

Are We Ready? Assessing Stakeholder Readiness to Sustain and Advance Behavioral Health Integration

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Faculty Disclosure

The presenters of this session have NOT had any relevant financial relationships during the past 12 months.

Conference Resources

Slides and handouts shared by our conference presenters are available on the CFHA website at https://www.cfha.net/page/Resources_2019 and on the conference mobile app.



Learning Objectives

At the conclusion of this session, the participant will be able to:

- Describe an evidence-based framework for assessing readiness for cross-sector partnerships.
- Identify systems change and policy recommendations to support multi- sector partnerships to sustain and advance behavioral health integration.
- Discuss how partnership effectiveness may be improved by surfacing strengths, challenges, and infrastructure and policy needs.

Bibliography / Reference

1. Scaccia, J.P., Cook, B.S., Lamont, A., Wandersman, A., Castellow, J., Katz, J., & Beidas, R.S. (2015). A practical implementation science heuristic for organizational readiness: R=MC2. *Journal of Community Psychology*, 43(4), 484-501.
2. Scott, V.C., Kenworthy, T., Godly-Reynolds, E., Bastien, G., Scaccia, J., Gadaire, A., McMickens, C., Sharon, R., Cooper, S., Wrenn, G., & Wandersman, A. (2017). The Readiness for Integrated Care Questionnaire (RIC-Q): A new tool to assess readiness to integrate behavioral health and primary care. *American Journal of Orthopsychiatry*. Advance online publication. <http://dx.doi.org/10.1037/ort0000270>
3. Miller, B.F., Gilchrist, E.C., Ross, K.M., Wong, S.L., Green, L.A. (2016). Creating a Culture of Whole Health: Recommendations for Integrating Behavioral Health and Primary Care. Available at: <http://farleyhealthpolicycenter.org/wp-content/uploads/2016/02/Culture-of-Whole-Health-Full-report.pdf>
4. Miller, B.F. (2016). Creating a Culture of Whole Health: A Realistic Framework for Advancing Behavioral Health and Primary Care Together. *Health Affairs Blog*. Available at: <https://www.healthaffairs.org/doi/10.1377/hblog20160414.054480/full/>
5. Colorado State Innovation Model. (2014). Application for Funding for Test Assistance. Available at: <https://drive.google.com/file/d/0BxUiTIOWSbPUSG1pVWJlaGgydjA/view>

Learning Assessment

- A learning assessment is required for CE credit.
- A question and answer period will be conducted at the end of this presentation.

Are We Ready?

Assessing Stakeholder Readiness to Sustain and Advance Behavioral Health Integration



Eugene S. Farley, Jr. Health Policy Center
UNIVERSITY OF COLORADO **ANSCHUTZ MEDICAL CAMPUS**



WANDERSMAN
CENTER

Acknowledgements

Colorado stakeholders for their commitment to integrate behavioral and physical health care and for their time to participate in the readiness assessment.

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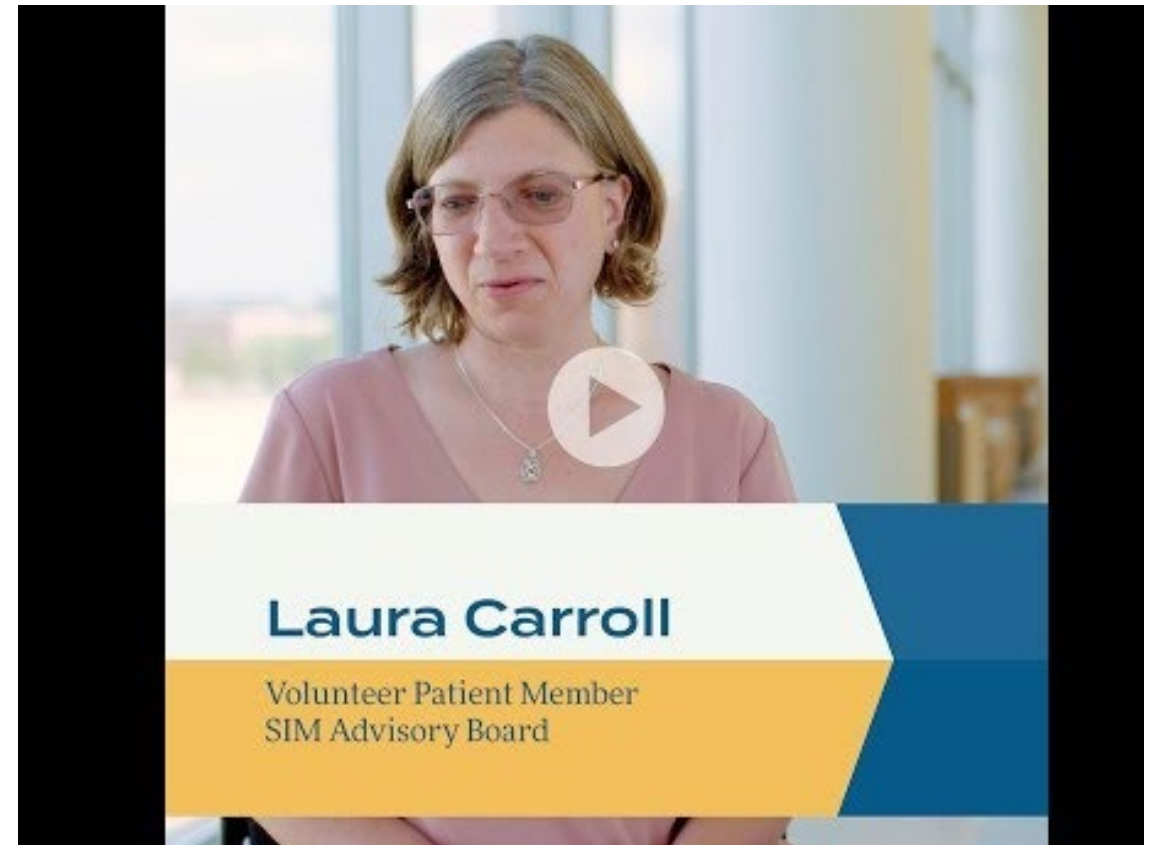
WHAT IS SIM?



SIM

State Innovation Model

- The Colorado State Innovation Model (SIM) was a Governor's office initiative aimed at helping health care providers integrate behavioral and physical health in primary care settings and learn how to succeed with alternative payment models.
- Funded by the Centers for Medicare & Medicaid Services with up to [\\$65 million](#) to implement and test its health care reform proposal.
- SIM worked with approximately 25% of the state's primary care practice sites and four community mental health centers during its four-year time frame, which ended in July 2019. Interactive map: www.co.gov/healthinnovation/sim-data-hub.



**80% of Coloradans
have increased access to integrated care**

Payment Reform

Development and implementation of value-based payment models that incentive integration and improve quality of care.

Practice Transformation

Support for practices as they accept new payment models and integrate behavioral and physical healthcare.

Population Health

Engaging communities in prevention, education, and improving access to integrated care.

HIT

Secure and efficient use of technology across health and non-health sectors in order to advance integration and improving health.

Consumer Engagement

Policy

Workforce

Evaluation

SCOPE AND REACH

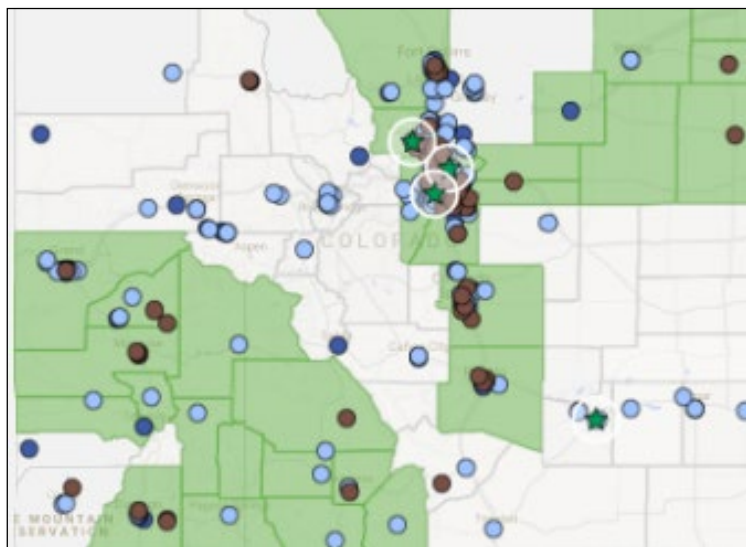
328 Primary care
practice sites

4 Community mental
health centers

8 Local public health
agencies that touch
31 counties

6 Health plans

21 Regional health connectors — a new workforce to
help expand patient access to care, tap
community resources



Providers recognize that
integrated care is a lynchpin to
improving care:

“We think it’s the best way
to deliver good care.”

-Brian Gablehouse, MD, Peak
Pediatrics, SIM cohort-1 practice

18 Practice Transformation
Organizations

69 Practice Facilitators

44 Clinical HIT Advisors — a new
workforce to increase practice
support directly related to health
information and data

Cross-sector partnerships matter.

- Behavioral health integration is a complex social endeavor that requires multi-sectoral engagement and investment.
- Understanding readiness of stakeholders to lead, sustain and advance efforts inform next steps toward system change and policy development to continue progress.



**Yajaira
Johnson-Esparza** PhD

Director of Medication Assisted Treatment
Salud Family Health Centers



Readiness assessment objectives

1. Assess the readiness of stakeholders to develop and participate in multi-sector partnerships to sustain and advance primary care and behavioral health integration across the state.
2. Disseminate findings and recommendations to support policy change and system-level infrastructure aligned with the motivation and capacity of stakeholders to sustain and advance behavioral health integration.

Readiness to Partner

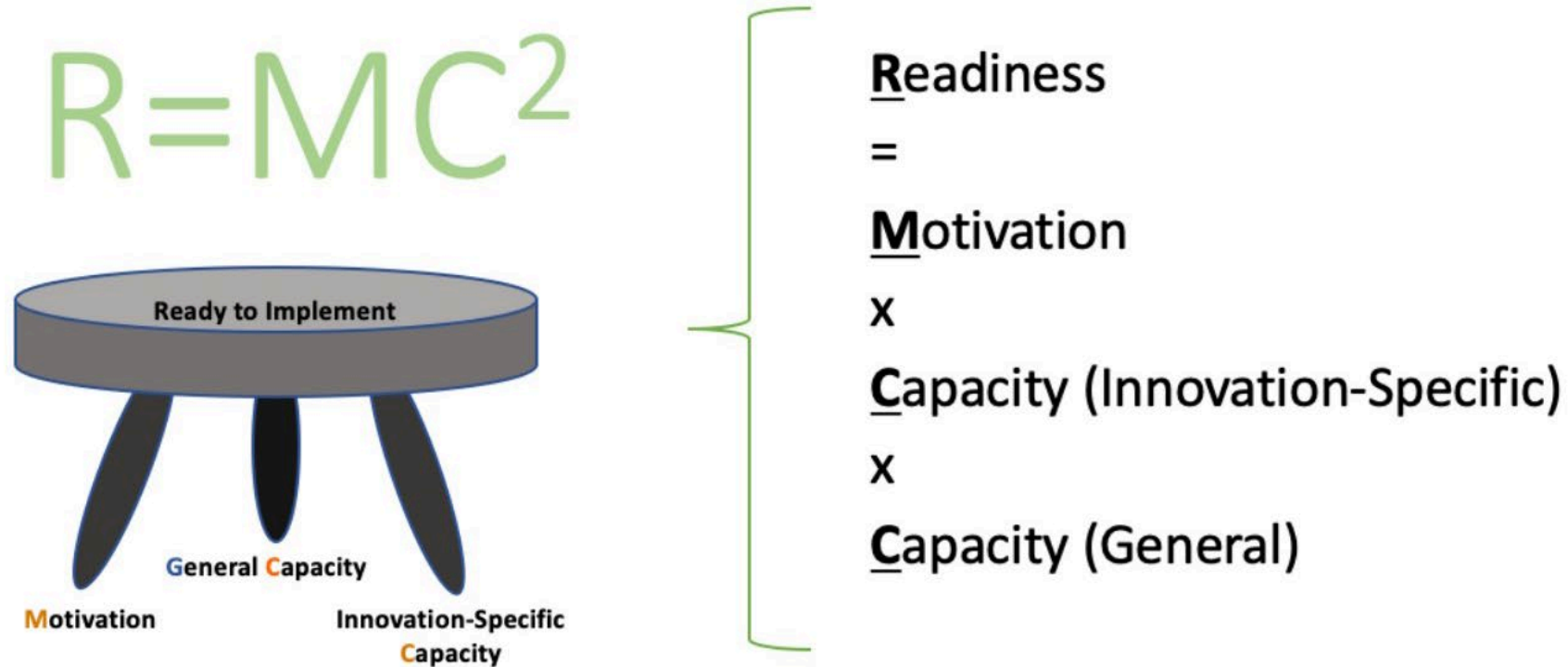
Readiness is...

The extent to which a person, organization, community, or state is **willing** (motivation) and **able** (capacity) to implement an innovation.

Why Readiness?

Understanding readiness of stakeholders to lead, sustain, and advance efforts inform next steps toward system change and policy development to continue progress

Readiness Framework



Developed by: Scaccia, J. P., Cook, B. S., Lamont, A., Wandersman, A., Castellow, J., Katz, J., & Beidas, R. S. (2015). A practical implementation science heuristic for organizational readiness: $R = MC^2$. *Journal of Community Psychology*, 43(4), 484-501.

Readiness components

Motivation

- Relative Advantage
- Compatibility
- Simplicity
- Observability
- Priority
- Partnership Value*
- Commitment & Sense of Ownership*

Innovation-Specific Capacity

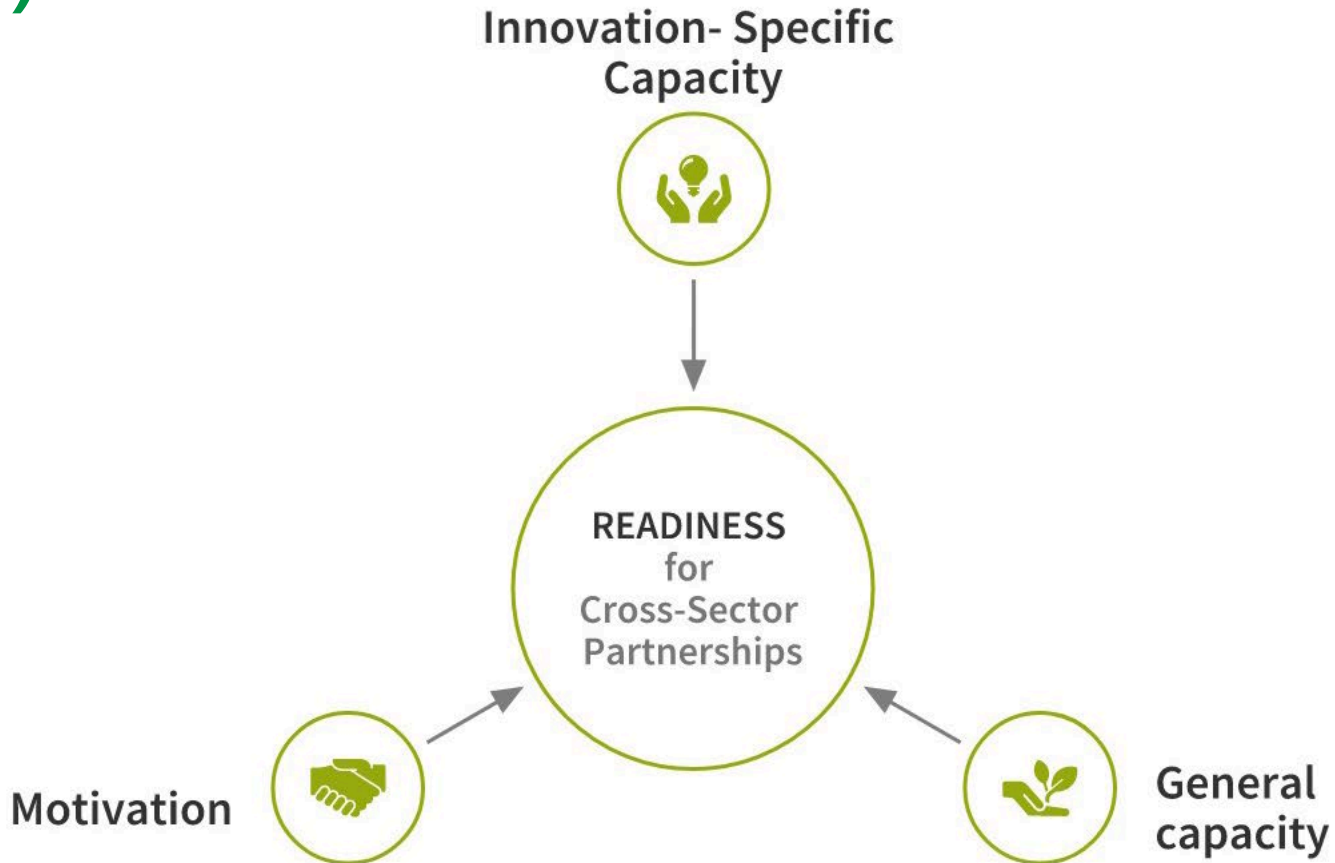
- Innovation - Specific Knowledge, Skills & Supports
- Supportive Climate
- Cohesion and Sense of Community
- Communication*
- Conflict Management*
- Decision Making/ Participant Input*
- Roles & Responsibilities*
- Leaders of the Partnership*

General Capacity

- Culture
- Climate
- Innovativeness
- Resource Utilization
- Leadership
- Internal Operations
- Staff Capacity

*Subcomponents added specifically for cross-sector partnerships

Readiness for Cross-Sector Partnerships (RCP)



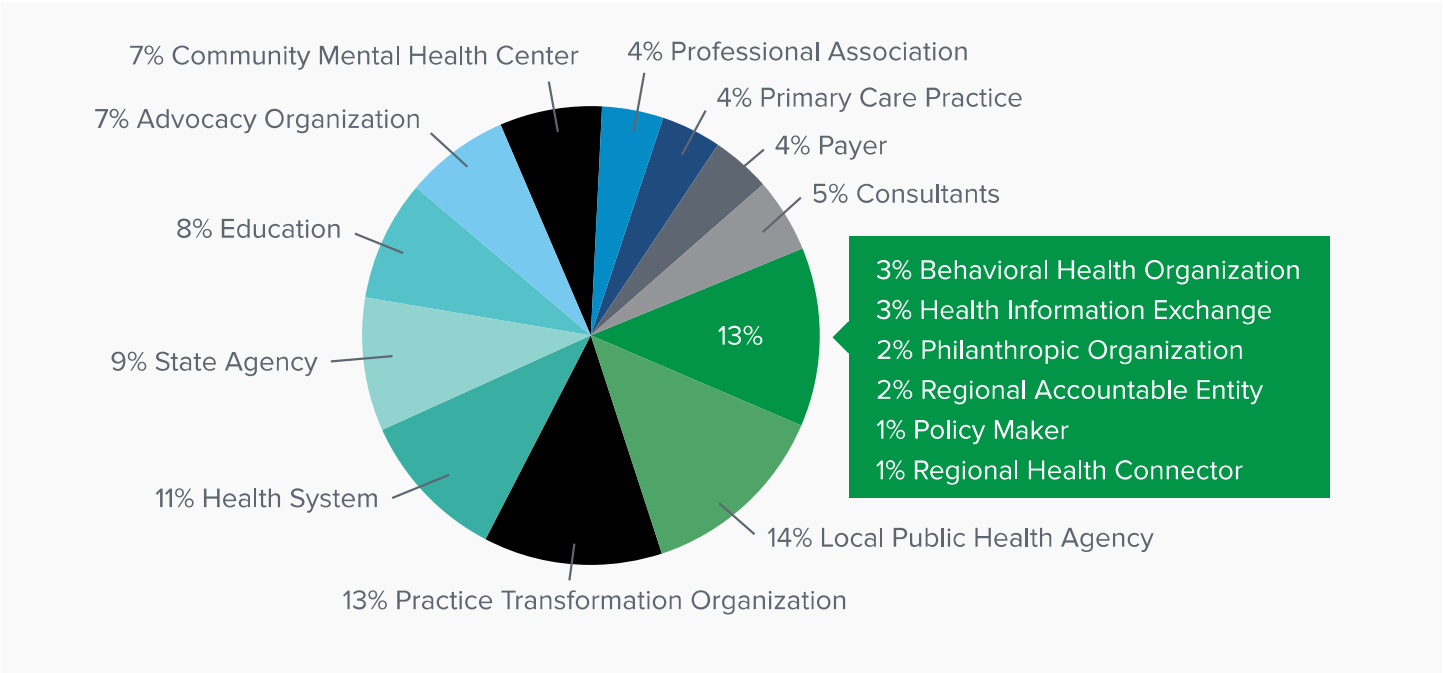
Motivation: Degree to which we want the innovation to happen.

Innovation-Specific Capacity: What is needed to make this particular innovation happen.

General Capacity: Our overall functioning.

Readiness assessment

95 respondents from
67 organizations in
Colorado



Colorado is poised to continue the work.



Readiness by the numbers

Scale: 1 (not ready) to 7 (very ready)



Overall, these results indicate that stakeholders in Colorado are moderately ready to participate in cross-sector partnerships to continue the work of behavioral health integration started by SIM.

Subcomponents Highest in Readiness

Subcomponent	Average score
Culture	
Our organization's vision and mission statement are clear to members of the organization.	6.13
There is a strong sense of belonging and identification within our organization.	6.04
We have good working relationships within our organization.	6.25
SUBCOMPONENT AVERAGE – CULTURE	6.14
Compatibility	
Cross-sector partnerships are timely given the current needs for advancing and sustaining integrated behavioral health.	6.21
The mission and goals of the partnership align with the goals of our organization.	5.92
Engaging in cross-sector partnerships fits well with the culture and values of our organization.	6.12
Participating in cross-sector partnerships aligns well with other initiatives in our organization.	6.00
SUBCOMPONENT AVERAGE - COMPATIBILITY	6.06
Relative Advantage	
Cross-sector partnerships will help our organization advance and sustain integrated behavioral healthcare.	6.19
The benefits of participating in cross-sector partnerships substantially outweigh the costs.	5.89
SUBCOMPONENT AVERAGE – RELATIVE ADVANTAGE	6.04

Culture (General Capacity)

Organizations have clear and subjective norms and values.

Compatibility (Motivation)

Stakeholders agree that their involvement in CSP's to sustain and advance integrated behavioral health fits well with how they already operate.

Relative Advantage (Motivation)

Stakeholders perceive that CSP's are better than other possible strategies for sustaining and advancing behavioral health integration in Colorado.

Subcomponents Lowest in Readiness

Subcomponent	Average score
Complexity*	
Engaging in cross-sector partnerships to advance and sustain integrated behavioral health is complex and challenging.	1.75
The complexity of developing cross-sector partnerships makes it difficult to advance and sustain integrated behavioral health.	2.84
SUBCOMPONENT AVERAGE – COMPLEXITY	2.29
Supportive Climate	
There is a high level of support for cross-sector partnerships among members of our organization.	5.48
Our organization dedicates ample resources to cross-sector partnerships.	4.87
Our organization has established a process to monitor how well we engage in cross-sector partnerships.	3.97
An influential person within our organization actively promotes cross-sector partnerships.	5.38
SUBCOMPONENT AVERAGE – SUPPORTIVE CLIMATE	4.93
Conflict Management	
There are agreed upon ways to settle most differences that arise between our organization and other cross-sector partners.	4.65
Members of our organization are comfortable addressing conflicts pertaining to cross-sector partnerships.	4.91
Our organization believes that members of cross-sector partnerships are tolerant of differences and disagreements.	4.94
SUBCOMPONENT AVERAGE – CONFLICT MANAGEMENT	4.83

Complexity (Motivation)

Members of the partnership view the effort to partner across sectors as highly complex and challenging.

Supportive Climate (Innovation-Specific Capacity)

Perceived inadequate supports, processes, and resources to sustain and advance CSP's for integration efforts.

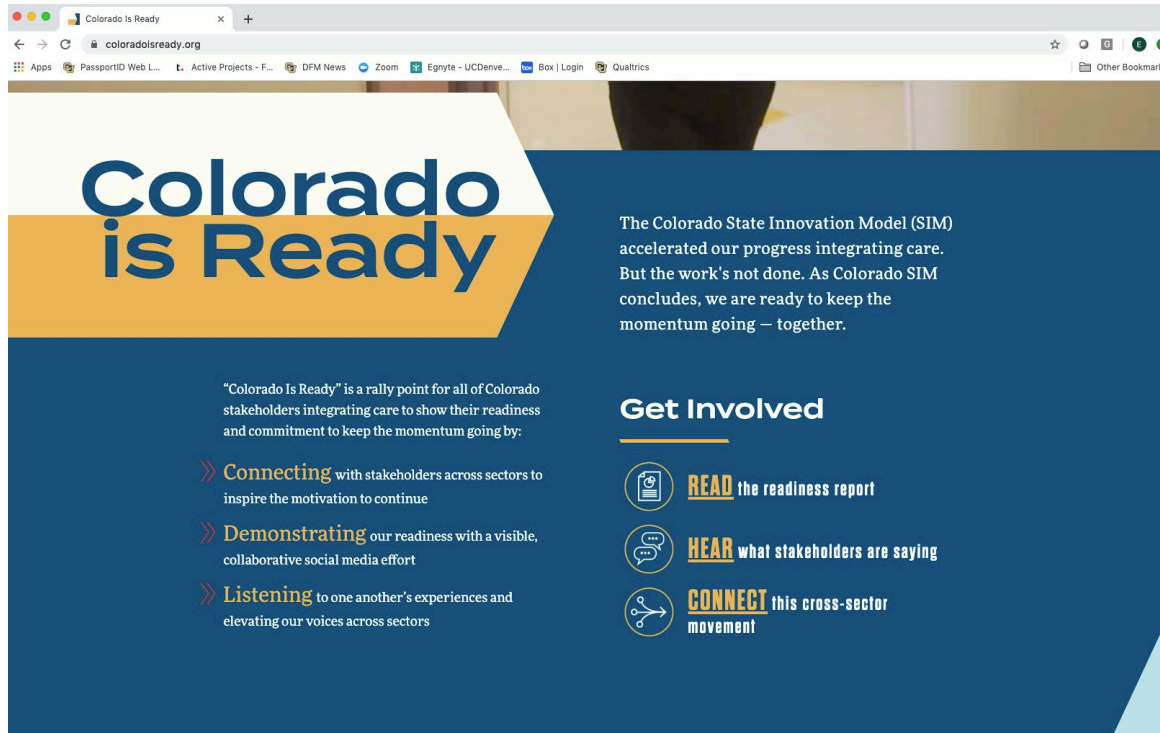
Conflict Management (Innovation-Specific Capacity)

A need for more effective processes for addressing conflicts and sensitive issues.

Sector-based analysis

- General capacity is highest and innovation-specific capacity is lowest across all sectors
- Within healthcare
 - Motivation highest for primary care and behavioral health
 - General capacity highest for health systems
- Within government
 - Local public health agencies have significantly higher readiness than state agencies

Dissemination to keep the momentum



The screenshot shows the homepage of the Colorado Is Ready website. The header features the "Colorado is Ready" logo in white and blue text on a blue background. Below the logo, a paragraph states: "The Colorado State Innovation Model (SIM) accelerated our progress integrating care. But the work's not done. As Colorado SIM concludes, we are ready to keep the momentum going — together." To the right, a "Get Involved" section lists three actions: "READ the readiness report", "HEAR what stakeholders are saying", and "CONNECT this cross-sector movement". On the left, a quote reads: "Colorado Is Ready" is a rally point for all of Colorado stakeholders integrating care to show their readiness and commitment to keep the momentum going by: "Connecting with stakeholders across sectors to inspire the motivation to continue", "Demonstrating our readiness with a visible, collaborative social media effort", and "Listening to one another's experiences and elevating our voices across sectors".

Colorado is Ready

The Colorado State Innovation Model (SIM) accelerated our progress integrating care. But the work's not done. As Colorado SIM concludes, we are ready to keep the momentum going — together.

"Colorado Is Ready" is a rally point for all of Colorado stakeholders integrating care to show their readiness and commitment to keep the momentum going by:

- Connecting with stakeholders across sectors to inspire the motivation to continue
- Demonstrating our readiness with a visible, collaborative social media effort
- Listening to one another's experiences and elevating our voices across sectors

Get Involved

- READ the readiness report
- HEAR what stakeholders are saying
- CONNECT this cross-sector movement

www.ColoradoIsReady.org

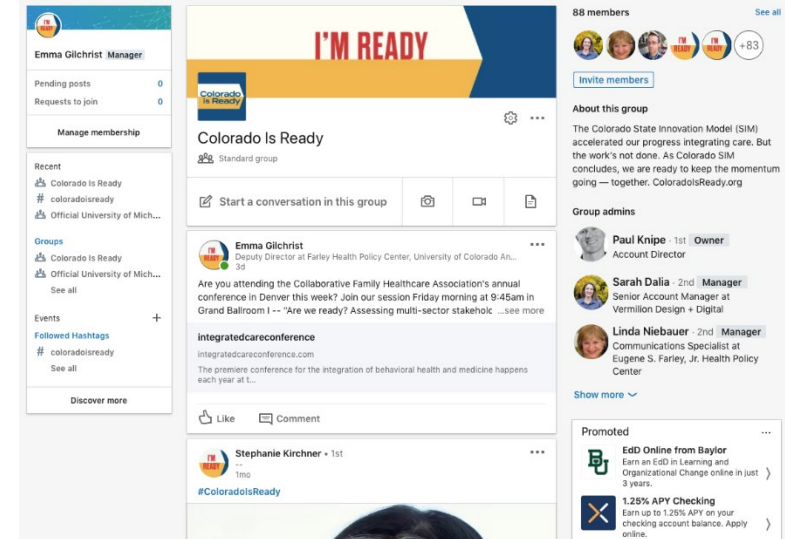


The image shows the cover of a report titled "Readiness of Cross-Sector Partners to Sustain and Advance Integrated Behavioral and Physical Health in Colorado". The cover has a green background with a geometric pattern. The title is in white text, and the date "MAY 2019" is in smaller white text below it. At the bottom, there are logos for the State Innovation Model (SIM) and the Wandersman Center.

Readiness of Cross-Sector Partners to Sustain and Advance Integrated Behavioral and Physical Health in Colorado

MAY 2019

SIM State Innovation Model WANDERSMAN CENTER



The screenshot shows the Facebook page for the "Colorado Is Ready" group. The page has a cover photo with the text "I'M READY" and a profile picture with the "Colorado Is Ready" logo. The page information shows 88 members and a group admin Paul Knipe. The "About this group" section repeats the text from the website: "The Colorado State Innovation Model (SIM) accelerated our progress integrating care. But the work's not done. As Colorado SIM concludes, we are ready to keep the momentum going — together. ColoradoIsReady.org". The "Group admins" section lists Sarah Dalia and Linda Niebauer. The "Promoted" section shows two ads: "EdD Online from Baylor" and "1.25% APY Checking".

Emma Gilchrist Manager

Pending posts 0
Requests to join 0

Manage membership

Recent

- Colorado Is Ready
- #coloradoisready
- Official University of Mich...

Groups

- Colorado Is Ready
- Official University of Mich...

Events

Followed Hashtags

- #coloradoisready

Discover more

I'M READY

Colorado Is Ready

Standard group

Start a conversation in this group

Emma Gilchrist Deputy Director at Farley Health Policy Center, University of Colorado An...
Are you attending the Collaborative Family Healthcare Association's annual conference in Denver this week? Join our session Friday morning at 9:45am in Grand Ballroom 1 -- "Are we ready? Assessing multi-sector stakehold...see more

Integratedcareconference
integratedcareconference.com
The premiere conference for the integration of behavioral health and medicine happens each year at L...

Stephanie Kirchner • 1st
1mo
#ColoradoIsReady

88 members See all

Invite members

About this group

The Colorado State Innovation Model (SIM) accelerated our progress integrating care. But the work's not done. As Colorado SIM concludes, we are ready to keep the momentum going — together. ColoradoIsReady.org

Group admins

- Paul Knipe 1st Owner
Account Director
- Sarah Dalia 2nd Manager
Senior Account Manager at Vermillion Design + Digital
- Linda Niebauer 2nd Manager
Communications Specialist at Eugene S. Farley, Jr. Health Policy Center

Show more

Promoted

- EdD Online from Baylor
Earn an EdD in Learning and Organizational Change online in just 3 years.
- 1.25% APY Checking
Earn up to 1.25% APY on your checking account balance. Apply online.

Discussion

- Moderate to high levels of motivation and capacity to partner across sectors to integrate behavioral and physical health care indicate readiness to continue working together
- Involvement in cross-sector partnerships fits with how stakeholders operate and is advantageous to other integrated strategies
- Key supports needed to continue cross-sector partnerships:
 - a central convener for partnerships,
 - building on the infrastructure of partnerships by sharing lessons learned
 - setting the course for future collaboration with a clear vision.



Barbara Martin RN, MSN, MPH

Director
Colorado State Innovation Model Office



Questions and learning from you

www.ColoradolsReady.org

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Session Survey

Use the CFHA mobile app to complete the survey/evaluation for this session.



Join us next year in Philadelphia, Pennsylvania! Thank you!