



# The Satcher Health Leadership Institute

DIVISION OF  
BEHAVIORAL  
HEALTH



**MOREHOUSE**  
SCHOOL OF MEDICINE

## What a Year!

By Glenda Wrenn, MD, MSHP



Glenda Wrenn, MD, MSHP is the Director of the Division of Behavioral Health in the Satcher Health Leadership Institute

This first year of the Integrated Care Leadership Program has been quite the learning experience! As the sun sets on 2016, I cannot help but reflect on all of the remarkable accomplishments in our inaugural year.

Last January we set out on a rigorous journey toward practice change and improvement in

integrated care. Over the subsequent months, we witnessed thoughtful planning and implementation of change efforts among diverse practice settings and levels of integration. Our ICLP curriculum will be sustained within an online learning platform, and our sites will maintain access following the program. Finally, we look forward to welcoming the sites who successfully completed the ICLP to our culminating summit in January 2017.

This edition also marks one year since our launch of the ICLP newsletter. In this issue, you will learn about how coaching calls and innovation awards enhance behavioral health integration for our participating sites. We feature Grady Yellow Pod in our Site Spotlight. We also pay tribute to a beloved colleague and ICLP participant, Dr. Richard Butcher.

Visit us at <http://integratedcare.satcherinstitute.org> and follow us on Twitter at @SHLI\_Integrated to keep up with all of our news and events.

## Coaching Calls: The Lines of Communication

By Sayon Cooper, MPH

Monthly 60-minute coaching calls between the ICLP leadership team and participating sites provide supplemental training and advance the collaborative learning environment. Small groups of 2-3 ICLP participating sites meet monthly, and all-sites calls are convened quarterly.

The small group calls provide a forum for sites to present any issues, questions, concerns, and successes they have experienced during the previous month. The ICLP team of experts uses these calls to provide feedback on the sites' submitted Plan-Do-Study-Act (PDSA) reports, which highlight the sites' planning and execution of activities as they relate to advancing integrated care. In addition, as sites seek new and innovative ideas to resolve short- and long-term challenges within their practices, coaching calls enable the participants to add value and benefit to their cohort peers through the exchange of knowledge and resources with one another.

ICLP director Dr. Glenda Wrenn leads off the quarterly all-sites calls with remarks of encouragement and inspiration to ensure the sites are remaining on track with the ICLP. Each participating site then provides a brief update of their accomplishments and challenges and how they are applying their learnings from the ICLP to their clinical practices.

Sayon Cooper, MPH is the ICLP Program Manager



Sharon Rachel and Sayon Cooper lead a monthly small-group coaching call



Dr. Richard O. Butcher  
1939 - 2016

The ICLP family was deeply saddened by the loss of Dr. Richard O. Butcher, President of ICLP participating site Careview Medical Group in San Diego. Dr. Butcher suffered a fatal heart complication on November 12, 2016 while attending the American Medical Association annual meeting in Orlando, Florida. Dr. Butcher was well-known for being a champion of healthcare for the underserved. The National Medical Association – for which he served as President in 1992 – honored Dr. Butcher by naming him Practitioner of the Year in 2015. Dr. Butcher also served on the Board of the Multicultural Health Foundation (<http://mhfwellness.org>), which is establishing a medical school scholarship fund in his name.

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# Taking a Thorough Look at Readiness: One Site's Story

By Ariel Domlyn, MA and Tara Kenworthy

On November 8, 2016, members of the Readiness for Integrated Care Assessment Team from the University of South Carolina visited Mercy Care, an ICLP participating site in Atlanta. The goal of the visit was to explore how the site's readiness assessments impact integrated care efforts and could further benefit the practice. The readiness team



Ariel Domlyn is a doctoral student in clinical community psychology at the University of South Carolina



Tara Kenworthy is a doctoral student in clinical community psychology at the University of South Carolina

members collected observational data on a facility tour and interviewed three site representatives.

Readiness assessment results allowed the practice to understand where they stood and brought to light areas for improvement. For example, staff found integrated care to be relatively complex, which catalyzed a staff retreat

aimed at working through some of the challenges around integrated care. Practice members also reported that staff turnover is a barrier to integrated care that is not explicitly measured in the readiness framework, but may impact readiness over time.

The data collected during the site visit will be analyzed to create a full picture of organizational readiness in



Mercy Care is one of the largest FQHCs in Atlanta and the only HHS-designated Health Care for the Homeless provider

the context of integrated care and inform the broader scope of future readiness research.

2 Ariel Domlyn and Tara Kenworthy are research assistants with the Readiness for Integrated Care Assessment Team

## SITE SPOTLIGHT Grady Yellow Pod

By Zoe Dale, MA, LPC

Yellow Pod, located at Grady Memorial Hospital in Downtown Atlanta, provides primary care services to underserved adults of Fulton and DeKalb counties and residents of metro Atlanta and Georgia. As a Patient Centered Medical Home (PCMH), Yellow Pod provides coordinated, comprehensive, culturally-sensitive, and accessible primary care that meets the specific needs of our patients.

Prior to joining the ICLP, Yellow Pod implemented the Integrated Care Project, which utilizes measurement-based treatment and brief behavioral interventions to provide depression care to patients. Because successful integration of behavioral health requires change within the primary care system, Yellow Pod joined the ICLP to create those changes and improve practice operations.

Yellow Pod was granted an ICLP innovation award aimed at sustaining the Integrated Care Project through improving integrated care readiness and measuring changes in both providers' perceptions and attitudes and patients' satisfaction and experience. To accomplish this, Yellow Pod is planning a training to increase the knowledge of the practice staff playing key roles in integrated care.

As the Behavioral Health Consultant on the project, I see integrated care as an evolution in how providers deliver care to patients; systems must be altered, education must be provided, providers and patients must collaborate, and complete patient care must include behavioral health.

Zoe Dale, MA, LPC is a Licensed Professional Counselor in the State of Georgia and Behavioral Health Consultant at Grady Yellow Pod



Grady Yellow Pod ICLP team (L - R): Cheryl Russell, LPN; Zoe Dale, MA, LPC; Claudia Fotzeu, MD, MPH; Pamela Marshall, CMA

# Innovation Awards: Jumpstarting Systems Change

By Sayon Cooper, MPH

The innovation grant supports the ICLP's overarching goal of promoting health equity among vulnerable populations by developing health leaders equipped to further integrated care and by strengthening capacity among health care providers and practices to implement and sustain integrated care practice. The ICLP team was proud to award four Georgia-based sites \$5,000 each: Milton Brown and Associates, Inc./Eastchester Family Services, Mercy Care, Grady Yellow Pod, and Morehouse Healthcare. Their proposed projects are aimed at implementing process improvements toward the achievement of integrated care and include staff trainings, improving readiness measures, strengthening capacity, and enhancing depression screening. Awardees were selected based on the merit of their submitted proposals and the relevance of the proposed projects to the advancement of integrated care and health equity.



Sayon Cooper, MPH is the ICLP Program Manager

## ICLP Curriculum Used in MSM Residency Program

By Sarah Y. Vinson, MD

At Morehouse School of Medicine, general pediatrics residents have a psychiatry rotation with clinical experiences, lectures, and an individual supervision session with a



board certified child and adolescent psychiatrist. A primary goal of the rotation is to identify the benefits and challenges of providing integrated mental health care in general pediatric settings. In addition to readings and supervision regarding integrated care, the pediatrics residents complete selected modules of the ICLP curriculum including Leadership and Transformation and Special Considerations for Pediatrics. Early feedback regarding the modules' inclusion in the rotation has been positive, and the ongoing use of the modules as learning activities for future pediatrics residents was encouraged.

Sarah Vinson is a Triple Board Certified Child & Adolescent, Adult and Forensic Psychiatrist and Assistant Professor of Psychiatry at Morehouse School of Medicine

## What Does it All Mean? The ICLP Impact

By Sharon Rachel, MA, MPH

The ICLP Leadership Team and Readiness for Integrated Care Assessment Team continue to spread the word about the program and preliminary research findings. Erin Godly-

Reynolds, MEd and the readiness team presented "Readiness to Implement a Behavioral Health Innovation: Using the Readiness for Integrated Care Questionnaire" in Atlanta at the American Evaluation Association 30th Annual Conference in October. Dr. Glenda Wrenn and Dr. Gigi Bastien (in absentia) presented "Leadership Development for Integrated Care Practice" in Denver at the American



Dr. Glenda Wrenn moderates a panel on integrated care at The Carter Center

Public Health Association 2016 Annual Meeting & Expo in October. In November, Dr. Wrenn moderated a panel entitled "The Current State of Integration Efforts" at The Thirty-Second Annual Rosalynn Carter Symposium on Mental Health Policy in Atlanta.

Sharon Rachel is the Associate Project Director of the ICLP