

Behavioral Health Integration 2.0: Meeting the Moment with Collaborative Care Models

Thursday November 13th, 2025 1:45 – 2:45PM Eastern

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Tichianaa Armah, MD

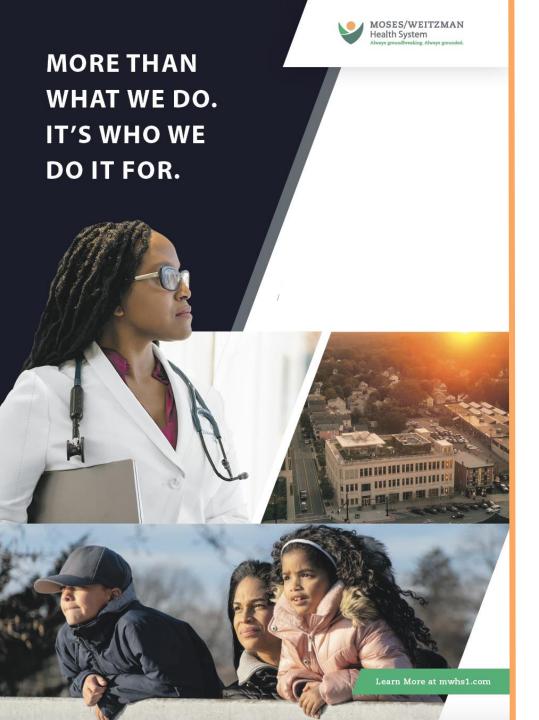


Chief Psychiatry Officer
Moses/Weitzman Health System

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Moses/Weitzman Health System





MOSES/WEITZMAN Health System

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A leading Federally Qualified Health Center based in Connecticut.

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A membership, education, advocacy, and accreditation organization for APP postgraduate training.

National Institute for Medical Assistant Advancement

An accredited educational institution that trains medical assistants for a career in team-based care environments.

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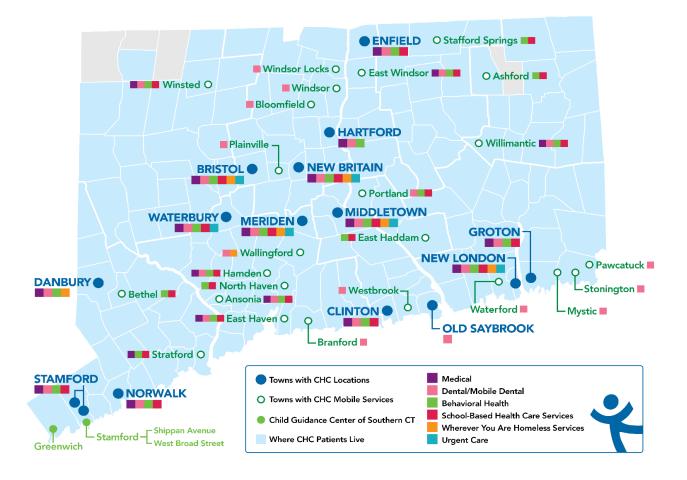
A center for innovative research, education, and policy.

Center for Key Populations

A health program with international reach, focused on the most vulnerable among us.



Locations & Service Sites





THREE FOUNDATIONAL PILLARS

Clinical Excellence

Research and Development

Training the Next Generation

Overview

Founded: May 1, 1972

Staff: 1,400

Active Patients: 150,000

Patients CY: 107,225

SBHCs across CT: 152

Year	2022	2023	2024
Patients Seen	102,275	104,917	107,225



National Training and Technical Assistance Partners (NTTAP) Clinical Workforce Development

Provides <u>free</u> training and technical assistance to federally funded health centers and look-alikes across the nation through webinars, activity sessions, communities of practice, trainings, publications, and more!

To learn more, please visit https://www.weitzmaninstitute.org/nca, or contact Meaghan Angers, Senior Program Manager, angersm@mwhs1.com.

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Learning Objectives

1

Describe key components of collaborative care models that integrate behavioral health into primary care, including brief interventions, case management, and psychiatric consultation.

2

Analyze lessons learned and best practices from CHCI's implementation of behavioral health integration, with a focus on workforce development strategies.



3

Apply insights from CHCI's Psychiatric Mental Health Nurse Practitioner Residency Program to strengthen and sustain behavioral health integration within primary care teams.



Behavioral Health Integration Overview: Collaborative Care Models, Case Management, and Psychiatric Consultation



Health Center Behavioral Health Accomplishments

- Health centers have long been at the forefront of treating behavioral health in the United States.
- In 2024, health centers:
 - Provided mental health services to 3.0 million patients.
 - Screened more than 74% of teen and adult patients for depression.

https://bphc.hrsa.gov/about-health-center-program/impact-health-center-program





Table 6A: Selected Diagnoses and Services Rendered (UDS, 2024)

Line	Diagnostic Category	Applicable ICD-10-CM Code or Value Set Object Identifier (OID)	Number of Visits by Diagnosis Regardless of Primacy (a)	Number of Patients with Diagnosis (b)	Visits per Patient				
Selecto	Selected Mental Health Conditions and Substance Use Disorders								
18.	Alcohol-related disorders	F10-, G62.1, K70-, O99.31-	1,697,534	471,997	3.60				
19.	Other substance-related disorders (excluding tobacco use disorders)	F11- through F19- (exclude F17-), G62.0, O99.32-	3,460,504	763,276	4.53				
19a.	Tobacco use disorder	F17-, O99.33-, Z72.0	3,002,200	1,499,468	2.00				
20a.	Depression and other mood disorders	F30- through F39-	12,562,751	3,096,085	4.06				
20b.	Anxiety disorders, including post-traumatic stress disorder (PTSD)	F06.4, F40- through F42-, F43.0, F43.1-, F43.8-, F93.0	14,157,918	3,670,683	3.86				
20c.	Attention deficit and disruptive behavior disorders	F90- through F91-	3,823,772	917,999	4.17				
20d.	Other mental disorders, excluding drug or alcohol dependence	F01- through F09- (exclude F06.4), F20- through F29-, F43- through F48- (exclude F43.0- and F43.1-), F50- through F99- (exclude F55-, F64-, F84.2, F90-, F91-, F93.0, F98-), 099.34-, R45.1, R45.2, R45.5, R45.6, R45.7, R45.81, R45.82, R48.0	8,414,314	2,568,097	3.28				
20e.	Human trafficking	T74.5- through T74.6-, T76.5- through T76.6-, Z04.81, Z04.82, Z62.813, Z91.42	1,738	836	2.08				
20f.	Intimate partner violence	T74.11-, T74.21-, T74.31-, Z69.11	21,616	12,197	1.77				

https://data.hrsa.gov/topics/healthcenters/uds/overview/national/table?tableName=6A&year=2024



UDS 2017 Data Staffing and Utilization FTEs

Ratio: Total Behavioral Health Provider FTEs/ Total Patients	Ratio: Total Psychologist & Psychiatrist FTEs/ Total Patients				
1 / 2,552	1 / 16,753				

https://bphc.hrsa.gov/uds/datacenter.aspx



State of the Behavioral Health Workforce (2024)

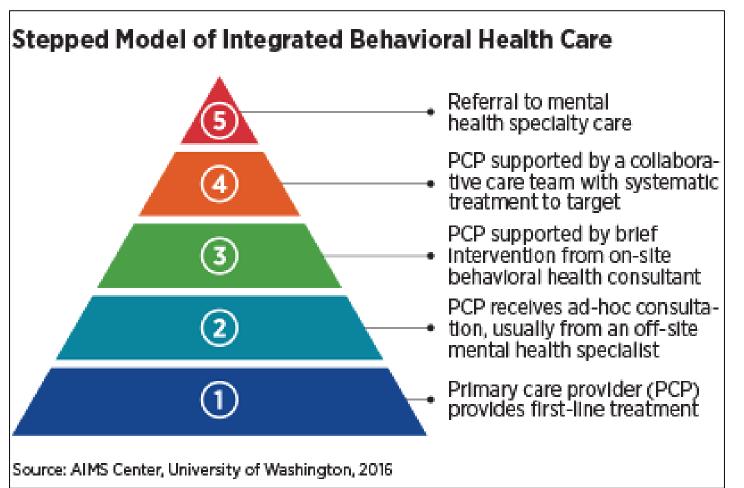
- The capacity of the behavioral health workforce to meet the demand is limited by supply and geographic distribution challenges.
- Challenges go beyond supply and demand and include patient-level barriers (e.g. stigma, cost, insurance) and provider-level obstacles (e.g. scope of practice, reimbursement issues, burnout).
- Behavioral health needs are elevated for children and older adults, as well as in rural and underserved areas.



https://bhw.hrsa.gov/sites/default/files/bureau-health-workforce/state-of-the-behavioral-health-workforce-report-2024.pdf



Stepped Model of Integrated Care

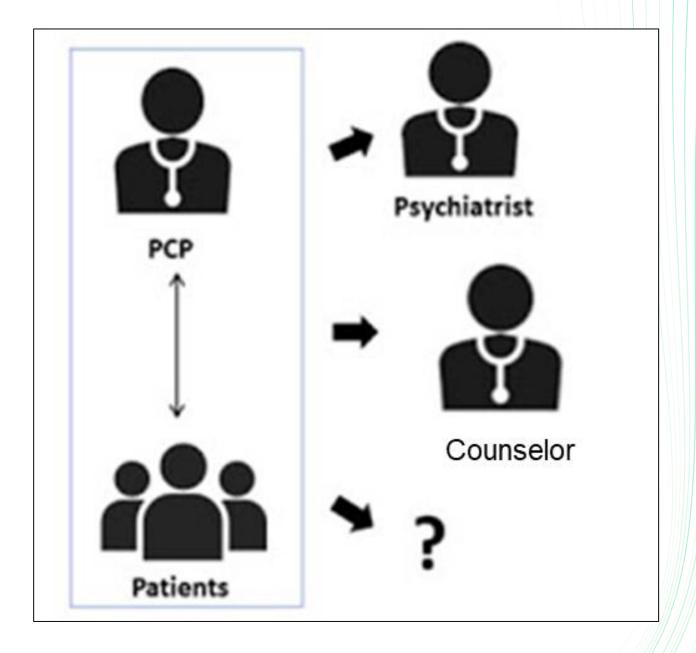


https://psychiatryon line.org/doi/10.1176 /appi.pn.2016.3a28



Traditional Model

https://workplacementalhealth.org/mentalhealth-topics/collaborative-care





Collaborative Care Model

Give patients a choice of treatment

Care

Motivate engagement

Provide brief treatments

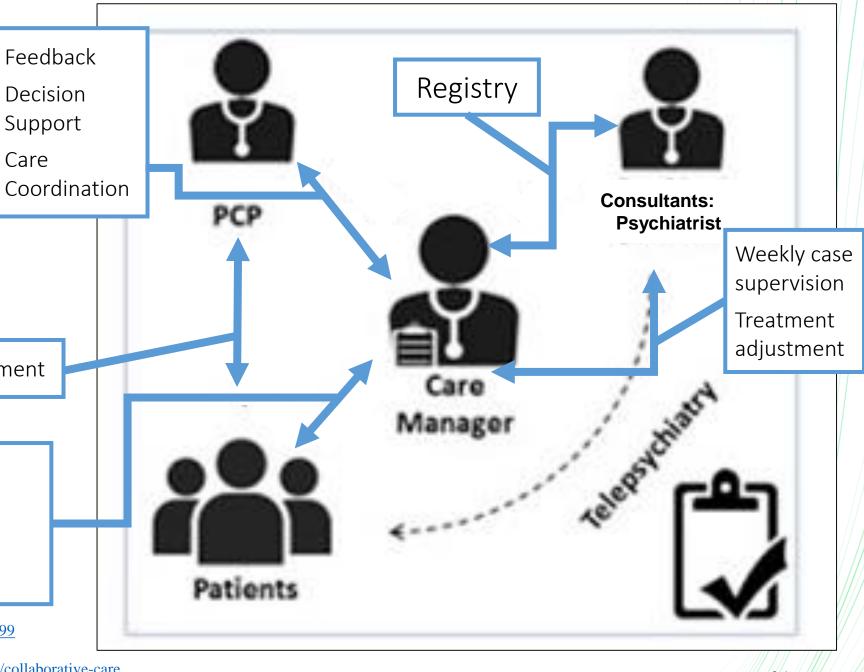
Monitor treatment response

Facilitate community support

https://jamanetwork.com/journals/jama/fullarticle/195599

https://aims.uw.edu/collaborative-care/

https://workplacementalhealth.org/mental-health-topics/collaborative-care





Continuum of Integrated BH Care



Outside consult: psychiatric provider

Co-located BH/ Medical care

In house short term/long term therapy

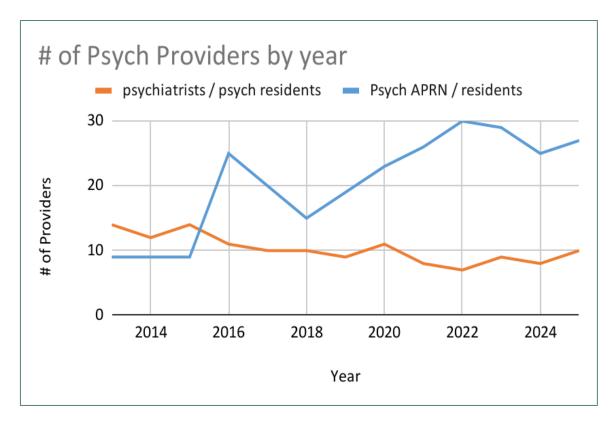
Integrated service BH with shared space, shared records, formal or informal treatment coordination

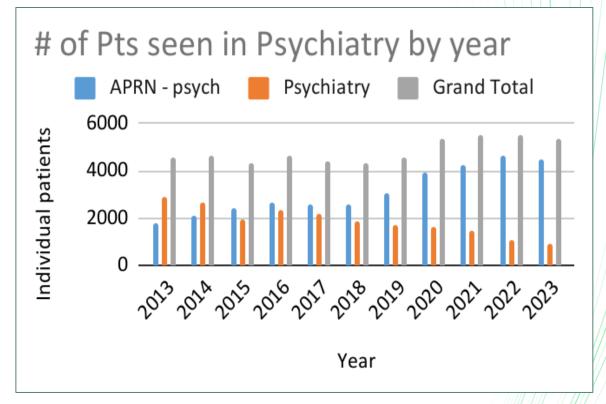
Full service behavioral health

In-house psychiatry



A 10 Year History of Psychiatry at CHC





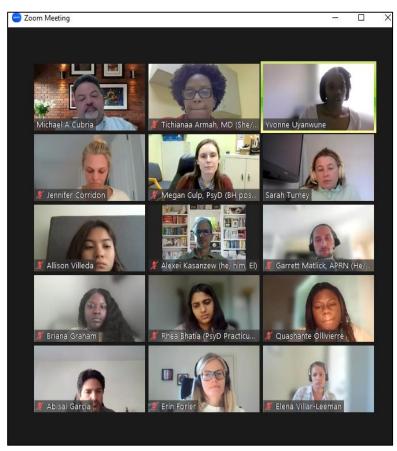


Team-Based Care Pods

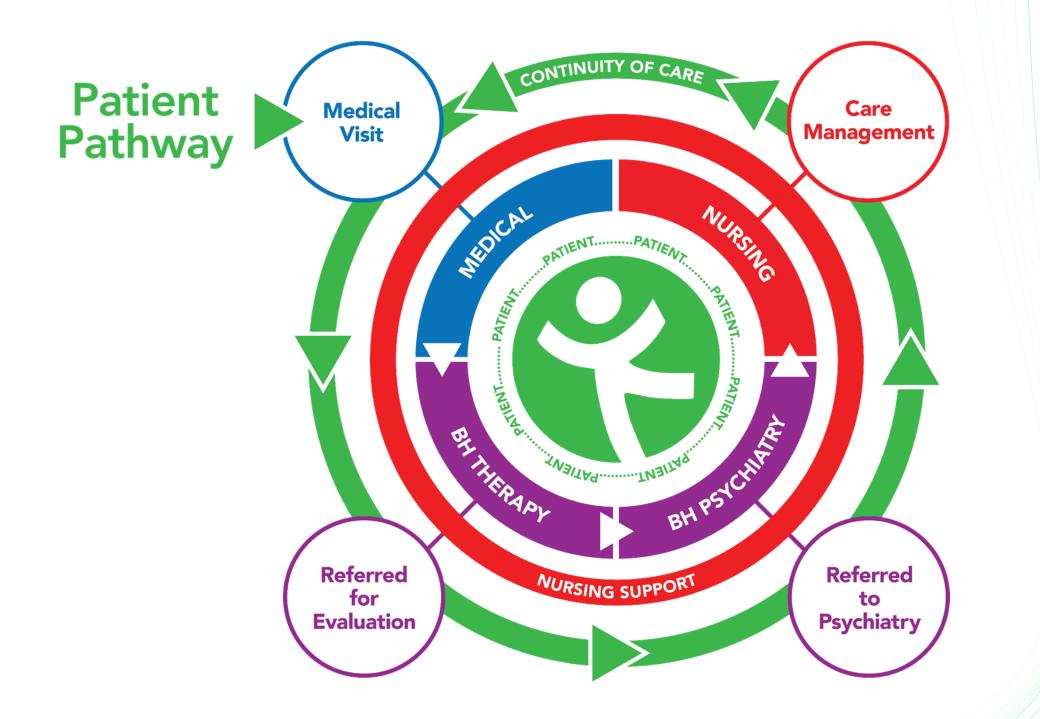




Interdisciplinary & Inter-professional Virtual Teams







Integration

- Hygiene
- Restorative Care
- Integrated Flouride Treatments
- BH WHO (anxiety/trauma)
- WEITZMAN INSTITU MEDICAL Scaling PATIENTPATIENT Researching PATIENT Training THE THE WATER TO T BEHAVIORAL HEALTH MURSING CENTER FOR KEY POPULATIONS
- Medical Care and Follow Up
- Team Huddles
- Preventative Care
- Urgent Care Services
- Ancillary Care Services
- Substance Use Disorder Services (including MOUD)
- Community Health
- Integrated Meetings

- Therapist
- Psychiatry
- BH WHO (reactive/proactive)
- Individual Appointments
- Groups
- Consultation
- Curb-sides
- Substance Use Disorder Services (including MOUD)

- Transitional Care
- Education
- Monitoring
- MI/Coaching
- Panel Management

Psychiatric Care at CHC

Indirect Care (value beyond visits)

Assessment

- Diagnostic Clarity (team meetings BH)
- Consultation PCP/Peds/Geri/FNP Residents
- Curbside PCP/Peds/Trainees

Education

- Provider Grand Rounds
- Staff ad hoc and planned Learning Sessions
- PMHNP Residency Didactics
- Precept PMHNP Residency
- Supervision Yale Psychiatry (MD) & Fairfield University and Columbia (NP Students)
- FNP Resident Shadowing (Staff and PGY4s)
- Quality Improvement
- Project Echo (CHC & across U.S.)
- National Webinars (beyond CHC)

Direct Patient Care

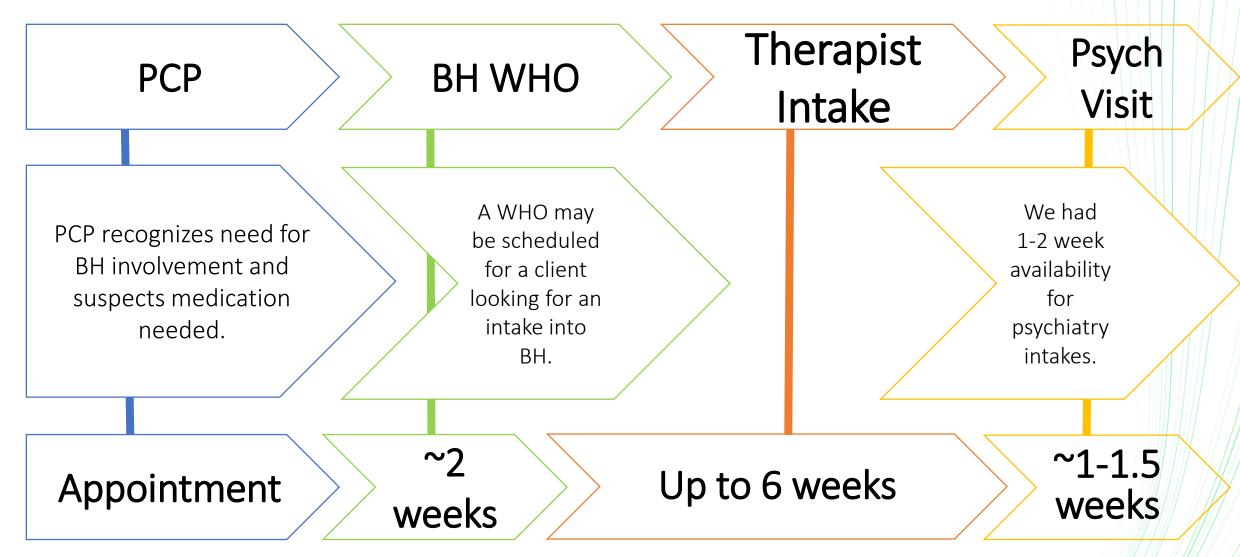
Assessment

- Evaluation
- Monitoring Labs
- Diagnostic Clarity
- Treatment (including managing medications)
- Individual Appointments
- Warm Hand Off (WHO)
 - BH
 - Psych Direct Referrals)
- Group Therapy (MOUD, Lifestyle Medicine)
- Virtual In-School Psych,

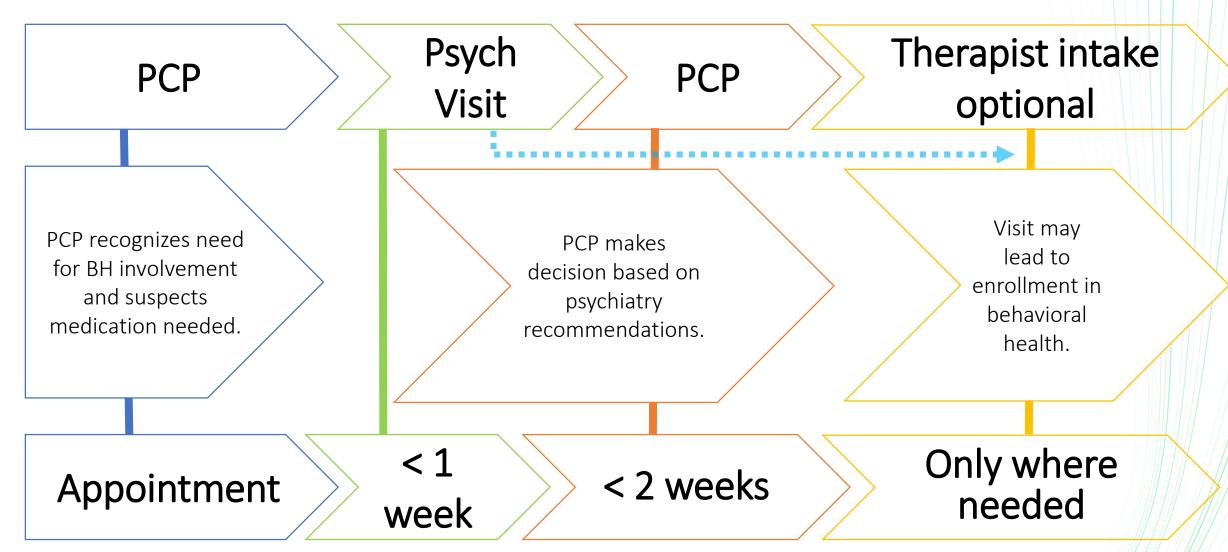
Education

Patient Education (including meds)

Standard Model of Psychiatry Involvement



Psychiatry Eval Pilot





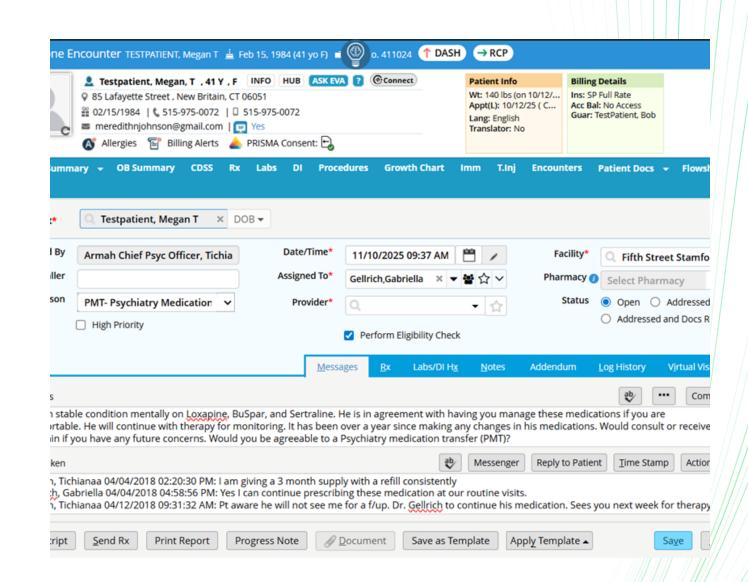
BH Dashboard Psychiatry

patient info ¢ PCP Site ¢	PCP ‡ Age ‡	Last Therapist	Last Psychiatry Provider	Last	Telehealth ‡ Consent Date	BH ‡ R&R	Review \$ DueDt	Intake ‡	Depression Monitoring	Last InPerson BH ‡ [psych] or Med VisitDt	Last GAD ‡	Minor ‡ InfoMedConsent	Tobacco \$ Screen_Intervention	Controlled \$ Substance	AntiPsychotic \$	BH ; Discharge
				Est MH Adult 20 Video		Missing	12/15/2025	11/04/2013 Int MH 60		9/23/2025						
				Group Adult Mood Video	12/18/2024	Review Needed	01/29/2028	11/27/2023 INT MH 60 Video		10/3/2025						
				Group Adult Mood Video	12/02/2024	Missing	01/02/2028	04/05/2022 INT MH 60 Video					Screening			
				Est MH Adults 20 Phone	11/16/2024	Review Needed	11/30/2025	11/19/2019 Int MH 60			8/30/2021			clonazePAM; Zolpidem Tartrate	Caplyta	
				Group Adult Mood Video	12/01/2024	Review Needed	01/06/2026			9/19/2025					QUEtiapine Fumarate ER	
				Est MH Adults 20 Phone	11/16/2024	Missing	11/13/2025	05/07/2019 Int MH 60	PHQ 9 Due By 1/11/2026	9/24/2025				Ativan; Zolpidem Tartrate		
				Group Adult Mood Video	09/23/2025	Missing	12/18/2025	02/17/2020 Int MH 60		7/19/2025	9/29/2021			Ambien CR		
				Est MH Adults 20 Phone		Missing	07/29/2025	12/31/2018 Int MH 60		10/10/2025			Screening		cloZAPine,QUEtia pine Fumarate	11 11 11 11 11 11 11 11 11 11 11 11 11



Psychiatry Medication Transfer (PMT) Sample

- History of treatment and response
- Current medication regimen
- Hospitalization hx (if applicable)
- Reminds of availability for consultation





Collaboration with Registered Nurses (RNs)

- Nursing Visits/Co-Visit with BH (in-between provider visit surveillance)
 - Long Acting Injectable Administration
 - Side Effect Surveillance
 - Medication Reconciliation
 - Routine Prescription Drug Monitoring Programs (PDMP) Checks (delegate status)
 - Random/Routine Toxicology
 - Controlled Substance Agreement Review/Signing
- Top of Licensure Collaboration includes:
 - Panel Management: Monitor labs and high-risk medications
 - Education: Smoking cessation, contraceptive counseling, Narcan use
 - Care Coordination: Medication assistance, treatment barriers, transitioning levels of care Visiting Nurse communication, and refills





Overview of BH Landscape

Clinical Providers:

Therapy

- Social Worker
- Marriage and Family Therapist
- Counselor
- Psychologist
- Drug and Alcohol Counselor

Medication

- Psychiatrist
- Psychiatric Mental Health
 Nurse Practitioner
- Physician's Assistant

Level of Licensure

- Licensed Independent Practitioners (LIP)
- Licensed to Practice Under Supervision
- Student or Resident Under supervision of appropriately credentialed LIP



Behavioral Integration & Primary Care Team

Screening for Depression PHQ9 Screening	Medical Assistant (MA), Medical Provider, Behavioral Health Provider
Care Management	Registered Nurse (RN), Case Manager/Care Coordinator
Crisis Management	Behavioral Health Staff
Brief Psychotherapy	Behavioral Health Staff
Referral for Longer-term Psychotherapy or MOUD	Behavioral Health Staff, Referral Coordinator
Psychiatric Consultation	Consulting Psychiatrist, Psychiatric Mental Health Nurse Practitioner (PMHNP),
Psychotropic Medication	Primary Care Provider (PCP) Psychiatrist, or PMHNP



Medical Screening

• There are many pathways to Behavioral Health care, one of the most robust and reliable is

regular screening in medical visits.

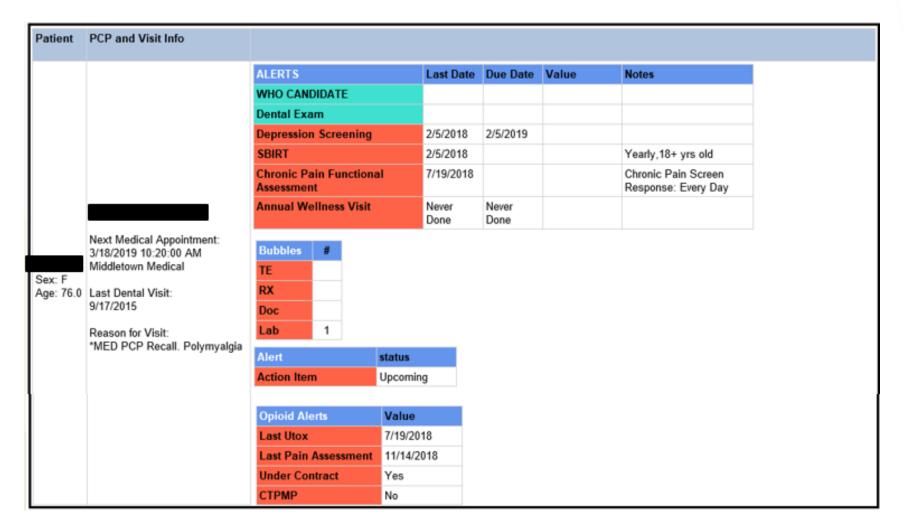
Nurses and MAs screen for multiple conditions including:

- Substance use/SBIRT (DAST, AUDIT-C, CRAFFT, CAGE)
- Depression (PHQ-2/9)
- Intimate Partner Violence (HITS, HARK)
- ➤ Patient Symptom Checklist-17
- ➤ MCHAT
- > ACES
- All of these identify patients who may need support from Behavioral Health.





Planned Care Dashboard





Case Study

About the Patient

• 45-year-old Caucasian male, seeking treatment for depression and PTSD based symptoms after experiencing significant physical illness affecting his ability to work.

Patient Goals

- "Feel better and be less depressed"
- "Be in less pain"

Provider Goals

- Process PTSD
- •Increase regulatory strategies for experience of anger
- •Improve ability to communicate with others to reduce interpersonal conflict.
- Identify source of pain
- Successful referral for surgery

Patient Needs

- Coordination of care with case management
- Nursing support to problem solve patient's low
- follow through on treatment recommendations
- Building trusting relationships with providers over time.

Obtaining resources

Challenges

- When client has trouble understanding, will become frustrated and presents with anger. He may shut down a conversation or not continue with a provider.
- Client experiences significant difficulty with memory and focus resulting in difficulty following through with treatment recommendations.



Key Strategies Implemented

- Communication in writing
- Pacing and explaining interventions
- Collaboration with external partners
- Nurse care management
 - Frequent reminder phone calls
 - Check ins
- Continuity of care
 - Not having to "re-tell his story"

Results

- Improved patient communication with treatment team
- Improved insight
- Improved work towards self-defined goals
- Treatment engagement, including receiving a hip replacement!



eConsults & Expanding Telehealth to Improve Behavioral Health Access

- eConsults: real-time collaboration between primary care and specialists without the need for a face-to-face visit.
- Telehealth: can address accessibility barriers to behavioral health services, such as those in underserved or rural areas.
 - Telehealth legislation is evolving.





Summary

- Integrating BH services into primary care can enhance access to treatment for mental health and substance use disorders to reduce costs, enrich patient experiences of care, and improve patient outcomes.
- Through BH integration, primary care practices can identify and address patients' physical health, mental health, behavioral health, substance use, life stressors, and barriers to wellness.

Blasi PR, Cromp D, McDonald S, Hsu C, Coleman K, Flinter M, Wagner E. <u>Approaches to Behavioral Health Integration at High Performing Primary Care Practices</u>. *J Am Board Fam Med*. Sept-Oct 2018: 31(5): 691-701.







Psychiatric Mental Health Nurse Practitioner (PMHNP) Residency Program

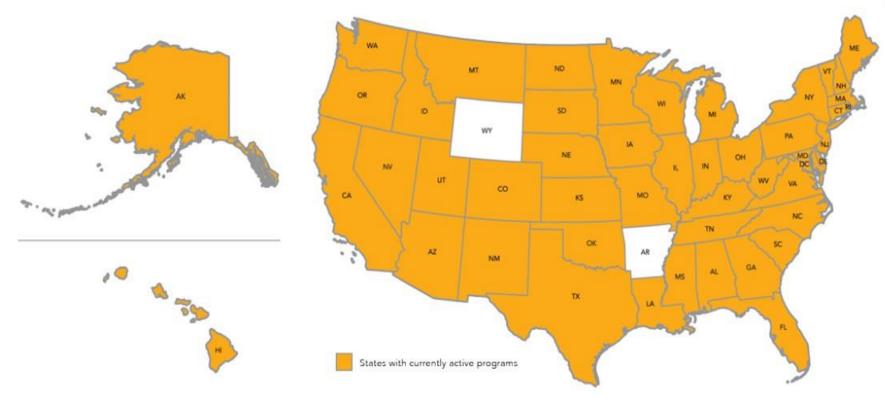


CHCI Residency Program Today

- Started 1st program in 2007 – have been operating for 19 years and have graduated over 167 alumni
- PMHNP Residency
 Program started in 2015
 - > 18 Alumni
 - > 77% retention rate



APP Postgraduate Training Programs Nationally



- 565 APP Postgraduate Training Programs
- 259 Primary Care APP Postgraduate Training Programs
- 76 Psychiatric Mental Health Nurse Practitioner Residency Programs.
- 120 APP Postgraduate Training Programs in FQHCs
- 108 Health Centers participated in HRSA's National Training and Technical Assistance Program (NTTAP)



The Need for NP Residency Training

- Prior to 2007, there was no model NP residency training.
- Strategy to respond to the current and future shortage of providers in community health.
- New NPs in FQHCs care for very complex patient panels.
- In the absence of formal programs, the transition can be extraordinarily hard.
- Support in launching the practice careers of the next generation of providers, particularly for vulnerable populations.







Program Drivers

- Increase the nation's ability for every person to have access to behavioral health services, but particularly in underserved communities.
- Provide new PMHNPs with an intensive training experience focused on training to clinical complexity and high performance.
- Provide a highly structured transition from university to practice that supports the development of confidence, competence, and mastery in the FQHC setting.
- Attract new PMHNPs to safety net settings in communities rural and urban, large and small, and prevent attrition through intensive support in first year.





Core Elements of a PMHNP Residency Program

12 Months
Full-time
Employment

Training to Clinical Complexity and High-Performance Model of Care

Team-Based Care, Inter-professional Collaboration, Integrated Care, Data Driven QI, Expert Use of Technology

Full Integration into Home Site and Organization

Precepted Clinics (80%):

PMHNPs residents develop and manage a panel of patients with the exclusive and dedicated attention of an expert preceptor.

- Adult, Child, and Healthcare for the Homeless Clinics
- Supervision

Education Sessions (15%):

High volume and burden focused didactics, includes participation in Project ECHO sessions for managing chronic pain, treating HIV, Hepatitis C, and opioid addiction.

Quality Improvement
Training (5%): Training to
a high-performance QI
model, including front
line QI improvement,
data driven QI, and
leadership development.



A Week in the Life of a PMHNP Resident

	Mon	Tues	Wed	Thurs	Fri
AM	<mark>Child Clinic</mark>	9-11 SUH Module (2 month rotation) 11-12 Supervision	WYA Clinic (Eddy Shelter)	Psychotherapy Group Consultation 8:30-9:30 Cohort Meeting (1 st) 10-11:30 Monthly PMHNP Check-In Meeting (3rd) 10-10:30 QI Seminar (2 nd and 4 th) 11- 12:30 Pain ECHO (3 rd)12-1	Adult Clinic Psychiatry Coverage (1 st Friday) 10-12
PM	Child Clinic	Child Clinic	<mark>Adult Clinic</mark>	Psychiatry Advancing True Health Equity Meeting (1 st) optional 1-2 Child Psychiatry Providers Meeting (2 nd) 1-2 All Psychiatry Providers Meeting (4 th) optional 1-2 Didactic 2-5	Adult Clinic



Sample Didactic Schedule

Date	Topic	Presenter			
QUARTER 1					
September 26, 2024	Attunement	Sarah F			
October 3, 2024	Documentation Primer	Doris Dakpui			
October 10, 2024	Biopsychosocial Formulation	Doris Dakpui			
October 17, 2024	Medication Management Primer	Dr. Armah			
October 24, 2024	ECW Superuser Training	Megan Giesen			
October 31, 2024	Child/Adolescent Psychiatry Part 2	Sarah & AO			
November 7, 2024	Sleep	Sarah Freiberg			
November 14, 2024	"MDD vs Bipolar Disorder: Understanding and Diffe	Jennifer Corridon			
November 21, 2024	Med Management Part II	Dr. Armah			
November 28, 2024	NO DIDACTIC	DI. Aillian			
140401111111111111111111111111111111111	QUARTER 2				
December 5, 2024	Child/Adolescent Psychiatry Part 3	Sarah & AO			
December 12, 2024	Risk Assessment	Areta/Rosarimar/Chelsea			
December 19, 2024	Cultural Formulation	Dr. Armah			
December 26, 2024	NO DIDACTIC				
January 2, 2025	NO DIDACTIC				
January 9, 2025	Psychotherapy	Areta /Rosarimar/Chelsea			
January 16, 2025	SUDs	Dr. Jarda			
January 23, 2025	Psychosis Dx	McIntosh and Freiberg			
January 30, 2025	IEP/504	Noreen Stewart			
February 6, 2025	Motivational Interviewing Part 1	Dan Bryant			
February 13, 2025	Motivational Interviewing Part 2	Dan Bryant			

42



Evaluations:

Assessment of Resident Performance and Experience

COMPETENCY DOMAINS

- 1. Patient Care
- 2. Knowledge for Practice
- 3. Practice-based Learning and Improvement
- 4. Interpersonal and Communication Skills
- 5. Professionalism
- 6. Systems-based Practice
- 7. Inter-professional Collaboration
- 8. Personal and Professional Development

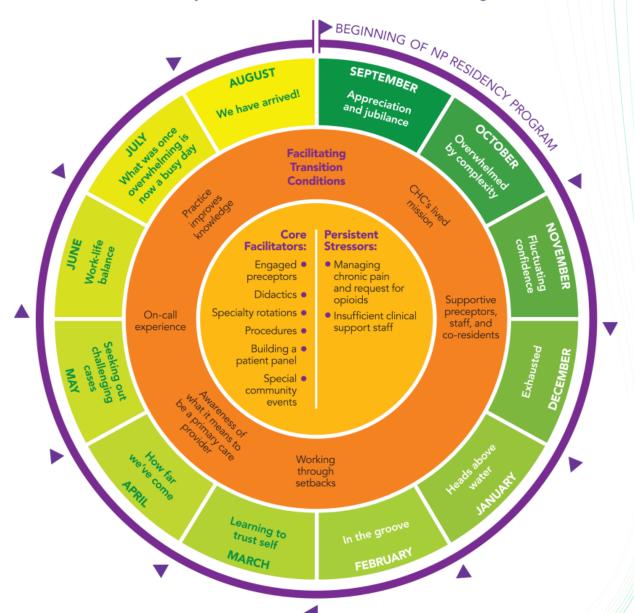
Evaluation Element	Frequency
Competency Self-Assessment	1, 6, 12 months
Preceptor Evaluations	6, 12 months
Specialty Rotation Evaluations	Monthly
Procedures	Monthly
Mid-year Coaching Session	Month 6
Reflective Journals	Weekly



The Residency Experience

Flinter, M.; Hart, A.M. (2016). "Thematic Elements of the Postgraduate NP Residency Year and Transition to the Primary Care Provider Role in a Federally Qualified Health Center." Journal of Nursing Education and Practice, 7(1), 95. DOI: https://doi.org/10.5430/jnep.v7n1p95

A Year in the Nurse Practioner Residency Program Based on Analysis of 1,200 Journal Entries from 2008 through 2013





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Accreditation



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Recruitment Process

Applicants
complete an
electronic
application and
provide
required
supplemental
materials.



Applications
will be
reviewed by
the Application
Review
Committee.
If a candidate
meets all
application
requirements,
a phone screen
will be
conducted.



Candidates
being
considered for
a spot will be
scheduled for
virtual
interviews with
our selection
committee.



Candidates will be notified if they have been selected for CHC NP Residency program after interviews are completed.



Program begins in September (Tuesday after Labor Day)



Visit <u>www.npresidency.com</u> to learn more!





Questions?



Evaluation Survey



https://Qualtrics.ca1.qualtrics.com/jfe/form/SV 5vf3vV8EfCSsgV8



Explore more resources!

National Learning Library: Resources for Clinical Workforce Development

National Learning Library



CHC has curated a series of resources, including webinars to support your health center through education, assistance and training. CLINICAL WORKFORCE
DEVELOPMENT
Transforming Teams, Training the Next Generation

The National Training and Technical Assistance Cooperative Agreements (NCAs) provide free training and technical assistance that is data driven, cutting edge and focused on quality and operational improvement to support health centers and look-alikes. Community Health Center, Inc. (CHC, Inc.) and its Weitzman Institute specialize in providing education and training to interested health centers in Transforming Teams and Training the Next Generation through;

National Webinars on advancing team based care, implementing post-graduate residency training programs, and health professions student training in FQHCs.

training program at your health center.

Please keep watching this space for information on future sessions. To request technical assistance from our NCA, please email NCA@chc1.com for more information.

Learn More

https://www.weitzmaninstitute.org/ncaresources

Health Center Resource Clearinghouse



https://www.healthcenterinfo.org/



Contact Us!

NTTAP on Clinical Workforce Development:

nca@chc1.com

Visit us on the web:

www.chc1.com

www.mwhs1.com

http://chc1.com/nca