refresher trainings in integrated care for all staff, including communication and collaboration skill-building.

Support cross-clinical in-service opportunities.

Know the Rule of 7: A message must be received at least 7 times, in 7 different ways, to be “heard” and result in behavior change.

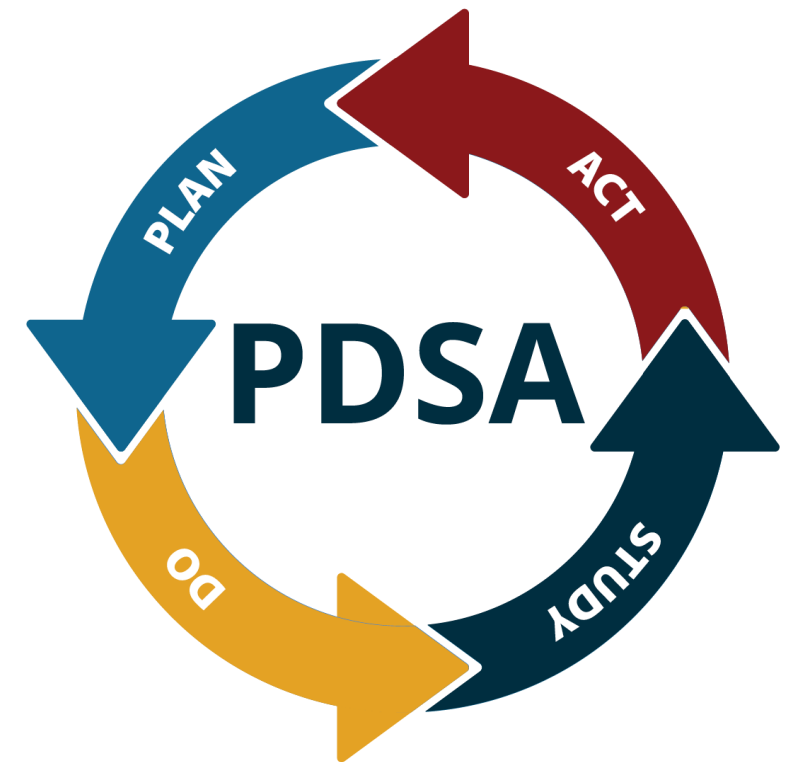
Training/Education Discussion for PDSA Planning

- How is integrated care a focal point of recruitment and hiring processes?
- How is integrated care embedded in the onboarding process?
- What ongoing training and education are provided to your care team to enhance skill building, communication, and collaboration?



Foundations of Integrated Care Discussion for PDSA Planning

- Which foundations of effective integrated care does your organization do well?
 - Systems approach
 - Team-based care
 - Focus on function
 - Language & communication
 - Ongoing education
- Where are the greatest opportunities for improvement?



CoP Feedback Polling Questions (1)

Understanding this Community of Practice (CoP) consists of eight sessions, I think eight sessions for the CoPs are...

- Too many sessions.
- The right number of sessions.
- Not enough sessions.
- Unsure.



CoP Feedback Polling Questions (2)

I find that 1 hour for each CoP session is...

- Too long.
- The right amount of time.
- Too short.
- Unsure.



CoP Feedback Polling Questions (3)

The PDSA template and/or action planning discussions and worksheet are...

- Useful, and I am using them.
- Useful, but I am not using them.
- Not useful/I am not using them.



CoP Feedback Polling Questions (4)

CoP office hours are... (select all that apply)

- A useful way to connect with other health centers.
- A helpful opportunity to connect with subject matter experts.
- Unnecessary.



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Health Center Satisfaction Assessment

We'd love your feedback on today's session!

Please take 2 minutes to complete the Health Center TA Satisfaction Assessment.

Thank you for your time!



<https://www.surveymonkey.com/r/CoP1Session3>

Accessing Training and TA Opportunities



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Scan the QR code to subscribe and watch for updates in the digest regarding additional TA opportunities



Thank you!

See you for Session 4 on
Wednesday, August 27
2:00 p.m. to 3:00 p.m. ET



Office Hours
Wednesday, August 13, 2025
3:00 to 3:30 p.m. ET