

Patricia J. Robinson · Jeffrey T. Reiter

Behavioral Consultation and Primary Care

A Guide to Integrating Services

Second Edition



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*To Joanna May Robinson, ally in writing
this book, and to hope and action
for better health in our world.*

P. J. R.

*To the heroes I have known: My parents,
my HealthPoint colleagues, and my patients.*

J. T. R.

Preface

I had seen Ms. Johnson before for a visit or two, though it had been several years. In the years since, she had apparently come to the clinic numerous times for a variety of problems, but always just to see her primary care physician. Today she was returning to me, at the urging of the physician, after just completing a visit with him. Stress was affecting how she was managing her diabetes; she had gained some weight and was depressed. She started our visit by apologizing for not having returned sooner to see me, stating she had often considered it, but never followed through. I reassured her that this happens for many people, and the important thing was that she was here now. We made our way through the visit, catching up on her life and devising a plan for improving her current situation. At the end of this seemingly routine visit, she suddenly broke into tears. “I just want to tell you,” she said, “that I appreciate you being here.” She continued, “Even though I haven’t had a visit with you in many years, I’ve been practicing what we talked about before and it has helped me. When I come in here, I often see you around. It always reminds me of what we talked about and makes me feel so comfortable here. I just want you to know you are making a difference.”

In that simple human interaction, Ms. Johnson managed to capture so much of what this book is about. This book is about making a difference. We can talk about policy, models, cost-offsets, core competencies, quality outcomes, and all the rest, but in the end our goal is to improve people’s lives. And the potential for that to happen in primary care is enormous, if we do it right.

Since the first edition of this book was published in 2007, a lot has changed in the primary care behavioral health integration landscape. Integration has spread, and so has the model described in this book. Whereas the notion of a behavioral health provider seeing a patient for 20 or 30 minutes (or less) was often greeted with a fair dose of skepticism (or even hostility) in 2007, today it is common within integrated practices. Thousands of clinicians around the country now refer to themselves as “behavioral health consultants,” a title that in earlier years was greeted mostly with quizzical looks. Integration is happening, it is happening quickly, and it is moving inexorably toward the model outlined here.

The Primary Care Behavioral Health (PCBH) model has received most of its support from grassroots efforts. This is a model developed by and for clinicians. At the frontlines of the nation's healthcare system, the clinicians in primary care understand what the system needs, and they also understand what it doesn't need. It was their collective wisdom that created this model, and the same collective wisdom has continued to refine it. Thus, while outcome studies of this model have been done, this is not what drives its success. While the billing and financial climate for PCBH has improved, no organization has adopted this model to get rich. The model has spread because it makes a difference. It makes a difference for primary care providers, who are the true heroes of the healthcare system, and it makes a difference for patients, who so desperately need something better.

The PCBH model has evolved some over the years. We have learned how to do even more with even less time. We have discovered new ways that a behavioral health provider may contribute to the primary care team. We have refined what it means to practice this model, and how to spread it throughout organizations large and small. And the language of PCBH, with terms like *warm-handoffs*, *consultants*, *pathways*, and others, has been clarified and more standardized.

As the model has evolved, so have the two of us authors. Both of us have enjoyed diversifying our professional lives, through involvement in a variety of new activities. We both work at the "macro-level" world of policy, training, consulting, writing, and speaking, yet we still enjoy the "micro-level" world of direct patient care. One of us (PR) has focused her work on the macro-level, helping large healthcare organizations to build a workforce for the delivery of PCBH care. The other (JR) has focused more on the micro-level, refining the delivery of the PCBH model in the same community health organization where he runs the integrated care service and still sees patients for 70% of his time. For both of us, our work is a real-world "laboratory" for understanding, testing, and improving the PCBH model.

As time has gone by, the need for a revised edition of this book became apparent. As noted above, the PCBH model has been refined, clarified, and applied in a variety of new ways. Outcome studies have been done and the need has emerged to focus more on certain topics and less on others. Primary care itself is also in flux. The content of this book reflects the current state of these changes. To help primary care physicians and nurses learn the PCBH model, we include a new chapter on competencies for them. Additionally, we include an entire chapter devoted to the problem of prescription drug abuse in primary care. We also detail new developments in primary care, such as the Patient Centered Medical Home. We have refined the tools used for training behavioral health consultants and offer a number of new practice support tools as well. We also present new strategies for making the PCBH model even more of an influence on the efficiency and effectiveness of primary care, and we update the literature on many different topics. In short, there is a lot of new material in this book; more than we imagined there would be when we began. Throughout the book, we reference resources available on the book website, and the URL for the book website is www.behavioralconsultationandprimarycare.com.

As was the case with the first edition of this book, we have many people to thank for helping with this one. Many colleagues reviewed parts of this book and offered

feedback that was invaluable. This list includes, in no particular order: David Bauman, Psy.D., Bridget Beachy, Psy.D., Chris Krumm, N.D., Kim McDermott, M.D., Melissa Baker, Ph.D., Kirk Strosahl, Ph.D., Debra Gould, M.D., and Joanna Robinson, B.A. Sharon Panulla at Springer has believed in us since the 2005 lunchtime meeting where we first pitched the book proposal, and her continued support has helped us publish this book as well. We also thank all of the pioneers and innovators who have taken the first edition of this book and run with it. There are too many of you to mention, but your comments, feedback, ideas, and support for the model over the years have all influenced the writing of this book. This model and this book are truly built on the shoulders of giants.

I (JR) wish to thank the many friends and family who brought me lunch, texted words of encouragement, and just generally tolerated my inaccessibility while hunched down over the keyboard. I also wish to thank my colleagues at HealthPoint, which simply must be the best community health organization ever. From the executive team to the primary care providers to the behavioral health team to the frontline staff, my colleagues never cease to amaze me with their passion, kindness, and skills. What I have gained professionally, and personally, from working with these people simply cannot be measured. I also wish to thank Ms. Johnson and the thousands of patients like her, whom I have seen over the years at HealthPoint. Thank you for humbling and amazing me everyday by your resilience, and for all that you have taught me about courage and acceptance. This book is for you.

I (PR) wish to thank Jeff for saying, “Yes,” to my request to write a second edition of this book and for the countless hours of discussion, writing, and editing that went into completing this work. I can truly say that I’ve learned a lot from Jeff in writing the second edition and I have become a better consultant and trainer. I also want to thank two people who supported this work in a very fundamental way: Joanna Robinson, BA, an amazing editor who brings a sense of wonder and extraordinary attention to detail to her work, and Pamela Rieger, a loving sister who was a daily cheerleader for me. I also want to thank the brilliant and caring people I have worked with in the United States Air Force, the San Francisco Department of Public Health, the Calgary Health District, the University of Texas San Antonio Health Sciences Department, Psychology Partners in Sweden, the Oregon Patient Centered Primary Care Institute, the Saint Louis County Department of Health, the Louisiana Public Health Institute, the University of Arkansas Medical Science Clinics, Trillium Coordinated Care Organization, Multnomah County Public Health Department, Community Health of Central Washington (my home clinic), and other Federally Qualified Health Centers and Family Medicine residency training programs with whom I’ve worked large and small. Watching you help others and seeing your willingness to experiment and evaluate how you do that is my inspiration. This book is for you.

Patricia J. Robinson
Portland, OR
Jeffrey T. Reiter
Seattle, WA

In this 2nd edition, Robinson and Reiter give us an updated blueprint for full integration of behavioral health and primary care in practice. They review the compelling rationale, but their real contribution is telling us exactly HOW to think about it and how to do it. This latest book is a must for anyone interested in population health and the nuts and bolts of full integration through using the Primary Care Behavioral Health consultation model.

Susan H McDaniel Ph.D.
2016 President, American Psychological Association (APA)
Dr Laurie Sands Distinguished Professor of Families and Health
Associate Chair, Department of Family Medicine
Director, Institute for the Family, Department of Psychiatry
University of Rochester Medical Center

We highly recommend this book as a resource for clinicians, educators, and administrators involved in advancing integration at the practice level. Robinson and Reiter go well beyond the basic rationale and foundational concepts of integration of behavioral health and primary care; they provide practical tips and strategies, honed from decades of experience in the field, for implementation of the PCBH model in an easy-to-use format. Packed with practice support tools, updated clinical protocols, and current literature reviews, this second edition of *Behavioral Consultation and Primary Care* is an excellent resource for healthcare professionals committed to strengthening primary care.

Dennis Freeman, Ph.D.
CEO, Cherokee Health Systems
Parinda Khatri, Ph.D.
Chief Clinical Officer, Cherokee Health Systems

The 2007 edition of *Behavioral Consultation and Primary Care, A Guide to Integrating Services* has been a must-read for anyone interested in implementing Primary Care Behavioral Health. The second edition will have an even wider impact in today's healthcare environment when the spread of integrated care is gaining momentum by the moment. The updated volume has new content and benefits from seven additional years of practice experience, emerging research, and new opportunities (or imperatives) created by healthcare reform. What is not new is the approach that we have come to expect from these authors—one that is entirely accessible, practical, and immediately applicable.

Natalie Levkovich, CEO
Health Federation of Philadelphia
2015 President-Elect, Collaborative Family Healthcare Association (CFHA)

As we planned integration for Healthcare for the Homeless—Houston FQHC, we identified the most compelling resource available, *Behavioral Consultation and Primary Care: A Guide to Integrating Services*. With the model described in this book, we were able to transform our system quickly in uncharted waters, with immediate gains in capacity and willingness to address complex behavioral health issues among our primary care providers. Perhaps most significantly, using the model in this book we are seeing enhanced capacity to address the behavioral health needs inherent to **all** patients. The ability of this model to help us adapt our complex setting of homelessness and comorbid health problems, including severe mental illness, means this book is an indispensable resource for primary care.

David S. Buck, M.D., MPH
Winner, 2013 AAFP Public Health Award
Founder, Healthcare for the Homeless—Houston

Robinson and Reiter have done it again! They characteristically produced another seminal book on integrated care—filled with theory, evidence, expert opinion, and practical resources for novice to proficient behavioral health clinicians working in primary care. There is something for everyone! This book will be equally valuable for administrators, practice managers, support staff, and primary care providers who want to better understand the rationale, challenges, and opportunities of integrated primary care. Their passion for this work and the patients they have cared for leaps off the pages, while the foundational elements and evidence are eloquently and expertly weaved throughout the book. From beginning to end, this rich, well-written, cogently organized academic resource reads like the kind of story you have to know and share with others.

Tina Runyan, Ph.D., ABPP
Clinical Associate Professor
University of Massachusetts Medical School
Dept of Family Medicine and Community Health

These two nationally recognized behavioral health consultants offer the Primary Care Behavioral Health model of service delivery as a framework that any primary care team can use to effectively integrate behavioral health services into practice. Combining their vast experience with the latest science, they have created practical service delivery support tools and detailed guidance on improving team-based competencies that produce effective outcomes. Behavioral Consultation and Primary Care is a “have-to-have” text for any graduate or medical school student and a necessary desktop reference for primary care providers, administrators, nurses, and behavioral health consultants looking to achieve the Triple Aim of simultaneously enhancing the experience and outcomes of the patient, reducing per capita cost of care, and improving the health of the population they serve.

Christopher L. Hunter, Ph.D., ABPP

Lead author of *Integrated Behavioral Health in Primary Care:
Step-By-Step Guidance for Assessment and Intervention*

Like many behavioral health professionals in primary care, I often went back and forth among the many available book and resource options to find what I needed for practice or programs. When the first edition of this book came out, however, I found that it was a priceless foundation and a “go-to” resource for the beginner or seasoned veteran. In this 2nd edition, Drs. Robinson and Reiter have found a way to extend beyond their first offering to provide us with an engaging presentation of all of the resources a behavioral health consultant, program developer, or trainer needs AND with the essential human side seamlessly woven throughout. You will enjoy hours in one sitting or use as an easy quick reference with this very readable and informative primary care compendium. Bravo!

Abbie O. Beacham, Ph.D.

Associate Professor

PsyD Program—Director of Clinical Training
School of Psychology, Xavier University

“Integrated Behavioral Health is not a fad or buzzword that will fade. It is a crucial, evidence-based tool of practice transformation in primary care. How do you get there from where you are, especially when the workforce is not equipped for this role? The authors’ previous works and tools have been essential to the implementation of the model, and to sustaining it with fidelity. This second edition of Behavioral Consultation and Primary Care builds upon their prior work and will serve as an invaluable tool to all who aspire to this important change.

Mike Maples, M.D., CEO

Community Health of Central Washington, Yakima, WA

This text is a quintessential component of our training program for both new and established Behavioral Health Consultants. In an era where Patient Centered Medical Homes are standard practice, Patti and Jeff not only do a fantastic job of covering the rationale for integrated behavioral health, but they also deliver on practice tools that are easy to grasp and apply to daily practice. The core competencies in this version have been incorporated seamlessly into our workflows and have provided increased structure and uniformity in our program. Whether you are just beginning your integration efforts or have a well-established Primary Care Behavioral Health program, this book is an invaluable resource that will guide your program toward excellence on many levels.

Brian E. Sandoval, Psy.D.
Program Manager, Primary Care Behavioral Health
Yakima Valley Farm Workers Clinic

When the first edition of *Behavioral Consultation and Primary Care* was published, the idea of primary care behavioral health was largely ignored, marginalized, or even ridiculed. My, how times have changed. Integrated behavioral health is now the hot topic in healthcare reform, and suddenly new “experts” are jumping on the bandwagon. What a welcome relief to have two maestros update their classic with a practical, how-to guide for the Behavioral Health Consultant in primary care. This new edition is completely updated with clear guidelines, practice tools, and a precise roadmap for transforming primary care. Primary care behavioral health is not for the weak of heart, tradition-bound, or chaos adverse clinician. However, for those ready to take the plunge into the future of behavioral health, this book will prove invaluable.

Ronald R. O'Donnell, Ph.D., Clinical Professor
Arizona State University, College of Health Solutions
Doctor of Behavioral Health

Whether you are reading Robinson and Reiter's book for a general understanding of PCBH or for the implementation of the PCBH model in a primary care clinic, this is a must-read. This book presents a practical, evidence-based approach to integrating behavioral health into a primary care setting. The material presented offers a structured approach and speaks to all levels of readers, with information for the advanced BHC or the beginner BHC.

Michael D. Fitts, Psy.D.
University of Arkansas Medical Systems
Regional Programs Instructor