

A Behavioral Health Integration Primer for Health Centers

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

Wednesday, August 27, 2025

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

Session Four

Leveraging Language & Communication in Integrated Care

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 how language supports sustainable integrated care
- Identify strategies to build effective and consistent communication and messaging
- Identify strategies to build shared language that supports integrated care delivery at your health center

Today's Agenda



Check-in & Attendance



Understanding the Power of Language/
Communication to Sustain Integrated Care



Shared Language Strategies for Integrated Care



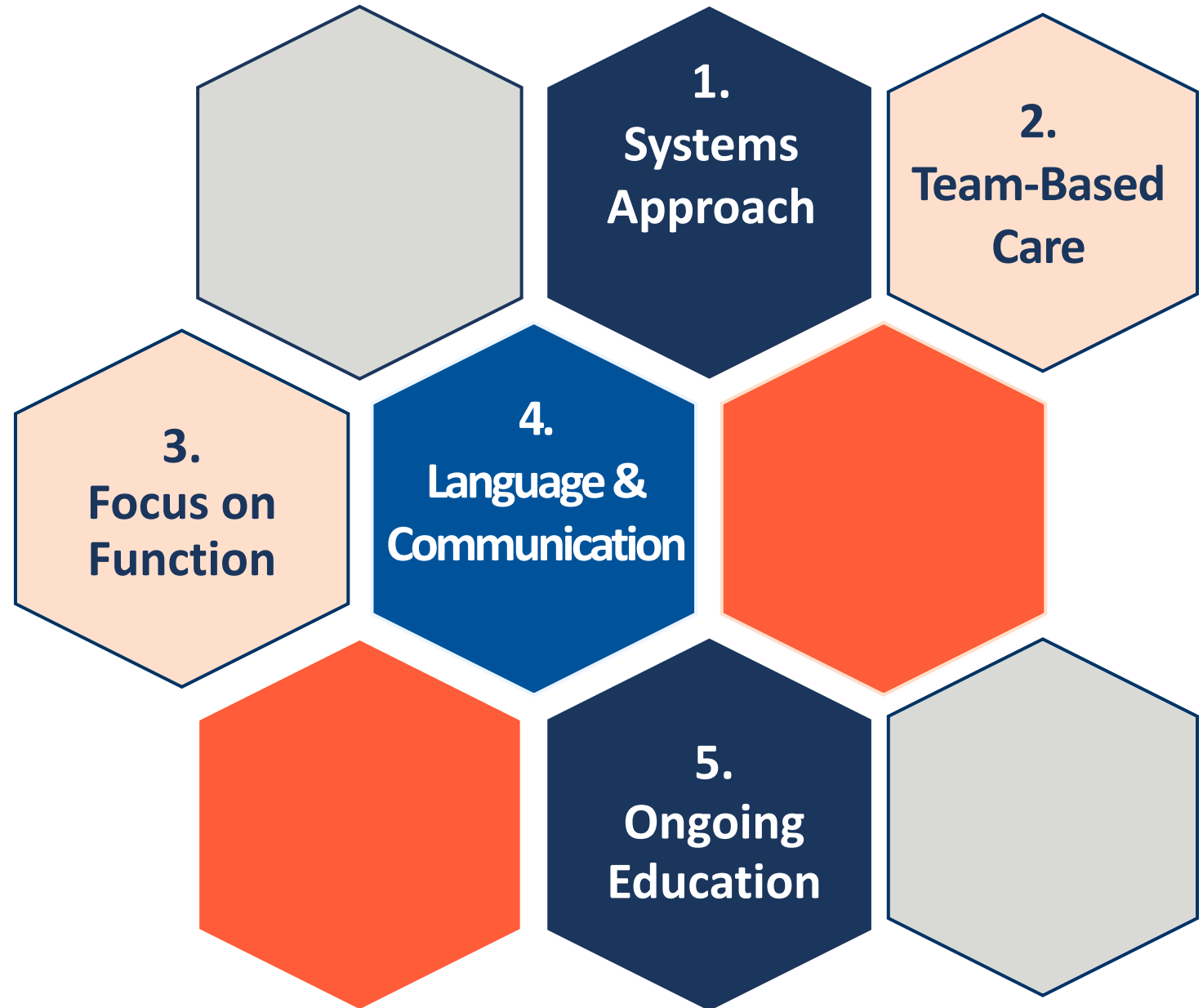
Interactive Discussion & Plan-Do-Study-Act (PDSA)
Planning



Session Wrap-Up, Questions, & Office Hours

Foundations of Integrated Care

Combined, these structures **all support integrated care.**



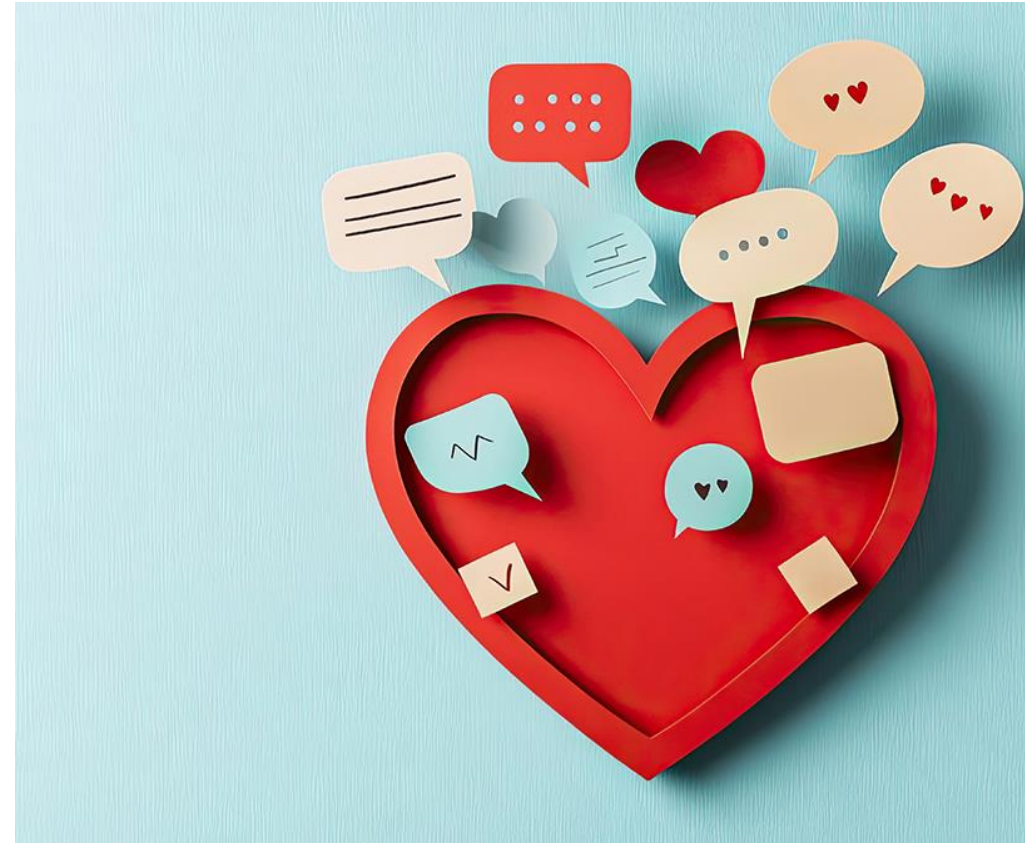
Previous CoP Session Check-in

In the chat, please enter:

- What language does your organization use to describe integrated/team-based care in your setting?
- What practices has your organization put in place to support a focus on function rather than role/title tasks during your integrated care activities?

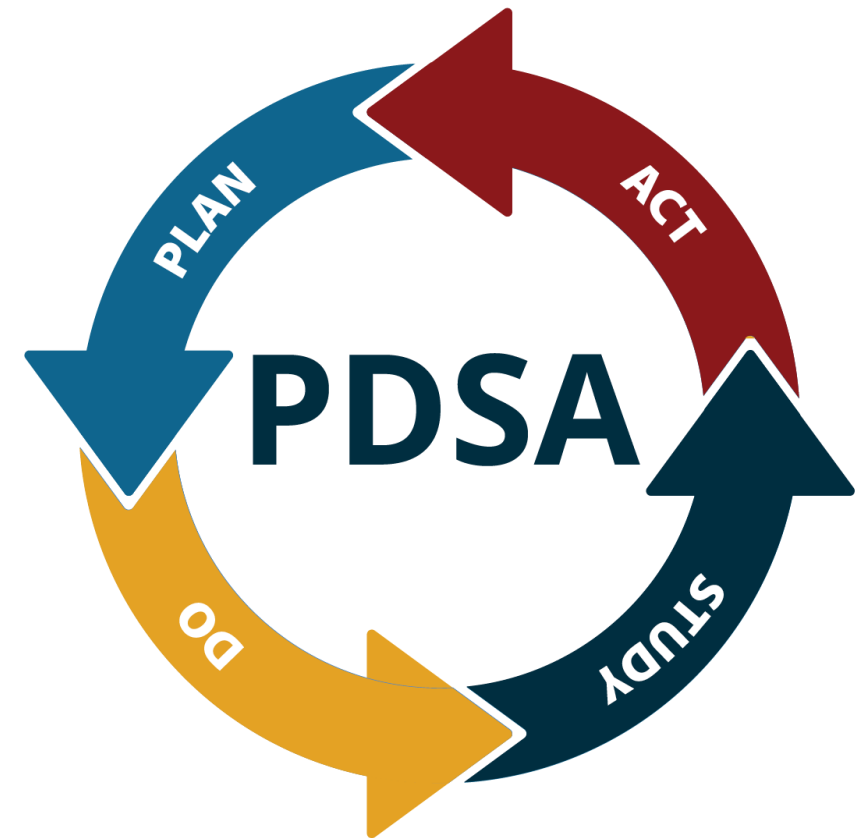


- Many obvious and easy strategies for influencing the integrated care environment are hidden in plain sight.
- Language and communication are our tools for understanding our environment...and how to change it.
- Consistent, standardized communication across multiple systems levels (i.e., patient, care team, health organization, and community) both create and sustain an integrated care environment.



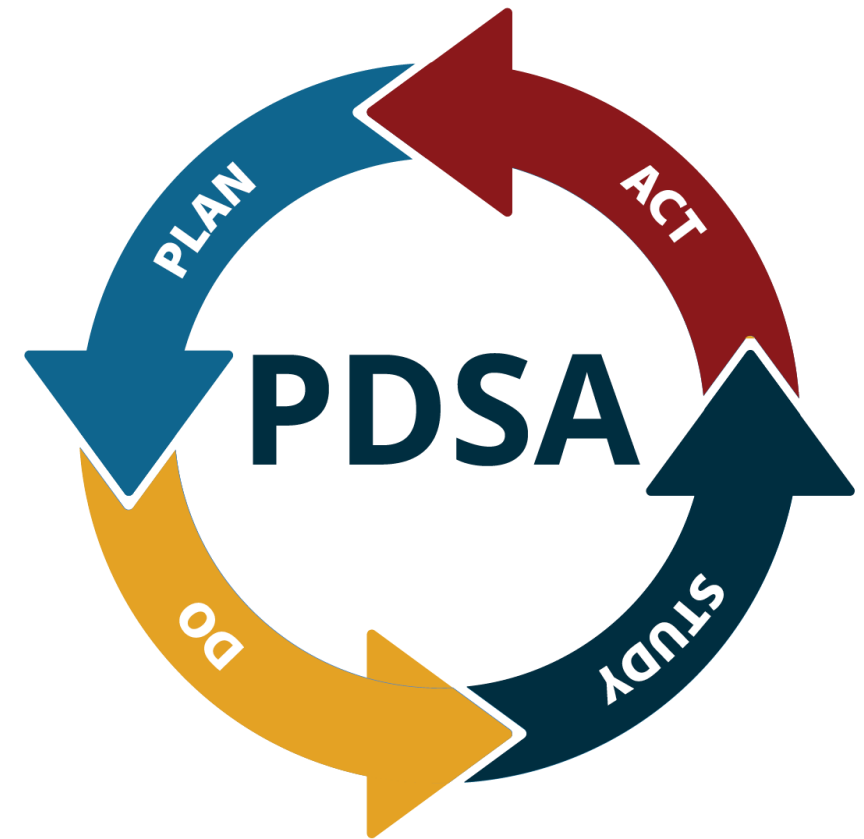
Language and Communication: Assessment and Reflection (1)

- What language do you use to discuss integrated care...
 - With patients
 - Within your care team
 - Across departments in your health center
 - In your community and with community partners
- What communication strategies do you use to convey your focus on integrated care?
 - Language—direct spoken and written communication
 - Policies
 - Marketing



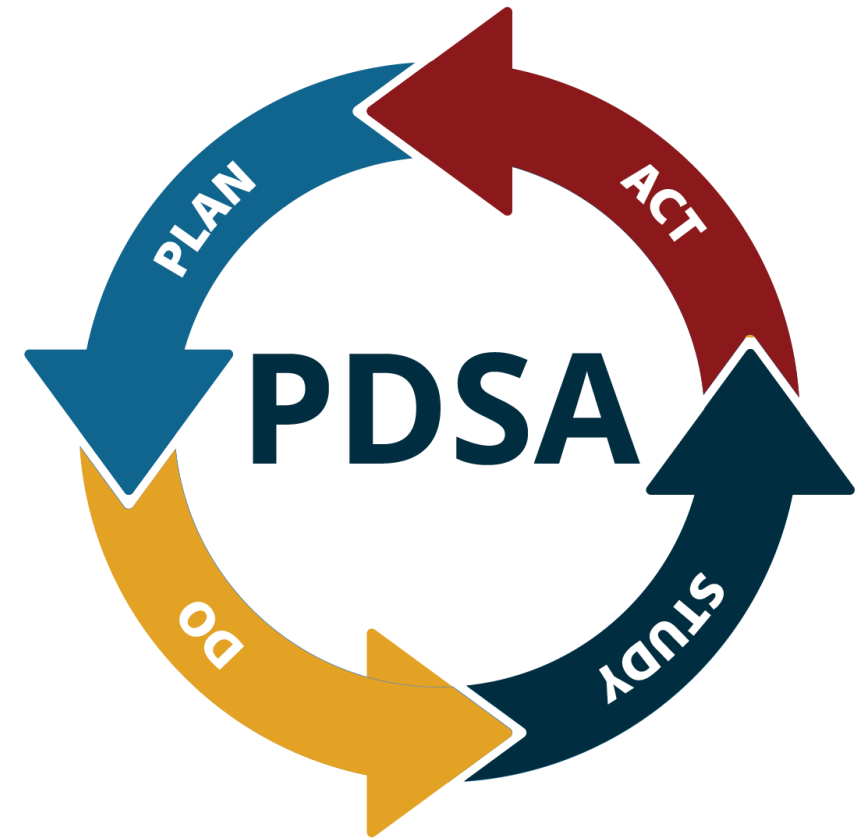
Language and Communication: Assessment and Reflection (2)

- Thinking about your patients and your community, what messages or language might make them more (or less) willing to engage in integrated care services or behavioral health services?



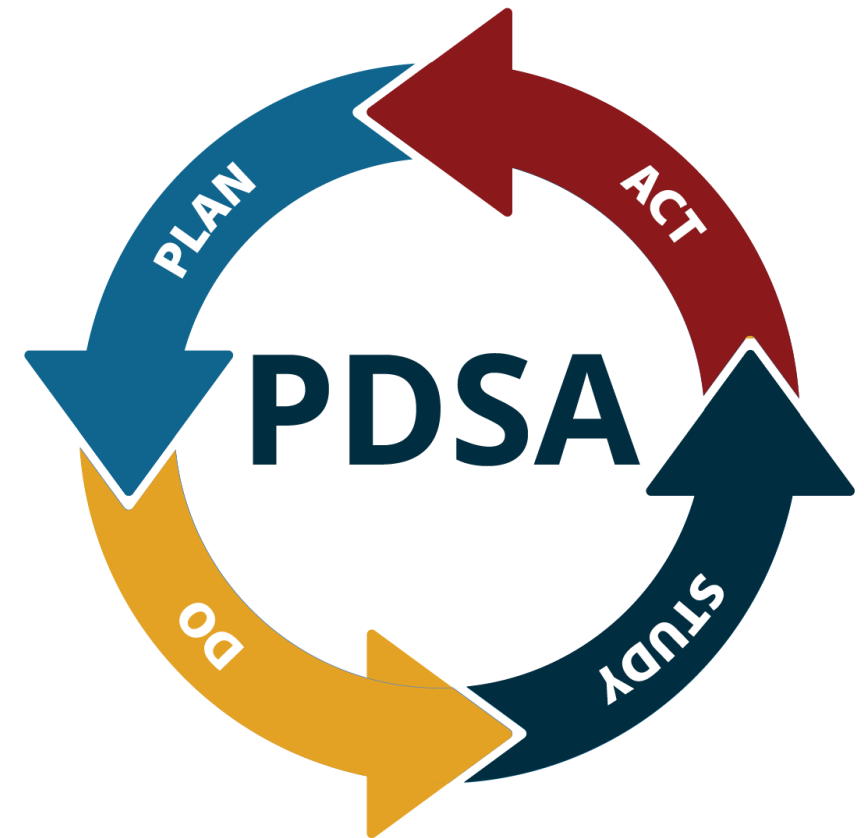
Language and Communication Discussion: Patient

- What do you tell patients so they know they are receiving integrated care services?
 - Who talks with your patients about integrated care?
 - What different communication formats do you use to inform your patients about your integrated care services?
- What language/messaging do you use to talk to patients about...
 - Behavioral health services?
 - The care team members who provide behavioral health services?



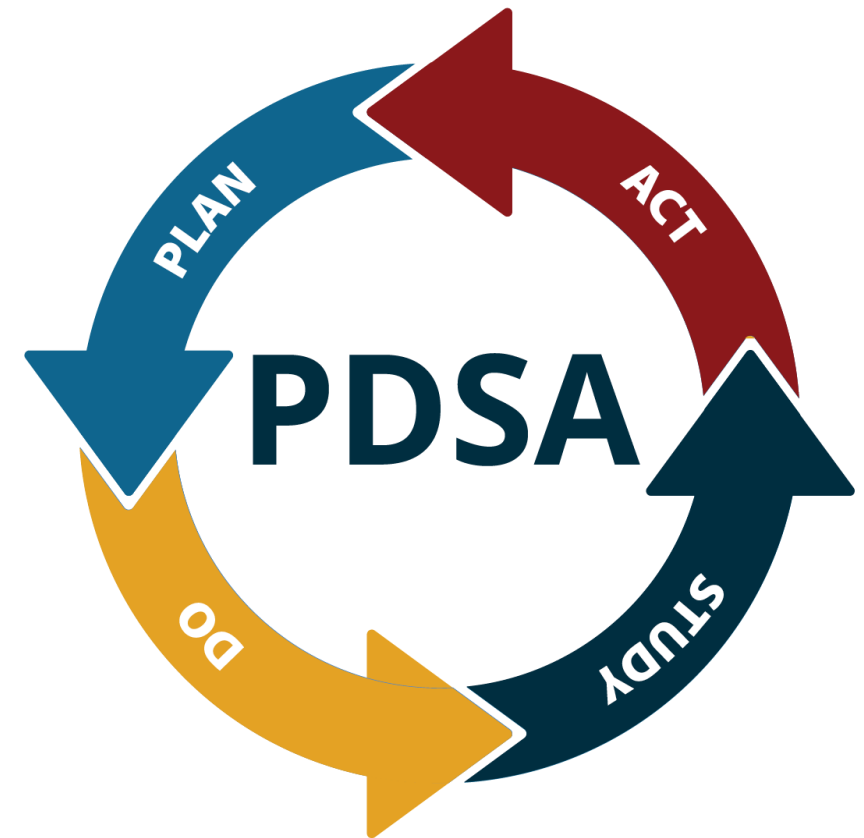
Integrated Care Language Discussion: Care Team (1)

- How do your various care team members refer to themselves within the integrated care model?
- How do your care team members refer to one another...
 - When talking with patients?
 - With other care team members?
- What communication formats does your care team use to communicate with one another effectively?



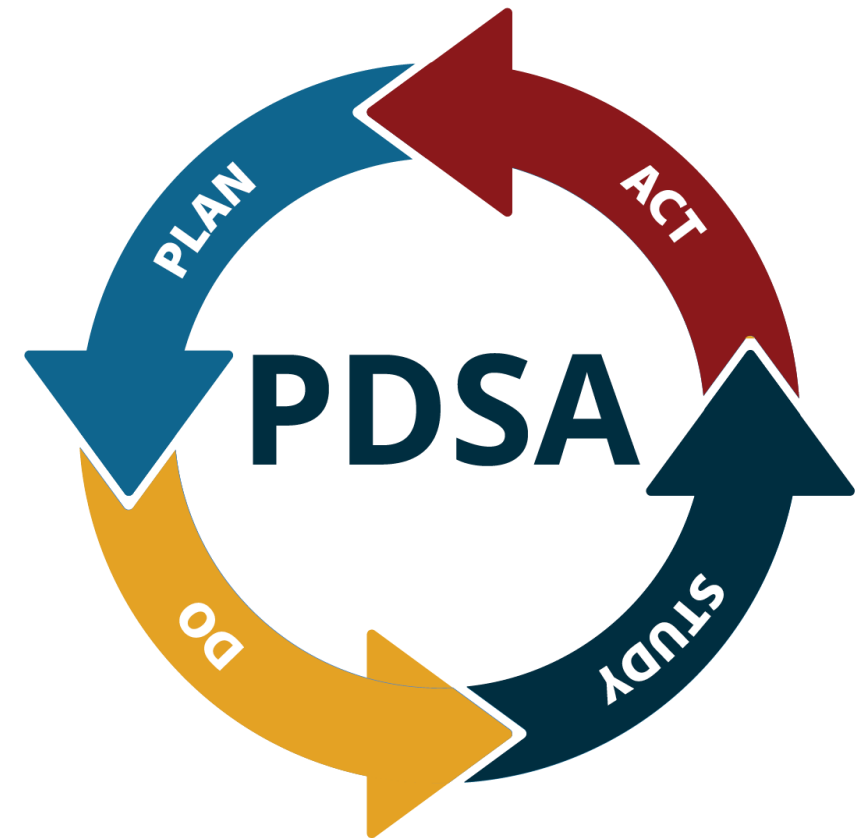
Integrated Care Language Discussion: Care Team (2)

- How does communication within your care team reflect a focus on function rather than role/title?
- How do care team members learn to communicate in a way that conveys they are working in an integrated care model?



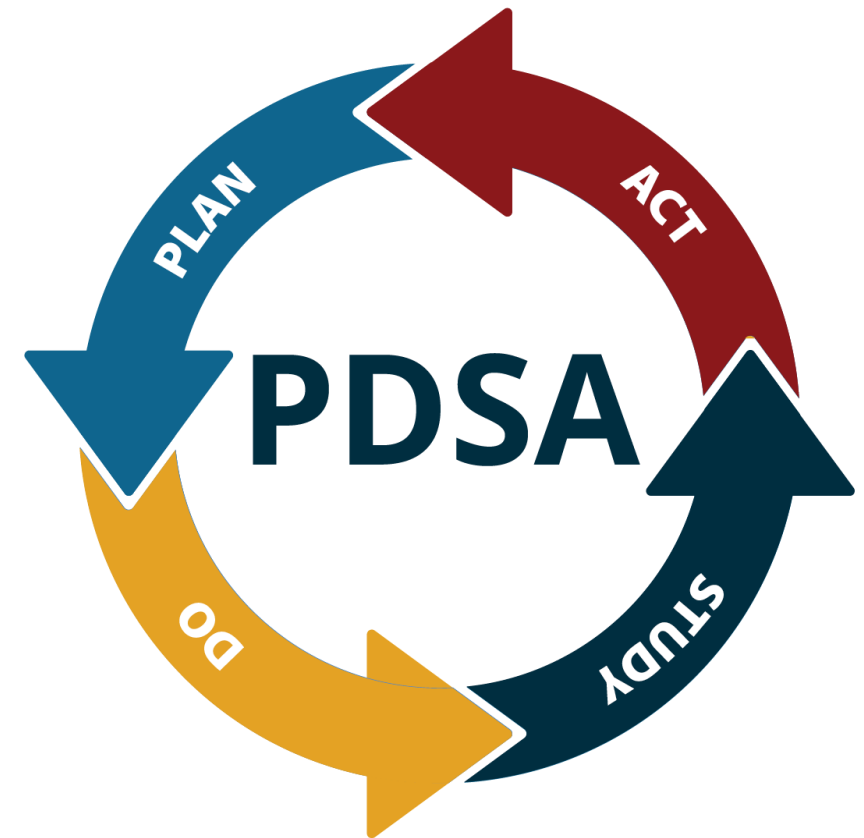
Integrated Care Language Discussion: Health Center

- What messaging does your health center use to communicate the integrated care you provide to...
 - Patients
 - Your staff
 - The community
- What communication strategies and protocols do you use to ensure effective integrated care collaboration?
- What policies, practices, and protocols do you have around providing integrated care?
- How do you market and promote integrated care services at your health center?



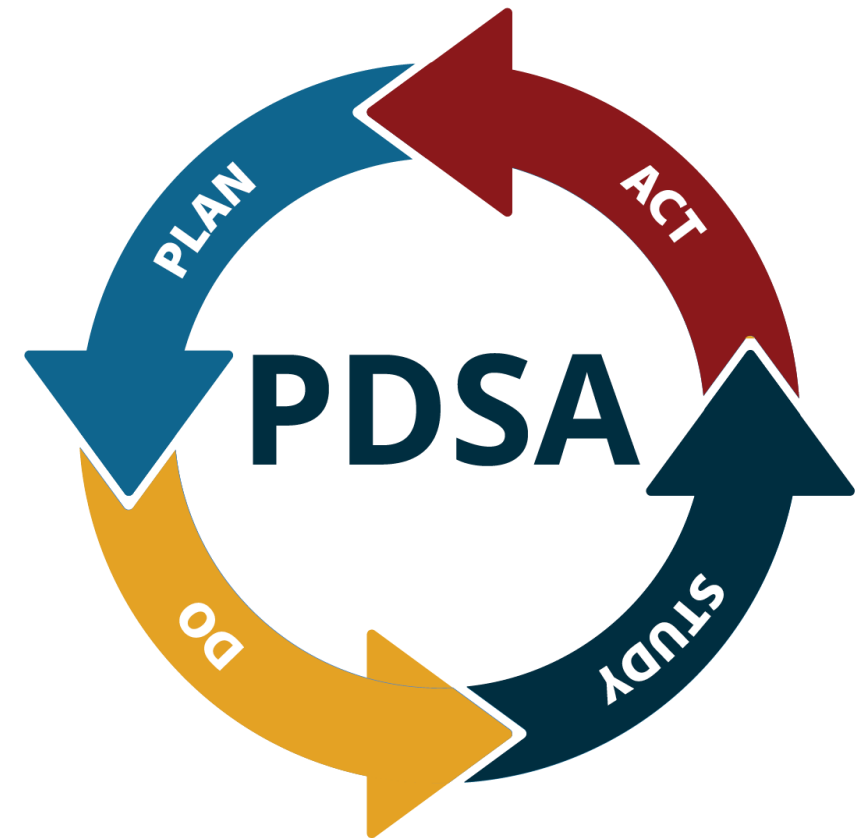
Integrated Care Language Discussion: Community (1)

- Who are your community partners and referral organizations?
 - How would you describe the organizational relationship between your health center and these organizations?
- To what extent do community partners know what integrated care is?
- How do you communicate with community and referral organizations about integrated care and the scope of care your health center provides?



Integrated Care Language Discussion: Community (2)

- How could you partner with community and referral agencies to expand the community's capacity to meet patient health needs?
- How could you increase community awareness of your integrated care model and how it supports the community?



Strategies for Effective Integrated Care Language and Communication



Use Common, Shared Language

Use language about integrated care that your patients and your care team will embrace.



Provide Language Education

Patients, care team members, health center staff, and messaging/materials refer to integrated care the same way.



Care Team Language Reflects Team Focus

Adopt a name to refer to your entire care team that they can identify with and feel they belong to. This leverages language to influence identity for a strong team environment.



Optimize Communication Opportunities

The health center fosters multiple opportunities for collaboration and communication.



Get Visible

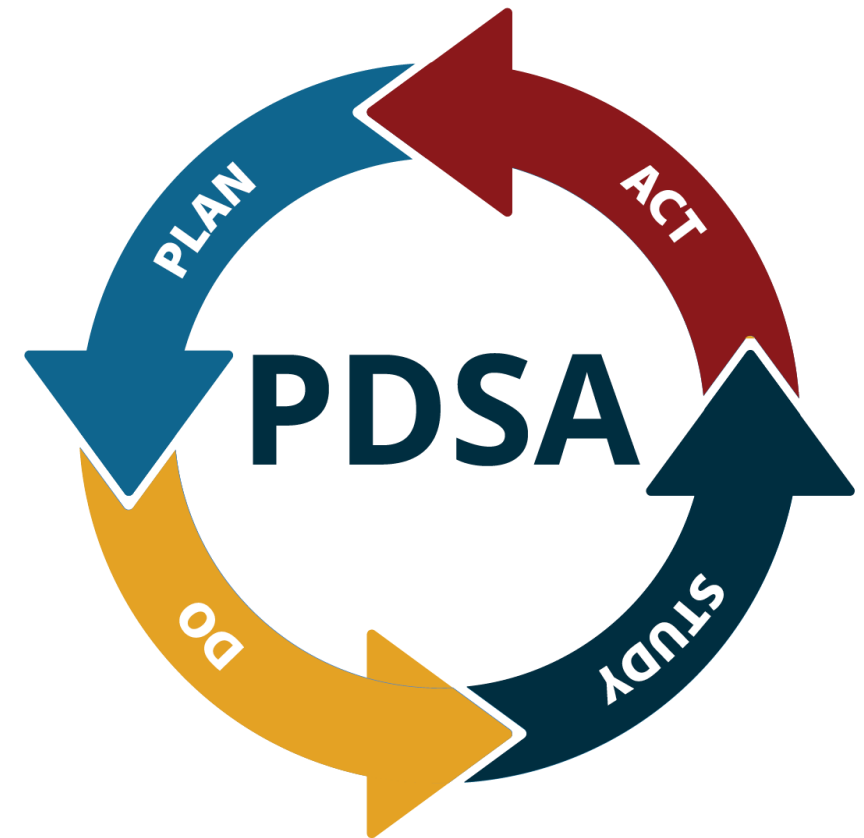
Promote integrated care in multiple ways (e.g., website, flyers, buttons).

Common Integrated Care Team Names: Creating Your Identity



Care Team Identity Discussion (1)

- Which integrated care team names could work at your health center?
 - What about your current work environment makes some of these names more or less appealing?



The Power of Identity in Sustainable Change

Patient-Level Identity Change



“No, thanks, I’m trying to quit.” vs. “No, thanks, I’m not a smoker.”

Provider-Level Identity Change



“I’m in the family medicine department.” vs. “I’m an integrated care team member.”

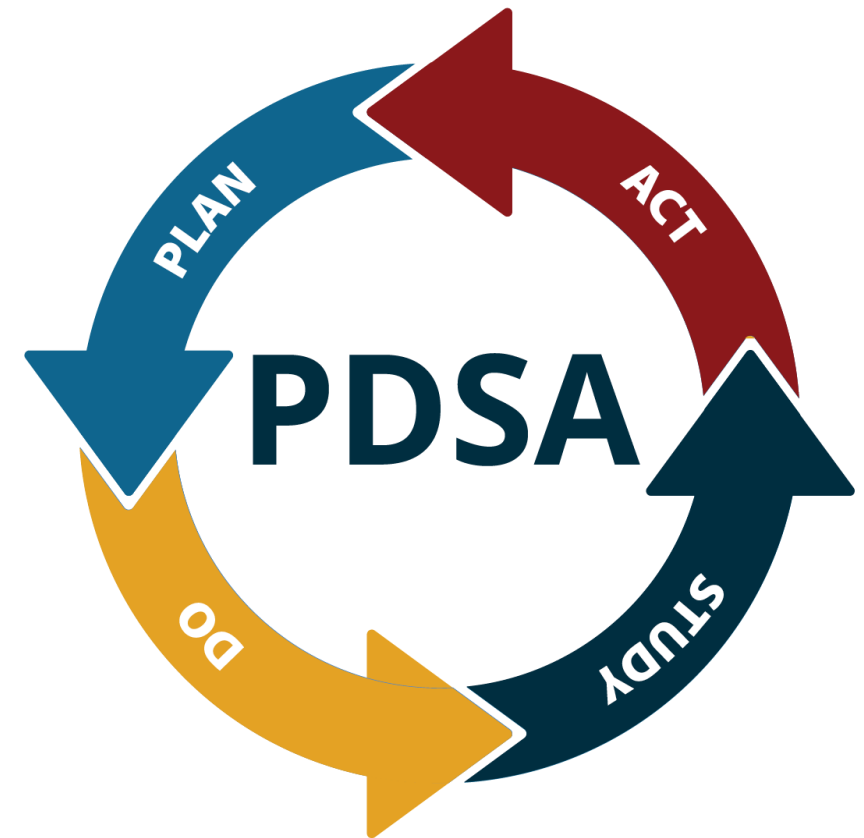
Organizational-Level Identity Change



“We are co-located.” vs. “We’re an integrated health center.”

Care Team Identity Discussion (2)

- Think of a personal or professional change or goal you'd like to make. Describe that goal in terms of...
 - Desired outcome
 - Process to achieve goal
 - Whom you'll become
- How does thinking about change in this way feel? What feels comfortable? What is uncomfortable?
- How does thinking from the 'identity' level change your level of investment or motivation to achieve the goal or make a change?



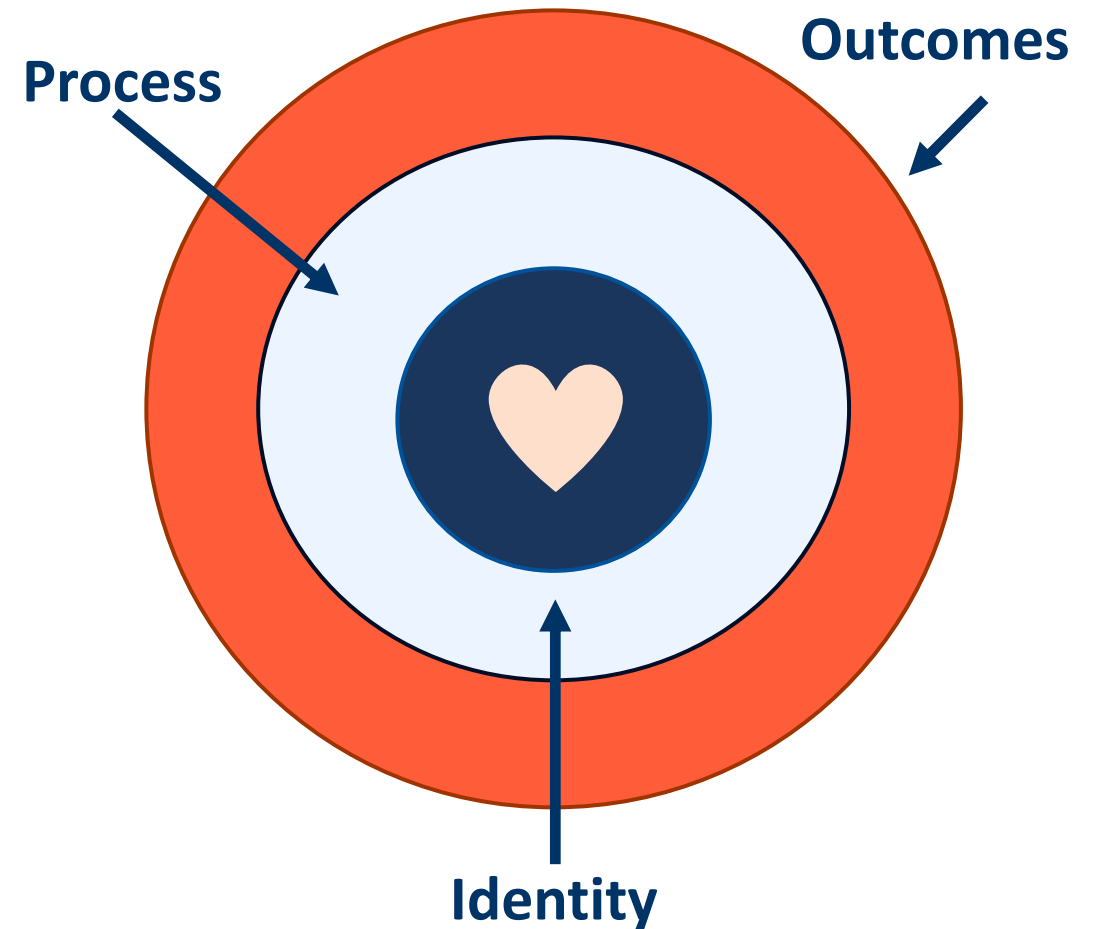
Sustainable Change Occurs at Three Levels

The three levels of change:

- **Outcomes** – What?
 - Most focused on, but least impactful.
- **Process** – How?
 - A focus on process will get you to outcomes, at least temporarily.
- **Identity** – Who?
 - Often least focused on, but most powerful and transformative.

A focus on process translates into change.

A focus on identity translates into sustained change.



Strategies to Leverage Identity in Sustainable Integrated Care



Understand & leverage
how language
influences environment



Implement communication
strategies that drive
collaboration



Prioritize
opportunities to
practice identity shifts



Identify processes to
cultivate identity shifts

Continuing Education (CE) Opportunity

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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/CoP1Session4>

Accessing Training and TA Opportunities



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Thank you!

See you for Session 5 on
Wednesday, September 10
2:00 to 3:00 p.m. ET



Office Hours
Wednesday, August 27, 2025
3:00 p.m. to 3:30 p.m. ET