Successful Approaches to Integrated Care: Learning from Innovation

System Leadership Team Presentation
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Integrated Care Models

- Integrated Clinic Model (ICM)
- Integrated Mobile Health Team (IMHT)
- Integrated Services Management (ISM) for Underserved Ethnic Populations
  - African/African American
  - Native American
  - Asian Pacific Islander
  - Latino
  - Middle Eastern/Eastern European
SAMHSA Center for Integrated Health Solutions (CIHS) Framework

6 levels from minimal collaboration to close collaboration in a fully integrated system, sharing a location, vision and a system.

- **Coordinated Care**
  - Minimal
  - Basic at a distance

- **Co-located Care**
  - Basic onsite
  - Close with some system integration

- **Integrated Care**
  - Close
  - Fully in a transformed practice
Measuring Level of Service Integration

• Integrated Treatment Tool (ITT)
  o 3 Domains
    • Organizational
    • Treatment
    • Care Coordination
  o Semi-structured interview conducted via a site visit
  o Utilizes a 5 point Likert scale
  o Measured during the first year of the project and with a phone interview 1 year after the initial site visit
Integrated Treatment Tool: Ratings by Model

IT Domains by Model

- **IMHT**
  - Organizational: 3.17
  - Treatment: 3.53
  - Care Coordination: 3.49

- **ICM**
  - Organizational: 3.26
  - Treatment: 3.18
  - Care Coordination: 3.06

- **ISM**
  - Organizational: 2.38
  - Treatment: 2.23
  - Care Coordination: 2.13

Legend:
- Organizational
- Treatment
- Care Coordination

Just Beginning
On the Way
Fully Integrated
Effecting Positive Outcomes

- Organizational characteristics
  - Executive leadership involvement
  - Interoperable information systems
  - Organizational policies and procedures
  - Multidisciplinary approach, including peers
  - Patient access and scheduling
Effecting Positive Outcomes

- Treatment characteristics
  - Comprehensive screening, including making the first encounter count
  - Integrated care plan
  - Integrated stage appropriate treatment
  - Stepped care
  - Self-management skill development
  - Involvement of social support network
  - Culturally relevant engagement strategies
Effecting Positive Outcomes

• Care Coordination: The deliberate organization of the following aspects of a client’s treatment:
  o Lab tests and results
  o Medication reconciliation
  o Appointment reminders
  o Transitions between levels of care/settings
  o Assessing the effectiveness/quality of care received
Measuring Level of Service Integration

• Social Network Analysis
  o Network density: The number of connections between individuals within a treatment team
  o Centrality: The degree of connectedness of individual team members
SNA Findings

- IMHT providers had denser networks than ICM and ISM providers
- Trend toward more integrated programs had denser networks*
- Medical providers were more central in integrated and co-located programs than in coordinated programs
- Increasing team communication (density) can potentially foster integrated care

* non-significant due to low statistical power
What we Learned

• Build on existing models of care (Assertive Community Treatment)
• Emphasize the collection and use of outcome measures and promote data driven management
• Strategic use of data improved over time
• Establish a culture of learning and support
  o Establish concrete learning structures that facilitate communication and experimentation
  o Engage in active, collaborative problem solving
  o Promote synergistic learning
  o Utilize outcome data to ground learning

• Fund infrastructure development to support integrated care
• Fund care coordination, including shared care planning and review

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Provider Learning and Recommendations

• Integrated Mobile Health Team – Tara Reed, Psy.D., Mental Health America – Los Angeles
• Integrated Mobile Health Team and Integrated Clinic Model, Lezlie Murch, M.A., L.P.C.C., Exodus Recovery
• Integrated Services Management Model- Lorraine Ragosta, LMFT, Tarzana Treatment Center
Effecting Positive Outcomes

Partnerships: Through the lense of the Provider:

• Establish intentional partnerships, clear purpose and service expectations
• Partnership development as a longer term strategy or investment to develop integrated care
• Utilize team meetings as a way to initiate or enhance integrated care
• Establish a culture of collective investment in clients
Effecting Positive Outcomes

Partnerships: Through the lense of DMH:

• Conduct regular implementation team meetings to ensure strong communication, problem-solve and involve the evaluator

• Establish a balanced role between provider monitoring (compliance) and facilitating partnerships and learning