Partnerships & Integration

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• Review steps found to be most effective in creating sustainable partnerships

• Discuss barriers and breakthroughs you’ve experienced with your partnerships
Steps for Health Partnerships

1. Creating the shared vision
2. Defining the value proposition
3. Clarifying mutual expectations
4. Choosing meaningful measurements
5. Sustaining the Partnership
# Standard Framework for Integration

<table>
<thead>
<tr>
<th>Referral</th>
<th>Co-Located</th>
<th>Integrated</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Key Element:</strong> Communication</td>
<td><strong>Key Element:</strong> Physical Proximity</td>
<td><strong>Key Element:</strong> Practice Change</td>
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</tbody>
</table>
| Level 1  
Minimal Collaboration | Level 2  
Basic Collaboration at a Distance | Level 3  
Basic Collaboration On-Site |
|         | Level 4  
Close Collaboration On-Site with Some System Integration | Level 5  
Close Collaboration Approaching an Integrated Practice |
|         |         | Level 6  
Full Collaboration in a Transformed/Merged Integrated Practice |

**Behavioral health, primary care and other healthcare providers work:**

- In separate facilities.
- In separate facilities.
- In same facility not necessarily same offices.
- In same space within the same facility.
- In same space within the same facility (some shared space).
- In same space within the same facility, sharing all practice space.
Defining “Partner”

• part·ner [pahrt-ner] **Noun**

• A person who shares or is associated with another in some action or endeavor; sharer; associate.

• A collaborator in service provision that works in another domain from the one you work in.
Creating a Share Vision

• A shared vision is that which partners can agree is the common destination or goal of their work together
• Answers the question, “Why are we here doing this?”
• Should be simple to state/articulate
• When times get rough is “the reset button”
The Primary Care – Behavioral Health Partnership

Shared Goal or Vision
- Improve primary care
- Expand capacity for delivery of behavioral health care

Shared Challenge
- Square peg, round hole

Shared Resolution
- System change to support fully integrated care
Defining the Value Proposition

- Having a vision is not enough
- Articulating what each partner needs/their value proposition is important
- This helps move from the “why: the vision answers to the “how”
Proving Your Value
Lean In & Develop a Referral Relationship

• Provide prevention education on a range of topics (depression screening, SBIRT, sleep hygiene, self care, stress reduction, etc.)

• Teach evidence-based skills to consumers and PCPs

• Emphasize home-based self management

• Make recommendations to PCP

• Provide medication education and support adherence
Clarifying Mutual Expectations

• Answers the “who” question…I’ll do this you’ll do that…
• Choose champions in both organizations that guide the process
• Requires that different cultures and language be understood
• Often takes time to reveal
Partnership Challenges: Culture Shock

Primary Care

- Brief, problem focused communication
- Immediate solution driven care
- Productivity measured in terms of number of patients seen
- Many evidence based interventions, disease management as standard part of practice

Behavioral Health

- Process oriented
- Long term planning and coordination
- Productivity measured in units of service
- Individualized approach with evidence based interventions moving into practice
Two Worlds, Two Lenses, One Person

Primary Care
- Diabetes
- Hypertension
- Smoking
- ETOH
- Metabolic Syndrome
- Schizophrenia

Behavioral Health
- Schizophrenia, co-morbid with:
  - Hypertension
  - Diabetes
  - Metabolic syndrome
  - Smoking
  - ETOH

Integration: Diapression
Paul Ciechanowski, MD, MPH
Two Worlds, Two Lenses, One Person

Primary Care Role

Medical Care
- Screening/surveillance
- Diagnosis
- Medical Treatment Plan
- Conducts medication evaluation, prescribing and monitoring
- Procedures

Behavioral Health Role

Healthcare
- Self Management
- Patient Education
- Behavioral Activation
- Relaxation/Stress Reduction
- General coping strategies
- Pain Management
- Supportive Listening
- Cognitive Techniques
- Problem solving/Goal setting
Choosing Meaningful Measurements

- It is necessary to have data to tell the story of progress being made (or not) with regard to the expectations and roles
- Required grant data is a great place to start
- Can often include staff & patient satisfaction
- Think about how you will create evidence for the value you bring?
- Agree on some benchmarks/targets
Sustaining the Partnership… Partnerships that work have:

- Clear understanding of the shared vision
- Clear understanding of what each other needs/values
- Regular opportunities for communication & “check-ins”
- Common language
- Review of data to see if the partnership is “meeting the marks”
- Trust/Transparency
- Requires lots of patience
- Regular use of “love it for minute” and “assume positive intent” techniques
Remember it’s an Evolutionary process & takes time

Meet and ask often “How are we doing?”

Choose Nurturing Champions: These staff will help create a learning community and culture of collaboration based on shared vision and shared leadership

Advocacy: use the shared vision and shared leadership to sustain effort on multiple fronts

Strategy: Patience, persistence and sustained focus pay off
Remember Progress is Hard to See Unless you Dig Below the Surface!
Discussion

- What are your experiences?
- What has worked and hasn’t worked?
- Where are you stuck?
- Where are you excelling!
- Questions?